Systems Change Summit 2018

Summit Facilitation and Presentation Design:
Jason D. Alexander, MPP, Principal and Co-Founder
Capacity for Change LLC
About Capacity for Change LLC

**Capacity for Change, LLC** is a public interest consulting firm based in West Chester, Pennsylvania that works with public, philanthropic and nonprofit organizations to create positive and lasting social impact through better strategy, culture and partnership design.

**Jason D. Alexander, MPP** is Principal and Co-Founder of Capacity for Change LLC. Before co-founding Capacity for Change in 2001, Jason facilitated the creation of strategic technology alliances in underserved communities as a project manager for the Massachusetts Technology Collaborative, a division of the Massachusetts Department of Economic Development. Jason earned his Master’s in Public Policy from the University of Delaware and was the first recipient of the Marvin S. Gilman/National Housing Endowment Scholarship in U.S. Housing and Urban Policy. Jason has a Bachelor's Degree in Political Science from the College of the Holy Cross. He currently serves as the Board Chair of the Brandywine Health Foundation in Coatesville, Pennsylvania.
Agenda

8:30 AM   Registration
9:00 AM   Welcome & Introductions
9:15 AM   Presentation: To Change the World, Change Your Mind
10:15 AM  Break
10:30 AM  Systems Change Workshop I: Falling In Love With The Problem
12:00 PM  Lunch
1:00 PM   Systems Change Workshop II: Designing A Roadmap for Action
2:15 PM   Reflections & Next Steps
2:30 PM   Adjourn
Learning Objectives

1. Achieve a better understanding of systems change concepts, ideas, tools and strategies.

2. Explore ways that systems change initiatives might help solve major health problems facing your community.

3. Develop roadmaps for action for leaders of systems change initiatives participating in the Summit.
Summit Participants: Systems Represented

• Youth
• Affordable Housing
• Trauma-Informed Care
• Food Systems
• Workforce Development
• Access to Health Services
• Other
Summit Participants: Stage of Systems Change

39% Exploring systems change possibilities

32% Formal planning underway

25% Implementation has begun

4% Systems change has already had substantial impact (1)
Summit Participants: Questions and Concerns

- Addressing a problem cooperatively while retaining organizational mission
- Identifying specific system change goals and how to achieve them
- Enlisting support from and engaging the community and businesses
- Forming and sustaining collaborations across multiple organizations
- Targeted messaging and communications strategies
- Effective evaluation strategies and embracing collective measures
- Sharing project design ideas and project results
- Securing and sharing funding
To Change the World, Change Your Mind

Presentation

In order to change the world, you have to get your head together first.

— Jimi Hendrix —
Simple Vs. Complicated Vs. Complex Problems

**Simple**

The right "recipe" is essential but once you've discovered it, **replication** will get you almost the same result every time.

*Example: Baking a Cake*

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**Complicated**

The right "protocols and formulas" are needed, as are high levels of **expertise** and training – **experience** is built over time to get to the right result, which can be repeated over time with the expectation of success.

*Example: Sending a Rocket to the Moon*

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**Complex**

There are no "right" recipes or protocols that work in every situation. There are many **outside factors** that influence the situation, and every situation is unique. Experience helps, but in no way guarantees success.

*Example: Raising a Child*

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The traditional approach in the social sector has been to treat problems as simple or complicated.
Complex Problems Are “Wicked”

- Problems are never completely solved
- Every problem is unique
- There is no clear problem definition
- Solutions are not right/wrong, but better/worse
- Can take a long time to evaluate solutions
- Every solution ramifies throughout the system
- Every wicked problem is connected to others
- Straddle organizational & disciplinary boundaries
- Are multi-causal multi-scalar & interconnected
- Multiple stakeholders with conflicting agendas

Based upon Rittel and Webber (1973)
Using Systems Change To Solve Complex Problems

What Is A Systems Change?

A fundamental change in policies, processes, relationships, and power structures, as well as deeply held values and norms, as the pathway to achieve common goals and make positive social gains sustainable at scale, whether it’s around increasing equity, improving health, or reducing poverty.

# Systems Change Case Study: Your Way Home Montgomery County PA

<table>
<thead>
<tr>
<th><strong>Purpose</strong></th>
<th>Unified and coordinated housing crisis response system for residents experiencing or at imminent risk of homelessness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision</strong></td>
<td>To make homelessness rare, brief and non-recurring</td>
</tr>
<tr>
<td><strong>Values</strong></td>
<td>Housing First, Progressive Engagement, Person-Centered, Equity</td>
</tr>
</tbody>
</table>
| **Goals**   | 1. Reduce the number of people experiencing homelessness  
               2. Exit more people from homelessness to permanent housing  
               3. Increase the housing stability of people exiting homelessness |
| **Cross-Sector Partners** | Public and private funders, nonprofit housing and service providers, landlords, advocates and consumers |
| **Governance & Leadership** | Advisory Council & Teams; Funder Collaborative; Lead Agency Operations Team/Backbone Support Organization/Contractor |
| **Communications** | Annual Summit; Annual Report; Website & Social Media; Community Forums; 1.0 FTE Community Outreach Manager |
| **Evaluation** | Clarity HMIS; 1.0 FTE Data Manager                                                                                 |
| **Funding**  | In 2017, $8.8M in public and $362K in private funding (braided)                                                    |
| **Impact**   | 37% reduction in literal homelessness since implementation in 2014 (from 431 to 291 households in Annual PIT Count) |
Systems Change Case Study: Connect To Home of Eastern Pennsylvania

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Coordinated Entry System (CES) for housing and homeless services in 33-county region of Eastern PA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>Housing First, Ubiquitous Access, Vulnerability Prioritization</td>
</tr>
<tr>
<td>Goals</td>
<td>1. 100% of housing and homeless service assessments and referrals made through CES</td>
</tr>
<tr>
<td></td>
<td>2. People experiencing homelessness can easily access CES regardless of their housing situation, household composition, primary language or geographic location</td>
</tr>
<tr>
<td>Cross-Sector Partners</td>
<td>PA-509 Continuum of Care (CoC), PA DCED, Housing Alliance of PA, United Way of PA, local gov’t agencies, nonprofit providers</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>Continuum of Care Governing Board, Coordinated Entry System (CES) Committee; CES Regional Managers</td>
</tr>
<tr>
<td>Communications</td>
<td>Facebook Workplace, email blasts, CoC meeting presentations</td>
</tr>
<tr>
<td>Evaluation</td>
<td>ClientTrack HMIS</td>
</tr>
<tr>
<td>Funding</td>
<td>HUD, PA DCED, PA Housing Finance Agency, United Way, In-Kind</td>
</tr>
<tr>
<td>Impact (since January 2018)</td>
<td>1911 assessments, 1808 Housing Community Queue placements, 20% enrolled in Rapid Re-Housing or Supportive Housing</td>
</tr>
</tbody>
</table>
# Systems Change Case Study: Lehigh Valley Trauma Awareness Collaborative

<table>
<thead>
<tr>
<th>Purpose</th>
<th>To create more trauma-informed, unified and coordinated educational, health and human service systems that build resilience and reduce Adverse Childhood Experiences.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>Healthy, hopeful and thriving children, families and individuals throughout Lehigh Valley who have equitable access to resources, knowledge and support necessary to be resilient in the face of trauma and adversity.</td>
</tr>
</tbody>
</table>
| Values | • ACEs and childhood trauma can have a tremendous impact on health and opportunity across the lifespan.  
• Protective factors such as safe and supportive relationships play an important role in helping to prevent and overcome ACEs.  
• Engaging the entire community and being inclusive of diverse community voices and perspectives are essential to creating positive social change.  
• Everyone deserves a fair and just opportunity to become more resilient to trauma and adversity, which may require addressing systemic barriers to equitable access including poverty, discrimination and their consequences. |
| Goals | 1. Raise awareness of the impact of trauma and adversity on children and adults.  
2. Build collaborative and organizational capacity to lessen the impact and negative effects of ACEs and childhood trauma.  
3. Provide more access to resources, training, education and tools that create more trauma-informed systems and organizations that help build resilience and do not re-traumatize children.  
4. Foster collaboration among and between educational, health and human service systems and their community partners, including business, civic, nonprofit, legal, philanthropic and faith-based organizations.  
5. Advocate for trauma-informed policy, practice and funding.  
6. Help communities reduce risk factors and increase protective factors that promote well-being and resilience. |
| Cross-Sector Partners | Schools, universities, health/human/social service providers, local governments, United Way |
| Funding | Planning grant co-funded by United Way of Greater Lehigh Valley, Lehigh County Human Services and Intermediate Unit 21 |
Systems Change
Tools: System Thinking

Systems thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing patterns of change rather than static ‘snapshots’."

- Peter Sedge
Systems Change Tools: Collective Impact

01  A Common Agenda
02  Shared Measurement System
03  Mutually Reinforcing Activities
04  Continuous Communication
05  Backbone Support Organization
Systems Change Tools: Human Centered-Design
Systems Change Tools: Equity Lens & Mirror
Lessons Learned: Start With Why

When everyone begins to answer the question “why?” with “because there must be a better way” then you can begin planning for systems change.
Lessons Learned: Embrace Uncertainty

Systems change is iterative and is measured in years, not months.
Lessons Learned: Failure = Success

If you’re not prepared to be wrong, you’ll never come up with anything original.
—Sir Ken Robinson
Lessons Learned: Communications Is Key
Lessons Learned: Everybody Changes

Systems change requires changes in attitudes, behaviors, decision-making, policy, practice and funding across all sectors.
To Change The World, Change Your Mind
Falling In Love With the Problem

Systems Change Workshop I

I don’t think I solve problems in my poetry; I think I uncover the problems.

Margaret Atwood
To Solve a Complex Problem, You Must First Define It

- What is the problem you are trying to solve?
- What is the scope, nature, and extent of the problem?
- What are the root causes of the problem and barriers to resolving it?
- What population(s) are most affected by the problem - demographics, characteristics, risk factors, etc.?
- What is your vision for what the world (or your community) will look like after you’ve solved this problem?
Designing a Roadmap for Action

Systems Change Workshop II

“People don’t resist change. They resist being changed.”
- Peter M. Senge
Elements of a Roadmap for Systems Change

- Vision, Mission/Core Purpose/Common Agenda and Guiding Principles Statements
- Shared Goals and Measurable Objectives (Process and Outcome)
- Structures for Leadership, Participation and Decision-Making
- Strategies for 1) System/Asset Mapping, 2) Community Engagement, 3) Communications and 4) Evaluation
- Human and Financial Resources (Backbone Support & Funding)
- Major Action Steps (Tasks, Timelines & Directly Responsible Individuals/Teams/Organizations)
Contact Information

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