

The National Academies of
SCIENCES • ENGINEERING • MEDICINE



**Community-Led Initiatives for
Population Health Improvement**

A Virtual Workshop

January 28
11am-1pm & 2-4pm ET

January 29
11am-1pm & 2-4pm ET

The National Academies of SCIENCES
ENGINEERING
MEDICINE

#PopHealthRT

Attendee Packet

Community-Led Initiatives for Population Health Improvement: A Workshop

Roundtable on Population Health Improvement

Thursday, January 28, 2021

11 AM – 1 PM EST & 2 PM – 4 PM EST

&

Friday, January 29, 2021

11 AM – 1 PM EST & 2 PM – 4 PM EST

Table of Contents

1	Agenda
4	Roundtable on Population Health Improvement Roster
6	Biosketches of Speakers, Moderators, and Planning Committee Members
18	Readings & Resources
23	NASEM Statement of Harassment

ROUNDTABLE ON POPULATION HEALTH IMPROVEMENT

Community-Led Initiatives for Population Health Improvement:

A Workshop

Thursday, January 28, 2021

11 AM – 1 PM EST & 2 PM – 4 PM EST

&

Friday, January 29, 2021

11 AM – 1 PM EST & 2 PM – 4 PM EST

Agenda

Subject to Change

1. Understand the underpinnings of community-led initiatives
2. Explore power (its dynamics, manifestations, and narratives) as it pertains to the agency needed for communities to articulate their health and wellbeing needs and act to address them.
3. Explore the approaches, elements, capacities, and ecosystems that support communities to lead their own efforts.
4. Explore the evidence base that links community power with systems of transformation and health equity outcomes.
5. Listen and learn from examples of community-led population health efforts in action.
6. Communicate insights from entities/sectors who are supporting community-led efforts.

Thursday, January 28, 2021

11 AM	Welcome	Kirsten Bibbins-Domingo, Roundtable Co-Chair
11:05	Daring to Lead	Ai-jen Poo , National Domestic Workers Alliance LaTosha Brown , Black Voters Matter Fund Moderator: Tony Iton , The California Endowment
12 PM	Community Power in the Context of Population Health	Richard Healey , Grassroots Policy Project Jonathan Heller , Human Impact Partners Moderator: Bobby Milstein , ReThink Health
1 PM		Break

- 2 PM **Community Power: Approaches & Models** **Meme Styles**, MEASURE
Roxanne Carrillo Garza, Healthy Richmond
Arvind Singhal, University of Texas El Paso
Moderator: **Lourdes Rodriguez**, St. David's Foundation
- 3 PM **From Vision to Action: Effective Ways to Support Grassroots Community Power Building** **Hahrie Han**, JHU's Stavros Niarchos Foundation Agora Institute
Ethan Frey, Ford Foundation
Julie Fernandes, Rockefeller Family Foundation
Taj James, Full Spectrum Capital Partners
Mimi Ho, Movement Strategy Center
Moderator: **Aditi Vaidya**, Robert Wood Johnson Foundation
-

Friday, January 29, 2021

- 11 AM **Welcome Day 2** Ray Baxter, Roundtable Co-chair
- 11:10 **Community-Led Transformational Narratives** **Rashida Ferdinand**, Sankofa
Carmen Llanes Pulido, Go Austin/Vamos Austin
Daniel Sostaita, Iglesia Sin Fronteras
Christine Petit, Building Healthy Communities Long Beach
Michelle Carrillo Del Norte and Adjacent Tribal Lands
Moderators: **Arvind Singhal**, University of Texas El Paso
Gary Gunderson, Wake Forest Baptist Medical Center
- 1 PM **Break**

2 PM	Amplifying the Empirical-Base Linking Community Power and Health Equity	<p>Paul Speer, Vanderbilt University</p> <p>Tia Martinez, ForwardChange</p> <p>Bill Wright, Providence Health & Services</p> <p>Teresa Cutts, Wake Forest School of Medicine</p> <p>Laura Parajon, University of New Mexico</p> <p>Moderator: Hanh Cao Yu, The California Endowment</p>
3:30	Interactive Session	<p>The Basics of Power Building: Practicing the Community Organizer’s One-to-One Meeting Method.</p> <p>Ella Auchincloss, The Rippel Foundation</p>
4:00	Close	

We thank our workshop Planning Committee:

Gary Gunderson, Wake Forest Baptist Medical Center and Wake Forest University School of Divinity | **Lourdes Rodriguez**, St. David’s Foundation | **Arvind Singhal**, University of Texas El Paso | **Aditi Vaidya**, Robert Wood Johnson Foundation | **Hanh Cao Yu**, The California Endowment

Note: The planning committee’s role is limited to planning the workshop. A proceedings based on workshop will be prepared by an independent rapporteur.

Follow the conversation  **#pophealthrt**
<https://nas.edu/pophealthrt>

The National Academies of
SCIENCES • ENGINEERING • MEDICINE

Health and Medicine Division

ROUNDTABLE ON POPULATION HEALTH IMPROVEMENT

Vision A thriving, healthful, and equitable society

Mission In recognition that health and quality of life for all are shaped by interdependent historical and contemporary social, political, economic, environmental, genetic, behavioral, and health care factors, the Roundtable on Population Health Improvement exists to provoke and catalyze urgently needed multi-sector community engaged collaborative action.

Members

Kirsten Bibbins-Domingo, M.D., Ph.D.
Professor and Chair of the Department of
Epidemiology and Biostatistics
Lee Goldman, MD Endowed Professor of
Medicine
Vice Dean for Population Health and Health
Equity UCSF School of Medicine
University of California, San Francisco
San Francisco, CA

Raymond Baxter, Ph.D. (co-chair)
San Francisco, CA

Philip M. Alberti, Ph.D.
Senior Director, Health Equity Research and
Policy
Association of American Medical Colleges
Washington, DC

Dawn Alley, Ph.D.
Chief Strategy Officer
Center for Medicare and Medicaid Innovation
Centers for Medicare & Medicaid Services
Washington, DC

John Auerbach, M.B.A.
Executive Director
Trust for America's Health
Washington, DC

Debbie I. Chang, M.P.H.
President and CEO
Blue Shield of California Foundation
San Francisco, CA

Marc N. Gourevitch, M.D., M.P.H.
Professor and Chair
Department of Population Health
NYU Langone Health
New York, NY

Meg Guerin-Calvert, M.P.A.
Senior Managing Director and
President, Center for Healthcare Economics and
Policy
FTI Consulting
Washington, DC

Garth Graham, M.D., M.P.H.
President
Aetna Foundation
Hartford, CT

Gary R. Gunderson, M.Div., D.Min., D.Div.
Vice President, Faith Health
School of Divinity
Wake Forest University
Winston-Salem, NC

Dora Hughes, M.D., M.P.H.
Associate Research Professor of
Health Policy and Management
Milken Institute School of Public Health
The George Washington University
Washington, DC

Sheri Johnson, Ph.D.
Director, Population Health Institute
Acting Director, Robert Wood Johnson
Foundation Culture of Health Prize
Associate Professor (CHS), Department of
Population Health Sciences
School of Medicine and Public Health
University of Wisconsin-Madison
Madison, WI

Wayne Jonas, M.D.
Executive Director
Integrative Health Programs
H & S Ventures, Samueli Foundation
Alexandria, VA

Robert M. Kaplan, Ph.D.
Professor
Center for Advanced Study in the Behavioral
Sciences
Stanford University
Stanford, CA

Michelle Larkin, J.D., M.S., R.N.
Associate Vice President, Associate Chief of
Staff
Robert Wood Johnson Foundation
Princeton, NJ

Milton Little, M.A.
President
United Way of Greater Atlanta
Atlanta, GA

Phyllis D. Meadows, Ph.D., R.N., M.S.N.
Senior Fellow, Health Program
Kresge Foundation
Troy, MI

Bobby Milstein, Ph.D., M.P.H.
Director
ReThink Health
Morristown, NJ

José T. Montero, M.D., MHCDS
Director, Office for State, Tribal, Local and
Territorial Support (OSTLTS)
Deputy Director, Centers for Disease Control
and Prevention
Atlanta, GA

Willie (Billy) Oglesby, PhD
Interim Dean
College of Population Health
Jefferson University
Philadelphia, PA

Jason Purnell, Ph.D.
Vice President of Community Health
Improvement
BJC Health Care
Associate Professor
Brown School
Washington University in Saint Louis
Saint Louis, MO

Lourdes J. Rodriguez, Dr.P.H.
Senior Program Officer
St. David's Foundation
Austin, TX

Pamela Russo, M.D., M.P.H.
Senior Program Officer
Robert Wood Johnson Foundation
Princeton, NJ

Kosali Simon, Ph.D.
Herman B. Wells Endowed Professor
Associate Vice Provost for Health Sciences
Paul H. O'Neill School of Public and
Environmental Affairs
Indiana University
Bloomington, IN

Kara Odom Walker, M.D., M.P.H., M.S.H.S.
Senior Vice President and
Chief Population Health Officer Nemours
Washington, DC

Hanh Cao Yu, Ph.D.
Chief Learning Officer
The California Endowment
Oakland, CA

Community-Led Initiatives for Population Health Improvement: A Workshop

Speaker Biosketches

Ai-jen Poo

 [@aijenpoo](https://twitter.com/aijenpoo)

Ai-jen Poo is the co-founder and executive director of the National Domestic Workers Alliance, a non-profit organization working to bring quality work, dignity, and fairness to the growing numbers of workers who care and clean in our homes, the majority of whom are immigrants and women of color. In 12 short years, with the help of more than 70 local affiliate organizations and chapters and over 200,000 members, the National Domestic Workers Alliance has passed Domestic Worker Bills of Rights in 9 states and the city of Seattle, and brought over 2 million home care workers under minimum wage protections. In 2011, Poo launched Caring Across Generations to unite American families in a campaign to achieve bold solutions to the nation's crumbling care infrastructure. The campaign has catalyzed groundbreaking policy change in states, including the nation's first family caregiver benefit in Hawaii, and the first long-term care social insurance fund in Washington State. Poo is also a leading voice in the women's movement. In 2019, Poo co-founded SuperMajority, a new home for women's activism, training and mobilizing a multiracial, intergenerational community who will fight for gender equity together. She serves as a Senior Advisor to Care in Action, a nonprofit, nonpartisan group dedicated to fighting for a civic voice for millions of women of color, particularly domestic workers in the United States.

Poo has been recognized among Fortune's 50 World's Greatest Leaders and Time's 100 Most Influential People in the World, and she has been the recipient of countless awards. She has made TV appearances on Nightline, MSNBC, and Morning Joe, and her writing has been featured in The New York Times, The Washington Post, TIME, Maie Claire, Glamour, Cosmopolitan and CNN.com among others. She has also been an influential voice in the #MeToo movement and attended the 2018 Golden Globe Awards with Meryl Streep as part of the launch of #TimesUp. Poo served as a member of the Bill and Melinda Gates Foundation sponsored Partnership for Mobility from Poverty, and currently serves as a trustee of the Ford Foundation and a member of the Democratic National Committee. She has a B.A. from Columbia University and honorary doctorates from Smith College, the New School, and the City University of New York.

LaTosha Brown

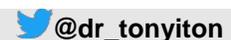
 [@MsLaToshaBrown](https://twitter.com/MsLaToshaBrown)

LaTosha Brown is an organizer, philanthropic consultant, activist, singer/songwriter, and co-founder of Black Voters Matter Fund, a power building southern based civic engagement organization, and the Black Voters Matter Capacity Building Institute. She is the principal owner of TruthSpeaks Consulting, LLC, a philanthropy advisory consulting firm in Atlanta, Georgia, and the project director of Grantmakers for Southern Progress. She also works to eliminate human suffering through her vision of the Southern Black Girls & Women's Consortium. As a catalyst for change and social strategist, her national and global efforts have been known to organize, inspire and catapult people into action—enabling them to build

power and wealth for themselves and their community. She is most known for her philanthropic efforts as an effective fundraiser and resource person having raised millions of dollars to support social justice causes and created projects that bring more investments into marginalized communities. Brown's global thoughts toward people, ideas and money, have opened doors for her to maximize her voice in the U.S., as well as over 30 countries abroad. She is currently leading several international efforts to provide training, support and funding for women-led institutions based in Guyana, Senegal, Belize and Tanzania.

Brown works to shift the narrative of African-Americans through media, campaigns and nonprofit projects. Featured on CNN, HBO, MSNBC and Fox, among others, she also proudly serves as the founder of Saving OurSelves Coalition, a community-led disaster relief organization that helped hundreds of families in the aftermath of Hurricane Katrina. Currently, she serves on the board of the National Coalition on Black Civic Participation, the Southern Documentary Fund, the U.S. Human Rights Network and the Congressional Progressive Caucus Center. Brown has received a number of awards, including the 2010 White House Champion of Change Award, the 2006 Spirit of Democracy Award, the Louis Burnham Award for Human Rights, and the Liberty Bell Award. Brown received a B.A. in political science and government from Auburn University at Montgomery in Alabama.

Tony Iton



Tony Iton, M.D., J.D., M.P.H., is the senior vice president for Healthy Communities at The California Endowment. In 2009, he began to oversee the organization's 10-Year, multimillion-dollar statewide commitment to advance policies and forge partnerships to build healthy communities and a healthy California. He is also a lecturer of health policy & management at University of California (UC), Berkeley's School of Public Health, and serves on the board of directors of the Public Health Institute, the Public Health Trust, the Prevention Institute and Jobs For The Future. In the past, Dr. Iton has served as both the director and County Health Officer for the Alameda County Public Health Department. In that role, he oversaw the creation of an innovative public health practice designed to eliminate health disparities by tackling the root causes of poor health that limit the quality of life and lifespan in many of California's low-income communities. He has worked as an HIV disability rights attorney at the Berkeley Community Law Center, a health care policy analyst with Consumers Union West Coast Regional Office, and as a physician and advocate for the homeless at the San Francisco Public Health Department. Dr. Iton's primary focus includes health of disadvantaged populations and the contributions of race, class, wealth, education, geography and employment to health status. In February 2010, he was recognized by the California Legislative Black Caucus with the Black History Month Legends Award and presented on the floor of the California State Assembly with a resolution memorializing his life's work and achievements. Dr. Iton completed his B.S. at McGill University in Montreal, J.D. and M.P.H. at UC Berkeley, M.D. at Johns Hopkins University School of Medicine.

Richard Healey

Richard Healey, Ph.D., M.P.H., M.A., is senior advisor to the Grassroots Policy Project (GPP), which he founded in 1994. GPP is focused on long-term strategies for transformative change, in particular on power, ideology, and movement infrastructure. He is also chair of the Board of the Commonwealth Foundation. Throughout the 1960s and 1970s, Dr. Healey was active in the civil rights and anti-war movements. From 1970 to 1982, he helped found and lead the New American Movement, a socialist-feminist organization that merged into Democratic Socialists of America. Dr. Healey also became involved in community environmental health organizing. During the 1980s he was involved in disarmament and anti-intervention activities. He was director of the Coalition for a New Foreign and Military Policy and *Nuclear Times* magazine. He also served as director of the Institute for Policy Studies. Dr. Healey received a B.A. in mathematics from Reed College, a M.A. and Ph.D. in mathematics from the University of California, Los Angeles, and a M.P.H. from the Harvard School of Public Health.

Jonathan Heller, Ph.D., recently joined the Population Health Institute at the University of Wisconsin as a Senior Health Equity Fellow. He is the co-founder and until 2020 was the co-director of Human Impact Partners (HIP), a national non-profit focused on bringing the power of public health to campaigns and movements for a just society. Under Dr. Heller's leadership for 14 years, HIP became a national public health leader focused on changing policies related to the social determinants of health by: supporting community organizing groups and campaigns with research and advocacy; conducting leadership development, capacity building, and political education with public health agencies; organizing the public health community; and supporting narrative change initiatives. HIP is credited for advancing a focus on equity and community power building within public health. Dr. Heller is also a co-founder and past president of the Society of Practitioners of Health Impact Assessment (SOPHIA) and serves on the board of Community Change. He received his bachelor's degree from Harvard University and doctorate from University of California, Berkeley, and he served in the Peace Corps in Papua New Guinea

Bobby Milstein, Ph.D., M.P.H., directs The Rippel Foundation's work on System Strategy, is a member of Rippel's Strategy and Management Team, and is a visiting scientist at the MIT Sloan School of Management. Dr. Milstein is a principal contributor to the ReThink Health initiative's projects Portfolio Design for Healthier Regions and Amplifying Stewardship Together. He also leads a suite of nationwide influence activities and coordinates ongoing development of the ReThink Health Dynamics Model, the Well-Being Portfolio Design Calculator, and other simulation tools that let leaders play out the consequences of their scenarios for change. In 2018, Dr. Milstein and four co-authors wrote the official brief that defines "health and well-being" as the central focus for the Healthy People 2030 Framework for the United States. Before joining Rippel, Dr. Milstein spent 20 years planning and evaluating system-oriented initiatives at the Centers for Disease Control and Prevention (CDC), where he was the principal architect of CDC's framework for program evaluation. He received CDC's Honor Award for Excellence in Innovation, the Applications Award from the System Dynamics Society, and Article of the Year awards for papers published in Health Affairs and Health Promotion Practice. Dr. Milstein was once a documentary filmmaker whose work was used by PBS to spotlight challenges of racism on college campuses. He also contributed storylines for The West Wing on how to get beyond zero-sum thinking when setting health priorities. Dr. Milstein received his B.A. from the University of Michigan, his M.P.H. from Emory University, and Ph.D. at Union Institute and University.

Arvind Singhal, Ph.D., M.A., is the Samuel Shirley and Edna Holt Marston Endowed Professor of Communication and Director of the Social Justice Initiative at The University of Texas at El Paso. He is also appointed, since 2010, as the William J. Clinton Distinguished Fellow at the Clinton School of Public Service, Little Rock, Arkansas, and since 2015, Distinguished Professor 2, Faculty of Business Administration, Inland University of Applied Sciences, Norway. Dr. Singhal teaches and conducts research on the diffusion of innovations, the positive deviance approach, organizing for social change, the entertainment-education strategy, and liberating interactional structures. His outreach spans public health, education, human rights, poverty alleviation, sustainable development, civic participation, democracy and governance, and corporate citizenship. He is a co-author or editor of 14 books and has authored some 180 peer-reviewed essays.

Dr. Singhal's recent academic honors and appointments include Presidential Scholar, Mudra Institute of Communication Arts, India; President-Appointed Visiting Professor, Kumamoto (National) University, Japan; Fulbright Hays Scholar, Slovakia; Schomburg Distinguished Scholar, Ramapo College, NJ; Commerzbank Foundation Professor, Chemnitz University of Technology, Germany; Berkitt Williams

Distinguished Lecturer, Ouachita Baptist University, Arkansas; and Raushni Memorial Deshpande Distinguished Lecturer, Lady Irwin College, University of Delhi, India. Dr. Singhal has served as an advisor to the World Bank, UN-FAO, UNICEF, UNDP, UNAIDS, UNFPA, U.S. Department of State, U.S. A.I.D., Family Health International, PATH, Save the Children, the BBC World Service Trust, International Rice Research Institute, Voice for Humanity, and others. He has taught previously at Ohio University, University of Southern California, and University of California - Los Angeles. He has visited and lectured in more than 90 countries across Asia, Africa, Latin America, Australia, Europe, and North America.

Meme Styles



Meme Styles, M.P.A., is the founder and president of MEASURE, a nonprofit social enterprise that provides free data support to Black and Brown-led organizations, while charging white-led organizations the full rate of MEASURE's services to contribute to this anti-racist revenue model. Despite the odds and recognizing the need for increased information and data activism, MEASURE's accomplishments include the launch of the Travis County Girl Squad mentorship program; starting a data-activism course at Huston-Tillotson University; establishing an equity law in Pflugerville, Texas; advocating for the release of juveniles in response to COVID-19; led a study to help diversify philanthropy at Austin Community Foundation; and advocated for the redistribution of funding from ineffective policing programs in exchange for evidence-based solutions. So far the organization has provided over 1300 free data support hours to Black and Brown-led organizations. They are also responsible for strategic partnerships with the University of Texas, Texas Southern University, and more, with a goal of disrupting traditional research in exchange for Black and Brown-led lived-experience protocols. Styles is not only the visionary behind MEASURE, but also an Austin Area Research Organization (AARO) Fellow; past-Chairwoman of Miss Juneteenth; past-Chairwoman of African TV5 (AFTV5); the Austin 40 under 40 WINNER 2019; and the recipient of Austin Police Chief's Award of Excellence and the Austin Black Chamber's 2017 Community Leader of the Year award. Styles holds a Bachelor's of Science in Communications, Masters Of Public Administration, and is certified in Performance Measurement through George Washington University College of Professional Studies.

Roxanne Carrillo Garza



Roxanne Carrillo Garza, M.S.W., is the senior director of Healthy Richmond which is a 10 year initiative funded by The California Endowment. She currently works with resident leaders, community based organizations, base builders, and systems leaders to develop collective policy advocacy strategies to improve health, safety, school and neighborhood environments, and economic development opportunities in California. Garza works for RCF Connects (formerly Richmond Community Foundation), which partners with the community to inspire leadership and to share the vision for work in five areas: community growth, health, restoring neighborhoods, education, and public safety. Prior to joining Healthy Richmond in 2013, Garza was a Public Health Program Manager for Contra Costa Health Services where she worked on environmental justice, alcohol policy, neighborhood improvements and violence prevention efforts across Contra Costa County. Garza was the Allocations and Planning Director for United Way of Greater Los Angeles, Service Planning Area (SPA) 1 and Program Manager for El Nido Family Services, a social service non-profit agency providing counseling and family support services to disadvantaged communities in LA County. Garza received her bachelor's degree in political science from California State University, Northridge and her master's degree in social welfare from the University of California, Los Angeles.

Lourdes Rodriguez



Lourdes Rodriguez, Dr.P.H., M.P.H., is the senior program officer of St. David's Foundation. Prior to joining the Foundation in 2020, Dr. Rodriguez served as Associate Professor and Director of Community-Driven Initiatives at the Dell Medical School at the University of Texas at Austin. Dr. Rodriguez also worked as Program Officer at the New York State Health Foundation, and from 2004–2012, she co-

directed the Urbanism and the Built Environment track in the Department of Sociomedical Sciences, Columbia University Mailman School of Public Health. As a public health practitioner, and in both academic and philanthropic roles, she collaborates, develops and evaluates initiatives to improve health with people most impacted by health inequities. Dr. Rodriguez has a Doctor in Public Health from Columbia University, a Master of Public Health from the University of Connecticut, and a Bachelor of Science in Industrial Biotechnology from the University of Puerto Rico at Mayagüez; she currently holds an appointment as an Adjunct Faculty with the UTHealth School of Public Health Austin Regional Campus.

Hahrie Han



Hahrie Han, Ph.D., is the inaugural director of the Stavros Niarchos Foundation Agora Institute, a professor of political science, Faculty Director of the P3 Research Lab at Johns Hopkins University. Dr. Han specializes in the study of civic and political participation, collective action, and organizing. She focuses particularly on the role that civic associations play in mobilizing participation in politics and building power for social and political change. Prior to her position at the Institute, she served as the Anton Vonk Professor of Political Science and Environmental Politics at the University of California, Santa Barbara. From 2005-2015, she was an Associate Professor of Political Science at Wellesley College and a Robert Wood Johnson Health Policy Scholar at Harvard University from 2009-2011.

Dr. Han's work on participation, movement-building, civic associations, primary elections, and congressional polarization has been published in outlets including *American Political Science Review*, *American Sociological Review*, *American Journal of Sociology*, *Perspectives on Politics*, *British Journal of Political Science*, and elsewhere. Her work was awarded the 2013 Outstanding Academic Publication on Membership Organizations Award by the Institute for Nonprofit Research, Education, and Engagement. Dr. Han has also been involved in numerous efforts to make academic work relevant to the world of practice, including participating in the Social Science Research Council Anxieties of Democracy Participation Working Group; co-chairing the Research Council of the PICO National Network, serving on the advisory board of organizations like research4impact, the Climate Advocacy Lab, Citizens Climate Lobby, and the DEMOS Integrated Race and Class Narrative Project; serving as the Co-Chair of the Civic Engagement Working Group at the Scholars Strategy Network; co-founding and co-directing the Project on Public Leadership and Action at Wellesley College, and participating on the steering committee of the Gettysburg Project. Through her research, she partners with a wide range of civic and political organizations in the United States, Australia, New Zealand, the United Kingdom, and elsewhere. She also acted as co-convenor of a Policy Advisory Committee for the 2008 Obama campaign and served as Chair of the Advisory Committee to the EAC Agency Review Team on the Obama-Biden Transition Team. She received her Ph.D. in American Politics from Stanford University and her B.A. in American History and Literature from Harvard University in 1997.

Ethan Frey



Ethan Frey is a program officer of the Ford Foundation's Cities and States team. In this role, he works in collaboration with programs across the foundation to develop and implement tailored grant-making strategies in six states—Texas, Florida, Louisiana, New York, Michigan, and Minnesota—where the foundation will focus its work to build the capacity of people-centered ecosystems seeking long-term, statewide change over the next five years. Frey joined Ford in 2013 as a program associate on the Civic Engagement and Government team. During his tenure, he has worked primarily on the foundation's organizing, voting rights, census, and voter engagement programs. Previously, Frey served as a regional field director in Columbus, Ohio, for the 2012 presidential campaign and before that as a field organizer in Toledo during the 2008 general election campaign. He also worked to unionize low-wage workers in Miami, Florida as an organizer for the international trade union Unite Here, which represents food service, hotel, and gaming employees. At Project Renewal, a nonprofit social service provider, he worked to

protect public benefits for low-income New Yorkers as a non-attorney civil legal advocate. Frey is a 2010 graduate of Westminister College in New Wilmington, Pennsylvania.

Julie Fernandes

 @RockefellerFdn

Julie Fernandes, J.D., is an associate director for Institutional Accountability and Individual Liberty at the Rockefeller Family Fund in New York. Prior to joining the Rockefeller Family Fund, she served as the Open Society Foundation's director for Voting Rights & Democracy. She also worked as a deputy assistant attorney general in the civil rights division in the Obama administration and as Special Assistant for Domestic Policy to President Clinton. In addition, Fernandes served as the senior counsel and senior policy analyst at the Leadership Conference for Civil & Human Rights, one of the nation's leading civil rights organizations. She has testified before Congress on voting rights issues and has authored several research reports and magazine pieces primarily in the areas of voting rights and criminal justice reform. Regarding her education, Fernandes received both her J.D. and B.A. degrees from the University of Chicago and clerked for the Honorable Diane P. Wood at the U.S. Court of Appeals for the Seventh Circuit.

Taj James

 @MSConthemove

Taj James is the co-founder, former executive director, and current board member of Movement Strategy Center (MSC) in Oakland, California. As part of MSC's Transitions incubator, James recently cofounded Full Spectrum Capital Partners, housed in the Innovation Center of MSC. Since 2001, James and MSC have served as a consistent source of social change innovation and leadership. At MSC, he helped launch and support new alliances such as Strong Families and the Climate Justice Alignment. James has also played a key role in building new funding collaboratives and strategies to increase investment in grassroots organizing and alliance building. These initiatives include California Fund for Youth Organizing, Move to End Violence Initiative, California Alliance for Boys and Men of Color, and Building Healthy Communities.

Before launching MSC, James served as the Director of Youth Policy and Development at Coleman Advocates for Children and Youth, where he organized youth and community members around issues facing children, youth and families. James' network and leadership building experience began in his role as the Western Regional Field Organizer for the Black Student Leadership Network (BSLN), a project of the Children's Defense Fund. He served on the steering committee for the PAC to defeat Proposition 21, a California ballot initiative that would spend billions to incarcerate thousands of youth with adults. James has provided board leadership for many non-profits and philanthropic institutions such as The Praxis Project, Youth United For Community Action, the Funders' Collaborative on Youth Organizing and the California Fund for Youth Organizing. A graduate of Stanford University, he was a recipient of a Next Generation Leadership fellowship from the Rockefeller Foundation.

Mimi Ho

 @MSConthemove

Mimi Ho is the executive director at Movement Strategy Center (MSC) in Oakland, California. At MSC, Ho has supported the alliance building work of core partners including the Climate Justice Alliance, the HEAL (Health Environment, Agriculture Labor) Food Alliance, and the United Workers Congress. As part of MSC's Leadership Team, Ho helped launch the Transitions Initiative, MSC's multi-movement initiative to bring movement leaders and emerging leaders together to build multi-systems social change, grounded in relationships and personal transformation.

Ho has served as a trainer and consultant with racial justice and immigrant rights groups on community and electoral organizing strategy, grassroots leadership development, organizational development, and fundraising. Her clients have included Western States Center and the Chinese Progressive Association in

San Francisco. Ho was the statewide field director and co-director of Californians for Justice (CFJ) during electoral fights against several racist ballot initiatives in the 1990s - attacks on affirmative action, bilingual education, youth, labor, and gay marriage. During the No on 209 (anti-affirmative action) campaign Ho oversaw field work in 13 field offices and 1,350 precincts across California. She led CFJ in introducing public jobs legislation in the California legislature. Ho was a coordinator for national health care campaign work at the Northwest Federation of Community Organizations (now the Alliance for a Just Society and People's Action), and provided organizing, legislative and communications training, campaign strategy consultation, and in-the-field capacity building for statewide affiliates in Washington, Oregon, Idaho and Montana. Ho later worked with the Asian Pacific Environmental Network (APEN) where she directed campaigns to build green, affordable housing in Oakland, to organize electronic workers in China, and to keep Chevron from expanding to dirtier crude in Richmond, CA. She helped grow APEN's cutting edge Asian Pacific American electoral operation and supported APEN's shift into statewide climate policy and organizing work.

Aditi Vaidya



Aditi Vaidya, M.P.H., is a senior program officer at the Robert Wood Johnson Foundation. Previously, Vaidya was senior program officer for three sister foundations: Solidago Foundation, See Forward Fund, and Frances Fund. Among her many initiatives with Solidago, Vaidya created Project Phoenix: Connecting Democracy, Economy, and Sustainability, a year-long cohort collective learning program for 40 participating foundations across health, democracy, economy, and environmental stability. Her prior work included serving as campaign director for the East Bay Alliance for Sustainable Economy (EBASE), in Oakland, California. A community-based organization, EBASE unifies community, faith, and labor groups to stand with low-income workers and families. She also served as the program director for the Silicon Valley Toxics Coalition, where she organized the first health and safety trainings for electronics workers. In this role, Vaidya coordinated campaigns to push California's high-tech industry to provide environmental and occupational health protections for communities and workers impacted by the global supply chain. She has held other positions with the Jennifer Altman Foundation; the Southwest Network for Environmental and Economic Justice; the Center for Environmental Citizenship; and the League of Conservation Voters Education Fund. She was the board chair for the Asian Pacific Environmental Network; a former public health commissioner in Alameda County, California; a former member of the advisory boards of CorpWatch and the Labor Occupational Health Program of the University of California; a former steering committee member of the Labor Innovations for the 21st Century Fund; and past co-chair of the Saguaro Fund of the Funding Exchange. Vaidya holds an M.P.H. in environmental and occupational health from Emory University and she earned her BS in environmental science and policy management from Bates College.

Rashida Ferdinand



Rashida Ferdinand, M.F.A., is the founder and executive director of Sankofa. A fifth-generation homeowner and visual artist in the Lower 9th Ward, Ferdinand comes from a family of community health practitioners and social justice leaders. She founded Sankofa with a team of community stakeholders in 2008 to create a local environment that promotes positive health and environmental sustainability. Sankofa's food access programs focus on building a healthy food system in vulnerable communities of New Orleans, Louisiana. These efforts are designed to ensure resilience, community empowerment, and equity. Ferdinand completed her B.F.A. at Howard University and her M.F.A. at Syracuse University. She is a graduate of the fourth cohort of Goldman Sachs's 10,000 Small Businesses program and currently represents Sankofa on the Xavier University LaCats New Orleans Community Advisory Board, the Louisiana State University and Southern University AgCenter Orleans Parish Advisory Leadership Council, Mid South Transdisciplinary Collaborative Center on Health Disparities, Greater New Orleans Water Collaborative, and New Orleans Food Policy Advisory Committee.

Carmen Llanes Pulido is the executive director of Go Austin/Vamos Austin and a second-generation community organizer working with neighborhoods and organizations in Austin's Eastern Crescent for the last 15 years. After receiving an interdisciplinary B.A. at the University of Chicago in Environmental Studies with a focus on the North American Free Trade Agreement (NAFTA) and its impact on Mexican communities and international food systems, she returned to Austin to work at home as an environmental justice researcher and organizer for People Organized in Defense of Earth and her Resources (PODER) in East Austin. She later ran a program at the nonprofit, Marathon Kids called the "Wellness Team Initiative," which engaged parents and teachers at 18 elementary schools in Austin's Eastern Crescent to increase fitness and nutrition opportunities in their communities. Pulido cares deeply about community relationships and intergenerational organizing, and participates in public health, anti-racist and anti-displacement networks in Central Texas and across the country. She chaired the City of Austin's Hispanic/Latino Quality of Life Commission until July 2019 when she joined the City's Planning Commission during a once-in-a-generation Land Development Code rewrite, and is an inaugural member of Austin's first Independent Citizens Redistricting Commission which created single-member city council districts in 2014. Pulido was also part of the inaugural Community Strategy Team at the Department of Population Health at the University of Texas - Dell Medical School, and is a 2019-20 Fulcrum Fellow with the Center for Community Investment at the Lincoln Institute of Land Policy.

Daniel Sostaita

Daniel Sostaita, M.Th., is the pastor and founder of Iglesia Cristiana Sin Fronteras (Without Frontiers Church) in Winston Salem, North Carolina. In addition to pastoring his church, Sostaita also serves as a Community Connector for FaithHealth Ministries at Wake Forest Baptist Hospital. Sostaita is deeply committed to the spiritual and physical wellness of his congregants and the local Latinx community. He has developed a Healthy Living Ministry at his church and providing a weekly free mobile health clinic in partnership with Wake Forest in the church's parking lot. Sostaita sits on the boards of the North Carolina Congress of Latino Organizations, the Hispanic League, and the Latino Network of the Cooperative Baptist Fellowship. In 2019, he obtained his life coaching license from MetodoCC Christian Coaching and graduated as a prediabetes coach from the Diabetes Training and Technical Assistance Center at Emory University. Sostaita has a Bachelor's degree in pastoral studies from Grace Seminary and a Master's degree in theology from International Baptist Theological Seminary of Cali, Colombia.

Christine Petit

Christine Petit, Ph.D., is an active leader in the Long Beach community and is the founding executive director of Long Beach Forward, whose purpose is to create a healthy Long Beach with low-income communities of color by building community knowledge, leadership, and power. She is also a co-founder of Long Beach Time Exchange—a time-banking community based on the premise that everyone has something to contribute to society. Dr. Petit serves on the Memorial Hospital Community Benefits Oversight Board and spent two years as chair of the City of Long Beach's Board of Health and Human Services during her term on the board.

With nearly 20 years of impact in nonprofits and community- and labor-organizing, Dr. Petit is an organizational founder and leader; consultant to nonprofits, philanthropy, and government; and certified life and leadership coach. She is also an advocate for children and families with training in trauma-informed nonviolent parenting, supporting children and families in the child-welfare system, and mental-health first aid. Dr. Petit earned her Ph.D. in sociology with emphasis in race and class inequality and social change. She taught sociology at California State University, Long Beach and was awarded Most

Inspirational Professor by the CSULB Alumni Association in 2014.

Michelle Carrillo



Michelle Carrillo is the Director of Programs & Community Solutions at the Humboldt Area Foundation (HAF), a community foundation working to promote and encourage generosity, leadership, and inclusion in a four county rural region in northern California and Southern Oregon coast. In Carrillo's new role, she is part of a team dedicated to tackling long term systemic change to foster a thriving, just, healthy and equitable region. Prior to this new leadership role, Carrillo served as the Director for Del Norte and Tribal Land's Building Healthy Communities Initiative, a 10-year place-based health initiative funded by The California Endowment and housed at Wild Rivers Community Foundation (WRCF), an affiliate of HAF. In 2019, the Robert Wood Johnson Foundation recognized Del Norte County as one of the 12 finalists for the nation's Culture of Health Prize.

Carrillo joined HAF/WRCF in 2015 after graduating from Southern Oregon University and working for five years at Oregon State University's School of Public Health through the Extension Service. The first grant Carrillo ever wrote was to HAF/WRCF which enabled her to co-found an award winning 4-H Surfing & Outdoor Stewardship Program at the age of 22. Carrillo's role in large scale regional health equity initiatives has allowed her to work alongside young leaders, community members, sovereign nations, and system leaders tackling intractable systemic problems, applying empathy research, social innovation & entrepreneurial thinking in the field. She has supported a variety of community led projects using the human centered design and systems transformation for equity approach to address a broad set of issues ranging from children's literacy to the health of the nonprofit sector.

Gary Gunderson



Gary Gunderson, D.Min., D.Div., M.Div., oversees spiritual care services for patients, families and Medical Center staff at Wake Forest Baptist Medical Center. In his position, Dr. Gunderson supervises six departments: CareNet Counseling, Chaplaincy and Clinical Ministries, FaithHealth Education, Community Engagement, the Center for Congregational Health and FaithHealthNC. He also nurtures the relationship with more than 4,300 Baptist congregations throughout North Carolina and other large networks of our patients' faith groups. A recognized expert in congregations and health, Dr. Gunderson has previously served as senior vice president of the Faith and Health Division of Methodist Le Bonheur Healthcare in Memphis, Tennessee. In his 7 years there, he developed a new model of congregational health that became widely known as the Memphis Model. Dr. Gunderson became involved in public health through his work with former President Jimmy Carter in Atlanta when he directed the Interfaith Health Program at The Carter Center for a decade. The Interfaith Health Program moved from The Carter Center to the Rollins School of Public Health at Emory University, where Dr. Gunderson became a research assistant professor in International Health. He also served as a visiting professor in Family Medicine and Community Health at the University of Cape Town, South Africa.

Dr. Gunderson has worked extensively with the White House Office of Faith-Based and Neighborhood Partnerships. He serves as secretary for Stakeholder Health, a group of 39 health systems committed to more effective engagement with the poor in their communities. He brought the Leading Causes of Life Initiative to Wake Forest Baptist, an international and interdisciplinary group of Fellows working to build an intellectual foundation beyond the purely medical paradigm. He was lead author for a recent paper based on this work and published by the Institute of Medicine, "The Health of Complex Human Populations. In addition to his role in Faith and Health Ministries, Dr. Gunderson holds faculty appointments at the Wake Forest School of Divinity and in Public Health Sciences. A Wake Forest University alumnus, Dr. Gunderson holds a master of divinity from Emory University in Atlanta, a doctor of ministry from the Interdenominational Theological Center in Atlanta, and an honorary doctor of divinity from the Chicago Theological Seminary.

Paul Speer, Ph.D., is professor and chair of the Department of Human and Organizational Development at Peabody College at Vanderbilt University. Dr. Speer teaches community development theory, which examines the intersection of economics, politics, demographics, technology and other forces shaping the urban form and the quality of interactions in these spaces. He also teaches community organizing, which explores expressions of agency by local actors on more macro-level processes, and the tools and methods for developing power to enhance agentic actions. Dr. Speer is currently involved in several community-based studies that draw on action research and participatory engagement with residents. He is working with an NIJ-funded study of youth safety and wellbeing and a CDC-funded study of using media to alter community norms to reduce youth violence. Dr. Speer is studying community organizing processes in a statewide effort with PICO California and is also working on a study of community organizing efforts that are working to prevent the opioid crisis in Detroit, Cleveland, and Cincinnati. Dr. Speer currently serves on the editorial boards of Journal of Urban Affairs and the American Journal of Community Psychology. Dr. Speer completed his Ph.D. in psychology from the University of Missouri – Kansas City and his B.S. in psychology from Baker University.

Bill J. Wright, Ph.D., is the director of the Center for Outcomes Research and Education at Providence Health and Services, Oregon and Southwest Washington. Dr. Wright is a sociologist with a principal focus on survey design, and specializes in longitudinal research with low-income and vulnerable populations. His research focuses on the intersection between health policy, health systems design and the social determinants of health. Dr. Wright has led numerous studies of low-income Oregonians, and he is a principal investigator on the Oregon Health Study, the first-ever randomized trial on the effects of health insurance. His other research has examined cost sharing structures in Medicaid, the impact of continuity and churning in Medicaid, the impacts of accountable care health reform on outcomes for people served by Medicaid and the role of built and social environments as drivers of population health. Dr. Wright received his Ph.D. in sociology from South Dakota State University.

Tia Martinez, J.D., M.P.P., is chief executive officer of ForwardChange and an independent consultant doing work on dismantling the school to prison pipeline and transforming life chances for boys and men of color. She has over 25 years of experience doing social change work in low income communities and communities of color in the United States. Over the decades her work has spanned a wide range of issues including education reform, the HIV/AIDS epidemic, the war on drugs, homelessness, affordable housing, disconnected youth, and immigration. Prior to consulting, she was the chief equity officer at the Stupski Foundation where she designed an R&D effort focused on applying knowledge from the psychology and neuroscience to help low income students and student of color own and drive their learning and increase academic achievement. Martinez came to the foundation from the Warren Institute on Race, Ethnicity and Diversity at University of California, Berkeley Law School, where she was acting director of education, leading a policy unit focused on issues related to education reform, teacher effectiveness, and racial justice. Before joining the Warren Institute, she served as strategic consultant to the Office for Civil Rights in the U.S. Department of Education leading their strategic planning process and supporting rollout and implementation of the new strategy across 12 regional offices. Prior to working with the department, Martinez was a senior manager with the Bridgespan Group where she led engagements with large, national foundations and major civil rights groups. She has also been a senior fellow at the Hewlett Foundation, a policy analyst for the Corporation for Supportive Housing and the San Francisco Mayor's HIV Health Services Planning Council, and a street outreach worker. Martinez has an B.A. in History from Harvard University, a Master in Public Policy from the University of California, Berkeley Goldman School of Public Policy, and a J.D. from Stanford Law School.

Teresa Cutts

Teresa Cutts, Ph.D. is Research Assistant Professor, faculty at the Wake Forest School of Medicine's (WFSOCM) Public Health Sciences Division, where she serves as a researcher, program developer and more for the FaithHealth Division. She also holds appointments in the Maya Angelou Center for Health Equity. Since 2017, she has served as the PI for the Empowerment Project's homeless outreach and case management at WFSOM. Prior to her time at WFSOCM, Dr. Cutts served as director of Research for Innovation at Methodist Le Bonheur Healthcare's (MLH) Interfaith Health Program Center of Excellence in Faith and Health. She worked explicitly in the area of evaluation and program development for Methodist's Memphis Model Congregational Health Network, Religious Health Assets mapping, and Integrated Health for congregations, community and clergy. She is the academic liaison to the Stakeholder Health learning collaborative. Dr. Cutts has also served as PI or Co-PI on dozens of grants, including those funded by RWJF, CDC, Komen and Avon Foundations, working often on projects to improve health equity and the lives of the under-served and most vulnerable.

From 2001-2005, Dr. Cutts was the director of Program Development at the Church Health Center, a comprehensive, faith-based health program for the under-served. She held a joint clinical appointment in preventive medicine and psychiatry at University of Texas at Austin, University of Memphis' School of Public Health, and still holds an appointment at Memphis Theological Seminary. She is a visiting professor at the University of Capetown's School of Family Medicine and Public Health and has co-authored/published numerous book chapters and articles. She was co-editor and helped co-author many chapters in the book, *Stakeholder Health: Insights from New Systems of Health*. Dr. Cutts has also worked as a staff psychologist at Baptist Memorial Hospital, a private practitioner at Memphis Center for Women and Families, and served as a consultant to the NIH Gastroparesis multi-site consortium. She completed her Ph.D. and M.A. at the University of Mississippi.

Laura Parajón



Laura Parajón, M.D., M.P.H., is the executive director of the Office of Community Health and assistant professor in the Department of Family and Community Medicine at the University of New Mexico (UNM). She is the co-founder of the AMOS Health and Hope, a non-profit organization that works with community health workers (CHW) in remote areas of Nicaragua to improve health equity through health systems integration. As a family physician and public health professional, Dr. Parajón is part of a team of CHWs, health professionals, and educators that uses community-based participatory research, a community empowerment approach, to work alongside communities, reducing child mortality up to 80 percent in remote rural areas of Nicaragua. Dr. Parajón received her M.P.H. from UNM School of Public Health, her M.D. from UNM School of Medicine, and her B.A. from Brown University.

Hanh Cao Yu



Hanh Cao Yu, Ph.D., is the chief learning officer at the California Endowment where she is responsible for learning, evaluation, and impact activities, and ensures that local and state grantees, board and staff understand the results and lessons of the Foundation's investments in its 10-year Building Healthy Communities initiative. Dr. Yu led the effort to establish and implement ongoing evaluation of Move to End Violence. Prior to joining The California Endowment, Dr. Yu served as vice president, director of Youth, Education, and Philanthropy Division, and member of the corporate senior management team at Social Policy Research Associates (SPR), where she oversaw much of the company's research and evaluation work in philanthropy. Dr. Yu has expertise in qualitative and quantitative research in the areas of women's philanthropy, leadership development, organizational effectiveness, policy evaluation, community organizing, and vulnerable populations. She has a wealth of experience in working with foundations to assess funding priorities, institutional change, program performance, and effective outcome measures. At SPR, Dr. Yu played a lead role in number of other projects, including the

Evaluation of The California Endowment Diversity in Health Evaluation Project, The Evaluation of the TCE Health Exchange Academy, and TCE Diversity Audit, Evaluation of the Kellogg Foundation's Capitalizing on Diversity Cross-Cutting Theme. Dr. Yu is the author of numerous publications and is a contributing author to *The Handbook on Leadership Development Evaluation*. She received her Ph.D. from Stanford University and B.S. from the University of Southern California.

Ella Auchincloss



Ella Auchincloss, M.T.S., is The Rippel Foundation's director of Enterprise Innovation and a key contributor to Rippel's ReThink Health initiative's Hospital Systems in Transition and Portfolio Design for Healthier Regions projects. Auchincloss has spearheaded many resident engagement efforts for Rippel's ReThink Health initiative, coaching a wide variety of partner organizations and teams in change leadership, and developing Community Activation for System Stewardship, in which she and her team advised the Center for Medicare and Medicaid's Quality Improvement Organization Leadership, Organizing in Action program. She also directed a research project exploring tax credits' potential as a source of sustainable financing for population health.

Before joining Rippel, Auchincloss founded The Leadership Development Initiative, a faith-based teaching and coaching program for resident outreach. In 2015, she was awarded the Barbara C. Harris Award for Social Justice by the Episcopal City Mission in Boston, Massachusetts for her founding of The Leadership Development Initiative. She is also a fellow of the Leading Change Network at Harvard University's Kennedy School of Government. Prior to her work in resident engagement, Auchincloss worked in the financial services sector. Auchincloss received an M.T.S. from Harvard Divinity School and a B.S. from Babson College.

Community-Led Initiatives for Population Health Improvement: A Workshop

Readings and Resources

Daring to Lead

- National Domestic Workers Alliance
<https://www.domesticworkers.org/>
- Black Voters Matter Fund
<https://blackvotersmatterfund.org/>
- Yes!, The Community Power Issue
<https://www.yesmagazine.org/issues/coronavirus-community-power/>
- Highlander Research and Education Center
<https://highlandercenter.org/>
- The Lead Local Collaborative, Leading Locally: A Community Power-Building Approach to Structural Change
<https://www.lead-local.org/findings>
- Color of Change
<https://colorofchange.org/>

Community Power in the Context of Population Health

- Grassroots Policy Project
<https://grassrootspolicy.org/>
- Human Impact Partners
<https://humanimpact.org/>
- How Americans Can Reweave Our Fraying Social Fabric
<https://www.minnpost.com/community-voices/2018/11/how-americans-can-reweave-our-fraying-social-fabric/>
- Thriving Together
<https://thriving.us/>
- The Colorado Trust, Building and Bridging Power
<https://www.coloradotrust.org/strategy/building-and-bridging-power>

- Health Trust
<https://healthtrust.org/>
- Connecting the Dots: Health Inequities, Power, and the Potential for Public Health's Transformational Role
<https://humanimpact-hip.medium.com/connecting-the-dots-health-inequities-power-and-the-potential-for-public-healths-2b2f91eb3cba>
- Power: The Most Fundamental Cause of Health Inequity?
https://www.healthaffairs.org/doi/10.1377/hblog20180129.731387/full/#new_tab
- If We Want to Advance Equity in Public Health Practice, We Must Address Race and Power
<https://scienceblogs.com/thepumphandle/2016/01/07/if-we-want-to-advance-equity-in-public-health-practice-we-must-address-race-and-power>
- National Academies of Sciences, Engineering, and Medicine, Communities in Action: Pathways to Health Equity
<https://www.nap.edu/catalog/24624/communities-in-action-pathways-to-health-equity>
- Story of Place: Community Power and Health Communities
https://dornsife.usc.edu/assets/sites/1411/docs/LEAD_LOCAL_Exec_Summary_091420_v1.pdf
- ReThink Health, Community Influence on Nonprofit Hospital Systems
https://www.rethinkhealth.org/wp-content/uploads/2021/01/RTH-CommunityInfluenceHosp_182021.pdf
- Call for Submissions: New Profit to Make \$800,000 Investment in 8 Nonpartisan Democracy Organizations
https://www.newprofit.org/go/civic-lab-2021-loi/?utm_campaign=Announcements&utm_medium=email&_hsmi=105791117&_hsenc=p2ANqtz-Fk2lchz9B_vh5YZP7yPvDoVMEwwivqk-pldt-BwZS-CwP_GzdtVVJ5Hq0r1uYaNB7mb4rUz3vQ1vKKpfKrrCTbaYde6ggwK5BlxA5J4gol-j7rU&utm_content=105791117&utm_source=hs_email
- The Social Ecology of Power in Participatory Health Research
<https://journals.sagepub.com/doi/pdf/10.1177/1049732320979187>
- Power, Control, Communities and Health Inequalities I: Theories, Concepts and Analytical Frameworks
<https://academic.oup.com/heapro/advance-article/doi/10.1093/heapro/daaa133/6056661>

Community Power: Approaches & Models

- Manuel Pastor's 10 Key Elements for Movement Building
<https://bioneers.org/manuel-pastors-10-key-elements-movement-building-ztvz1802/>
- Supporting People Power to Achieve Health Equity for All Californians
<https://www.calendow.org/focus-area-list/>
- MEASURE
<https://www.measureaustin.org/home>
- Richmond Community Foundation (RCF Connects)
<https://www.rcfconnects.org/>
- The Lead Local Collaborative, Exploring Community-Driven Change and the Power of Collective Action

<https://www.lead-local.org/>

- Positive Deviance Collaborative
<https://positivedeviance.org/>
- The Surprising Power of Liberating Structures: Simple Rules to Unleash A Culture of Innovation by Henri Lipmanowicz, Keith McCandless
<http://www.liberatingstructures.com/bookstore/>
- The University of Texas at El Paso, Social Justice Initiative
<https://www.utep.edu/liberalarts/sji/about/index.html>
- National Latino Council on Alcohol and Tobacco Prevention, Take Action; Create Change: A Community Organizing Toolkit
https://cdn.ymaws.com/www.wpha.org/resource/resmgr/health_&_racial_equity/lcat_take_action_create_chan.pdf

Innovation in Measuring and Valuing Power for Community Action

- Ford Foundation
<https://www.fordfoundation.org/>
- Movement Strategy Center
<https://movementstrategy.org/>
- Johns Hopkins Stavros Niarchos Foundation Agora Institute
<https://snfagora.jhu.edu/>
- Full Spectrum Capital Partners
<https://fullspectrumcapitalpartners.us/>
- The Lead Local Collaborative, Measuring Community Power for Health Equity
<https://www.lead-local.org/measuring-community-power>
Reports:
 - Reflections on Measuring Community Power
 - Developing Community Power for Health Equity: A Landscape Analysis of Current Research and Theory
 - A Research Agenda for Developing and Measuring Community Power for Health Equity
- Robert Wood Foundation, Philanthropy Scan: How Funders View and Apply Power to Their Work
https://anr.rwjf.org/templates/external/POWER_Philanthropy_Scan.pdf
- Walk With Us: Building Community Power and Connection for Health Equity
<https://www.rwjf.org/en/blog/2019/08/walk-with-us--building-community-power-and-connection-for-health-equity.html>
- National Committee for Responsive Philanthropy, POWER MOVES: Your Essential Philanthropy Assessment Guide for Equity and Justice
<https://www.ncrp.org/initiatives/power-moves-philanthropy>
- Building Community Power: A Philanthropic Strategy and End Goal
<https://www.ncrp.org/2018/07/building-community-power-a-philanthropic-strategy-and-an-end-goal.html>

Community-Led Transformational Narratives

- Sankofa
<https://sankofanola.org/>
- Go Austin/Vamos Austin
<https://www.goaustinvamosaustin.org/>
- Faith Health NC, Radio Onda de Amor Connects Hispanic Community
<https://faithhealthnc.org/radio-onda-de-amor/>
- Building Healthy Communities - Long Beach
<http://www.bhclongbeach.org/>
- Building Healthy Communities – Del Norte County and Adjacent Tribal Lands
<http://www.bhconnect.org/health-happens-here/bhcdnat/>
- Groundwork USA
<https://groundworkusa.org/>
- Latino Community Foundation
<https://latinocf.org/>
- Pueblo y Salud, Inc.
<https://pys.org/about-pueblo-y-salud/>
- Group Health Foundation, Lessons Learned
https://grouphealthfoundation.org/wp-content/uploads/2019/02/GHF_LessonsLearned_Updated.pdf

Amplifying the Empirical-Base Linking Community Power and Health Equity

- AMOS Health & Hope
<https://www.amoshealth.org/>

The Basics of Power Building: Practicing the Community Organizer's One-to-One Meeting Method

- <https://vimeo.com/rippelfoundation/powerbuilding>

The Arts Supporting Community Power – Videos and Media related to the workshop

- Documentary: KCET, Power & Health
<https://www.kcet.org/shows/power-health/episodes/power-health>
- Radio: Radio Onda de Amor
<https://www.radioondadeamor.com/>
- Let's Make Sweet Music Together
<https://medium.com/reimagining-the-civic-commons/lets-make-sweet-music-together-f19974f7228c>
- TED Video: Ai-Jen Poo - The Work that Makes All Other Work Possible
https://www.ted.com/talks/ai_jen_poo_the_work_that_makes_all_other_work_possible

- YouTube Video: What is the Positive Deviance Approach?
<https://www.youtube.com/watch?v=0ULZW0m5ukg&feature=youtu.be>
- YouTube Video: Positive Deviance Stories From Around the World
<https://www.youtube.com/watch?v=HhHHnP0UOZo&feature=youtu.be>

Related Roundtable Publications

- *Supporting a Movement for Health and Health Equity: Lessons from Social Movements*
<https://www.nap.edu/catalog/18751/supporting-a-movement-for-health-and-health-equity-lessons-from>
- *The Role and Potential of Communities in Population Health Improvement*
<https://www.nap.edu/catalog/18946/the-role-and-potential-of-communities-in-population-health-improvement>
- Exploring Equity in Multisector Community Partnerships
<https://www.nap.edu/catalog/24786/exploring-equity-in-multisector-community-health-partnerships-proceedings-of-a>

The National Academy of Medicine

The National Academy of Medicine called on young leaders, ages 5-26, to use art to explore how the social determinants of health - factors in the environment where people are born, live, learn, work, play, worship, and age - play a role in shaping their lives and their communities.

<https://nam.edu/youngleaders/#/>

- Imagine Belonging: <https://nam.edu/visualizehealthequity/#/artwork/73>
- The Community Cliff: <https://nam.edu/youngleaders/#/artwork/156>
- Health Equity Mural: <https://nam.edu/visualizehealthequity/#/artwork/51>
- Expecting: <https://nam.edu/visualizehealthequity/#/artwork/68>
- Chasing Sunshine: <https://nam.edu/visualizehealthequity/#/artwork/20>
- Neighborhood Community: <https://nam.edu/visualizehealthequity/#/artwork/95>
- Wishing Wall: <https://nam.edu/visualizehealthequity/#/artwork/72>
- Love Your Neighborhood: <https://nam.edu/visualizehealthequity/#/artwork/41>
- Burton Street Peace Garden: <https://nam.edu/visualizehealthequity/#/artwork/106>

Follow the conversation  #pophealthrt
<https://nas.edu/pophealthrt>

PREVENTING DISCRIMINATION, HARASSMENT, AND BULLYING EXPECTATIONS FOR PARTICIPANTS IN NASEM ACTIVITIES

The National Academies of Sciences, Engineering, and Medicine (NASEM) are committed to the principles of diversity, integrity, civility, and respect in all of our activities. We look to you to be a partner in this commitment by helping us to maintain a professional and cordial environment. All forms of discrimination, harassment, and bullying are prohibited in any NASEM activity. This commitment applies to all participants in all settings and locations in which NASEM work and activities are conducted, including committee meetings, workshops, conferences, and other work and social functions where employees, volunteers, sponsors, vendors, or guests are present.

Discrimination is prejudicial treatment of individuals or groups of people based on their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws.

Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.

Other types of harassment include any verbal or physical conduct directed at individuals or groups of people because of their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws, that creates an intimidating, hostile, or offensive environment.

Bullying is unwelcome, aggressive behavior involving the use of influence, threat, intimidation, or coercion to dominate others in the professional environment.

REPORTING AND RESOLUTION

Any violation of this policy should be reported. If you experience or witness discrimination, harassment, or bullying, you are encouraged to make your unease or disapproval known to the individual, if you are comfortable doing so. You are also urged to report any incident by:

- Filing a complaint with the Office of Human Resources at 202-334-3400, or
- Reporting the incident to an employee involved in the activity in which the member or volunteer is participating, who will then file a complaint with the Office of Human Resources.

Complaints should be filed as soon as possible after an incident. To ensure the prompt and thorough investigation of the complaint, the complainant should provide as much information as is possible, such as names, dates, locations, and steps taken. The Office of Human Resources will investigate the alleged violation in consultation with the Office of the General Counsel.

If an investigation results in a finding that an individual has committed a violation, NASEM will take the actions necessary to protect those involved in its activities from any future discrimination, harassment, or bullying, including in appropriate circumstances the removal of an individual from current NASEM activities and a ban on participation in future activities.

CONFIDENTIALITY

Information contained in a complaint is kept confidential, and information is revealed only on a need-to-know basis. NASEM will not retaliate or tolerate retaliation against anyone who makes a good faith report of discrimination, harassment, or bullying.

Updated June 7, 2018