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

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2002</td>
<td>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.</td>
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<td>January 2003</td>
<td>Formation of the Comprehensive Cancer Control Steering Committee.</td>
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<td>July 2004</td>
<td>Receipt of CDC NCCCP Cooperative Agreement award.</td>
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<td>September 2004</td>
<td>Creation of the Wyoming Comprehensive Cancer Control Consortium.</td>
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# Key Points of WYCC Development 2006-2016

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<td>December 2006</td>
<td>Creation and filing of the Wyoming Cancer Control Act.</td>
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<td>June 2009</td>
<td>Wyoming Comprehensive Cancer Control Consortium awarded the C-Change 2009 Exemplary State Comprehensive Cancer Control Implementation Award.</td>
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<td>July 2009</td>
<td>Wyoming Cancer Resource Services were established and “regionalized” around county locations to provide cancer resource services statewide.</td>
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<tr>
<td>January 2016</td>
<td>Consortium transitioned to the WYCC.</td>
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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

**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 professional and a community-based coalition.

WYCC is both a network and an action-set coalition.
# Stages of Coalition Development

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| **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.
The assessment includes the following documentation about the Coalition structure and function to inform the WCP and Steering Committee.
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
“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!”

**Domain 1 Relationship**

Composite Mean Score: 3.79
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
“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 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 easy? for both members and nonmembers to find.”
Domain 3: Results

Goals or tasks accomplished

Diagram:
- Results
- Dimensions of Success
- Process
- Relationship
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.”
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)
“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
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.”
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
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Recommendations
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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

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