

# THE “P’S” OF POLICY DEVELOPMENT: The Coalition Perspective on Effectiveness

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Prepared by Kaiser Permanente of Colorado,  
Institute for Health Research - Evaluation Team

Bre Barela, Research Specialist  
Morgan Clennin, Research Fellow  
Cheryl Kelly, Evaluation Investigator



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# Our Mission

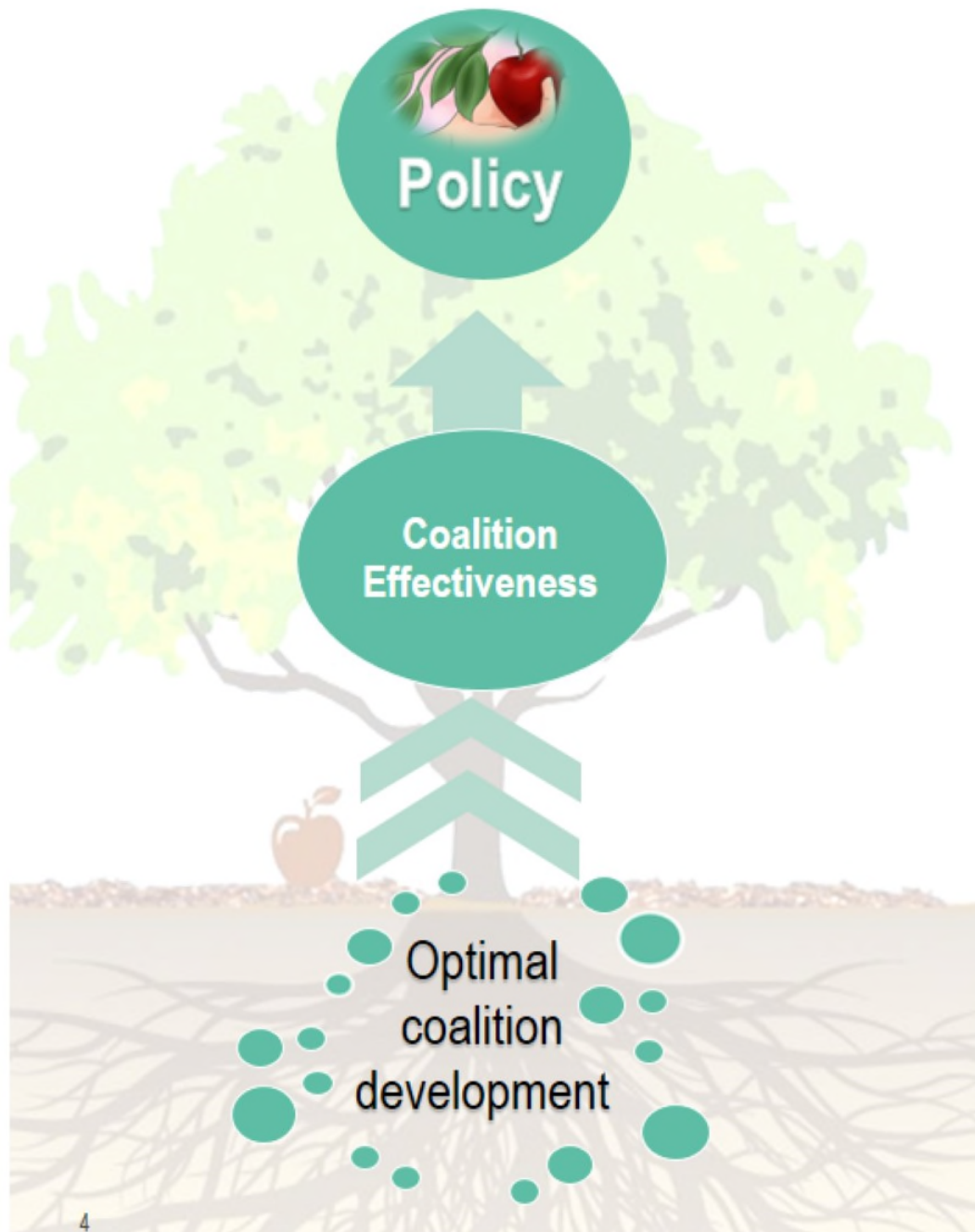
Kaiser Permanente's mission is to provide high-quality, affordable health care services **and** to improve the health of our members **and the communities we serve.**

The Evaluation Team's mission is to implement **collaborative** and **meaningful** evaluation and research by designing projects which answer **relevant** evaluation questions, providing results that help organizations **learn** and take **action**, and building **capacity** of organizations that conduct evaluation.

# Learning Objectives

1. Explore coalition characteristics that lay the foundation for group development and momentum
  - The 10 P's
2. Describe key “resources” that help drive the policy change process





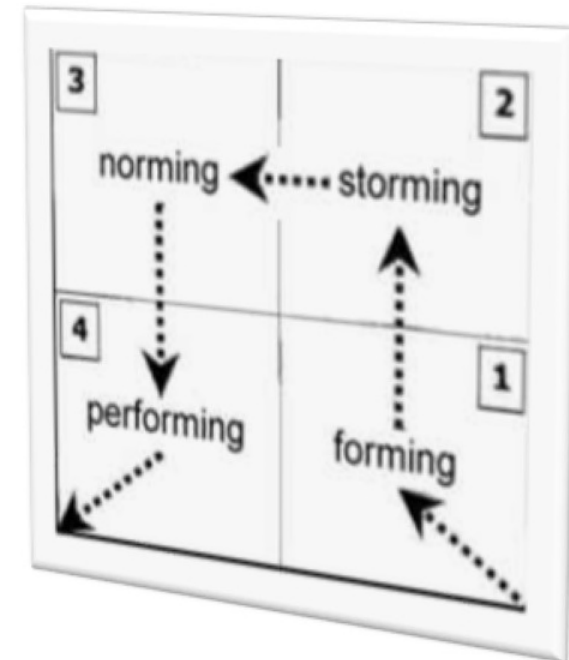
**Our simplified, conceptual model:**

Coalition characteristics that support optimal coalition development and facilitate coalition effectiveness.

Coalition effectiveness then leads to successful policy implementation.

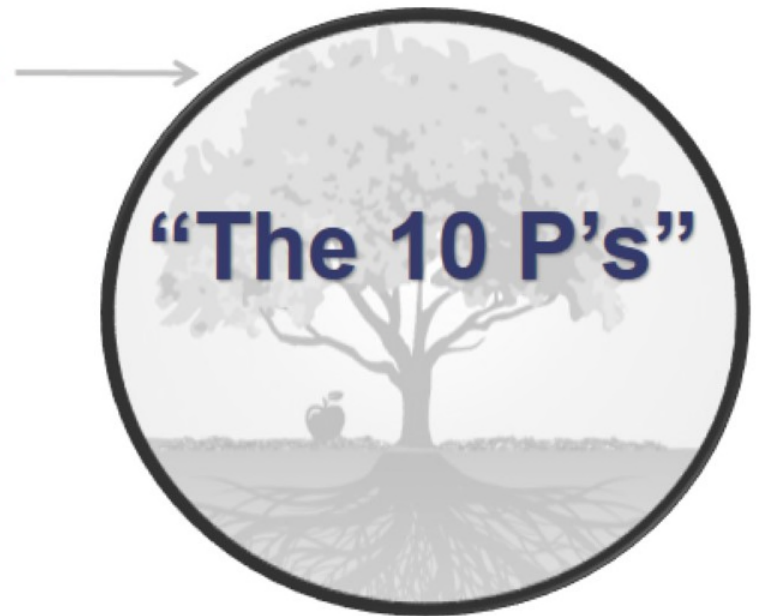
# Sample/Methods

- Key informant interviews (n=29)
  - Coalition coordinators and members
  - 6 diverse coalitions
- Semi-structured phone interview
  - Bruce Tuckman's 4 stages of development
  - Coalition development, structure, evolution
  - Facilitators and barriers to planning and making change
- Qualitative analyses (Atlas.ti)
  - Thematic deductive analyses



# Themes that Emerged

1. Ten coalition characteristics that lay the foundation for group development and momentum
2. Four key “resources” that help drive the policy change process



# P's of Policy:

10 characteristics that support optimal coalition development



## PEOPLE: Engaging the right people at the right time



“

*I think we were careful about not trying to expand too quickly...*

*Not saying that policymaker involvement won't happen in the future or it won't be an outcome of this grant cycle, but I think that at this point, we really want to keep it on the staff and resident level.*

”



## PRIORITIES: Keeping eyes on the prize

“

*People aren't going to show up to watch process, unfortunately. It's also very hard to recruit people when you haven't got a goal.*

*Direction creates the framework needed to continue those conversations, as opposed to having general meetings that people end up not attending because they don't know where it's going.*

”



## PALETTE: Leadership is a painter's palette; Everyone contributes

“

Looking at all contributors  
at the table, what do we  
see as something we can  
affect together?

”



## PROTECTION: Trust is the glue that connects members and encourages participation

“

*I think it was more educating and informing our stakeholders about the process, and building their trust, which I think is key for any partner. ...Now that we've built enough trust, they understand that we want to see people be successful with these changes and so, we're going to think about what's feasible and where they are and how we can work with them best.*

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## PERSPECTIVE: Constructive conflict leads to innovative problem-solving



“

*It's important to recognize that this kind of work isn't black and white. There's not one clear solution or clear answer to create these healthier environments and to have better options. That it really is unique to every organization. And so I really think it's been great having these partners bring in their perspective. I think they're all crucial.*

”

## PROBLEM-SOLVING: People in a community are the frontline in problem-solving

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*To really see the city through the community's eyes and have them help us... Even though we might be able to surmise some of those things from looking at it, we don't truly get the context around it.*

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## PROXIMITY: You gotta get proximate to problem to change things



“

So certainly I think things are happening for our clients and our community members but not necessarily because they were at the meeting, because the people that represent their interests were at these meetings.

”

## POTENCY OF THE POPULACE: It takes a village



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*The way things actually change is not like a policy is made and then it is done. As you try and put the pieces together – you start doing the small things, quick-wins, and you accomplish things, and that changes the culture of place... and then as more of those things happen it's more of an organic bottom up thing. You need top down, too, because policy-makers have to buy in but in an organic way, too. It's not like they just make a decree and then the policy is shifted.*

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## PURPOSE: Be your true “Be”



“

*I think it's just getting our name out there and what we're trying to do in our community: this is what we're doing, here's our logo, here is our information, share it, and getting a social media presence; I think that's been some of the biggest, the most positive changes that I've seen so far with this group.*

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## PRAGMATISM: Live within your means – bandwidth and budget

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*I think it's being a little bit more creative within and figuring out how best to work within the constraints that we have, while still being productive, moving things along, and keeping people engaged. I think when there's too much planning, people lose interest when you're not getting things done. I sense a little bit of that frustration.*



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# Show me the data!



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*Data is really important, but data as part of an ongoing communication and education campaign as to why we need these changes. When you can show that this neighborhood will directly impact this population in these measurable outcomes... then you have a lot more meat and a lot more weight to be able to make those arguments, to convince both the elected officials and the more traditionally-minded community members.*

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## Value general interest as a foundation to engagement

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*People are busy...*

*They can be great cheerleaders of these efforts, but that doesn't mean they're going to come and do the work ... but their curiosity keeps them interested.*

*... people come out of the woodwork who are interested in helping... it's about finding ways to partner that isn't creating additional work for people.*



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## Sweat the small stuff; early wins maintain the momentum

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*Let's not just look at the big things; let's look at the little things too. ... Big priorities are probably going to cost too much; so let's do some easy pickings, the things that we can just go build when there's money, \$5,000 or \$10,000 projects. Let's go identify all those things.*

*...I think every city just needs to start thinking this way.*



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## Money Matters



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*It's the money. So often things are planned to death: municipalities have all kinds of planning in place, but the dollars available were planning dollars.... We have the planning in place. Right now, we just got to get the funding in place.*

*...There might be good bang for the buck by doing this broader capacity building for policy change, but I think you get more policy change by dangling some money for implementation.*

”

# Implications

- **Recognition of the “P’s”** as part of the group development process
- Systems change occurs through **culture shift**

## Findings:

- provide a deeper **understanding and appreciation** of how this work evolves, and;
- **validate** what coalitions have known for a long time (process/product)



# Questions

CONTACT: Bre Barela, [breanne.a.barela@kp.org](mailto:breanne.a.barela@kp.org)