



REIMAGINING SOCIAL CHANGE

Collective Impact: From CPSP to Broader Impact

PERINATAL SERVICES COORDINATORS ANNUAL MEETING
NOVEMBER 4, 2015



BOSTON

GENEVA

MUMBAI

SAN FRANCISCO

SEATTLE

WASHINGTON, DC

FSG.ORG

About FSG

- **Mission-driven consulting firm** specializing in strategy, evaluation and action research with 150 staff and offices in Boston, DC, Seattle, San Francisco, Mumbai and Geneva
- Partnering with **foundations, corporations, nonprofits, and governments** to develop more effective solutions to the world's most challenging issues

Representative clients

Nonprofits



Community Foundations



Private Foundations



Corporations

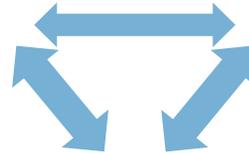


Thought leadership



We work on collective impact in three mutually reinforcing ways

THOUGHT LEADERSHIP



HANDS ON SUPPORT

- ✓ Juvenile justice in Douglas County, NE
- ✓ Juvenile justice in NY State
- ✓ Childhood obesity in Dallas
- ✓ Substance abuse on Staten Island
- ✓ Cradle to career in King County
- ✓ Pre-term birth in Fresno
- ✓ Health in the Rio Grande Valley
- ✓ Diabetes in Minnesota

LEARNING COMMUNITY



www.collectiveimpactforum.org

The **Collective Impact Forum** is a field-wide digital resource designed to help curate and disseminate knowledge, tools, and best practices.

Agenda

1 Collective Impact 101

2 Collective Impact 201

3 Assessing Community Readiness

Introductory exercise

- Turn to your neighbor discuss this **question**:



*Think about a specific **collaborative** you have participated in: what is one thing that **worked well** and one thing that was **challenging**?*

New York State Juvenile Justice



There are several types of problems

Simple

Cooking a meal



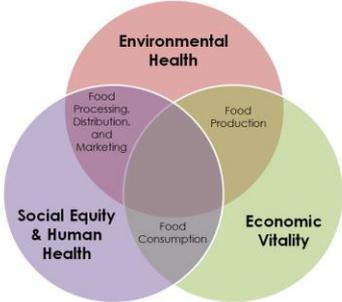
Complicated

Distributing food



Complex

Eliminating food insecurity



The social sector typically treats problems as simple or complicated

Childhood obesity is **complex problem** because multiple factors influence a child's health

Social Norms and Values

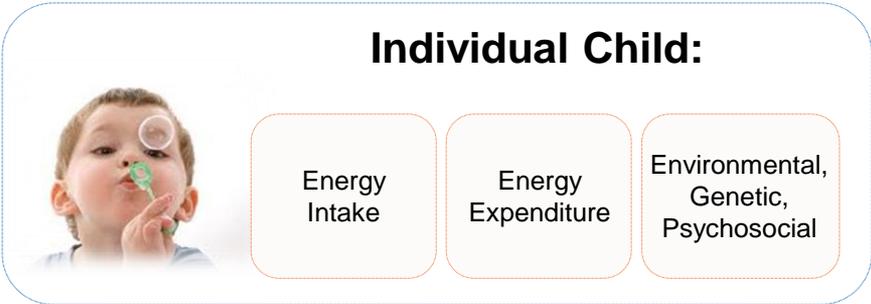
Primary and Secondary Leverage Points:

Food and Agriculture | Education | Media | Government | Public Health | Health Care | Land Use and Transportation | Leisure | Recreation

Behavioral Settings:

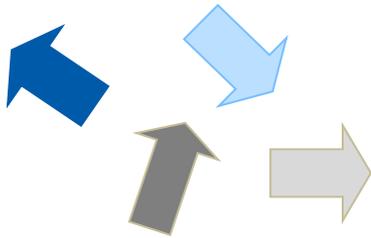
Home | School | Community

Individual Child:

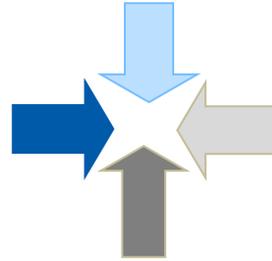


Our traditional approaches to addressing complex problems are not working

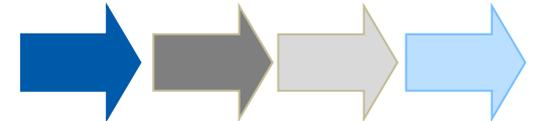
Isolated Impact



Collaboration / Coalitions



Collective Impact



Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem at scale.

The are **five conditions** of collective impact

1

Common agenda

2

Shared measurement system

3

Mutually reinforcing activities

4

Continuous communication

5

Backbone support

Collective impact is being applied to many different social problems

Education



Health care



Homelessness



Youth Development



Economic Development



Community Development



Collective impact is getting **results**

In Education



- In five years...
 - Track K-readiness, 3rd grade reading, HS graduation
 - By year five, 40 of 53 tracked student outcome indicators moving in right direction

In Workforce Development



- 5,000 public housing residents in new jobs in five years

In Juvenile Justice Reform



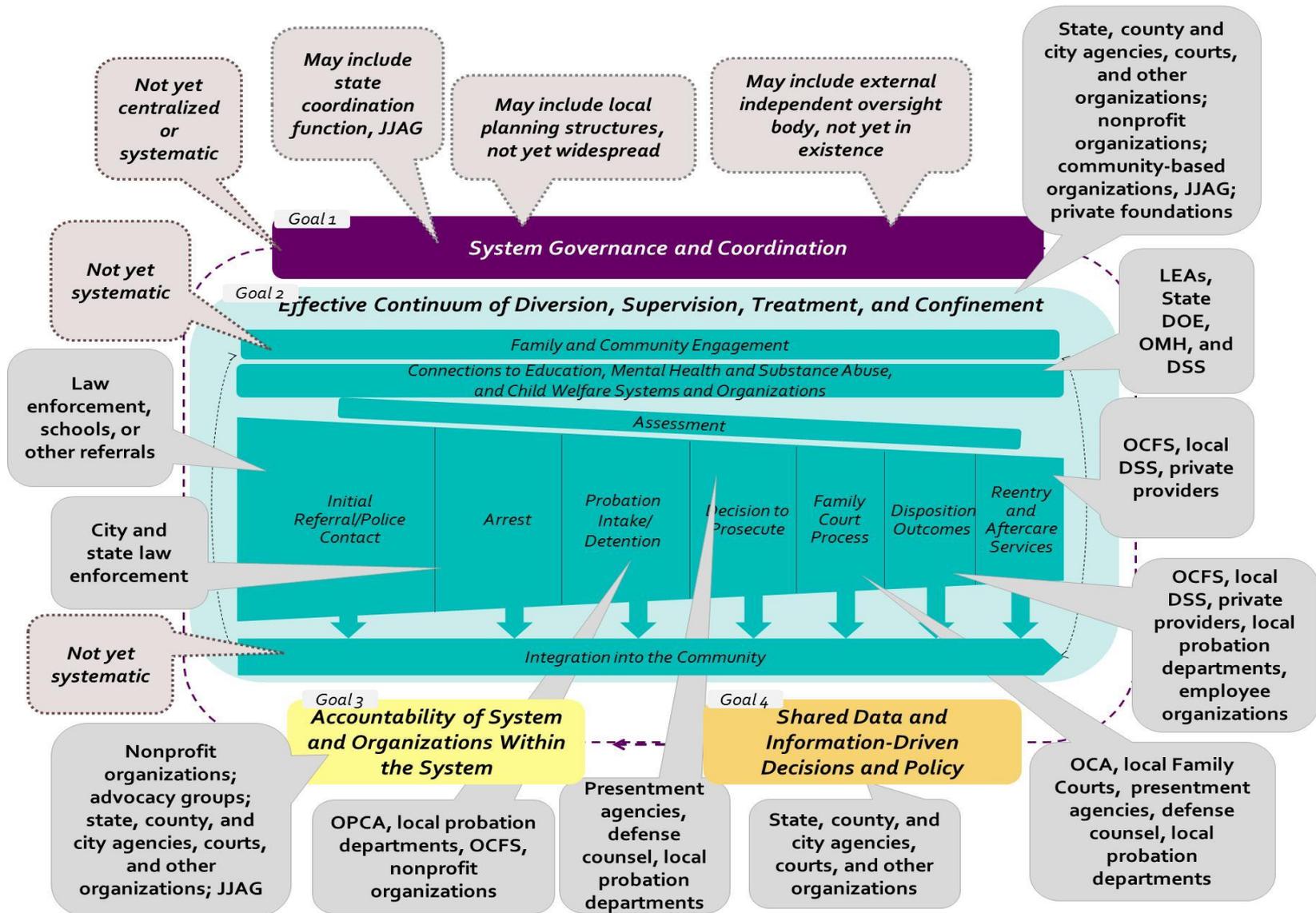
- 45% fewer youth entering systems, no decline in public safety

In Youth Substance Abuse Prevention

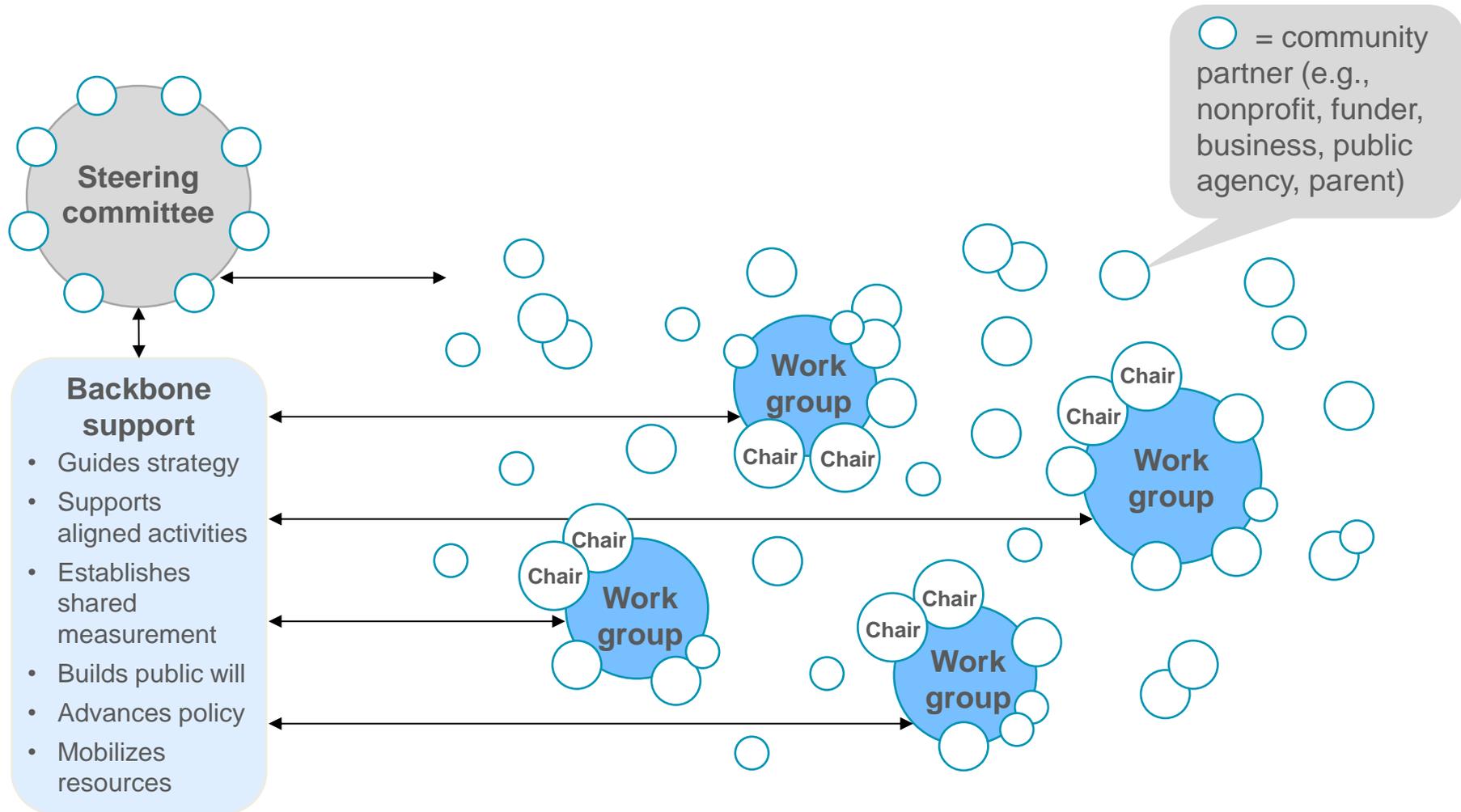


- In eight years...
 - 46% reduction in binge drinking
 - 44% reduction in smoking
 - 28% reduction in marijuana use

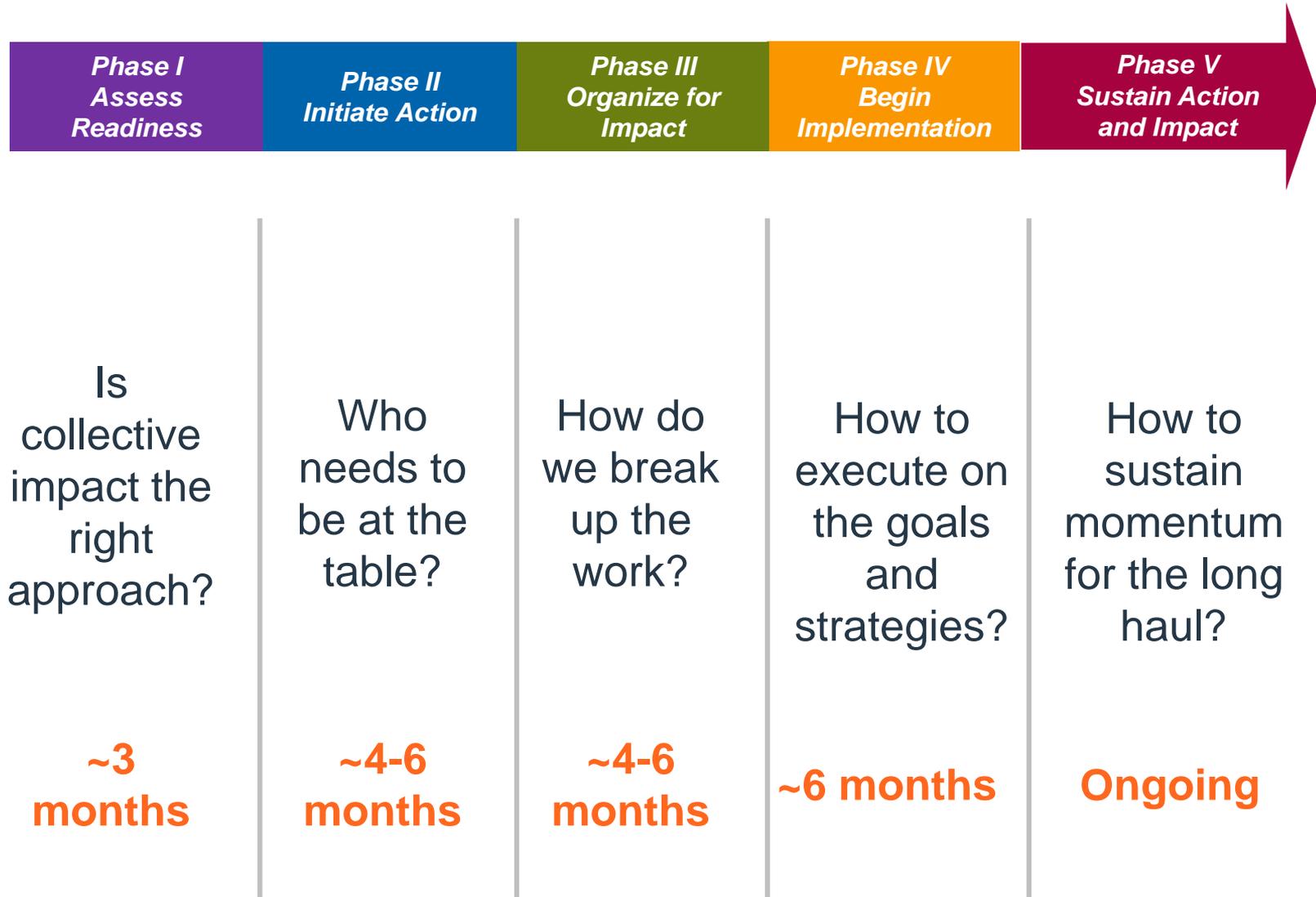
Creating a **system map** for NYJJ enabled stakeholders to see a comprehensive picture



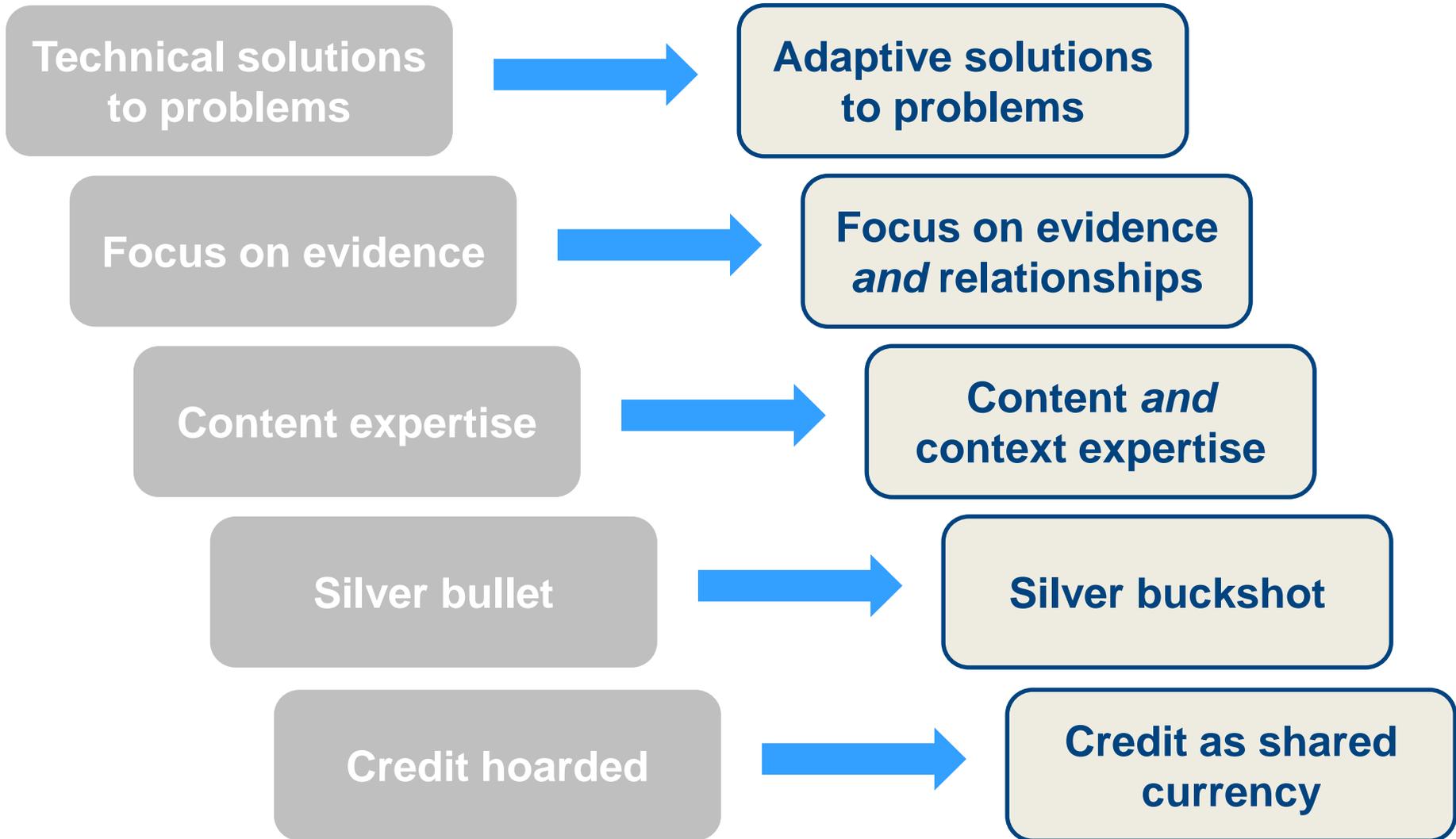
Collect impact involves **structures** that represent the entire system in a non-hierarchical way



Collective impact efforts take **time and patience**



The **key for success** in collective impact is understanding several mindset shifts



Doing collective impact well means being even more vigilant about **equity and inclusion**

- *How to effectively **integrate community voices**?*
- *How to involve **communities who have historically been left out** of decision-making processes?*
- *How to engage stakeholders in sensitive **conversations about race, class and culture**?*

1

A **common language** is useful to help communities engage in constructive conversations

2

We need to be clear on **who we mean** by the community

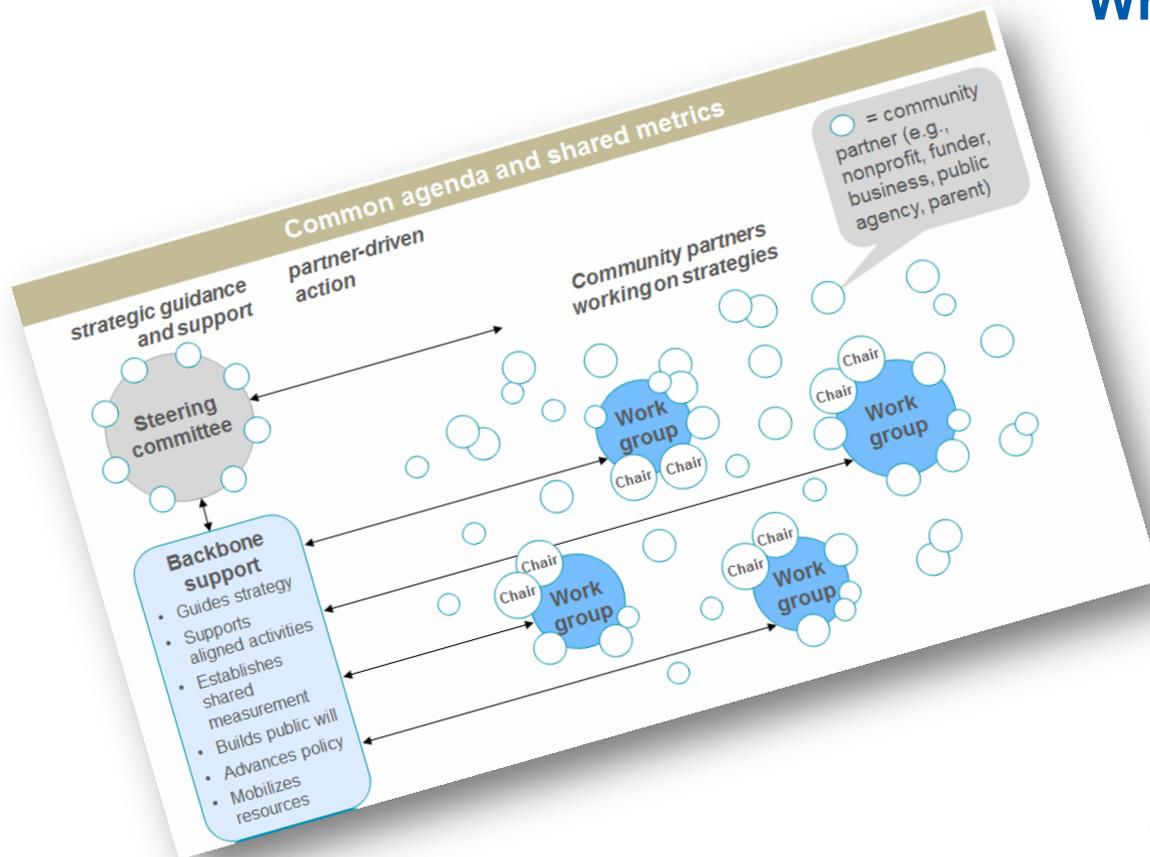
3

We need to recognize the difference between **equity and equality** in community engagement

4

We need to more carefully **redefine power** in collective impact efforts

Finally, collective impact won't work unless there is **systems leadership capacity** in the community



What system leaders do

- Help people understand the **greater system** and the complexity of which they are a part
- Foster a different, **deeper type of dialogue** that leads to greater clarity, understanding of difference, and innovation
- Shift collective focus from reactive problem solving to **co-creating the future**

Questions?

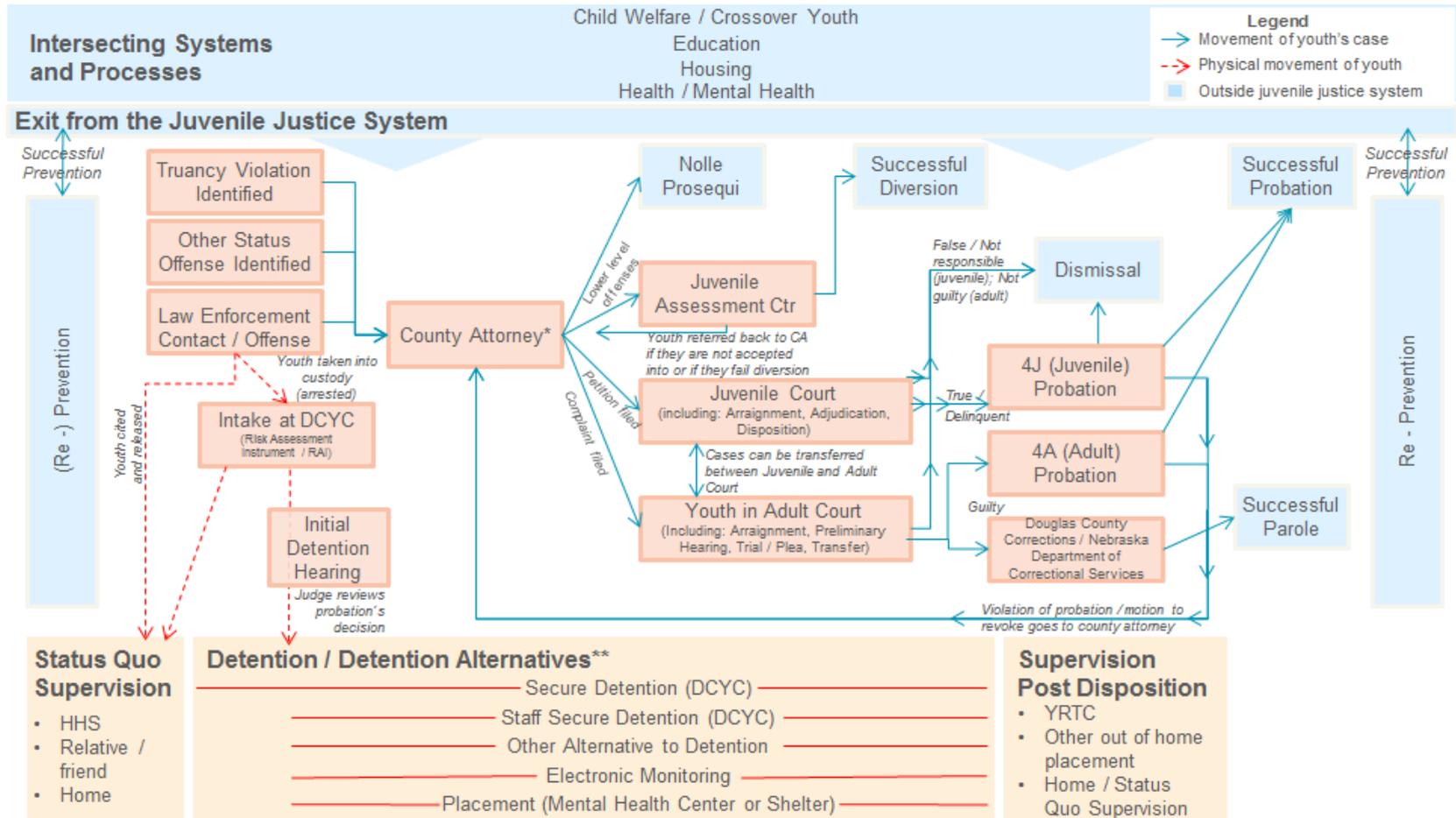
Agenda

1 Collective Impact 101

2 Collective Impact 201

3 Assessing Community Readiness

Juvenile Justice in Douglas County, NE: a complex system!



* City prosecutor not included on map as their role will diminish in juvenile justice matters beginning Jan. 1, 2015 per LB464

** Youth first enter detention following the RAI and detention hearing but may re-enter at various stages of the juvenile process (e.g., if they commit a new offense, fail placement). Youth can attempt to exit detention by requesting a detention hearing at any time during the case process to request release.

Source: FSG Interviews, Research and Analysis; NE Commission on Law Enforcement and Criminal Justice, Three Year Comprehensive Juvenile Justice and Delinquency Prevention Plan '12-'14; Douglas County Comprehensive Juvenile Services Plan '12-'15

Where did we start?

Collective impact in Douglas County

Douglas County Stakeholder Quotes (June 2014)

- “Collective impact has been a part of our conversation for years. But we haven’t had the **structures** to support its full implementation”
- “We need a more **collaborative** approach to help us find a **common goal**”
- “We need to better **engage the community** in the change process – today that is hit or miss”
- “In the past, people show up to meetings, but there is a lot of **wheel spinning**, not consensus building. There is a **lack of leadership buy-in** for change”

How did we get there?

Collective impact in Douglas County

Douglas County Stakeholder Quotes (April 2015)

- “Investment in **collective impact structures** – especially the **backbone** – will ensure success”
- “The level of **community voice** is unprecedented”
- “CI has allowed diverse stakeholders to build on what’s working to achieve a **common goal**”
- “The **diversity of people at the table** has allowed me to make connections and work with others in new ways”

SUCCESS FACTORS

Building critical **structures**, including establishing a **backbone**

Engaging the **community**

Developing a **shared vision** for change (i.e., common agenda)

Working together differently for the long-term

Building a **strong foundation**

Sustaining **momentum**

What does it look like?

Collective impact in Douglas County

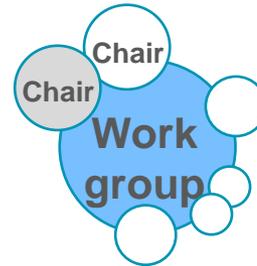
Across Douglas County, our vision is a **comprehensive, coordinated, and community-wide** approach to juvenile services that eliminates the need for youth involvement with our justice system while maintaining public safety. For all youth who do enter our justice system, our goals are to provide **effective, compassionate and individualized** support that empowers youth and their families to succeed and to build an environment of mutual trust and accountability.



- 20 leaders from
- County government
 - Juvenile court
 - Legal community
 - Probation
 - Detention
 - Law enforcement
 - Service providers
 - Philanthropy
 - School system



- 15-20 former or current system involved youth



- 7 Work Groups with a total of over 120 people
- Families
 - Schools
 - Prevention
 - Case processing
 - Equity
 - Data
 - Policy



- Over 300 stakeholders engaged through
- Interviews
 - Focus groups
 - Community events
 - Site visits
 - Online forum

Backbone Executive Director | Program Manager | Data Analyst

Structures: A strong **steering committee** builds credibility and brings other stakeholders to the table

Strategic direction

- Help establish the **common agenda**
- **Champion** the effort broadly
- **Align** the actions of own agencies to the initiative's goals, indicators, and strategies
- Promote the effective **use of data**

Oversight

- **Interact with the backbone** support entity
- **Monitor progress** against common agenda goals and indicators
- Provide **guidance to working groups**

Active, regular participation

- Participate in regularly scheduled **meetings** in person (every 4-6 weeks)
- Review pre-read **materials** prior to meetings
- **Commit to 6-12 months** membership

Structures: Steering committee members should be carefully recruited

Attract

Decision maker

C-level / president able to drive relevant systems change

Representative

Geographic coverage of effort as well as sectors

Influential champion

Commands respect of stakeholders

Content expertise / practitioner

Familiar with subject matter to contribute substantively

Passion and urgency

Passionate about issue and urgency for the need to change

Focused on the greater interest

Able to think and act in the greater interest of the community

Commitment

Able to commit time and energy to meetings and the work

Lived experience

Brings experience with or affected by the issue

Avoid

- X Too much agreement / only the usual suspects
- X Too much disagreement / pre-programmed hostility
- X People who are not able to “tune” (i.e. listen to others)
- X People who can’t leave their egos at the door
- X People who polarize
- X People who only come to the table because they think there will be funding
- X People who are too busy to put in the time and effort

Structures: Working groups responsibilities are carried out by leadership and members

Leadership



- **Two co-chairs**
- Can **commit the time** (~3-4 hours / month plus meetings, but time will vary)
- **Collaborative leaders** and facilitators, conveners, able to “get stuff done”
- Also possess the traits below

Members



- **Issue-aligned, collaborative, action-oriented**
- **Can commit** to attending meetings and reviewing pre-read materials
- Are **knowledgeable** about the problem to be addressed
- Usually **one level down** from the steering committee members, but have **authority** to represent organizations and make decisions
- **Cross-sector** representation
- **7-10 members initially** (will vary by initiative)

Structures: Working group formation is both **art** and **science**

What specific working groups are required to meet the goal of the initiative?



Don't reinvent the wheel

How many is the right number, especially at the beginning?



Less might be more at first

What do the working groups need to accomplish in the first six months?



Be ambitious but realistic

Structures: the **backbone** serves a neutral “behind the scenes” role in six ways

Functions of the backbone:

- ✓ Guide **vision and strategy**
- ✓ Support **aligned activities**
- ✓ Establish **shared measurement practices**
- ✓ Build **public will**
- ✓ Advance **policy**
- ✓ Mobilize **resources**

The backbone does NOT:

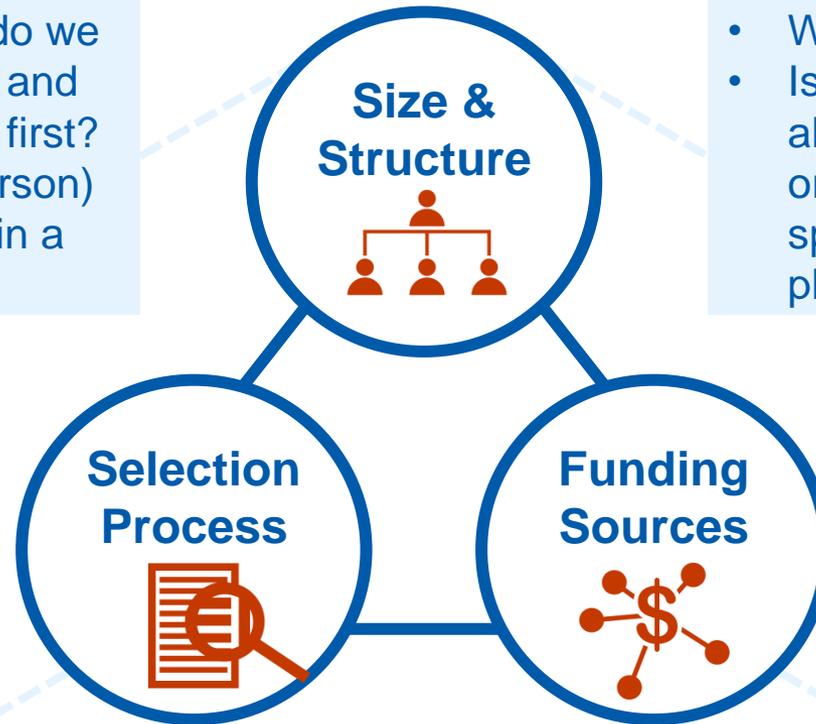
- ✗ **set the agenda** for the group
- ✗ **drive the solutions**
- ✗ **receive all the funding**
- ✗ **appoint itself** rather than be selected by the community
- ✗ **operate as “business as usual”** in terms of staffing, time, and resources
- ✗ do **all of the work** for the initiative

Structures: Backbones are **not one fixed entity**

– structure, funding and location can be split

- How many *total FTE* do we need in the backbone and which functions come first?
- Will the backbone (person) reside / be employed in a *new or existing org*?

- Who do they *report* to?
- Is the organization home also *where the person sits* or does it make sense to split fiscal agent from physical location?



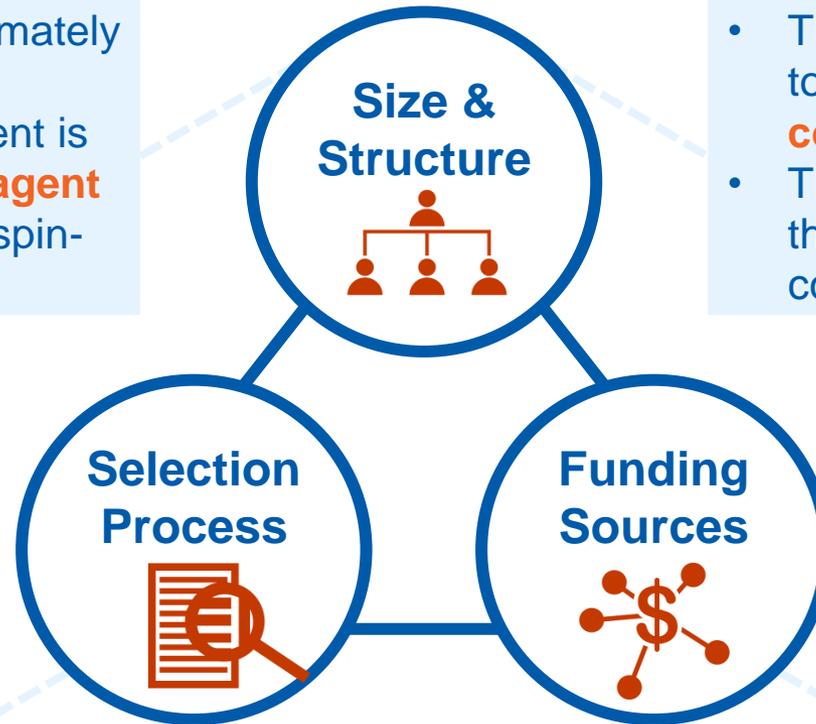
- Are we looking for an *organization* (and just inherit staff) or are we looking for a *person* (and will find them a home)?
- Whether we post a job description or RFP, how *open* will the process be?

- Who will fund the backbone infrastructure (salaries, benefits, operating expenses) in the *short-term* (e.g., first 2-3 years)?
- What is the *long-term* funding plan?

Structures: In Douglas County, the backbone was had lots of **different entities** playing a role

- The backbone will ultimately consist of **three FTEs**
- The County government is serving as the **fiscal agent** in year one; possible spin-out to come

- The backbone ED reports to a **subset of the steering committee**
- The backbone is housed at the **University** and has community “office hours”



- Each **position was posted for separately** because it was not possible to identify a “neutral” organization who could just take on the backbone role

- Funding is coming from **four private foundations** (80% of total) and the **County** (20% of total)
- Long-term, ideally City funding will be added to the mix

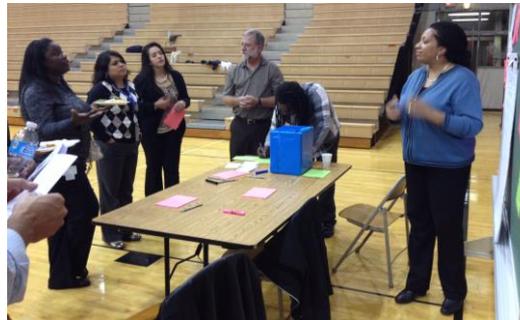
Community engagement: applying diverse tools to support different goals

Community engagement approaches. . .

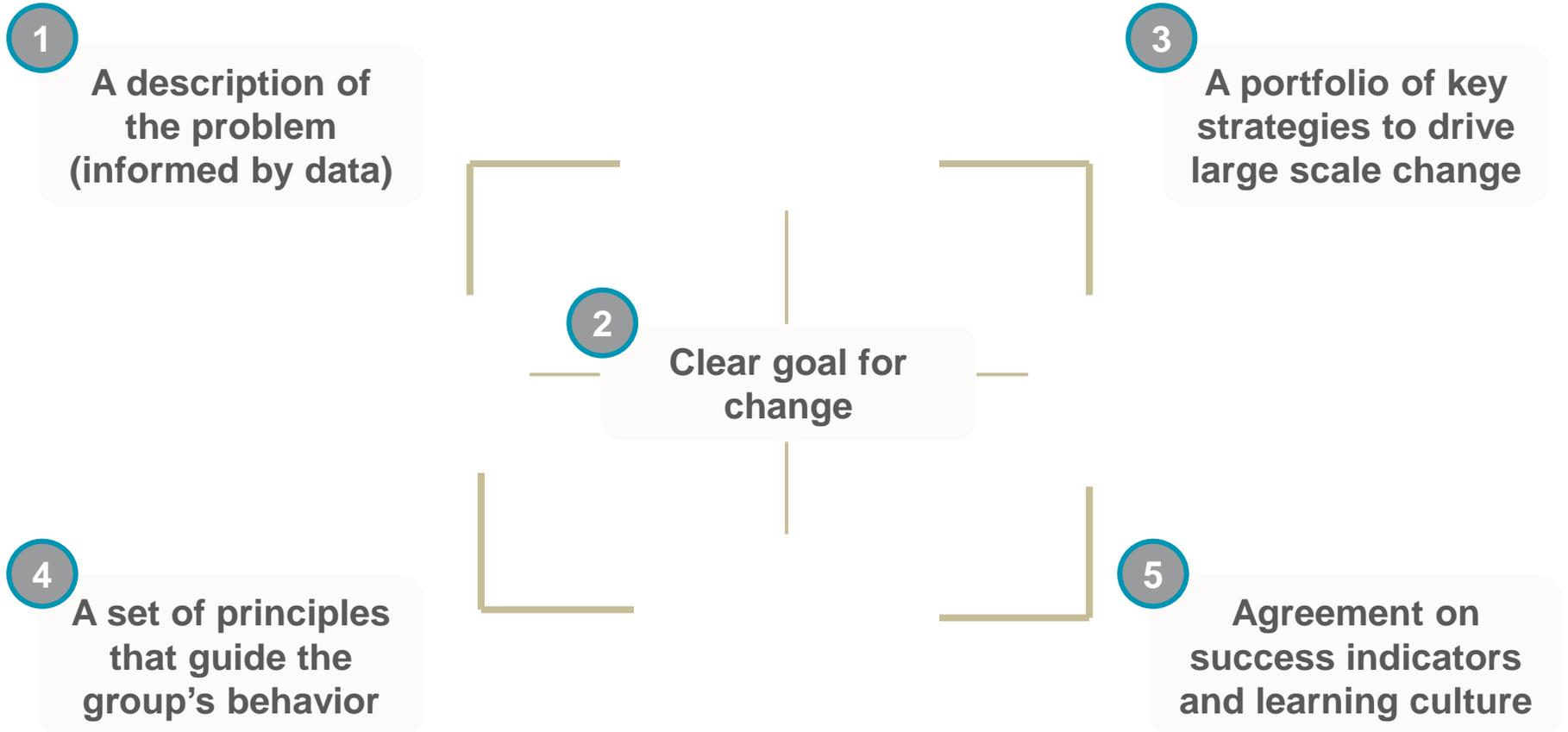
- Stakeholder interviews
- Focus groups
- Town halls
- Human-centered design experiences
- Community café discussions

. . . Can support different goals

- Understand pressing systemic community **challenges**
- Co-create **solutions**
- Verify the **direction**
- Expand the **reach** of involvement
- Build **community capacity** to lead and sustain change



Common agenda: The common agenda used five elements to achieve common understanding



Common agenda: getting to “common” is hard!

A establishing a shared vision for change can be challenged by:

- **Setting boundaries:** determining which issues, players, geographies and systems are “in or out”
- **Siloed perspectives:** looking beyond individual day to day challenges to solve systems issues (i.e., communication among players, gaps in service)
- **Distrust:** competing for funding or holding conflicting philosophies impedes recognition of shared motivations
- **Misaligned incentives:** being incentivized to deliver the next “silver-bullet” program rather than collaborative longer term, systems changing strategies

Sustaining momentum: what keeps stakeholders engaged and invested in a CI effort?

Meeting tool to accomplish

1 | Structured, dynamic meetings



Facilitation

2 | A group of diverse stakeholders and new connections



Building trust and relationships

3 | A sense of momentum, accomplishment, and solving problems in new ways



Implementing quick wins and systems changing strategies

Agenda

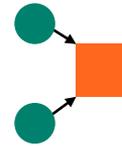
1 Collective Impact 101

2 Collective Impact 201

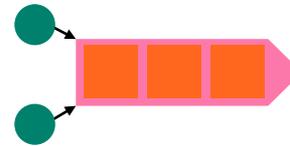
3 Assessing Community Readiness

When should we consider collective impact instead of **other forms of collaboration**?

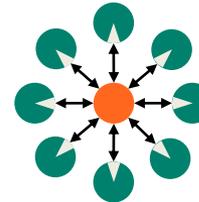
Joint Project



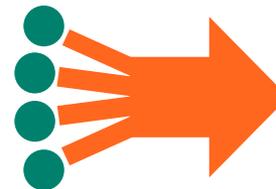
Joint Program



Strategic Alliance



Collective Impact



Overall, is the **system broken?**



Collective impact only makes sense under **certain circumstances**

Appropriateness

- ✓ A core group of **partners is committed** to measureable impact
- ✓ Addressing the issue requires leaders and organizations from **multiple sectors or systems**
- ✓ Addressing the issue will require **systems change**
- ✓ Progress requires both **scaling** and **innovating**

Pre-Conditions

Influential Champions



- Champions are respected by and have **ability to engage cross-sector leaders**

Availability of Resources



- Committed, potential **funding partners** with sustained funding for 3 – 5 years for the collective impact infrastructure

Urgency for Change



- **Frustration** with existing approaches
- **Critical, complex problem** in the community

Additionally, a range of “nuts and bolts” factors should be considered

History of collaboration

Neutral convener

Backbone support

Broad, cross-sector group of actors

Commitment to use data to guide work

Readiness Assessment Exercise

- Based on the CI effort you're involved with (or thinking about), spend 5 minutes reflecting on and completing the readiness assessment
- In small groups of 4-5, discuss your readiness assessment answers:



*In your collaboration, what are areas of **strength** and areas that **require further cultivation** to increase success?*

Questions?

Comments?

Ideas?

Join the Growing Collective Impact Movement at www.collectiveimpactforum.org

The Collective Impact Forum community features:

- **13,000 members** and growing
- **200+ resources** on collective impact, including articles, case studies, videos, and tools, **all free to access**
- **Community discussion forums** where members engage on topics and queries related to collective impact
- **News from the field**, including RFPs, job postings, workshops, conferences, and webinars

Forum Partners



THE ASPEN INSTITUTE
Forum for Community Solutions

Co-Catalysts



COMMUNITY
SOLUTIONS

the
forum
FOR YOUTH INVESTMENT





REIMAGINING SOCIAL CHANGE