

Collective Impact: Lessons Learned for HEAL Funders

July 25, 2017 3:00 p.m. Eastern

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LESSONS LEARNED—

Challenge for a Healthier Louisiana:

Tackling Obesity through Collective Impact Grant Making and What We Learned Along the Way



Speakers:



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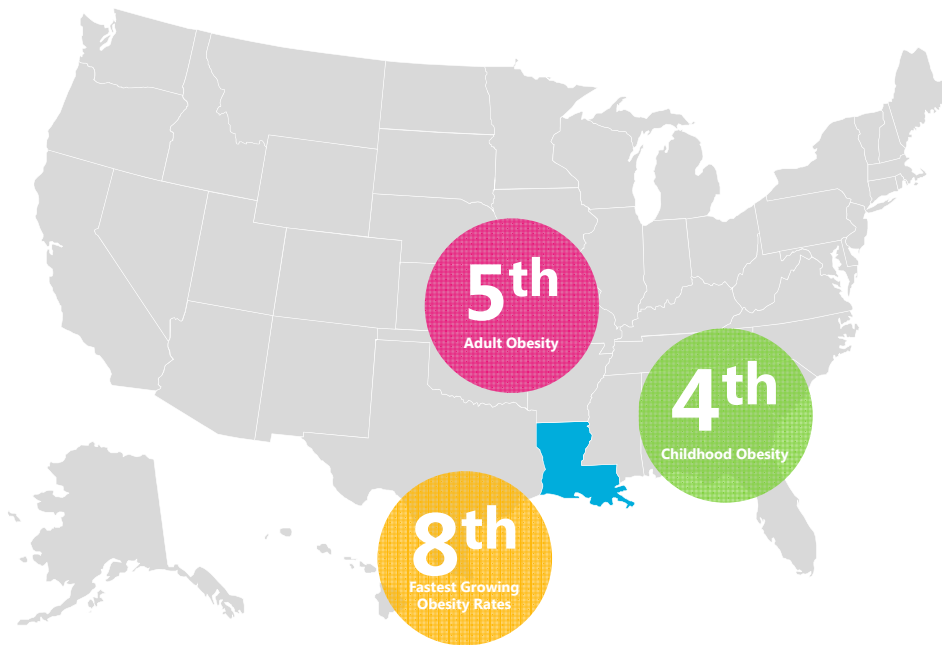


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Louisiana's Declining Health



Ranked 4th in Childhood Obesity

In Louisiana, **20.7% of children are obese**, compared to 16.4% nationwide.

Ranked 5th in Adult Obesity

In Louisiana, **31.2% of adults are obese**, compared to 22% nationwide.

Ranked 8th in Rising Obesity Rates

Louisiana is tied with West Virginia for 8th fastest growing obesity rate since 1995.



The Cost of Obesity



DIABETES

13% Current adult diabetes rate, with a total of 398,422 cases

HYPERTENSION

+ 40% Current adult hypertension rate, with a total of 822,898 cases

\$1.4 BILLION

Annual spend on obesity-related healthcare costs





Internationally-recognized research center at the forefront of understanding the causes of obesity and associated chronic diseases

Proven expertise in developing comprehensive, evidence-based prevention programs

Recognized leader statewide for childhood obesity prevention



Collective Impact



What is collective impact?

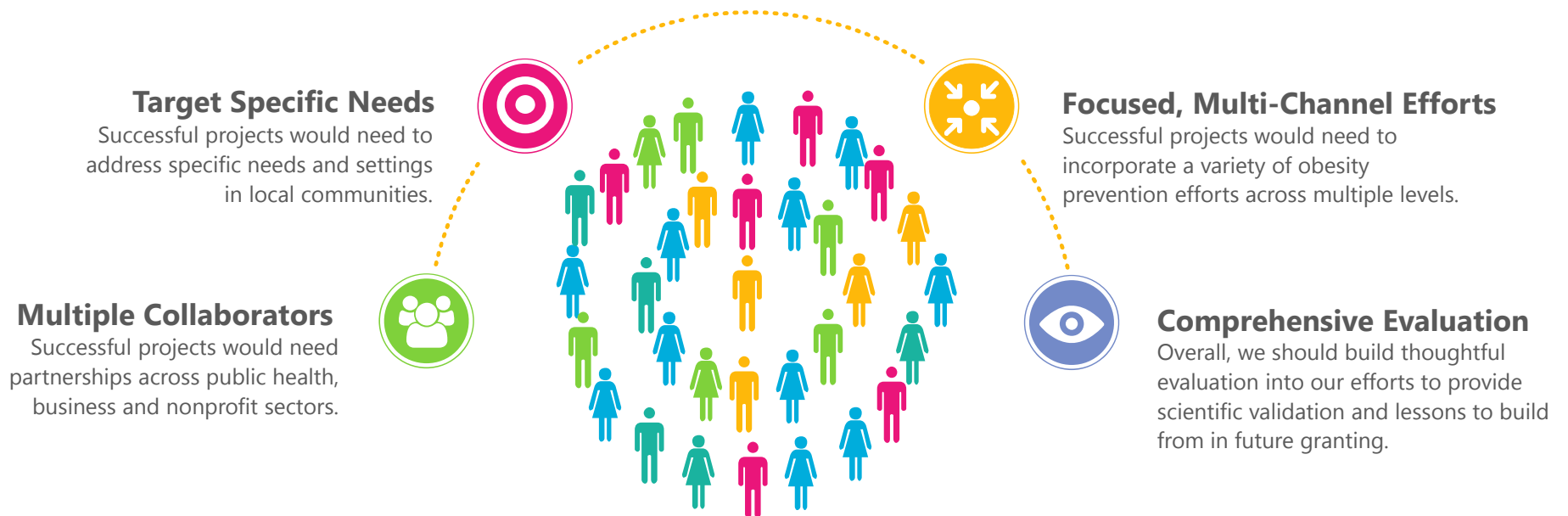
The commitment of a group of actors from different sectors to a common agenda for solving a specific social problem using a structured form of collaboration.

We needed innovative projects that addressed the **root causes of obesity** through integrated changes in policies, norms, practices, social supports and the physical environment.



Collective Impact

Elements of Success



Potential Project Components



Application Process

September 2011

- RFP issued
- Informational workshops

January 2012

- Non-competitive letters of intent (112 received – all received feedback)

January – April 2012

- Technical assistance workshops

April 2012

- Final applications due (49 received)

May 2012

- Expert evaluation, recommendations made to Foundation board, awards approved



Statewide Investment



Overall:

- 112 organizations submitted letters of intent
- 49 submitted full organizations
- 12 projects were awarded totaling nearly \$30 million in collective impact, healthy living initiatives across Louisiana

Project Activities:

- Develop policy councils
- Renovate parks
- Build gardens, farmers markets and incentive programs
- Implement educational programming
- Other initiatives





FitNOLA

New Orleans

Highlights:

Park Infrastructure Revitalization

- Improvements to 6 neighborhood parks

Physical Activity Programming

- Classes included: dance, hula hooping, boot camp, Zumba, kickboxing, yoga, & creative walking
- Attracted approximately 7,050 community participants

Farmers Market Fruit/Vegetable Prescription Program (FMRx)

- RX distribution by health care providers at community clinics, to 862 recipients
- 76% were redeemed, primarily at local farmers markets, with some transactions through Whole Foods

Community Engagement

- 3 major community input events (~300 participants) to collect residents' ideas for park programming, concessions, general improvements
- 6 Family Fests (over 3,000 participants) to bring neighborhood organizations and families together to promote the Fit NOLA parks and activities



Central Louisiana Local Foods Initiative

Highlights:

Increased Access to Fresh Food

- Equipped 3 existing farmers markets to accept electronic payments and offer incentive programs for youth and EBT/SNAP clients
- Helped start 2 new farmers markets that are now operated by non-grantee leadership
- Connected 10 restaurants with local farmers

Farmer Coaching & Training

- Provided a total of 469 hours of business coaching to 15 existing farmers
- Held 19 beginning farmer workshops

Region-wide Advocacy & Policy

- Developed a local food brand called *Fresh Central: Grown in the Heart of Central Louisiana*
- Convened 73 Eat Local (local food coalition) meetings across 9 parishes
- Convened a regional food policy council, which met 26 times
- Hosted 3 annual – plus 1 special edition – Foodapalooza events



Capital Area Pathways and Mobile Playground

Baton Rouge

Highlights:

Trail Construction

- 2 miles of Ward Creek multi-use trail segment (including landscaping, water fountains, QT Fit/smart phone fitness system, and parking access)
- Initiation of the Perkins Road multi-use trail segment

Mobile Recreation Program

- 2 "BREC on the Geaux" mobile recreation units (14-foot box trucks), fully equipped and staffed

Parish-wide mobile recreation programming

- School recess programs targeting pre-K to 5th grade; 10 schools/week; up to 900 children/day;
- After school & holiday programs – routes target low-income housing complexes and neighborhood parks; the program has reached over 9,750 residents to date;
- Integration of activities into community events;
- Available for private functions (revenue generating)





Dare to Be Healthy

Lake Charles

Highlights:

Eat Healthy Southwest Louisiana Restaurant Initiative

- 17 restaurants and cafeterias partnered with registered dieticians to identify healthy menu items

Infrastructure Improvements

- Over 13,000 linear feet of sidewalks to provide connectivity to parks, schools, and shopping

Calcasieu Parish School System (CPSS) Wellness Programs

- 70 "Wellness Warrior" teachers lead peers to participate in the CPSS wellness initiative; 636 teachers participated (86% of those eligible)
- 13,902 students participated in physical activity breaks, spending a total of 14 minutes a day in in-class exercise

KISS (Keep it Simple Sister) Exercise & Healthy Eating Program

- Total of six 12-week sessions held in six communities
- 190 participants completed the program
- Participants lost a total of 2,060 inches and 2,201 pounds



Pennington's Role

- **Pre-Application Planning:** refine program goals, criteria, timeline and requirements to reflect the goals of BCBSLA
- **Application Process:** conduct regional workshops to attract potential applicants; identify key partners and broker collaborations; identify and recruit expert grant review panel to make recommendations to BCBSLA
- **Administration of Grants:** serve as resource to grantees and exchange relevant information through quarterly grantee meetings; ensure grantees are meeting goals, benchmarks and timelines; troubleshoot as needed



Pennington's Role

- **Evaluation of Each Grantee Program:** develop evaluation plan for each project, identifying and measuring key metrics; monitor attainment of milestones and pre-defined deliverables
- **Evaluation of Overall BCBSLA Challenge for a Healthier Louisiana:** develop a set of common outcomes measures and collect for each project to ensure comparative effectiveness across interventions can be assessed; track proximal and distal outcomes associated with each project; produce a final report on the overall impact of the program



Big Results!

577,464

POUNDS

healthy food grown & purchased

107

COMMUNITY GARDENS

built or improved

78

FARMERS MARKETS

new or improved

8

INCENTIVE PROGRAMS

to increase farmer's markets purchases

Big Results!

34

TRAILS

new/improved sidewalk,
trail, crosswalk
segments

25

MILES

new walking/biking
paths

49

PARKS

parks, schools,
recreation facilities
improved

2.5x

LIKELY

participants are 2.5x
more likely to keep up
healthy behavior

Five Lessons Learned



#1

Project leadership = success.

Smart, adaptive leadership at a project/grantee level is more important than a perfectly structured project plan or a beautifully written grant application. Look for projects with strong leaders and lots of community buy-in.

#2

Keep it manageable, stick to core programming.

Collective impact grantees will be ambitious, and some will want to take a kitchen sink approach. Too many moving parts can overwhelm and cannibalize a project quickly.

#3

Outsource evaluation, insource project management.

Keep evaluation partners focused on their tasks. Outsourcing so much of our program management to Pennington left them constantly moving, but limited our ability to be in direct contact with grantees.



Five Lessons Learned



#4

Set ongoing, short-term benchmarks for grantees.

Grantees with less infrastructure/capacity will fall into a pattern of lapses and jumpstarts without structured benchmarks along the way. Be flexible with your grantees, but make sure there are performance standards and goals in the short-, medium- and long-terms.

#5

Be hands-on at every phase.

Collective impact projects will morph and change over the course of three years. As a funder, you will want to be on the ground with your grantees, understanding their challenges in real-time and helping them formulate strategies to adapt to challenges that arise.



Most Importantly:

Small change is a big win.

Don't expect huge change overnight. Even moving the needle slightly in the right direction is positive. Other collective impact projects around the nation have shown that this is hard work! You will see big outcomes – the analysis data may be small by comparison – but remember that you are inspiring a change in a long-entrenched trend. Moving in the other direction is victory!





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Healthy Schools Collective Impact

Grantmakers in Health Webinar
July 25, 2017



Colorado Health Foundation



The Colorado Health Foundation Mission: To Improve the Health of Coloradans

We are singularly focused on helping Coloradans live their healthiest lives by advancing opportunities to pursue good health and achieve health equity.

Through grantmaking, policy and advocacy, strategic private investments and convening – we seek to drive lasting change.





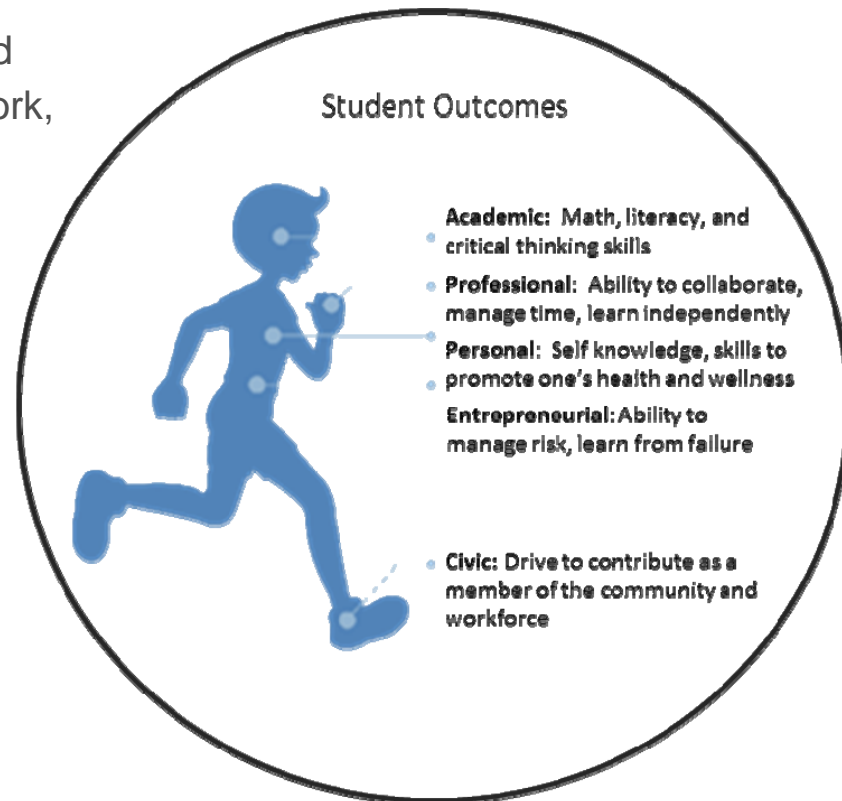
Colorado Education Initiative

Vision

Every student in Colorado is prepared and unafraid to succeed in school, work, and life, and ready to take on the challenges of today, tomorrow, and beyond.

Mission

The Colorado Education Initiative unlocks the unique potential of every student in Colorado by incubating innovation, shining a spotlight on success and investing in sustainable change that improves outcomes for students.



Healthy Schools Collective Impact: History

- Significant investment over several years
- Growing interest among stakeholders to leverage resources
- Need among schools to streamline resources and engagement requests
- Will to work together differently
- Foundation leadership interest in Collective Impact



Healthy Schools Collective Impact: The Work



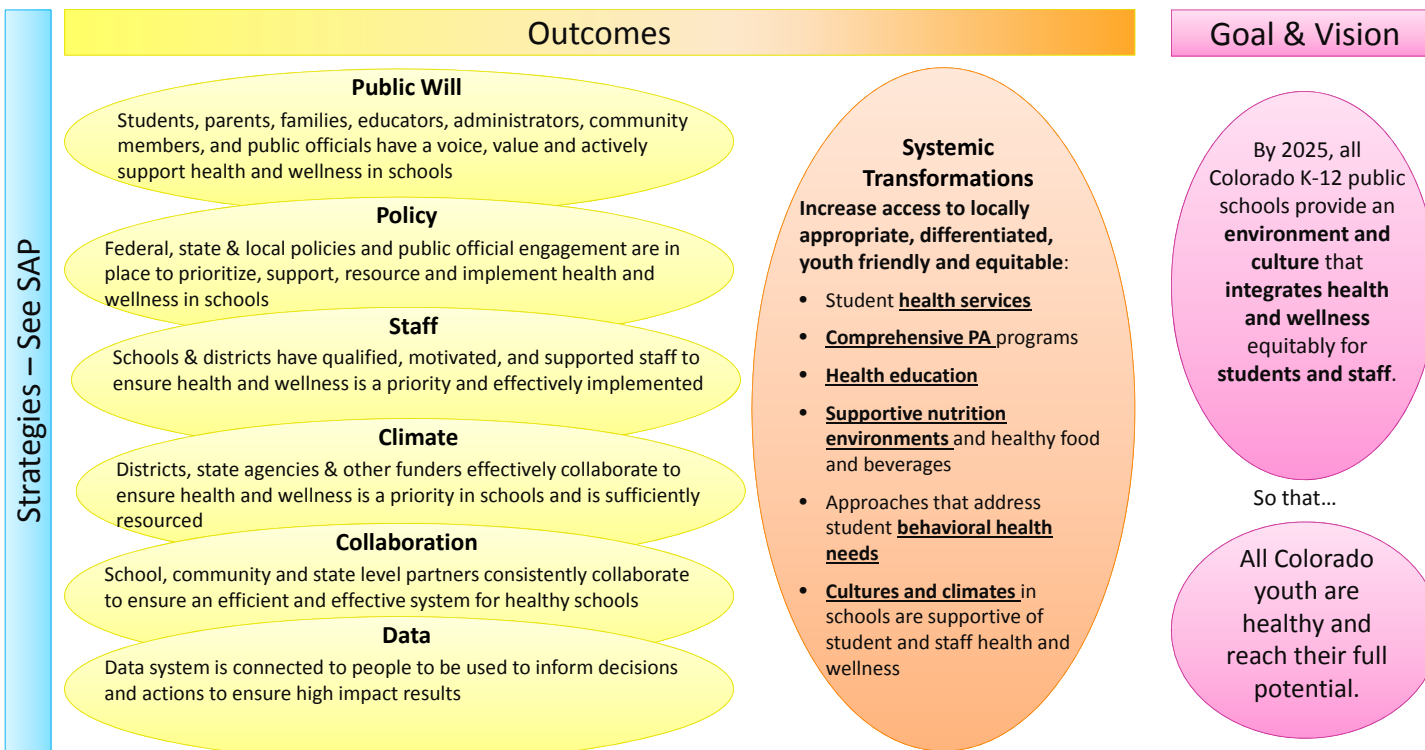
- Healthy Schools Collective Impact (HSCI) is:
 - Statewide
 - Cross-sector
 - Working towards **systems transformation**
- HSCI Bold Goal:
 - By 2025, all Colorado K-12 public schools provide an environment and culture that integrates health and wellness equitably for students and staff.
- HSCI Vision:
 - All Colorado youth are healthy and reach their full potential.



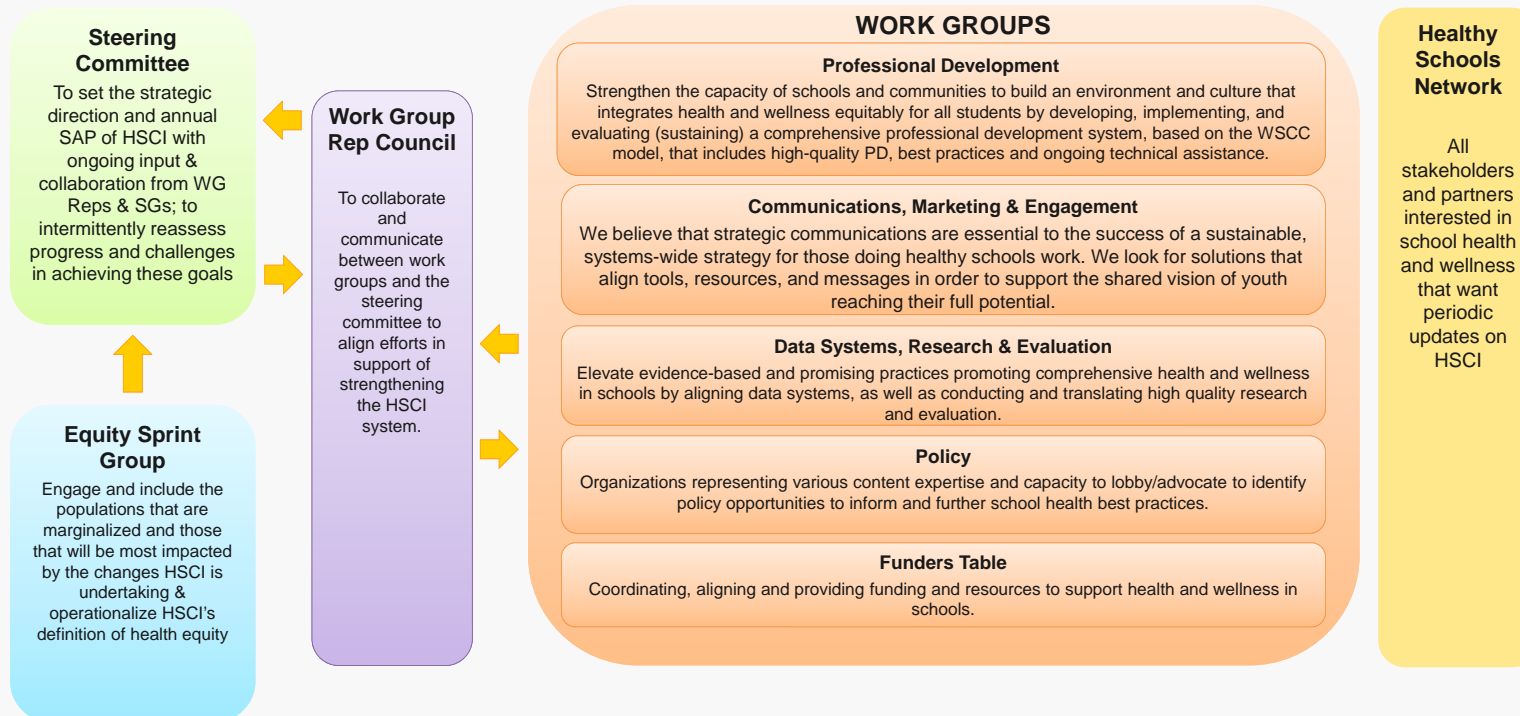
Healthy Schools Collective Impact: Roadmap

All outcomes should:

- Address equity
- Be informed by and accountable to local/on-the-ground perspectives
- Consider student health services, comprehensive physical activity, nutrition, behavioral health and school cultures and climates
- Consider the whole child
- Prevent and prepare for shocks to the system
- Balance bold/innovative long-term strategies with actionable short-term strategies
- Be informed by data and best practices



HEALTHY SCHOOLS COLLECTIVE IMPACT: STRUCTURE



Backbone: Spark Policy Institute. Act as a neutral entity to coordinate and support the initiative.

Evaluation: Harder & Company and Spark Policy Institute. The evaluation aims to provide useful and actionable information that can support TCHF and their grantees in transforming the school health system statewide and locally.

Other Groups: While these groups are not currently in existence, they have been/are deemed important and may need to be established: Communications & Marketing sprint group, Local advisory group, Evaluation advisory group, Policy work group.

Healthy Schools Collective Impact: The Successes

- HSCI purpose
- HSCI structure
- HSCI membership
- Team norms and partnership principles



Healthy Schools Collective Impact: The Successes

- Theory of change
 - Co-created
 - Prioritizes strategies
 - Drives funding
- Shared measurement systems



Healthy Schools Collective Impact: Next Steps

- Continue to establish a high-functioning team
- Align roadmap strategies with milestones/missions
- Create a baseline of resources
- Build more transparent communication channels
- Engage the voice from the field



Transitions in Funding Approach

- Old way:
 - Responsive grants, including re-granting to districts
 - Targeted funding opportunities designed by the Foundation



Transitions in Funding Approach

- New way:
 - Funding priorities identified by steering committee and stakeholder work groups
 - Systems-level grants
 - Series of three facilitated meetings to prioritize
 - Community reviewers to share insights and questions
 - Local-level planning and implementation grants
 - Non-competitive
 - Funding level based on need and population size



Lessons Learned: Colorado Health Foundation

- Funder led / sense of urgency and identity
- HEAL as starting point, though supportive of broader effort
- Collective Impact is only one way to collaborate
- Power dynamics
- Neutral backbone
- Evaluation is long term



Lessons Learned: Grantee Perspective

- Open and clear communication
- Team dynamics
- Addressing elephant(s) in the room:
 - Difficult conversations
 - Competition for funding
 - Data drives decisions
- Role clarity and decision making protocols



Lessons Learned: Grantee Perspective continued

- Identify system-levers first and then allow organizations to apply
- Balancing tangible activities with systems change mindset
- Lay of the land, don't recreate the wheel
- Balancing funded and non-funded partners/work



Lessons Learned: Grantee Perspective

- Requires courage, discipline, persistence, and emotional energy
- Gives people a sense of connection and belonging
- Potential for significant impact

“When people come together and set aside their individual needs for the good of the whole, they can accomplish what might have looked impossible on paper.”

~Patrick Lencioni





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The Colorado Health Foundation™



- More webinars on this topic?
- New topics you want to tackle or learn more about?
- Innovative work that you want to share?
- A question you want to pose to your colleagues?

Contact us at heal@gih.org