COLLABORATIVE
AOTEAROA

Collective Action with Communities

Hapori Ohu Ngātahi

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COLLECTIVE ACTION FOR COMMUNITIES

Hapori Ohu Ngātahi Locality Networks

Transforming Healthcare Outcomes, Everyday

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Hapori Ohu Ngātahi

For networks to succeed we need a cross sector approach...

Collaboration works at the speed of trust

So how can
we help?

Responding to the Change

Over the next few years, primary and community services will be reorganised to serve the communities of New Zealand through 'localities'.

Every locality will have a consistent range of core services, but how these services are delivered will be based on the needs and priorities of local communities.

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Primary and Community Care

DRAFT – IN CONFIDENCE, NOT GOVERNMENT POLICY – FOR DISCUSSION ONLY – SEPT 2021

Primary, community and populatio health in localities

Primary and community care in the future system will be reorganised to serve communities through 'localities' with a focus on population health

- Every locality will have a consistent range of core services, but how these services are delivered will be **based on the needs and priorities of local communities**.

- People will be empowered to engage in planning and commissioning of community-based care to ensure that services in each locality reflect the particular needs of their community and allows them to support themselves.

- There are four pillars underpinning a population health approach:

a) Action on the **wider determinants of health** (eg. housing, institutional racism, inequalities in wealth and power, a sense of purpose and belonging)

b) Tino rangatiratanga – supporting communities and whanau to change **behaviours and lifestyles** (smoking, activity, nutrition, drinking, gambling)

c) Turangawaewae – supporting communities and whanau to have sustainable **places and communities** to stand in (the built and natural environment), and

d) an **integrated health** and care delivery system.

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HEALTH & SOCIAL CARE

SOCIAL AGENCIES & SERVICES

HOSPITAL & SPECIALIST SERVICES

IMPROVED CONNECTION

PRIMARY & COMMUNITY CARE

SEAMLESS INTEGRATION

WAI ORA (environment)

For example:
- Transport
- Green space
- Air quality
- Water quality

SELF MANAGING WHĀNAU / IWI / COMMUNITIES

MAURI ORA (lifestyle)

For example:
- Diet
- Exercise
- Drug, alcohol and tobacco use

Institutional racism & bias

Whānau resilience

Economic security

Community safety

Social inclusion

Education

Turangawaewae

Housing

WHĀNAU ORA

Equity at every level from the start..

POPULATION LEVEL CHANGE

BACKBONE ORGANISATION
To what extent and how is the backbone organisation(s) modelling / practicing their commitment to equity in leadership, staff composition, policies and practices?

PARTNER ORGANISATIONS
To what extent and how are partner organisations in the collaborative assessing, committing to and acting to embed equity in their policies, practices and outcomes in the CI initiative and their work generally?

COLLECTIVE IMPACT COLLABORATIVE
To what extent and how are the collaborative modelling/practicing commitment to equity in its leadership, membership, engagement, data, interventions and outcomes?

INTERVENTIONS
To what extent and how are the collaborative's interventions (policy changes, system reforms and program improvements) focused on equity and decreasing disparities?

3
4
2
1

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Preparing for Change

3 MINDSET SHIFTS IN COLLECTIVE IMPACT

	1. Appreciate and Adapt to Complexity *Reframe the Nature of the Problem*
	2. Explore Program AND Systems Change Strategies *Refocus Our Work Together*
	**3. Reimagine Leadership	Individual + Collaborative** *Rethink Who is Involved*

TAMARACK INSTITUTE

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Using Collective Impact to support Localities:
Adaptive Framework

COLLECTIVE ACTION WITH COMMUNITIES

A Collective Impact Approach to Localities

Applying Collective Impact concepts as part of Localities, underpinned by equity, excellence, sustainability, partnership and whānau centred.

Pae ora — Healty Futures

Poipoia
Manaakitanga
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Bringing Localities and Collective Impact together to create collective action within communities

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Health reform aspirations in community wellbeing

"The aspirations of the health reforms to create locality base collaborative well being focused community care is a huge opportunity we need to embrace"

https://youtu.be/g4H1ypXVlQk

Dr Andrew Miller

HCH Clinical Lead and Governance member

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Collective Impact Conditions...

Collective Impact has been used for some time in NZ

Not a formula or outcome – rather an approach of continuous learning that can be adapted...

Facilitated by dedicated...

Backbone Staff

It starts with... Leadership Culture & Iwi Partnerships

Creating... What matters to Whānau

Progressing... Rohe/Locality Plan

Underpinned by... Metrics that Matter

Building trust with... Continuous Engagement

Applying this in our communities

What Matters to Whānau

Establishing what matters to whanau is about capturing the community aspirations and will include:

- Building a common commitment
- Reaching out to our community and those with lived experience – our context experts
- Evoking our curiosity and creativity
- Taking the time for grassroots engagement – two way conversations
- Using Data and Stories to build a picture of a possible future that is equitable
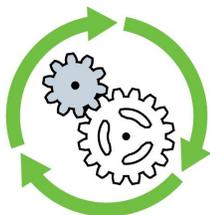
Rohe Activity Plan

Developing a rohe / locality plan of action

- Stakeholder commitments that support equity and honour Te Tiriit o Waitangi
- Defining mutually agreed activities – not a programmatic approach
- Prioritising supporting activities that are most impactful and equitable

Metrics that Matter

Defining shared measures, and understanding the gap between the current baseline and shared outcome is

- Define baselines and analytical storytelling
- Establish shared data sources
- Approach for regularly reviewing and tracking progress against agreed outcomes

Applying this in our communities
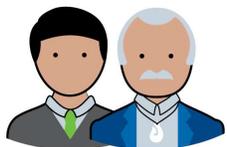
Leadership, Culture & Iwi Partnerships

Leadership, culture and Iwi Partnership is about:

- Networks that are unique to each region - considersthe population needs and related services within your community – equity will be front and centre
- Commitment to working in partnership with iwi and community leaders
- Te Tiriti o Waitangi articles legislate the requirements for Crown agencies to work with iwi
- We all lead - it's not just in the hands of a few

Backbone for Change & Implementation

Bringing together delivery teams of skilled facilitators with adequate time and support

- Skills based team that acts as the glue, and drives and monitors progress
- Facilitators need the authority and respect to support delivery of outcomes
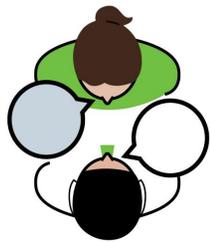
Continuous Engagement

Consistent and clear communication, along with continuous engagement

- Taking people on the journey
- Pooling collective ideas to support the agreed common vision
- Creating ways of sharing that address any power imbalances, so that all voices can be heard

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Collective Impact readiness and maturity and be organised into 5 Phases – source Tamarack Institute

Refer also to Collaborative Aotearoa Readiness Framework

The 5 Phases of Collective Impact

CI Components of Success	Phase I **Assess Readiness**	Phase II **Initiate Action**	Phase III **Organize for Impact**	Phase IV **Begin Implementation**	Phase V **Sustain Action and Impact**
Governance & Infrastructure	Convene community leaders	Identify champions & form cross-sector Steering Committee (SC) to guide the effort	Determine initial Action Teams and plan backbone infrastructure	Launch Action Teams & establish backbone infrastructure	Build out the backbone infrastructure; evolve Action Teams to meet emergent strategy
Strategic Planning	Hold dialogue about issue, community context & available resources	Map the landscape & use data to make the case	Create a common agenda, clear problem definition & population level goal	Develop blueprint for implementation; identify early wins	Refine strategies & mobilize for early wins
Community Engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice & an equity lens – gain community perspective & input around the issue	Engage community more broadly & build public will	Continue engagement & conduct advocacy
Evaluation, Improvement & Learning	Determine if there is consensus/ urgency to move forward collaboratively	Analyze baseline data to ID key issues and gaps	Develop high-level shared metrics and/or strategies at the SC level	Establish shared measures (indicators & approach) at SC & Action Team levels	Collect, track and report progress; establish processes to learn & improve

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Resource Examples...

- Vision Story Board
- Current State Analysis
- Gap Analysis
- SWOT /PESTEL

- CHN Charter
- CHN Stakeholder Approach / Matrix
- High level plan / roadmap
- Prioritisation framework
- PID on a page

- Governance Group TOR
- Strengths based glossary
- Leadership across the network
- Values and principles guide
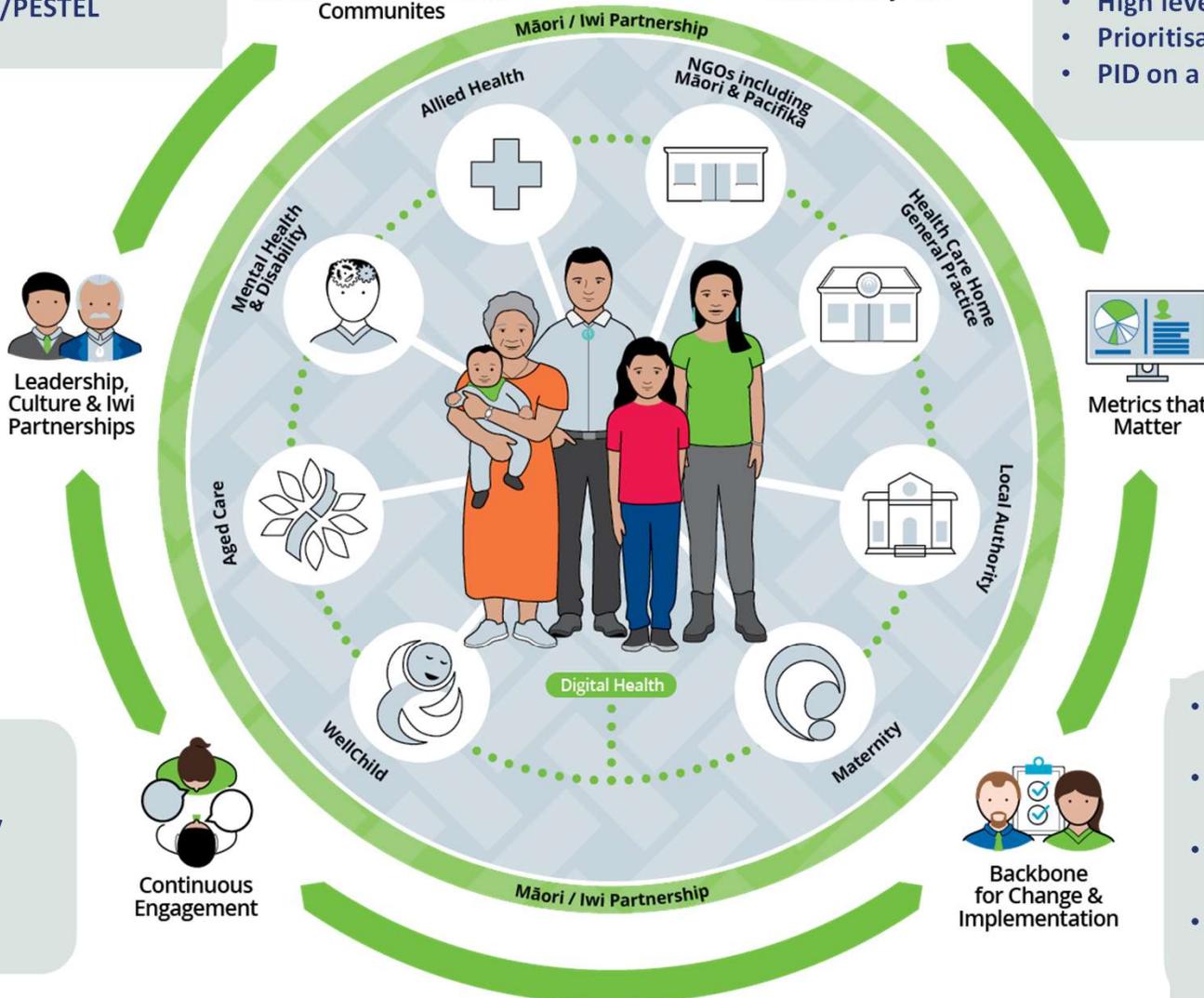
- Define key metrics
- Baseline data – where we are now in relation to shared vision and outcomes
- Dashboard, reporting, tracking

- Comms Plan
- Key messages
- Running community focus groups
- Webinar logistics
- Survey guidelines

- Core team / key skills matrix
- Becoming a facilitator – key tips
- Supporting tools – Slack / Notion
- Logistics planning for community and organisational workshops

PartnershipGuidance_310619 (tearawhiti.govt.nz)

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COLLECTIVE ACTION FOR COMMUNITIES

Leadership, Culture and Iwi Partnership

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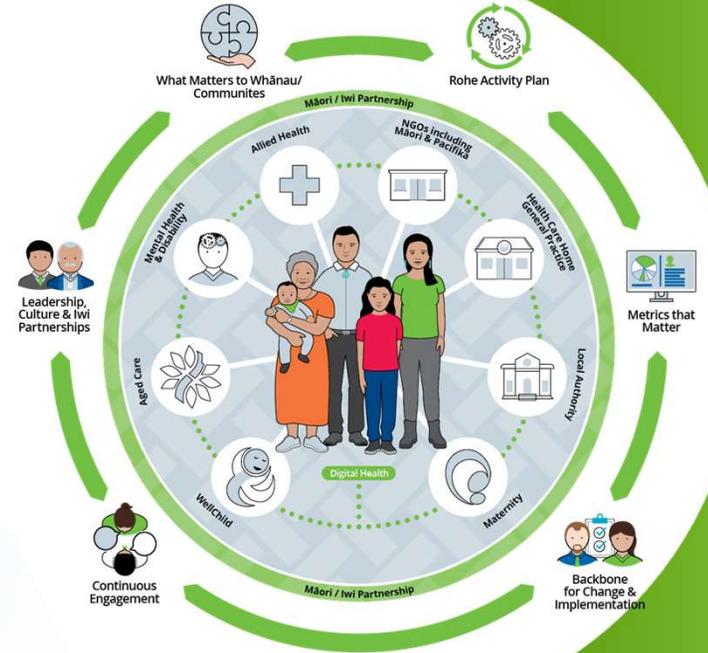
Sources include Tamarack Institute and Collective Impact Forum

DEFINING COLLABORATIVE GOVERNANCE

1. What is collaborative governance?

2. What are the core elements and principles of this?

3. Honouring Te Tiriti o Waitangi

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Making sense of Governance

Traditional governance

Describes how an organisation, community or network, makes decisions. It determines:

- Who has power
- Who makes decisions
- How representative voices are heard
- How accountability works.

In a nutshell...

> Leadership power in hands of a few influential leaders

Collaborative governance

An (in)formal agreement whereby representatives of different interest areas using a codesign approach, are collectively empowered to make decisions or recommendations to a final decision-maker, who will not substantially change consensus recommendations.

> Leadership power localised and shared among the community network representatives and those impacted by the changes

Collaborative governance is anticipated to evolve as you progress through the various stages of your Locality CI initiative

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Governance elements & principles

Core elements of collaborative governance

- Working through a **host/convener**
- **Managing overlapping roles** in the governance structure
- A **leadership group**
- A **backbone** support
- A **fiscal/legal** agent
- Executive or **Coordinating** Committee
- **Working Groups** and/or Action Teams

There is **no one right** answer for how best to establish a collaborative governance model.

Instead, models are shaped by the following factors:
- local context;
- member attributes;
- magnitude and pace of change desired;
- the style and spirit of the leadership;
- the group's framework for change;
- the preferences of the convener or fiscal sponsor; and
- the flexibility and adaptability your initiative requires.

Collaborative governance principles

- **Transparency and Accountability**: Decisions take place in the public eye.
- **Equity and Inclusiveness**: All interests who are needed and willing contribute to solutions.
- **Effectiveness and Efficiency**: Solutions are tested to make sure they make practical sense.
- **Responsiveness**: Public concerns are authentically addressed.
- **Forum Neutrality**: Different perspectives are welcome; the process itself has no bias.
- **Consensus-Based**: Decisions are made through consensus rather than majority rule.

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Honouring Te Tiriti o Waitangi

The Ministry of Health provides a clear framework relating to Te Tiriti o Waitangi with a clear vision of Pae ora, strong principles including.

[Te Tiriti o Waitangi Framework (health.govt.nz)](health.govt.nz)

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SECTION TWO

EXPLORING LEADERSHIP STRUCTURE AND RESPONSIBILITIES

1. How is a collaborative leadership model structured?
2. How do I go about engaging iwi and cultural groups?
3. How do I embed equity into leadership?
4. What are the core functions of each leadership group?
5. What are common collaborative governance progress measures?

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Collaborative Leadership Structure
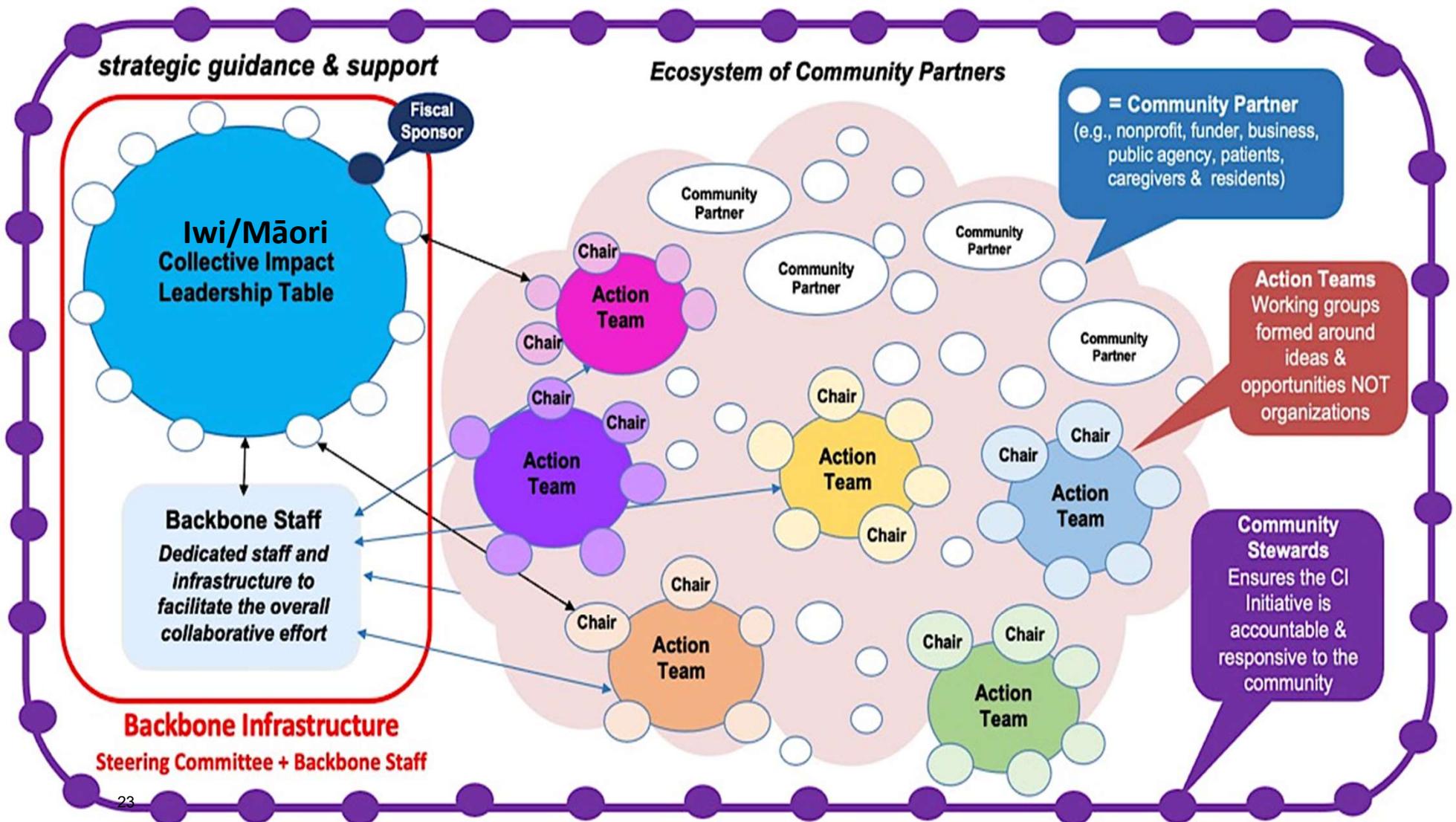
Culture and Iwi Partnership

- Partner with Iwi in your rohe (and the right people within the organisation)
  - Do the appropriate organisations have a seat at the table? The right people at the table may change as the project progresses.

- Is whakawhanaungatanga and cultural competency a must have part at all meetings?

- Trust takes time to build and historical relationships may need time to heal from previous projects

Embedding equity into leadership

- There is a requirement to look inwardly to embed equity into leadership.

- Understand and dismantle the systemic privilege in your culture. i.e. Symptoms like perfectionism, either/or thinking, and defensiveness are a few of the clues to systemic privilege.

- Create a culture of psychological safety and belonging; get comfortable being uncomfortable, practice having difficult and awkward conversations in real time, fostering deep trust, and building emotional intelligence.

- Set clear expectations for behaviours among all members of the locality network

- Align the mission of their locality network to the broader equity issues being faced by the communities being serviced

- abandon a "one-size-fits-all" mindset and tailor services to community members' unique conditions and cultural factors.

Equity vs Equality

Other underserved populations

Leadership function overview

The Leadership Groups within a Locality collective impact initiative performs the following functions. Leadership exists at all levels within the overall network.

Collaborative Governance Group	• Provides strategic direction and decision making • Champions the work • Aligns own work to the common aspirations and what matters to whanau • Some Collaborative Governance Group members serve on work groups
Backbone	• Provides dedicated staff – cross sector resources • Supports the work of partners by assisting with strategic guidance, supporting aligned activity, establishing shared measurement, building public will, advancing policy, and mobilising resources
Work Groups (Action Teams)	• Comprised of cross-sector community partners targeting particular element of common agenda • Typically led by co-chairs, supported by backbone • Designs and implements strategies, involving non-working group members as needed
Community partner	• Individual organisations and members of the community • Partners should have access to a variety of opportunities to learn about and engage in the initiative, and will be key to implementing strategies • Ultimate 'power' resides within the community and those with lived experience

The Backbone and Governance are often considered two side of the same coin....

The backbone outlines the structure...and Collaborative governance outlines how the structure operates

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Collaborative Governance Progress Measures

- The group is making satisfactory progress
- The effort and conflict required to make progress is reasonable
- Members are achieving some personal/organisational objectives
- Everyone involved is learning much more about the complex issue
- The overall process is self-refueling, leading to greater ambition and capacity

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Defining your community aspirations and goals – what matters to whānau/community

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CAPTURING COMMUNITY ASPIRATIONS

1. What are community aspirations – what matters to whānau?

2. What makes a good vision statement?

3. Community / whānau aspirations considerations

4. Setting community aspirations and goals

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Community aspirations and goals components – what matters to whanau

Your community aspirations and goals defines "what" it is you are collectively trying to achieve for your cross-sector collaboration initiative. This ensures that you:

- Are all on the same page and can visualise a shared future, and what this looks like
- Have identified an opportunity for change that can achieve this vision, and are aiming towards this aspiration
- Have anticipated the outcomes, and what success looks like to know when you have implemented this vision
- Have a clear understanding of what the focus is and is not
- Are working together with the common values when undertaking the work
- Ensure equity is embedded at every level

WHAT IS THE OPPORTUNITY OR FUTURE YOU IMAGINE FOR YOUR CHN (VISION)	WHAT OUTCOMES / SUCCESS WILL COME FROM ACHIEVING THIS VISION?	WHAT IS IN AND WHAT IS OUT (SCOPE/ BOUNDARIES)	WHAT STRATEGIES YOU WILL USE TO GET THERE	HOW YOU ARE GOING TO WORK TOGETHER (VALUES AND GUIDING PRINCIPLES)
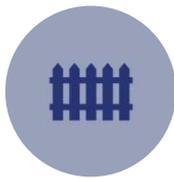
What makes a aspiration statement?

A 1-2 sentence statement that describes a desired outcome and invokes a vivid mental picture of your goal. It should:

- Inspire and energise, evoke emotion, have a 'stretch factor' to reach it, yet be achievable.

- Say something about your locality network, and your dream.

- Build a picture – the same picture, in peoples minds and tell everyone where we are going.

- Be written in the present, not future tense

- Be summarised with a powerful, repeatable phrase that uses simple, relatable language – without business or technical jargon, metaphors.

- Not confuse aspirations with the business goal and objectives for a particular period of time, or provide numeric measures of success.

- Align with your values and way you work together with others to achieve this vision.

Difference between vision and mission statement?

The aspiration statement is the locality network's desired future position for the network and community it serves.

Whereas, the mission statement is essentially the definition of a locality network's current network and community state and its objectives.

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Whānau aspiration considerations

The community aspirations sets about looking at what it would take to achieve your vision within your community. Honouring Te Tiriti o Waitangi and embedding equity for Māori and other underserved populations will be front and centre.

It should:

- Identify potential opportunities within your locality network to achieve this vision of what matters to whanāu

- Draw on data on current state on potential focus areas to inform prioritisation – what are demographics and other characteristics

- Define the outcomes that you would anticipate seeing when your vision becomes a reality – what will change for whānau

- Clarify what success on achieving this vision looks like – how do you know you have got there? Outcome measures show progress

- Provide clear bounds of what you are and are not going to be doing

- Articulate your ways of working, and strategies for achieving the outcomes and vision. Whakawhanaungatanga, creating strong, connected and trusting relationships

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Setting your aspirations

Vision Statement:
What is our "passionate purpose"?

What matters to whānau
Community aspirations

Outcomes:
What outcomes would we want to see to know that our vision has become a reality?

| Outcome 1 | Outcome 1 | Outcome 1 |

Scope:
What is and isn't on our radar for this initiative?

| Activity we will be doing | Activity we won't be doing |

Strategies:
What strategies can our collaborative undertake that will lead to the desired outcomes?

| Strategy 1 = Working Group 1 | Strategy 2 = Working Group 2 | Strategy 3 = Working Group 3 |

Principles:
Which core values will guide our work as we take action on our strategies?

| Principle 1 | Principle 2 | Principle 3 |

Success:
What would success look like when we have got there?

| Success criteria 1 | Success criteria 2 | Success criteria 3 |

With the vision statement in place, flesh out these remaining elements to form your aspirations

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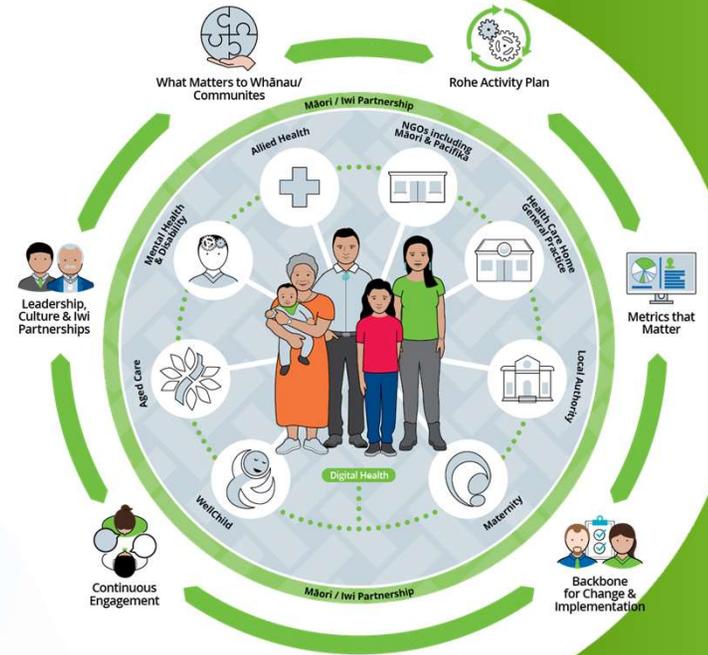
COLLECTIVE ACTION FOR COMMUNITIES

Defining and planning the backbone to support localities/ rohe development

Sources include Tamarack Institute and Collective Impact Forum

SECTION ONE

DEFINING THE BACKBONE

1. What is the backbone?

2. What are its core functions?

3. What doesn't it do?

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What is the backbone?

The backbone of a Collective Impact initiative forms the support infrastructure needed to foster the cross-sector communication, alignment, and collaboration required to achieve population-level systems change in the area of focus.

Backbone characteristics

- Backbone makeup is specific to the locality and the population that the initiative hopes to impact.

- The Backbone requires staff / capacity dedicated to this collective impact initiative who can:

  – Plan, manage, and support the initiative through ongoing facilitation,

  – Provide technology and communications support,

  – Produce data collection and reporting, including analytical storytelling

  – Handle the myriad logistical and administrative details needed for the initiative to function smoothly.

  – Ensure meticulous processes
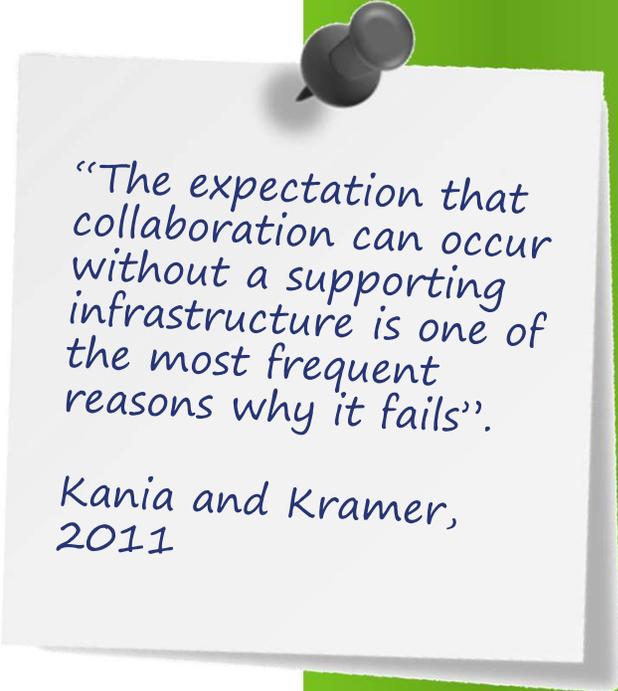
"The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails".

Kania and Kramer, 2011

Backbone Responsibilities

The backbone is a team of dedicated resources responsible for facilitating the aligned day-to-day operational and engagement activities required to fulfil the initiatives collective vision and agenda

1. **Guide Vision and Strategy** –Working with the Collaborative Governance Group to identify CHN priorities, develop a common vision and agenda, and adapt to changing context as the initiative progresses.

2. **Support Aligned Activities** –Facilitating engagement between partners, and supporting the Collaborative Governance and Working Groups as needed, coordinating and align the actions across the initiative, and monitoring progress of these.

3. **Establish Shared Measurement Practices** – Establishing agreed metrics and monitoring activities, including managing data collection among partners and supporting the use of data for learning and evaluation of the effort.

4. **Build Public Will** –Continuing to build consensus and commitment around your initiative through cultivating community relationships and fostering ownership within the community over the long term.

5. **Advance Policy** – Including an aligned policy agenda is part of the Collective Impact effort, to ensure where the initiative impacts on disparate systems and institutions, the overall goals can be achieved.

6. **Mobilise Funding** –Securing resources for the initiatives sustainability, including aligning funding, resources, and other non-monetary support for delivering on the initiatives goals.

Backbones are the 'glue' that support and coordinate the operational and engagement aspects of your initiative from "behind the scenes".

Refer to Backbone resources and tools for more information on the roles and structure

What the back bone doesn't do

When considering the role and functions of the backbone, it can be helpful to examine <u>what the backbone does not do</u>.

The backbone:

- **Does not set the group's agenda:** Rather, it collates the input from different members to collectively build and maintain focus around the common agenda as defined by the Collaborative Governance Group with input from the community.

- **Does not drive or independently determine the solutions:** Rather, it supports the Collaborative Governance Group and Working Group members as they align the activities within their respective organizations with the common agenda.

- **Requires funding to operate but does not receive all of the funding for the initiative:** Funding must also be directed toward the implementation of services, innovation, advocacy, or other types of activities that the partners advance in service of the collective effort's goal.

- **Is not self-appointed:** The Collaborative Governance Group, often in consultation with other key community stakeholders, selects the backbone.

- **Does not operate like an organisation** as it needs to be more nimble and agile – with the minimum amount of structure to enable partners to work together well

By supporting the work of members, highlighting their successes, and authentically attributing or sharing credit with partners, backbones foster shared leadership.

PLANNING YOUR BACKBONE STRUCTURE

1. How is the backbone structured?

2. How can equity be embedded into the backbone?

3. What does the backbone consist of?

4. What types of backbones are there?

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Creating your backbone structure

Considerations for the Collaborative Governance Group and key partners when forming the backbone structure for an initiative:

- Does it make sense to select an **existing organisation or structure** to house the backbone or **create a new structure**?
  - If selecting an existing organisation/structure, should the selection process be open or closed?

- How much **capacity** does the backbone need? **How many full-time employees** – how do you flex the workforce?

- **Who will the staff report to**?

- Is the organisational home also **where the staff are located**? Or does it make sense to split the fiscal agent from the physical location?

- **Who will fund the backbone infra-structure** (e.g., salaries, benefits, operating expenses)?
  - In the short term?
  - In the long term?

- **Does your backbone reflect the diversity of the community health network that it is seeking to represent?**
  - Factors such as economic class, gender, race, ethnicity, language, and lived experience may be important to consider when selecting staff to serve as the backbone for the collective impact effort.
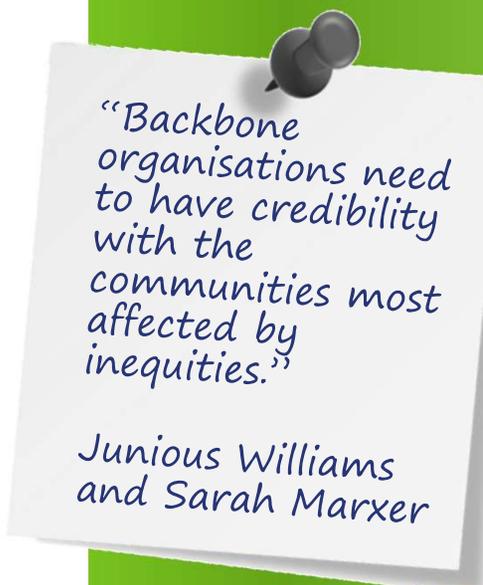
"Backbone organisations need to have credibility with the communities most affected by inequities."

Junious Williams and Sarah Marxer

Embedding equity into your backbone

To be authentic and credible within the community they are seeking to represent, the backbone must begin its commitment to equity and inclusion by examining its own internal practices, structures, and staff—paying great attention to equity and intersectionality.

Several important equity considerations when forming your backbone:

- How do we effectively integrate community voice into institution-heavy collective impact efforts?

- How do we authentically and meaningfully involve communities who have historically been excluded from decision-making processes?

- How do we engage stakeholders in sensitive conversations about race, class, and culture without driving away those who need to sit at the problem-solving table?

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What the backbone consists of

EXAMPLE BACKBONE STRUCTURE

The backbone is structured to foster shared leadership and create multiple avenues for cross sector stakeholder engagement.

It is the 'glue' to facilitate across stakeholder engagement, and aligned activity towards achieving the collective outcomes and vision.

STEERING GROUP

COMMUNITY REP LEAD - AREA 2

COMMUNITY REP LEAD - AREA 1

DATA MANAGER

FACILITATOR / COORDINATOR

EXECUTIVE DIRECTOR

Dedicated staff supporting CHN CI initiative

COMMUNITY REP LEAD - AREA 3

COMMUNITY REP LEAD - AREA 4

COMMUNITY REP LEAD - AREA 5

COMMUNITY REP LEAD - AREA 6

COMMUNITY REP LEAD - AREA X

BACKBONE

Working Groups

Informal Subject Matter Experts

Advisory Groups

WORK GROUP 'A'

WORK GROUP 'B'

WORK GROUP 'C'

WORK GROUP 'D'

Community partners (e.g. non profit, funders, business, iwi, public agency, resident)

DATA EXPERTS

COMMS EXPERTS

TECH EXPERTS

EQUITY ADVISORY

SECTOR ADVISORY

Backbone – success factors

Some final thoughts about structure

- The working relationship amongst partners is vital
- Understanding and working within the limits of accountability and structures
- There is a need to focus both on the process and the product of governance in collaboratives
- Use the opportunity to learn together and build connections

Whakawhanaungatanga

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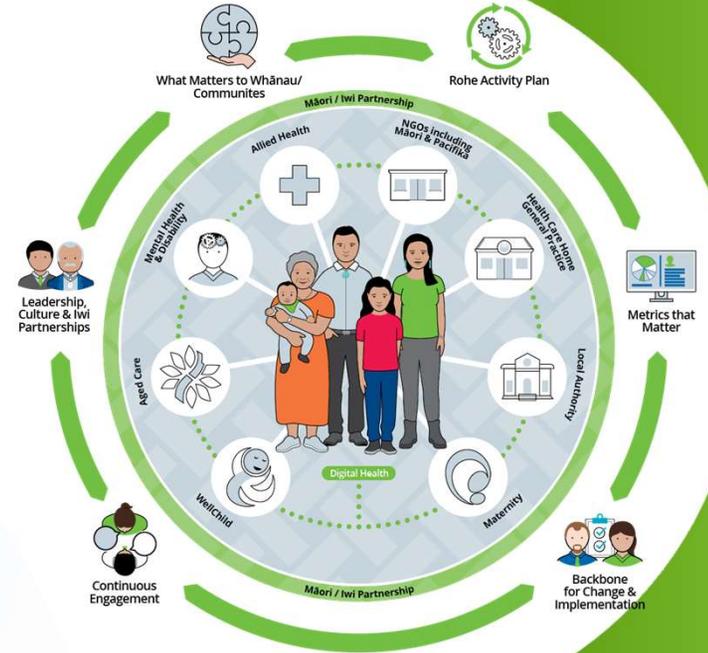
COLLECTIVE ACTION FOR COMMUNITIES

Metrics that Matter

Transforming Healthcare Outcomes, Everyday

WHY MEASURE?

1. Benefits of measuring and evaluation / learning

2. Rohe considerations / characteristics

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Benefits of tracking metrics

- Used to inform the development of a "what matters to whānau" – community aspirations

- Reflects key measures that capture critical outcomes

- Includes establishing systems for gathering and analysing measures

- Facilitates continuous improvement and ongoing learning through the creation of sense-making " opportunities and reflection

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Importance of evaluation

Evaluation = Learning + Shared Measurement
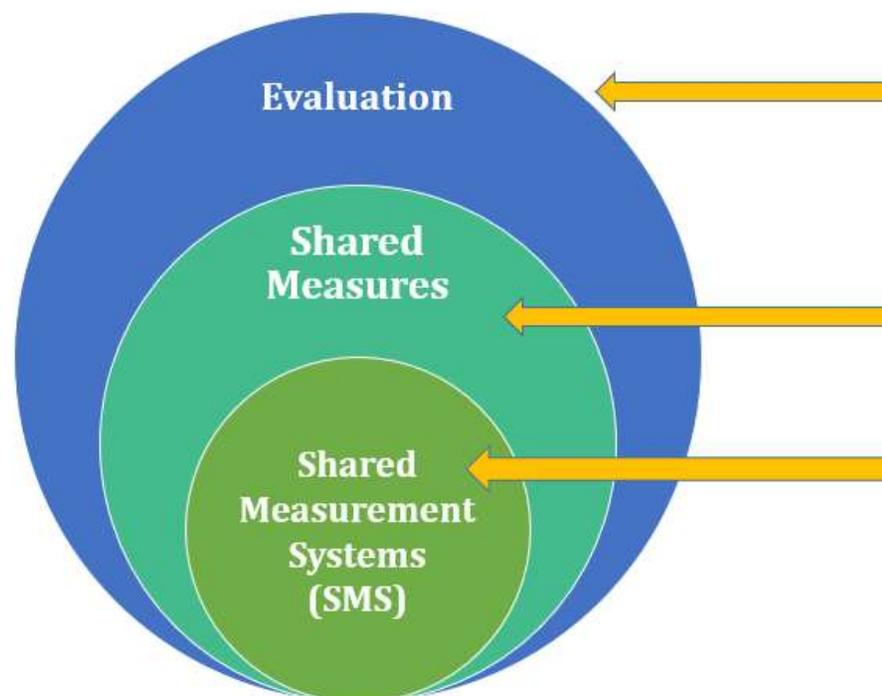
Evaluation refers to a range of activities that involve the planned, purposeful, and systematic collection of information about the activities, characteristics, and outcomes of a CI initiative

Shared Measures are the common indicators used to monitor the progress of a CI initiative

Shared measurement system (SMS) this is the agreed upon system for regularly monitoring and reporting on the CI Initiative's indicators, making sense of what they mean and tracking i progress toward goals

SMS can be both an __input__ to evaluation (by providing data and/or shaping evaluation questions) and an __object__ of evaluation

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Rohe considerations & characteristics

- Locality / rohe networks may be defined by geography or population group.

- Capture the characteristics of your rohe / group population, understanding the demographics, health and social statistics

- Tell the story of your network in a way that makes sense to the whānau/community and those we are serving

- Consider what matters to whānau with equity front and centre
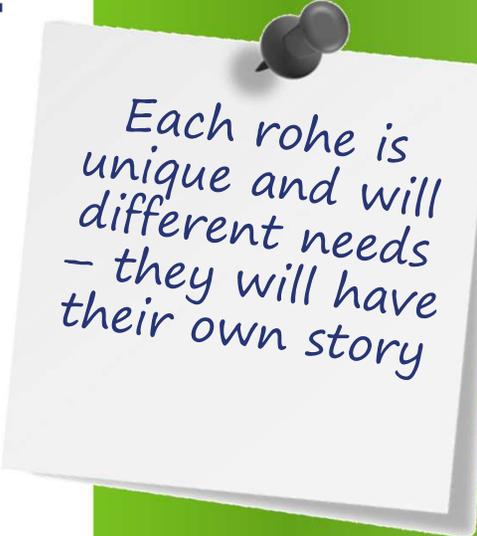
Each rohe is unique and will different needs – they will have their own story

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WHAT MEASURES DO I NEED?

1. What's relevant to our whānau – choosing the right outcome metrics and setting the baseline

2. Ensuring accountability and learning

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Choosing metrics that matter

Laying a Foundation	• Define and understand your community • Be patient—lay a strong foundation via the backbone and what matters to whānau
Long-Term Focus	• Assess your capacity, be realistic and take time to build it. Set a baseline for the metrics that matter
Iterative Nature	• Prioritise your actions—there is no "right" answer, but rather many different changes that are worth trying
Advancing Equity	• Define the problem and include equity • Focus on action WHILE building capacity and representation
Consider your Rohe	• Be context aware and intentional about the rohe you are serving - position the initiative in the broader environment—remember, it may be more effective to support than to lead

Accountability and Learning

Accountability

- Inappropriate expectations
- Superficial Learning
- Blame Culture
- Gaming behaviours
- Rigidity

1. Did we implement our work as planned?
2. Did we meet quality and ethical Standards?
3. Did we make progress on desired results?

Learning

- Loose commitments
- Insufficient expectations
- Weak Momentum
- Loss of Agency
- Drift

1. What are we learning about the challenge & how to address it?
2. What is working, & not, for whom, know & why?
3. What is in & out of our control? What is happening in the system?

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SECTION THREE

PUTTING IT INTO PRACTICE

1. Evaluation and learning is key

2. Tracking progress towards agreed aspirations and what matters to whānau

3. Reporting and Analytical Storytelling

4. Understanding challenges

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Evaluation and Learning

BACKBONE

CONTIINUOUS COMMUNICATION

WHAT MATTERS TO WHĀNAU

ROHE/LOCALITY ACTIVITY PLAN

METRICS THAT MATTER

A strong Backbone and what matters to whanau are more likely to have a strong Rohe/ Locality Activity Plan

Continuous Communication is a critical function of the Backbone

Shared Measurement Systems (Metrics that Matter) are not always present but when they are, it is tied to having a what matters to whanau agenda and Rohe / Locality Activity Plan leading to **evaluation and learning**

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Framework for tracking progress

PILLAR 4 – EVALUATION & IMPROVEMENT

	PHASE I *Assess Readiness*	PHASE II *Initiate Action*	PHASE III *Organize for Impact*	PHASE IV *Begin Implementation*	PHASE V *Sustain & Retain Impact*
Evaluation, Improvement & Learning	Determine if there is consensus/ urgency to move forward collaboratively	Analyze baseline data to ID key issues and gaps	Develop high-level shared metrics and/or strategies at the SC level	Establish shared measures (indicators & approach)	Collect, track and report progress; establish processes to learn & improve
Focus of Pillar	• Ensuring that our CI Initiative is tracking progress • Ensuring we are making time to review and make sense of our data • Adjusting and or making changes in our plan accordingly				
Pillar Goal	• To assess progress, outcomes and impact of our work • To capture and share our learning				
Key Questions	• What is changing and what are we learning based upon our actions? • What impact are we having and how can we sustain & grow it • How are we changing policies, culture, norms & systems?				
Success Indicators	• Learning is captured and used to refine action • Learning is documented and shared • Evidence of our progress and impact is measured and communicated • Unintended consequences (both positive & negative) are intentionally documented and shared				

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Reporting and benefits

- Clarity of Focus

- Tracking progress towards a shared goal

- Enabling co-ordination and collaboration

- Improved data quality

- Continuous learning and course correction

- Catalyst for action

- Fueling momentum

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Analytical storytelling considerations

1. What is your data telling you.. **What's the story** that makes sense to whānau and community

2. How does the data show correlations between health and social outcomes within your locality network

3. Consider data walks to support – this allows sharing of metrics in an engaging way with whanau

4. Listening to the context experts, those with lived experience will provide rich insights to providing

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Understanding measurement challenges

Difficulty in **coming to agreement** on common outcomes and indicators

Concerns about **relative performance / comparative measurement** across providers

Limited capacity (time and skill) for measurement and data analysis within participating organizations

Alignment among funders to ask for the common measures as part of their reporting requirements

Time and cost of developing and maintaining a system, both for human capital and technology

Collective Action for Communities

Continuous Engagement

Sources include Tamarack Institute and Collective Impact Forum
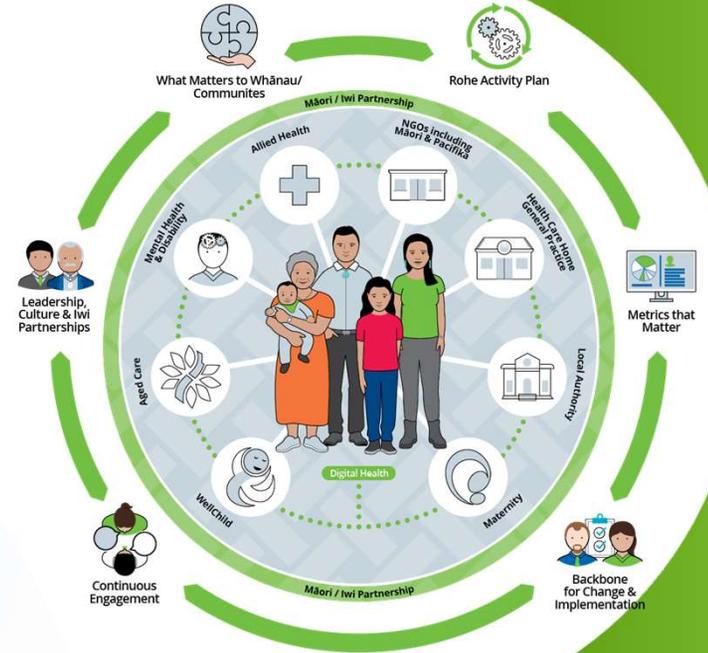
IDENTIFYING YOUR STAKEHOLDERS

1. What are the characteristics of your target population/communities

2. Who are your key stakeholder groups?

3. What levels of influence do these groups have?

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Defining your target population

Which groups within your locality networ will be impacted by your initiative?

Once you are clear on your common agenda and vision, and have prioritised what your initiative will focus on, pulling together shared data on relating to this, will help to identify target population. Tools like this actor map can help with this.

Linking a tool like this identify map may be a useful way to think about the various identities within your community, to conceptualise the target population to focus on (backed by data findings).

The groups are likely to be impacted by our locality initiative are...
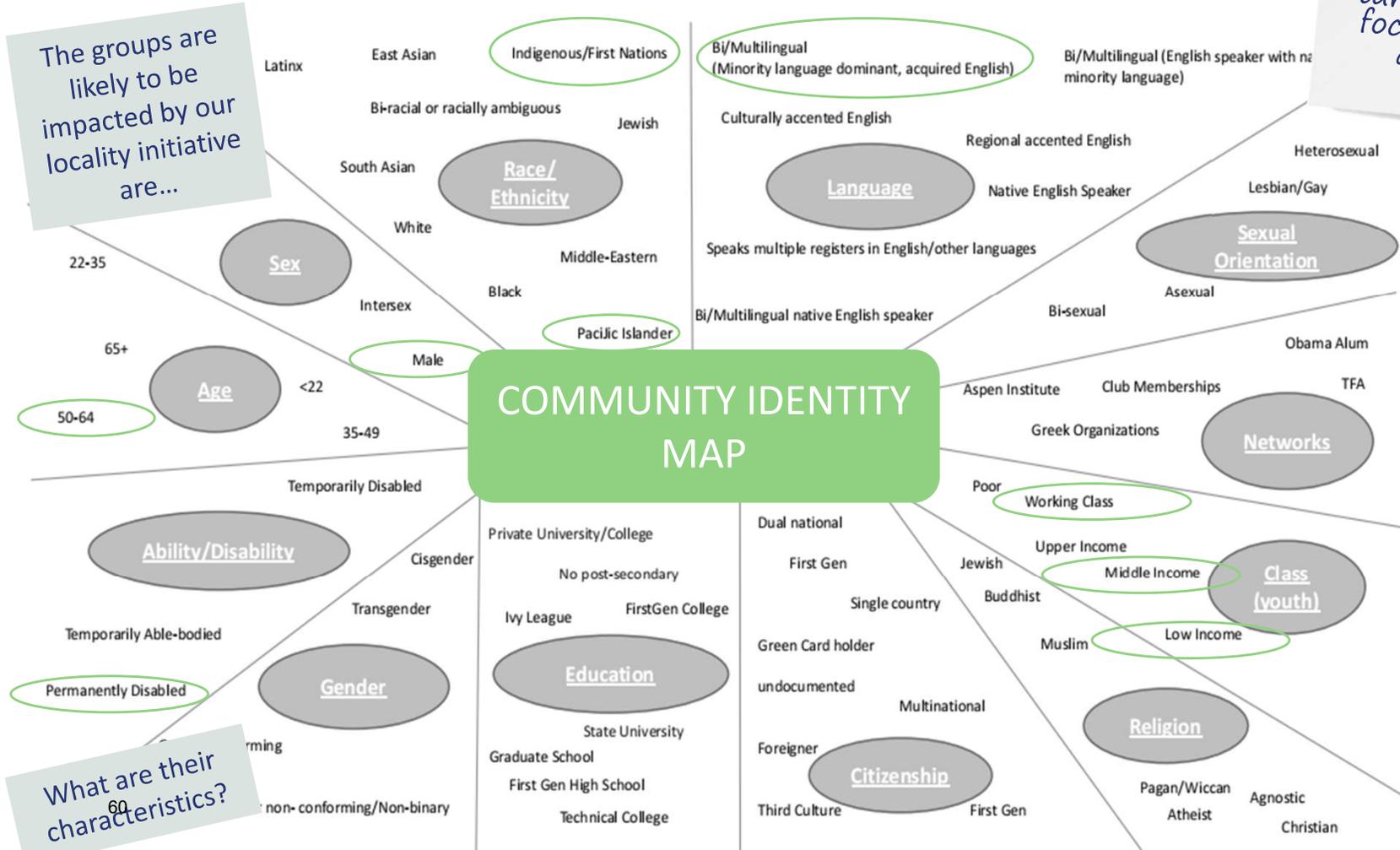
What are their characteristics?

COMMUNITY IDENTITY MAP

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Identifying your stakeholder groups

Aggregate data sources and undertake an asset scan to inform which sectors are involved or impacted, and their level of engagement and readiness.

Come up with a snapshot profile of your community showing where its currently at as a high level baseline, to help identify the opportunities and across sector actors involved.

Community Profile Snapshot example

Demographic Snapshot	Economic Snapshot	Health Snapshot
• Target neighbourhoods consisting of x residents • x% of population identify as Maori or Pasifika • X% are between 18-44 years of age	• Median household income is $x • x% of population live in poverty • X% of the population living in poverty are under x years of age	• Approximately x% of children and x% of adults are uninsured • x% of residents reported using ED as their primary source of health care • Leading causes of death are heart disease/hypertension, diabetes, homicide, and HIV

Sector Map example

Key sectors of influence: Health, Housing, Finance, Education, Social Services, Mental Health / Substance Use
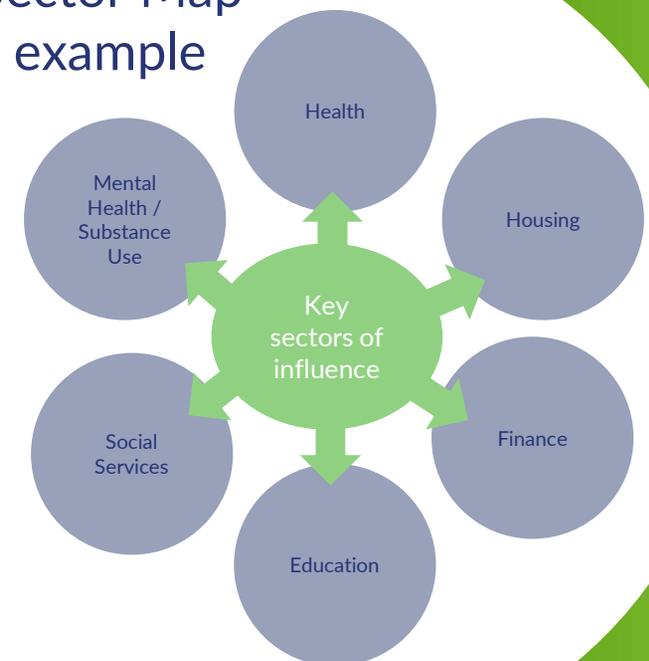
Levels of influence

Once you have identified your target population and stakeholder / sector groups, a useful exercise can do a stakeholder map like the example below, to identify their level of influence. This will help you formulate an appropriate level of engagement strategy for each.
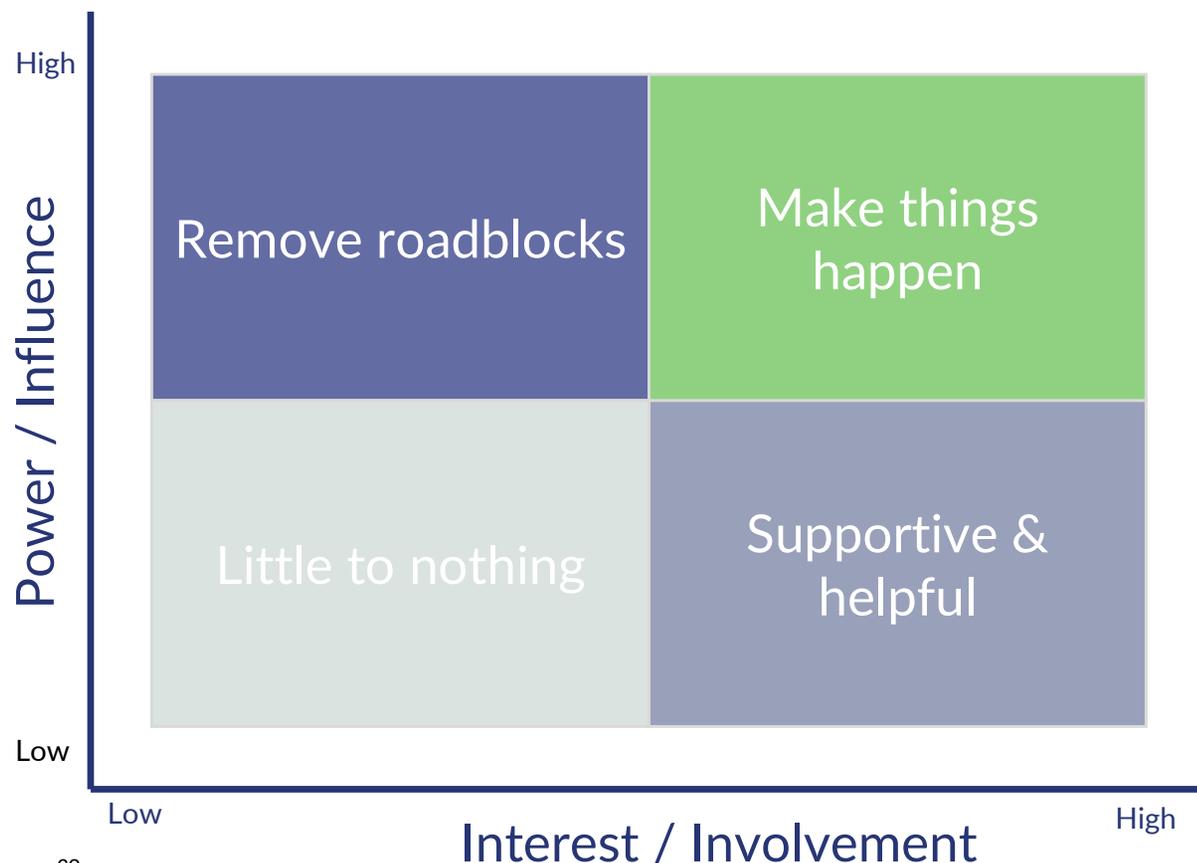
HOW TO ENGAGE

1. How do I go about engaging with my core stakeholders?

2. What is your engagement trying to achieve?

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Coming up with an engagement approach

Considerations when defining an engagement approach or strategy for your locality initiative:

1. **Choose** where on the engagement spectrum your initiative sits

    i. Your approach will determine the outcome you are seeking from the engagement

2. **Clarify what you are undertaking to do** with community members

    i. We undertake to…

    ii. Your part in this is…

3. **Do what you say you are going to do**

    i. To build relationships and trust, do what you say you are going to do…

    ii. Understand the importance of "closing the loop" and sharing highlights from your engagement efforts and how their input has been used. This also helps to build trust

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What is your engagement trying to achieve?

This engagement spectrum is a useful tool to help determine what you are trying to achieve and how to go about it, when engaging with your stakeholders / target population

INFORMING

- Providing balanced information
- "We will inform you"

SUPPORTING ACTIVITIES

- Fact sheets, newsletters, websites, open houses

CONSULTING

- Inviting feedback on solutions and decisions

SUPPORTING ACTIVITIES

- Surveys, focus groups, community meetings and forums

INVOLVING

- Ensuring feedback is directly reflected
- Engaging as partners

SUPPORTING ACTIVITIES

- Community organising, leadership, workshops partners

COLLABORATING

- Enabling
- Co-create and co-produce

SUPPORTING ACTIVITIES

- Advisory and governing boards, engaging and funding as partners

EMPOWERING

- Sole Decision-making authority
- Implement community's solution

SUPPORTING ACTIVITIES

- Support full governance, leadership and partnership solutions

Source: AIP2 International Association of Public Practitioners

KEEPING PEOPLE ENGAGED

1. How do I have the 'courageous conversations?

2. How can I maintain interest and momentum with my stakeholders?

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Opening up to courageous conversations

Some considerations to have those courageous conversations.

1. **What do we mean by a courageous conversation?**

    i.   Honest and authentic discussions

    ii.   Leading from the heart

    iii. Respectful but direct

2. **When to engage in these**

    i.   Consider the audience ability to manage such openness – trust and whakawhanaungatanga must be present first

3. **How to go about this**

    i.   Take the lead from your audience – listen and take it slow

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Keeping the engagement momentum

The importance of continuous conversation.

Considerations

i. Equity is at the forefront

ii. Honour Te Tiriti o Waitangi

iii. Respect individuality and differences

iv. Sound planning and realistic timelines

v. Value audience time

vi. Whakawhanaunaungatanga – trust and relationships

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Whakawhanaungatanga

Trust, Power & Engagement

Nurturing a Culture of Trust

Beyond individual behaviours, we are all responsible for nurturing a culture of trust. We do this by:

- Naming the elephants in the room

- Sharing responsibility for the future

- Expecting and valuing independent judgement

- Developing and sharing leadership capacity

- Fostering and institutionalizing reflection and continuous learning

Removing barriers to building trust

Trust, Power & Engagement

3 Trolls in Nurturing a Culture of Trust

- **Competition** – stakeholders in any collaboration are often in unspoken competition for resources, authority, recognition or power.

- **Control** – stakeholders try and maintain control through access, knowledge, participation. It requires us to acknowledge and speak to what's at stake.

- **Commitment** – there are different levels of investment and things at stake for those involved.

"We want to work differently together but (we continue to) use the same approaches that are designed to maintain the status quo, rather than designing our approach to enable experimentation and learning as we go."