



COLLECTIVE IMPACT FORUM



2019 Backbone Bootcamp

Moving from Vision to Implementation

May 14, 2019

Session Overview

Common Agenda and Work Group Structures

Work Group Selection

The Work of Work Groups

Quick Wins

Close

A refresher: achieving large-scale change through collective impact involves five key elements

1

Common agenda

- **Common understanding** of the problem
- **Shared goal** and framework for change

2

Shared measurement system

- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

3

Mutually reinforcing activities

- **Differentiated approaches**
- **Coordination** through joint plan of action

4

Continuous communication

- **Consistent** and **open communication**
- Focus on **building trust**

5

Backbone support

- Dedicated **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

You Are Four Months Into a Collaborative Planning Process and Imagine that Your Initiative's ...

- 
- ✓ **Steering Committee Has Formed, and Is Building Great Relationships**
 - ✓ **Steering Committee Has a Shared Understanding of the Problem**
 - ✓ **Steering Committee Has a Agreed to It's Specific Big Hairy Audacious Goal**



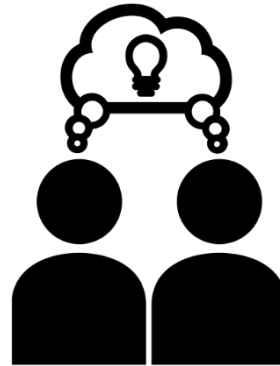
Now What?!?!

Several elements make up a common agenda



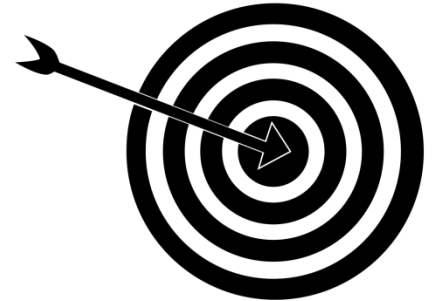
PRINCIPLES

How are you going to work together?



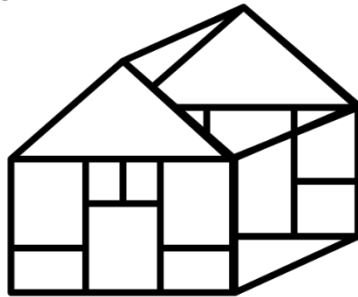
PROBLEM DEFINITION

What is in and what is out?



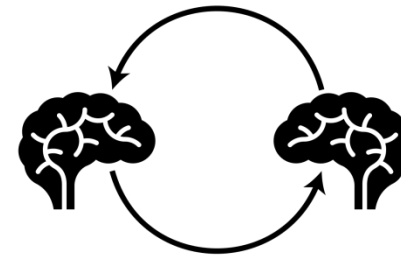
GOAL

How will you define success?



FRAMEWORK FOR CHANGE

How are you going to split up the work and prioritize?



PLAN FOR LEARNING

How will you track progress and learn?

How to set guiding principles



Key Considerations

- Promote your shared values
- Set the “rules of engagement”
- Draw on best practices for collaboration in your community



Illustrative Example

Serve the whole community through a systems oriented approach

Take an asset-based approach

This is everyone's responsibility

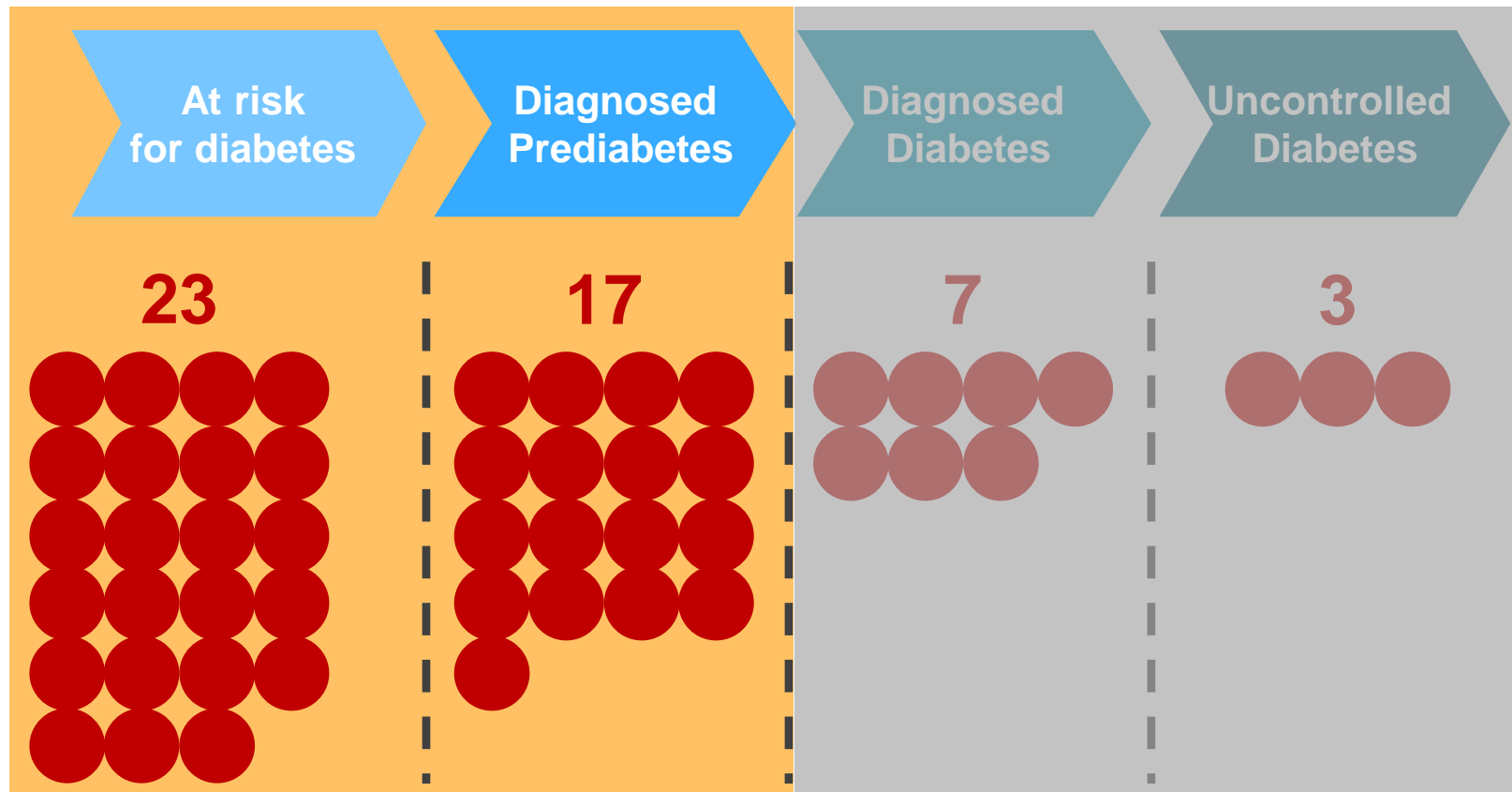
Empower people and families

How to define the problem

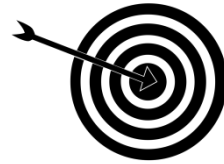


Key Considerations

- Set boundaries
- Use quality data to inform thinking
- Allow to change over time



How to set your goal



Key Considerations

- Choose a population goal that can be measured
- Make it audacious and inspiring
- Add considerations for issues of equity



Illustrative Example

The goal of Unidos Contra Diabetes is...

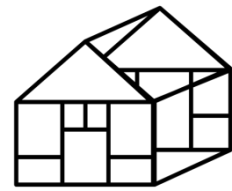
to reduce the number of new cases of type II diabetes...

... in 5 years

...such that we cause a 10% reduction in the prevalence of diabetes by 2030.

We are committed to doing this by integrating primary and behavioral health for people at risk for diabetes in our community, with a particular emphasis of meeting the needs of low-income and underserved populations.

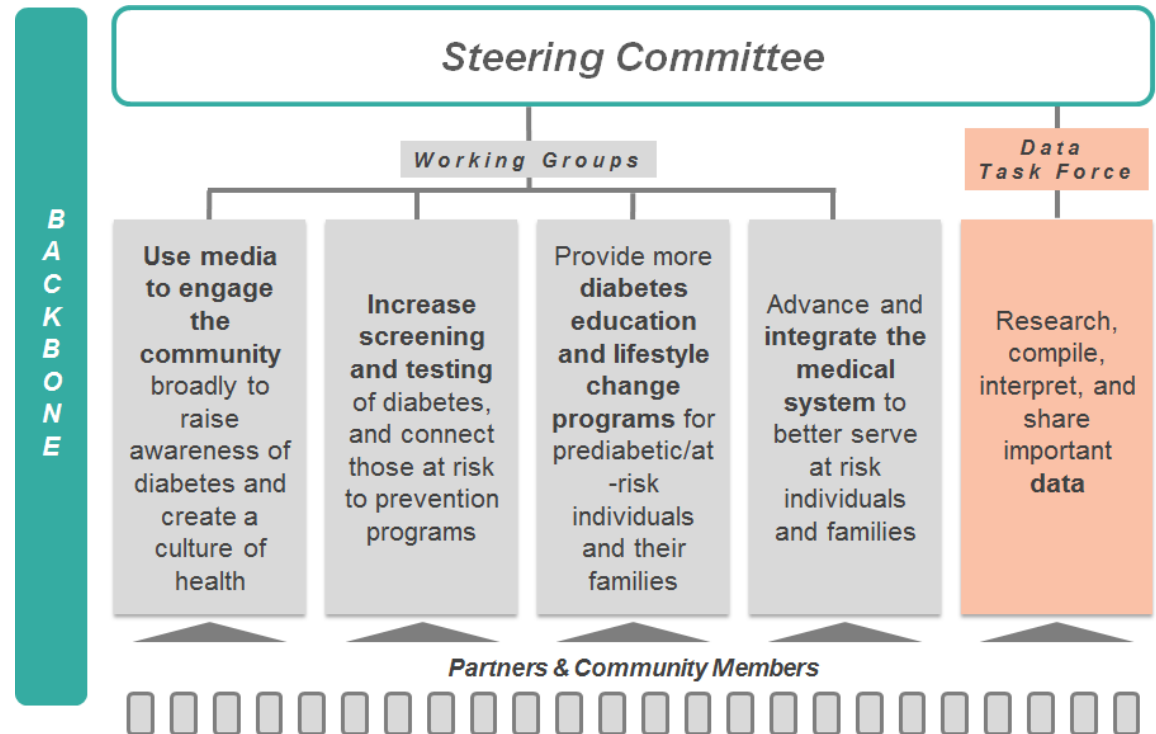
How to build your framework for change



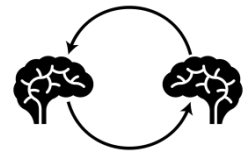
Key Considerations

- Prioritize the strategies you want to work on first
- Build your groups for action
- Respect that this is an art and a science

Illustrative Example



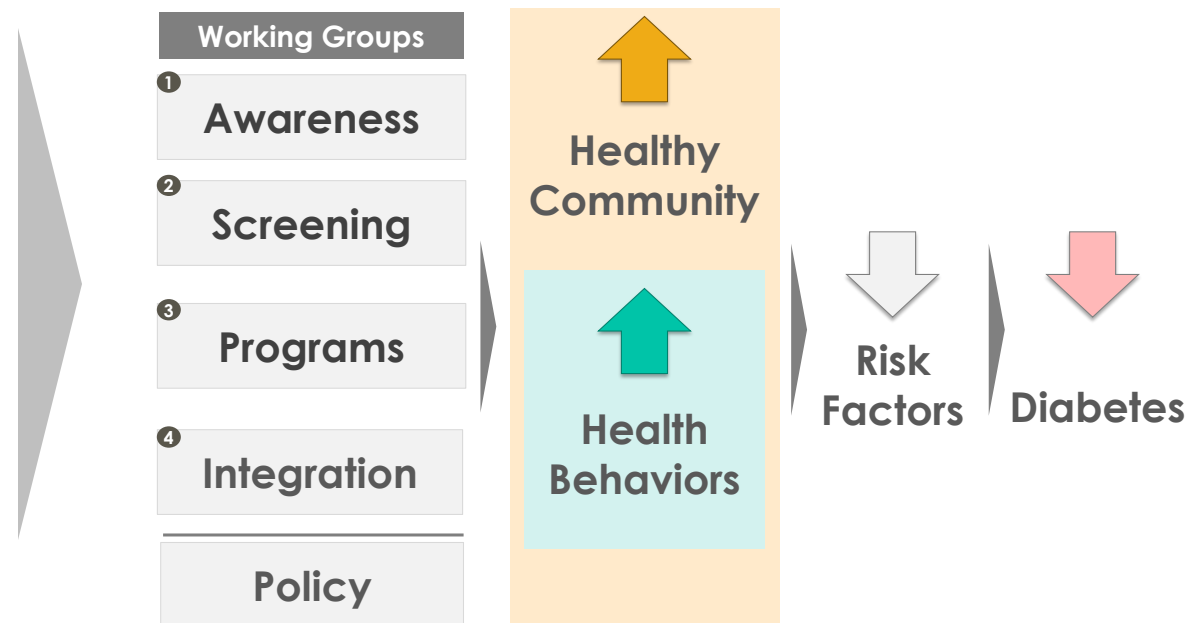
How to plan for learning



Key Considerations

- Incorporate early thoughts on shared measures
- Note change on different scales
- Strongly emphasize learning

Illustrative Example

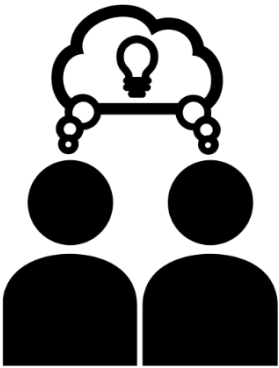


Reflect on the **status**, **success factors**, and **future questions** about your CI initiative's common agenda



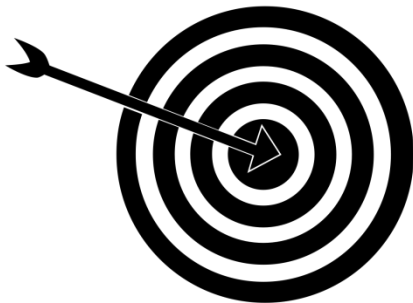
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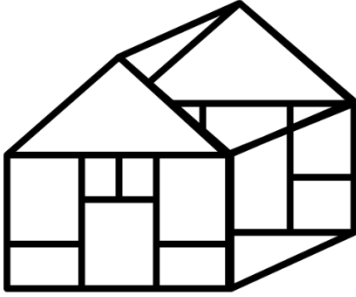
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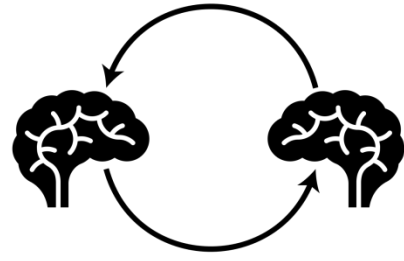
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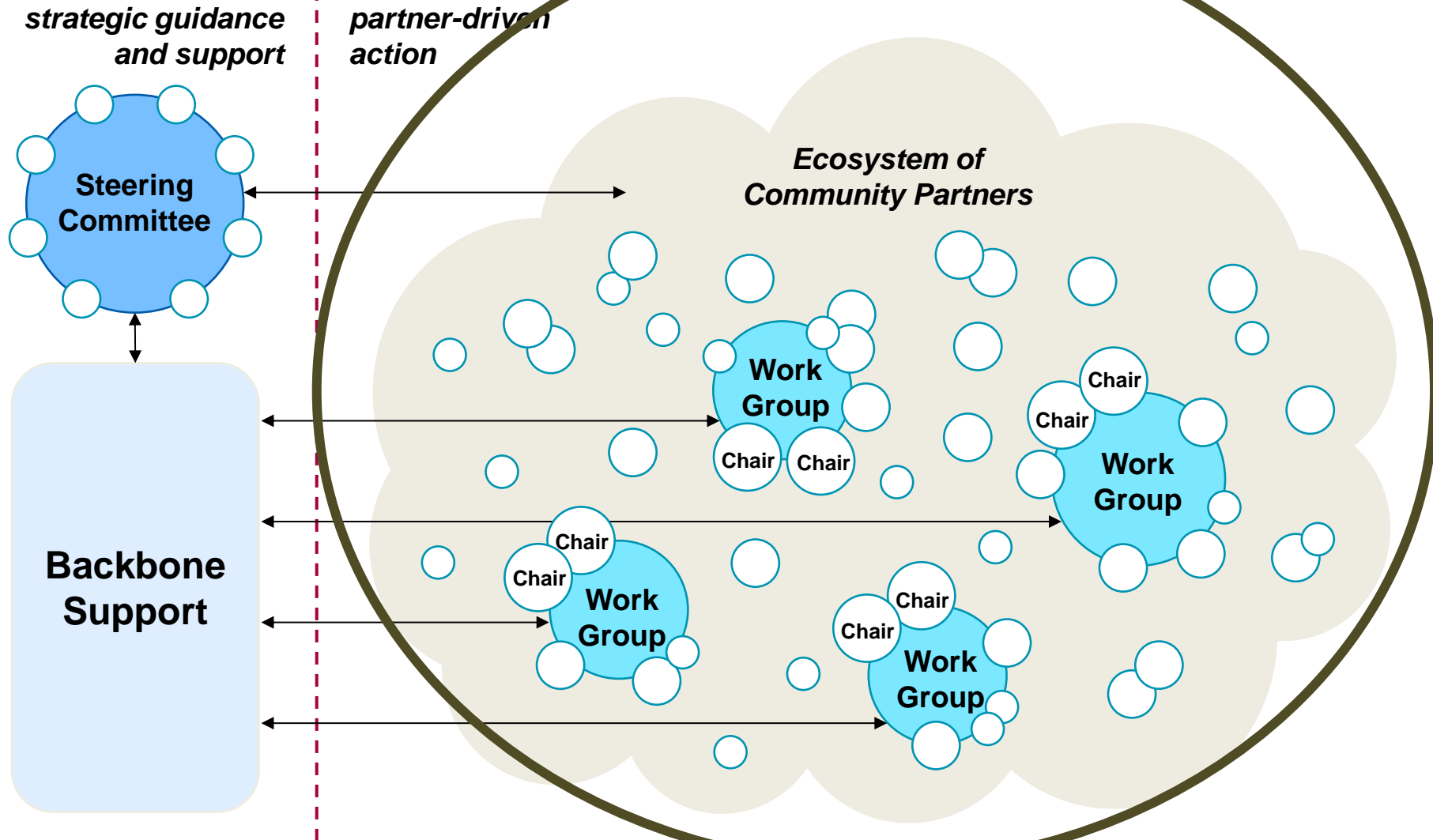
PLAN FOR LEARNING

How will you track progress and learn?

**Collective Impact Structures,
Focusing on Work Groups**

Specific Strategies Will Be Identified and Carried Out By Work Groups

Common Agenda and Shared Metrics



Work Groups Have the Following Responsibilities

Strategy and indicator development

- Review research on effective strategies within local context (if applicable) and external best practices
- Use data to inform identification of strategies and ongoing refinement
- Develop and refine indicators

Implementation

- Coordinate activities among work group member organizations and other relevant partners
- Identify resources to support and / or execute strategies
- Provide progress updates to and learn from the steering committee, backbone, and other work groups

Leadership

- Champion the effort with relevant stakeholders
- Align member organizations' work to the goals, indicators, and strategies of the work group where possible

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

- How many **strong leaders** exist that can lead these work groups?
- How many work groups can be the backbone **realistically** manage and get off the ground at once?
- Where is there **energy and momentum** in the community?

We typically see 3 – 5 work groups launched in the first year

Charting The Course (Dallas) Has Five Work Groups that Develop Strategies for the Overall Goal

Big Goal Goal: to prevent and reduce childhood obesity in North Texas

Healthy Eating

Goal: Increase consistent access to and promote consumption of healthy foods in homes and communities

Physical Activity

Goal: Increase daily physical activity by providing opportunities and a supportive built environment where children live and play

Supportive Health Care System

Goal: Ensure that providers are trained and reimbursed for providing childhood obesity-related screening, counseling, and referrals

School and After School Settings

Goal: Expand and coordinate healthy eating, physical activity, and school health programs in K-12 school and after school settings

Early Childhood Settings

Goal: Work with parents and primary caregivers to prevent early stages of obesity in the 0-5 year old age group

The Work of the Work Groups

What Should Work Groups Focus on Accomplishing in the First Six Months?

- Using **data** to further understand the problem and developing an approach to continuous learning
- Identifying high-leverage **strategies** and **quick wins**
- Building **relationships** among members and maintaining a sense of excitement
- Transitioning from relying on the backbone to **relying on co-chairs** to lead and manage the activities (and meetings) of the work group

Sample Work Group Six Month Focus, to Identify Systems-Level Approaches to Change

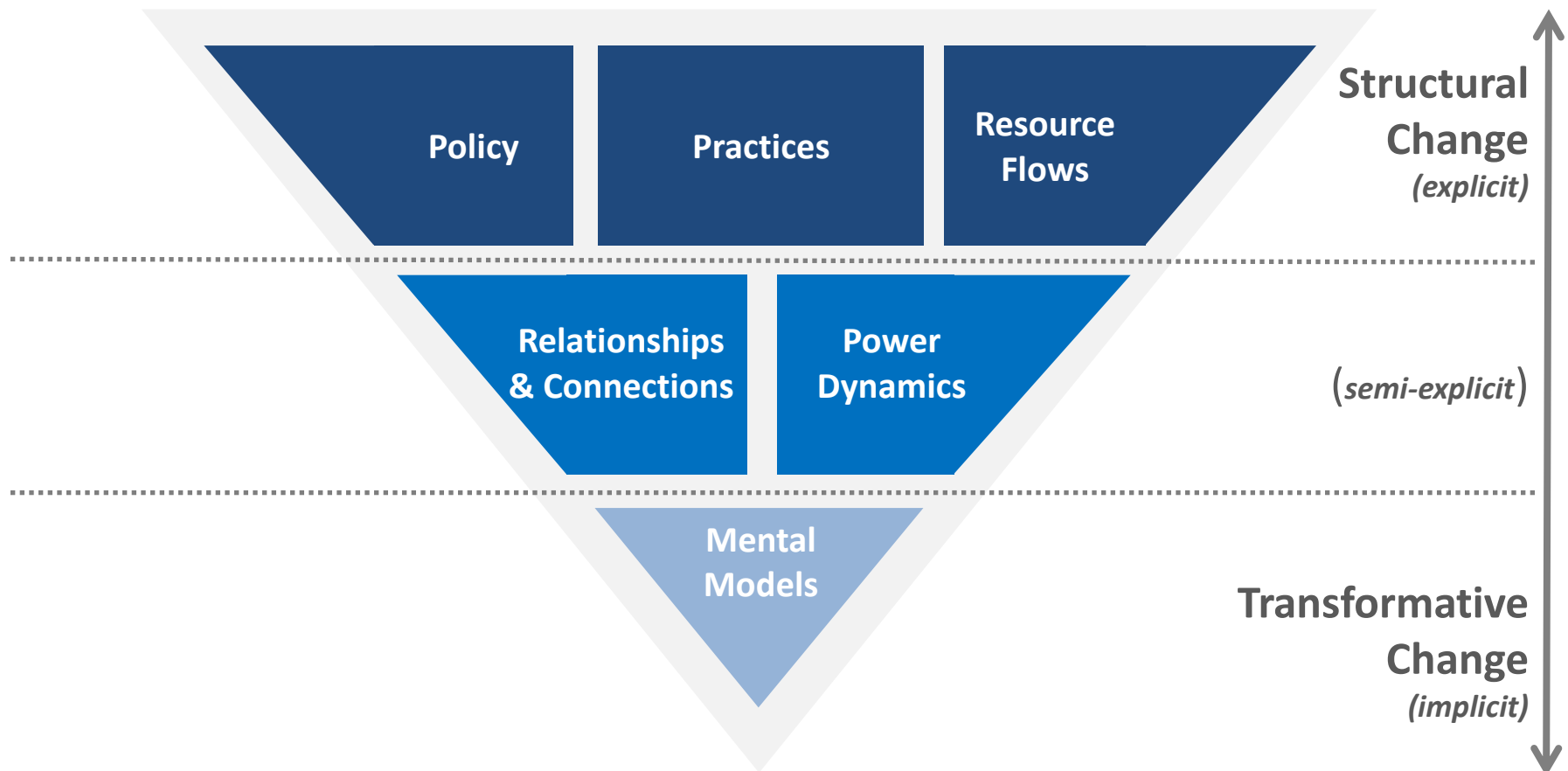
Month	WG Focus
1	Form a group, build trust and common ground
2	Identify the problem for our WG to solve and the players involved to do so
3	Review baseline data and evidence of 'what works'
4	Apply local knowledge and context to develop systems-level strategies
5	Discuss key decisions and develop ways to measure our progress and success
6 +	Implement strategies by identifying the who, what, and where to make them a reality

The Work of Work Groups

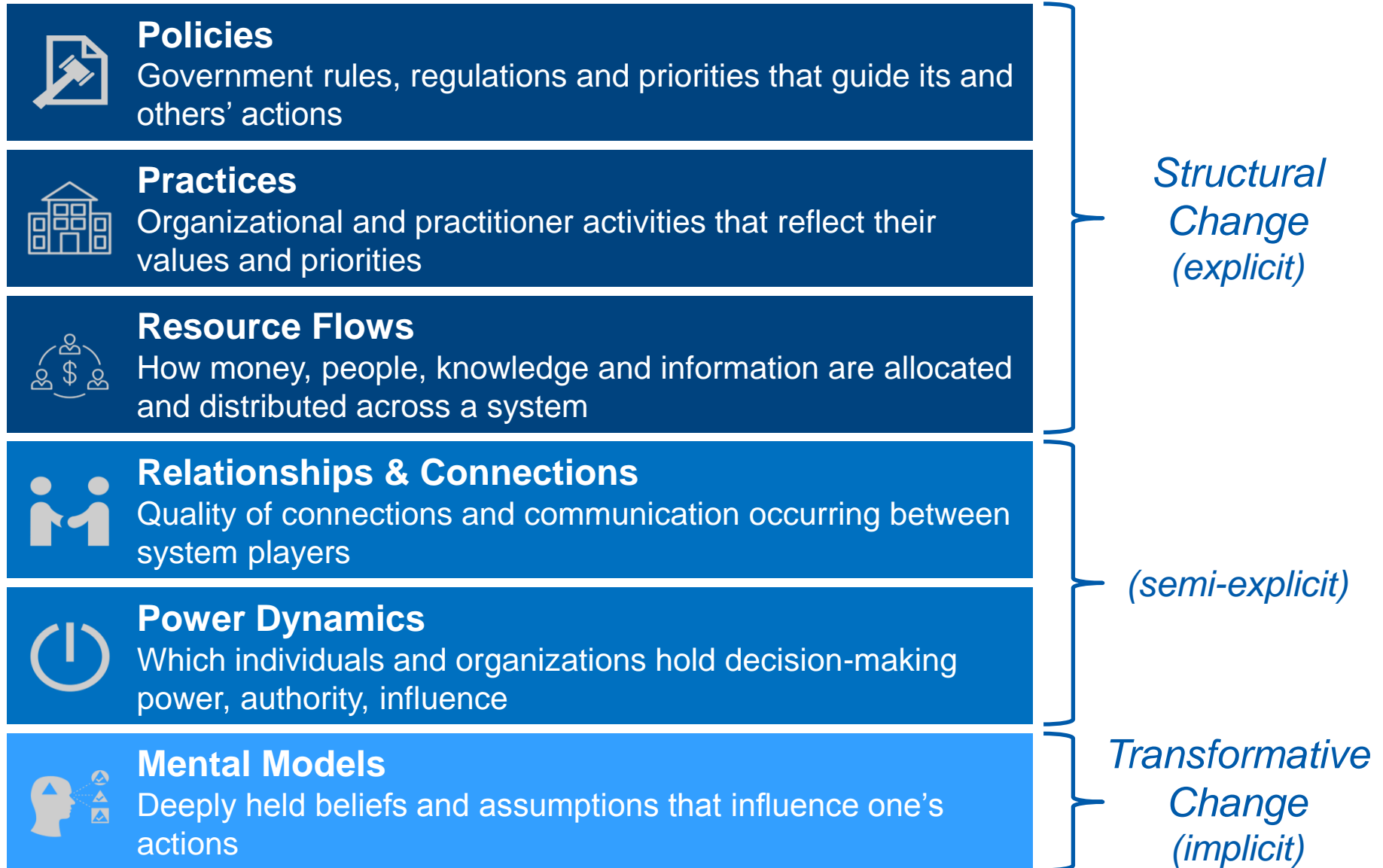
1. Design and implement the initiative with a **priority placed on equity**
2. **Include community members** in the collaborative
3. Recruit and co-create with **cross-sector partners**
4. **Use data** to continuously learn, adapt, and improve
5. Cultivate leaders with unique **system leadership skills**
6. Focus on **program *and* system strategies**
7. **Build a culture that fosters relationships**, trust, and respect across participants
8. **Customize** for local context

Systems change is about shifting the conditions that are holding a problem in place

Systems Change Conditions



Definitions



Small Group Discussion: Systems Change Strategies

What types of systems change strategies are you currently using in your collective impact work (or your organization's work more broadly)?



Policies

Government rules, regulations and priorities that guide its and others' actions



Practices

Organizational and practitioner activities that reflect their values and priorities



Resource Flows

How money, people, knowledge and information are allocated and distributed across a system



Relationships & Connections

Quality of connections and communication occurring between system players



Power Dynamics

Which individuals and organizations hold decision-making power, authority, influence



Mental Models

Deeply held beliefs and assumptions that influence one's actions

Discuss in your small group, and then we will debrief as a full group

Quick Wins

It Is Helpful to Seed Quick Wins as Early In a Process to Maintain Momentum and Strengthen Relationships

By bringing a cross-sector group of stakeholders working on similar issues together, new opportunities for “quick wins” emerge – small projects or changes that could lead to significant benefits.

Quick Win Overview

- **What is a quick win?**

- A strategy in which you expect implementation and outcomes in next 3-6 months
- Requires a limited amount of resources (e.g., money, time, people)
- Results will be outputs and outcomes at the population level (e.g., connection to a new opportunity, not a reduction in BMI, or increase in graduation rates)
- Results may be among a target population and/or target geography (e.g., not all children in a county)

- **How does a quick win fit in with our longer term strategies?**

- A quick win should align with at least one of the strategy areas
- It may be drawn directly from the plan, or aligned with the larger strategy areas

The Group in Dallas Brainstormed Potential Quick Wins Based On Areas of Momentum Within Dallas

Encourage Breastfeeding

- Tactic - Breastfeeding
 - **Work to scale existing programs to help Parkland and Methodist hospitals become baby-friendly by 2014**

Coordinated School Health Plan

- Tactic - Identify ways to help support implementation of the Coordinated School Health curriculum
 - **Catalog curriculum and contact for each district**
 - **Starting with DISD plan, compare to the CSH guidelines to better understand gaps and opportunities**

Taste Testing with Kids

- Tactic - USDA School Breakfast and School Lunch program
- Tactic - USDA and Texas Dept. of Agriculture healthy food programs
 - **Partner with several institutional providers (schools, after school programs, summer feeding programs) to do taste-testing with kids to:**
 - **Teach them about healthy foods**
 - **Learn how to make healthy food appealing to students**

They Also Looked at Other Initiative Best Practices to Generate Quick Wins Ideas

Food Assistance Guide



- The Childhood Obesity Initiative of San Diego **created a food assistance guide and encourages physicians to provide it to patients:**
 - List of farmer's markets that accept Supplemental Nutrition Assistance Program (SNAP) credits
 - Community garden options
 - Food assistance programs & eligibility requirements
 - Information on school breakfast and lunch program sign-ups

Safe Routes to School



- Program included **teaching kids about bike safety, a walking bus, and a count by teachers of how students got to school**
- Six schools were participating in a pilot program. Within the first year those schools saw a 5% increase in walking/biking to school.

Farmer's Market Coupons



- Farmer's markets and food pantries coordinated to **give qualifying households coupons to use for fresh produce or dairy at participating farmer's markets**
- Farmers were reimbursed by the food pantries for purchases by qualified families

A Simple Tool Was Used to Help Prioritize Across Potential Quick Wins

Quick Wins	Implementation/ Outcomes in 3-6 Months	Requires Limited Resources	Aligns with one of the Strategy Areas
A: Encourage Breastfeeding			
B: Coordinated School Health Plan			
C: Taste Testing with Kids			
D: Food Assistance Guide			
E: Safe Routes to School			
F: Farmer's Market Coupons			
G: Other			

Example: Tasty Teaser Coordination and Amplification

Goal

Relevant partners provide volunteer support to DISD's Tasty Teasers program in select schools to give children 8-12 opportunities to taste oranges by having taste testing twice a week at each school over the lunch period for one month.

Partners & Roles

- | | |
|------------------------------|--|
| DISD | <ul style="list-style-type: none">• Cafeteria managers host volunteers• Provide food• Teacher encourage taste testing |
| Coordinating Agencies | <ul style="list-style-type: none">• WIC: Makes recipes available in clinic sites in English/Spanish; parent taste-testing• ChildCareGroup : Host coordinated test tasting at the Oak Cliff/Bock Center• Churches: Blessed Sacrament, Cliff Baptist Temple, Christ Episcopal Church• North Texas Food Bank: Making the monthly food drops at Botello, Bowie and Garcia oranges for March |
| Volunteers | <ul style="list-style-type: none">• Steering Committee• Work Groups• Networks of Steering Committee and Work Groups |

Schools

Targeted schools are Bowie Elementary School, Botello Elementary School and Garcia Middle School

Thank You!



More Resources on www.collectiveimpactforum.org