System Change in Marin:
A Framework for Planning, Action & Evaluation

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Presented by: Jara Dean-Coffey , Founder and Principal &
Amy Reisch, Executive Director, First 5 Marin Children and Families Commission

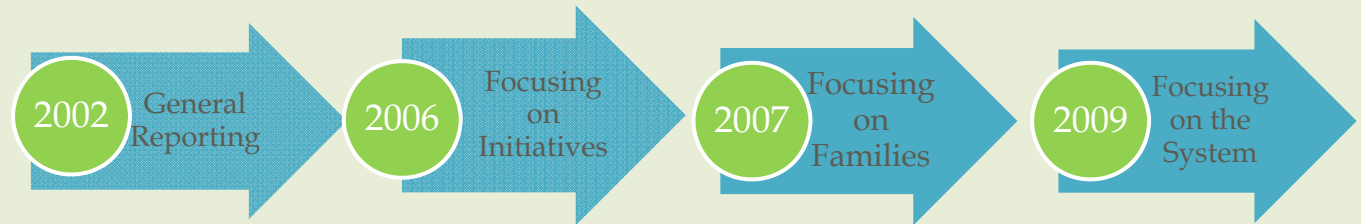*integrating information for change*   **jdcPartnerships**

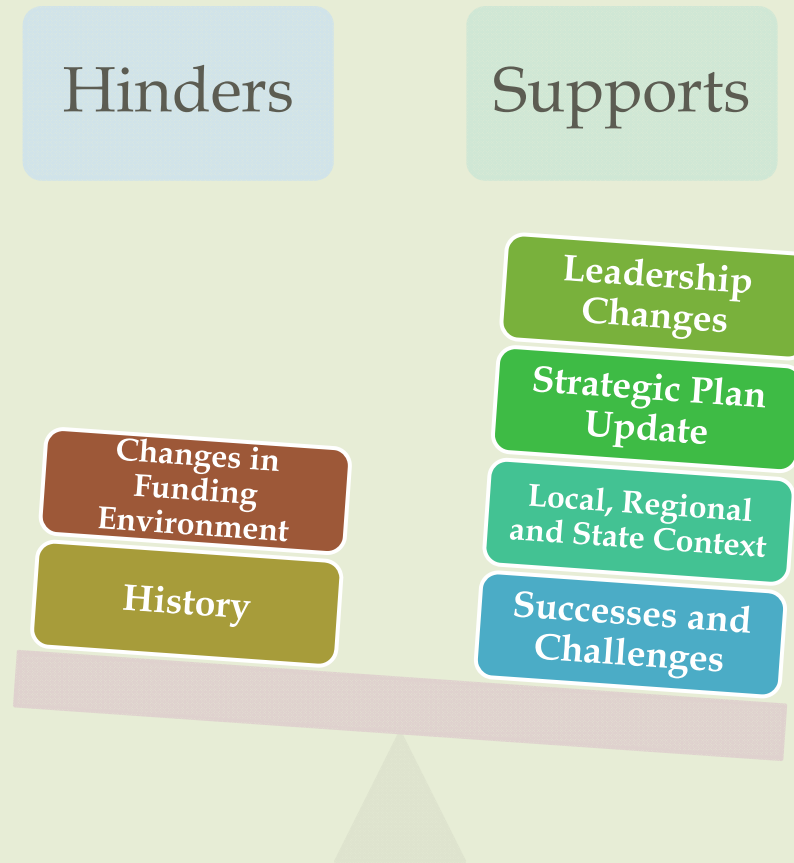# System Change Evolution in Marin

2004 Strategic Plan

Priority Result Area 3:

Marin Values and Invests in All Children

2002 — General Reporting → 2006 — Focusing on Initiatives → 2007 — Focusing on Families → 2009 — Focusing on the System

First 5 Marin Children and Families Commission — *integrating information for change* — jdcPartnerships — APHA 2009

Timing and Opportunity

Hinders

Supports

Leadership Changes

Strategic Plan Update

Changes in Funding Environment

Local, Regional and State Context

History

Successes and Challenges

Our Study Questions and Sources

1. How shall we define System Change in Marin?
2. What are the key levers of change?
3. Where has First 5 Marin made the most significant contributions?
4. At what stage is Marin along the continuum of change?
5. Where are the opportunities?

Data Sources

- Literature Review
- Interviews
- Focus Groups
- Year End Reports
- Financial Data

Literature Review

Purpose

- To understand what frameworks existed that acknowledged multiple dimensions and subsystems and were adaptive in their design.

Results

- ✓ Developed working definition of system change
- ✓ Identified existing framework that informed instrument development and analysis

Working Definition

Human and community service systems include multiple organizations that may or may not be connected to one another. Meaningful sustainable change within these systems requires:

- *A clear and shared vision of overall purpose and related goals;*
- *Intentional fostering of linkages and relationships; and*
- *Organizations working in concert--leveraging resources to build knowledge, partnership, and processes.*

Emerging Framework:
## Sustainable Community System Change

LEVERS

- Shared Principles and Norms
- Vision and Goals
- Stakeholder Roles
- Human Capacity Building
- Governance/Leadership
- Communication & Networking
- Financial Resources

STAGES

- Maintenance of Institutions
- Awareness
- Exploration
- Transition
- Exploration of New Fundamentals
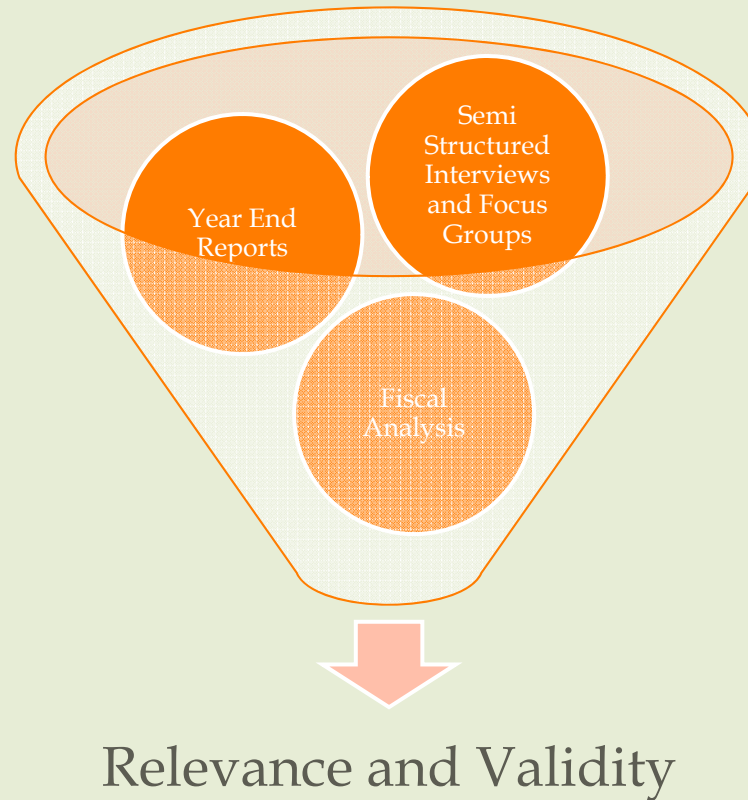- Predominance of Community-Based System

Stages of Change

Maintenance of Institution Oriented Systems → Awareness → Exploration → Transition → Emerging New Fundamentals → Predominance of New Community-Based Systems
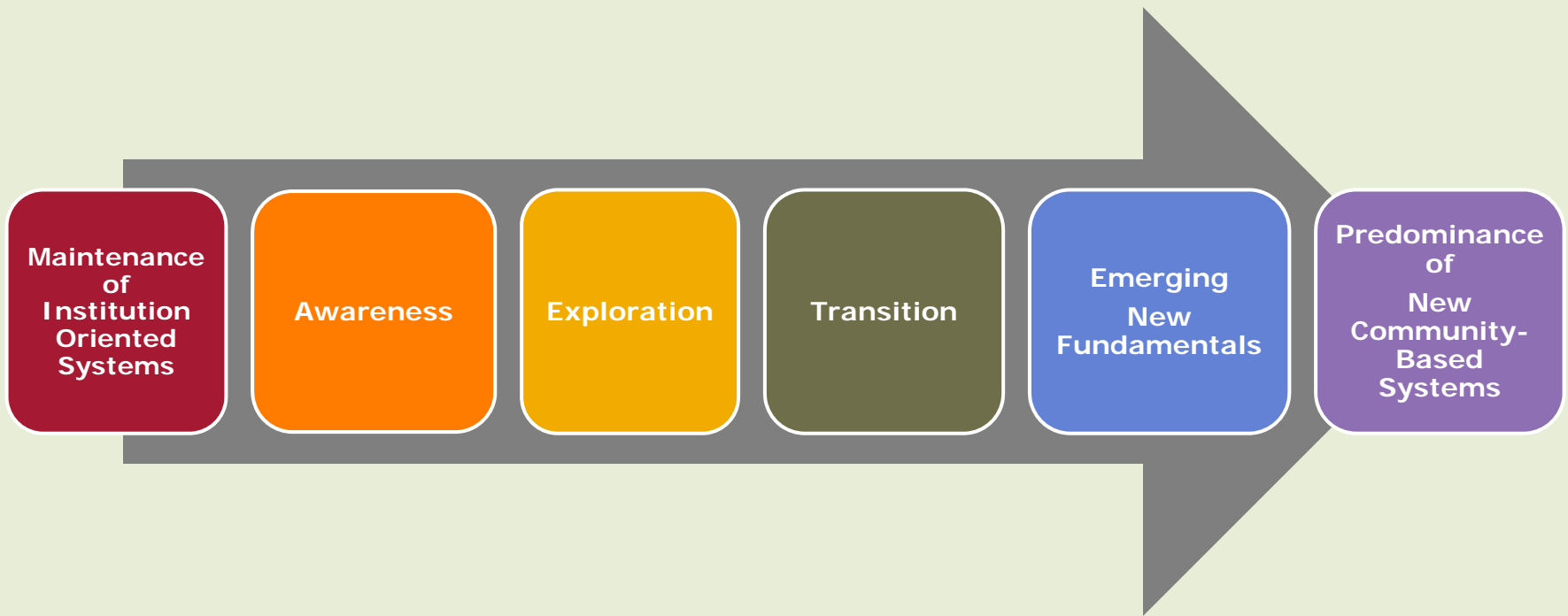
Testing the Framework: Our Approach

Relevance and Validity

Our Learnings

Coding of qualitative data

Use of Atlas-Ti

Code specific report

- Framework resonated
- Interest in exploring and working towards SCSC
- Varying levels of understanding of how to do SCSC
- Progress made in addressing many of the levers of change in SCSC
- Many look to First 5 Marin as the "holder" of a system change
- Various roles of First 5 Marin identified

Next Steps

- ✓ Formally adopt the SCSC as an outcome
- ✓ Develop specific strategies to tip SCSC Levers of Change
- ✓ Continue to refine the framework
- ✓ Identify and develop specific evaluation measures to understand and document movement along the continuum and the influence of specific levers of change