Promoting a Collective Impact Approach for the Calgary Women’s Emergency Shelter (CWEST)

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Acknowledgement of Territory

Thank you to the Treaty 7 First Nations
Our team

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Presentation Outline

1. Understanding of the Requirement
   a. CWES’ programs and services
   b. Collective Impact Initiatives
2. Integrated Logic Model
3. Indicator Tables
4. Challenges and Suggested Mitigation Strategies
5. Promoting Collective Impact: Key Messages
6. Professional Evaluation Competencies
1a. Understanding of CWES’ Programs / Services

- Healthy Relationships
- Take A Stand Initiative

Education Awareness & Prevention

- Education Awareness & Prevention

Calgary Women’s Emergency Shelter

- Counselling & Empowerment
  - Emergency Shelter
  - Child & Adolescent Services
  - Community Services Counselling Program
  - Men’s Counselling Service

Urgent Support

- Urgent Support
  - Emergency Shelter
  - 24-Hour Family Violence Helpline
1b. CWES Collaborative Impact Approach Plan

Where CWES is now

Need for evaluation:

- Conduct assessment of CWES’s phase of Collaborative Impact
- Context, initiative, targets and outcomes (Parkhurst and Preskill, 2014)
- Developmental evaluation

CWES is part of a community-wide Collective Impact initiative
1b. Five Key Elements of A Collective Impact Framework

Successful Approaches to Collective Impact

1. Population-level **outcome goals**

2. A clear model of the integrated efforts required to achieve those goals

**Priority #1**

**Priority #2**

**Supporting elements designed to fit with #1 & #2**

- Continuous **improvement** and communication
- Backbone **coordination** and support

**Shared outcome measurement and leading indicators**

Designed to measure progress on #1 and ensure #2 works (is a key role played by supporting elements)

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

ReThink
2. Integrated Logic Model: Conceptualizing the Activities

1. Counselling & Empowerment
2. Urgent Support
3. Awareness & Prevention

Increasing Population Impact

Counseling and Education

Clinical Interventions

Long-Lasting Protective Interventions

Changing the Context to Make Individuals' Default Decisions Healthy

Socioeconomic Factors

Increasing Individual Effort Needed

Frieden, 2010
10.2105/AJPH.2009.185652
© American Public Health Association 2010
2. Agency-Wide Logic Model – Inputs, Activities & Outputs

**INPUTS**
- Staff
- Partners (i.e. organizations, school boards)
- Materials
- Space (for Emergency Shelter)
- Funding

**ACTIVITIES**
1. Court program
2. Men’s Counselling
3. Child and Adolescent Services
4. Community Services Counselling Program
5. Emergency Shelter
6. 24-Hour Helpline
7. Take a Stand Initiative
8. Healthy Relationships

**OUTPUTS**
- # clients served
- % participation by demographic group (gender, ethnicity, etc.)
- # participants completing activity
- # and types of resources distributed

**RESPONSE-BASED APPROACH**
- RESPECT
- RESPONSIBILITY
- INTEGRITY
- EMPOWERMENT

**IMPACTS**

INDIVIDUALS, FAMILIES AND COMMUNITIES IN CALGARY LIVE FREE FROM FAMILY VIOLENCE AND ABUSE

Calgary Women’s Emergency Shelter
2. Agency-Wide Logic Model – Outcome Clusters

PROGRAM OUTCOME CLUSTERS
- Client engagement
- Client knowledge and awareness
- Client self-determination

EARLY PERFORMANCE OUTCOME CLUSTERS
- Common agenda
- Backbone infrastructure
- Shared measurement system
- Mutually reinforcing activities
- Continuous communication
- Initiative Capacity
- Learning culture

INTERMEDIATE OUTCOME CLUSTERS
- Skills development
- Positive behaviour change
- Feelings of hopefulness and resilience

IMPACTS

INDIVIDUALS, FAMILIES AND COMMUNITIES IN CALGARY
LIVE FREE FROM FAMILY VIOLENCE AND ABUSE
### 3. Indicator Table: Design and Implementation Stage

<table>
<thead>
<tr>
<th>Outcome Cluster: Design and Implementation Stage</th>
<th>Indicators</th>
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</table>
| 1. Client engagement                           | • Clients satisfied with program services  
• Clients’ immediate needs are met |
| 2. Client knowledge and awareness             | • Increased awareness of community services/systems and family violence issues and impacts  
• Increased client self-awareness |
| 3. Client self-determination                  | • Increased future-oriented planning |
## 3. Indicator Table: Collective Impact Process

### Early Performance Elements

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<tr>
<th>Outcome Cluster: Early Performance (Collective Impact Process)</th>
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| **1. Common Agenda**                                          | • Partners understand and can articulate the problem  
• Population targets are clear for all partners |
| **2. Backbone Infrastructure**                                | • CWES provides project management support, including monitoring progress toward goals and connecting partners  
• CWES is respected by external stakeholders and partners |
| **3. Shared Measurement System**                              | • Partners understand the value of a shared measurement system  
• Partners understand how they will participate in a shared measurement system |
| **4. Mutually reinforcing activities**                        | • An common action plan specifies the various activities of partners  
• Activities align with the plan of action |
3. Indicator Table: Collective Impact Process
Early Performance Elements

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| **5. Continuous Communication**                             | • Staff and coordinators of different CWES programs meet and collaborate regularly  
• Relevant stakeholders have input into the plans and activities of CWES |
| **6. Initiative Capacity**                                   | • Existence of internal process champions for organization-wide initiatives  
• CWES has sufficient operating support to deliver both quality and breadth of programming |
| **7. Learning Culture**                                      | • Different cultural perspectives are heard and respected with CWES  
• CWES members are comfortable giving and receiving feedback from one another |
### 3. Indicator Table: Intermediate Outcomes

<table>
<thead>
<tr>
<th>Outcome Cluster: Intermediate Outcome Stage</th>
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<tbody>
<tr>
<td>1. Skill development</td>
<td>• Increased social-emotional skills</td>
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</table>
| 2. Positive behaviour change                | • Increased help-seeking behaviour  
                                          | • Increased resistance to family violence and abuse |
| 3. Feelings of hopefulness and resilience   | • Increase in hope  
                                          | • Increase in resilience |
### 3. Indicator Table: Impacts Stage

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| 1. Individuals, families and communities in Calgary live free from family violence and abuse | • Change in social norms supporting violence and abuse  
• Increased safety and well-being |
4. Challenges and Suggested Mitigation Strategies

Potential Challenges

1. Collective Impact initiatives require a reversal of the social change process

Proposed Mitigation Strategies

- On-going real time evaluation feedback used for continuous learning and problem solving
- On-going communication within CWES and between partner organizations to ensure alignment
- Emphasis on the outcomes the collaborative is working together towards
2. Developing shared metrics, building capacity for sharing data and using data

- Plan for sufficient time and resources to allow for the development of processes
- On-going communication within CWES between partner organizations to ensure issues are addressed early
- Bring in an expert to help guide and support agency through this process
5. Why Join the Collective Impact Initiative?

1. Specialize
   • Carry out the role of your organization *in alignment* with common agenda
   • Avoid duplication of efforts

2. Be Supported
   • Be able to track attainment of your organization’s goals!
   • Use CII and backbone organization to connect with important stakeholders

3. Learning and Collaboration
   • Access to more partner organizations and collaborations
   • Possibility of more formal professional development opportunities
5. Potential Organizations to Engage

Action Coalition on Human Trafficking (ACT) Alberta
Alberta Health Services: Addictions and Mental Health
Calgary Catholic School District
Calgary Chinese Elderly Citizens’ Association
Calgary Immigrant Women’s Association
Forensic Research Network
Further Education Society
HIV Community Link
HomeFront
Jewish Family Service Calgary
Mosaic Primary Care Network
Kerby Centre
Legal Aid Alberta
YWCA of Calgary

https://collectiveimpactforum.org/initiatives/calgary-domestic-violence-collective
6. Professional Evaluation Competencies

- Who are we?
  - Diverse team member background

- Interpersonal practice
  - Work through differences constructively
  - Build rapport

- Management practice
  - Collaborative management by committee