

March 21, 2018



Collaborative Sustainability in Action and Practice

From the

**Division of Nutrition, Physical Activity, and Obesity
(DNPAO) TACTIC Webinar Series**

TACTIC Contact Information

For recommendations or suggestions for future webinars please contact CH-Training@icf.com

Webinar Description

This webinar will highlight examples of how convening organizations have maintained their capacity to work collaboratively to identify and successfully address critical health needs despite shifts in partners, funding, program priorities. Therefore, the focus of this presentation will be on maintaining a convening organization or infrastructure rather than on maintaining or achieving success with strategies.

Learning Objectives

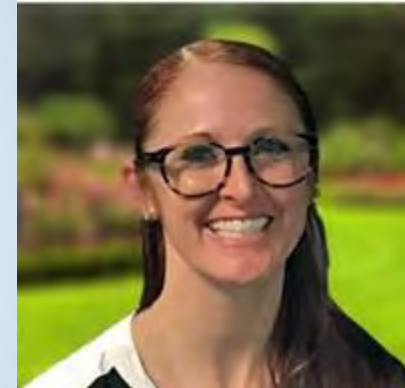
By the end of this webinar, participants should be able to:

- Identify key elements of collaborative sustainability
- Identify ways to diversify funding, strategies, and partners to secure ongoing funding
- Determine how to structure and manage a convening organization in a way that maximizes resources and encourages partner support

Kim Oelhafen

Tonka CARES

Kim is the Director of Tonka CARES community coalition. She obtained her bachelor's degree in biochemistry at the University of California San Diego, and then went on to achieve her Master's degree in Public Health and Medical Doctorate. Kim transitioned from a career in general surgery in New Jersey to public health back in her hometown community of Minnetonka, Minnesota. She took position of Program Director in the 10th and final year of the coalition's Federal Drug Free Grant. She is committed to sustainability of this organization, and to changing the landscape, the conversation and, the outcome of mental health and substance use disorders in our communities.



Sally Wills

LiveWell Greenville

Sally has been with LiveWell Greenville since 2011. In her roles, first as Operations Manager then as the Executive Director, Sally has had the privilege of coordinating the efforts of more than 150 diverse partners seeking to create a culture of health in Greenville County. Her varied experience in public health settings includes a strong background in community development, education and evaluation. Sally holds a master's degree in Public Health from the University of South Carolina Arnold School of Public Health. She lives in Greenville with her husband and two teenage girls.



Dan Fesperman

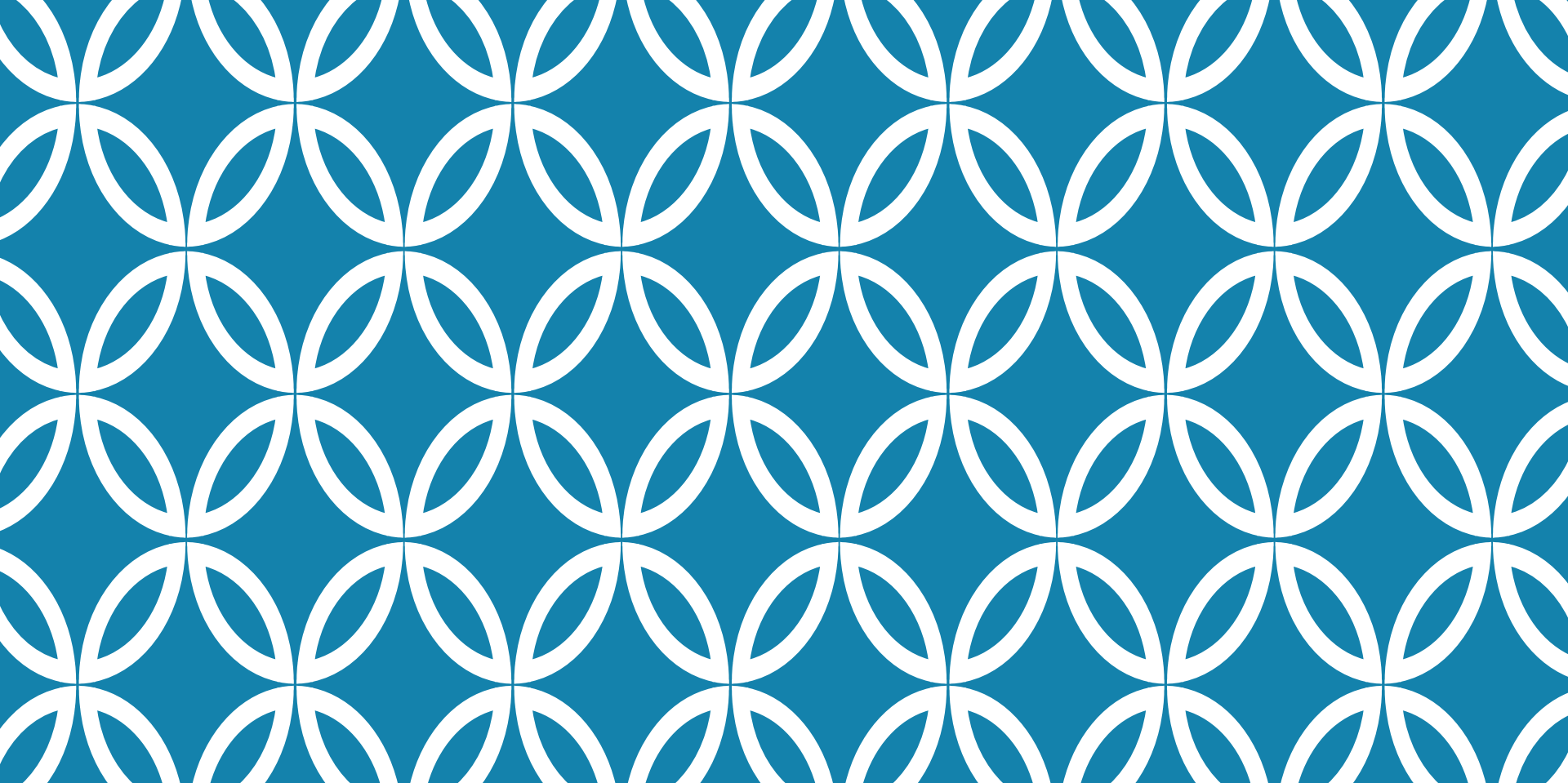
San Diego County Childhood Obesity Initiative

Dan Fesperman is a public health professional with years of experience in high-level programming focused on preventing chronic disease and addressing health equity. As the Director of the San Diego County Childhood Obesity Initiative, he oversees the utilization of a collective impact model to engage more than 100 partners across multiple domains to collaboratively address the social determinants of health to advance health equity among vulnerable populations and advance policies, systems, and environments designed to support healthy eating and active living. Prior to moving to San Diego in 2013, Dan was the Obesity Project Manager in the Office of the Commissioner at the Georgia Department of Public Health where he was responsible for the development and implementation of the state-wide obesity prevention initiative, Georgia SHAPE. Through these experiences and others, Dan has been involved in the planning, implementation, and evaluation of many projects related to the policies, systems, and environments that impact the health of children.



Webinar Series Disclaimer

This webinar is supported in part by Contract No. GS-23F-9777H (200-2011-F-42017). The findings and conclusions in this webinar are those of the authors and do not necessarily represent the views or official position of the U.S. Department of Health and Human Services or the Centers for Disease Control and Prevention (CDC). In accordance with U.S. law, no federal funds provided by CDC were permitted to be used by community grantees for lobbying or to influence, directly or indirectly, specific pieces of pending or proposed legislation at the federal, state, or local levels. Links to non-federal organizations found in this presentation are provided solely as a service. These links do not constitute an endorsement of these organizations or their programs by CDC or the federal government, and none should be inferred. CDC is not responsible for the content of the individual organization web pages found at these links.



COMMUNITY COALITION SUSTAINABILITY

Moving Beyond the Drug-Free Communities Grant

Kim Oelhafen MD, MPH
Director, Tonka CARES
Minnetonka, Minnesota

COLLABORATIVE SUSTAINABILITY CONSIDERATIONS

In order to be sustainable a community coalition must ensure that the mission and vision of the collaborative reflect the ongoing needs of the community, staff, coalition leaders, and collaborative stake holders.

For Tonka CARES, this meant working with a strategist to define a new mission & vision for the coalition

- Collective thought (coalition members)
- Collaborative efforts (across community stakeholders)
- New Life & Energy
- New Partnerships

DEVELOPING A NEW MISSION & VISION

1. Strategists carried out one-on-one in person interviews with key coalition members (from a wide range of sectors)
2. The remainder of members were invited to complete an online survey
3. The Data was compiled to determine the current sentiment of the work the coalition had been doing- assess the environment
4. A meeting with coalition staff and the strategists was carried out to review findings
5. A two day working session was scheduled



DEVELOPING A NEW MISSION & VISION

6. Individuals ranked the order of importance as well as reception within the community
7. Small groups were then asked to formulate a mission statement based on new findings
8. Ranking of vision objectives
9. Approval of new mission and vision
10. New mission and vision adoption

NEW LIFE TO AN OLD COALITION



Working together to form a new mission and vision for the collaborative was very empowering to old members who felt “tired” and for new members who wanted to be a part of something “new and relevant”

Despite the fact that the heart and soul of the coalition remained in tact, broadening the mission and changing the verbiage gave significant new energy to the coalition

New energy, new initiatives, and a new mission and vision gave life support to sustainability

In broadening (and diversifying our mission and hence strategies – the coalition appeals to a greater number of community stakeholders- thereby attracting additional support, and ongoing partnerships)

NEW PARTNERSHIPS



By broadening the mission and changing verbiage we opened up new opportunities for partnership

- Wellness (increased buy-in, reduced stigma)
- Recovery (unutilized resource)

Among pre-existing partnerships revisions leant opportunity for new engagement

New mission and vision provided compelling language to highlight the importance of collaborative sustainability, highlighted stakeholder roles to support efforts, initiatives, and activities

Increased diversification in collaborative partners also improved the diversity of in-kind and financial partnerships

BUILDING THE COALITION

Building the executive board

Re-visiting requirements for “active participation”

Defining roles

Empowering key players

Trying new things

Building the framework to support 501c3 status



PROMOTION

Time to do the work....

- **Community events**

- Forums
- Lunch hour talks

- **Social media presence**

- **Website development**

- Supported new partners/stakeholders
- Highlighted old relations
- Allows the coalition to become a useful resource
- Self-promotion



SUSTAINABILITY OF OUR COMMUNITY COALITION

Necessitated broadening of our mission & vision

- Resulting in new energy and momentum
- New community collaboration of under or unutilized resources, and re-engagement opportunities for pre-existing partners
- Create sustainable, community-based improvements that address the etiology of substance abuse/addiction and mental health diseases and related risk factors
- Resulted in an opportunity for a new identity which reflected the needs of the community, allowing us to become and remain relevant

Diversification of partnerships and re-engagement of preexisting partners

- Resulted in new opportunities for both in-kind and financial resources , improving fiscal sustainability

Self-promotion

- Engage community members in healthful activities where they live, work, worship, play, and learn
- Social Media
- Website (As a resource hub)

Learn from past efforts (Reflection) and look ahead to meet future health challenges (Community Assessment)

Broadening, diversifying & empowering provided a platform for our coalition to improve sustainability efforts in life beyond the DFC grant, while meeting the needs of our community, remaining current and relevant to our community's needs will be an ongoing assessment and necessity for future sustainability.



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Building a Sustainable Coalition

Sally Wills, MPH
Executive Director
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LiveWell Greenville champions
healthy eating and active living by
convening partners to impact policy, systems
and environmental changes.



The Early Days

- Community Health Needs Assessment
- Loose partnership structure
- 8 Workgroups
- Culture of contribution



Funding and Infrastructure Investments

- Investments from Robert Wood Johnson Foundation and CDC
- Significant staffing and impact project growth

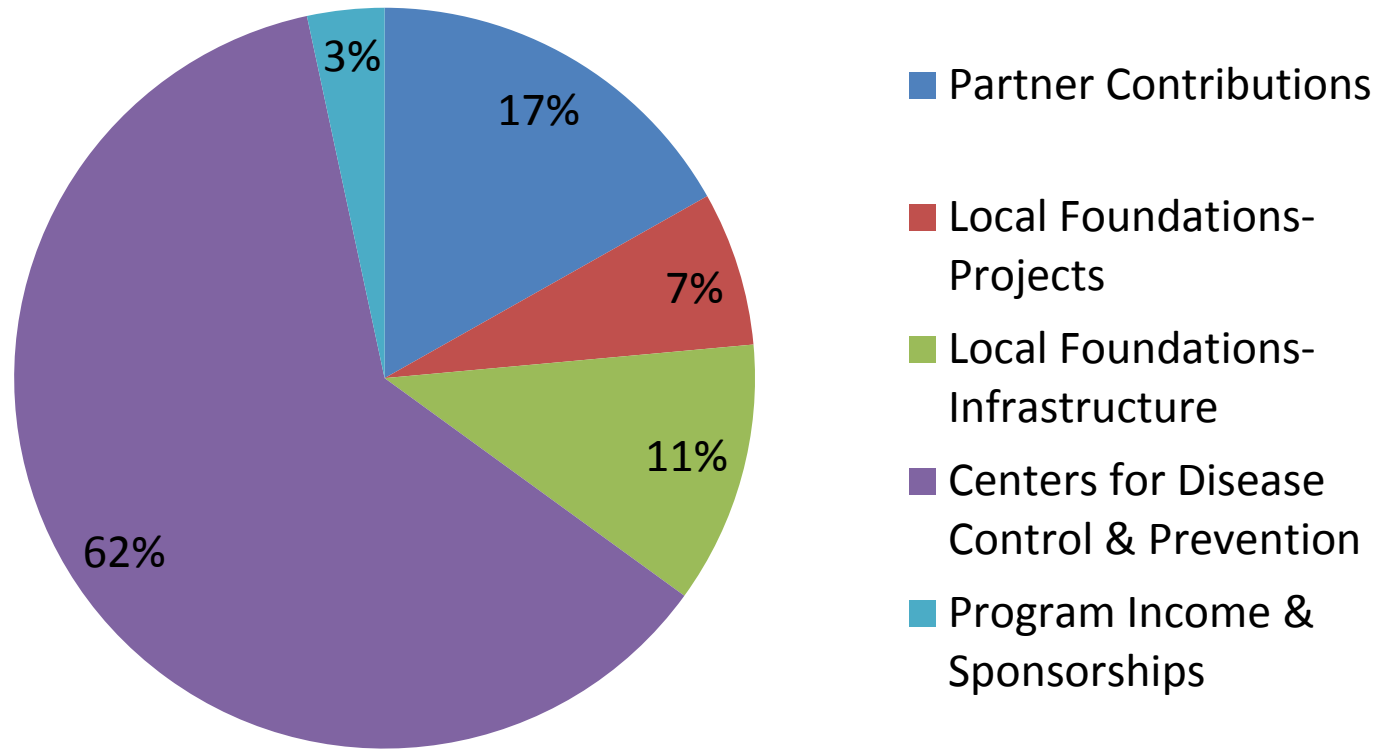


Positive and Negative Impacts

- Greater Impact in more areas
- Investments in infrastructure and partner efforts
- Stronger evaluation efforts
- Need to become an independent non-profit organization
- Partner reliance on staff
- Significant staffing and impact project growth
- Significantly larger budget and management needs



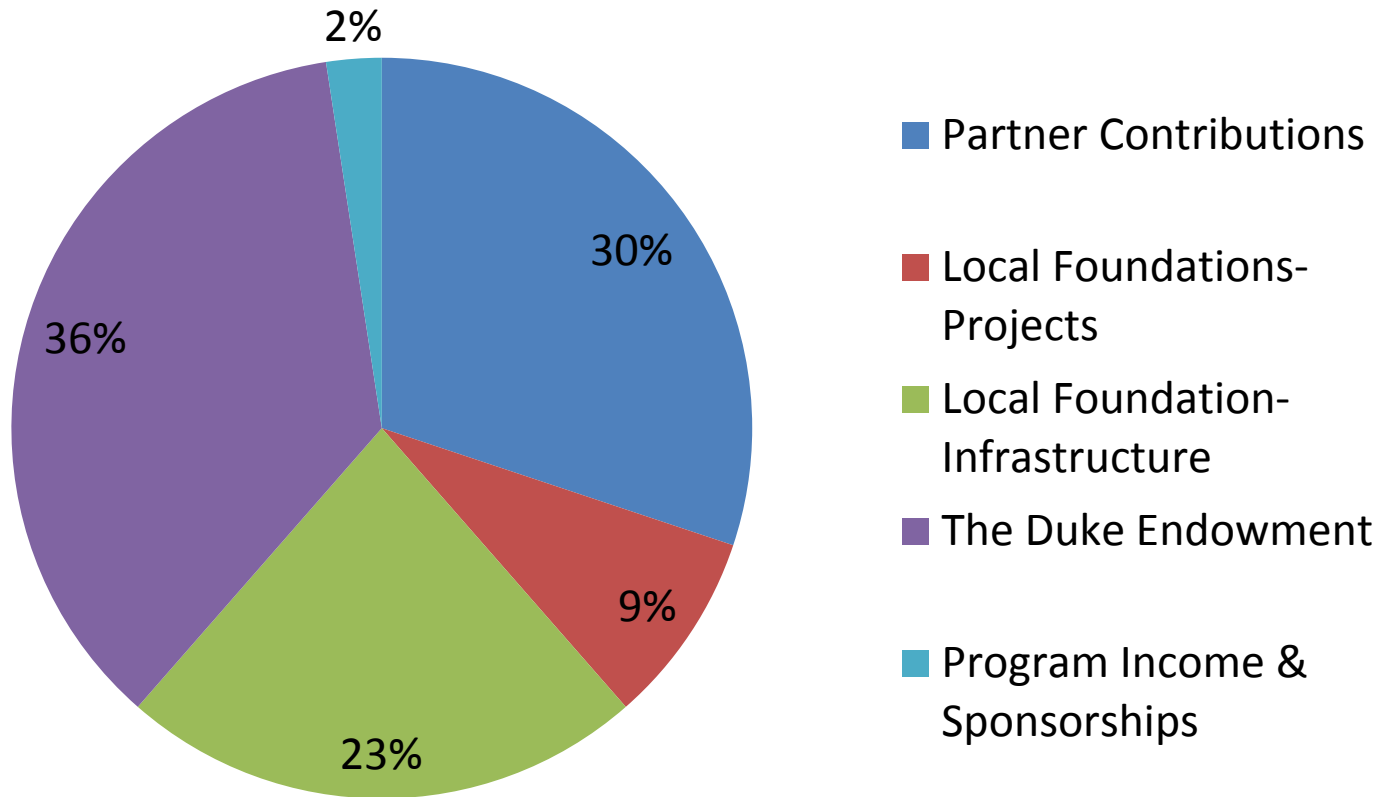
LiveWell Greenville Funding Sources 2014-2016



Total Budget: Approximately 1.3M annually



LiveWell Greenville Funding Sources 2018



Total Budget: \$400,000 annually



Keys to Successful Transition

- Commitment to Policies, Systems and Environments
- Commitment to Community Based Participatory Research/Work
- Shift in Leadership Team Members and Make Up
- Sustainable Funding and Staffing Model
- Clarification of Roles



Leadership



Advisory
Council

Executive
Director

*Healthy
Eating*

*Active
Living*

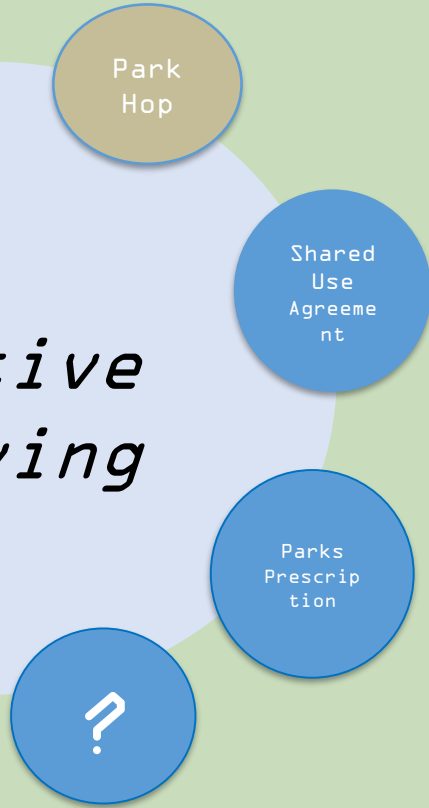
Support

Evaluate

Connect

Convene

Facilitate



2018-2020 Shared Leadership Chart

Roles

- Leadership Team: The Leadership Team offers shared leadership, governance, guidance and support to the coalition through advocacy, action and accountability in the implementation of the community action plan. The community action plan serves to drive policy, system and environmental changes that support healthy eating and active living in Greenville County. The Leadership Team functions as LiveWell Greenville's Board of Directors. Members are nominated for 3 year terms and are selected for their ability to influence policy, systems and environmental changes countywide.
- Advisory Council: serves as advisors for LiveWell Greenville and provides input for advancing the mission of the coalition, maintaining a strategic and visionary approach and advocating for the coalition's Community Action Plan. Members are nominated for 2 year terms.
- Task Forces: groups that meet periodically to explore the need for further workgroups or committees. Currently, there are two task forces: Healthy Eating and Active Living
- Workgroups: are active groups that focus on specific interventions that collaboratively make up the community action plan. Members are invited to participate based on their ability to create change at the community level related to the task force focus.
- Committees: actively engaged groups made up of experts in communications, evaluation, and other areas designed to support the needs of the coalition.
- Staff: actively engaged employees that serve as conveners, facilitators, connectors, and advocates to drive the implementation of the community action plan. The staff supports the needs of the coalition members in driving change by actively seeking to drive conversations, build relationships and keep the efforts of the coalition front of mind with local leaders.



Other Resources

- LiveWell Leadership Team Orientation Packet:
 - Leadership Team Job Description
 - Coalition Overview Document
 - Shared Leadership Chart
 - Executive Director's Job Description and Position Overview
 - Other Organizational Documents
- Community Action Plan: HEALing Greenville
- Strategic Plan



Other Resources

- Meeting Management Materials:
 - Revised Agenda
 - Revised Minutes Format
 - Decision Briefs
- These resources can be found at: <https://livewellgreenville.org/cdc-sustainability-webinar-resources/>



Collaborative Sustainability: REACH Chula Vista

March 21, 2018



R E A C H
C H U L A V I S T A

A PROJECT OF THE SAN DIEGO COUNTY
CHILDHOOD OBESITY INITIATIVE



SAN DIEGO COUNTY
**CHILDHOOD
OBESITY
INITIATIVE**

Working Together to Shape a Healthy Future
Facilitated by Community Health Improvement Partners

Core funding provided by:



LIVE WELL
SAN DIEGO

Facilitated by:



COMMUNITY HEALTH
IMPROVEMENT PARTNERS
making a difference together

REACH Chula Vista



Chula Vista, CA

- **Project is focused on two zip codes: 91910 and 91911**
 - **160,617 combined population**
 - **67% Hispanic/Latino**

REACH Chula Vista



Overview of project

- Working with partners in municipal government, school districts, healthcare, and early childhood education, the project seeks to improve access to healthy food and physical activity opportunities through policy, system and environmental changes

REACH Chula Vista



Partners

- Partners include the Chula Vista Elementary School District, Sweetwater Union High School District, the City of Chula Vista, San Ysidro Health Centers, Chula Vista Medical Plaza, Scripps Health, YMCA Childcare Resource Service, and UC San Diego Center for Community Health.

Collaborative Sustainability



Reason we chose an existing coalition

- **Leadership**
- **Communication**
- **Infrastructure**
- **Funding**

Background



San Diego County Childhood Obesity Initiative (COI)

The COI was established by CHIP in 2006 as a multi-sectorial public-private partnership with a vision of healthy eating and active living resulting in optimal health and wellness for all children and families in the San Diego region. The mission of the COI to reduce and prevent childhood obesity by advancing policy, systems, and environmental changes through collective impact.

COI Background



Goals

- Increase access to healthful foods and beverages in a culturally-appropriate manner
- Increase opportunities for safe physical activity in an inclusive and culturally-appropriate manner
- Create and improve social, economic, service, institutional, and built environments that support healthy eating and active living
- Promote operational excellence of the Initiative.

COI Background



Values

- **Respect**
- **Communication**
- **Collaboration**
- **Integrity**
- **Commitment**

COI Background



Guiding Principles

- We demonstrate flexibility, optimism, creativity, and passion for our mission.
- We strive to be linguistically and culturally inclusive and appropriate.
- We believe in equal access to health and wellness for all.
- Our work is based on quality evidence and/or promising practices.
- We strive for our work to be data-driven and measurable.

COI Background



Guiding Principles (continued)

- We freely share experiences and lessons learned.
- We value innovation and embrace the emergence of new ideas and approaches.
- We strive for our work to be meaningful and valuable.
- We operate with fiscal integrity.

COI Background



Focus on Health Equity

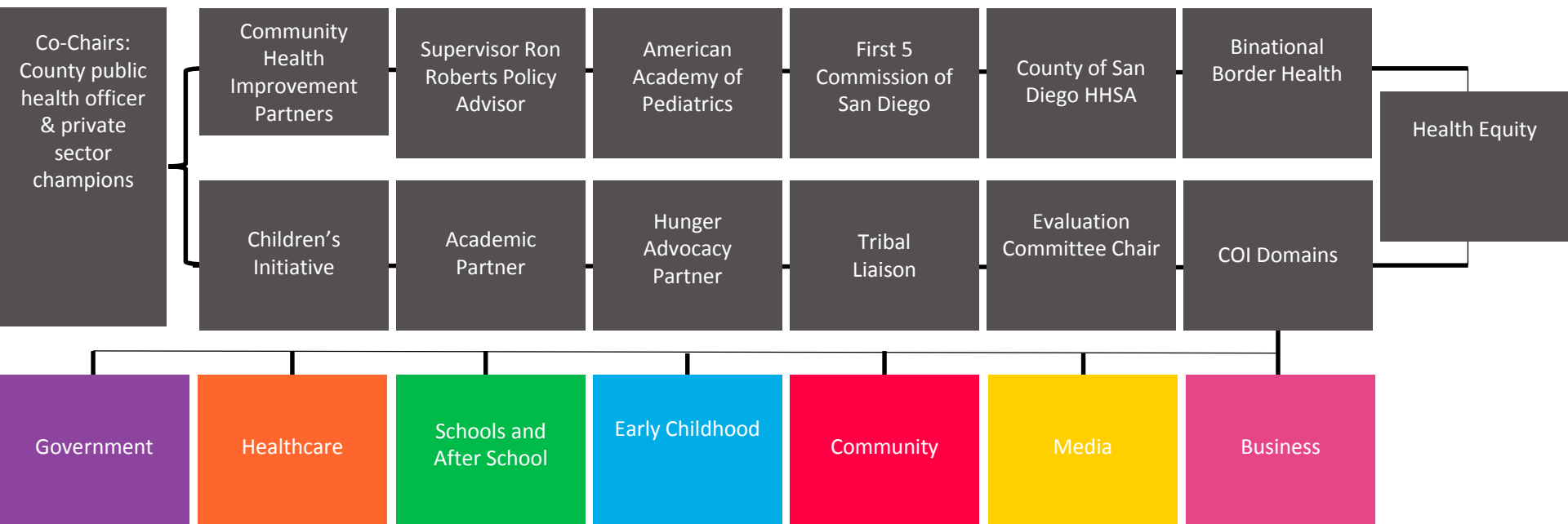
Examples of COI strategies to advance health equity:

- Improving access to healthful, affordable food and beverages in areas with limited access or high density of fast food outlets.
- Improving infrastructure (e.g., parks, playgrounds, sidewalks, bike paths) in areas with limited opportunities for safe outdoor physical activity.

COI Background



Organizational Chart



COI Background



Partnership Guidelines

The purpose of these Partnership Guidelines was to outline the specific commitments made by and to COI partners in multiple categories, or levels, of partnership.



COI Partnership Guidelines



Partner Definition

- Has been involved in the past year in activities of one or more COI domains.
- Regularly attends COI domain workgroup or Leadership Council meetings.
- Serves as an advisor to a COI domain or committee.
- Provides financial support or other resources.
- Shares data and information to support evaluation efforts.

COI Partnership Guidelines



Partnership Benefits

- Be part of a countywide voice to address obesity prevention through policy, systems, and environmental change.
- Safe place to discuss and plan obesity prevention ideas and solutions.
- Access to influential partners and experts in multiple domains working collectively toward COI goals and overarching strategies.
- Opportunities to network and develop relationships with individuals from multiple sectors.

COI Partnership Guidelines



Partnership Benefits (continued)

- First-hand information on obesity prevention activities and best practices across San Diego County.
- Technical support for grant proposals, presentations, and promotional efforts.
- Opportunities to leverage and expand your organization's work through partnerships.

COI Partnership Guidelines



Partnership Benefits (continued)

- Link your organization's projects to the San Diego County Childhood Obesity Initiative and COI Action Plan, which may lead to increased funding and promotional opportunities.
- Demonstrate your organization's contribution to community benefit through collaboration and partnership with COI.

COI Partnership Guidelines



Partnership Benefits (continued)

- Opportunities to publicize your organization's obesity prevention activities and accomplishments through collaborative public relations/media efforts (e.g., success stories, certificates of recognition, social media, e-newsletter, media outreach, presentations at conferences and high-level meetings).

COI Partnership Guidelines



Partnership Benefits (continued)

- Increase visibility of your organization through promotional listing on the COI website.
- Use of COI Logo -A specialized Partner of San Diego County Childhood Obesity Initiative logo is available. (See Appendix A.COI Logo Use Policy for more detailed information.)

COI Partnership Guidelines



Categories of Partnership

- Executive Leadership Team
- Leadership Council
- Domain Workgroup Participants
- Funders

COI Partnership Guidelines



Defined Elements of Partnership Categories

- Purpose
- Members
- Staffing
- Roles and Responsibilities

COI Background



Additional Documents

- The Childhood Obesity Action Plan
- Strategic Plan
- Policy Agenda
- Domain Workplans
- Potential Donor Questionnaire
- Evaluation Plan

COI Evaluation



Criteria for Key Indicators

- Evidence-based or Promising Practice
- Local Data Available
- Strategy Alignment
- Overall Balance

COI Evaluation



Three Tiers of Measurement

Domain
Workgroup
Activities



Indicators of
Progress



Childhood
Obesity
Prevalence

Thank you!

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