

Introduction to Power Building and Health Equity Lens Tools

California LHJ Equity Convening
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Facilitators:

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Facilitator Introductions



Human Impact Partners transforms the field of public health to center equity and builds collective power with social justice movements.

Policy & Organizing



Bridging Partnerships & Strategies



Capacity Building



Workshop Agenda

1. Welcome and Introductions
2. Recap of power, power building, and community power building
3. What this looks like in practice
4. Small group discussions and debrief
5. Additional tools and resources
6. Closing





What words comes to mind when you hear the word “POWER”?

Power is...

“ Power is the ability to achieve a purpose. Whether or not it is **good** or **bad** depends on the purpose. ”

Dr. Martin Luther King, Jr.

Lots of people in public health are talking about power, **but have a limited understanding of power, how to use it, how it relates to racial equity,** and how community power-building advances health equity.

Power Up: A Call for Public Health to Recognize, Analyze, and Shift the Balance in Power Relations to Advance Health and Racial Equity

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marginalized communities and contesting the power of those who use it to maintain the status quo. Shifting power means changing who is making public decisions, controlling the political agenda, and influencing dominant narratives. If these are the changes needed to advance equity, does public health currently have the lens, know-how, and audacity to work toward these changes?

Public health needs a power lens: a common, nuanced, and critical understanding of how power works; the potential to mobilize collective power fieldwide; and strategies to shift the balance in power relations to address structural inequity and oppression. We submit that public health must increase its capacity to (1) recognize, (2) analyze, and (3) shift power.

RECOGNIZING POWER

Power remains an underutilized and poorly understood concept in the public

**Shifting and Sharing Power, and
Supporting Community Power-building,
to Advance Health and Racial Equity**

HEALTH AFFAIRS FOREFRONT | HEALTH EQUITY

RELATED TOPICS:

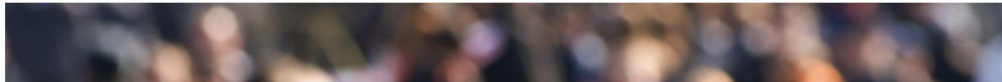
PUBLIC HEALTH | HEALTH EQUITY | SOCIAL DETERMINANTS OF HEALTH | DECISION MAKING | HEALTH DISPARITIES
| POPULATION HEALTH

Power: The Most Fundamental Cause of Health Inequity?

[Marjory L. Givens](#), [David Kindig](#), [Paula Tran Inzeo](#), [Victoria Faust](#)

FEBRUARY 1, 2018

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Shifting and sharing power is central to health equity

When people and communities have power and voice to influence these dimensions, they can exercise control over the conditions that shape their health

What is Community Power Building?

Develop, sustain and grow an organized base of people who act together through democratic structures to:

- ❖ Set the agenda
- ❖ Shift public discourse
- ❖ Influence decisions
- ❖ Increase accountable relationships with decision-makers.



Community Power-Building Organizations (CPBOs)

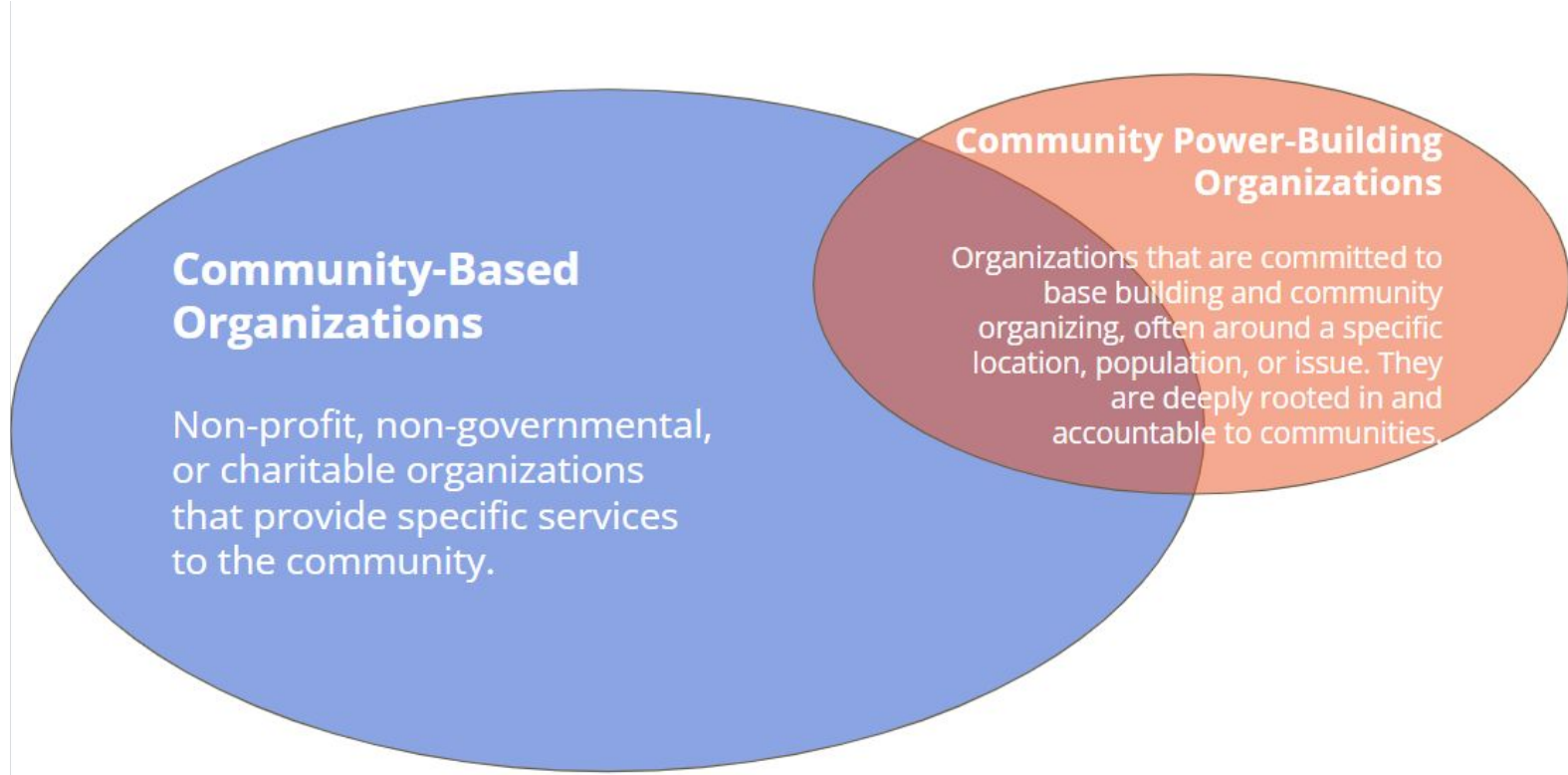
What are CPBOs?

CPBOs are community organizations that support base building, often around a certain location (e.g. a neighborhood, city, or state), demography or identity (e.g. youth, formerly incarcerated people, tenants, undocumented immigrants) or issue (e.g. health equity, environmental justice.) They're also sometimes called grassroots organizing groups, movement-building organizations, community organizing groups, and base-building groups.¹

Not all community-based organizations are CPBOs. What differentiates CPBOs is a commitment to organizing and base building. CPBOs are deeply rooted in and accountable to communities, making them adept at navigating intricate local politics to create real change.

Check out [this resource](#) on how to find a CPBO in your area!

Community Power-Building Organizations (CPBOs)



Community-Based Organizations

Non-profit, non-governmental, or charitable organizations that provide specific services to the community.

Community Power-Building Organizations

Organizations that are committed to base building and community organizing, often around a specific location, population, or issue. They are deeply rooted in and accountable to communities.

Sample ways to share your power as a health department

Create more inclusive meetings	Meet in community gathering spaces, at night or weekends, with interpretation/ translation, food, childcare, transport and in partnership with community partners
Create advisory boards with power	Develop steering committees, task forces or other advisory boards that have decision-making power over processes, products, and/or resources
Redistribute resources	Work to redistribute government funds to support community power building - e.g., fund organizing and outreach, support communications, purchase PPE + laptops
Leverage your regulatory power	Consult legal experts about how to leverage your regulatory powers to protect community and environmental health, workers, and ensure employer accountability
Leverage your positionality	Help community navigate bureaucracy and ID who hold decision-making powers using your internal networks and relationships with other government agencies



Who's at the Table Reflects...

- The goals
- Topics that are prioritized
- What data is collected
- Resource allocation
- How policies are made & enforced
- Who is accountable

Recommendations for HDs + CPBOs starting collaborations

- ❖ Identify who you want to connect with
- ❖ Do your homework and learn about the other organization and ecosystem
- ❖ Meet and have an open-ended discussion or 1x1 just to learn about them > don't start by presenting things to do together!
- ❖ Once there is a relationship established, values alignment, and interest in working together:
 - Start with small, concrete collaborations
 - Mobilize public health resources to advance CPBO goals
 - Intentionally do activities together that build and deepen trust over time
 - Leverage your inside/outside relationships to advance their goals

Collaborating with CPBOs

Challenge	Opportunity to Deepen Relationships	Remember
CPBOs have limited capacity	Leverage funding to support infrastructure and staffing (e.g. hire to support outreach, PSE change, laptops, etc)	This is long term / long haul work Changing systems, practices and cultures takes time and intentional space to build, repair, grow Stretch/discomfort is part of changing status quo
History of harm is deep and has created distrust	Practice humility and accountability, take it slow, name shared interests and values, acknowledge process takes time, hire outside or skilled internal facilitator to help support relationship building	
Different priorities, unwillingness to find middle ground	Identify other agencies or partners who share the priority and support relationship building with them; Identify shared interests	
Inside organizing can be hard and lonely	Practice self care, build your squad of support, acknowledge power differentials	

Small Group Discussions

- Go through discussion questions on handouts
- Assign a scribe to capture main discussion points, and someone to report back to large group



Discussion Questions

- Introduce yourself to the people at your table (Name, pronouns, jurisdiction/department, role)
- Has your jurisdiction worked with CPBOs?
 - If so, what kinds of work have you done?
- If not, is your department aware of CPBOs in your area?
 - Who could you ask to learn about what CPBOs are in your area?
 - What are some lessons learned from partnerships with others (e.g., community-based organizations, other government, community members) in your community that could apply to working with CPBOs?
- What challenges/barriers have you experienced trying to work with CPBOs?
 - How did/could you overcome them?

Discussion Questions

- What competencies do you think department staff need to have to work effectively with CPBOs (e.g., analysis, staffing, funding, training, political will, leadership, etc.)?
- What are some of the ways that your department could support CPBOs?
 - What resources does your department have that they could leverage?
 - What relationships does your department have that they could leverage?
- What are 1-2 commitments you can make for your jurisdictions to begin deepening relationships with CPBOs when you get back?
 - Examples:
 - Convene a meeting of like-minded staff.
 - Ask to meet and review these ideas with your leadership.
 - Go through one of the HIP power-building tools with your team.
 - Ask a CPBO partner to go out for coffee.

Tools and Resources

There is no shortage of tools!

HealthEquityGuide.org

A Human Impact Partners Project

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Health departments are building power for health equity

After years of struggling to close health disparities, a new movement has taken root: health departments are using a set of strategic practices to confront the power imbalances and forms of oppression at the root of health inequities, change the conversation about what creates health equity, develop leadership and support innovation, and build a movement for health equity.

Strategic Practices



**Mobilize Data,
Research, &
Evaluation**



**Build
Organizational
Capacity**



**Change Internal
Practices and
Processes**



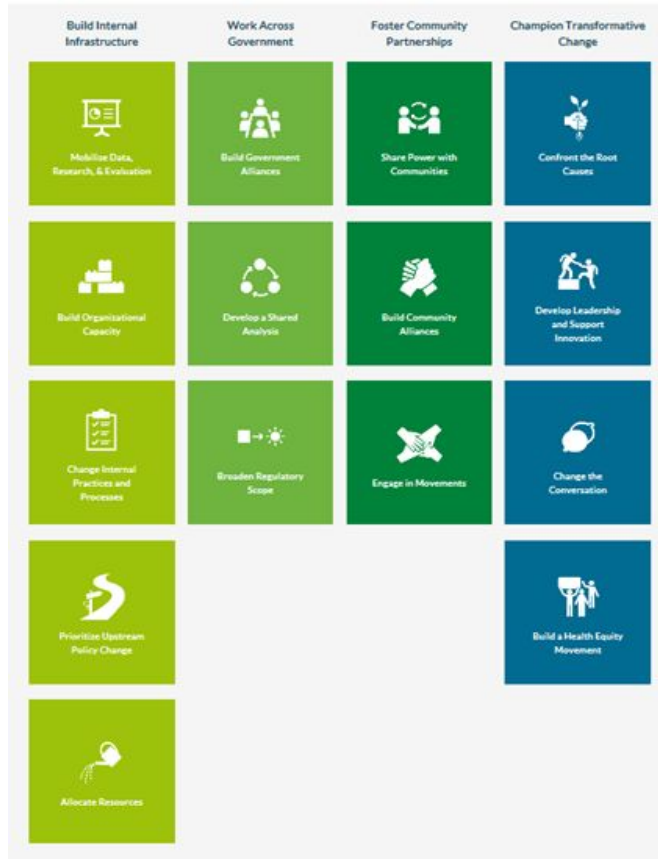
**Prioritize Upstream
Policy Change**



Allocate Resources



15 Strategic Practices for public health



Build Internal Infrastructure

- Mobilize data, research, and evaluation
- Build organizational capacity
- Change internal practices and processes
- Prioritize upstream policy change
- Allocate resources

Work Across Government

- Build government alliances
- Develop a shared analysis
- Broaden administrative + regulatory scope

Foster Community Partnerships

- Share power with communities
- Build community alliances
- Engage in movements

Champion Transformative Change

- Confront root causes
- Develop leadership and support innovation
- Change the conversation
- Build a health equity movement

Ensuring Equity in COVID-19 Planning,
Response, and Recovery Decision Making:

AN EQUITY LENS TOOL FOR HEALTH DEPARTMENTS



[HUMANIMPACT.ORG/EQUITYLENS](https://humanimpact.org/equitylens)
[BIGCITIESHEALTH.ORG/EQUITY](https://bigcitieshealth.org/equity)

Mobilizing for Action through Planning and Partnerships (MAPP) 2.0 Power Primer

Community-driven strategic planning framework to improve public health and advance HE developed by the National Association of County and City Health Officials (NACCHO)

MAPP 2.0 materials:

- MAPP 2.0 Handbook
- Assessment Tools
- Supplemental Tools
- **Power Primer**



<https://toolbox.naccho.org/pages/tool-view.html?id=6012>

Resources for Collaboration and Power Sharing

Between Government Agencies and
Community Power-Building Organizations

humanimpact.org/
power-sharing-guide

JUNE 2022



This resource guides health departments through the why and how of partnering with Community Power-Building Organizations (CPBOs) to advance health equity, via four guides with activities to build capacity and lay the groundwork for power sharing partnerships.

Collaboration and Power Sharing Between Government Agencies and Community Power-Building Organizations

Materials

- [Resources for Collaboration and Power Sharing \(Full PDF\)](#)
- [Chapter 1: Actions to Support Community Power-Building Organizations \(PDF\)](#)

- [Chapter 2: Planning for Collaboration \(PDF\)](#)
- [Chapter 3: How to Conduct a One-to-One \(PDF\)](#)
- [Chapter 4: Sharing Organizational Charts \(PDF\)](#)

Link to Resource: bit.ly/3Pg03HY

CHAPTER 1

Actions to Support Community Power- Building Organizations



CHAPTER 2

Planning For Collaboration

Spectrum of collaboration



CHAPTER 3

How to Conduct a One-to-One

Types of One-to-Ones

Who should I meet with?

How do I conduct a One-to-One?

One-to-One Best Practices

CHAPTER 4

Sharing Organizational Charts

Why should we share our organizational chart?

For government agencies, the practice of sharing organizational charts deepens relationships with partners and demystifies how and why agencies operate the way they do. The internal power structure and chain of command within government systems are often very opaque to external partners. Given the complexity of units, departments, and position titles, these systems can seem like a maze for people trying to understand who has influence over decision making and what content is being worked on by whom — and thus, how to make change.

This suite of resources and activities is designed for governmental health departments and agencies to dive into power: what it is, who holds it, and how to leverage and redistribute it to create more equitable and healthy communities.

Activities to Deepen Your Power-Building Analysis

Materials

- [Activities to Deepen Your Power-Building Analysis \(Full PDF\)](#)
- [Chapter 1: Assessing Your Power \(PDF\)](#)
- [Chapter 2: Landscape Analysis \(PDF\)](#)
- [Chapter 3: Power Mapping \(PDF\)](#)

Link to Resource: bit.ly/3QZtgba

JUNE 2022

[humanimpact.org/
power-analysis-guide](https://humanimpact.org/power-analysis-guide)

Activities to Deepen Your Power-Building Analysis



CHAPTER 1

Assessing Your Power

Why talk about power?

Power Assessment Activities

How powerful are you?

Identifying your powers

Landscape Analysis

Landscape Analysis Tools

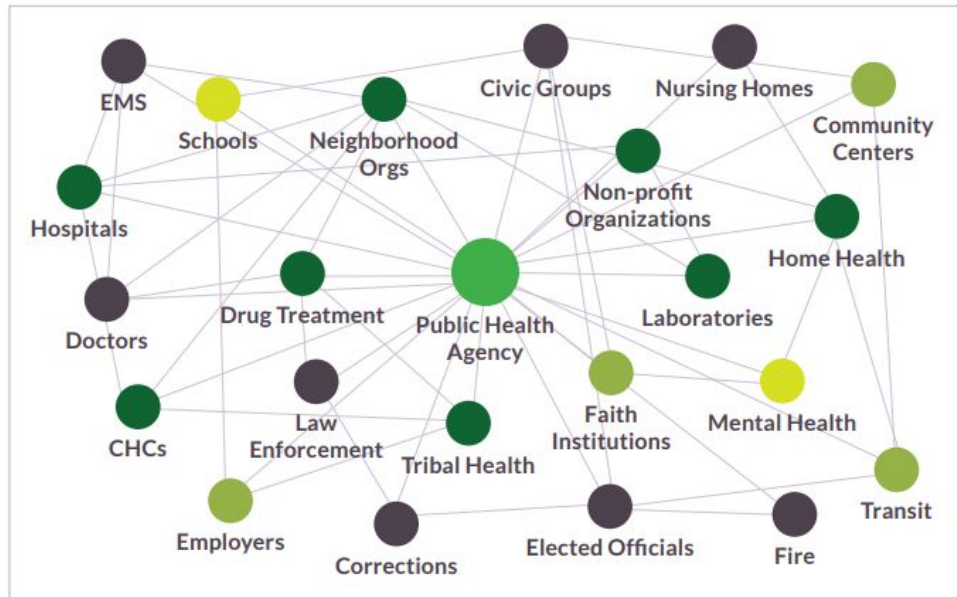
Activity #1: Potential Partners and Opponents Table

Activity #2: Landscape Web

Potential Partners and Opponents Table

Change Target:

POTENTIAL PARTNER/ OPPONENT	WHAT THEY IMPLEMENT	RELEVANT POWER(S)	ACCOUNTABLE TO	INFLUENCED BY	YOUR RELATIONSHIP
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Power Mapping

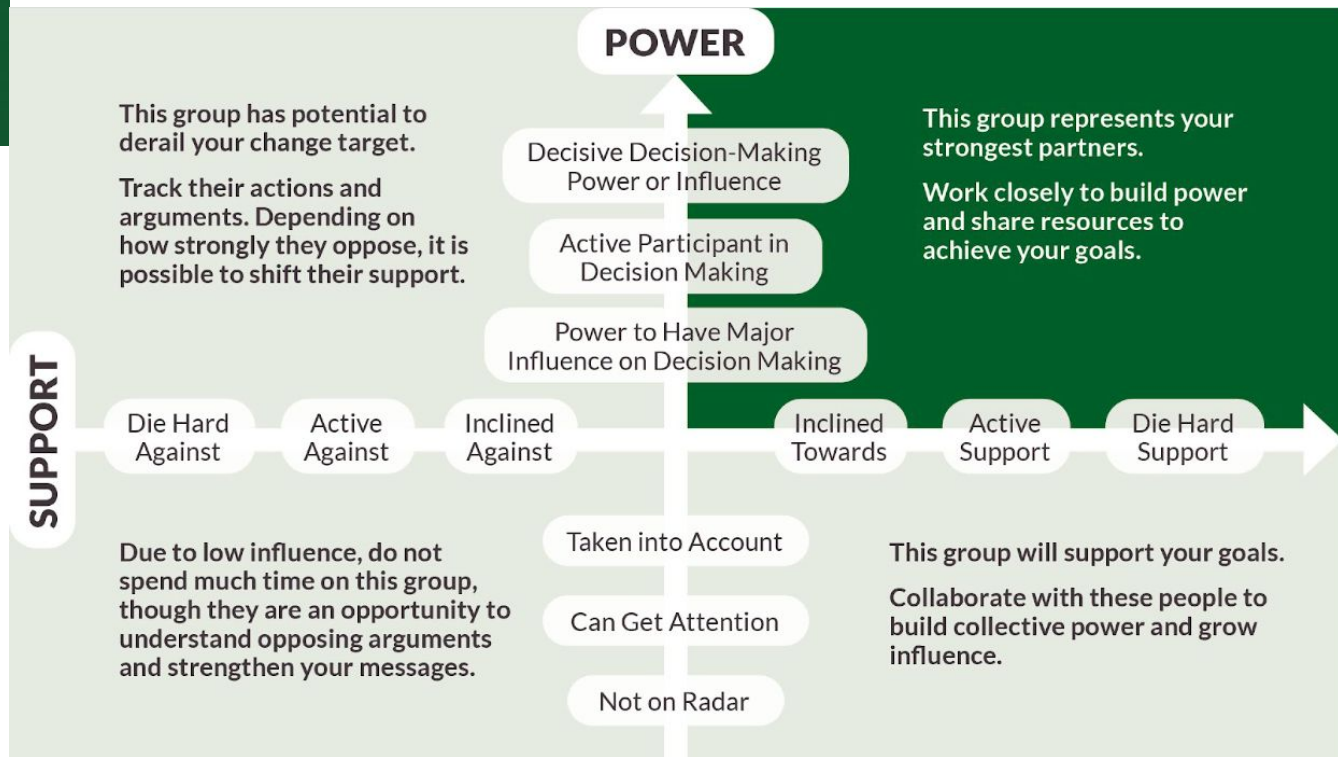
Power mapping is a tool to assess the power landscape in regards to a specific policy or practice change you're working toward (your "change target") and identify strategic pressure points.

Identify your change target

Explore how power and influence play out around your target

Discuss what it means to be in alignment

Identify key partners and opponents



Thank you!

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