



**Agenda Item No. 4
November 7, 2012 Meeting**

DATE: October 29, 2012
TO: Children and Families Commission of Orange County
FROM: Christina Altmayer, Interim Executive Director *Christina Altmayer*
SUBJECT: Round 2 Catalytic Investment: Partnership for Children's Health

SUMMARY:

In February 2012, the Commission approved the concept of the creation of a nonprofit, Partnership for Children's Health, to proactively identify federal and national grants to support program sustainability as Round 2 Catalytic Investments. The Commission authorized up to \$50,000 to conduct a planning and feasibility analysis. This staff report provides an update on the feasibility analysis including the strategic assessment of funding opportunities at the national level and recommendations to enhance the Commission's ability to identify and successfully compete for national funding.

Partnership for Children's Health

The purpose of the Partnership for Children's Health is to develop a community initiative with supporting resources to attract national foundation and federal support for Commission funded programs and sponsored projects. While the Commission has not formally authorized the expenditure of any funds beyond the initial feasibility analysis, the Round 2 Catalytic Plan included up to \$3 million to support development of the local resources for the start-up years and to provide challenge/match grants funds as incentives to draw down additional support for local projects.

In June 2012, the Commission authorized an agreement with Public Health Foundation Enterprises, Inc. (PHFE) to support Phase I and II of the project.

Phase I Strategic Analysis	Research, conceptualize and develop a strategic analysis and recommendations to implement a strategic financing approach to be adopted and implemented through the Partnership for Children's Health.
Phase II Implementation Plan	Based on the strategic analysis, develop a plan for implementation that addresses: membership, role and resources requirements for the Partnership for Children's Health community board and recruitment; strategies to generate support and commitment of key foundation and corporate funders; strategies to address challenges and opportunities identified through the strategic analysis.

Commissioners

Interim Executive Director

National experts have been engaged to carry-out the Phase I scope of work. These consultants were selected due to the relationships that they have with a cadre of national foundations and federal agencies.

- Amy Fine BA, BSN, MPH - Senior Fellow with the Center for the Study of Social Policy and consultant with a range of health related organizations and agencies, including foundations.
- Erin Knight MPH, PHD - Assistant Professor of Community and Global Public Health at Arcadia University, Newark and former Senior Policy Analyst, Nemours Foundation.

Amy Fine's presentation at the beginning of the Commission meeting will summarize the approach, findings and recommendations from the Phase I Strategic Assessment. The presentation titled "National Funding Landscape: A Strategic Assessment" is attached.

Following the presentation on the Strategic Assessment, James McConnell will provide reflections on the assessment and the Commission's approach in the context of the current Federal environment. Mr. McConnell is currently Orange County's Washington D.C. legislative advocate. Within this role, he advocates for the interests of his clients with members of Congress, Federal Departments, agencies, boards, commissions, committees and their staff. He also plays a key role in determining available grants to maximize the use of Federal resources and financing.

Pending Commission direction in response to the consultant's report on the strategic assessment and feasibility, staff is prepared to move forward on one or more of the following options:

- Develop cost and resource options to build a local infrastructure to more regularly and strategically monitor and pursue funding opportunities to test return on investment
- Identify specific local funders that may be interested in supporting and endorsing the funding collaborative concept
- Explore the potential for a regional resource in collaboration with other county commissions.

Following the presentations, and after receiving Commission direction, staff will return at the January Commission meeting to report on progress in implementing Phase II of the project.

STRATEGIC PLAN & FISCAL SUMMARY:

This agenda item is consistent with the Commission's Strategic Plan goals. Funding is included in the FY 2012/13 Budget. There are no funding actions recommended with this agenda item.

PRIOR COMMISSION ACTIONS:

- June 2012 – Authorized Agreement PS-102 with Public Health Foundation Enterprises, Inc., to provide Partnership for Children's Health
- March 2012 - Authorized Round 2 Catalytic Investments implementing actions
- February 2012 - Approved Round 2 Catalytic Investments work plan

RECOMMENDED ACTION:

Receive presentations and provide policy direction to staff.

ATTACHMENT:

National Funding Landscape: A Strategic Assessment

Contact: Alyce Mastrianni

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National Funding Landscape: A Strategic Assessment

Presentation to
Children and Families Commission of Orange County

November 7, 2012

Amy Fine & Erin Knight

Purpose

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- Strategic assessment of national funding landscape
- Recommendations for next steps to enhance funding/sustainability.

Methods/Approach

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- Review of background materials
- Discussions with key CFCOC staff
- Website review
- Key informant interviews
- Informed by current/recent projects

Overview from Web Reviews and Key Informant Interviews

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- There *are* national funders who share CFCOC interests and could contribute to your ongoing work
- Could help CFCOC jump-start new efforts, build new partners, scale and spread innovations
- But...
 - ▣ National funders are not primarily sources of funding for ongoing operating expenses at the local level
 - ▣ There are no magic bullets

Role of Health Systems Change

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- Some opportunities for place-based initiatives
- More significant potential impact on health coverage and access for young children/families
- Need to inform policy and implementation at the local and state levels to reflect needs of children/families
- Monitor/inform at national level, as well

How Do National Funders See Their Role?

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- Funding tied to funder's mission and increasingly to funder-driven initiatives
- Interested in funding:
 - ▣ Innovation
 - ▣ Spread and scaling of successful pilots
 - ▣ Policy and systems change
- See selves as building local capacity to obtain local/state funding for sustainability
- Do not see selves as funding ongoing operations at the local level

Current Interests & Themes across National Funders

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- *Doing more with less* – cost effective ways to provide quality services, shared resources
- *Integration and alignment* – reducing duplication and fragmentation
- *Evidence* – building the evidence base for effective interventions
- *Results orientation* – focusing on results to drive change

Expectations for National Funders & Funding

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- Look for opportunities to **blend and braid federal funding streams to support key functions rather than whole programs** (e.g., cross-sector training; cross-sector screening and identification of at-risk children; shared resources for referral and linkage)

- See national funders as potential partners for:
 - Innovation
 - Spread and scaling of successful pilots
 - Policy and systems change to sustain successful strategies/programs

Expectations for National Funders & Funding

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- Look for opportunities to advance national initiatives
 - ▣ National funders are looking for “best bet” sites and strategies to implement their initiatives
 - ▣ But beware of mission creep
- Stay ahead of the curve: think how national funders will need to position selves in changing environment
- Reach out to national funders with compatible missions to partner with CFCOC – jointly address/explore shared concerns
- Take the long view: build relationships with national funders over time

Framing & Development CFCOC Initiatives

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- Take a “life cycle” approach to the development of CFCOC initiatives
 - ▣ Fund strategies that leverage change: Instead of funding services to fill gaps, fund service strategies that fill gaps by changing policies and systems
 - ▣ Plan and fund for spread and scaling from the start
- Design initiatives and strategies that address national funder concerns (which local funders share)
 - ▣ Use results to drive change
 - ▣ Build an evidence base
 - ▣ Do more with less through shared resources
 - ▣ Integrate and align across sectors and strategies

Build Capacity/ Infrastructure:

Responding to Funding Opportunities

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- Conduct ongoing, systematic scans of funding opportunities – e.g., grants.gov, purchase scanning service
- Map potential funding streams for key CFCOC initiatives – work with federal finance expert
- Adopt a learning community approach with baseline data & systems for rigorous evaluation across programs/partners
- Develop ongoing relationships with national/federal funders – contract with national consultant, possibly share with OC
- Consider partnering with the County or other OC organizations to develop a county-wide approach to funding – e.g., look at L.A. 'n Synch
- Be ready to respond to funding opportunity announcements with various elements in place

Build Capacity/ Infrastructure: *Creating Opportunities*

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- Create opportunities for funding and sustainability
- Build capacity for “Collective Impact”* – 5 conditions of success:
 - Common agenda
 - Shared measurement
 - Mutually reinforcing activities
 - Continuous communication
 - Backbone support

* See: Kania and Kramer, *Stanford Social Innovation Review*, Winter 2011

Recap of Key Findings

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- There *are* national funders who share CFCOC interests and could contribute to your ongoing work
- Could help CFCOC jump-start new efforts, build new partners, and potentially scale and spread innovations
- National funders are not primarily sources of funding for ongoing operating expenses at the local level
- There are no magic bullets ...but CFCOC can build capacity/infrastructure to enhance response and to develop opportunities to attract national funding

Thank you!

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