

AMCHP 2008 ANNUAL CONFERENCE

WE ARE MAKING A DIFFERENCE: Leadership, Innovation and Investment in Maternal and Child Health

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Evidence-Based Practices for Organizing Family-Centered, Community-Based Services

DIANE BEHL: If Diana said, here's our purpose essentially to share some findings on what we have learned from the literature and provide you with some great examples of State Level Coalitions in Massachusetts and Community Level Coalitions in Colorado. For, but let me first kind of get a feel from you all in terms of why you choose this session, maybe just with the raise of hands tell me perhaps if you are working in coalition right now. And [inaudible] with the coalition effort.

Okay, so, maybe about a third, alright, how many of you are thinking about getting involved in a coalition? Okay, alright, some in there, to just take maybe just a couple of minutes to give me a flavor of the kinds of issues related to coalitions that perhaps brought you here, just raise your hand and let me know please. Okay, yes, thank you.

UNKNOWN SPEAKER: Okay, I'm [inaudible] interested in knowing [inaudible] what we're doing in the community,

DIANE BEHL: Great.

UNKNOWN SPEAKER: I'm hoping that we go beyond the [inaudible] status of coalition that we believe in working but just primarily are not get have stood up [inaudible]

DIANE BEHL: Okay.

UNKNOWN SPEAKER: And how to get those aptitudes on [inaudible] what the outcomes for the trials and the use of family result from the coalition?

DIANE BEHL: Okay alright, thank you. So, that's one of the things we will touch based on is in terms of, of measurement. Great, other questions, issues that are in peoples minds? Okay, well, hopefully we will raise some interesting issues as where going along and please we want to make these a real interactive session. And also hear about your own experiences with your coalitions. If you can kind of substantiate some of the things we're finding as well as raising some challenges please.

Okay, so, my portion is going to focus on, what are the evidence based practices in coalition building? And this is work that we did as part of champions from inclusive communities and one of the things you have on the table up there is one page fact sheet. Talking about champions, 'cause when we talk about services being organized, so, families can use them. One way of doing that is through coalition bringing partners together, to be looking at developing more efficient services, more comprehensive services.

And so, the why get to stand up here, I'm really representing the work of all my staff. Rich Roberts as the principal investigator with champions is here with us and Cora Price in front who was just critical in terms of finding and analyzing the literature. Okay, so, let me begin by what's a coalition? Goes by all kinds of names that we found in literature search, collaborate of partnerships, community forum, task force, consortium, coordinating council and so, one of the things we we're doing was looking at these definitions. And one that seem to make sense to us was it's something that's talking about a mutually beneficial relationship between individuals. Taking families for example, youth with special health care needs, government agencies, private and or public sector organizations, think of things like faith based organizations, Rex Center, all those key people in the community, that are based on achieving common goals.

Here are the levels of evidence that Diana run through, and to just kind a give you a general forms of the evidence that I'm going to be referring to is falling

primarily in that first level which is research that's been published in referee journals. However, when you look at literature related to coalitions like care coordination's etc., it's really hard to find any studies that have any kind of comprising groups for example; a lot of it is pre-post sometimes post only and so, that's one of the issues in looking at these literature. But all those levels we look primarily research. And so, how do we identify them? Well, one of the things we did was do a search of the literature and actually the dates wrong, we went back to 92 and one of things we found where last of individuals studies but there are some great literature reviews that have had already been done. We found eight published literature reviews that in each one of those reviews reflected 18 to 87 that they've looked at and so, one of that valuable things to do from the start was to say, let's look at what we can do from those literature reviews that have done such a good job. And so, all of the studies where community based coalitions, all had a health focus which is one of the things we want to look at. But the target populations vary some of them for example looked at decreasing risky adolescent behaviors. Other might perhaps look at first cancer screenings increasing that, but you know the thought was we can really benefit from learning about these coalitions even though they weren't organized just on children's special health care needs.

Here, here are something things of the outcomes achieved by these coalitions and related to those help out promise that you are wanted to know about. If you look at the studies, there were some that dealt with things like reducing risky

behaviors, improve access to health, to improve access to services, reduce blood poisoning etc. Reduce infant mortality rate, reduce adolescent pregnancy rates. These outcomes were found in some of the studies, essentially if you looked at one of the key literature reviews by Russell and Faucet for example, they've looked at 34 studies of coalitions. And 10 of those 34 had some health distal health outcomes like this to report. And so, that gives you a sense of how many studies are looking at coalitions affect to down to that health level. Not very many, okay.

The other thing that's, that's tricky in terms of looking at outcomes of the literature is really being able to get that causal relationship. In terms of was it in fact the coalition that made that difference. And so, in looking again at the outcomes associated with evidence based practice, a lot of them where tied if you looked at they essentially had something like 55 outcomes that one of the literature reviews associated with coalitions. You know 55 factors and so when we looked at these factors identified across the multiple lit review. There's seemed to be a real pattern that could easily fall into a very simple CQI process that Diana delineated earlier. In terms of strategies for building partnerships, developing plans, implementing those plans in communities and measuring and monitoring. So, what I'd like to do next is provide you with the sense of what were those key ingredients related to those four steps? And then, you'll going to see some first hand examples from the work in Massachusetts and Colorado. Okay, here are the first steps for example, key ingredients in building partnerships. If

you look at these things here they start with having that idea of having mutual respect, understanding and trust among members, and one of the things that got typed in there by mistake was when you look at these key ingredients how do they measure this things?

This is one that was typically by coalition members self report. That's how a lot of this information came to be. And when you talk about one of the things, one of our graduate student, Odessa Knowles did a great job of was at looking at coalition building particularly in trying to reach culturally diverse children and families. And these first steps here was just the most critical in terms of ensuring that you're using really culturally competent practices that relationship building is something that you need to spend a lot whole more time on, then we're typically used to in our kind of administrative approach. Second, include persons representing all levels of position power and decision making. Meaning not just a key headed administrators but having direct service providers involved and also service customers. Who are serving in terms of your families? Your youth very critical to have there. Third, clearly established roles for coalition members and coalition staff to prevent confusion and conflict that people understand what the coalitions, as a coalition member what's going to be expected of them? And this was especially true, I remember with a previous project we had, opening doors to rural communities. What we heard from families in particular is what exactly were my role be in this? And wanting to have a real sense of the amount of time commitment, what they can contribute, and how? Having clear rules on how to

handle conflict or differences, having that from the get-goes important. Building the skills, knowledge and positive attitudes of their members. In this effective coalitions that they were going through some training and technical assistance to help them be good coalition members.

So, what team partners with links to resources and that represent those broad sectors? Again thinking not just of your typical governmental agencies but who else is in your community? In terms of key players perhaps for example, it's the local transit district that plays a key role of ensuring that families can get to services. So, be thinking broadly. Selecting, excuse me, diverse membership regarding ethnicity, age, socio-economic status in the citizen's impact. And making sure that you're really getting representations from all those groups, particularly those that are having the most challenges in accessing services that's who you want at the table. And the last one, this is benefits of the involvement or should be clear and out way the cost to members. As many of us, I'm sure who are participate in coalitions you know, you go to all these meetings, how long are we going to have to be at these meetings? And what am I going to get out of it?

The last part on building partnerships centers related to strong leadership. Using incentives to [inaudible] and motivate could be, you know having those M&M's at the table and people come but also be thinking of things like for example, how are you honoring your participants that are really working hard for those efforts?

Can they get some kind of award be it from the coalition or recognition in the community through the newspaper? How are building in those kinds of incentives?

Making sure that your task are directly linked to, to the goals you want to accomplish, shared leadership that emphasizes exchange of ideas and voices and that collective leadership based on democratic principles. So, things are seemed to be what kind of governmental infrastructures so to speak is important in those effective coalitions. Okay, I only have five minutes so, I'm going to try to go through these quickly because you really want to hear these examples. In terms of developing plans, what's really critical is having that concrete clear mission. And focus, and again think of that leadership being critical and keeping the focus on those priorities, developing some short term goals and open frequent predictable communication methods. As you're developing these plans that everyone is hearing collectively, they do have the communication going on the development. Okay, just kind of give you, what your appetite in terms what you'll be hearing from Colorado. They have a logic model or a better name; I think is going to be an action plan. An action guide, that's even better that you know, essentially, you know, is there a plan and you'll see that example and how to utilize the family leaders. And then from Massachusetts, how are they're developing, how they develop clear functions to guide their efforts? For implementation, what would you do, when you take, when, you looked at those coalitions that really were able to implement their plan.

First service mentioned that often needing to change those community attitudes. For example, when you think of the coalition focusing on breast cancer screening, there are those communities, it's not just making sure that they get in to do the screening initially that your going for. But kind of really taking a look at what the attitudes towards preventative health, towards cancer identification, those kinds of things. Accessing training opportunities, technical assistance and support is something that can really help you with your implementation.

The third one is biggie, and I'm thinking having allocated paid staff was one of those key indicators with the coalition. Something important to keep in mind and having those financial resources of course for your activities, making sure you've got skilled leaders to deal with conflict management and planning for setbacks. In terms of measuring and monitoring, what do we see from the literature? One was that importance of working with the community or using a real participatory action approach and saying to the community, what would you think would be some indicators of us achieving what we are? What we want? Establishing that measurement plan based on what you've heard from the community. And the third one was interesting, holding members that accountable for creating change. So, even if they don't change the policies themselves to get that coalition with the idea that they're responsible blow for getting the public opinion behind them. As a coalition member, what are you doing to convince your legislators or agency heads to change those policies?

Okay, celebrating those accomplishments frequently again tied to those rewards and that last one is real important to kind of furthering our research literature. Keeping records on what you've accomplished? How often did you meet? Who attended? What happened? Because that's what we really need to be learning more about. Just some quick points in terms of the literature in itself, what are the some of limitations? The first is a kind of inconsistent use of the dependent versus the independent variables. And to give you an example, in some studies with coalitions they looked at active member participation as an independent variable that was maybe tied to what they've accomplished in terms of their child health outcomes. For some other studies they looked at the same variable active member participation, and they said, that's our dependent variable. We want to see if our coalition was going to be effective and the way we decide that are as if they were stronger member participation. And so when we looked at it, it was overwhelming, just how your kind of left trying to sort out the mess related to outcomes associated with coalitions.

As I've said, a lack of control studies, paucity of that treatment information. What exactly do these coalitions do? So if you want to replicate it you can. And lack of outcomes demonstrating the increase of system efficiency in integration in terms of really saying okay, did we, maybe families where able to, nor easily, able to access services but did that result in any efficiency from the agencies. Quite if

you think, that you'll cost benefit concept that's something that I think will be very worth while to be taking to look at.

Okay and we are making a difference, one other thing that I'd like to mention, I'm sorry I was distracted by my colleagues. Oh, yes, so you're saying that's a cliché by this time I'm already on Monday afternoon. One of the things that Champions is tried to do and make a difference is to be identifying some communities that are working hard to organize services. And it could be a matter that your doing these through coalition building, or it could be that you've got communities that you worked with, or that you know of that are using other strategies to make services more easily used by families.

And so one of things that were up on the table was an announcement by Champions, that we be real interested in letting, having you let us know about those communities. And so, if you can give us some information about those or go to our web site, call us, that would be great. Because what we like, with Champions will be doing is having a recognition program. An opportunity provides that continued incentives and rewards for community's hard work. So, we look forward to hearing from you on that part. At this point what I like to do is turn it over to Deborah Allen, who's going to be talking about the Massachusetts consortium.