



## **Advancing (Health) Equity Through Cross Agency Collaboration and Adaptive Leadership**

### **WHAT KIND OF LEADERSHIP CREATES WHAT NEVER WAS?**

- More than dismantling history of inequities or oppression
- We are creating a fundamental different reality from what has come before

Source: ...

## TODAY'S APPROACH TO EXPLORING THE QUESTION "WHAT LEADERSHIP CREATES WHAT NEVER WAS?"



Source:

## Goals

- Help you consider the cross sectoral issues and/or partnerships you may need
- Discuss emergent strategy and adaptive leadership
- Give an opportunity to reflect on plans with colleagues

Source:

## Exploring Adaptive Leadership

- Adaptive Leadership Theory
  - Two big examples of challenges for our region
  - Identifying adaptive versus technical challenges
  - Understanding how to solve technical versus adaptive challenges

Source:

## Adaptive Leadership

- Theory of Leadership that is about responding to complex, changing environments
- Dealing with issues that don't have clear problem statements or solutions
- Developing teams and strategies that help you re-shape realities



## BARHII's Founders

### Early Founders



**Bob Prentice,**  
Former Director  
Public Health Division,  
San Francisco Health  
Department



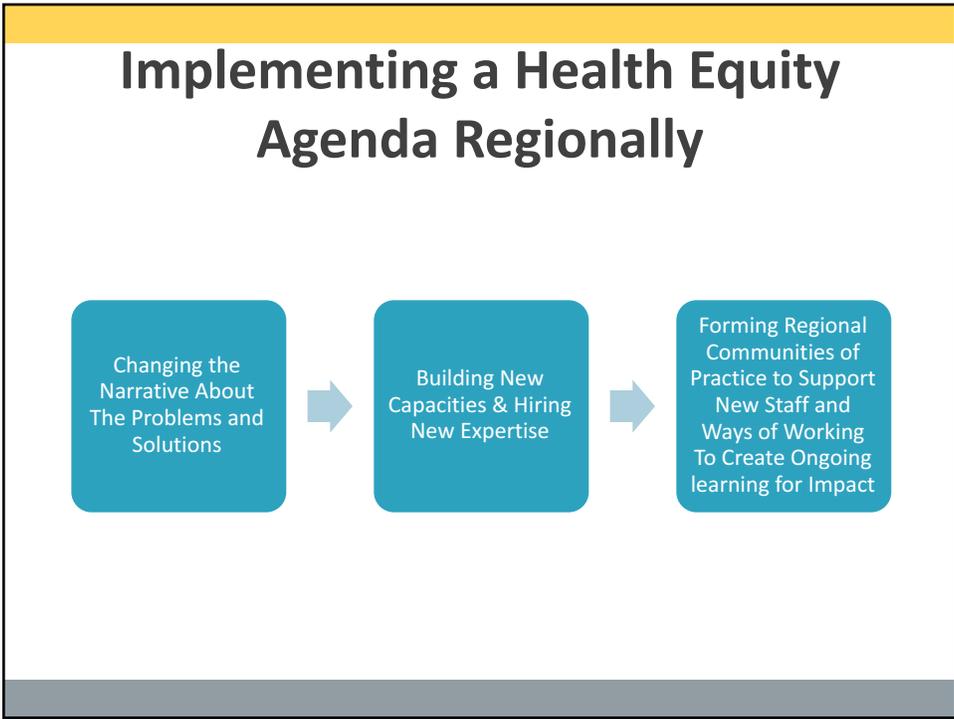
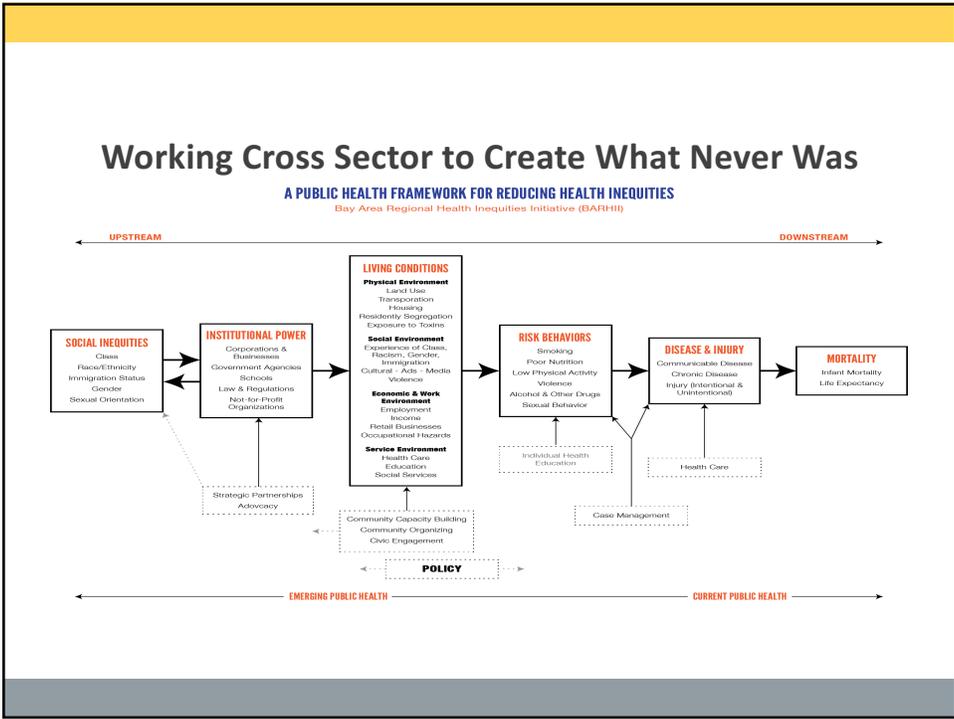
**Arnold Perkins,**  
Former Director  
Alameda County Public  
Health Department



**Wendel Brunner,**  
Public Health Director  
Contra Costa County  
Health Services



**Art Chen,**  
Former Health Officer  
Alameda County Public  
Health Department



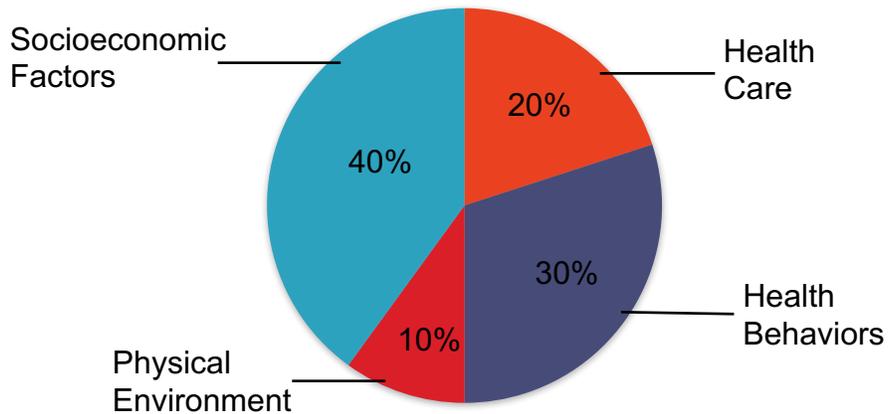
## Human Impact Partners

HIP is a national non-profit – based in Oakland, CA – working to transform the policies and places people need to live healthy lives by increasing the consideration of health and equity in decision making.

*Through research, advocacy, and capacity-building, we bring the power of public health science to campaigns and movements for a just society.*

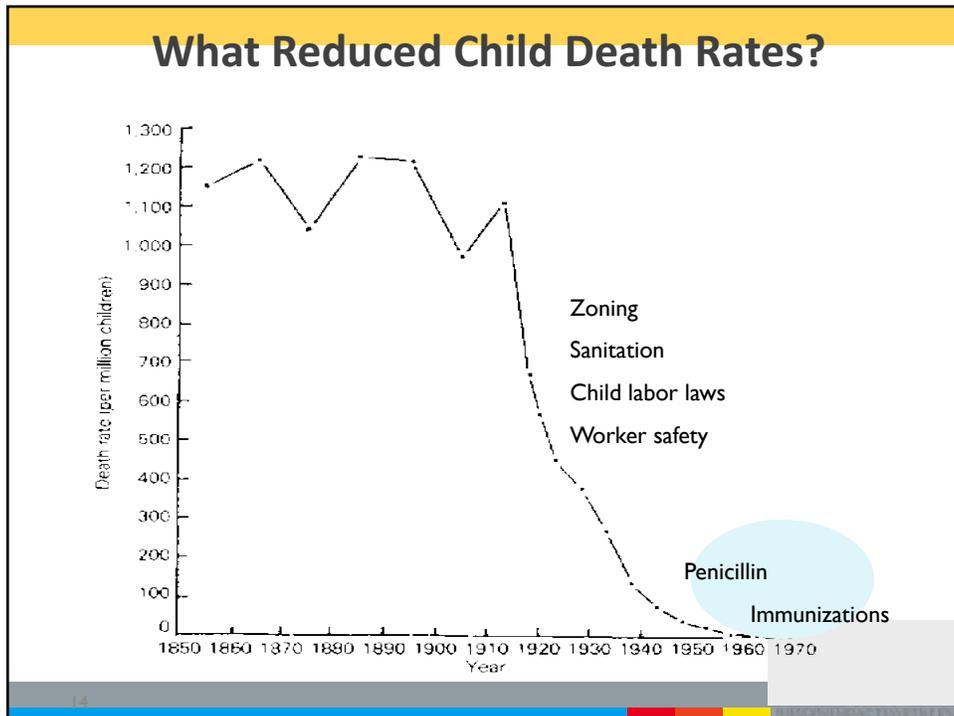
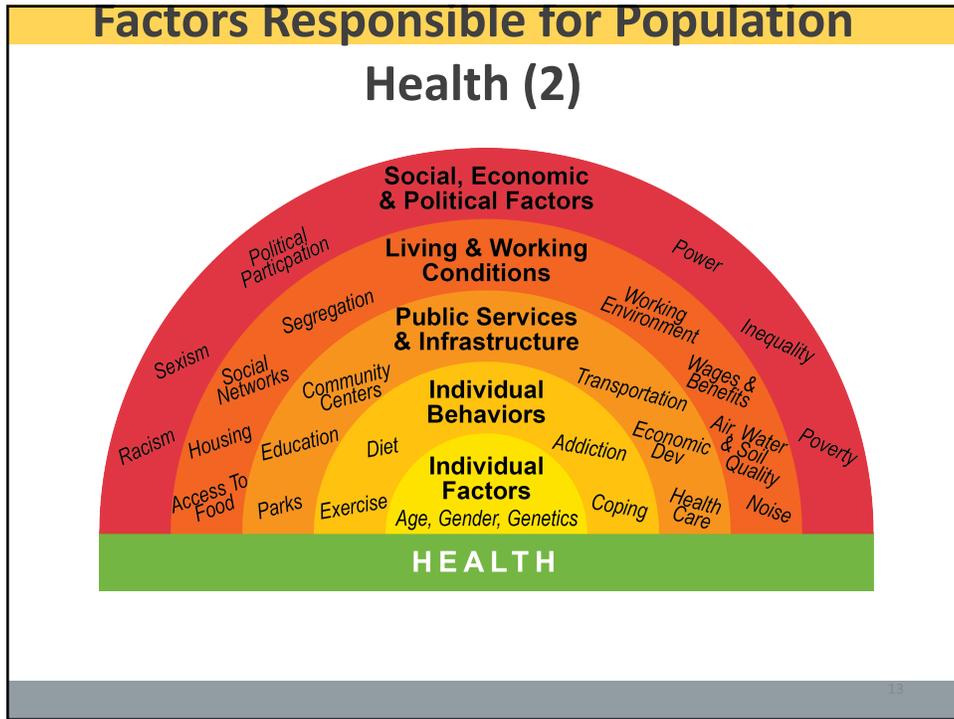


## Factors Responsible for Population Health (1)



Source: Booske, et. al. 2010. County Health Rankings Weighting Methodology

12



**ACTIVITY ONE:**  
**Cross Agency Problem Solving**

- Thinking about your emerging plan,
  - How much of the plan can be accomplished with in your own agency?
  - How much of the plan requires substantial mobilization of collaboration?
  
- How does your current plan attempt to building energy and mobilize interest?

Source:

**ADAPATIVE LEADERSHIP:  
MOBILIZING AND THRIVING IN  
CHANGE**

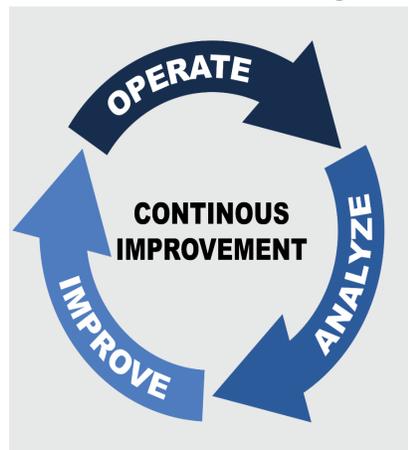
## Adaptive Leadership

- “The practice of mobilizing people to tackle tough challenges and thrive”
  - Norms and beliefs are challenged, uncertainty is embraced
  - Problem/solution requires new learning, technical fixes will not solve the problem
  - Responsibility for the work falls with stakeholders

Source: <https://www.hks.harvard.edu/about/faculty-staff-directory/ronald-heifetz>

## OUR GOAL TODAY.... HELPING CREATE A PLAN THAT

### Makes Room for Learning



### Takes Advantage of New Opportunities



## Basics of Adaptive Leadership: Technical and Adaptive Challenges

When there is evidence of a major challenge...	...do you focus on a technical fix?	OR	...do you now need an adaptive response?
Subscriptions are down and people are booking individual tickets closer to the event.	<i>We need to offer them better incentives to commit to the season in advance.</i>	OR	<i>We need a completely different pricing system and to build loyalty through direct participation.</i>
Our campus is old, confusing and used inefficiently.	<i>We need to invest in upgrading facilities and signage.</i>	OR	<i>We need to leverage our off-campus successes into a new kind of home.</i>
Our expenses continue to grow faster than our income, and we are experiencing persistent annual losses.	<i>Our organization must generate more income and implement stronger cost controls.</i>	OR	<i>Our organization must overcome its increasing aversion to risk by investing in new approaches.</i>

Source: <http://artsfwd.org/are-all-organizational-challenges-the-same/>

## What Kinds of Problems Are You Dealing With?

FIGURE 2-1

### Distinguishing technical problems and adaptive challenges

Kind of challenge	Problem definition	Solution	Locus of work
Technical	Clear	Clear	Authority
Technical and adaptive	Clear	Requires learning	Authority and stakeholders
Adaptive	Requires learning	Requires learning	Stakeholders

Source: <http://easysmallbusinesshr.com/2013/09/distinction-between-technical-problems-and-adaptive-challenges-adaptive-leadership-part-2/>

## ACTIVITY 2: Thinking About Your Plan

- What are the adaptive challenges in your plan?
- What are your technical challenges?

Source:

## Dealing With Adaptive Challenges

### Adaptive Leadership Architecture

	Self	System
<b>Getting on the Balcony</b>	<ul style="list-style-type: none"> <li>- Know your Band Width</li> <li>- Know your Role in the System</li> <li>- Know Your Purpose</li> </ul>	<ul style="list-style-type: none"> <li>- Think Systemically</li> <li>- Distinguish Technical from Adaptive Challenges</li> <li>- Think Politically</li> </ul>
<b>Exercising Adaptive Leadership</b>	<ul style="list-style-type: none"> <li>- Willing to Exceed Your Authority</li> <li>- Own Your Piece of the Mess</li> <li>- Stay in the Game – Stay Alive</li> </ul>	<ul style="list-style-type: none"> <li>- Use Interpretations</li> <li>- Act Politically</li> <li>- Orchestrate Conflict</li> </ul>

Source: <http://img.docstoccdn.com/thumb/orig/123391032.png>

## This Moment in Bay Area

In 2017, BARHII turns 15 years old.

**OUR PRESSING QUESTION...**

Who Will the Bay Area Be In 2022, when  
BARHII Turns 20?

*How healthy?*  
*How equitable?*  
*How diverse?*  
*How resilient?*

Source:

## Balancing Two Questions

### What unlocks the most department and individual capacity?

**Political Context**  
• Progressive  
• Conservative

**Organizational Situatedness**  
• Connection to medical  
• Connection to Social Services

**Urban/Rural**  
• Big City vs. small town issues & realities

**Membership Groups:**  
• Directors and PHOs  
• New Members  
• Former Attendees  
• BARHII's Most Active Members

### What works for impacting the community conditions?

**SDOH Issue**

• COPs & Trainings for SDOH capacity building

• Local and Regional Advocacy for policies that create healthy communities

• Impact Projects

• Forums & Leadership conversations build will to act for health equity

## Adaptive Challenge 1: Housing Affordability and Displacement

- The Bay Area is in the midst of an unprecedented period of economic growth, adding nearly 200,000 jobs in the past decade.
- Rent has risen almost 40% between 2010 and 2014.
- Yet, over 1 million jobs region-wide pay less than \$18 per hour (or \$36,000 a year for full time work), making it extremely difficult to afford housing.

Source:

## By The Numbers

HOUSEHOLD INCOME	% RENT BURDENED
Less than \$35,000	89%
\$35-50,000	72%
\$50-75,000	39%

COUNTY	UNDERGOING & ADVANCED	AT RISK
Alameda	24%	32%
Contra Costa	17%	18%
Marin	18%	11%
Napa	15%	25%
San Francisco	25%	64%

Source: UC Berkeley REWS

## Adaptive Leadership Applied: How Do We Address an Inequity This Large?

- **Challenge the norm** about the market managing housing:
  - We know the housing job mismatch is out of control.
- **Problem/Solution require new thinking:**
  - In SF, discussion about tiny homes.
  - In Alameda and Oakland, moratoriums on evictions.
  - In Santa Rosa, limited rent control.
- **Engaging with solutions require new stakeholders and moving out of government silo:**
  - New partnerships with community through sharing of data and research, connecting networks, creative problem solving

Source:

## Criminal Justice Inequities

- Inequities exist throughout the CJ system, including in police stops, arrests, bail practices, convictions, sentencing, ...
- African Americans are 7% of the CA population but almost 25% of the CA prison population; Hispanics are 38% of the population but 45% of prison population
- Nationally, 13% of drug users are African American, but 36% of those arrested and 46% of those convicted for drug use are African American

28



## Recommendations for Health Departments

1. Make criminal justice system reform a departmental objective in Public Health Departments' strategic planning, and create an intra-agency committee to focus on it.
2. Educate public health staff about the criminal justice landscape.
3. Prioritize building relationships and collaborating with community and advocacy organizations working on criminal justice reform.
4. Build relationships and trust with other public agencies by inviting them to participate in reform efforts, and by bringing public health skills and resources to their efforts.
5. Develop an advocacy agenda and advocate for a healthier and more equitable criminal justice system.

11

## Activity

- Does your plan prioritize any community issues for collaboration and impact?
- Should it?

Source:

SLOW BURN ISSUES

## WHAT ADAPTIVE LEADERSHIP TELLS US ABOUT ADDRESSING FUNDAMENTAL INEQUITIES

### Leadership in a (Permanent Crisis)

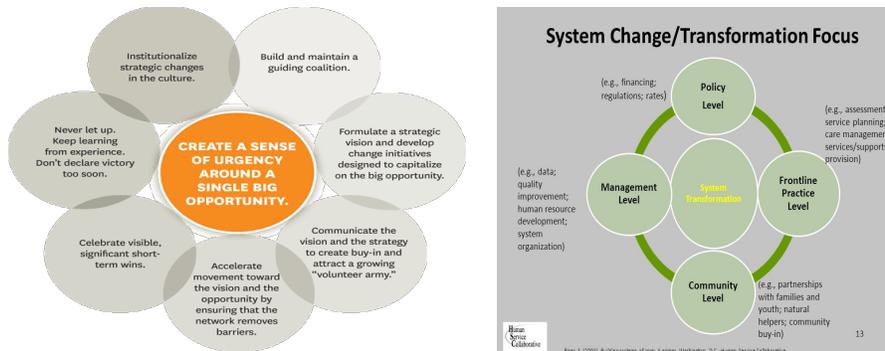
*Ronald Heifetz, Alexander Grashow, Marty Linksey*

- Hunker down or press reset?
- Foster adaption
- Embrace dis-equilibrium – and help people understand why
- Generate leadership
- Take Care of Yourself

Source:

## PRESSING RESET: Systems Change @ BARHII

"Systems change" is a shift in the way that a community makes decisions about policies, programs, and the allocation of its resources — and, ultimately, in the way it delivers services to its citizens. - [http://www.ccitoolsforfeds.org/systems\\_change.asp](http://www.ccitoolsforfeds.org/systems_change.asp)



Source:

## Fostering Adaptation

- Confronting loyalty to legacy practices
- Distinguishing between essential and expendable
- Running experiments
- Structured learning of lessons

Source: WE ARE UP AGAINST COMPLEX ISSUES AND POWERFUL FORCES TO ACHIEVE HEALTH EQUITY.

## EMBRACING DIS-EQUILIBIRUM ..... AND STILL ACTING



- Enough discomfort to make difficult decisions
- Not so much that we make mistakes we can't recover from
- Creating culture of courageous conversations

## BUILDING LEADERSHIP



- Who are your allies, your inner network?
- What training and skills do they need? How can you facilitate it?
- What network and support do they need to test new ideas and ways of working?
- What ongoing learning structures do you have in place?

## ACTIVITY 3: CONSULTANCY PROTOCOL

- HANDOUT

Source:

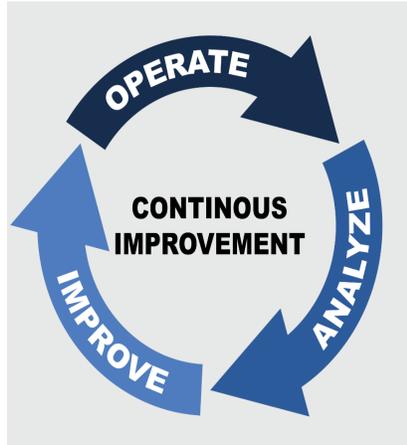
### Consultancy on Your Equity Plan or Project

- What are your primary questions about how to move forward?
- Are these questions reflective of adaptive challenges/opportunities or technical challenges?
- Choose one challenge to discuss in consultancy.

Source:

## OUR GOAL TODAY.... HELPING CREATE A PLAN THAT

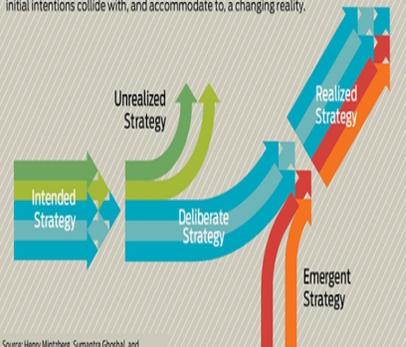
### Makes Room for Learning



### Takes Advantage of New Opportunities

#### How Emergent Strategy Works

Emergent strategy accepts that a realized strategy emerges over time as the initial intentions collide with, and accommodate to, a changing reality.



Source: Henry Mintzberg, Sumantra Ghoshal, and James B. Quinn, *The Strategy Process*, Prentice Hall, 1998

## Evaluation.

- What worked well?
- What would you change?
- What is the Next Step of This Conversation?

Source: