

## Carla Dartis Testimonial

Founded in 1976 in San Francisco, Tides is a donor-advised fund that provides money to organizations working to advance progressive policy in the areas of the environment, health care, human rights, immigrant rights, labor issues, LGBT rights and women's rights. Tides oversees the Tides Center, which is a national non-profit fiscal sponsor that enables emerging and/or small mission-driven progressive organizations whose activities meet the definition of charitable and tax-exempt, to operate under its managerial platform and tax-exempt status.

Before passage of the Affordable Care Act (“Obamacare”), thousands of vulnerable individuals throughout California, often from the most marginalized communities, risked severe negative health outcomes because of their status as uninsured or underinsured.

Determined to address this situation, Tides partnered with The California Endowment, one of the largest private healthcare foundations in the United States. Together, we convened top leaders from prominent community-based, for-profit, governmental and non-profit entities from throughout the state of California to collaborate on developing an approach to protect these vulnerable populations.

Lawrence Ellis was the lead consultant on this project, which spanned several months. His background in complex systems made him an excellent choice for helping us to understand and navigate through high levels of uncertainty and complexity about possible future scenarios.

The full consulting team of Jidan, Lawrence, Michael and Susan (all working through *InPartnership Consulting*, a sibling firm of *Paths To Change*) used a range of innovative techniques (Advanced Scenario Planning, Open Space Technology, Conversation Café, Organizational DNA and more) that allowed us as leaders to envision realistic future possibilities, align on the most likely scenarios, and generate strategies and actions to benefit the impacted communities. Their repertoire of futures approaches was formidable; their preparation of the group to use non-conventional techniques that were completely new to most group members was gentle, yet rigorous; and their overall facilitation and consulting were masterful.

Our group of more than twenty leaders was delighted with the success we achieved. We walked away with finely honed, realistic future scenarios, and tactical blueprints that informed collective actions for months – all creating a huge positive impact on the vulnerable populations whom we served.

Carla Dartis  
Former Senior Vice President of Tides, Inc.  
Former Managing Director of Tides Center