

# **Building Community Capacity for Health Initiatives – Introductory Level**

**Robert M. Goodman, Ph.D., MPH, MA**

**Dean**

**School of Health, Physical Education, and Recreation  
Indiana University**

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# Community capacity

the characteristics of communities that affect their **ability to identify, mobilize, and address social and public health problems** and as the cultivation and use of transferable knowledge, skills, systems and resources that affect the community's ability to work effectively in achieving its vision

**Goodman, R.M., et al. (1998). “An Attempt to Identify and Define the Dimensions of Community Capacity to Provide a Basis for Measurement.”**  
*Health Education and Behavior, 25(3): 258-278.*

## *Capacity* vs. *competence*

can be distinguished as a  
*potential* versus an *active*  
state

# Capacity

**CAPACITY IS  
POTENTIAL  
ENERGY**



# Competence

- **COMPETENCE IS ACTIVE ENERGY**



**The competent  
community not only has  
capacity, but also is able  
to apply it with great  
skill**

# An Inventory for Community Capacity

HANDOUT

# Leadership

**Formal and informal** leaders

Provide:

sense of concern

passion

ethical/moral/spiritual base

vision for action

ability to connect with

people

# Community Values

**clearly defined** norms,  
standards, and attributes

**consensus-building** about values

# Sense of Community

- Feeling of **belonging**
- Feeling that the **individual matters**
- **Fulfillment of needs** through membership
- **Emotional connection** with the place and people (common experiences and history)

# citizen participation

A diverse group of individuals who are **willing to put aside** turf, personality, power investments **to take collective action**

# skills

- the ability to **engage constructively in group process, conflict resolution, and problem-solving**
- the ability to **resist opposing or undesirable influences**
- the ability to attain a **fair level of resource exchange (how much is being given and received)**

## Understanding of Community History

- awareness of **social, political, and economic changes** that have occurred both recently or well in the past
- awareness of the **types of organizations, community groups, and community sectors** that are present
- awareness of **community standing relative to other communities**

# Critical Reflection

- the ability to **reflect on our and others' ideas assumptions and actions**
- the ability to **reason logically and scrutinize arguments** for ambiguity
- the ability for a community organization to **self-analyze its efforts at change over time**

# social & interorganizational networks

- The ability to **connect with influence** to other individuals and groups **within** **the community**

The ability to **connect with influence** to **economic, political, social and other powerful outside forces**

# Resources

**access and sharing** of resources that are both internal and external to a community

**ability to maintain** trust, confidence, and cooperation

# Community Power

the ability to **create or resist change** regarding community turf, interests, or experiences

# VIDEO PRESENTATION

USE YOUR CAPACITY CHECKLIST

# **Developing Measures of Community Capacity and Other Social Protective Community Factors**

A Three-Year Study Funded by the Centers for Disease Control and Prevention (FY 2000-02)

Robert M. Goodman, Ph.D. - Principal Investigator

Lempa, M., Goodman, R.M., Rice, J.,  
Becker, A.B. “Development of Scales  
Measuring the Capacity of Community-  
Based Initiatives,” *Health Education  
and Behavior*, (2008).

# Candidate Initiatives

Compiled a list of over 30 initiatives from Advisory Board input

Narrowed the list to 10 initiatives, ultimately used 8

## Types of initiatives

Homes on toxic land sites

Blighted and damaged homes

Harmful industries moving into neighborhoods

Affordable unsubsidized housing for life enrichment

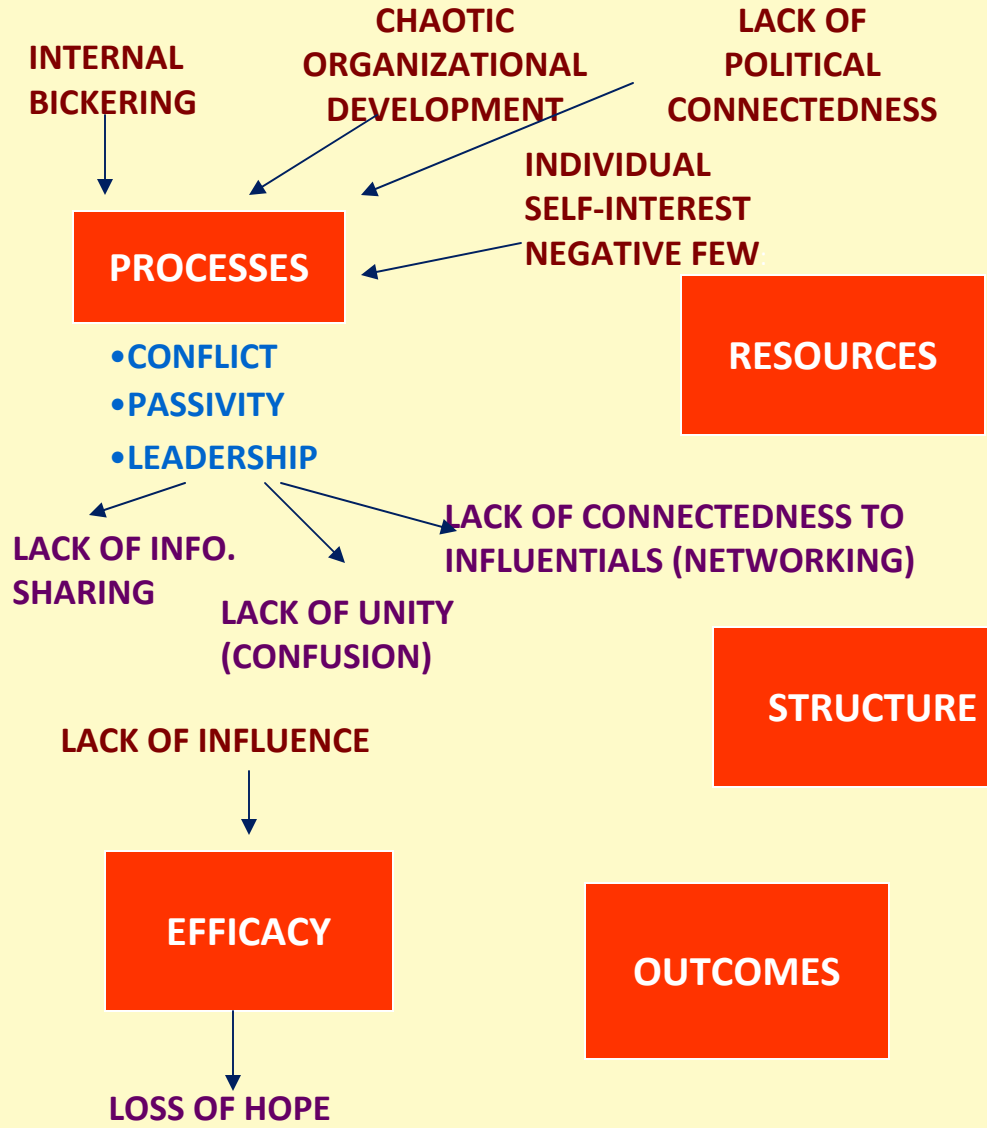
HIV-AIDS community services for African-American men  
having sex with men

# Cross Case Characterizations of Themes for Capacity

	Capacity Perceived as Evident				Capacity Perceived as Least Evident			
<b>Networking</b>								
<i>Access to "insider information"</i>	+	+	+	+	-	-	-	-
<i>Formed strategic alliances - government, industry, university</i>	+	+	+	+	-	+	-	-
<i>Influence with economic, political, religious leaders</i>	+	+	+	+	-	-	-	-

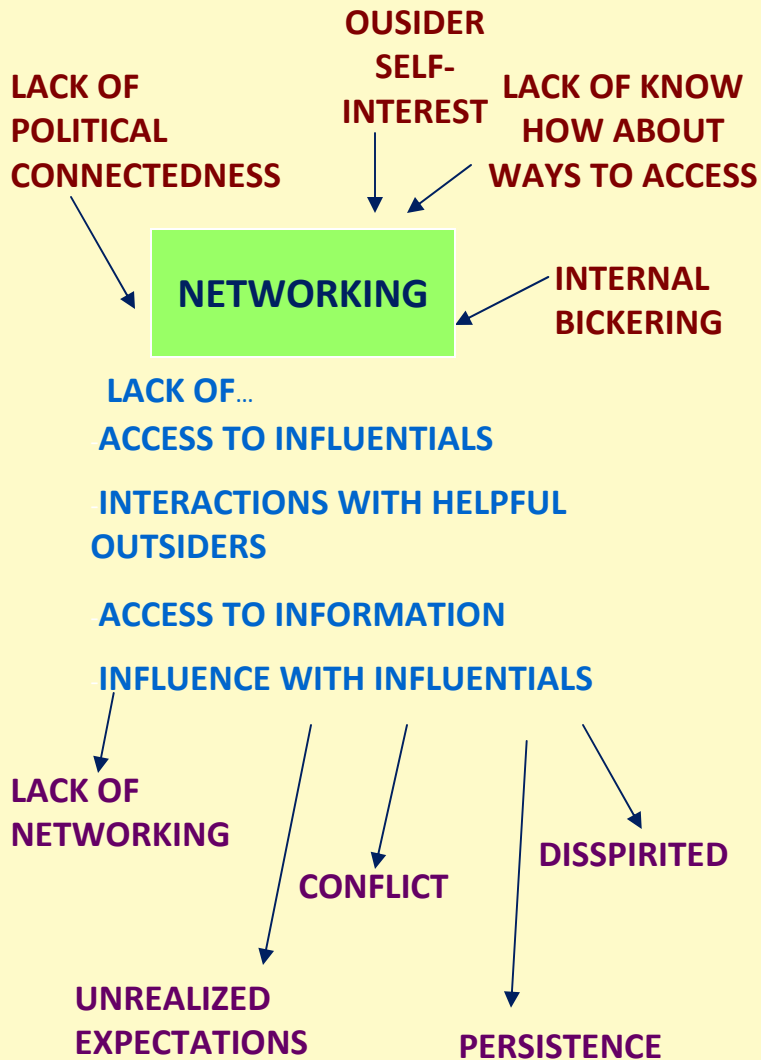
# COMMUNITY CHALLENGES

## INTERNAL CONDITIONS

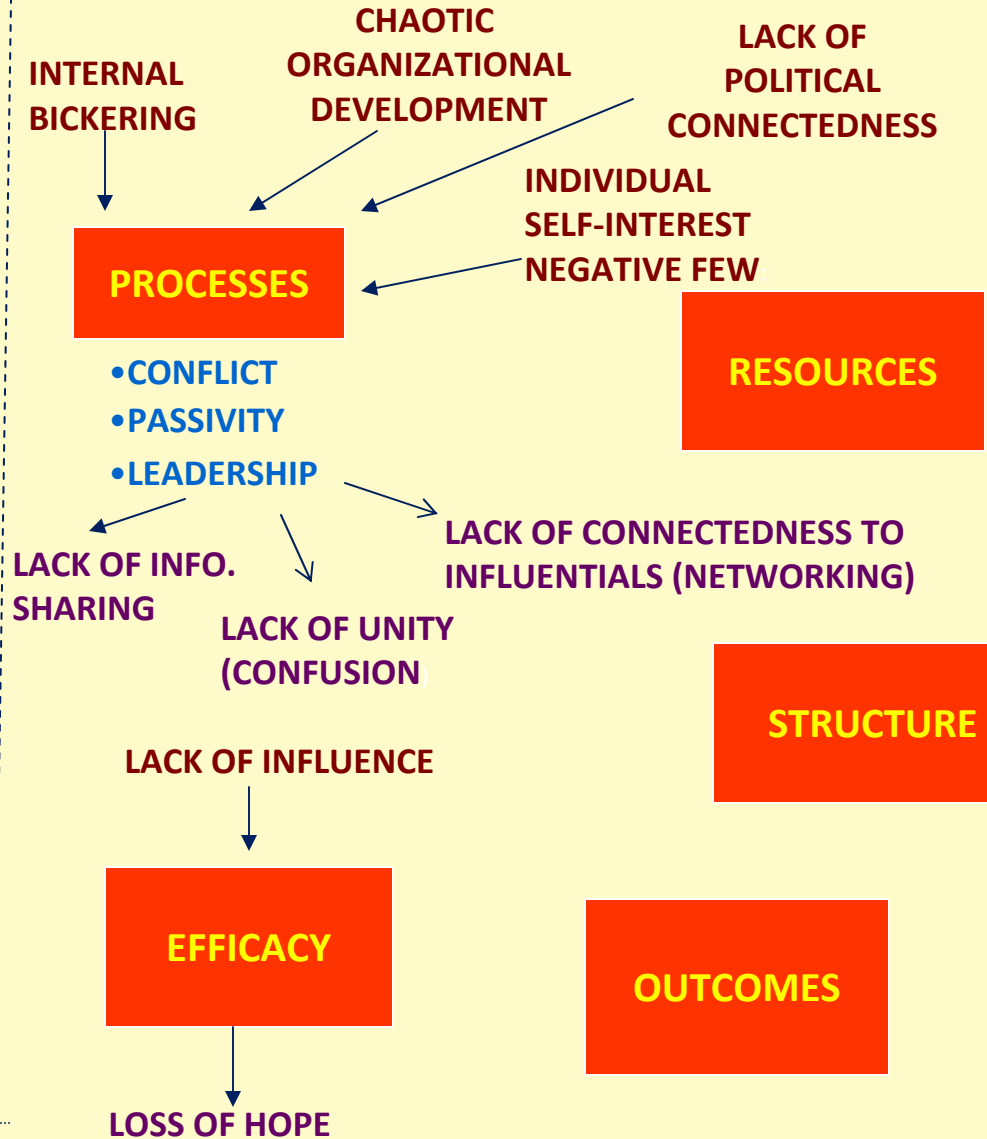


# COMMUNITY CHALLENGES

## EXTERNAL ENVIRONMENT



## INTERNAL CONDITIONS



EXAMINE THE PREVIOUS FIGURE

IT IS A PROFILE FOR LACK OF COMMUNITY CAPACITY

WHAT DO YOU PERCIEVE IS THE MOST CRITICAL  
INGREDIENT THAT IS MISSING?

Factor	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	<b>17.739</b>	<b>40.315</b>	40.315
2	3.132	7.118	47.433
3	2.506	5.696	53.130
4	1.886	4.286	57.416
5	1.758	3.995	61.411
6	1.533	3.483	64.894

# LEADERSHIP

- **Disposition**
- **Visionary**
- **Facilitates community involvement**
- **Cultivates new leadership**
- **Legitimacy**
- **Skill base**

## LEADERSHIP

### MAJOR DIMENSION

### SUBDIMENSIONS - LEVEL 1

**Disposition**

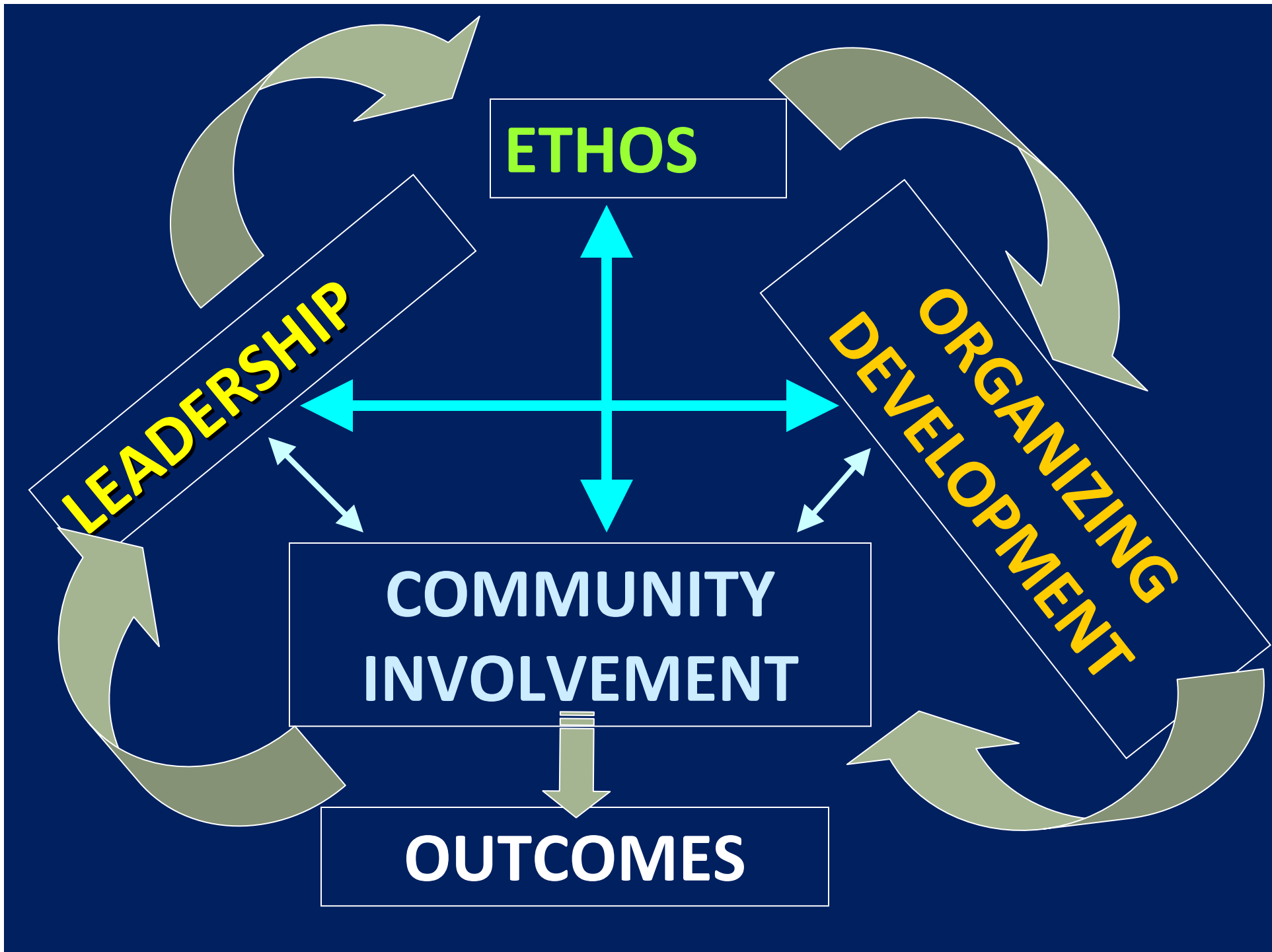
**pride  
selflessness  
fearlessness  
risk taking  
persistent  
persuasive**

**Visionary**

**Networker**

**diverse groups  
residents  
other networks**

**Goodman, R.M. “A Construct for Building the Capacity of Community-Based Initiatives in Racial and Ethnic Communities: A Qualitative Cross-Case Analysis,” *Journal of Public Health Management and Practice*, 2008, November(Suppl), S18–S25**



**LEADERSHIP**

[FEW SPONTANEOUS MASS MOVEMENTS]

**ETHOS**

[GROUNDING IN ARTICULATED PRINCIPLES]

**ORGANIZING  
DEVELOPMENT**

[DIFFERENT FROM ORGANIZATIONAL  
DEVELOPMENT]

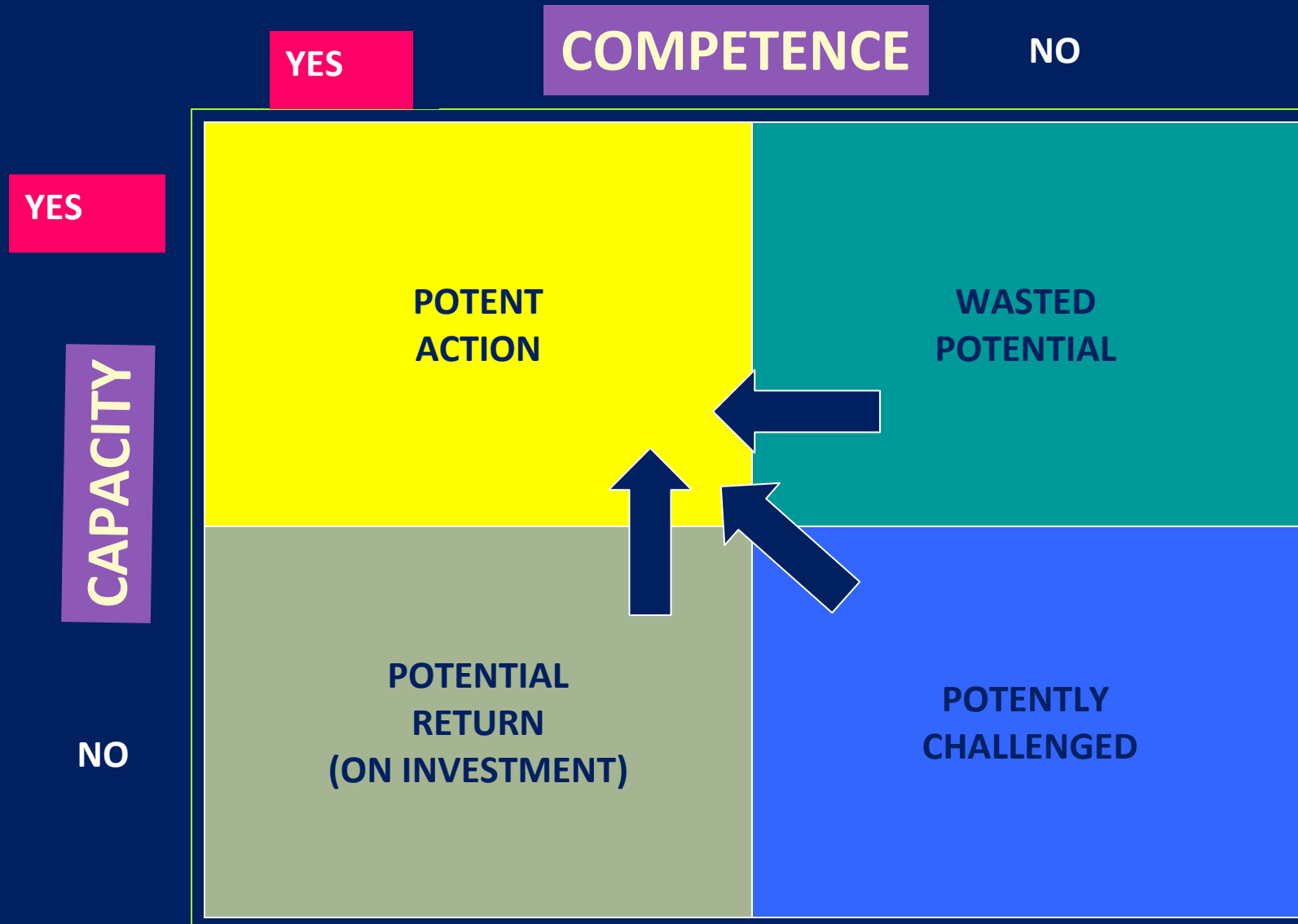
**COMMUNITY  
INVOLVEMENT**

[SENSE OF COMMUNITY IS NOT  
ENOUGH]

**OUTCOMES**

[Health Outcomes and Increased  
Community Efficacy]

# COMMUNITY CAPACITY VS. COMMUNITY COMPETENCE



LET'S  
APPLY THE  
CONCEPT

**LEADERSHIP IS THE KEY INGREDIENT**

# CAPACITY ASSESSMENT EXERCISE

THANK YOU

THANK YOU

THANK YOU

THANK YOU

THANK YOU

THANK YOU

THANK YOU