



Ngā Hua o #tātou

Understanding, Navigating and Embedding
Outcomes for Collective Impact

Part 1

November 2017

#tātou

ourselves • our whānau • our community
Navigating your way to a healthy lifestyle

Foreword

Me pēhea kia ora tonu ai te iwi? Māmā noa iho te utu,
ka kōkiritia tonutia e tātou i roto i te kotahitanga.

How do we ensure that we continue to work for the betterment of our people?
It is simple, we continue to strive forward in unity as a collective.

Tēnā koutou katoa,

Measuring what matters and making measures matter drives our collective as we come together to be a catalyst of change for whānau and our community.

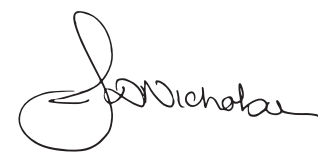
On behalf of the Whānau Centre Steering Committee, I am delighted to share the measurement frameworks and practices weaving our journey to Collective Impact (CI), through the lens of #tātou.

Three years ago, five organisations within Whānau Centre came together to work on this ambiguous ‘collective impact’ project. As a result, Ngā Pou o Te Whare o Waipareira was formed, a place based CI partnership spanning across different sectors with the joint vision that all whānau in West Auckland are healthy. #tātou emerged as the vehicle for Whānau Centre change with our whānau and the workforce, #tātou meaning ourselves, our whānau and our community – navigating your way to a healthy lifestyle.

In addition to our contractual reporting requirements, we were committed to understanding and measuring our impact. Hence, it was crucial to develop a measurement framework to enable us to learn what was and was not working to maximise the effectiveness of our Collective. This shared measurement framework outlines the priority outcomes, for our key areas – partnership, workforce, community and whānau; thus, allowing us to “Measure what Matters”.

This report provides insight into the range and complexity of our work and how our shared measurement framework has enabled us to track our progress to date. We are proud of what #tātou has achieved so far, and are up for the challenges that still remain. It is an exciting journey and we will continue to ‘write the textbook’ as we go.

Ngā manaakitanga,



Jo Nicholson
Project Lead
#tātou

Introduction

With Collective Impact (CI) becoming more established, the significance and need for measurement frameworks is being highlighted. Moving forward with a Common Agenda is illusive without agreement on the ways the initiative’s progress will be measured and reported.

Developing and using measurement and evaluation is a key component of a rigorous collaborative effort. The purpose of a measurement and evaluation framework is to provide CI partners with relevant information – to understand the effectiveness of the CI and make well informed tactical decisions at a given point in time. It also ensures that all efforts remain aligned, enables the partners to be accountable and to learn from successes and failures.

Traditional CI frameworks discuss five (5) core conditions. In this ‘living’ example we have customised our approach to incorporate a sixth core condition – Whānau Ora. This approach is underpinned by the belief that whānau possess the ability and skills to overcome challenges and have the best solutions to these challenges. This means building effective relationships that benefit whānau, building whānau capability and Whānau-Centred services and programmes.

This report highlights measurement frameworks as an essential element in CI and the need for flexibility to adapt as the CI process evolves over time. It also illustrates “#tātou”, a CI initiative in West Auckland, as a case in point. With whānau and community central to their initiative, #tātou, embeds Whānau Ora in its approach, resonating with all key conditions of CI.

What is Collective Impact?

While some may refer to the collaborative work they have been doing for years as Collective Impact (CI), for others, the CI framework provides a structure that helps strengthen their existing efforts. For many more, the CI concept is a call to action to work differently – to bring together organisations from different sectors to rigorously and collectively address a complex problem.

CI refers to the commitment of a group (partners) of important actors, from different sectors, to a common agenda for solving a specific social problem at scale. CI is more than a way of collaborating, it is a structured approach to problem solving that includes five core conditions*:

Core Conditions



Why use Shared Measurement and Frameworks?

As the wave of CI gains traction across the globe, the question is shifting from “What is CI and how do I launch a CI initiative?” to “How can we better understand our initiative’s effectiveness and impact?”.

Shared measurement is a critical component in undertaking a CI approach. Shared measurement is different from the traditional model of evaluation used in the social sector, which typically focuses on isolating the impact of a single organisation, rather than assessing multiple organisations working together to solve a common problem.

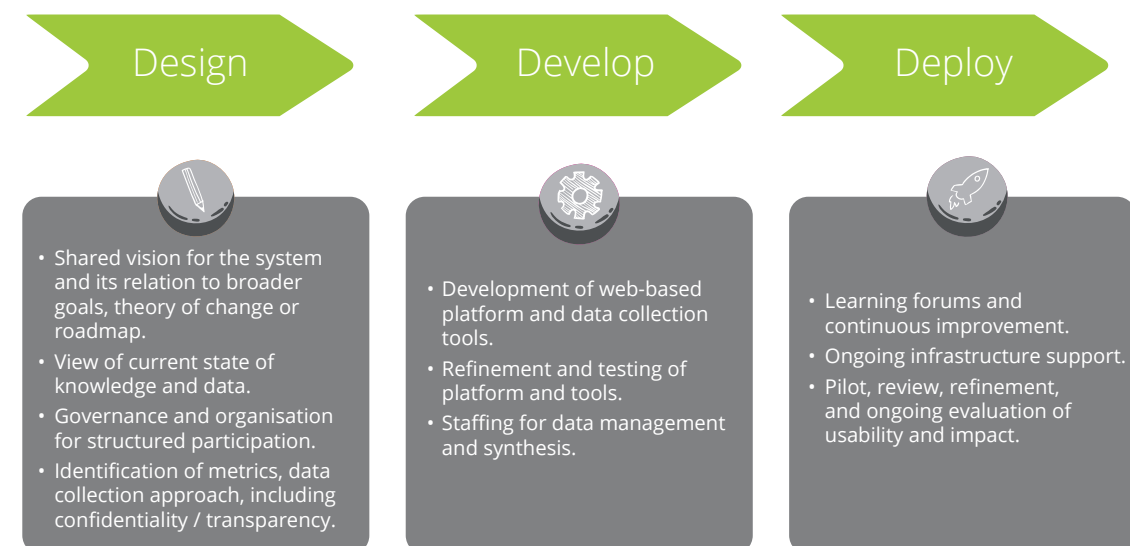
CI initiatives requires a two-part approach – performance measurement and evaluation. It needs to be responsive and flexible as the initiative itself.



Benefits of Measurement and Evaluation:

- Improved data quality.
- Greater alignment across organisations.
- The ability to track progress toward a shared goal.
- More collaborative problem-solving.
- Learning, that benefits all organisations looking to solve a problem, and allows for course corrections that lead to better results.

Three Phases of Shared Measurement Development

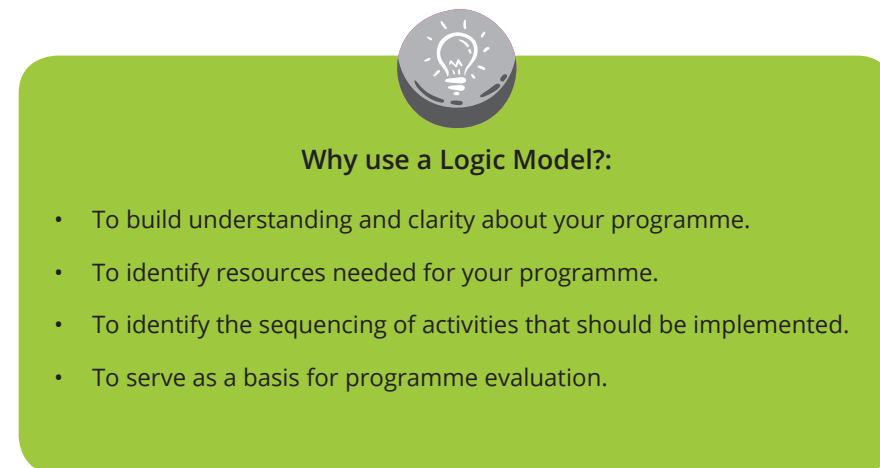


* FSG's Guide to Evaluating Collective Impact 01
Whānau Ora: Report of the Taskforce on Whānau-Centred Initiatives

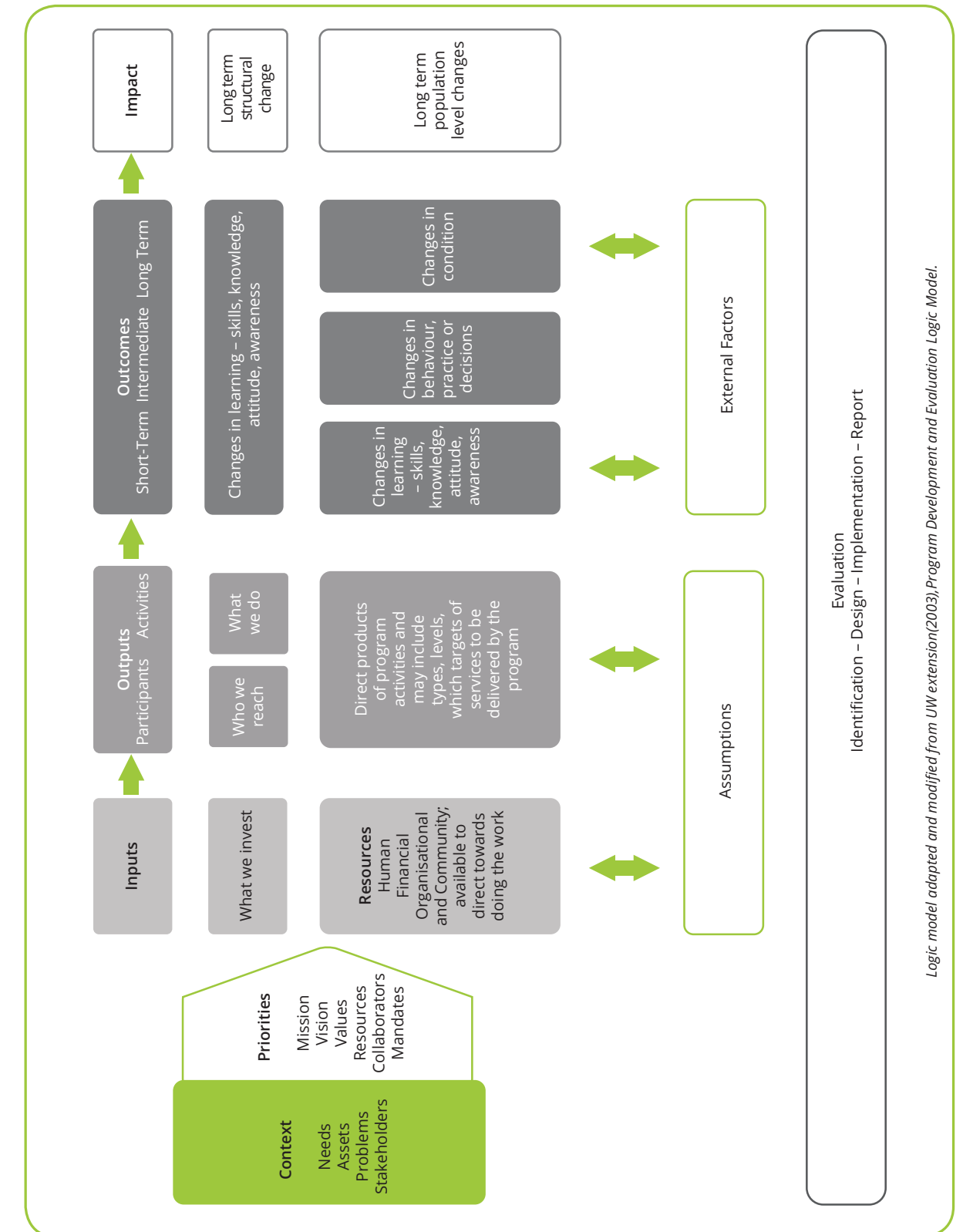
What is a Logic Model?

A program logic model is a picture of how your CI initiative works – the theory and assumptions underlying the initiative. It provides a roadmap of your initiative, highlighting how it is expected to work, what activities need to come before others, and how desired outcomes are achieved. The diagram on the following page demonstrates the elements of a logic model.

In addition, each outcome is linked to one or more indicators. Indicators provide evidence that a certain condition exists or certain results have or have not been achieved. Indicators enable decision-makers to assess progress toward the achievement of outcomes, goals and objectives.



Logic Model



Framework for Measurement and Evaluation

In a CI initiative, the change process typically involves three stages of development, each of which requires a different approach to performance measurement and evaluation.



Ngā Pou o Te Whare o Waipareira – #tātou

In November 2014, Te Pou Matakana announced their intent to fund CI initiatives across the North Island Whānau Ora providers. They envisaged this initiative would bring groups and people together in a structured way to achieve large-scale social change for whānau. In response, iwi and Māori providers came together to form a regional alliance for Whānau Ora. Te Pae Herenga o Tāmaki was the overarching name given for the CI initiative with the ultimate vision being:

Collective Impact that's for Māori, by Māori, to Māori. Achieving successful population level change for Whānau across Tamaki Makaurau.

Te Pae Herenga o Tamaki takes a two pronged approach to CI at a regional level, as well as a place-based targeted community level.

1. Te Kāhui Ora o Tamaki is regional collective impact approach across Tamaki collectives and,
2. Ngā Pou o Te Whare o Waipareira a local place-based CI initiative

Ngā Pou o Te Whare o Waipareira and providers at Whānau Centre confirmed their CI vision through the #tātou initiative. #tātou – meaning “ourselves, our whānau, our community”, is the first pilot place based CI initiative in West Auckland. It represents the shared vision for all whānau receiving services at Whānau Centre.

The Common Agenda and objectives were identified from several sources. This included a review of West Auckland population data, whānau surveys and common concerns and trends identified by partners.

The Steering Committee refined the Common Agenda to:

1. Support whānau improve their health and well-being with focus on obesity.
2. Improve collaboration and health literacy in the Whānau Centre.

#tātou addresses obesity through a whānau approach, although the focus is primarily on the adults within the whānau, children will benefit as their whānau become more informed.

Embedding a Whānau Ora approach, kaiārahi (navigators) work with the priority whānau to assist them to develop their own individual plans and goals for their journey towards improved health and wellbeing. Drawing on the combined Whānau Centre services and resources, kaiārahi then connect whānau to the supports required to action their plan. Alongside this, the Whānau Centre workforce are challenged to improve their knowledge and understanding of each other's services and their readiness to collaborate and change to meet our community's needs.

#tātou



#tātou Agenda

Obesity is an issue particularly for Maori and Pacific Island people and despite new government initiatives, not enough is being done to address the situation.

There was strong evidence that the Whānau Centre CI should try to prevent/reduce obesity rates for whānau.*



Obesity is New Zealand's leading modifiable risk factor for health loss.**

72%

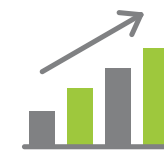
of one partner's (East Tāmaki Health Care) adult enrolled population were obese or overweight.^



Māori children in Waitemata DHB were almost 4X more likely than non-Māori children to have had takeaways 3+ times in the past week.**



61% of parents of obese Māori children (nationally), do not perceive their child to be overweight.#

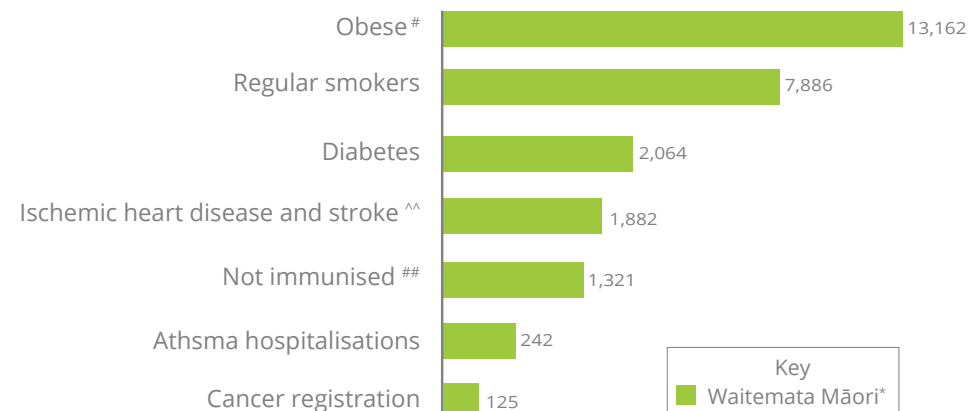


Māori obesity rates are significantly higher than non-Māori obesity rates.^^



Rates of fruits and vegetable intake and exercise are slightly better for Māori than non-Māori.^

Approximate numbers of individuals experiencing various health conditions



* University of Otago Waitemata District Health Board Waitemata Maori Health Profile 2015

Ministry of Health Understanding Excess Body Weight New Zealand Health Survey 2015

National Immunisation Register 6 months – 5 years 12-month reporting period ending 30 September 2015

^ Te Whānau o Waipareira Annual Info Graphics 2015

^^ Ministry of Health (2014) NZ Health Survey: Annual update 2013-2014. Wellington

** Waitemata DHB, 2011-14 Sources: 2011/12, 12/13 & 13/14 NZ Health Survey; Children 2 – 14, Adults 15+

Logic Model

With the Common Agenda endorsed, and progress made across the other conditions, #tātou mapped the outcomes it sought to achieve from their activities. The overall impact for this component is 'better health outcomes for whānau in West Auckland'.

The logic model of this initiative provides short, medium and long term goals and objectives for #tātou. As the initial duration is three years, a short term outcome is defined as up to 12 months, medium term 13 – 36 months and long term 36+ months.

Long term outcomes include:

- Key behaviour changes in priority whānau,
- Whānau have improved cooking skills and increased healthy meals
- Whānau have increased motivation to live a healthy lifestyle
- Decreased takeaway and sugary drink consumption, increased fruit and veg
- Increased weekly exercise
- Whānau have improved mental health
- Priority whānau meet more health goals
- Improved identification/treatment/management of comorbidities
- Increased advocacy to Government

Medium goals and objectives for population group:

- Whānau will exercise more
- Whānau will eat unhealthy food less
- The Whānau Centre workforce will regularly talk to whānau about healthy lifestyles/nutrition/exercise/obesity

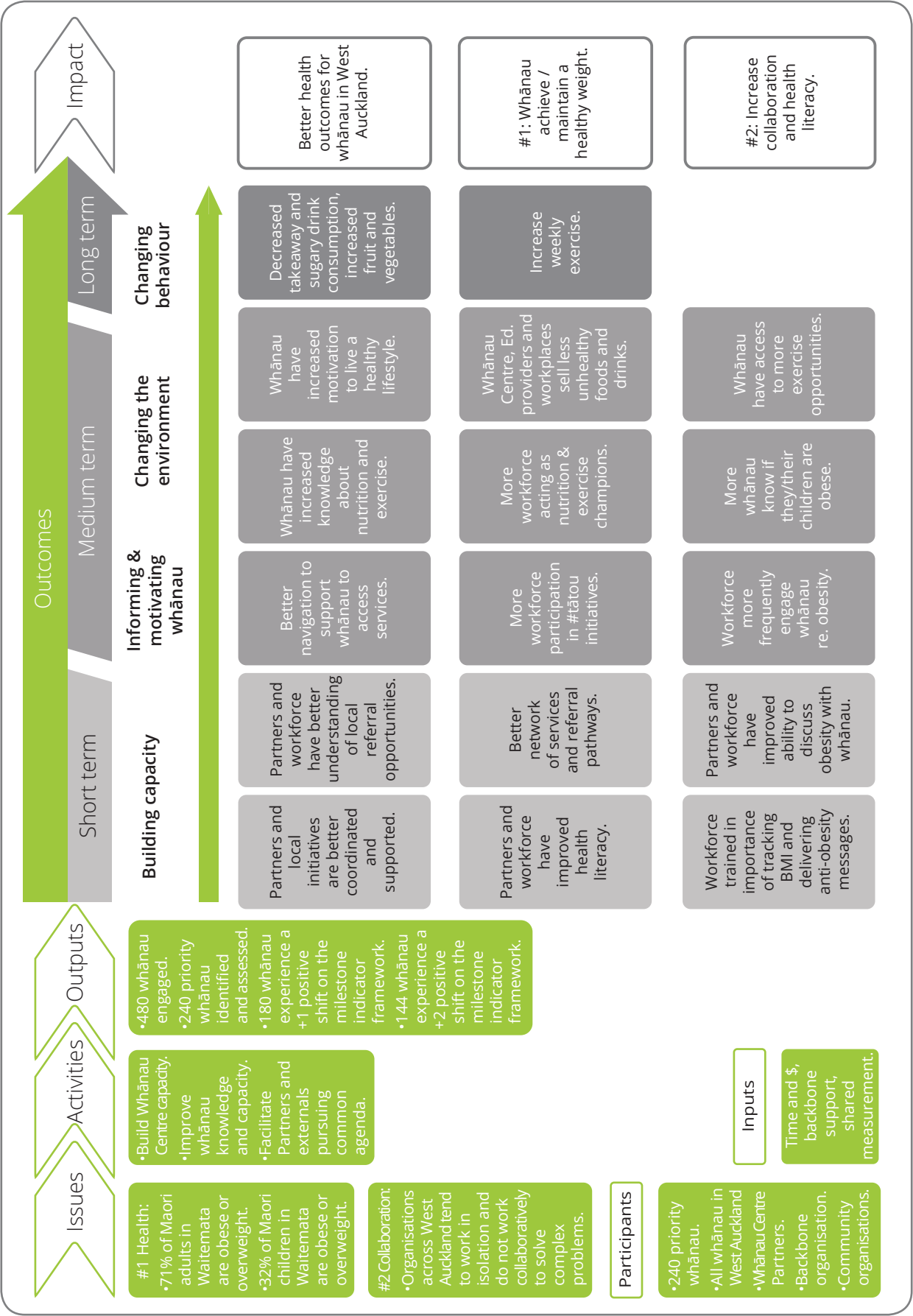
Workforce Development:

- Gather and analyse baseline data for Kaimahi knowledge on health literacy across the collective
- Roll out health literacy training across collective

Short - medium goals Service Integration:

- There will be a significant increase in the referral rate between services in the Whānau Centre and from the Whānau Centre to external agencies
- Analyse baseline and progress action plan to ensure collective staff have more knowledge of services available and what those services do within Whānau Centre

#tātou Logic Model



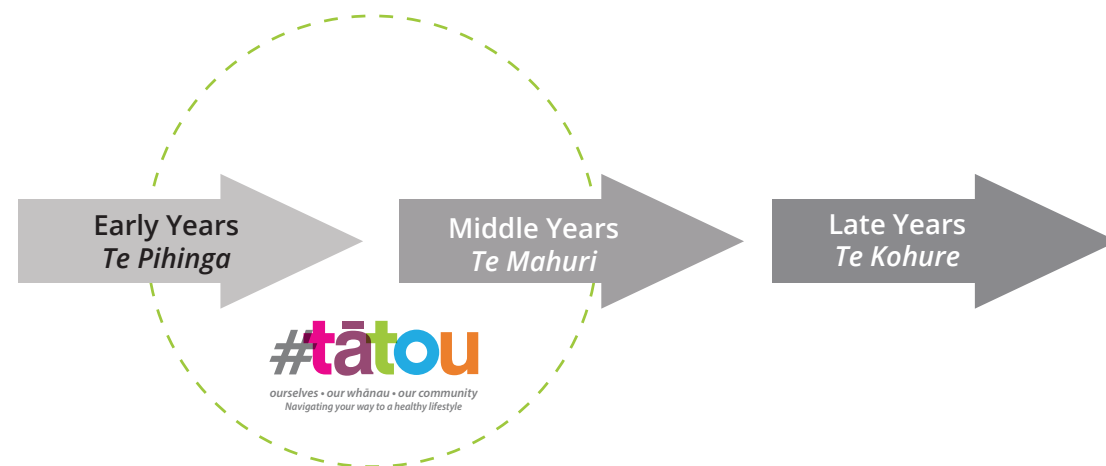
Indicators

Stakeholder	Outcome	Indicators
Partners/Committee	1 Partners have a Common Agenda and shared measurement	<ul style="list-style-type: none">Number and percentage (%) of partners who measure these indicators to assess the priority outcomeExtent to which partners can communicate the Common Agenda
	2 Support and co-ordination for Initiatives within Partners	<ul style="list-style-type: none">Number of initiatives in West Auckland that agree to support the Common AgendaNumber of initiatives in West Auckland that refer or receive referrals for obesity/nutrition/exercise
	3 Service network and referral pathways	<ul style="list-style-type: none">Number of services included in published referral pathway directory /mapNumber of organisations having improved knowledge of referralsNumber of referrals to internal and external services for obesity/nutrition/exercise
Whānau Centre Workforce	4 Partners and workforce have Improved Health literacy and ability to discuss obesity with whānau	<ul style="list-style-type: none">Number and % of staff who have received health literacy training (output) and report increased knowledgeNumber of referrals to internal or external services for obesity/nutrition/exerciseNumber and % of whānau who report a positive experience after an interventionImproved ability to communicate to whānau
	5 Understanding of Referral Opportunities (Know, Access, Use)	<ul style="list-style-type: none">Number of partners/workforce who have access to published referral pathway directoryNumber of referrals to external services for obesity/nutrition/exerciseNumber of referrals to each internal and external service for obesity/nutrition/exerciseNumber and % of people who turn up for the referral appointmentImproved knowledge of referrals
	6 Service Networks and Referral Pathways	<ul style="list-style-type: none">Number of organisations included in published referral pathway directoryNumber of staff reporting improved knowledge of services and referral systemsNumber of referrals to internal or external services for obesity/nutrition/exerciseNumber of referrals to each internal and external service for obesity/nutrition/exerciseNumber and % of people who turn up for the referral appointment

Stakeholder	Outcome	Indicators
Whānau Centre Workforce Continued	7 Workforce trained in importance of tracking BMI and delivering anti-obesity messages	<ul style="list-style-type: none">Number of staff who have received obesity training
	8 Better navigation to support whānau to access services	<ul style="list-style-type: none">Number of whānau who report improved access to servicesNumber and % of whānau who have not attended scheduled appointmentsNumber of whānau who experience one and/or two positive shifts on TPM Milestone Indicator FrameworkNumber and % of whānau who received help from navigators/#tātou for improving health
	9 Workforce Engagement	<ul style="list-style-type: none">Number and % of whānau who have vital stats recordedNumber of whānau who receive services for obesity/nutrition/exercise as aboveFrequency of vital stats recording
	10 Workforce Participation and nutrition & exercise champions	<ul style="list-style-type: none">Number and % of workforce participating in CVD or similar programmeNumber and % of workforce who lose weightNumber and % of workforce who refer whānau to internal or external services for obesity/nutrition/exercise
	11 Healthy Environment at Whānau Centre	<ul style="list-style-type: none">Number and % of workforce reporting change in health (based on initiatives and food)
Whānau	12 Health outcomes of Whānau in Whānau Centre	<ul style="list-style-type: none">Change in number of overweight/obese people
	13 Navigation to support whānau to access services and achieve health goals	<ul style="list-style-type: none">Number of whānau who report improved access to servicesNumber and % of participants who report the Kāiārahi supported them to identify and achieve health goalsNumber and % of whānau referred by navigators to servicesNumber and % of whānau who have reported accessing multiple services to achieve their health goalsNumber of whānau who experience one and/or two positive shifts on TPM Milestone Indicator Framework

Stakeholder	Outcome	Indicators
Whānau Continued	14 Whānau have motivation and knowledge about nutrition and exercise	<ul style="list-style-type: none">Number and % of whānau who report improved knowledge about nutrition and exerciseNumber of whānau who receive services for obesity/nutrition/exerciseNumber of whānau who lose weight
	15 Awareness of health status/obesity	<ul style="list-style-type: none">Number and % of whānau who know if they/whānau are overweight or obese
	16 Access to physical activity/exercise opportunities	<ul style="list-style-type: none">Number of exercise opportunities included in published referral pathway directoryNumber and % of whānau who have accessed physical activity/exercise opportunities
	17 Improved nutrition	<ul style="list-style-type: none">Number of times whānau report they have eaten takeaways or sugary drinks in the past weekNumber of times whānau report they have eaten fruit and vegetables in the past weekAverage number of days with 5+ fruits and vegetables per weekNumber and % of whānau who have increased their daily fruit and vegetable intake
	18 Increased weekly exercise	<ul style="list-style-type: none">Number of hours they report have exercised in the past weekNumber and % of whānau who have increased their physical activity hoursNumber and % of whānau who have met the physical activity guidelines for exercise

#tātou Journey so Far



As discussed previously, the CI change process typically involves three stages of development, each of which requires a different approach to performance measurement and evaluation. A CI must continuously learn and be flexible and responsive during the course of its development process to be successful.

During a CI initiative's early years (first two or three years), it is often unreasonable to expect significant progress against the common indicators included in the initiative's measurement framework system. During this time, CI partners are primarily focused internally, on building relationships, designing, developing and implementing the initiative's infrastructure (i.e. strategic action plans, working group structures, the shared measurement framework system); and taking collective action toward their goals.

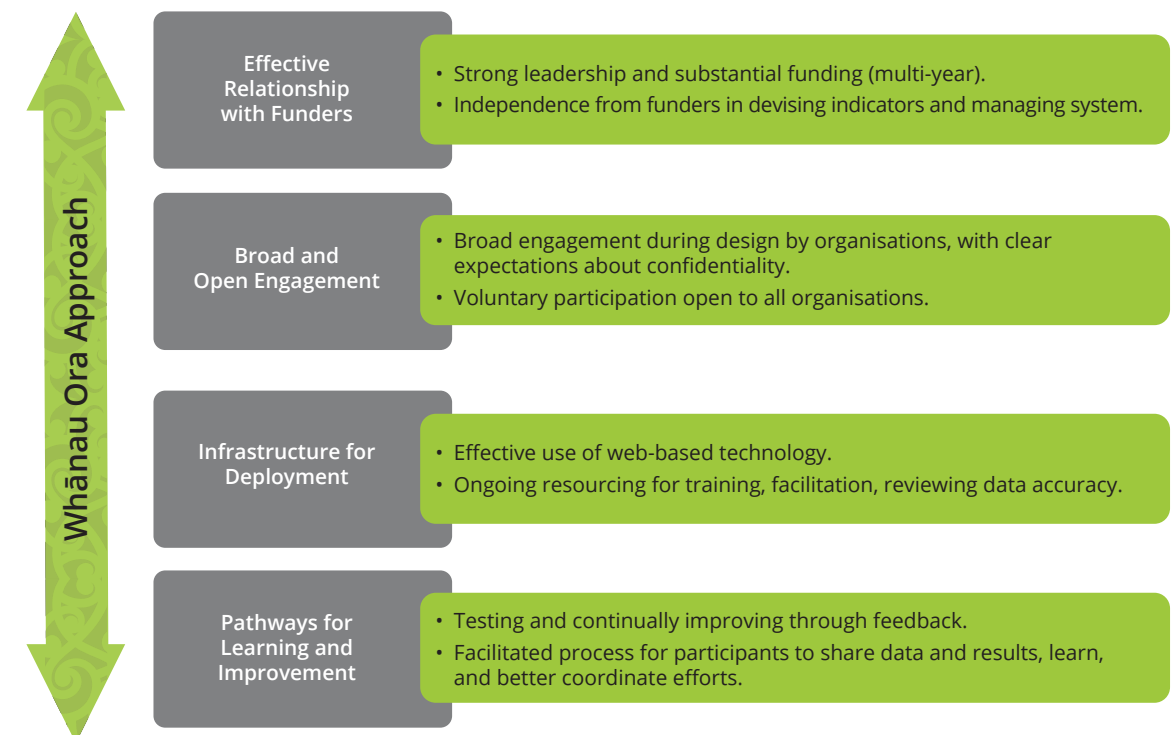
Likewise, through the early years, #tātou has further refined its common agenda with its partners and integrated the 'core conditions' in its initiative for a CI. It has explored different strategies and activities and developed better understanding of its stakeholders (whānau) and their dynamics through an established measurement framework.

#tātou is in transition – from its early years to the middle years. Based on the evidence gathered through its measurement systems, #tātou has learnt from its strengths and challenges and identified the need to refine its objectives, outcomes and indicators to best deliver to the whānau. As a part of the process, it is in the phase of restructuring its measurement frameworks and systems to best suit the refined outcomes and indicators.

Key Message

- There are challenges to measurement and evaluation for CI, but for organisations that choose to take the leap and embrace CI, the benefits far outweigh the costs.
- Shared measurement systems provide data to the CI Initiative and its partners, to understand their effectiveness and make well informed decisions.
- Shared measurement systems evolve over a CI lifetime – CI initiatives evolve as they progress; as problems become more well defined and better understanding of the context develops, the initiative's strategies and activities become more targeted, successes become more sustainable and change becomes more tangible. As a result, the approach to using various performance measurement and evaluation activities will likely evolve over its lifetime.

Key Success Factors in Development of Shared Measurement Systems



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