

Himmelman's
Developmental Collaborative Continuum
and the
Quality & Acceptability of
Formative Research
in
Coalition-based Social Marketing

May Kennedy, Ph.D., Sheryl Garland, M.A.,
Allison Sepulveda, M.A., Judy Bradford, Ph.D.,
Wally Smith, M.D., and the PHP Coalition

Virginia Commonwealth University



Coalition-based projects common

Advantages:

- access to resources
- insight into the motivations, desires and habits of the target population
- community legitimacy
- ownership of the intervention that fosters its sustainability

But caution may be warranted

- Hard to publish negative results, and few successes in the literature
- Failure to go beyond raising awareness
- Campfire stories of frustration with endless meetings



This paper

- Summarizes readiness theories
- Provides 3 examples of coalition-based projects and analyzes their outcomes in terms of **Himmelman's** Developmental Collaborative Continuum (**DCC**)
- Raises some questions for discussion, further thought and future empirical test.

Where the coalitions are...

- Public Health (Prevention Marketing, CBPR)
- Environmental movement
- Developed and developing countries

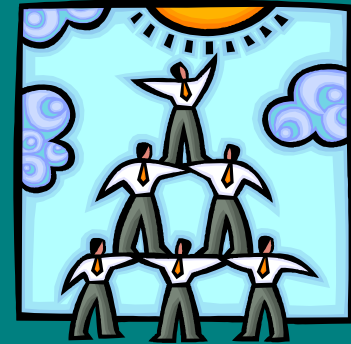


A few web hits...

- Bone Health Coalition (**Michigan**)
- Coalition Advocating Responsible Drinking Decisions (**Ohio** State University)
- Broward County Anti-Syphilis Coalition (**Florida**)
- Project LEAN (**California**)
- Kellogg Foundation's National Coalition on Healthcare (**USA**)
- Literacy Coalition (**Ontario**)
- Anti-Corruption (**Bulgaria**)
- Business Coalition Against HIV/AIDS (**Ghana**)

Coalition Impetus

- Individuals or representatives of organizations band together
- A government or private funder mandates the approach
- A social marketer plans an intervention, and then recruits or organizes a coalition at the point of program implementation.



Success in market research and beyond depends on...

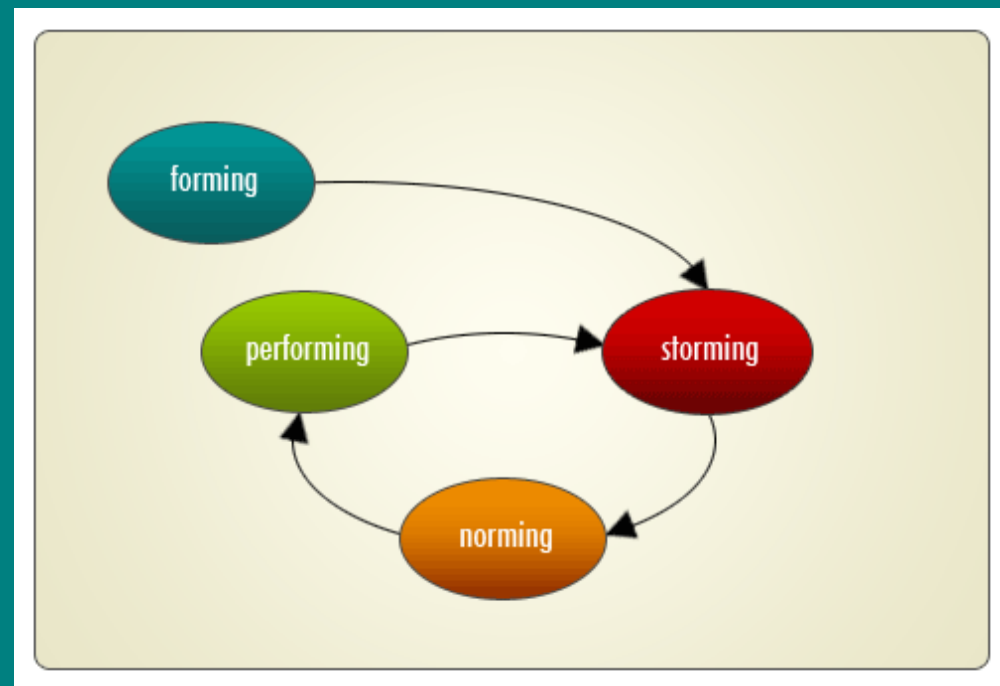


- technical and consultation skills of the social marketing expert
- adequacy of time and resources for accomplishing project goals
- the value that coalition members place on basing decisions on data
- **coalition-level factors**

Were they ready?

Tuckman's small group stages (1965):

- Forming
- Storming
- Norming
- Performing



Were they ready (2)?

Grey's coalition stages (1989):

- *Problem setting*
- *Direction setting*
- *Structuring*
- Task

Were they ready (3)?

Himmelman's developmental collaborative continuum (1994):

- Networking
- Coordinating
- Cooperating
- Collaborating

Barriers:

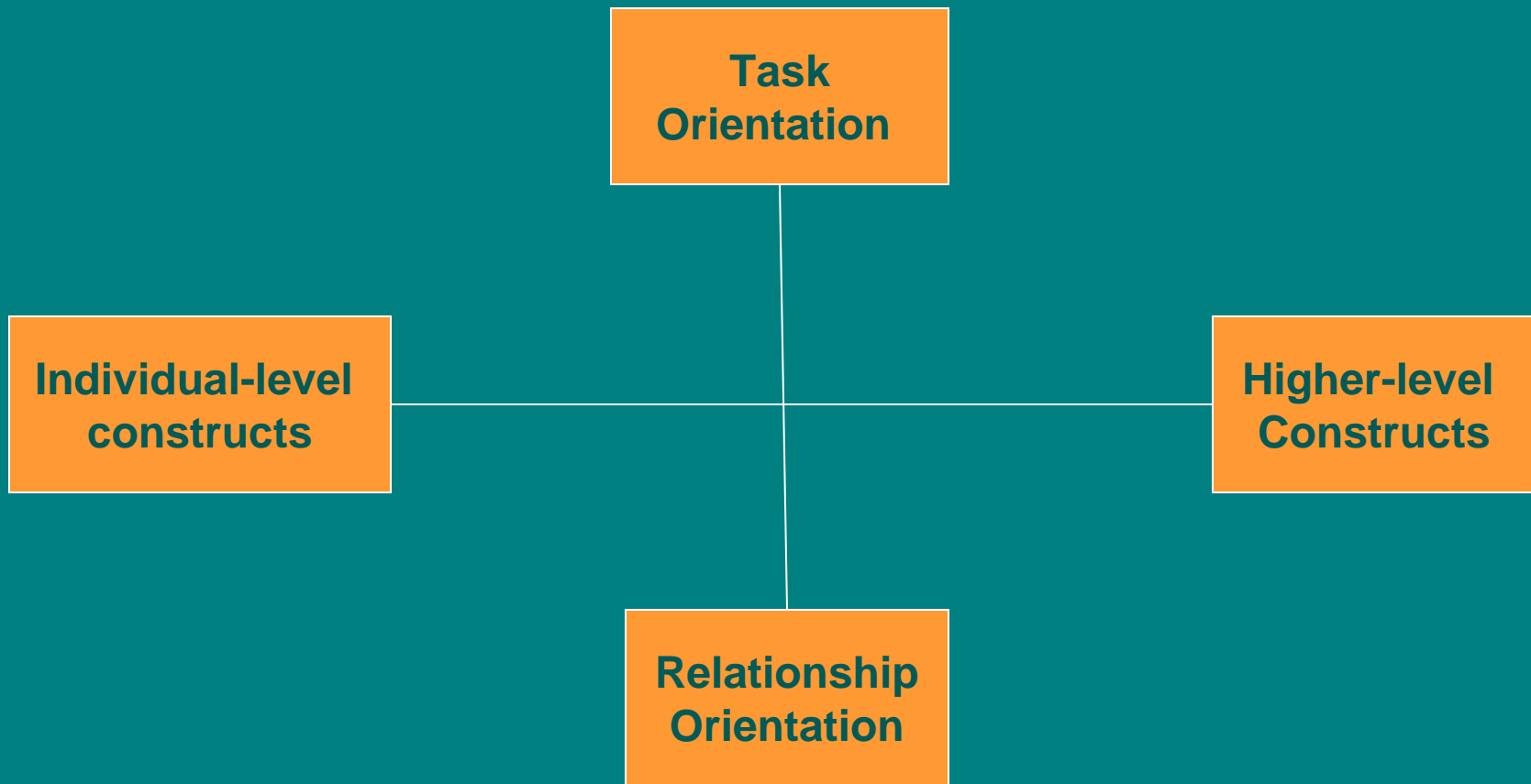
- Time, Trust, Turf

Were they ready (4)?

Kelly et. al (2003):

- Blended community readiness to address an issue with a theory about individual readiness for clinical intervention, the Transtheoretical or “stages of change” model (Prochaska & DiClemente, 1983)
- 9 stages of community problem awareness
- 6 dimensions of community readiness to take on a social problem:
 - *community efforts*
 - *community knowledge of efforts*
 - *leadership*
 - *community climate*
 - *knowledge about the issue*
 - *resources*

Readiness theory dimensions



Useful in practice? Consider case examples...

- The Prevention Marketing Initiative (**PMI**)
Demonstration Project
- The Social Marketing National Excellence Collaborative (**SMNEC**)
- Center for Excellence in Health Disparities Research - **Community Outreach Core**

PMI

- HIV prevention among young people
- 5 sites, 5 years ('93-'98)
- TA from AED
- Formative research in one site included literature review, epidemiological profile, focus group, and environmental scan
- Campaigns included broad-reach intervention component, an intensive, evidence-based component, and a strategy for tying all program components together into a coherent offering



PMI Results

- Random sample phone survey in 15 zip-codes found decrease in unprotected sex with main partner last time
- RCTs & quasi-experiments showed workshops reduced risk at 30-day FU
- Qualitative interview case study showed uneven reactions to coalition experience across site

PMI coalitions – mixed results

In some sites:

- drops in coalition member attendance
- dramatic changes in coalition composition over time
- insufficient staff experience in community development
- staff and lead agency turnover that delayed intervention timeliness and scope and curtailed evaluation collection
- inability to leverage the additional resources necessary to offer more complex interventions
- little interest in sustaining the coalition after the Federal funding period

PMI Challenges Through Himmelman's Prism

- Kelly et al. and other theorists would have predicted problems in the low-resource site marked by historical conflict
- DCC analysis: coordinating across multiple jurisdictions in site #2 structured in turf issues that will limit time and resource investments

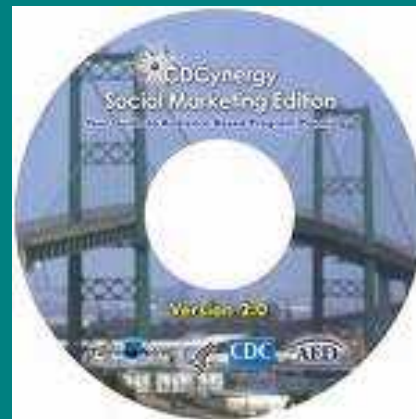


Turning Point SMNEC

- Collaborative of state health dept. reps, federal TA provider, 2 national organization reps
- RWJF funding from 1997-2006 to disseminate social marketing to state and local levels
- Self-education and debate for 2 years
- Demand study and major product development starting year 3

Turning Point SMNEC (2)

- Social Marketing version of CDCynergy in 2nd edition, now online
- Trainers are still providing periodic fee-for-service trainings around the country
- Numerous campaigns launched or planned within the member states
- Virtual collaborative sustained for several years



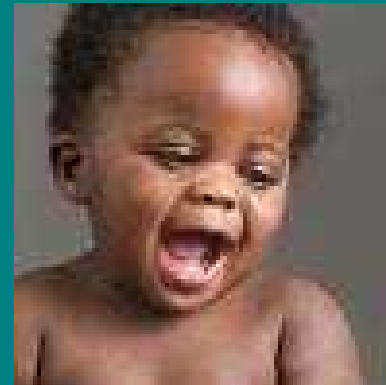
Turning Point SMNEC (3)

Himmelman analysis:

- Lack of prior interactions and differences in system level extended Networking stage
- No service area overlap and different kinds of services provided meant skipping coordination
- A slow-to-warm up growth curve predictable

Community Outreach Core

- 5-year NIH grant, funded in 2006 to address infant mortality in African-Americans in Richmond, VA
- Round 1 formative research:
 - Key-informant rankings of potential campaign foci.
 - Published literature on the causes of IM
 - Linked birth/death certificate study of causes of infant death



Community Outreach Core (2)

- Convergence on smoking
- Coalition endorsement despite contextual factors
- Round 2 formative research: lit review of smoking determinants, expert interviews, 6 IRB-approved focus groups, secret shopper study
- Pregnant women calling the Quit-line chosen as the target audience and behavioral objective
- Coalition member cooperation and contributions allowed the whole process to consume a little less than 1 year



Community Outreach Core (3)

Himmelman analysis:

- A 10-year history among the players had put them in the final stage before the process began
- Evidence of capacity-building was that members said focus group facilitator training was a membership benefit and they would use findings in other work

Conclusions

- Himmelman's model is a good fit at least through formative research
- Barriers may change at implementation
- Need records of unsuccessful examples to examine
- When a fast behavior change is desired, avoid coalitions in early stages
- When the goal is long-term and developmental, an investment in the initial stages may be warranted