Disruptive Forces At Play
That Will Redefine Your Organization &
Create Opportunity

10:00am – 11:15am

Facilitator: Donald Goughler, Family Services of Western Pennsylvania
Speakers: Polina Makievsky, Alliance for Children and Families
Disruptive Forces:
Driving a Human Services Revolution
Alliance for Children & Families

To strengthen the capacities and influence of our national network of high-impact nonprofit human-serving organizations so that together we may pursue our vision of a healthy society and strong communities for all children, adults, and families.
Pathways of Change

Uncertainty

Risks & New Opportunities

New Kind of Leadership Required
Disruptive Forces

- A *monumental, unexpected change* that does not fit previous patterns
- A circumstance that creates such dramatic change that it *transforms existing industries or creates new ones*
- A *revolutionary force*, not an evolutionary progression
Disruptive Forces: Driving a Human Services Revolution
Empower people around the world with a $25 loan

$5 million raised in <1 week from $10 donations by texting

Crowdfunding platform with 8,000 organizations, $13 million donors & $1B raised
Disruptive Forces: Driving a Human Services Revolution

Six Disruptive Forces

- Integrating Sciences
- Purposeful Experimentation
- Information Liberation
- Uncompromising Demand for Impact
- Branding Causes, Not Organizations
- Attracting Investors, Not Donors
Disruptive Forces

1. Purposeful Experimentation
Innovate or Else…Chapter 11

1971-2011

1985 - 2011

Kodak

1889-2012
Jane Addams Hull House Association

Services Provided…
• Foster Care
• Domestic Violence
• Education & Literacy
• Workforce Development
• Homeless Services
• Housing Services
• Senior Services
• Small Business Development
• Youth Development
• Policy & Advocacy

1889 - 2012

...to 60,000 children, individuals and families per year
Our way of serving our most vulnerable citizens is... unsustainable
Uncle Sam is Broke and Getting Broker

Source: GAO data simulations from Fall 2011
Force #1: Purposeful Experimentation

- Increased and purposeful experimentation will be required
- Culture of innovation must be created and intentionally cultivated
- Take calculated risks and be willing to embrace failure
Disruptive Forces

2. Information Liberation
Consumers are sharing data about themselves every day...
Are we hiding behind HIPAA?

- Is there a different way we need to consider privacy and client information?

- Are we using privacy as a shroud to hold in information rather than to share information across the continuum of care?

**GAO Report on state of data sharing and exchange in state and local government human services agencies and programs (Feb 2013)**

Challenges to increased data sharing: “a tendency (within those agencies) to be risk averse and overly cautious in their interpretation of federal privacy requirements.”
Information Sharing Can Improve Services

It’s already happening in…

- Electronic Health Record Adoption
- Managed Care Systems
- Accountable Care Organizations / Health Home Models
Case Study:
STRIVE Partnership in Cincinnati

Shared goal: support every child, every step of the way, from cradle to career

Partners: CPS; early childhood programs; United Way; mentoring agencies; tutoring and literacy partners; tech schools / universities; businesses

Shared strategy: prepared for school; children supported in and out of school; academic success; post-secondary ed enrollment for all children; every child graduates; every child pursues career

Shared measures: Learning Partner Portal data dashboard published and publically accessible

Shared Funders: Strive Partnership; United Way; 14 local funders leveraging $6 million in local money and $2 million in federal dollars
Information Liberation

• Information sharing will be a key aspect to improving delivery models

Successful Organizations will:
• Harness the power of data & analytics
• Build bridges across systems
• Engage consumers in participating in unleashing the power of data
Disruptive Forces

3. Integrating Sciences
Integrating Sciences and Technology

- Advances in science and technology are evolving rapidly and are impacting us today

- Scientific and technological advances will result in significant changes in service delivery

- Successful human service organizations will:
  - Leverage these advances
  - Partner with the research community
Rest Assured Telecare: Using Remote Technology & Staff

- Allows older adults and people with disabilities remain in their homes
- Remote caregiver
  - Telecoms
  - Sensors
  - Two-way audio
- On-call first responder
- Allows for face-to-face interaction with caregivers and family via video screen
- Medication management through automated dispenser
Integrating Sciences and Technology

eGetGoing Online Addiction Treatment:

- First accredited online addiction treatment program
- Remain anonymous
- Participate in group or individual therapy (with live counselor)
- Confidentiality protected
- Convenient, private, affordable
Common Denominators

• Consumer driven

• Augments traditional service delivery / engagement practices
Disruptive Forces

4. Uncompromising Demand for Impact
Uncompromising Demand for Impact

• Funders and communities will expect greater impact at a lower cost
• Stakeholders looking for ROI at community level – not just individual level
• Successful organizations need to view themselves – and be viewed – as highly relevant to impact beyond program outcomes
1980:
Poverty Rates of Kids and Elderly in Counties where Poverty Rate > 20%
Uncompromising Demand for Impact

2010: Poverty Rates of Kids and Elderly in Counties where Poverty Rate > 20%

[Map showing the distribution of poverty rates with different colors for elderly, kids, and kids and elderly.]
Uncompromising Demand for Impact

- Unhealthy Outcomes (Institute of Medicine)
- US spends most on health care as % of GDP, but...
  - Has worst mortality rates from non-communicable diseases
  - Highest infant mortality rate
  - Teenagers more likely to become pregnant, die from car accident or violence
Good deeds and good intentions...not enough
What is impact?

- Are we delivering on our mission statements? Can we measure it?
- Taking to scale interventions that work
- Being able to answer the question of “what difference did we make?” or “Is this person/community better off because of our work?”
- Addressing underlying conditions / social norms / attitudes while meeting current needs
Disruptive Forces

5. Branding Causes, Not Organizations
Branding Causes, Not Organizations

- Embrace our advocacy roots
- Using a transformational vs. transactional frame
- Leverage movements based on issues
Brandiing Causes, Not Organizations

Millennial Donors (Born between 1981-1991)
Motivated by…

- Giving to causes that engage them
- Online giving
- Knowing they are making an impact
- Knowing how their support makes a difference

Source: [www.millenialdonors.com](http://www.millenialdonors.com)
Disruptive Forces

6. Attracting Investors, Not Donors
Attracting Investors, Not Donors

Donors give $ because...
- They believe in organization
- They believe in cause
- Tradition / values
- Don’t necessarily expect anything in return

Investors give because...
- They expect a return (psychic or monetary)
- Want to be involved in business strategy (co-creation)
- Analyze risk and reward
- Expect a specific outcome or result
Next Gen Donors…Not your father’s philanthropists

- $41T will transfer from Baby boomers to Gen X and Millennials

- **Focused on Impact.** They see previous generations as more motivated by a desire for recognition or social requirements, while they see themselves as focused on impact, first and foremost.

- **Giving Based on Values.** Philanthropy must fit with their personal values.

- **Looking to Be Engaged.** “Giving without significant, hands-on engagement feels to them like a hollow investment with little assurance of impact.”

- **Paving Their Own Way.** Eager to revolutionize philanthropy

- Source: Dorothy A. Johnson Center for Philanthropy
Social Impact Bond Benefit Cycle

- **Public Sector**
  - Improved social outcomes
  - Lower spending on crisis interventions
  - Reduced public sector costs
  - Wider benefits to society

- **Social Impact Bond Delivery Agency**
  - Makes payment based on defined outcomes

- **Service Providers**
  - Funds
  - Services
  - Information

- **Target Population**
  - Financial returns dependent on outcomes

- **Investors**
Micro-Level: Organization Roadmap

- Understand and frame core competencies
- Achieve strategic focus
- Lead, inspire, and build partnerships
- Capacity to perform within networks
- Be clear about desired impact
- Position your work as a movement, not a service
Don’t just be *ready* for disruptive forces…

…Be a disruptive force.
Thank You!

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