

# Survey of HMP Coalition Characteristics & Functioning

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.

Prepared by:

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## **Introduction:**

### Coalition Team:

The Maine Center for Public Health (MCPH) Evaluation Team for the Healthy Maine Partnerships (HMP) Initiative is working with the Maine CDC to evaluate coalition processes that result in policy and environmental change at the community level.

This survey has been constructed to focus on the developmental stages of the HMP coalitions. This survey aims to determine which processes are used by HMP coalitions, and how these processes impact the effectiveness of the coalition in achieving policy and environmental change at the community level. This survey, combined with in-depth case studies among select local HMPs, will help substantiate the value of the HMP Initiative.

The information collected through this survey will be kept confidential by the evaluation team and will only be reported with data from other coalitions in an aggregate format.

In addition to documenting your coalition's characteristics and functioning, the survey will identify areas of opportunity to further capacity building within your coalition.

The MCPH evaluation team is available to assist you in completing this survey. If assistance is desired, please contact us at 629-9272. Thank you for participating in this process. We believe it will provide you and your coalition valuable insight into the achievements and challenges of HMP coalitions

**\*\*\*\*DUE DATE: October 30, 2009 to Maine Center for Public Health\*\*\*\***

**Return by fax to 207-629-9277, attention Sarah L Martin**

# SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

## GENERAL INFORMATION

1. Today's Date: \_\_\_\_\_
2. Coalition Role (check appropriate):  
 Advisory Board Member  
 HMP Action Team Leader  
 School Health Coordinator  
 Substance Abuse Coordinator
3. Coalition Name: \_\_\_\_\_
4. Your DHHS District (circle one):
  - Aroostook District
  - Central District
  - Cumberland District
  - Downeast District
  - Midcoast District
  - Penquis District
  - Western Maine District
  - York District

## I. FORMATION: LEAD AGENCY / CONVENER GROUP

### A. DESCRIPTION OF LEAD AGENCY / CONVENER GROUP

5. In what year was your coalition formed? \_\_\_\_\_
6. What was the primary reason(s) for starting your coalition? (circle all that apply)
  - Identified as a local need
  - Identified the need to pool resources
  - In response to a grant opportunity
  - Response to federal, state or local mandate
  - Other, please specify \_\_\_\_\_
7. Do you have 501c3 status?    YES    NO
8. What is the history of how and why the lead agency / convener group formed your coalition?
9. Did your coalition exist before HMP funds were made available in 2001?    YES    NO

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

Please rate the following items about the lead agency / convener group:	Superior	Very Good	OK	Needs some work	Needs a lot of work
10a. Decision-makers are committed to and supportive of coalition					
10b. Commits personnel and financial resources to coalition					
10c. Knowledgeable about coalition					
10d. Experienced in collaboration					
10e. Replaces agency representative if vacancy occurs					

### I. FORMATION: LEAD AGENCY / CONVENER GROUP

#### B. RESOURCES

11. In the past 12 months, what is the approximate amount of funding for your coalition?  
\_\_\_\_\_

12. What percentage of your total budget is from the HMP Initiative? \_\_\_\_\_%

For each of the following types of resources, please rate the extent to which your coalition has what it needs to work effectively:	All of what we need	Most of what we need	Some of what we need	Almost none of what we need	None of what we need
13a. money					
13b. space					
13c. equipment and goods					

### I. FORMATION: LEAD AGENCY / CONVENER GROUP

#### C. RESOURCE EFFICIENCY

Please rate how well your coalition uses its and your partner/member organization's:	Superior	Very Good	OK	Needs some work	Needs a lot of work
14a. financial resources					
14b. in-kind resources (e.g., skills, expertise, information, data, connections, influence, space, equipment, goods)					
14c. time					

# SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

## II. MOBILIZATION: COALITION MEMBERSHIP

### A. MEMBERSHIP SIZE

15. How many active coalition members do you currently have? \_\_\_\_\_

Note: Active members are those members who attend at least 50% of full coalition meetings or 50% of subcommittee meetings and participate in activities

## II. MOBILIZATION: COALITION MEMBERSHIP

### B. DIVERSE SECTOR REPRESENTATION / MEMBERSHIP

16. What groups are currently represented on your coalition?

[Check all that apply, continued on next page]

- Business community
- Chambers of Commerce
- Childcare / Early Childhood Care & Education (includes Preschool, Head Start Center)
- Environmental Advocacy Group, Environmental Agency
- Faith/Religious community
- Farmers/Local Growers/Farmers Market Managers
- General Concerned Citizens
- Government Agencies
- Health Care Sector (physicians, physician practice, hospital, community health center/clinic, etc.)
- Health Insurers (HMO, managed care organization, Medicaid, etc.)
- Housing Organization
- Human Service Organizations (e.g., YMCA, etc.)
- Law Enforcement Organizations
- Local Government
- Local Health Departments
- Media
- Non-Government Organizations (private, non-profit, community-based, grassroots community, neighborhood association, etc.)
- Organizations representing disparately-impacted populations (ethnic/minority groups, LGBT groups, women's organization, etc.)
- Parents, Parent Organization
- Parks & Recreation Organizations
- Restaurants and/or Grocers
- Retailers
- Schools (K-12)
- Senior Citizens

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

- \_\_\_\_\_ Transportation, City Planning or Municipal Planning Organizations
- \_\_\_\_\_ Universities (includes 4 yr., 2 yr, and technical colleges)
- \_\_\_\_\_ University-Extension Organizations
- \_\_\_\_\_ Volunteer Service Organizations (e.g., American Heart Association, American Diabetes Association, American Lung Association, Lions Club, Rotary, etc.)
- \_\_\_\_\_ Youth, Youth Organizations
- \_\_\_\_\_ Other, please specify \_\_\_\_\_

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### II. MOBILIZATION: COALITION MEMBERSHIP

#### C. RECRUITMENT

Please rate the coalition's ability to:	Superior	Very Good	OK	Needs some work	Needs a lot of work
17a. identify potential new coalition members					
17b. regularly invite new members to become involved					
17c. effectively orient and integrate new members					
17d. provide opportunities for new members to be involved in some way					
Comments:					

### III. ESTABLISHING ORGANIZATIONAL STRUCTURE: OPERATION AND PROCESSES

#### A. OPEN/FREQUENT INTERNAL COMMUNICATION

Please rate the following items about internal communication:	Superior	Very Good	OK	Needs some work	Needs a lot of work
18a. The current method for communication between coalition staff/leadership and its members is effective.					
18b. Coalition members can communicate between themselves as necessary or desired					
18c. The coalition staff facilitates communication between coalition members					
18d. The coalition staff effectively and efficiently notify members of meetings, agenda items, etc.					
Comments:					

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### III. ESTABLISHING ORGANIZATIONAL STRUCTURE: OPERATION AND PROCESSES

#### B. PARTICIPATORY DECISION-MAKING

Please rate the following items about decision-making in your coalition:	Superior	Very Good	OK	Needs some work	Needs a lot of work
19a. The coalition has <b>clear</b> and <b>explicit procedures</b> for making decisions including important, timely decisions					
19b. The coalition <b>follows standard procedures</b> for making decisions					
19d. The <b>decision-making process</b> used by the coalition is <b>considered fair and equitable</b>					
19c. The <b>decision-making process</b> used by the coalition is <b>timely</b>					
19e. The coalition makes <b>good decisions</b>					
Comments:					

19f. How are decisions **usually** made regarding coalition priorities, policies and actions? (CIRCLE NO MORE THAN TWO):

1. Coalition members vote, with majority rule
2. Coalition members discuss the issue and come to consensus
3. The coalition chair makes final decisions
4. The coalition executive or steering committee makes final decisions
5. The lead agency for the project makes the decisions
6. Don't know

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### III. ESTABLISHING ORGANIZATIONAL STRUCTURE: OPERATION AND PROCESSES

#### D. GROUP COHESION / SOCIAL CLIMATE

Please indicate the degree to which each statement below describes how your coalition works. If you have trouble deciding, choose the answer that describes your feelings <u>most</u> of the time about the coalition.	Superior	Very Good	OK	Needs some work	Needs a lot of work
20a. The group has a feeling of cohesiveness and team spirit.					
20b. Everyone is involved in discussions, not just a few.					
20c. The general membership has real decision making control over the policies and actions of the Coalition.					
20d. The group is tolerant of differences or disagreements.					
20e. The Coalition uses the abilities of all, not just a few.					
Comments:					

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### IV. ESTABLISHING ORGANIZATIONAL STRUCTURE: STRUCTURES

#### A. FORMALIZATION / RULES

Please rate the quality of these written documents - if they exist:	Document does not exist	Superior	Very Good	OK	Needs some work	Needs a lot of work
<b>ROLES</b>						
21a. "sector representation" expected of coalition members (individual or organization)						
21b. expectations for member participation (roles)						
21c. responsibilities of officers						
21d. responsibilities of sub-committee chairs						
21e. job description for staff positions						
21f. role for youth involvement						
21g. balanced expectations for members/officers/staff/other participation in implementing activities						
<b>STRUCTURE</b>						
21h. mission statement						
21i. by-laws and rules of operation						
21j. organizational chart						
21k. (sub)committee structure						
21l. membership criteria						
21m. plan for membership selection and turnover						
21n. plan for leader and officer selection and succession						
21o. written standard orientation for new members						
<b>PROCEDURES</b>						
21p. communication systems / mechanisms						
21q. plan for decisions making process						
21r. plan for conflict resolution						
21s. plan to increase staff, leader and member knowledge and skills						
21t. plan to evaluate / assess coalition impact in community						
Comments:						

# SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

## IV. ESTABLISHING ORGANIZATIONAL STRUCTURE: STRUCTURES

### B. TASK FOCUS (EFFICIENCY)

22. In the past 12 months, how many times did your full coalition meet?
- Our coalition did not meet in the past 12 months.
  - 1-2 times
  - 3-4 times
  - More than 5 times
23. In the past 12 months, on average how many times did your executive committee (or core group or steering committee) meet? (An executive committee is a small group that plans the full committee meetings and carries out tasks between the full committee meeting dates)
- We do not have an executive committee
  - Our executive committee did not meet in the past 12 months.
  - 1-2 times
  - 3-4 times
  - More than 5 times
24. In the past 12 months, how many times did your subcommittees meet on average?
- Our subcommittees didn't meet in the past 12 months.
  - 1-2 times
  - 3-4 times
  - More than 5 times

Please rate your coalition's effectiveness in the following areas:	Superior	Very Good	OK	Needs some work	Needs a lot of work
25a. coalition has active (sub)committees					
25b. coalition has a regular meeting cycle that members can count on					
25c. coalition advertises/communicates its meetings with sufficient notice by sending out agendas, fliers, etc					
25d. written meeting agendas are adhered to and accomplished					
25e. meetings start and end on time					
25f. meetings are held in central accessible, comfortable places, and at convenient times for the majority of members					
25g. provision of childcare when needed					
Comments:					

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### V. ESTABLISHING ORGANIZATIONAL STRUCTURE: LEADERSHIP AND STAFFING

#### A. STRENGTH OF LEADERSHIP (LEADERSHIP STYLE)

Please think about all those who provide formal or informal leadership. Please rate the <u>total effectiveness</u> of your coalition's leadership in each of the following areas:	Superior	Very Good	OK	Needs some work	Needs a lot of work
26a. taking responsibility for the coalition					
26b. inspiring or motivating people involved in the coalition					
26c. empowering people involved in the coalition					
26d. communicating the vision of the coalition					
26e. working to develop a common language within the coalition					
26f. fostering respect, trust, inclusiveness, and openness in the coalition					
26g. creating an environment where differences of opinion can be voiced					
26h. resolving conflict among members and partners					
26i. combining the perspectives, resources, and skills of coalition staff, members and partners					
26j. helping the coalition be creative and look at things differently					
26k. recruiting diverse people and organizations into the coalition					
Comments:					

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### V. ESTABLISHING ORGANIZATIONAL STRUCTURE: LEADERSHIP AND STAFFING

#### B. STAFF EXPERTISE / EXPERIENCE

Please rate the extent to which staff have skills in the following areas:	Superior	Very Good	OK	Needs some work	Needs a lot of work
27a. local cultural/linguistic competence					
27b. advocating/influencing policy and environmental systems change					
27c. advocating/influencing changes in enforcement or compliance					
27d. working collaboratively with other organizations					
27e. using local media					
27f. educating and training others on important health issues					
27g. writing proposals and obtaining funding/resources					
27h. competence in needs assessment, research and evaluation					
27i. communicating effectively with members					
Comments:					

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### VI. BUILDING CAPACITY FOR ACTION: POOLED MEMBER AND EXTERNAL RESOURCES (SYNERGY)

#### A. MEMBER AGENCY COLLABORATION (INTER-ORGANIZATIONAL LINKAGES)

Please rate your coalition's ability to:	Superior	Very Good	OK	Needs some work	Needs a lot of work
28a. network with other <u>coalitions</u> to share ideas (includes HMPs and others)					
28b. create linkages with other <u>organizations</u> (on joint projects, information sharing, and coordination of services)					
28c. obtain support from individuals and organizations in the community that could potentially block the coalition's plans					
28d. obtain support from individuals and organizations in the community that can help move you forward					
28e. know what other community health promotion/prevention efforts are happening in your community					
28f. obtain full participation by groups and organizations in decisions about community health promotion/prevention					
Comments:					

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

29 How much contact has your coalition had with various organizations (including other coalitions) in your community or throughout Maine during the past 12 months?

- a) Please provide the names of these organizations? **(Put in column 1 below)**
- b) Please list the type of organization- see legend below. **(Put in column 2 below)**
- c) Please indicate the type of contact – see legend below **(Put in column 3 below)**
- d) Please indicate the frequency of this contact – see legend below **(Put in column 4 below)**

Name of Organization	Type of Organization	Type of Contact	Frequency of Contact

**Type of Organization**

1. business community
2. coalition (HMP)
3. coalition (non-HMP)
4. faith community
5. grassroots community organizations (e.g. neighborhood organization)
6. health care sector (physicians, hospital representatives)
7. human service agencies (e.g. YMCA, Child and Family services, etc.)
8. law enforcement
9. local government (e.g. town or city government)
10. local media (newspaper, radio, TV)
11. volunteer service organizations (e.g. Lions Club, etc.)

**Type of contact**

- 0 = **no contact**
- 1 = **networking / coordination**  
e.g.: exchanged information about programming ideas  
coordinated to avoid duplication of programming
- 2 = **cooperation / collaboration**  
e.g.: co-sponsored an event for residents of both towns  
jointly planned and delivered a series of workshops
- 9 = **don't know**

**Frequency of contact**

- per year
- per month
- per week
- don't know

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### VI. BUILDING CAPACITY FOR ACTION: POOLED MEMBER AND EXTERNAL RESOURCES (SYNERGY)

#### B. MEMBER EXPERIENCE / EXPERTISE

Please rate the skills available within the coalition in the following areas:	Superior	Very Good	OK	Needs some work	Needs a lot of work
30a. having competence in local cultural/linguistics					
30b. advocating/influencing policy and/or environmental systems change					
30c. advocating/influencing changes in enforcement and/or compliance					
30d. working collaboratively with other organizations					
30e. using of local media					
30f. educating and training others on important health issues					
30g. writing proposals and obtaining funding/resources					
30h. having competence in needs assessment, research and evaluation					
Comments:					

### VII. BUILDING CAPACITY FOR ACTION: MEMBER ENGAGEMENT (SYNERGY)

#### A. ACTIVE MEMBER PARTICIPATION

Please rate the following items about active member participation:	Superior	Very Good	OK	Needs some work	Needs a lot of work
31a. coalition members attend full coalition meetings					
31b. coalition members attend subcommittee meetings					
31c. coalition members are assigned tasks at meetings					
31d. coalition members complete their tasks					
31e. coalition members volunteer to participate/assist when coalition is involved in community events or other activities					
31f. coalition members return to their organizations and share information; particularly when opportunities for collaboration arise					
Comments:					

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### VIII. PLANNING FOR ACTION: ASSESSMENT AND PLANNING (SYNERGY)

#### A. DATA-DRIVEN PLANNING (IDENTIFY COMMUNITY NEEDS AND ASSETS)

Please rate your coalition's ability to:	Superior	Very Good	OK	Needs some work	Needs a lot of work
32a. conduct a formal needs and assets/resource assessment					
32b. informally gather information about issues in your community					
32c. identify what other health promotion and prevention efforts are happening in your community to avoid duplication of efforts with other organizations					
32d. identify and engage other organizations in the planning stage that might have a stake in the health issues to be addressed					
32e. identify evidence-based practices, programs and policies and determine how these 'fit' your community and the specific population to be reached					
32f. develop a logic model that outlines how program activities will achieve community change					
32g. form goals and SMART (Specific, Measurable, Appropriate, Realistic, Time-bound) objectives related to the health issues your coalition is addressing.					
32h. develop a workplan for implementing activities (specifying timelines, assigning responsibilities, allocating resources, etc.)					
32i. develop a plan for evaluating activities to determine whether objectives were achieved					
Comments:					

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### IX. IMPLEMENTATION: IMPLEMENTATION OF STRATEGIES

#### A. INTENSITY / SCOPE OF ACTIONS IMPLEMENTED

Please rate your coalition's ability to:	Superior	Very Good	OK	Needs some work	Needs a lot of work
33a. implement activities/interventions in a way that involves key organizational players, networks, and broad citizen participation					
33b. implement strategies and activities as planned					
33c. engage and work with other community organizations and agencies on community issues					
33d. engage and work with grassroots organizations that serve culturally and linguistically diverse communities					
33e. engage and work with schools on community issues					
33f. engage and work with worksites/businesses on community issues					
33g. engage and work with healthcare providers/organizations on community issues					
33h. engage and work with local media					
33i. engage and advocate key local decision-makers and other influential people					
33j. disseminate materials (i.e., brochures, fact sheets, community guides, resource guides, etc.)					
33k. implement educational activities to improve health (events, training, health fairs, workshops, etc.)					
33l. implement evidence-based, curriculum-based programs					
33m. implement media/communication activities for community change (letters to the editor, press releases, etc.)					
33n. implement environmental systems and policy change activities (new trails, vending options, changes in workplace policies, etc.)					
Comments:					

## SURVEY OF HMP COALITION CHARACTERISTICS & FUNCTIONING

### X. INSTITUTIONALIZATION / SUSTAINABILITY: INSTITUTIONALIZATION

#### A. DATA-DRIVEN IDENTIFICATION OF STRATEGIES THAT SHOULD BE MADE PERMANENT

Please rate your coalition's effectiveness in the following areas:	Superior	Very Good	OK	Needs some work	Needs a lot of work
34a. collect information to regularly review progress made in implementing plans and activities					
34b. discuss difficult events or 'failures' and apply learning to future projects and for overall improvement					
34c. use results to identify effective activities/interventions that should be made permanent					
Comments:					

### X. INSTITUTIONALIZATION / SUSTAINABILITY: INSTITUTIONALIZATION

#### B. IDENTIFICATION OF COMMUNITY ORGANIZATIONS THAT WILL INSTITUTIONALIZE THE STRATEGY

Please rate your coalition's effectiveness in the following areas:	Superior	Very Good	OK	Needs some work	Needs a lot of work
35a. communicating with the community how the coalition's actions will address pertinent, important problems					
35b. updating the community regularly on coalition activities (including results and outcomes of efforts) through some channel (e.g., newsletter)					
35c. writing successful grant proposals (i.e., receive funding)					
35d. sustaining initiatives after the funding source ceases					
35e. identifying appropriate organizations likely to institutionalize your coalition's activities/interventions					
Comments:					



*John E. Baldacci, Governor*

*Brenda M. Harvey, Commissioner*

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