Social Innovation Fund

GRANTEE CONVENING

RISK. AGILITY. RESILIENCE.

September 7–9, 2016 / Washington, DC

Thursday, September 8, 2016

8:00–9:00 AM
Liberty Foyer
(Meeting Level 4)

Registration

All attendees are asked to check in at the registration desk before proceeding into the Liberty Ballroom.

9:00–10:30 AM
Liberty - Salons IJKL
(Meeting Level 4)

Opening Plenary: Course Correction and Agility

Moderator:
Marcus Littles, *Senior Partner*, Frontline Solutions

Panelist:
Stacey Stewart, *US President*, United Way Worldwide
**Additional panelist to be confirmed*

Marcus Littles will moderate a discussion with Stacey Stewart and SIF grantees on effective strategies that support course correction–ultimately leading to stronger, responsive, and more agile organizations.

10:30–10:45 AM

Break

10:45 AM–12:15 PM

Concurrent Sessions: Course Correction and Agility

Session 1—Creating a Subgrantee Learning Environment to Increase Impact

To borrow loosely from an old proverb, "If you want to fail fast, go alone; if you want to go far, go together." From in-person meetings to technology-driven group discussions, we'll explore techniques and tools to ensure that you and your subgrantees are consistently sharing insight with one another to improve their programs. Our learning environment framework will help all types of intermediaries, whether they have a network of subgrantees across the nation or have a cohort of subgrantees around a single geographic focus area. In addition, we'll help you overcome the challenges encountered by subgrantees that may face capacity constraints that prevent their engagement in a learning and sharing environment and how their productivity and impact can go far when they go together.

Facilitator:
Marc McDonald, *Director of Grants Management*, AARP Foundation

Corporation for NATIONAL & COMMUNITY SERVICE

Panelists:
Lori Strauss, AARP Foundation
Barb Quaintance, AARP Foundation

Session 2—Stay the Course (and Correct Along the Way): Pay for Success in Denver

Denver's Pay for Success (PFS) project, which provided housing and supportive services to at least 250 homeless individuals who frequently used the city's emergency services, successfully closed in early 2016. Through the process of structuring the project, several key challenges led the project team "back to the drawing board" to create innovative solutions and reshape various project components to move forward toward a finalized project with partners. This session provides an overview of the project as well as specific program elements that shifted during the transaction structuring phase and how project partners arrived at the solutions that kept the project moving forward. The session will also include a summary of how the need for course correction is addressed now that the program is operational.

Facilitator:
Annie Bacci, *Senior Program Manager*, Corporation for Supportive Housing

Panelist:
Stephanie Mercier, Corporation for Supportive Housing
**Additional panelists to be confirmed*

Session 3—Checking the Side Mirrors

Exploring a complex PFS project requires continually adapting to new and changing conditions to design a model that succeeds in attracting investment while best benefitting families being served. The Green & Healthy Homes Initiative (GHHI) and its partners will present a series of lessons learned for "checking the side mirrors." PFS project partners cannot rely on the "rear view mirror" for deep reflection on evaluation results but instead must conduct ongoing adaptive "lane changes" to continue to move the project ahead. GHHI and its partners will present live examples and lessons learned for "checking the side mirrors," including building new relationships across siloes, tinkering with successful program design, and launching into a pilot as a "road test." The session will include an interactive break-out component in which participants will consider their biggest adaptive challenges and complete a template, based on the lessons learned, for prioritizing actions to monitor the need and conduct for "mid-course corrections."

Facilitator:
Michael McKnight, *Vice President of Policy and Innovation,* Green & Healthy Homes Initiative

Panelists:
Sarita Hudson, Partners for Healthier Community
Susan Steppe, Le Bonheur Children's Hospital
Randy Jepperson, Salt Lake County Community & Resources Development Department

Session 4—Time to Pivot – Integrating Trauma-Responsive Services into Opportunity Pathways for Youth

Recent research and emerging innovations in practice are signaling that opportunity pathways for vulnerable youth can be more attentive to adolescent brain development and the trauma-related needs of young people. Systems and practitioners that interact with youth—particularly youth in transition from foster care or involved in the justice system—need to have a solid understanding of trauma and how caring adults can help youth build resilience and succeed. This session will bring together researchers on adolescent brain development and trauma-informed practitioners to share learnings from new research and practice so that we and others might integrate these ideas into opportunity programming for youth. The Annie E. Casey Foundation, with its partners from the Jim Casey Youth Opportunities Initiative and LEAP SIF practitioners in the field, will host an interactive dialogue focused on how to promote awareness and adoption of these ideas in your community.

Facilitator:
Patrice Cromwell, *Director,* The Annie E. Casey Foundation

Panelists:
Dianna Walters, *Maine LEAP Director*, Muskie School of Public Service, University of Southern Maine
Mark Sander, *Director***,** School of Hennepin County Public School, Minneapolis

Session 5—Advancing Evidence-Based Policy with Pay for Success

The PFS exploration process drives an orientation to outcomes through connecting data to contracts and decision making. Jurisdictions face many of the same obstacles in data, resources, etc., as they work through the mechanics of measuring performance and tying payments to performance.

During this fast-paced workshop, come ready to share your challenges with implementing evidence-based policy and hear how subgrantees have addressed similar issues in the PFS framework.

Subgrantees will discuss their progress with integrating evidence-based initiatives and Third Sector will share its strategies to align the priorities of governments and providers. Applying lessons and solutions learned from the field can, and should, accelerate the transition to evidence-based policy.

Facilitator:
Celeste Richie, Third Sector Capital Partners

Panelists:
Priya Shah, Third Sector Capital Partners
Nadia Ahmed, Third Sector Capital Partners
**Additional panelists to be confirmed*

Session 6—Common Outcomes, Common Indicators – Comparing Apples and Oranges to Show Portfolio-wide Impact

This session will provide a critical look at how local conditions necessitated letting go of plans to use a promising cross-partner evaluation tool (the EDI) and prompted a midproject course correction for the United Way for Southeastern Michigan's portfolio evaluation. It will examine how a new set of common outcomes and common indicators (COCI) was selected and review analytical approaches being used to show our portfolio's impact around these outcomes. Specific examples will be included of how our COCI and new portfolio analysis (minimum detectable effect) is supported by our existing subgrantee Subgrantee Evaluation Plans. The interactive session will close with an examination of what the impacts have been on our organization's ability to better plan and adapt to similar evaluation challenges.

Facilitator:
Jeffery Miles, United Way for Southeastern Michigan

Panelists:
David Murphey, Child Trends
Lindsey Miller, United Way for Southeastern Michigan

Session 7—A Conversation with the Social Innovation Fund Director and Grantee CEOs

SIF CEOs will meet with Lois Nembhard, the Acting SIF Director, where they will have an open conversation to support progress with their current work and provide ideas for the future.

Facilitator:
Lois Nembhard, *Acting Director*, Social Innovation Fund, CNCS

12:15–1:30 PM
Liberty - Salons IJKL
(Meeting Level 4)

Risk and Field Disruption – Working Lunch

Strategies to catalyze innovation while also learning what works

Moderator:
Andrew Feldman, *Visiting Fellow,* Center for Children and Families, Brookings Institution

Panelists:
Carla Javits, *President and CEO*, REDF
Thomas Kalil, *Deputy Director for Technology and Innovation*, White House Office of Science and Technology Policy
Olga Acosta Price, D*irector,* Center for Health and Health Care in Schools*; Associate Professor,* Milken Institute School of Public Health, George Washington University
Shrupti Shah, *Managing Director*, GovLab, Deloitte Consulting
David Yokum, *Director*, The Lab @ DC, Mayor's Office

What strategies can organizations use to catalyze innovation internally and to harness new ideas from outside? What lessons do innovative organizations provide to others? And how can organizations advance both innovation and evidence-based policy by testing out innovative approaches to see if they work? We get insights on all of these questions through a discussion with experts in public sector innovation. The session will include a moderated discussion, audience Q&A, and an opportunity for small group brainstorming about how SIF grantees might apply some of these concepts to their own organizations.

1:30–2:15 PM
Liberty - Salons MNOP
(Meeting Level 4)

Networking Session: Ask Me About….Tell Me More About….

An important part of attending conferences is to meet and learn from new people. Each Convening attendee possesses valuable experience and expertise that should be shared. The goal of this session is to identify everyone's areas of expertise, and then connect attendees to learn from one another.

Equally important, for this session you will also identify topics that you would like to know more about. The "Ask me about…Tell me more about…" networking session is your chance to be expert for a day and, hopefully, to have a vexing question answered!

2:15–3:45 PM

Concurrent Sessions: Risk and Field Disruption

Session 1—Paving a Path for Pay for Success in Healthcare

By 2024, $1 in every $5 spent in the United States will be on healthcare. With almost half of that spending projected to be done by federal, state, and local governments, it is more important than ever that they innovate and scale programs that work. Delivery and payment reform efforts are well underway in multiple states, but PFS has not yet been formally integrated into healthcare policies and practices. In this interactive session, participants will hear from the Robert Wood Johnson Foundation, GHHI, and Social Finance, who will discuss the importance of PFS to the healthcare field and their progress to date working with federal and state Medicaid offices and Medicaid health plans around how to successfully implement PFS. Together, presenters and all participants will

Together, presenters and all participants will dive into the specific challenges of healthcare PFS projects—particularly those involving Medicaid—and discuss pragmatic solutions to take to healthcare policy makers to fully unlock the potential of PFS in healthcare.

Facilitator:
Trent Van Alfen, *Social Innovation Specialist*, Green & Healthy Homes Initiative

Panelists:
Ruth Ann Norton, Green & Healthy Homes Initiative
Michael McKnight; Green & Healthy Homes Initiative
**Additional panelists to be confirmed*

Session 2—Outcomes-Based Financing in Place-Based, Early Childhood Initiatives

Children's environments can significantly influence educational and health outcomes. Inadequacy and instability put children at greater risk of poor academic, social, and economic outcomes, but there are unanswered questions on how a child's social determinants of health—the conditions that influence well-being and quality of life—influence brain development and long-term outcomes. Increased understanding of the interconnectedness among these factors will inform policy, urban planning, and design that better supports population health and well-being.

We must think collectively and systemically to improve outcomes for vulnerable children and their families. We hypothesize that it is possible to use PFS or other outcomes-based financing to scale the continuum of high quality early childhood interventions within the context of place-based initiatives. It is critical to learn and share at the nexus of early childhood development, place-based efforts, and PFS financing. This panel aims to do just that.

Facilitator:
Megan Golden, Institute for Child Success

Panelists:
Molly Talbot-Metz, Mary Black Foundation
**Additional panelists to be confirmed*

Session 3—Consumer-Oriented Services – How to be Inclusive and Responsive to Consumers

Service providers must be intentional, consumer oriented, user oriented, and balanced in terms of being relational and transactional while engaging with consumers. This session will engage SIF intermediaries in a discussion about how they and their subgrantees engage their communities in consumer-oriented and culturally relevant ways and the lessons they have learned in the process.

Facilitator:
Santiago Garcia, Methodist Healthcare Ministries

Panelists:
Mae Barajas, Methodist Healthcare Ministries
Martín Ornelas, R.E.A.L., Inc. (Methodist Healthcare Ministries Subgrantee)

Session 4—Connections to Care – Transforming Mental Health Access and Service Delivery in New York City

One in four adults—approximately 61.5 million Americans—experiences mental illness in a given year. Three SIF intermediaries support varied interventions that deliver mental health services. Methodist Healthcare Ministries stimulates local solutions that improve physical and behavioral health. John A. Hartford Foundation funds community health clinics to implement the Collaborative Care model, a depression care model that doubles the benefits of usual depression treatment. The Mayor's Fund to Advance New York City's Connections to Care (C2C) grant builds the capacity of social service organizations to better meet the mental health needs of the low-income individuals they already serve.

This session will explore how implementation and evaluation lessons from these initiatives can inform decisions by local, state, and national policy makers. The panel will be valuable for audience members focused on mental health and for a broader audience interested in learning how thoughtful programs and policy can expand the capacity of social service systems to address widespread barriers to opportunity.

Facilitator:
Senior Management, Rural Health Policy, Health Resources and Services Administration, U.S. Department of Health and Human Services

Panelists:

Rebecca Brune, *Senior Vice President of Strategic Planning and Growth*, Methodist Healthcare Ministries
Jess Cotton, *RN, MBA, Chief Executive Officer*, Southwest Montana Community Health Center
Sinead Keegan, *Director*, Social Innovation Fund, NYC Center for Economic Opportunity
Wally Patawaran, *Program Officer*, The John A. Hartford Foundation
Heidi Schultz, *Program Officer*, Helmsley Charitable Trust

Session 5—Beyond the Deal…The Community and Organizational Benefits of Participating in a Pay for Success Feasibility Analysis

The presenters in this session represent organizations that have deep experience leading communities and service provider organizations through PFS feasibility.

While the theories of change and mechanics of PFS feasibility vary between the intermediary organizations represented, each has developed a growing and rich catalog of "but for" status quo disruptions. These are instances where the very process of exploring PFS feasibility resulted in positive status quo disruption within a government or service provider organization—a disruption that would not have occurred but for the PFS feasibility work.

The University of Utah's Sorenson Impact Center will facilitate this presentation of PFS feasibility-generated status quo disruptions that span issue areas and geographies. The presentations will focus on the SIF and non-SIF PFS feasibility work of the Impact Center, Corporation for Supportive Housing, Institute for Child Success, National Council on Crime and Delinquency, and Harvard Kennedy's Government Performance Lab.

Facilitator:
Kerri Nakamura, Sorenson Impact Center, University of Utah's David Eccles School

Panelists:
Annie Bacci, Corporation for Supportive Housing
Sara Peters, Sorenson Impact Center, University of Utah's David Eccles School
Katie Reberg, Sorenson Impact Center, University of Utah's David Eccles School
Joe Waters, Institute for Child Success
**Additional panelists to be confirmed*

Session 6—Transition Coaching – An Intrusive Community-Based Approach to Fostering Postsecondary Success

Too many students stumble on the way through college, stumped by personal, financial, or administrative challenges. Boston Coaching For Completion—the one-on-one transition coaching at the core of the city's larger college completion initiative—is filling a critical gap in student support needs through an innovative model based on cross-sector collaborations with community-based organizations, colleges, and universities. Early evidence shows that coaching is working; its recent three-fold expansion documents the strong student appetite for it. Yet, in our collective efforts to grow the program and make it resilient, challenges are inevitable, but so are opportunities. This session will foster a deep conversation among partners in this work about the value of transition coaching and the challenges and opportunities that come with sustaining it at a large scale—especially in a post-SIF environment.

Facilitator:
Eric Esteves, The Boston Foundation (TBF)

Panelists:
Elizabeth Pauley, The Boston Foundation
**Additional panelists to be confirmed*

Session 7— Risk and Reward in Collective Philanthropy

Moving the needle in communities requires collective action, including collective philanthropy. Learn how United Way of Greenville County and other grant-makers developed innovative funding strategies to meet SIF match requirements and plan for long term sustainability of the OnTrack Greenville initiative. Take home ideas and tools to use in your community.

Facilitators:
Tobi Kinsell, *Director*, OnTrack Greenville, United Way of Greenville County

Panelist:
Ted Hendry, *President,* United Way of Greenville County
**Additional panelists to be confirmed*.

3:45–4:00 PM **Break**

4:00–5:00 PM **Concurrent Sessions**

Sessions 1-6—Work Group Meetings

In a grantee led discussions, the work groups will host their in-person September meetings.

- **Session 1—Compliance Work Group**
- **Session 2—Economic Opportunities Issue Area Group**
- **Session 3—Evaluation Work Group**
- **Session 4—Healthy Futures Issue Area Group**
- **Session 5—Pay for Success Work Group**
- **Session 6—Youth Development Issue Area Group**

Session 7—The Sub Experience (Subgrantees only)

For first or last year subgrantees and subrecipient, there are always questions and best practices to share with your peers. Come join your SIF subgrantee/ recipient peers in discussing successes and challenges. Join an in-depth conversation about being part of the SIF, come ready to share successful methods of managing your SIF grant.

Friday, September 9, 2016

9:00–10:30 AM
Liberty - Salons IJKL
(Meeting Level 4)

Plenary: Risk with Responsibility

Moderator:
Melissa Bradley, *Executive Director*, American University Center for Innovation

Panelists:
Carol Thompson Cole, *President & CEO*, Venture Philanthropy Partners (VPP)
Kevin Jordan, *Senior Vice-President for National Programs*, Local Initiatives Support Corporation (LISC)
Susan Zepeda, *President & CEO*, Foundation for a Healthy Kentucky

Melissa Bradley will moderate a discussion with leaders of three SIF Classic 2010 grantees on taking risks with responsibility. Carol Thompson Cole, VPP; Kevin Jordan, LISC; and Susan Zepeda, Foundation for a Healthy Kentucky will be the panelists.

10:30–10:45 AM

Break

10:45 AM–12:15 PM

Concurrent Sessions: Risk with Responsibility

Sessions 1-3 – Issue Area Breakouts:

After all the effort involved in conducting a rigorous evaluation, dissemination may feel like an afterthought. But translation and dissemination are just the first steps down the path of utilizing the evaluation's results, and ultimately, toward fostering program and policy improvement. These sessions will update stakeholders on the evaluation findings of our healthy futures, youth development, and economic opportunity grantees and the impact of their programs.

- **Session 1—Healthy Futures**
- **Session 2—Youth Development**
- **Session 3—Economic Opportunity**

Session 4—Lessons Learned to Fuel Innovation and Quality

Participate in an interactive conversation on how SIF grantees can respond to lessons learned to improve practice. REDF and LISC will discuss how they approach their second SIF classic grants differently to promote efficiency, stronger grant management, and greater impact in the economic opportunity of individuals in underserved communities. Then they will turn it over to workshop participants, to continue the open dialogue.

Facilitator:
Seung Kim, Local Initiatives Support Corporation
Carla Javits, REDF

Session 5—Maximizing Impact and Minimizing Risk – Subgrantee Planning and Monitoring

The effectiveness of your subgrantee management is only as good as your subgrantee policies and procedures and your ability to actually follow your established protocols. In this session, we'll identify the four major phases of subgrantee management—internal guideline development, selection, monitoring, and close out—and focus on the preparation your organization needs to have in place with each of these phases. We'll detail how you can (and why you should) establish subgrantee policy and procedures before you even select the subgrantees; we'll share policies, procedures, and monitoring tools; and we'll incorporate feedback from the audience to identify best practices.

Whether you just received your first SIF award or you are a seasoned SIF intermediary, this session will identify new ways you can minimize risk (internally and externally) to focus on maximizing impact with your subgrantees.

Facilitator:
Marc McDonald, *Director of Grants Management*, AARP Foundation

Panelists:
Joanna Wald, AARP Foundation
Amber Talburt, AARP Foundation

Session 6—Playing the Long Game on a Complex and Changing Field – Sustaining Innovation

Healthcare innovations are often well known before payment mechanisms to support them are established. Primary care clinics, especially those serving low-income patients, need support developing and implementing financial sustainability plans for healthcare innovations not supported by Medicaid and other funders. This is especially true in rural areas, where health disparities are exaggerated and where clinics often have fewer funding sources.

As part of the IMPACT initiative to disseminate evidence-based behavioral health services into community primary care, the AIMS Center implemented a multiprong technical assistance program to help rural clinics develop customized financial sustainability plans to sustain care at the end of SIF funding. Clinics received support across multiple domains, including clinical productivity, contracting with payers, credentialing behavioral health providers, coding, and claims.

The first cohort of clinics (n = 5) completed their grants in June. Data were collected before and after financial sustainability support and these data will be presented.

Facilitator:
Virna Little, *UW AIMS Center & Institute for Family Health*

Session 6—Disruption Driving Impact — How the Social Innovation Fund is Shifting "Business as Usual" in Early Education

Mile High United Way, Silicon Valley Community Foundation, and United Way for Southeastern Michigan are each engaging the Social Innovation Fund with the goal of improving early literacy and school readiness.

This session will examine our efforts at disrupting "business as usual" within our early childhood education systems at multiple levels. We will use three focus areas: (1) targeting parents, caregivers, and professionals to drive child-level outcomes; (2) summer programming to reinforce early childhood interventions; and (3) collective impact approaches to systems change to provide concrete examples of how organizations can be successful in driving the disruptions necessary to make significant, positive changes for children and families.

Examples of both the challenges and opportunities these disruptions afforded will be examined. The session will close with a discussion of the types of system-level disruptions and integrations that have occurred to support and sustain the organizational shifts in practice.

Facilitator:
Jeffery Miles, United Way for Southeastern Michigan

Panelists:
Jessica Mihaly, Silicon Valley Community Foundation
Marisol Cruz, Mile High United Way

12:15–12:30 PM

Break

12:30–2:00 PM
Liberty - Salons MNOP
(Meeting Level 4)

Technology to Scale Change and Increase Impact – Working Lunch

Facilitators:
Lee-Sean Huang, *Lecturer and Affiliated Faculty,* School of Design Strategies, Parsons School of Design
David Colby Reed, *Lecturer and Affiliated Faculty*, School of Design Strategies, Parsons School of Design

Designing for Financial Empowerment is a cross-sector collaboration between the NYC Department of Consumer Affairs Office of Financial Empowerment, Center for Economic Opportunity, the Mayor's Fund to Advance New York City, Citi Community Development, and the Parsons DESIS Lab to explore how service design can be used to make public sector financial empowerment services more effective and accessible. In this session, Parsons DESIS lab faculty members David Colby Reed, and Lee-Sean Huang will discuss how DFE has collaborated across sectors and directly with communities in New York City to co-design interventions for improving public services such as City's free financial counseling and tax preparation services. They will explain the value of service design methodologies coupled with community engagement and discuss how they could be adapted to other sectors and social issues.

2:00–3:00 PM
Liberty - Salons MNOP
(Meeting Level 4)

Networking Session: If I had known then...

A critical part of the annual SIF Convening is to share lessons learned, and discuss previous experiences with fellow grantees. Prior to this session, you

will have a chance to provide suggested topics. During the session, you can join different discussions that interest you. This session is intended to be a group discussion, versus the one-on-one interactions in Thursday's "Ask Me About….Tell Me More About…." networking session.

3:00–3:30 PM
Liberty - Salons IJKL
(Meeting Level 4)

Leadership Remarks

3:30–5:00 PM

Concurrent Sessions: Technology to Scale Change and Increase Impact

Session 1—GIGO is NO Go – Ensuring Quality in Your Data Management System

Without data, most of our programs will not get funded because they cannot be measured. As a result, significant investment is made into data systems to capture information that can be analyzed and shared. But, how do you ensure that you and your subgrantees are entering data correctly and timely? This session will highlight tools and processes to maintain accurate data and will review a critical component to keep data accurate—demonstrating data's value to the subgrantee. By engaging subgrantees throughout the process and providing them with useful and actionable data analysis, they are more invested in the entire data management process. After this session, you'll have the skills and tools necessary to prevent your worst case data scenario: garbage in, garbage out.

Facilitators:
Marc McDonald, *Director of Grants Management***,** AARP Foundation

Panelists:
Shannon Rolf, AARP Foundation
Stephanie Okpala, AARP Foundation

Session 2—Using Technology to Track Service Provider Performance

We all understand why service providers should deliver outcomes effectively and efficiently. When it comes to how, the devil is in the data.

This session will demonstrate to audience members two examples of how GHHI and its service recipients use technology to track service provider performance against predetermined targets in real time. Presenters will not

only demonstrate how these systems work, but also explain the details behind how each was set up, piloted, and maintained. This session should be attractive to a wide range of SIF grantees and subgrantees who are interested in learning about different ways in which service providers can use technology to enhance service delivery.

Facilitators:
Kevin Chan, *Social Innovation Specialist,* Green & Healthy Homes Initiative

Panelists:
Susan Steppe, Le Bonheur Children's Hospital
Randy Jepperson, Salt Lake County Community & Resources Development Department

Session 3—At-Risk to On-Track: Using Data and Collaboration to Impact Student Success

Data. Four little letters that can be your greatest friend or biggest obstacle. OnTrack Greenville, a collaborative partnership between United Way of Greenville County and Greenville County Schools, did not let the typical obstacles surrounding the use of student data prevent them from collaborating to do what is best for students. Serving as the foundation of the initiative, Greenville County Schools built a sophisticated business intelligence solution also known as an early warning data dashboard that identifies students at risk for not graduating on time, by tracking student attendance, behavior, and grades in real time. Using a collective impact approach, United Way, serving as the backbone organization, and subgrantees work collaboratively with school faculty and staff to customize multi-tiered, evidence-based interventions for students and families to address the root causes of chronic absenteeism, behavior issues, and failing grades.

Facilitators:
Tobi Kinsell, *Director*, OnTrack Greenville, United Way of Greenville County
Jason McCreary, Greenville County Schools