Supporting Transformative Change Efforts Using KU’s Community Tool Box

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People Can
Change The World
We Give Them the Tools to Do It
“The Community Tool Box is a unique and indispensable resource for anyone committed to social change. Its vast open-source network of materials provides much-needed support for grassroots community organizing in local and global contexts.”

- Simran Sethi
“We refuse to believe that there are insufficient funds in the great vaults of opportunity of this nation.”

--Dr. Martin Luther King, Jr.
Want to help change our world?
Watch our video to learn more

https://www.youtube.com/watch?v=l1X6eljD7GE
Our Vision: People – locally and globally – taking action together to change conditions that affect their lives
Growing Global Reach of the CTB

5 million+ unique users
from 230 countries
Building Capacity

• How-to Guidance
• Toolkits
• Troubleshooting
• Evidence-Based Practices
FRAMEWORK for COLLABORATIVE ACTION for IMPROVING HEALTH & DEVELOPMENT

A. Assessing, Prioritizing & Planning
B. Implementing Targeted Action
C. Changing Community Conditions & Systems
D. Achieving Widespread Change in Behavior & Risk Factors
E. Improving Population Health & Development
Some Challenges for Doing Community Work

• Learning key skills
• Solving problems
• Guidance—what to do and when
• Gaining access to what you need
  • When you need it
  • At an affordable cost
Tools to change our world

Welcome to Our Community

THIS “BASKET OF TOOLS” IS ALSO AVAILABLE IN SPANISH AND ARABIC.
Online guidance for hundreds of topics, including:

- Building leadership
- Increasing membership and participation
- Writing a grant application
- Becoming an advocate
- Interacting with elected officials
- Evaluating your program
- Maintaining quality performance
- Building youth/mentor relationships
- Fostering collaborative efforts
- Sustaining your project
Chapter 3. Assessing Community Needs and Resources

- Section 1. Developing a Plan for Assessing Local Needs and Resources
- Section 2. Understanding and Describing the Community
- Section 3. Conducting Public Forums and Listening Sessions
- Section 4. Collecting Information About the Problem
- Section 5. Analyzing Community Problems
- Section 6. Conducting Focus Groups
- Section 7. Conducting Needs Assessment Surveys
- Section 8. Identifying Community Assets and Resources
- Section 9. Developing Baseline Measures of Behavior
- Section 10. Conducting Concerns Surveys
- Section 11. Determining Service Utilization
- Section 12. Conducting Interviews
- Section 13. Conducting Surveys
- Section 14. SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats
- Section 15. Qualitative Methods to Assess Community Issues
- Section 17. Leading a Community Dialogue on Building a Healthy Community
- Section 18. Creating and Using Community Report Cards
- Section 19. Using Public Records and Archival Data
- Section 20. Implementing Photovoice in Your Community
- Section 21. Windshield and Walking Surveys
Section 20. Implementing Photovoice in Your Community

WHAT IS PHOTOVoice?
WHY SHOULD YOU USE PHOTOVoice?
WHO SHOULD USE PHOTOVoice?
WHEN MIGHT YOU USE PHOTOVoice?
HOW DO YOU USE PHOTOVoice?

Staff members of Shelter from the Storm, an organization that serves homeless youth, felt that two things were needed: helping youth experiencing homelessness find a voice; and helping the community better understand these youth and their needs.

After much discussion, the shelter staff decided to start a Photovoice project. They supplied a group of homeless youth with disposable cameras, oriented them—with the help of a volunteer news photographer—to the mechanics, art, and ethics of documentary photography, and asked them describe their day-to-day experience through photos. Two weeks later, the cameras were collected and the pictures developed.

Ultimately, the photos were exhibited in the community, captioned by the young photographers. One result of the enhanced awareness among local elected officials, as well as the general public, was policy change that provided enhanced services for homeless youth and family intervention programs to try to prevent youth from becoming homeless. The kids’ view of themselves and their aspirations also changed.

In this section, we’ll describe the Photovoice process, the populations that it might benefit most, and how it
Chapter 3

Section 20. Implementing Photovoice in Your Community

What is photovoice?

Photovoice is a type of participatory action research in which people – usually those with little power – use photographs and/or video to picture their environment and experiences and to express their thoughts about them.

The goals of photovoice:

To provide a voice for those who have none
To instill critical consciousness
To influence policy

Why should you use photovoice?

The rewards of taking photographs are immediate
Photography is both fun and creative
Taking photographs or videos of familiar scenes and people can change participants’ perceptions about their social and physical environment
EXAMPLE 1: INSTITUTE FOR HEALTH PROMOTION RESEARCH’S PHOTOVOICE SMOKE-FREE PROJECT

The San Antonio Tobacco Prevention and Control Coalition sponsored a project that paired tobacco prevention researchers from the Institute for Health Promotion Research with students in the Youth Against Gang Activity program of the Family Service Association, a San Antonio nonprofit agency. The project resulted in the Photovoice Smoke-Free Project photo book, which shows the harms of smoking through the eyes of the students.

EXAMPLE 2: SOUTHERN WEST VIRGINIA PHOTOVOICE PROJECT

In September of 2008, the Southern West Virginia Photovoice Project gave digital cameras to 40 women from five different communities in Southern West Virginia and asked them to take pictures to “tell the story” of their communities, including the strengths and assets of their communities, the unique character of life in the region, and the problems and issues of concern in their areas. The communities that participated are: Big Coal River Area of Boone County, Pond Fork Area of Boone County, Lenore Area of Mingo County, Harts Area of Lincoln County, Upper Kanawha Valley of Kanawha County. The purpose of this project was to increase civic engagement in rural coalfield communities and give voice to residents’ concerns and ideas for change.

EXAMPLE 3: WASHTENAW COUNTY’S PHOTOVOICE RESOURCES

Washtenaw County, Michigan, offers multiple Photovoice Resources, including two Photovoice presentations, one for the Dexter Coalition to Reduce Underage Drinking and one for the Pinckney Coalition to Reduce Underage Drinking. You can also view the preparatory documents for the project, which include a Recruitment Flyer, Group Agreement, Introduction to Photovoice, Photovoice Ethics, Consent Table, Youth Assent Form, Parent Consent Form, Photo Consent Form, Agenda, Timeline, and
Toolkits help you get a quick start on key activities in community work.
Select the work closest to what you are doing to see an outline of key tasks, examples, and links to more detailed instructional sections.

1. CREATING AND MAINTAINING PARTNERSHIPS
This toolkit provides guidance for creating a partnership among different organizations to address a common goal.

[Outline] [Example(s)]

2. ASSESSING COMMUNITY NEEDS AND RESOURCES
This toolkit aids in conducting a community assessment.

[Outline] [Example(s)]

3. ANALYZING PROBLEMS AND GOALS
This toolkit helps in analyzing personal and environmental factors that influence the problem to be addressed.

[Outline] [Example(s)]

4. DEVELOPING A FRAMEWORK OR MODEL OF CHANGE
This toolkit helps in developing a picture of the pathway from activities to intended outcomes.

[Outline] [Example(s)]
5. Developing Strategic and Action Plans

This toolkit aids in developing a vision, mission, objectives, strategies, and action plan for the effort.

Outline

1. Convene a planning group made up of individuals from the community affected by the problem or issue and others who are in a position to address it. Identify additional partners and invite them into your strategic planning process.
   - Involving Key Influentials in the Initiative
   - Involving People Most Affected by the Problem
   - Defining and Analyzing the Problem

2. Describe the vision for the community or initiative (their dreams for how things should be).
   - Proclaiming Your Dream: Developing Vision and Mission Statements
     a. In a workshop, retreat, or dialogue about the group’s vision, capture:
        - Leading a Community Dialogue on Building a Healthy Community
        - Conducting a Workshop
        - Organizing a Retreat
        - Dreams for the community or initiative (e.g., safe neighborhoods)
        - What success would look like (e.g., healthy youth)
        - How things ought to be (e.g., caring communities)
        - What people and conditions would look like if things were consistent with that picture (e.g., health for all)
     b. Review the multiple vision statements.
        - Proclaiming Your Dream: Developing Vision and Mission Statements
        - List all vision statements proposed
5. Developing Strategic and Action Plans

This toolkit aids in developing a vision, mission, objectives, strategies, and action plan for the effort.

Examples

- Example 1 - Health for All Coalition: Increasing Access and Decreasing Disparities in Health
- Example 2 - Drug-Free Kids Partnership: Preventing Adolescent Substance Abuse
- Example 3 - Safe Streets Coalition: Preventing Neighborhood Violence and Increasing Safety
- Example 4 - Access for All: Best Practices for Responding to Women with Disabilities Who are Abuse Victims
- Example 5 - Global Immunization Vision and Strategy
- Example 6 - Clean Drinking Water in Kakamega County, Kenya
The Troubleshooting Guide lists common problems faced by those doing community work.

To use this Guide, select one of the 14 common problems that is closest to your situation. Then, use the reflection questions to help clarify the issue(s), and easily access related resources.

TROUBLESHOOTING GUIDE

1. We need to understand the community or situation better.
2. We don’t understand the problem or goal.
3. We don’t know what to do to solve the problem.
4. There is no clear direction or communication with the group.
5. There is not enough community participation.
6. There is not enough leadership.
7. We are facing opposition or conflict.
8. There is not enough action to promote change.
9. There is not enough change in the community or system.
10. We don’t know how to evaluate our program or initiative.
11. There is not enough improvement in outcomes.
12. There are unintended or unwanted outcomes.
13. Not enough money to sustain the program or initiative.
14. We need to assure better conditions for implementation.
7. We are facing opposition or conflict.

1. DO WE KNOW WHO OUR OPPONENTS ARE AND WHY THEY OPPOSE US?
   - Identifying Opponents
   - Studying the Opposition

2. DO WE KNOW WHAT TACTICS THEY ARE USING TO OPPOSE US?
   - Overview of Opposition Tactics: Recognizing the Ten D’s

3. DO WE HAVE A PLAN FOR ADDRESSING RESISTANCE OR OPPOSITION?
   - Responding to Counterattacks
   - Developing Successful Strategies: Planning to Win
   - Training for Conflict Resolution
   - Survival Skills for Advocates
   - Reframing the Issue

4. IS OUR GROUP UNIFIED AND SUFFICIENTLY FREE OF INTERNAL CONFLICTS?
   - Becoming an Effective Manager
   - Handling Crises in Communication
   - Choosing a Group to Create and Run Your Initiative
   - Promoting Internal Communication
   - Training for Conflict Resolution

5. DO WE HAVE PROCESSES IN PLACE FOR RESOLVING CONFLICTS?
   - Becoming an Effective Manager
**Databases of Best Practices**

Comprehensive web-based resources for exploring promising approaches to promote community health and development (see below for resources by issue):

**CAMPBELL COLLABORATION (C2)**
The Campbell Collaboration disseminates systematic reviews of existing interventions. Its topics include crime, social welfare, and education.

**CANADIAN BEST PRACTICES PORTAL**
This portal provides you with resources and solutions to plan programs for promoting health and preventing diseases in your community. The site consolidates multiple sources of credible information in one place.

**COCHRANE COLLABORATION**
The Cochrane Collaboration reviews standards for healthcare interventions and appropriate treatments. The healthcare evidence is also available in Spanish. Cochrane is a site that offers training and other services.

**COMMUNITY GUIDE (U.S. CENTERS FOR DISEASE CONTROL AND PREVENTION)**
This guide provides evidence-based recommendations of what is known about effectiveness, economic efficiency, and feasibility of interventions to prevent disease and promote health in a variety of public health concerns including substance abuse, violence, and nutrition.

**EVIDENCE FOR POLICY AND PRACTICE INFORMATION AND COORDINATING CENTER (EPPI-CENTRE)**
The EPPI-Centre provides a review of evidence-based policy and practice related to social interventions. The site engages researchers in discussion of how to make research more relevant and how to use findings in many areas including education and health promotion.

**HEALTHY PEOPLE 2020 STRUCTURED EVIDENCE QUERIES**
This site makes information and evidence-based strategies related to the Healthy People 2020 objectives easier to find. The National Library of Medicine has worked together to develop search strategies for selected Healthy People 2020 subject areas. These one-click strategies search PubMed, a database of the National Library of Medicine that provides access to over 11 million citations from MEDLINE and additional life science journals. PubMed includes links to many sites...
Welcome to Ask an Advisor

Ask an Advisor is a free service that provides brief, personalized responses to questions about community work (for example, questions about planning, assessment, participation, publicity, program development, leadership, advocacy, or evaluation).

We are not able to answer all questions, such as those relating to counseling on personal matters or legal issues.

If we can answer your question, we will respond to you directly, and also post both question and answer (though without your name or other identifiers) on our website.

Thank you for contacting the Community Tool Box Ask an Advisor team!

Question *

Name *

Email Address
Community Stories

When the Community Tool Box hosted the Out of the Box competition, we were amazed by the inspiring stories of change that were sent in from across the globe. When the competition concluded, we realized that each of the stories we received deserved to be shared and celebrated, and so each month we continue to adapt new stories to feature on this page. The work described in these examples covers a wide range of areas, from protecting the environment to preventing the spread of HIV/AIDS, to addressing Millennium Development Goals to rallying neighborhoods together for change, and improving the public’s health. These stories exemplify the amazing efforts that are being undertaken in the every corner of the earth to improve communities and make a better world.

The power of communities to take action is a wonderful thing to behold, and we hope that you will find inspiration for your own work in these examples.

COMMUNITY STORIES / VIEW ALL

JIKAZE IDP RESETTLEMENT VILLAGE - UHURU CHILD - MAAI MAHIU, CENTRAL PROVINCE, KENYA

We worked with Jikaze, a group of 900 Internally Displaced Persons following the Kenyan Post-Election Violence of 2008, to create a sustainable re-settlement village. The problems plaguing the community were as follows: Lack of consistent food; lack of clean water; limited access to health care...

COMPREHENSIVE COMMUNITY STRATEGIC PLANNING TO REVITALIZE THE RURAL SOUTH - SOUTHERN BANCORP - ARKANSAS

COMMUNITY INNOVATORS

[Google Maps interface with various markers and labels]
Herramientas para cambiar nuestro mundo
“The Community Tool Box is a **lifeline for the Partnership** in many ways…”
- Cheryl Pestaina, Miami, Florida

“The site is an **incredible source of resource materials**. In the next two weeks I will be the lead facilitator in a training course for senior managers in the water and health sector. They will come from five to six different countries. I intend to use relevant sections to supplement what we have used in the past. I will also let them know about the site. Thanks and keep up the good work.”
- Vincent Njuguna, Nairobi, Kenya
Story of Community Innovation:
Waste Not OC
Story of Community Innovation: Charter Tool Box
COMMUNITY INNOVATORS

Community Innovators

- Health
- Environment
- Disaster Management
- Economic Development

COMMUNITY TOOLBOX

ctb.ku.edu  communityhealth.ku.edu

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Extending Access - Responsive Design
Partnering for Impact

CDC Community Health Improvement Navigator
Invest in Your Community

County Health Rankings & Roadmaps
A Healthier Nation, County by County

Charter for Compassion

Unnatural Causes
...is inequality making us sick?
ON JULY 3RD, 2008, JANA MACKEY WAS MURDERED IN A BRUTAL ACT OF DOMESTIC VIOLENCE

THIS IS JANA’S STORY

WHAT CAN YOU DO?

HELP A FRIEND
TAKE ACTION
DONATE
JOIN US

THE HOTLINE

love is respect

jana's CAMPAIGN

to stop domestic violence
Implementation supports for change efforts

Mobilize | Assess | Plan | Implement | Track

COMMUNITY TOOL BOX

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Mobilize

Questions To Ask and Answer:

- What is the vision and mission of the coalition?
- Why do I want to bring people together?
- Who should be represented?
- Who are the potential partners (organizations and businesses) in my community?

Start by mobilizing key individuals and organizations into a coalition.

Look for partners who have a stake in creating healthy communities and who will contribute to the process. Aim for broad representation.

Next, identify roles for partners and assign responsibilities.

This will help to keep partners engaged in the coalition. For example, partners can:

- Facilitate community input through meetings, events, or advisory groups.
- Develop and present education and training programs
- Lead fundraising and policy initiatives.
- Provide technical assistance in planning or evaluation.
Field Notes: Minnesota

Minnesota formed the Minnesota Health Improvement Partnership, a group of individuals representing a broad sector of both public and private organizations, including members from local departments of health. This group was charged with the responsibility to develop *Healthy Minnesotans: Public Health Improvement Goals for 2004.*

Resources to Help You Mobilize:

- Increasing Participation and Membership
- The Community Toolbox
  - Chapter 1: Our Model for Community Change and Improvement
  - Chapter 4: Getting Issues on the Public Agenda
  - Chapter 5: Choosing Strategies to Promote Community Health and Development
  - Chapter 7: Encouraging Involvement in Community Work
  - Chapter 16: Group Facilitation and Problem-Solving
  - Chapter 21: Enhancing Support, Incentives, and Resources
  - Chapter 23: Modifying Access, Barriers, and Opportunities
  - Chapter 27: Cultural Competence in a Multicultural World
  - Chapter 30: Principles of Advocacy

Toolkits

- Creating and Maintaining Coalitions and Partnerships
- Increasing Participation and Membership
- Enhancing Cultural Competence
Field Notes: Kansas

Kansas determined priority health issues through its Healthy Kansas 2000 Steering Committee, which evaluated health data, sought expert opinions, invited public comments, and conducted an opinion survey of residents. Kansas used a consensus method to limit the scope of its objectives to 7 priority health areas and 4 disease risk factors. The 7 priority health areas included alcohol and drug abuse, cancer, heart disease, HIV and other sexually transmitted diseases, infectious diseases and immunizations, injuries and violence, and maternal and infant health. The focal risk factors were lack of access to preventive care, tobacco use, poor nutrition, and lack of physical activity.

Other Resources:

- [Community Health Assessment and Group Evaluation (CHANGE) Action Guide](https://www.cdc.gov/CHANGE/index.htm) (Center for Disease Control and Prevention [CDC], 2010)
- [The Community Toolbox](https://www.cdc.gov/healthycommunities/comm_toolbox/index.htm)
  - [Chapter 3: Assessing Community Needs and Resources](https://www.cdc.gov/healthycommunities/comm_toolbox/chapter3.html)
  - [Chapter 8: Developing a Strategic Plan](https://www.cdc.gov/healthycommunities/comm_toolbox/chapter8.html)
  - [Chapter 17: Analyzing Community Problems and Solutions](https://www.cdc.gov/healthycommunities/comm_toolbox/chapter17.html)
  - [Chapter 18: Deciding Where to Start](https://www.cdc.gov/healthycommunities/comm_toolbox/chapter18.html)

**Toolkits**

- [Assessing Community Needs and Resources](https://www.cdc.gov/healthycommunities/comm_toolbox/assessingcommunityneedsandresources.html)
- [Analyzing Problems and Goals](https://www.cdc.gov/healthycommunities/comm_toolbox/analyzingproblemsandgoals.html)

Go to the Healthy People 2020 [Planning Resources](https://www.cdc.gov/healthycommunities/comm_plan/healthy_people.html) page.
16 Module Curriculum aligned with the core competencies (e.g., analyzing problems, strategic planning, designing interventions, evaluating efforts, sustaining the work)

Each Module includes:
- Participant’s Guide
- Facilitator’s Guide
- Modifiable PowerPoint presentation
Online Curriculum

• [https://train.org](https://train.org)

• Training topics include:
  • Conducting Community Health Assessments
  • Developing and Implementing Strategic Plans for Community Health Improvement
  • Evaluation, Sustainability, and Performance Management
8 Self-Paced Online Learning Modules

• **Module 1:** Assuring Engagement in Community Health Improvement Efforts
• **Module 2:** Identifying Community Health Needs and Assets
• **Module 3:** Conducting Community Health Assessments
• **Module 4:** Setting Community Priorities Based on Identified Issues
• **Module 5:** Developing a Logic Model for Community Health Improvement
• **Module 6:** Developing a Strategic Plan for Community Health Improvement
• **Module 7:** Developing an Intervention
• **Module 8:** Assuring Collaboration
Tools for Documentation and Evaluation

• Document community and systems change
• Enter or view community-level indicators
• Display trends and discontinuities
• Analyze the contribution (e.g., by goal, place)
• Sensemaking and adjustments
• Capture success stories
• Online and print reporting
Some opportunities for collaboration

- Use of materials to support student learning/training
- Content mashups
- Submission of tools, examples, success stories
- Cultural adaptation/translation
- Ask an Advisor
Visit the Community Tool Box

http://ctb.ku.edu
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