



Trinity Health

# **Transforming Communities Initiative 2025 Learning Institute**

March 18-20  
Springfield, Massachusetts

**Attendee Packet**

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# Trinity Health

## TCI Learning Institute

### What to Know Before You Arrive

Hello TCI Learning Institute Attendees,

We are very excited to bring together all sites, technical assistance providers, and our national evaluation team at the 2025 TCI Learning Institute.

This attendee packet is filled with everything you may need for the meeting. If you have any questions, please contact Beth Geno Otto: [beth.geno@trinity-health.org](mailto:beth.geno@trinity-health.org), 586-980-1816 (cell).

Hotel and meeting location: Marriott Springfield Downtown, 2 Boland Way, Springfield, Massachusetts

At check-in on Tuesday:

- What you'll receive:
  - A tent card with your name, site, and assigned tour
  - Printed copy of the agenda, and other essential meeting content
- You'll sign up for one of the small group dinner reservations. Please don't skip this event. This is a great opportunity to connect informally with other sites. We have tried to accommodate all dietary restrictions with the cuisine options throughout the conference.

Photography/Videography:

We will be taking photos and videos throughout the Learning Institute. If you do not consent to this, please let us know at registration. Additionally, a photographer will be available on Tuesday and Wednesday providing headshots.

What you need to bring:

- Paper to take notes
- Laptop (optional)
- Umbrella/raincoat (optional)
- Day 2, includes the Community Tours, please dress comfortably (more information in FAQs)

**Thank you to our Community Advisory Committee and Learning Institute Design Team for their collaboration and input to make this an impactful convening.**

TCI Community		Team Member	
Ft. Lauderdale, FL		Aretha Wimberly	
Fresno, CA		Kayla Allen	
Hartford, CT		Shelby Williams	
Maywood, IL		Lisa Aponte-Soto	
Philadelphia, PA		Mike Minauro	
Pontiac, MI		Erica Karfonta	
Springfield, MA		Samantha Hamilton	
Waterbury, CT		Yarixa Lopez	
Wilmington, DE		Sarah Lester	

TA Providers & Evaluation Team		Team Member	
Community Catalyst		Alhelí Herrera	
		Emily Ryder	
Illinois Public Health Institute		Laurie Call	
		Karen Aguirre	
Michigan Public Health Institute		Fayana Richards	
		Jessie Jones	
Georgia Health Policy Center		Chris Parker	
		Olivia Halls	
		Evelyn Yang	
		Lauren Stites	
		Daniel Lanford	

## Meeting Intentions & Agenda

### Purpose

Provide TCI communities the opportunity to connect, learn, and problem solve together to further our efforts to transform into healthier communities.

### Objectives

- Increase knowledge to effectively facilitate and support community collaborative development and sustainability
- Increase knowledge to initiate policy and systems change
- Build cross team connections, engage in peer learning, and relationship building
- Receive and share practical tools and resources to apply immediately

### Group Agreements

- Commit to being fully present and contribute to each session; Limit technology and take advantage of in-person connections
- Focus on sharing and learning without judgement
- Encourage colleagues to fully participate in sessions
- Provide meaningful feedback during the event
- Create safe space for people to share vulnerabilities, as well as strengths

# Trinity Health

## TCI Learning Institute

### Meeting Intentions & Agenda

**Monday, March 17, 2025 – St. Patrick’s Day**

5-7 p.m.	White Lions Brewing Company 24 North Pleasant St. Amherst MA, 01002	Welcome Reception (optional to attend) Light appetizers provided
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**Tuesday, March 18, 2025**

Events take place at Marriott Springfield Downtown, unless otherwise noted.

Time	Room	Session Title	Facilitators / Speakers
8 a.m.	Springfield	Breakfast and Attendee Check-in	
9 a.m.	Springfield	<b>TCI Learning Institute Kick-Off</b>	Jaime Dircksen
		Welcome	Samantha Hamilton, Jessica Collins, Luz Lopez
		Reflection	Carolyn Alessi
		Opening Remarks	Jaime Dircksen
9:30 a.m.		<b>Group Photo</b>	
9:45 a.m.	Springfield	<b>Flying Together for Transformation</b>	Kayla Allen
10:30 a.m.	Springfield	<b>Site Spotlights</b>	Jaime Dircksen
		Pontiac	Tameka Ramsey, Autumn Butler, and David Bowman
		Philadelphia	Dave Malloy
		Fort Lauderdale	Jolene Mullins
11:15 a.m.		Break/Transition Time	
11:45 a.m.		<b>Focused Learning Breakout Sessions</b>	
	Hampshire	Community Engagement to Ownership	Alhelí Herrera, Laurie Call
	Green	Creating Meaningful Change in Communities	Fayana Richards, Karen Aguirre
1 p.m.	Springfield	Lunch	
2 p.m.	Springfield	<b>Making Connections and Solving Challenges Through Peer Consulting</b>	Laurie Call
3:15 p.m.		Transition Time	
3:30 p.m.		<b>Storytelling Breakout Sessions</b>	
	Springfield	Building Trust within Collaboratives	Jessie Jones
	Hampshire	Approaches to Building a Policy Assessment to Drive Decision-Making	Samantha Hamilton
	Green	Addressing Racial Harm and Conflicts	Alhelí Herrera
4:45 p.m.		Transition Time	
4:50 p.m.	Springfield	Evaluation & Close Meeting	Jaime Dircksen
6 p.m.		Small Group Dining	

## Meeting Intentions & Agenda

Wednesday, March 19, 2025

Events take place at Marriott Springfield Downtown, unless otherwise noted.

Time	Room	Session Title	Facilitators / Speakers
8 a.m.	Springfield	Breakfast and Making Connections	
8:30 a.m.	Springfield	<b>TCI Learning Institute Welcome</b>	Samantha Hamilton
		Reflection	David Bowman
		Opening Remarks	Jaime Dircksen
		Welcome: Trinity Health Of New England	Rob Roose, President, Community Hospitals Dan Keenan, SVP, Government Relations & Advocacy
8:45 a.m.	Springfield	<b>Site Spotlights</b>	Jaime Dircksen
		Springfield	Samantha Hamilton
		Hartford	Shelby Williams
		Waterbury	Ana Iturbides
9:30 a.m.		Transition Time	
9:45 a.m.		<b>Concurrent Training Breakout Sessions</b>	
	Springfield	Developing and maintaining effective collaboratives	Laurie Call, Daniel Lanford, Lauren Stites
	Hampshire	Community-Centered Evaluation Practices	Evelyn Yang, Olivia Halls, Lisa Aponte-Soto
	Green	Tools for Case Making in Advocacy Planning	Karen Aguirre, Fayana Richards
11 a.m.		Transition Time	
11:15 a.m.		<b>Wicked Problem-Solving Rounds – Peer Problems Identified</b>	
	Springfield	Political interferences	Alhelí Herrera, Emily Ryder
	Hampshire	Power dynamics	Laurie Call, Karen Aguirre
	Green	Sustainability	Jessie Jones, Daniel Lanford
12:30 p.m.	Springfield	Lunch	
1:15 p.m.		<b>New England Community Tours</b> (please dress casually with comfortable shoes and bring an umbrella and/or raincoat in case of inclement weather.)	
		<ul style="list-style-type: none"> <li>Tour 1: Hartford Food Access - Impacts Mental Health and deep history of Hartford</li> <li>Tour 2: Springfield Food Access - Moving from Policy to Practice</li> <li>Tour 3: Springfield Housing - Wins and Challenges</li> </ul>	
5 p.m.		Community Tours return to hotel	Return times may vary. Dinner on own

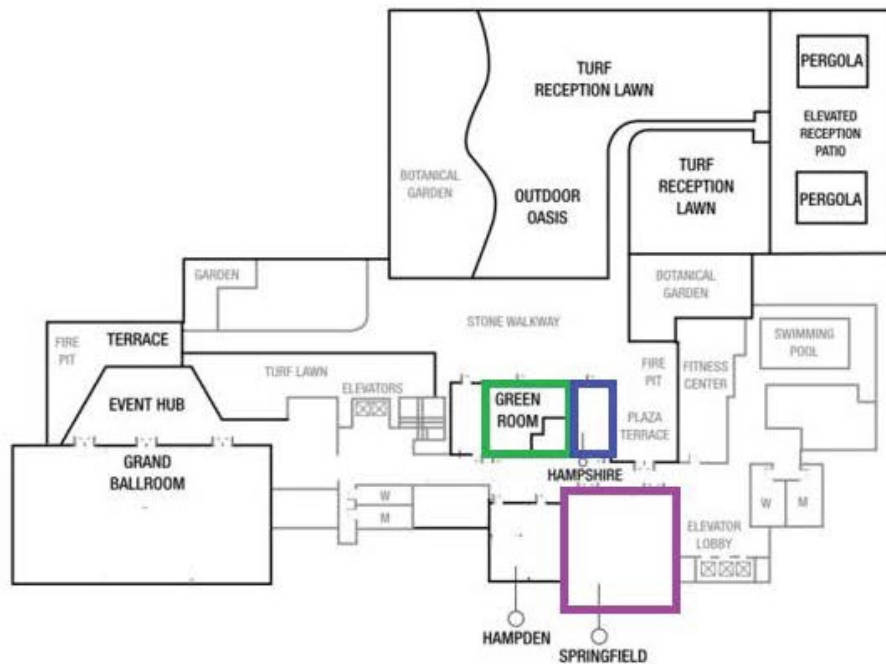
## Meeting Intentions & Agenda

**Thursday, March 20, 2025**

Events take place at Marriott Springfield Downtown, unless otherwise noted.

Time	Room	Session Title	Facilitators / Speakers
8 a.m.	Springfield	Breakfast and Making Connections	
8:30 a.m.	Springfield	<b>TCI Learning Institute Welcome</b>	
		Welcome & Opening Remarks	Jaime Dirksen
		Reflection	KiShana Ector
		Reflection of Community Tours	Samantha Hamilton
8:45 a.m.	Springfield	<b>Site Spotlights</b>	Jaime Dirksen
		Fresno	Tiffany Mangum
		Maywood	Chris Chambliss
		Wilmington	Starr Wilson
9:30 a.m.	Springfield	<b>Show and Tell Me More</b>	Fayana Richards
10:30 a.m.		Break/Transition Time	
11:00 a.m.		<b>Interest Groups</b>	Alhelí Herrera
11:40 a.m.		Transition Time	
11:45 a.m.		<b>Potpourri: Team Reflection &amp; Action Planning</b>	Jaime Dirksen, Laurie Call
12:45 p.m.		Closing Remarks & Evaluation	Jaime Dirksen
1 p.m.		Meeting Adjourns Grab and Go Lunches	

## Event Space Location & Map



Event space is located on the 6<sup>th</sup> floor of the Marriott Springfield Downtown, 2 Boland Way, Springfield, MA 01115

### Parking

Overnight parking is \$10 a vehicle in the Tower Square Parking Garage.

Day parking is complimentary.

### Meeting Rooms

**Springfield:** will be our main plenary room, and a breakout room as needed

**Green Room:** will be a breakout room as needed

**Hampshire:** will be a breakout room as needed





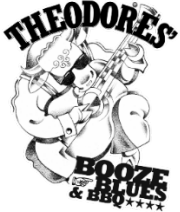



## TCI Small Group Dining

Reservations have been made at several restaurants around town for Tuesday, March 18 at 6 p.m.  
 Restaurant selections subject to change.

A limited number of seats are available at each restaurant. A sign-up sheet will be available in the morning at check-in. Check-in early to ensure your preferred restaurant selection.


It's encouraged that teams mix and match and not go together as one group. This is intended as time to connect with other TCI sites.

Restaurant Information	Type of cuisine	Walking distance from hotel
 (413) 455-2990 <a href="http://www.osteriaspringfield.com">www.osteriaspringfield.com</a>	Italian*+	301 Bridge Street 0.2 miles
 (413) 737-7373 <a href="http://www.nadims.com">www.nadims.com</a>	Mediterranean*+	1390 Main Street 0.2 miles
 (413) 736-6000 <a href="http://www.theodoresbbq.com">www.theodoresbbq.com</a>	BBQ*	201 Worthington Street 0.3 miles
 (413) 273-1331 <a href="http://www.delreytaqueriaspringfield.com">www.delreytaqueriaspringfield.com</a>	Mexican*	211 Worthington Street 0.3 miles


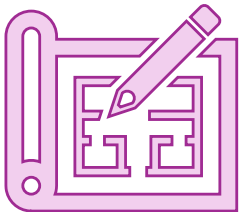
\* Vegetarian options available  
 + Gluten-free options available

## Action Plan

### Complete in advance of the first session

<b>Personal Meeting Intentions</b>	<b>List at least three intentions you have for the next three days -</b> <i>TIP: Consider what your TCI community hopes to achieve – how will the next three days offer tools, resources, knowledge or connections to help make that happen.</i>
	

### Complete throughout the Learning Institute

<b>New Connections</b>	<b>Be sure to stay connected after the Learning Institute. Include the follow-up action steps you plan to take with your new connections.</b> <i>TIP: Add names as well as dates to follow up via email or phone. If you didn't meet someone, send them a note to schedule a call or meeting.</i>
	
<b>Tools &amp; Resources</b>	<b>List Tools and/or Resources that you want to use and/or explore further</b> <i>TIP: Add the session and/or session facilitator's name so you don't forget who introduced the tool.</i>
	

## Action Plan

**Complete on the last day of the Learning Institute, in collaboration with your TCI Team**

<b>TCI Site Intentions</b>	<b>List at least three actions your team intends to complete and report back at the National TCI Core Team Meeting on June 12<sup>th</sup></b> <i>TIP: Consider what your TCI community hopes to achieve – how will the next three days offer tools, resources, knowledge or connections to help make that happen.</i>		
<b>Action</b>	<b>Who is Responsible</b>	<b>By When (no later than 06/12/2025)</b>	<b>Who Will Support</b>

**BEFORE YOU  
 LEAVE**

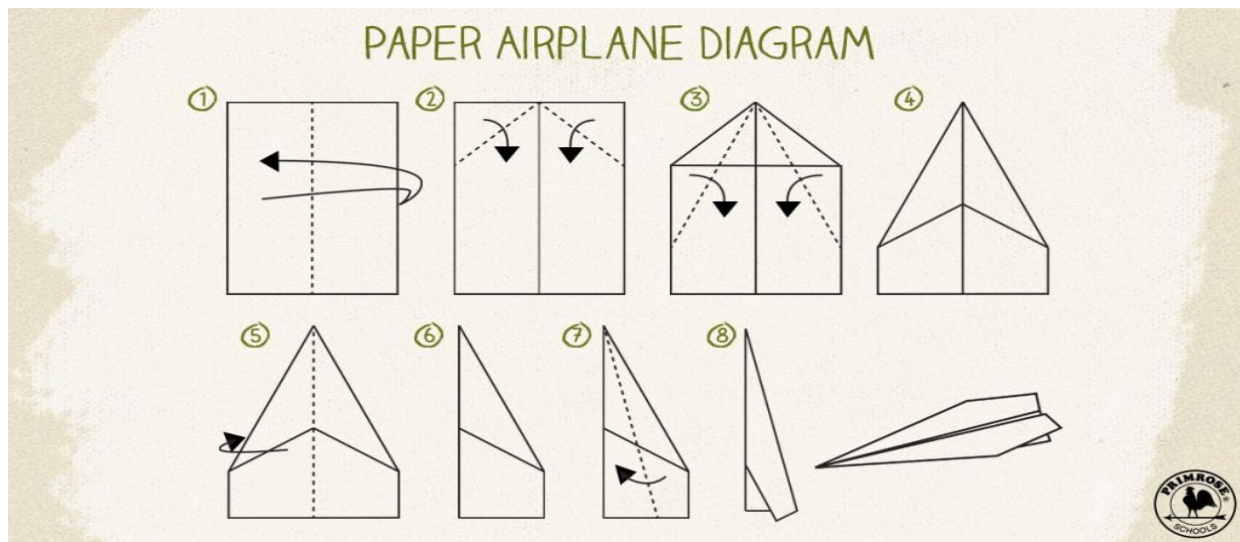
1. Identify your TOP Priority Action from the above list
2. Write it on the post it paper

These will be compiled and reviewed at National TCI Core Team Meeting on June 12<sup>th</sup>.

## Inclusion Activity

### Flying Together for Transformation

This activity is designed as an opening exercise to help you define your community, identify the barriers you face collectively, and explore how we can work together to find solutions to the challenges we are experiencing through our Transforming Communities Initiatives (TCI). (Duration: 45 Minutes)



### ASSEMBLING YOUR PAPER AIRPLANE

#### PART I

(5 mins)

1. Fold the paper in half vertically.
2. Unfold the paper and fold each of the top corners into the center line.
3. Fold the top edges into the center line.
4. 1.) Fold the wing on one side, matching the top edges up with the bottom edge of the body. 2.) Fold the wing on other side, matching the top edges up with the bottom edge of the body.
5. Fold the plane in half toward you.
6. Fold the second wing down on one side to meet the bottom edge.
7. Fold the second wing down on one side to meet the bottom edge.

Fly, Modify, and Experiment.

## Inclusion Activity

ACTIVITY DESCRIPTION	
PART II (10 mins)	Once your airplane is complete, creatively decorate the exterior to reflect the community you serve, the organization you represent, or the work you do within TCI.
PART III (15 mins)	<p>Small Group Discussion &amp; Share Out</p> <ul style="list-style-type: none"> <li>- Why did you color your plane the way you did? What are your community's strengths and assets? What are the biggest challenges your collaborative faces?</li> </ul>
PART IV (5 mins)	On the blank area of your plane, write the most significant barrier experienced by 1.) your community and 2.) your collaborative.
PART V (5 mins)	After initialing the corner of your paper airplane, clear some space. On the count of three, throw your plane across the room. Ready - 3...2...1... Go!
PART VI (5 mins)	<p>Closing</p> <ul style="list-style-type: none"> <li>- Choose a random airplane.</li> <li>- Review the descriptive characteristics of the airplanes and assess the challenges outlined. Retain these airplanes throughout the TCI Learning Institute. As you discover additional strategies and tools that may be helpful, propose solutions to assist the airplane owner in overcoming the identified barriers.</li> </ul>
Thursday (03.20.25)	*** At the end of the Learning Institute, please leave the completed planes in designated pick-up location for others to retrieve.

### Session Descriptions

#### **Tuesday, March 18**

##### **Focused Learning Breakout Sessions**

Interactive session that facilitates sites going deep on understanding and learning about best and promising practice.

##### Community Engagement to Ownership

*Facilitator: Alhelí Herrera and Laurie Call*

During this workshop, participants will explore the dimensions of authentic community engagement and identify solutions to overcoming barriers, including lack of trust. Participants will also assess the level of community engagement for their TCI work using the Spectrum of Community Engagement to Ownership and identify meaningful ways to advance along the spectrum. Participants will have an opportunity to consider how community organizing practices can enhance their community engagement to ownership.

Session Resource:

- The Nine Dimensions of Authentic Community Engagement (Inspire)

##### Creating Meaningful Change in Communities

*Facilitator: Fayana Richards and Karen Aguirre*

This workshop will focus on understanding the relationship between community engagement and achieving desirable neighborhood outcomes. Facilitators will guide participants through the Spectrum of Public Participation, emphasizing its role in fostering community ownership. Through examples of successful case studies, participants will explore various community engagement methods, discuss present challenges, and practice envisioning thriving environments within their own communities.

##### **Making Connections and Solving Challenges Through Peer Consulting**

*Facilitator: Laurie Call*

During this highly interactive large group session, participants will serve as peer consultants to share ideas for addressing common challenges identified by your peers. From managing conflict, engaging youth, to leading policy change, we will explore several cross-site challenges and leave the session with a list of solutions to take home.

##### **Storytelling Breakout Sessions**

##### Approaches to Building a Policy Assessment to Drive Decision-Making

*Facilitator: Samantha Hamilton*

*Featuring: TCI Springfield*

Policy assessment involves evaluating the effectiveness of existing policies or analyzing the potential impacts of proposed ones, using data and evidence to guide informed decision-making. This session will highlight the importance of policy assessments and provide strategies for coalitions, collaboratives, and committees to gather relevant information. Participants will learn how to collaborate with TA experts to navigate the policy landscape when implementing a TCI strategy. The session will also focus on narrowing down ideas to actionable steps, sharing key lessons learned from TCI Springfield. All sites are encouraged to share their experiences and learnings.

### Session Descriptions

#### Building Trust-within Collaboratives

*Facilitator: Jessie Jones*

*Featuring: TCI Maywood and TCI Pontiac*

This session will explore the critical role of trust in successful collaborations between TCI and the community members engaged in the initiatives. Two TCI sites will provide the strategies they have utilized to foster trust and lessons learned as community collaboratives have formed. Participants will have an opportunity to ask questions and discuss their experiences, successes, and lessons learned as they build the foundation for impactful and sustainable action to address community need.

#### Addressing racial harm and conflicts

*Facilitator: Alhelí Herrera*

*Featuring: TCI Fresno and TCI Waterbury*

Addressing racial harm and conflicts is an important first and continuous conversation when working to advance racial and health equity. In this storytelling session, we'll hear from our Fresno and Waterbury sites and learn the small and big ways we can work together to address and repair harm, when it happens.

Session Resources:

- TCI Shared Glossary (Community Catalyst)
- Facilitating Difficult Race Discussions (Derald Wing Sue, PhD)
- Racial Equity Impact Assessment (RaceForward)
- Racial Equity Toolkit (Government Alliance on Race & Equity)
- Race Matters (The Annie E. Casey Foundation)

### Wednesday, March 19

#### **Concurrent Breakout Workshop Sessions**

##### Developing and maintaining effective collaboratives

*Facilitator: Laurie Call, Daniel Lanford, Lauren Stites*

During this workshop, participants will dig into considerations for aligning across sectors, receive tips on meeting design and facilitation to support collaboratives through the stages of group development, and consider various governance structures to maintain strong collaboratives.

##### Community-Centered Evaluation Practices

*Facilitators: Evelyn Yang, Olivia Halls and Lisa Aponte-Soto*

This workshop is designed for all Learning Institute participants regardless of their level of experience with evaluation. During this session, we will discuss how values and principles that center community and equity at the core of evaluation practice can be applied to TCI local evaluation work as well as other data collection and evaluation efforts conducted by local community organizations and partners.

Session Resources:

- Applying Lessons Learned (CADA, 2012)
- Doing Evaluation in Service of Racial Equity – Diagnose Biases and Systems (W.K. Kellogg Foundation)
- Doing Evaluation in Service of Racial Equity – Deepen Community Engagement (W.K. Kellogg Foundation)

## Session Descriptions

- The Equitable Evaluation Framework (Equitable Evaluation Initiative)
- Practical Strategies for Culturally Competent Evaluation Guide (Centers for Disease Control and Prevention)

### Tools for Case Making in Advocacy Planning

*Facilitator: Karen Aguirre and Fayana Richards*

This workshop will focus on introducing participants to practical tools and strategies for advocacy plan development and effective advocacy messaging aimed towards elected officials and policymakers. In light of recent events, we will consider the significance of performing internal and external environmental scans before engaging with elected officials and how to determine whether or not a pivot in your advocacy plan is warranted. Through interactive group activities, participants will have the opportunity to begin drafting their environmental scans and practice crafting a business pitch tailored for policymakers.

Session Resources:

- Responding to Threats and Challenges Planning Tool (Collective Impact Forum)
- Strategy Triage Tool (Marian Urquilla)

### **Wicked Problem-Solving Rounds – Peer Problems Identified**

Choose a topic that you have been wrestling with or would like to discuss potential solutions to address. In these sessions, facilitators will share an introduction to the topic and engage participants to share real-life challenges related to the topic for the group to help solve.

### Power dynamics

*Facilitator: Laurie Call and Karen Aguirre*

During this facilitated dialogue, participants will come away with a deeper understanding of power, power dynamics, and how these play a crucial part in our TCI work. As well as, an internal and external look, as we navigate with real time examples and situations that sites are currently facing.

### Political interferences

*Facilitator: Alhelí Herrera and Emily Ryder*

In this facilitated dialogue, we will have an opportunity to regroup on our TCI values, as well as explore, update and share our personal values, and how these align to our organizational values. We will give space for folks to share any struggles, since the change of administration, and workshop together community defense and support.

### Sustainability

*Facilitator: Jessie Jones and Daniel Lanford*

Considerations for planning to sustain this work beyond the funding cycle: what is already being done and what else should be considered to sustain this work into the future?

Session Resource:

- Wicked Problem-Solving – Sustainability



## Session Descriptions

### Thursday, March 20

#### **Show and Tell Me More**

*Facilitator: Fayana Richards*

Sites will have the opportunity to showcase tools and resources that they have used and/or developed which has helped them move forward in the work.

#### **Interest Groups**

*Facilitator: Alhelí Herrera*

Cross-site interest groups that will allow for active peer-to-peer interaction and exchange on the following topics:

- *Housing*
- *Neighborhood safety*
- *Mental health*
- *Food Access*

#### **Potpourri: Team Reflection & Action Planning**

*Facilitator: Jaime Dirksen and Laurie Call*

Facilitated open forum for questions and concerns as we end the institute. This time is to provide space for assessment and evaluation of the time spent together.

### Community Tours

#### Tour 1: Hartford Food Access - Impacts Mental Health and deep history of Hartford

**Facilitators:** Angela Harris (Phillips Health Ministry)      **Key Focus Area:** Food Access, Mental Health  
Shelby Williams (Colored Hemisphere)  
Daniel Crittendon (Hartford Renaissance District / Hartford Historian)

**Community Tour Description:** The Swift Factory sits in the heart of the Northend of Hartford holding great history. In recent years it has been rehabilitated and serves as a space for local businesses to operate inclusive of childcare, education, restaurants, various services, and community rental spaces. At the final destination of the tour, Brenda will host a tour of the Swift Factory detailing its rich history. The tour will conclude with a light reception inclusive of food from various vendors within the Swift Factory.

**Key Partner:**

- **Swift Factory**, 10 Love Lane, Hartford, CT 06112
  - Brenda Watson, Executive Director, Swift Factory; TCI Hartford participant

#### Tour 2: Springfield Food Access - Moving from Policy to Practice

**Facilitators:** Samantha Hamilton      **Key Focus Area:** Food Access

**Community Tour Description:** Participants will explore how collaborative partnerships and strategic thinking enables community-based organizations in Springfield and across the region to advance food justice by transforming policy ideas into practical programs. With initial seed funding from Trinity Health Of New England, Wellspring established the foundation to build their hydroponic greenhouse that now produces fresh produce, supporting both its prescription produce program and the Go-Fresh Mobile Market.

Urban agriculture youth development organization Gardening the Community-GTC leads urban farming efforts and provides youth civic education, advocacy, and farm employment opportunities for residents living in food deserts. GTC collaborates with the Springfield Food Policy Council, advocating at the state level for Healthy Incentives Program (HIP) funding to expand access to fresh, healthy food. As a leader in emergency food distribution, The Food Bank of Western Massachusetts partners with community-based and faith-based organizations across the region. Its new facility supplies large quantities of food to residents facing food insecurity, particularly those on fixed incomes or managing chronic health conditions. With an upstream approach to food justice, the Food Bank advocates at regional and state levels for systemic policy changes to strengthen food security and improve community well-being.

**Key Partners:**

- **Food Bank of Western Massachusetts**, 25 Carew Street Chicopee, MA 01020
  - Laura Sylvester, Public Policy Manager
- **Wellspring Harvest Cooperative**, 121 Pinevale Street, Indian Orchard, MA 01151
  - Fred Rose, CEO
  - Dr. Beth Eagleson
- **Gardening the Community-GTC / Greenhouse / Farmstand**, 200 Walnut Street, Springfield, MA 01105
  - Liz O’Gilvie, CEO
  - GTC Youth Leaders

## Community Tours

### Tour 3: Springfield Housing – Wins and Challenges

**Facilitators:** Sarita Hudson and Jackie Velez

**Key Focus Area:** Housing

**Community Description:** We believe that housing is a human right and that all residents deserve access to safe, healthy, and affordable housing. Join us to learn how our community partners are working to create homes that are free from carbon-emitting toxins, support the development of quality housing that uplifts neighborhoods, and continue advocating against extractive capitalist practices that disproportionately impact the city's most vulnerable populations.

Way Finders is at the forefront of affordable housing development in the region, making a lasting impact by addressing blight and enhancing community safety. The organization offers wraparound support services that help individuals and families facing housing crises find stability and security.

Revitalize CDC builds healthier communities through its Healthy Homes Program and community revitalization block initiatives. The organization provides a wide range of services tailored to the needs of diverse communities, ensuring that everyone has access to safe and sustainable housing. Arise for Social Justice and Neighbor to Neighbor work collectively to dismantle the capitalist structures upheld by corporate landlords while addressing the urgent, day-to-day needs of the community. Through grassroots organizing, they empower everyday residents to become leaders and agents of change.

Together, these organizations are transforming our housing landscape and fostering a future where equitable, affordable, and healthy homes are a reality for all.

#### **Key Partners:**

- **Way Finders Library Commons**, 210 Elm Street, Holyoke, MA 01040
  - Keith Fairy, CEO
  - Beatrice Dewberry, Community Building and Engagement Director
- **Revitalize CDC** 240 Caldwell Drive, Springfield, MA 01104
  - Colleen Loveless, CEO
  - Ms. Ethel Griffin, Vice President of Community Engagement
- **ARISE for Social Justice & N2N**, 38 School St, Springfield, MA 01105
  - Rusty Polsgrove, Associate Director & Environmental Justice Organizer
  - Liz Bewsee
  - Johnie Sanders
  - Tanisha Arena, CEO
  - Katie Talbot, Springfield Organizer

## Facilitator Biographies (in alpha order)



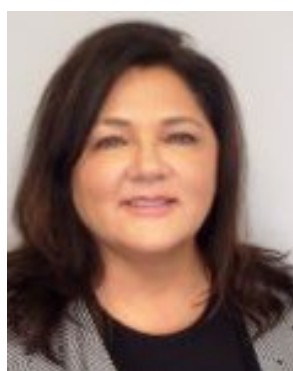
**Karen Aguirre**, MHA, MPH (she/her) is the Sr. Program Manager for Capacity Initiatives at the Illinois Public Health Institute. She is from Chicago's West/Southwest Sides and has spent the last decade working on health equity projects alongside community-based organizations. Karen previously worked at West Side United, a six-hospital collaborative looking to increase life-expectancy on the West Side of Chicago. Karen is also an Obama Foundation alumna where she helped local youth create community solutions in their neighborhoods. She holds a master's of science in health administration from Rush University and a master's of public health from the University of Illinois at Chicago.



**Kayla Allen**, MPH, is a lifelong learner and a dedicated public health professional committed to enhancing her education, skills, and understanding of public service and community relationships. Her personal and professional mission is to combat health disparities by bridging gaps in access and literacy within marginalized and underserved communities. She is recognized for her proactive approach, utilizing grassroots organizing, direct action, and shared responsibility to address inequities related to humanitarian efforts. With ten years of experience in community engagement, Kayla's expertise is further supported by her academic achievements, including a bachelor's in kinesiology, a minor in pre-law, and master's in public health.



**Lisa Aponte-Soto**, PhD, MHA is the founding President/CEO of Tanoma Consulting LLC. She specializes in asset-based community-driven models using mixed methods research and evaluation approaches. She also facilitates capacity building workshops on culturally responsive practices, leadership, strategic visioning, and quality assurance. She is an affiliate researcher of the Culturally Responsive Evaluation and Assessment (CREA) Center and a member of the Expanding the Bench Advancing Culturally Responsive and Equitable (ACE) Evaluation Network. Dr. Aponte-Soto earned her PhD in Community Health Sciences at the University of Illinois at Chicago School of Public and a Master of Health Administration and Policy from Governors State University.



**Laurie Call** serves as the director of the Center for Community Capacity Development (CCCCD) at the Illinois Public Health Institute and has 35 years of experience developing and delivering training, facilitating diverse stakeholder groups, and providing consultation services. Call specializes in working with state and local health departments, hospitals, and community-based organizations to engage community members and center equity in collaborative community health assessment, planning, and improvement work. She has worked with the National Association of County and City Health Officials (NACCHO), Association of State and Territorial Health Officials (ASTHO), CDC's Office of Performance and Program Evaluation, Center for State, Territorial, Local, and Tribal Support to develop trainings, guidebooks, tools, and other resources.

## Facilitator Biographies (in alpha order)



**Jaime Dirksen, MA**, serves as the Vice President, Community Health & Well-Being (CHWB) at Trinity Health leading initiatives to optimize health for people experiencing poverty and other vulnerabilities across the 26-state system. She oversees all CHWB operations, including: advancing policies and programs that promote health equity and dismantle racism; investing in our communities through community benefit compliance, grantmaking and low-interest loans; and advancing social care through collaborating with care teams to expand access to healthcare and address patient social needs. Jaime joined Trinity Health in July 2016, with over 20 years of public health experience leading large-scale planning, program and policy design efforts through public and private partnerships. She earned her master's degree from the University of Chicago at the School of Social Service Administration.



**Olivia Halls, MPH**, is a Senior Research Associate at the Georgia Health Policy Center (GHPC) on the Population and Global Health Team. She has a background in public health and African American Studies. Her work at GHPC primarily focuses on evaluation and advancing health equity. Halls has supported or led multiple evaluations of initiatives focused on the implementation of cross-sector collaboratives and models to improve community health, among other topical areas. She has also conducted reviews and assessments to support the work of philanthropies focused on addressing social determinants of health.



**Samantha Hamilton** has over 22 years of experience leading initiatives in Springfield, MA, focused on gang violence, substance abuse prevention, climate change, food access, age-friendly communities, teen dating violence, and health equity. As Director of Coalition Building and Community Engagement at the Public Health Institute of Western Mass, she partners with organizations, city officials, and regional leaders to address racial and health disparities in communities affected by climate change, food deserts, and disinvestment. Samantha is also the co-founder of A Queen's Narrative, a program empowering youth through artistic expression. Her work has earned her numerous accolades, including the 2021 BusinessWest 40 Under 40, 2021 Springfield Kwanzaa Community Impact, and 2024 100 Women of Color honoree, and a 2023–2024 Marquis Who's Who inductee.



## Facilitator Biographies (in alpha order)



**Alhelí Herrera** (she/her/ella), Community Engagement Consultant, is an experienced community organizer, program manager, trainer, facilitator, and strategist. Alhelí lives right outside of Chicago, is a proud mama of two beautiful souls, and has over 20 years of experience in the non-profit sector in both statewide and local community-based organizations, in coalitions and service organizations. Her work experience covers working with youth, adults and allies, advocating for the reform of immigration laws for humane and just legalization. She has also worked in education and violence prevention programs, citizenship engagement and has trained in organizing, leadership development, racial and health equity.



**Jessie Jones**, MPA, ASQ-CQIA, is the Manager of the Office of Public Health Improvement within the Center for Healthy Communities at Michigan Public Health Institute. Her work focuses public health systems, planning, assessment, and building public health agencies' capacity to meet national public health standards for quality. She leads a team that provides a robust set of training, technical assistance, and facilitation projects for public health practitioners and partners in and outside of Michigan. Additionally, she and her team oversee administration of Michigan's Local Public Health Accreditation Program. Jessie completed her Master's Degree in Public Administration at Michigan State University in 2005.



**Daniel Lanford**, PhD, is a researcher and consultant at the Georgia Health Policy Center at Georgia State University. His research focuses on the crossroads of social factors and health, with projects focused on cross-sector collaboration, collaborative finance, program evaluation, and policy building. Subject areas include care navigation, network mobilization, organizational behavior, social structures. Daniel draws on a wide variety of quantitative, qualitative, and cooperative learning strategies, always with a focus on what matters in practice. Daniel earned his PhD in sociology at Florida State University, and has prior experience in management consulting, information systems, and robotics. His hobbies include boat building and restoration, distance hiking, and community building.

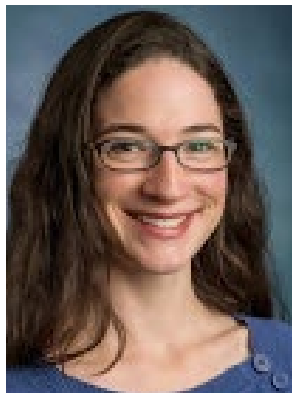
## Facilitator Biographies (in alpha order)



**Fayana Richards**, MPH, PhD, is a Senior Consultant at Michigan Public Health Institute (MPHI). She is a medical anthropologist and public health professional with expertise in gerontology, caregiving, social health outcomes, facilitation and building strategic collaborative partnerships. She earned an MPH and PhD in Medical Anthropology from Michigan State University. Prior to MPHI, Fayana served as a Post-Doctoral Research Associate at UMass, Amherst and as an Assistant Professor in the Department of Anthropology at the University of Memphis.



**Emily Ryder** is a Program Associate for the Center of Community Engagement in Health Innovation at Community Catalyst. In this role, she provides administrative and programmatic support for the Center's consulting team across a variety of projects. Emily received a Bachelor of Science degree in political science and psychology and a minor in social work from the University of Pittsburgh in December 2022. During her undergraduate education, she worked with Pittsburgh's City Council and Allegheny County's Child, Youth and Family Services. She currently resides in Pittsburgh, Pennsylvania.



**Lauren Stites**, PhD, Senior Research Associate at the Georgia Health Policy Center, leads and supports evaluations focusing on the social drivers of health and child behavioral health. As Evaluation Lead for the Georgia Apex Program, she assesses school-based mental health initiatives, emphasizing access and early detection. With a developmental psychology background, she utilizes longitudinal data analysis and mixed-methods research to evaluate community health projects and statewide initiatives, driving data-informed decisions for improved well-being.

## Facilitator Biographies (in alpha order)



**Evelyn Yang, PhD**, (President, Evelyn Yang Consulting) has more than 20 years of experience in research, evaluation, capacity building, and strategic support to help communities and funders understand the conditions under which equitable, sustainable, broad-scale systems change can be achieved. Evelyn has led planning, learning and evaluation efforts for many private organizations, foundations and government agencies, including the Pritzker Children's Initiative, the Institute for Public Health Innovation, FoodCorps, Truth Initiative, Robert Wood Johnson Foundation (RWJF), and the Substance Abuse and Mental Health Services Administration. Her diverse portfolio of work spans community health and wellness, health and racial equity, food security, mental health promotion and suicide prevention, parent engagement, and substance abuse and tobacco prevention.



### Travel Information

Process for booking travel must be approved by Lead CBO

#### Hotel Accommodations

Marriott Springfield Downtown  
2 Boland Way, Springfield, MA 01115  
(413) 781-7111

Room rate is \$128 per night, plus applicable taxes.

Trinity Health System Office will book hotel reservation in accordance with registration selections and pay the hotel directly. The hotel expense will be charged back to your grant or contract. Each participant will need to have a credit card for incidentals. If this is not possible, please reach out directly to Beth Geno ([beth.geno@trinity-health.org](mailto:beth.geno@trinity-health.org)).



#### Airport and Ground Transportations

##### **Airport**

Bradley International Airport (BDL) Schoenphoester Road, Windsor Locks, CT (<https://bradleyairport.com/>) is the recommended airport.

##### **Ground Transportation**

Ride share such as Lyft is recommended for transportation between the airport and hotel. You can set up a Trinity Health business profile on Lyft's website or app to receive a discount. [Click](#) for more information.

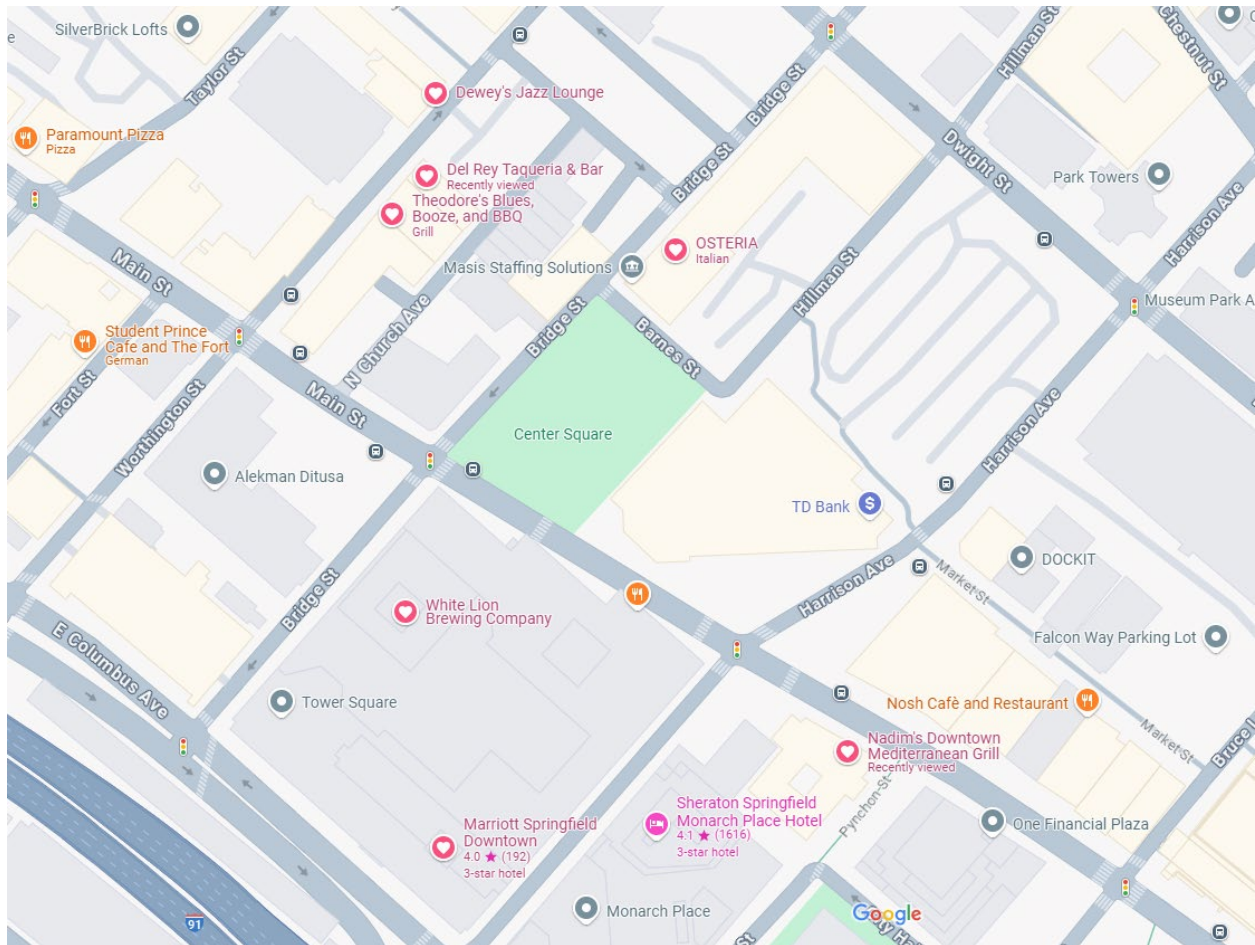
If you're driving, mileage will be paid in accordance with the [Trinity Health Finance and Travel Procedure](#).

##### **Parking**

Overnight parking is \$10 a vehicle in the Tower Square Parking Garage.

Day parking is complimentary.

## Map of Springfield Area



The above map is the local area around the Marriott Springfield Downtown, including the restaurants selected for Small Group Dining on Tuesday, March 18<sup>th</sup>:

- Marriott Springfield, 2 Boland, Springfield
- Osteria, 301 Bridge Street
- Nadim's, 1390 Main Street
- Theodore's Blues, Booze, and BBQ, 201 Worthington Street
- Del Rey Taqueria & Bar, 211 Worthington Street

Additional points of interest (not shown):

- Naismith Basketball Hall of Fame, 1000 Hall of Fame, Ave, Springfield, MA, [www.hoophall.com](http://www.hoophall.com)
- Springfield Museums: [www.springfieldmuseums.org](http://www.springfieldmuseums.org)
  - Museum of Springfield History, 85 Chestnut St, Springfield, MA
  - Michele and Donald D'Amour Museum of Fine Arts
  - Smith Art Museum
  - Dr. Seuss National Memorial Sculpture Garden

## Frequently Asked Questions

### What is the expected attire?

Please wear what you're most comfortable in to learn and connect and what allows you to show up as your most authentic self. Consider layers as room temperatures may vary.

On Wednesday, we'll be traveling for the community tour. Please dress casually with comfortable shoes and bring an umbrella and/or raincoat in case of inclement weather.

### What should I bring?

- Other than the agenda, please print and bring with you any additional pages of this attendee packet you may want during the meeting.
- Paper to take notes
- Laptop (optional)
- Umbrella/raincoat (optional)

### Is Wi-Fi provided?

Yes. There is complimentary wi-fi in guest rooms and meeting space.

### What is covered?

Breakfast and lunch are provided each day, as well as dinner on Tuesday.

Tuesday's dinner will be set-up as small-group dining at designated restaurants within walking distance of the hotel. A full list of restaurants will be available at check-in on March 18<sup>th</sup>.

Wednesday evening is open, so that you may explore the city on your own or with a group. Dinner may be charged back to the grant and, in accordance with the [Trinity Health Finance and Travel Procedure](#) (contact Beth Geno Otto, if you're not able to access this link):

- Alcohol cannot be reimbursed;
- Dinner cannot exceed \$40; and
- Detailed receipts are required to be submitted with your expense report.

# Trinity Health

## TCI Learning Institute

### TCI Contact List

TCI Affiliation	Name	Email Address
TCI Fresno	Kayla Allen	kayla.allen001@samc.com
	Ivonne Der Torosian	ivonne.dertorosian@samc.com
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	Carrie Laney	claney@fresnohousing.org
	Tiffany Mangum	tmangum@fresnohousing.org
	Steve Roussos	sroussos@ci4ci.org
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	Michael Farver	mfarver@sfhc.org
	Aaron Johnson	johaa01@mynsu.nova.edu
	Jolene Mullins	jmullins@sfhc.org
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	Virginia Wiley	virginia.wiley@holy-cross.com
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	Angela Harris	phillipshealthministry@gmail.com
	Joanna Iovino	nelp.hartford@gmail.com
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TCI Maywood	Lisa Aponte-Soto	lapontesoto@tanomaconsulting.com
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TCI Philadelphia	Joann Dorr	jdorr@stmaryhealthcare.org
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	Jen Malazita	socksforthestreets@gmail.com
	Dave Malloy	dmalloy@merakey.org
	Mike Minauro	michael.minauro@merakey.org

# Trinity Health

## TCI Learning Institute

### TCI Contact List

TCI Affiliation	Name	Email Address
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TCI Wilmington	Elder Wayne DeShields	edeshiel63@gmail.com
	Stacy Ferguson	stacy.ferguson@mercyhealth.org
	Sarah Lester	slester@cornerstonewestcdc.org
	Jasmine Morton-Thompson	jmorton@pmgconsulting.net
	Starr Wilson	swilson@westsidegrows.org

# Trinity Health

## TCI Learning Institute

### TCI Contact List

TCI Affiliation	Name	Email Address
Community Catalyst	Alheli Herrera	aherrera@communitycatalyst.org
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Michigan Public Health Institute	Jessie Jones	jjones@mphi.org
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	Daniel Lanford	dlanford1@gsu.edu
	Lauren Stites	lstites1@gsu.edu
Trinity Health System Office	Jaime Dirksen	jaime.dirksen@trinity-health.org
	Makazhia McGowan	makazhia.mcgowan@trinity-health.org
	Beth Geno Otto	beth.geno@trinity-health.org

## Evaluation

Your feedback is extremely important. Please use the links below to complete daily evaluations.

Tuesday, March 18<sup>th</sup>



Wednesday, March 19<sup>th</sup>



Thursday, March 20<sup>th</sup>

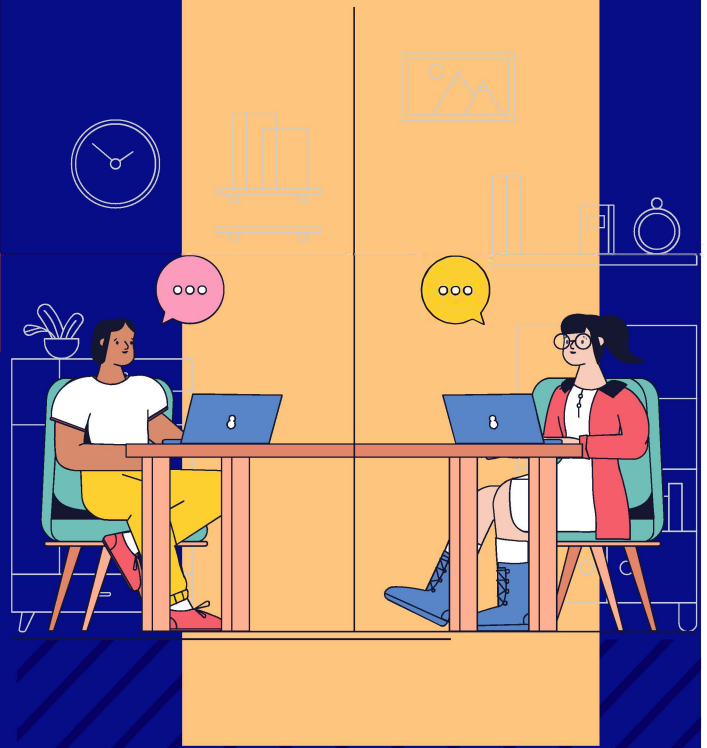




N o w   O p e n

# Transforming Communities Initiative (TCI) 2025 Annual Interview

This interview will help Trinity Health understand your TCI community's efforts to address its prioritized health need(s). Please share your unique perspective!



## Who needs to participate?

- The RHM lead
- The CBO lead
- The local evaluator
- Up to three additional collaborative members/partners



## What else do I need to know?

- Interviews will last up to 60 minutes
- All TCI sites are participating



## Ready to Sign up?

[Click Here!](#)

Or, Scan Here!



**QUESTIONS?**

Email: [LStites1@gsu.edu](mailto:LStites1@gsu.edu)

Website: <https://ghpc.gsu.edu/>



## Transforming Communities Initiative (TCI)

The Transforming Communities Initiative (TCI) is a hospital-community partnership bringing together its regional health ministry (RHM) hospitals, community-based organizations and residents through an innovative funding and technical assistance initiative advancing health and racial equity in our communities experiencing high poverty and other vulnerabilities.

TCI investments are focused in communities of color experiencing significant poverty across our Trinity Health footprint. Each RHM receiving TCI funding engages a multisector collaborative to develop and implement evidence-based strategies that advance health and racial equity through addressing at least one root cause of poor health identified through an inclusive community-driven approach.

Each community has selected one of the following priority needs, identified through a community-driven approach:



Food Security



Neighborhood Safety

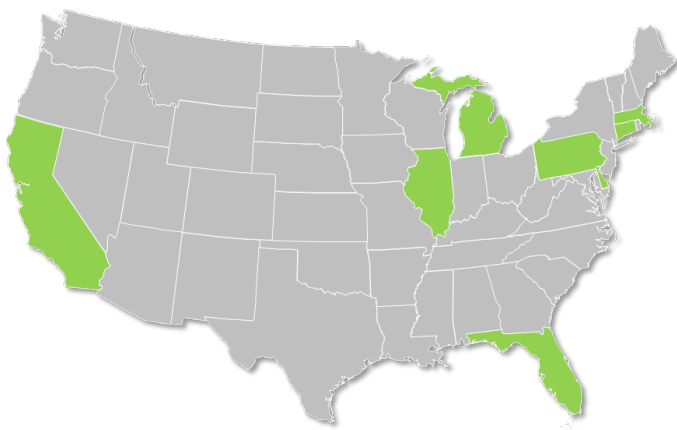


Behavioral Health



Housing

Nine communities are using policy, system and environmental change strategies to improve health



## National Evaluation & Technical Assistance Partners



Community	Member Hospital	Lead Community-Based Organization	Local Evaluator	Priority Community Need
Ft. Lauderdale, FL	Holy Cross Health	South Florida Hunger Coalition	Aaron Johnson	Food Security
Maywood, IL	Loyola Medicine	The Quinn Center	Tanoma Consulting	Behavioral Health (Youth)
Springfield, MA	Mercy Medical Center	Public Health Institute of Western Massachusetts	Partnership In Practice	Housing
Philadelphia, PA	Nazareth Hospital	Merakey	Epiphany Community Services	Housing
Fresno, CA	Saint Agnes Medical Center	Fresno Housing Authority	Community Initiatives for Collective Impact	Neighborhood Safety
Wilmington, DE	Saint Francis Hospital	Cornerstone	Dorothy Dillard	Housing
Waterbury, CT	Saint Mary's Health System	Bridge To Success	Dilliinger Research and Applied Data	Behavioral Health, Poverty
Hartford, CT	Saint Francis Hospital	YMCA Hartford Region	Chavon Hamilton-Burgess	Behavioral Health
Pontiac, MI	Trinity Health Michigan	Oakland Livingston Human Service Agency	Formulative Evaluation Research Associates	Housing, Neighborhood Safety

**Contact Information:** For more information on TCI, please contact:

Jaime Dirksen, vice president, Community Health & Well-Being, [jaime.dirksen@trinity-health.org](mailto:jaime.dirksen@trinity-health.org), 734-726-1856  
 Beth Geno, manager, Operations and Community Initiatives, [beth.geno@trinity-health.org](mailto:beth.geno@trinity-health.org), 586-980-1816

[illegible]

## Expectations of Roles and Responsibilities

### Trinity Health CHWB

- Striving to understand how health systems can best partner with communities to improve the health and well-being
- Lead convener of all TCI partners (Technical Assistance, Evaluation, Sites)
- Funder and networker
- Champion partnerships between health system and community
- Thought partner and listener to advance health and racial equity across the 9 sites

### TCI Expectations for use of grant dollars

- Identify and address at least one (1) priority being addressed in the Implementation Plan, or through a community-driven approach
- Convene and/or support multi-sector community collaborative
- Engage in authentic community engagement that includes paid resident engagement as part of the community collaborative
- Participate in multi-sector collaborative training and technical assistance, including racial equity, community collaborative leadership and sustainability
- Develop a Logic Model after completing a root cause analysis that includes:
  - Short-term goals (programmatic interventions/direct service delivery/community collaborative assessment)
  - Long-term goals (policy, systems and environmental (PSE) change strategies/upstream interventions)
- Develop annual Community Action Plan
- Leverage existing Trinity Health infrastructure and funding to impact identified needs, including Social Care programs, Community Health Worker Hubs, Community Investment Program, Advocacy and DEI resources, etc.
- Demonstrate RHM commitment of resources to advance the work of TCI through a 10% cash match
- Establish a core TCI team, minimally including – RHM Lead, CBO lead and Local Evaluator

### RHM lead expectations

- RHM lead actively participates in all TCI meetings, including multi-sector collaborative meetings and trainings
- Intentional financial commitment from the RHM of at least 10% of total annual grant award, toward supporting TCI identified priority, starting in Year 2
- *For Example, TH= \$300K; RHM = \$30K and CBO match of \$30K (in-kind or cash, cash prefer)*
- Participate in all TA and Evaluation engagements

### CBO lead expectations

- Ideally, multi-sector collaboration convener
- Lead ongoing development and implementation of the Community Action Plan
- Provide fiscal management and oversight for all sub-awards
- Solicit and secure match funding of a minimum 10% of the annual award - match funding should originate from a non-Trinity Health, non-grantee source
- Collaborate with the local and national evaluator on all evaluation activities
- Participate in all TA engagements

### Local evaluator expectations

- Work closely with RHM lead/CBO lead as thought partner to support implementation planning efforts and use evaluation findings to inform local decision making

## Expectations of Roles and Responsibilities

- Develop local evaluation of Community Action Plan; produce evaluation reports and annual case studies.
- Assess and determine how best to evaluate local work, including needs assessment, program monitoring of TCI interventions, and formative and summative evaluations of local efforts
- Manage and meet evaluation requirements outlined by Trinity Health and GHPC
- Engage those most affected by local issues in the evaluation process
- Provide evaluation capacity building and TA to local partners
- Develop data collection instruments (both quantitative and qualitative), and implement, monitor and support data collection, management and analysis
- Attend meetings with RHM lead/CBO lead, local partners, Trinity Health TA partners, etc., including annual Learning Institute; Participate in all TA engagements
- Serves as primary data collection and reporting entity (e.g., annual report and program monitoring reports)

### National evaluator expectations

- Coordinate with local evaluators to develop local evaluation strategy, evaluation reports, and annual case studies
- Lead development of TCI logic model
- Participate in development of national TCI performance measures, including health equity; and annual executive summary reflecting all TCI site annual reports
- Develop and conduct multi-sector collaborative impact assessments

### Technical assistance provider expectations

- Work closely with RHM lead/CBO lead as thought partner to assist and support capacity building
- Drive integration of a racial equity lens across all parts of the work (both at the national and local level)
- Cross-site TA planning and training - including sustainability planning, moving programs to PSE, building collaboratives through meaningful engagement and anti-racism
- 1:1 site coaching and consultation based on site requests/needs, including attending an annual site visit, leading/supporting root cause analysis at assigned sites, support in logic model development and support drafting the Community Action Plan in collaboration with the RHM lead, CBO lead and coalition/collaborative members
- Co-develop tools, including content for the annual TCI Learning Institute

Relationship	Interactions
TA providers/RHM lead/CBO lead	Initial 1:1 meeting; agreed upon cadence of meetings, co-development of Site TA plan; TA drives process improvement of CAP development;
TCI Site Lead CBO, RHM Lead and Local Evaluator	1:1 monthly meetings; participate in all collaborative meetings;
TA providers/Trinity Health	National Partners, Cross-site, 1:1 TA provider/TH
Trinity Health/RHM lead/CBO lead	Monthly convenings together, 1:1 sites/TH
National evaluator/local evaluator	Initial 1:1 meetings; regular convening of all local evaluators bi-monthly; National evaluator approves all local evaluation plans (in consultation with TH)