



OFFICE OF THE ASSISTANT SECRETARY FOR HEALTH

Office of Population Affairs  
*The Path to Program Sustainability Webinar Series:*  
**Part 3: Community Mobilizing for Sustainability**

Melanie Wilson

July 25, 2019  
2:30 – 3:30pm EST



# Your Presenter

Melanie Wilson is director of research at **Youth Catalytics**, an intermediary training and research organization building the capacity of nonprofits, schools, and communities to work effectively with young people. She is the author of dozens of studies and reports on services for youth experiencing homelessness; spirituality and youth; and youth-driven asset-mapping. Areas of expertise include communications, program development and fund development. She has a master's degree in social work from Boston College.



# Disclaimer

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# OAH Framework for Achieving Sustainability

## The Eight Factors

1. Strategize: Create an Action Strategy
2. Assess: Assess the Environment
3. Lead: Identify, Engage & Develop Leaders
4. Evolve: Remain Flexible & Evolve
5. **Communicate: Communicate with Stakeholders**
6. Integrate: Integrate Program Services into Community Infrastructure
7. **Partner: Build Strategic Partnerships & Mobilize the Community**
8. Diversify: Secure Diverse Financial Opportunities

Figure 1. Factors for program sustainability



# Session Objectives

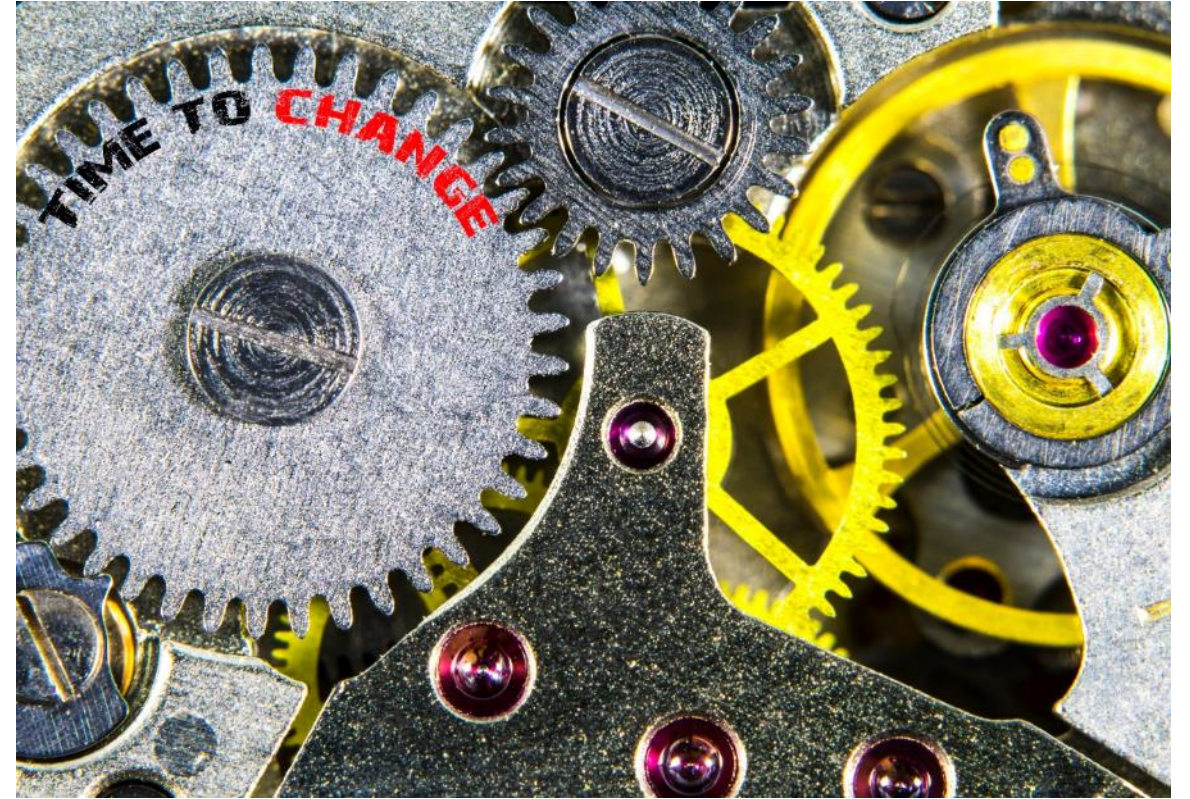
1. Understand why building and strengthening relationships with strategic partners is important to sustainability.
2. Learn how to assess and cultivate community-level relationships.
3. Explore the many ways relationships can be leveraged to build support and foster overall sustainability.
4. Learn how to create a plan, prioritize, and develop strategies for engaging youth, other key community stakeholders, and potential partners.
5. Learn about tools to support community mobilization efforts.



# Community Mobilization

Community mobilization is a process for reaching out to different sectors of a community and creating partnerships that focus on a pressing social issue, such as teen pregnancy or early parenthood.

It's also about activating and energizing supporters of many types so they stay involved over the long run.



# Poll: What is your mindset about community mobilization?



- **Mindset A:** Fly under the radar!
- **Mindset B:** Do just enough to secure partnerships and keep stakeholders informed
- **Mindset C:** Deeply involve as many diverse partners and segments of the community as possible, even ones that may seem only tangentially connected to your issue at first



# Mindset A: Flying Under the Radar

Understandable, but there are drawbacks.

- Community remains unaware of your project, and sometimes your issue
- No champions when you need them





# Mindset B: Do Just Enough Mobilization to Make the Project Work



- Mostly, this is meetings with other professionals.
- Routine communication only
- Work happens almost entirely within and between systems



# Mindset C: Authentically Engage Many Partners and Community Members

**This is more like it!**

Benefits include:

- New partners who support the project mission
- Champions who can educate diverse audiences about the project
- Expanding circle of connections and partnerships & new funding potential



# Best Practice Strategies for Community Mobilization

1. Secure, strong leadership
2. Establish a formal structure
- 3. Engage diverse organizations, community leaders and residents**
- 4. Ensure authentic participation and shared decision-making**
- 5. Ensure authentic and productive roles for young people**
- 6. Develop a shared vision**
7. Conduct a needs assessment
8. Create a strategic plan
- 9. Implement mutually reinforcing strategies**
10. Create a fundraising strategy
11. Establish effective channels for internal communication
- 12. Educate the community**
13. Conduct process and outcome evaluations
14. Evaluate the community mobilization effort separately



# Relationship-Building



Relationship-Building is Foundational  
to Community Mobilization



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# Key Tactics

- Leverage existing staff/Board relationships and connections
- Seek natural allies
- Look for support in unusual places, too
- Establish a shared vision
- Be clear about roles/hold partners accountable
- Be reciprocal and share decision-making
- Keep your eyes on the prize (be solutions-focused)



# Case Studies

- Health Care Education and Training (HCET), Indiana
- Community Action Program of San Luis Obispo (CAPSLO), California
- Youth Services of Tulsa, Oklahoma



# Health Care Education and Training (HCET)



- Started with a shared vision of health for young people
- Nurtured a range of champions
- Created public processes
- Were flexible
- Acknowledged the expertise of others
- Didn't try to change anybody's mind

*Strategies: Develop Shared Vision; Ensure Authentic Participation; Ensure Shared Decision-Making*



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# There is a Role for Everyone (HCET)

*“It’s fine if you don’t want to talk about sex. Maybe you are the mentoring agency in town. That’s a piece of pregnancy prevention, and here’s why.”*

There are many ways individuals and organizations can participate in a community mobilization effort.



*Strategies: Engage Diverse Organizations, Leaders & Residents; Mutually Reinforcing Strategies*



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# YLC: Bringing the Message to the Community (HCET)



- Put youth in the lead
- Brought TPP to public spaces
- Educated the community
- Normalized the topic

*Strategies: Ensure Authentic and Productive Roles for Young People; Educate the Community*



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# Identifying Stakeholder Groups & Creating Distinct Messages (HCET)

**NO QUIERE SER  
ABUELO/A ANTES  
DE QUE SU HIJO O HIJA  
SE GRADUE**

**Familias Hablando Unidas** 659-6380 EXT 1825 o 1823

Apoyo para este proyecto es proveído por Health Care Education and Training, Inc. (HCET) a través de la Oficina de Adolescent Health/DHHS Subsidio #TP1AH000115 Programa de Prevención de Embarazos durante la Adolescencia CFDA 93.297. Contenido(s) son de la exclusiva responsabilidad del autor(es) y no representan necesariamente la opinión oficial de OAH/DHHS.



- Targeted outreach to a specific audience
- Crafted specific messages for that audience
- Partnering with other organizations
- Co-branding to support sustainability

*Strategies: Engage Diverse Organizations, Community Leaders and Residents*

# What Will be Sustained? (HCET)

- Schools will continue offering the TPP programs
- Some “no’s” are now “maybe’s”
- The YLC
- Strong outcomes will strengthen proposals for similar programs elsewhere
- Support for new health resources



# CAPSLO:

CAPSLO: Empowering Youth to Educate the Community through Theater



# Teen Monologues

- Create their own performances on a range of teen health issues
- Answer audience questions after performances
- Gather survey information to understand their impact



*Strategies: Ensure Authentic and Productive Roles for Young People; Educate the Community*



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# Video



To view the video played during this webinar, please go to:

<https://www.youtube.com/watch?v=VVoDNcDJBL8>

Source: Community Action Partnership of San Luis Obispo County, Inc.

<https://www.capslo.org/>



# Deepening Impact through Human-Centered Design (CAPSLO)

The process:

- Energizes youth participants
- Engages end-viewers in design
- Creates more powerful content



*Strategies: Engage Diverse Organizations, Community Leaders, and Residents; Ensure Authentic and Productive Roles for Young People; Educate the Community*



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# What Will be Sustained? (CAPSLO)

- The Monologues approach, which is being manualized into a toolkit for use by other programs
- The interest in reproductive health ignited among youth in the Monologue programs
- The in-house programs that are now embedding teen sexual health messages into their own content
- Impact of human-centered design principles on the agency and its community partners





# Youth Services of Tulsa: The Power of Partnership



*Strategies: Shared Vision; Engage Diverse Organizations, Community Leaders, and Residents*

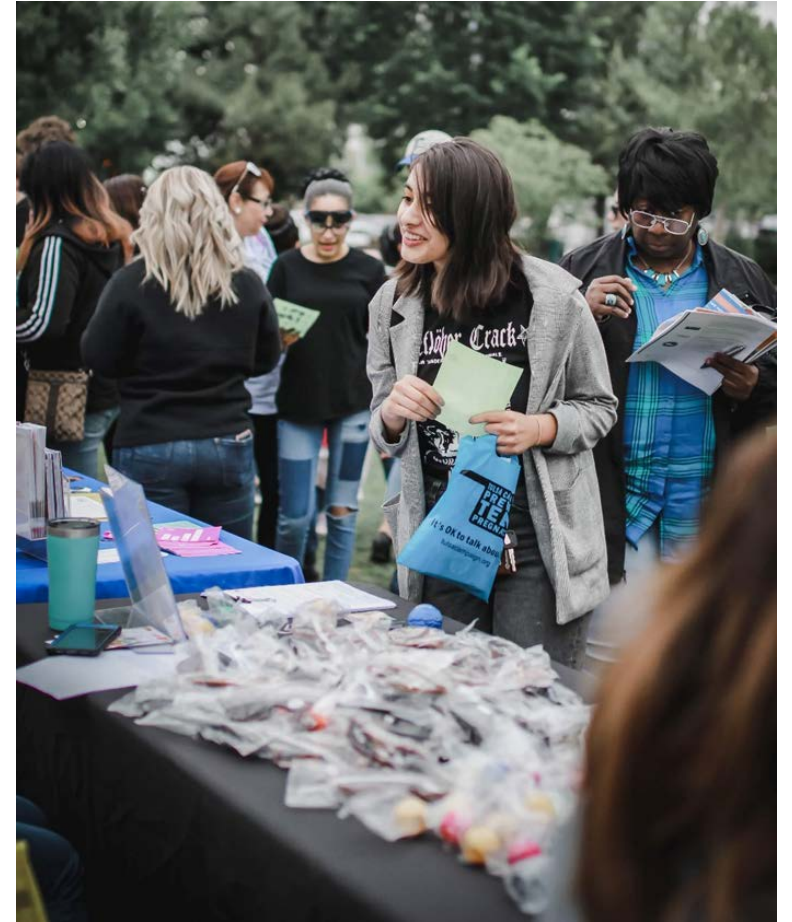


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# Pulling Together (YST)

- Partners focus on their individual contribution toward a larger goal
- Offer cross-training
- Have shared communication goals and performance measures



*Strategies: Ensure Authentic Participation and Shared Decision-Making; Develop a Shared Vision; Implement Mutually Reinforcing Strategies*



# “Hearing the voices of youth—that’s what works.” (YST)



*Strategies: Ensure Authentic and Productive Roles for Young People; Educate the Community; Implement Mutually Reinforcing Strategies*



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# What Will Be Sustained? (YST)

- The YLC and CAG—Coalition partners will jointly seek funding
- The changes in local partners and youth health systems that have occurred as a result of Coalition-wide capacity-building
- Approaches and relationships that allow new projects to get off the ground more quickly



# Exercise



What about these three case studies resonates with you or intrigues you?



# Assessing Your Collaborative

Collaboration Progress Checklist	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
Goals: Clear and agreed upon by all partners and supporters					
Communication: Open, frequent, with multiple platforms and messages customized for discrete subgroups					
Power dynamics: Decision-making is shared and positive					
Catalyst: Collaborators and supporters joined together because a problem existed that required a comprehensive approach					
Policies/regulations: The project has been able to change policies when necessary to advance its work					
Connectedness: Partners and supporters feel connected; they have formal and information communication at multiple levels					
Leadership: Facilitates capacity-building and teamwork and capitalizes on diversity of coalition					
Understanding the community: Collaboration members represent diverse parts of the community and have a deep understanding of different groups in the community					

*Adapted from Borden and Perkins, 1999*



# Resources

[TPP Ally Finder](#)

[From Tokens to Leaders: TPP Youth Leaders Share Their Experiences](#)

[Spitfire Smart Chart 3.0](#)

[Five Steps to Successful Community Engagement and Mobilization](#)

[Enhancing the Effectiveness of Multi-Field Collaboration](#)

[Collaboration Multiplier Analysis Worksheet](#)

[Office of Adolescent Health Sustainability & Community Mobilization Resources web pages](#)

[Assessing Your Collaboration: A Self-Assessment Tool](#)



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# Feedback Survey

<https://www.surveymonkey.com/r/7WCSJXX>



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