Community Engagement
COMMUNITY HEALTH TRANSFORMATION

The Center for Innovation (CFI) is partnering with the Mayo Clinic Health System (MCHS) and Employee and Community Health (ECH) to create, pilot, and implement a population health model that includes:

- **Optimized Care Team**
  A colocated, multi-disciplinary group that works together to meet the needs of a shared team patient panel.

- **Wellness Navigators**
  A volunteer-provided, clinic-embedded service that connects patients with resources to address social determinants of health.

- **Patient-centered Care Plan**
  A unified tool for patients, caregivers, and clinicians to see, make, and act on care decisions together.

- **Community Engagement**
  A clinic-based coordinator facilitates a self-sustaining, grassroots wellness movement with clinic and community champions.

Guided by the **Triple Aim** and informed by CFI’s human-centered design approach, these projects are contributing to Mayo Clinic’s preparations for the radical shift towards pay for value and accountability for the total cost of care.

COMMUNITY ENGAGEMENT

As the structure of health care shifts toward long-term responsibility for all patients within a given geographic population area, it highlights the importance of investing in proactive care and outreach to build relationships with that patient population. The traditional health care model of waiting for a person’s conditions to become acute or chronic enough to seek care will no longer make sense. The new model needs to be present in people’s daily lives and provide care in a way that builds **clinic-community relationships based on familiarity, empathy, and trust.**

Since people spend the majority of their time outside the clinic, our team recognized the value of meeting patients where they are. We identified the importance of **encouraging and supporting citizens to take control of their own health outcomes** through prevention and self-care. One way to accomplish this is for the clinic to partner with existing community health resources and facilitate the formation of new resources.

In 2010, the Center for Innovation (CFI) conducted ethnographic research in partnership with Mayo Clinic Health System in Austin to understand the unmet needs of the community, available community resources, and existing social networks. This research uncovered insights around values, perceptions, and influences with regard to health. These insights then informed a community engagement movement called Mower Refreshed, which is facilitated by the clinic’s **Community Engagement Coordinator (CEC).**

Building further on these insights, the CFI began to prototype Community Engagement activities in partnership with Mayo Family Clinic Kasson. The partnership between the CFI, Kasson clinic, and the surrounding Dodge County community jumpstarted a new, largely self-sustaining **wellness movement** called Dodge Refreshed.
REACHING BEYOND THE CLINIC
The clinic provides a Community Engagement Coordinator for the community and, in turn, the community supports the movement with its own motivation, ideas, and resources. Through the CEC, the clinic connects people and their programs to activate grassroots initiatives and encourage a shift in culture that focuses on healthy living.

CONTRIBUTING TO POPULATION HEALTH – TRIPLE AIM STRATEGY
A clinic can positively affect perceptions about patient experience by engaging with the community. Being involved demonstrates a care and concern for the community as a whole and for patients in their lives outside of the clinic. Staff members enjoy participating in community events because they gain an understanding of their community by interacting with patients in a non-clinical setting.

Clinics are increasingly responsible for patients’ health outcomes whether they come to the clinic or not. Community Engagement reaches out to patients less likely to come to the clinic, but who would benefit from health intervention. Increasing healthy behaviors in a community can prevent people from exacerbating chronic conditions or developing comorbidities.

“To be truly focused toward the needs of people, we need to concentrate on creating health, and not just reducing health care.”
— Dr. Douglas Wood, Medical Director, Center for Innovation, Mayo Clinic
Because of the interwoven nature of communities, clinics need to cast a wide net that includes not only the defined population of the clinic’s patients, but also their family, friends, neighbors, and coworkers. How can a clinic do this with limited resources?

Connecting interested, committed, like-minded people around activities that intersect with daily life and in which people find value creates engagement opportunities where they have not existed before.

Today, clinic roles exist to staff clinic visits and Community Engagement is not an operational norm in clinics. This traditional model is poised to change in significant ways with the introduction of Optimized Care Teams, Wellness Navigators, and pay-for-value reimbursement models, which provide opportunities for roles that reach beyond the clinic to support health in the community. Enter the Community Engagement Coordinator as a key connector between clinics and the populations for which they are newly accountable.

By studying Dodge Refreshed and Mower Refreshed, we have identified insights that comprise foundational principles for Community Engagement:

- Understanding the Community
- Catalyzing a Health Coalition
- Staying Connected with the Clinic

COMMUNITY ENGAGEMENT ELEMENTS

**Community Engagement Coordinator (CEC)** works with the community to create, nurture, and support the Community Health Coalition to foster sustainable and impactful healthy living programming.

**Wellness movements** promote and support efforts in the community to make healthy choices easier and more accessible for every person.

**Dodge Refreshed** is a grassroots wellness movement that builds on Mayo Clinic Austin’s work in creating Mower Refreshed. Dodge Refreshed is the umbrella idea and organization for nurturing a healthier community.

**Clinic Champions** are clinic staff members who want to use their health care knowledge base and skills to better their community. Enabling these champions to act on this motivation extends the clinic’s impact into the community.

**Community Champions** are individuals who are passionate about the health of their community. They have ideas and resources to contribute toward health goals and are motivated to collaborate with others to accomplish them.

**Community Health Coalition** is a group of individuals, leaders, and champions who have a shared interest in the health of the community. This group actively supports and creates programs and events to improve the health and wellness of the community.

**Sectors** are various community groups, like government, education, social services, and civic groups. The clinic and Community Engagement Coordinator connect these sectors in order to share the work of supporting people and providing resources for programming.
UNDERSTANDING THE COMMUNITY

+ **A community-owned wellness movement** works because it focuses on what is most important to the people the clinic seeks to affect, rather than the clinic’s assumptions about their priorities.

+ **Each community is unique** and so are its opportunities for connecting people around health. Major aspects of the community are run from hubs where people gather to chat and make things happen. Hubs can range from formal governmental meetings to informal coffeehouse gatherings.

+ **Communities are full of untapped potential.** Active and influential people are not always the “high-profile” citizens. Connecting different sectors can uncover unexpected connections and create an exciting environment to catalyze wellness initiatives.

+ **Using various modes of communication is important for reaching a range of people.** In many communities, word of mouth is the strongest communication channel, and increasingly occurs through social media. We have also found low-tech options such as newspapers and community bulletin boards have been especially effective in rural areas.

DODGE COUNTY AT A GLANCE

Population: 20,087
Data referenced from countyhealthrankings.org and the Dodge/Steele Community Health Action Plan 2010-2014 (www.co.dodge.mn.us/PH_Syearplan.html)

- Physically inactive: 20%
- Adult obesity: 32%
- Childhood overweight or obese: 70%
- Fast food restaurants: 43%
- Adult smoking: 21%
- Limited access to healthy foods: 15%
- Below the poverty line: 6.5%
- People per square mile: 46
- Children in single-parent households: 25%

SOCIAL DETERMINANTS OF HEALTH

Social determinants of health play a significant role in overall health. Community Engagement has the potential to address variables like social and behavior determinants.
CATALYZING A COMMUNITY HEALTH COALITION

+ **The Community Health Coalition is a key element for catalyzing and sustaining Community Engagement.** It connects the community on an individual and neighborhood level by gathering and connecting passionate champions who have aspirations for their community as a whole. Formed early in the Community Engagement process, it results from the CEC’s understanding of the community and clinic to identify potential champions from diverse sectors.

+ **Communities have various pockets of social networks.** These may be differentiated by sector, such as education, government, or civic group; or by geography, socioeconomic status, or culture. The Coalition creates an opportunity to cross these lines of differentiation and create connections where they were previously weak or nonexistent. It is important to think about all of these community pockets and be purposeful about tapping into diverse networks in order to ensure greater reach.

+ **Goal Groups framed around specific objectives help organize the Coalition's structure.** Dodge Refreshed and Mower Refreshed use the following four Goal Groups:
  - **Healthier Choices** develops sustainable strategies that encourage the population to make healthier choices.
  - **Mental Fitness** encourages and equips citizens in building resilience to stress and anxiety.
  - **Workforce Wellness** creates a healthier and more productive workforce.
  - **Community Connections** connects people to services, events, organizations, and resources that promote healthy living.
STAYING CONNECTED WITH THE CLINIC

Building relationships at the clinic is important to the success of a Community Engagement program. When the CEC spends time at the clinic and talks with clinic staff, it piques the interest of potential champions. Often, passionate individuals with great ideas already exist in the clinic and are only waiting for an opportunity to engage.

Leadership support is critical. Clinic directors and managers can act as cheerleaders for Community Engagement and encourage staff participation. The opportunity for financial support is obvious, but indirect support can be just as impactful and remove logistical hurdles. Support might include providing space for the Coalition to gather, office supplies for meetings, medical supplies for events, or educational materials for community members.

Establishing a clinic workgroup allows Community Engagement work to be reflected within the clinic. This group helps communicate new activities and opportunities to both staff and patients. Clinic Champions have the chance to step forward and act on their ideas, bridging the gap between their professional and community identities.

Metrics are key for clinic support and provide feedback on the impact of activities. Qualitative testimonials and quantitative data work together to communicate how patients and community members perceive and have been affected by Community Engagement. Storytelling is an effective means of gathering information when metrics are not easily quantifiable.

ENGAGEMENT HAS A RIPPLE EFFECT ON CLINIC STAFF

As staff members become involved in Community Engagement, there is a ripple effect that encourages others to participate. One of the first connections the CEC made at Kasson clinic was with the Worksite Wellness Champion who began to identify areas where her objectives to promote wellness among clinic staff intersected with Community Engagement.

“I came across an event that I think would be a good fit for Dodge Refreshed…I’d even be available to help!”

— Kasson clinic Worksite Wellness Champion

Soon after, other clinic staff began to contact the CEC with ideas or offers to participate. Community Engagement provided clinic staff the mechanism and resources to execute ideas they already had about how to promote health in their community.

In response to this potential, leadership formed a clinic workgroup that decides how Dodge Refreshed, as a community-driven movement, connects to the clinic and how that is communicated to the rest of the staff. This workgroup included at least one member from each discipline within the clinic – desk staff, nursing, residents, etc. To communicate with patients and staff, this group revamped an existing bulletin board to display information on monthly wellness themes and highlight the clinic’s community involvement.

With the CEC role and formation of this workgroup, Community Engagement activities in the clinic become part of operations. The clinic is able to unlock the potential for staff to contribute, participate, and find even more meaning in their health care work as they see it connect to the community they serve.
OPPORTUNITIES

We will continue to learn about the impact of this grassroots approach to Community Engagement by studying Dodge Refreshed and Mower Refreshed as they evolve over time.

Questions still remain with regard to the core principles for Community Engagement. Some are short-term, while others examine a bigger, long-term picture. How many healthy activities do community members participate in? Do they know how to find healthy activities? Can we see improvements in activity levels or diet? Are community members aware of the clinic’s involvement in community events? Has this changed their perception of the clinic? Has the overall perception of community health changed?

The Dodge Refreshed activities began in Fall 2012 and continue to emerge as opportunities to study the impact of a dedicated Community Engagement Coordinator and community-driven wellness movement.

HEALTHY LIVING LISTINGS

At the Kasson clinic, patients working with the Wellness Navigator program often expressed the desire to do healthy activities, but they didn’t know what programming existed. In response, the CEC created monthly Healthy Living Listings, which are posted in the clinic, online, in local newspapers, and on popular bulletin boards in cafés and grocery stores.

The Listings were an easy way to start the wellness movement because of connections with community champions who were involved with local newspapers. They also required little time investment because they recognized and promoted existing healthy programming in Dodge County. This began a model of creating a community-wide healthy living resource based on individual, in-clinic patient needs.

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<tr>
<th>2013</th>
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<tr>
<td>The Family Dinner Project Community Dinner</td>
<td>The 1st Annual Healthy Living Expo and more to come</td>
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<td>Monthly Healthy Living Listings</td>
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<td>K-M A/V Club Video</td>
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<td>Free Sports Physicals Night</td>
<td>The Healthy Living Listings reach over 3,000 households in Dodge County through local newspapers.</td>
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<td>5-2-1-0 Let’s Go! (Small Steps)</td>
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<td>The Family Dinner Project 2-day Workshop</td>
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<td>Dodge Refreshed Community Health Coalition</td>
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<td>2nd Annual Dodge Refreshed Health Summit</td>
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<td>Dodge County Home &amp; Business Expo booth</td>
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<td>Xtreme Fitness Health Fair</td>
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<td>Kasson Clinic Community Gardens</td>
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<td>Summer of Service at Relay for Life</td>
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<td>Summer of Service Playground Project</td>
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<td>Relay for Life Booth &amp; Swing dance</td>
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<td>Formation of Kasson Clinic Workgroup</td>
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<td>Kasson Clinic Bulletin Board</td>
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SPORTS PHYSICALS
The clinic can also use Community Engagement to sustain activities that previously depended solely on the volunteer effort of clinic staff. The free sports physicals night used to be an annual routine, but hadn’t occurred for several years. This is an example of where an operational commitment is necessary for sustaining these initiatives.

This year, one resident physician restarted and organized the event. This emphasized the clinic’s commitment to helping students safely participate in athletics. This year was different because the CEC was present at the Kasson clinic as a dedicated role who could help facilitate communication between the schools and the clinic to optimize participation.

Students from local school districts were invited to come to the clinic free of charge to gain medical approval for physical activity, thus clearing them to participate in school athletics. Clinic staff volunteers stayed afterhours to run the height/weight, vision, and medical stations of the physical. Offering these physicals free of charge reduced fear of cost, removing one common barrier to health care. It also allowed physicians to catch potentially dangerous conditions before complications might have occurred during a sporting event.

“This is the big medical aim of the physical: to catch those few students that may have something serious that we can prevent...athletes may have been caught early on that prevented a future bad outcome on the field...That is priceless and why we do what we do!”
–Kasson clinic resident physician

RELAY FOR LIFE
The Kasson clinic has a strong history of supporting the annual Relay for Life with an active fundraising team called Healing Hands. This year, the team assembled and decorated the “HOPE” balloon arch, did a swing dance demo, styled neon hair, sold jewelry, and held a healthy cookbook raffle. First-year residents also took blood pressures and handed out patient education materials.

In 2012, Dodge County ranked 2nd per capita for Relay fundraising in the nation and over 1000 community members attend the Stroll each year. The clinic participated in this event because it has a huge presence in the Dodge County community. Further, its focus on cancer awareness and research creates an opportunity for the clinic to participate and offer educational materials.

The first-year residents appreciated their experience at the Stroll because it occurred just after they had begun their training. They chatted with participants and got a feel for the rural community outside of the clinic setting.

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In addition, clinic staff members engaged friends and neighbors in conversation. Staff members also identify themselves as community members; the overlap of these identities is important to recognize when planning the clinic’s involvement in community events.

“[I participated in Relay for Life because] I was new to Kasson, new to Minnesota, and new to Mayo. I wanted to really get to know the community I was serving better and to play an active and meaningful role in the clinic.”
– Second-year resident physician, Kasson Clinic
CHT: Community Engagement

DODGE COUNTY BUSINESS EXPO
As part of its Community Engagement programming, the Kasson clinic began to host a booth at this well-attended annual expo, measuring blood pressure and blood glucose, assessing health and wellness through an iPad survey, handing out stickers for kids, and chatting with community members. Many community members said they remembered stopping at the booth in 2012 and returned in 2013 to get their blood pressures re-checked or because they recognized members of their care team. A common response from community members and clinic staff alike was that they enjoyed talking to each other in an environment that was more relaxed and less stressed for time.

The value of this event to the clinic was that staff had time to connect with patients as members of a community, outside of the clinic setting. Nurses and physicians chatted with familiar patients who stopped by to say hello and provided a point of care or education for people who hadn’t been to the clinic in years.

In 2013, Optimized Care Teams were introduced into the Kasson clinic, which shifted care from an individual provider to a multi-disciplinary team. Many patients expressed concern and confusion over the topic. Because the CEC organized the expo booth, clinic staff members had the opportunity to alleviate these concerns and share positive messages about the change with family, friends, and neighbors.

I’ve heard of them…I think I’m on Team White ... They mentioned it during my last appointment, but I was really sick so I don’t know. Why can’t I see my doctor anymore?

- Example of patient concerns

COMMUNITY GARDENS
In Summer 2012, staff at the Kasson clinic built and planted five community garden plots on the front lawn of the clinic. Staff members wanted to open the gardens to all community members in 2013, so the clinic and Dodge Refreshed collaborated with the Kasson Public Library and Dodge County Master Gardeners to replant the plots. The CEC organized three planting sessions during library story times with young children and their parents. The clinic staff helped kids plant the gardens while Master Gardeners educated participants about gardening and its perks.

Having community gardens allows the clinic to extend an outward-facing image of embracing health and wellness. Patients benefit in multiple ways. For example, a dietitian could help them learn on-site about eating healthier and growing food. The clinic also benefits by extending this commitment to health and wellness to its own staff and the broader community. The gardens were an inviting space for anyone who wanted to stop by to pull a few weeds or harvest the produce.

“I have several times walked with my family to the garden to weed, or pick something. I think for my daughter it is another way to make the clinic a ‘not so scary place.’”

-Community member
THE FAMILY DINNER PROJECT

The partnership between The Family Dinner Project (FDP) and Dodge Refreshed is an example of how one connection can catch interest and branch into the community. The FDP is a Boston-based non-profit that promotes the benefits of families eating together. The CEC and Dodge Refreshed first partnered with the FDP in Fall 2012 to host two community dinners in Dodge County, connecting over 50 participants with their 4-week curriculum, which families use to build the habit of family dinnertime through food, fun, and conversation.

More recently, the FDP partnered with Dodge Refreshed and Mower Refreshed to hold two “Train the Trainer” workshops in July 2013. These workshops equipped Community Champions with tools to facilitate events without the presence of the FDP staff, allowing for further program diffusion.

One participant in Dodge County has become a particularly strong Community Champion for the FDP programming. She organized a “DIY Neighborhood Dinner Party,” where she invited two other families into her home and introduced them to the same 4-week program, but on a smaller and more personal scale. These three families rotate dinner locations every few weeks, checking in on goals and discussing challenges and opportunities. Another participant from Mower Refreshed also held a DIY Party and now has a workgroup to decide how to further diffuse their new FDP tools.

“It was a great chance to get together, unwind, and reconnect. If we don’t do it perfectly, I’m fine with that. It’s the awareness piece of it, knowing that it’s possible to get something out of family dinners.”

- Community dinner participant

“I didn’t realize how many health benefits there were to eating a family meal. I didn’t realize that it could reduce obesity, that it could get kids more comfortable with coming to their parents when they’re having issues in school, and that overall it’s a positive benefit that they hopefully will carry on.”

- Community Champion

The accounts of families working toward their family dinner goals were an especially compelling indicator of success. Families learned to build the habit of eating together, enjoy meaningful conversation, and live healthier.
DIFFUSION

COMMUNITY ENGAGEMENT COORDINATOR ROLE

The Community Engagement Coordinator role is a clinic-funded position. Ideal candidates are interested in working towards positive impact in their community and have prior experiences that required connecting effectively with people, which might include experience in local sales or real estate.

The CEC collaborates with the clinic and facilitates the Community Health Coalition to develop self-sustaining programming that promotes and enables long-term health and wellness in the community. The CEC begins the grassroots wellness movement by canvassing community sectors. This includes one-on-one meetings with community and clinic leaders, patient interviews, and attending other community meetings to understand health priorities.

During this process, the CEC identifies Community and Clinic Champions who are enthusiastic about affecting the health of the community. These champions and the CEC form a Community Health Coalition, [Your County] Refreshed, and identify health opportunities along with how to address them. This movement develops organically according to the individual community and culture.

ROADMAP TO COMMUNITY HEALTH COALITION

The following steps - Engage, Activate, Sustain - describe how a Community Engagement Coordinator can get started.

**Engage**

- Attend a clinic staff meeting and ask staff to share their individual community involvement, whether for the clinic or in their personal lives. Ask clinic leadership if the clinic has done past community engagement, such as a table at the county fair or nursing home site visits, and agree on the process for approving future events.

- Spend time talking to community members to find out what they know about local healthy activities and programming, and what they wish existed. Connect with local clubs and informal groups, going to places where people gather – diners, cafés, recreation centers, senior centers.

- Meet with community leaders and other enthusiasts to seek out existing programs and gauge potential for new ones. This will help you identify people who are excited about collaborating with the CEC and the clinic and create a list of potential champions.

- If there is a local Residency training program or university campus, seek out students or trainees whose academic programs and personal interests include community engagement.

- Learn what other professionals and resources are available at the clinic (e.g. dietitian, physical therapy, behavioral health, etc).

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"Once I found out that you were from here, and that you know people and places that I know, I felt a lot more comfortable about the idea. Like you actually get what this community is about."

-Clinic staff member, in response to the new Community Engagement Coordinator

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Key attributes of a Community Engagement Coordinator

+ Knowledge and experience with the surrounding community
+ Works effectively with a diverse group of people
+ Strong facilitation and communication skills
+ Ability to proactively identify opportunities and follow through
+ Strong creative problem solving skills
+ Ability to organize people and events
+ Works well independently

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Activate

+ Recruit and start with a small group of 5-6 Community and Clinic Champions to meet and discuss community priorities. Ask them to identify opportunity areas for healthy programming.

+ During this brainstorming process, most ideas can be put into one of two buckets: goals and means. These two buckets can be used to identify key words and phrases to write a mission statement for your wellness movement.

+ Establishing a name (like Dodge Refreshed) and mission statement provides direction for the Coalition. It also helps narrow down health priorities to a few focus points and lays a foundation for the Coalition to be recognized, promoted, and developed.

+ Organize an annual Community Health Summit to evaluate local health opportunities and update the community on the Community Engagement efforts. This is an event open to the public that will further activate existing champions while also recruiting new ones. Most importantly, the summit is community-run and any community or clinic member can participate to voice opinions about health priorities. Topics are kept as open-ended as possible to allow room for participants to free-associate and brainstorm. The CEC facilitates general topics, keeps discussion times on track and summarizes the outputs.

Health Summit attendees were asked, “What makes a healthy community?” Size indicates word prevalence among responses.

Empowering Dodge County residents to grow in health and wellness by promoting awareness, improving access to resources, and building strong connections.

Dodge Refreshed
Making healthy choices a priority

The Kasson-Mantorville High School A/V club created a video about their community which was shared at the summit.
Sustain

• Lead by example. Organize one or two initial activities to help inspire and encourage the Community Coalition to move forward with new ideas and programs.

• Network with other community health workers and grassroots movements in your region. This will help prevent overlap and provide the opportunity for cross-promotion and combining of resources. For example, your clinic's staff could partner with Public Health workers to run a blood pressure booth at the county fair.

• Explore additional connections. Reach beyond the community to find groups that share your wellness mission. Look for opportunities to collaborate and share promotional and organizational tools to avoid reinventing the wheel. Offer ideas from your wellness movement as well, especially when sharing branding as with Dodge Refreshed and Mower Refreshed.

SOCIAL MEDIA IS AN INDICATOR OF INTEREST AND AWARENESS

Dodge Refreshed, launched in February 2013, has seen a consistently upward trend of followers on social media. It is a quick, easy way for the CEC and champions to connect with Dodge County because it reflects the networked community. Social media also provides a way to connect with other community groups and share one another’s posts. For example, The Center Clinic in Dodge Center is a key connector for many Hispanic families in the area and has an active Facebook page for sharing events and promoting wellness.

655 Wordpress views
55 Facebook likes
14,201 Friends of Fans

Statistics from the Dodge Refreshed website and Facebook page from February to September 2013.
MEASURE AND COMMUNICATE

+ Keep track of everything. Create tools to record every meeting, notes, quotes, ideas, and anything else you do. Qualitative testimonials are especially useful for reporting on Community Engagement efforts. Other things like contact information and group affiliations will be important for making connections and planning projects.

+ Record all activities and ideas. Identify them as past, current, recurring, or on-the-shelf. Sometimes an activity is a great idea but is not feasible in the moment. Include these “on-the-shelf” activities because they may come up later with a new champion or in a different season.

+ Set up regular meetings with champions to touch base and help with contacts or organizing activities.

+ Communicate engagement opportunities to all clinic staff and recognize their participation to provide positive reinforcement.

+ Communicate results to clinic leaders, highlighting impact and return on investment to ensure continued support for Community Engagement. Near-term indicators may include patient perceptions of the clinic or increased awareness and participation in healthy activities. In addition, record stories that demonstrate the impact on individual patients’ health and wellbeing or the “ripple effect” of an initiative across a patient population’s social network.

FUTURE WORK
The CFI continues to collaborate with the Mayo Clinic Office of Population Health to support the continued development and broad diffusion of the Mayo Model of Community Care. As Community Engagement activities like Dodge and Mower Refreshed Community Engagement activities evolve over time, we will gain even more insight into community priorities and health behaviors. The potential for this low cost, high impact program is widely diffusible and we look forward to seeing how other clinics adopt and adapt Community Engagement in their own settings.

Tools we have created for Community Engagement are available to Mayo Clinic employees on the CFI’s internal website or can be requested by contacting innovation@mayo.edu