

Creating
Healthy Communities
Through Committed Leadership



American International Health Alliance
in cooperation with the Open World Leadership Center
at the Library of Congress

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Preface

Through its Community Leadership Development Program, the American International Health Alliance (AIHA) in partnership with the Open World Leadership Center is helping Russian civic, political, and healthcare leaders build their capacity to address health challenges using the “healthy communities” model. Healthy communities work to improve the health and well-being of citizens by engaging all stakeholders in a process to promote healthy lifestyles and change the social structures that create or impede health.

The healthy communities approach embraces a broad, inclusive definition of health and centers on the belief that the challenges local communities face are best addressed when citizens actively participate in finding solutions. The process of involving communities and building strong, committed leaders at the local level not only results in improved healthcare and related services, but supports the overall development of civil society and an engaged citizenry.

The primary goal of this workbook is to provide information for the development of healthy cities and communities. We hope you will find this material helpful in your future work addressing your community health goals.

NOTE: On the following pages, we use the term “healthy community” to refer to any broadly participatory program focused on improving health and well-being at the local level. This includes Healthy Cities programs, Healthy Communities programs, and a wide variety of other local initiatives that may not use either of these terms.

The American International Health Alliance

AIHA is a non-profit, non-governmental organization dedicated to advancing global health through volunteer-driven partnerships that mobilize communities to better address healthcare priorities, while improving productivity and quality of care.

Since 1992, with support from the United States Agency for International Development, AIHA has provided guidance and funding to establish more than 100 voluntary partnerships between US healthcare professionals and their counterparts in the Newly Independent States (NIS) of the former Soviet Union and in Central and Eastern Europe (CEE) to develop strategies for health system reform, deliver health professions training, and implement health programs. The mutual work of these partnerships has helped to transform healthcare in targeted regions of the NIS and CEE.

AIHA promoted the use of the healthy communities methodology in the NIS/CEE beginning in 1996. Building on the success of the partnership program and the healthy communities mobilization process, in 2002 AIHA partnered with the Open World Program at the US Library of Congress to create the Community Leadership Development Program (CLDP). The program engages committed teams of Russian Leaders in building a shared vision of health and learning effective strategies for mobilizing their own community resources to achieve this vision.

The Open World Program

The Open World Program is a unique, nonpartisan initiative of the US Congress that aims to foster mutual understanding between the United States and the Russian Federation by building professional relationships and personal friendships among citizens. Open World is the only exchange program housed in the legislative branch of the United States government and is managed by the Open World Leadership Center, an independent federal agency governed by a nine-member Board of Trustees and chaired by US Librarian of Congress James H. Billington.

During intensive short-term visits, participants learn about the responsibilities of and interrelationships between the three branches and different levels (federal, state, and local) of the U.S. government. They also learn how the U.S. private and nonprofit sectors help meet social and civic needs. Participants engage in hands-on experiences, direct observation, and substantive exchange with their professional counterparts. The Americans who host Open World visitors or participate in their community-based programs in turn have the opportunity to hear about the new Russia from the people who are helping to shape it. Open World participants have traveled to the United States from all of Russia's 89 regions and represent all levels of leadership.

Recognizing that health is a fundamental element of a civil society, a specific focus of the Open World Program is building the capacity necessary for Russian communities to provide comprehensive, accessible healthcare services to their citizens. With increased responsibility for healthcare rapidly devolving from the Russian Federal level to the Oblast and community levels, a different model of healthcare planning is essential. To be effective, this new model must enable communities to increase their responsibility in the quest to better address the healthcare needs of their citizens. Open World offers an important opportunity to demonstrate mechanisms of community mobilization and democratic action that US host communities use in order to improve the health of their citizens. Additional information about Open World Program is located on the program Web site at www.openworld.gov.

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The Healthy Community Model

Growing out of the World Health Organization's (WHO) "healthy cities" project, the healthy communities model describes a process for improving the health of the community in its broadest sense. Healthy communities are based upon the concept of an organic interconnectedness of all of the social, environmental, economic, and individual determinants of health. The model builds on the assumption that local infrastructures and policies profoundly affect the overall quality of life for all citizens and that by working together, communities can alter systems and frameworks that create or impede health.

Creating a healthy community requires the collaboration of all sectors of the community, including public health, housing, business, government, education, transportation, waste management, economic development, social services, non-governmental organizations (NGOs), and private citizens. The healthy communities process encourages consensus-oriented dialogue for developing a community vision of health and mobilizing for change. Today, countless communities across the globe – from large cities to small towns and neighborhoods – are working to improve health using this process.

What is a Healthy Community?

*"A healthy city is not one that has achieved a particular level of health status. A healthy city is conscious of health and striving to improve it. Thus, any city can be a 'healthy' city regardless of its health status. What is required is a commitment to health and a process and structure to achieve it."*¹

According to the World Health Organization, a healthy city or community is one that strives to provide its citizens the following:²

- A clean, safe physical environment of high quality (including housing quality)
- An ecosystem that is stable now and sustainable in the long term
- A strong, mutually supportive, and non-exploitative community
- A high degree of participation and control by the public over the decisions affecting their lives, health, and well-being
- The meeting of basic needs (for food, water, shelter, income, safety, work)
- Access to a wide variety of experiences and resources, with the chance for a wide variety of contact, interactions, and communication
- A diverse, vital, and innovative local economy
- The encouragement of connections with the past, with the cultural and biological heritage of city (community) dwellers, and with other groups and individuals
- A form that is compatible with and enhances the preceding characteristics
- An optimum level of appropriate public health and sick care services accessible to all
- High health status (high levels of positive health and low levels of disease)

¹ The World Health Organization Regional Office for Europe. *What is a Healthy City?* http://www.who.dk/healthy-cities/How2MakeCities/20020114_1.

² The World Health Organization Regional Office for Europe. *What are the Qualities of a Healthy City?* http://www.who.dk/healthy-cities/How2MakeCities/20020114_4.

In June 1995, an advisory committee of leaders from a variety of organizations met to discuss the healthy communities movement. The advisory committee determined that a healthy community would also seek to provide:

- Affordable, quality education for all
- Strong local guidance and support
- A collaboration of public, private, and non-profit sectors of the community, assembled to create a healthier community
- A caring community structure
- Support for and promotion of respect, trust, and an appreciation for improvements
- An ongoing process of assembling groups and individuals, continually reassessing the needs of the community, and determining ways to work toward meeting those needs
- A peaceful physical and social environment

Because communities vary widely in geography, population, resources, traditions, and needs, healthy communities can be defined in different ways by different communities. The process described in this workbook will help you develop consensus on a vision of health for your community and lay the groundwork for achieving this vision through your own healthy communities initiative.

How to Create Your Own Healthy Community

“When a healthy community initiative is undertaken, a communal spirit develops, linking public, private, and nonprofit sectors to address the underlying causes of poor health.”³

As you begin creating a healthy city or community, it is necessary to examine new ways of looking at health and the issues and challenges facing the places in which we live. Health is not a medical problem for hospitals and physicians to solve, nor even the absence of disease itself – it is a state of complete physical, mental, and social well-being that is affected by a variety of individual, social, and economic factors.

Understanding the social determinants of health – the underlying social and economic conditions that affect well-being and whether or not people become ill – is a key concept in healthy communities development.⁴ To “create health,” communities must work together to alter the social structures that promote or impede health as well as encourage healthy behaviors among individuals. Healthy communities build on a shared sense of what the community is and a vision of what it can become. They also foster a supportive environment where people can experience a sense of belonging, where they are safe at work and at play, and where they can participate in creating opportunities for growth.

While each community is unique and will pursue different goals, healthy communities follow a series of steps to engage citizens and all sectors of the community in actively planning to meet their vision of improved community health. As described in the following sections, these steps involve: forming a group of committed leaders to initiate the change process; involving all sectors of the community in the healthy communities process; creating a vision of community health consistent with local priorities; developing a strategic plan to achieve this vision based on an assessment of community needs and assets; following through with a realistic action plan; and sustaining your healthy communities project to effect long-term change and create healthier public policy.

Form a Working Team to Lead the Change Process

The first step in becoming a healthy community is making the decision to create change and then forming a group to lead the process. The initiating group or task force can be composed of any number of individuals who are ready to champion the change process. The primary goal of the initiating group is to develop a common understanding of the concept of healthy communities, seek collaboration and inclusion from all key stakeholders who have an interest in improving community health, and create a working team that will define the project and be responsible for carrying it out. To do this, the initiating group should hold a meeting bringing together stakeholders who represent all the various sectors of the community and a multitude of perspectives. For example, key participants might include:

³ U.S. Department of Health and Human Service Office of Disease Prevention and Health Promotion. (1998). *Healthy People in Healthy Communities: A Guide for Community Leaders*. <http://odphp.osophs.dhhs.gov/pubs/healthycommunities/defined.html>.

⁴ World Health Organization Regional Office for Europe. (1999). *Social Determinants of Health: The Solid Facts*. http://www.who.dk/healthy-cities/Documentation/20010914_2.

- Private individuals and citizen groups (children, teenagers, parents, elderly, disabled, etc.)
- Business sector (large and small businesses)
- Hospitals
- City planners
- Elected officials
- Environmental groups
- Law enforcement/police department
- Schools, colleges, and universities
- Local media
- Non-governmental organizations (NGOs)
- Health department
- Professionals (teachers, physicians, nurses, etc.)
- Transportation department
- Recreation department
- Religious groups

At the meeting, it will be important to develop a clear understanding of the principles, strategies, and practices that are part of the healthy communities movement, particularly a broader definition of health than the community might currently recognize. This can be achieved through discussion and also by contacting and reading about other healthy communities programs. (See Appendix 3, *Resources*.)

As you engage community partners in the concept and gain their support, broaden your initiating group into a working team that will develop and carry out your healthy communities initiative – from assessing community needs to creating a strategic plan, and from implementing the action plan to evaluating and sustaining your healthy community project. Citizen involvement in creating a healthy community is both a right and a responsibility. Therefore, individuals who join the working team should commit to the process of attending meetings, designing action plans, and participating in projects.

Create a Shared Vision of your Healthy Community

As we have seen, healthy cities/communities can be defined in different ways by different people. Therefore, it is important to create a shared *vision* of the ideal state of health for your community. Within your working team, talk about what a healthy community means to you and develop a vision statement that declares this dream.

To do this, you can simply use an informal *brainstorming* or *nominal group* process in which everyone contributes ideas and establishes priorities based on consensus. (Refer to Appendix 5, *Group Process Techniques*.) Some groups also conduct vision workshops in which they imagine themselves at some point in the future in a healthy community. In these workshops, participants think about how this community will look, what activities will be taking place, etc. Groups sometimes use a flipchart to roughly sketch their vision of a healthy community.

What is a Vision Statement?⁵

A vision statement is your dream! A good vision statement will also be: shared; broad; inspiring; and easily communicated.

Examples:

“Healthy Adolescents”
“Healthy Babies”
“Caring Parents”

How do you envision your healthy community? Write your vision statement:

Develop a Strategic Plan

Once you have formed a group and established a shared vision of what you want to achieve, your next step is to develop a strategic plan for your healthy community project. The strategic planning process will help your working team assess needs and capabilities, define priorities, set clear, realistic short and long-term goals, and develop a detailed plan for accomplishing your goals and ultimately achieving your vision of improved health status.

Assess Your Community and Develop a Health Profile

Begin the strategic planning process by creating a profile of the current status of health in your community and assessing your community needs and resources. There are several core concepts that define a community health assessment:

- **Dynamic Process** – Rather than being a one-time event, a community health assessment is a dynamic, ongoing process that may be considered as continuous quality improvement applied to a community system rather than an individual institution.
- **Health Problems and Goals** – It is common to determine health problems and goals based on an analysis of health “needs.” However, keep in mind that need is a relative term and there are numerous ways to determine a health need, including normative standards, community perceptions, comparisons with similar communities, or the expressed demand for services.
- **Collaborative Action Planning** – By our definition, a community health assessment requires that multiple sectors of a community engage in a collaborative effort to identify and address health objectives. In doing this, the community must clearly define how it will achieve its objectives within an action plan.

⁵ KU Work Group on Health Promotion and Community Development. (2000). Chapter 8, Section 2: *Proclaiming your Dream: Developing Vision and Mission Statements*. http://ctb.ku.edu/tools/en/sub_section_main_1086.htm.

- Health Priorities – Determining priorities for action is a central task in the community health assessment process. Developing priority health goals and objectives requires the synthesis and organization of often disparate and complex data and a careful balancing of viewpoints, values, and realities regarding what issues should command priority attention.
- Community Health Status and Quality of Life – The overarching goal of most community health assessments is to improve health status and quality of life. In order to track improvements to health status and quality of life in your community over time, it is helpful to establish baseline measures in the initial stages of your program. Numerous lists of indicators and tools for measuring health status and quality of life exist to help in this process. (See Appendix 3, *Resources*.)
- Community Assets – It is important to realize that your community has excellent resources that should be viewed as assets. In conducting your community assessment, you should explore local assets that can be connected to one another in ways that multiply their power and effectiveness for change.
- Multiple Sectors of the Community – The involvement of multiple sectors of the community is necessary to achieve systemic understanding of and response to community health problems. This is due to the fact that health problems occur within a community system and that establishing priorities and achieving support for efforts to address community health objectives is largely a political process.

Your community health assessment can be based on quantitative or qualitative analysis of the many factors or indicators that contribute to community health. The community assessment can utilize a number of techniques and sources, depending on the available time, expertise, and resources. These include but are not limited to:

- Analysis of demographic, health, economic, and environmental data
- Survey of community members
- Focus groups with representatives of different stakeholders
- Round table discussions with experts and community groups
- Interviews with key experts and community members

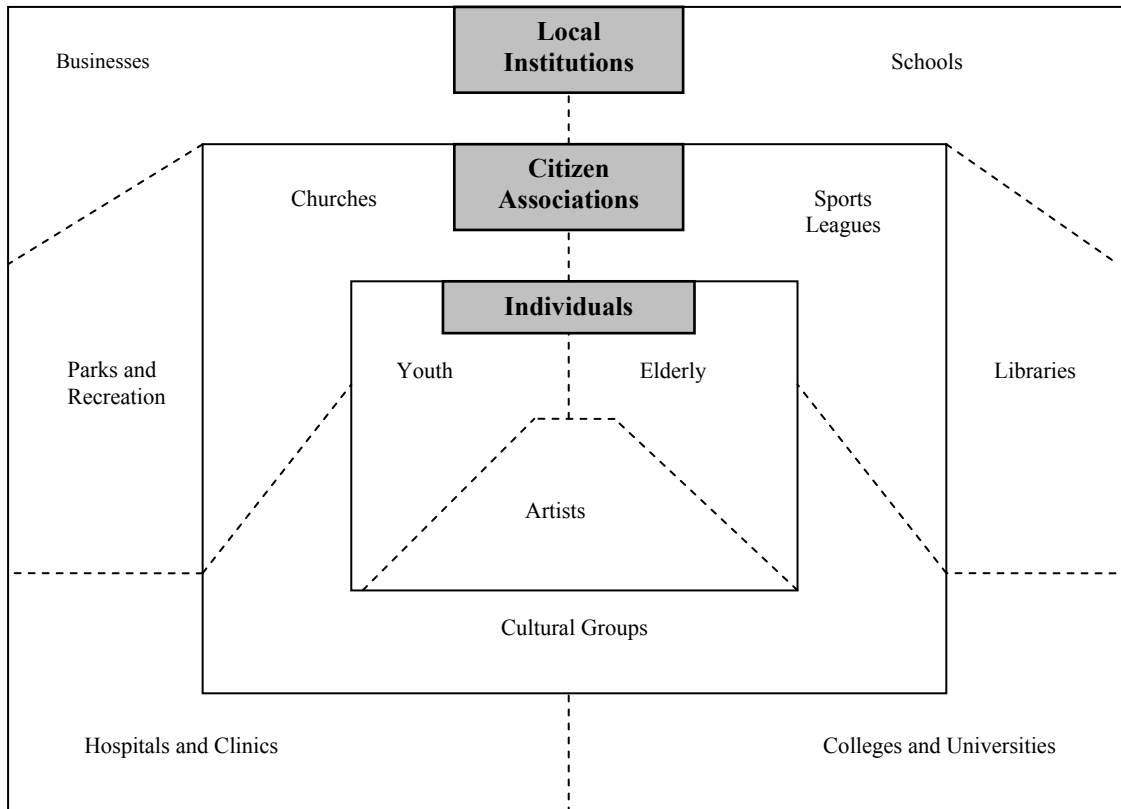
Health Indicators

The table below lists some of the many factors that can affect the quality of life in your community, quantitative indicators you might use to assess these factors at the local level, and potential sources of existing data. Additional health determinants could include housing quality, mental health, educational quality and opportunities, transportation quality, or other factors specific to your community. When assessing your community's health status, it is often helpful to compare local data to regional, national, and/or international statistics. Doing this can provide context to your assessment.

If you want to measure:	Think about this indicator:	Try these sources for local data:
Environmental health	<ul style="list-style-type: none"> • Toxic releases in your community • Local ground and surface water quality • Percentage of days air quality is rated "good" 	<ul style="list-style-type: none"> • Health department or sanitary inspection • NGOs
Public safety	<ul style="list-style-type: none"> • Police response time • Street crime rates • Crime rate trends 	<ul style="list-style-type: none"> • Police department
Recreation opportunities	<ul style="list-style-type: none"> • Youth programs • Sports teams and facilities 	<ul style="list-style-type: none"> • Committee on youth and family issues • Sports and recreation committee or department • Clubs
Economic health	<ul style="list-style-type: none"> • Unemployment rate • Average family income 	<ul style="list-style-type: none"> • Economic development department • Mayor's office • Health department • Statistics department
Health status	<ul style="list-style-type: none"> • Communicable disease rates • Percentage of babies born with low birth weight • Immunization rates • Mortality rates and causes 	<ul style="list-style-type: none"> • Health department • Hospitals • Ministry of health
Cultural riches	<ul style="list-style-type: none"> • Library books per capita • Festivals and fairs • Theaters and performance spaces • Museums 	<ul style="list-style-type: none"> • Mayor's office • Economic development department • Culture department • Local library • University • NGOs
Health of the democracy	<ul style="list-style-type: none"> • Boards, commissions, and advisory groups active in the community • Attendance at council and other meetings 	<ul style="list-style-type: none"> • Mayor's office • City council • Electoral commission
Education status	<ul style="list-style-type: none"> • Test scores • Number of course offerings • Number of students per class 	<ul style="list-style-type: none"> • School board • Education department

Community Asset Mapping

When creating a plan for community change, it is sometimes possible to focus on the resources your community is lacking. However, it is important to realize that your community is already rich in resources and approach the process from an asset rather than a deficit perspective. Knowing your community assets can assist you in building an action plan that is realistic and successful. Below is a sample community asset map that can help you identify the resources you already have in your community. Use the worksheet in Appendix 7 to describe your community assets.⁶



⁶ Adapted from: Kretzmann, John P. and John L. McKnight, Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets, The Asset-Based Community Development Institute, Institute for Policy Research, Northwestern University, Evanston, IL 1993.

SWOT Analysis

Many groups find it useful to conduct a SWOT analysis in which they identify the key *Strengths*, *Weaknesses*, *Opportunities*, and *Threats* to the community and explore short- and long-term responses. The SWOT process can be used in the initial assessment phase and throughout the strategic planning process for a specific objective or component of the action plan. The table below shows how internal strengths and weaknesses and external opportunities and threats can intersect and point to possible actions. For example, where your community's internal strengths intersect with major opportunities, you have a strong advantage – use your strengths to pursue the opportunities. Use the worksheet in Appendix 8 to conduct your own analysis.

SWOT Grid:⁷

	<u>External</u>	
	Major Opportunities	Major Threats
<u>Internal</u>		
Primary Strengths	Areas of comparative advantage.	Areas where resources should be mobilized.
Primary Weaknesses	Areas where collaboration may be useful.	Areas where problems need to be addressed.

Establish Priorities

Once you have completed your community assessment, your group's next task is to identify priority areas for taking action to improve community health. Throughout this process, keep in mind the unique physical, social, economic, and political environments of your specific city/community. Based on the results of the community health assessment, consider these questions:

- What are the important health problems in the city/community?
- How do economic and social conditions, such as lifestyles and unemployment, affect health?
- Whose support is essential for project success?
- How does the city administration function and what are the responsibilities and priorities of different city departments and agencies?
- How do city/community politics work?
- What part do citizens groups play in community life? Which groups are most interested in health and quality of life concerns? Which might become more interested?
- How will national or regional programs affect the project?
- Will local businesses support the project? Which local industries and businesses will you approach?

⁷ Adapted from: Kearns, Kevin P., From Comparative Advantage to Damage Control: Clarifying Strategic Issues Using SWOT Analysis, *Nonprofit Management and Leadership*. Vol. 3, No. 1, Fall 1992.

After considering all of these questions, your group must work together to find consensus on the priority community health problems that your project will address. This process will not only help you decide which issues are the most important, but will help build a sense of ownership within the group. To do this, consider using a *nominal group* technique in which everyone contributes ideas to a comprehensive list and consensus on the top priorities is attained by voting. (Refer to Appendix 5, *Group Process Techniques*.)

Write the five top health priorities that reflect the consensus of your group:

1. _____
2. _____
3. _____
4. _____
5. _____

Develop a Mission Statement

After you have gained consensus on your vision for a healthy community and established your priorities, it is time to write a formal *mission statement* to clearly define what your project is ultimately striving to achieve and how you will get there. It is essential that your mission reflects a common purpose and that all members agree on the statement. As you implement your project, your vision and mission statements will act like a lighthouse, providing clarity whenever confusion arises or when the purpose of an activity is questioned.

What is a Mission Statement?⁸

A mission statement is your statement of purpose—an explanation of what is to be done and how. The statement should be: concise; outcome-oriented; and inclusive.

Any mission statement should also describe three major elements:

1. The ultimate goal or the vision (topic and scope)
2. The target population or beneficiaries
3. Composition of your working team or coalition

Example:

“Our mission is to decrease adolescent pregnancy and sexually transmitted diseases in our Rayon through a community-wide effort, which will provide education, support and services to young people and their families.”

⁸ University of Kansas Work Group on Health Promotion and Community Development. (2000). Chapter 8, Section 2: *Proclaiming your Dream: Developing Vision and Mission Statements*. http://ctb.ku.edu/tools/en/sub_section_main_1086.htm.

Write your group's mission statement:

Formulate Goals and Objectives

Once you have defined the overall purpose of your healthy community project, it is time to think through how the priority health problems are going to be solved and what you are going to do to fulfill your mission and achieve your vision. Formulating goals and objectives will help you transition to the specifics of your project and start writing your strategic plan.

Although often used interchangeably, goals and objectives are two distinct concepts in strategic planning. A goal is a general long-term aim that is necessary to reach in order to fulfill the mission of the organization/program/project. It also usually addresses one of the priority problems identified at the community health assessment stage. Compared to objectives, goals are less specific and cover longer periods of time.

An objective is one of several concrete tasks necessary to complete in order to achieve a goal. Compared to goals, objectives are more specific and shorter-term. Objectives should also meet SMART criteria – that is, they should be *Specific, Measurable, Attainable, Realistic*, and achievable in a practical *Timeframe*.

Example

Goal: *Establish drug education and counseling in all public schools.*

Objectives: *Survey adolescents regarding their drug, alcohol, and tobacco use.*
 Develop a peer education and counseling program.
 Conduct healthy lifestyles educational courses in schools.

Write a goal that will contribute to your group's vision and mission and that addresses one of the identified health priorities:

Now write three objectives that will help you achieve this goal and meet the SMART criteria:

1. _____

2. _____

3. _____

Create an Action Plan

The action plan will define specific strategies and tactics to accomplish your mission, goals, and objectives. It will also secure commitments, clarify responsibilities, and set deadlines. For each objective, the plan outlines specific action steps for *who* will do *what*, *when*, and *how*. The timeline will enable your group to focus on the most pressing issues in the short-term, while establishing a longer-term plan of how the project will proceed.

Timelines will vary depending on the project and the group creating the project. While the timeline can provide useful guidance, remember that projects do not evolve in a continuous, systematic way. They are experimental and grow by trial and error. Sometimes they develop rapidly and at other times they grow slowly because conditions are complex and contradictory. Each healthy communities project must find its way through the maze of changing circumstances in which it works.

In general, it is wise to begin new programs with short-term projects. The community can learn from these initial projects and gain confidence in the community's ability to tackle more complex issues. This provides a starting point for more extensive change, which may require long-term initiatives and multiple short-term projects.

The following is an example of an action plan. In it, the mission, goals, and objectives are defined. Then the objectives are broken down into the action steps needed to achieve the objective, the timeframe for conducting the particular action, and the person or committee responsible for the step. Use the worksheet in Appendix 9 to write your own preliminary action plan.

Mission Statement: We will decrease drug abuse in our adolescents (ages 13-17). We are a multisectoral team, which includes medical providers, narcologists, other health professionals, city administrators, teachers, social service professionals, law enforcement officials, and adolescents who work together to design programs that will decrease drug abuse in our community.

Goal 1: Establish drug education and counseling in all public schools.

Objective 1: Develop a peer education program.

Action Step	Timing	Responsibility
A. Organize a teachers' group to supervise the adolescents in designing their own peer program.	September 1 - 10	Healthy communities project leader
B. Form a group of 10 to 11 "volunteers" who will teach younger children a) about the risks of drug, tobacco and alcohol use and b) the behavioral skills of refusing when peers offer them drugs.	September 10 - 20	Selected contacts
C. Research successful programs in other countries and contact leaders of those programs to get curriculum materials and information on implementation.	September 20 - 30	Task force

Objective 2: Conduct healthy lifestyles educational courses in schools.

Action Step	Timing	Responsibility
A. Meet with school administrators and teachers regarding curriculum time and appropriate place for healthy lifestyles course.	October 1 - 15	Task force
B. Identify a teacher and administrator who will lead the effort in the schools.	October 15 - 20	Task force
C. Develop a curriculum on healthy lifestyles, specifically focused on drug, tobacco, and alcohol (including beer) abuse.	October 20 - November 10	Task force

Objective 3: Survey all adolescents regarding their drug, alcohol, and tobacco use.

Action Step	Timing	Responsibility
A. Obtain a copy of the translated Russian version of the Adolescent Behavioral Risk Factor Survey from the Centers for Disease Control (CDC) in the US.	November 10 - 15	Healthy communities project leader
B. Enlist the support of the mathematics teachers and students (from 11 classes) to make this a senior class project.	November 15 - 30	Task force

C. Organize the mathematics students into a survey working group to administer the survey, enter the data into a computer database, analyze the data, and write a report on the results.	November 30 - December 31	Task force
D. Present the results of the survey to: the school administrators, teachers, and students; the city administration; the health professionals; and the public through mass media.	January 15	Task force
Goal 2: Provide healthy alternatives for adolescents' leisure time activities.		
Objective 1: Develop a youth activities center.		
Action Step	Timing	Responsibility
A. Brainstorm a list of activities to be included in the center.	December 2 - 7	Task force
B. Query adolescents on their desires for activities at the center.	December 7 - 21	Task force
C. Find space for the center in an existing building or a site for the center to be built.	December 21 - January 1	Selected contacts
D. Design the center space (including any needed remodeling or building).	January 1 - 15	Selected contacts
E. Develop a fundraising effort to pay for remodeling or building the center.	January 15 - February 15	Task force
Objective 2: Develop a yearly youth sports program.		
Action Step	Timing	Responsibility
A. Hire a director for the center to act as lead and liaise with public officials and sports associations.	March 1	Task force
Goal 3: Change or enforce current legislation concerning drug, tobacco, and alcohol use in adolescents.		
Objective 1: Form a grassroots lobbying organization (NGO).		
Action Step	Timing	Responsibility
A. Organize public forum and membership drive.	April 1	Task force
B. Register new NGO.	May 15	Selected contacts
C. Conduct strategic planning session.	June 1	NGO staff
Objective 2: Work with business owners and police officials to enforce existing laws to not sell tobacco and beer to children under the age of 18 years.		
Action Step	Timing	Responsibility
A. Invite business owners, police, and officials to public forum.	July 15	Task force
B. Conduct public education campaign.	August 15 - September 30	Task force

Establish Evaluation Criteria

Successful healthy communities projects involve constant assessment and monitoring of progress toward achieving project goals and objectives. The evaluation process allows measurement of success, holds individuals or groups responsible for action steps accountable, and provides a basis for making changes when needed. To set the stage for meaningful evaluation, agree up front how you will measure the success of your efforts. Consider these questions:

- What did you hope to accomplish (heightened awareness, media or other publicity, lowering the incidence of a disease, changes in group behavior or a local policy, etc.)?
- How can this be measured or demonstrated?

If you want to use quantitative indicators, it will be important to collect statistical and behavioral data before and after your project to chart measurable change. Think about appropriate measures for each objective and potential data sources. Refer to your community profile, which should provide a baseline for measurable data. In addition to quantitative indicators, you can use qualitative measures of progress. For example, you can collect stories that will relate the goals and accomplishments of your projects.

What indicators will you use to measure your progress?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

It is important to decide not only what you will evaluate, but when you will do it and how you will use it. Once you have established appropriate measures of success, be sure to develop a schedule for collecting this information and using the results to chart progress.

How often will you measure your progress?

Implement Your Healthy Community Action Plan

Now that you have a plan, it's time to take action! Keep in mind that establishing a successful event early in the program – an “early win” – is important for generating excitement and momentum.

Build a Coalition

Building a wide coalition of community partners is essential for the success of your healthy communities effort. Your coalition should provide as many different links to the community as possible and should always involve members of the “target group” – those people for whom the project is being started (such as young people, parents, the elderly, etc.). Begin by asking the question, “What groups or individuals are not involved that could be involved?” Remember to include groups that could increase support for your healthy communities project as well as those that might oppose it! Refer to your community asset map and SWOT analysis.

Once you have targeted potential members of your healthy community coalition, you can arrange a meeting in order to explain the project and start collaboration. Since widespread participation is a crucial part of creating a successful healthy community, you may want to publicize the meeting in as many places as possible.

Why spend time, energy, and maybe even some material resources on building a coalition? First, you will gain access to additional material and human resources, which may be worth the initial investment. Second, other people with different knowledge and experience will provide you with a broader view of the problems to be addressed and with a larger choice of solutions. Third, joint efforts of individuals or organizations who work on the same problems minimize wasteful duplication. Fourth, by forming such partnerships, you will be able to broaden the project's influence in the community and draw wider support.

Get Community Approval

Building support for your project with key community leaders can help in securing personnel, technical assistance (such as with gathering data), and funding. An essential part of getting approval is analyzing the project environment and consulting and enlisting the leverage of key stakeholders who have a powerful voice in the community. Key supporters can include elected officials, such as the mayor, city council members, and health authorities, as well as directors of organizations, businesses, hospitals, or foundations. Your efforts in building a coalition and gaining widespread support in your community will help encourage elected officials and other key stakeholders to endorse your activities and provide funding or other resources.

What steps will you take to obtain community approval?

Acquire Funding

Finding the funds to conduct your project is often challenging, especially in difficult economic environments. Nevertheless, there are many ways to find potential sources of funding.

Begin by outlining your financial needs and developing a funding proposal. A proposal describes the goals of the program, states why it is needed, and outlines the request for support. Proposals must be written in clear, concise, and persuasive language. It is a good idea to prepare a general funding proposal outlining the following basic information, which can later be adapted to the needs of the particular funding source you are targeting:

- Principles on which the project is based
- Objectives of the project
- The role it will perform in the community
- The strategies it will use
- Capabilities of groups involved
- The project budget

At the same time, it is important to explore a variety of agencies, organizations, and businesses as potential funding sources for your project. Draw on your coalition partners, your key community supporters, and the resources you identified when developing your community asset map. All of these groups are possible sources for financial assistance.

You can also consider raising funds for your project by seeking individual donations or holding an event or other activity to generate funding. For example, you could organize a fair and charge a small admission fee or conduct a raffle with donated prizes. These creative activities not only help in generating funding, but can assist in building awareness about your healthy communities initiative.

Where will you seek funds for your project?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Obtain Contributions of Personnel or Assistance

Donations of time, talent, office or meeting space, equipment, supplies, technical assistance, etc., are often more important to your healthy communities project than monetary contributions. In fact, many projects can be completed through volunteer effort and donations alone and may not require additional funding. Refer to your community assets map and begin seeking voluntary commitments from individuals as well as local businesses, hospitals, civic groups, and others.

What volunteer or donated resources could most benefit your program?

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Organizing volunteers can sometimes be challenging, since most people have busy lives with jobs, families, and other priorities. Here are some tips to attract and keep volunteers:

- Build awareness about your project and widely publicize volunteer opportunities.
- Create a welcoming, positive environment and festive atmosphere in which to work.
- Train your volunteers so that they understand what is being asked of them, and provide feedback so they know how they are doing.
- Celebrate successes with volunteers so that they feel a sense of pride when the task is accomplished.
- Make sure that both volunteers and donors understand the importance of their contributions and are aware of the results.
- Generate excitement about contributing by recognizing contributions from volunteers and donors at community events or holding an awards ceremony.
- Track your volunteers and continue to engage them in future activities.

How will you attract volunteers and donations?

Involve the Media

Mass media, including newspapers, radio, and television, provide valuable access to community members and can be used to build awareness about your program and promote health education and healthy lifestyles. Good working relationships with the media require openness, accessibility, and a supply of newsworthy stories. It is helpful to include members of the media in the process of creating healthy communities by inviting them to participate in your meetings and projects. The *Media Relations Guide* in Appendix 2 provides detailed information on how to take advantage of media resources and engage journalists in your healthy communities efforts.

How will you use the media in conducting and promoting your program?

Sustain Your Project

Once you have set your project in motion, keep going! Continue meeting, involving more people in the community, thinking of creative ways to sustain media interest, celebrating your progress, and envisioning new projects you would like to begin.

Expanding your coalition and engaging the community in your project is an ongoing process. As you implement your action plan, take every opportunity to create awareness about your healthy communities initiative and to share your message. For example, you could develop a website, publish a newsletter, hold press conferences, conduct roundtable discussions, give interviews, organize public meetings or conferences, present at community engagements, etc.

Meet Regularly and Evaluate Progress

Long-term, sustained change requires an ongoing commitment. To ensure the success of your healthy communities project, be sure to continue to meet regularly, evaluate your work, and adjust your plan when needed. Consider answering questions, such as:

- Are you following your action plan?
- Have you reached certain objectives? If not, what happened?
 - Was the action plan not followed?
 - Were strategies not successful?
- What is working well in your coalition?
- What could be improved to make the coalition or the project work better?

Here is a sample timeline you can follow:

- Monthly – Convene your task force chairs at least once a month to review progress and evaluate your work. Review the action plan and hold those with assigned tasks accountable.
- Quarterly – Convene meetings of the larger planning group to hear progress reports from task force chairs. Make adjustments to the plan as necessary where initial strategies are not working to meet objectives and evaluation criteria.
- Annually – Prepare a report on the progress you have made toward achieving project objectives using your established evaluation criteria.
- As Needed – Stage media events to celebrate project achievements as goals are met, such as obtaining a new major funding source or launching a new program to address one of your objectives.

Celebrate Your Successes

It is important to celebrate the process that you have set in motion in order to maintain enthusiasm and build local community support for your program. You can do this by organizing events, such as a healthy cities/communities opening celebration or banquet. In addition, you may want to begin your healthy communities program with small, short-term projects that can be celebrated as they are achieved. Later, you may choose to combine short-term projects with longer-term projects and goals. Remember to periodically celebrate your successes as your program develops to sustain excitement and momentum.

Manage Conflict

In the normal course of implementing a new program and working as a team conflict may arise between members or between the team and other entities in the community. Conflict can be healthy if it is managed correctly and it can lead to growth. Here are some steps you can take to manage conflict:

- Focus on the issues and do not personalize them. Eliminate personal positions and do not take the differences of opinion as a personal attack.
- Focus on the opposition's interests, not their positions.
- Listen carefully to what the other side is saying and acknowledge their arguments. Define the opposition's interests.
- Review your team's mission and values when you reach an impasse.
- Redefine the problem in the context of the team's goals and objectives, the causes of the conflict, and the options for potential solutions.
- Generate a list of potential solutions. What solutions can provide mutual gain?
- Consult different experts and search for areas of agreement.
- Compromise to reach a mutually beneficial, "win-win" solution.
- If necessary, use group consensus techniques such as the nominal group process to resolve differences in a democratic manner.

Secure “Healthy” Public Policy

Local public policy that focuses on healthier living can be one important outcome of a successful healthy communities project. Such policy uses the leadership and resources of local government to create healthier settings for daily life at home, in schools, workplaces and healthcare centers, and throughout the community.

The foundation for healthy public policy is public and political support. Health awareness, collaborative action, community participation, strategic planning, citizen advocacy, and innovation all contribute to the planning and implementation of healthy public policy. Your project can be a model for policy innovation if it shows sensitivity to the community, skill in practical innovation, and the ability to elicit support from project partners. Remember, the scale of action and influence needed to achieve healthy public policy will only be reached through the committed effort of many project partners. Below are some steps to take to help local policy-makers adopt policies that support public health:

- Health awareness – Project activities to increase awareness and understanding of health issues are an essential step in building strong and continuing political support. They generate public demand for healthy public policy and create willingness within local, city, or regional departments and other organizations to work on such policies.
- Strategic planning – The essential task in strategic planning is to strike a balance between high aspirations and a realistic appraisal of the rate of change that can be anticipated. Effective advocacy for strategic planning generates a comprehensive, long-term perspective on health issues among city politicians and senior executives. This encourages policy makers to explore opportunities to introduce healthy public policy in several areas and to accept the reality that some policies will take months to establish or years to produce results.
- Collaborative action – Collaboration by many community stakeholders provides the framework for dialogue and planning among these groups and other organizations whose resources are needed to create healthier settings for living. Working collectively is the vehicle for healthy public policy.
- Community participation – Broad community participation provides information on what people need and prefer in terms of public policy and their reaction to the current activities of local government. It also offers community residents opportunities to shape the formulation of policy and participate in its application.
- Innovation – Producing innovative programs begins with recognizing that change is needed and possible. By comparing experiences with other groups involved in healthy communities programs and testing new projects with short-term initiatives, you can establish a starting point for more extensive projects. Knowledge of the impact of present policies, insights into the successes of other people, and results from short-term initiatives increase the possibility of shaping changes. These factors also help make policy change appear less risky to policy-makers.

APPENDIX 1: FREQUENTLY ASKED QUESTIONS

1. What is a healthy communities process?

Healthy communities is a process by which organizations and members of the community collaborate to identify and address the community's major challenges in improving local health and well-being.

2. Who participates in a healthy communities process?

Everyone. The more people who are involved in this process, the more successful the project will be. Examples of types of groups to include are: residents of different social status and local governments; Oblast or Krai health departments; physicians and nurses; schools and universities; social service organizations; law enforcement; businesses; religious and faith communities; non-governmental organizations; environmental organizations; housing and transportation organizations; the media; and service recipients.

3. Why is a healthy communities process important for my community?

The overall goal of a healthy communities project is to improve the health and well-being of the community residents. The project brings together community members and organizations to identify and address issues in a collaborative manner.

4. How can people get involved and participate in this process?

Many members of the community can participate through attending meetings, completing surveys, and serving on task forces. A community committee, composed of community members and representatives of local organizations, is often established to provide wide representation and to oversee the process and projects.

5. What kinds of issues do healthy communities focus on?

These can be determined by the community members. They should discuss what healthy community means to them and describe the areas they believe to be most important, for example, education, physical or mental health, environmental health, social services, etc.

6. How long does a healthy communities process take?

This can vary widely depending on the community. However, to see change in health status, it may take several years, or even decades. Small successes can be celebrated as your project continues to develop. A healthy communities project should be considered an ongoing process.

7. What kinds of information will my healthy communities planning group need?

All kinds! Community health data and perceptions of community members can be used to identify community priorities and to track progress. You may also want to include crime and demographic statistics, data from your local school district, and information from other groups who have conducted community assessments. It is always helpful to conduct an assessment of assets in your community rather than to focus on community deficits.

8. How do we collect and use the information?

You might use a wide variety of sources, including health departments, hospitals and various other health, social service, and governmental agencies such as the State Statistics Department to assist in gathering data. Surveys can also be used to provide information about the community's perceptions and behaviors.

9. What resources do we need to undertake a project?

This can vary widely depending on the project. By pooling resources from organizations such as hospitals, businesses, governmental and non-governmental organizations, etc., there should be sufficient funding and staff support to carry out the process. Remember! When you assess, you may be surprised to find you already have the resources necessary to achieve a healthier community.

APPENDIX 2: MEDIA RELATIONS GUIDE

Overview of Media Relations in Healthy Communities Programming

Conducting a targeted media relations (also referred to as public relations) effort that complements your program's overall communication plan is one of the most effective ways to reach your intended audiences. Such an effort involves using the news and public affairs programming in your area to present healthy communities information.

Keep in mind that members of the media are, for the most part, members of the community. They will be interested in what you are doing both as private citizens and in their professional capacity. As they become familiar with and appreciate the role that public health plays in their community, they will be more likely to report on it. Whenever possible, you should include them in your programming. For example, members of the media, especially publishers, may be appropriate to serve on committees or task forces.

To help you develop appropriate media activities and messages that are consistent with your program goals and objectives, you should first evaluate what your group is trying to accomplish by communicating with the public. When planning your media relations efforts, review your healthy communities communications plan and ask yourself:

- What is the goal that you want to accomplish?
- What is your target population?
- What messages must be developed and conveyed to effect the desired changes in your target audience?
- What types of media outreach would be efficient and cost-effective for accomplishing the above?

Understanding the Media

Regardless of the types of media and activities you choose to use, the keys to effective media relations are simple. They include: (1) understanding what the media want in a story; and (2) making sure that the information is provided to them in a clear and timely manner.

Reporters and producers all seek similar story elements: audience appeal; issues that stimulate debate, controversy and even conflict; stories that generate high ratings and increased readership; and fresh perspectives on an issue. They dislike and avoid stories that have been duplicated by a competitor or are inaccurate or incomplete, as well as people who are persistent even after a story has been rejected.

Types of News Media

See the table below for types of media and the differences between them in the way they work.

Media Types	How They Work
Television	<ul style="list-style-type: none">• Is a highly visual medium• Use backdrops that visually portray the importance of your message• Graphics are often used by TV producers as part of segments• Is brief (30-60 second segments)
Radio	<ul style="list-style-type: none">• Use 10-15 second “soundbites.” (Be aware of tone and firmness of voice – a lack of hesitancy in responding to questions adds to credibility.)
Newspaper and magazine articles	<ul style="list-style-type: none">• Provide more in-depth treatment of a subject• Print reporters may use direct quotes from press statements

What to Include in News/Press Releases and Articles

News releases can be as short or long as can be afforded and should answer the following questions:

- Who is involved?
- What happened?
- When did it happen?
- Where did it happen?
- Why or how did it happen?

The first paragraph should briefly answer these questions in one or two sentences, especially since most reporters decide whether or not to read the rest of the release based on the first paragraph, and print editors tend to cut the article from the bottom up. A contact name and telephone number should also be included so that reporters can easily call for more information.

Feature releases can be used when you have a “soft” news story. Soft news might include success stories you’ve achieved through your healthy community project, including examples, anecdotes, and quotes. Feature releases can be three to four pages in length and should capture the story you want to pitch. A colorful heading is also important.

Some suggestions for feature releases include:

- A profile on an active community member stating what has he or she has done and why
- What opposition exists toward your project and why
- Fund-raisers and projects that local groups organize in support of creating healthy communities
- Exceptional healthy communities activities supported by a local business

Media Kits

A media kit is a collection of information prepared especially for the media. Often organizations have a standard media kit that includes informational materials that serve as an introduction to the organization. For major news events, the standard kit should be supplemented with current information relating to the event.

Examples of materials that might be included in a standard kit are:

- Business card that includes your name, department, phone number, e-mail address, and perhaps some key issues you face so that the media can easily contact your agency
- Brief, one-page biographies of key agency officials and/or spokespersons
- Photographs and camera-ready graphics, such as charts and logos

Supplements for the basic kit for a special event/program include:

- News release(s) on the program
- Biographies of people (speakers, panel members, etc.) relevant to the program in which you are trying to interest the reporter
- Copies of relevant written materials, such as the report being released, statements to be given at a news conference, speeches, etc.

A To-Do List for Inviting Media to Events

Before the event:

- Contact the reporters who cover community events and pitch the event as a future story.
- Call community calendar reporters at area newspapers and TV, cable, and radio stations, asking them to place a calendar notice.
- Hand-deliver or mail invitations to the event two weeks in advance.
- No more than two or three days in advance, call each editor and reporter and ask if he or she plans to attend. Explain special photo opportunities.
- The day before the event, call the media again to politely remind them about the event.

During the event:

- Set up a media sign-in table with media kits.
- When the reporters arrive, set up interviews with the right people and escort media to the appropriate spokesperson.
- Have someone from your agency take photos to accompany articles in newsletters and other publications and for your own files.

After the event:

- Send an immediate news release to any reporters who were unable to attend.
- Send follow-up letters to the editors of local newspapers. Thank the community and inform them of your success (e.g., monetary amount of donations raised for your important cause, community alliances forged, number of volunteers recruited, etc.).
- Write a follow-up article for inclusion in appropriate community publications. Illustrate with photos from the event.

Tracking and Monitoring Your Media Relations

Track your media contacts. Try to keep a record of all contacts your group has with the media, such as phone calls. A good idea is a simple form that all staff and volunteers must fill out if they speak to a member of the media. Examining the media contact forms can provide answers to questions, such as how many media inquiries do you receive in a week, a month, or a year? Are they increasing or decreasing? Adjust your communications plan to achieve your desired results.

Sustaining Media Interest in Special Events and Healthy Communities Efforts

Coverage of your healthy community special event can be extended by planning in advance a system for measuring the results of the efforts, such as: (1) how many people participated; (2) how much media coverage you have received; and (3) how many volunteers have been recruited. Post-event news releases can then focus on these achievements.

To build excitement and encourage broad media coverage:

- Look for ways to tie in with other healthy communities campaigns around the country or world. Use some of the websites listed in the “Resources” section of this workbook to learn more about what other communities and cities are doing.
- Take the event "on the road" by co-sponsoring a series of similar events in different areas.
- Consider having a radio or TV station cosponsor the event, which generates community goodwill for the station as well as potential free publicity for your event.
- Use the healthy communities theme for the event to attract both media and public attention. Use it on all publicity-related materials, from invitations to media kits, buttons, and banners.
- Allow plenty of planning time when selecting your date and time. Choose a time when your most important audiences will be available and make sure your date does not conflict with other events.

APPENDIX 3: RESOURCES

Healthy Cities/Communities Resource Materials in Russian

Healthy Cities Project: How to Bring It into Action

A handbook for the Leaders of City Projects

Yu. Abrosimova, V.Ushakov, M.Donskaya, and L.Ignatova.

Moscow, Healthy Cities Supporting Centre, 1997

The Healthy Community Handbook

T. Norris

Ed. by D. Lampe, Denver, National Civic League, 1993

Russian edition - Moscow, Healthy Cities Supporting Centre, 1996

Collaboration: What Makes It Work? A Review of Research Literature on Factors Influencing Successful Collaboration

P.W. Mattessich and B.R. Monsey.

St. Paul, Minnesota, Amherst H. Wilder Foundation, 1993

Russian edition - Moscow, Healthy Cities Supporting Centre, 1996

Twenty Steps for Developing a Healthy Cities Project

World Health Organization Regional Office for Europe, 1995

City Health Profiles

World Health Organization Regional Office for Europe, 1995

Measuring Health - A Step in the Development of City Health Profiles

P. Garcia and M. McCarthy

World Health Organization Regional Office for Europe

Sustainable Development and Health: Concepts, Principles and Framework for Action in European Cities and Towns

European Sustainable Development and Health Series: 1

World Health Organization Regional Office for Europe, 1997

Russian edition - Moscow, Healthy Cities Supporting Centre, 1997

City Planning for Health and Sustainable Development

European Sustainable Development and Health Series: 2

World Health Organization Regional Office for Europe, 1997

Russian edition - Moscow, Healthy Cities Supporting Centre, 1999

Social Determinants of Health: The Solid Facts

World Health Organization Regional Office for Europe, 1999

Russian edition - Moscow, Healthy Cities Supporting Centre, 2002

NOTE: All of the preceding Russian language materials are available at the Healthy Cities in Russia Supporting Centre at the Ministry of Health in Moscow:

Healthy Cities in Russia Supporting Centre
Public Health Policy Department
Research Institute of Public Health and Health Care Management
Sechenov Moscow Medical Academy
Ministry of Health of Russia
103001 Moscow
Russian Federation
Tel.: +7 095 960-31-04; 253-39-65
WWW: <http://www.hcp.aha.ru>

Many are also available in electronic format on the World Health Organization Regional Office for Europe Healthy Cities and Urban Governance website at:

http://www.euro.who.int/healthy-cities/publications/20030206_3

Healthy Cities/Communities Resource Materials in English

Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets

1993 - John P. Krezmann and John L. McKnight
The Asset-Based Community Development Institute
Institute for Policy Research
2040 Sheridan Road
Evanston, Illinois 60208-4100

Community Health Assessment: A Process for Positive Change

1993 - Voluntary Hospital of America, Inc.
5215 North O'Connor Road
P.O. Box 140909
Irving, Texas 75014

Planned Approach to Community Health: A Guide for Local Leaders

US Department of Health and Human Services
National Center for Chronic Disease Prevention and Health Promotion
Centers for Disease Control and Prevention
Mailstop K-46, 4770 Buford Highway, N.E.
Atlanta, Georgia 30341

Internet Resources

Community Leadership Development Program Alumni Website:
<http://www.openworld-aiha-communityleadership.org> (English and Russian)

World Health Organization Regional Office for Europe Healthy Cities and Urban Governance Programme: <http://www.who.dk/eprise/main/WHO/Progs/HCP/Home> (English and Russian)

Healthy Cities in Russia Supporting Centre: <http://www.hcp.aha.ru> (Russian only)

EurasiaHealth Knowledge Network: <http://www.eurasiahealth.org> (English and Russian)

Community Toolbox-Bringing Solutions to Light: <http://ctb.ku.edu/> (English only)

National Civic League: <http://www.ncl.org/ncl> (English only)

World Health Organization Healthy Cities Program: http://www.euro.who.int/healthy-cities/introducing/20050202_1 (English only)

APPENDIX 4: GLOSSARY

Action Plan (План мероприятий)	A plan of specific actions necessary to accomplish in order to meet a certain objective. Action plans answer the questions of <i>what</i> to do, <i>how</i> , <i>when</i> , and <i>who</i> is responsible.
Brainstorming (Мозговой штурм)	Small group technique in which members of the group share ideas about a particular problem without any comments or criticism. All ideas are recorded for a later discussion. Brainstorming is used for generating new ideas without judgments and is designed to give all participants equal chance for input.
Coalition (Коалиция)	A union of organizations and individuals representing different community interests who put together their material and human resources and work together to achieve a common goal.
Community (Сообщество)	A group of people defined by common physical, geographical, administrative, or social boundaries, and who share common interests.
Evaluation – process and outcome (Оценка процесса и результатов)	A concerted effort to collect and analyze data that assesses the effectiveness of the program or project that is being evaluated. Evaluation is an inseparable part of any strategic planning and program implementation. Process evaluation is sometimes called monitoring.
Facilitator (Координатор группы)	A peer within the group who acts as the leader of the group and directs the group’s work. The facilitator is responsible for assuring a smooth working process. He or she makes sure that all participants follow the groundrules, remain focused on the assigned task, and that small groups function properly.
Focus Group (Фокусная группа)	Small group technique in which the group leader asks members of the group a set of pre-formulated questions on a particular topic. Key points of the discussion are recorded for further examination. The purpose is to collect information about a specific group’s feelings or thoughts on a defined topic. This technique is used to study community attitudes about specific health problems or the acceptability of proposed interventions.

Goal (Цель)	One of several general long-term aims necessary to reach in order to fulfill the mission. Compared to objectives, goals are less specific, set for longer periods of time, and involve the major steps or components of a specific program.
Groundrules (Основные Правила)	A list of rules that all participants in a meeting agree to follow. The facilitator asks for consensus on the groundrules at the beginning of the meeting and refers to the groundrules as needed throughout the meeting to maintain a respectful and productive environment.
Mission (Миссия)	A concise declaration describing an improved state of community health towards which the organization is striving, the target population for whom the project is aimed, the composition of the project team, and overall methods that will be used to achieve the stated goals. The written statement usually is agreed upon as a consensus statement by all members of the team.
Nominal Group Process (Номинальная группа)	Small group technique in which interaction between group members is minimized, i.e., the group exists only “in its name,” <i>nominally</i> . This method is used for achieving consensus among group members by an independent and sometimes secret vote on a list of pre-selected items. Each group member votes for several items on the list. The items that received the most votes of all group members are the points of consensus and are prioritized highest.
Objectives (Задачи)	One of several concrete tasks necessary to complete in order to achieve a broader goal. Compared to goals, objectives are more specific and short-term. Objectives have to meet SMART criteria.
Outcome indicator (Показатель результата)	Quantitative measurement of some predefined variable indicating effectiveness of intervention. It allows determination of whether the defined objective was met, and how well.
Output (or process) indicator (Показатель процесса, или промежуточных результатов)	Quantitative or qualitative measurement of variable indicating if the intervention is being implemented according to the strategic plan. It allows determination of whether or not the timeline is followed and the resources allocated appropriately.

SMART Criteria (Критерии СКИРД)	Criteria used when formulating objectives. Objectives should be Specific, Measurable, Attainable, Realistic, and achievable in a realistic Timeframe.
Strategic Planning (Стратегическое планирование)	A process of defining short and long-term goals, a sequence of actions to achieve them, a timeline for completion, and specific individuals who will be responsible for completing the actions.
Sustainability (Устойчивость)	Ability of a community project to function effectively for a prolonged period of time and to continue successful projects and institutionalize them.
SWOT Analysis (Анализ ССВУ)	Analysis of Strengths, Weaknesses, Opportunities, and Threats to the community or a specific component of a strategic plan both from the inside and outside the community.
Teams (Группы): Initiating (Инициативная) Working (Рабочая)	Group of individuals who work together for a specific purpose or to attain a goal. An Initiating Team comes together to begin the healthy communities process, develop a vision for the project, and form a Working Team of key stakeholders. The Working Team is responsible for developing the strategic plan and conducting the project.
Vision (Видение)	Concise declaration describing the ideal improved state of community health toward which the organization is striving. It states the long-term purpose of the project.

APPENDIX 5: GROUP PROCESS TECHNIQUES

Ground Rules

1. Start and stop meeting on time.
2. Only one person speaks at a time.
3. Do not interrupt. Be patient.
4. Respect all contributions by other members of the group. Realize that all opinions are important.
5. Pay attention to discussion and listen actively. Be an active participant.
6. Avoid any preconceived opinions.
7. Make purpose of discussion clear.
8. Keep discussion on track. Refer to purpose of discussion often, especially when discussion wanders.
9. Anyone can call “time out” at any time.
10. Respect others and be polite. Do not make judgments based on personality conflicts. No personal criticism.

Brainstorming

1. Ask a specific question, such as, “How do you envision a healthy community?”
2. Group members list as many answers to the question as they can think of, as quickly as possible.
3. Anyone can offer an answer – the more the better.
4. Do not discuss the merits of or make any judgments on any listed item until the brainstorming exercise has been completed.
5. One person acts as the facilitator by keeping the process moving and stopping any discussion on the items.
6. Another person (ideally) acts as the recorder: listens for key words, uses people’s exact words as much as possible, writes the items legibly and large enough for everyone to see clearly.

7. Discuss and clarify every item and collapse similar items until only a few of them are left.

Nominal Group Process

1. Brainstorm a list of ideas and ensure that each person contributes.
2. Collapse similar items into one item to shorten the list.
3. Discuss the feasibility of the items on the list. Use feasibility criteria if they are available.
4. Each person decides on their 3-10 top priorities, depending on the total number of items listed. There should be enough total votes to result in a good distribution of votes. The top priorities should get plenty of votes.
5. Write all the possibilities on flip charts and spread out the selections so that there is no possibility of overlapping votes.
6. Each person places a mark beside (or indicates) their top priority items. If there is a need for confidentiality, secret ballots can be used by having participants write their choices on a piece of paper, fold the paper, and hand it to the facilitator for counting.
7. Eliminate the lower priority items and repeat the process to further prioritize the top items, if necessary. Using the same technique, the group can identify the top single priority.
8. Point out to the group that the prioritization reflects the consensus of the group.

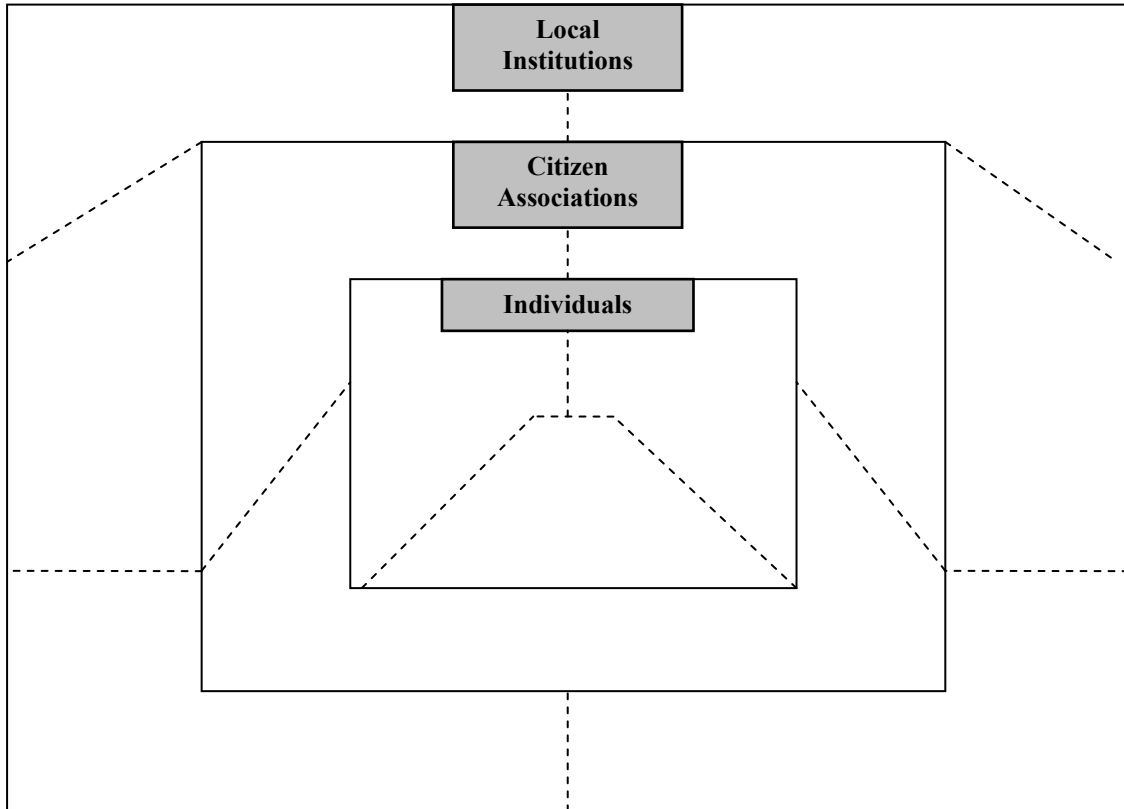
APPENDIX 6: HEALTH INDICATOR WORKSHEET

Use this worksheet to briefly assess the current status of these health factors in your community. Use the blank rows to add other factors affecting the health of your community.

Health Indicator	Description
Environmental health	
Public safety	
Recreation opportunities	
Economic health	
Health status (morbidity and mortality)	
Education	
Cultural riches	
Health of the democracy	

APPENDIX 7: COMMUNITY ASSET MAP WORKSHEET

Use this worksheet to diagram the assets in your community that you could draw upon in creating a healthy communities action plan.



APPENDIX 8: SWOT ANALYSIS WORKSHEET

Use this worksheet to conduct an assessment of your internal and external Strengths, Weaknesses, Opportunities, and Threats by listing where indicated then identifying areas of intersection in the boxes.

		<u>External</u>	
		Major Opportunities	Major Threats
		1. _____	1. _____
		2. _____	2. _____
		3. _____	3. _____
		4. _____	4. _____
		5. _____	5. _____
<u>Internal</u>			
Primary Strengths			
1. _____			
2. _____			
3. _____			
4. _____			
5. _____			
	<i>Areas of</i>		
Primary Weaknesses	<i>Inter-</i>		<i>section</i>
1. _____			
2. _____			
3. _____			
4. _____			
5. _____			

APPENDIX 9: ACTION PLANNING WORKSHEET

Use this worksheet to write your own preliminary action plan.

Mission Statement:		
Goal 1:		
Objective 1:		
Action Step	Timing	Responsibility
A.		
B.		
C.		
D.		
Objective 2:		
Action Step	Timing	Responsibility
A.		
B.		
C.		
D.		
Objective 3:		
Action Step	Timing	Responsibility
A.		
B.		
C.		
D.		

Goal 2:		
Objective 1:		
Action Step	Timing	Responsibility
A.		
B.		
C.		
Objective 2:		
Action Step	Timing	Responsibility
A.		
B.		
C.		
Objective 3:		
Action Step	Timing	Responsibility
A.		
B.		
C.		
Goal 3:		
Objective 1:		
Action Step	Timing	Responsibility
A.		
B.		
C.		
Objective 2:		
Action Step	Timing	Responsibility
A.		
B.		
C.		

