



## Tensions of Turf: Identifying Opportunities to Strengthen Coalitions as Issues Arise

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Manal J. Aboelata, MPH  
Managing Director

Sandra Viera, MPA  
Program Coordinator

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## The Spectrum of Prevention



## The Spectrum of Prevention



**“The determinants of health are beyond the capacity of any one practitioner or discipline to manage... We must collaborate to survive, as disciplines and as professionals attempting to help our communities and each other.”**

—Mitchell and Crittenden,  
Washington Public Health Fall 2000

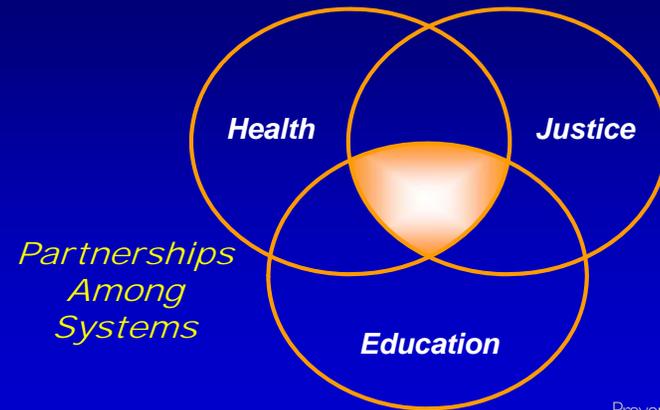


## Coalitions

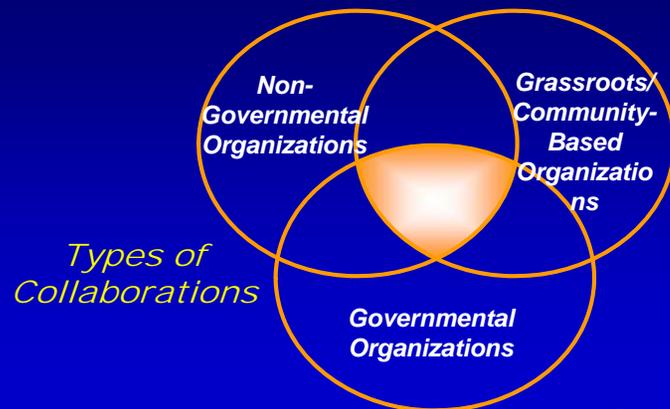
*Coalitions are affiliations of people or groups with a shared purpose.*

*They are a partnership working together collaboratively to influence outcomes on a specific issue.*

## Coalitions and Networks



## Coalitions and Networks



## That's Me!



## Coalitions may be...

- ◆ Time intensive
- ◆ Inefficient
- ◆ Frustrating
- ◆ Poorly utilized



"Another meeting?  
I'd like to attend but  
I have real work to  
do."

"This coalition  
used to be  
worthwhile, but  
now it is a waste of  
time."

But they can also be...

...a tool for achieving  
effectiveness and sustainability

### *Effective coalitions allow you to...*

- ◆ Bring together diverse experience and skills
- ◆ Gather a wide array of perspectives
- ◆ Combine advocacy power
- ◆ Provide access to more constituencies and networks
- ◆ Create greater focus on common goals
- ◆ Foster sustainability

## Developing Effective Coalitions: The 8-Step Process



## STEP 1 Developing Effective Coalitions

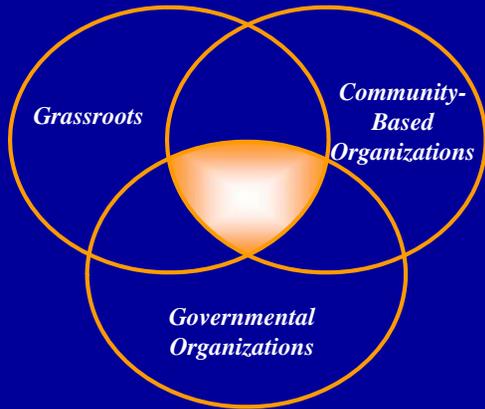
### *Analyze your program's objectives and determine whether to form a coalition.*

- ◆ Clarify current objectives
- ◆ Examine approaches which might be effective
- ◆ Assess current community strengths and needs



Photo credit: Healthy City

## Types of Collaborations



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## STEP 2 Developing Effective Coalitions

# 2

***Recruit the right people.***



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What do you  
need to consider  
when identifying  
partners?

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## STEP 2 Developing Effective Coalitions

# 2

***Recruit the right people.***

- ◆ Identify people working on the issue
- ◆ Consider who has influence
- ◆ Determine who will be supportive
- ◆ Identify who may put obstacles in your path
- ◆ Consider how many people should be involved



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## Equity Matters

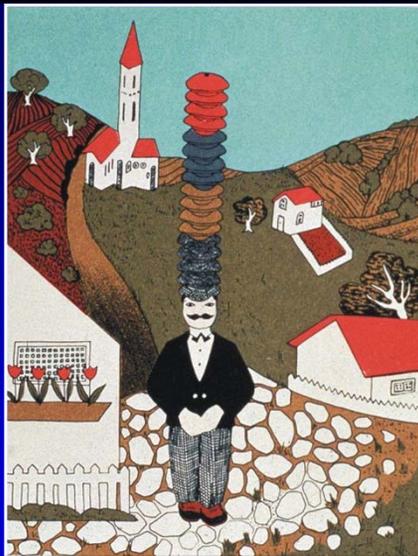
- ◆ *More than just placeholders*
  - Simply inserting a person of color or a person from a low-income community into the process is not enough
- ◆ *Diverse and divergent perspectives*
  - Engage in how perspectives differ and how those differences may influence decisions and solutions
- ◆ *Buy-in for change*
  - Including community members can strengthen the process and support

## Coalition Members Wear

2Hats



Photo credit: [Mariano Llibre](#)



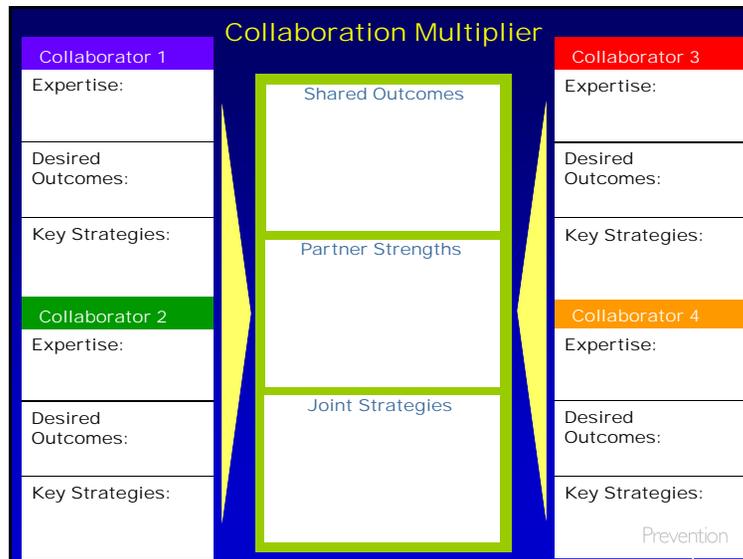
## STEP 3 Developing Effective Coalitions

3

### *Set preliminary objectives and activities.*



- ◆ Propose a variety of activities to meet members' needs and skills
- ◆ Identify short-term successes



## STEP 4 Developing Effective Coalitions

### 4 Convene the coalition...

*through an invited meeting*

*through a training*

*through a conference*

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## STEP 4 Developing Effective Coalitions

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✓ *through an invited meeting*

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## STEP 5 Developing Effective Coalitions

### 5 Anticipate the necessary resources.

- ◆ Clerical
- ◆ Meeting planning, preparation and facilitation
- ◆ Membership recruitment, orientation and encouragement
- ◆ Research and data collection
- ◆ Participation in activities and projects



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## Meetings Matter!

**Establish Expectations Before Stepping into the Room:** what's the purpose of the meeting, how will you know you've accomplished your meeting goals?

**Design with Action in Mind:** use action words in headings, delineate discussion questions, establish roles for co-facilitation, plan for smaller group breakouts and interaction

**Refine As Needed:** review proposed agenda first off and refine as needed to get buy in, check in with group mid-way through meeting



STEP

## 6 Developing Effective Coalitions

### *Devise a successful coalition structure.*

- ◆ Should coalition be ad hoc or ongoing?
- ◆ How long and frequent should meetings be?
- ◆ Should agencies officially join the coalition?
- ◆ How will decisions be made?
- ◆ How will agendas be structured?
- ◆ How much will members realistically participate between meetings?



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## Avoid Burnout...



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How long and how frequently are your coalitions meeting?



How are decisions being made?



STEP

## Developing Effective Coalitions

# 7

### *Maintain the coalition's vitality.*

◆ Difficulties generally arise due to:

- poor group dynamics
- inadequate membership participation
- ineffective coalition activities
- external changes which affect the coalition's mission



# The Tension of Turf



# TURF

“The conflict between organizations with seemingly common goals.”

--Peck and Hague

## Why Do Turf Issues Arise?



## Why Do Turf Issues Arise?

- ◆ Coalitions tend to be made up of passionate members
- ◆ Non-coalition related issues are brought into the coalition
- ◆ Conflicting agendas
- ◆ Previous bad relations
- ◆ Control over the coalition (identity, ideology, and strategy)
- ◆ Who gets recognition and resources



What turf challenges have you faced before, or might arise in your coalition?



## How to Manage Turf: Tips for Coalition Leaders

- ◆ Acknowledge potential turf issues.
- ◆ Shape collective identity.
- ◆ Secure funding.
- ◆ Remind participants of the big picture.



Photo credit: [Liam Kelley](#)

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## STEP 8 Developing Effective Coalitions

8

### *Make improvements through evaluation.*

- ◆ Ask for feedback
- ◆ Evaluate the effectiveness of specific activities
- ◆ Know when it is time to dissolve, disband, or change the structure of the coalition



Photo credit: Family Barony

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## The Benefits of Evaluation

- ◆ Assistance in making work more effective
- ◆ Identify and reveal best practices
- ◆ Provides evidence to warrant continuation or replication of the work of the collaboration
- ◆ Funders like to see outcomes

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## Types of Evaluations

- ◆ **Impact Evaluation** assesses the *ultimate effect* of program activity on a specific community or target group.
- ◆ **Outcome Evaluations** assess whether the *specific interventions* had the intended impact.
- ◆ **Process Evaluations** monitor and document the *specific activities and interactions* taken to achieve a given outcome or impact.

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## Recognize Unintended Successes

“Coalition organizers should avoid getting so caught up in any one effort as to view it as ‘make or break.’

Every effort prepares for greater and more sustained efforts in the future.”

-- Cherie R. Brown

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www.preventioninstitute.org

221 Oak Street  
Oakland, CA 94607  
Tel: (510) 444-7738



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