### Leveraging Partnerships to Support System Change

Through Collective Impact

Webinar January 29, 2020 at 11:00am Kim Bergeron, Vincent Ng, Melanie Sanderson

### Keeping Kids Healthy



### Land Acknowledgement



http://www.trc.ca/





Land acknowledgement to acknowledge the First Peoples on whose traditional territories we live and work





Mission: To provide leadership on issues affecting the public's health and to strengthen the impact of people who are active in public and community health throughout Ontario

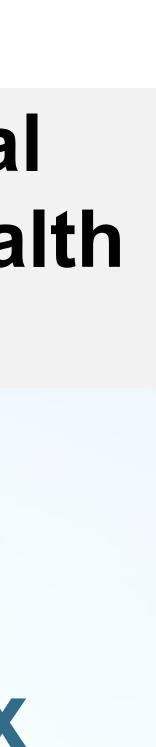
### **Ontario Public Health Association**



# Keeping Kids Healthy

# Build and strengthen partnerships between health and social sector players to better address the social determinants of health and promote health equity among children

www.opha.on.ca/KeepingKidsHealthy.aspx



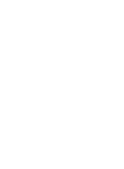
**OMSSA ONTARIO MUNICIPAL SOCIAL** SERVICES ASSOCIATION

### alPHa-OPHA Health Equity











Alliance for Healthier Communities Alliance pour des communautés en santé

Santé publique Ontario Public Health Ontario







CENTRE FOR

POPULATION

EALTH IMPACT







Health Unit



Funded by the government of Ontario

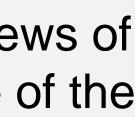


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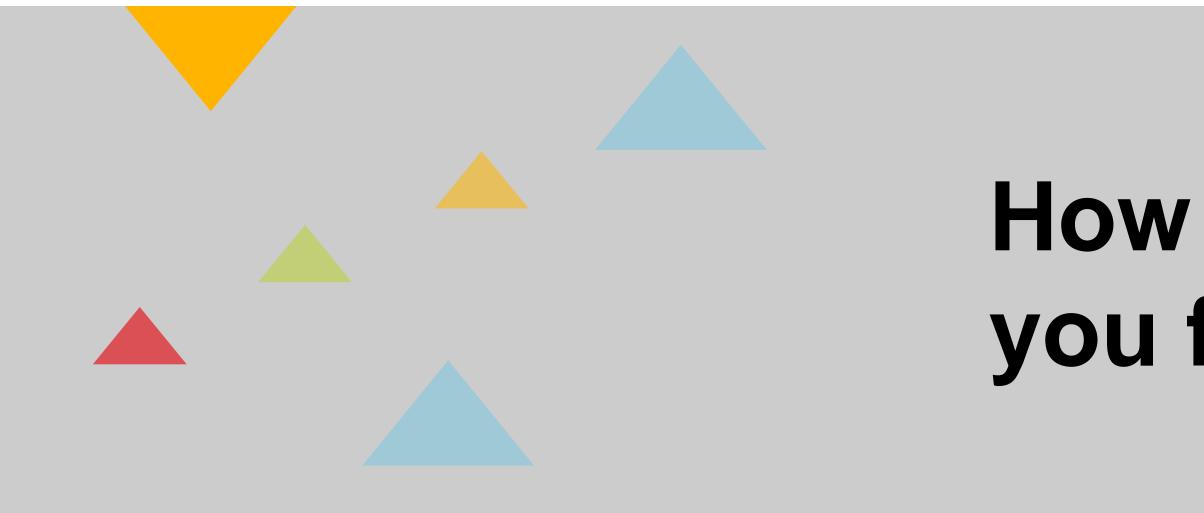


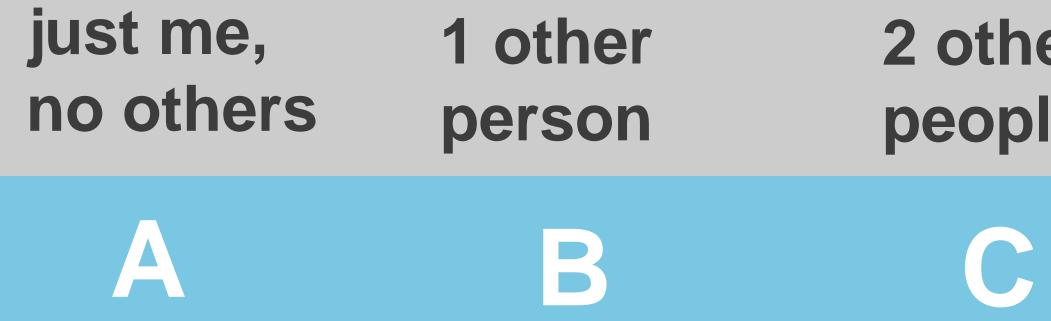






### **Poll Question**

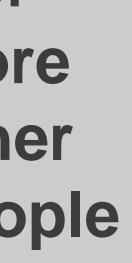






many people are with for this presentation?					
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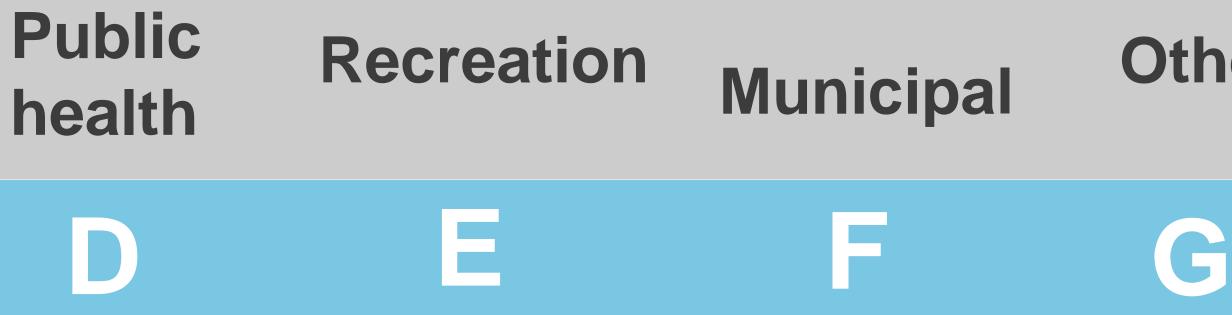
### **Poll Question**



care	Education	profit
A	B	C



### What sector do you represent? Please choose one.









### **Goals:**

0

- sectors.
- 0 Share tools and invite others to create case studies

### Learning objectives:

- Ο
- Ο identify new opportunities for collective impact
- Ο user guide
- 0 Reflect on application to own areas of practice

Share case studies and examples of partnerships across

Understand the sustainability of relationships, and the knowledge and skills that can be gained from partnerships

Understand how to capitalize on the partnership effort and

Know the value of writing case studies and how to access the





# Focusing on Collaboration



### UNDERSTANDING CROSS-SECTOR PARTNERSHIPS

A PROVINCIAL SCAN Ontario Public Health Association





### Cross-sector Partnership with the Education Sector: School Boards, Schools and Parent Councils

Working together to create communities where it is easier for all children to live healthy lives.



### Background

The Healthy Kids Community Challenge Burlington (HKDCB) worked with cross-sector partners to develop Healthy Kids Opportunity Sites to promote physical activity, healthy eating and hydration, as well as reduced acreen-time. This program built on existing community programs by providing funds, resources, guides and toolidts.

The focus was to build on the assets of a community. One way they did this was by developing partnerships with the education sector. This case study focuses on the challenges, strategies and actions to inspire others to develop partnerships with local achool board representatives (e.g., superintendent, physical education consultants), achool administrators (e.g., principals, teachers, secretaries), and parent council/ members. The sim is to highlight overall challenges experienced, recommended strategies and actions taken by the HKCCB that could serve as examples for others interested in working with those in the education sector.



### Challenges Experienced

- Bureaucracy/administration processes: School boards represent many schools across more than one municipality; therefore, there were competing interests on what programs should be implemented.
- Human resources/staff capacity: There are a lot of people working within the school board and they are busy with implementing their set mandate so it was hard at times to connect with people at different levels (e.g., school board, administration, teachers) to be engaged as a partner and to implement activities.



CASE



### Partnerships and Community Development

Common Agenda

Backbone Support Five Conditions for Collective Impact

Continuous Communication

Mutually Reinforcing Activities

> Shared Measurement System

> > Adapted from Kania, J. & Kramer, M. (2011)



# **Keeping Kids Healthy through**



# Building upon Established Partnerships











### **Building upon Established** Partnerships

### Systems Change











# **Keeping Kids Healthy through Collective Impact in Thunder Bay**

- Involving partners in discussion Looking at what others have found

- Step 1: Situational assessment Action-oriented engagement (people are 'over-studied)







### Shifting to a Collective Impact Model

Common Agenda

Mutually Reinforcing Activities

Backbone Support

Five **Conditions for** Collective Impact

Shared Measurement System

Continuous Communication





Adapted from Kania, J. & Kramer, M. (2011)



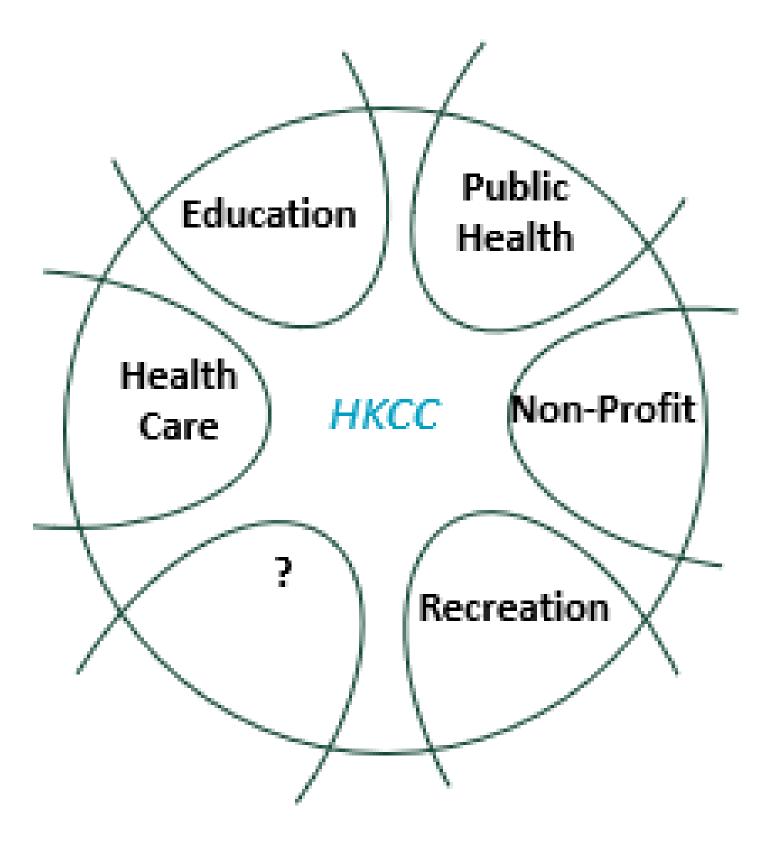




### **Evolving Partner Relationships**

- Systems change: Shifting the conditions that hold a problem in place
- Involving new partners challenging
- Opportunities:
  - Personal connections
  - Listening to committee members
  - Third party facilitator









Our Kids Count

Thunder Bay District Health Unit

Anishnawbe Mushkiki

Children's Aid Society

Children's Centre Thunder Bay

City of Thunder Bay

**Communities Together for Children** 

**Dilico Anishinabek Family Centrer** 

Thunder Bay District Social Services Administration Board

EcoSuperior

Indigenous Sport and Wellness Ontario (ISWO)



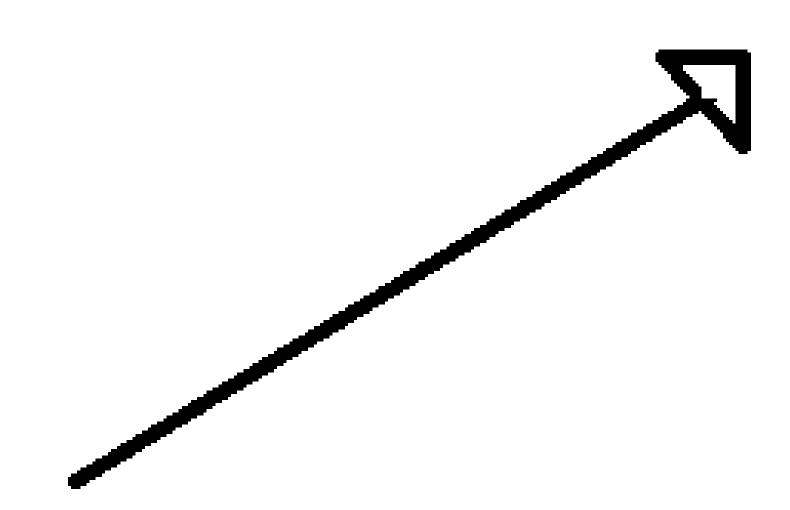
# Project Partners

- Lakehead Public School Board
- Thunder Bay Catholic District School Board
- Lakehead Social Planning Council
- Lakehead University School of Kinesiology
- Little Lions Waldorf Child and Family Centre
- St. Joseph's Care Group
- Thunder Bay Regional Health Sciences Centre
- Thunder Bay Indigenous Friendship Centre
- Thunder Bay Public Library

United Way Thunder Bay



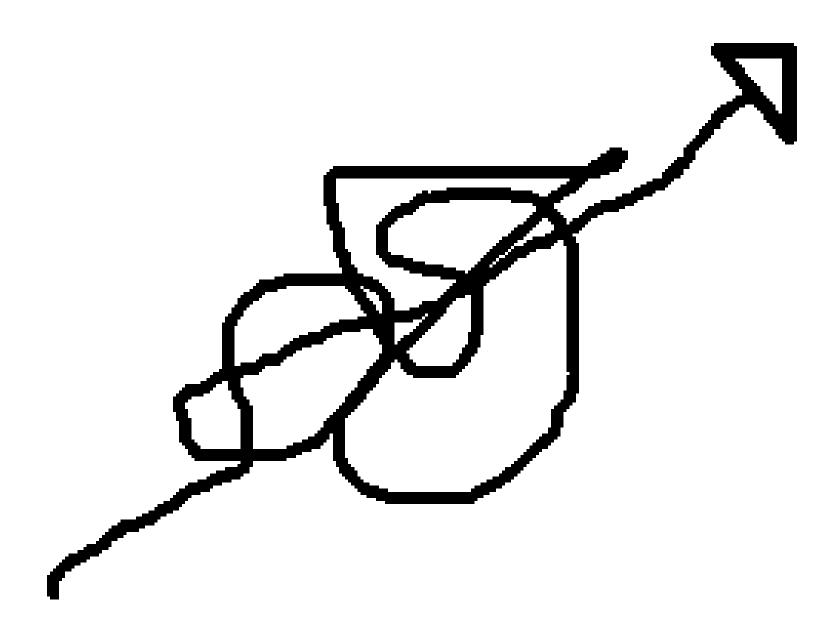
Planned Path





# Not Always a Linear Path

Actual Path







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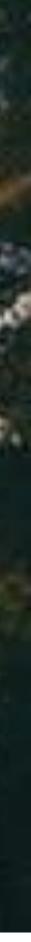
### Key Learning Lessons

- Partners evolve
- People, not organizations
- Non-linear path
- Structure with input
- Greatest asset: Trust



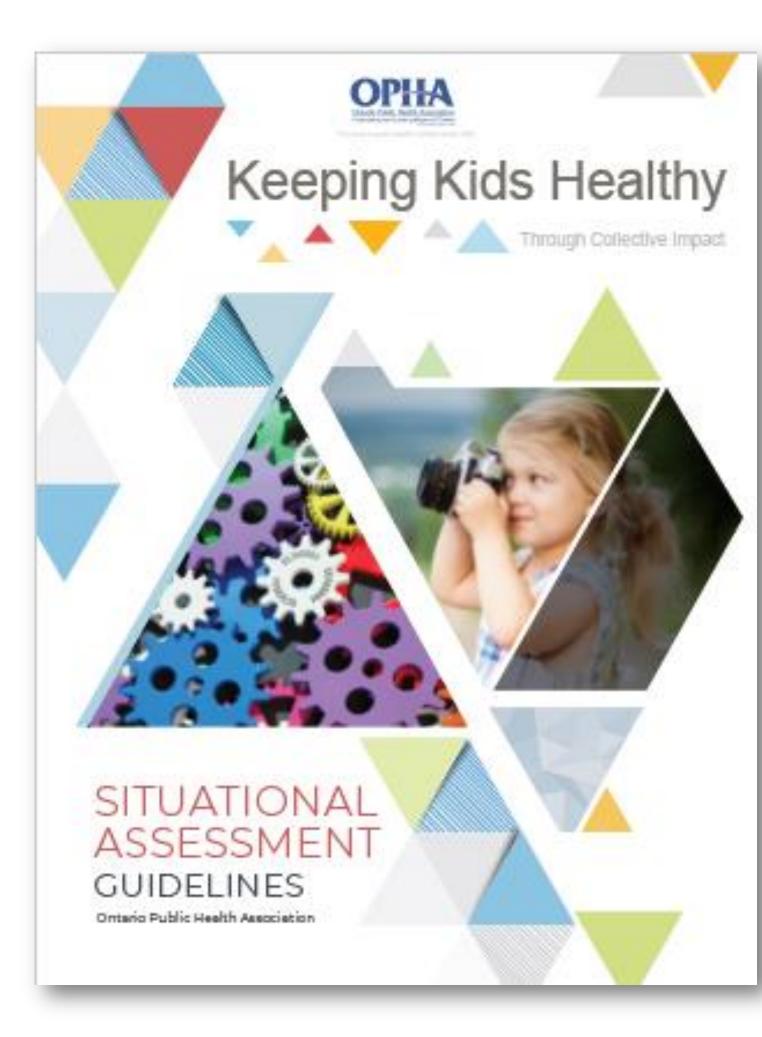








### **Engaging Community Partners to Learn More about the System**





### OUTLINE FOR SUMMARIZING THE SITUATIONAL ASSESSMENT RESULTS

The following outline provides a template for organizing the situational assessment into a report format for sharing back with key partners. This report can form a basis for the next steps and discussions with community partners around determining key objectives for an action plan that the collective will work towards.

### PROPOSED OUTLINE FOR SUMMARIZING THE RESULTS INTO A REPORT FORMAT

### Introduction

- What were the key questions your situational assessment aimed to answer?
- · What previous local initiatives or work was relevant to your approach?

### Method

- Describe the steps you took to collect, analyze and interpret the information gathered for the situational assessment.
- Describe the population that you learned about in this situational assessment.

### Results

 Describe the results from the key steps you undertook to collect information for the situational assessment.

### Discussion

- · What are the key levers for positively impacting children's health in our community?
- What aspects of children's health are of highest concern to the community?
- What areas demonstrate progress or alternatively, demonstrate negative trends (i.e. children's health is improving or worsening)?
- Describe any implications for health equity in your community revealed by the situational assessment findings. What appears to need to happen in order to advance children's health and address gaps in health equity?
- Were there any findings that were surprising or unexpected compared to your existing knowledge of the local context?
- What information was missing or not accessible during this process? Were there any limitations in your work, or potential biases to note?



# Learning More about Partnerships through Case Studies

- Reflects on the partnership experience
- Documents the relationship
- Can be used when new partners join
- Helps others working in partnership to overcome challenges and learn new strategies



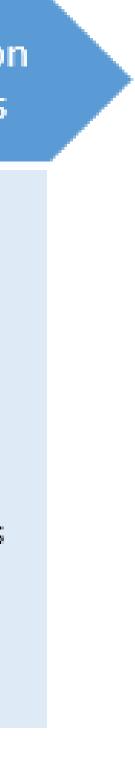
Conditions for Collective Imp

- -Common age
- -Backbone su
- -Mutually reinforcing
- activities
- -Shared
- measuremen system
- -Continuous communicati



ective pact dition	Early Changes	System Changes	Population Changes
or apact genda upport	Changes to the environment -lays the foundation for system/policy change -increased partnership quality -collaboration -awareness of the issue	Changes to core institutions within initiative's geographic area -schools, human service systems, local government, private sector and community organizations	Changes in the initiative's target population -may be specific people within specific systems, geographic areas, or specified needs
ion			

Image adapted from: ORS Impact, 2018 See the full report: bit.ly/collectiveimpactstudy





# **Tool to Develop Case Studies to Strengthen Cross-sector Partnerships**

### A Tool to Develop Case **Studies to Strengthen Cross-sector Partnerships**

### Purpose of the Tool

The purpose of this tool is to provide a method for gathering information about a specific situation and to use this information to write a case study that demonstrates the development of a cross-sector partnership. The aim is for those working in cross-sector partnerships to share their experiences overcoming challenges to achieve success together and by doing so, everyone can consider these experiences to strengthen their own partnerships. Taking time to learn from successful experiences can also help to strengthen partnership development in other areas where similar contexts might apply.

A cross-sector partnership consists of a cross-section of people from different professions who represent different sectors (e.g., education, health, municipal, non-profit, recreation) coming together to build a collaborative relationship and collectively develop mutually agreed upon objectives and contribute to a common goal.

Outlined is a rational for using a case study design and step-by-step process and template to develop your own case study.

### Why use a case study design?

A case study is a research method used to understand real-life happenings and their contextual conditions. This type of knowledge generation helps to focus on a distinctive situation and extract a better understanding of the situation and what was learned. The focus is for a case study to represent one initiative, program or event. Partnerships are encouraged to complete the tool multiple times to develop a catalogue of cases. They are also encouraged to share their completed case studies with the Ontario Public Health Association fo publication on their website showcasing an inventory of cases as part of the Keeping Kids Healthy through Collective Impact project.



- Based on the results of a report
- **A Provincial Scan** • Flexibility with how information is collected

- Helps understand the barriers and facilitators of developing cross-sector partnerships
  - **Understanding Cross-sector Partnerships:**

Includes a template





# **Tool to Develop Case Studies to Strengthen Cross-sector Partnerships**

- **Six Steps for Developing Case Studies**
- 1. Agree to engage in the process
- 2. Identify one specific initiative, program or event that includes the involvement of more than one sector = case
- 3. Briefly describe the case and the sectors involved
- 4. For each sector involved, complete a set of questions related to: challenges, strategies, examples of actions, and lessons learned











# **Tool to Develop Case Studies to Strengthen Cross-sector Partnerships**

Keeping Kids Health (continued) CROSS-SECTOR PARTNERSHIP WITH <INSERT SECTOR>: <INSER TYPE OF ORGANIZATION> 5. Use the Case Study Template Background: (WORD) to write a case study 6. Submit your partner-approved Case Study to OPHA CHALLENGES EXPERIENCED Text Box

**Six Steps for Developing Case Studies** 







### **Examples of Case Studies**

Cross-sector Partnership with the Education Sector: School Boards, Schools and Parent Councils

Cross-sector Partnership with the Education Sector: Public Libraries



Cross-sector Partnership with the Nonprofit Sector: Charitable and Health Promoting Organizations

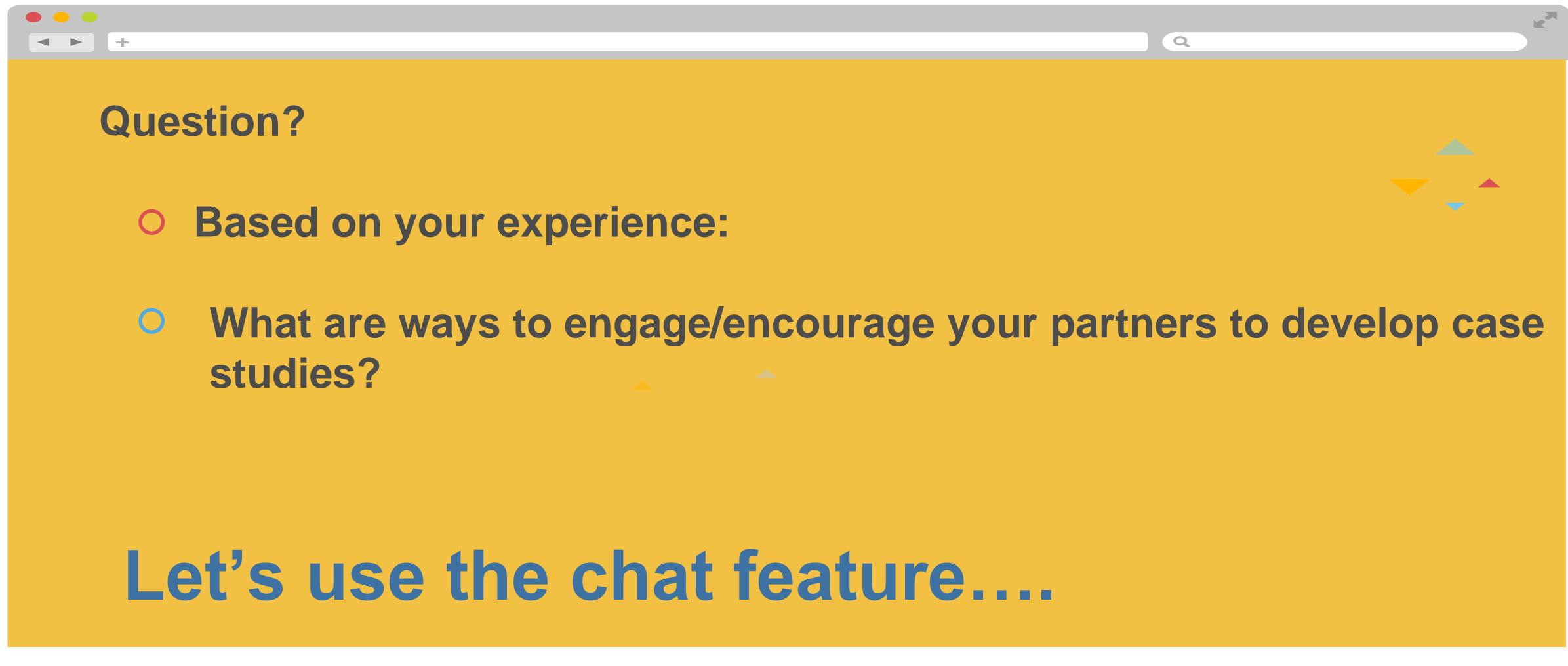
Cross-sector Partnership with the Recreation Sector: Sports Associations and Leagues

### Available on OPHA website





### **Facilitated Discussion**





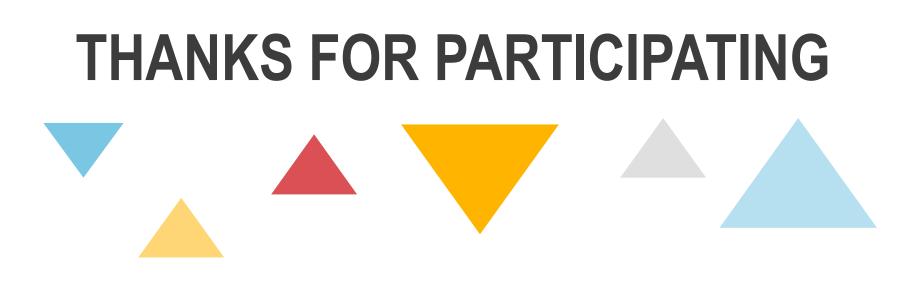




### Keeping Kids Healthy Through Collective Impact www.opha.on.ca/KeepingKidsHealthy.aspx







For more information, contact:

Melanie Sanderson Phone: 416-367-3327 Email: MSanderson@opha.on.ca





