

## Improving Interactions Between Law Enforcement + People Who Use Drugs Codesign Session 2 Template 2 Hours

### Overall Co-Design Plan

UW is facilitating 3 regional sites to improve interactions between law enforcement and people who use drugs. This Co-Design Plan supports outcomes to:

1. Co-create multidimensional learning opportunities and experiences across diverse stakeholder groups, particularly with those that historically have experienced tension and conflict,
2. Increase empathy, connection and understanding across stakeholders and foster deeper relationships,
3. Decrease negative perceptions for both law enforcement professionals and people who use drugs,
4. Develop toolkits and other recommendations for each region that can be implemented and scaled, and
5. Build community and shared understanding across the 3 communities and within teams.

### THIS SESSION

**PHASE 2: SYSTEM SENSING** - Through a virtual session, participants will deep dive and fast track their learning of the greater system through reflection and Learning Conversations within the greater community - after the session they will engage in 1-1 conversations with additional stakeholders to glean greater systemic understanding. They will unearth what is most needed based upon stakeholder input through interviews + multiple perspectives within the system.

In this session we will:

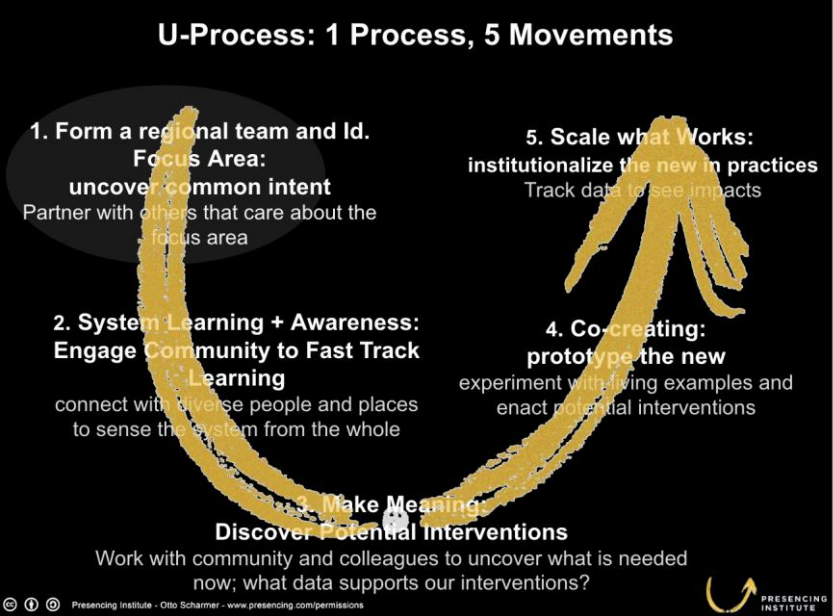
**Purpose:** Collectively fast track learning by engaging community members, service providers, law enforcement and other important stakeholders in the system through Learning Conversations, identifying: *what are the current challenges, opportunities, perspectives and solutions as determined by those with lived experience or a part of the greater system.*

#### Objectives:

- Continue to build relationships across the co-design team
- Develop project talking points
- Map the greater system - who do we need to engage and learn from and identify who will go engage who
- Identify key questions to explore during learning conversations such as identifying challenges, barriers, opportunities and solutions.

[PowerPoint slides for session 2](#)

Annotated Agenda

Time + Host	Module	Set Up/Tech Notes
10 min	<p><b>Welcome Framing and Flow</b>                      Overall project orientation                      Purpose and Objectives for today</p>	<p>Create a visual for the whole project, see options below:</p>  <p><b>U-Process: 1 Process, 5 Movements</b></p> <ol style="list-style-type: none"> <li><b>1. Form a regional team and Id. Focus Area: uncover common intent</b> Partner with others that care about the focus area</li> <li><b>2. System Learning + Awareness: Engage Community to Fast Track Learning</b> connect with diverse people and places to sense the system from the whole</li> <li><b>3. Make Meaning: Discover Potential Interventions</b> Work with community and colleagues to uncover what is needed now; what data supports our interventions?</li> <li><b>4. Co-creating: prototype the new</b> experiment with living examples and enact potential interventions</li> <li><b>5. Scale what Works: institutionalize the new in practices</b> Track data to see impacts</li> </ol> <p><small>© ⓘ ⓘ Presencing Institute - Otto Scharmer - www.presencing.com/permissions</small></p>

		<p><b>ACH LAUNCH</b></p> <p><b>STEPPING UP</b></p> <p><b>1 SHARED INTENT</b> Becoming a Peer Learning Community</p> <p><b>2 DEEP IMMERSION</b> Gaining a Systems Perspective</p> <p><b>3 MEANING MAKING</b> Sharing and Integrating</p> <p><b>4 PROTOTYPING</b> Co-creating the Future</p> <p><b>5 SCALING</b> Planning Next Steps</p> <p><b>STEPPING IN</b></p> <p><b>STEPPING OUT</b></p> <p><b>1 SHARED INTENT</b> This step requires spending time listening to partners and community members, focusing in on their perspectives of how they believe health is created, and barriers they confront to accessing health. Shared intent is an agreed-upon understanding of the actions the ACH intends to take together, and is based on collective knowledge of what the issues are that contribute to the problems identified.</p> <p><b>2 DEEP IMMERSION</b> This step requires participants to deepen their learning and understanding of what is occurring in their environment. Participants suspend the knowledge they have about health in their communities in order to learn with fresh eyes and engage in multiple conversations and interviews, both casual and formal, to learn new perspectives.</p> <p><b>3 MEANING MAKING</b> This step requires participants to spend time making sense of what has been observed in their communities.</p> <p><b>4 PROTOTYPING</b> This phase moves the ideas into experimentations (prototyping) of services, products, and potential actions that will bring participants to their desired state. This phase is experimental, playful, and iterative with potential ideas and solutions. The goal is to crystallize ideas through an iterative process of coaching and support from peers and subject matter experts (including end users, practitioners, community members, and those directly affected by the challenge).</p> <p><b>5 SCALING</b> This step requires the time to advance ideas that have been tested and improved in the prototyping phase to be translated into a detailed implementation plan, with a clear indication of the resources required to bring about desired change. Focusing in on the leverage points that could 'power' initiatives or responses should be identified and acted on.</p>
5 min	<p><b>Check in - how are you arriving</b> Chat box and a few verbal shares (not whole group)</p> <p>Sheep Scale: How are you arriving today? See sheep scale below (a funny/fun way to arrive!)</p>	

**On this sheep-scale,  
how do you feel today?**



15 min

### **Systems Thinking Framework**

What do we mean by system?  
How do we move a system towards greater levels  
of health + wellbeing?

#### **Complex Living Systems - > Health**

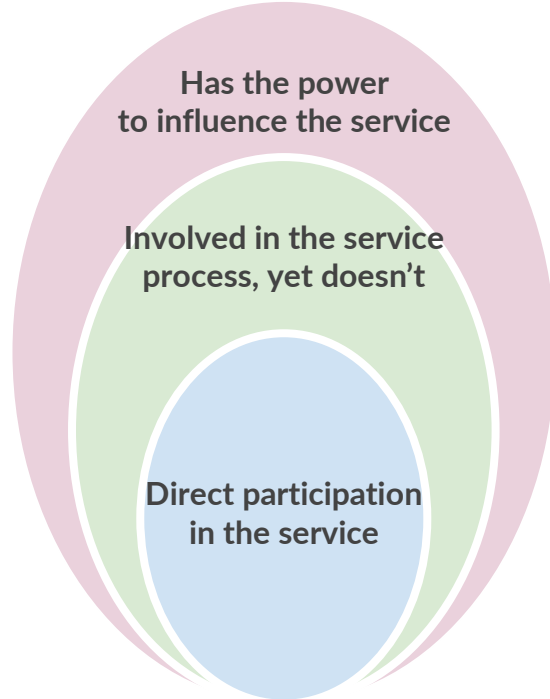
- **Elements** - individual components that make up a system (forest, community, department, circle of friends, family)
- **Relationships + flows** Feedback Loops between elements (strong, weak, non existent)
- **Purpose** - (goal/objective) The observed

	<p>actions created by the behavior of the system (a system isn't what it says it is, it is what it is actually doing)</p> <p><b>3 Systems Practices to <i>increase health of a system</i></b></p> <ol style="list-style-type: none"> <li>1. <b>Self Awareness</b> - being ever more aware of an element (you) influence in a system in the direction of health</li> <li>2. <b>System awareness</b> - being ever more aware of group dynamics and more able to create flow between elements</li> <li>3. <b>Purpose in Action</b> - becoming ever more aware and able to articulate the evolving purpose of a system and align into action</li> </ol>	
20 min	<p>Offer a <b>statement about project goals + talking points</b> and what we are trying to accomplish to set context for these conversations in order to feel confident in learning conversations</p> <p>Co develop the statement and <b>additional talking points</b></p> <ul style="list-style-type: none"> <li>● Present these (5 min) Mandy</li> <li>● Improve them in breakout rooms in 3s (triads) with jamboard (10 min) - what else? Improve or add to these statements what you would want to share in learning conversations about what we are trying to do</li> <li>● Whole group report out (5 min)</li> </ul>	<p><b>Prepare beforehand:</b></p> <ul style="list-style-type: none"> <li>- Statement about project goals + talking points and what this project is trying to accomplish for participants to communicate in learning conversations</li> <li>- Breakout rooms + plan who should be in what room</li> </ul>
5 min	Bio break	
40 min	<b>Map WHO in the System to engage + Learn</b>	Whiteboard or Jamboard

**from**

Who should be engaged in this process? Who do we want to go talk to?

Your stakeholders are those people directly impacted by the challenge or opportunity, organizations serving people most impacted, decision or policy makers, academics, judicial system etc. Who else in your community is serving?



Each of you will be asked to engage in **3-10**

or just use Template below for simplicity's sake - who will talk to who?

	<p><b><u>learning conversations</u></b>; who do you think is important to include?</p> <p>Solo brainstorm + reflection (5 min) Report out (25 min)</p> <p>Be sure to indicate who will talk to who-prevent duplication</p>	
20 min	<p><b>What do we want to know?</b> Formulate powerful questions for 1:1 conversations</p> <p>Identify key questions to ask, while also letting the conversation organically evolve - what do they think is the challenge? What changes are needed? What solutions would they suggest or want to solve their own challenges?</p> <p>Examples for</p> <ul style="list-style-type: none"> <li>● people in recovery</li> <li>● service providers</li> <li>● law enforcement</li> <li>● judicial system</li> <li>● community members</li> </ul> <p>Brainstorm questions Ask for support Report out</p>	<p>Continue on template What questions will we ask them?</p> <p>Based upon stakeholders these will differ</p>
5 min	<p><b>Next steps -</b></p> <p>Practice learning conversations on each other Then go have 1-1 learning conversations with 3-10 stakeholders Next session we will report back what we learn to inform our work in meaning making + prototyping solutions</p>	<p>Plan how long participants will have to do this task</p> <p>Documents to support them</p>

		Stakeholder Interviews (optional template to use): see below Template 2 for format
5 min	<b>Check out:</b> How are you leaving this call? Sheep scale again?	

**Template 1: Project Goals Statement + Additional Talking Points (what are we doing?)**

**Directions for participants: Make edits and improve these statements, as needed.**

**DRAFT PROJECT GOAL STATEMENT:**

*This project brings together stakeholders in our community to improve crisis response to people who use alcohol and drugs, focusing on calls that involve law enforcement.*

**DRAFT Additional Talking Points**

- Our group has stakeholders from the County Sheriff's Office, X, Y, and Z police departments, and State Patrol; people with lived experience of substance use disorder and legal involvement, and X, Y, and Z service providers.
- We're meeting for the next few months to understand the local context, challenges, and opportunities, particularly with all of the changing laws around drug possession. We are also wondering what potential solutions you and others might have.
- We are hoping to understand the system from others working in it, like you, so I'm wondering if I can ask you some questions and learn about your perspective and what recommendations you might have?

**Template 2: Stakeholder Interviews (optional to use)**

**Stakeholder Interviews**

*Goal: Engage stakeholders through interviews in order to expand your perspective through their eyes.*

**Purpose**

- Strengthen relationships with key stakeholders
- Gather pertinent information through exploration and questions
- Ascertain the key barriers and enablers for our shared work



**Why:** Why are we doing this process?

**What:** What will this process help us see in the system?

**Who:** Who do we need to engage? Who is affected? Who has key knowledge? Who makes decisions?

**How:** Will we go about getting a wide system perspective?

**Directions:** Read through the process and develop questions that will enable you to get a BIGGER picture perspective of your inquiry.

## Stakeholder Interview Process

As we engage with stakeholders with our initial set of questions, we will reflect upon the key inquiry, remembering the deeper layers beneath the surface, as well as additional stakeholders that need to be included (Who else should I talk to about this?)

**Use your stakeholder maps from the previous process to decide who to interview.** Create a list of people to talk to. Ideally, this is a microcosm of the entire system we are interested in including in impacting through our outcomes.

**Create questions to ask stakeholders** and allow the interviews to flow naturally should the conversation evolve into something different than anticipated. What we want to understand most are how this person perceives the larger system we are working in and what key insights they have that we need to listen to.

**Schedule calls, either in person, on the phone or through videoconferencing.** Determine length of interviews. Ideally these will be spacious conversations so that what is not obvious will reveal itself so we can learn more about the hidden and unspoken perspectives.

**Create an intention as an interviewer**, i.e. may this interview support our work, may it be service to creating waves of health among many populations for futures to come. As an interviewer, deeply listen to what the participant is sharing with you, so much so that they sense this is a different experience than they have ever had, where someone genuinely cares and listens to their wisdom.

**Create a hospitable environment while conducting the interviews.** Set the context for why we are having this interview and how the information will be used. Explain that their responses will be shared with your team anonymously with other people's responses in order to get a better understanding.

Invite personal wisdom about the system they are a part of, i.e. *if you had a magic wand, what would you do to . . . or, from your experience, what are the biggest barriers . . .* Let their perspective inform the conversation.

Observe yourself as the interviewer. Notice when you have judgments or barriers getting in the way to you fully listening. Listen from levels 3 (empathic listening) and 4 (generative listening) from the Four Levels of Listening.

Seek to understand deeper structures of the system we are engaging, as though you are seeing it from above. Map out the system; see where connections, barriers, blocks and blind-spots exist. What mental models are you hearing? Is there skepticism or enthusiasm? When something is spoken that you are curious about and you have rapport with that stakeholder, probe to find what is underneath what you are hearing - seek out patterns. What are their greatest concerns?

When the conversation has come to a place where it feels like it is time to close, keep the door open. Is there a question you wish I had asked that I did not? Encourage them to contact you should they have any additions.

Immediately following the interview, reflect and debrief the process with someone or on your own and thank your interviewee in a note.

### **Stakeholder Questions**

Formulate questions that will help you unearth your inquiry, challenges, opportunities, barriers and what is working well. Also unearth what solving this problem would look like to the person you are interviewing.

- What does x mean to you?
- What are you working on?
- What would support you in doing your work more effectively?
- We are working on x, how would you define this? What advice would you give? From where you sit, how are you affected? If we were to solve this puzzle, what would be happening?
- If you had a magic wand what would you do to create change?

Also look to speak with communities that have already solved this challenge:

- What is the purpose/vision mission of org?
- What is their focus?

- How do they work with this challenge? What did they do to address it?
- What would they suggest to us?
- What lessons learned could you share?
- Looking into the future, what legacy do you hope to leave behind?

Test your shared vision and goals draft and ask for feedback on it:

- What do you think of our vision and goals statement ( values, too)?
- What would you add? What is currently missing?
- Who else do we need to talk to?

After interviews are complete, journal and quietly reflect answering the question:

- What struck me?
- What surprised me?
- What touched me?

Debrief findings with your team. Use relevant quotes and speak them as though you are representing that person. See what patterns emerge from the many perspectives and all the interviews your team has engaged in. Pause between shares to let the sentiment really sink in. Remember to celebrate; this is a very monumental and essential aspect of change work!

*By Dana Pearlman, [www.danapearlman.com](http://www.danapearlman.com), adapted from [www.presencing.org](http://www.presencing.org)*

## **Template 2**

**Part A: Who in the System do we want to engage in learning conversations?**

**Part B: What questions do we want to ask specific stakeholders?**

**Directions:** Add stakeholders from the map to the **Stakeholder Table** below - and determine the team member who will interview those stakeholders. This process will eliminate duplication.

**Exercise: STAKEHOLDER TABLE - Identify stakeholders, formulate questions and enter responses when 1-1 learning conversations are complete.**

<u><b>PART A</b></u> <b>Organization, Role or demographic of Stakeholder</b>	<b>Name of who to contact</b>  <b>Contact info</b>  <b>DEMOGRAPHICS</b>	<b>Co-design team member who will make contact</b>	<u><b>PART B</b></u> <b>Key Questions for 1-1 conversations</b>	<b>Results, Key learnings, <u>demographics and quotes</u> gleaned from interview</b>  <b>Please be sure to include demographics and quotes.</b>  <u><b>VOICES FROM THE FIELD</b></u>
Example: Jack, someone with a history of substance use and recovery and LE interactions	John Smith  555-555-5555 Email jack@gmail.com	Co-Design Team Member name	What barriers exist for ppl who want to enter recovery?  What services have had the greatest impact so far? How might we leverage what is working and do more of that?  What gap in services do you see?  What are your biggest concerns for others experiencing substance use + recovery challenges?  If you could fix the system to make it better, what would you do?	“The greatest challenge for us is not having access to supportive treatment.”  “Impactful Quotes”  The essence of conversation Key takeaways
Example: Max Frank, Service Provider	Max Frank  555-555-5555 Email Jane@gmail.com	Jane Doe	What are the biggest challenges you see for people that use substances that have encounters with the judicial system confronting?  If you were given any	“I wish I had better resources and partners in the community to help more ppl with Substance Use and Recovery challenges such as a one stop shop for all one would need to enter recovery long term”  “Impactful Quotes”

			opportunity to improve the system, what would you hope for? What would you put in place	
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Stakeholders: Community members in recovery				
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Stakeholders: Government Officials				
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Stakeholders: Community Org and Service Providers				
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Stakeholders: Law Enforcement

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Stakeholders: Judicial System

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Stakeholders:

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Stakeholders:

