USBC Constellations: Engagement for Coalitions

May 18, 2016

“Power Tools” webinar series

“Power Tools” Background

- Moderator: Kinkini Banerjee, Senior Coalitions Relations Manager, U.S. Breastfeeding Committee

- Series of bi-monthly webinars, part of USBC’s training, technical assistance, and capacity building support for network of state, territorial, tribal, and community breastfeeding coalitions across U.S.
Webinar Access

- Access is open to all interested breastfeeding coalition members
- Topic/speaker details are posted 1-2 weeks before each session on a page on the USBC public website:
  - [www.usbreastfeeding.org/power-tools](http://www.usbreastfeeding.org/power-tools)
- Session details are also posted in the Coalitions Learning Connection (user account required):
  - [www.usbreastfeeding.org/CLC](http://www.usbreastfeeding.org/CLC)

Series Format Update

- AS OF 4/1/2015: To streamline access, these webinars have now been set up as a series.
- You only need to register for the series once, and you will then receive auto-reminders of each session with the topic/speaker details.
- Even though you may not be able to attend every session live, the series registration will still send you auto-reminders so that you have easy updates on the topic and links to the live webinar and archives.
Webinar Materials

- To find archives of past sessions:
  - Follow the link from your confirmation or reminder e-mails
  - OR
  - Go to www.usbreastfeeding.org/power-tools
Q&A

- During today's sessions, all attendees will be in listen only mode.

- Questions may be submitted at any time during the webinar. Please type your questions into the Questions box on your webinar control panel.

Webinar Control Panel
Technical Issues

Audio problems? Other questions?
Please e-mail
coalitions@usbreastfeeding.org

Today’s Topic

USBC Constellations:
Engagement for Coalitions
Today’s Presenter

Amelia Psmythe
Deputy Director

USBC Strategic Framework
CONSTELLATION MODEL

What is the Constellation Model?

A framework for social change designed to 'hold' collaborations within dynamic/complex systems, supporting multi-organization partnerships & networks

Three major elements:

- Lightweight Governance
  - Make just enough agreements to be functional
- Action-focused Work Teams
  - Organize right partners, right time, right activity
- Third-party Coordination
  - Identify a Steward to hold the group’s intentions
USBC-led Constellations

- Areas where there’s a particular niche or need for a neutral convener *and* USBC has funded capacity to steward or project manage collaborative work
- Topics USBC is poised to steward NOW:
  - Workplace Support
  - Lactation Support Providers
  - Infant Sleep Practices

USBC Backbone “Supports”

- USBC supports ALL Constellations as they form and formalize:
  - Website, online community workspaces
  - Meeting time/space
  - Consultant training and coaching (convening, strategy, measurement/evaluation)
  - Advocacy for/mobilization of funding
  - Communications with field and to general public
Constellation Development

- **USBC-Affiliated Constellation**
  - 1 topic that had a head start and funding

- **Emerging & Organizing Constellations**
  - 7 of 14 topics with Priority Strategies & Stewards

- **Learning Communities & Incubation Convos**
  - 6 of 14 topics receiving support from volunteer facilitators & USBC staff to continue incubation
    - 4 are very close to advancing w/ priority strategies
    - 2 have determined they want to remain as Learning Communities for now

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**Constellation Formation Pathway**

<table>
<thead>
<tr>
<th>Components for Success</th>
<th>Pre-Pathway Stage</th>
<th>Pathway Stage 1</th>
<th>Pathway Stage 2</th>
<th>Pathway Stage 3</th>
<th>Pathway Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Contact &amp; Learn</td>
<td>Innovate</td>
<td>Analyze Action</td>
<td>Organize</td>
<td>Sustain Action</td>
</tr>
<tr>
<td>Success</td>
<td>Learning Community</td>
<td>Dialogue</td>
<td>Engagement</td>
<td>Impact</td>
<td>Engagement</td>
</tr>
<tr>
<td>Description</td>
<td>Dynamic network of organizations coming together around a common interest</td>
<td>Subset of organizations from a Learning Community interested in exploring collaborative action</td>
<td>Group of partners from incubation consenting, with initial steward organization(s) and stated intention to form Constellation</td>
<td>Emerging Constellation ready to negotiate partnership agreements and affiliation w/ USBC</td>
<td>Organized and formally affiliated Constellation engaging in action that meets Five Conditions of Collective Impact</td>
</tr>
<tr>
<td>Governance &amp; Infrastructure</td>
<td>Learning Community sections listed on USBC website</td>
<td>Convener of stakeholders</td>
<td>Initial steward organization(s) with capacity to support process</td>
<td>Steward(ry) submittal of proposal to formally affiliate and receive back-end supports</td>
<td>Negotiated and finalized Terms of Reference, including working agreements</td>
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<tr>
<td>Strategy</td>
<td>Share information and resources; may also surface opportunities for collaborative action</td>
<td>Build &quot;incubation&quot; dialogues about issues and context, and identity levers for change and available resources</td>
<td>Based on levers for changes and available resources, articulate shared understanding of strategic direction</td>
<td>Create common agenda (goals and strategy) and define approaches to equity and funding</td>
<td>Support implementation of strategies and continuous alignment of partners</td>
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<td>Engagement</td>
<td>Intentionally build community through listening and learning</td>
<td>Identify missing voices and perspectives</td>
<td>Prioritize outreach &amp; engagement to balance group composition</td>
<td>Internal: define decision-making &amp; conflict resolution; External: engage community and build public will</td>
<td>Continued external engagement; promotion and/or advocacy</td>
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<td>Evaluation &amp; Measurement</td>
<td>Team</td>
<td>Scan/map landscape, analyze baseline data</td>
<td>Define markers of success and establish shared metrics</td>
<td>Collect, track, and report progress</td>
<td></td>
</tr>
<tr>
<td>Key Players</td>
<td>* Local, state, and national organizations and individuals aligned by topic</td>
<td>* Partner organizations aligned to act</td>
<td>* Steward(ry)(ies)</td>
<td>* USBC staff</td>
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*USBC Constellations: Engagement for Coalitions*
Lactation Support Providers*

**Steward:** USBC-Psmythe

**Priority Strategies:**

- **Strategy 1:** Expand training and mentoring opportunities for lactation care providers, particularly to increase the number of racial/ethnic minority care providers
- **Strategy 2:** Incorporate breastfeeding support into existing public health programs
- **Strategy 3:** Expand the network of providers allowed to provide lactation care under Medicaid

**Fun fact:** Significant implications of recent HHS FAQs, aligns with Constellation’s ultimate vision. Stay tuned for details on pre-conference workshop to begin support for state-level strategies.

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Emerging & Organizing Constellations

- These topics have completed:
  - Landscape updates
  - Engagement of a good mix of initial stakeholders
  - Incubation sessions that surfaced high-level levers for change that would benefit from collaborative action
  - Prioritization of strategies
  - Root Cause Analysis
  - Identification of a lead organization to serve as Steward
**Constellation Formation Pathway**

### Components for Success

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<td>Learning Community sections focused on USBC website</td>
<td>Hold &quot;incubation&quot; dialogues about issues and context, and identify levers for change and available resources</td>
<td>Intentionally build community through listening and learning</td>
<td>Asses interest and urgency to move forward</td>
<td>Local, state, and national organizations and individuals aligned by topic</td>
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<td>Subject of organizations from a Learning Community interested in exploring collaborative action</td>
<td>Community of engagement for Constellation with initial steward organization(s) and stated intention to form Constellation</td>
<td>Based on levers for change and available resources, articulate shared understanding of strategic direction</td>
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<td>Emerging Constellation ready to negotiate partnership agreements and affiliation with USBC</td>
<td>Negotiated and finalized Terms of Reference, including working agreements</td>
<td>Support implementation of strategies and continuous alignment of partners</td>
<td>Continued external engagement; permission and/or advocacy</td>
<td>Collect, track, and report progress</td>
<td>USBC staff &amp; USBC Constellation Steering Committee</td>
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**Community-Based Organizations**

**Steward: HealthConnect One**

**Priority Strategies:**

- **Strategy 1:** Expand opportunities for families to share stories and voice their needs for community-based support
- **Strategy 2:** Expand opportunities for community-based organizations to receive cultural sensitivity training & mentoring

**Fun fact:** This group was considering remaining a Learning Community, but their last meeting brought tremendous energy, will & focus forward, so they’re now in Stage 2.
**Formula Marketing**

*Co-Stewards: WISE (S:1); Public Citizen (S:2); TBD (S:3)*

**Priority Strategies:**
- **Strategy 1:** Publish guidelines for health care & community-based organizations for relationships with the private sector
- **Strategy 2:** Host online community of practice for states working to Ban the Bags
- **Strategy 3:** Develop a consumer-focused “truth in marketing” campaign

**Fun fact:** USBC’s position statement is up for revision this year; discussion of recommendations informed selection of strategies. Specifically identified strategy to form state community of practice.

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**Infant Sleep Practices**

*Co-Stewards: ABI (S:1) & USBC-Renner (S:2&3)*

**Priority Strategies:**
- **Strategy 1:** Prepare recommendations for future research on the intersection of infant sleep and feeding practices
- **Strategy 2:** Explore establishing national cadre of infant death investigators
- **Strategy 3:** Pilot cross-training of health care providers in both sleep and feeding practices

**Fun fact:** USBC work supported by engagement with Nat’l Action Partnership to Promote Safe Sleep (NAPPSS). Planning to add component to host online community of practice for states in fall.
Maternity Care Practices*

**Steward:** CGBI

**Priority Strategies:**

- **Strategy 1:** Advocate for quality measures related to maternity practices
- **Strategy 2:** Host online community of practice for states working on related state-level initiatives

**Fun fact:** Specifically identified strategy to form state community of practice, building on existing Nat’l Collaborative for Advancing the Ten Steps (NCATS).

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Nurse Education & Training

**Co-Stewards:** AWHONN & APHA

**Priority Strategy:**

- **Strategy 1:** Improve continuing lactation education opportunities for home health nurses, public health nurses, and school based nurses

**Other incubation ideas under consideration:**

- Conduct gap analysis of current nurse lactation trainings, to build case for adding academic electives & continuing education opportunities
- Map exam and accreditation decision-makers, and advocate for inclusion of breastfeeding questions on all exams

**Fun facts:** MCP Const made a collaboration inquiry with this group.
### Paid Leave

**Steward:** MomsRising  

**Priority Strategies:**

- **Strategy 1:** Increase the ability of community leaders to speak coherently and meaningfully about the intersection of paid leave and breastfeeding
- **Strategy 2:** Enhance the work of partners leading on paid leave by better integrating breastfeeding into the national dialogue
- **Strategy 3:** Build evidence of support for paid leave legislation

**Fun fact:** Cheryl Lebedevitch, USBC Workplace Project Manager, helped facilitate this topic’s incubation. Now that it has launched with a non-USBC steward, however, she will stay due to its alignment with her work portfolio.

### Workplace Support*

**Steward:** USBC-Lebedevitch  

**Priority Strategies:**

- **Strategy 1:** Increase the understanding of employer responsibilities and employee rights under federal and state law through an education campaign emphasizing existing implementation resources
- **Strategy 2:** Identify gaps in the current laws and work to expand protections for all employees

**Fun fact:** Media and legal partners have been invited to the conversation, with an option to join the Constellation.
**Constellation Next Steps**

**Emerging, Organizing, & USBC-Affiliated Constellations:**
- Move collaborative work forward through Constellation Workspaces and virtual meetings
- Meet virtually at discretion of Steward
- Stewards invited to Steward Roundtable

*All were asked to consider role of coalitions in their emerging work.*

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**Learning Communities & Incubation Conversations**

- These topics are working on the following:
  - Good mix of stakeholders at the table – *but perhaps recognize that outreach is still needed*
  - Incubation conversation about high-level levers for change – *but perhaps need further consideration of timing, momentum and capacity, as well as final prioritization*
  - Another key consideration is to discern if the collaborative action needed is between organizations (Constellation) or individuals (Learning Community)
  - Identification of a lead organization to serve as Steward – *currently facilitated by pairs of volunteer + USBC staff*
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**Continuity of Care (CoC)**

**Incubation Facilitator:** Healthy Children Project

**Incubation Ideas:**
- Scan of landscape and gap analysis to inform creation of a toolkit
- Map connections w/ Health IT
- Scan significant landscape updates for incorporation of breastfeeding into broader cross-sector collaboration opportunities
Donor Milk

Incubation Co-Facilitators: HMBANA & BCO

Incubation Ideas:
- Advocate for federal research regarding safety, impact, & cost
- Research state classification of human milk; federal regulation
- Research insurance coverage gaps and possibilities
- Explore levers to require donor milk in NICU
- Advocate for increased capacity for HMBANA & milk banks
- Collaboratively develop common nomenclature & definitions
- Develop decision-making model for mothers with excess milk, to inform campaign that is inclusive of many options, needs, priorities, & communities

Fun fact: Facilitators met with Senator Merkley 1/20: he is becoming a champion in this topic area!

Fathers & Families

Incubation Facilitator: Best for Babes

Incubation Ideas:
- Develop campaign to highlight roles of fathers and grandparents (proactive)
  - Advocate to include info for dads on Step 3 of the Ten Steps
- Build capacity to be responsive to media opportunities (reactive)

Fun fact: At their April meeting, this group decided to remain a Learning Community for now.
Other Health Professional Education & Training

**Incubation Facilitator:** ASPHN

**Incubation Ideas:**
- Prioritize “other” professions to focus outreach: registered dietitians, physician assistants, pharmacists, and social workers
- Advocate for inclusion of breastfeeding questions on all exams
- Advocate for inclusion of breastfeeding core competencies

**Fun fact:** At their April meeting, this group decided to remain a Learning Community for now.

*Pre-Pathway Stage*  
**Connect & Learn**  
Learning Community

- Dynamic network of organizations coming together around a common interest
- Learning Community sections housed on USBC website
- Share information and resources; may also surface opportunities for collaborative action
- Intentionally build community through listening and learning
- n/a

Incubation Ideas:
- Local, state, and national organizations and individuals aligned by topic

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Physician Education & Training

**Incubation Facilitator:** AAP

**Incubation Ideas:**
- Operationalize competencies for undergraduate and graduate curriculum, including ancillary tracks
- Advocate for hands-on training supporting breastfeeding, and clinical/physical skills testing
- Advocate for breastfeeding scenario questions, including inter-professional learning, on 2nd and 4th year board exams
- Advocate for inclusion of questions on AMSA exit interview
- Create and promote self-directed curriculum and online modules for continuing education

**Fun facts:** 1) Scan of engagement level surveys & outreach efforts helped align reps to grow roster for incubation convo. 2) Fruitful to meet with other education & training groups.
Research Coordination & Translation

Incubation Facilitator: AAN

Incubation Ideas:
- Identify top research needs and developments in landscape since SGCTA
- Scan of research funders
- Differentiate the niche for USBC-affiliated Constellation (advocacy) vs. Federal Research Consortium (evidence base)

Fun fact: Scheduling of a next incubation session for this topic is contingent upon convos with federal partners to clarify status of Federal Research Consortium.

Incubation Conversation

Next Steps
- Virtual incubation sessions continuing through summer
- As topics choose priority strategies & identify stewards, they move forward along Pathway:
  - Constellation Workspaces will be built & launched

For topics that remain as Learning Communities now, if need arises in future, can request USBC staff support for reconvening of incubation conversations
Building Blocks for Engagement

- Build out Individual Profile in USBC website
- Join Learning Communities in Topic Areas of interest to your coalition
- Build out Coalition’s Group Profile in USBC website

What’s In Individual Profiles

- Individual contact info
- Coalition Affiliation(s)
- Bio
- Areas of Expertise
- Demographics
- Hint: At bottom, it also shows you which Communities you belong to...
Learning Communities

- USBC website houses 20+ online **Learning Communities** on breastfeeding-related topic areas from the SGCTA and beyond
- Open to all site users: explore and join communities of greatest interest
- Place to connect with others interested in topic area, share information and resources, and surface opportunities for collaborative action

[www.usbreastfeeding.org/learning-communities](http://www.usbreastfeeding.org/learning-communities)

What’s In Group Profiles

- Organizational contact info
  - Phone, e-mail, website link especially important
- Membership demographics
  - USBC equity priority to track demographics of member organizations and coalitions
- Engagement Levels
  - Define **coalition’s** level of interest in topic areas
- Activity Descriptions
  - Populates public SGCTA Action Directory
Why Engagement Levels?

- Coalition data will feed into Needs Assessment updates
- Data will be used to target opportunities to specific coalitions, whether for action, collaboration, example programs, speakers...
- Data will be used to target communication & information to your coalition on specific topic areas

Participation in National Constellation

Constellation Stewards will review the following to identify a representative sample of coalitions to join national Constellation:

- Engagement Levels in Group Profile
- Leader Update Surveys
- Action Directory

USBC Coalitions Staff will support this process to ensure balance of engagement between/across states and application of an equity lens.
Participation in State Communities of Practice

Topics that are planning to form CoPs this fall:

- Formula Marketing
- Infant Sleep Practices
- Lactation Support Providers
- Maternity Care Practices
- Workplace Support

Signup process will be established to designate coalition reps to join the online communities.

Remember...

We are better, together!
**Questions?**

**Thank you for all you do!**

**Action 20. Improve national leadership on the promotion and support of breastfeeding.**

- Increase the capacity of the USBC and affiliated state coalitions to support breastfeeding.
- Create a federal interagency work group on breastfeeding.