Welcome to the Accelerating Equity Learning Community Skills Institute!

National MCH Workforce Development Center
Advancing Health Transformation

"COURAGE DOESN'T ALWAYS ROAR. SOMETIMES COURAGE IS THE QUIET VOICE AT THE END OF THE DAY SAYING, 'I WILL TRY AGAIN TOMORROW.'"
- MARY ANNE RADMACHER
FranklinCovey
THE ULTIMATE COMPETITIVE ADVANTAGE

Where have we been?

Monday:

- This work begins with me
- Core conversations for our team

Tuesday:

- Identities
- Equity Ecosystem
- Systems thinking: iceberg, change over time, causal loop diagrams
- Equity Framework (R4P) and hackathon

Where are we going?

Wednesday (today!):

- Considering what to do
  - Is there evidence for this type of work?
  - How could we design something?
  - How could we cultivate networks to inform the work?
- Infrastructure & leadership for equity change
- Start to capture potential actions throughout the day

Thursday:

- Synthesis and next steps
- Peer feedback
- Resource fair
- A longer evaluation

Equity Work and Our Emotions

National MCH Workforce Development Center

Advancing Health Transformation

Emotions are part of the human experience

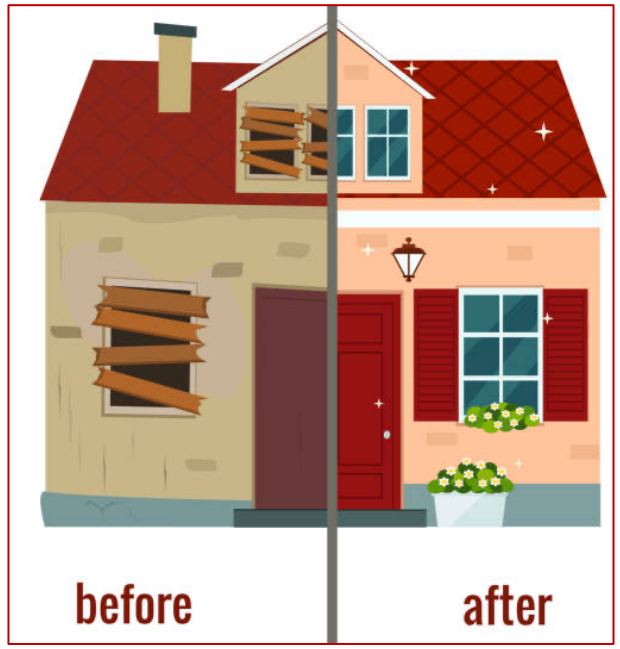
- What we experience can affect how we feel. How we feel can affect our experience.
- Our backgrounds may mean that we have different ways we show emotion.
- It's important to acknowledge each other's emotions and experiences. But it can be hard!

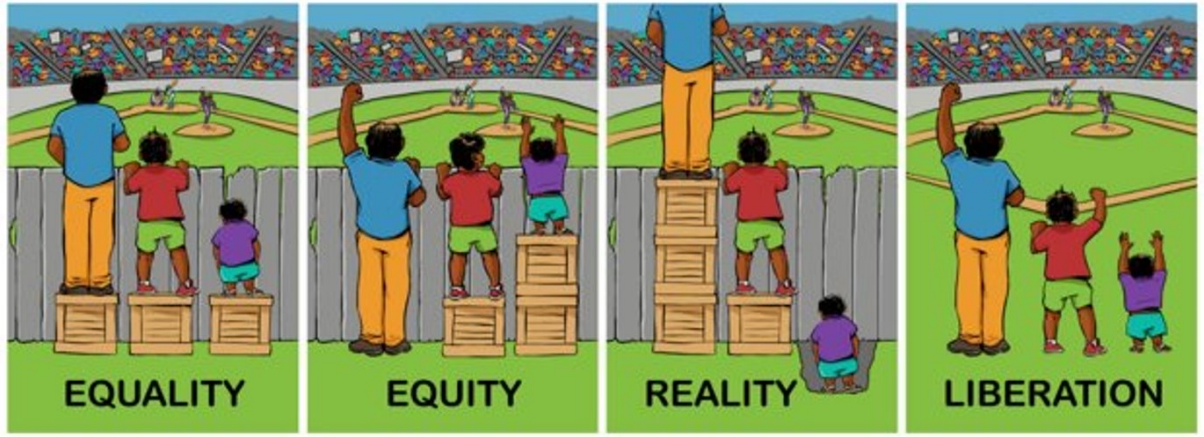
Having and feeling emotion is part of equity work.

Some of the emotions we've described this week…

- Fear
- Excitement
- Frustration
- Curiosity
- Anger
- Hope
- Grief
- Joy

Metaphors (Dr. Michelle Boyd)





Write – Pair – Share

- **8-minutes: Write a metaphor that describes what this work feels like for you**

- **8-minutes: Pair with someone else to talk about your metaphor**
  - 3-minutes: One person share your metaphor, **OR** how you felt about the activity (storyteller)
  - 1-minute: Listener will reflect and respond to what was shared.
  - Repeat!

- **Share with the large group**

Grief

Grace

Gathering Joy

Capturing Actions

Adaptive Actions

Adaptive Actions

National MCH Workforce Development Center

(Georgia Health Policy Center slide)

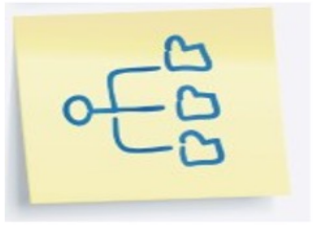
Influence decisions

Educate others

Strategically plan under uncertainty

Stay abreast of new information that emerges

Create new partnerships



Build capacity: workforce, information technology, and care coordination

National MCH Workforce Development Center
Advancing Health Transformation

30/30 Form

Date: **Team:**

Aim Statement:

What did we learn this month?	Highlights from our 30/30 Meeting

Action Plan				
Activity (What is the activity you are doing?)	Product (What is being produced?)	Indicator/Measure (How will you measure this activity?)	Responsible (Who is responsible for this activity?)	Frequency/Deadline (What is the deadline of this activity?)

Based on 30/30 template provided by Strategic Doing Institute, 2017

Advancing the Equity Ecosystem: FAQ's

- *Sessions:*

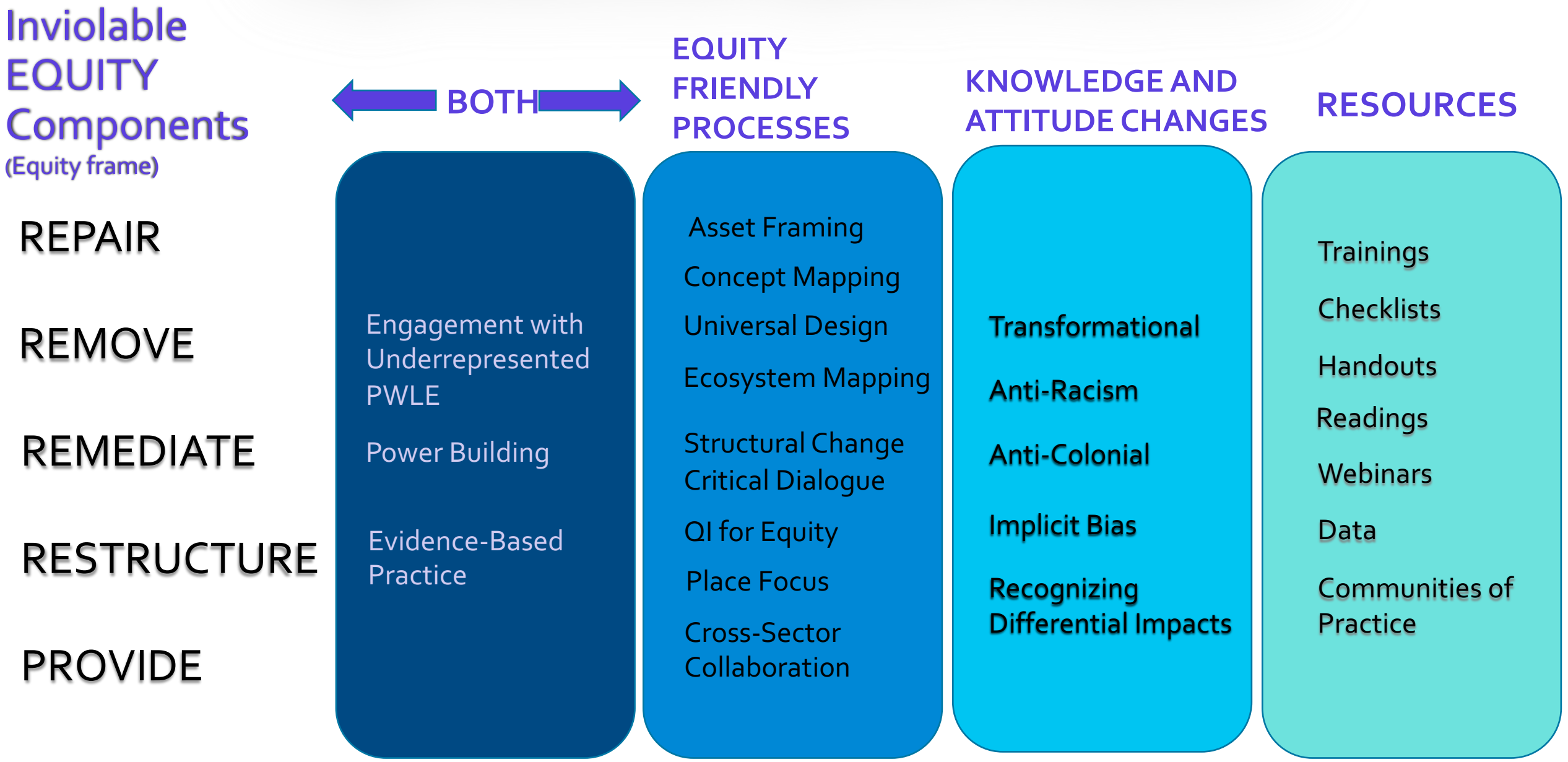
Wednesday May 4, 2022 9:45-10:15

Thursday, May 5, 2022, 9:15-9:45

Learning Objectives

- Opportunity to address questions that arose in one group for the benefit of the entire cohort
- To provide an open opportunity for teams and members to ask specific questions or ask for specific guidance
- To synthesize learnings across previous sessions
- To provide a check-in on where we've been through the Equity ecosystem

Organizational Equity Ecosystem



Frequently Asked Questions/Frequently Encountered Challenges

1. What do I do when members of my team are convinced they are acting from an "equity lens" when I believe they are not?
2. How can public health professionals develop relationships with existing community -based organizations for future engagement?
3. What are some strategies for resolving disagreements among engaged partners?
4. We already have an "equity champion" designated in my department. Why would others in the Department need further training?
5. How does "equity capacity " unfold, and how do I know where I am in the developmental process? How do I know where others are?

Frequently Asked Questions/Frequently Encountered Challenges, part 2

6. What does the highest stage of equity capacity look like and how do I attain this?
7. I have been doing equity work or fighting for equity and social justice for years. How do I work with team members who are not as advanced, or those who think they are advanced but are not?
8. Why do you put so much emphasis on *racial* health inequities when there are many other population groups that experience inequities (e.g. people in rural areas, people with disabilities, etc..)
9. Can I build a culture of equity in my team even if my larger organization is not there yet?
10. How can I effectively do this work when my leadership does not allow us to talk about racism, equity, and other key terms?

Advancing the Equity Ecosystem: FAQ's

AELC-Detroit

Session:

Wednesday May 4, 2022 9:15-10:15

Thursday, May 5, 2022, 9:15-9:45

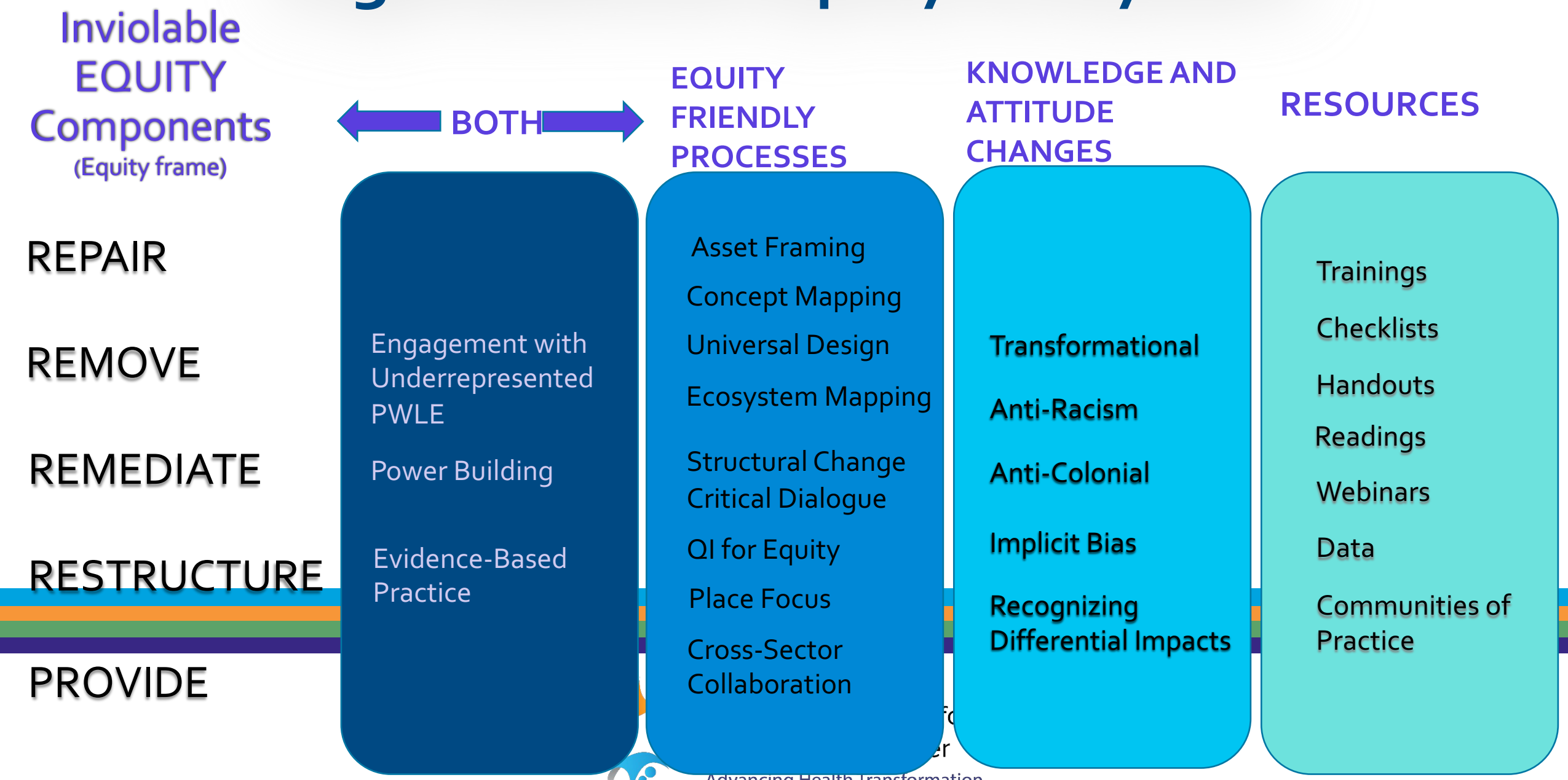
National MC
Developme
Advancing Healt

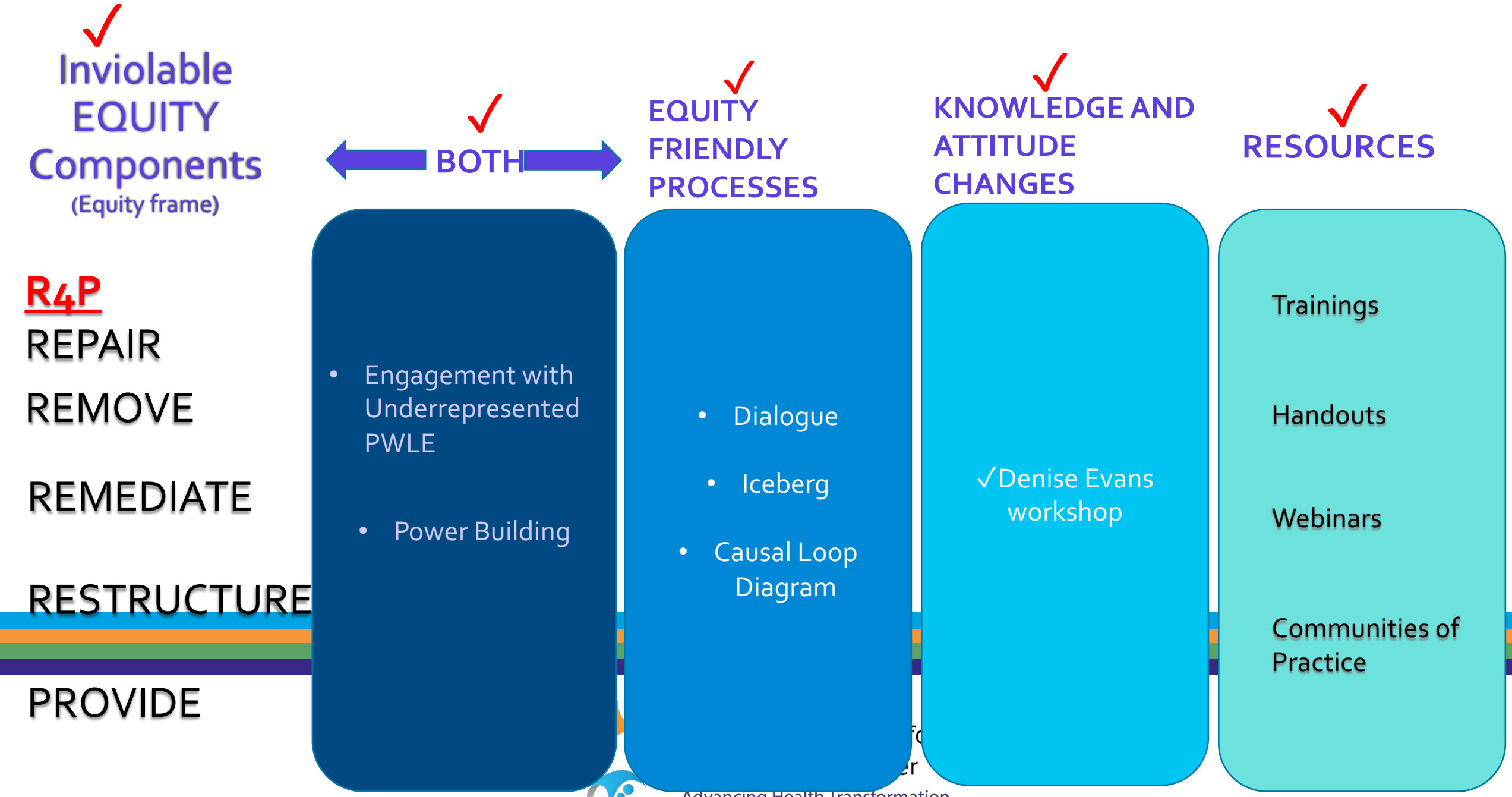
Objectives

- Opportunity to address questions that arose in one group for the benefit of the entire cohort
- To provide an open opportunity for teams and members to ask specific questions or ask for specific guidance
- To synthesize learnings across previous sessions
- To provide a check-in on where we've been through the Equity ecosystem

shutterstock.com · 1577648644

Organizational Equity Ecosystem




✓
Inviolable EQUITY Components
(Equity frame)
✓
BOTH
✓
EQUITY FRIENDLY PROCESSES
✓
KNOWLEDGE AND ATTITUDE CHANGES
✓
RESOURCES
R4P
REPAIR
REMOVE
REMEDIATE
RESTRUCTURE
PROVIDE
• Engagement with Underrepresented PWLE
• Power Building
• Dialogue
• Iceberg
• Causal Loop Diagram
✓Denise Evans workshop
Trainings
Handouts
Webinars
Communities of Practice
Advancing Health Transformation

Open Forum-facilitated peer learning

- **Participants can ask clarifying questions, initiate discussion about specific issues they are grappling with, share their wisdom and "Aha" revelations, etc…**

- <u>Respondents include:</u>
- State team participants/peers
- Equity and Engagement Team members from Workforce Development Center (WDC)
  - Stacy Tuck, Vijaya Hogan, Ki'yonna Brown- Jones, Becky Burns, Lindsay Yates
- All staff from WDC
- Anyone who has a helpful response

Frequently Asked Questions/Frequently Encountered Challenges

1. What do I do when members of my team are convinced they are acting from an "equity lens" when I believe they are not?
2. How can public health professionals develop relationships with existing community -based organizations for future engagement?
3. What are some strategies for resolving disagreements among engaged partners?
4. We already have an "equity champion" designated in my department. Why would others in the Department need further training?
5. How does "equity capacity " unfold, and how do I know where I am in the developmental process? How do I know where others are?

- 6. What does the highest stage of equity capacity look like and how do I attain this?
- 7. I have been doing equity work or fighting for equity and social justice for years. How do I work with team members who are not as advanced, or those who think they are advanced but are not?
- 8. Why do you put so much emphasis on *racial* health inequities when there are many other population groups that experience inequities (e.g. people in rural areas, people with disabilities, etc..)
- 9. Can I build a culture of equity in my team even if my larger organization is not there yet?

Opportunities to Build Equity with Evidence

Accelerating Equity Learning Community, (AELC)
Detroit, MI

May 2-5, 2022
4:45-6:15 PM

National MCH Workforce Development Center
Advancing Health Transformation

Learning Objectives

Participants will:

1. Understand the role of evidence in the context of the active implementation stages
2. Define different kinds of evidence
3. Explore the status of evidence in the context of the team's project
4. Identify opportunities to develop and strengthen evidence in the context of their project and beyond

Why is this session Important?

This session will…

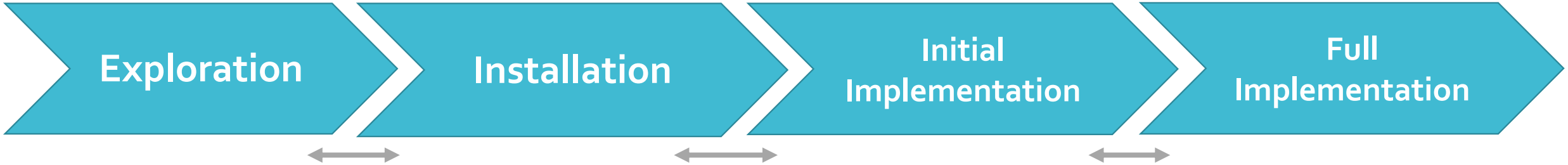
- review the Active Implementation stages to guide equity building actions

- facilitate team exploration of the nature and role of evidence in building equity, and

- Help teams identify opportunities to grow the "equity evidence" base.

Change Takes Time...

Implementation Stages

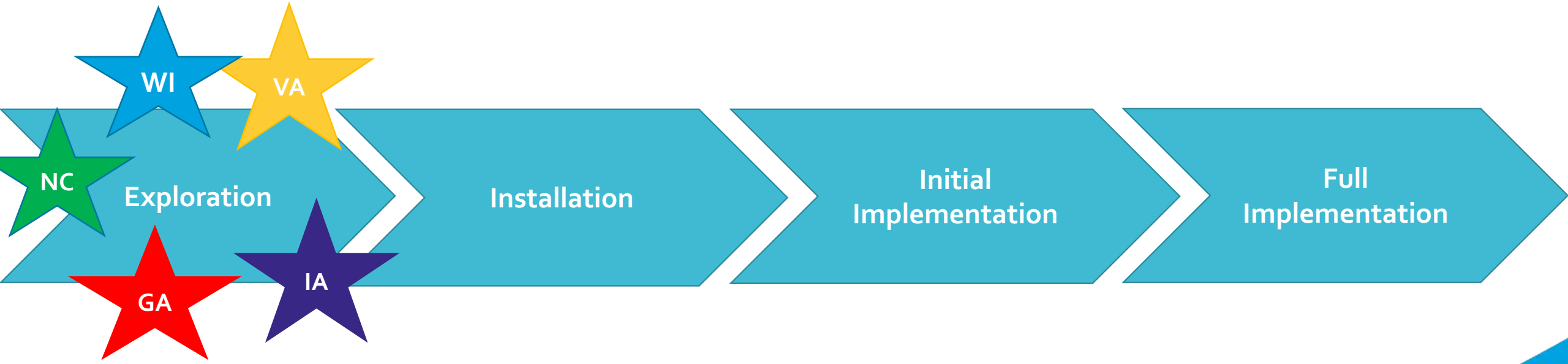


Equity Building: Community Engagement and Participation

Exploration	Installation	Initial Implementation	Full Implementation
• Assess need • Examine fit & feasibility • Select innovation(s)	• Mobilize resources • Generate buy-in • Develop supports	• Initiate use of innovation • Use data to improve supports	• Consistent use of innovations • Client/Population outcomes • Scale & Sustain

3-5 years

So…Where Are You?



Example…Workforce Development

Internship Program Example

- Gather & analyze workforce data
- Involve staff, managers, & leaders in Assess need
- Identify, appraise select workforce innovation(s)

- Build relationship with HBCUs
- Develop org. policy and process
- Dedicate resources
- Develop staff supports
- Define quality metrics
- Plan for data collection

- Initiate 1st round internships
- Collect real time data from student, staff, preceptors
- Use data to target rapid improvements

- Internship now "Business as usual"
- Sustained quality @ or above targets
- Consider opportunities for scale (e.g., more branches? Partners)
- Adapt policy, process as needed to sustain

Evidence and Equity

Defining Evidence

Evidence…

- Has multiple definitions.
- Varies in availability, relevance, and quality
- Has been/can be biased, untrue, and used to oppress
- Is emergent for equity focused innovations

State team projects represent opportunities to build needed evidence.

Evidence - Definitions

Descriptive	Effectiveness	Contextual	Experiential
• Evidence on disease causes and burden	• Evidence of intervention effectiveness on intended outcomes	• Evidence on implementation within context	• Evidence from professional insight, understanding, skill, and expertise accumulated over time

Examples - Descriptive

- Close to 60% of women responded that their pregnancy was intended, a small increase from the 2014 rate (55.8%)
- White and Hispanic women were more likely to respond that their pregnancy was intended than Black women
- Women have unmet need for highly effective contraceptive method of their choice when they want it

Source: Maternal and Child Health Services Title V Block Grant North Carolina FY 2021 Application/ FY 2019 Annual Report

EFFECTIVENESS OF FAMILY PLANNING METHODS*

*The percentages indicate the number out of every 100 women who experienced an unintended pregnancy within the first year of typical use of each contraceptive method.

MOST EFFECTIVE

Less than 1 pregnancy per 100 women in a year

6-12 pregnancies per 100 women in a year

18 or more pregnancies per 100 women in a year

LEAST EFFECTIVE

REVERSIBLE

Once in place, little or nothing to do or remember.

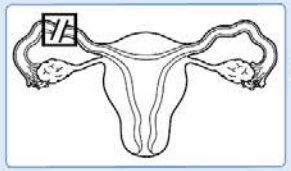
Implant — 0.05%

Intrauterine Device (IUD) — 0.2% LNG; 0.8% Copper T

PERMANENT STERILIZATION

After procedure, little or nothing to do or remember.
Use another method for first 3 months (Hysteroscopic, Vasectomy).

Female (Abdominal, Laparoscopic, and Hysteroscopic) — 0.5%



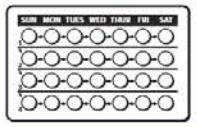
Male (Vasectomy) — 0.15%

REVERSIBLE

Get repeat injections on time. | *Take a pill each day.* | *Keep in place, change on time.* | *Use correctly every time you have sex.*

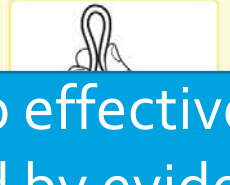
Injectable — 6%

Pill — 9%

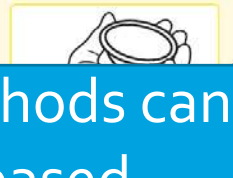


Patch

Ring



Diaphragm



Use corre

REVERSIBLE

Male Condom — 18%

Female Condom — 21%

Condoms should always be used to reduce the risk of sexually transmitted infections.

Fertili

Abstain condoms on fertile days.

24%

28%

Access to effective methods can be improved by evidence based approaches at multiple levels :

- Provider
- Organizational
- Policy
- Community based

Other Methods of Contraception: (1) Lactational Amenorrhea Method (LAM): is a highly effective, temporary method of contraception; and (2) **Emergency Contraception:** emergency contraceptive pills or a copper IUD after unprotected intercourse substantially reduces risk of pregnancy.

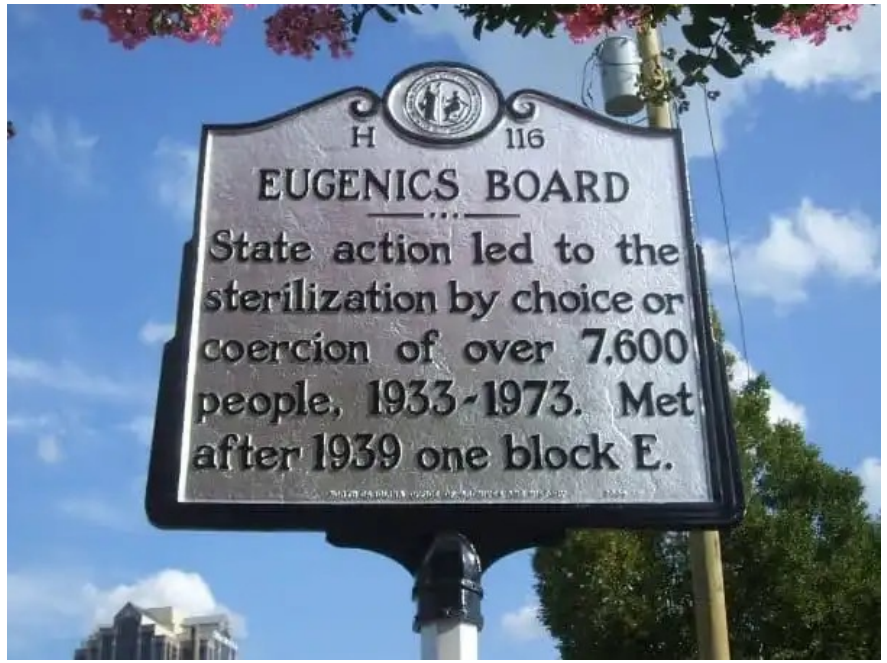
Adapted from World Health Organization (WHO) Department of Reproductive Health and Research, Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs (CCP). Knowledge for health project. Family planning: a global handbook for providers (2011 update). Baltimore, MD; Geneva, Switzerland: CCP and WHO; 2011; and Trussell J. Contraceptive failure in the United States. *Contraception* 2011;83:397–404.

Centers for Disease Control and Prevention
National Center for Chronic Disease Prevention and Health Promotion

Examples - Effectiveness

Examples - Contextual

NC Forced Sterilization



Expanding Attention to Reproductive Justice in NC

SisterSong

Women of Color Reproductive Justice Collective

Examples – Experiential

- Women's experiences and knowledge regarding where, when and how to access family planning services that are responsive and respectful

- Providers experience counselling women who desire family planning, yet have concerns about past experiences (personal and historical)

Photo by UX Indonesia on Unsplash

Evidence across the Stages

- Needs Assessment (desc.)
- Community history (cont./experiential)
- Innovation appraisal (eff.)

- Participant experience (exp.)
- Initial service quality (effectiveness*)
- Adaptation (contextual)

Exploration → **Installation** → **Initial Implementation** → **Full Implementation**

- Provider knowledge (exp.)
- Org. Capacity (dec.)
- Implementation Strategy (effectiveness)

- Indiv./population Impact (eff.)
- Scale (context)
- Unmet need (descriptive)

Bridge to Design

- Whether creating something new or tailoring an existing innovation… experiential and contextual data can help us with our next steps in design

- "Empathy … a skill that allows us to understand and share the same feelings that others feel" (source)

Photo by Modestas Urbonas on Unsplash

Team Discussion

- What types of evidence do you draw on typically?
- For this effort, where do you need/want more/different evidence? Where can you find it?
- How can you build the evidence through the work at hand?
- What help will you need?

Questions? Ideas?

DESIGN THINKING

Accelerating Equity Learning Collaborative DETROIT

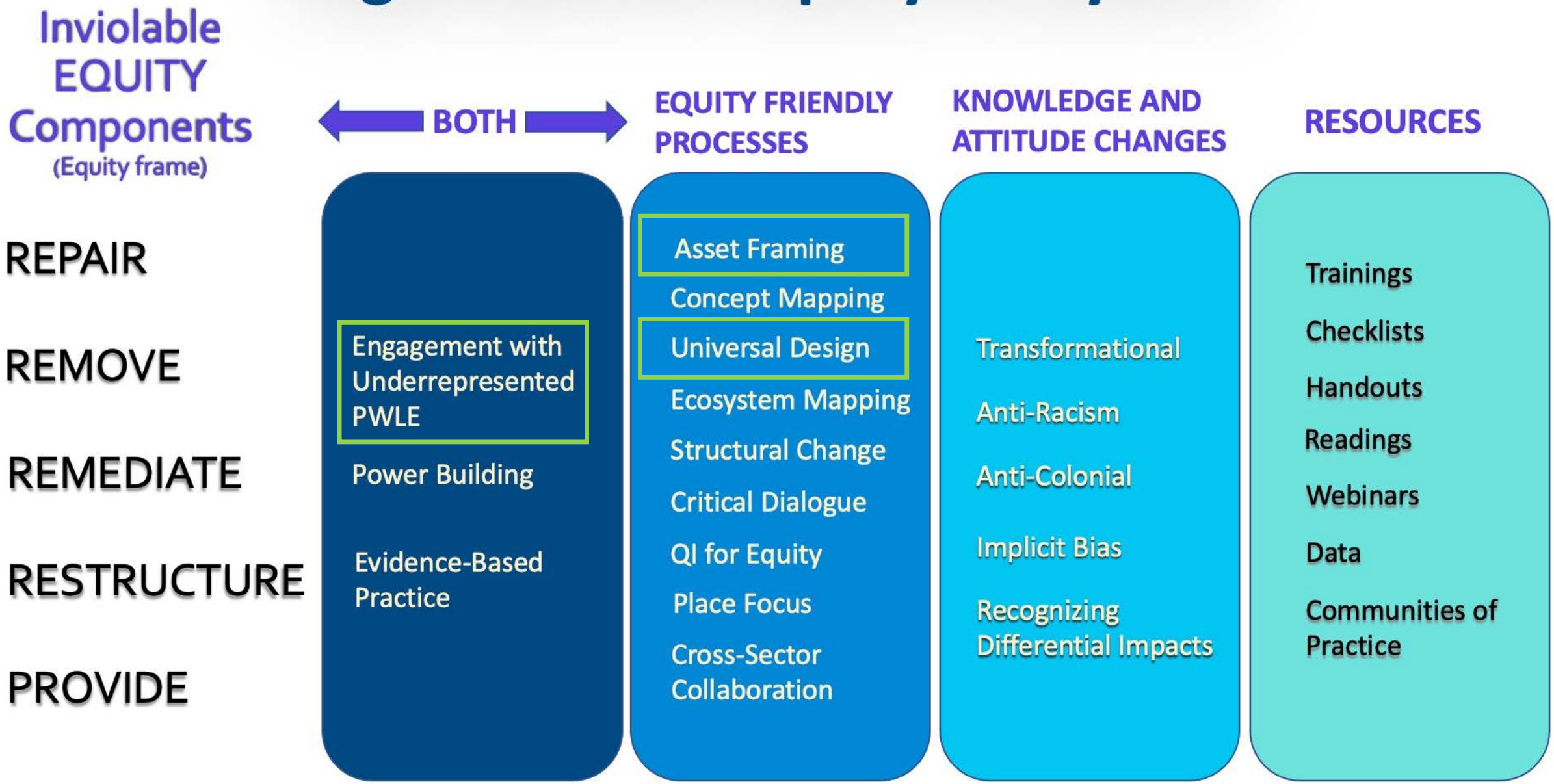
National MCH Workforce Development Center
Advancing Health Transformation

National MCH Workforce Development Center
Advancing Health Transformation

Stephen Orton

- Practice first steps of “design thinking” approach
- Empathize
- Ideate
- Prototype

Organizational Equity Ecosystem

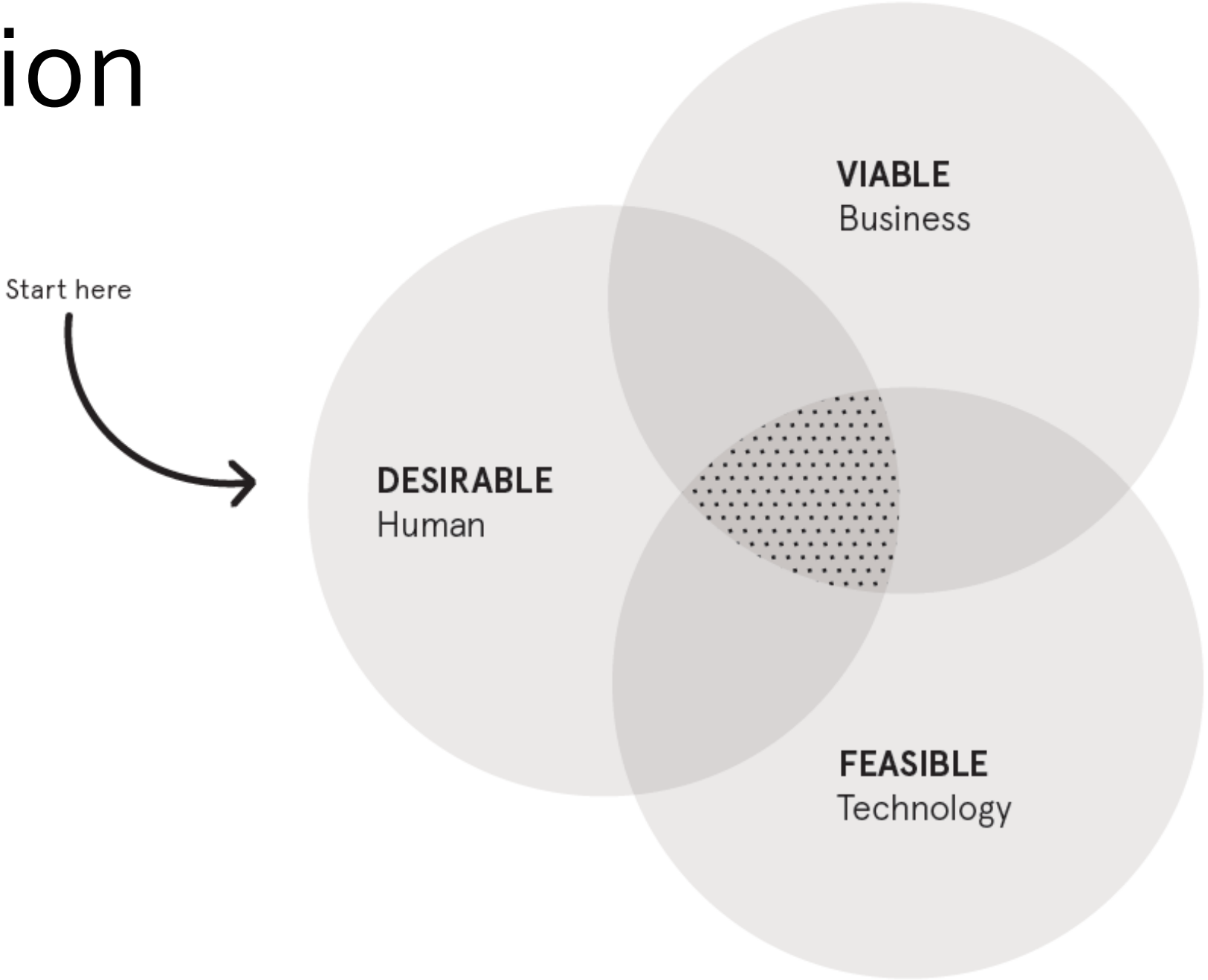


Systems Thinking + Design Thinking

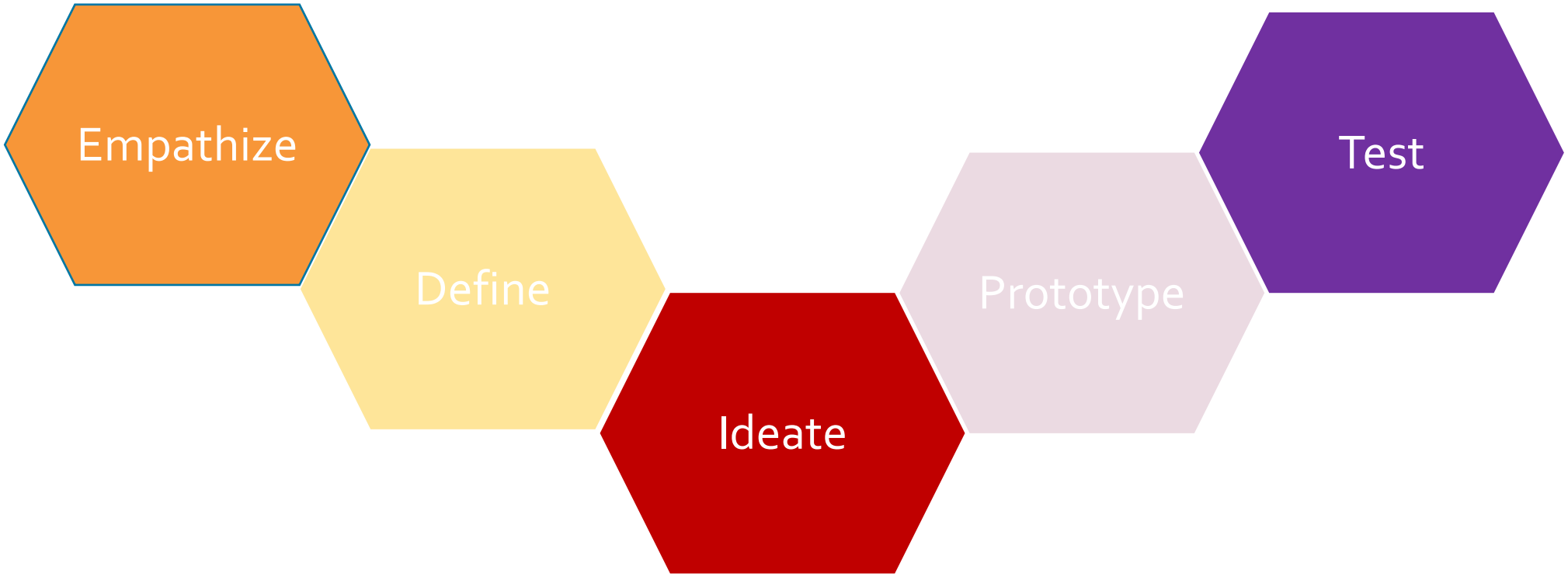
- Name outcomes we care about (e.g. "Turn The Curve")
- Understand the whole complex system, stakeholders, different perspectives, connections, loops
- Identify "leverage points"
- Appreciate complexity

- Empathize with specific people
- Appreciate aspirations, context
- Brainstorm innovations
- Prototype and pilot
- Appreciate "customers"

Innovation


Start here
VIABLE
Business
DESIRABLE
Human
FEASIBLE
Technology

Design Thinking Process



Do Discovery

- Observe
- Ask open-ended questions
- Look at what customers do

[Not a focus group… not a survey]

- Generate hypotheses through customer profiles… then test them
- Discover needs through empathy/observational oriented interviews or tools
- Role-play, act out the process

Find customer Job To Be Done

- Learn the "Job To Be Done" of your customer
- Identify pain points
- Identify opportunities they are chasing
- Identify hopes and aspirations

- Focus your learning
- Converge on key concepts
- **<u>Validate</u> with customers (People with Lived Experience)**

Brainstorm, Create Options

- Brainstorm features to match “pains and gains”
- Think big, broad, get all the options
- List ideas that could happen
- List ideas that could not ever happen

Prototype, Dummy, Sketch

- Low-fidelity trials to get input from end users
- Conversation starter around an idea
- Formats: narrative (storyboard), cartoon, video, sketch, mash-up… playdoh! Whatever!

Test, Pilot, Learn

- Pilots
- PDSAs
- Keep iterating and getting feedback until your solution is narrowed, validated and ready to go live
- “Fail Forward Faster”

PROFILE

Profile worksheet LI 2022 - Excel

File Home Insert Page Layout Formulas Data Review View Tell me what you want to do...

A7 | Things they do, behaviors we've observed:

	A	B
1	CATEGORY	Person1
2	Profile Name	
3	Demographics	
4	Context (current story)	
5	Things they see:	
6	Things we've heard them say:	
7	Things they do, behaviors we've observed:	
8	Things they hear from others:	
9	What decisions are they making?	
10		
11	**JOBS TO BE DONE**	
12	What are their Jobs To Be Done?	
13		
14	**GAINS**	
15	What are they seeking? What opportunities do they see?	
16	What are their aspirations?	
17	What do they wish for?	
18	What do they need?	
19	**PAINS**	
20	What are their fears, anxieties? Frustrations, barriers?	
21	Other thoughts/feelings that motivate them?	
22		
23	**VALIDATION STEPS:**	
24		

Sheet1

Ready

Empathy Map

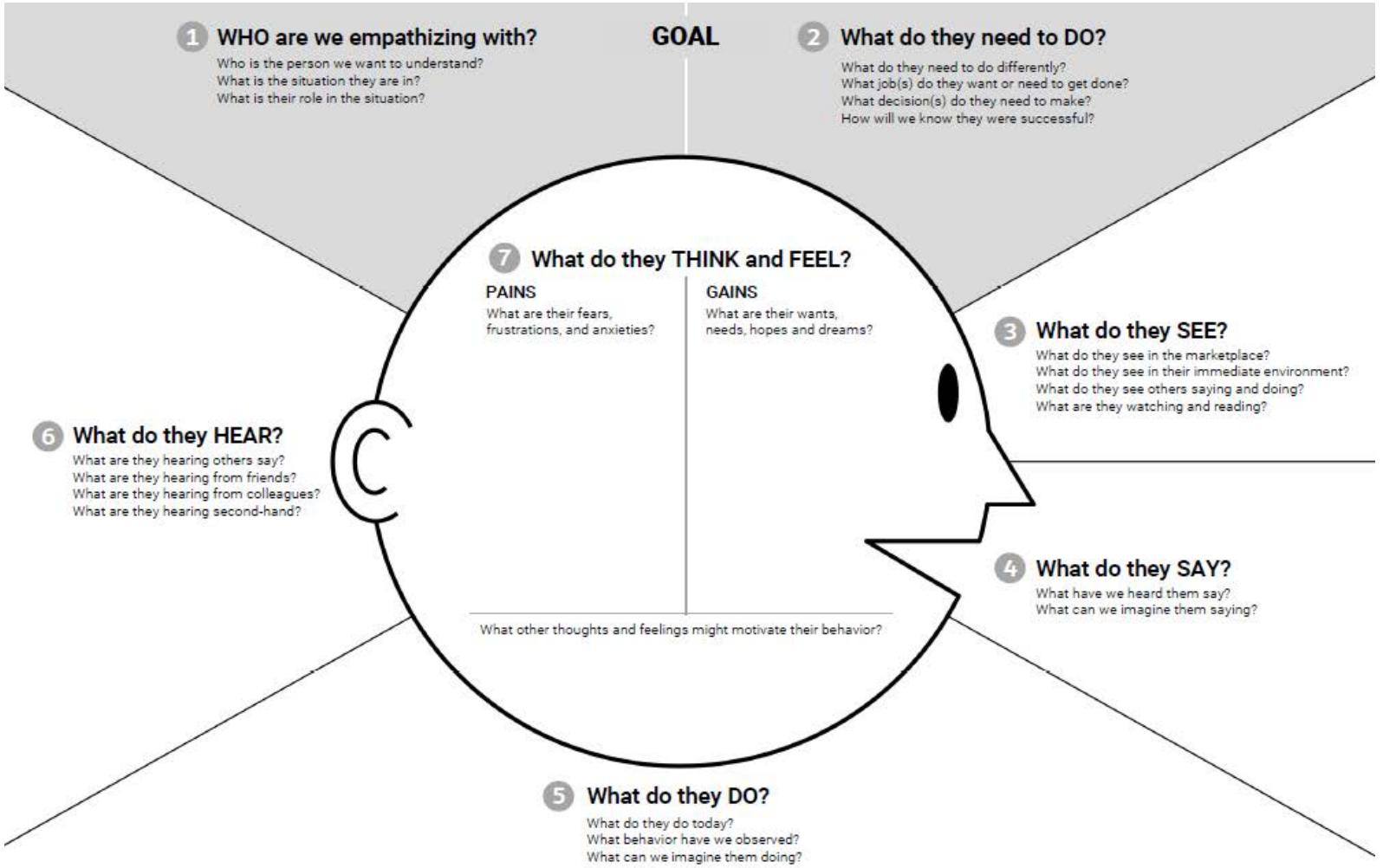


Table Agenda

- Build a profile – go fast
- Be specific – start with a name
- Don’t worry too much because these are guesses to be validated

State Staff

- Job:
- Gain, Dream:
- Pain:

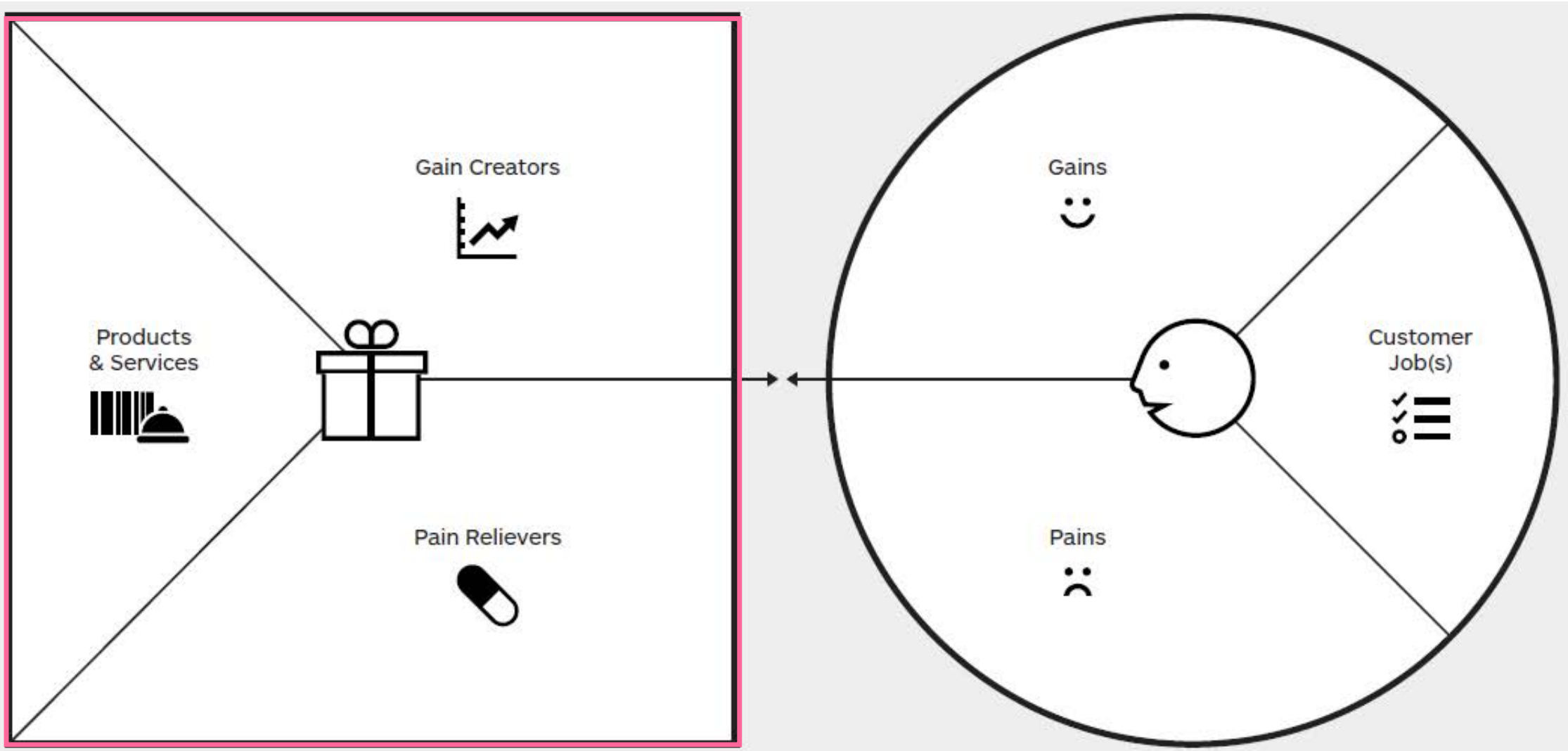
Local/CBO

- Job:
- Gain, Dream:
- Pain:

"Customer"

- Job:
- Gain, Dream:
- Pain:

“Value Proposition Canvas”



COPYRIGHT: Strategyzer AG
The makers of Business Model Generation and Strategyzer

Strategyzer
strategyzer.com

Value Proposition Canvas

2

BRAINSTORM …

- Options or “features”
- Match across

1

DIGEST…

- A few specific “Jobs”
- A few specific Pains
- A few specific Gains

Key Takeaways, Next Steps

- *Curiosity* means not having to know the answer
- Mutual Learning approach – test assumptions
- Staff need to "see" the value they create
- It feels good to be heard and known

What could go wrong? _____

References / Further Study

- Chris Mumford, UNC *Go Big! Toolkit*
- IDEO.com
- Stanford d.school

LUNCH

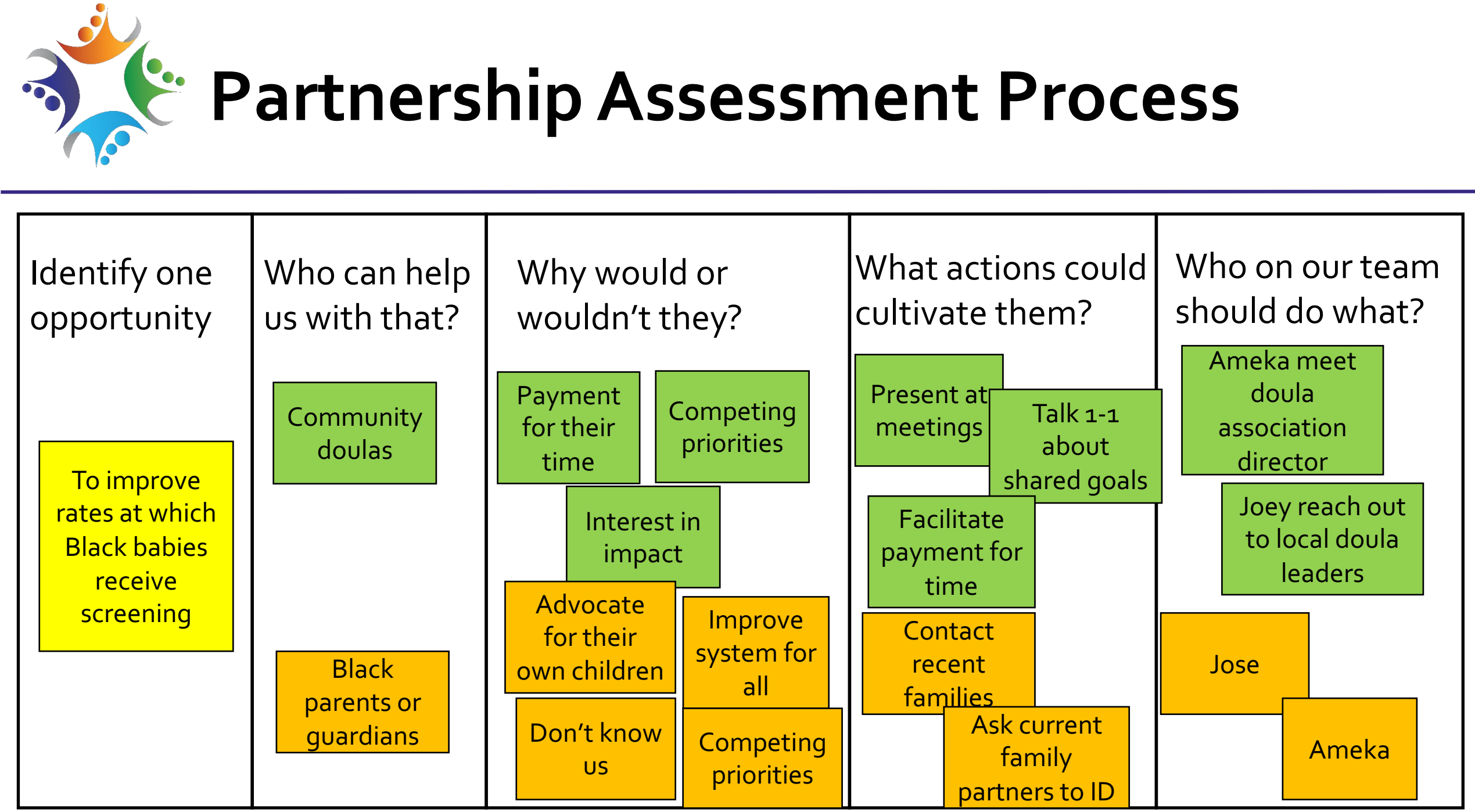
Cultivating Partners: Centering People with Lived Experiences

National MCH Workforce Development Center
Advancing Health Transformation

Asking:

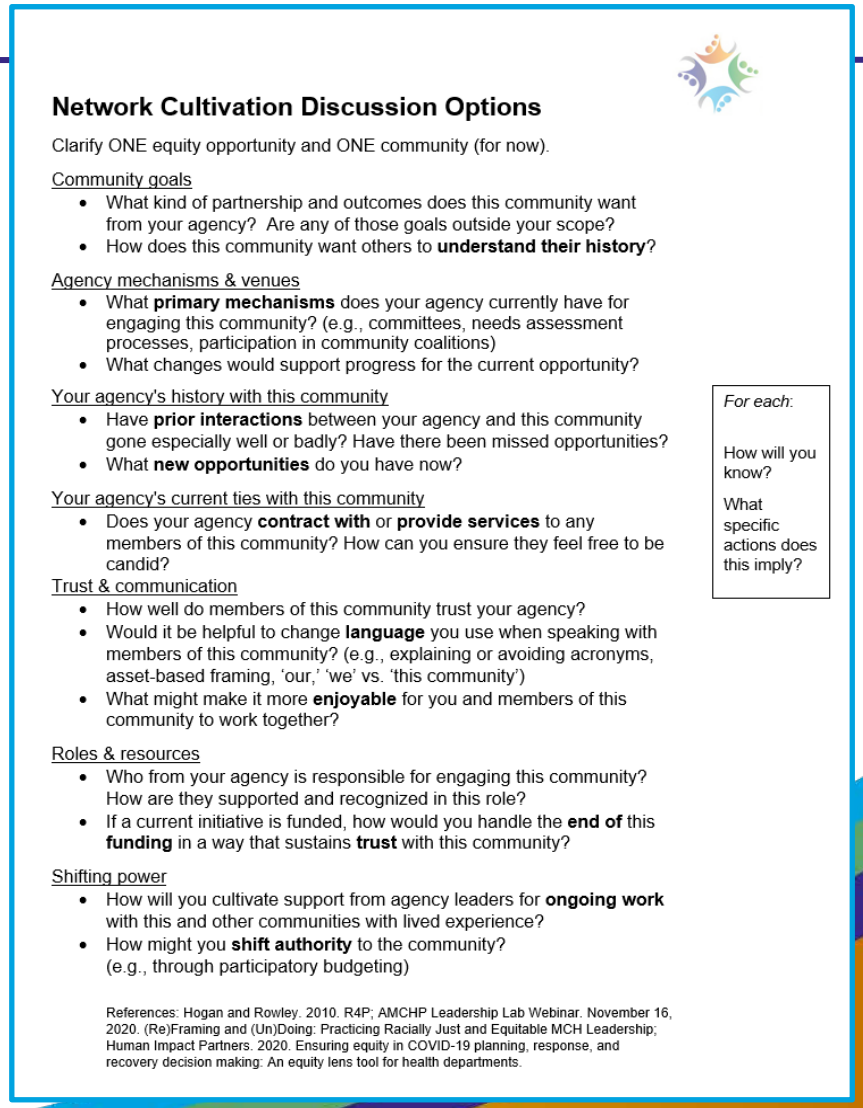
- What are **your goals** for working with a community?
- What has this community **experienced**? What are **their goals**?
- How are you working with them now?
- How are you **shifting power**?

Partnership Assessment Process



7 Network Cultivation Topics

1. **Community Goals & Narrative**
2. **Agency Mechanisms**
3. **Relationship History**
4. **Current Ties**
5. **Trust & Communication**
6. **Roles & Resources**
7. **Shifting Power**



Network Cultivation Discussion Options

Clarify ONE equity opportunity and ONE community (for now).

Community goals
- What kind of partnership and outcomes does this community want from your agency? Are any of those goals outside your scope?
- How does this community want others to **understand their history**?

Agency mechanisms & venues
- What **primary mechanisms** does your agency currently have for engaging this community? (e.g., committees, needs assessment processes, participation in community coalitions)
- What changes would support progress for the current opportunity?

Your agency's history with this community
- Have **prior interactions** between your agency and this community gone especially well or badly? Have there been missed opportunities?
- What **new opportunities** do you have now?

Your agency's current ties with this community
- Does your agency **contract with** or **provide services** to any members of this community? How can you ensure they feel free to be candid?

Trust & communication
- How well do members of this community trust your agency?
- Would it be helpful to change **language** you use when speaking with members of this community? (e.g., explaining or avoiding acronyms, asset-based framing, 'our,' 'we' vs. 'this community')
- What might make it more **enjoyable** for you and members of this community to work together?

Roles & resources
- Who from your agency is responsible for engaging this community? How are they supported and recognized in this role?
- If a current initiative is funded, how would you handle the **end of** this **funding** in a way that sustains **trust** with this community?

Shifting power
- How will you cultivate support from agency leaders for **ongoing work** with this and other communities with lived experience?
- How might you **shift authority** to the community? (e.g., through participatory budgeting)

For each:

How will you know?

What specific actions does this imply?

References: Hogan and Rowley. 2010. R4P; AMCHP Leadership Lab Webinar. November 16, 2020. (Re)Framing and (Un)Doing: Practicing Racially Just and Equitable MCH Leadership; Human Impact Partners. 2020. Ensuring equity in COVID-19 planning, response, and recovery decision making: An equity lens tool for health departments.

References: Hogan and Rowley. 2010. R4P; AMCHP Leadership Lab Webinar. November 16, 2020. (Re)Framing and (Un)Doing: Practicing Racially Just and Equitable MCH Leadership; Human Impact Partners. 2020. Ensuring equity in COVID-19 planning, response, and recovery decision making: An equity lens tool for health departments.

Community Goals

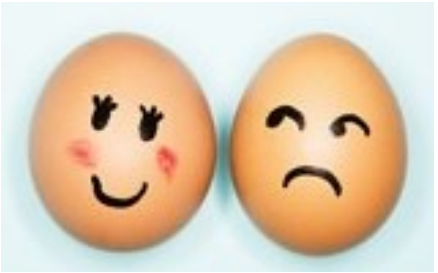
- What does this community aspire to? What kind of partnership and outcomes does this community want from your agency?
- How do members of this community want your agency to understand their story?

Agency Mechanisms & Venues

- What primary mechanisms does your agency currently have for engaging this community?
- What changes would support progress for the current opportunity?

Relationship History

- Have **prior** interactions between your agency and this community gone particularly well or badly?



- Have there been **missed opportunities**?
- What **new opportunities** do you have now?

Your Agency's Current Ties to this Community

- Does your agency contract with or provide services to members of this community?
- How can you ensure freedom to be candid?

Trust

- How well does this community trust your agency?
- What changes in language would be helpful when speaking with members of this community? (e.g. asset-based framing, use of acronyms, “we”)
- What might make it more enjoyable for you and members of this community to work together?

Roles & Resources

- Who from your agency is responsible for engaging this community?
- How are they supported and recognized in this role?
- *If a current initiative is funded*: How would you handle the end of this funding in a way that sustains trust with this community?

Shifting Power

- How will you build support from agency leaders for ongoing work with this and other communities with lived experience?
- How might you shift authority to the community?

BREAK

National **MCH** Workforce Development Center

Advancing Health Transformation

Infrastructure for Equity: Leadership for Change

Accelerating Equity Learning Community, (AELC)
Detroit, MI

May 2-5, 2022

National **MCH** Workforce Development Center
Advancing Health Transformation

Learning Objectives

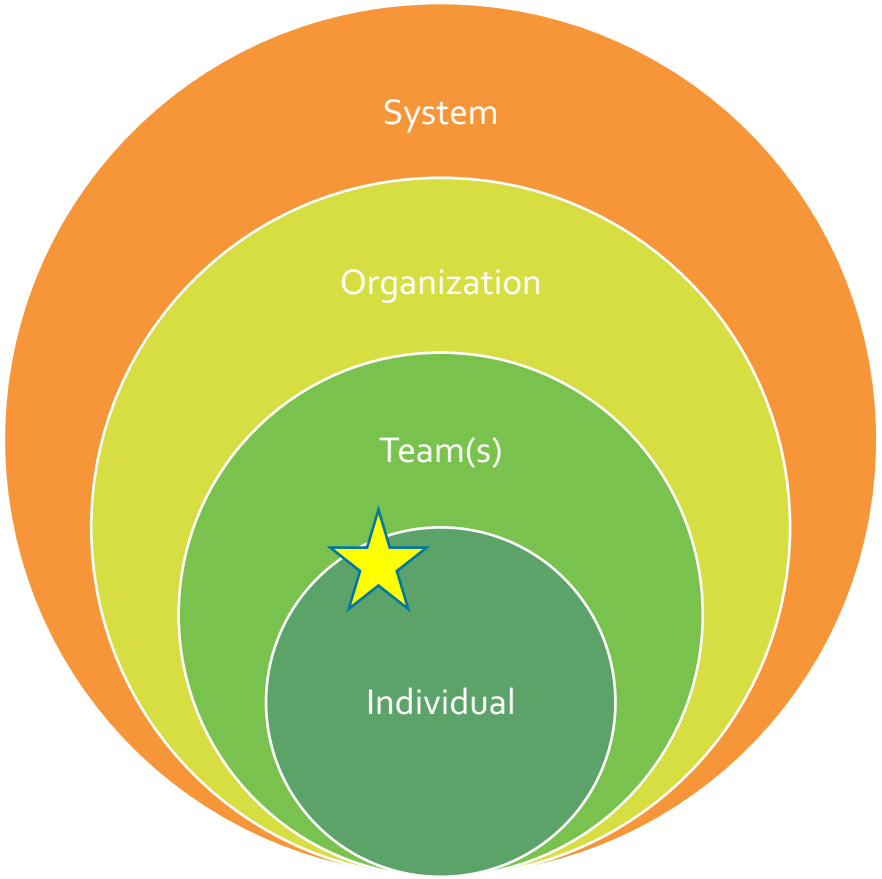
Participants will:

1. Explore best practices that can support efforts to Restructure to build equity
2. Identify specific opportunities for Restructuring in your context.
3. Review individual and team leadership opportunities to advance Restructuring
4. Consider areas for growth and sources of support for planned changes

Why Is This Session Important?

- How we do our work – our **PROCESS** – provides ample opportunity to build equity
- This session highlights opportunities to **RESTRUCTURE** processes to build equity
- This session will help individuals and teams identify **LEADERSHIP** opportunities to build equity in their context

Evidence ≠ Equity



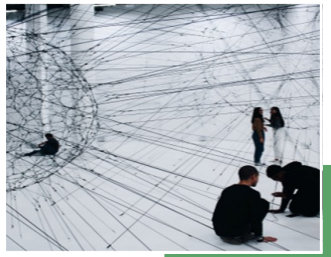
Equity as a process…

"…is a commitment to action (the process of redistributing access, resources and opportunity to be fair and just)." *(Source: Dr. V. Hogan)*

Process Change "Entry Points"

Teams

- How your teams are formed and supported



Innovations

- How new approaches are identified and selected

Improvement

- How data is used for assessment, learning & improvement

"Entry Points" by Stage

With **whom** do we partner? **How** do we support individuals and teams to change?

Who gets credit for success? **How** do we determine if and where to scale our efforts?

Whose mental models are explored? **How** do we decide what to do?

How are improvements prioritized? **Who** is involved in testing improvements?

Reflection Point

What opportunities for transformative process change have you identified?

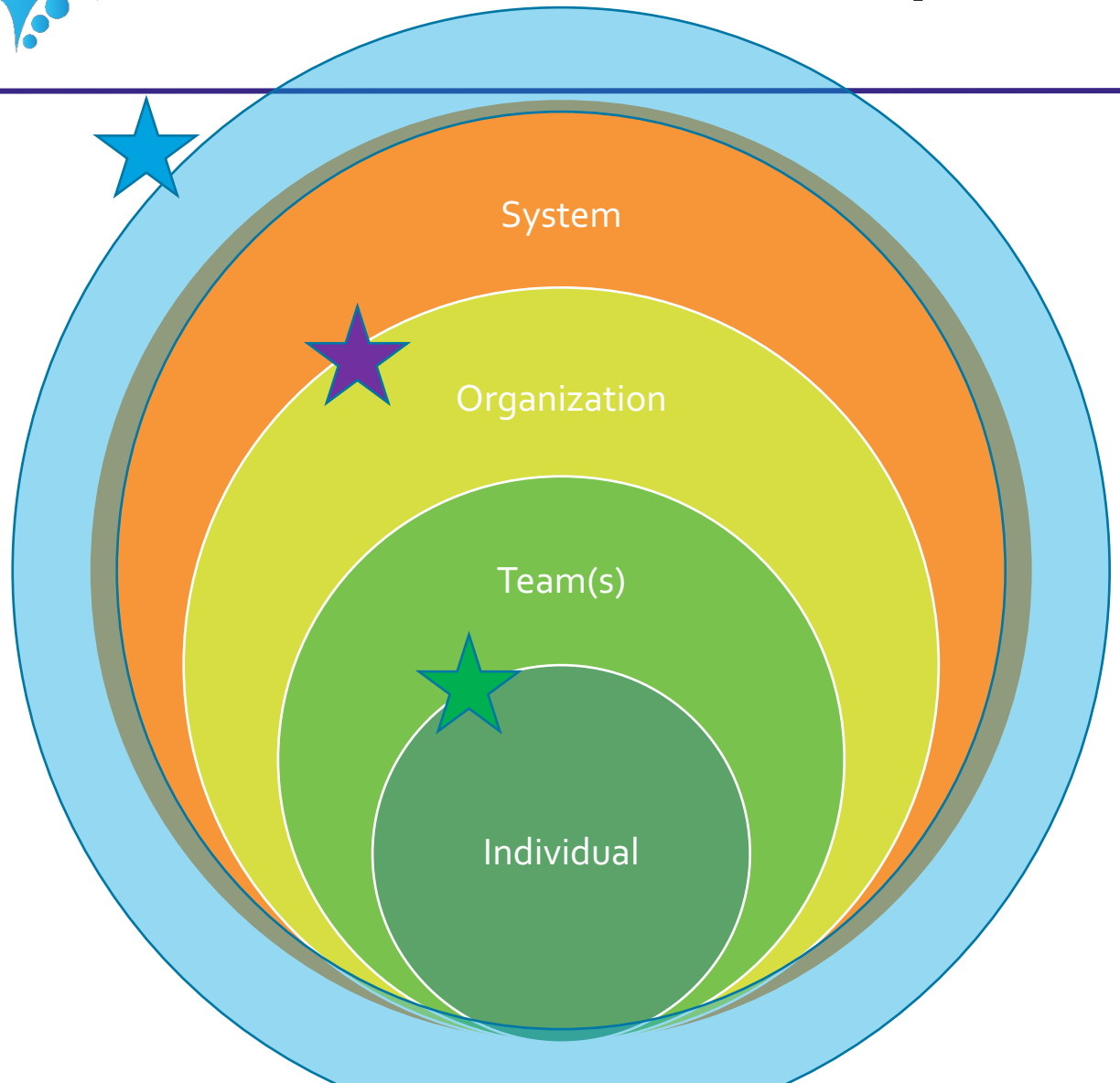
What additional changes to how you do your work are needed to build equity in your context?

10 minutes –

- 3-minute individual
- 7-minute table chat

Photo by Serrah Galos on Unsplash

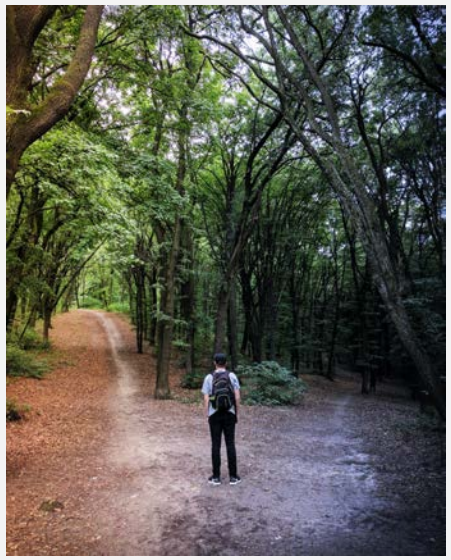
Families of Implementation Supports



- Competency Supports
- Organizational & System Supports
- Leadership Supports

Competency Supports

Staff Selection



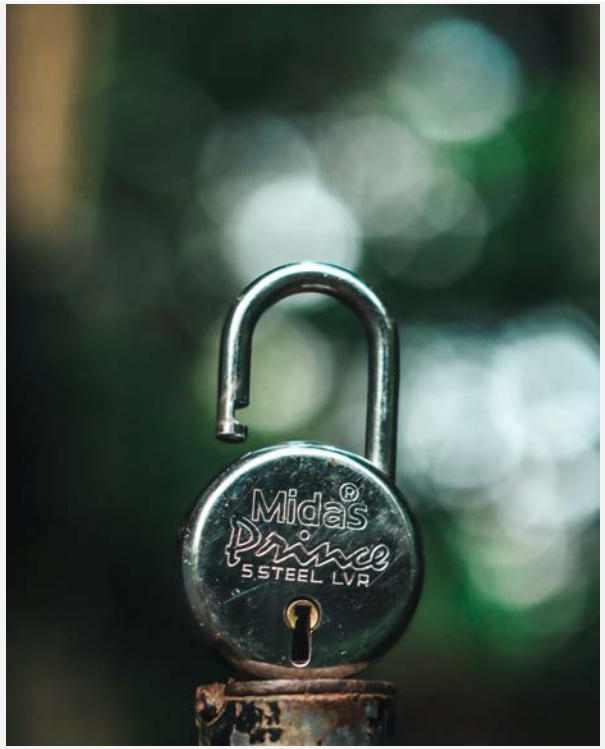
Training

Performance Assessment

Coaching

Organizational & System Supports

Enabling Data Systems



Enabling Management

Enabling Intervention

Leadership Supports

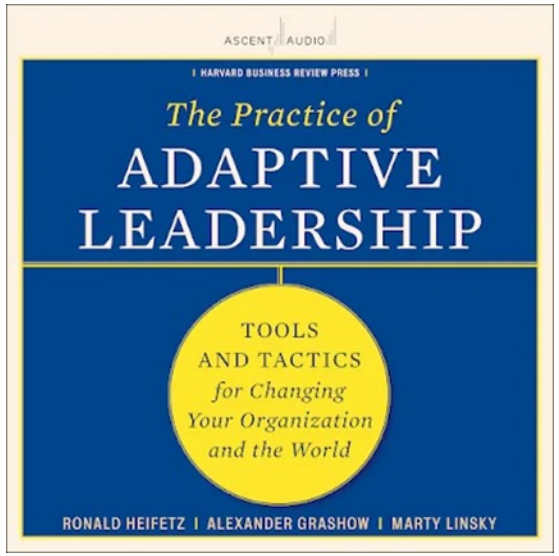
Adaptive Leadership

Collaborative Problem Solving

Implementation Focus

Adaptive Leadership

Responsive, flexible, and creative leadership for **Transformative Change**



- Leadership Strategies - "Acting Politically"

Play Along

Use your handout to capture notes as we talk

Leadership Strategies for Acting Politically

Worksheet for the Accelerating Equity Learning Community[1]

allies?	Why might they be allies?	What is their main objective? (Support you? The initiative itself? The organization?)	How can this ally best help you successfully implement your init

Find Allies

"Potential allies have interests and perspectives of the adaptive challenge **closely aligned** with yours and will **gain the most** if your intervention succeeds“

(Heifetz et al)

Photo by Sharon McCutcheon on Unsplash

Empathize with the Opposition

Who will suffer the greatest losses as a result of your initiative?

Who has very different perspectives from yours?

Photo by Marek Studzinski on Unsplash

https://www.shortform.com/blog/ronald-heifetz-adaptive-leadership/

Engage Authority Figures

- Prepare them for the disruption, likely push back against change
- Set them up to support those who need help to change
- Draw on their perspectives to avoid ‘blind spots’

Photo by Pablo Varela on Unsplash

https://www.shortform.com/blog/ronald-heifetz-adaptive-leadership/

Take Responsibility for Casualties

- Be accountable for damage you cause
- Leading by example may encourage others to embrace accountability

Photo by engin akyurt on Unsplash

https://www.shortform.com/blog/ronald-heifetz-adaptive-leadership/

Protect & Engage Voices of Dissent

- Dissenters are “early-warning systems”, not afraid to ask hard questions.

- Provide potentially more complete and accurate information than others

Photo by Clay Banks on Unsplash

https://www.shortform.com/blog/ronald-heifetz-adaptive-leadership/

Think, Pair, Share

- **Think** - Take some time to capture last notes, reflect on themes
- **Pair** – Join with a partner or two, discuss worksheet domains, identify key observation, themes,
- **Share** – Come together as a full team, share observations and themes on at least two common domains (e.g., allies, casualties, etc.)

Photo by Tim Marshall on Unsplash

Open Discussion and Q&A

Center Resources & Supports

Reflection

- What resonated with you from today? Are there thoughts or suggestions you'd like to share?

- Please complete short evaluation for today!

Posters

Suggested Content:

- Equity Change (Has it changed since you initially applied? How?)
- Who is currently involved? Who do you plan to recruit (roles, not names)
- Leverage points identified to impact the issue
- Possible evidence to monitor
- Outstanding questions
- Next steps

Tips:

- Select a team member with good handwriting
- Be concise
- Use this opportunity for feedback
- Consider what you'd want to know about others' work
- Be creative & have fun

What to Expect Tomorrow

- Welcome and Centering Activity
- Revisiting the Equity Ecosystem
- State Team Gallery Walk
- Dynamic Team Time
- Reflections and Wrap Up
- OPTIONAL Center Resource Fair