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INNOVATIVE RESEARCH & DESIGN CONSULTANTS

Coalition Policy Synthesis Project

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What works?

Key CPSP Activities

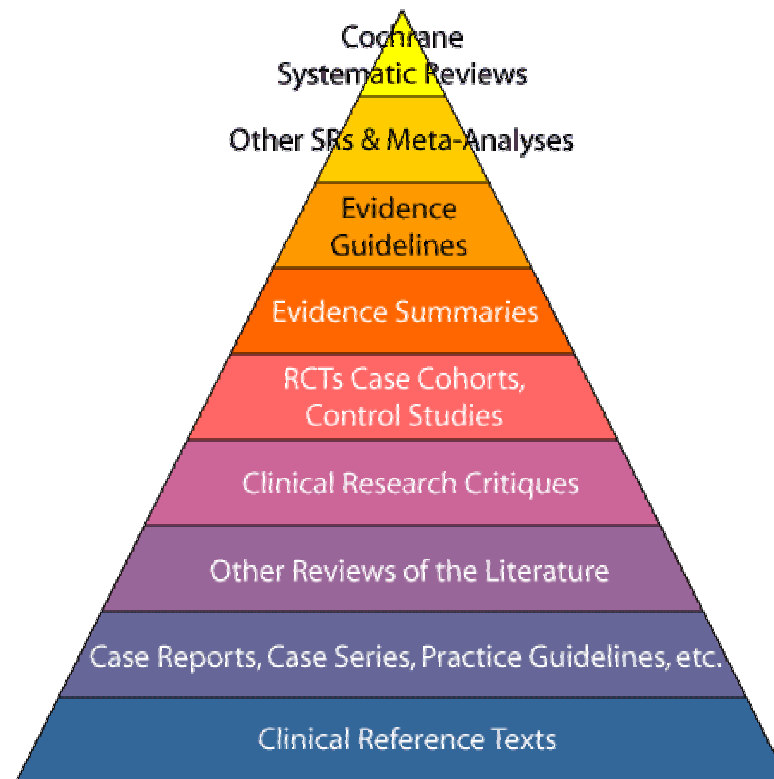
- Literature review to distinguish
 - What we know
 - What we don't know
 - What is cutting-edge



Community Based Organizations

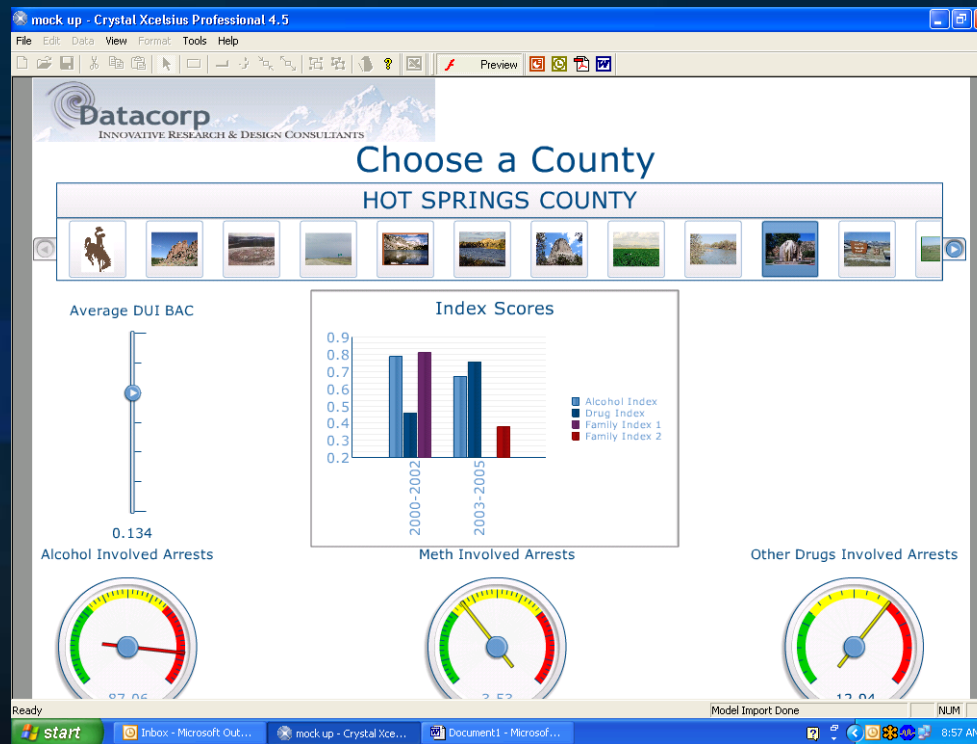
- Coalitions and task forces
 - Many are “pass-throughs” for programs
 - Many employ comprehensive strategies

Evidence-Based Programs



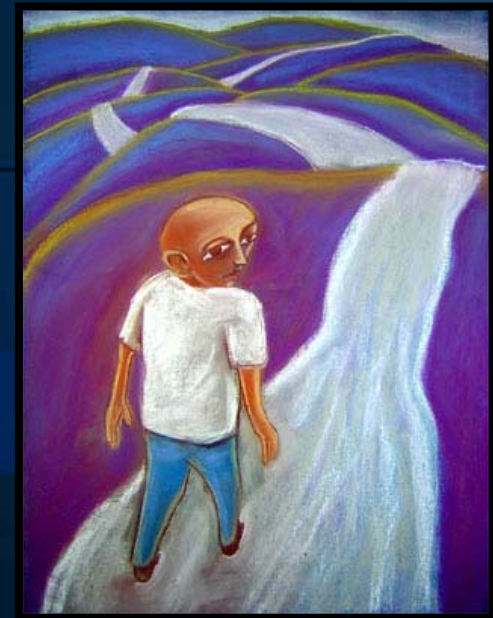
What Should Coalitions Do?

- Activities that move the needle
- Large scale community undertakings



Community Initiatives

- Ambitious, expensive, complex commitments
- Multiple organizations
- Outcomes must be produced



Are coalitions effective?

- Effectiveness is rarely tested
- Primarily process evaluations
- Few evaluations of population-level change





Why is it so difficult to show
“what works”?

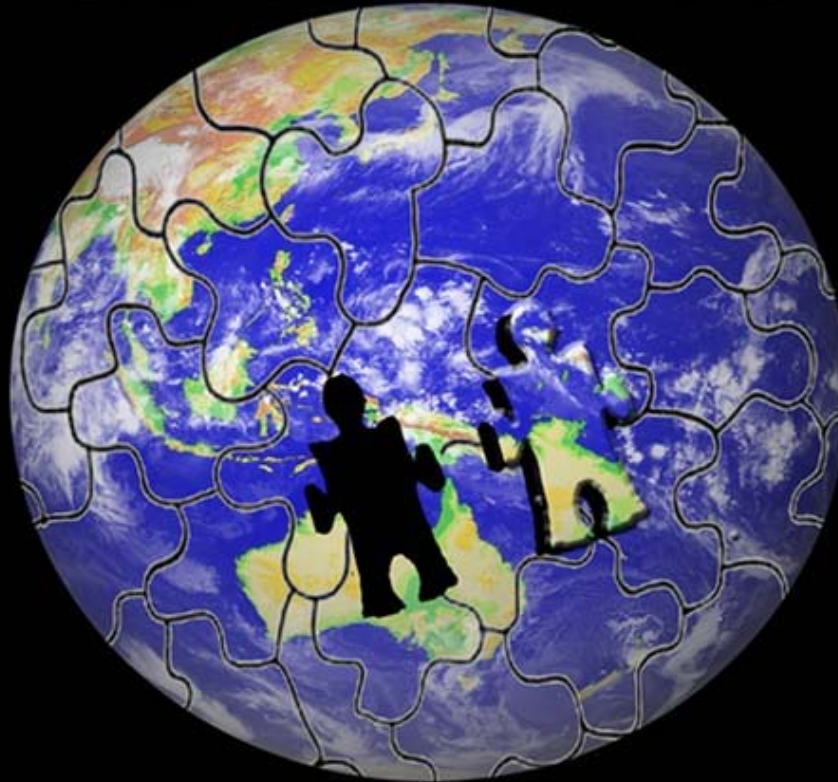
Program Development

- Well-funded research protocols
 - Designed to *insure fidelity*
- Recorded sessions reviewed by supervisor
- Supervision with feedback minimizes “drift”



What really happens?

PROJECT REAL WORLD





What is a coalition to do?



**What does the literature say
about “what works”?**

What Does Research Say?

Coalitions are popular vehicles to address various public health concerns

BUT

Evidence is limited

Fighting Back Initiative

- Robert Wood Johnson Foundation funded
- Evaluation by Hallfors et al., 2002
 - Unfavorable findings
- Green & Kreuter, 2002 - “we’ve oversold what coalitions can do”

FB Coalition Contributions to Reductions in Alcohol-Related Fatal Crashes

Hingson et al. (Injury Prevention, 2005)

- Retrospective study of 5 Fighting Back sites that attempted to reduce alcohol availability and expand substance treatment
- FB sites experienced significant reductions in alcohol-related fatal crashes
- Lessons learned:
 - Coalitions had clear goals and plans to address alcohol-related problems
 - Implemented evidence-based interventions targeting alcohol-related problems and/or interventions with plausible mechanisms to do so

Fighting Back Initiative - Coalition Factors that Foster Organizational Capacity

Zakocs & Guckenburg (Health Education & Behavior, 2007)

- Organizational capacity - “the ability of local orgs to respond to systemic problems by offering new/modified policies, programs or services”
- 7 Characteristics of FB sites with greater organizational capacity:
 - Received more funds for coalition-building, Delayed establishing a new lead agency, Supportive lead agencies, Stable, participatory decision-making bodies, Collaborative leadership, Active involvement from government agencies, Effective, long-term project directors
- 4 out of the 5 coalitions in the Hingson study were coalitions that had the highest levels of organizational capacity

Relationship Between Coalition-Building Factors and Measures of Coalition Effectiveness

Zakocs & Edwards (American Journal of Prevention Medicine, 2006)

- Reviewed 26 articles
- 26 different ways to conceptualize coalition effectiveness (measuring coalition functioning and community changes)
- Found 55 coalition-building factors associated with coalition effectiveness
- Five or more studies indicated the following coalition-building factors were positively associated with indicators of coalition effectiveness
 - Formalization/rules
 - Leadership Styles
 - Active member participation
 - Diverse Membership
 - Member agency collaboration
 - Group cohesion

Coalitions and Evidence-Based Prevention Programs

Collins, Johnson and Becker (Substance Use & Misuse, 2007)

- Significant but small reductions in cigarette, alcohol and binge drinking rates among 10th graders
- The # of evidence-based programs implemented do not have an impact on substance use outcomes
- Some risk factors (friends' drug use and perceived availability) help explain the relationship between use of evidence-based programs and reductions in use rates

Why is evidence limited?

Merzel & D'Affitti (American Journal of Public Health, 2003)

- **Methodological Issues**
- **Limitations of the Intervention**
- **Limitations of Theory**

Evidence of Effectiveness of Collaborative Partnerships

Roussos & Fawcett (Annual Review of Public Health, 2000)

1. Coalitions can affect more distal population-level outcomes.
2. Coalitions can help bring about community-wide behavior change.
3. Coalitions can help bring about changes in the community and systems.
4. Certain factors affect a coalition's capacity to create community and systems change.

Factors Affecting Rates of Community and Systems Change

- Clear Vision and Mission
- Action Planning
- Leadership
- Documentation and Feedback
- Technical Assistance
- Resources to Sustain the Work
- Making Outcomes Matter

Rethinking Coalition Effectiveness

Effective coalitions can document their contributions toward population-level outcomes

Effective coalitions help bring about community changes

Effective coalitions build strong organizational capacity

Next steps

- What should coalitions be held accountable for?
- How do we build capacity of coalitions?
- How do we measure appropriate indicators of coalition contributions?



CADCA's Response to the Effectiveness Dilemma

Programs - let's get clear on this

- *Programs* can be held responsible for what they do for their customers.
- *Communities* must take *collective responsibility* for the well-being of the children, adults and families who live there.

PERFORMANCE MEASURE

- A measure of how well a program, agency or service system is working.
 1. How much did we do?
 2. How well did we do it?
 3. Is anyone better off?

*Communities must take
collective responsibility for
the creating conditions of
well-being for children,
adults and families who
live there.*

Systems Thinking

- Are you changing the context in which people behave?
- Can you document community systems change?

Population-Level Results

- What would these conditions look like if we could see or experience them?
- Where is the data and how do we show a population-level change?



"My question is: Are we making an impact?"

How do we know if we're making a difference

- Bottom-line evidence from data
- To show how large-scale initiatives and broad strategic approaches make a difference in population level data

Wake me up
when the data is over



Measures of Community Well-Being

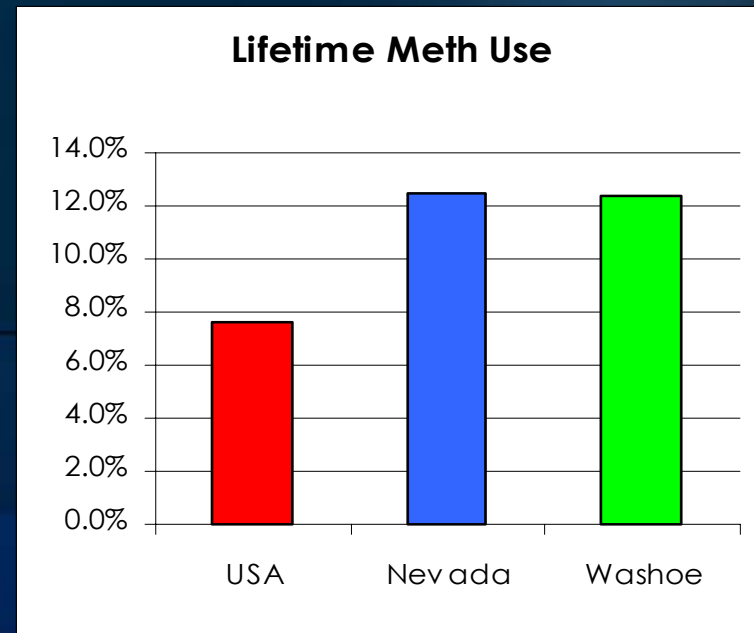
- How can we measure these conditions?
- How are we doing on the most important measures?

Indicators & Baselines

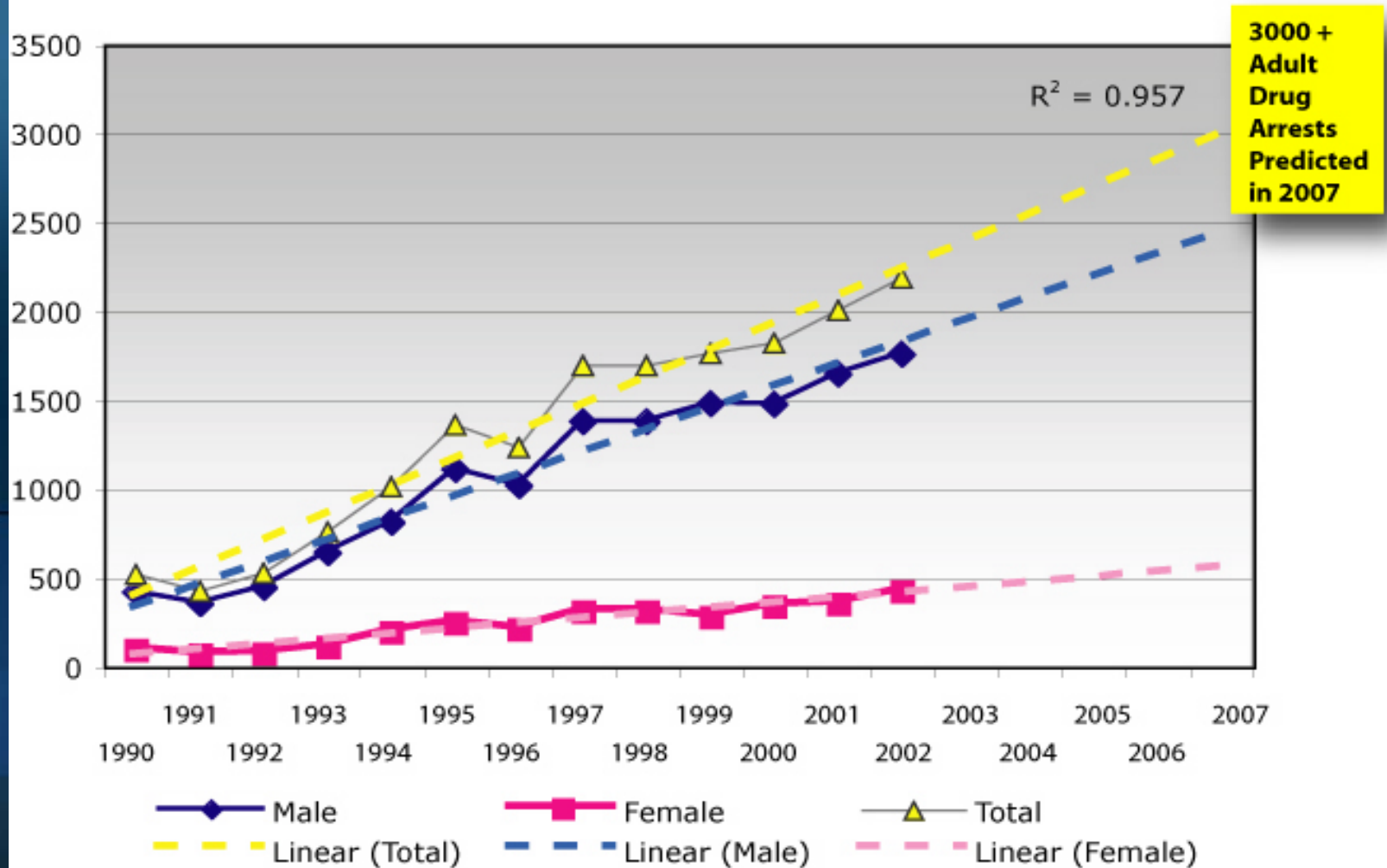
- What's the story behind the indicators?
- But why?
- But why here?

Meth use in our youth

- Nationwide, 7.6% of high school youth report having used Meth “at least once”
- In Nevada and Washoe County, 12.5% and 12.4% of high school students respectively report lifetime use of meth
- The rate of Meth use is 1.6 times the national average

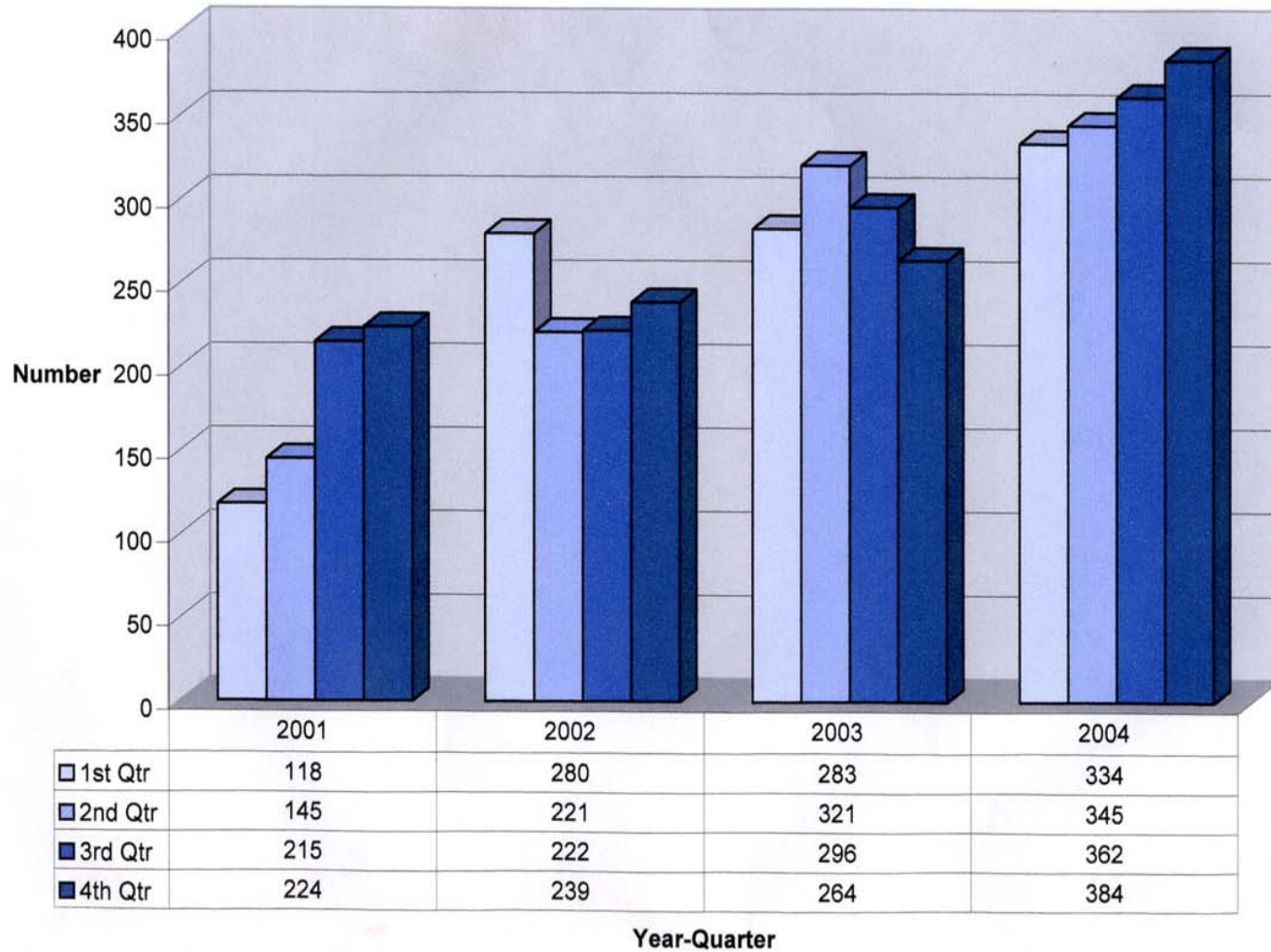


Wyoming Adult Drug Arrest Trends

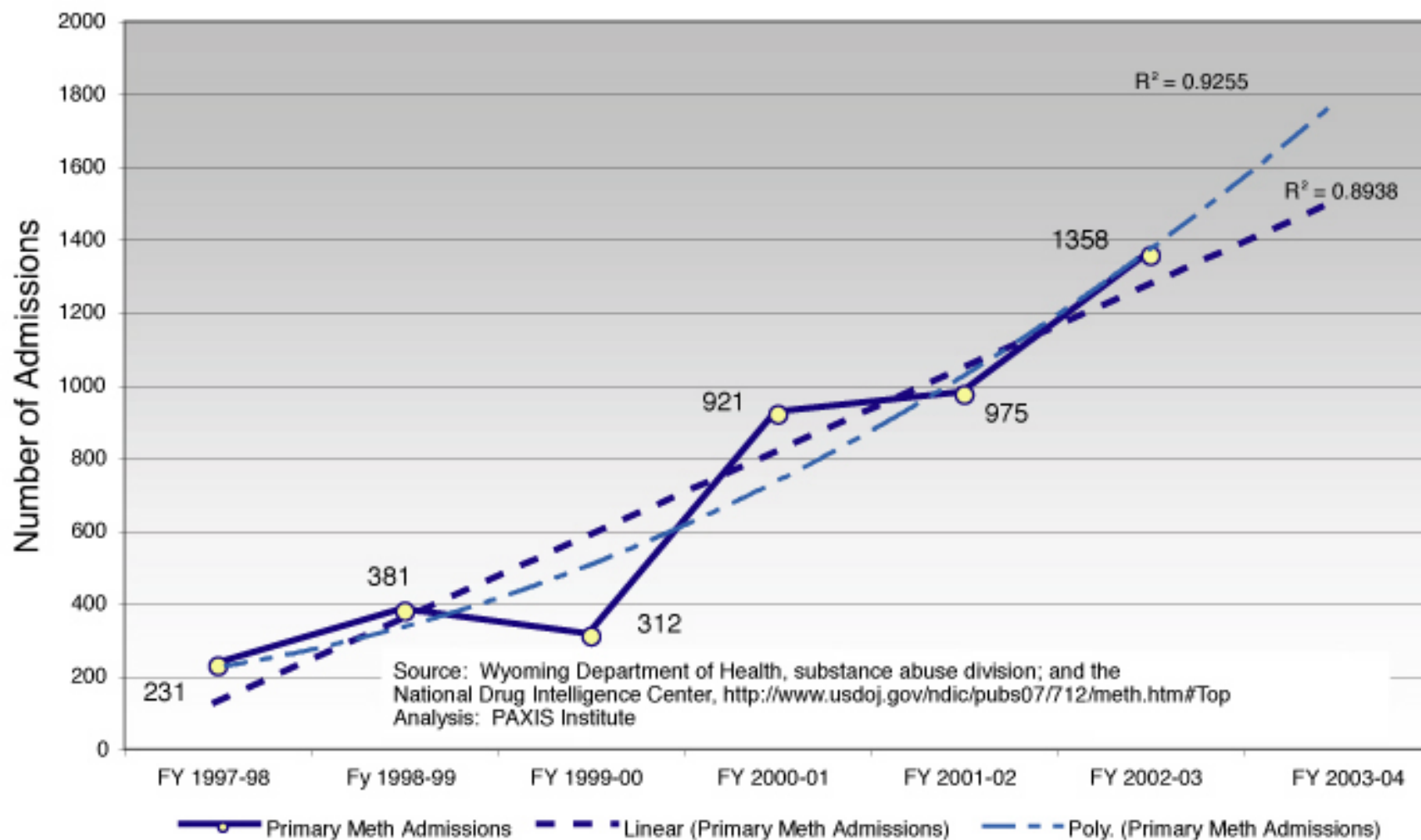


Source: Wyoming Division of Criminal Investigations and PAXIS Institute

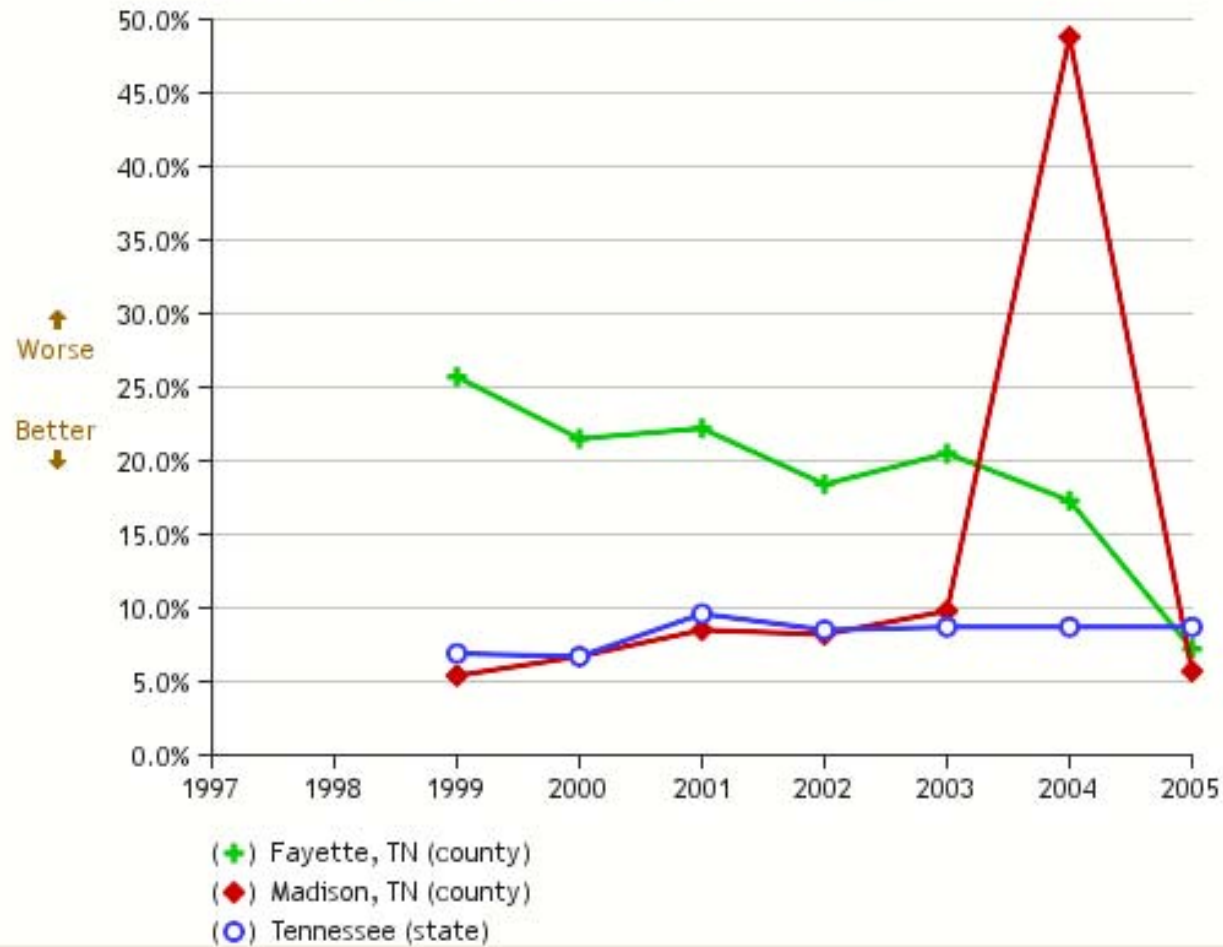
**Wyoming Department of Corrections- Division of Field Services
Total Positive Drug Screens for Methamphetamines**



Primary Admissions for Methamphetamine Addiction at Wyoming Mental Health and Substance Abuse Centers



Percent of School Suspensions, 1997-2005



ACTION PLAN

- What works, what could?
- What do we propose to do?
- What can we do to get better?

Population Level Change

»Programs

»Practices

»Policy



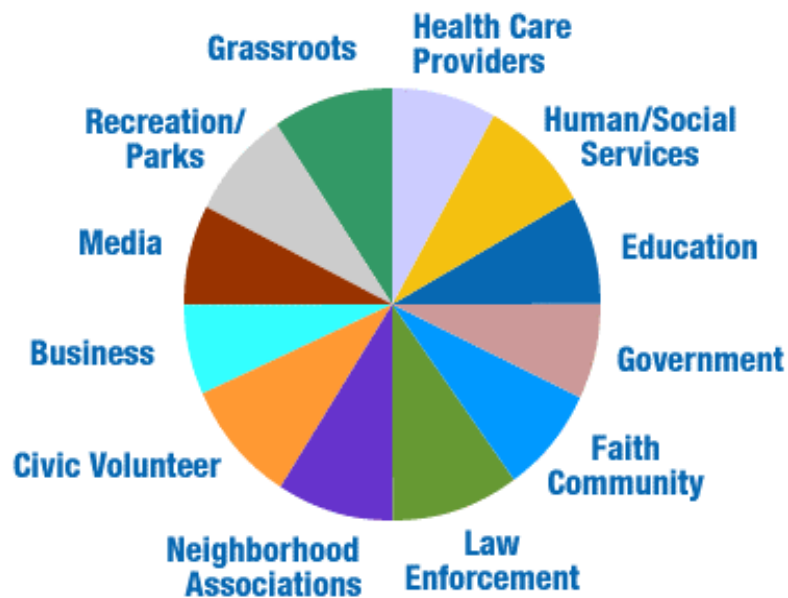
Effective Strategies from the Real World

Two Success Stories

- Casper, Wyoming
- Laramie County and the City of Cheyenne



Keys to Initial Success



The Community Wheel

www.MarinInstitute.org



Leadership IS Everything

- Coalition leadership
- Members who are also leaders
- Get the message out - frequently
- Get the community on-board - not the STP



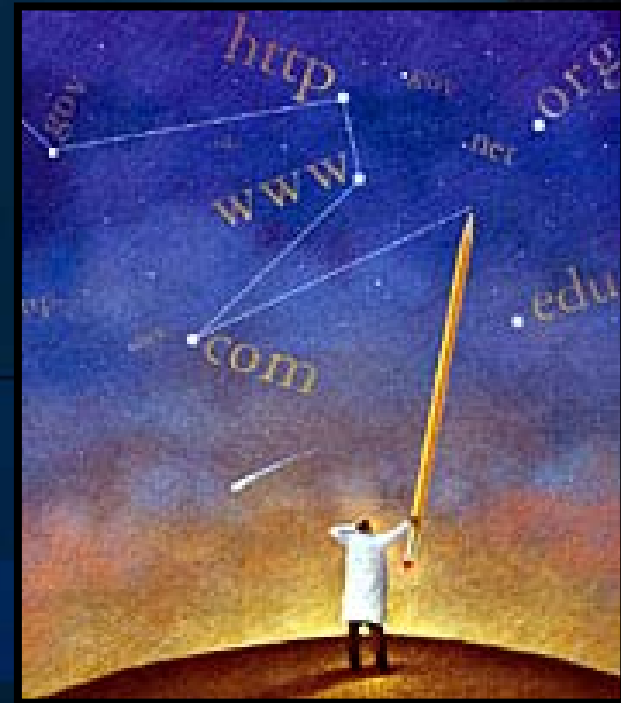
Know Thy Community

- What other coalitions exist?
- Who are the members?
- How are activities coordinated?
- How do members transition from planning to action?
- What barriers keep your community from moving?



Successful Strategies

- Include all community sectors
- Participants are decision makers
- Multiple initiatives on multiple levels



Laramie County Methamphetamine Issue Map

Umbrella Issues

Resources &
Cost
URC

Policy
UP

Interagency
coordination
UIAC

Tier 1 Issues

Public
Awareness
PA

Prevention
P

Treatment
Tx

Enforcement
E

Youth & Family
YF

Tier 2 Issues

Intervention
I

Data
D

Courts
C

Accessibility
MA

Workforce
W

Tier 3 Issues

Cultural
Diversity

Culture
Change

Environment

Laramie County Methamphetamine Strategy Map

URC#1: Grant writing
URC#2: Inventory resources
URC#3: Self-supported Treatment
URC#4: Hire resource coordinator
URC#5: Assemble volunteers
URC#6: Survey community for ideas
URC#7: Celebrity sponsors
URC#8: Fundraising dashboard
URC#9: Youth success stories

UP#1: Increase malt beverage tax
UP#2: Liquor Commission revenues
UP#3: Promote consistent prevention policy
UP#4: Hire meth coordinator
UP#5: Increase state & local funding for substance abuse problems

UIAC#1: Single state agency for substance abuse services
UIAC#2: One-stop Tx center
UIAC#3: Interagency coordination model
UIAC#4: Objective fund disbursement
UIAC#5: Laramie County Coordinator

PA#1: Community talks
PA#2: Billboards
PA#3: Multi-media campaign
PA#4: Homeowner info packet
PA#5: Utility bill insert

P#1: Weed & Seed Grant
P#2: Youth mentoring program
P#3: Drug-free events
P#4: Group coordination
P#5: Expand Head Start
P#6: Youth leadership council
P#7: Youth & family activities
P#8: K-12 drug education
P#9: Recovery coalition
P#10: Engage faith-based groups
P#11: Minimize open campus
P#12: Hire more resource officers
P#13: Alcohol task force
P#14: Coordinate regional meth activities

TX#1: One-stop Tx center
TX#2: Adolescent residential Tx
TX#3: Increase adult residential Tx
TX#4: Tx resource guide
TX#5: 24-hour help line
TX#6: System gap analysis
TX#7: Centralized assessment center
TX#8: Expand detox at CRMC
TX#9: Early engagement in tx
TX#10: Family-based IOP
TX#11: Standardized ASAM tool

YF#1: Resource center
YF#2: Property test kits
YF#3: Parent empowerment training
YF#4: Neighborhood watch program
YF#5: Wraparound service fund

E#1: Increase officers
E#2: Target known offenders
E#3: Narcotics training
E#4: Increase drug dogs
E#5: Community involvement

I#1: Train interveners
I#2: Raise the bottom
I#3: Identify high-risk users

D#1: Oversight committee
D#2: Data dashboard
D#3: Data reporting templates

C#1: Lower court service accessibility
C#2: Expand drug court

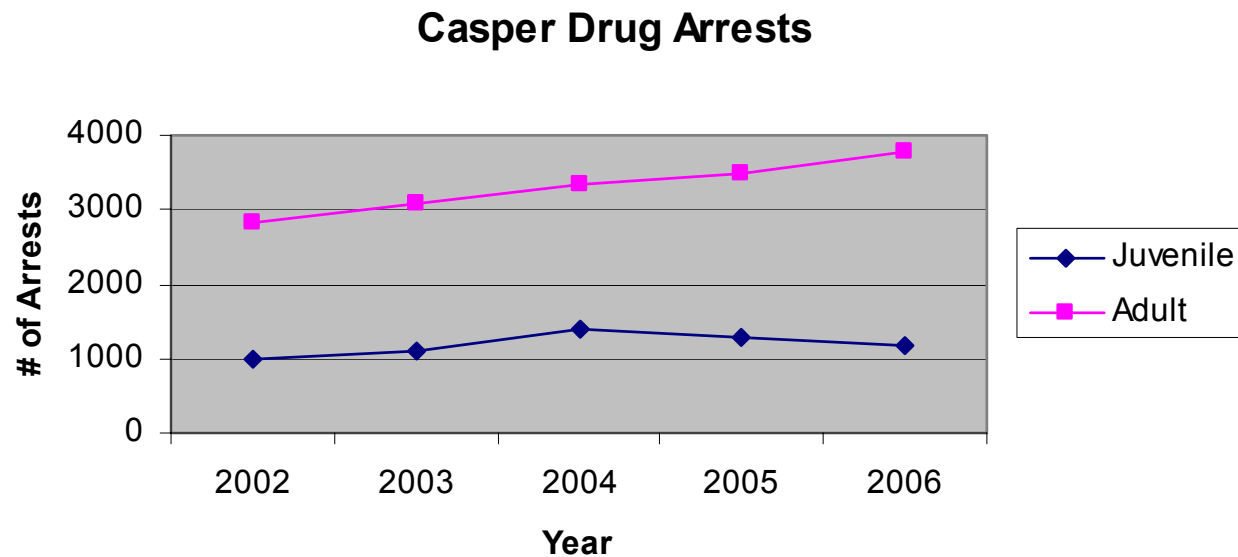
W#1: Drug-testing marketing plan
W#2: Job training/mentoring for recovery
W#3: Incentives for drug testing

Casper Area Meth Initiative

- Criminal Justice & Law Enforcement Programs
 - 5 Goals with 46 Objectives
- Treatment Programs
 - 2 Goals with 14 Objectives
- Technology and Data Reporting
 - 1 Goal with 4 Objectives
- Prevention & Wellness Programs
 - 3 Goals with 33 Objectives



Casper Area Meth Initiative



Moving the Initiative Forward

- Laramie County Meth Initiative
 - Secured permanent office space
 - City & County jointly hired coordinator
- Casper's Weed & Seed Effort
 - Adult Drug Court
 - DCI Regional Drug Task Force
 - Nurse Family Partnership
 - World Changers



Implications for Policy Change

- Use social marketing to build healthy communities
- Share with your neighbors and eliminate “silos”
- Focus on what most matters to your community
- If the environment is unhealthy focus on it
- Develop collaborative investments
- Build capacity and keep building
- Document your work...people listen to data
- Make outcomes matter





What can States do?

Coalition Activities

- Fund comprehensive strategies
- Focus on environmental strategies
- Train, train, train!
- Provide adequate funding for project and evaluation

Data Collection

- Put some teeth in the system
- Incentivize data collection



What can research do?

Research Priorities

- Use experimental designs to study effectiveness
- Use theory to select coalition factors for study
- Use theory that will explain coalition effectiveness
- Measure population-level change in health behavior

What works?



- Difficult to say with certainty
- Results are more about function than outcome
- Well-funded, well-lead comprehensive efforts

Download the Presentation

- www.mjdatacorp.com
- www.cadca.org