

Sustainable Change in Communities



Inviting a shift in the ways that people think, act, and affect family systems in communities.

Walking Around Leadership

1988 - 1990 Governor Gardner asked:

What life-story do you hear from people who come into this office for help?

What is the most meaningful part of the work that you do here?

When you think back over the past year, what are you most proud of?

How should government help vulnerable children & families?



Respect

Family Policy Principles

A Blueprint for Government Reform

1. Family-oriented
2. Culturally-relevant
3. Coordinated
4. Locally planned
5. Outcome-focused
6. Community-based prevention
7. Quality customer service
8. Creativity in reducing barriers to services



Oh My... State
Government
can't reform
without
community
partners



INVITATION !!

For: Neighbors are invited to unite for strong families

How: Letter of intent – receive planning grant from the state (\$45k-\$221k)

When: 1994 -1997

What: Host local dialogue with residents, gather commitment to improve help for families, propose a geographic boundary, petition the state to have your own Public Health and Safety Network

RSVP: Washington Family Policy Council

The Mandate

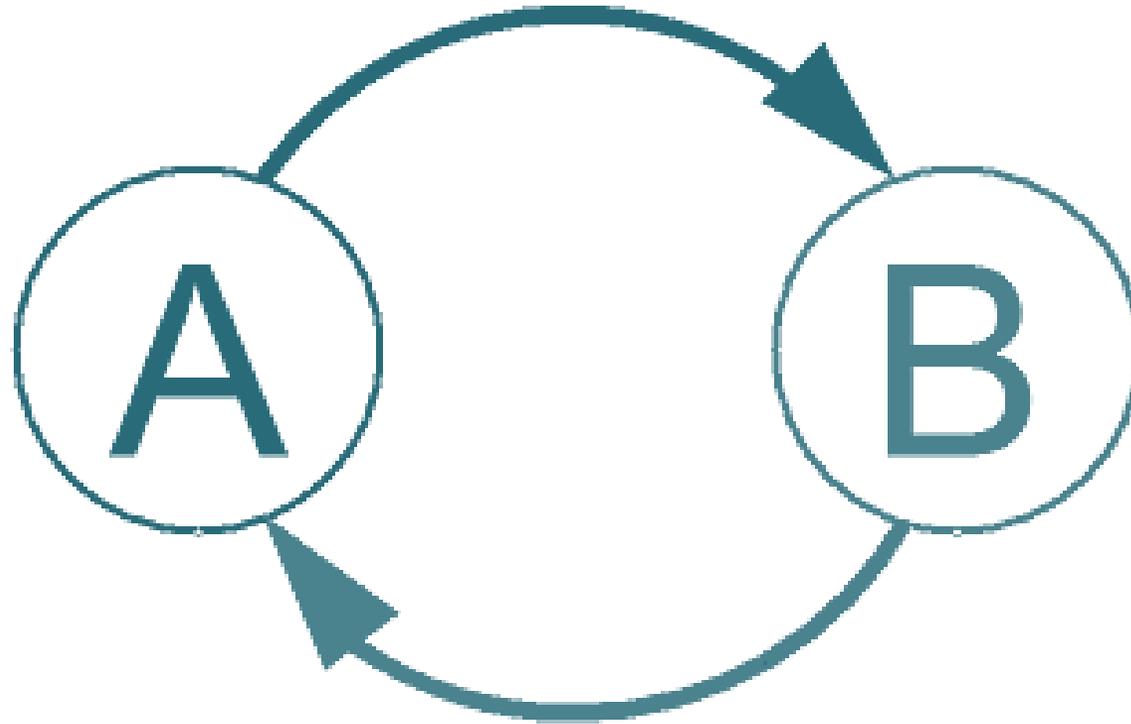
- Empower parents and other citizens to express their attitudes, spirit, and perspectives regarding safe and healthy family and community life
- Modify public policy and programs to empower communities to support and respond to the needs of individual families and children
- Facilitate greater coordination and flexibility in the use of funds by state and local service agencies in order to improve the responsiveness of services for children and families at risk
- Reduce the rates of seven major social problems in a decade

Problem behaviors to be reduced:

1. Child abuse and neglect
2. Family violence
3. Youth substance abuse
4. Youth violence
5. Dropping out of school
6. Teen pregnancy/male parentage
7. Youth suicide

Feedback Drives Living Systems

Reinforcing Loops = Small Changes Become Big Shifts



Reinforcing Loops Generate Exponential Growth or Collapse at an Ever-Increasing Rate

Living Systems – Similar at Various Scales



Flourishing is supported by healthy attachment. Healthy attachment is supported with 'being with' truth - real emotions, experiences, needs, strengths

...So it is in community relationships

...So it is in family-community-state partnerships

Human systems – whether family, or family-community-state are similar at various scales.

Self-Healing Communities

Generate and draw from healthy local social & cultural networks & practices

To improve people's

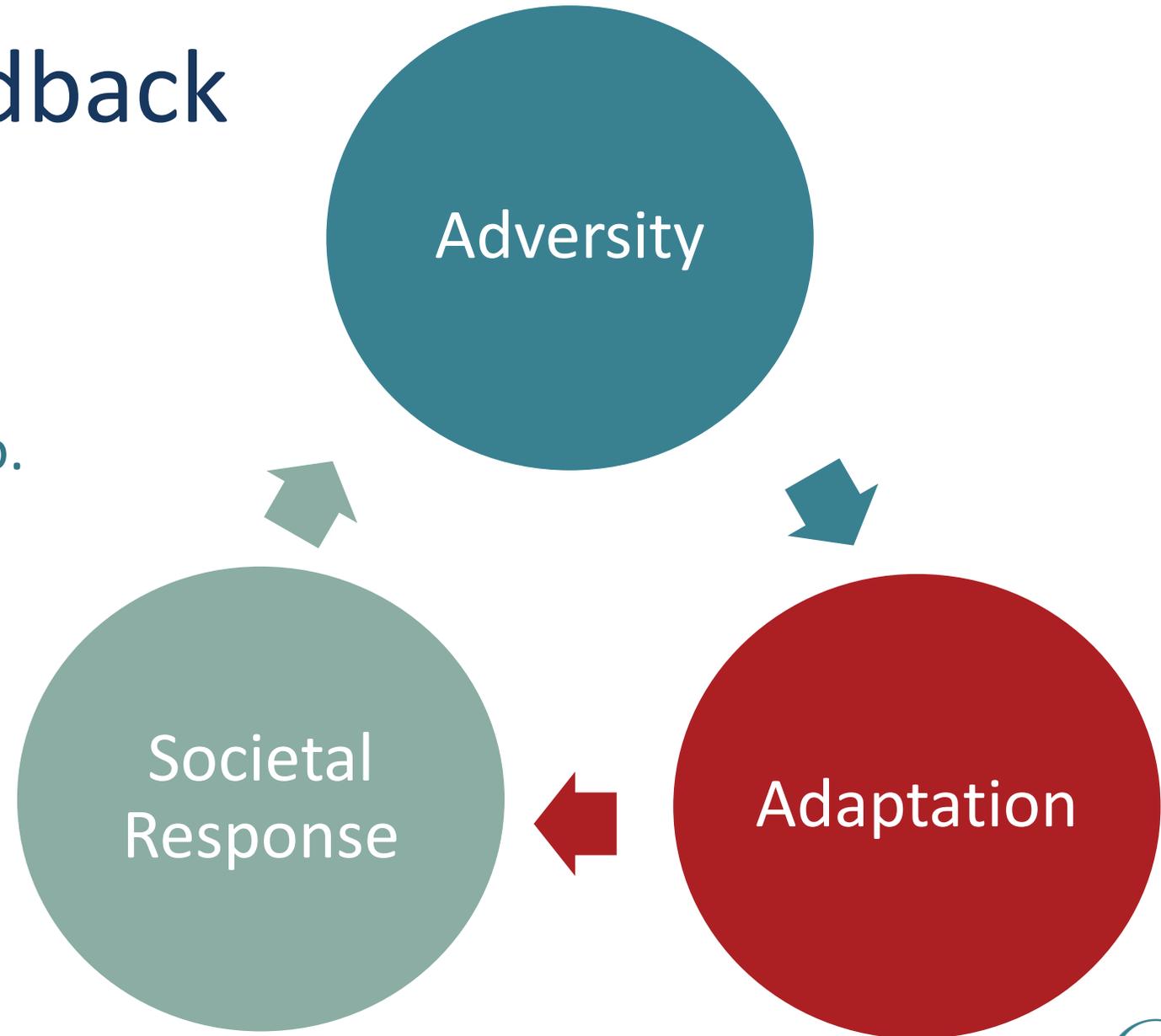
- connections
- shared responsibility
- collective impact of their efforts



Community Feedback

- Complex
- Adaptive
- Perfectly designed to deliver the status quo.

Self-Healing
Communities
engage people &
systems differently
because we want
better results.



When the Mandate is Innovation

Structure of Management Practices and Tools

- Contracts
- Reporting
- Critical use of data to learn, manage, improve
- Authority

Dedication to Learning and Thought Partnership

- Learning ecology
- Systematic use of educational events
- Direct line of communication with state officials
- Practice Based Evidence dissemination

Integration of Science & Wisdom

- Complexity, Systems Thinking, Network Theory
- Root Issues: NEAR Science (Train the Trainer)
- Implementation Science
- Finding the sweet spot

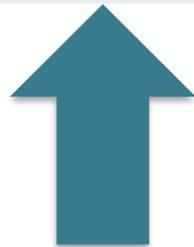


Management Practices and Tools

- Contracts
- Reporting
- Critical use of data to learn, manage, improve
- Authority

Money – Safe & Secure

Traditional Performance-Based Agreements	Agreements that Support Innovation
Delivers funds on a competitive basis to the best, according to criteria established by funder	Delivers funds on a formula basis to all communities in the partnership to support locally-proposed next step.
Grants are issued, revoked, etc. based on a yes or no test to near-term objectives; do not contain long term commitments to the process of building capacity.	Role and responsibility of each partner in building community capacity to solve complex problems is established by law. This agreement is in perpetuity until or unless, after open public debate and policy setting, the partnership is dissolved.



Incentivizes historic power structures (status quo)



Incentivizes equity and growth

Support Exploration of What's Possible

Traditional Performance-Based Agreements	Agreements that Support Innovation
Requires that the contractor know in advance all things needed to agree upon a statement of work for a year or two	A rolling time frame for expenditure proposals allows time for partnership development, shared vision, & collaborative agreement about promising strategy/services
Pay for a specified product or a pre-determined service for a specified number of customers	Participate in a process that brings forth services and products that lead to transformative population-level improvements
Conducts request for proposals with detail about funder-determined activities for the duration of the contract	Network uses request for ideas, then packages these into Statement(s) of Work. SOWs are approved with conditions (if needed). Conditions are negotiated based on a broad set of interrelated shared aspirations



Incentives to deliver siloed services based on 20+ year old theory or practice, developed in a different cultural context.



Incentives to co-create effective locally- tailored services based on emerging knowledge and wisdom. Supports blending or braiding funds so BIG work gets done.

Celebrate Learning as Success

Traditional Performance-Based Agreements	Agreements that Support Innovation
Controls for whether funder-specified deliverable is completed.	Controls for learning and ability to apply learning to the next phase of work.
Has punitive measures for not completing what was promised	Requires changes to activities, if needed, to produce results
When a contractor fails, we pull the funds from the community.	When a Network board/staff combination fails we orchestrate a way for the community to work toward purpose. This might include seeking another entity to serve as the network or providing leadership support to Network members.



Incentives are for promising whatever is easy to get done.



Incentives are for taking on the most difficult challenges, with full knowledge that success will not always follow immediately

'Be With' – Welcome The Truth

Traditional Performance-Based Agreements	Agreements that Support Innovation
Assumes that the community and state are entirely separate - the state delivers money so that the community will act or change or denies funding to a community the state determines is not “ready”	Assumes that the state-community are part of a complex adaptive system which consists of many mutually interacting and interwoven parts and agents. The system continually makes itself. This means that the pattern of a local community failing to perform on its contracts with the state is the responsibility of the state just as much as it is the responsibility of the community – the state needs to be a different kind of partner in that place
Pay for a specified product or a pre-determined service for a specified number of customers	Participate in a process that brings forth services and products that lead to transformative population-level improvements
Uniform reporting requirements for all contractors are based on funders preferences	Reporting is culturally tailored, allowing diverse forms/styles of documentation in order to support alignment of trans-sector work, and authentic presentation of local learning


Accountable to authority

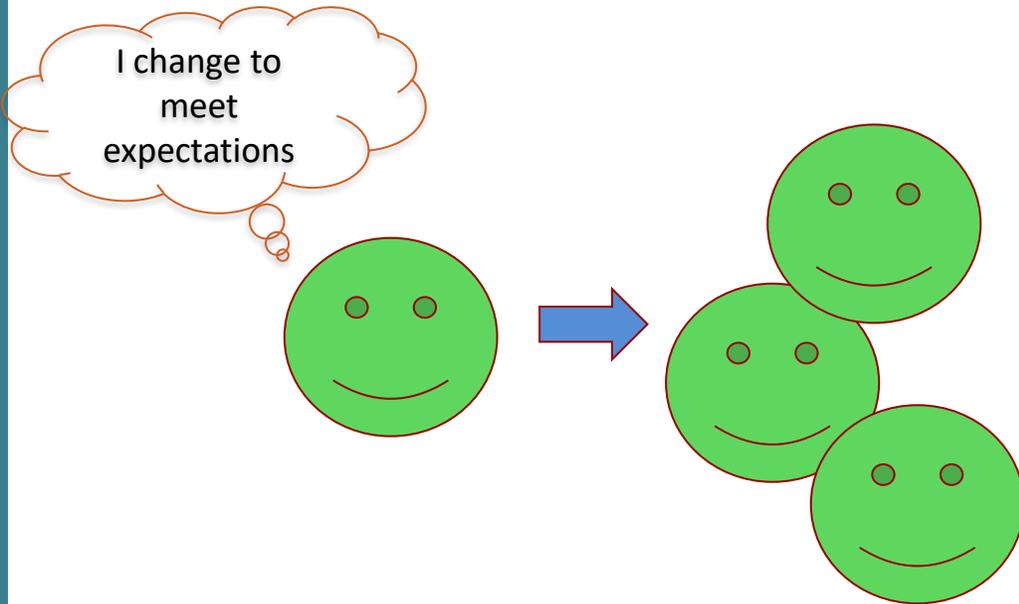

Accountable to improve lives

How We Assured Resident Voice

1. Keep BIG questions rolling so there is a big tent for all voices
2. Practice positive gossip
3. Conduct snowball interviews and connect people with like-perspectives to build scale-free networks
4. Host regular education events – provide new information plus civic and other skill-building to develop efficacy
5. Require evidence of resident voice in all decision making; provide incentives and awards for acting on resident voice
6. Be ready for just-in-time assistance, e.g.: weekly calls during State or County budget building times – resident role this week

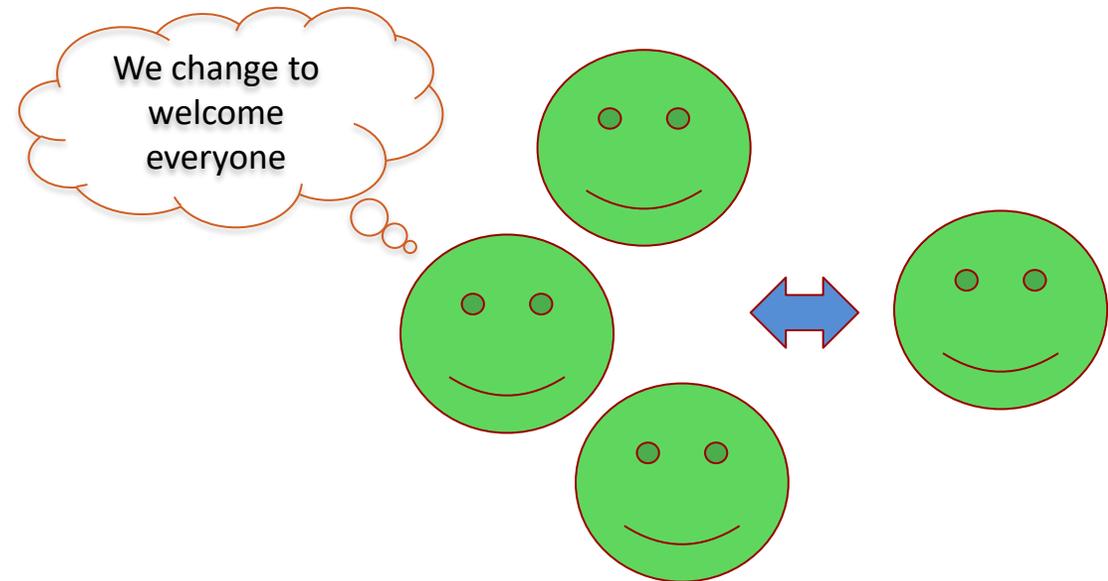
A Fundamental Shift

PERSON PREPARATION



Intervention & Interdiction

COMMUNITY PREPARATION



Context & Reciprocity

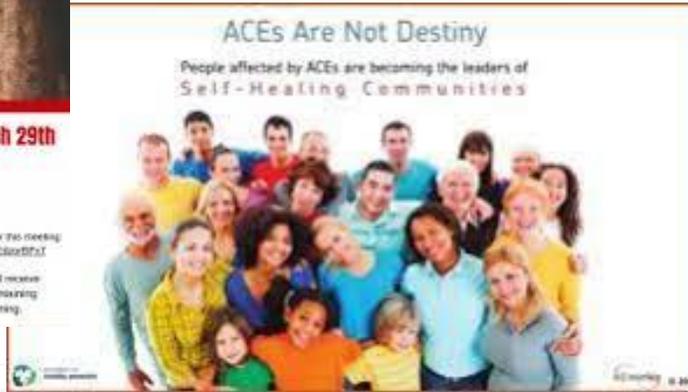
Common Understanding Builds Coalition Strength



Building Self Healing Communities

Master Trainer Education

Home / Products & Services / Master Trainer Education



Trained Trainers deliver scientific findings with fidelity... helping residents and professionals to develop a shared understanding of, and motivation to prevent childhood adversity and its life-long consequences. Trainers uniting everyone around a powerful cause.

ACE Interface has trained over 1,500 trainers across the country. They have trained thousands of presenters – together we are co-creating healing-centered communities.



Diversity in Network Approaches

- **Aim for Culture Shift:** High ACE Prevalence and population mobility require improvements in every-day interactions, not just formal service delivery.
- **Link Neighborhood Hubs in remote areas with a Circle of Providers:** Liaisons from hubs keep providers in-touch so they can continuously troubleshoot changing needs and conditions and co-create responsive help.
- **Evoke Powerful Values/Shared Identity:** Compelling issues become a magnet to expand and focus leadership. Often the issues are shrouded by silence, then a group of leaders breaks the silence with a challenge – *Does this reality match who we are and who we want to become?*
- **Build Efficacy, Engage Every Sphere of Influence:** Some communities build on what local people believe will help – like a youth center or mentoring program. When local residents and professionals experience a flexible and responsive system, they engage in ever more powerful ways in their own spheres of influence.

Lessons Learned: Self-Healing Communities Principles

1. **NEAR-informed engagement**

Train the trainer program assures local capacity to educate & facilitate ACE-informed action

2. **Inclusive leadership**

Anyone who wants to help is considered a leader

3. **Learning communities**

Innovation is always coupled with evaluative feedback and reflection

4. **Emergent capabilities**

We watch for, expect to see, and actively celebrate surprising shifts in the ways that people think, act, and affect family systems

5. **Right-fit solutions**

Solutions are designed by and for people whose problems are being addressed and utilize assets of the place where those people live and work.

6. **Efficacy & hope**

Continuously build confidence that every-day actions matter and can generate a better future.

Lessons Learned: Importance of Anticipatory Guidance

Supporting Resident Leadership & Developing Four Community Capacities



- 1) Expand Leadership – Engage everyone who wants to help to act in their own sphere of influence.
- 2) Focus on root causes & dynamics that sustain problems.
- 3) Learning – cycles are used to fuel innovation.
- 4) Results-orientation – periodically step back to compare current and desired outcomes; make decisions based on desired future.

Focus

Preventing Problem Origins and Drivers Builds Strong Foundation

Respond and Repair
Meet Felt Needs
Use strengths from efforts below

Acute (pandemic, disaster, famine, etc.)

Trauma informed = do no harm
Interrupt progression
Meet Strategic and Felt Needs

Systemic adversity (racism, poverty, injustice – reject/eject)
Biologic progression of adversity

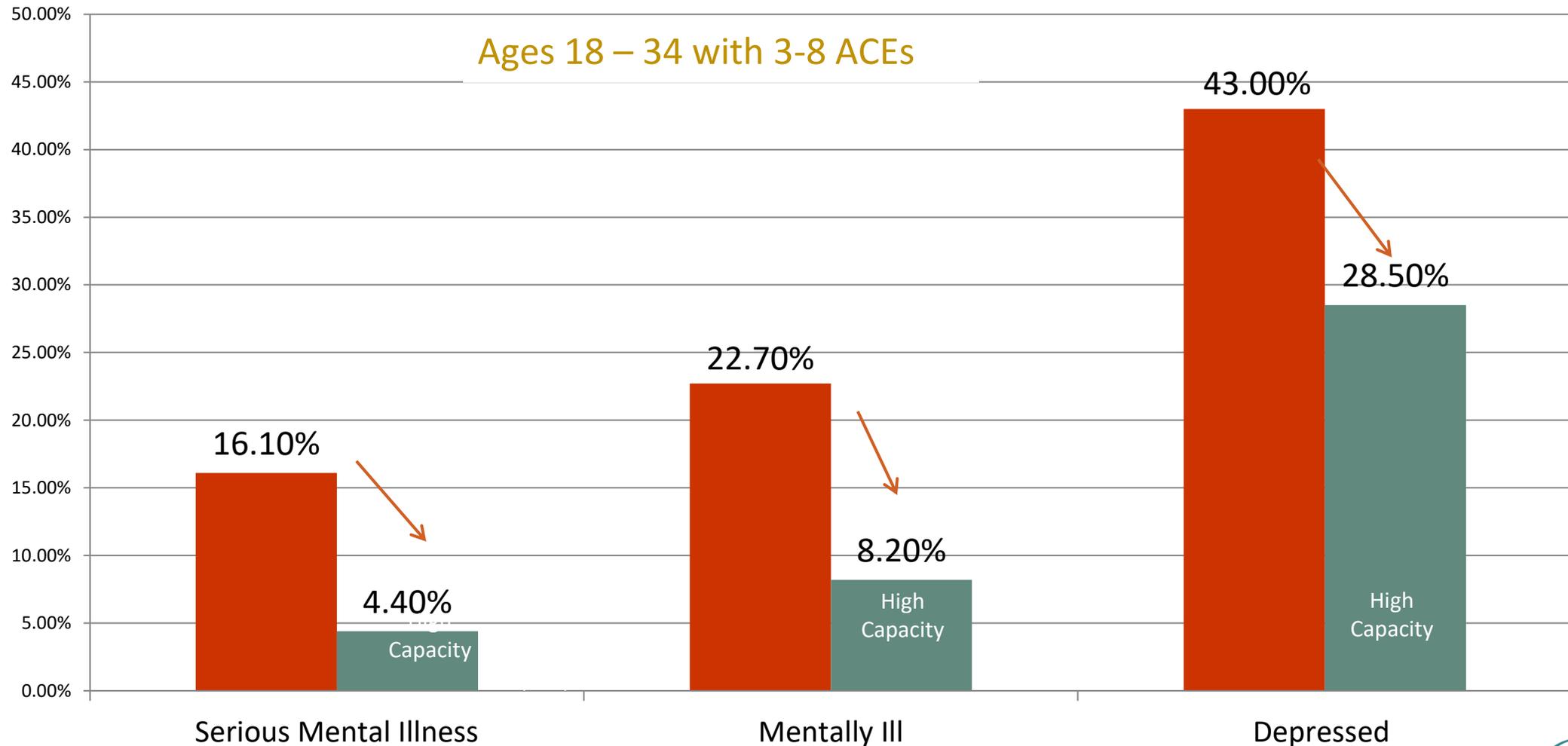
Sustained inter-generational
Build Strategic Community
Capacities

Chronic, common, affecting primary attachment relationships (e.g.: ACE)

Community (population–level) resilience helps us to navigate major storms

The Power of Community Capacity

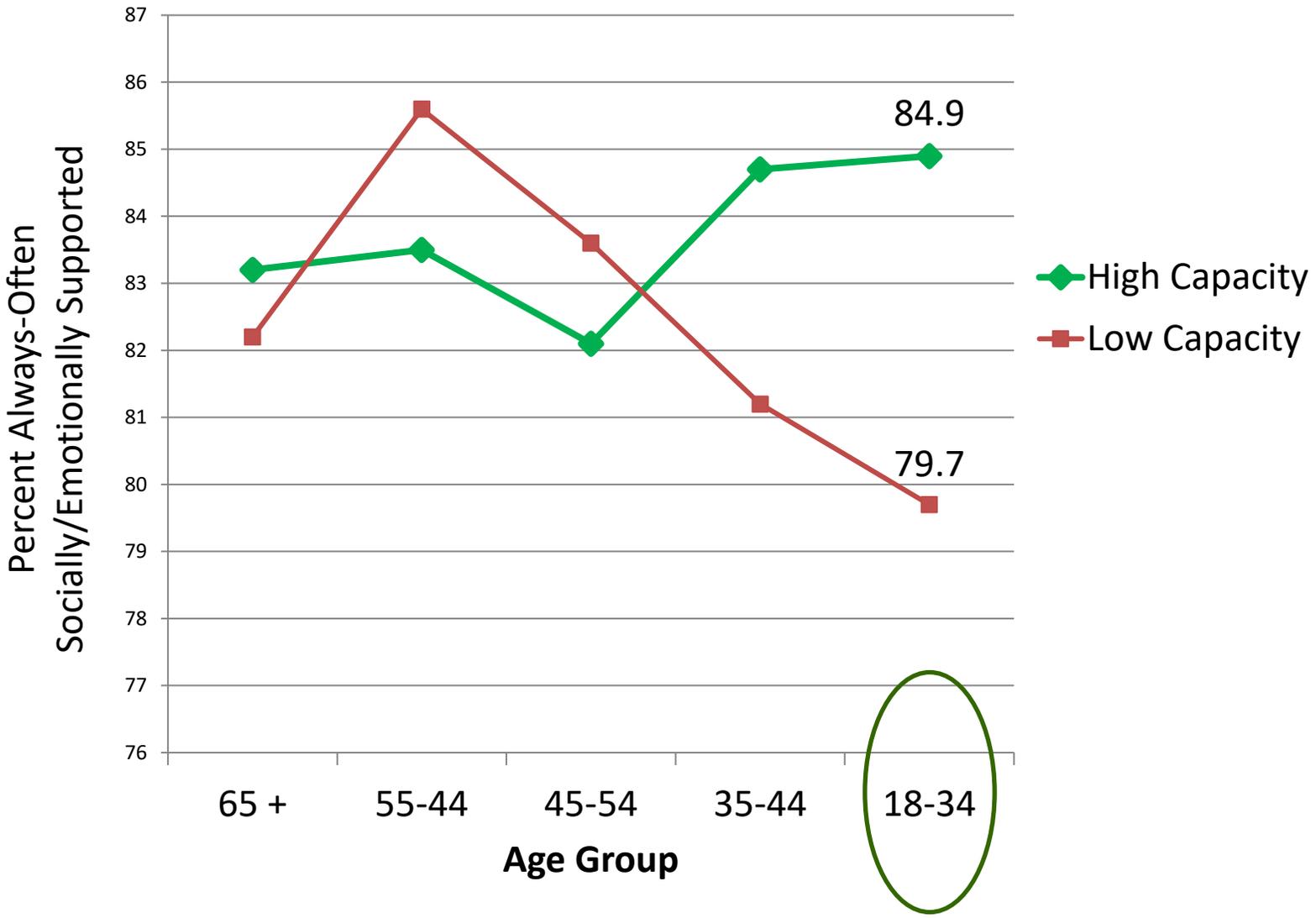
Fewer Symptoms: Depression & Serious Persistent Mental Illness



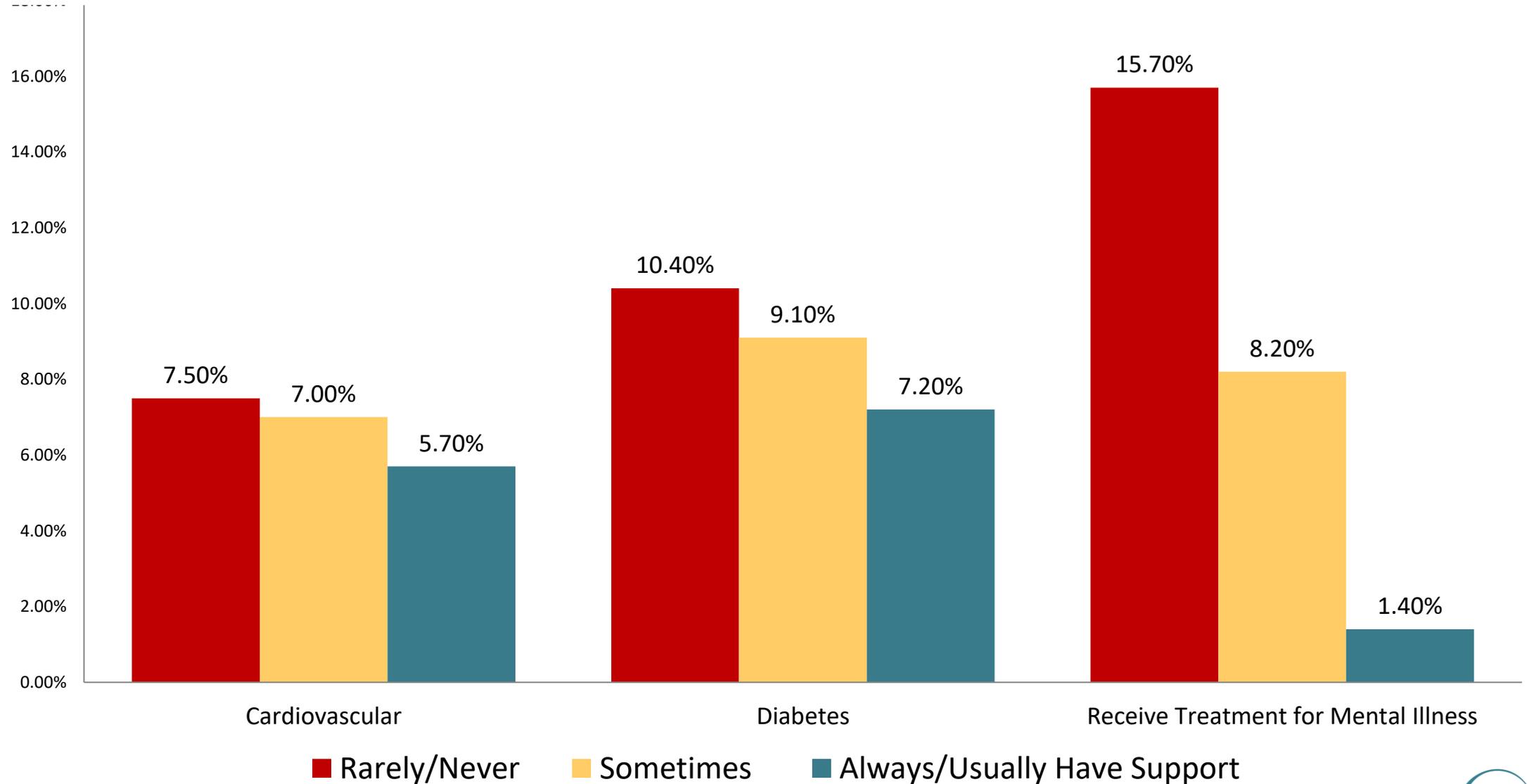
Significant differences after controlling for age, education, income, race/ethnicity, and ACE score.

Higher Community Capacity (Index Scores)

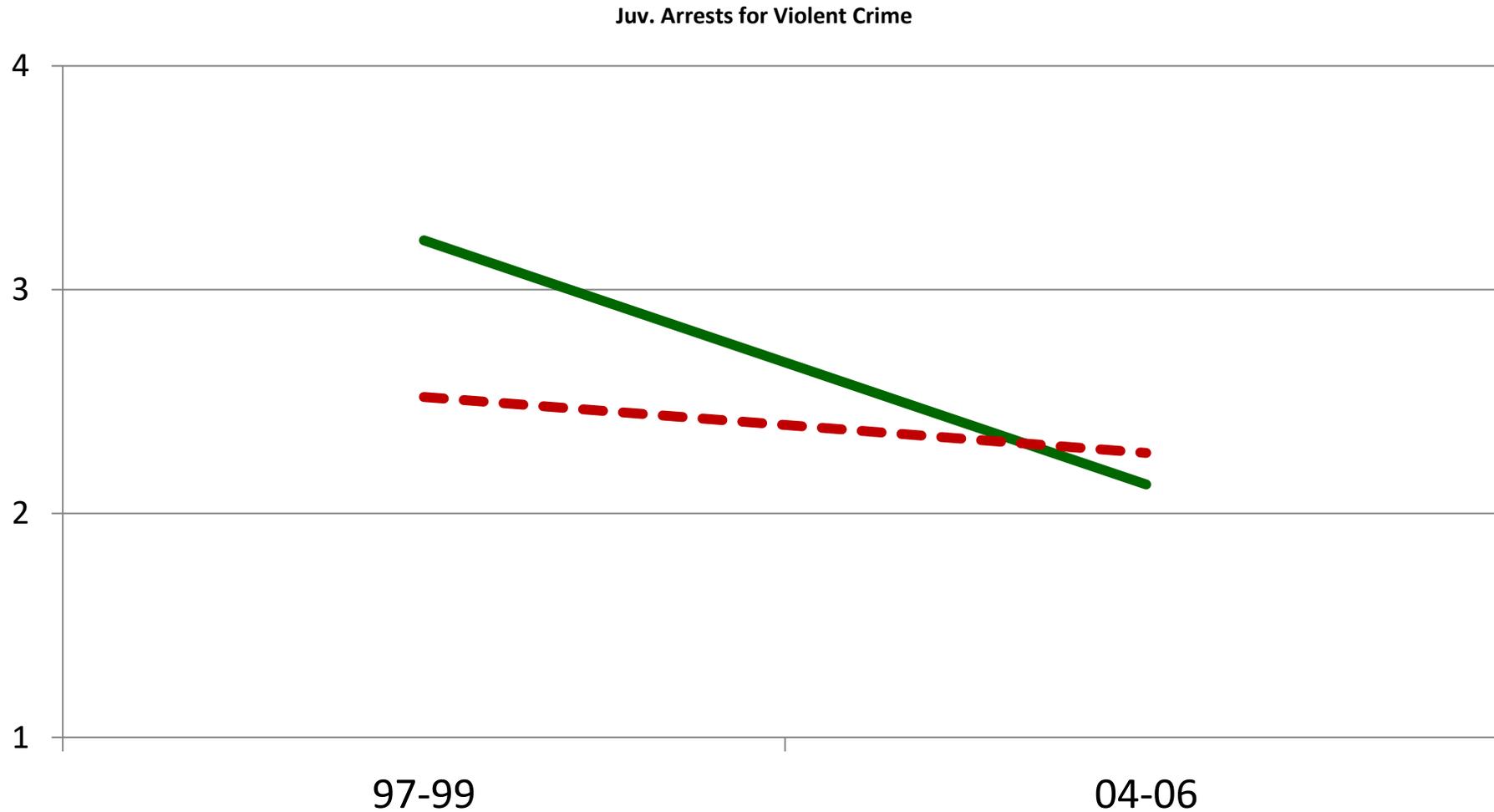
Higher Social-Emotional Support among Young Adults



Social/Emotional Support-Resilience Factor



Juvenile Arrests for Violent Crime



97-99

04-06

Juv. Arrest for Violent Crime

97-99

04-06

FPC Funded (n=28)

3.22

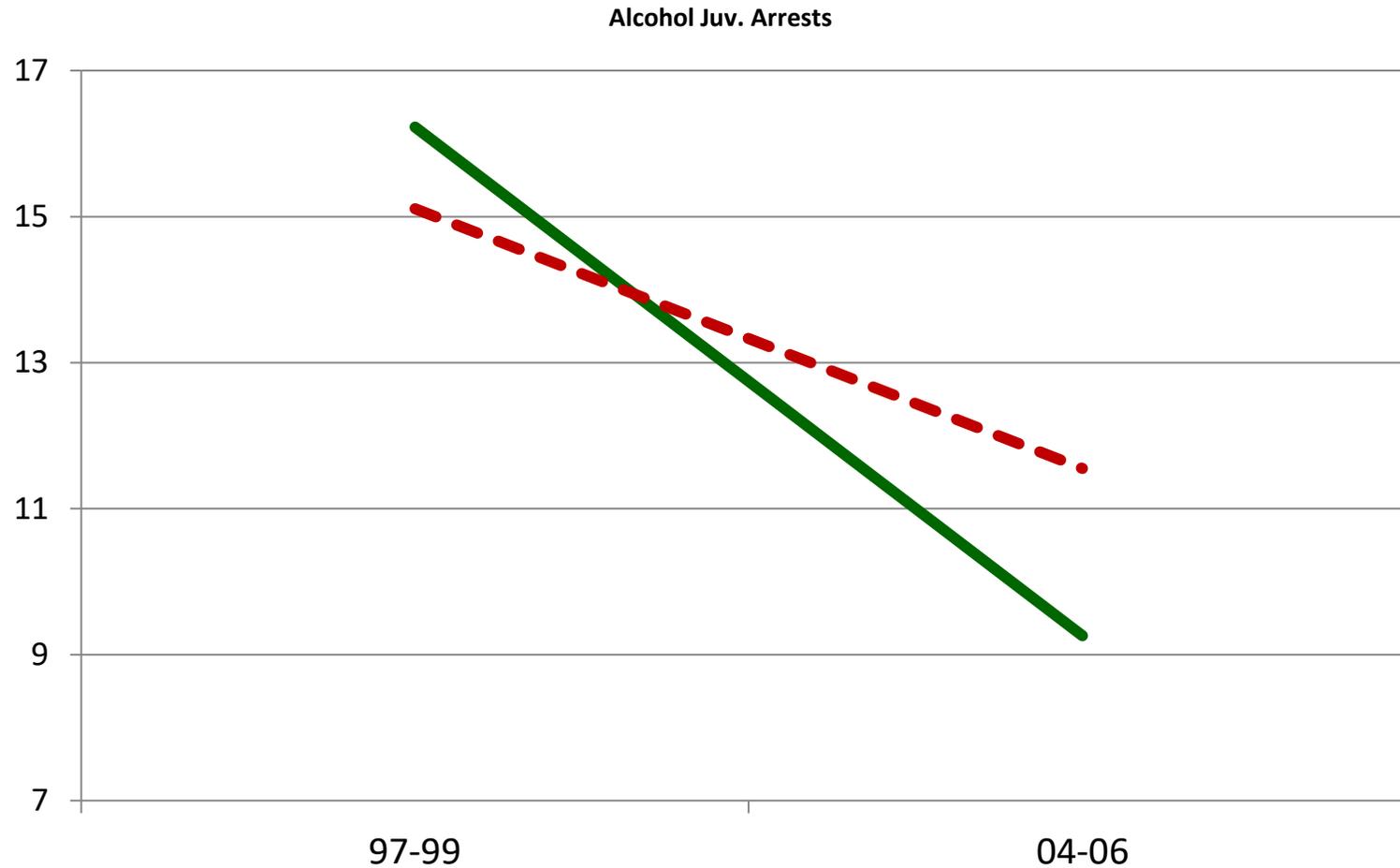
2.13

Non-Funded (n=10)

2.52

2.27

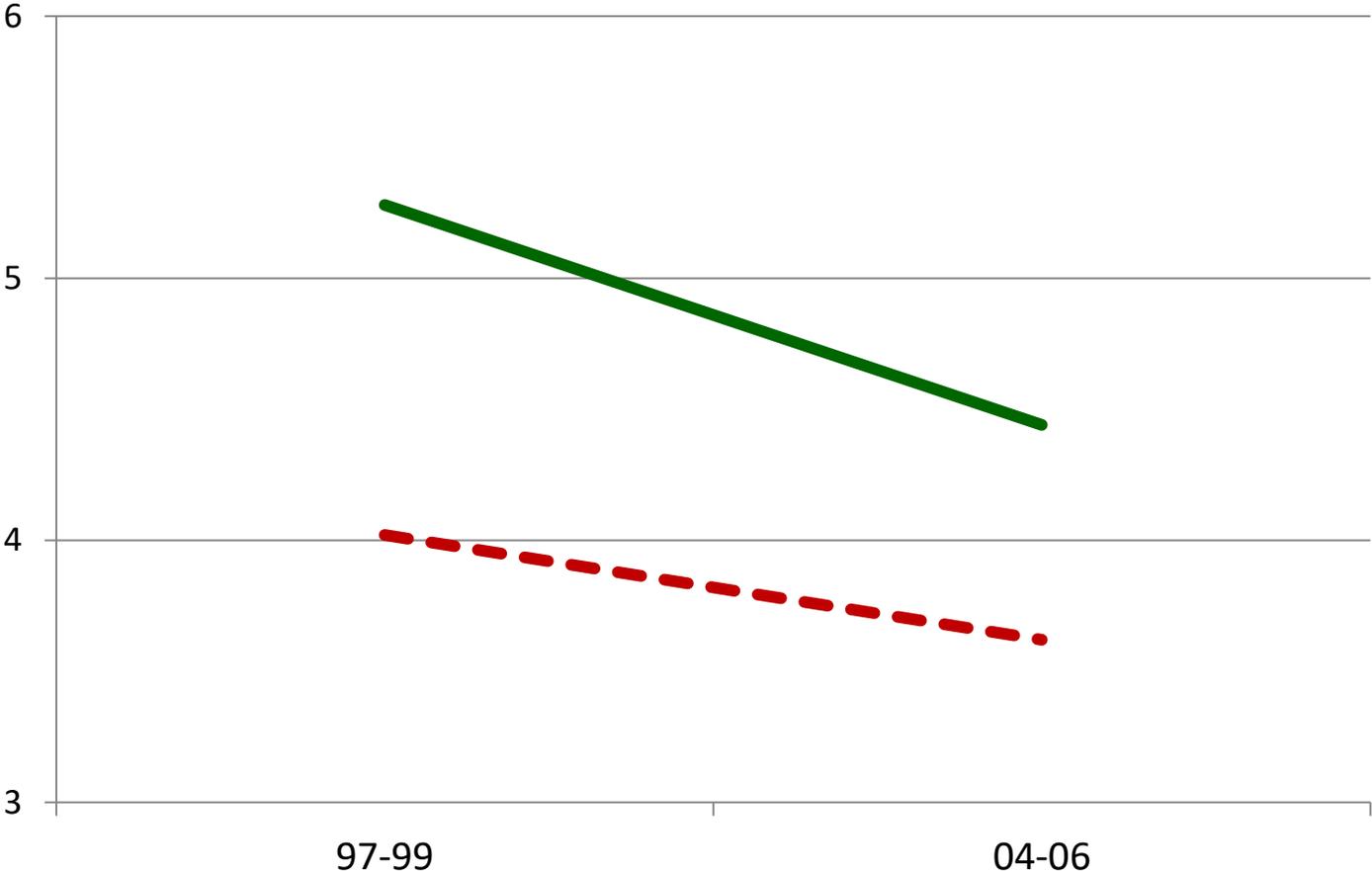
Juvenile Alcohol Arrests



	Alcohol Juv. Arrests	
	97-99	04-06
FPC Funded (n=28)	16.23	9.26
Non-Funded (n=10)	15.11	11.55

Juvenile Drug Arrests

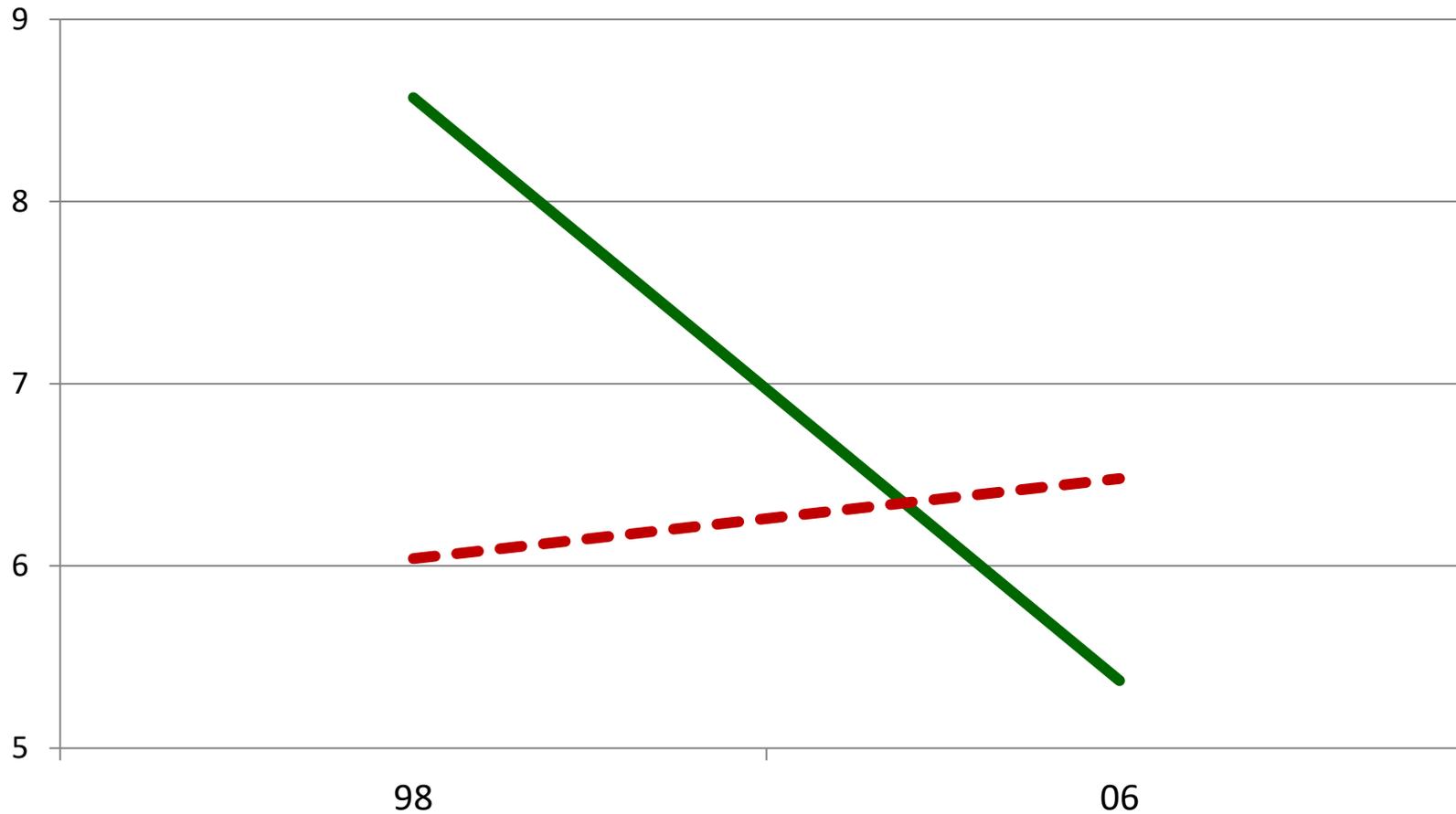
Drug Juv. Arrests



	Drug Juv. Arrests	
	97-99	04-06
FPC Funded (n=28)	5.28	4.44
Non-Funded (n=10)	4.02	3.62

Dropping Out of High School

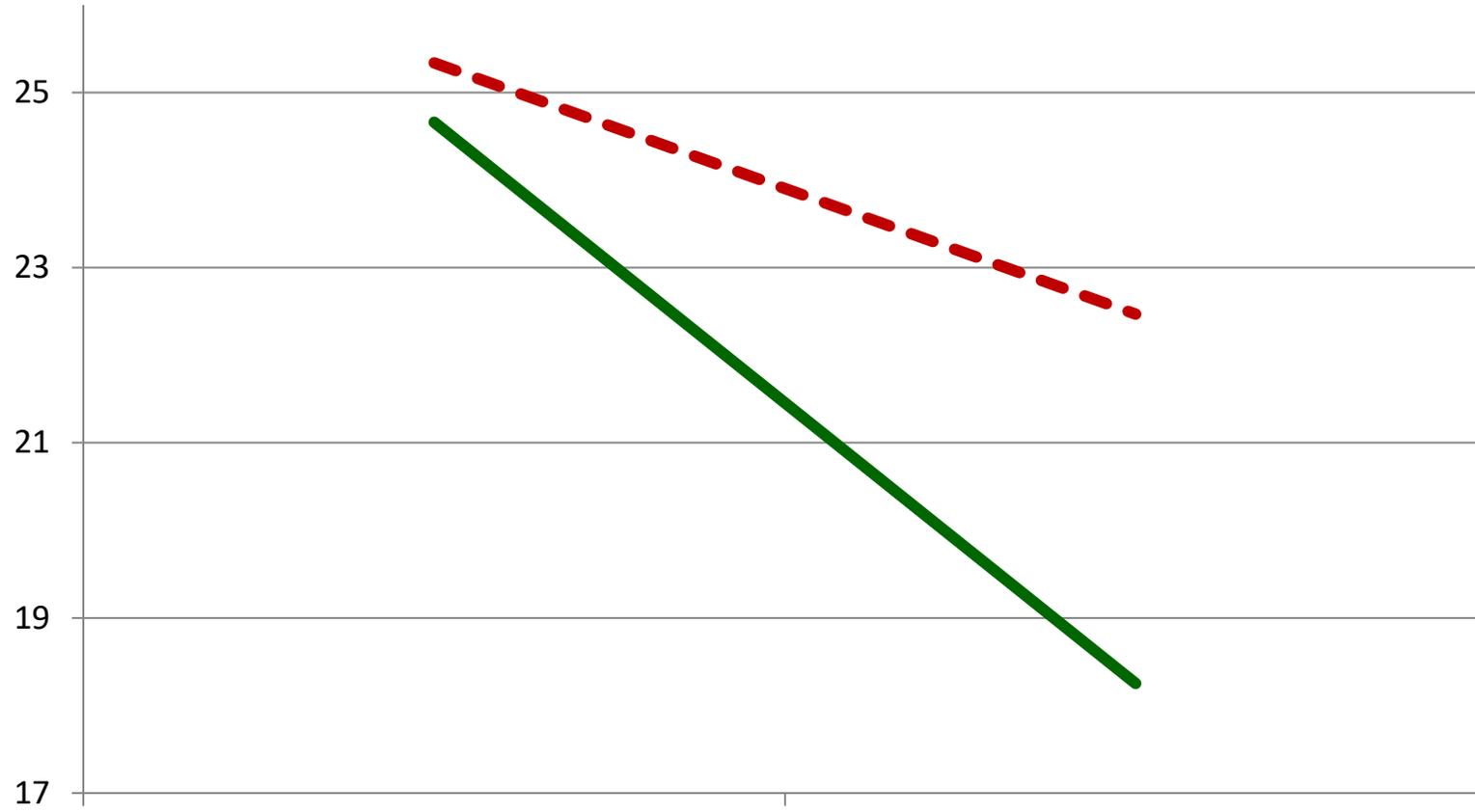
Yearly H.S. Drop-out



	98	06
FPC Funded (n=28)	8.57	5.37
Non-Funded (n=10)	6.04	6.48

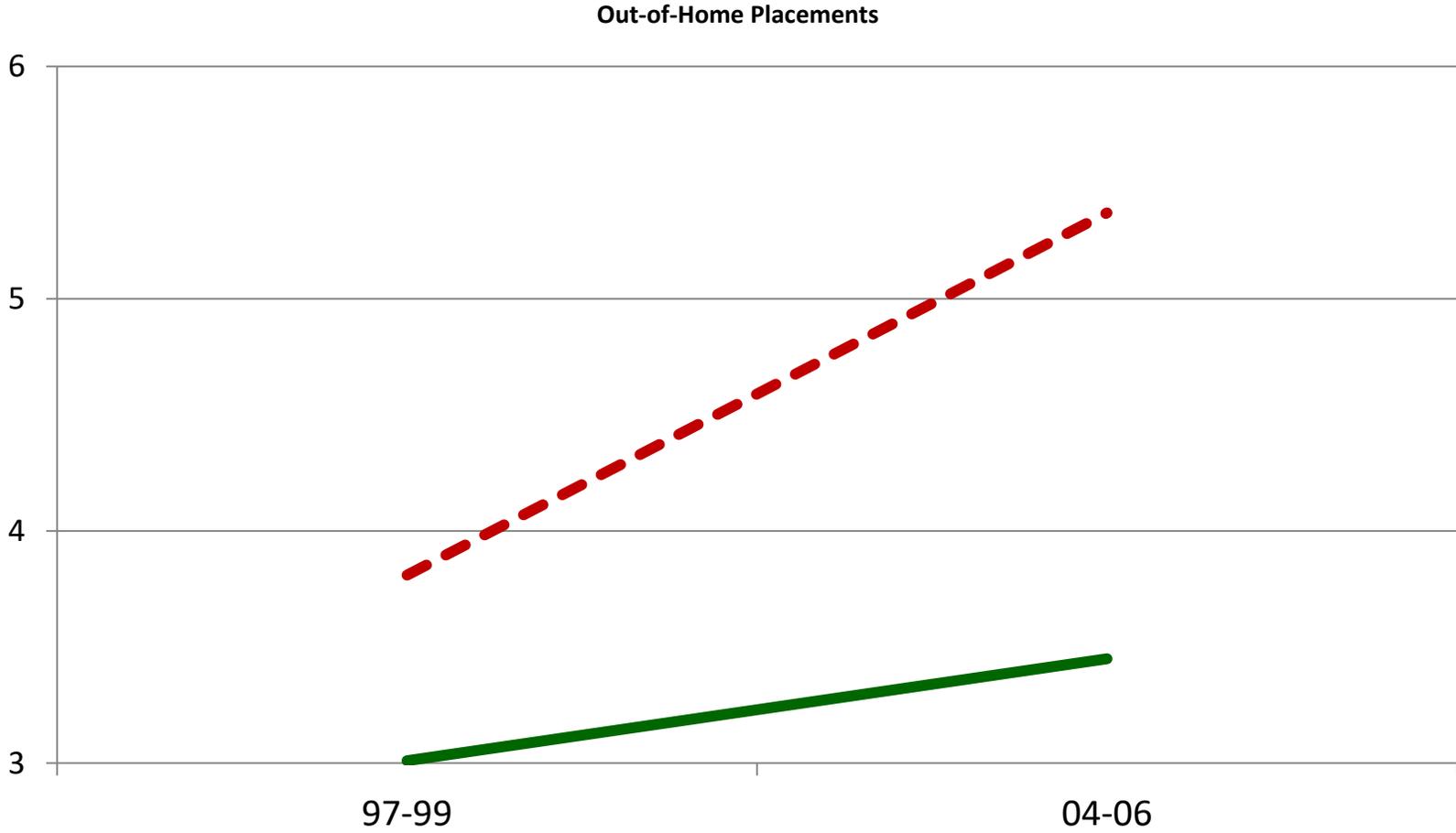
Dropping Out During High School

Freshman to Senior Drop-out



	98	06
FPC Funded (n=28)	24.66	18.25
Non-Funded (n=10)	25.34	22.47

Child Out-of-Home Placements

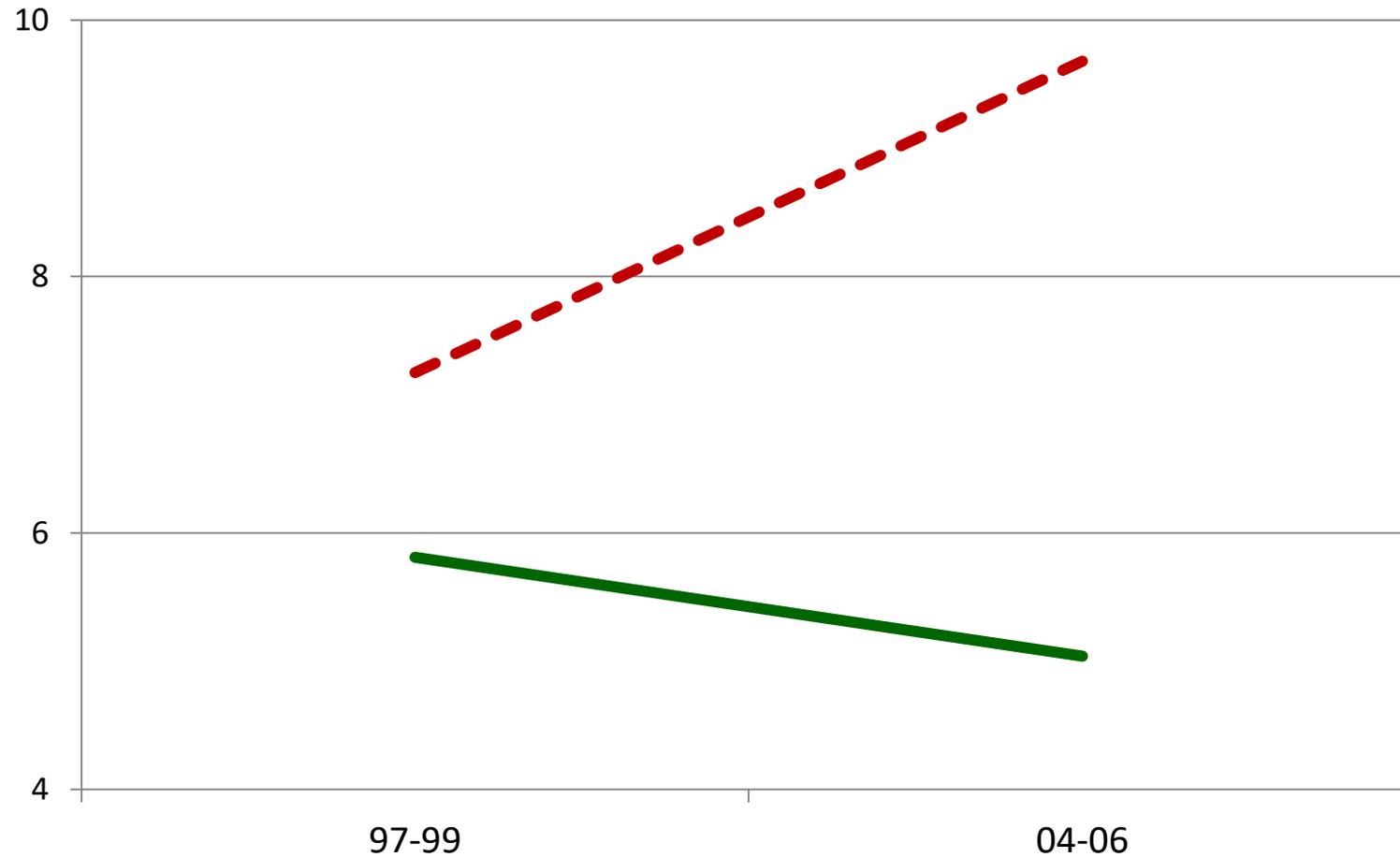


Out-of-Home Placements

	97-99	04-06
FPC Funded (n=28)	3.01	3.45
Non-Funded (n=10)	3.81	5.37

Child Suicide

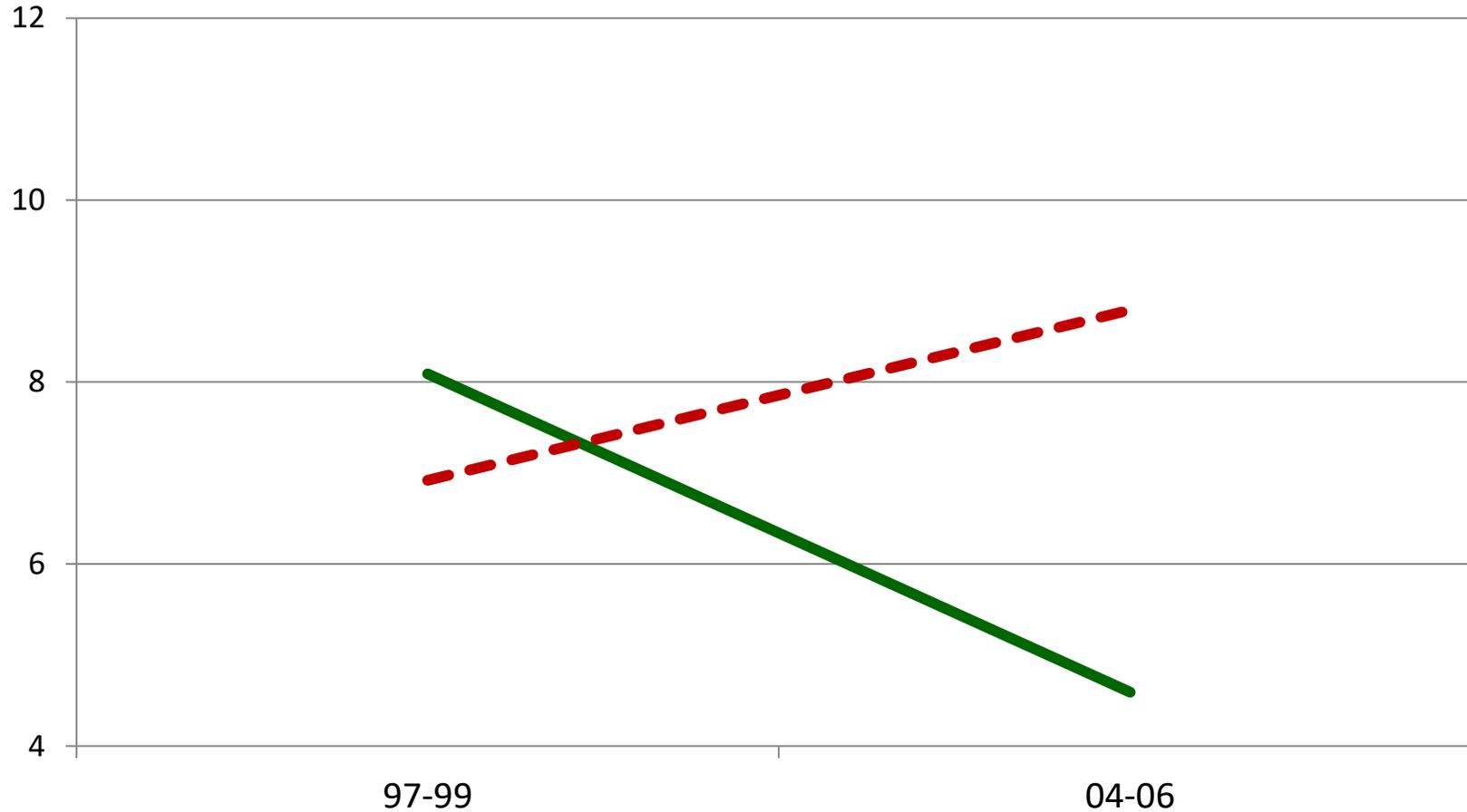
Large Communities



	Large Communities	
	97-99	04-06
FPC Funded (n=28)	5.81	5.04
Non-Funded (n=10)	7.25	9.68

Births to Teen Mothers

Large Communities**



Large Communities**

	97-99	04-06
FPC Funded (n=28)	8.09	4.59
Non-Funded (n=10)	6.92	8.79

Public Cost Avoidance

For a public investment of \$4m/year

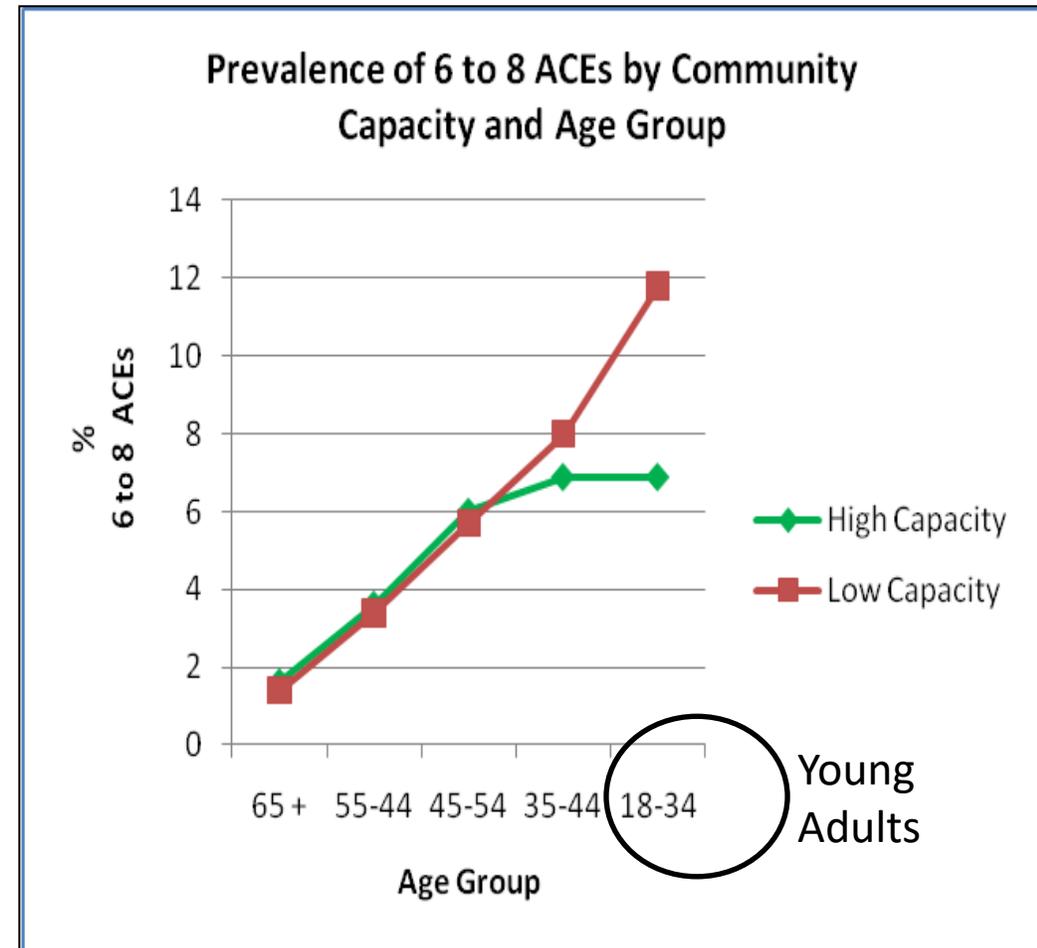
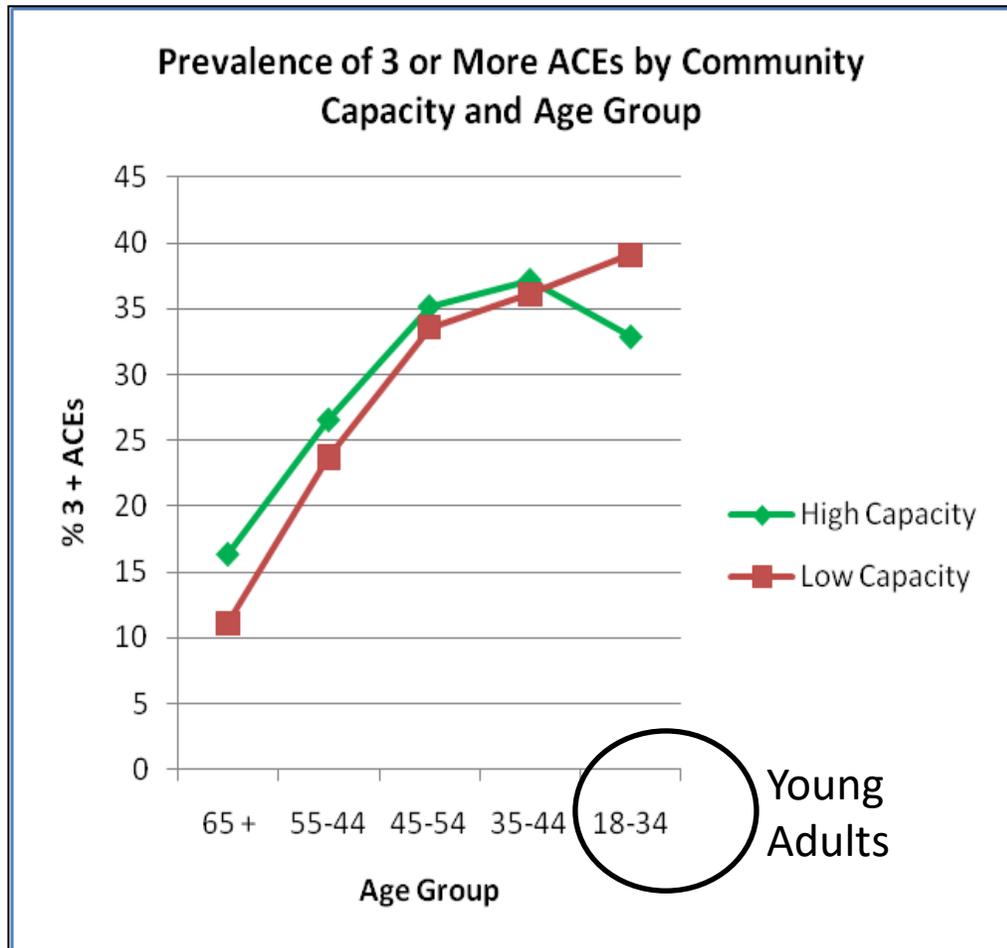
Conservative estimate for only

- Public health costs, teen pregnancy (ages 10-17)
- Out-of-home placement and health/mental health care, victims of child abuse or neglect served by the child protective service system
- Incarceration costs for Juvenile felony crime
- Reduced lifetime earnings associated with dropping out of high school, calculated as reduced public revenue for only long-term avoidance

\$56m biennial cost avoidance (\$1/\$7 immediate ROI)

\$296m long-term cost avoidance (\$1/\$37 life-course ROI)

Higher Community Capacity (SHC Index Scores) Fewer Adverse Childhood Experiences (ACEs) - Young Adults



Keys to Success

Expand Leadership

- Powerful invitation can activate natural helping systems of family, friends, and neighbors as leaders of intergenerational wellbeing.
- An innovation focus provides a forum for exceeding expectations.
- A stewardship group with a core staff/team must hold vision & the tension between challenge and support

Focus on root causes & dynamics that drive status quo in each place

- Build local capacity for training NEAR Science (train the trainer model)
- Provide awards and celebrate exceptional results

Keys to Success

Support learning communities

- Locally-specific formula-based budgets provide security, fuel learning and innovation
- Education, technical assistance, consultation, guidance, and modeling all are needed to support a learning ecology

Make decisions based on aspirations for the future (desired results)

- Develop and maintain a dossier of data for the community learning process and to support formal evaluation.
- Use the data to challenge everyone – not just the local people – “Does the state need to be a different kind of partner here...”

Unconditional Positive Regard

*When I saw you
I fell in love, and
you smiled
because you
knew.*

*William
Shakespeare*

Thank You
Laura Porter
ACE Interface

