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How is Your Coalition's Culture Affecting Your Progress? How can you Reframe Your Coalition's Culture?

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Joan Gallegos RN, CSW

Today's Webinar

- Discuss the benefits of expanding your ACs leadership capacity.
- Create synergy across and among ACs via dialogue with two action coalitions.
- Dialogue with 5 key leaders sharing their insights.
- Identify tactics you need to take to enhance leadership capacity.
- Q&A



Winifred V. Quinn, PhD
Director, Advocacy & Consumer Affairs
Center to Champion Nursing in America at AARP

Today's Webinar Leader

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Alexia Green, RN, PhD, FAAN
Professor and Dean Emerita
Texas Tech University Health Sciences
Founding Co-Lead, Texas AC
Consultant, CCNA

Today's Guest from New York AC

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Lucia Alfano RN MA
Concordia College, NY
Co-Chair, Tactical Support & Operations
New York AC

Today's Guest from Utah AC

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Joan Gallegos RN, CSW
HealthInsight Utah
Project Coordinator, Utah AC

Cultural Characteristics/Capacities:

- Set of Values and Beliefs
- Unique History of the Coalition
- Language
- Structure *****

TCC (2011). What Makes an Effective Coalition? Evidence-Based Indicators of Success.

Set of Values and Beliefs

- Our values and beliefs are embedded in the IOM Future of Nursing Report!
- All member organizations **DO NOT** have to support all the values and beliefs put forward by the IOM FON Report
- But each member organization should value and believe in **at least ONE of the FON goals** – and be willing to work toward achievement.

TCC (2011). What Makes an Effective Coalition?

- **Formality does not align** with Coalition Work
- Must maintain coalition activities by creating structures and language that encourage **broad based** participation.

TCC (2011). What Makes an Effective Coalition?

- Coalitions are composed of **MANY** organizations/entities all focused on the same goal
- Must move **BEYOND** nursing.
- Structure supports shared purpose and vision and **moves beyond a small group** of individuals / organizations attempting to do all the work.

TCC (2011). What Makes an Effective Coalition?

History of Your Coalition

- Has your AC struggled with gaining traction?
- Strong leadership core is **key** to success
- Focused on keeping the coalition **moving forward**
- Ensure **Trust and Accountability**
- Incorporate **Succession Planning**

TCC (2011). What Makes an Effective Coalition?

The New York AC Experience

Lucia Alfano RN, MA

New York AC Leader

Tactical Support & Operations Team

New York Action Coalition

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- Our Core Values/Beliefs
- Current & Past Structure
- Restructuring Can Work!

Our Core Values/Beliefs



The “We” factor!

Current & Past Structure

Future of Nursing -
NYS Regions



A Restructured Coalition:

- Inclusion
- Enthusiasm
- Persistence
- Accountability
- Structure



New York AC Cultural Capacity

Inclusion	Enthusiasm	Persistence	Accountability	Structure
<ul style="list-style-type: none"> ▪ Include more than nurses ▪ Include nursing students ▪ Include diversity in all we do ▪ Include beyond top executives ▪ Include bedside nurses ▪ Include our vision in what we are doing ▪ Include diverse outlooks in establishing our state goals 	<ul style="list-style-type: none"> ▪ Have the voice of NYSAC be that one of happiness ▪ Bring on new refreshed volunteers ▪ Create an environment of cheer and joy ▪ Celebrate each other ▪ Make a big deal of the small triumphs 	<ul style="list-style-type: none"> ▪ Don't give up ▪ Work hard to achieve ▪ Be consistent ▪ Deliverables must be met ▪ Feel capable of taking on more ▪ Feel ready to lead ▪ Take on a new challenge ▪ Seek support & mentorship from the team 	<ul style="list-style-type: none"> ▪ Be truthful with what you can and cannot do ▪ Trust others to keep their part of the deal ▪ Put your personal touch in it ▪ Tell your story ▪ Loose shame of making an error ▪ Figure out your talents and put them to work ▪ Seek to include others ▪ Seek someone to take your place 	<ul style="list-style-type: none"> • Stay focused on pillars • Build around the pillars what others view important • Build on our vision • Build a culture of health- one region at the time • Build a model & infographic • Team Building continuously

Our vision is:

improved experiences of
health care, higher levels
of health and lower
health care costs

**How can we integrate our vision with the IOM
recommendations we are focusing on?**

A Model of Care



Created by Lucia Alfano & the Tactical Support & operations team of NYSAC

Capitalize on what you have available:

- Build relationships
- Seek and include your partners
- Support each region & committee to further success
- Consistent Persistent Momentum
- Social media
- Communication systems
- In person encounters
- Include bedside nurses
- **Support- Mentor- Build Each Other Up**

Put a face behind the movement!



<https://youtu.be/Jc20wjUhzTo>

**Please watch our
video productions**



<https://youtu.be/ulzmaArLYAc>

The Utah AC Experience

Joan Gallegos, RN, CSW
Utah AC Project Coordinator

Utah Background

- In 2012, the Utah Action Coalition for Health (UACH) was founded to implement the Institute of Medicine's recommendations from the landmark report on nursing
- The co-leads were strategically selected to represent a nursing and non-nursing organization
- We included consumer representation in the UACH by involving the AARP/Utah Chapter

First Year of Operation

- We were a “lean mean machine”
- No staff dedicated to the UACH and no direct funding provided.
- HealthInsight and the University of Utah College of Nursing selected to serve as the “backbone” organizations
- The culture was “energized” and excitement was present about pursuing the IOM recommendations

- Decision- making on activities occurred through consensus:
 - 1. SIP 1 Focus
 - 2. UCAP matching dollars
 - 3. Removing Barriers to Practice for NPs

Next Years of Operation

- Culture continued to rely on volunteer participation – remained a “lean mean machine” even though an individual was hired to manage the Action Coalition’s work
- Having a staff person had advantages and some disadvantages
- One of the disadvantages is the “volunteerism” waned as staff were seen as picking up the efforts
- Challenge to keep volunteer participation high

Present Culture of the Utah AC

- Inclusivity – Steering organization for the nursing work in Utah
- Decision-making remains through the consensus model
- Challenges:
 - Our membership was “aging” – moved to involve younger nurse leaders
 - Our membership was not diverse – moved to include nurse leaders from diverse backgrounds

Present Culture of Utah AC – Cont.

- Needed to reinvigorate volunteerism through committee structure, younger members, and group strategic planning
- Continue with the “lean mean machine” but ensure you are delivering on results and maintaining interest and momentum
- Must be adaptive/flexible to respond to hot topic issues
- Courage and risk to place the right leaders at the right place in the Action Coalition

Present Culture of Utah AC – Cont.

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- Trust is essential – particularly as there was protectiveness of the ADN nurse
- Careful and respectful messaging of the IOM recommendations essential!
- Safe place to air differences while being respectful

Utah AC Future Efforts

- Moving to the Culture of Health – with emphasis on health care access and use of insurance for the Spanish- speaking population of Salt Lake County
- Sustainability efforts/transition to new leaders of the Action Coalition
 - Third lead from a diverse background
 - Broaden non-nursing representation
 - Expand funding base
 - Continue to work on short and long term plans while respecting the values and culture of Utah's Action Coalition.

CAMPAIGN IMPERATIVES:

- Moving *BEYOND* Nursing!
- Must delivery short term *RESULTS* → while developing long range plans!
- Must have the *COURAGE* to place the right *LEADERS* at the helm – remove weak or ineffective *LEADERS*
- Must have *FUNDING* to sustain work
- Must not ignore *DIVERSE* stakeholders critical to success

Questions or Comments?



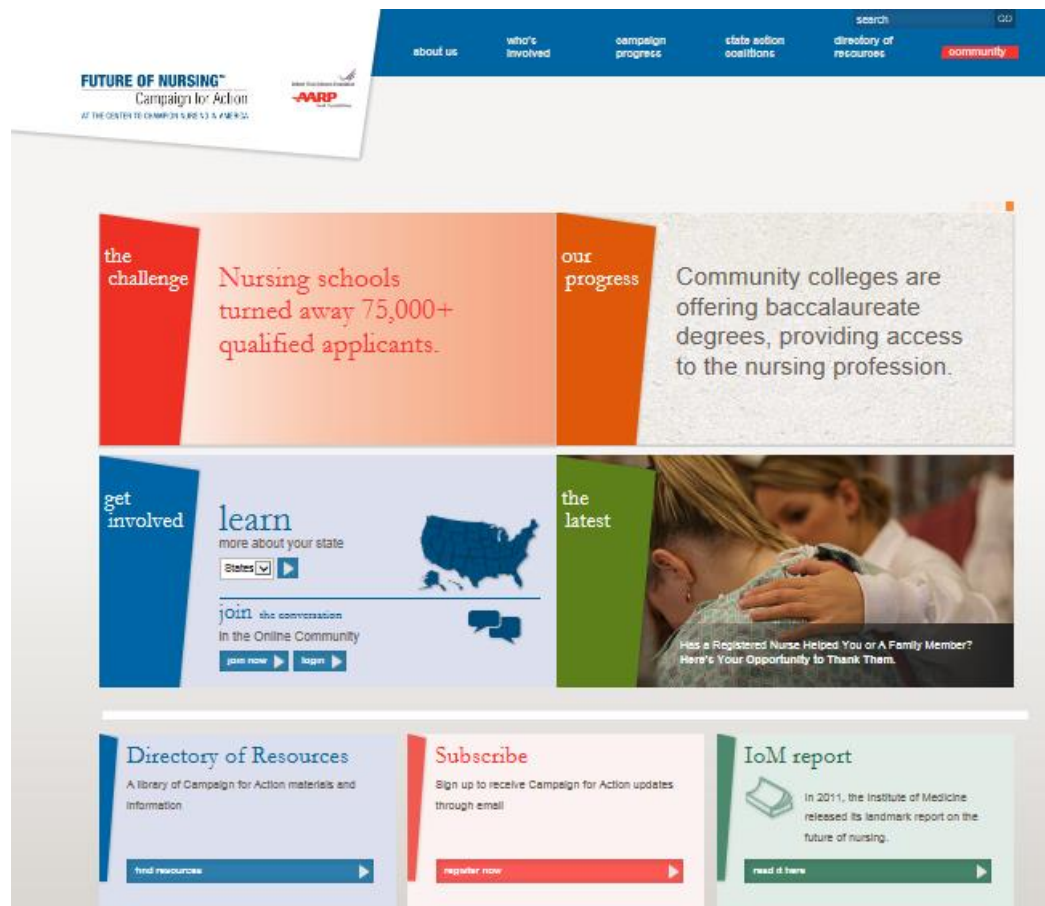
**Press *1 on your telephone key pad to ask a question
OR
Use the “chat” feature to send “everyone” a question.**

You can find the recording, webinar summary, and additional resources by going to: www.campaignforaction.org/webinars.

Campaign for Action Website

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AC Coalition Membership Resources available here:

<http://campaignforaction.org/resource/>

Coalition Building and Sustainability Learning Collaborative WebEx Every 2nd Tuesday of Month

Next Webinar on Tuesday, January 12, 2016

Time 2:00 PM ET – 3:00 PM ET

1. Topic: “Evaluating Your Coalition’s Effectiveness”

Campaign Resources

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coalitions

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the
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