

Targeted Universalism: Equity 2.0 approaches to policy and practice

DATE

October 18, 2024

PRESENTER

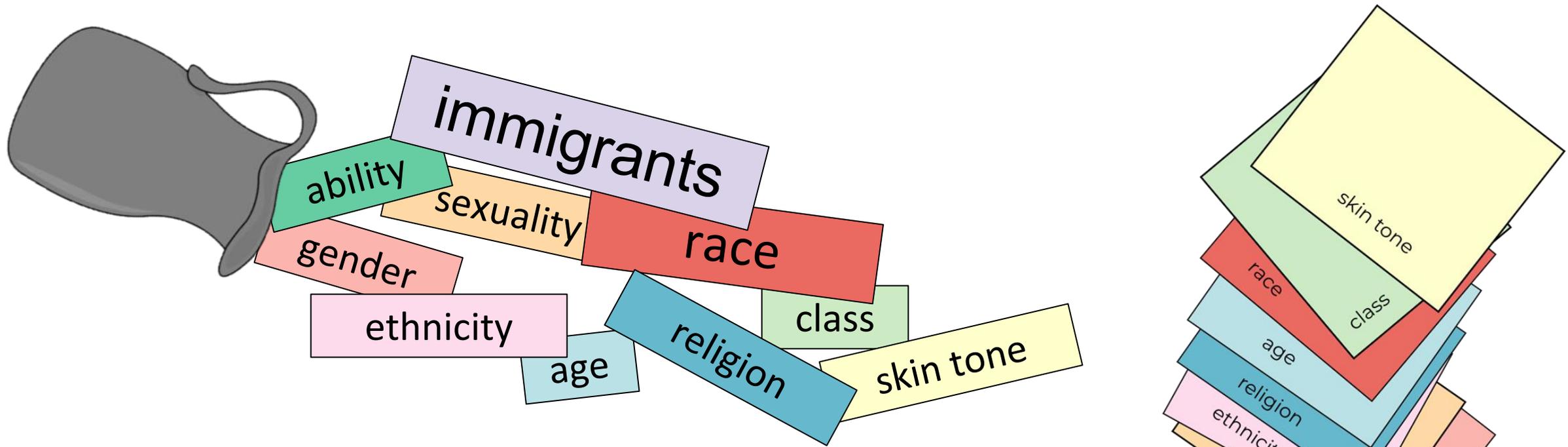
john a. powell
Director
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AUTHORIAL SUPPORT

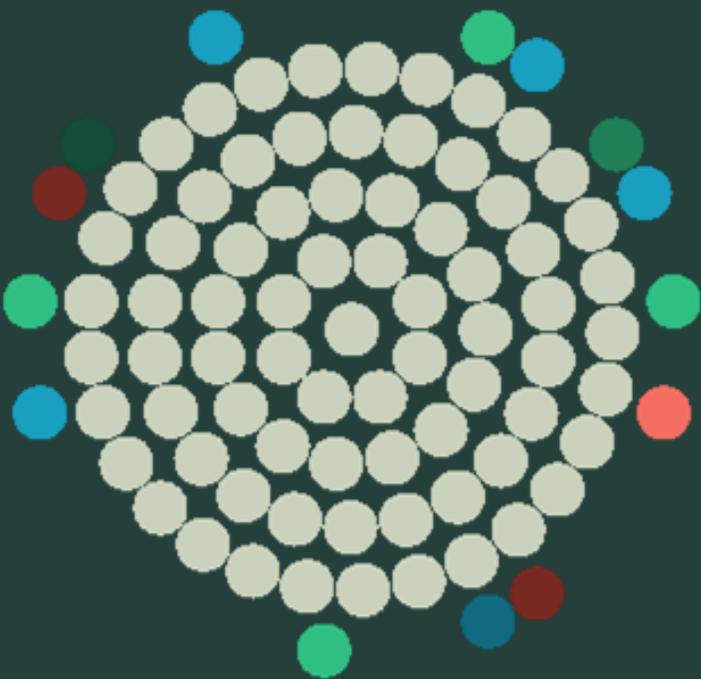
Wendy Ake

The problem of
“Othering” is the
problem of the
21st century.

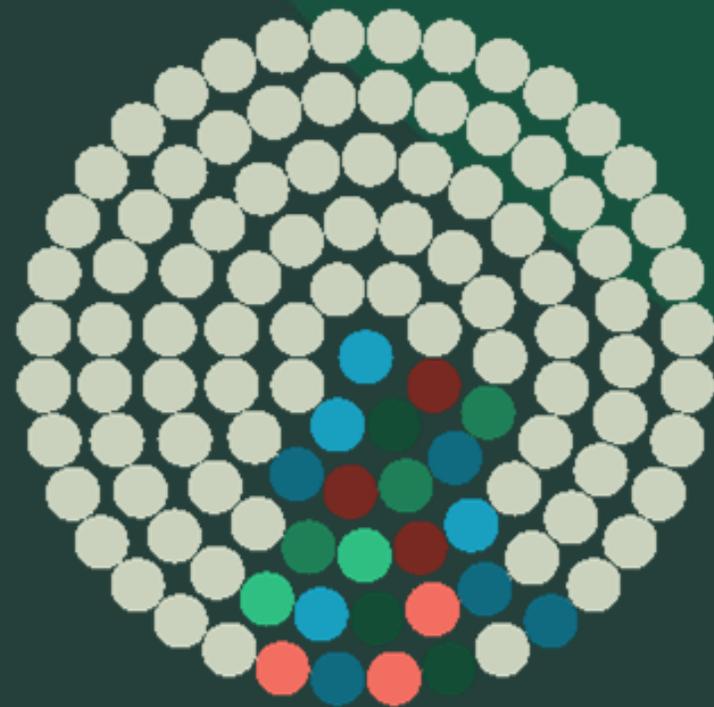




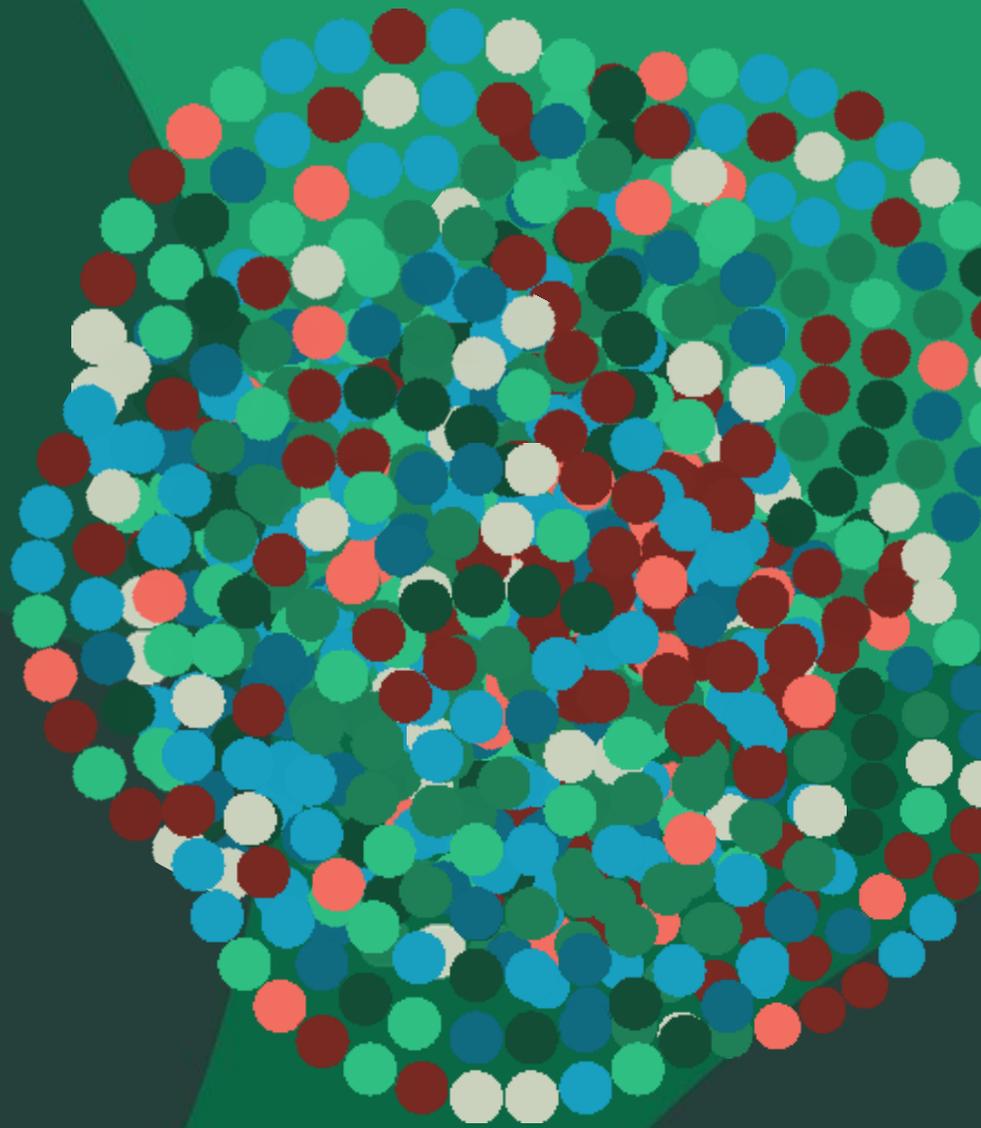
Othering is a generalized set of common processes that engender marginality and group-based inequality across any of the full range of human differences.



Exclusion



Inclusion



Belonging

**Belonging is about
co-creating and co-
owning structures
to belong.**



Belonging at work example: Belong@KP

All employees regardless of status or position in hierarchy “were encouraged to see themselves as a caregiver for Kaiser’s members and patients... ‘[e]ven if they never saw the members.’”

“We language the values in terms of ‘we the people of Kaiser Permanente.’”



https://about.kaiserpermanente.org/content/dam/kp/mykp/images/photos/places/wa_Olympia-MC-welcome.jpg

Belonging and Health: Stress Experience

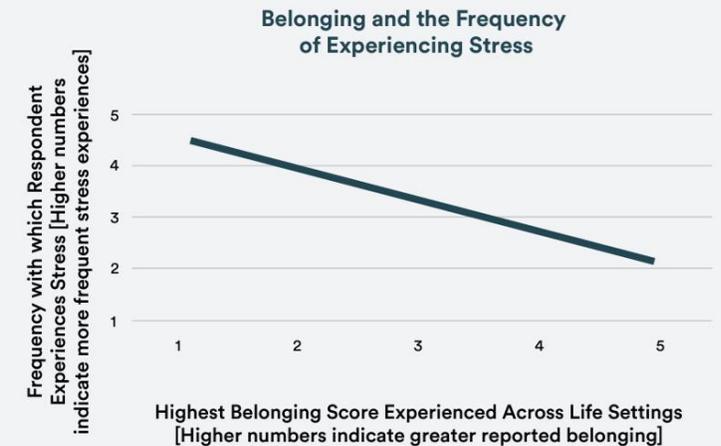
Higher scores on the belonging barometer correlated with lower experiences with higher numbers and more frequent experiences with stress.

Figure 2:

The relationship between belonging and the frequency with which respondents report experiencing stress.

Stress frequency scores were calculated by averaging responses to the following four questions:

- In the last month, how often have you felt that you were unable to control the important things in your life?
- In the last month, how often have you felt confident about your ability to handle your personal problems?
- In the last month, how often have you felt that things were going your way?
- In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?
- Please note, the second and third questions were reverse-scored so that higher scores indicate more frequent experiences of stress.



Credit: *The Belonging Barometer: The State of Belonging in America (Revised Edition)*, pg. 15

Belonging and Health: At all ages and geography

- Community belonging is associated with self-rated health at all ages.
- Community belonging is more strongly associated with mental versus general health.
- Weak community belonging is most strongly associated with self-rated health in middle-age.
- Social connectedness interventions should be aimed at all age groups.

Using a population-based Canadian cohort, this study aims to investigate (1) the associations between community belonging with self-rated general health and self-rated mental health, and (2) how these associations differ across life stages. *(Michalski, et al, 2020)*

This holds for health at all ages and rural to rural continuum. *(Kitchen, et al, 2011)*

Michalski, Camilla, et. al., (2020) Relationship between sense of community belonging and self-rated health across life stages, *Population Health*, Vol. 12. Available [here](#).

Belonging and Health: Social isolation, college students under COVID

Social isolation, anxiety, and depression have significantly increased during the COVID-19 pandemic among college students. We examine a key protective factor—**students' sense of belonging with their college**—to understand (1) how *belongingness* **varies overall and for key sociodemographic groups** (first-generation, underrepresented racial/ethnic minority students, first-year students) amidst COVID-19 and (2) if **feelings of belonging buffer students from adverse mental health in college.**

Despite reporting high levels of belonging pre- and post-COVID, consistent with past research, underrepresented **racial/ethnic minority/first-generation students reported relatively lower sense of belonging compared to peers.** Feelings of **belonging buffered depressive symptoms** and to a lesser extent **anxiety amidst COVID among all students.**

Gopalan, Maithreyi, et al. (2022) College students' sense of belonging and mental health amidst the COVID-19 pandemic, *Journal of Adolescent Health*, Journal of Adolescent Health, Vol 70, Issue 3. Available [here](#).

Othering & Belonging within Structures

We are all situated within structures, but not evenly.

These structures are not neutral and interact in ways that produce differential outcomes.



Structures unevenly distribute benefits and burdens to various groups.

Power gives us greater positive access to structures and more ability to shape structures.

Structures do work: power and position matter

People are situated differently with regard to structures and infrastructure.

People are impacted by the relationships between systems and institutions.



...but people also impact these relationships and can change the structure of the system.

<http://cache2.asset-cache.net/xc/sb10068513u-001.jpg?v=1&c=IWSAsset&k=2&d=31D8FB54DE31AA509407BC6E340A6C891C8B733DE2CC97947B07E4ECD834874BD4B40B3E875A785D;>
http://www.babble.com/CS/blogs/strollerderby/visually_impaired.jpg; http://4.bp.blogspot.com/_5P5c2_DyvqE/SwiNQzk2HPI/AAAAAAAAAJE/oJN0PY6b1rs/s1600/Responding+to+bias+in+school.jpg;
<http://www.payvand.com/news/07/apr/Hearing-Impaired-Tehran-ISIH1.jpg>

Structures do work: Healthcare systems

Primary care physicians have the potential to provide more frequent and important routine care with dignity and belonging to people in the community



<https://nursing.maryville.edu/blog/the-evolution-of-the-nurse-doctor-relationship.html>

How do we build systems and structures to create more of these opportunities?

Opportunity Structures



- **Opportunity structures** are the webs of influence beyond our individual control that enhance and constrain our ability to succeed and excel
- Life changes are shaped by opportunity structures, and those structures are just as important, if not more so, than the choices that individuals make

Primary Health Care Systems Do Work

“High-quality primary care is the foundation of the health care system. It provides continuous, person-centered, relationship-based care that considers the needs and preferences of individuals, families, and communities. Without access to high-quality primary care, minor health problems can spiral into chronic disease, chronic disease management becomes difficult and uncoordinated, visits to emergency departments increase, preventive care lags, and health care spending soars to unsustainable levels.”

51.5-day increase in life expectancy for every additional 10 PCPs per 100,000 people

Emergency care costs 12x more than primary care treatment

Disincentives for entering primary care
burnout, administrative burden, compensation

Lack of federal investment: 5-7 cents of healthcare dollars spent on healthcare, other high-income countries spend 13 cents



National Academy of Sciences, 2021, Implementing High-Quality Primary Care: Rebuilding the foundation of health care, Available [here](#). Sanjay Basu, Seth Berkowitz, Robert Phillips, (2019) Association of Primary Care Physician Supply with Population Mortality in the US, 2005-2015, JAMA Internal Medicine, Available [here](#). Meredith Deal,, May 17, 2024, As primary care faces continued challenges, states and industry executives explore ways to turn the tide, Chartis, available [here](#).

Primary Health Care Systemic Change: Vermont

“Since 2008, Vermont has been working on an approach to primary care that has unique elements, not the least of which is consistent support from state leadership and the legislative branch. Vermont’s [Blueprint for Health](#) model begins with an expanded concept of what “primary care” encompasses, one that in some ways anticipated recent calls to [transform](#) the field.” ...

All physicians and their patients have access to a multidisciplinary Community Health Team (CHT) comprised of staff that includes social workers, nurses, registered dietitians, care coordinators, counselors and health coaches. CHTs are funded by supplemental payments from carriers and provide their services at no cost. A diabetes educator or dietitian can meet with a patient with uncontrolled diabetes to help them get on track. Social workers and counselors can help with personal and family problems, or mental health.



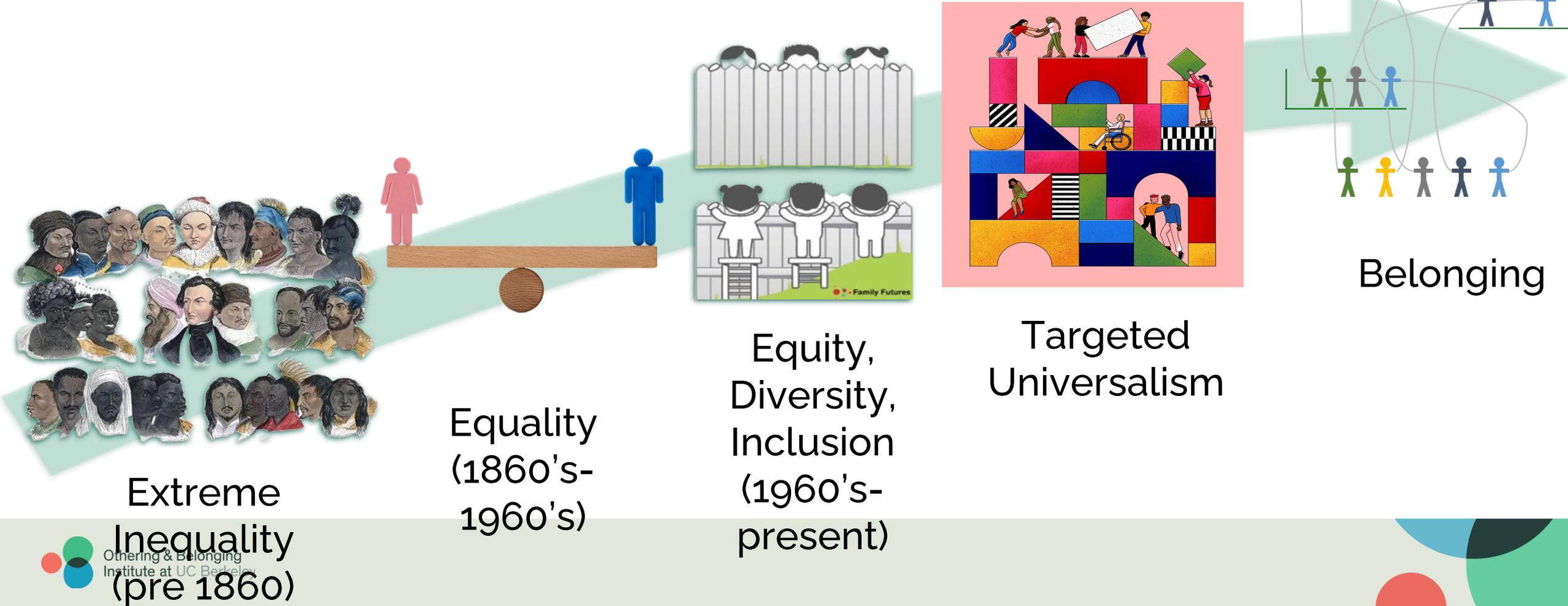
Carl Smith, April 9, 2024, Vermont’s approach to primary care cuts down costs, *Governing*, Accessible [here](#).

Targeted Universalism

A framework for achieving Equity 2.0

The arc of the moral universe is long but it bends toward justice.

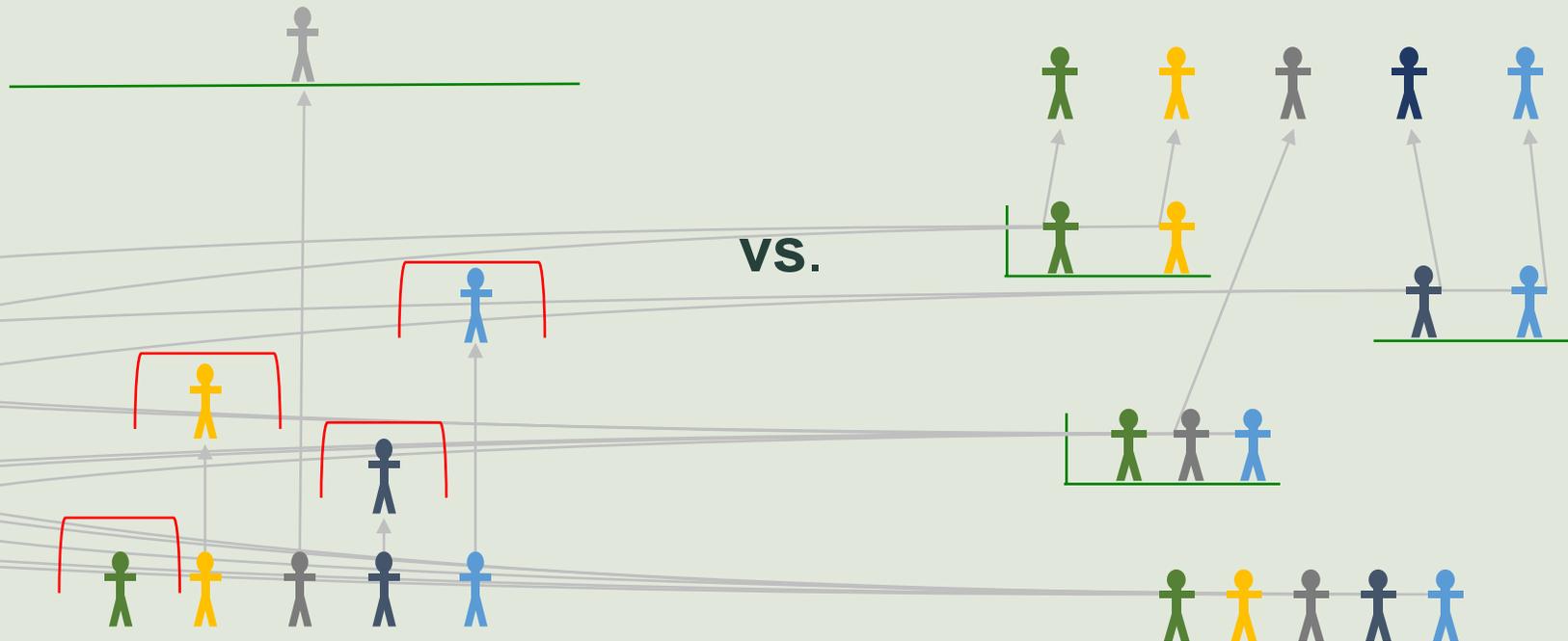
–Dr. Martin Luther King Jr., “Remaining Awake Through a Great Revolution”, March 31, 1968.



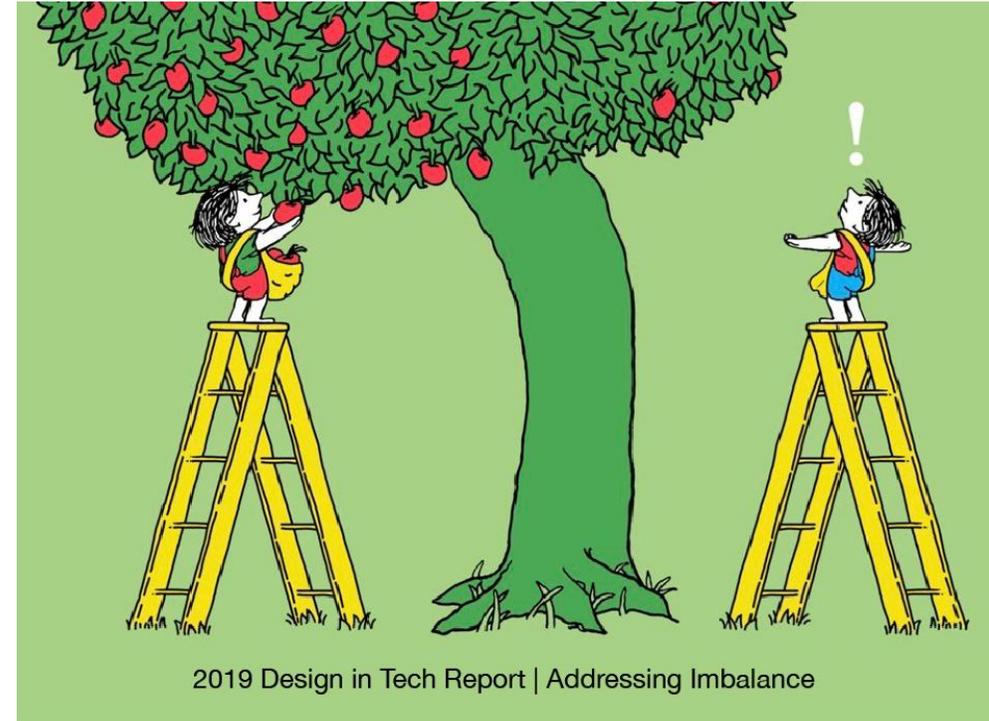
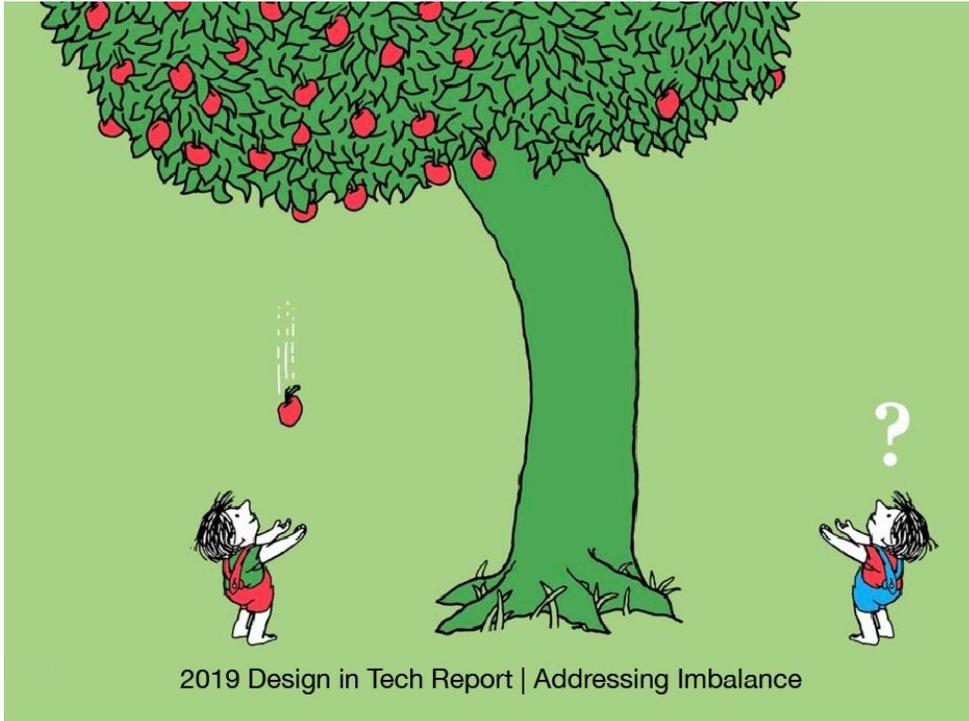
The TU Framework

Structural inequity
produces consistently
different outcomes for
different communities

Targeted universalism
responds with universal
goals and targeted solutions



Targeted Universalism as a Method for Co-Creation



Targeted Universalism Steps

1.	Co-create a universal goal
2.	Assess the general population performance relative to the universal goal; situatedness
3.	Identify groups performing differently with respect to the goal and the overall population
4.	Assess and understand the structures that support or impede each group from achieving the universal goal
5.	Develop and implement targeted strategies so all groups reach goal
6.	Develop bridging messaging and stories that support strategies. Engaging bridging as a tool for implementation.

Targeted Universalism is...

a programmatic and communication strategy based on fairness, bridging, and abundance.

4 Registers of TU & Healthcare

1

Healthcare inherently involves TU

2

Healthcare produces inequitable outcomes

3

Inequities in the healthcare industry

4

Belonging at work

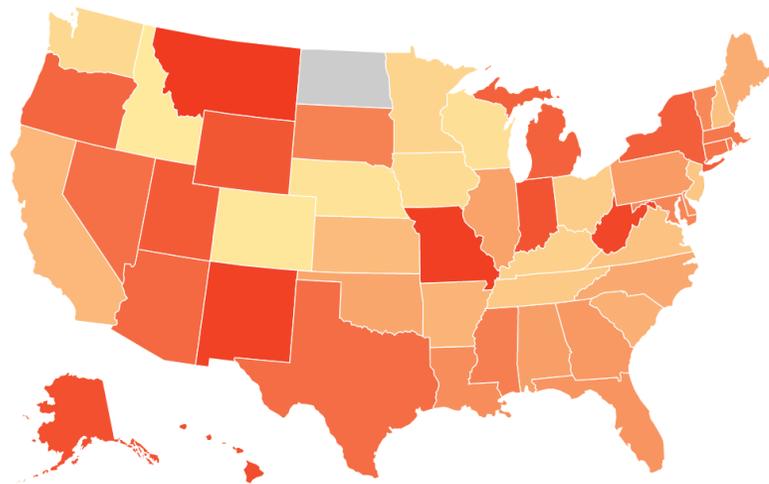
Targeted Universalism as applied to COVID



<https://www.cnbc.com/2022/01/21/omicron-two-years-since-covid-was-first-confirmed-in-us-the-pandemic-is-worse-than-anyone-imagined.html>

- At the height of the pandemic, COVID-19 had disparate impacts on different groups of people
- Godwin at UNC's School of Government specifically recommended using T/U to develop social capital-based programming, since social capital was one of the most influential determinants of the pandemic's impact
- Fairfax County, VA implemented this recommendation

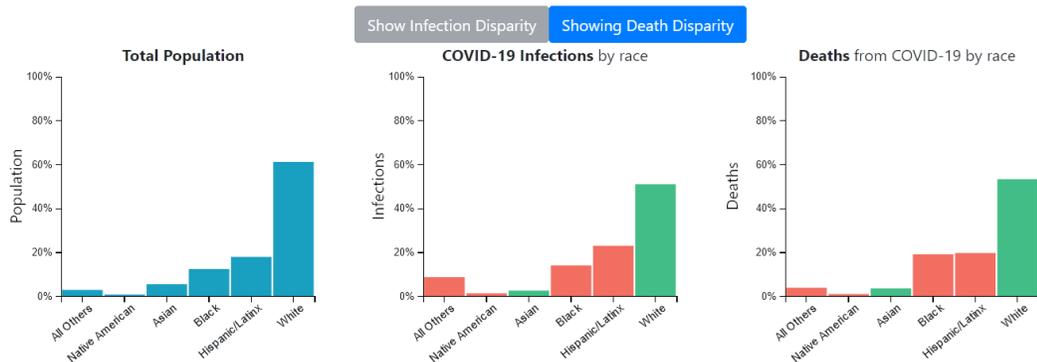
COVID-19: A Universal Problem with Targeted Consequences



Equity Rank	State
50	MT
49	MO
48	NM
47	WV
46	DC
45	HI
44	AK
43	IN
42	WY
41	UT
40	NY

Prev Next

- COVID-19 was especially hard on Black and Native American communities.
- Universal solutions ignored disparate impacts by race, age, and income, leaving people without the care they needed.



Catalyst for Change
Trusted convener, a space where ideas generate and evolve, system problem solvers and disruptors, fostering risk taking and collaborative partnerships.



We acknowledge, with humility, that the land where we are today, is the territory of the People of the Salish Sea. Their presence is imbued in the waterways, shorelines, valleys and mountains of the traditional homelands of the Coast Salish People, since time immemorial.



Honor Tribal Sovereignty
Sovereignty is honored and learnings are shared across the region.

Invest and Share Resources
Backbone support for regional funding, shared infrastructure (grants management, cloud-based resources, HR and Finance, as examples), training and technical assistance.



North Sound Accountable Community of Health



Led by Community
Trusting relationships are built and fostered locally and across the region.

Elevate Emerging Issues
Leverage knowledge to address the region's current and emerging complexities that cross clinical and social issues, including those that will advance equity, and address privilege and structural racism.



The North Sound ACH exists to create a just and inclusive culture and the necessary conditions for all community members to thrive.



Advance Wellbeing
People feel supported and welcome, with tools and resources to heal and thrive.

Informed Action
Improved ways of using data, identifying emerging issues, asset and resource sharing, getting regional information to decision makers.



Be Connected
Services and systems are coordinated, integrated, and located where people most need them.

Build Capacity
Active engagement of community leaders and stakeholders, in operationalizing the shared vision and goals of projects, allocation of resources, and building a way to exchange resources with each other.



Foster Belonging
Fostering a region where all people belong, are respected, and have the right to contribute and make demands upon society and institutions.



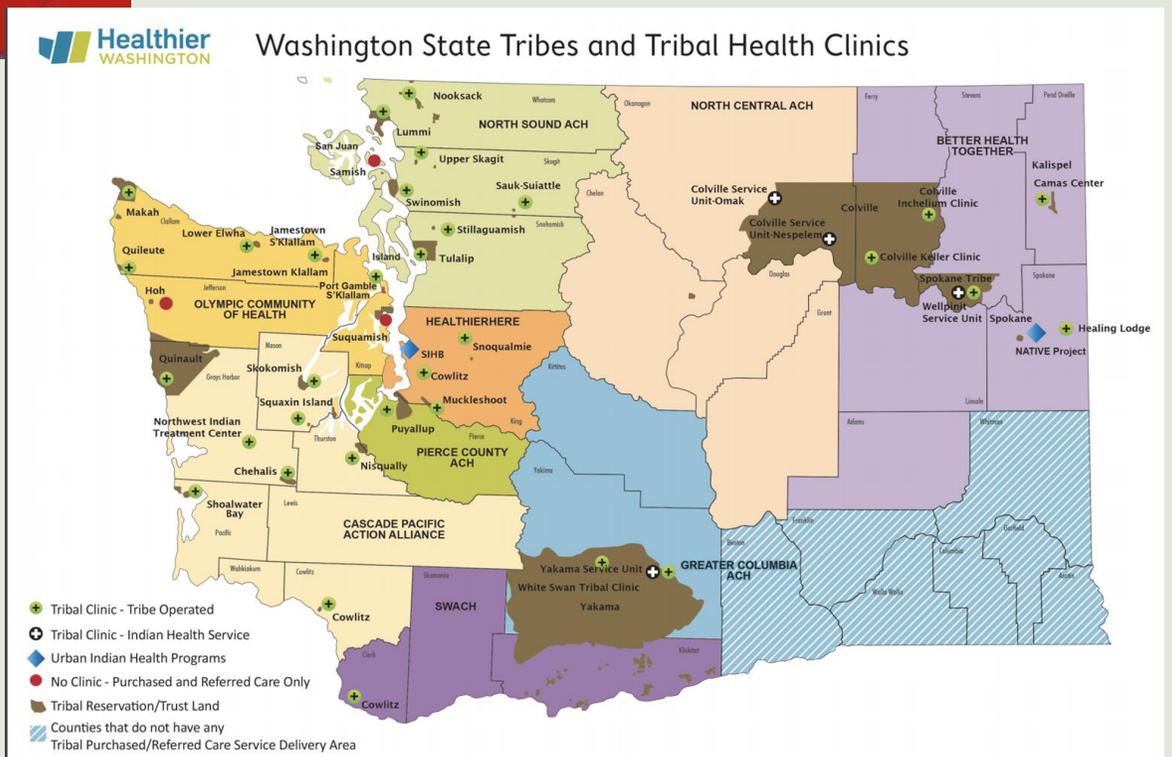
North Sound ACH population includes tribal communities.

American Indian Health Commission for Washington State

PULLING TOGETHER FOR WELLNESS



A healthy Tribal and Urban Indian community is a safe and nurturing environment, where American Indian and Alaska Native people can experience emotional, spiritual, physical, and social health. Healthy communities provide the resources and infrastructure needed to empower people to make healthy choices and to ensure health equity.



Biden's use of Targeted Universalism

- Biden's administration has been using universal policies to serve those that are struggling economically
- For example, he defines infrastructure in his plan broadly to encompass things like universal child care.
- This still benefits racial minorities disproportionately, they are targeted with a universal policy

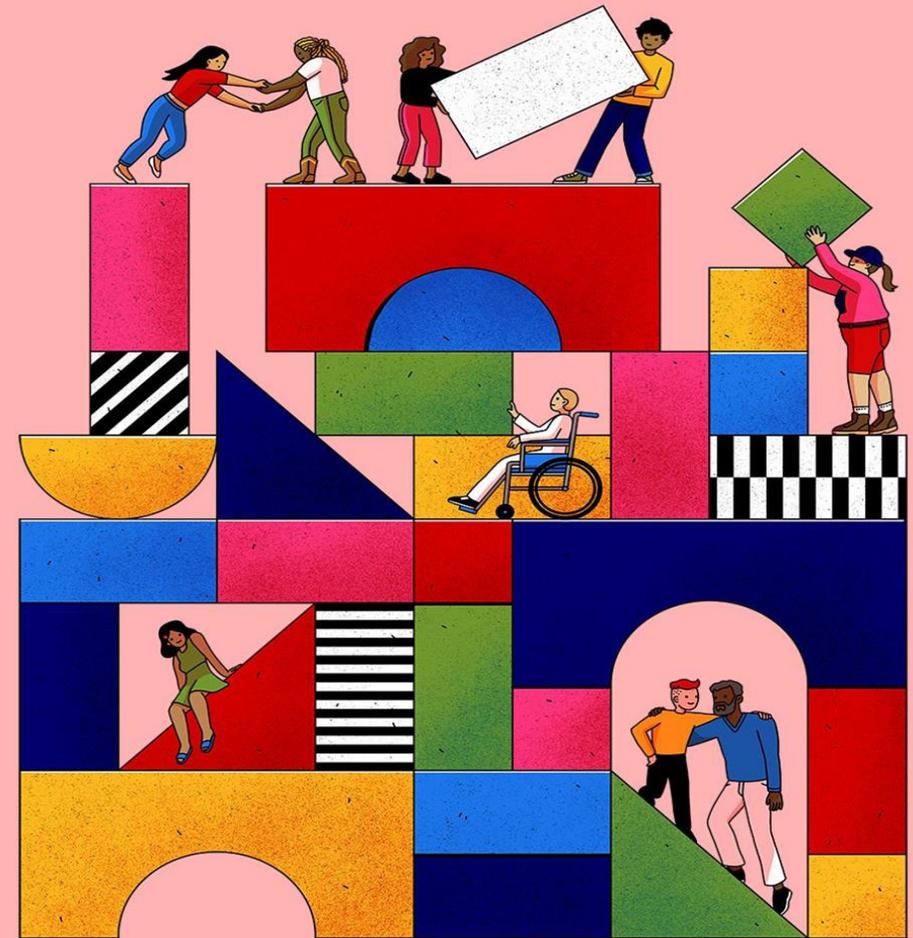


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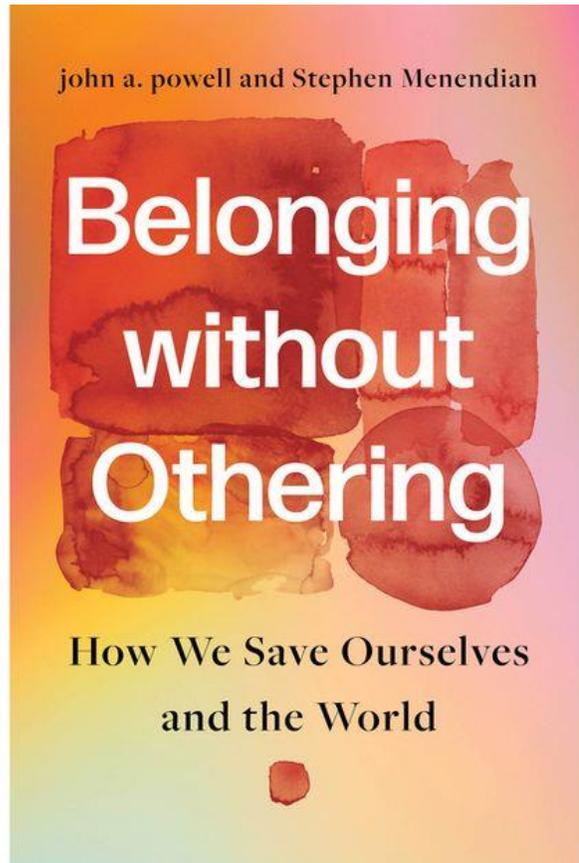


- Help Me Grow is a national organization focused on early childhood health.
- All families with young children have easy and quick access to the resources and services they want and need in order to best support their children's development, health, and well-being.
- It offers a system of support for pregnant women, caregivers with new babies, and families with young children with developmental delays and disabilities

Thank you!



Order *Belonging without Othering*



- Professor Powell's book authored with Stephen Menéndez is now available
- One of Amazon Editor's Best Books of 2024

Upcoming Book Dec 2024

The Power of Bridging: How to Build a World Where We All Belong by john a. powell



Scan here to pre-order the book now!

bit.ly/3V1Stnu

john a. powell

With Rachelle Galloway-Popotas

The Power of Bridging



how to build a world
where we all belong

Other OBI Resources



<https://linktr.ee/obi2024>



Targeted Universalism: Creating strategies to belong



VIDEO

Conclusion

Any Questions?

For additional information, check out
OBI University at <https://obiw.org/>.

