Systems Change Summit III August 7, 2019

Keynote Speaker and Facilitator:

Jason D. Alexander, MPP
Principal and Co-Founder
Capacity for Change LLC
Pronouns: he, him, his

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 a Principal and Co-Founder of Capacity for Change LLC.

- Master's in Public Policy from the University of Delaware

- Previously worked at the Massachusetts Technology Collaborative

- Currently the Board Chair of the Brandywine Health Foundation

Agenda

SESSION ONE

8:30 AM   Registration and Light Breakfast

9:00 AM   Welcome and Introductions

9:15 AM   Keynote: You Better Start Swimmin'

9:40 AM   Presentations: Local Systems Change in Action

- Cumberland County Food System Alliance
- Healthy Shippensburg Coalition
- Cumberland County Housing Systems Change Initiative

11:00 AM   Talk Show: Local Systems Change Leaders in Conversation

11:30 AM   Break

SESSION TWO

12:00 PM   Lunch and Networking

12:30 PM   Deep Dive into Collective Impact 3.0

1:00 PM   Peer and Team Learning Sessions

- Engaging All Sectors and the Community
- Leadership Development
- Backbone Support Roles
- Funding Sustainability

3:00 PM   Adjourn

Keynote: You Better Start Swimmin'

Come gather 'round people
Wherever you roam
And admit that the waters
Around you have grown
And accept it that soon
You'll be drenched to the bone
If your time to you is worth savin'
Then **you better start swimmin'** or you'll sink like a stone
For the times they are a-changin'

- Bob Dylan

Come gather 'round people
Wherever you roam

Collaborative vs **Collective Impact**

Collaborative		Collective Impact
Convene around Programs/Initiatives	→	Work Together to Move Outcomes
Prove	→	Improve
Addition to What You Do	→	Is What you Do
Advocate for Ideas	→	Advocate for What Works

StriveTogether
Every child. Cradle to career.

And admit that the waters
Around you have grown

- **19%** of adults in Pennsylvania experience Mental Illness (AMI); only **46%** of whom have sought treatment

- **A** person earning minimum wage must work **107** hours per week to afford a 2 bedroom rental home in Pennsylvania; the housing wage a full-time worker must earn to afford a modest apartment while spending no more than 30% of income on rent and utilities is **$19.46**/hour in Cumberland County ($19.35 in PA)

- In Pennsylvania, **1,534,710** people (**1 in 8**) are struggling with hunger - and of them **437,340** (**1 in 6**) are children; people facing hunger in Pennsylvania are estimated to report needing **$797,438,000** more per year to meet their food needs.

And accept it that soon
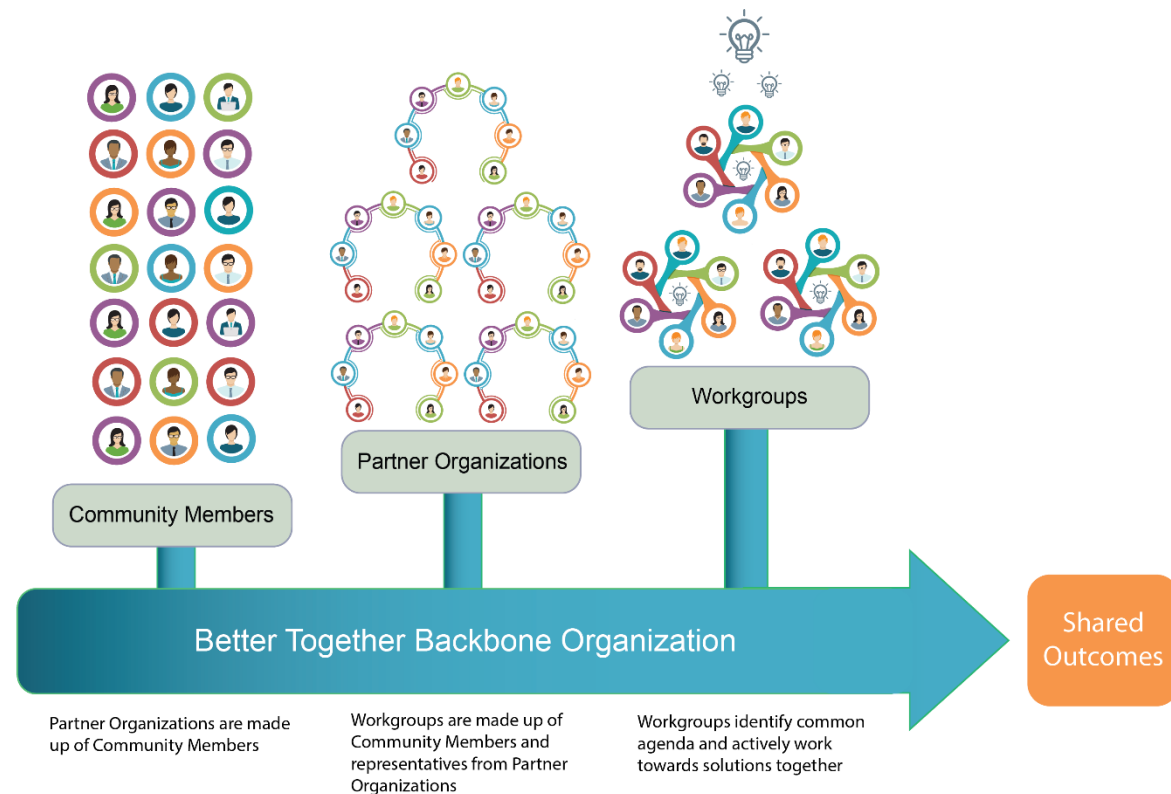# You'll be drenched to the bone

If your time to you is worth savin'

"The word 'profit' comes from the Latin noun profectus for 'progress' and the verb proficere for 'to advance.' 'Nonprofit' means, etymologically, nonprogress. This is not a simple case of mistaken meaning. It's a dangerous unconscious statement of intent, or lack of it." – Dan Pallotta

Then you better start swimmin' or you'll sink like a stone

Collective Impact

Better Together

Community Members

Partner Organizations

Workgroups

Better Together Backbone Organization

Shared Outcomes

Partner Organizations are made up of Community Members

Workgroups are made up of Community Members and representatives from Partner Organizations

Workgroups identify common agenda and actively work towards solutions together

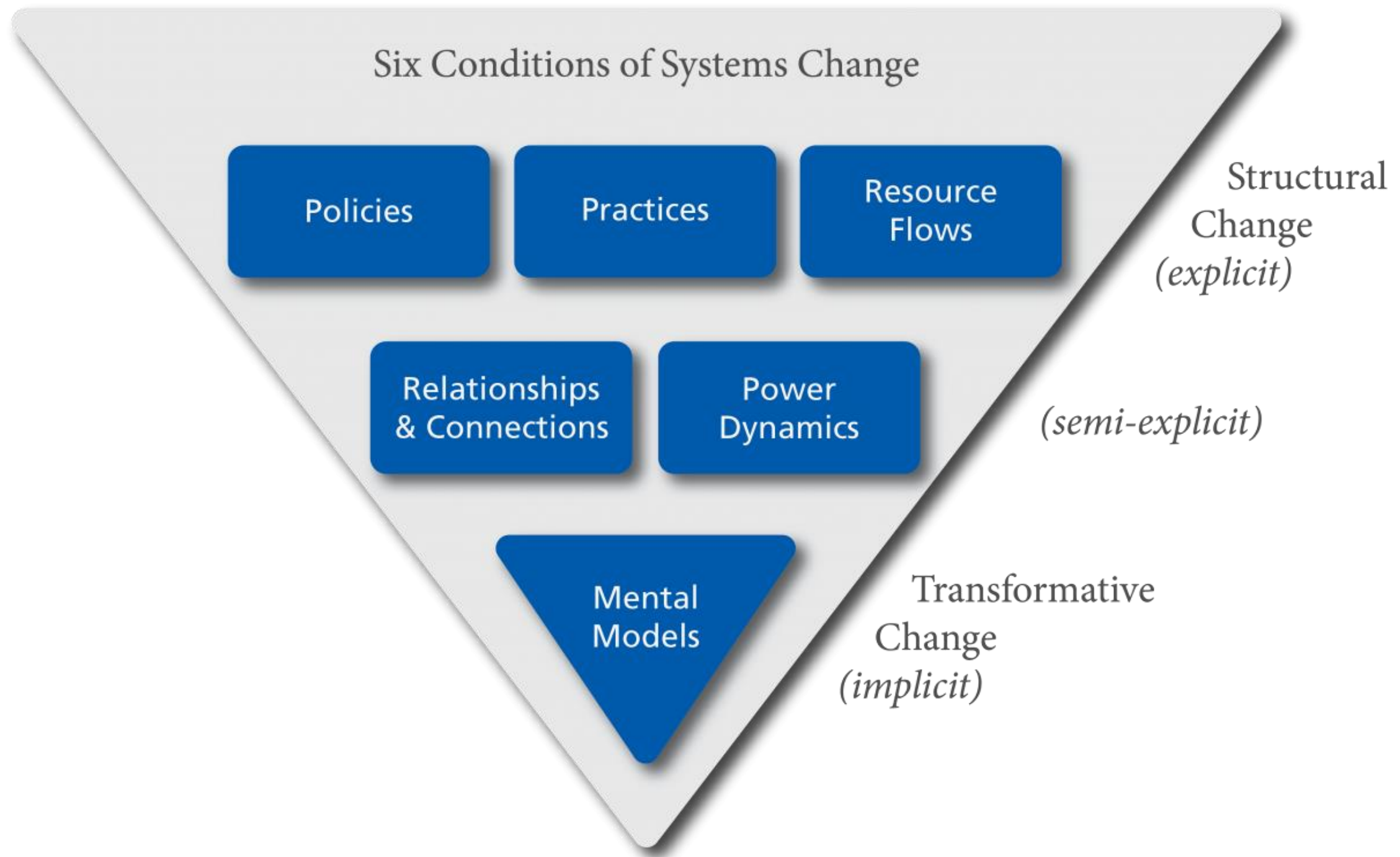| PHASE	MILESTONE ACTIVITIES
1. INITIATING ACTION	Problem definition, best practice research, system mapping, and vision development
2. ORGANIZING FOR IMPACT	Production of shared goals, agreed upon strategies, indicators, measures, and the resulting common agenda
3. EARLY EXECUTION	Launch working groups with aligned action plans to begin implementation
4. SUSTAINING IMPACT	Evolve methods for working in alignment as the effort matures, refine strategies as needed, and communicate the ways in which lives are changing for the better

For the times they are a-changin'

Six Conditions of Systems Change

- Policies
- Practices
- Resource Flows

Structural Change (*explicit*)

- Relationships & Connections
- Power Dynamics

(*semi-explicit*)

- Mental Models

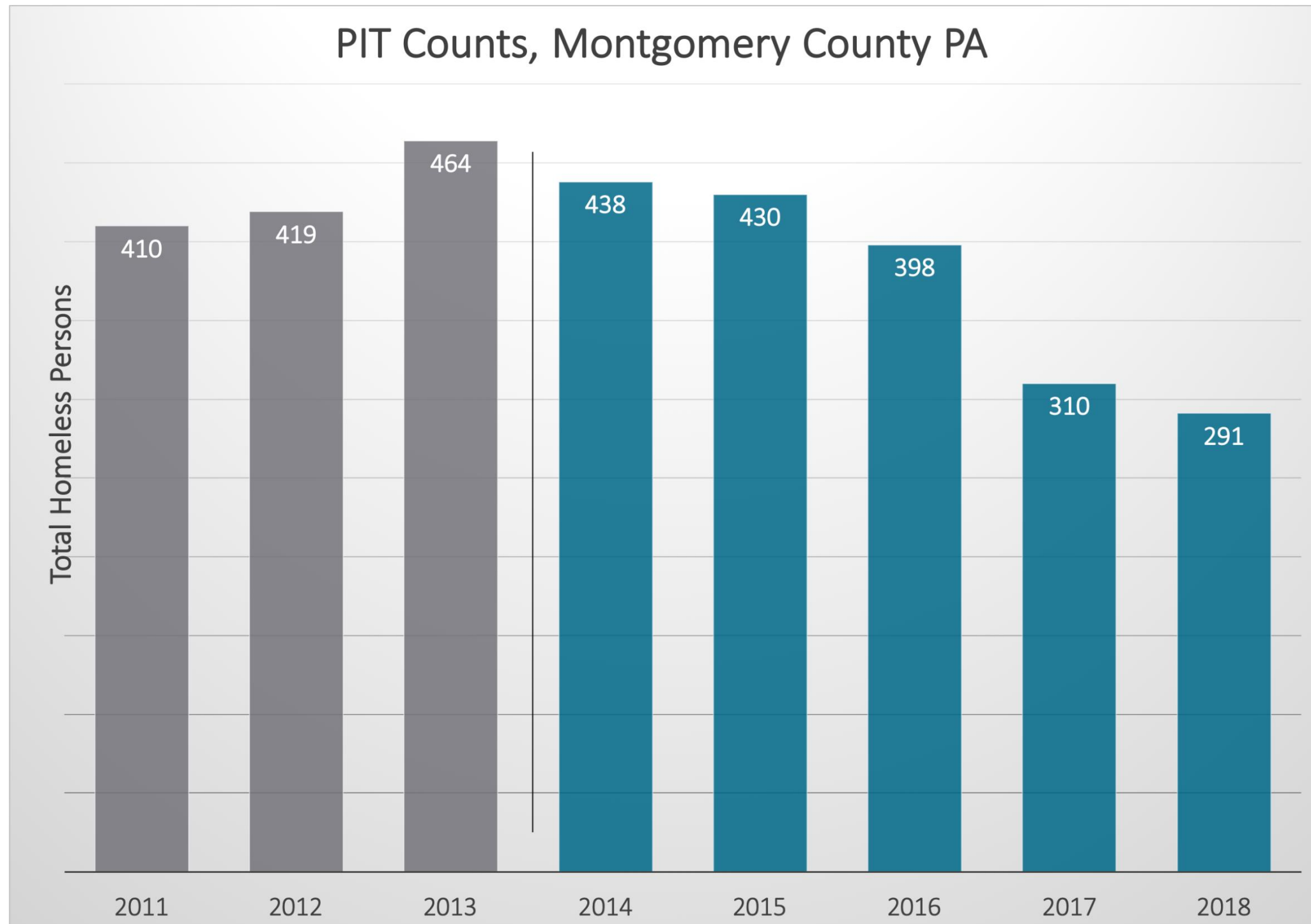Transformative Change (*implicit*)

Systems Change Case Study:
Your Way Home Montgomery County

47% Reduction in homelessness between 2013 - 2019

61%
Increase in exits to permanent housing from shelter since 2014

81%
Of households at imminent risk of homelessness diverted from entering shelter in 2018-19

PIT Counts, Montgomery County PA

Total Homeless Persons

Year	Count
2011	410
2012	419
2013	464
2014	438
2015	430
2016	398
2017	310
2018	291

Systems Change Case Study:
Your Way Home Montgomery County

Your Way Home is making the experience of homelessness in Montgomery County, Pennsylvania rare, brief, and non-recurring through six core strategies:

1. Coordinated Entry: 2-1-1 Call Center and 24/7 Street Outreach Team

2. Emergency Shelter: 7 Low Barrier Family/Single/DV Shelters

3. Housing Resource Centers: 3 Regional/1 Youth Serving Rapid Re-Housing Providers

4. Connections: Education, Employment, Financial, Healthcare, Legal, Permanent Supportive Housing, Public Benefits, Public Housing

Systems Change Case Study:
Your Way Home Montgomery County

Your Way Home is making the experience of homelessness in Montgomery County, Pennsylvania rare, brief, and non-recurring through six core strategies:

5. Prevention

Unlocking doors to homelessness prevention

Solutions for preventing homelessness and eviction

March 2018

Eviction and Homelessness Prevention Research Project

Your Way Home Montgomery County and HealthSpark Foundation

HealthSpark Foundation
investing in healthy communities

YOUR WAY HOME
MONTGOMERY COUNTY

Eviction Prevention & Intervention Coalition (EPIC): Pro bono legal representation, 30 days case management, up to $1500 financial assistance for households appearing in MDJ Court # 38-1-16 (Norristown).
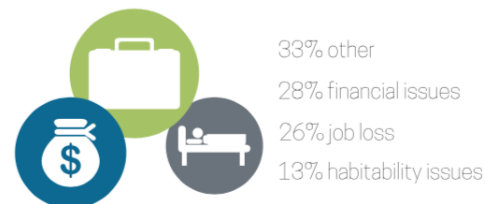
Impact

Evictions Prevented [1]

85%

Demographics [2]

Black/African American: 68%
Women: 75%

Why are people being evicted? [3]

33% other
28% financial issues
26% job loss
13% habitability issues

Total Financial Assistance

$60,935

2018: 81 households were served with case management, legal, and financial services.

Sprout Initiative: RRH "Light" for families homeless under DOE definition but not otherwise eligible for Your Way Home services (HUD Category 2: doubled-up, couch-surfing, living in a hotel) and have school-aged children identified by District as housing unstable.

- As of May 2019: **22** households, consisting of 40 school-aged children in the North Penn School District, have been enrolled.
- As of May 2019: **15** households (21 school-aged children) stabilized their housing situation through the support of Sprout.
- August 2019: Villanova report due

Systems Change Case Study:
Your Way Home Montgomery County

Your Way Home is making the experience of homelessness in Montgomery County, Pennsylvania rare, brief, and non-recurring through six core strategies:

6. Collective Impact

Community Engagement	Data-Driven Decision Making	Sustainability
- Advisory Council - CoC Governing Board - Advisory Teams (ex. LBGTQ, Housing Options) - Action Teams - Annual Summit - Quarterly Events - Quarterly E-Newsletter @YWHMontCo - Facebook and Workplace - YouTube videos - www.yourwayhome.com	- Unified data system (HMIS) - Performance-based contracting - Consumer and landlord feedback surveys - Local data informs strategic priorities and budgets, pilot projects, grant applications	- Office of Housing & CD backbone support - Braided public funding (e.g., HUD CoC, ESG, CDBG, AHTF, PHARE, Home4Good) - Your Way Home Initiative Fund for philanthropic grants and individual donations at local community foundation

Systems Change Case Study:
# Your Way Home Montgomery County

51%

Systems Change Case Study:
Your Way Home Montgomery County

10% of residents are Black or African American

51% Of people served by Your Way Home are Black or African American

24% Of all people experiencing homelessness in Montgomery County are Black or African American children

10%	2% 8%	80%
51%	7% 1%	41%

0%   20%   40%   60%   80%   100%

■ African American   ■ Two or more races   ■ Asian   ■ White
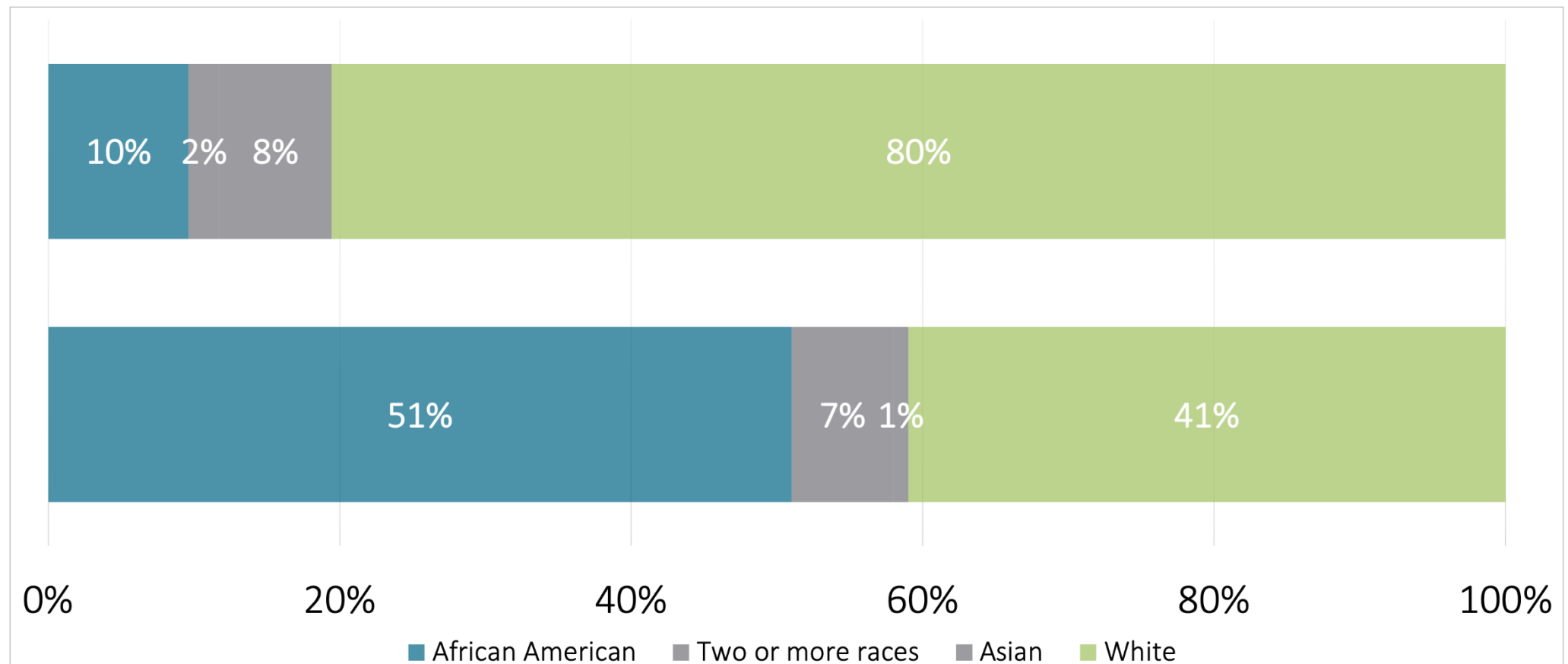
- Published a racial equity study conducted by national experts
- Established a racial equity advisory team
- Made equity the theme of last two Annual Summits
- Secured funding for Diversity and Inclusion leadership trainings
- Recruited more leaders of color to Advisory Council and CoC Governing Board
- Reviewing policies and procedures
- Shifting program and funding priorities
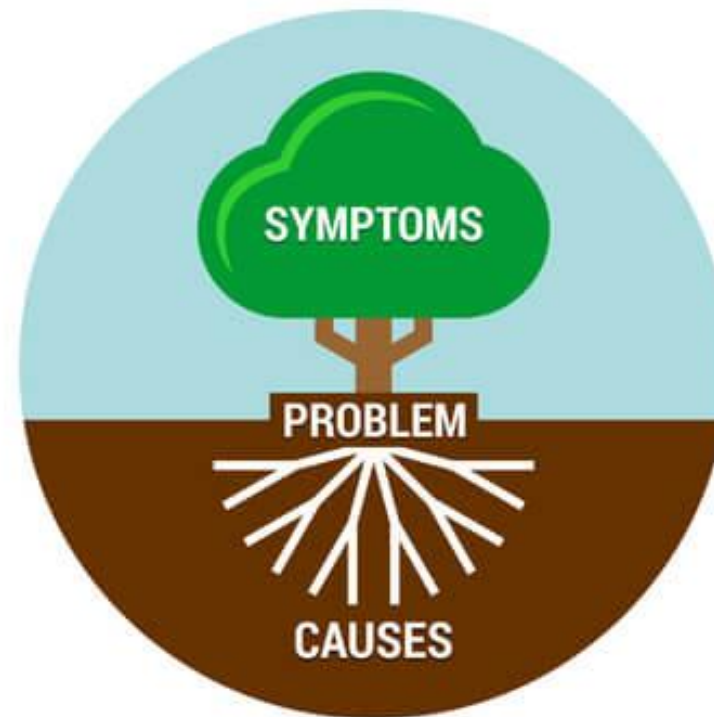- Sharing lessons learned with the sector
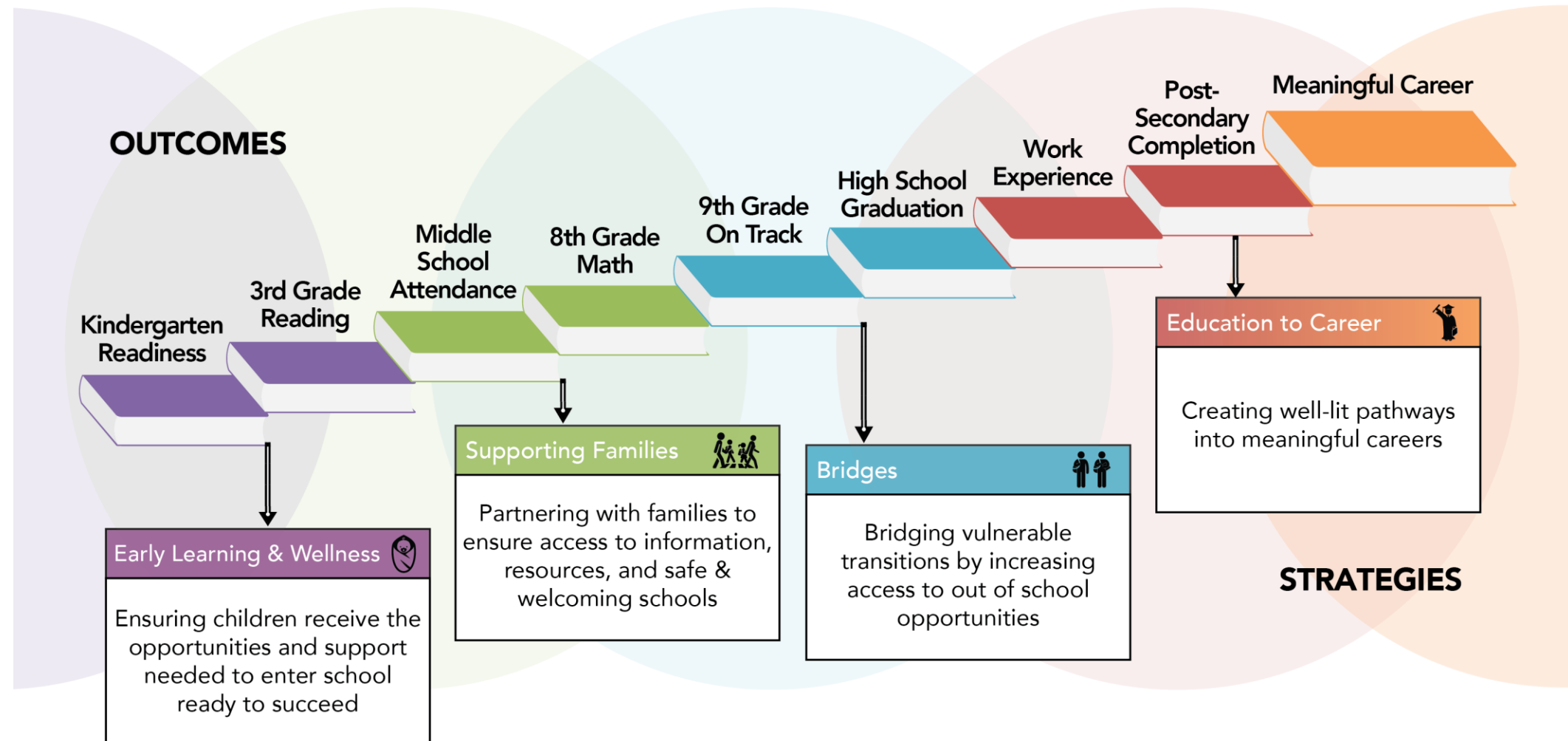
Systems Thinking 101:
Define the Problem

Systems Thinking 101:
Take It To the Root (Cause)

Systems Thinking 101:
Think Big

Systems Change 101:
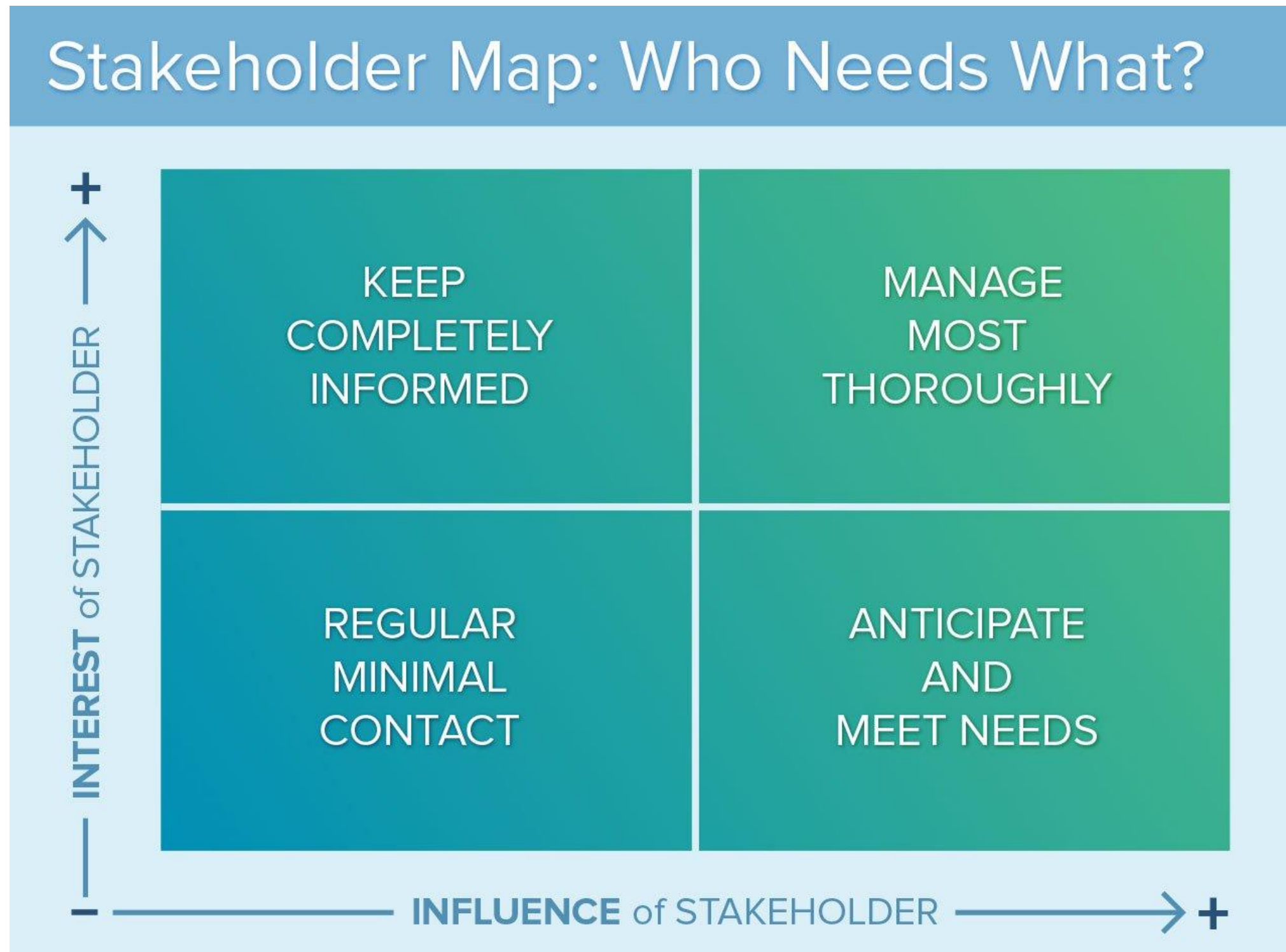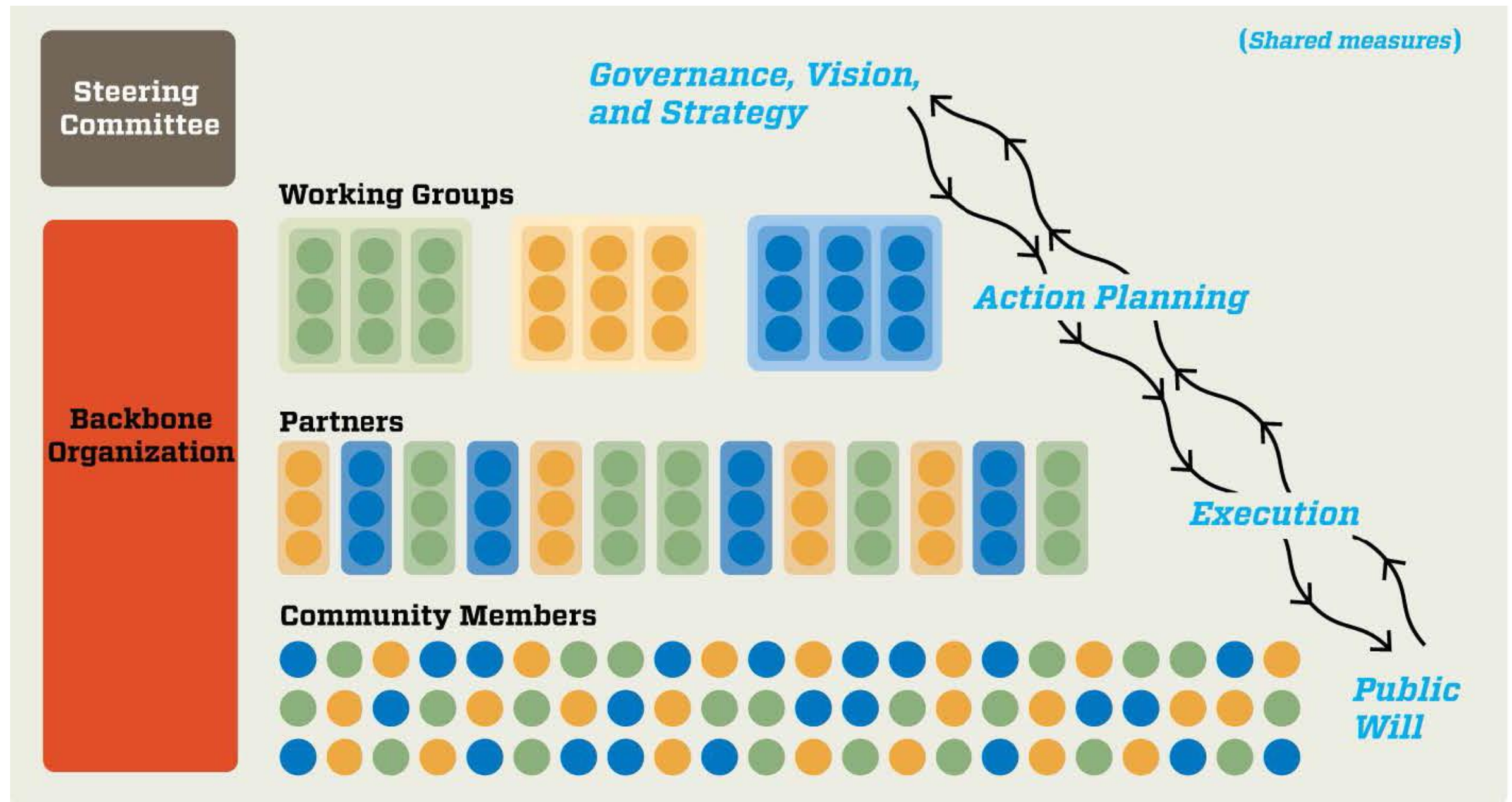# Apply an Equity Lens & Mirror

Equality **Equity** **Justice**

Systems Change 101:
Map Potential Stakeholders

Stakeholder Map: Who Needs What?

INTEREST of STAKEHOLDER (+)

- KEEP COMPLETELY INFORMED
- MANAGE MOST THOROUGHLY
- REGULAR MINIMAL CONTACT
- ANTICIPATE AND MEET NEEDS

INFLUENCE of STAKEHOLDER (−/+)

Systems Change 101:
Plan for Collective Impact

Systems Change 101:
Assess Your Systemic Impact

Assessing Systems-Level Changes

SAMPLE OUTCOMES	SAMPLE INDICATORS
The collective impact initiative is influencing changes in attitudes and beliefs toward the desired behavior change	■ Individuals view the issues and goals of the collective impact initiative with increased importance, relevance, and a sense of urgency. ■ Individuals express attitudes or beliefs that support the desired behavior change.
Philanthropic (or public) funding in the targeted issue area/system is increasingly aligned with the goals of the collective impact initiative	■ Overall funding for the targeted issue area or system has increased. ■ Existing resources are directed toward evidence-based strategies in the targeted issue area or system. ■ New resources are committed to evidence-based strategies in the targeted issue area or system. ■ Funding is increasingly designed to allow for program innovation and experimentation in the targeted issue area or system.

Systems Change 101:
Evaluate Your Initiative

Three Approaches to Evaluation

	DEVELOPMENTAL EVALUATION	FORMATIVE EVALUATION	SUMMATIVE EVALUATION
Stage of collective impact development	Collective impact initiative is exploring and in development.	Collective impact initiative is evolving and being refined.	Collective impact initiative is stable and well-established.
What's happening?	■ Collective impact partners are assembling the core elements of their initiative, developing action plans, and exploring different strategies and activities. ■ There is a degree of uncertainty about what will work and how. ■ New questions, challenges, and opportunities are emerging.	■ The initiative's core elements are in place and partners are implementing agreed upon strategies and activities. ■ Outcomes are becoming more predictable. ■ The initiative's context is increasingly well-known and understood.	■ The initiative's activities are well-established. ■ Implementers have significant experience and increasing certainty about "what works." ■ The initiative is ready for a determination of impact, merit, value, or significance.
Strategic question	What needs to happen?	How well is it working?	What difference did it make?
Sample evaluation questions	■ How are relationships developing among collective impact partners? ■ What seems to be working well and where is there early progress? ■ How should the collective impact initiative adapt in response to changing circumstances?	■ How can the initiative enhance what is working well and improve what is not? ■ What effects or changes are beginning to show up in targeted systems? ■ What factors are limiting progress and how can they be managed or addressed?	■ What difference(s) did the collective impact initiative make? ■ What about the collective impact process has been most effective, for whom, and why? ■ What ripple effects did the collective impact initiative have on other parts of the community or system?

Systems Change 101:
Build Sustainability

THE SUSTAINABILITY CIRCLE

Building Sustainability in Collective Impact

- Leadership Competence
- Effective Collaboration
- Understanding the Community
- Demonstrating Results
- Strategic Funding
- Staff Involvement and Integration
- Community Responsivity

"A boat doesn't go forward if everyone is rowing their own way."

- Swahili proverb

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Pronouns: he, him, his

PARTNERSHIP
for Better Health

Systems Change Summit 2019

Local Systems Change in Action: Three Case Studies

Cumberland County Food System Alliance

Healthy Shippensburg Coalition

Cumberland County Housing Systems Change Initiative

Systems Change Summit 2019

What's the Problem? (The complex social problem trying to solve.)

- 1 in 7 Pennsylvanians are at risk of hunger. This is a 20% increase over the past decade.

- Food insecurity rate for Cumberland County is 9.4% which translates to 23,080 individuals. (Total County pop. is 245,801) *Feeding America 2017 Data*

- 22% of residents qualify for SNAP but only 7.6% use SNAP *(Cumberland County Food Assessment, 2018)*

- 32% of students in CC are enrolled in Free Lunch and another 4% enrolled in Reduced Lunch program *(Cumberland County Food Assessment, 2018)*

What's the Problem? (The complex social problem trying to solve.)

- Of 77% farmland used to grow crops, most food produced in the County are animal feed and grains, not human consumption. *(Cumberland County Food Assessment, 2018)*

- Average income per farm is $35,873 which leaves many farmers vulnerable of food insecurity themselves. *(Cumberland County Food Assessment, 2018)*

What's the Problem? Address Root Issues of Hunger

- Family sustaining Wages

- Workforce Development & Training

- Affordable Housing

- Mental Health & Substance Abuse Issues

- Affordable Childcare

- Transportation

What's the Problem? Conventional Food System

- Lower food costs and greater food variety can be directly attributed to evolvement of conventional food systems.

- Drive to lower production expenses = Savings passed on to consumer.

- Conventional food systems largely based on availability of inexpensive fossil fuels – necessary for mechanized agriculture.

- Conventional system reliant on chemical fertilizers, the processing of food products and the packaging of the foods.

- Large acreages often necessary to generate enough volume for farmer financial viability.

- Operations can degrade soil health and pollute water, air and land.

- Food purchases send billions of $$$ annually out of the county and state.

- Fruits and veggies shipped from distant farms can spend 7-14 days in transit.

Vision for Systems Change

- Create a More Sustainable Local Food System.

- Ensure all residents have access to healthy, affordable food.

- Encourage local food production and processing.

- Minimize environmental impact of food production and transport.

- Create local jobs that provide a living wage and fair working conditions.

- Support a vibrant local economy.

- Maximize resources through reuse of organics and other food byproducts.

Vision for Systems Change

The purpose of the Cumberland County Food System Alliance is to develop a sustainable local food system that promotes economic vitality, increases food security, promotes wellness and advances community resilience in Cumberland County. The alliance will serve to:

- Foster networking and education across members;

- Coordinate local food efforts;

- Explore collaboration and pooling of resources, where appropriate;

- Stay apprised of important food-related health and access issues and serve as repository of relevant data and resources; and

- Advance food policy and advocacy work.

Guiding Principles

- All people have the right to food security, which means having reliable access to nutritious food. We seek approaches to addressing food insecurity that go beyond the immediate task of feeding people who are hungry to working toward developing sustainable, systemic solutions to end hunger.

- Our pursuits will include systems change strategies that empower and educate people, build on assets within families and communities, challenge mindsets and structural barriers, and offer alternatives to business as usual.

- We will prioritize approaches and solutions that can be implemented and sustained over the long term and where possible, we will pursue solutions that coordinate with and support our local food economy and enhance the interconnectivity of our larger local food system.

Sustainable local food system

According to National League of Cities' Sustainable Cities Institute, a ***sustainable food system*** is one that:

- Ensures that all residents have access to healthy, affordable food options;

- Minimizes the environmental impact of food production and transport;

- Facilitates and encourages local food production and processing;

- Creates local jobs that provide fair working conditions and a living wage;

- Benefits local economies by supporting local food producers, retailers and businesses; and

- Maximizes resources through collection and reuse of organics (compost) and other food related byproducts (i.e. fats, oils, grease).

Sustainable local food system

PA Agriculture

- PA is considered a worldwide leader in agricultural, food and lumber production.

- Cumberland County Planning Department has been successful in preserving nearly 19,000 acres of prime farmland through the Farmland Preservation project.

- According to 2012 PA Agricultural Statistics:

  - ✓ Cumberland County agriculture generates a total of $195.4 M in cash receipts from the sale of agricultural crops and livestock products.

  - ✓ There are approximately 1,400 farms in varying sizes in Cumberland County.

  - ✓ 155,000 acres or 44% of Cumberland County is in agricultural use.

- Local produce is available through farmers markets, farm stands, Community Supported Agriculture (CSAs) and other retailers. (See Local Food Guide)

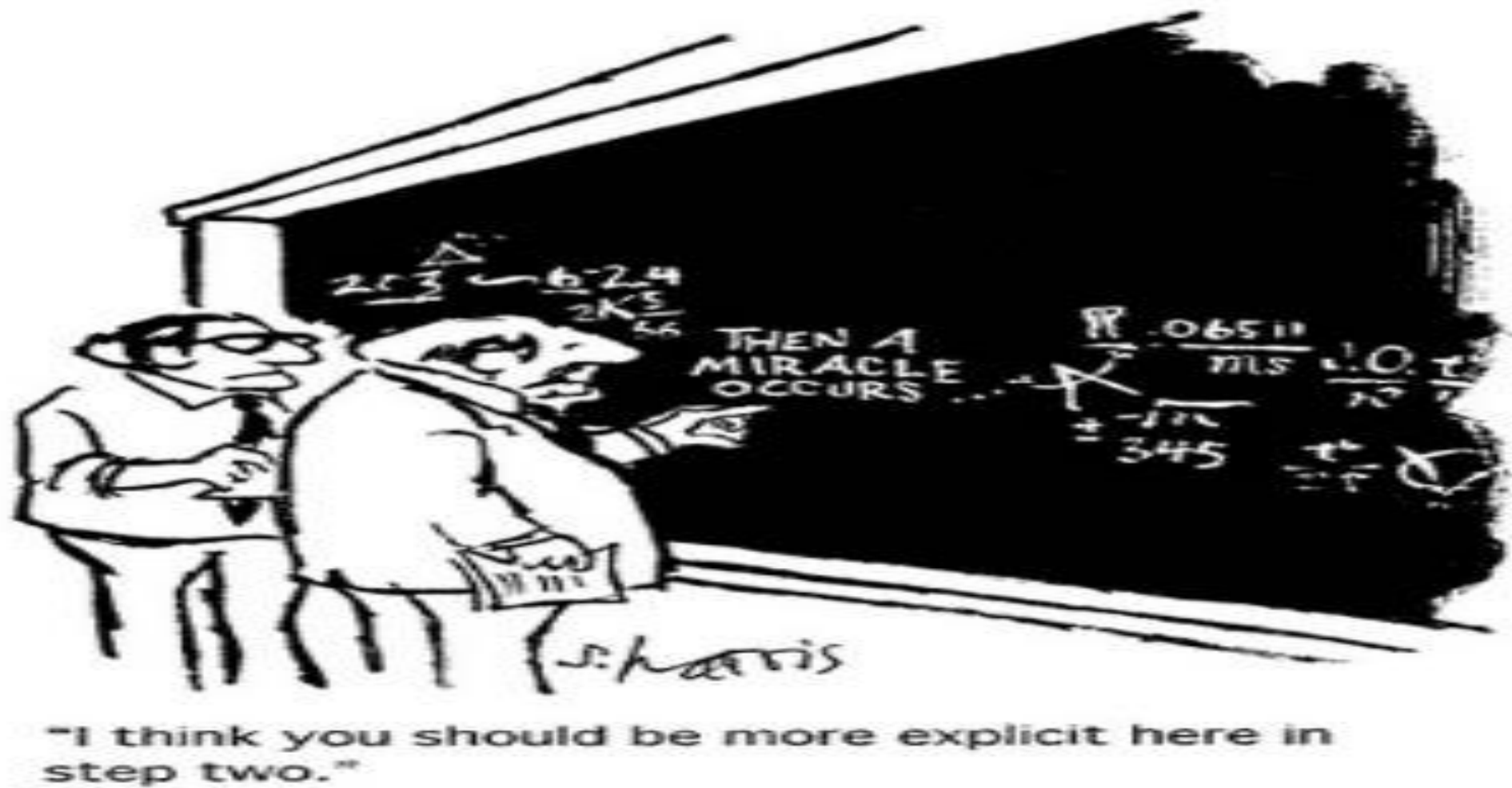- There is much to be learned from our local farming community!

Theory of Change

Image credit: Sidney Harris

CCFSA Partnership Structure

Leadership Council

- Capital RC&D;

- Cumberland County government;

- Dickinson College;

- Partnership for Better Health;

- Penn State Extension;

- Project SHARE; and

- Shippensburg University

CCFSA Partnership Structure

Stakeholders

- Food growers, producers, processors, distributors, retailers, wholesalers, consumers and the charitable food network;

- Public partners, like county and local government;

- Nonprofit sector partners;

- Health and wellness partners, including hospitals and health care systems; and

- Educational institutions.

Shared Goals and Measures of Success

- Create a More Sustainable Local Food System.

- Ensure all residents have access to healthy, affordable food.

- Encourage local food production and processing.

- Minimize environmental impact of food production and transport.

- Create local jobs that provide a living wage and fair working conditions.

- Support a vibrant local economy.

- Maximize resources through reuse of organics and other food byproducts.

Mutually Reinforcing Activities

- Hold quarterly CCFSA public forums

- Maintain Leadership Council to guide CCFSA direction

Continuous Communications Strategies

- Create CCFSA website

- Identify CCFSA target audiences & messaging

- Utilize social media

- Branding/Logo

- Active food mapping

Community Impact

- Shippensburg University Center for Sustainable Land Use (CLUS) in the process of becoming CCFSA backbone organization.

CCFSA's Biggest Challenges

- Broaden participation pool

- Help stakeholders to do their work

- Address root causes of hunger

- Develop strategic approach and narrow focus

What Does the Future Hold?

- Solidify Shippensburg University Center CLUS as the CCFSA backbone organization.

- Advance food policy and advocacy work.

- Build a robust website that will be a repository of relevant data and resources.

Systems Change Summit 2019

Profiles of Local Systems Change Initiatives:

Healthy Shippensburg Coalition

What's the Problem?

- Gaps in services that negatively impact Shippensburg residents health and overall well-being

- Root Cause: Social Determinants of Health that are negatively impacting Shippensburg residents

  - We are in the process of assessing which of these social determinants of health are impacting Shippensburg the most:

    - Economic Stability: Employment

    - Education

    - Social and Community Context: Social Cohesion

    - Health and Healthcare: Mental Health Services

    - Neighborhood and Built Environment: Quality and Affordable Housing, Public Transportation

What's the Problem?

- Scope and Depth of the Problem:

  - Shippensburg Community Assessment Survey & Focus Groups, Census Data, Kid's Count Data, PAYS Data

  - Poverty rate: 17.9%

    - Franklin County: 10.4%, Cumberland County: 7.8%, PA: 13.1%

- Target Population: Shippensburg Area School District

  - This includes all or parts of Shippensburg Borough, Shippensburg Township, Hopewell Township, Newburg Borough, Southampton Township and Orrstown Borough.

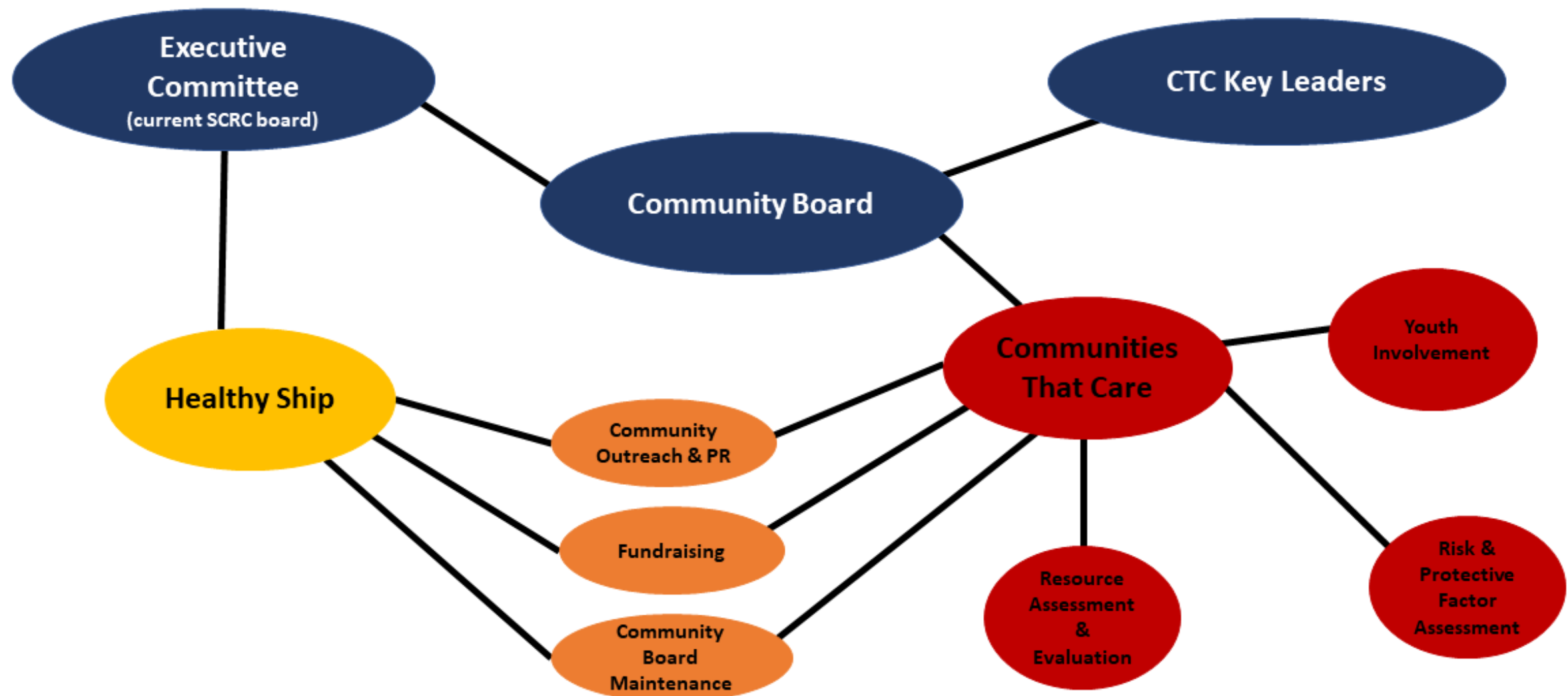 - Low-income to low-middle income individuals and families.

Vision for Systems Change

- Core Purpose

  - To ensure that the Shippensburg community has the resources needed to live healthy, productive lives in which they reach their full potential.

- Needs Purpose Statement

  - To help community members reach their full potential by addressing the gaps in health and social services related to the social determinants of health.

- Vision for Systems Change: To Be Determined

  - Sustainable Funding for the Community Health Mobilizer

  - Programming

  - Practice Procedures or Policies Related to Social Determinants of Health

- Values

  - Serve, Help, Invest, Partner

- Theory of Change: Collective Impact

Partnership Structure

SCRC Organizational Chart (January 2019)

- Executive Committee (current SCRC board)
- CTC Key Leaders
- Community Board
- Healthy Ship
- Community Outreach & PR
- Fundraising
- Community Board Maintenance
- Communities That Care
- Youth Involvement
- Resource Assessment & Evaluation
- Risk & Protective Factor Assessment

Partnership Structure

- Facilitator: Community Health Mobilizer

- Task Groups: Coalition Members

- Key Cross-sector Partners: Still developing

  - Human Service Agencies

  - Chamber of Commerce

  - Business Owners

  - Churches

  - Civic Organizations

- Backbone Support: SCRC

  - Community Health Mobilizer, Social Work Interns, & Social Work Graduate Assistant

Shared Goals

- Shared Goals

  - Increase the number of underserved residents who have improved access to health and human services by addressing the social determinants of health that negatively impact Shippensburg residents:

  - Increase the number of partner programs that work together to share pertinent information on an ongoing basis about the health and human service needs

  - Increase in agencies serving the SASD implementing a new practice, procedure or policy to address social determinants of health

Measures of Success

- Key Measures of Success/Progress

  - 30% of health and social agencies in Shippensburg will collaborate to address social determinants of health

  - 30% of health and social service agencies will understand the impact multiple factors, such as homelessness and education, have on a person's health

  - 20% of agencies involved in the health collation will implement a new practice, procedure or policy to address social determinants of health

  - At least 1 new program implemented in the Shippensburg community to address risk and protective factors

- Data Collection and Evaluation Strategies

  - Community assessment

  - Coalition Meeting Check-Up

  - Coalition Effectiveness Inventory

  - Community conversations with community members, key stakeholders, and policymakers

  - SCRC yearly program evaluations

Mutually Reinforcing Activities

- Describe your partnership programs, services, events, campaigns, trainings, etc.

  - Trainings: Building a Healthy Community, Part I & II on Social Determinants of Health and Systems Change from a Collective Impact

  - Community Meetings to reveal the results of the community assessment

  - Coalition Meetings

  - Community involvement by attending community meals, community events, farmer's market

  - Meetings with key stakeholders, policymakers, church leaders, University partners

Continuous Communications Strategies

- Coalition Members:

  - Email, SCRC Website, FaceBook, Monthly Coalition Meetings

- Policymakers and the Public:

  - Email, SCRC Website, FaceBook, Face-to-Face, Chamber of Commerce meetings, The Shippensburg News Chronicle, SASD Website

Community Impact

- Increased Coalition Membership

- Funding for 2nd year

- Implemented Community-Wide Assessment

- Community training about the Social Determinants of Health and Building a Healthy Community

- Community Conversations about Healthcare costs

Challenges

1. Community Member Participation

2. Policymakers involvement and the challenge of being split across 2 counties.

3. Sustainability of Coalition: continued funding for the Community Health Mobilizer

What Does the Future Hold?

1. Form task groups to address the top social determinants of health affecting Shippensburg residents

2. Build strong relationships with policymakers

3. Strengthen relationships with key stakeholders

Systems Change Summit 2019

Profiles of Local Systems Change Initiatives:

Cumberland County Housing Systems Change Initiative

What's the Problem?

- Homelessness. Housing Accessibility. Affordable Housing.

- Poverty. Lack of Resources and/or Support.

- CES Data. Pit Count. Wage and Rental Housing Charts.

- Cumberland/Perry Counties

- All who are housing insecure, or need accessible, affordable housing.

PBH Systems Change Summit III August 7, 2019

Vision for Systems Change

- Reduce Homelessness. Create access.

- Coordinate. Create. Streamline. Build.

- Everyone deserves a safe home that meets their needs.

- Life is change. We must evolve.

Partnership Structure

- LLA-->Advisory Council-->LHOT Program Manager--> Executive Committee --> General Membership

- LHOT Member Agencies

- Partnership for Better Health, LHOT, CCHRA

- LHOT Program Manager. LHOT Executive Committee.

Shared Goals and Measures of Success

- Reduce Homelessness. Safe, affordable, accessible housing options. Easy Service Access. Safe, successful community.

- Data outcomes through CES, PIT, County, and other reports.

- HMIS/ClienTrack. APR reports. CoC Data Committee. Drilldown reporting.

Mutually Reinforcing Activities

- Annual Housing Forum
- Professional Development Trainings through PBH and NAEH
- PIT Count and training for PIT
- No House Tours
- Night Without a Home
- Homeless Children's Education Awareness Week

Continuous Communications Strategies

INTERNAL:

- WORKPLACE. WORKPLACE. WORKPLACE.
- Emails
- Housing Forum
- General Membership meetings
- advisory council meetings [pending]

EXTERNAL:
- Website
- Facebook
- Housing Forum
- CARPOA

- In Person Meetings
- Day on the Hill
- Press Releases

Community Impact

- Increase in CES Partners
- Increased LHOT engagement
- Funding secured for multiple initiatives
- Increased Inter-agency communication

Challenges

- Coming tsunami of housing needs for aging population
- Lack of safe, affordable, accessible housing
- Unrealistic expectations by landlords

What Does the Future Hold?

- Establish Advisory Council
- Establish name and marketing strategy
- Re-work LHOT committee structure to align with initiative goals