Use an intentional, inclusive, and reciprocal process to address the community’s history of social and structural injustices and to help build trust and mutual understanding.

Seek to understand the current conversation around health in the community. Identify and learn about your audience’s values, culture, and perspectives.

Build in opportunities for residents to share their perspectives about the community. Incorporate their understanding of community context into your work.

Assess the community’s social, environmental, policy, systems, and economic resources to identify opportunities to leverage and sustain your work.

Broaden your definition of leadership. Look for leaders outside of the usual health and government sectors, such as youth, educators, and faith, immigrant, and business communities.

Listen to the lived experiences of community members and partners. Share what you learn broadly and collaboratively.

Essential Practice Wheels

The Essential Practices of Active Living By Design’s Community Action Model are interwoven within all stages of the model, including community context and the 3P Action Cycle. These wheels explore what form that might take in your community change work. For more information, visit activelivingbydesign.org.

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Engage the Community

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Strengthen Multidisciplinary Coalitions

PARTNER

SUSTAINABLE THINKING

COMMUNITY ENGAGEMENT

HEALTH EQUITY FOCUS

FACILITATIVE LEADERSHIP

CULTURE OF LEARNING

STRAategic COMMUNICATION

BUILDING RESILIENCE

COMMUNITY ENGAGEMENT

Develop a language that emphasizes shared vision, goals and strategies, and identify ways to communicate across disciplines. Maintain transparency to help create credibility.

Incorporate health equity guidelines into partnership practices and decision making processes. Prevent and address dysfunctional power dynamics.

Recognize that emerging and experienced community leaders are invaluable partners.

Create processes that allow everyone to fully participate. Encourage emerging leaders’ voices and help them build networks.

Acknowledge that each partner has valuable experiences and insights from which others can learn.

Build resilience within partnerships by distributing leadership among members.

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Prioritize & Plan

**PREPARE**

**HEALTH EQUITY FOCUS**

Agree on priorities that address clear health disparities and the root causes of those disparities.

**COMMUNITY ENGAGEMENT**

Involve community members in iterative priority setting and planning so that lived experiences are considered alongside data.

**SUSTAINABLE THINKING**

Integrate partners’ visions and expertise into existing systems, operations, and budgets.

**STRATEGIC COMMUNICATION**

Design a strategic communications plan that addresses why, what, how, and with whom you will communicate.

**FACILITATIVE LEADERSHIP**

Ensure that diverse leaders share responsibility for prioritizing and planning along with community members.

**CULTURE OF LEARNING**

Make learning a routine process by integrating collaborative learning activities and ongoing reflection into your partnership’s agenda.

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Build Capacity

**PREPARE**

- **HEALTH EQUITY FOCUS**
  - Support training and skill building for partners and community members on equity and social determinants of health.
- **COMMUNITY ENGAGEMENT**
  - Empower residents with opportunities to learn and grow, accounting for obstacles that may prevent some from pursuing those opportunities.
- **SUSTAINABLE THINKING**
  - Equip community and partnership leaders to become healthy community champions and influential members of decision-making groups.
- **STRATEGIC COMMUNICATION**
  - Hone communications skills across your partnership to ensure that goals are aligned, efforts are distributed, and messages are cohesive and effective.
- **FACILITATIVE LEADERSHIP**
  - Encourage emerging leaders with confidence-building experiences and new responsibilities while training existing leaders to increase their effectiveness and build networks.
- **CULTURE OF LEARNING**
  - Appeal to various learning styles with equitable learning opportunities, including peer exchanges, trainings, workshops, conferences, virtual platforms, and others.

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Consider implications for health equity when making decisions about obtaining, distributing, and utilizing resources.

Distribute opportunities for wins and share credit for success. Enable partners and junior staff to contribute to grant writing and other ways to generate new resources.

Build a “resource bank” of shared lessons and resources that is shared among partners to help them capitalize on existing strengths and assets.

Identify existing communications efforts in the community and determine how you could build on those rather than starting from scratch.

Develop a strategic funding plan that includes current and future funding and commitments of in-kind and other support.

Involves residents most impacted by the work in decisions about how resources are utilized.

Leverage Resources

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Identify & Implement Practical Strategies

**Health Equity Focus**
- Question who is benefitting and who isn’t prior to and while implementing strategies. Make adjustments as needed to ensure an equitable approach.

**Community Engagement**
- Engage residents in the change process before selecting strategies, including in assessment and prioritization phases.

**Facilitative Leadership**
- Enable partners and junior staff to lead elements of implementation. Ask community leaders how each strategy is impacting their lives.

**Sustainable Thinking**
- Select strategies that are mutually reinforcing, including a mix of “quick wins,” mid-term milestones, and those with potential for long-term support from organizations and systems.

**Strategic Communication**
- Tell stories about the change process to generate a sense of shared ownership in a broader healthy community conversation.

**Culture of Learning**
- Seek feedback early and often about how strategies are playing out on the ground. Follow up with actions that draw on best practices and lived experiences.

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