



THINK
EQUITY
THINK IT. FEEL IT. DO IT. BE IT.

Elevating Social Equity

ULI Health Leaders | March 20, 2024

Welcome & Introductions



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Founder and CEO
Think Equity
She/Her

Objectives

- Develop shared language for equity concepts
- Explore the connection between health and the social factors that impact health
- To apply an equity lens (social, racial, and health) to impact our work.



Shared Learning Agreements

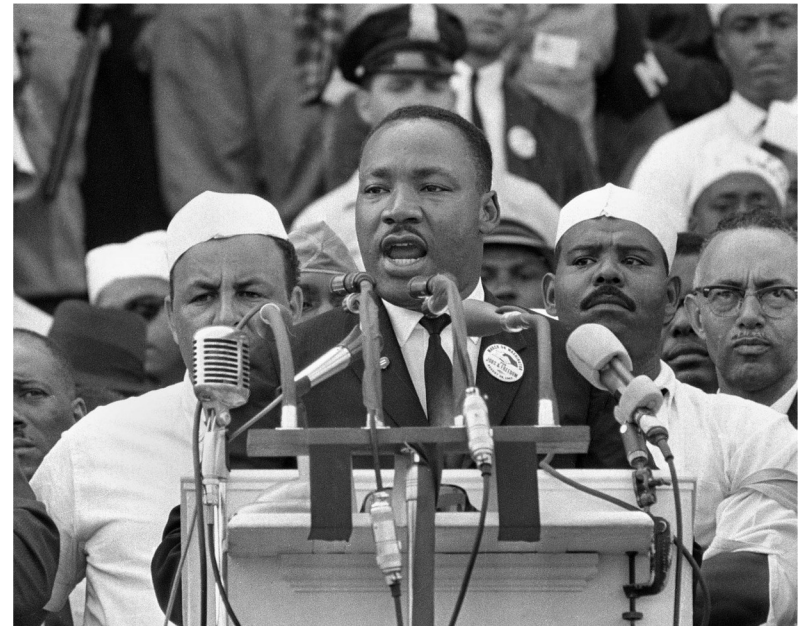
- Be present and engaged
- Maintain confidentiality
- Oops, Ouch, Uh-oh's
- Suspend judgment
- Stay curious
- Vulnerability is welcomed
- Listen to others' truth and stand in your own
- Head, heart, and hand connection.
- Compassionate Accountability
- Embodied Presence
- Dialogue with me: Questions are Welcome!
- Honest and Transparent
- What is shared here stays here. What is learned here leaves here.
- Lean into soft skills



The Fierce Urgency of Now

“We are now faced with the fact that tomorrow is today. We are confronted with **the fierce urgency of now**. In this unfolding conundrum of life and history, there 'is' such a thing as being too late. **This is no time for apathy or complacency**. This is a time for vigorous and positive action.”

- Rev. Dr. Martin Luther King Jr.



What's YOUR why?



The Global Majority

Ethnic minorities make up about 85% of the global population

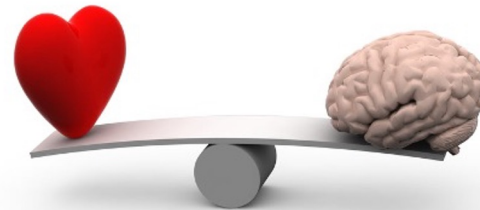


Roadmap to Centering Equity



Perspective Transformation

-
- Why do we believe what we believe?
 - Head (Logic, Data, Language) VS. Heart (Fairness, Justice, Meaning)



- Dance Floor vs. Balcony Viewpoints
- Adaptive Leadership is required to see the details AND the full picture.



BUILDING THE FOUNDATION

Shared Language. Common Ground.

SECTION ONE



Social Justice

Social justice is a communal effort dedicated to creating and sustaining a fair and equal society in which each person and all groups are valued and affirmed. It encompasses efforts to end systemic violence and racism and all systems that devalue the dignity and humanity of any person. It recognizes that the legacy of past injustices remains all around us, so therefore promotes efforts to empower individual and communal action in support of restorative justice and the full implementation of human and civil rights. Social justice imperatives also push us to create a civic space defined by universal education and reason and dedicated to increasing democratic participation. (Definition from the John Lewis Institute for Social Justice)

Equity

To ensure fair distribution of available resources across society.

Access

Ensure all people have access to goods and services regardless of age, gender, ethnicity etc.

Participation

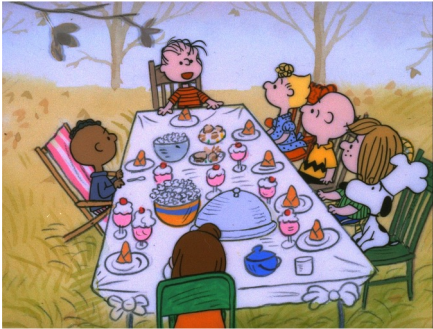
Enable people to participate in decisions which affect their lives.

Rights

To protect individual liberties to information about circumstances and decisions affecting them and to appeal decisions to people feel are unfair.



Diversity and Inclusion





Forms of Equity

Social Equity: *impartiality, fairness, and justice for all people; clearing obstacles to resources and opportunities and building more inclusive environments*

Racial Equity: *the condition when one's racial identity no longer predicted their social or health outcomes*

Health Equity: *everyone has a fair and just opportunity to attain their highest level of health; removing the barriers to health*

Pay Equity: *compensating employees who have similar job functions with comparably equal pay*

Transportation Equity: *fairness in mobility and accessibility to meet the needs of all community members*



From Inclusion to Integration

Diversity

Focuses exclusively on representation of “diverse” individuals as expressed in numbers and percentages.

“widget counting”
“assimilation vs integration”



Inclusion

Focuses on providing equal access to opportunities and resources to people who have been otherwise excluded and marginalized.



Integration

Focuses on purposefully creating environments where cultures and the lived experiences of others are celebrated and shared, fostering a mutual respect for others and an authentic sense of community.



Belonging

A member of a particular group having a good relationship with and fully welcomed by the other members of the group.

A sense of being happy, comfortable, and accepted as your authentic self.

A state of wholeness, rooted in place, and part of community.

One of humanity's most basic needs.

Seen. Heard. Affirmed. Valued.



Social Inequities Worldwide

Health Care Benefits Cliff The Wealth Gap Terrorism

Food Insecurity Homelessness Government Corruption Climate Change/Environmental Justice

Body Autonomy Intolerance Poverty Pollution Religious Discrimination

Voting Rights Illiteracy Gender Pay Gap Access to Broadband/cybersecurity

Reproductive Rights/Abortion Crime Mental Health and Substance Abuse

Sanitation Education Free Speech/Media Surveillance Housing Affordability

Prostitution Family Violence/Family Breakdown Child Abuse and Neglect

Gambling Racism/Racial discrimination Teenage Pregnancy

Violence against women Power Imbalances Unequal Distribution of Resources

Political extremism Gun/Weapons Laws Eroding Democracy

Refugee/Migrant/Asylum Seekers Unemployment Threats to the trans community

Ageing Population Arrest Procedures/Police Brutality



Standing in the Way: Dominant Culture

- Organizational culture heavily influenced by leadership, management, and organizational development as defined by white men and women.
- Dominant workplace cultures don't embrace racial diversity beyond representation.
- They promote assimilation over integration, resulting in a missed opportunity to incorporate other cultures and to create a more inclusive, equitable environment.



Dominant Narrative Perpetuates Inequities

“This [dominant] narrative will always produce durable, persistent and racialized poverty; built around just accepting and tolerating this societal problem by framing it as an individual issue.”

~ john a. powell

White People "FIND"



Two residents wade through chest-deep water after finding bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana.

(AFP/Getty Images/Chris Graythen)

Black People "LOOT"



A young man walks through chest deep flood water after looting a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it

AP Associated Press

These stories and pictures both appeared in

YAHOO! NEWS August 30, 2005

<http://news.yahoo.com/photo/050830/480/1adm10208301530>

http://news.yahoo.com/photo/050830/photos_ts_afp/050830071810_shiwaoma_photo

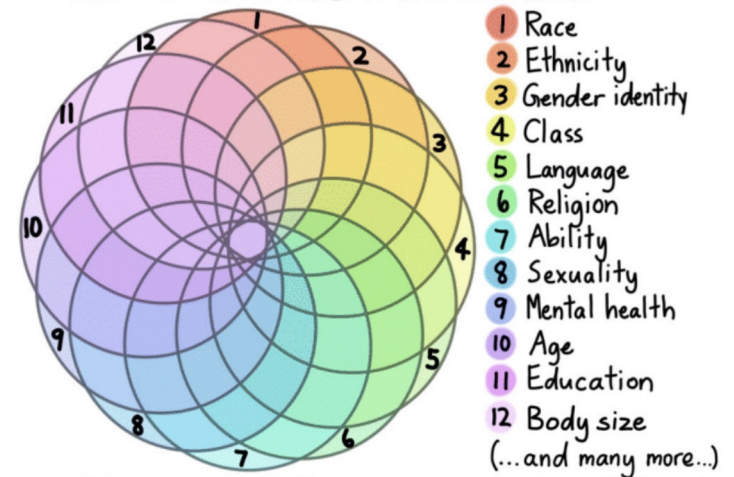


Intersectionality

The complex, cumulative manner in which the effects of different forms of discrimination or privilege combine, overlap, or intersect.

- ❑ *There are no vacuums.*
- ❑ *There is no isolation of social identities.*
- ❑ *We are the sum of every social identity we have and that can often lead to compounded privilege or oppression.*

INTERSECTIONALITY

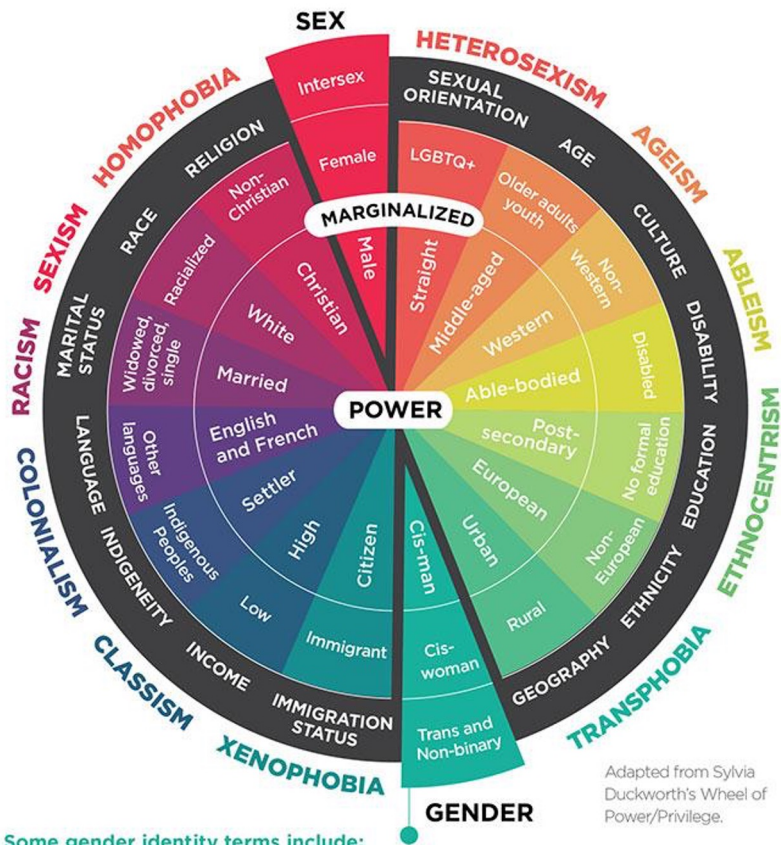


Intersectionality is a lens through which you can see where power comes and collides, where it locks and intersects. It is the acknowledgement that everyone has their own unique experiences of discrimination and privilege.
- Kimberlé Crenshaw -

Source: Sylvia Duckworth Instagram Account

[Graphic source](#)





Some gender identity terms include:

Agender	Genderfluid	Gender neutral	Transgender man
Bigender	Genderqueer	Non-binary	Transgender woman

Power: Having influence, authority or control over people and/or resources and impose one's beliefs.

Privilege: Unearned access to resources (social power) that are only readily available to some people because of their social group membership; an advantage, or immunity granted to or enjoyed by one societal group above and beyond the common advantage of all other groups.

Position(ality): Refers to where one is located in reference to their, identities, social power and privilege.



Microaggressions

Microaggressions are the everyday verbal, nonverbal, and environmental slights, snubs, or insults, **whether intentional or unintentional**, that communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership (from Diversity in the Classroom, UCLA Diversity & Faculty Development, 2014).



Let's talk about Implicit Bias



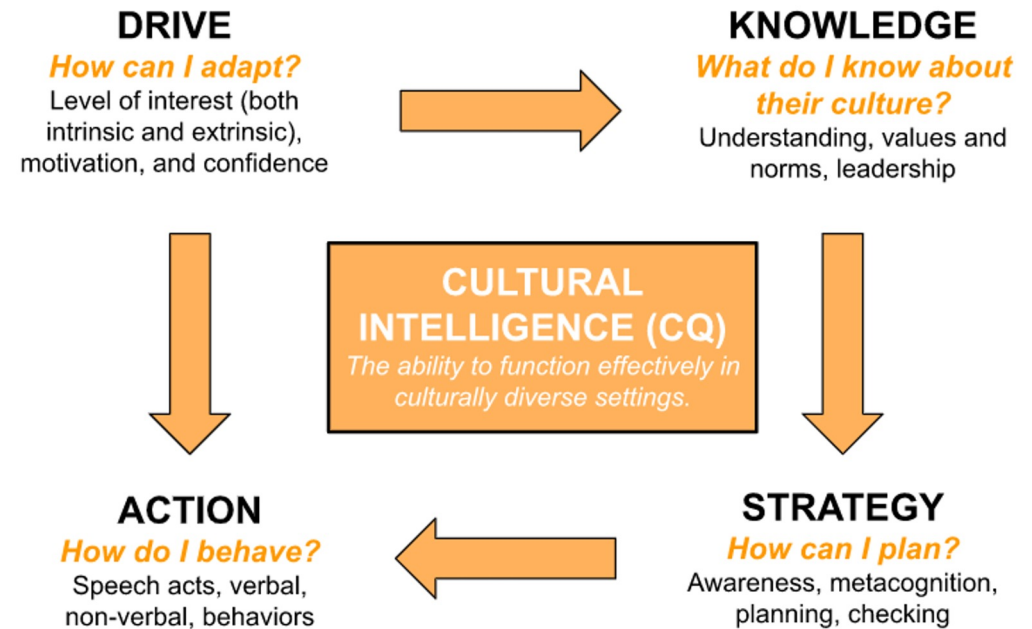
- Look for refuting evidence and focus on seeing people as individuals.
- Work on consciously changing your stereotypes
- Take time to pause and reflect
- Adjust your perspective
- Increase your exposure
- Practice Mindfulness and Intentionality



Cultural	Definition
Awareness	A person's understanding of the differences between themselves and people from other countries or other backgrounds
Sensitivity	Awareness that cultural differences and similarities between people exist without assigning them a value—positive or negative, better or worse, right or wrong.
Competence/ Knowledge	A set of skills and knowledge that help a person learn, reason, solve problems, and interact comfortably when working with people from different cultures. When a person understands cultures beyond their own (and beyond cliched stereotypes) and can objectively consider similarities and differences between those cultures
Adaptability/ Intelligence	The ability to understand one's own and others' cognitive biases and to adapt communication and management styles, as necessary, to ensure successful team performance.
Humility	The ability to maintain an interpersonal stance that is other-oriented (or open to the other) in relation to aspects of cultural identity that are most important to the person.

Critical Skills for Intercultural Effectiveness

- Relationship Management
- Active Listening
- Tolerance of Uncertainty
- Adaptability
- Consistency
- Empathy
- Perceptual Acuity
- Engagement
- All the “culturals!”



Cultural Competence

- knowing the background of cultures
- Attitude: feeling as if you know everything there is to know
- knowing a culture's values
- self-awareness
- concrete, finite set of facts
- impartial

- working with difference
- addressing inequalities
- working collaboratively
- bringing our own stories to the situation

Cultural Humility

- critical self-reflection
- ongoing learning, understanding, curiosity
- Attitude: being vulnerable, humble, knowing that you do not have all the answers
- a lifetime commitment
- love, passion, empathy, equality
- reducing negative power relations



Head, Heart, Hands



HEAD

Devise learning strategies. Notice clues about a culture's shared understanding and recognize the various forms in which they appear.



HEART

Adapting to a new culture is no easy task. People overcome obstacles and setbacks only when they feel confident about their ability to succeed.



HANDS

You will not disarm a person by showing what you know about their culture. Your actions and demeanor must match.



SOFT SKILLS



PERSONALITY



PROBLEM SOLVING



CONFIDENCE



ADAPTABILITY



EMPATHY



COLLABORATION



PATIENCE



COMMUNICATION



Nailing it Down.

1. Have a perspective transformation
2. Equity is not equality
3. Move from diversity to integrating diverse staff into all policies practices and procedures
4. Guard against dominant thinking
5. Examine power and privilege
6. Recognize the social intersection of people/clients
7. Continuously checking in on biases → are they leading to microaggressions against others
8. Am I on a path towards cultural humility?



BUILDING BLOCK

Why Equity Matters

SECTION TWO



Factors Affecting Health

Physical environment

- Clean air and water

Social & economic factors

- Education, income, race/ethnicity, religion

Clinical care

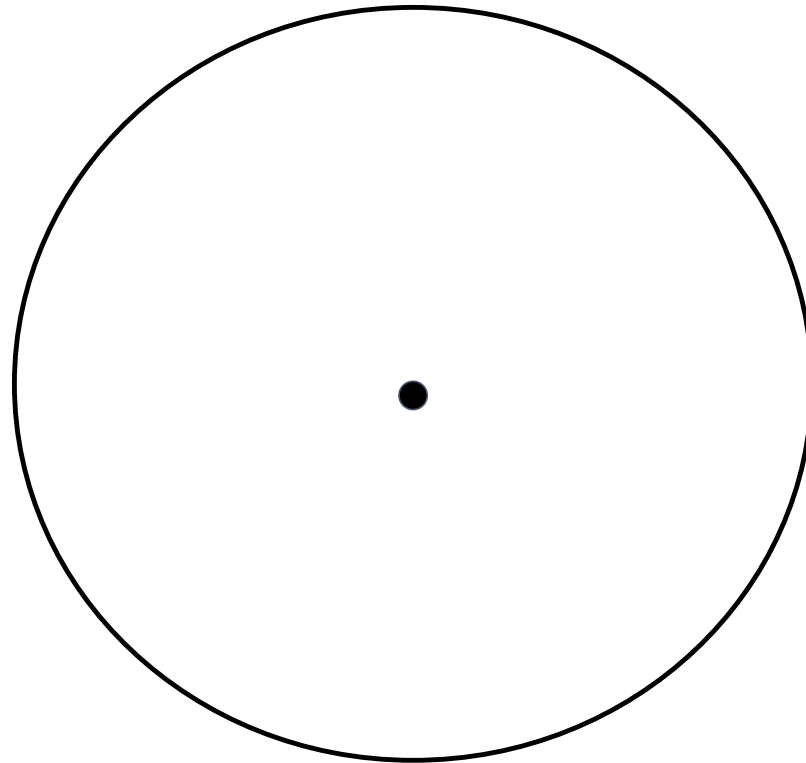
- Access to quality medical care

Health behaviors

- Smoking, drinking, healthy food & activity

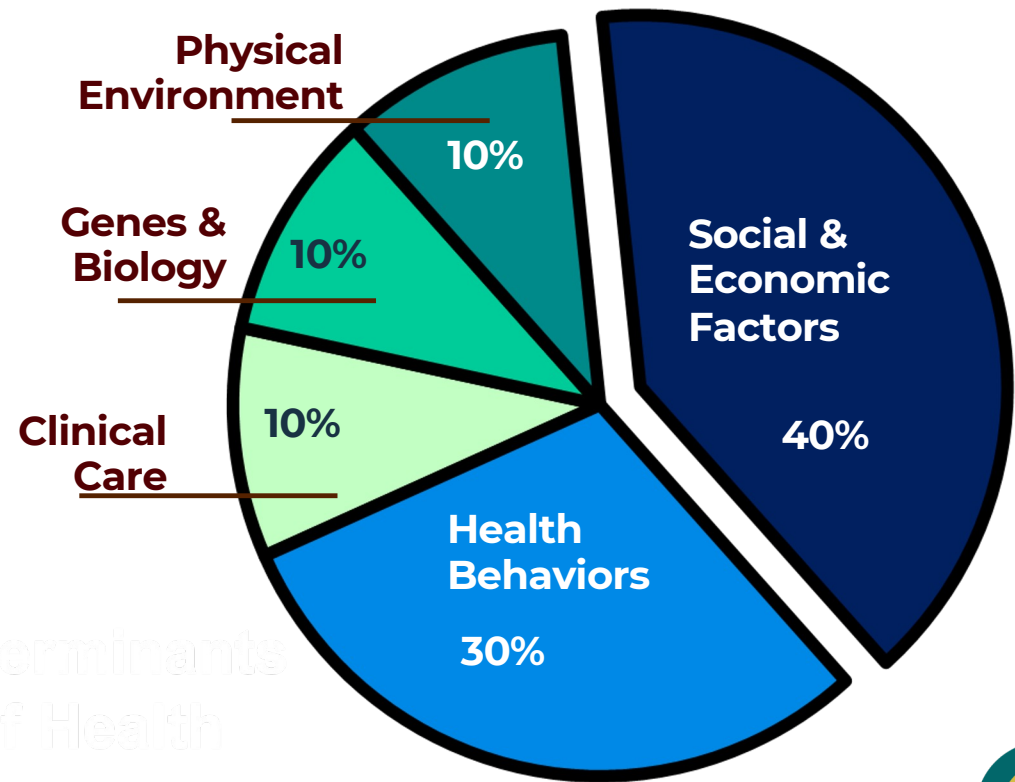
Genes and biology

- Predisposition to certain diseases



Factors Affecting Health

- Physical environment
- Social & economic factors
- Clinical care
- Health behaviors
- Genes and biology



Determinants
of Health



Social Factors Impacting Health



Economic Stability



Health Care



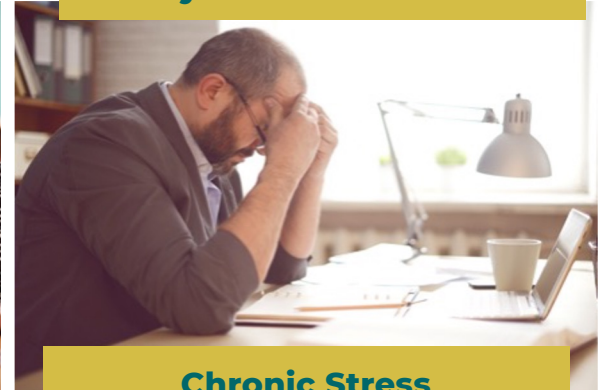
Physical Environment



Neighborhood and Community



Education



Chronic Stress



Wealth, Social Mobility, and Health

Social Mobility: the movement of individuals, families, or groups through a system of social hierarchy or stratification.

- **Vertical:** moving *up or down* on the social ladder
- **Horizontal:** movement *within the same* social category
- **Intragenerational:** status changes *within a person's lifetime*
- **Intergenerational:** moving *up or down over multiple generations*





What are the Root Causes of Health Inequities?

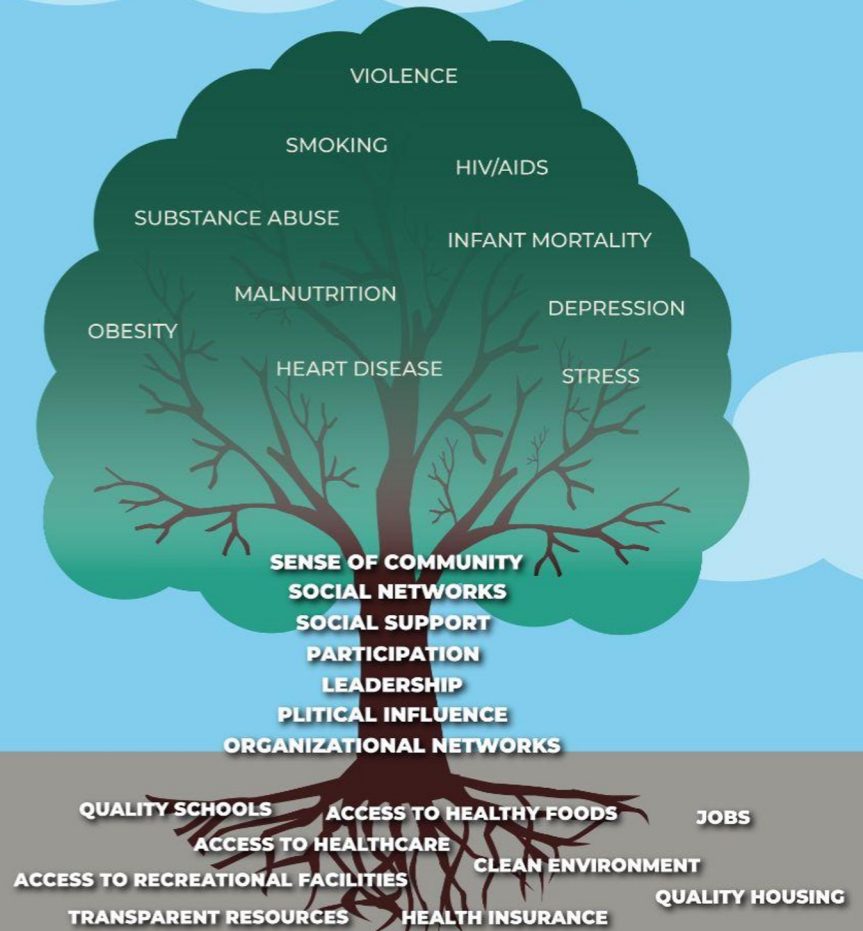
Structural Racism
Class Oppression
Gender Inequity
Heterosexism
Xenophobia



When inequities are high and community assets are low, health outcomes are worst.



When inequities are low and community assets are high, health outcomes are the best.



Where are you?

Current State

Honesty
Transparency
Truth



The Hard but Courageous Work

Accountability, Systems Change,
Relationships/Trust-building

Ideal State

Vision
Imagination
Big Thinking



Nailing it Down.

1. Social factors have the most impact on health
2. Where you live should not dictate how healthy you are
3. The goal is to have communities of high opportunity
4. Identify and address the root causes of health inequities



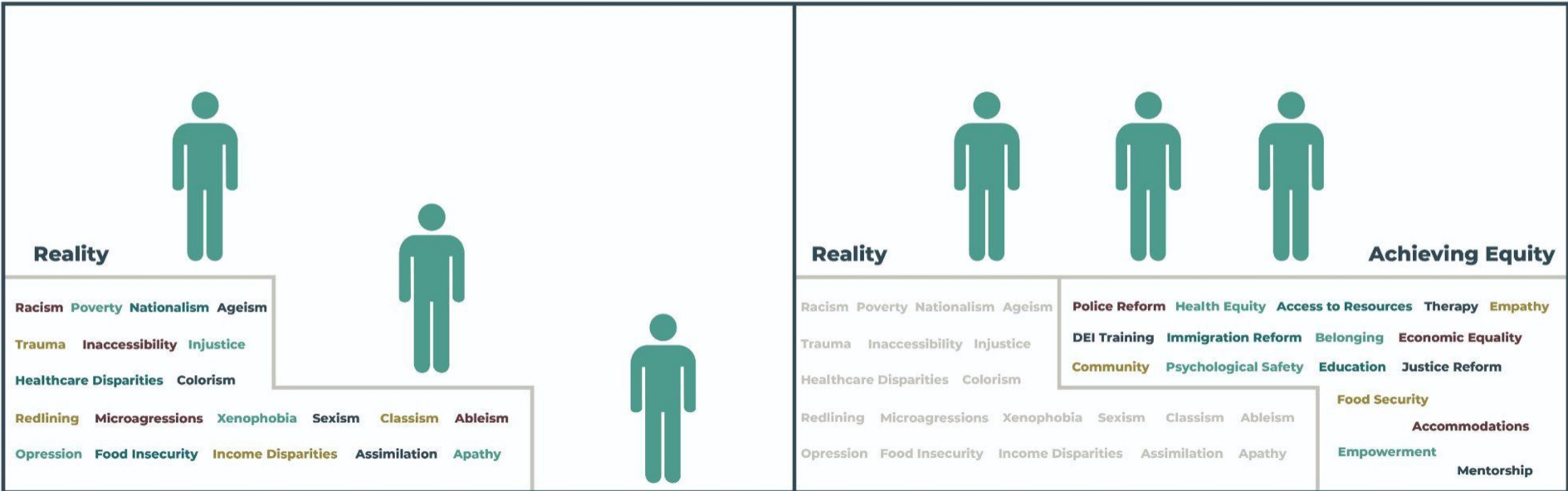
BUILDING BLOCK

Achieving Equity

SECTION THREE



What will it take?



Equity In Action

- Challenge self.
- Acknowledge history.
- Question ideologies.
- Change systems.
- Be accountable.

**Downstream
Individual/Micro-Level**

Self

Reflection
Examination
Awareness

**Midstream
Institutional Level**

Structures

Review the 3 P's
Leadership
Representation

**Upstream
Macro-Level**

Systems

Dismantle
Shift Power
Advocate

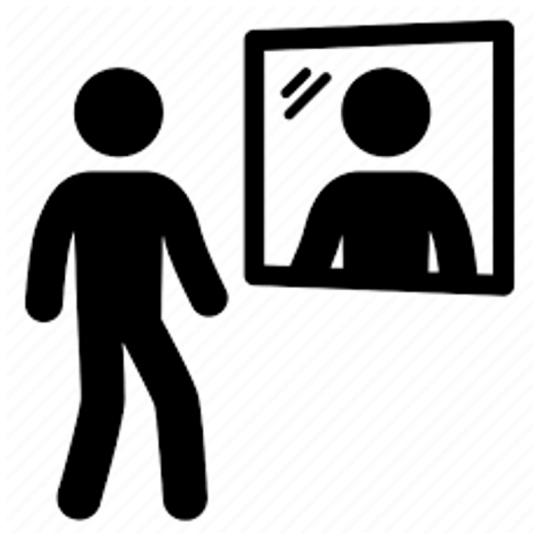
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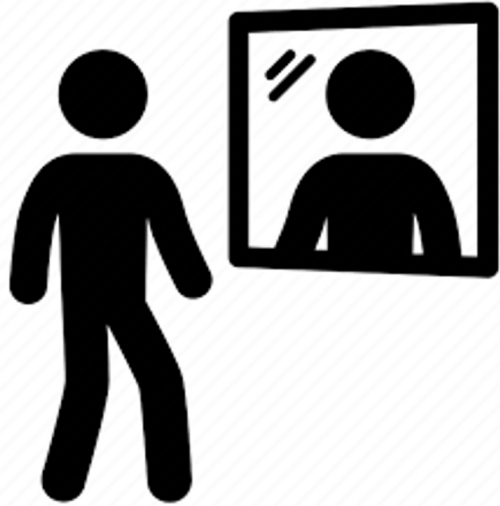


Challenge Self and Question Beliefs

- Leave time for self-reflection.
- Be open to difficult and courageous conversations
- Lean into your discomfort and fear
- Be honest with yourself and others
- What have you believed about people who aren't like you and why?
- Does what you believe uphold justice and promote equity for all?
- Is there any evidence that negates your beliefs?







- Lived Experience and History
- What voices have you not heard?
- What assumptions have we made?
- Have we considered, remained open to, and celebrated differences?
- Has a culture of belonging been cultivated?
- Have we communicated fully and transparently?
- How have we showed up in the community?
- What work has been done to gain trust with member, partners, and community?



Grab a Partner (or two)

Self-Assessment Activity Discussion

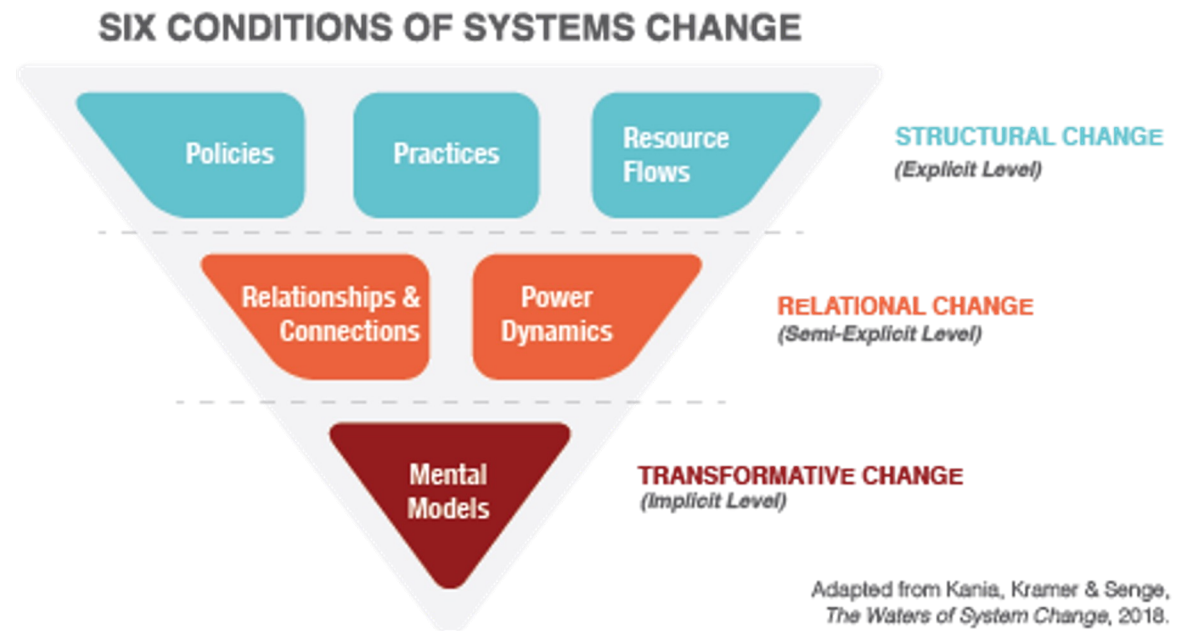
Share:

- 1. One thing you learned about yourself**
- 2. How will what you learned change the way you work and live?**
- 3. What, if anything surprised you?**
- 4. What, if anything, made you the most uncomfortable? Why?**



Systems Change

Systems change involves addressing the **root causes** that hold social problems in place. This intentional process focuses on **transforming and disrupting** the deeply embedded systems and structures that enable the status quo.





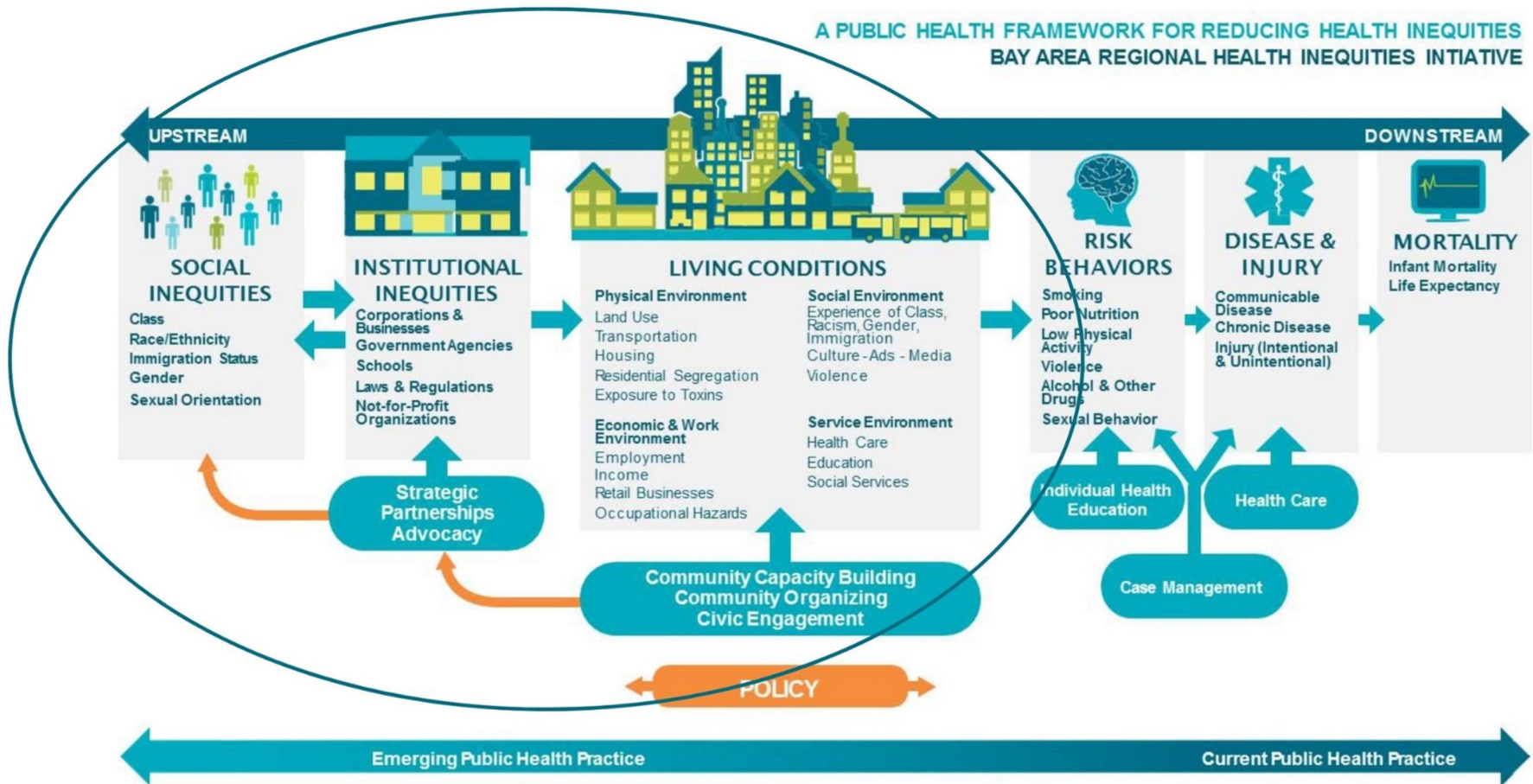
Roots are a system that works underneath the trees surface.

Roots are the tree's anchor.

Roots are the source of health and vitality for trees.



A PUBLIC HEALTH FRAMEWORK FOR REDUCING HEALTH INEQUITIES
BAY AREA REGIONAL HEALTH INEQUITIES INITIATIVE



Grow Good Fruit

- **Examine the Roots:** *What are the values and beliefs that drive your work. Check motives and intentions.*
- **Understand the Ecosystem:** *What work have you done to know the needs of your members, community, and partners within underrepresented groups (BIPOC, women, LGBTQIA).*
- **Don't be afraid to Prune:** *Not everyone will journey with you. Be willing to let go of people who do not align with your path. It's okay to go after the low-hanging fruit.*
- **Nurture with Water and Light:** *Understand what it takes to grow relationships and gain trust.*
- **Give it Time:** *Move at the speed of trust. Relationships* 49 *take time to cultivate.*



Examine Your Roots

- **Respectful Communication:** Check in early. Check in often. Use inclusive language.
- **Lean. Listen. (Un)Learn:** Be willing to lean in, listen to different perspectives, and learn new things.
- **Add seats to the Table:** Be aware of who is missing and invite them in.
- **Be an Ally:** When you see injustice, speak up.
- **Get Uncomfortable:** Do something that challenges you
- **Accountability:** Find a trusted person who can be your partner for the journey
- **Acknowledge and Apologize for mistakes:** Quickly
- **Take Action:** Think. Feel. Do. Be.



Equity in a Global Society Requires:

- Cultural and Emotional Intelligence–cognitive capacity.
- Adaptivity and Agility
- Relationship building that creatively fosters integration at every level of engagement
- Resilience to cope with unpredictable stress and maintain a sense of emotional and physical health and well-being



BUILDING BLOCK

How to Achieve Equity

SECTION FOUR



What is an Equity Lens?

The lens through which you view conditions and circumstances to assess who experiences benefits and who experiences burdens as a result of a program, policy, or practice.

Equity through Policy

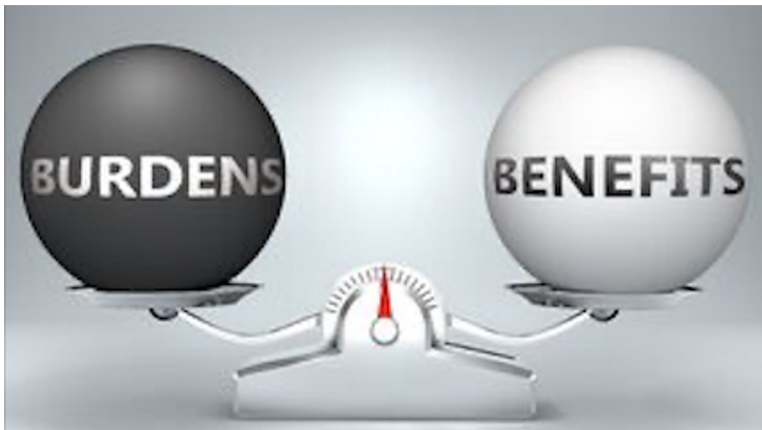
- Strategy Development

Equity through Process

- Data Collection/Analysis
- Partnerships
- Community Engagement



Assess Burdens and Benefits



- Who benefits from this program, policy, or service? How?
- Who is burdened from this program, policy, or service? How?
- Do the burdens outweigh the benefits?
- What are the possible unintended consequences from this program, policy, or service decision?
- What can we do to mitigate any unintended consequences?



Socially Equitable Organizations

- Make equity a leader-driven priority.
- Develop structures and processes that support equity.
- Take specific actions that address the social determinants of health.
- Confront institutional racism within the organization.
- Partner with community organizations.
- Take time to understand the community they are serving
- Confronting implicit bias in their work
- Empower the entire team to use their unique skills



Final Takeaways

- There is no destination or finish line. This is a life-long journey. Stay curious
- Data: Determine where you are and where you want to go (Benchmarks)
- Establish shared language
- Align equity work to mission, vision, and values
- Understand headwinds and look out for the tailwinds
- Fail forward



CONCLUSION

Connecting Values

SECTION FIVE



Activity: My Core Values



BUILDING BLOCK

Resources

SECTION SIX

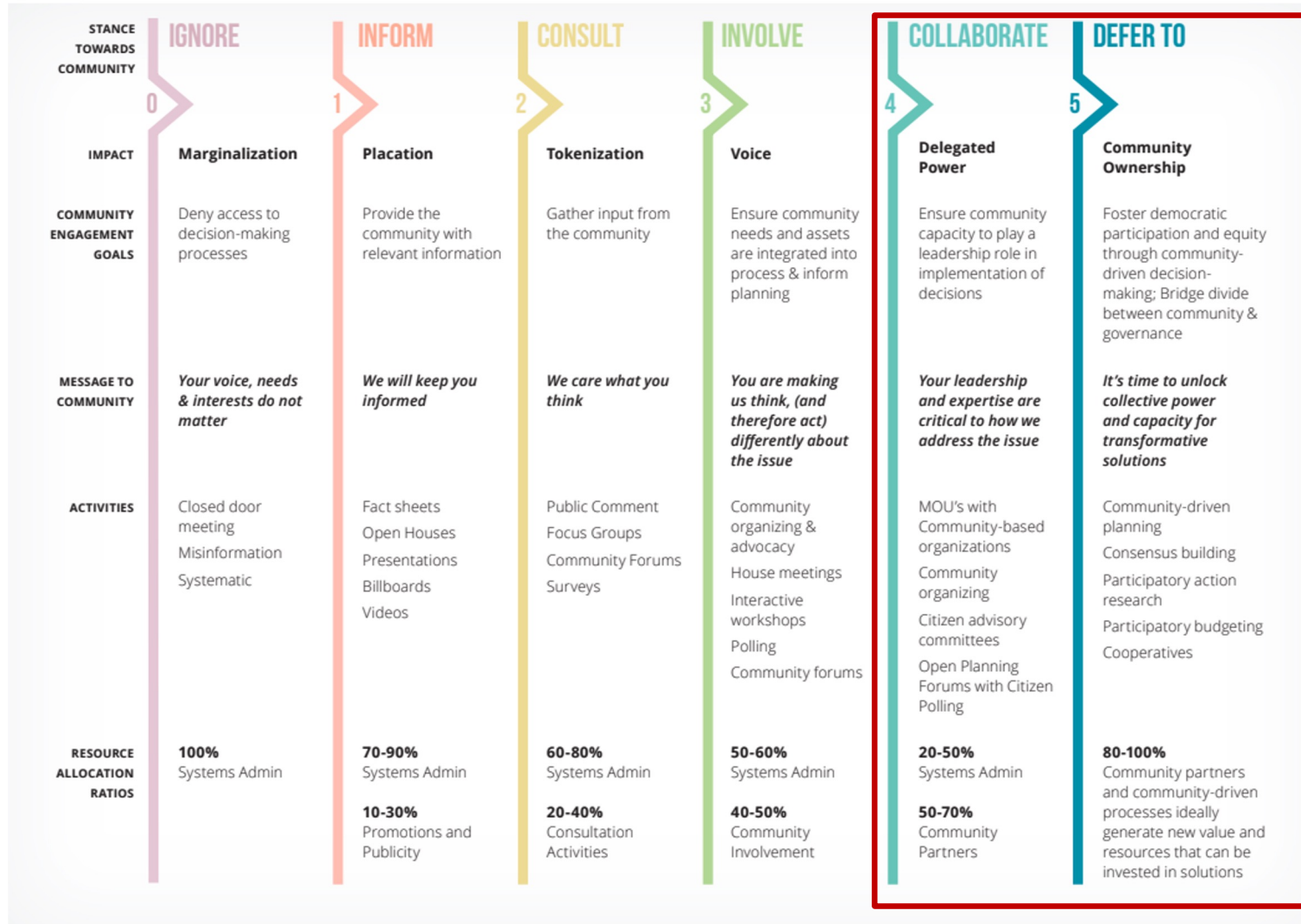


ULI's 10 Principles

The 10 Principles for Embedding Racial Equity in Real Estate Development reflect ULI's response to member calls for guidance on equitable development and the role the real estate industry has played in creating and perpetuating injustices, as well as workshop participants' expertise and experiences, and ULI's mission to shape the future of the built environment for transformative impact in communities worldwide. The principles demonstrate that there is a strong business case for equitable development that real estate professionals can harness to develop projects that are more successful and more equitable.

1. **Embed racial equity across all aspects of your real estate development practice.**
2. **Commit to building your knowledge and optimizing your personal and institutional power.**
3. **Articulate the racial equity business case.**
4. **Use data to ensure equitable processes and outcomes.**
5. **Leverage capital to drive equitable change.**
6. **Understand and address current and historical context.**
7. **Recognize the power of language.**
8. **Create a community-centered development process.**
9. **Build trust, transparency, and credibility.**
10. **Form strong, intersectoral partnerships.**

THE SPECTRUM OF COMMUNITY ENGAGEMENT TO OWNERSHIP



Thank You.

