

New Mexico Health Equity Partnership Evaluation

March 1, 2020 – February 29, 2021



Graphic by Emily McClintock, Former VISTA with Opportunity Santa Fe

Grant #: P0131770

Disclaimer: WKKF funds were not used to support direct or grassroots lobbying.

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Evaluation Background

Evaluation Goal: Between March 1, 2020 – February 29, 2021, the New Mexico Health Equity Partnership (HEP) team and place-based coordinators conducted an evaluation of our proposed efforts for the past year. During 2019, we collectively developed an evaluation plan and our respective logic models (goals, objectives, inputs, activities, measures, outputs, outcomes, etc.), with support from the REAL evaluation team. These documents were reviewed and approved by Meriah Heredia-Griego and Alvin Warren. HEP's evaluation goal is to conduct an outcome and process evaluation to determine:

- If the work is contributing to the short, medium and long-term outcomes focused on: relationship building, leadership development, policies impacted/systems changed, and health outcomes to improve family and child well-being? We also ask, what unintended outcomes (positive and negative) were produced? For purposes of this evaluation report, we speak to the progress towards the expected results identified by Alvin Warren (former program officer) as requested in WKKF's new reporting format. More detailed outcomes are highlighted in the narrative report.
- We seek to answer process questions to guide our practice on what we are proud of, what we are learning, what the challenges and opportunities are, what the unique benefits are of being part of the partnership, and what are the secret ingredients to our success?
- As part of this, we consider: How is the work being implemented in a transformative way that is culturally appropriate for specific communities? How satisfied are participants with workshops?

The overall purpose of the evaluation is to intentionally guide, inform, and protect our work. We want to view the whole picture and take a breath to understand where we are at, identify barriers, engage in ongoing learning, be clear on what we have achieved, and inform next steps. Being able to clearly communicate a narrative based on credible evidence will allow us to build momentum and attract stakeholders, including funders to the work. Our learnings will enable us to create more time and spaciousness to intentionally move forward with our efforts rather than repeating mistakes.

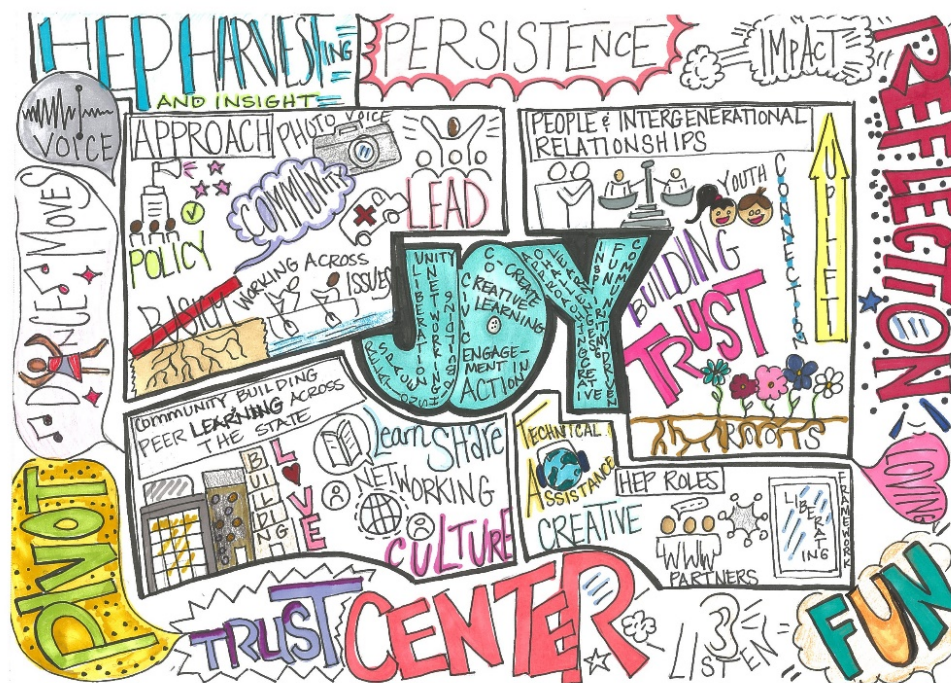
Evaluation Team: The evaluation team reflects key individuals who hold coordinating roles within HEP. Jessica Espinoza-Jensen, HEP Grants & Capacity Building Strategist served as the Evaluation Coordinator. Additional team members include David Gaussoin, HEP Communications & Marketing Associate; Kari Bachman, Doña Ana Communities United Coordinator; Anna Rondon, McKinley Collaborative for Health Equity Coordinator; and Hazel James, San Juan Collaborative for Health Equity Coordinator. We hold the experience, capacity, and trust with community members to internally evaluate our efforts.

Methods: HEP utilizes a combination of methods to collect data. We recognize the importance of using numbers to communicate our outcomes to funders and decision makers. At the same time, we recognize that our families and communities have always done data collection (oral histories, going to the places, photos, film, songs, prayer, etc.) to record and pass information through generations. We deeply honor these traditional methods.

For this reporting period specifically, HEP staff hosted 20 virtual reflection sessions with 38 individuals representing the HEP steering committee, HEP institutional knowledge holders, HEP staff, Health Impact Assessment technical assistance providers, six HIA teams, place-based teams, contractors, and peer funders. Seventeen sessions took place between January 13, 2021 and March 12, 2021, and three sessions took place during fall 2020. Sessions were either 1-1 or in groups and took approximately one hour, except for two sessions that were incorporated into other meetings. The sessions were conducted for dual purposes; HEP's evaluation and sustainability processes. Consequently, the reader will see some overlap between this evaluation report and the middle section of the sustainability report. The questions asked were tailored to specific stakeholders with common questions asked across groups. Throughout the report, graphics representing the themes from various stakeholder groups and specific topic areas are presented. The graphics were made by courageous and creative individuals

connected to HEP. We thank Anna, Baruch, Gina, Emily, Louie, and Taslim for making it possible for us to share back information in multiple formats. Please see Appendix A for additional information.

Additional data collection methods included: sign in sheets, demographics, evaluation forms, regular reflection sessions following gatherings, solutions circles, drawing, grantee reporting, community narratives, and graphic recordings. Based on HEP's values, we strive to utilize culturally appropriate and visual methods that engage diverse people with varied learning styles and ways of knowing in the evaluation process. HEP is committed to reflection, creative ways of learning, and liberating frameworks to make space to Indigenize the journey.



*April 1, 2021 – Partner Gathering to Share Back Harvesting of Insights
Graphic by Gina Montoya, New Mexico Women.ORG*

Evaluation Findings

Overview: HEP has four core partners and over 90 network members. Key place-based partners include Doña Ana Communities United (DACU), McKinley Collaborative for Health Equity (MCHE), and San Juan Collaborative for Health Equity (SJCHE). HEP strengthens the capacity of communities to shift power relations and advocate for policy and systems changes. We believe every New Mexican should have the opportunity to lead a healthy life, live in neighborhoods where our children and families thrive, and have a say in the decisions that impact their communities and their lives.

Geography / Populations: The HEP efforts supported by the current W.K. Kellogg funding focus on Bernalillo, Doña Ana, McKinley, and San Juan counties. During the past year, DACU worked with individuals who have experienced homelessness, residents experiencing loneliness and isolation, young adults with developmental and intellectual disabilities, individuals with vision and hearing loss, and other underappreciated residents in Doña Ana county. MCHE worked with Navajo, Zuni, Immigrant, and unsheltered relatives in Gallup, McKinley County. SJCHE worked with the following communities: Newcomb, Shiprock, Hogback, Little water, Standing Rock, Torreon, Ojo Encino, Counselor, Pueblo Pintado, White Horse Lake, Crownpoint, Casamaro Lake, Smith Lake, Thoreau, Perwitt, Tohatchi, Mexican Springs, Twin Lakes. HEP's HIA and follow up efforts focused on BIPOC communities in Bernalillo, Doña Ana, and McKinley counties. Follow up HIA efforts, leveraged with other funds

supported Indigenous peoples, people of color, immigrants, low-income communities, and formerly incarcerated folks in Santa Fe and San Miguel counties. Gatherings and trainings have included the diverse populations identified above in Bernalillo, Doña Ana, McKinley, Rio Arriba, Sandoval, San Miguel, San Juan, and Santa Fe counties. COVID-19 collaborative funding has focused on BIPOC, immigrant, and low-income communities across the state.

The information shared in this evaluation report illustrates progress towards goals, outputs and outcomes, as well as learnings from our process during year two of the grant. Because of COVID-19 and this being the second year of the grant, some work is still in process and will be completed during year 3.

HEP's Strengths and Challenges: During the reporting period, including WKCF, HEP and the place-based teams had a total of **18 philanthropic partners**. The total amount of funds leveraged for the reporting period is **\$413,309**. During the reflection sessions, partners acknowledged the HEP team's strengths. They spoke to staff members' personalities that complement each other; the sense of family, fun and laughter; and the team's consistent, calm, and re-assuring presence. We heard that HEP utilizes a human approach, is inclusive, creative, resourceful, transparent, and has deep respect for people and community. From an organizational and network perspective, partners identified HEP has having the following gifts:

- Strategic thinkers around statewide health equity with collaborative leadership.
- Strong internal communications, including clear roles and processes.
- Staff that are organized, prepared, reliable, responsive, creative, good listeners, and communicative making things run smoothly with an ability to identify opportunities as they emerge.
- Strong ability to adapt, be flexible, shift as needed, and go with the flow of each community, each being unique and moving at its own pace and rhythm.
- Because evaluation is part of HEP's process, the team engages in regular reflection, has self-awareness, and grows, and learns along with partners.

Partners also identified HEP's multi-dimensional role as a funder, connector, weaver, convenor, trainer, facilitator, technical assistance provider, mentor, curriculum developer, partner working alongside, and cheerleader as an asset. Strengths within these various roles are identified on the next page.



*HEP Reflection Sessions – Summarized Information of HEP's Gifts
Graphic by Gina Montoya, New Mexico Women.ORG*

- *Funder:* HEP team is a good starter funder that opens gates for people of color and small organizations. HEP has grown relationships with influencers and funders. HEP provides connections, encouragement, and mentoring to apply for funding.
- *Convenor:* HEP plays a significant role as a convenor across NM creating spaces for relationship building and cross-cultural learning with grassroots organizations, community champions, community members, and health leaders.
- *Connector:* HEP facilitates relationships with other networks, HIA teams, youth, funders, and people. This means more people working together. HEP makes connections for partners to both participate in and lead/facilitate sessions at gatherings, share resources, graphic record events, etc.
- *Capacity Building:* HEP offers NM based training and technical assistance with HIA teams. HEP staff offers 1-1 support to place-based teams and provides communications support. HEP offers creative ways to support teams and has a commitment to brainstorming and problem solving.
- *Partnerships:* HEP and partner organizations are with each other for the long-term. HEP shows up, supports, and stands side by side with community. There is trust with partners that ripples across communities.

During the reflection sessions, partners uplifted challenges and lessons learned. Broad challenges are highlighted here, and specific ones are noted in the subsequent sections. The main challenges for HEP are staff capacity; institutional home alignment investment, and support; and financial resources and capital.

- *Staff Capacity:* To go deeper and do more, HEP needs to build out staffing across the partnership, including the place-based teams and HEP team.
- *Earned Income:* In 2016, HEP conducted a revenue generator assessment for earned income in which HIA, convening, and coordination services manifested. It has been challenging for staff to balance the ongoing HEP work, SFCE obligations, and added services.
- *Institutional Home Alignment & Support:* It is important for HEP to have alignment with its institutional home, shared values, and leadership who understands the HEP approach and work, elevates it, and invests in it.
- *Financial Resources /Capital:* The discontinuation of WKKF funds is a challenge for the place-based teams and HEP. HEP needs investment from its future home, support with development, and connections to national funders, donors, and capital.
- *HIA Resources:* There is a need for increased resources for community led data. We heard from partners that larger investments in HIA are needed as \$35,000 is not enough to support community centered HIAs and funds are needed for more communities to do HIAs.

Other challenges named include funding limitations to specific counties, territorialism, and people discrediting the work.

Goal 1: Build the capacity of communities to strengthen community-driven research skills utilizing tools such as, Health Impact Assessment to educate decision makers and inform policy decisions.

Health Impact Assessment: HEP has provided funding and training for a total of [19 HIAs in New Mexico](#) in ten counties since our inception. Community partners have utilized the HIA process to take into consideration the current health status of a community, predict how this would change if a proposed policy or plan is implemented and provide recommendations based on community knowledge, stories, and quantitative data to inform and improve decision making processes. HIAs guard against impacts that disproportionately put people of color at risk for poor health. HIAs, in NM, have focused on cultural and language access, free bus passes for youth, uranium mining, fracking, housing, parks and trails, and reintegration instead of incarceration, to name a few.

Expected Results: Knowledge Products (Youth and Indigenous HIA Toolkits and HIA Reports)

- HEP contracted with T4B to develop a [Youth HIA toolkit](#) focused on making data collection fun, zine making, and videomaking. The toolkit has been widely disseminated via social media, the HEP newsletter, and meetings with community partners.
- For the past year and a half HEP has worked closely with Roanhorse Consulting, Indigenous partners, and technical assistance providers to co-develop an **Indigenous HIA toolkit** rooted in Indigenous worldviews and values. The toolkit includes a graphic visual of the process, presentation of the curriculum, and appendices with descriptive support documents. HEP anticipates publicly releasing the toolkit and posting on the HEP website by June 30, 2021.
- HEP is meeting with the NM Birth Equity Collaborative leadership team in April and they will meet with the broader team in May to determine how they would like to pivot their HIA to an effort that effectively serves their capacity, vision, and community needs based on the circumstances. HEP will update WKKF once this is confirmed.
- HEP has extended the HIA timeline with McKinley Community Health Alliance to the end of 2021, which is when the community-based report is anticipated to be produced.
- Additional **community-based research reports** have been completed by Chainbreaker and the Santa Fe Indigenous Center.
 - [Chainbreaker](#) released a research brief on *[Health, Healing, and Housing in Santa Fe](#)* in partnership with [Human Impact Partners](#) and HEP.
 - Chainbreaker and Human Impact Partners published the first in a series of research briefs titled: *[Evictions in the COVID-19 era: A threat to family and community health in Santa Fe.](#)*
 - The Santa Fe Indigenous Center [report](#), developed by Emily Haozous, summarized the information from their photovoice project which was a follow up to their HIA on the underfunding of Indian Health Services budget.
- HEP staff compiled a literature review on the health impacts of gentrification and synthesized community narratives collected by Little Globe which informed a report to the City of Santa Fe's Historic Preservation Department and complemented a video created by Little Globe.
- Tularosa Basin Downwinders produced a [video for the 75th Anniversary of the Trinity test](#) to memorialize the people who have lost their lives because of the overexposure to radiation from Trinity.
- Chainbreaker anticipates influencing housing policy tied to evictions because of their research briefs and partnership and education with the City of Santa Fe. Additionally, the City of Albuquerque permanently passed free bus passes for youth because of Together for Brother's HIA on transit equity and their ongoing organizing and education of decision makers. The City of Albuquerque also

announced posters to report discrimination in seven languages which was a recommendation from Global 505's HIA report.

Proud of: HIA teams are proud of completing HIAs which led to policy wins and systemic change that impact BIPOC communities, youth, immigrants, and refugees. HIAs have rippled through organizations and agencies to inform vision, strategies, and approach to work. Due to community ownership and leadership, HIAs done years ago still live on and are used in organizing efforts. Teams are also proud of the shifts in relations of power and narrative change tied to their community organizing. While there are many HIA policy impacts to be proud of, we uplift a few named by partners below.

- Chainbreaker - Significant influence on how housing policy will be shaped in covid recovery and beyond!
- Global 505 - Entire department review of language access in the City of Albuquerque and in the Albuquerque Police Department.
- San Miguel HIA Team -Reintegration center in Las Vegas.
- Together for Brothers - Permanent bus passes for youth in Albuquerque.

HIA teams are also proud of the young people, families, and communities who have been at the center of their HIAs and told their stories. Relationships, unity, and solidarity were frequently named with significance by teams. Teams highlighted the importance of coming together around a common goal, relationships carrying on at a deep level over the years, as well as unity amongst immigrants and refugees and Black and Indigenous solidarity.

HIA TA providers are proud of community led HIAs, strong relationships over the years, and sharing HIA with others. They have worked with teams to develop and implement HIA processes. They have stayed the course through the pandemic and used new tech tools. The HIA TA providers who formerly completed HIAs are proud of the HIAs they completed, and policies their teams passed. They are also proud of the co-development of the Indigenous HIA toolkit.

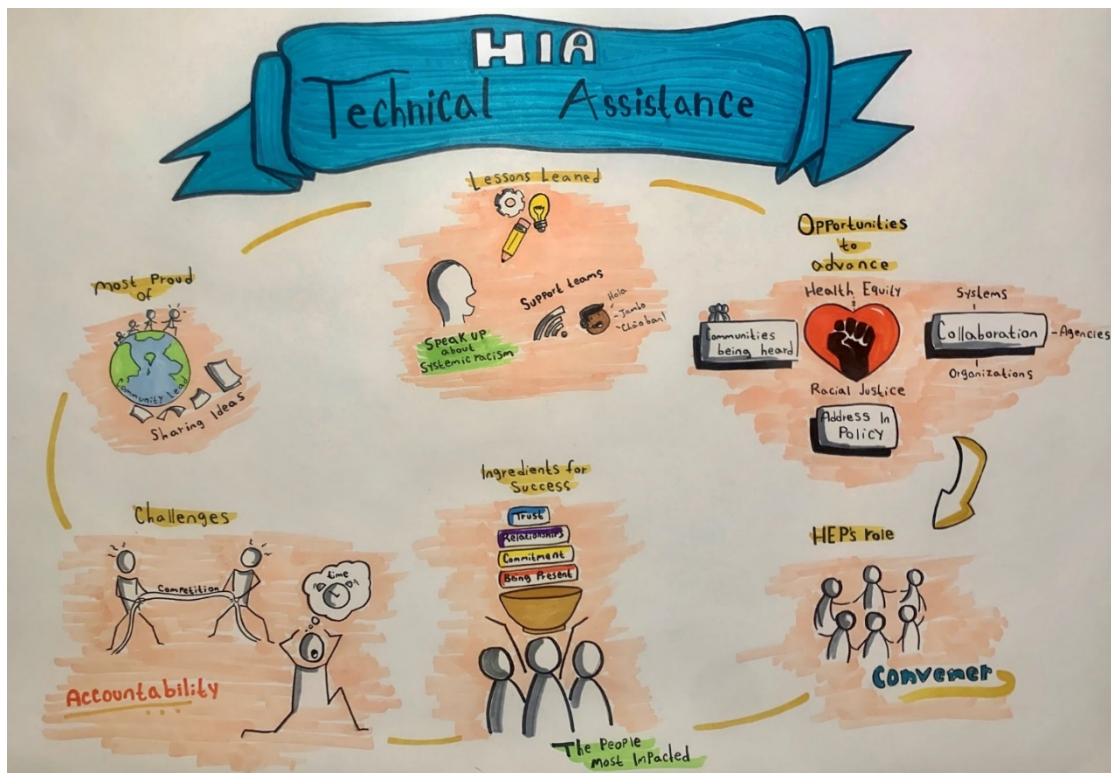
Key ingredients named for HIA success include trust, relationships, commitment, presence, and the people most impacted by the issues being the lead in organizing and communicating on the ground.

HIA Challenges & Lessons Learned: With successes, come challenges and lessons learned. Through our listening with HIA teams and HIA TA providers, we learned that HIA challenges have been focused on capacity, funding amounts, readiness at project initiation, engagement, conflict, and the pandemic. Participants expressed challenges with...

- *HIA Readiness:* Not having a clear HIA focus at the inception of the project and not having certain relationships in place ahead of time.
- *Capacity:* Limited capacity to conduct HIA and the importance of learning how to share capacity with others. Time management to work on HIA and other responsibilities, accountability, and not having awareness on how long certain parts of an HIA would take.
- *Funding amount:* HEP's HIA funding amount of \$35,000 is not enough to support staff capacity and truly center community. Teams leveraged other funds, contributed staff time in-kind, and utilized creative solutions to make this work.
- *Engagement:* Relationship building, getting people interested, and keeping people engaged long-term. Language was also a barrier to engagement.
- *Conflict:* Competition within HIA teams and power dynamics between institutional fiscal sponsors and community.

- *Pandemic*: The pandemic has changed community engagement. It is difficult to not gather in person and zoom is hard to establish authentic relationships. The teams are not able to organize in communities in the same ways.

HIA teams and HIA TA providers highlighted the learnings from these challenges. For one they emphasized the importance of speaking up against racism and injustice and giving voice to community for meaningful change. This includes meeting people where they are at. For example, Together for Brothers used code-switching, referring to their literature review as, hunting and gathering. They also learned how to “make data fun” and to create unique and tailored end-products (video and 1 pagers) in lieu of a long report based on their audience. They highlighted the importance of compensating young people to tell their stories and providing them with resources, interpretation, translation, etc. One HIA TA provider suggested asking in future HIA applications whether teams need support with internet, language interpretation, and subtitles. Another lesson learned is the importance of uplifting the assets and many talents of HIA teams, TA providers, and communities and the importance of being flexible and fluid. Peer learning across teams is important for exchanging ideas and learning from others in similar situations. Another lesson learned is the importance of asking the HEP team and HIA TA providers for help and being able to lean on HIA TA providers for technical support and self-care.



HIA TA Provider Reflection Session - Graphic by Baruch Campos, Together for Brothers

Storytelling via Photovoice and Graphic Harvesting

Progress & Key Outcomes:

- In December, Mabel Gonzales and HEP staff co-facilitated a session titled, *Utilizing Photovoice for Grant Writing and Reporting*. HEP partners and TA providers attended. You can view the session [here](#).
- At Santa Fe Community Foundation mid-week meet up, HEP and Mavel Photography facilitated a session with staff to increase awareness about photovoice and educate funders about the importance of utilizing photos as part of communicating in grant applications and reporting. SFCF and Anchorum created options for photos/photovoice as part of their processes.
- Native Youth on the Move and the Santa Fe Indigenous Center respectively completed virtual photovoice projects under the guidance of Mavel Photography and HEP. At the virtual celebration for each group, Taslim van Hattum graphically captured the events. SFIC's time-lapse video can be viewed [here](#). SFIC participants received graphic posters as “certificates” and stickers.
- HEP in collaboration with Opportunity Santa Fe co-hosted an in-person graphic harvesting training in March with staff and key partners. Emily with OSF created a [graphic workbook](#) for participants.
- HEP, as part of midweek meet up, with Opportunity Santa Fe and other invited partners co-hosted three virtual graphic trainings (templates, listening, lettering), as well as other sessions focused on cartooning, photovoice, and zines.
- HEP provided an opportunity at the final Native Youth on the Move virtual gathering for three graphic artists representing Doña Ana Communities United, McKinley Collaborative for Health Equity, and Opportunity Santa Fe to practice and be compensated for their talents.

Proud of: Many partners with the support of trainers (Mabel Gonzalez with Mavel Photography, Visual Sisterhood, Taslim van Hattum, etc.) and graphic artists (Anna Rondon, Baruch Campos, Emily McClintock, Gina Montoya, and Louie Gamon) have engaged in creative storytelling over the past few years. There is pride in participants' willingness to do creative work.

There is an increased awareness about photovoice and the number of individuals receiving the training has increased. Together for Brothers worked with Mavel Photography to utilize photovoice prior to their HIA, and as a follow up to their HIA on transit equity. Mavel Photography more recently worked with HEP to conduct photovoice trainings and projects with NB3F & Native Youth on the Move, as well as the Santa Fe Indigenous Center. The photovoice trainings have created a network for people to connect and has provided a space for people to open up, talk, and heal for greater change. HEP and Mavel Photography also worked to educate funders at the Santa Fe Community Foundation about the importance of utilizing photos as part of communicating in grant applications and reporting. As a result, both the SFCF and Anchorum have created an option for photos/photovoice as part of their process.

For the SFIC photovoice project specifically, according to the evaluation data compiled in the report:

- *Participants connected strongly with the storytelling aspect of their Photovoice experience. They enjoyed hearing each story and learning different perspectives about health. They also spoke of feeling safe to tell their story, and the healing effect of being able to tell their story to others.*
- *...several participants enjoyed learning new ways to explore storytelling through photography and described learning to be more deliberate as they took photos. One person mentioned that this was their opportunity to learn to use Zoom, which was an added benefit of the training.*
- *Participants remarked on the many ways they felt connected to each other, to family, and to community during the training. There were many comments throughout the survey that indicated a sense of connection the participants felt to each other and to their communities- whether the person stated that the community is “stronger together” or that we can “stop and reflect on how*

we should help each other.” Participants noted how they appreciated the sense of safety to share, and how appreciative they were of each other’s openness.

There is pride that partners have built off the 2019 Graphic Harvesting Training with the Visual Sisterhood. We heard that the continued use of graphic harvesting in gatherings reminds folks that they can learn it and incorporate it into their community work. This helps to increase capacity for community partners to do their own stories and simultaneously builds off the graphic workshop. There is pride in using graphic harvesting to tell stories in community processes in a different way. Participants feel heard when their voices are captured in a visual story. Visuals are transformative and have the power to change hearts, minds, and heal. Creative practices such as this are forms of self-care, expression, and are uplifting.

Challenges & Lessons Learned: With success comes challenges and lessons learned. The pandemic has motivated HEP and Mavel Photography to adapt and be flexible when it comes to photovoice. For coordinators and trainers, this means having to learn new ways to present the training online. For participants, this has meant using past images rather than creating new images. Another lesson learned is recognizing cultural differences when going through the photovoice process, and collectively learning to give and receive constructive feedback. Regarding graphic recording, we learned that it is important to show more about the graphic harvesting process. This means having the graphic artist explain how to integrate art and storytelling into health equity and showing the time lapse video.



HEP Reflections - Graphic by Anna Rondon, NM Social Justice & Equity Institute

Goal 2: Facilitates critical connections for action among communities that traditionally have not worked together and fosters relations, leverage resources, and promote cross-community learning among community leaders from diverse regions by sharing best practices and supporting each other's efforts to advance equity.

Elevate Community Stories

Progress & Key Outcomes: HEP elevated community stories and disseminated promising practices via our communications platforms. HEP shared **12** newsletters (one monthly) and **three** press releases with **737** recipients. Via social media **550** posts were made on Facebook with **706** followers and **60** Instagram posts were made with **225** viewers. The HEP website had **8,250** page views.

Critical Connections:

Progress & Key Outcomes: While HEP decided to postpone its 2020 Statewide Health Equity Gathering due to COVID-19, HEP staff continued to work with and learn from community partners to decolonize processes and co-create over **50 meaningful, fun, and engaging virtual spaces for health equity** from an intersectional perspective. Additional gatherings were convened by place-based partners.

Proud of: Partners identified HEP's relational networks, which include an abundance of organizations, community focused partners, community champions, and resources as a strength and something to be proud of. We heard about the breadth and depth of connections, which include people representing different racial and ethnic backgrounds and age groups with deep relationships and trust.

As previously mentioned, HEP plays a significant role as a convenor. Partners highlighted how HEP works with and learns from community partners to decolonize processes and create meaningful space for health equity from an intersectional perspective. Partners shared how HEP creates safe spaces for liberating thought and opportunities to share benefits and challenges. HEP weaves in different methodologies and ways of knowing and utilizes alternative storytelling to capture and elevate stories at gatherings. HEP makes connections for partners to both participate in and lead/facilitate sessions at gatherings, share resources, graphic record events, etc.

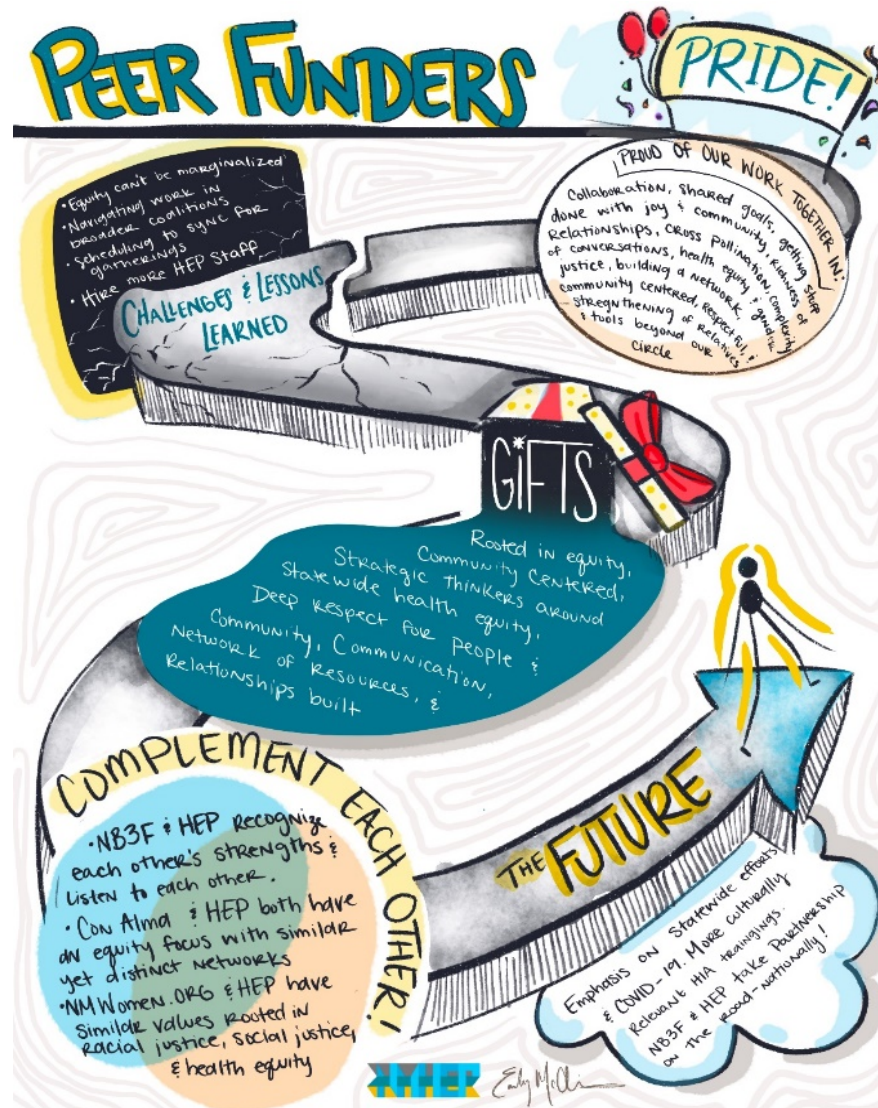
HEP also facilitates relationships with other networks. In recent years, HEP has strengthened its ability to create critical connections, bridge networks, offer trainings, and deploy resources to communities via intentional collaborations with peer funders such as the Con Alma Health Foundation, NM Women.ORG, and the Notah Begay III Foundation.

HEP has partnered with the CAHF on a Health Care Reform effort, COVID-19 Emergency Response Fund (RWJF) and the COVID-19 Relief to Immigrant Communities Fund (WKKF). We heard from CAHF, that both CAHF and HEP have an equity focus with similar networks but not the same. The skills and services are distinct. CAHF does mostly grant making. Whereas, HEP is involved in advocacy, technical assistance, collaboration, convening. CAHF indicated they are proud of CAHF's and HEP's collaboration around shared goals. Each organization brings something to the table for more impact.

HEP has partnered with NM Women.ORG on many efforts over the years with community partners, including the 2018 HEP Statewide Gathering / Grassroots Institute for Fundraising Training, Healthy Masculinities Collaborative, and more. We heard from NMW.ORG, that NMW.ORG and HEP have similar values rooted in racial justice, social justice, and health equity. NMW.ORG shared that they are proud of the beautiful richness of working with HEP to get stuff done and doing it with joy and community. There is a richness of relationships, cross pollination, and the complexity of conversations focused on health equity and gender justice. There is also pride in serving as witnesses to each other.

Last year, HEP partnered with the Notah Begay III Foundation to conduct a series of gatherings with Native Youth on the Move. This was an opportunity for community champions from the HEP network to share their knowledge and skills and build bridges across communities. We heard from NB3F, that NB3F and HEP recognize each other's strengths, listen to one another, learn from each other, and understand

each other. NB3F indicated they are proud of the strong partnership, working together as a team, building the network together, and contributing to make a positive impact. They are also proud that the work together is community-centered, respectful, and has personal connection. The partnership has opened the development and the strengthening of tools beyond their circle.



Peer Funders' Reflections - Graphic by Emily McClintock, former VISTA with Opportunity Santa Fe

Challenges and lessons learned: In collaboration with peer funders, learning is taking place in what it means to work with each other 1-1 and how when more organizations are brought into the fold, new practices and ways of working together must be collectively imagined and co-created. Another lesson learned is that equity cannot be marginalized or serve as an add on; it needs to be in all policies and programs. Tied to capacity, scheduling times that work for everyone for convenings was noted as a challenge. Similarly, it was noted that it would be great for HEP to hire more state staff so partners could accomplish more goals together.

Goal 3 - Provide resources, coaching and moral support with the goal of increasing organizational/advocacy capacity of place-based teams. The place-based teams are committed to advancing health equity.

Expected Results (Funding, Knowledge Products, etc.):

- HEP subgranted a total of **\$209,916** to three place-based teams representing Indigenous communities, communities of color, immigrant communities, and low-income communities, in Doña Ana, McKinley, and San Juan counties, training opportunities, virtual support (CANVA, Zoom), and virtual spaces for peer learning.
- Doña Ana Communities United (DACU) produced a completely new timebank orientation video utilizing graphics created by its VISTA (trained by HEP in graphic recording) and photos of timebank members conducting exchanges.
- DACU also completed a series of seven Profile videos of Las Cruces residents who have experienced inequity in their lives. Each video is approximately ten minutes in length and was created from an extensive one-on-one interview and professional quality black-and-white photographs. DACU will post the Profiles videos on their website along with discussion questions, and utilize them in online discussions to explore systemic inequities and the roles local government, institutions, and community members can take to reverse them.
- McKinley Collaborative for Health Equity (MCHE) has strengthened long-term relationships with local, state, and national networks for cleanup of the uranium mines. The strategy is for the Red Water Pond Community and four chapter houses to provide an official position statement for the waste to be moved off the reservation. To ensure sustainable housing the community would like to be moved to Black Tree Mesa.
- As part of the McKinley Mutual Aids efforts and current assessment supported by Roanhorse Consulting, McKinley Collaborative for Health Equity is working with Somos Gallup to include questions on a current survey to gather information about how workers have been treated during the pandemic (overtime, sick leave, PPE). The intention is to video tape stories which will be shared.
- San Juan Collaborative for Health Equity (SJCHE) and Dinè Centered for Evaluation and Research has developed a replicable HIA using indigenous measures to better assess the impacts of extractive activities on the environmental, physical, spiritual/cultural and community well-being of surrounding areas and finalized the HIA report on impacts of fracking in Tri-chapter area. SJCHE is in progress of identifying key policy actions and developing model process and protocols for replication.
- SJCHE was in progress of working on the “Gold King Mine Spill, Diné Exposure Project, a Navajo Emergency Response Executive Session II: Social and Cultural Impacts of the Gold King Mine Spill”. The pandemic prevented SJCHE from moving forward with this process. SJCHE raised \$25,000 in resources from McCune for 2021-2022 to establish plans for a Community Emergency Management team structure in Northern NM to leverage previous efforts.
- **135 parents and youth/children** have educated decision makers on the health impacts of issues important to them. We anticipate this number will reach the expected outcomes once HIAs are completed and data is collected from them.
- Tied to MCHE’s collaborative efforts, they reported workers have gained back stolen wages in the amount of over \$300,000 to the complainants. Those wins are huge and have given more hope to other workers to file complaints.

Selected Outcomes:

- DACU continued to grow its 300+ member Mesilla Valley timebank with **45 new members** joining the timebank and **1188 hours of services** exchanged. The timebank steering committee is currently developing a survey to share additional learnings in the future. With funds from the City of Las

Cruces, DACU created Cruces Contigo, a program designed to match residents who are isolated or lonely with one another during the pandemic. As a result, one serious medical emergency was averted. There were roughly **40 pairs with 75 residents** participating. The pairs stayed in contact with each other several times a week from June through December 2020 logging over **137 hours**.

- MCHE and the McKinley Health Alliance, on March 28, 2020 in response to the pandemic, organized a conference call with 20 participants who were interested in creating a mutual aid. They asked [Indigenous Lifeways, Inc.](#), to serve as the fiscal agent and they agreed. Five organizations united and began distribution in April 2020. McKinley Mutual Aid (MMA) accomplishments are below.
 - ✓ 7,595 Navajo, Zuni, and mixed-status families fed throughout McKinley County.
 - ✓ Over 4,000 volunteer hours.
 - ✓ Procurement of food and established supply chain in the early stages of the pandemic.
 - ✓ Provided educational materials on local 2020 Census, Voting efforts, and housing rights.
 - ✓ Masks and supplies donations made throughout the country.
 - ✓ Featured in USA Today, MS Magazine, Gallup Independent, and Navajo Times.
 - ✓ \$403,767.86 raised for food, gas, and recovery efforts through grants, solidarity donations, and PayPal.
 - ✓ \$25,000 for 4 homes without clean water systems from [Dig Deep](#).
 - ✓ 8,000 First Aid Kits and 3,000 Gatorade.
- SJCHE, with funds leverage from Molina Health Care and NM Foundation and in-kind from the Navajo Hopi Relief fund, provided food and supplies to elders, children, and families with high-risk individuals in their household. As a longer-term strategy, SJCHE knows that going back to a traditional relationship with the land will help the Diné people get through the pandemic. SJCHE has worked with **26 partners**; nine of them being new. SJCHE increased collaboration via COVID-19 mutual aid programs and food distribution programs between previously isolated groups and elders. Seventy-five (**75**) % of **collaborative relationships have been maintained** for long-term through development of shared strategies, roles, and partnership agreements done in culturally appropriate manner (i.e. ceremony, zoom meetings, phone conversations, and planning updates).

Proud of:

- DACU has launched and sustained social equity mapping, Just Community radio, and the timebank. They are proud of the relationships they have fostered, their growth both personally and as a community, and how they have elevated community voice. Individual team members are proud of how their assets of graphic recording have been acknowledged and utilized. We acknowledge DACU's unique perspective from the borderlands and their inclusivity of zoom training video which other partners could learn from.
- MCHE has completed HIAs on uranium mining and wage theft with concrete outcomes and outgrowths. We acknowledge MCHA's collaborations with New Mexico First and ENDAM focused on health impacts of uranium mining. They are proud of how they have developed trust and credence, long-time relationships, and intergenerational connections. They are proud of the new generation of leaders, such as Chris Hudson, Zunneh-bah Martin, and Krystal Curley who are "homegrown" and have been mentored by the community for 16 years through Undoing Racism Training and Project Trust. MCHE is also proud of their ability to be an effective connector and their creativity.
- SJCHE has worked to complete three HIAs. They are proud of the Diné Centered Research and Evaluation team - their great group of people, intelligent medicine keepers, scholars, etc. They are also proud of implementing traditional educational curriculum and youth leadership. SJCHE has brought in horses, planting, and gardening for a comfort of love. They have witnessed positive changes in middle school students' grades.

Challenges & Lessons Learned:

- DACU identified challenges tied to communication and technology platforms during the pandemic, as well as staff and fiscal home transitions over the years. VISTAs learned that the DACU approach is about supporting community to lead and do for themselves. DACU is learning to combine and balance patience, being reflective, and action. DACU's lessons learned also focus on having communities lead as full partners. DACU is committed to coming together with partners rather than engaging in turf wars and asking hard questions, such as "does our organization need to exist?" DACU would like to forgo colonized ways of going after funding.
- MCHE emphasized the lack of adequate or abundance of financial and resources needed to actuate "change" as huge barrier. They also reported challenges tied to clarity on roles and participation. They also posed the question, "*Where do Indigenous people get their justice?*". MCHE shared that they are learning we can do more together. The importance of trust, being fair and honest can make the difference – mutual respect.
- SJCHE identified challenges and lessons learned with the Navajo Nation Research Review Board process. SJCHE shared that they are learning leadership and ways of doing. They are learning what it means to be in harmony and respect and love. They want to leave behind colonization, lateral violence, and internalized racism. They acknowledge the harms of westernization and commit to working with people with compassion and passion.

Opportunities:

- DACU would like to change the way organization is led via a community-led leadership model. They have started with the transformative leadership circles and solution circles to bring communities together to get unstuck. They are also interested how HEP, and the place-based teams can work together for sustainable funding streams for the partnership now that WKKF funding is coming to an end. One suggestion for the future, is for HEP to do an initial orientation with DACU's VISTAS so everyone has a deeper understanding of how to work together.
- MCHE would like to create a long-term strategic plan and is interested in deepening partnerships with the NM Public Health Association, NM First, HEP, Forward Together, and T4B. MCHE spoke to how is beautiful to see the alignment of folks statewide as organizations support each other at the legislature and policy is impacted. MCHE would also like to encourage people to run for office and educate on social justice and undoing racism. MCHE acknowledges their responsibility to expand more equitable living conditions with local folks, Navajo, Zuni, and immigrants. MCHE is committed to leaving behind a strong foundation with deep roots of multigenerational legacy building.
- SJCHE and DCRE are about to unveil a strategic plan and they currently have a grant writing committee, land committee, HIA committee, etc. in place to support their efforts. SJCHE and DCRE are also looking deeper at training tools and decolonizing ways of doing things. SJCHE would like to focus on addressing racism in border towns with a Dinè lens. SJCHE could use HEP's support with trainings and HEP could learn from traditional ways. SJCHE also needs support with technical writing, resources, and data.

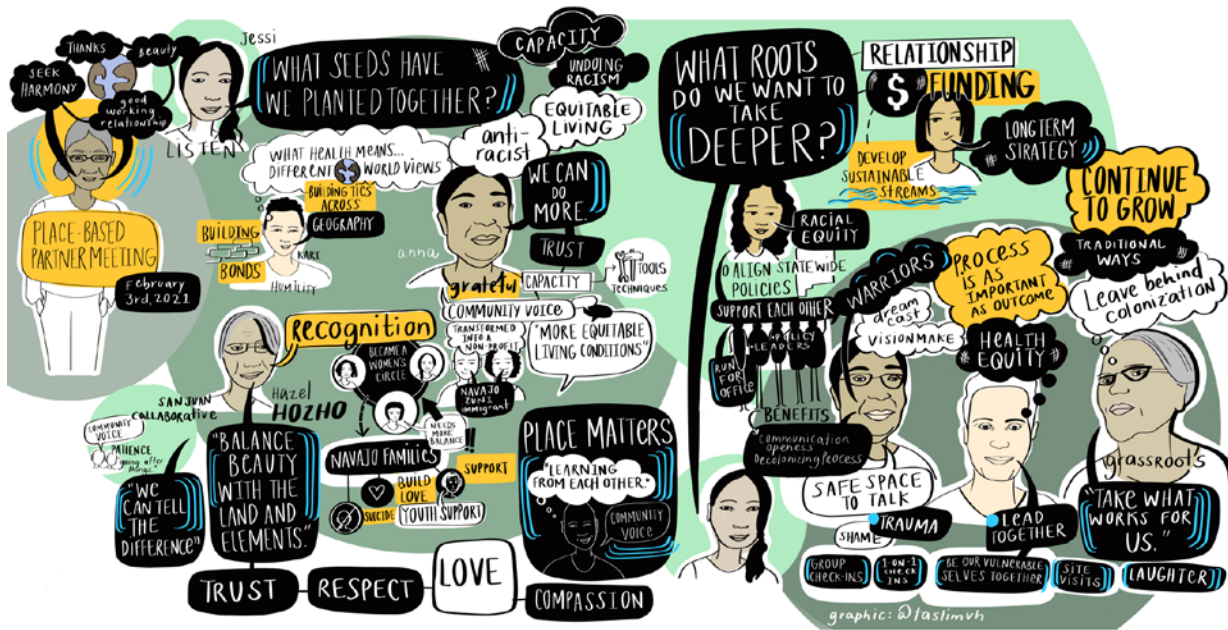
Benefits of the partnership: The three place-based team's also highlighted benefits of the partnership to maintain and deepen for the future.

- Open and consistent communication that is respectful of time and schedules.
- Partner calls every other week and 1-1 bi-weekly check ins with HEP staff. The coordinators highlighted HEP staff as resourceful, creative, and bringing thought partnership and perspective.
- Safe spaces to talk and share experiences, as well as the ability to be their real, challenged, and vulnerable selves and not put on a brave face. They also highlighted the shared laughter.

- The coordinators also uplifted the cross-cultural learning and the importance of visits to each other’s communities. At the same time, they named the importance of balancing the size of the visits as they can become too huge with high costs. Right now, there is also opportunity to do this virtually with community members.

Key ingredients to collective success: The benefits noted above were also identified as being key to collective success. In addition, coordinators highlighted the following as key ingredients.

- Who we touch, compassionate love, and the four directions.
- Celebrating narratives that focus on root causes, strengths of the community, rich in culture and roots and our own roots.
- The pattern, structure, pace, and skills that continue to grow to support the community.



Place-based Teams' Reflection Session - Graphic by Taslim van Hattum

Finally, it is essential that HEP intentionally collaborate with advocacy partners to ensure sustainability. We recognize that HEP has certain gifts in capacity building and creating connections and that there are other organizations that have a stronger knowledgebase in policy advocacy. Through partnerships with these organizations, we have a stronger impact. Advocacy partners for the place-based teams are in the table below.

Team	Advocacy Partners
DACU	ACLU, Health Action NM, La Semilla Food Center, NM Coalition to End Homelessness, and Strong Families NM.
MCHE	Con Alma Health Foundation, Dine Food Sovereignty Alliance, Eastern Navajo Dine Against Uranium Mining, Indigenous Lifeways, NM Department of Health, NM Environmental Law Center, NM Environmental Public Health Network, NM Thrive, NM Voices for Children, McKinley Health Alliance, Somos Gallup, Strong Families, and Together for Brothers.
SJCHE	National Voices – HRSA Grant Programs, Sixth World Solutions, Purpose Focus, Indian Country Grassroots Support, Dine’ Centered Research and Evaluation, Dine’ College, DPI; Tri-Chapter Alliance, UNM TREE Center, NN Community Health Representatives, Greater Chaco Coalition, Sierra Club, Dine’ Hatahliis Association, Torreon Chapter Alliance, Navajo Hopi Families COVID-19 Relief Funds, and Four Corners Food Coalition.

Implementation

The findings in this report serve to inform HEP's current learning as well as sustainability moving forward. The findings and learnings of this report will be utilized to inform programming and practices during period 3 (March 1, 2021 – February 29, 2022) in HEP's various strategic areas. Additionally, during the reflection sessions, HEP gathered information regarding HEP's future. These learnings will help to inform the strategic direction of HEP for 2022 and beyond. We invite you to read the full *Harvesting of Insights* report regarding partner recommendations for the future located on the [HEP website](#).

Appendix A: Acknowledgements

We extend deep gratitude to the following folks for engaging in 1-1 or small group reflection sessions for purposes of this evaluation report and the sustainability process. Seventeen sessions took place between January 13, 2021 and March 12, 2021, and three sessions took place during fall 2020.

- Place-based teams (Doña Ana Communities United, McKinley Collaborative for Health Equity, San Juan Collaborative for Healthy Equity)
- HIA teams (Black Health NM, Chainbreaker, Global 505, McKinley Community Health Alliance, San Miguel HIA team, Together for Brothers)
- HIA Technical Assistance Providers
- Peer funders (Con Alma Health Foundation, NM Women.ORG, Notah Begay III Foundation)
- Contractors (Mabel Gonzales and Taslim van Hattum)
- HEP Steering Committee
- HEP institutional knowledge holders and HEP team