Agenda

1. What is collective impact?
2. Essential practices for impact?
3. 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 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

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* City prosecutor not included on map as their role will diminish in juvenile justice matters beginning Jan. 1, 2019 per LB 464

** 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?

<table>
<thead>
<tr>
<th>Condition</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Common agenda</strong></td>
<td>All participants share a vision for change that includes a <strong>common understanding of the problem</strong> and a joint approach to solving the problem through agreed-upon actions.</td>
</tr>
<tr>
<td>2. <strong>Shared measurement system</strong></td>
<td>All participants agree on how to measure and report on progress, with a <strong>short list of common indicators</strong> identified and used to drive learning and improvement.</td>
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<tr>
<td>3. <strong>Mutually reinforcing activities</strong></td>
<td>A diverse set of stakeholders, typically across sectors, <strong>coordinate a set of differentiated activities</strong> through a mutually reinforcing plan of action.</td>
</tr>
<tr>
<td>4. <strong>Continuous communication</strong></td>
<td>All players engage in <strong>frequent and structured</strong> open communication to build trust, assure mutual objectives, and create common motivation.</td>
</tr>
<tr>
<td>5. <strong>Backbone support</strong></td>
<td>An <strong>independent, dedicated staff</strong> guides vision and strategy, supports aligned activities, establishes shared measurement practices, cultivates community engagement and ownership, advances policy, and mobilizes resources.</td>
</tr>
</tbody>
</table>
The **five conditions** of collective impact

*For the visual learners in the room*

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**Backbone support**
- Guides strategy
- Supports aligned activities
- Establishes shared measurement
- Cultivates community engagement and ownership
- Advances policy
- Mobilizes resources

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**Community partners working on strategies**

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**Common agenda and shared metrics**

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Agenda

1. What is collective impact?
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Juvenile Justice in Douglas County, NE: a complex system!
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
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.
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:

1 | Absenteeism
Excessive absenteeism can lead to system involvement

2 | School based arrests
Arrests at school directly channel youth into the juvenile justice system

3 | School re-entry
System involved youth face challenges transitioning back to their school
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

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

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

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.

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

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

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

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

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
  - Home modification options

Equity
Independence
Dignity
Choice
Respect
Person-Centered

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

Revised 4/2015

Supported by
Cascading levels of collaboration

NH Alliance for Healthy Aging
Strategy Framework

Change the Conversation about aging across all sectors of the community

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

Coalition Strategies

Utilize the Frameworks Institute “Reframing Aging” recommendations to 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.

Caregiving: Enhance services and supports for informal, family caregivers.

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

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.

Zoning: Identify and advocate for needed zoning changes in order to promote affordable, accessible housing options.

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 Available
Strategic structures: the NH Alliance for Healthy Aging

Common Agenda and Shared Metrics

- Strategic guidance and support
- Partner-driven action

CACL/Program Team

AHA Steering Committee

Backbone Support
- Guides strategy
- Supports aligned activities
- Establishes shared measurement
- Builds public will
- Advances policy
- Mobilizes resources

Community Partners

- Communications Committee
- Enhance services and supports for informal, family caregivers
- Convene a cross-disciplinary workgroup including medical, mental health, social service, community service, and oral health providers, in order to plan and coordinate efforts
- Develop an advocacy infrastructure to enhance support for aging issues
- Identify and advocate for needed zoning changes in order to promote affordable, accessible housing options
- Increase transportation options, including an analysis of current efforts and funding issues
- Improve care coordination for older adults involving medical, mental health, social, community, and oral health services
- Assure that information on resources, services, transportation and housing is available, accessible, and coordinated

Community partners working on strategies

= community partner (e.g., nonprofit, funder, business, public agency, community member)

*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