



Safe States and NACCHO have released a new tool for local health departments (LHDs).

The tool describes standards and indicators for a model LHD injury and violence prevention program in rural, suburban and urban jurisdictions.

In 2010, Safe States and NACCHO convened a joint workgroup that developed standards with the following goals:-

Increasing the visibility of injury and violence as public health issues;-

Multiplying the number of LHDs that focus on IVP;-

Enhancing the effectiveness of LHD IVP efforts; and-

Spurring the development and dissemination of new tools and resources for LHDs to effectively address the causes of injury and violence.



**OHIO INJURY PREVENTION
PARTNERSHIP**

Older Adults Falls Prevention Coalition

Coalition Building

8 Easy Steps

8 Steps to Forming a Coalition

1. Analyze the program's objectives and determine whether to form a coalition.
2. Recruit the right people.
3. Devise a set of preliminary objectives and activities.
4. Convene the coalition.
5. Anticipate the necessary resources.
6. Define elements of a successful coalition structure.
7. Maintain coalition vitality.
8. Make improvements through evaluation.



Step 1: Why Do You Need a Coalition?

Because it deploys more resources, more experiences, more information than working-independently.



Step 2: Who Do You Need?

- **Matter of Balance Coaches**
- **Delaware Board of Developmental Disabilities**
- **Council For Older Adults**
- **Fire Department**
- **Emergency Medical Services**
- **Senior Citizens Center, Inc.**
- **Delaware Area Transit Authority (DATA)**
- **Hospitals/Health Care**
- **Physical Therapist**
- **Ohio Hospital Association**
- **Grady Memorial Hospital**
- **Occupational therapist**
- **Assisted Living Facility**
- **Urgent Care**
- **Extended Care Facility**
- **Business**
- **Builder**
- **Developer**
- **Community-Based Organizations**
- **YMCA, Liberty Twp.**
- **Central Ohio Area on Aging**
- **Arthritis Foundation**
- **Alzheimer's Association**
- **Central Ohio Parkinson Society**
- **Westerville Senior Center**
- **University**
- **AARP Ohio State Office**
- **St. Peter's Episcopal**
- **OSU Extension**
- **County Commissioner**



How Many Do You Need?

- Membership Size
 - A group larger than 12-18 people will require more resources and will sometimes take longer to develop group identity and a common purpose.
 - At times, it is preferable to bring together a smaller group with more closely defined interests.
 - Often a good way to start
 - Expand if necessary



Step 3: Create Objectives & Activities for the Coalition

- It's important to:
 - Join your program objectives with coalition members' objectives.
 - Keep your program objectives in the forefront of all planning.
 - Keep others' objectives/concerns in mind.
 - Have a written mission statement.
 - Clarify goals and objectives.
 - Don't get bogged down in the semantics of the statement early in the coalition's life, which could take up time that should be spent on programming.
 - Avoid issues and activities that will set up turf struggles until trust is established.

Create Objectives & Activities for the Coalition

- Develop a variety of well-defined activities.
 - Identify some activities that will result in short-term successes.
 - Press releases announcing the organization's formation and purpose, etc.
 - These products increase member's motivation and pride while enhancing coalition visibility and credibility.



Step 4: The Coalition's First Meeting

- Hold the meeting at a central location.
 - You will represent the lead agency and should:
 - Clearly define purpose of coalition
 - Specify expectations
 - Invited organizations should:
 - Introduce themselves
 - State their role
 - Consider their organization's interest in participating
 - Recommend others to be on coalition.



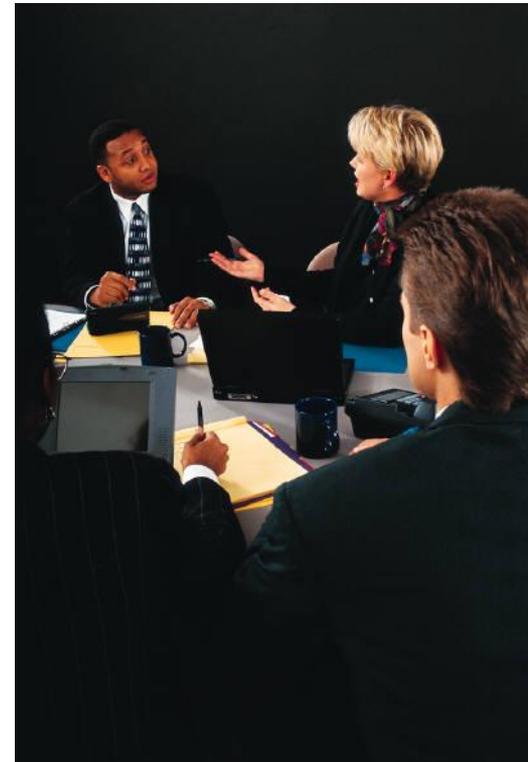
The Coalition's First Meeting

- As the lead agency, you should:
 - Arrive with a strong proposal for the coalition's structure
 - Mission
 - Membership
- Many components of the coalition's structure are negotiable.
 - Be clear about what items are not negotiable.
 - Explain where there is room for modification based on member input.
 - Ensure all members understand and agree with the definition they give to the coalition.



The Coalition's First Meeting

- Not all potential members will find your coalition worthwhile.
 - That's okay!
- A well-designed coalition will be:
 - broad-based
 - may have different organizations participating in different activities



Step 5: Anticipate Necessary Resources

- Ask for help when you need it.
 - Clerical
 - Form subcommittees to divide responsibilities



Anticipate Necessary Resources

- Membership:
 - Recruitment
 - Orientation
 - Ongoing contact
 - Support
 - Encouragement



Anticipate Necessary Resources

- Research and Fact Gathering:
 - Data collection
 - Process and outcome evaluation
- Public Relations and Public Information:
 - Development of materials
 - Press releases
 - Linkages to local reporters



Anticipate Necessary Resources

– Coordination of Activities:

- Special coalition events
- Media campaigns
- Joint projects

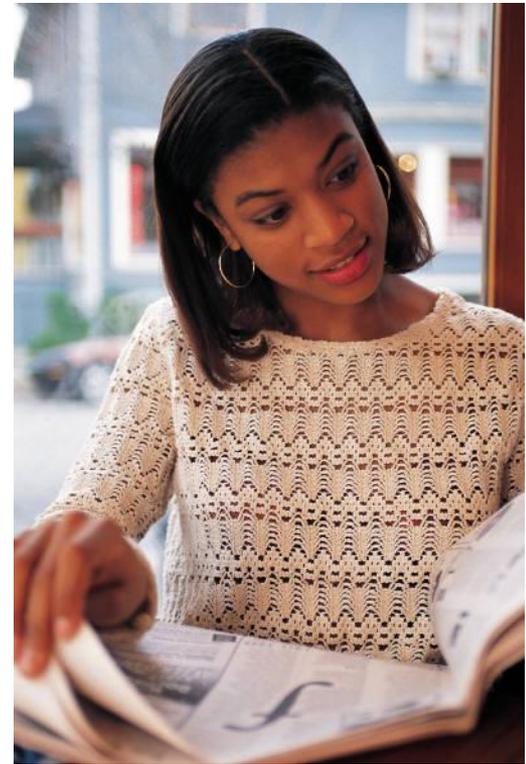
– Fundraising:

- Raising money and other resources



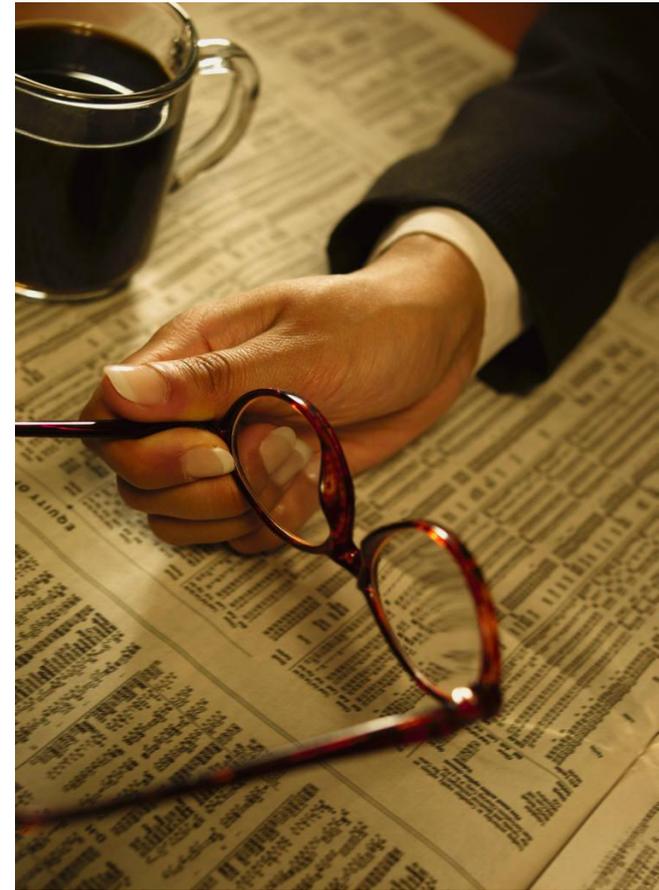
Anticipate Necessary Resources: These Could Help

- Media
 - Can be encouraged to provide information that reinforces coalition efforts by:
 - Giving visibility
 - Television
 - Radio
 - Newspaper
 - » Printing and disseminating information



Anticipate Necessary Resources: These Could Help

- Foundations
 - Can give small amounts of seed money.
 - They value the opportunity to encourage cooperation.
 - They see it as a way to provide broad services at a minimal cost.



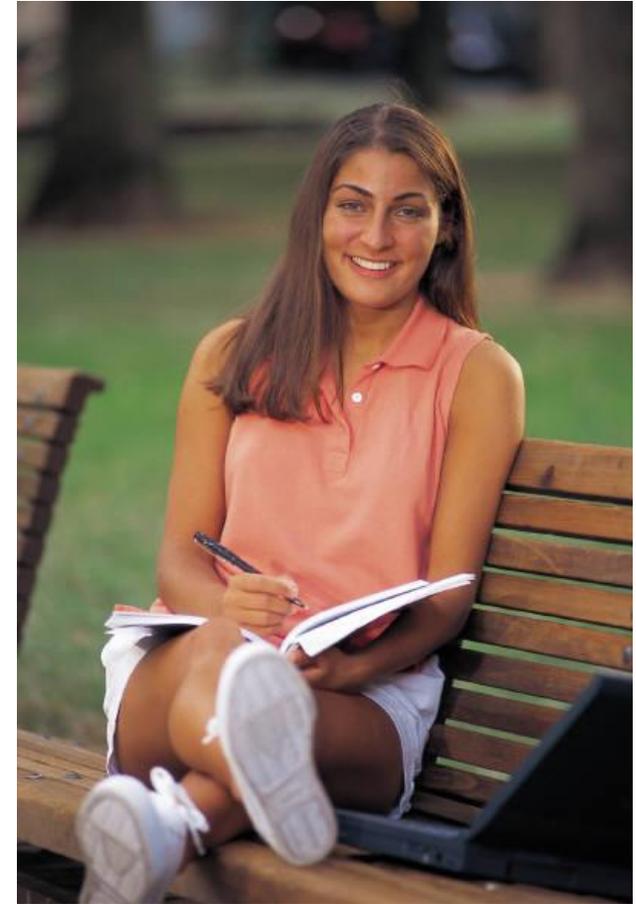
Anticipate Necessary Resources: These Could Help

- Local Service Clubs
 - Contribute to broad-based community efforts
 - Have established links with some coalition members



Anticipate Necessary Resources: These Could Help

- Students and Trainees
 - Frequently seek skills in coalition building
 - May be interested in a trainee or internship program
 - Link with a local university or community college
 - Can be a cost-effective way to get help



Anticipate Necessary Resources: These Could Help

- Volunteers
 - Often pleased to contribute many resources
 - Are eager to learn the skills related to coalition building



Step 6: Define Elements of a Successful Coalition Structure

- Coalition Life Expectancy
 - The coalition's goals should dictate its longevity.
 - What is your long-term goal?



Define Elements of a Successful Coalition Structure

- Location
 - Hold meetings at a local library.
 - Rotate meetings to different members' sites, which can add interest.
 - Meetings may sometimes be delayed, however, when people get lost or confused by the varying locations.



Define Elements of a Successful Coalition Structure

- Meeting Frequency
 - Should not meet more than once a month
 - Unless there is an emergency situation
 - When coalitions meet less frequently:
 - Members are generally more willing to participate in subcommittees between general meetings.
 - However, coalition commitment and continuity can suffer when meetings occur less than once a month.

Define Elements of a Successful Coalition Structure

- Meeting Time
 - People's time is valuable.
 - A 1.5 – 2 hour meeting is best.
 - Don't let the meeting run over the planned time.



Define Elements of a Successful Coalition Structure

- Decision-making Methods
 - Necessity of every coalition
 - Consensus?
 - Majority or
 - All in favor
 - What should be done if no consensus?
 - Coalition rules need to state what to do in this circumstance.



Define Elements of a Successful Coalition Structure

- The Meeting Agenda
 - Ideally, distributed prior to the meeting
 - Often just an outline with suggested times for each item
 - At the meeting, bring an annotated agenda with notes about who will guide each section
 - A consistent agenda helps people know what to expect and where to best fit their comments.
 - Use similar formats at each meeting:
 - Introductions
 - Events/activities
 - Set a date for the next meeting
 - List items for the next agenda /follow-up
 - Bring necessary equipment
 - Food is always nice!



Define Elements of a Successful Coalition Structure

- Member Commitment
 - Don't expect more than a few hours of additional commitment between meetings.
 - People usually tend to over commit.
 - Remind people it's okay to say "no."
 - Coalition members will not always fulfill their commitments.
 - The more directly coalition activities are related to the person's objectives, the more the coalition will accomplish.



Define Elements of a Successful Coalition Structure

- Form subcommittees when needed
 - Can meet informally
 - Discuss long-range goals and steps to achieve them



Step 7: Maintain Coalition Vitality by Addressing Difficulties

- Look for
 - Decline in membership
 - Repetitious meetings
 - Meetings that become bogged down in:
 - Procedures
 - Significant failures in follow-through
 - Ongoing challenges of authority
 - Battles between members
 - Lack of member enthusiasm

Maintain Coalition Vitality by Addressing Difficulties

- You are essential in the process of effectively managing the problem!
- Your job:
 - Identify and respond to significant problems.
 - Get input from coalition members.
 - Maintain open communication.
 - Be flexible regarding how objectives are met.





Maintain Coalition Vitality by Sharing Power & Leadership

- In the beginning
 - Coalition members will defer power to you as the lead agency to facilitate.
- As time progresses
 - The coalition solidifies
 - Members expect greater involvement in decision making from one another

Maintain Coalition Vitality by Recruiting & Involving New Members

- Membership changes are expected.
- Develop new leadership and support periodically:
 - Distribute coalition minutes and information widely outside the coalition.
 - Informs a broad group of potential members
 - New members add energy and enthusiasm.
 - Ensure they are welcome and oriented to fulfill vital functions of the coalition.



Maintain Coalition Vitality by Celebrating & Sharing Successes

- Maintaining morale and a sense that the coalition is playing a vital role is essential.
- Boost moral by:
 - Showing tangible products
 - Giving coalition members credit for successes
 - Celebrating short-term successes with publicity or awards
 - Re-examining objectives
 - Taking a brief respite from meetings and activities



Step 8: Make Improvements through Evaluation

- Meaningful evaluation should increase the effectiveness of the coalition process as well as enhance the outcome of the coalition's work.



Make Improvements through Evaluation

- Evaluation:
 - an ongoing process throughout the life of a coalition
- When should you do an evaluation?
 - Every major coalition event should be evaluated.
- Simple pre/post tests and satisfaction surveys work well for some meetings.
- It's okay to receive negative feedback.
 - Honest reflection assures that the coalition grows from its experiences!



Remember...

- Forming a coalition does not happen overnight.
- Working with a variety of stakeholders takes:
 - Time
 - Patience
 - The ability to compromise
 - An eye for the long-term goals, and vision



Remember...

- You have a key role in:
 - Coalition development
 - Coalition evaluation
 - Recruitment
 - Viability
- You can do this!



Funding Sources



National Institutes of Health
Turning Discovery Into Health

- Local senior centers
- CDC
- <http://www.cdc.gov/injury/FundedPrograms/foa/>
- NIH: <http://grants.nih.gov/grants/guide/pa-files/PA-10-043.html>
- EPA, injury initiatives
- http://www.epa.gov/aging/grants/grantofom#2010_0605_grantofom_1