Susan Reinhard, PhD, RN, FAAN
Senior Vice President & Director,
AARP Public Policy Institute;
Chief Strategist, Center to Champion Nursing in America

www.campaignforaction.org/webinars
Coalition Building
Susan B. Hassmiller, PhD, RN, FAAN
RWJF Senior Advisor for Nursing and Director, Campaign for Action
Action Coalition Progress

Leadership:
• **North Carolina and Wyoming**: Nursing Leadership Institutes
• **Virginia**: 40 Under 40 Awards
• **New Jersey**: 3 nurses named to boards; six more in pipeline

Education:
• Nine states selected to test one of four promising models

Practice and Care: State Legislation
• 14 states introduced legislation expanding scope of practice for nurse practitioners (CA, CT, IL, KY, MD, MI, MN, MO, MS, NE, NJ, NV, NY, OR)
• Nevada and Oregon passed major legislation
• 5 states have removed major barriers to APRN practice and care since the start of the Campaign (KY, MD, ND, NV, OR)

Funding
• 30 ACs raised $5.1 million as of April 2013
What Makes an Effective Coalition? Evidence-Based Indicators of Success

Jared Raynor
Director of Evaluation, TCC Group

Kate Locke
Senior Consultant, TCC Group
Action Coalitions are the driving force of the campaign at the local and state levels, forming a strong, connected grassroots network of diverse stakeholders working to transform health care through nursing.

- What is a coalition?
- How can we think about coalition work?
- What are key capacities of effective coalitions?
- What NOT to do
- Questions
Logic Model: Advocacy Initiatives

**Acting Organization:** Nonprofit or Advocacy Organization (uses coalition as a strategy)

**Project Inputs/Resources:**
- Advocacy Staff:
  - Time, experience and expertise (administrative, legislative, election-related and legal)
  - Core skills (analytical, communication, research, etc.)
- Funding:
  - Monetary resources
  - Non-monetary/ non-staff resources (e.g. volunteers, in-kind donations)
- Organizational Reputation:
  - Advocacy related
  - General perception as a quality organization
  - Representative for base constituency
- Network:
  - Policy makers
  - Partner organizations
  - Media
  - Mobilized base

**Strategies:**
- Issue analysis/research
- Media advocacy/Public awareness raising
- Grass roots organizing
- Coalition building/networking
- Policy analysis/research
- Legal action
- Lobbying and direct policy-maker influence
- Assure good policy implementation (Administrative/Regulatory oversight, TA, monitoring, etc.)

**Outcomes:**
- Better defined and framed problems
- Issues more clearly set on the public agenda and gain prominence (momentum, interest, awareness, etc.)
- Policy makers adopt new policies based on the agenda / do not adopt harmful policies
- Policy decisions effectively implemented
- Impact of new policies is evaluated

**Impact:** Change in Social Structure Reflecting Positive Social Justice Shift

(C) TCC Group 2010
Continuum of Inter-Organizational Relationships (IORs)

Informal Organization
- Informal Network
  - Committee

Formal Organization
- Formal Network
  - Coalition
  - Strategic Alliance
    - Joint Venture
    - Merger

Mutual Accountability
Separate Accountability

“Campaign for Action Names 12 New State Action Coalitions to Help Ensure High-quality, Patient-centered Health Care for All”

For What?

Md. AC
Relationships for What Purpose?

- Respond to complexity
- Cope with turbulence/complexity
- Acquire resources (while maintaining autonomy)
- Decrease transaction costs
- Gain legitimacy/power

Positive Externalities (Value)

Negative Externalities (Congestion)
What Is a Coalition, Really?

- Outcomes/Impact of the coalition
- Capacity of the coalition
- Capacity of organizations to be good coalition members and benefits
Coalition Member Capacity
Coalition Member Capacity

Questions for Members:
• What do you want to get out of the network/coalition?
• How do you justify your involvement?
• How much time can you devote?
• What can you offer?

Questions for Coalition:
• Do they have the skill/knowledge to work collaboratively?
• What will time and Commitment to working in coalition be?
• Will they send relevant decision-makers?
• Do they see the value of the coalition for their work?
Coalition Capacity
The Critical Organizational Capacities for Advocacy Initiatives: The Logic Model “Inputs”

Leadership:

Management:

Technical:

Adaptability:

Access window of opportunity/threat:
- Offense
- Defense

Org. Culture

Issue analysis/research
Media advocacy/Public awareness raising
Grass roots organizing
Coalition building/networking
Policy analysis/research
Legal action
Lobbying and direct policy-maker influence
Administrative/Regulatory implementation influence

Improvement in the Quality of Living for the Community

(C) TCC Group 2008
Leadership Capacity

Value Proposition
(Why is the coalition the right approach?)

Goal Destination
(What is the coalition trying to achieve?)

• Rules, procedures and decision-making
• Leadership core
• Action-oriented
• Strategic membership
Leadership Capacity

Value Proposition
(Why is this coalition the right approach?)

Goal Destination
(What is the coalition trying to achieve?)

- Rules, procedures and decision-making
- Action/Exchange-oriented
- Leadership

Entropy (disorder)
Bureaucracy (rigidity)
Adaptive Capacity

- Environmental Monitoring
- Effective Planning
- Evaluating Success
- Evaluating Members
- Resource Development
- Promote inter-member Collaboration

SERMO: Physician Opinions about Independent NP Practice

Lori Melichar, RWJF; http://thefutureofnursing.org/NursingResearchNetwork4
Management Capacity

- Communication—Frequent and Productive
- Membership Participation
  - Deliver on Reciprocity
  - Task/Goal Focused
  - Clarity of Member/Staff Roles
  - Conflict Management
  - Careful Record-Keeping
Technical Capacity

- Membership Diversity
- Coalition Staffing
- Policy/Advocacy Expertise
- Tangible Non-Human Resources
- Resource Development Skills
Cultural Characteristics/Capacity

- Trust
- Respect
- Safe Dissent

- Unity
- Sensitivity to Power Differentials
Outcomes/Impact of the Coalition
Levels of Outcome

- **Individual**
  - Benefits to Individuals
  - Development of IOR
  - Benefits to Organizations
  - Community Impact/Outcomes

- **Organization**

- **Coalition/Network**

- **Community**
Iterative Levels of Change

Individual
- Knowledge
- Skills
- Connection
- Identity

Network
- Ideas
- Efficiencies
- Capacity
- Cohesion

External
- Influence
- External Change
Measures of Value Proposition

- Increased coalition capacity (e.g., clarity of vision; ability to manage/raise resources, etc.)
- Increased visibility of coalition
- Increased membership
- Increased quality/prestige/engagement of membership
- Increased collaboration between coalition members outside the coalition
- Merging stratégic relationship with other coalitions
- More rapid and organized ability to respond
- Number of different “faces” that the coalition could credibly put forward to advance the issue
Capturing ‘Positive Externalities’

- Sustained networks/relationships
- Reduced sense of isolation
- Better implementation/coordination of actual programs addressing the issue
- Cross-fertilization and Innovative ideas
- Other specific project goals met
Conclusion

Capacity of Coalition Members

Capacity of Coalition

Outcomes

Externalities

Leadership:

Adaptability:

Management:

Technical:

Goal

Destination

(What is the coalition trying to achieve?)

Proposition

Value

(Why is the coalition the right approach?)

Access window of opportunity/threat:

- Offense
- Defense
Conclusion

Measuring Impact

Outcomes

Value Proposition
Why is the coalition the right approach?

Goal Destination
What is the coalition trying to achieve?

Capacity of Coalition

Capacity of Coalition Members

Externalities
Seven Deadly Sins of Coalitions

1. Debate to Death
2. Social Orientation
3. Avoidance of Conflict
4. Lack of Technical Expertise
5. Turn it Over to the Staff
6. No Ongoing Role for Members
7. Fight over Recognition
We can provide 1 hour of technical assistance with the first 10 Action Coalitions that contact us.
Questions

Press *1 on your telephone key pad to ask a question
OR
Use the “chat” feature to send the host/presenter a question.
Join the Conversation!

http://campaignforaction.org/community

https://twitter.com/campaign4action

https://www.facebook.com/CampaignForAction