

Health Promotion Strategies: Week 10

**Social-environmental change strategies
w/ special attention to "community development"**

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Class agenda

1. **Groups:** Identifying challenges & principles related to "community development"
2. Understanding **community development/organization**
3. Checking in on Assignment 2
4. Wrap up & preparation for next week's class

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Groups: Identifying challenges in community development etc.

1. Identify 1 (or more) **community contexts** in which you have worked or been active
2. Identify 3 **challenges** to working with communities
3. Identify 3 **principles** for working with communities

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The beauty of the IMA

- o Over the years, I've struggled to make sense of:
 1. community development/organization
 2. organizational change/development,
 3. advocacy
 4. policy
- o Now, Bartholomew et al. integrates these strategies: the **socio-ecological approach** requires a mix of strategies

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Environment-oriented theories of influence & change

At higher ecological levels, all interventions can:

1. Involve an array of methods/strategies
2. Influence a range of sectors/targets
3. Producing a range of actions
4. Resulting in a range of outcomes, effects on individual health behavior & health status, and on the health status of communities

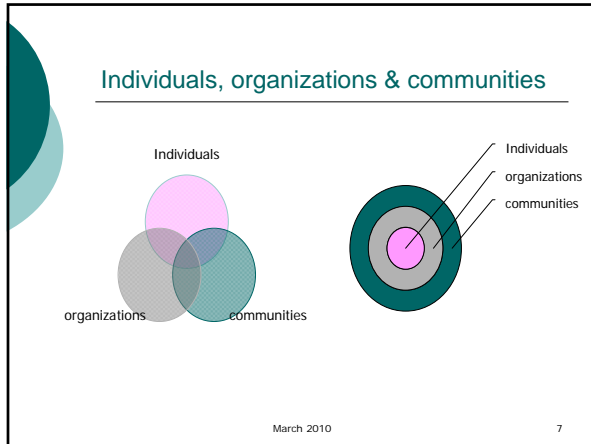
(Bartholomew et al., 2006, Figure 4.2)

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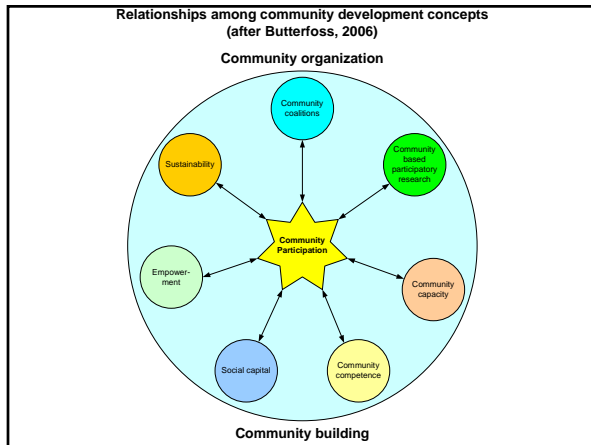
Higher socio-ecological level theories of influence/change (Bartholomew et al., 2006, Chap. 4)

Interpersonal	Organizational	Community	Societal & governmental
Social networks & social support	Organizational development theory	Social norm theories	Public policy 1. Agenda Building Theory (Cobb & Elder) 2. Policy Windows Theory (Kingdon) 3. Advocacy Coalition Framework (Sabatier)
	Diffusion theory & stage theory of organizational change	Paul Freire: conscientization (critical consciousness)	
	Coalition theory (also operates at the community level)	Community organization 1. Social action 2. Social movements 3. Advocacy 4. Media advocacy	

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- ### Dominant concepts in community organization & development
1. Community
 2. Empowerment
 3. Social capital (Kreuter & Lezin, 2002)
 4. Community capacity (Norton et al. 2009)
 5. Community competence (Eng & Parker, 2002)
 6. Community coalitions (Butterfoss & Kegler, 2009)
 7. Community organizing
 8. Community building
 9. Community participation (Butterfoss, 2006)
 10. Sustainability (Hur, 2005)
 11. Community-based participatory research
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- ### Challenges in defining & understanding “community”?
- Lack of conceptual and/or operational clarity
 - “Community” can mean any collectivity of individuals
 - Self-defined or other-defined
 - Real, virtual, or imaginary
 - Physical or socio-psychological
 - Assumed homogeneity *versus* conflicting heterogeneity
 - When is a community really a community?
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- ### Definitions of “community”
1. functional spatial units meeting basic needs for sustenance
 2. units of patterned social interaction
 3. symbolic units of collective identity
 4. social units, people coming together to act politically to make changes
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Empowerment

“In health promotion, empowerment is a process through which people gain greater control over decisions and actions affecting their health” (WHO Glossary)

“A process by which individuals, communities & organizations change their social and political environments” (Bartholomew et al., 2006)

“Multilevel construct that describes a social action process for people to gain mastery over their lives, their organizations, and the lives of their communities” (Butterfoss, 2006)

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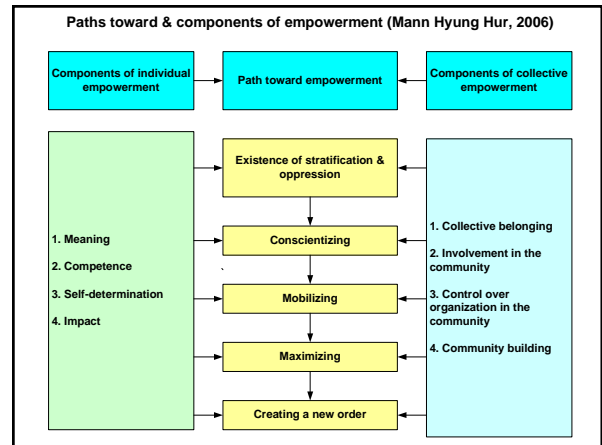
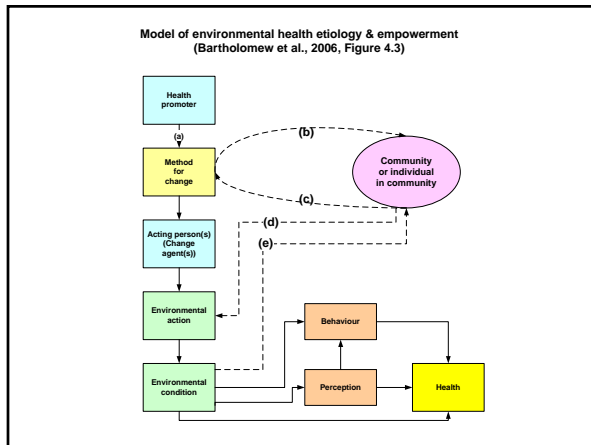
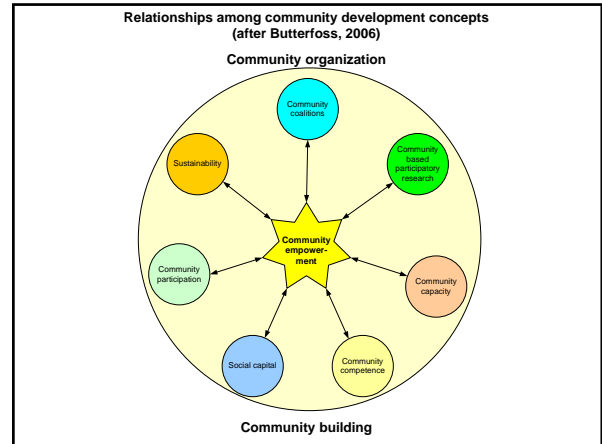
Power & empowerment: Key concepts in “community development”

Power:

- Typologies of power
- Different kinds of power at different socio-ecological levels

Empowerment:
underlying all recent conceptualizations of community organization, HP, etc.

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Factors influencing community empowerment (Israel et al., 1998)

1. Participation
2. Leadership
3. Problem assessment
4. Organizational structures
5. Resource mobilization
6. Linkages to other individuals and organizations
7. Inquisitiveness
8. Program management
9. Role of outside agents

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Principles underlying “community development”

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Principles of community development

1. Promote **active representative citizen participation** in decision making so that community members can meaningfully influence decision that affect their lives
2. **Engage community members in problem diagnosis** so that those affected may adequately understand the causes of their situation
3. **Help community leaders understand** the economic, social, political, environmental, and psychological **impact** associated with alternative solutions to the problem
4. **Assist community members in designing and implementing a plan** to solve agreed upon problems by emphasizing shared leadership and active citizen participation in that process

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Principles of community development (cont.)

5. **Disengage from** any effort that is likely to **adversely affect the disadvantaged** segments of a community
6. **Actively work to increase leadership capacity** (skills, confidence, and aspirations) in the community development process

Prologue to above principles...
 "The Community Development Society, a professional organization that supports community development as self-determination, espouses the following principles in pursuit of this approach..."
(Community Development Society, 1999; in "The Practice of Local Government Planning," American Planning Association, 2000)

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Theory & practice in "community development": ecological levels

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"Community development": Interpersonal level constructs

1. Social capital (Kreuter & Lezin, 2002)
2. Community capacity (Norton et al. 2009)
3. Community competence (Eng & Parker, 2002)
4. Community coalitions (Butterfoss & Kegler, 2009)

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Social capital

"...the relationships & structures within a community, Such as civic participation, networks, norms of reciprocity, & trust, That promote cooperation for mutual benefit."
 (Putnam, 1995; in Butterfoss, 2006)

"Those specific processes among people & organizations, Working collaboratively in an atmosphere of trust, That lead to accomplishing a goal of mutual social benefit."
 (Kreuter & Lezin, 2002)

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Social capital (Kreuter & Lezin, 2002)

- Resource...process...outcome
 - Trust
 - Cooperation
 - Civic engagement
 - Reciprocity
- SC: Bonding and/or bridging

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Mechanisms re. social capital's effect on health
(Kawachi & Berkman, 2000; in Bartholomew et al., 2006)

1. Influence on health-related behaviour through diffusion of healthy behaviours & social control of deviant behaviour
2. Access to services & amenities
3. Psycho-social processes, including affective support, & source of self-esteem & mutual respect

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Making use of social capital in public policy: from direct to indirect influence
(http://policyresearch.gc.ca/page.asp?pagenm=rp_sc_final2)

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Community capacity (closely related to "social capital")

"characteristics of communities that affect their ability to identify, mobilize and address social and public health problems"
(Goodman et al., 1998; in Butterfoss, 2006)

"...the interaction of human capital, organizational resources, and social capital within a community, which can be leveraged to increase community problem solving to improve or maintain community well-being."
(Chaskin, 2001; in Bartholomew et al., 2006)

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Community competence (another closely related concept)

"Community competence occurs when various parts of the community collaborate to identify its problems and needs, reach working consensus on goals and priorities, agree on ways and means to implement those goals, and collaborate effectively"
(Eng & Parker, 1994; in Butterfoss, 2006)

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Dimensions of community capacity & related constructs
(Wendel et al., 2009; in DiClemente et al., 2009)

1. Skills & resources
2. Nature of social relations
3. Structured & mechanisms for community dialogue
4. Leadership
5. Civic participation
6. Value system
7. Learning culture

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"Community development": Organization level constructs (see Class #8)

1. Organizational development theory
2. Diffusion theory & stage theory of organizational change
3. Coalition theory (bridge to community-level theories)

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“Community development”: Community-level constructs (Bartholomew et al., 2006)

1. Community coalitions: Community Coalition Action Theory (Butterfoss & Kegler, 2009)
2. Community organizing
3. Community building
4. Community participation (Butterfoss, 2006)
5. Sustainability (Hur, 2005)
6. Community Based Participatory research

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Community coalition theory

A bridge between inter-organizational development & community organization

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Community coalition: definition (Freighery & Rogers, 1990; in Butterfoss & Kegler, 2002)

“Community coalitions are a specific type of coalition defined as a group of individuals representing diverse organizations, factions, or constituencies within the community who agree to work together to achieve a common goal”

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Community coalition: definition (Clark et al., 2006)

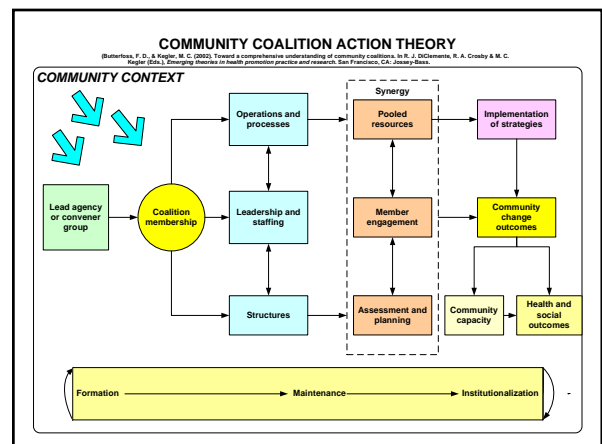
1. serves a defined community (usually having a common location or experience) recognized by those within it as a community
2. is purposeful and its duration is time specific
3. exists to serve the broader community
4. is viewed by community residents as representing and serving them
5. reflects the diversity evident in the community
6. addresses the problem(s) systematically and comprehensively
7. builds community independence and capacity.

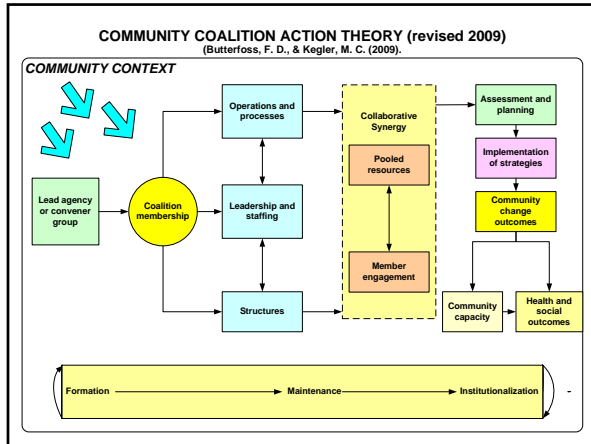
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Factors associated with coalition SUCCESS (Clarke et al., 2006)

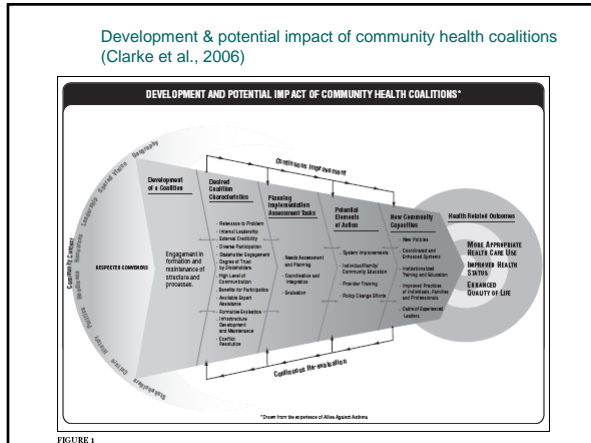
Membership	Goals, structure, process	Resources
<ul style="list-style-type: none"> • Collaborative history • Mutual understanding & trust • Collaboration is in one's own interest • Key stakeholders participate 	<ul style="list-style-type: none"> • Attainable goals • Clear roles & guidelines • Open & frequent communication • Members share a stake in process & outcomes 	<ul style="list-style-type: none"> • Good leadership • Paid staff

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- ### Community Coalition Action Theory: 21 Propositions
1. Re. Stages of development
 2. Re. community context
 3. Re. lead agency or convening group
 4. Re. Coalition membership
 5. Re. Processes
 6. Re. Leadership & staffing
 7. Re. Structures
 8. Re. Member engagement
 9. Re. Pooled member & external resources
 10. Re. Assessment & planning
 11. Re. Implementation & strategies
 12. Re. Community change outcomes
 13. Re. Health/social outcomes
 14. Re. Community capacity
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- ### “Community organizing & community building”
1. Rothman & Tropman (1987): community organization
 2. Minkler & Wallerstein (1997): community organization
 3. Minkler & Wallerstein (2002): community building
 4. Butterfoss (2006): community building
 5. Minkler & Wallerstein (1997; 2002): typology re. community organizing & community building
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- ### Rothman & Tropman typology of community organization (1987)
- o **locality development**: building group identity & sense of community; process oriented, stresses consensus & cooperation
 - o **social planning**: task oriented, stresses rational empirical problem-solving (usually by outside expert) (traditional “community development”)
 - o **social action**: increasing community’s problem-solving ability & achieving concrete changes to redress imbalances of power & privilege...; can be both task & process oriented; based on coercive change
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“Community organization” (Minkler & Wallerstein, 1997)

“the process by which community groups are helped to identify common problems or goals, mobilize resources and, in other ways, develop & implement strategies for reaching the goals they collectively have set”

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New concept: "Community building"

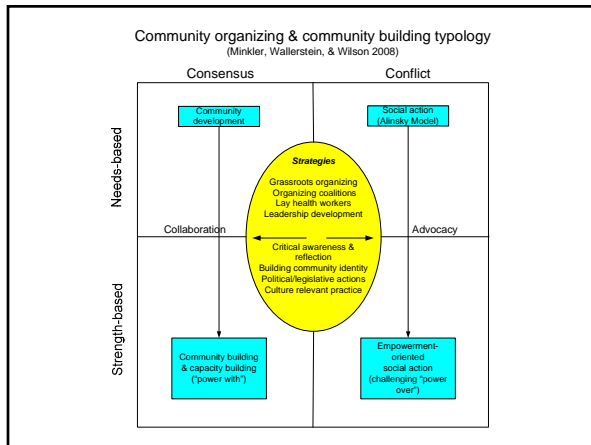
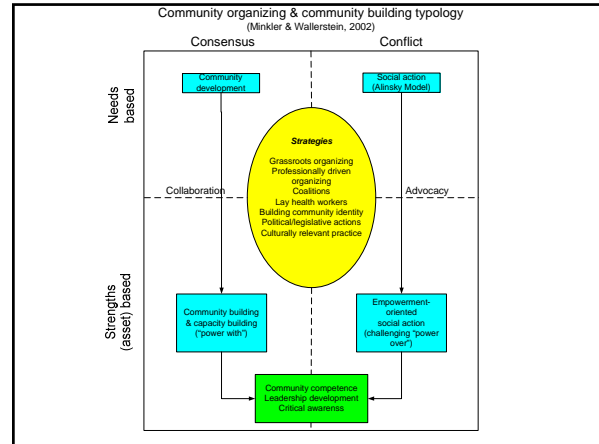
Minkler & Wallerstein, 1997

"..seen...not as a method so much as an orientation to the ways in which people who identify themselves as members of a shared community engage together in the process of community change"

Butterfoss, 2006

"a process in which people in a community engage themselves to focus on reinvesting in the community, building and sustaining social capital, promoting community participation, and strengthening families and neighborhoods"

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Community organization & community building (Minkler & Wallerstein, 2002)

Concept	Definition	Application
Participation & relevance	Community organizing "starts where people are" & engages community members as equals	Community members create their own agenda based on felt needs, shared power, & awareness of resources
Empowerment	Social action process for people to gain mastery over their lives & the lives of their communities	Comm. Members assume greater power to expand their power from within to create desired changes
Critical consciousness	Consciousness based on reflection & action in making change	Comm. Members engage in dialogue that links root causes & community actions
Community capacity	Community characteristics affecting its ability to identify, mobilize, and address problems	Comm. members participate actively in the life of their community thru' leadership, social networks, & access to power
Issue selection	Identification of winnable & specific targets of change that unify & build community strength	Comm. members identify issues through comm. participation, decide on targets as part of a larger strategy

Community participation

"the social process of taking part (voluntarily) in formal or informal activities, programs and/or discussions to bring about a planned change or improvement in community life, services and/or resources" Butterfoss, 2006 (after Bracht, 1999)

"a process along a continuum that enables communities to maximize their potential and progress from individual action to collective social and political change" (Israel et al., 1998; in Butterfoss, 2006)

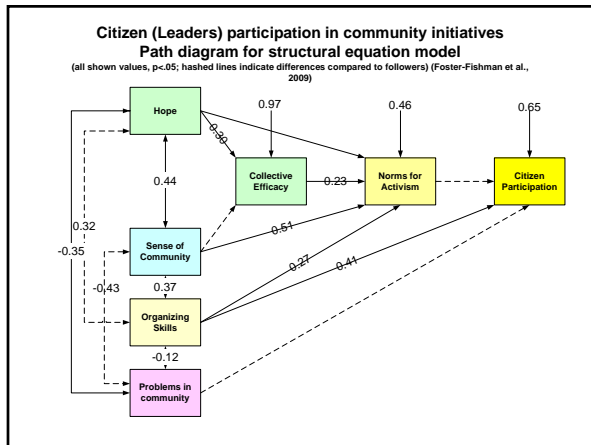
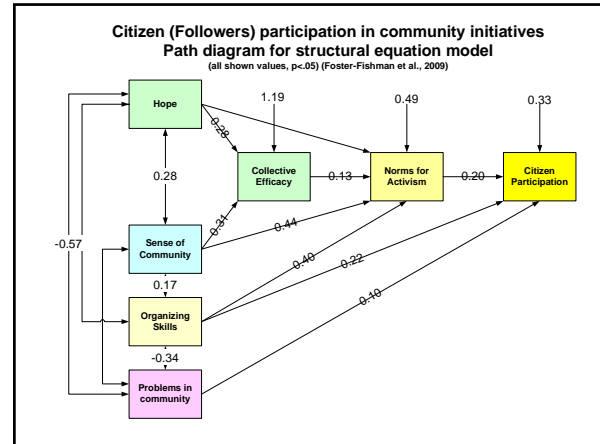
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Likelihood of involvement in neighbourhood & community affairs

- **Leaders:** if they perceive themselves as having the skills needed to organize others and make change happen
- **Followers:**
 - Perceived skills
 - Norms of activism in neighbourhood: which mediates impact of neighbourhood readiness & capacity for change

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Factors needed for successful community participation (Butterfoss, 2006)

1. knowledge of community history
2. organizational resources
3. influential structures
4. inter-organizational networks
5. early identification & discussion of barriers to community change
6. clearly stated roles and time commitments for community members

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Factors needed for successful community participation (cont.)

7. commitment of project sponsors to partnerships and/or local ownership
8. use of planned reinforcement & participant incentives
9. timely use of conflict-resolution strategies
10. solid leadership
11. effective organizational structures
12. supportive political climate

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Sustainability of “community development” initiatives

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Sustainability: typology (Scheirer, 2005)

1. Continued health benefits for new or intended recipients
2. Continuation of program activities: routinization, institutionalization
3. Continued capacity of a community to develop & deliver HP programs
4. Sustaining ideas, beliefs, principles, values underlying initiative
5. Organizational sustainability

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Factors influencing sustainability (Scheirer, 2005)

1. A program can be modified over time
2. A "champion" is present
3. A program "fits" with its organization's mission and procedures
4. Benefits to staff members and/or clients are readily perceived
5. Stakeholders in other organizations provide support

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Is sustainability possible? (Scheirer, 2005)

Figure 1 Program Life Cycle

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Schematic of community as system (Bracht 1999)

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Synthesis of change theories (based on Bracht, 1999)

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Summary of processes involved in Assignments 1 & 2: Logic model

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	ASSIGNMENT 1		ASSIGNMENT 2				
	Current issue	Current response	Current response	Identifying & increasing current response (i.e., strategies, activities, processes)	Identifying "gaps" in current response	Identifying "ideal" response in real world	Bridging gap between current and "ideal" response
Underlying foundations of health promotion practice		Analysis of foundations of current response: •Values •Theorists •Evidence		Identifying gaps between stated/assumed foundations & theory and evidence in actual response	General HP principles that should guide all interventions/responses: 1. n. values, theory, evidence 2. n. multiple synergistic strategies at multiple levels—see Bartholomew et al.) 3. n. addressing the social determinants of health	Proposed "bridging" of gap between HP "ideals" and current response	1. Objectives & indicators of success 2. Tasks/activities to achieve objectives 3. Timeline 4. Resources 5. Challenges 6. Evaluation OR 1. Who 2. What 3. How 4. When 5. With what resources 6. With what intended effects
Socio-ecological analyses (May use Intervention Mapping Approach and/or "problem tree" analysis)	Socio-ecological analysis of health-related issue	Socio-ecological analysis of current response	The variety of strategies and activities employed in the response, and how these relate to the SDOH at the various levels associated with taking a socio-ecological approach in responding to your selected issue	Identifying gaps between socio-ecological understanding of issue & response—this will identify strengths & weaknesses	Optimizing correspondence between socio-ecological analyses of issue & response—within the constraints of the "real" world of HP practice	Proposed "bridging" of gap between socio-ecological understanding of issue & response	

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