

The Message of



An Evaluation of the Communication Efforts of this Healthy Eating and Active Living Coalition

Full Report

Submitted by: Shaniece Criss

**Contributions by: Lakil Mason, KP Peterson,
Sanon Williams, and Brittany Wright**

Date: 9/6/2017

Table of Contents

Content	Page Number
INTRODUCTION	3
METHODS	4
SURVEY RESULTS	6
Participant Demographics	6
Effective Coalition Survey Results	8
Communication Satisfaction Survey Results	13
QUALITATIVE FINDINGS	15
Staff and Coalition Member Communication	15
Communication Within Workgroup	17
Communication Across Workgroup	18
General Communication Ideas	19
Ways Members Described LiveWell Greenville	20
Policies, Systems, and Environments Explained	21
Funding	22
Alternative Workgroup Style	23
Health Equity	24
SPECIFIC RECCOMENTATIONS FROM STAFF AND WORKGROUPS	25
COMMUNICATION ACTION STEPS	33
REFERENCES	36
APPENDICES	38
<i>Appendix A: LiveWell Greenville Communication Survey</i>	
<i>Appendix B: Focus Group Questions- Live Well Greenville Communication</i>	
<i>Appendix C: Interview Questions- Live Well Greenville Communication</i>	

INTRODUCTION

Greenville County has 66% adults and 32% youth that are overweight or obese [1]. To combat this major public health problem, LiveWell Greenville (LWG) is a coalition with more than 150 partners that focus on policy, systems, and environmental change to promote healthy eating and active living in eight sectors: restaurants and community gardens, parks, schools, out-of-school time, work, worship, clinics, and transportation [2]. To continuously ensure that the coalition is meeting the needs of Greenville County residents, LWG is currently undergoing a rigorous strategic review process. With such an extensive network, communication is a critical component that will be evaluated to ensure proper functioning of the coalition [3].

Coalitions have been effective in improving public health, including addressing obesity-related outcomes. The undergirding of public health is focused on the health of the society, and coalitions foster involvement to combat complex health issues so that community members can take an active role in the process. Coalitions work to provide support on the institutional, community, and public policy level [4]. This work has the potential to change the social norms of a community that help support individual health behavior. Coalitions have been utilized to address and improve a multitude of health issues such as increasing immunization rates and decreasing tobacco use, alcohol misuse, cervical cancer, diabetes, intimate partner violence, asthma, birth outcomes, and immunizations [5–9].

A Centers for Disease Control (CDC) report strongly recommends that communities activate coalitions to address obesity [10]. The same report guides communities to have interventions that increase access to healthier food options, increase access to outdoor recreational facilities, and enhance bicycle infrastructure [10], which are all represented in LWG initiatives. CDC is also a major funder of nationwide obesity prevention coalitions [11, 12]. Specifically, LWG has the same approach of policy, systems, and environmental improvements that promote healthy eating and active living as the Racial and Ethnic Approaches to Community Health across the United States (REACH US). The prevalence of obesity decreased in REACH US communities compared to the comparison communities [12]. Effective coalitions have the potential for making great impacts.

Importance of communication for effective coalitions. Coalitions work to provoke behavior change in a community by communicating with various sectors of society; therefore, communication can be described as the “the lifeblood of a coalition” [13]. Researchers have developed a wide-assortment of measurement tools to evaluate community coalition characteristics and functioning [3], and communication measures are a consistent component because ineffective communication can hinder action. Communication is assessed regarding community prevention systems impacts [14], perceived effectiveness [15], organizational climate [16], coalition structure and process [17], productivity [18], and quality [19]. A literature review revealed that communication factors such as open and frequent communication, leadership style, and member experience were positively

associated with coalition effectiveness [19]. Specifically, a study of 10 coalitions in North Carolina found that: a) coalitions with quality communication and skilled members had higher levels of member participation, b) that member participation was positively correlated with quality communication, and c) member satisfaction was positively correlated with quality of communication, skilled staff, and skilled leadership [20]. Ultimately, the reviewed literature suggests quality communication within coalitions increases member participation and satisfaction, which, in turn, encourages more community organizations to get involved with coalitions.

Significance. LWG has the potential to contribute to decreasing obesity rates in Greenville County. Since LWG has recently completed a strategic review process, this was the appropriate time to assess communication factors to ensure that LWG functions at its full capacity. In addition, there are few studies that evaluate coalition communication in this geographic region so it would be beneficial to learn about population-specific findings. In conclusion, this mixed-method data collection of surveys, focus groups, and interviews will provide a robust evaluation of the communication efforts of LWG.

Purpose. The purpose of this study was to evaluate the communication effectiveness of the LWG coalition by utilizing surveys, focus groups, and interviews. The specific aims were:

Aim 1. Examine the quality of the communication between the LWG staff and coalition members/partners, including type of communication, frequency, content, and perception of productivity.

Aim 2. Examine the quality of the communication among coalition members, including clarity of the coalition's mission and knowledge of proceedings within and across workgroups.

Aim 3. Understand how LWG staff view sustainability around healthy eating and active living within their home organization and how that impacts their coalition communication efforts.

METHODS

Data Collection. This study utilized surveys, focus groups, and interviews. The data collection focused on current perspectives in order to empower the coalition to function at its full capability. The various methods provided a comprehensive view of the communication efforts. The study team conducted surveys with LWG staff members and coalition members, focus groups with coalition members at workgroup meetings, and interviews with LWG staff members. In these in-person meetings, all participants (LWG staff and coalition members) completed their survey first, and then took part with their respective focus group or interview. Before any data was collected, the participants completed a consent form.

Surveys: The survey consisted of a 30-item instrument to evaluate *Internal Coalition Effectiveness (ICE)* [21] to assess how LWG perceives its coalition effectiveness to understand how communication efforts can bolster or improve overall coalition success. (See Appendix A for the survey.) This tool has been proven valid and reliable concerning community coalition characteristics [22]. The surveys also included questions about communication effectiveness and years participating with LWG. We distributed the surveys to LWG staff and coalition members at the workgroup meetings.

Focus Groups: The study team conducted approximately 45-minute focus groups in each workgroup, which represented the active sectors of LWG, along with the leadership team and advisory board. Our focus group guide asked questions pertaining to communication between LWG staff and coalition members, and communication within the workgroup and across other workgroups. (See Appendix B for the focus group questions). The focus groups will be audio-recorded and then be transcribed. Identifying information will be removed from the transcripts.

The focus group were conducted on the following dates:

- Mon., June 12th- 9:30 am- At Worship
- Thurs., June 15th- 9 am- 10:30 am- Out of School Time
- Thurs., June 22nd- 12 pm- At Schoolltime
- Fri., June 23rd- 7:30-9:00 am- Leadership Advisory Board Meeting
- Monday, June 26- 11am- Early Childhood
- Tues., June 27th- 1:30 pm- At Play
- Wed., June 28th- 12 pm- Leadership Team Meeting
- Tues., July 11th- 1:30 pm- At Work

Interviews:

The study team conducted 30-minute interviews with each LWG staff member. Our interview guide asked questions pertaining to their current communication to workgroup members, their perspectives on how to improve communication with the coalition, and ways to bolster communication within work groups and across workgroups. (See Appendix C for the interview questions.) The focus groups were audio-recorded and then transcribed.

The interviews were conducted on the following dates:

- Wed., June 21st- Interview 1, 2, 3, 4, 5, 6
- Mon., June 26th- Interview 7
- Tues., June 27th- Interview 8

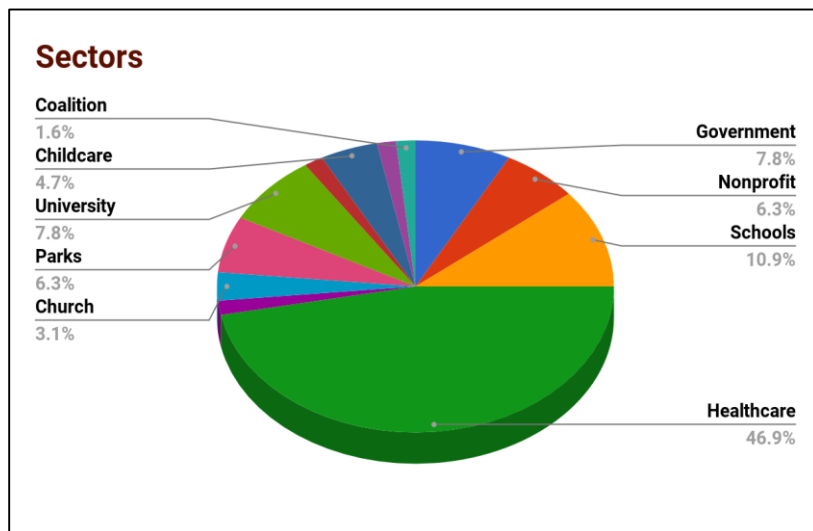
RESULTS

Participant Demographics

The following pie charts illustrate the percentage of members from different sectors of the community, different workgroups, gender of members who attended the focus groups, and years participating at LWG. There were 64 participants to complete the survey, and 61 participants to complete the focus group and interviews.

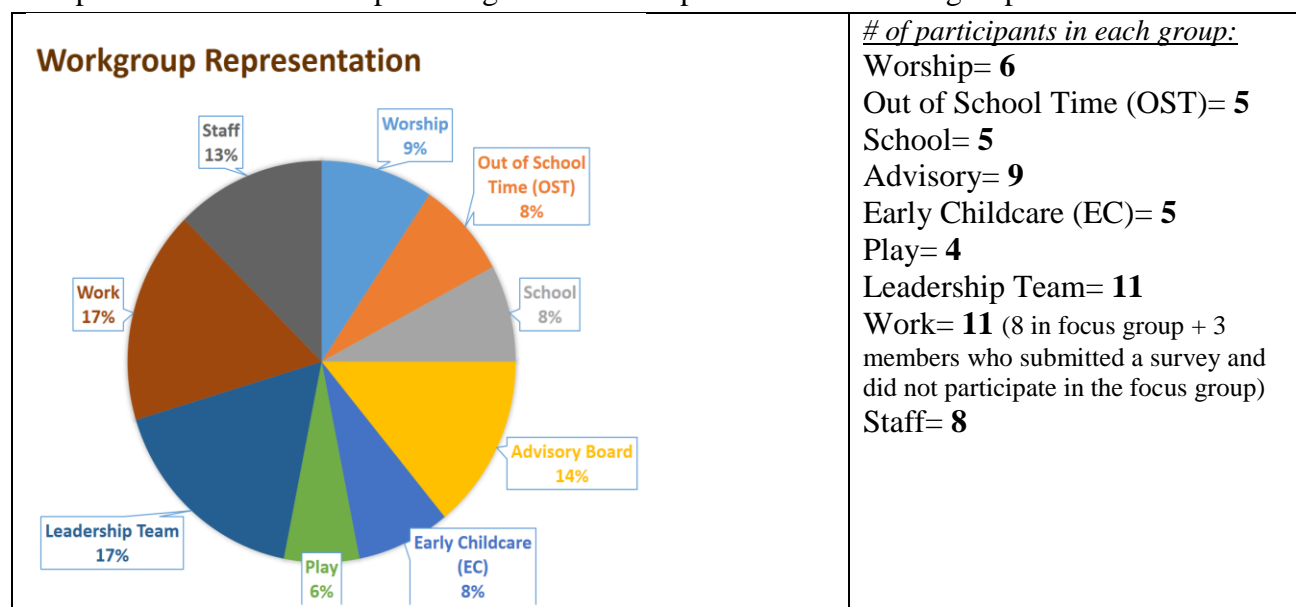
Sectors

The majority of focus group participants made up the healthcare, school, government, and university sectors of the community.



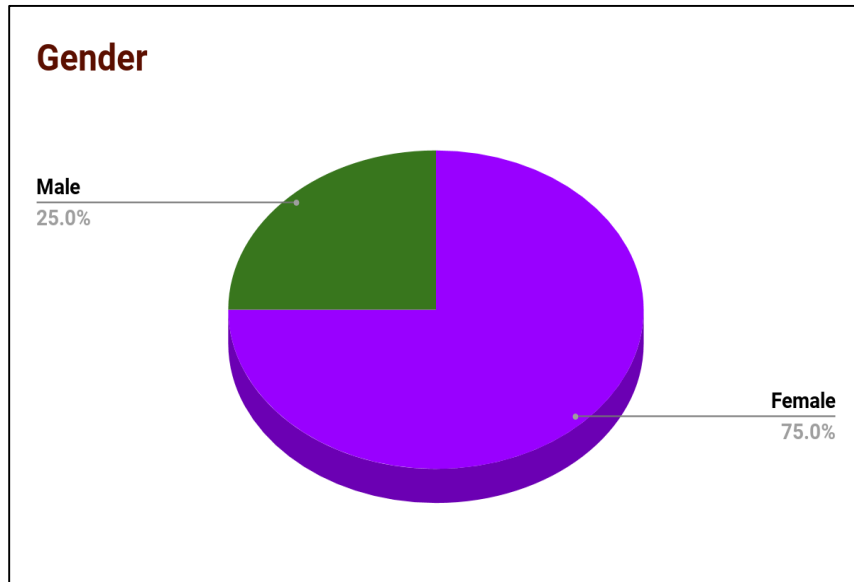
Workgroup Representation

This pie chart illustrates the percentage of members present in each workgroup.



Gender

This pie chart demonstrates how the majority of focus group participants were female (75%), while 25% of participants were male.

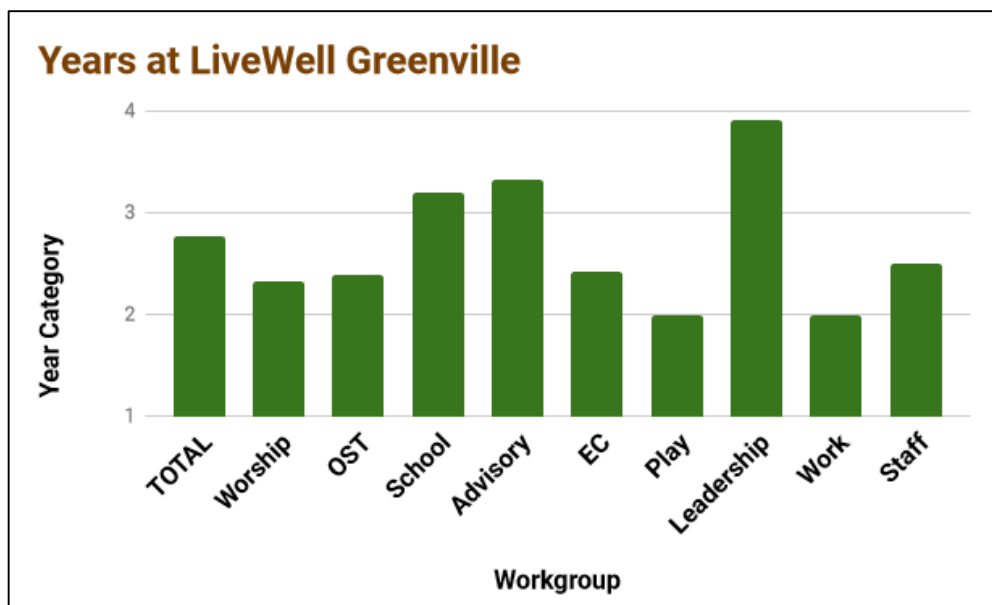


Years at LiveWell Greenville

This graph illustrates years by category. The total year category was 2.78, which represents that the total average of years of membership was between 1-3 years and closer to 4-6 years.

Key:

1= Less than one year
2= 1-3 years
3= 4-6 years
4= 7 or more years



Effective Coalition Survey Results

The *Internal Coalition Effectiveness (ICE)* instrument has 30-items to measure coalition effectiveness. This section consists of the overall results of the 30-items with “Overall Coalition Effectiveness.” “Member effectiveness” is measured by items 1-13, and “Staff effectiveness” is measured by items 14-30. Then, subsets of areas are measured by specific item numbers within the 30-item instrument:

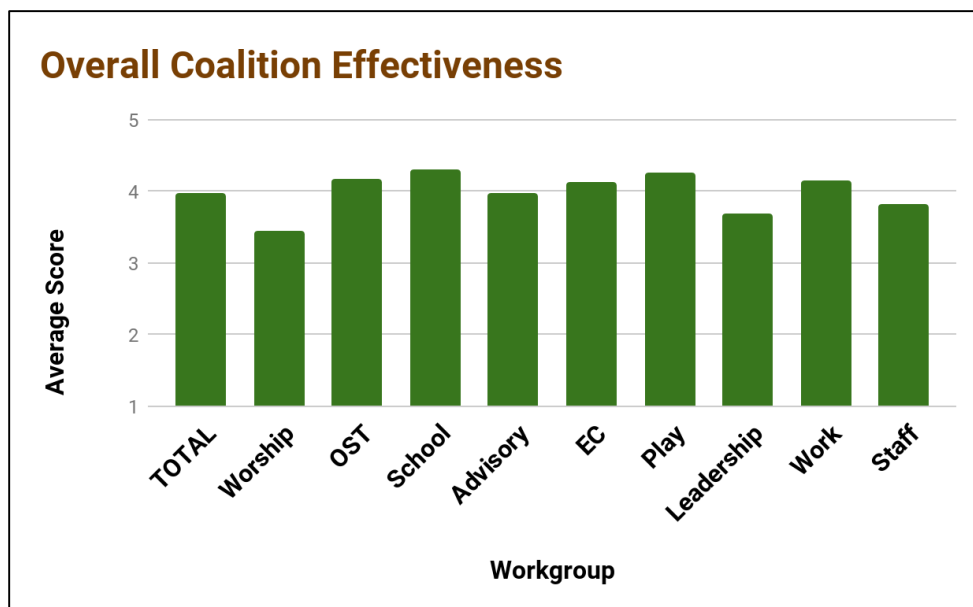
- Social Vision Q1, Q2, Q14, Q15
- Efficient Practices Q3, Q4, Q5, Q16, Q17, Q18
- Knowledge and Training Q6, Q7, Q19, Q20, Q21
- Relationships Q8, Q22, Q23, Q24
- Participation Q9, Q10, Q11, Q25, Q26, Q27, Q28
- Activities Q12, Q13, Q29, Q30.

The scoring was 1-5, with 5 indicating that participant strongly agreed with the statement, which indicated more effectiveness of the coalition:

- 1= Strongly disagree
- 2= Disagree
- 3= Unsure
- 4= Agree
- 5= Strongly Agree.

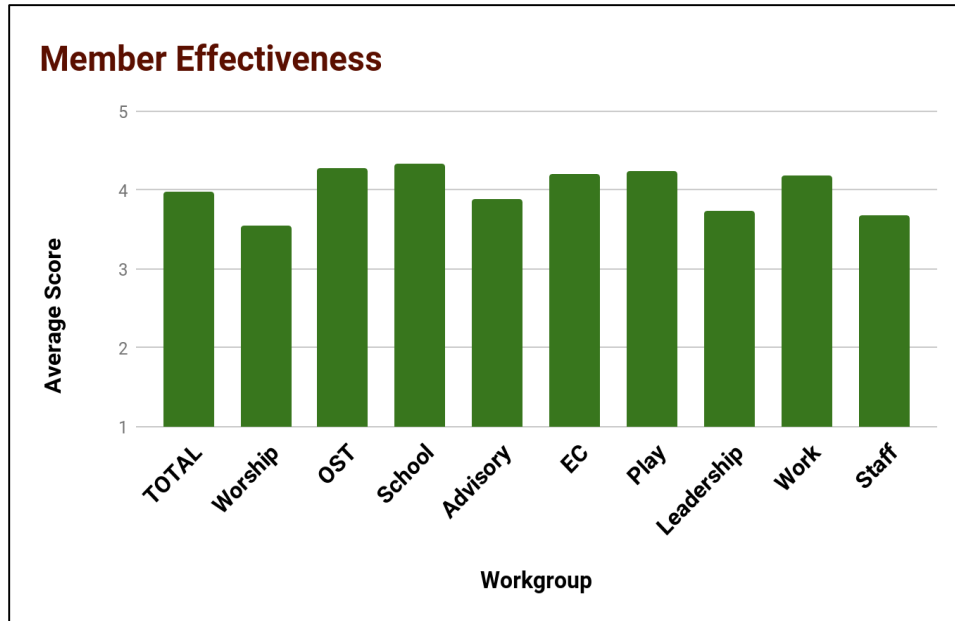
Overall Coalition Effectiveness

This graph illustrates the overall coalition effectiveness of LiveWell Greenville. Each graph listed in this section includes the average findings for six work groups, an advisory board, the leadership team, and the LiveWell Greenville Staff. The total average score was 3.97



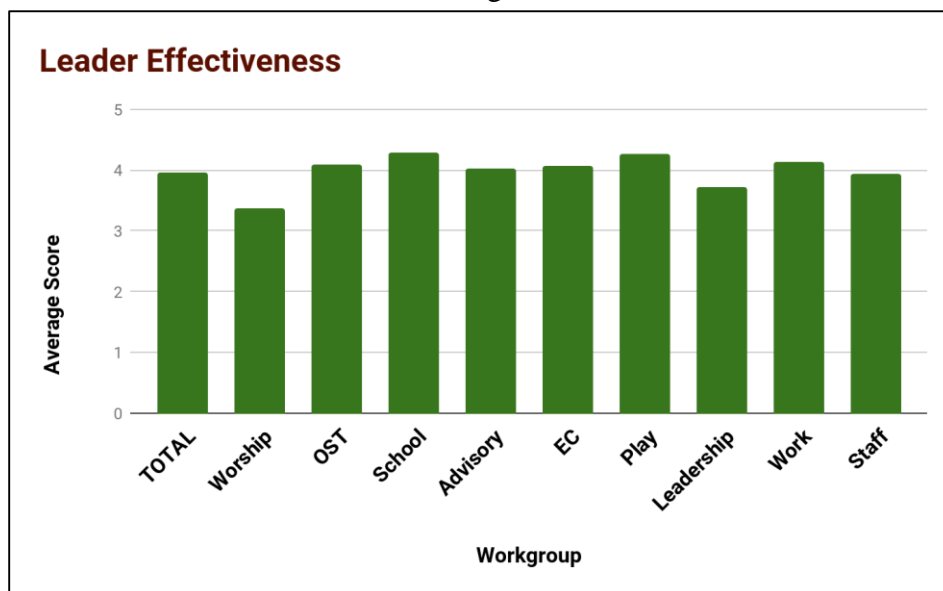
Member Effectiveness

This graph illustrates how members rate their ability to work well together, and collectively ensure the success of the LiveWell Greenville coalition. The total average score was 3.97 for this section.



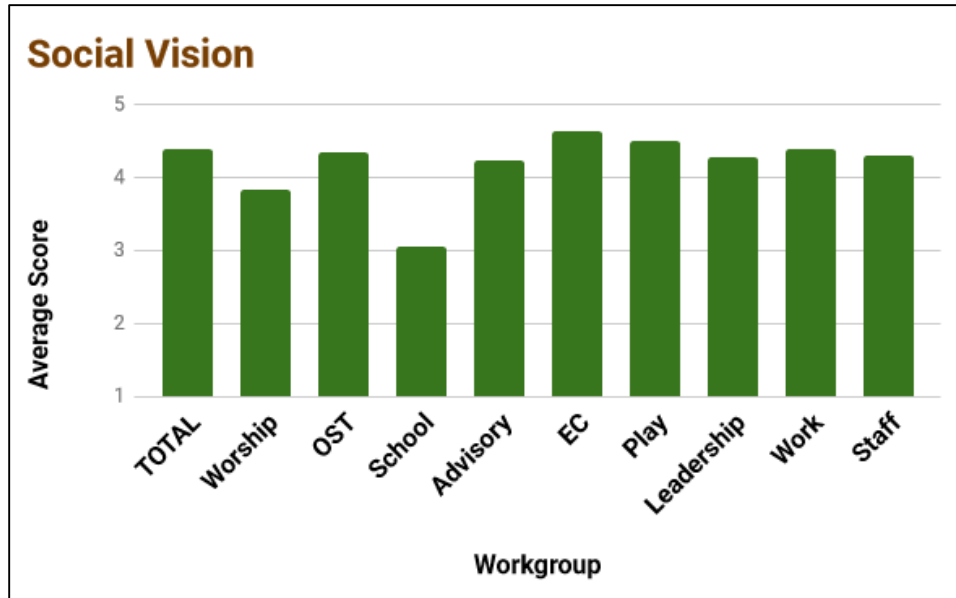
Leader Effectiveness

This graph illustrates how members' rate the leadership team's ability to reach out to the community and to better lead LiveWell Greenville down the right path: the path that leads to a more united coalition. The total average score was 3.96 for this section.



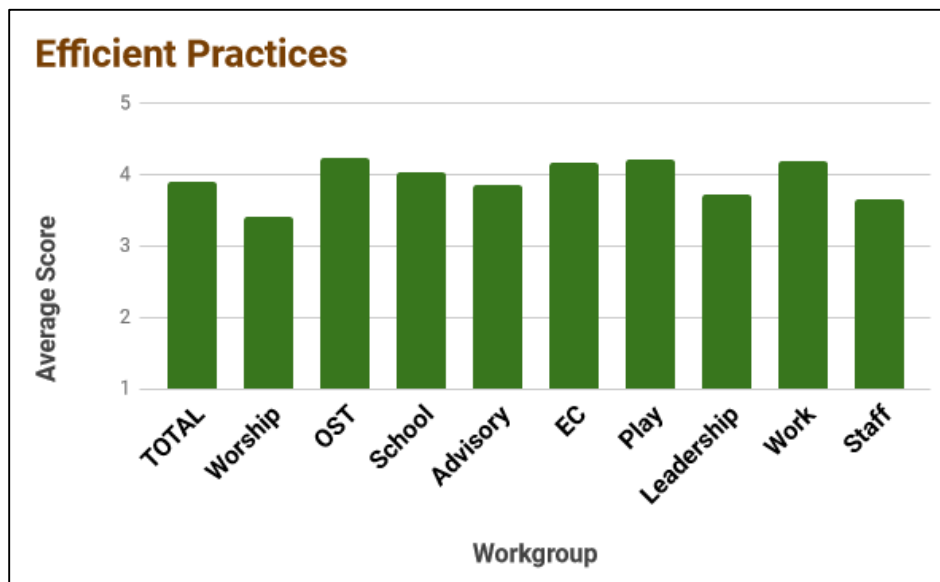
Social Vision

This graph illustrates how members perceive the coalition as having a shared vision, agree with the mission, and purpose of LiveWell Greenville and facilitates consensus among coalition members. The total average score was 4.38 for this section.



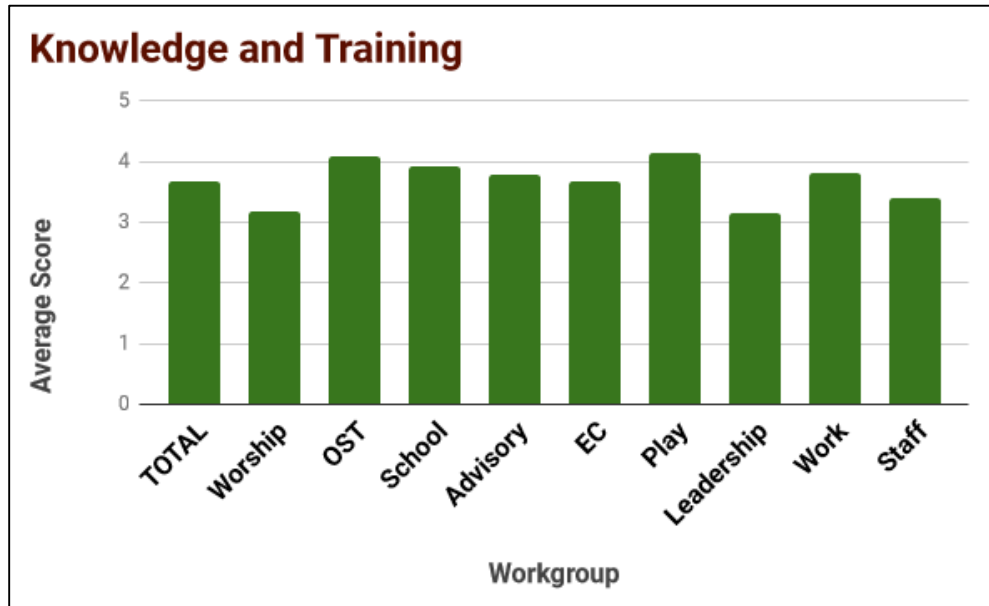
Efficient Practices

This graph illustrates how efficient LiveWell Greenville has been with the resources that they have acquired such as money, knowledge, assets, and time. The total average score was 3.90 for this section.



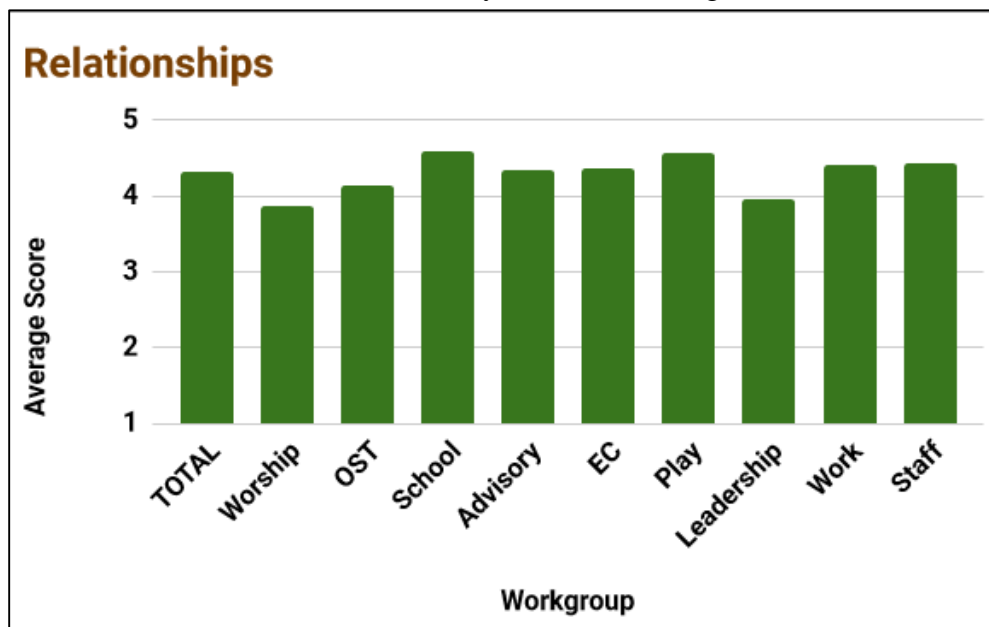
Knowledge and Training

This graph illustrates how well the members believes the LiveWell Greenville has provided researches to help them keep update on current issues and how well they have developed leadership skills. The total average score was 3.66 for this section.



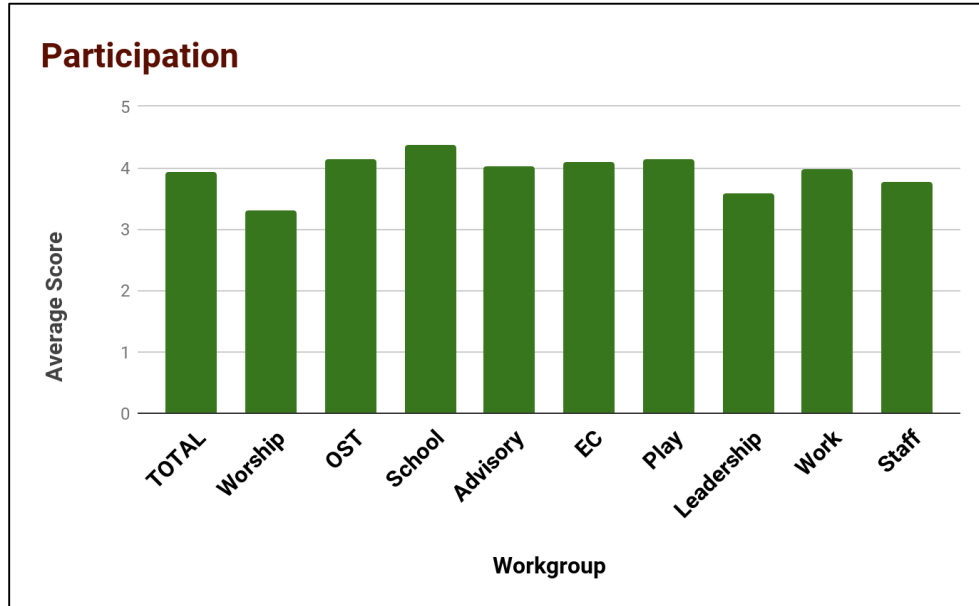
Relationships

This graph illustrates how LWG members view their ability to work together to establish positive relationships with community members and facilitate positive relationships with policy makers and stakeholders in Greenville County. The total average score was 4.32 for this section.



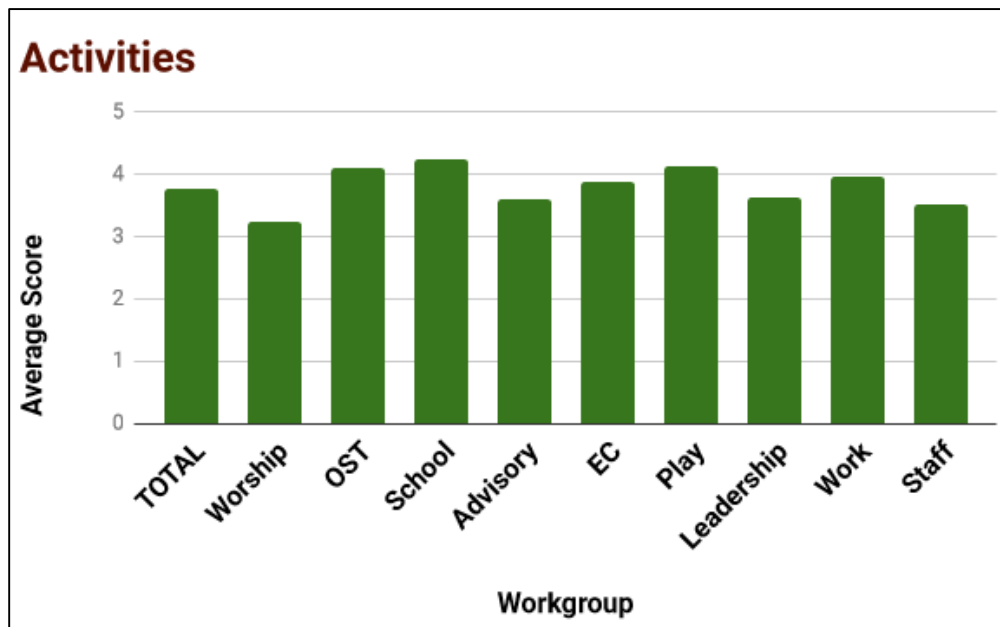
Participation

This graph illustrates how members rate their ability to encourage each other to participate actively in the coalition and promote a sense of inclusivity in their organization. The total average score was 3.93 for this section.



Activities

This graph illustrates how the workgroups take initiative with activities, how they finish them in a timely manner and how they deal with adversity in regards to the lack of activity implementation by individual LiveWell Greenville members. The total average score was 3.77 for this section.



Communication Satisfaction Survey Results

Participants were asked about communication satisfaction on the survey between:

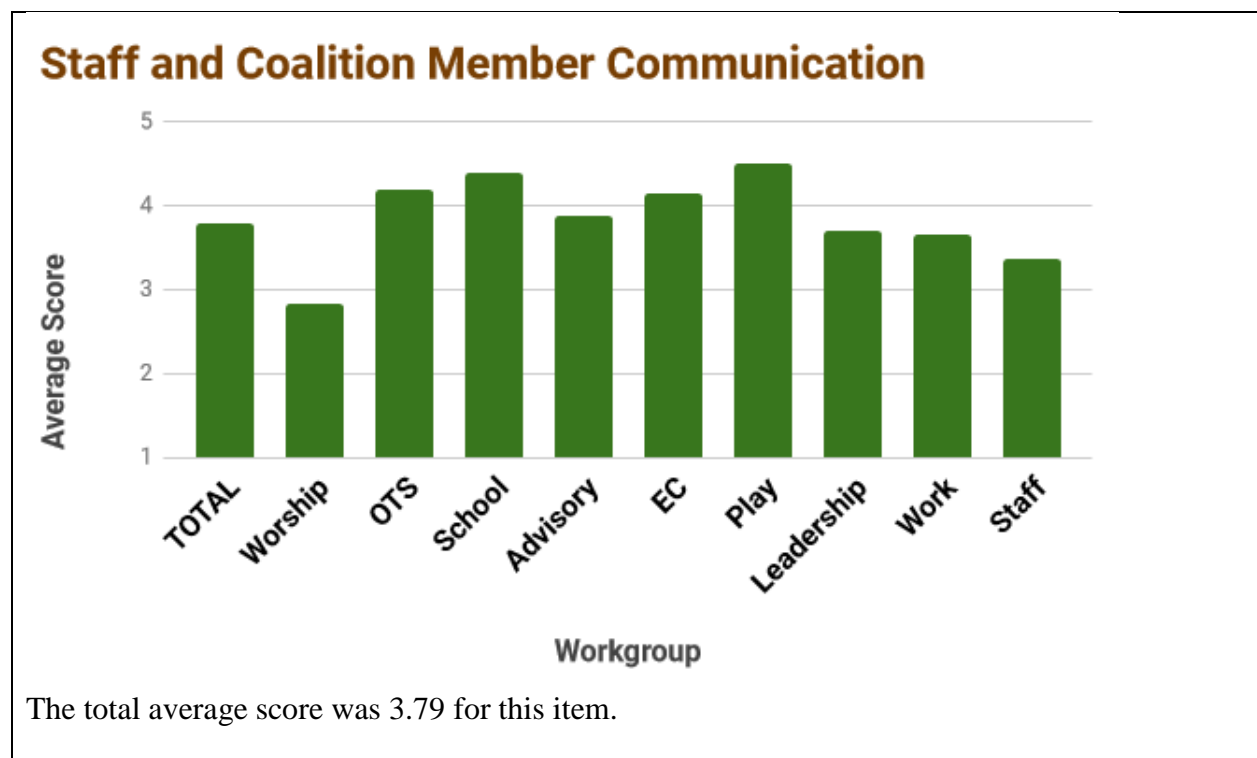
- LWG staff and coalition members.
- coalition members within my workgroup.
- coalition members from other workgroups.

The scoring was 1-5, with 5 indicating that participant strongly agreed with the statement, which indicated more communication satisfaction:

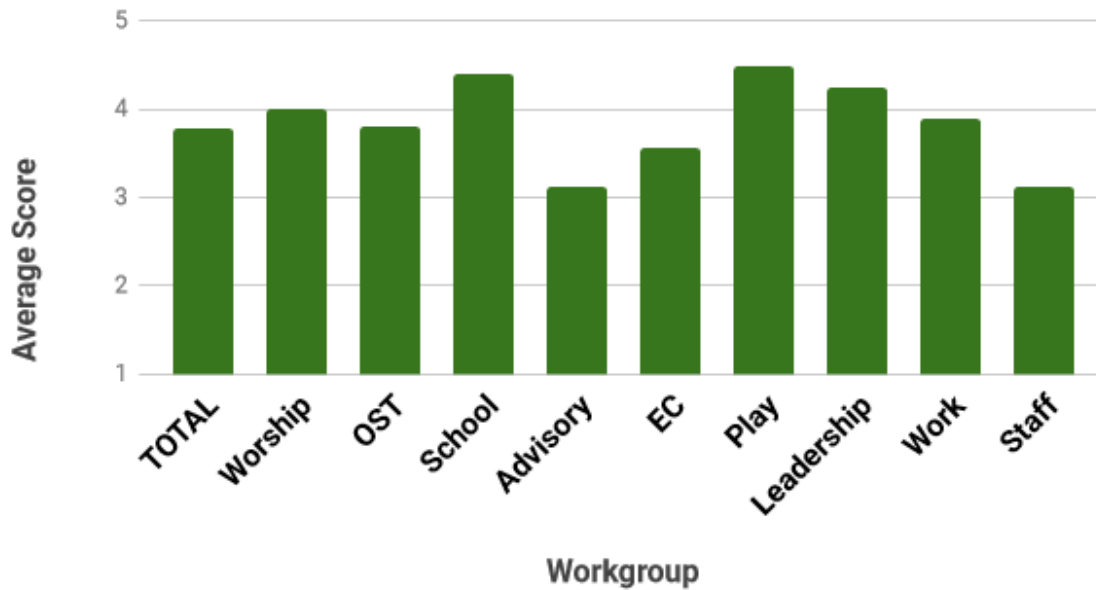
- 1= Strongly disagree
- 2= Disagree
- 3= Unsure
- 4= Agree
- 5= Strongly Agree.

The surveys were conducted before the focus group or interviews so that the participant could share their perspective before being influenced by other people's comments.

The total average score for “staff and coalition member communication” and “within workgroup communication” were similar at around 3.8. The “across group communication” was noticeably lower at 2.9. Within each graph, there was variation among workgroups as well.

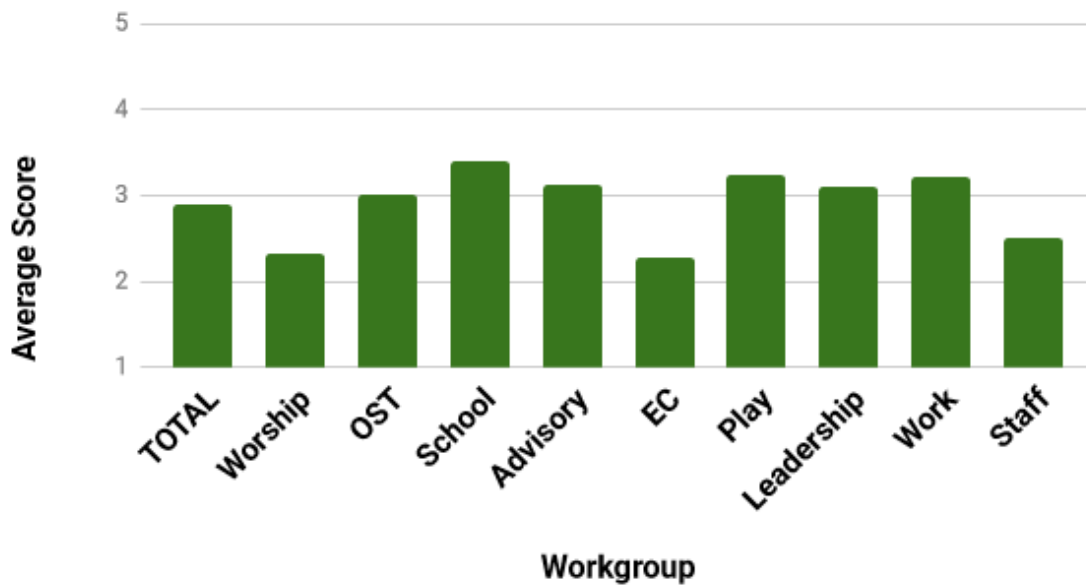


Within Workgroup Communication



The total average score was 3.78 for this item.

Across Workgroup Communication



The total average score was 2.90 for this item.

QUALITATIVE FINDINGS

This section consists of participant comments in focus groups and interviews. Some of the phrasing is from their words, and the potential recommendations represent the participants' views.

Staff and Coalition Member Communication

All groups reported that their LWG staff representative associated with their workgroup was definitely present, easy to talk to, and a resource for more information if needed. Participants reported that it's important to have a connection with a LWG staff member because it means that there is always someone who knows what's going on. Participants also mentioned that staff members must be accessible, personable, and always willing to talk through issues and concerns.

Ways to address feeling disconnected

When communication effectiveness was addressed between staff and coalition members in focus groups and staff interviews, people expressed feelings of disconnection from the decision making process and/or knowledge about members' roles in the coalition.

Concern	Potential Recommendation
Making decisions	<ul style="list-style-type: none">▪ Staff should involve coalition members in decision-making that directly impacts them. If not, it can "throw off the balance of the workgroup environment."▪ In order for members to feel like they are part of any LWG coalition, they have to be "in the same orbit" and know coalition information▪ Have roles clearly defined to work group members and keep them in the loop when decisions are made▪ Involve workgroup members in changes made by LWG so they feel included and feel like they're part of something bigger than just their workgroup▪ Appoint a partner facilitator for each workgroup
Informing coalition members	<ul style="list-style-type: none">▪ Send out monthly or bi-weekly brief documents that summarizes goals of LWG staff, illustrates successes workgroups are having, and things they have accomplished▪ Every time a new member is introduced, send out their contact information▪ Have the website updated with members on each workgroup and brief description of what they do that includes contact information▪ Staff members don't want to bombard coalition members with information they don't necessarily need, but at the same time, coalition members feel out of the loop. At the beginning of

	<p>every meeting, take five minutes to discuss progress, achievements, plan of actions etc. with workgroup members.</p>
Encouraging member engagement	<ul style="list-style-type: none"> ▪ Facilitator training to engage the groups in other dynamic ways ▪ A strong need to encourage one another to speak up and share their ideas and hold each other accountable and make sure members that hold the facilitator positioned are properly trained and skilled and excel in communication with others ▪ Need more open-ended conversations and encourage members to speak ▪ Reach out, let people know that you're there for them and that you can be a resource if needed ▪ Have relationship building exercises so members feel more comfortable expressing their concerns or pitching ideas about how to do a task more efficiently ▪ Workgroup member dedication is huge; if a member is frequently missing meetings and/or not engaging themselves in discussion ask them if they want to continue being on the team, and if not, consider a transition plan off the coalition ▪ Actively ask coalitions members to voice their concerns. They want to feel empowered to speak up and supply staff members with ideas or ask them questions about certain topics if they feel there is a discretion. ▪ If anyone knows they're going to miss a workgroup, have them send in a quick email briefly describing what they're working on so the other members can stay up to date

Communication within Workgroup

Most participants indicated that the majority of communication between coalition members happened within the workgroup meetings. There is an opportunity to cultivate other practices during the workgroup meeting to solicit the resources of each partner and encourage more synergy across organizations. Since attendance is variable among workgroups, it is important to think about effective ways to share the information outside of group as well.

Role definition

There was a consensus among work groups that people didn't know the roles of workgroup members and facilitators. Some of the lack of participation from coalition members come from "not wanting to step on someone else's toes."

Concern	Potential Recommendation
Unsure of role	<ul style="list-style-type: none">▪ Clearly define role and duties of workgroup members and facilitators▪ Actively seek a partner as the facilitator▪ Provide a binder for new members with the information▪ Periodically review the roles in the workgroup meeting
Growing workgroup membership	<ul style="list-style-type: none">▪ Establish contact between hospitals, churches, child care centers, and schools that aren't involved with LWG coalitions because they could be a great resource to help alter the health culture of Greenville▪ Create opportunities for workgroup members to interact and network with each other outside of workgroup meetings so everyone is familiar with what everyone in the group has to offer. Invite people from organizations that are not currently part of the coalition.
Utilizing resources in the room	<ul style="list-style-type: none">▪ There isn't enough information being shared among coalition members and staff members, so go around the room before meetings and have the coalition members inform the staff of current initiatives at their organization▪ Create a binder that includes all workgroup members' contact information, resources, and expertise, and distribute this information to all members▪ Create and share weekly workgroup meeting minutes with all members to make sure everyone is informed. If a workgroup member will be absent from a meeting, they should provide the facilitator with information about new developments to share with the rest of the group

Communication Across Workgroups

A powerful part of LWG is that the coalition is working in many sectors. Yet, many participants indicated they did not know about any of the successes from the other workgroups. A participant stated how it feels to be in a workgroup, “we are all paused at the end, like long arms of an octopus, not even knowing what is it that connects us. It's like I feel we should know who we are, and who we're connected to. I think there's great importance in that.”

Concern	Potential Recommendation
Sharing information	<ul style="list-style-type: none">▪ Have the workgroup facilitators report back the information from the Leadership Team. If the facilitator cannot attend, invite another representative from the workgroup.▪ Email the workgroup update from the Leadership Team meeting to all workgroups▪ Create a 1-3-minute podcast of the highlights from each workgroup and send in an email▪ Successful workgroups should share how they structure their sector to offer other workgroups insight on how to improve the organization of their workgroup▪ Members from different workgroups should be invited to attend different workgroup meetings to be well informed about LWG’s work and what each sector is accomplishing on its own▪ A regular newsletter should be produced to update all coalition members on what LWG is accomplishing as a whole. That newsletter should be embedded in the email so that the user does not have to open an attachment. It should be concise, and if multi-media is used, then it should be embedded within the email.▪ At the end of the meeting, ask workgroup members one item that they would like to share with other workgroups, and one item that they would like to get feedback on. Then each workgroup can share that information at the beginning of the meeting.
Networking with others	<ul style="list-style-type: none">▪ Facilitate networking meeting▪ Binder or electronic version of all coalition members, along with their expertise. This information could also be available on a password protected online portal on the LWG website. The names and organizations of coalition members can be put on the public website.▪ Send out an updated list annually of coalition members, organizations, and contact through email.▪ Coalition members can invite other workgroups to attend meetings when relevant
Annual meetings	<ul style="list-style-type: none">▪ Have annual coalition meetings to inform members about what’s going on in the remainder of the coalition, and allow members to network with one another. Each workgroup could

	<p>deliver a presentation that shares information about what they will be striving to accomplish in the upcoming year.</p> <ul style="list-style-type: none"> ▪ Inform all members on the types of programs and initiatives different workgroups are pursuing so other workgroups can collaborate
--	--

General Communication Ideas

The participants shared some information on ways that could bolster communication.

Potential Recommendations:

- Provide coalition members with a brief overview of what other workgroups are working to achieve. This overview could be potentially shared with future partners and funders. Information should be delivered in the form of an email or hardcopy.
- Distribute a regular newsletter, or “community success update” to all members to provide insight on what each workgroup is accomplishing. The update should include points conscious enough to share with future funders and partners at meetings and social events. One participant said it should be written in a way that “you could share these highlights at a cocktail party.”
- Draft and distribute leadership team minutes to all coalition members
- Weekly facilitators should present 2-3 points regarding what their workgroup is accomplishing for the week
- A podcast series should be developed to broadcast leadership team meetings. This would provide coalition members with insight about what all workgroups are accomplishing, and decisions that are made by the leadership team.
- Develop a bulleted list of who's involved on workgroups and committees
- Include name, number, email, their organization, and which workgroup they're apart of
- The workgroup facilitator should have one-on-one meetings with new members and provide them with an orientation packet. The meeting should address the new member's job description, expectations, what LWG is, and how LWG can help their organization.
- Create an open door policy where members across workgroups are safe to come in and voice their ideas and/or concerns about a certain topic or an event
- Increase communication and keeps fresh ideas circulating throughout the coalition

Ways Members Described LiveWell Greenville

- LiveWell brings the workgroups together to discuss how to change the physical environments as well as the social and political structures in which people interact to create healthy eating and active living environments and opportunities
- Making the healthy choice the easy choice is easy to understand and tangible
- LiveWell Greenville is simple and factual and their mission is clearly stated
- The mission statement is a nice tagline, but it should be noted that LiveWell does not strive to implement individual behavior campaigns to encourage healthy behaviors. Instead, LiveWell is trying to change the environment into a healthier one
- LiveWell is all about promoting healthy living and active living
- The mission statement could be adapted to mention maintaining processes that make the healthy choice the easy choice, because a lot of current efforts are focused on creating something new
- The community associates LWG's work with the healthy choice is the easy choice
- The name "LiveWell Greenville" gives community members the perception of what the coalition is about, but there is a lack of brand recognition of what LiveWell really does in the community
- Our partners should consider LWG as their go to resource for convening anyone interested in improving opportunities for healthy eating and active living. LWG is not top of mind for its partners. LWG partners have nice feelings about the coalition, but they don't consider the organization as their go to resource
- LiveWell should be recognized as the **convener** for all organizations in Greenville that can impact opportunities for healthy eating and active living. It should be recognized that supporting an organization like LiveWell increases return on investment because we unify many partners with missions that align.
 - **LWG should intentionally start updating their branding with the "convener" message.**

Policies, Systems, and Environments Explained

Most focus groups had a difficult time explaining this concept. It is imperative for LWG to conduct training for their partners in order to ensure that everyone understands the level of intervention.

Here are some ways that participants explained it. Some of the illustrations could be used to in a training.

- LiveWell Greenville needs to have policy systems and environment clearly stated that way it is easily accessible and easy to understand for its work group members and the community
- To persuade large areas of the community, a policy, environmental, and system change must take the place of any one leader in an organization and any changes in staff or management
- An idea that becomes integrated within the culture of the organization
- A change in the community that makes it easier for people to permanently access fruits and vegetables at a lower cost and not just for a short while
- A change that alters the culture setting in a permanent way
- Based on some communities, a snickers bar is more easily accessible than an apple, SO make the apple more readily available than a snickers
- Work with local grocery stores instead of with people
- Start with the community and then try and expand the reach of being happy to a global scale, involve powerful people to help make the change
- Creating a healthy environment is like a “dinosaur”, it’s big and it’ll take some time to do. Initially the impact may not be as obvious, but overtime its purpose will be made known.
- PSE’s should be able to be understood on a sixth or eighth grade reading level for the general public to understand the concept. The idea of PSE’s is too vague for the general public to understand
- In order for workgroups to be more receptive to the idea of policy change, the word policy should be described as a “house rule” to resonate with members more
- Systems should be interpreted as the many components in the community that work together to achieve a common goal

- The environmental piece of PSE's involves creating an environment that supports and encourages healthy behavior which results into a culture of health
- Implementing PSE's involves creating a new culture of health in Greenville County. Policies, systems and environments should change behavior at different multi-levels of the community

Funding

Networking: Within the workgroups networking was brought up regularly while discussing funders and the types of messages that should be given to funders. Many members had their own opinions as to how networking should be done.

Potential Recommendations

- Have more targeted messages to specific groups of your partners and coalition members
- Make partners, coalition members, and the community aware of what LWG is trying to do and that they're more than willing to work with outside help to make Greenville County healthy
- Make the funders aware of what their money will be used for by using evidence that shows how LWG is impacting the community
- Help the funders feel like they are more included in LiveWell Greenville
- Don't forget the purpose behind the fund money that you are receiving
- Strengthen opportunities for networking

Impact Awareness: It is important to keep funders updated on the successes of programs that are being funded. Listed below are a few examples of how much LiveWell Greenville is making an impact by the funding they receive.

Potential Recommendations

- Show the funders the end results (possibly in the form of numbers)
- Make sure potential funders know the numbers of their money's impact
- Make sure the funders know where their ROI (return of interest) is in the community

Alternative Workgroup Style

Unsure if should change: Some of the staff members were not familiar with the concept of a different workgroup style. Because of this, some staff members did not know how to react to this question. The workgroups have been an integral part of LiveWell Greenville for so long that many members cannot see the coalition surviving without them. This section includes only staff perspective because this idea has not yet been introduced to the workgroups.

Potential Recommendations:

- Make sure staff has a clear understanding of the concept of alternative workgroup styles before explaining it to members
- Make sure workgroups are fully aware of what would change, and notify them beforehand
- Make sure this thought it thoroughly through before action is taken
- Look into decreasing the amount of workgroups so information doesn't get lost in transition since there is so many of them

All for change: Change is key to keep any organization up to date in this ever changing society. Many of the members of LiveWell Greenville are open to changing up the Work Group style. The Work Groups are doing a decent job, but maybe there is some room for improvement. This section includes only staff perspective because this idea has not yet been introduced to the workgroups.

Potential Recommendations:

- Manage to keep members engaged even after workgroups have dissolved
- This would keep the energy high, just make sure it's on the right type of project

Health Equity

Addressing Health Equity: Health equity is having the highest level of health for all people. Many members in the workgroups either did not understand the concept, or they were unsure if LWG was actually addressing it.

Potential Recommendations

- Attack the areas where you know there are health inequalities
- Educate staff and coalition members on health equity
- Recruit community members that are at or below the poverty line and involve members of different races to get their perspective on ways to successfully address health equity in their community
- Reach out to diverse communities and infiltrate them to the leadership team to reach everyone equally
- Come to a group decision on what messages LWG specifically wants to target and stick to it
- Follow Park Hop's lead by going into the less nice parts of town and telling them the mission of LWG to give those community members the opportunity to get on board to try and address health equity
- Ensure that lower income housing sites offer opportunities for safe places to play and walk and be outside

SPECIFIC RECCOMENTATIONS FROM STAFF AND WORKGROUPS

Staff

- Create connections that we haven't yet thought of; to shift the culture of the environment need to examine it from all angles
- Empower partners by letting them know that "I'm your resource. I'm your advocate. I want to help you achieve your mission." Be open and show that we're willing to help
 - Make them aware that they are the experts within their setting that they work
- Distribute an orientation packet to not only staff BUT to all workgroup members: talk about their job description, discuss what is expected of them
- Have more targeted messages to specific groups of our partners and coalition members
- Require the coalition members to send you more information on what they're doing and if they have any questions/comments/concerns make them aware that they can address them
- Get involved with entities in the community that community that do not consider themselves a part of LWG (i.e. hospitals) what they do still impacts the population
- Have an open door policy and open table conversations with coalition members
- Encourage personal relationships and work on building them with members across the different workgroups
- Quarterly communication
 - One or two pages that includes what is trying to be accomplished
- Include information about what other workgroups are doing
- Have a LWG staff member sit in on different work group meetings to see how they are structured, how they function, who facilitates them and how the facilitating is done, that could help LWG come up with a way to have all workgroups following the same organization pattern to enhance communication and keep everyone in the loop and on the same page
- Staff members would like to know more about what's happening in other workgroups because they feel disconnected from them

- Staff would like to see some point representation from designated workgroup members to come speak during a staff meeting and provide insight on workgroup initiatives and accomplishments
- LWG should embody Shine the Light's non-profit series and encourage executive directors and different funders to network
- Under the strategic plan, workgroups may need to change into a more task force oriented group to tackle overarching initiatives of LWG. This would allow members who aren't as engaged in the coalition to participate on different projects
- LWG needs to consider whether health equity should be a main initiative the coalition is willing to address, and think about if focusing on health equity will limit the overall work of the coalition
- There is a culture of wellness in the LWG organization
- Acceptable to wear workout clothes to the office, people can do yoga during lunch
- Able to work from home and out in the community
- Have walking meetings as much as possible
- Staff support each other's healthy eating habits by refraining from bringing unhealthy foods in the office

At Worship

- Coalition members would like an example of a policy creation LWG wants to uphold
- Also would like to have annual events or quarterly luncheons that discusses policies with the other churches
- Broaden policy making
- Create a culture that's all about health
- Interaction between other workgroups

- A facilitator that is a staff member that communicates with them regularly about what is going on in the coalition
- The coalition members want to be made aware of changes that'll occur in regards to their coalition in the future
- The coalition members want to know where they fit in in the big picture
- Have the relationship between LWG and this focus group clearly established
 - Not only have their support but be equally engaged with them as well
 - To be recognized as a functioning part of LWG you have to be in orbit with them and all the other parts of it as well
- Members want to feel empowered to state their concerns

Out of School Time

- In the mission statement, it needs to come across that LiveWell is a coalition of community partners
- Members want the concept of policies, systems, and environments to be clear to those outside of the coalition, and believes it should be written on a sixth to eighth grade reading level for the community
- Instead of “policy” why not consider calling it “house rules” it’s less harsh of a word and it’s a simple phrase to comprehend, it resonates more
 - “This is what we do in our house”
 - Make sure that they are also written down so they’re not forgotten in the chance of someone leaving
- Don't give people an option to pick something healthy, instead make the healthy food choice the only available option
 - A child will likely choose something sweet over something healthy if you give them that option
- Think of strategies to minimize competing messages about being healthy
 - I.e. LWG drink more water sign next to a soda machine
 - Goes back to creating a culture of health
- Build a better relationship with the staff of LWG

- Communicate regularly between the staff as well as members within the workgroup
- And to know what kind of work they're doing with other coalitions
- Desire a workgroup facilitator to keep them updated on projects across workgroup and what LWG expects of them
- Email communication sent out between the workgroups to keep everyone in the loop of what's going on across the community
- Have a podcast of the executive meeting and send it out to all the workgroups o everyone has the opportunity to know what's going on across the workgroups

Early Childhood

- Coalition members need a better understanding of what they do to impact the statement of “making the healthy choice the easy choice”
- Educate the funders on how their money and support is impacting the statement of “making the healthy choice the easy choice” and allow the funders to see the end results
- Better education on PSEs would be impactful so workgroup members can have a better understanding of them
- Be able to communicate more easily with the staff members
- Set up a way for the different workgroups to communicate amongst themselves
- Educate the workgroups on what the other workgroups are doing how they all fit together in the coalition
 - A good suggestion was setting aside a few minutes during the workgroup meeting to do this
- An annual get-together would be beneficial because then members from different workgroups would be able to get together, meet, and network
 - An alternative plan to this would be to have a list sent out with the basic information of the other workgroups and workgroup members
- Health Equity is a realm that has been overlooked and needs to be addressed

At Play

- Addresses the active living aspect of LWG but not the healthy eating part. Finding a way to address healthy eating would be beneficial
- Park Hops is the main initiative. Is it time to introduce something new?
- There is a desire to know who the other workgroups are and how they can all work together to improve LWG
 - Knowing about the other workgroups would also allow these members to possibly become more involved in LWG
- An annual meeting of the different workgroups (lasting about two hours) would allow for a great networking opportunity
- Monthly newsletter from LWG with all important information
 - Posting it on the website or emailing it would be great

At School

- Coalition members need a better understanding of how LWG is supposed to achieve its mission to “make the healthy choice the easy choice”
- Coalition members should receive a monthly newsletter that lists the activities of all workgroups to keep all members informed. This newsletter could potentially be forwarded to Greenville County schools
- The leadership team should begin to communicate what other workgroups are accomplishing to all coalition members to encourage collaboration between different workgroups. Leadership team minutes should be forwarded to coalition members
- Work group facilitators should improve upon communicating what’s going on in the rest of the coalition to their workgroup members so they are informed
- Send coalition updates via email, or house updates on Google Classroom, or a private Facebook group. If a social media platform is used, make sure all members and partners have access while at work
- Recruit members of more diverse backgrounds to help target underrepresented populations in Greenville County that LWG would like to assist, and become culturally competent to successfully reach certain populations of people

- Advertise Park Hop to senior citizens, not only children
- Advertise LWG brand in the community (EX: partner with GHS to distribute flyer boxes on the swamp rabbit trail, make LWG animal waste bags)

At Work

- LWG's mission statement is very simple and straightforward
- It is helpful to talk about the mission statement before every workgroup meeting to remind everyone of the workgroups' goals as it relates to LWG's overarching aims
- LiveWell serves as a guiding light to healthy policies in the workplace. While getting feedback from organizations and partners, LWG identifies issues within the workplace and tries to take an approach that correlates with the mission statement about how to address those issues
- Would like to help smaller companies with less resources determine how to make the healthy choice the easy choice
- Feels as if communication between the workgroup and staff is adequate, and the workgroup facilitator communicates all necessary information back to them from the leadership team and executive director
- Feels that they are in a silo from the other workgroups in the coalition
- It's hard to keep track of who all is on the workgroup when members don't come regularly
- Have an annual meeting where all coalition members get together to present successful initiatives and goals for the upcoming year. During this time, members should also break off into sub groups (one member from each workgroup should be represented) to discuss LWG's challenges and a unified initiative for all workgroups to collaborate on
- Create a portal where members can view the agendas and minutes of all workgroups
- Revamp the monthly newsletter
- LiveWell should refrain from being redundant and having the same initiatives as other large organizations in the community. LiveWell should point the community in the

direction of resources that are already available, rather than creating something new that's being offered already

Advisory Board

- Believes that the information given about the strategic plan will launch different efforts and or priorities for LiveWell Greenville. In addition, providing a list of the top ten things that LWG is currently working on will be helpful to all members apart of the coalition.
- Top ten bulleted format should include progress and the successes from the last report. It could also outline obstacles that the coalition has come across.
- Suggest that quarterly communication is provided to benefit communication efforts, such as a one or two-page document that gives updates on what LWG is working on. For example, giving details about the next school lunch and what can be done to help even if it is just simply talking to friends or raising money.
- Provide bullet points of what LiveWell Greenville is doing and list ways members in other workgroups could support. It would be helpful even if received through email, and could possibly be discussed at cocktail parties, staff meetings, and board meetings. If directed to members in a question form such as “Are y’all aware of what LiveWell is doing in this space?”, would really engage workgroup members to converse with each other.
- Believes that simple communication such as phone call could be useful for receiving more details about anything of interest.
- Suggest that they do some branding so that people in the community become more aware about the different initiatives involved with LiveWell Greenville. As a result, it could lead to contributions and collaborations.
- Consider looking at the efforts for singular branding and then decide who might be the best candidate for it rather than asking people for part of their budget every year.
- It would be helpful to know who is actually a member of a workgroup and who is just a supporter
- The mission statement is understandable and can easily assume what the tangibles are. For example, tobacco changes are what best illustrates healthy eating and active living as well as PSE's.

- Great examples of policy, systems, and environments are schools because their policy around food has changed.

Leadership Team

- Since the switch to a 501C3, LiveWell has seemingly lost its actuary mindset and turned into an oversight organization. The leadership team needs to be more engaged and get involved with the other workgroups to show that they're willing to be involved and help
- The mission statement is simple, and not a complex statement so it is easy for the coalition members to understand.
- Believes that the “healthy easy choice” is something that people should resonate with on a personal level, especially within the household.
- Defines sustainable impact as changing the culture of Greenville, county so that every person makes the healthy choice the easy choice. Something that can continue without the presence of LiveWell such as the impact on school lunches
- Believes that the communication with Sally is good but the communication with other was described as nonexistent.
- Suggest that they should start receiving agenda reports again because they are very useful and members valued the updates.
- Believes that they are not receiving information that they should be receiving such as accomplishments.
- Annual reports have been helpful, but it is limited because they only receive them every year.
- Suggest that communication outside of meetings would be helpful like a phone conversation.

COMMUNICATION ACTION STEPS

✓ **Keep building upon the positive view of LiveWell Greenville (LWG)**

Sixty-four partners completed the *Internal Coalition Effectiveness (ICE)* instrument in the summer of 2017, and the average score was 4 out of 5, which illuminates that most people “agreed” that LWG has **overall coalition effectiveness**.

✓ **Establish a calendar of events that ensures that LWG staff and workgroup facilitators can continue to promote coalition communication**

Here is a suggested calendar for sharing and cultivating aspects of LWG’s purpose and mission on an annual basis. The discussions should be part of the in-person workgroup, team, and board meetings. This calendar should be revised when needed to fit the best timeline for partners.

January	Brand LWG as the “ convener ” for all organizations in Greenville that can impact opportunities for healthy eating and active living. LWG can facilitate the meeting with partners from a variety of sectors to multiply the return of investment from collective impact . Reiterate that partners and staff are “ ALL LiveWell Greenville ,” and that we have a powerful role in contributing to the coalition.
February	Review the role of each workgroup, the leadership team, and advisory board so that partners can understand the collective impact of this coalition in Greenville County.
March	Provide an overview of collective impact and PSEs (policy, systems, and environments) to make sure that the coalition’s current work aligns with this approach.
April	Assess human resources in each group by having partners share about how their professional and personal skills, as well as their organization, can contribute to collective action for healthy eating and active living. Update the workgroup, leadership team, and advisory board contact list. Share each list with members of that group. In addition, upload a list of all LWG coalition members by workgroup on the LWG website. The list should include name, organization, and job title. Also, forward the link to all coalition partners.
May	Ensure that coalition partners that have joined in the past 12 months have a “New Member Information Packet.” The packet should include the position description, expectations, what LWG is, and how LWG can help their organization. It is important that every member of the coalition thoroughly understands the LWG work and how they can actively partner in collective impact.
June	Facilitate informal networking session for coalition members (during the day)
July	Facilitate informal networking session for coalition members (evening)

August	Discuss the role of the facilitator and confirm facilitator for upcoming months. Invite facilitators to a “Facilitator’s Strategies” training.
September	Prepare list of successes from the past 12 months. Include statistics and stories.
October	Host Annual Celebration so all coalition partners can share accomplishments and plans for the months to come. Provide an opportunity for interaction across workgroups as well.
November	Discuss potential ways to work across workgroups.
December	Analyze the current projects of the workgroup and make adjustments so that the work aligns with bolstering policies, systems, and environments.
MONTHLY	Email newsletter.

✓ **Implement strategies to enhance communication during the meeting**

The meeting facilitator has a vital role. First, each facilitator should participate in a “Facilitator’s Strategies” training. The facilitator should arrange the agenda to provide space for reporting and open communication. The meeting should be an active place for partner participation. Each meeting should:

- Review LWG’s purpose, mission, and “convener” role
- Discuss monthly item from the calendar of events
- Discuss group’s current projects
- Facilitate dialogue of opportunities to support healthy eating and active living in Greenville County and LWG’s potential role
- Provide 1-2 workgroup updates and 1 issue that they would like to get feedback from the other groups; this information will be shared with the Leadership Team
- Review updates and issues from other workgroups; provide relevant feedback.

✓ **Communicate with partners in brief, targeted messages**

Coalition partners want a concise monthly newsletter that highlights 2-3 coalition updates. The information should be written so that anyone could easily share the insights at a “cocktail party.” The newsletter should also be posted on the LWG website. In addition, workgroup updates submitted to the Leadership Team should be attached for interested partners to learn about work across the coalition.

In addition, some coalition members are interested in an online portal that can be accessed on the LWG website with login information, and some members suggested a private Facebook page for LWG coalition members so that they can communicate across sector.

✓ **Expand communication impact**

As LWG continues to work with over 150 partners, it is important that collective impact stories regarding policy, systems, and environments are regularly shared with local media to highlight and brand LWG’s “convener” role. This strategy also provides funders with positive attention and could attract potential funders.

The workgroup model has resulted in powerful collective impact results. As the coalition continues to respond to community needs, other models of bringing partners together can be explored. For instance, to bring in new partners from underrepresented groups, then a project-based model may be helpful – where there is a specified start and end date.

Overall, LWG has done a wonderful job with communication, and everyone is committed to continuing to make this coalition a success.

**Thank you to everyone who participated in the focus group and interviews.
Your insights were key to developing these Communication Action Steps.**

References

- 1) South Carolina Department of Health and Environmental Control. (2013). *2013 Greenville County Obesity Fact Sheet- Nutrition, Physical Activity, and Obesity*. Greenville County.
- 2) LiveWell Greenville. (2017). Making the Healthy Choice the Easy Choice. Retrieved January 1, 2017, from <https://livewellgreenville.org/>
- 3) Granner, M. L., & Sharpe, P. A. (2004). Evaluating community coalition characteristics and functioning: a summary of measurement tools. *Health Education Research*, 19(5), 514–532. doi:10.1093/her/cyg056
- 4) McLeroy, K. R., Bibeau, D., Steckler, A., & Glanz, K. (1988). An ecological perspective on health promotion programs. *Health Education and Behavior*, 15(4), 351–377.
- 5) Butterfoss, F. D., Morrow, A. L., Rosenthal, J., Dini, E., Crews, R. C., Webster, J. D., & Louis, P. (1998). CINCH: An urban coalition for empowerment and action. *Health Education & Behavior*, 25(2), 212–225.
- 6) Clark, N. M., Lachance, L., Doctor, L. J., Gilmore, L., Kelly, C., Krieger, J., ... Nicholas, E. (2014). Policy and system change and community coalitions outcomes from allies against asthma. *Health Education & Behavior*, 41(5), 528–538.
- 7) Freire, K. E., Zakocs, R., Le, B., Hill, J. A., Brown, P., & Wheaton, J. (2015). Evaluation of DELTA PREP: A Project Aimed at Integrating Primary Prevention of Intimate Partner Violence Within State Domestic Violence Coalitions. *Health education & behavior : the official publication of the Society for Public Health Education*, 42(4), 436–48. doi:10.1177/1090198115579413
- 8) Giachello, A. L., Arrom, J. O., Davis, M., Sayad, J. V, Ramirez, D., Nandi, C., et al. (2003). Reducing diabetes health disparities through community-based participatory action research: the Chicago Southeast Diabetes Community Action Coalition. *Public health reports*, 118(4), 309.
- 9) Truiett-Theodorsen, R., Tuck, S., Bowie, J. V, Summers, A. C., & Kelber-Kaye, J. (2015). Building effective partnerships to improve birth outcomes by reducing obesity: The B'more Fit for healthy babies coalition of Baltimore. *Evaluation and program planning*, 51, 53–58.
- 10) Khan, L. K., Sobush, K., Keener, D., Goodman, K., Lowry, A., Kakietek, J., et al. (2009). Recommended community strategies and measurements to prevent obesity in the United States. *MMWR Recomm Rep*, 58(RR-7), 1–26.
- 11) Dooyema, C. A., Belay, B., Foltz, J. L., Williams, N., & Blanck, H. M. (2013). The childhood obesity research demonstration project: A comprehensive community approach to reduce childhood obesity. *Childhood Obesity*, 9(5), 454–459.
- 12) Liao, Y., Siegel, P. Z., Garraza, L. G., Xu, Y., Yin, S., Scardaville, M., Stephens, R. L. (2016). Reduced Prevalence of Obesity in 14 Disadvantaged Black Communities in the

- United States: A Successful 4-Year Place-Based Participatory Intervention. *American journal of public health*, 106(8), 1442–1448.
- 13) Wolff, T. (2001). A Practitioner's Guide to Successful Coalitions. *American Journal of Community Psychology*, 29(2), 173-191
 - 14) Hays, C., Hays, S., DeVille, J., & Mulhall, P. (2000). Capacity for effectiveness: the relationship between coalition structure and community impact. *Evaluation and Program Planning*, 23(3), 373–379. doi:10.1016/S0149-7189(00)00026-4
 - 15) Gottlieb, N. H., Brink, S. G., & Gingiss, P. L. (1993). Correlates of coalition effectiveness: the Smoke Free Class of 2000 Program. *Health education research*, 8(3), 375–84. doi:10.1093/HER/8.3.375
 - 16) Goldstein, S. M. (1997). Community coalitions: A self-assessment tool. *American Journal of Health Promotion*, 11(6), 430–434.
 - 17) Kegler, M. C., Twiss, J. M., & Look, V. (2000). Assessing Community Change at Multiple Levels: The Genesis of an Evaluation Framework for the California Healthy Cities Project. *Health Education & Behavior*, 27(6), 760–779. doi:10.1177/109019810002700610
 - 18) Rogers, T., Howard-Pitney, B., Feighery, E. C., Altman, D. G., Endres, J. M., & Roeseler, A. G. (1993). Characteristics and participant perceptions of tobacco control coalitions in California. *Health Education Research*, 8(3), 345–357.
 - 19) Zakocs, R. C., & Edwards, E. M. (2006). What Explains Community Coalition Effectiveness?: A Review of the Literature. *American Journal of Preventive Medicine*, 30(4), 351–361. doi:10.1016/j.amepre.2005.12.004
 - 20) Kegler, M. C., Steckler, A., Mcleroy, K., & Malek, S. H. (1998). Factors that contribute to effective community health promotion coalitions: A study of 10 Project ASSIST coalitions in North Carolina. *Health Education & Behavior*, 25(3), 338-353.
 - 21) Cramer, M. E., Atwood, J. R., & Stoner, J. A. (2006). Measuring Community Coalition Effectiveness Using the ICEc Instrument. *Public Health Nursing*, 23(1), 74–87. doi:10.1111/j.0737-1209.2006.230111.x
 - 22) Granner, M. L., & Sharpe, P. A. (2004). Evaluating community coalition characteristics and functioning: a summary of measurement tools. *Health education research*, 19(5), 514–32. doi:10.1093/her/cyg056

Appendix A:

LiveWell Greenville Communication Survey

INSTRUCTIONS: The Internal Coalition Effectiveness (ICE) Instrument© measures the internal effectiveness of coalitions from an organizational perspective. There are two sections to the instrument. Section I asks you to consider how well members work together to achieve common goals and objectives. Section II asks you to consider if coalition staff are effective in facilitating the work of the coalition. Section III asks about communication. Please mark the response that best describes your opinions regarding each of the items below. Mark one response per item.

SECTION I: Members Working With Members					
<u>Members of the LiveWell Greenville Coalition (LWG)...</u>	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
1. have a shared social vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. agree with the mission and purpose of LWG.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. work together to make LWG's financial resources go substantially further.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. work together to coordinate LWG activities to avoid duplication of services and efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. work together to strengthen each other's advocacy efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. work together to expand each member's knowledge and potential for addressing the issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. enrich each other's abilities and skills in the issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. work together to establish positive relationships with community members whom LWG wants to engage and mobilize.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. encourage each other to actively participate in LWG's decision-making process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. encourage each other to identify issues, analyze problems, select interventions and evaluate interventions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. have a sense of inclusivity that engages a variety of public and private individuals from the community in LWG – from elected officials to community leaders and residents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. successfully implement the vast majority of LWG's work plan on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. take the necessary corrective action when problems arise regarding lack of activity implementation by other LWG members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION II: Staff Facilitating Coalition Success					
Staff of LiveWell Greenville (LWG) work for coalition success by...	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
14. facilitating a shared social vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. facilitating the process of developing agreement among LWG members about the mission and purpose.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. promoting the involvement of a broad base of members in LWG's work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. repositioning LWG assets, competencies, and resources to address changing needs and priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. developing other leaders within LWG.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. providing resources to keep LWG members current on issue-related legislation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. providing resources to keep LWG members informed about best practices on the issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. providing resources to develop leadership skills among LWG members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. establishing positive relationships with community members that LWG wants to engage and mobilize.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. facilitating positive community relationships with other local key players and stakeholders involved in the issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. building respectful relationships between LWG and the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. encouraging members' active participation in the LWG's decision-making processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. facilitating open communication within LWG coalition members and with LWG staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. facilitating a sense of inclusivity that engages a variety of public and private individuals from the community in LWG – from elected officials to community leaders and residents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. working to engage a broad cross section of the community to participate in LWG's work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. providing necessary organizational oversight to LWG based on evaluation data to ensure that the vast majority of the work plan is implemented on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. taking the necessary corrective action when problems arise regarding lack of activity implementation by individual LWG members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION III: Communication

I am satisfied with communication between...	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
31. LWG staff and coalition members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. coalition members within my workgroup.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. coalition members from other workgroups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. How long have you been part of LiveWell Greenville?

- ☐ Less than one year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7 or more years
- ☐ Not applicable

Appendix B:

Focus Group Questions- Live Well Greenville Communication

- 1) Let's go around the table, please share your name, organization, and why you decided to become a member of LiveWell Greenville coalition.
- 2) The mission of LiveWell Greenville is: LiveWell Greenville is on a mission to make the healthy choice the easy choice by creating a community that supports healthy eating and active living for all. Could this messaging be improved? How?
- 3) LiveWell's website states that it values **sustainable impact** by supporting policies, systems and environments (PSEs) to positively influence large sectors of the community and to ensure that initiatives which promote healthy eating and active living are long-term and self-sustaining.
 - a. What does policies, systems and environments (PSEs) mean? How well do you think that message is communicated within the workgroups? How could that messaging be improved?
 - b. What does sustainable impact mean? How well do you think that message is communicated within the workgroups? How could that messaging be improved?
- 4) What do you think about the communication between the LWG staff and coalition members? (Probes: content, frequency, methods)
 - a. What works well?
 - b. What could it be improved?
 - c. How would you like to receive information from LWG staff?
 - d. How can their communication with you improve the coalition productivity?
 - e. What do you think should be the primary goals of communication between LWG staff and coalition members?
- 5) What do you think about communication among coalition members in this workgroup?
 - a. What works well?
 - b. What could it be improved?
 - c. How would you like to receive information from other coalition members?
 - d. What type of information would you like to know?
 - e. How can their communication with you improve the coalition productivity?
 - f. What do you think should be the primary goals of communication between workgroup members?
- 6) What do you think about communication between workgroups?
 - a. Do you know what is going on in other workgroups? Do you think this information could be helpful to your work? Why or why not?
 - b. How would you like to receive information about other workgroups?
 - c. What type of information would you like to know?
 - d. How can their communication with you improve the coalition productivity?

- e. What do you think should be the primary goals of communication between different workgroups?
-
- 7) In general, what do you think could improve the communication effectiveness of this coalition? What are some ideas that you think would be helpful that we have not talked about? (Probes: podcasts, Facebook, electronic newsletter, etc.) Who should be responsible for facilitating communication?
 - 8) What messages should we communicate to funders? What information do you think that want to know? What is the best way for us to communicate with them? How can LiveWell build stronger relationships with funders?
 - 9) How does LWG address health equity? How would you like to see the coalition address health equity?

Appendix C:

Interview Questions- Live Well Greenville Communication

- 1) What is your role for LiveWell Greenville?
- 2) How is the communication between LWG staff? What works well? What could be improved?
- 3) The mission of LiveWell Greenville is: LiveWell Greenville is on a mission to make the healthy choice the easy choice by creating and maintaining a community that supports healthy eating and active living. What do you think this means? Could this messaging be improved? How?
- 4) LiveWell's website states that it values **sustainable impact** by supporting policies, systems and environments (PSEs) to positively influence large sectors of the community and to ensure that initiatives which promote healthy eating and active living are long-term and self-sustaining.
 - a. What does policies, systems and environments (PSEs) mean? How well do you think that message is communicated within the workgroups? How could that messaging be improved?
 - b. What does sustainable impact mean? How well do you think that message is communicated within the workgroups? How could that messaging be improved?
- 5) How do you think LWG supports its staff in supporting their personal endeavors in healthy eating and having an active lifestyle? (Probe: Challenges)
- 6) What do you think about the communication between the LWG staff and coalition members? (Probes: content, frequency)
 - a. What works well?
 - b. What could it be improved?
 - c. How would you like to receive information from LWG staff?
 - d. How can their communication with you improve the coalition productivity?
 - e. What do you think should be the primary goals of communication between LWG staff and coalition members?
- 7) What would make it easier for you to be able to communicate with the coalition members? Who do you think should be involved? If you have all the time and resources, what would be your ideal way to communicate with coalition members?
- 8) What do you think about communication among coalition members in this workgroup?
 - a. What works well?
 - b. What could it be improved?
 - c. How would you like to receive information from other coalition members?
 - d. What type of information would you like to know?

- e. How can their communication with you improve the coalition productivity?
 - f. What do you think should be the primary goals of communication between workgroup members?
- 9) What do you think about communication between workgroups?
- a. Do you know what is going on in other workgroups? Do you think this information could be helpful to your work? Why or why not?
 - b. How would you like to receive information about other workgroups?
 - c. What type of information would you like to know?
 - d. How can their communication with you improve the coalition productivity?
 - e. What do you think should be the primary goals of communication between different workgroups?
- 10) Instead of the workgroup format, what do you think of project-based working groups that have specific start and end times? Who should be invited to the meetings?
- 11) In general, what do you think could improve the communication effectiveness of this coalition? What are some ideas that you think would be helpful that we have not talked about? (Probes: podcasts, Facebook, electronic newsletter, etc.) Who should be responsible for facilitating communication?
- 12) What messages should we communicate to funders? What information do you think that want to know? What is the best way for us to communicate with them? How can LiveWell build stronger relationships with funders?
- 13) How does LWG address health equity? How would you like to see the coalition address health equity?