

## Examining Your Coalition's Organizational Structure

### Webinar Summary

July 14, 2015

#### Presenters:

**Winifred Quinn**, PhD Director, Advocacy & Consumer Affairs, Center to Champion Nursing in America (CCNA)

**Alexia Green**, RN, PhD, FANN, Professor and Dean Emeritus, Texas Tech University Health Sciences Center. Founding Co-lead of Texas Action Coalition, Consultant CCNA.

**Mary Lou Brunell**, RN, MSN, Executive Director, Florida Center for Nursing, Founding Co-lead, Florida Action Coalition.

#### Webinar goals:

- Help Action Coalitions examine their organizational structure and identify how to effectively create coalition capacity.
- Understand the concept of organizational design
- To identify tactics you can use to create momentum in your state.
- Discuss how internal structures can be used to maximize collaboration and engagement in your Action Coalition

*Campaign for Action* leaders from Texas and Florida provided insights into how their organizational structure

Across the country, there is a movement to advance the field of nursing so that all Americans have access to high quality, patient-centered care in a health care system where nurses contribute as essential partners in achieving success. This national level [Future of Nursing: Campaign for Action](#) is a result of the Institute of Medicine's landmark 2010 report on the [Future of Nursing: Leading Change, Advancing Health](#).

The *Campaign for Action's* field-based teams, the [Action Coalitions](#) (ACs), are leading this movement and are equipping themselves with knowledge gained from technical assistance provided by the Center to Champion Nursing in America (CCNA), a joint initiative of AARP, the AARP Foundation, and the Robert Wood Johnson Foundation. Such technical assistance comes in the form of webinars, face to face interactions, and other facilitated engagements with public policy leaders, content experts, consultants, and Action Coalition peers across the country.

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Supports their Action Coalitions' achieving high impact success..



**Winifred Quinn** of CCNA

“Remember as an Action Coalition Co-Leader you are the Expert Leadership needed to Power Innovation” within your Action Coalition.

“The national campaign is depending on YOU! To provide this expert leadership!”

“Our role here at CCNA is to provide support and guidance to lead.” Today’s webinar will help you possibly “rethink or evaluate” the effectiveness of your leadership structure.

***Leadership Is Critical to Coalition Effectiveness. Action Coalitions Need Expert Leadership to Power Innovation!***

### Mission

To promote implementation of recommendations in the Institute of Medicine report, *The Future of Nursing: Leading Change, Advancing Health*.

### Vision

Everyone in America can live a healthier life, supported by a system in which nurses are essential partners in providing care and promoting health.

### Campaign History

The *Campaign* launched in November 2010, shortly after release of the landmark Institute of Medicine (IOM) report, *The Future of Nursing: Leading Change, Advancing Health*. The report was the product of a two-year effort by the IOM and the Robert Wood Johnson Foundation (RWJF) to address the challenges facing the health care delivery system and the nursing profession. [Read more...](#)



**Alexia Green, RN, PhD, FAAN** Professor and Dean Emeritus, Texas Tech University Health Science Center, *Founding Co-Lead, Texas Action Coalition, Consultant, CCNA*

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Green said Action Coalitions should be practicing “evidence-based” coalition leadership. The guides she uses (and encourages Action Coalitions to read and use them) are “*What Makes an Effective Coalition? Evidence-Based Indicators of Success*” by TCC (2011) and “*Stakeholder engagement as communication design practice*” by Aakhus & Bzdak 2015.

The TCC Group paper, funded by the California Endowment, has been provided to coalition leaders and is available on the CCNA website under “resources”.

This is one of the few publications addressing “evidence-based practice for coalitions”. CCNA/RWJ have contracted with the TCC Group to evaluate the Campaign’s progress and to assess its effectiveness – using the framework set forth in this important evidence-based paper.

A new guide introduced in this webinar has been written by Aakhus and Bzdak which addresses corporate social responsibility related to solving social problems. The concepts discussed in the article can be linked to create success for your coalition’s organizational structure and leadership design.

The definition of coalitions by TCC is “**Coalitions are made up of multiple entities (generally other organizations) which in turn are made up of multiple individual actors who are in pursuit of specific goals.**”

Green noted the definition says that coalitions are made up of “multiple entities – generally other organizations” – which in turn are made up of multiple individual actors in pursuit of specific goals.” In our case the goal is to achieve the Campaign’s Mission – which is...

**“ to promote implementation of recommendations in the IOM report”.**

The Corporate Social Responsibility arena “*has evolved from primarily charity driven engagement to strategic bottom line-driven engagement to approaches that embrace collaborations such as public-private partnerships and other forms of multi-stakeholder initiatives to leverage resources and talents across society to address important issues.*”

*“The shift to **values-creating networks** is a subtle but profound one that **ultimately places shared problems and opportunities at the center of networks of actors** who each have multiple, even competing, stakes in the problem or opportunity.”*

Aakhus & Bzdak (2015)

This article speaks to Corporate Social Responsibility – but **Green** correlates it to “**Coalition Social Responsibility**”. This article has some very powerful ideas and I encourage you to read it – reframing it as I did in light of your leadership role as an AC Coalition Leader.

**“If you don’t have communication, you won’t have an effective organization,” said Alexia Green.**

Citation:

Aakhus, M., & Bzdak, M. (2015). Stakeholder Engagement as Communication Design Practice. *Journal of Public Affairs*, 15(2), 188-200. DOI: 10.1002/pa.1569.

In thinking of your Action Coalition organizational members – many will be corporations and/or companies, she said. This very interesting article by Aakhus and Bzdak provides a great foundational document for “rethinking” your AC organizational structure.

The article focuses on “corporate social responsibility” and how to engage stakeholders in addressing important social issues – such as the recommendations laid out in the Institute of Medicine report.

Green has taken ideas from this article and “reframed” them to examine our Action Coalition organizational frameworks – with the intent to “shape our network of actors – our Action Coalition members – to solve the problem of achieving the IOM FON goals by 2020.

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Coalitions will be made up of many individual actors and organizations from “corporate” entities and others from “community entities” - but all are focused on achieving the IOM FON Goals.

“How you organize your Action Coalition leaders and teams will help define how well you achieve the IOM recommendations in your state,” said **Green**. So let’s ask ourselves some critical questions based on these concepts of corporate social responsibility and coalition social responsibility.

### Examine Your Action Coalition Organization Chart

- ✓ How are activities focused on achieving the IOM goals orchestrated through particular organizational structure design features?
- ✓ Does your organization chart support and encourage interaction?
- ✓ Are roles clearly delineated – shaping interactivity?

### Does Your Action Coalition Organization Chart...

- ✓ **Construct topics, contributions, and commitments to focus stakeholder networking** on achieving the IOM FON recommendations and by enhancing the social value of nursing?
- ✓ Allow the **Action Coalition members to share in shaping** the content and the process of achieving the IOM FON goals while sharing responsibility for the outcomes of their interaction?
- ✓ Have a **collaborative open governance design**?

These questions are from:

- Aakhus, M. & Bzdak, M. (2015). Stakeholder engagement as communication design practice. *Journal of Public Affairs*, 15(2), 188-200. DOI: 10.1002/pa.1569

### Does your AC Org Chart Support Coalition Building?

The key element to successful coalition building efforts is the deliberate and deep involvement of coalition members.

“This type of engagement, especially for funders represents a shift away from **noblesse oblige to a more inclusive model**. The new model focuses on long term engagement and recognized the need to build relationships and trust by moving from consultation and information sharing to **shared responsibility**.” Aakhus, M & Bzdak, M. (2015)

### Does Your AC Org Structure Support

- ✓ Commitments to **collaborative governance and open innovation**
- ✓ Encourage **engagement with organizational stakeholders** making communication possible that may otherwise be difficult, impossible, or unimagined
- ✓ a common theme that points to **constructing communication to maintain the primacy of stakeholders** in the coalition “If you don’t have communication, you won’t have an effective organization,” said **Green**.

### Seven Stages of Coalition Development

- **Mobilization**
- **Establishing Organizational Structure**
- **Building Capacity for Action**
- **Planning for Action**
- **Implementation**
- **Refinement**
- **Institutionalization**

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“These seven stages are NOT linear. A coalition moves back and forth / into and out of these stages during its lifetime. As you think of your role as a coalition leader – how can you shape or re-shape your organizational structure to achieve “Coalition Social Responsibility.”

### Is your Coalition’s Organizational Culture Effective?

**As TCC states, “organizational culture**, defined as the unique history, language, **organizational structure**, and set of values and beliefs of an organization, plays a role in how the capacities function.”

Each state has its own unique history, language, organizational structure and set of values and beliefs as an Action Coalition – which plays a significant role in how your Action Coalition functions.

As a CCNA consultant – Green has visited with many ACs and finds in particular that “the states unique history and values and beliefs” impacts the way the state organizes its Coalition. But do you need to rethink that organizational structure in light of the evidence of best practices outline by TCC and Aakhus and Bzdak?

### For Success the Creation of Coalition Capacity is a Must

***Is your Organizational Structure Important to Your Success? Absolutely***– This webinar will examine two different exemplar organizational structures – and specifically discuss how difficult, impossible, or unimagined ideas have been accomplished in each state: The first state we will address is Florida and the second state is Texas.

**An Interview with Mary Lou Brunel**

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**Mary Lou Brunell, RN, MSN** Executive Director, Florida Center for Nursing, Founding Co-Lead, Florida Action Coalition, Co-Chair, Florida Healthcare Leadership Council

Brunell describes the Florida Action Coalition Organizational Structure and how the organization's structure is aligned with the premises set forth by TCC and Aakhus & Bzdak.

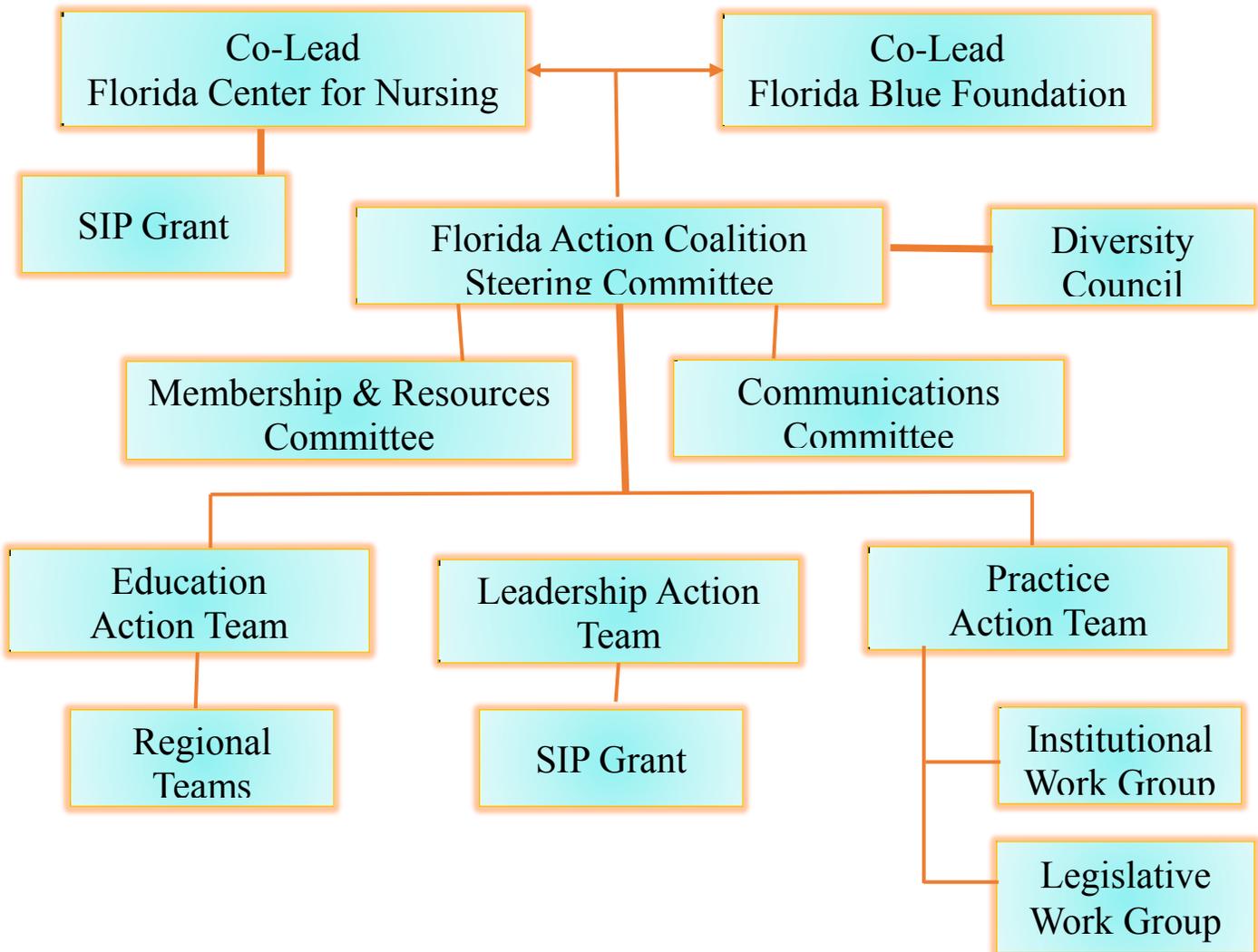
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### A Look at the Florida AC Structure



Brunell said “the real work” occurs at the action team level.

By comparison, the [Conceptual Model](#) adopted by the Steering Committee expresses relationships and support systems of the Coalition.

This model may need to be updated as we have established three resource teams led by members of the Steering Committee:

- ✓ Diversity Council
- ✓ Membership and Resources Committee
- ✓ Communications Committee

#### Conceptual Model



At the April meeting of the Steering Committee, members affirmed:

**Mission:** To provide leadership in advancing the nursing profession so that Floridians can access safe, high quality health care.

**Vision:** All Floridians have access to high quality, safe, and patient centered care in a health care system where nurses contribute as essential partners in achieving success.

The Steering Committee also adopted overarching goals based on those adopted by the Action Teams, Council, and Committees. Measurement occurs at that level

#### Coalition Building

✓ Diversity Council

Statewide Diversity Think Tank held October 2014

✓ Communications Committee

2015 FL Blue Foundation Mini Grant

✓ RWJF State Implementation Program (SIP) Grant

- Primary Goal: Leadership Development (FL Blue Foundation provided matching funds for grant)
- Secondary Goals:
  - Strengthen the FL-Action Coalition Infrastructure and Collaborative Partnerships (FL Blue Foundation funding part-time coordinator role)
  - Increase the diversity of nurse leaders in Florida (2014 FL Blue Foundation Mini Grant)

### Enhancing the Social Value of Nursing – Starts with Nurses

Florida Blue Foundation has issued a Call for Proposals in 2015

- \$200,000 to be awarded for 2 years (2016-2017)
- To develop “a Statewide Nursing Leadership Development Program”
- To advance the goals and objectives of the Florida Action Coalition through the development of one Statewide Nursing Leadership Development (SNLDP)
  - ✓ Educate nurses about the changing landscape as it relates to health policy and leadership in health care systems
  - ✓ Assist nurses to become more influential in health care policy decisions
  - ✓ Collect data instrumental in assisting health system leaders and lawmakers to understand the value of nursing

The FL-Action Coalition is aligned with the premises set forth by TCC and Aakhus & Bzdak

- ✓ Comprised of representatives of organizations and individuals committed to achieving the IOM FON goals.
- ✓ The structure and conceptual model promote networking and sharing.
- ✓ Individuals who have accepted leadership roles are deeply involved in the work.
- ✓ The engagement of the Florida Blue Foundation is extraordinary and clearly assists in developing a future nursing profession able to carry on the mission.

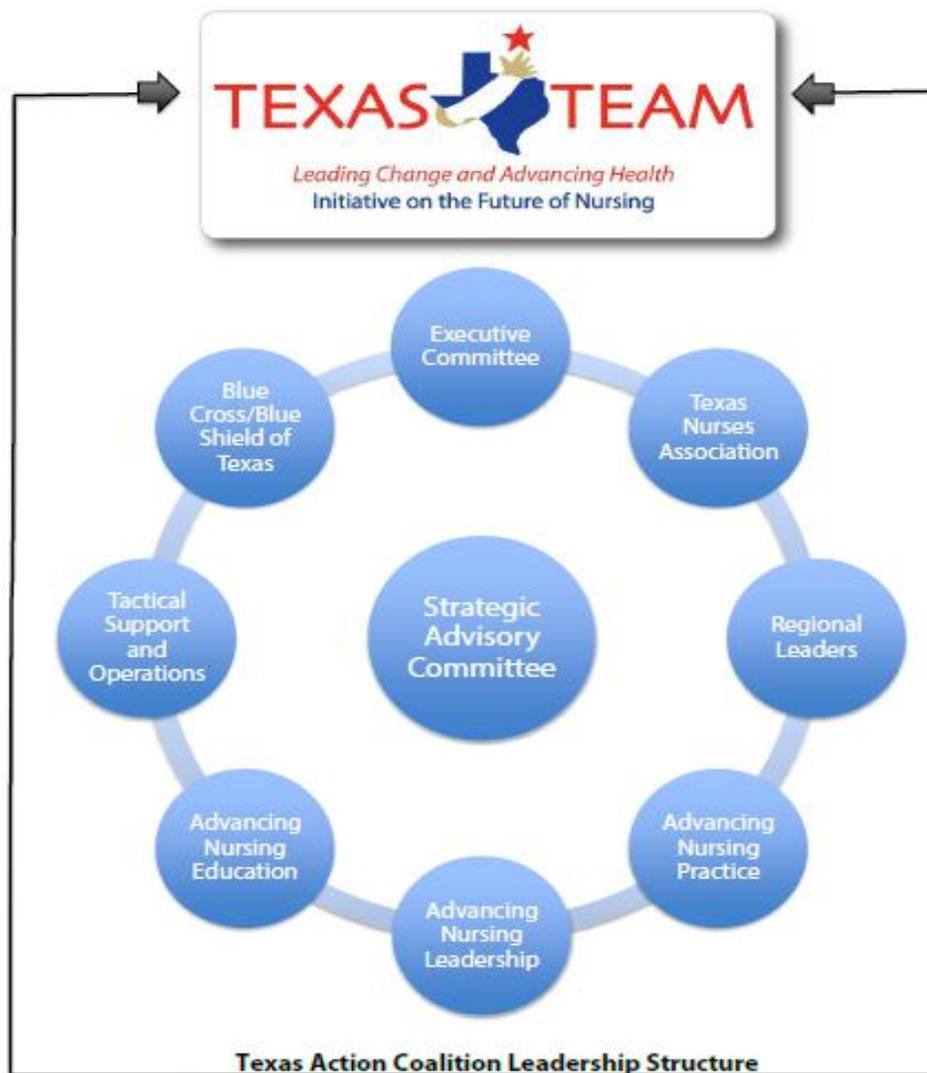
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### The Texas Action Coalition Model



Alexia Green discusses the **Texas Action Coalition Structure that supports the thesis put forward by Aakhus and Bzdak in that:**

- ✓ The Texas Organizational Structure **embraces collaborations** such as partnerships and multi-stakeholder initiatives to **leverage resources** and
- ✓ **talents** across Texas to address the important issues addressed in the IOM Report.
- ✓ Its **design supports topics, contributions, and commitments to focus stakeholder networking** on achieving the IOM FON recommendations.
- ✓ Creates a structure whereby hundreds of individual leaders engaged in the Action Coalition - allowing the **Action Coalition members to share in shaping** the content and the process of achieving the IOM FON goals while sharing responsibility for the outcomes of their work.
- ✓ Supports a **collaborative open governance design**

### **Specific Components of the Texas AC Structure Include:**

- Executive Committee – the primary lead group for the coalition’s work
- Strong Co-Lead Organizations – BCBS and TNA – each with their own leadership teams
- Strategic Advisory Committee – A group of renown nurses and non-nurses leaders with expertise, contacts, and resources to help guide and support the coalition - absolutely one of the strengths in Texas AC model.
- Three Advancing Teams - Education, Practice and Leadership
- Tactical Support and Operations – coordinates communications, meetings, connectivity, media, web page, tracks history, supports Co-Leaders.
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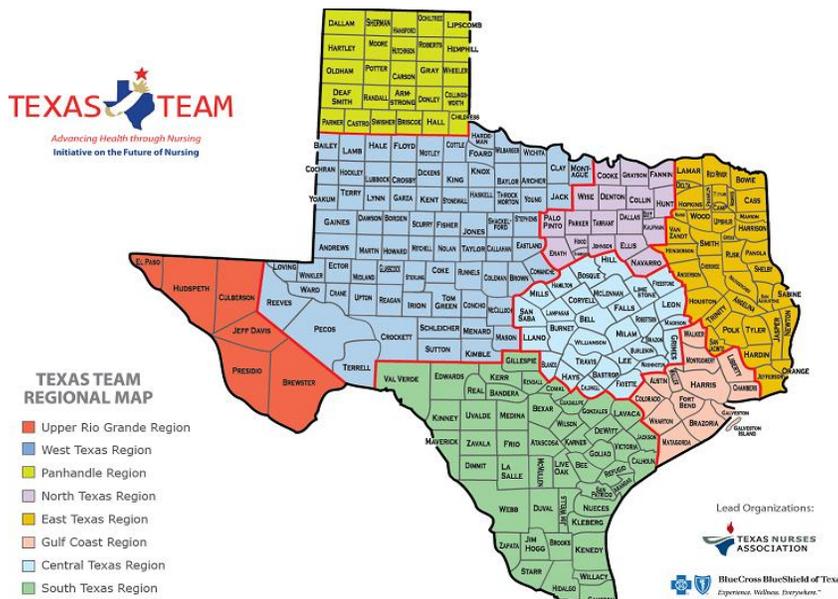
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- Regional Teams – support and led by regional nurse leader. This is one of the key’s to Texas success. The Regional Team and Regional Leaders – are critical to getting the work done across a large state such as Texas and allows for variability in actions and supports the diversity seen across our large state.

There are 400 organizations in the coalition, each strategically engaged with at least one IOM recommendation.

One major key to Texas’ success has been the designation of Regions within the state with established regional teams to address the IOM recommendations and the Texas Team Strategic Plan in each region of the state. This has allowed for flexibility and connectivity at the same time.

The map below shows the 8 regions created to support the work of the coalition across Texas. Each has a regional team composed of 15 to 20 members who are “doing the work” of the coalition in their region of the state – therefore they are leveraging resources and talents across society to address the important issues identified in the IOM Future of Nursing recommendations.”



### Collaborative Governance & Open Innovation

As an example of how the organizational chart and leadership supports collaborative governance and open innovation we will examine the on-boarding and on-going support provided to Regional Leaders. The following information is discussed in an orientation for new regional leaders:

- These questions discussed:
- Who are the members of the Texas Action Coalition and who are your regional members?
- Were they strategically developed?
- Who needs to be added?
- Do you have non-healthcare related organizations?
- How do you recruit member organizations?
  - What commitments do they make to the Coalition in joining
  - Who should be jettisoned to a key role in the Coalition?

### What do you need to do now as Regional Coalition Leaders?

- Examine your Regional Team organization – add more team members/correct types team members if needed
- Help Update Communications such as Team emails
- Develop relationship with Business Partners
- Recruit New Member Organizations
- Develop regional plans to achieve IOM recommendations (align with state strategic plan when possible)
- Plan and host regional meetings and conferences

### A Look at the Texas AC Structure

Engagement with Action Coalition stakeholders – such as Regional Leaders is key to success. Texas leadership (the Executive Committee) provides an orientation to key leaders such as the Regional Coalition Leaders and connects a liaison to each region from the Executive Committee to help guide, support and align regional activities/work with state level work

The Regional Leader orientation highlighted above can be seen as an example of “constructing the primacy of communication” within your Action Coalition. The Executive Committee CANNOT do all the work of the coalition – it takes a large group of leaders to actively engage in the work of achieving the Action Coalition’s goals.

Regional leaders are KEY components of the Texas organizational structure and thus contribute greatly to our organizational culture. In the Texas Action Coalition there is an emphasis on “collaborative governance and open innovation”....and the Regional structure best demonstrates that

Regional leaders plan their own regional meetings, work to achieve their own regional goals in alignment with the state goals, develop their own projects, do their own recruitment and orientation to the coalition, and gain key commitments from organizational members throughout the state.

#### [New Regional Nurse Leaders Become Familiar With:](#)

- Texas Team Main Application
- Texas Team Business Application
- Coalition Commitment Document
- Coalition Membership List
- The Importance of Staying Connected to Their Regional Members
- The Importance of Deliberate & Deep Involvement Being Encouraged of Action Coalition Leaders and Organizations

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In conclusion of today's webinar – we hope this discuss of Organizational Structure and an examination of your Organization Chart will help your action coalition strengthen or re-envision it's structure and/or chart to better achieve the IOM FON goals in your state. According to Aakhus, M. & Bzdak, M. (2015):

“The key element in engagement efforts is the **deliberate and deep involvement of community and coalition members** and organizations.

This type of engagement represents a shift away from noblesse oblige to a **more inclusive model**.

This model **focuses on “long term engagement and recognizes the need to build relationships and trust by moving from consultation and information sharing to shared responsibility.”** In other words, significant work is being undertaken in your action coalition by leaders outside of the MAIN leadership team – such as the Executive Committee. A very broad net is cast across the state to engage as many leaders as possible in doing the work of leading the Coalition. Thank you for joining us today!

[Coalition Building and Sustainability Learning Collaborative WebEx Is Every 2<sup>nd</sup> Tuesday of Month](#)

Next Webinar on Tuesday, September 8, 2015

Time 2:00 PM ET – 3:00 PM ET

[The IOM's recommendations include: the need for more advanced education of registered nurses; nurses leading innovations in health care and being appointed to decision making bodies; all nurses practicing to the full extent of their education and training; a more diverse nursing workforce and faculty; and more interprofessional collaboration among nurses, physicians, and other members of the health care team in the educational and clinical environments.](#)

For more information from the Center to Champion Nursing in America about this webinar, technical assistance or other questions related to the **Future of Nursing, Campaign for Action** contact Madeline O'Brien at [mobrien@aarp.org](mailto:mobrien@aarp.org) or 202-434-3839

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