COLLECTIVE IMPACT FORUM

FSG

The Common Agenda | April 24, 2019

National Veterans Intermediary

Thank you for joining today's webinar. Your line will be <u>unmuted</u> unless you mute yourself. We will start at 2pm EST.

Today's Team

Robert Albright

Director of Programs
Collective Impact Forum, FSG

Jennifer Juster

Executive Director
Collective Impact Forum, FSG

The Collective Impact Forum is a program of FSG and the Aspen Institute

HANDS ON SUPPORT

- ✓ 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

THOUGHT LEADERSHIP

LEARNING COMMUNITY

www.collectiveimpactforum.org

*The **Collective Impact Forum** is a community of practice designed to help curate and disseminate knowledge, tools, and best practices that support effective collective impact*

Please Introduce Yourself: We'll Start on the East Coast and Then Move to the West

- **Your name**
- **Your organization**
- **Your city/state**
- **Your level of familiarity with collective impact:**
  - Not at all familiar with collective impact
  - I have heard the term "collective impact" but am not really sure how it differs from other forms of partnership
  - I know about the collective impact approach but am not currently involved in a collective impact collaboration
  - I am involved in a collective impact collaboration

Agenda

1. Collective impact refresher

2. Creating a Common Agenda

3. NVI Example

Agenda

1. Collective impact refresher

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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.

Source: Channeling Change: Making Collective Impact Work, 2012

Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

Common Agenda	• **Common understanding** of the problem • **Shared vision** for change
Shared Measurement	• **Collecting data** and **measuring results** • Focus on **performance management** • **Shared accountability**
Mutually Reinforcing Activities	• **Differentiated approaches** • Willingness to **adapt individual activities** • **Coordination** through joint plan of action
Continuous Communication	• **Consistent** and **open communication** • Focus on **building trust**
Backbone Support	• Dedicated **staff** • Resources and skills to **convene** and **coordinate** participating organizations

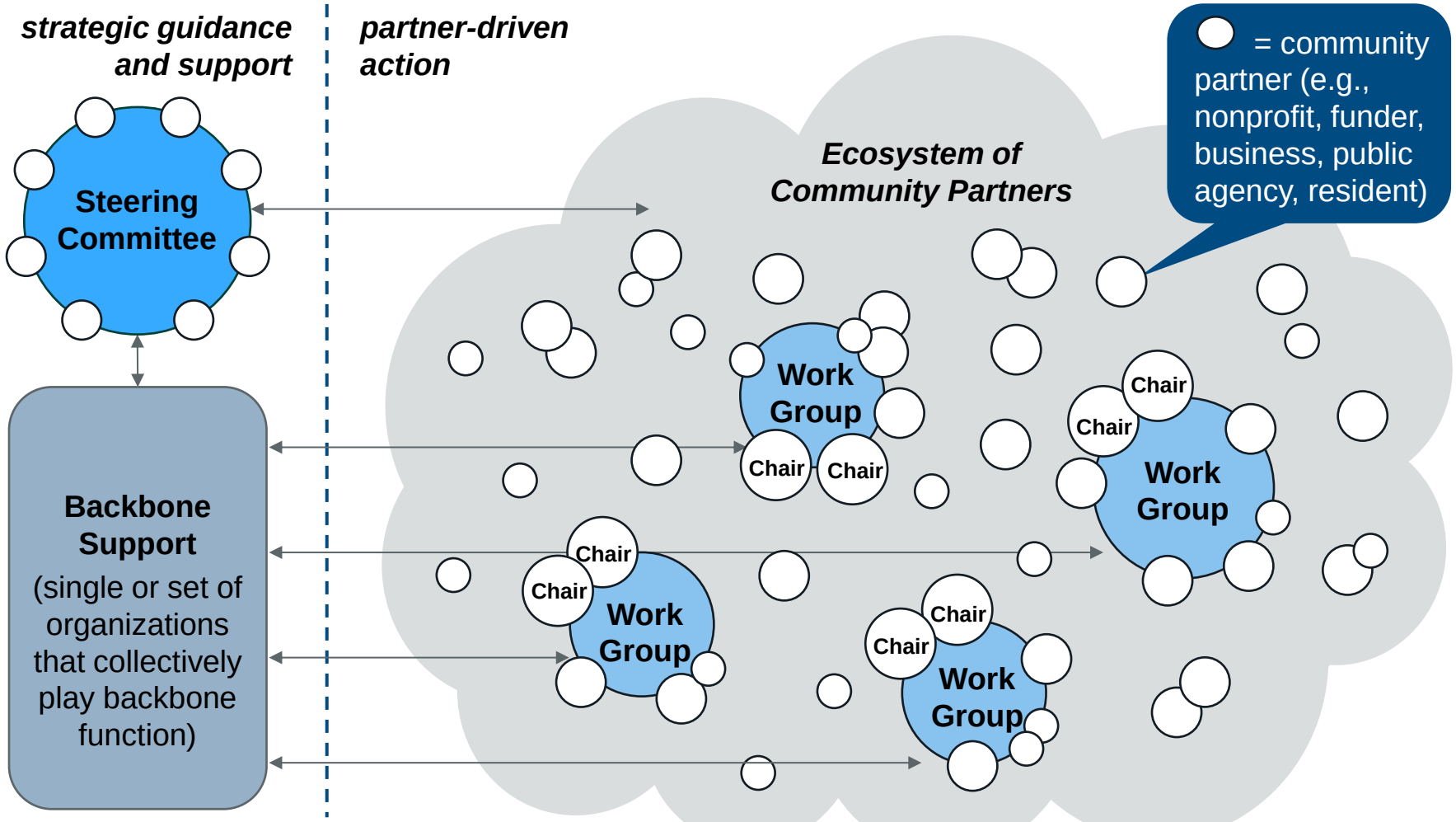
Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews

Eight Principles of Practice Are the "How" of Collective Impact

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

Collective Impact Infrastructure

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.

Group Poll #1

- **If you are currently participating in a collective impact initiative, what role do you play? (Check all that apply)**
  - **Backbone**
  - **Steering committee member**
  - **Working group member**
  - **Involved in some other capacity**

Agenda

1. Collective impact refresher

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3. NVI Example

COLLABORATING TO CREATE A COMMON AGENDA

three key questions

What is a **common agenda?**

What does it **contain**?

How do **I create one**?

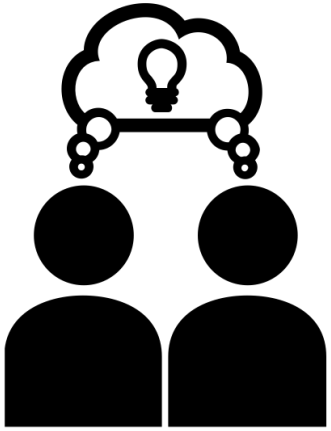
WHAT IS A COMMON AGENDA?

your **common agenda** should answer:

1. HOW YOU ARE GOING TO WORK TOGETHER *(guiding principles)*
2. WHAT IS IN AND WHAT IS OUT *(boundaries and problem definition)*
3. HOW YOU WILL DEFINE SUCCESS *(goal)*
4. HOW YOU ARE GOING TO SPLIT UP THE WORK AND PRIORITIZE *(framework for change)*
5. HOW YOU WILL TRACK PROGRESS AND LEARN *(plan for learning)*

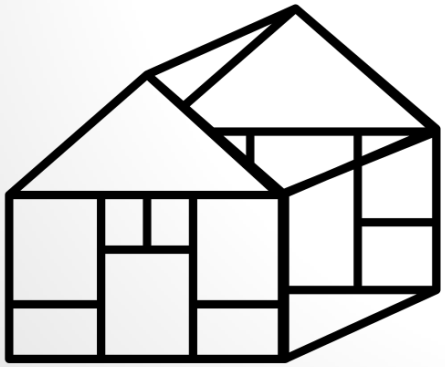
several elements make up a common agenda

PRINCIPLES

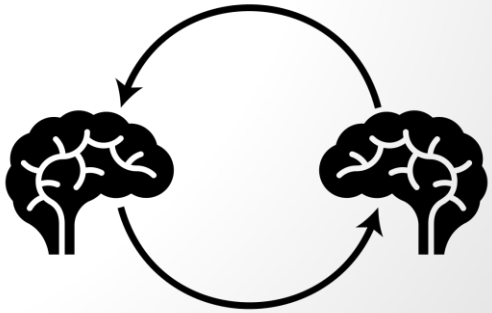


PROBLEM DEFINTION

GOAL



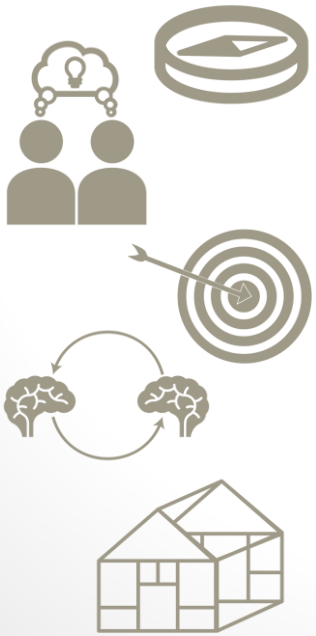
FRAMEWORK FOR CHANGE



PLAN FOR LEARNING

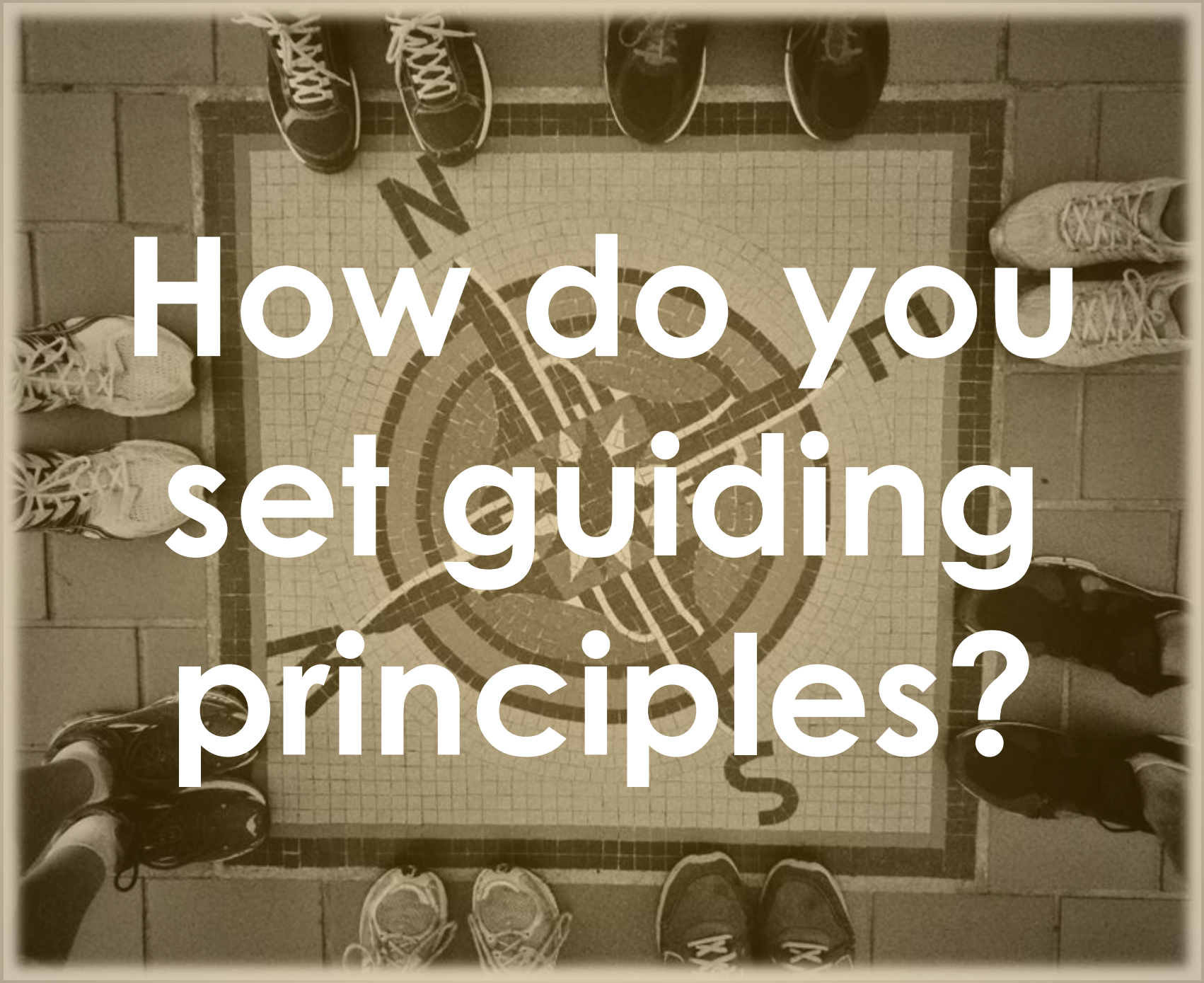
Icons by Blake Thompson and Jack & Steve Laing from the Noun Project

how long does this take?

0	1	2	3
Scope & readiness	Initiate action	Organize for impact	Develop strategies & sustain impact
~3 months	**~4-6 months**	**~4-6 months**	**~6 months + ongoing**
*(see previous webinar: **"How do you know if collective impact is right for you?"**)*		*Organizing for impact*	Revise as necessary

Group Poll #2

- **Where are you in the development of your common agenda?**
  - a) Have completed a common agenda
  - b) Currently developing a common agenda
  - c) Have not yet started our common agenda



How do you set guiding principles?

setting guiding principles

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

Icon by Jack from the Noun Project

Unidos Contra Diabetes guiding principles

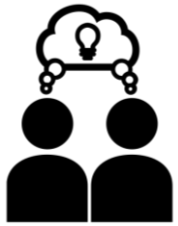
- Serve the whole community through a systems oriented approach
- Take an asset-based approach
- This is everyone's responsibility
- Empower people and families

Working in Neighborhoods Strategically guiding principles

- Respectful communication
- Sustainable Relationships
- Resident-Led and Community-Owed
- Diversity
- Transparency
- Strong Families, Strong Faith
- Forward
- Excellence

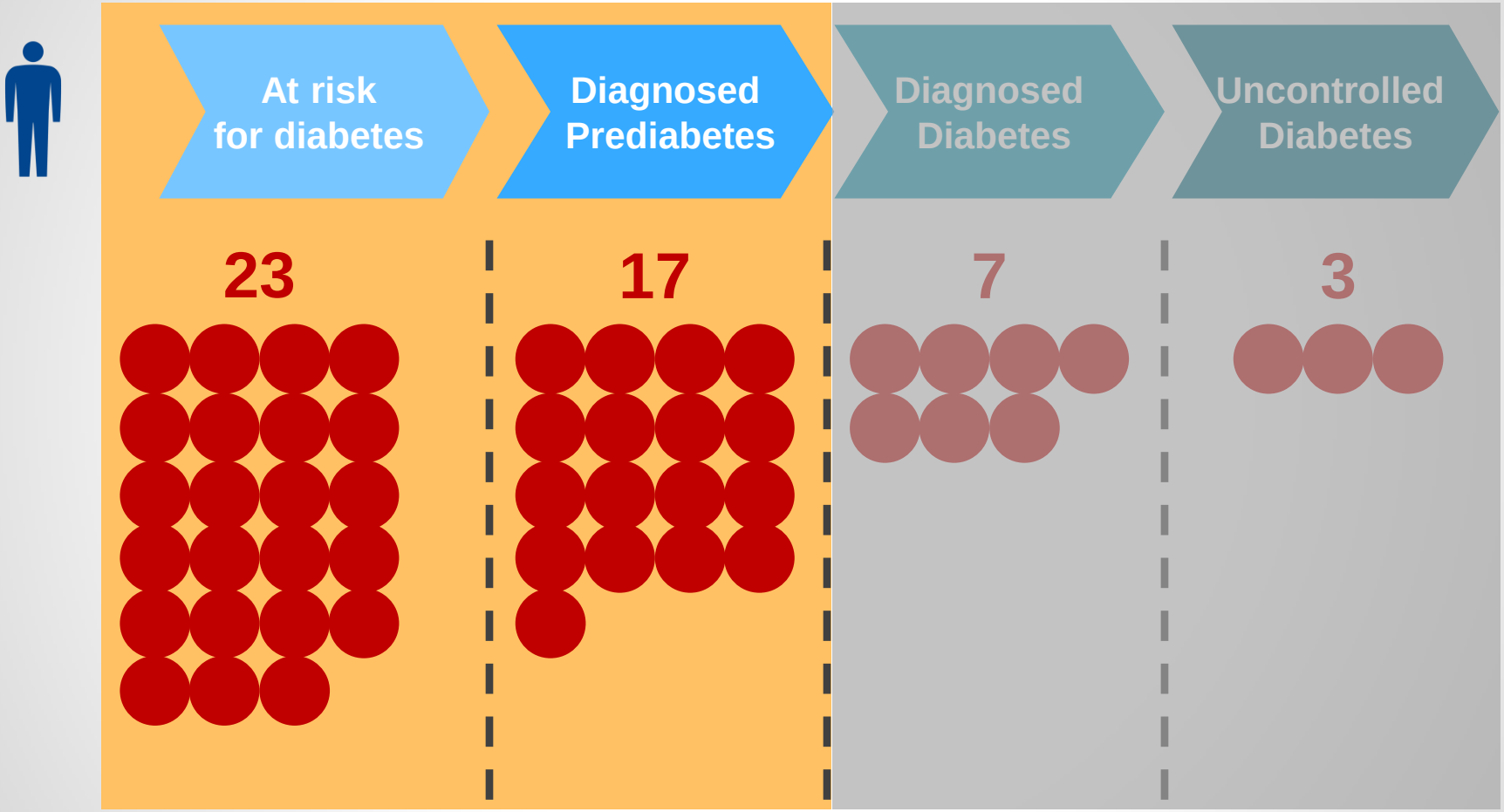
How do you
define
boundaries?

defining the problem



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

Unidos Contra Diabetes problem definition



Unidos Contra Diabetes' work will focus on <u>preventing diabetes</u> by targeting people at risk for diabetes and those with prediabetes

Health and Wellness Alliance for Children's problem definition

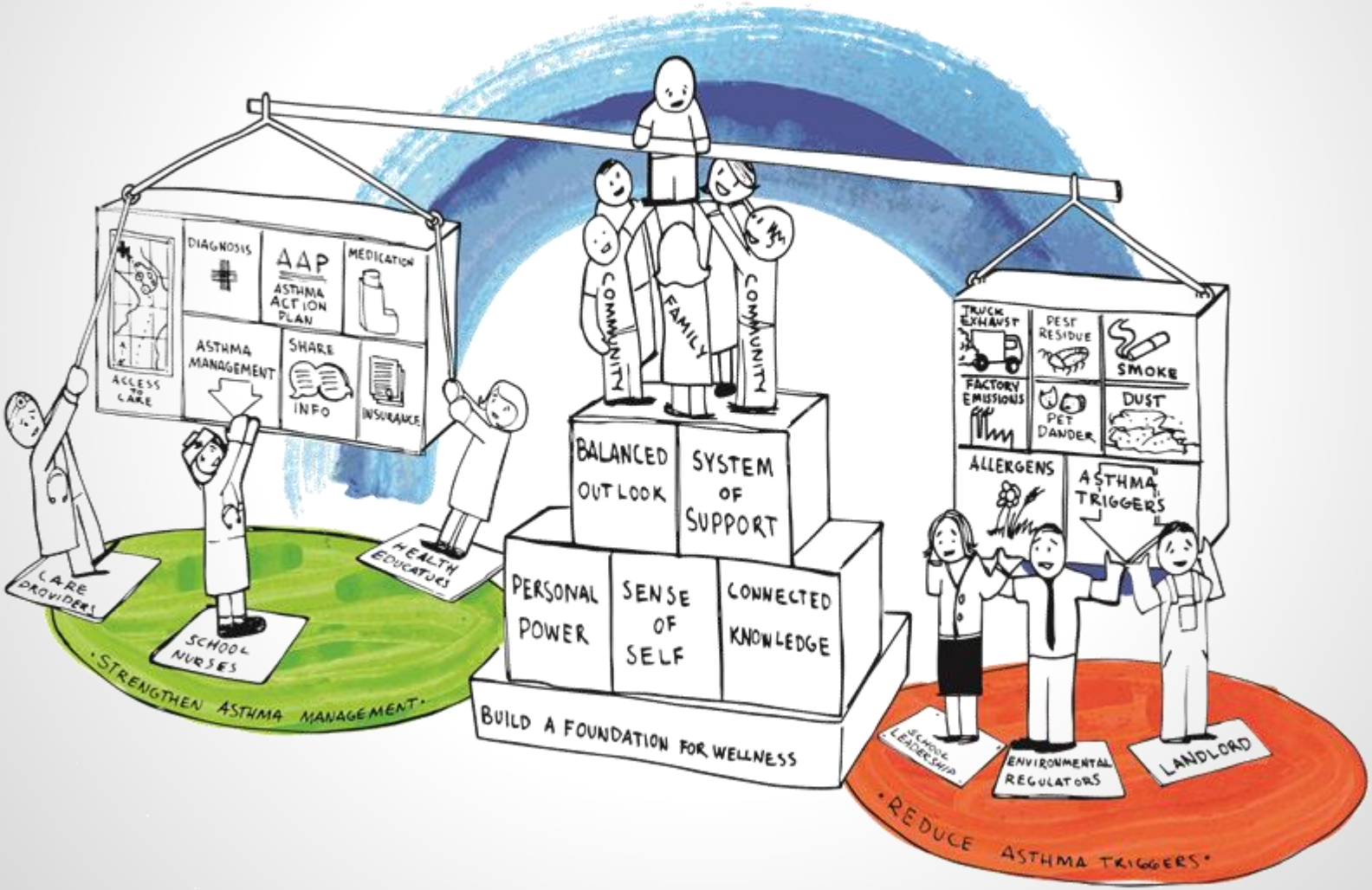
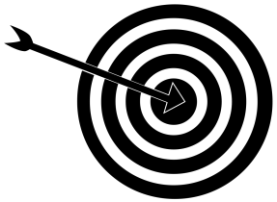


Photo Credit: Derek Gavey. "Beginner Archer" https://www.flickr.com/photos/derekgavey/7420779272/, https://creativecommons.org/licenses/by/2.0/ license)

setting a goal



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

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.

the goal of the Road Map Project is to…

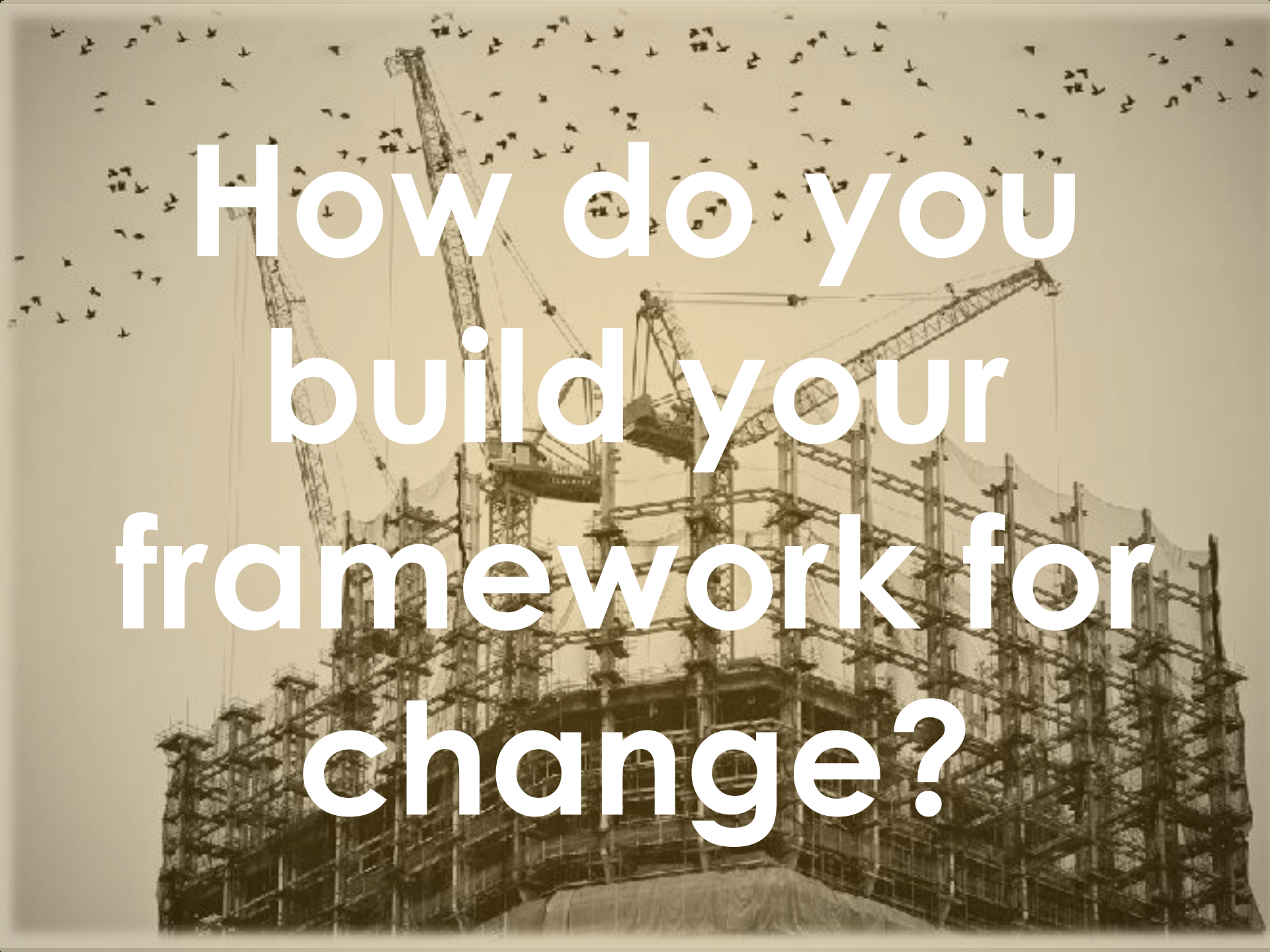
to double…

...the number of students in South King County and South Seattle who are on track to graduate from college or earn a career credential…

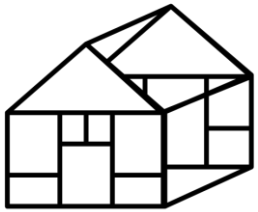
…by 2020.

…We are committed to nothing less than closing the unacceptable achievement gaps for low-income students and children of color, and increasing achievement for all students from cradle to college and career.

Questions on the **guiding principles**, **problem definition**, or **goal?**


How do you build your framework for change?

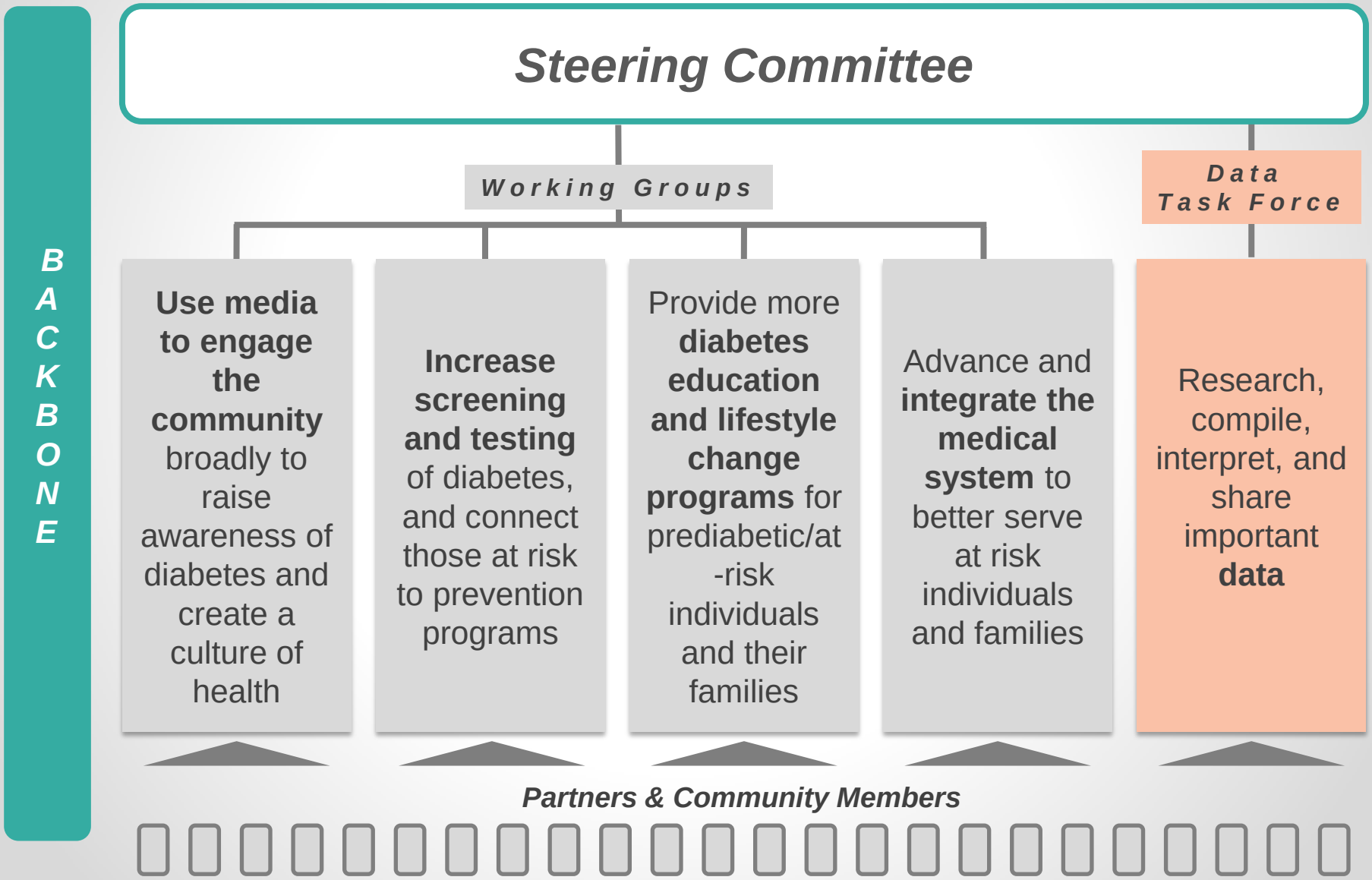
building your working group structure



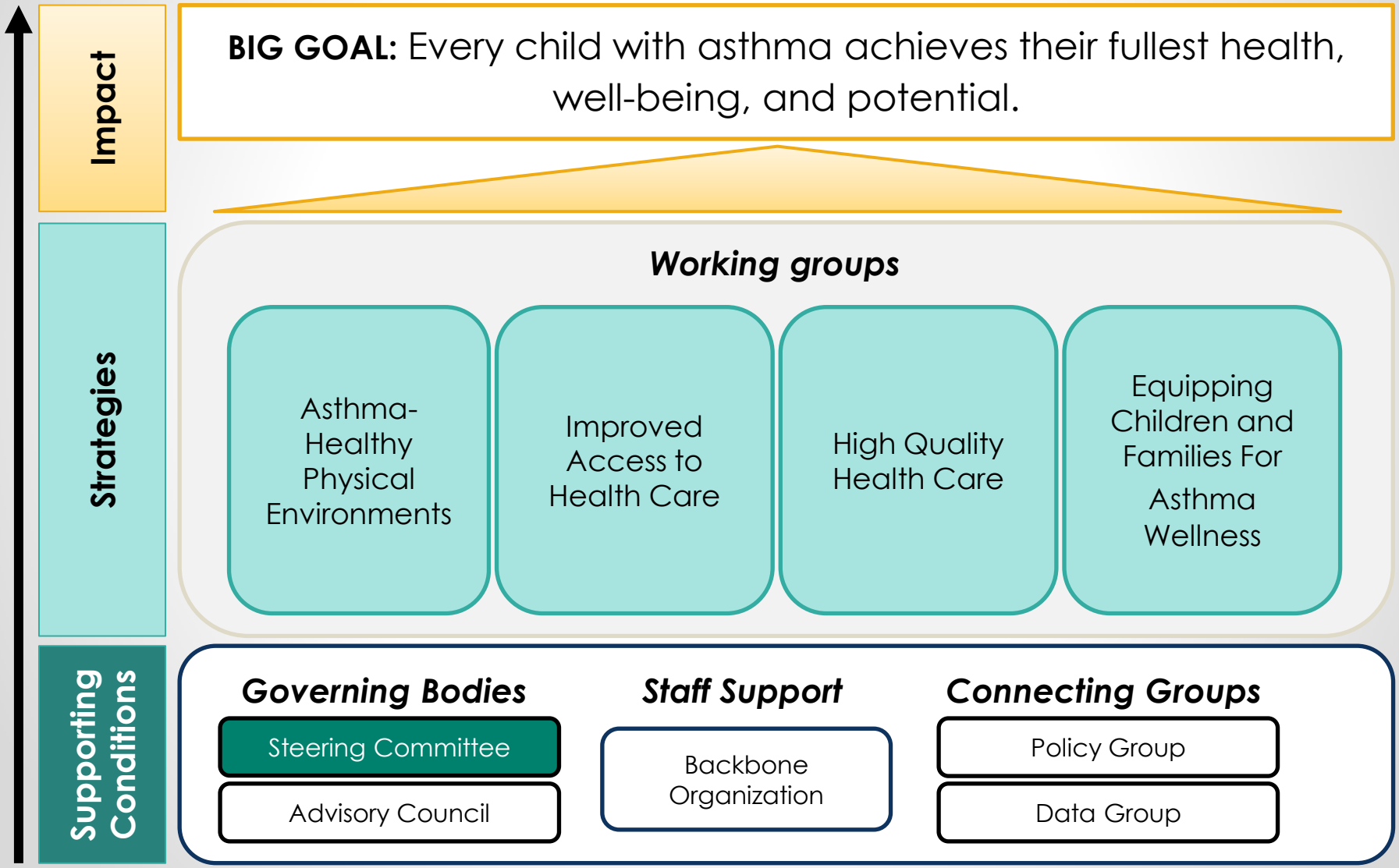
- Prioritize the strategies you want to work on first
- Build your groups for action
- Respect that this is an art and a science

Icons by Jack and Steve Laing from the Noun Project

Unidos Contra Diabetes framework for change



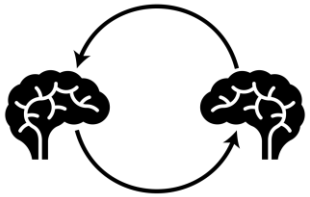
Health and Wellness Alliance for Children's framework for change



How do you plan for learning and evaluation?

photo credit: Ghost in the Classroom via photopin (license)

planning for learning and evaluation



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

Icons by Jack and Steve Laing from the Noun Project

Unidos Contra Diabetes plan for learning and evaluation

Working Groups

1. Awareness
2. Screening
3. Programs
4. Integration

Policy

Healthy Community

Health Behaviors

Risk Factors

Diabetes

In summary, your **common agenda** should answer:

1. HOW YOU ARE GOING TO WORK TOGETHER *(guiding principles)*
2. WHAT IS IN AND WHAT IS OUT *(boundaries and problem definition)*
3. HOW YOU WILL DEFINE SUCCESS *(goal)*
4. HOW YOU ARE GOING TO SPLIT UP THE WORK AND PRIORITIZE *(framework for change)*
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Common Agenda Challenges for the NVI Community

- **Breadth of social issues** that veterans collaboratives are addressing (e.g., homelessness, housing, workforce)
- **Wide range of population ages of focus** (multiple generations of veterans and their families)
- **Wide range of geographic centers of focus** (including urban, suburban, metropolitan region, rural)
- **Balancing top-down and bottom-up development of the common agenda** (including the extent to which a few vs. many organizations and individuals are jointly developing shared priorities)

Round-Robin Sharing: We Encourage Each Person on the Call to Respond

Which of the 1-2 challenges on the previous page resonate with you the most, and why?

- Breadth of social issues that veterans collaboratives are addressing
- Wide range of population ages of focus
- Wide range of geographic centers of focus
- Balancing top-down and bottom-up development of the common agenda
- Other?

Questions

Agenda

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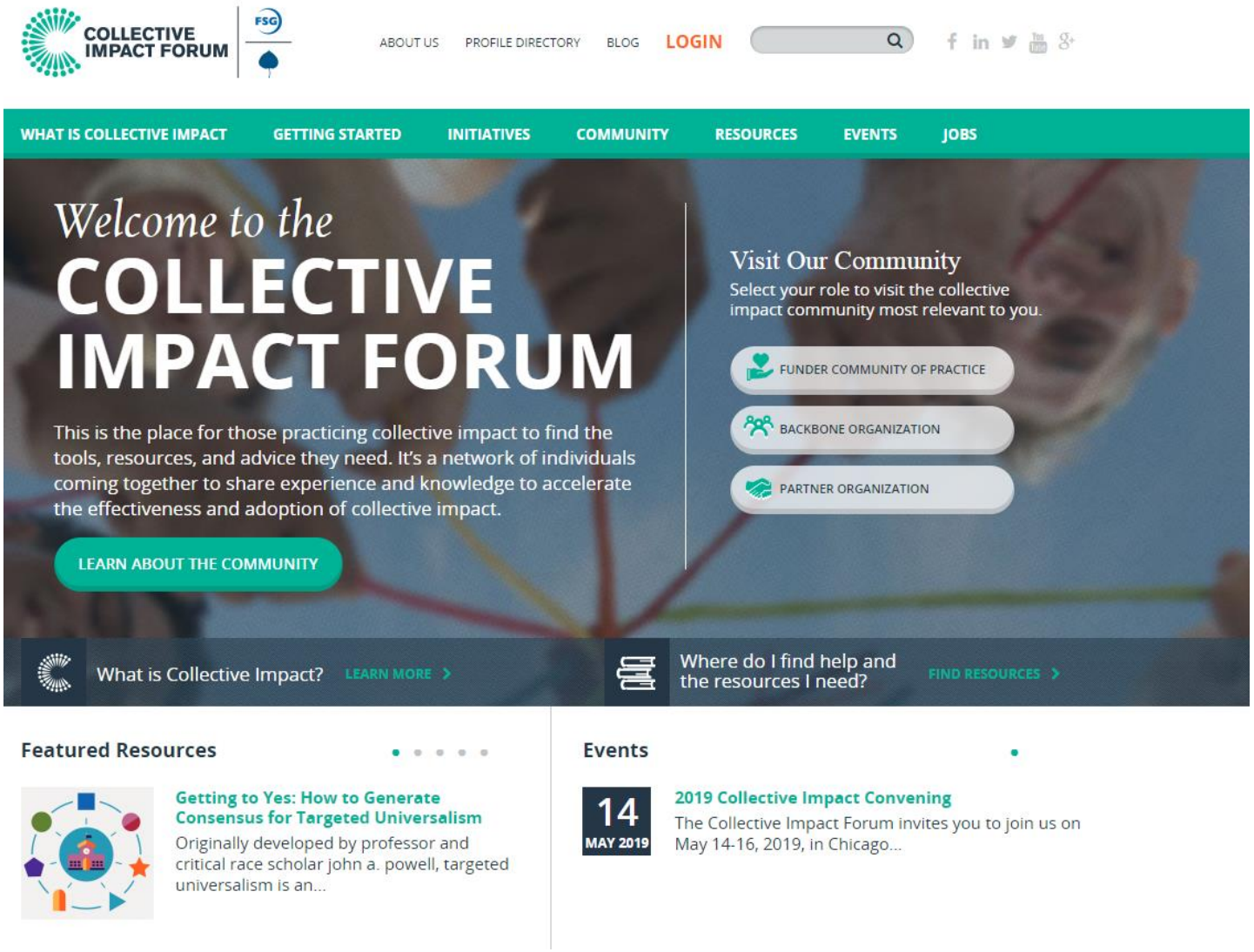
Questions?

The Collective Impact Forum Community



Mark Your Calendar for Other Upcoming Collective Impact Learning Opportunities for the NVI Community

Collective Impact Webinars for NVI Partners

- **Wednesday, May 22: 3-4:30pm EST:** *Backbone Roles*
- **Thursday, June 20: 2-3:30pm EST:** *Evaluating Collective Impact*
- **Thursday, July 15: 2-3:30pm EST** *When Collective Impact Has an Impact*

Collective Impact Office Hours with Robert Albright and Jennifer Juster

- **Thursday, April 25: 1-2pm EST**
- **Thursday, May 23: 4-5pm EST**
- **Tuesday, June 25: 4-5pm EST**
- **Thursday, July 25: 2-3pm EST**
- **Tuesday, August 20: 4-5pm EST**

We will record all webinars for you to access afterward, if you are not able to join real-time

Peak Military Care Network (PMCN)

Connecting people to resources

PMCN's Mission

PMCN connects service members, veterans and their families to the highest quality resources, provided by our trusted community partners

The Pikes Peak Region Landscape (2007-2010)

Multiple Military/Community Stressors:

- Significant installation growth
- Multiple wars; multiple deployments
- Impacts on people, infrastructure and social services

Regional Planning:

- DoD funding supported regional planning re: installation growth; primarily infrastructure focused
- In Colorado, state/local governments play limited role in service provision

Role of Nonprofit Community:

- Nonprofit service providers fill the gaps; strong community support for military and veterans
- Proliferation of non-profits was undisciplined and uncoordinated, leading to confusion among service members, veterans, families and providers

Initial Attempts at Collaboration Not Sustainable

- Early collaboration attempts lacked neutral convener
- Lack of trust among/between military, VA and community providers

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Community Assessment & Strategic Planning (2010-2012)

Community Challenges/Gaps:

- Increasing needs of service members, veterans and family members – impacts to military, VA and community
- Lack of communication/coordination leading to duplication/fragmentation of services
- Lack of awareness of/ability to access services
- Lack of trust; competition for limited resources
- Lack of military/veteran cultural competence

Community Strengths:

- Strong local support for military and veteran community
- Many wanted to help
- Real interest in cross-sector collaboration; no one sector can do it all
- Shared goals

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A Collaborative Community Response (2013-2015)

Opportunities:

- Build on trust developed through strategic planning
- System change – cross-sector collaboration to help better assist service members, veterans and their families *AND* the communities in which they live
- Core values

CORE VALUES

Integrity
Trust
Excellence
Cultural Competence
Culture of Collaboration

Assets:

- People – leadership, subject matter experts, passion
- Robust nonprofit sector
- Network of Care website; 2-1-1
- Local, national funding support

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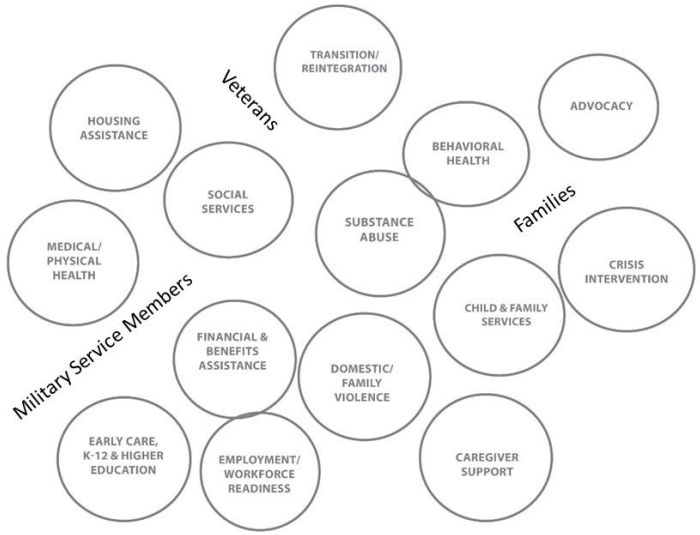
Where We Are Today

Governance

- PMCN is a 501(c)(3); board and advisory board set policy direction
- Collaboration/partner network developed through MOU
- PMCN as trusted source for information/communication, even as military and community leadership changes

Confusion



Collaboration

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Where We Are Today

Operations

Umbrella collective impact organization

- Participation is voluntary; roles/responsibilities outlined in MOU
- Commitment to collaboration, trainings, data sharing
- "No wrong door approach"

Direct support programs

- Information & Assistance
- Navigation (Case Management)
- Education & Outreach
  - Trainings for partners (military/veteran culture; key trends; specific topics)
  - Outreach to those who need/may need assistance

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Where We Are Today – PMCN Partner Agency Network

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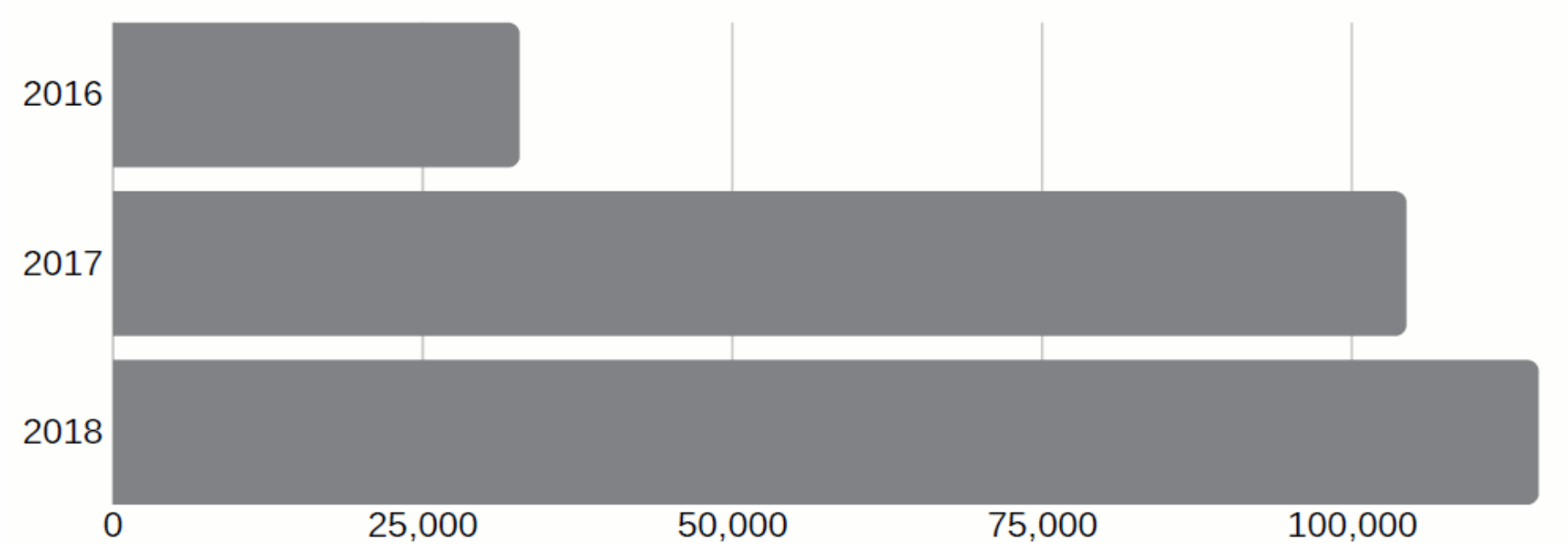
Where We Are Today – PMCN's Impact

PMCN's Network has served more than 250,000 service members, veterans and their families since 2016



In 2018, PMCN partners reported more than 5,600 referrals to and from other PMCN partners

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Where We Are Today – PMCN's Impact

Nearly 1,400 partners, VA and DoD staff have been trained on military and veteran culture and community resources since 2014; in 2018:

- 94% of trainees indicated increased awareness of culture and unique challenges of service members, veterans and their families
- 97% of service providers said trainings will help meet military and veteran needs

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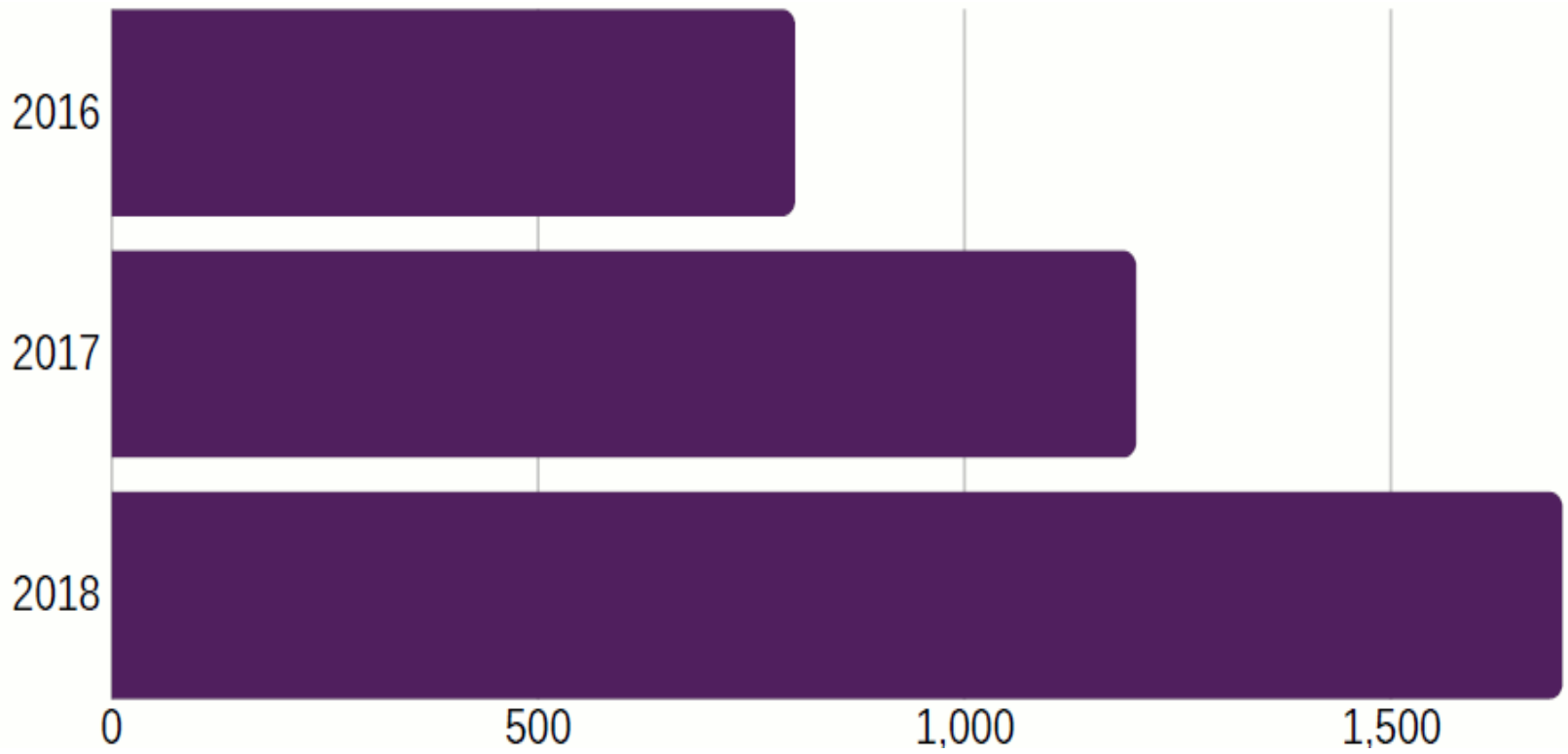
Where We Are Today – PMCN's Impact

PMCN has served more than 3,700 service members, veterans and their families since 2016



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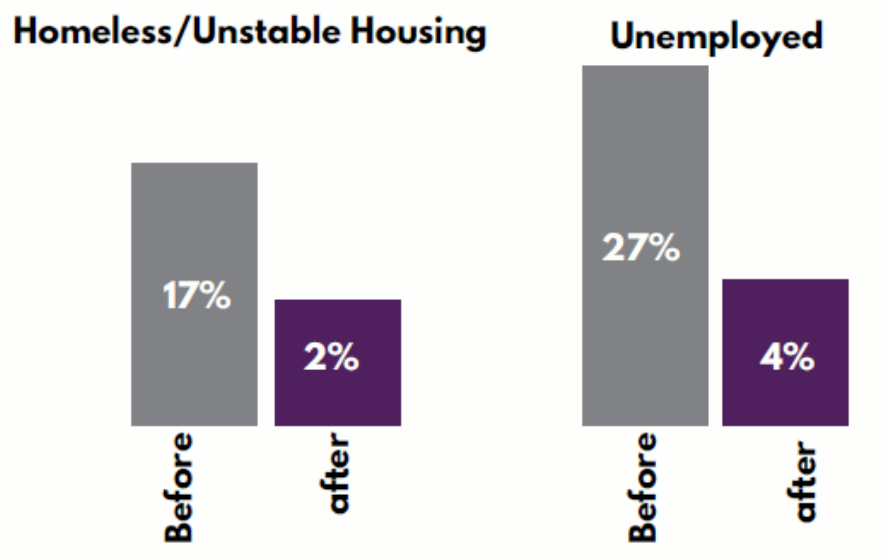
Where We Are Today – PMCN's Impact

2018 employment and housing stability before and after PMCN assistance:



With navigation capabilities implemented in 2016, PMCN has increased utility of referrals:

2016	2017	2018
63%	88%	93%

Percentage of callers who said referrals met their needs

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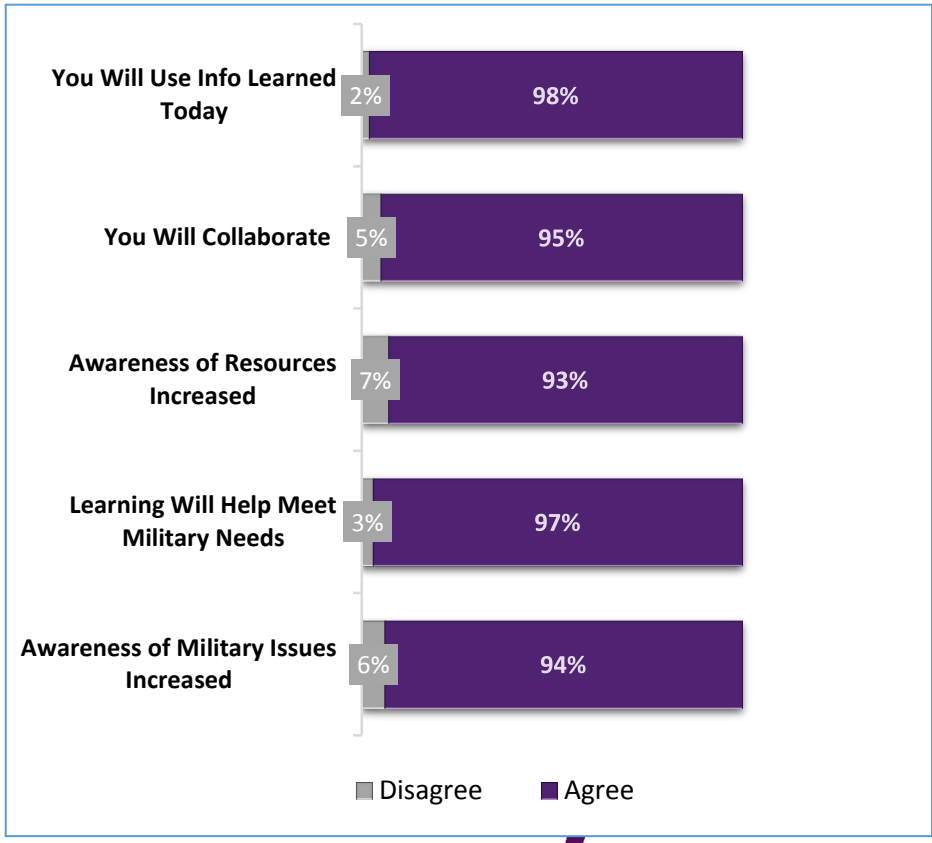
Progress toward PMCN Goals

1. **Increase awareness of community resources, access to resources, and connection to resources for military service members, veterans, and their families in the Pikes Peak region**
   - Tweets were viewed by more than 50,000 people
   - Facebook posts reached more than 125,000 people
   - The Network of Care website reached more than 100,000

2. **Increase understanding of military and veteran culture, challenges, and needs in the community**
   - 97% of trainees said they learned information that will help them meet the needs of service members, veterans, and their families
   - 93% of trainees said that their awareness of the resources available to service members, veterans, and their families increased as a result of the training
   - Understanding of training topics increased significantly after the workshops



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Progress toward PMCN Goals

3. **Build a collaborative network of community service providers to increase system efficiencies, decrease duplication of services & leverage resources**
   - PMCN now includes 45 partner agencies, an increase of 67% since 2015
   - 80% of partners shared data on services they provided to service members, veterans, and their families
   - Partners reported that they made more than 2,100 referrals to others
   - Partners reported that they received more than 3,500 referrals from others
   - 95% of partners said that they would collaborate with other partners because of PMCN professional development training workshops

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Progress toward PMCN Goals

4. **Provide military service members, veterans, and their families with centralized resources to meet needs, bridge gaps, and provide connection and linkage to services**
   - PMCN received more than 3,200 total calls for assistance in 2018
   - Callers received 1,268 connections to services from PMCN
   - 100% of Follow-up survey respondents said that their awareness of the resources available to service members, veterans, and their families in the Pikes Peak region had increased since the initial call
   - 100% of Follow-up survey respondents said their opinions about support have improved since the initial call
   - 91% of Follow-up survey respondents said that they were “satisfied” or “very satisfied” with assistance they received

5. **Provide broad-based leadership and become the go-to source for community commitment to meeting needs of service members, veterans, and their families**
   - PMCN reached more than 4,110 service members, veterans, and their families at 91 total outreach events in 2018
   - Over 5 years, PMCN has provided training to more than 1,400 partners and community members

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