'I've Got a Plan for That'':

Leading Social and Structural Change

WEBINAR

Session Objectives

By the end of this session, you should be able to:

1. Describe 3 challenges of addressing health equity that current Organizational structures and processes may not be able to accommodate

2. Describe a path of change from **YOU** to **Structural change**

3. Articulate at least 4 aspects of your organization that may be contributing to structuring **inequity**

4. Develop a plan for initiating organizational transformation to support equity

Exercise: Time and Money

How will you spend your time and money?

Given the stated restrictions, take 5 minutes in your group to make decisions about how you will best use your resources.

Exercise 1: "Time and Money"

Resource and Expenditure Guide

You must submit your grant within 30 days with a $500 budget to work with.
How will you spend your time and money?

Item	Cost $	Cost: Time
Community Authentically engaged (IAP2 >Lev 3)	$300	-15 days
Community letter of support sought	$0	-2 days
Multisector partners authentically engaged	$100	-8 days
Multisector partners letter of support sought	$0	-2 days
Hire a professional grant writer *(to significantly increase probability of funding)*	$350	Gain 5 days
Agency leadership review and sign-offs	$0	-3 days
Budgets drafted and approved by CFO	$0	-4 days
Attend funder webinar *(Note: The webinar will give clarity on what the funder is looking for and can increase probability of funding. Time is lost because the webinar is scheduled 2 weeks after the 30 day period started)-*	$0	-4 days
Planning, Research and Design	$0	-12 days
Write grant yourself	$0	-5 days
Partners get to review /comment on grant before submission	$0	-3 days
Obtain data for needs assessment	$50	-5 days

Discussion

1. What decisions did you make and why?

2. Did you have to give something of value up? What?

3. Did you have to go against the status quo? What will be the consequences?

4. To what extent does this mirror the processes that affect what you do in your agency?

5. What are some other examples of how "Internal process", rules or structures inhibit innovation?

   ◦ For example inhibit the ability to engage effectively with community

Purpose of "Time and Money"

The purpose of the exercise is to illuminate how organizational structures-- processes, rules, requirements, and norms--- can either contribute to equity, promote more inequities, or institutionally encode exiting inequities.

REALITY

All organizations are perfectly designed to get the results they are now getting. If we want different results, we must change the way we do things.
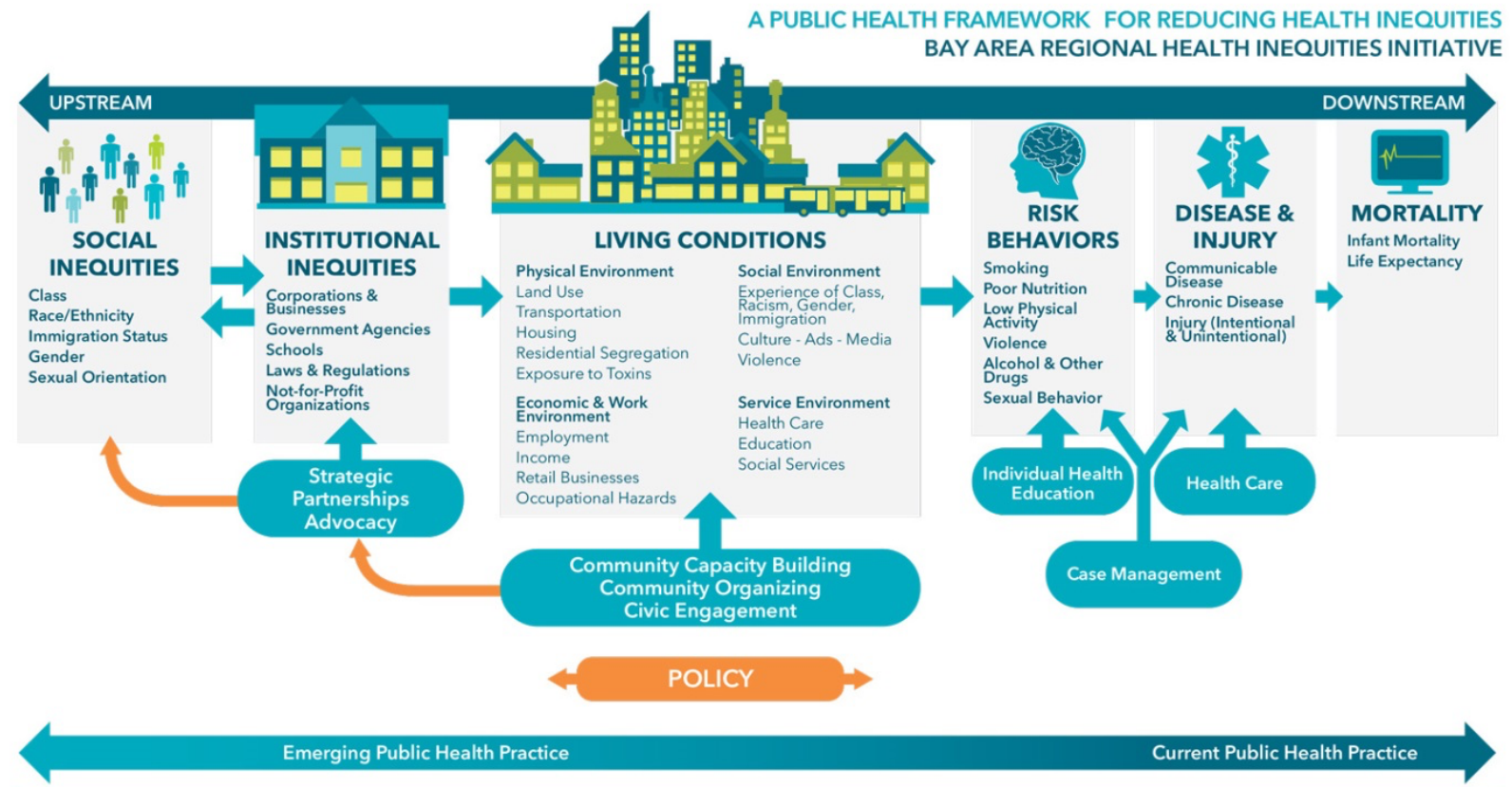~ Tom Northup

❖Health inequities continue to exist

❖We likely will not meet most HP 2020 targets

❖At current rate, Black rates may take 30-50 years to catch up to current white rate *source: A James*

Transformative change of the processes under which we now work is *absolutely necessary* to attain different results

We need to change to accommodate:

Addressing <u>upstream</u>, <u>highly complex</u>, strongly <u>embedded social and structural problems</u> in order to achieve improved health outcomes

Problem-based approaches are not sufficient to address complex and intertwined challenges
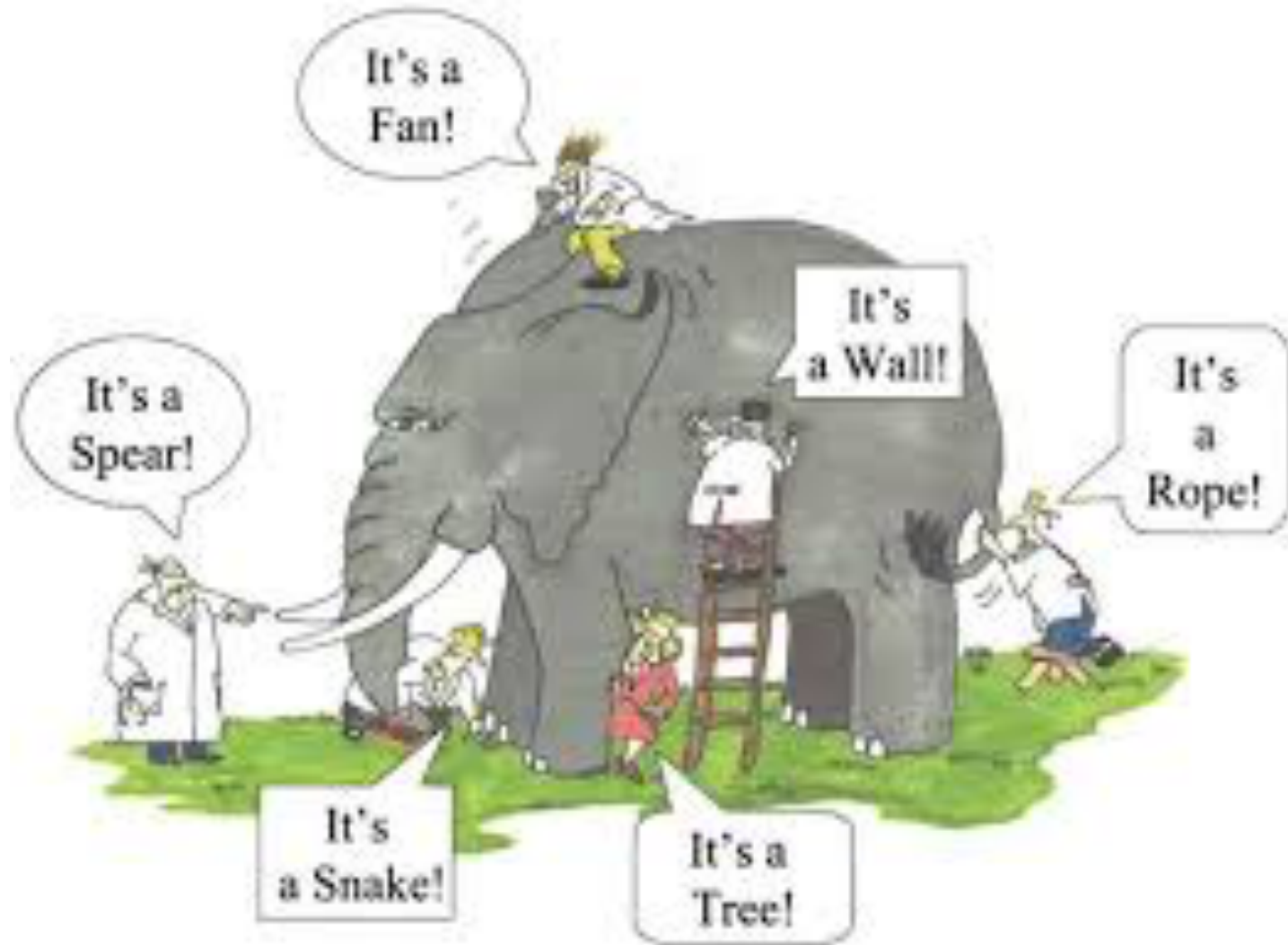
Need change that supports

Collaborative approaches to these challenges in a holistic (vs "siloed") way to address interrelated problems
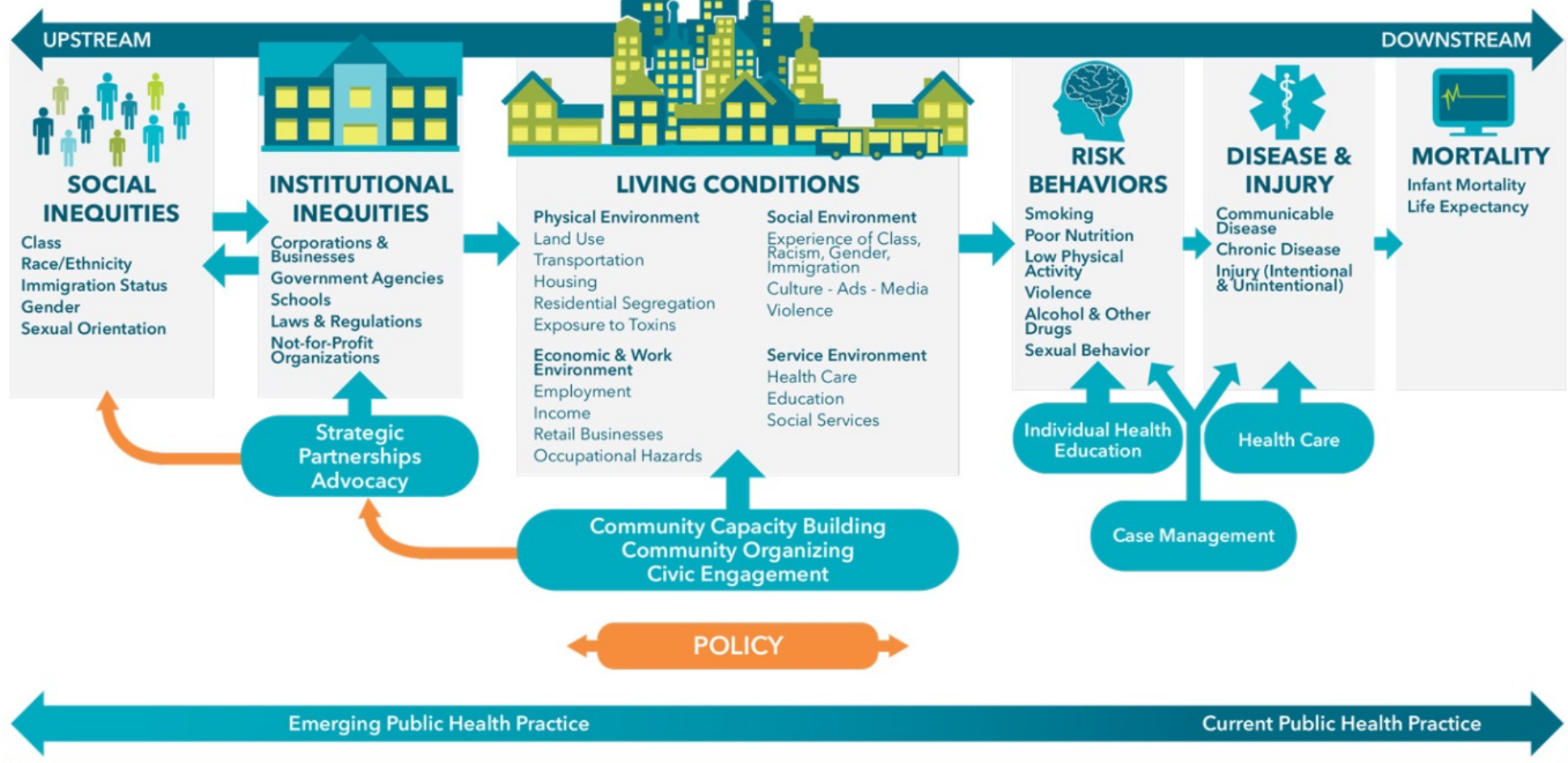
We need change to accommodate:

Framing all actions in equity

To avoid unintended consequences and increased inequity

A PUBLIC HEALTH FRAMEWORK FOR REDUCING HEALTH INEQUITIES
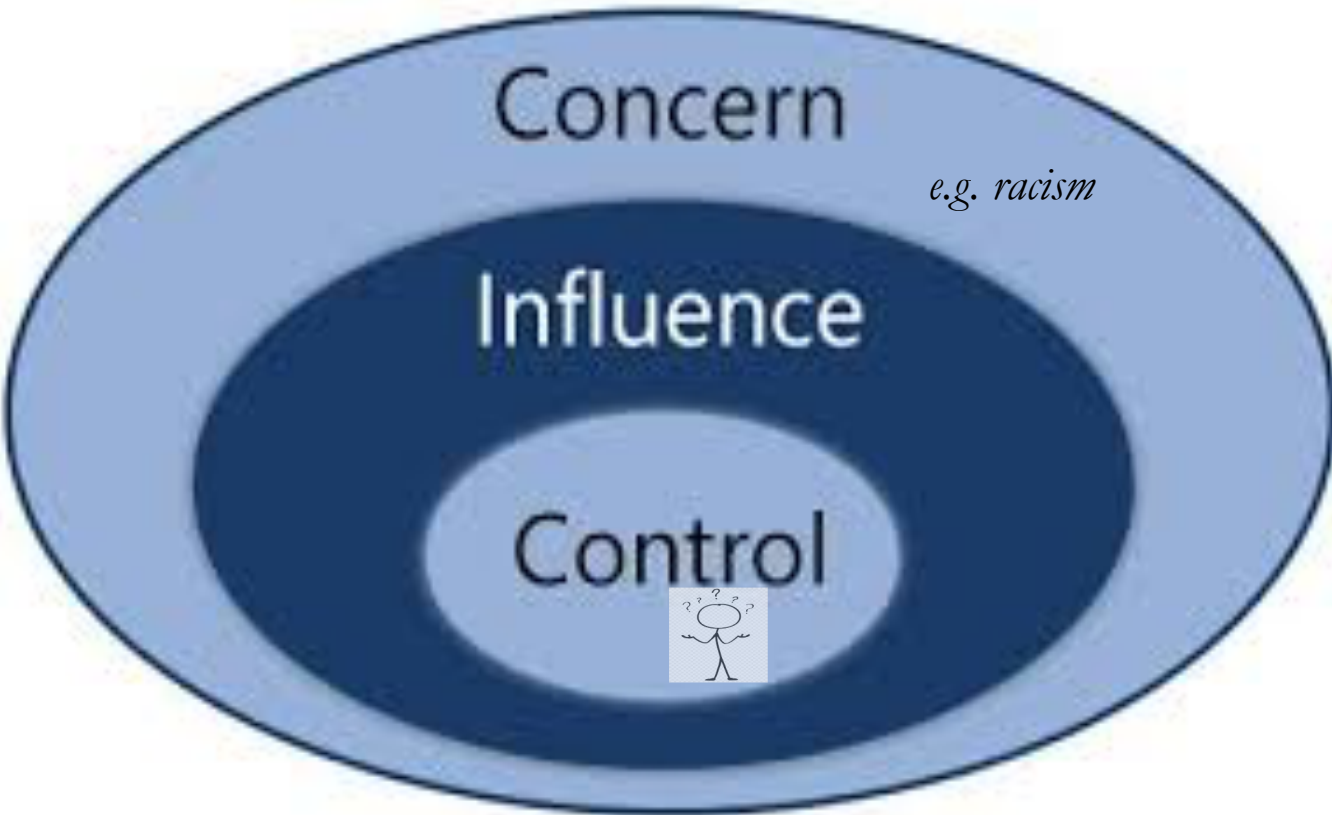BAY AREA REGIONAL HEALTH INEQUITIES INITIATIVE

UPSTREAM ← ← → DOWNSTREAM

SOCIAL INEQUITIES
Class
Race/Ethnicity
Immigration Status
Gender
Sexual Orientation

INSTITUTIONAL INEQUITIES
Corporations & Businesses
Government Agencies
Schools
Laws & Regulations
Not-for-Profit Organizations

LIVING CONDITIONS

Physical Environment
Land Use
Transportation
Housing
Residential Segregation
Exposure to Toxins

Economic & Work Environment
Employment
Income
Retail Businesses
Occupational Hazards

Social Environment
Experience of Class, Racism, Gender, Immigration
Culture - Ads - Media
Violence

Service Environment
Health Care
Education
Social Services

RISK BEHAVIORS
Smoking
Poor Nutrition
Low Physical Activity
Violence
Alcohol & Other Drugs
Sexual Behavior

DISEASE & INJURY
Communicable Disease
Chronic Disease
Injury (Intentional & Unintentional)

MORTALITY
Infant Mortality
Life Expectancy

Strategic Partnerships Advocacy

Community Capacity Building
Community Organizing
Civic Engagement

Individual Health Education

Health Care

Case Management

POLICY

Emerging Public Health Practice ← → Current Public Health Practice

"Don't punch above your weight"

"Stay in your lane"

"That's way above your pay grade"

""7 Habits": Identify your realm of control and act there"

Concern
e.g. racism

Influence

Control

How do you address deeply embedded social problems (e.g. like racism) that affect health?

IMPACTING SOCIAL AND STRUCTURAL CHANGE FROM WHERE YOU ARE

Transforming You

➤Self reflection and honest critique

➤Deeply listening to others—community, co-workers, peers, stakeholders

➤Safety and Allies and Threats…… (Oh my!)

➤Understand that good **Intent** can still lead to adverse **Impacts**

　➤*Intent and Impact are NOT the same*

➤Understand how structures affect behaviors, decisions and actions

➤Celebrate learning, progress and small transformations

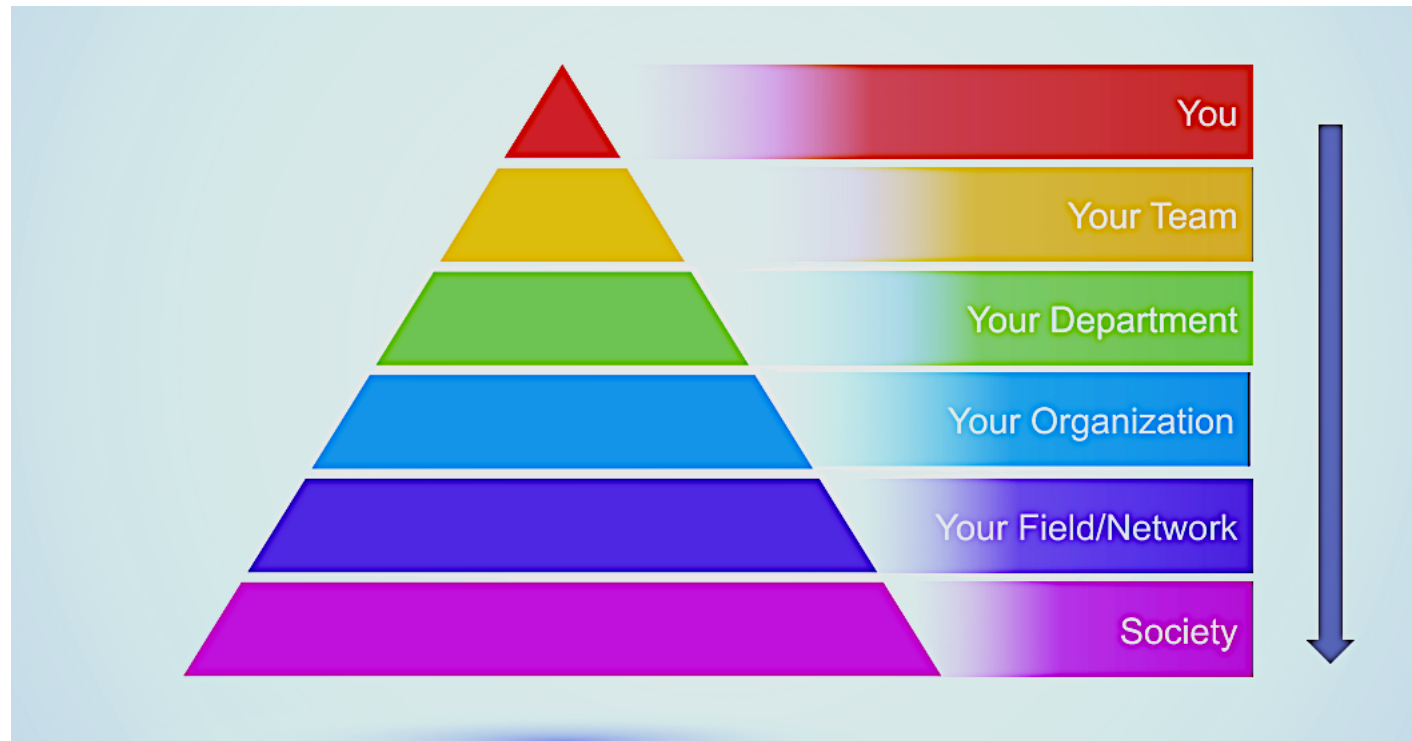　➤*Requires being aware of them*

Transforming Your Team

➤ Your team may be the first step in the Social/Systems change process (your Circle of Control)
  ➢ You started this journey, let's make sure you disseminate and replicate your transformation more broadly

➤ Set your team up to be an intentional "***Equity Transformation Zone***" within your department or organization
  ➢ Be the model/pilot within your organization AND the Catalyst for changing the broader organizational processes to better accommodate equity actions and decisions

➤ Actively seek out allies and protectors for you and your team
  ➢ Equity systems transformation work requires both knowledge and power. If you do not have power, align yourself with those who do.
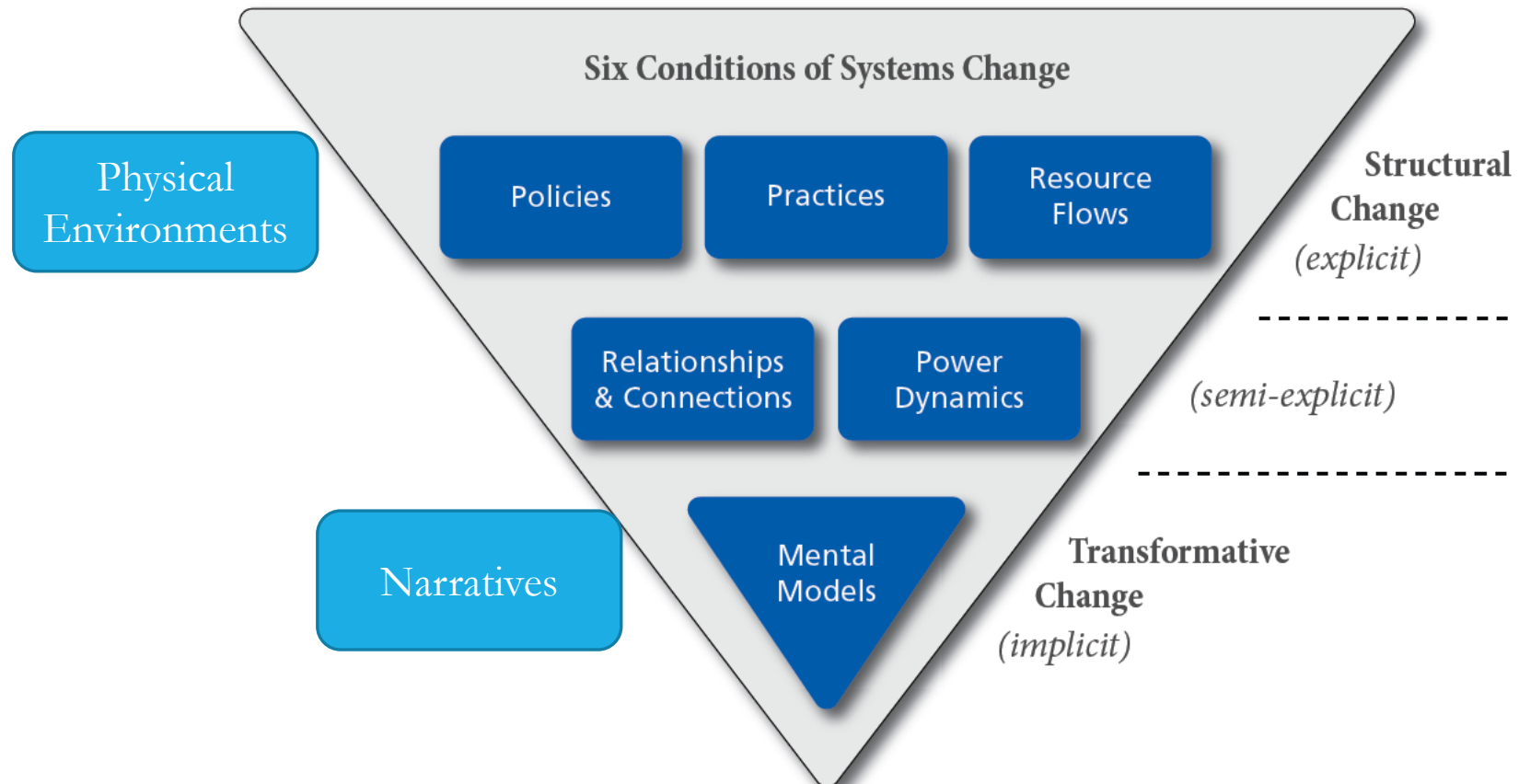
Transforming Your Organization

Organizational Characteristics

❖ Aspirations — *What is the real highest aspiration of organization?*

❖ Strategy — *Do you implement a coherent set of actions to reach aspirations?*

❖ Organizational Skills — *Do you have all the necessary functional capacities?*

❖ Human Resources — *Do you hire the right people with needed skills? Train existing staff in new skills?*

❖ Systems and Infrastructure — *Planning, Decision-making, etc….**

❖ Organizational Structure — *Governance, hierarchies, power, etc..*

❖ Organizational Culture — *Dominant values, practices, norms, behaviors. What is rewarded?*

Source: Effective Capacity Building in Non Profit Organizations. Venture Philanthropy Partners, YEAR

FIGURE 1. SHIFTING THE CONDITIONS THAT HOLD THE PROBLEM IN PLACE

Six Conditions of Systems Change

Physical Environments

Policies

Practices

Resource Flows

Structural Change *(explicit)*

Relationships & Connections

Power Dynamics

(semi-explicit)

Narratives

Mental Models

Transformative Change *(implicit)*

Source: Adapted from :
Kania, Kramer and Senge
Water of Systems Change, 2018

Systems and Infrastructure
Planning, Decision-making, etc....*

SYSTEMS CHANGE CONDITIONS—DEFINITIONS

Policies: Government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.

Practices: Espoused activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress. Also, within the entity, the procedures, guidelines, or informal shared habits that comprise their work.

Resource Flows: How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed.

Relationships & Connections: Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.

Power Dynamics: The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.

Mental Models: Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.

Narratives: The ways we speak about and speak to-- populations of color

Physical Environment: The extent to which people see the best of their culture reflected in the physical environment, and the extent that they feel welcome

Worksheets for Planning Organizational Transformation to Support Equity

Relationships

With Whom?	Self	Home Organ-ization	Community	Intra-sector	Cross sector	Non-Believers
Aim:	Defining how much disruption you are willing to create, how much risk you are willing to handle; finding allies and protectors	Serving as a "transformation initiation zone" within larger organization	authentic engagement, productive dialog	authentic engagement, productive dialog	Engagement, finding common ground, maintain productive engagement,	Getting the fish to see the "water"-- understand the invisible forces at play that keep the problem in place; reverse dysconsciousness
Challenges				Ego, competition, past history, finding common ground		*Addressing threat response*
Tools and trainings that exist						
Plan for transformation to collective impact for equity						

SAMPLE

Power and Authority

	Self	Home Organiization	Community	Intrasector	Cross sector	Non-Believers
Aim	IAP2 Collaborate: To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.		IAP2: EmpowerTo place final decision making in the hands of the public.		Developing functional and collaborative relationships with those with Power	
Challenges						
Tools and trainings that exist						
Plan for transformation to collective impact for equity						

SAMPLE

Training and Capacity Development

Iterative and sequential process

- An Implicit bias training does not necessarily result in transformative change
- Capacities needed may include "crucial conversations", "racial healing", creative funding, dealing with "threat response", human centered design, cultural learning, community engagement, etc…
- Quality of Relationships is key
- Capacity development is a lifetime process
- Don't assume people of color do not need training and capacity development

Never "One size fits all"

- Assess Baseline capacities and provide TA tailored to each stakeholder's level
  - *E.g. Anti-racism and social justice training may be too soon for a "non-believer". May need other preparatory work first*

Conclusions

❖ Planning, Design and implementation of Place and Equity work is not just putting a "program" or an "intervention" into a community. It must emanate from a way of **being** and **doing** that flows from your organization outward

❖ That "**way of being**" will support effective community engagement, intersectoral collaboration, and holistic intersectoral efforts to build health supporting conditions in communities

❖ Changing how we and our organizations are organized and act vis-à-vis community is the fundamental intervention we should be concerned about, and "we" are the primary targets needing to change

❖ Changing how you do business by integrating equity into all processes and into your organizational DNA creates the firm foundation to achieve sustained upstream changes (HEIAP)

❖ Any plan or design to achieve equity and sustained place work must have **organizational/systems change** *(within an equity frame)* as a fundamental part of the strategy