Power Ecosystems: Multisector Collaboratives and Systems Change

Population Health Innovation Lab

Wednesday, June 26, 2024
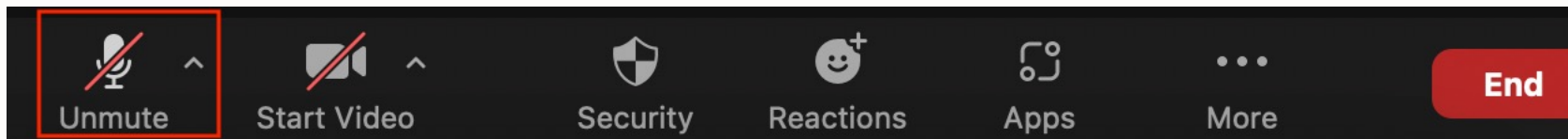
POPULATION HEALTH
INNOVATION LAB
A Program of the PUBLIC HEALTH INSTITUTE

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Welcome

Sue Grinnell, MPH
she/her/hers

Director,
Population Health Innovation Lab,
Public Health Institute

The Population Health Innovation Lab designs, catalyzes, and accelerates innovative approaches that advance health, well-being, and equity.

Guest Presenter

Ginger Lee, DrPH, MPH
she/hers/ella

CEO,
Ginger Lee Global Health
Consulting Group

Ginger Lee, DrPH, MPH

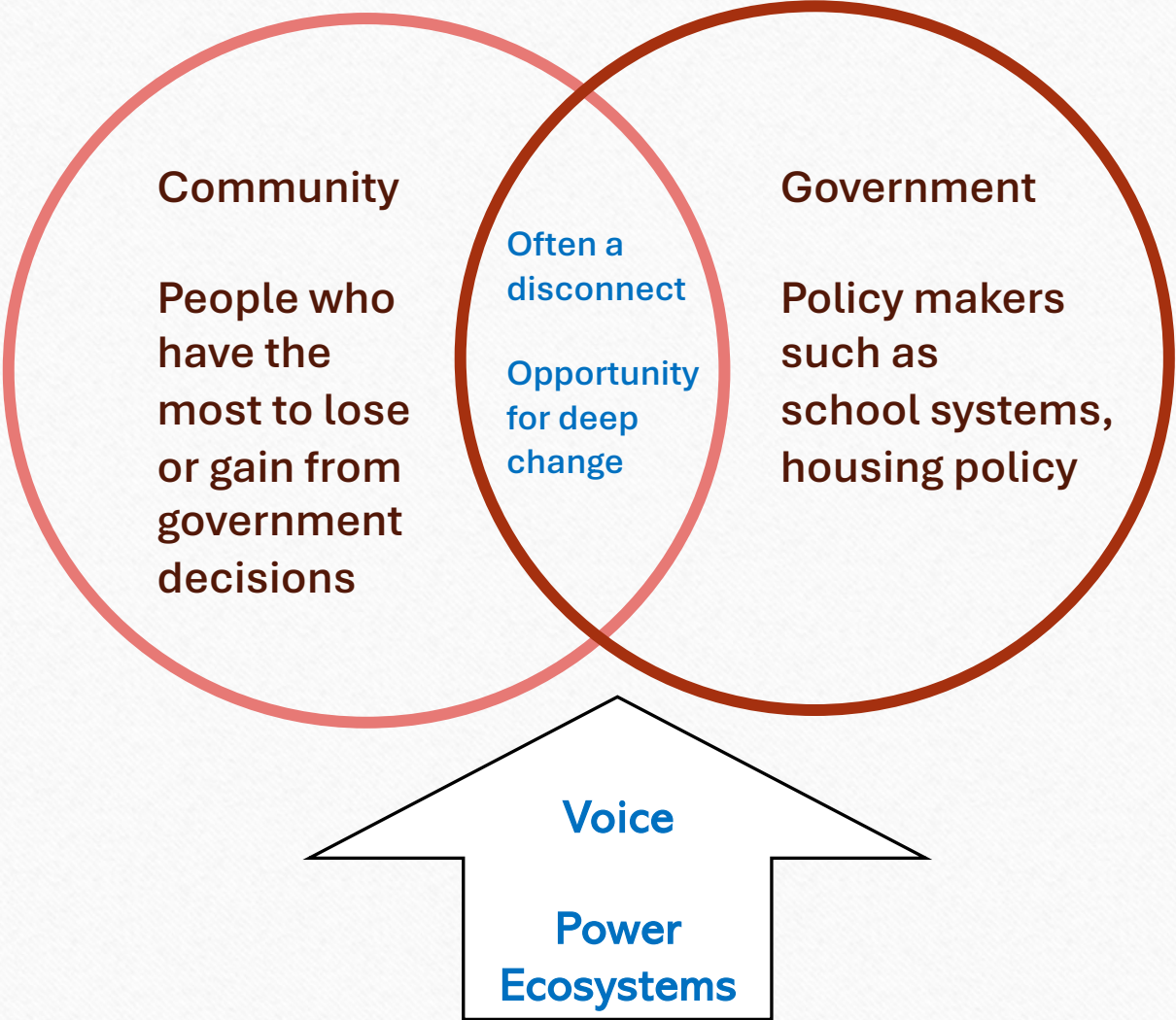Place-based work in low-income and marginalized communities

Raised in poverty in East Oakland and Del Paso Heights Sacramento

Government policy making

Research on community led systems change

Community

People who have the most to lose or gain from government decisions

Often a disconnect

Opportunity for deep change

Government

Policy makers such as school systems, housing policy
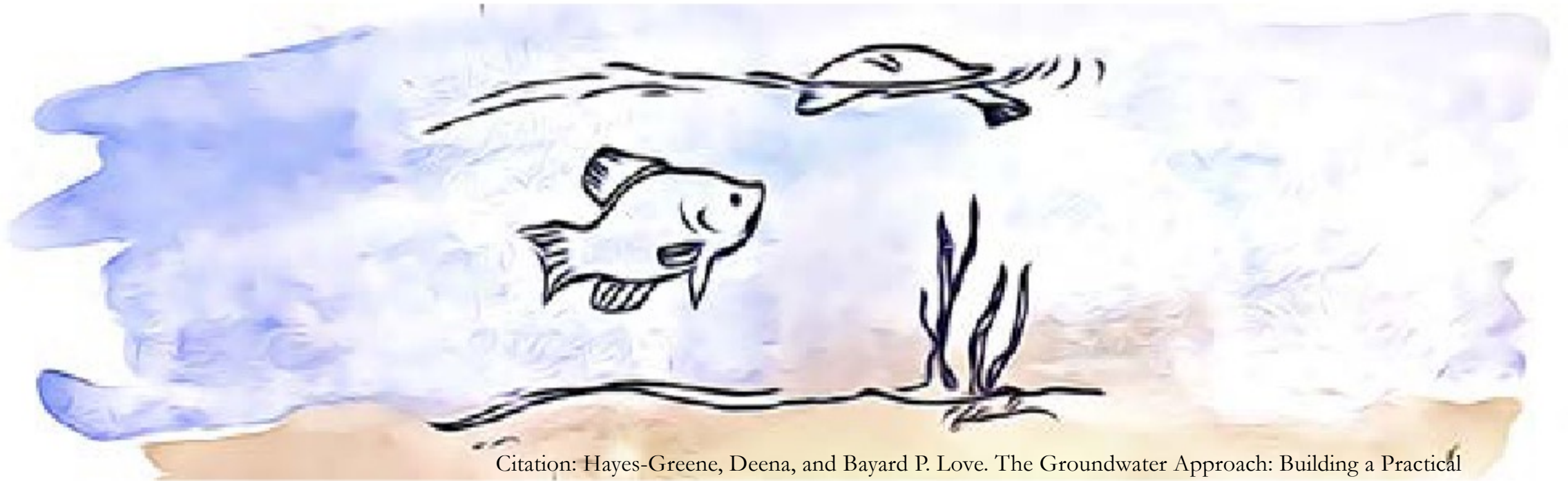
Voice

Power Ecosystems

Agenda

- Systems & policy change

- Success story case studies

- What made them successful?
  - Power ecosystems
  - PHaRE Model for Systems Change
  - Philanthropy's role

Why Systems and Policy Change?

National Collaborating Centre For Determinants Of Health. *Let's Talk Moving Upstream.*

The Groundwater

Citation: Hayes-Greene, Deena, and Bayard P. Love. The Groundwater Approach: Building a Practical Understanding of Structural Racism. The Racial Equity Institute. 2018.

Artwork by Jojo Karlin (jojokarlin.com)

Barriers

What are some of the reasons multi-sector collaboratives don't engage in community-led systems and policy change?

Drop in chat.

Common Barriers

- Lack of infrastructure and time
- Lack of resources
- Fear of advocacy vs. lobbying
- Not knowing how to work on systems and policy
- Fear of backlash

What is Advocacy?

"Advocacy is the act of creating change by influencing decisions, practices, policies, and resource allocation within political, economic, healthcare, education and other social systems. It bridges the gap between community needs, evidence-based solutions, and the decisions made by policymakers and institutions, ultimately working to create a more just, equitable society."

Source: Community Commons

Advocacy vs. Lobbying

- Advocacy: educating, relationship building, organizing, coalition building, communicating, and lobbying.

- Lobbying: direct communication with government officials to influence specific legislation or policies and other actions.

- Dos and don'ts

  https://www.naeyc.org/our-work/public-policy-advocacy/rules-501c3-nonprofit-lobbying

Change in Community's Hands

- Gap between how problems and solutions are viewed.

- Community-driven data.

- Community identified priorities.

- Changing the narrative from the dominant paradigm of individual focus to narrative of health equity and root causes.

- Purpose: changing the social and commercial determinants of health.

Success Stories

Examples from multi-sector collaboratives

Environmental Justice
Alianza – Eastern Coachella Valley

Clean Water
Alianza – Eastern Coachella Valley

- The California Endowment made a 10-year investment in the Eastern Coachella Valley with the Building Healthy Communities effort.

- Alianza is a union of people and organizations working together for common goals.

- Supports resident leaders in improving their community.

Environmental Justice
Alianza – Eastern Coachella Valley

- Coachella Valley Water District government agency serves many disadvantaged areas.

- Comprised of agriculture and golf course owners.

- The communities without potable water or proper sewage systems did not have representation.

Clean Water
Alianza – Eastern Coachella Valley

- Wanted representation on the Water Board

- Mobilized GOTV

- Did not win a seat on the Water Board

- Energized by the loss

- MOU between members

- Collective fund development plan with noncompete agreements

Environmental Justice
Alianza – Eastern Coachella Valley

In response to residents' concerns:

- Coachella Valley Water District formed the Disadvantaged Community Infrastructure Task Force to work on water quality and service issues.

- Legislation approved setting new statewide standards for arsenic filtration systems and water billing in mobile home parks.

Clean Water
Alianza – Eastern Coachella Valley

- Coachella Valley Water District announced in April 2024 $100 million in grant funding from county, state, and federal sources at a community celebration.

- Clean, affordable water and reliable sewer services to underserved Eastern Coachella Valley communities.

- Result of 10 years of effort by Disadvantaged Communities Infrastructure Task Force.

Best Start Central Long Beach: Housing

- Proposition 10 passed in 1998. Tobacco tax.

- First 5 California – Funds education, health services, and childcare children 0-5 and their families.

- F5 LA funds Best Start Networks - multisector, resident-led collaboratives.

Best Start Central Long Beach: Housing

- Built community power

- Resident identified and led Community Change Agenda

- Backbone organizations

  - The Nonprofit Partnership

  - Long Beach Forward

Best Start Central Long Beach: Housing

- Trained tenants and homeowners on how to advocate for needed changes at the city level and with local landlords.

- Successfully advocated for several city housing policy changes including:

  - Just Cause for Eviction protections (2020)

  - Tenant Anti-Harassment Ordinance (2020)

  - Extension of the City's COVID-19 eviction moratorium (2021)

  - Increase in the percentage of units to be reserved for very low-income households in all new construction (2021).

Breakouts

Alianza Groups

1. What lessons can be learned from Alianza's efforts to improve water quality and representation in the Eastern Coachella Valley?

2. What can philanthropy do to help build and support multisector collaboratives so they can better influence systems and policies over time?

Long Beach Groups

1. What lessons can be learned from Best Start's efforts to improve access to affordable housing in Long Beach?

2. What can philanthropy do to help build and support multisector collaboratives so they can better influence systems and policies over time?

Ginger Lee's Research

Philanthropy's Role

in Place-Conscious Initiatives

and Systems Change

- How did these types of community-driven systems and policy changes succeed?

- What was the secret sauce and how could philanthropy best support them?

The California Endowment's Building Healthy Communities Initiative

Overview of Building Healthy Communities (BHC)

Building Healthy Communities (BHC) is a 10-year, $1 billion comprehensive community change initiative launched by The California Endowment (TCE) in 2010 to advance statewide policy, change the narrative, and transform **14 of California's communities** devastated by health inequities into places where all people and neighborhoods thrive. This includes:

- Boyle Heights
- Central Santa Ana
- Central/Southeast/ Southwest Fresno
- City Heights
- Del Norte and Tribal Lands
- Eastern Coachella Valley
- East Oakland
- East Salinas (Alisal)
- Long Beach
- Richmond
- South Sacramento
- South Los Angeles
- South Kern
- Southwest Merced/East Merced County

Power Ecosystems – How Power is Built Over Time

- Advocacy and Policy
- Research and Legal
- Organizational Development, Infrastructure, and Funders
- Organizing and Base-Building
- Comms, Cultural, and Narrative Change
- Leadership Development
- Alliance and Coalitions

Research Methodology

Literature Review	Semi-structured Key Informant Interviews	Document Analysis	Triangulation
Place conscious initiatives - contextual factors, inequities.

Policy change explanatory frameworks

Complexity Theory: emergence and leverage points for deep change | 15 questions mapped to Kingdon's MSF, CT, and power

13 Program Managers
2 TCE Directors

28 systems and policy changes analyzed | Matched the change identified by the interviewee to a published document. | Methods triangulation
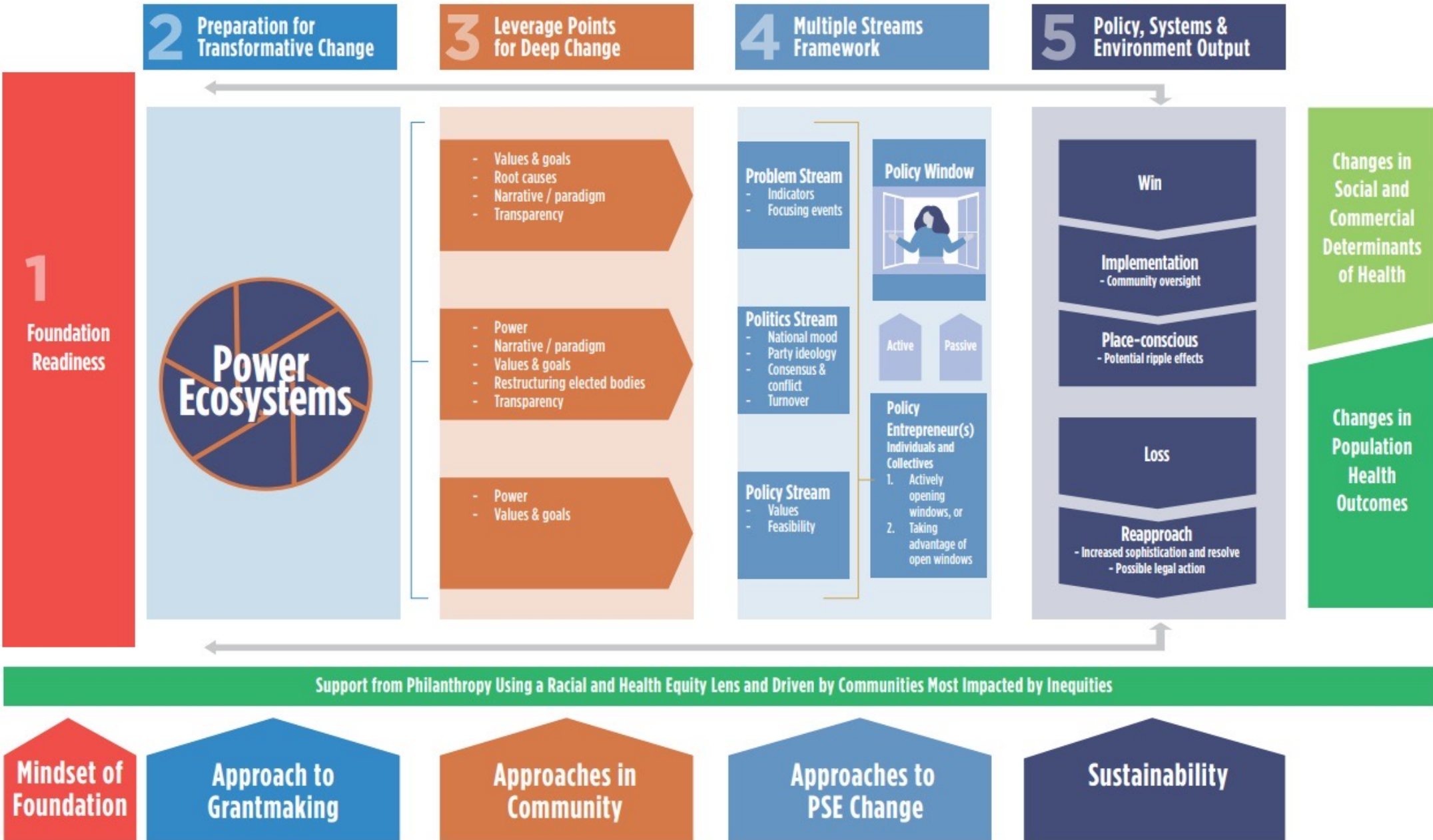
Source triangulation |

PHaRE (Public Health and Racial Equity) Model for Systems Change

Author: Ginger Lee, DrPH, MPH; Contributors: Lisa K. Staten, PhD; Anthony Iton, M.D., J.D., MPH; Prof. dr habil. Katarzyna Czabanowska

PHaRE Model for Systems Change

Stage 1 – Foundation Readiness

How a foundation can work on its own mindset before it funds place-conscious work so that it does not cause more harm or reinforce the status quo.

Stage 2 – Preparation for Transformative Change

Approaches to grantmaking that best support transformative change.

Stage 1
Foundation Readiness

1

Foundation Readiness

- Centering racial justice
- Understanding the long arc of change
- Power sharing, trust and relationships
- Understanding community vulnerability
- Commitment to continuous learning

Mindset of Foundation

Stage 2: Preparation
for Transformative Change

- Letting communities lead

- Selecting organizations to fund that can build movements

- Creating spaces to center those most impacted

- Building power ecosystems

- Narrative change

- Funding a community-based backbone organization

- Funding infrastructure – trusting organizations

38

Contact Us

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Thank you!

We appreciate your time and contributions.

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