



# COLLECTIVE IMPACT 201

AGE-FRIENDLY COMMUNITY CONFERENCE | APRIL 10, 2017



# Agenda

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**1** What is collective impact?

**2** Essential practices for impact?

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**3** Can you share an age-friendly example?

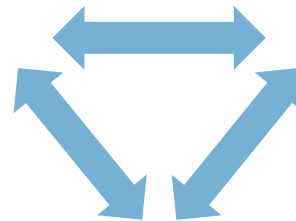
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# FSG supports the **collective impact movement** in three complementary ways

## HANDS ON SUPPORT

- ✓ Assess readiness and feasibility
- ✓ Create common agendas
- ✓ Support working group formation
- ✓ Create shared measurement systems
- ✓ Build backbone capacity
- ✓ Evaluate progress and results

## THOUGHT LEADERSHIP



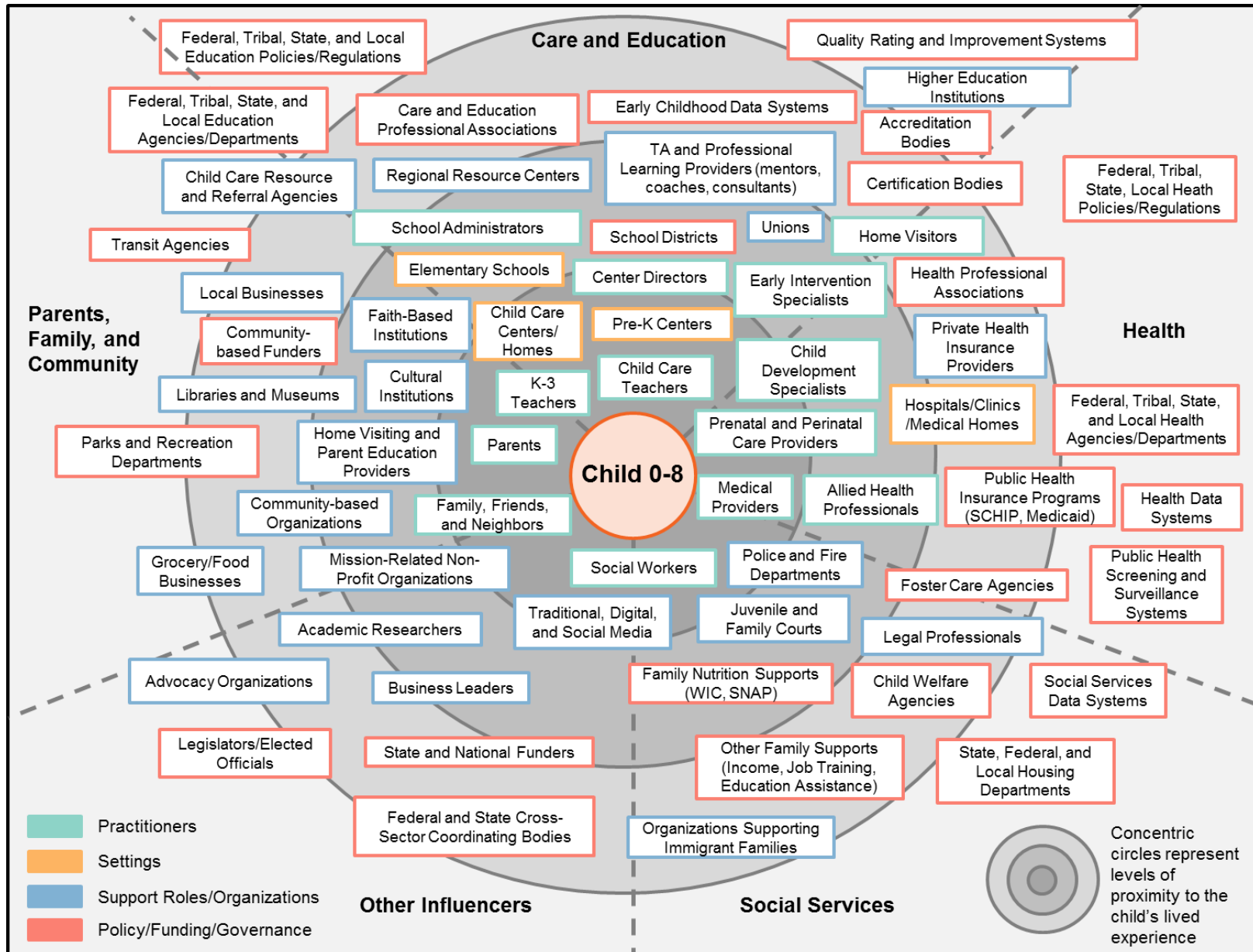
## LEARNING COMMUNITY



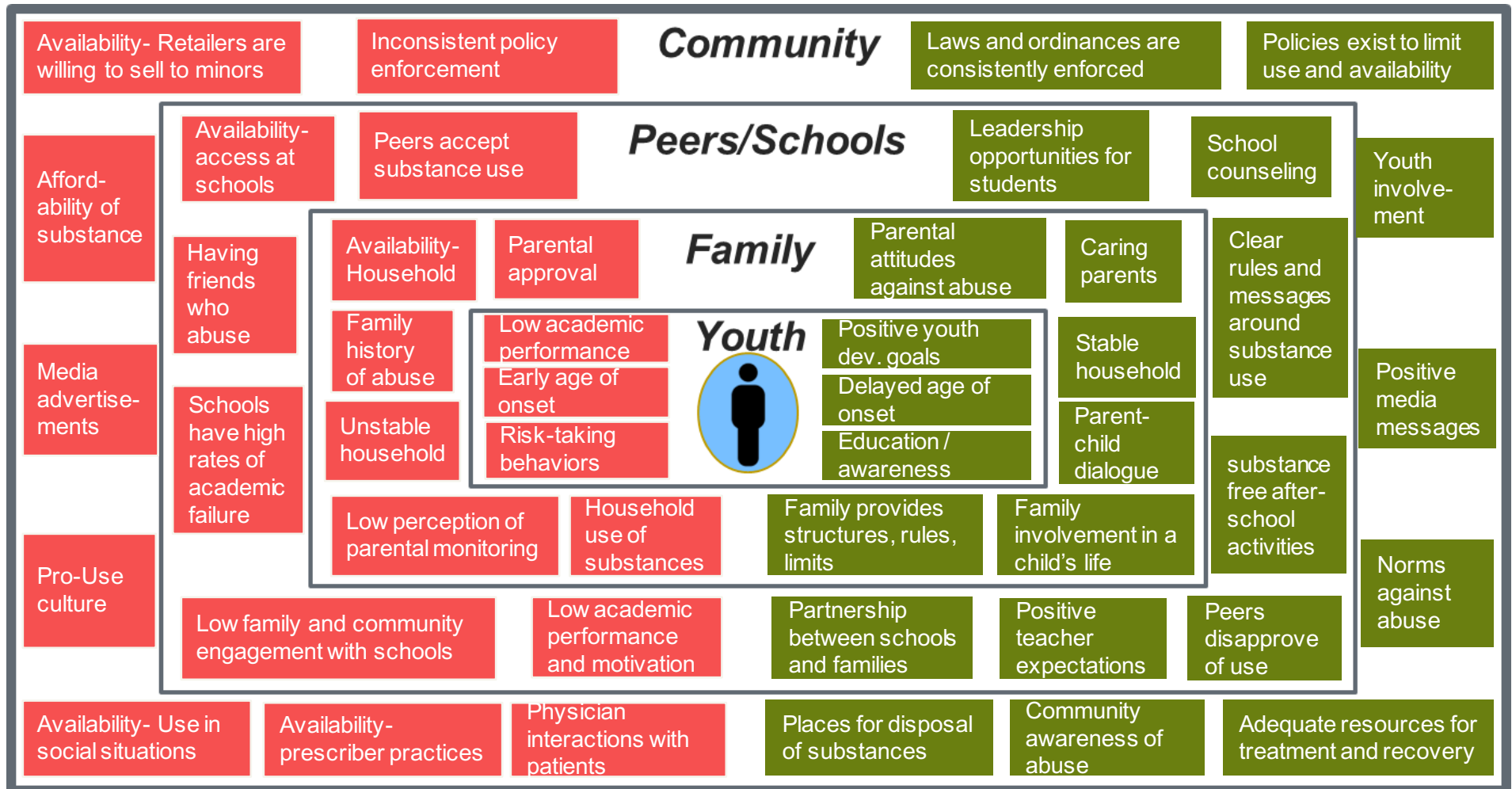
[www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)

The **Collective Impact Forum** is a field-wide digital resource designed to help curate and disseminate knowledge, tools, and best practices that support effective collective impact

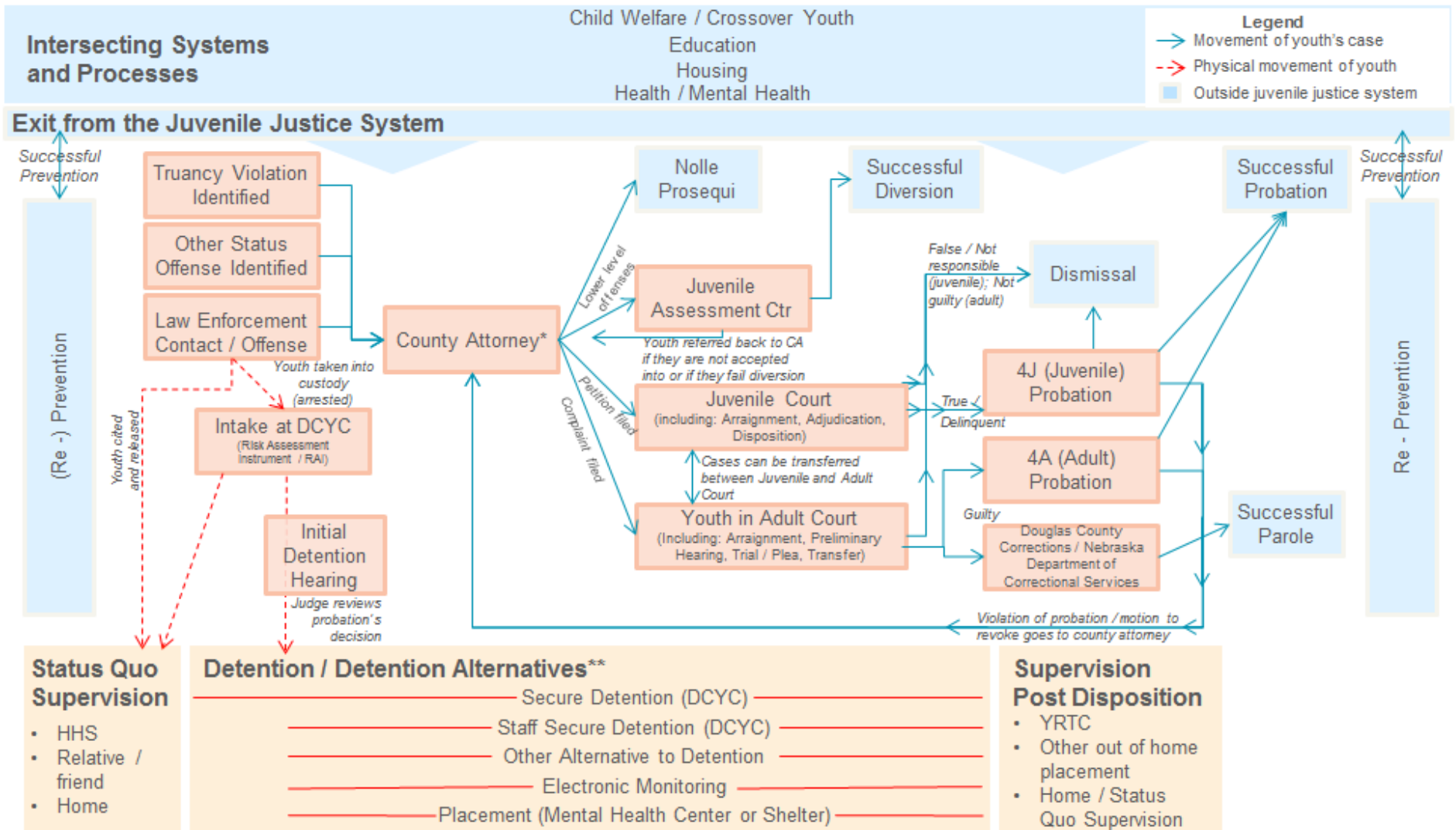
# Complex problems involve a myriad of actors



# Complex problems involve a myriad of **factors**



# Complex problems involve a myriad of processes

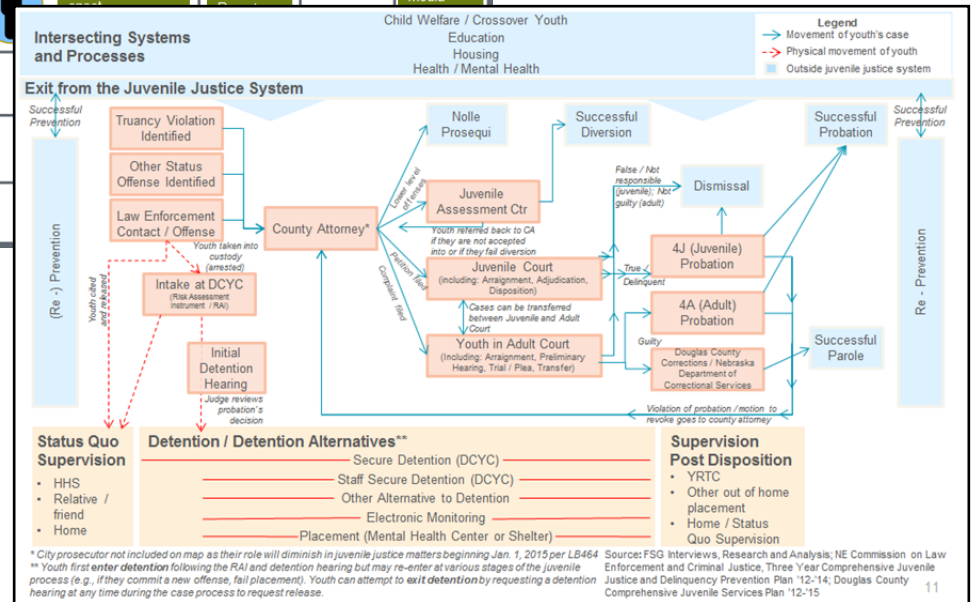
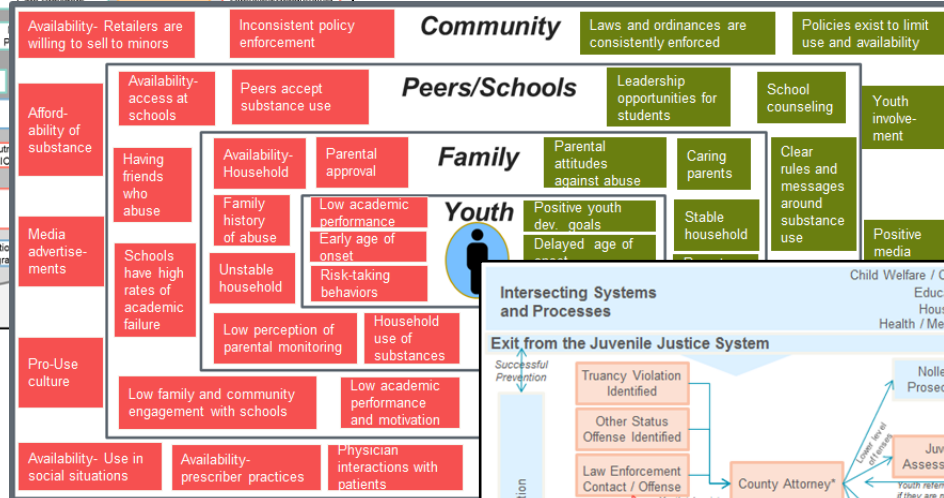
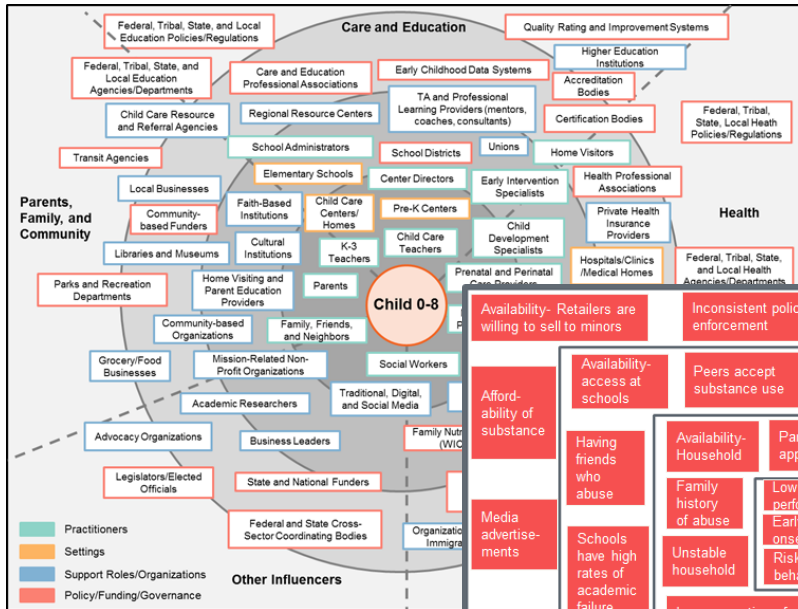


\* City prosecutor not included on map as their role will diminish in juvenile justice matters beginning Jan. 1, 2015 per LB464

\*\* 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

# What has to be true when trying to make change, at scale, in these complex systems?



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



# The five conditions of collective impact

## *What do they mean, really?*

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1

### Common agenda

All participants share a vision for change that includes a **common understanding of the problem** and a joint approach to solving the problem through agreed-upon actions

2

### Shared measurement system

All participants agree on how to measure and report on progress, with a **short list of common indicators** identified and used to drive learning and improvement

3

### Mutually reinforcing activities

A diverse set of stakeholders, typically across sectors, **coordinate a set of differentiated activities** through a mutually reinforcing plan of action

4

### Continuous communication

All players engage in **frequent and structured** open communication to build trust, assure mutual objectives, and create common motivation

5

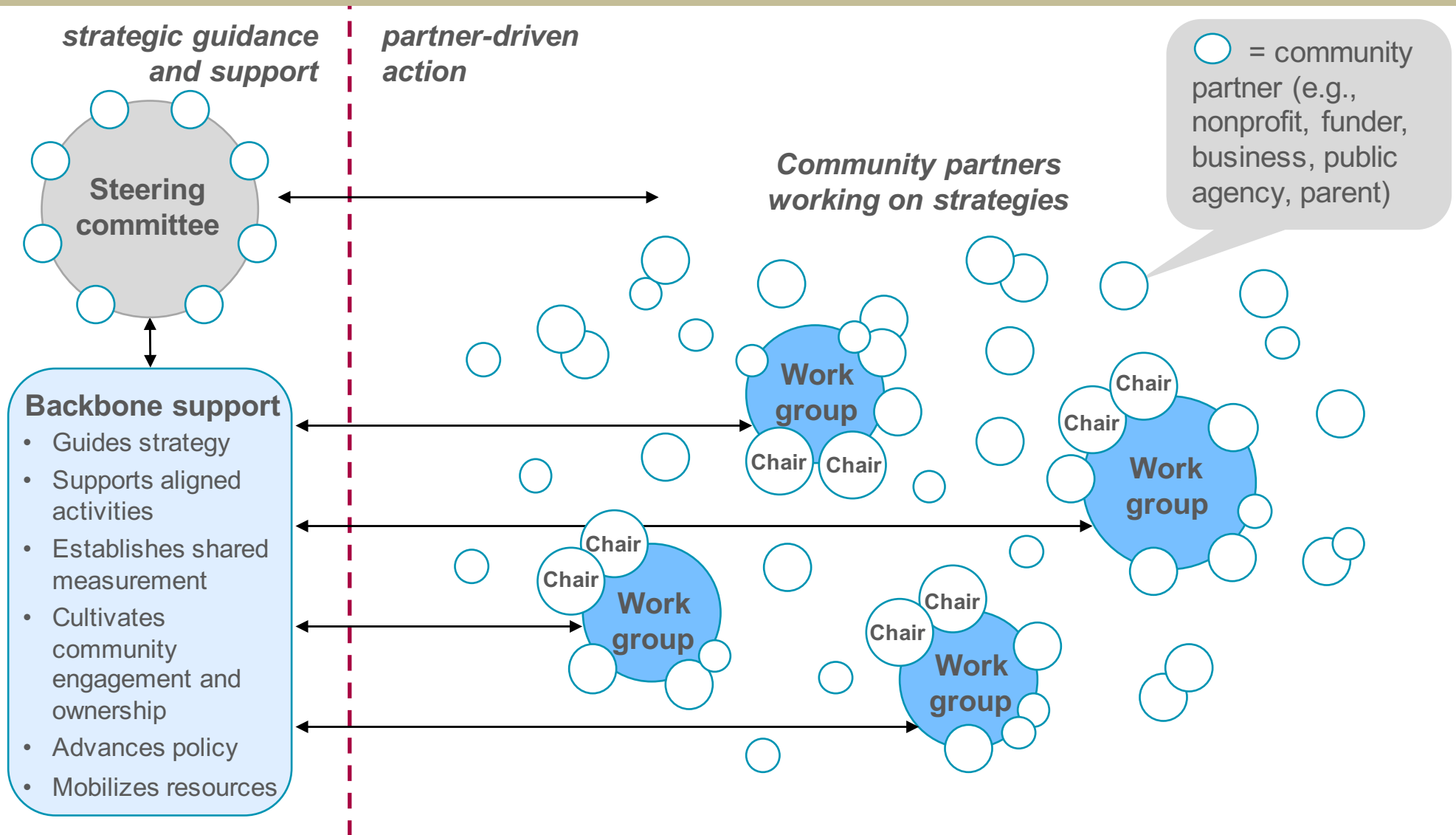
### Backbone support

An **independent, dedicated staff** guides vision and strategy, supports aligned activities, establishes shared measurement practices, cultivates community engagement and ownership, advances policy, and mobilizes resources

# The five conditions of collective impact

## *For the visual learners in the room*

### Common agenda and shared metrics



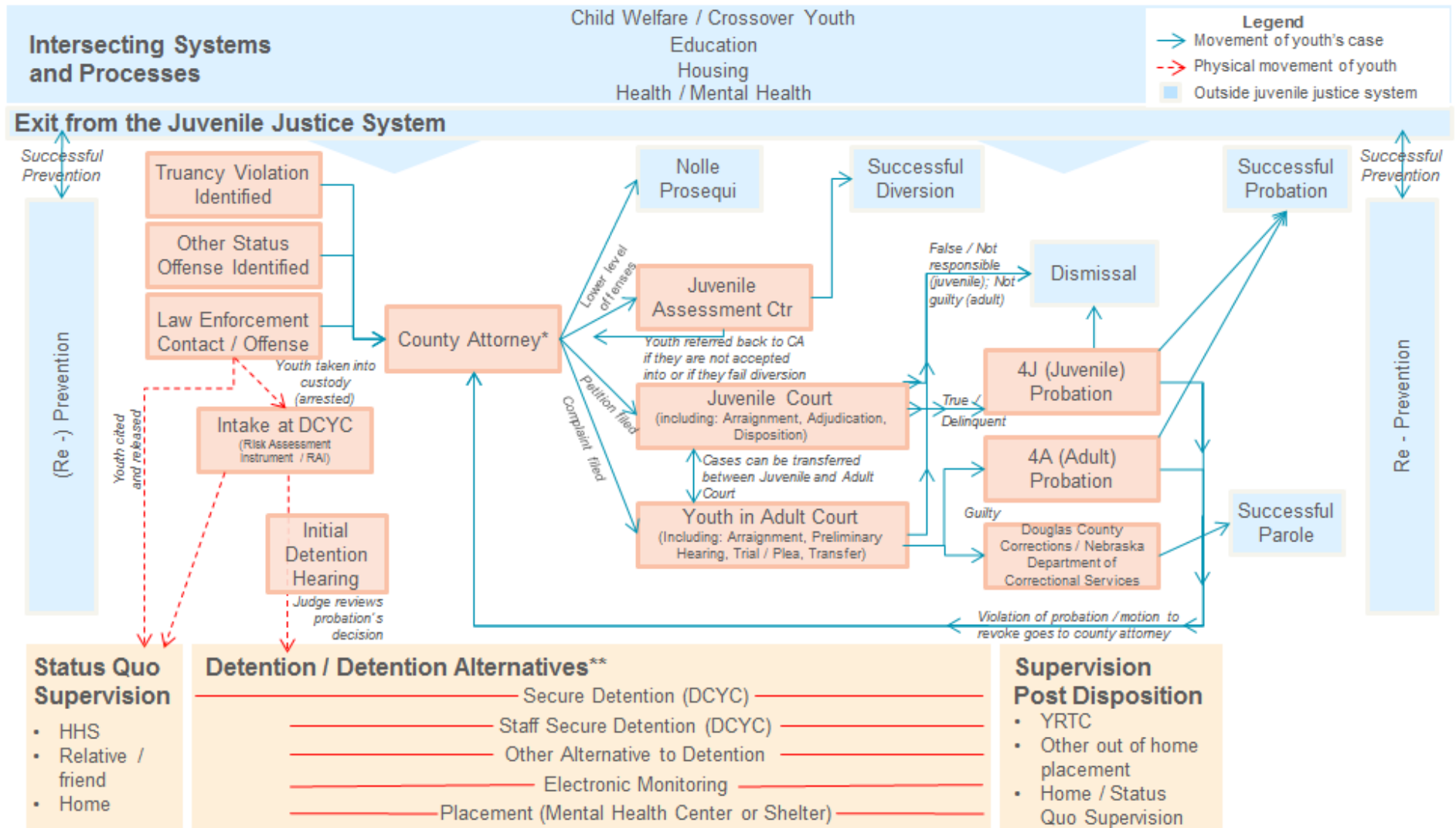
\* Adapted from [Listening to the Stars: The Constellation Model of Collaborative Social Change](#), by Tonya Surman and Mark Surman, 2008.

# Agenda

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- 1 What is collective impact?
  - 2 Essential practices for impact?
  - 3 Can you share an age-friendly example?
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# Juvenile Justice in Douglas County, NE: a complex system!



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# Where did we start?

## Collective impact in Douglas County

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### *Douglas County (DC) Stakeholder Quotes (June 2014)*

“We need a more **collaborative** approach to help us find a **common goal**”

“Collective impact has been a part of our conversation for years. But we don’t have the **structures** to support its implementation”

“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?

Started with new processes of working together

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## Stakeholder Quotes

April 2015

### COMMON AGENDA

“CI has allowed us to build on what’s working to achieve a **common goal**”

### COMMUNITY ENGAGEMENT

“The level **community voice** is unprecedented”

### STRUCTURES

“Investment in **collective impact structures** – especially the **backbone** – will ensure success”

### SYSTEMS LEADERSHIP

“The **diversity of people at the table** has allowed me to make connections and work with others in new ways”

May 2016

### MINDSET SHIFTS

“I’m now thinking ‘bigger picture’ about **relationships** with departments”

“I am able to **engage in conversations differently** with more knowledge on current community efforts”

“I am **better connected** with other agencies, initiatives, law changes, and innovative programs that support the youth I serve”

# Doing the work of collective impact involves shifts in perspective

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1. Who is involved
2. How people work together
3. What kinds of changes are made

# Douglas County's process and structures included both the **usual and unusual suspects**

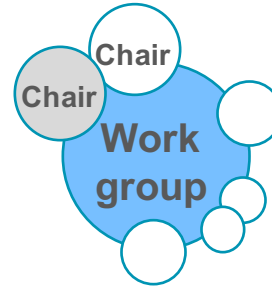
Across Douglas County, our vision is a **comprehensive, coordinated, and community-wide** approach to **juvenile services** that **eliminates** the need for youth involvement with our justice system while maintaining **public safety**. For **all youth** who do enter our justice system, our goals are 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 (“Juvenile Justice League”)



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



**Community**

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

**Backbone** Executive Director | Program Manager | Data Analyst



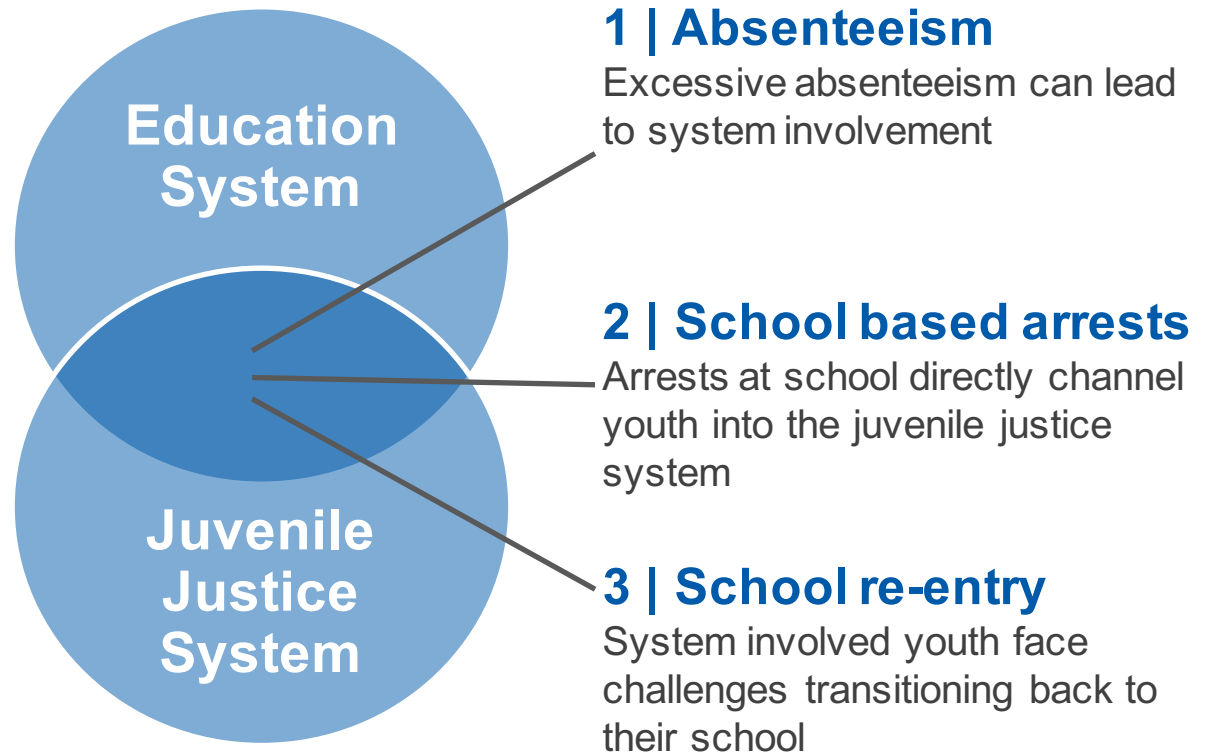
# Work groups determine different “parts of the problem” to develop systems-changing strategies

The “schools” group focuses on the intersection of the education and juvenile justice systems

## Work group membership included individuals from:

- Juvenile probation
- County attorney office
- Public defender office
- Juvenile court judges
- Juvenile justice service providers
- School leadership and administration
- Teachers
- Social workers
- Non-profits
- Child welfare agencies

## The group defined boundaries to focus on:



# The schools group first focused on strategies to **reduce-school based arrests**

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## **The work group's systems-change strategies included:**

- 1. Pilot project** called the “**School Justice Partnership**” in which school resource officers, administrators, and probation officers collaboratively monitor system-involved youth to keep them on a positive trajectory and reduce the likelihood of re-arrest
- 2. Community wide-trainings** for police officers on:
  - How the **teenage brain** is developing and what that means for discipline
  - What the **legal consequences** are of juvenile justice involvement
- 3. Policy change** from the **Omaha Police Department** to nationally certify all their School Resource Officers

# The schools group's success was enabled by several “essential intangibles”

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**Relationship and trust building** over time that led to mindset shifts and greater openness to change



**Creating a culture of learning**



Fostering **connections** between people to identify points of disconnect



**Leadership** Identification and development



Identification of **existing momentum** to build upon

# Agenda

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1 What is collective impact?

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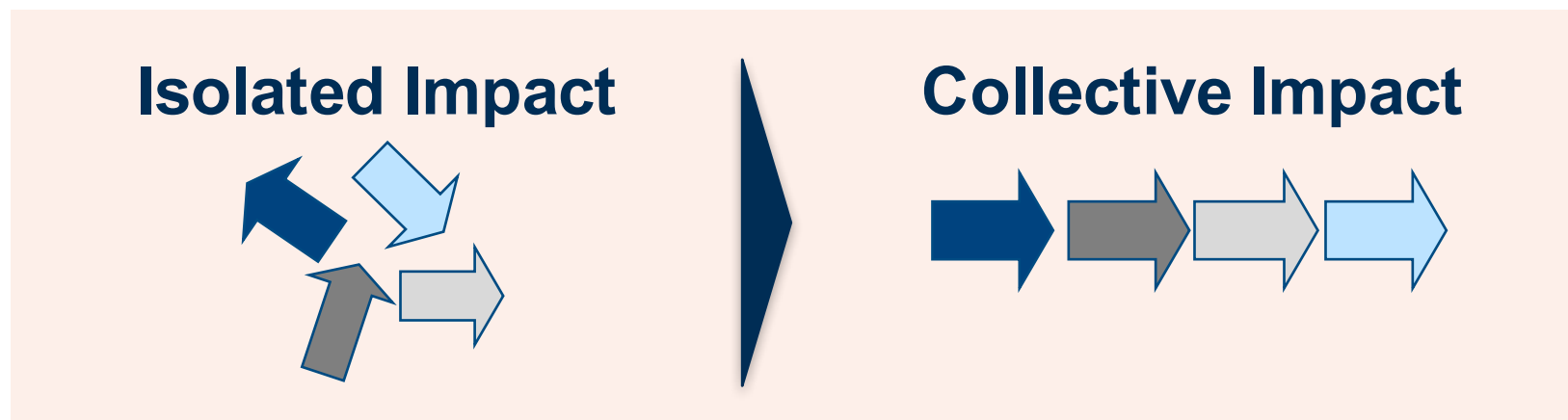
2 Essential practices for impact?

**3 Can you share an age-friendly example?**

# Collective impact is a unique form of structured, multi-sector collaboration

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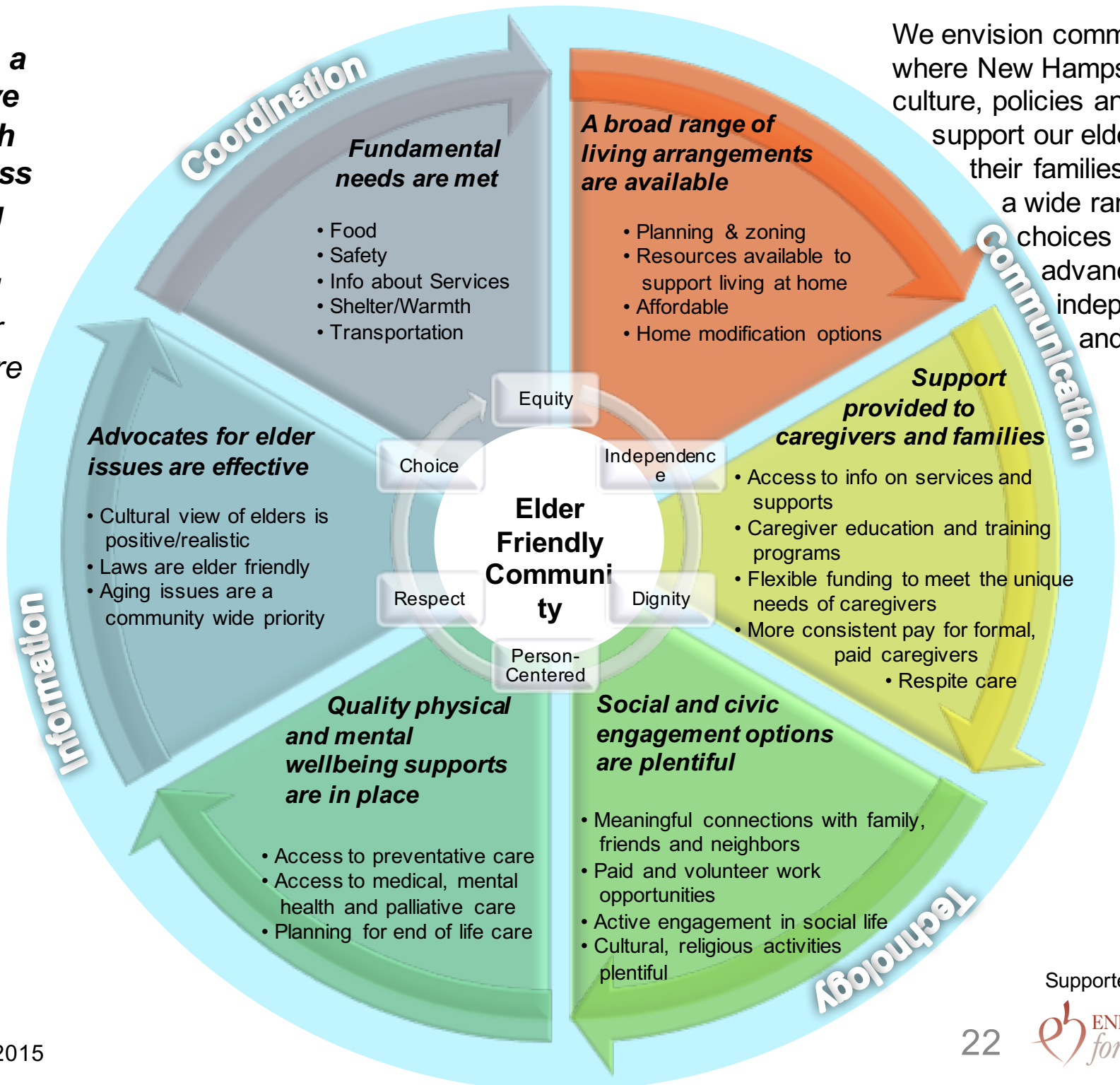
- All relevant actors are working toward the **same goal** and **measure the same things**
- There is **cross-sector alignment** with the government, nonprofit, philanthropic, and corporate sectors coming together as equal partners
- Organizations are actively **coordinating** their action and sharing lessons learned



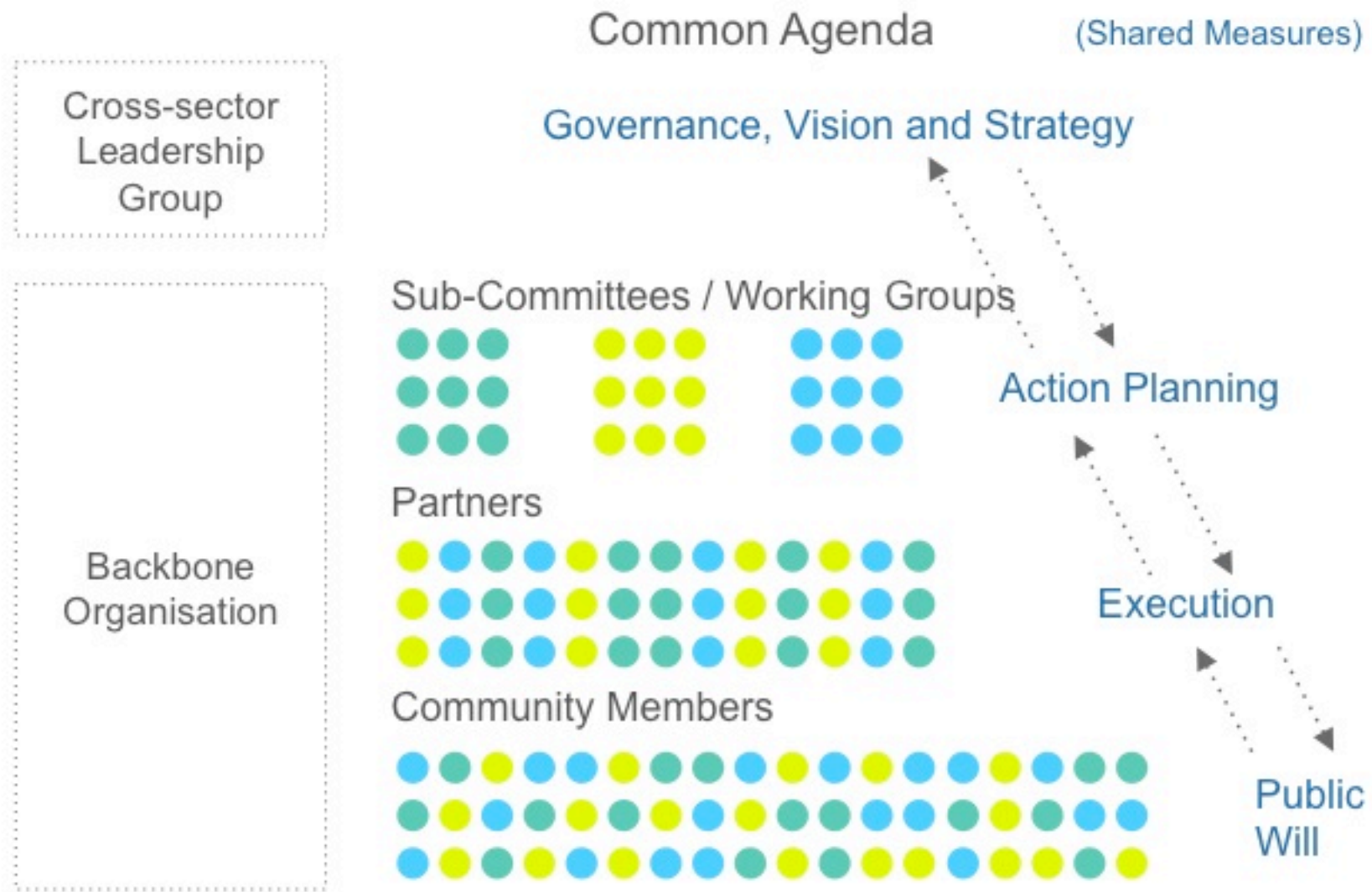
*Collective Impact is the commitment of a group of key stakeholders from different sectors to a common agenda for solving a specific social problem*

**Creating a Collective Approach to Address an Aging NH:**  
*A Shared Vision for Our Future*

We envision communities where New Hampshire's culture, policies and services support our elders and their families, providing a wide range of choices that advance health, independence and dignity.



# Cascading levels of collaboration



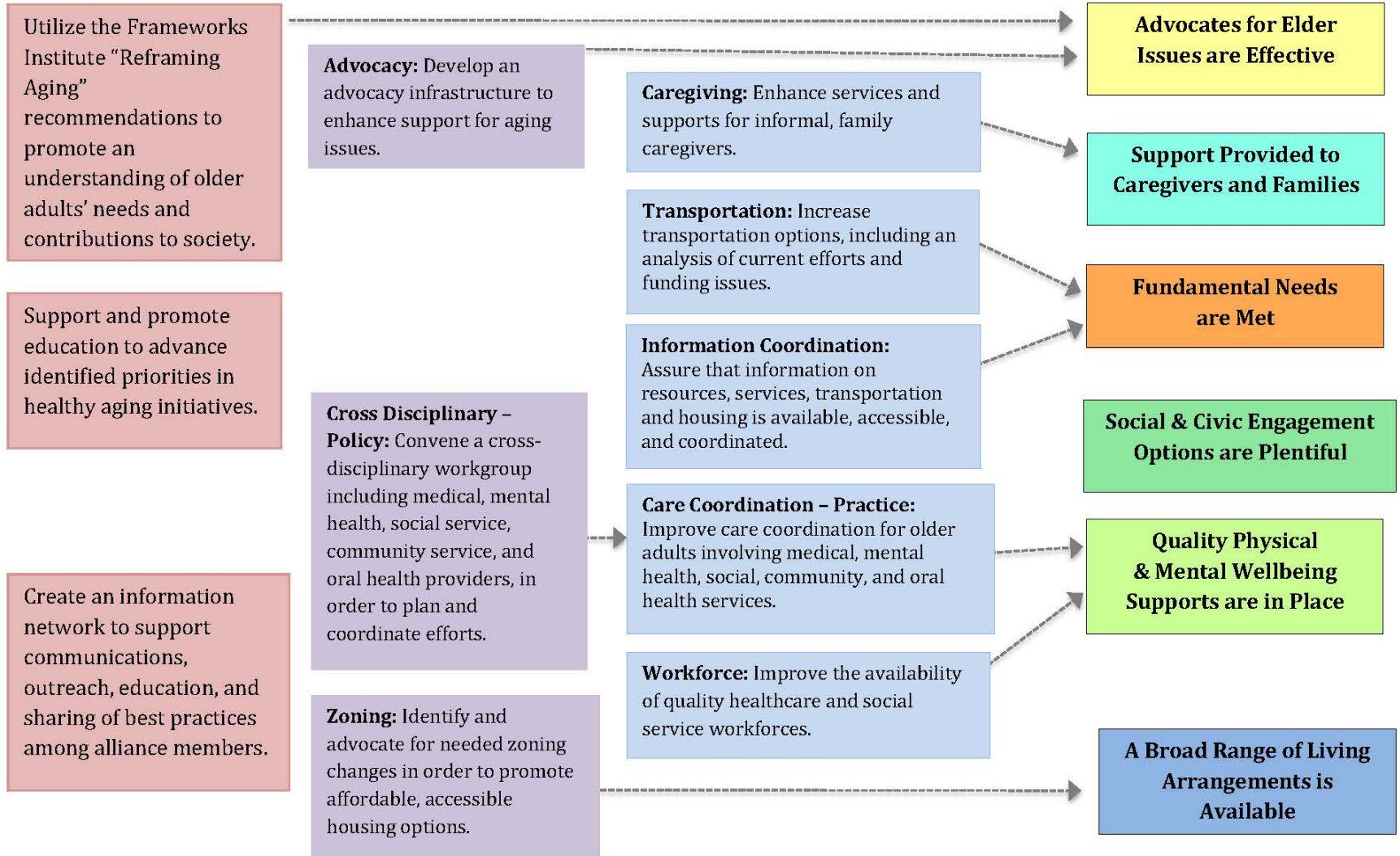
# NH Alliance for Healthy Aging Strategy Framework

## Shared Vision

*New Hampshire communities advance culture, policies, and services which support older adults and their families, providing a wide range of choices that advance health, independence and dignity*



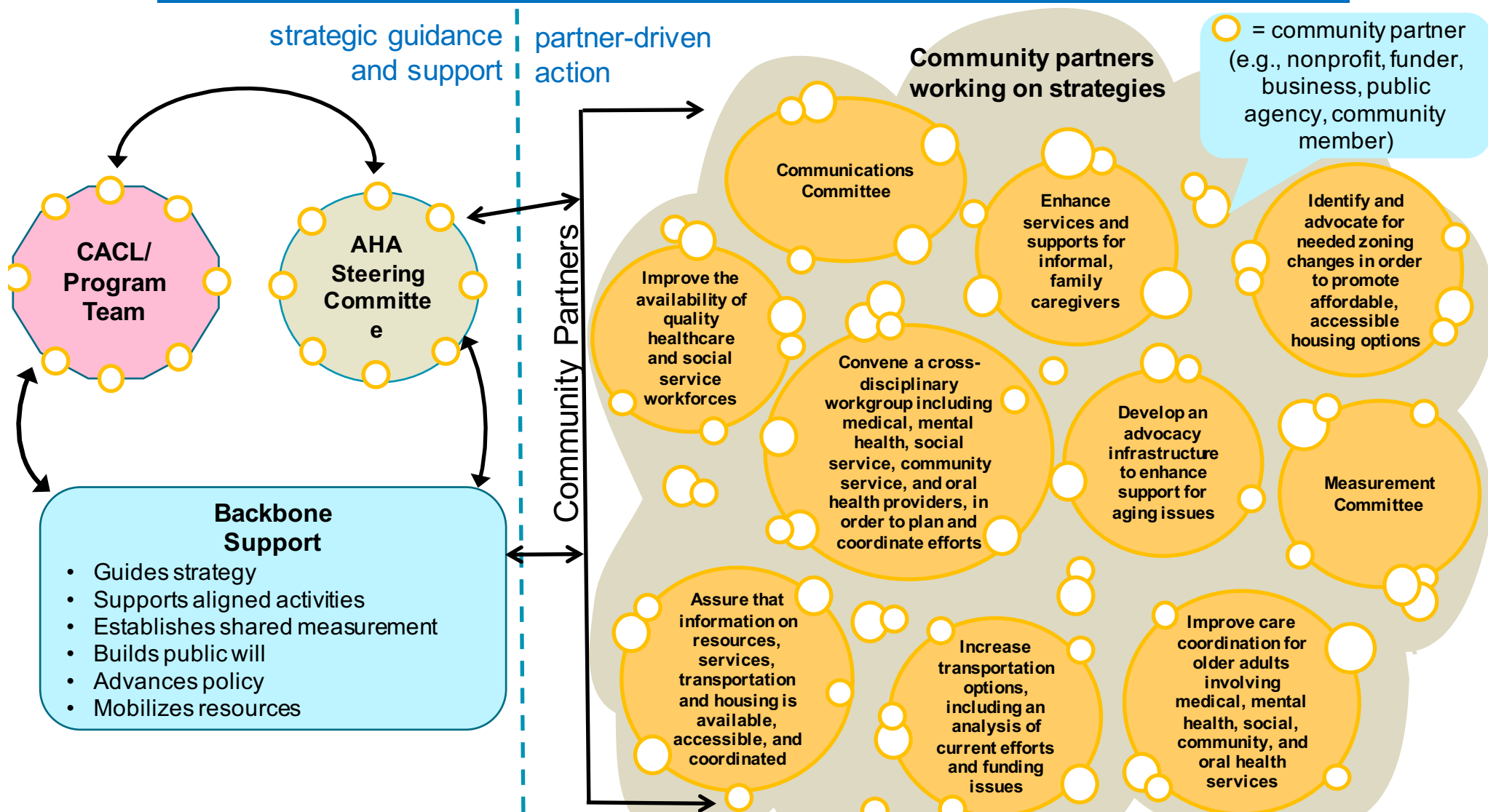
### Coalition Strategies





# Strategic structures: the NH Alliance for Healthy Aging

## Common Agenda and Shared Metrics



\*Adapted from *Listening to the stars: The Constellation Model of Collaborative Social Change* by Tonya Surman and Mark Surman, 2008. From "Collective Impact: Leading Change to Achieve Results," Presentation at the NGA Talent Pipeline Policy Academy, October, 2014



REIMAGINING SOCIAL CHANGE

BOSTON

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