



Trinity Health TCI Cross-site Training

Leading Policy, Systems, and Environmental Change

December 11, 2025
12:30 AM – 2:00 PM EST



TCI TA Providers

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Learning Objectives

Participants will be able to:

1

Describe policy, systems,
and environmental change
strategies

2

Describe how
Collaboratives can build
power within their
communities

3

Conduct a power mapping
exercise.

Agenda

- **Introduction**
- **PSE Overview**
- **TCI Site Example**
- **Framework for Equity**
- **Building Power to Advance PSE**
- **Power Mapping Exercise**
- **Closing**

Group Agreements

- Stay present and actively participate.
- All teach, all learn.
- Step up, step back.
- Accept that activity will not be complete.

Warm-up

Please answer the 2
anonymous poll questions.

- **Rate your experience leading policy, systems or environmental change strategies.**
 - **Very experienced**
 - **Experienced**
 - **Limited experience**
 - **Not experienced.**
- **List 1 important piece of advice about building community power.**



PSE Overview

What is PSE?

Policy

Systems

Environmental



“

A fish is swimming along one day when another fish comes up and says “Hey, how’s the water?” The first fish stares back blankly at the second fish and then says

“What’s water?”

”





What is the “water” that we are referring to?

Government policies, market forces, incentives, power imbalances, knowledge gaps, societal norms, embedded societal narratives, etc...

Question? How else would you name this?



Policy Change – passing of laws, ordinances, resolutions, mandates, regulations or rules

Legislation that provides financial opportunities/incentives, like child tax credits or “baby Bonds”

Written agreement for a peer-led (student or non-profit) Mental health group to have meeting space in the school gym

Reallocation of school funding from police to social workers, school-based Mentors, Etc.

Policy Change Strategies

Big P

- Large-scale, governmental policies that influence a wide range of people or sectors.
- Federal or state laws, major regulations, and large-scale initiatives with significant impact.
- Often involve elected officials, require significant resources, and can be difficult to influence.

Little p

- Smaller-scale, often localized policies that influence specific groups or organizations
- Organizational policies, departmental guidelines, community-level initiatives, and operational procedures within a specific context.
- May be easier to influence at the local level, involve smaller budgets, and can lead to incremental changes.

Systems Change – change to unwritten rules or processes of an organization, institution, or community

Local Community based organization and School partnerships & collaboration to create an easily accessible Mental Health referral process

A network of organizations and agencies that work together to address mental health issues and emergencies, that go beyond calling the police. Having non-emergency 911 calls redirected to a mental health community crisis Team

Environmental Change – Changes made to the economic, social or physical environment

Affordable housing in our neighborhoods

Healthy Food accessible in our communities

More green space, walkable, bike-able communities

Program Approach vs. PSE Change Approach

Setting	Programs/Events	PSE
School	Celebrate and create awareness about mental health during the month of May	Change school budget to always have a healthy ratio of social workers to students AND have constantly funded art, music, dance, etc., programming at all the schools
Community	Co-host a mental health resource fair	Coordination of a mental health network, so that every touch point that community may have (school, church, hospital, food bank, etc.) is streamlined and advocates for root cause solutions (like affordable housing, better paying jobs, etc.)
Worksite	Hold health screenings for staff	Make sure all jobs positions have access to health insurance that will cover mental health services. In addition to yearly COLA (cost of living adjustment)
Hospital	Offer a yearly online course around treatment and care for patients with mental health diagnosis	Change hospital policy in how it reacts to and handles mental health cases, in order to collaborate with local providers, for example, instead of calling the police

Why are Policy/Systems/and Environmental (PSE) Change strategies important to improve health and racial equity?

Why is PSE important?

1. Addressing root causes
2. Prevention
3. Improving population health outcomes
4. Advancing equity
5. Sustainability

Source: Community Commons, <https://www.communitycommons.org/collections/An-Introduction-to-Policy-Systems-and-Environmental-PSE-Change>

“It is unreasonable to expect that people will change their behavior ***easily*** when so many forces in the social, cultural, and physical environment conspire against such change”

- Institute of Medicine (2000)

Who is involved in PSE?

Why is cross-sector involvement needed for policy, systems, and environmental change strategies?

Government bodies (federal, state, local)

School districts and schools

Park districts

Healthcare organizations (hospitals, health systems)

Worksites and other community institutions (daycare, senior living centers, faith institutions, detention facilities, etc.)

Individuals, families, members of the community, especially those most impacted by the issues trying to be addressed

Interventions into the
Structural Determinants
of Health



Interventions into the
Social Determinants
of Health

Example Food Justice

- Change belief that food security is about individual behavior
- Build coalitions between groups advancing food justice (organized people facing food insecurity, service providers, local food stores, etc.), across racial, minoritized, and other dimensions of shared or imposed identity
- Organize people facing food insecurity
- Change laws about income and food prices
- Increase budgets for food subsidies (SNAP)
- Providing food

TCl Site Example



LIVE WELL SPRINGFIELD TCI
SPOTLIGHT

TCI SPRINGFIELD/ LIVE WELL SPRINGFIELD COALITION

What is the Policy, Systems, or Environment (PSE) Strategy?

Access to Counsel (State Level) – Policy:

- Advancing statewide policies that ensure tenants have access to legal support during housing-related challenges.

Springfield Housing Trust Fund (City Level) – Systems:

- Strengthening and shaping city systems to increase the availability of affordable housing through dedicated funding.

Office of Tenant Protections (City Level) – Policy + Systems:

- Advocating for local policy and supporting the implementation of a citywide system that protects renters' rights.

Corporate Slumlord Accountability (City Level) – Advocacy:

- Grassroots organizing to hold negligent landlords accountable and push for stronger enforcement and community-driven solutions



TCI SPRINGFIELD/ LIVE WELL SPRINGFIELD COALITION

What has been the role of the TCI Collaborative?



- **Learning and Growing Together:**
Building shared knowledge, capacity, and strategies to advance meaningful change.
- **Engaging a Diverse Group of Stakeholders:**
Bringing together partners across sectors to strengthen our collective impact.
- **Leveraging Partners' Strengths:**
For example, SNOL's "Learn" campaign on rent control helped us understand ballot processes and signature-gathering strategies.
- **Creating Transparent, Transformative Processes:**
 - Developing coalition charters that outline roles, responsibilities, and decision-making.
 - Using facilitative leadership models to ensure transparency and shared input.
 - Ensuring all participants—especially residents—have the power and agency to influence outcomes.

TCI SPRINGFIELD/ LIVE WELL SPRINGFIELD COALITION

What has been the role of the TCI Collaborative?

Centering Resident Leadership:

- Residents' voices were essential in engaging the Attorney General's office and elevating urgent housing needs.

Building Strong Institutional Relationships:

- LWS's long-standing relationship with the City of Springfield helped us understand internal processes and barriers to progress.

Ensuring Representation at Key Decision-Making Tables:

- For instance, SNOL's participation in Housing Trust Fund meetings allowed continuous updates and aligned advocacy.

Providing Funding and Consistent Communication:

- Maintaining regular meetings and resourcing partners to support ongoing engagement.



TCI SPRINGFIELD/ LIVE WELL SPRINGFIELD COALITION

Which Sectors Are Involved? How and Why?

- **Residents and Resident Advisors:** To ensure lived experience drives priorities, strategies, and solutions.
- **Grassroots Organizers:** To mobilize community power, strengthen advocacy, and maintain accountability.
- **Professionals and Housing Partners:** To bring technical expertise, resources, and institutional capacity.
- **City Government :** To influence and implement systems and policy changes that affect residents.
- **Allied partners working in Food and Early Education:** To understand the landscape of the community needs that intersects the housing needs

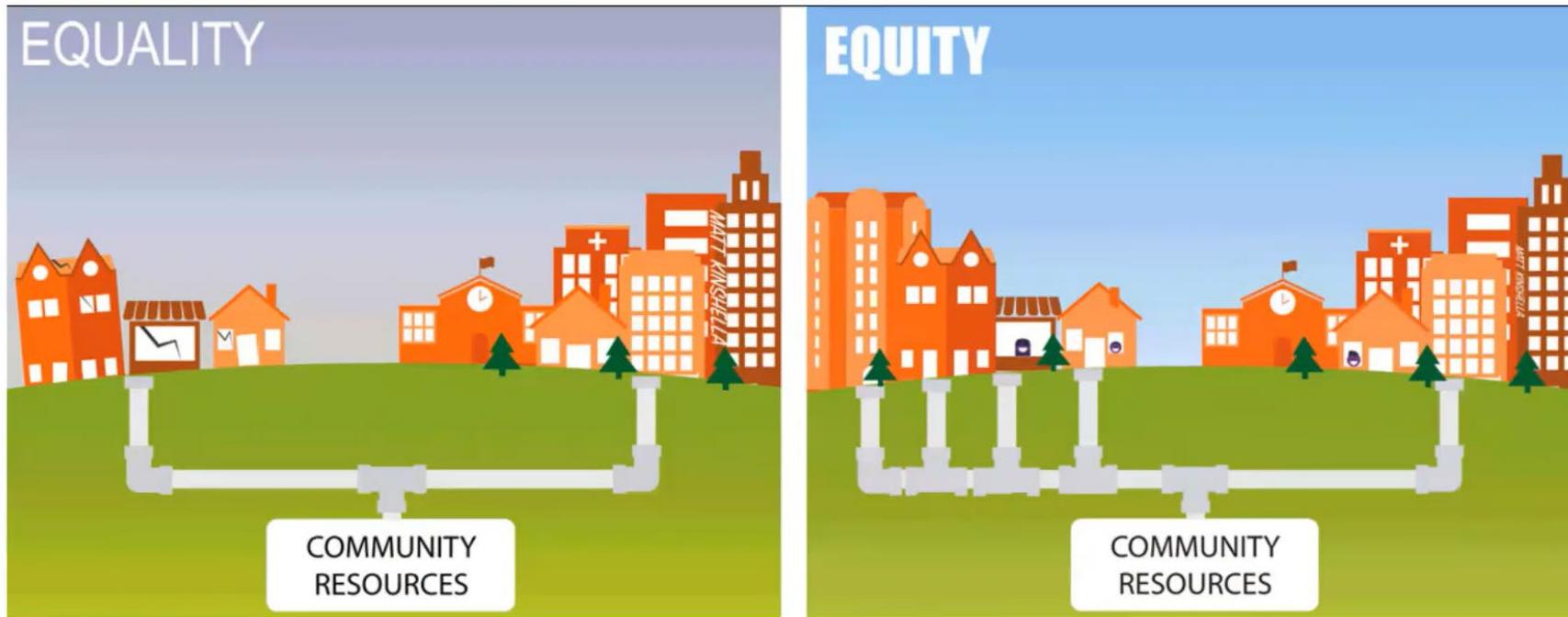




Advancing Equity: The Framework for Equity

What does this mean?

Working to advance **equity**!

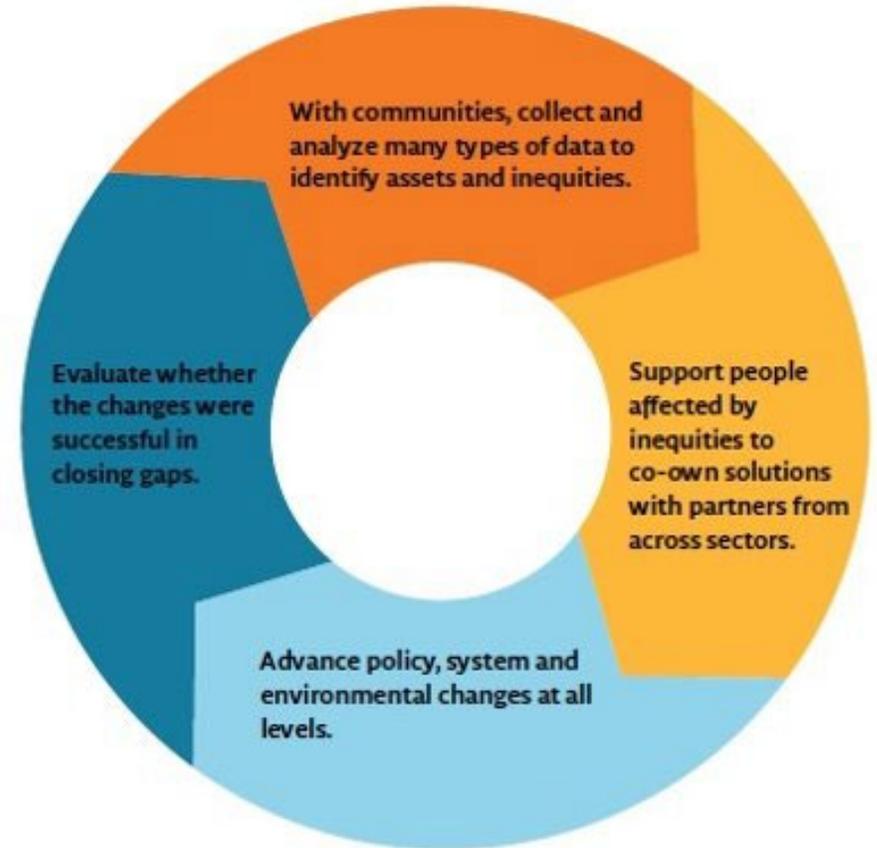


Equity is both an outcome and a process

As an **outcome**, equity results in fair and just access to opportunity and resources that provide everyone the ability to thrive.

As a **process**, equity requires a new way of doing business, one that...

- prioritizes access and opportunities for groups who have the greatest need;
- methodically evaluates benefits and burdens produced by seemingly neutral systems and practices;
- and engages those most impacted by inequities as experts in their own experiences, strategists in co-creating solutions, and evaluators of success.





Building Power to Advance PSE

However...

**Keep in mind that PSEs are only successful to the degree that they are:
community-driven & community-led**



Power Mapping Worksheet

When using this worksheet, remember that this metric is not static, nor are the lines strictly drawn. Groups or individuals may move from being opponents to being allies (or vice versa) as your advocacy work progresses. It is critical to analyze this power map and keep returning to it to see what roles may have changed.

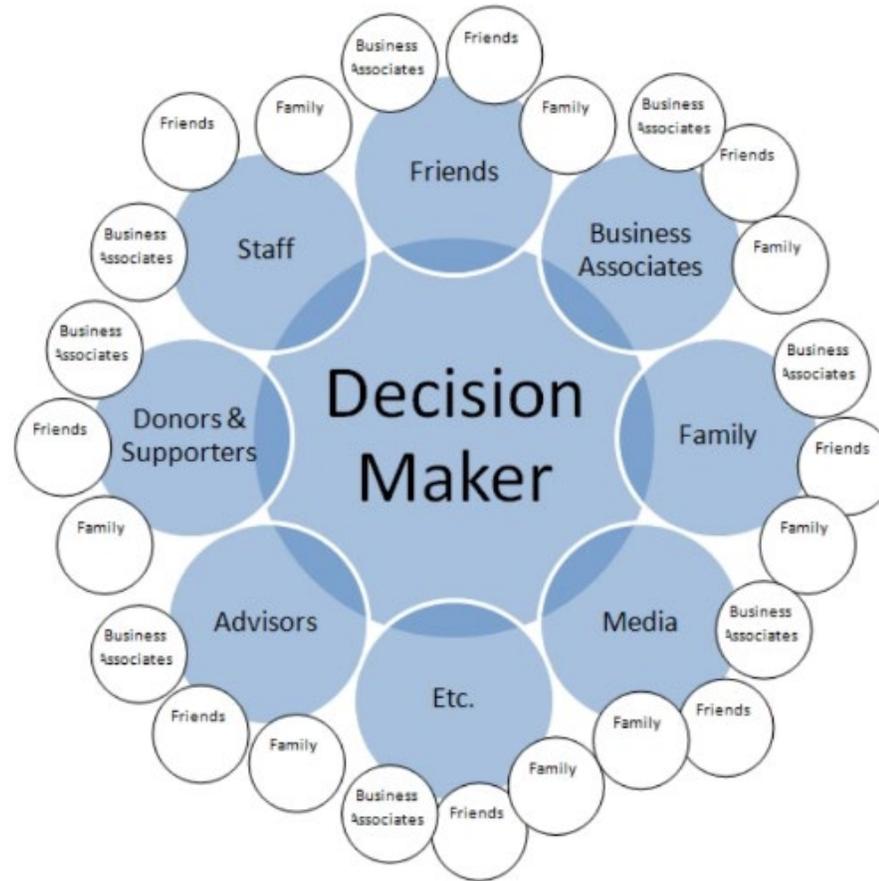
Setting the Stage

Allies	
Beneficiaries	
Opponents	
Decision Makers	
Influencers	

Key Follow Up Questions:

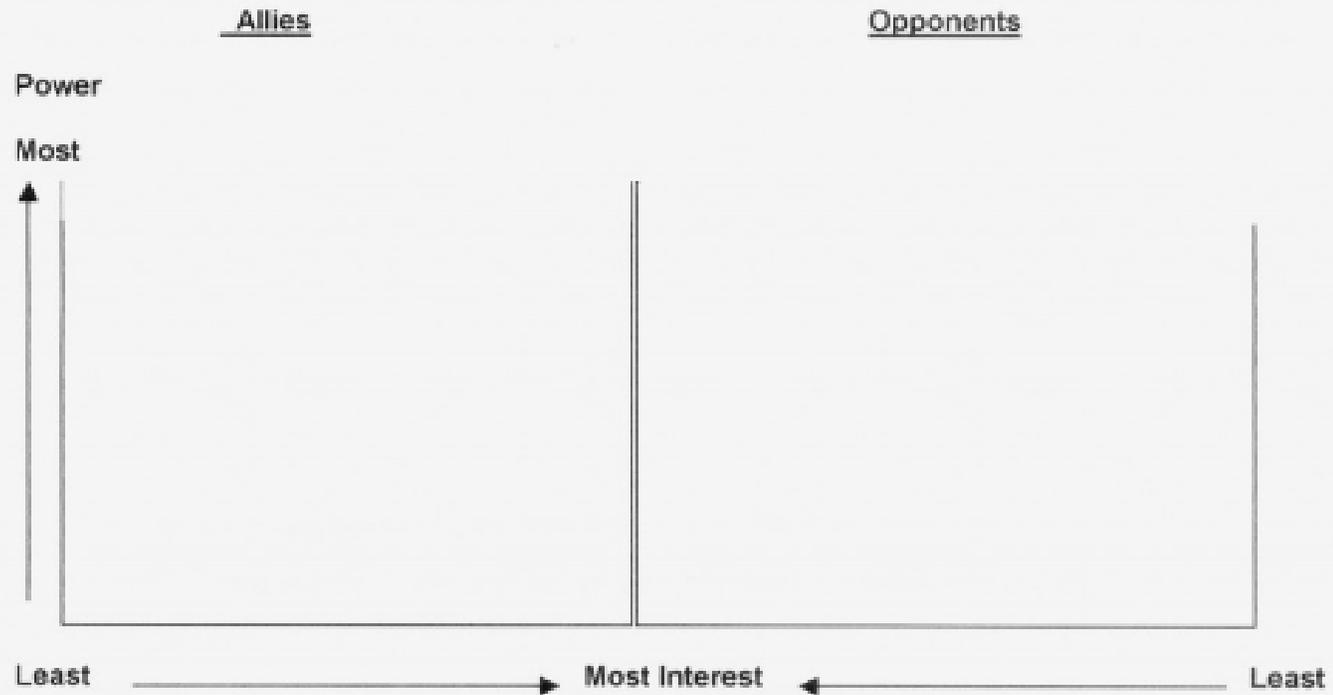
1. Allies and Beneficiaries: Who can you bring into this campaign as stakeholders and supporters? How can you build a coalition that capitalizes on the strength of these allies?
2. Opposition: How can you ensure the opposition stays at least neutral? How do you keep your actions from mobilizing your opposition against you?
3. Decision Makers: Which decision makers have the most connections to your objective/target?
4. Influencers: Who do you know and how influential can they be over your objective/target?

Power Mapping



Advocacy is about building personal relationships

Tool 3:
Power and Interest Chart



Put all possible stakeholders on this chart with those having the most power near the top and those with the most interests near the centerline.

Then you want to focus energy on those with the most power and the most interest.

Practice

Breakout Group Activity

Groups will be divided by sites and will use pages 1 and 3 of the Power Mapping Handout.

25 minutes to be split evenly across the 2 steps.

1. Use the tool with one of your current or a proposed policy, systems, or env change strategies.
2. Identify stakeholders using page 1 of the handout. Identify allies and beneficiaries, opposition, decision makers, and influencers.
3. Use page 3, tool 3 of the handout to plot the stakeholders on the tool to determine who has the most power and interest.

Debrief

Q and A

Next Training Sessions

- Sustainability Planning Part I
 - January 15, 2026 – 12:30-2:00 EST
- Community Organizing 101
 - March 12, 2026 – 12:30-2:00 EST
- Sustainability Planning Part 2
 - May 14, 2026 – 12:30-2:00 EST

Training Feedback

- Please complete the training evaluation.

Closing