Catalyzing Students and Residents to Lead for Health Equity

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Session C8
Introductions

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Session Objectives

- Describe community organizing approaches to improving health in your community
- Develop intervention ideas for improving the health of vulnerable populations in your setting
- Identify local IHI Open School learners to engage in your organization’s initiatives
Agenda

- Background on the IHI Open School and the Change Agent Network (I-CAN)
- Six steps to leading a campaign effort of your own to address health equity, illustrated by student leaders
- Questions, wrap up & next steps
Overview of the IHI Open School
IHI Open School Mission

“Advance health care improvement and patient safety competencies in the next generation of health professionals worldwide.”
IHI Open School Strategy

- **Online Courses**
  - Educational modules and activities

- **Community**
  - Interprofessional Chapters and networks

- **Project-Based Learning**
  - Guided experiential training
IHI Open School by the Numbers

- **32** online courses
- More than **3 million** courses completed
- More than **95,000** learners have earned the Basic Certificate Quality & Safety
- Close to **1,000** universities and organizations use the courses for training or curriculum
IHI Open School by the Numbers

- 500,000+ students and residents registered
- Over 850 Chapters in 85 countries
IHI Open School Change Agent Network (I-CAN) is our community of change agents who are actively applying the skills they’re learning in quality improvement, patient safety, community organizing, leadership, and more to improve health and health care and lead change on their campuses, in clinical settings, and in their communities.
Leadership & Community Organizing Training

- 10-week semi-synchronous online course

Each week includes:
- 30-45 minutes of video lectures
- 60-minute coaching call
- 1-3 hours application

Participants learn and apply leadership practices in field-based projects to improve health

www.ihi.org/ICAN
Organizing Theory of Change

People:
Recruiting and developing leadership

Power:
Building a community around that leadership to create *power*

Change:
Using this power to address the challenge the constituency is called to face

... people acting together to change the status quo
What is Leadership?

‘Leadership is accepting responsibility for enabling others to achieve shared purpose in the face of uncertainty.’

- A practice, not a position
- Authority is earned, not bestowed
- Focus is on developing others, not just yourself
Building a Movement – Engaging 35K in Actions to Improve Health

Between September 2014 and December 2015:

**Lead:** >400 learners took the course and led a local health improvement project

**Learn:** >3,000 individuals mobilized by project teams on campuses and in communities

**Pledge:** >35,000 individuals made commitments to improve population health
Impact of the Program

- Over 1,000 students, residents, faculty, and professionals have engaged with the course.
- Learners who complete the program have higher confidence in their ability to leverage community organizing and leadership skills in their day-to-day work.
Six Steps to Lead Your Campaign
Six Steps to Lead Your Campaign

1. Share a story about why you care
2. Build “power with”
3. Secure mutual commitments
4. Take an asset-based approach
5. Distribute leadership
6. Develop a learning community

* Steps developed with Alexandra Nicholas (Ko Awatea), Kate Hilton (ReThink Health), Jackie Lynton (NHS Change Day), and Jessica Perlo (IHI Open School)
My Story and Motivation
What is Public Narrative?

A leadership skill to motivate others to join us in action
Elements of Public Narrative

Why me?

Why now?

Why us?
My Current Work

• Organizing Latino parents to partner with researchers at City of Hope Cancer Center
• Developing a community engagement plan to guide work to develop, implement, and evaluate science education programs
• Aim of developing community- and culturally- responsive programming for underrepresented youth
Youth Empowerment via Coalition

- Youth Community Center
- School District
- Cancer Center
- Parks and Rec
Outcomes to Improve Healthy Behavior

- Apply a Peer Education Model: train-the-trainers
- Implement intervention from one context to another
- Youth survey assessment of community assets
- Youth “Photovoice” project
Challenge to Achieve *Power With*

- Cancer Center
- School District
- Parks and Rec
- Youth Community Center
Lessons Learned from Coalition Work

- Sensitivity to history and current context
- Evidence-based AND grassroots perspective
- Institutional AND community resources
- Cultural humility is key for better collaboration!
  - Be aware of power imbalances that already exist to be mindful around how to build an equal status contract
What is Power?

The ability to achieve purpose
POWER is not something you HAVE. It's a relationship with others.
What is Power?
The ability to achieve purpose

POWER WITH

POWER OVER
1. What change do we want? (What is our interest?)

2. Who has the assets to create that change?

3. What do they want? 
   *Power with:* What is their interest? 
   *Power over:* What is their vulnerability?

4. What assets do we have that they want?

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**Commitment**

**INTERESTS**

**ASSETS**

**OURSELVES**

**OUR PEOPLE**
One-to-One Meetings

- Met with three Latina health professionals
  - Two community health interventionists
  - One neurosurgery fellow

- Shared background
  - Our families and communities experienced similar challenges

- Shared values and goals
  - Work *with the community* on health equity
  - Empower youth
One-to-One Meetings

1. Selection & attention
2. Purpose
3. Exploration
4. Exchange
5. Commitment
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Bridges Collaborative Care Clinic

**Students:**
- Identified need for an interprofessional student-run clinic
- Recruited interprofessional faculty advisors
- Partnered with community partner serving homeless

Bud Clark Commons
Kick Off: January 2016

- Actors: 36 students and faculty representing 7 programs and 2 community partners
- Value and asset mapping
Shared Purpose

Create an interprofessional student-driven clinic that is a long-term win-win-win for students, faculty, and the underserved in our community.
Why Map Stakeholders and Assets?
Organizing = People, Power & Change

(1) Who are our People?
(2) What Change do they want?
(3) How can they get the Power they need to achieve that change?
Strategy is turning the **ASSETS** we have into the **POWER** we need to get the **CHANGE** we want.
Our People

- **Constituency**
  - Leadership

- **Support**
  - Individuals & Organisations

- **Competition**
  - Individuals & Organisations

- **Opposition**
  - Individuals & Organisations

**Shared Values**

**Opposed Values**
Why Map Actors & Assets?

- Recognize people as our greatest asset
- Reframe relationship among traditionally-siloed stakeholders as partners in health equity
- Build power ‘with’ – instead of doing ‘to’ or ‘for’
- Develop our strategy ‘from within’
- Promote reciprocity, mutual respect & trust
- Generate collective power to co-produce equity
Clinic Leadership Model: Continued

- Faculty and Community Advisors
- Student Co-Leads
- Dental Van
- Clinic Space
- Scope of Clinical Services
- Community Referral Loop

Secondary topics:
- Quality Improvement
- Program Development
- Steering Committee
- Marketing and Community Relations
- Training & Education
- Operations
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Distributed Leadership
Distributed Leadership

- Builds an equal status contract around a shared purpose
- Is commitment-driven, not compliance-based
  - Cultivating people’s agency to act increases joy and improves health
- Builds capacity that serves as an ongoing asset for addressing other problems
Leadership in Action
Learning Organizing
IHI Open School Learning Community

- **Leadership & Organizing for Change** course
- Working in project-based setting across health disciplines
- Community action events
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Next Steps & Questions
Now, Your Turn:

- Turn to a partner and pair share:
  - What is a project you are involved with that you can invite students and residents to join?
  - Which students will you reach out to?
Connect with a Local Chapter with the Click of a Button

Chapter Details

Worcester State University

Location:
Worcester State College, MA

Description:

Chapter Setting:
University/College; I-CAN Chapter

Related Topics:
Care Coordination and Transitions; Communication; Improvement Capability; Leadership; Patient Safety; Prevention and Wellness; Quality Improvement; Quality, Cost, and Value; Teamwork; Tobacco Use; Transitions in Care
Take a Deeper Dive into the Concepts we Shared Today:

- The next offering of the 10-week semi-synchronous online course begins in September
- Contact openschool@ihi.org to learn more
Mission: 100 million people living healthier lives by 2020

Vision: to fundamentally transform the way the world thinks and acts to improve health, well-being and equity to get to breakthrough results

Visit 100mlives.org to learn more
Did We Achieve Our Objectives?

- After this session, can you:
  - Describe community organizing approaches to improving the health of your local community?
  - Develop intervention ideas for improving the health of vulnerable populations in your local setting?
  - Identify local IHI Open School learners to engage in your organization’s initiatives?

- Any questions?