A Time to Connect:

Community Level Prevention to … Futures Thinking / Urgent Optimism to … the Neuroscience of Trust

SMW CONSULTING

Sharon M. Wasco, PhD
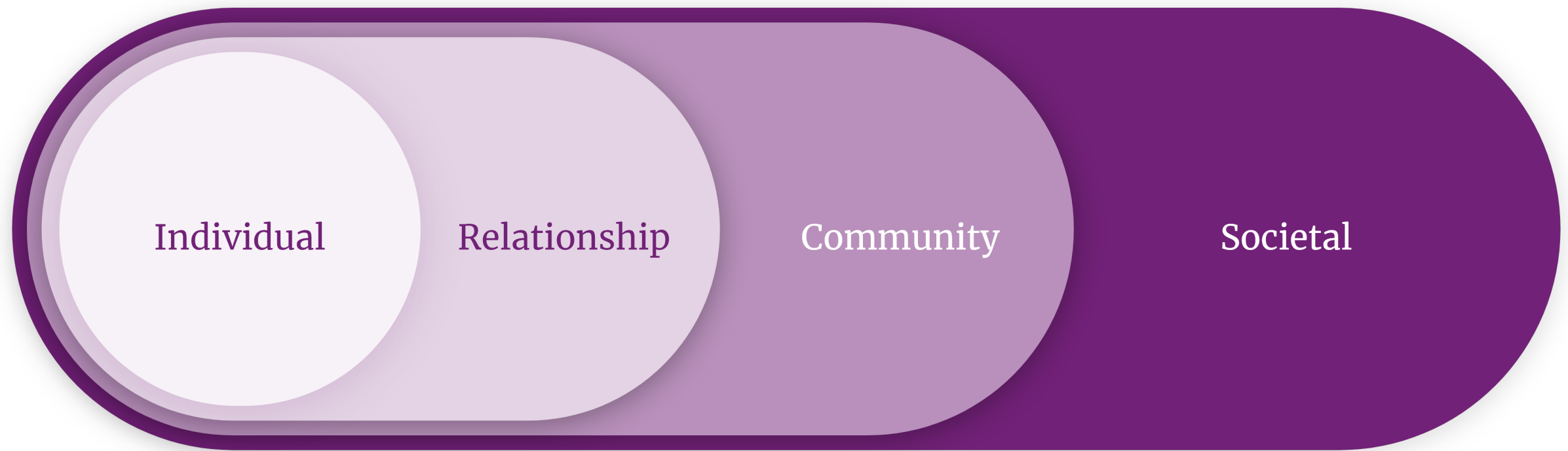**November 8th, 2023.**

Learning Goals
A Time to Connect

- Increase Ohio's readiness for outer layer prevention by introducing campus representatives to a world of possible prevention activities that modify risk, protective, and causal factors at the community and societal levels of the Socio-Ecological Model

- Increase campus representatives' knowledge on four ways that prevention partnerships can/do/should function

- Provide campus representatives with two concrete examples of leadership behavior and communication strategies that can foster trust

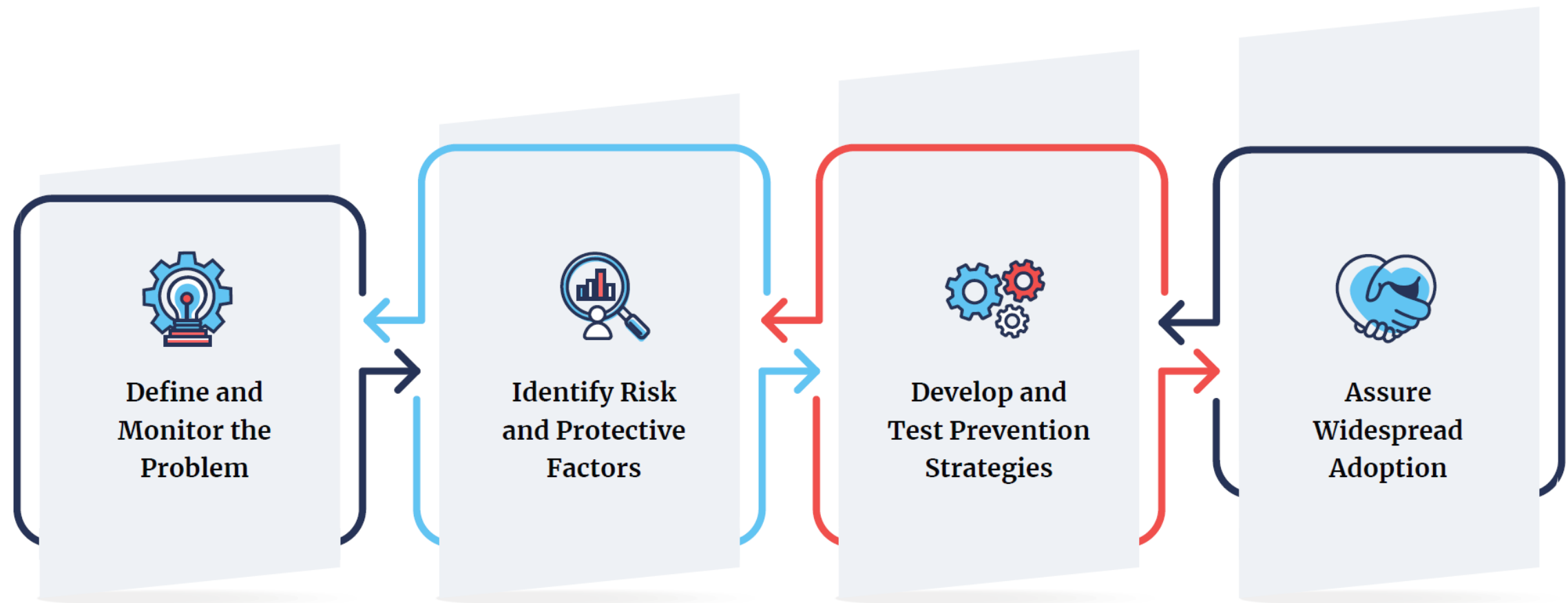# What is Community Level Prevention?

The CDC's Public Health Approach

Individual | Relationship | Community | Societal

What is Community Level Prevention?
The CDC's Public Health Approach

| Define and Monitor the Problem | Identify Risk and Protective Factors | Develop and Test Prevention Strategies | Assure Widespread Adoption |

Source: https://www.cdc.gov/violenceprevention/about/publichealthapproach.html.

What is Community Level Prevention?
The CDC's Public Health Approach

Define and Monitor the Problem

Identify Risk and Protective Factors

Develop and Test Prevention Strategies

Assure Widespread Adoption
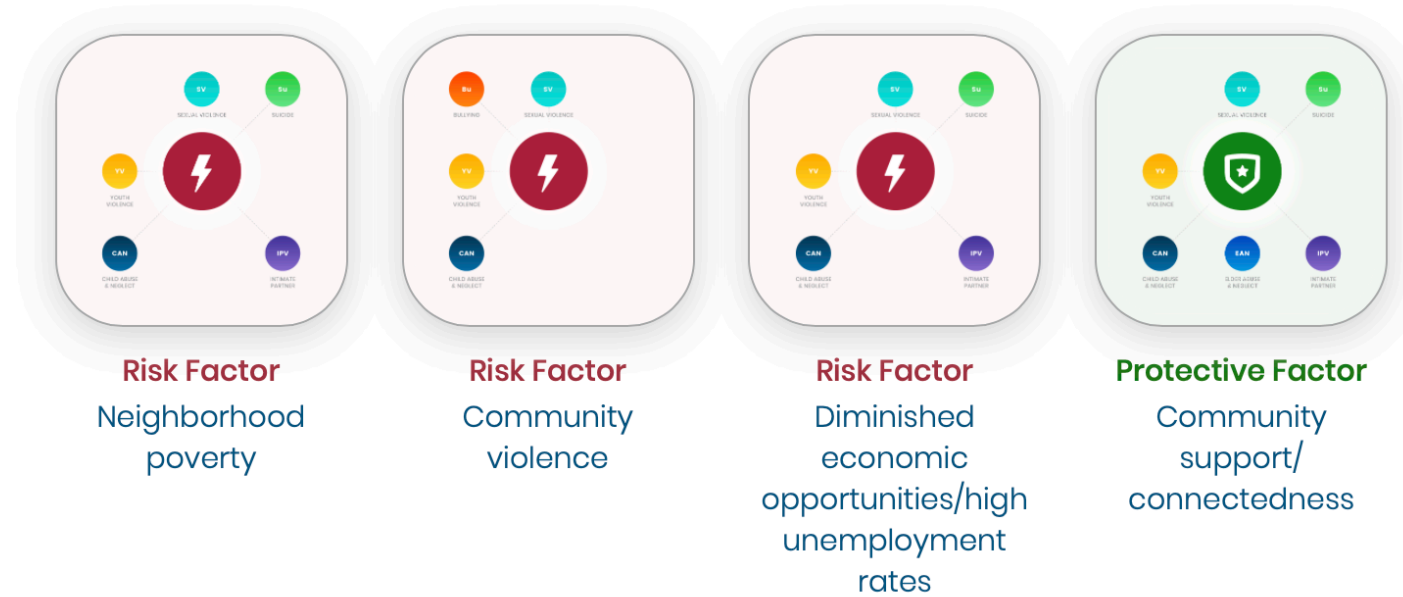
At the community level
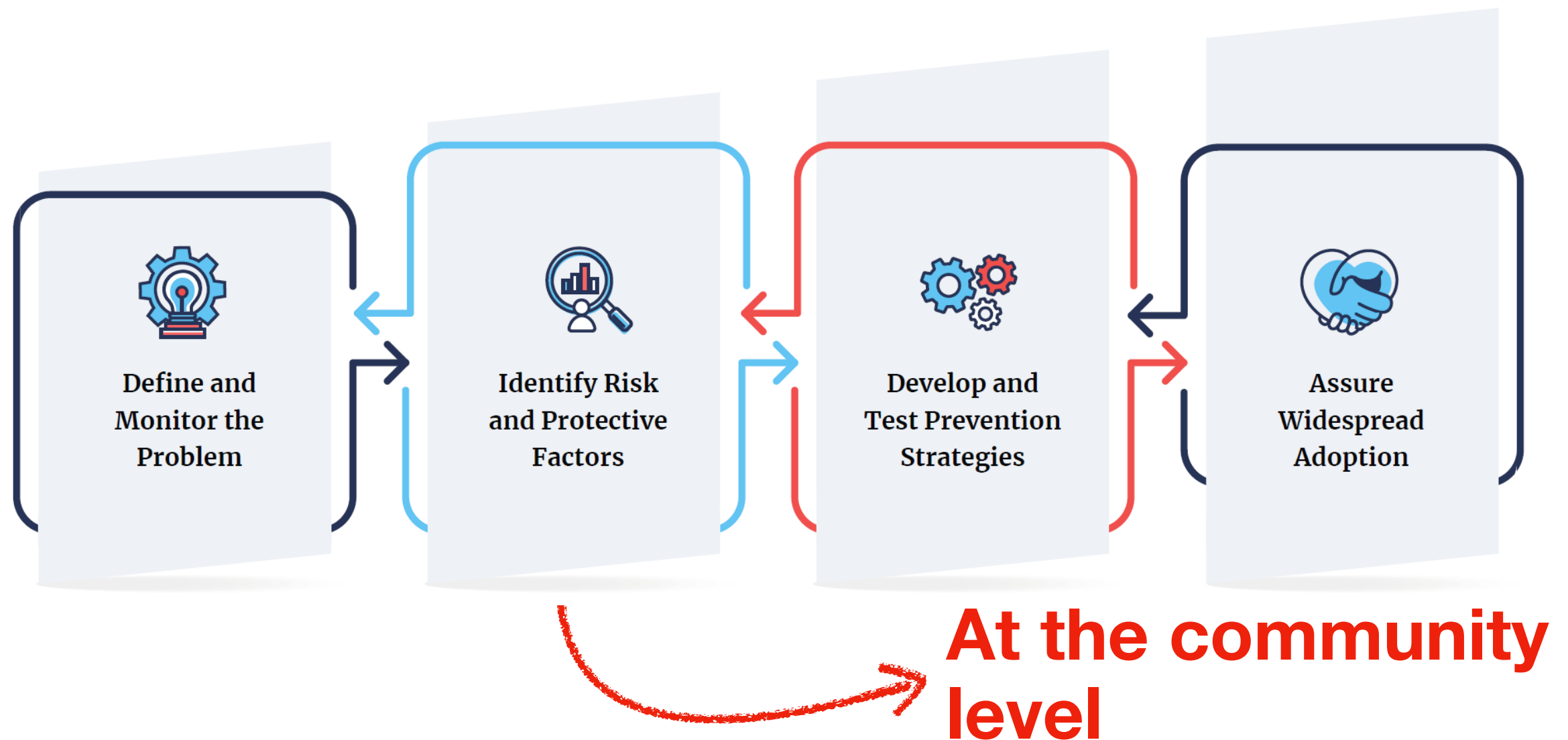
What is Community Level Prevention?

Definition and Tool for Identifying Community-Level Factors

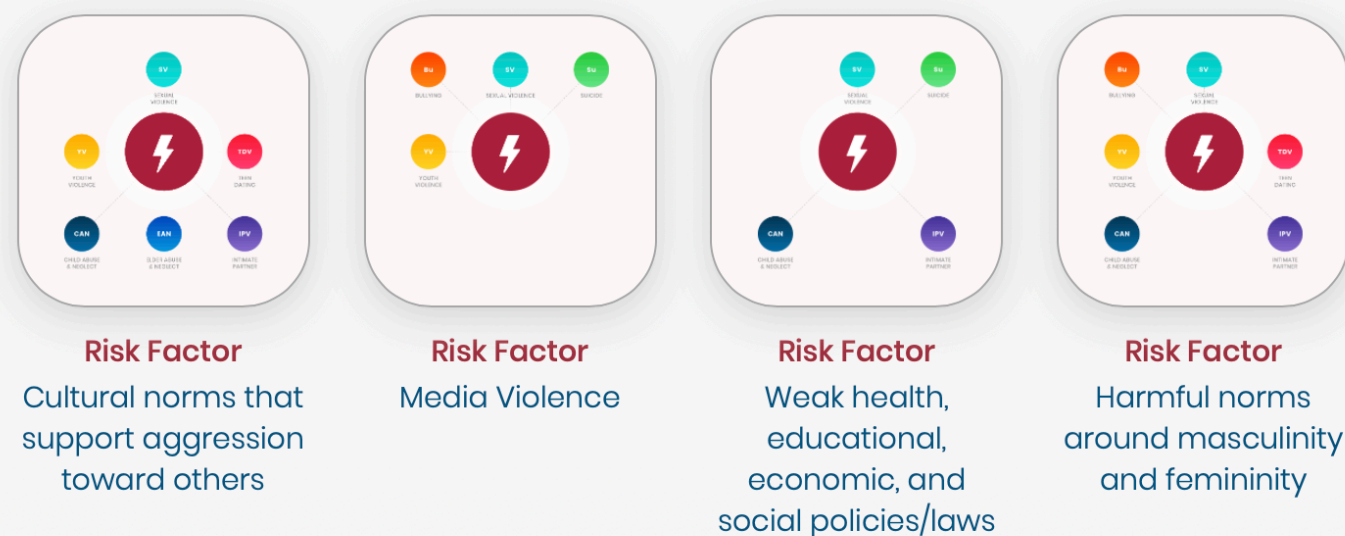- Community Level Prevention — within the public health approach — is population-level interventions (e.g., activities, events, and messages) that modify risk and protective factors that exist **at the community level.**

- A tool for identifying risk and protective factors: https://vetoviolence.cdc.gov/apps/connecting-the-dots/node/5

- Community Level Prevention is often place-based

- Does not occur in a vacuum

Results of Connecting the Dots for SV

Community

Risk Factor
Neighborhood poverty

Risk Factor
Community violence

Risk Factor
Diminished economic opportunities/high unemployment rates

Protective Factor
Community support/ connectedness

Society

Risk Factor
Cultural norms that support aggression toward others

Risk Factor
Media Violence

Risk Factor
Weak health, educational, economic, and social policies/laws

Risk Factor
Harmful norms around masculinity and femininity

Results of Connecting the Dots for IPV

Community

Risk Factor
Neighborhood poverty

Risk Factor
High alcohol outlet density

Risk Factor
Diminished economic opportunities/high unemployment rates

Risk Factor
Poor neighborhood support and cohesion

Protective Factor
Coordination of resources and services among community agencies

Protective Factor
Community support/ connectedness

Society

Risk Factor
Cultural norms that support aggression toward others

Risk Factor
Societal income inequity

Risk Factor
Weak health, educational, economic, and social policies/laws

Risk Factor
Harmful norms around masculinity and femininity
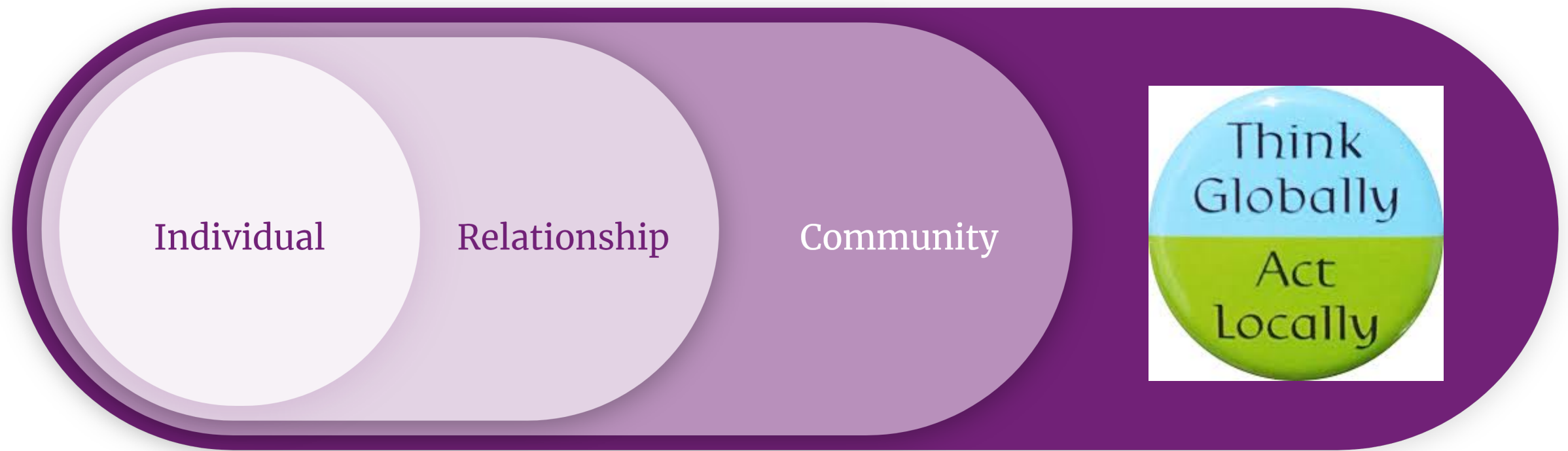
Community Level Prevention
Can be nested within SOCIAL CHANGE movements

Community Level Prevention
Can be nested within SOCIAL CHANGE movements

For me, Sharon Wasco, I turn to social justice fields: approaches developed by anti-oppression, feminist, anti-racist scholars and practitioners

Societal Level Prevention
Addressing Social Determinants of Health

Individual   Relationship   Commun

Promoting Health Equity
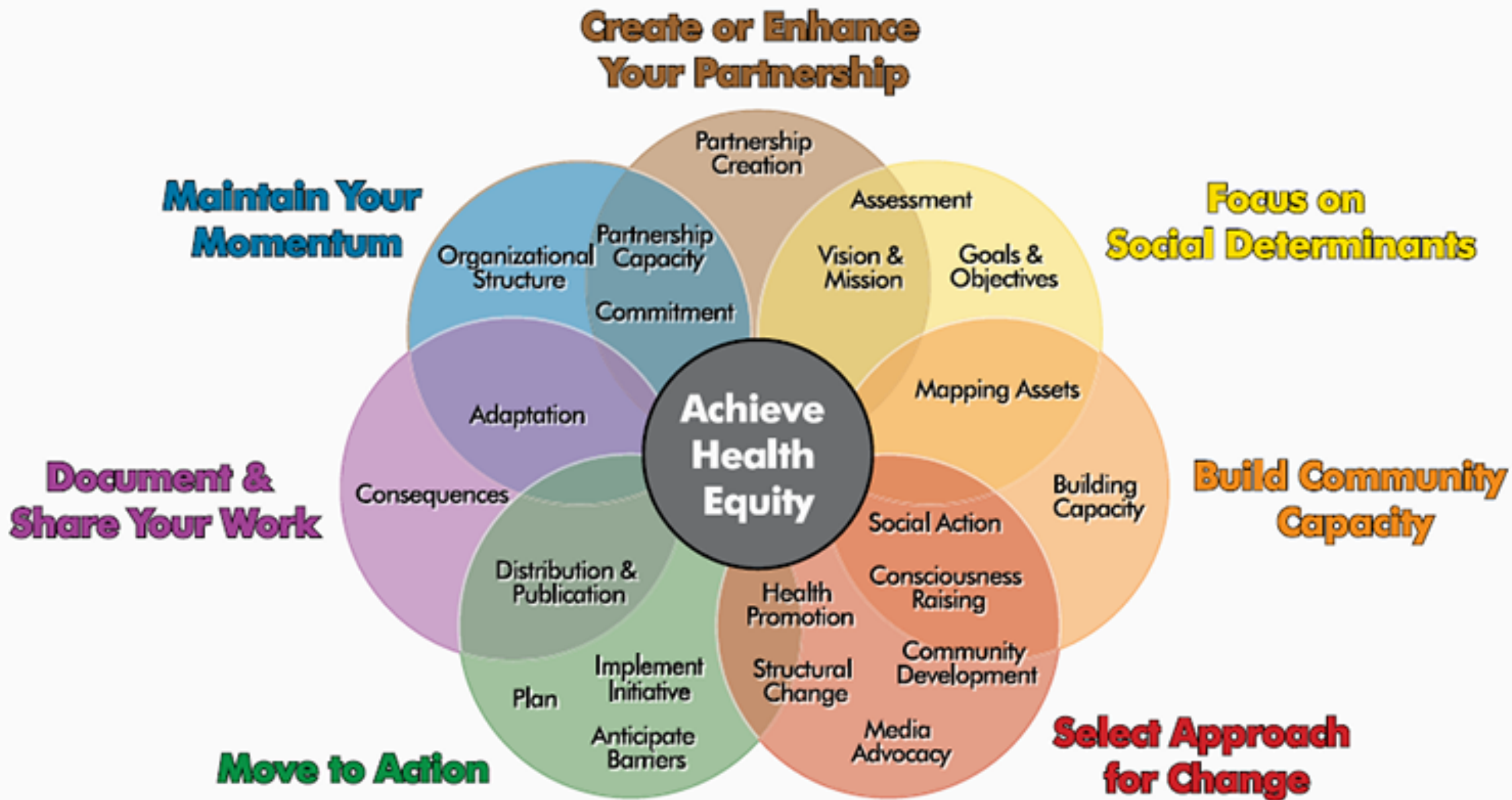*A Resource to Help Communities Address Social Determinants of Health*

CDC

Source: Brennan Ramirez LK, Baker EA, Metzler M. (2008). Promoting Health Equity: A Resource to Help Communities Address Social Determinants of Health. Atlanta: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention.

Available at: https://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/tools/pdf/SDOH-workbook.pdf.

What are Social Determinants of Health?

"Social determinants of health are life-enhancing resources, such as food supply, housing, economic and social relationships, transportation, education, and health care, whose distribution across populations effectively determines length and quality of life."[11]

Create or Enhance Your Partnership

Maintain Your Momentum

Focus on Social Determinants

Document & Share Your Work

Build Community Capacity

Move to Action

Select Approach for Change

Partnership Creation

Assessment

Organizational Structure

Partnership Capacity

Vision & Mission

Goals & Objectives

Commitment

Adaptation

Mapping Assets

Achieve Health Equity

Consequences

Building Capacity

Social Action

Distribution & Publication

Health Promotion

Consciousness Raising

Community Development

Plan

Implement Initiative

Structural Change

Anticipate Barriers

Media Advocacy

Community Action Teams

A STRATEGY   PRIMARY PREVENTION INITIATIVE   DELTA FOCUS

Domestic Violence Prevention
Enhancements and
Leadership
Through
Alliances

Focusing on
Outcomes for
Communities
United with
States
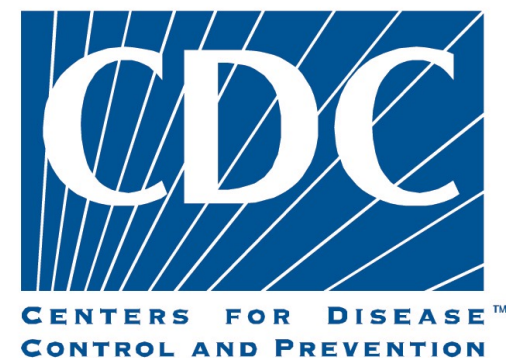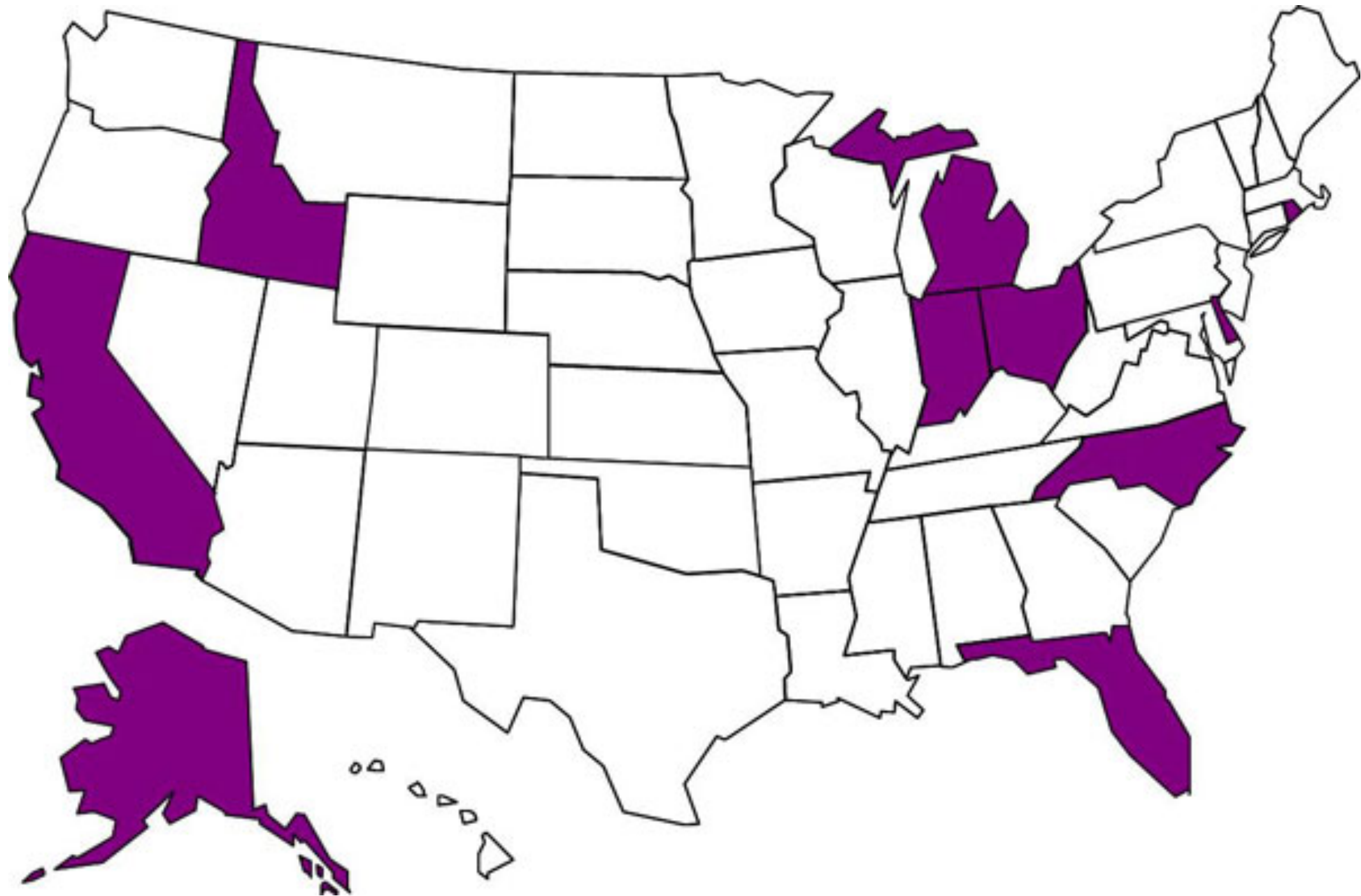
DEPARTMENT OF HEALTH & HUMAN SERVICES·USA

CDC
CENTERS FOR DISEASE™
CONTROL AND PREVENTION

- IPV prevention at the national, state, and local levels

- Strategies that address the social and structural determinants of health at the "outer layers" of the **social-ecological model.**

| Societal |
| Community |
| Relationship |
| Individual |

- IPV prevention at the national, state, and local levels

- Strategies that address the social and structural determinants of health at the **"outer layers"** of the social-ecological model.

Societal

Community

- IPV prevention at the national, state and local levels

- Strategies that address the **social and structural determinants of health** at the "outer layers" of the social-ecological model.

Societal

Community

- Relationships between Organizations
- Social Norms
- Gender Roles
- Community Organization/ Mobilization
- Position of Faith, Cultural, Opinion Leaders
- Cultural Norms
- Social Capital
- Leadership

- Societal Intolerance for Violence
- Gender Norms / Gender Equity
- Cultural Values
- Political Context and Priorities
- Social Policy Paradigm
- State/Local Laws, Policies and Regulations
- Access to Services
- Knowledgeable Providers

- IPV prevention at the national, state and local levels

- **Strategies** that address the social and structural determinants of health at the "outer layers" of the social-ecological model.

Societal

Community

- Strengthening Relationships between Organizations
- Strengthening Organizational Policies
- Social Marketing Campaigns to Influence Gender Roles & Social Norms
- Community Organization / Mobilization
- Engaging Faith, Cultural, Opinion Leaders
- Activities to Increase Community Connectedness and Social Capital

- Informing Statewide Educational Policies
- Informing Statewide Education Curriculum
- Strengthening Policy Implementation
- Accessible / Visible Support Services and Resources

DELTA FOCUS STRATEGIES

Table A: CDC Prevention Strategy Definitions

Societal-level Strategies			Strategies designed to address economic or social inequalities between groups in society
Social/structural Determinants of Health Strategies	1	Social Determinants of Health	A strategy designed to address conditions that foster unfair and avoidable inequities in health which are shaped and maintained by differences in social status identities (such as gender, race, sexual identity, able-bodiness, religion, immigration status etc.), as well as power, money, or resources
	2	Structural Determinants of Health	A strategy designed to address economic or social policies, processes, and procedures (such as housing, education, poverty, employment, food security, or safe neighborhoods) that structure health opportunities
Community-level Strategies			Strategies designed to impact the climate, processes, and policies in a given system (business/organization system, service/prevention system, school/non-profit system, legal system, media/publication system)
Organizational Strategies	3	Organizational Policy *(formal, institutional change)*	A strategy designed to encourage organizations (such as k-12 schools, colleges, youth serving agencies, faith institutions, workplaces, etc.) external to the statewide coalition or CCR to establish institutional policies, protocols, or procedures that support IPV prevention; *sub-code by organization type*
	4	Organizational Adoption *(informal, implementation change)*	A strategy designed to encourage organizations (such as k-12 schools, colleges, youth serving agencies, faith institutions, workplaces, etc.) external to the statewide coalition or CCR to implement IPV prevention programs, practices, curricula, events, etc.; *sub-code by organization type*
	5	Organizational Climate Change (*exclude norms change strategies*)	A strategy designed to impact the pattern, quality, and character of life (regarding such matters as safety, respect, connectedness, leadership, gender equity, etc.) within a given system (such as k-12 schools, colleges, youth serving agencies, faith institutions, workplaces, etc.) to increase intolerance of IPV and make IPV less likely to occur; *sub-code by target system*
Media Strategies	6	Media/Marketing Campaign	A strategy designed to develop and disseminate universal or targeted messages that are channeled through mass and social media vehicles in order to change awareness, knowledge, beliefs, attitudes, or behavior in ways that prevent IPV
	7	Media Education	A strategy designed to change the way media frames or reports on IPV issues
Systems Strategies	8	Coalition Building	A strategy designed to increase two or more organizations' abilities to work collaboratively on statewide or community IPV prevention programs, policies, or resources. Excluded: Encouraging one organization to adopt a program or policy.
	9	Systems Change	A strategy designed to change how a community system makes decisions about policies, programs, and/or the allocation of its resources, with the ultimate goal of IPV prevention *Excluded: Encouraging one organization to adopt a program or policy.*

DELTA FOCUS STRATEGIES

Multi-level strategies* (at any level of SEM)		Relational-level Strategies	Strategies designed to promote mentoring (adult-youth) or peer-learning (youth-youth) about healthy relationships, conflict, or problem solving
		Individual-level Strategies	Strategies designed to change the attitudes, beliefs, skills, and behaviors of individuals (youth, men, staff, teachers, residents, etc.)
Norms Strategies	10	Bystander Engagement (relational-level)	A strategy designed to prevent IPV by increasing engagement of a target group (such as youth, men, faith community members, etc.) to identify, speak out about, or seek others to engage in responding to specific incidents of violence and/or behaviors, attitudes, practices or policies that contribute to IPV; *sub-code by target group*
	11	Social Norms	A strategy designed to alter negative and/or promote positive group-held beliefs about gender (sexism/hyper-masculinity), sexual orientation (homophobia), race (racism), and/or healthy relationships for a target group (such as k-12 schools, college students, parents, organizational staff, men, faith community members, women, immigrants, LGBTQ, law enforcement officers, etc.). Must explicitly state 1) the goal is to alter norms and 2) which norm is to be altered; *sub-code by target group*
Education Strategies	12	Intimate Partner Violence Prevention Education	A strategy designed to increase awareness, knowledge, or behaviors on preventing IPV for a target group, such as k-12 youth, college students, parents, staff, employers, men, faith institution/ community members, women, immigrants, LGBTQ, law enforcement officers, etc*.; sub-code by target group*
	13	Healthy Relationships (if behaviors > relational-level; if KAS > individual- level)	A strategy designed to increase individuals' knowledge, awareness, skills or behaviors around healthy relationships; *sub-code by target individuals*
	14	Media Literacy (individual-level)	A strategy designed to increase individuals' abilities to access, analyze, and evaluate messages related to IPV prevention transmitted through media outlets.; *sub-code by target individuals*

*Strategy level depends on target audience- general population (community), couples (relational), youth or men (individual)

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COALITION BUILDING **STRATEGY**

TO INCREASE COLLABORATION

Bringing together groups and individuals for greater impact

Source: Davis, R., Parks, L.F., & Cohen, L. (2006). *Sexual violence and the spectrum of prevention: Toward a community solution.* Enola, PA: National Sexual Violence Resource Center.

COALITION BUILDING   **STRATEGY**

TO INCREASE COLLABORATION

Bringing together groups and individuals for greater impact

- **Increase the "critical mass"** behind a community effort

- Foster cooperation & **help groups trust** one another

- **Conserve resources** by reducing duplication & sharing expenses

- **Accomplish broad goals** that reach beyond capacity of any one organization

Source: Davis, R., Parks, L.F., & Cohen, L. (2006). *Sexual violence and the spectrum of prevention: Toward a community solution.* Enola, PA: National Sexual Violence Resource Center.

COALITION BUILDING	STRATEGY	PARTNERSHIP	TACTIC
TO INCREASE COLLABORATION		FOR COALITION BUILDING	

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Source: **Partnership Self Assessment Tool** by the Center for the Advancement of Collaborative Strategies in Health

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Is a group of people and organizations

- that continually **work together to develop and modify strategies** to achieve their goals
- Has **begun to take action** to implement its plans
- Has at least **five active members**
- Exists for **at least six months**

Source: Partnership Self Assessment Tool by the Center for the Advancement of Collaborative Strategies in Health

COALITION BUILDING	STRATEGY	PARTNERSHIP	TACTIC
TO INCREASE COLLABORATION		FOR COALITION BUILDING	

groups

group

-

- groups
- goals

goals

-

Source: Davis, R., Parks, L.F., & Cohen, L. (2006). *Sexual violence and the spectrum of prevention: Toward a community solution.* Enola, PA: National Sexual Violence Resource Center.

Source: Partnership Self Assessment Tool by the Center for the Advancement of Collaborative Strategies in Health

Collaborative Advantage

and to achieve a stated goal.

Huxham, C. (1996). The search for collaborative advantage. In C. Huxham (ed.), *Creating Collaborative Advantage*, pp. 176-180. Sage, London.

Collaborative Advantage

Networking

Coordination

Cooperation

Collaboration

and to achieve a stated goal.

Collaborative Advantage

Networking

Sharing of information

for the benefit of all parties

Coordination

Cooperation

Collaboration

and to achieve a stated goal.

Collaborative Advantage

Networking

Sharing of information

for the benefit of all parties

Coordination

Sharing of information

Changing of activities

for the benefit of all parties

and to achieve a stated goal.

Cooperation

Collaboration

and to achieve a stated goal.

Collaborative Advantage

Networking

Sharing of information — for the benefit of all parties

Coordination

Sharing of information — Changing of activities — for the benefit of all parties — and to achieve a stated goal.

Cooperation

Sharing of information — Changing of activities — Dividing of resources — for the benefit of all parties — and to achieve a stated goal.

Collaboration

and to achieve a stated goal.

Collaborative Advantage

Networking
- Sharing of information
- for the benefit of all parties

Coordination
- Sharing of information
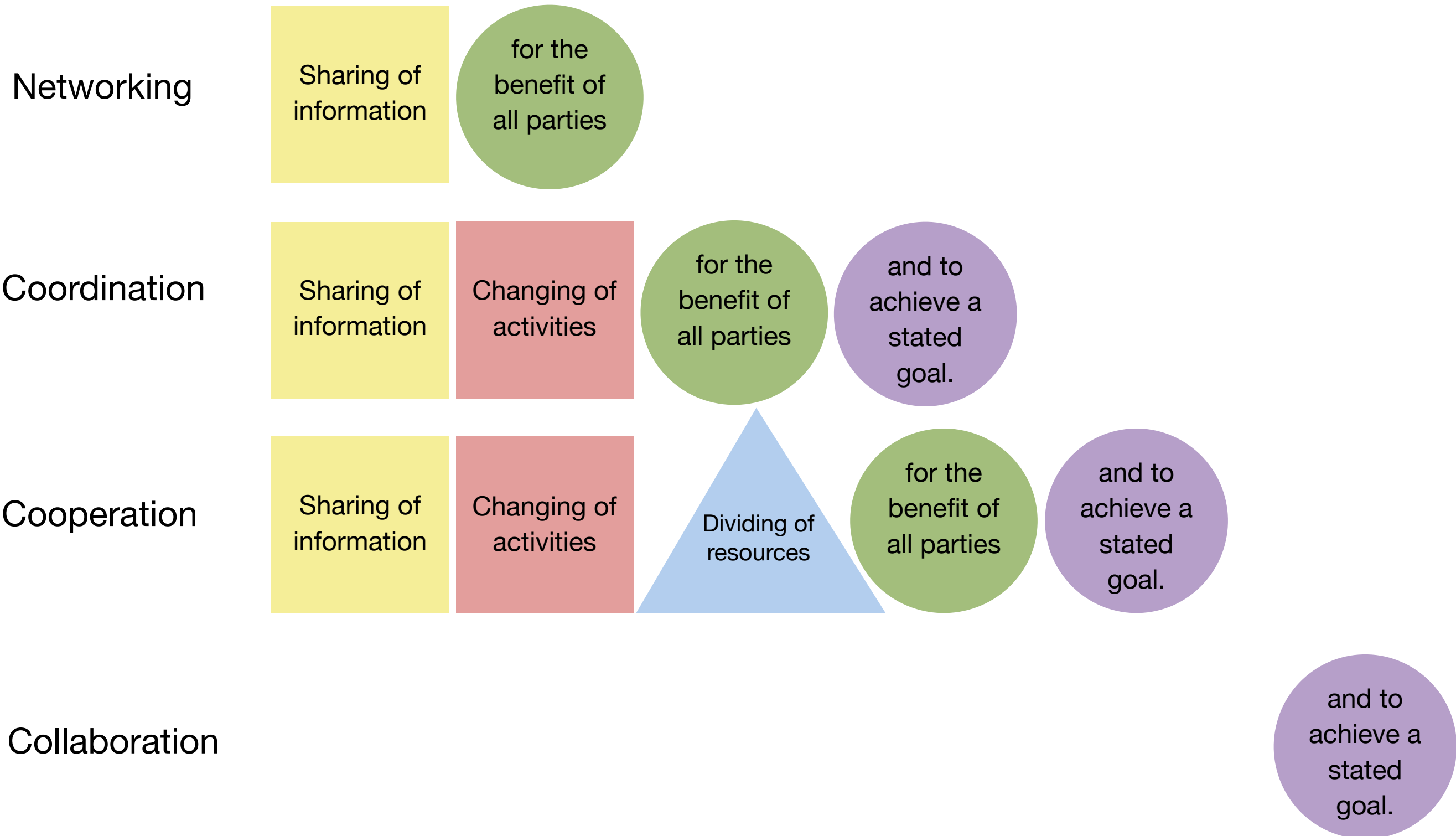- Changing of activities
- for the benefit of all parties
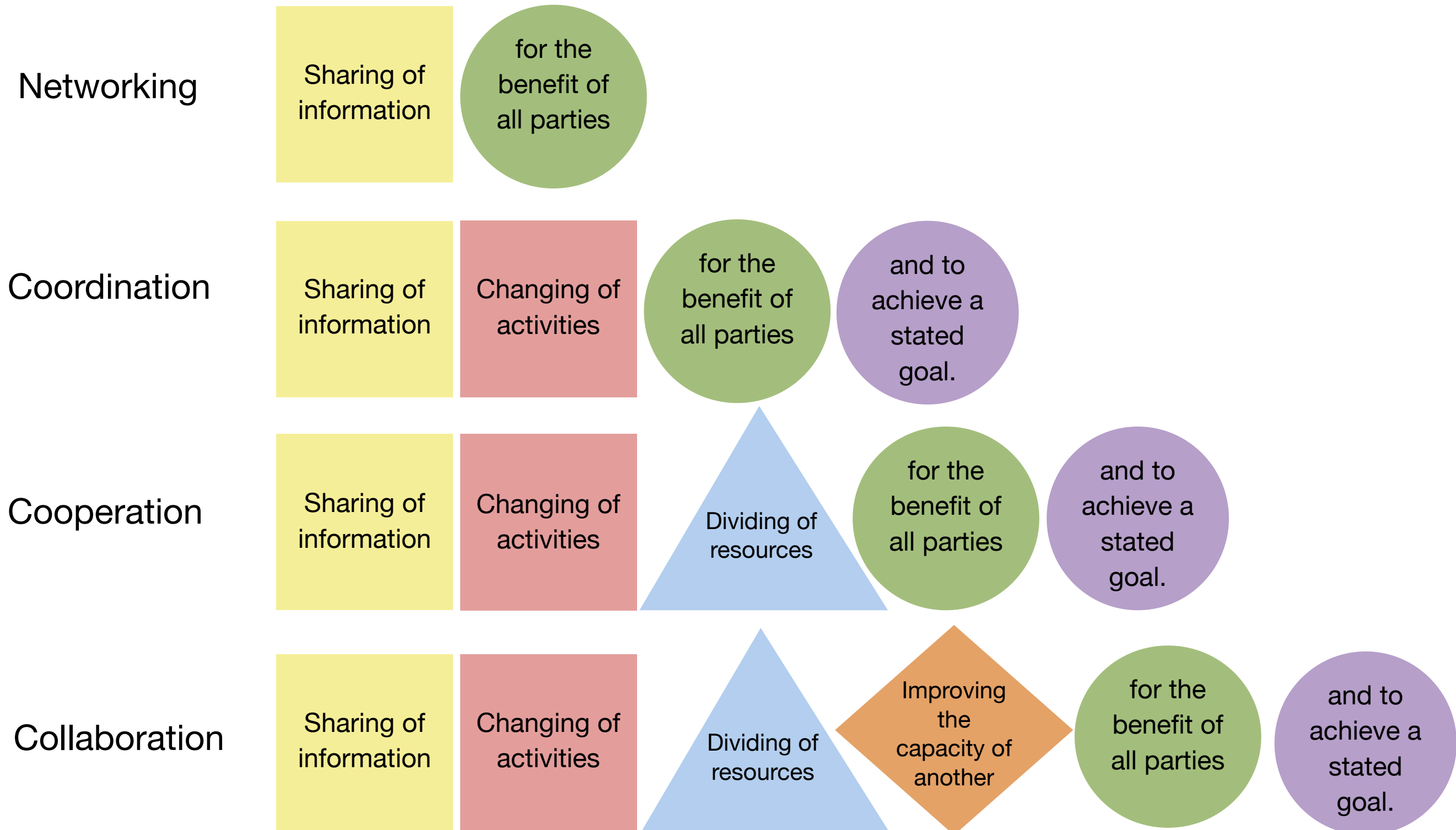- and to achieve a stated goal.

Cooperation
- Sharing of information
- Changing of activities
- Dividing of resources
- for the benefit of all parties
- and to achieve a stated goal.

Collaboration
- Sharing of information
- Changing of activities
- Dividing of resources
- Improving the capacity of another
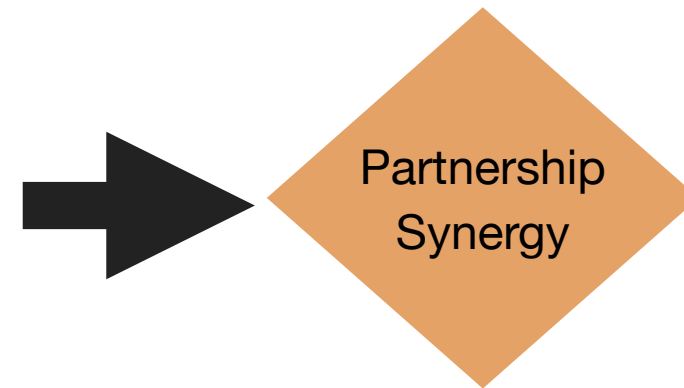- for the benefit of all parties
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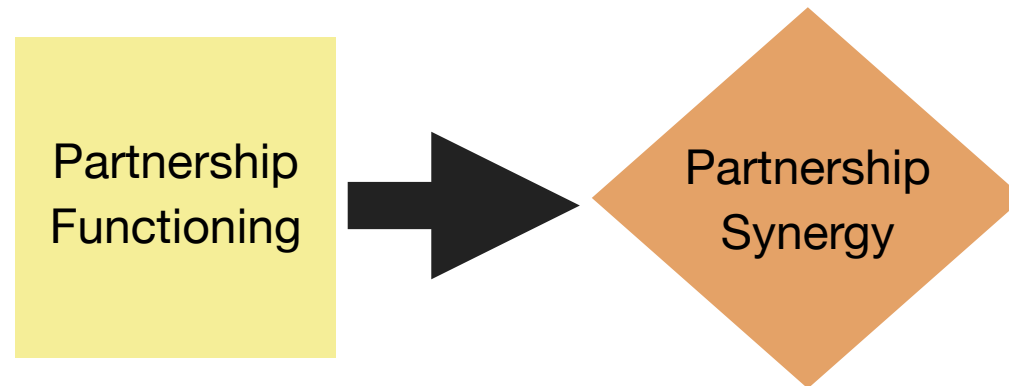
Partnership Functioning

A partnership can achieve high levels of **synergy**

Source: Lasker, R.D., & Weiss, E.S. (2003). Creating partnership synergy: The critical role of community stakeholders. *Journal of Health and Human Services Administration, 26,* 119-139.

Partnership Functioning

A partnership can achieve high levels of **synergy** **by combining the different kinds of knowledge, skills, and resources of its participants**.
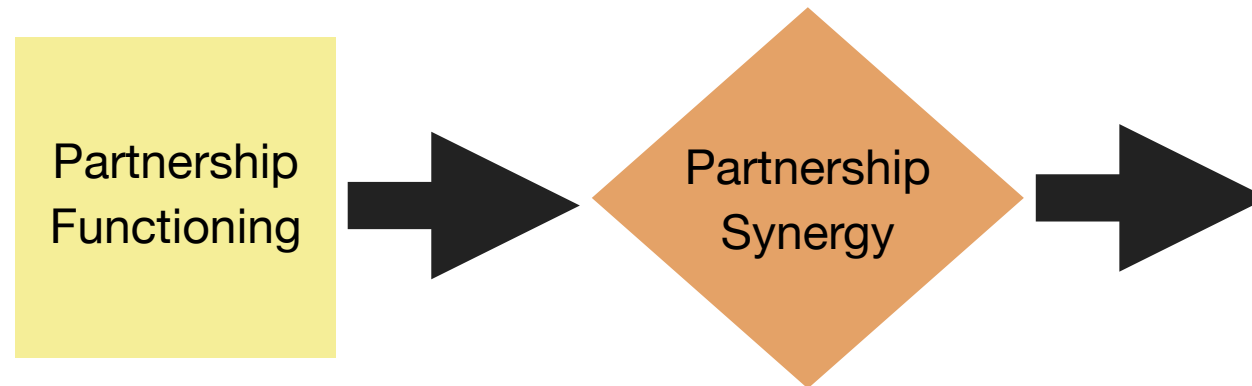
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Partnership Functioning

A partnership can achieve high levels of **synergy** **by combining the different kinds of knowledge, skills, and resources of its participants**. It is this **combining power** that enables the diverse people and organizations in a partnership **to accomplish more than any of them can on their own**.

Source: Lasker, R.D., & Weiss, E.S. (2003). Creating partnership synergy: The critical role of community stakeholders. *Journal of Health and Human Services Administration, 26,* 119-139.

Partnership Functioning

Partnership Functioning → Partnership Synergy → Partnership Effectiveness

When a partnership achieves high levels of synergy,
it becomes stronger
in three ways:

Source: Lasker, R.D., & Weiss, E.S. (2003). Creating partnership synergy: The critical role of community stakeholders. *Journal of Health and Human Services Administration, 26,* 119-139.

Partnership Functioning

```
┌──────────────┐        ◆               ●
│ Partnership  │   ➤  Partnership  ➤  Partnership
│ Functioning  │      Synergy         Effectiveness
└──────────────┘
```

When a partnership achieves high levels of synergy,
it becomes stronger
in three ways:

The partnership is able to come up with **new and better ways of thinking**
about problems and solutions.

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Partnership Functioning

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┌─────────────┐         ◇───────────◇         ╭───────────╮
│ Partnership │  ───▶   │ Partnership │  ───▶  │Partnership│
│ Functioning │         │   Synergy   │        │Effectiveness│
└─────────────┘         ◇───────────◇         ╰───────────╯
```

When a partnership achieves high levels of synergy,
it becomes stronger
in three ways:

The partnership is able to come up with **new and better ways of thinking**
about problems and solutions.

The partnership is able to **take actions that go beyond**
what any participant could do alone.

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Partnership Functioning

```
Partnership        →    Partnership      →    Partnership
Functioning             Synergy               Effectiveness
```

When a partnership achieves high levels of synergy,
it becomes stronger
in three ways:

The partnership is able to come up with **new and better ways of thinking**
about problems and solutions.

The partnership is able to **take actions that go beyond**
what any participant could do alone.

The partnership is able to **strengthen its relationship**
with the broader community.

Source: Lasker, R.D., & Weiss, E.S. (2003). Creating partnership synergy: The critical role of community stakeholders. *Journal of Health and Human Services Administration, 26,* 119-139.

Partnership Self Assessment Tool

- Well-validated tool used to assess synergy, which is understood to be the observable "output" of collaboration

Partnership Functioning → Partnership Synergy → Partnership Effectiveness

- Come to the Campus Partners in Prevention Data Hangout on Wednesday, November 15th at 9:00 AM. Contact sharon@smwconsultingllc.com for Zoom information.

What is a Futurist?

What is a Futurist?
Here's what one futurist looks like

Futurist and game designer
Dr. Jane McGonigal
The Institute for the Future
https://www.iftf.org/

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Imaginable: How to See the Future Coming and Feel Ready for Anything Even Things That Seem Impossible Today

How to foster **urgent optimism,** which is made up of 3 psychological strengths: mental flexibility, realistic hope, & future power

Hanan Jabr sat among her grandchildren as they played around her, in a room at a refugee camp set up by the United Nations in Khan Younis, Gaza. Samar Abu Elouf for The New York Times

# Playing a Futurist's Favorite Game
Experience Ten Positive Emotions in One Single Minute

1. Joy
2. Relief
3. Love
4. Surprise
5. Pride

6. Curiosity
7. Excitement
8. Awe & Wonder
9. Contentment
10. Creativity

Playing a Futurist's Favorite Game
Experience Ten Positive Emotions in One Single Minute

Massively Multiplayer Thumb Wrestling

"One, two, three, four:

I declare a thumb war"

Playing a Futurist's Favorite Game
Experience Ten Positive Emotions in One Single Minute

1. Joy
2. Relief
3. **Love** 😍
4. Surprise
5. Pride

6. Curiosity
7. Excitement
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9. Contentment
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The Neuroscience of Trust
Behaviors that foster engagement in groups

Oxytocin
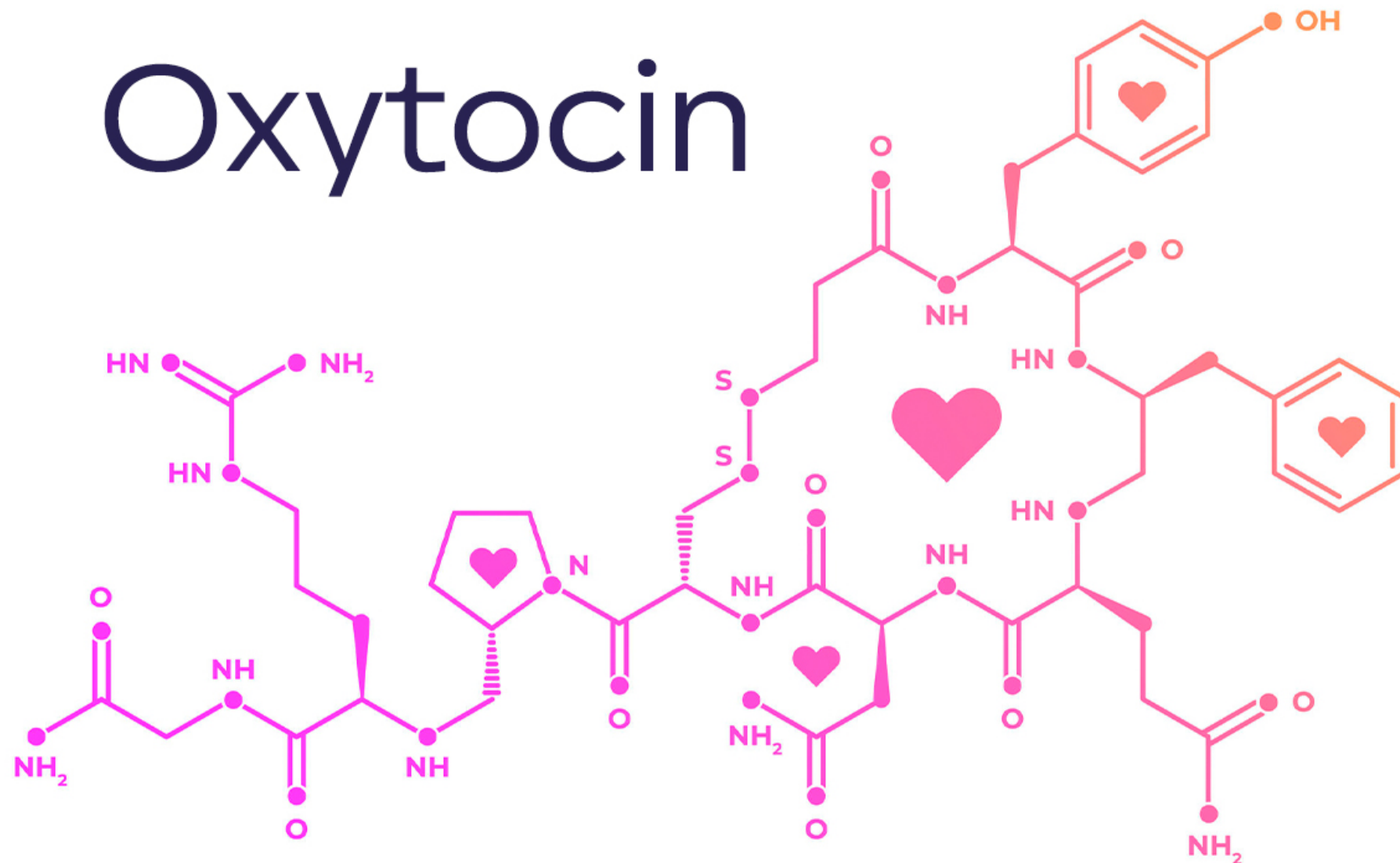
…a neurologic signal that indicates when we should trust someone.

The Neuroscience of Trust
Behaviors that foster trust in groups

- Paul J. Zak is the founding director of the Center for Neuroeconomics Studies at Claremont Graduate University, and the CEO of Immersion Neuroscience. He is the author of *Trust Factor: The Science of Creating High-Performance Companies*.

- What you can do to foster trust in your partnerships:

  - Opportunities for recognition of excellence (especially when it's tangible, unexpected, personal, public, comes from peers)

  - Induce "challenge stress" - assign a team a manageable job — one that is attainable with a concrete end point

Source: https://hbr.org/2017/01/the-neuroscience-of-trust

The Neuroscience of Trust
Behaviors that foster engagement in groups

- What you can do to foster trust in your partnerships:

  - Give people discretion in how they execute tasks; autonomy and options lead to experimentation and innovation

  - Share information broadly

  - Intentionally build relationships

  - Facilitate whole-person growth

  - Show vulnerability

"Pitching an idea so it can scale."

UNIVERSITY INNOVATION ALLIANCE

Pitch Architecture

Bridget Burns
Executive Director
University Innovation Alliance

Start with the Challenge and End with the Headline Accomplishment

1. I don't know if you have this problem, but at my campus we had a _____ problem. (Extremely important - this needs to go first.)

Pitch Architecture

Bridget Burns
Executive Director
University Innovation Alliance

Start with the Challenge and End with the Headline Accomplishment

1. I don't know if you have this problem, but at my campus we had a _____ problem. (Extremely important - this needs to go first.)

2. We did not know how to fix it. (Also important.)

3. So we tried 1, 2, 3 - and they didn't work. (You are teaching/coaching, not bragging. This builds trust.)

Pitch Architecture

Bridget Burns
Executive Director
University Innovation Alliance

Start with the Challenge and End with the Headline Accomplishment

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6. We think this works because of ___ data point. (Close by demonstrating the improvement and sharing context for the population served.)
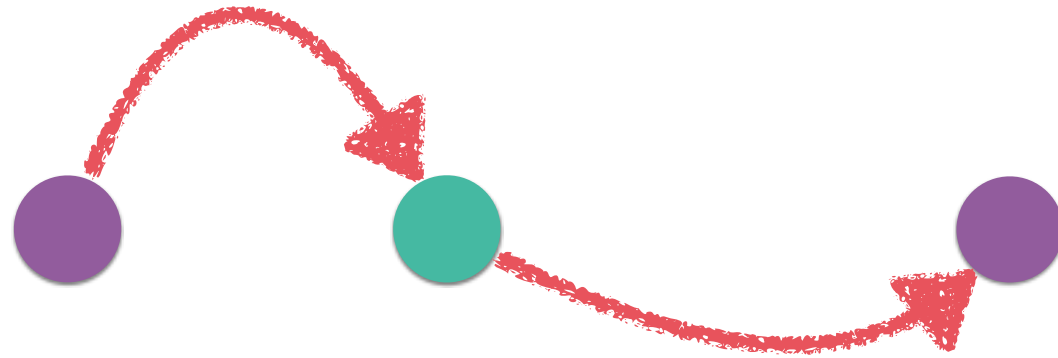
Let's stay connected.

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