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

November 10, 2015
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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

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www.campaignforaction.org/webinars
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Founding Co-Lead, Texas AC  
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Today’s Guest from New York AC

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Co-Chair, Tactical Support & Operations
New York AC
Today’s Guest from Utah AC

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 *****

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?
Language

• 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

• Our Core Values/Beliefs

• Current & Past Structure

• Restructuring Can Work!
Our Core Values/Beliefs

The “We” factor!
Current & Past Structure
A Restructured Coalition:

- Inclusion
- Enthusiasm
- Persistence
- Accountability
- Structure
<table>
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<tr>
<th><strong>Inclusion</strong></th>
<th><strong>Enthusiasm</strong></th>
<th><strong>Persistence</strong></th>
<th><strong>Accountability</strong></th>
<th><strong>Structure</strong></th>
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<tr>
<td>Include more than nurses</td>
<td>Have the voice of NYSAC be that one of happiness</td>
<td>Don’t give up</td>
<td>Be truthful with what you can and cannot do</td>
<td>Stay focused on pillars</td>
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<td>Include nursing students</td>
<td>Bring on new refreshed volunteers</td>
<td>Work hard to achieve</td>
<td>Trust others to keep their part of the deal</td>
<td>Build around the pillars what others view important</td>
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<td>Include diversity in all we do</td>
<td>Create an environment of cheer and joy</td>
<td>Be consistent</td>
<td>Put your personal touch in it</td>
<td>Build on our vision</td>
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<td>Include beyond top executives</td>
<td>Celebrate each other</td>
<td>Deliverables must be met</td>
<td>Tell your story</td>
<td>Build a culture of health - one region at the time</td>
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<td>Include bedside nurses</td>
<td>Make a big deal of the small triumphs</td>
<td>Feel capable of taking on more</td>
<td>Loose shame of making an error</td>
<td>Build a model &amp; infographic</td>
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<td>Include our vision in what we are doing</td>
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<td>Feel ready to lead</td>
<td>Figure out your talents and put them to work</td>
<td>Team Building continuously</td>
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<td>Include diverse outlooks in establishing our state goals</td>
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<td>Take on a new challenge</td>
<td>Seek to include others</td>
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<td>Seek support &amp; mentorship from the team</td>
<td>Seek someone to take your place</td>
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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

The Four Pillars for Advancing the Future of Nursing: NYS Action Coalition (NYSAC)

- Nursing Education
- Nursing Leadership
- Diversity in Nursing
- Scope of Practice

Improving Quality of Life for all New Yorkers

- Universities & Schools of Nursing
- The Prevention Agenda
- Community Based Organizations
- Health Care Organizations

Population Health

Building Sustainable Meaningful Partnerships

- DSRIP

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!

Please watch our video productions

https://youtu.be/Jc20wjUhzTo

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
• 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.

- 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.
Closing Thoughts

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.
AC Coalition Membership Resources available here:

http://campaignforaction.org/resource/
Monthly Webinar Series

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”