Achieving Transformational Change within HIP-Cuyahoga: Where We’ve Been and Where We’re Heading

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Welcome

- Friends of the consortium new and old
- Steering Committee
  - Public Health Collaborative
  - Priority Area/Anchor Organization Chairs
  - Community representatives
  - Faith-based leader
  - Health care representatives
  - Philanthropy representative
  - Elected official representative
  - Backbone organization/workgroup chairs
  - At-large members
Meeting Objectives

- Increase understanding of opportunities and strategies for transforming health through large-scale institutional and systems change.

- Increase understanding of achieving transformational change within HIP-Cuyahoga.

- Describe HIP-Cuyahoga partners’ efforts to transform environments, systems and policies to improve health.
The Beginning

- Place Matters
- The Kirwan Report
- Recognition of the impact of structural racism on health in Cuyahoga County
- Community health assessment → Community health improvement plan
- Formation of the consortium with mission and vision
- Focus on defining equity and building capacity to frame our collective work through an equity lens
Our Partnership

Where We’ve Been | 2010-2015
- 50 Active individuals and organizations
- Over 200 in HIP-Cuyahoga Network

Where We Are Now | 2016-2017
- 100+ Active organizations
- Over 600 in HIP-Cuyahoga Network
Source: History Matters: Understanding the Role of Policy, Kirwan Institute for the Study of Race and Ethnicity at the Ohio State University, February 2015.
What are the solutions?

- There is no silver bullet solution to address the complex factors that shape opportunities for people in our community to be healthy.
- No single organization can create such a large-scale lasting change.
- To have the greatest impact on the health and well-being of our community, we need to coordinate our work and our resources around well-defined priorities and goals.

Source: Health Improvement Partnership-Cuyahoga, Community Health Improvement Plan, 2015
The plan serves as a roadmap to address the most important factors impacting the health and wellbeing of our county’s residents. It addresses traditional public health issues, as well as complex social issues.
**Framework for Action**

**OUR VISION**
Cuyahoga County is a place where all residents live, work, learn, and play in safe, healthy, sustainable, and prosperous communities.

**OUR MISSION**
HIP-Cuyahoga’s mission is to inspire, influence, and advance policy, environmental, and lifestyle changes that foster health and wellness for everyone who lives, works, learns, and plays in Cuyahoga County.

**CORE VALUE**
Building opportunities for everyone in Cuyahoga County to be healthy.

**KEY APPROACH 1**
**PERSPECTIVE TRANSFORMATION**
Building capacity to think, understand, and act differently to make equity and racial inclusion a shared value.

**KEY APPROACH 2**
**COLLECTIVE IMPACT**
Fostering cross-sector collaboration, coordination of partnerships, alignment of priorities & actions, and mobilization of resources.

**KEY APPROACH 3**
**COMMUNITY ENGAGEMENT**
Involving community members in planning, decision making, and actions.

**KEY APPROACH 4**
**HEALTH AND EQUITY IN ALL POLICIES**
Creating healthier and more equitable decision making across sectors, systems, and policy areas.

**OUTCOME**
**ACHIEVING EQUITY, WELL-BEING, AND IMPROVED POPULATION HEALTH**
Building opportunities for everyone in Cuyahoga County to be healthy.

*hipcuyahoga.org*
Key Priority Areas

Explore these priority areas in depth at our website: hipcuyahoga.org
Perspective Transformation

- Eliminating structural racism emerged as major priority during community health assessment
- Determined to be foundational to our collective work for the long-term
- Transitioned from priority area to *FIRST key approach*
- Focus on building capacity to think, understand and act differently to make equity and racial inclusion a shared value
- Continuous process of individual and organizational transformation grounded in shared understanding
Equity and Equity Lens

▪ Equity
  ▪ Providing all people with fair opportunities to achieve their full potential.
  ▪ Justice in the way people are treated.

▪ Equity Lens
  ▪ Making public policy and institutional practice decisions governed by the principle of equity
The Equity Imperative

▪ A need to focus explicitly on race to achieve equity is not a relic from a more bigoted, less enlightened age.

▪ Race remains a fundamental fissure in America; it compounds and perpetuates disadvantage across neighborhoods and generations.

▪ Living in neighborhoods of concentrated poverty has an enormous impact on opportunity, wealth, income, health and lifespan.

▪ The racial inequities confronted by people of color did not happen by accident.

▪ The structure of our society was erected on a foundation of bigotry and racial discrimination.

▪ Race was institutionalized into society before the founding of the nation.

Reference: The Equity Imperative in Collective Impact, SSIR.
The Equity Imperative

- Laws intended to dismantle legal discrimination have had to fight against custom, culture, practice.
- Intentional counter efforts aim at maintaining the status quo have been well funded and aggressively implemented.
- *The time is now...* the nation’s demographic shift from a white majority population to that of a country where people of color will outnumber whites have made achieving racial equity both a social and economic imperative.
- By mid-century, inclusion will be the challenge everywhere in this nation.
- A focus on equity must drive collective impact, in cities, aging suburbs and rural communities.
- It is the only way we can create solutions that reflect the scale of this nation’s challenges.

Reference: Schmitz P. Applying an equity mirror to collective impact. SSIR, 2015.
What is Collective Impact?

“Collective impact is a structured form of collaboration that embraces continuous improvement and rigorous data to drive transformative social change.”

What is Collective Impact?

*5 Essential Conditions*

1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Support

What is Collective Impact?

Principles of Practice

Design and implement the initiative with a priority placed on equity.

Include community members in the collaborative.

Recruit and co-create with cross-sector partners.

Use data to continuously learn, adapt, and improve.

Cultivate leaders with unique system leadership skills.

Focus on program and system strategies.

Build a culture that fosters relationships, trust, and respect across participants.

Customize for local context.

Reference: collectiveimpactforum.org
Equity
The Soul of Collective Impact

The Equity Imperative in Collective Impact

- The collective impact framework can empower people to make real differences in communities, but the five pillars of collective impact are missing a critical dimension: equity.

- The five pillars of collective impact, implemented without attention to equity, are not enough to create lasting change.

- Without purposefully bringing an equity lens to bear on every aspect of the collective impact process, practitioners inevitably miss opportunities to seek out, recognize and purposefully resolve inequities in their local context they can block the change they seek to achieve.

- Organizations engaged in collective impact should first consider taking action on how they need to change from within by applying an equity lens to their own people and practices.
The Role of Systems Thinking

- In CI, both the “process and results are emergent rather than predetermined.”
- Changes in individual and organizational behavior lead to continual discovery, learning and emergence.
  - Increased ability to creatively impact systems and structures in transformative ways
- Discovery of important variables and their interdependence

Toward systems change...

- Balancing tensions in our collective impact work
  - Strategic direction v emerging opportunities
  - Systems and policy change balanced with programmatic work
    - Time and energy
    - Resource acquisition
  - Evaluation of programmatic work AND the consortium as a larger whole
  - Long view versus short-term wins
  - Inclusion balanced with efficiency
  - Balancing organizational priorities/needs with those of the consortium
  - Investment in authentic relationships built on trust and mutual respect versus pressure to deliver on shorter term results
2018 and beyond...

- Late 2017 co-chair listening tour → HIP-Cuyahoga 2.0

- Built new capacity to think and work differently within steering committee through two facilitated retreats and Racial Equity Institute Phase 1 trainings
  
  - Balance of individual skills and organizational priorities with collective vision
  
  - Programmatic work linkage to overall strategic vision

- Strategic visioning around infrastructure and succession planning, evaluation, funding, programmatic work, policy foci, new community-identified priority areas

- Intentional shift from focus on consortium partners to outward impact on other individuals and organizational partners
What’s Next for HIP-Cuyahoga?

- 2019 collaborative community health assessment with local health departments and hospital systems
  - Primary data collection
  - New identified shared priorities
- New 5-year REACH grant
  - Nutrition
  - Physical Activity
  - Community-Clinical Linkages
- Comprehensive Evaluation
- Work with HPIO at state level on health equity capacity building and initiatives
- ARCHES study
Thank you!