



## Welcome Pioneers for Smoking Cessation

Wednesday - July 14, 2010 – 1:00 pm ET

### During the Webinar

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- ▶ Questions are encouraged throughout

## Welcome

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- ▶ **Catherine Saucedo**
  - ▶ *Moderator*
  - ▶ Director of Strategic Marketing,  
Smoking Cessation Leadership  
Center University of California,  
San Francisco
  - ▶ [csaucedo@medicine.ucsf.edu](mailto:csaucedo@medicine.ucsf.edu)



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## Agenda

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- ▶ Welcome
  - ▶ Catherine Saucedo, SCLC marketing director, moderator
- ▶ Presentation from Connie Revell
  - ▶ Questions & Answers
- ▶ Technical Assistance and Closing Remarks

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## Today's Presenter

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- ▶ **Connie Revell, MA**
  - ▶ Deputy Director,  
Smoking Cessation  
Leadership Center  
University of California,  
San Francisco  
[crevell@medicine.ucsf.edu](mailto:crevell@medicine.ucsf.edu)



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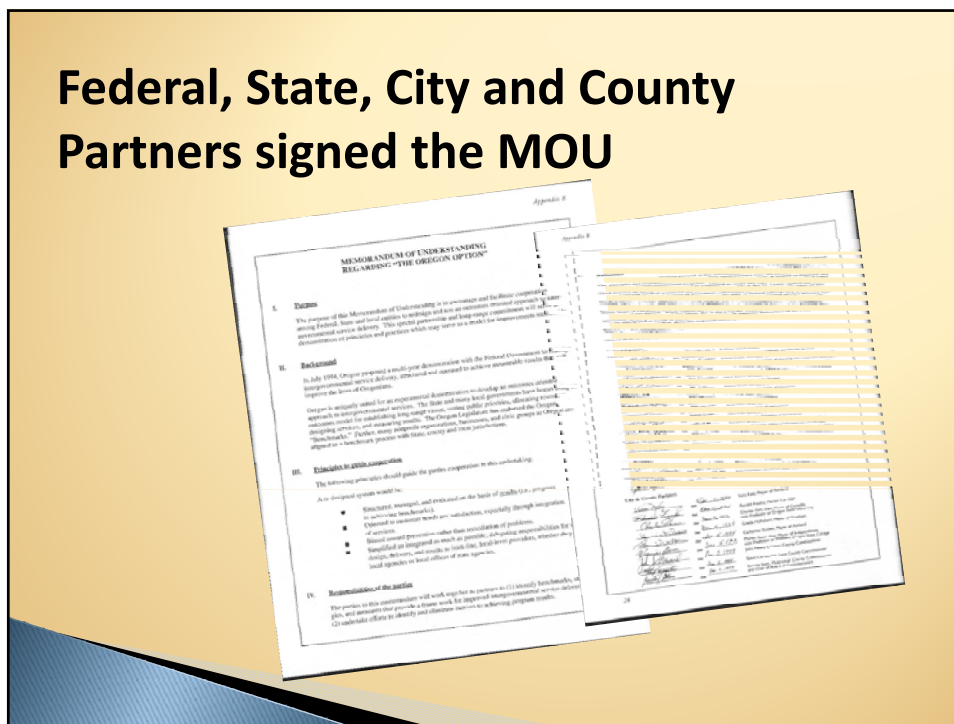
## **Performance Partnerships: Making Measurable Progress to Strengthen Healthy Lifestyles**

*Connie Revell, Deputy Director  
Smoking Cessation Leadership Center  
July 14, 2010*

### **What is a Performance Partnership?**

- ▶ Partnership organized around a specific, measurable result
- ▶ Model developed in the 90s that has produced a variety of measurable results in areas from reducing child abuse and teen pregnancy to salmon restoration and bay cleanup
- ▶ First developed in Tillamook County, Oregon, in the 80s to reduce teenage pregnancy

## Federal, State, City and County Partners signed the MOU



## Another Angle on Partnerships

- ▶ Coalescing in a particular geographic area
- ▶ Establishing a single, measurable outcome and convening a wide array of partners to try to accomplish it
- ▶ This approach has been widely and successfully used
- ▶ Example is the Oregon Preschool Immunization Consortium

## **A Way to Stretch Scarce Resources**

- ▶ Partnerships can be greater than the sum of the parts
- ▶ Population-based approaches are feasible with partnerships
- ▶ We can make a big dent in the smoking prevalence rate and in other wellness indicators

## **The Performance Partnership Model**

- ▶ Model requires assembling a group of partners all interested in attacking the same issue
- ▶ Model asks four questions

## The Four Questions

- ▶ Where are we now? (baseline)
- ▶ Where do we want to be? (target)
- ▶ How will we get there? (multiple strategies)
- ▶ How will we know we are getting there? (measures)

## Setting the Baseline

- ▶ Need a jumping-off point against which to measure progress
- ▶ Statistical baselines are good– teen pregnancy rates, school dropout rates, childhood immunization rates
- ▶ In the case of smoking cessation– how many clinicians intervene with smoking patients?

## Setting a Target

- ▶ This requires complete agreement on a single *measurable* outcome
- ▶ Agreement on the *what* rather than the *how*
- ▶ This provides the focus for the partnership
- ▶ The simplicity is in the *what*; the complexity is in the *how*, and that is fine

## Multiple Strategies

- ▶ No one party owns the answer to “How will we get there?”
- ▶ Allow a wide array of strategies– even competing strategies– to be used by the various partners
- ▶ Loose governance structure
- ▶ This maximizes engagement and commitment among partners



## **Measures Keep Partners on Track**

- ▶ Devise a measurement strategy
- ▶ Both process and outcome measures are needed
- ▶ If measures are moving in the wrong direction, regroup and rethink strategies
- ▶ Publicize progress to keep partners involved

## **Celebrate Successes**

- ▶ As you progress toward your goal, honor those who are making a difference
- ▶ Add new partners as you go
- ▶ Tolerate a messy process; just keep communications lines open among partners

## Planning for the Summit – Key Roles

- ▶ The Convener
  - Catalytic Leader
  - Brings partners to the table
  - Helps maintain the momentum
- ▶ Facilitator
  - Exceptional listener, synthesizer, and moderator of agenda
  - Works with the Convener and Recorder to ensure action plan is developed at the end of the summit
- ▶ Recorder
  - Capture actions and commitments made
  - Drive direction of the action plan
  - Sets the tone and pace for the work to be done

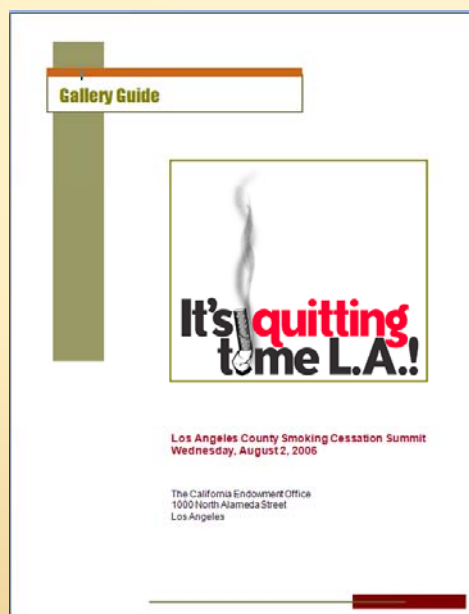
## Catalytic Leadership

- ▶ Leadership style based on vision, building partnerships, collaboration, and passion
- ▶ The term comes from the work of the late Prof. Jeff Luke of the University of Oregon
- ▶ A style of leadership placing the good of the community and the accomplishment of an agreed upon outcome over personal gain or recognition

## Get Your Data Organized First

- ▶ For your locality, have an answer to the question, “Where are we now?”
- ▶ If you have comparison data for neighboring localities, it can be useful to spark competitive spirit
- ▶ Look for recent surveys and studies, contact state health and tobacco control agencies, use internet to search for more information
- ▶ Start thinking of a good, inspiring name for the partnership and build consensus for adopting it

## Gallery Guide



## Gallery Walk

- ▶ Example: “It’s Quitting Time, LA!”



## Defining the Challenge

- ▶ Need to answer the question, “Why should I get involved?”
- ▶ Clarify the case for joining the partnership
- ▶ Recruiting people who want to make a difference

## Scouting for Key Partners

- ▶ Who cares most about the result?
- ▶ Who can bring resources to the table? (Especially consider administrative support, so look at agencies.)
- ▶ Who can work collaboratively? (Look for ability to share, lack of hierarchical orientation, openness, patience, listening ability, conflict resolution skills, leadership experience.)
- ▶ Who might some unorthodox players be— not just the usual suspects?

## Think Ahead Toward Sustainability

- ▶ Look for partners who will keep going
- ▶ Look for a mix of resources to help that happen— funds, leadership support, administrative support, and worker bees

## **Persuading Them to Join**

- ▶ Make the pitch one on one
- ▶ Use your data
- ▶ Appeal to altruism– it's the right thing to do
- ▶ Explain that all will share accountability for the result, and no one person will have to do it all
- ▶ Urge potential partners to bring resources to the table– resources of any kind, from funding to person power

## **Strengthen Relationships**

- ▶ Work to build trust and rapport with each partner
- ▶ Encourage information sharing and trust among partners
- ▶ Celebrate successes very frequently– keep the tone upbeat and positive
- ▶ Announce progress to motivate partners to keep going

## **Be Aware of the Politics**

- ▶ Model the shared-power approach
- ▶ Downplay rivalries and turf battles by emphasizing shared desire to achieve result
- ▶ Think carefully about messages– strategize communications to avoid conflicts
- ▶ Tailor messages to meet needs of various audiences, including individuals

## **Combine a Sense of Urgency with Levity**

## Our Own "T" Party

- ▶ Putting the T back in ATOD



## What To Do with Difficult Partners

- ▶ Keep emphasizing pursuit of the result and flat organization
- ▶ Many who crave control or don't care about the result will drop out
- ▶ Create a climate that makes inordinate power grabs or dominance unacceptable through careful use of language of results
- ▶ Emphasize that the partnership is not about money, but results



## **Sustaining the Partnership** *After the summit and beyond*

### **What Happens Next**

- ▶ Immediately solidify and start implementing the action plan
- ▶ Model very fast pace of action
- ▶ Plan is a work in progress and can be continually updated
- ▶ Hold frequent early meetings or phone calls to sustain momentum

## Assigning Tasks

- ▶ Invite partners to sign up for various strategies during the summit and after
- ▶ Continue to separate the *what* from the *how*
- ▶ Allow self-organization; each group can do it differently
- ▶ Can be subcommittees, individuals, task force responsibility

## Riding Herd on the Partnership

- ▶ Catalytic leader keeps eye on implementation of the plan
- ▶ Keep communication going
- ▶ Watch for breakdowns; step in to try to help
- ▶ Remind the group they are capable of making change on their own, as individuals, a full partnership or a task force within the partnership

## Examples of State Partnerships

Do You CAARD?

**Goal:** Increase referrals to quitlines for patients with diabetes to 75%

**Partnership among:**

- ▶ California diabetes educators, California Diabetes Program, California Smokers' Helpline, California Tobacco Control Program.

## How Diabetes Educators Answered the Four Questions

▶ **Where are we now?**

- About 44% of California's Diabetes Educators have referred their patients with diabetes who use tobacco to the Helpline.

▶ **Where do we want to be?**

- Increase number of diabetes educators who refer patients to 75%.

## How Diabetes Educators Answered the Four Questions (continued)

- ▶ **How will we get there?**
  - Do you cAARd? Campaign – multiple strategies including tool kit, continuing education (CEU) program, public relations campaign and pocket guide.
  
- ▶ **How will we know we are getting there?**
  - Survey diabetes educators, # tool kits downloaded, # CEU programs, # Helpline materials ordered, # calls from persons with diabetes.

## DO YOU cAARD? RESULTS

- ▶ **80%** have referred clients to the *California Smokers Helpline* (2008: 60%, 2007: 53%, 2006: 44%)



## Oregon Tobacco Freedom

- ▶ 7,000 Oregonians die each year from smoking and an additional 800 from second-hand smoke, costing the state \$2.2 billion annually in health care, according to state records.
- ▶ Broad range of stakeholders, consumer advocates, leaders from Department of Health Services Addictions and Mental Health, Department of Health Services Public Health Division, Oregon State Hospital, VA Medical Center and SCLC convened Oct. 2009.
- ▶ Created an action plan replete with new strategies to improve access to and participation in tobacco cessation treatment programs.



## Questions & Answers

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- ▶ Feel free to ask questions



## Technical Assistance

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- ▶ **Pioneers Listserv:**  
[100PIONEERS@LISTSRV.UCSF.EDU](mailto:100PIONEERS@LISTSRV.UCSF.EDU)
- ▶ **Call Toll Free:**  
**1-877-509-3786**
- ▶ **SCLC Website:**  
<http://smokingcessationleadership.ucsf.edu>

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## Closing Remarks

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Please help us by completing the post-webinar survey and to tell us if you would like more in-depth webinars on the performance partnership model.

**Thank you for your continued efforts to combat tobacco!**

### **SAVE THE DATE!**

**Next webinar:**

**Nicotine Pharmacology & Practical Skill**

**September 15, 2010, 1:00 pm ET**

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