

COLLECTIVE IMPACT 201

AGE-FRIENDLY COMMUNITY CONFERENCE | APRIL 10, 2017





Agenda

- 1 What is collective impact?
- 2 Essential practices for impact?
- Can you share an age-friendly example?

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



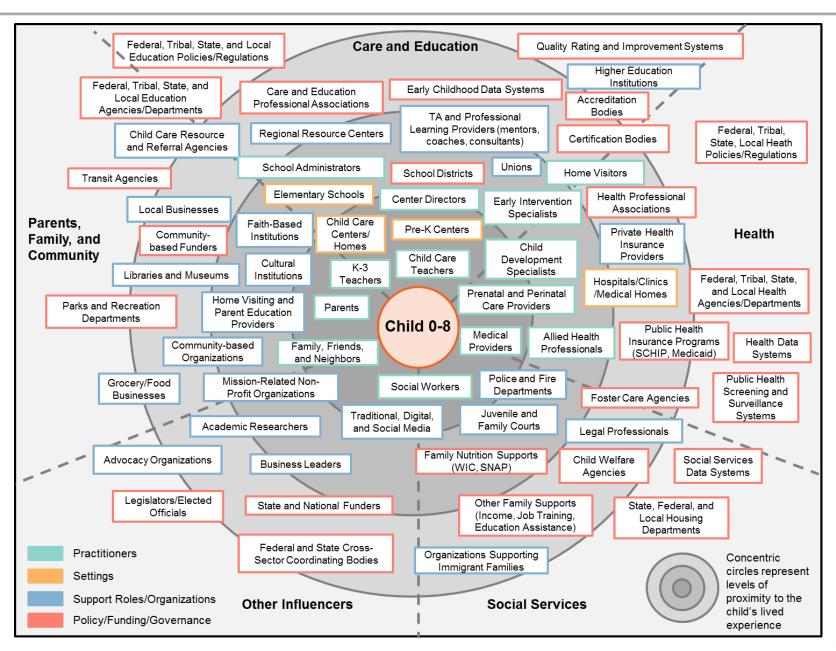
LEARNING COMMUNITY



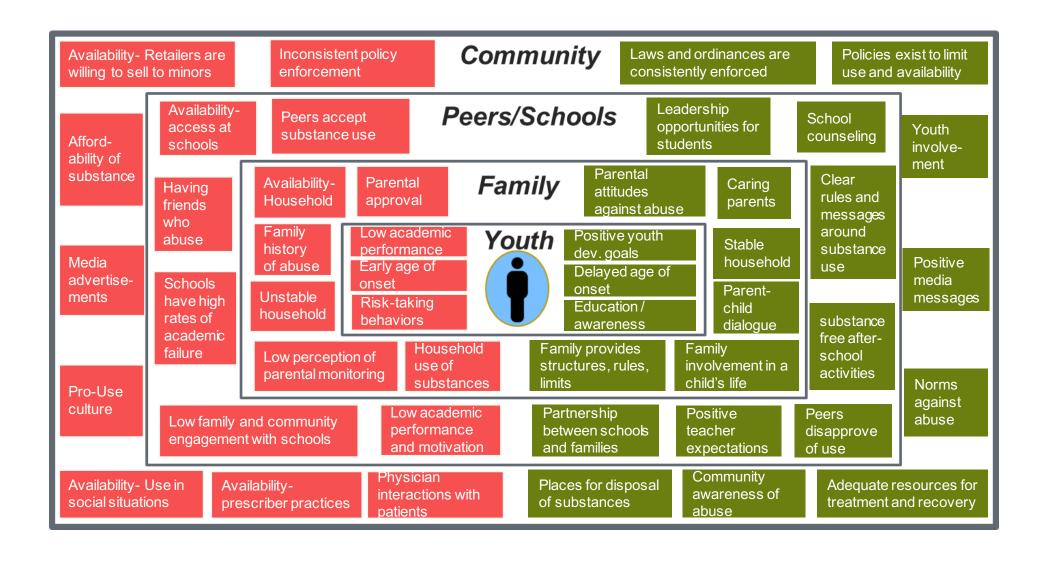
www.collectiveimpactforum.org

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

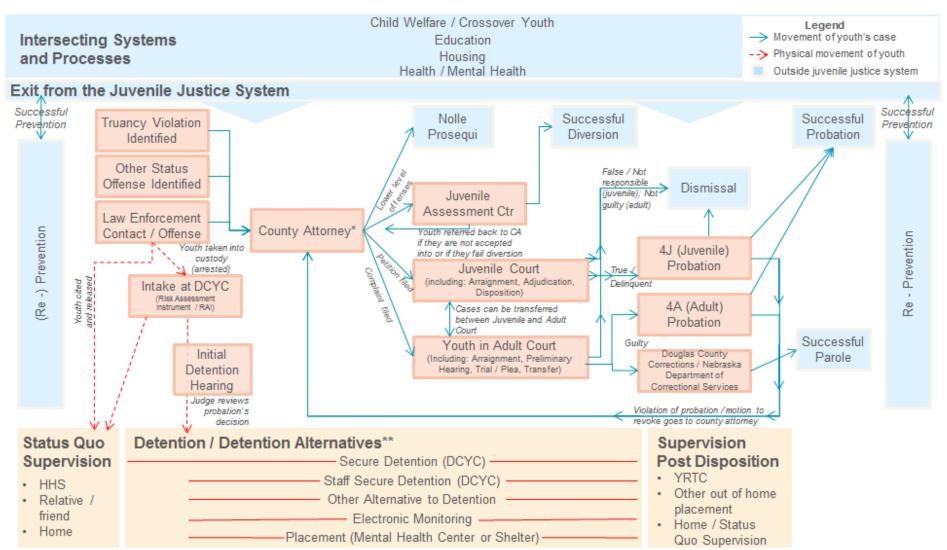
Complex problems involve a myriad of actors



Complex problems involve a myriad of factors



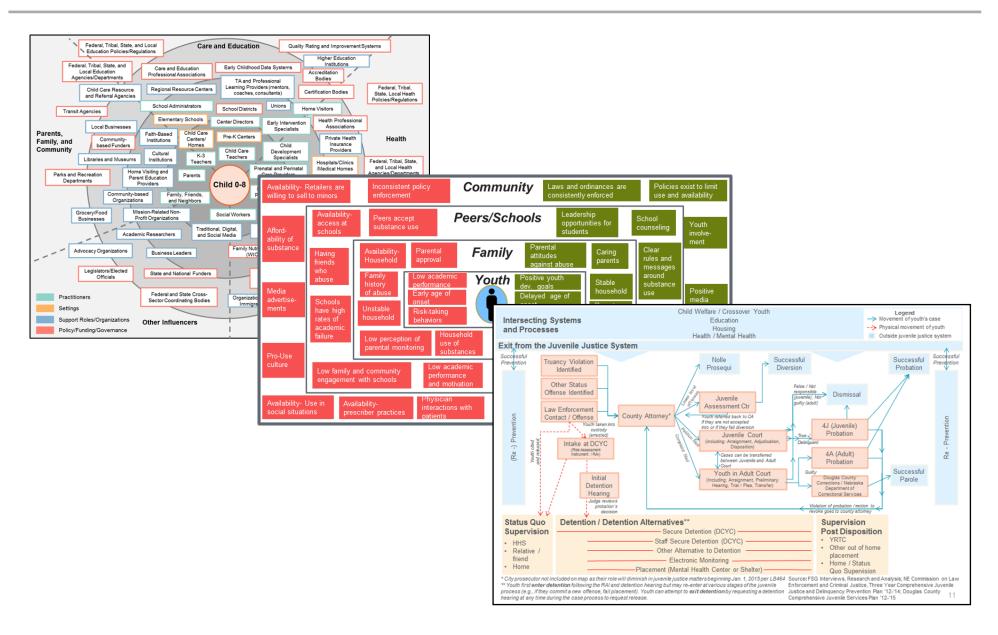
Complex problems involve a myriad of processes



^{*} 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. Justice and Delinquency Prevention Plan '12-'14; Douglas County 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 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?

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

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

Mutually reinforcing activities

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

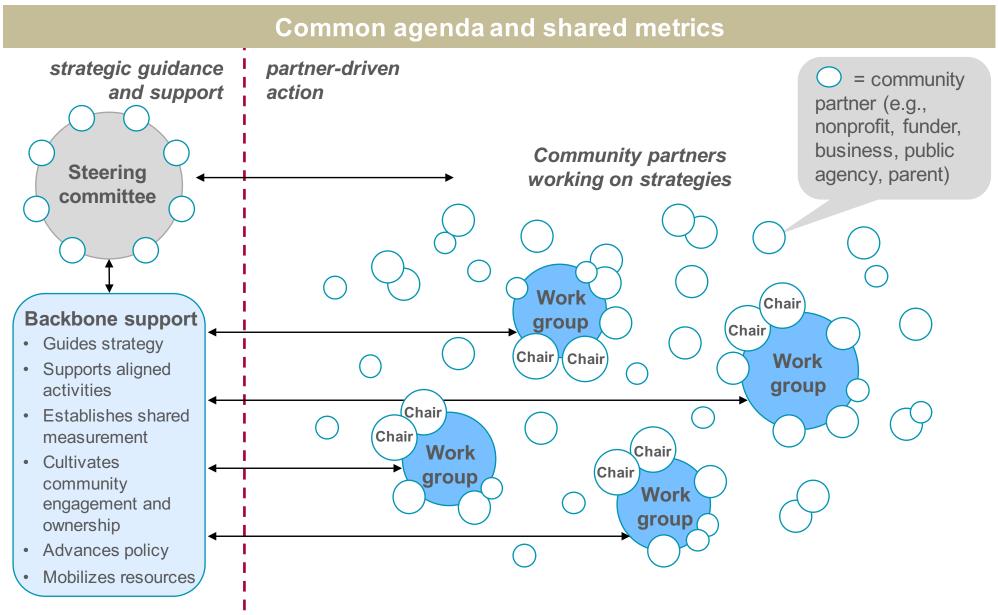
Continuous communication

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

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

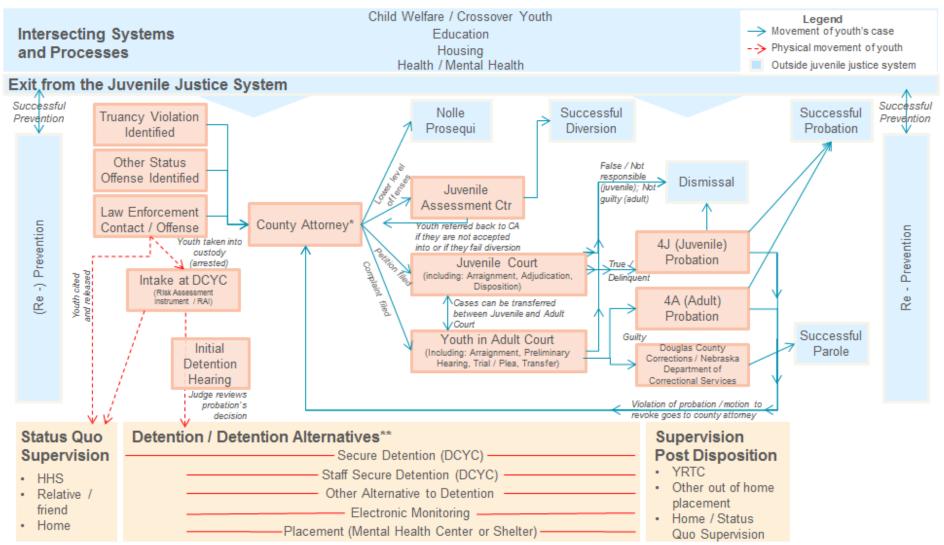


^{*} Adapted from Listening to the Stars: The Constellation Model of Collaborative Social Change, by Tonya Surman and Mark Surman, 2008.

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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

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

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

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

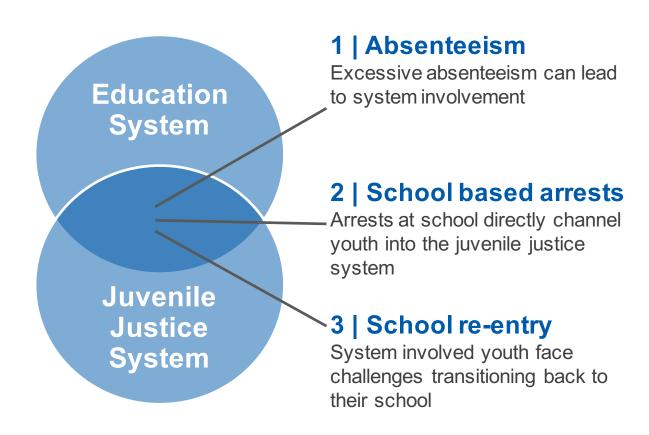
Work groups determine different "parts of the problem" to develop systems-changing strategies

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

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"



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



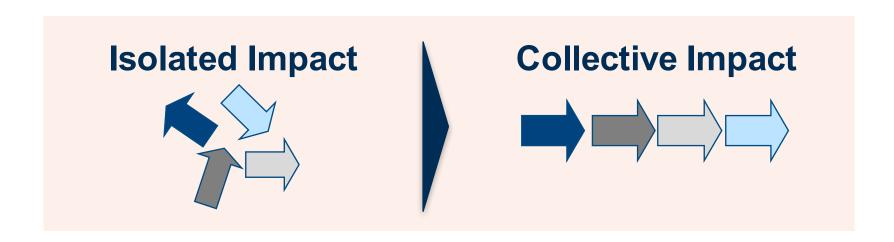
Identification of existing momentum to build upon

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

- 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 Goodlinellon **Fundamental** needs are met

- Food
- Safety
- Info about Services
- Shelter/Warmth
- Transportation

A broad range of living arrangements are available

- Planning & zoning
- Resources available to support living at home
- Affordable

Independenc

Dignity

· Home modification options

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.

Equity

Advocates for elder issues are effective

- Cultural view of elders is positive/realistic
- Laws are elder friendly
- · Aging issues are a community wide priority

Choice

Respect

Elder Friendly Communi

ty

Person-Centered

Support provided to caregivers and families

- Access to info on services and supports
- Caregiver education and training programs
- Flexible funding to meet the unique needs of caregivers
- More consistent pay for formal, paid caregivers
 - Respite care

Quality physical and mental wellbeing supports are in place

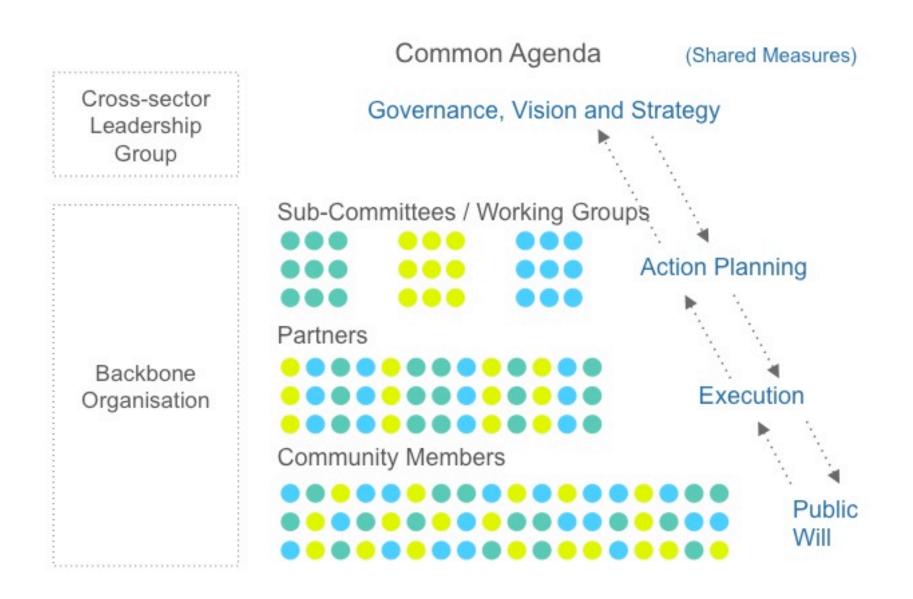
- Access to preventative care
- Access to medical, mental health and palliative care
- · Planning for end of life care

Social and civic engagement options are plentiful

- Meaningful connections with family, friends and neighbors
- Paid and volunteer work opportunities
- · Active engagement in social life
- Cultural, religious activities plentiful

Supported by

Cascading levels of collaboration



NH Alliance for Healthy Aging Strategy Framework

Change Policy

to promote a strong, stable infrastructure for aging

Change Practice

across sectors to improve care & support for older adults, their families & their communities

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

> Advocates for Elder Issues are Effective

Support Provided to Caregivers and Families

Fundamental Needs are Met

Social & Civic Engagement **Options are Plentiful**

Quality Physical & Mental Wellbeing Supports are in Place

A Broad Range of Living Arrangements is

Utilize the Frameworks Institute "Reframing Aging" recommendations to

Change the Conversation

about aging across

all sectors

of the community

promote an understanding of older adults' needs and contributions to society.

Support and promote education to advance identified priorities in healthy aging initiatives.

Create an information network to support communications, outreach, education, and sharing of best practices among alliance members. Advocacy: Develop an advocacy infrastructure to enhance support for aging issues.

Cross Disciplinary -

Policy: Convene a cross-

disciplinary workgroup including medical, mental

health, social service,

order to plan and

coordinate efforts.

Zoning: Identify and

affordable, accessible

housing options.

advocate for needed zoning

changes in order to promote

community service, and

oral health providers, in

Transportation: Increase transportation options, including an analysis of current efforts and funding issues.

Caregiving: Enhance services and

supports for informal, family

caregivers.

Information Coordination:

Assure that information on resources, services, transportation and housing is available, accessible, and coordinated.

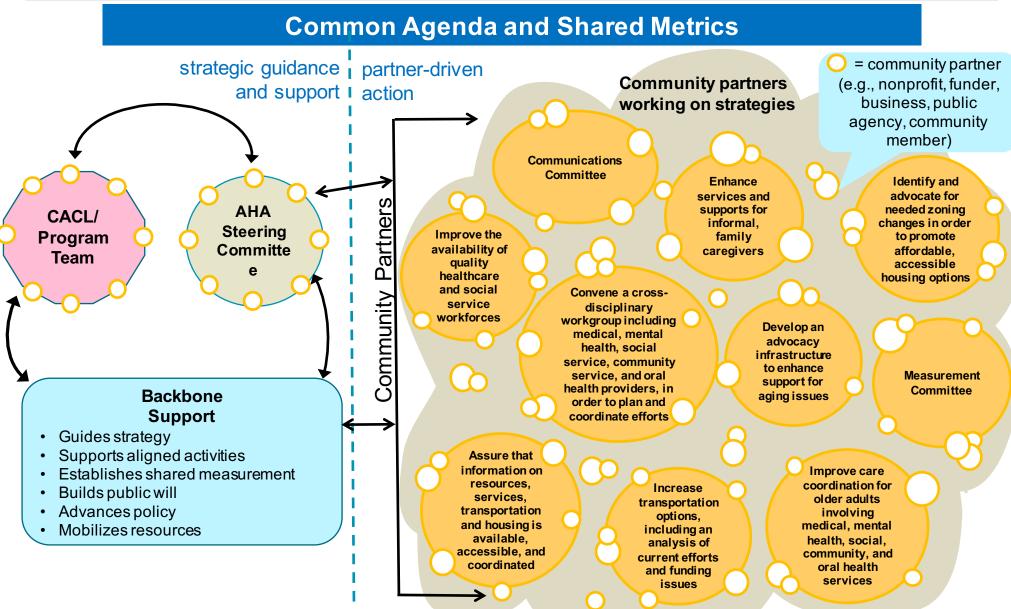
Care Coordination - Practice:

Improve care coordination for older adults involving medical, mental health, social, community, and oral health services.

Workforce: Improve the availability of quality healthcare and social service workforces.

Available

Strategic structures: the NH Alliance for Healthy Aging



*Adapted from Listening to the stars: <u>The Constellation Model of Collaborative Social Change</u> 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



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