

3RD EDITION

NINE HABITS

OF SUCCESSFUL COMPREHENSIVE CANCER CONTROL COALITIONS

TOOLS FOR AN EFFECTIVE AND EFFICIENT COALITION



Habit 1 Tool: An Empowering Leader

Think of a good leader(s) you have worked with:

Who?

From your perspective, what made that person(s) a good leader?

List those characteristics:

▪

▪

▪

▪

▪

▪

Review the list you created. Do you see a theme? Did you identify characteristics about their skills and knowledge?

Being a good leader is not just about being an expert in a field or having an advanced degree, but also how they make others feel about themselves and their work. The quotes to the right reinforce this concept.



Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.

– Barack Obama

As we look ahead into the next century, leaders will be those who empower others.

– Bill Gates

A leader...is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, where upon the others follow, not realizing that all along they are being directed from behind.

– Nelson Mandela

Habit 2 Tool: Shared Decision Making

Your Coalition – How Do You Do It?

List the different ways decisions are made in your coalition to identify what’s working and what’s not working.

Who makes the decisions?	What type of decisions are made by this group?	Is the decision-making process transparent?	In general, are people satisfied with the decisions made?	Ideas for improvement
Chair or Co-Chair				
Leadership Group				
Workgroups or Committees				
Dedicated Staff				
General Coalition Membership				
Other?				

Habit 3 Tool: Value-Added Collaboration

Name the value-added outcomes your coalition has achieved. In other words, what have you accomplished as a coalition that wouldn't have happened otherwise?

▪

▪

▪

▪

▪

▪

Do you think potentially affected individuals and organizations (those who will be affected by your efforts – such as populations of focus, coalition members, elected officials, funders, state and local health organizations) know about these value-added efforts and outcomes? If not, what are some ways you can communicate with them?

▪

▪

▪

▪

▪

▪

Habit 4 Tool: Dedicated Staff

Ask and answer the following questions

Does your coalition have dedicated staff?

Are the dedicated staff knowledgeable in health equity principles and approaches?

If not, are they willing to engage in educational opportunities?

What are the roles and responsibilities of coalition staff?

Is this enough to get the job done? If not, can you think of creative ways to identify additional dedicated staff time to the coalition?

Does your coalition rely too heavily on CCC staff to do the work of the coalition? If so, how can coalition members take on more of the responsibility?

Habit 5 Tool: Diversified Resources

Key Questions to Ask When Identifying Diverse Resource Sources

If funding is obtained, who will serve as the fiscal agent for holding and distributing the funds?

Is there a plan for equitable distribution of funds that enable organizations that represent populations of focus to have opportunities to apply and receive funds?

What will you do if a donor or funder wants to fund only a portion of an effort?

What will you do if someone wants to provide resources for something that is not a priority in your CCC plan?

What will you do if someone wants to provide resources for something in your CCC plan, but does not like the strategy(ies) you have identified?

How will you deal with others who view the CCC plan and your efforts as competition for funds for their cause or their organization?

Habit 5 Tool: Diversified Resources

Steps in Creating a Resources Strategy

STEP 1 Determining Purpose and Scope of the Resource Strategy

- Establish the rationale for developing a resource strategy.
 - Identify benefits and challenges.
 - Select a process for developing the resource strategy.
 - Make initial decisions about the scope of the resource strategy.
-

STEP 2 Developing the Resource Strategy

- Ask: Do we have enough detail to develop resource estimates (e.g., amount of staff time, funding needed, materials and equipment needed)?
 - Decide what to include in your resource strategy (e.g., current resources).
 - Identify budget categories for estimates.
 - Develop a list of assumptions needed.
 - Identify sources of information for assumptions.
 - Develop your resource strategy and estimates.
-

STEP 3 Using the Resource Strategy

Determine how you will present and communicate about your CCC resource needs, including:

- Audience
- Major interests/concerns
- Talking points
- Opportunities to present resource needs
- Materials needed

Habit 6 Tool: Communication Planning

Do you have a communication plan?



If you do, review these questions to see if you are communicating in the most effective way possible.



If you don't, create one and ask these questions as you develop your communication strategy!

Communication Strategy

- Do you communicate in multiple ways with your coalition?
☐ Yes ☐ No

- Do you have regular or set times when you communicate with your full coalition?
☐ Yes ☐ No

- Who do you communicate to and how?
 - ☐ The full coalition?

 - ☐ Workgroups or committees?

 - ☐ Populations of focus?

 - ☐ Non-member individuals and organizations?

 - ☐ Policy makers and decision makers?

- Do you tailor the method and the content of your communication to your audience?
 - ☐ Yes ☐ No

- Do you use interactive and online communication methods (e.g., dashboards) to engage members and other partners in your cancer plan goals?
 - ☐ Yes ☐ No

- What do you communicate about?
 - ☐ Successes?
 - ☐ Needs?
 - ☐ Challenges?
 - ☐ A member call-to-action?

Habit 7 Tool: Clear Roles and Accountability Steps

Take these steps to put this habit into practice:

☐ Reconfirm

Have a specific discussion about the role of the group with its members, together. Reconfirm the purpose of the group and its overall role in relation to others and in implementation of the cancer plan. Make sure to document the role of your leadership groups, workgroups, and other coalition teams and make the information readily available to everyone. Remind members about their role to help focus efforts and avoid the coalition's efforts becoming unfocused. Remember that as individuals come and go those with the institutional memory about the role of the group may get lost.

☐ Recommit

Have a written mission and purpose for the coalition that includes a commitment to health equity and inclusion, and make sure all members are made aware of the role of the coalition when they join. Ask members to sign a recommitment every 1-2 years that states their role as a member. At your next full coalition meeting, spend time talking about the role of members and give examples of how this has looked in the past. Recognizing members for the work they do serves as a reminder to others about their role

☐ Request

Be specific about how members and other organizations can be involved in the efforts of the coalition and ask how they want to be involved. One simple way to do this is to create a list of "what you can do" and "what do you want to do" that links to your cancer plan implementation priorities. Disseminate the list widely! If you don't ask, you may never know what organizations can contribute.

☐ Educate

Provide ongoing education regarding the latest information on evidence-based interventions. Members are responsible for implementing evidence-based interventions from the cancer plan. Don't assume they know this information and how to best implement these interventions. Provide ongoing education on using a health equity lens to implement culturally relevant evidence-based interventions.

Habit 8 Tool: Flexible Structure

Does your coalition’s structure match up with your priorities?

Coalition Priority or Focus Area	What coalition group is responsible for implementing this priority?	Is this structure set up in an optimal way to implement the priority?	Is a change in our coalition structure needed? If yes, what change and how will it be made?	Are new members needed to implement our priorities?

Habit 9 Tool: Steps for Setting and Implementing Priorities

Step 1: Choose Priorities

How to Choose a Priority from Your Cancer Plan

Your cancer plan includes what is needed to completely and effectively address the cancer burden in your state, tribe, territory, or Pacific Island Jurisdiction. Yet resources such as time and money are limited. Therefore, it is necessary to prioritize what you think are the most important efforts for your coalition.

It is important to remember that all goals, objectives and strategies will remain in your cancer plan. But prioritizing what your coalition will do together first is an important step in successful implementation of the plan. As efforts are completed, additional priorities can be added to your coalition's work.

It is recommended that you prioritize on an objective level (vs. goals or specific strategies in your plan). Once a priority objective is determined by the coalition, then a smaller group such as a workgroup designated to lead the implementation effort, can focus on what evidence-based strategies should be implemented to achieve the objective.

Your coalition can use the following criteria to discuss and determine your priorities from your plan

- Are we addressing a cancer health disparity?
- Is this an objective we need to work on together? (i.e., it is not likely to be achieved without partners coming together to work on it?)
- Is this a significant area of need? What is the result we expect to achieve if this strategy is implemented successfully?
- Does it have a reasonable chance for success?
- Can we track progress and outcomes?
- Is it likely that we will be able to recruit other individuals and organizations to work on this over the next year?



To assist with implementation, it is important to have the strong support and involvement of collaborating partners – including your population of focus. The following questions may be helpful to ask as you identify people and organizations to help the coalition on this priority:

- Who is affected by this issue, including populations that experience cancer-related disparities?
- Who has existing systems and networks that are key to this priority?
- Who has influence with the organizations or systems the partnership will want to work with on this effort? For example, government agencies, schools, survivors, elected officials, hospitals, businesses, worksites, etc.
- What type of approach will be used for this strategy (e.g., policy development, community mobilization, system change, communication)? Who in our coalition has experience with this type of approach?
- Who is motivated to do something about this issue?

[illegible]

Step 3: Develop a Priority Action Plan

Your cancer plan most likely does not provide the level of detail needed to fully implement the priority. A more detailed plan of action is needed – a priority action plan.

Key items to consider as you develop a plan of action:

- Link to existing successful programs, services, or systems that are already in place and can be leveraged for this effort. These existing efforts do not necessarily need to be cancer related, or even health related. This is an opportunity to be creative and look for new partnerships.
- Populations of focus should be at the center of your planning, implementation, and evaluation. Assure you have their active engagement support and involvement from the beginning of your planning and implementation efforts

As you develop the priority action plan, discuss these questions:

- What is known about how others have addressed this type of issue?
 - Look for evidence-based interventions you can adopt or adapt.
- Who are the key partners and decision makers who need to agree to and support this effort?
 - Plan your approach to engage key partners early to help shape the action plan and strategies.



“If you don’t know
where you are
going, any road
will get you there.”

– Lewis Carroll

Priority Action Plan

[illegible]

Make It a Habit

As you learn about the *Nine Habits* and identify ways to make your coalition more successful, keep track of the changes you would like to make and how you will make them. Use this tool as a way to identify and track the changes you are making.

HABIT 1 Empowering Leadership

Change to make:

What will be done?

By when?

By whom?

HABIT 2 Shared Decision-making

Change to make:

What will be done?

By when?

By whom?

HABIT 3 Value-added Collaboration

Change to make:

What will be done?

By when?

By whom?

HABIT 4 **Dedicated Staff**

Change to make:

What will be done?

By when?

By whom?

HABIT 5 **Diversified Resources**

Change to make:

What will be done?

By when?

By whom?

HABIT 6 **Effective Communication**

Change to make:

What will be done?

By when?

By whom?

HABIT 7 Clear Roles and Accountability

Change to make:

What will be done?

By when?

By whom?

HABIT 8 Flexible Structure

Change to make:

What will be done?

By when?

By whom?

HABIT 9 Setting and Implementing Priorities

Change to make:

What will be done?

By when?

By whom?
