The Equity Initiative: A Lifelong Fellowship Journey

CMB HPE Workshop
Miami, FL – 2nd November 2022
OUTLINE

• The History of EI
• Program Design
  • Theory of Change
  • Vision & Mission
  • Definitions: Health Equity; Leadership
  • Curriculum Competencies
• The EI Fellows
• Community Building
• Reflections
• Challenges ahead
The History of EI:

- Lincoln Chen & CMB Foundation
- The Atlantic Philanthropies & Viet Nam
- Transformative Leadership for Health Equity in SE Asia (or The Equity Initiative)
- The Atlantic Institute & Atlantic Fellows Network
Why The Equity Initiative?

- Serious health inequities exist within and between countries of ASEAN and China that are due to:
  - imbalance of power;
  - inequitable policies and laws;
  - unequal economic conditions & opportunities;
  - countries (and sectors) are working in their own silos; and
  - historical & contemporary prejudices, incl. racial and religious intolerances

- The need for Leadership for Health Equity
  - affirm personal-group-social values
  - deepen integrative competencies
  - nurture inter-professional collaborations
Vision

“A fairer, healthier and more equitable SE Asia”

Mission

Inspire and equip young leaders as transformative agents for health equity through
• Generate fellows’ knowledge, competencies, and dedication
• Build enabling equity communities in countries/region
• Increase policies and programs to tackle health inequities
Beliefs & Core Values

- Health Equity is not a single final destination but a process of collectively moving towards greater fairness.
- Access to quality health care is a fundamental right of every human being.
- Change does not take root without attending to skills, systems, and culture in concert. Social factors (social determinants) affect health and health inequity, and must be taken into account.

Compassion – Diversity – Dignity – Fairness – Authenticity – Resilience
Health Equity: Definition & Scope

• From Healthy People 2020:
  *The attainment of the highest level of health for all people.*
  *Health Equity means efforts to ensure that all people have full and equal access to opportunities that enable them to lead healthy lives.*

• Scope:
  • Larger than just health, encompasses social determinants of health
  • It is about fairness in the opportunity to live a healthy life
  • It is ultimately a moral rather than a technical challenge
EI’s Leadership for Social Change

- **Leadership** is a purposeful, collaborative, value-based process that results in positive social change.

- **Key assumptions:**
  - Leadership is socially responsible; it affects change on behalf of others
  - Leadership is collaborative
  - Leadership is a process, not a position
  - Leadership should be value-based
  - Service is a powerful vehicle for developing fellows’ leadership skills
Social Change Model of Leadership Development
The Three C’s of “know-do-be”:

• **Comprehension**: What do we want Fellows to know?
• **Competency**: What do we want Fellows to be able to do?
• **Commitment**: What do we want Fellows to be?
Curricular Competencies:

- **Frameworks & Analysis**
  - Frameworks for Social Justice*
  - Social Determinants of Health*
  - Inequity & Inequality

- **South East Asia**
  - History, Culture & Diversity
  - Economic & Political Developments
  - Regional & Global Institutions

- **Public Leadership**
  - Leadership
  - Communications *
  - Policy Analysis & Mapping
  - Advocacy

- **Personal Development**
  - Self-Awareness *
  - Sensemaking *
  - Emotional Intelligence
  - Resilience

- **Groups & Organizations**
  - Problem Solving *
  - Team Building *
  - Planning, Negotiations, & Management

- **Policies & Actions**
  - Health Policies & Systems *
  - Health in All Policies
  - Social Movements - Mobilization

*Denotes core competencies
Program Goals & Modes of Delivery

**Build Knowledge**
- Module content, delivered through various learning modes
- Curriculum themes
- Self-directed projects
- Advising & peer mentoring

**Enhance Skills**
- Module content, delivered through various learning modes
- Curriculum themes
- Self-directed projects
- Advising & peer mentoring
- Community Action for Health Equity

**Community Action for Health Equity**
- Self-directed projects
- Peer mentoring
- EI events
- Community Action for Health Equity
- Thematic communities
- Country-based communities

**Foster Values**
- Module content, delivered through various learning modes
- Self-directed projects
- Peer mentoring
- Leadership coaching

(Collective Leadership)
The Golden Threads...

“The collective narrative” that we’d like for our fellows focus on:

• Valuing Diversity
• Managing Ambiguity
• Navigate Power Dynamics
• Question Fairness/Social justice
## Summary of 6 Events (2016-2022)

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<tbody>
<tr>
<td>Opening Retreat</td>
<td>Hue, Vietnam</td>
<td>Nha Trang, Vietnam</td>
<td>Hoi An, Vietnam</td>
<td>Hanoi, Vietnam</td>
<td>Virtual</td>
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<td>Global Learning I</td>
<td>South Africa</td>
<td>India</td>
<td>Cuba</td>
<td>South Africa</td>
<td>Boston, US</td>
<td>Atlanta, US</td>
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<td>Asia Trek</td>
<td>Mae Sot, Thailand</td>
<td>Manila, Philippines</td>
<td>Indonesia Eastern Islands</td>
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<td>Project Accelerator</td>
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<td>Luang Prabang, Laos</td>
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<td>Annual Forum</td>
<td>Khao Yai, Thailand</td>
<td>Hua Hin, Thailand</td>
<td>Pattaya, Thailand</td>
<td>Khao Yai, Thailand</td>
<td>Virtual</td>
<td>Chiang Rai, Thailand</td>
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WHERE OUR FELLOWS COME FROM...

<table>
<thead>
<tr>
<th>Country</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>Brunei</td>
<td>1</td>
<td></td>
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<tr>
<td>Cambodia</td>
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<td>7</td>
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<tr>
<td>China</td>
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<tr>
<td>Indonesia</td>
<td>16</td>
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<tr>
<td>Lao PDR</td>
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<tr>
<td>Malaysia</td>
<td>8</td>
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<tr>
<td>Myanmar</td>
<td>9</td>
<td></td>
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<tr>
<td>Philippines</td>
<td>18</td>
<td></td>
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<tr>
<td>Singapore</td>
<td>6</td>
<td></td>
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<tr>
<td>Thailand</td>
<td>21</td>
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<tr>
<td>Timor-Leste</td>
<td>2</td>
<td></td>
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<tr>
<td>Viet Nam</td>
<td>20</td>
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<td><strong>Total</strong></td>
<td>58</td>
<td>69</td>
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AGE

- ≤ 30: 7
- 31-40: 53
- 41-50: 59
- ≥ 50: 8

SECTOR

- Business / Private Social Enterprise: 21.3%
- Inter-Government Organisations: 1.1%
- Government: 22.1%
- NGO: 34.2%
- Academia: 19.3%

FIELD

- Non-Health: 69
- Health: 58
Opening Retreat: Viet Nam

VISION in 20 years

A stigma-free equitable world where excellent healthcare is accessible, affordable and economically sustainable, supported and championed by a critical mass of E1 fellows globally.
Global Learning I: South Africa, India, Cuba
Global Learning II: USA - Harvard U., Emory U.
Asia Trek: Thailand, Philippines, Indonesia, Bangladesh, Singapore
Project Accelerator: Cambodia, Laos, Myanmar, Malaysia
Annual Forum (Thailand)
Second Year Projects

- **Purposes**
  - Equity research & action
  - Project design and management
  - Spark for equity community

- **Process**
  - Group projects
  - Independent review
  - Project presentations
  - Project (seed) funding

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### PROJECT THEME

<table>
<thead>
<tr>
<th>PROJECT THEME</th>
<th>COUNTRY(IES)</th>
<th>YEAR</th>
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<tbody>
<tr>
<td><strong>RESEARCH &amp; POLICY ADVOCACY</strong></td>
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<tr>
<td>Healthcare for Foreign Workers</td>
<td>Singapore</td>
<td>2016</td>
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<td>Health of Migrant Workers and Refugees</td>
<td>Malaysia</td>
<td>2016</td>
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<td>Policy Gaps in Health of Migrant Workers</td>
<td>Malaysia, China, Myanmar</td>
<td>2017</td>
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<tr>
<td>Community Health Worker Networks</td>
<td>Indonesia, Thailand, Laos, Viet Nam</td>
<td>2017</td>
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<tr>
<td><strong>CAPACITY BUILDING</strong></td>
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<tr>
<td>NGO Leadership Development in Yunnan Province</td>
<td>China</td>
<td>2016</td>
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<td>Equity Education for Public Health Professionals</td>
<td>Cambodia</td>
<td>2016</td>
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<tr>
<td>Young Leaders for Health Equity</td>
<td>Philippines, Indonesia, Thailand</td>
<td>2017</td>
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<tr>
<td><strong>RAISING PUBLIC AWARENESS</strong></td>
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<td>Documentary: The Faces of Inequity</td>
<td>Thailand</td>
<td>2016</td>
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<td>Health Equity Leaders in Southeast Asia</td>
<td>Viet Nam, Philippines</td>
<td>2017</td>
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<tr>
<td><strong>COMMUNITY ACTIONS</strong></td>
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<td>Children’s Literacy in Eastern Indonesia</td>
<td>Indonesia</td>
<td>2016</td>
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<tr>
<td>Community Health Impact Assessment</td>
<td>Thailand, Cambodia</td>
<td>2017</td>
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COMMUNITY BUILDING FOR HEALTH EQUITY
Why Community Building?

- One-year part-time program insufficient to create system change
- Equity must be created & sustained on the ground
- Fellows, working alone, may not have sufficient nurturing & support
- Enabling environment must be tailored to specific people/countries
Community Building at Country-Level
COMMUNITY BUILDING FUNDS

- Goals:
  - To promote social changes for health equity in the region
  - To support EI Fellows in work to strengthen the equity community networks in their respective countries as well as in the region for longer term meaningful/sustainable impacts

- Proposal received & approved
  - Approval criteria:
    - Equity focus
    - Soundness of approach
    - Demonstration of strategic partnerships
    - Potential for sustainability
    - Feasibility
Levels of Impact

- Individual Impact
- Organizational Impact
- Systems and Societal Impact
- Growth of equity community of action
- Impact of the Program as a model
## List of Approved CBF Grants (2021-2022)

<table>
<thead>
<tr>
<th>#</th>
<th>Grant Number</th>
<th>Project Title</th>
<th>EI Fellow (PI)</th>
<th>Approved Budget</th>
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<tr>
<td>1</td>
<td>21-400</td>
<td>Health Equity Index</td>
<td>Jeremy Lim</td>
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<td>2</td>
<td>21-403</td>
<td>Stunting Alleviation Programs</td>
<td>Goris Mustaqim</td>
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<td>3</td>
<td>21-404</td>
<td>Social Protection for Fisherfolks</td>
<td>Alfredo Matugas Coro II</td>
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<td>21-407</td>
<td>Health Information Capacity Building</td>
<td>Sharon Low</td>
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<td>5</td>
<td>21-401</td>
<td>Leadership Capacity Building for Health Equity</td>
<td>Chhorvann Chhea</td>
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<td>Advocacy Campaigns for Plantation Workers</td>
<td>Letchimi Devi Doraisamy</td>
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<td>7</td>
<td>21-402</td>
<td>Raising Voices of Border Communities</td>
<td>Somporn Pengkam</td>
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<td>8</td>
<td>21-406</td>
<td>Mental Health and Psychosocial Support Project</td>
<td>Noraida Adang Abdullah Karim</td>
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<td>9</td>
<td>21-408</td>
<td>Social Inclusion of Refugees</td>
<td>Raudah Mohd Yunus</td>
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<td>21-439</td>
<td>Equity 360 Vietnam</td>
<td>Tu Anh Hoang</td>
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<td>11</td>
<td>21-440</td>
<td>Social Responsibility for Health Equity</td>
<td>May Sripatanaskul</td>
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<td>12</td>
<td>21-441</td>
<td>Supporting Youth in Drug War Affected Communities</td>
<td>Gideon Lasco</td>
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<td>13</td>
<td>21-442</td>
<td>Redesign Community Based Rehabilitation Models</td>
<td>Abelardo Apollo Ilagan Jr. David</td>
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<td>14</td>
<td>21-443</td>
<td>Mental Health Study Among GBMSM</td>
<td>Panusart Poonkasetwattana</td>
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<td><strong>TOTAL</strong></td>
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GOING FORWARD...
Reflections...

• Life-long learning to develop integrative competencies and interprofessional collaborations needs to be intentional and targeted approach

• Fellows come to the program mainly because of the promise of forming connections and learning together

• The greatest value of the EI program is to facilitate the networking of change-makers in the region

• EI program also provides a safe, holding environment for fellows to learn/explore

• Virtual platform is great for independent learning and help narrow information gaps; but is less than ideal than in-person for experiential/transformational learning

• CMB’s commitment to career development of EI Fellows beyond the Induction year is needed for long term success of our fellows

• Caring for the whole person’s well-being is always needed and highly valued
Challenges Ahead...

• Experiment ways to keep Fellows engaged and build on the foundation of the Induction year

• Continue to learn how best to build country-level, and regional-level equity communities

• Maximize the connections of regional collaborators/partners and EI Fellows to bring about more equity work

• Establish a Knowledge & Learning Management system to learn and adapt to needs of fellows and communities

• Explore meaningful ways to measure equity impact