Moving From Stakeholder Engagement To Ownership And Accountability

Sponsored by:
The Illinois Department of Public Health and
Illinois Public Health Institute
Center for Community Capacity Development
Objectives

• Assess the effectiveness of community stakeholder coalitions and committees
• Identify opportunities to improve relationships with key stakeholders
• Overcome common barriers to meaningful stakeholder engagement
Objectives

- Increase stakeholder ownership of and accountability for community health priorities
- Implement strategies to renew community engagement in public health assessment and planning
About me

• Community Health Planner at the Minnesota Department of Health
• Provide technical assistance on community health assessment and action planning
• Facilitated quality improvement collaborative on coalition-building
• Experience at local, state, and federal public health agencies
Community Engagement and Coalition-Building...

What’s the difference?
Community Engagement

Dynamic relationships and dialogue between community members and local health department staff, with varying degrees of community and health department involvement, decision-making and control

Coalition

A structured arrangement for cooperation and collaboration between otherwise unrelated groups or organizations, in which each group retains its identity but all agree to work together toward a common, mutually agreed-upon goal.

## What’s the difference?

<table>
<thead>
<tr>
<th>Community Engagement</th>
<th>Coalition-Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Formal or informal</td>
<td>• Structured arrangement</td>
</tr>
<tr>
<td>• Separate or together</td>
<td>• Agree to collaborate</td>
</tr>
<tr>
<td>– Interviews</td>
<td>– Charter</td>
</tr>
<tr>
<td>– Focus groups</td>
<td>– Meetings</td>
</tr>
<tr>
<td>– Surveys</td>
<td>– Consensus</td>
</tr>
<tr>
<td>– Meetings</td>
<td></td>
</tr>
<tr>
<td>• Ongoing</td>
<td>• Time-limited</td>
</tr>
<tr>
<td>• Broad purpose</td>
<td>• Specific issue</td>
</tr>
</tbody>
</table>
Scope of this webinar

- Primary focus on building and sustaining coalitions for your IPLAN process
- Address community engagement as a component of that process
Assumptions

• You have all had some training in community engagement
• You work with community partners to conduct your IPLAN and other activities
Agenda

- Principles of community engagement
- Cycle of community engagement
- Community engagement strategies
- Assessment of coalitions
- Basics of coalition-building
- Strategies to renew and reinvigorate
Principles of Community Engagement

- Clarity of purpose
- Mutual respect
- Value of diversity
- Ownership for change
- Long-term commitment
City of Minneapolis Public Health Advisory Committee (PHAC)

• The role of the PHAC is to advise the City Council and the Department of Health and Family Support on policy matters affecting the health of Minneapolis residents, and to serve as liaisons between the City and the community in addressing health concerns. In this role PHAC shall make every effort to ensure that the concerns represented reflect the diverse viewpoints and interests of the Minneapolis community.

• The PHAC meets the fourth Tuesday of the month from 6:00 pm to 8:00 pm in Room 132 of City Hall.
Cycle of Community Engagement

• Coming together – start the conversation, build trust, create a safe space
• Moving forward – move to action, reach out, measure progress
• Sustaining momentum – build structures, develop leadership, communicate results
Community Engagement Strategies

• Take the time for authentic participation.
• Expand dialogue within the broader systems and communities served.
• Create time and place for internal planning and training on community engagement
• Include adequate time in decision-making processes for organizations to seek input
Community Engagement Strategies

- Plan expanded timelines for orientation of new partners and community members
- Communicate with the community every step of the way.
- Incorporate community engagement principles into contracts
Challenge to you

• Is community engagement standard practice in your agency?
• Review your vision, mission, goals, values – is it evident anywhere?
• Does staff have the expertise and skills to do it well?
Coalition-Building

How effective is your coalition?
Assessment

• What is it?
• Why do it?
• How often?
• Who does it?
• How do we do it?
• What will it tell us?
Assessment

• Effectiveness – achievements and outcomes
• Barriers – challenges to making progress
• Ownership – understanding and commitment
• Accountability – measurement and reporting
Assessment Tools

- Center for the Advancement of Collaborative Strategies in Health – Partnership Assessment Tool - [http://partnershiptool.net/](http://partnershiptool.net/)
## Coalition Effectiveness Inventory

<table>
<thead>
<tr>
<th>COALITION CHARACTERISTICS</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
</tr>
<tr>
<td><strong>1. COALITION PARTICIPANTS</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Lead Agency</strong></td>
<td></td>
</tr>
<tr>
<td>1. Decision-makers are committed to and supportive of coalition</td>
<td></td>
</tr>
<tr>
<td>2. Commits personnel and financial resources to coalition</td>
<td></td>
</tr>
<tr>
<td>3. Knowledgeable about coalitions</td>
<td></td>
</tr>
<tr>
<td>4. Experienced in collaboration</td>
<td></td>
</tr>
</tbody>
</table>

Partnership Self-Assessment Tool

Synergy

Please think about the people and organizations that are participants in your partnership.

a. By working together, how well are these partners able to identify new and creative ways to solve problems?

[ ] Extremely well
[ ] Very well
[ ] Somewhat well
[ ] Not so well
[ ] Not well at all

b. By working together, how well are these partners able to include the views and priorities of the people affected by the partnership’s work?

[ ] Extremely well
[ ] Very well
[ ] Somewhat well
[ ] Not so well
[ ] Not well at all

Center for the Advancement of Collaborative Strategies in Health: http://partnershiptool.net/
How to use the results

• What stage is your coalition in now?
• In what areas does your coalition excel (i.e., received scores of “2”)?
• In what areas does your coalition need to improve (i.e., received scores of “0” or “1”)?
• What *specific and feasible* steps should your coalition take to address the challenges identified in the question above?

How to use the results

• Instructions with the tools
• Recognize high ratings
• Identify gaps
• Have an open, honest dialogue
• Develop an action plan
Case Study

- Community Health Committee
- Representative of your community
- Conduct needs assessment
- Develop a community health plan
- Implement the community health plan
IV. STAGES OF COALITION DEVELOPMENT

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
</tr>
<tr>
<td>1. Coalition processes in place</td>
<td>2</td>
</tr>
<tr>
<td>2. Needs assessment conducted</td>
<td>2</td>
</tr>
<tr>
<td>3. Strategic plan for implementation developed</td>
<td>1</td>
</tr>
<tr>
<td>4. Strategies implemented as planned</td>
<td>0</td>
</tr>
</tbody>
</table>
Case Study

• Areas for improvement (scored 0 or 1)
  – Actively plan, implement, and evaluate activities
  – Share workload
  – Strategic plan for implementation developed
  – Strategies implemented as planned

What would you do?
DISCUSSION

Press the Pause button to stop and discuss. When finished discussing, press pause again to resume playing the Webinar.
Case Study

• Options to consider…
  – Connect with each member individually
  – Update member roles and responsibilities
  – Design a process for tracking implementation
  – Hire a consultant to facilitate the planning process
  – Set new ground rules for participation
  – Celebrate small successes
Now you know what’s wrong…

What next?
Back to the Basics

• Define your purpose
• Convene the right partners
• Build relationships
• Identify capacity and resources
• Develop organizational structure
• Set clear expectations
• Evaluate
Define your purpose

• Explain why the coalition exists
  – Motivate action for a cause
  – Change or establish policy
  – Implement a program or activity

• Be clear about the scope of work
• Identify expected outcomes and deliverables
• Describe the benefits of coming together
Convene the right partners

- Stakeholder representation
- Impacted by the problem or solution
- Diverse perspectives
- Knowledge, skills, and abilities
- Authority to make decisions
- *Can change over the lifecycle of the coalition*
Build relationships

• Make personal connections
• Share perspectives and agendas
• Identify competing priorities
• Talk about culture
• Be honest and open
Identify capacity and resources

- Funding to support the work
- Staff and/or volunteer time
- Community connections
- Expertise and skills
- Equipment and supplies
- *Identify what is available and what is needed*
### The Traffic Safety Center’s Collaboration Math Matrix (Partial)

<table>
<thead>
<tr>
<th>Participant</th>
<th>Problem Definition</th>
<th>Data</th>
<th>Training</th>
<th>Approaches/Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Health</td>
<td>Traffic safety is a community health problem</td>
<td>Morbidity and mortality rates</td>
<td>Identifying at-risk communities and individuals</td>
<td>Education campaigns</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hospital admissions</td>
<td></td>
<td>Community participation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emergency Room data</td>
<td></td>
<td>Environmental and policy change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fatality Accident Reporting System (FARS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>Traffic violations are a community safety issue</td>
<td>Moving violations</td>
<td>Promoting use of occupant restraint systems</td>
<td>Check points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Crash reports</td>
<td>Enforcement techniques</td>
<td>Patrolling and citations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Crash investigations</td>
<td>Education campaigns</td>
</tr>
<tr>
<td>Transportation Engineering</td>
<td>Transportation infrastructure should promote safe and efficient travel</td>
<td>Police reports</td>
<td>Identifying dangerous roads</td>
<td>Improved vehicle safety devices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Crash reports</td>
<td>Safer road and</td>
<td>Safer roads and</td>
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<tr>
<td></td>
<td></td>
<td>Speed volume and</td>
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Community Engagement
June 30, 2010
Develop organizational structure

- Identify a leader
- Establish a process for decision-making
- Decide on meeting frequency and schedule
- Set ground rules for meetings
- Consider need for subcommittees or workgroups
Set clear expectations

- Define staff and member roles and responsibilities
- Specify the amount of time members will devote to the coalition
- Establish start and end dates
- Consider the need for term limits
Evaluate

• Establish performance measures
  – Monitor your processes and your outcomes on a regular basis

• Use a formal assessment tool
  – For the entire coalition
  – For member effectiveness

• Contract with an external evaluator?
## Gantt Chart

<table>
<thead>
<tr>
<th>Project Description</th>
<th>June-Dec 07</th>
<th>Jan-April 08</th>
<th>May-Aug 08</th>
<th>Sept-Dec 08</th>
<th>Jan-April 09</th>
<th>May-Aug 09</th>
<th>Sept-Dec 09</th>
<th>Jan 09</th>
</tr>
</thead>
<tbody>
<tr>
<td>The development of new models of emergency and short stay care including co-located GP clinic.</td>
<td></td>
<td></td>
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<tr>
<td>Develop a low acuity, short stay paediatrics unit as part of a regional service.</td>
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<tr>
<td>Enhance renal dialysis capability for the North West community with additional chairs at Burnie.</td>
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<td></td>
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</tr>
<tr>
<td>Reassess the proposed significant new role for the Mersey as a day only elective surgery unit, in response to the Commonwealth Government take over of the Mersey Hospital.</td>
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</table>
Coalition Charter

• Write it all down
• Disseminate it to coalition members
• Review it regularly (e.g. every 2 years)
• Update and revise it as needed
• Use it to communicate about your work
Coalition Charter

- Mission/Purpose
- Definitions
- Activities
- Membership Commitment/Expectations
- Timeline
Charter Example

• Oregon Health Improvement Plan Committee
Charter Examples

• Oregon Health Improvement Plan Committee

• Coalition for the Acquisition of Sound Habits (CASH)

• Access to Benefits Coalition
Strategies to renew and reinvigorate

- Look, listen, and act
- Welcome new members
- Set short-term goals
- Celebrate success
- Build skills and introduce new information
- Focus on the people

Community Engagement
June 30, 2010
Look, listen and act

- Pay attention to what is happening
- Address individual behavior directly with the individual
- Tackle problems when they appear
- Adjust ground rules and expectations if necessary
Look, listen and act

- Use active listening skills
- Ask clarifying questions
- Assume positive intentions
- Be straightforward and direct
- Document problems and concerns
Welcome new members

- Bring new perspectives and skills to the table
- Renew enthusiasm for the cause
- Mitigate the effects of negative energy
- Make the coalition more representative of the community
Welcome new members

• Consider term limits
• Design a process for selecting new members
  – Approval by all members?
  – Orientation to the coalition
• Design a process for “retiring” members who leave the coalition
  – Conduct an exit interview
  – Transfer knowledge to new member
Set short-term goals

- Provide opportunities for the coalition to achieve
- Measure and acknowledge accomplishment of intermediate milestones
- Use a Gantt chart or other planning tool to monitor progress
Celebrate success

• Take advantage of every opportunity to provide positive feedback

• Make a big deal of major accomplishments
  – Announce it in the local paper
  – Plan an event

• Identify what is meaningful to coalition members

• Write personal thank-yous
Build skills

- Provide opportunities for coalition members to attend training
- Hire a trainer to work with the coalition
- Purchase reference materials or tools and make them available to coalition members
- Allow members to share what they learned with others
Focus on people

- Check in with members individually
- Remember that members have families and personal lives
- Be compassionate and understanding
- Recognize individual accomplishments and contributions
- Provide opportunities to be social
WRAP UP

• Honor and build on community interests, priorities and assets
• Identify and leverage existing institutional relationships
• Define the parameters of joint health department and community efforts

Morgan and Lifshay, Community Engagement in Public Health,
WRAP-UP

• Provide support to maximize and maintain community participation
• Communicate the link between community engagement strategies and improved public health outcomes

Sources/Resources

• Centers for Disease Control  
  [http://www.cdc.gov/phppo/pce/](http://www.cdc.gov/phppo/pce/)

• Coalitions Work  [http://coalitionswork.com](http://coalitionswork.com)

• National Institute for Health and Clinical Excellence  

• Fieldstone Alliance  

• CADCA, National Coalition Institute  
  [http://www.cadca.org/resources/detail/capacity-primer](http://www.cadca.org/resources/detail/capacity-primer)

• Prevention Institute  
Contact me

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Minnesota Department of Health

Kim.mccoy@state.mn.us
651-201-3877
Feedback

- Please complete the online feedback survey following this session
- Your input is used to plan future offerings.
- Check your email for a link to the survey or you will find it on the IPLAN website where you downloaded this Webinar.
Join us for a live Q and A session with the presenters on June 30th from 3:00 – 3:30 PM. 

Dial – 1 (877) 411-9748
Enter Passcode – 3467868#
If you have training or technical assistance follow-up needs, contact:

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