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<tr>
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<th>May Lose Value</th>
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Messy But not Chaotic: Methodologies and Frameworks that Embrace the Complexity of People and Communities

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To get to different outcomes, we need to be open to very different understandings of “the problem.”

How we frame what’s happening determines the possible set of actions and interventions, and the outcomes we can get to, too.
“When we start with problems, we get programs. When we start with people, we get possibilities.”

- after Lupe Serrano

Marcus’ story
We need to consider the full frame/bigger context

*Full frame* is a term from documentary filmmaking. To truly show a character, a film cannot just focus on the individual. Instead, the filmmaker must pull the lens all the way back, filling the frame with the environment, the context, the relationships, the serendipity, the events and the interactions that define and are defined by the character.
When we see the full frame, we realize that everyone’s trying to get the same thing: wellbeing

Wellbeing is the set of needs and experiences essential, in combination and balance, for health and hope, and to weather challenges.

<table>
<thead>
<tr>
<th>✓</th>
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<tbody>
<tr>
<td>The drive</td>
<td>The destination</td>
</tr>
<tr>
<td>Universally required, individually experienced</td>
<td>Different for different groups of people</td>
</tr>
<tr>
<td>Foundational/Essential</td>
<td>Extra/Nice</td>
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</table>
We’re in the people business

Breaking inter-generational cycles of poverty, violence and trauma requires we **build on assets** and **minimize tradeoffs** among the Five Domains of Wellbeing— at the individual, family, community and institutional levels.

- Hierarchical
- Interdependent, non-linear
- Universally needed, individually experienced
- Meaning matters
A New Leaf’s story

Active addiction → “Clean” → Housed → Active addiction, loss of housing → “Clean”

Kids removed → Supervised visits → Missed visits → No missed visits

Participation in New Leaf → Housing placement → Return to New Leaf
Allie’s story

Outcomes are not just about programs: they are largely the work of people who have lives before, beyond, and after our programs.
Decisions: perspectives and results

Yes!

No!

It depends...
Decisions: perspectives and results

Is it... Yes!
Worth it? No!
(to me)
It depends...
Is it worth it to me?

Decisions and change create tradeoffs

- When we’re making a decision or a change, we’re balancing tradeoffs: Is it worth it to me?
- When people make choices different from what we might expect or want, they may be weighting tradeoffs differently.
- Sometimes we make (or are forced to make) change that involves significant, unanticipated tradeoffs.
- We’re much more likely to make change when the tradeoffs feel worth it. If the tradeoffs feel unsustainable, the change becomes unsustainable.
- People need motivation AND sustainable tradeoffs for change to last.
Legal services tracking tool

<table>
<thead>
<tr>
<th>Name/Client ID/Client no.</th>
<th>Type of case</th>
<th>Social connectedness</th>
<th>Safety</th>
<th>Stability</th>
<th>Mastery</th>
<th>MARR</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-13 AM4726</td>
<td>Denial of benefits</td>
<td></td>
<td></td>
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<td>Housing +</td>
</tr>
<tr>
<td>11-15 JD1466</td>
<td>Eviction prevention</td>
<td></td>
<td></td>
<td>Housing</td>
<td>+</td>
<td></td>
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<tr>
<td>11-15 AU2276</td>
<td>Eviction prevention</td>
<td>Stay in neighborhood where neighbors look in on her +</td>
<td></td>
<td>No plan to prevent eviction in future (rent too high) -</td>
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</tr>
<tr>
<td>11-16 CM1249</td>
<td>ADA</td>
<td></td>
<td>Service animal allowed +</td>
<td></td>
<td></td>
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<tr>
<td>11-17 KL5647</td>
<td>Restraining order</td>
<td></td>
<td></td>
<td>Employment +</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11-26 JD1466</td>
<td>Restraining order</td>
<td></td>
<td>From abusive partner +</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>date</td>
<td>McKinney-Vento (homeless children education)</td>
<td>Stay in school that has LGBT club +</td>
<td>Stay in school that has LGBT club +</td>
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<tr>
<td>11-28 CQ3339</td>
<td>Eviction prevention</td>
<td></td>
<td></td>
<td>Housing -</td>
<td></td>
<td>Drug treatment +</td>
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<tr>
<td>Questions for consideration:</td>
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<td>Are we trying to discern/document the impact of our intervention on a PROBLEM or on a PERSON? (if the former, shift to the latter!)</td>
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<td>Are our programs and systems built to help people make change or sustain change, and how does this influence what we “count”?</td>
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<td>Is “not being willing to give something up” or “resistance to change” seen as “not caring” or “being unmotivated”?</td>
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<td>What information do we regularly gather that help us understand the tradeoffs families or youth experience in complying with court orders, supervision plans, etc.?</td>
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<tr>
<td>Do we assume that one positive result will stay in place while we address another challenge?</td>
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<tr>
<td>When people are experiencing tradeoffs, do we add another program to address the tradeoff, or do we address it in other ways?</td>
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<tr>
<td>Do we pay enough attention to what people are doing outside of our programs that contributes to success (not just to challenges)?</td>
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</table>
If we want to solve/address wicked problems, we have to think differently about collaboration and change
How much we can accomplish in this world depends on how much we can see.

David Baily Harned
Patience: How We Wait Upon the World
Tackling Youth Substance Abuse (TYSA)
TYSA results

Between 2011 and 2013, opioid overdose deaths in Staten Island decreased 32% among Staten Island residents, even as overdose deaths increased in NYC.

Between 2008 and 2014 Rx painkiller use decreased by 83% among 7th – 12th graders.

Youth substance abuse results from interactions of many people, organizations, and systems.

Diagram:
- Community
- Peers/Schools
- Family
- Youth
### Risk and Protective Factors

Factors within these levels increase or decrease the likelihood of abuse.

#### Community
- Availability - Retailers are willing to sell to minors
- Inconsistent policy enforcement
- Laws and ordinances are consistently enforced
- Policies exist to limit use and availability

#### Peers/Schools
- Pro-Use culture
- Media advertisements
- Affordability of substance
- Low academic performance
- Early age of onset
- Risk-taking behaviors
- Having friends who abuse
- Schools have high rates of academic failure
- Peers accept substance use
- Peer disapprove of use

#### Family
- Partnership between schools and families
- Positive teacher expectations
- Family involvement in a child’s life
- Caring parents
- Clear rules and messages around substance use
- Leadership opportunities for students
- Parent-child dialogue
- Youth involvement
- Stable household
- Positive media messages
- Substance-free after-school activities
- Policies exist to limit use and availability

#### Youth
- Availiability - Use in social situations
- Availability - prescriber practices
- Physician interactions with patients
- Places for disposal of substances
- Academic performance and motivation
- Low academic performance
- Low family and community engagement with schools
- Community awareness of abuse
- Adequate resources for treatment and recovery
- Positive youth dev. goals
- Delayed age of onset
- Education / awareness
- Positive youth dev. goals
- Positive media messages
- Norms against abuse
- Leadership opportunities for students
- School counseling
- Positive youth dev. goals
- Positive media messages
A steering committee of cross-sector community leaders came together to address the problem.
TYSA structured efforts to achieve systems change and population level outcomes

**Working Group Strategies and Goals**

**Social Norms**
Parents, schools, and the community adopt attitudes and behaviors that support healthy youth attitudes towards substance abuse

**Continuum of Care**
Prevention and treatment organizations provide a high quality, integrated continuum of care for youth

**Retail and Marketplace Availability**
Substances are only available in settings that support appropriate use

**Policy and Advocacy**
Creating systems level change to impact norms, supply and continuum of care

**Impact**

**Population Outcomes**
- Decrease Alcohol Use
- Decrease Rx Drug Use
- Make Healthy Choices
Co-Creation: Use of Narcan to save lives
Evolved way of measuring impact
TYSA’s progress is occurring across the levels of influence and types of outcomes

Diagram showing the relationships between Professional Practice, Peers/Schools, Family, Youth, and Community Infrastructure with specific indicators such as inconsistent policy enforcement, Peer accept substance use, Leadership opportunities for students,等.
Attention to Rigor after the strategy is released

Screening for Substance Abuse

• Hospitals
• Mental Health Professionals
• Pediatricians
• Probation Officers
• Youth Councilors
• Parents
• Coaches
• Teachers
TYSA is measuring impact across levels of influence and types of outcomes

- **Working Group Strategies**
  - Social Norms
  - Continuum of Care
  - Retail and Marketplace Availability
  - Policy and Advocacy

- **Impact**
  - **Changes in Systems**
    - Alcohol
    - Rx Drugs
    - Professional Practice
      - Actions of professionals who influence youth behavior in various settings (healthcare, schools, pharmacies, justice system, police)
  - Community Infrastructure
    - Local environment and assets (liquor stores, treatment centers, substance abuse resources)
  - Policy
    - Policy context that surrounds substance abuse (I-STOP, liquor licenses)
  - **Changes in Individual Youth and Family**
    - Alcohol
    - Rx Drugs
    - Awareness/ Knowledge/ Belief
      - Youth and family awareness, knowledge, and beliefs about substance abuse
    - Behavior
      - Child and family behaviors that prevent substance abuse

- **Population Outcomes**
  - Decrease Alcohol Use
  - Decrease Rx Drug Use
  - Make Healthy Choices
Becoming systematic in emergent strategy requires attention to feedback loops and processes for “sense making”

- **Learning Questions** to guide inquiry

- **Systematic data collection** and **feedback loops** that address learning questions and assess progress toward short-term outcomes

- **Structured team reflection** to generate insights from data to inform future directions

"Using a compass and not a map"
Learning questions are answered through a variety of evaluation, research, and learning activities

<table>
<thead>
<tr>
<th>Learning Questions – <em>Illustrative</em></th>
<th>Potential evaluation, research, and learning activities</th>
<th>Evaluation</th>
<th>Monitoring</th>
<th>Research</th>
<th>Systems tools*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Context</strong></td>
<td></td>
<td>Develop-mental</td>
<td>Formative</td>
<td>Summative</td>
<td>Grantee reports</td>
</tr>
<tr>
<td>• What key trends in the systems have the potential to bolster or derail our efforts, and what are the implications for our work?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td><strong>Implementation</strong></td>
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<tr>
<td>• What populations are we choosing to focus on in our partnerships? To what extent are we advancing equity through these choices?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td><strong>Systems Change</strong></td>
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<tr>
<td>• How are our efforts facilitating targeted systems change (e.g., funding flows, policy changes, different kinds of collaborations)?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Population Outcomes</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>• What improvements are we seeing in health outcomes for our target populations?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
</tr>
</tbody>
</table>

* Systems tools include trend mapping, systems mapping, eco-cycle, Appreciative Inquiry, storytelling tools
For More Information

• The Full Frame Initiative
  • https://fullframeinitiative.org/

• For More Information about the Five Domains of Wellbeing
  • https://fullframeinitiative.org/resources/about-the-full-frame-approach-and-five-domains/#5dw

• SHIFT From Short-term Change to Lasting Wellbeing Through the Full Frame Approach: A toolkit to help the Philanthropic Community Support Transformative Change
  • https://fullframeinitiative.org/for-philanthropy/
For More Information

- Collective Impact Forum
  - [https://www.collectiveimpactforum.org/](https://www.collectiveimpactforum.org/)

- Guide to Evaluation Collective Impact

- Evaluating Systems Change

- Evaluating Social Innovation
  - [https://www.fsg.org/publications/evaluating-social-innovation](https://www.fsg.org/publications/evaluating-social-innovation)

- Water of Systems Change