Community Engagement
USBC Summer Pre Institute
Washington DC

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Stand and Declare

•What do we believe about collaboration?
Stand and Declare

• **Collaboration with representatives from all parts of the community is fun and easy.**

Stand and Declare

• **In collaborative efforts in our community we always engage those most affected by the problem as equal partners at the table and they willingly join us and participate actively.**
Experiences in Coalitions and Partnerships

- Please describe two experiences you have had in your breastfeeding coalition around policy change that have been positive and two that have been negative.

<table>
<thead>
<tr>
<th>Positive Experiences</th>
<th>Negative Experiences</th>
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Six principles for successful coalitions:

1. Engage a broad spectrum of the community
2. Encourage true collaboration as the form of exchange
3. Practice democracy
4. Employ an ecological approach that emphasizes individual in his/her setting.
5. Take action
6. Engage your spirituality as your compass for social change
Collaborative Solutions

1. Engage a broad spectrum of the community
   – Especially those most directly affected
   – Celebrate racial and cultural diversity

2. Encourage true collaboration as the form of exchange

The Continuum of Collaboration

Definitions:

- **Networking**  
  Exchanging *information* for mutual benefit.

- **Coordination**  
  Exchanging information and *modifying activities* for mutual benefit.

- **Cooperation**  
  Exchanging information, modifying activities, and *sharing resources* for mutual benefit and to achieve a *common purpose*. 
The Continuum of Collaboration - cont.

- **Collaboration** Exchanging information, modifying activities, sharing resources, and *enhancing the capacity of another* for mutual benefit and to achieve a common purpose by *sharing risks, resources, responsibilities, and rewards*.

  — From Arthur Himmelman

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The Continuum of Collaboration Worksheet

- **Instructions**: Given the definitions of networking, coordinating, cooperating and collaborating, identify the following:
  - With an “x” identify which functions are most frequently used in your collaborative efforts
  - With an “o” identify where you would like to be (which functions you would like to use more frequently, etc.)
  - Discuss and note what your collaborative needs to do to make this happen

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<thead>
<tr>
<th></th>
<th>Use Frequently</th>
<th>Use Sometimes</th>
<th>Hardly Ever Use</th>
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<tbody>
<tr>
<td><strong>Networking</strong></td>
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<td>Exchanging Information</td>
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<td>Coordinating</td>
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<td>Alter Activities</td>
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<td><strong>Cooperation</strong></td>
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<td>Exchange Information</td>
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<td>Alter Activities</td>
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<td>Share Resources</td>
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<td><strong>Collaboration</strong></td>
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<td>Exchange Information</td>
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<td>Share Resources</td>
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<tr>
<td>Enhance Capacity</td>
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Collaborative Solutions cont.

3. Practice democracy
   – Promote active citizenship and empowerment

4. Employ an ecological approach that emphasizes individual in his/her setting.
   – Build on community strengths and assets
Collaborative solutions cont.

5. Take action
   – Address issues of social change and power
   – Move from social services to social change
   – Build on a common vision

6. Engage your spirituality as your compass for social change

   Align the goal and the process
   – “Be the change that you wish to create in the world.” (M. Gandhi)
Defining Community

Community = those most affected by the issue(s)

Why community engagement is central to USBC

- The community is critical to the process
- To learn about the issues we are trying to address
- To learn about the target community
- To share power and resources
- To build community ownership
- To do “with” versus doing “for”
- To align with community organizations
- To identify community leaders and key partners and develop relationships
- To honor community residents’ knowledge and experience
Key Elements for True Collaboration with Community Members

- Building Trust
- Providing safe space
- Accommodating the members
- Honoring diversity of membership
- Being inclusive
- Sharing governance and decision making

Benefits of Involving Grassroots Organizations and Leaders

- Build local leadership
- Community organizations are community archivists
- Can reach "high risk" and "yet to be reached" populations
- Work with "formal" and "informal" leaders
- Know what works in their communities
- They are the best architects of solutions
- Create positive "norms" in the community
- Promote ownership and participation
Your approach?

- The approach you take to your work with communities matters!
- What approach do you take?

### Agency-Based vs. Community-Based Approaches

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<th>Agency-based</th>
<th>Community-based</th>
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<tr>
<td><strong>Approach</strong></td>
<td>Weakness/Deficit</td>
<td>Strength/Asset</td>
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<tr>
<td><strong>Definition of problem</strong></td>
<td>By agencies/government</td>
<td>By local community</td>
</tr>
<tr>
<td><strong>Role of professional</strong></td>
<td>Central to decision making</td>
<td>Resource to community problem solving</td>
</tr>
<tr>
<td></td>
<td>Agency-based</td>
<td>Community-based</td>
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<td>--------------------------------</td>
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<tr>
<td>Primary decision makers</td>
<td>Agencies/ government</td>
<td>Community</td>
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<tr>
<td>Community’s control of resources</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Community’s potential ownership</td>
<td>Low</td>
<td>High</td>
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Key questions:

- **Who might you engage?**
- **Who else cares about this issue in your community?**
- **What are the strengths and gaps in your present membership?**
Formal and Informal Sectors

**Informal Sectors:**
those parts of the community best connected to the *residents themselves*
such as neighborhood associations, PTOs, and church groups

**Formal Sectors:**
those parts of the community that represent the *major institutions* in the community such as government, education, health, & business

THE INFORMAL SECTORS

**Informal Sectors:**
those parts of the community best connected to the *residents themselves*
such as neighborhood associations, PTOs, and church groups
THE INFORMAL SECTORS
Who do you have? Who are you missing?

- PTO
- Neighborhood Association
- Tenant Associations
- WIC advisory groups
- Head Start parent groups

Degrees of Involvement
Ladder of Participation

- Community Initiated
  (shared decision making)
- Community Initiated and Directed
  (shared decision making)
- Agency Initiated
  (shared decision making)
- Consulted and Informed
- Assigned Roles
- Tokenism
- Decoration
- Manipulation
The main reason that someone volunteers is that someone they know asks them!
**Retention**: The 6 R’s of Participation

**So, what could happen if we fail to involve the community?**

- We might create a program that no one wants
- We trap ourselves into always doing “for” and can never get to doing “with”
- The community may never own the issue
- We fail to respond to the diversity and culture of our communities
How do we engage the community?

**GO OUT INTO THE COMMUNITY!**

- Door to door visits – one on one
- Community Meetings – public forums and listening sessions
- House meetings
- Street outreach and tabling
- Focus Groups
- Photovoice
- Attending existing community meetings

Tools for Working with Communities

Community Assets and Needs Assessments

- Reach out to community leaders
- **SWOT** Analysis: Strengths, Weaknesses, Opportunities, Threats
- Community Tool Box: “Assessing Community Needs and Resources”
- Use community assessment surveys (assets and needs)
Types of community assessment questions

Traditional:
- What are your needs?
- How can we (providers) meet those needs?

Asset-based:
- What are your community’s strengths?
- How can you contribute to helping us find a solution?

Four Ways to Commit Resources to Increase Community Engagement

- Mini grants
- Leadership development
- Community organizers
- Community outreach workers
A simulation is a chance for all of us to take on given roles in a community interaction and act them out. You will each get the same description of the community and the same community situation that you will be a part of. This situation will be the same for each player. You will, however, be assigned a unique role to play. Read this situation and your role. Then imagine what the person in your role is like; how they would sit, talk, act and behave at the meeting. Once the simulation starts, stay in the role until the simulation is over.

THE FORMAL SECTORS

Formal Sectors:
those parts of the community that represent the major institutions in the community such as government, education, health, & business
THE FORMAL SECTORS
Who do you have? Who are you missing?

Missing
- Faith-based organizations
- Businesses
- Elected Officials

Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Formal</th>
<th>Informal</th>
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<tr>
<td>What are their capacities, skills and/or resources?</td>
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<td>What is their potential role in the collaboration?</td>
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<td>What is their self interest? Why should they join?</td>
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<td>How will you recruit them?</td>
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<td>What barriers might exist to recruiting them?</td>
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<td>Who will approach them?</td>
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<td>When?</td>
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Case Study

REACH 2010 Boston:

Racial and Ethnic Approaches to Community Health
“The role of a public health department is to create a space for residents to come together to define a problem, to define the solutions, and then enter into a dialogue with us — not the other way around. You better figure out how you’re going to get the people affected by the problem at the table. Because if you can’t do that and you can’t support that work somehow, you’re not going to get to the solutions you need to get to.”

-Dr. Barbara Ferrer
Commissioner of Public Health
Boston Public Health Commission
“I discovered that the coalition was basically ours. And it was something that we needed to know about and something that we really needed to take charge of.”

- Valerie, Coalition member

Case Study:
Engaging the Youth of a Community in Issues of Health Equity
Jamaica Plain, MA
Jamaica Plain Youth Health Equity Coalition

Why focus on youth?

- We’re doing it already!
- Youth issues = community issues
  = family issues
- Narrows the focus

Jamaica Plain Youth Health Equity Collaborative Goals

- Involve residents, organizations and youth
- Examine health disparities
- Identify causes including social determinants
- Develop common language and framework
- Define and implement programs
A Health Equity Framework

- Social Capital
- Education
- Transportation
- Employment
- Food Access
- Socioeconomic Status
- Environmental Exposure
- Health Behaviors
- Access to Health Services
- Housing
- Public Safety

Racism

Health Outcomes
Healthy youth have...

- high quality education
- meaningful living wage jobs
- a safe and connected community environment
- high quality and affordable housing
- access to high quality food and an environment that promotes physical activity

... and are engaged in high quality and comprehensive health care.

Bucket Meetings: Assessing the Social Determinants of Health

*Case Study: A JP Youth finding it impossible to get a job*

<table>
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<tr>
<th>Health impacts:</th>
<th>Role of Institutional Racism:</th>
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<tr>
<td>Employment inequities for low income African American/Latino youth</td>
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Possible Action Steps/Strategies
Youth Retreat August 2009

Undoing Racism Activity

Current Focus:
Youth Employment

- Job Development
- Communications
- Job Training
Summary of Community Engagement - Rules for Success

- Embrace the value and benefits of community engagement
- Go out into the community
- Recruit from those most affected in the informal sector
- Share decision making
- Work to retain those you recruit

“Be optimistic, it feels better.”
-Dalai Lama
Web Resources

- Tom Wolff & Associates [www.tomwolff.com](http://www.tomwolff.com)
- Global Journal of Community Psychology Practice [www.gjcpp.org](http://www.gjcpp.org)
- Community Tool Box [http://ctb.ku.edu](http://ctb.ku.edu)