



September 2020

# BUILDING THE CARING MAJORITY

*The Caring Across Generations Story*



CARING  
ACROSS  
GENERATIONS



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# Caring in Crisis to Care for All

“My mother was dying her whole life, and now she is living because she has care in her home.”

JEFFERY KEARNEY, FAMILY CAREGIVER

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In 2007, when Ai-jen Poo and Sarita Gupta first sat next to each other at the US Social Forum Planning Meeting, they had no idea that they would help launch a campaign to transform how we care for one another; or that nearly fifteen years later, the campaign would have such deep and painful resonance during a pandemic upending the lives of billions of people worldwide.

What they did realize was how much they shared in common. Both led worker organizations rooted in gender, racial and economic justice -- Ai-jen as director of the National Domestic Workers Alliance (NDWA) and Sarita as Executive Director of Jobs with Justice (JWJ). Both found that their drive towards the work they did was grounded in a strong sense of family. And both found that the people they organized were finding it harder and harder to support and care for their loved ones while making ends meet.

Then -- and now -- we find ourselves at a paradigm-shifting moment. The need for big solutions in the face of the dual challenges of unprecedented economic and racial inequality, intertwined with a crisis of care, could not be more clear or more urgent. The following is the story of how Caring Across Generations has endeavored to meet and get ahead of these challenges with a body of policy, cultural analysis, programmatic prototypes -- and most importantly, an organized body of the Caring Majority -- behind it.



# Why Care?

“Our care system isn’t working. But let’s unite to fix it. The time for the luxury of not doing anything is gone.”

MIRI LYONS, FORMER CARE WORKER AND FAMILY CAREGIVER

In the years following the formation of the National Domestic Workers Alliance, a growing number of NDWA’s domestic worker members who worked as housekeepers and nannies began requesting NDWA for training in elder care. Their employers had begun asking them to care for their aging and ill parents and felt ill-prepared -- as was the nation at large. The country’s older population was already the largest it had ever been, and it was growing with no infrastructure to ensure people could remain as healthy and comfortable as possible as they aged. At the same time, domestic care workers, predominantly immigrant women and women of color, could barely care for their own families on jobs that were often unregulated, paid poverty wages, and had few to no benefits.

At Jobs With Justice (JWJ), workers in its grassroots community base voiced struggles to stay in their jobs while caring for aging parents and children -- often at the same time -- without critical support like paid leave and accessible and affordable childcare and eldercare options. People on the margins were suffering the most.

By virtue of their work, Ai-jen Poo and Sarita Gupta, directors of these respective organizations, knew that care had been systematically devalued, largely because the work was historically done by unpaid women in the home, or by low-paid women of color as a legacy of slavery. But devaluing care work and underpaying care workers also meant older adults and people with disabilities were less able to access the care and support they needed to remain independent. Transforming the system -- a patchwork of inadequate support that pitted families and workers against each other as they fought for every last dollar, with the most dehumanizing impact on the most marginalized and vulnerable people in our communities -- would require developing and realizing solutions that respected and



valued both the needs of families and workers, improving the quality of life for both those who provide and receive care.

So, in 2011, Ai-jen and Sarita founded Caring Across Generations with an ambitious goal: to fundamentally change how care and caregiving is valued in this country and to reshape the care economy. From the outset, they invited diverse stakeholders to the table -- from health policy experts and researchers to organizers and labor unions -- to map out the trajectory of the new campaign. The wide-ranging coalition of people who shaped the mission and direction of Caring Across in its early days spoke to the uniquely universal nature of care.

From the very beginning, Caring Across Generations was concerned with three dimensions of power in particular:

**Civic power**, or the power to create campaigns that change legislation, move policy, and influence elected officials;

**Narrative power**, or the ability to tell the story of where we are now and to shape the public narrative of where we can be; and

**Modelling power**, which invites us to dream, ideate, and innovate to push past what we think is currently possible -- and to seize actual opportunities to live in the world we want to create, even if they are experimental and small-scale.

Transforming the care economy would take all three of these dimensions of power working in concert, with community power building at the heart of all three: changing laws cannot be effective without also changing culture, and changing culture cannot happen without changing what people can imagine for themselves and their loved ones. It would take building and flexing these dimensions of power while working across sectors and deeply reflecting grassroots concerns -- thus confronting the unfinished business of structural inequality in all the ways it surfaces in America along the way.

The campaign launched from the place where many different interests came together -- workers and consumers of care, families and consumers, family caregivers and professional caregivers. Over time we had to work with and bridge child care, paid leave and long-term care advocates. And, we recognized that women, immigrants, people of color and low-income families had a particular stake in our solutions. Designing a campaign across this range of interests, experiences and sectors was groundbreaking. It's been a process of learning, growing and evolving both how we do our work, and how we build partnerships.





# Campaign Timeline

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## 2011

July

### **Caring Across Generations is Formed**

NDWA and JWJ launch a new campaign to transform our care economy to support families and care workers. Responding to a huge demographic shift that would only increase demand for an undervalued care workforce, a group of over 700 supporters gather in Washington, DC to expand access to affordable care and make care jobs good care jobs. Leaders representing more than 70 organizations participate, including Senior White House Advisor Valerie Jarrett and Secretary of Labor Hilda Solis. Stakeholders view care as an issue that could potentially bridge the interests of an older white constituency of voters often pitted against the interest of a majority non-white, younger electorate.





## 2012

November

### Engaging Care Voters in 2012

Caring Across works with state organizers to engage and mobilize over 500,000 senior voters around improving Medicaid, Medicare and Social Security and to build partnerships in participating states. Building on relationships with state organizers developed through Care Congresses, Caring Across works in Florida, New Mexico, North Carolina, Ohio, and Virginia to bring together seniors, labor, and disability rights groups. This increases the scale and visibility of our values and care as a critical issue, but following this massive period of engagement, continuing to engage and organize this constituency without a blueprint for action proved challenging.





## 2013

April

### **The National Council on Aging Supports Immigration Reform**

As a result of its partnership with Caring Across, The National Council on Aging becomes the first large aging organization in the country to come out in favor of immigration reform. Through partnerships like this, we learn the value of Caring Across to serve as a space for deepening relationships and understanding across sectors, such as bringing aging organizations into greater relationships with social change organizations.

June

### **Ohio Moves \$170m to Home and Community Based Care**

The Ohio Organizing Collaborative, with support from Caring Across, pressures the state to apply for Medicaid's Balancing Incentive Program, shifting resources from nursing homes to home care. A continuation of our civic engagement work in Ohio from 2012, Caring Across helps in creating programs geared specifically towards older adults' needs. This marks our first state policy win and a pivotal learning to invest more deeply in local efforts.

September

### **Home Care Workers Win Workplace Protections**

Righting a long history of racial exclusion in our nation's labor laws, the Department of Labor finally grants home care workers the right to minimum wage and overtime protections, effective October 2015. This is Caring Across' first major federal policy win, bringing nearly 2 million home care workers -- disproportionately women of color -- under minimum wage protections for the first time.

### **Caring Across Celebrates Grandparents Day**

Caring Across meets with people in the entertainment, advertising, and communications industries to develop a culture change theory of change. After extensive research, it identifies Grandparents Day as a pop-culture friendly platform to shift the cultural narrative around intergenerational connection, one of three shifts identified necessary to achieve its mission. This strategy is inspired by NDWA's success elevating domestic workers around the movie *The Help*, and the movement for marriage equality. This first experiment features community events and a #Granecdote campaign with celebrities like Jordin Sparks and Quvenzhané Wallis sharing stories and encouraging others to do the same.





## 2014

June

### New York City Funds Care for Older Adults Facing Poverty

The New York Care Council, a coalition that formed from the New York Care Congress in partnership with Caring Across, has its first win. The extra \$1.5m awarded to the Expanded In-home Services to the Elderly Program provides essential care to 250 more residents.



September

### Throwback Summer Storytelling Campaign and Finale Concert

Our next Grandparents Day campaign encourages young people to share stories about their grandparents in a yearbook-inspired digital campaign, ThrowbackSummer. It culminates with a concert hosted by Caring Across at the Apollo Theatre, featuring performances by The Esperanza Spalding Trio and Lil Buck. Spalding, a singer and jazz bassist, exemplifies a millennial artist embracing an older art form with the ability to connect across generations.





October

## Thousands of Missouri Care Workers Win a Raise

Caring Across partner Missouri Jobs with Justice supports the Missouri Home Care Union to win a contract raising pay up to \$10.15/hour for 12,000 home care workers. Caring Across provides resources and support, along with social media outreach, to highlight home care worker wage issues.



## Home Care Workers Rising Summit

Caring Across brings together 200 home care workers at the Home Care Workers Rising Summit in St. Louis, Missouri to discuss the future of care. Union (SEIU and AFSCME) and non-union workers (NDWA members) come together for the first time. This gathering takes place shortly after the Supreme Court decision on Harris v. Quinn, an anti-union ruling which makes it more difficult for home care workers under Medicaid to organize. Part of our larger field strategy, Caring Across now hosts a field gathering once a year to build relationships across organizations and advance our issues.





## 2015

January

### **The Age of Dignity Sparks a Conversation**

Caring Across Co-Director Ai-jen Poo goes on a nationwide book tour, outlining her vision for a care infrastructure that can support us all. The book, grounded in people's experiences and a historical overview of care solutions, was conceived as a cultural asset that would extend the campaign's reach and appeal to audiences beyond its grassroots organizing base. The book and tour firmly establish Ai-jen as a thought leader on aging and caregiving. The tour also includes a number of events at cultural institutions and an event with the filmmakers of *Still Alice*, in addition to field partner community readings and book parties. Through the tour, Caring Across hones in on a new audience who deeply receives and is inspired by the message of the book and campaign: middle-aged, female, family caregivers.



February

### **Partnership with The Moth Brings Care Stories to Life**

Caring Across partners with The Moth to host storytelling workshops and feature member stories in live Moth showcases and NPR broadcasts. Caring Across experiments with how different forms of storytelling could reach media and culture creators in new ways.

April

### **Colorado Commits to Plan for its Aging Future**

9to5 Colorado and Colorado Jobs With Justice pressure the state to create a Strategic Planning Group on Aging. Caring Across provided funding and strategic help to achieve this goal.



May

### **Washington State Takes Long-Term Care Seriously**

Caring Across partner Washingtonians for a Responsible Future win a state-funded commission to study public and private financing options for long-term care by the end of 2016. The first study of its kind after Hawai'i, this commission highlights long-term care as an important policy issue in the state and provides a template for study bills for other states looking to advance an agenda on long-term care.

July

### **The White House Conference on Aging Features Caregiving**

Caring Across elevates caregiving as a key topic of the WHCoA, where our co-directors present members' concerns. This convening happens every ten years, and past WHCoAs led to the creation of foundational programs like Medicare and Social Security. The scale of this WHCoA is ultimately smaller than in years past, but Caring Across helps to shape the programming, stories and communications around the national and regional convenings, including the White House's final report.



October

### **Home Care Workers Win Rights to Basic Workforce Protections**

After decades of exclusion, home care workers are granted protections under the Fair Labor Standards Act and are eligible for minimum wage and overtime pay. Caring Across participates in advocacy work and raises awareness through action alerts and social media. Caring Across works with NDWA to raise the profile of the issue. This win is central to the campaign in our early years. After this victory, Caring Across begins moving towards being deeply involved in implementation. However, the 2017 election of Donald Trump changes the course of our work.



## 2016

January

### **Field Program Narrows In**

Our field program narrows to prioritize partners who are committed to running statewide universal long-term care or universal family care campaigns.

June

### **Failed Challenge Secures Home Care Victory**

The Supreme Court rejects the home care industry's attempt to exclude caregivers from minimum wage and overtime protections. A culmination of years of work, home care workers are finally granted fair workplace protections under the Fair Labor Standards Act. Caring Across continues to advocate for this issue and bring awareness in the face of many appeals by those in the home care industry.

### **Who Cares? Coalition Launches**

Caring Across, Care.com, and New America announce a new effort to mobilize millennials and promote the economic value of caregiving at the White House's United State of Women. Caring Across hopes to bring together diverse stakeholders, advocates, researchers, and the private sector to make a case for valuing care. The goal is to improve the care sector and the care economy through programs that would appeal to those who pay for or provide care, like paid family leave, paid medical leave, and universal family care. The partnership ends in 2017 due to the changing political landscape.





## 2017

July

### Win for Family Caregivers in Hawai'i and Kupuna Caregivers Act Signed into Law

The Kupuna Caregivers Bill, which breaks new ground, creates a new fund for family caregivers in the workforce to support their ability to care for aging loved ones so they can continue to work while also ensuring that their families receive the care they need. This bill passes unanimously in both houses of congress in Hawai'i. Governor Ige signs the Kupuna Caregivers Act into law on July 7, 2017. This win follows on the heels of Caring Across and Faith Action for Community Equity (FACE) in Hawai'i running a bold legislative campaign the previous year to provide universal long-term care. Although not successful in 2016, the bill's changes to focus on assisting working caregivers without having to name a new revenue source wins support.





## 2018

January

### **Storyline Partners Launches**

Caring Across Generations, along with a number of progressive partners including ACLU, Harness, Define American, and NDWA, launches Storyline Partners, a collective that aims to create culture change by advising the entertainment industry on telling more inclusive stories, including care stories.

February

### **Maine Homecare for All Ballot Initiative Launched**

Partners in Maine put Maine Homecare for All on the 2018 ballot after Maine People's Alliance collects more than 67,000 signatures in support, and submits them to the Secretary of State for certification. The groundbreaking 501c4 campaign supported by the Caring Across Generations Action Fund, while ultimately unsuccessful, drives unprecedented conversation in the state about long-term care and the support family caregivers need.



April

### **Kupuna Caregivers Program Funding Increased to \$1.2 million**

The funding for the Kupuna Caregivers program is doubled from \$600,000 to \$1.2 million, and the program is incorporated into the state's base budget going forward. A joint resolution also passes to convene a working group to study the state of Hawaii's care workforce.



June

### **Illinois Budget Allocates \$400,000 for Long-term Care Study**

The IL state legislature approves money to pay for a study to examine our current system and identify the unmet needs for home care services and estimate the costs of expanding home care to all.

### **Michigan Legislature Passes Long-term Care Study Bill**

In Michigan, more than 40 legislators co-sponsor and pass a bill introduced in 2017 by Rep. Jon Hoadley for a state study conducting a rigorous needs assessment of long-term care in Michigan and running an actuarial analysis of potential solutions. The bill receives wide bipartisan support.

December

### **#WeKnowYouCare Campaign**

In conjunction with the release of the film *On the Basis of Sex*, Caring Across launched a digital campaign called #WeKnowYouCare to shine a light on men who are family caregivers. This included a film screening and panel discussion in Los Angeles in partnership with Hilarity for Charity, featuring actor Justin Baldoni, and videos featuring three male caregiver storytellers.



## 2019

March

### **Kupuna Caregivers Program Funding Increased to \$1.5 million**

Thanks to the rallying efforts of family caregivers across the state, the Kupuna Caregivers Program received increased funding this year, and the suggested provision of reducing frequency of services for families to once a week was struck down.

April

### **Care Fellowship Launch**

Caring Across launches the CARE Fellowship program with an inaugural group of eight fellows — dedicated members of the Caring Across Activist Network and current and former caregivers — to empower them to build their advocacy and communications skills so that they use their personal stories to change the way caregiving is seen, valued and supported in the United States.

May

### **Washington's Long-term Care Trust Act Becomes Law**

On May 13th, Governor Jay Inslee signed the state's Long-term Care Trust Act, which provides \$36,500 worth of services to people in need of long-term care starting in 2022, into law. Using a payroll tax model, the program is expected to save taxpayers \$3.9 billion in Medicaid costs by 2052, and to secure the futures of caregivers in the state for decades to come. This win was made possible by the wide-ranging, cross-sectoral coalition of Washingtonians for a Responsible Future, of which Caring Across was a part, as well as caregiver advocates across the state working on this legislation over the course of several years.



June

## **Universal Family Care (UFC) Launch**

On June 24th, Caring Across Generations hosted an event at the Press Club in DC with the National Academy of Social Insurance to introduce and discuss its new report, *Designing Universal Family Care*. Led by our Research Director Ben Veghte, 29 experts, who are leaders in their respective fields, came together in producing this milestone report over the course of a year. In conjunction with the report release, the policy proposal was announced in a joint op-ed in the *New York Times* by Ai-jen and Ben. And in August, Caring Across released a supplemental report with PHI with recommendations for strengthening the direct care workforce under a Universal Family Care framework.



## **Oregon Paid Leave Law**

Our partners at Family Forward Oregon help drive the passage of the most expansive paid leave law in the nation, which gets signed into law on June 20th and gives 12 weeks of paid leave to new parents, caregivers for relatives, and victims of domestic violence. It's also the only bill in the country to offer low-wage workers 100 percent of their paychecks when they are off, recognizing how important paid leave is for those living paycheck to paycheck.

## **Study Bill Funding Allocated in California Budget**

SB 512, which would create a roadmap for LTSS in the state, wins \$1 million for an actuarial study in the state's budget, signed by Governor Newsom, setting the stage for a bold investment in long-term care in California.





## 2020

### Care Infrastructure

In the midst of a pandemic, where families are crushed under the weight of caring for their loved ones through unprecedented public health and economic crises, and ongoing racial violence and inequity, Caring Across convenes cross-sectoral partners across the fields of child care, paid leave and long-term services and supports, to work together and push for public investments in care infrastructure as the path to economic recovery. This partnership yields a care infrastructure paper that brings more than 70 organizations together in joint advocacy. The paper offers a clear, proactive framework for this next era of care policy advocacy.



# Lessons Learned

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1. **Keep an eye on the big picture and commit to a “yes/and” approach in word and action.** Our intent was always to unite care providers and care recipients, and it became clear we would not be able to solve for care worker wages without factoring in the full care economy. Reframing our needs -- by together asking for a bigger pie instead of fighting over slices of it -- warranted more than a narrative intervention and necessitated developing and aggressively pursuing a whole new policy model.
2. **Organize with intentionality, centering those most at the margins.** Though caregiving is a universal experience, over time we found that family caregivers, in particular, had an untapped capacity and need to not only find their voice and to be in community, but to shift our nation’s narrative, together. Working with community power building groups poised to organize caregivers most on the margins (e.g. elder LGBTQ caregivers, caregiving families just above the Medicaid threshold who do not qualify for any support, and Black and Latinx caregivers who have been undertreated by our healthcare system, underpaid in the workplace, and face racial and gender discrimination and disparities in all aspects of their lives, from housing to education) made it possible to connect the dots between the challenges facing caregivers and the larger systemic issues of structural inequality underlying them.
3. **Listen constantly to the needs and lived experiences of people in the community to evolve strategies and to innovate policy solutions.** Over years of conversation with family caregivers about what they need to be successful, an important shift began to happen. The campaign’s focus on elder care broadened to include all forms of care, including child care. Sandwich Generation caregivers kept bringing up the need for assistance with child care as well, and incorporating that aspect of the caregiving economy into our campaign became essential. What we found was that in contrast to what policymakers have long assumed, families do not necessarily experience the need for childcare, paid leave, services and supports for people with disabilities, and long-term care for the elderly necessarily in siloes. Indeed, most need more than one type of care throughout their lives if not at the same time.



4. **Establish a national hook and blueprint for action to inspire and sustain coordinated momentum.** Having lots of local efforts is critical; all change is local. And, in order to create a sense of national impact and momentum, a coherent narrative with a signature frame and blueprint for action is needed, to make connection between all the local efforts legible to media, law-makers, and the general public, and to aggregate the power of the movement as a whole behind each local effort.
5. **Work with partners with shared values, and pursue partnerships that leave room for joint experimentation.** Building grassroots-led, multi-sector collaborations is complex and fragile, and hence most successful when based on authentic relationships. Focusing on cultivating authentic relationships can lead to building with new networks and constituencies. Worker training, for example, became an area of contention during our early years building with the disability community, because there wasn't a track record to prove our commitment to person-centered training. The fragility of our coalition helped us understand the breadth and diversity of that community -- and across all sectors -- and who we could build common frameworks with over time. More broadly, the best partnerships should feel grounded in enough trust and shared values where partners can take risks together in order to reach new audiences to achieve shared and respective goals.
6. **Lay the groundwork, especially when it comes to shaping the cultural conditions and narratives conducive to advancing campaigns.** Early culture-changing work frames how voters understand the problem and call for a solution. There are different ways people can value universal concepts like independence, interdependence, health and well-being from place to place and state to state. Seeding a locally-driven narrative in local communities can enable people to not only understand, but also be transformed in overcoming the barriers standing in the way of solutions promoting greater health and dignity for all. This ongoing work and education, in deep grassroots base building as well as mass narrative change and awareness-raising, should begin immediately, ideally before the conversation about a bill or ballot measure is announced. Investing in cultivating relationships with *local* experts and validators can also shape and influence narrative conditions that are uniquely local.
7. **Invest deeply into local leadership, local community power building organizations, and strategic partners.** In many cases, as we learned with the passage of the Home Care Rule, federal victories alone are not enough to have an immediate impact on



people's lives. Investing locally should start with supporting the capacity and infrastructure of local community power building organizations in order to help them expand their organizing capacity and grow their base to realize a vision of mass power. In our own case, experiencing the limits of local enforcement of the Home Care Rule at the same time statewide wins yielded immediate positive changes in people's lives, led us to invest in more statewide community power building organizations as well as our sister organization, the National Domestic Workers Alliance, investing in building out its own caregiver and home care worker membership. Working with state-based organizations who have the capacity to engage closely with state legislatures and various state agencies and administrators, as well as professional networks working in related spaces, is also important.

8. **Support the capacity to pursue deeper reform - including drawing in new revenue and supporting candidates who can make it happen - for effective implementation and lasting change.** In pursuing reform, the state, local agencies, and mission-driven organizations and community power building groups should not be forced into deciding who is deserving of care (or any policy benefit) and who is not. Designing and advocating for more expansive policies take longer to win, but in the end will benefit more people and are more enduring. With incremental wins that do get a foot in the door, it's necessary to then have the ability to keep the pressure on through community-driven accountability, sufficiently supported by local power building groups.
9. **Support the capacity to organize with a governing mindset.** Being mindful of forging strong relationships with the local agencies responsible for implementing a policy is critical. Campaigning to win is just the beginning; investing in and supporting local capacities to cultivate relationships with key governing stakeholders earlier on -- especially with those ultimately in the position of administering any new programs -- can help surface which elements are non-negotiable and which are when it comes to the impact on people's day-to-day lives.
10. **Deepen trust between national and local** by giving yourself the time to evaluate and plan together, and invest in conducting regular field visits and broadening those meetings and visits to include others from the national policy and communications teams so that all the work does not sit with one person or from one capacity perspective.



# Case Study

## Bringing the Right People Together in Washington

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Our field partner Washingtonians for a Responsible Future (WRF) is a coalition of aging and disabled advocacy groups, anchored by the local home care union, SEIU 775. They've been pushing the state to address its aging population for years, and in May 2019, won a sweeping bill creating the nation's first social insurance program for long-term care.

This victory was possible because WRF convened diverse stakeholders from across the state -- from AARP and the Alzheimer's Association to the Washington Health Care Association and the Puget Sound Advocates for Retirement Action. These diverse groups were able to come together to create a plan that worked for all constituencies.

The values-driven approach, which brought together older adults and care workers with government agencies and care providers, was the result of Caring Across's guidance in the early stages of the campaign. We helped encourage WRF and the other groups involved to reach beyond their comfort zones to find new partners who could gain access into different places than any one group could by going alone.

Additionally, SEIU's long history of working to improve the care infrastructure, and specifically conditions of the caregiving workforce, meant that the conversation started from a place where people were ready to hear about solutions that were fully inclusive of the workforce. Washington residents -- and, importantly, state legislators -- were primed and prepared to do something about it. The policy itself included important features like a trust fund board, with workers being guaranteed a seat at the table. And the campaign leadership at SEIU focused its communications strategy on the savings the program would yield for the Medicaid budget over time.

This win illustrates how a broad, cross-sectoral coalition with a strong communications strategy can build popular support for an innovative and truly transformative program to improve public health. The Washingtonians for a Responsible Future model is one we can use to help other states build strong foundations for future campaigns.





# Building the Caring Majority to Realize Care for All

“How we take care of each other will be what we remember from the coronavirus pandemic.”

AI-JEN POO, CO-FOUNDER OF CARING ACROSS GENERATIONS

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Nearly ten years since its inception, the movement for care continues to adjust, informed by our own learnings but also dramatic changes in the civic and cultural landscape. We have learned that it takes local organizing and multi-sector collaboration to secure national victories, and that a national hook can help motivate local partners. We’ve also learned how circumstances completely outside of our control or imagination can shift the conditions for building civic, narrative and modeling power in what can feel like the snap of a finger - creating a window of opportunity and urgency to activate rapidly on years of building.

Prior to the coronavirus pandemic sweeping across the globe in 2020, we were seeking to catalyze and socialize the idea of family care for all. That any person, at any stage of life, could access the caregiving support they needed so that they did not have to choose between their lives and their livelihoods. This visionary yet simple idea called for weaving together and expanding on existing public programs so that everyone can easily navigate care options, keep track of their care, and know they are covered in a moment of emergency, at the moment they need it the most. It simplifies complex puzzles that caregivers currently navigate, streamlining childcare, long-term care and paid family medical leave. And it has the flexibility to be adapted to meet a state’s unique needs.

In each state, Caring Across field partners have been building relationships with the cross-sectoral partners necessary to make it happen. In 2019, to support future state campaigns, we produced a comprehensive report with the National Academy of Social



Insurance laying out the policy framework and options for Universal Family Care, supplemented by a road show of policy briefings in key states. We are also now working with state partners to reach family caregivers via digital organizing and pivoting state campaign legislative and policy asks to fit this pandemic moment. This includes creating and distributing mutual aid guides and resources to immediately meet the needs of our state partners and local Caring Majority communities throughout the country.

Nationally, we are also providing on-ramps for people in our field states and beyond to participate in forums and build communities digitally. Something we already knew but is more evident now is how isolated caregivers can be, how much they lack the ability to find the time and space to meet in real life -- something more us are also experiencing now.

At the policy level, we have brought together child care, paid leave and long-term services and supports advocates across sectors, to develop and articulate a shared vision for economic recovery that puts investing in the care infrastructure front and center. We know coming out of this current global crisis well on the other side will continue to require all three dimensions of power.

- **Narrative power** will help us make sense of the events happening around us and build the case for making change in a way that highlights the best ways in which we've pulled together to care for one another and keep each other healthy and safe.
- **Civic power** will allow us not only to pass laws through state legislatures, but make sure we have trusted leaders in power, who, when the moment requires, can effectively rally us to put our collective interests above all, and work together in ways that are caring, healing, competent and efficient. Now, as always although in less obvious ways, peoples' literal lives are at stake.
- **Modeling power** will take examples from our work in Washington to our work with IDEO and the Second City to show folks what's possible -- and hopefully other examples that will emerge as we settle into a new, and necessarily better normal, post-Covid-19.

There's a lot of work ahead, but when we're done, we aim to do nothing short of rebuilding our nation's care infrastructure to enable millions of people to live better, healthier lives in their communities. By investing in community power -- local organizing and creating strong, cross-sectoral coalitions -- we're going to profoundly reshape the way we care for each other in this country, so that everyone can live well, age with dignity, and thrive.