Addiction Treatment Starts Here: Community Partnerships
Systems Mapping Training for Facilitators
July 1-2, 2019
Our CCI Program Team

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Who’s in the room?

- Rx Safe Del Norte
- SafeRx Santa Cruz County
- San Benito County Opioid Task Force
- San Diego Prescription Drug Abuse Task Force
Housekeeping Items
Community Partnerships Program Arc

Understand the System
• Engaging key stakeholders
• System Mapping

Identify High Leverage Opportunities
• May include:
  • Increasing MAT touchpoints
  • Addressing stigma
  • Expanding diversion policies
  • Handoffs between CBOs, healthcare, other

Develop a Shared Vision of Work
• Refine coalition priorities and action teams
• Create a shared vision statement and goals

Identify & Test Solutions
• Brainstorm system-level solutions
• Prototype and test 3-5 solutions
Where We Are Today

Understand the System
- Engaging key stakeholders
- System Mapping

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How we’re used to tackling problems
Shifting how we tackle problems
Let’s Begin...

Rachel Sinha

Tatiana Fraser
Systems Mapping
Day 1
Agenda

Day 1
- Welcome & Introduction
- Framing and Culture
- Equity Lens
- Actor Mapping
- Forces Mapping
- Iceberg Mapping

Day 2
- Reflection
- Transition Theory
- Strategy Reflection
- Moving to Design
- Tying it all together
Framing

Our goals:

1. Welcome and set the stage
2. Connect, learn and reflect together
3. Introduce and practice mapping tools and methods
4. Introduce and practice design process for your sessions
5. Set out next steps and how we will work together
Process

1. Why Mapping?
2. Tools: learn by doing
   a. How and why we use each tool: context
   b. Do the mapping together: practice
   c. Reflect and clarify: debrief
3. How to think about strategy
4. How to design
Culture & Group Agreements
Why Mapping?
Why Mapping

System maps are powerful visualization tools that can help change agents describe and diagnose the current state of a given system and identify opportunities for improvement.
Objectives

- To clarify how to “bound” a system.
- Locate root causes to systemic problems
- Identify system parts
- Assess patterns of interaction within a system.
- Understand different perspectives in the system
- Move from blame to an understanding of the dynamics
- Deepen our understanding of their complexity
- Serve as a visual guide to understand interaction, relationships in the ecosystem
- Discuss how to identify critical levers for change within a system.
Process not Outcome

- Develop a **shared language**; identify our starting points
- Generate **collective intelligence**, find patterns & **pathways** that lead towards action
- Create opportunity for **collective reflection** that can feed your strategic thinking
- **Together, learn** about systems change and contribute to the learning by harvesting our unique contribution and share.
Equity Lens
Why Equity Lens

It will help us:

● Understand the internalized and systemic nature of gender and identities that intersect (like race, class, sexual identities)
● Have deeper conversations
● Grapple with complexities
● Share our experiences and stories
● Ask good questions
● Bring awareness to assumptions
Storytelling

We ask you to reflect on these questions and share stories with a partner:

1) How does our culture/history/identities (gender, race, class, sexual, ability) give us challenges and privileges?
2) How does your story - inform the systems change work you aim to do?
3) How does your story (history, identity and culture) give you strength?
Actor Mapping
Why Actor Mapping

- Visual depiction of the key organizations and/or individuals that make up and/or influence a system
- Focuses on relationships and interconnections between various actors.
- Helps show how the parts of, or people within a system are connected, identifying weak connections or gaps, bringing out ideas for intervention points in the system.
Actor Mapping

1. **STEP 1** Identify the system: issue area
2. **STEP 2** Identify the scope: local, regional, national
3. **STEP 3** Identify core of the map: who is in the middle
4. **STEP 4** Identify the subsystems of the map: related sub-systems that influence the main system
Actor Map

STEP 5

• Place actors on the map in a way that illustrates which sub-system they belong to.
• Place actors on the map in a way that illustrates their degree of influence (e.g., place actors with direct influence on the system in or close to the center).
• Place actors on the map in a way that illustrates their “proximity” to one another (e.g., place an individual school next to its related school district).”
Connection Between Actors

• Discuss relevant connections between actors on the map.

• Note these connections on the map by drawing lines between relevant actors.

• Use blue lines for strong or established relationships

• Use yellow lines for weak or emerging relationships.
Insights

Review the map and identify 5 insights
Debrief - Q&A

1. How and when to use this tool
2. How to organize when you have 30, 40 people in the room
3. Any questions?
Forces
Forces

1. See the way the world is changing, the dynamics at play that are happening around us
2. Take a birds-eye view of some of the dynamics that surround the issue
3. We surface different ‘Forces’ that affect your ability to influence change in a system.
4. Help to see opportunities to intervene.
5. These opportunities become guides for developing strategies and programs.
Vicious: Forces that make things worse over time/feed the disliked situation

Virtuous: Forces that make things better over time/feed the desired state

Stabilizing: Forces that keep the disliked situation from getting worse

Stagnating: Forces that keep things from getting better or moving towards the desired state

THE SYSTEMS SANCTUARY
Forces

● **STEP 1** What are you trying to advance? Put your desired state in the center of the forces map
● E.g. “Attain healthy, addiction free communities?”
● **STEP 2** Brainstorm on stickies on vicious and virtuous forces, then cluster those on the map in front of you. Think about people, trends, events, norms, beliefs, phenomena, institutions, laws, policies, etc.).
● **STEP 3** Brainstorm on stickies on stabilizing and stagnating then cluster on the map in front of you.
Forces

STEP 4

- Cluster the forces into a few higher level groups
- Draw arrows between the forces that are connected in any way.
- Give groupings a meaningful name. These are your ‘themes’.
- Look at how they are related, or influencing other forces in other quadrants.
- Select the top 6–8 themes. To help your prioritization, fill in the blank: You cannot understand the system unless you understand ________________ ________________ themes.
- Gaps - Are there any additional forces that must be included in order to have an adequate understanding of the theme? If so, take time to add them in.
Insights

Write 5 key insights on your sheet on the wall. These will include your prioritized themes, but could include other insights too.
Debrief - Q&A

1. How and when to use this tool

2. How to organize when you have 30, 40 people in the room

3. Any questions?
Iceberg
Why Iceberg

- To help you think more systematically
- Locate root causes to systemic problems
- Identify the cultural elements and mindsets
- Assess patterns of interaction within a system.
- Understand different perspectives in the system
- Deepen our understanding of their complexity
- Discuss how to identify critical levers for change within a system.
**Events**
(who does what to whom)
Reactive:
What happened?
What is happening now?

**Patterns**
(re-occurring patterns of behavior)
Adaptive:
What is happening over time?
How has it played out over time?

**Structure**
(how the parts of the system are organized)
Creative:
Why is this happening?
What are the drivers?
How are they related?

**Mental Models**
(assumptions or worldviews)
Generative:
In what way have our mental models created or sustained the structures that are in place?

**THE ICEBERG**

*Increasing leverage*
Events

Patterns of behavior

Systemic Structure & Mindsets

Reactive and Responsive
Addressing the challenge as it presents itself today

Proactive and Adaptive
Building capacity to deal with the challenge in the future

Creative and Transformative
Changing incentives, goals, information flows, mindsets, root causes, paradigms in order to create different futures

ALL 3 ARE NEEDED!

adapted from the Sustainability Institute
Systems Models

- Physical layout
- Materials flows
- Procedures / policies
- Rules
- Unwritten rules
- Work processes
- Contracts
- Reporting relationships
- “Hot buttons”
- Control mechanisms
- Reward systems

Mental Models

- Habits, norms, expectations, perceptions
- Culture
- Emotions
- Values and Beliefs
- Assumptions
- People’s mental models
Iceberg

Multi-level perspectives:

1. What is the event? What is happening?

1. Patterns and Trends: What are the trends and pattern over time? What has been happening/changing?

1. Structures and Systems: What explains (is causing) these events and patterns? Policies, structures, Institutions

1. Culture: What norms, cultures, deeply help belief systems and assumptions?
Opportunities: influence, momentum, levers & Challenges: blockages

- **Areas with high impact** – where a small well-focused action makes significant, enduring improvements to root causes and drivers

- **Areas that are ‘ready to move’** – where there is momentum and energy for change

- **Areas that have the least barriers** – where change isn’t dependent on a lot of things changing

- **Areas that have symbolic power** – where action can inspire a change in the way we see the problem or opportunity
Debrief - Q&A

1. How and when to use this tool
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Reflection
Reflection

Reflect alone (10 mins) and then In 3s:

○ Which of these maps have been most insightful?
○ When would you use these and why?
○ How do you see they are connected?
○ How could they be used to meet your objectives?
○ What questions does this bring up for you?
Closing & Day 1 Evaluations

Always end your day with a positive thought. No matter how things are, tomorrow is another chance to make things better.
Day 2
Agenda

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Strategy
Why Strategic Reflection

- Identify leverage points - areas in the system where focus could bring about systemic change
- Analyse and make sense of mapping
- Turn insights into strategy.
Strategic Reflection

● What strikes you as especially prevalent? What are you seeing appear over and over again?
● What parts of the system have positive energy and momentum? Where are the bright spots in the system?
● Are there surprising areas of positive deviance? What might these hint at in terms of creative ways to intervene?
● Where are the attractors? Are there certain factors that have a surprising “gravitational pull”?
● Are there common states a system seems to end up back in regardless of the intervention?
Insights

What can we gather about:

- Analyzing the maps for strategy?
- Making sense of our key insights?
Transition Theory
Why Transition Theory

- Facilitate sense-making
- Analyze the dynamics in the system: identify hurdles and opportunities for the system to transition
- Generate ideas about where to intervene in a systems
- Create strategies around specific places ripe for opportunity e.g. ‘were going to do more policy work’
- Allow understanding of multiple levels of intervention and the interconnection between them.
Landscape

Regime

 Niches of Innovation
By Geels (2011)

Transition/Theory
SYSTEMIC INTERVENTIONS

LANDSCAPE

REGIME

NICHES OF INNOVATION

The Systems Sanctuary
Transition Theory

At your table map the system using transition theory to illustrate the strategy you are currently using in your coalition to support the system to shift.

● **STEP 1** On individual sticky notes write down the different programs you currently work on.

● **STEP 2** Place these into the correct sections of the transition theory map (landscape, regime, niches of innovation)

● **STEP 3** What is missing, where are there opportunities for intervention?

● **STEP 4** Map some of the ideas that have come from your mapping work over the last two days. How might you make your overall strategy more powerful? How are landscape level changes creating windows of opportunity?
Debrief - Q&A

1. How and when to use this tool

2. How to organize when you have 30, 40 people in the room

3. Any questions?
Design
Doing Design

- Creating conditions
- Outreach
- Create clear objectives
Outreach

● What **system actors** do you need in the room?
● Do you have a **diversity of perspectives**?
● Do you have ‘**unusual suspects’** and participants who can speak from lived experience?
● What number of people will be enough?
Design

● STEP 1 Individually.
● STEP 2 Come up with an invite list.
● STEP 3 Create a design for your workshop.
● STEP 4 Combine your ideas to design the workshop together.
● STEP 5 Choose an opening, the building blocks of maps you will use.
Wrapping Up

- What have we learnt about systems practice?
- What have we learnt about systems mapping?
- Q&A - what questions do we still have?
We’re Here to Support You!

- **Designing your Workshop**
  - Aug - Sept 2019
  - Two individualized coaching sessions with **Tatiana & Rachel**
  - Feedback & Input from **Trish**

- **System Mapping Workshops**
  - Sept 2019
  - **Trish, Diana, Jenny** will attend your workshops & provide day-of facilitation support, as needed

- **Peer Learning & Sensemaking**
  - Sept - Dec 2019
  - Sessions with **Tatiana & Rachel**
    - 3rd Thursdays 12-1pm
    - Sept 19th
    - Oct 17th
    - Nov 21st
    - Dec 20th
Learning Conversations
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Community Partnerships Program Arc
Next Steps

Teams:

• **By July 9:** Complete brief [training evaluation](#) (Link already in your inbox!)

• **By July 12:** Complete your coalition’s baseline assessment.

• **By Aug 1:** Select date & space for your community’s system mapping workshop.

• **Ongoing:** Bring your unfinished drafts to your coaching calls with Trish and get feedback!

CCI:

• **By July 5:** Send follow up email including:
  • Reference slides
  • Scheduling info for 1:1 system mapping design consultation with Rachel & Tatiana
  • Scheduling info for learning conversation with Kristene & Karina.

• **In the coming weeks:** Share details for the October 11th virtual convening, November progress report, and learning resources in the meantime.

ALL: Digest what we’ve learned and enjoy the holiday weekend!