2022 Virtual Partnership Meeting
Series:
Approaches to Addressing Systems Challenges in MCH

Session # 1

Date January 27, 2022
Goals of this three-session meeting series:

1. Understand systems challenges that inhibit advancing equity in MCH

2. Discuss key concepts of systems change to advance equity

3. Share ideas and obtain feedback on health equity approaches through peer-to-peer learning
At the end of today’s session, we hope you will feel confidence to:

- Practice using strengths-based, community-centered language and narratives when communicating goals for accelerating progress toward equity

- Translate values of community-rooted efforts into meaningful Title V actions to advance equity (with a focus on racial equity) in maternal and child health and children/youth with special health care needs, in partnership with community-based organizations

- Generate new relationships between Title V staff and their partners built on a commitment to support one another in a shared equity journey
Title V Partnership Meeting

January 27, 2022

Michael D. Warren, MD, MPH, FAAP
Associate Administrator
Maternal and Child Health Bureau (MCHB)

Vision: Healthy Communities, Healthy People
MATERNAL AND CHILD HEALTH BUREAU STRATEGIC PLAN

Mission
To improve the health and well-being of America’s mothers, children, and families.

Vision
Our vision is an America where all mothers, children, and families thrive and reach their full potential.

MCHB Goals

ACCESS
Assure access to high-quality and equitable health services to optimize health and well-being for all MCH populations.

EQUITY
Achieve health equity for MCH populations.

CAPACITY
Strengthen public health capacity and workforce for MCH.

IMPACT
Maximize impact through leadership, partnership, and stewardship.

Learn more at https://mchb.hrsa.gov
GOALS & OBJECTIVES

- Advance health equity across all MCHB programs and investments.
- Strengthen MCHB’s effectiveness by increasing organizational diversity, equity, and inclusion.
- Invest MCHB resources to improve the health of all populations and communities that experience inequities, including those affected by systemic and structural barriers including poverty, racism, ableism, gender discrimination, and other forms of contemporary and historical injustices.
- Collect and use data on race, ethnicity, culture, language, income, ability, health status, gender, sexual orientation, geographic location, or other factors to measure and address disparities and advance equity in access and outcomes.

Learn more at https://mchb.hrsa.gov
Support up to six Title V teams

Teams will work with state/jurisdiction partners to advance equity

Brief application available February 1, 2022 and due March 1, 2022

Facilitated by the National MCH Workforce Development Center

Learn more at https://mchb.hrsa.gov
Contact Information

Michael D. Warren, MD, MPH, FAAP
Associate Administrator
Maternal and Child Health Bureau (MCHB)
Health Resources and Services Administration (HRSA)
Web: mchb.hrsa.gov
Connect with HRSA

Learn more about our agency at: www.HRSA.gov

Email Sign up for the HRSA eNews

FOLLOW US:

Learn more at https://mchb.hrsa.gov
Today’s Speakers

- Anna Corona, Senior Program Manager for Child & Adolescent Health at AMCHP
- Jessica Simon, Program Manager for Health Systems Transformation at AMCHP
FSG's The Water of Systems Change

Summarized by Jessica Simon + Anna Corona
Addressing Systems Challenges to Advance Equity in MCH
• Overview of the Framework
• Example: Applying the WoSC Framework to AMCHP's Internal Equity Efforts
What is systems change?
Using the chat, let us know what comes to mind when you hear the term.
What comes to mind when you hear or read the term ‘systems change’?

- Changing mindset
- Exciting but daunting
- Push Back or Who Moved My Cheese
- Barriers
- changing policies, practices, and mindsets
- The “big work” that we aspire to.
- broad change
- policy
- explosion
What comes to mind when you hear or read the term ‘systems change’?

- integration
- high level
- yikes
- shifting priorities
- legislative mandates
- excitement
- impact
- working to make a difference in a way that will last
- positive in improving systems for families
What comes to mind when you hear or read the term ‘systems change’?

- constant need
- difficult
- Keeping up with the changes in our populations
- progress
- evolution
- improved services for those in need
- extra complicated (lately)
- A big undertaking
- equality for all
What comes to mind when you hear or read the term 'systems change?'

- Improvement
- Dynamic, collaborative process
- Layers
- Jenga--finding those pieces that can topple systems that don't work
- Necessary
- Policies and progress
- Challenges, mindset, and improvement

I am always just hopeful that systems change will lead to the larger shift in behavior and management that we are hoping for.
What comes to mind when you hear or read the term ‘systems change’?

- sectors
- ‘Ripple’ effect; taking a long time to improve things for everyone
- Cross-walking
- complicated but necessary
- comprehensive
- statewide, regional or local level systems or services
- stressful
- equal health care for all
What comes to mind when you hear or read the term ‘systems change’?

- intersectional
- Re-organization
- Thinking of everyone and not only yourself and ideas and goals
- Aspirational
- Challenging but necessary for progress
- Gap between awareness and functional practices
"Systems change is about shifting the conditions that are holding the problem in place."

-Social Innovation Generation
Structural Change

Transformative Change

Six Conditions of Systems Change

- Policies
- Practices
- Resource Flows
- Relationships & Connections
- Power Dynamics
- Mental Models

Image borrowed from FSG's "The Water of Systems Change" (June 2018)
Policies

Governments, Institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.

Definition from FSG's "The Water of Systems Change"
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.

Definition from FSG's "The Water of Systems Change"
Resource Flows

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

Definition from FSG's "The Water of Systems Change"
Relationships & Connections

Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints

Definition from FSG's "The Water of Systems Change"
Power Dynamics

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

Definition from FSG's "The Water of Systems Change"
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.

Definition from FSG's "The Water of Systems Change"
Shifts in systems conditions are more likely to be sustained when you actively work on addressing all six conditions.

To fully embrace systems change, individuals and organizations should be prepared to see how their own ways of thinking and acting must change as well.

Adapted from FSG's "The Water of Systems Change"
Let's Reflect:

Which conditions are you most comfortable addressing?

Which conditions are you least comfortable addressing?
Which conditions of systems change are you most comfortable addressing?

- Policies: 111
- Practices: 113
- Resource Flows: 68
- Relationships & Connections: 154
- Power Dynamics: 20
- Mental Models: 37
Which conditions of systems change are you LEAST comfortable addressing?

- Policies: 77
- Practices: 30
- Resource Flows: 38
- Relationships & Connections: 26
- Power Dynamics: 147
- Mental Models: 90
Why are we dedicating time in this meeting series to highlight this framework?
"Real and equitable progress requires exceptional attention to the detailed and often mundane work of noticing what is invisible to many."

- FSG's "The Water of Systems Change"
The Water of Systems Change
Action Learning Exercise

3-part exercise:
• External assessment
• Internal assessment
• Strategy development
### AMCHP Internal Assessment Example: "Diagnosis"

| **Systems Change Condition** | **Example (for foundations)** | **To what extent have your personal actions contributed to the conditions holding the problem in place?**
<table>
<thead>
<tr>
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AMCHP Internal Assessment Example: "Diagnosis"
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| Policies                 | Grant cycles not aligned with rate of change | • Hiring policies may not historically have supported staff diversity  
• Job location requirements |
| Practices                | RFP processes that favor certain organizations | • Volume of work may not always support holding space/time to have the transformative conversations needed to align with our equity goals |
| Resource Flows           | Insufficient allocation of resources to learning and evaluation | • Time, staffing, and funding constraints - time/staffing is tied to funding, thus constraining/dictating some of our activities |
| Relationships & Connections | Siloed programmatic departments | • While AMCHP values equity, it navigates working in spaces where racial equity may not be prioritized or addressed  
• Historically, AMCHP hasn’t had a high-level of connection to community-rooted orgs |
| Power Dynamics           | Lack of candor in dialogue between board and staff | • Historically predominantly white leadership |
| Mental Models            | Evaluation orientation does not account for systems change complexity | • "That’s the way it’s always been done" - some policies & practices are holdovers from AMCHP’s history |
### TAKING ACTION:
ACTIVATING LEVERAGE POINTS AND KEY STAKEHOLDERS

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- **Policies**
- **Practices**
- **Resource Flows**
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- **Mental Models**

**AMCHP Internal Assessment Example:** "Taking Action"
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<td>- Hiring managers ask potential candidates about their interest and experience in equity as a part of the interview process; outlined as requirement in our position descriptions</td>
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<td>Practices</td>
<td>- Performance reviews include staff demonstrated commitment to equity</td>
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<td>- Planning to hold yearly and new-hire specific training for all staff</td>
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<td>- Standing equity agenda item on all staff meetings and expectation that it is continuously incorporated into team meetings</td>
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<td>- Thinking through how to write equity-centered work into workplans</td>
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<td>- Striving to create more intentional relationships with community-rooted organizations, including conference scholarships</td>
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<td>- Being more Intentional with funding opportunities - trying to work with folks whose values align with ours</td>
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“what we practice at the small scale sets the pattern for the whole system.”

Quote from adrienne maree brown’s Emergent Strategy: Shaping Change, Changing Words
Thank you for sharing your time, attention, and presence with us!
Questions?

- Anna Corona, Senior Program Manager for Child & Adolescent Health at AMCHP

- Jessica Simon, Program Manager for Health Systems Transformation at AMCHP
2022 TITLE V PARTNERSHIP MEETING SERIES

Addressing Systems Challenges to Advance Equity in MCH

SESSION 1
Overview and intro to the 6 conditions of systems change via interactive, concurrent sessions

SESSION 2
Looking internally within States to Highlight Work in Advancing Health Equity

SESSION 3
Interactive peer-led breakouts that demonstrate systems change approaches from peer jurisdictions and community partners

Working Externally: Cross-Sector Partnerships to Address Systemic Challenges
“Engagement- not going to CBOs with our hand out but nothing to provide in return”

Share a reflection, aha moment, or insight from the concurrent sessions

“The importance and powerful leverage opportunities of allyship!”
Next Sessions

March 31, 2022 – Session #2: Looking Internally within States to Highlight Work in Advancing Health Equity

April 28, 2022 – Session #3: Working Externally: Cross-Sector Partnerships between Community, Government, Business, and Non-profit Organizations to Address Systemic Challenges