Mechanics of Consultation on Coalitions

• How clients get to me

• What they want

• Examples of clients

• A sample training
Collaboration with representatives from all parts of the community is fun and easy

Strongly agree
Agree
Neutral
Disagree
Strongly disagree
Stand and Declare

• In collaborations where we share information these exchanges lead to community changes in programs, policies, and practices

  Strongly agree
  Agree
  Neutral
  Disagree
  Strongly disagree
Stand and Declare

• In collaborative efforts in our community we always engage those most affected by the problem as equal partners at the table and they willingly join us and participate actively.

   Strongly agree
   Agree
   Neutral
   Disagree
   Strongly disagree
What are collaborative solutions?

• Doing together that which we cannot do alone

• A collaboration is a group of individuals and/or organizations with a **common interest** who agree to work together toward a **common goal**.

» From S.Fawcett et.al
Why collaborative solutions have been encouraged?

• To create social change
• To encourage social innovation
• Expand interventions to the whole community
• To do more with less when there are budget cuts
• To address limitations of the health and human service systems
• To promote civic engagement
• To build healthy communities
• To have greater impact
• Coalitions defined

• The purpose of collaboration is to create a shared vision and joint strategy to address concerns that go beyond the purview of any particular party

• A mutually beneficial relationship between two or more parties to achieve common goals by sharing responsibility, authority, and accountability for achieving results.
Collaborative Agreements

• Agreement on:
  – Definition of the problem or the vision
  – The solutions to the problem or strategies to achieve the vision
  – The action steps or implementation plans for implementing the solutions or strategies

  – Chrislip Collaborative Leadership Fieldbook
Concerns with Health & Human Service System

- Fragmentation
- Duplication of effort
- Focus on deficits
- Crisis Orientation
- Failure to respond to diversity
- Excessive professionalism
- Detached from community & clients
- Competition
- Limited and inaccessible information
- Loss of our spiritual purpose
- Failure to engage those most directly affected
Exercise: Experiences in Coalitions and Partnerships

- Please describe two positive and two negative partnerships or coalition experiences that you have had.

<table>
<thead>
<tr>
<th>Positive Experiences</th>
<th>Negative Experiences</th>
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<tbody>
<tr>
<td>Why?</td>
<td>Why</td>
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</table>

Why?
Factors Affecting a Coalition’s Capacity to Create Change

- Having a clear vision and mission
- Action planning for community and systems change
- Developing and supporting leadership
- Documentation and ongoing feedback on programs
- Technical assistance and support
- Securing financial resources for the work
- Making outcomes matter
- Address conflicts as they arise
  - From Roussus and Fawcett and Rosenthal
Collaborative Solutions

1. Engage a broad spectrum of the community
   – Especially those most directly affected
   – Celebrate racial and cultural diversity

2. Encourage true collaboration as the form of exchange
The Continuum of Collaboration

Definitions:

• **Networking**    Exchanging *information* for mutual benefit.

• **Coordination**  Exchanging information and *modifying activities* for mutual benefit.

• **Cooperation**   Exchanging information, modifying activities, and *sharing resources* for mutual benefit and to achieve a *common purpose*. 
The Continuum of Collaboration-cont.

- **Collaboration** Exchanging information, modifying activities, sharing resources, and *enhancing the capacity of another* for mutual benefit and to achieve a common purpose by *sharing risks, resources, responsibilities, and rewards*.

  – From Arthur Himmelman
The Continuum of Collaboration Worksheet

- **Instructions:** Given the definitions of networking, coordinating, cooperating and collaborating, identify the following:
- With an “x” identify which functions are most frequently used in your collaborative efforts
- Discuss how you might like to change this “mix”
- With an “o” identify where you would like to be (which functions you would like to use more frequently, etc.)
- Discuss and note what your collaborative needs to do to make this happen

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<thead>
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<th>Use Frequently</th>
<th>Use Sometimes</th>
<th>Hardly Ever Use</th>
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<td>Exchanging Information</td>
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<tr>
<td><strong>Coordination</strong></td>
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<td>Exchange Information</td>
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<td>Alter Activities</td>
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<td><strong>Cooperation</strong></td>
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<td>Alter Activities</td>
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<td>Share Resources</td>
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<td><strong>Collaboration</strong></td>
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<td>Share Resources</td>
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<tr>
<td>Enhance Capacity</td>
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</table>
3. Practice democracy
   – Promote active citizenship and empowerment

4. Employ an ecological approach that emphasizes individual in his/her setting.
   – Build on community strengths and assets
   – (John McKnight)
Primary Building Blocks: Assets and capacities located inside the neighborhood, largely under neighborhood control.

Secondary Building Blocks: Assets located within the community, but largely controlled by outsiders.

Potential Building Blocks: Resources originating outside the neighborhood, controlled by outsiders.

From John McKnight
Types of community assessment questions

• **Traditional:**
  • What are your needs?
  • How can we (providers) meet those needs?

• **Asset-based assessment questions:**
  • What are your community’s strengths?
  • How can you contribute to helping us find a solution?
Collaborative solutions cont.

5. Take action
   – Address issues of social change and power
   – Build on a common vision

6. Engage your spirituality as your compass for social change
   Align the goal and the process
   – “Be the change that you wish to create in the world.” (M. Gandhi)
Spiritual Principles

• Appreciation

• Acceptance

• Compassion

• Interdependence
Collective Impact: Five Conditions of Collective Success

Common Agenda

- Shared vision of change
- Common understanding of problem
- Joint approach to solving it
Collective Impact

Shared measurement system

- Agreed upon ways of measuring success
- Indicators across all organizations and community

John Kania and Mark Kramer
Stanford Social Innovation Review
Winter 2011
Collective Impact

• Mutually reinforcing activities
  Coordination of members’ differentiated activities

• Continuous Communication

• Building trust takes time
Collective Impact

• Backbone organization

• Supporting infrastructure needed to plan, manage and support the coalition
Barriers

- Turf and Competition
- Bad history
- Failure to Act
- Lack of a Common Vision
Barriers

• Failure to provide and create collaborative leadership

• Minimal organizational structure

• Costs outweigh the benefits

• Not engaging self-interest
Pink isn’t the only color associated with breast cancer.

Black women are more likely to die after being diagnosed with breast cancer than women of other races. These women beat the odds. You can too. Know your body and your options.


A message from Mayor Thomas M. Menino and the Boston Public Health Commission
Social ecological model

Five Level

- Societal
- Community
- Institutional
- Relationship
- Individual
A Health Equity Framework

Racism

- Social Capital
- Education
- Transportation
- Employment
- Food Access
- Socioeconomic Status
- Environmental Exposure
- Health Behaviors
- Access to Health Services
- Housing
- Public Safety

Health Outcomes
• As it relates to our health:
  our *zip code* may be more important than our *genetic code*

(Unnatural Causes)
Jamaica Plain Youth Health Equity Coalition

• Why focus on youth
  – We’re doing it already!
  – Youth issues = community issues = family issues
  – Narrows the focus (but not much)
Jamaica Plain Youth Health Equity Collaborative - Goals

- Involve residents, organizations and youth
- Examine health disparities
- Identify causes including social determinants
- Common language and framework
- Define and implement programs
Healthy youth have/are...

- High Quality Education That Helps Them Achieve Their Dreams
- Meaningful Living Wage Jobs
- Safe and Connected Community Environment
- High Quality and Affordable Housing
- Engaged in High Quality and Comprehensive Health Care
- High Quality Food Access and an Environment that Promotes Physical Activity
Bucket Meetings

• Case Study

• Employment inequities for low income African American/Latino youth – role of institutional racism

• Employment Health impacts for low income African American/Latino youth

• Possible Action Steps/Strategies
Youth Retreat August 2009

Undoing Racism Activity
Youth Report 2009

02130 HEALTH + YOUTH

* If you know what this is, this report is for you.

HOUSING
TWO CITIES ONE NAME

WHAT IT IS TO LIVE IN THE OTHER JP

Carla, 10, and her sister Sandra, 12, live with their single mother in public housing in Jamaica Plain. During a particularly bad winter, a large window in their living room was broken and never repaired. This room was freezing but the rest of the house was hot and stuffy. The window was not the only thing the landlord wouldn’t fix; the apartment upstairs leaked creating a waterfall of gross water, mildew and mold. The landlord refused to spray for pests and there were droppings everywhere. Everyone in the house lives in a constant state of frustration and sadness. The mom fears for her daughter’s safety both inside and outside of the house. She tried to contact the proper authorities at City Life, but the process is slow. They continue to live there with no improvements planned.

Adapted from Health and Housing Task Force p 16

HOME IS WHERE THE HEART IS BUT A HOUSE CAN MAKE YOU SICK...

It is common to say the term house when we are referring to the structure, while the term home refers to the emotional sense of pride, safety and health that exists inside the house.

The story of Carla, Sandra and their mother emphasizes that what affects one’s house can cause poor health, unhappiness and unsafe conditions. This is not an isolated case. If this is repeated throughout an entire community we can imagine that all efforts to create equal health conditions for all is impossible without addressing housing conditions and home health.

Housing equity is a basic yet overlooked concept. How can one be expected to stay healthy when one lives in an environment where there is improper heating, dangerous levels of toxins, and inappropriate building management?

* For the youth of JP the most concerning housing issues are:

HOUSING SEGREGATION
SHELTER POVERTY
HOMELESSNESS

This section will look at all three and address possible solutions.
March and Rally February 2010
Simulation: See GJCPP

- Simulations as a teaching tools – especially useful for audiences without much coalition experience.
- This simulation is a chance for all of us to take on given roles in the community interaction and act them out. You will each get the same description of the community and the same community situation that you will be a part of. This situation will be the same for each player.
Engaging the Community
## Agency-Based and Community-Based Approaches

<table>
<thead>
<tr>
<th>Issues</th>
<th>Agency-Based</th>
<th>Community-Based</th>
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<tbody>
<tr>
<td>Approach</td>
<td>Weakness/Deficit</td>
<td>Strength/Asset</td>
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<tr>
<td>Definition of Problem</td>
<td>By Agencies, Government</td>
<td>By Local Community</td>
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<tr>
<td>Role of Professional</td>
<td>Central to Decision Making</td>
<td>Resource to Community Problem Solving</td>
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</table>
### Agency-Based and Community-Based Approaches

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<tr>
<td>• Primary decision makers</td>
<td>Agencies, Gov’t</td>
<td>Community</td>
</tr>
<tr>
<td>• Potential for Community Ownership</td>
<td>Low</td>
<td>Hi</td>
</tr>
<tr>
<td>• Community’s Control of Resources</td>
<td>Low</td>
<td>Hi</td>
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</tbody>
</table>
• Who might you engage?
• Who else cares about your issue in your community?
Benefits of Involving Grassroots Organizations and Leaders

1. Can reach “high risk” and “hard to reach” populations

2. Work with “formal” and informal” leaders

3. Know what works in their communities

4. Community organizations are community archivists

(continued....)
Benefits of Involving Grassroots Organizations and Leaders (continued)

5. Promote ownership and participation

6. They are the best architects of solutions

7. Build local leadership

8. Create positive “norms” in the community

9. Promote community ownership
Formal and Informal Sectors

**Informal Sectors:**
those parts of the community best connected to the residents themselves such as neighborhood associations, PTOs, and church groups.

**Formal Sectors:**
those parts of the community that represent the major institutions in the community such as government, education, health, and business.
THE INFORMAL SECTORS
Degrees of Involvement – Ladder of Participation

Community initiated – shared decision making with agencies
  Community initiated and directed– agencies support
      Agency initiated – shared decision making
  Consulted and informed
      Assigned roles
          Tokenism
          Decoration
          Manipulation
| Stakeholder Analysis |
|----------------------|-----------------|-----------------|-----------------|
|                      | Formal          | Informal        |                 |
| What are their capacities, skills and/or resources? |                 |                 |                 |
| What is their potential role in the collaboration? |                 |                 |                 |
| What is their self interest? Why should they join? |                 |                 |                 |
| How will you recruit them? |                 |                 |                 |
| What barriers might exist to recruiting them? |                 |                 |                 |
| Who will approach them? |                 |                 |                 |
| When? |                 |                 |                 |
• The main reason that someone volunteers is that someone they know asks them!
Four Ways to Commit Resources to Increase Community Engagement

- Mini grants
- Leadership development
- Community outreach workers
- Community organizers
Retention _ The 6 R’s of Participation

• Recognition
• Respect
• Role
• Relationship
• Reward
• Results
• (http://www.tomwolff.com/resources/backer.pdf)
Story of the Cleghorn Neighborhood Center
CNC Story

- Moving from social service to social change
- Start with door-to-door visits
- Build leadership with adults and youth
- Take action - advocacy
- Build community
- CNC as an illustration of the six principles
Collaborative Leadership
What are the differences between....

• Traditional Leadership

• And

• Collaborative Leadership
Skills for Collaborative Leadership

- Be inclusive, promote diversity
- Practice shared decision making
- Resolve conflicts constructively
- Communicate clearly, openly, and honestly
- Facilitate group interaction
- Nurture leadership in others and encourage top-level commitment
Attributes of Successful Collaborative Leaders

• Ability to share power
• Flexibility
• Ability to see the big picture
• Trustworthiness
• Patience
• Abundant energy and hope
Do’s and Don’ts of Collaborative Leadership

- **DO** remember to delegate
- **DON’T** try to juggle too many balls
- **DON’T** take it personally
- **DO** maintain an action orientation
- **DON’T** hog the spotlight
- **DON’T** avoid conflict
- **DON’T** forget to celebrate the small victories
Sustainability

- What do we believe about sustainability?
- See GJCPP
## Action Planning

*Building the Future*

<table>
<thead>
<tr>
<th>Issue/Strategy And Action to be taken</th>
<th>Who</th>
<th>When</th>
<th>What I / We Need…</th>
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“Be optimistic, it feels better.”

Dalai Lama
Web Resources

• Tom Wolff & Associates
  • www.tomwolff.com

• Global Journal of Community Psychology Practice
  • www.gjcupp.org

• Community Tool Box
  • http://ctb.ku.edu
The POWER of COLLABORATIVE SOLUTIONS

Six Principles and Effective Tools for Building Healthy Communities

TOM WOLFF