

The Role and Potential of Communities in Improving Population Health

IOM Round Table on Population Health Improvement

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Mission & Controversy

“Public health problems pose special challenges. They are generally enormous in scale, stem from numerous and highly complex causes, play out in the public, impact a vast array of stakeholders, and require unusually long-term solutions.”

Koh & Jackson (2009) Fostering PH Leadership, Journal of PH, 31 (2), 199

Collaboration \neq Community

Engagement \neq Community

Organizing \neq Collective Impact

- Collective Impact defined as:
"long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific problem.

*Their actions are supported by a **shared** measurement system, **mutually** reinforcing activities, and **ongoing** communication, and are staffed by an independent backbone organization."*

Collaboration

Convene around
Programs/Initiatives



Collective Impact

Work Together to
Move Outcomes

Prove



Improve

Addition to
What You Do



Is What You Do

Advocate for Ideas



Advocate for What Works

Strive

Collaborative Leadership

- Uses supportive and inclusive methods to ensure that all people affected by a decision are part of the change process.
- It requires a new notion of **power**...the more power we share, the more power we have to use.

RWJF & Turner Point, <http://www.collaborativeleadership.org/>

In community vs with community vs by community

Understanding the Relationships of Power



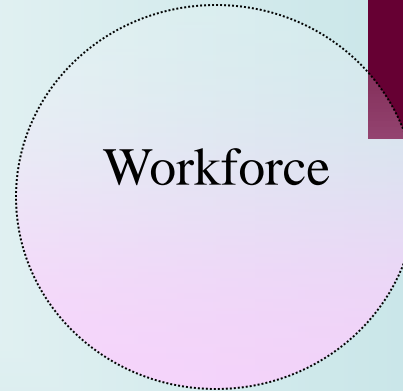
Power - The ability to effect change...

A Model for Authentic Collaboration between Institutions and Communities

**Endorsement /
Mandate by
leadership**



Workforce



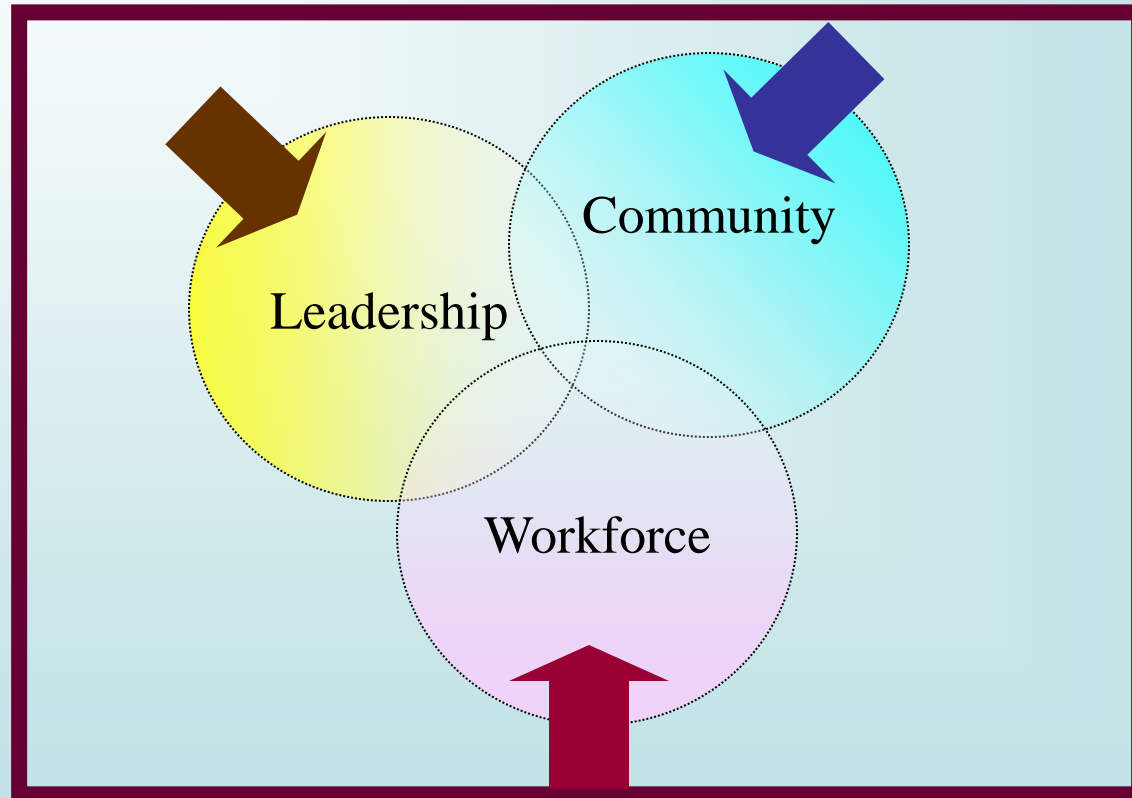
**Staff empowered to
respond, challenges to
status quo encouraged
and welcomed.**

Community



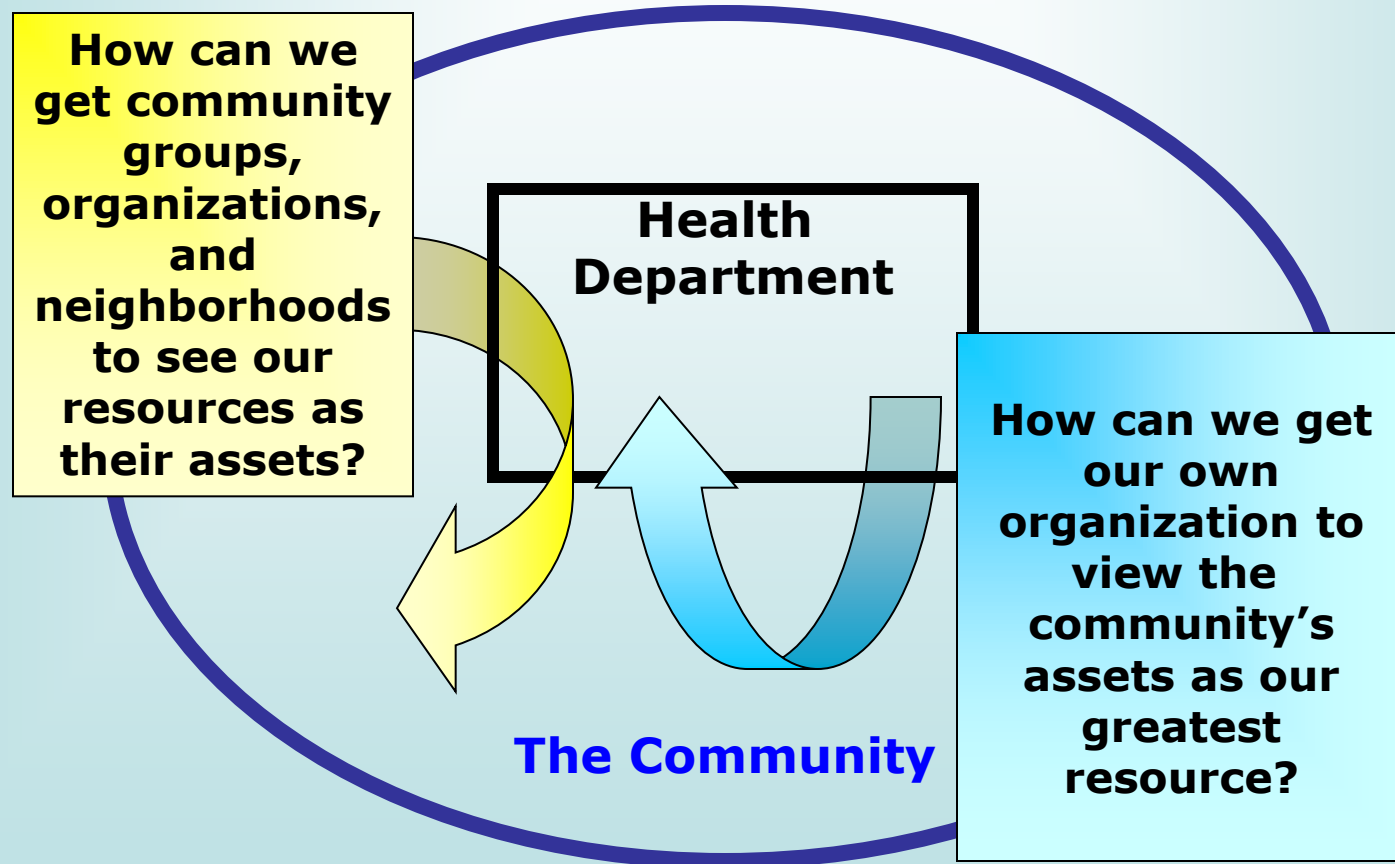
**Engagement of / Advocacy by community members
who want to create change**

Collective Impact: “Three are greater than One”



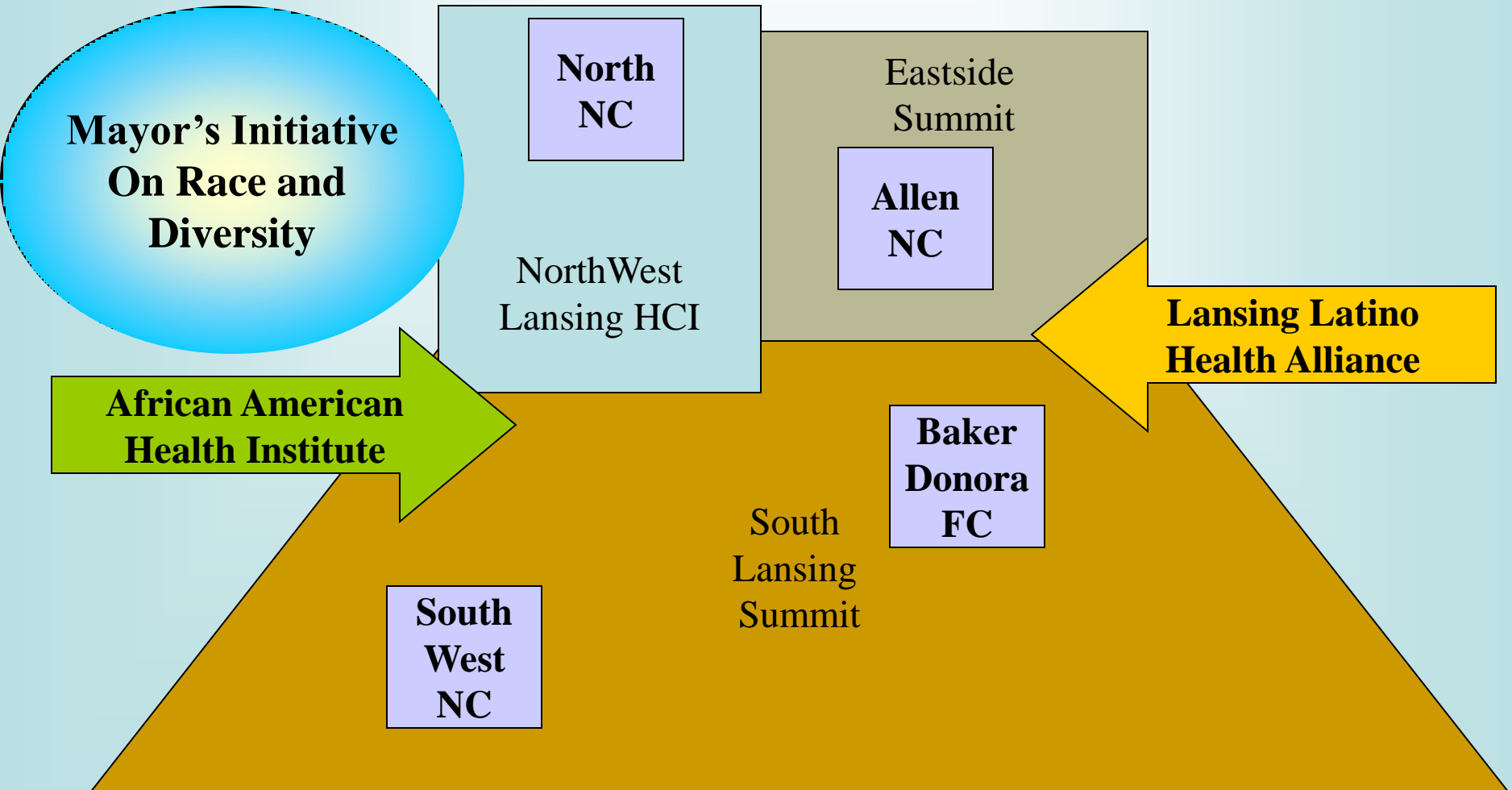
Background: Community Voices

New Thinking about Resources

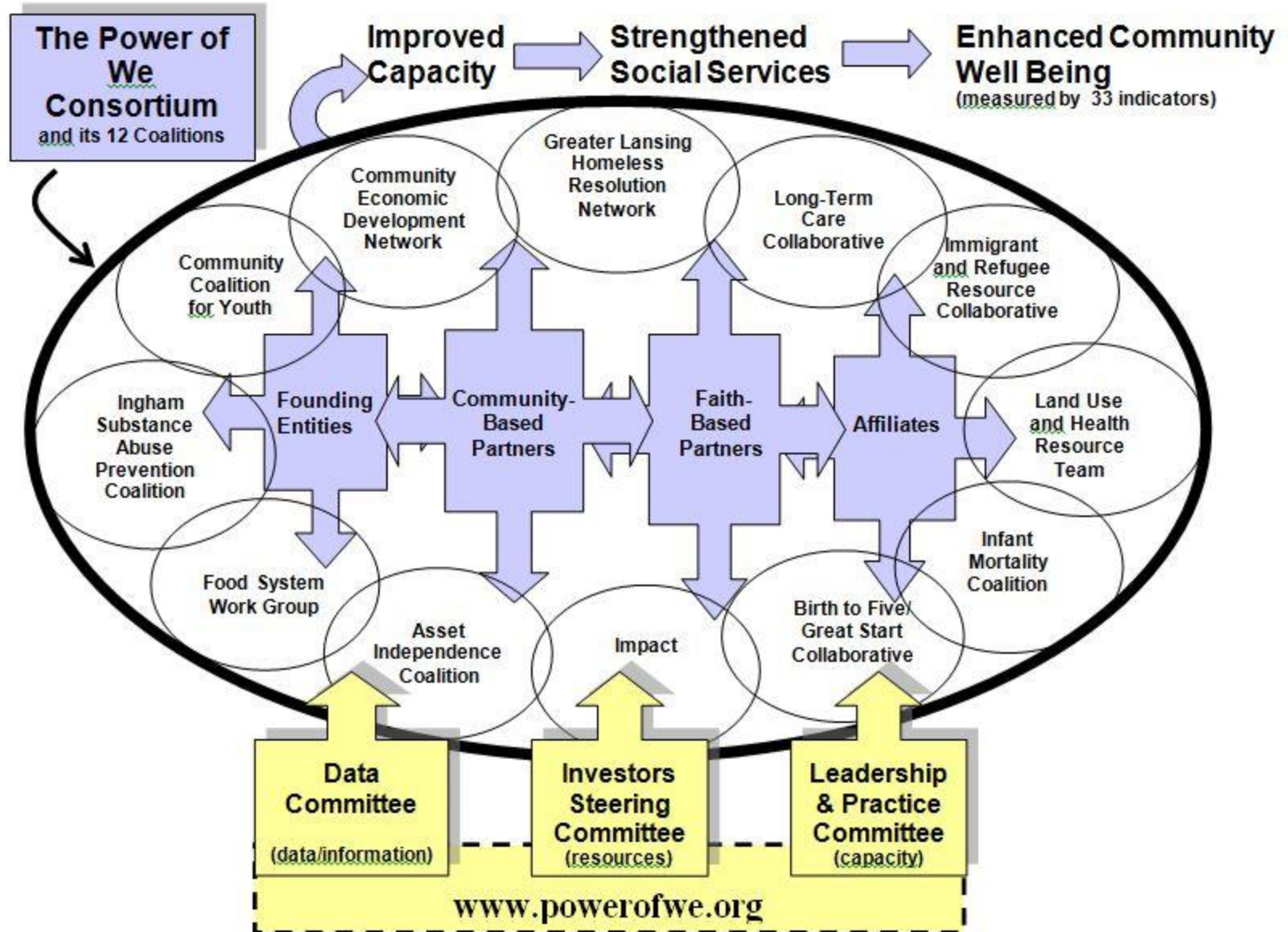


Background: Community Voices

In 1998, Ingham County received grants from RWJ and Kellogg Foundations to increase access to health care through community engagement.

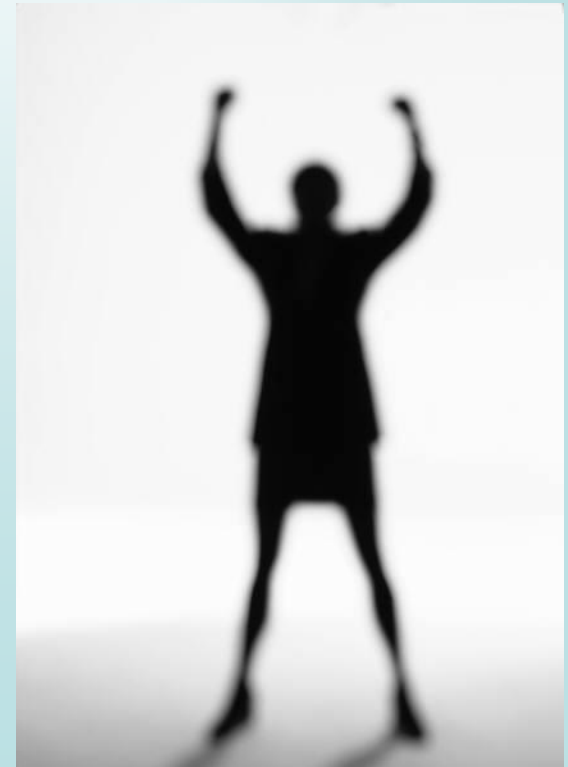


Power of We Consortium Structure



Building Bridges Initiative:○ Community Organizing Role

- ❖ **Win concrete improvements in people's lives**
- ❖ **Make people aware of their own power**
- ❖ **Alter the relations of power:**
 - **Build strong organizations**
 - **Pass new laws and regulations**
 - **Elect good people who recognize your power**



Building Bridges Initiative:○ Public Health Role

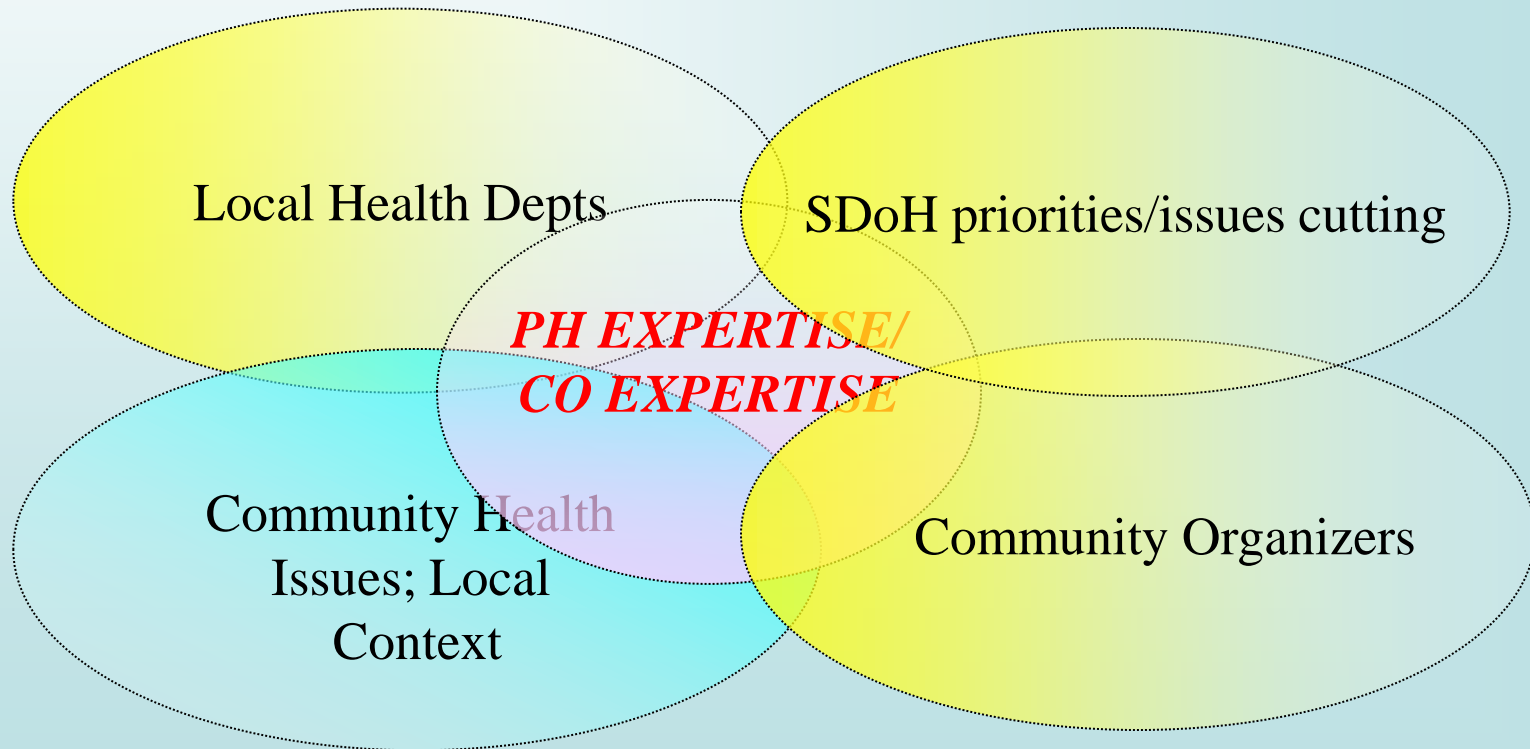
- ❖ Mobilize community partnerships to identify and solve health problems.
- ❖ Inform, educate, and empower people about health issues

-10 Essentials of PH

*Community as **partners** vs. **clients***

MI Power to Thrive

MI Power to Thrive: Building A Shared Culture for Change & Action



Source: National Collaborating Centre for Methods and Tools. (2012).
A Model for Evidence-Informed Decision-Making in Public Health.

Moving Toward Equity and Authenticity: Facilitated Dialogue as the Vehicle for Change

Dialogue is different from
DEBATE

Debate	Dialogue
Highlights competing factions	Highlights commonality of purpose
“Best” solution	Multiple, complementary solutions
Emphasis on persuading	Emphasis on listening

Moving Toward Equity and Authenticity: Facilitated Dialogue as the Vehicle for Change

Dialogue is different from
TRAINING

Training	Dialogue
Unilateral exchange of information	Mutual exchange of information
Embraces what is known	Embraces what is not known
Teaches new solutions	Discovers new solutions

Moving Toward Equity and Authenticity:

Facilitated Dialogue as the Vehicle for Change

**Dialogue is different from
CONVERSATION**

Conversation	Dialogue
Casual, undirected exploration	Vigorous and directed exploration
Marginalizes difference	Welcomes difference
Consensus approach	Collective approach



If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.

Antoine de Saint Exupery