Tackling Tough Challenges on Scale

#CISummit17
LiveUnitedLancaster.org/CISummit
Mission: To Share & Learn From One of the Pioneers in Collective Impact

United Way
of Lancaster County

BOLD GOALS
BY 2025

1. 100% of our children will enter kindergarten ready to learn.
2. 100% of students and adults will have post-secondary credentials.
3. Decrease individuals and families living in poverty by 50%.
4. 100% of individuals, children, and families will have a medical home.
The Key Points

1. Complex issues require adaptive – not simple or cookie cutter -- responses.

2. The stakes of using the right approach to complex issues is high.

3. The Collective Impact approach is the most popular approach to emerge to tackle complex issues at scale.

4. The case for Collective Impact is compelling, the principles and practices are emerging, and the early results promising ... and we need a lot more sustained innovation.

5. The Collect Impact pioneers in Lancaster County (and beyond) have a critical role to play moving forward.
#1: Complex issues require adaptive – not simple or cookie cutter -- responses.
What is the difference between:

• baking a cake;
• sending a rocket to the moon;
• raising a child?
Develop common ground, compromise or compete.

Follow the ‘best practice’ recipe.

Create stability, look for opportunities to innovate.

Good framing, principles and patterns of practice

Use expertise, experiment and build knowledge and formulas.
Example of an Adaptive Response: Tackling Homelessness in Surrey British Columbia
Principles to Tackle Complex Issues

Experimental

Collaborative

Systemic Thinking & Action

Adapted from: Reos
#2: The stakes of using the right approach to complex issues is high.
The Effects of Poor Fit to Complex Issues

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
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<tbody>
<tr>
<td>Simple</td>
<td>Serial consumer of “best practice”; fragmented and cookie cutter or recipe approaches.</td>
</tr>
<tr>
<td>Complicated</td>
<td>Not enough data, time, resources or expertise; perpetual planning; elaborate plans that have to be sold and unevenly implemented.</td>
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<tr>
<td>Political</td>
<td>Demonize the “other” stakeholders; low leverage compromises.</td>
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<tr>
<td>Chaotic</td>
<td>Avoid the problem altogether; try to “impose” solution, bet on a charismatic leaders</td>
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South Africa

Meaningful solutions require sophisticated, integrated and expert driven national health care systems.

(Complicated Lens)

Brazil

Similar HIV Rates

How do we work together, get creative, and experiment with new ways to address root causes?

(Complexity Lens)
South Africa

- Our sophisticated, integrated national health care systems is our major tool.

- We cannot provide treatment to all when the drug costs are so high.

- We cannot afford resource to manage treatment compliance.

- With limited resources, focus more on prevention than treatment.

- It will therefore take a long time for the problem to work itself through.

Brazil

- We need to find ways to use the resources we have – including those most affected and non-traditional stakeholders - to respond to the problem.

- How can we provide drugs to all by finding ways to reduce drug costs?

- What are some of the ‘rules’ that prevent innovative solutions?

- How do we mix prevention and treatment in our strategy?

- How do keep a focus on long term outcomes while generating short term wins?
Adaptive Responses in Brazil

- **Systemic**: declared HIV a crisis, produced — and distributed for free -- “generic drugs” (cost reduced by 90%).

- **Collaborative**: worked with Church clergy and alternative media to educate people about HIV and promote “safe sex”.

- **Collaborative**: created easy-to-follow drug protocols with citizen groups that allowed illiterate patients to administer own treatment with help with “local” and “trustworthy” hubs (e.g. NGO’s, etc.)
HIV Infection Rates

South Africa

Brazil

1980

2000

0.6%

25%
Complex Issues & the Dark Side of the Parking Lot
Share an example of where a group is using a traditional response (e.g., recipe, expert driven, overly political) when an adaptive response would be better?
#3
The Collective Impact approach is the most popular approach to emerge to tackle complex issues at scale.
Every problem magnifies the impact of the others, and all are so tightly interlocked that one reversal can produce a chain reaction with results far distant from the original causes.

A **rundown apartment** can exacerbate a child’s **asthma**, which leads to a call for an ambulance, which generates a **medical bill** that cannot be paid, which ruins a **credit record**, which hikes the **interest rate** on an auto loan, which forces the purchase of an **unreliable used car**, which jeopardizes a mother’s **punctuality at work**, which limits her promotions and **earning capacity**, which confines her to **poor housing**.”

David Shipler *The Working Poor: Invisible In America*
Programmatic interventions help people **beat** the odds.

Systemic interventions seek to **change** the odds for people.

*Karen Pittman*

*Forum for Youth Investment*
Roughly Similar Framing, Principles & Practices

Comprehensive Community Initiatives (Aspen Institute: 1992)

Collective Impact (FSG: 2011)

Comprehensive, Multi-sectoral Efforts to Reduce Poverty (Tamarack Institute: 2002)

Needle Moving Community Collaboratives (The Bridgespan Group: 2012)
The Challenge

• Funders select individual grantees

• Organizations work separately

• Evaluation attempts to isolate a particular organization’s impact

• Large scale change is assumed to depend on scaling organizations

• Corporate and government sectors are often disconnected from foundations and non-profits.

Source: Foundations Strategy Group (FSG)
The Collective Impact Response

- Funders understand that social problems—and their solutions—arise from multiple interacting factors.

- Cross-sector alignment with government, nonprofit, philanthropic and corporate sectors as partners.

- Organizations actively coordinating their actions and sharing lessons learned.

- All working toward the same goal and measuring the same things.

Source: Foundations Strategy Group (FSG)
Five Conditions for Collective Impact

- Specialized Agendas
- Fragmented Measurements
- Independent Activities
- Sporadic Communication
- Unsupported Efforts
- Common Agenda
- Shared Measurement
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Organization
CI: A Platform for Adaptive Responses on Scale

- Common Agenda
- Backbone Support
- Continuous Communication
- Shared Measurement
- Mutually Reinforcing Activities
Widespread Buy-In .... & Early Results

- Teen Pregnancy
- Health
- Education
- Homelessness
- Community Safety
- Poverty
Premiere Case Study: Homelessness

Homeless plight an impossible fight:

THE GLOBE AND MAIL
Case Study: Medicine Hat

Medicine Hat Homelessness Could Reach Its End This Year

The Huffington Post Alberta | By Jesse Ferreras  
Posted: 05/14/2015 10:20 am EDT | Updated: 05/15/2015 11:59 am EDT

Medicine Hat is about to end homelessness – but then what?

Annalise Klingbeil, Calgary Herald

Published on: April 15, 2015 | Last Updated: May 12, 2015 8:47 PM MDT
Medicine Hat: Ongoing Evolution

Medicine Hat maintaining homeless-free status 2 years on
Mayor Clugston says he's seen an 'aching, burning need' to solve this problem around the world
By Sarah Lawrynuik, CBC News  Posted: Jan 26, 2017 7:00 AM MT  |  Last Updated: Jan 26, 2017 7:00 AM MT

Medicine Hat unveils proposal to assist residents dealing with poverty
The case for Collective Impact is compelling, the principles and practices are emerging and the early results promising ... and we need a great deal of sustained innovation.
iPhone 1.0: Success or Failure?
The Collective Impact Approach

We are HERE

- Innovators: 2.5%
- Early adopters: 13.5%
- Early majority: 34%
- Late majority: 34%
- Laggards: 16%
An Evolution in the Revolution

- **CI 1.0**: some communities working in a CI format without naming it (e.g. ending homelessness initiatives)

- **CI 2.0**: FSG publishes an article and thousands embrace the approach

- **CI 3.0**: CI innovators continue to adapt and evolve the approach.
Six Shifts

Specialized Agendas → Common Agenda → Community Aspiration
Fragmented Measurements → Shared Measurements → Strategic Learning
Independent Activities → Mutually Reinforcing Activities → High Leverage
Sporadic Communication → Continuous Communication → Authentic Engagement
Unsupported Efforts → Backbone Infrastructure → Container For Deep Change

Management Paradigm
Mutually Reinforcing Activities
Continuous Communication
Backbone Infrastructure
Community Aspiration
Strategic Learning
High Leverage
Authentic Engagement
Container For Deep Change
Shift #1: Managers to Movement Builders

CI 2.0
• Managers would rather live with a problem that they can’t solve than with a solution they don’t control.

CI 3.0
• Think like an organization, act like a movement -- we need to create enough momentum to change stuck systems ... even if it's sometimes disruptive.
Shift #2: Authentic Engagement

CI 2.0
• Keep lines of formal and informal communication open and constant so everyone can keep in touch with what others are doing.

CI 3.0
• Engage with people with lived experience so you can 360 degree intelligence and be prepared to work with people you don’t agree with, like or trust.
Shift #3: From Agenda to Aspiration

CI 2.0
“The difference between a good movie and a bad movie is simple ... to make a good movie, everyone has to be making the same movie.”

Francis Ford Coppola
Film Director

CI 3.0
“If you want to build a ship, don’t drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea.”

Antoine de Saint Exupéry
Shift #4: From Shared Measurement to Strategic Learning

CI 2.0
• To what extent are we making sustained progress on shared outcomes?

CI 3.0
• What do results mean? How do we spot, understand, learn from and adapt from failure? What have we learned about the nature of the challenges we are trying to address and the systems that hold in this place? So what are the implications for upgrading our strategy?
Shift #5: Mutually Reinforcing to High Leverage

CI 2.0
• Sometimes people will collaborate on - such as one stop shops – even though , and these do not

CI 3.0
• Tbd.
Shift #6: Backbone & Containers

• The backbone organization helps keep Collective Participants carry out their work in a coordinated fashion, like a

Aspiration
• How do we create a space or a platform for Collective Participants to have very fierce and tough conversations
What are your contributions to building the principles and practices of Collective Impact?
#5

The Collective Impact **pioneers** in Lancaster County (and beyond) have a critical role to play moving forward.
Living In Two Worlds

It's difficult to build something new while protecting—and sometimes providing hospice—to the old ways of doing things.

Meg Wheatley
Four Suggestions

1. Focus on results, embrace failure and adapt and evolve.

2. Fully embrace criticism while keeping your eye on the ball.

3. Share your story with other pioneers and early adopters.

4. Balance a short term focus on making change now with a long term view of building capacity for the next generation of community leaders.
Websites: Search Them Up

For anyone who’s ever wondered, “What am I supposed to do now?”
What is **most alive** for you after today’s session (e.g., a thought, a feeling, a question)?