

Racial Equity: Getting to Results

using a racial-Equity Centered Results Based
Accountability framework

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**“You can’t be neutral
on a moving train.”**

- Howard Zinn

Definition of racism:

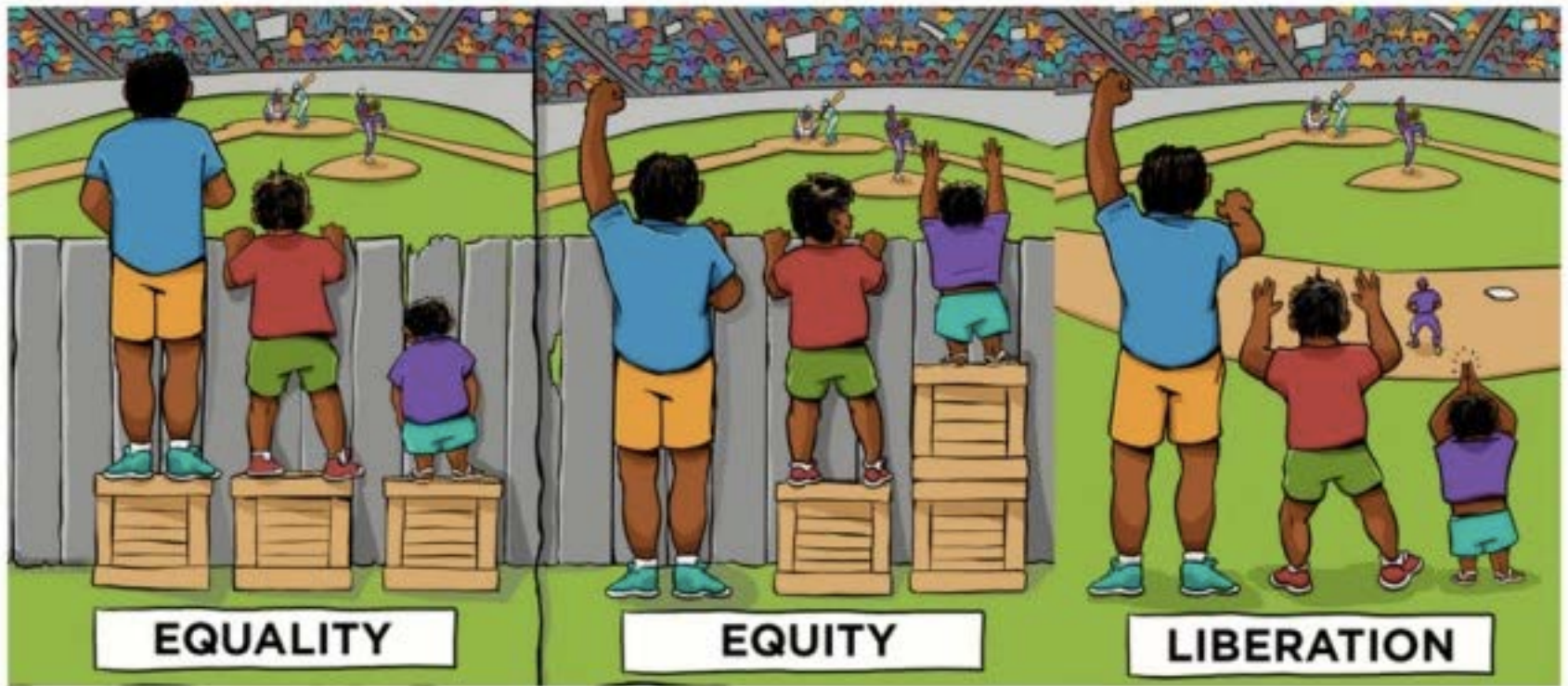
Race prejudice + power

-The People's Institute for
Survival and Beyond

Why are people poor?

“People are not poor because they lack programs and services; people are poor because they lack power.”

-The People's Institute for
Survival and Beyond



(Center for Story Based Strategy)

Racial disparities in health indicators

In New York State

Black, non-Hispanic people had the **highest** age-adjusted total mortality rate in the State

Black babies premature births and low birthweight were almost **double** that of white babies

Black and Latino rates of diabetes related deaths and hospitalizations were **2-4X the rate** of whites

Black New Yorkers had more than **5X the rate** and Latinos had **4X the rate** of asthma hospitalizations compared to whites

What is accountability and
to whom are we accountable?

NOT ONLY COMPLIANCE

We need tools

Results Based Accountability

Assumptions about intentions

Work, done with the best intentions, does not
produce the racial equity we demand in our
communities ...

or it would have already.

Use Disaggregated Data to Inform Your Decisions

...because there are unintended consequences of stopping at the first cut of data

Answer the Q:

Whose lives are you looking to impact?

Then disaggregate by race, ethnicity, gender, sexual orientation, language, etc.

Using a community centered, racial equity lens as the foundation for results work

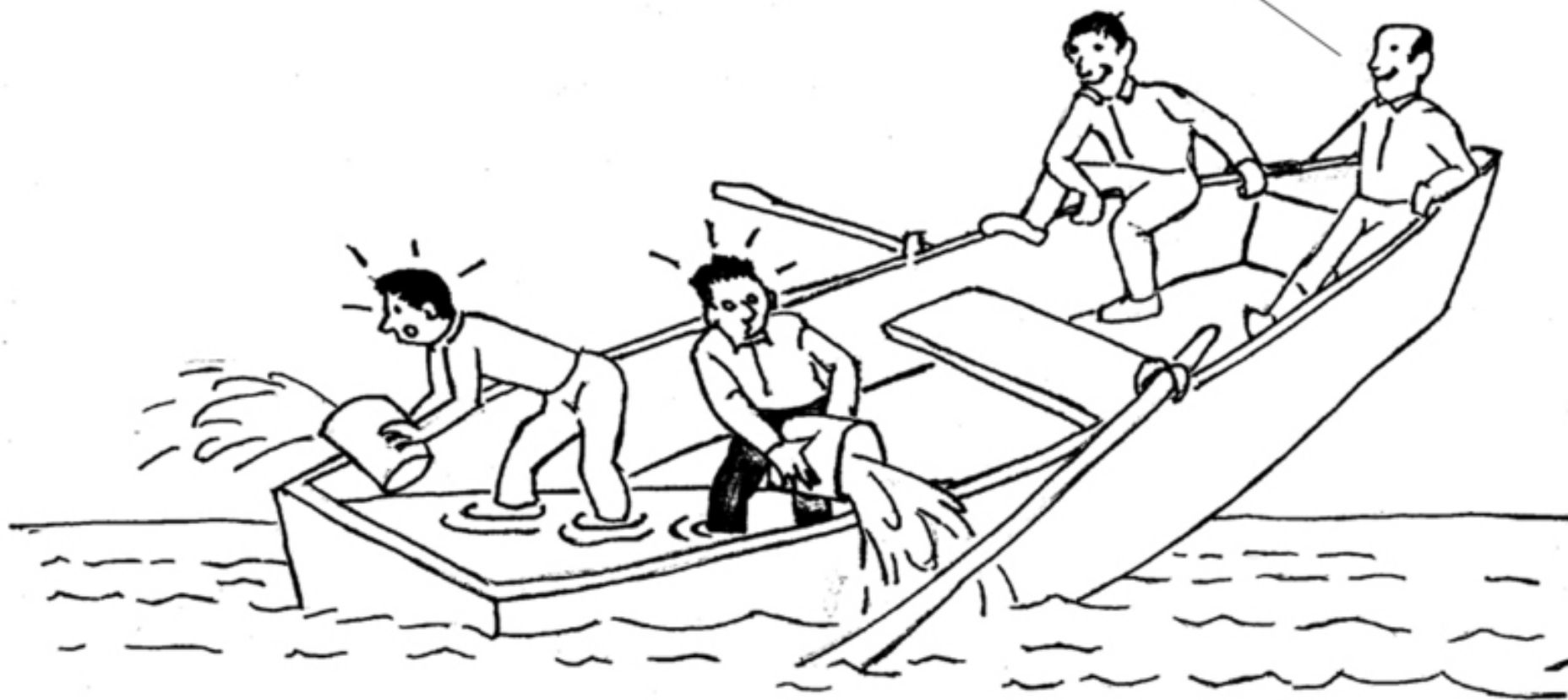
- Community leaders and staff are mutually responsible for planning, identifying, collecting, sharing and using data
 - A transparent, non-punitive culture around data *analysis* and *use* is created that is different that from reporting
 - Communities aren't blamed for systems failures
 - Data is used consistently

Using a community centered, racial equity lens as the foundation for results work

- Solutions are picked with an eye to root cause so that they will more likely work to disrupt and shift racially disproportionate outcomes
- Authentic, trusting relationships are built so that when data goes in the wrong direction, the group will encourage and empower people to seek solutions rather than blame team members

Root Cause Analysis

Sure glad the hole isn't at our end.



What are the Root Causes?

What are the factors that contribute to the racial disparity you see in the data?

What factors do you anticipate affecting the future?

What are the causes and forces at work?

Dig deep and try to identify the “root causes”

Ask “WHY” 3-5 times!

Start with the end...

Population Accountability

About the well-being of whole populations
Regions - States - Neighborhoods - Cities - Counties

RESULT

A condition of well-being for children, adults, families or communities

- Children in Tuscaloosa enter kindergarten ready to learn
- All people are healthy in Rochester
- Households are economically stable and self-sufficient

INDICATOR

A measure which helps quantify the achievement of a result

- % of children ready for kindergarten
- Chronic disease rate
- % of households meet self-sufficiency standard

Population
Accountability



Work backwards toward means...

Performance Accountability

About the well-being of client population
(the people directly impacted by a program)

Performance
Accountability

SOLUTIONS/PROGRAMS/AGENCIES

Implemented programs, initiatives, systems, and services that have a reasonable chance of influencing indicators and contribution to results.

i.e. Access to healthy food program – Free clinics – Policies

PERFORMANCE MEASURE

A measure of how well a program agency, service system or initiative is working.

Three types:

1. **Quantity** How much did we do
2. **Quality** How well did we do it?
3. **Impact** Is anyone better off?

Community leadership in selection and review of data

Even if data looks shows a positive impact, communities experiencing strategies need to help to identify the “why?” to determine any unintended consequences of success.

They are best positioned to flag root causes of otherwise neutral seeming actions or under the radar factors., and will should help refining solutions to ineffective practices.

Putting a stake in the ground

Now the hard work begins.

Each agency/program contributes to one or more
indicator.

Identify performance measures that show how your work
is connected to those indicators and use them to track
your impact over time.

Is anyone better off/ did the work make a difference?

Answer the questions:

How would I know if this solution worked?

What is the intended impact?

How would I know if anyone is “better off” as a result of it/it
made a difference?

...and articulate it as a measure.

7 Questions of Performance Accountability

- Who do you/does your work serve?
- How can you measure if they are better off?
- How can you measure the quality of your work?
- How are you doing on these measures quantitatively (data trend) and qualitatively (root cause/story)?
- Who are the partners with a role to play?
- What works brainstorm (practices, processes, and/or policies)?
- What do you propose to do, in what timeline and in what budget?

Unlikely Partners

Think of “unlikely suspects” or partners that you have avoided in the past

These might well be the exact partners you need in order to get to equitable outcomes

Consider current partners and how they might **expand**, **stop** or **change** what they are doing

Even if you cannot figure out how to get a needed partner to the table, name them and create a plan with others

Consider how current policies and service systems maintain or reinforce structural/institutional racism

Think about everything you do, including current activities and service systems, policy implementation/changes and best practices.

*Remember that root causes inform brainstorming.

Developing Performance Measures

How much did we do?

**# organizations/
people served**

**# activities
(by type of
activity)**

How well did we do it?

% common measures

e.g. workload ratio, staff composition,
% staff fully trained/culturally competent
% services in language spoken,

% activity-specific measures

e.g. % timely
% people completing activity/training
attendance rate,
% correct and complete

Is anyone better off?

#/% skills/knowledge

e.g. knowledge of how to start a small biz

#/% attitude/opinion

e.g. feel a sense of belonging

#/% behavior

e.g. school attendance, residents included in decision-making, eating more fresh fruits
and vegetables

#/% circumstance

e.g. working, in stable housing, diabetes rate

Criteria for Prioritizing Indicators & Performance Measures

Communication Power

Does the measure communicate to a broad range of audiences?

Do people care about this measure?

Proxy Power

Does the measure say something of central importance about the result or action?

Does the measure stand in the place of a number of others?

Data Power

Are good, accessible data available?

What's next? Action Commitments

- Who will do what, by when?
- What resources are needed to get it done?
- Is this a long-term action that needs time or can it be done tomorrow?
- What is the active role of community leadership in making these decisions?
- Write it down

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