

# Learning in Action Roadmap



## Learnings

### Learnings included:

- Emergence driving the process

### Learnings included:

- Participants could not see the future while managing current stressors and had a hard time imaging a different future than their present life

### Learnings included:

- Focusing on stories of Resident Engagement vs. an academic and peer journal approach

### Learnings included:

- The futures report did not adequately address equity and racism
- Evaluation design required understanding what equity looks like and how culture, learning, knowledge, attitudes, and behaviors are being thought about and impacted by FORESIGHT
- Group members had differing levels of awareness about the history/impact of structural and institutional racism



**Design Meeting**  
February 2019



**Pilot Interviews**  
April – May 2019



**Grantmakers in Health and Advisory Meeting**  
June 2019



**Advisory Committee**  
September 2019



## Project Shifts

### Shifts in the Project:

- A new focus on Residents' voices
- Changing the timeline for engaging Residents created a more equitable process

### Shifts in the Project:

- Creating the scenarios before engaging with Residents helped to inspire future thinking

### Shifts in the Project:

- Extending the timeline and a redesign for Resident Engagement

### Shifts in the Project:

- Adding racism to the Trends and Emerging Issues information cards helped frame the scenario building workshop activities for thinking through the futuring process
- Design of the evaluation learning questions

**Futures Scanning Report Created**



## Learnings

### Learnings included:

- Marnita’s Table’s approach was able to reach a diversity of, and the desired, populations
- Conversation quality was rich and deeply engaged Residents with the content

### Learnings included:

- Heavier lift for Listeners than anticipated, but they connected to constituency needs in a deeper way
- Listener engagement took longer to account for relationship building and trust
- Translation and transcription were necessary for people whose first language was something different than English
- Listeners with trusted relationships in the community have the best position to lead conversations
- Philanthropic Partners needed to commit differently than initially anticipated
- Deeper relationships formed between Listeners and Residents
- Residents’ story sharing provided joy and relief from the opportunity to be heard
- Black Residents embodied long histories of lived trauma with the health care system, which is and passed down through generations
- Staff that is not involved in the day-to-day took part and deepened their understanding of the people they serve and their situations



**Seattle International Social Interaction (IZI)**  
October 2019



**Light Resident Engagement**  
Sept – October 2019



**Light Resident Engagement Summary Created**



**Philanthropic Partner Sensemaking Session**  
Oct – November 2019



## Project Shifts

### Shifts in the Project:

- A tool that provided more accessibility was chosen for data collection
- The *What if Health* interactive website became less relevant as the project continued to focus on equity and a focus on marginalized populations



## Learnings

### Learnings included:

- The session pushed against dominant culture practices and did not meet all of the needs and perspectives of a diverse group of participants; because of this, some participants found it difficult to trust the process
- For some, the futures process was perceived as rooted in the dominant culture and not fully trusted
- The need to include more conservative viewpoints was identified to broaden the diversity of perspectives

### Learnings included:

- A decisive confirmation to focus priority on people who have been marginalized versus people who are recognized by dominant culture systems
- Reinforced the importance of including more people with disabilities, gender and sexual orientations, and more diversity in the FORESIGHT leadership

### Learnings included:

- Similar themes to Denver included in the scenarios
- A greater emphasis on family
- Since racial equity and social justice were not a primary focus, the needs were different, and therefore there was less tension with dominant culture practices



## Project Shifts

### Shifts in the Project:

- More emphasis on racial equity, intersectional identities, and changing social values
- FORESIGHT identified it would be valuable to involve an equity partner who could model and mentor
- Extending Phase 1 and moving the National Convening to June 2020
- Adding the DC Scenario workshop to include more conservative perspectives



**Denver Scenario Building Workshop**  
November 2019



**Advisory Committee Meeting**  
December 2019



**Washington DC Scenario Building Workshop**  
February 2020



**Future Scenarios Summary and Videos Created**

**Learnings highlighted by COVID and the Social Justice Uprisings:**

- The trends and impacts from the futures report becoming a current reality (pandemic, extreme climate events)
- The need to make space for check-ins (acknowledging humanity, triggers, and trauma) and reflection time, to process what it means to be inclusive
- Recognized deep understanding and considerations needed for working with populations that have multiple layers of trauma and inequities
- Everyone needs to be able to bring their whole self and be present
- Making proper adjustments to honor authenticity and transparency by shifting meeting and convening practices to include check-ins and reflection
- Acknowledgment of holding the tension between equitable ways of working and reconciling dominant culture practices
- Adding equity into the mix impacts and elongates timelines
- The digital divide (access to/knowledge of technology and broadband) was an issue before COVID-19 and became a larger factor in reaching Residents
- The pandemic and racial justice context reinforced the need for flexibility and relying on emergence to inform the process
- The external environment changes fed emergence and responsiveness to both the team and the communities' needs
- A new consciousness to timing and being much more intentional for facilitation during the pandemic and after the murder of George Floyd paired with the social justice uprisings



**COVID-19  
LOCKDOWN**  
March 2020

**Social  
Justice  
Uprisings**  
May 2020

**The COVID-19 lockdown and the social justice uprisings brought to light significant learnings and impacts on the project and therefore are included.**

**Shifts in Large-Scale Resident Engagement:**

- With shifts to a new normal in COVID times, dates and locations had to be rescheduled, and some cancelled
- The National Convening was moved to Fall 2020, with virtual delivery instead of in-person
- Community conversations (IZIs) had to be reimagined virtually and became dIZIs
- The inability to travel allowed for more communities to participate (expanded from 5 cities to 9)
- A move away from the one-on-one listening model was made due to the amount of time and attention that was needed and the challenge it would have been to execute during the lockdown and social distancing
- The FORESIGHT team reflected that equity rose to another level and became normalized in every conversation about the project
- A shift in meeting and convening practices to include check-ins and reflection
- Awareness to the need for challenging dominant culture facilitation when including marginalized communities prepared the FORESIGHT team to be more responsive during and after the social justice uprisings

**Learnings included:**

- Encouraged to push hard against dominant culture and demand accountability for structural and institutional racism



**Advisory Committee Meeting**  
April 2020

**Learnings included:**

- Equity began to be a part of every conversation for the project
- Input from multiple perspectives is crucial to working equitably
- Equitable work demands the need to slow down and build time for input
- Making FORESIGHT more accessible and inclusive challenged the embedded dominant culture and processes<sup>1</sup>
- Reconciled the value of qualitative data (e.g., stories and lived experiences) as evidence-based to make their case



**Large-Scale Resident Engagement**  
May – October 2020

**Shifts in the Project:**

- Eight themes were identified that would be used as the basis for the National Convening Discussions



Economic well-being



Justice, equity, diversity & inclusion



Regenerative practices for people and the planet



Meeting basic needs



Inclusive, and just communities



Holistic, innovative culturally-rooted healthcare



Diverse and effective government



Access to high-quality education

**Learnings included:**

- Philanthropic Partners reflected that spotlighting the voices of the Residents was meaningful



**Sensemaking Session Philanthropic Partners**  
October 2020

**Shifts in the Project:**

- Created a better explanation for project intentions
- Developed the frame for how to listen to the guidance (looking for shared values, not signs of difference)
- The need to present with more heart

<sup>1</sup> <https://www.showingupforracialjustice.org/white-supremacy-culture-characteristics.html>



## Learnings

### Learnings included:

- The design called for co-creation with equity and content partners
- Co-creating/Co-designing with equity at the center emphasized a shift to work differently
- Working with Marnita's Table challenged the FORESIGHT team to confront dominant culture norms and practices in ways that they had not experienced before
- Roles and responsibilities with multiple partners involved in an emergent process require feedback, communication, and discussions regularly; especially when things shift, pivot, or changes are made to the timeline, the approach, or who is involved
- Progress of working against dominant culture norms retracts to previously comfortable ways of working and expectations, often happening during extreme stress or when coming up on deadlines, and there is no room to pause or move back

### Residents and Professionals

- Phase 2 should harness the power of the National Convening participants' network
- Attendees expressed it was a truly unique experience that many had never had before



### National Convening Oct – December 2020



## Project Shifts

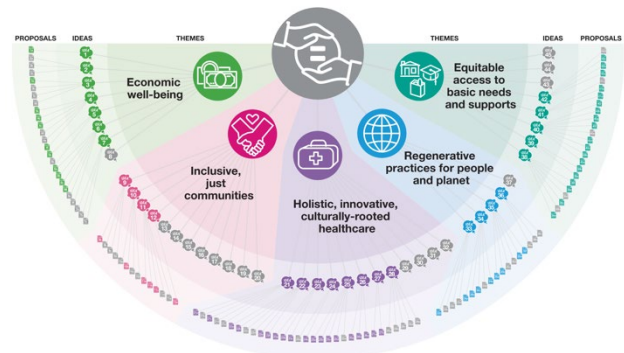
### Shifts in the Project:

- Participants from the National Convening created a vision highlighting five areas



### Shifts in the Project:

- Participants identified 45 ideas and 100+ proposals
- By the end of the National Convening, 60+ contained actions and next steps for Phase 2



### Shifts in the Project:

- Participants conveyed that Phase 2 should focus not only on the future but also how or what it will take to do this for the future



### Vision, Ideas, and Proposals Created



## Learnings

### Learnings included:

- Acknowledged need to leverage more community feedback processes
- Emphasized closing the feedback loop and keeping Residents a part of the work of Phase 2
- Articulated the desire to capture continued collective learning
- The need to include more sensemaking and a process to leverage learning and knowledge creation
- Acknowledged that every failure spurred deep learning and deep reflection

### Learnings included:

#### Residents and Professionals

- Concerns for focusing too much on process, moving away from Resident voices, straying from vision and work done at the National Convening, and the need for plain language and definition in the proposals
- Keep the National Convening participants connected
- Create a map to connect and build upon the FORESIGHT network, tracking both movements of proposals and people
- Plug-in and invest where work is already happening
- Continue to share and support community engagement models
- Expand the Advisory Committee to include more perspectives and lived-experiences

#### Philanthropic Partners

- Create an ongoing “Learning Lab” (a place where people can share ideas and learnings) to bridge and share information and updates



### Philanthropic Partners Future Forum February 2021



## Project Shifts

### Philanthropic Partners reported shifts from participating in FORESIGHT’s National Convening:

- Reporting from Marnita’s Table is being utilized to make a counter case for the New Hampshire Civic Health Index
- Missouri Foundation for Health is rethinking their community advisory panel



### National Convening Follow-up February 2021

### National Convening Participants reported shifts from participating in FORESIGHT’s National Convening:

- Supported strategic planning
- Opportunity for hearing a greater diversity of thought and perspectives
- Expanded networks and facilitated essential connections that are helping move their work forward—value add of the FORESIGHT process