

Survey of HMP Coalition Characteristics & Functioning: Results

FY 2009-2010

Prepared for:



**Maine Center for Disease Control and Prevention
Maine Department of Health and Human Services**

HMP is a collaborative effort among 28 local coalitions, the Maine DHHS (Maine CDC and Office of Substance Abuse) and DOE, supported primarily by the Fund for Healthy Maine with federal grants from US CDC, SAMSHA, and DOE.

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Overview:

The Coalition Characteristics & Functioning Survey was developed to better examine a coalition's developmental stages and corresponding constructs. This survey, combined with the broader case study approach among select local HMPs, was administered to help substantiate the value of the HMP Initiative by identifying ways in which local HMP coalitions have impacted their communities.

The Coalition Characteristics & Functioning Survey was completed by the local HMPs in the Fall of 2009. Each director, one or more staff members, and one board member were asked to complete the survey. Each HMP (30) sent in a minimum of 3 surveys; only one HMP was missing a board member survey.

The survey results contained herein are provided in aggregate fashion, and no coalition is identified by name since confidentiality was guaranteed in the administration of the survey. Individual Coalition Survey Reports were delivered to each HMP director (N=30); each report included scores across the 10 stages of coalition development and the corresponding constructs. The scores were reported separately for director, staff, and board member; and in summary across response categories for each coalition.

Background:

The theoretical foundation for this survey comes from Butterfoss & Kegler's Community Coalition Action Theory (2002), which is enhanced with Florin, Mitchell, and Stevenson's (1993) Coalition Developmental Steps (see Diagram 1 on page 5). The stages of coalition development and the corresponding constructs are listed below in Table 1. For more complete definitions of the stages and constructs, please refer to the articles in the reference list.

Table 1. Description of Coalition Development Stages and Constructs

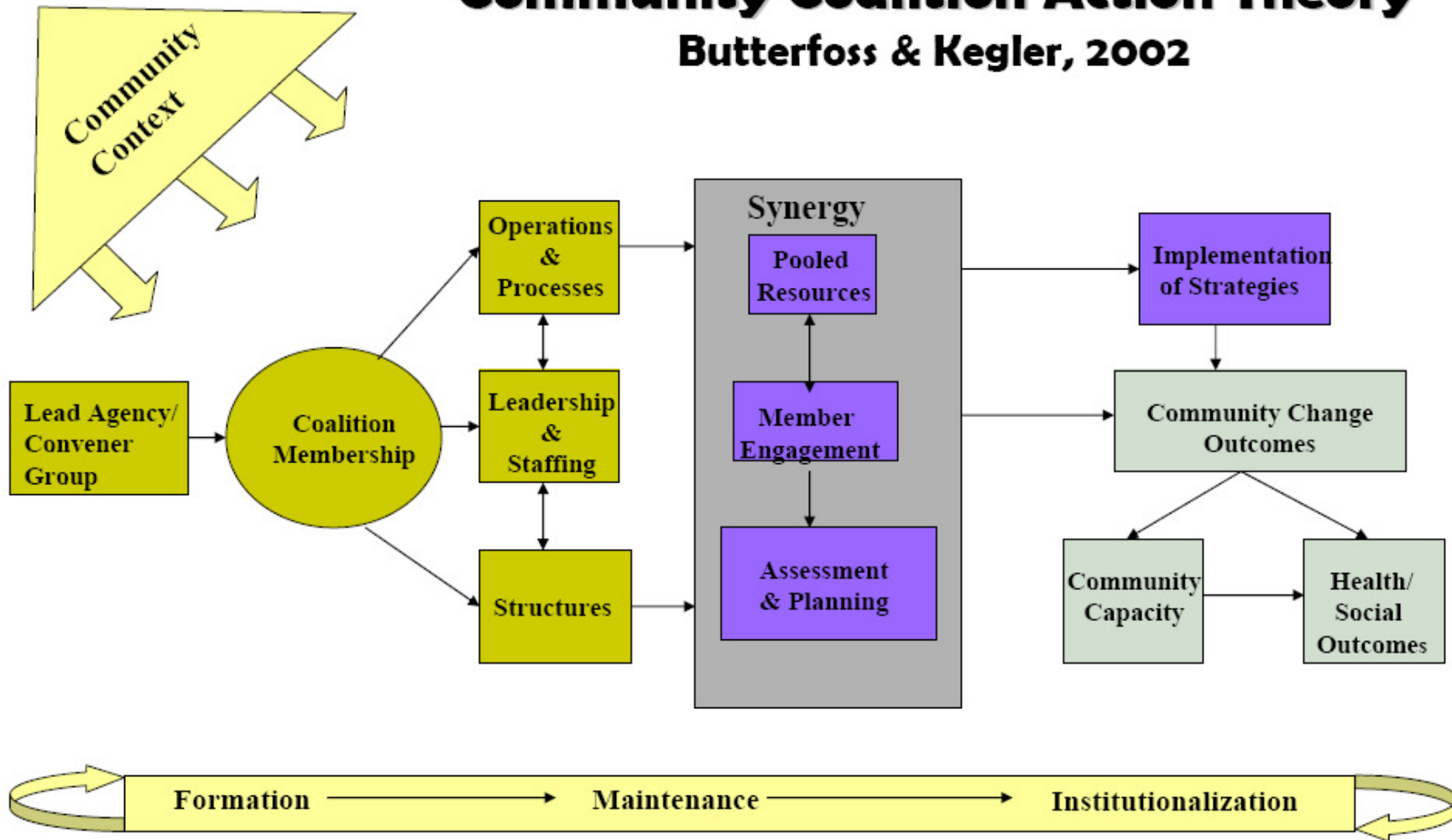
| Stages & Constructs | Factors | Measures / Sources |
|---|--|--|
| I. Formation: Lead Agency / Convener Group Key word: resource | A. Description of lead agency / convener group | ○ 5 items; Coalition Effectiveness Inventory |
| | B. Resources | ○ 1 item; Nutrition and Physical Activity Coalition Self-Assessment Tool |
| | C. Resource efficiency | ○ 3 items; Partnership Self-Assessment Tool (Efficiency) |
| II. Mobilization: Coalition Membership Key word: membership | A. Membership size | ○ 1 item; Nutrition and Physical Activity Coalition Self-Assessment Tool |
| | B. Diverse sector representation / membership | ○ 1 item; Nutrition and Physical Activity Coalition Self-Assessment Tool |
| | C. Recruitment | ○ 4 items; Coalition Assessment Survey (inclusive membership) |
| III. Establishing Organizational Structure: Operation & Processes Key word: cohesion | A. Open/frequent internal communication | ○ 4 items; Coalition Self-Assessment Survey |
| | B. Participatory decision-making | ○ 6 items; Coalition Self-Assessment Survey |
| | C. Member benefits | ○ not conducting a member survey [18 items; Partnership Self-Assessment Tool (Benefits of Participation; Drawbacks of Participation; Comparing Benefits and Drawbacks)] |
| | D. Group cohesion / social climate | ○ 5 items; McMillan, Florin, Stevenson, Kerman, Mitchell, 1995; coefficient alpha = .85 (involvement/inclusion) |
| IV. Establishing Organizational Structure: Structures Key word: rules | A. Formalization / rules | ○ 20 items; Coalition Developmental Steps |
| | B. Task focus (efficiency) | ○ 3 items; Nutrition and Physical Activity Coalition Self-Assessment Tool |
| | | ○ 7 items; Diagnosing the Health of Your Coalition |

| | | |
|--|--|---|
| V. Establishing Organizational Structure: Leadership & Staffing Key word: expertise | A. Strength of leadership (leadership style) | ○ 11 items; Partnership Self-Assessment Tool (Leadership) |
| | B. Staff expertise / experience | ○ 6 items ○ 3 items; Coalition Effectiveness Inventory |
| VI. Building Capacity for Action: Pooled Member and External Resources (Synergy) Key word: collaboration | A. Member agency collaboration (inter-organizational linkages) | ○ 6 items; Coalition Developmental Steps ○ 1 item; Coalition Leader Interview (RI SIG - modified) |
| | B. Member experience / expertise | ○ 6 items ○ 2 items; Coalition Effectiveness Inventory |
| VII. Building Capacity for Action: Member Engagement (Synergy) Key word: engagement | A. Active member participation | ○ 5 items |
| | B. Member ownership / commitment | ○ not conducting a member survey |
| | C. Member satisfaction | ○ not conducting a member survey [5 items; Partnership Self-Assessment Tool (Satisfaction with Participation)] |
| VIII. Planning for Action: Assessment and Planning (Synergy) Key word: data-driven | A. Data-driven planning (identify community needs and assets) | ○ 9 items (adapted from Coalition Developmental Steps) |
| | B. Selection of comprehensive set of strategies | ○ Evaluation Team review (outside scope of this survey) |
| | C. Staff time devoted to tasks (workplans) | ○ Evaluation Team review (outside scope of this survey) |
| IX. Implementation: Implementation of Strategies Key word: implementation | A. Intensity / scope of actions implemented | ○ 1 item; Coalition Developmental Steps ○ 13 items |
| X. Institutionalization / Sustainability: Institutionalization Key word: sustainability | A. Data-driven identification of strategies that should be made permanent | ○ 2 items; Coalition Assessment Survey (evaluate success) ○ 1 item; Coalition Developmental Steps |
| | B. Identification of community organizations that will institutionalize the strategy | ○ 4 items ○ 1 item; Coalition Developmental Steps |

Diagram 1. Theoretical foundation for this survey (Above: Community Coalition Action Theory; Below: Coalition Developmental Steps):

Community Coalition Action Theory

Butterfoss & Kegler, 2002



*Coalition Developmental Steps from Florin et al., 1993: (Readiness Tasks) Mobilization; Establishing Organizational Structure; Building Capacity for Action; (Implementation Tasks) Planning for Action; Implementation; Institutionalization / Sustainability.

Survey Results:

The survey results below include aggregate scores across all 30 HMP and all 3 response categories (director, staff, and board member). For each construct, the following parameters are provided: the maximum score possible is provided, the average score (and the average score's percentage of maximum), and the range of scores across all 30 HMPs.

I. Formation: Lead Agency / Convener Group

Key word: **Resource** – This construct measured items related to resources used to form and run the coalition (e.g., money, space, time); and items about the decision-makers and their commitment to the coalition.

Maximum possible score: 55

The average score was 44 (80% of maximum score) and the range was from 34 to 50.

II. Mobilization: Coalition Membership

Key Word: **Membership** – This construct measured items related to the coalition's ability to attract new members.

Maximum possible score: 20

The average score was 14 (70% of maximum score) and the range was from 11 to 19.

III. Establishing Organizational Structure: Operation & Processes

Key Word: **Cohesion** – This construct measured: (1) items related to internal communication in general, and with regards to the decision-making process; and (2) items related to the cohesiveness within the coalition.

Maximum possible score: 70

The average score was 54 (77% of maximum score) and the range was from 36 to 68.

IV. Establishing Organizational Structure: Structures

Key Word: **Rules** – This construct measured: (1) items related to the level of formalization of the coalition’s rules with regards to it’s membership, structure, and procedures, (2) items related to committee and sub-committee meetings.

Maximum possible score: 135

The average score was 95 (70% of maximum score) and the range was from 57 to 120.

V. Establishing Organizational Structure: Leadership & Staffing

Key Word: **Expertise** – This construct measured items related to strength and skills of the leadership and the staff.

Maximum possible score: 100

The average score was 79 (79% of maximum score) and the range was from 66 to 95.

VI. Building Capacity for Action: Pooled Member and External Resources (Synergy)

Key Word: **Collaboration** – This construct measured: (1) items related to the networking and level of inter-organizational linkages; and (2) items related to expertise available among coalition members.

Max possible score: 70

The average score was 56 (80% of maximum score) and the range was from 46 to 66.

VII. Building Capacity for Action: Member Engagement (Synergy)

Key Word: **Engagement** – This construct measured items related to the level of participation among coalition members

Maximum possible score: 30

The average score was 22 (73% of maximum score) and the range was from 18 to 29.

VIII. Planning for Action: Assessment and Planning (Synergy)

Key Word: **Data-driven** – This construct measured items related to the ability of the coalition to identify community needs and assets, identify best-practices, form goals and objectives, etc.

Maximum possible score: 45

The average score was 35 (78% of maximum score) and the range was from 25 to 42.

IX. Implementation: Implementation of Strategies

Key Word: **Implementation** – This construct measured items related to the ability of the coalition to engage other organizations in the community and implement identified strategies.

Maximum possible score: 70

The average score was 55 (79% of maximum score) and the range was from 46 to 64.

X. Institutionalization / Sustainability: Institutionalization

Key Word: **Sustainability** – This construct measured: (1) items related to the ability of the coalition to review progress and use results effectively; and (2) items related communication with the community, grant-writing, and institutionalizing activities.

Maximum possible score: 40

The average score was 28 (70% of maximum score) and the range was from 17 to 35.

Total (Stages & Constructs I-X listed above)

Maximum Total Score: 635

The average of this score across three or more respondents per coalition for all 10 constructs was 478 points (75% of maximum score).

The range was from 382 (60%) to 583 (92%).

Summary and Conclusion

Agreement across respondents within a coalition

Of interest is agreement in scoring across positions within an HMP. Responses were sought from three categories of coalition personnel: director, staff, and board member. In just two coalitions, differences across response categories were minimal (<10 point difference in total). One of these two was in the top 10% overall, but the other was in the middle range of scores. Hence, high agreement does not necessarily mean high scores. Some of the highest scoring coalitions had a wide range of opinions (> 100 point differences in total).

Key constructs identified

On average, coalitions rated themselves quite well across the 10 constructs; this was evidenced by the average, which was 75% of the maximum total score. The coalitions scored highest on the resource and collaboration constructs (80% of possible points) and lowest on the constructs regarding membership, rules, and sustainability (70%).

Of the top 10% of coalitions; that is, the nine with the highest total scores and good agreement was achieved across respondents (<100 point difference), it is interesting to note which constructs they scored relatively high (using top 10% within a construct to define high). One of the top 10% coalitions scored themselves highly in each of the 10 constructs, while another top 10% coalition scored themselves highly in just three: cohesion, expertise, and collaboration.

Across the top 10% of coalitions (the nine with high scores and good agreement), the constructs that were scored the highest most frequently were:

Expertise (7 of 9)

Collaboration, engagement, and implementation (6 of 9),

Cohesion, rules, and sustainability (5 of 9).

The remaining constructs: resources, membership, and data-driven, were scored highly by fewer (less than half) of the top HMPS (3, 2, 4 respectively; see Table).

Top 10% of Coalitions (highlighted score = top 10% within a construct)

| RESOURCES | MEMBER-SHIP | COHESION | RULES | EXPERTISE | COLLABORATION | ENGAGEMENT | DATA-DRIVEN | IMPLEMENTATION | SUSTAINABILITY | TOTAL | DIFFERENCE |
|-----------|-------------|----------|-------|-----------|---------------|------------|-------------|----------------|----------------|-------|------------|
| 42 | 16 | 59 | 107 | 81 | 58 | 24 | 35 | 58 | 26 | 506 | 83 |
| 45 | 14 | 62 | 99 | 87 | 61 | 23 | 36 | 56 | 27 | 510 | 81 |
| 46 | 15 | 58 | 120 | 90 | 60 | 26 | 40 | 60 | 32 | 543 | 1 |
| 49 | 17 | 62 | 97 | 93 | 62 | 25 | 42 | 63 | 35 | 544 | 89 |
| 44 | 14 | 51 | 111 | 78 | 59 | 24 | 35 | 56 | 27 | 499 | 39 |
| 49 | 15 | 61 | 110 | 85 | 59 | 21 | 36 | 60 | 29 | 526 | 77 |
| 43 | 14 | 52 | 108 | 83 | 56 | 20 | 39 | 58 | 27 | 500 | 68 |
| 50 | 19 | 68 | 120 | 95 | 66 | 29 | 41 | 64 | 32 | 583 | 66 |
| 44 | 14 | 57 | 95 | 82 | 57 | 24 | 36 | 53 | 30 | 490 | 61 |

From these data, one could postulate that expertise (leadership and quality staff), collaboration (inter-organizational linkages), and engagement (active membership) lead to success in implementation of strategies, and perhaps, improved chance of sustainability. The postulation is strengthened by the fact that even while sustainability attained, on average, only 70% of maximum possible score, the majority of HMPS that were among the top 10% were also top scorers in the sustainability construct.

In conclusion, the Coalition Characteristics & Functioning Survey was developed to better examine a coalition's developmental stages and corresponding constructs. This survey, combined with the broader case study approach among select local HMPS, was administered to help substantiate the value of the HMP Initiative by identifying ways in

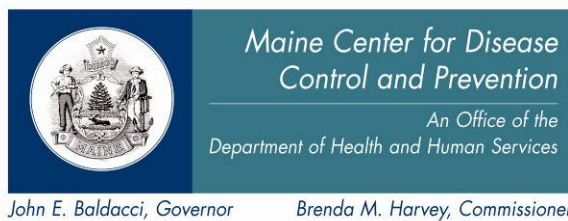
which local HMP coalitions have impacted their communities. In the year-end report, the two data sources will be summarized in common.

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