

Comprehensive Responses to Complex Community Health Problems



Dory Magasis Escobar July 12, 2011

www.stjosephhealth.org



Organizational Framework: SJHS-SC Community Benefit Dept

Addressing Political Determinants of Health:

Advocacy Initiatives

- •Legislative advocacy for vulnerable populations
- •Local social & public policy change

Addressing Social Determinants of Health:

Healthy Communities Programs

- Neighborhood Care Staff –
 Community Organizers
 Agents of Change Training in
- Agents of Change Training in Our Neighborhoods – ACTION Grassroots Leadership Training

Addressing Behavioral & Physiological Determinants of Health:

Community Health Clinics & Programs

- House Calls for Seniors
- •Health Promoters & CAAs
- •Mobile Health Clinic
- Dental Clinic
- Mobile Dental Clinic

CB Planning Framework: The Spectrum of Prevention*



Influence Legislation & Policy		
Mobilize Neighborhoods & Communities		
Foster Coalitions & Networks		
Change Organizational Practice		
Educate Providers		
Promote Community Education		
Strengthen Individual Knowledge & Skills		

Community Organizing Process



Year 1 Year 2-3 Year 5 **Key Neighborhood Care Staff Functions** Surface Develop Form **Grassroots Organizational Development**; Leadership Development & Leadership Leaders Grassroots Partnership Development Group **NCS** = Lead Organizer NCS = "Staff" **Grassroots Leadership** (NCS = Partner & Consultant) (Technical Assistance to New **Grassroots Group)**



Neighborhood Care Staff



Mission

• To bring neighborhoods and communities in Sonoma County together to envision their future, and to build the assets and connections that empower them to attain and sustain their vision.

Goals

- Facilitate the identification of community assets
- Provide forums for dialogue
- Surface and develop local leadership
- Facilitate the development of self-sustaining community groups
- Facilitate community-based strategic planning
- Help build linkages to and between resources
- Build community capacity to create systemic change
- Advocate for community participations in the issues that affect it



ACTION Training



Mission

To build grassroots capacity for social change and quality of life improvements in local communities by increasing shared goals and developing sustainable leadership with community members and the agencies that serve them.

The Roots

- Social Justice
- Healthy Communities

The Learnings

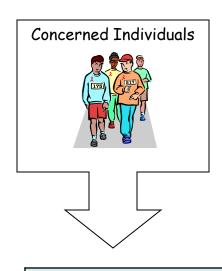
- •Community Organizing Principles and Practice
- •Immersion in Community
- Relationship Building
- Gathering of Information
- Participatory Strategic Planning
- •Implementation of Action Plans
- Partnership Development
- On-going Evaluation
- Documenting and Telling the Story

Trainees & Participants

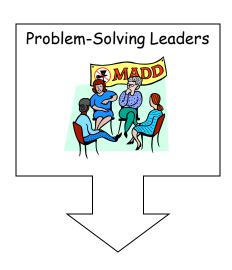
- Grassroots neighborhood & community working with NCS
- Day laborers garden cooperative
- Youth advisory committees
- Latino youth civic engagement team
- Residents participating in Sonoma County's "Healthy Eating, Active Living" project
- Sonoma County's Health Action –
 Community Engagement Team
- Community partners outside Sonoma County: Shasta County Public Health, 41st Avenue Community Center -Sacramento



Leadership Continuum









Concerned about the issues;
May get involved in specific,
often one-time
activities;
Least active

Actively engaged; Less active in leading others

Problem-motivated; Action oriented Hold broader vision; Potential mentors



Does NCS Make a Difference?



Processes and Tools to Know if NCS is making a difference in the communities it serves:

- Leadership Development Indicators
 - SJHS-SC, Dory Escobar
- Indicators of Social Change
 - Women's Funding Network & Level Best, Marcia Festen
 & Marianne Philbin
- "So What" Questions
 - Results-Based Accountability, Mark Friedman

Grassroots Leadership Development Continuum



- Participate in community meeting or event
- Participate for the first time in community meeting or event
- Prepare and/or facilitate community meeting or event
- Be involved in local outreach efforts
- Write letters or make phone calls to advocate for community needs or issues, obtain resources, etc.
- Participate in public meetings, such as City Council, Planning Commission, Youth Commission, or other special commissions
- Represent their community or neighborhood in a community-wide coalition or partnership
- Participate in Leadership Training, either formal training or on-thejob skills building
- Be involved in fundraising efforts
- Be involved in grant management

INDICATORS OF SOCIAL CHANGE



Tracking Community Organizing Outcomes That Contribute to Improvements in Community Health

Indicators	Progress	Quarter / Year
Shift in Definitions Have the issues been defined differently in the community?	EXAMPLE: Grupo Activo decides that the safety issues they want to address are not limited to the school environment, and look to the broader neighborhood as area of interest.	1-2/ FY10
Shift in Behavior Are people behaving differently in the community	EXAMPLE: Families listening to Nuestra Voz's community radio shows report healthier eating habits after listening to shows.	1-2/ FY10
Shift in Engagement Are people in the community more engaged; has a critical mass of involved people been reached?	EXAMPLE: Juana, a member of the USA2000 Roseland Walking Group, becomes a media spokesperson on environmental change for HEAL project.	1-2/ FY10
Shift in Policy Has an institutional, organizational or public policy or practice changed?	EXAMPLE: CCORP advocacy with City of Rohnert Park results in city review and revamping of current ordiances.	1-2/ FY10
Maintaining Past Gains Have past gains been maintained, generally in the face of opposition?	EXAMPLE: Nuestra Voz incorporates as a 501c3.	1-2/ FY10

SO WHAT?



based on Results Based Accountability, by Mark Friedman

Is the community better off for the organizing, training, and mentoring efforts to build grassroots community leadership teams?

- What does the grassroots community group being mentored do for the population it set out to serve?
 - Did it contribute to changing individual lives, policies, programs, or institutions?
 - How?
- What does the grassroots community group do for organizations and businesses in the community?
 - How does it influence standards or practices and service?
 - Does it contribute to what is known about how to address the problem they are attempting to tackle?
 - Are they creating models that others are following?
- What does the grassroots community group do for the community at large?
 - How does it influence perceptions of the issues on which they work?
 - How does it influence action on key issues?



Community Organizing / Grassroots Leadership Development Processes & Outcomes: ** Addressing the Social Determinants of "Neighborhood Safety & Access to Healthy Food and Physical Activity"

Neighborhood Care Staff FY10 Measures

Organizer Inputs

CTIO

Organizer Process Measures = Community Leadership Organizer Outcome Measures = Leaders' Process Measures Social Change Outcomes

Health Improvement Outcomes

Engagement of potential community leaders

Organization of grassroots organizational structures

Leadership groups' training/mentoring Informing & facilitation of community-driven action plans

Partnerships built Inter-community leaders' network

Resident engagement in community health improvement initiatives 512 advocacy actions for environmental & policy changes to improve community health & wellbeing

795 actions to educate other residents about strategies to improve community health & wellbeing

967 actions to engage other residents in civic action to improve community health & wellbeing Among low-income residents:

938 safety forum encounters

770 community garden encounters

- 1,069 acts of direct advocacy
- 211 neighborhood beautification encounters
- 1,932 community & cultural celebrations encounters
- 4,086 neighborhood walking groups & physical activity encounters
- 1,766 food access encounters
- 10,024 community education encounters direct, radio and theater

Public Policy Changes

Land use change in Petaluma City & Sonoma County plans to include community gardens on No McDowell & in Sonoma's Larsen Park

City of RP reviews, revises & publishes new city ordinances

Sonoma Valley School District changes menus

New Autonomous Community
Organizations Formed

Nuestra Voz gets 501c3 Cielo Azul Farm Co-op formed by day

Cinco de Mayo Committee RP/Cotati & Sonoma Community Garden Coalitions formed

New Community Gardens

Petaluma: Sunrise Garden, 8 Family Barrels

Sonoma: Larsen Park, 40 Family

Barrels

laboreres

Cielo Azul Farm Co-op Expansion of Cotati Community Garden to include Robnert Park 2007 - 2009

Youth Substance
Abuse
Youth 7th -11th
grade report using
alcohol past 30
days

- •2007 = 32%
- •2009 = 27%

Childhood Obesity Children ages 2-19 years are overweight or obese

- •2007 = 41%
- -2009 = 39.9%