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Is Your Coalition's Cultural Capacity Impeding Your Progress?

How Can You Reframe Your Coalition's Culture?

November 10, 2015

Webinar Summary

Presenters

Winifred Quinn, PhD Director, Advocacy & Consumer Affairs, Center to Champion Nursing in America at AARP

Alexia Green, RN, PhD, FAAN, Professor and Dean Emerita, Texas Tech university Health Sciences, Founding Co-Lead, Texas Action Coalition, Consultant CCNA

Lucia Alfano RN MA Concordia College, NY Co-Chair, Tactical Support & Operations New York Action Coalition

Joan Gallegos RN, CSW HealthInsight Utah Project Coordinator, Utah Action Coalition

Goals

- Discuss the benefits of expanding your ACs leadership capacity.
- Create synergy across and among ACs via dialogue with two action coalitions.
- Dialogue with 5 key leaders sharing their insights.
- Identify tactics you need to take to enhance leadership capacity.

Across the country, there is a movement to advance the field of nursing so that all Americans have access to high quality, patient-centered care in a health care system where nurses contribute as essential partners in achieving success. This national level [Future of Nursing: Campaign for Action](#) is a result of the Institute of Medicine's landmark 2010 report on the [Future of Nursing: Leading Change, Advancing Health](#).

The *Campaign for Action's* field-based teams, the [Action Coalitions](#) (ACs), are leading this movement and are equipping themselves with knowledge gained from technical assistance provided by the Center to Champion Nursing in America (CCNA), a joint initiative of AARP, the AARP Foundation, and the Robert Wood Johnson Foundation. Such technical assistance comes in the form of webinars, face to face interactions, and other facilitated engagements with public policy leaders, content experts, consultants, and Action Coalition peers across the country.

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Winifred Quinn of CCNA explored the theme of the webinar -- *exploring how your Action Coalition can create maximum impact through* development of an understanding that culture trumps strategy.

Questions to be asked: Are there cultural barriers to your coalition's success? What are some examples of these types of barriers? Whatever the barriers, CCNA is confident that Action Coalitions can overcome these barriers to achieve success.

In this webinar, two Action Coalitions which have strategically engaged both nursing and non-nursing leaders for success will present. Let's hear their perspectives as to how they are helping their Action Coalition to achieve the Campaign goals by 2020.

Today's webinar was recorded and is available along with this summary on the campaign website, www.campaignforaction.org/webinars



Alexia Green, a consultant to CCNA, served as the webinar leader. She uses as a resource as do the other presenters the TCC (2011) publication, "What Makes an Effective Coalition?" : Evidence-based indicators of success.

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Green said each Action Coalition has cultural characteristics and capacities, which is a **set of values and beliefs, a unique history, language used to communicate and a structure that allows for succession planning.**

Values and Beliefs

“Our values and beliefs are embedded in the Institute of Medicine Future of Nursing Report,” said Green.

All member organizations **DO NOT** have to support all the values and beliefs put forward by the IOM FON Report. But each member organization should value and believe in **at least ONE of the FON goals** – and be willing to work toward achievement.

Language

Language must be clear. “Formality does not align with Coalition Work.” Language should be adjusted to the kind of audience you are addressing. Must maintain coalition activities by creating structures and language that encourage **broad based** participation.

If the language of your coalition is too similar to that of a formal organization (bylaws etc.) – it may reduce the participation of some coalition members as they feel that it is the “leadership teams” responsibility to complete coalition activities rather than feeling personal ownership and commitment from their own organization.

- ✓ The language of your coalition must make it clear that the coalition “speaks” on behalf of a broad group of organizations. Failure to do so changes the presumption of participation and buy-in by your members.
- ✓ This is especially challenging for the Two Lead organizations to not subsume the work of the coalition into their own organization to such a degree that “coalition ownership” is not broad based

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Structure

Coalitions are composed of **MANY** organizations/entities all focused on the same goal

Action Coalitions must move **BEYOND** nursing and attract businesses that can help in achieving the IOM goals.

Structure supports shared purpose and vision and **moves beyond a small group** of individuals / organizations attempting to do all the work.

History of Coalitions

- Has your Action Coalition struggled with gaining traction?
- Strong leadership core is **key** to success
- Focused on keeping the coalition **moving forward**
- Ensure **Trust and Accountability**
- Incorporate **Succession Planning**

It is critical that EACH coalition member organization has both internal as well as external focus on achieving the IOM Goals. Each organization should incorporate into their **own** strategic plans goals focused on achieving the IOM recommendations in their OWN Organization!

Then each organization should work collaboratively across the state to achieve shared goals which interest them – thus you need a BROAD structure which engages many leaders – from my own experience, said Green, I believe you need to engage at a minimum 50 to 100 LEADERS from a broad array of organizations to achieve the goals.

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This means your organizational structure should be robust enough for all these leaders to “lead” and do the work of achieving their respective assigned IOM goals.

Leadership

In general, the leadership core should represent the breadth of a coalition’s members and stakeholders. But it does not have to include everyone on every leadership team – diversify your leadership teams – for example we discussed on our last webinar that a Strategic Advisory Committee or some similar entity is critical to your success as it broadens leadership engagement and moves beyond nursing to provide leadership.

You need multiple leadership teams composed of MANY individuals doing this work! Board engagement! The broader the leadership participation, the more effective your coalition.

Was your coalition founded with the premise that succession planning was a must – if you have not created a succession plan, you should. Succession planning is critical to integrating young leaders in particular into your leadership team – Lucia, our guest today from the NY Action Coalition, is a perfect example of how young new leaders can be integrated into your team to lead and make phenomenal contributions.



Alfano is co-chair of Tactical Support & Operations in the New York Action Coalition.

She discusses how the New York AC has transformed their Action Coalition into a Culture for Success!

- Our Core Values/Beliefs
- Current & Past Structure

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- Restructuring Can Work!



Our Core Values/Beliefs



"The WE Factor"

Alfano arrived at the NY Action Coalition and since then there has been a major shift towards a culture of health and cooperation. Among their values:

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- An intense belief and commitment to the IOM report and its recommendations for nursing, health care and NYS
- We value each other and have a deeply rooted admiration and appreciation for what each participant brings to the table.
- We strongly believe in uniting our voices for the big purpose.
- No one seeks recognition nor acknowledgments- we seek to accomplish and conquer as ONE VOICE.
- Many of us provide to each other material, advice, feedback, behind the scenes for the success of NYSAC
- We have a clear understanding that it lies beyond us, beyond nursing, beyond just health care. It is with the voice and participation of many other stakeholders of health that will help us push our mission forward

In NY there are seven regions with no consistency or true representation. They changed that by appointing two co-leads in each region

Future of Nursing - NYS Regions



“We need a focus- a target, we needed to narrow down what we were working on.

We were attempting to address all 8 recommendations and did not consider the undertaking,” said Alfano.

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On 2/2014 we restructured to create a way to focus in on a few recommendations that we found to be the most important for all of New York State: **advancing nursing practice, advancing nursing education and advancing nursing leadership.**



A Restructured Coalition to create an environment of:

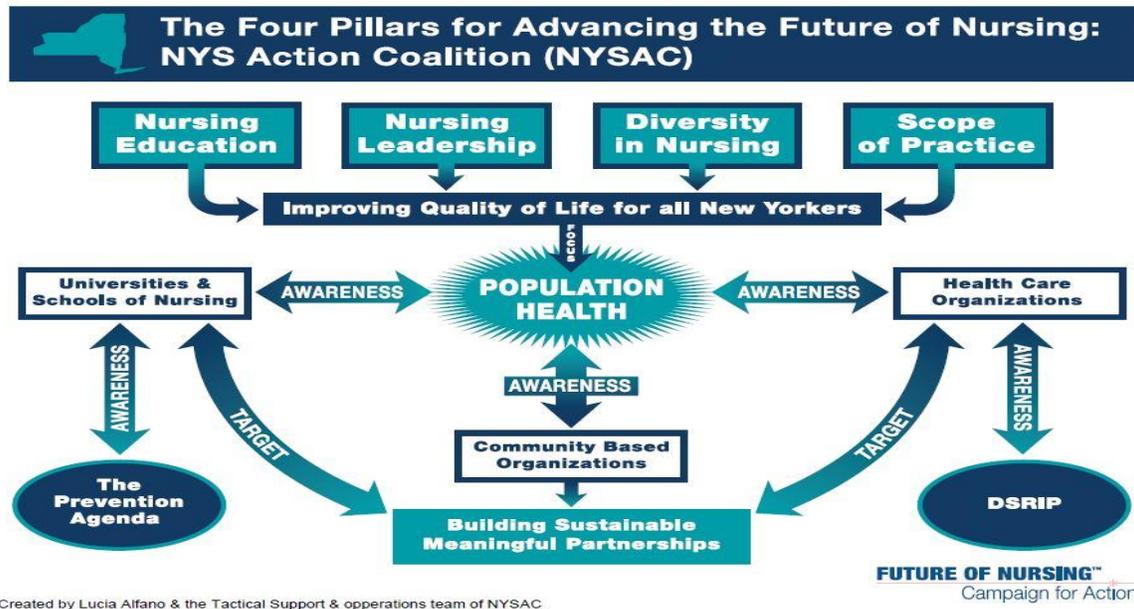
- Inclusion
- Enthusiasm
- Persistence
- Accountability
- Structure



Our vision is:

Improved experiences of health care, higher levels of health and lower health care costs

How can we integrate our vision with the IOM recommendations we are focusing on?



Capitalize on What You Have Available

- Build relationships
- Seek and include your partners
- Support each region & committee to further success
- Consistent Persistent Momentum
- Social media
- Communication systems
- In person encounters
- Include bedside nurses

Alfano said it is important to put a face behind the Movement.

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Joan Gallegos of HealthInsight Utah and the Utah Action Coalition



Gallegos' first year of operation:

- In 2012, the Utah Action Coalition for Health (UACH) was founded to implement the Institute of Medicine's recommendations from the landmark report on nursing
- The co-leads were strategically selected to represent a nursing and non-nursing organization
- We included consumer representation in the UACH by involving the AARP/Utah Chapter

- We were a “lean mean machine”
- No staff dedicated to the UACH and no direct funding provided.
- HealthInsight and the University of Utah College of Nursing selected to serve as the “backbone” organizations
- The culture was “energized” and excitement was present about pursuing the IOM recommendations
- Decision- making on activities occurred through consensus:
 - SIP 1 Focus
 - UCAP matching dollars
 - Removing Barriers to Practice for NPs

Presently, Ms. Gallegos works for HealthInsight Utah where she leads the Utah Action Coalition for Health.

HealthInsight, whose business is redesigning healthcare systems for the better, is a private, non-profit, community-based organization with offices and local governance in Nevada, New Mexico and Utah.

In the following years:

- The Utah Action Coalition culture continued to rely on volunteer participation – remained a “lean mean machine” even though an individual was hired to manage the Action Coalition’s work
- Having a staff person had advantages and some disadvantages
- One of the disadvantages is the “volunteerism” waned as staff were seen as picking up the efforts
- Challenge to keep volunteer participation high

Current culture

- Inclusivity – Steering organization for the nursing work in Utah

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- Our membership was “aging” – moved to involve younger nurse leaders
 - Our membership was not diverse – moved to include nurse leaders from diverse backgrounds
 - Needed to reinvigorate volunteerism through committee structure, younger members, and group strategic planning
 - Continue with the “lean mean machine” but ensure you are delivering on results and maintaining interest and momentum
 - Must be adaptive/flexible to respond to hot topic issues
 - Courage and risk to place the right leaders at the right place in the Action Coalition
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- Trust is essential – particularly as there was protectiveness of the ADN nurse
 - Careful and respectful messaging of the IOM recommendations essential!
 - Safe place to air differences while being respectful
 - Moving to the Culture of Health – with emphasis on health care access and use of insurance for the Spanish- speaking population of Salt Lake County
 - Sustainability efforts/transition to new leaders of the Action Coalition
 - Third lead from a diverse background
 - Broaden non-nursing representation
 - Expand funding base
 - Continue to work on short and long term plans while respecting the values and culture of Utah’s Action Coalition.

Winifred Quinn of CCNA went over the nursing CAMPAIGN IMPERATIVES:

- Move *BEYOND* Nursing!

- Must deliver short term **RESULTS** → while developing long range plans!

- Must have the **COURAGE** to place the right **LEADERS** at the helm – remove weak or ineffective **LEADERS**



- Must have **FUNDING** to sustain work
- Must not ignore **DIVERSE** stakeholders critical to success

Evaluating Your Coalition's Effectiveness – Join TCC in further exploring the results of their evaluation of the Campaign's effectiveness which was presented at the December National Summit in DC. Utilize the TCC "Coalition Capacity Checklist" to further assess your coalition's performance.

Join an open dialogue to explore how you can accelerate progress toward achieving the IOM goals by better understanding the essence of coalition effectiveness and leadership.

Action Coalition Membership Resources available here:

- <http://campaignforaction.org/resource/>

Schedule:

- Coalition Building and Sustainability Learning Collaborative WebEx Every 2nd Tuesday of Month
- Next Webinar on Tuesday, January 12, 2016
- Time 2:00 PM ET – 3:00 PM ET
- Topic: "Evaluating Your Coalition's Effectiveness"



The IOM's recommendations include: the need for more advanced education of registered nurses; nurses leading innovations in health care and being appointed to decision making bodies; all nurses practicing to the full extent of their education and training; a more diverse nursing workforce and faculty; and more interprofessional collaboration among nurses, physicians, and other members of the health care team in the educational and clinical environments.

For more information from the Center to Champion Nursing in America about this webinar, technical assistance or other questions related to the Future of Nursing, Campaign for Action contact Madeline O'Brien at mobrien@aarp.org 202-434-3839.

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