CORE | Center for Outcomes Research and Education

ASSESSING A DECADE OF BUILDING HEALTHY COMMUNITIES PUTTING POWER AT THE CENTER:

Ten Key Takeaways from CORE's Evaluation of BHC Data.

May 2021

TCE Board Meeting

The Story Emerging from CORE's Evaluation of BHC:

1

Over the course of the BHC initiative, TCE has **invested significantly in building community power** to advance health equity through **partnership with state and local organizations and alliances** in the 14 BHC communities.

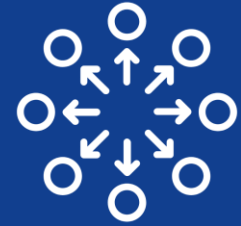**2**

As TCE's understanding of power building evolved, so did BHC's strategy – the **"pivot to power"** represented an important **shift in efforts and resulted in significant investment in organizing & base building.**

3

This work resulted in numerous accomplishments – over 1,500 policy, systems, and physical changes that cut across BHC communities and **built momentum for further changes across BHC Sites and statewide efforts.**

4

The power **ecosystem consists of deep and multifaceted partnerships** with lots of potential to continue to build power. **BHC investments were critical to building partners' capacity for power building**, a lesson to carry forward.

These learnings are grounded in BHC's Theory of Change....

Power and the Theory of Change

In the BHC Theory of Change, Power is a **Strategy**, an **Outcome**, and a **Mediator** of **Desired Outcomes.**

Investing in Power Building ➤ **Evidence of Power** ➤ **Impact on Health & Wellness**

CORE's work covers the full spectrum – but is still in progress. Here's what's been done so far:

Power as a Strategy for Systems Transformation

What did TCE invest in power building?
- Analyzed & coded >10k grant descriptions.
- Mapped >8k BHC grants to the Power Flower.

What did it look like "on the ground"?
- Analyzed over 70 BHC partner-produced documents to summarize the work in communities.
- Launched CA Network Project to map organizational connections.

Power as an Outcome/Mediator

What was the impact of TCE's investment in power?
- Coded & analyzed data on >1,500 policy & systems changes.
- Used the CA Network Project to map power building capacities in the partner ecosystem.
- Gathered other outcomes data, but still working to complete full analyses of impacts.

Power as a Strategy

(1) BHC represents a massive, multi-level investment in building power to advance health equity.

From 2010-2019, TCE invested **$1.8 Billion** in BHC & related work, including a mix of site-focused work and complementary statewide strategies. Major areas of focus:

Amount	TCE Strategy or Fund[1]
$615 Million	Healthy Communities Program [site-specific awards]
$449 Million	Healthy California Program [state-level work]
$351 Million	The ACA Fund [state-level work]
$85 Million	Program Related Investments [PRIs]
$54 Million	Fight for All Fund [state-level work]

[1]Grants classified as multiple funds were counted in each category

The **combination of site-focused and statewide investments** exemplified BHC's original place-based and community-led concept, as well as the critical importance of aligning state and local efforts.

BHC investments weren't just about supporting the work – they were also intended to boost the *capacity for change* by helping connect diverse partners in the power building ecosystem.

❖ **Smaller Organizations:** **40% of all grants** went to organizations with operating budgets of $5 million per year or less, including many (14%) with budgets of $1 million or less.

❖ **BIPOC-Led Organizations:** **Improved to 60% of all dollars awarded going to BIPOC-led organizations.** This amount increased over the life of BHC, from 40% in 2010 to 60% by 2018.

BY THE NUMBERS:

$1.8 Billion
Total Investments

10,615
Distinct Grants & Awards

$175 Million
Average Annual Investment

$126 Million
Average Funding Per Site

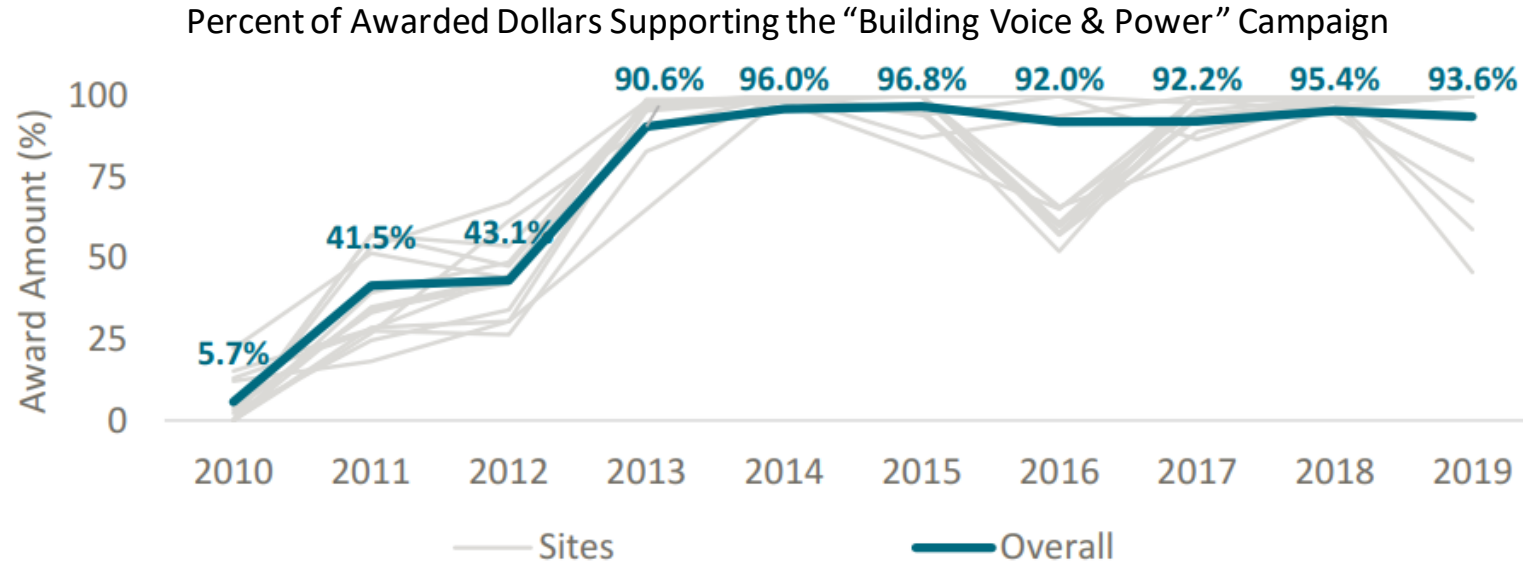**$1,724**
Average Funding Per Resident

$808 Million
Total Investments in BIPOC-Led Organizations

(2) The "Pivot to Power" was a significant shift toward placing agency at the center of the initiative.

While investments often contributed to momentum on multiple fronts, the increase in investments supporting the "Building Voice & Power" campaign is a clear signal of the "pivot to power."

BHC very quickly pivoted its investment strategy to focus on *resident voice, agency, & power.* By 2019, nearly all awards included these essential elements:

Percent of Awarded Dollars Supporting the "Building Voice & Power" Campaign

INVESTING IN YOUTH: The "Pivot to Power" was especially reflected in investments that supported *youth representation, voice, & power,* which saw steady increases over time.

BY THE NUMBERS:

$1.4 Billion
Total funding that supported the Building Voice & Power campaign

87%
Percent of HComm funding that supported the Building Voice & Power campaign

28%
Percent of investments in 2011 supporting youth representation, voice, & power

↓

61%
Percent of investments in 2018 supporting youth representation, voice, & power

(3) BHC investments were largely well aligned with existing priorities of participating sites and community partners.

In general, topics that were consistently mentioned as top priorities by the sites --as determined through analysis of their documents -- were also the most highly funded in BHC.

Percent of Awarded Dollars That Included Support for Key Priority Areas

Dark Blue Bars represent consistent local priorities from analysis of BHC site documents & reports

Health Systems and Prevention	57.1%
Healthcare Access and Insurance Coverage	49.6%
Representation, Voice, and Power	49.3%
Restorative Justice	49.1%
Neighborhood Environments and Land Use	45.5%
Youth Representation, Voice, and Power	44.3%
School Climate and Student Success	33.7%

This suggests good alignment between TCE investments and what was most important to local stakeholders in the BHC communities – but there remains room for improvement. The topic that was the highest priority overall, **community & economic development**, was not one of the highest funded areas.

Understanding this alignment represents **an opportunity to ensure TCE's work helps advance the** *community's* **priorities**.
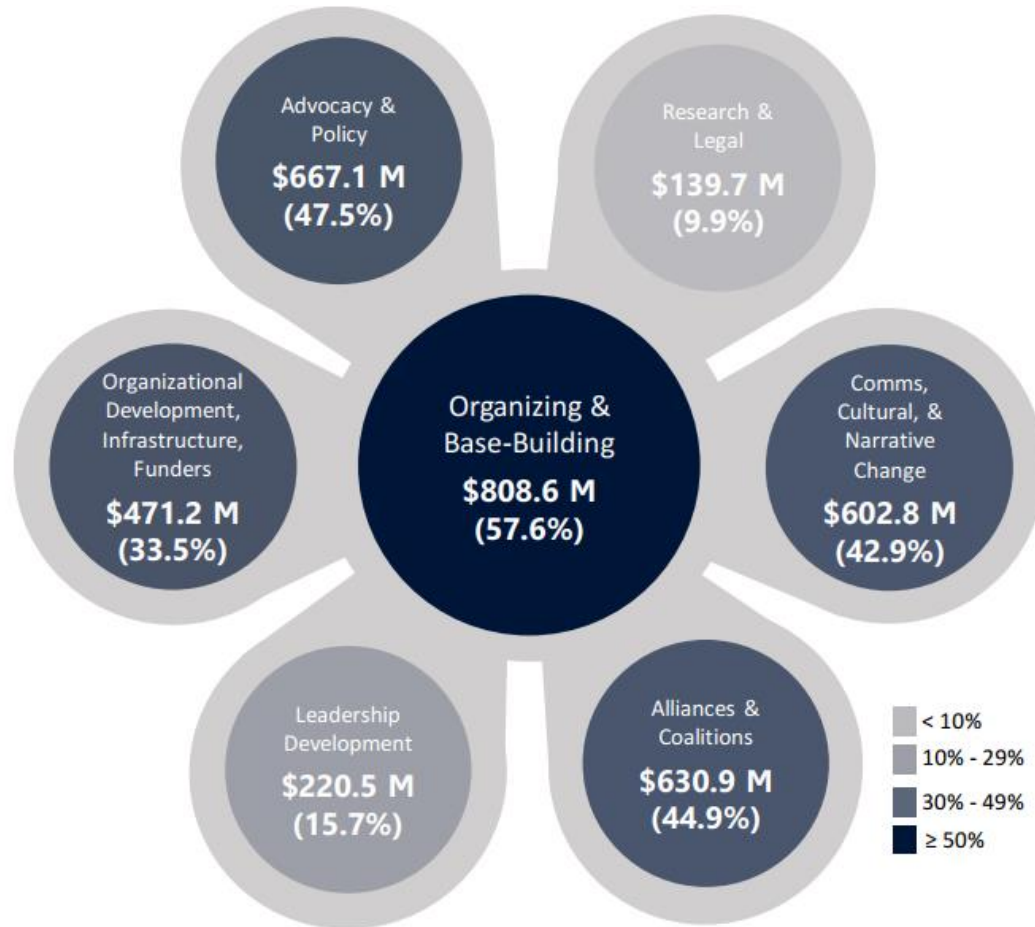
BY THE NUMBERS:

4 out of 5

Of the areas that received the most BHC funding were also identified as a consistent priority by local sites

TCE Investments in Power Building included support for each category of the Power Flower, but investments in **organizing and base building** were especially central to the work:

Advocacy & Policy
$667.1 M
(47.5%)

Research & Legal
$139.7 M
(9.9%)

Organizational Development, Infrastructure, Funders
$471.2 M
(33.5%)

Organizing & Base-Building
$808.6 M
(57.6%)

Comms, Cultural, & Narrative Change
$602.8 M
(42.9%)

Leadership Development
$220.5 M
(15.7%)

Alliances & Coalitions
$630.9 M
(44.9%)

< 10%
10% - 29%
30% - 49%
≥ 50%

POWER FLOWER INTERCONNECTIONS:
A majority (86.7%) of the Power Building Investments included support for more than one Power Flower category, highlighting that Power Building seldom operate in silos; **in fact, Power Building categories are interconnected and interdependent.**

Percentages refer to the % of total power building investments that supported that category. Investments could be counted in more than one category; percentages will not add to 100%.

BY THE NUMBERS:

8,833
Distinct grants awarded that supported Power Building (across 1,967 different organizations)

$1.4 Billion
Total invested in grants that supported Power Building

50.3%
Amount of total that went to BIPOC-led organizations [$654M].

14.6%
Percent of power building grants that went to small organizations with annual budgets of less than $1M [$112M]
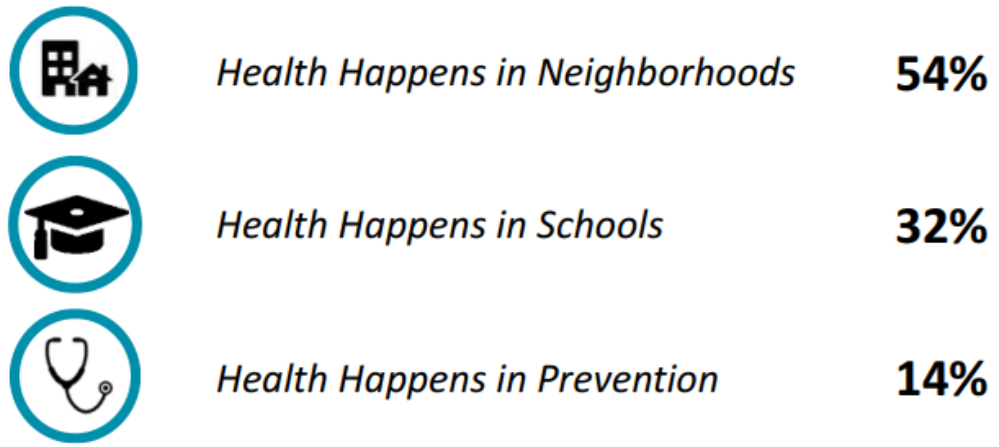
Power as an Outcome

(5) Over 1,500 policy, systems, & physical changes were reported by BHC sites, partners and youth organizations, and TCE's Statewide team.

Investments in power helped advance significant policy, systems, & physical changes. As of February 2021, **1,526** distinct changes were tracked and reported by BHC sites and partners, youth organizations in BHC sites, and TCE's Statewide team. Overall, changes occurred across all three major campaigns:

Changes Reported By:
- BHC sites & partners
- Youth organizations in BHC sites
- TCE's Statewide team

Health Happens in Neighborhoods — **54%**

Health Happens in Schools — **32%**

Health Happens in Prevention — **14%**

GOAL-DRIVEN SYSTEMS CHANGE: During the first part of BHC, surveys were used to collect advocacy goals from Site & State partners. **83%** of those identified goals were ultimately connected to at least one documented change, indicating alignment between stated goals and policy efforts. Progress may have been made in advancing other goals as well, even if there was not yet a documented systems change that resulted.

BY THE NUMBERS:

1,526
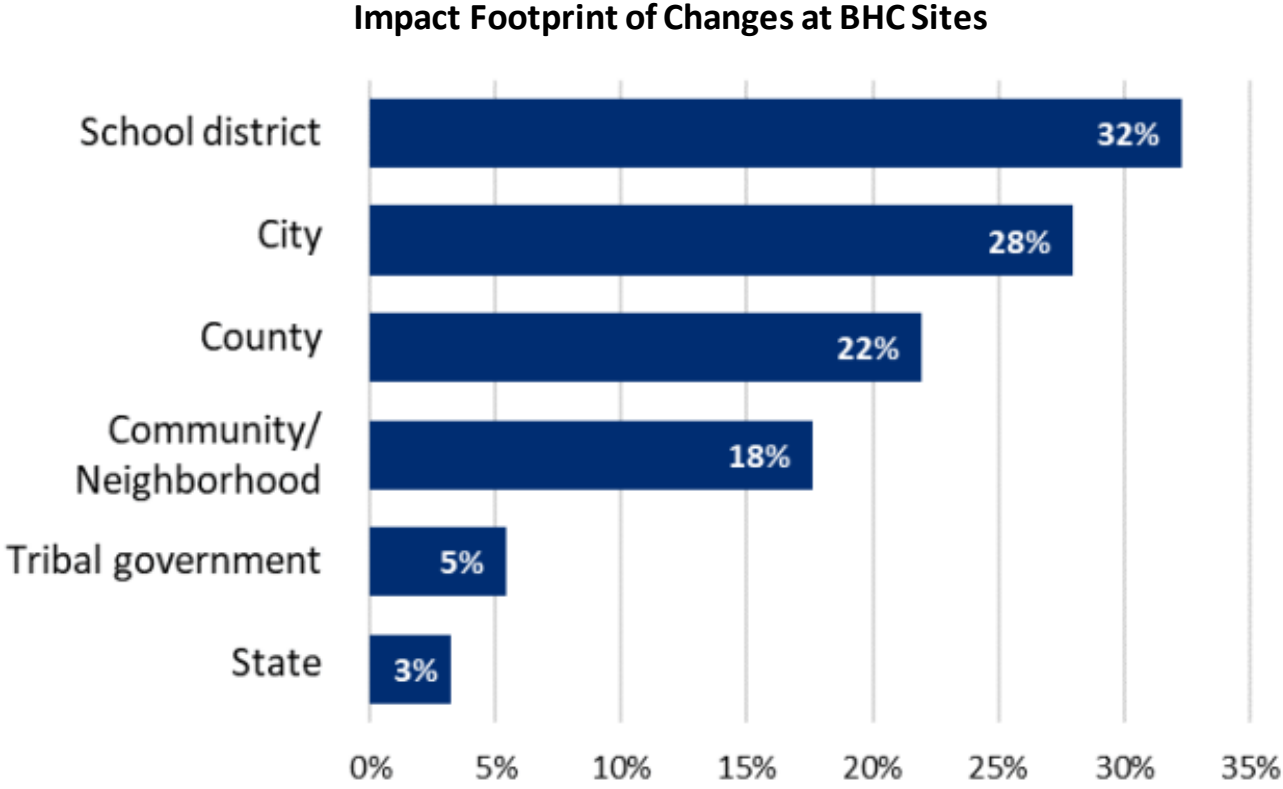Distinct changes were tracked across the initiative [2010-2019]

33%
Of BHC sites reported changes were related to Neighborhood Environments & Land Use

50%
Of "youth-reported changes" were related to School Climate & Student Success

83%
Of State or Site Advocacy Goals were connected to an accomplished policy, systems, or physical change

Site-level changes often reached across multiple jurisdictional or geographic levels, indicating TCE investments did not just benefit the BHC site. **Instead, the footprint of BHC investments stretched across sites, cities, counties, and school districts.**

Impact Footprint of Changes at BHC Sites

BY THE NUMBERS:

32%
Of Site-level changes occurred at the school district level

28%
Of site-level changes occurred at the city level

22%
Of site-level changes occurred at the county level

Statewide & BHC site change efforts were analyzed to explore connections between TCE teams. We found a high level of overlap between changes reported by TCE's Statewide team and the BHC Sites. **This suggests that there are natural areas of overlap and synergy between statewide and local efforts.** However, the degree of overlap and impact of these changes could have been greater if there was intentional alignment between these teams to align policy, systems, and physical change efforts.

State-BHC Site Overlap of Changes

157 Statewide changes
- 106 Related to Site changes
- **68% of Statewide changes overlap with a BHC Site change**

1,263 BHC Site changes
- 407 Related to Statewide changes
- **32% of BHC Site changes overlap with a Statewide change**

BY THE NUMBERS:

68%
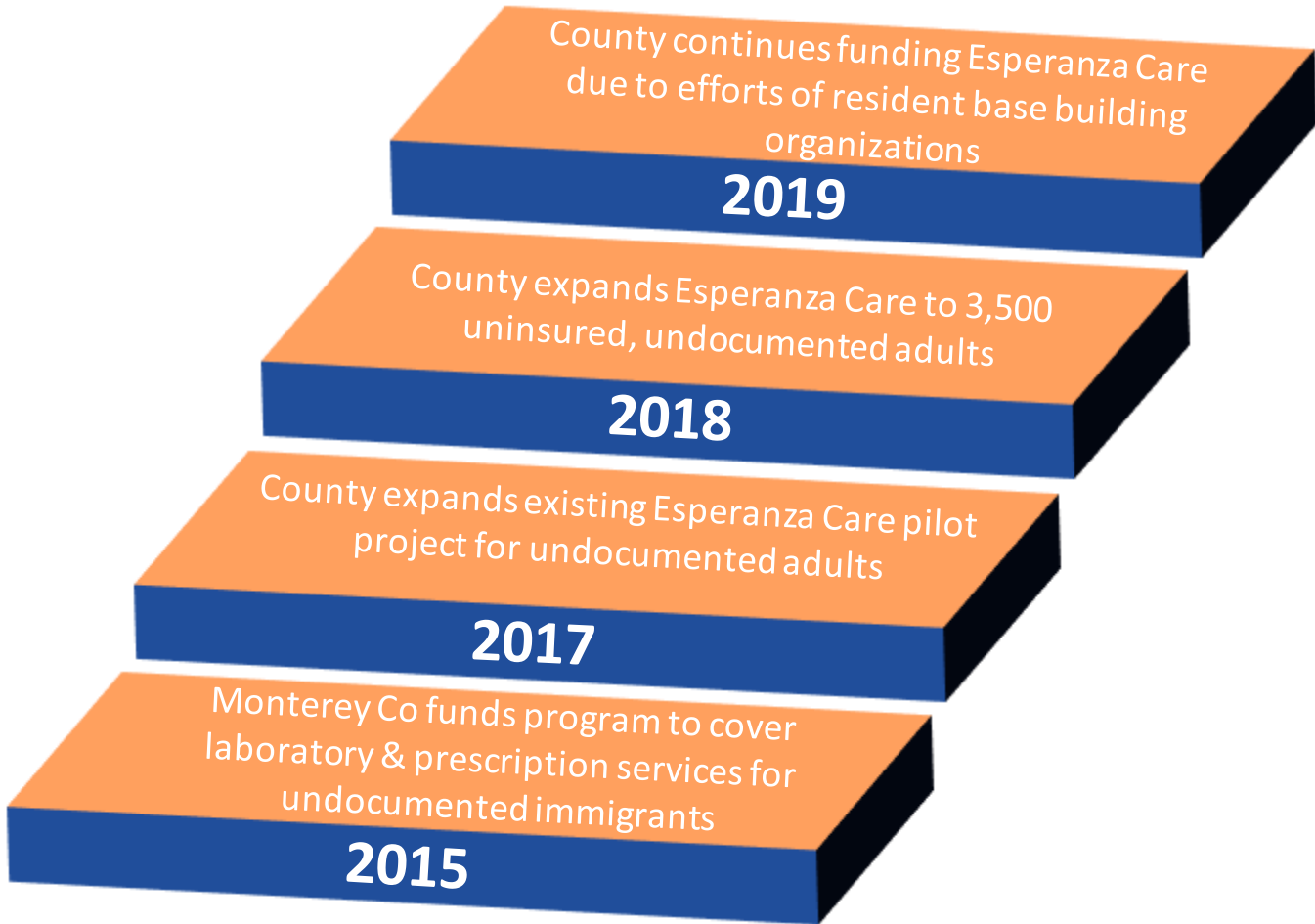Of Statewide changes overlap with a BHC Site-level change

32%
Of BHC Site-level changes overlap with a Statewide change

(7) Policy, systems, & physical changes often catalyzed related changes, building momentum.

Policy, systems, & physical changes often connected to each other to build *momentum* and create a cascade of related changes.

❖ Overall, **45%** of BHC Site-level changes were connected to at least one other BHC Site-level change, indicating that changes and successes compound and build upon one another.

A Cascade of Related Changes with a BHC SITE

County continues funding Esperanza Care due to efforts of resident base building organizations

2019

County expands Esperanza Care to 3,500 uninsured, undocumented adults

2018

County expands existing Esperanza Care pilot project for undocumented adults

2017

Monterey Co funds program to cover laboratory & prescription services for undocumented immigrants

2015

BY THE NUMBERS:

45%

Of Site-level changes were connected to at least one other BHC Site-level change.

Sometimes Statewide changes preceded BHC Site-level changes; other times changes at the BHC Site-level preceded a larger change Statewide. This visual shows how a statewide bill built momentum across several BHC sites investing in related efforts.

Building momentum from a STATE change to BHC SITE level

BHC Site

Sacramento receives grants to support two year Pretrial Release Pilot Program

Los Angeles votes to create civilian Probation oversight Commission

2019

BHC Site

Los Angeles receives grants for diversion, mental health services, substance use treatment for justice-affected individuals and reentry populations

2017

BHC Site

Richmond approves "Fair chance Access to Affordable Housing" to protect people re-entering society who are excluded from housing due to a criminal record

LA County establishes tracking system for Prop 47 resources, devotes 50% savings toward community-based prevention

2016

AB 1056. Second Chance Program. Directs Prop 47 savings to address root causes of recidivism, including the need for housing, mental health services, substance use treatment

Statewide

2015

BY THE NUMBERS:

4

Average number of changes within each cluster of related changes at the BHC Site or state level
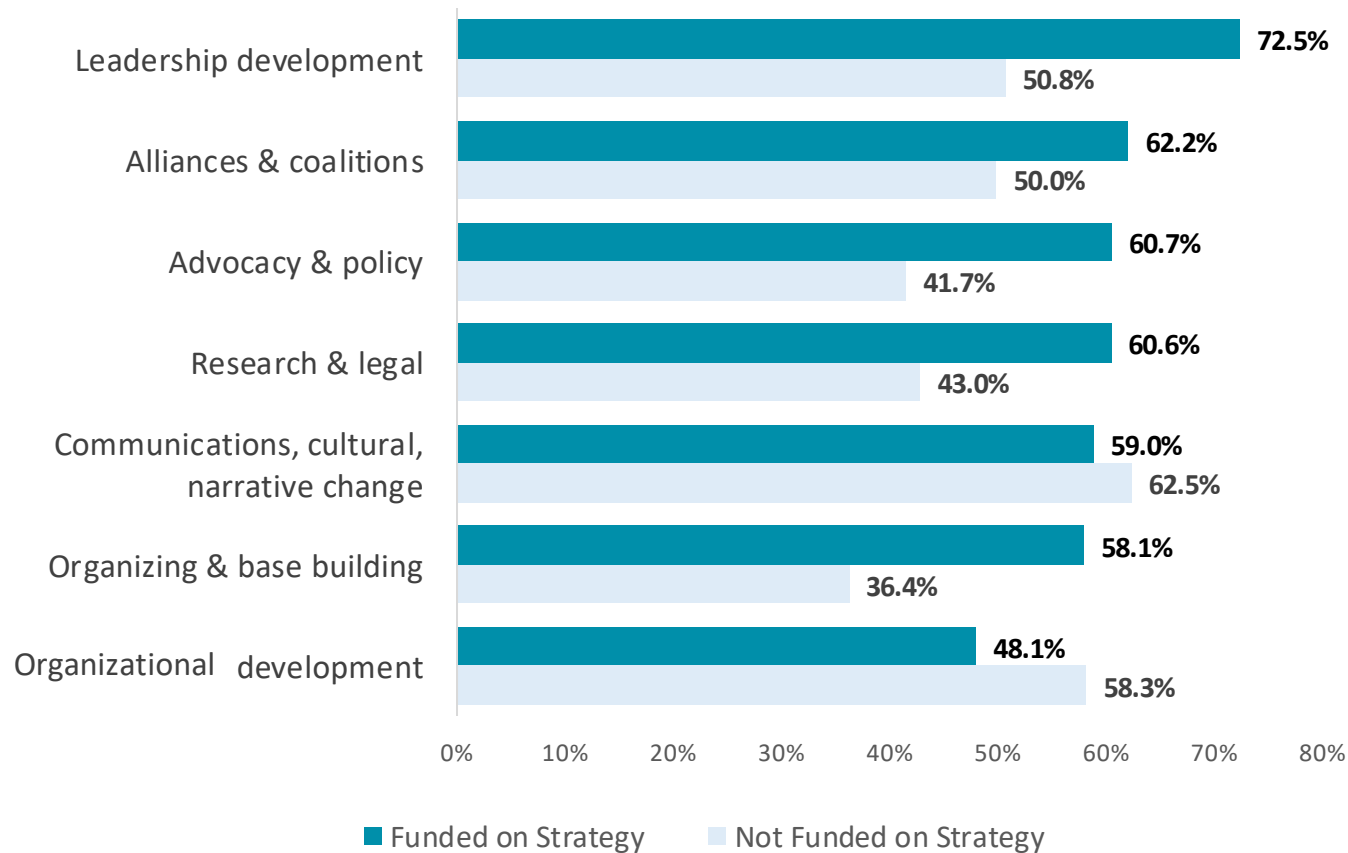
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3

Topic areas high a particularly high degree of overlap between BHC Site-level and Statewide changes:

- *Immigration Rights & Protections*
- *School Climate & Student Success*
- *Health Systems & Prevention*

(8) TCE investments helped build partners' capacity for power building.

Organizations that received TCE investments intended to help build capacity for a particular power strategy tended to later report more mature capabilities in that area.

Proportion of TCE grantees with "mature" capacity, by funding history for each strategy

Strategy	Funded on Strategy	Not Funded on Strategy
Leadership development	72.5%	50.8%
Alliances & coalitions	62.2%	50.0%
Advocacy & policy	60.7%	41.7%
Research & legal	60.6%	43.0%
Communications, cultural, narrative change	59.0%	62.5%
Organizing & base building	58.1%	36.4%
Organizational development	48.1%	58.3%

■ Funded on Strategy   ■ Not Funded on Strategy

Note: About 70% of CA Network Project participants as of the date of this analysis received BHC funding.

BY THE NUMBERS:

437

Active members in the **CA Network Project,** of about 950 who have been invited so far.

53

CA Network Project members that are small organizations (< $1 million annual budget) working at the local or county level only.
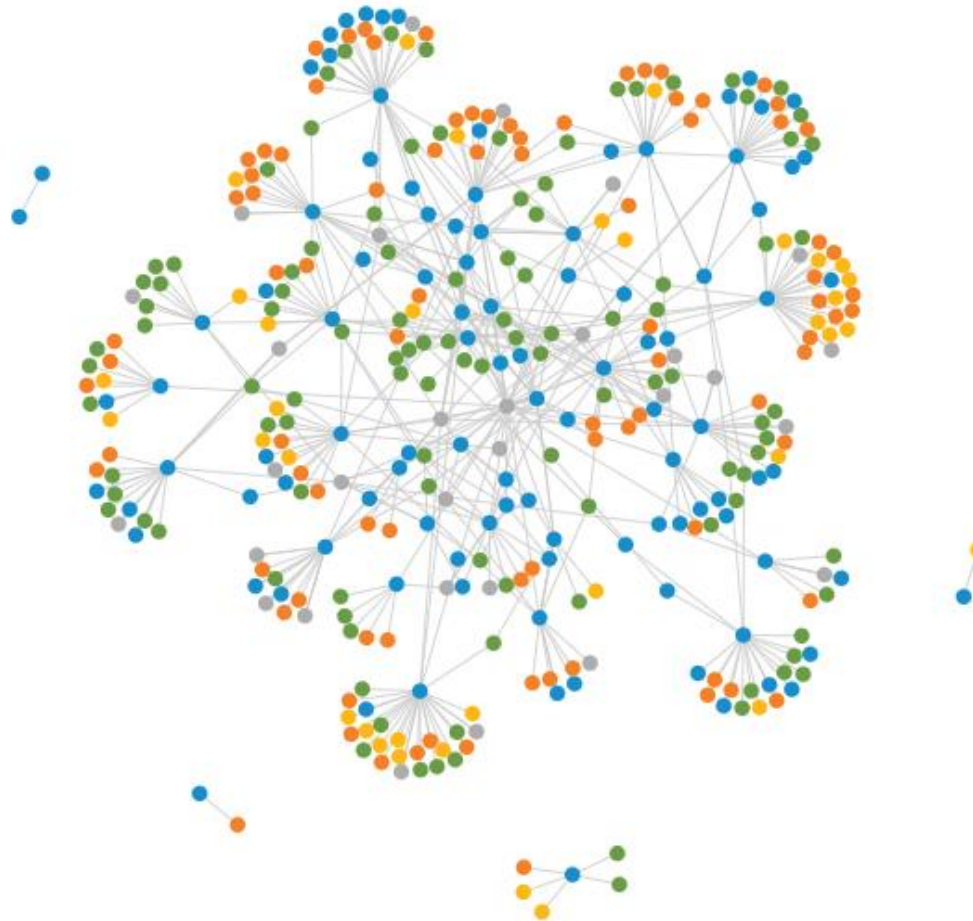
48%

Percent of all member organizations that report mature capacity for community organizing and base-building

(9) Robust organizational ecosystem includes 450+ funding partners.

❖ Collectively, CA Network Project members have reported **almost 3,000 connections** to date.

❖ More than **460 funders** and almost **500 alliances or coalitions** have been named by project participants so far.

❖ Regional and system-level networks appear to be well connected as shown here; most groups are part of large connected component, with only a few very small components on the outside.

Example: The Network of Connections of Southern CA Organizations Working on Community & Economic Development

Note: Members are shown in **blue**, reported partners are **orange**, alliances are **yellow**, funders are **green**

BY THE NUMBERS:

206
Number of CA Network Project members who have reported at least one ecosystem connection.

2,995
Connections have been reported by Network members to date. (connections to other organizations, alliances/coalitions, or funders).

460
Number of unique funders with whom Network members report collaborating.

498
Number of unique alliances with whom Network members report affiliating.
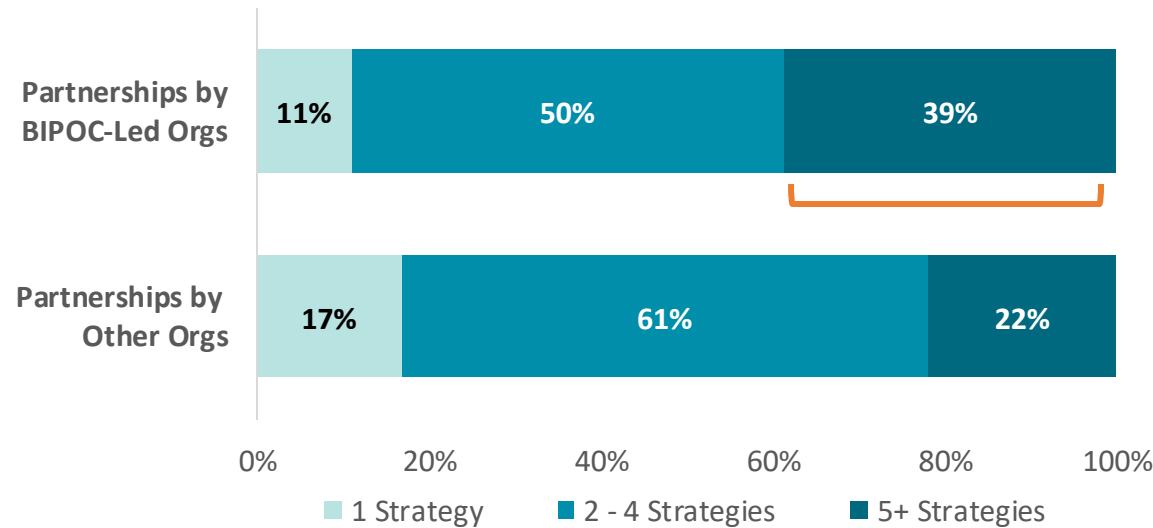
(10) Ecosystem partnerships are deep & multifaceted.

Among 600+ organization-to-organization partnerships:

❖ Most partnerships involve collaboration on three or more power capacities from the ERI Power Flower.

❖ More than half (56%) involve community organizing or base-building as part of the collaboration.

❖ **Partnerships described by BIPOC-led organizations involve more power building strategies than partnerships described by other organizations**.

❖ Almost 40% of the partnerships described by BIPOC-led organizations include 5+ power strategies.

❖ BIPOC-led partnerships are more likely to use organizing and base building as a power building strategy.

Partnerships by BIPOC-Led Orgs: 11% | 50% | 39%

Partnerships by Other Orgs: 17% | 61% | 22%

0%   20%   40%   60%   80%   100%

■ 1 Strategy   ■ 2 - 4 Strategies   ■ 5+ Strategies

BY THE NUMBERS:

600+
Distinct organization-to-organization partnerships reported among Network members.

62%
Percent of reported partnerships in the ecosystem that are characterized by a formal agreement.

57%
Percent of reported partnerships that have existed for 5 years or more

3.7
Average number of power building strategies involved in organization-to-organization partnerships

What's Next?

What We Learned

TCE made significant investments in power, the impacts of which can be seen in policy, systems, and physical changes in BHC communities, and in organizational capacity across the power ecosystem.

Questions We Still Have

We still have questions about how power functions as an outcome and mediator of other outcomes, which we are currently exploring through CORE's Impact Studies and ongoing enhancement of the CA Network Project.

Where We Are Going Next

CORE is continuing to work with TCE and practitioners to ensure that we are paying attention to the right metrics, so that ongoing and long-term impacts of power are visible, measurable, and captured by evaluation efforts.

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