Weaving a Network of Support through Community Engagement and Partnerships

DNPAO National Training
Leading the Charge for a Healthier Nation
May 2019

Kinkini Banerjee, MS, Coalition Relations Director
U.S. Breastfeeding Committee
Acknowledgements & Disclosures

The USBC is funded, in part, by the Centers for Disease Control and Prevention Cooperative Agreement OT18-1802
Learning Objectives

- Identify factors that contribute to establishing strong community connections
- Identify strategies to build and strengthen partnerships to advance health equity and apply these strategies to their work plans
- Identify strategies to overcome challenges in engaging partners
Session Overview

- **USBC:**
  - Policy, Systems and Environmental Approaches for Transformational and Sustainable changes
  - Realizing the Potency of Multi-sector Partnerships
  - Centering Equity

- **NACCHO:**
  - Factors and Strategies to Enhance Strong and Culturally Congruent Community Continuity of Care
  - Engaging critical traditional and non-traditional partners
  - Leveraging stakeholder resources

- **Discussion**
UNITED STATES BREASTFEEDING COMMITTEE
USBC: A National Coalition

- 50+ national organizations, key federal government agencies and a network of state, territorial, tribal, local, and cultural breastfeeding coalitions

That support....

MISSION
To drive collaborative efforts for policy and practices that create a landscape of breastfeeding support across the United States.
Surgeon General Call to Action (2011)

- Surgeon General Call to Action
  - “Everyone can help make breastfeeding easier”

- Focuses on support in six areas
  - Mothers & Families | Communities | Health Care | Employment | Research | Coalitions

- USBC and state coalitions are key partner in Public Health Infrastructure (Action 20):
  Improve national leadership on promotion & support of BFing
  - “Increase the capacity of the USBC and affiliated state coalitions to support breastfeeding”
WHAT IS PSE CHANGE?

“Policy, systems and environmental change approaches seek to go beyond programming and into the systems that create the structures in which we work, live and play. These approaches often work hand-in-hand where, for example, an environmental change may be furthered by a policy or system change.”

*HEALTH TRUST, 2012*
Building Collective Power for PSE Changes

- Build capacity for long-term change
- Normalize, organize and operationalize equity
- Build alliances with coalitions and communities
- Practice All Teach, All Learn: Draw on communities’ strengths, commit to working as equal partners
- Develop, integrate and implement evidence informed, community-centered policies and practices that increase the proportion of infants who are breastfed
- Mobilize timely and strategic outreach to policy makers
- Engage in national, state and local PSE efforts
LEARNING, CONNECTING & TAKING ACTION TOGETHER!!
Power of Partnerships

- Improve the capacity of state and local health departments to partner with breastfeeding coalitions
  - Breastfeeding Coalitions Directory
  - Toolkit: *Communities and States Identify Roles in Breastfeeding Support*
  - Group Profiles & SGCTA Action Directories
  - Other state-coalition-community collaboration opportunities: Top 100 Partners Exercise
Coalition Spheres of Influence: Effect State/Local PSE Change
HEALTH EQUITY-LEADING WITH RACE
Working Definition*

Equity can be viewed as **three interwoven components**: a lens, a mirror, and an outcome.

- Equity is a **LENS** through which we view the world to inform and guide the design of our strategies and activities to build a “landscape of breastfeeding support.” *(WHAT we do, i.e., actions to further policy & practice change)*

- Equity is also a **MIRROR** through which we view ourselves and our organizations, examining our internal structures, culture, and policies and their impact on how the lens is applied and the outcome achieved. *(HOW we work)*

- Lastly equity is the **OUTCOME** we seek to achieve, i.e., equity will be realized when life outcomes are equal, in a statistical sense, regardless of one’s identities. *(GOAL we are trying to achieve)*

*Compiled from WKKF, CSI, Collective Impact, and other examples; currently undergoing finalization of proposal by CRASH Committee to recommend for Board adoption*
Racial Equity Framework

Normalize
- Build shared analysis;
- Make equity priority visible

Organize
- Internal culture & structure;
- Partnerships

Operationalize
- Use racial equity tools;
- Data & analysis evaluation

From Center for Social Inclusion (CSI) and Government Alliance for Racial Equity (GARE)
NORMALIZE - LEARNING TOGETHER
**Centering Racial Equity**

**Individual Racism**
Pre-judgment, bias, or discrimination by an individual based on race.

**Institutional Racism**
Policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently.

**Racism is about Power**

**Structural Racism**
A history and current reality of institutional racism across all institutions. This combines to create a system that negatively impacts communities of color.

**Structural Racial Inequities**
Intent to discriminate is irrelevant. Structures just do what they do, often invisibly, and reinforce disinvestment and disparities.

Racism is about Power.
Shared Contextual Definition

- For your specific context (e.g., Continuity of Care, Workplace Support, Maternity Care Practices)
  - What does equity in BF support look like to you? How will we know that we have achieved it?
    - For parents/families?
    - For other actors/stakeholders in the context? (e.g., lactation support providers)
  - How does inequity in breastfeeding support intersect/overlap with other inequities, e.g., income, housing, health care access, workplace discrimination?
  - What does this tell us about application of the Lens & Mirror?
Normalize Internal Work: Cultural Humility

- Continually engage in self-reflection and self-critique as lifelong learning and reflective practices
- Check the power dynamics and imbalances that exist within our organization and in our collaborative spaces
- Maintain mutually respectful and dynamic partnerships with stakeholders in context of community
ORGANIZE - WORKING TOGETHER
Collective Impact Principles

Six Shifts

- Specialized Agendas
- Fragmented Measurements
- Independent Activities
- Sporadic Communication
- Unsupported Efforts
- Management Paradigm
- Common Agenda
- Shared Measurements
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Infrastructure
- Movement Building Paradigm
- Community Aspiration
- Strategic Learning (& Shared Measurement)
- High Leverage and Systems Focus
- Authentic Community Engagement
- Container for Community Change

www.tamarackcommunity.ca | @Tamarack_Inst | #CCI2016
### The Spectrum of Community Engagement

<table>
<thead>
<tr>
<th>INFORMING</th>
<th>CONSULTING</th>
<th>INVOLVING</th>
<th>COLLABORATING</th>
<th>EMPOWERING</th>
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<tbody>
<tr>
<td>Providing balanced and objective information about new programs or services, and about the reasons for choosing them. Providing updates during implementation.</td>
<td>Inviting feedback on alternatives, analyses, and decisions related to new programs or services. Letting people know how their feedback has influenced program decisions.</td>
<td>Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making. Letting people know how their involvement has influenced program decisions.</td>
<td>Enabling community members to participate in every aspect of planning and decision-making for new programs or services.</td>
<td>Giving community members sole decision-making authority over new programs or services, and allowing professionals to serve only in consultative and supportive roles.</td>
</tr>
</tbody>
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Adapted from the IAP2 Public Participation Spectrum, developed by the International Association for Public Participation.

Note: Engagement activities can include community surveys, neighborhood outreach projects, partnerships with grassroots organizations, public meetings, and efforts to select community representatives.
OPERATIONALIZE - BUILDING TOGETHER
GETTING FAMILIAR WITH RACIAL EQUITY ASSESSMENT & IMPACT TOOLS

Key to Operationalize Equity:
Without intentional intervention, institutions and structures will continue to perpetuate racial inequities.

How have communities been engaged? Are there opportunities to expand engagement?

Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?

What's the data? What does the data tell us?

Center for Social Inclusion
Operationalize: Support A Leaderful Movement
Resources

- The Collective Impact Forum: Community Engagement Toolkit
- The Collective Impact Forum article: Putting Community in Collective Impact
- NICHQ Blog: "We Did it for the Babies: A Story of Collective Impact"
- USBC Racial Equity Webinars & Learning Community [www.usbreastfeeding.org/equity-community](http://www.usbreastfeeding.org/equity-community)
Resources for PSE Change

- CDC BF Report Card, mPINC State Reports
- State Breastfeeding Fact Sheets
- Breastfeeding Public Health Partner Org Policy briefs
- USBC Policy Fact Sheets
  - Breastfeeding Saves Dollars and Makes Sense
  - Increase Access to Paid Family Leave
  - Support Working Parents
  - Maintain Federal Funding for Breastfeeding
  - Eliminate Health Disparities
  - Maintain Health Plan Coverage of Breastfeeding Support, Supplies, and Counseling
Connect & Act with USBC

Coalitions@usbreastfeeding.org
Members@usbreastfeeding.org
Office@usbreastfeeding.org

Members Only Area
www.USBreastfeeding.org/members

BFing in the News Feed
www.USBreastfeeding.org/media

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www.twitter.com/usbreastfeeding

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www.USBreastfeeding.org/action-directory

Join Learning Communities
www.USBreastfeeding.org/learning-communities
Not everything that is faced can be changed. But nothing can be changed until it is faced.

- James Baldwin

If you don’t change direction, you may end up where you are heading

- Lao Tzu