



A Shared Purpose

Transforming Communities Through the
Social Determinants of Health

Lessons learned from the first five years

AUGUST 2020

**Healthier Together
is a resident-led
funding approach
designed to solve the
community's most
complex health issues,
neighborhood
by neighborhood.**

”

Leadership is accepting the responsibility to create conditions that enable others to achieve shared purpose in the face of uncertainty.

- Marshall Ganz

About Palm Health Foundation

Palm Health Foundation is Palm Beach County's community foundation for health. With the support of donors and a focus on results, the foundation builds strong community partnerships, respects diverse opinions, advocates for its most vulnerable neighbors and inspires innovative solutions to lead change for better health now and for generations to come. The foundation supports health equity for Palm Beach County residents of all backgrounds, heritage, education, incomes and states of well-being. Palm Health Foundation has invested more than \$83 million in Palm Beach County health since 2001.

For more information about Palm Health Foundation, please see pages 54-55 or visit palmhealthfoundation.org.

Special thanks and acknowledgements

Hundreds of people from Palm Beach County have dedicated their time and resources to Healthier Together. While we cannot list them all here, we recognize the leadership of the Palm Health Foundation board of trustees and our communities who have guided us with wisdom, authenticity and conviction.

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Palm Health Foundation's Board of Trustees for their courage to try something new and their vision for the potential of this work

Members of Palm Health Foundation's Community Investment Committee for their willingness to get proximate with the communities, and wrestle with new approaches alongside staff and the Healthier Together project directors



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For more information about Healthier Together,
please visit our website: HealthierTogetherPBC.org



EXECUTIVE SUMMARY:

WHAT IS HEALTHIER TOGETHER?

Healthier Together began as a community-led solution to improve health disparities in diabetes, behavioral health and family caregiving in six Palm Beach County, Florida communities.

Launched by Palm Health Foundation in 2014, Healthier Together was designed to turn the health system on its head. It puts residents at the core of developing health solutions around their own needs rather than force-fitting a system that doesn't always recognize the complexity, culture, context and circumstances of diverse communities.

For Palm Health Foundation, Healthier Together represents a departure from traditional responsive grant-making. The initiative is truly resident-led and embraces the social determinants of health through an equity lens.

It is the pursuit of systemic, fundamental change through capacity building where residents take action for policy and systems change.

It shifted the bedrock of the foundation: transforming it from a traditional funder to a local steward of shared resources; from investing in systems to investing in residents; and from a learning organization into an organization building a learning culture.

It tested our adaptability and influenced a transformation in power dynamics and a new way of evaluating success.

And it was a risk, seasoned with doses of conflict, doubt and fear.

Have the first five years been worth it? Absolutely.

The foundation is learning how to work in complexity—today's new norm—and embrace adaptability by listening to the voice of community and recognizing outcomes that value social capital, human capital and developing people's capacity. Partners have learned along our side, joining us in creating a movement where we share responsibility for seeding, stoking and building a system that will produce better health and well-being for all.

We've come to understand that Healthier Together is a unique model given that community change approaches are, by their nature, context dependent and relational, but our learning may offer important insight and guidance for those interested in working in similar ways to achieve similar impact.

This is an honest assessment of the successes and the missteps during our first five years as we pause to reflect back while looking forward to the learning that has yet to evolve.

This is the first chapter of the Healthier Together story.

Healthier Together Goals

1. Help narrow health disparities among Palm Beach County residents
2. Increase capacity among individuals, organizations and systems to impact lasting and sustainable change related to health and well-being
3. Adapt current and emerging complexity frameworks to develop new approaches for navigating the social determinants of health in a safe-to-fail ecosystem

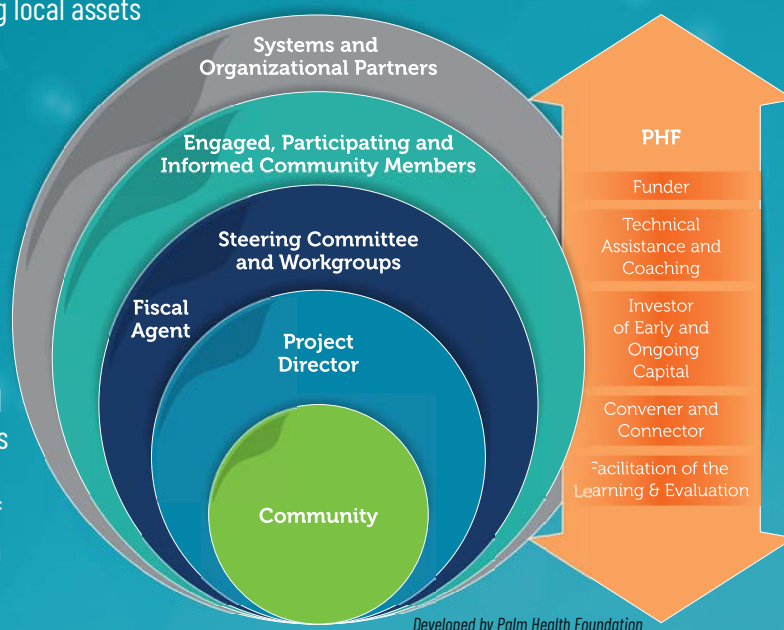
Key Insights To Influence Change

The purpose of this paper is to share the learning that evolved during Healthier Together’s first five years, highlighting the steps, theories, frameworks, and, most important, the people who came together to transform communities. Look for the following key insights noted throughout the paper underscoring the knowledge we gained along our journey.

1. Establishing networks focused on health equity ensuring residents with the greatest disparities are part of the process
2. Developing approaches for navigating complexity and emergence
3. Embracing adaptability and fostering outcomes that value social capital, human capital and developing people’s capacity for collaborative leadership
4. Encouraging local community solutions without traditional constraints, creating a safe-to-fail environment
5. Adopting mechanisms for tapping and aligning local assets

Healthier Together Organizing Structure

Initially grounded by a collective impact approach, the community infrastructure included a fulltime project director in each of the six communities. Each project director is employed by a fiscal agent who also serves as the financial steward for the \$200,000 per year support from Palm Health Foundation. All communities are guided by steering committees, and workgroups or action groups are established as priorities are identified. Community residents, those with lived experiences, are the drivers of the initiatives and active throughout the infrastructure in various roles throughout the process.



Working with complexity is the new norm for working in human systems. If you are not willing to embrace adaptability, you are doing a disservice to the people you are working with.

– Patrick McNamara, Palm Health Foundation President and CEO

A Note About Our Times

We are living through unprecedented times. The Information Age has significantly altered our relationship with our world, our communities and with each other. And with this increased access, it is more evident than ever that we are highly interconnected.

The pace of change is staggering. Our systems are not set up for uncertainty. Like canoes, most of our institutions, systems and organizational entities are designed for knowable conditions – the calm, predictable waters. The rigid structure of a canoe cannot traverse the rapids, just as our systems are not equipped to respond to rapidly changing environments. For today’s tumultuous times, we need a whitewater raft designed for turbulent waters that can flow with the conditions at any given time. Likewise, adaptive solutions are required to navigate times of uncertainty.

As we look ahead for decades to come, Palm Health Foundation is leading change to navigate these times and increase our communities’ resiliency to adjust to ever-changing conditions. It is leadership as defined by Marshall Ganz, “... accepting the responsibility to create conditions that enable others to achieve shared purpose in the face of uncertainty.”¹

The Six Healthier Together Communities

Selection of the six Healthier Together communities was both a data-informed process and a comprehensive community appraisal process to shape the foundation's understanding of each community and its natural assets.

Healthier Delray Beach



Connecting you to a healthy life

Healthier Delray Beach launched in 2014. Efforts are focused on The Set, the city's historically Black community. The population is 10,000 with 82% Black/African American, 13% White, and 5% two or more or other races. Ten percent are of Hispanic/Latino origin. Thirty percent of The Set's residents are foreign born. The community selected behavioral health with a focus on addressing equity and shifting power to residents to enhance natural supports and community resources for better health and wellness. Achievement Centers for Children & Families serves as fiscal agent.

Healthier Jupiter



Healthier Jupiter launched in 2014. The foundation was drawn to a cross-sector group that came together to establish a free healthcare clinic called MyClinic as a sign of readiness. What began as a focus on diabetes management and prevention has evolved to healthy eating and active living for residents in greater Jupiter, including unincorporated communities Limestone Creek and Kennedy Estates. The population of Jupiter is 65,000 with 80% White, 14% Hispanic, 2% Black/African American, 2% Asian, and 2% two or more or other races. Fourteen percent are of Hispanic/Latino origin. Jupiter Medical Center serves as fiscal agent.

Healthier Boynton Beach



The third Healthier Together community launched in the fall of 2015. Healthier Boynton Beach's target area is the 33435 ZIP code where a population of 35,781 is comprised of 42% Black/African American, 48% White residents, and 10% two or more or other races. Twelve percent are of Hispanic/Latino origin. Twenty-three percent are foreign born and 20% have incomes that fall under the federal poverty level. Healthier Boynton Beach's focus area is family caregiving with a specific interest in supporting the caregiver, increasing awareness of resources available to caregivers and developing a network for care. The community selected family caregiving believing that, "everything begins with the family." Pathways to Prosperity is the fiscal agent.

Healthier Neighbors



Launched in fall 2016, Healthier Neighbors became the fourth Healthier Together community, encompassing Riviera Beach and northern West Palm Beach. Riviera Beach comprises a total population of 34,834 with 70% Black/African American, 26% White residents, 2% Asian, and 2% two or more races. Six percent are of Hispanic/Latino origin. Eighteen percent are foreign born and 23% have incomes that fall under the federal poverty level. Northern West Palm Beach is a community of 28,287 people with 45% Black/African American, 55% White residents. Seventeen percent are of Hispanic/Latino origin. Twelve percent are foreign born and 19% have incomes that fall under the federal poverty level. Healthier Neighbors' focus is behavioral health, which is defined by the community as, "being resilient where neighbors are engaged and empowered and are balanced in mind, body and spirit." While the two communities are distinct municipalities, the initiative aims to recognize commonalities as well as unique community cultures in relation to behavioral health. Community Partners of South Florida is the fiscal agent.

Healthier Lake Worth Beach



Healthier
Lake Worth

Following a community engagement grant with Community Partners of South Florida, Healthier Lake Worth Beach launched as the fifth Healthier Together community in summer 2017. The target area is focused on four voting districts in the 33460 ZIP code in the eastern section of the city and engages the neighborhood associations of Pineapple Beach, Whispering Palms, Royal Poinciana and Tropical Ridge. The community comprises a total population 38,267 with 17% Black/African American, 75% White residents, and 8% are two or more or other races. Forty-seven percent are of Hispanic/Latino origin. Thirty-seven percent are foreign born and 25% have incomes that fall under the federal poverty level. Healthier Lake Worth Beach focuses on improving behavioral health by addressing the physical environment including the cleanliness and safety of Lake Worth Beach's neighborhoods in order to increase community pride, unity and sense of belonging. Community Partners of South Florida serves as fiscal agent.

Healthier Glades



Healthier Glades
Unlocking Our Community Strengths

Healthier Glades launched in fall 2017 in the historically underserved rural area of Palm Beach County with rich cultural and agricultural assets. Their focus area is behavioral health with the intention for residents to thrive physically, emotionally and spiritually. Community Partners of South Florida serves as fiscal agent.

"The Glades" is the collective of four communities—Belle Glade, Pahokee, South Bay and the unincorporated community of Canal Point—located in the western section of the county along Lake Okeechobee. The total combined population is 36,503 with the following demographics by community:

- Belle Glade: Total population of 22,383. Black/African American 58%, White 38%, and 4% two or more races or other races. Thirty-three percent are of Hispanic/Latino origin. Foreign born 30%, income under federal poverty level 39%.
- Pahokee: Total population of 8,264. Black/African American 59%, White 35%, and 6% of two or more races, other races, or unknown. Thirty-one percent are of Hispanic/Latino origin. Foreign born 19%, income under federal poverty level 32%.
- South Bay: Total population of 5,491. Black/African American 56%, White 18%, and 26% two or more races, other races, or unknown. Twenty-five percent are of Hispanic/Latino origin. Foreign born 21%, income under federal poverty level 35%.
- Canal Point: Total population of 365. Black/African American 14%, White 63%, and 23% two or more races, other races, or unknown. Thirty-four percent are of Hispanic/Latino origin. Foreign born 24%, income under federal poverty level 30%.

For more detailed information about each community, please visit our website:
www.HealthierTogetherPBC.org

PREPARING FOR CHANGE

TRANSITIONING FROM RESPONSIVE GRANT-MAKING TO A COMMUNITY CHANGE APPROACH

Two years before launching Healthier Together in 2014, Palm Health Foundation's senior leadership team was restless. Dissatisfied with the short-term gains of responsive grantmaking, they wanted a deeper connection to the Palm Beach County community and the ability to create sustainable change and transform community health. There was a growing recognition that a person's ZIP Code can carry more weight on her health outcomes than her genetic code. With the Affordable Care Act and Healthy People 2020, there were also many new efforts underway to look beyond the provision of healthcare alone to improve health outcomes. At the same time, there were signs from other large nonprofits in the county who had embarked on place-based initiatives that the community could be ready for a larger scale effort. The collective impact approach on the national stage gave the foundation a framework for shaping the ideas that were beginning to percolate. It was a time of discovery and excitement—and trepidation.

The foundation's leadership team members canvassed the community, seeking input for their early vision to wrap a collective impact model around the foundation's priority areas: diabetes, behavioral health and family caregiving. But there was a rigidity to how the foundation looked at the issues. Their traditional definitions didn't always match with the communities' and there were varying understandings of root causes and care models. It was the first sign that the foundation had work to do in adopting an equity lens.

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An initial concern was that we would bring a bunch of people in a room to talk and feel good and not really help anybody. We had to depend on the fact that a lot of people would be willing to commit their own resources, switch to a collaborative effort, find common goals and have measurable results that were better than they would have achieved on their own.

– Palm Health Foundation Trustee

There was also a need to gain full board support. Trustees were divided early on, some hesitant that there wouldn't be a good way to measure success and justify the foundation's investment of \$1 million in each of six communities over five years. There was a concern about risk and lost opportunity costs. Could they get behind a significant investment with results that were hard to quantify vs. continuing to fund tangible programs and services with clear ROIs?

Adaptability would be a challenge for the foundation where grantmaking followed the traditional norms. To enter an environment of uncertainty that encouraged innovation and dispersal of power and decision making was a fearful prospect for many. Staff and trustees wondered if the collective impact model was the right approach.

It was evident that the foundation needed outside assistance to understand how to transition to community change work. A consulting group was hired in 2014 to prepare for the Healthier Together launch and a paradigm shift for the organization.

Preparing for a Paradigm Shift

Working in Palm Health Foundation's favor was its strong reputation as a community collaborator. It had a history of bringing together and funding system partners, universities, community health services and faith groups to integrate services and programs for better health outcomes. Annual social change campaigns around diabetes, physical activity and brain health also served as catalysts for collaborating with grassroots groups to reach diverse communities.

What the foundation had not prepared for, nor anticipated, was the challenge it would have in articulating the vision for Healthier Together, letting go of traditional funding and measurement mechanisms and the length of time it would take to feel like it was gaining traction. This was uncharted territory.

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Our self-image as a collaborator was an essential part of the culture that would serve Healthier Together well. If anyone could do it, it would be our organization.

- Palm Health Foundation Trustee

The foundation's original theory of action was rooted in clinically based approaches to health. It was looking for decreases in diabetes rates over a five-year period, improvement in awareness, access and support for behavioral health, and increases in awareness of caregiver needs and access to resources. It took time and the benefit of the consultants' expertise to realize that these measures were not realistic given the interest in genuinely engaging communities in authentic ways. The initial time period the foundation set forth did not align with transformative community change efforts. Data collection would have to be a non-traditional approach and serve as a living document informed over time through various activities and capacities that were being built.

A more holistic approach that emphasized systems was needed, as well as culture change and a new perspective for all to see themselves as local stewards of shared resources.

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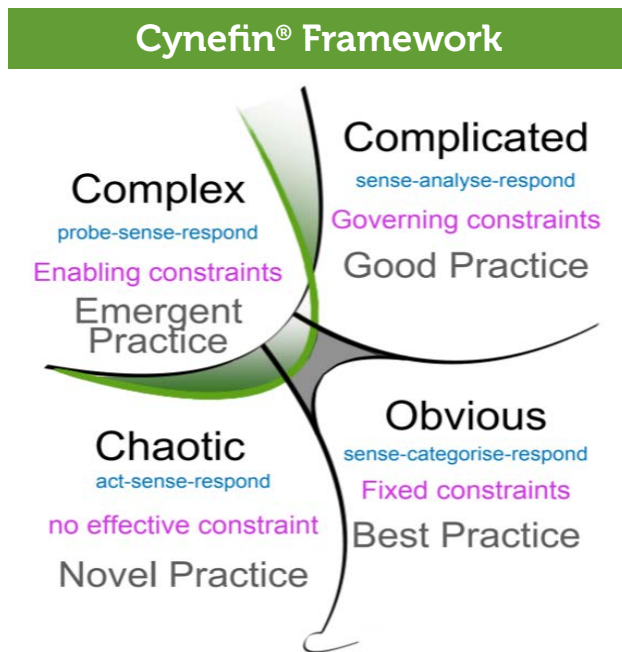
The five-year time frame was unrealistic. They were very focused on metrics and numbers. It doesn't make sense when tracking transformative work. For the amount of money to move the needle on issues, it wasn't enough, but it was for shifting relationships and paradigms.

- Consultant

Clarifying the Vision

 **Key Insight:** Developing approaches for navigating complexity and emergence.

The foundation struggled to define Healthier Together. It was understandable given how belief in a predictable process was challenged by the uncertainty of the community environment it found itself navigating. Traditional grantmaking usually followed a steady stream of outcomes with few, if any, surprises. Getting deeply proximate to communities meant being open to numerous unknown variables while charting the course. The foundation adopted the Cynefin® framework to provide understanding for how to operate in this unpredictable new terrain.



Source: [Cognitive Edge](#)

In the Cynefin framework, the middle area represents disorder, or the state of not knowing or understanding what type of system one is operating in. In retrospect, this is where the foundation lived while under the impression it could define an idealized future state – in the form of a health outcome – and achieve it through a top down design of measurements and processes.

The foundation migrated through different mindsets, from bordering “complicated,” back to the middle area of disorder during a time when leadership couldn’t agree which domain they were in. Eventually, leadership realized that it had shifted into the “complex.” It began to embrace emergence, shifting its belief system from expecting predetermined results to recognizing the value of social change under conditions of complexity. By migrating from “disorder” and leaving “complicated” thinking behind, the foundation adopted a probe-sense-respond methodology to discovering health issues from the residents’ frame of reference.

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The work was so much slower than anticipated from the perspective of starting with a blank slate. It was a struggle for staff and board to articulate what we were doing. It’s ambiguous. It sounds like smoke screens. We needed things that people could visualize.

– Palm Health Foundation Vice President

Building Adaptive Capacity through Healthier Together

As one example, when Healthier Lake Worth Beach's project director first probed residents for which of the three health issues identified as priority areas by the foundation they wanted to adopt—diabetes, behavioral health or family caregiving—she was dumbfounded by what she heard.

*“Having worked with the community’s families and children for eight years, I was so sure that Lake Worth would choose diabetes. I see so many kids who are overweight, residents who are diagnosed with high sugar levels and so many people taking medication for diabetes. But they chose behavioral health. When we probed for the issues they saw as behavioral health, they cited homelessness. Prostitution. The SWAT teams in certain neighborhoods two or three times a week. The dirtiness and the trash, the drug deals, the gangs, the crime. I never saw these things as affecting behavioral health and social/emotional welfare. But they were right there, right in my face. It was a lesson learned for me that **social determinants can be common ground.**”*

-Carmelle Marcelin-Chapman, Healthier Lake Worth Beach Project Director

The Healthier Lake Worth Beach experience was just one that guided the foundation toward the social determinants of health— health-related behaviors, socioeconomic factors and environmental factors that are estimated to account for 80-90 percent of healthy outcomes for a population.



Carmelle Marcelin-Chapman, Healthier Lake Worth Beach Project Director

An Evolving Theory of Change

Based on the foundation's learning journey over the first three years, a new theory for culture change began to emerge at the foundation, clarifying the Healthier Together vision and helping stakeholders embrace the initiative. It replaced a highly complex goal-oriented theory of change model.

To view initial model, please visit www.HealthierTogetherPBC.org.

Palm Health Foundation's Theory for Culture Change

Aspiration

We seek a Palm Beach County where all communities are healthy, thriving and equitable.

Goals

In order to achieve this, the aim of Healthier Together is to narrow Palm Beach County's health disparities and grow communities' capacity for action.

How We Work

We shine a light on communities' aspirations for a healthier future and engage residents in a meaningful way while expanding and sharing leadership at a local level. Based on the visions for healthier communities, community participation and shared leadership, Healthier Together communities grow networks in partnership with their residents, organizations and system partners.

The Change We Want To See

The networks define challenges facing communities, and design and implement effective problem-solving approaches to influence programs, policies, resource flows, relationships, power dynamics, and ultimately, the mindsets which hold conditions in place.

Prime Everyone for the Long Term

 **Key Insight:** Embracing adaptability and fostering outcomes that value social capital, human capital and developing people's capacity.

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We were looking for behavior to change. That takes time.

– Healthier Together Project Director

Articulating the foundation's new theory for culture change was a milestone, but it had been a long and challenging road. Patience, trust and adaptability were required for the length of time it would take to align expectations about the promise of Healthier Together.

As staff and trustees began to transform their thinking from a rigid logic model to a fluid, flexible structure, four key guiding principles emerged:

1. Be open to a learning process and foster adaptability.
2. Be willing to be vulnerable, honest, do the work, show up and listen.
3. Be comfortable with messy and disruptive because that means you're doing it right.
4. Be patient. Trust the process. Trust incremental change.

It was messy. It was disruptive. And it became apparent that setting a five-year time limit for each Healthier Together community was unrealistic. It was one of the mistakes the foundation made at the beginning in setting expectations.

Staff and trustees were accustomed to ordered systems. Accepting and understanding how to deal with complexity took time and patience. The work of each Healthier Together community evolved at its own pace, each having its own unique challenges, opportunities, culture, personalities and politics.

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It's about validating the residents who are living in the neighborhoods. You are telling them, 'I trust you to tell me solutions.' They are not used to it. Many come from countries where their voices don't matter. It takes a lot of education, building trust, and changing mindsets. And it takes time for them to believe that they can be part of the change.

– Healthier Together Project Director

Another stark realization for the foundation was the time and patience required for working with communities at every step of the process, especially the early stages where trust and relationships had to be established slowly and consistently. The potential of a \$1 million grant was certainly an enticement for communities, but residents grappled with being viewed as the “experts” and the unconventional approach to results and measurements that weren't heavily weighted on data. Communities were used to solutions being delivered to them without their input.

Palm Beach County funders and system partners also struggled with the foundation's new approach. If Healthier Together were to truly be a catalyst for fundamental change, involved organizations and their leaders would have to weigh their involvement based on interest, mutual benefit and the time it would take exploring possibilities outside of the norm. For authentic community engagement and network building, an adaptive approach would need to emerge alongside the traditional linear pathways and top-down approaches. Establishing a shared vision among diverse community members was time intensive and required relationships built on trust. There would be no short-cuts.

Signals of Change

Key Insight: Developing approaches for navigating complexity and emergence.

As staff, residents and system/funder partners learned together about working in complexity, the foundation abandoned its concrete five-year finish line and identified meaningful signals for the changes it wanted to see without setting hard deadlines, which would eventually become more formalized through the evaluation approach. The letting go of the foundation's rigid structure fostered safe-to-fail experimentation and encouraged innovation and adaptiveness.

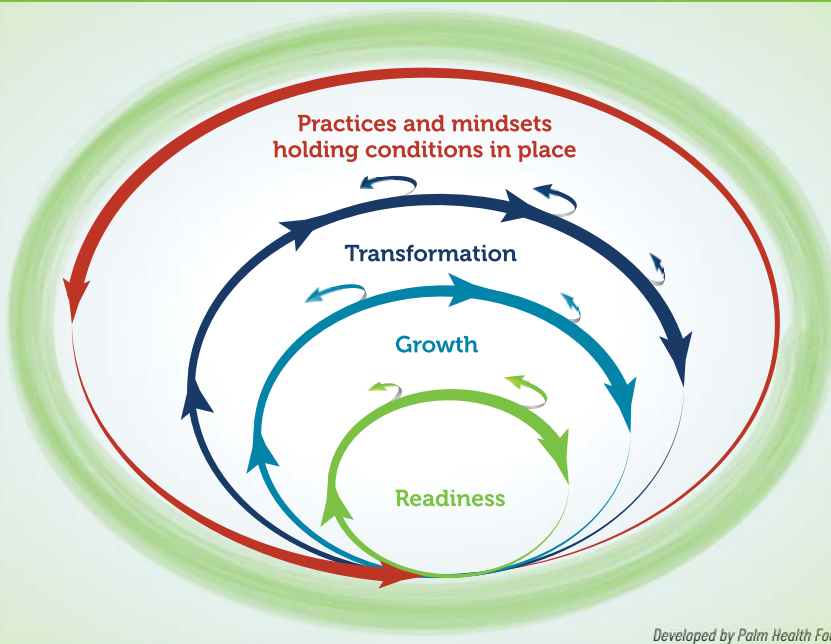
These signals are grouped into three areas: readiness, growth and transformation, which are detailed in the evaluation section. Early on, there was an overwhelming urge to create a linear path for communities to follow, implying there was a recipe and that one size would fit all. Yet, as the work took place, staff began to see clearly that there were no straight lines or a sequencing. Each community needed to operate according to their community dynamics, neighborhood dynamics and based on the people who were showing up and willing to roll up their sleeves.

” *As we got into the process, we realized the lead time was not five-years—it was ten, or fifteen or twenty. The entire national movement in this area was also coming to that realization.*

– Palm Health Foundation Trustee

As the foundation moved from the original, highly goal-orientated approach for the initiative and adapted the complex adaptive systems approach, a deeper appreciation for the unique contexts or ecosystems for each community emerged. These ecosystems consist of ever-present countervailing forces that explicitly and implicitly hold conditions in place, which can prevent communities from living healthier lives.

Signals of Change in Complex Community Environments



Much like a hurricane, there are countervailing forces at work, which could be organizational approaches, traditional mind sets or imbalances in power dynamics continuously affecting readiness, growth and transformation. Progress signals can cease, fall back or may reverse because the counter forces are too strong.

Developed by Palm Health Foundation

There Are No Shortcuts to Community “Readiness”

There was a considerable investment in time leading up to the full engagement of a Healthier Together community. The foundation realized that the conditions for community readiness included:

- Residents and resident leaders committed to collaboration
- Enough organizing muscle among community members to lead the selection process for a fiscal agent
- Consensus on health priority established through highly participatory sensemaking activities
- Conviction for taking first action or series of actions despite the lack of clarity in the overall approach and purpose

The foundation and the communities often struggled in coming to a collective agreement that they were in fact, “ready.” For the foundation, readiness was apparent more through the process of approaching “readiness” and less about the accomplishments and outcomes to achieve “readiness.”

Readiness Takes Courage



Key Insight: Encouraging local community solutions without traditional constraints, creating a safe-to-fail environment.

Coming to consensus around behavioral health for Healthier Lake Worth Beach was a struggle, but it was a sign of the residents’ thoughtfulness and highlighted the importance of sensemaking. Equally as challenging was agreement among steering committee members for what their first action would be. They all knew that the dirtiness of their streets was a social determinant impacting behavioral health. An environmentalist member of the group was convinced that starting with an effort to clean up the community would have an impact. But did they really want to be known as the “trash pick-up” initiative? Other members weren’t so sure.

After six months of conversations and listening sessions, the environmentalist member put a stake in the ground, organized a Saturday morning clean-up and let everyone know he would have all the needed equipment handy if they wanted to join. That Saturday morning was a catalyst for what would later become city-wide policy changes giving residents the power to take back their neighborhoods from the criminal elements that had been a detriment to their behavioral health.

We’ll share more about Healthier Lake Worth Beach’s impact in the Influencing Policy section.

Authentic Community Participation: A Case Study

 **Key Insight:** Adopting mechanisms for tapping and aligning local assets.

One of Palm Health Foundation's first Healthier Together communities was Jupiter, Florida. Launched in 2014, it became a case study for authentic community participation and how the foundation and a Healthier Together community built trust through "mini-grants," a way for all to become local stewards of shared resources. Lynn Hays, long time Jupiter resident and first steering committee chair of Healthier Jupiter shares her perspective.

"Palm Health Foundation was taking a chance on a place-based initiative and wanted to learn along with us. They were the neutral third party at the table among a diverse group of residents, dedicated nonprofits and municipalities trying to figure out how we could move our community forward to benefit everyone.

As one of the first Healthier Together communities, we struggled for clarity at the beginning of the process. None of the foundation's three issues was at the top of the list of health concerns for Jupiter. We chose diabetes but felt that the foundation's initial goal of a 5% reduction in five years among our populations was unachievable. And we weren't clear on the target population—we are a diverse community of retirees, young families and migrants and an unincorporated area of African American residents.

The team voiced their concerns. We felt that all the aspects of diabetes prevention management—healthy eating, exercise, access to care—were a platform for a healthier community in general. As we worked with the foundation, they became more flexible and open to assessing what the community needed and wanted. We looked at healthy lifestyles across the lifespan and transformed the initiative over time to one that had universal appeal for all residents to live their healthiest best lives while integrating our own local resources to develop solutions.

We landed on "mini-grants" to support healthy eating, physical activity and access to care. Small nonprofits and individuals with great passion but limited funds applied for \$2,500 grants. We provided mentoring and grant-writing workshops and support and a platform to network and collaborate. By our third year, we had an outpouring of involvement from the community with over 400 people attending our event and choosing the mini-grant recipients.



Carrie Browne, former Healthier Jupiter project director, and Lynn Hays, first steering committee chair

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The measures weren't so much moving the needle on diabetes, but having the organizations support each other so that all the social determinants of health were improved for the most vulnerable by sharing our local resources.

- Lynn Hays, Former Steering Committee Chair, Healthier Jupiter

The mini-grants have created an incredible ripple effect for collaboration, high resident engagement and improving the health and grassroots systems within the community.

One example is Palm Beach Harvest, a food rescue organization. Their first mini-grant funded a community garden to help feed children at a pre-school that served a minority population.

It was a huge success for the school and led to a connection between Palm Beach Harvest and El Sol, an organization serving day laborers and their families. Now El Sol is a drop-off point for their food rescue and adds to the food pantry supplies. The mini-grant for Palm Beach Harvest also served as a trajectory for greater investment. A community member learned of the organization through the increased exposure the mini-grant created and helped them secure a \$11,000 grant to pay off the loan on their truck and purchase a second, doubling their reach.

The grants are funding pilot ideas that will improve our collective community health and pave the way for other funders to contribute. I understood from the beginning that no individual projects with the funding we had would produce significant results. But they would be a force to bring together the organizations in the community for greater collaboration to achieve a healthier community. The measures weren't so much moving the needle on diabetes, but having the organizations support each other so that all the social determinants of health were improved for the most vulnerable by sharing our local resources."

Sustainable Impact: Additional Palm Beach County funders are now investing in Healthier Together mini-grant recipients as well as the mini-grants process itself. They have recognized community members as an important part of the vetting process and as leaders of funded initiatives and are seeing the value of innovating from the bottom up.

Key Elements for Fostering Authentic Community Engagement and Adaptability

- Enable communities to define health issues and shape solutions on their terms.
- Shift from a traditional funder/grantee hierarchical perspective to becoming a collaborator and learning partner with the community as local stewards of shared resources.
- Find new ways to measure success. Traditional, rigid metrics don't always work in community change efforts. Allow community members to make them their own.
- Provide funding to residents with the best ideas, even if they are not part of a nonprofit.
- Level the playing field: create opportunity, participation channels and capacity building support for residents to seek resources for their ideas.
- Go where the energy is and stay attuned to where there is urgency. Build from elements that are working. Look for momentum.

Acknowledge Challenges to Residents and Agencies



Key Insight: Embracing adaptability and fostering outcomes that value social capital, human capital and developing people’s capacity for collaborative leadership.

Establishing resident engagement as a priority is important, yet it is challenging. There can be burnout, fatigue, frustration, and miscommunication. There is pressure to achieve. It sometimes feels like it would be more expeditious to make a decision if everything did not need to go through the community. But without spending time on building trust and creating relationships, people’s talents, insights and resources would never have come to light. Authentic community participation held the key to authentic community change.



It took two years of people saying, ‘you’re still here and still doing the same thing, so it must be real.’

– Healthier Together Project Director

In some communities, earning trust took time, consistency and reassurance. The foundation didn’t realize the perceived threat it posed to agencies. In some situations, it was viewed as an outsider. Agencies became gatekeepers, growing

protective of residents and fearful the foundation would not deliver on its promise and let the community down. Some were challenged by the foundation eliciting the voices and opinions of the people who were viewed by the agencies as “their residents.”

Another challenge was putting a value on resident contributions. Time as a key commodity could neither be over or underestimated. Early on, the assumption that people would give of their time because of the belief there could be something better for their communities, was clear institutional bias. Project directors were especially appreciative and sensitive to the time contributed by volunteers. The communities and the foundation began to consider ways to support people for the contributions they were making, including



I thought I was going to have to give up a lot of my time to be a part of the organization. I did, but in return, the support I received helped me to grow personally and professionally to reach more people. That was the common goal.

– Nonprofit leader and mini-grant recipient

compensating residents through mini-grants. The foundation continues to explore how to balance the contributions of paid staff with the often equally valuable and time-consuming work of resident leaders.

The foundation learned three valuable lessons that, over time, deepened relationships for community change work to take hold.

1. Be Mindful of Perceptions and Community Culture

- Understand where communities are coming from; commit and allow the time needed to build trust.
- Don't pretend to know everything, because you don't.
- Try new things but be careful to recognize the low downsides and high upsides of those actions, particularly in relationship to the communities with histories of disenfranchisement and disadvantage.

2. Communicate Frequently and Recognize Wins Early and Often

- Always close the communication loop from resident engagement. Share action steps and opinions and give credit to those who shared ideas.
- Never underestimate the slightest change.
- Acknowledge and celebrate wins. Sometimes communities are hard on themselves and don't recognize their own successes.

3. Find the Best Fit for Everyone

- This work is slow. Create opportunities over time for people to engage where they can add the most value, play to their strengths, and based on the time they can give.
- Recognize that goal-oriented people may not be comfortable in early stages.
- Seek contributions to the effort in all forms. Meaningful contributions often are outside the traditional decision-making/meeting spaces.
- Offer opportunities to train and practice for roles outside of comfort zones.

The first two Healthier Together communities learned these lessons through trial and error. Knowing their experiences would be extremely valuable to the next Healthier Together communities, the foundation created a learning environment to share knowledge and provide the structure that was lacking in the first communities.

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We owe a lot to the first trailblazers. They had the foundational structure for how to govern. We were standing on the shoulders of the communities that came before us.

- Healthier Together Project Director

Regardless of how experienced one community was over another, there was one challenge that all had to confront: power dynamics.

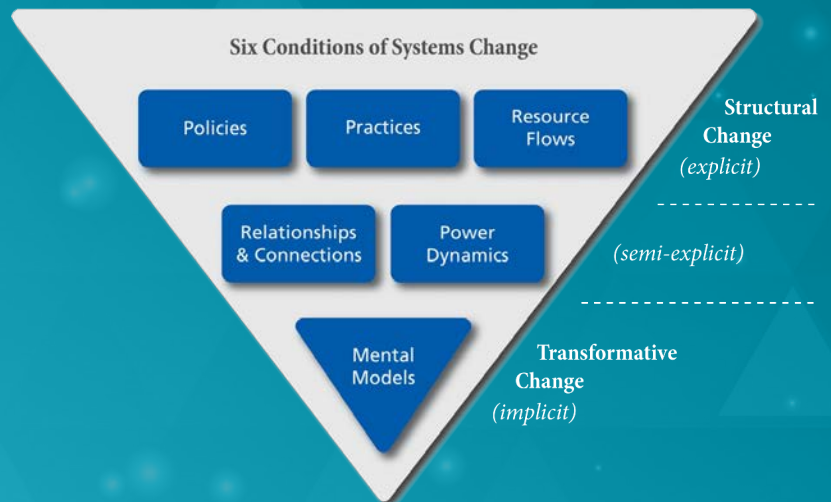
POWER DYNAMICS

Power dynamics existed across the continuum—between the foundation and the communities and within the communities themselves. Palm Health Foundation learned over time that it had to be exceptionally mindful of real and perceived power dynamics that were influencing the very behaviors that needed to change for community change work to take hold.

The foundation realized early on that the most challenging power differential was its hold on the purse strings. But how to navigate around it? How could it shift an entire traditional foundation mindset from “our grant dollars” to “your grant dollars” and from “we know best” to “you know best?”

FSG’s “The Water of Systems Change” became the foundation’s North Star, guiding leadership to change their own ways of thinking and acting and advancing equity throughout the initiative.

Leadership was very comfortable working in the explicit space of structural change from a history of funding grants that directed resources toward improving nonprofit programs and services and affecting policy. Working within semi-explicit conditions, where power dynamics reside, and implicit conditions that affect power dynamics, was where the learning needed to happen. These are defined by FSG as:



Source: [FSG, Inc.](#)

RELATIONSHIPS & CONNECTIONS

Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.

POWER DYNAMICS

The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.

MENTAL MODELS

Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.

Four factors emerged as critical to shifting power dynamics and breaking down the barriers to create relational and transformative change:

1. Authentic community participation
2. Embracing emergence
3. Generative problem solving
4. Setting the table for difficult equity conversations

Authentic Community Participation

Working toward authentic community participation required trust from the residents and consistency from the foundation. At the beginning of the initiative, Palm Health Foundation had some established relationships in the Healthier Together communities, mostly in the nonprofit and government sectors, but it was largely unknown by residents. Leadership had to rely on trusted community organizations and leaders to bring people to the table for those first crucial meetings.

There was confusion, doubt and skepticism early on as the foundation and its community partners tried to explain the potential for Healthier Together and ask for the residents' participation. The \$1 million in funding was certainly an enticement, but many wondered, "What's the catch?" The trust the residents had in their community leaders would not be easily transferred to the foundation. It had to be earned.

The challenge I knew the community would face was the inverted power dynamic. Would it be authentic sharing?

- Healthier Together Project Director

Consistency was imperative. Community meetings were the first place where the foundation could demonstrate the value it placed on the voice of residents. While the first meetings in a community were often challenging as residents kept up their guard and the foundation tried to find its footing, the steady frequency of gatherings conveyed that leadership was in it for the long term.

That white woman kept showing up.

- Resident commenting on a member of foundation's leadership team

A significant turning point that demonstrated the foundation's desire to create a truly community-led initiative was its decision to invest in resident leaders by sending them to the Tamarack Institute for training on leading community change. Residents returned with a stronger set of skills and a deeper understanding of collective impact to fuel their decision-making power and boost their confidence. The investment represented another shift from investing in systems to investing in residents. It laid the groundwork for richer participation and became one of the initiative's sustainable features by strengthening residents' influence, authority and ability to create change across the community, no matter the issue.

Embracing Emergence

Emergence was one of the more challenging concepts the foundation and residents had to embrace by working within the Cynefin complexity framework. The emergent practice utilizes a "probe - sense - respond" methodology for identifying solutions that "emerge" out of the context of a situation. This way of thinking was completely foreign to the foundation and the residents. The accepted grantmaking norm was the funder bestowing resources to the grantee to implement best practices that would create pre-determined solutions in a specific amount of time.

Complexity requires abandoning the constraints of best practices as a baked-in solution and accepting that there are myriad ways of looking at root causes, symptoms and what a good outcome might look like. The process is instinctual and gives everyone involved the ability to share perspectives from their points of view and accept that there is no one way to solve a problem. The willingness to try things outside the norm is critical.

Embracing emergence put everyone on the same baseline. The residents saw that the foundation did not have the answers and they weren't there to impose a solution on the community. It was difficult for the foundation to let go of the known, and move into the unknown in the early stages given the internal pressures facing staff about showing traditional results. But as the work progressed, leadership shared their vulnerabilities with the residents, allowing them to see that this was not an "us vs. them" initiative, it was "we."

A Power Shift



Key Insight: Establishing networks focused on health equity ensuring residents with the greatest disparities are part of the process.

Healthier Together project directors became catalysts for uniting the voices of residents with people holding positions of power. They often became navigators and facilitators to create relationships and connections where everyone could share in positive outcomes regardless of the community's "focus area." Ricky Petty, Healthier Boynton Beach project director, shares one example.

"Over something as seemingly simple as a basketball game, I realized that people in the community were looking at me as a problem solver and trusted community connector. We had some real problems with youth and violence in our community. A group of residents wanted to do something positive by having 'Peace in the Hood' basketball games in one of the parks. The purpose of the basketball game was to promote peace and end violence in the neighborhood. The residents became upset when the city shut down the basketball game.

The residents reached out to me to see what I could do, so I reached out to the city manager and scheduled a meeting between the residents and the city. I could see that there wasn't clear communication and there were misunderstandings on both sides.

The residents didn't know that the park was planned for renovations. The city wanted to understand how the residents could help keep the park safe while having the basketball game. They came together with mutual agreements to support one another with the relationship extending to the Boynton Beach Police Department whose officers were invited to participate in games. The group of residents has now evolved into an organization called 'Boynton Strong' and they are looked to for ways to engage residents in the community to stem violence and help those that are in need in the community. Their impact has grown tremendously and they are doing backpack drives, food distribution and other charitable acts to support Boynton Beach, involving more youth and residents than the city ever could on its own."

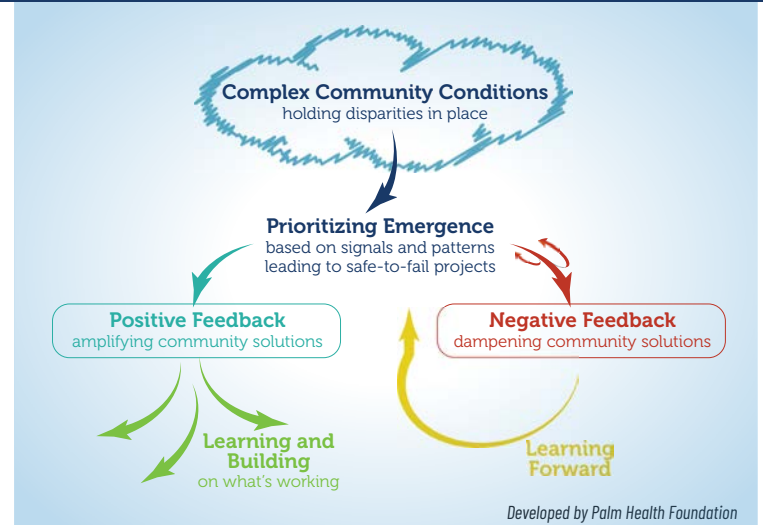
Sustainable Impact: Boynton Strong established itself as a 501c3 and has created a reputation for capturing the attention of community leaders. They have a presence at city commissioners' meetings where they share community concerns. "Peace in the Hood" basketball tournaments are played every week without any gun violence and the group continues to support the community through programs to feed children and seniors, cancer walks for local survivors and events to promote economic mobility.

Generative Problem Solving

Unlike many organizations, networks can thrive when solutions to problems aren't clear or obvious. And as the Healthier Together communities began to prioritize emergence, there was a natural sorting process to test opportunities or projects to further explore toward problem solving efforts.

The adaptive capacity in this decision making process focuses on the next best step or wise action. For some, these steps may elicit positive signals as the efforts are tested and should be amplified or further developed. In other cases, these steps may provoke negative signals – an indication those steps should be dampened. Whether gaining traction or losing momentum, learning is continually taking place.

Adaptive Network Approach to Problem Solving



The iterative nature of this approach to problem solving opens up opportunities for participation from diverse groups with various gifts and talents. This process isn't linear and is often described as "messy." It requires Healthier Together communities and project directors to be willing to take risks and be adaptable to their community environments.



Ricky Petty,
Healthier Boynton Beach
project director

A Tragedy Opens the Door for Change

 **Key Insight:** Developing approaches for navigating complexity and emergence.

When Healthier Neighbors was in its infancy, a tragedy rocked the West Palm Beach/Riviera Beach community to its core. On the night of October 18, 2015, Corey Jones, an African American man was shot and killed by a plainclothes police officer, Nouman K. Raja, while waiting by his disabled car on a highway exit ramp. Raja falsely claimed to investigators that he had identified himself as a police officer and shot Jones in self-defense. Both assertions were disproved, and Raja was found guilty of manslaughter and sentenced to 25 years in prison. Jones was 31 at the time he



Mathew Jean, licensed therapist

was killed. He worked at the Delray Beach Housing Authority and part-time as a drummer. He played in a band at his church where his grandfather is a bishop and graced many local churches with his talent. The anger in the wake of Jones's shooting was erupting throughout Palm Beach County. Project director Jeanette Marshall shares how Healthier Neighbors took a chance on bringing residents and police officers together to open a healthy dialogue with a group of service providers and residents who claimed the title 'The Keep Calm Crew.'

"Healthier Neighbors' Facebook follower, Marvelous Washington, started asking us, 'What can you do?' The residents who were beginning to get involved with the initiative were focused on behavioral health, driven by the crime and the many shootings—mostly of young black males—that they saw occurring across the country and now were happening in their own community. We knew we needed to act.

I contacted the foundation's vice president of grants and community investments asking for the resources and monetary support to host an information session that would bring local police officers together with residents. The VP had only one question. 'Is that what the community asked for?' When I told her it was, she said, 'Then that's what we'll do.'

Over 100 people attended the standing room only session. After seeing other community meetings erupt into arguing matches, we took great care to de-escalate heightened tensions and create an environment that made officers and residents feel they were all working together. 'Keep Calm and Ask' T-shirts were created by the 'Keep Calm Crew', and a young African American mental health professional, Mathew Jean, LMFT Owner and Founder of Beach Stone Counseling talked about coping with anxiety and PTSD. A warm meal was provided while attendees watched an episode of *Blackish* that dealt with Black Lives Matter followed by a panel discussion with public defenders, police and residents.

Residents and police officers talked to one another and shared their feelings openly about the Jones tragedy. In the end, the community had an ask for the West Palm Beach police officers: Help us understand what to do if we are pulled over by the police. The police created an informational brochure that was shared during a second information session and distributed throughout the community.

It was a huge catalyst for Healthier Neighbors. It said to residents, 'We asked for something and you gave it to us the way we wanted.'

It was also an opportunity to create relational and transformative change by bringing together police with residents in a meaningful way, putting residents in a position of authority by telling the police what the community needed and changing the narrative by understanding each other's beliefs and assumptions. The event and its outcomes were so meaningful that the Palm Beach County Criminal Justice Commission replicated the session to bring to other communities."

Sustainable Impact: Healthier Neighbors, recognized for its ability to lead change, is facilitating and helping to implement the health component of The Mayor's Village Initiative, a City of West Palm Beach effort to prevent and reduce youth violence and improve outcomes for young African American males 25 years old and younger living in three neighborhoods disproportionately impacted by violence, crime, and social/ economic disadvantages. Healthier Neighbors will champion the health pillar in the mayor's plan to: 1) locate current resources and gather an inventory of services provided in the community; 2) redefine health in the African American community based on resident input; and 3) ensure community healthier behaviors include a cultural competency lens.

EQUITY AT THE CORE

One of the earliest Healthier Together lessons that held great meaning to the overall equity learning process was as simple as choosing where to hold meetings. Accustomed to hosting meetings at their office locations, the foundation didn't realize the challenges the sites presented to residents and the unintended messages they sent. Besides logistical challenges with transportation, the meetings were held in somewhat intimidating board room environments, outside of the very communities the foundation was seeking as partners. Once the foundation realized they were reproducing situations of disenfranchisement and inequity, they began to hold meetings in community centers, churches and schools—the places where residents felt a sense of comfort, confidence and ownership.

The learning was the on-ramp to deeper understanding around equity that would later become one of the most distinctive achievements for Healthier Together. There would be no easy fix, but it was imperative for transforming Healthier Together into a truly adaptive ecosystem. Everyone's antennae needed to be tuned to recognize the signs and signals of racism, process them and rethink actions through an equity lens.

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Part of transparency is transparency about race in America and how we address it.

– Healthier Together Project Director

Understanding Race in America

The foundation was not the first organization in Palm Beach County to recognize the importance of race equity. For at least ten years prior to Healthier Together, the School District of Palm Beach County had engaged the Racial Equity Institute (REI) of Greensboro, NC to train its employees. "Undoing Racism," a program of the People's Institute for Survival and Beyond had been implemented in the county as well.

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What is a healthy community? When the onion gets peeled back and it's about equity issues, you can't separate them.

– Palm Health Foundation Trustee

Integrating REI in the work of Healthier Together proved to be a game-changer. Two-day workshops helped participants develop a shared language and a clearer understanding of how institutions and systems produce unjust and inequitable outcomes, making them better equipped to begin to work for change.

Healthier Delray Beach, one of the foundation's first Healthier Together communities, became the testing ground for incorporating REI. Most of the initiative's residents lived in "The Set," Delray Beach's historic Black community. The fiscal agent, a nonprofit family educational organization, served 800 children of color and many staff members were of color as well. The leadership of the foundation and fiscal agent were white and quickly realized they needed assistance to open an authentic, deeply sensitive conversation about race and equity.

The foundation provided the funding for Healthier Delray community members to take the training alongside leadership and employees from the foundation, the fiscal agent and other members of the Healthier Together communities. The REI learning was a critical success factor for implementing a social determinants of health framework. It allowed communities to define what a health issue meant within the context of their own communities and for the foundation to see that issue through a health equity lens.

Creating a Ripple Effect

Understanding the context for how institutional racism has created the inequitable situations of today created shifts in power dynamics by people of color asking, “How is this relevant to me?” Conversations were deep, highly personalized, and often emotional, enabling people to understand racism in their own contexts, helping to change mindsets and influence culture change.

The foundation could see that boldly addressing racism was a powerful force for adaptability and implementing complexity’s “probe-sense-respond” methodology to comprehend health issues from the residents’ frame of reference. They made a commitment to offer the REI workshop in all Healthier Together communities. As participants took the workshop and saw the change it was creating in Healthier Together —particularly those who worked in communities of color like the United Way of Palm Beach County—they began to implement REI for their own circles, creating a ripple effect.

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REI opened our eyes to the ways health systems impose inequitable solutions on communities. They have helped us adopt a ‘nothing about us without us’ mentality, understanding that anything you do for me, without me, you do to me.

– Patrick McNamara, Palm Health Foundation President and CEO

The ripples soon became a wave, impacting large numbers of people who voiced their need for a reflection group to process the intensive learning and emotions that surfaced during the workshop. The school district created the initial reflection group, and another group was established in

Delray Beach. As more individuals attended the REI workshops and long held worldviews were challenged, there was a growing urgency to address the question, “Now what?”

The momentum culminated in one umbrella organizing body, Organizing Against Racism Palm Beach County Alliance, bringing together graduates of REI and Undoing Racism to advance learning and action. The new organization is focused on systemic county-wide change while Delray Beach continues to organize and establish affinity groups to address next steps, including an African American male affinity group, women of color affinity group and a white affinity group.


Building Momentum

While the foundation was not the first to implement race equity learning in the county, it was recognized as the catalyst and driver connecting race equity and health. When the opportunity arose to sponsor My Brother’s Keeper: Race to Equity Summit in 2017 and 2019, the foundation made a commitment to support the event and engage all the people who had gone through REI. County organizers of the 600-person summits publicly acknowledged the significance of the movement the foundation had sparked by inextricably linking race equity and health.

Building from the momentum and, in part, answering the “Now what?” question, the Birth to 22: United for Brighter Futures initiative with Palm Beach County’s Community Services became the first Florida member of the Government Alliance for Race Equity (GARE), which is supporting organizations to do deep exploration about their institutional practices regarding race equity.

Sustainable Impact: REI was implemented in every Healthier Together community and became an essential experiential tool in opening the door for equity understanding. Major nonprofits and learning institutions including Florida Atlantic University’s College of Medicine supported and incorporated the REI program into their organizational policies and curriculum. As of May 2020, close to 600 county individuals had taken the two-day phase I training through Healthier Together. Alumni who were deeply moved by the experience urged the foundation and other organizational and funding supporters to create a vehicle for ongoing conversations. They wanted the space to process what they had learned and a way to continue progress. The result was the creation of the Organizing Against Racism Palm Beach County Alliance, designed to advance the initiative and learning. As organizing continues at a very local level in Delray Beach, both approaches are poised to generate opportunities to grow racial justice specifically for the county’s Black communities, and challenge institutionally-based racist practices.

Embracing Mental Health Through an Equity Lens

 **Key Insight:** Encouraging local community solutions without traditional constraints, creating a safe-to-fail environment.



Freslaine St. Louis, BeWellPBC Project Coordinator

Freslaine Saint Louis, a youth minister at Bethel Evangelical Baptist Church in Delray Beach, FL, became a trailblazer for removing the stigma and fear around mental health in Palm Beach County's Haitian communities through Healthier Delray Beach. This is her story.

"As a youth minister, I understand that the first place many congregants will turn when they have a problem is their pastor. But in my Haitian church, there was resistance and fear around the term "mental health," which conjures up images of people with severe conditions, rather than recognizing it can also describe everyday stress and anxiety.

When I became involved with Healthier Delray Beach, I saw how I could use my position at the church to increase understanding around behavioral health. I was introduced to Mental Health First Aid (MHFA), a nationally renowned eight-hour course that gives people the skills to help someone who is developing a mental health problem or experiencing a mental health crisis. I believed the training had the potential to reach the parents of my church's 700-member congregation and teach them how to identify, understand and respond to signs of mental illnesses and substance use disorders among their children. I saw first-hand how quickly and easily children and teens with anxiety and stress could turn to substance abuse. I knew we couldn't be passive. We had to have difficult conversations, or risk losing them.

Although there was resistance at first, I persevered, advocating alongside the first lady of our church who is a mental health professional. MHFA is now not only accepted, it has grown through word of mouth and parents are realizing the benefits of learning how to communicate and engage more with their children. The program has become so deeply embraced by the church that they are working on making MHFA a requirement for its leadership curriculum.

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Healthier Together led us to become firm believers in supporting residents like Freslaine to lead health initiatives in their own communities. They know better than anyone what resources are needed and the best approaches to deliver them to create change.

- Patrick McNamara, Palm Health Foundation President and CEO

With funding from Palm Health Foundation, I became one of the first Haitian Creole-speaking MHFA trainers in Palm Beach County. I have become a trusted resource at my church and in Haitian communities across the county, breaking through stigma while respecting my culture to promote brain health and save the lives of our children."

Sustainable Impact: Palm Health Foundation's efforts to expand MHFA in diverse communities with residents as trainers resulted in a four-year \$238K grant from the Florida Blue Foundation in November 2018. The funding provides free MHFA trainings for 2,000 African American, Haitian and Hispanic adults residing in the foundation's Healthier Together communities. MHFA is delivered in partnership with Alpert Jewish Family & Children's Services.

RESIDENT LEADERSHIP CAPACITY BUILDING

 **Key Insight:** Embracing adaptability and fostering outcomes that value social capital, human capital and developing people’s capacity for collaborative leadership.

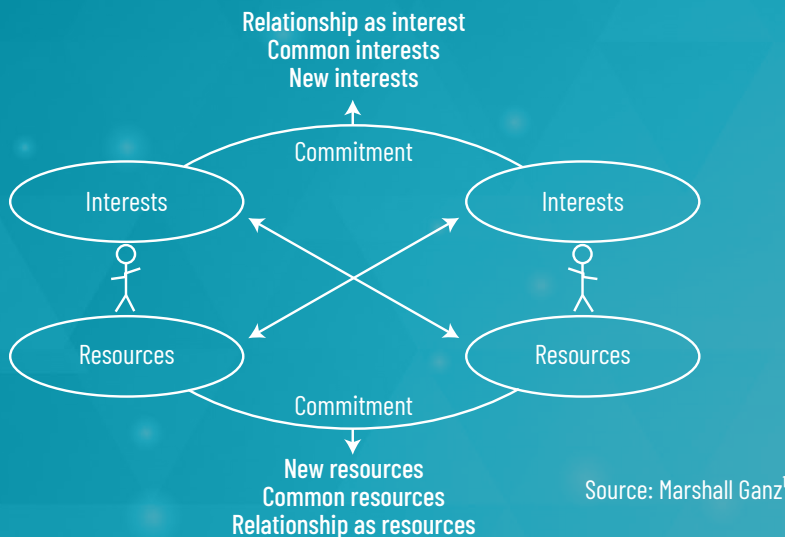
Opening the conversation about racial equity was a way to give everyone at the table the same understanding of the history and legacy of race in America. In a non-confrontational way, it made participants see that racism was a shared past that had consequences for all citizens. It was not a past that was exclusively the story of African Americans. Coming together to see it as “our past” was an important part of relationship building. Investing in resident leaders was a way to demonstrate that Healthier Together was also committed to “our future.”

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Commitment to a shared future and the consequences of a shared past transform an exchange into a relationship.
– Marshall Ganz

The foundation’s leadership found the work of Marshall Ganz, Rita E Hauser Senior Lecturer in Leadership, Organizing, and Civil Society at the Harvard Kennedy School of Government, to be both a resource and a validation for what they were learning about leading change.

By investing in resident leadership capacity building, Healthier Together created conditions to succeed while demonstrating its commitment to the community and its future in a meaningful way. At the same time, residents embraced opportunities for learning how to lead community change work and committed their own human and social capital to the initiative. These mutually beneficial “exchanges” are what Marshall Ganz identifies as “the nature of relationships in social movements,” and are the building blocks for creating Healthier Together’s learning culture.

The Nature of Relationships in Social Movements



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Because social movements are new, the leaders who initiate them learn to form interpersonal relationships that link individuals, networks, and organizations. In the absence of formal structures, the voluntary commitments people make to one another create the fabric from which formal structures may be woven. In this context, relationships can be viewed as exchanges of interests and resources between parties. An exchange becomes a relationship, however, only when a mutual commitment of resources is made to a shared future.¹

– Marshall Ganz

There were three key lessons the foundation learned for creating the relationships that enabled Healthier Together to succeed.

1. THE COMMUNITY IS FULL OF NATURAL STRENGTHS, AND THEY NEED OPPORTUNITIES TO LEARN.

Investing in resident leaders to take part in the Tamarack Institute and the Racial Equity Institute, as well as numerous NeighborWorks America learning opportunities, proved to be game changers for Healthier Together. Residents were given the tools to

advance their professional and personal development and leaders of grassroots nonprofits and mini-grants were supported in ways that fostered their missions and increased their capacity. The support and guidance empowered residents to give back to their own community. They are now providing valuable services, leadership and opportunities they didn't have before Healthier Together.

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By sending residents to get professional development, the foundation put their money where their mouth was.

- Steering Committee member

2. LEARNING COMMUNITIES ARE ESSENTIAL FOR SHARING KNOWLEDGE AND EXPERIENCES

There was no template for Healthier Together to follow. The uncertainty left project directors and other resident leaders feeling lost and overwhelmed at times. The foundation created a formal process for bringing together the project directors of all of the Healthier Together communities five to six times per year for retreats. As they saw how much they could learn from one another, they began to connect and communicate frequently to share new ideas and help overcome challenges. In the early years, the foundation also facilitated one to two learning workshops for steering committee members from the six communities as well as an annual full day workshop for anyone involved in the Healthier Together initiative. These opportunities were another way to build the capacity of the resident leaders and strengthen relationships among all the communities so that they could become resources for one another. And it helped them view their work beyond their own communities and see that they were integral to creating a shared future for all of Palm Beach County

3. RESIDENTS AND SYSTEMS MUST EMBRACE ADAPTIVE LEADERSHIP

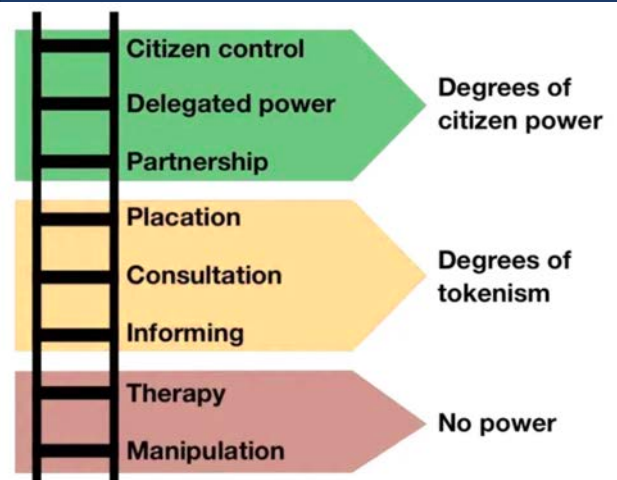
To thrive in changing environments where there are no known solutions requires adaptive leadership. Flexibility, patience, and in Healthier Together's case, accepting a balance of power between residents and system partners was necessary.

Balancing residents with system partners went far beyond the number of seats allocated around the table for committees and workgroups. There also had to be balance between the voices of resident and system partner leaders—a change that required taking people outside their comfort zones to assess and address challenges together. Community members were not accustomed to being heard. In fact, many felt invisible. In the beginning, they didn't trust that their opinions mattered.

Early meetings emphasized the need for transparency and system partners showed that they had their own vulnerabilities. They didn't know everything, and they let residents see how much they valued their voice to create solutions together. Galvanizing the voices of community members to give them the confidence they were on equal footing with system partners became one of the most significant investments in building resident leader capacity.

Arnstein's Ladder of Citizen Participation

Meaningful engagement with individuals most impacted by health disparities is at the heart of Healthier Together's work. Arnstein's Ladder of Citizen Participation provides an outline of the degrees of citizen engagement. Within the initiative, we continually strive to maintain citizen power, where individuals who are most impacted and not often invited to participate, are part of our decision-making and supported to grow into leadership roles.



Source: Sherry R. Arnstein²

Residents are massive assets and with the right support can do amazing things



Key Insight: Embracing adaptability and fostering outcomes that value social capital, human capital and developing people's capacity for collaborative leadership.

Emanuel "Dupree" Jackson, Jr. is a lifelong Delray Beach resident. Passionate about his community, he became one of Healthier Delray Beach's strongest assets. His lived experience and stature as a trusted community member helped the foundation and its fiscal agent create breakthroughs in engaging residents who were initially resistant to the initiative. Leadership quickly realized Dupree's talents and potential. They invested in his professional development and supported capacity building for his promising grassroots nonprofit organization. This is his story.

"In September 2014, I got my 501c3 and officially became a nonprofit—the EJS Project. I wanted to create a place in my community that I wished I had as a kid: a safe place to go for support, to be around adult mentors and have leadership opportunities. There was nothing else like it for kids and teens going through personal struggles.

At the time, I was a 'kitchen table' nonprofit. I didn't have a location of my own and I wasn't taking a salary. The timing of Healthier Delray's launch couldn't have been better. Just as I was getting off the ground, they were too.



*Emanuel "Dupree" Jackson, Jr.,
EJS Project Founding Director*

I was invited to attend one of the first Healthier Delray community meetings. Shortly after, I was nominated to the steering committee. I wasn't sure I was the right person. All of these big names were on the committee from the United Way and other well-known nonprofits. I thought, 'What could I add to this?'

I didn't know how important lived experience was. I was amazed by how the committee members referred to me for advice. It gave me power and made me see that I was good enough to have a leadership role. They made me feel worthy, valued and important.

Healthier Delray also took me professionally and personally to another level. The fiscal agent, Achievement Centers for Children and Families (ACCF), was searching for a community liaison. At the same time, the EJS Project needed resources and credibility. We made a deal. I would work for ACCF for three years while running the EJS Project. In return for building community relationships, ACCF and Healthier Delray would provide me with training and professional support to strengthen the EJS Project.

I learned so much during that time about nonprofit leadership, grant-writing and reporting. They sent me to workshops and conferences and helped me network and gain access to organizations that could support our work. My professional stock grew tremendously as the CEO of a nonprofit. I was respected, and I was able to practice evidence-based work.

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...the biggest thing is sustainability. I hope I'm the example. After Healthier Delray is gone, I'll still be here. I want to be a professional and serve my community. It doesn't get any better than that.

– Emanuel "Dupree" Jackson, Jr., EJS Project Founding Director

Toward the end of my three years as community liaison, I was ready to grow the EJS Project and move on from ACCF. I knew of a vacant building that would be perfect. Delray Beach had provided other nonprofits with donated space for \$1 a year. I was able to get on the agenda for a commission meeting with my Healthier Delray steering committee members at my side. They spoke on my behalf, helping me secure my lease. I could now tell parents that the EJS Project had a home. I could finally tell kids on our waiting list that we had room for them. And thanks to the skills and connections I developed during my three years with ACCF and Healthier Delray, I received donated iPads, a 15-person van and the resources to hire a program director.

We now provide after school programs for middle school and high school students to help them with homework and provide open conversations on sexual activity, bullying and peer pressure. Once a month we provide a Saturday community connection opportunity with a guest speaker or a field trip. In the summer, we have programming from 8:00 a.m. to 5:00 p.m. every day to work on team building and public speaking through a partnership with a local improv group. We're also creating videos for the Palm Beach County Sherriff's Office and the Department of Juvenile Justice on how bad decisions can result in a lifetime of consequences.

We're continuing to expand and grow, but the one-on-one life changes are the most important to me. A student came to me after missing over 30 days of school. He was on the verge of being kicked out for the rest of year. Once we started working with him, he became more involved with positive activities like sports and behaved better at home. He never missed a Sunday planting trees with us. He finished the year with a 2.8 GPA. He just needed something to be proud of on his own.


For students like him and for me, the biggest thing is sustainability. I hope I'm the example. After Healthier Delray is gone, I'll still be here. I want to be a professional and serve my community. It doesn't get any better than that."

Sustainable Impact: The EJS Project now serves 250 youth per year with a mission to build and empower future leaders. Dupree follows the model he learned through Healthier Delray Beach by respecting the lived experiences of his students and giving them a strong voice in determining the programs he delivers. He is also taking on capacity building by mentoring other nonprofit start-ups as he was mentored by ACCF. The success of the program has attracted significant new funders, including the Children's Services Council of Palm Beach County, the Community Foundation of Palm Beach and Martin Counties and Kayne Anderson Capital Advisors, L.P.



EJS Project Youth

DEFINING—AND REDEFINING— EVALUATION METHODS

 **Key Insight:** Embracing adaptability and fostering outcomes that value social capital, human capital and developing people's capacity for collaborative leadership.

The biggest challenge Healthier Together faced was shifting from measuring success to evaluating success. Everyone had to embrace a framework for process outcomes that could not easily be quantified. They also had to accept that measuring traditional health outcomes did not apply in their emergent community change approach. Evaluation had to be conducted within the context of the social determinants of health. It was uncharted territory for the foundation and residents, leading to a high level of frustration and uncertainty.

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Leadership was very focused on metrics and numbers. That doesn't make sense when tracking transformative work. Process in itself is a result.

– Consultant

During the first two years, the foundation's board and leadership found it exceptionally difficult to articulate how they would evaluate Healthier Together. How could they justify their significant investment without specific health outcome goals and measurement? Conversations at the foundation mirrored the conversations the project directors were having with community members and stakeholders to try and explain the approach. Most were used to reporting traditional outcomes to a funder. Some thought the foundation was setting them up for failure.

The foundation's rigidity around measurement began to subside with the realization there wasn't a single road map to get from point A to point B. There couldn't be.

Context is the Key

The Cynefin decision-making support tool provided leadership with a framework for understanding how to respond and work within a complex environment. Because complexity is nonlinear, relational and context dependent, the appropriate strategy, per Cynefin, is “probe-sense-respond.” This strategy entails a flexibility to changing circumstances difficult to attain using large-scale interventions. Rather than applying traditional metrics, this approach requires a focus on context to map culture, politics and personalities that influence the system one is working within.

Specifically, to “sense” current conditions within the system (e.g., the Healthier Together communities), rich narrative data was gathered from community residents and project directors. This data was then shared directly with the community and local decision-makers to “respond” using new, small, safe-to-fail “probes.” Initially, the tension between a push for outcome-based measurement and complexity-informed evaluation placed Healthier Together in the domain of “disorder” in the Cynefin framework. “Disorder” is the state of not understanding or not agreeing upon what system one is working in. Adopting a complexity-informed strategy involved a gradual awakening to new frontiers in evaluation and social change.

The key became context, a mapping of the present. For the individual communities that were all in different stages and seeking to make progress on health issues as they had each defined them, process outcomes were most important in the first couple of years.

The process of social change is dynamic and emergent. Staff and board had to adapt their expectations for outcomes. No longer were quantitative data showing “what happened” after a specific period of time the focus. The indicators had to be fluid, following the course of change and looking at how it happened, why it happened and where to adapt in the continuous ebb and flow of a context dependent ecosystem. It was ambiguous. It was uncertain. But it was what was required to work in complexity where imposing order would suppress the potential for innovation, creativity and new system models to emerge.

So, how do we evaluate effectiveness in a complex context? How does a board adapt to a new kind of oversight that values observations and insights and how they are applied rather than traditional quantitative indicators? It took about two years of ongoing conversations, working with evaluation consultants and shared learning to find a comfort level for moving away from conventional measurement and understanding how to evaluate working in complexity.

Helping Boards Adapt to Working in Complexity

In the spring of 2017, the foundation welcomed a new president and CEO, Patrick McNamara, who held a strong commitment to the pursuit of health equity. McNamara prioritized adaptive problem-solving solutions and building a learning culture throughout the organization, including the board of trustees. He introduced an incremental learning process for trustees to understand working in and evaluating complexity. Through educational tools that included papers from philanthropic thought leaders, data showing the economics of the social determinants of health, and examples of the national growing movement for establishing healthy communities, trustees gained confidence in Healthier Together.

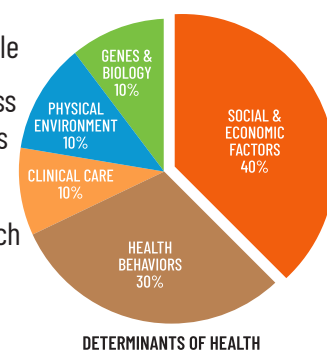
One of the essential early documents shared with the board was a keynote speech delivered by Rip Rapson, Kresge Foundation president and CEO at the Florida Philanthropic Network Summit in February 2017. Entitled “Philanthropy’s Role in a New Era,” Rapson shared his view on the four essential qualities in philanthropy:

1. Our privilege to take the long-term view and to see the relationships among things often seen as unconnected
2. The ability to take risks
3. The opportunity to call on multiple tools
4. The imperative to invest in the improvement of life conditions for low-income, marginalized people

These four points delivered in a presentation accompanied by the aspirational goals and early progress of Healthier Together inspired robust discussion and opened the door for ongoing board conversations as understanding and healthy debate grew.

The learning continued in a methodical way, enlisting a respected voice on the board and in the Palm Beach County health community to deliver educational presentations, Andrea Stephenson-Royster, MBA, MHS Executive Director of the Health Council of Southeast Florida. In her presentations, Stephenson-Royster provided trustees with the rationale for why the foundation was on the right path:

- Shifting from funding clinical care—which only accounts for 10% of health outcomes—to addressing the other social determinants of health can yield better outcomes and return on investment.
- A broad range of social, economic and environmental factors shape individuals’ opportunities and barriers to engage in healthy behaviors. Both race and health equity are central to the work.
- Place matters. Healthy people and healthy places go together.
- There is a national growing movement and evidence to support healthy communities that push for changes in the physical, economic, social and service environments.
- Complex adaptive work requires dynamic approaches to the learning and evaluation process. Collaborative work is not linear. It is cyclical.



Source: Health Council of Southeast Florida



It's slow, it's messy, it's not linear. You have to see the big picture and invest in that.

– Palm Health Foundation Trustee

While conversations were happening in the board room, board members were also spending time in the field getting proximate with Healthier Together communities. Attending community meetings with residents, speaking one-on-one with resident leaders and volunteering to survey residents about their health needs provided valuable insight about the

initiative. Inviting project directors and resident leaders to board meetings provided additional opportunities for trustees to learn about Healthier Together’s impact first-hand.

All efforts were designed to share different aspects of the learning. Staff explained the various kinds of wins that could be achieved—insight, capability and outcomes around policy, health, behavior changes and building capacity. And they introduced ways to engage the board in how to think about progress when working in complexity by guiding them to ask, “How much did we do? How well did we do it? Who is better off?”

Guiding the evaluation process at a deeper level on behalf of the board were the members of the foundation’s Community Investment Committee, Healthier Together’s greatest champions.

Evaluating Complexity in Practice

Foundation staff wrestled with how to navigate the pressures of evaluating the impact of the initiative. While attempting to avoid the urge to “make it work at all costs,” staff regularly sought input from others to generate the ideal next steps. Internally, the foundation staff regularly turned to the foundation’s Community Investment Committee (CIC), the body responsible for making grant recommendations to the board of trustees. Members of CIC were frequent observers, volunteers and attendees at Healthier Together communities’ events. Over time, they had established relationships with project directors as well as active members of the initiative within the communities. They had first-hand knowledge and exposure to the impact of the work and became a critically important learning partner in the process.

Staff additionally sought meaningful engagement opportunities over the five-year period with a number of consultants, each of whom offered key elements for that point in the initiative, leading to the evaluative approach that remains in place today. These include:

- **Action Evaluation Collaborative:** Introduced participatory evaluation techniques and tools, which continue to be incorporated today. Their work, grounded in movement making and social justice principals, emphasized transparency and accountability in relationship to power dynamics, and helped the foundation reflect deeply on how they are evidenced in the work.
- **Ronik-Radlauer Consulting Group:** Introduced Results-Based Accountability – What do we know, how do we know it, and what are we going to do?
- **Robertson Consulting Group:** Provided facilitation and design work leading to “the changes we want to see” framing as well as a structure for a learning plan.
- **Health Council of Southeast Florida:** Offered refinement of the “wins” process and use of results-based accountability, and provided critical case making for working in complexity and how this approach impacts evaluation efforts.
- **Tenacious Change:** Shared a Theory of Change for collective change leadership with insight on realistic time horizons and key process elements, which informed the readiness, growth and transformation signals.
- **Tamarack Institute:** Throughout the Healthier Together initiative, Tamarack has offered key counsel as well as practical and applied tools and approaches for systems change while in meaningful partnership with community members most impacted by societal challenges.
- **Converge and Associates:** Helped to increase accountability within the foundation and among the Healthier Together communities to be rigorous in pursuing a community-led decision-making process.
- **Impact Illustrated:** Developed and implemented novel methods for reporting the results of a complexity-informed evaluation and sharing vast amounts of rich, narrative data directly with the community and decision-makers. The foundation applies these concepts to Healthier Together mini-grants, SenseMaker projects and other significant social change undertakings.

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Maybe it's about developing a community engagement framework and our focus is health.

– Palm Health Foundation Trustee

Simplifying the Idea of Complexity

While all consultants provided valuable understanding of evaluation methodology, the Health Council of Southeast Florida's sharing of this metaphor by the late Brenda Zimmerman made everything click.

The cup of coffee/building a rocket ship/parenting metaphor was immediately comprehensible for CIC and eventually the board and the Healthier Together communities. From that point on, there was consensus that evaluation would adopt complexity principals that would exist as a living document rather than looking back at something that happened in the past. It was a turning point in transitioning from a learning organization to a learning culture.

Still, the team struggled with what to evaluate. How would they collect and analyze information? Together with the project directors they defined the levers of progress:

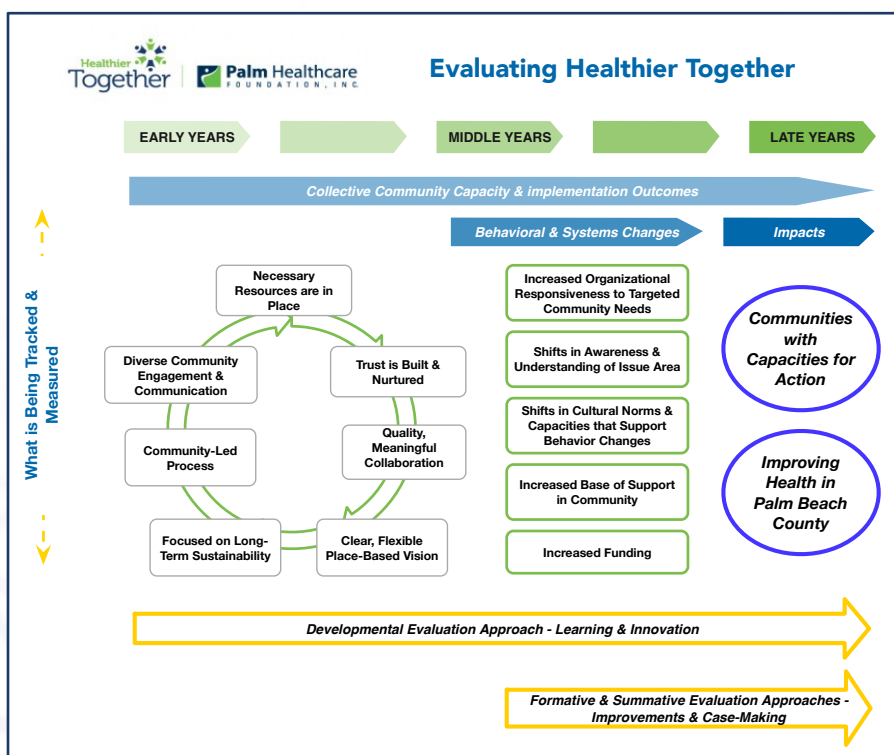
- To what degree are residents and stakeholders engaged?
- Are there mutually reinforcing activities?
- What did we learn? How did it benefit the community?

As learning progressed, the foundation was able to more formally define how it would evaluate Healthier Together across a time horizon. At the beginning of the initiative, the shared evaluation system tracked seven short-term outcomes as shown in the graphic below: resources are in place; a creation of trust; quality, meaningful collaboration; a clear, flexible place-based vision; long-term lasting impact focus; establishment of a community-led process; and diverse community engagement and communication.

This was the original learning framework developed at the beginning stages of Healthier Together with the assistance of consultants from Action Evaluation Collaborative specializing in evaluation work. Many of the elements in the framework continued to be relevant and provided consistency to residents for how the foundation viewed their work. As the foundation staff deepened their understanding and comfort in complex adaptive systems approaches, the learning approach was revised to emphasize the highly dynamic nature of the community change work, including the continually changing, interdependent ecosystem communities are working within. The revised learning approach attempts to minimize the linearity and sequential approach and moves towards an assessment of progress to be more realistic about the life cycles of community change efforts and to highlight the foundation's interest in not just the "what" but the "how" and the "why" impact is, or is not, taking place.

Simple	Complicated	Complex
<ul style="list-style-type: none"> • Known • Recipe • Same result 	<ul style="list-style-type: none"> • Knowable • Formulae • Can be repeated 	<ul style="list-style-type: none"> • Unknowable • No "recipe" • Principles & practices • No "one-size fits all" • Many external factors • Results not guaranteed

Adapted from Brenda Zimmerman, Schulick School of Business



Recognizing Signals

Change Over Time



Mentioned earlier are the “signals” which help to guide the foundation for learning and evaluative purposes. The foundation came to understand that signals aren't necessarily phases of the initiative but waypoints to determine the next best action. In other words, signals for growth and transformation may be evident within the first couple of years while readiness signals, one can argue, must be carefully stoked throughout the initiative's time horizon.

Readiness Signals

- Trust is built and nurtured
- Coalition of the willing is established of residents, organizations and systems
- Highly participatory, inclusionary practices are established
- A clear, flexible shared purpose is present
- Leadership is evident in a community-led process
- New and existing local networks emerge and/or are engaged; organizing is evident
- Meaningful collaboration through new connections is taking place

Growth Signals

- Local networks have increased legitimization by influencing change
- Shifts in awareness and understanding of issue area
- Shifts in cultural norms and capacities that support behavioral change
- Increase organizational responsiveness to targeted community needs
- System interests align and tap into growing networks
- Local networks grow and deepen their organizing power
- Sources of capital inputs are expanding and diversifying

Transformation Signals

- Sustained behavior and systems change
- Mindsets evolve maintaining a culture of wellness
- Health disparities are minimized
- Sustained expansion and diversification of capital
- Networks are thriving and connecting community-based assets with organizational and system partners
- Organizations and systems adopt participatory practices in the design and implementation of programs
- Power is built in communities most impacted by health disparities

Developed by Palm Health Foundation

Underpinning the signals, are a series of wins experienced by communities shaping direction, influencing patterns and revealing positive or negative constraints to either amplify or dampen the approaches. There are three types of wins: outcome, insight and capability.

- **Outcome wins** are actual results. The results can be related to leveraged funding, and can answer the question, “Who is better off?” at an individual or community level. Outcomes can be process or health-related outcomes and include policy wins. Outcomes can be positive or negative results.
- **Insight wins** include key learning, sometimes from failure, sometimes from research, and often from day-to-day experiences from which patterns and signals may emerge. Insight wins help to clarify important issues and relationships, and can indicate what approaches can be amplified or dampened.
- **Capability wins** are new skills or capacities that are developed among individuals and groups and can include system or process enhancements as well.

Once residents understood this new way of evaluation, they became more comfortable with another aspect of Healthier Together that would help them progress to the behavioral and system changes in the middle and late years of the initiative: adaptive leadership. Again, we are reminded of how Marshall Ganz described leadership as, “accepting the responsibility to create conditions that enable others to achieve shared purpose in the face of uncertainty.”¹

Valuing Success and Failure

Healthier Together gave residents an environment where it was safe to fail. In the face of uncertainty, there was no other way to seek progress other than through trial and error. The foundation and the residents began to see innovation as a win and a valid process outcome whether it was a success or failure. The foundation had created conditions where project directors and residents could explore opportunities without the constraints of traditional grant funding structures.

They were effectively exercising Goodhart's Law: "When a measure becomes a target, it ceases to be a good measure." Instead of communities having their performance measured by a known quantitative goal where the instinct is to meet the target by whatever means possible to continue to receive funding, Healthier Together sought behavioral and system changes as their shared purpose, leading to the sustainable impact of a community with the capacity for action.

Looking ahead, foundation staff has identified an evaluator and statistician with a strong interest in working with the Healthier Together initiative and incorporating the Cynefin approach into the overall evaluation efforts. The foundation's work with her will undoubtedly reveal new insight and learning, building from the contributions of many.

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When a team of community leaders and residents develops a shared vision and common goals to address a critical health issue and everyone helps carry out the plan, we all become local stewards of shared resources.

– Patrick McNamara, President and CEO Palm Health Foundation

Evaluation Lessons Learned

Five key insights emerged for evaluating Healthier Together's community change work:

1. Assess where an initiative is in the present and apply the right thinking.
2. Recognize that wins come in all shapes and sizes.
3. Create conditions to support safe-to-fail projects to try new ideas.
4. Regularly assess if resources and timeframe are appropriate for the aspirational outcomes of a community.
5. Probe for ways the narrative is shifting as work progresses.

Healthier Together Learning Mechanisms

Based on collective thinking from the foundation's Community Investment Committee, Healthier Together project directors and advisement from the Health Council of Southeast Florida, foundation staff established a series of learning mechanisms for the initiative:

- Semi-annual impact reports completed by each project director on their community's progress.
- An outsourced evaluation report, based in complexity theory of the initiative as a whole and each community across several dimensions of evaluation.
- Topic focused "balcony views" or learning memos designed to establish learning pillars for shared understanding.
- Annual facilitated point-in-time reflection periods with members of the board, the Community Investment Committee, project directors and foundation staff
- Quarterly check-ins between foundation staff and project directors to assess current and ongoing projects using Cognitive Edge's Cynefin framework and to document key wins and unintended consequences
- To come: periodic facilitated check-ins with foundation staff also using the Cynefin framework to assess the initiative as a whole

INFLUENCING POLICY

 **Key Insight:** Adopting mechanisms for tapping and aligning local assets.

Influencing policy is emerging as Healthier Together’s most sustainable outcome. County government, municipalities and private and nonprofit organizations are integrating resident-responsive practices and plans as a result of working together with the initiative’s communities.

It is a longer-term outcome that emerged as a turning point around year three as trust and full collaboration were established. As the foundation reviewed its policy progress, it asked, “What have we influenced? What has been institutionalized? How are organizations changing?” The answers represented both “little p” and “Big P” policy changes.

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One of the greatest benefits is that Healthier Together has become a really strong pipeline for cities. The trust it has built with residents has allowed the cities to get information from and deliver for residents. Cities can be bureaucratic and cumbersome. This entity is neutral and focused on the community.

– Palm Health Foundation Vice President



“LITTLE p” POLICY CHANGES

“Little p” policies generally influence practices at an institution, department or agency level. For Healthier Together, they emerged across all sectors of the county, and even influenced the foundation’s own policies.

- Based on going through the Race Equity Institute as part of their role with Healthier Together, many nonprofit agencies wondered, “what now?” Several organizations have since sent board members and staff to the training to deepen their institutional understanding and commitment to understand issues of equity in order to make changes and shifts in operational practices. Several are taking part in the Governmental Alliance for Race Equity (GARE) through Birth to 22: United for Bright Futures, and Palm Beach County’s Community Services Department.
- Healthier Delray Beach’s leadership in introducing Mental Health First Aid throughout the city influenced the Delray Beach Police Department to institutionalize the training for all officers. The training was a catalyst for the next step the department took—hiring their first full-time licensed behavioral health professional. The chief of police retains a close connection to Healthier Delray Beach as a steering committee member.
- A barber shop in Delray Beach has become a model for creating a comfortable space for men of color to talk about behavioral health after receiving a mini-grant from Healthier Delray Beach. “Cutz and Conversation” is free to members of the community to come together and discuss personal struggles facilitated by a licensed therapist in the barber shop’s familiar setting. The shop owner was invited to share the program at the annual conference for the Association of Black Psychologists.
- Healthier Jupiter partnered with MyClinic for the uninsured to offer a 17-week “doctor prescribed” green market in collaboration with Living Hungry’s Food is Medicine initiative. The program supplied over 60 families with fresh fruits, vegetables and other healthy choice items to help family members living with diabetes or a pre-diabetic condition. While clients waited for their free bags of healthy food, they were weighed, had their A1C levels checked, and spoke with nutritionists about their progress.
- Palm Health Foundation has taken a number of steps to impact racial equity in its own organization and in Palm Beach County’s nonprofit community. It has developed an equity policy statement and made the Racial Equity Institute training available to all staff and board members. Following the George Floyd murder, the foundation developed the “Palm Beach County Funders’ Commitment to Race Equity” statement, co-signed by five of the county’s major funders.
- Healthier Neighbors has engaged pastors and members of the faith community to become ambassadors for the initiative. The program is mutually beneficial as the pastors are shifting from an internal focus (their congregations) to a more external focus (all who live in their surrounding communities) to live more deeply in their missions. One example of impact is a church’s partnership with Healthier Neighbors and the Palm Beach County Food Bank to offer an onsite pop-up pantry.

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The holy grail is when you get to policy making.

– Palm Health Foundation Trustee

“BIG P” POLICY CHANGES

“Big P” policies come in the form of changes to state or federal law, city ordinances and comprehensive plans. Integrating all sectors—from faith to government—in the work of Healthier Together has been a training ground to show how policies can be influenced and more responsive to the community by including residents in solutions.

- A new countywide behavioral health initiative was modeled after Healthier Together with the first project director of Healthier Delray Beach at the helm. “BeWellPBC” evolved from Palm Beach County foundations, system partners and community members joining together to create an entity that will focus on systems coordination and alignment, community solutions and workforce pipeline. Palm Health Foundation is the backbone for BeWellPBC, which is widely engaging community members in innovative solutions.
- Healthier Glades paved the way for launching Open Table, a national model that brings together faith organizations, government, business, healthcare, non-profit and other sectors to help individuals and families experiencing poverty. First introduced in Palm Beach County’s rural western communities, the foundation is now working with local government to extend the initiative throughout the county and has collaborated on a grant submission to the Kresge Foundation.
- The Delray Beach City Commission invited the project director of Healthier Delray Beach to write the health and wellness component of the city’s new comprehensive plan—the first time it had been updated in twenty years. The earlier version did not have any mention of health and wellness, giving the project director a blank slate for including what residents had shared as their priorities to fulfill community needs. The plan addressed mental health and substance abuse to issues of recreation and green space. Equitable language was woven throughout. The city asked the project director to make the presentation to the commissioners and she brought along partners from the Delray Beach Drug Task Force and Parks and Recreation Department to demonstrate their support of the plan.
- The Health Care District of Palm Beach County and the Department of Health saw the value in aligning with Healthier Together and recognizing residents’ interests and insight, particularly around two of the top three priorities for the Palm Beach County Community Health Assessment: mental and behavioral health and active living and healthy lifestyles. The subsequent Community Health Improvement Plan (CHIP) was developed to address the needs in the community, incorporating Healthier Together into the plan as a lead community partner for specific plan goals: to 1) improve mental and behavioral health through prevention and by ensuring appropriate, quality services; and 2) promote health and reduce disease risk through healthy lifestyles.
- Healthier Neighbors is facilitating and helping to implement the health component of The Mayor’s Village Initiative, a City of West Palm Beach effort to prevent and reduce youth violence and improve outcomes for young African American males 25 years old and younger living in three neighborhoods disproportionately impacted by violence, crime, and social/economic disadvantages. Healthier Neighbors will champion the health pillar in the mayor’s plan to: 1) locate current resources and gather an inventory of services provided in the community; 2) redefine health in the African American community based on resident input; and 3) ensure community healthier behaviors include a cultural competency lens.
- Healthier Boynton Beach has led participation in the state’s legislative process to adopt the CARE (Caregiver Advise, Record, Enable) Act, designed to assist family caregivers, by helping to ensure a smooth transition when the people they care for are moving between home and hospital. Thirty-six states have adopted the act to-date. While it has not yet been enacted by the state of Florida, thanks to the efforts of Healthier Boynton Beach, the CARE Act was one of top priorities for Palm Beach County’s Health & Human Services legislative agenda in Tallahassee for two sessions and remains an important priority for county leaders.



Healthier Lake Worth Beach: Affecting “little p” and “Big P” Policy Changes



Key Insight: Encouraging local community solutions without traditional constraints, creating a safe-to-fail environment.

Healthier Lake Worth Beach (HLWB) launched in 2017. After two years of struggling to determine what their focus would be, they landed on behavioral health as the residents defined it. Their definition evolved into HLWB's mission: “To improve the cleanliness, environment and safety of Lake Worth Beach neighborhoods and promote healthy behaviors that impact the overall health and well-being of our residents.” It would be a mission that influenced policies in neighborhoods and city government. The Whispering Palms neighborhood is one example as told by project director Carmelle Marcelin-Chapman.

“Whispering Palms is the first Lake Worth Beach residential neighborhood that you see when exiting at Lantana Road off the interstate and heading north on Dixie Highway. As recently as six years ago, there was a SWAT team there two or three times per week. The local residents had seen it go from a nice neighborhood to an area run by gangs and drug dealers.

People felt hopeless. Their neighborhood association was defunct. The streets and alleyways were filled with trash. Everywhere you looked was a public health nuisance. The residents talked about how it caused stress and affected their mental and emotional well-being.

A lot of people walk in the community. They wanted cleaner streets and a greener Lake Worth Beach. When we used sensemaking, the residents said that if their streets were cleaner and the physical appearance was better, it would attract less crime, increase family activities, and foster neighborhood pride.

We looked to the leaders of the community—the stakeholders, including pastors and small business owners—to help us reach more residents. At a community churches revival, we were invited to talk about HLWB and to discuss what we could do collectively. They emphatically told us, “We are going to take our neighborhood back!”

Longtime resident leaders and pastors reinstated the Whispering Palms Neighborhood Association and at their first meeting invited Healthier Lake Worth Beach to help identify problems, find solutions and support residents in their efforts. We explained that we weren't there to decide what was best for their community. They needed to tell us what they wanted to do, and we would use our assets to help them to achieve it.

The association decided to hold a neighborhood cleanup with guidance and resources provided by Healthier Lake Worth Beach. Over sixty people came. Pastors, city commissioners and other neighborhood associations were there. The Solid Waste Authority provided free grabbers, bags and gloves. Someone came forward to give a motivational speech as we kicked off the cleanup. They have held a monthly cleanup ever since.

Since then it just grew and grew. The neighborhood decided to start an “Adopt-A-Street” program where each church located within the neighborhood will adopt their street address and keep it clean. The association presented their idea at a city commission meeting. The City of Lake Worth Beach took notice and embraced their first Adopt-A-Street program—something they never had done before. Now there are signs throughout the Whispering Palms community that show the names of the churches that take care of the streets.

The association decided next to create a crime watch program. Citizens got the local sheriff's office and the city's public works department involved and asked for guidance and signs. But, they needed money to pay for them. Healthier Lake Worth Beach paid for the signs and the city agreed to install them—18 in all, one at each street entrance to the neighborhood.

Two massive tree planting events with over 100 residents participating added to the beautification of the neighborhood and its walkways and park. The streets became cleaner, greener and safer.

Whispering Palms is on its way to becoming a great family neighborhood again. It has all the assets—a park, soccer field, indoor basketball court, daycare, teen program, Head Start and community center and is now in consideration to become an Opportunity Zone.

The local sheriff's office took notice of the residents' desire to change the neighborhood and came on board with a \$1.3 million grant they received from the Department of Justice to reduce violent crime, with a focus on the south end of Lake Worth Beach which includes Whispering Palms. Recognizing that Healthier Lake Worth Beach is a conduit to the community and its residents, the sheriff's office reached out for our support. Now we have a seat on the implementation team with the sheriff's office and are part of their leadership council in a collaborative effort to reduce violent crime. Our partnership is a major win to affect policy and we can see how safety is a big focus area for us and its tie to behavioral health.

On a broader scale, residents are now going to city commission meetings and advocating for things they want for their neighborhoods. They have learned how to become a voice for their community and the city has learned that the residents are valued resources for making change that matters.

This work requires a lot of patience and listening. You have to say what you mean and mean what you say. There cannot be any hypocrisy. Residents and stakeholders are watching you. You have to keep showing up, listening and validating the work with the people who are welcoming you. There is now great trust. It takes a long time, but once you have it, you have to maintain it by constantly educating people."

Sustainable Impact: Healthier Lake Worth Beach started with creating a cleaner, greener environment to promote a positive outlook, increase pride in where residents live, decrease crime and encourage children and adults to go outside and enjoy their neighborhood. The initiative is now recognized by the city as the go-to for improving quality of life, contributing to greater behavioral health and wellness for all. In addition, small grants and sponsorships provide community organizations with the resources they need to increase capacity and efficiency of existing programs or serve as a catalyst to fund new projects that align with HLWB and the community's priorities. These include food insecurity, increasing youth literacy, access to sports/outdoor activities for youth, increasing youth resources and reducing the perceived stigma around addiction and mental health.



Influencing Policy Lessons Learned

- Continually consider conditions to engage diverse perspectives, knowing exchanges can lead to unexpected safe-to-fail experiments
- Establish trust with residents and local government leaders and create opportunities to work together
- Arm residents with education and tools to voice their needs to local government
- Find opportunities to involve key partners in the work—no matter how small—to pave the way for long-term partnerships
- Drive awareness of every win across the community and celebrate partners who made it happen

LEAVING A LASTING IMPACT

While the work of Healthier Together is ongoing, there is evidence of sustainable impact at the five-year mark. The foundation is seeing clear signs of “The Change We Want to See” from their Theory for Culture Change:

The networks define challenges facing communities, and design and implement effective problem-solving approaches to influence programs, policies, resource flows, relationships, power dynamics, and ultimately, the mindsets which hold conditions in place.

New, sustainable networks and collaborations with a framework for problem solving have been created.

Every community has tremendous strengths. Yet, they are often untapped. Residents are often unaware of their power or have grown cynical that their voices will be heard. At the same time, systems and funders are unaccustomed to relinquishing their own power for designing solutions. Healthier Together has disrupted this opposing set of paradigms, bringing residents, system partners and funders together to abandon the status quo and create a community-led incubator for trying new ideas.

”

This work can be fragile. Everything felt combustible. If we had not created the space for the residents to own and lead it, it would have fallen apart.

– Healthier Together Project Director

Capacity has been built.

The foundation’s investment in residents and grassroots nonprofit organizations has elevated skill sets and knowledge to strengthen Healthier Together communities’ abilities to lead change. Across Palm Beach County, a pipeline of future leaders with adaptive leadership mindsets has been established. The success of sending residents to the Tamarack Institute has resulted in Palm Health Foundation being asked to host the institute’s 2020 conference, the first time it will be held outside of Canada.

Residents see health issues through a social determinants lens.

A mind-set shift has taken place. Residents may have different definitions of what a health issue is, but they clearly see the conditions that contribute to it in their surroundings, which is a way of finding common ground to maximize engagement.

Race equity work is having a trickle-down effect.

Organizations throughout Palm Beach County have followed Healthier Together’s lead by incorporating equity learning and remedying policies and processes that may produce unjust and inequitable outcomes. The creation of the Organizing Against Racism Palm Beach County Alliance is one valued legacy resulting from Healthier Together that will continue the equity work, collectively.

”

A different type of capacity has been built. Communities know what they are capable of doing when they come together. They can be better together. They recognize the potential.

– Palm Health Foundation Trustee

A shift has taken place to accept working in complexity as the new norm.

The foundation has been an influencer for fellow funders and system partners to realize that today’s accelerated pace of change requires recognizing our complex environment. Healthier Together has proven that it is a journey worth taking. And it has served as a catalyst for authentic community participation and network building, particularly in behavioral health, where a significant outcome of the initiative has been the birth of a new organization, BeWellPBC.

BeWellPBC



Key Insight: Embracing adaptability and fostering outcomes that value social capital, human capital and developing people’s capacity for collaborative leadership.

In 2018, nine Palm Beach County funders came together to collaborate in a different way around behavioral health. A countywide needs assessment conducted the prior year revealed that while behavioral health organizations had the right intentions, there was duplication of efforts in some areas while not effectively addressing gaps in others. When Parkland and the other mass shootings around the country happened, it magnified the need to better integrate support systems.

Two community summits hosted by Palm Health Foundation brought together people from every sector and background—those with lived experience in behavioral health, faith-based organizations, service providers, system partners, nonprofits and elected officials. The feedback all pointed in the same direction: one countywide entity was needed to collectively engage residents, systems and sectors in meaningful ways to address the community’s behavioral health needs with the promise to do better for children, families and neighbors. They called the new initiative BeWellPBC.

Palm Health Foundation was chosen as the backbone organization for BeWellPBC because of its reputation as a leader in transformative community change work through Healthier Together. It was a natural fit for the foundation and the first executive director who was formerly Healthier Delray Beach’s project director.



BeWellPBC would not have been possible without Healthier Together. The learning, training, connections—we would not know how to do this work without what we learned through Healthier Together.

– BeWellPBC Stewardship Council member

Since launching in January 2019, BeWellPBC has established a stewardship council and four action teams, each comprised of 50% lived experts and 50% learned experts. All are committed to affecting change in three key areas: systems coordination and alignment, community solutions and workforce pipeline.

The initiative has already captured national attention. BeWellPBC is among four sites nationwide chosen by Rethink Health, an initiative of the Rippel Foundation with a grant from the Robert Wood Johnson Foundation, to work with regional leaders to re-imagine behavioral health in Palm Beach County. The work centers on moving from a system of services to a focus on vital living conditions. Leaders of the initiative are coordinating efforts for the next two years to determine new ways to build civic muscle and a community sense of belonging.

A number of individuals and organizations from Healthier Together initiatives have become actively involved with BeWellPBC. The institutional knowledge that has been developed by the foundation, BeWellPBC’s executive director and Healthier Together advocates has accelerated BeWellPBC’s ability to take action and create impact. As stated by a BeWellPBC stewardship council member, “BeWellPBC would not have been possible without Healthier Together. The learning, training, connections—we would not know how to do this work without what we learned through Healthier Together.”



CONCLUSION AND NEXT STEPS

Palm Health Foundation as the Seventh Learning Community

Six communities in Palm Beach County were chosen for the Healthier Together initiative. Over the five years, a seventh learning community emerged: Palm Health Foundation.

The foundation has undergone a fundamental transformation as a result of Healthier Together. Not a single function has been untouched. Leadership and trustees have shifted mind-sets from a traditional responsive grantmaking approach tied to specific health outcomes to a community change framework that embraces equity and the social determinants of health. The grants department has taken on a highly supportive role to embolden project directors and has developed its capacity to navigate and manage complex adaptive systems. Communications is leveraging Healthier Together communities to expand community health campaigns. And while Healthier Together was not a concept ready for fundraising at the beginning, development staff is now seeing its potential because of the impact that has been demonstrated.

As the initiative moved farther away from traditional health philanthropy, it decided to convey its transformation in a visible way: a name change from Palm Healthcare Foundation to Palm Health Foundation. While the modification was minor, it symbolized the foundation's movement away from funding systems to investing in the lifelong wellbeing of all Palm Beach County residents to help them thrive and reach their full health potential.

Reaching Healthier Together's own full potential was looked at in a new way as well. The foundation has adopted a framework of six types of capital to view its community change work.

1. **Financial Capital:** The monetary input of the Healthier Together initiative in the form of grants from the foundation to the communities and the monetary output in the form of dollars leveraged and obtained by communities from grants, sponsorships and donations to further advance the work. Mini-grants are an example.
2. **Social Capital:** Interconnected networks of relationships between individuals and groups formed through Healthier Together. There are three types: 1) bonding, the social ties between individuals from the same or similar groups, coming together around a shared purpose; 2) bridging, the social ties that link people from groups that are different (e.g., race, social status, culture) and don't typically socialize together around a shared purpose; and 3) linking, bridging social ties from those with a voice and desiring to use it to those in positions of institutional power.
3. **Intellectual Capital:** The value derived from investing in residents' capacity building and learning opportunities, which creates a return of knowledge and experience invested back into the community to organize and create structure around a shared purpose.
4. **Human Capital:** All the knowledge, talents, skills, abilities, experience, intelligence, training, judgment, and wisdom possessed individually and collectively by all Healthier Together participants, the cumulative total of which represents a form of wealth and energy with capacity to achieve success in ways that can never be predicted or planned for.
5. **Physical Capital:** The liberal access to in-kind space and services, not normally free, such as church meeting rooms, municipal buildings and non-profits for holding Healthier Together meetings and events.
6. **Spiritual Capital:** Individual values characterized by belief in something larger than self, a sense of interconnectedness, a moral and ethical drive to serve the common good, and an ability to share that drive with individuals and networks so all join in a shared purpose.

A Collective Impact Revelation

The different forms of capital that were created through Healthier Together had all the underpinnings of a movement. The aspirations that were voiced by residents and the community engagement that was occurring seemed to go beyond the original collective impact framework the foundation followed.

As its own learning community, Palm Health Foundation continuously sought out the best minds to validate what it was experiencing, sometimes feeling that Healthier Together did not fit neatly into collective impact as it had been defined. And then came Collective Impact 3.0 in the spring of 2016.

From	To
The Leadership Paradigm	
Management	Movement Building
The Five Conditions	
Common Agenda	Community Aspiration
Shared Measurement	Strategic Learning
Manually Reinforcing Activities	High Leverage Activities
Continuous Communication	Inclusive Community Engagement
Backbone	Containers for Change

Authored by the Tamarack Institute, Collective Impact 3.0 includes a new look at the leadership paradigm and collective impact's five conditions. It substantiated Healthier Together's own evolution.

While all Collective Impact 3.0 conditions mirrored Healthier Together's findings, the migration from backbone to a "container for change" resonated deeply with foundation leadership. One of the critical lessons learned was that the foundation had placed an overwhelming burden on the original backbone organizations in each community. The amount of time and level of support required was unrealistic. The foundation changed the backbone's role to "fiscal agents,"

Source: Tamarack Institute³

managing the grant dollars that they received for their communities' Healthier Together initiatives. Palm Health Foundation performed the role of backbone agency, learning over time that in order for the initiative to succeed, it had to be front and center of their attention and they had to create the conditions where communities were both supported and challenged to do the work.

It's a tall order. Liz Skelton, renowned in Australia for collective impact work, compares building a container for change with the image of a pressure cooker:

"All the ingredients go in, but there is a need for a release valve of sorts when the pressure becomes too intense. There are the ingredients of bringing diverse partners together, thinking through how the community might change and evolve in building a common agenda. Shared

measurement and mutually reinforcing activities may include many diverse elements as we learn to work together in different ways and measure our progress and results. Communications, governance, accountability, values and principles, and building and nurturing trust are some of the people dynamics required in this work. It is messy. It feels like walking in jello at times and then at other times like soaring."⁴

It became clear to Palm Health Foundation that they were in pursuit of the conditions to support and nurture emergent health-related containers for change. In all that they had learned over five years and the transformation that took place from defining its purpose to engaging the people with a shared mindset, the foundation had a clear path to see how it would create conditions for future change through Healthier Together.

”

When Collective Impact 3.0 came out in 2016, it nailed our work. It was a validation of what we were seeing, and we could finally put a name to it. It showed the breadth of what we were advancing in the field of health philanthropy.

*- Palm Health Foundation Vice President
Grants and Community Investments*

Put to the Test: Healthier Together During COVID-19

As this paper was in its final stages, COVID-19 struck, throwing the entire world into a level of complexity and chaos not seen in the U.S. since 9/11. The virus put everyone's adaptability to the test—from government leaders to neighbors—and placed a spotlight on health equity.

Healthier Together networks—together with BeWellPBC's behavioral health network—offered tested avenues to navigate a turbulent time and mobilize residents to develop solutions responsive to local needs. Project directors, well entrenched in adaptive leadership, sprang into action deploying tools and tactics to cultivate social connectedness and counteract stress, social isolation and concern about the future. Three methods materialized to ensure residents with the greatest disparities were part of the process and to respond to emergent and shifting needs in the rapidly changing environment:

1. Supporting real-time feedback loops between community and institutions

Using SenseMaker®, an online storytelling collection tool with robust analytics, residents were invited to share their COVID-19 stories and to “make sense” of them within their individual and community contexts. Utilizing additional digital tools, like Facebook Live and Zoom teleconferencing, and reaching out to residents without computer or internet access, a formal county-wide feedback loop was established. Once stories of extreme hardship started to appear, a rapid response network was established through community partners to offer resources and support for hunger relief, mental health crises, COVID-19 concerns and other emergency situations.

2. Promoting opportunities for adaptive problem solving

In an effort to seek community-driven solutions, the Healthier Together communities and BeWellPBC established mini-grant processes to engage residents without traditional grant making constraints, allowing for safe-to-fail experiments to lead the way. Healthier Glades, which had several mini-grant recipients prepared to implement just before the outbreak, pivoted to allow the residents to use funds for the immediate needs of the community.

3. Leveraging social media and virtual platforms for pro-social purposes

As the realities of the new/temporary “norm” settled in, combatting the effects of social distancing and social isolation was paramount. Through tools like Facebook Live and Zoom, the Healthier Together communities and BeWellPBC linked people to one another to emphasize positive, hopeful and timely messaging, share information about local resources and voice needs to be shared with city decision makers.

It became clear that amid the multi-faceted county response to COVID-19 by nonprofit and government agencies, the foundation's main value was in addressing health equity and fostering more adaptive, resilient systems. The networks established through Healthier Together had already laid the foundation for achieving shared purpose under conditions of uncertainty, innovative problem solving and setting conditions for resident leaders to have some degree of control in helping their own communities.

As one example, hunger relief efforts were established throughout the county, allowing for residents to pick up cooked meals or bags of groceries. However, many residents did not have transportation or could not leave their homes, causing a significant hunger challenge. Healthier Together, with its deep reach into communities, became a pipeline, quickly adapting and implementing equitable solutions for delivering food to those beyond the reach of the feeding sites.

As a rapid response network was developed, the foundation created a Neighbors Helping Neighbors Fund, putting forward \$200,000 and matching donations to the fund on a 1:1 basis. The fund is now working through the network to get financial assistance into the hands of the county's most vulnerable and impacted residents.






Leading change during the crisis validated the strength of the Healthier Together networks and provided multiple opportunities to:

- Exercise adaptive leadership
- Learn our way forward
- Keep the big picture in mind and identify transformative opportunities
- Make people agents of something positive

It also gave the networks an accelerated way to deploy the power of social capital and human ingenuity and tap into communities’ natural strengths to address health inequities. This experience, coming at the end of year five, provided invaluable guidance for greater health equity county-wide as Healthier Together looks to the future.

Beyond Year Five

Looking ahead, we seek to leverage our successes and broaden our perspective as we continue to build a culture of health.

	Key Insight	Successes to Date	Looking Ahead
	Establishing networks focused on health equity ensuring residents with the greatest disparities are part of the process	Hundreds of individuals have been exposed to this country's deeply embedded structure of racism providing a foundation from which to work to dismantle Diverse types of participation channels have been created to recognize the many different and meaningful ways people contribute	Building advocacy muscle among individuals to influence policy and positive community change Nurturing existing and emerging groups to try innovative ways to build power at the hyper-local level Continue to wrestle with how to support people willing to give of their time, gifts and talents
	Developing approaches for navigating complexity and emergence	Adapting a number of tools for continuous sensemaking including the Cynefin framework to ground the decision-making process within communities’ change approaches Incorporating SenseMaker® platform into the initiative as a powerful way to capture collective community experiences and to capture distributed community experience leading to insights and action	Grow comfort, accessibility and use of tools among organizational and system partners for navigating complexity Engagement with evaluator to take a deep dive into complexity evaluation and incorporating the Cynefin framework
	Embracing adaptability and fostering outcomes that value social capital, human capital and developing people’s capacity for collaborative leadership	By investing in individuals’ growth and capacities to take action, new creative solutions have been established and many are growing (mini-grants)	Deepen the learning opportunities for personal and professional development for emerging leaders and connect to organizations and systems to take part in their decision making processes
	Encouraging local community solutions without traditional constraints, creating a safe-to-fail environment	Growing from community-based solutions, Healthier Together communities are influencing policy and offering systems mechanisms to increase their own adaptability	Seek more partnerships to deepen and widen the safe-to-fail possibilities and increasing the learning forward mentality Grow partnerships with systems and organizations to build their own adaptive capacity
	Adopting mechanisms for tapping and aligning local assets	Using a network approach, new and existing community organizing efforts are connecting around shared aspiration and purpose for increasing health and wellness	Healthier Together communities will seek increased alignment among and across communities as well as county-wide change initiatives such as BeWellPBC, the Hunger Initiative and Birth to 22

From the beginning, Palm Health Foundation envisioned Healthier Together as a local network approach designed to be highly adaptive and responsive to community conditions and driven by those who are closest to their neighborhoods’ challenges. As the foundation continues to build its own adaptive capacity, we will ask ourselves the following questions to offer guidance in the process:

1. Are actions growing the ability of networks, organizations and systems to learn and store knowledge and experience?
2. Is the effort establishing an environment for creative flexibility in decision-making, transitioning and problem solving?
3. Do actions constructively challenge power structures and mindsets while offering opportunities to build meaningful equitable practices?

Our Evolving Framework

Palm Health Foundation is not alone in transitioning away from traditional responsive grantmaking to adopting new frameworks for community health. Health philanthropy across the U.S. has been going through a transformation over the last ten years as the pace of change continues to accelerate.

As one of the national leaders in the field, the Robert Wood Johnson Foundation (RWJ) has developed the “Culture of Health Action Framework” that Palm Health Foundation will adapt locally for its own purposes over the next five years of Healthier Together.

Developed in collaboration with the RAND Corporation, RWJ’s Culture of Health Action Framework sets a national agenda to improve health, equity and well-being. A critical aspect of a Culture of Health is health equity and understanding the need to address barriers and shift values so seeking to be healthy is a part of everything we do.

RWJ has identified ten principles for a Culture of Health that are in alignment with Palm Health Foundation’s mission and Healthier Together:

1. Good health flourishes across geographic, demographic, and social sectors
2. Attaining the best health possible is valued by our entire society
3. Individuals and families have the means and the opportunity to make choices that lead to the healthiest lives possible
4. Business, government, individuals, and organizations work together to build healthy communities and lifestyles
5. No one is excluded
6. Everyone has access to affordable, quality health care because it is essential to maintain, or reclaim, health
7. Health care is efficient and equitable
8. The economy is less burdened by excessive and unwarranted health care spending
9. Keeping everyone as healthy as possible guides public and private decision-making
10. Americans understand that we are all in this together

”

There is a new sense of what ‘we’ means to us. What it means to be truly welcoming, inclusive, to do this work together.

– Healthier Together Project Director

From the principles emerged the core structure of RWJ’s Culture of Health Action Framework:

- Making Health a Shared Value
- Fostering Cross-Sector Collaboration
- Creating Healthier, More Equitable Communities
- Strengthening Integration of Health Services and Systems
- Improved Population Health, Well-being, and Equity

Shared values and resources. Greater equity. Understanding that we’re all in this together. Through Healthier Together, we have embraced these principles along with the social determinants of health and the powerful shift to working in complexity. But our greatest navigators have been, and will continue to be, the people of Palm Beach County. They are the ones who are building a culture of health.

Notes:

1. Ganz, Marshall. "Leading Change: Leadership, Organization, and Social Movements." *Handbook of Leadership Theory and Practice*. Boston: Harvard Business Press, 2010.
2. Arnstein, Sherry R. "A Ladder Of Citizen Participation." *Journal of the American Planning Association*, Vol. 35, No. 4, July 1969.
3. Cabaj, Mark and Weaver, Liz. "Collective Impact 3.0: An Evolving Framework for Community Change." *Tamarack Institute*, 2016. www.tamarackcommunity.ca
4. Skelton, Liz. "A Container for Collective Impact." *Tamarack Institute*, 2014. www.tamarackcommunity.ca

For a recommended reading list of materials that have inspired Healthier Together, please visit HealthierTogetherPBC.org.

Palm Health Foundation Profile

Palm Health Foundation was established in 2001 as the successor of two Palm Beach County hospital foundations. The founding trustees developed priorities to honor the interests of decades of hospital benefactors by focusing on healthcare education, especially the profession of nursing, access to care and quality health resources for all, particularly the most vulnerable members of the community.

The Economic Downturn of 2008

Forced by serious constraints of the economic downturn in 2008-2009, foundation trustees shifted their focus to address the most critical health issues in Palm Beach County. The foundation convened multiple meetings of community experts to evaluate the most pressing health gaps and achieve greater impact. As a result, the foundation's grantmaking priorities became diabetes prevention and management, nursing advancement, family caregiving and behavioral health.

Aspiration for Deeper Community Engagement

Dissatisfied with the short-term gains of traditional responsive grantmaking, in 2012 the foundation's senior leaders explored new ways to find a deeper connection to the Palm Beach County community and the ability to create sustainable change to transform community health. It was the first stage of what would become Healthier Together.

Founded: 2001

Located: West Palm Beach, FL

Assets: \$88 million

Staff: Nine

Mission: We inspire and fund solutions for better health in Palm Beach County through community collaboration.

Vision: All Palm Beach County residents have opportunities to thrive and reach their full health potential.

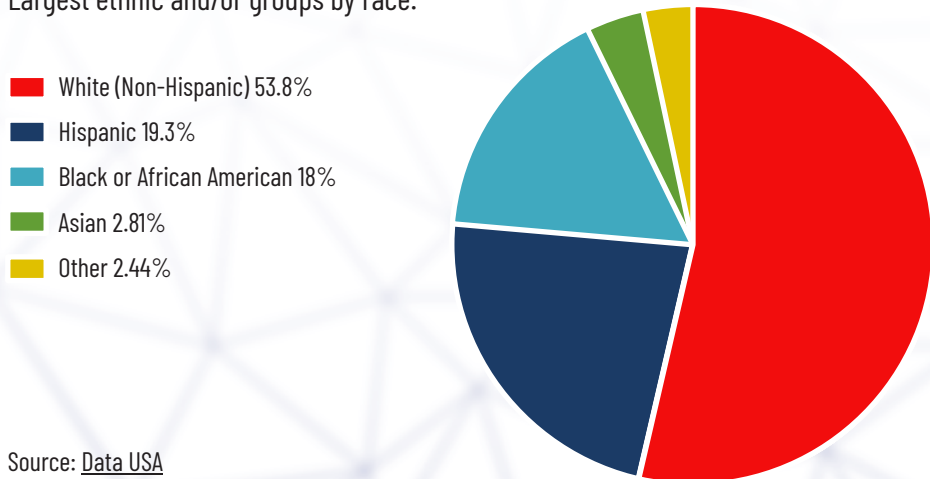
This is Palm Beach County

Understanding the Landscape

Palm Beach County is the third largest county in Florida with an estimated population of 1,496,000. Nearly 33% are non-English speakers and 88% are U.S. citizens. The poverty rate is 13.4%.

Not counting Lake Okeechobee, Palm Beach County is the second largest county in land mass in Florida, covering 1,971 square miles.

Largest ethnic and/or groups by race:



Source: [Data USA](#)

Palm Beach County 2017 Health Rankings

Health Outcomes: #8

- Length of Life (50%): #9
- Quality of Life (50%): #13

Health Factors: #7

- Health Behaviors (30%): #3
- Clinical Care (20%): #9
- Social/Econ Factors (40%): #19
- Physical Environment (10%): #32

Rankings based on all 67 Counties in Florida

Source: Robert Wood Johnson Foundation

A View of Healthier Together Communities

Life Expectancy in Healthier Together Communities

City	Life Expectancy	Difference from Average		
		National	Florida	Palm Beach County
Boynton Beach	76.3	-2.3	-2.9	-4.1
Delray Beach	73.9	-4.7	-5.3	-6.5
Glades	70.4	-8.2	-8.8	-10
Jupiter	77.6	-1	-1.6	-2.8
Lake Worth	71.8	-6.8	-7.4	-8.6
West Palm Beach and Riviera Beach	67.9	-10.7	-11.3	-12.5

Palm Beach County Child Opportunity 2015 Data

The Child Opportunity Index measures and maps the quality of resources and conditions that matter for children to develop in a healthy way in the neighborhoods where they live.

City	Child Opportunity Level				Child Opportunity Score			
	Education	Health and Environment	Social and Economic	Overall	Education	Health and Environment	Social and Economic	Overall
Boynton Beach	Very Low	Very Low	Very Low	Very Low	18	16	17	15
Delray Beach	Low	VeryLow	VeryLow	VeryLow	36	19	13	15
Glades	Very Low	Very Low	Very Low	Very Low	1	1	1	1
Jupiter	High	Moderate	Moderate	Moderate	71	55	52	58
Lake Worth	Very Low	Very Low	Very Low	Very Low	2	5	10	7
West Palm Beach and Riviera Beach	Very Low	Very Low	Very Low	Very Low	5	4	2	2

Source: diversitydatakids.org

To learn more about Palm Health Foundation, please visit PalmHealthFoundation.org.

To learn more about Healthier Together,
please visit HealthierTogetherPBC.org
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