



CENTER *for*  
INTEGRATIVE  
HEALTH

insight to innovation

Convene.  
Strategize.  
**Activate.**

# Best (and worst) Practices in Community Engagement: What's the Difference?

A circular logo with a white center and a multi-colored border (orange, purple, blue, yellow).

COLLABORATING *for*  
**CHANGE**

# Agenda for our workshop today

- 1:30-1:35: **Welcome and introductions**
- 1:35-1:45: **Brainstorming activity on “worst practices” and “best practices”** in community engagement
- 1:45-1:55: **The promise of community engagement**, including spectrum of approaches and an example of how one community prioritized different approaches
- 1:55-2:00: **Group Q&A on community engagement**
- 2:00-2:45: **Moderated discussion** with behavioral health and mental health leaders
  - Walt Caison (N.C. Department of Health & Human Services, Division of Mental Health, Developmental Disabilities and Substance Abuse Services)
  - Vaughn Crawford (Alliance Behavioral Healthcare)
  - Kelly Friedlander (Community Bridges Consulting Group)
- 2:45-3:00: **Closing reflection worksheet and group wrap-up**

# About FSG



- **Nonprofit consulting firm specializing in strategy, evaluation and research** with offices in Boston, Seattle, San Francisco, DC, Geneva, and Mumbai



- Partner with **foundations, corporations, nonprofits, and governments** to develop more effective solutions to the world's most challenging issues

- Recognized **thought leader in social impact, philanthropy and corporate social responsibility**

- Staff of **160 full-time professionals** with **passion and experience** to solve social problems

- **Advancing collective impact** via publications, conferences, speaking engagements, client projects



# Intro discussion activity

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- Talk to your neighbor and **discuss these questions** for a few minutes:



*What is one thing that **excites** you about community engagement? What is one thing that **puzzles** you about community engagement?*

- Raise your hand if you want to **share something interesting** from your conversation

# Avoiding “worst practices” and embracing “best practices” in community engagement

## Step 1

Make a list of all the things you can do to **make sure that you achieve the worst result imaginable** when implementing a community engagement process

- *Reflect individually (1 min)*
- *Discuss your list at your table (2 min)*

***After 3 minutes, proceed to step 2***

## Step 2

Go down this list, item by item, and ask, “**Is there anything that I am currently doing that resembles this item?**” Be brutally honest to make a second list of all your counterproductive activities

- *Reflect individually (1 min)*
- *Discuss your list at your table (2 min)*

***After 3 minutes, proceed to step 3***

## Step 3

Go through the items on your second list and **decide what steps will help you stop what you know creates undesirable results**

- *Reflect individually (1 min)*
- *Discuss your list at your table (3 min)*

***After 4 minutes, we will debrief as a full group***

# Doing collective impact well means actively integrating community voices

- *How to effectively **integrate community voices**?*
- *How to involve **communities who have historically been left out** of decision-making processes?*
- *How to engage stakeholders in sensitive **conversations about race, class and culture**?*

1

A **common language** is useful to help communities engage in constructive conversations

2

We need to be clear on **who we mean** by the community and **what we mean** by equity

3

We need to more carefully **redefine power** in collective impact efforts

# Five reasons to engage the community

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## 1 Understand pressing systemic community challenges

- Understanding the issues
- Clarify questions that arise about the challenge

## 2 Co-create solutions

- Spark innovative problem-solving rooted in the “lived experience” of the community
- Identify and spread unique solutions that exist within the community

## 3 Verify the direction

- Get feedback on specific strategies and indicators from selected communities, particularly those who will be the ultimate beneficiaries

## 4 Expand the reach of strategies

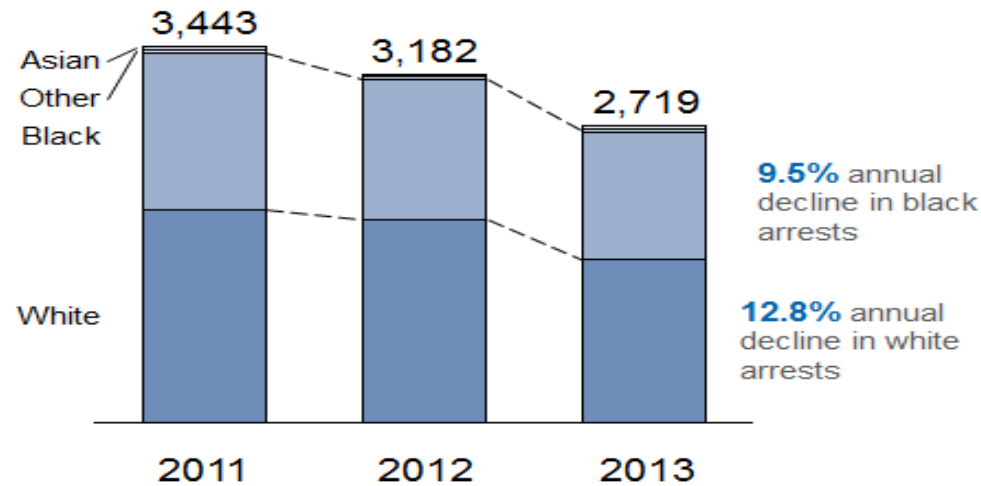
- Expand the reach of adoption of initiative strategies
- Evoke and sustain the will to take aligned action

## 5 Build community capacity to lead and sustain change

- Train stakeholders in skills of effective collaboration and strategy execution
- Share resources and learning across the community to support scaling best practices

# Leaders in Douglas County (Nebraska) partnered to address racially disproportionate juvenile arrest rates

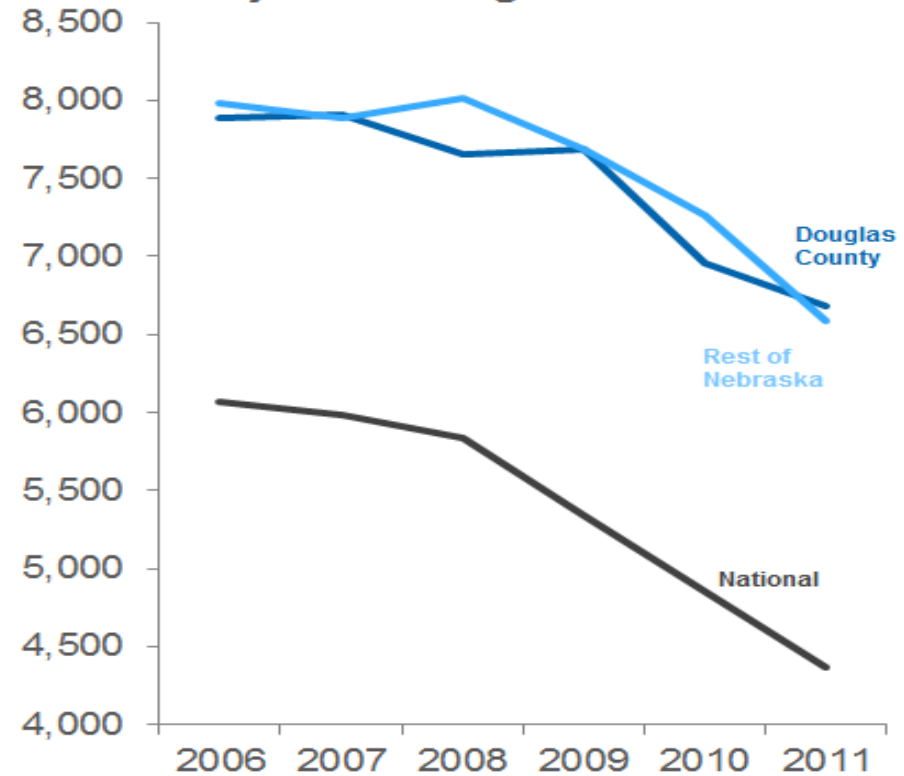
**Omaha Police Department Juvenile Arrests by Year and Race**



**Racial and Ethnic Composition of Douglas County**



**Arrest rate per 100,000 juveniles aged 10-17**



Source: OPD; Office Of Juvenile Justice and Delinquency Prevention, US DOJ  
 Note: due to lack of Douglas County arrest data past 2011, OPD data is used



# FSG facilitated the creation and development of a collaborative effort over four phases

## Initiate Action

**3 months**

### Key Activities:

- ✓ Kick off and build out **Steering Committee (SC)** to guide and champion the effort
- ✓ Create **baseline landscape and data mapping** on juvenile justice
- ✓ Engage **cross-sector community stakeholders**

## Organize for Impact

**2 months**

### Key Activities:

- ✓ Create a **draft common agenda**, including a situation analysis, an overarching goal, action areas, and guiding principles
- ✓ Share and **finalize** this common agenda with **community representatives**

## Develop Strategies

**5 months**

### Key Activities:

- ✓ Design the **backbone organization**
- ✓ **Develop strategies** for the effort, including **launching work groups** based on our action areas

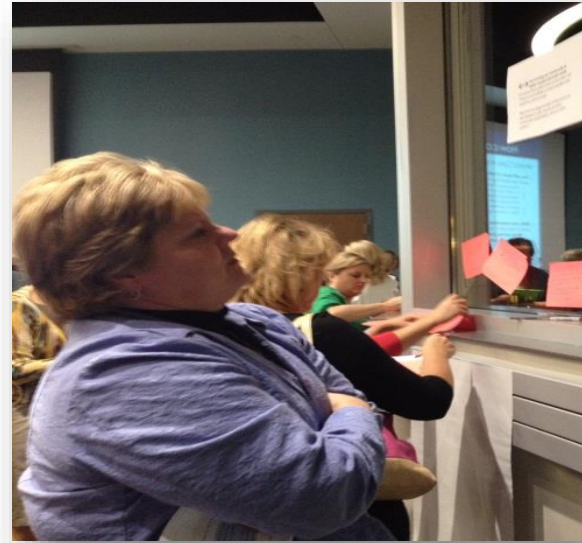
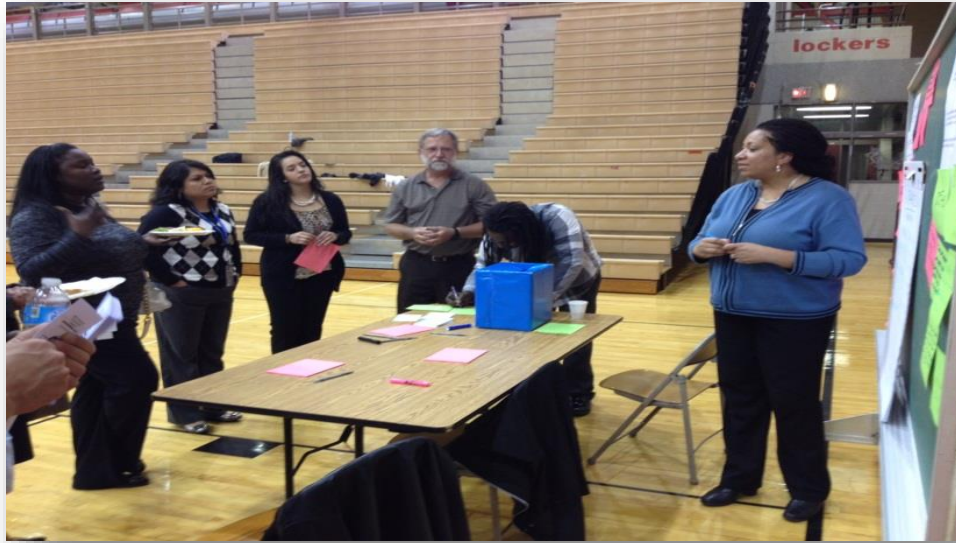
## Sustain Action and Impact

**Ongoing**

### Key Activities:

- ✓ Develop **implementation plan** to move effort forward (i.e., budget, timeline, backbone capacity building, communications / outreach plan, etc.)
- ✓ Develop strategies and action plans for each **working group**
- ✓ Build out a **shared measurement system**

# Community engagement was critical to building momentum and informing the work in Douglas County



## Modes of Community Engagement

1. Interviews and site visits
2. In-person open house meetings
3. Website
4. Email updates
5. Youth advisory group

# The spectrum of community engagement

Increasing Impact on Decision-Making and Implementation				
INFORMING	CONSULTING	INVOLVING	COLLABORATING	EMPOWERING
Providing balanced and objective information about new programs or services, and about the reasons for choosing them	Inviting feedback on alternatives, analyses, and decisions related to new programs or services	Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making. We also engage their assets as partners to implement solutions.	Enabling community members to participate in every aspect of planning and decision-making for new programs or services. Community members actively produce outcomes.	Giving community members sole decision-making authority over new programs or services, and lead work to implement solutions. Professionals only serve in consultative and supportive roles
We will keep you informed	We will keep you informed, listen to your input and feedback, and let you know your ideas and concerns have influenced decisions	We will ensure your input and feedback is directly reflected in alternatives, and let you know how your involvement influenced decisions. We will engage you as partners to implement solutions.	We will co-create and co-produce solutions with you. You will be true partners in making and implementing decisions for the community, your advice and recommendations will be incorporated as much as possible.	We will support your decisions and work to implement solutions.
Fact sheets, newsletters, websites, open houses	Surveys, focus groups, community meetings and forums	Community organizing, leadership development, workshops	Advisory boards, seats on governing boards, engaging and funding as partners	Support full governance, leadership, and partnership

# What questions do you have about community engagement?

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# Moderated discussion on community engagement

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- **Walt Caison**, N.C. Department of Health & Human Services, Division of Mental Health, Developmental Disabilities and Substance Abuse Services
- **Vaughn Crawford**, Alliance Behavioral Healthcare
- **Kelly Friedlander**, Community Bridges Consulting Group

# See the community engagement reflection worksheet

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- Review the community engagement spectrum on page 1 and **reflect individually** on the questions on page 2
- **Pair up with someone** to discuss
- Debrief as a **full group**