

# Keeping Kids Healthy



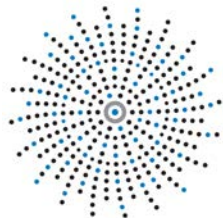
Through Collective Impact

*Process Design Workshop*  
*Oct 17, 2018*

# PROJECT PARTNERS



Alliance for  
Healthier Communities  
Alliance pour des  
communautés en santé



PROPEL  
CENTRE FOR  
POPULATION  
HEALTH IMPACT

Public  
Health  
Ontario

Santé  
publique  
Ontario



ecoETHONOMICS  
NEW VALUES • NEW WORLD

# INTRODUCTIONS

**NAME**  
**ORGANIZATION**  
**COMMUNITY**





# PROJECT VISION

- Build linkages between health and social sector players that can work to impact children's health, particularly those disproportionately affected by the social determinants of health (SDOH).
- Increase the integration of systems that support health in order to better address SDOH and health equity.
- Build on previous Healthy Kids Community Challenge (HKCC) initiatives by referring to existing HKCC networks and linkages and sharing lessons learned from a provincial scan of Ontario's 45 HKCC communities.



# WORKSHOP OBJECTIVES

- To develop strong working relationships
- To become more familiar with the Collective Impact approach and process
- To build capacity for collaboration by growing key skills:
  - Build relationships and trust
  - Engage new and unconventional allies
  - Increase ability to communicate clearly
  - Adapt to various work cultures and capacity of various stakeholder groups
  - Developing facilitation skills
- To effectively coordinate our efforts together and plan next steps





# WORKSHOP AGENDA

1. Learning from the environmental scan study
2. Building capacity for collective impact
3. Collective impact process design



# PROJECT TIMELINE





# ICEBREAKER







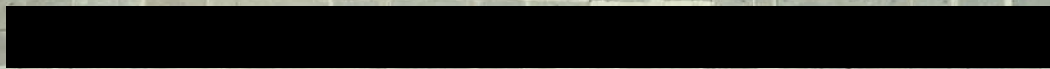
**LEARNING FROM THE  
PROVINCIAL SCAN ON  
CROSS-SECTORAL  
PARTNERSHIP**





# PEOPLE MAP

Agree



Disagree

Observers





# GROUP ACTIVITY

1. Pair up
2. Using the narrative structure provided, describe some of the key challenges you have experienced by writing a personal story on the cue card
3. You may choose a challenge that you have successfully overcome, or a challenge you are still working on.
4. Make sure your story is anonymous, eg. “a school board”, “a non-profit organization”, “a senior leader”







# GROUP SHARING





A top-down photograph of a person's hands holding a white cup of black coffee on a matching saucer. The scene is set on a light-colored wooden surface. To the left, a pair of gold-rimmed sunglasses with dark lenses lies on the wood. The person's left hand is resting on the surface, wearing a silver-toned watch with a white face and a brown leather strap. The person is wearing a green long-sleeved shirt. The text "15 MIN BREAK" is overlaid in the center in a bold, black, sans-serif font.

**15 MIN BREAK**





A group of business professionals in a meeting room are holding large, colorful puzzle pieces (yellow, red, green, and blue) that form a larger shape. The scene is viewed from above, showing the wooden table and the hands of the participants. The puzzle pieces are arranged in a way that suggests they are being assembled into a complete picture.

# **BUILDING CAPACITY FOR COLLECTIVE IMPACT**





# COLLECTIVE IMPACT PRINCIPLES

- Common Agenda
- Mutually Reinforcing Activities
- Shared Measurement System
- Continuous Communication
- Backbone Support



# ONTARIO FOOD COLLABORATIVE

- Strategic Plan
- Three working groups and a steering committee
  - Stakeholder Engagement Working Group
  - Metrics Working Group
  - Strategic Messaging Working Group
- Working across Public Works
- Working on food waste reduction at the household level





# ONTARIO FOOD COLLABORATIVE

## SUCCESSSES

- Created tools and resources for multi-level campaign
- Created municipal food waste audit guide for consistency
- Shared knowledge to launch campaigns in other municipalities
- Relationship with National Zero Waste campaign

## CHALLENGES

- Resourcing the coordination and facilitation role effectively
- Communication breakdowns from under-resourcing coordinator role
- Minimal financial contribution from other municipalities





# PEEL ALTERNATIVES TO CHOOSING HOSPITALIZATION (PATCH)



- Group of community organizations and service providers, local hospitals and other health and housing services in Peel
- Concern: Uncoordinated system was putting strain on Healthcare system
- Lip service to Collective Impact without implementation
- Developed a Theory of Change through a highly collaborative process
- Identified areas of working together





# PEEL ALTERNATIVES TO HOSPITALIZATION (PATCH)

## SUCCESSSES

- Engagement from the funder was high and positive
- Strong evaluation framework created
- Inter-agency communication increased significantly
- Engagement of additional stakeholders naturally occurred

## CHALLENGES

- No one knew what they were doing so they had to justify their involvement
- Differences in organizational culture became apparent
- Trust issues between groups that compete for funding
- Staff turnover created delays





# DEVELOPING STRONG WORKING RELATIONSHIPS

- Early Buy-in
- Understanding Constraints
- Relates to the strategic plans and missions
- How do they want to be involved?



# ENGAGING PEOPLE WITH LIMITED TIME



- Be realistic
- Survey groups on their time availability
- Meaningful contributions
- Light-touch coordination
- Getting approval
- Acknowledge, Acknowledge, Acknowledge





# INVOLVING NEW STAKEHOLDERS

- SPARK new conversation
- REINGNITE concepts and non-conventional language
- LISTEN to new stakeholders
- PARTICIPATORY action research
- EMPATHIZE
- CHALLENGE



# KEY TENSIONS MUST BE USED STRATEGICALLY TO INCREASE ENGAGEMENT

- Forward momentum
- Leverage the engagement of some to get the engagement of others
- Personal relationships are key
- Talk to people in unlikely places
- Make powerful requests of people (with NO PRESSURE)





# MODELING CLEAR COMMUNICATIONS

- Intentionality = Clarity
- Understand the communication needs
- Messaging is key
- Simplify language and visuals
- Progress updates through dashboards
- Fine-tune communications by reflection
- Reframe the problem



# GROUP ACTIVITY

1. With your cue cards from activity #1, form groups of three
2. Each group should consist of three different armband colours
3. As a group, choose one cue card in which you will strategize a way to overcome the challenge identified
4. Write the strategy on the back of your cue card
5. When you are finished, start on another cue card or develop a new challenge to overcome







# GROUP SHARING





# LUNCH BREAK





# COLLECTIVE IMPACT PROCESS DESIGN





# GROUP ACTIVITY

1. Form 4 groups based on location. Members of the backbone support orgs (OPHA, partners) will spread across the 4 groups.
2. Tailor the journey to each of the communities journey over the next 16 months.
  - Choose facilitation tools that may be relevant to use
  - Identify key activities, challenges and strategies to overcome challenges





# APPROACHES



# ART OF HOSTING



*Photo Credits: Art of Hosting*

**Circle**  
**World Café**  
**Appreciative Inquiry**  
**Open Space Technology**  
**ProAction Café**  
**Storytelling**

**Source:** Art of Hosting

## **When to use it:**

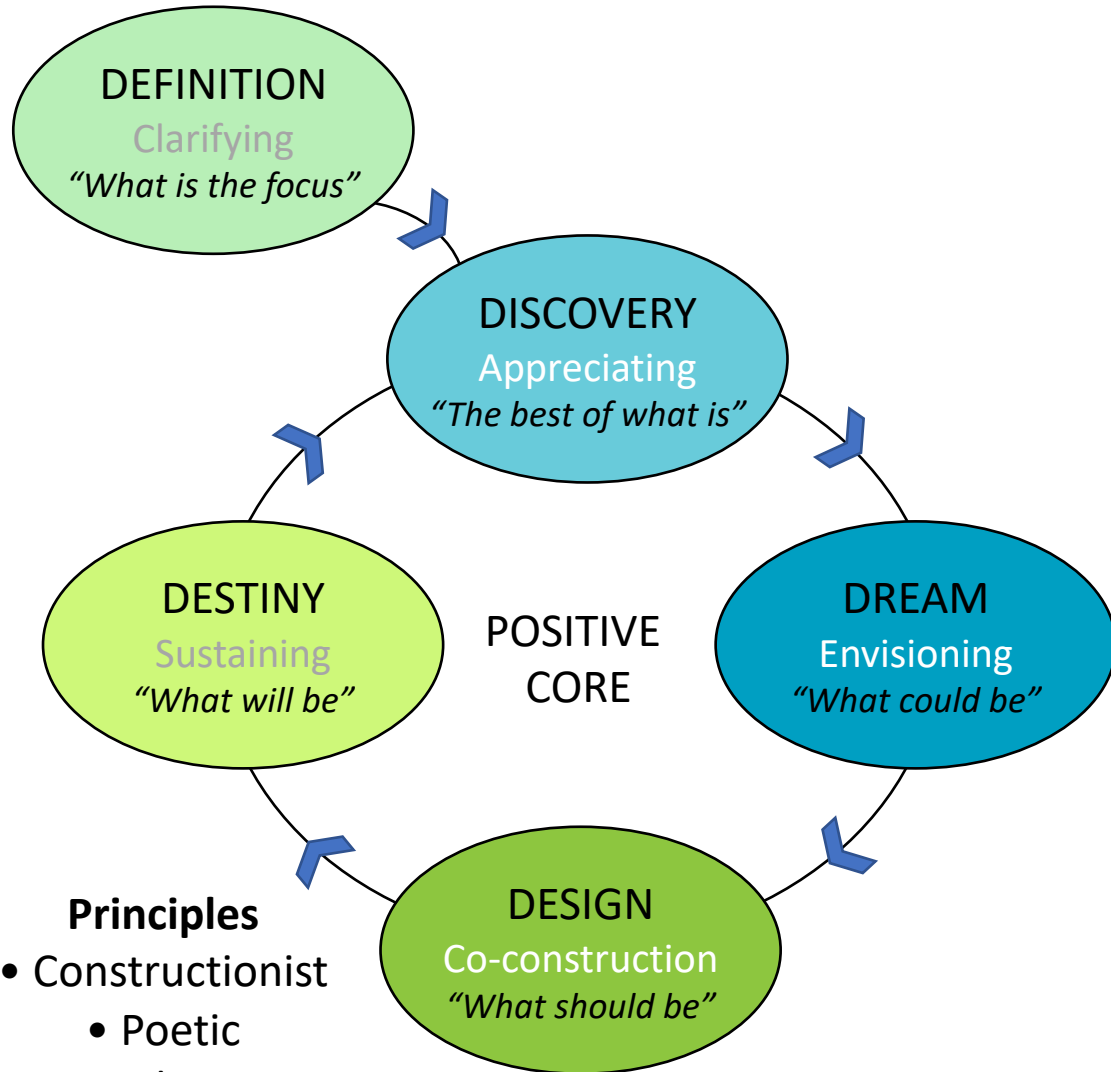
To build a movement and to gain buy-in from a maximum number of stakeholders. To create space for people to harness their collective wisdom and self-organize.

## **How to use it:**

Use in any workshops and gathering with diverse stakeholders across sectors.



# APPRECIATIVE INQUIRY



## Principles

- Constructionist
  - Poetic
- Simultaneity
- Anticipatory
  - Positive

**Source:** Cooperrider, D.L. & Whitney, D.

## When to use it:

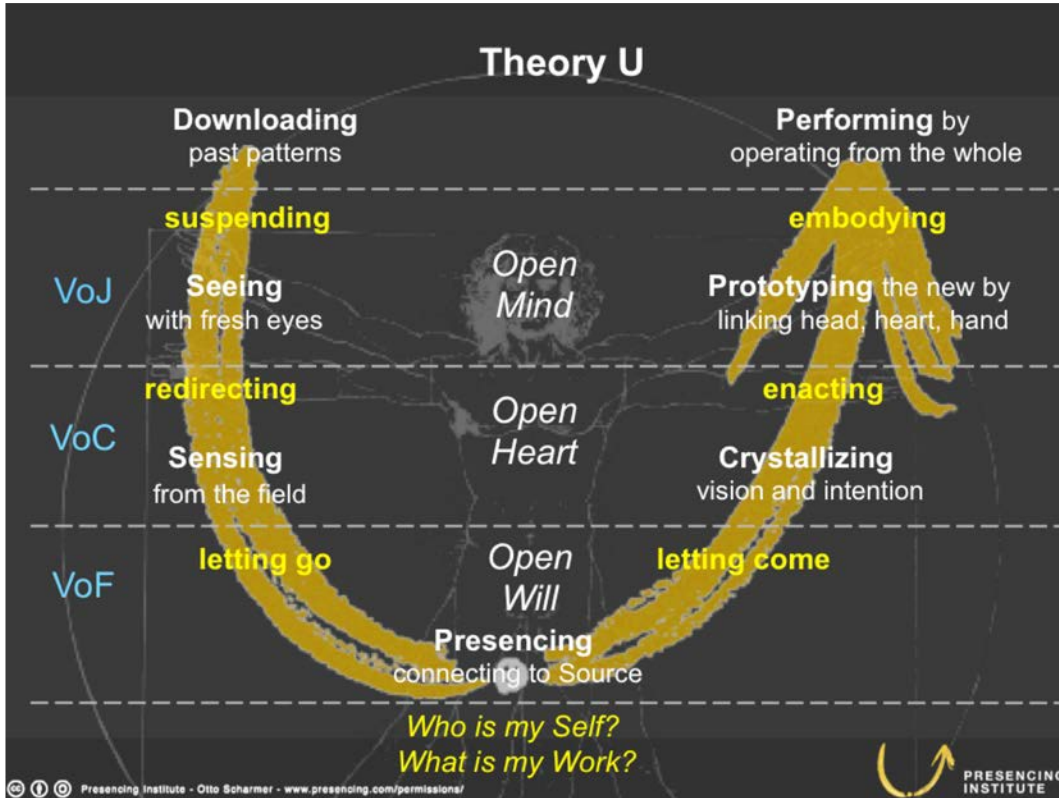
To align a group of diverse stakeholders and have them realize a potential future.

## How to use it:

Approach/Philosophy to facilitation

- What we say matters
  - Observe deeply
- Questions are generative
  - Our visions happen
  - Affirmation is power

# U THEORY



**Source:** Presencing Institute

## **When to use it:**

To create entirely new solutions. A way of discovery what groups will work on together in order to innovate.

## **How to use it:**

Training is required before integrating the approach into all meetings and gatherings.

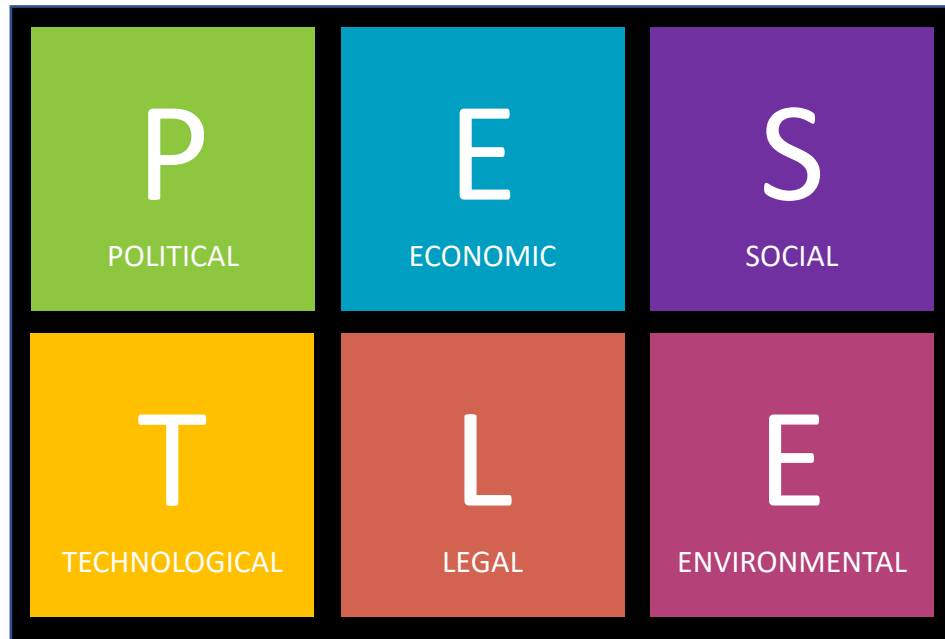
*Photo Credits: Presencing Institute*



# TOOLS & FRAMEWORKS



# SITUATIONAL ASSESSMENT



**Tool:** Interview/Survey

**When to use it:**

To understand one moment in time in a complex environment, and build shared understanding among stakeholders.

**How to use it:** mixed methods approach (survey, interviews, focus groups, etc...) using a SWOT/PESTLE framework



# SOCIAL NETWORK MAPPING

**Tool:** e.g. KUMU

**When to use it:**

To visualize the relationships, gaps, and attributes of a network so the network can be strengthened.

**How to use it:**

Phone interviews or online survey to identify activities and network members. Data entered into software. (monthly subscription)

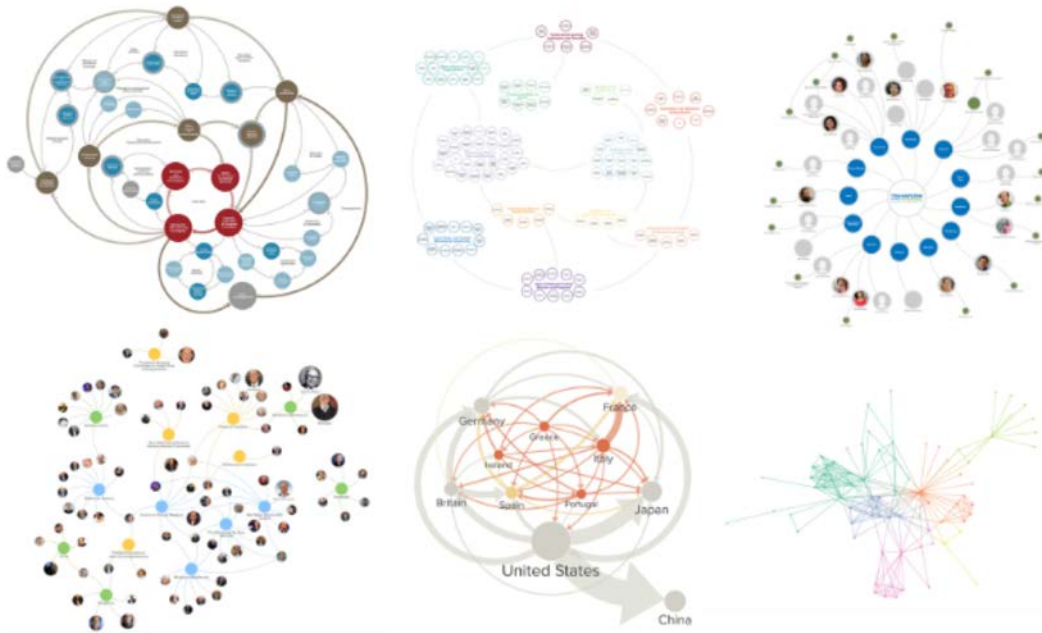
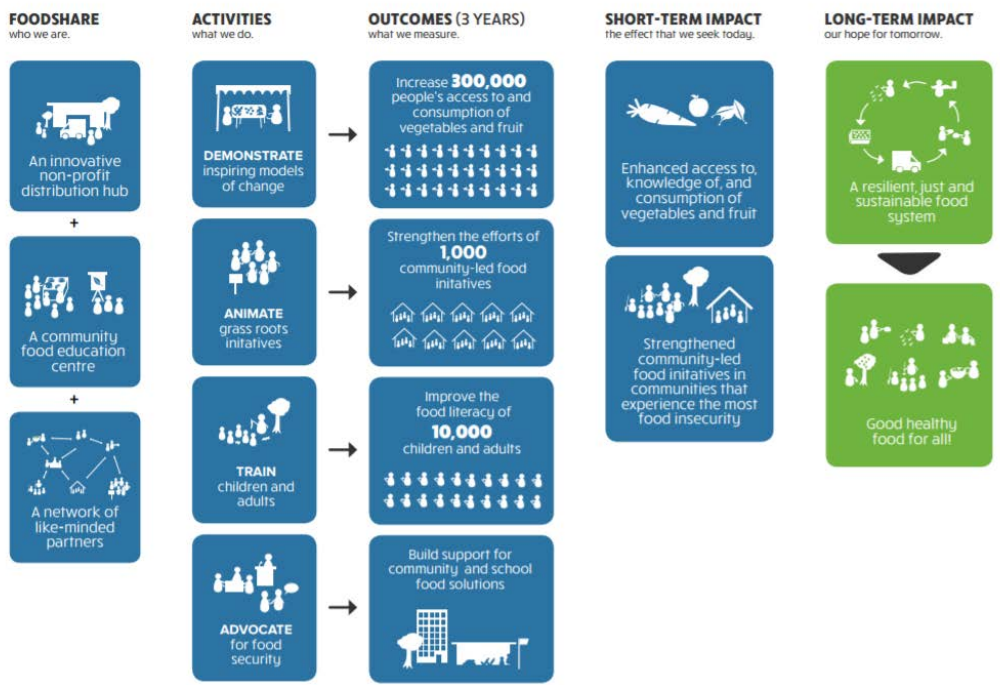


Photo Credits: KUMU

# THEORY OF CHANGE

**Source:** emerged from the field of program theory in the mid 1990's

## FOODSHARE THEORY OF CHANGE



### When to use it:

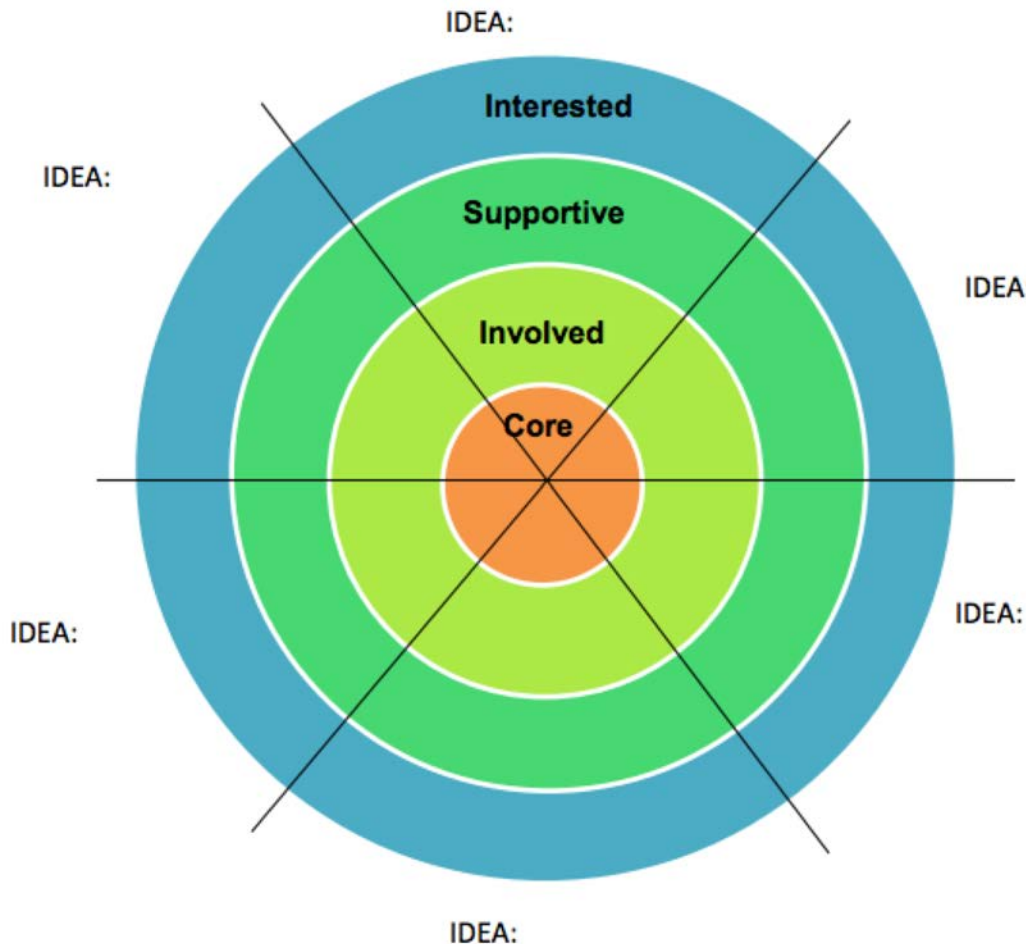
To create a blueprint for systemic change. When a group of stakeholder do not have a common understanding of a problem. To help test assumptions about how change happens.

### How to use it:

Several month process including information gathering and full-day workshops: develop understanding, define success, map a pathway to change.



# WHEEL OF ENGAGEMENT



**Source:** Tamarack Institute

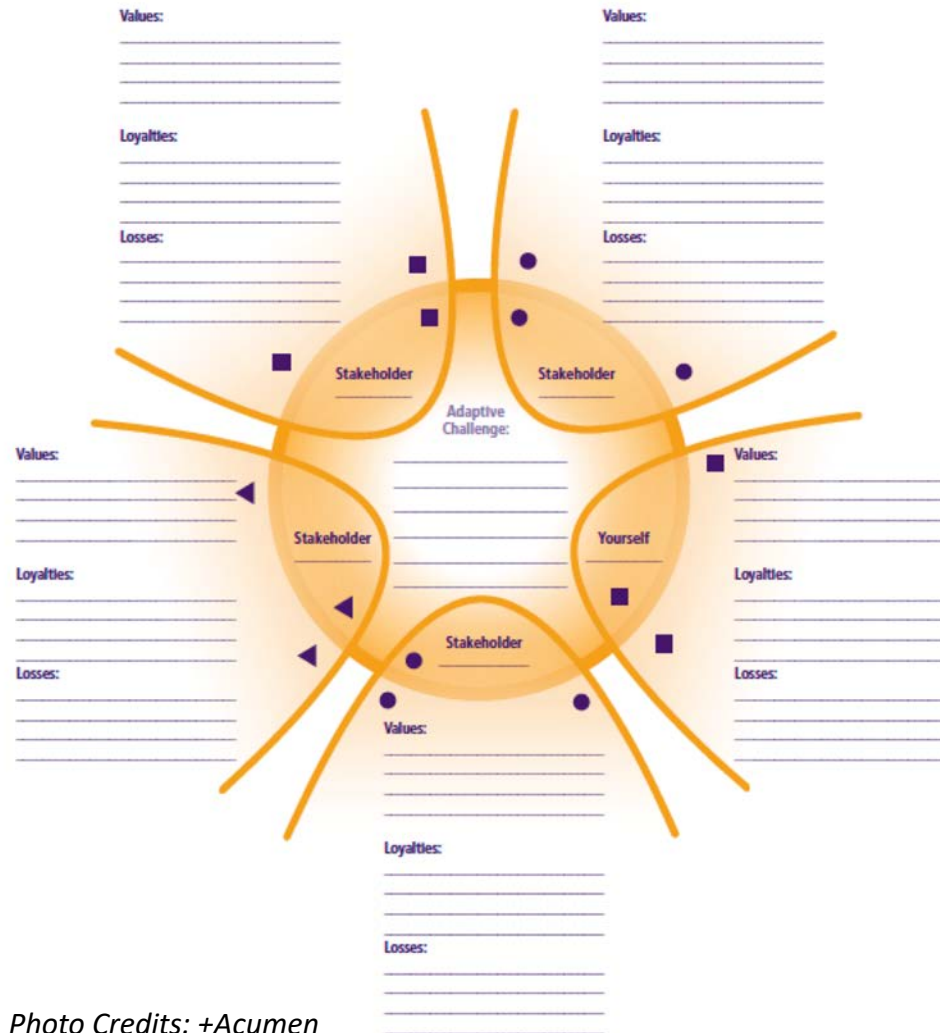
**When to use it:**

To quickly assess the desired level of involvement from multiple stakeholders in the opportunities and work of your group.

**How to use it:**

15 min exercise during a multi-stakeholder workshop. Each participant will position themselves on the bulls-eye

# ADAPTIVE LEADERSHIP



**Source:** +Acumen

**When to use it:**

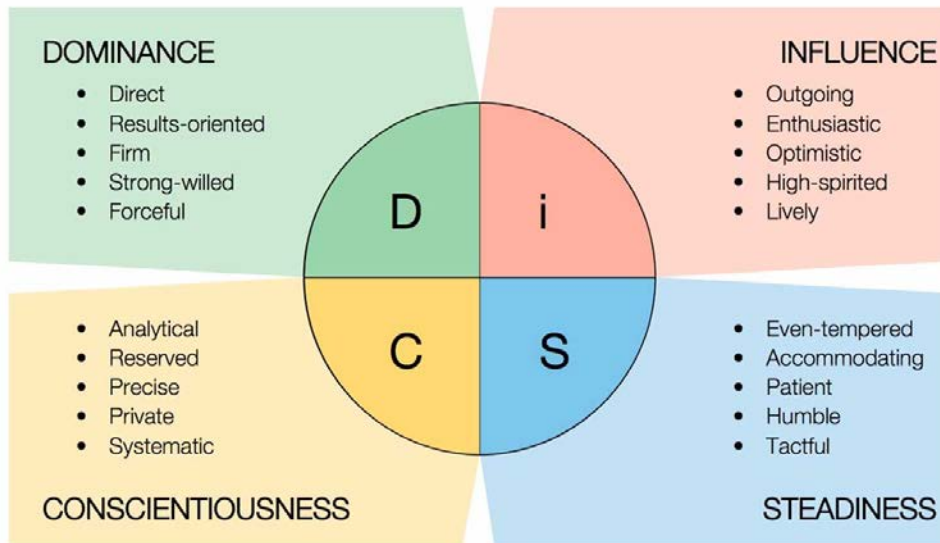
When stakeholders to change their priorities, beliefs, habits and/or loyalties to mobilize for change and disrupt the status quo.

**How to use it:**

5 weeks course starting Nov 13, 2018. for 3-8 people, 3hr/week.



# ADAPT TO BEHAVIOUR STYLE



**Source:** Bonnstetter, Bill J., Suiter, Judy I., and Widrick, Randy J.

## **When to use it:**

To adapt communication to the behaviour style of a prospect or existing partner.

## **How to use it:**

In advance of a negotiation meeting.

# PPOP MODEL



**Source:** Social transformation project

**When to use it:**

To prepare for important meetings

**How to use it:**

- **Perspective:** describe the mindset you need to be in.
- **Purpose:** why are you meeting?
- **Outcomes:** select 2-3 measurable outcomes to achieve by the end of the meeting.
- **Process:** describe a clear process for how to achieve outcomes and fulfil the purpose



# PROCESS MAPPING

Oct 2018

Dec 2018

Feb 2018

Apr 2019

Jan 2020

March 2020

Develop collective  
impact process

Develop local action plans

Develop evaluation plan

Implement local action plans

Develop Ontario-wide Knowledge translation

Implement evaluation plan

Activities

Challenges

Strategies


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**15 MIN BREAK**





# COLLECTIVE IMACT PROCESS DESIGN





# GROUP ACTIVITY

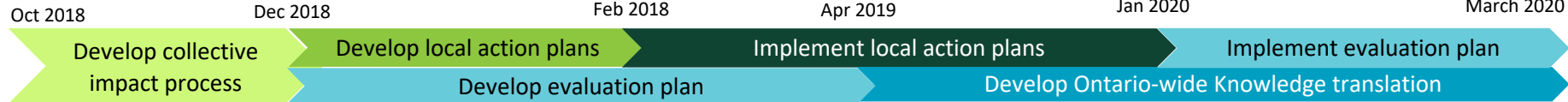
We have now added a second roll to your timeline by assigning roles and responsibilities by stakeholder groups:

- Community Lead
- Community Partners
- OPHA + Steering Committee
- Eco-Ethnomics





# PROCESS MAPPING



	Oct 2018	Dec 2018	Feb 2018	Apr 2019	Jan 2020	March 2020
Local Lead						
Local Partners						
Steering Committee						
OPHA						
EE						



# GROUP SHARING





# NEXT STEPS

- EE and OPHA to prepare for each community workshop
- Community lead to invite a maximum number of partners and stakeholders to their local workshop
- Community leads to identify 3-5 new partners and invite them to their local workshop
- Choose a date to organize bi-weekly check-in meetings facilitated by EE





**PRUNE THE FUTURE**







***“You never change things by fighting the existing reality.  
To change something, build a new model that makes  
the existing model obsolete.”***

**- Buckminster Fuller**





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