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Community Engagement

*Distributed Medicine National Education Administrators
Group*

April 15, 2019

Mathieu Litalien

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- This session/program has not received financial or in-kind support.

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Before we begin....

- What is one thing you are most looking forward to about this session?

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Agenda

- Community Engagement (CE)
- CE efforts at NOSM
- Risks of no CE strategy

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Community Engagement

What does community engagement mean to you?

Community	Engagement
the people with common interests living in a particular area;	the act of engaging : the state of being engaged ;
a group of people with a common characteristic or interest	emotional involvement or commitment

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Community Engagement is...

“...the process of working collaboratively with groups of people who are affiliated by geographic proximity, special interests or similar situations with respect to issues affecting this well being” (CDC, 1997)

“...the conceptual and pragmatic understanding of the dynamics of communities in Northern Ontario (geographical, social, cultural, linguistic and communities of practice) and the creation of meaningful, enduring partnerships involving all Northern Ontario communities and NOSM, the hallmark of which is integrated networks of education and research”(NOSM Academic Principles, June 15, 2017)

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Steps of Community Engagement



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graph LR
    A[Planning] --> B[Developing Products]
    B --> C[Implementing]
    C --> D[Reporting]
    D --> E[Evaluating]
            
```

Source: PHAC (2016) Guidelines on public engagement.pdf

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Community Engagement Continuum

Increasing Level of Community Involvement, Impact, Trust, and Communication Flow

Outreach	Consult	Involve	Collaborate	Shared Leadership
<i>Some Community Involvement</i> Communication flows from one to the other, to inform Provides community with information. Entities coexist. Outcomes: Optimally, establishes communication channels and channels for outreach.	<i>More Community Involvement</i> Communication flows to the community and then back, answer seeking Gets information or feedback from the community. Entities share information. Outcomes: Develops connections.	<i>Better Community Involvement</i> Communication flows both ways, participatory form of communication Involves more participation with community on issues. Entities cooperate with each other. Outcomes: Visibility of partnership established with increased cooperation.	<i>Community Involvement</i> Communication flow is bidirectional Forms partnerships with community on each aspect of project from development to solution. Entities form bidirectional communication channels. Outcomes: Partnership building, trust building.	<i>Strong Bidirectional Relationship</i> Final decision making is at community level. Entities have formed strong partnership structures. Outcomes: Broader health outcomes affecting broader community. Strong bidirectional trust built.

Reference: Modified by the authors from the International Association for Public Participation.


Figure 1.1. Community Engagement Continuum

Source: International association for public participation



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Communication

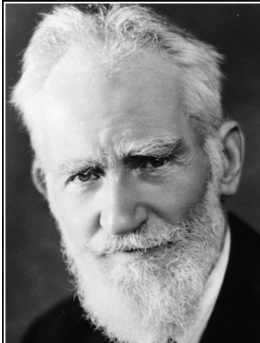
- What does communication mean to you?

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Communication




The single biggest problem in communication is the illusion that it has taken place.

— George Bernard Shaw —

AZ QUOTES

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Engagement Spectrum

Level 1

- I need to tell you something = one-way communication, **informing**

Level 2

- I need to get your **feedback** on something = feedback suggestions, consulting

Level 3

- I need to get your input before going any further = running ideas up the flagpole early on, **involving**

Level 4

- I need to you to work through this with me = making a decision together, **collaborating**


Level 5

- I need you to have a say in this decision = **empowering** someone else to make a decision or veto

Source: Governance Solutions

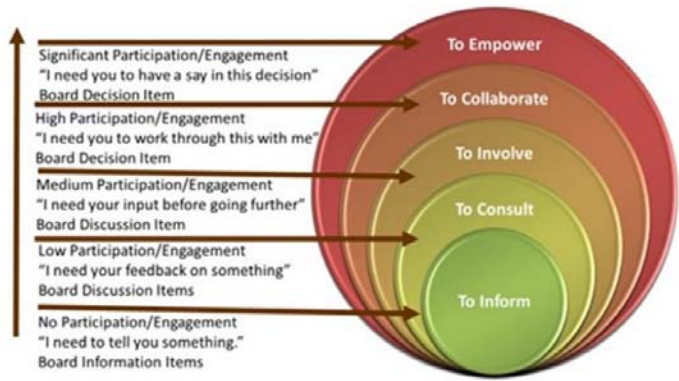
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Engagement Spectrum



Significant Participation/Engagement "I need you to have a say in this decision" Board Decision Item	To Empower
High Participation/Engagement "I need you to work through this with me" Board Decision Item	To Collaborate
Medium Participation/Engagement "I need your input before going further" Board Discussion Item	To Involve
Low Participation/Engagement "I need your feedback on something" Board Discussion Items	To Consult
No Participation/Engagement "I need to tell you something." Board Information Items	To Inform

Source: Governance Solutions

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Engagement Spectrum

- Select the optimal level: context, situation, purpose, best outcome, who other party is and their preferred method of engagement
- Understand you are trading off flexibility for inclusion as you move up spectrum
- Try to reach agreement with other parties, but sometimes you just have to decide which level and move on

Source: Governance Solutions

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Principles of Community Engagement

Timely & Transparent

CE requests, referrals and activities should be:


clearly communicated and planned with adequate timelines.

The results of engagement activities, and how input was considered in decision - making, should be made available to participants through different channels in easy to access formats.

Source: PHAC (2016) Guidelines on public engagement

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Principles of Community Engagement

Responsive & Relevant


CE requests, referrals and activities should be:

- activities are participant - focused and adapted to targeted audiences.
- The consultation issues and documents are appropriate to achieve the objectives of the engagement activities.

Source: PHAC (2016) Guidelines on public engagement

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Case Study

Background

- City has undeveloped green space
- Source of trails and recreation for residents
- A new school was pitched and residents fought back – prefer to keep the green space
- A new twin-pad ice rink was subsequently recommended by city staff to occupy the same green space

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What would your expectations be?

“The city is holding public information sessions for the twin-pad arena...to allow everyone the opportunity to meet with staff and offer suggestions on what should be included in the multi-purpose facility.”

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Adding further context...

“The city will be seeking input on design elements and how the proposed facility could incorporate and enhance adjacent parkland.”

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Revisiting the Engagement Tool

Level 1

- I need to tell you something = one-way communication, informing

Level 2

- I need to get your feedback on something = feedback suggestions, consulting

Level 3

- I need to get your input before going any further = running ideas up the flagpole early on, involving

Level 4

- I need you to work through this with me = making a decision together, collaborating


Level 5

- I need you to have a say in this decision = empowering someone else to make a decision or veto

Source: Governance Solutions

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CE @ NOSM

- As part of its social accountability mandate, NOSM has the responsibility to engage stakeholders at all levels of its broad community
- Community engagement is the conceptual and pragmatic understanding of the dynamics of communities in Northern Ontario (geographical, social, cultural, linguistic and communities of practice) and the creation of meaningful, enduring partnerships involving all Northern Ontario communities and NOSM, the hallmark of which is integrated networks of education and research

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CE @ NOSM

- Identification of key stakeholders
- Participation and collaboration – A TEAM approach
- Whole organization/school support, vision & commitment
- Roles & responsibilities of departments

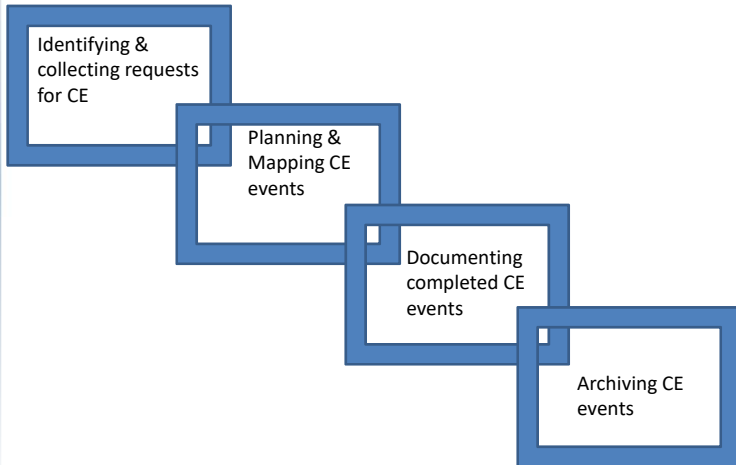
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CE @ NOSM



- Identifying & collecting requests for CE
- Planning & Mapping CE events
- Documenting completed CE events
- Archiving CE events

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CE @ NOSM

Return on Investment (ROI)

- Organizational reputation
- Alignment with NOSM's strategic plan
- Alignment with Accreditation & Ministry deliverables
- Decreased impact on organization wide budget across all units; reduced redundancy
- Increase in ability to access organization wide resources

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CE @ NOSM

Return on Investment (ROI)

- Increase in staff satisfaction resulting in decreased absences, turnover and loss of staff with more resources then required for recruitment and training
- Strong relationships across organizations, communities, partners and stakeholders
- Consistent data accumulation, retention, distribution, reporting and retrieval – better decision making
- Evidence based strategies
- Ability to establish and follow best practices coming from accreditation requirements

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- Why is it important to have a CE Strategy?

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Importance of a CE Strategy

- Common pitfall
 - Community Engagement team?
 - Communications team?
 - “Not my job”

Community Engagement is everyone's responsibility!

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Importance of a CE Strategy

- Clarity
 - Duplication of efforts
- Understanding Community needs, goals
 - Miss the mark
- Clear expectations
 - Different stages of engagement

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Risk

Having an inefficient and inconsistent organizational approaches to community engagement results in (this is not an exhaustive list):

- Decrease in staff satisfaction resulting in increased absences, turnover and loss of staff with more resources then required for recruitment and training
- Increase costs
- Weak relationships across organizations, communities, partners and stakeholders

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Risks

- Inconsistent data accumulation, retention, distribution, reporting and retrieval
- Lack of evidence based strategies
- Inability to establish and follow best practices and ROP's coming from accreditation requirements
- Impact on academic programs and potential loss of accreditation status
- Loss of faculty and learners

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No CE strategy leads to...

- Deteriorating Stakeholder relations
- Lack of trust

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**“A lack of
trust
is your
biggest
expense.”**

David Huxford

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To conclude...

- What will you do to engage with your communities?
- What are you prepared to bring back to your own organizations?

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Resources

- Towards Whole of Community Engagement
 - https://www.mdba.gov.au/sites/default/files/archived/mdbc-S-E-reports/1831_towards_whole_of_community_engagement_toolkit.pdf
- Principles of Community Engagement
 - https://www.atsdr.cdc.gov/communityengagement/pdf/PCE_Report_508_FINAL.pdf

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