



Centering Equity in Collective Impact



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Collective Impact

Backbone Staff



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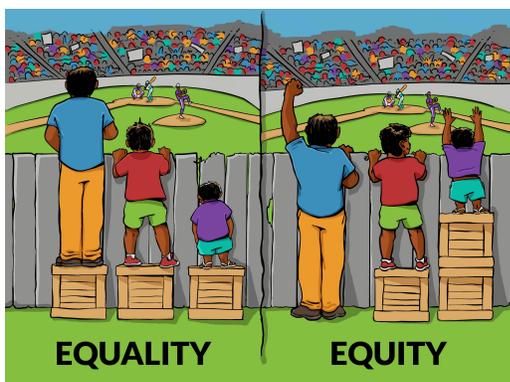
Clear Strategy Guides Clear Commitments

Form Follows Function

Culture Eats Strategy for Breakfast

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Defining Equity



Equity is fairness and justice achieved through systematically assessing disparities in opportunities, outcomes, and representation, and redressing those disparities through targeted actions

- Adapted from Urban Strategies Council, Oakland, CA

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Centering Equity

1. **Ground the work in data and context, target solutions**
2. **Focus on systems change, in addition to programs and services**
3. **Shift power within the collaborative**
4. **Listen to and act with community**
5. **Build equity leadership and accountability**

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Centering Equity

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Targeted Universalism



1. Universal Goals
2. Disaggregate Data to understand where different groups are relative to goal
3. Identify structures that support or impede each group
4. Target strategies to move each group to goal

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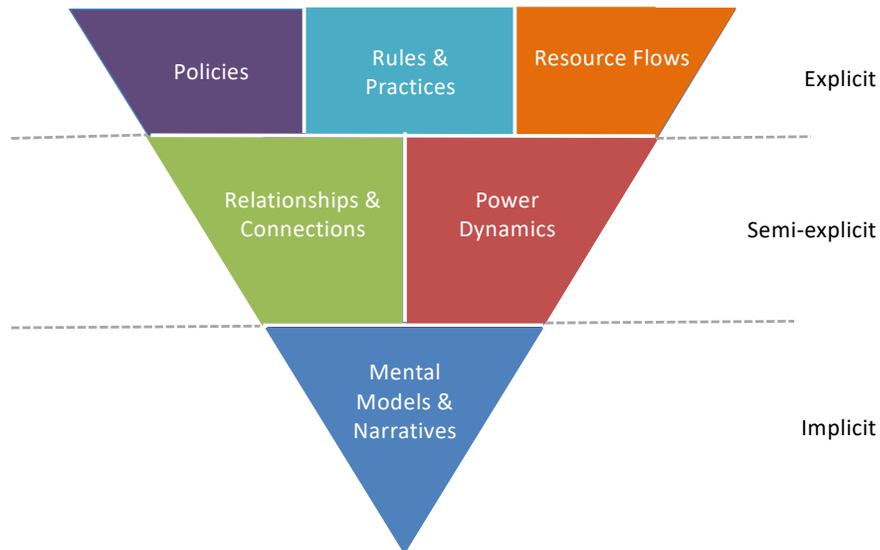
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Systems Change

Changing the conditions that hold the problem in place



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Defining Power

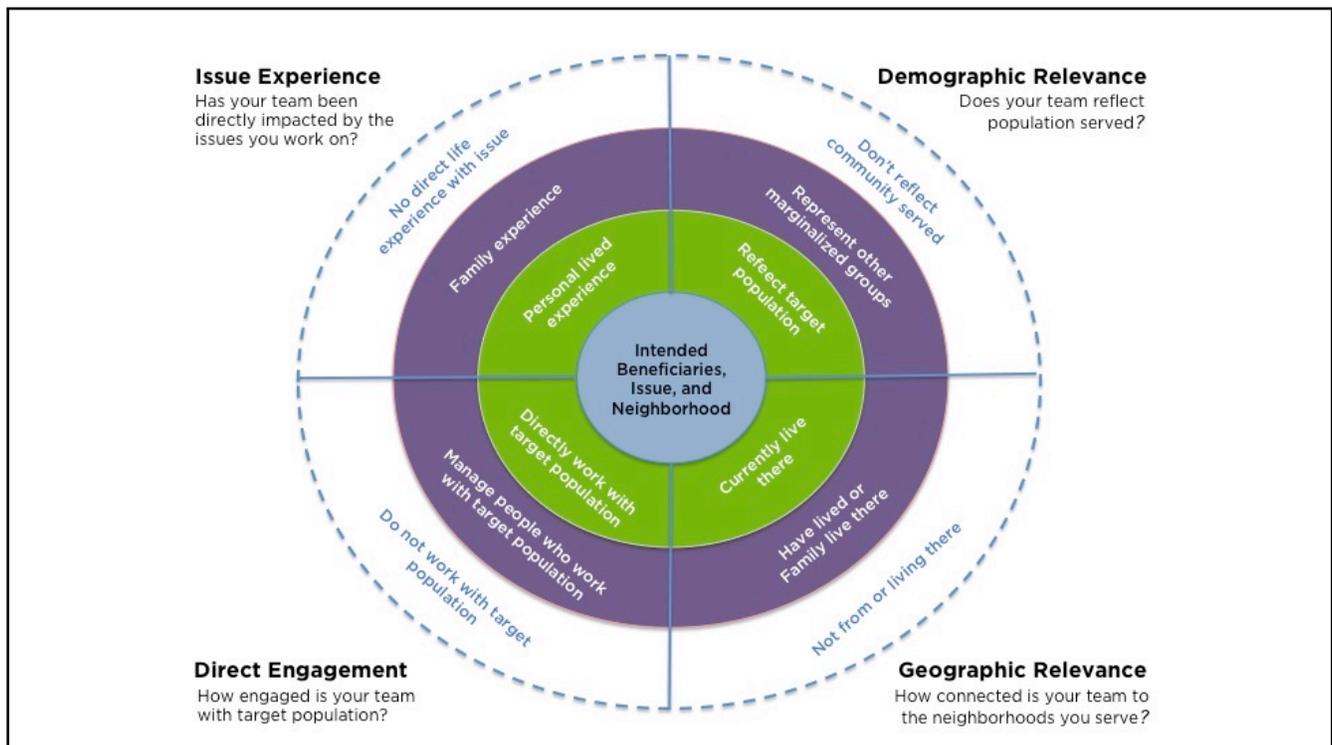
“The ability or authority to influence others, to decide who will have access to resources, and to define reality or exercise control over oneself or others”

- Frontline Solutions

Formal Authority: influence resulting from one’s position and/or control of resources

Informal Authority: influence resulting from relationships and credibility with stakeholders

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Centering Equity

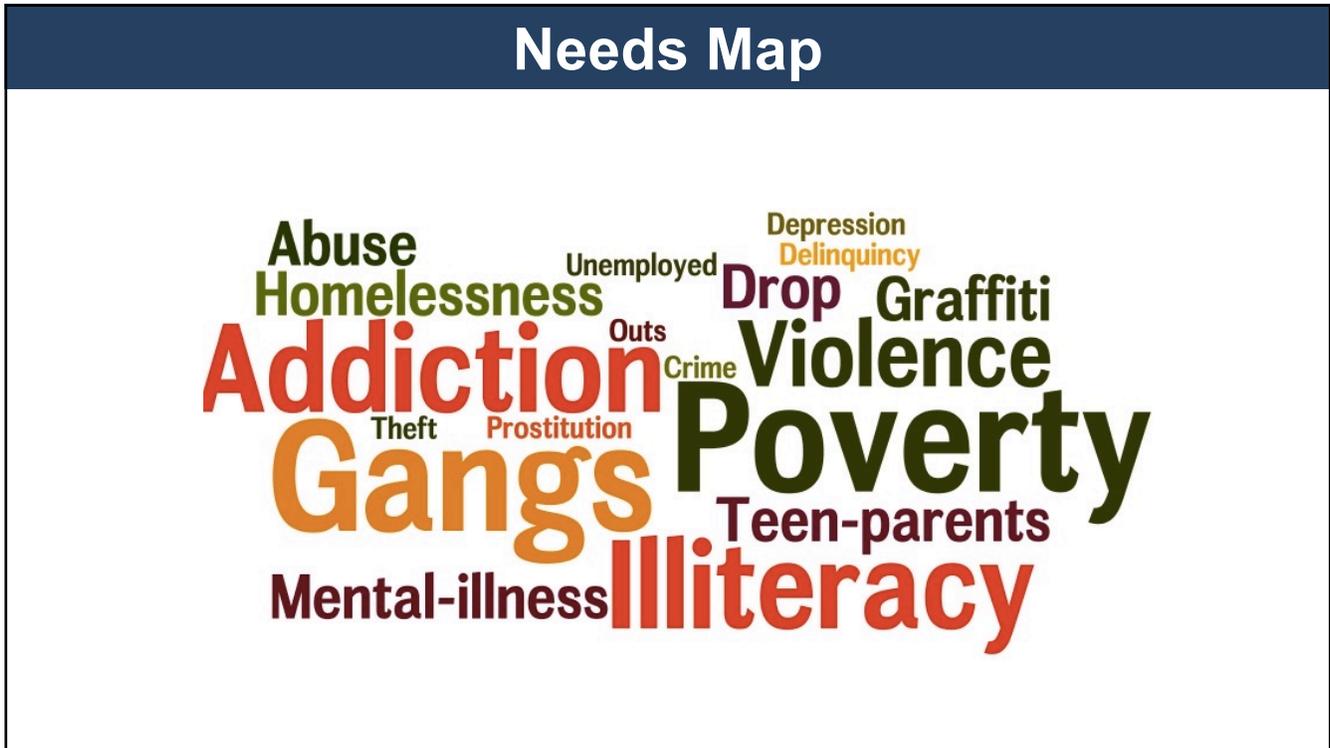
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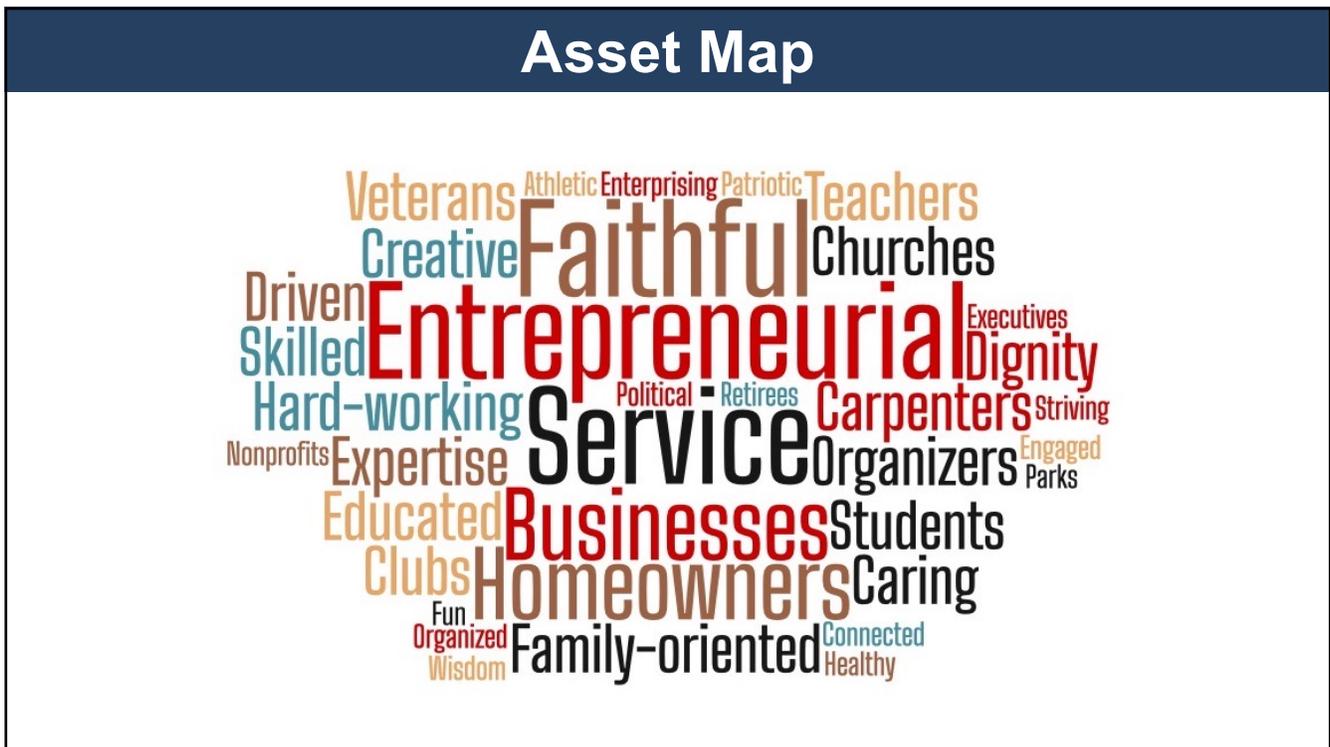
Asset-Based



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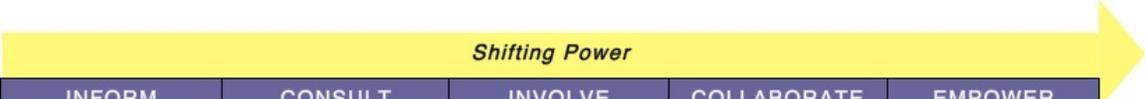


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Engagement Spectrum

Shifting Power 				
INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Orient community members to the decisions we have made and changes that are coming	Invite community members to provide feedback on our plans before we make final decisions	Community members are engaged at every step of the process from developing a shared vision or priorities, to exploring options and giving input on decisions	Community members are full partners in our effort, have decision making authority, and are partners in implementing solutions	Community members are sole decision makers. They decide our role and how we can best support.
We will keep you informed	We will listen to your feedback, and let you know how it shaped our decisions	You will walk with us and advise us at every step of our process.	We will co-create and co-produce solutions with you.	We will follow your lead.
Fliers, newsletters, websites, open houses	Surveys, focus groups, meetings, and forums	Community organizing, facilitated workshops and meetings	Advisory boards, seats on governing boards, contract community members	Support and follow leadership and governance

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Accountable Leadership

1. Seek out authentic relationships to share and learn (self awareness);
2. Visible commitment that articulates measurable goals and expectations, invite employees and stakeholders to hold you accountable;
3. Hiring, promotion, compensation, policies, and culture analyzed for bias and disparities; measurable goals set with clear accountability;
4. Acknowledge and redress harms that past policies and practices have caused;
5. Require diversity at every table, won't make or enable decisions without diverse perspective and participation;
6. Build and share power: transmit privilege, don't horde it;
7. Show up for leaders of color, people of color led organizations, and public issues impacting communities of color (not just on behalf of your organization's interests);
8. Visibly take stands and willing to risk and sacrifice resources and relationships in order to stand up for racial equity and justice

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Scene Setting



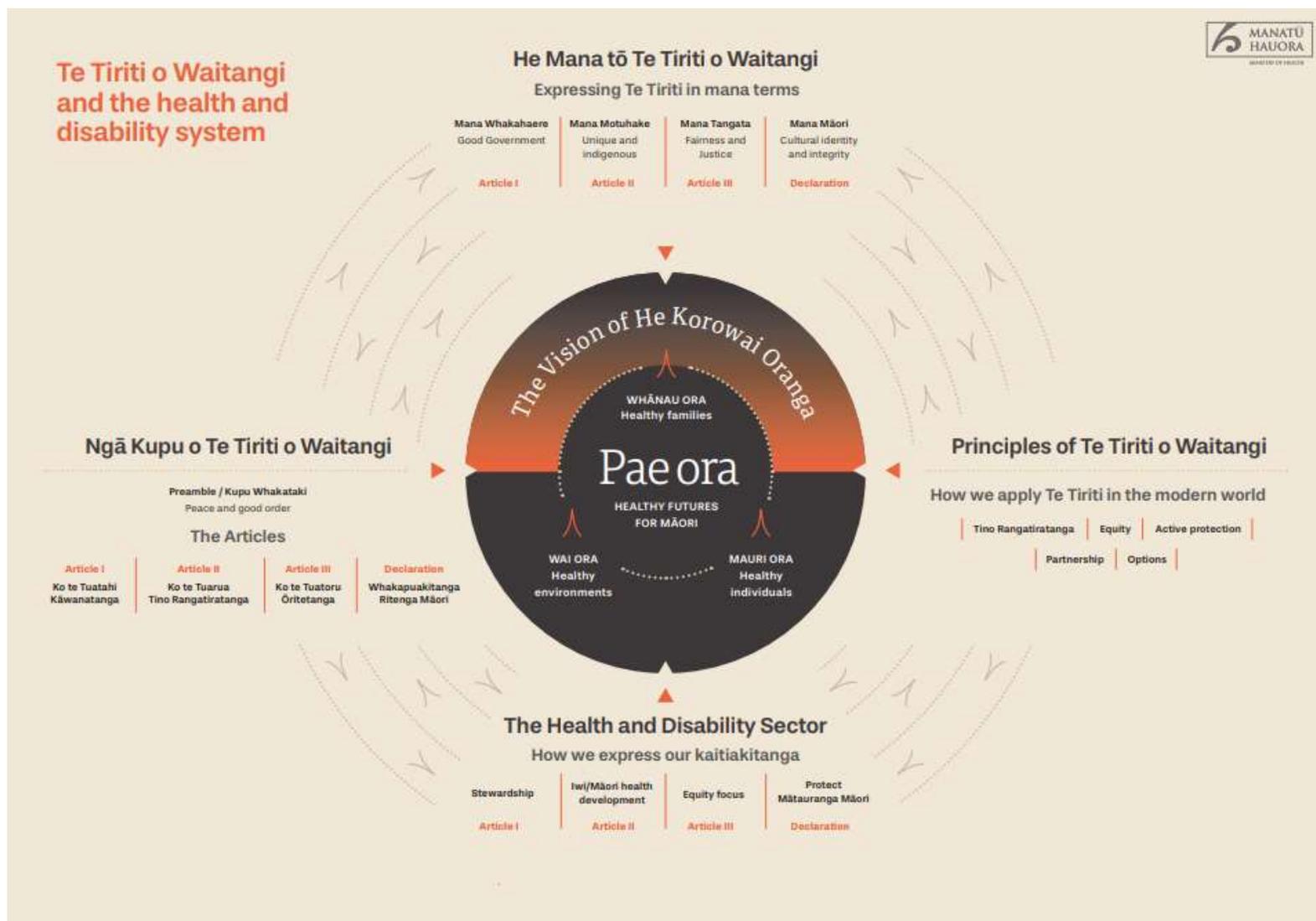
Responding to the Change

Over the next few years, primary and community services will be reorganised to serve the communities of New Zealand through 'localities'.

Every locality will have a consistent range of core services, but how these services are delivered will be based on the needs and priorities of local communities.

Honouring Te Tiriti o Waitangi

The Ministry of Health provides a clear framework relating to Te Tiriti o Waitangi with a clear vision of Pae ora, and the five principles of Te Tiriti o Waitangi.



Honouring Te Tiriti o Waitangi

Our Te Tiriti o Waitangi Framework



Te Tiriti o Waitangi

The text of Te Tiriti, including the preamble and the three articles, along with the Ritenga Māori declaration, are the enduring foundation of our approach. Based on these foundations, we will strive to achieve the following four goals, each expressed in terms of mana:

- **Mana whakahaere**
Effective and appropriate stewardship or kaitiakitanga over the health and disability system. This goes beyond the management of assets or resources.
- **Mana motuhake**
Enabling the right for Māori to be Māori (Māori self-determination) to exercise their authority over their lives, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori.
- **Mana tangata**
Achieving equity in health and disability outcomes for Māori across the life course and contributing to Māori wellness.
- **Mana Māori**
Enabling Ritenga Māori (Māori customary rituals) which are framed by te ao Māori (the Māori world), enacted through tikanga Māori (Māori philosophy and customary practices) and encapsulated within mātauranga Māori (Māori knowledge).

Principles of Te Tiriti o Waitangi

The principles of Te Tiriti o Waitangi, as articulated by the Courts and the Waitangi Tribunal, provide the framework for how we will meet our obligations under Te Tiriti in our day-to-day work. The 2019 Houora report recommends the following principles for the primary health care system. These principles are applicable to wider health and disability system. The principles that apply to our work are:

- **Tino rangatiratanga**
The guarantee of tino rangatiratanga, which provides for Māori self-determination and mana motuhake in the design, delivery, and monitoring of health and disability services.
- **Equity**
The principle of equity, which requires the Crown to commit to achieving equitable health outcomes for Māori.
- **Active protection**
The principle of active protection, which requires the Crown to act, to the fullest extent practicable, to achieve equitable health outcomes for Māori. This includes ensuring that it, its agents, and its Treaty partner are well informed on the extent, and nature, of both Māori health outcomes and efforts to achieve Māori health equity.
- **Options**
The principle of options, which requires the Crown to provide for and properly resource kaupapa Māori health and disability services. Furthermore, the Crown is obliged to ensure that all health and disability services are provided in a culturally appropriate way that recognises and supports the expression of hauora Māori models of care.
- **Partnership**
The principle of partnership, which requires the Crown and Māori to work in partnership in the governance, design, delivery, and monitoring of health and disability services. Māori must be co-designers, with the Crown, of the primary health system for Māori.

He Korowai Oranga

Meeting our obligations under Te Tiriti is necessary if we are to realise the overall aim of Pae Ora (healthy futures for Māori) under He Korowai Oranga (the Māori Health Strategy).

Along with the high-level outcomes for the Māori Health Action Plan:

- Iwi, hapū, whānau and Māori communities can exercise their authority to improve their health and wellbeing.
- The health and disability system is fair and sustainable and delivers more equitable outcomes for Māori.
- The health and disability system addresses racism and discrimination in all its forms.
- The inclusion and protection of mātauranga Māori throughout the health and disability system.



Equity lives within our Treaty framework

Equity is defined as 'In Aotearoa New Zealand, people have differences in health that are not only avoidable but unfair and unjust. Equity recognises different people with different levels of advantage require different approaches and resources to get equitable health outcomes.'

Equity is both inherent to Article 3 and an important Treaty principle.

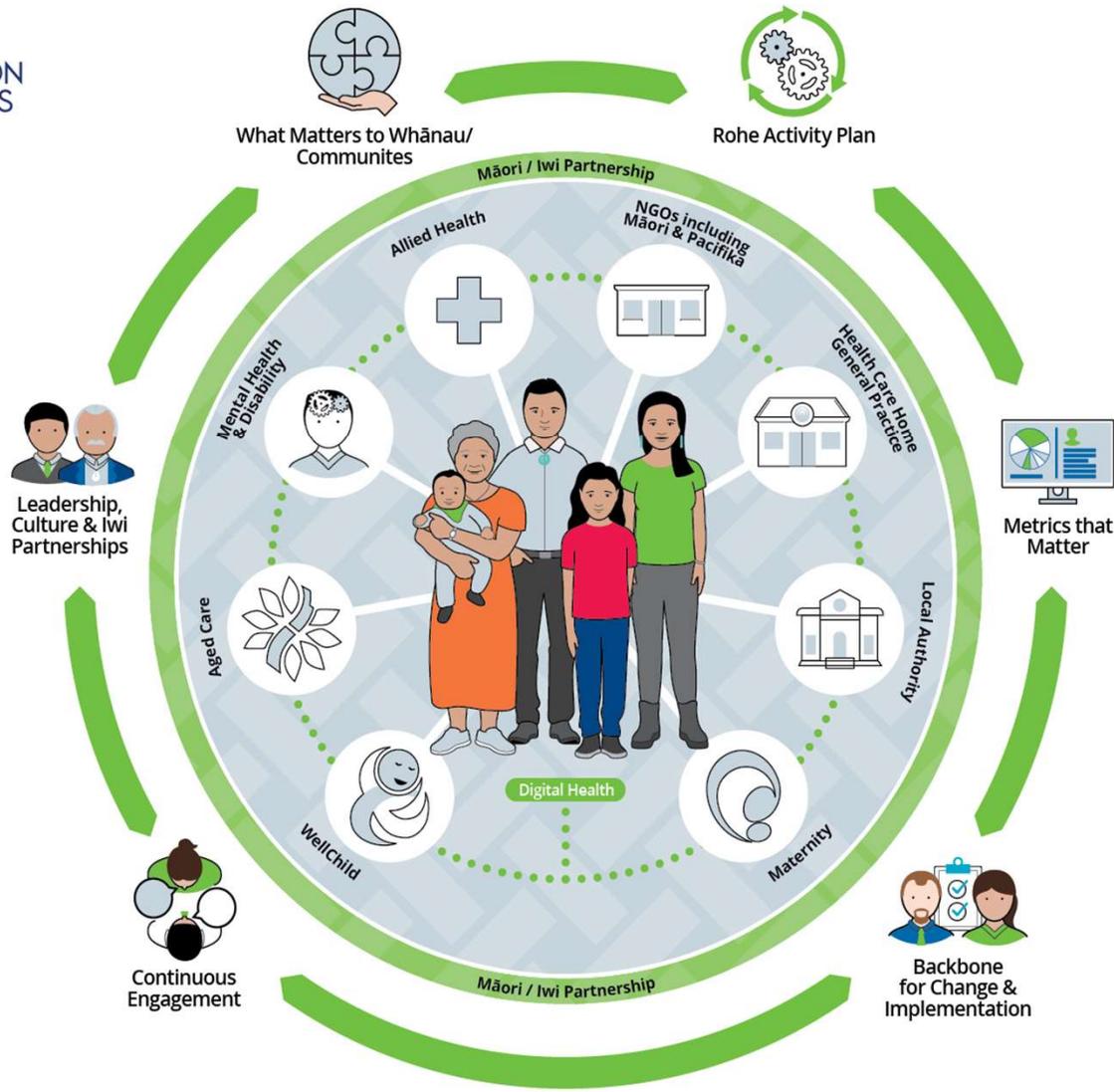
The Treaty obligations are a foundation for achieving Māori health aspirations and equity for Māori and therefore delivering on He Korowai Oranga.

Using Collective Impact to support Localities: Adaptive Framework



A Collective Impact Approach to Localities

Applying Collective Impact concepts as part of Localities, underpinned by equity, excellence, sustainability, partnership and whānau centred.



Bringing Localities and Collective Impact together to create collective action within communities

