



Enhancing Effective Partnerships for Health Equity

Welcome to Module 5: Enhancing Effective Partnerships for Health Equity. Here we will introduce a framework and set of tools for launching and stabilizing effective equity-focused coalitions.

Learning objectives:

Discuss the eight steps to effective coalition building

Define mechanisms for building equity-oriented collaborations

Identify tools for enhancing interdisciplinary collaboration and addressing tensions of turf

After completing this module, participants will be able to:

- Discuss the eight steps to effective coalition building;
- Define mechanisms for building equity-oriented collaborations; and
- Identify tools for enhancing interdisciplinary collaboration and addressing tensions of turf.

The Spectrum of Prevention

Influencing Policy and Legislation

Changing organizational practices

Fostering coalitions and networks

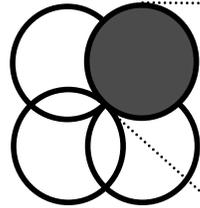
Educating providers

Promoting Community Education

Strengthening individual knowledge and skills

The previous module introduced *The Spectrum of Prevention*. If you recall, it is a tool used to develop a comprehensive plan of action for reaching an equity goal. Actions across the spectrum should be designed to be mutually supportive. Fostering coalitions and networks is level four. Engaging multiple partners to harness existing resources in a community is central to a strategic and powerful approach for eliminating inequities.

Community Health Clusters



People

- Social networks & trust
- Participation & willingness to act for the common good
- Norms/Costumbres

The relationships between people, the level of engagement, and norms, all of which influence health outcomes

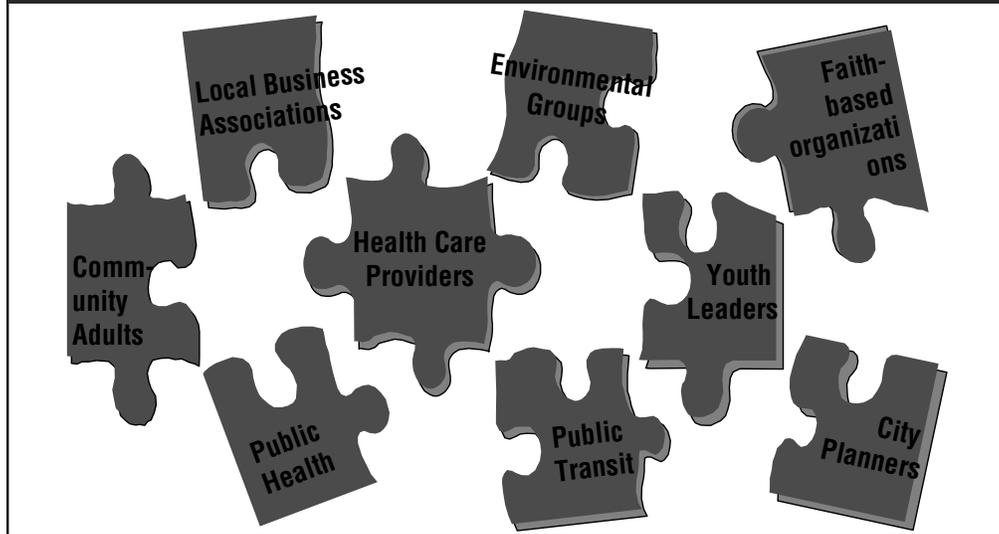
Coalitions are all about people. If you recall from module 3, people is one of four community health clusters. The “people” cluster contained three community health factors: 1) Participation and willingness to act for the common good, 2) building social networks and trust, and 3) improving societal norms. Coalitions are a tool for engaging people to make meaningful changes in their communities.

“ *Given the broad roots of this problem, it is only with combined efforts of all sectors and disciplines of society – the public and private sectors, business and labor, non-profit and community-based organizations, educational institutes, the faith community and others – that we can hope to eliminate racial and ethnic disparities.* ”

-Call to the Nation to Eliminate Racial and Ethnic Disparities in Health

An equity-focused coalition must cast a wide net and draw diverse partnerships to be effective. In the Call to the Nation to Eliminate Racial and Ethnic Disparities in Health, they state that “Given the broad roots of this problem, it is only with combined efforts of all sectors and disciplines of society – the public and private sectors, business and labor, non-profit and community-based organizations, educational institutes, the faith community and others – that we can hope to eliminate racial and ethnic disparities.” This applies to health equity efforts.

Coalition-Building and Equity



You may recall the image of a jigsaw puzzle from Module 4. It is a helpful metaphor for understanding coalitions. Each puzzle piece represents one organization, sector, or group. To address the broad roots of inequities, coalition builders fit pieces together to form a whole that is greater than the sum of its parts. This requires building trust, sharing resources, and at times coming to a consensus around a shared vision or goal.

Developing Effective Coalitions: The 8-Step Process

8. Improve through evaluation
7. Maintain coalition vitality
6. Develop a successful structure
5. Anticipate necessary resources
4. Convene the coalition
3. Devise preliminary objectives and activities
2. Recruit the right people
1. Analyze program objectives, determine whether to form a coalition

Prevention Institute developed the *Eight Steps to Effective Coalition Building* to help individuals and organizations launch effective coalitions. A coalition is a powerful tool for mobilizing people to action and bringing equity to the forefront of multiple agendas. Here we provide a brief step by step review. We encourage you to visit the 'tools' section of the Prevention Institute website to access the framework and learn more about it.

<http://www.preventioninstitute.org/component/jlibrary/article/id-104/127.html>

Step #1 Discuss and analyze the group's objectives and determine coalition need(s)

What are we trying to accomplish?

What are our community's strengths and needs?

What are the pros and cons associated with the proposed collaboration?

What are our objectives and what types of activities seem logical?

Step one of the eight steps is to discuss and analyze the group's objectives and determine coalition need(s). Answering the questions on the slide is an important starting point. Know whether equity is a priority for all members, and discuss the pros and cons associated with collaboration. After determining these, assess whether coalition building is the appropriate activity for accomplishing the group's objectives.

Step #2 Recruit the right people

Identify people and groups already working on the issue you want to address

Understand what dynamics of power and influence exist

Determine who will be supportive, and who might put up obstacles

Consider if it is better to keep the dissenting opinion close or exclude it from the process

Consider how big the group should be in order to be effective

Engage people that are impacted by the issue and interested in finding solutions

Step two: recruit the right people. Listed on the slide are several important actions to take at this step. To promote the health and safety of all community members, engage people interested in finding solutions and those impacted by inequities. Recruit with a purpose, and align the size and makeup of the group to the overall equity objective. Having the right mix of partners is directly associated with the coalition's effectiveness and sustainability.

Garden of Eden Market



The Garden of Eden Market is an example of an effective collaborative effort with a diverse membership. In St. Louis, Missouri, community members, local businesses, government agencies, faith-based organizations and others worked together to create a thriving, community-driven produce market. The market served those in the community who previously had low access to fresh, affordable and culturally relevant fruits and vegetables. Here, membership was constructed to accomplish a shared goal of increasing healthy food access and stimulating local economic development.

Equity Matters

Engaging people impacted by inequities

Meaningful engagement and involvement in defining issues, creating strategies, and implementing solutions.

Address differences in ideology and approach

Increase the potential for community buy-in and long-term sustainability.

Build diversity of people, perspectives & abilities

Added support for an idea can be the necessary piece for success.

Let's look more closely at the relationship between coalition objectives and members to promote equity.

In addition to inviting people impacted by inequities, their meaningful engagement in defining issues, creating strategies, and implementing solutions is essential. Such engagement spurs dialogue that can heal differences and renew commitment to acting for the common good. Differences in ideology and approach can be transformed into diverse community assets. The coalition is able to capture a diverse set of skills and expertise. Most importantly, community ownership and buy-in from all members increases the potential for long-term sustainability of the group's efforts.

By creating a more diverse coalition, we also increase the social, political, and community networks that are working toward solutions. The added support for an idea can sometimes be the necessary piece for success.

Step #3 Adopt more detailed activities and objectives suiting the needs, interests, strengths, and diversity of the membership

Identify common goals and the benefits of working together

Identify some short-term outcomes

Propose a variety of activities to meet members' needs and skills



In step one, the group defined some preliminary objectives, and determined whether a coalition was the appropriate tool for accomplishing them. Here at step three, the group will define a set of more detailed objectives. These objectives must be carefully constructed to meet the needs of the group and of the individuals or organizations recruited in step two. This is an opportunity to build on the strengths and skills of each member, and develop some short and long term objectives for achieving shared equity goals.

Library Cards for All



An example we shared with you in a previous module comes from Salinas, California. As part of the community's overall preventing violence initiative, public libraries were identified as a key partner for improving literacy rates among youth. The public library served as a positive and safe place for youth to gather, and was critical as the city worked to improve literacy rates throughout the city. By distributing library cards to all public school students, the city made it easier for youth to access the libraries resources. Through this organizational change, the library contributed to the community's broader violence prevention goal . The library's successful effort bolstered the coalitions vitality and created strong community advocates for protecting the city's public libraries.

Step #4 Convene coalition members

Meeting

Meeting

Workshop

Conference



Once you've arrived at step four, it's time to convene coalition members. The coalition should come together for the first time at an easily accessible and comfortable venue, where amenities necessary for full participation are provided. Conferences and workshops are useful for networking and skills-building, but they cannot offer the specificity of purpose allowed in a meeting. Meetings allow for strategic invitation rather than self-selection to a coalition, ensuring that the people you want to participate are invited to attend. Meetings also allow for a carefully crafted and focused agenda, making better use of the group's time and resources. Consider whether the meeting has to be held in the evening or on the weekends to ensure the participation of all members. It may be that all invited members will not become coalition members, yet meaningful engagement and clarity of purpose will enhance the group's ability to have the right people at the table.

Step #5 Develop budgets and map resources and needs

Clerical needs

Meeting planning, preparation and facilitation

Membership recruitment, orientation and encouragement

Research and data collection

Participation in activities and projects



Step five of the coalition building process is developing budgets and mapping resources and needs. The time and participation of coalition members is usually the most valuable and highest demanded resource. Estimate how much of this resource you can realistically expect from each member. One organization will often take the lead fulfilling the general clerical and facilitation needs of the group. Other coalition members may contribute by conducting research or collecting data.

When at this juncture, consider what resources are needed to fully engage members of the community. It may be a shuttle bus to transport youth leaders to the meeting site, child care for the parents of young children, or some form of compensation for the time and effort of community members. Data collection by community members can sometimes uncover valuable knowledge that is not found in databases or literature. And remember: while professionals are paid by their organizations to participate, community members are often expected to participate without compensation.

Step #6 Devise the coalition's structure

Should coalition be ad hoc or ongoing?

How long and frequent should meetings be?

Should agencies officially join the coalition?

How will decisions be made?

How will agendas be structured?

How much will members realistically participate between meetings?



Step six of effective coalition building is devising the coalition's structure. Structure determines process. And to have an effective tool for improving equity, coalitions must promote equity within their own structure. For each of the questions in the slide, and others that may emerge, determine what type of structure would facilitate productive and equity-focused efforts. Determine the length and frequency of meetings, and modes of effective communication during and in between meetings. Consider how the agenda will be structured, and how decisions will be made. Meaningful engagement and participation can ensure an equal stake of all members in coalition efforts and outcomes. An equity-focused coalition can amplify the often unheard voices of marginalized populations and those directly impacted by inequities.

Step #7 Plan for ensuring the coalition's vitality

Difficulties generally arise due to:

Poor group dynamics

Inadequate membership participation

Ineffective coalition activities

External changes which affect the coalition's mission



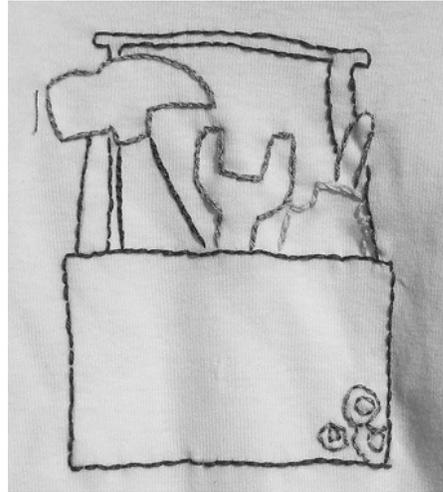
Step seven of the framework is to plan for ensuring the coalition's vitality. Poor group dynamics may result from multiple factors, and listed on the slide are some common topics to visit and perhaps revisit. As you may have noticed, previous steps build on each other, as in this case, where achieving any short term objectives developed in step three strengthen coalition vitality. Or developing the right structure in step six can allow for addressing inadequate member participation or ineffective coalition activities. If group members are not feeling productive, or not feeling respected and acknowledged by one or more group members, then ignoring the issue will only make it worse. Celebrating successes, encouraging and motivating members, and addressing difficulties as they arise requires a well thought out plan, and it is essential for maintaining group vitality.

Step #8 Evaluate activities and improve as necessary

Ask for feedback

Evaluate the effectiveness of specific activities

Know when it is time to dissolve, disband, or change the structure of the coalition



The final step of the framework is step eight: Evaluate activities and improve as necessary. Proper evaluation builds coalition effectiveness by determining what works well and what doesn't. Throughout the life of the coalition, solicit constructive feedback from members on coalition objectives, activities, processes, and unanticipated events. Identify the tools and instruments necessary for achieving this. At some point, you may determine that it is time to dissolve, disband, or change the structure of the coalition.

Collaboration Multiplier

Key players	Definitions of problem	Data	Outcomes
Youth	Nothing to do after school or on weekends	Where students go after school What they want to be doing	Not to be bored
Public health department	Violence and injury numbers for youth	Stats for death/injury at certain ages	Less violence
Local business	Violence deters shoppers ○ Fear for safety and income	Sales numbers at certain times of the day Comparative numbers from different years (paired against violence)	More people shopping
Equals=	Average of the problem	Sum of the data available	

<http://www.preventioninstitute.org/component/jlibrary/article/id-44/127.html>

Equity-focused coalitions by their nature will engage broad partnerships. For this purpose, Prevention Institute developed the Collaboration Multiplier to complement the *8 Steps to Effective Coalition-Building*.

Collaboration Multiplier offers multi-disciplinary coalitions an interactive framework for evaluating each partner's skills, and identifying their individual and joint needs. The example on the slide shows three key players for a preventing violence initiative. The top row asks how each player defines the problem, what data they contribute, and the outcomes directly relevant to each player. The bottom row indicates what is gained through the multiplication of factors in each column. For the sake of simplicity, the example shows only three players, but imagine if we could add data sources from other partners such as schools, law enforcement, and local businesses. We would then have an even clearer picture of how violence is viewed by the entire community, and what assets are present for preventing violence. Funders are increasingly supportive of collaborative approaches, because, when executed effectively, they minimize duplication of efforts and encourage more comprehensive solutions to problems.

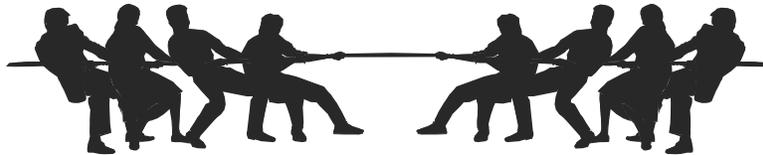
For more information and to download the Collaboration Multiplier tool, visit the Prevention Institute website, or copy the link on the slide.

Tension of Turf

Turf happens

Different perspectives are an attribute

Address the issues and keep the coalition strong



<http://www.preventioninstitute.org/component/jlibrary/article/id-103/127.html>

Any coalition is susceptible to turf struggles. Tensions of Turf is another tool designed by Prevention Institute to facilitate the coalition-building process. Turf struggles are defined as conflicts between organizations with seemingly common goals. Tensions of Turf helps coalitions derive authentic, constructive power from their varying perspectives, skills, and mandates. It offers practical support for skillfully managing the dynamic tension that commonly arises when people collaborate. For more information and to download this tool, please visit the Prevention Institute website, or copy the link in the slide.

Developing Effective Coalitions: The 8-Step Process



Achieving health equity is beyond the purview of any single agency or sector, which is why a coordinated and collaborative approach is needed. While all coalitions are unique, there are common activities that go into developing them. The tools and frameworks provided in this module are useful for any coalition builder, whether they are starting from scratch or working to revitalize an existing coalition.

“ *An effort may fail, then partially succeed, then falter, and so on. Since mutual trust is built up over a period of time, coalition organizers should avoid getting so caught up in any one effort as to view it as a 'make or break'. Every effort (at cooperation among groups) prepares the way for greater and more sustained efforts in the future.* ”

Cherie R. Brown, The Art of Coalition Building: A Guide for Community Leaders

Now that we have gone through the eight-step framework and explored the related tools, let us be reminded that shared efforts also leave the potential that future collaborative efforts will grow from ones that preceded them. Cherie Brown in *The Art of Coalition Building*, writes that, “An effort may fail, then partially succeed, then falter, and so on. Since mutual trust is built up over a period of time, coalition organizers should avoid getting so caught up in any one effort as to view it as 'make or break'. Every effort (at cooperation among groups) prepares the way for greater and more sustained efforts in the future.”

Key Points:

- **Coalitions and networks can be an essential part of a broader effort to improve health equity**
- **Effective coalitions rely on diverse and broad partnerships, and the meaningful engagement of all members**
- **Tools and frameworks for coalition-building, interdisciplinary collaboration and addressing turf struggles can improve coalition effectiveness and sustainability**
- **Every shared effort leaves the potential for the next collaborative effort to be more successful than the previous one**

To recap this module, we emphasized that:

Coalitions and networks can be an essential part of a broader effort to improve health equity;

Effective coalitions rely on diverse and broad partnerships and the meaningful engagement of all members;

Tools and frameworks for coalition-building, interdisciplinary collaboration and addressing turf struggles can improve coalition effectiveness and sustainability; and

Every shared effort leaves the potential for the next collaborative effort to be more successful than the previous one.

In the next module, we will present on the importance of local policy for building equity in health and safety. When you are ready, please proceed to module six.