Building Healthy Communities
Five Drivers of Change

One of the hallmarks of Building Healthy Communities (BHC) is The California Endowment's (TCE) focus on how community transformation is achieved—what we call Drivers of Change—rather than a focus on narrowly determined outcomes and a range of pre-determined strategies for getting there. Underlying all BHC activities is a fundamental belief in the power of a functioning democracy in which all people are valued and included. BHC's legacy will be civically engaged communities with the skills and relationships necessary for tackling the continuing challenges confronting historically marginalized communities. While each campaign success leading to concrete improvements in community members' lives is one step toward healthier communities, it is the investment in the communities' civic infrastructure that will sustain these wins beyond 2020 and ultimately result in transformation

BHC employs five Drivers of Change that are critical to optimizing democracy now and into the future.

Building Healthy Communities

Drivers of Change

| People Power | Youth Leadership, Development and Organizing | Enhanced Collaboration & Policy Innovation | Leveraging Partnerships & Resources | Changing the Narrative |

Drivers of Change: People Power

GOALS: Resident organizing and training activities support resident engagement and leadership in local decision-making forums and policy and systems change campaigns. Local systems and institutions promote full and active participation by residents in policy development and implementation. Residents value and have the tools to engage in multi-racial alliances for change.

As part of the *People Power* vision, we aim to help BHC communities develop the following capacities by 2020:

- Adult residents from traditionally marginalized communities occupy positions of influence and authority in their communities, across public, community-based and private institutions.

- Traditionally marginalized and excluded residents have voice and power in local government agencies and nonprofit decision-making processes.

- Pathways and structures are in place within organizations and community-wide to support resident healing, leadership development and organizing, with residents leading organizing efforts for local, regional and statewide impact.

- Local structures—formal and informal—are in place to support mobilizing resident voice and power.

- Multi-racial and inclusionary alliances build people power and deepen impact.

Across the BHC communities, local residents are understanding their leadership and change making potential, lifting their voices in public forums, and exercising real power. In turn, local institutions and government agencies are being challenged to reorient the civic infrastructure to truly optimize democracy and incorporate genuine resident input in decision making beyond the minimal and often superficial methods typically used.

Each of the BHC communities began their efforts with dramatically different histories of organizing activity and significantly varying levels of existing capacity. Consequently, progress in building resident power and youth leadership looks different across the sites. As a result, it is important to emphasize quality of leadership development and organizing over quantity of residents turning out to a meeting. BHC supports developing the skills residents need to organize, occupy positions of influence, and lead locally, regionally, and statewide. Ensuring these activities persist beyond 2020 also requires building local structures for increased community participation in decision making, such as Participatory Budgeting. Finally, BHC supports arts and culture as an essential component of building strong community ties.

Drivers of Change: Youth Leadership, Development and Organizing

GOALS: Youth leadership training and a continuum of other youth development activities support a network of motivated, activated youth leaders in reaching their full potential, serving as leaders in the movement to create healthy and just communities. Youth are organizing within and across all Building Health Community (BHC) sites and beyond. BHC supports leadership development as well as youth academic, economic, and socio-emotional development, employing a trauma- and healing-informed approach. Additionally, BHC supports pushes for norms change within public and private institutions to promote active participation by youth in decision making at the local, regional and statewide levels.

As part of the *Youth Leadership* vision, we aim to help BHC communities develop the following capacities by 2020:

- Local youth increasingly occupy positions of influence in their communities.

- Pathways and structures to support local youth healing, leadership development and organizing are in place.

- Youth voice and leadership are incorporated in decision making by public agencies and community based organizations.

- Public and private institutions prioritize and increase funding to promote healthy youth development, resiliency, and power.

Youth leaders come in a variety of forms other than the traditional stereotypes of the honor student or student council member. Young people who have firsthand experience with inequitable school discipline practices, interpersonal violence, and incarceration are poised to speak with authenticity and to help organize their peers to transform their communities, if given the opportunity. Understanding the trauma experienced by youth in the BHC communities, and incorporating this understanding into youth-oriented programming is a critical component of engaging youth who do not fit the dominant youth leader mold.

With trauma-informed practice as the point of departure, there is a spectrum of qualitatively-different activities encompassed by "youth leadership," including youth development, youth leadership development, and youth-led organizing. Regardless of the approach, youth development activities should prepare youth to take advantage of opportunities. In addition to healing and supporting their identity development, youth need to know how to engage effectively in policy settings that may otherwise be foreign to them. This includes developing specific tangible skills, such as data analysis, critical thinking, giving effective public presentations, serving on committees, and organizing and chairing meetings.

The powerful voices of young people should be lifted up not only at the local level, but also at the regional and state levels, whenever possible. There is a logical connection with the Sons and Brothers work being done in the BHC communities and statewide that aims to support young men of color in reaching their full potential in school, work, and life, and TCE expects to provide multiple opportunities for creative cross-fertilization of BHC and Sons and Brothers efforts.

Drivers of Change: Enhanced Collaboration & Policy Innovation

GOALS: Improve the way key systems collaborate by enhancing the quality and quantity of interactions between systems players, community-based organizations, and residents to promote constructive and innovative system redesign and performance optimization. Enhance the quality of cross-sector collaboration, resident/stakeholder engagement, and data-sharing/analysis. Tools and mechanisms are made available to facilitate root cause analysis, stakeholder engagement, collaboration (such as the Hub, the convening and coordinating table for all BHC stakeholders), data sharing, and improved local policy analysis and development.

As part of the *Collaboration and Policy* vision, we aim to help BHC communities develop the following capacities by 2020:

- Local government agencies, community based organizations, residents and other stakeholders work collaboratively across issue areas to establish and pursue shared outcomes and power.
- Local structures and practices grounded in the meaningful participation of marginalized populations are in place to promote and sustain ongoing, inclusive and collective efforts to advance health equity.
- Coalitions, collaborations, and other structures that promote working across issues and sectors are in place to support innovative advocacy approaches to advance policy, systems and social norms change.
- Local policies, practices and structures promote equity and inclusion of historically marginalized populations.
- Community stakeholders, including nonprofit organizations, systems leaders, and policy makers integrate an equity lens in policy development and practice.

BHC deepens the impact of people power—adult and youth—through effective collaboration. Too often in BHC communities, different agencies of government do not work effectively together, resulting in diminished effectiveness. But the problem is not confined to public sector organizations. Nonprofits and other community-based organizations at times also fail to communicate with each other, and can sometimes work at cross purposes. Our early experience has confirmed that there is a critical need to "bust silos" and pull unlikely partners together to work on issues that might be outside their mission (e.g. school discipline or land use) but address the common goal of community well-being.

What does TCE mean by collaboration? While the specifics may be unique to each BHC site, we believe there are themes that all sites share, including the proposition that achievement of desired outcomes depends to a large degree on the ability of individuals and organizations to collectively set goals, share information, agree on appropriate divisions of labor, work together and hold each other accountable. Another key theme is the ability of communities to align financial and other resources to achieve those shared goals. TCE support for Hub structures in each of the communities is intended to provide a locally-appropriate structure to promote collective action. TCE also understands that once funding for the BHC initiative ends, the degree to which any progress will be sustainable will depend in large part on the efficacy and durability of those local collaborative relationships.

To this end, BHC supports strategies that build relationships across sectors and within communities to enhance collective problem-solving and action. Our funding supports cross-sector collaboration by enhancing the quality and quantity of interactions between systems players, community-based organizations, and residents in settings (such as the Hub) that promote constructive and innovative system redesign, innovative programming, data sharing/analysis, and performance optimization. Tools and mechanisms are made available to facilitate root cause analysis and improve local policy development and implementation, such as Health Impact Assessments.

Drivers of Change: Leveraging Partnerships and Resources

GOAL: Strategic partnerships among the many sectors connected to BHC priorities leverage new dollars or other discrete resources so that transformative community strategies thrive and are sustained.

As part of the *Partnerships and Resources* vision, we aim to help BHC communities develop the following capacities by 2020:

- Community stakeholders in divested neighborhoods mobilize and secure new forms of private capital by building community development skills and fostering new relationships.

- Community stakeholders mobilize and secure increased investment of public dollars across sectors (e.g. public health, education, human services, transportation, public works, public safety, public housing, etc.) to address the social determinants of health, such as housing, jobs, food, transportation, and all the opportunities, resources, and services people and communities need to be healthy in disinvested neighborhoods.

- Local residents are directly engaged in the implementation and governance of partnership agreements, such as community benefit agreements, both to reinforce their power and to maximize the potential for sustainability.

TCE funding, substantial as it is, will not be sufficient to support advance all the community priorities and sustain community transformation in all fourteen BHC sites over time. BHC success relies on private and public sector partnership. BHC is mobilizing TCE's assets to support its social change goals through impact investing, such as the Freshworks Fund that supports investments in healthy food retail in underserved communities. BHC is also seeking out new and diverse partners across sectors—from foundations to corporations to policymakers—that can bring new ideas, leverage our investment with new dollars, and/or contribute other resources to multiply the value of TCE's direct investment many times over. To sustain and maximize these partnerships once initiative funding ends, they must be formed/enhanced in each community such that they are grounded in efforts to build the power of local residents.

An overarching partnership goal is to deepen strategic engagement with anchor institutions in each BHC site. These institutions (e.g. major educational institutions and hospitals) are rooted in place because of invested capital and long-term relationships with customers or employees and have a vested interest in improving the welfare of their surrounding communities.

Drivers of Change: Changing the Narrative

GOAL: Engage the local media and local messengers influential with elected officials and other leaders in weaving a compelling and new narrative about community health and prevention, and the historical and structural context for low income communities.

As part of the *Changing the Narrative* vision, we aim to help BHC communities develop the following capacities by 2020:

- People value health equity and inclusion. They understand that the social and physical environment influence health and contextualize current inequities and community problems within a historical and structural context.

- The dominant narrative recognizes historically marginalized communities (Boys and Men of Color, Undocumented, LGBTQ, Women, Formerly Incarcerated) as valuable members of the community and they are supported by policies, practices and structures that ensure their inclusion.

- Local structures—formal and informal—are in place to facilitate adult and youth residents to tell their own stories.

BHC is seeking to weave a new narrative about community health and prevention; one that recognizes the environmental, political, and economic determinants of health and moves the dominant frame from one focused on personal responsibility and exclusion to one focused on the collective and inclusion. BHC supports efforts to shape the views of policymakers and the public to increase support for prevention and equity. A key component of BHC is developing community residents' capacity to effectively drive the local dialogue on health away from conventional debates about access to health care to include addressing the social determinants: the existence of poverty, racism and hopelessness and the absences of all of the resources and opportunities people and communities need to be healthy, such as good schools, jobs, housing and so on. Supported narrative change activities include fostering partnerships with local and regional media and enlisting local messengers who have influence over elected leaders and other key opinion leaders to advance goals and spread the success stories coming out of the BHC sites. Additionally, BHC proactively seeks out opportunities for BHC leaders to present their work in venues where they are not traditionally heard.

The statewide Health Happens Here campaign provides a common frame of reference and another way to address the complex topic of social determinants of health for a mass audience. In communicating their hopes, desires, and innovations, BHC communities help change the narrative among all stakeholders.