

Community-led Health in All Policies

CORE STRATEGIES



**BlueCross
BlueShield**
Minnesota

Center for
Prevention

CHANGING THE WAY CHANGE HAPPENS

The Center for Prevention at Blue Cross and Blue Shield of Minnesota funded eight community-based organizations (CBOs) to engage in deep, long-term change work to embed health and health equity into the policies, systems and environments that affect the communities in which they live. What emerged were four core strategies that brought community members with strong voices and power into the decision-making process. We are deeply grateful to the eight organizations engaged in this work:

- **Zeitgeist Center for Arts and Community** *zeitgeistarts.com*
- **Voices for Racial Justice** *voicesforracialjustice.org*
- **Nexus Community Partners** *nexuscp.org*
- **ISAIAH** *isaiahmn.org*
- **Hope Community** *hope-community.org*
- **Hmong American Farmers Association (HAFA)** *hmongfarmers.com*
- **The Alliance** *thealliancetc.org*
- **Asian Economic Development Association (AEDA)** *aeda-mn.org*

**For more information on the Health in All Policies funding initiative,
visit centerforpreventionmn.com/HiAP.**

BUILDING POWER COLLECTIVELY

CONNECT AND CONVENE

- Welcome people of color and community organizations into collaborations
- Plan events so community voices are dominant
- Ensure community has agency at decision-maker events
- Integrate arts and culture into all convenings
- Connect community leaders into advisory boards and long-standing committees



VALUE CULTURE AND LOCAL KNOWLEDGE

- Open up to transformational thinking
- Prioritize solutions grounded in community and place
- Reclaim cultural and locally-informed tools and practices
- Use collective model of cohorts over individualistic cultural framework
- Draw on the power of story

BUILD POWER TOGETHER

- Recognize actions that build power, such as convening and breaking bread together
- Take time to invest in other CBOs, especially those led by people of color
- Share resources to build up community power



EQUIP LEADERS FOR PUBLIC ACTION

- Prepare for personal traumatic reactions to racial prejudice and abuse of power
- Educate community leaders on the process, timeline and bureaucracy of decision-making
- Help CBOs collect, interpret and use data
- Provide tools for working with decision-maker

5 STEPS TO ACTIVATING COMMUNITY LEADERSHIP

Community leaders, partners and funded communities share their wisdom on what it takes to build authentic, powerful, prepared and activated community leaders for work to achieve HiAP.

STEP 1: INVITE INITIAL INVOLVEMENT

- Create a welcoming space
- Meet people where they are and honor their motivation
- Present many doors to enter, multiple opportunities
- Offer support/resources that create barriers to participate

STEP 2: KEEP PEOPLE INVOLVED

- Create an accountable, accessible organizational culture & structure
- Invest in individuals
- Have community drive the process
- Counter potential barriers to participation, eg compensation
- Pay attention & offer new opportunities to grow
- Have FUN, use cultural arts

Throughout all steps, build power to support leaders and draw on strengths of different cultural approaches to leadership.

STEP 3: BUILD SKILLS

OPPORTUNITIES TO:

- Attend formal training.
- Move into jobs combining work and education.
- Experiential learning
- Be well prepared to lead, eg. testify at city hall.
- Draw on existing skills and leadership.

CRITICAL CONSCIOUSNESS VIA GROUP EXPERIENCE

- Co-create powerful tools and data.
- Doing research together.
- Peer learning on how policy change happens.
- Opportunities to reflect and learn.
- Working in concert so no one is alone.

STEP 4: MOVE LEADERS INTO DEEPER ROLES

- Intentionally plan to move people in levels of leadership
- Provide opportunities to exercise leadership skills
- Recognize the power of one's story
- Build relationships

PATH TO DECISION-MAKING

STEP 5: PREPARATION FOR PUBLIC ACTION

- Acknowledge and address trauma grounded in context
- Apply healing justice
- Deepen understanding of power and privilege
- Prepare for experience of interface with power-brokers

LEADERSHIP ROLES

- Educating and advocating with decision makers
- Participating in governing bodies
 - Speaking at rallies
 - Leading meetings
 - Convening
- Building cultural-racial knowledge
- Questioning authority
- Finding solutions

BUILDING DECISION-MAKER CAPACITY

PROVIDE OPPORTUNITIES TO ACT

- Share a menu of ideas on how to get started
- Provide concrete ideas for actions that will be a “win-win” for decision-makers
- Push gently, or sometimes pull harder, to move beyond “easy” initial wins-shift away from non-impactful “feel good” work
- Build a cohort of decision-makers who can share ideas for equity action



RECOGNIZE THE HARMS OF RACISM

- Deepen understanding of structural racism, historical and ongoing
- Engage in challenging conversations
- White people hold white people accountable
- Build long-term relationships from the start that work to act against racism

INVEST IN HEALING FROM RACISM

- Recognize the personal cost of the work
- Make time for healing
- Foster meaningful interactions
- Apply somatic training and experiences.
- Value and seek cross-cultural knowledge
- Bridge divides with art and creativity



TAKE TIME AND BUILD SKILLS

- Build relationships to increase capacity for authentic engagement
- Encourage and nurture ability to listen
- Slow down for opportunities to pivot
- Be a true partner and stick with the challenging learning process for the long haul

TRANSFORMATION FOR RACIAL JUSTICE

SPEAK BOLDLY ON RACIAL INJUSTICE

- Use power of storytelling from diverse perspectives
- Name white supremacy and structural racism
- White people hold white people accountable
- Educate on historical origins and transgressions
- Hold space for brave conversations on race



BUILD HEALING JUSTICE

- Develop deep relational and caring ties with community to build base.
- Prioritize time and space to explore and apply healing justice
- Create space for dialogue so that people can hear with compassion
- Build intersectional teams

TRANSFORM DECISION-MAKING

- Create a timeline that allows authentic engagement, not false urgency
- Don't move forward without community at the table
- Transparency for the process to use time and resources differently
- Center on community solutions for effective equitable policy
- Respect people's humanity even as you push forward toward your goals

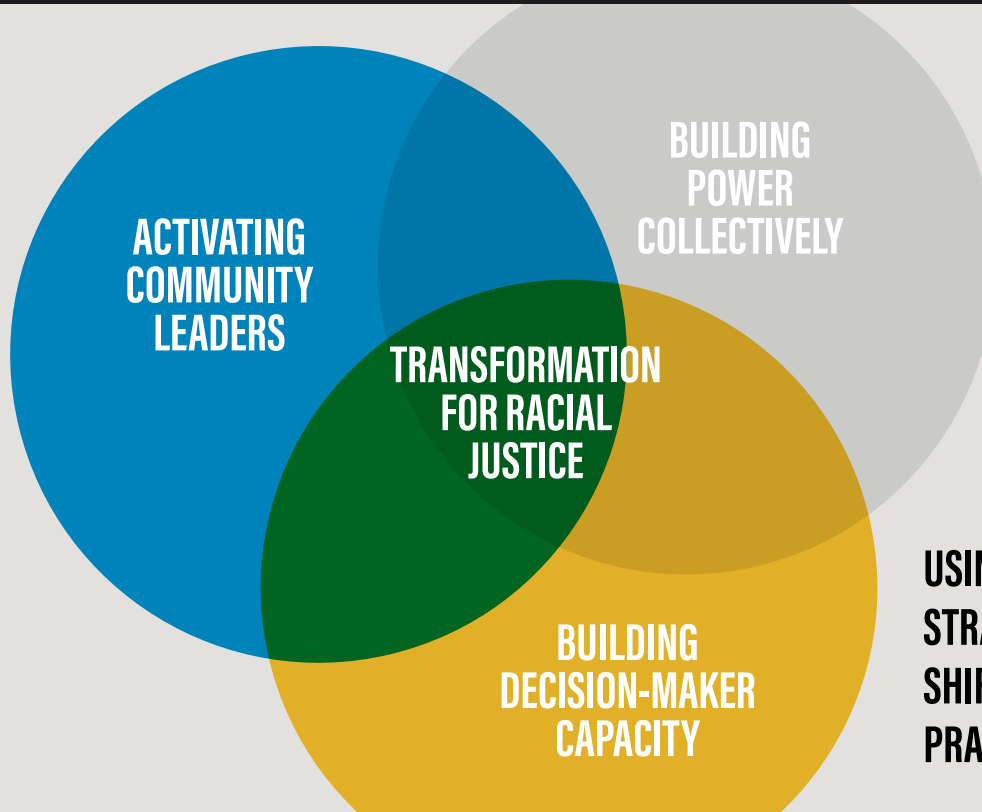


TRANSFORM INSTITUTIONS

- Change institutional practices and protocols
- Apply body-based somatic approach to support racial dialogue and healing throughout institutions
- Use an "ecosystems" approach- deeper knowledge of the whole system and how to support and reinforce new ways of doing
- Develop progressive candidates to be elected
- Hold to equity and parity at the table
- Institutionalize racial equity lens



COMMUNITY-LED HEALTH IN ALL POLICIES WITH EQUITY AS A GOAL



USING THESE FOUR CORE STRATEGIES LEAD TO POWERFUL SHIFTS IN PROCESS, POLICY, PRACTICE & PLACE

PROCESS

- Ability to recognize and address white supremacy
- Expanded decision-maker capacity for equity
- Community voices integrated into decision-making
- Increased candidates from underrepresented communities
- Increased ability to dialogue on racial justice
- Community organizations placed in key roles in decision making bodies
- Decision-making capacity lasting beyond policy win
- Racial equity leadership development with staff

POLICY

- Municipal ID policy passed
- Inclusionary housing policies in cities throughout Metro
- Human Rights
- Commissions budgeted and activated as champions
- Community Needs Assessment officially incorporates equity as core principle
- City planning officially incorporates equity language and criteria for decision-making
- Food pantry adopts purchasing policy for fresh culturally relevant local produce
- Police department signs official community policing agreement

PRACTICE

- Health systems procure food from local farms
- Health system integrates food insecurity question into EHR
- University institutes equity criteria for vendor selection
- Sanctuary church and immigrant defense fund established
- City partnerships with community become established practice
- Head Start purchases produce from Hmong farms
- Artists integrated to educate on policy
- Park Board embraces inspirational culture within and without to implement
- Racial Equity Plan

PLACE

- Environmental justice initiative funded to create Green Zones
- Housing built that includes low income units
- Inclusionary housing along transportation corridors
- Capital investment process incorporates a new equity language and criteria for decision-making infusing resources into low-income areas
- Anchor institutions support place-based equity campaigns



www.CenterforPreventionMN.com

Blue Cross® and Blue Shield® of Minnesota and Blue Plus® are nonprofit independent licensees of the Blue Cross and Blue Shield Association.