Vital Village

BELONG • LEARN • ENGAGE • TRANSFORM

at BOSTON MEDICAL CENTER

Renée Boynton-Jarrett, MD, ScD
Founding Director, Vital Village Networks

Ronda Alexander, MA
Director of Operations, NOW
Session 3 Recap

- Understanding Our Own Resilience
- Reframing Assets
- SOAR Analysis
Session Outline

- Exploring Power Dynamics in Partnership Engagement
- Understanding and Addressing Power Dynamics
- Team Activity: Applying Cultural Humility
- Closing Conversation
Exploring Power Dynamics in Partnership Engagement
Power Dynamics

- **Power Over**: Make decisions on behalf of another group. Control.
- **Power To**: Self-determination
- **Power With**: Shared power. Mutuality, collaboration,
- **Power Within**: Self-worth, self-knowledge
Understanding Power Dynamics

• Facilitates a focus on strengths, adaptation, and resilience of groups experiencing domination

• Yields a better understanding of goals, dynamics and interactional patterns of dominant groups

Understanding Power Dynamics

• Facilitates a focus on strengths, adaptation, and resilience of groups experiencing domination

• Yields a better understanding of goals, dynamics and interactional patterns of dominant groups

Think of 1 or 2 aspects of your identity that are most salient to you.

What values, beliefs, and behaviors are associated with those aspects of your identity?

What privileges do you have or not have based on those aspects of your identity?

Reflect on an experience with a patient or family where a clinical tool, protocol, or screener undermined a salient aspect of their identity.
Liston, M. Ubuntu Research and Evaluation
Cycle of Indignity

- Power over
- Domination
  - Poor relationships
  - Loss of independence
- Resentment
- Dignity Violated

Donna Hicks, *Dignity, Its Essential Role in Resolving Conflict*
<table>
<thead>
<tr>
<th>Reflect</th>
<th>Share</th>
<th>Listen</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual Reflection:</strong> Think about what you’ve just heard and examined about power and identity</td>
<td><strong>Share with your partner</strong>&lt;br&gt;• Respond to the prompts provided</td>
<td><strong>Each partner will have up to 4 minutes, uninterrupted</strong>&lt;br&gt;• Listener – just listen, no response&lt;br&gt;• Reminder - confidentiality</td>
</tr>
</tbody>
</table>
Dyad Discussion

• What did it feel like to name and become more aware of a salient aspect of your identity?

• Share an insight from your reflection on a clinical tool, protocol, or screener process that undermined a salient aspect a patient or families' identity?

• If our intention is to center the dignity of children and families' how can we reimagine clinical interactions to support this goal?
Understanding and Addressing Power Dynamics

Cultural Humility
Cultural Humility – What and Why

- **Critical Self-Reflection**: Self-awareness
- **Identify Power Imbalances**: Address bias and privilege
- **Institutional Accountability**: Contribute to institutional change and advocacy

Melanie Tervalon
Jann Murray-García
Cultural Humility

- Lifelong learning vs. a defined endpoint
  - Self-reflection, self-critique
- Child and Family Centered
- Address power balance
- Community-based and advocacy driven
- Institutional and Structural change
Cultural Assets and Resilience

- Racial Identity Formation
- Racial/Ethnic Socialization
- Culturally Relevant Coping Strategies
- Communalism
- Collectivism
- Spirituality
Racial Identity Formation

Infancy - preference for exposure
- preference diminished with diverse exposure

Preschool - Race constancy
- implicit preferences
- racial stereotypes

Schoolage - Implicit racial attitudes
- in-group preferences
- racial bias

Adolescence - Racial identity incorporated
- formal incorporation into self concept

- Positive, active racial socialization
- Racial identity pride
- Strong racial identity
- Mentorship
- Cultural traditions
- Contextualizing racism
- Counternarratives
- Preparation to address bias

Tatum BD. "Why are all the black kids sitting together in the cafeteria?" 2017
Quintana and McKown, 2008
3 Lessons for Collaborative Leadership for Social Transformation
Lead with Listening

• Listening is foundational strategy to promote equity and racial justice

• Solution-Finding Orientation
  • Value experiential knowledge

• Radical Openness
  • Embrace a diversity of worldviews and perspectives

• Centering Families, Children and Communities
  • Centering perspectives of those who have been socially marginalized is anti-racist praxis
Learning how to Listen Deeply

- Understand historical processes
- Build social connections
- Learn about current efforts

- Experience abundance
“We are socialized to see what is wrong, missing, off, to tear down the ideas of others and uplift our own. To a certain degree, our entire future may depend on learning to listen, listen without assumptions or defenses.”

— Adrienne Maree Brown, Emergent Strategy: Shaping Change, Changing Worlds
Lesson 2: Embrace Discomfort
Power Sharing

• Transparency
  • How is capital distributed?
  • Where can we expand leadership

• Expanding opportunities to share power
  • Trauma-informed lens – how has disempowerment impacted leadership
Co-Leadership

• Acknowledge and uplift existing leadership

• Culture and Leadership
  • Create pathways for new leadership styles
  • Collective leadership, adaptive and diverse forms of leadership

• Lead from Margin to Center
  • Identify and learn from the bright spots and innovations
  • Language justice
  • Embrace Differences in Accessibility
Co-Design: Design with and not for

- A participatory approach where community stakeholders cooperatively develop social innovations
  - Acknowledges the historical processes and structural inequalities
  - Recognizes differential power, access to resources, and participation
  - Community wisdom and experience is valued
  - Capacity building centers on equitable leadership in design, participation, and decision making
  - Mindset, infrastructure, and capacity aligned for equitable governance
Who do we view as an equal partner?
Reframing Narratives
Plan with Sustainability in Mind

• Emotional wellness and self-care are not optional
  • Renewal, restoration, and inspiration

• Dynamics, change and transitions
  • Develop a sustainable infrastructure for adaptation and transitions

• Manage Tensions
  • Capacity to resolve and mediate differences and collaborate and welcome differences
How is inequity:

**Constructed**
- Root cause
- Context

**Operationalized**
- What factors produce it?
- Who does/doesn’t benefit?
- Implicit or explicit?

**Perpetuated**
- Mechanism sustains it?
Lesson 3: Fail Forward
“The need for change bulldozed a road down the center of my mind.”

Maya Angelou
Move from Ideas to Action

- Embrace the vision
- Understand the landscape
- Continuous Learning and Improvement
- Periodic Reflection
If you called in, please be sure to link your video with your phone.

Find your team name and add the number to the front of your name (i.e. 10. Jessica Moore, PHC)

| 1  | Alameda Health System         |
| 2  | Alliance Medical Center       |
| 3  | Bay Area Community Health     |
| 4  | Children’s Health Center      |
| 5  | Community Medical Centers     |
| 6  | LifeLong Medical Care         |
| 7  | Marin City Health & Wellness Center |
| 8  | Marin Community Clinics       |
| 9  | North East Medical Services   |
| 10 | Petaluma Health Center        |
| 11 | South of Market Health Center |
| 12 | San Mateo County Health       |
| 13 | Santa Rosa Community Health   |
| 14 | School Health Clinics of Santa Clara County |
| 15 | UCSF Benioff Children’s Hospital Oakland |

If you’re a guest, no need to rename yourself.
Team Activity: Applying Cultural Humility
Workgroup Instructions

- Review your RBN Aim Statement

- Discuss the 3 cultural humility practices: self-reflection; recognizing power imbalance; and institutional accountability

- Use the Cultural Humility Worksheet [Google Doc] to capture your ideas for applying these practices to advance your aims

- Review your SOAR Analysis to explore and uncover assets to support your work
Advancing Dignity-Centered Goals Using Cultural Humility

<table>
<thead>
<tr>
<th></th>
<th>Short-Term Goal [now]</th>
<th>Mid-Term Goal [next 3 months]</th>
<th>Long-Term Goal [next year]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Self-Reflection</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognize and Mitigate Power Imbalances</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Address Institutional Accountability</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What's Next

- Draft or update RBN Roadmap Opportunity and AIM Statements
- Connect with coach and peers for thought partnership
Closing
Conversation
Individual Reflection

- What resonated with you?
- What intrigued you in today’s session?
- How are you thinking about your work differently?
- What seems most urgent to apply?
Vital Village Networks at Boston Medical Center
801 Albany Street, 2-N, Boston, MA 02119
617.414.3674
www.vitalvillage.org