ORAL HEALTH FOR ALL 2020℠

How to Design & Implement Social Change Strategies for Oral Health

Network Support Team (NeST)

The NeST Team

- **Matt Bond**, Director of Network Strategy
- **Fatima Morales-Clark**, Relationships Manager
- **Grace Linn**, Communications Manager
- **Kate Schechter**, Operations Manager
- **Frances Walsh**, Implementation Manager

Objectives

- Understand how **systems thinking** is critical to designing effective **social change strategies**
- Identify **leadership skills and tools** to use in system and social change efforts
- Discover the **steps to take** to design and implement social change strategies
- Describe **local contexts** in order to develop effective policy change and advocacy efforts

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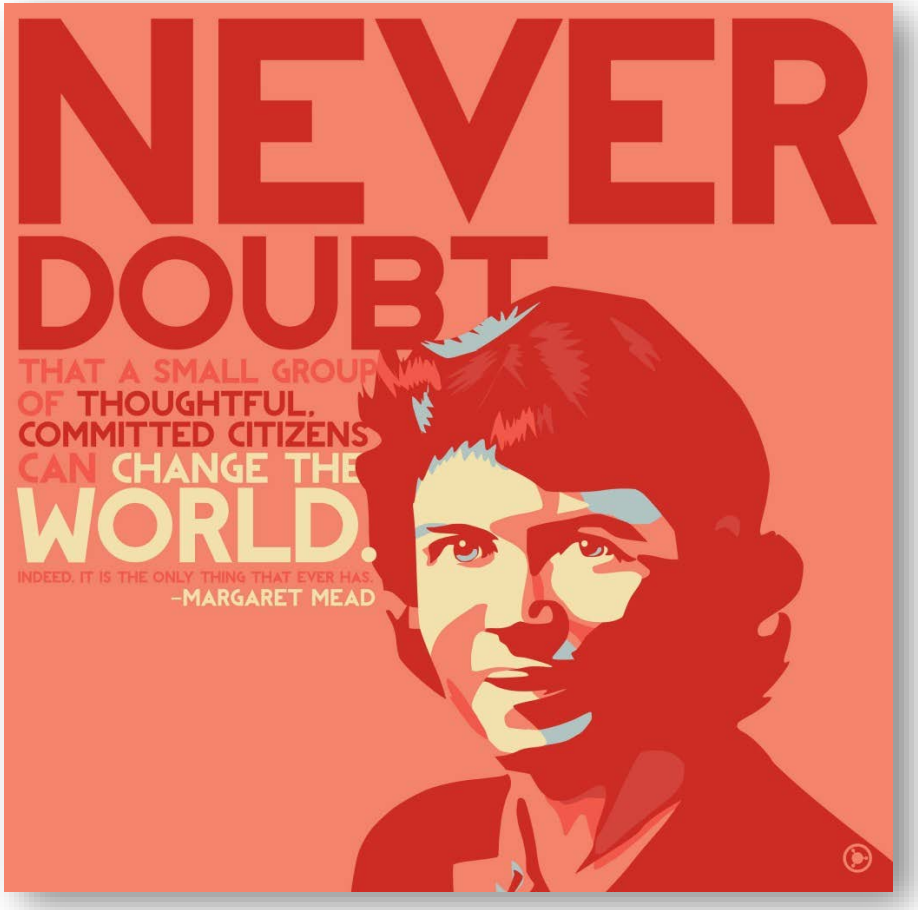

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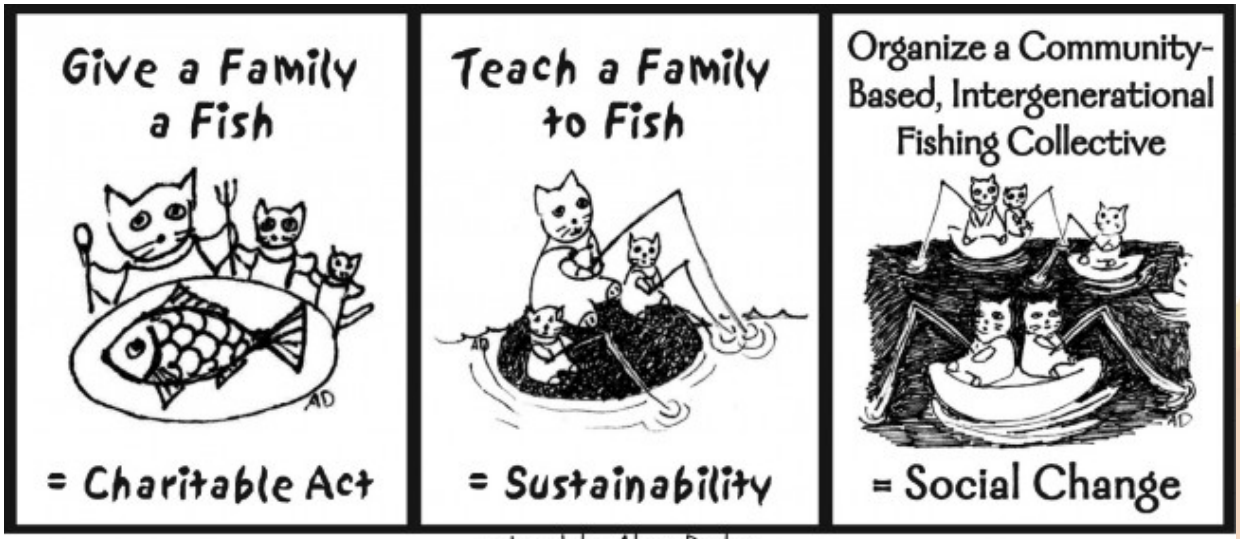
A Social Change Story

Social Change



A change in the way a society is organized through its social structure, the beliefs or practices of the people who live in that society, and/or the institutions of that society.

Systems Change

If a factory is torn down but the rationality which produced it is left standing, then that rationality will simply produce another factory. If a revolution destroys a government, but the systemic patterns of thought that produced that government are left intact, then those patterns will reproduce themselves…. There's so much talk about the system. And so little understanding.

-Robert Pirsig,

Zen and the Art of Motorcycle Maintenance

Wicked Problems

A wicked problem is a social or cultural problem that is difficult or impossible to solve for as many as four reasons:

1. Incomplete or contradictory knowledge
2. The number of people and opinions involved
3. The large economic burden
4. Interconnected nature of these problems with other problems

Jon Kolko

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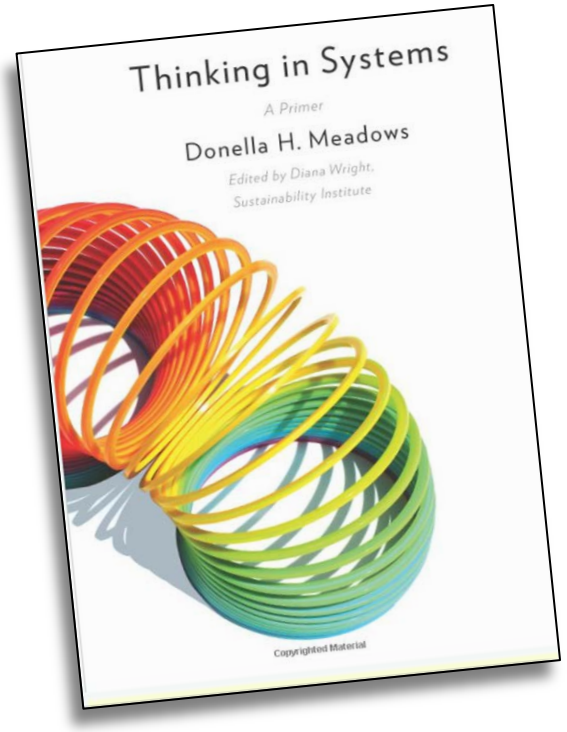
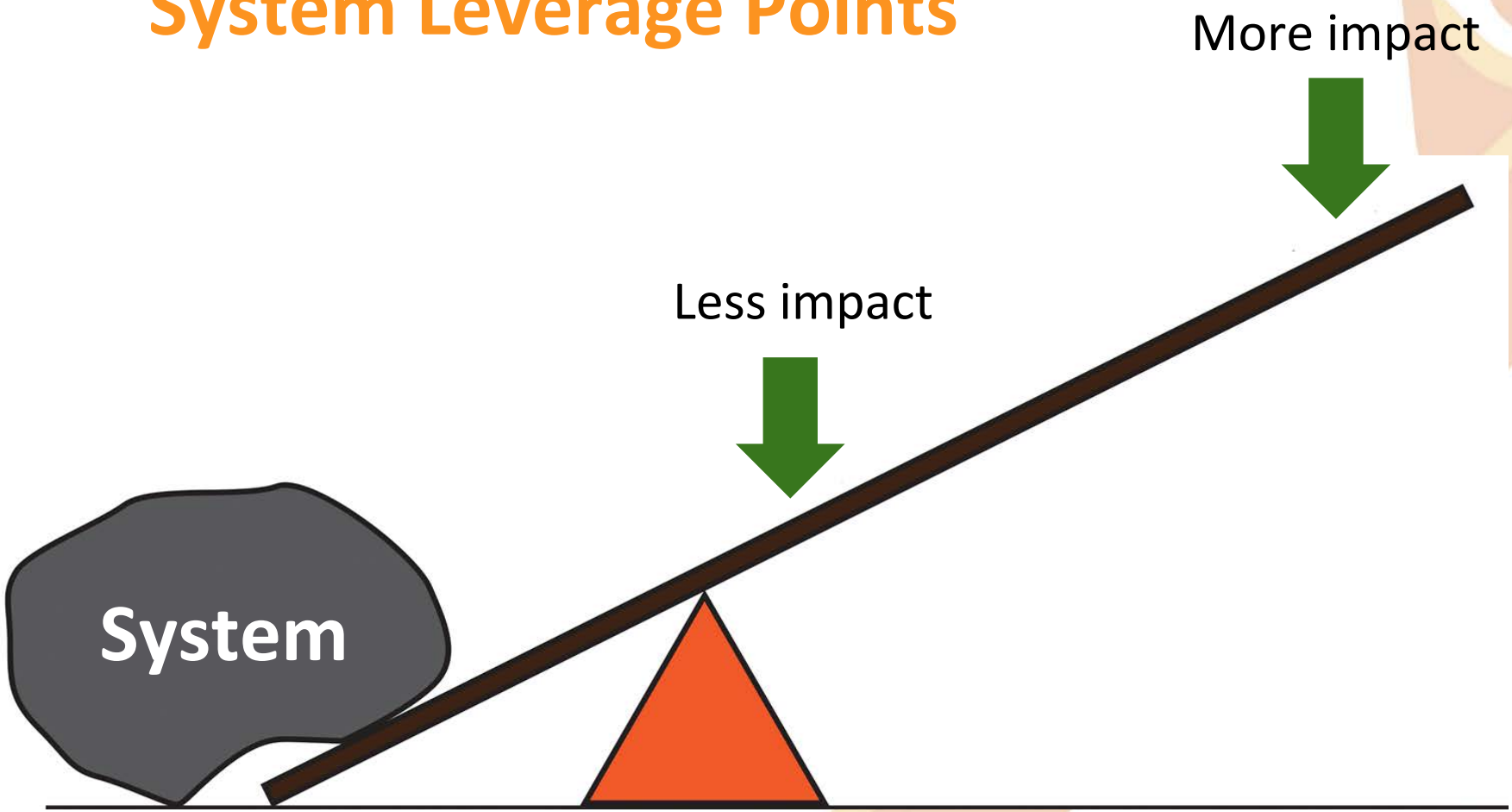
Systems Thinking

- Stocks
- Flows
- Feedback loops



- Purpose
- Relationships
- Elements

System Leverage Points

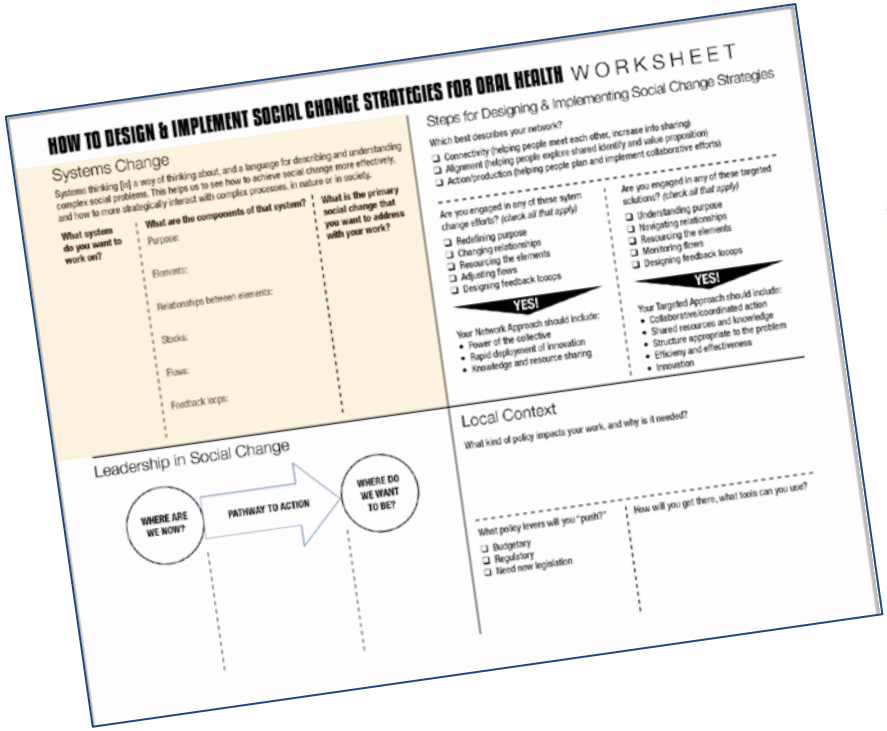


A Systems Change Activity!

- The system contains these elements:
  - Water beads
  - 1 spoon
  - 1 fork
  - 1 block
  - 3 marbles
  - Coins
- See the instructions sheet for information about jobs and roles.

Social Change Worksheet

Complete the WORKSHEET section on System Change



HOW TO DESIGN & IMPLEMENT SOCIAL CHANGE STRATEGIES FOR ORAL HEALTH WORKSHEET

Systems Change

Systems thinking [is] a way of thinking about, and a language for describing and understanding complex social problems. This helps us to see how to achieve social change more effectively, and how to more strategically interact with complex processes, in nature or in society.

What system do you want to work on?

What are the components of that system?

Purpose:

Elements:

Relationships between elements:

Stocks:

Flows:

Feedback loops:

What is the primary social change that you want to address with your work?

Steps for Designing & Implementing Social Change Strategies

Which best describes your network?

- ❑ Connectivity (helping people meet each other, increase info sharing)
- ❑ Alignment (helping people explore shared identity and value proposition)
- ❑ Action/production (helping people plan and implement collaborative efforts)

Are you engaged in any of these system change efforts? (check all that apply)

- ❑ Redefining purpose
- ❑ Changing relationships
- ❑ Resourcing the elements
- ❑ Adjusting flows
- ❑ Designing feedback loops

YES!

Your Network Approach should include:

- Power of the collective
- Rapid deployment of innovation
- Knowledge and resource sharing

Are you engaged in any of these targeted solutions? (check all that apply)

- ❑ Understanding purpose
- ❑ Navigating relationships
- ❑ Resourcing the elements
- ❑ Monitoring flows
- ❑ Designing feedback loops

YES!

Your Targeted Approach should include:

- Collaborative/coordinated action
- Shared resources and knowledge
- Structure appropriate to the problem
- Efficiency and effectiveness
- Innovation

Leadership in Social Change

WHERE ARE WE NOW? → PATHWAY TO ACTION → WHERE DO WE WANT TO BE?

Local Context

What kind of policy impacts your work, and why is it needed?

What policy levers will you "push?"

- ❑ Budgetary
- ❑ Regulatory
- ❑ Need new legislation

How will you get there, what tools can you use?

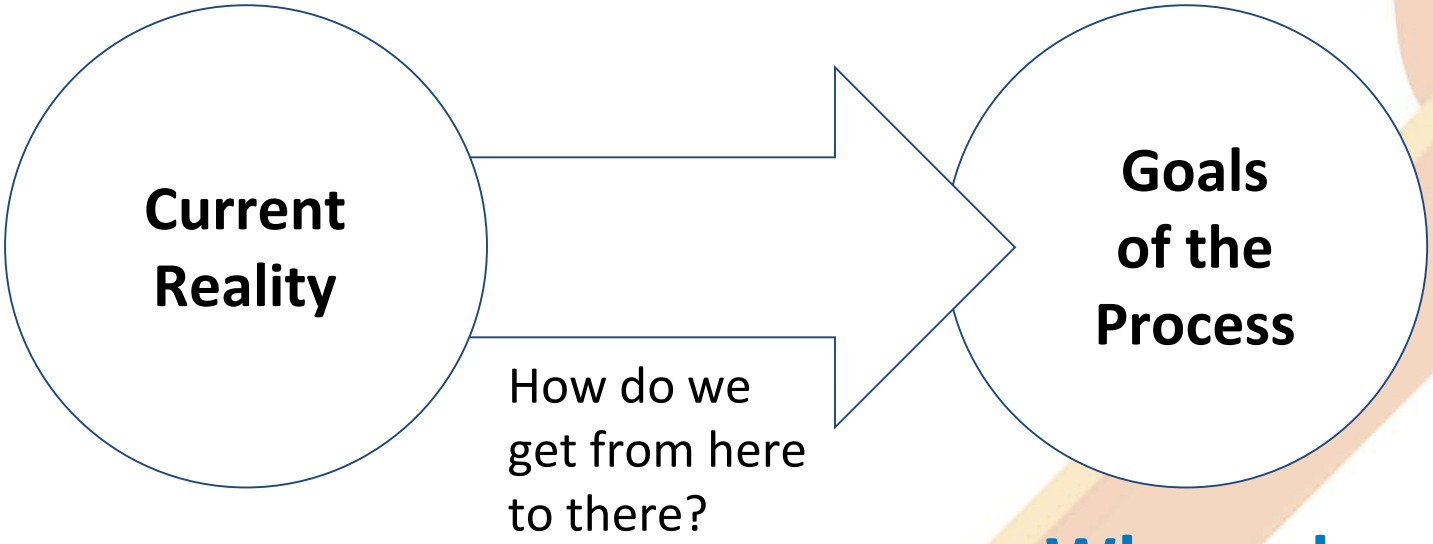
Leadership in Social Change

Becoming a Facilitative Leader

"We can't impose our will upon a system. We can listen to what the system tells us, and discover how its properties and our values can work together to bring forth something much better than could ever be produced by our will alone. We can't control systems or figure them out. But we can dance with them!"

Donella Meadows

Designing Social Change Strategies



Where are we now?

Where do we want to be?

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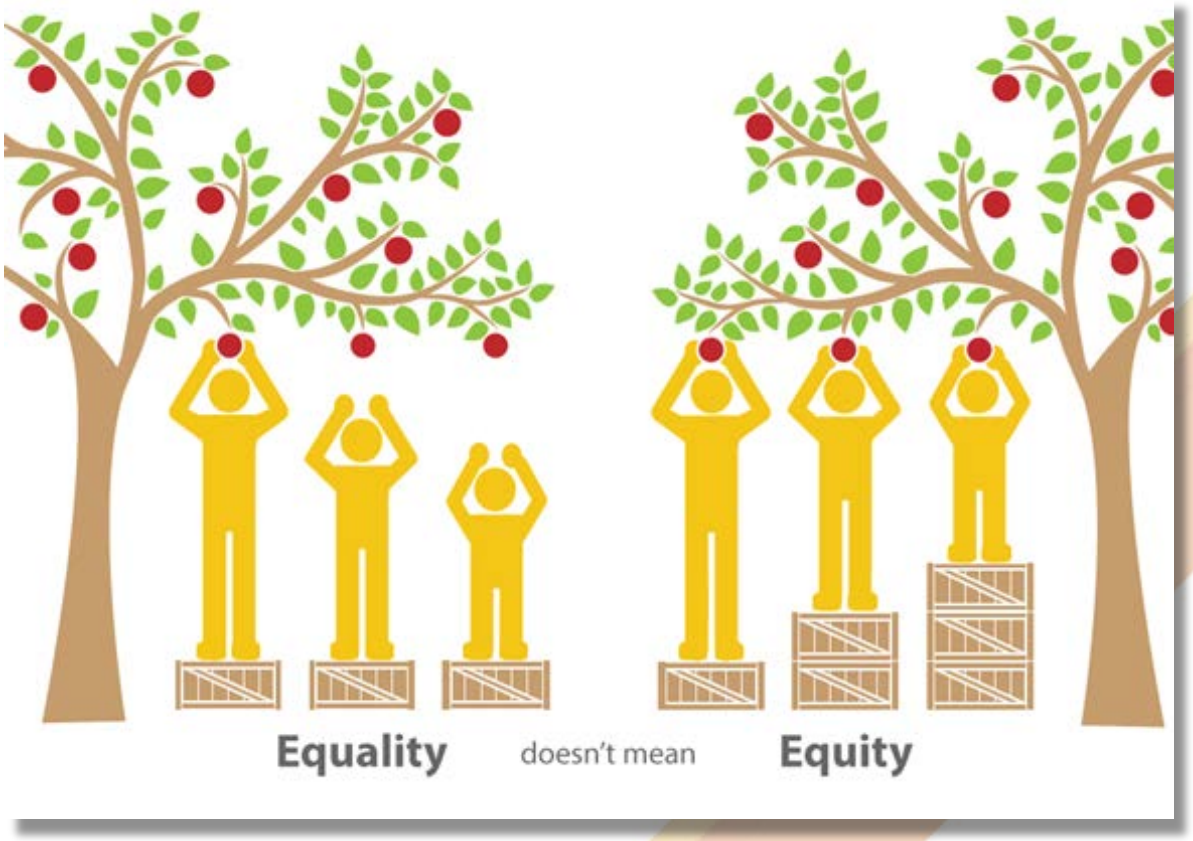
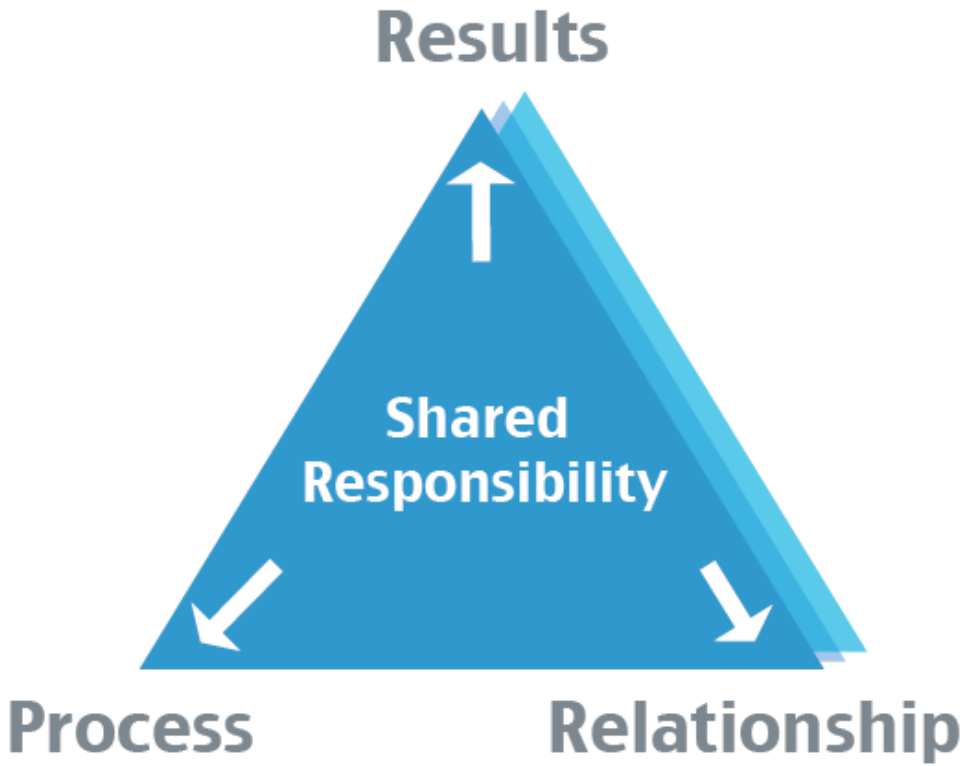
A Focus on Equity



Measuring Effectiveness



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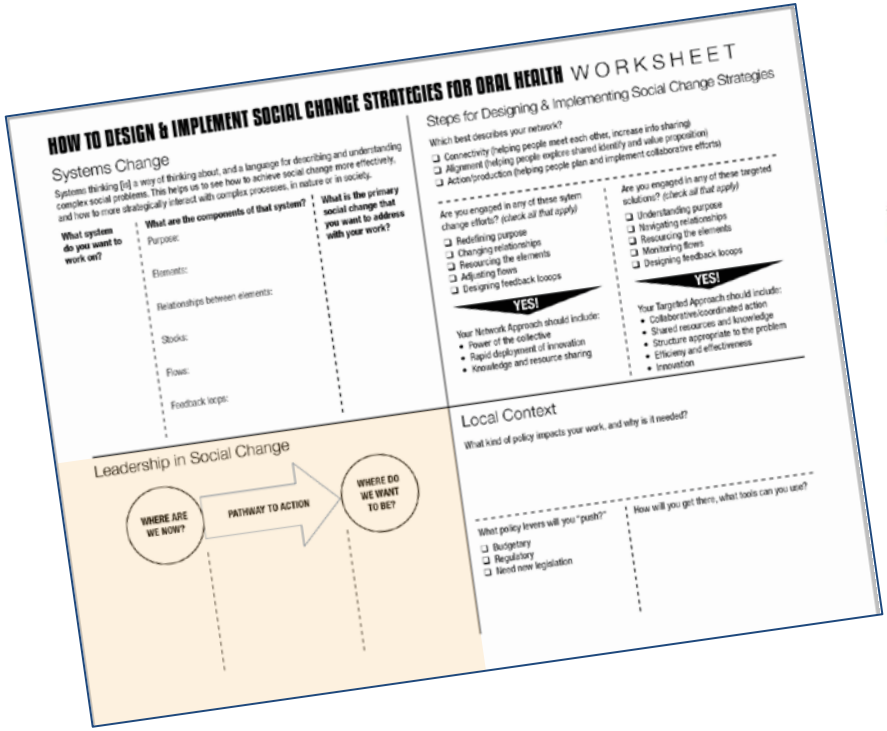

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Steps to Take

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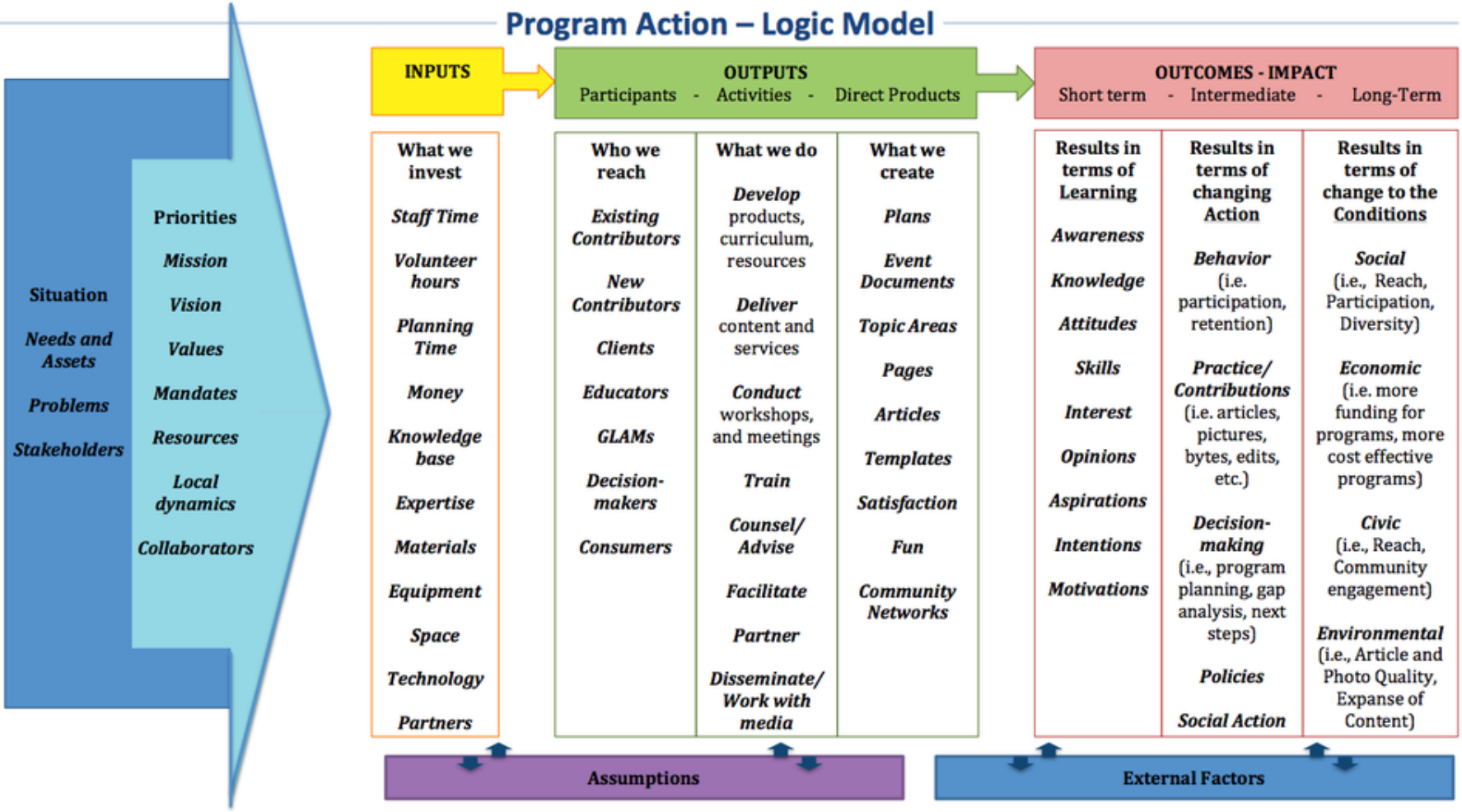
Program Action – Logic Model



Evaluation
Identification – Design – Implementation – Completion/Follow-up

Logic Model adapted and modified from UW Extension (2003). Program Development and Evaluation Logic Model. Available at: http://www.uwex.edu/ces/pdande/evaluation/pdf/LMfront.pdf (Retrieved 6/22/2013)

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The Five Conditions of Collective Impact

Collective Impact is a framework to tackle deeply entrenched and complex social problems. It is based on the belief that no single policy, government department, organization, or program can tackle or solve the increasingly complex social problems we face as a society.

Common Agenda

All participants have a shared vision for change.

Shared Measurement

All participants collect data and measure results consistently.

Mutually Reinforcing Activities

Participant activities are differentiated while still being coordinated through a mutually reinforcing plan of action.

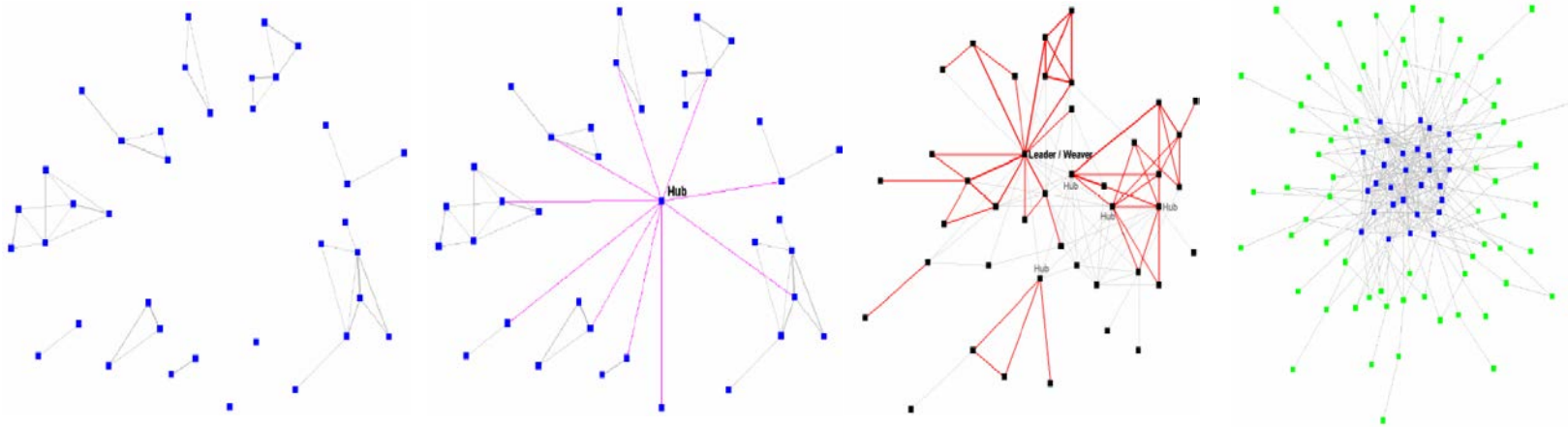
Continuous Communications

Consistent and open communication builds trust, assures mutual objectives, and creates common motivation.

Backbone Support

A backbone organization supports the entire initiative and coordinates participating organizations and agencies.

Networks: Patterns of evolution



Scattered Clusters | Hub-and-Spoke | Multi-Hub | Core Periphery

Time

Where Most Network-Building Begins

Self-Sustaining Network

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Network Types

CONNECTIVITY	ALIGNMENT	ACTION/ PRODUCTION
Connects people to allow easy flow of and access to information and transactions.	Aligns people to develop and spread an identity and collective value proposition.	Fosters joint action for specialized outcomes (goods, services, advocacy) by aligned people and organizations.
Network Weaving – help people to meet each other, increase information sharing	**Facilitating –** helping people explore potential shared identity and value proposition	**Coordinating –** helping people plan and implement collaborative actions

Aggregated Solutions for Aggregated Problems

Systems Changes

- Redefining purpose
- Changing relationships
- Resourcing the elements
- Adjusting flows
- Design in light of feedback loops

Network Approach

- Power of the collective
- Rapid deployment of innovation
- Knowledge and resource sharing
- It **only works** if the members get that they are the owners
- The network equation:

  relationships + structure + action + connection = value

Targeted Solutions for Specific Problems

Systems Impacts

- Understanding purpose
- Navigating relationships
- Resourcing the elements
- Monitoring flows
- Design in light of feedback loops

Targeted Approach

- Collaborative/coordinated action
- Shared resources and knowledge
- Structure appropriate to problem
- Efficiency and effectiveness
- Innovation

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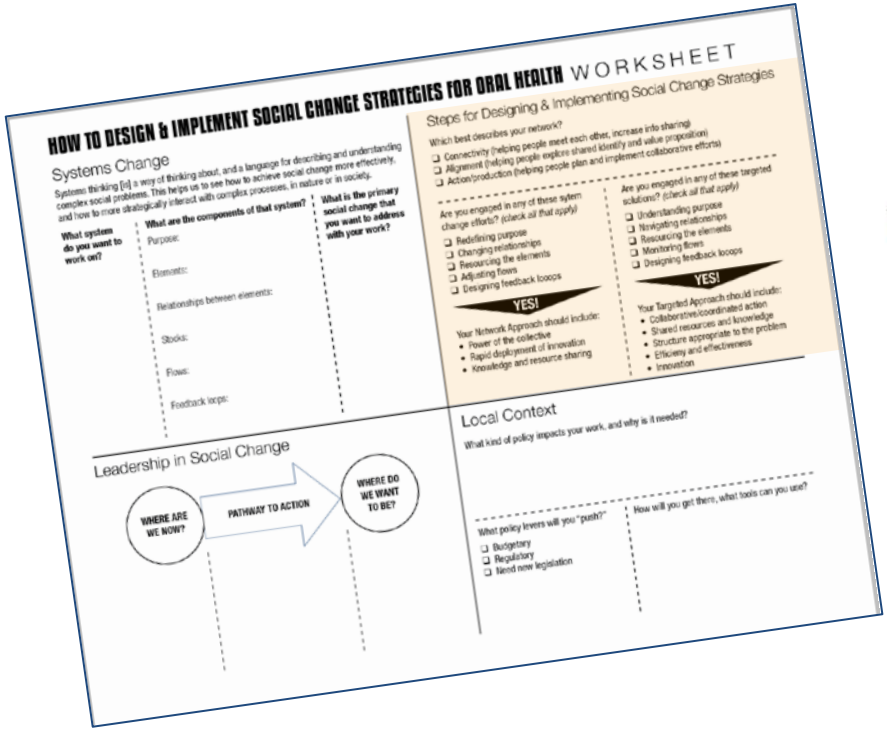

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Describe Local Context

Policy Solutions

Policy Levers

- Budgetary
- Regulatory
- New legislation

Policy Change Approach

- Consensus that there's a problem
- Viable solution
- Demonstration of political will
- Takes time!!

Social Change Worksheet

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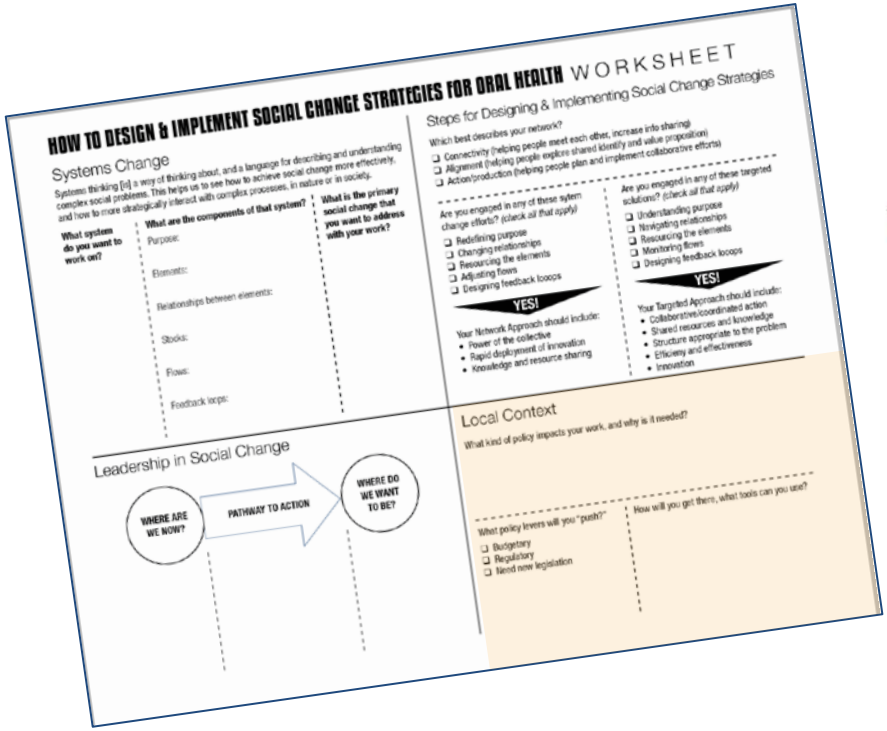

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Putting It All Together: The OH2020 Story

- Mapping the system
- Building social change leadership capacity
- Facilitating and weaving a national alignment network
- Creating a national policy agenda with support for states, grassroots mobilization

“We don’t have to engage in grand, heroic actions to participate in the process of change. Small acts when multiplied by millions of people can transform the world.”
Howard Zinn

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You've really gotta join the movement.

www.oralhealth.network.org

Questions?
How can we help?