

Family Medicine: Our Responsibility to Be Leaders in Health Equity and Social Accountability

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Bonzo Reddick, MD, MPH; Karen Smith, MD; Jane Weida, MD;
Kim Yu, MD, Lloyd Michener, MD
Jessica Lapinski, DO, Evelyn Figueroa, MD*

Disclosures

- We are passionate about health equity

Goals and objectives

- Establish a curricular strategy for addressing health disparities
- Establish an advocacy strategy for decreasing health disparities, and make a business case for health equity
- Describe and plan social media and community engagement strategies
- Create a collaborative community

Health equity

**means that everyone has a
fair and just opportunity to be
as healthy as possible.**

**Health equity
is the absence of unfair and
avoidable or remediable
differences in health
among social groups.**



Drawing "Equidad", by Fernando Miguez, Argentina

When talking about health equity

We need to talk about
social accountability



Portland, Oregon — April 22-25, 2017

 STARFIELD SUMMIT

SOCIAL ACCOUNTABILITY

The World Health Organization (WHO) describes social accountability as, 'the obligation [of physicians and medical institutions] to direct their education, research and service activities towards addressing the priority health concerns of the community, region, and/or nation they have a mandate to serve' (Boelen & Heck 1995).

For care to be socially accountable, it must be equitably accessible to everyone and responsive to patient, community, and population health needs (Buchman et al 2016).

Social Accountability

Social accountability in health care **intentionally targets** health care education, research, and services and addresses social determinants of health towards the priority health concerns of the people and communities served, with the goal of health equity.

HEALTH EQUITY AND SOCIAL ACCOUNTABILITY

Community
Engage
ment

Business
case

Social
Media

Advocacy

curricular
strategies

COMMUNITY ENGAGEMENT

Evelyn Figueroa, MD, MPH

Addressing Food Insecurity Through Community Engagement

Evelyn Figueroa, MD

Assistant Dean of Outpatient Clinical Affairs

Family Medicine Residency Program Director

UI Health Pilsen Food Pantry Director

Figueroa Wu Family Foundation Executive Co-Director

Associate Professor of Clinical Family Medicine

University of Illinois at Chicago Department of Family Medicine



Inspiration

1. Intersectionality

- Realization that the biases and barriers my family planning patients faced were very similar to my trans/GNC patients

2. Social accountability resolve

- Sept 2017 blog about my patient with housing insecurity → professional call to action
- Although I come from a disadvantaged background in some ways, the physician privilege I enjoy affords me instant credibility
 - Assistant Dean role affords me access to health system executives

3. Role models

- STFM May 2017 → UCSD medical food partnership presentation (Smith, Chang, Brownell)

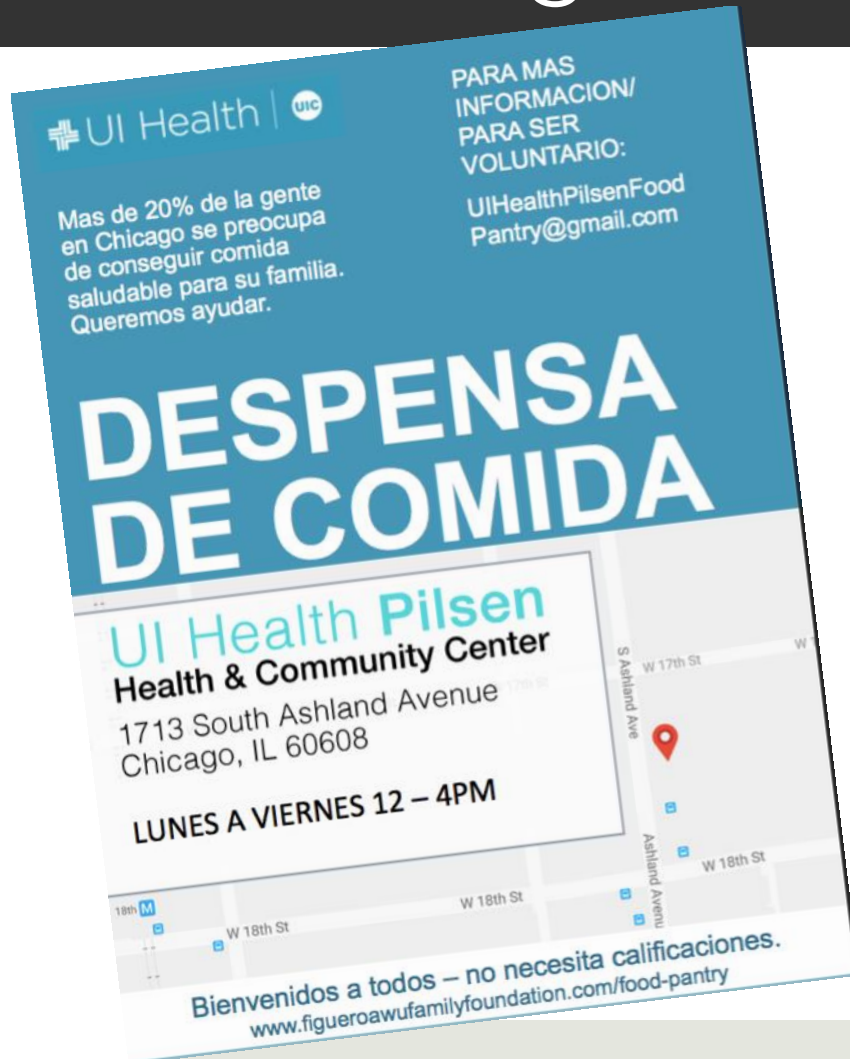


Planning Steps

- Application to Greater Chicago Food Depository for membership (discounted bulk purchasing, delivery, some free items)
- Tour of local food pantries
- Food insecurity assessment – 60 days
- Space acquisition, signage, & promotion
- Food acquisition & donations
- Equipment acquisition
- Administrative: schedules, registration forms
- Discovery of community partners

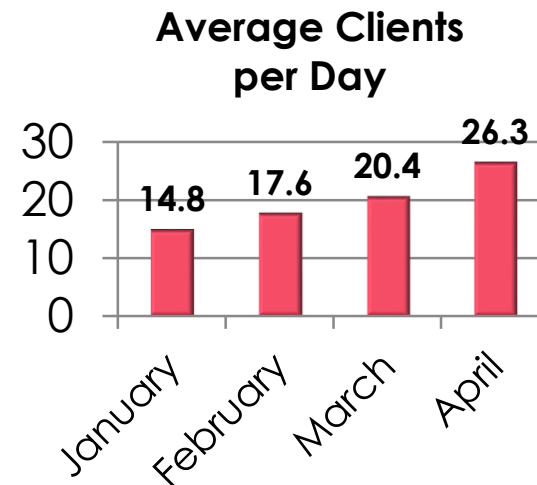
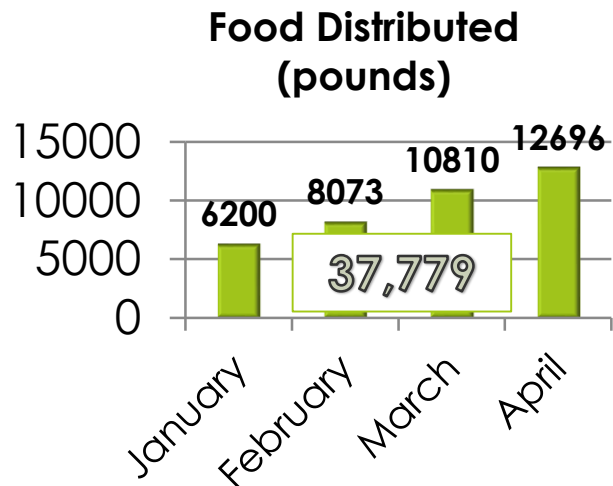


Enlisting Community Support



- Posting & distributing fliers
- Notification of local social agencies via emails, calls, and visits
- Coordination with WIC office (also in building)
- Open house
- Street sign posted during operational hours
- Recruitment of community volunteers

Initial Impact



Pitfalls & Obstacles

- Scale
- Sufficient storage
- Building access
- Institutional attitudes towards social accountability
- Inventory
- Funding
- Volunteer coordination
- Community collaboration



Testimonials



- ▣ “This is the best thing that has ever happened to Pilsen”
- ▣ “I eat all the vegetables that you give me”
- ▣ “I am returning and have brought a friend”

Sustainability

- Summer externs 2018
- Dominican Volunteer August 2018
- Blue Cross Blue Shield health grant



Next Steps

- Social outcome tracking
- Delivery services for home bound
- Health sciences advocacy rotation
- Integration into UI Health social action programming, including UI Health Housing First program



uihealthpilsenfoodpantry
@gmail.com

MAKING THE BUSINESS CASE FOR HEALTH EQUITY

Brian Frank, MD

Oregon health sciences university

Jewell Carr, MD

Atrium Health, NC

What **Makes** Us Healthy



What We **Spend** On Being Healthy





Improve the Health
and Wellness
of Individuals



Improve the Health
of Communities



Improve the Health
Care System

FAMILY MEDICINE
for **AMERICA'S HEALTH**



aetna[®]



Chan Soon-Shiong
Institute for Advanced Health



NANTHEALTH

The Coca-Cola Company



Johnson & Johnson



**BlueCross
BlueShield**
Association


McKinsey & Company

Walgreens



Workplace Stress & Sickness

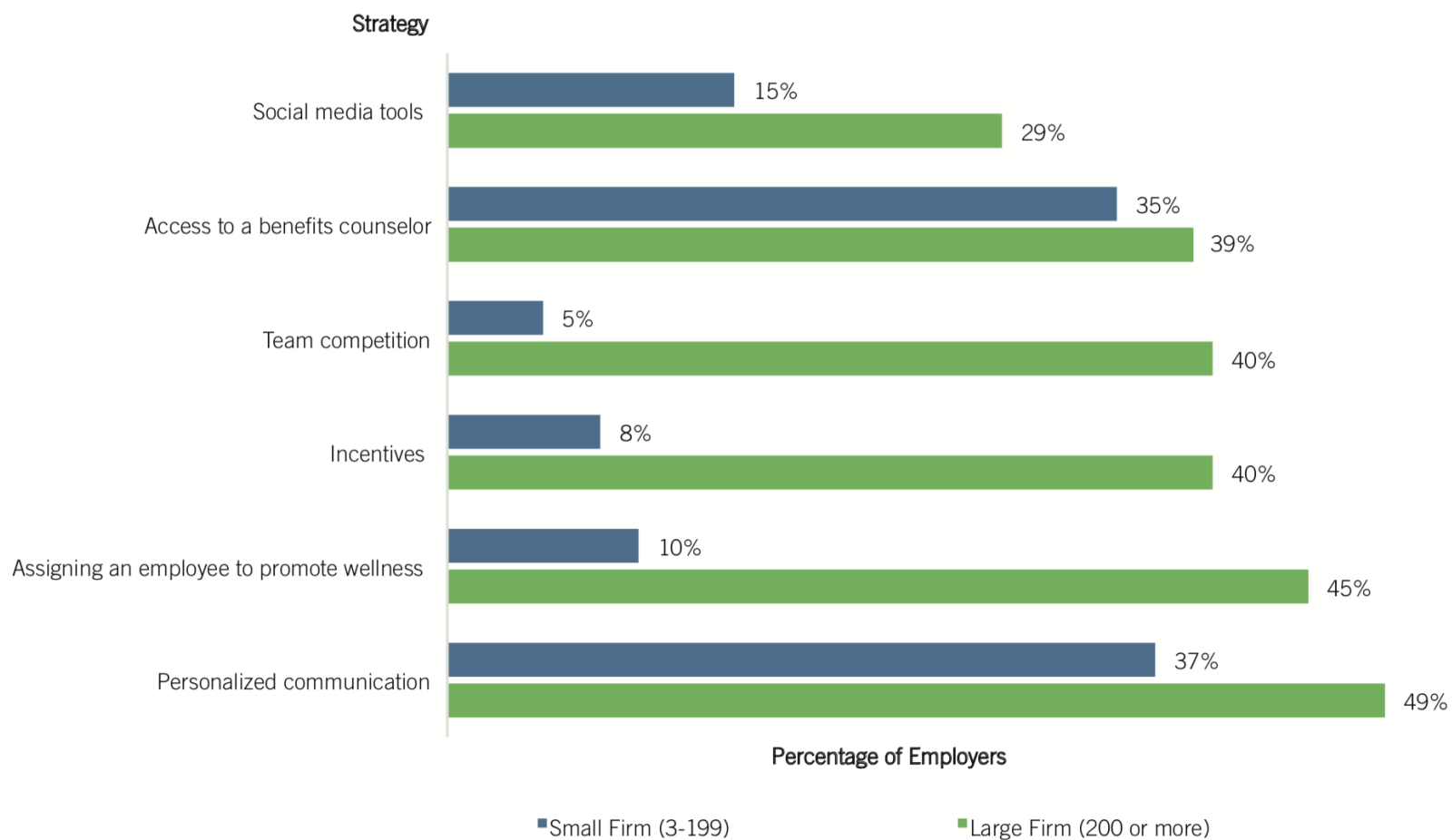
& The Rising Costs In Business

BREAKDOWN		COSTS	ANNUAL COST FOR BUSINESSES
DAILY	An estimated one million workers miss work each day because of stress. Absenteeism is to blame for 26 percent of health-related lost productivity in business	\$602 per/yer per employee	 \$300 Billion
YEARLY	Presenteeism: making mistakes, more time spent on tasks, poor quality work, impaired social functioning, burnout, anger, resentment, and low morale	\$150 billion per year in lost productivity	
LONG-TERM	Left untreated, prolonged stress can raise the risk for developing chronic—and costly—diseases, for a vast amount of all healthcare costs	\$58 Billion of diabetes alone in indirect costs	

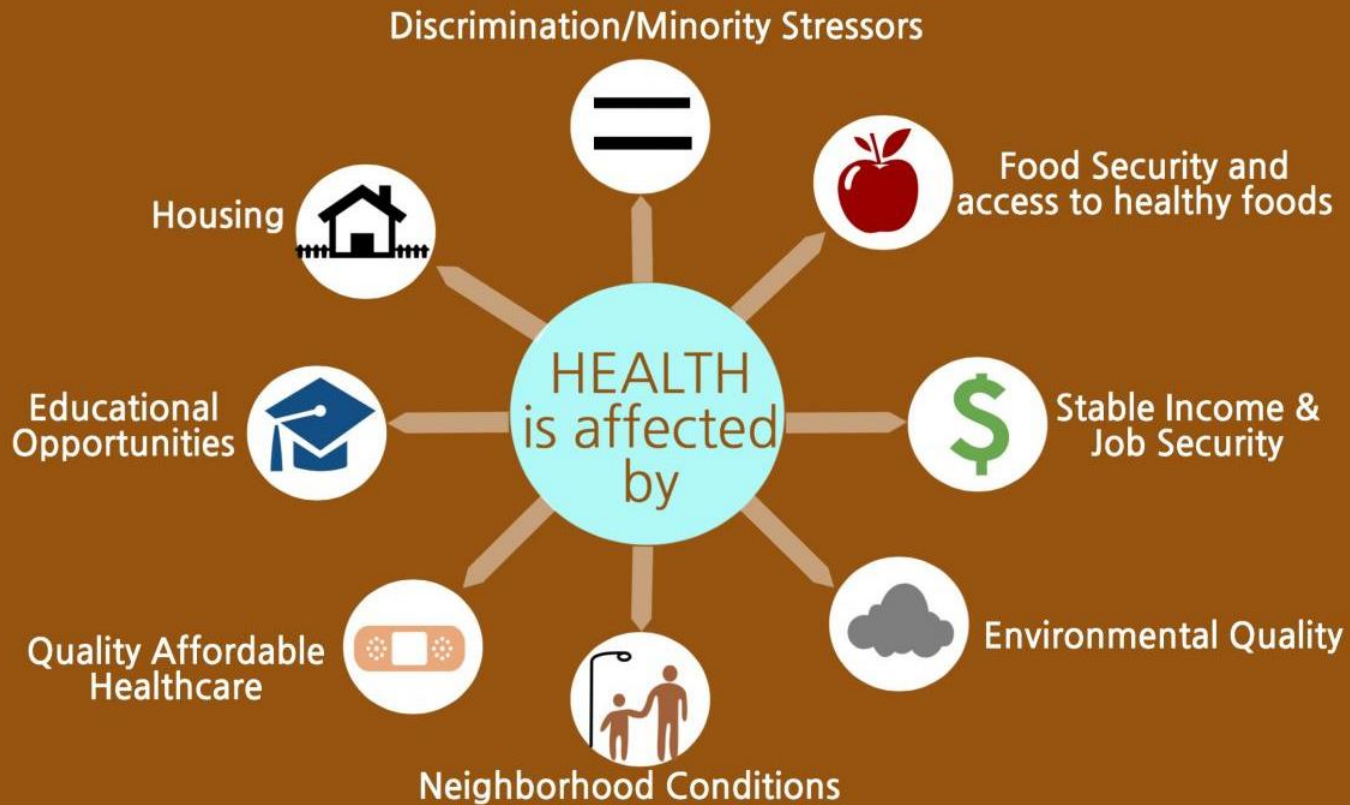
From depression to heart disease, annual costs for businesses per year in lost productivity



Table 2. Percent of Firms Using Specific Wellness Strategies



What social and economic factors must be addressed on the continued path to achieving Health Equity?



Health Equity aims to ensure that all people have full and equal access to opportunities that enable them to lead healthy lives.





A BUSINESS CASE FOR *HEALTH EQUITY*

BRIAN FRANK MD, PROJECT LEAD

ASSISTANT PROFESSOR

DEPARTMENT OF FAMILY MEDICINE

OREGON HEALTH AND SCIENCE UNIVERSITY



PROJECT AIMS

Overall Aim: Understand the values, beliefs and perceived needs of businesses regarding the health equity of their employees *and the impact on their business*

- **Identify drivers and barriers to existing projects in which businesses have seen a positive response from investing in employees' health**
- **Summarize research demonstrating the impact of health equity on metrics that matter to businesses**
- **Create a set of individualized “executive summaries” tailored to individual businesses that combine data and stories to demonstrate how health equity interventions can yield a ROI that is meaningful to a specific business's needs**



ONGOING EFFORTS...



Review hiring and
work practices.



Make targeted investments
in people and communities.



Support public policies
increasing ability for all
to succeed.



There is also a business case to make at our institutions

- Support for faculty to do health equity work addressing most vulnerable in our communities
- Element of the CLER visit
- Health Equity research
- Think of Return on Investment!

SOCIAL MEDIA

Jay Lee, MD, MPH

@familydocwonk

#FMRevolution

**Chief Medical Officer of Venice Family
Clinic**

Past Prez of CAFP



FAMILY MEDICINE™
REVOLUTION
THE EVOLUTION





WELCOME:

THE FUTURE OF THE U.S. HEALTH CARE SYSTEM IS IN YOUR HANDS

“Do or do not. There is no try.”

- Master Yoda

FAMILY MEDICINE AS COUNTERCULTURE

ORIGINAL
ARTICLES



G. Gayle Stephens *Festschrift*

John P. Geyman, MD

(Fam Med 2011;43(1):7-12.)

Gayle Stephens, MD, has long been, and remains today, a central figure in the emergence and evolution of family medicine as a specialty. He has participated in all phases of its development from general practice and has provided thoughtful guidance connecting us to the past and charting

and proposed the establishment of a certifying Board in Family Practice. These reports and developments over the first 2 decades of our new specialty are well described in a chapter by Gayle titled "Developmental Assessment of Family Practice: An Insider's View" that appeared in a 1987 book, *Family Medicine: The Matur-*

Assistance Program and the Residency Review Committee for Family Practice, as a reviewer of federal training grants, and as president of the Society of Teachers of Family Medicine (STFM) from 1973 to 1975. He was the editor of *Continuing Education for the Family Physician* from 1977 to 1986.



DR. G. GAYLE STEPHENS

FAMILY MEDICINE REVOLUTION OG



"Be there"
"Give a damn"
The Job vs The Work



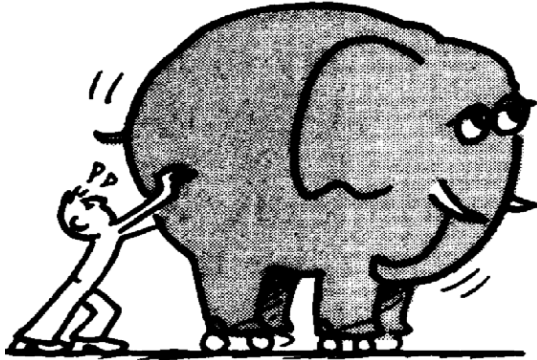
HOW TO CHANGE THE WORLD

1. Realize yourself
2. Show up
3. Occupy the ground
4. Change the world



LAWS OF PHYSICS

**Newton's
Second Law
of Motion**



$$\begin{aligned} &\text{FORCE} \\ &= \\ &\text{MASS} \\ &\times \\ &\text{ACCELERATION} \\ &\text{AMPLIFICATION} \end{aligned}$$



ADVOCACY

Christina Kelly, MD
Memorial Health
Savannah, GA

CURRICULAR STRATEGIES

Viviana Martinez-Bianchi, MD
Duke Family Medicine Residency
Chair-Health Equity Team

ACGME CLER visits

Clinical Learning
Environment Review (CLER)



HQ Pathway 5: Resident/fellow and faculty member education on reducing health care disparities

Formal educational activities that create a shared mental model with regard to health care quality-related goals, tools, and techniques are necessary for health care professionals to consistently work in a well-coordinated manner to achieve a true patient-centered approach that considers the variety of circumstances and needs of individual patients

Properties include:

- Residents/fellows and faculty members receive education on identifying and reducing health care disparities relevant to the patient population served by the clinical site.
The focus will be on the extent to which individuals receive education on the clinical site's priorities and goals for addressing health care disparities in its patient population.

Source ACGME CLER brochure accessed 4.10.17
https://www.acgme.org/Portals/0/PDFs/CLER/CLER_Brochure.pdf

CLER Pathways to Excellence

Expectations for an optimal clinical
learning environment to achieve safe
and high quality patient care

Accreditation Council for Graduate Medical Education

ACGME now requires that institutions engage residents in the use of data and QI to improve systems of care, reduce health care disparities, and improve patient outcomes through experiential learning

The Family Medicine Milestone Project

A Joint Initiative of

The Accreditation Council for Graduate Medical Education

and

The American Board of Family Medicine



October 2015

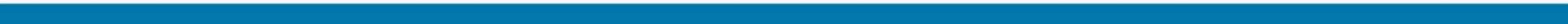
Version 10/2015

PROF-3 Demonstrates humanism and cultural proficiency					
Has not achieved Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
	Consistently demonstrates compassion, respect, and empathy Recognizes impact of culture on health and health behaviors	Displays a consistent attitude and behavior that conveys acceptance of diverse individuals and groups, including diversity in gender, age, culture, race, religion, disabilities, sexual orientation, and gender identity Elicits cultural factors from patients and families that impact health and health behaviors in the context of the biopsychosocial model Identifies own cultural framework that may impact patient interactions and decision-making	Incorporates patients' beliefs, values, and cultural practices in patient care plans Identifies health inequities and social determinants of health and their impact on individual and family health	Anticipates and develops a shared understanding of needs and desires with patients and families; works in partnership to meet those needs	Demonstrates leadership in cultural proficiency, understanding of health disparities, and social determinants of health Develops organizational policies and education to support the application of these principles in the practice of medicine
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Comments:					

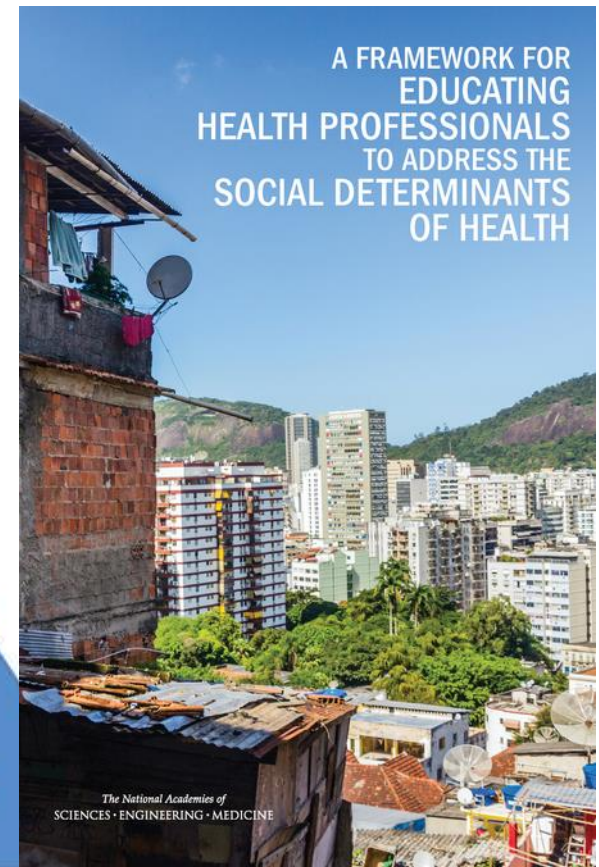
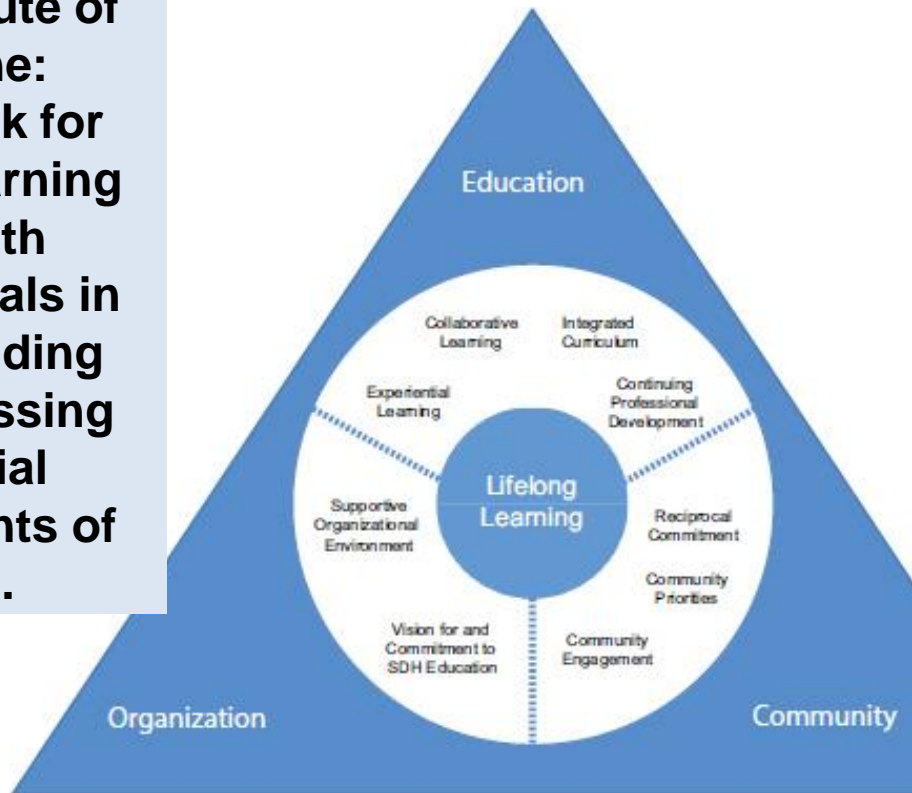
FM milestones include addressing SDOH and health equity.



**Multiple frameworks for health equity and
addressing
social determinants of health in medical
education**



**2016 Institute of Medicine:
Framework for
lifelong learning
for health
professionals in
understanding
and addressing
the social
determinants of
health.**



The 2016 IOM framework exhorts us to create -through education- highly competent professionals who understand and act on the social determinants of health in ways that advance communities and individuals toward greater health equity

A conceptual framework for action on the social determinants of health. Social Determinants of Health Discussion Paper 2 (Policy and Practice).
Solar O, Irwin A.

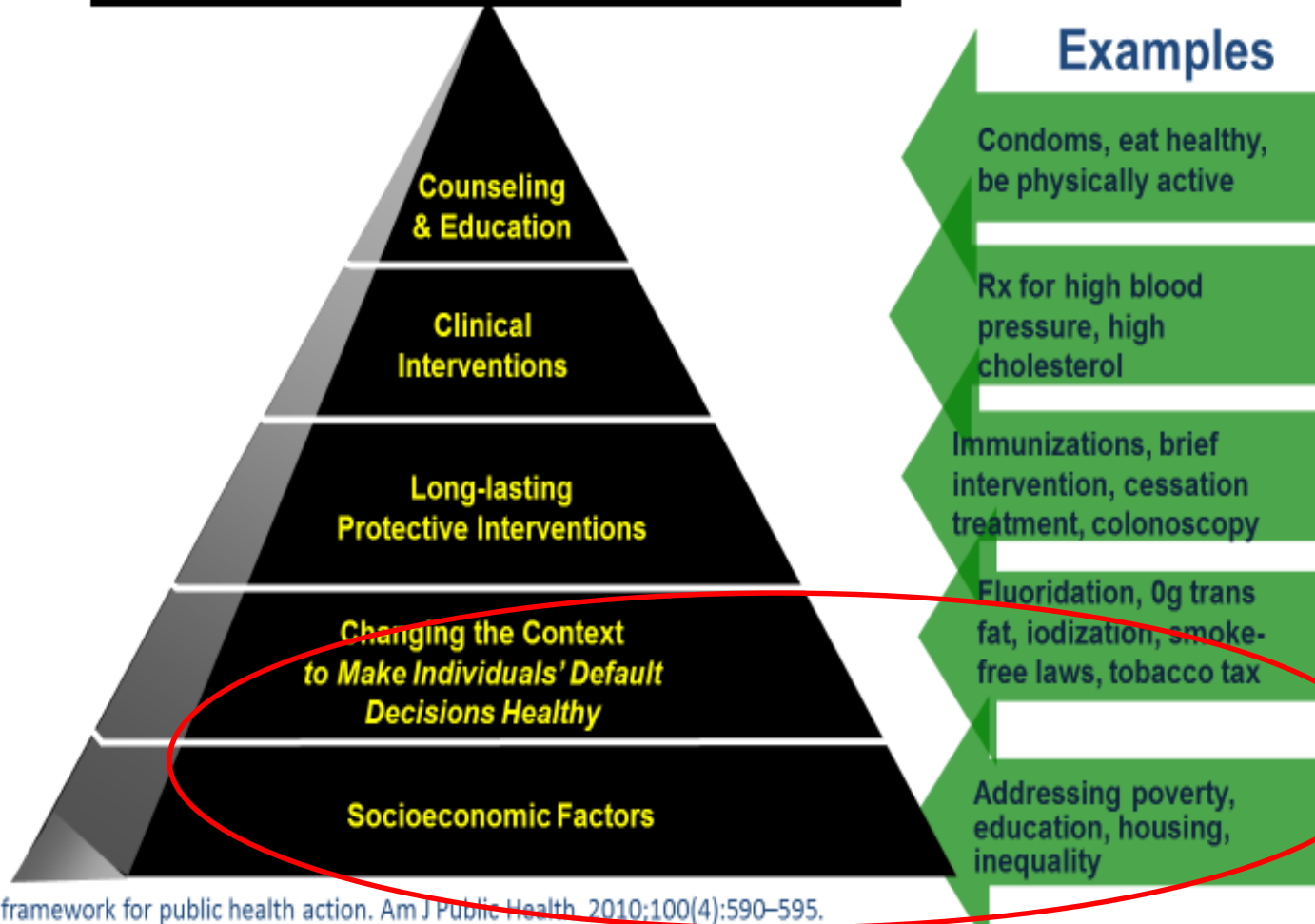


WHO provides a broad public health and systems context for impacting the social determinants of health.

Factors That Affect Health

*Smallest
Impact*

*Largest
Impact*



4
Frieden TR. A framework for public health action. Am J Public Health. 2010;100(4):590–595.

CDC's Tom Frieden's framework shows us the largest impact for population health interventions to improve health is to address socioeconomic factors.

AAMC

Toolkit: Communities, Social Justice and Academic Medical Centers



Recent events in Baltimore and elsewhere have rekindled the ongoing national dialogue about social injustice. Let's continue the conversation we started at Learn Serve Lead 2015: The AAMC Annual Meeting and develop concrete actions that an individual, an institution, or the AAMC can take to address social determinants and health inequities. We encourage you

to use this toolkit to engage your institution and the communities it serves to explore how your clinical, research and education missions can improve community health and close health and health care gaps.

- [Facilitator Guide](#) PDF
- [Slides](#) PPT
- [Reflection Sheet](#) PDF
- [Table Discussion Sheet](#) PDF

If you have any questions or want to share details about your institution's experience with the



Association of American Medical Colleges

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Health Equity Research and Policy



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AAMC AHEAD



The AAMC Accelerating Health Equity, Advancing through Discovery

(AHEAD) initiative seeks to identify, evaluate, and disseminate effective and replicable AAMC-member institution practices that improve community health and reduce health inequities.

AAMC AHEAD Cycle 4: Health Equity Systems Cohort

On February 23rd the AAMC hosted its first live-streamed workshop of a multi-year series of meetings to map participating institutions' community health-focused activities into coordinated systems, and subsequently evaluate impacts for patients, communities, learners and the institutions themselves.

The workshop included speakers from the VA, NIH, CMS, HRSA, and CDC among other national stakeholders.

[View the workshop presentations.](#)

[Download the site mapping tools.](#)

AAMC has developed curriculum for health equity and social justice



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THE PRACTICAL PLAYBOOK

Helping Public Health and Primary Care Work
Together to Improve Population Health.

[GET STARTED](#)



Diverse Partners Align to
Cut Asthma Triggers by
Curing Sick Buildings in

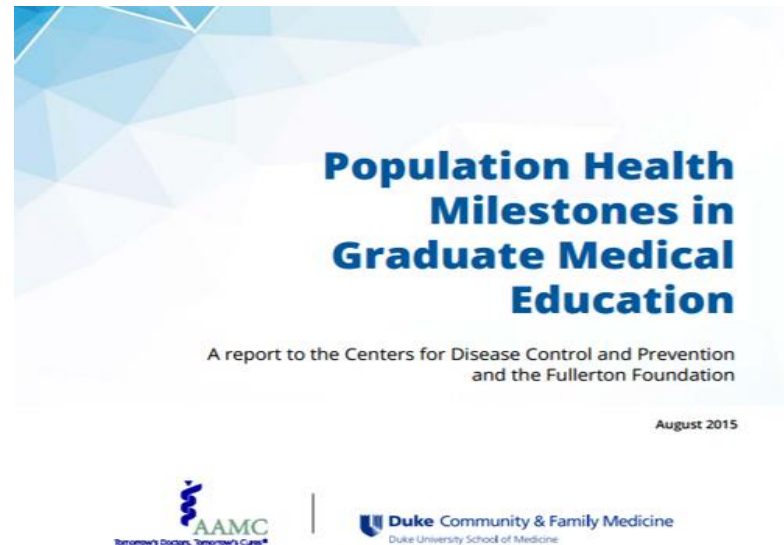
[READ STORY](#)

Medical-Legal
Partnership helps align
diverse partners to

[READ STORY](#)

Population Health Milestones address health equity, social determinants of health

At Duke we have worked with the AAMC on a curriculum that links milestones in population health-



Article

Teaching Population Health: A Competency Map Approach to Education

Victoria S. Kaprielian, MD, Mina Silberberg, PhD, Mary Anne McDonald, DrPH, MA, Denise Koo, MD, MPH, Sharon K. Hull, MD, MPH, Gwen Murphy, RD, PhD, Anh N. Tran, PhD, MPH, Barbara L. Sheline, MD, MPH, Brian Halstater, MD, Viviana Martinez-Bianchi, MD, Nancy J. Weigle, MD, Justine Strand de Oliveira, DrPH, PA-C, Deydutta Sangvai, MD, MBA, Joyce Copeland, MD, Hugh H. Tilson, MD, DrPH, F. Douglas Scutchfield, MD, and J. Lloyd Michener, MD

Abstract

A 2012 Institute of Medicine report is the latest in the growing number

critical thinking, and team skills to improve population health effectively in

pl
de



The EveryONE Project

Advancing health equity in every community

Strategic Priorities



Workforce Development

We will increase diversity and pursue comprehensive representation in medical schools, residency programs, and the entire field of medicine.



Health in All Policies

We will advocate for policies and legislative efforts through a lens of seeking equal health for all communities, families, and individuals.



Interdisciplinary Collaboration

We will form key partnerships with organizations and groups that share our values and fortify our fight to eliminate health inequities.



Evidence-based Knowledge

We will develop tools and share research findings to fill knowledge gaps and raise awareness of issues surrounding social determinants of health.

Our Purpose

- Create and support a culture of health equity to empower family physicians
- Collaboration with family physicians, their practice teams, chapters, and other partners
- Offer tools and resources to help educate family physicians
- Support research and policy development to support advocacy
- Encourage workforce diversity

Tools and Resources

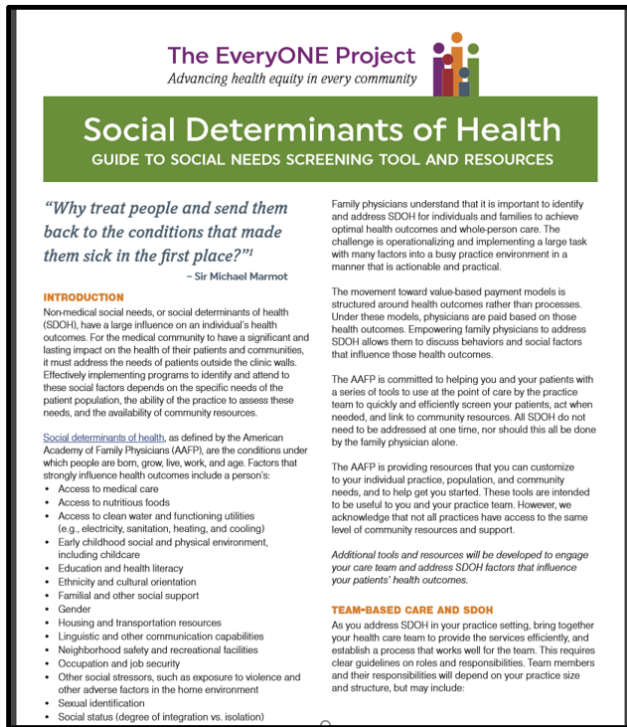
Topics

- Impact of SDOH
- Screening for SDOH risks
- Referral to community resources
- Incorporating practice teams
- Advocacy
- Best practices
- Overcoming challenges and barriers
- SDOH Payment Principles

Delivery Formats

- In-person
- Webinars
- Issue briefs
- Policy statements
- Position papers
- Conference abstracts
- Workshops
- Journal submissions

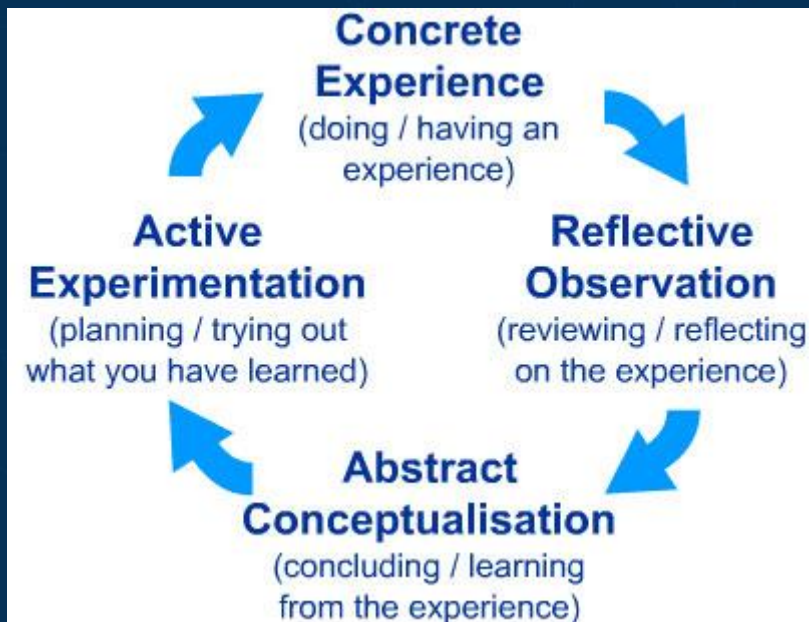
AAFP SDOH Toolkit Module 1



Focuses on the Family Physician and Screening

- Overview of the social determinants of health
- Role of the primary care team
- Description of core social needs
- Screening tools for patients and providers
- List of resources

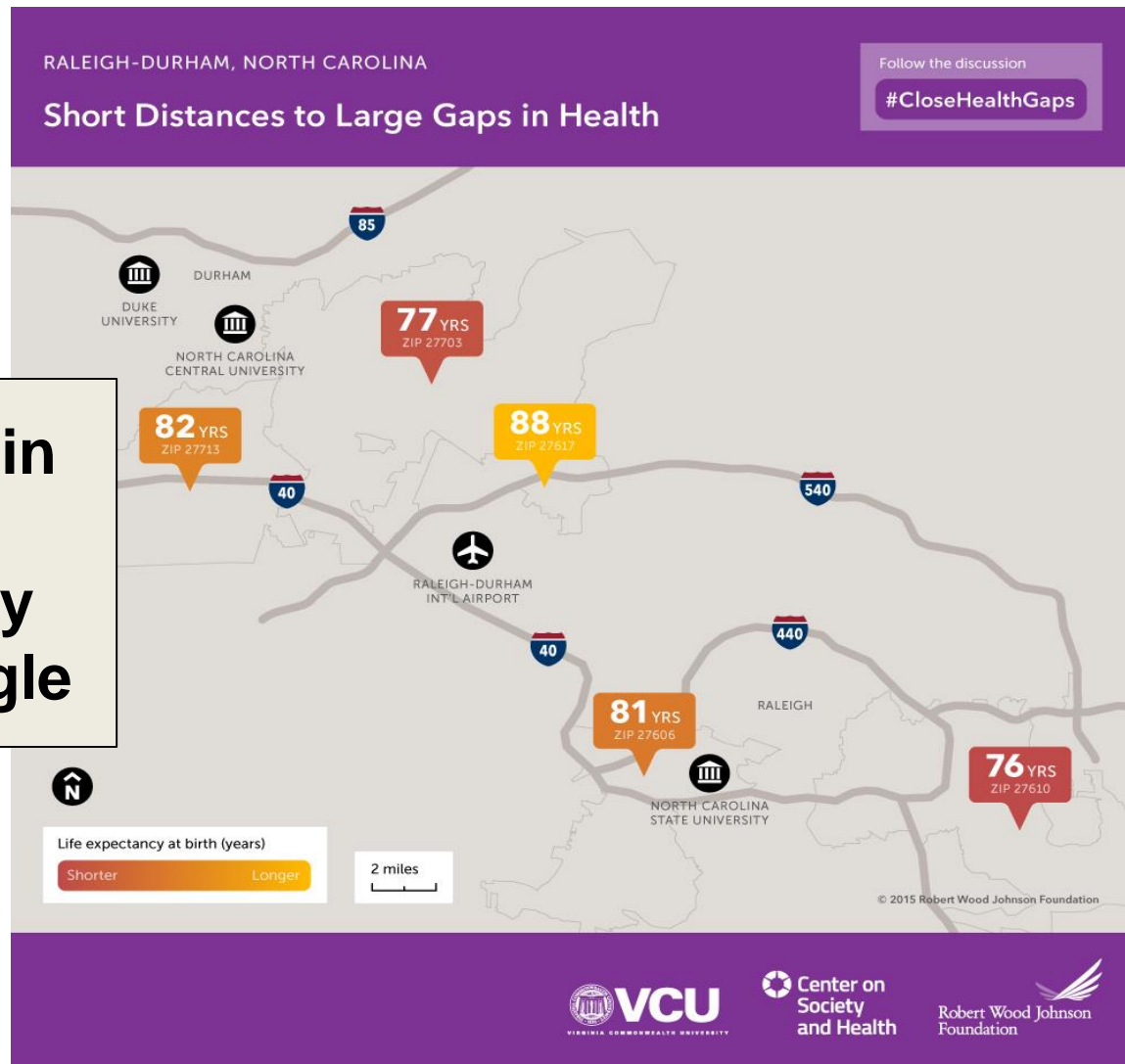
Experiential Learning as vital component (Kolb -1984)



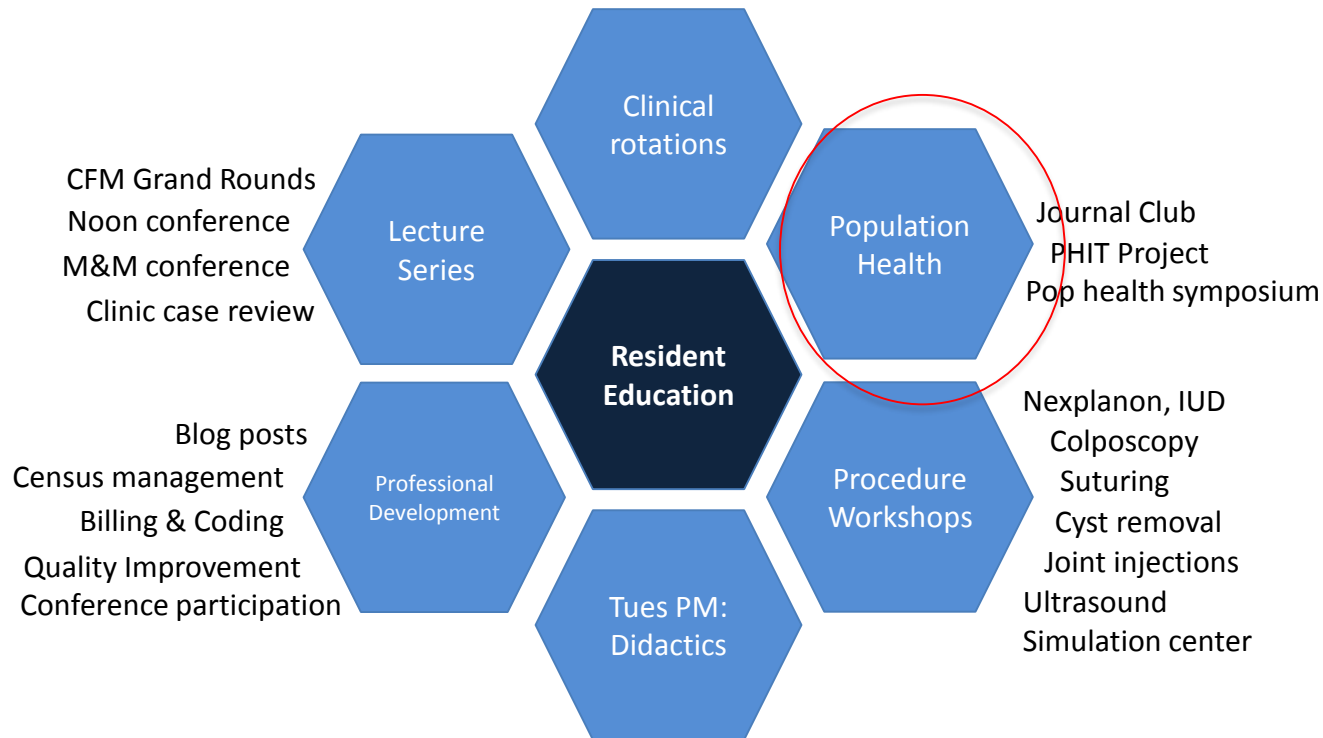
“Exploration of one’s biases and positions needs to continue throughout life, reaching deeper levels as the health professional matures cognitively, personally, and professionally”

(El-Sayed and El-Sayed, 2014).

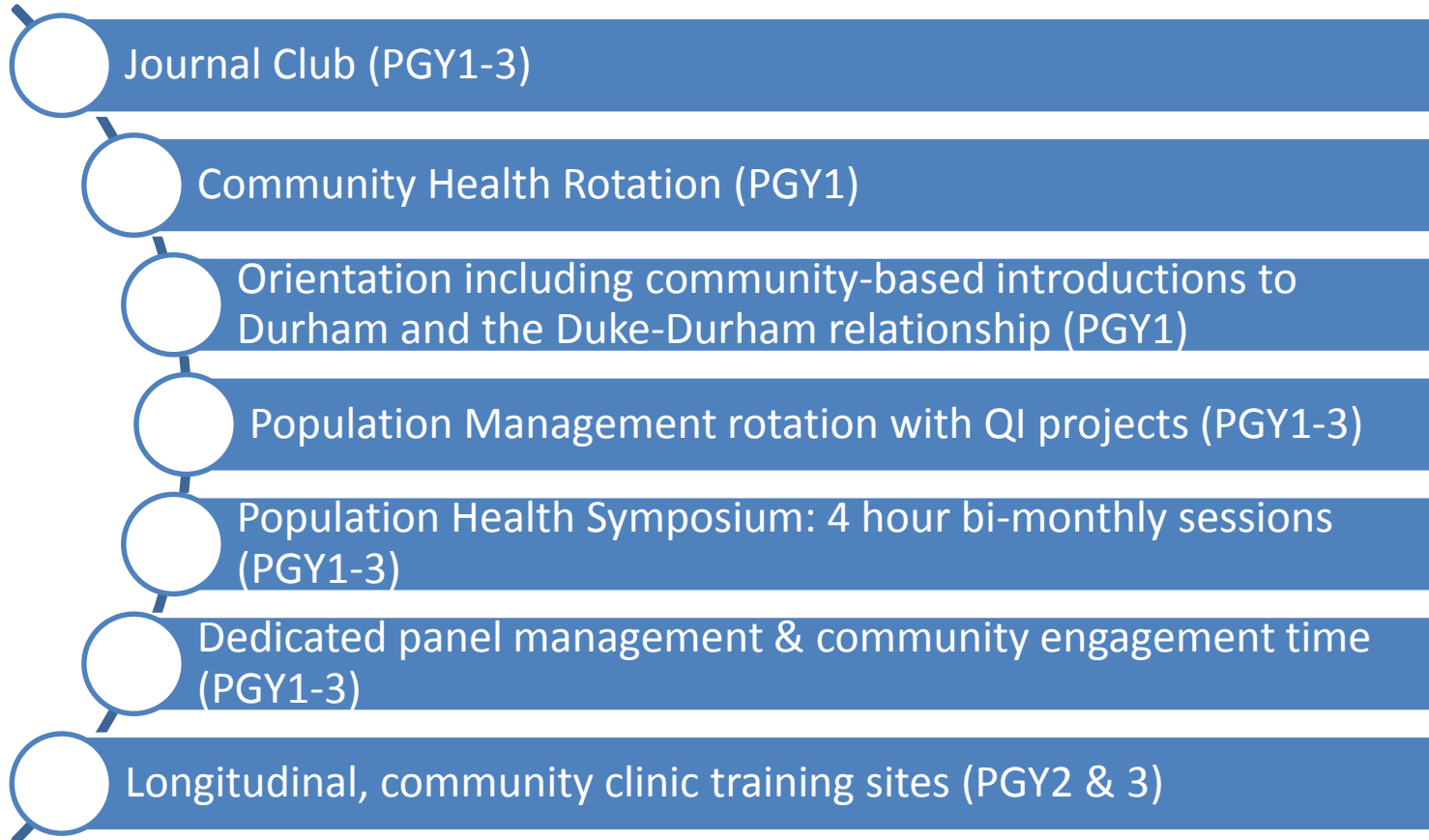
Disparities in Life Expectancy in the Triangle



Residency Curriculum



Population Health Curriculum



Durham County Community Health Assessment

Most Likely to be in Coverage Gap and Uninsured⁵

- ◆ Households with income below 133% of the Federal Poverty Level
- ◆ Workers in low-wage jobs without benefits
- ◆ People of color
- ◆ Ages 35-54
- ◆ Not a citizen



Photo courtesy of RWJF

15.8% of Durham County adults are uninsured⁴

Residents involved evaluating the Community health assessment,

Longitudinal continuity clinics in the community?

DFM Continuity Clinic

- PGY1: ½ day/week
- PGY2-3: 3 ½ days/week
- Centering Pregnancy groups



2nd Continuity Clinic (PGY 2-3) One half day a week

- VA PRIME clinic
- Duke Primary Care Oxford (rural)
- El Futuro
- Walltown, Lyon Park
- Southern High School
- Lincoln Community Health Center (FQHC)
- TROSA



Optional longitudinal tracks

- Leadership
- Research

Why are
you here?

WHAT IGNITES YOUR PASSION?





Latino Health interest group



In the planning of their annual calendar we look at the activities and schedules of the organizations that they would like to be paired with: locally,

Family Medicine Leads
Emerging Leader
Institute



acofp | American College of
Osteopathic
Family Physicians

primarycare
PROGRESS

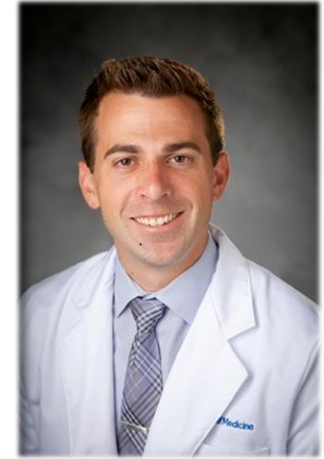


and nationally,

Barber Shop & Blood Pressure Project



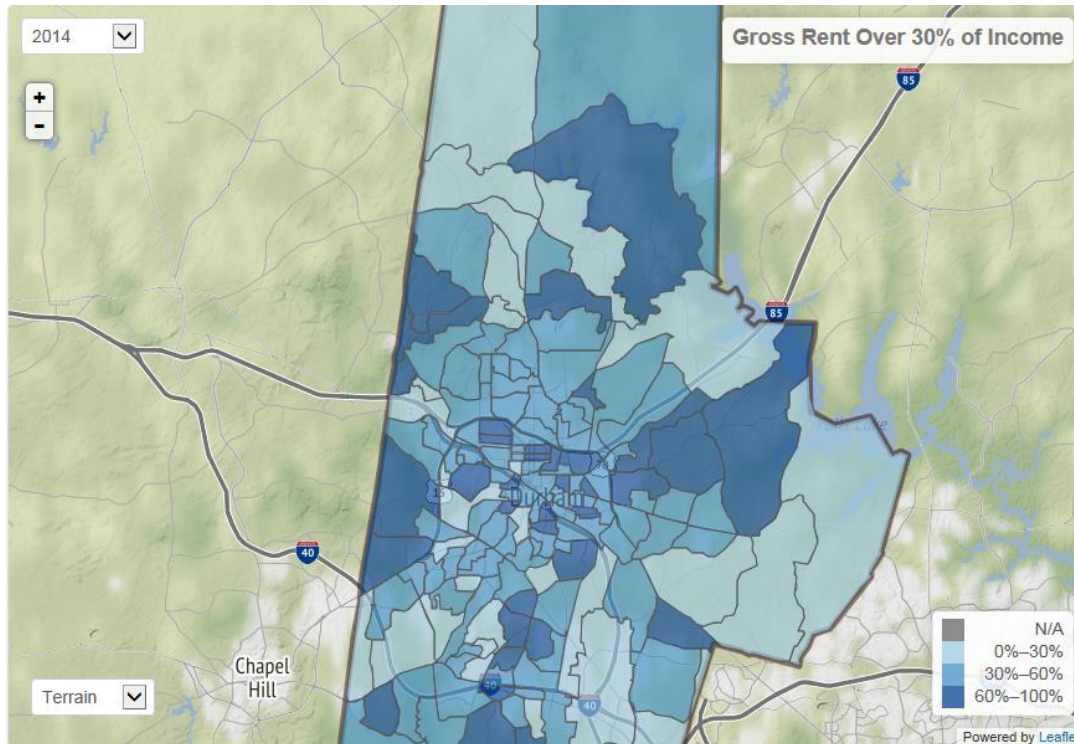
- What did we set out to do?
- 1.) Explore briefly the history of the role which barbershops play within Community Medicine
- 2.) Engagement of community partners in Oxford, NC (i.e. Barbershops, Barbershop patrons) in an effort to possibly implement screening of untreated hypertension (pilot study,) with a referral process in place (i.e. Vance-Granville Health Department Free Clinic, Duke Primary Care Oxford) in order to address a known health care disparity in minority and rural populations (i.e. chronic untreated hypertension.)



Jonathan Hedrick, MD
PGY 3, 2018



GIS mapping interaction with the Electronic medical record



Incorporation of
GIS mapping of
social
determinants of
health into
clinical practice



Alexa Mieses, MD, MPH PGY 2

Food Pantries Role in Poverty Reduction and Policy Implications

Kenetra M. Hix, MD-PGY3, MPH

Duke Family Medicine Residency

- ▶ Attended several meetings of the Chronic Care Initiative starting fall 2016 to early spring (2016-2017).
- ▶ To maintain funding for Chronic Care Initiative, DCDPH had to show effectiveness of programs.
- ▶ Logic Model created to identify the many activities implemented by the CCI.



Mental healthcare delivery for undocumented immigrants in North Carolina.

Tiffany Cagle, MD, Family Medicine Resident, PGY 2 2016



Audio documentary and establishing adherence to National Class Standards Maria Portela Martinez, MD, Family Medicine Resident, worked during PGY-2 and PGY 3, class of 2013

CATALINA

"Tengo que pagar mi compra y la renta de mi casa y mandar dinero (a Mexico), después con el dinero que sobra escojo uno o dos medicinas que puedo recoger. Mi prioridad es tratar mi depresión y mi diabetes, las demás tendrán que esperar..." ("I have to pay my rent and my groceries and send money (to Mexico), with the money leftover I often have to choose which one or two medicines of the many medicines I have been prescribed I can pick up. I usually pick my diabetes and depression medicine, the rest can wait...")

Catalina is a Latino patient who is legal, has health insurance and works as a housekeeper to support her family of four in Durham and her relatives in Mexico. She suffers from diabetes, hypertension, anxiety, depression and high blood cholesterol.

Although she has lived here for over 20 years, she doesn't know how to read or write English. Although Catalina is "good about going

Documenting Medicine AT DUKE UNIVERSITY

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En Sus Zapatos: Serving the Hispanic Populations: Challenges of the Primary Care Doctor

Tags

health disparities, Hispanic, Latina

EN SUS ZAPATOS



Serving the Hispanic Population:
Challenges of the Primary Care Doctor

By: Dr María Portela



Maria created a documentary sharing the social determinants related experiences of Latinos accessing healthcare during her 2nd year, and worked on improving all of the Duke Health System's adherence to CLAS standards in her 3rd year

gent in the Family and Community Medicine Program, and as a native Spanish speaker and so, at least 30% of the patients I see are Latino. In North Carolina, Hispanics account for more in growth in the last years.

National Standards for Culturally and Linguistically Appropriate Services

Nature and Scope of Homeless Medical Respite Needs Farhad Modarai, DO, Family Medicine Resident, PGY-2 2015



Farhad worked every Tuesday morning on a respite program to improve health outcomes for Durham's homeless.

Sam Fam's project

<https://vimeo.com/254381515/286cc13b2a>

Video illustrates Social determinants of health through the patient experience

Patient Stories: Community Feedback

Access to Care Committee Meeting: Feb 8, 2018

Samuel Fam, DO
Duke Family Medicine Resident



Sam Fam, DO
Class of 2018

LGBTQ+ PCMH



Tiffany Covas, MD, MPH, class of 2017



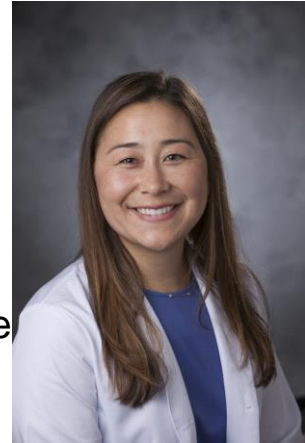
Jessica Lapinski, DO, PGY2 2019

Tiffany and Jessica worked as residents, and are working now as a faculty and resident team on improving health care for the LGBTQ community

Adolescent immunizations

AAFP Foundation Grant

\$10,000 towards improving immunization rates in people 11-21 for vaccine-preventable diseases



- Make every adolescent visit an immunization opportunity
- Increase access to patient education materials regarding vaccination
- Increase awareness of immunization gap
- Reduce barriers to adolescent immunizations
- Change work flow to increased vaccination efficiency
- **Engage with community stakeholders to increase awareness regarding adolescent immunizations**
- Increase office awareness about adolescent vaccination rates

**Family doctors
and teams who
can see the river
of disease that
flows into our
clinics and
hospitals and will
go to identify what
happens upstream**



And now to our work together

Jennifer Edgoose, MD, MPH
University of Wisconsin- Madison
FMAH- Health Equity Team

Are we socially accountable?

Healthcare institutions are generally **socially responsible** (being aware of their duty to respond to society's needs) and some can be seen being **socially responsive** (implementing interventions to address these needs). But few are wholly **SOCIALLY ACCOUNTABILITY**.

Table 1 The social obligation scale.

	Responsibility	Responsiveness	Accountability
	Implicitly	Explicitly	Anticipatively
Social needs identified			
Institutional objectives	Defined by faculty	Inspired from data	Defined with society
Educational programs	Community-oriented	Community-based	Contextualized
Quality of graduates	« Good » practitioners	Meeting criteria of professionalism	Health system change agents
Focus of evaluation	Process	Outcome	Impact
Assessors	Internal	External	Health partners

Boelen C. Why should social accountability be a benchmark for excellence in medical education? *Educ Med*.2016;17(3):101-105.

Applying an Equity and Empowerment Lens

<https://multco.us/diversity-equity/equity-and-empowerment-lens>



Equity and Empowerment Lens

**Equity
and
Empowerment
Lens**

PEOPLE

Who is positively and negatively affected (by this issue) and how?

How are people differently situated in terms of the barriers they experience?

Consider physical, spiritual, emotional and contextual affects.

Equity and Empowerment Lens

PLACE

What kind of positive “place”
are we creating?

What kind of negative “place”
are we creating?

How are public resources and
investments distributed geographically?

How are you considering environmental
impacts as well as environmental justice?

PROCESS

How are we meaningfully including or excluding people (communities of color) who are affected?

What policies, processes and social relationships contribute to the exclusion of communities most affected by inequities?

Are there empowering processes at every human touchpoint?

What processes are traumatizing and how do we improve them?

POWER

What are the barriers to doing equity and racial justice work?

What are the benefits and burdens that communities experience with this issue?

Who is accountable?

What is your decision-making structure?

How is the current issue, policy, or program shifting power dynamics to better integrate voices and priorities of communities of color?

SMALL GROUP ACTIVITY:

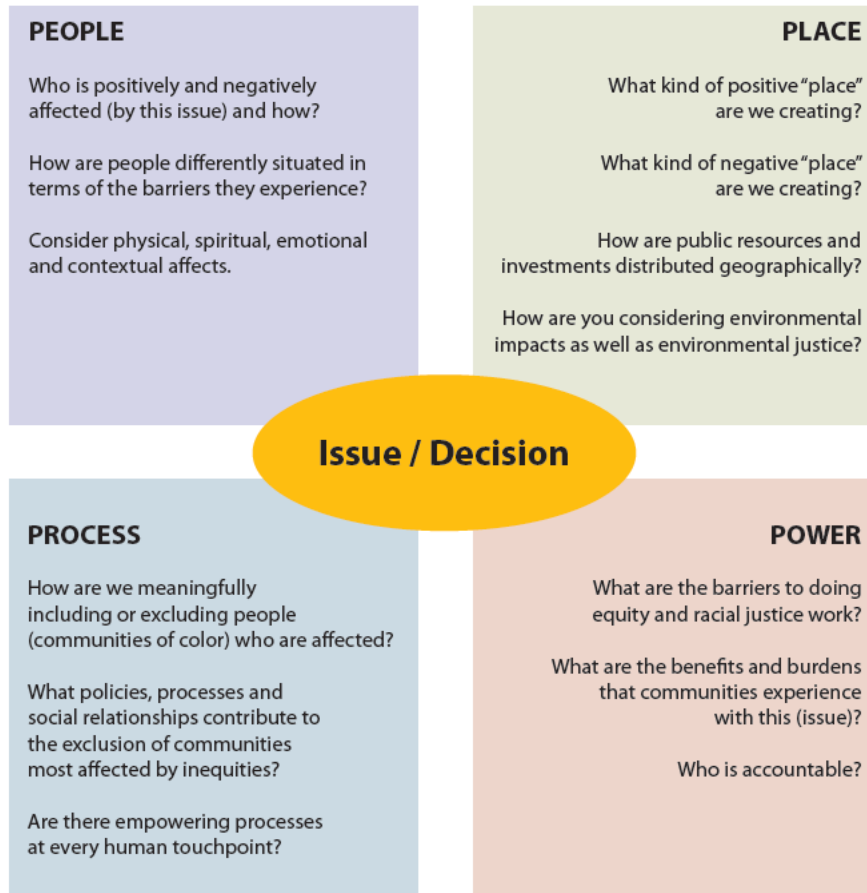
Toward Health Equity

- **Purpose:** What is my purpose in recognizing, naming, and/or alleviating health inequities? *Propose a single intervention.*
- **People:** Which people or communities will be positively and negatively affected by my proposed intervention? Have I accounted for potential trauma to the people or communities I am trying to serve through this intervention?
- **Place:** How might my intervention account for the emotional and physical safety of people or communities and their need to be productive and feel valued?
- **Process:** Are there empowering processes at every human touchpoint of this intervention?
- **Power:** Who are the stakeholders who need to be involved in the proposed intervention? Describe the kind of power that they hold.

Go to

<https://goo.gl/forms/7OekkvrrjlzhsB23>

Equity and Empowerment Lens



Source:
Balajee, Sonali S., et al., (2012).
Equity and Empowerment Lens (Racial Justice Focus), pg 28.
www.multco.us/diversity-equity



Office of Diversity and Equity
www.multco.us/diversity-equity

**Family doctors
and teams who
can see the river
of disease that
flows into our
clinics and
hospitals and will
go to identify what
happens upstream**




Thank you!



For more information about this project and other
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