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**Strengthening Health & Human Services
in America**

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Denver



Alliance for Strong Families and Communities

is a strategic action network of thousands of committed social sector leaders driving to achieve **our vision of a healthy and equitable society** through the excellence, distinction, and influence of our network.



My Journey



We Lead at a Historic
Moment Full of:

Change
Challenge
Opportunity

A Historic Moment of Change, Challenge, and Vast Opportunity

A Move from Program Thinking to Systems Change Thinking

The Power of Big Data and Analytics

Advancing Neurosciences

The Imperative of Community-Based Organizations

A Move from Program Thinking to Systems Change Thinking



The Power of Big Data and Analytics

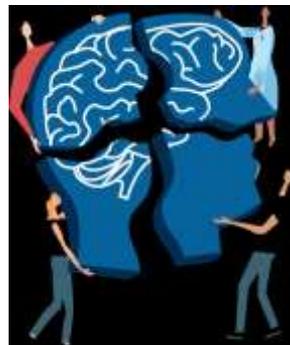
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Advancing Neurosciences

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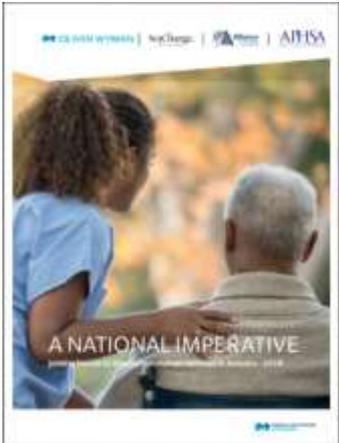


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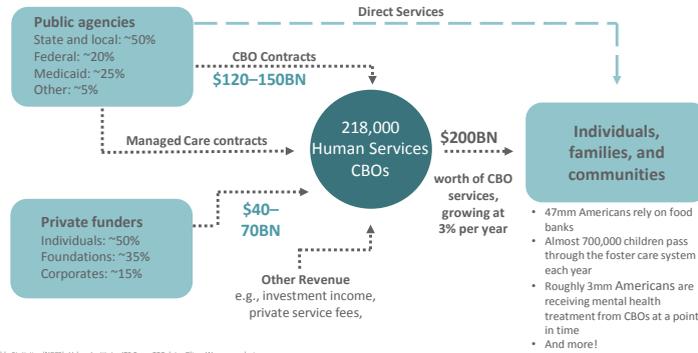
The Imperative of Community-Based Organizations



A Groundbreaking Cross-Sector Partnership



Human Services CBOs are critical to our society *and* to our economy



CBOs are currently prevented from realizing their full potential by a series of roadblocks and challenges

Roadblocks to realizing the transformative potential of human services

Mistaken beliefs

about human services CBOs

- Building trust in the transformative potential of the human services ecosystem
- Building trust and deeper partnerships among human services stakeholders

Ecosystem shortcomings

of the human services ecosystem

- Organizational silos
- Transitioning from providing services to delivering outcomes

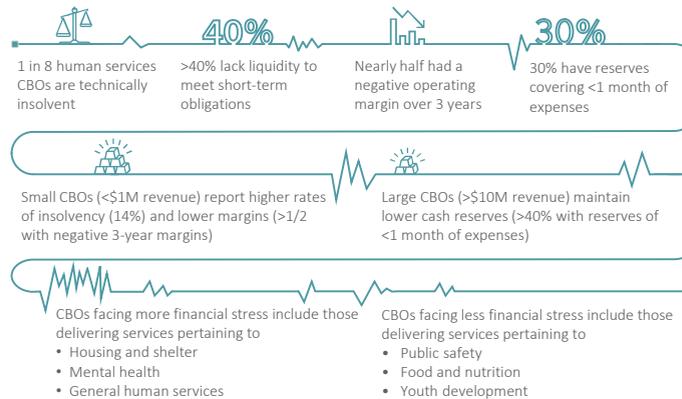
Financial stress among human services CBOs

- Constraints imposed by government contracts
- Constraints imposed by private philanthropy
- Challenging regulatory and legal environment
- Underdeveloped financial risk management

CBO Capacity Limitations

- Human capital
- Technology and data
- Capacity for innovation, adaptation, and agility

But CBOs are also severely stressed—and unlikely to realize their full potential without significant changes



We propose five imperative “North Star” initiatives to be embraced by CBOs and their partners in the human services ecosystem

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- 1 Commitment to outcomes**
 - Invest in data, IT, analytics to track outcomes over time
 - Share information across geographies, programs, CBO/government siloes
 - Allocate funding based on outcomes evidence
- 2 Capacity for innovation**
 - Invest in experimentation
 - Invest in ability to measure success (and failure)
 - “Fail forward”
- 3 Operating Model 2.0—
A Strategic Partnership Approach**
 - Pilot joint planning and population needs assessments across both CBOs and public agencies
 - Create partnership-based rather than transactional procurement processes within public agencies
 - Create shared service “utilities” for CBOs
- 4 Financial management
policies & practices**
 - Invest in finance and financial risk management capabilities—make hard choices re security vs programs
 - Reform public agency contracting processes to provide full, timely payment
- 5 Regulatory modernization**
 - Eliminate or simplify outdated, duplicative, overlapping regulations
 - Standardize interpretation, enforcement

Can these ideas work? They already are!

Dakota County, Minnesota

- Budgeting process structured around evidence-based outcomes analysis
- Performance-based CBO contracts designed around target outcomes

Blue Meridian Partners

- Making big (up to \$200mm) and long-term (5-10 years) bets on innovative programs
- Funding goes not to program delivery but to build capacity and scale for transformative programs

Children's Home Society of Florida & Florida's Community Partnership Schools

- Student receive integrated support packages, combining health and wellness, nutrition, after-school recreation, and counseling
- Partnership effort of CBOs, government agencies, health centers, colleges, and school districts

Montgomery County, Maryland

- Revolutionized calculation of indirect reimbursement rates to ensure that they are clear, consistent, and actually cover indirect costs

Colorado Department of Human Services

- 20% of state level regulations eliminated
- CBOs formally involved in feedback and refinement loop for all new regulations

It Is All
Within Our Reach



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