

Exploring Collaborative Governance



REDUCING SENIOR ISOLATION THROUGH SOCIAL PRESCRIBING LEADERSHIP COMMITTEE

June 17th, 2021 | 9:00 – 11:00 am

SETTING THE CONTEXT | THE NATURE OF CHANGE IS CHANGING

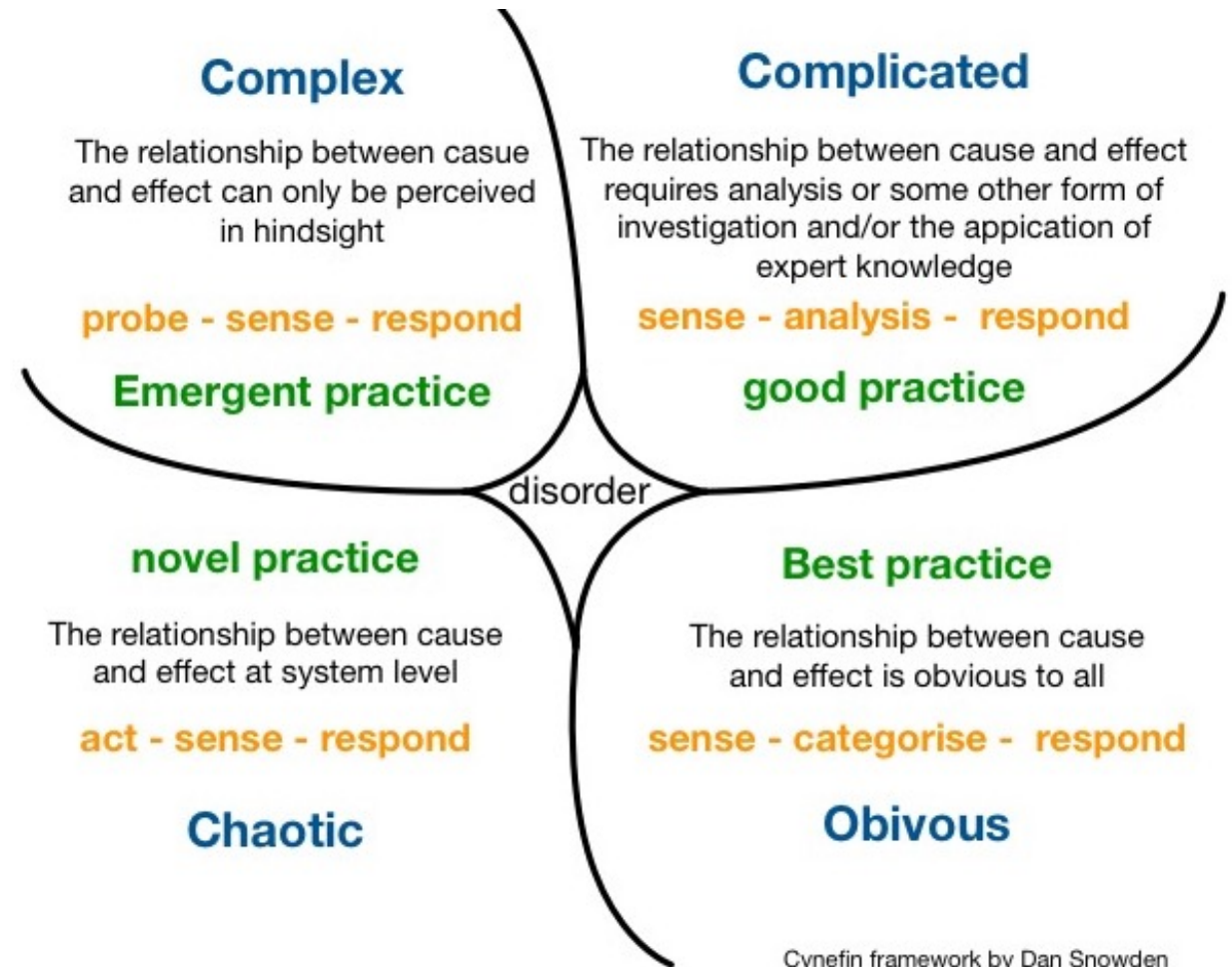
THE NATURE OF CHANGE IS CHANGING	
<i>Metaphor A Well-Oiled Machine</i> <i>(A Machine with interconnected Parts)</i>	<i>Metaphor A Forest</i> <i>(Dynamic Living System)</i>
Certainty	Uncertainty
Root Cause	Emergence
Closed	Open
Predictable	Unpredictable
Repeating	Perpetually Unique
Silos & Parts	Interconnections
Control	Influence



SETTING THE CONTEXT | NAVIGATING COMPLEXITY

Cynefin Framework: Using the right approach to achieve impactful community change

Source: Harvard Business Review: A Leaders Framework for Decision Making.
<https://hbr.org/2007/11/a-leaders-framework-for-decision-making>



Cynefin framework by Dan Snowden

KEY ELEMENTS OF COLLABORATIVE GOVERNANCE



DEFINE YOUR PURPOSE AND PRINCIPLES



The Collaborative Premise

If you bring the appropriate people together as peers in constructive ways with good content and context information, they will create authentic visions and strategies for addressing the shared concerns of the organizations and the community.

Source: David Chrislip, *The Collaborative Leadership Field Book*



BUILDING THE FRAMEWORK FOR EFFECTIVE GOVERNANCE

- Define your goals, principles, decision-making and share ownership
- Navigate collaborative dynamics
- Establish a Collaborative Governance Framework
(Structures, models and tools)



COLLABORATIVE GOVERNANCE DEFINED

Collaborative Governance:

An (in) formal agreement in which participants representing different interests are collectively empowered to make decisions or make recommendations to a final decision-maker who will not substantially change consensus recommendations.



COLLABORATIVE GOVERNANCE | KEY CONSIDERATIONS

- The **working relationship** amongst partners is vital
- Understanding and working within the limits of **accountability** and **structures**
- Focus on both on the **process** and the **product** of governance in collaborative initiatives
- Be deliberate and intentional when **adapting traditional organization governance elements** to a collaborative effort



DEFINE YOUR PURPOSE AND PRINCIPLES

The Big Picture

- Challenging Community Aspiration
- Guiding Principles
- Theory, Framework for Change or Strategic Plan

Areas of Focus

- Membership & Decision-making
- Funding
- Communicating & Reporting
- Policies and Procedures

Legal/Governance Tools

- Memorandums of Understanding
- Terms of Reference
- Conflict resolutions mechanisms



COLLABORATIVE GOVERNANCE CHALLENGES | PROCESS

Governance

- Governance is not defined
- No governance or operational policies
- Levels of accountability not defined

Decision-Making

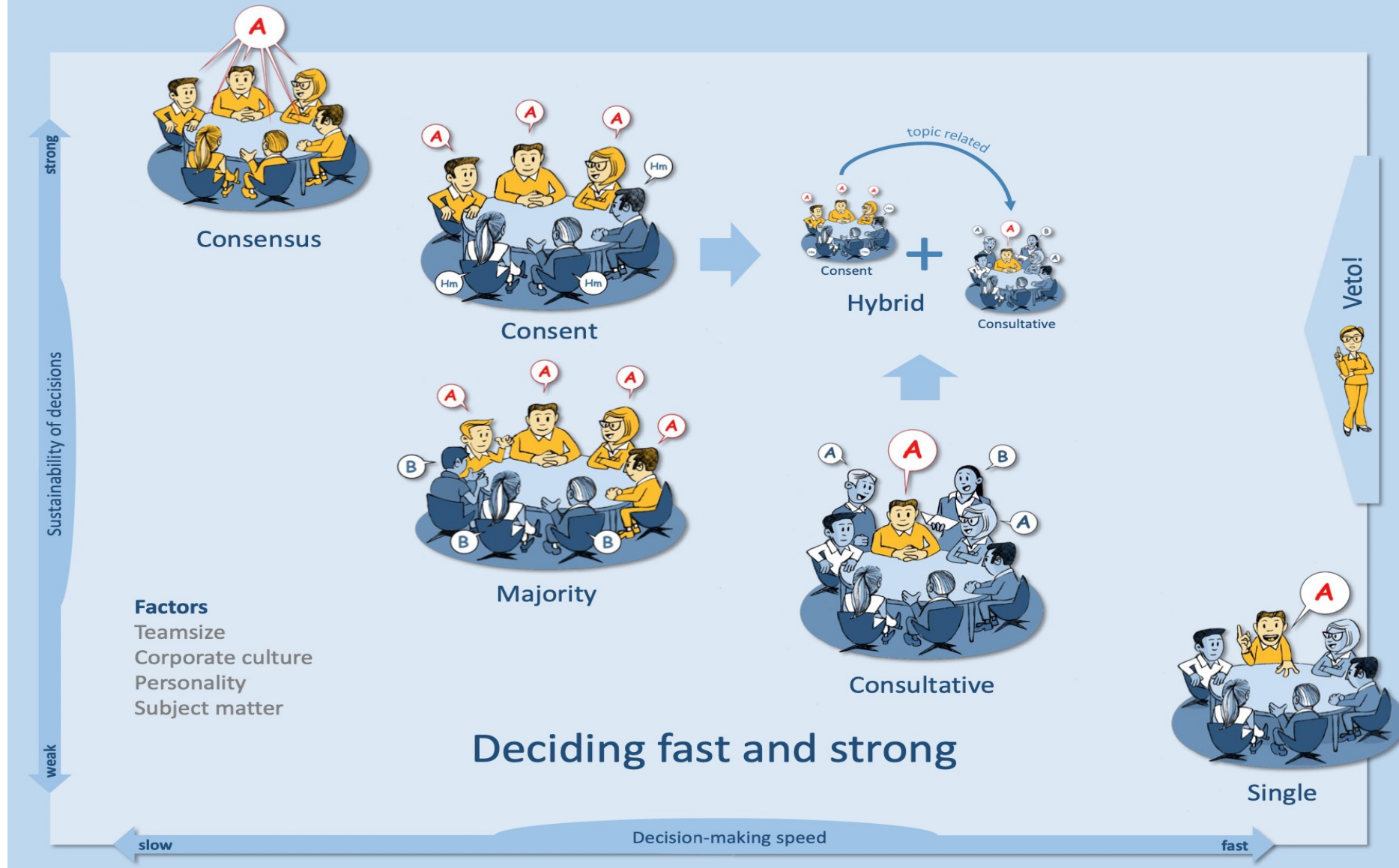
- Unclear decision-making processes
- Not sticking to decision making process
- Collaborative doesn't know what decisions it can make

Membership

- Membership Contributions – Play your Position
- Members not clear about the problem
- Member organizations not engaged



DEFINE YOUR DECISION-MAKING APPROACH



SOURCE: <https://www.pleus.net/download/agiledecisions.pdf>



COLLABORATIVE GOVERNANCE PROGRESS MEASURES

- The group is making satisfactory progress
- The effort and conflict required to make progress is reasonable
- Members are achieving some personal/organizational objectives
- Everyone involved is learning much more about the complex issue
- The overall process is self-refueling, leading to greater ambition and capacity

COLLABORATIVE GOVERNANCE ROLES, RESPONSIBILITIES & ACCOUNTABILITIES



COLLABORATIVE GOVERNANCE | CLARITY OF ROLE

How do we come to the table together?

- Who is at the table?
- Cadence of meetings
- Agenda Setting (remember: strategic gaps in agenda as a way to build trust)
- Who serves as chair
- Substitute representatives
- Common key messages back to participant organizations

How are decisions made at the table?

- Unanimity (veto rights) versus Majority (minority) versus Consensus (we can all live with the outcome)

What decisions can the table make?

- Developing form of full application and roles of participants
- Directing due diligence review of participants and joint reporting of findings (participants to ensure individual performance /compliance issues addressed)
- Not final approvals (Boards of each participant reserve approval rights)



COLLABORATIVE GOVERNANCE | CLARITY OF ROLE

USING OF AN MOU

- **Helpful to codify common understanding of process (but non-binding):**
 - Joint steering committee role, process (i.e. consensus decision making) and limits (i.e. the “table”)
 - Timing, milestones
 - Acknowledgement re: reserved rights re approvals (Board/Members (possible))
 - Transparency / commitment to full disclosure / information sharing
- **Binding elements:**
 - Confidentiality
 - Costs
 - Joint Approaches to Regulators
 - Conflict Resolution Process
 - Termination



COLLABORATIVE GOVERNANCE | CLARITY OF ROLES

Governance

- Shared decision-making process
- Financial oversight and resource allocation
- Process to deal with Performance Management
- Processes related to governance and membership engagement
- Process about evolving the governance structure over time
- Strategic and other Planning processes

Operations

- Processes about use of shared and individual organization brands
- Processes regarding digital data and information sharing
- Process regarding shared services and programming



DESIGNING A COLLABORATIVE GOVERNANCE STRUCTURE

Typical Elements

- Working through an organizational host/convener
- Managing overlapping roles in the governance structure
- A Steering Committee
- A backbone infrastructure with staff
- A fiscal host or sponsor
- Executive or Coordinating Committee
- Working Groups or Action Teams
- Engagement and accountability to the broader community



COLLABORATIVE GOVERNANCE | WHAT MODEL?

Models tend to reflect the following:

- **Local Context** (e.g. public interest, civic culture)
- **Member Attributes** (e.g. diversity, commitment, influence, authority, insight, etc.)
- **Magnitude and Pace** of change desired by members
- **Leadership** - style & spirit
- **Framework for Change** (working definition of health, strategies, roles, etc.)
- **Preferences** of conveners and fiscal agents (credibility and orientation)
- **Flexibility** & adaptability



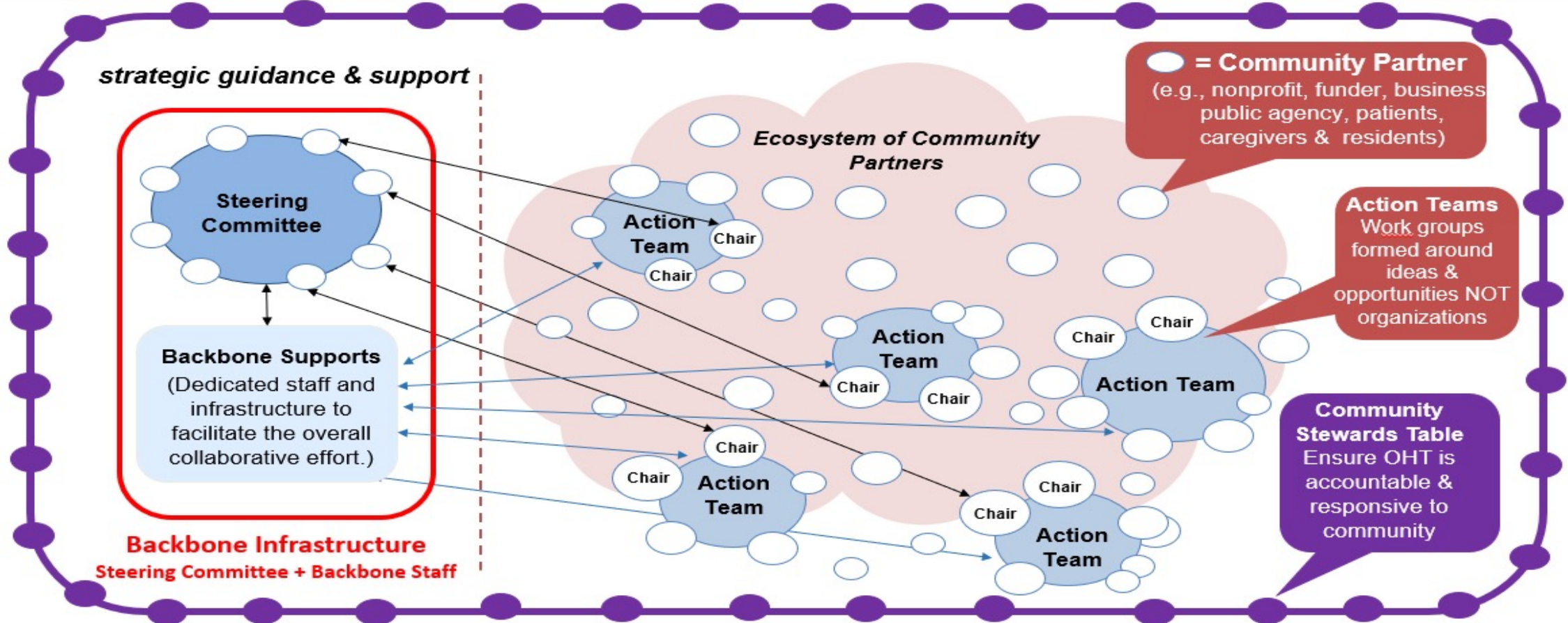
DESIGNING A FLEXIBLE STRUCTURE

- **Member Characteristics:** influence, commitment, diversity
- **Decision-making:** majority, consensus, etc.
- **Authority:** Bottom-up, Top Down, In the Middle
- **Communication:** informal, formal
- **Leadership Style:** charismatic, servant leadership, etc.
- **Group culture:** risk oriented, process light/heavy, etc.
- **Collaborative Arrangements:** number, roles, structure



A COLLECTIVE IMPACT GOVERNANCE STRUCTURE

Common Agenda - Shared Metrics – Mutually Reinforcing Activities – Continuous Communication





THE BROADER COMMUNITY

ROLE

- Sense of ownership of the initiative:
 - Input re: the vision & common agenda
 - Opportunities for engagement
 - Celebration & recognition
- Staying informed:
 - written reports
 - media
 - public gatherings
- Feedback:
 - Presentations
 - Public gatherings
 - Interactive social media

DESCRIPTION

- May include geographic communities and communities of interest.
- May occur at multiple levels (e.g. neighbourhood, city-wide)
- May include 'direct' or representative involvement



COMMUNITY STEWARDSHIP TABLE

PURPOSE

- Sets the vision and common agenda
- Ensures the vision & common agenda is community-driven
- Holds the Steering Committee accountable for systems-level outcomes
- Holds the Steering Committee accountable for implementation of the shared work plan

COMPOSITION

- Multiple sectors across the ecosystem that may include:
 - Community members
 - Sector leaders
 - Seniors & caregivers
 - Youth
 - Municipal representatives
- Can initially meet monthly but as a collaboration matures, may meet quarterly



LEADERSHIP/STEERING COMMITTEE

PURPOSE

- Champions and provides strategic direction for the initiative
- Establishes a common agenda for the initiative
- Aligns and leverages mutually reinforcing activities
- Some Steering Committee members may serve on Action Teams
- Helps coordinate various elements of the structure across the initiative

COMPOSITION

- Reflects Multiple Sectors
 - Patients, caregivers & community
 - Nonprofit Organizations
 - Business
 - Government
- Average Size – 22 (High – 42 | Low – 11)
- Can initially meet monthly but as collaboration matures, may meet quarterly
- Often includes backbone staff on an active but ex-officio basis



WORKING GROUPS OR ACTION TEAMS

PURPOSE

- Teams formed around ideas & opportunities NOT existing organizations
- Focused on addressing key priorities
- Are consistent with the initiative's Common Agenda, principles & values
- Requires coordination across teams
- Can be time-limited or ongoing

COMPOSITION

- Diverse membership of content experts, patients, caregivers, sector leaders and community
- Action Teams Chairs are also members of the Steering Committee and help foster alignment & coordination across teams
- Action Teams all meet all together at least once per year
- Access support from backbone staff



BACKBONE OR STAFF TEAM

ROLE

- Backbone staff are accountable to the entire Collaborative initiative via the Steering Committee
- Manage the overall initiative (staff, finances, reporting, coordination of governing bodies)
- Keep an eye on the big picture and help shape strategic direction
- Play a hands-on role engaging partners and facilitating their collaboration
- Ensure the initiative is effectively communicated about

DESCRIPTION

Typically, highly experienced people with:

- Strong networks,
- A good understanding of the substantive issues
- An ability to work with a wide range of community partners
- Capacity to manage a complex change process



BACKBONE OR STAFF TEAM

PURPOSE

Hands-on support for the initiative on a day-to-day basis

- Planning & Facilitating
- Researching
- Organizing
- Communicating
- Coordinating
- Supporting data & shared measurement practices

ACCOUNTABILITY

- Accountable and provides support for the common agenda & implementation plan of the collaborative
- Accountable to the Steering Committee

COMPOSITION

Fully operational initiatives usually have the equivalent of 2-4 (10) full-time staff:

- Full-time lead staff person
- 1 or 2 project organizers
- At least a 0.5 FTE administrative assistant
- Some contractors (e.g., evaluation, communications)

Staffing arrangements vary:

- Some use decentralized staffing models. (small core staff supplemented by staff from legal sponsor or partner organizations)



FISCAL AGENT OR SPONSORING ORGANIZATION

PURPOSE

- Mandate and mission are aligned with that of the collaborative
- Holds financial and HR legal accountabilities
- Provides admin services
(in kind donation or for a fee)
- Typically, well-established, trusted & respected
- Usually includes legal sponsor and funders

COMPOSITION

- Smaller number of members
- Often includes staff on an active but ex-officio basis

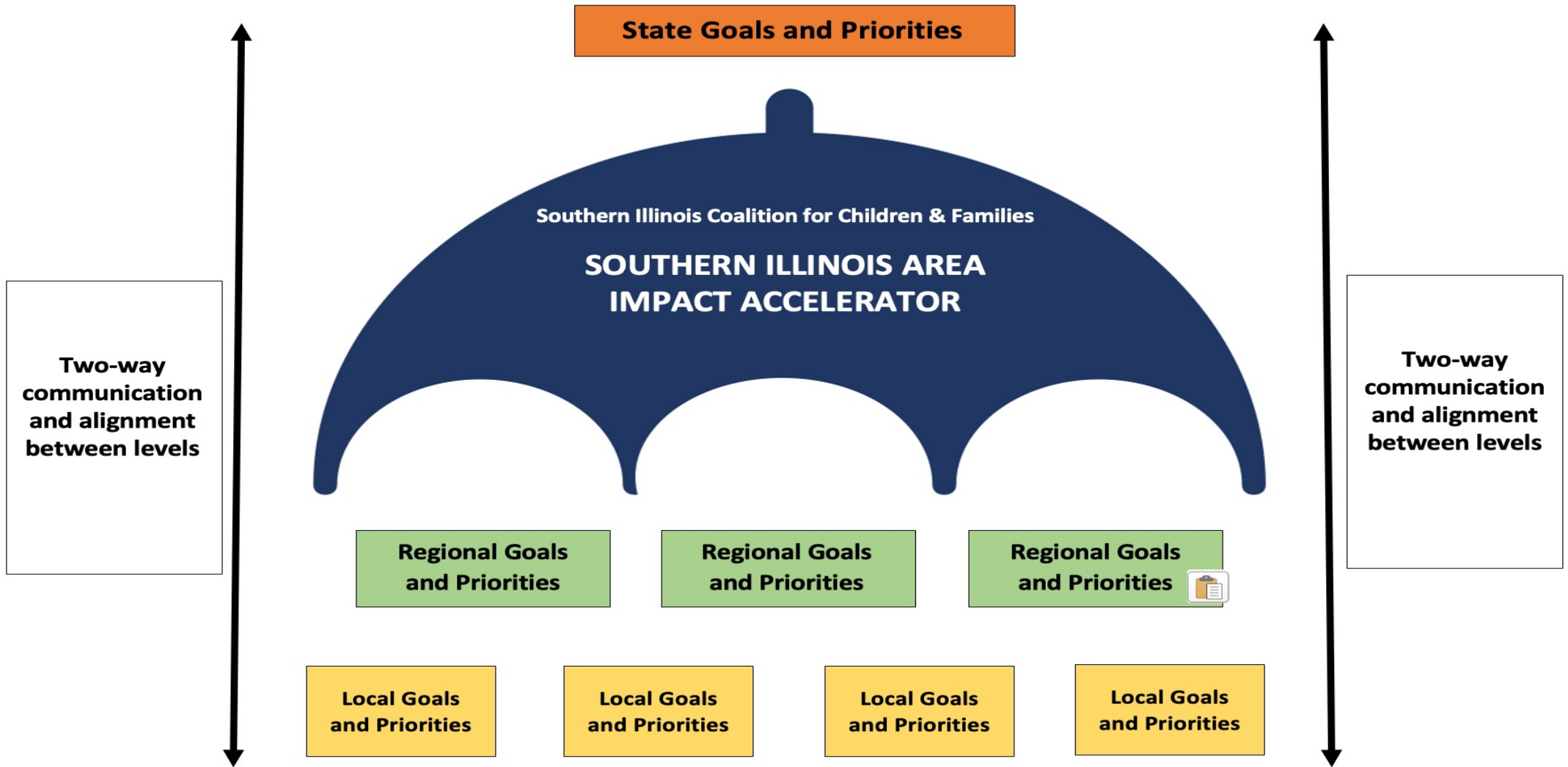
***Caution: power may reside here
to the detriment of the
larger leadership table and
community network***



COLLECTIVE IMPACT STRUCTURE – ACCOUNTABILITY

	Primary Focus & Contributions	Accountability
Convener/ Fiscal Sponsor	- Local charitable organization that receives the funding to convene the collaborative - Is a member of an accountable to the Leadership Table(s) - May be the location for the backbone staff team	- Accountable for funding and reporting - Accountable to the Partners or Leadership Table for how funding is spent - Accountable to the community for results
Leadership Table	10 – 15 local leaders - Shapes and leads the strategy overall - Aligns work of various action teams - Hold commitment to common agenda & Theory of Change - Engage other stakeholders - Mobilize resources & knowledge	- Accountable for setting the common agenda and core strategies - Accountable for progress - Accountable to the community for results
Staff Team	- Includes the Leadership & core staff of the backbone infrastructure - Support the work of the Steering Committee & Initiative overall – - Design & facilitate engagement across the initiative and meetings of various groups - Ensures progress is being made	- Accountable to the Fiscal Sponsor for funding allocations and following the Fiscal Sponsor policies - Accountable and working with the Leadership Table - Accountable for reporting - Accountable to the community for results
Working Groups or Action Teams	- Scale-up on-the-ground solutions around key areas of focus/priorities - Co-design & refine solutions around key shifts/strategic priorities - Number of size of work groups to be determined - Each work group includes youth leadership	- Accountable to the Leadership Table and Backbone team for progress on common agenda - Accountable to the community for results
Community Eco-System	- Provides insights and ideas on key shifts & ideas - Offers feedback on priorities to maximize impact of the initiative - Contributes knowledge, resources & connections	Accountable to the collaborative effort for direction, engagement and support

SICC&F AS AN IMPACT ACCELERATOR IN STATE INFRASTRUCTURE





SOME FINAL THOUGHTS ABOUT STRUCTURE

- The working relationship amongst partners is vital
- Understanding and working within the limits of accountability and structures
- There is a need to focus both on the process and the product of governance in collaboratives
- Use the opportunity to learn together and build connections



TERMS OF REFERENCE | YOUR COLLABORATIVE'S AGREEMENTS

- A Terms of Reference (ToR) document summarizing the agreements of your collaborative partners is very useful
- The ToR should be a “living document” that is reviewed and updated periodically as your working relationship evolves and matures
- Typical headings within a ToR often include:

▪ Description of the Initiative	▪ Leadership Team Commitments
▪ Purpose & Process of the ToR	▪ Leadership Team Terms (length, resignations, substitutions, replacements)
▪ Guiding Principles	▪ Executive Committee?
▪ Member Code of Conduct (Confidentiality)	▪ Action Teams (role, responsibilities, composition, terms, resignations, substitutions)
▪ Decision-Making	▪ Advisors & Community Champions
▪ Overview of Roles in this Initiative	



- Comments?
- Questions?
- Insights?

FINAL REFLECTION...



Share - in the chatbox - **one**
word or **phrase** to
summarize what you are
taking from today's meeting

