



# Center for Thriving Communities

## Learning Journey Series

Session 1: Engaging Communities in Local Health Initiatives

*in partnership with*



Build Healthy  
Places Network

Shift HEALTH  
ACCELERATOR

# Meet the Collaborative



FLORIDA HEALTH  
JUSTICE PROJECT



904WARD



hispanic**federation**



**Vision:** A Florida where everyone has the opportunity to prosper and thrive.

**Mission:** To collaborate with communities in the creation of enduring and impactful resources that support all Floridians in achieving the highest levels of health and well-being.

**Guiding Principles:**

**Cultural Humility:** Centering, embracing, and integrating lived experiences.

**Enduring:** Cultivating relationships and committing to long-term sustainable change.

**Collaborative:** Establishing trusting partnerships, shared goals and aspirations to help communities thrive.

**Opportunity for all:** Working together to improve access to resources.

**Practical:** Implementing solutions that are accessible, impactful, and replicable.

**Transparency:** Openly sharing findings, strategies and approaches.



# Pillars & Timeline

**2022**  
**Planning & Infrastructure**

**February 2023 - October 2023**  
**Community Engagement**



**Community Engagement**  
Listening, learning (unlearning) and responding, by engaging diverse voices to inform the Center’s priorities and action agenda.

**October 2023 – October 2024**  
**Equity Action Labs**



**Equity Action Labs**  
Bringing together diverse teams to work on testing ideas and solutions to improve health and social conditions impacting communities’ health and well-being.

**May 2024 – January 2026 Training**



**Training**  
Offering educational resources and training opportunities while meeting the learning needs of diverse populations.

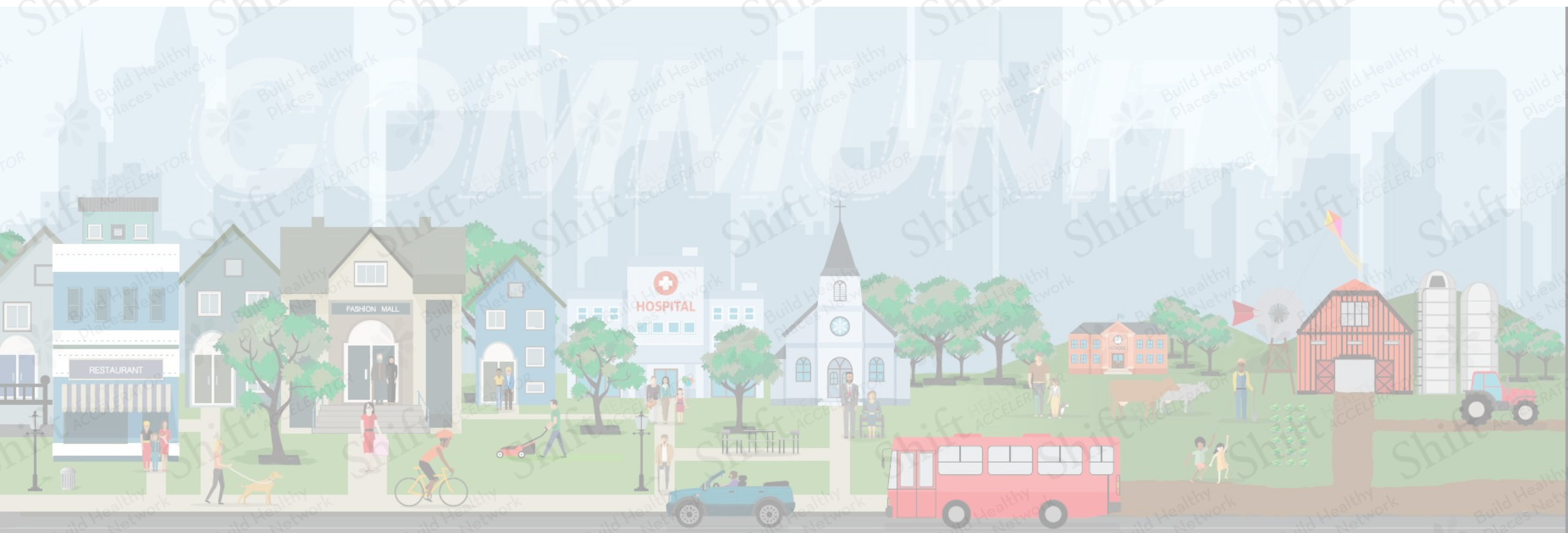
**November 2024– January 2026**  
**Continue Training, Follow-up & Sustainability**



**Follow-Up & Sustainability**  
Providing post-training support and continued engagement, including publishing outcomes and lessons learned through various communication platforms, reports and community forums.

# Community Co-Design - Mindsets, Principles, Actions

May 2024



# Welcome

Shift Health Accelerator is a national network of multidisciplinary leaders committed to community-led change as a pathway to accelerate health and racial equity.

Shift advances a three-pronged strategy to 1. support community leaders in building power to secure health investments, decision-making rights and data ownership, 2. hold health systems accountable to equity commitments, and 3. propel policy and systems change to create enabling conditions for investments in community-led efforts advancing racial justice.



# Session goals

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- 1. Deepen interrogation with concepts of community co-design**
- 2. Learn about efforts that are putting co-design into practice**
- 3. Reflect on tools to spearhead concrete shifts in power to community**

# Why does COMMUNITY-LED HEALTH matter?



## Our peers describe their pain points:

- Locally developed vision and wisdom is not prioritized
- Trust is not built; harms are not acknowledged nor repaired
- Institutional value is often misaligned with community-defined value
- Time and resources are insufficient to do true neighborhood level community building
- Existing work is not valued and not leveraged nor built upon
- Short-term transactions are prioritized over long-term, prevention-focused, holistic, transformational approaches and investments
- Decisions are top-down and institutionally driven
- Metrics don't reflect the full breadth of community health



# Community Agreements



# Small group introductions



- **1-2 “Leaves”**
  - Things about you that are readily visible such as distinguishable personal traits and your social identity
- **1-2 “Roots”**
  - Things about you that are not easily visible such as where you are from, values, achievements, things you struggle with

# Individual reflection

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**What would your work look like if the residents and communities you served were actually calling the shots?**



# Defining terms: what do we mean by co-design?

**Co-design** centers processes and governance to share power and position community-based anchor organizations in a decision-making leadership role throughout the life cycle of projects and investments.



# Where can co-design take shape for community-rooted efforts



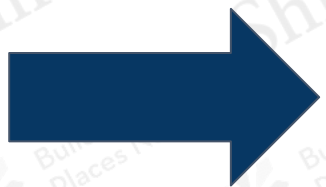
Increase **power-sharing and community decision-making** across:

- *Governance* of key decisions, needs identification, and priority setting
- *Infrastructure* for ongoing engagement and ownership, value proposition, vision
- *Initiative Design* from inception, vision setting through implementation
- *Investments and Funding* into community-owned projects and sourcing investment opportunities
- *Learning and Evaluation* to collectively establish learning objectives and participation in a shared learning journey
- *Metrics* tied to community leaders and community-based organizations defining anticipated outcomes
- *Collective Leadership* engaging multiple leads from diverse offices within institutions committing to power-sharing co-design

# What would it take to cross the bridge -- what supports, resources, skills, conversations feel necessary?

Community  
visions and  
pain points

Institution  
assets and  
pain points



# Movements for community power-sharing and accountability

**COMMUNITY OWNERSHIP FOR COMMUNITY POWER FUND**

Read Press Release

## A Proof of Concept

### Catalyze the Community Ownership Movement

The Community Ownership for Community Power (COCP) Fund is a bold \$22M philanthropic initiative that brings together community power building organizations and the expansive funder ecosystem to address the inequitable funding system for community ownership of real estate, land, and housing in California. Through the COCP Fund, we will grow the capacity of community ownership groups to acquire, govern, and maintain their own community spaces as well spearhead the creation of an integrated capital acquisition fund of at least \$100 million, the state's first by communities.




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Headline: **Whether it's social justice or public health — we have to do the work to see the change**

By **STACY-MARIE LUNDEL**  
August 6, 2020 8:00 AM EDT



Related Articles

NEWSLETTERS: The public health struggle we can't talk about nearly enough

BY DAVID Z. WOODS AND SYDNY WOODS

COMMENTARY

## The People's Money

is NYC's first-ever citywide participatory budgeting process!

In this democratic process, residents can submit ideas for local projects to address community needs.

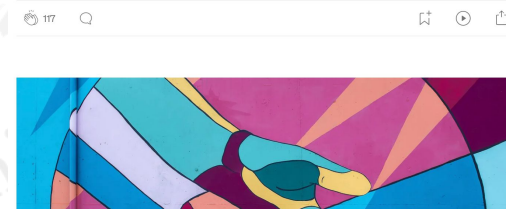
All New Yorkers ages 11 and up, regardless of immigration status, can decide how to spend part of the city budget!



## Deciding Together: Flipping the Power Dynamics in Impact Investing

Three models for shifting decision-making to communities and entrepreneurs

Beek Center · Follow  
7 min read · Oct 28, 2020



Race

## How to Hold Your Company Accountable to Its Promise of Racial Justice

by Rebecca Knight

December 11, 2020



# Examples: Community Climate Resilience, Health & Wealth



## Del Paso Heights Growers' Alliance, North Sacramento, CA

Racially just food system;  
Resident-led local policy action;  
Community development + health  
+ food systems at neighborhood  
level; participatory grantmaking



## Blue Note Junction, Asheville, NC

Hub for entrepreneurs, arts,  
housing, community  
kitchen/market; Multidimensional  
space with ripple health,  
economic, social connection  
effects; land and investments



## Hawaii Good Food Alliance, HI

Engagement of local leaders and  
establish a cross-sector Coalition  
defining key outcomes for  
investment and sustainability;  
Culturally-rooted practices and  
visions; grants and braided public  
funding



# Examples: Community Health Co-design initiatives



## IMAGINE FOX CITIES A COMMUNITY VISIONING PROJECT



### Unity Park, Richmond, CA

Richmond Greenway and park connecting neighborhoods; fostering resident civic leadership; Transforming brownfields into green spaces provides opportunity for cross-sector leadership, strengthens ownership, and promotes health and healing

### Imagine Fox Cities, Wisconsin

Community conversations on belonging, race, and community engagement; annual Summit; community mural project; Community Steward model; responding to data indicating less than 10% feel they belong

### Aligning for Equity

Four sites nationally centering racial justice to bring community leaders and institutional leaders together around citywide community engagement policy; housing; early education; community-driven needs assessments

# COMMUNITY-OWNED GRANTMAKING

\$200K MOVED TO COMMUNITY INVESTMENT COMMITTEE TO RESOURCE HEALTH EQUITY

## COMMUNITY GOVERNANCE IS POSSIBLE



### VALUES:

INTEGRITY,  
ACCOUNTABILITY,  
COLLABORATION &  
INNOVATION

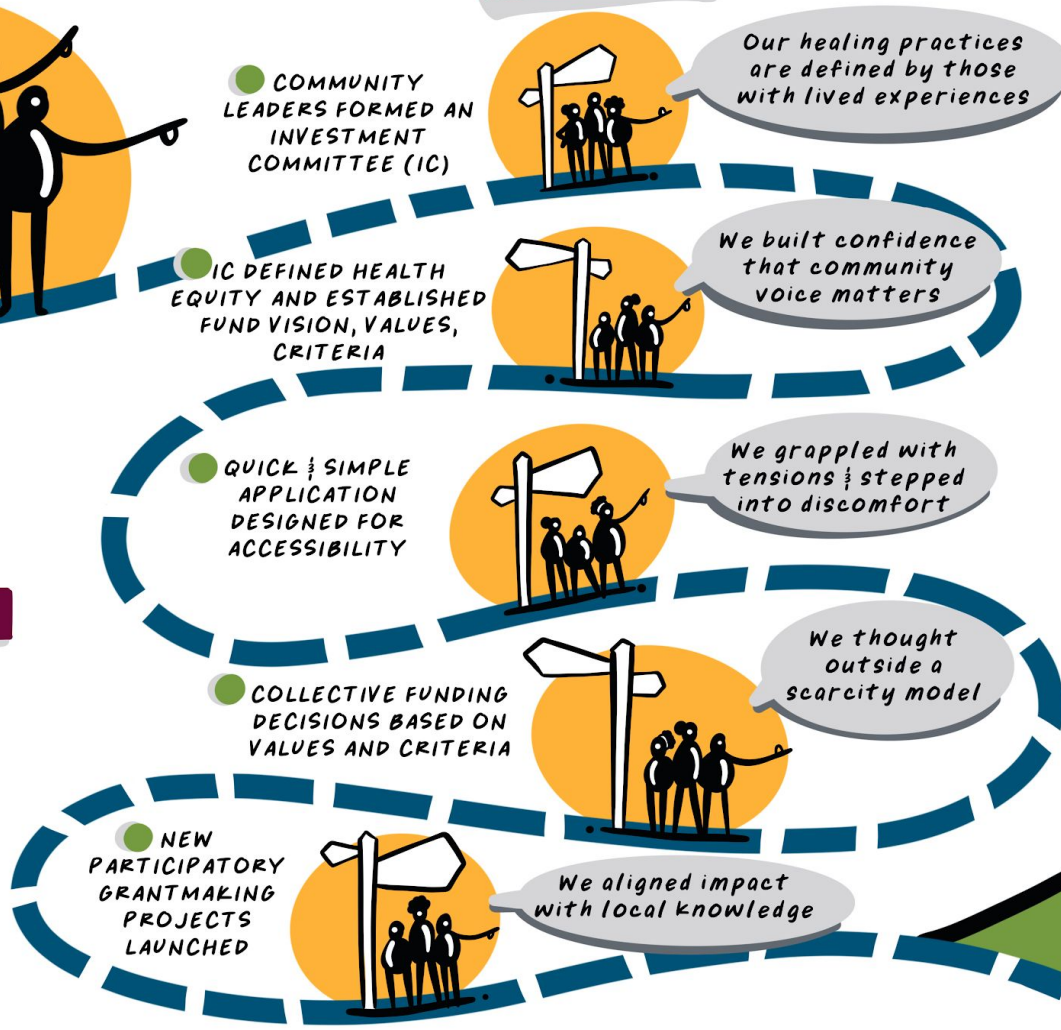
### COMMITMENTS:

SHARED  
ACCOUNTABILITY,  
LEADERSHIP &  
POWER

### PROCESSES:

RESPOND TO &  
ELEVATE  
COMMUNITY  
KNOWLEDGE

## OUR PROCESS



## OUR IMPACT

CATALYZE COMMUNITY-DRIVEN HEALTH EQUITY SOLUTIONS LED BY

CALIFORNIA BLACK WOMEN'S HEALTH PROJECT

INSIGHT GARDEN PROGRAM

TRANSFORMATIVE IN-PRISON WORKGROUP

CONSCIOUS CULTURA

METROPOLITAN TRANSPORTATION COMMISSION AND UPAASF FOUNDATION

DEL PASO HEIGHTS GROWERS ALLIANCE

BACK TO THE START

EAST LOS ANGELES COMMUNITY CORPORATION

# Example: participatory funding

COMMONFUTURE.

## Shift Power Through Participatory Investing.

By the very nature of lived experience, the people closest to problems have the most relevant perspectives on solutions, yet often lack access to the power needed to make an impact.

Billions of dollars of philanthropic assets are held in investments—funds that can be leveraged to shift power, create impact, and propel their mission through Participatory Investing.



# HOW DO WE GET THERE? CO-DESIGN TOOLS FOR COMMUNITY HEALTH

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## VALUES

Translating  
Community-Rooted  
Values to Principles



## EQUITY & JUSTICE

Government  
Alliance on Race  
& Equity



## CULTURE

Cultural Humility  
tools



## TRUST

AAMC Principles  
of  
Trustworthiness

## OWNERSHIP

Movement Strategy  
Center: Spectrum  
of Community  
Engagement to  
Ownership



# TOOL:

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## Translating values into community co-design principles

Accountability	Creativity	Innovation	Responsive
Adaptability	Curiosity	Integrity	Risk
Agency	Discovery	Iterative	Shared power
Belonging	Efficiency	Learning	Sustainability
Boldness	Empowerment	Liberation	Transparency
Bridging	Equity	Mutuality	Trust
Celebration	Grounding	Optimism	Visionary
Co-creation	Healing	Positivity	Wellness
Compassion	Honoring	Realistic	Wholeness
Consistency	History	Reparation	<i>ADD YOUR OWN</i>
	Inclusion	Respect	

# Small group conversations: Values to principles

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What values do you want to center in your work to ensure commitments to community co-design?

What would the value look like in practice?

What do you want your organization and others to be held accountable to acting on?



**TOOL:**

# Government Alliance on Race & Equity Toolkit



## Racial Equity Toolkit An Opportunity to Operationalize Equity



LOCAL AND REGIONAL  
GOVERNMENT ALLIANCE ON  
RACE & EQUITY

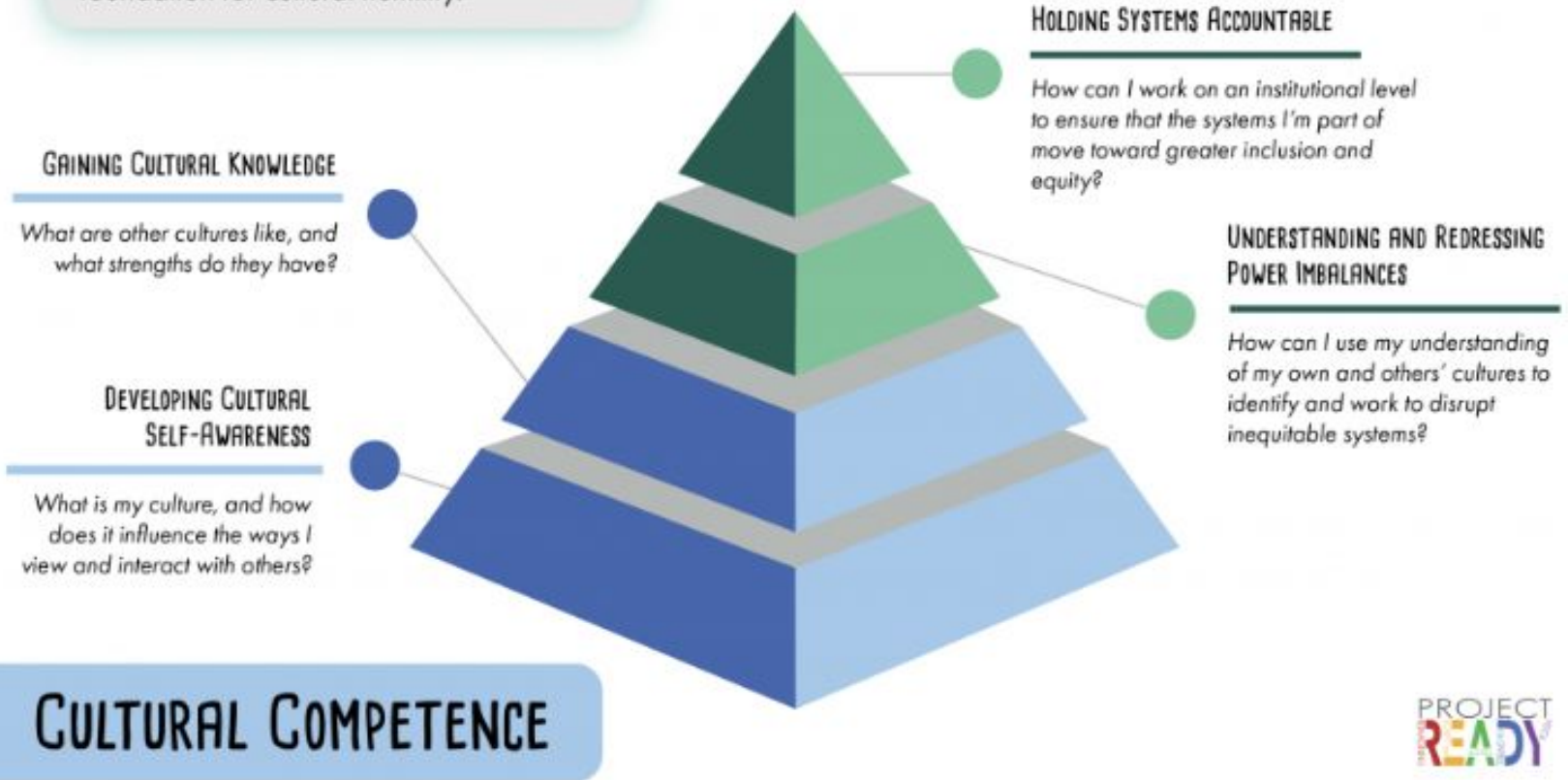
[RACIALEQUITYALLIANCE.ORG](https://www.racialequityalliance.org)

# TOOL:

## Project Ready Cultural Humility

Becoming **culturally competent** and practicing **cultural humility** are ongoing processes that change in response to new situations, experiences and relationships. Cultural competence is a necessary foundation for cultural humility.

### CULTURAL HUMILITY





# TOOL:

## Principles of Trustworthiness

# AAMC Principles of Trustworthiness



Deserving trust is crucial to equitably partner with the communities you engage and to achieve health justice.

Remember, though, **the process of engagement is as important as the product**. Here are 10 principles that community stakeholders endorse as the guiding compass on your journey to establishing trustworthiness.

1



### The community is already educated; that's why it doesn't trust you.

Words matter. Be mindful of how you frame your relationship. It is not your job to teach to the gaps you assume the community has. Mistrust is a rational response to actual injustice. The community knows what it doesn't know and will ask when it thinks you have answers it can trust. (This goes for 'empowering' the community, too.)

2



### You are not the only experts.

People closest to injustice are also those closest to the solutions to that injustice. (That is probably not you or your organization and, even if it is, there's a power imbalance.) Listen to people in your community. They have deployed survival tactics and strategies for decades — centuries, even. Take notes. Co-develop. Co-lead. Share power.

3



### Without action, your organizational pledge is only performance.

Walk the walk, please. Deploy resources. Coordinate across your organization. Hire someone to the C-suite and a network or coalition of experts to be responsible for transformation because transformation is not a one-person job. Be authentic. Don't just say you're committed to the goal of health equity; do the work to achieve it.

4



### An office of community engagement is insufficient.

One full-time employee doesn't cut it. Don't jam this work into your existing diversity and inclusion office, either. Trustworthiness is not a "minority tax"; we are *all* responsible. This is systemwide, all-hands-on-deck work and, as such, should be acknowledged, incentivized, and promoted in material ways.

5

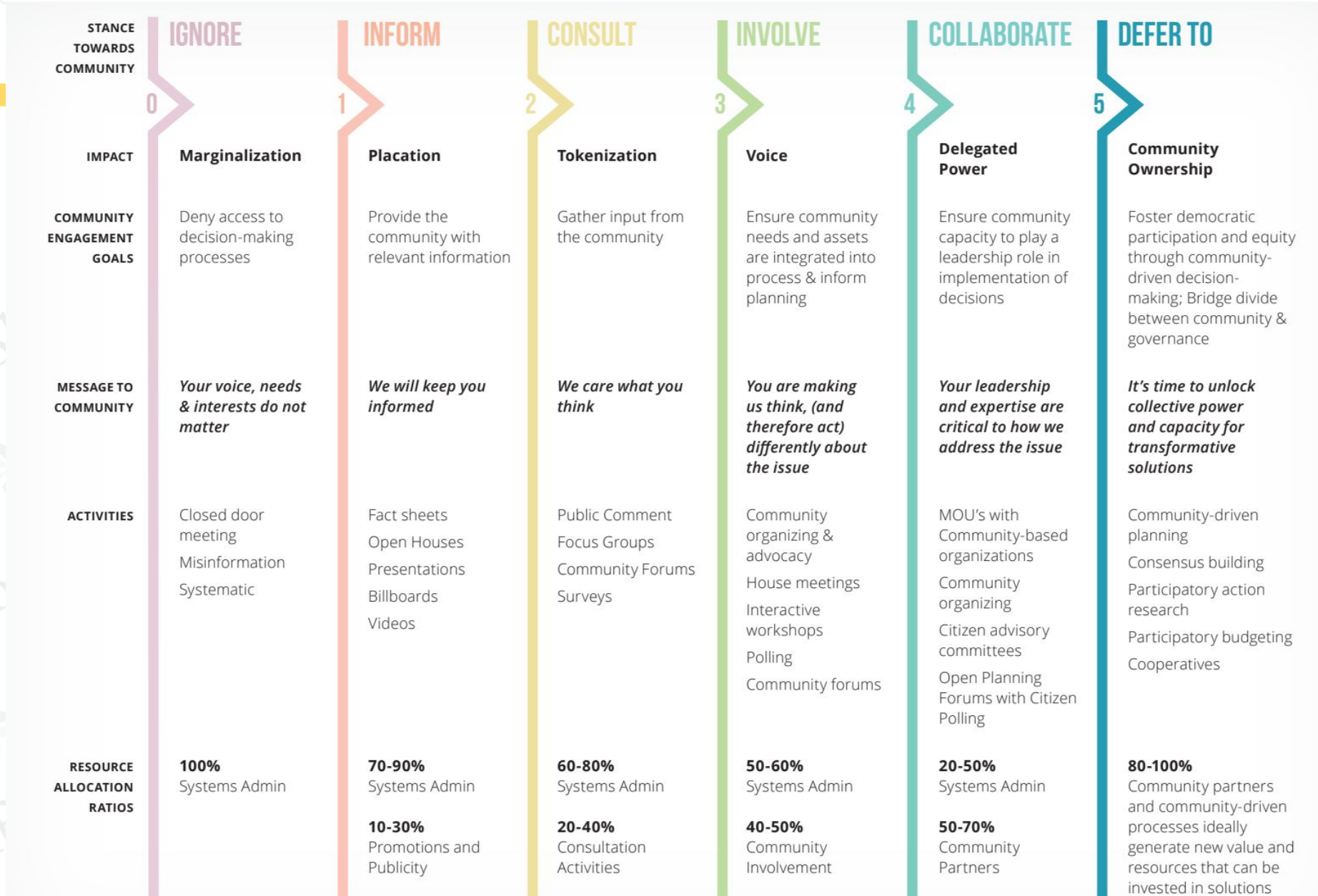


### It doesn't start or end with a community advisory board.

Running your thoughts by a group of self-appointed community leaders for a thumbs-up does not suffice. Take to the streets to get some unfiltered opinions. And then work together with the community to put that wisdom into the work. Make it clear to all you've done so, and explain the benefits accrued.

# TOOL:

# Spectrum of Community Engagement to Ownership



# Small group conversations: Spectrum of CE to Ownership

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Many engagement efforts focus on projects between Levels 0 and 4/ predatory- ally-designed).

- Where do you think your current level of engagement lies?
- **What if we were to focus on Level 5 - Community Ownership (beyond ally-designed)?**



# FINAL REFLECTION: Community *is* the table: What would this look like in practice?



# Next sessions

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**Session 1:** Engaging Communities in Local Health Initiatives

**Session 2:** Crafting a Community Vision of Health

**Session 3:** Measuring Impact of Community-Driven Health

**Session 4:** Resourcing Community-Led Health



# Reimagining Equity Series

## REIMAGINING EQUITY: COMMUNITY-LED PATHWAYS TO HEALTH

Shift HEALTH ACCELERATOR



**HEALTH INEQUITY**

EXISTING APPROACHES AREN'T MOVING THE NEEDLE

**SESSION 1: FROM POPULATION HEALTH TO HEALTH JUSTICE**

SUBSTANTIVELY IMPROVING HEALTH OUTCOMES AND COSTS

**SESSION 2: FROM COMMUNITY ENGAGEMENT TO COMMUNITY ACCOUNTABILITY**

COMMUNITY EXPERTISE IS A NON-NEGOTIABLE FOR IMPACT

**SESSION 3: FROM CHARITY MODEL TO SHARED GOVERNANCE**

LEVERAGE ASSETS THROUGH A PARTICIPATORY INVESTING MODEL

**SESSION 4: FROM INSTITUTIONAL RETURN TO COMMUNITY WEALTH**

INVESTMENTS TO SUPPORT LIBERATORY VISIONS FOR HEALTH

**HEALTHCARE OWNERSHIP**

**COMMUNITY OWNERSHIP**

SHIFT HEALTH ACCELERATOR PRACTICE TOOLKIT

- ANALYZING ROOT CAUSES
- ASSESSING YOUR STRATEGY

- CREATING NARRATIVES, TACTICS, AND INFLUENCE
- FACILITATING COMMUNITY GOVERNANCE

- BUILDING BUY-IN
- TESTING A PARTICIPATORY INVESTING FRAMEWORK

- REIMAGINING RISK
- RECONCEIVING ROLE

GRAPHIC BY RIO HOLADAY

### Upcoming sessions:

SESSION 2: FROM COMMUNITY ENGAGEMENT TO COMMUNITY ACCOUNTABILITY -- **MAY 23RD**

SESSION 3: FROM CHARITY MODEL TO SHARED GOVERNANCE -- **JUNE 13TH**

SESSION 4: FROM INSTITUTIONAL RETURN TO COMMUNITY WEALTH -- **JULY 11TH**

# ADDITIONAL TOOLS

- [Movement Strategy Center Spectrum of Community Engagement to Ownership](#)
- [AAMC Principles of Trustworthiness](#)
- [ReThink Health: Pillars of Community Engagement](#)
- [Redford Conservancy: Ladder of Community Participation](#)
- [Nexus Community Partners: Community Engagement Assessment Tool](#)
- [Project Ready Cultural Humility](#)
- [Culturally Connected](#)
- [GARE Racial Equity Toolkit](#)
- [Racial Equity Institute Groundwater Approach](#)
- [University of Pittsburgh Racial Equity Consciousness Tool](#)





*You're Invited to our 2<sup>nd</sup>  
Annual Gathering at the  
GuideWell Innovation Center  
in Orlando, FL on Saturday,  
November 16<sup>th</sup>!*



# *Thank-You*

*What Questions Do You Have?*

Website: [www.ufhealthjax.org/thriving](http://www.ufhealthjax.org/thriving)

Contact us: [Thriving@jax.ufl.edu](mailto:Thriving@jax.ufl.edu)

*Connect with Us!*



EMPOWERING  
Resources **For All**