History of the Model
WA Family Policy Council Served
A Network of 42 Communities

Started in 1989 for Prevention of Public Health Problems
Self-Healing Community Empowerment Stages

- Pre-Committing: 0.9 m people
- Committing: 1.2 m people
- Shifting: 0.9 m people
- Persisting: 2.1 m people

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Self-Healing Communities overcome challenges by generating and drawing from healthy local social and cultural networks and practices.

They continuously build general community capacity – which is a public health approach to solving interrelated problems by improving peoples’

• connections
• shared responsibility
• collective impact of their efforts.
Two Kinds of Investments Interact, Build Over Time

1. **Formative** investments provide the infrastructure necessary to support improvements to the meta-system of population services and supports.

2. **Process** investments are the course of action that residents, professionals and funders engage in to produce stunning results for a small investment.
Formative Investments

How do we put these vital infrastructures in place?

Start with People

Thought Partners
Volunteer Coordinator
Core Team for Resilience Coordinating Council
Hosting Entity
Funders
Paid Coordinator

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Appreciative Action

Using positive, appreciative, and participatory methods

• Understand the dreams and aspirations of residents for the future... act on those dreams
• Learn what’s generating the status quo
• Learn what works for whom in what context
• Facilitate continuous improvements

People need to know their ideas are worthy of action
The world is changing too fast for push-based decisions, These require accurate foresight to be effective, rigid planning, setting action in motion to meet plans. Push-based decisions bypass local passions and become obsolete when change happens.
Recruitment is Personal

5. Positional Authority
4. Knowledge and Skills

3. Reach into Community

2. Thinking, Perspective, Creativity

1. Dreams, Aspirations, Legacy

Lasting Change- Below the Waterline
Strengthen & Connect Healthy Networks

Ask “who do you know, that I probably don’t know, who really cares about these issues?”. 
Resilience Moment

What questions will you need to ask potential leaders of the Resilience Coordinating Council work, in order to recruit based on dreams, thinking/perspective, reach into the community?
Leadership Expansion

Ideas for Action

1. **Promote social bridging as a normal way of meeting community needs.** Informally map the social network as it emerges. Include in meeting agendas the question: “who could we reach to, who is not yet in our network, to help us get the next steps done?”

2. **Teach NEAR science & keep a log of what individuals WANT to do to build mental wellness and population-level resilience.** Directly invite individuals to contribute a specific skill or ability. Ask for “out of the box” kinds of help – music or art for an event, carpentry or maintenance skills, giving a ride to someone so he/she can come to a meeting, being a Grandma To Go.

2. **Develop products** that capture common priorities and interests and to illustrate the tension between people’s values and beliefs and the community’s current results.
Emergence

In nature, change begins as local actions spring up simultaneously in many different areas.

When these changes become connected, local actions can emerge in a powerful system that has many more capacities than could ever be predicted by analyzing the individual parts.

Emergent phenomena always
• Possess new capacities different from the local actions that engendered them
• Surprise us by their appearance
Emergent Capabilities

The formal service system is augmented by:

• New lines of communication,
• Peer support systems,
• Self-organizing networks
• Communities of practice
• Uncommon new leaders uniting for purpose

These generate an infrastructure for change.
1. Operations of an organization, legal obligations, public accountability
2. Volunteer and board management – natural leader that others want to follow
3. Community collaboration – hear divergent views & combine to common focus
4. Adversity & resilience science – ability to challenge assumptions, help build credible theories of change that excite people & cause them to innovate
5. Civic engagement, public policy – foster the public will to act; translate to policy
6. Public Health – articulate differences between clinical and public health approach
7. Data use – select, gather, understand, make meaning from data
8. Outcome evaluation – monitor actions and establish continuous improvement strategies
9. Systems thinking – skills, competencies working with living systems
10. Review of community efforts – evaluate overall effectiveness, make policy recommendations
Interested, Flexible, Support & Challenge

**HOSTING ENTITY** dedicated to shepherding the process with collaborative leadership, has budget and financial interest in the results you are focused on achieving. The hosting entity can change over time.

**FUNDERS** provide flexible resources and educational supports while concurrently challenging the community to take on the most difficult issues and to learn, manage, and improve measurable results.

**PAID COORDINATOR** evokes giving, structures interaction with extreme respect for time, shamelessly asks for what is needed, maintains a broad view of the system as-a-whole, and convenes others to design, pilot and measure system improvements.
Structure for Results

3 Kinds of Collaborative Groups

1) Improve current client/customer service. These would be the groups that work on case management for people with complex problems, wrap around, troubleshooting why some customer groups are getting “stuck” with their recovery or efforts to achieve wellbeing. These are the groups that work through confidentiality issues so that they can talk openly with and about named customers they are working to help.

2) Improve life experience of people served, and to prevent flow into high-end service needs (one-or two-year outcomes) These groups act upon the patterns identified by direct service providing groups and gather qualitative and quantitative data that illuminates life experiences of BOTH the group of people already using services AND the flow of people who might be headed into those systems.

3) Develop tools and processes that need to be in place for expansion of community capacity over a decade so that diverse resources are available to address long standing and emerging problems. This group thinks through the mental models that are creating barriers to transformational change and designs multi-year processes to shift those mental models. This is the group that uses information gathered by the other two groups to frame issues differently, then test the public’s response.
Exercise:
Forming Your Initial Core Group

Who comes to mind when you think about forming a group to hold the long-term vision for community wellbeing? This is the group that makes tools and processes to pull the community back into resilience building after a crisis.

Name 1-3 Grassroots or Civic Leaders You Can Invite to Participate

1.

2.

3.

Name 1-3 Non-Profit, Private, or Public Org. Leaders You Can Invite to Participate

1.

2.

3.
Community is a living, spiritual entity, supported by every responsible adult.

Gregory Cajete
We Come Alongside a Sacred, Living Way of Being

Listen, feed back, adjust

In early years, “the plan” is

1. Purpose, Values, and Principles derived from interviews, dialogue, and data gathering, plus
2. A set of tools that capture a snapshot of what’s happening now in community and illuminates opportunity for innovation.
Each Place Has Unique Resources

Communities address complex, severe and multigenerational problems by building ingenious solutions around available resources.

They build “right-fit” solutions.
The Way You Work Matters
(not just the work you do)
Strengthen & Connect Healthy Networks

Meaningful conversations that link and connect social groups build social networks. Social networks promote health & safety.
What happens when communities increase reciprocity?
After a decade of successful work
We asked 3 questions in BRFSS
To learn from communities
People in your community do **favors** for each other often or very often.

...helping with shopping, lending garden or house tools, watching over property, and other small acts of kindness.
You can count on adults in your community to watch out that children are safe and don’t get in trouble.
Your community members can be counted on to intervene if children are skipping school and hanging out in your community.

Social Efficacy: Intervene if Children Need Support
Parental Depression in Communities with Variable ACE Prevalence & Low Reciprocity

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<th>% Parenting Age Population with Depression</th>
<th>Low Reciprocity</th>
<th>High Reciprocity</th>
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<td>31% ≥ 3 ACEs</td>
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<td>16.5</td>
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<tr>
<td>47% ≥ 3 ACEs</td>
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</table>
Parental Depression in Communities with Variable ACE Prevalence & High Reciprocity

- 15% ≥ 3 ACEs: 11.5% depression with low reciprocity, 9.5% with high reciprocity
- 31% ≥ 3 ACEs: 16.5% depression with low reciprocity, 11% with high reciprocity
- 47% ≥ 3 ACEs: 22% depression with low reciprocity, 12% with high reciprocity
Resilience Moment

Question: What stands out for you so far?
Communities are perfectly designed to deliver the status quo.

Once we understand the dynamics that contribute to status quo, we must refuse to participate, and explain why.

By changing the way we are with one another day by day, we change the dynamics, dramatically improve wellbeing.
2. **Process** investments are the course of action that residents, professionals and funders engage in to produce stunning results for a small investment.

Document: hypotheses, action elements, who wants to do what, when we’ll come back together, how we’ll know we are on the right track.

Provide staffing to support and challenge people within the process.
Establish Seasonal Themes for Community Work

At the community level, work includes anticipatory guidance, just as it does at the individual and family levels. Process transparency builds procedural trust.
Self-Healing Communities

Develop four types of community capacities

Leadership Expansion
- Intentionally engage a broad cross-section of community,
- Build skills, generate new roles, support action from uncommon leaders

Focus – seeing clearly
- Examine origins and drivers of status-quo
- Understand bio, psycho, social factors
- Act on both strategic AND felt needs

Learning – What does community learning mean?
- Use iterative learning cycles to discover what works, for whom, in what context
- Share findings and integrate into next steps via dialogue and aligned action

Results
- Invest time reflecting on the results that everyone’s combined efforts are generating
- Thoughtfully consider what has been learned and how that learning can be applied to improve lives
- Make decisions based on results, not simply on what’s popular or new
Focus
Understand the Origins and Drivers of the Status Quo

Ideas for Action

1. Host a **community summit** to learn together about issues of mutual concern and generate a shared action agenda that invites everyone to contribute.

2. **Compare and consider risk for intergenerational transmission of adversity** by co-creating a typical story of parents’ growing up years, then a typical story of children’s growing up years. Consider how does climate-related disaster influence this risk?

3. **Map the progression of adversity** in your community; think together about opportunities to interrupt progression with resilience-building capabilities (NEAR education, Presencing, Purposing, Social Support, Empowerment, Community Leadership, Mental Health Support).
Felt Needs and Strategic Needs

Communities often design only for felt needs because they believe that a good system is a responsive one.

If we fail to design for strategic needs, we intensify inequity.

Self-Healing Communities balance these priorities by taking action that is responsive to dreams and aspirations, so we have more wellbeing in a decade, regardless of the crises we face.
Break Out

What action steps can you take to help people invest in Strategic Needs?

Report 1-3 Ideas for Action

1.

2.

3.
Vision, Strategy, Iterative Learning

Are we doing the work right?
Are we doing the right work?
Whose work is it?
Learning
Learn from doing – test new ways

Ideas for Action

1. **Sponsor knowledge and skill-building activities** that improve capabilities, develop leadership, and surface resources.

2. **Develop and test new models for improving results** with a specified group of people. Coordinate with other entities that work with you as a “community of practice” to discover what works for whom.

3. **Train employees who deliver relationship-based services to conduct regular emic interviews** and feed data back into the system so there is continuous learning about the experience of living within the community.
Reclaiming cultural ways after a time of loss is a powerful driver of well-being. “One of the first things that has to be done is to ask the community what is important to the community.”

Duran & Duran, 1995
Role of Culture

The fundamental role of culture is to help us to interpret the world around us and adapt to our environments.

When we’re outside of our culture, we may feel awkward, confused, that we don’t belong, or that we have to work hard in order to navigate moment to moment interactions.
Generating culture shift requires readiness for the storms of change.

Shift happens... between one way of being and a new way of being comes a chaotic and challenging time.
Self-Healing Community
Empowerment Stages

Pre-Committing: .9 m people
Committing: 1.2 m people
Shifting: .9 m people
Persisting
Thriving: 2.1 m people
How Change Happens
Resilience Moment

How might Presencing, Purposing, or Group/Organizational Resilience help your Resilience Coordinating Council weather the storms of community change?
Results

Use qualitative and quantitative data about results to support decisions

Ideas for Action

1. After new models are developed and tested (learning), share results with a wider community audience to incentivize active learning and model improvement.
2. Organize a yearly or biennial community summit that focuses on reviewing past action/strategy and engages people to design new hypotheses about how we might improve upon our successes.
3. Develop tools that help people to see the system of formal services and informal relational supports as a whole – and support discussion about how to improve that system.
Fostering Hope-Filled Communities

Creating conditions for all people to flourish