

COALITION INITIAL NEEDS ASSESSMENT

- 1. If your Coalition has a written mission statement, please write it below:**

- 2. If your Coalition has written goals or objectives, please write them below. If they are in the form of an action plan or formal document, please include a copy.**

- 3. In general, what are the main functions of your Coalition? (Check as many as apply)**
 - Information and Resource Sharing**
 - Planning and Coordination**
 - Technical Assistance and Training**
 - Advocacy and Community Change**

- 4. How many organizations are represented on your Coalition?**

- 5. Please list your Coalition's most active and committed member organizations (or attach a member roster).**

- 6. How often does your Coalition meet?**

- 7. If your Coalition has working committees, please list them below.**

- 8. If your Coalition has elected leadership, please list the offices held.**

9. Thinking about your Coalition, what are its most significant successes, i.e., what accomplishments are your coalition members most proud of?

- a.
- b.
- c.

10. Again, thinking about your Coalition, what are its most significant challenges, e.g., lack of resources, commitment, time, organization?

- a.
- b.
- c.

11. If your Coalition could develop further and implement significant change, what could you imagine being achieved?

Within the next few months . . .

Within the next year . . .

Within the next five years . . .

12. Add any other information that would help us to learn more about your Coalition.



CoalitionsWork™

WHAT MAKES A GOOD LEAD AGENCY?

A lead agency or fiscal agent should possess the following characteristics:

- ✓ Strong links to & respect for the local community
- ✓ The respect of community organizations & key leaders, or at least perceived as a neutral entity
- ✓ A deep understanding of community health issues, priority populations & local politics
- ✓ Belief in collaboration, as well as the patience & confidence to “trust the process” of community engagement & shared decision making
- ✓ Adopts positive health practices within its own walls that support the activities of the coalition (e.g., adopts clean indoor air policies, immunization services, wellness activities, & non-discriminatory health benefits)
- ✓ Serves as an umbrella organization to provide private, non-profit status 501 (c)3 for the coalition
- ✓ Has “deep pockets” or at least a reserve of resources to support the basic administrative needs of the coalition, i.e., office space, telecommunication & mail service, computer connections & services, printing, & funds to sustain the coalition “between times” of outside funding
- ✓ Provides staff support or hire staff through its employment & benefits structure
- ✓ Uses its development, media & advocacy capabilities to positively promote the coalition & its work



POTENTIAL MEMBER GRID

Organization or Individual	
Activities & accomplishments	
Contributions (power, time, talent, resources)	
Self-interests (personal & organizational gains)	
Potential conflicts	
Organization or Individual	
Activities & accomplishments	
Contributions (power, time, talent, resources)	
Self-interests (personal & organizational gains)	
Potential conflicts	
Organization or Individual	
Activities & accomplishments	
Contributions (power, time, talent, resources)	
Self-interests (personal & organizational gains)	
Potential conflicts	
Organization or Individual	
Activities & accomplishments	
Contributions (power, time, talent, resources)	
Self-interests (personal & organizational gains)	
Potential conflicts	

STAGES OF TEAM BUILDING

STAGE I FORMING

Why are we here?

- People express differences - check each other out; decide whether to be part of group
- Feelings: Anxiety & confusion
- Little work accomplished - Conflicts emerge, leadership, value & feasibility of task(s) challenged
- Tasks: Feel included & expect that opinions will be respected

STAGE II STORMING

Can we work together?

- More conflicts emerge as members negotiate tasks
- Power plays may occur, i.e., who's in charge & what actions taken toward goal
- Feelings: Instability & polarization
- Team must bring conflict out in open, encourage good communication skills & affirm that disagreement is healthy & resolvable
- Tasks: Develop skills; redefine goals, roles & tasks; Learn to work together

STAGE III NORMING

How will we work together?

- Rules created; members learn to productively work together; team pride develops
- Norms established for how people treat each other, how meetings are conducted, who will do what work & how it will be accomplished
- Tasks: Deepen skills & understanding; increase productivity; share opinions & skills; evaluate critically & constructively

STAGE IV PERFORMING

How can we work smarter?

- Group becomes functional team; can diagnose, solve problems & make decisions
- Much work can occur; team may become creative & tackle new tasks
- Team works together or delegates work; shares leadership & responsibility
- Tasks: Achieve tasks; deal with group issues; build skills & knowledge; use time well. eff

STAGE V MOURNING/RE-FORMING

Should we continue?

- Group celebrates achievements or disbands & mourns loss of group
- Most groups reform when goals achieved, new goals created or members & leaders turn over
- Once group progresses thru stages, subsequent team building goes faster



Adapted from Tuckman & Jenson, 1977; Drinka, 1991

STRATEGIC PLAN FORMAT

- I. INTRODUCTION:** Need for a strategic plan and how plan was developed.
- II. ENVIRONMENTAL SCAN:** Organizational history, structure, strengths and weaknesses;
external environment, pertinent data, opportunities and threats
- III. ORGANIZATIONAL VALUES, VISION, AND MISSION**
- IV. GOALS, PRIORITIES AND PLANNED STRATEGIES**
- V. MONITORING/REVIEW:** Monitored progress; plans for review and refinement
- VI. ANNUAL PLAN** (may be prepared separately)
- VII. ATTACHMENTS:** Environmental scan and other supporting information

THE STRATEGIC PLANNING PROCESS

1. **Conduct an environmental scan.** Review your organization's strengths and weaknesses. Reflect on the community and broader environment in which your organization operates to identify the opportunities and threats that it faces. Determine the community's assets and needs, specifically those of current/potential populations that you'll try to reach.
2. **Identify key issues, questions, and choices to be addressed.** Specify "strategic issues" that your organization should address and set priorities in terms of time or importance. Strategic issues emerge from the data and environmental scan.
3. **Define or review the organization's values, community vision, and mission.** Reach consensus on why the organization exists, what goals or outcomes it seeks to achieve, what it stands for, and whom it serves. Begin your strategic planning by agreeing on the following:
 - **Organizational core values or operating principles** – those beliefs/principles that guide the organization - these are shared, strongly held, and not easily changed.
 - **Community Vision** – the vision for your community - an image of what it would be like if your values were shared and practiced by everyone.
 - **Mission** – the stated purpose for your organization's existence; the contribution it promises to make to help accomplish the community vision.
4. **Transform the vision and mission into a series of key goals for your organization**
5. **Agree upon key strategies to address strategic issues and reach goals.** The emphasis should be on broad strategies, including current/new collaborative approaches that are related to specific goal(s). The process requires that you look at where the organization is now, where its vision and goals indicate it wants to be, and identify strategies to get there. Specific criteria for evaluating and choosing among strategies should be agreed upon, such as the following:
 - **Value and Appropriateness** – Is the strategy consistent with your organization's mission, values, operating principles, and agreed-upon goals?
 - **Feasibility** – Is the strategy practical given current personnel, financial resources and capacity?
 - **Acceptability** – Is the strategy acceptable to your stakeholders?
 - **Cost-benefit** – Is the strategy likely to lead to benefits that justify time, costs and other resources?
6. **Create an annual action plan that addresses goals and specifies objectives/work plan.** Once long-term elements of your strategic plan have been developed, create a specific work plan for implementation. Its strategies should reflect current organizational/environmental conditions. Objectives should be measurable and time-based. Under these or other agreed-upon criteria, strategies can be evaluated, prioritized and chosen.
7. **Finalize a written strategic plan that summarizes your decisions.** Be sure to include the outputs of each major step.
8. **Build in procedures for monitoring and modifying strategies.** Monitor the progress towards goals, objectives and strategies and revise your plan based on progress made, obstacles encountered and the changing environment. Acknowledge and take advantage of unexpected changes, such as more sympathetic elected/appointed officials, economic improvements, and changes in funder priorities or the priority population.

Adapted from Mosaica, 2001. Accessed February 21, 2012 at http://siteresources.worldbank.org/INTAFRREGTOPEIA/Resources/mosaica_10_steps.pdf

Coalition Vision, Mission & Goals

SWOT Analysis

- **Strengths** - internal factors that allow coalition to take advantage of opportunities or reduce barriers
- **Weaknesses** - internal factors or challenges that prevent coalition from taking advantage of opportunities or reducing barriers
- **Opportunities** - external factors that allow coalition to take action, build membership, or improve community
- **Threats** - external factors that hinder goal attainment, sustaining momentum, or long-term survival

VISION

- Shared by members & easily communicated
- Broad enough to include diverse viewpoints
- Inspiring & uplifting

The Ohio Diabetes Alliance is an inclusive and diverse group of partners dedicated to improving the health and well-being of persons with diabetes in Ohio.

MISSION

- Describes what group is going to do
- Concise: Gets point across in 1 sentence
- Outcome-oriented: Explains outcomes coalition is working to achieve
- Inclusive: Doesn't limit sectors or strategies that may be involved in projects

Engaging the community to prevent & manage diabetes in Ohio

SLOGAN

- Phrase used to brand coalition or market it to public
- Short & "catchy"

I have Diabetes – it doesn't have me!

GOALS

- Broad statements that refer to specific results of initiative
- Long range – not time dependent – Dreams with Deadlines

STRATEGIES

- How organization will reach goals & objectives
 - Fit resources & opportunities; Minimize barriers
 - Reach priority populations
- Should be well defined:
 - Measurable
 - Directly related to objectives
 - Identify those responsible for carrying them out



COALITION ACTION PLAN [Year]

OVERALL WORK GROUP GOAL:

WORK GROUP OBJECTIVES:

- 1.
- 2.
- 3.

Obj. #	Action	Strategy/Major Steps Needed (include timelines)	Defining Success (Specific outcomes, by when?)	Partners	Resources	
					Barriers	
1.						
2.						
3.						

TEN TRAITS OF TRANSFORMATIONAL LEADERS

Transformational Leaders ...

1. Let go of things others can do.

- Let go of tasks and responsibilities that will help others develop.
- Let go of authority to make decisions about the work.
- Know what others in the group can do and want to do.
- Build people's skills to take over by involving them in the work.

2. Encourage initiative, ideas, and risk taking.

- Actively seek ideas and suggestions from the work group.
- Allow people to run with an idea, even if it might involve some risk.
- Recognize ideas/initiative through compliments, formal recognition, and, tangible rewards.
- Are careful not to put down or discount ideas.

3. Ensure that people have goals and know how they're doing.

- Encourage work group to take lead role in setting goals and assessing *their* performance.
- Ensure that goals are clear and understandable.
- Let people know how they're doing in meeting goals - provide needed guidance and support

4. Delegate to challenge, develop, and empower.

- Delegate to challenge and develop people.
- Delegate authority to make decisions about the work.
- Provide clear understanding of responsibility, authority, expectations, and constraints.
- Support delegation within and outside the work group.
- Set up controls that keep themselves apprised of progress but aren't seen as restrictive.

5. Coach to ensure success.

- Coach *before* person begins task or assumes responsibility *and along the way*.
- Use coaching to guide and instruct people, while maintaining/enhancing their self-esteem.

6. Reinforce good work and good attempts.

- Use verbal *praise frequently*.
- Know kind of reinforcement that works best for each person.
- Provide tangible reinforcement when possible (e.g., recognition letters, awards, or gifts).
- Remember to reinforce what someone does well even when his or her work has a few flaws.

7. Share information, knowledge, and skills.

- Meet with group regularly to share and update information.
- Make sure people have information they need to succeed in a task/responsibility or know how to get it.
- Share their insights, knowledge, expertise, and skills.

8. Value, trust, and respect each individual.

- Show trust/respect by encouraging people to take control of their jobs with authority to take action.
- Take every opportunity to compliment people for good work, creative ideas, and contributions to group.
- Listen to people and empathize with their problems and concerns.
- Never put people down or minimize their contributions.

9. Provide support without taking over.

1. Understand that support is essential and know when it's needed.
2. Know how to support others, e.g., coach, reinforce, prepare for resistance, and gain others' commitment.
3. Resist temptation to take over when things go wrong.

10. Practice what you preach.

- *Support* people through rough spots of new task instead of punishing them for errors or taking over.
- Ask for ideas and empower people to *implement* them - especially those that involve risk.
- Tell people that they are important and *show* them through actions

COLLABORATION READINESS CHECKLIST

1. Context / Conditions for the Collaboration

- Issue we want to address requires collaboration; it cannot be done effectively by one organization alone.
- We have sufficient resources or sponsorship to begin and implement the effort.
- We are aware of qualities/resources needed for successful collaboration and believe we can obtain them.

2. Organizational Self-Assessment for Collaboration

- We have criteria for entering collaborations and selecting partners and use them to help us to commit to or decline collaboration opportunities.
- Goal of the collaboration is linked to our goals and priorities.
- We are aware of and prepared for potential problems for our organization in this collaboration.
- We are ready to meet collaboration's expectations for participation and work.
- We are clear about level of organizational representative (e.g., director, staff, board) involved in this collaboration.
- Our proposed role in this collaboration is appropriate, given our resources and priorities.
- Our leadership endorses our participation in this collaboration.

3. Things to Clarify About the Potential Collaboration

- Is there a foundation of trust among members of this collaboration?
- What will collaboration success look like?
- How will we evaluate effort and make mid-course adjustments?
- What type and level of organizational representation is expected?
- How will the partners fulfill the different roles needed to make this collaboration function?

4. Individual Role and Readiness for Collaboration

Organizational Role:

Within my own organization I have influence and expertise in these areas:

My agency's expectations for me as a representative in this collaboration are:

I have authority, on behalf of my organization, to:

- Set policy
- Implement activities
- Spend money
- Assign resources
- Commit staff time
- Sign position papers
- Make recommendations
- Make organizational or personnel changes

Adapted from Rosenthal, B. (2006). Collaboration and Change, LLC.

IDENTIFYING POTENTIAL COALITION PARTNERS

Partnership selection is a strategic process. Initially, cultivate those organizations or individuals that possess whatever the collaboration needs to succeed – resources, technology, constituencies, skills, reputation, and power. Pay attention to what incentives will attract or deter partners. Later in a collaboration's life, shift to retaining, cultivating and replenishing partners who contribute strongly to the effort. These worksheets will help you: 1) identify diverse organizations to consider as potential partners, and 2) guide your "field research" on organizations that you are considering. For each type of organization, find out more specific details: names, relevant activities or experiences, reputation, potential contributions, incentives and conflicts.

TYPES OF ORGANIZATIONS TO CONSIDER AS PARTNERS

	ORGANIZATIONS / GROUPS		DETAILS
1.	Advocacy & Lobbying Organizations		
2.	Businesses - Local		
3.	Civic and Community Organizations		
4.	Civil Rights Organizations		
5.	Consultants/Technical Assistants/Planners		
6.	Consumer/ Patient Groups		
7.	Corporations		
8.	Cultural Institutions		
9.	Educational Institutions		
10.	Environmental Organizations		
11.	Financial Institutions		
12.	Governmental Agencies		
13.	Health Care Providers / Hospitals		
14.	Housing Organizations		
15.	Labor Unions		
16.	Media		
17.	National Health and Medical organizations		
18.	Special Population or Constituency Groups		
19.	Policy & Research Organizations		
20.	Private Foundations / Philanthropic Corporations		
21.	Professional Organizations		
22.	Religious Institutions and Organizations		
23.	Social Service Organizations		
24.	Support Groups		
25.	Survivor Organizations		
26.	Others		
27.			
28.			

IDENTIFYING POTENTIAL COLLABORATION PARTNERS RESEARCHING PROSPECTS

COALITION NAME: _____

COALITION GOAL: _____

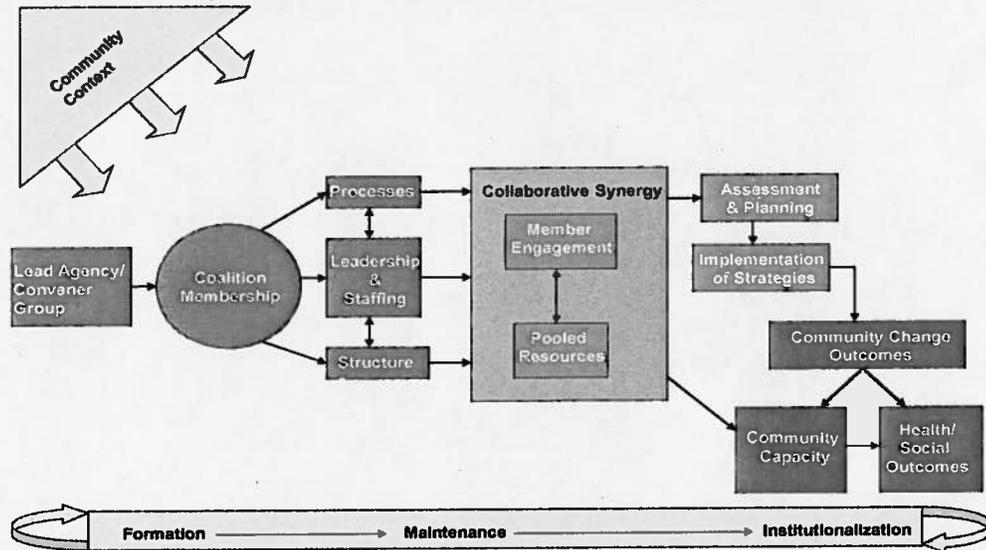
Step 1: For each category of organization that would be helpful to include in your coalition, do research on specific groups you are considering.

Step 2: Once you've identified potential partners, use the *Collaboration Readiness Checklist*, to explore more details.

POTENTIAL PARTNER (NAME)	RELEVANT ACTIVITIES OR ACHIEVEMENTS	RESOURCES/TALENTS What will they contribute?	BUY-IN: What will they gain?	CONFLICTS: Issues related to their involvement?

Beth B. Rosenthal (2000). *Collaboration and Change*, LLC.

Figure 3 Community Coalition Action Theory (CCAT) Butterfoss & Kegler, 2008



Conditions that foster productive collaborations and coalitions. Coalitions must be dynamic and responsive to culture, racial, and ethnic diversity, and how people usually work together in a community, region, or state (Butterfoss, 2007). Contextual or environmental factors can enhance or inhibit collaboration and significantly impact a coalition throughout its development (Butterfoss & Kegler, 2009, Lasker, Weiss & Miller, 2001; Mattesich, Murray-Close & Monsey, 2001).

Table 1 Key Sustainability Tasks for Coalitions	
Stage of Development	Tasks
Formation	<ul style="list-style-type: none"> • Build community ownership • Assess community needs & assets (e.g., by using MAPP tool) • Develop commitment for vision, mission, goals & objectives • Create viable organizational structure • Recruit key organizational members • Build leadership team
Maintenance	<ul style="list-style-type: none"> • Retain member commitment & participation to achieve goals • Obtain and share member resources • Continue to assess community assets & needs • Plan/implement effective PSEs
Institutionalization	<ul style="list-style-type: none"> • Diversify & strengthen coalition's financial base • Ensure Community Home for ongoing efforts • Plan for leadership succession • Spin off/institutionalize strategies to member organizations & community institutions

COALITION MEETING CHECKUP

- | | Agree | Disagree |
|--|--------------------------|--------------------------|
| 1. Coalition members feel that our meetings are a good investment of their time. | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. We usually stay on track during our meetings. | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Member participation is balanced during most of our meetings. | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Our meetings are usually well facilitated. | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Meetings almost always begin and end on time. | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Members share responsibility to make sure our meetings are effective. | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. We consistently accomplish our meeting objectives. | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. We regularly take the time to evaluate what is or isn't working in our meetings. | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Our meetings are not interrupted (e.g., phones, people coming and going, etc.) | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. By meeting's end, members are pleased by our accomplishments and ready to follow-up on action items. | <input type="checkbox"/> | <input type="checkbox"/> |



COALITION MEMBER SURVEY

1. If you have been a member of a workgroup, please check the which group(s):

- [NAME]
- [NAME]
- [NAME]

2. If you have held a leadership position, please check the correct role:

- Coalition Chair
- Coalition Vice Chair
- Workgroup Chair
- Workgroup Vice Chair

3. How long have you been a member of this Coalition?

- Less than one year 1 to 4 years 5 to 8 years

Please circle the number that best shows how satisfied you are with each aspect of the Coalition that are described below. Provide additional comments if you wish.

PLANNING AND IMPLEMENTATION

	Very Dissatisfied			Very Satisfied	
	1	2	3	4	5
4. Clarity of the vision for where Coalition should be going	1	2	3	4	5
5. Planning process used to prepare Coalition's objectives	1	2	3	4	5
6. Follow through on Coalition's activities	1	2	3	4	5
7. Efforts to promote collaborative action	1	2	3	4	5
8. Process used to access the state needs	1	2	3	4	5
9. Training and technical assistance provided by staff	1	2	3	4	5

Comments: _____

Please answer the following items concerning how satisfied you are with the ...

LEADERSHIP

	<u>Very Dissatisfied</u>			<u>Very Satisfied</u>	
	1	2	3	4	5
10. Strength and competence of Coalition staff and leadership	1	2	3	4	5
11. Commitment of Coalition to build and sustain a diverse membership	1	2	3	4	5
12. Opportunities for Coalition members to take leadership roles	1	2	3	4	5
13. Balance of power between staff, leaders, and members	1	2	3	4	5

Comments: _____

Please answer the following items concerning how satisfied you are with ...

INVOLVEMENT IN COALITION

	<u>Very Dissatisfied</u>			<u>Very Satisfied</u>	
	1	2	3	4	5
14. Participation of influential people from key sectors and organizations	1	2	3	4	5
15. Collaboration with local communities/coalitions	1	2	3	4	5
16. Help given to local communities to become better able to address and resolve their concerns	1	2	3	4	5
17. Location of meetings and workshop sites	1	2	3	4	5
18. Frequency and duration of meetings					

Comments: _____

Please answer the following items concerning how satisfied with the . . .

COMMUNICATION

	Very Dissatisfied			Very Satisfied	
	1	2	3	4	5
19. Use of the media to promote awareness of Coalition's goals, actions, and accomplishments	1	2	3	4	5
20. Communication between Coalition members and staff	1	2	3	4	5
21. Communication among members of Coalition	1	2	3	4	5
22. Communication between Coalition and the broader community	1	2	3	4	5
23. Extent to which Coalition members are listened to and heard	1	2	3	4	5
24. Working relationships established with elected officials	1	2	3	4	5
25. Information provided on issues and available resources	1	2	3	4	5

Comments: _____

For items 25 – 35, circle the number that best represents your opinion about your work with COALITION:

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
26. My abilities are used effectively	1	2	3	4	5
27. I am usually clear about my role in Coalition	1	2	3	4	5
28. My time is well spent on Coalition	1	2	3	4	5
29. I am satisfied with what Coalition has accomplished	1	2	3	4	5
30. I feel that I have a voice in what Coalition decides	1	2	3	4	5
31. I really care about the future of Coalition	1	2	3	4	5
32. Members stay on task	1	2	3	4	5
33. Interest is generally high	1	2	3	4	5
34. Coalition meetings run smoothly	1	2	3	4	5
35. Members seem well informed	1	2	3	4	5
36. Routine matters are handled quickly	1	2	3	4	5

Please answer the following items concerning your satisfaction with COALITION's ...

PROGRESS AND OUTCOMES

	Very Dissatisfied			Very Satisfied	
	1	2	3	4	5
37. Coalition's efforts to sustain itself over time	1	2	3	4	5
38. Progress in meeting Coalition's objectives	1	2	3	4	5
39. Success in generating resources for Coalition	1	2	3	4	5
40. Fairness with which funds and opportunities are distributed	1	2	3	4	5
41. Capacity of members to give support to each other	1	2	3	4	5
42. Capacity of Coalition and its members to advocate effectively	1	2	3	4	5
43. Coalition's contribution to improving health/human services in region or state	1	2	3	4	5

How certain are you that ...

	Not at all certain			Very certain	
	1	2	3	4	5
44. The coalition will improve [health outcome] in [county or state]	1	2	3	4	5
45.					
46. [County or state] is better off today because of the coalition.	1	2	3	4	5
47.					

OVERALL COMMENTS AND SUGGESTIONS FOR IMPROVEMENT:

Thank you for your valuable feedback. Please return the completed questionnaire to:

