

*There's something happening here...  
What it is ain't exactly clear.*

- Buffalo Springfield



### LEARNING, PARTNERING, TRANSFORMING: A LOOK AT THE CALIFORNIA ENDOWMENT'S BUILDING HEALTHY COMMUNITIES (BHC) INITIATIVE

June 2015

COMMISSIONED BY THE CALIFORNIA ENDOWMENT

## THERE'S SOMETHING HAPPENING HERE...

The Hotel Worker:

Named 2012 #1 Most Powerful Person in Long Beach



From Long Beach Post, <http://lbpost.com/news/2000001424-the-10-most-powerful-people-in-long-beach-2012#.Umlcc3c6L5A>



-- after coalition, broadened, in part, with new connections made through Long Beach BHC, successfully won a living wage for the city's hotel workers

## THERE'S SOMETHING HAPPENING HERE...

Fresno City Council breaks from business-as-usual and approves a General Plan that prioritizes infill and urban redevelopment over sprawl



Image from: <http://fresnoalliance.com/wordpress/?p=4905>



Image from: <http://fresnoalliance.com/wordpress/?p=4905>

- an historic victory for the two-year effort led by West Fresno BHC partners to organize and mobilize African American, Latino, and Asian residents

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## THERE'S SOMETHING HAPPENING HERE...

Statewide student defiance suspensions and expulsions drop dramatically between 2011-12 and 2012-13



Image from: <http://kgalb.org/tag/long-beach-unified-school-district/>



Image from: <http://www.youtube.com/watch?v=00LOCvZlgdA>

- as BHC youth and their allies across the state are organizing to reform school discipline policies locally and statewide

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## COINCIDENCE OR...

### BUILDING HEALTHY COMMUNITIES:

To achieve the change that can build healthy neighborhoods where all children can live, play, and be ready to learn



- **10-Year** Strategic Investment in **14** Places
- Place-based **Comprehensive** Change
- **Policy** and **Systems** Change

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## REPORT OVERVIEW

### WHAT WE OFFER:



- An attempt to bring **clarity** to a complex, comprehensive, and dynamic initiative
- An overall narrative frame of “**Just Health**” that holds equity as central to a healthy California
- An assessment (not evaluation) of the early years of BHC to support conversations and efforts to **shape its future**

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## JUST HEALTH: A FRAME FOR BHC

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### WHY FRAME?



Image from: <http://litemind.com/framing/>

- To provide ways for people to make sense of and to **interpret their experience**
- To keep people **unified around a common vision**
- To focus attention, establish common ground, and help people know **where to engage**

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## JUST HEALTH: A FRAME FOR BHC

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**JUST HEALTH:** A vision of healthy communities that includes all Californians



Photo from Los Angeles Neighborhood Land Trust website, [www.lanlt.org](http://www.lanlt.org).

- 1) Just Health is More Than Just Health Care
- 2) Just Health is More Than Just These Places
- 3) Just Health is More Than Just Policy Change – It Is About Civic Health

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## JUST HEALTH IS MORE THAN JUST HEALTH CARE

More expansive and comprehensive view of health:



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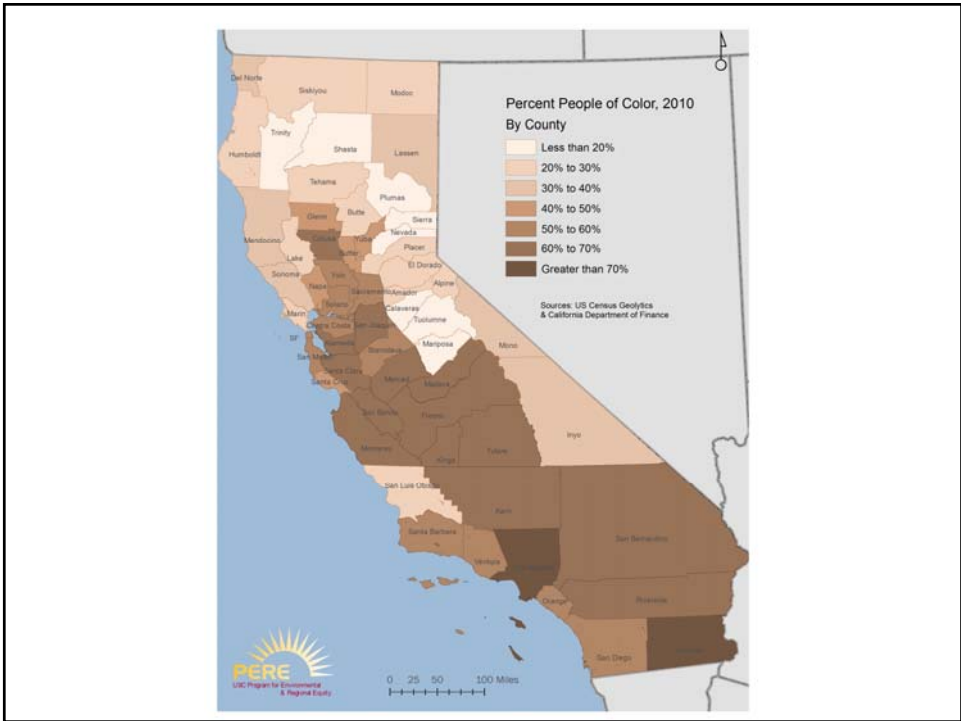
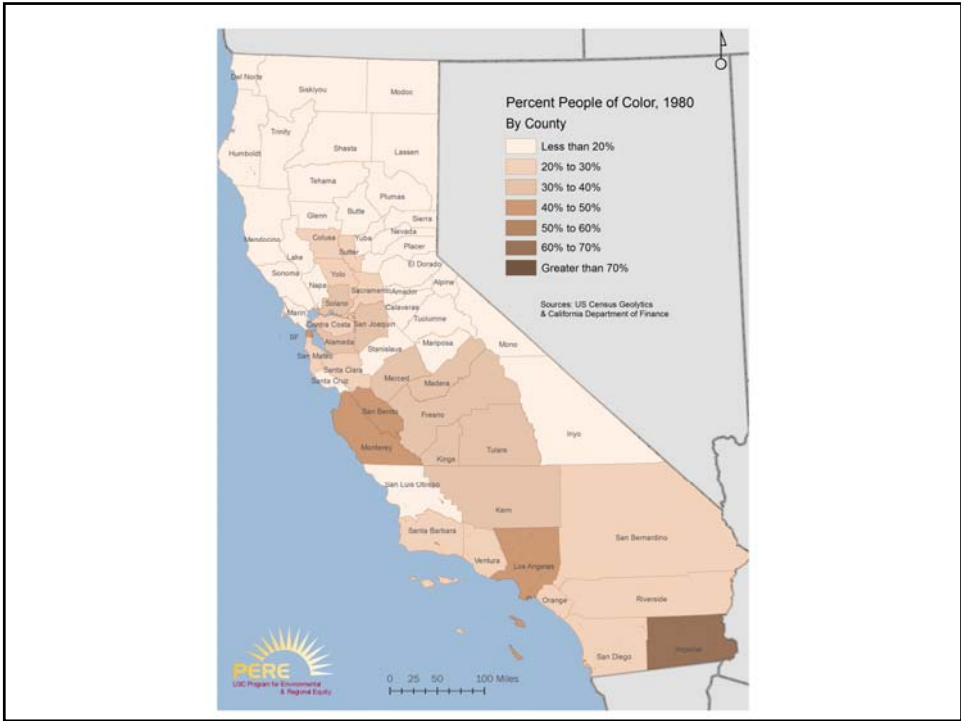
## JUST HEALTH IS MORE THAN JUST THESE PLACES

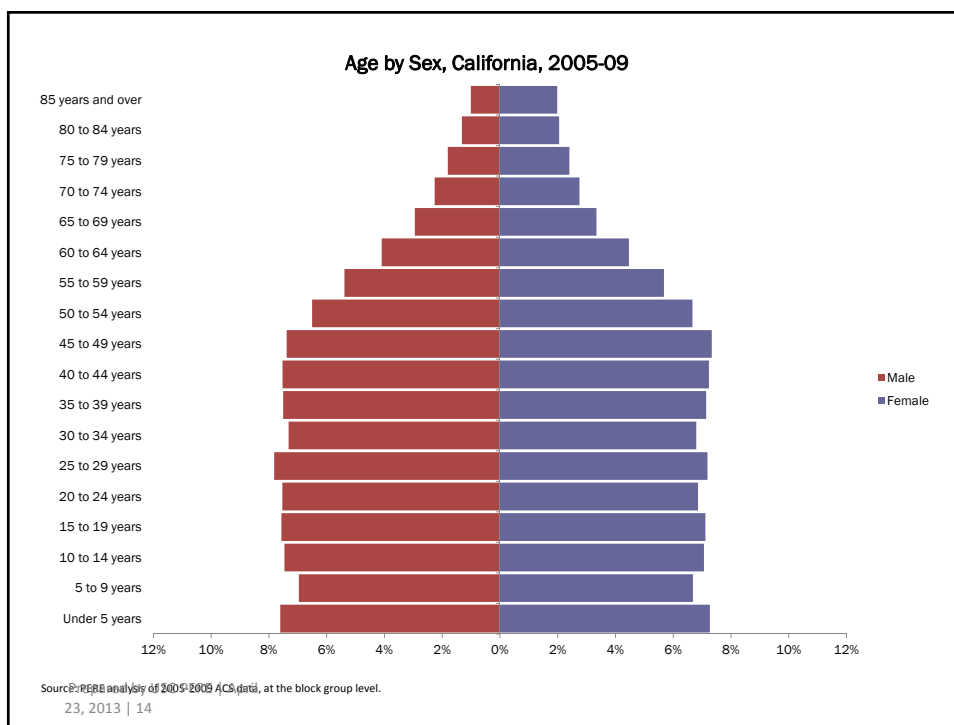
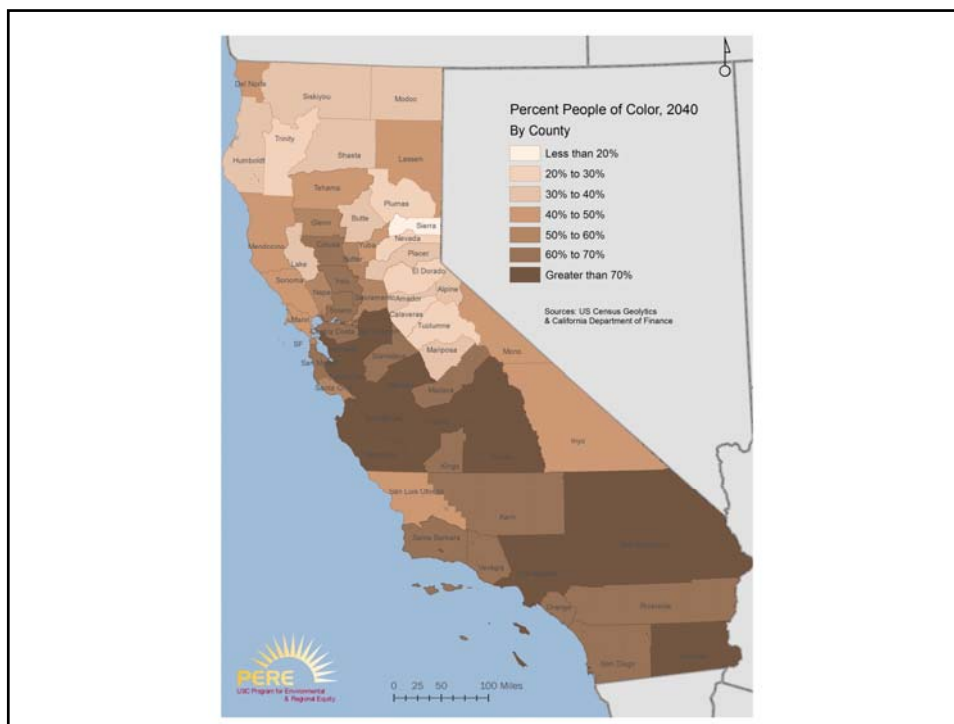
Investing in place as outcome and as strategy:

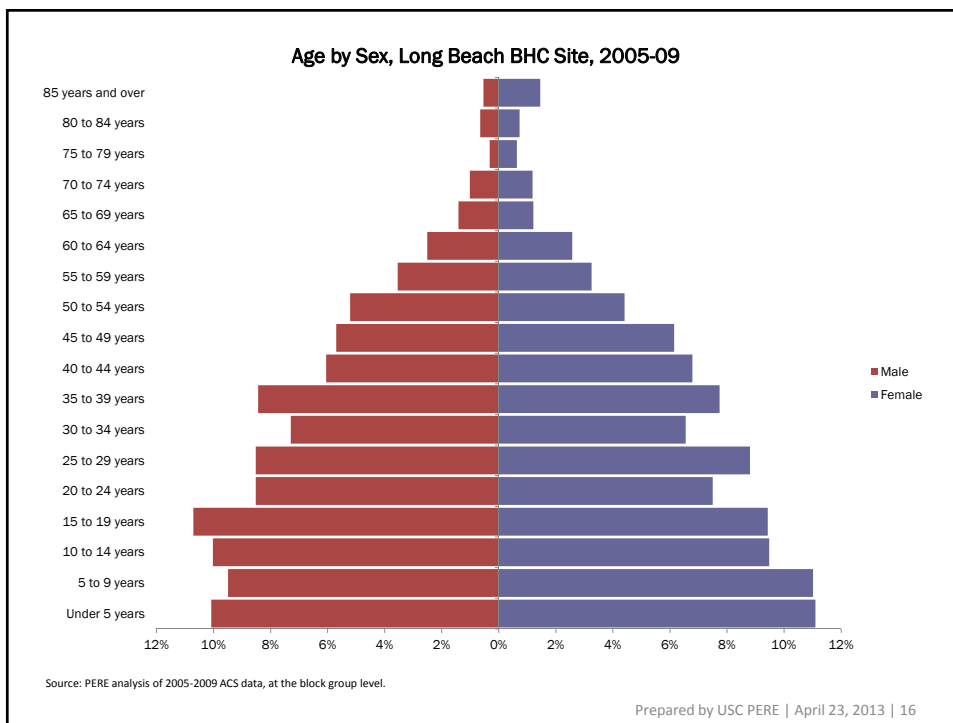
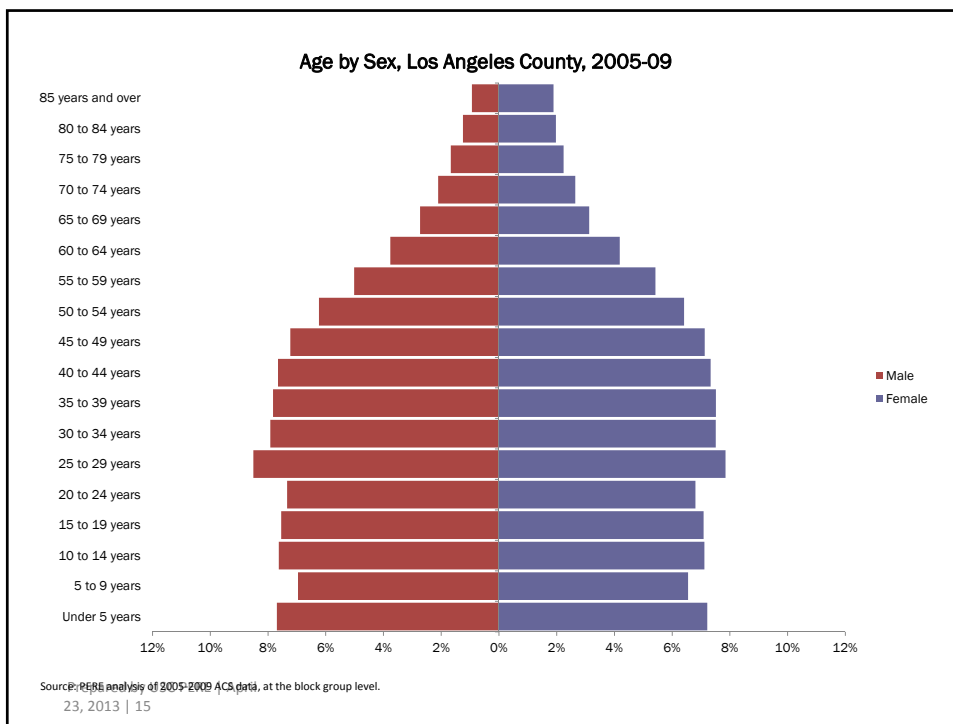


- These places are emblematic of the state's demographic and economic shifts and challenges
- Making a difference will directly improve lives but also build capacity to change state policy
- Because of this, BHC communities must be linked with other places and broader movements

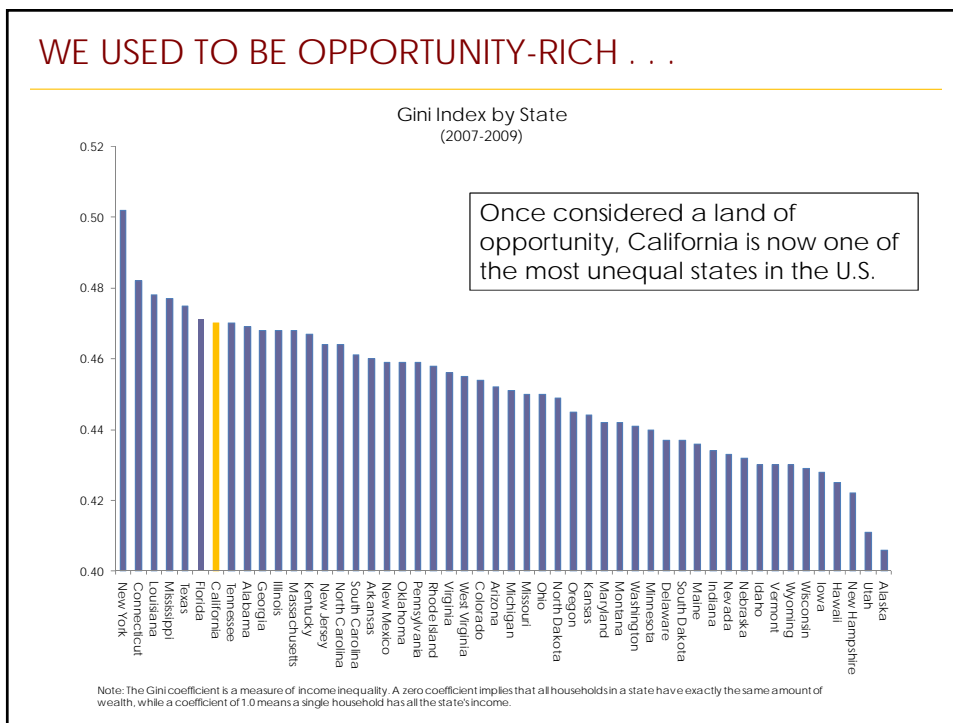
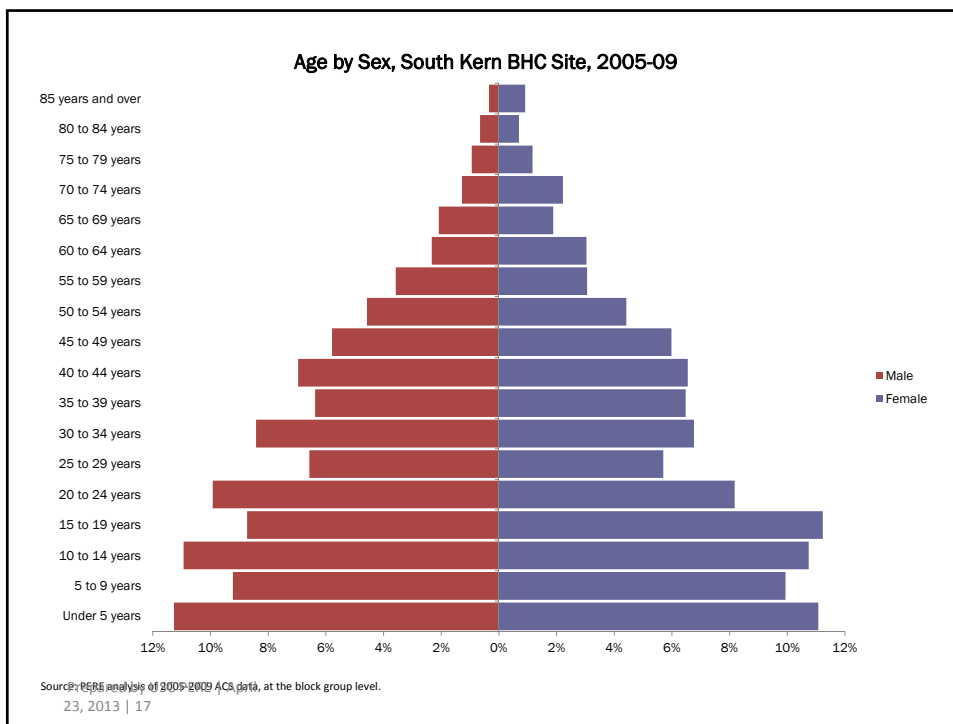
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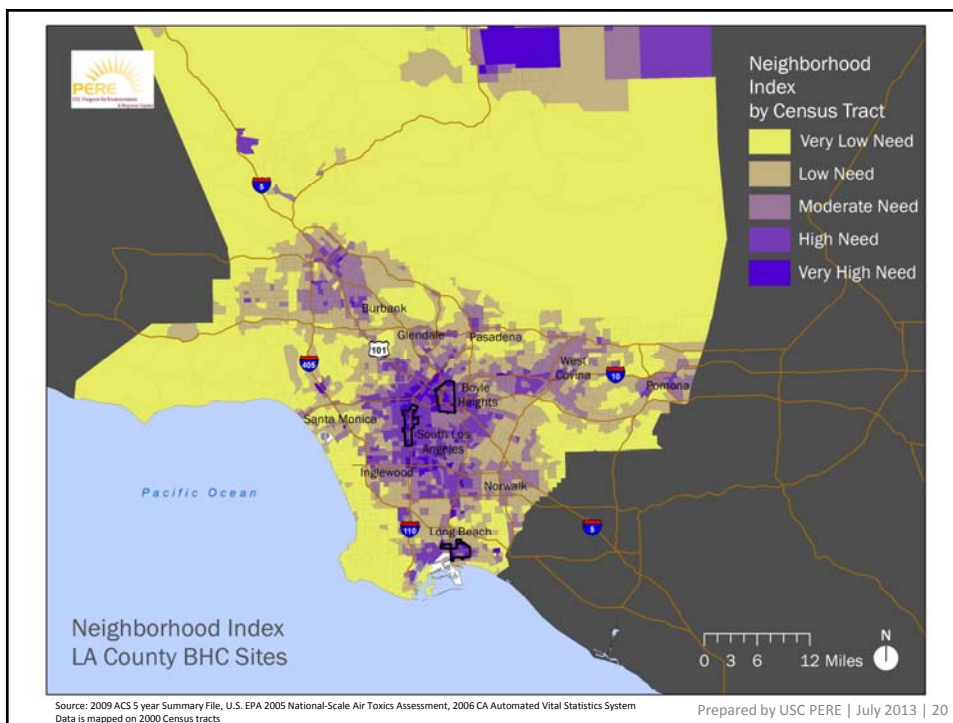
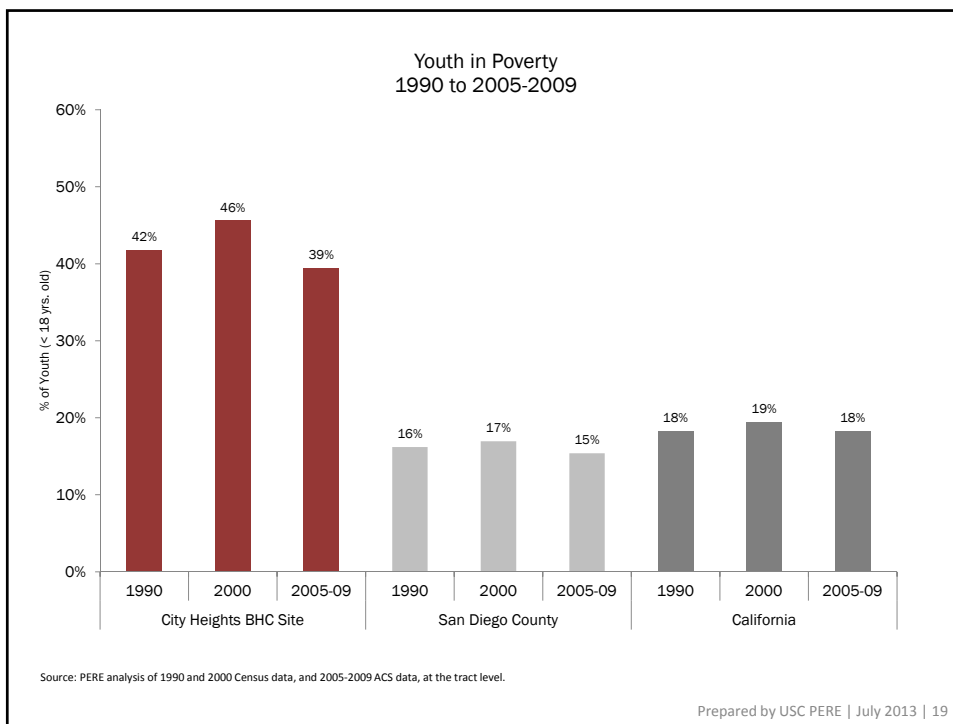












## JUST HEALTH IS MORE THAN JUST POLICY CHANGE

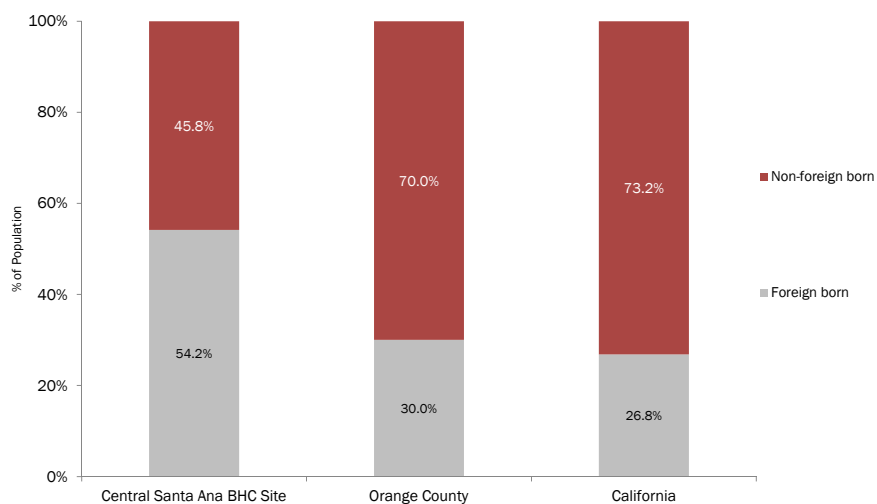
### Building long-lasting civic health and capacity



- Bringing in organizations and their constituencies not traditionally engaged in policy or systems change work
- Bridging government insiders and outsiders
- Building up the power to affect change through resident engagement and youth organizing

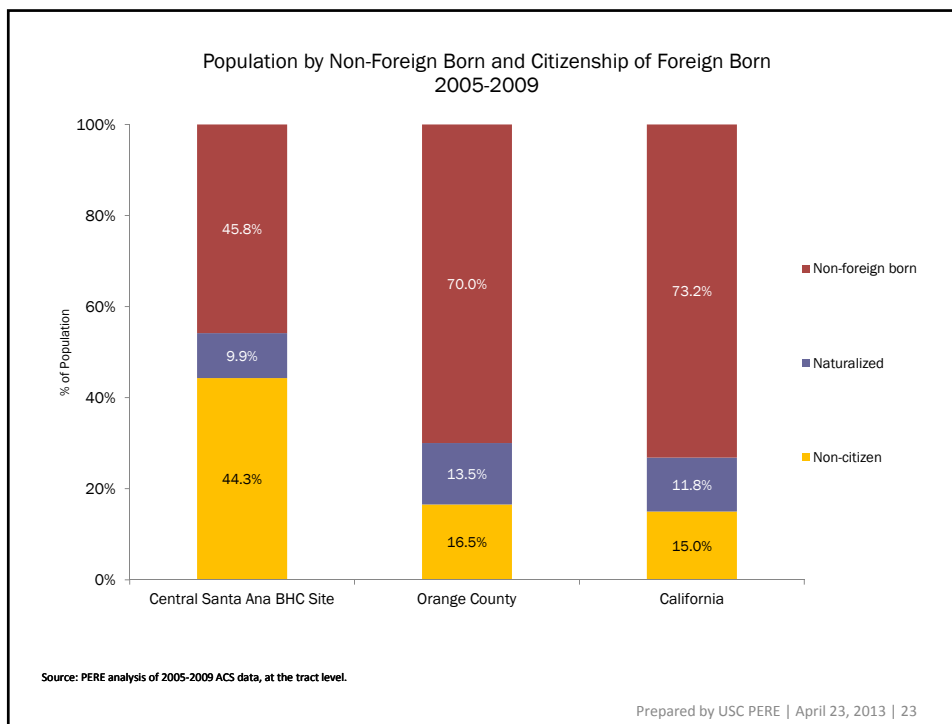
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Population by Immigration Status  
2005-2009



Source: PERE analysis of 2005-2009 ACS data, at the tract level.

Prepared by USC PERE | April 23, 2013 | 22



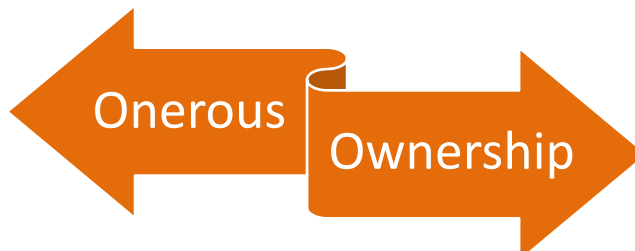
## CHALLENGES IN THE EARLY GOING

*There is a reason community engagement doesn't naturally happen. It is like telling a business that sells bikes to start making coffee, "We will give you a Saturday training in coffee so you can switch your business model the following week."*

- Community organizer

- Tensions in bottom-up vs, top-down, foundation-driven vs. community-driven change
- Disagreements around what "policy and systems change" and "resident engagement" mean for BHC
- Insufficient trust and complicated structures and processes of coming together

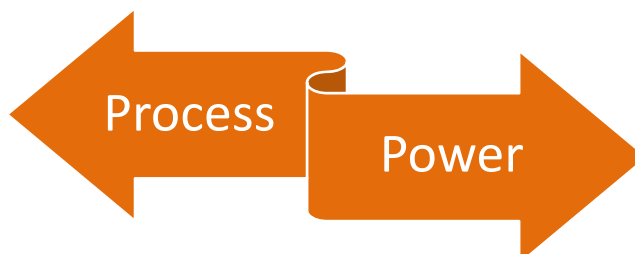
## PIVOTS: FROM CHALLENGES TO OPPORTUNITIES



- Requirements in the planning process
- Meetings, meetings, meetings
- “Forced marriages”
- Shared understanding and commitment
- Common platform for coordinated action
- Sticking together after BHC sunsets

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## PIVOTS: FROM CHALLENGES TO OPPORTUNITIES



- Making sure the right people are at the table
- Developing a theory of change
- Meeting requirements for funding
- Ability to set the public policy agenda
- Ability to influence the allocation of resources
- Always keeping an eye on power dynamics and shifts

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## PIVOTS: FROM CHALLENGES TO OPPORTUNITIES



- Time-defined and time-limited
- Attract attention and bring people together
- Incentivize collective action
- Lasting and maturing capacities
- Relationships and structures beyond BHC
- Ability to pivot to new challenges

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## TOP 5 LESSONS FOR FUNDERS AS PARTNERS

### 1. Build the base

Privilege grassroots organizing

### 2. Work from vision

Create spaces for dreaming



### 3. Implement the wins

After the euphoria of a win, focus on the mundane reality of implementation

### 4. Design metrics with meaning

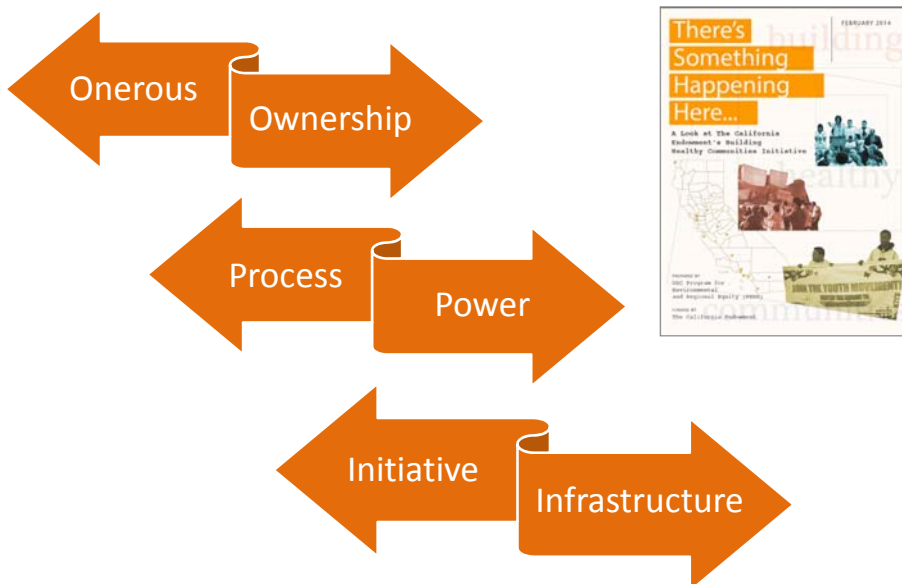
Co-create metrics showing long-term transformations



### 5. Think ecosystem, not organization

Fund a set of anchors bringing complementary capacities and different geographies together

## AT THE PIVOT: DIRECTIONS FOR TCE



## DIRECTIONS FOR TCE

1. **Fund broader movements**  
Address the mismatch between the funding structure and the health equity ecosystem—fund beyond boundaries
2. **Link local to state**  
Invest in groups that act as the connective tissue between place and policy
3. **Understand relation between projects, policy, & power**  
Develop skills at power analysis and power building, allowing for more flexibility for organizing work



Source: <http://www.santagabrielly.com/2014/10/how-priorities-pass-and-motors-can-work-together-to-creatsocial-change/>

## DIRECTIONS FOR TCE

### 4. Develop next generation leadership

Keep investing in the shining light of California organizing: youth



Source: <https://www.flickr.com/photos/healthyandthriving/7800200086/> by user 7212576531112820494

### 5. Keep your eyes on the prize

The goal is not a single policy win or a single improved site but a transformed and healthy California.



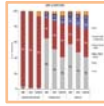
## POST-BHC: GETTING TO A JUST HEALTH CALIFORNIA



Photo from Los Angeles Neighborhood Land Trust website, [www.lanlt.org](http://www.lanlt.org).



FOR REGIONAL PROFILES OF THE 14 PLACES:



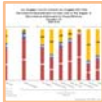
Changing Demographics

Generational Trends



Immigrant Integration

Socio-Economic Trends



Geography of Change

Available at:

[dornsife.usc.edu/pere/tce-bhc](http://dornsife.usc.edu/pere/tce-bhc)

and

[www.healthycity.org/group/bhc](http://www.healthycity.org/group/bhc)

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FOR MORE . . .



Visit <http://dornsife.usc.edu/pere>

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