

# Creating Meaningful Change in Communities



Facilitators: Dr. Fayana Richards, Karen Aguirre

# Agenda

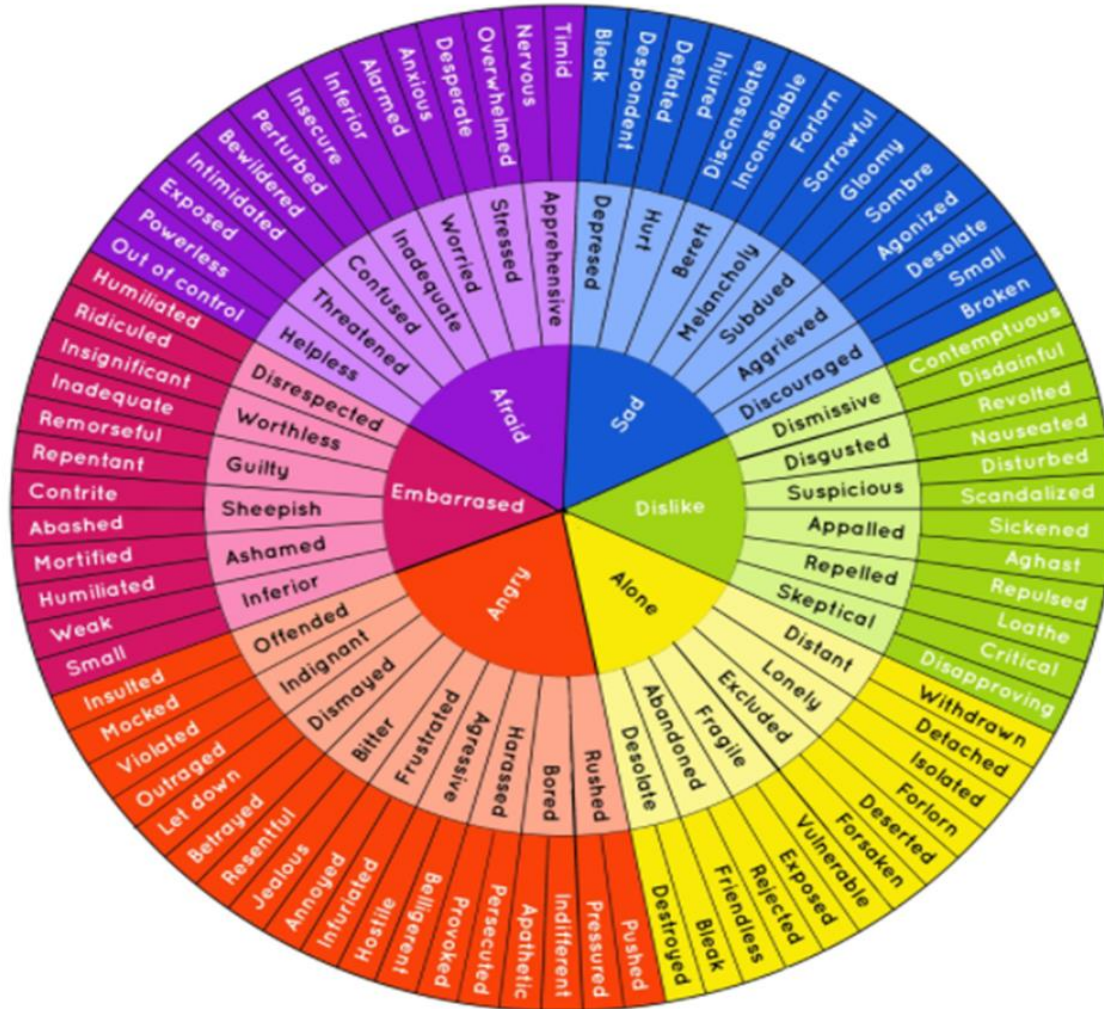
Agenda	Time
Lecture: Systems of Change	10 min
Activity #1: Group Questions	15 min
Lecture: Spectrum of Change	10 min
Activity #2: Rose, Thorn, Bud	15 min
Case Study	10 min
Activity #3: Newspaper Ad	15 min

# Objectives

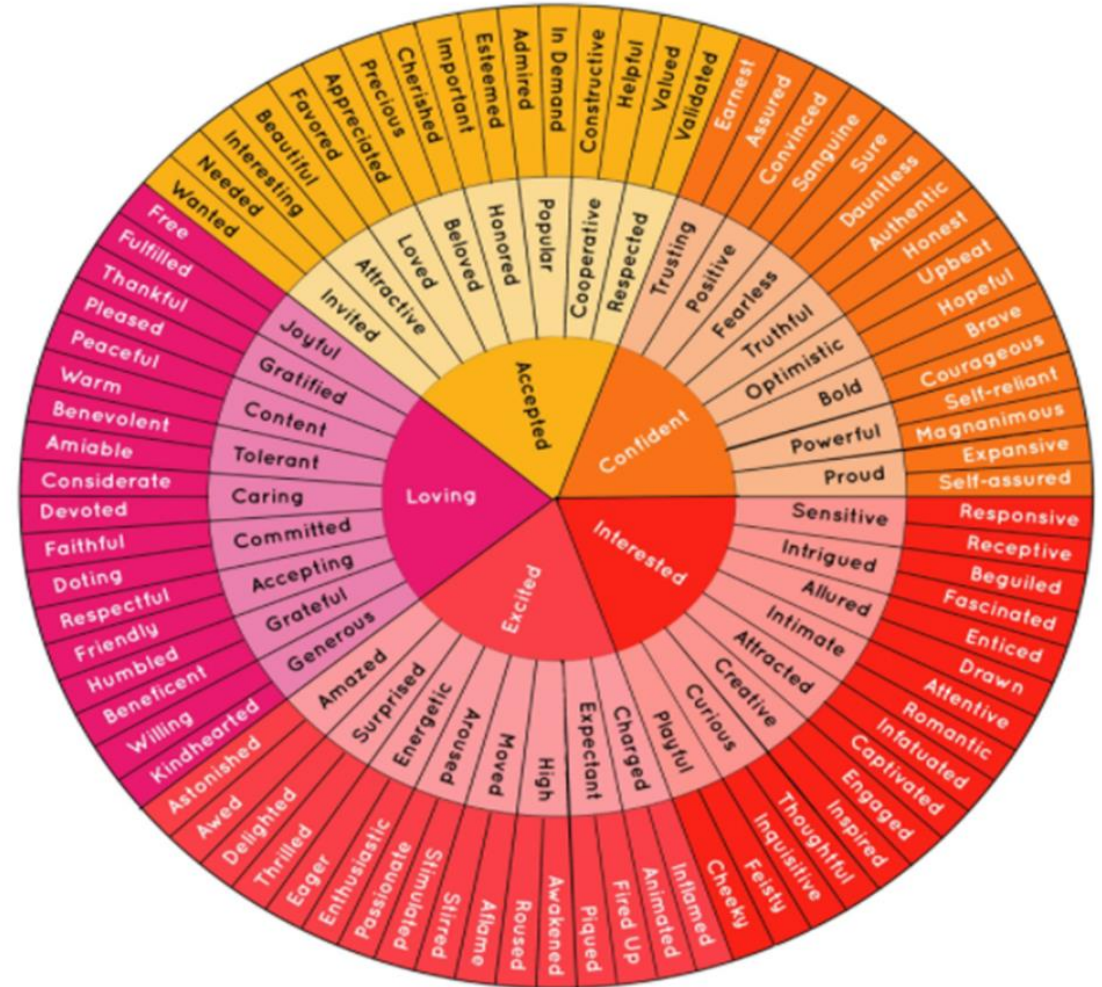
1. **Understand the relationship between community engagement and achieving positive neighborhood outcomes** by exploring key concepts and strategies for fostering community ownership.
2. **Explore the Spectrum of Public Participation** and its role in effective community engagement, with an emphasis on empowering communities to take an active role in decision-making processes.
3. **Analyze successful case studies** to identify effective community engagement methods, discuss current challenges, and practice envisioning thriving environments within participants' own neighborhoods.

# Feeling Wheel

Uncomfortable Emotions/  
Negative Affect



Comfortable Emotions/  
Positive Affect



# Systems Thinking

*What are systems? What does it mean to think with a lens? Why should we?*



# Systems of Change

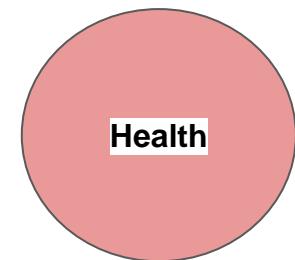
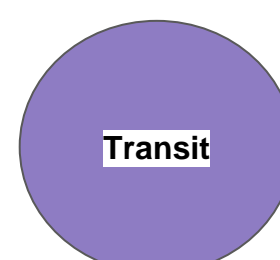
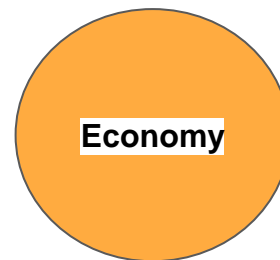
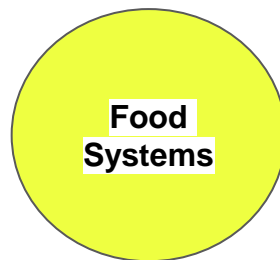
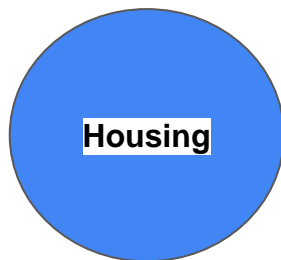
A fish is swimming along one day when another fish comes up and says “Hey, how’s the water?”

The first fish stares back blankly at the second fish and then says “What’s water?”



Source: Reimagining Social Change, The Water of Systems Change

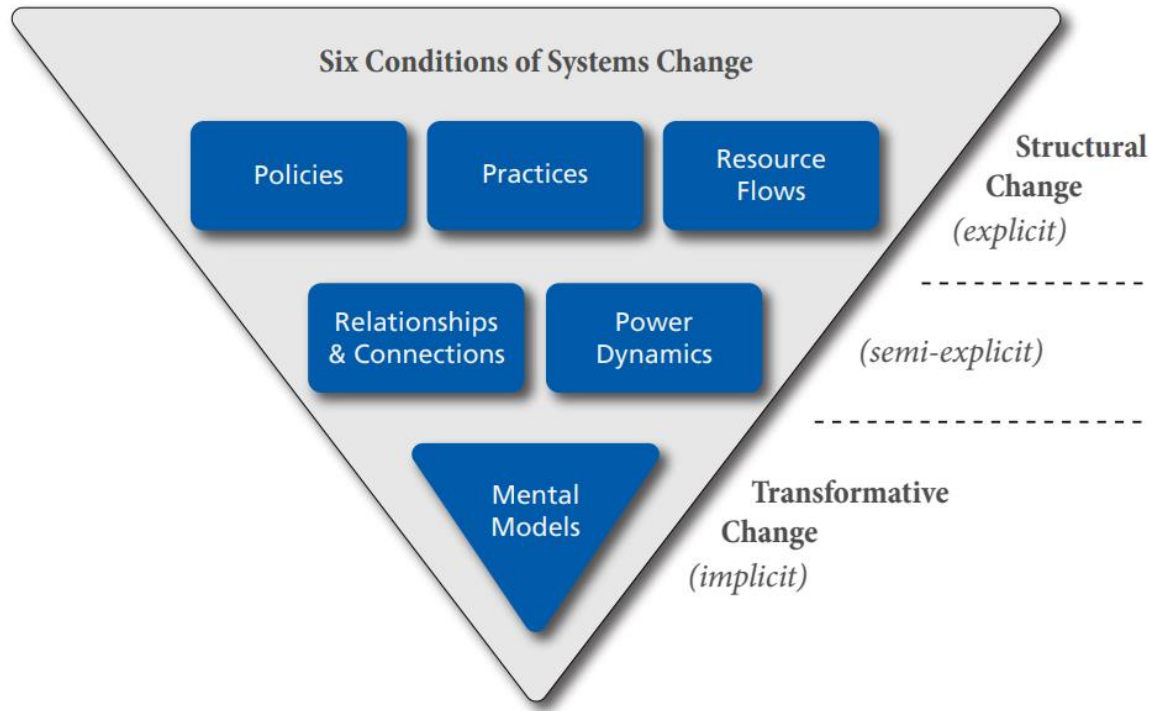
# Systems of Change



**Think about:**

- Who has the power to decide how these systems operate?
- Who benefits from the systems?
- Who is most harmed by the systems' failures?

# Six Conditions of System Change



## SYSTEMS CHANGE CONDITIONS—DEFINITIONS

**Policies:** Government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.

**Practices:** Espoused activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress. Also, within the entity, the procedures, guidelines, or informal shared habits that comprise their work.

**Resource Flows:** How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed.

**Relationships & Connections:** Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.

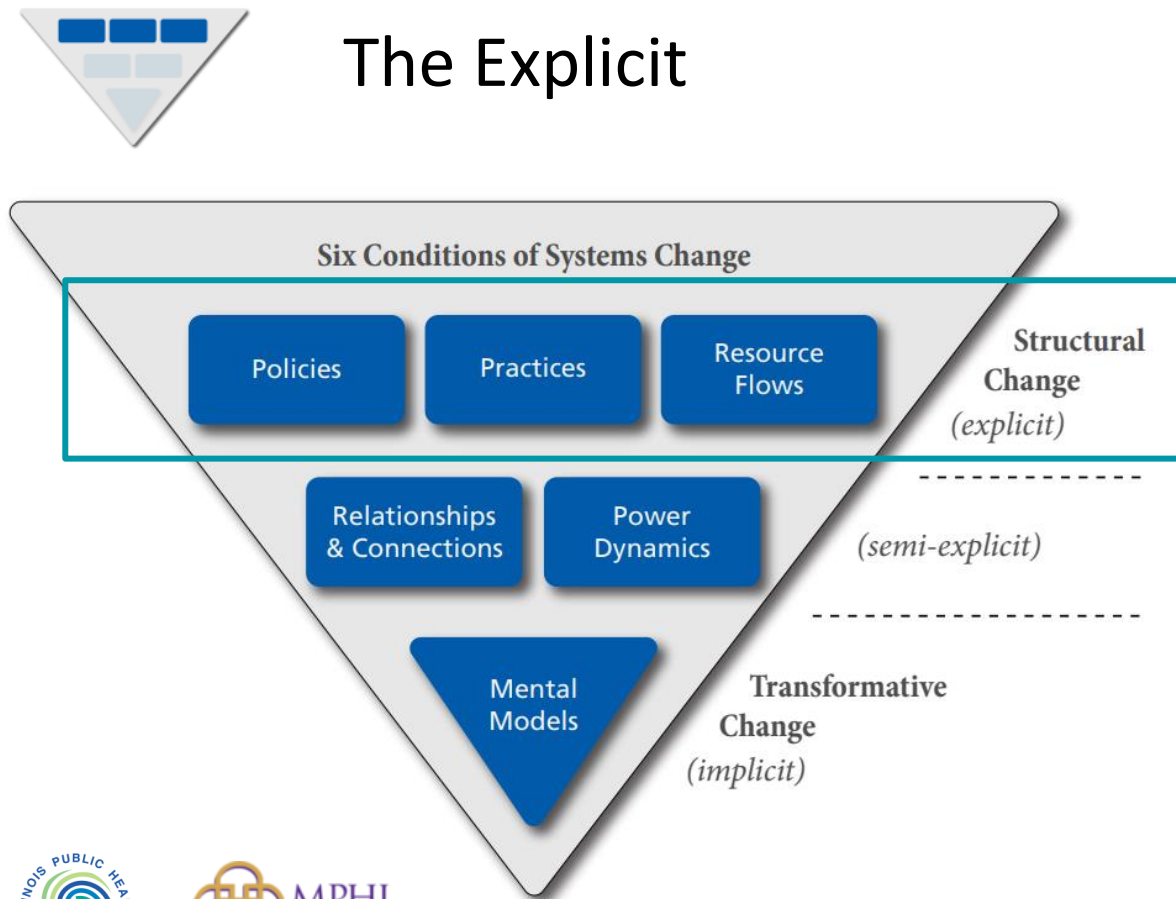
**Power Dynamics:** The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.

**Mental Models:** Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.



# Policies, Practices, and Resource Flows

## The Explicit



Foundations, nonprofits, and other social sector actors have long worked at the first level to inform government policy, promote more effective practices, and direct human and financial resources toward their chosen goals.

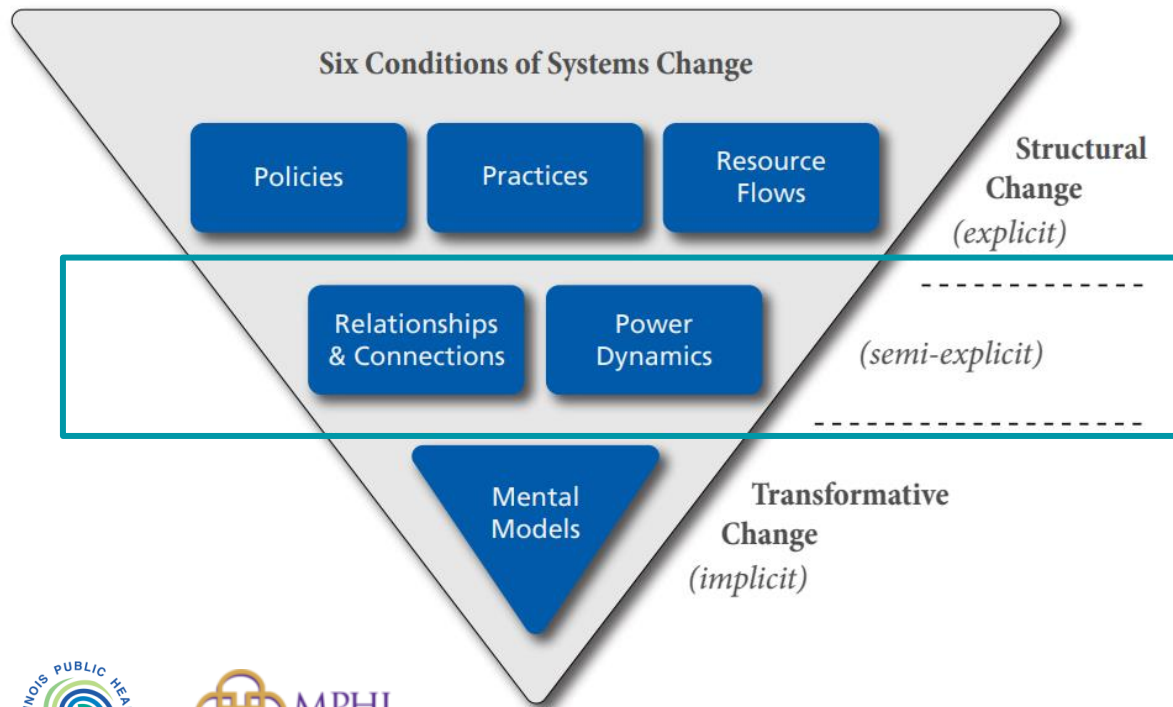
Example: The Affordable Care Act

- **First Level:** Millions gained access to health care.
- **Second Level:** ACA created stronger relationships with community and providers but has not changed the relationship.
- **Third Level:** Lack of narrative change keeps the ACA at risk with lawmakers and corporate leaders.

Source: Reimagining Social Change, The Water of Systems Change

# Relationships and Power Dynamics

## The Semi-Explicit



Transforming a system is about transforming the relationships between people who make up the system.

Far too often, organizations, groups, and individuals working on the exact same social problems work in isolation from each other. Simply bringing people into relationship can create huge impact.

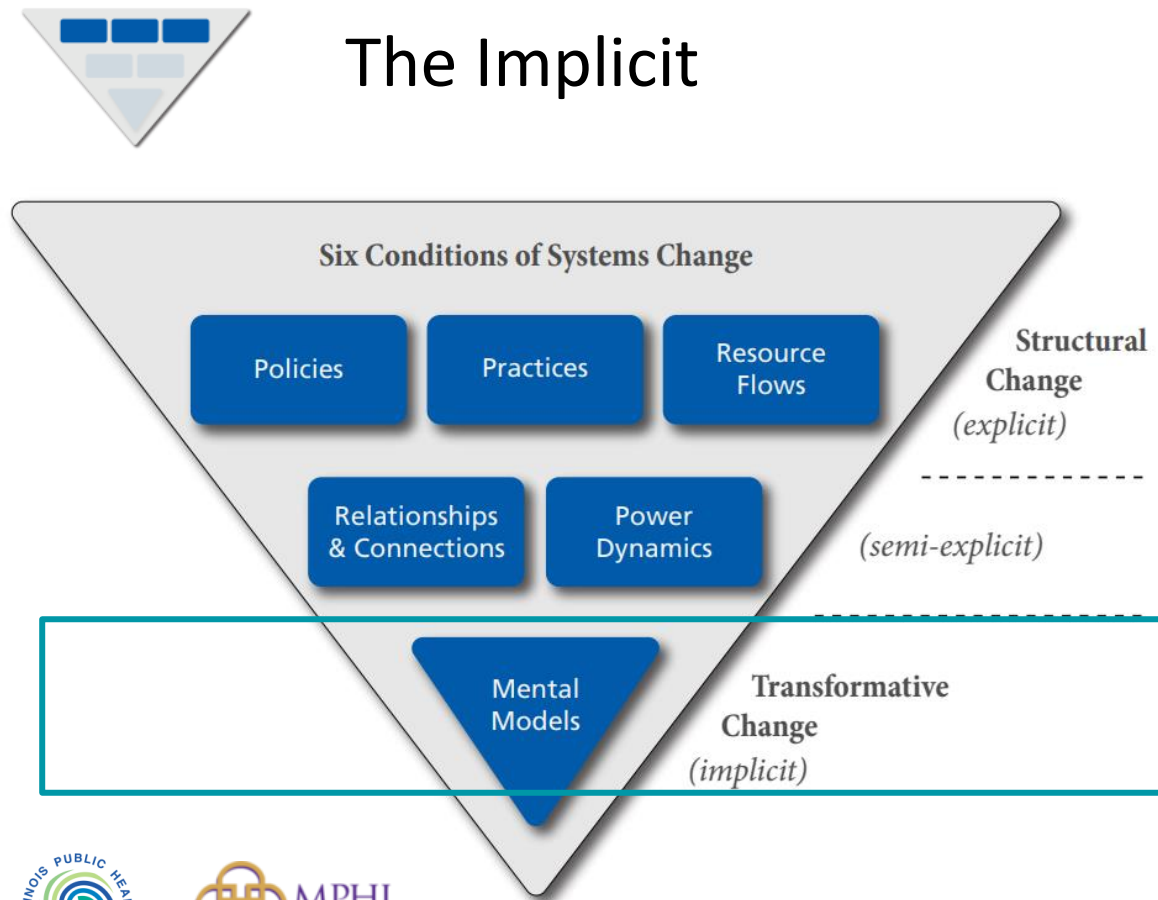
Example: Chronic Houselessness in Los Angeles.

- Permanent supportive housing has been vetted as a solution (housing + social services), but multiple government agencies not working with each other prior to this project led to blaming one another for the growing houseless population.

Source: Reimagining Social Change, The Way of Systems Change

# Mental Models

## The Implicit



Mental models are foundational drivers of activity in any system. Unless funders and grantees can learn to work at this level, changes in the other two levels will, at best, be temporary or incomplete.

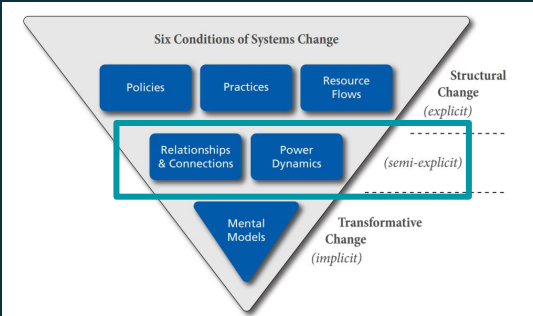
Our mental models shape the meaning we assign to external data and events and guide our participation in public discourse.

### Example: Sexual Harassment in the Workplace

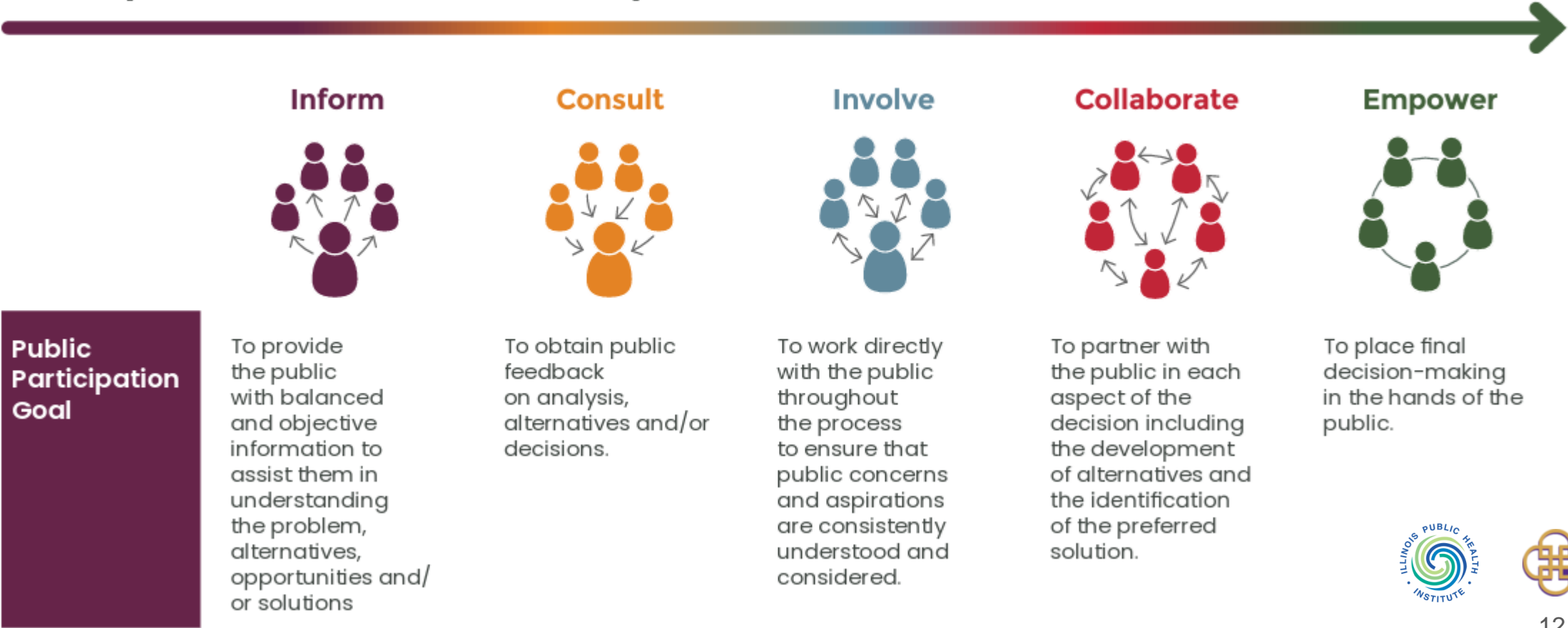
- For years sexual stereotypes condoned shameless behavior and undermine credibility of victims, with limited media reporting.
- Me Too Movement

Source: Reimagining Social Change, The Water of Systems Change

# Spectrum of Public Participation



## IAP2 Spectrum of Public Participation





# Spectrum of Public Participation

## Inform



**Inform:** Fact sheets, Websites, Open Houses, Public Meetings, Public Hearings, and Print/Media

## Consult



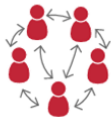
**Consult:** Focus Groups, Online Forums, Surveys, Workshops

## Involve



**Involve:** Citizen Panels, Workshops, Deliberative Polling

## Collaborate



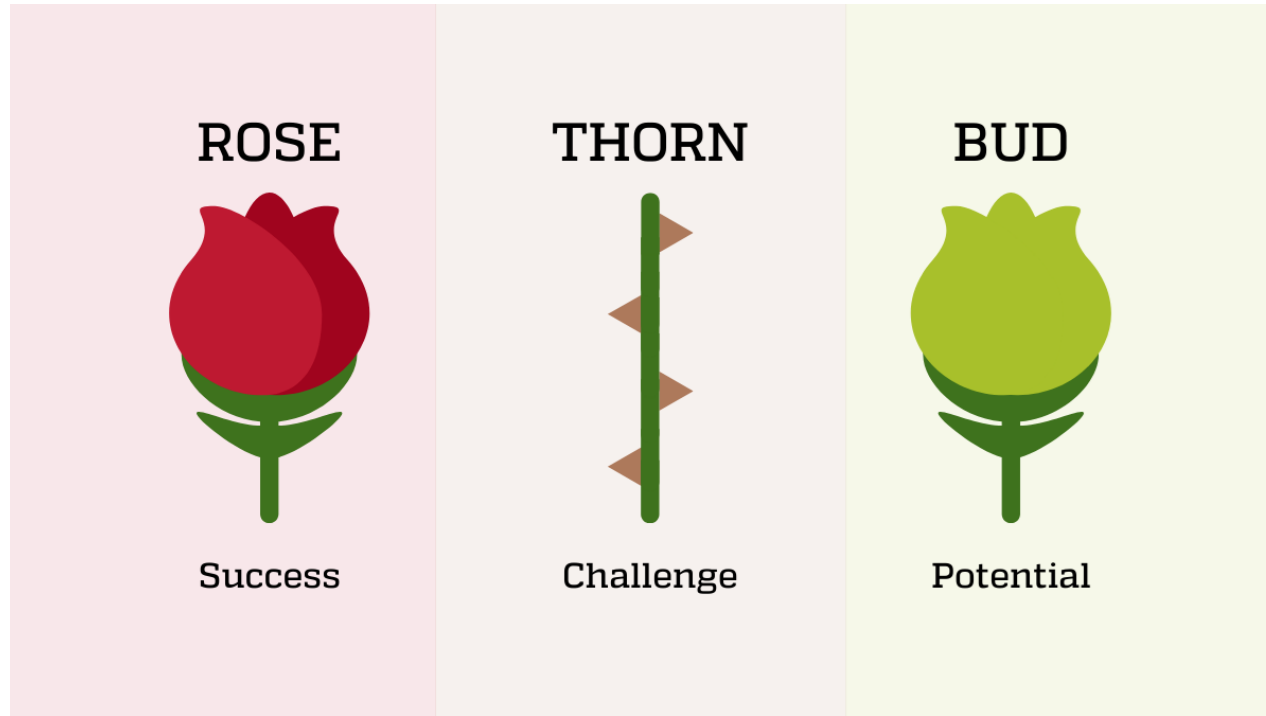
**Collaborative:** Advisory Committees, Community Task Force

## Empower



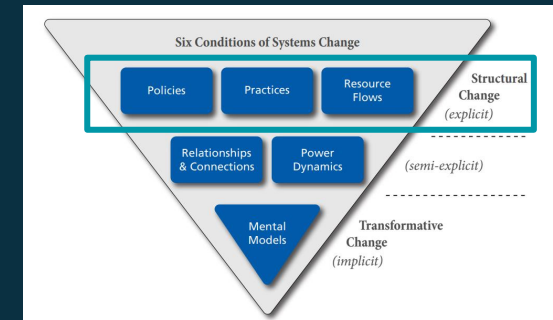
**Empower:** Delegated decision, citizen juries, and shared-decision making

# Champion Participation – Rose, Thorn, Bud



1. What has been successful in your community engagement process?
1. What is a current challenge in getting participation from your community members? (Think: convening place, time of meetings, etc.)
1. What opportunities exist for more engagement from your partners and community members?

# West Side United - What is it?



In 2018, a collaborative of **six hospitals** in Chicago coming together to address the 20 year life expectancy gap between the downtown area and the West Side (where Latine and Black communities are demographically placed).

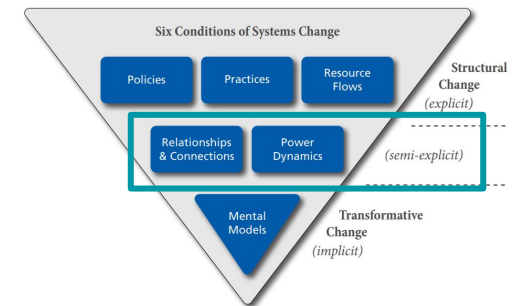
<https://youtu.be/H8niAWlwKBk>

- **Healthcare:**
  - Created a hypertension mgmt advisory group
  - Created a maternal child health advisory group
  - Provided grants for CHW's and Mental Health initiatives (>\$250,000).
- **Lived Environment:**
  - Co-created a food is medicine program for patients and community members who are food insecure.
- **Economic Vitality:**
  - Created a pool of dollars for yearly business grants (> 3 million)
  - Invested in a CDFI for West Side projects
  - Created and managed a new procurement process for supplies to come from the WS.
  - Invested in a linen facility on the West Side to create jobs.
  - Created an MA pathway program for hospital staff in non clinical roles.
- **Education:**
  - Created a cluster of health investment for one elementary school to receive wrap-around services.
  - Created >200 added internship seats and focused on hiring Black boys and undocumented students.

# West Side United - Relationships & Connections

## Thank you to our Partners!

Funders	Technical Partners	Economic Vitality	Education	Healthcare	Nighborhood & Physical Environment
AMITA Health Ann & Robert H. Lurie Children's Hospital of Chicago Ballmer Group Chicago Community Trust Chicagoland Workforce Funder Alliance Cook County Health Illinois Medical District JPMorgan Chase Michael Reese Health Trust Northern Trust Corporation Polk Bros. Foundation Rush University Medical Center Sinai Health System University of Illinois Hospital & Health Sciences System AMITA Health Ann & Robert H. Lurie Children's Hospital of Chicago Ballmer Group Chicago Community Trust Chicagoland Workforce Funder Alliance	A.T. Kearney Bain & Company Boston Consulting Group Catholic Charities Canon – Canon Solutions America, Inc Chicago Access Network Television (CAN TV) Chicago Department of Family & Support Services Civic Consulting Alliance Democracy Collaborative Erie Family Health Center Foxglove Alliance HEAL Initiative Homan Square Foundation Illinois Medical District Illinois Student Assistance Commission JPMorgan Chase Service Corps Kids First Chicago Kivvit KPMG LLP Loretto Hospital McKinsey & Company Metropolitan Family Services National Alliance on Mental Illness Northshore Hospital PwC Root Inc. SG2 Sinai Urban Health Institute The Resurrection Project Thresholds Thrive Chicago TLSG UIC School of Public Health University of Chicago Hospital West Town Bikes	Accion Chicago American Medical Association Austin African American Business Networking Association Austin Coming Together Austin Rising Carole Robertson Center for Learning Chicago Anchors for a Strong Economy (CASE) Chicago Community Loan Fund Chicago Cook Workforce Partnership Chicagoland Healthcare Workforce Collaborative CIBC City Colleges of Chicago Foundation Cook County Land Bank Authority Department of Business Affairs and Consumer Protection Economic Strategies Development Corporation IFF JPMorgan Chase Little Village Chamber of Commerce Local Initiatives Support Corporation (LISC) Malcolm X College North Lawndale Community Coordinating Council Northern Trust Corporation Northwest Side Housing Center One Million Degrees Puerto Rican Cultural Center Skills for Chicagoland's Future West Side Forward Women's Business Development Center World Business Chicago	Academy of Scholastic Achievement Austin College and Career Academy Benito Juarez High School Chicago Hope Academy Chicago Public Schools Christ the King College Prep Collins Academy High School Community Christian Alternative Academy Crane Medical Preparatory High School David G. Farragut Career Academy Frederick A. Douglass Academy High School George Westinghouse College Prep Infinity Math Science and Technology High School Instituto Health Science Career Academy High School ITW David Speer Academy John Marshall Metropolitan High School Kelvyn Park High School Legal Prep Charter Academy Little Village Lawndale/Infinity Manley Career Academy High School Michele Clark Academic Prep Magnet High School Noble DRW College Prep North Grand High School North Lawndale College Prep - Christiana North Lawndale College Prep - Collins Ombudsman Chicago West Orr Academy Phoenix Military Academy High School Prosser Career Academy Roberto Clemente Community Academy High School St. Ignatius College Prep UIC College Prep Whitney M Young Magnet High School Windy City Dolphins World Language High School	ACCESS Community Health Network American Heart Association American Medical Association Community Health Enlace Esperanza Health Centers	Chicago Department of Public Health Chicago Partnership for Health Promotion Chicago Public Schools Consortium to Lower Obesity in Chicago Children European American Association Farm on Ogden Greater Chicago Food Depository Harmony Community Church Pantry Iglesia Evangelica Emmanuel Illinois Public Health Institute La Casa Norte Marillac House Marshall Square Resource Network New Morning Star Food Pantry New Mount Pilgrim Missionary Baptist Church NowPow Oak Park River Forest Pantry St. Stephen AME Church The Hatchery Windy City Harvest





# West Side United – Case Study

## Inform



- Held an annual town hall to report back to community, funders, and potential stakeholders

## Consult



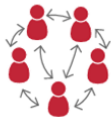
- 30+ Focus Groups conducted for CHNA/CHIP which led to a strategic plan for the collaborative.

## Involve



- Divided the community work into 4 buckets: Health, Education, Lived Environment, Economic Vitality
- Created subcommittees comprised of people who worked, lived on WS to guide the creation of initiatives/programs

## Collaborate



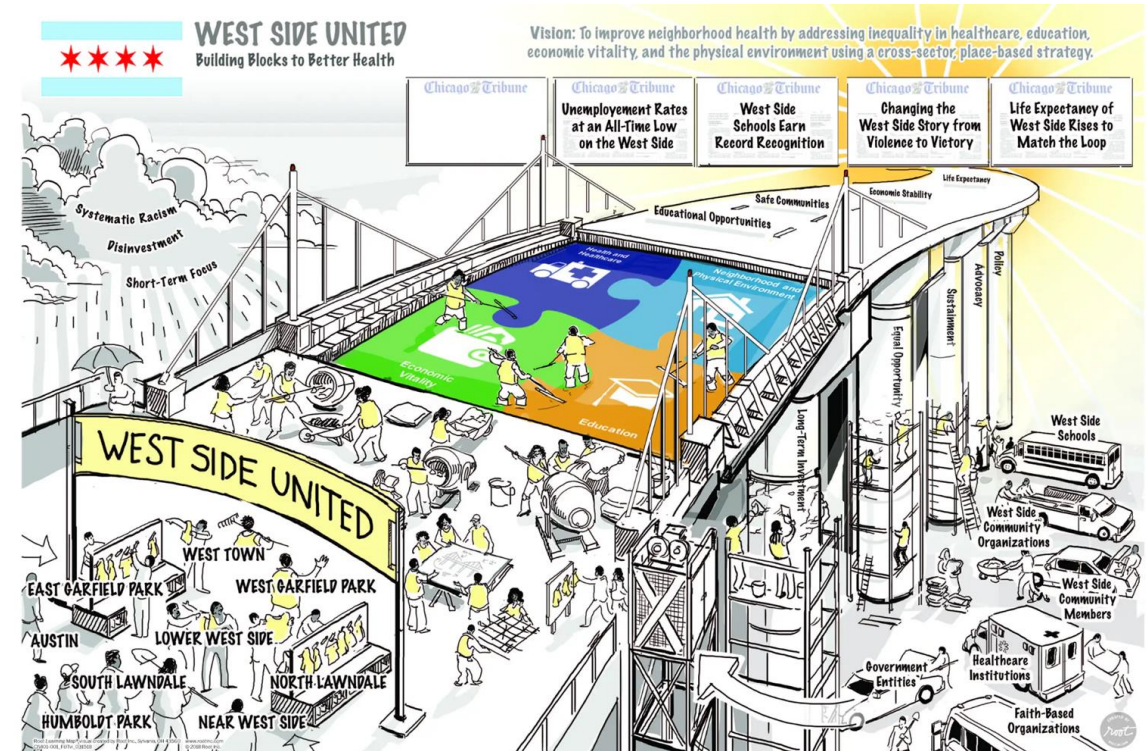
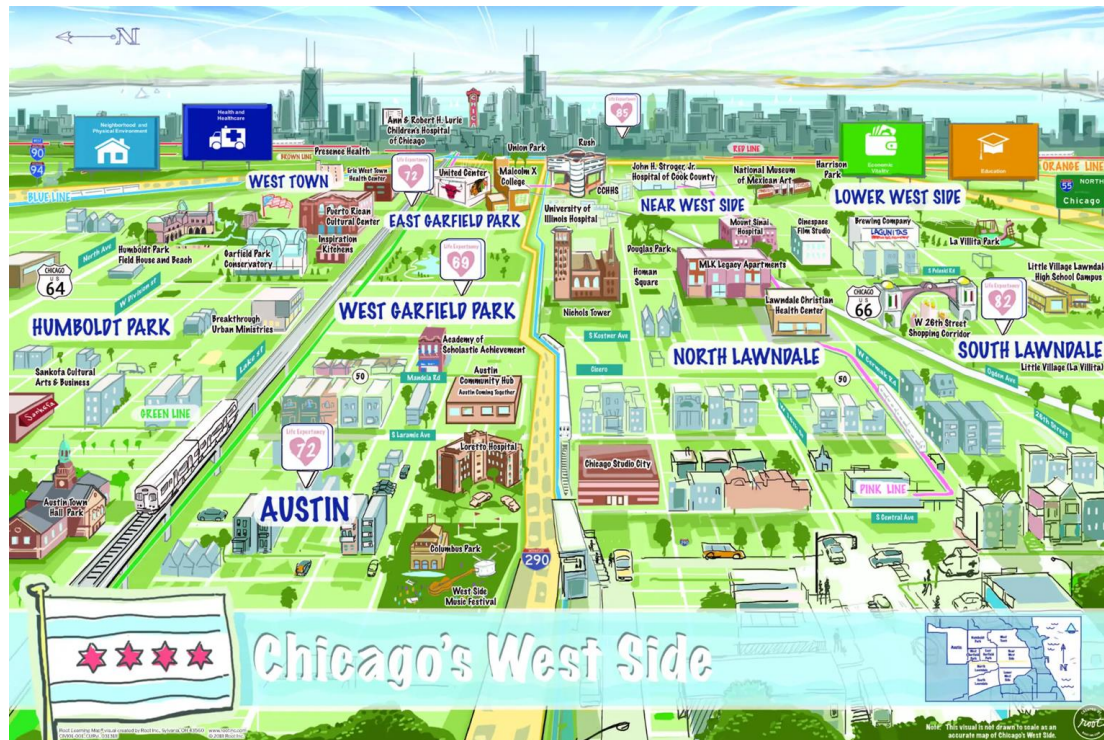
- Created a CAC – Community Advisory Council (Term of 3 years) to help guide the strategy of overall work

## Empower



- Board of Directors: 6 Hospital CEO's + 6 CAC members to balance executives with community members

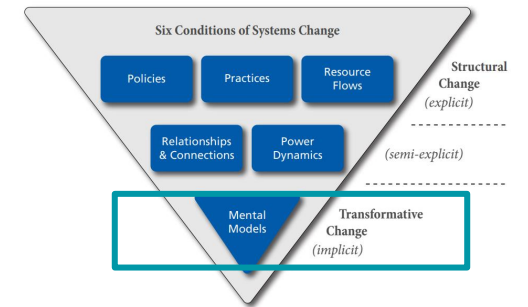
# West Side United – Learning Maps



# Audience Question

**What are some unique ways you all have involved community in capturing the meaningful change they want to see in communities?**

# Activity: What would you like to see here?





# Chicago's West Side Newspaper Clips

 Chicago Defender

## Sankofa Wellness Center Breaks Ground, Aims to Transform Health and Economic Outcomes in Garfield Park


The Sankofa Wellness Center, the first major component of the Sankofa Wellness Village, officially broke ground this week,...

Sep 19, 2024



## WEST SIDE PARTNERS LAUNCH FILLMORE LINEN SERVICE

*Rush University System for Health and Lurie Children's Hospital Will Now Have All Laundry Cleaned At Fillmore Linen Service, Creating More Than 175 Jobs*

 Block Club Chicago

## West Side Organization Will Launch Community Health Hub Inside Elementary School: 'Access Is The Most Important Thing'

The Cluster of Care Community Hub is an initiative of West Side United aimed at erasing health disparities on the West Side.

Apr 14, 2021



 American Medical Association

## AMA, West Side United invest \$6M to close health gaps in Chicago

AMA joins major Chicago hospitals and Northern Trust in mission to improve the health of Chicago's west side neighborhoods.

Feb 26, 2020



# Global Spark



Have you found the right change agents outside of community who are willing to help you address the inequities you want to address?

# Closing Reflection

What **thoughts, insights or takeaways** arise as you think about today's activities?

# THANK YOU

QUESTIONS?  
TCI Learning Institute  
Karen and Fayana