“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.

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost $</th>
<th>Cost: Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Authentically engaged (IAF &gt; Lev 3)</td>
<td>300</td>
<td>15 days</td>
</tr>
<tr>
<td>Community letter of support sought</td>
<td>0</td>
<td>2 days</td>
</tr>
<tr>
<td>Multisector partners authentically engaged</td>
<td>500</td>
<td>8 days</td>
</tr>
<tr>
<td>Multisector partners letter of support sought</td>
<td>0</td>
<td>2 days</td>
</tr>
<tr>
<td>Hire a professional grant writer (to significantly increase probability of funding)</td>
<td>350</td>
<td>Gain 5 days</td>
</tr>
<tr>
<td>Agency leadership review and sign-offs</td>
<td>0</td>
<td>3 days</td>
</tr>
<tr>
<td>Budgets drafted and approved by CFO</td>
<td>0</td>
<td>4 days</td>
</tr>
<tr>
<td>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)</td>
<td>0</td>
<td>4 days</td>
</tr>
<tr>
<td>Planning, Research and Design</td>
<td>0</td>
<td>12 days</td>
</tr>
<tr>
<td>Write grant yourself</td>
<td>0</td>
<td>5 days</td>
</tr>
<tr>
<td>Partners get to review /comment on grant before submission</td>
<td>0</td>
<td>3 days</td>
</tr>
<tr>
<td>Obtain data for needs assessment</td>
<td>50</td>
<td>5 days</td>
</tr>
</tbody>
</table>

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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
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.
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

REALITY

- 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 upstream, highly complex, strongly embedded social and structural problems in order to achieve improved health outcomes.
Problem-based approaches are not sufficient to address complex and intertwined challenges.

99 little bugs in the code
99 little bugs in the code
Take one down, patch it around
117 little bugs in the code
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
How do you address deeply embedded social problems (e.g. like racism) that affect health?

- 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
Influence
Control

E.g. racism
Impacting social and structural change from where you are

- You
- Your team
- Your department
- Your organization
- Your field/network
- Society
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

- Structural Change (explicit)
- (semi-explicit)
- Transformative Change (implicit)

Physical Environments

Narratives

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

<table>
<thead>
<tr>
<th>With Whom?</th>
<th>Self</th>
<th>Home Organization</th>
<th>Community</th>
<th>Intra-sector</th>
<th>Cross sector</th>
<th>Non-Believers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aim:</td>
<td>Defining how much disruption you are willing to create, how much risk you are willing to handle; finding allies and protectors</td>
<td>Serving as a &quot;transformation initiation zone&quot; within larger organization</td>
<td>Authentic engagement, productive dialog</td>
<td>Authentic engagement, productive dialog</td>
<td>Engagement, finding common ground, maintain productive engagement,</td>
<td>Getting the fish to see the &quot;water&quot;—understand the invisible forces at play that keep the problem in place; reverse dysconsciousness</td>
</tr>
<tr>
<td>Challenges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tools and trainings that exist</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan for transformation to collective impact for equity</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SAMPLE**
<table>
<thead>
<tr>
<th>Power and Authority</th>
<th>Self</th>
<th>Home Organization</th>
<th>Community</th>
<th>Intrasector</th>
<th>Cross sector</th>
<th>Non-Believers</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>IAP2: Empower To place final decision making in the hands of the public.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Challenges</td>
<td>Tools and trainings that exist</td>
<td>Plan for transformation to collective impact for equity</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

SAMPLE
Construct worksheets using these templates for the other Organizational conditions:

- POLICY
- PRACTICE
- RESOURCE FLOWS
- MENTAL MODELS
- NARRATIVES
- PHYSICAL ENVIRONMENTS
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.