Health Promotion Foundations - Module Eight

1. HPFC - Module Eight

1.1 HPFC - Module Eight

Notes:

Welcome to module eight of the health promotion foundations course-health promotion strategies-part two.

We will continue our exploration of health promotion strategies for targeting the action areas of the Ottawa Charter. Specifically, we will discuss self-help/mutual aid, organizational change, and community development and mobilization.
1.2 Terms of Use

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1.3 Navigation Menu

**NAVIGATION MENU**

- **Compare Answers:** click this icon to see our response to the exercise
- **Resource:** click this icon for further reading
- **Close Button:** clicking on the ‘X’ button will close any window

**Notes:**

Throughout this module, you will see these icons. To be reminded of what they mean, please refer to the help tab at any point during the module.
# 1.4 Navigation Menu

## Glossary
The glossary tab provides definitions of key words highlighted in this component.

## Help
The help tab reviews the function of each icon.

## Menu
The menu tab outlines each section in the module. By clicking on a menu title, you can navigate to that section.

## Resources
The resources tab contains further reading, and a complete list of references.

## Transcript
The transcript tab provides a full transcript for each slide.

### Notes:

In the upper right hand corner of the slide, you will see a selection of ‘tabs’.

The glossary tab contains definitions of key words used in this module.

The help tab reviews the function of each icon.

The menu tab provides a list of all the sections in the module and allows you navigate to any one of them.

The resources tab contains further reading options, and a complete list of references for this module.

The transcript tab contains a full transcript of each slide.
1.5 Learning Objectives

Notes:

By the end of this module the learner will have developed an understanding of the following strategies for promoting health:

2.

• Self-help/mutual aid
• Organizational change and,
• Community development and mobilization

Specifically, the learner will be able to:

1) Define and describe the three health promotion strategies, and for each, list strengths and weaknesses and generate examples.

2) Demonstrate an understanding of how to apply each strategy by identifying when and how to start using it, as well as justifying its use for the given context.
2. Self-Help/Mutual Aid

2.1 Health Promotion Strategies

Notes:
Let’s begin by exploring self-help/mutual aid.
2.2 About Self-help/Mutual Aid

Self-help/mutual aid:
“process by which people who share common experiences, situations or problems can offer each other a unique perspective that is not available for those who have not shared these experiences.”

Notes:

Self-help or mutual aid is a “process by which people who share common experiences, situations or problems can offer each other a unique perspective that is not available for those who have not shared these experiences.” You may be most familiar with the self-help/mutual aid concept as it is practiced by traditional step-by-step groups, such as Alcoholics Anonymous. But self-help/mutual aid groups can, and have, been established for people sharing a range of health concerns.

The group membership, social and emotional support provided by self-help/mutual aid groups lend it to improved health outcomes.
2.3 Theoretical constructs of self-help/mutual aid groups

People have provided support, treatment and preventative health services within their own community throughout human history. In other words, our peers, friends and acquaintances have long served as a tool for health promotion and still remain a complement to contemporary health promotion.96-98

Let's take a look at the major theory within which self-help/mutual aid is grounded:

The participatory nature of self-help/mutual aid groups root it in social learning theory.99

Social learning theory proposes that psychosocial factors impact one's physical health and that personal and situational influences affect coping behaviors and interactions with the social environment.99,100 According to O'Leary, social learning theory "postulates that people's perception of their
capabilities affect how they behave, their level of motivation, their thought patterns and their emotional reactions in taxing situations”; such as a health issue.\textsuperscript{101(p.437)}

It is the \textit{dynamics} of self-help/mutual aid groups which address these three areas by developing, transmitting and validating knowledge leading to an exchange of wisdom that empowers the individual to address a specific issue.\textsuperscript{103}

To learn more about the social learning theory click the resource icon.

\textbf{Resources (Slide Layer)}

\begin{itemize}
  \item \textbf{Expanding theoretical conceptualizations of self-help groups}
  \item \textbf{Peer interventions to promote health: conceptual considerations}
\end{itemize}

To access the full text version of this resource you may need to sign in with your organization’s credentials. Public Health Units and many other research organizations have access to library services that may assist with such requests. Contact your organization for more information.
2.4 About Self-help/Mutual Aid

Notes:

What makes a self-help/mutual aid group unique? Hover over each number to reveal some of their key characteristics.\(^{103,104}\)
2.5 Criteria for Self-help/Mutual Aid Groups

Notes:

There are specific criteria which distinguish self-help/mutual aid groups from other types of groups.¹⁰⁵

Self-help/mutual aid groups are open to all people who share common experiences. As such, they cut across socio-economic, gender and ethno-racial divisions. Also, they are voluntarily organized and attended.

In addition, the group should meet regularly and its priorities be self-determined.
2.6 Mothers Against Drunk Driving

Let's look at an example of a self-help/mutual aid group...

Mothers Against Drunk Driving or MADD is a mutual aid group whose mandate is to provide emotional and social support to victims and survivors of impaired driving. MADD has evolved over time to become active in advocating for policy change as it lobbies decision makers for greater legislative restrictions against driving while intoxicated.\(^\text{106}\)

To learn more about MADD click the resource icon.
To access the full text version of this resource you may need to sign in with your organization’s credentials. Public Health Units and many other research organizations have access to library services that may assist with such requests. Contact your organization for more information.

2.7 When to use Self-help/Mutual Aid?

- Disease prevention and health promotion
- Assisting hard to reach groups of society
- Improving an individual’s ability to self-manage a health issue in a supportive environment with others who have the same condition

Notes:
There are specific areas where self-help/mutual aid can be used to advance a health initiative.

For instance, at the primary, secondary and tertiary levels of disease prevention.\textsuperscript{107}

As well, it is particularly useful for assisting hard to reach groups of society because it can serve as a tool for engaging them and understanding their unique needs.\textsuperscript{107}

Furthermore, this strategy is also valuable for disease management, for instance the self-management of a chronic disease such as type 2 diabetes.\textsuperscript{108} In this case, people who suffer from the same disease can purposefully come together to share their unique experiences, challenges and successes, on how they manage their condition. This process lends itself to fostering social and emotional support for the group members.\textsuperscript{108}
2.8 When to use Self-help/Mutual Aid?

Notes:

As discussed in previous modules, the ecological framework describes five levels that impact an individual's health behaviour.\textsuperscript{37} It emphasizes that health behaviour change involves exploring the complex interactions between people, groups, and their environments.\textsuperscript{39}

Self-help or mutual aid is primarily used to support change at the individual level. Individual behaviour change through this strategy occurs through interactions between the individual and their community whether it is with fellow members or agencies. Additionally, although not the focus, the community level should not be overlooked as the link between it and the individual make it a beneficiary of the behaviour change being addressed by the individual.\textsuperscript{109}
2.9 Limitations of Self-help/Mutual Aid

Notes:

When using this strategy to promote health, it is important to recognize its limitations.¹⁰⁸

Some individuals may not be comfortable in a peer group setting and participation in self-help/mutual aid groups cannot be mandated, as they are, by nature, voluntary. For this reason, self-help/mutual aid can only be a supplement to, not a replacement for, more formal programming.

As well, the effectiveness of self-help/mutual aid is ultimately dependent on the optimal functioning of the group. Sometimes groups require training and support on how to work together to meet their objectives.

Last, self-help/mutual aid groups could convey inaccurate information which can lead to unnecessary or detrimental adjustments to one's life or disease management practices—it is important to remember that it cannot substitute medical or professional advice.¹⁰⁸
2.10 Application

Notes:

The Breastfeeding Buddies programme from Waterloo Public Health is another good example of a self-help/mutual aid strategy.\textsuperscript{110}

The programme is based on the latest evidence which shows women with stronger social support networks are more likely to breastfeed and for a longer duration than their peers with less social support.\textsuperscript{111}

The initiative is meant for new mothers who want to breastfeed and need support. Trained volunteers who have also breastfed their babies, act as peer mentors and are available for social, emotional and educational support. Mothers register for the programme and receive phone calls from a designated buddy who share their personal knowledge and experience.\textsuperscript{110}

The initiative fosters a supportive network for the mother; buddies ensure
that they have the knowledge they need, and are aware of other community resources available to them.

In addition to the technical advice gained through the trained volunteer buddies, mothers benefit from the personal connection with an experienced mother who has faced the same challenges with breastfeeding.

2.11 Self-Help Resource Centre

To learn more about self-help/mutual aid groups you are encouraged to explore the Self-Help Resource Centre website.

The Self-Help Resource Centre is a non-profit organization funded by the United Way and the City of Toronto. It has been connecting people with peer support groups since 1987. These groups continue to support people in overcoming major life challenges and transitions on the path to improved health and happiness. This is done through training and supporting peer support group leaders, providing resources to groups, operating an online
database and information line to refer people to groups, and through managing peer support programmes at large organizations.  

Click the resource icon to learn more about the centre.

Resource (Slide Layer)

**2.12 Knowledge Check**

(Drag and Drop, 10 points, 1 attempt permitted)
### Drag and drop properties

- Reveal drag items one at a time
- Snap dropped items to drop target (Tile)
- Delay item drop states until interaction is submitted
Feedback when correct:
That’s right! You selected the correct response.

Feedback when incorrect:
You did not select the correct response.

Notes:
This concludes our discussion of self-help/mutual aid.

Before moving on to the next strategy, take a moment to test your knowledge. Hover over each example to reveal a description. Determine if it is a self-help/mutual aid group or not by dragging the examples in the blue boxes to the appropriate answer in the green boxes. When you are finished click the submit button.

As a side note, when going through this exercise, please consider that although some groups are not considered self-help/mutual aid groups does not diminish their worth. They may still be a positive experience by their own right.
### Correct (Slide Layer)

<table>
<thead>
<tr>
<th>Correct:</th>
<th>Incorrect: the correct answer is below</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Self-help/mutual aid group</strong></td>
<td><strong>Self-help/mutual aid group</strong></td>
</tr>
<tr>
<td>Programme for recovery from addictive alcohol and drug use</td>
<td>Self-help/mutual aid group—led by a person, free, open to all, meets regularly; people with similar problems gathering together</td>
</tr>
<tr>
<td>Kidney disease peer support group</td>
<td>Self-help/mutual aid group—run by members, open to all who share common experiences, voluntary, not for profit, priorities are determined by group</td>
</tr>
<tr>
<td>Prostate cancer support group</td>
<td>Self-help/mutual aid group—volunteer-based, people with similar experience, non-profit, provides education and support, groups meet regularly</td>
</tr>
<tr>
<td>South Asian women’s seniors group</td>
<td>Self-help/mutual aid group—non-profit, run by members, seeks to promote knowledge about healthy living, meets regularly, brings together people with common experiences</td>
</tr>
</tbody>
</table>

### Incorrect (Slide Layer)

<table>
<thead>
<tr>
<th>Incorrect:</th>
<th>Correct:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community mental health centre</td>
<td>Community mental health centre — run and organized by professionals; not members, priorities are set by team members, not those receiving services</td>
</tr>
<tr>
<td>Book club</td>
<td>Book club — for leisure and entertainment, does not address a specific issue or offer support</td>
</tr>
</tbody>
</table>
3. Review

3.1 Review

Notes:

This brings us to the end of module eight. We began this module by outlining two learning objectives. The first indicated that the learner would be able to define and describe each health promotion strategy listing strengths, weaknesses and examples for each.

Self-help/mutual aid is a “process by which people who share common experiences about an issue or situation come together and offer each other a unique perspective that is not available from those who have not shared these experiences.” For example, a group of people who meet to discuss their experiences regarding the self-management of a chronic health condition. In doing so, emotional and practical support, as well as useful information is provided with the overall process fostering personal growth and empowerment.
Self-help/mutual aid takes place in a group setting, is voluntary and organized by the group itself with no external or professional influence. A limitation of it is that overall effectiveness is contingent on group functioning; if it is poor the entire group will be limited. This strategy can be used at the three levels of prevention, and in combination with other health promotion strategies.

3.2 Review

**Learning Objective #1:**
Explain self-help/mutual aid, organizational change and community development and mobilization.

- Creates supportive environments and healthy policies within an organization
- Occurs through a series of well-defined steps
- Not only for workplaces
- Resource intensive; involves long-term commitment from senior management

**Notes:**

Organizational change is: “inner shifts in people’s values, aspirations, and behaviours with outer shifts in processes, strategies, practices and systems.”[12](p.15)
Organizational change that promotes health is focused on creating supportive environments and policies conducive to good health.\textsuperscript{115} It usually follows a series of specific steps beginning with understanding the current state of the organization and ending with continual support of the change to ensure success.\textsuperscript{114} It does not only take place in the work environment, it can be used in other organizational settings such as a school. Limitations of organizational change include being resource intensive, involving long-term commitment from senior management and long-term supportive leadership.\textsuperscript{114,119} An example of organizational change is an initiative that provides management with the tools to create a healthy workplace for its employees.

### 3.3 Review

**Learning Objective #1:**
Explain self-help/mutual aid, organizational change and community development and mobilization.

- Builds community capacity and empowerment
- Community development is grassroots
- Community mobilization is agency driven
- Important to assess readiness before implementing an initiative
- Limited by organizational mandates

**Notes:**

Community development and mobilization both aim to build community
capacity and empowerment to take action on an issue.\textsuperscript{126,127}
Community development is usually grassroots, that is, it is initiated and carried out by the community members themselves. Community mobilization is agency-driven, meaning an issue or problem is identified by a group not directly part of the community. This strategy is not always directed at residents, as it can also be used to mobilize community policy makers to take charge on matters important to residents.\textsuperscript{125}
Community development and mobilization can be used when a community is struggling socially, economically, environmentally, and political conditions affect health. It is important to assess the readiness of a community for a health promotion initiative before implementing it. Doing so will increase the likelihood of the initiative being accepted.\textsuperscript{128}
Community development and mobilization can be limited by organizational mandates that block an initiative from being fully unrolled. Also, issues facing a community can be extremely complex, making it difficult to target the root of the issue. An example of a community development project is a grassroots community coalition for promoting healthy living and an active lifestyle, that is, one that is organized and carried out by the community itself on its own terms. An example of community mobilization is a campaign directed at enlisting the support of policy makers to act on the health issues important to residents.
3.4 Review

**REVIEW**

**Learning Objective #2: Demonstrate an understanding of how to begin applying each strategy.**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>When to use?</th>
<th>How to start?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-help/mutual aid</td>
<td>-Disease prevention</td>
<td>-Self-initiated</td>
</tr>
<tr>
<td></td>
<td>-Self-management of disease or condition</td>
<td>-Can be promoted and encouraged by a professional or peer</td>
</tr>
<tr>
<td></td>
<td>-Reaching isolated groups of society</td>
<td></td>
</tr>
<tr>
<td>Organizational change</td>
<td>-Senior leaders and management have identified a problem affecting its members</td>
<td>-Consider generic model of organizational change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Consult with senior leaders and management</td>
</tr>
<tr>
<td>Community development and mobilization</td>
<td>-Community is struggling with a health issue</td>
<td>-Assess community readiness</td>
</tr>
<tr>
<td></td>
<td>-Capacity and empowerment are lacking</td>
<td>-Key informant interviews</td>
</tr>
</tbody>
</table>

**Notes:**

The second learning objective stated that the learner will demonstrate an understanding of how to begin applying each strategy.

Self-help/mutual aid can be used for health promotion, disease prevention, self-management of chronic disease as well as reaching isolated groups of society about a health issue. Much of self-help/mutual aid will be initiated by the individual themselves but it can be promoted by a public health professional or by someone at the interpersonal level, like family or friends.

Organizational change can be used when management and senior leadership have identified a problem affecting its members. For example, high absenteeism due to sick days or low employee engagement in the workplace.

To begin applying organizational change, consider step 1 of Hamlin and
colleagues generic model: “diagnosing the current state” of the organization. From here, in collaboration with management you can begin to create a vision for the change and a strategic plan to implement it.

Community development and mobilization are used when a community is struggling with social, economic, environmental or political conditions that affect health and when empowerment and community capacity are lacking. Before implementing a health promotion initiative it is important to determine the community's level of readiness. Consider which dimension of the Community Readiness Model your target community is in. One way to start would be by conducting key informant interviews to gather information about the community's current state and how a health promotion initiative may be received.

3.5 PHO Health Promotion Capacity Building

For service request inquiries, including consultations, webinars, workshops, or to sign up for our mailing list, please go to:


Our events calendar is at:

http://www.publichealthontario.ca/en/LearningAndDevelopment/Events/Pages/default.aspx

Notes:
This resource is supported and maintained by the health promotion capacity building team at Public Health Ontario. We offer a variety of health promotion services including consultations, webinars, in person workshops and resources related to health promotion planning, evaluation, health communication and building healthy public policy.

To request a service or for more information, please follow the links on this slide.

3.6 Thank you

Thank you for your participation in module eight: health promotion strategies-part two.

Please take a few minutes to provide your feedback on this module and the
content we have covered by completing the survey.

4. Help Tab

4.1 Navigation Menu

**NAVIGATION MENU**

- **Compare Answers:** click this icon to see our response to the exercise
- **Resource:** click this icon for further reading
- **Close Button:** clicking on the ‘X’ button will close any window

**Notes:**
5. drag and drop reset

5.1 Untitled Slide
6. Organizational Change

6.1 Health Promotion Strategies

Notes:

The next health promotion strategy we will explore is organizational change.
6.2 What is Organizational Change?

Organizational change can be defined as: “inner shifts in people’s values, aspirations, and behaviours with outer shifts in processes, strategies, practices and systems.”

Given this definition, organizational change can be used as a powerful tool for health promotion.

Consider the amount of time people spend in organizational settings, say a workplace or school. It is a significant portion of their daily lives. This gives public health practitioners access to a population or sub-population that would otherwise be difficult to reach making organizations an ideal setting for health promotion initiatives.
Notes:

Organizational change is grounded in two key theories.

The first is the stages of change model. It states that enacting any change is a complex undertaking which takes place in a cycle made up of key stages. A central tenet of this model is that change through the stages is never linear, but in flux.\textsuperscript{113}

The second is the organizational development theory, which posits that change is an ongoing process not only an event. Implementing change involves a series of diagnostic, planning, implementation and evaluation actions.\textsuperscript{48} In organizational development theory, change is largely influenced by organizational climate, culture and capacity.

To learn more about them click the resource icon.
6.4 Steps for Organizational Change

**Resources:**

- **Stage heuristic model**

Organizational development (Please see reference 48 in the Module 8 Reference list)

To access the full text version of this resource you may need to sign in with your organization's credentials. Public Health Units and many other research organizations have access to library services that may assist with such requests. Contact your organization for more information.

**Notes:**
To better understand organizational change it is useful to approach it as a process involving a series of steps.

There are many models that explain organizational change in this way. The one by Hamlin and colleagues is a generic model for managing planned change within an organization—it was created by examining numerous models on change and grouping them into one based on commonalities. Although not exhaustive, the model will provide you with a general framework for taking the appropriate steps to enacting an organizational change strategy.¹¹⁴

Take a moment to explore each step...hover over each tab to reveal a description.

**Stage 1 (Slide Layer)**

![STEPS OF ORGANIZATIONAL CHANGE](image)

Stage 1: Make sense of the organization, recognize and address the problems or root causes of problems, such as issues with workplace culture, structures and systems. Have a clear understanding of the organization’s future vision.

- Stage 1: Diagnose the current state
- Stage 2: Create a strategic vision
- Stage 3: Plan the change strategy
- Stage 4: Secure ownership, commitment and involvement for change
- Stage 5: Manage the change strategy and sustain momentum
- Stage 6: Stabilize, integrate and consolidate to ensure progress
Stage 2 (Slide Layer)

**STEPS OF ORGANIZATIONAL CHANGE**

Stage 2: Be clear, consistent and open with regard to what you are seeking to achieve. Share the vision and objectives with the organization.

Stage 1: Diagnose the current state

Stage 2: Create a strategic vision

Stage 3: Plan the change strategy

Stage 4: Secure ownership, commitment and involvement for change

Stage 5: Manage the change strategy and sustain momentum

Stage 6: Stabilize, integrate and consolidate to ensure progress

Stage 3 (Slide Layer)

**STEPS OF ORGANIZATIONAL CHANGE**

Stage 3: Develop detailed plans regarding implementation of the change, ensure existing processes can support it. This involves articulating the vision and understanding how to get from the present to the future and what barriers may arise.

Stage 1: Diagnose the current state

Stage 2: Create a strategic vision

Stage 3: Plan the change strategy

Stage 4: Secure ownership, commitment and involvement for change

Stage 5: Manage the change strategy and sustain momentum

Stage 6: Stabilize, integrate and consolidate to ensure progress
Stage 4 (Slide Layer)

**Steps of Organizational Change**

- **Stage 4:** Secure commitments, involvement and participation of senior to middle managers and employees. Be clear and consistent about what you are trying to achieve. Support your ideas and proposed changes with relevant research to make them resonate with management and employees.

Stage 5 (Slide Layer)

**Steps of Organizational Change**

- **Stage 5:** Use a structured and long term programme of gradual change to guide the culture of an organization in a defined direction. Continually stress to the workforce the new realities facing the organization and how the new change is reflecting these.
6.5 Promoting Health with Organizational Change: Workplaces

- There is a strong association between work and health.¹¹⁵
- Organizational change can be used to promote health by creating healthy workplace environments.¹¹⁵
Given the strong association between work and health, organizational change is a valuable tool for promoting health in workplaces. Through an initiative, an organization can nurture, maintain and even enhance the health of its employees and members.

For instance, occupational stress, a common workplace issue, is a global issue affecting a large portion of the working population that can have negative impacts on health and well-being.

Organizational change can be used to address it—that is, it can be employed to enact a change directed towards creating healthy work environments, improving employee engagement and buy-in for policies and decisions that support better health and give employees more control over their own health.

6.6 Promoting Health with Organizational Change: Workplaces

When thinking about using organizational change to promote health in the workplace setting, there are important steps to consider. The
Comprehensive Workplace Health Model developed by the Ontario Workplace Health Coalition provides a conceptual framework for implementing such a change.118 This model is aligned with the Healthy Workplace Model developed by the World Health Organization and can be adapted to many different workplaces.

Hover over each step to reveal a description.

To learn more about the Comprehensive Workplace Health Model click the resource icon.

Resource (Slide Layer)

PROMOTING HEALTH WITH ORGANIZATIONAL CHANGE: WORKPLACES118

Resource:

Healthy Workplace Handbook

To access the full text version of this resource you may need to sign in with your organization's credentials. Public Health Units and many other research organizations have access to library services that may assist with such requests. Contact your organization for more information.
step 1 (Slide Layer)

PROMOTING HEALTH WITH ORGANIZATIONAL CHANGE: WORKPLACES

Ontario Workplace Health Coalition

Step 1: Identify issues, gather information, and assign responsibility to develop and maintain the initiative.

Step 2 (Slide Layer)

PROMOTING HEALTH WITH ORGANIZATIONAL CHANGE: WORKPLACES

Ontario Workplace Health Coalition

Step 2: Identify resources and infrastructure to meet the goal, define and assign responsibilities, resources and timelines for completion.
step 3 (Slide Layer)

PROMOTING HEALTH WITH ORGANIZATIONAL CHANGE: WORKPLACES™

Ontario Workplace Health Coalition

Step 1: Plan

- Comprehensive Workplace Health Model
- Occupational Health & Safety
- Health & Lifestyle Practices

Step 2: Do

- Organizational Social Responsibility
- Organizational Culture

Step 3: Check

- Healthy Productive Workplace

Step 4: Act

Source: Ontario Workplace Health Coalition, 2015™

Step 3: Evaluate the outcome by reporting on the effectiveness and impact of the action, monitor progress and take action on what should be continued, stopped or changed.

step 4 (Slide Layer)

PROMOTING HEALTH WITH ORGANIZATIONAL CHANGE: WORKPLACES™

Ontario Workplace Health Coalition

Step 1: Plan

- Comprehensive Workplace Health Model
- Occupational Health & Safety
- Health & Lifestyle Practices

Step 2: Do

- Organizational Social Responsibility
- Organizational Culture

Step 3: Check

- Healthy Productive Workplace

Step 4: Act

Source: Ontario Workplace Health Coalition, 2015™

Step 4: Review to see if the initiative is effective and meeting the organization’s needs, determine if goal is being met (i.e. well-being improving), address deficiencies and assess the future direction of the programme.
6.7 When to use Organizational Change?

Notes:

Organizational change supports the organizational level of the ecological framework; through organizational policies, and the social interaction organizations provide, they can shape one's norms, behaviours and values. Ultimately, they can provide support for long-term health behaviour change.\textsuperscript{38}
6.8 Limitations of Organizational Change

- Resource intensive
- Requires long-term commitment from management
- Sustainability is difficult
- Prone to failure
- Results are not immediate

Notes:

When planning an organizational change, it is important to keep in mind the following limitations.

First, organizational change is resource intensive. That is, it takes significant time, money and person power. Because of this, it may be a hard sell for workplaces with budgetary constraints.\(^{119}\)

Second, for short or long term organizational change, secured commitment from middle and senior management is needed. This can be difficult to garner, therefore advocacy and awareness raising may be needed.\(^{114}\)

Third, the sustainability of organizational change over time is heavily dependent on senior leadership. Years of progress can be put at risk when there are changes in leadership or negative economic factors such as declining profits.\(^{114}\)

Fourth, organizational change is prone to failure.\(^{114}\) In order to avoid this, it is important to be aware of the main causes. Hover over the fourth bullet point to reveal the main causes.

Last, even if effective, the results of organizational change can take time to realize.\(^{119}\)
Let’s look at an example of organizational change.

Project Health is an initiative by Region of Waterloo Public Health. Its aim is to provide a variety of health promotion services to any workplace in the municipality interested in improving or sustaining a healthy workplace. The services are provided by public health professionals and are geared toward people who influence employee health and wellness such as employers, health professionals, and unions. The services are available at no cost to the organization.¹²⁰

Project Health provides consultations, support, networking sessions, displays, resources and referrals to community organizations to target specific topic areas such as healthy eating, physical activity, and cancer prevention, amongst many others.¹²⁰
Click on the resource icon to find out more about Project Health. The website offers a number of valuable resources such as toolkits, educational resources for employees and guides for workplace policy development that you can use to guide your own initiative.

Resources (Slide Layer)

- Project Health website
- Project Health brochure

To access the full text version of this resource you may need to sign in with your organization’s credentials. Public Health Units and many other research organizations have access to library services that may assist with such requests. Contact your organization for more information.
6.10 Application

The Healthy Schools Initiative is a partnership between the Government of Ontario and 45 schools. Student health is promoted through initiatives that target daily physical activity, nutrition, and prevalent medical conditions.

Notes:

Let’s look at another example of organizational change, this time within a school setting.

The Healthy Schools Initiative is a working partnership between the Government of Ontario and students, teachers, principles and parents to ensure students do their best in school. There are 45 schools across Ontario currently engaged in the initiative.\textsuperscript{121}

It focuses on key areas affecting student health such as daily physical activity, nutrition, nut allergies and asthma.

Through policy and collaboration, schools implement new strategies for ensuring the health and success of their students. The programme is evidence-based, founded on the latest research which concludes healthy students are successful students.\textsuperscript{121} An example of an initiative from a participating community is an education programme for students to teach
them how to ride a bicycle. The initiative has a proven track record of teaching children who have not ridden a bike before to ride with confidence after five hours of instruction, it also provides them with the necessary equipment free of charge. The aim is that equipping children with this skill early on in life, will contribute to higher physical activity levels throughout adolescences and adulthood and ultimately better health.\textsuperscript{122}

To find out more about the programme click the resource icon.

**Resource (Slide Layer)**

**6.11 Knowledge Check**

*(Drag and Drop, 10 points, 1 attempt permitted)*
Place the framework steps in the correct order and click submit.

Drag Item | Drop Target
---|---
1 | Drop here
2 | Drop here
3 | Drop here
4 | Drop here
5 | Drop here
6 | Drop here

Drag and drop properties

- Reveal drag items one at a time
- Snap dropped items to drop target (Snap to center)
- Allow only one item in each drop target
Notes:

This brings us to the end of our discussion of organizational change.

Take a moment to check your learning.

Based on the organizational change framework developed by Hamlin and colleagues, place the steps in the correct order. Drag the number to the corresponding tab. When you are finished click submit.

Incorrect (Slide Layer)
Correct (Slide Layer)

That's right! You selected the correct response!

7. Community

7.1 Health Promotion Strategies
Notes:

We will now move on to the final health promotion strategy for this module, community development and mobilization.

7.2 What is a Community?

There are many definitions of community. Community has been used to refer to the “psychological sense of community, a political entity, a functional spatial unit meeting sustenance needs, a unit of patterned social interaction or simply an aggregate of individuals in a geographic location.”

If you were asked to identify your community, you might respond with the city, town or neighbourhood in which you live. But geography is not the only way of defining a community. Communities can also evolve from a group of people with shared interests or characteristics, such as ethnicity, occupational status or sexual orientation.
The most important defining characteristic of a community is a shared sense of affiliation or belonging among its members. When identifying a community for the purpose of taking action on a health issue, it is important to note that individuals do not belong to just one single, distinct community. Rather, most people maintain membership in a range of communities formed around variables such as geography, occupation, social and leisure interests.  

Overall, communities are a good entry point for health promotion initiatives.  

7.3 About Community Development and Mobilization

<table>
<thead>
<tr>
<th></th>
<th>Community development</th>
<th>Community mobilization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue</td>
<td>Defined by community</td>
<td>Identified by agency</td>
</tr>
<tr>
<td>Timeline</td>
<td>Ongoing</td>
<td>Defined agency timeline</td>
</tr>
<tr>
<td>Decisions</td>
<td>Grassroots, participatory</td>
<td>Agency driven, participatory</td>
</tr>
<tr>
<td>Goals</td>
<td>Increase in community capacity</td>
<td>Specific health improvement or risk reduction, increase in community capacity</td>
</tr>
</tbody>
</table>

Notes:

Community development and mobilization can be used to promote health within a community, however there are some differences between the two.
Community development is grassroots, that is, the community controls the selection of problems and the development of interventions to address them. The process of planning and implementing a community development initiative is ongoing, based on continual negotiations between organizations and community groups. Community development emphasizes enhanced community capacity, that is collective problem solving skills, not measurable changes in health risk factors, as the desired outcome.\textsuperscript{125}

Community mobilization strategies link programmes and services to community groups. The health issue under consideration is identified by a sponsoring agency. Interventions are then implemented according to defined timelines, and decision-making power rests with the sponsoring organization, not community participants.\textsuperscript{125}

Take a moment to reflect on the table in this slide.

### 7.4 About Community Development and Mobilization

\textit{Community capacity building} and \textit{empowerment} can help communities with limited resources take control of a health issue facing them.\textsuperscript{126,127}
Notes:

Community development and mobilization are operationalized through community-capacity building and empowerment.\textsuperscript{126,127}

Community-capacity building is “an increase in a community’s ability to define, assess, analyze and act on concerns and issues of importance to their members.”\textsuperscript{126(p.114)}

Empowerment means involving the community in a way that builds collective confidence, competence and power. It can result from a community taking charge to self-determine its needs and priorities. Additionally, it can be developed through interactions between community members themselves, leading to changes in consciousness, confidence and skills development.\textsuperscript{127}

7.5 When to use Community Development and Mobilization?

Notes:
Community development and mobilization have a distinct place in the ecological framework because they advance health promotion through their ability to influence the larger communities norms, values, individuals beliefs and attitudes.\textsuperscript{36,38} As well, communities can influence what issues are put on the public agenda, therefore they can draw attention to health concerns and by doing so, attract commitment and resources to address them.\textsuperscript{38}

7.6 When to use Community Development and Mobilization?

- When a community is struggling with social, economic, environmental or political conditions that affect health
- When empowerment and community capacity are lacking

Notes:

As we noted in module one, community development and mobilization recognize that the causes of many health-related issues are rooted in the social, economic, environmental and political conditions present in the community.

Community development and mobilization initiatives are important means of facilitating empowerment and capacity building- key features of health promotion practice.\textsuperscript{126,127}
7.7 Assessing Readiness

Notes:

When planning a community development or mobilization initiative it is advantageous to gauge where the community is in terms of its readiness to implement or receive a health promotion initiative. That is, being able to answer what is the level of understanding, desire and ownership that community members have in regard to an issue or intervention, will prove valuable. This is an important step because a lack of readiness has been identified as an impediment to a successful initiative.

Community readiness can be assessed though six dimensions, each of which is made up of stages ranging from “lack of awareness of a problem” to “ownership of an effort to solve an issue.”

One way to determine which dimension of readiness a community is in is by conducting interviews with key informants.
Take a moment to read the six dimensions.

The six dimensions of readiness are adapted from the Community Readiness Model developed from Colorado State University. To learn more about the model click the resource icon.

**Resource (Slide Layer)**

![Resource Image](image-url)
Notes:

Because of organizational constraints, it is often not possible to practice true community development. For example, government funders often support community projects directed at specific issues, such as preventing childhood obesity, rather than community development approaches that support community members in defining and addressing shared priorities.

It is also important to remember that a community is not able to exert complete control over the broader, macro-level factors that may be affecting its health, such as equitable access to income, food, employment, and housing. Community-focused solutions to these factors, while meeting community needs, are sometimes criticized as Band-Aid solutions that don't get at the root causes of problems. For example, collective kitchens, community gardens or school feeding programmes don't address the relationship between income inequality and lack of access to affordable, nutritious food.
Let's look at an example of community development.

The Communities In Action initiative is a grassroots community coalition aimed at creating healthy and active communities. The coalition is made up of representatives from groups across Haliburton County, Ontario.\textsuperscript{130}

The coalition promotes healthy and active lifestyles by promoting the benefits of active transportation, advocating for policies and investments, conducting evidence-based research on rural active transportation and implementation, as well as developing partnerships with multiple sectors that can assist in building knowledge and capacity around creating active communities.\textsuperscript{130}

To find out more about the Communities In Action initiative click the resource icon.
7.10 Application: Community Mobilization

**What matters to me campaign**

- Community mobilization campaign aimed at decision makers and residents collectively.
- **Problem**: Disconnect between residents and municipal council on what was needed to ensure a healthy community.
- **Aim**: Change conversation about health at the decision and policy making level.
- **Action**: Social media used to survey needs of residents; main findings communicated to decision makers and their commitment to them secured.

Notes:
Let's look at an example of community mobilization. A common belief is that a community mobilization initiative must be operationalized through targeting community residents only. However, it can also be aimed at those in a community with decision making power to mobilize them to take action on a certain issue.

The *What matters to me campaign* is a good example of this.\(^{131}\)

Hover over each bullet point in the slide to reveal a description of the key areas of the campaign.

### 7.11 Knowledge Check

**KNOWLEDGE CHECK**

True or False

1. Geography is the only way to determine which community one belongs to.

False—Community can be determined through geography as well as shared interests or characteristics, such as ethnicity, occupational status or sexual orientation.

**Notes:**

This bring us to end of our discussion on community development and mobilization. Take a moment to complete the knowledge check.
Read the following statements and decide if they are true or false.

7.12 Knowledge Check

2. Most people belong to more than one community.

True—Most people maintain membership in a range of communities formed around variables such as geography, occupation, social and leisure interests.

Notes:
7.13 Knowledge Check

True or False

3. Capacity building and empowerment are integral to community development and mobilization.

True—Community development and mobilization are operationalized through capacity building and empowerment.

Notes:
7.14 Knowledge Check

True or False

4. Communities are a good entry point for health promotion initiatives.

True—An issue affecting people in a community, such as a high incidence of a chronic disease, can serve as the platform for a health promotion initiative.

Notes:
7.15 Knowledge Check

5. Community mobilization strategies are agency driven while community development strategies are grassroots.

True—Community mobilization strategies are typically initiated and planned by an external agency, while community development strategies come from the community itself.

Notes:
7.16 Knowledge Check

KNOWLEDGE CHECK

True or False

6. A community mobilization strategy should only target residents.

False—Community mobilization can also be done by engaging in dialogue and enlisting support of decision and policy makers.

Notes:
7.17 Knowledge Check

**Knowledge Check**

**True or False**

7. Movement through each stage of the Community Readiness Model is not always linear.

*True—Like with many other theories and models about change, movement from one stage to the next is not always clear nor is it linear. A community can go back and forth between stages or move through two stages simultaneously.*

**Notes:**