



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

ACCESS

EQUITY

Achieve health equity for MCH populations.

CAPACITY

IMPACT

- 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>



ACCELERATING EQUITY LEARNING COMMUNITY

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



National **MCH** Workforce
Development Center
Advancing Health Transformation

Learn more at <https://mchb.hrsa.gov>



Contact Information

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Learn more at <https://mchb.hrsa.gov>

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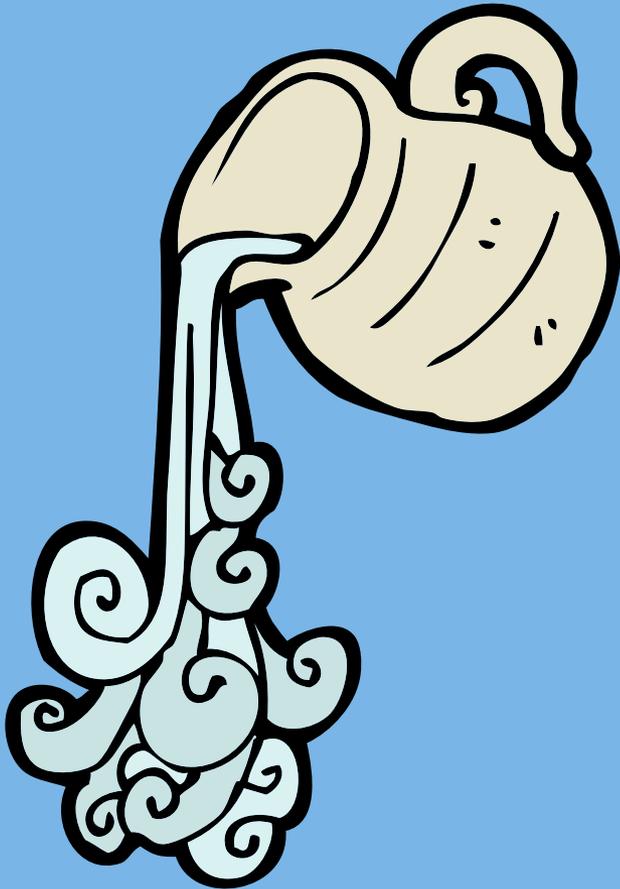


Learn more at <https://mchb.hrsa.gov>

Today's Speakers

- Anna Corona, Senior Program Manager for Child & Adolescent Health at AMCHP
- Jessica Simon, Program Manager for Health Systems Transformation at AMCHP

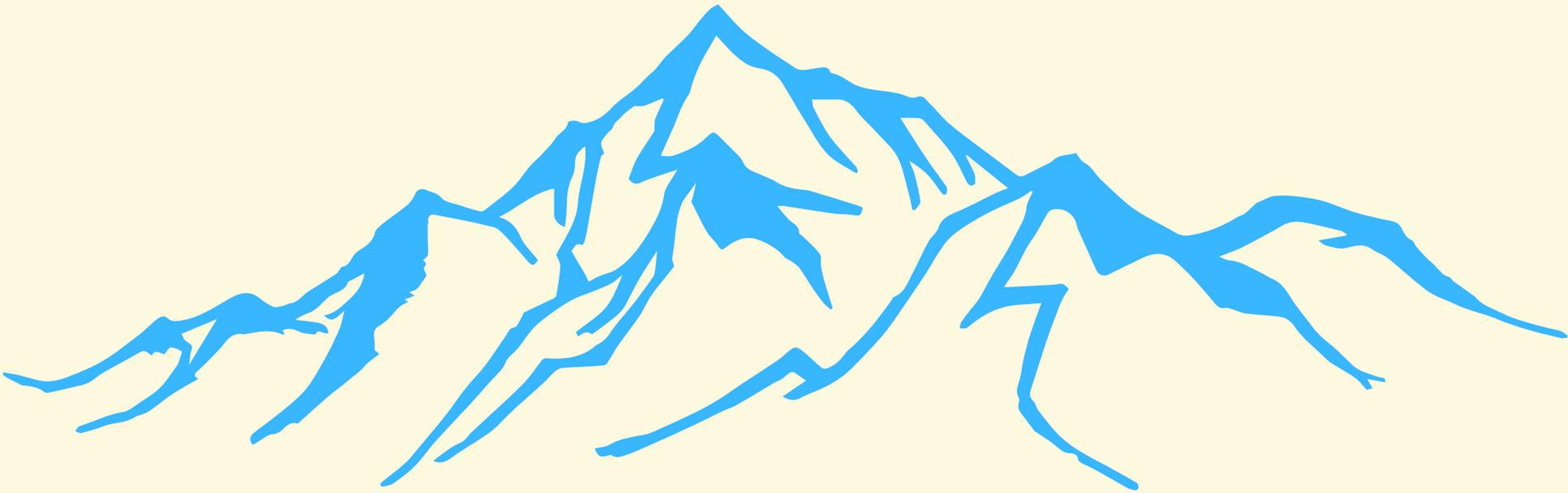




FSG's The Water of Systems Change

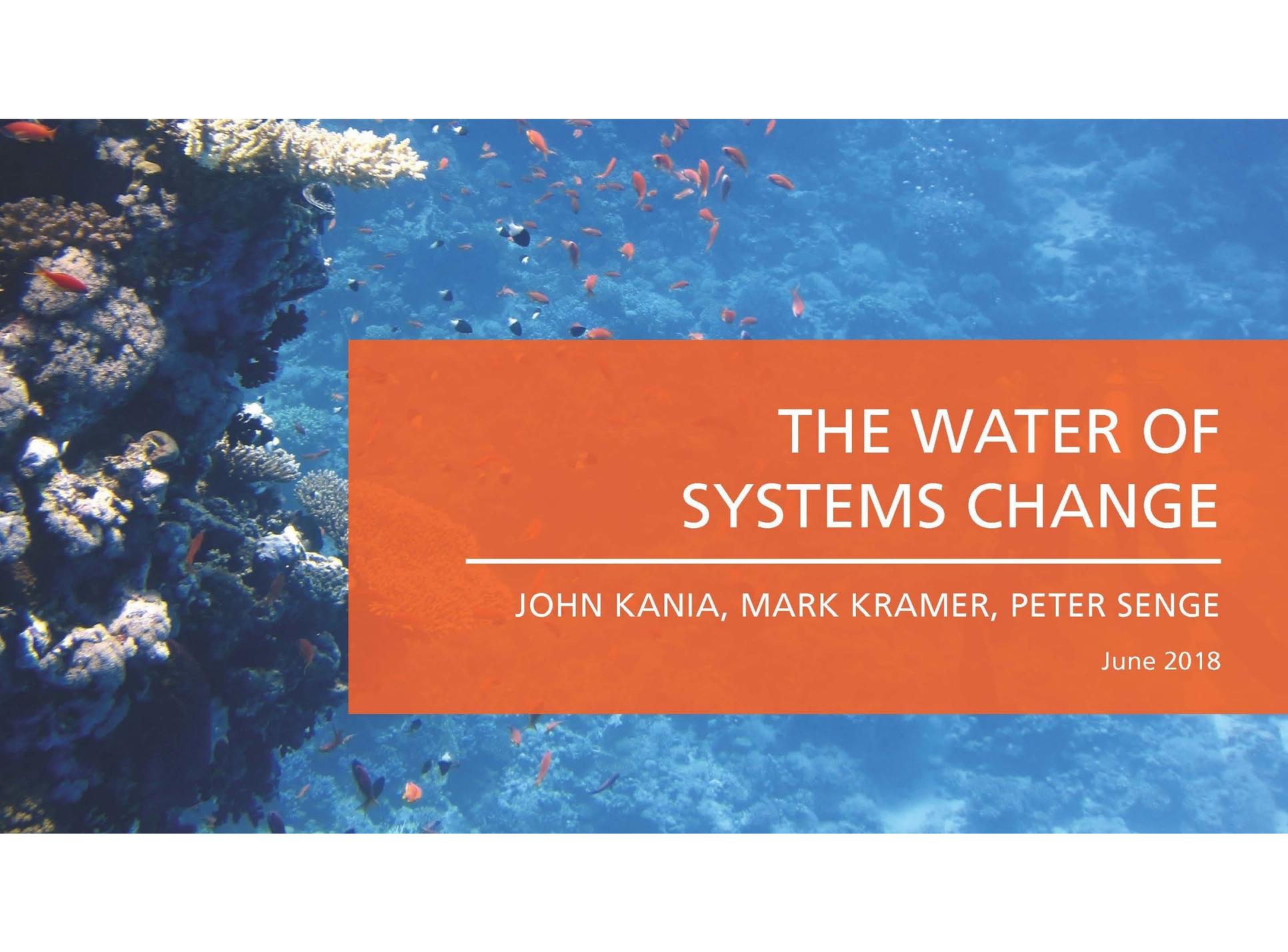
Summarized by Jessica Simon + Anna Corona

Addressing Systems Challenges to Advance Equity in MCH





- **Overview of the Framework**
- **Example:
Applying the WoSC Framework to AMCHP's Internal Equity Efforts**

An underwater photograph of a vibrant coral reef. The scene is filled with various types of coral, including branching and brain corals, and numerous colorful fish, such as orange and black ones, swimming in the clear blue water. The lighting is bright, highlighting the textures of the coral and the movement of the fish.

THE WATER OF SYSTEMS CHANGE

JOHN KANIA, MARK KRAMER, PETER SENGE

June 2018



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 is systems change?
What, let us know when you hear



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 is systems change?
What, let us know
when you hear



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 is systems change?
What, let us know when you hear



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

challenges, mindset, and
improvement

process

policies and progress

I am always just hopeful that
systems change will lead to
the larger shift in behavior and
management that we are
hoping for.

What is systems change?
Let us know when you hear

What comes to mind when you hear or read the term 'systems change'?

sectors

levels

equal health care for all

'Ripple' effect; taking a long time to improve things for everyone

comprehensive

stressful

Cross-walking

complicated but necessary

statewide, regional or local level systems or services

What is systems change?
What, let us know when you hear



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

Mentimeter

What is systems change?
What, let us know when you hear

51



"Systems change is about shifting the conditions that are holding the problem in place."

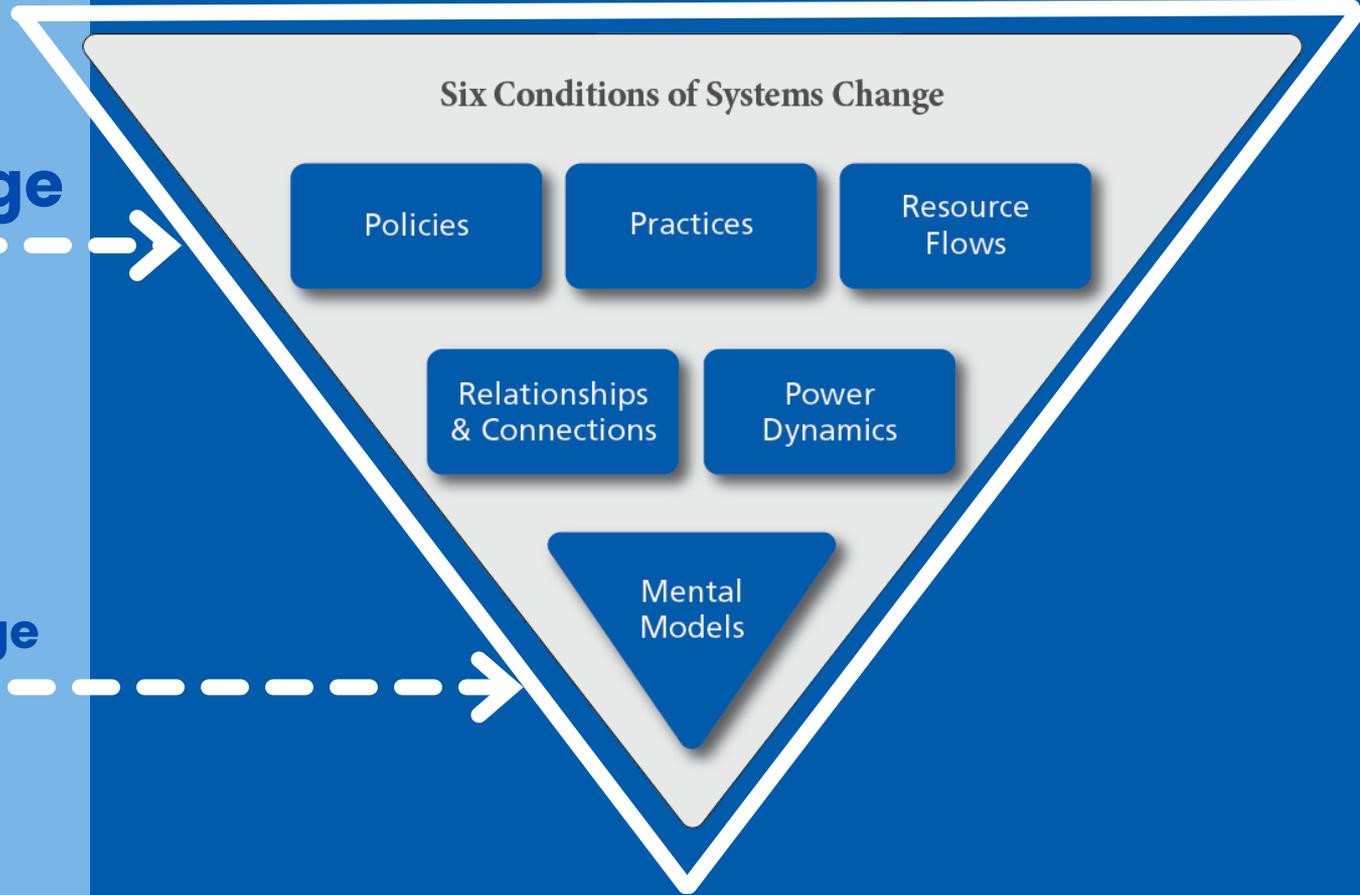
-Social Innovation Generation



Structural Change



Transformative Change



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.

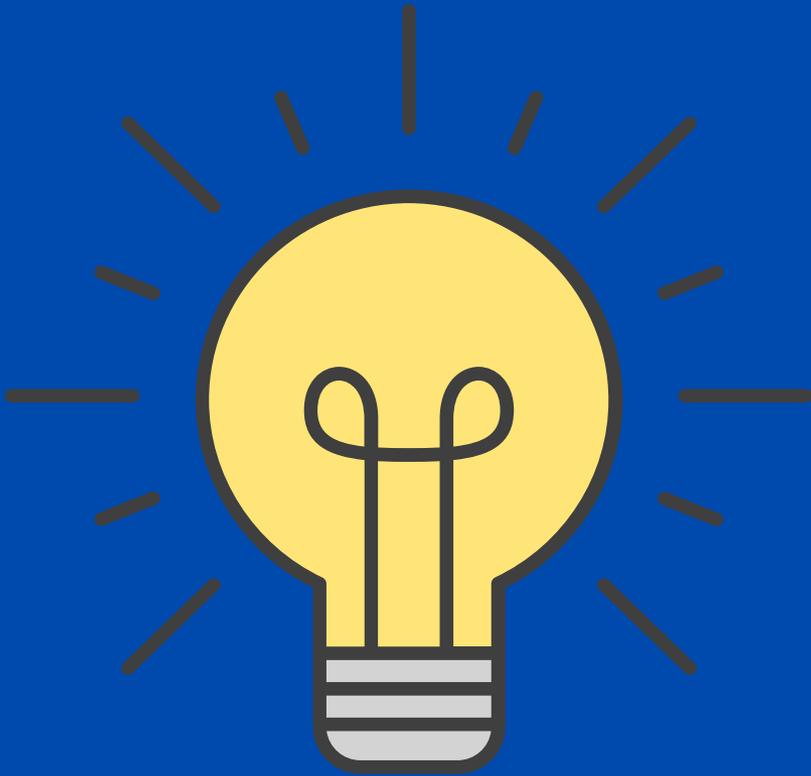
Definition from FSG's "The Water of Systems Change"

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"

Key points



- 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.

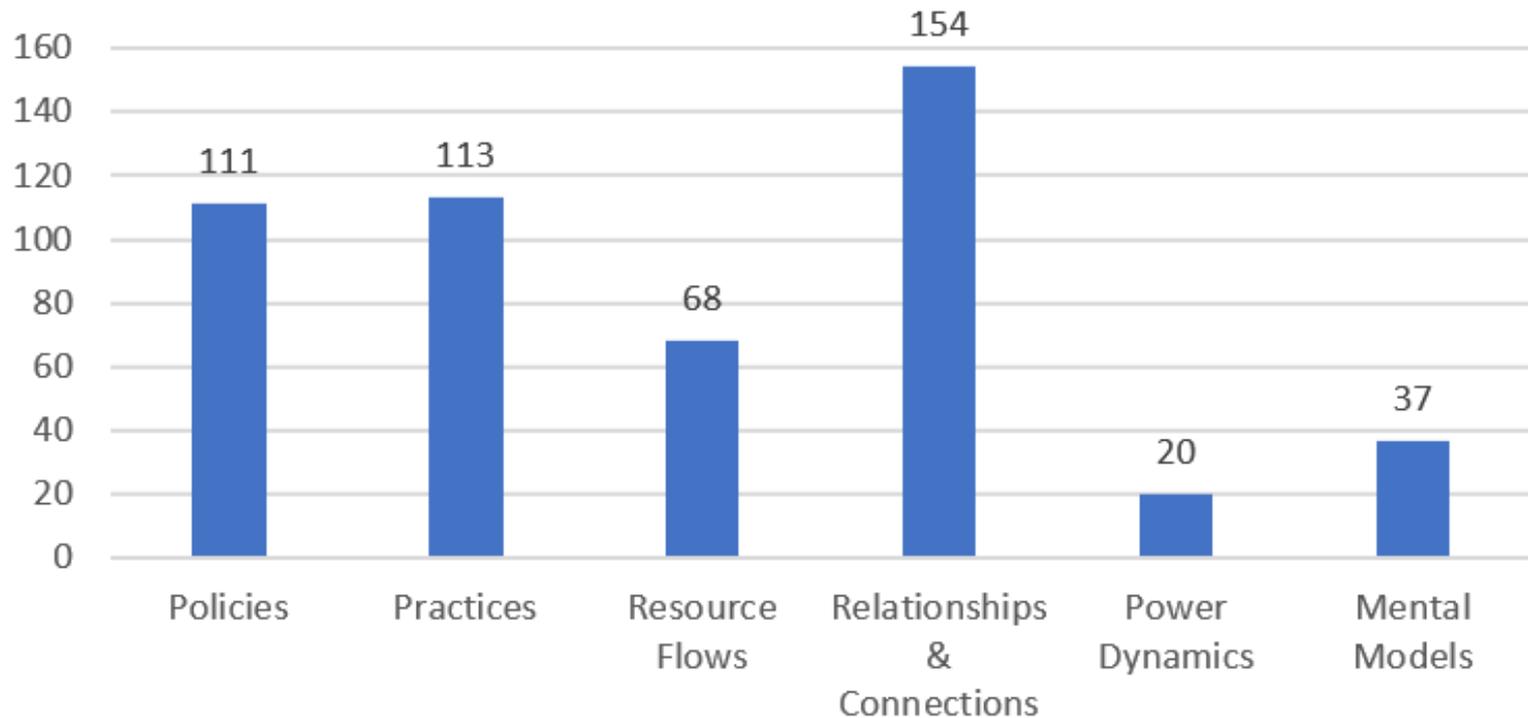
Let's Reflect:



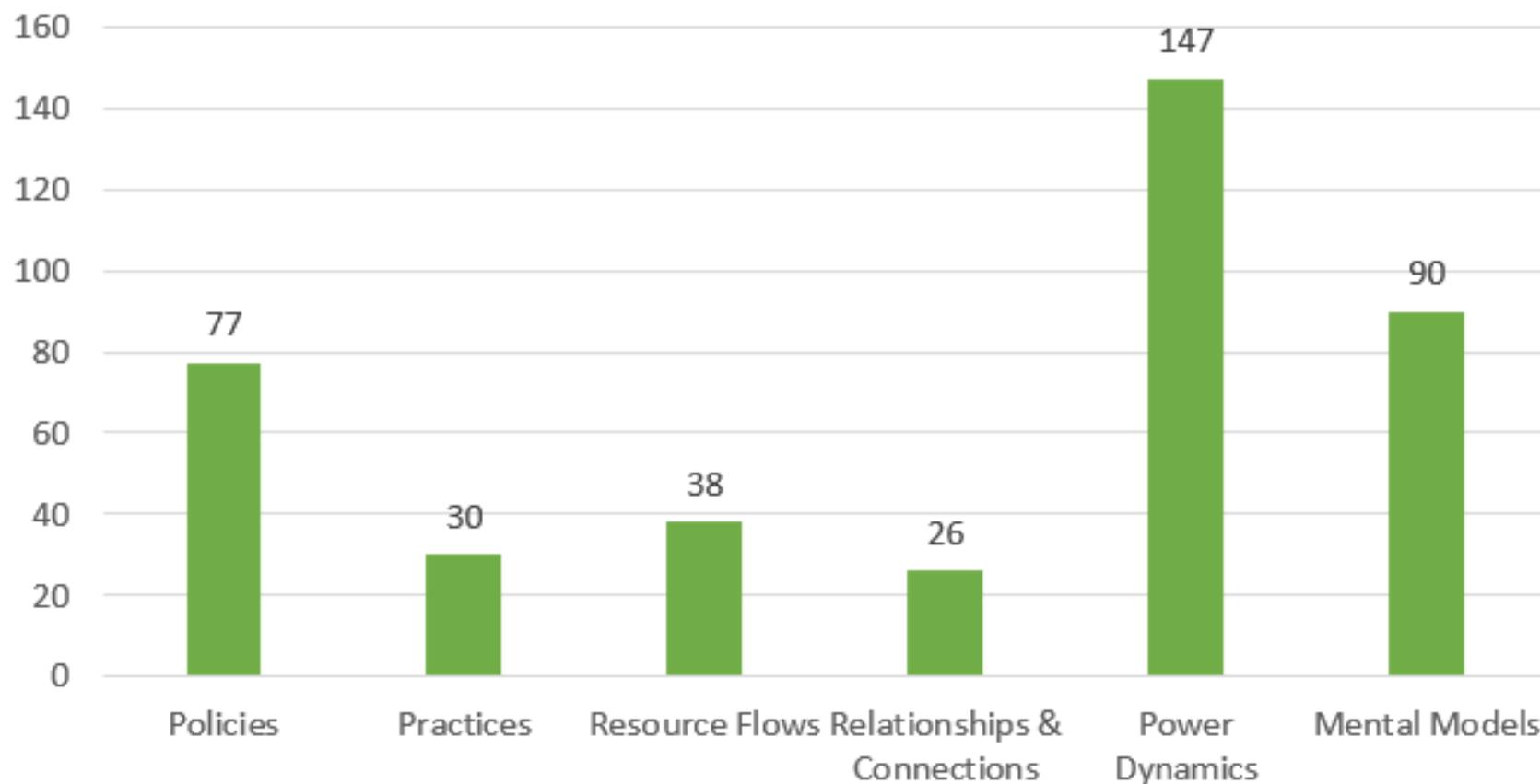
**Which
conditions are
you most
comfortable
addressing?**

**Which
conditions are
you least
comfortable
addressing?**

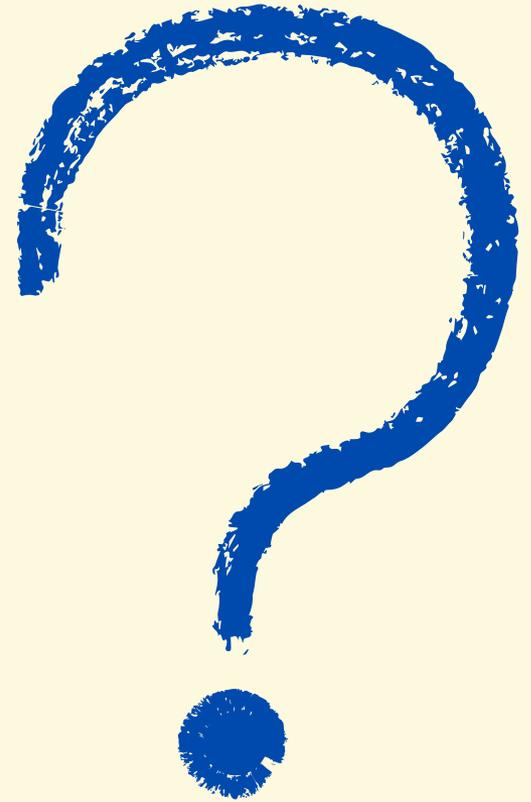
Which conditions of systems change are you most comfortable addressing?



Which conditions of systems change are you LEAST comfortable addressing?

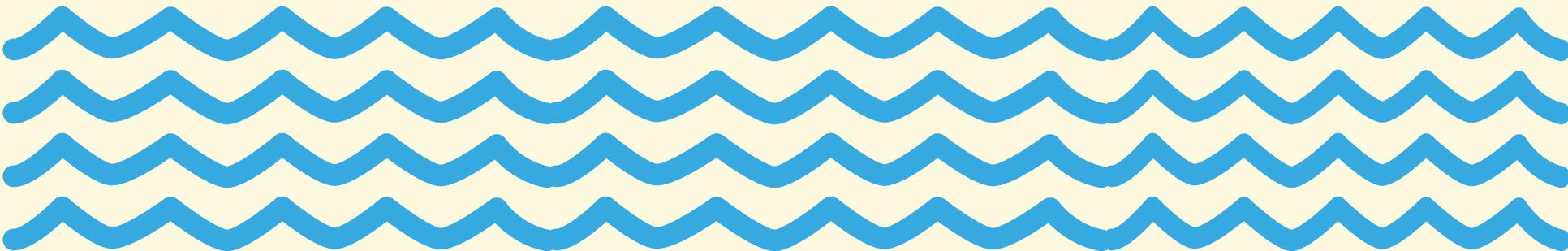


**Why are we
dedicating
time in this
meeting
series to
highlight
this
framework?**



**"Real and equitable progress
requires exceptional attention to
the detailed and often mundane
work of noticing
what is invisible to many."**

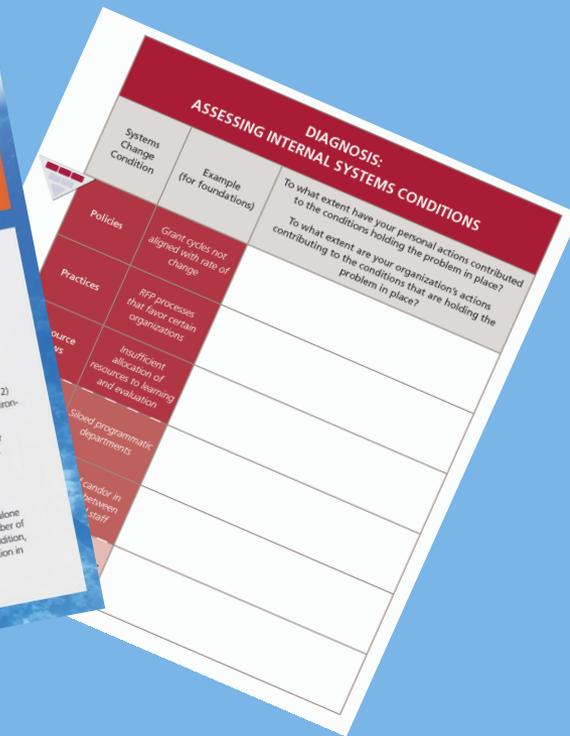
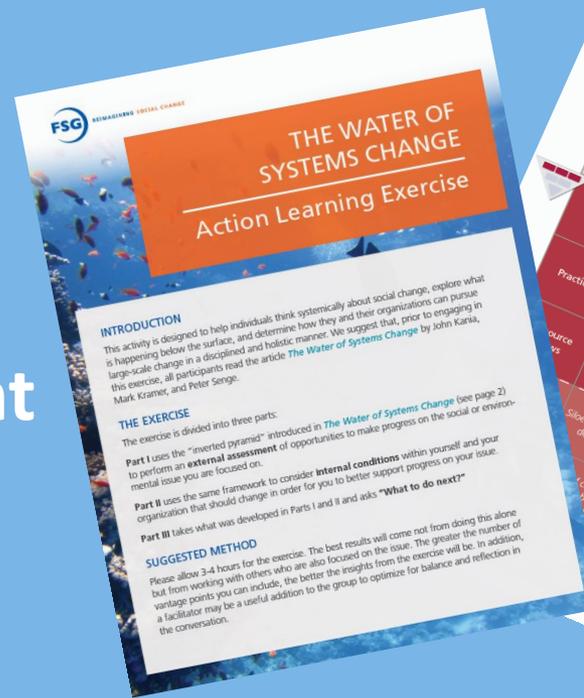
- FSG's "The Water of Systems Change"



The Water of Systems Change Action Learning Exercise

3-part exercise:

- External assessment
- Internal assessment
- Strategy development



AMCHP Internal Assessment Example: "Diagnosis"

DIAGNOSIS: ASSESSING INTERNAL SYSTEMS CONDITIONS		
Systems Change Condition	Example (for foundations)	To what extent have your personal actions contributed to the conditions holding the problem in place? To what extent are your organization's actions contributing to the conditions that are holding the problem in place?
 Policies	<i>Grant cycles not aligned with rate of change</i>	
Practices	<i>RFP processes that favor certain organizations</i>	
Resource Flows	<i>Insufficient allocation of resources to learning and evaluation</i>	
 Relationships & Connections	<i>Siloed programmatic departments</i>	
Power Dynamics	<i>Lack of candor in dialogue between board and staff</i>	
 Mental Models	<i>Evaluation orientation does not account for systems change complexity</i>	

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Practices	<i>RFP processes that favor certain organizations</i>	<ul style="list-style-type: none"> Volume of work may not always support holding space/time to have the transformative conversations needed to align with our equity goals
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Relationships & Connections	<i>Siloed programmatic departments</i>	<ul style="list-style-type: none"> 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
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AMCHP Internal Assessment Example: *“Taking Action”*

TAKING ACTION: ACTIVATING LEVERAGE POINTS AND KEY STAKEHOLDERS	
Systems Change Condition	What actions and strategies could you and your organization take to help advance your systems change efforts? Who needs to be involved to implement these strategies?
 Policies	
Practices	
Resource Flows	
 Relationships & Connections	
Power Dynamics	
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Resource Flows	<ul style="list-style-type: none"> • Creation of Internal Equity Committee - dedicated time, funding, and staff

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Systems Change Condition	What actions and strategies could you and your organization take to help advance your systems change efforts? Who needs to be involved to implement these strategies?
Power Dynamics	<ul style="list-style-type: none"> Intentionally seeking out more diverse candidate pool Effort to include all levels of staff in decision-making (i.e., strategic planning process led by non-leadership level staff and input sought from all staff members)

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Systems Change Condition	<p>What actions and strategies could you and your organization take to help advance your systems change efforts?</p> <p>Who needs to be involved to implement these strategies?</p>
Mental Models	<ul style="list-style-type: none"> Shared value of and commitment to learning and growing in our equity work Shared responsibility/accountability to DO equity focused work (operationalized through inclusion of demonstrated commitment to equity in performance review) Commit to reexamining existing policies through an equity lens, making changes where needed, and adopting new policies that may have been missing

AMCHP Internal Assessment Example

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TAKING ACTION: ACTIVATING LEVERAGE POINTS AND KEY STAKEHOLDERS

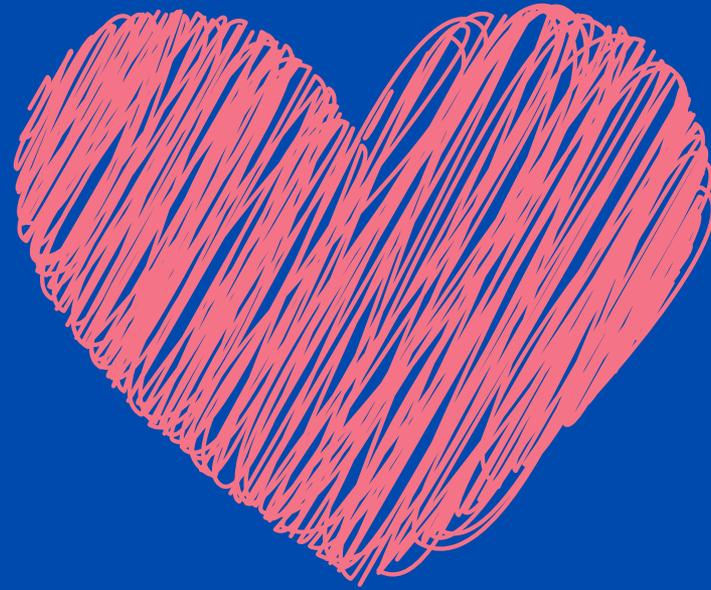
Systems Change Condition	What actions and strategies could you and your organization take to help advance your systems change efforts? Who needs to be involved to implement these strategies?
Policies	<ul style="list-style-type: none"> Revised telework policy Hiring managers ask potential candidates about their interest and experience in equity as a part of the interview process; outlined as requirement in our position descriptions
Practices	<ul style="list-style-type: none"> Performance reviews include staff demonstrated commitment to equity Planning to hold yearly and new-hire specific training for all staff Standing equity agenda item on all staff meetings and expectation that it is continuously incorporated into team meetings Thinking through how to write equity-centered work into workplans
Resource Flows	<ul style="list-style-type: none"> Creation of Internal Equity Committee - dedicated time, funding, and staff
Relationships & Connections	<ul style="list-style-type: none"> Striving to create more intentional relationships with community-rooted organizations, including conference scholarships Being more intentional with funding opportunities - trying to work with folks whose values align with ours
Power Dynamics	<ul style="list-style-type: none"> Intentionally seeking out more diverse candidate pool Effort to include all levels of staff in decision-making (i.e., strategic planning process led by non-leadership level staff and input sought from all staff members)
Mental Models	<ul style="list-style-type: none"> Shared value of and commitment to learning and growing in our equity work Shared responsibility/accountability to DO equity focused work (operationalized through inclusion of demonstrated commitment to equity in performance review) Commit to reexamining existing policies through an equity lens, making changes where needed, and adopting new policies that may have been missing



**“what we practice
at the small scale
sets the pattern for
the whole system.”**

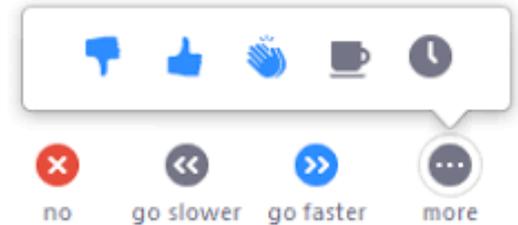
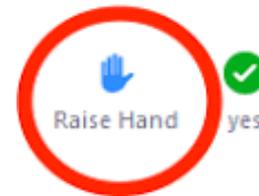
Quote from adrienne maree brown's
Emergent Strategy: Shaping Change, Changing Words

**Thank you for sharing your
time, attention, and presence
with us!**

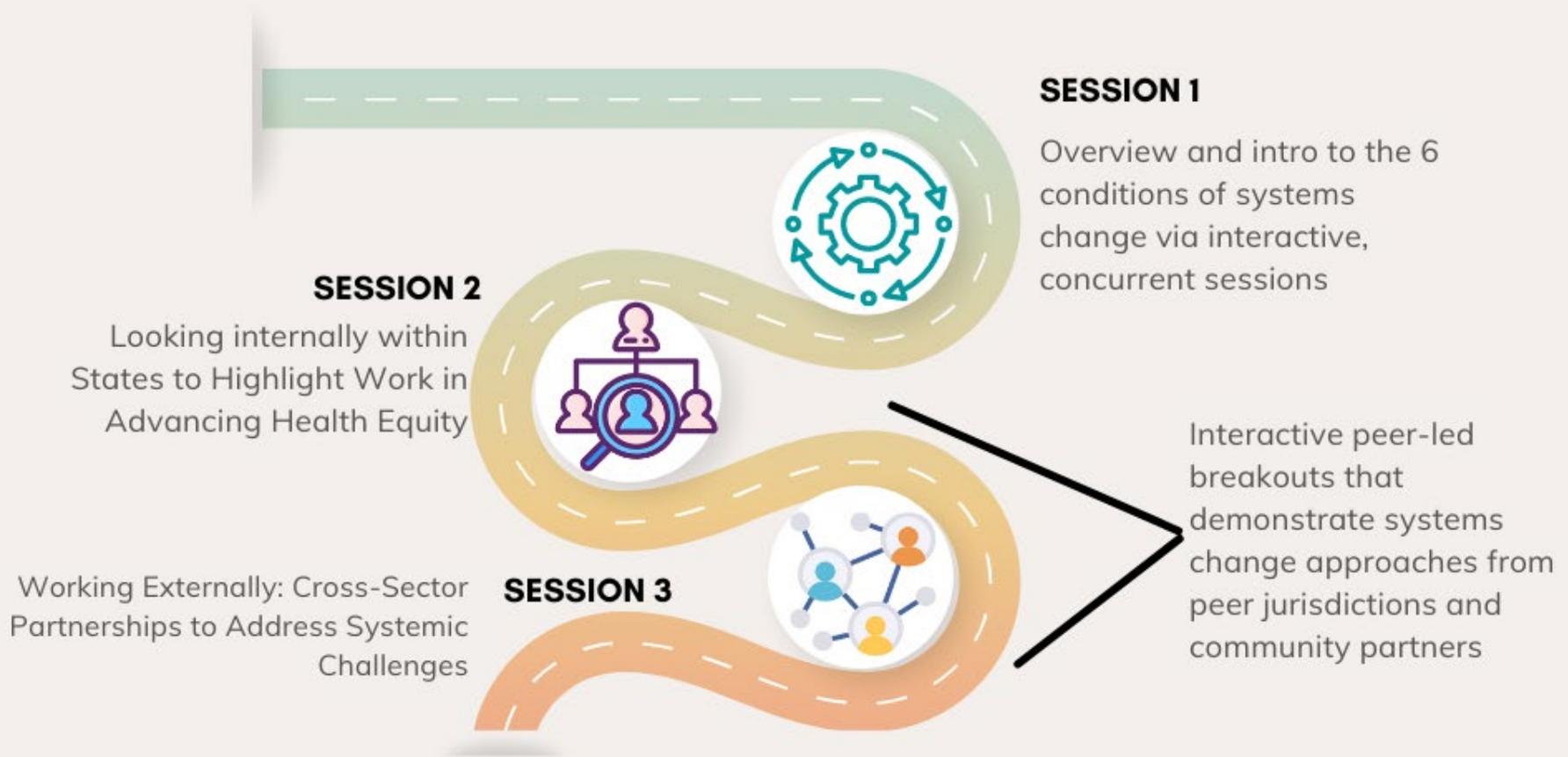


Questions?

- Anna Corona, Senior Program Manager for Child & Adolescent Health at AMCHP
- Jessica Simon, Program Manager for Health Systems Transformation at AMCHP



Addressing Systems Challenges to Advance Equity in MCH



“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

Mentimeter



“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*