What Makes an Effective Coalition?
Evidence-Based Indicators of Success
June 26, 2013

For live audio, you must use your phone and dial (866) 513-4976; passcode: 6875187

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Coalition Building

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Action Coalition Progress

Leadership:

- **North Carolina and Wyoming:** Nursing Leadership Institutes
- **Virginia:** 40 Under 40 Awards
- **New Jersey:** 3 nurses named to boards; six more in pipeline

Education:

- Nine states selected to test one of four promising models

Practice and Care: State Legislation

- 14 states introduced legislation expanding scope of practice for nurse practitioners (CA, CT, IL, KY, MD, MI, MN, MO, MS, NE, NJ, NV, NY, OR)
- Nevada and Oregon passed major legislation
- 5 states have removed major barriers to APRN practice and care since the start of the Campaign (KY, MD, ND, NV, OR)

Funding

- 30 ACs raised $5.1 million as of April 2013

What Makes an Effective Coalition? Evidence-Based Indicators of Success

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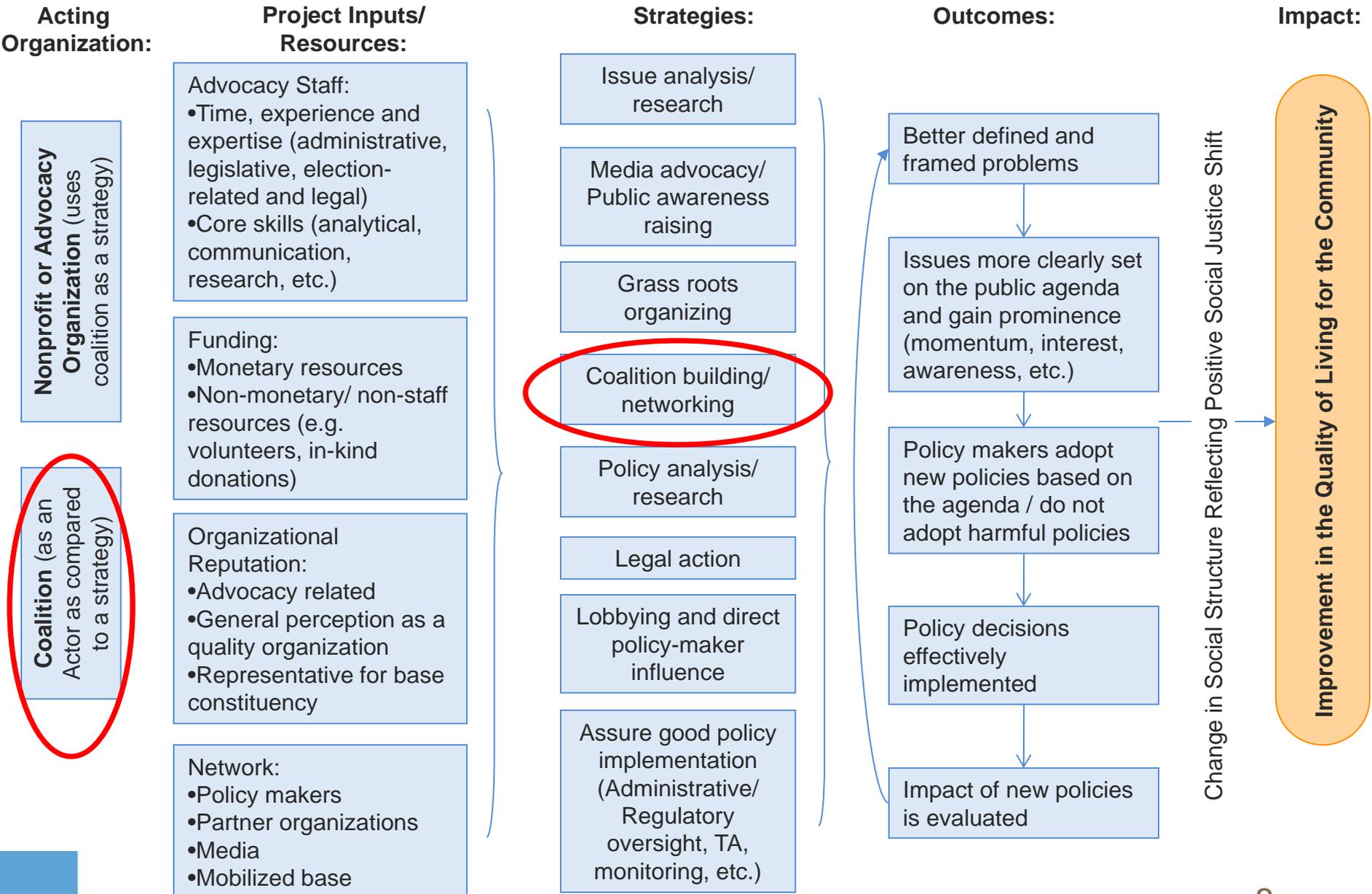
tcc group strategies to achieve social impact

Agenda

state action coalitions

Action Coalitions are the driving force of the campaign at the local and state levels, forming a strong, connected grassroots network of diverse stakeholders working to transform health care through nursing.
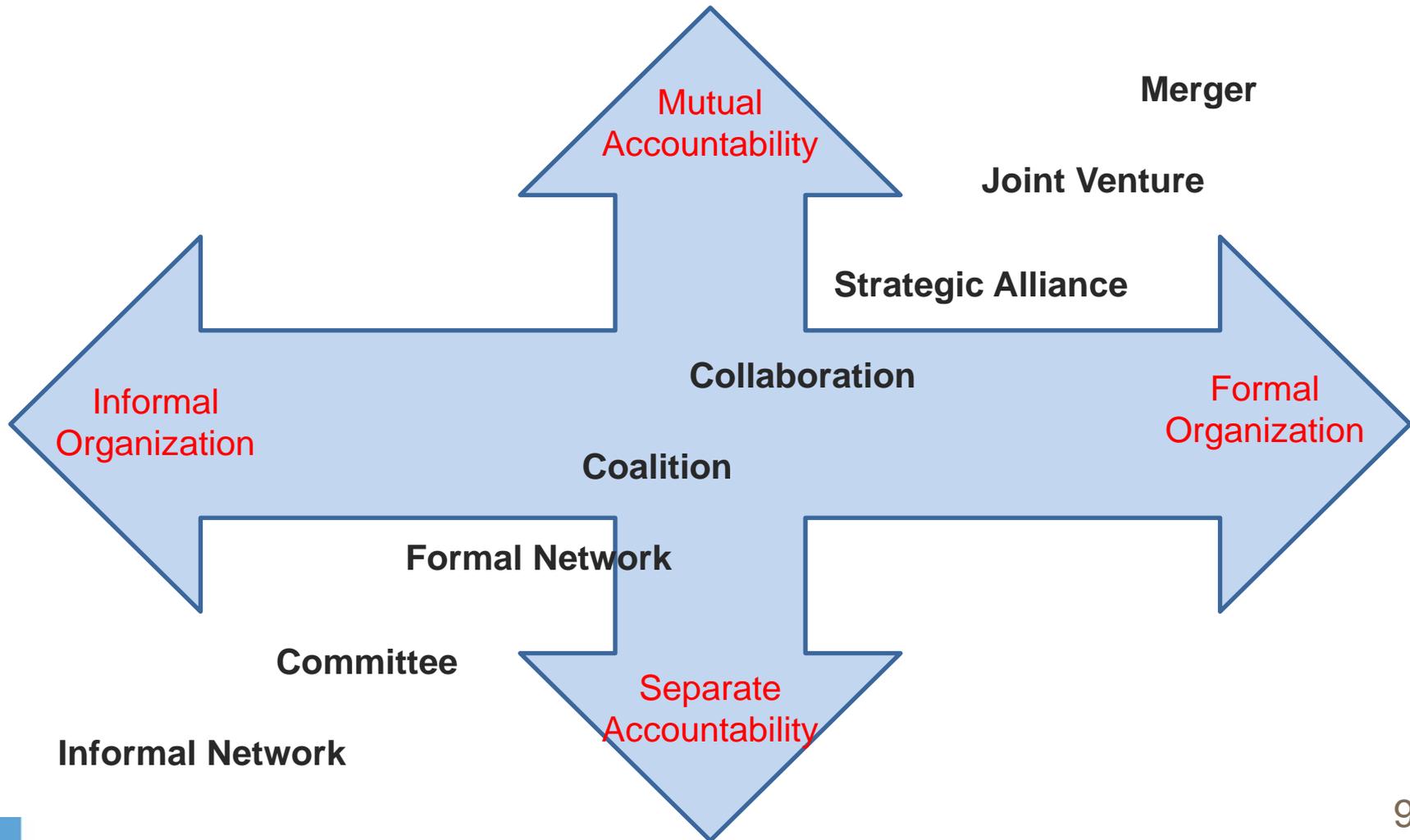
- What is a coalition?
- How can we think about coalition work?
- What are key capacities of effective coalitions?
- What NOT to do
- Questions

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Logic Model: Advocacy Initiatives

Acting Organization:	Project Inputs/ Resources:	Strategies:	Outcomes:	Impact:

Nonprofit or Advocacy Organization (uses coalition as a strategy)

Coalition (as an Actor as compared to a strategy)

Advocacy Staff:
- Time, experience and expertise (administrative, legislative, election-related and legal)
- Core skills (analytical, communication, research, etc.)

Funding:
- Monetary resources
- Non-monetary/ non-staff resources (e.g. volunteers, in-kind donations)

Organizational Reputation:
- Advocacy related
- General perception as a quality organization
- Representative for base constituency

Network:
- Policy makers
- Partner organizations
- Media
- Mobilized base

Strategies:
- Issue analysis/ research
- Media advocacy/ Public awareness raising
- Grass roots organizing
- Coalition building/ networking
- Policy analysis/ research
- Legal action
- Lobbying and direct policy-maker influence
- Assure good policy implementation (Administrative/ Regulatory oversight, TA, monitoring, etc.)

Outcomes:
- Better defined and framed problems
- Issues more clearly set on the public agenda and gain prominence (momentum, interest, awareness, etc.)
- Policy makers adopt new policies based on the agenda / do not adopt harmful policies
- Policy decisions effectively implemented
- Impact of new policies is evaluated

Change in Social Structure Reflecting Positive Social Justice Shift

Impact:

Improvement in the Quality of Living for the Community

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Continuum of Inter-Organizational Relationships (IORs)

Adapted from: Wolf, T. (2003). A Practical Approach to Evaluation of Collaborations. In T.E. Backer (Ed.). Evaluating Community Collaborations. New York, NY. Springer Publishing Co. with additional acknowledgement of K. Hobson and M. Hightower King at AEA 2009.

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"*Campaign for Action* Names 12 New State Action Coalitions to Help Ensure High-quality, Patient-centered Health Care for All"

For What?

Md. AC

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Relationships for What Purpose?

- Respond to complexity
- Cope with turbulence/complexity
- Acquire resources (while maintaining autonomy)
- Decrease transaction costs
- Gain legitimacy/power

Positive
Externalities
(Value)

Negative
Externalities
(Congestion)
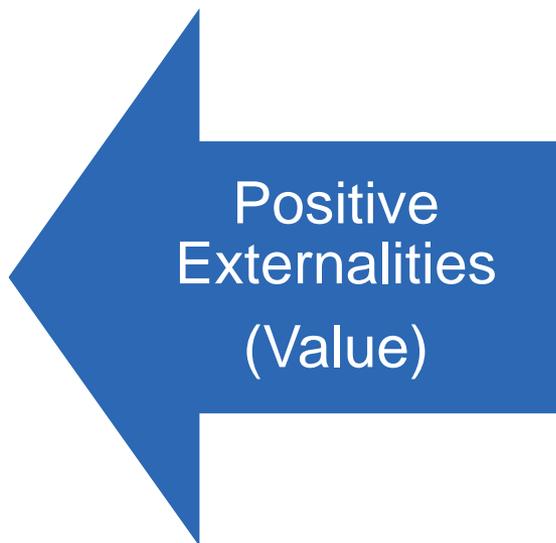
What Is a Coalition, Really?

- Outcomes/Impact of the coalition

- Capacity of the coalition

- Capacity of organizations to be good coalition members and benefits

Coalition

Organization

Individual

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Coalition Member Capacity

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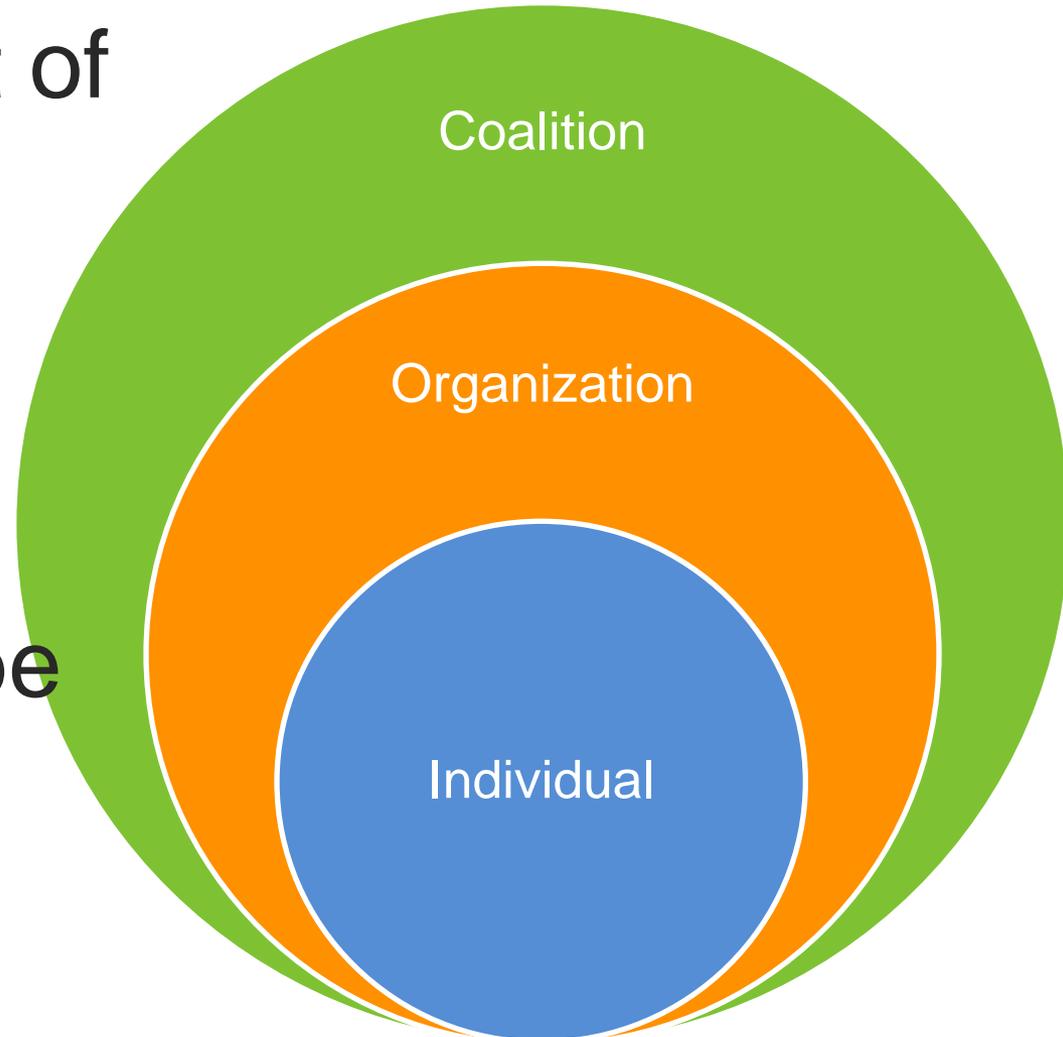
Coalition Member Capacity

Questions for Members:

- What do you want to get out of the network/coalition?

- How do you justify your involvement?

- How much time can you devote?

- What can you offer?

Questions for Coalition:

- Do they have the skill/knowledge to work collaboratively?

- What will time and Commitment to working in coalition be?

- Will they send relevant decision-makers?

- Do they see the value of the coalition for their work?

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Coalition Capacity

The Critical Organizational Capacities for Advocacy Initiatives: The Logic Model "Inputs" | **Initiative Logic Model**

Leadership:

Adaptability:

Management:

Technical:

Access window of opportunity/ threat:

- **Offense**
- **Defense**

Issue analysis/ research

Media advocacy/ Public awareness raising

Grass roots organizing

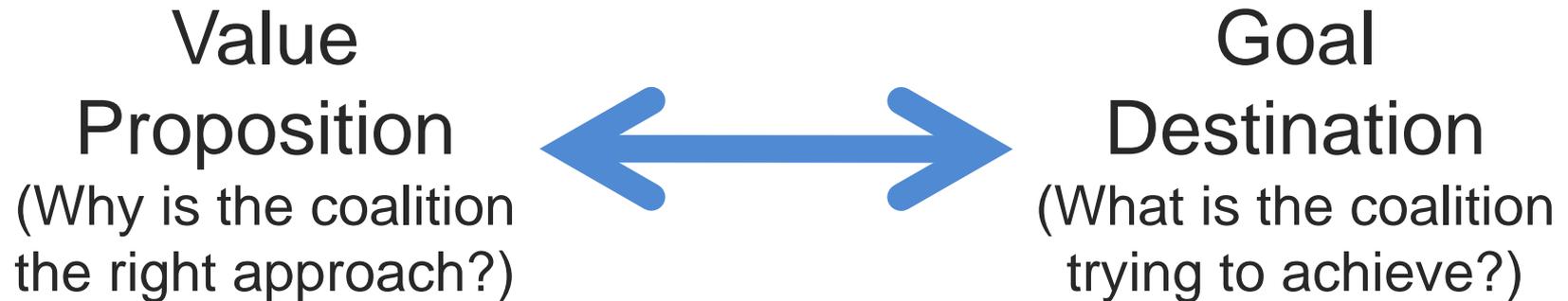Coalition building/ networking

Policy analysis/ research

Legal action

Lobbying and direct policy-maker influence

Administrative/ Regulatory implementation influence

Improvement in the Quality of Living for the Community

Org. Culture

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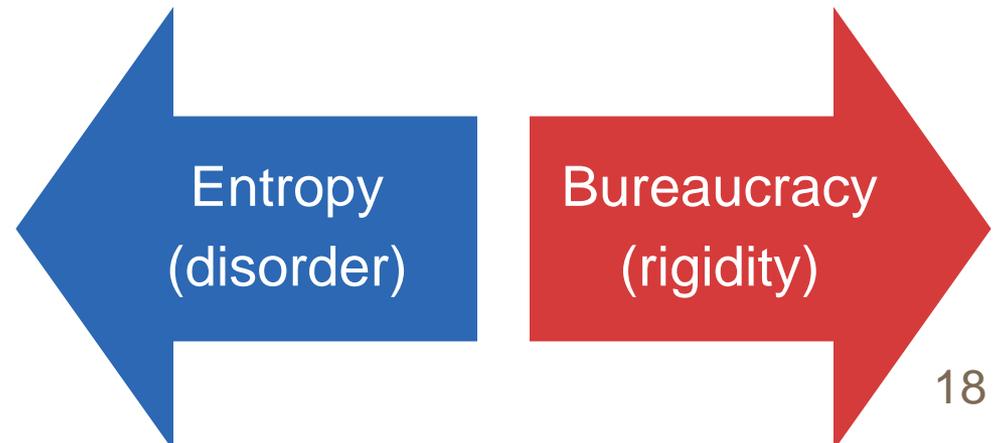
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Leadership Capacity

Value
Proposition
(Why is the coalition
the right approach?)

⬅ ➡

Goal
Destination
(What is the coalition
trying to achieve?)

- Rules, procedures and decision-making

- Leadership core

- Action-oriented

- Strategic membership

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Leadership Capacity

Value
Proposition
(Why is this coalition
the right approach?)

Goal
Destination
(What is the coalition
trying to achieve?)
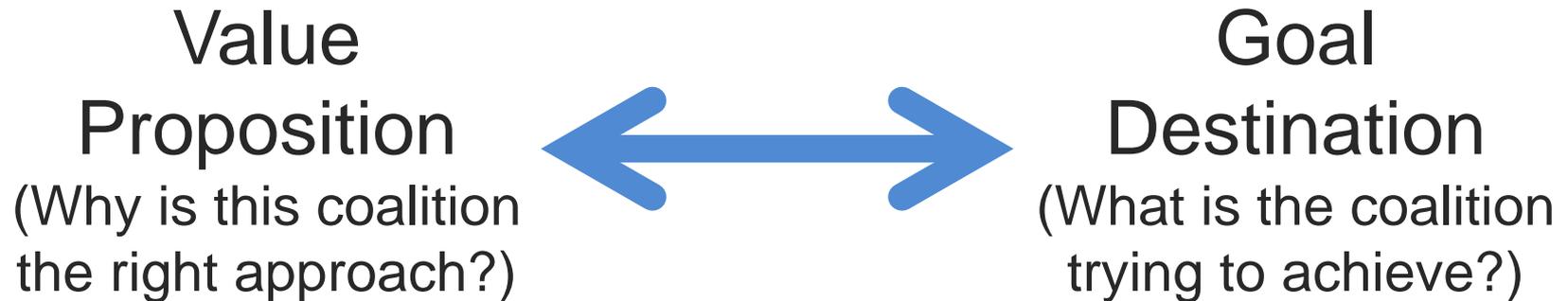
- Rules, procedures and decision-making
- Action/Exchange-oriented
- Leadership

Entropy
(disorder)
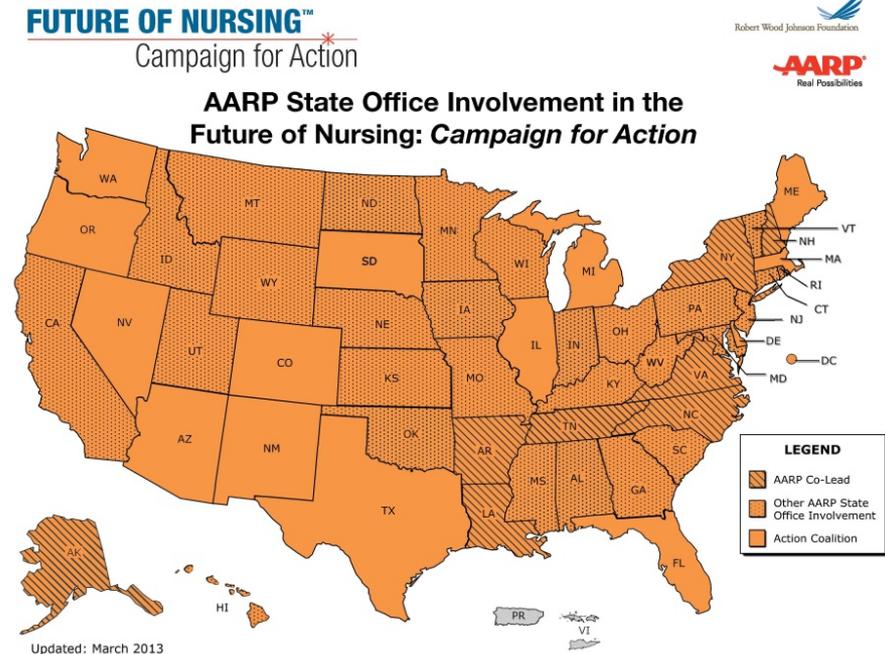
Bureaucracy
(rigidity)

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Adaptive Capacity

- Environmental Monitoring
- Effective Planning
- Evaluating Success
- Evaluating Members
- Resource Development
- Promote inter-member Collaboration

Lori Melichar, RWJF;
http://thefutureofnursing.org/NursingResearchNetwork4
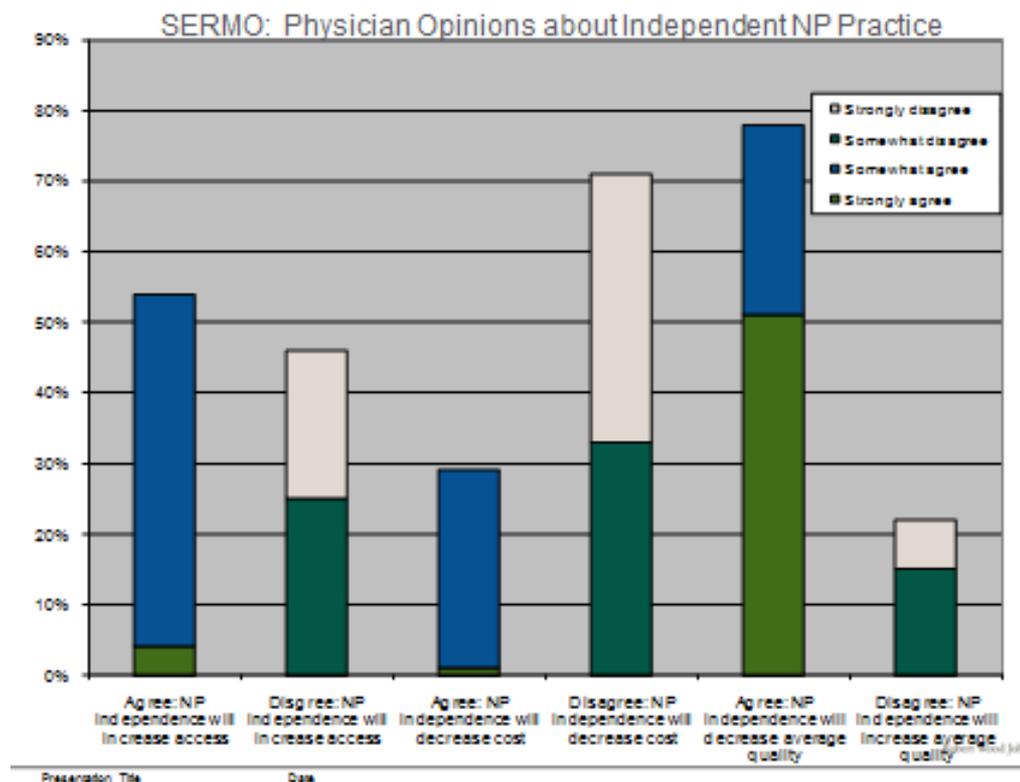
Management Capacity

- Communication—Frequent and Productive
- Membership Participation
  - ➤ Deliver on Reciprocity
  - ➤ Task/Goal Focused
  - ➤ Clarity of Member/Staff Roles
  - ➤ Conflict Management
  - ➤ Careful Record-Keeping

FUTURE OF NURSING™
Campaign for Action

Robert Wood Johnson Foundation

AARP Real Possibilities

AARP State Office Involvement in the
Future of Nursing: *Campaign for Action*

LEGEND
- AARP Co-Lead
- Other AARP State Office Involvement
- Action Coalition

Updated: March 2013

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Technical Capacity

- Membership Diversity
- Coalition Staffing
- Policy/Advocacy Expertise
- Tangible Non-Human Resources
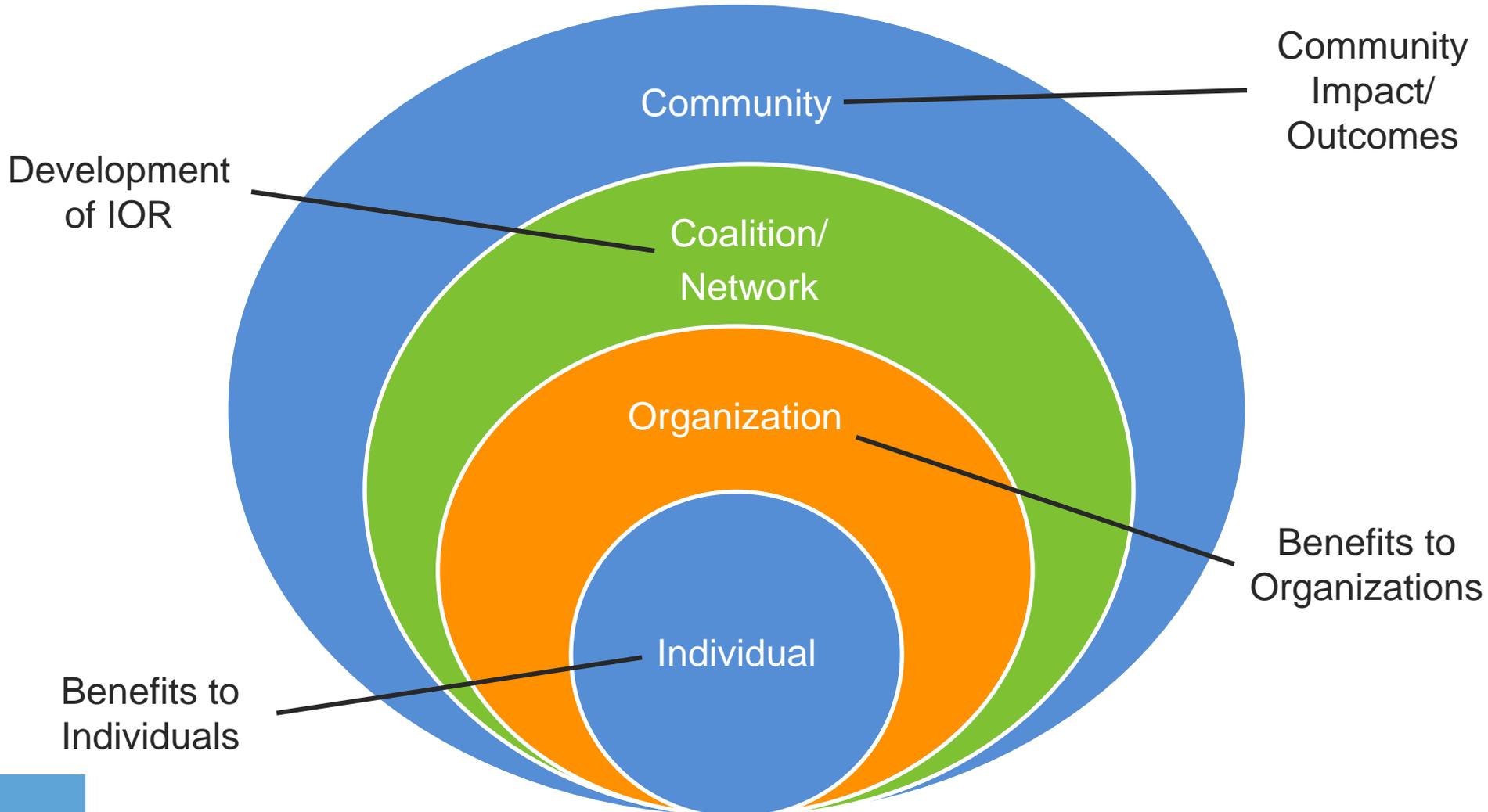- Resource Development Skills

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Cultural Characteristics/ Capacity

- Trust
- Respect
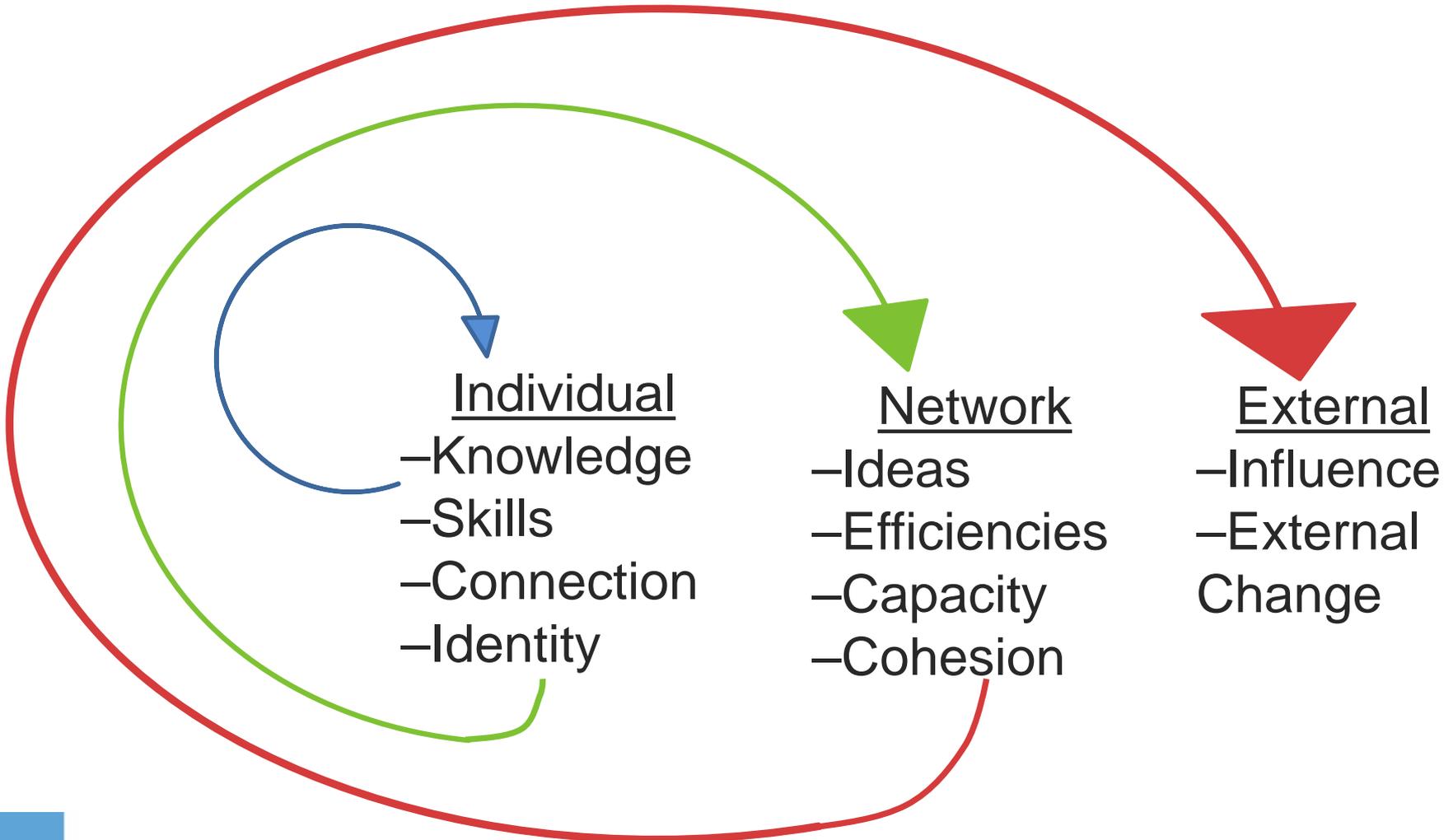- Safe Dissent

- Unity
- Sensitivity to Power Differentials

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Outcomes/Impact of the Coalition

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Levels of Outcome

Community Impact/ Outcomes

Community

Development of IOR

Coalition/ Network

Organization

Benefits to Organizations

Individual

Benefits to Individuals

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Iterative Levels of Change

Individual
- Knowledge
- Skills
- Connection
- Identity

Network
- Ideas
- Efficiencies
- Capacity
- Cohesion

External
- Influence
- External Change

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Measures of Value Proposition

- Increased coalition capacity (e.g., clarity of vision; ability to manage/raise resources, etc.)
- Increased visibility of coalition
- Increased membership
- Increased quality/prestige/engagement of membership
- Increased collaboration between coalition members outside the coalition
- Merging/strategic relationship with other coalitions
- More rapid and organized ability to respond
- Number of different "faces" that the coalition could credibly put forward to advance the issue

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Capturing 'Positive Externalities'

- Sustained networks/relationships
- Reduced sense of isolation
- Better implementation/coordination of actual programs addressing the issue
- Cross-fertilization and Innovative ideas
- Other specific project goals met

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Conclusion

Capacity of Coalition Members	**Capacity of Coalition**	**Outcomes**	**Externalities**

Leadership:

Adaptability:

Management:

Technical:

Access window of opportunity/threat:
- Offense
- Defense

Goal Destination (What is the coalition trying to achieve?)

Value Proposition (Why is the coalition the right approach?)

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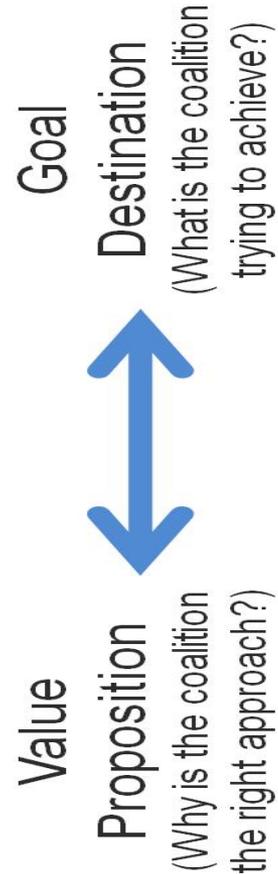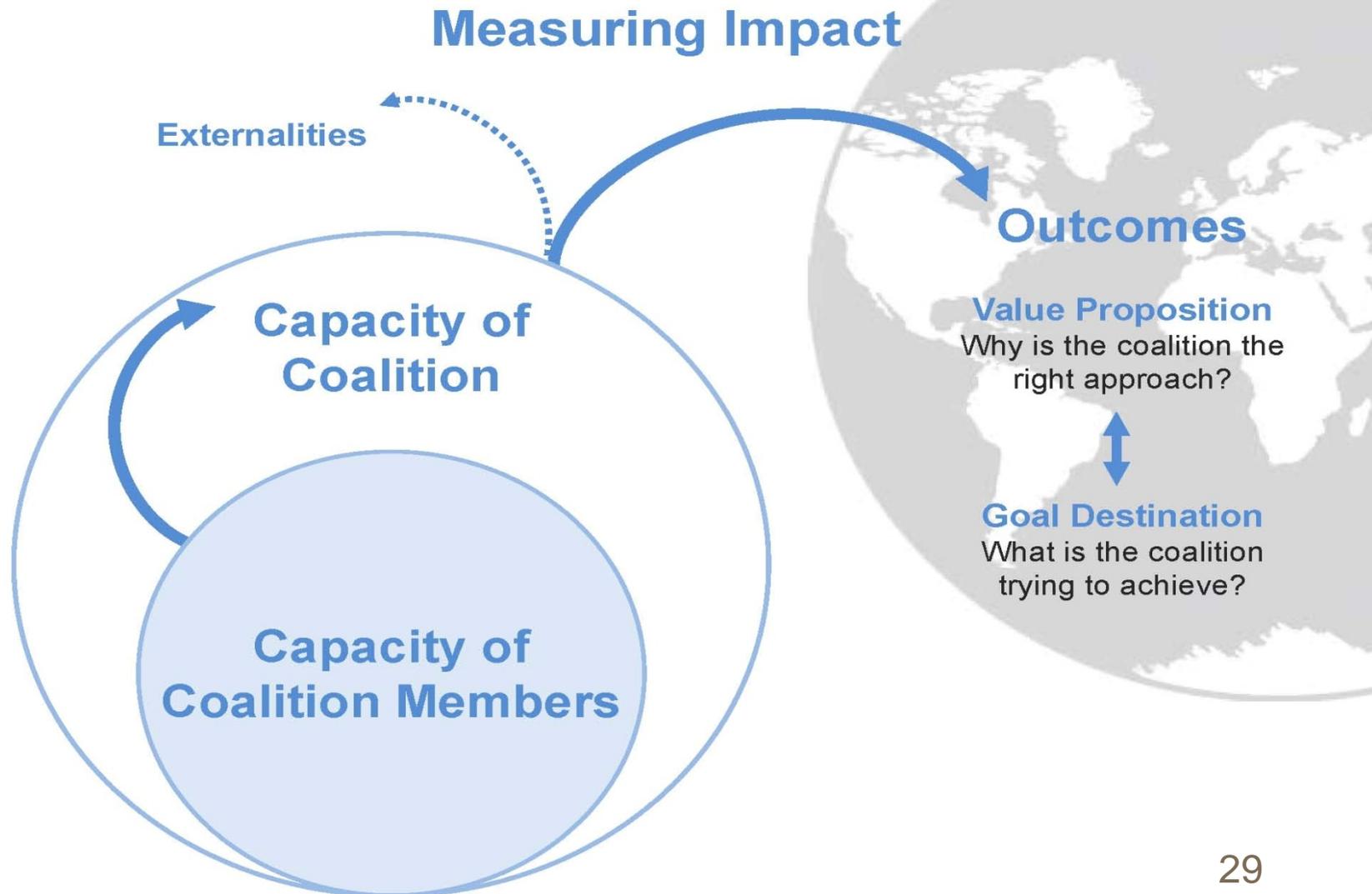
Conclusion

Seven Deadly Sins of Coalitions

1. **Debate to Death**
2. **Social Orientation**
3. **Avoidance of Conflict**
4. **Lack of Technical Expertise**
5. **Turn it Over to the Staff**
6. **No Ongoing Role for Members**
7. **Fight over Recognition**

Contact Information

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We can provide 1 hour of technical assistance with the first 10 Action Coalitions that contact us.

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Questions

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OR
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