WELL CONNECTED COMMUNITIES: CAPACITY & COMPETENCIES

Core Principles

Commitment to transforming place through genuine partnership and shared vision.

Focus on equity and inclusion.

Intergenerational focus with hope and action.

Balance what works (evidence) and innovation (creating new pathways).

Learning and growing together for a results oriented movement.

Cornerstone Knowledge

Coalition Leaders (Field Staff), Community Members, Volunteers & Partners, and Systems Leaders (Chancellors, Deans, Extension)

Using the Journey Map for advancing the process of Well Connected Communities

Adopting a movement mindset for creating culture change

Making the case for advancing equity and understanding who is not thriving

Creating community change rooted in place

Leveraging programs as on-ramps to create policies and places that support better health & wellbeing
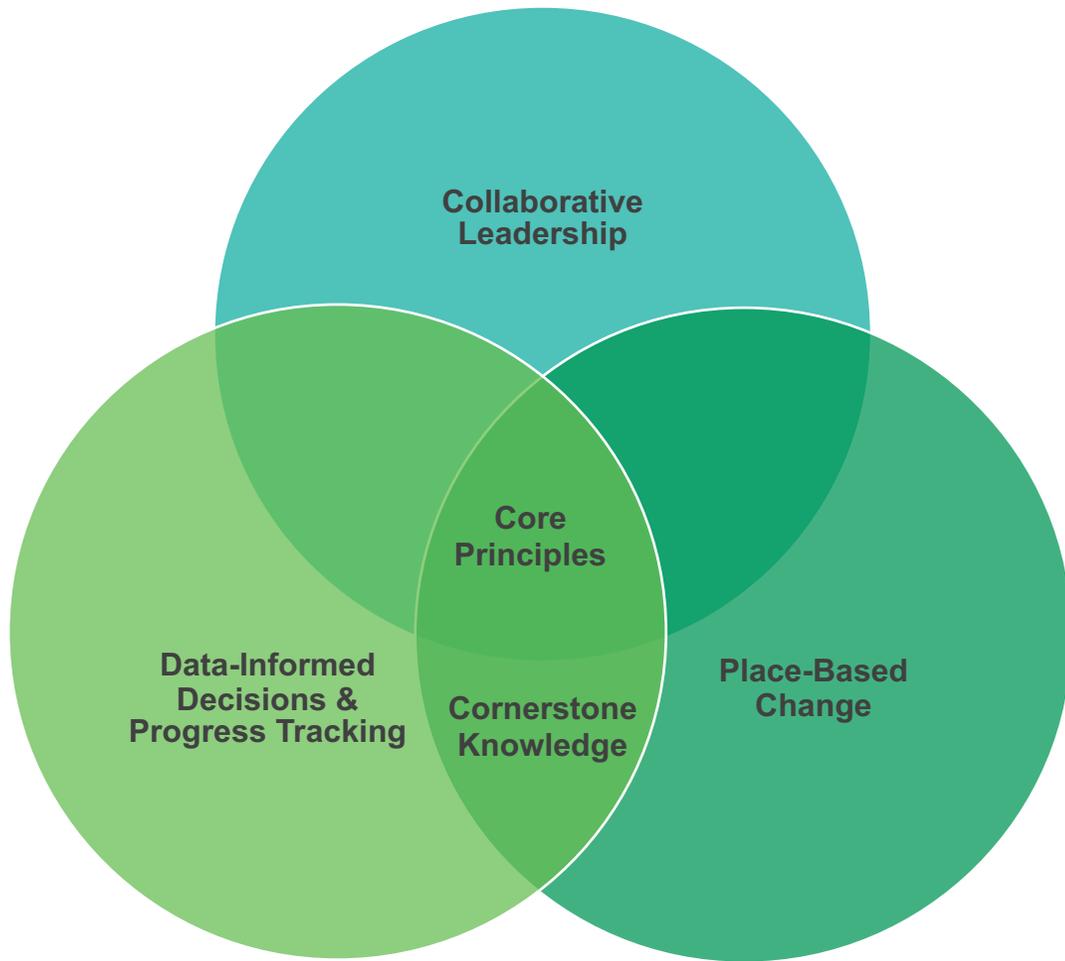
Building meaningful and active youth and adult partnerships based on mutual trust

Growing constituency through storytelling

Understanding and measuring success

CONTENT AREA EXPERTISE

Collaborative Leadership
- Facilitative Leadership
- Diversity & Cultural Competency
- Effective Communication Skills
- Community Engagement
- Youth-Adult Partnership
- Weaving Multiple Interests
- Coalition & Governance Structures
- Conflict Management

Place-Based Change
- Fundamentals of Population Health
- Health Equity
- Social Determinants of Health
- Work Together – Coalition Building
- Choose Effective Policies and Programs
- Policy Making
- Effective Action Planning
- Sustainability

Data-Informed Decisions & Progress Tracking
- Using Data for Needs Assessment
- Focus on What is Important
- Measuring What Matters
- Casemaking – Data and Storytelling

Content Area Expertise: Coalitions should consider engaging experts in a wide range of areas, such as Opioid Use Prevention, Chronic Disease, Toxic Stress from Adverse Childhood Experience, Economic Mobility & Poverty, Mental Health, Access and Affordability of Health, Food Access and Expansion of Parks and Paths, etc.

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Collaborative Leadership

Capacities	Coalition Leaders/Field Staff	Community Members, Volunteers & Partners	Systems Leaders (Chancellors, Deans, Extension)
Facilitative Leadership	Values expertise and lived experience. Exercises roles as teacher and learner. Actively uses questions to expand understanding and seek clarity. Shares authority and responsibility.	Shares in leadership roles. Practices role as teacher and learner. Shares authority and responsibility.	Creates and activates roles/pathways for LGUs input into the design and implementation of WCC. Attention given to diverse representation of LGU voices. Acts in partnership with LGUs and consultants.
Diversity and Cultural Competency	Understands the make-up of community. Seeks and secures engagement and representation throughout the community development and change process with an emphasis on those not currently thriving. Programming, policies, and environmental changes are reflective of diverse input and needs.	Understands the make-up of community. Seeks and secures engagement and representation for coaliton and implementation. Prioritizes programming, policies, and environmental changes that reflect diversity of community.	Understands the value of broad inclusion in creating a culture of health where everyone has the opportunity to reach their full potential. Reviews and evolves organizational systems that may create barriers to diverse participation at all levels.
Effective Communication Skills	Uses principles of dialogue to support group conversations and consensus building. Establishes processes for consistent two way communication with current and prospective coalition members.	Engages in dialogue to grow knowledge and understanding. Seeks consensus. Shares challenges and names opportunities as they arise.	Use principles of dialogue to support conversations, consensus building, and delivery of constructive feedback when necessary. Establishes processes for consistent two way communication with participating LGUs and community stakeholders.
Community Engagement	Meets community members and partners where they are. Creates multiple pathways for input and participation. Special attention to reaching underrepresented populations.	Members and partners serve as bridge to underrepresented groups (i.e., coalition recruitment and activity enrollment). Serve as liaison to groups made up of and/or serving underrepresented.	Meets LGUs and stakeholders where they are. Creates multiple pathways for input and participation. Special attention to reaching LGUs and partners serving communities bearing the greatest burdens of inequities.
Youth - Adult Partnership	Understand and practices principles of youth learning and adult learning. Demonstrates commitment to meaningful and authentic youth voice as co-leaders with adults.	Engages youth and adults as co-leaders. Includes youth voice in activities, programming and decision-making. Communicates openly and respectfully together.	Includes youth in policy-making and governance. Focus on understanding and valuing unique talents and unlimited potential youth offer. Communicate openly and respectfully together.
Weaving Mutual Interests	Lifts up community member and partner interests. Identifies divergent but mutually reinforcing strategies. Helps group to see the value in bringing member/partner strengths to common interests.	Transparently shares individual/organizational interests. Participates in seeking and landing areas of common ground. Participates in prioritization of areas of focus. Offers contribution/actions and/or agrees not to sabatoge progress for advancing identified priority area.	Lifts up LGU and community interests. Identifies divergent but mutually reinforcing strategies for creating a culture of health. Helps systems (i.e., Extension/4-H, universities, local, state, regional and national systems) see the value in bringing strengths from/across all areas of system to common interests.
Coalition & Governance Structures	Co-creates (w/ community members and partners) just enough structure to support group meetings, decision making, and progress tracking. Clearly defines purpose and values to guide coalition decision points and activities.	Co-creates coalition structure and governance guide (i.e., Charter) to support group meetings, decision making, and progress tracking. Clearly defines purpose and values to guide coalition decision points and activities.	Familiar with breadth of coalition and governance structures. Able to lift up examples of what's working and why within community context. Share as models for communities with emerging interest in participating in WCC.
Conflict Management	Set tone for willingness to have difficult conversations. Hold gracious space around intention during conflict. Employ dialogue to grow understanding of origin of conflict. Seek common ground and consensus on next steps where available.	Hold gracious space around intention during conflict. Employ dialogue to grow understanding of origin of conflict. Seek common ground and consensus on next steps where available.	Set tone for willingness to have difficult convesations. Hold gracious space around intention during conflict. Employ dialogue to grow understanding of origin of conflict. Seek common ground and consensus on next steps where available.

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Place Based Change

Capacities	Coalition Leaders (Field Staff)	Community Members, Volunteers & Partners	Systems Leaders (Chancellors, Deans, Extension/4-H)
Fundamentals of Population Health	Understands the broad range of factors and conditions that have strong influence over health. Prioritizes strategies that have the reach and dose to effect population health. Build coalition understanding.	Understands the broad range of factors and conditions that have strong influence over health. Prioritizes strategies that have the reach and dose to affect population health.	Appreciates the broad range of factors and conditions that have strong influence over health. Prioritizes strategies that have the reach and dose to affect population health.
Health Equity	Recognizes the factors and conditions that have strong influence over health equity. Partners with community members and organizations to create the conditions for all to have fair and just opportunities to be healthier. Build coalition understanding.	Recognizes the factors and conditions that have strong influence over health equity. Partners to create the conditions for all to have fair and just opportunities to be healthier.	Responds with timely actions to the factors and conditions that have strong influence over health equity. Fosters systems changes to create the conditions for all to have fair and just opportunities to be healthier.
Social Determinants of Health	Understands what influences the conditions and circumstances that help to shape health outcomes where people live, work, learn, worship and play. Build coalition understanding.	Understands what influences the conditions and circumstances that help to shape health outcomes where people live, work, learn, worship and play.	Aligns resources and policies to maximize positive changes in the conditions and circumstances that help to shape health outcomes where people live, work, learn, worship and play.
Work Together- Coalition Building	Build relationships. Effectively recruits diverse membership from multiple sectors. Build common knowledge base. Contributes to group vision, direction, and values. Advises groups on structure. Develop leadership capacities. Reinforce healthy partnership practices.	Build relationships. Effectively recruits and engages diverse membership from multiple sectors. Build common knowledge base. Develop group vision and values. Determine structure. Develop leadership capacities. Reinforce healthy partnership practices.	Build relationships. Supports conditions for diverse input from multiple sectors. Ensure system support and leads change management at system level. Develop leadership capacities. Reinforce healthy partnership practices.
Choose Effective Policies and Programs	Collaborate to identify evidence informed/ based policies and programs and introduce to full coalition. Understand potential impact and community context and explore in discussion with group. Facilitate group process to select the best strategy.	Learn about/offer evidence informed/based policies and programs aligned with defined goal. Participate in group discussion to review potential impact, consider community context, and prioritize best strategies.	Affirms commitment and shepherds investments in evidence informed/based policies and programs. Opens doors for change agents and aligns efforts.
Policy Making	Identify allies and opponents. Develop and deliver your message. Build public and political will. Mobilize the community.	Identify allies and opponents. Develop and deliver your message. Build public and political will. Mobilize the community.	Engages in policy making process at system level. Advocates for health equity. Influences decision-makers.
Effective Action Planning	Facilitate the development of strategies to take action and resource plan to support it.	Participate in the development of strategies to take action and resource plan to support it.	Reviews action plans and provides feedback. Bridges action plans and systems change elements.
Sustainability	Consider and plan for full implementation, ongoing infrastructure needs, enforcement and/or closeout if goal has been achieved.	Consider and plan for full implementation, ongoing infrastructure needs, enforcement and/or closeout if goal has been achieved.	Fosters investments and policy changes to support infrastructure.

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Data Informed Decisions + Progress Tracking

Capacities	Coalition Leaders (Field Staff)	Community Members, Volunteers & Partners	Systems Leaders (Chancellors, Deans, Extension/4-H)
Using Data for Needs Assessment	Identify reliable (formal and informal) data sources. Include assets and needs. Review broad data sets with coalition subgroups. Build coalition capacity for data sense-making. Prepare data (visualization) for sharing and discussing with full coalition. Co/present findings, facilitate discussion of meaning, and welcome ground-truth from lived experience.	Identify reliable (formal and informal) data sources. Include assets and needs. Review broad data sets with coalition subgroups. Contributes perspective to coalition's data sense-making. Review data (visualization) and findings. Contribute ground-truth with lived experience.	Leverage data for change management, policymaking, and investments in infrastructure. Share data with key stakeholders.
Focus on What is Important	Collaborate with assessment work group to summarize needs assessment and determine guiding questions for prioritization. Facilitate prioritization process. Analyze root causes. Finalize and communicate priorities.	Collaborate with assessment work group to summarize needs assessment and determine guiding questions for prioritization. Facilitate prioritization process. Analyze root causes. Finalize and communicate priorities.	Lift up coalition priorities among stakeholders. Align policy and resources across the system.
Measuring What Matters	Seeks to understand how the work makes a difference. Decide what goals are important to measure. Identify indicators and how to collect the data. Implement data collection. Review findings. Share results and adapt strategies as needed.	Seeks to understand how the work makes a difference. Decide what goals are important to measure. Identify indicators and how to collect the data. Implement data collection. Review findings. Share results and adapt strategies as needed.	Review goals, indicators, findings, and progress. Identity and share opportunities related to policy and resources.
Casemaking- Data and Storytelling	Identify audiences. Develop messaging to match audience needs/interests. Use the power of story. Deliver messages through a variety of channels.	Identify audiences. Develop messaging to match audience needs/interests. Use the power of story. Deliver messages through a variety of channels.	Share messages with stakeholders through the power of story.

NOTE: In addition, expertise in specific content areas may benefit Well Connected Communities. Coalitions should consider engaging experts in a wide range of areas, such as Opioid Use Prevention, Chronic Disease, Toxic Stress from Adverse Childhood Experiences, Economic Mobility and Poverty, Mental Health, Access and Affordability of Health Food, Access and Expansion of Parks and Paths, etc.

DEFINITIONS: BUILDING A SHARED LANGUAGE

Key Audiences

Coalition Leaders (i.e., field staff)

Coalition leaders play multiple roles depending on the needs of the team serving as a thought partner, connector, neutral outside observer, skill builder and accountability partner. They focus on moving community projects forward, strengthening team collaboration and processes, and fostering skill development and capacity building. This model takes a learning-while-acting approach. Coalition leaders pair support with learning to maximize transfer of knowledge by focusing on real-time challenges and problems to increase local capacity for change, learning, improvement and innovation

Community Members, Volunteers & Partners

Community members are at the heart of communities. They include all who live, learn, work, play and pray in communities. Community members have important lived experience and are context experts that can provide critical insights into the dynamics at play in local communities (Boyea-Robinson, 2016).

These individuals may have a formal leadership role in a community organization, or friends and neighbors may recognize them as the people who get things done. Residents or students who may not yet be leaders are often waiting for an invitation to get involved. (www.countyhealthrankings.org)Partners are the people in community who make positive change happen. They include community members, leaders, changemakers and stakeholders.

Volunteers are individuals from the community who participate in the WCC Master Volunteer Program to increase their skills and abilities to support community transformation.

Systems Leaders (Chancellors, Deans & Extension)

Systems leaders develop, implement and support strategic direction while collaborating with other state, regional and national partners to amplify efforts to create thriving communities. They model distributed leadership and provide direction and guidance within the Extension network.

Moving From Jargon to Conversation

Action Plan—Roadmap for achieving your coalition's goals. It comes to life when it includes clear, measureable goals, key resources and timelines. (www.countyhealthrankings.org)

Case Making—Bringing together data, issue analysis and lived experience as stories that grows someone's understanding of an issue and/or shapes their perspective.

Change Management—Series of steps or activities that help move an organization from the current state to the desired future state. It often includes managing the transition, communicating and involving staff and key stakeholders in change and understanding barriers to change.

Coalition—Group of individuals and/or organizations with a common interest that agree to work together toward a common goal. That goal could be as narrow as starting a walk and bike to school program, or as broad as trying to permanently improve the overall quality of life for all people in the community. (https://ctb.ku.edu)

Coalition Governance—The agreed upon and preferably written description of a coalition's vision, purpose, roles, decision making processes and approach to creating change.

Collaborate—Working together with a shared vision and commitment that includes the exchange of information, engaging in activities for mutual benefit, sharing of resources and enhancing one another's capacity. (Adapted Himmelman, 2002)

Community Engagement—Community, or resident, engagement starts with raising awareness and participation, then moves to gathering feedback and input from residents and finally results in active resident leadership. While all three of these are important ways to engage the community in your work, we challenge you to not stop at raising awareness or gathering input. Instead, put yourself on a path to also support and develop active resident leadership. (Adapted from ReThink Health's Resident Engagement Practices Typology)

Constituency—A body of supporters.

Cultural Competency—The ability to interact effectively with people of different cultures, as well as to be respectful and responsive to the beliefs, practices, cultural and linguistic needs of diverse population groups. (www.rwjf.org/)

Culture of Health—Where everyone has the opportunity to live a healthier life. (www.rwjf.org)

Data Visualization—The presentation of data in pictorial or graphical form. It can help people understand the significance of data by placing it in a visual context making patterns, trends and correlations easier to see.

Dialogue—A conversation in which participants listen to understand, rather than to find flaws, assuming others have pieces of the answer. The goal is to identify common ground, present assumptions for re-evaluation and to be open to discovering new options.

Diversity—The collective mixture of differences and similarities that includes individual characteristics (i.e., race, ethnicities), values, beliefs, experiences, backgrounds, cultures and behaviors. (Adapted from CommonHealth Action)

Environmental Change—A change in the economic, social or built environment. (CDC, Communities Putting Prevention to Work)

Evidence Based—The practice of using the best research to help inform decision-making, including strategy selection.

Equity—Providing all people with fair opportunities to attain their full potential to the extent possible. (CommonHealth ACTION Glossary)

Facilitative Leadership—The art of maximizing others' contributions through practices such as active listening, drawing out others opinions and designing group processes that honor different learning and participation styles. A facilitative leader supports teams in various stages of development and intervenes without taking over control.

Health Equity— Health equity is when everyone has the opportunity to "attain his or her full health potential" and no one is "disadvantaged."

DEFINITIONS: BUILDING A SHARED LANGUAGE

Inclusion—Active, intentional and ongoing engagement with diversity, including intentional policies and practices promotes the full participation and sense of belonging of every team member, community resident and organizational partner. (Adapted from CommonHealth ACTION Glossary)

Intergenerational— Involving individuals from across different generations. (i.e., shared coalition leadership, decision-making, and implementation of activities to advance a culture of health)

Journey Map—A visualization of the path a multi-sector coalition will move through together helps achieve the community health improvements they are seeking. Actions and progress are not generally linear and the steps will often need to be revisited over the lifecycle of a group's work together.

Land Grant University (LGU)—A United States institution of higher education that was given federal land by the Morrill Acts of 1862 and 1890. The mission of these institutions is to focus on the teaching of practical agriculture, science, military science and engineering without excluding classical studies.

Measurement—The act or process of tracking progress against goals.

Movement—A group of people working together to advance their shared ideas.

Needs Assessment— A systematic process for determining current and desired conditions, including a summary of the gaps and opportunities for realizing desired conditions.

Partner—The formal and informal community connections and relationships (i.e., individuals, organizations, funders) that when working together, advance the coalition goals.

Place Based—A person-centered approach that focuses on a common location for the locus of intervention.

Policies—A law, regulation, procedure, administrative action, incentive or voluntary practices of governments and other institutions. (CDC)

Population Health—The health outcome of a group of individuals as measured by health status indicators and as influenced by personal choice and social, economic and physical environments. (CDC)

Program—A specific set of activities combined in a specific manner to achieve a specific purpose. (CommonHealth ACTION glossary)

Social Determinants of Health (SDOH)—Factors in society that support or act as barriers to the health of an individual, population or community. By addressing the social determinants of health, rather than (or in addition to) focusing on specific health problems or issues, you can get at the root causes of the problem and create long-term change. (ctb.ku.edu)

Stakeholders— People who are affected or could be affected by an issue or proposed change. Community stakeholders are often residents, neighborhood leaders, developers, government, business owners, schools and other groups from which the community draws its resources.

Sustainability—The ability to maintain coalition infrastructure, group cohesion and progress. The selection of community change strategies that can be maintained through mutual agreement, organizational institutionalization, policy adoption and/or funding.

Systems Change—Change that impacts all elements, including social norms of an organization, institutions or system; may include a policy or environmental change strategy. Policies are often the driving force behind systems change. (CDC, 2010)

Thriving—To grow, flourish, meeting your fullest potential.

Wellbeing—Individual realizes his/her potential, can cope with normal stresses of life, can work productively and fruitfully and is able to make a contribution to his/her community.

Youth Adult Partnerships—A relationship that establishes and sustains intergenerational equity between young people and adults, based on mutual trust and respect.