

Grassroots to Grasstops: Developing Relationships with On-the-Ground Staff to Support Your Organization's Mission

Grounding Our Work in the Lived Experiences
of School-Based Health Communities

Continuing Education Credits

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Today's Agenda

1. Introductions
2. Learning Objectives
3. Emergent Strategy
4. Guiding Principles
5. How We Do It in Washington
6. Reflections
7. Individual Action Plan
8. Peer-to-Peer Sharing & Reflections
9. Feedback & Accountability
10. Now What?
11. Resources & Next Steps

Who is in the room?

WA SBHA Team



Erin Dury
Executive Director



McCall James
Program Manager: Healthcare
Partnerships & Training

Learning Objectives

By the end of this session, you will be able to:

01 Leave with an assessment of your organization's community engagement practices through a structured reflection exercise—including gaps between organizational priorities and on-the-ground realities.

02 Define at least three concrete strategies for strengthening individual-level connections with SBHC staff and community partners in ways that advance your organization's mission.

03 Leave with a practical, individualized action plan outlining clear next steps, responsible roles, and realistic timelines for deepening engagement.

04 Feel empowered to advocate for stronger personal relationships and how to improve policy alignment, program responsiveness, and long-term sustainability.

Emergent Strategy

Elements



Non-Linear & Iterative: How do I/ we learn from this



Fractal: How we are at the small scale is how we are at the large scale



Adaptive: How we live & grow & stay purposeful in the face of constant change



Resilience & Transformative Justice: How we recover & transform



Creating More Possibilities: Where we move towards life. where we shape tomorrow towards abundance



Interdependence & Decentralization: Mutual resilience, shared leadership & vision

Core Principles

Change is constant. (Be like water).

Small is good, small is all. (The large is a reflection of the small.)

There is always enough time for the right work.

Less Prep, More Presence.

There is a conversation in the room that only these people at this moment can have. Find it.

Never a failure, always a lesson.

Trust the people. (If you trust the people, they become trustworthy).

What you pay attention to grows.

Move at the speed of trust. Focus on critical connections more than critical mass - build resilience by building relationships.

[Emergent Strategy](#)

adrienne maree brown's framework for adaptive, relationship-centered social change — a key touchstone for this work.



<https://esii.org/about/>

Guiding Principles

Theory & Practice

An iterative process between theory and practice — the feedback loop between grass-tops (policy/strategy) and grassroots (community/practice) organizations drives authentic, responsive work.

Linking Principles to Strategies

Relationships first

Trust is built through presence, consistency, and genuine curiosity.

Iterative feedback loops

Strategies evolve as you learn — what you hear should change what you do.

Accountability to partners

Partners need to see their input in action to trust the process.

How We Do It in Washington

Grounding this work in community, relationships, and trust

Site Visits

In-person connection with SBHC staff to understand day-to-day realities, build trust, and gather direct feedback.
(See Handout #1)

TA Calls with Department of Health

Technical assistance calls with the Department of Health to align support and surface emerging needs.

Trainings

HIPAA/FERPA trainings - iterative from needs

Communities of Practice

Peer learning cohorts (CoPs) that connect practitioners around shared challenges and shared expertise.

Regional Convenings

Bringing together regional practitioners to share learning, identify trends, and co-create solutions.

Advocacy

Hearing from the people on the ground - surveys, calls, collaborations with other partner orgs



WASHINGTON
SCHOOL-BASED
HEALTH ALLIANCE

Advancing Health Care in Schools

Reflections from the Room

Turn and share - what are your current practices?

State SBHA-Level

- How do you get information from the ground?
- How do you surface the day-to-day realities of the communities you serve?
- What barriers exist to prevent community to SBHA organization communication?
- What connections do you rely on most? What connections are you missing?
- How are you getting feedback/showing accountability?

SBHC-Level

- How do you get information about who you serve?
- How are the lived experiences of students and families shaping your program decisions?
- What barriers exist to prevent community to SBHC/healthcare sponsor collaboration?
- What connections do you rely on most? What connections are you missing?
- How are you getting feedback/showing accountability?

Your Individualized Action Plan

Handout #2: Action Plan Template

Strategy / Action	Responsible Role(s)	Timeline	Success Looks Like
<i>e.g., Schedule quarterly site visits with 3 SBHCs</i>	<i>e.g., Technical Assistance Manager</i>	<i>e.g., Quarterly</i>	<i>e.g., following through on 1 action item discussed during the site visit (such as making a network connection email)</i>
<i>e.g., Plan 1 outreach event</i>	<i>e.g., Clinic Coordinator</i>	<i>e.g., Monthly</i>	<i>e.g., outreach event</i>
<i>e.g. Analyze WA SBHA Services Evaluation Survey</i>	<i>e.g. Training & Evaluation Manager</i>	<i>e.g. once per year</i>	<i>e.g. results from the evaluation are put into the following school year training plan</i>

Peer-to-Peer Sharing & Reflection

Reflecting on your strategies, allowing for feedback, iteration, growth, listening.

Small Group Reflection

Break into groups of 3-4 to share your plans, offer feedback, and identify common themes across your organizations.

Idea: Share information with someone outside of your organization as an accountability partner!

Format will be determined based on group size.

Feedback & Accountability

You hear what you hear — but what do you DO with the information?

PD Survey

Gather structured feedback after professional development to measure impact and identify gaps.

Landscape Analysis

Interviews informing the strategic plan — surfacing community perspectives through intentional research.

1:1s & Site Visits

Direct relationship-building with partners.
Example: confidential billing process conversations.

Close the Loop

Being accountable to partners means showing them how their input shaped decisions — this builds lasting trust.

Now What?

What are the 3 strategies you'll take back
to put this into practice?

Questions?

Resources & Next Steps

Handouts

Handout #1: [WA SBHA Site Visit Guide](#)
Handout #2: [Action Plan / 360 Template](#)

Links & Reading

[Emergent Strategy \(adrienne maree brown\)](#)
[WA SBHA Website](#)

Contact Us

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Thank you!