

CRF/CPEST Regional Teleconference

February 18, 2009

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Welcome and Introductions

Barbara Andrews
Acting Program Manager
Cigarette Restitution Fund Programs Unit

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Update on CRFP Budget Issues for the
Tobacco-Use Prevention and Cessation
Program and for MOTA

Arlee Gist, Deputy Director
Office of Minority Health
and Health Disparities

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Questions?

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Building Engaged Community Coalitions:
Tools You Can Use for Energizing and
Empowering Your Members

Denise Maple, MS, LCSW-C
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*Building Engaged
Community Coalitions:*

Tools You Can Use for
Energizing and Empowering
Your Members

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Welcome



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Goals

- By the end of our hour together, we would have had an opportunity to:
- Learn methods for recruiting and diversifying coalition membership;
 - Consider leadership strategies for creation synergy at coalition meetings;
 - Learn some group management techniques;
 - Develop an understanding of participatory decision-making models and find the right balance for your coalition;
 - Consider ways to leverage your collective strengths at a state-wide level.

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Agenda

- Beginning Items – Goals, Agenda, Participant Guidelines and Ice Breaker
- Laying the Groundwork – Concepts to Consider
- Strategies / Tools at the Individual (Member) Level
- Strategies / Tools at the Group (Coalition) Level
- Strategies / Tools at the State of Maryland Level
- Questions / Comments

Suggested Guidelines for Participation

- What one or two strategies can you implement immediately to further build and develop your coalition?
 - Stay fully present
 - Turn off phones / cell phone, shut door and try to limit distractions
 - Have fun ... laugh much!

5-Minute Check-in

What is the one thing that is most on your mind today?

Laying the Groundwork – Systems Framework



Laying the Groundwork – Applying Systems Thinking

- Applying this model to your Coalitions
 - Strategic Direction = annual priorities
 - Leadership = Health Dept person (most cases)
 - Communication = At Coalition meetings and between meetings, also communication to your community
 - Process = How effective & efficient work gets done at meetings. How mini-grants are distributed.

Laying the Groundwork – Applying Systems Thinking (Cont.)

- Applying this model to your Coalitions
 - Structure = Alignment of annual priorities with financial resources
 - Culture = Values, beliefs & shared history combined
 - People = Members of your coalition

Concepts to Consider: Three Levels of Change

- Individual (Member) Level
- Group (Coalition) Level
- State of Maryland Level

Two-Minute Check-In

- Do these concepts make sense?
- Do you have any clarifying questions?
- Do you have any brief comments?

I. Individual / Member Level

Survey Results Pertaining to the Member Level

- How proactive are coalition members in taking on outreach and education initiatives? (Qu 1)
 - 2.74
- “How do you get a diverse number of individuals in the community to become interest and or active in a coalition that involves cancer? Their participation requires additional work for them, and possibly time off from their jobs to attend a meeting?”

Your Coalition Members

- Motivation of individual members is not a one-size fits all.
- See your coalition members as individuals that make-up a group.
- Coalition members have different personalities and are at different stages of their career.
- Getting members to engage in initiatives may require different strategies.

Why Do People Join Coalitions?

- Opportunity to make a real and lasting difference
- A way to fulfill part of a member's mandate in their fulltime job
- Wonderful networking opportunity for your own professional growth
- Receive great ongoing training and professional development

Why Do People Join Coalitions? (Cont.)

- A way to learn about other community resources
- Terrific resume builder
- Get a good meal at meetings
- **To receive money from mini-grants**

How To Energize & Empower Your Members

- Give great trainings that they want
- Create a way for people to talk & network
- Give awards & recognize excellence
- Provide letters of recognition & thanks
- Good catering

How To Energize & Empower Your Members (Cont.)

- Brainstorm with individuals and/or sub-groups on how collaboration can make everyone's job easier
- Define time commitment, i.e. "We ask you to volunteer for 20 hours a year & attend 2 meetings"

Recruitment of New Members

- Recommend opening this question up to your Coalitions
- Brainstorm:
 - 1st – Identify the types of people and organizations who would further the Coalition's mission.
 - 2nd Discuss the best process for recruiting these types of people.
 - 3rd If any actual names come to mind, capture them in the moment.

Survey Results

- Question 7 on the survey: "Think about the coalition members currently serving. Who is missing and needs to be recruited to your coalition?"
 - Elected Official 68.4%
 - Medically Underserved 57.9 %
 - Doctors 52.6 %

Recruitment of Elected Officials

- Case Example from the University of Maryland
 - To navigate significant changes, my office decided to start an advisory board.
 - We needed high level individuals to serve on the Board (Deans, Vice Presidents, Associate Provosts, etc.)
 - How does an office of 3 employees attract this type of individuals?
 - We requested that the Provost appoint the Board members on our behalf
 - We promised to only hold two meetings a year, each lasting one hour.

Recruitment of Elected Officials

- Hold a strategy meeting to identify 2-3 possible elected officials you would want to approach. Ideally someone who has an interest in public health issues and could help your coalition achieve a strategic goal. (I.E. policy changes)
- Consider who can make an invitation to the elected official on your coalition's behalf.

Recruitment of Elected Officials (Cont.)

- Request a specific time commitment, i.e. one meeting a year. Make sure to have a well designed agenda for that meeting.
- Layout a rationale as to why this elected official's participation can help to bring about some sort of positive change.
- Offer ways to promote successes, such as an article in a local newspaper.

Recruitment of Medically Underserved Individuals

- Do any of you have medically underserved individuals on your coalitions?
- If you can recruit someone, then great. If not, then the question is how to get the voice of these individuals represented at your coalition meetings.
 - Staff person who deals with SSI / Medical Assistance?

Recruitment of Doctors

- Do any of you have doctors serving on your coalitions?
- Ask for one meeting a year
- Have the meeting at a convenient time and location
- Possibly consider having the doctor present for part of the time

Leadership

- Survey results for Question 4: What is your level of energy and excitement when working with your coalitions?
 - 3.25
- Who leads your County's Tobacco and Cancer Coalition?
 - 73.7 % said Health Department Employee
 - 10.5% said Appointed Coalition Member
 - 10.5% said Other

Thoughts on Leadership

- What is your level of energy – directly impacts how well you can energize and inspire your coalition
- How well can you see the big picture – directly impacts how well you can provide a vision and direction to your group
- Evaluate your support system – who do you go to for help generating ideas, lend a helping hand, ect.

Leadership Strategies

- Coalition co-chair or assistant chair
 - For the right person this could be a resume builder and a way to network
- State-wide and/or regional meetings where coalition leadership can come together to discuss barriers and strategize on best practices.

Two-Minute check-in

- Does this make sense?
- Are there any clarifying questions?
- Do you have any brief comments?

II. Group Level

Survey Results

- Participate in planning (Question 2)
 - 3.0 – a perfect bell curve
- Getting the work done (Question 3)
 - 2.90

Group Theory

- I see the group as one entity
- A group is more than the sum of the parts (individuals) ... Stew metaphor
- Culture, Structure, Process and History all elements that contribute to a group's effectiveness
- My responsibility as a consultant is ultimately to the group

Planning an effective meeting

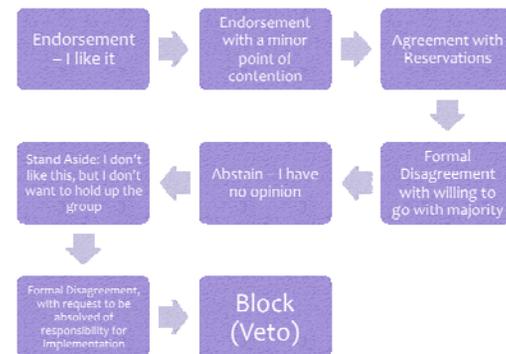
- Who is coming to the meeting? Are the right people at the "table" to have the needed discussions?
- What are the goals of the meeting? "By the end of this meeting, members would have had an opportunity to ..."
- The agenda is built directly from the goals.
- I always do community guidelines and an ice breaker

Planning an Effective Meeting (Cont.)

- How decisions are going to be made:
 - How much decision-making power does the group have?
 - How much decision-making power does the leader have?
- Are you asking for feedback (instead of decision-making?)
 - Group brainstorm method

Degrees of Consensus

Facilitator's Guide to Participatory Decision-Making



Group Dynamics

- Work gets done in groups of 8 people or less
- Ask yourself what task needs to get done? What configuration will best serve the goal? (pairs, triads, 4, 6 or 8 person groups.)
- Whenever I divide a group (diverge), I always bring the group back together (converge)
- Do subgroups need to be homogeneous or heterogeneous or is random selection acceptable

Group Direction

- Leadership run
- Outside facilitation
- Self-directed

Two-Minute Check-in

- Do these concepts make sense?
- Do you have any clarifying questions?
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III. State of Maryland

Leveraging Collective Strengths

- Consider having state-wide meetings to discuss successes & best practices
- Collaborate with individuals in your region (Southern Maryland, Eastern Shore, Western Maryland, Baltimore, Greater DC region)
 - FreeConference.com
 - Rotating facilitation

Leadership Network

- Consider having a co-chair model. Coalition member assist Health Department Coalition Coordinator.
- Co-chairs can attend a state sponsored leadership training that focuses on coalition building, meeting facilitation, etc.
 - Free training and a resume builder for coalition co-chair.

Awards & Letters

- Awards for innovation initiatives
- Letters of thanks, signed from a high level official

Final Thoughts

Consulting Process



Electronic Newsletter

- I am beginning an electronic newsletter. If you want to be included on my mailing list, please send me your email address.
- Sample Topics Include: Healthcare Management, Succession Planning, Coalition Building, Board Development, Quality Improvement
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Contact Information

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Questions & Comments

Lunch Break

12:00-1:00 P.M.

Second session starts at 1:00 p.m.
Please come back on time