

# Accountable Communities for Health Learning Lab 4

Governance and Complex Group  
Facilitation

Monday, December 10 9:00-12:00

# Agenda

- 9:00 - Retirements and Recognition - 10 minutes
- 9:10 - Learning Objectives – 5 minutes
- 9:15 - Core Elements and Conditions for Governance – 20 minutes
- 9:35 - Exercise 1 – 55 minutes
- 10:30 - Break – 15 minutes
- 10:45 – Decision Making and Exercise– 40 minutes
- 11:30 – Facilitation and Steering Committees – 30 Minutes
- 11:50 – Closing and Evaluation – 10 minutes

# What We Will Cover

- **Governance structures** and processes in use across Vermont ACHs
- How different types of **structures/stakeholder groups** support the functioning of an ACH
- Majority, consensus, and consultative **decision making models** and when to apply them
- The role of the **Integrator Organization** and skills needed for **complex group facilitation**
- **Steering Committees**: Identifying members, defining responsibilities, creating a governance agreement, sample meeting agendas, and discussion guides.

# Learning Objectives

- Understand the ACH core elements of Governance and Integrator Organization
- Identify the conditions for strong ACH governance
- Determine what models of decision making will work best for your ACH
- Understand how to form and facilitate an effective steering committee/leadership group
- Define the relationship of the different groups within the ACH structure to one another and to the community at large

# Core Element: Governance

- Decision Making
- Roles and Responsibilities
- Structures
- Partnerships
- Stakeholders



# Core Element: Integrator Organization

- Institutional Memory
- Trust Building
- Coordination
- Convening
- Business/Budget Management
- Data and Evaluation
- Facilitate Agreements
- Recruitment
- Shepherd Planning /Implementation/ Improvement Efforts



*" Your five years experience herding cats is very impressive . "*

# Blueprint for Health – Guidance on Governance

Blueprint for Health Implementation Manual (p.9)

- Senior level leadership participation
- Multi-sector involvement
- Population health priority identification, goal setting, organizational resource allocation, monitoring progress, and seeking funding and support for projects

# Blueprint for Health – Guidance on Facilitation

Blueprint for Health Implementation Manual (p.13)

- Recruiting Members
- Set Agendas
- Recording Decisions
- Follow-Up and Monitoring Progress
- Identifying and Preparing Presenters
- Ensuring Effective Communication
- Reporting Progress

# Conditions for Governance

California Accountable Communities for Health Initiative (CACHI)  
indicate the following key conditions:

“Effective decision making; accountability to the community; representation of stakeholders’ interest; proper fiduciary, fiscal, and social responsibilities....”

# Governance Documents

- Just Starting? Review other community documents
- Foundational:
  - Describe the design and structures of the ACH
  - Identify membership and responsibilities
  - Identify authority, accountability, and autonomy for decision making and implementation
- Advanced:
  - Process for leadership/membership recruitment and development
  - Business and operating principles
  - Policies and procedures
  - Reporting and communication
  - Financial and fiduciary responsibilities

# Exercise 1: Governance Document Review (15 minutes)

Select one of the governance documents.

Does the document clearly describe:

- The who/what/where/when/why of decision-making?
- How the organization is accountable to the community it serves?
- How stakeholder's interests are represented and how any conflicts are disclosed/managed?
- Fiduciary, fiscal, and social responsibility breakdown?
- Who is the integrator/backbone organization and what their roles and responsibilities are?
- If the ACH has a steering/leadership group and who the members are?
- What other collaborative structures exist and their function (e.g. workgroups)?

# Table Discussion (20 minutes)

- What stood out to you in reviewing the document that was done well?
- What components would you potentially add to your ACH governance?
- What else stood out to you in reviewing the document?

# Large Group Discussion (20 minutes)

- What question do you have for another community about their governance structure/model?
- Does anyone want to share what is working well? What they find challenging with existing governance?

**BREAK (15 minutes)**

# Decision-Making



“OK, all those in favour of delegating decision-making, shrug your shoulders.”

# Reflection

- Think about a time when you were part of large/complex group that had to make a decision.
  - Think about a time that the decision making process went well. What made it work well?
  - Think about a time that it didn't. What were the issues?

Group Discussion: Why Does the  
Decision-Making Process Matter?

# Effective and Efficient Decision-Making Principles

Principle	Good	Not so Good
Meeting Structure	Group uses a model that keeps discussion progressively on track toward a decision. Each popular alternative is turn a turn for focused consideration.	Group has a lot of confusion about the topic. Competition for attention. Convergence of ideas is left to chance.
Skillful Facilitation	Facilitator is prepared, skilled and empowered to shepherd the process, keeping the group inspired and feeling safe and supported.	Facilitator allows non-productive or non-collaborative behavior to dominate meeting.
Clear Decision Rule	Group has an established default decision rule.	Groups decision rule is vague or the group must establish a new decision criterion for each decision.

# What Is Your Decision (Proposal) Style?

How do new ideas/proposals for decisions come to the group?

- Consultative/Informal  
“I have an idea”
- Participatory/Generative  
“Let’s brainstorm the various ways we might address this”
- Formal  
“Please submit a well researched and thought out proposal”

# What Is Your Decision Rule?

Majority	Supermajority	Consensus Oriented	Unanimity
<ul style="list-style-type: none"> <li>- Easily understood</li> <li>- Efficient (with quorum)</li> <li>- Highly applicable</li> <li>- Works with small (&gt;7) and large groups</li> </ul>	<ul style="list-style-type: none"> <li>- Requires a larger percentage of agreement (typically 60% +, or unanimity – 1/2)</li> <li>- Better suited for controversial issues</li> </ul>	<ul style="list-style-type: none"> <li>- Seeks to generate as much agreement as possible</li> <li>- “Is this proposal something you can live with”?</li> </ul>	<ul style="list-style-type: none"> <li>- Unless everyone agrees, no decision moves forward</li> <li>- Forces groups to be participatory</li> <li>- When achieved, everyone is on board</li> <li>- Hard in large groups</li> </ul>
<ul style="list-style-type: none"> <li>- Susceptible to poorly considered decisions</li> <li>- Can undermine group cohesion</li> <li>- Can make implementation vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>- Rule of minority</li> </ul>	<ul style="list-style-type: none"> <li>- Time intensive</li> <li>- May need a final decision rule for “high impact” decisions</li> <li>- Group must be committed to relationships</li> </ul>	<ul style="list-style-type: none"> <li>- Time intensive</li> <li>- May cause churning, dissent, or sticking with status quo</li> </ul>

# Exercise 2: Decision Making (20 minutes)

Type of Decision	DECISION LEVEL - Who makes the decision?	DECISION (PROPOSAL) STYLE – Is this a formal decision or an informal decision?	DECISION PROCESS - How is the decision made?	Are there any changes to make to our Level, Style, or Process?
Strategic Direction (What the priorities or focus areas of the ACH will be)				
Evidence-Based Strategies and Implementation				
Resources (Allocation of time, staff, and financial resources)				
Other:				
Other:				

# ACH Facilitation vs. Meeting Facilitation Requirements

Effective ACH Facilitation (Administrative Entity)	Effective Meeting Facilitator
Model focused	Process focused/content neutral
Trusted/well respected	Empowered/assertive
Visionary	Responsive
Inspirational	Inspirational
Responsible for: member recruitment, framing/context/preparation, institutional memory, monitoring progress/evaluation	Responsible for: supporting full participation, collaborative atmosphere, and managing flow of meeting

# Selecting Meeting Facilitator(s)

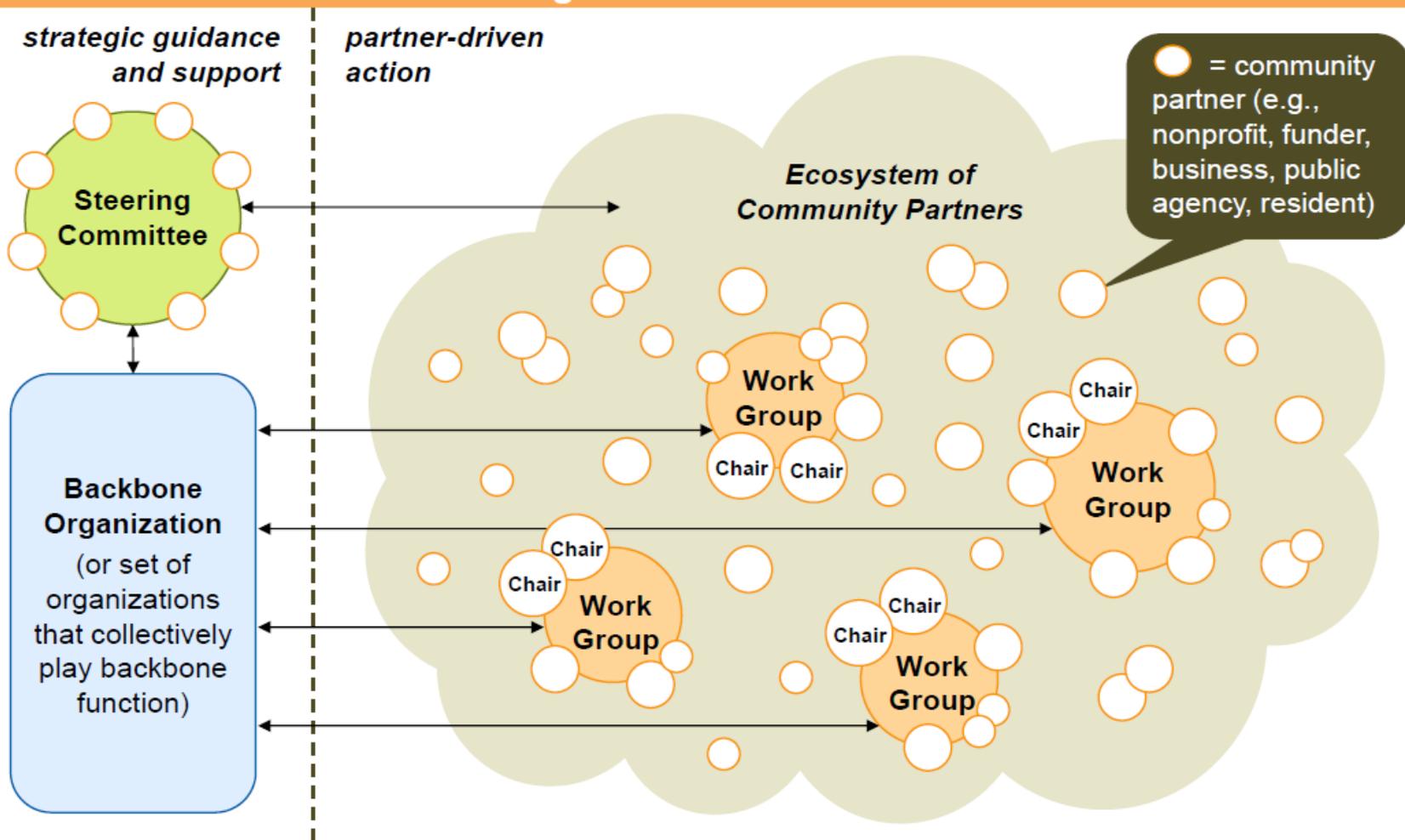
- Who has skills and capacity to facilitate the meeting(s)?
- How will you identify/grow it/support it in your ACH?

# Creating a Strong Steering Committee

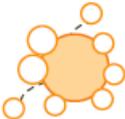
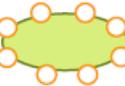
- Identifying members
- Defining responsibilities
- Creating a governance agreement
- Sample meeting agendas
- Discussion guides

# In Collective Impact, A Broad Set of Partners Work to Achieve the Common Vision, Supported by a Backbone and Steering Committee

## Common Agenda and Shared Metrics



## Each Stakeholder and Group Plays a Specific Role

<i>Stakeholder / Group</i>	<i>Description and Role</i>
 <p>Community partner</p>	<ul style="list-style-type: none"> <li>• <b>Individual organizations and members of the community</b> (e.g., nonprofit, funder, business, public agency, student, parent, resident)</li> <li>• Partners should have <b>access to a variety of opportunities to learn about and engage</b> in the initiative</li> </ul>
 <p>Work Group (a.k.a. network, action team)</p>	<ul style="list-style-type: none"> <li>• Comprised of <b>cross-sector community partners targeting particular element of common agenda</b> (e.g., early childhood, K12, postsecondary, OST, data, policy, funding)</li> <li>• Designs and implements a targeted <b>action plan</b>, involving non-work group members as needed</li> <li>• Led by <b>two co-chairs</b> willing to invest time and (ideally) staff capacity</li> <li>• Some groups or networks serve <b>slightly different functions</b>, e.g., funders group (to identify opportunities for alignment), or inclusive community network to raise awareness about project and provide mechanism for vetting actions</li> </ul>
 <p>Steering Committee (Strategy Group)</p>	<ul style="list-style-type: none"> <li>• Comprised of <b>cross-sector community partners</b> (representative of the large ecosystem)</li> <li>• Provides <b>strategic direction</b> for the initiative and <b>champions the work</b></li> <li>• In some cases, committee members are <b>chairs for action teams</b></li> </ul>
 <p>Backbone Organization</p>	<ul style="list-style-type: none"> <li>• Provides <b>dedicated staff</b></li> <li>• Supports the work of partners by assisting with <b>strategic guidance</b>, supporting <b>aligned activity</b>, establishing <b>shared measurement</b>, building <b>public will</b>, advancing <b>policy</b>, and mobilizing <b>funding</b></li> </ul>

# Stakeholder Matrix

Identification and selection of group/committee members

	Government	Nonprofits	Business	Philanthropy	Existing Collaborations	Target Populations
Steering Committee						
Working Groups						
Champions						
Interviewees						

# Responsibilities of Steering Committee Members

## **Guidance, Vision, and Oversight**

- Develop and refine Common Agenda for change, including problem statement, goal(s), and guiding principles
- Use data to inform strategy development and learning
- Track progress of work using agreed-upon indicators at Steering Committee and working group levels
- Make connections between working groups to ensure coordination and efficiency
- Interact with the backbone entity on strategy, community engagement, and shared measurement

## **Leadership**

- Consider how your individual organization or those in your network can align with the Common Agenda
- Serve as a vocal champion of the collective impact effort in the community
- Contribute financial or human resources to implementation
- Align organizational culture with ACH Common Agenda

## **Process**

- Participate in-person in regularly scheduled meetings (every 4-6 weeks)
- Review pre-read materials prior to meetings and come prepared for engaged discussion, active listening, and respectful dialogue
- Commit to year-long membership in the Steering Committee

# Steering Committee Agreement

As a Steering Committee Member of the <Insert Name of Initiative Here>, I agree to:

**Adopt and support the <Initiative> goal:**

- <Insert detailed description of initiative goal>

*e.g., “Our goal is to double the number of students in our county who are on track to graduate from college or earn a career credential by 2020. We are committed to nothing less than closing the unacceptable achievement gaps for low income students and children of color, and increasing achievement for all students from cradle to college and career.”*

**Provide strategic guidance, vision, and oversight** for the <Initiative Name>, including:

- **Developing and refining the Common Agenda for change**, including the problem, goal(s), and guiding principles
- **Using data** to inform strategy development learning
- **Tracking progress of the work** using agreed-upon indicators at Steering Committee and Working Group levels
- **Making connections between Working Groups** to ensure coordination and efficiency
- **Interacting with the backbone entity** on strategy, community engagement, and shared measurement

**Provide leadership** by:

- **Considering how my own organization** or those in my network can align to the Common Agenda
- **Serving as a vocal champion** of the collective impact effort in the community

**Play an active role** by:

- **Participating in-person** at the regularly scheduled meetings (every 4-6 weeks)
- **Reviewing pre-read materials** prior to meetings and coming prepared for engaged discussion, active listening, and respectful dialogue
- **Committing to year-long membership** of the Steering Committee

# Sample Agendas and Discussion Guides

- Why is it important for me to be here?
- Scanning the environment
- Envisioning the future
- Developing a common agenda

Final Thoughts ?

# Next Session

- Sustainable Financing and Partnerships – ***Tentative***
- January 7, 2019 (1:00 – 3:00)
  - Web series 1: **December 18 from 2:00 - 3:00 p.m. ET**
  - Web series 2: **January 15 from 1:30 - 3:00 p.m. ET**
- What questions do you have about sustainable financing?
  - Blended financing?
  - Funding sources?
  - Shared financial models?
  - Different financial models?
  - Other?

**Evaluation and Thank-You!**