Examining Your Coalition’s Organizational Chart

July 14, 2015
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Alexia Green RN, PhD, FAAN
AC Co-Leader Guest – Mary Lou Brunell RN, MSN
Today’s Webinar

- Review the definition of an Action Coalition
- Discuss how you can create coalition capacity through membership
- Dialogue with two campaign leaders sharing their insights
- Identify tactics you need to take to create membership momentum
- Q&A

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Director, Advocacy & Consumer Affairs
Center to Champion Nursing in America at AARP
Today’s Guests

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

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

Action Coalitions Need:

Expert Leadership

to Power Innovation!
Campaign Overview

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...
What Guides Your Coalition Work?

- Are you practicing “evidence-based” coalition leadership?

- Our guide for today’s discussion will be:

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

  “Stakeholder engagement as communication design practice”
  (Aakhus & Bzdak 2015)
“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”.

- TCC
Corporate Social Responsibility

“The CSR 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)
The Two Concepts Overlap

- Corporate Social Responsibility

And

- Coalition Social Responsibility
Examine Your ACs Org Chart

- How are activities focused on achieving the IOM goals orchestrated through particular organizational structure design features?

- Does your org chart support and encourage interaction?

- Are roles clearly delineated – shaping interactivity?
Does Your AC Org 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 AC 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?
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.”

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

- Supports a common theme that points to constructing communication to maintain the primacy of stakeholders in the coalition
Seven Stages of Coalition Development

- Mobilization
- Establishing Organizational Structure
- Building Capacity for Action
- Planning for Action
- Implementation
- Refinement
- Institutionalization
  - TCC 2011
Is your Coalition’s Organizational Culture Effective?

- 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.”
FOR SUCCESS THE CREATION OF COALITION CAPACITY IS A MUST

TODAY WE FOCUS ON HOW YOUR ORGANIZATION STRUCTURE IS KEY TO SUCCESS
An Interview with Mary Lou Brunell

Two Questions:

1. Can you describe the Florida AC Organizational Structure?
2. How has the Florida AC organization structure aligned with the premises set forth by TCC and Aakhus & Bzdak?
A Look at the Florida AC Structure

Co-Lead Florida Center for Nursing

Co-Lead Florida Blue Foundation

SIP Grant

Florida Action Coalition Steering Committee

Membership & Resources Committee

Communications Committee

Diversity Council

Education Action Team

Leadership Action Team

Practice Action Team

Regional Teams

SIP Grant

Institutional Work Group

Legislative Work Group
Conceptual Model

**Steering Committee**
- IOM – National Campaign for Action
- Consumers of Healthcare

- Action Teams
- Diversity
- Partnership
- Resource Teams
- Collaboration
- Regional Issues

- Leadership
- Education
- Data
- Practice
- Communication
- Research
- Development
- Community-Based Groups
Strategic Plan

- Developed at the April meeting of the Steering Committee
- 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.
- 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 Grant
  - Primary Goal: Leadership Development (FL Blue Foundation provided matching funds for grant)
  - Secondary Goals:
    - Strengthen the FL-AC 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)

- Florida Healthcare Leadership Council
Florida Blue Foundation 2015 Call for Proposals

- To be awarded for 2 years (2016-2017)
- “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
A Look at The Texas AC Structure

Texas TEAM
Leading Change and Advancing Health
Initiative on the Future of Nursing

Executive Committee
Blue Cross/Blue Shield of Texas
Tactical Support and Operations
Strategic Advisory Committee
Regional Leaders
Advancing Nursing Education
Advancing Nursing Leadership
Advancing Nursing Practice
Texas Nurses Association

Texas Action Coalition Leadership Structure
A Look at The Texas AC Structure

TEXAS TEAM
Advancing Health through Nursing
Initiative on the Future of Nursing

TEXAS TEAM REGIONAL MAP
- Upper Rio Grande Region
- West Texas Region
- Panhandle Region
- North Texas Region
- East Texas Region
- Gulf Coast Region
- Central Texas Region
- South Texas Region

Lead Organizations:
- Texas Nurses Association
- BlueCross BlueShield of Texas

FUTURE OF NURSING™
Campaign for Action
Dialogue with Texas AC Regional Leaders:

- Orientation to leadership role provided – these questions discussed:
  - Who are the members of the Texas AC 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 re: Team emails etc.
- Develop relationship w 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
New Regional Nurse Leaders are Oriented to:

- Texas Team Main Application
- Texas Team Business Application
- Coalition Commitment Document
- Coalition Membership List
- Staying Connected to Your Regional Members
- Deliberate & Deep Involvement Encouraged of AC Leaders and Organizations

Send all applications to Cole (AC Leader) once you have them for processing. Maintain communication with your regional member organizations & focus on “shared responsibility” for achieving the IOM Goals.

“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.”
Campaign for Action Website

www.CampaignForAction.org
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, September 8
Time 2:00 PM ET – 3:00 PM ET

Topic: Engaging Diversity Organizations