Viewing notes

- For an interactive theory of change (TOC) model, please make sure to download the PDF and open it.
- The green stars are clickable - clicking on one will expand the section to give additional information. To go back to the main TOC model, click on the green star in the pop-up.
- The numbering of outcomes is just to make them easy to reference and is not intended to indicate an order.
- We will revisit this model later in the evaluation period and update it based on what we are learning.
- A simplified version of the TOC model is on the next page, followed by a more detailed interactive version of the model.
**NOTE** This is a simplified version of the theory of change model. Click on the star or proceed to the next page to view the full detailed version.
VOICES FOR HEALTH JUSTICE THEORY OF CHANGE (DETAILED VERSION)

Program focus: Historically marginalized communities, communities of color

Contextual factors (political, societal, funding, internal staffing/leadership) that open and close windows of opportunity

ACTIVITIES

Overall program activities
- Providing funding
- Providing TA support
- Grant management, coordination, reporting
- Evaluation
- Feedback and improvement
- Rapid response funding
- National Wave strategy

State project activities
- Relationship-building with stakeholders
- Fundraising
- Storytelling/story gathering
- Listening sessions
- Education activities, providing information
- Hosting public forums
- Outreach
- Grassroots organizing through multiple strategies
- Training, leadership development
- Campaign development
- Policy advocacy activities
- Earned and paid media activities, social media
- Research, policy analysis
- Participating in evaluation

EARLY OUTCOMES

1. Capacity-building and collaboration outcomes

INTERMEDIATE-TERM OUTCOMES

2. Stronger individual organizations
3. Bigger, stronger, and more diverse power ecosystem
5. Grantees’ and subgrantees’ work towards VHJ goals is more likely to succeed

LONG-TERM OUTCOMES & IMPACTS

4. Future impacts beyond VHJ
17. Increased community power (focused on communities of color)
21. Increased access to health care
22. Health care is more affordable
23. The health care system has increased ability to treat all people with dignity
24. Improved community health & more equitable health outcomes

10. New & more diverse leaders; more effective leaders
11. Advocacy issues reflect community priorities
12. More advocacy activity and more effective advocacy (informed & directed by those most affected)
13. More sharing of stories that can build interest and support
14. Community voices and priority issues are elevated
15. VHJ orgs have a higher profile and more visibility
16. Public attention and political will is channeled towards issues affecting communities of color and other marginalized communities
18. Policy changes that support marginalized communities and advance racial justice
19. Funding:
- Defend against budget cuts
- More state funding streams are targeted to issues affecting communities
20. Administrative barriers to access are reduced

Wins create feedback loops

#6-16 all contribute to #17
1. Capacity building and collaboration outcomes

1a. Grantee and subgrantee organizations communicate with one another more and get to know one another better

1b. Organizations have better understanding of shared goals and how they can contribute to the goals,

1c. New and/or strengthened working relationships and partnerships

1d. More sharing of expertise and networks across organizations

1e. More strategic coordination across organizations to leverage strengths

1f. Organizations grow their skills/capabilities and expand their reach

1g. Organizations build expanded relationships with funders and diversify their funding base

1h. Organizations meet and learn from others doing similar work across the country and build relationships with TA providers

1i. Organizations have more support to resolve challenges

1j. Successes and successful strategies are amplified and spread

1k. Organizations have increased capacity (knowledge, skills, resources) through TA and grant funding

2. Stronger individual organizations

3. Bigger, stronger, and more diverse power ecosystem

4. Future impacts beyond VHJ

5. Grantees’ and subgrantees’ work towards VHJ goals is more likely to succeed

Expansion of capacity-building and collaboration outcomes (Box #1 on main model)
Overall program activities

- Providing funding
- Providing TA support
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- Evaluation
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State project activities

- Relationship-building with stakeholders
- Fundraising
- Storytelling/story gathering
- Listening sessions
- Education activities, providing information
- Hosting public forums
- Outreach
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Contextual factors (political, societal, funding, internal staffing/leadership) that open and close windows of opportunity

ACTIVITIES

EARLY OUTCOMES

INTERMEDIATE-TERM OUTCOMES

LONG-TERM OUTCOMES & IMPACTS

TA is provided at two levels: state-specific and cohort

TA is provided in six main areas: policy, communications, organizing, coalitions, fundraising, campaign development

Click to close
Overall program activities
- Providing funding
- Providing TA support
- Grant management, coordination, reporting
- Evaluation
- Feedback and improvement
- Rapid response funding
- National Wave strategy

State project activities
- Partnership- and coalition-development activities
- Relationship-building with stakeholders
- Fundraising
- Storytelling/story gathering
- Listening sessions
- Education activities, providing information
- Hosting public forums
- Outreach
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Rapid response funding
Given the dynamic nature of politics and health policy change, the VHJ Steering Committee makes rapid response grants to advocacy partners to support strategic and timely work that advances VHJ’s overall goals of increasing access to health care, making health care more affordable, and increasing the ability of the healthcare system to treat all people with dignity. Rapid response grants are intended to respond to a discrete policy, organizing, or campaign opportunity and can be awarded to organizations and states outside of those included in the core VHJ project grants.

National Wave strategy
The VHJ Steering Committee supports the National Wave, a communications strategy that aims to elevate health equity and advocacy priorities that emerge from the VHJ state projects into both state- and national-level media outlets.

Click to close
“The power ecosystem is a network of organizations, relationships, and infrastructure necessary to ensure that people who have been historically marginalized have voice and agency to create an inclusive democracy and close health equity gaps.”

- Gigi Barsoum and Frank Farrow, “An Ecosystem to Build Power and Advance Health and Racial Equity”, 2020

Figure to the right: “Power flower” from the USC Equity Research Institute, depicting seven types of complementary organizational capacities in the power ecosystem, centered around organizing and base-building. Another similar model is the Community Catalyst System of Advocacy.
VOICES FOR HEALTH JUSTICE THEORY OF CHANGE
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ACTIVITIES

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EARLY OUTCOMES

1. Capacity-building and collaboration outcomes

INTERMEDIATE-TERM OUTCOMES

2. Stronger individual organizations
3. Bigger, stronger, and more diverse power ecosystem

LONG-TERM OUTCOMES & IMPACTS

4. Future impacts beyond VHJ
5. Grantees' and subgrantees' work towards VHJ goals is more likely to succeed

Community power means:
- Community members are invited and welcomed into spaces where they have historically been excluded, including policy-making spaces and other decision-making arenas
- Community members have leadership roles
- Policies are intentionally designed – design is led by or done in collaboration with the people impacted
- Community members are valued and compensated for their time, insight, and energy
- Community members have more agency and can make informed choices about if/how to participate
- People being impacted are centered and can demand and create positive change

Wins create feedback loops

Click for detailed outcomes within this box

Click to close
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Early outcomes
1. Capacity-building and collaboration outcomes
   - Click for detailed outcomes within this box
2. Stronger individual organizations
3. Bigger, stronger, and more diverse power ecosystem
4. Future impacts beyond VHJ

Intermediate-term impacts
5. Grantees’ and subgrantees’ work towards VHJ goals is more likely to succeed
6. Increase in community knowledge of issues, awareness of opportunities, engagement with issues
7. Larger, more diverse base
8. Deeper relationships between orgs and community members
9. Increased self-efficacy and leadership capacity among community members
10. New & more diverse leaders; more effective leaders
11. Advocacy issues reflect community priorities
12. More advocacy activity and more effective advocacy (informed & directed by those most affected)
13. More sharing of stories that can build interest and support
14. Community voices and priority issues are elevated
15. VHJ orgs have a higher profile and more visibility
16. Public attention and political will is channeled towards issues affecting communities of color and other marginalized communities
17. Increased community power (focused on communities of color)
18. Policy changes that support marginalized communities and advance racial justice
19. Funding:
   - Defend against budget cuts
   - More state funding streams are targeted to issues affecting communities
20. Administrative barriers to access are reduced
21. Increased access to health care
22. Health care is more affordable
23. The health care system has increased ability to treat all people with dignity
24. Improved community health & more equitable health outcomes

Note that policy change does not guarantee improvements to access, affordability, and dignity:
- Policies have to be implemented effectively
- Administrative barriers need to be addressed
- Funding must come with the policy change
- Policies can be reversed – commitment must be sustained

Click to close
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ACTIVITIES

Overall program activities
- Providing funding
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- Evaluation
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State project activities
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EARLY OUTCOMES
1. Capacity-building and collaboration outcomes ★

INTERMEDIATE-TERM OUTCOMES
2. Stronger individual organizations
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LONG-TERM OUTCOMES & IMPACTS
4. Future impacts beyond VHJ

Policy wins and other positive outcomes can create positive feedback loops that expand power. For example:
- Getting more people interested and added to the base
- Increasing an organization’s visibility and perceived legitimacy
- Attracting new partners, collaborators, or funders

However, losses or negative outcomes could have the opposite effect

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**Policy changes that support marginalized communities and advance racial justice:**
- Medicaid expansion
- New populations insured
- Expanded coverage for multiple types of providers
- Other changes determined by communities

**Wins create feedback loops**

**Contextual factors (political, societal, funding, internal staffing/leadership) that open and close windows of opportunity**
- Stronger individual organizations
- More diverse power
- Future impacts beyond VHJ

**ACTIVITIES**
- Overall program activities:
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**EARLY OUTCOMES**
1. Capacity-building and collaboration outcomes

**INTERMEDIATE-TERM OUTCOMES**
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EARLY OUTCOMES

1. Capacity-building and community mobilization
2. Stronger individual organizations
3. Bigger, stronger, and more diverse power ecosystem
4. Future impacts beyond VHJ

INTERMEDIATE-TERM OUTCOMES & IMPACTS

5. Grantees' and subgrantees' work towards VHJ goals is more likely to succeed

LONG-TERM OUTCOMES & IMPACTS

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VHJ has an overall focus on engaging with communities of color to advance racial justice in health. Specific projects are working with the following communities:
- Black communities,
- Hispanic communities,
- people with low to moderate incomes,
- immigrant communities,
- refugee communities,
- asylum seekers and undocumented immigrants,
- young people,
- older adults,
- women,
- adults with disabilities,
- LGBTQ+ communities

Wins create feedback loops

Click to close