Cross Sector Strategies and Leadership

Invest Health Convening Workshop
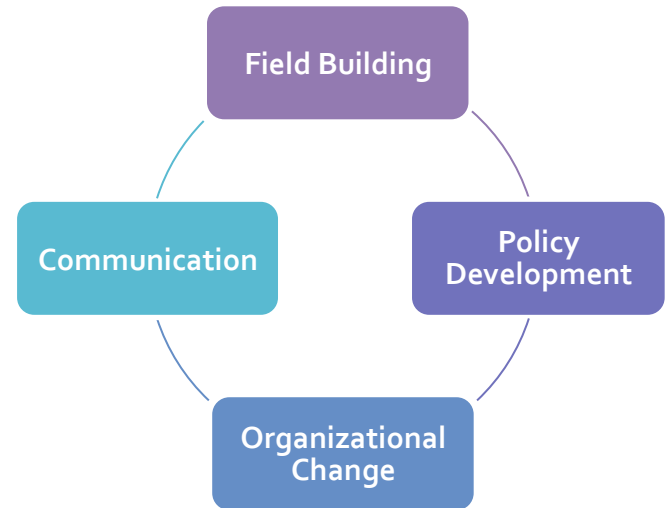
Glenn Harris, President

Simran Noor, Vice President, Policy & Programs

June 7, 2017

Center for Social Inclusion

The Center for Social Inclusion's mission is to catalyze grassroots community, government, and other institutions to dismantle structural racial inequity.

- Field Building
- Policy Development
- Organizational Change
- Communication

Government Alliance on Race and Equity

A national network of government working to achieve racial equity and advance opportunities for all.

- ✓ Supporting jurisdictions at the forefront
- ✓ Expanding jurisdictions – in 30 states and more than 100 cities – all levels of government
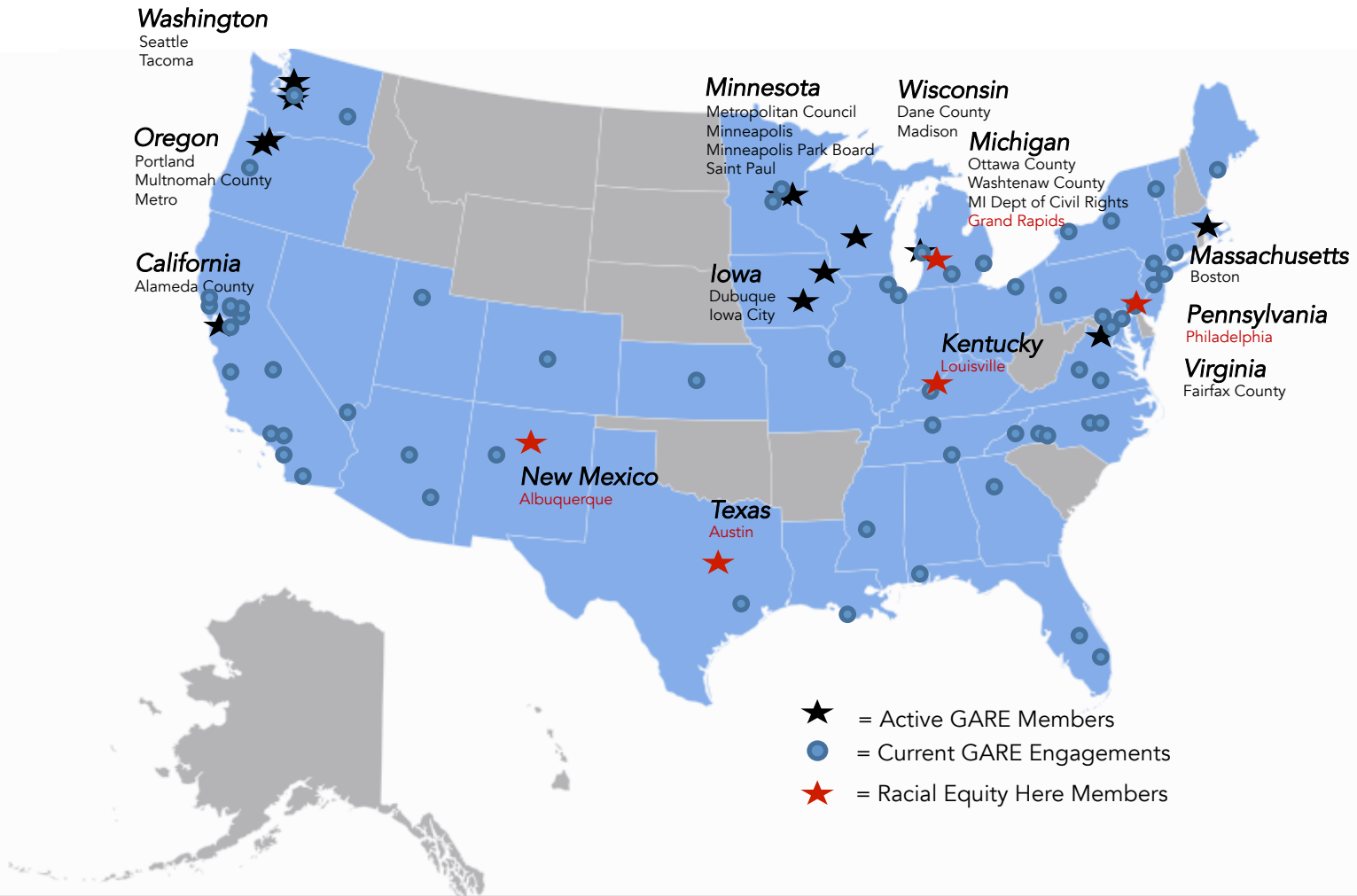- ✓ Providing tools and resources to put theory into action
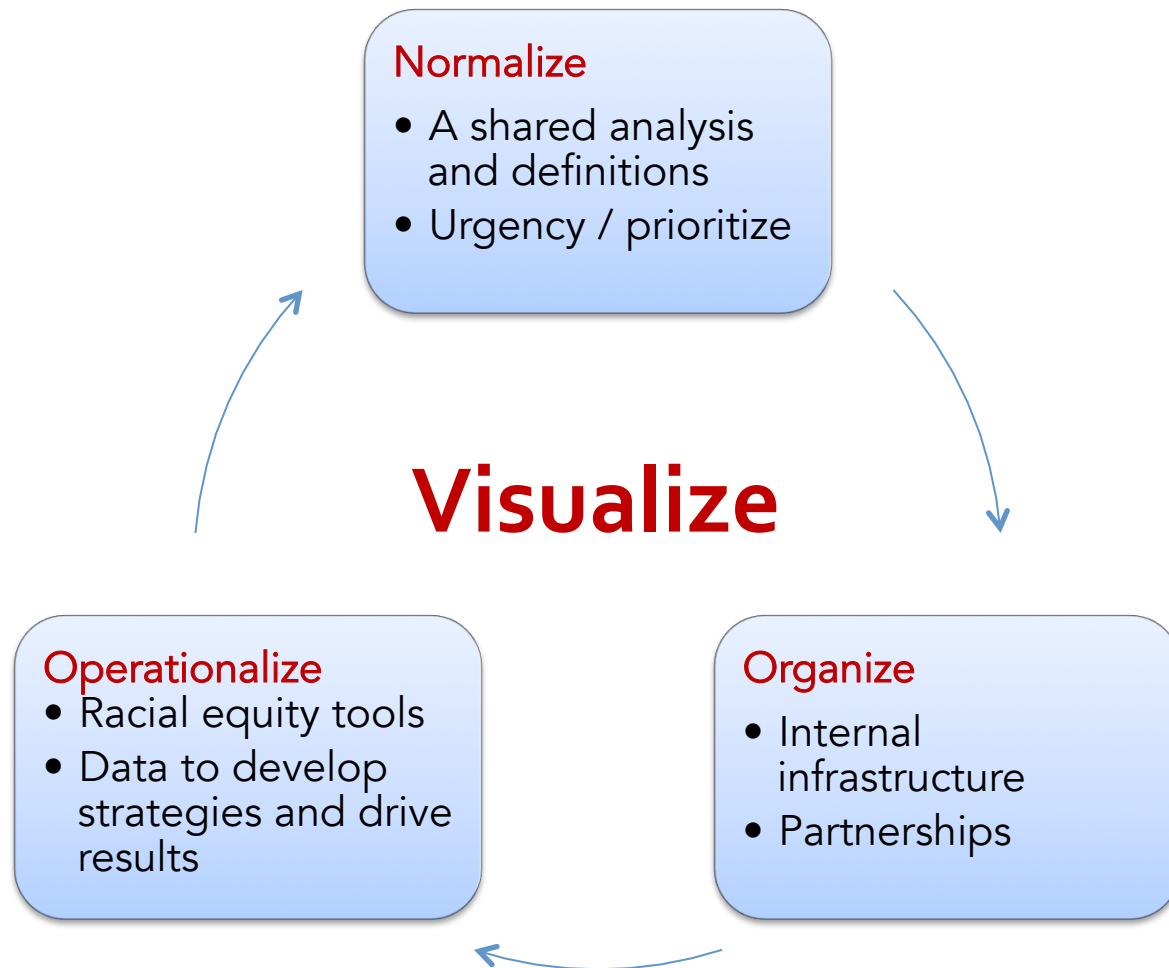
CSi CENTER FOR SOCIAL INCLUSION

LOCAL AND REGIONAL GOVERNMENT
ALLIANCE ON
RACE & EQUITY

Government Alliance on Race and Equity

Washington
Seattle
Tacoma

Oregon
Portland
Multnomah County
Metro

California
Alameda County

Minnesota
Metropolitan Council
Minneapolis
Minneapolis Park Board
Saint Paul

Wisconsin
Dane County
Madison

Michigan
Ottawa County
Washtenaw County
MI Dept of Civil Rights
Grand Rapids

Iowa
Dubuque
Iowa City

Kentucky
Louisville

Massachusetts
Boston

Pennsylvania
Philadelphia

Virginia
Fairfax County

New Mexico
Albuquerque

Texas
Austin

★ = Active GARE Members

⬤ = Current GARE Engagements

★ = Racial Equity Here Members

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ALLIANCE ON
RACE & EQUITY

National best practice

Normalize
- A shared analysis and definitions
- Urgency / prioritize

Visualize

Organize
- Internal infrastructure
- Partnerships

Operationalize
- Racial equity tools
- Data to develop strategies and drive results

Public Health & "Equity"

Health Disparities: Differences in health that are unfair because they result from social and health policies, conditions, and practices that can be changed.

Social determinants of Health: The places we live, learn, work and play have a tremendous impact on our health.

Health Equity: Everyone has a fair opportunity to live a long, healthy life. Implies that health should not be compromised or disadvantaged because of an individual or population group's race, ethnicity, gender, income, sexual orientation, neighborhood or other social condition.

Social determinants of Equity: Considers systems of power- like RACE. Considers root causes, structures and systems.

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Invest Health and CSI

- CSI tapped to provide perspectives/presentations in last convening, led to deeper engagement based on participant feedback

- CSI has surveyed the network to understand needs, established an Invest Health Equity Committee (met 2x virtually to drive design/ content for learning journey)

- CSI has completed one webinar for the network

- Committee members include: Westminster, CO, Tallahassee, FL, Napa, CA, Peoria, IL, LaHarbra, CA, Roseville, CA, Gulfport, MS, Akron, OH, Portland, ME, Riverside, CA & Youngstown,OH

- Equity Committee Members include, **To join email snoor@thecsi.org**

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ALLIANCE ON
RACE & EQUITY

With a partner, discuss this question

What is power?

The single biggest failure in change initiatives is to treat adaptive challenges like technical problems.

Transactional approaches

- Issue-based
- Help individuals negotiate existing structures.
- Solutions "transact" with institutions
- Short-term gains for communities, but leave the existing structure in place

Transformative approaches

- Cut across multiple institutions
- Focus on policy and organizational culture
- Alter the ways institutions operate
- Shifting cultural values and political will to create racial equity

Transactional approaches

- Invite WMBE contractors to apply for contracts.
- Translate documents for limited English speaking public.
- Pass "ban the box" legislation

Transformational approaches

- Change multiple policies (bonding, debundling, etc)
- Establish Public Outreach and Engagement Liaisons
- Develop a criminal justice agenda

Creating a Collective Impact for Racial Equity

Large-scale social change to create racial equity requires broad cross-sector coordination, yet we remain focused on isolated intervention of individual organizations.

Slide content adapted from "Collective Impact" by John Kania & Mark Kramer. Stanford Social Innovation Review (Winter 2011)

The Five Conditions of Collective Success to Create Racial Equity

1) Common agenda
2) Shared measurement systems
3) Mutually reinforcing activities
4) Continuous communications
5) Backbone support organization

Developing strategy: side by side approach

political concept ←————————————————→ **political action**

Van Jones's "Heart Space/Head Space Grid"
from <u>Rebuild the Dream</u> (2012)

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ALLIANCE ON
RACE & EQUITY

Emotional

Political Concept   **Political Action**

Rational

CSi

OVERNMENT

ГΥ

Emotional

Political Concept

Political Action

HEAD SPACE

Rational

OVERNMENT

ΓΥ
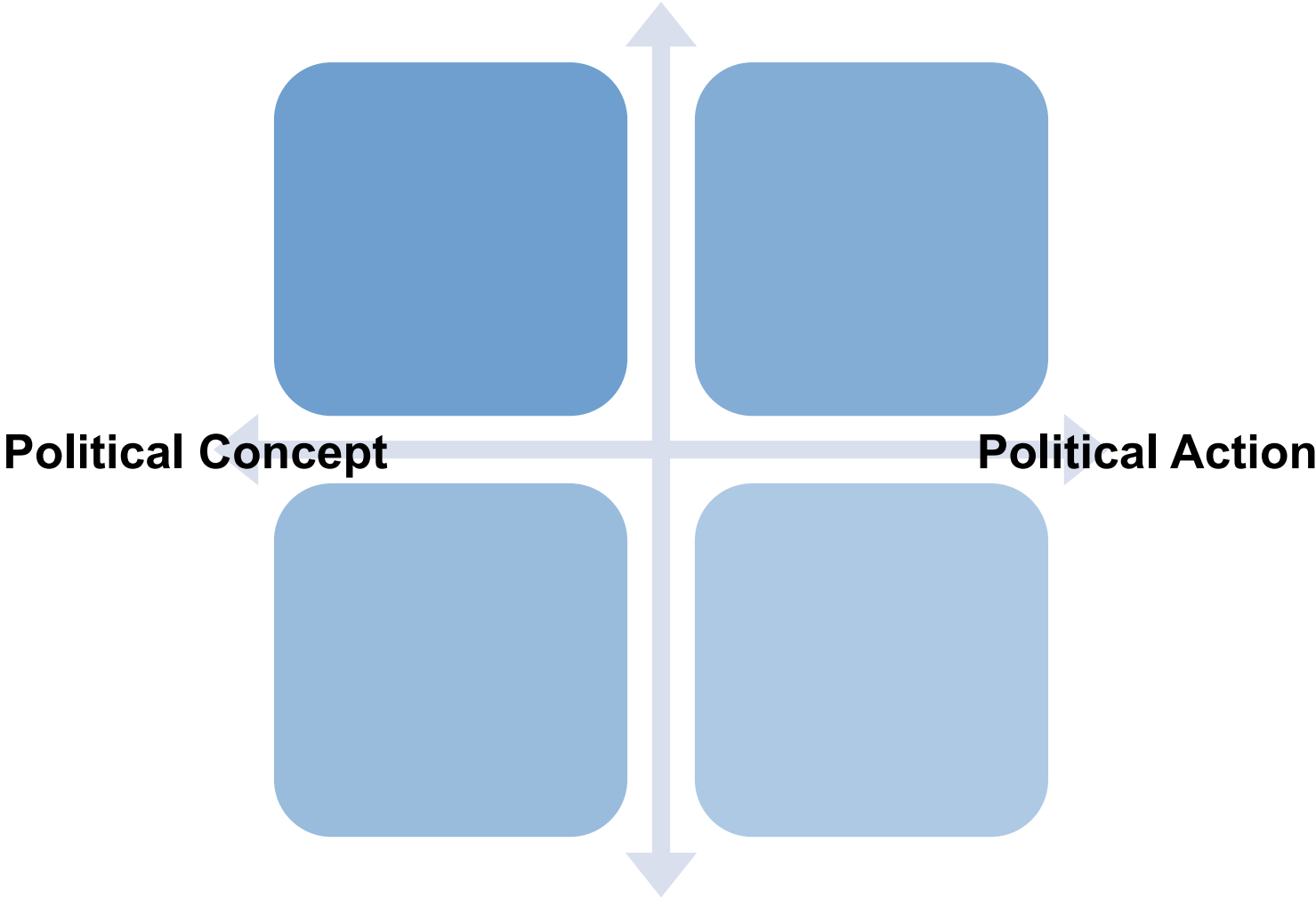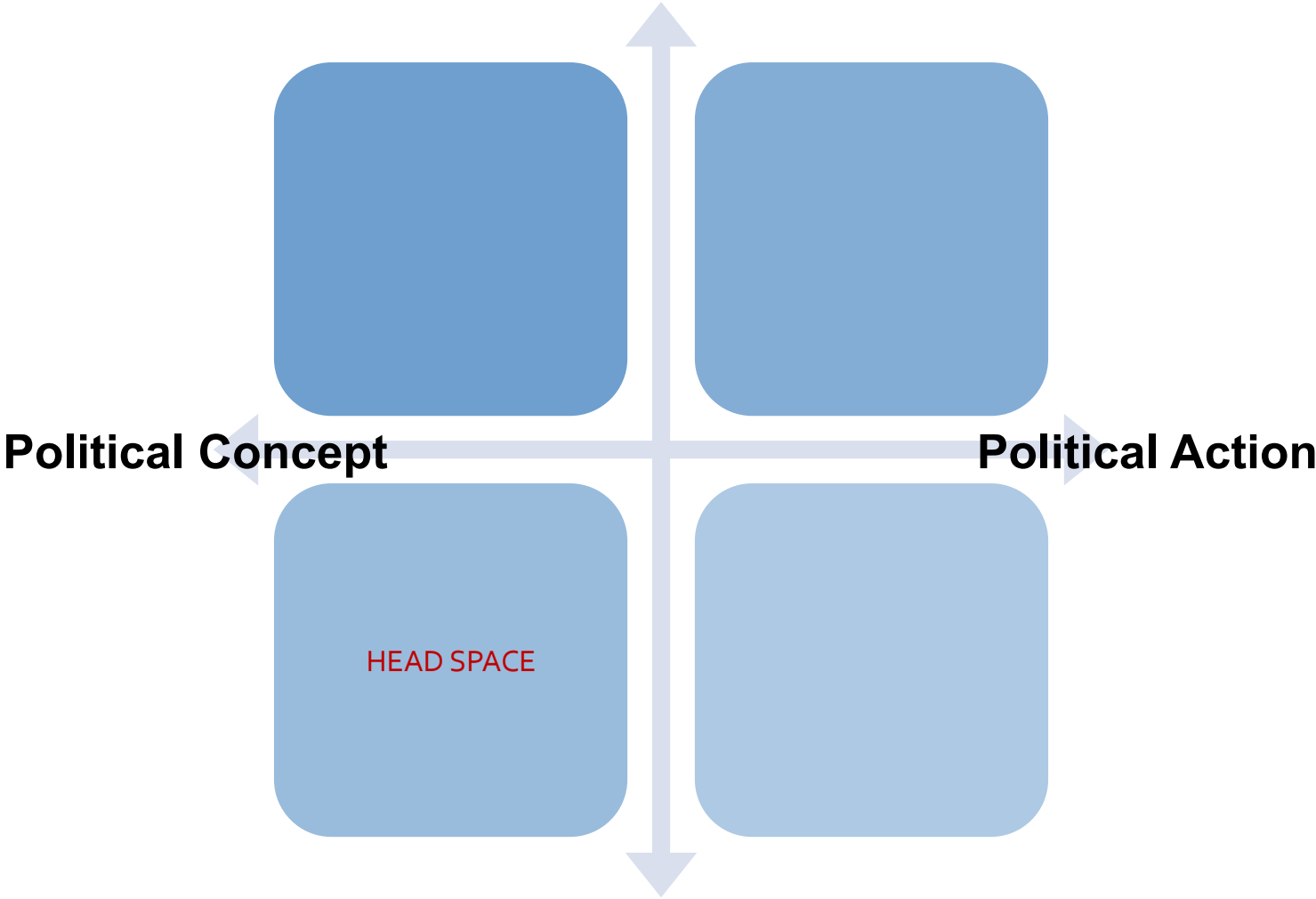
Head space

- Where Rational + Conceptual meet
- Think tanks, academics and policy wonks
- Facts and rational arguments
- One cannot make meaningful, effective, and lasting change without a sober view of the data combined with sound policy prescriptions

Emotional

Political Concept ← → **Political Action**

HEART SPACE

HEAD SPACE

Rational

CSi

ΓY
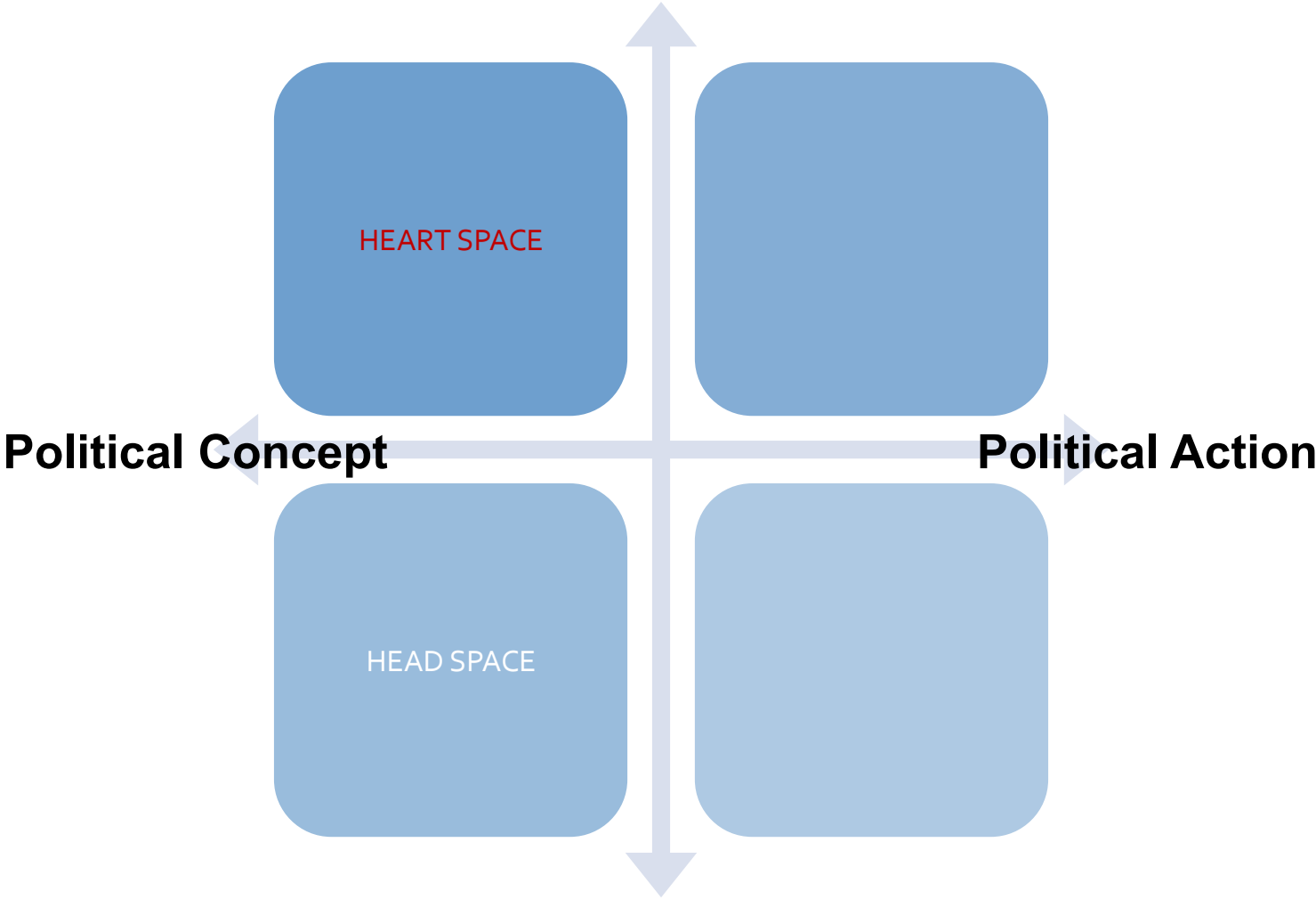
Heart Space

- Here emotions have sway

- Great storytellers, artists, preachers, and other resonant communicators

- Energizing emotions shared: feelings of love and rage, contempt and compassion, pride and shame

- Needed for inspiration and motivation
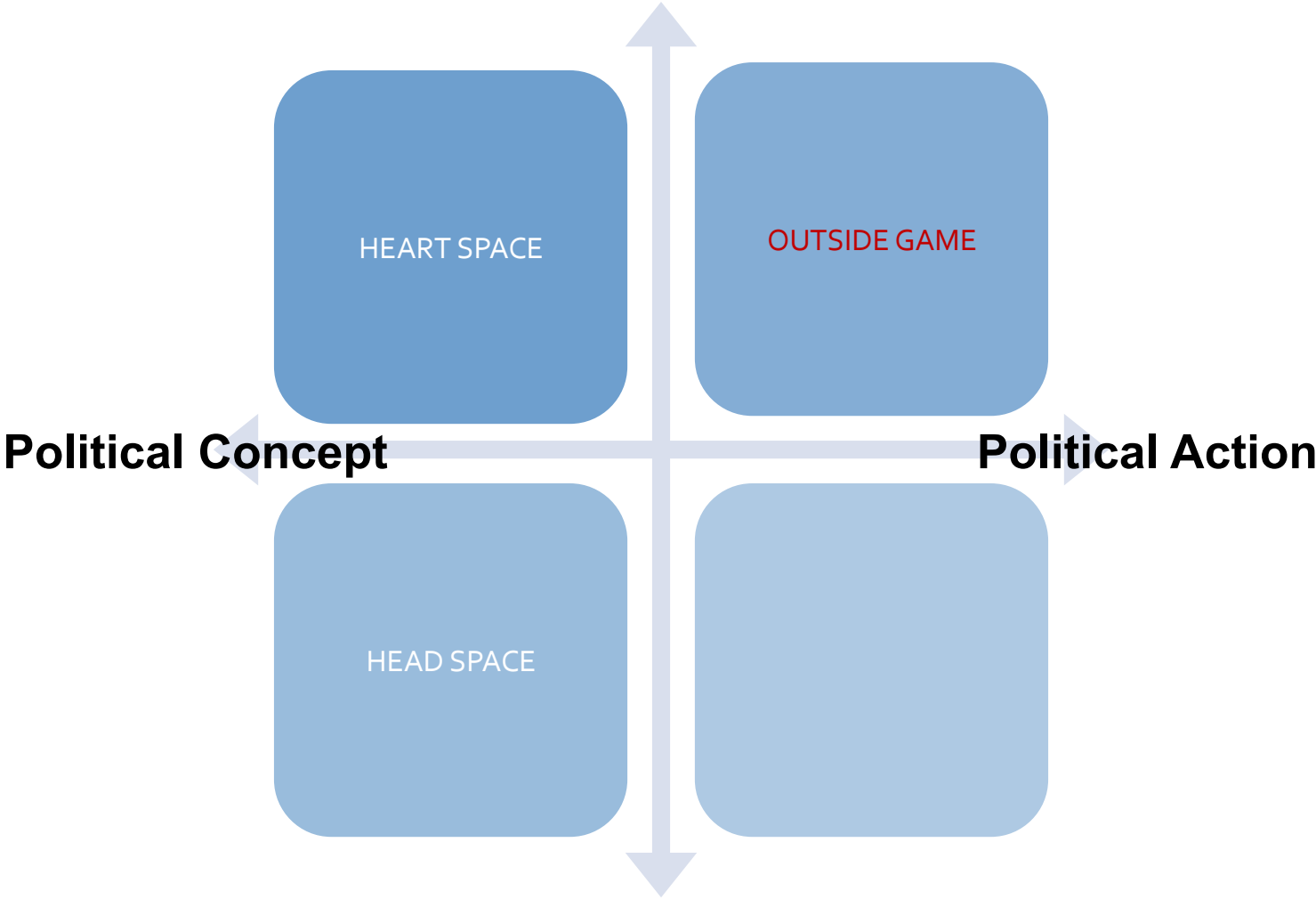
Outside game

- Where emotion and action meet

- Activists, organizers and volunteers

- Action not based on their immediate, rational self interest, but on what feels right- what moves their heart

Emotional

Political Concept

Political Action

HEART SPACE	OUTSIDE GAME
HEAD SPACE	INSIDE GAME

Rational
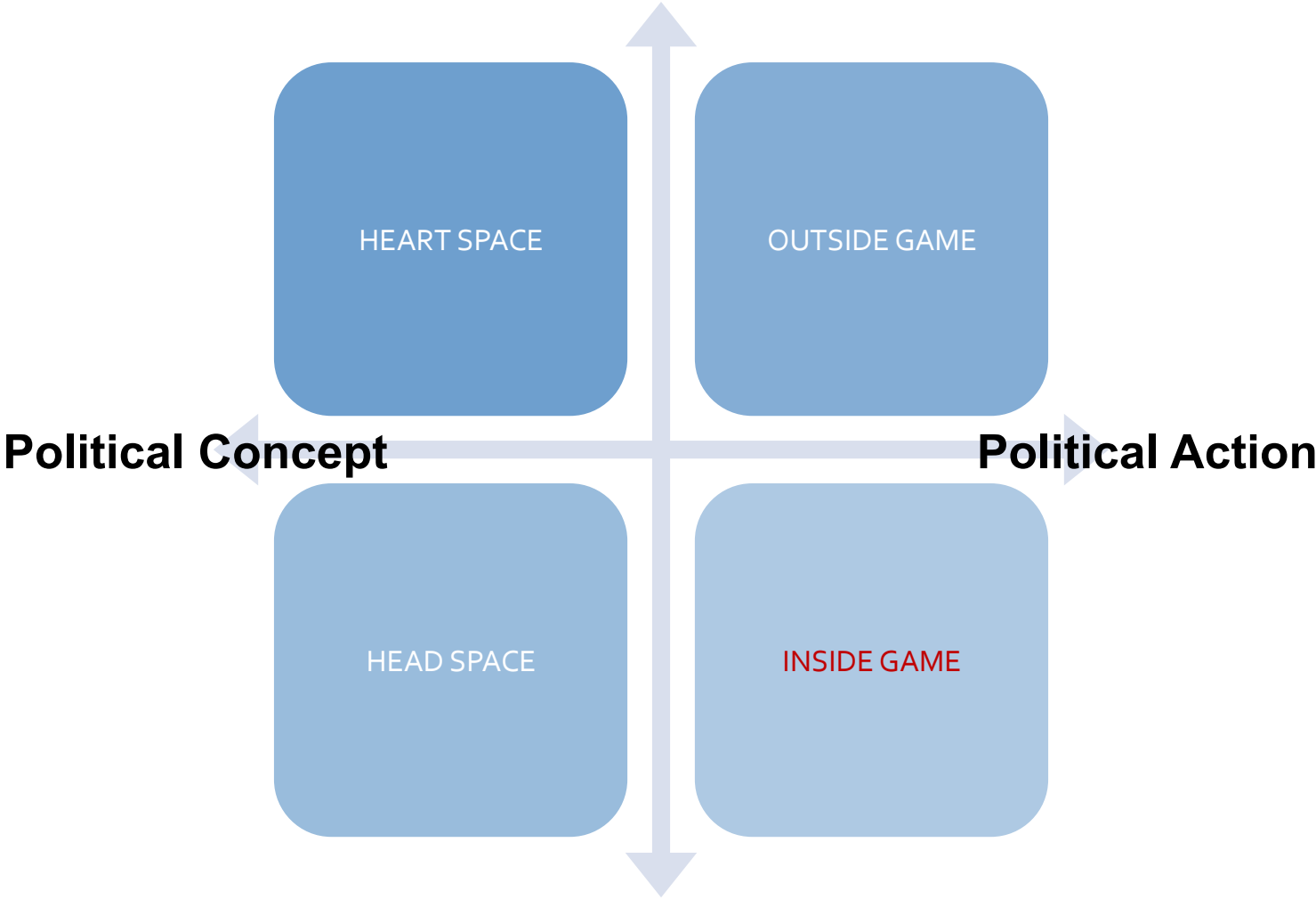
Inside game

- Where reason meets action

- Elected officials, paid lobbyists, party operatives, staff members at legislative and bureaucratic levels

- People who have enough power, standing, access or influence to impact the behavior of the decision makers

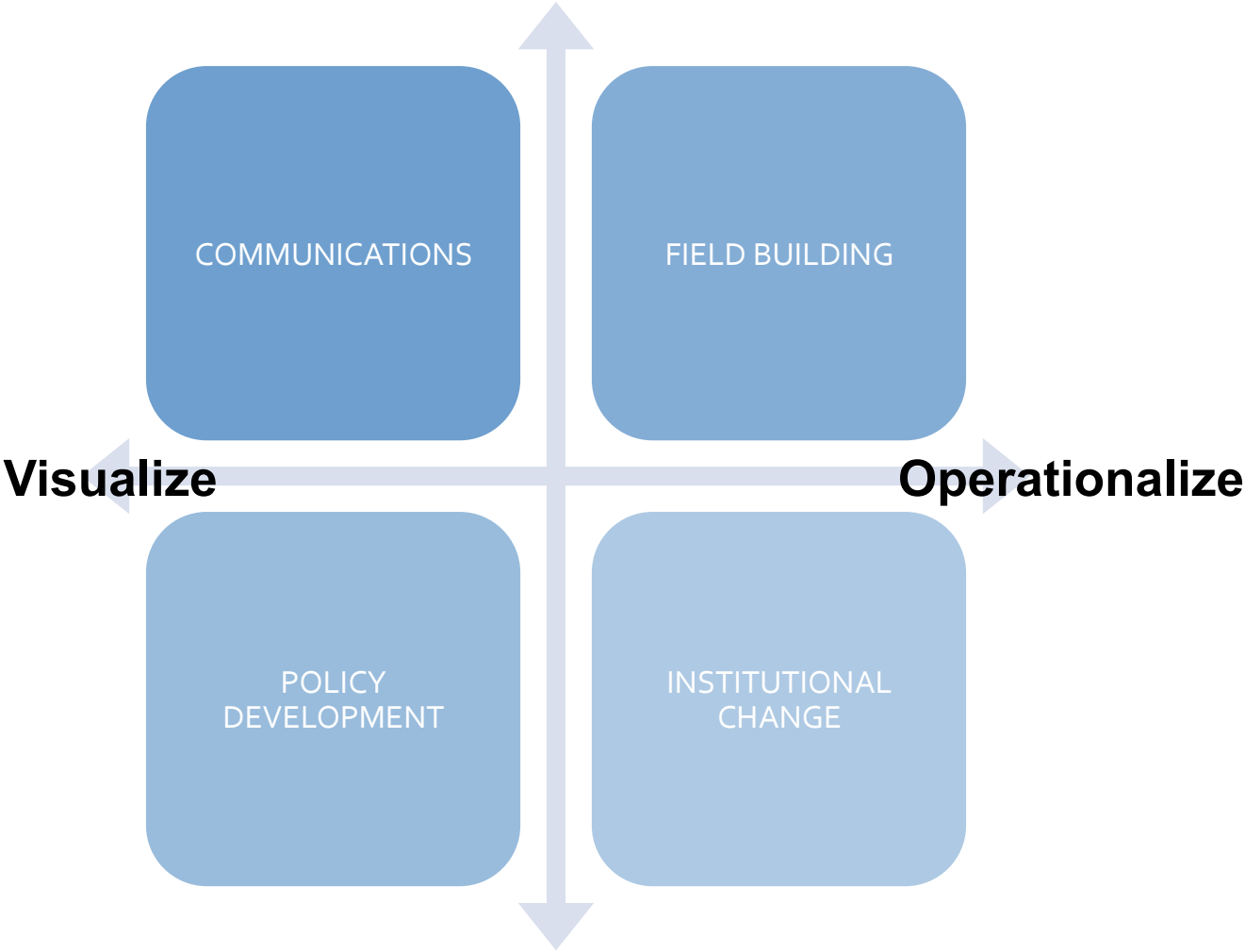- Natural home of the deal maker- cold blooded maneuver and necessary compromise

Head

Heart
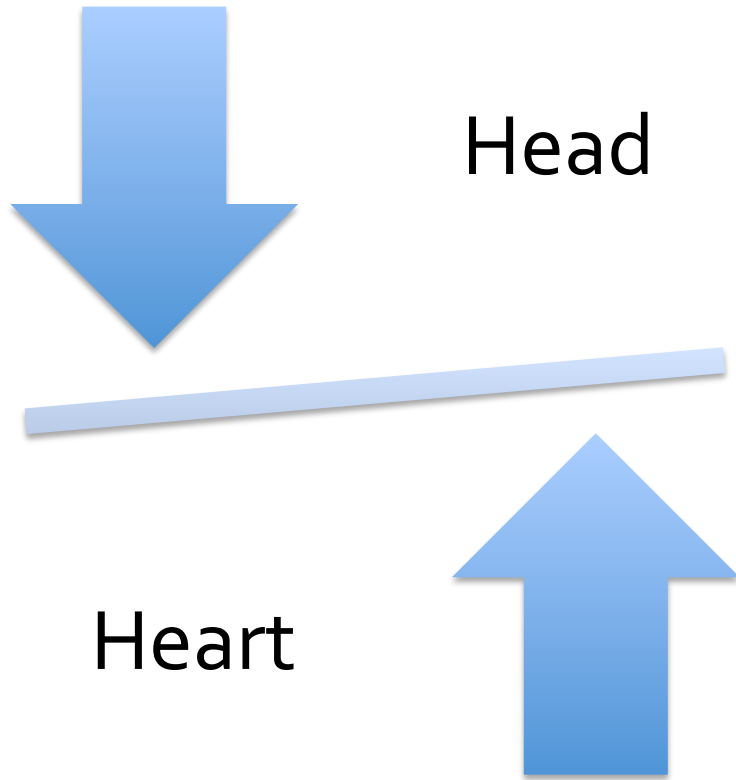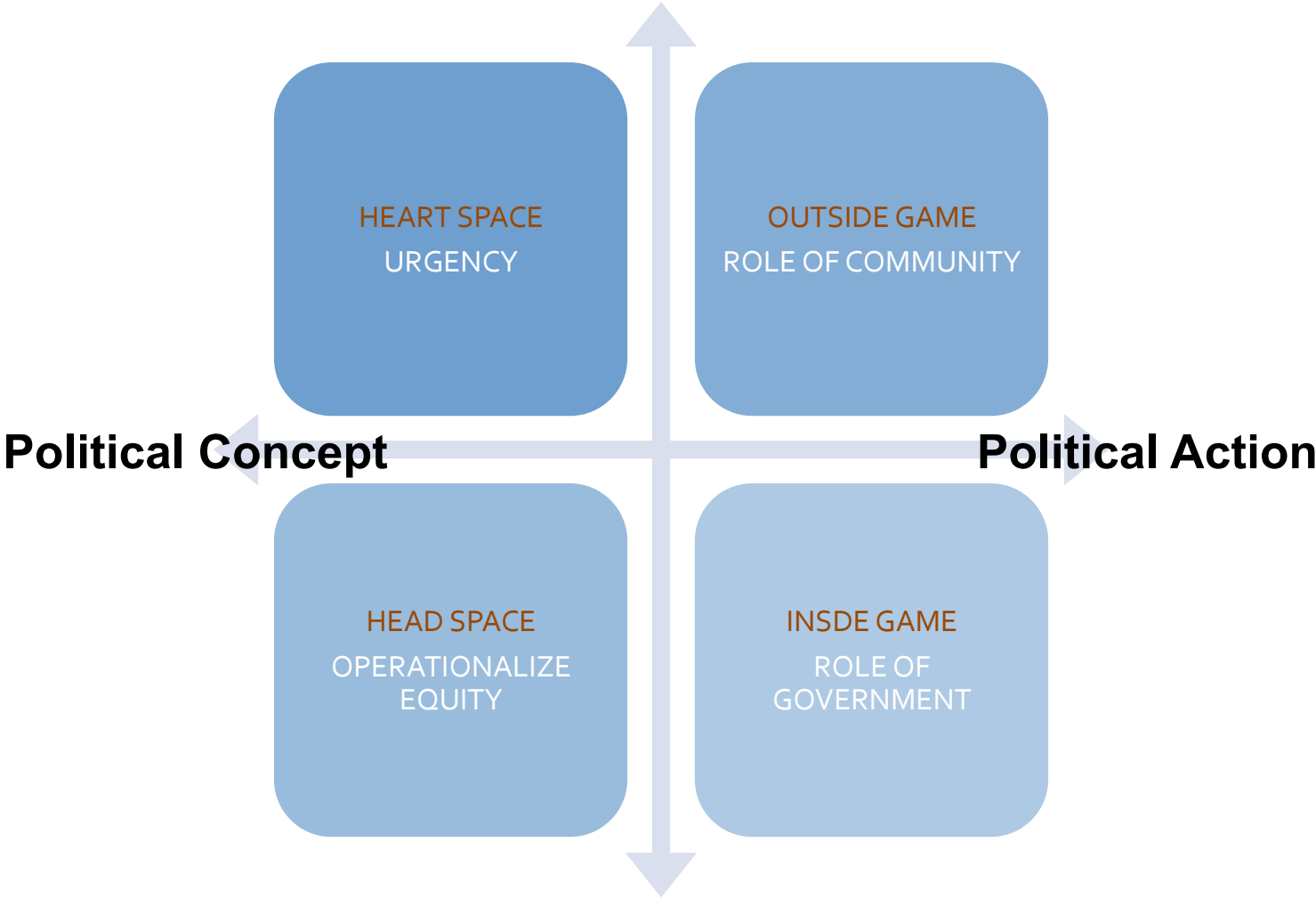
Small group discussion

- How could this approach be applied in your Invest Health team?

- If you are using this approach or another organizing framework, what has been most successful, what have you learned?

Racial equity leadership

Think about the systems (groups, organizations, institutions, coalitions, etc.) that you know.

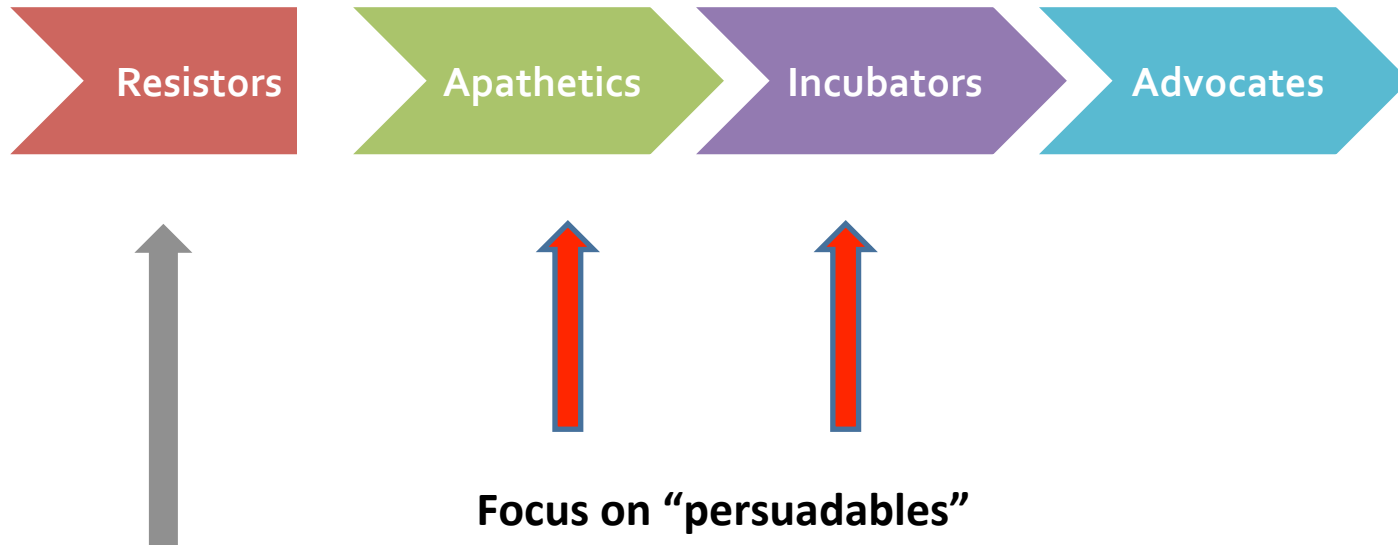**What do you know about how change happens in these systems?**

30 %

RACIAL EQUITY
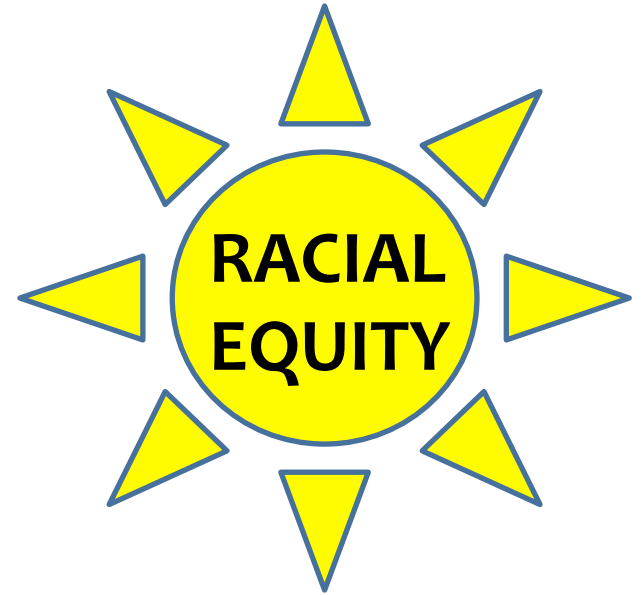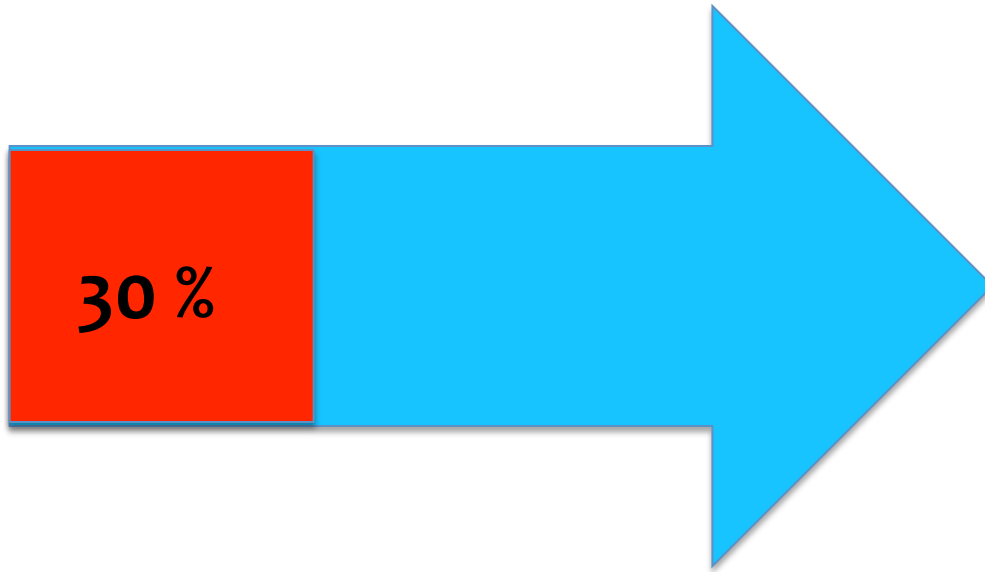
4 types of people related to change

| Resistors | Apathetics | Incubators | Advocates |

Focus on "persuadables"

Resistors may join the change, but don't focus on them

From Creating Contagious Commitment by Andrea Shapiro

Leaders can support the change by providing:

People support
E.g., explain the change, listen to concerns, hire advocates, and foster contacts.

Environmental support
Create the right atmosphere for change, e.g.: stating a clear case, ensuring the necessary infrastructure exists, and rewarding those who support the change.

Adapted from Creating Contagious Commitment

Some ways "followers" can support the change:

- Ask effective questions & introduce different perspectives
- Keep leaders informed
- Be clear about what you're signing up for
- Be open to others' opinions, things not going exactly your way

Role of leadership

Overall

- Create shared vision

With frontline staff

- Create awareness
- Create sense of urgency
- Build momentum

As administrators

- Change policies, practices, programs
- Establish accountability

Power and Politics

What is power?

What is politics?

Managing Power and Politics

1. Controlling the agenda
2. Forming coalitions
3. Using outside experts
4. Developing others
5. Deal making
6. Incurring obligations
7. Selecting decision criteria
8. Controlling information an using ambiguity
9. Cooptation

Close