
Healthy Neighborhoods Learning Collaborative

Health Equity Policy and Systems Change Workshop

November 14, 2019



- Deepen understanding of policy and systems change toward health equity
- Explore ways to better integrate equity focused policy and systems change strategies into existing work
- Provide opportunities for peer dialogue on current challenges and group brainstorming on solutions

Agenda

9:30-10:30	Setting the Stage: Revisiting a Health Equity Framework
10:15-10:30	Break
10:30-11:50	Making It Real: Deepening and Sustaining the Work Towards Health Equity <i>World Café</i>
11:50-12:30	Lunch
12:30-1:00	<i>World Café (continued)</i>
1:00-1:45	Group Report Out, Close

PolicyLink Team



Amanda Navarro
Managing Director



Michele Silver
Senior Associate

Organizational Mission

PolicyLink is a national research and action institute advancing racial and economic equity by Lifting Up What Works®. [Equity](#) is just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

Population

The 100 million people in America living at or below 200 percent of poverty.

Result

All people have economic security, live in healthy communities of opportunity, and benefit from a just society.

Three Equity Drivers:

- Equitable Economy
- Healthy Communities of Opportunity
- Just Society

Four Functions:

- Policy Advocacy
- Framing and Communications
- Constituency and Network Engagement
- Implementation Capacity

Survey Results (n=16)

- Top 3 barriers to health equity:
 1. Poverty
 2. Lack of access to nutritious, affordable food
 3. Unhealthy diets
- 2-3 changes needed to improve health:
 1. Comprehensively addressing SDOH
 2. Access to healthcare
 3. Education, esp. diet and exercise
- 44% are unsure your organization is equipped to address racism and bias in its work

Survey Results (n=16)

I have a clear understanding of health equity.	63% Agree
I am clear on the distinction between health disparities and health inequities.	44% Agree
I consistently engage community members in providing input into my work.	63% Agree
I understand of how social, economic, and environmental conditions contribute to health.	100% Agree or Strongly Agree
I understand how my organization can contribute to policy and/or systems changes to advance health equity.	50% Unsure
I feel equipped with the skills and knowledge to advance policy and/or systems changes to advance health equity.	94% Unsure Or Disagree
I am aware of how my own attitudes and behaviors may perpetuate prejudice, bias and stereotypes, potentially resulting in exclusion of particular groups.	75% Agree
I understand how racism contributes to health inequities. I am comfortable discussing issues of racism with others at work.	75% Agree or Strongly Agree

Survey Results (n=16)

I am comfortable discussing issues of racism with others at work.	87% Agree or Strongly Agree
When others use biased language or behavior, I feel I can speak up, ask them to refrain, and state my reasons.	81% Agree or Strongly Agree
I can explain how my role contributes to advancing health equity.	81% Agree or Strongly Agree
I actively advocate for equity in my programs and practices.	69% Agree or Strongly Agree
I am able to identify areas within my work in neighborhoods where equity can be integrated.	63% Agree
I feel equipped to implement strategies that advance equity within my organization.	44% Unsure
I have access to resources to better understand how my biases impact the work I do in communities.	57% Unsure

What is Equity?



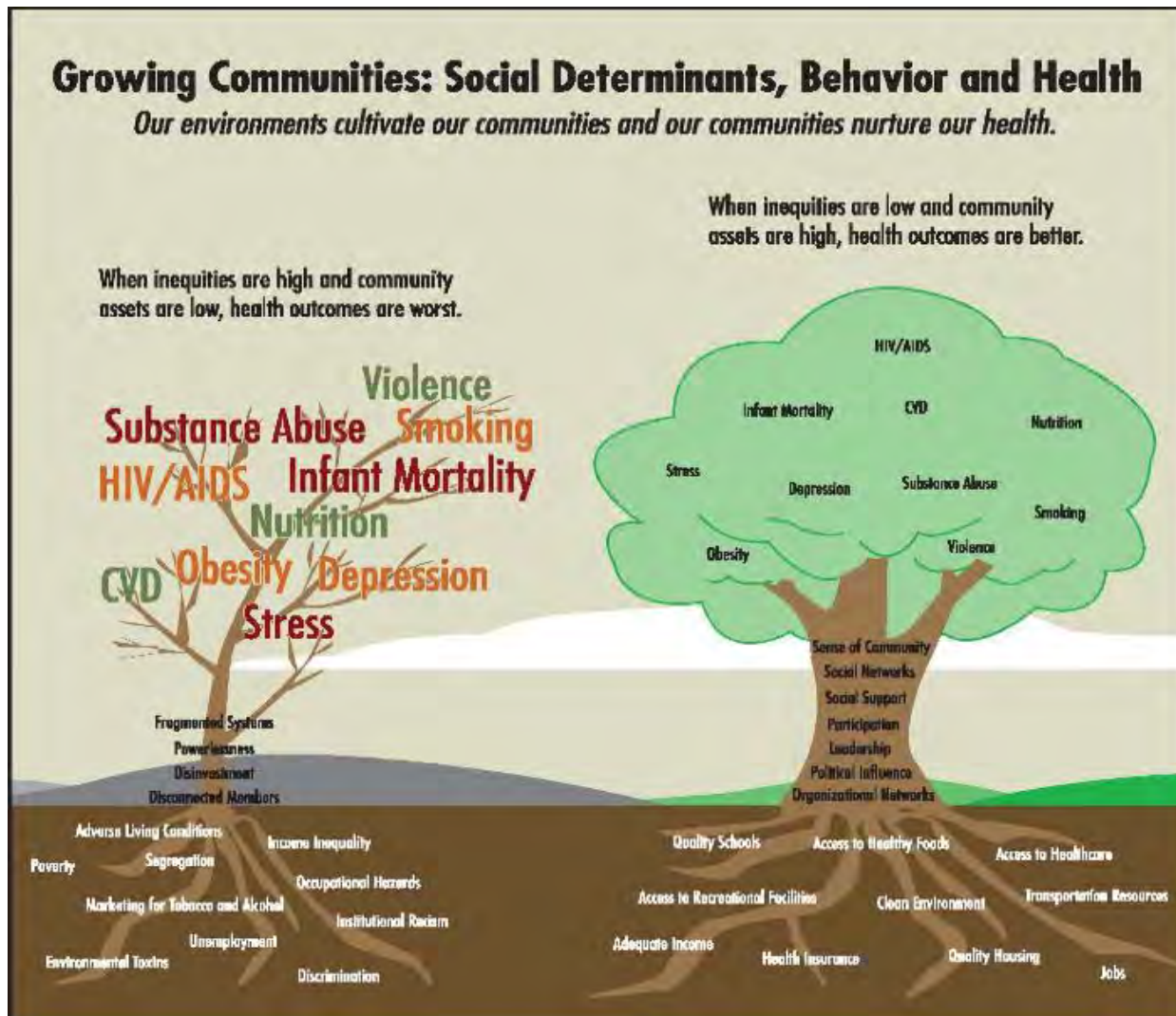
Equity is:

just and fair inclusion

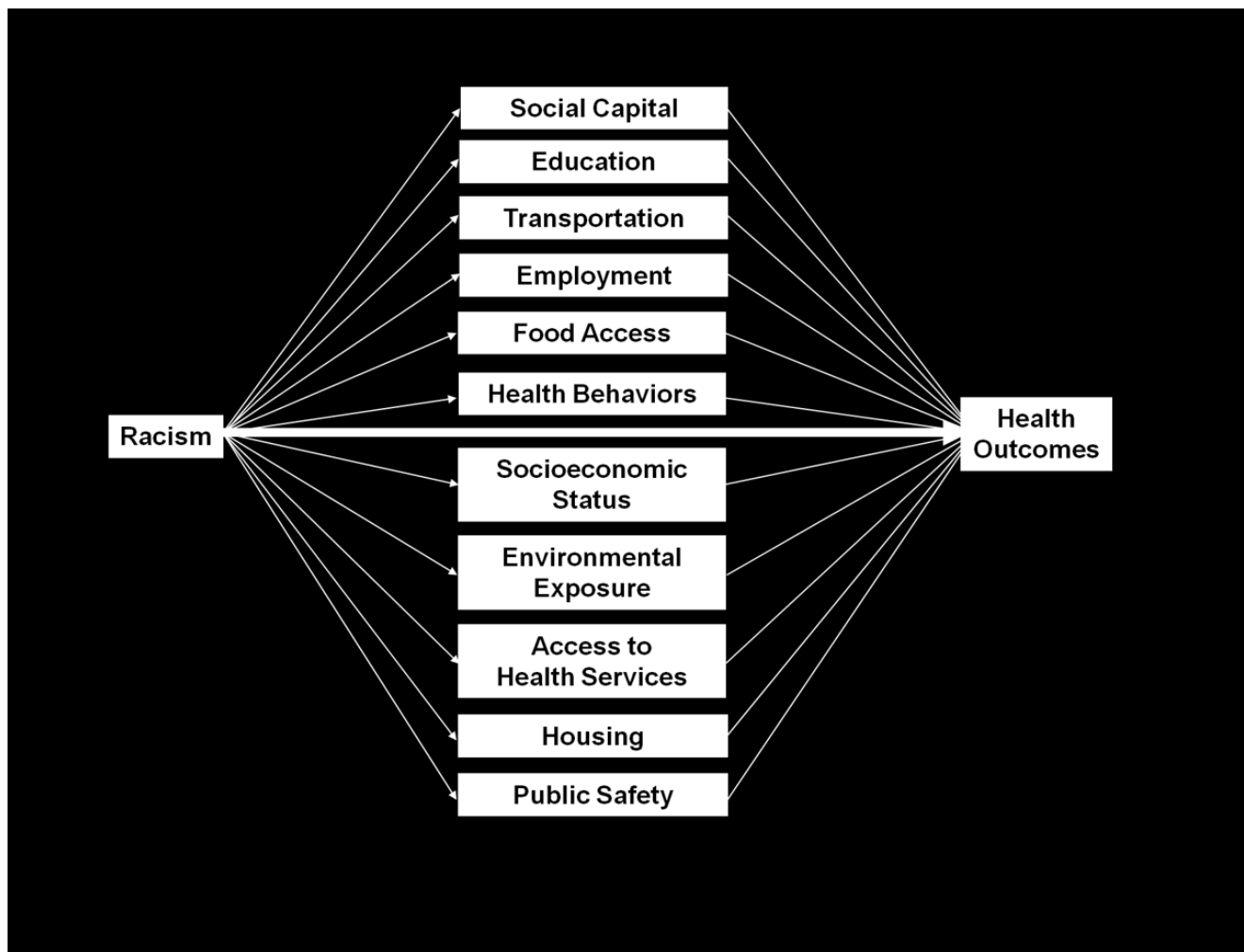
into a society in which all can participate, prosper, and reach their full potential.

- Who benefits?**
- Who decides?**
- Who owns?**
- Who pays?**
- Who leads/governs?**
- Who is missing?**

Health Inequities



Structural Racism and Social Determinants of Health



Boston Public Health Commission Health Equity Framework

<http://www.bphc.org/whatwedo/health-equity-social-justice/what-is-health-equity/Pages/Why-Racism-Matters.aspx>

Diversity, Inclusion, and Equity



Diversity
(Input)



Inclusive
Culture
(Accelerant)



Equity
(Innovation)



In pairs, discuss:

- Have you thought about equity in the context of your work and structure? If so, how? If not, why not?
- How do you see your organization's work fitting into this equity framework?

The How and What of Equity?



How: Process

- Voice and Wisdom, Honoring Culture, Leadership and Power
- Data Collection and Analyses



What: Policy Change

- Scaling Innovations
- Strategy, Advocacy, Communications



What: Systems and Structural Transformation

- Removing Oppressive Systems and Structures
- Building New Systems and Structures
- Shifting paradigms and culture

National Equity Atlas

Indicators framework

Demographics

- Who lives in the region and how is this changing?

Economic Vitality

- Can all residents participate in and contribute to economic vitality?

Readiness

- Is the workforce prepared for the 21st century economy?

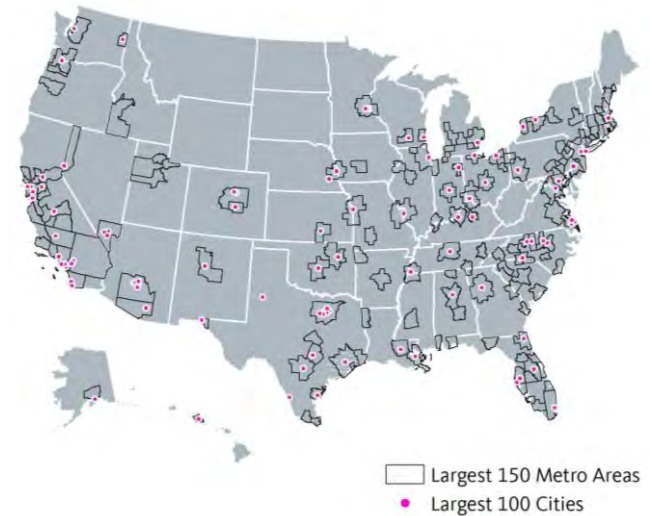
Connectedness

- Are residents connected to each other and the region's assets and opportunities?

Economic Benefits

- What are the benefits of racial economic inclusion to the broader economy?

The screenshot shows the homepage of the National Equity Atlas. At the top, it says "Data to Build an Equitable Economy" and "National Equity Atlas". There are navigation links for "About the Atlas", "Data Summaries", "Indicators", "Reports", and "Data in Action". A featured report titled "Report: Bridging the Racial Generation Gap" is highlighted, with a sub-headline: "This brief examines the demographic divergence between young and old, and its impact on k-12 education spending." Below the text is a photograph of diverse children in a classroom. A blue button says "Begin with the U.S. Summary".



Understanding Systems and Dynamics



Data Collection/Analysis

- What data collection and analysis has been or is currently being undertaken to understand community conditions?
- What indicators are you using in your analysis to better understand health inequities in your communities?
- *Who* is most impacted by these inequities? *Where* are these inequities most severe?
- How are community assets being identified?
- What learning has come from community residents?
- *Who* and *how* are community residents leading and owning the data process?

Why Is Engagement & Leadership Important?

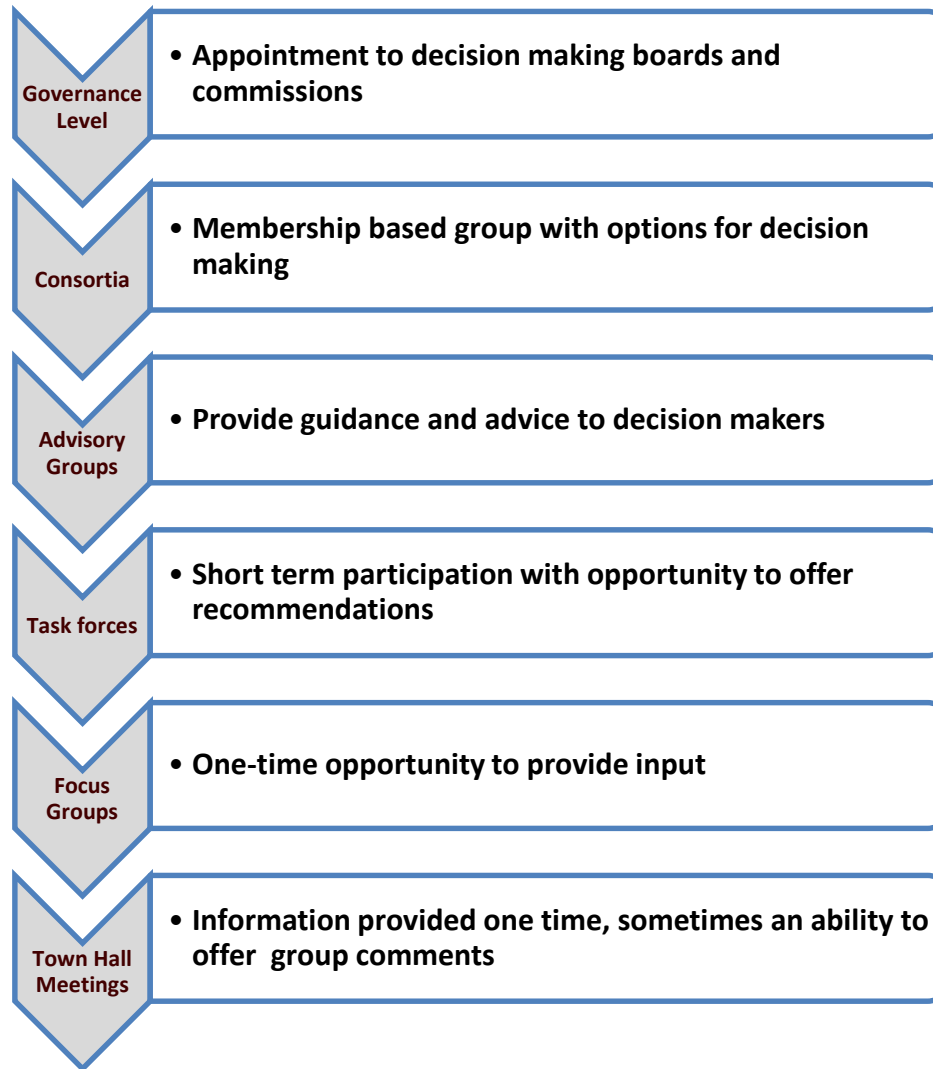
- Processes have *historically excluded* and *marginalized*
- Knowledge and perspective of low-income communities and communities of color is *vital* to turning visions for revitalization into reality
- Lack of engagement in the process sometimes results in *opposition to results* that does not reflect community needs
- Meaningful community engagement requires participation in governance and decision making

Community Engagement Considerations

- Acknowledge power dynamics
- Address issues of race, culture, class
- Outreach is not engagement
- Be willing to slow the process down
- Be intentional on inclusion, accessibility, and transparency
- Target resources for ongoing engagement

Institutional Structures for Community Engagement and Power Sharing

Stronger
Impact



Weaker
Impact

What is Power?

BREAKING DOWN POWER

POWER IS THE ABILITY TO ACT



To create change, you need to understand who the players are in your community, and what kind of influence they have. Here's a breakdown of what power looks like, and who holds it.

CIVIC // POWER OF ORGANIZED PEOPLE



Families



Advocacy Groups



Congregations



Unions



Civic Associations

PRIVATE // POWER OF ORGANIZED MONEY



Financial Services



Energy Companies



Real Estate Development



Manufacturing

PUBLIC // POWER OF POSITION



Elected Officials



Government Agencies

Leadership for Educational Equity
<https://live.educationalequity.org/organizing-graphic>

Amplifying Community Power

The infographic is divided into three main sections. The left section, 'BUILDING POWER', features a red brick wall background with two people, a man and a woman, passing papers. The middle section, 'SHARING POWER', has a purple background with a network of lines connecting various circular icons of diverse people. The right section, 'WIELDING POWER', has an orange background with a white classical building and a woman speaking at a podium. A torch icon is positioned at the top right of this section.

WIELDING POWER

POWER MOVES INVITES YOU TO EXPLORE THREE DIMENSIONS OF POWER

BUILDING POWER
Supporting systemic change by funding civic engagement, advocacy and community organizing among marginalized communities

SHARING POWER
Nurturing transparent, trusting relationships and co-creating strategies with stakeholders

WIELDING POWER
Exercising public leadership beyond grantmaking to create equitable, catalytic change

Together, these three dimensions represent the highest aspiration for grantmaking that advances equity & justice

National Committee for Responsive Philanthropy, Power Moves
<https://www.ncrp.org/initiatives/philamplify/power-moves-philanthropy>

CHICAGO BEYOND →

Chicago Beyond was created to continue the fight against the inequities pervasive in Chicago's communities. Over \$30 million has been invested since 2016 in community-led initiatives and individuals who are fighting for all youth to achieve their fullest human potential, in Chicago and beyond.



Equity In Action: Chicago Beyond

WHY AM I ALWAYS BEING RESEARCHED? ➔

A guidebook for community organizations, researchers,
and funders to help us get from insufficient
understanding to more authentic truth

➔ [Download Guidebook](#)

Pictured: Jonte

**THIS GUIDEBOOK IS BASED OFF OF ONE SINGULAR PREMISE: IF EVIDENCE MATTERS, WE
MUST CARE HOW IT GETS MADE.**

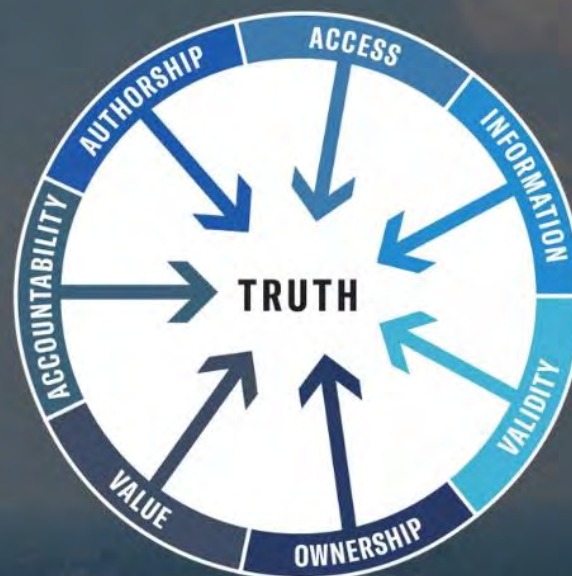
Seven Inequities Held in Place by Power, Seven Opportunities for Change

The work of changing “how it’s always been done” is hard. The most important thing for all of us is human engagement and a continuous effort to check our biases. Making technical changes without this commitment to openness will not work.

Community organizations, researchers, and funders can...

- Bring awareness to your own biases and assumptions.
- Start with this commitment and find new ways to relate to each other.

ACCESS	+
INFORMATION	+
VALIDITY	+
OWNERSHIP	+
VALUE	+
ACCOUNTABILITY	+
AUTHORSHIP	+



The How and What of Equity?



How: Process

- Voice and Wisdom, Honoring Culture, Leadership and Power
- Data Collection and Analyses



What: Policy Change

- Scaling Innovations
- Strategy, Advocacy, Communications



What: Systems and Structural Transformation

- Removing Oppressive Systems and Structures
- Building New Systems and Structures
- Shifting paradigms and culture

Equity & Policy Framework



Multnomah County Health Equity Initiative

The Curb-Cut Effect

When smart, sustainable strategies are tailored to the needs of the most vulnerable communities, opportunities and outcomes improve for all.

Targeting strategies to those in greatest need deliver outside benefits to society.

Inextricable Fates

The life outcomes of the most vulnerable will determine the life outcomes of society.



Equitable Policies:

- Include equity as criteria for inclusion and/or prioritization of policies
- Identify policies important to low-income communities, communities of color and other vulnerable populations
- Target benefits to vulnerable populations
- Prioritize provision of resources to areas that need it most

Advocacy



Equity In Action: Recent Wins in California

Protecting Vulnerable Renters

- **Tenant Protection Act of 2019 (AB 1482):** California renters will now be protected from rent gouging and unscrupulous landlords, who, for too long, have been able to evict renters without just cause.

Uplifting Boys and Men of Color, Their Families, and Communities

- **SB 419:** prohibits schools from suspending elementary and middle school students for “willful defiance.” This prohibition will help keep students in school, protect them from discriminatory practices, and move the state one step closer to dismantling the school-to-prison pipeline.
- **California Act to Save Lives (AB 392):** updated California’s use-of-force laws to make sure police officers avoid using deadly force at every possible opportunity



The How and What of Equity?

How: Process

- Voice and Wisdom, Honoring Culture, Leadership and Power
- Data Collection and Analyses

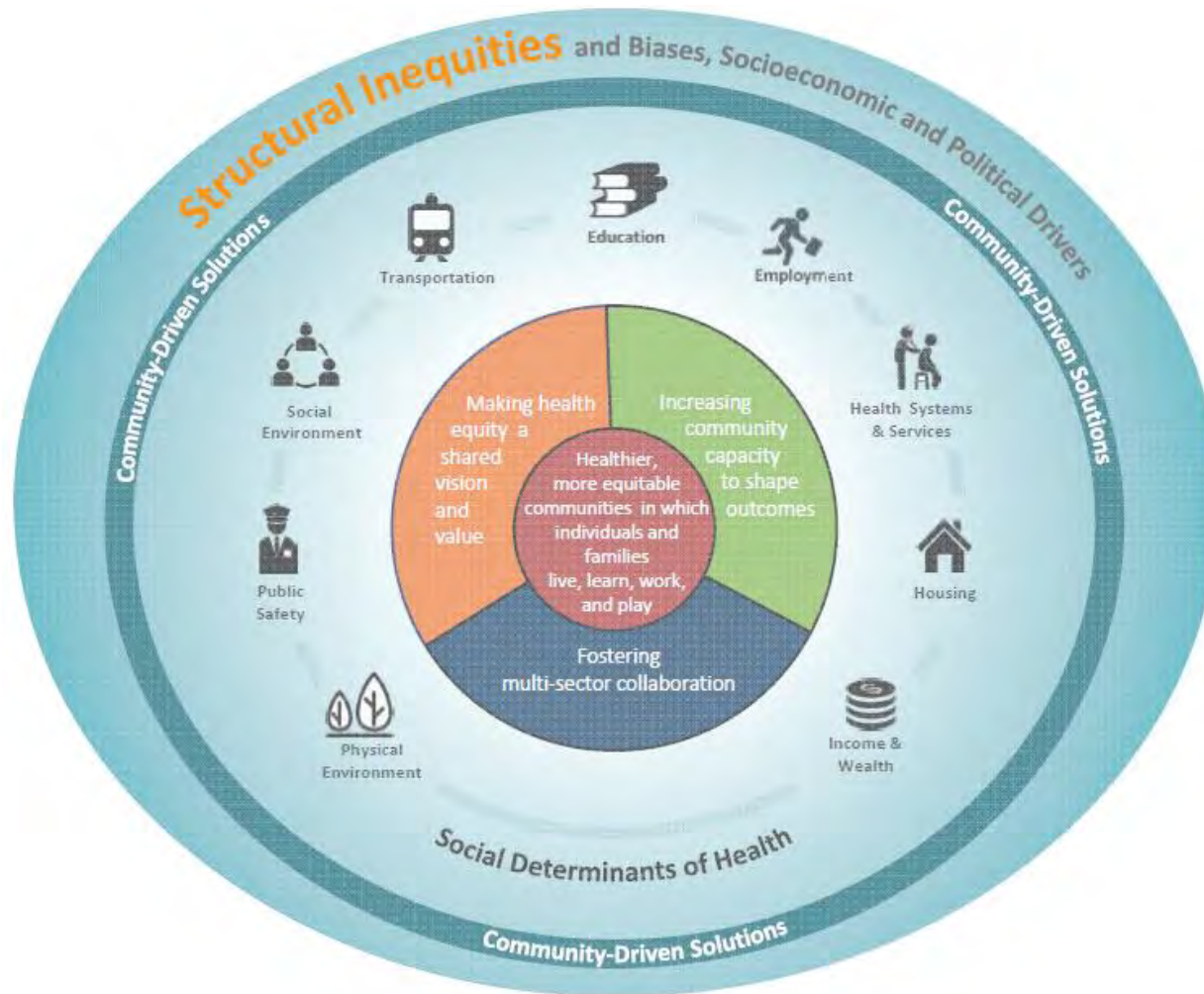
What: Policy Change

- Scaling Innovations
- Strategy, Advocacy, Communications

What: Systems and Structural Transformation

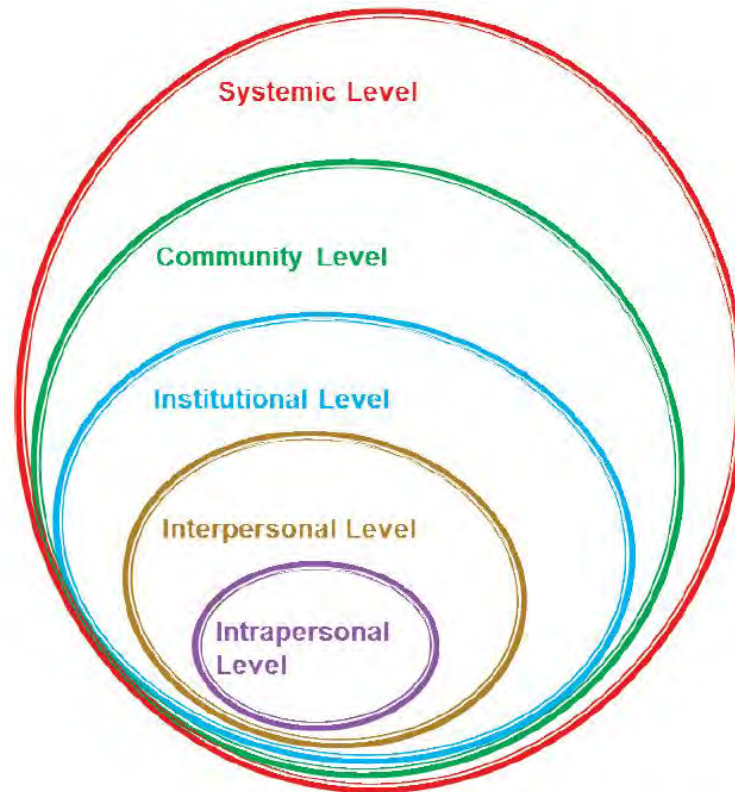
- Removing Oppressive Systems and Structures
- Building New Systems and Structures
- Shifting paradigms and culture

Structural Inequities



Committee on Community-Based Solutions to Promote Health Equity in the United States, *Communities in Action: Pathways to Health Equity*
Available from: <https://www.ncbi.nlm.nih.gov/books/NBK425845/>

Structural Inequities



Systemic Level

- Immigration policies
- Incarceration policies
- Predatory banking

Community Level

- Differential resource allocation
- Racially or class segregated schools

Institutional Level

- Hiring and promotion practices
- Under- or over-valuation of contributions

Interpersonal Level

- Overt discrimination
- Implicit bias

Intrapersonal Level

- Internalized racism
- Stereotype threat
- Embodying inequities

Committee on Community-Based Solutions to Promote Health Equity in the United States, Communities in Action: Pathways to Health Equity
Available from: <https://www.ncbi.nlm.nih.gov/books/NBK425845/>

Equity In Action: Boards & Commissions Leadership Institute

- Identifies, trains, places, and supports low-income people and people of color for priority boards and commissions in the Bay Area.
- “Seats First”
- “Just in time” mentoring
- Movement-based



*There are over 70 BCLI graduates in California, 40 of whom **currently** hold board and commission seats. Several have run for elected office and won.*

Equity In Action: KC Voices

Supported local leaders in using storytelling to advance policies to transform the regional food system, including passage and implementation of the 2018 Farm Bill and reauthorization of the Child Nutrition Act.

Story
Corps[®]



“ I was a kid who was on the SNAP program but...you, my daughter graduated from Harvard cum laude, with no debt. So that program truly helped us to get ourselves up. ”

#SNAPmatters
#2018FarmBill



“ People use SNAP for the time that they need it. I was one of those people. This is what enabled me to finish college.

Now the work I do is in support of individuals who use WIC and SNAP. And I do advocacy for SNAP.

It all came full circle. ”

#SNAPmatters
#2018FarmBill

Equity In Action: KC Voices



“Progress is never permanent, will always be threatened, must be redoubled, restated, and *reimagined* if it is to survive.”



- Zadie Smith



*Conversations
that matter.....*

Deepening Our Understanding of Health Inequities

- What is your organization's stated commitment to health equity?
- What type of information do you currently have that helps you understand health inequities in your community?
- What can you do differently or newly to deepen your ability to more fully understand the root causes and drivers that have historically and currently contributed to health inequities?
- What are some critical and creative ways to capture and highlight the lived experience of health inequities in your community?



Strategy Development

- How can you leverage your current efforts to help onramp/accelerate policy and systems change strategies that advances the achievement of health equity in communities you are serving?
- What can you do differently to improve or enhance your processes to systematically incorporate the goal of health equity into strategy selection and design?
- How can you better verify that selected strategies align with the needs of populations more disenfranchised and impacted by inequities?

World Café

Organizational Culture

- Referring to the handout, where would you place your organization on:
 - Personal Beliefs & Behaviors
 - Policies & Processes
 - Data
- What are the biggest barriers to moving from awake to woke to work?
- What are some ways you could address those barriers and move your organization along the spectrum?
- What can you do differently to improve or enhance your organization's capacity to advance health equity?

COMMUNITY ENGAGEMENT

Beginning with what is valued by the People



World Café: Handout for Organizational Culture Discussion



ORGANIZATIONAL CULTURE LEVEL

	Personal Beliefs & Behaviors	Policies & Processes	Data
AWAKE	<ul style="list-style-type: none"> • Are aware that a white dominant workplace culture exists, but expect people to adhere to dominant organizational norms in order to succeed • Are learning to address challenges that occur in diverse environments as a result of unconscious biases and microaggressions that create conflict and resentment among staff 	<ul style="list-style-type: none"> • Share the organization's commitment to DEI as part of the onboarding process of new employees 	<ul style="list-style-type: none"> • Emphasize increasing diverse staff representation over addressing retention issues
WOKE	<ul style="list-style-type: none"> • Are compelled to discuss racially charged events with their staff when they occur, and hold space for their staff to process their feelings without placing undue responsibility on people of color to explain or defend themselves or their communities 	<ul style="list-style-type: none"> • Consider ways to shift organizational norms and team dynamics in order to support racially diverse staff whose lived experiences meaningfully contribute to the organizational mission • Expect participation in race equity work across all levels of the organization 	<ul style="list-style-type: none"> • Have long-term strategic plans and measurable goals for creating an equity culture, and an understanding of the organizational change needed to realize it
WORK	<ul style="list-style-type: none"> • Communicate proactively around race equity values and initiatives both internally and externally • Foster a positive environment where people feel they can raise race-related concerns about policies and programs without experiencing negative consequences or risking being labeled as a troublemaker 	<ul style="list-style-type: none"> • Engage everyone in organizational race equity work and ensure that individuals understand their role in creating an equitable culture • Thread accountability across all efforts to support and sustain a racially equitable organization 	<ul style="list-style-type: none"> • Assess achievement of social inclusion through employee engagement surveys

Organizational Culture Lever in Practice

AWAKE

Leadership for Educational Equity: Established a DEI Team to set a vision and define positions, language, and curriculum to achieve it.

Year Up: Created a design team comprised of a cross-section of staff that was diverse in terms of race and function. Team met regularly for "deep dives" to improve DEI knowledge.

WOKE

Leadership for Educational Equity: Created identity-based employee resource groups that invited cross-functional staff to discuss their experiences and identify actions the organization can take to support them.

Year Up: Held conversations with senior leadership to create clear definitions for diversity and inclusion prior to writing a diversity statement.

WORK

Annie E. Casey Foundation: Defined the work of race equity, as well as the organizations needed to understand and embrace it internally, as mission-critical. Make a clear and explicit connection between their equity work and the Foundation's overall outcomes.

- 1. Establish a shared vocabulary**
- 2. Identify race equity champions at the board and senior leadership levels**
- 3. Name race equity work as a strategic imperative for your organization**
- 4. Open a continuous dialogue about race equity work**
- 5. Disaggregate data**

THANK YOU!

amanda@policylink.org

michele@policylink.org

www.policylink.org