

MEASURING CHANGE, TRANSFORMING SYSTEMS

A facilitated roundtable grappling with the tensions on how we measure and invest in complex system change



Public Policy Institute, San Francisco CA
Thursday, October 19, 2017

AGENDA

1:00 – 2:15	Disruptive Dialogue and Relational Healing Allison Briscoe-Smith, PhD., Professor at Wright Institute, UCSF Kanwarpal Dhaliwal, Community Health Director and Co-Founder, RYSE Joyce Dorado, PhD., Co-Founder & Director, UCSF
	BREAK
2:30 – 3:15	Fishbowl Moderator: Ken Epstein, Child, Youth and Family System of Care, Behavioral Health Services SF Dept. of Public Health Judity Bell, VP of Programs, The San Francisco Foundation Kanwarpal Dhaliwal, Community Health Director and Co-Founder, RYSE Emily Ozer, PhD., Professor, Community Health Sciences, UC Berkeley
3:15 – 4:00	Reflection Breakout and Report Out
4:00	Reception

Jen Leland, Center Director of Trauma Transformed, welcomed everyone to the gathering and reviewed the day's agenda. She reflected that when she was asked to submit a report on outcomes of the Center's work, she decided it was important for everyone share in her "existential crisis".

Her request for the day was that everyone think about one thing they will do differently for children and families as a result of today's session and share it with one person.





Dr. Kenneth Hardy was scheduled to be the speaker and facilitator for the opening session. Due to a family emergency he was not able to attend, but the group watched a video of Dr. Hardy speaking about socio-cultural trauma.

MEASURING CHANGE, TRANSFORMING SYSTEMS



Collective Grappling: Measuring: Sustaining this Work

Looking at systemic mechanisms that impact our work - around justice: equity

SAMHSA - wants to know our measured outcomes. proof of concept

EXISTENTIAL CRISIS

I can't do this alone - so I invited YOU!

lift up what's working

JOIN ME

Who's here
Philanthropy CBOS
Country Family members



Ken White Jewish male - SF PH - Beh Health children's Services

Grappe w/ funding: practice - we all deal w/ this

REQUEST - think about one thing you could do differently for children: families - and share it

exchange words!

★ Dr. Ken Hardy -

trauma destroys our self-regulatory system.

socio-culture trauma - related to where we are in society

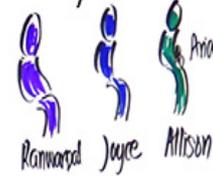
need to include socio-culture trauma in our explanation of trauma ex: poverty - destroys the soul

have to name it

find balance sandwiched is good cuisine - if that's what we know - and not associated w/ shame

Poor Black children - live w/in invisible faces - w/o dreams and expectations

Our Panel



Allison: we have an opportunity to do this work

liftup: invisibility, shame live in Caribbean during Hugo - had to cut ourselves out of homes w/ machetes -

Nahno are restless

we were invisible until He was hit opportunity: do outcomes lift up visibility and stories reframe our outcomes

The notes on this page show Jen's welcome, Dr. Hardy's video and the introduction of the panel presentation. Panelists were: Allison Briscoe-Smith (UCSF and Wright Institute), Kanwarpal Dhaliwal (RYSE), and Joyce Dorado (UCSF and Response to Trauma in Schools). The Panel was moderated by Ken Epstein (SF Department of Public Health).

DR. HARDY
PART II

Joyce

video reminds me of how trauma impacts our youth - as well as people in our orgs.
invisibility puts a strain on POC - added emotion, exhaustion
if invisibility not named - we can't measure - how to we change the people we bring in - if people in our orgs feel unsafe, unheard - We need those voices

Kommagat

I sit here on the shoulders of our ancestors + youth leaders
I saw myself in Dr Hardy's words.
Measurement - compliance of capitalism
compliance - being a good middle class white kid -
Are we funding Black, Brown, Queer death?

in a room having a messy conversation - when white male says "we need to get to solutions"
POC stopped telling stories

Dr Hardy: Seeing, Being, Doing

Systems of Care - have to build in equity relationships



crib vs hood (mushy) (missing neighbor)

I do this work w/ a sense of urgency are we healers, helpers or jailers?

all tied to the social condition (picks up the pieces)



Which key do you choose?

In the work: how do we NOT go bad.

we work in dissonance of compliance + liberation

(rise) I feel as if we're jailers - and maybe helpers
trauma - the burden of the subjugated - what's wrong w/ Black + Brown Kids

Are we HEALERS HELPERS or JAILERS?

that's what we do - we spend a lot of time defending ourselves as healers - though we're jailers - we continue making invisible
tension - listening to people we work with and products of compliance can't deny we operate as jailers

shit

Socio cultural trauma - is embedded in our systems

What does it take to be a healer?

support? measure?
How do we attend to loss and rechannel sacred rage
This all takes TIME -



Discussion

Q If we know trauma destroys relationships - why do we keep measuring behavior?

Healers? Helpers? Jailers?

Centrality of Whiteness?

How to combat these factors to be a healer?

can't be mad at ourselves - think about how we got here



We saw a second video of Dr. Hardy, where he asked, "Are we Healers, Helpers, or Jailers?" The panel discussed this question and a question and answer session followed

CROSS-SECTOR COLLABORATION

HOPE SF

Kaiser
SF Public Health
Mayor's Office
SF Foundation

How to bring residents into the work?

Want to bring resident leaders in to drive what we do.
Philanthropic perspective.
Notion of accountability - We bring in wealth - w/o it we wouldn't exist
Searching for how we hold ourselves accountable and identifying our indicators of success

How do we bring youth into this?

Start w/ their humanity
We heard from youth - they say
You don't listen

In our work we come in as adults

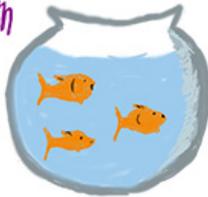
We continue to see young people as problems - so we work around that

How do we disrupt systems to work towards generational healing?

How do we sustain conversations and partnerships - and frame research around that?

goes back to relationships - and how to support them -

put resources of the Univ. towards asking these questions and build evidence



speak w/ thick skin and big heart
safety & comfortable

Q What are orgs doing to talk more about race?

A We are grappling w/ this - and we are behind

We have a commitment to figuring it out
We do think about it in terms of who we fund -

A We grapple w/ bringing our whole selves to our work - and being safe
We talk about race but not how we feel about it

Q How do we do this work if we don't talk about it?

Q Evaluation - very power-driven
how do we identify what is really critical to communities - What is WELLNESS?

A For POC we're always trying to figure out "what is success?"
In terms of our own liberation - any conversation around wealth - have to think about exploitation the money we get belongs to young people

A Who gets to define wellness?
We need to create space so we don't have top down dialogue about this

What counts as evidence?
Who defines evidence?

for some - success - an expectation - not liberation

A how do we make it useful and transformational - we have to accelerate the work

how do we arrive at indicators that reveal the spirit of the work?

Fishbowl Discussion and Tap-in

Dr. Ken Epstein facilitated a fishbowl discussion with Kanwarpal Dhaliwal (RYSE), Judith Bell (The San Francisco Foundation), and Emily Ozer (UC Berkeley). Participants were asked to "tap in" when they wanted to comment or ask a question.



Q I still hear 'them vs us' (funders) - how to change to think about investments? And how do we measure that?

if you want equity, come to the table

Comment As POC in philanthropy - requires us to think about our roles.

Comment Gathering data - Yes - but we have to share it - otherwise - its inequitable

@ have to think about our resources - and who it's benefiting
radical inquiry -

@ be careful about deifying data

@ relationship to resources. philanthropy. POC have been figuring this out forever - we're here! Why are we so fixated to data? Do we really need white people to tell us we need it?

How do we get deeper - w/ data? Storytelling?

@ storytelling, qualitative data = culture.

Why do we need data?
Who is it for?
What are we calling it?

@ Important to think about the language we use

@ historically - ethnography used in horrible ways - want to take the morality out of it

Which data is privileged?

TABLE DISCUSSION

- ① Ways we have found to measure change
- ② Commitment to try something new - and have an accountability partner to check in w/ next week



Following the fishbowl discussion, table groups reflected on two questions:

- Ideas about how we can measure change
- One commitment to do something different in our work.

GEMS

 how we define wellness -
in a framework of liberation

 qualitative data -
allow grantees to define

 push-pull w/ clients re:
what to measure

 how to shift
power dynamics
among funders

 partnership:
relationship b/
funders and grantees.

 we can overcome!
there are proxies out
there to measure -
and we can find them

 outcomes not always
aligned w/ strategic
change -
how to be sensitive re:
how data is used

 it takes a long
time to develop
relationships

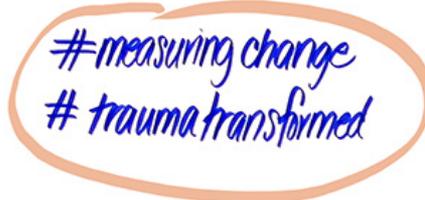
 have people we
work w/ define
meaningful measures

Commitment to CHANGE

 meet after this
mtg and bring roles
to target org

 continue the
conversation

 hold a discussion about
race w/ doctrs and
allow discomfort to arise

 #measuring change
#trauma transformed

Each table shared one "gem" they discovered regarding measuring change and one commitment for change.

HEALING WALL

disruptive dialogue
encouraged!

- How do we break out of seeing each other in such monolithic ways? e.g. Villifying evaluators renders invisible those who have been struggling to normalize equity-focused evaluation.
- How do we create the conditions (time, money, flexibility, requirements) for true participatory measurement/evaluation so that we can measure healing as defined by the people experiencing it?

It is okay to set expectations of the orgs we fund... if we value diversity & healing... then set ~~the~~ expectations.

How can we value qualitative data, that captures diverse healing experiences, with higher priority?

Ask: What is healing?
What do you need to feel healthy + happy?
What do you want me to do to help you be healthy?
What do you want me to stop to stop traumatizing you?
How can we be healthy together?
How can we create a healthy environment for our kids?

Is our diagnostic system in behavioral health one way we jail people?