



Community Engagement: Working Together Toward a Shared Goal



Healthy Teen Network

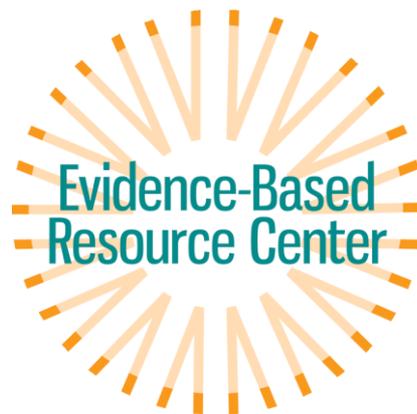
MAKING A DIFFERENCE IN THE LIVES
OF TEENS AND YOUNG FAMILIES

Office of Adolescent Health and
Administration on Children, Youth and Families
May 31, 2011

Healthy Teen Network

A national nonprofit membership organization that connects professionals to one another in the field of adolescent reproductive health

- *Networking*
- *Training & Technical Assistance*
- *Resources & Publications*



Presenters...

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Objectives

At the conclusion of this 60-minute webinar, you will be able to...

1. Identify three action steps of project partners for supporting community initiatives
 2. Define the difference between a project partner and a community stakeholder
 3. Summarize the components of building and sustaining relationships with project partners and community stakeholders
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Agenda

- Define and explain community & community engagement
- Describe community engagement action steps
- Explore who's involved in the community engagement process
- Describe steps in building & sustaining a community engagement effort



Common Ground

What Is Community?

- The answer depends who you ask!
 - Community is a complex and fluid concept that is defined by both an individual's perspective and the structures and values of others in the larger system.
 - This complexity can present challenges to understanding how to define community when targeting an engagement effort.
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Community: The Individual

- May belong by choice
 - Voluntary associations
 - May belong because of innate personal characteristics
 - Age, gender, race or ethnicity
 - Shares a common characteristic with others
 - Geography, shared interests, values, experiences, culture or traditions
 - May belong to more than one community at a time
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Community: The System

- Community is made up of individuals and sectors that are connected through a role, function or activity.
 - School, faith organization, recreation center, organized activity, enterprise, government, etc.
 - Success is dependent on each sector performing its function well.
 - Healthy youth is a SHARED responsibility.
 - Community also includes the dynamics of status and power.
 - Engaging the community requires negotiating relationships with groups and institutions that hold status and power.
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Community Engagement

“...[is] the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest or similar situations to address issues affecting the well-being of those people.”

Principles of Community Engagement
CDC/ATSDR Committee on Community Engagement
Retrieved, May 2, 2011

Community Engagement

“...involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as a catalyst for changing policies, programs and practices.”

Principles of Community Engagement
CDC/ATSDR Committee on Community Engagement
Retrieved, May 2, 2011

The Art and Science of Community Engagement

...draws upon evidence-based practices from social science while giving parity to the artistry of the process, resource constraints and the complexity of relationships.

Principles of Community Engagement
CDC/ATSDR Committee on Community Engagement
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Benefits of Community Engagement

- Broadens your program's base of support
- Leverages resources and expertise
- Increases your program's influence to achieve desired change
- Improves prospects for program sustainability

Before You Start: Gaining Entry

What is the plan for...

- Establishing relationships?
 - Building trust?
 - Identifying formal and informal leaders?
 - Engaging and sustaining membership?
 - Developing capacities and resources?
 - Staying neutral?
 - Adhering to ethical standards?
 - Ensuring a community-driven process?
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PROCEEDING WITH A CLEAR GOAL IN MIND

Action Steps

#1: Conduct a Thorough Needs & Resources Assessment

- Quantitative data
 - Surveys
 - Vital statistics
 - National data (to compare with community data)
 - Qualitative data
 - Focus groups
 - Interviews – individual or group
 - Observation
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#1: Needs & Resources Assessment – Focus on Youth

- The individual
 - Age, gender, race, ethnicity
 - Sexual risk-taking behaviors
 - Risk and protective factors
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#1: Needs & Resources Assessment – Focus on Youth

- The community system (structures and values)
 - Resources
 - Pre-existing programs
 - Youth-serving organizations
 - Policies supporting reproductive health
 - Community's values toward programs
 - History and experience with engagement efforts
 - Perception of those initiating the process
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#1: Needs & Resources Assessment – Focus on Youth

- Identify the **needs** for successful initiative by answering, “Where are the **gaps** in the community?”
- Identify the people and organizations to be involved by answering, “Who are the **change agents** in the community?”

#2: Share Information About Your Program with the Community

- Should be a regular and routine activity – at least monthly
 - Builds mutual understanding and collaboration
 - Strengthens reciprocity of relationship
 - Leverages collective wisdom, effort and support
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#2: Share Information About Your Program with the Community

- Tell the “story” of the initiative, complete with the purpose and vision
 - Present results in simple, compelling and clear language; avoid jargon
 - Use visuals and metaphors to illustrate results
 - Involve the audience by asking open-ended questions
 - Be prepared; practice, practice, practice
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#2: Share Information About Your Program with the Community – Verbally

- Community meeting
 - Town hall style meeting
 - Prepare the space
 - Position chairs with unobstructed views
 - Create a safe environment
 - Establish reciprocity by asking basic questions
 - Check for understanding
 - Use reflective listening and summarizing
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#2: Share Information About Your Program with the Community – in Writing

- Report and press conference
 - Community newsletter
 - Journalistic news story
 - Newspaper
 - Internet
 - Letter to the editor
 - Post on social networking sites
 - Facebook
 - Twitter
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#2: Share Information About Your Program with the Community – Other Ways

- Photovoice
 - Community members record and reflect upon issues affecting their lives
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#2: Share Information About Your Program with the Community – Closing

- Reiterate the vision and express the benefits of participating in the community initiative to...
 - Build ownership in process and outcomes
 - Empower membership
 - Develop collective wisdom to produce innovative solutions
 - Help participants gain better awareness of themselves, their community, and the potential for improving their quality of life
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#3: Ask Community Members to Assist Your Program

- Program planning
 - Bringing different perspectives to the table
 - Offering specialized expertise
- Program expansion
 - Volunteers to permit increased staffing
 - Partnerships to create new opportunities
- Marketing
 - Raising awareness of the program via informal networking
 - Using social networking media to publicize events

#3: Ask Community Members to Assist Your Program

- Building program support
 - Raising money
 - Finding/providing space for activities
- Other kinds of support
 - Advocating (as private citizens) for public policies that address needs identified in the community
 - Providing pro bono specialized training for staff
 - Other – Be creative!

#4: Shape Your Community Engagement Effort – Who Should Be Involved?

- Open to all or by invitation only?
- Representative, influential, including those not traditionally asked to the table
- Diverse knowledge, skills and capacities
- Thinkers and doers
- Manageable size
- Who else should be there?
 - Get buy-in sooner rather than later

#4: Shape Your Community Engagement Effort – Determinants of Involvement

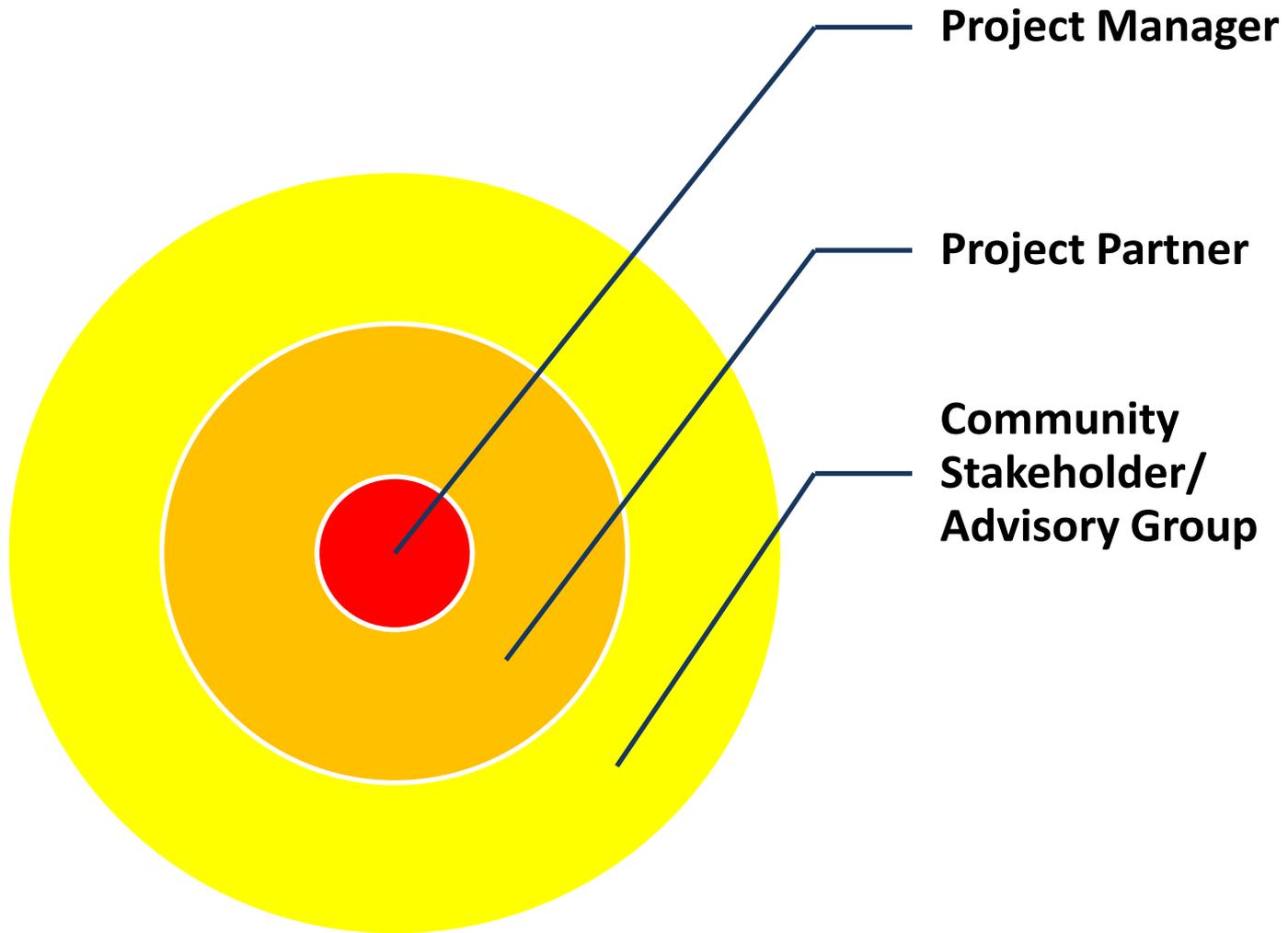
- Intensity of participation (frequency of activities)
 - Knowledge, skills and attitudes to contribute
 - Resources - \$\$\$, time
 - Flexibility
 - Releasing control of process expectations (linear vs. iterative)
 - Revising activities to match community's comfort while achieving the goal
 - Endurance
 - Long-term, sustainable commitment to the initiative
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#4: Shape Your Community Engagement Effort – Getting Started

- Determine meeting schedule & mode
 - In-person, online, phone
 - Define and assign roles and responsibilities
 - Agree on leadership role(s)
 - Agree on the decision-making process
 - Democratic process (i.e., voting)
 - Consensus
 - Final & binding vs. revisit at a later time & flexible
 - Develop and use group rules
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MULTIPLE LEVELS OF INVOLVEMENT

Who's Who in Community Engagement?



Who's Who: Project Manager

- Responsible for **coordinating** and **coaching** core Project Partner Group and Stakeholder/Advisory Group
 - Coordinates **operational** activities and facilitates **relationship-building activities**
 - Meetings, events
 - Team building activities
 - **Supervises** outreach staff
 - **Oversees** data collection, analysis, and dissemination with community
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Who's Who: Project Partner

- **Shares** resources, knowledge & staff
 - Has **equal** responsibility for the project's success
 - Works with **like-minded** individuals
 - Is **fully** informed of project benchmarks
 - Is a member of the **core** decision-making group (i.e., Project Partner Group)
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Who's Who: Community Stakeholder/Advisor

- Is **informed** of the project's progress and is a key informant; has **clout**
 - Provides **insight** into community's reaction
 - Is an **ally**, engaged in supporting initiative's goals
 - Can present **alternate** viewpoints while not blocking progress
 - Takes direction **from** core Project Partner Group
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TRUST, EQUALITY & PRODUCTIVITY

Building and Sustaining Relationships

Building and Maintaining Trust

- Being open and honest
- Being able to listen well
- Using appropriate humor to add levity and build group cohesion
- Being able to directly address and speak frankly about contentious but important issues such as power differentials, racism and financial decisions

<http://depts.washington.edu/ccph/cbpr/u4/u42.php>

Retrieved May 2, 2011

Understanding One Another

- Proactive or reactive performance assessment
 - Formal process or “organic” process
 - Frequency of “check-ins”
 - Beginning of each meeting
 - Monthly, quarterly, annually
 - Facilitated by whom?
 - What to do with the information garnered?
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Activities to Build Trust & Understanding

- Immerse yourself in the community
 - Daily interactions (yes, even weekends!)
 - Attend festivals and community events
 - Eat together!
 - Facilitate learning exchanges
 - Engage in interactive activities
 - Develop agreed-upon operational norms
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Accountability

- **All** must find a balance between operational tasks and allowing the process to go on eternally.
 - Make a decision!
 - Vote
 - Nominal group process
 - Consensus or modified consensus
 - SWOT (strengths, weaknesses, opportunities, threats)
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Conflicts: A Natural Part of the Group Process

Bruce Tuckman's Stages of Group Development

- Forming
- Storming
- Norming
- Performing

http://findarticles.com/p/articles/mi_qa3954/is_200104/ai_n8943663/

Conflicts: A Natural Part of the Group Process

Richard Hackman's Conditions for Success

- Being a real team
- Compelling direction
- Enabling structure
- Supporting context
- Expert coaching

Conflicts: Why They Happen

- Communication breakdown
 - Power imbalances
 - Incompatible goals and agendas
 - Commitment imbalance
 - Inequitable distribution of work and resources
 - Turf battles
 - Discrimination
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Conflicts: Avoiding and Resolving

- Open communication
 - Negotiation
 - Third-party consultant/facilitator
 - Written agreement
 - Interactive activities
 - Role-play
 - “Walk in my shoes”
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Involuntary Separation: Asking Someone to Disengage

- Review the person's contributions to the process
 - Focus on behaviors and any behaviorally-based performance feedback given previously
 - Give the person ample warning and a specific time frame for improvement
 - Be clear and concise
 - Negotiate an alternate role ONLY when necessary
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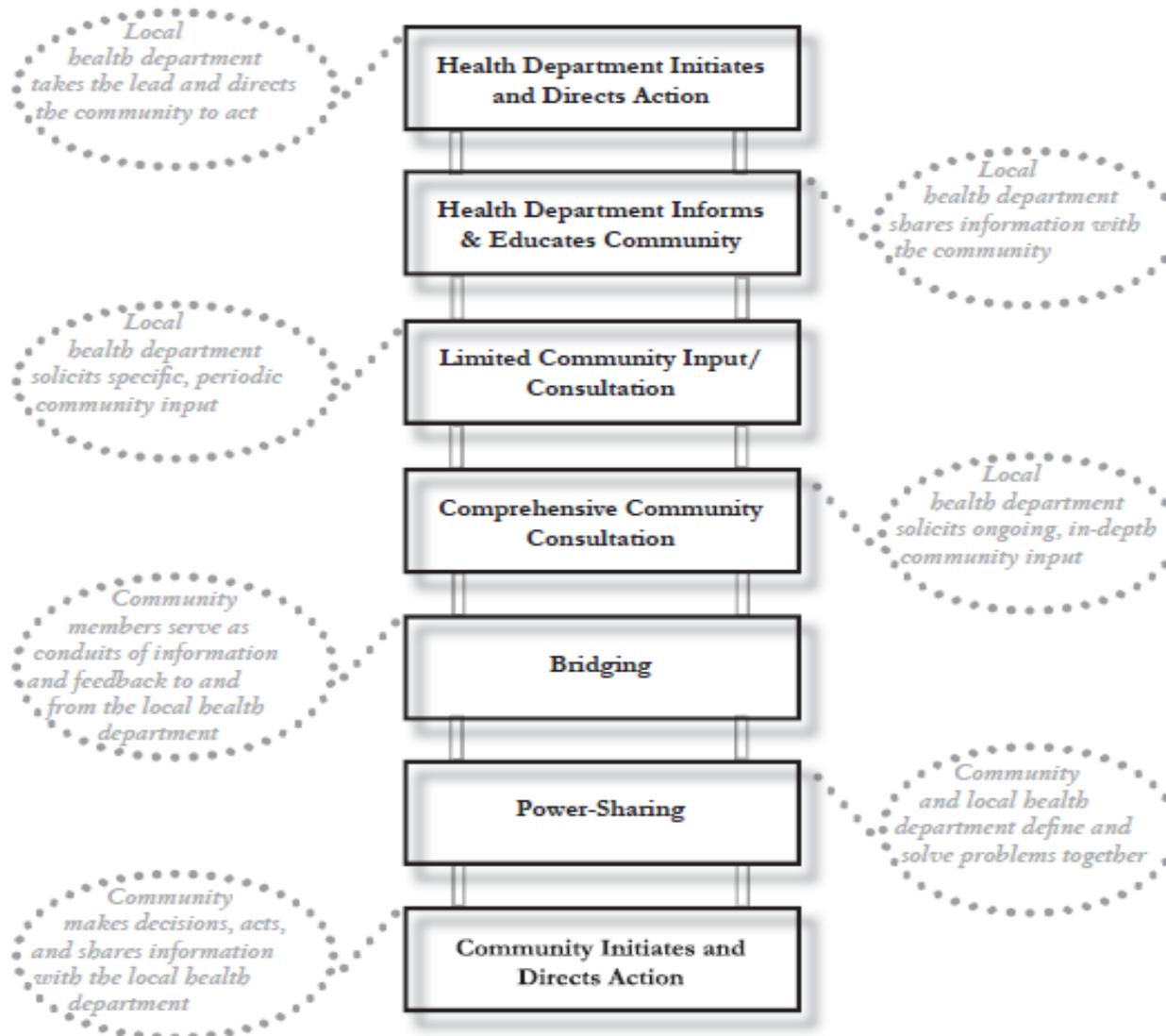


Community Engagement and Teen Pregnancy Prevention

Findings from Case Studies

- **Community Engagement in Public Health.** Mary Anne Morgan and Jennifer Lifshay, 2006.
 - *A Framework: Ladder of Community Participation*
 - Setting: Contra Costa, CA
 - Contra Costa Health Services
- Lesson learned: The Health Department cannot act alone to create healthy communities.

The Ladder of Community Participation includes seven strategies:



Findings from Case Studies

- **Successful Community Engagement: Laying the Foundation for Effective Teen Pregnancy Prevention.** Barbara Goldberg, Victoria Frank, Susan Bekenstein, Patricia Garrity and Jesus Ruiz, 2011.
 - Setting: North Chicago
 - Family Life Education program within the Lake County Health Department/Community Health Center

Case Studies: Findings from Studies

- Lessons learned from the Chicago study:
 - A program must take time to build relationships BEFORE providing services
 - Staff must understand the community's systems and context
 - Staff must be invested in the initiative and integrate the community engagement core values into their own values
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QUESTIONS & ANSWERS

Conclusions

Successful Community Engagement: What We Can Do

1. Address the systems, not just the individual (and vice versa)
2. Ensure initiative is culturally appropriate
3. Explain the relevance & benefits of the initiative
4. Empower the community from within
5. Use core Project Partner Group and Stakeholder/Advisory Group effectively from the beginning to the end of the initiative

References

- **Principles of Community Engagement.** Agency for Toxic Substances and Disease Registry (ATSDR) Committee on Community Engagement, Centers for Disease Control and Prevention, Public Health Practice Program Office, Atlanta, GA, 1997.
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- **Successful Community Engagement: Laying the Foundation for Effective Teen Pregnancy Prevention.** Barbara Goldberg; Victoria Frank; Susan Bekenstein; Patricia Garrity and Jesus Ruiz, *Journal of Children and Poverty*, 17(1), pp. 65-86, 2011.
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 - **The Right Way to Fire Someone: Firing an Employee May Be the Hardest Thing You'll Have to Do, But If You Follow These Tips, You Can Get the Job Done Right.** Cliff Ennico. *Entrepreneur*, September 11, 2006.
<http://www.entrepreneur.com/humanresources/managingemployees/discipliningandfiring/article166644.html>
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Thank you!!

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