

Reducing Seniors' Social Isolation Through Collective Impact:

A Cross Canada Forum

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du Canada**

Roadmap for our session

Blessing of the land

Introduction to the New Horizons for Seniors Program

Overview of the Collective Impact approach

Setting the context: Social isolation in seniors

Overview of the 9 collaboratives

Panel discussions:

- Collective Impact
- Seniors engagement
- Community engagement
- Evaluation

Summary and acknowledgments



Introduction to the New Horizons for Seniors Program

- In 2015, with input from the National Seniors Council (NSC), Employment and Social Development Canada (ESDC) identified seniors social isolation as a key issue to address.
- ESDC elected to utilize the 2015-2016 Pan-Canadian Call for Proposals (CFP) of the New Horizons for Seniors Program (NHSP) to support projects that aim to address this impact area.
- ESDC also took the opportunity to experiment with the use of the Collective Impact (CI) approach to support this CFP.



Introduction to the New Horizons for Seniors Program

- All applications needed to contain the planned level of change (%) in the target population for all of the following indicators:
 - The proportion of seniors who have **support and help when they need it**, as measured by how often they have:
 - Someone they can count on to listen to them when they need to talk.
 - Someone to give them advice about a crisis.
 - Someone to help them when needed.
 - The proportion of seniors who **participate regularly in activities**.
 - The proportion of seniors who **feel connected** to family, friends, and acquaintances.
 - The proportion of seniors who **feel valued** by the family, friends, and acquaintances with whom they are connected.



Introduction to the New Horizons for Seniors Program

- Collaboratives in the following 9 communities/regions were successful in receiving a total of over \$21 million in NHSP funding over 3 years:
 - **Québec City, QC:** Collectif Aînés IS Ville de Québec
 - **Montreal, QC:** Caregivers Collective
 - **Ottawa, ON:** Keeping Ottawa Seniors Connected
 - **Toronto, ON:** Engagement to Reduce Isolation of Caregivers at Home and Enhancing Seniors (ENRICHES)
 - **Hamilton, ON:** Hamilton Seniors Isolation Impact Plan
 - **Saskatchewan:** Reducing Isolation in Seniors in South and Central Saskatchewan
 - **Edmonton, AB:** Pan-Edmonton Group Addressing Social Isolation of Seniors (PEGASIS)
 - **Vancouver, BC:** Allies in Aging
 - **Nanaimo, BC:** Seniors Connect



Introduction to the New Horizons for Seniors Program

- ESDC partnered with the McConnell Foundation and its Innoweave initiative to support the development, implementation, and scaling of collaborative approaches to reduce social isolation among seniors.
- Innoweave supported NHSP by:
 - Advising ESDC on the **design** and development of the program
 - **Promoting** the CFP to leading seniors-serving groups across Canada
 - Deepening the **understanding** of CI among interested applicants
 - Supporting the development of strong applications and **CI plans**
 - Providing **ongoing support and coaching** in CI and related social innovation tools to the funded collaboratives

Introduction to the New Horizons for Seniors Program

- Innoweave support focused on:
 - Strategic **clarity and alignment** at both the project and population levels.
 - Formal **governance** and operating structures to ensure **decision-making** is collaborative.
 - **Implementation** of individual projects and the CI model.
 - Developmental Evaluation (DE) and **performance measurement**.
 - Continuous **learning** and **innovation**.



McConnell

mcconnellfoundation.ca

- 80 year-old national family foundation.
- Major initiatives focused on building a more inclusive, sustainable, resilient, and innovative country, as well as reconciliation.
- Focus on social innovation.

Innoweave helps organizations and collaboratives innovate

- The **scale and complexity** of the challenges the community sector is responding to are growing.
- Business as usual isn't enough to deliver the results we need.
- Innoweave helps community organizations:
 - Clarify their **Intended Impact and Theory of Change**.
 - Learn about, assess, and implement **social innovation approaches**.
 - **Generate greater impact**, more quickly, at less cost.



Building an integrated approach



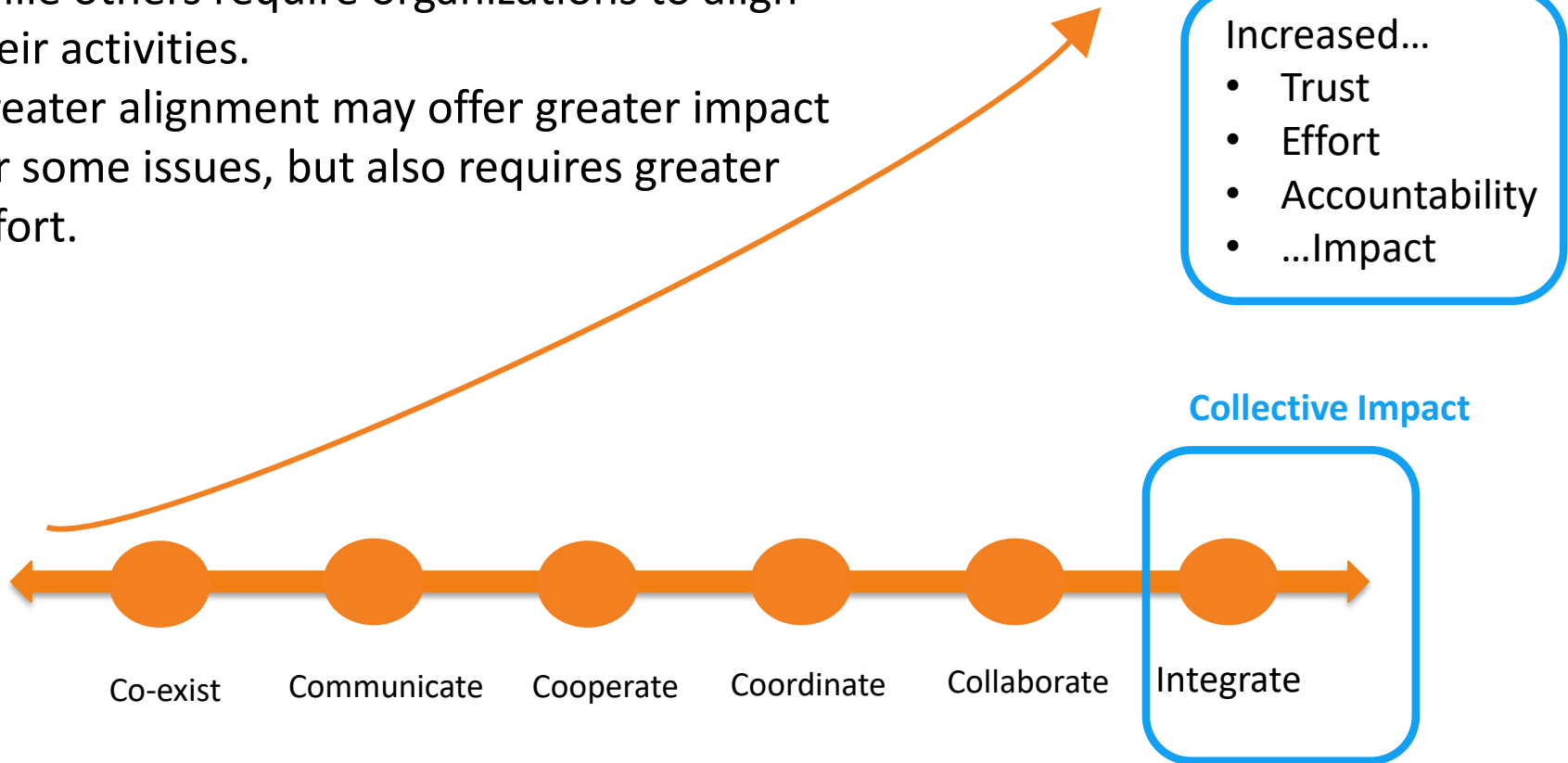
What makes the difference between a good movie and a bad movie?

“Getting everyone involved to make the *same* movie!”

- Francis Ford Coppola

Collaboration continuum

- Some problems can be solved individually, while others require organizations to align their activities.
- Greater alignment may offer greater impact for some issues, but also requires greater effort.



What is Collective Impact?

A group of organizations working together to address a major challenge by developing **an integrated approach** that fundamentally improves **population level outcomes** in a community.



Collective Impact can help with problems that...

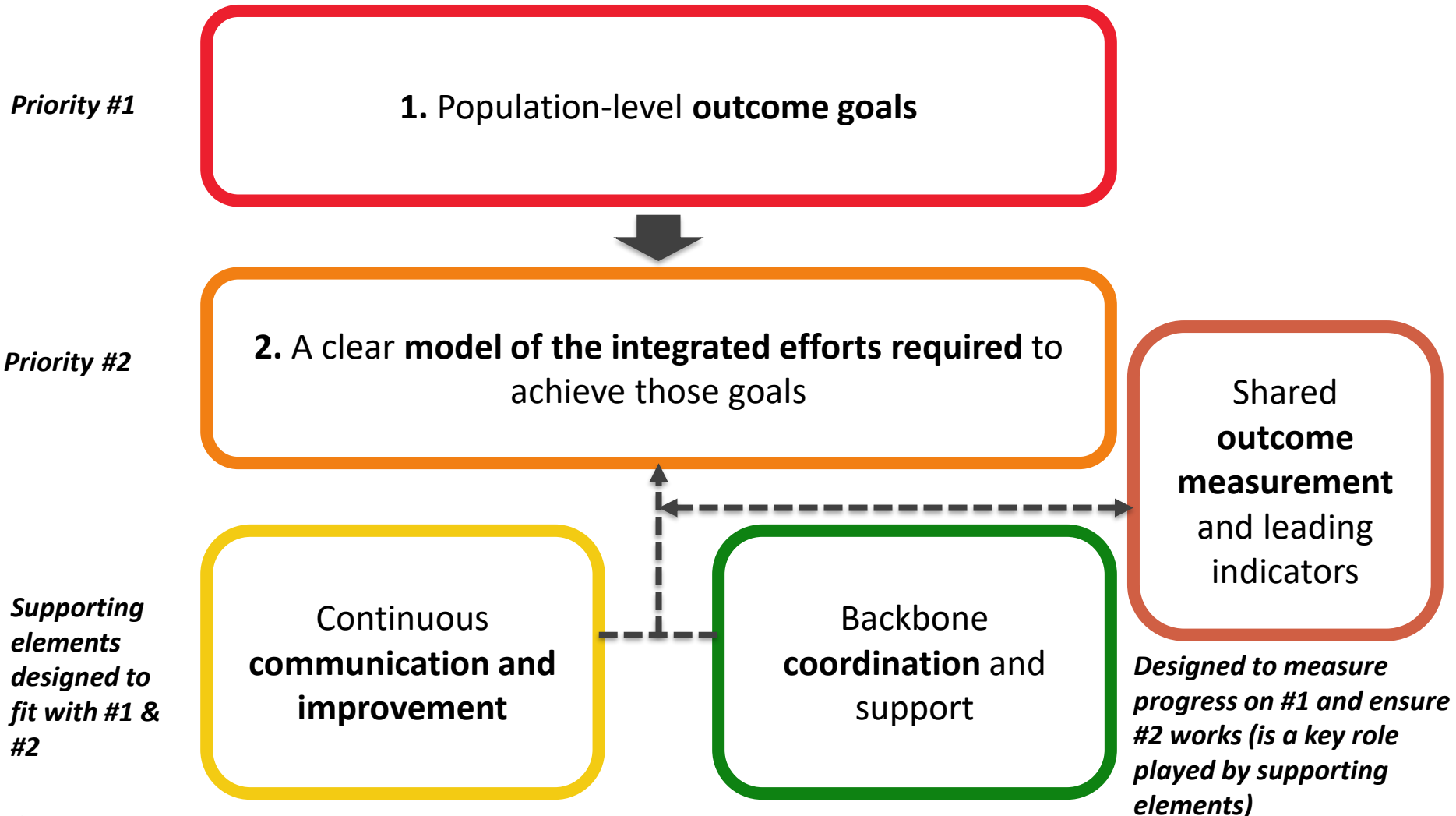
- Are difficult to address and change **with every attempt** to address it.
- Involve multiple stakeholders with **different values and priorities**.
- Have causes and drivers that are **interdependent**.
- Are filled with **uncertainties and unknowns**.
- Require multiple new solutions and it is **impossible to predict which will work**.

Collective Impact may be useful if you...

- Are aiming to affect **needle-moving change** (i.e., 10% or more) on a community-wide metric.
- Believe that **a medium to long-term investment** (i.e., 3-5+ years) by stakeholders is necessary to make the change.
- Believe that **cross-sector engagement** is essential for community-wide change.
- Are committed to **using measurable data** to set the agenda and improve over time.
- Are committed to **having community members as partners and producers** of impact.

Source: White House Council on Community Change

Key elements of Collective Impact



Source: Adapted from John Kania and Mark Kramer, Winter 2011 using Innoweave experience

What are population-level outcomes?

Collective Impact initiatives **define the people or population** that are **being targeted** (who is expected to benefit from the work) and define it as **specifically** as possible.

Collective Impact initiatives define **the benefit that population is expected to receive (the result)**, and set a target or objective to quantify the improvement. For example:

- We will increase the number of children 0-6 years old that meet school readiness criteria in Vancouver by 10% by 2021.
- 98% of residents within a 50 km radius of the Darlington power plant will know what to do in the event of a nuclear emergency by 2020.
- By 2022, we will reduce the number of youth aged 16-24 who are obese or at risk of obesity by 20% across Canada.



What *ISN'T NECESSARILY* Collective Impact?

- **Scaling a program**

...but not necessarily changing population outcomes.

- **Promoting program participation**

...but not necessarily changing population outcomes.

- **Setting broad inclusive goals**

...that are very hard to achieve with available partners and resources.

- **Collaborating, communicating, and/or supporting one another**

...but not necessarily changing population outcomes.



Theory of Change describes how you will achieve your Intended Impact

Theory of Change

Intended Impact

What will we achieve?

What **outcomes** will we **hold ourselves accountable** for achieving...

For whom?

...for **which** **beneficiaries**...

- Population (e.g. age, gender, socio-economic status)
- Geography (e.g. in Toronto)

By when?

...in what **timeframe**...

How?

...with what **approaches**?

Must be specific, measurable and realistic!

Outcomes: Some of the benefits of clarifying your Intended Impact and Theory of Change

- Shifts from “what do we do” to “**what outcomes do we want to generate**” and “**how do we generate those outcomes**”
- Lots of things are worth doing, but not all things are equally worth doing
- Establishes key **decision-making benchmark**
- Sets targets, transparency, and accountability
- Enables **strategic planning**
- Helps **communicate** your impact internally & externally
- Builds **alignment** for organizations or collectives

