Wyoming Cancer Coalition Evaluation

March 22, 2021

Comprehensive Cancer Coalition Evaluation

Where you've been

What can you take away from this experience?

Where do you want to go from here?

Wyoming Cancer Coalition

The mission is to develop and implement a collaborative and comprehensive approach to address:

- Cancer prevention
- Early detection
- Access to health care
- Diagnosis and treatment
- Quality of life services to lessen the impact of cancer in Wyoming.

Membership is made up of stakeholders from various sectors including:

- Cancer survivors and caregivers
- Non-profit/community-based organizations
- Healthcare providers
- Public health professionals

Steering Committee-3 WYCC members

Five work groups:

- Childhood Cancer Work Group
- HPV Vaccination Work Group
- Prevention Work Group
- Screening and Early Detection Work Group
- Survivorship Work Group

Key Points of WYCC Development 2002-2005

2002	Wyoming Department of Health (WDH) received a CDC Public Health Prevention Service (PHPS) Fellow to aid the state in laying the framework for comprehensive cancer control in Wyoming.
January 2003	Formation of the Comprehensive Cancer Control Steering Committee.
July 2004	Receipt of CDC NCCCP Cooperative Agreement award.
September 2004	Creation of the Wyoming Comprehensive Cancer Control Consortium.
October 2005	Wyoming Cancer Control Plan 2006-2010 published.

Key Points of WYCC Development 2006-2016

December 2006	Creation and filing of the Wyoming Cancer Control Act.
June 2009	Wyoming Comprehensive Cancer Control Consortium awarded the C-Change 2009 Exemplary State Comprehensive Cancer Control Implementation Award.
July 2009	Wyoming Cancer Resource Services were established and "regionalized" around county locations to provide cancer resource services statewide.
January 2010	Wyoming Cancer Control Plan 2010-2015 published.
January 2016	Wyoming Cancer Control Plan 2016-2020 published.
January 2016	Consortium transitioned to the WYCC.

Focus of Evaluation

Types of Coalitions

Membership-Based

1. Grassroots: organized by volunteers responding to a crisis

2. Professional: formed by professional organizations responding to a crisis or as a long-term approach to increase influence

3. Community-based: formed by professionals and grassroots leaders to influence long-term community health and welfare

WYCC is both a professional and a community-based coalition.

Structure Based

1. Organization-set: groups of cooperative organizations that provide resources or services under an umbrella organization;

2. Network: subgroups of organizations within an organization system that provides services; and

3. Action-set: Issue specific/ad hoc

WYCC is both a network and an action-set coalition.

Stages of Coalition Development

Stage	Focus	Associated Tasks
Formation	Creation of a new coalition or reconstitution or formalization of an existing coalition.	• Convene core group with shared interest in the mission of the coalition • Recruit members representing a broad cross-section of the community of interest • Identify administrative staff to support coalition functions – usually employed by the lead agency • Identify coalition leadership • Establish organizational structure and process that guide coalition communication, decision-making and conflict resolution (e.g., MOA/MOU, by-laws, policies, clear role descriptions,etc.)
Maintenance	Monitoring and upkeep of membership and planned activities.	• Sustain member involvement • Create collaborative synergy • Mobilize and pool member and external resources to design, adopt or adapt strategies • Implement multi-level strategies
Institutionalization	Sustainability	• Successful strategies result in outcomes • Coalition may be adopted by a community organization or become institutionalized as a long-term coalition (e.g., formation of 501c3)

Factors Influencing Coalition Function

Contextual

- Geography
- Economics
- Political climate
- Social norms
- History of collaboration
- Community readiness
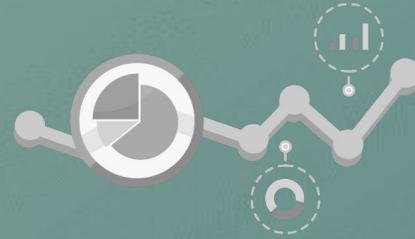
Internal / Organizational Climate

- Formalization of processes
- Role clarity
- Strength of leadership
- Mission alignment
- Membership diversity and cohesion
- Resource stability

Evaluation Methods

Evaluation Purpose

To evaluate and document the effectiveness of the WYCC's internal operations and the impact of the Coalition on members.

Key factors

- Contribute to the WYCC's success and challenges

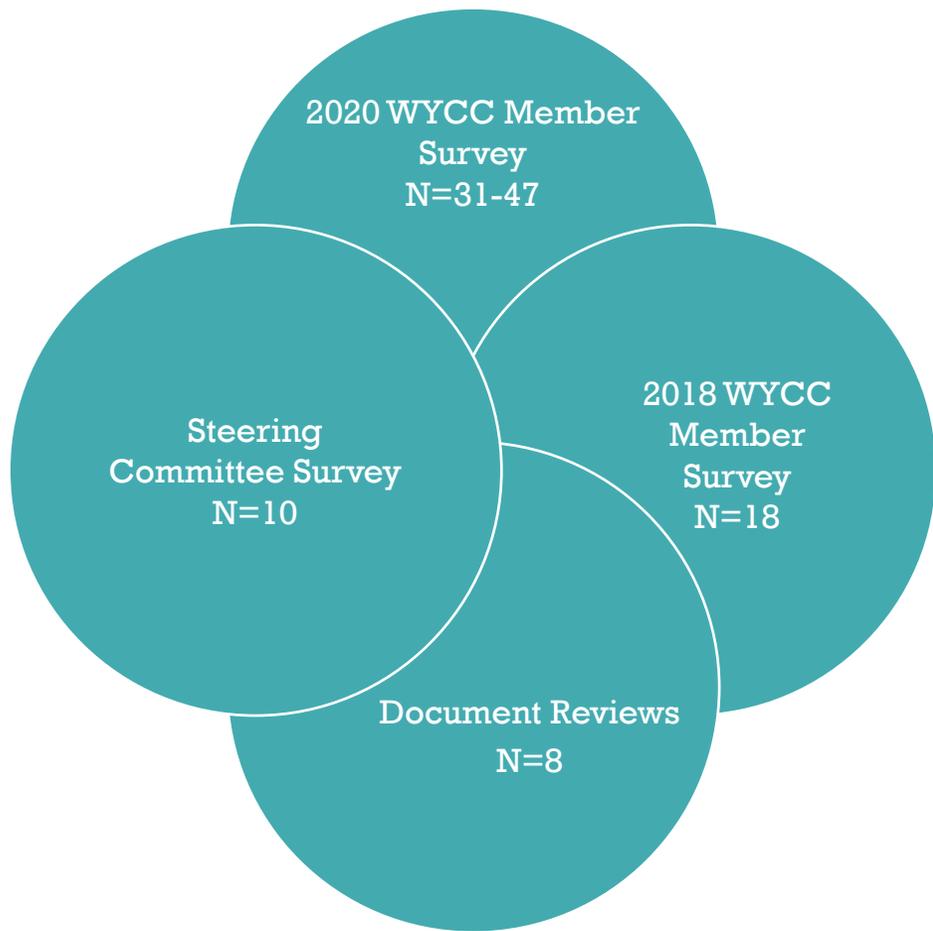- Contribute to member engagement and participation

Facilitators and barriers

- Active membership

- Recruitment of key members

Highlight the strengths and accomplishments of the WYCC to inform new member recruitment, group process in developing lessons learned and recommendations for the future.

Data Sources Informed Each Other

The assessment includes the following documentation about the Coalition structure and function to inform the WCP and Steering Committee.

2020 WYCC Member Survey N=31-47

Steering Committee Survey N=10

2018 WYCC Member Survey N=18

Document Reviews N=8

Dimensions of Success Survey
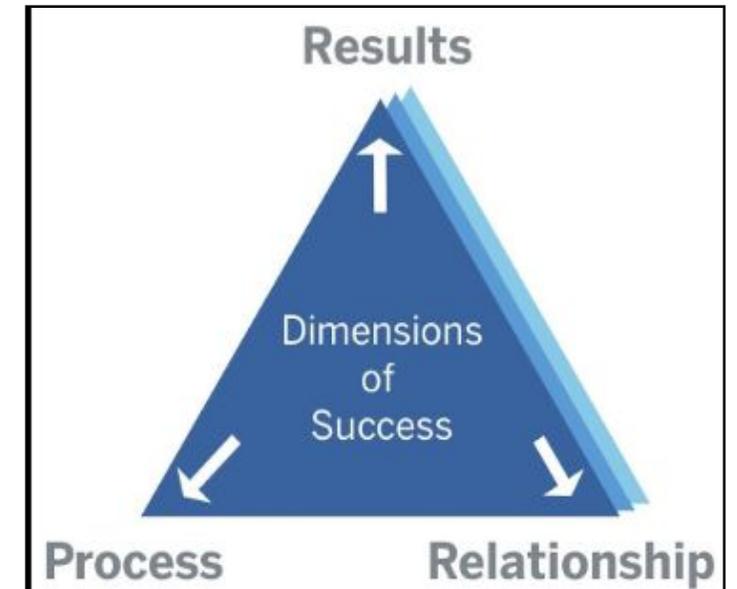
Survey Framework and Methods

Relationship
the quality of the connections between the people engaged in the work

Process
how the work or tasks are carried out

Results
goals or tasks accomplished

Data Analysis

- Quantitative questions:
  - Weighted average
  - Median score
  - Standard deviation

- Qualitative data:
  - Conducted a thematic analysis for each area and summarized as patterns grouped together.

- Organized quantitative and qualitative data around the topic areas of the survey (ie: management and support of the WYCC).

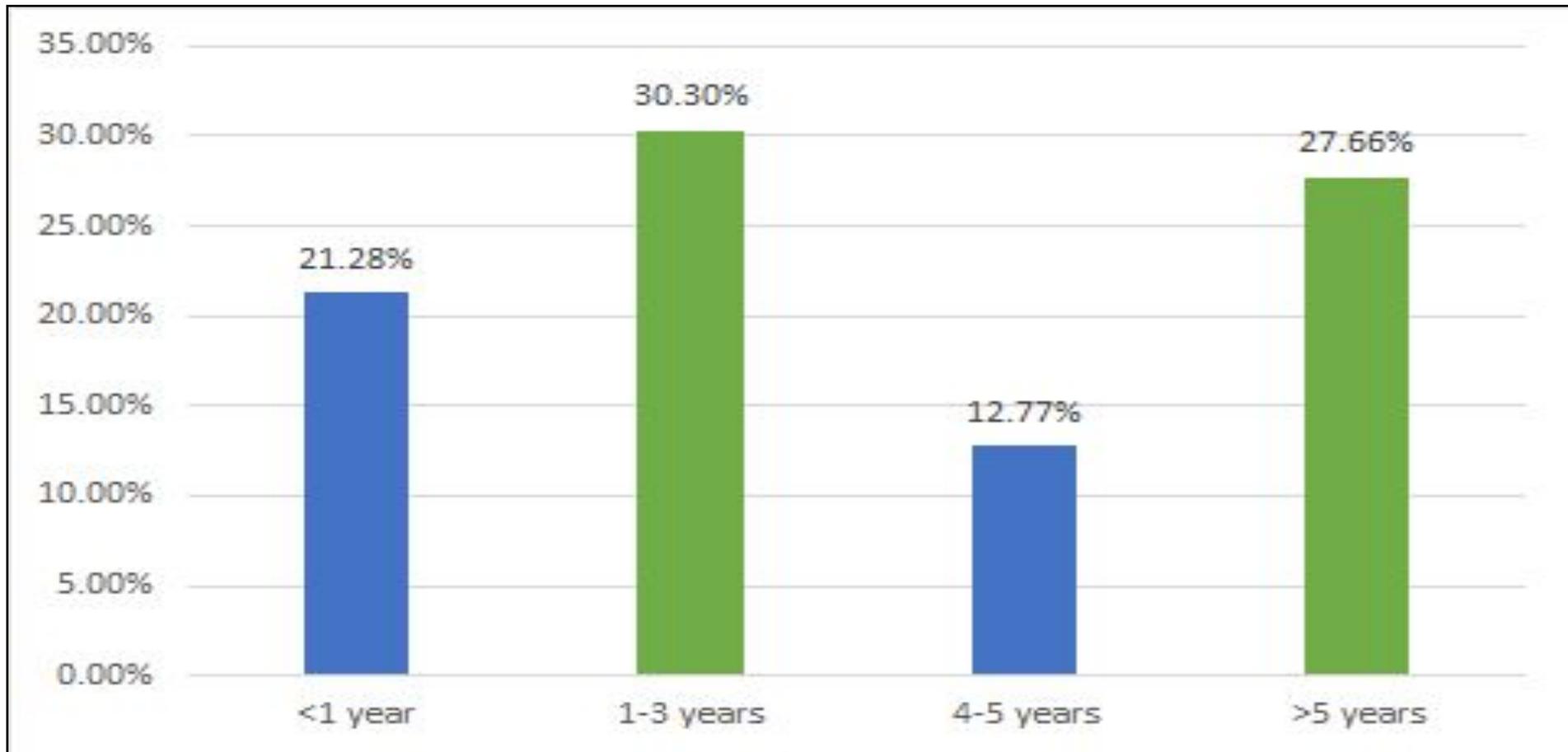- Findings were synthesized across data sources.

Results

Successes and Opportunities for Strengthening
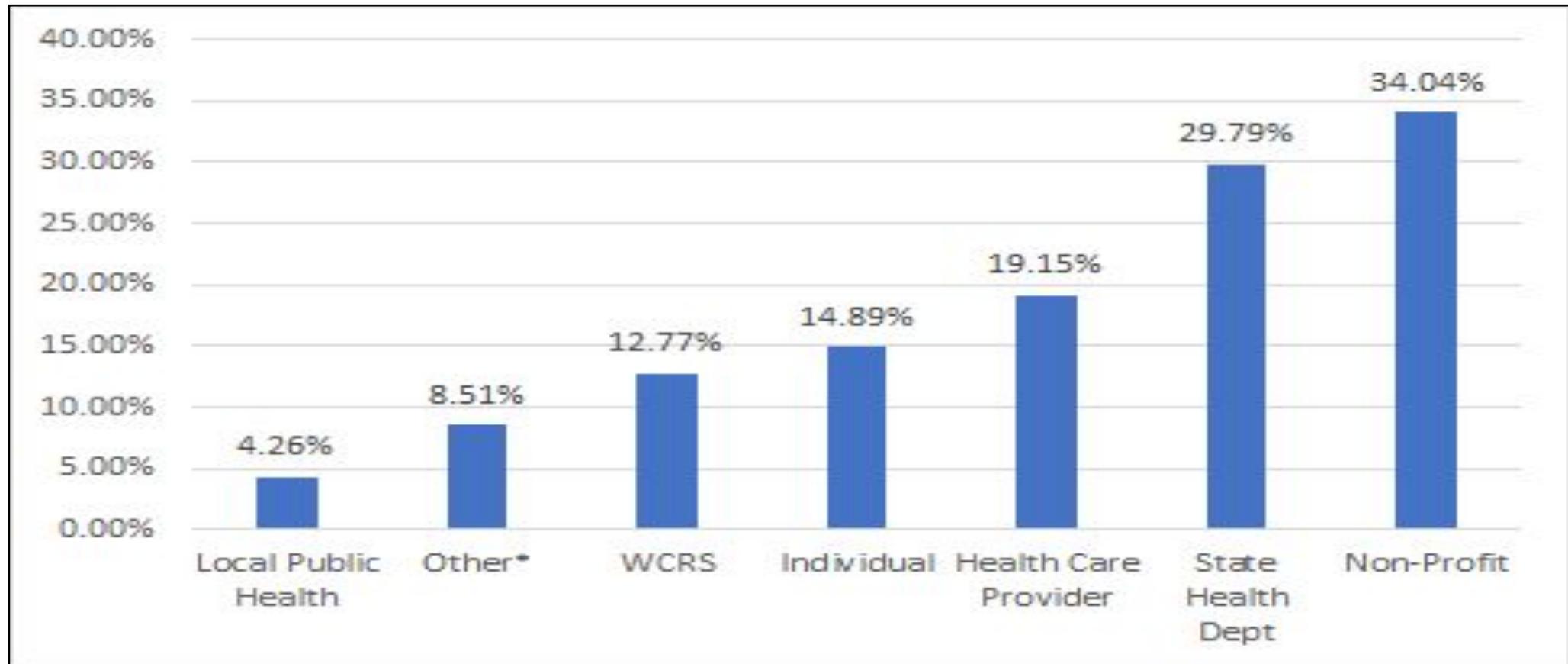
WYCC Membership Demographics

Length of Membership
N=47
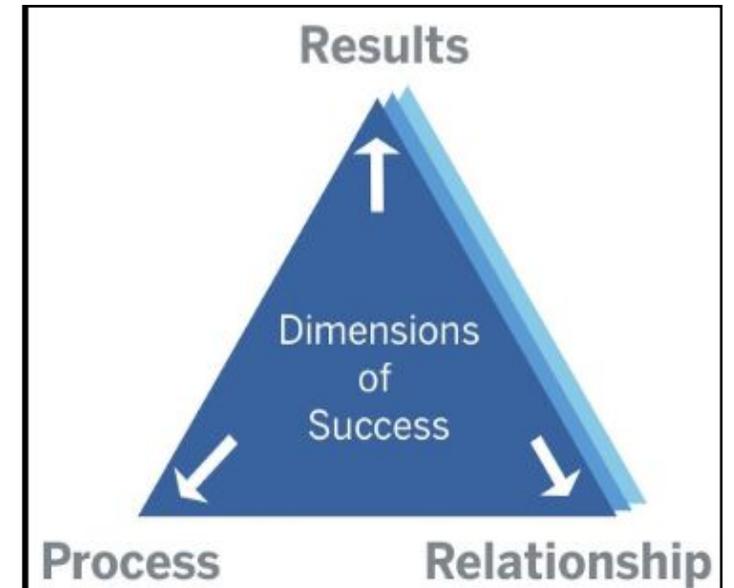
WYCC Membership Demographics

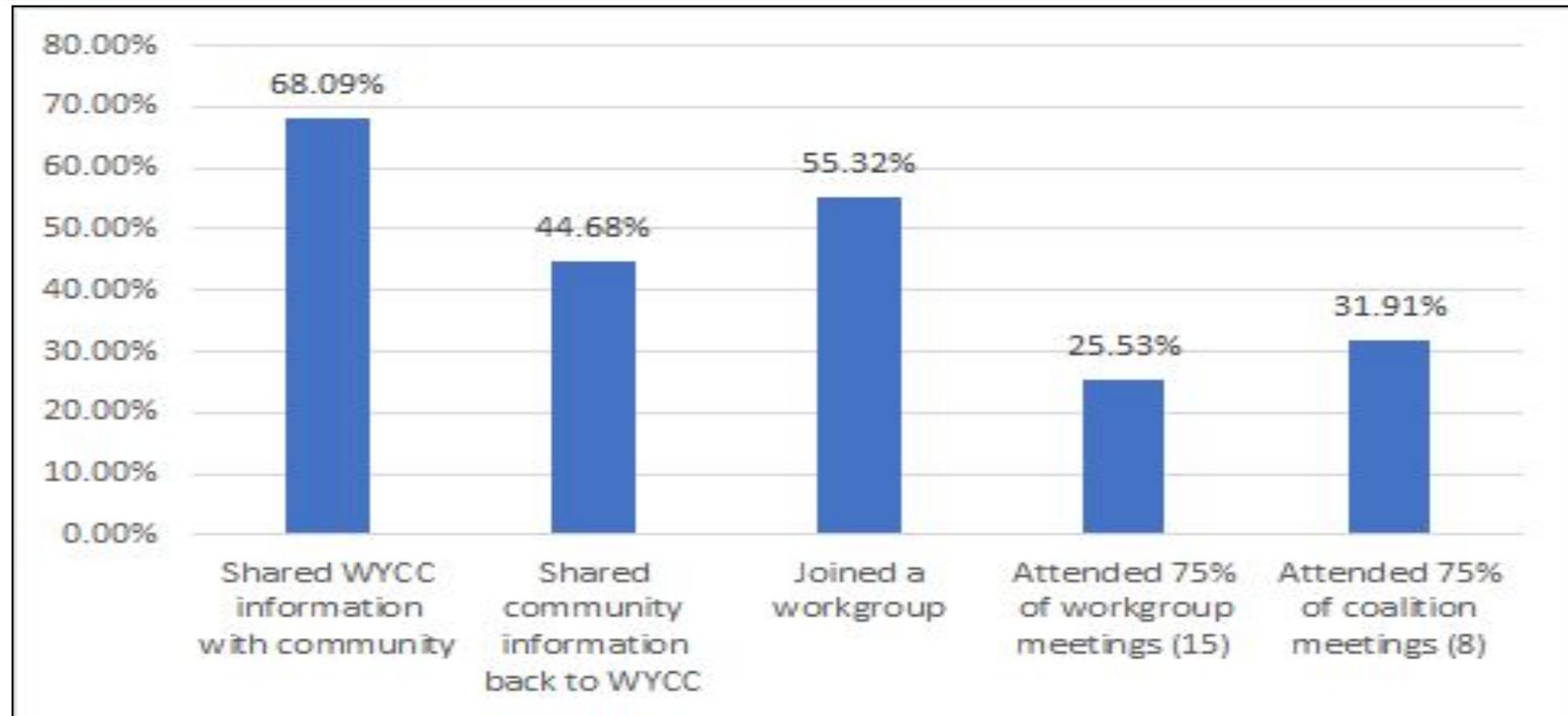**Types of Organization**
N=47

Domain 1: Relationship

The quality of the connections between the people engaged in the work

WYCC Member Engagement

Levels of Engagement
N=47

Domain 1 Relationship

Composite Mean Score: 3.79

"While the WYCC has good intentions, sometimes the direction in implementing the Cancer Control Plan is disjointed, previous plans lacked substantial cancer control measures and much of the work seems to be done by a few members, while others are mostly inactive."

"I think everyone is too protective over their own ideas to come together and share thoughts."

"The time commitment is worth all of the connections and benefits. My constituency is cancer patients in Wyoming, so our activities in WYCC directly affect them."

"Working together enhances our ability to meet our goals and carry out our mission."

"As a healthcare provider in a rural community having any connection to data driven organizations and extra funding may help improve outcomes for our patients!"

Internal Factors

Functioning and Success

Internal factors impacting the WYCC functioning and success.

- Membership diversity and cohesion
- Mission alignment

- Members acknowledge and appreciate the "value-added" benefit of the coalition's collaborative efforts.

- Coalition members see results from working with other members and forging alliances that otherwise, without the coalition, might not be realized.

- The WYCC has formalized its mission statement, goals and objectives, and has established clear roles for the work group members and Steering Committee.

- Beyond the defined groups, member roles and responsibilities are less clear.
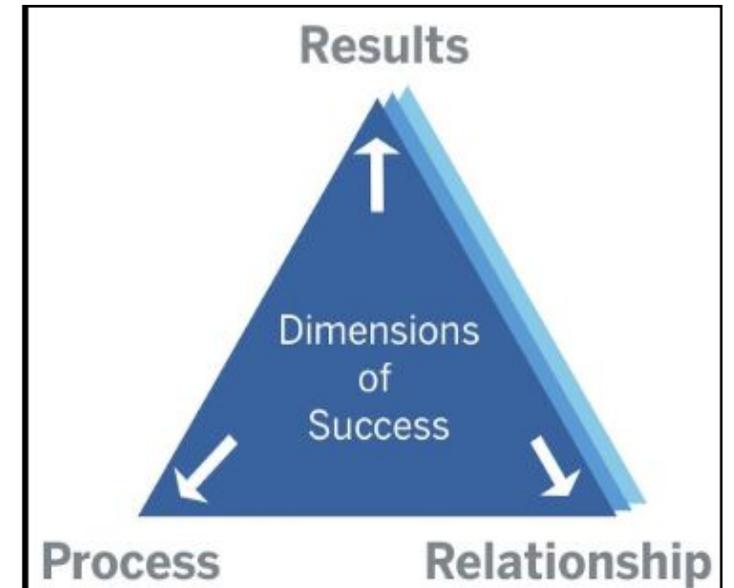
Domain 1 Reflections

Domain 2: Process

How the work or tasks are carried out

- Overall
- Efficiency and Effectiveness
- Management and Support

Domain 2 Process

Composite Mean Score: 3.56

"I do not think the WYCC has the financial or structural or personnel resources it needs to be as effective as it could be. With that said, THE WYCC does an AMAZING JOB with the resources it has and the lack of systemic support."

"Some of the biggest value so far in the coalition is the ability to bring people together. I think there is very little visibility and small credibility, only because it's unknown. More influence on key decision makers will come from more visibility."

"I'm not sure what we "do" for orientation."

"Needs clarification] as to what members understand they do/contribute as a member."

"Should identify priorities and recruit accordingly."

"Diversify the background/expertise of members of the Steering Committee."

Internal Factors

Functioning and Success

Internal factors impacting the WYCC functioning and success.
- Formalization of processes
- Role clarity
- Resource stability and diversity
- Strength of leadership

The extent of member buy-in and ownership is not apparent based on the data collected through two assessments (2018 and 2020) mainly due to the lack of members' knowledge and understanding of role and responsibilities as well as need for recruitment of new members.
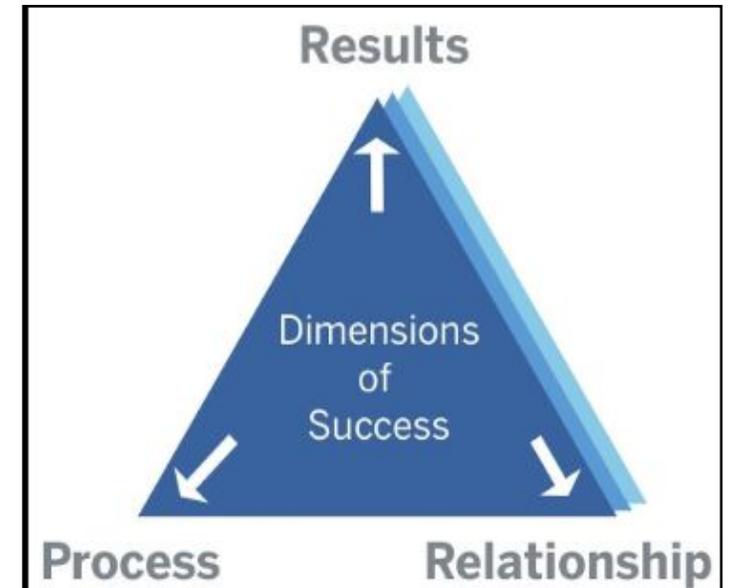
- 2018: *"I was not aware of individual roles. [It] would be nice to have an informational handout to tell new people who the coalition members are and what their individual roles are."*

- 2020: *"There needs to be more communication through a more updated/current website, including sharing how decisions are made and bylaws easier to access. More clarity on what members do, how the coalition operates, etc. Should be apparent and early?easy? for both members and nonmembers to find."*

Domain 2 Reflections

Domain 3: Results

Goals or tasks accomplished

Domain 3 Results

Composite Mean Score: 3.9

For the most part those who shared feedback related to this domain felt the work groups made positive contributions to addressing the WYCC priorities:

"The investment of the workgroup members is there across all of the different groups. Now that there is a clear path I do believe that we will start seeing more progress in the above areas."

Some comments noted confusion with the state cancer plan and the WYCC's priorities:

"Cancer plan goals were not clear."

A suggestion for how to leverage other areas to support the WYCC's priorities:

- *"Should embrace Cancer Support Community. So much work already done. No need to reinvent the wheel."*

Outcomes and Results n-31	Weighted Average
You were in general agreement with WYCC's mission.	4.33
WYCC members agreed on the strategies (i.e., educate providers, increase public awareness, advocate for policies that support the mission) WYCC should use in pursuing its mission.	4.15
The WYCC's initiatives were clearly understood.	3.68
There was full commitment to the WYCC's work group initiatives: Childhood Cancer	4.11
There was full commitment to the WYCC's work group initiatives: HPV vaccination	3.68
There was full commitment to the WYCC's work group initiatives: Prevention	3.86
There was full commitment to the WYCC's work group initiatives: Screening and early detection	4.05
There was full commitment to the WYCC's work group initiatives: Survivorship	3.81
WYCC has implemented activities that have the potential to increase Cancer screening rates	3.81
WYCC implemented activities that have the potential to improve Cancer outcomes.	3.88
WYCC strategies and activities have led towards results.	3.76
WYCC was responsible for activities and products that otherwise would not have occurred.	3.75
Overall (Weighted) Average	**3.90**

Domain 3 Reflections

Steering Committee Structure/Operations

Steering Committee

- Survey distributed to WYCC members who served on the Steering Committee during the assessment period

- Additional 10 questions specific to their experiences serving on the Steering Committee.

  - Of the larger WYCC membership completing the survey (n=31), 29% (n=9) had served as Co-Chairs during the most recent Cancer Plan period.

  - Received 10 responses

    - 30% had been with the WYCC since 1998, with the majority

   - 70% joined when it was established as the WYCC (2016)

Steering Committee Support Areas

"Diversifying and engaging in regular meetings would be deemed helpful, and would also suggest that members of the steering committee be leaders of the workgroups."

"More meetings need to be on the weekend or after hours."

"Enhanced focus on the principle measurable objectives of the Cancer Control plan, and status reports on meeting these objectives."

"Have more structured topics for meetings. Tools that can be used and implemented by WYCC in the real world."
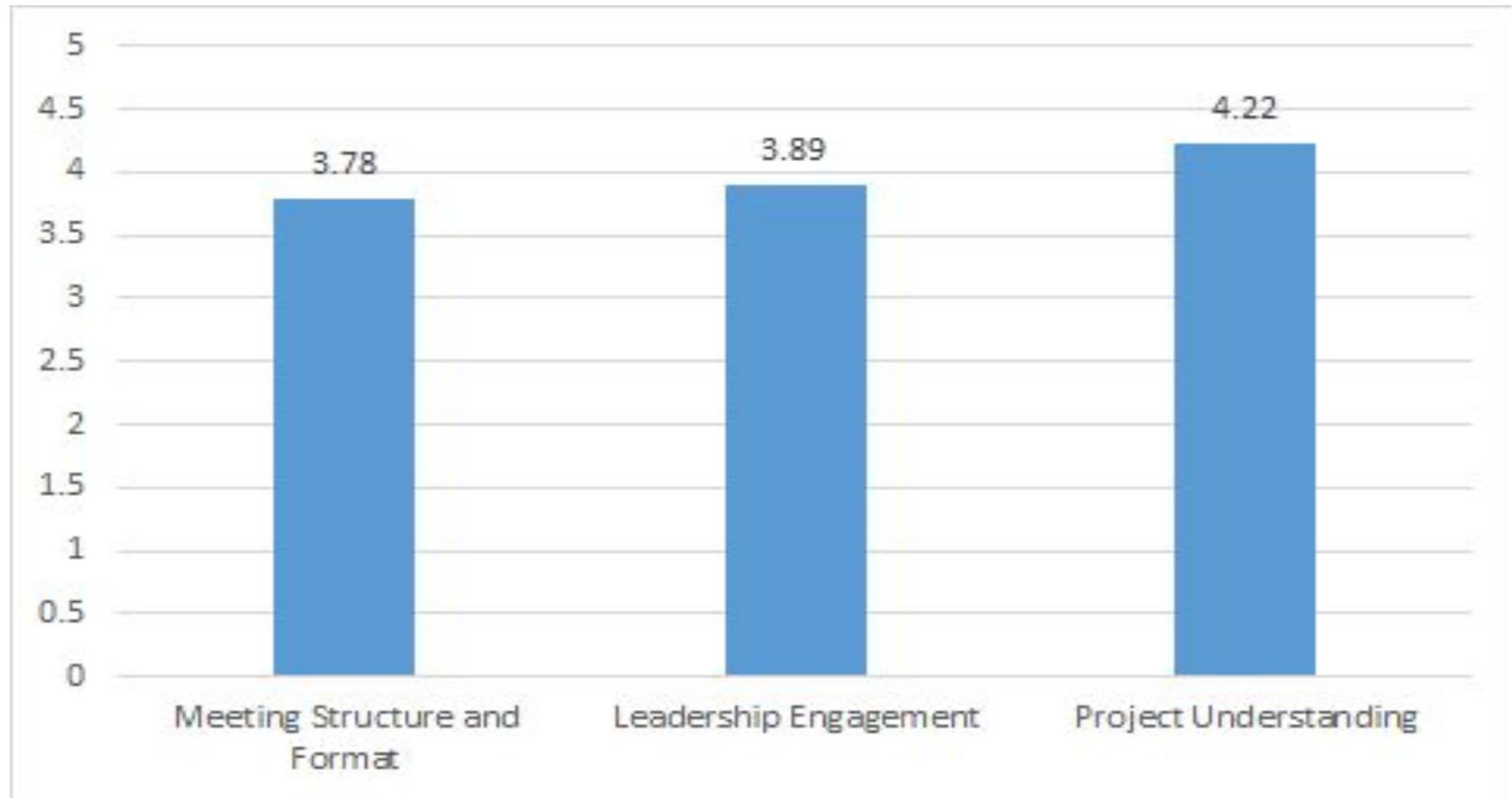
Suggestions for Strengthening Coalition Membership

- Committed front line cancer professionals
- Community level champions
- Medicare/Medicaid Officials
- Survivors
- Younger people
- Organizations:
  - Primary providers
  - Cancer centers
  - Universities
  - Insurance companies
  - Large employers

Dimensions of Success Summary Graph

Respondents were also asked to share the most significant achievement of the WYCC during the 2016-2020 State Cancer Plan period. A few focused on screening, prevention, awareness and education:

- *"Increase screenings and prevention awareness in Wyoming."*
- *"Some screening rates are going up."*
- *"Increasing the awareness of cancer issues in the state."*

Others focused on the specific focus of work groups:

- *"Work with colon cancer projects."*
- *"Palliative Care Task Force."*
- *"Making impact on HPV Vaccination efforts and the care plan for survivorship."*

Working on the current cancer plan update:

- *"Looking at how to restructure the cancer plan to a more readable and sustainable plan."*
- *"Coming together to re-do the cancer plan."*
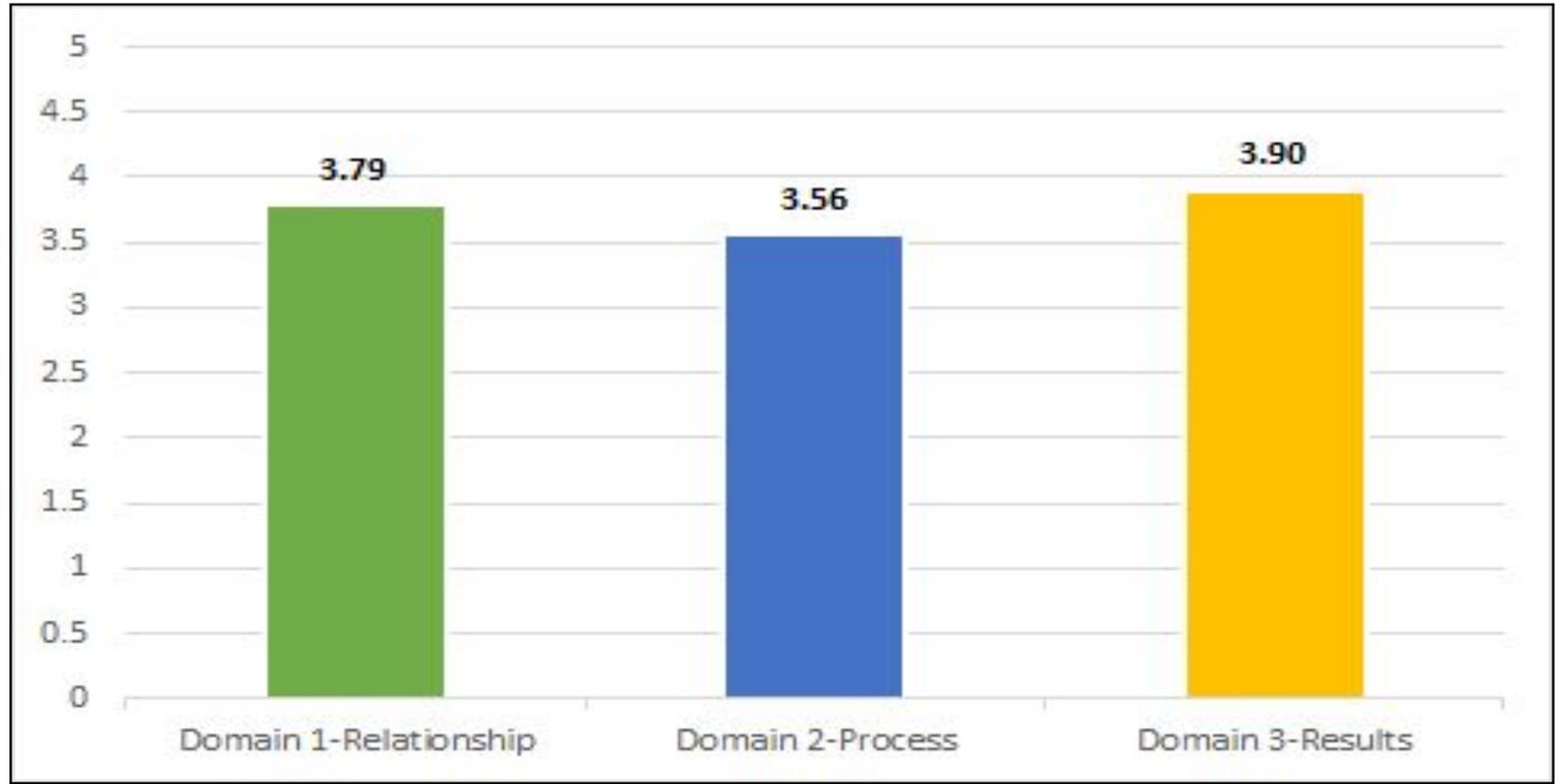
Impressions

Key Points

- WYCC has strong systems to support key indicators of relationship building

- WYCC relies on its members to be the pulse on the community-based issues that inform relevant priorities

- Lack of clear understanding of how the WYCC functions, and organizational roles

- Lack of consistent member orientation and onboarding

- High level of mission alignment and agreement with WYCC strategies

- Disconnect between member understanding and agreement with strategies and how activities are implemented.

- Recruitment and engagement challenges related to staff turnover within member organizations

Opportunities

- Enhance collaboration by promoting engagement, dynamic interaction and open sharing

- Ensure WYCC reflects the missions and meets needs of member organizations

- Make explicit opportunities for member contributions

- Optimize communication from the coalition to communities and from communities to the coalition

- WYCC is positioned to "re-set" through formalization

Conclusions

Stages of Coalition Development

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Recommendations

Recommendations

Relationship/Membership
- Strategic recruitment.
- Foster membership diversity and cohesion.
- Optimize member contributions.
- Ensure member awareness of work group activities.

Process
- Establishing rules of operation documentation.
- Outlining expectations of membership.

Recommendations
Outcomes/Resource Stability

Sustainability depends upon stability of resources.

- Institutionalize membership at the organizational level.
- Recognize and celebrate the Coalition's achievements.
- Cultivate diverse funding sources that allow the coalition to advocate for its mission.
- Leadership development.

What's Already Being Addressed

With the development of the new Cancer Plan the WYCC is already actively addressing several areas to strengthen the Coalition. Infrastructure improvement that includes

- Formalizing the definitions of membership and engagement
- Identifying gaps in membership
- Recruiting to fill gaps
- Developing a new member orientation
- On-boarding Coalition Coordination to help coordinate and manage Coalition business

"Coalition building is an art. More than anything else, it requires individuals and groups to be willing to rise above their feelings of separateness and to actively collaborate in a spirit of mutual understanding, patience, and flexibility. When members share responsibility, goals, decisions, and leadership and energetically and enthusiastically work toward a common goal, the coalition has the potential for great success."

Coalition-Building Primer
https://www.orau.gov/cdcynergy/web/ba/Content/activeinformation/resources/Coalition_Building_Primer.pdf

Questions/Feedback