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Campaign for Action

Robert Wood Johnson Foundation

AARP
Real Possibilities

Examining Your Coalition's Organizational Chart

July 14, 2015

Winifred V. Quinn, PhD

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



Winifred V. Quinn, PhD

Director, Advocacy & Consumer Affairs

Center to Champion Nursing in America at AARP

Today's Guests

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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

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***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...](#)

You can find the *Campaign for Action* overview here:
<http://campaignforaction.org/CFA-overview>

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)

What is a Coalition?

“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

*“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.**”

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
- 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**

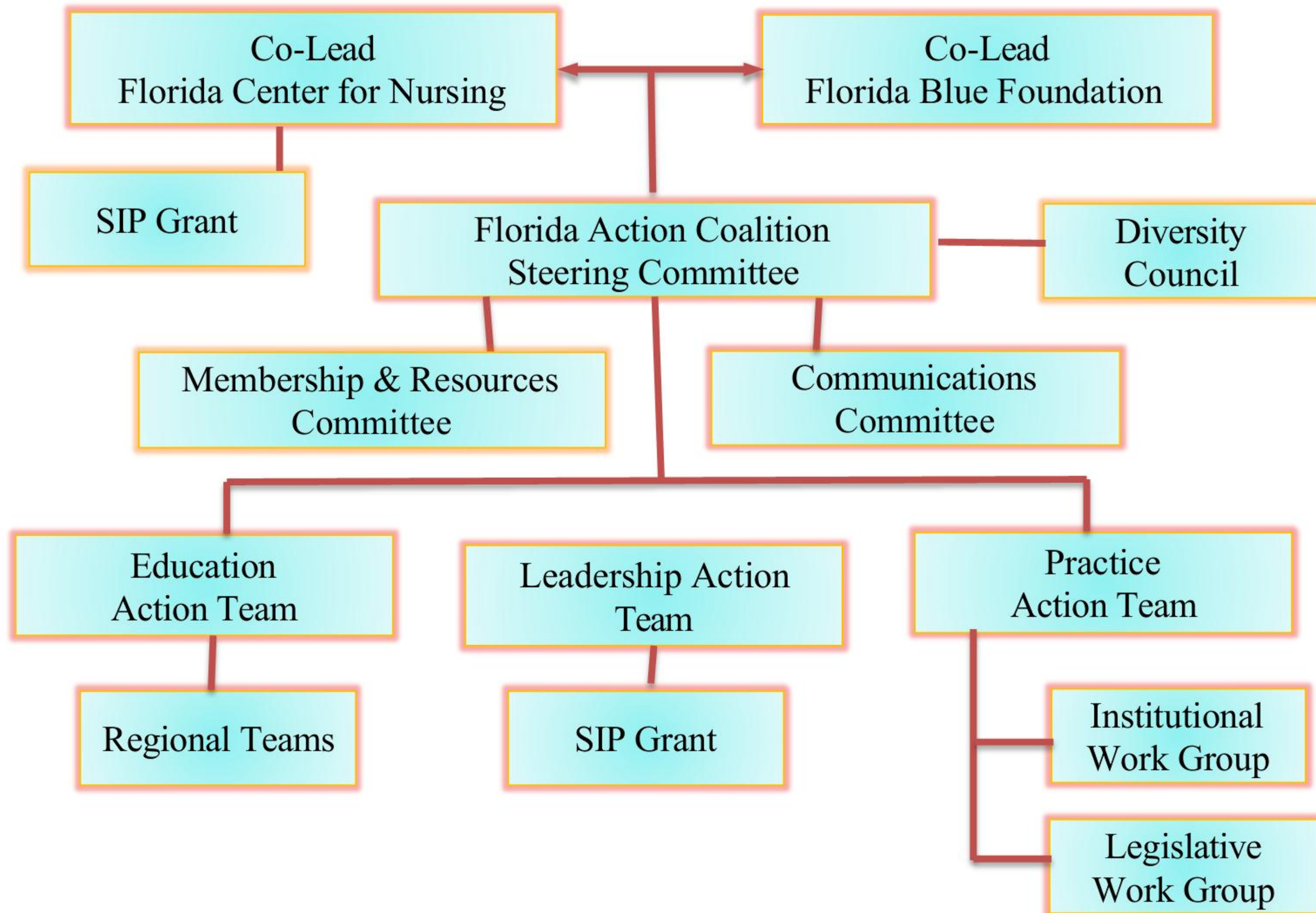
An Interview with Mary Lou Brunell

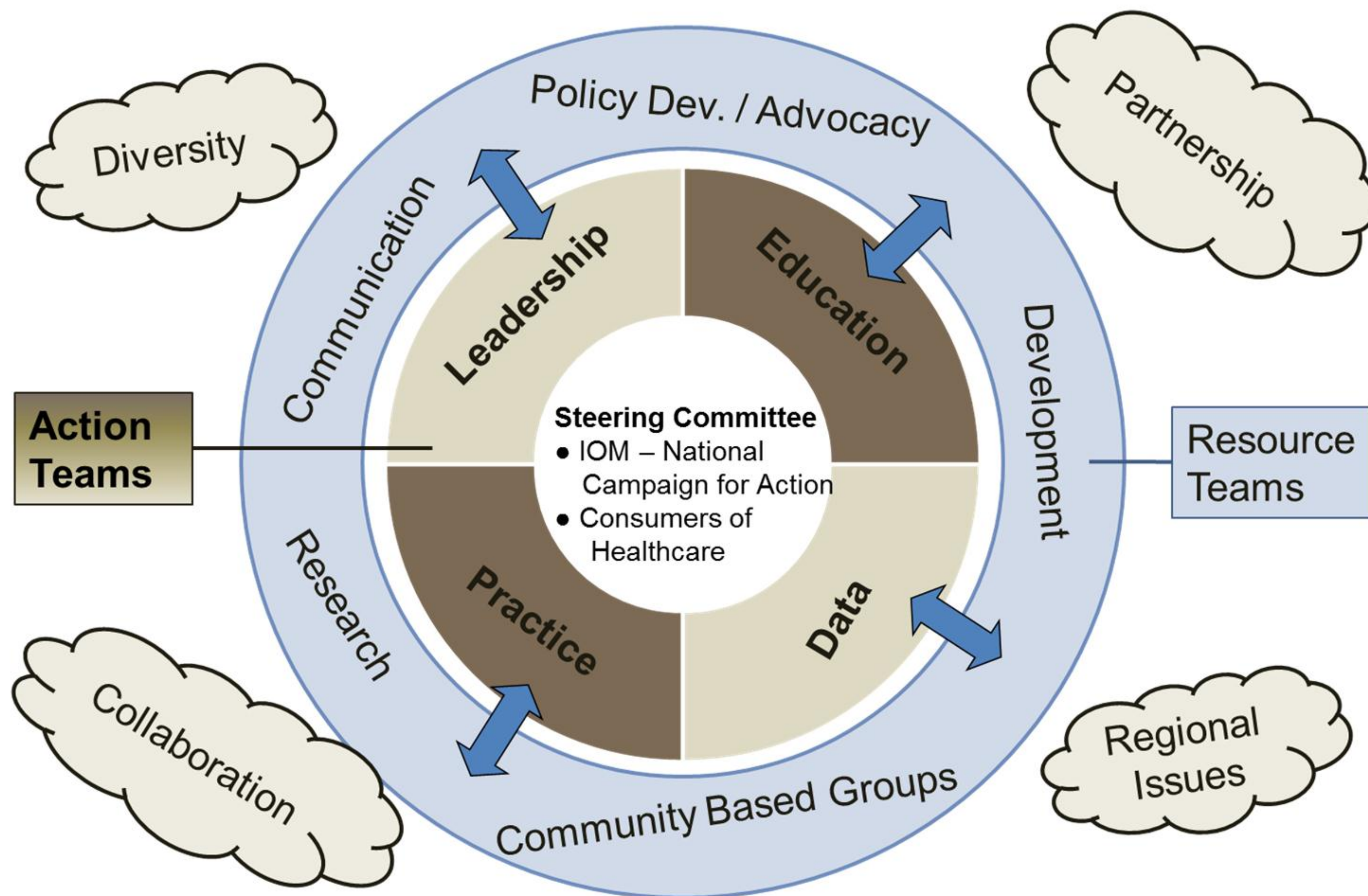
Two Questions:

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

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- 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

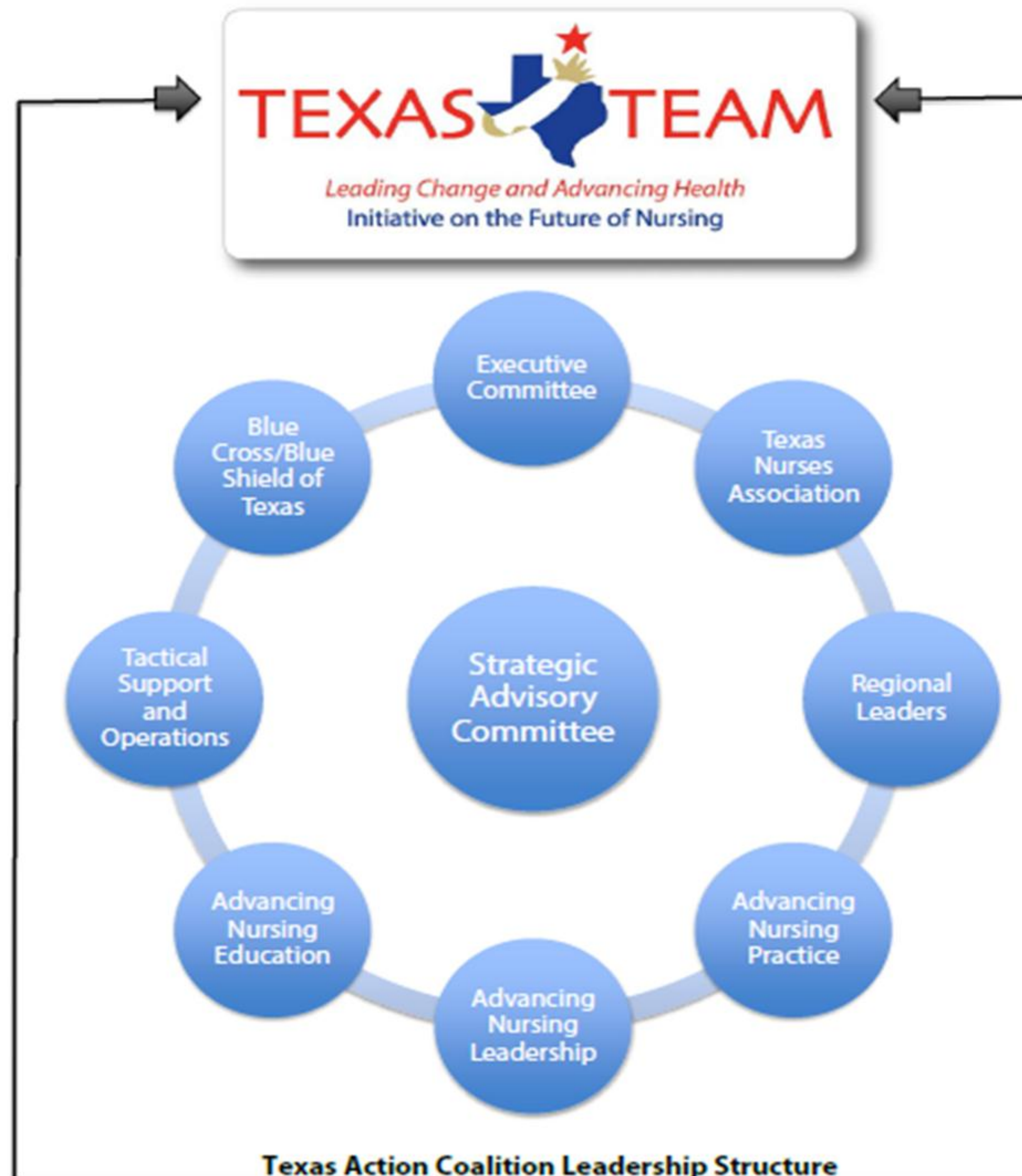
- **Diversity Council**
 - Statewide Diversity Think Tank held October 2014
- **Communications Committee**
 - 2015 FL Blue Foundation Mini Grant
- **RWJF State Implementation Program Grant**
 - Primary Goal: Leadership Development (FL Blue Foundation provided matching funds for grant)
 - Secondary Goals:
 - 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

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ASSOCIATION



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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.

Closing Thought

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.

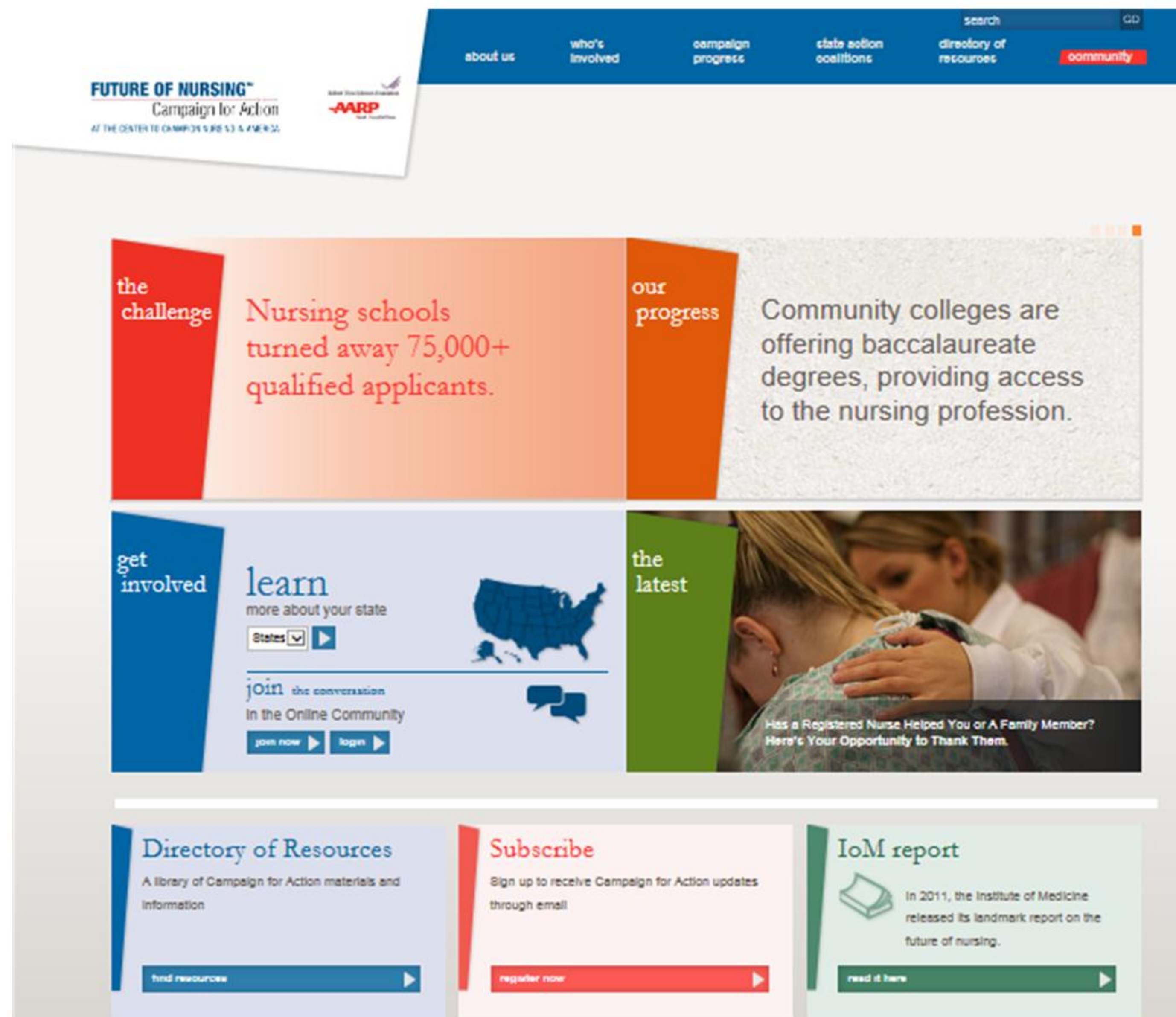
This type of engagement represents a shift away from noblesse oblige **to a more inclusive model.**

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.”**

Campaign for Action Website

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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

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

Next Webinar on Tuesday, September 8

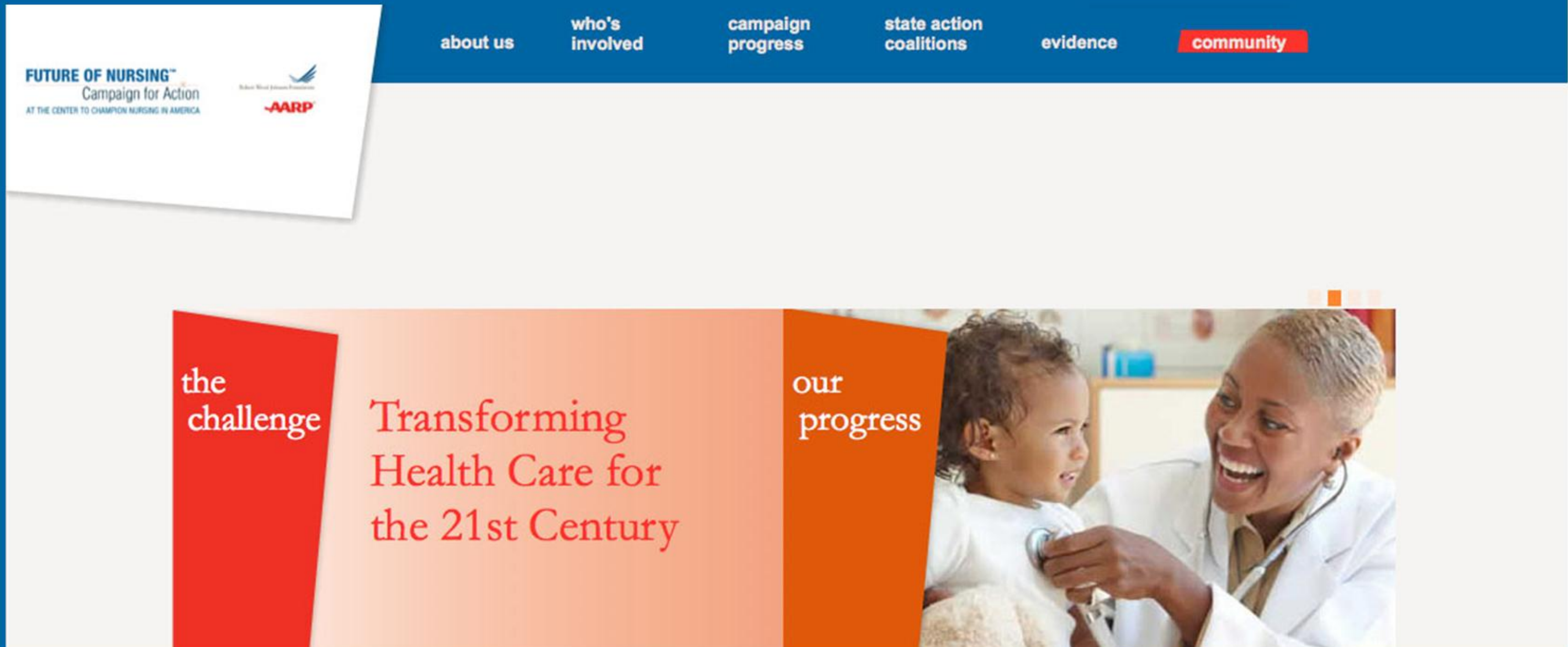
Time 2:00 PM ET – 3:00 PM ET

Topic: Engaging Diversity Organizations

Campaign Resources

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www.campaignforaction.org
www.FLCenterforNursing.org/FLActionCoalition



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