



MEETING FACILITATION GUIDE: CONSIDERING RACISM AS A SOCIAL DETERMINANT OF HEALTH

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*A Leadership Development Resource by
The Rural Advisory Council & R.A.C.E. for Equity*



TABLE OF CONTENTS

Introduction	3
Steps for Practical Application of an Anti-Racist Approach in Addressing SDOH	3
Designing Effective Meetings	4
The 3 R's	4
Meeting 1 Agenda	6
Meeting 2 Agenda	8
Meeting 3 Agenda	10
Closing Comments	12
References	12

INTRODUCTION

This facilitator guide will support grantees in the facilitation of discussions about racism and the social determinants of health (SDOH) within their organization and with partner organizations. The guide supports the development of shared meaning and understanding of key concepts.

Grantees will be able to create an environment where groups of people can learn together and generate ideas that can support an anti-racist approach to their work while addressing SDOH and health disparities. Grantees will use this guide to support the implementation and practical application of an anti-racist approach in addressing SDOH (Resource 1 — see steps below). The guide also supports grantees in designing effective meetings by following an annotated agenda to ensure results-oriented, collaborative meetings with partner organizations. Meeting participants will engage in socialized learning that is set within the context of their work. This engagement allows participants to engage deeply with complex issues regarding racism and SDOH. The engagement will better equip them with the communication, relational, and perceptual skills necessary to lead an anti-racist approach within their organization. These skills will support leaders in understanding the different experiences of people from different racial groups.

This resource also supports grantees in planning complex meetings. The resource will be followed by a peer-to-peer facilitated dialogue models the skills that this resource supports.

Steps for Practical Application of an Anti-Racist Approach in Addressing SDOH

Providers, organizations, and agencies are encouraged to incorporate the following steps to facilitate practical application in addressing SDOH through an anti-racist approach:

1. Create a common language that distinguishes population health and well-being from performance improvement for patient outcomes.
2. Understand how critical environmental factors (physical, social, economic, and political) in a community can impact the well-being of community residents.
3. Understand how race and racism contribute to how these critical environmental factors are experienced (e.g., power, advantage vs. disadvantage).
4. Learn about the history of race as a social construct.
5. Acknowledge racism as a contributor to health disparities.
6. Incorporate a method or tool designed to collect data on patients' SDOH needs (disaggregated by race and ethnicity).
7. Select an SDOH model that incorporates racism as a social determinant.
8. Distinguish the unique experiences of individuals and the impact of SDOH on their specific lived experience.
9. Launch new beginnings — Develop innovative strategies for connecting patients with necessary services based on their individual needs.

DESIGNING EFFECTIVE MEETINGS

When designing meetings, leaders will start by exploring the results, relationships, and resources (3 R's) to gain insights that shape the desired meeting results, the choice of appropriate attendees, and the preparation necessary for accomplishing the meeting results (Pillsbury, 2015). To ensure collaboration in addressing racism and SDOH, it is essential to have productive meetings with clear results that lead to action. Due to the complexity of the issues of racism and SDOH, the multiple partners from different organizations, and the associated difficulty in discussing the topic in the current environment in the United States, it is critical to have a structured process to develop and prepare for effective meetings. The next steps show the factors to consider during the planning process and a draft annotated agenda. Leaders need to consider results, relationships, and resources when designing and executing meetings. This resource provides a framework and a structured thinking process that participants, conveners, or facilitators can use to prepare for a meeting. The resource also supports an interactive codesign process in which the facilitator and some or all of the participants work together to develop a result that can bring people together, an understanding of how the participants relate to each other and the common result, and the resources that the participants have or have access to that could contribute to the result.

The 3 R's

Results:

Facilitators and participants develop the common result that can bring people together. Some results can include:

- Sharing information and knowledge about racism and SDOH
- Strengthening relationships to foster open communication and effective collaboration in partnerships
- Exploring issues around racism and SDOH in the community
- Developing a shared understanding of SDOH and racism as a determinant
- Generating ideas to address racism and SDOH

Relationships:

Facilitators and participants develop an understanding of how the participants relate to each other and how they relate to the common result by considering the following questions:

- Who are the meeting attendees?
- How are the expected meeting attendees connected to the meeting results?
- What is the attendees' stance on the results? (Neutral, uninformed, or strongly for or against the results)
- Why do the expected attendees care about the results?

- What is the level of authority in relationship to the people or tasks associated with the results?
- What kind of relationship do they have with other attendees?

Resources:

Facilitators and participants develop the resources that the participants have or have access to that could contribute to the result by considering the following:

- What the people coming to meeting already know about racism and SDOH
- Backgrounds, experiences, races, ethnicities, and professional areas of expertise
- The level of authority or influence the individuals have
- What people need to know before or during the meeting to advance equity
- Available meeting time
- Meeting venue
- How the meeting space can be used to support the meeting results
- Information and materials to support learning and deeper knowledge of key concepts

Effective Meeting Design

The work to achieve equity is an ongoing process that requires organizations to continuously have conversations that support the reflection on how specific groups are faring and developing targeted solutions with individuals from these groups to ensure equity.

Effective meetings with clear results that lead to action enhance the collaborative work that is required to advance equity. An effective meeting starts with participants who come to the meeting with results in mind and leave with action commitments to support the move from talk to action. Grantees are encouraged to share the prework and agenda with the participants beforehand to improve participation and enhance collaboration.

The agenda provided in this resource will support grantees in developing effective meetings and in incorporating an equity lens in their work through the intentional focus on racism and SDOH within their community.

Grantees will use the agenda to facilitate conversations that are guided by questions from Resource 1, “Developing a Shared Understanding of the Social Determinants of Health with an Anti-Racist Approach.” Facilitators may not be able to cover all the questions in a single meeting and are therefore encouraged to set a pace that is suitable for the group. Grantees may also consider external facilitators to create a neutral environment and to ensure that the difficult questions are asked. Internal facilitators may not want to risk their relationships with other organization members by asking difficult questions.

Grantees are encouraged to use the potential action steps in Resource 1 to provide options for action commitments that participants can take to advance equity both individually and within their organizations.

MEETING 1 AGENDA

Sample Annotated Agenda

Meeting Title: Grantees for SDOH Meeting Session 1
Type of Meeting: Information-sharing and relationship-strengthening meeting
Purpose of Meeting: Participants will transfer knowledge to advance work, candidly explore differing perspectives, and confidently address difficult and sensitive issues
<p>Meeting Results: By the end of the meeting, the participants will have —</p> <ul style="list-style-type: none"> ● Shared information about the history of racism and the SDOH ● Shared information about the local history of race, racism, and the effects on the different racial and ethnic groups within their community ● Explored people’s differing perceptions of SDOH and racism as its cause
Participants: Grantee organization staff, SDOH team, partner organization staff
<p>Preparation: Send participants prework, including asking them to</p> <ul style="list-style-type: none"> ● Review Resource 1: Developing a Shared Understanding of the Social Determinants of Health with an Anti-Racist Approach <ul style="list-style-type: none"> ○ Section: Incorporating an Anti-Racist Approach ○ Section: Intercultural Competence and Development ● Research the history of indigenous people in the community — <ul style="list-style-type: none"> ○ Learn from the federally and state-recognized tribal communities ○ Access the Bureau of Indian Affairs website ○ Visit local museums and centers (if available) ○ Explore sources of local indigenous peoples’ knowledge ● Learn how people of color came to settle in the community or their absence from the community

TIME	TASK/RESULT	NOTES
<p>9:00-9:15 a.m. (15 minutes)</p> <p>Conversation purpose: People are ready to work together</p>	<p>Welcome and purpose</p> <ul style="list-style-type: none"> ● Ice-breaker ● Grantee leader welcomes people and highlights the purpose of the meeting ● Check-in: The host asks participants to introduce themselves and say what they hope to get out of the meeting 	<ul style="list-style-type: none"> ● Note participants’ experience, expertise, and relationships for potential influence and support in achieving equity
<p>9:15-9:45 a.m. (30 minutes)</p> <p>Conversation purpose: People have an understanding of race</p>	<p>Creating a shared understanding of race, racism, and SDOH in our community</p> <ul style="list-style-type: none"> ● Discuss the prework, allow each member to contribute 	<ul style="list-style-type: none"> ● Consider an external facilitator to support the conversation as these facilitators are willing to ask difficult questions

<p>and racism and its effect on SDOH within their community</p>	<ul style="list-style-type: none"> • Which groups in your community are advantaged by the way things currently are? Which groups are disadvantaged? • What is the historical context shaping the experiences of residents in your community today? What do you currently know about this history and what gaps may exist in your knowledge? 	<ul style="list-style-type: none"> • Allow for anonymous submissions • Tools for anonymous submission: Google Docs, Google Jamboard, Mentimeter. • In Zoom, ask the participants to message the external facilitator directly so the facilitator can share
<p>9:45-9:55 a.m. (10 minutes)</p>	<p>Break</p>	
<p>9:55-10:15 a.m. (20 minutes)</p> <p>Conversation purpose: People have an understanding of resources for learning and potential strategies for equity</p>	<p>Creating shared understanding, continued</p> <ul style="list-style-type: none"> • Consider those who are marginalized within your community. Who are these individuals? Where do they live? What do you think has caused marginalization within your community? • What resources could you access to learn more about the history of your community? • What does an “anti-racist approach” mean to you? How do you feel engaging in an anti-racist approach? • What strategies can your organization or agency take to incorporate an anti-racist approach? 	<ul style="list-style-type: none"> • Note resources that can be used to learn more about the history of your community, such as the local library, the local museum, local archives, and a local walking tour • Participants are encouraged to understand the perspective of who is telling and shaping the history and when that “history” officially began • Note strategies that can be taken to incorporate an anti-racist approach
<p>10:15-10:30 a.m. (15 minutes)</p>	<p>The next steps</p> <ul style="list-style-type: none"> • Identify resources for learning, strategies research • Find at least one volunteer for each idea or task • Invite everyone to the follow-up meeting • Thank all participants for their participation 	<ul style="list-style-type: none"> • Make action commitments to follow up on ideas and tasks before the next meeting • Have an action commitment chart to document who will do what by the next meeting. (Refer to template 1 in Resource 1)
<p>10:30 a.m.</p>	<p>Adjourn</p>	

MEETING 2 AGENDA

Sample Annotated Agenda

Meeting Title: Grantees for SDOH Meeting Session 2
Type of Meeting: Decision-making and relationship-strengthening meeting
Purpose of Meeting: Participants will candidly explore differing perspectives and confidently address difficult and sensitive issues while making a choice on how to define SDOH
Meeting Results: By the end of the meeting, the participants will have — <ul style="list-style-type: none"> • Explored people’s differing perceptions of SDOH and racism as its cause • Established a shared, common language for SDOH
Participants: Grantee organization staff, SDOH team, partner organization staff
Preparation: Send participants prework, including asking them to <ul style="list-style-type: none"> • Review Resource 1: Developing a Shared Understanding of the Social Determinants of Health with an Anti-Racist Approach <ul style="list-style-type: none"> ○ Section: Defining Social Determinants of Health ○ Section: Approaches in Addressing the Social Determinants of Health ○ Appendix: H • Review how your organization describes SDOH • Review how your partners describe SDOH

TIME	TASK/RESULT	NOTES
9:00-9:25 a.m. (25 minutes) Result: People are ready to work	Welcome and purpose <ul style="list-style-type: none"> • Grantee leader welcomes people and highlights the purpose of the meeting • Check-in: The host asks participants to introduce themselves and say what they hope to get out of the meeting • Provide an update on actions taken since the previous meeting Check-in from last meeting: <ul style="list-style-type: none"> • Insights from exploring the history of your community • Updates on commitments to action • How have these processes impacted you personally? Professionally? 	<ul style="list-style-type: none"> • Note participants’ experience, expertise, and relationships for potential influence and support in achieving equity

<p>9:25-9:50 a.m. (25 minutes)</p> <p>Purpose: People have chosen a common language for SDOH</p>	<p>Creating a shared understanding of SDOH</p> <p>Have people answer the following:</p> <ul style="list-style-type: none"> • When were you first introduced to SDOH? How has this information impacted your understanding of health? • What do you consider as SDOH? What categories do you use to classify SDOH (e.g., transportation, food, health care)? • How does your organization or agency define SDOH? What categories does your organization or agency use to classify SDOH? 	<ul style="list-style-type: none"> • Allow for anonymous submissions. (Find tips in the Meeting 1 agenda)
<p>9:50-10:00 a.m. (10 minutes)</p>	<p>Break</p>	
<p>10:00-10:15 a.m. (15 minutes)</p>	<ul style="list-style-type: none"> • How would you communicate SDOH to your patients? To your colleagues? To your community? • How do SDOH show up in your work? What SDOH needs exist within your community? 	<ul style="list-style-type: none"> • Make notes on identified needs and potential ways to address the needs to generate ideas and tasks
<p>10:15-10:30 a.m. (15 minutes)</p>	<p>The next steps</p> <ul style="list-style-type: none"> • Communicate about the common definition • Find at least one volunteer for each idea or task • Invite everyone to the follow-up meeting • Thank all participants for their participation 	<ul style="list-style-type: none"> • Make action commitments to check out ideas and tasks before the next meeting • Have an action commitment chart to document who will do what by the next meeting
<p>10:30 a.m.</p>	<p>Adjourn</p>	

MEETING 3 AGENDA

Sample Annotated Agenda

Meeting Title: Grantees for SDOH Meeting Session 3
Type of Meeting: Decision-making and relationship-strengthening meeting
Purpose of Meeting: Participants will explore their contribution to the community result and discuss potential partners to support them in addressing racism and the SDOH
Meeting Results: By the end of the meeting, the participants will have — <ul style="list-style-type: none"> • Understood the role of their agency in addressing SDOH • Identified the result they contribute to in their community • Identified implications of structural racism on SDOH and health disparities • Identified partners to support them in advancing equity
Participants: Grantee organization staff, SDOH team, partner organization staff
Preparation: Send participants prework, including asking them to <ul style="list-style-type: none"> • Review Resource 1: Developing a Shared Understanding of the Social Determinants of Health with an Anti-Racist Approach <ul style="list-style-type: none"> ○ Section: Population Health and Wellbeing ○ Section: Performance Improvement and Patient Outcomes • Review your organization’s vision and mission • Consider how your vision and mission statements address equity

TIME	TASK/RESULT	NOTES
9:00-9:30 a.m. (30 minutes) Purpose: People are ready to work	Welcome and purpose <ul style="list-style-type: none"> • Grantee leader welcomes people and highlights the purpose of the meeting • Check-in: The host asks participants to introduce themselves and say what they hope to get out of the meeting Result: People are ready to work Check-in from last meeting: <ul style="list-style-type: none"> • Updates on commitments to action • How have these processes impacted you personally? Professionally? 	<ul style="list-style-type: none"> • Note participants’ experience, expertise, and relationships for potential influence and support in achieving equity
9:30-9:50 a.m. (20 minutes) Purpose: Identifying implications and potential ideas to address racism and SDOH	Developing ideas to advance equity <ul style="list-style-type: none"> • What role do you see your organization or agency as playing in addressing SDOH needs of your community? • What are the quality-of-life conditions you want for the children, adults, and families who live in your 	

	<p>community? How can you communicate this goal statement with current and potential partners?</p> <ul style="list-style-type: none"> • How do you envision a community without unmet SDOH needs? • What community well-being indicators can quantify the achievement of your goal statement? What data is within the scope of your organization or agency? What gaps exist in the data? • Who needs to be at the table to guide decision-making? 	
9:50-10:00 a.m. (10 minutes)	Break	
10:00-10:15 a.m. (15 minutes)	<ul style="list-style-type: none"> • What is the story behind the data? How has structural racism contributed to health disparities in the data? • Who are the partners with a role to play in achieving your goal statement? How can you encourage a shared, common language with these partners? 	<ul style="list-style-type: none"> • Record the ideas that arise from the discussion • Record the potential partners to connect with • Identify the steps or tasks that need to be taken to move forward advancing equity
10:15-10:30 am (15 minutes)	<p>The next steps</p> <ul style="list-style-type: none"> • Find at least one volunteer for each idea or task • Invite everyone to the follow-up meeting • Thank all participants for their participation 	<ul style="list-style-type: none"> • Make action commitments to check out ideas or tasks before the next meeting • Have an action commitment chart to document who will do what by the next meeting. (Refer to template 3 in Resource 1)
10:30 am	Adjourn	

CLOSING COMMENTS

This resource will support grantees in developing effective meetings and in incorporating an equity lens in their work through the intentional focus on racism and SDOH within their community. Since equity is a process as well as an outcome, the conversations about racism and disparities are an ongoing effort as our community demographics keep changing. We at RACE for Equity hope that grantees will continue to have these conversations in their work moving forward.

REFERENCES

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