



HAWAII COMMUNITY
FOUNDATION

**From ideas to action: Managing
implementation to achieve results**
Grantmakers for Effective Organizations

May 3, 2016



HAWAII COMMUNITY
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Tom Kelly

Vice President of Knowledge, Evaluation and
Learning
Hawaii Community Foundation

@TomEval
@HCFHawaii



Lauren Kurczewski

Director of Strategy, Knowledge and
Innovation
Education Delivery Institute

@EdDelivery

Participants will...

- Learn about the **“delivery” approach** to implementation
- Learn about some **tools to support effective implementation**
- Learn about **how grantmakers and nonprofits have used the tools** to drive results
- **Practice applying a delivery tool** to reflect on the implementation of a particular project or initiative



The delivery approach is a methodology that helps leaders of organizations implement reform and drive results

“delivery” (*n.*) is a systematic process through which system leaders can drive progress and deliver results.

It involves asking the following questions consistently and rigorously:

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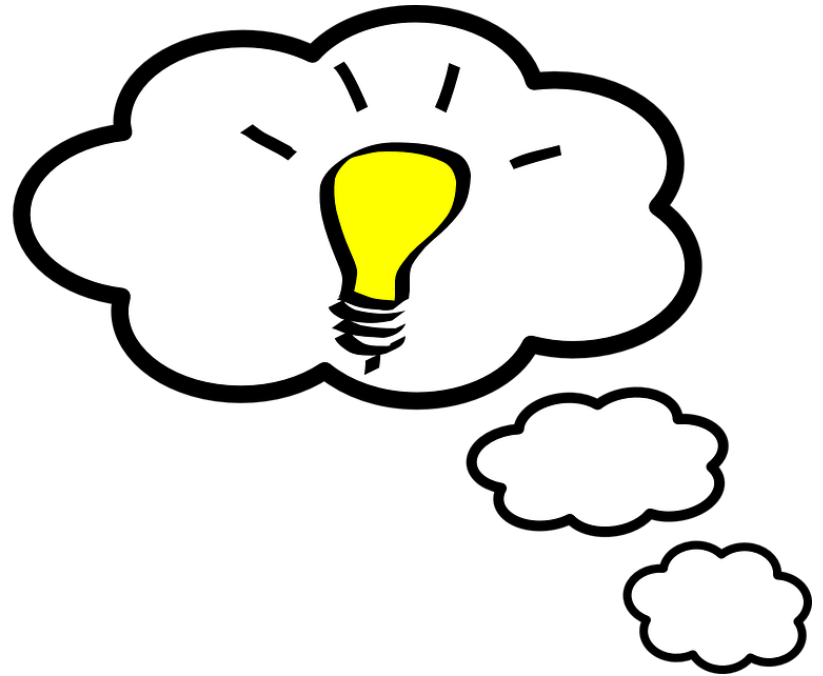
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Think of planning efforts that you have been a part of – both in your current role and in past roles.

What words come to mind to describe them?



A “delivery plan” is one that is set up to drive implementation and achieve results

“When asked for a plan, [the bureaucracy’s] traditional response is to write some thoughtful prose...the hope being that the recipients will be so impressed by the prose that, after reading it, they will leave you alone. That of course was not what we wanted. We wanted **real, messy practical plans, with folds and creases, scribbled notes in the margins and coffee stains.**”

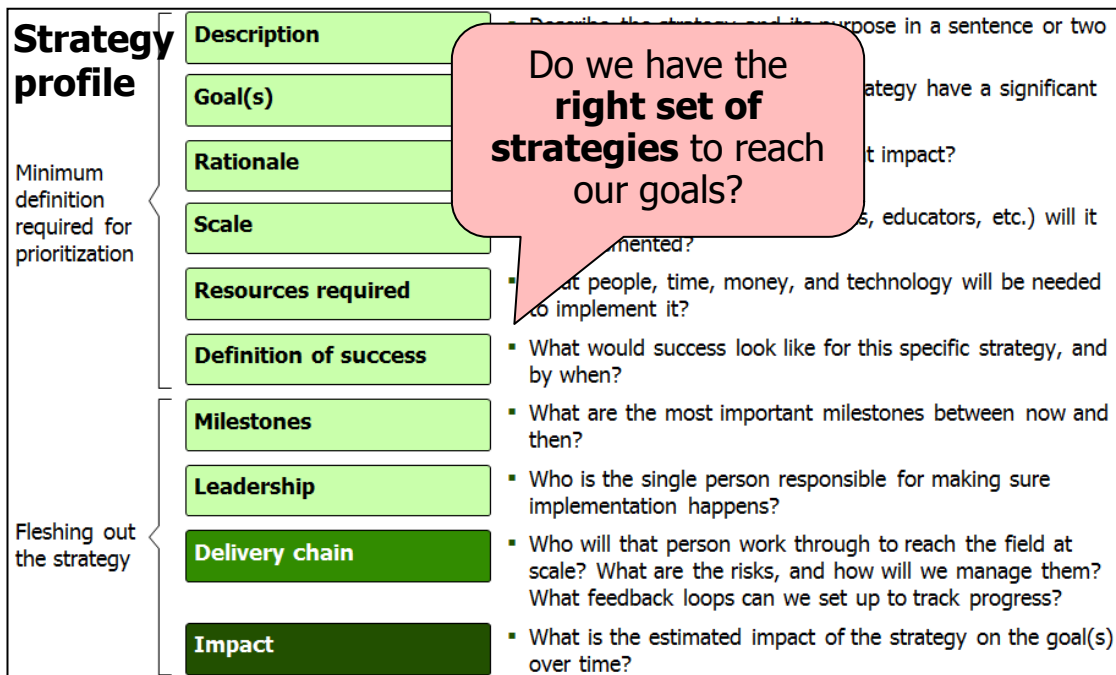
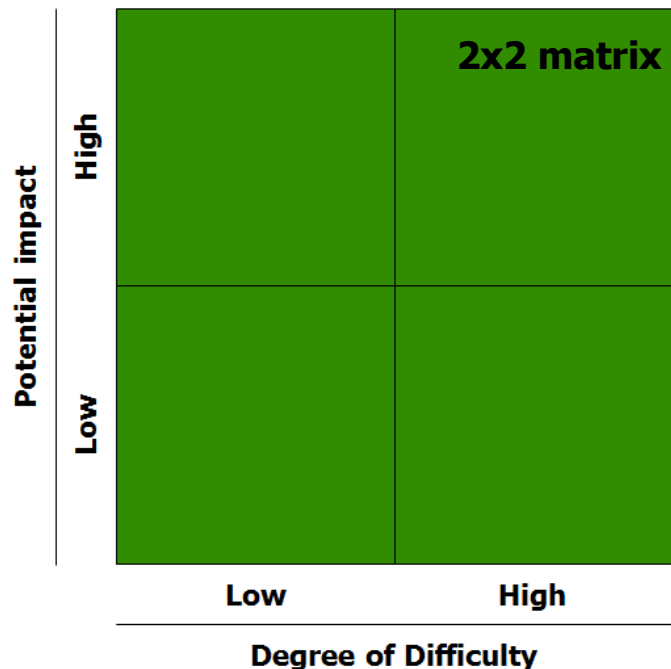
– *Instruction to Deliver*, p.84

There are three key components that separate a delivery plan from a traditional project or strategic plan

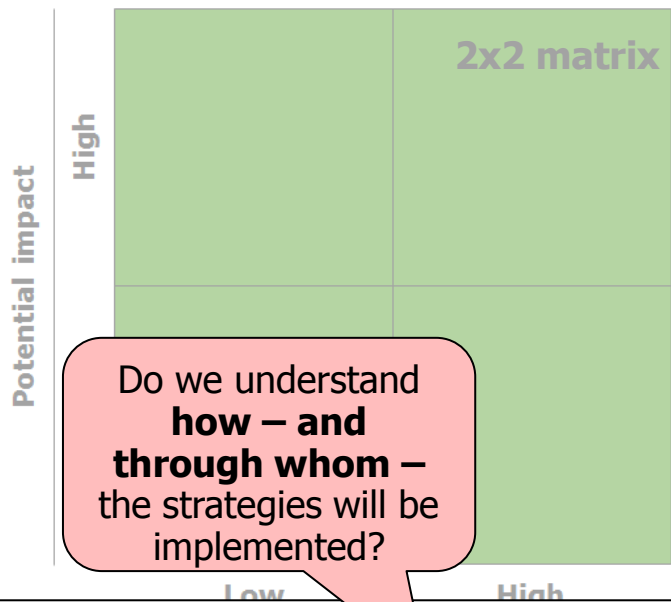
Outcome goals



And there are several tools to help you address these characteristics



And there are several tools to help you address these characteristics



Strategy profile

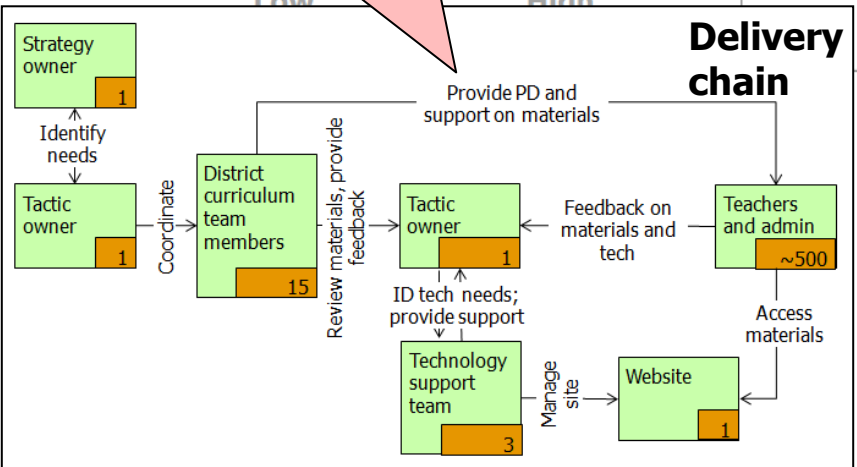
Minimum definition required for prioritization

Fleshing out the strategy

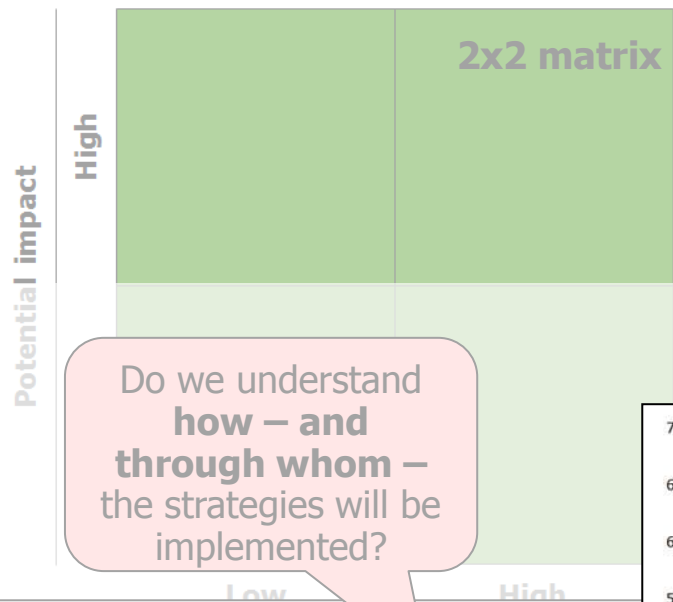
- Description
- Goal(s)
- Rationale
- Scale
- Resources required
- Definition of success
- Milestones
- Leadership
- Delivery chain
- Impact

- Describe the strategy and its purpose in a sentence or two
- Do we have a significant strategy have a significant
- What impact?
- (e.g., educators, etc.) will it
- What is implemented?
- What people, time, money, and technology will be needed to implement it?
- What would success look like for this specific strategy, and by when?
- What are the most important milestones between now and then?
- Who is the single person responsible for making sure implementation happens?
- Who will that person work through to reach the field at scale? What are the risks, and how will we manage them? What feedback loops can we set up to track progress?
- What is the estimated impact of the strategy on the goal(s) over time?

Do we have the right set of strategies to reach our goals?



And there are several tools to help you address these characteristics



Do we understand **how – and through whom –** the strategies will be implemented?

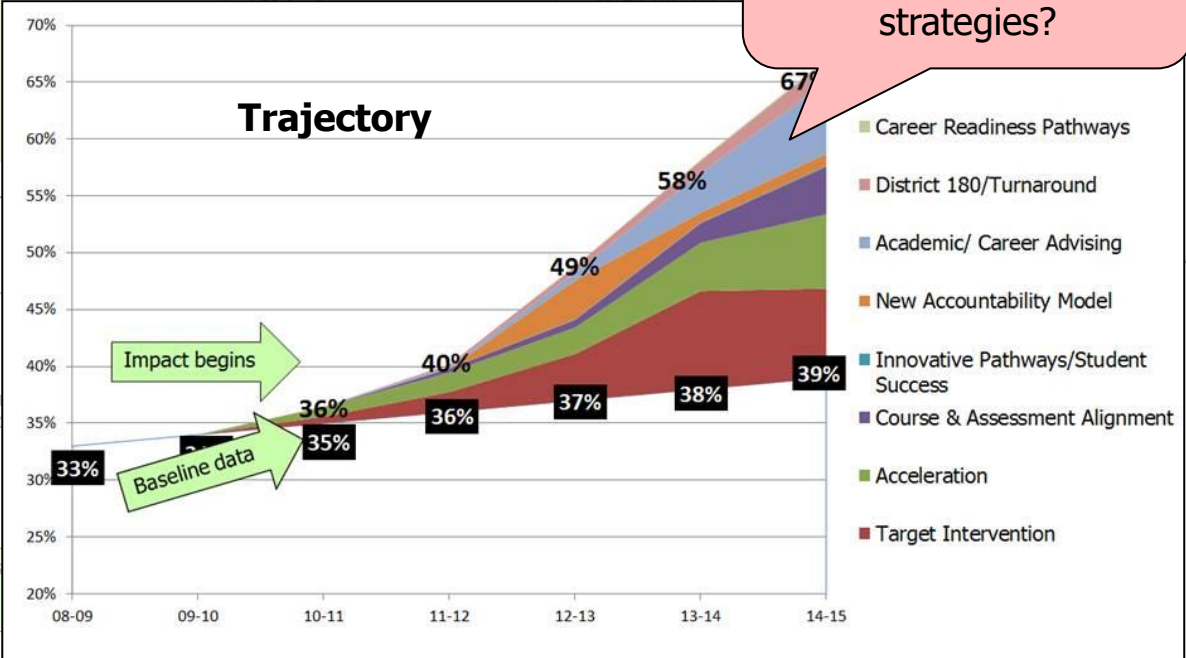
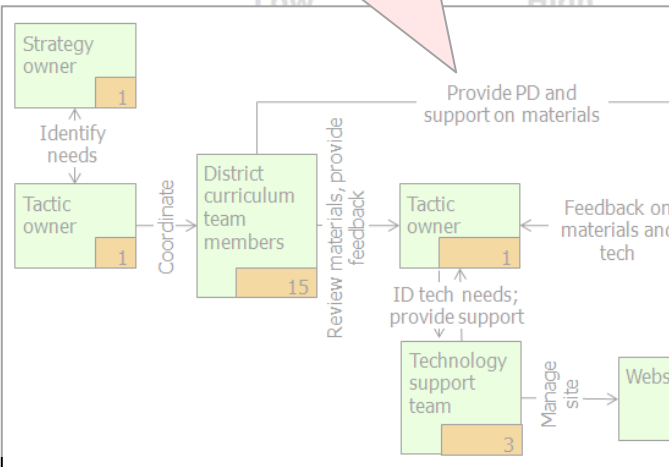
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Minimum definition required for prioritization

Description
Goal(s)
Rationale
Scale
Resources required
Definition of success

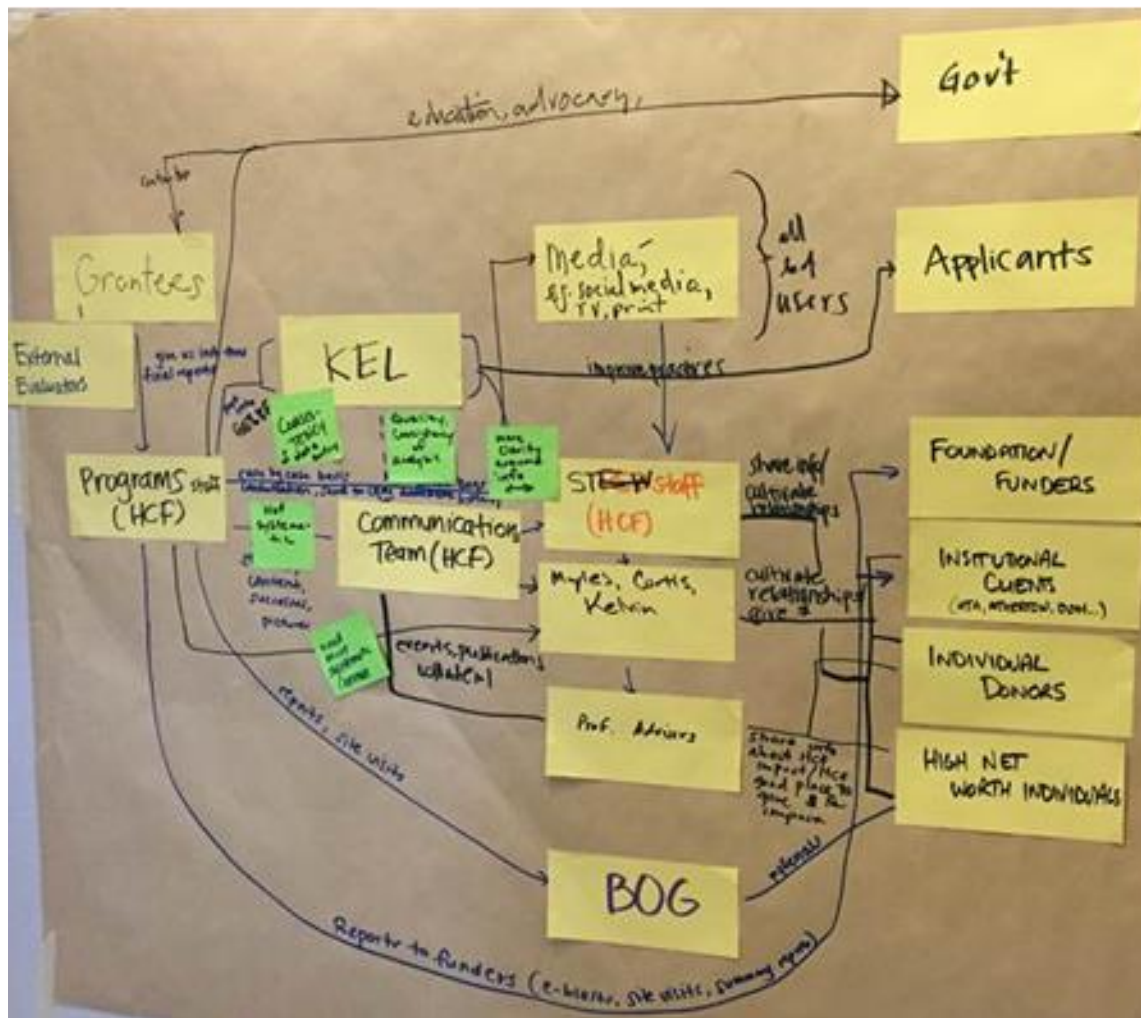
Do we have the **right set of strategies** to reach our goals?

When can we **expect significant impact** from our identified strategies?



The Hawai'i Community Foundation has used these tools to support planning internally

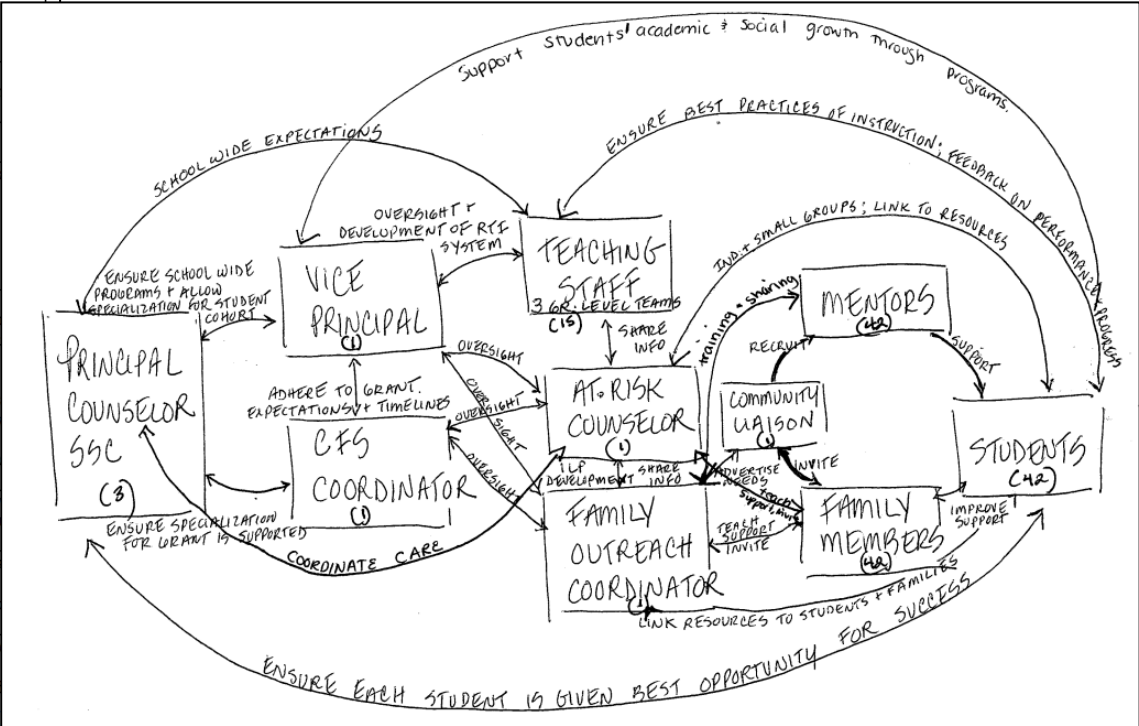
HCF delivery chain for communications



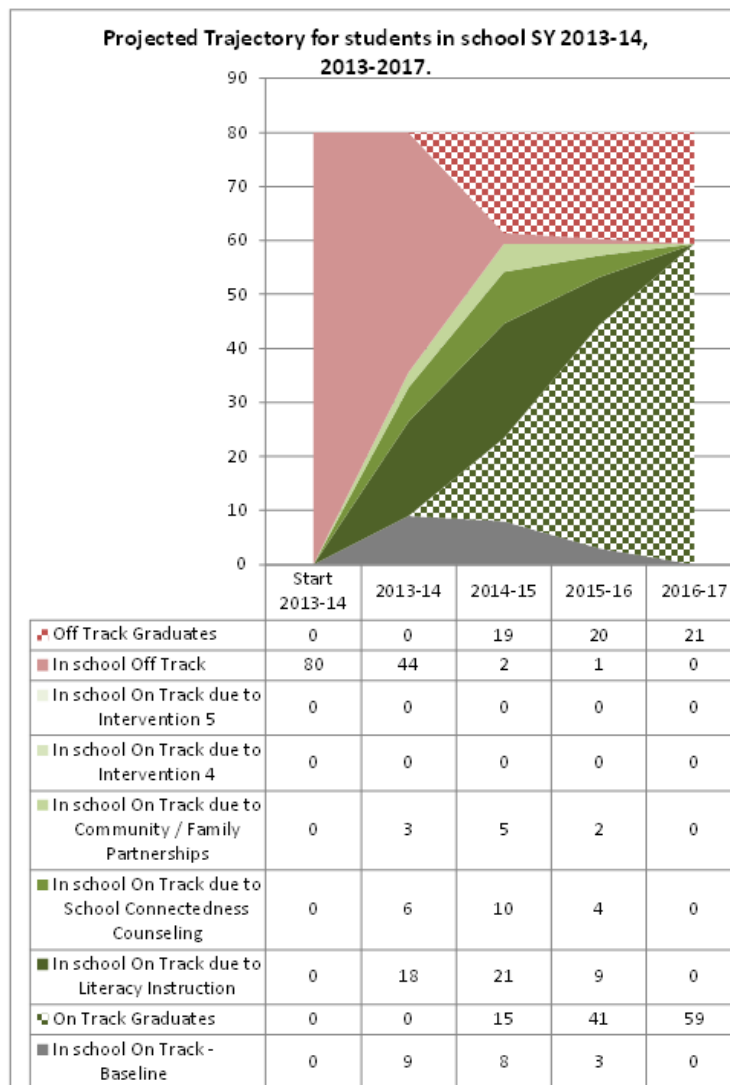
HCF has also used these tools to push grantees to think more deeply about their planning

Sample planning materials from **Connecting for Success** grantees

4-6. STRATEGIES/INTERVENTIONS	
Strategy/Intervention Description	Individual Student Learning Plans Individual Student Learning Plans will include: <ul style="list-style-type: none"> • Supports currently in place • Historical assessment results • Attendance patterns • Behavior incidents patterns • Interventions planned with monitoring dates • Mentor assigned • Intervention(s) progress checks and possible revisions • Student reflections • Family strategies to help
Strategy/Intervention Owner	Leader of Strategy: Susan Herhold, At-Risk Counselor Monitors of Strategy/Intervention – Pat Rice, CSF Coordinator and Amy Kendjorski, Vice Principal
Engagement of Partners (if applicable)	N/A
Goal(s)	<ul style="list-style-type: none"> • STAR growth of a minimum of 1.5 grade levels per year both reading and math • HSA high growth in both reading and math • Attendance rate of 90% or better • No D's or F's in core classes • Weighted incident score of less than 6
Rationale	When students, their families and their teacher teams collaborate to design, implement and monitor student learning plans which include specific interventions to meet individual needs, student growth will occur. One of the six strategies identified by the National Center for Chronic Disease Prevention and Health Promotion, Division of Adolescent School Health, to increase school connectedness is to "provid[ing] students with the academic, emotional and social skills necessary to be actively engaged in school." The Individual Student Learning Plans will be a vehicle for this.
Repetition and Dosage	Plans designed yearly in collaboration with student, family, teachers, at-risk counselor; monitored quarterly with the student and family on a one-on-one basis
Definition of Success	<ul style="list-style-type: none"> • Each student will demonstrate growth on his/her state school level assessments (see above). • Each student will no longer be identified as Off Track or Approaching Off Track on the Early Warning System.
Leading Indicators	<ul style="list-style-type: none"> • 90% of the targeted students will maintain a 90% attendance rate when monitored quarterly. • 85% of the targeted students will maintain a weighted incident score of less than 6 when monitored quarterly. • 90% of the targeted students will earn no D's or F's in their core classes each quarter. • 90% of the targeted students will demonstrate progress on

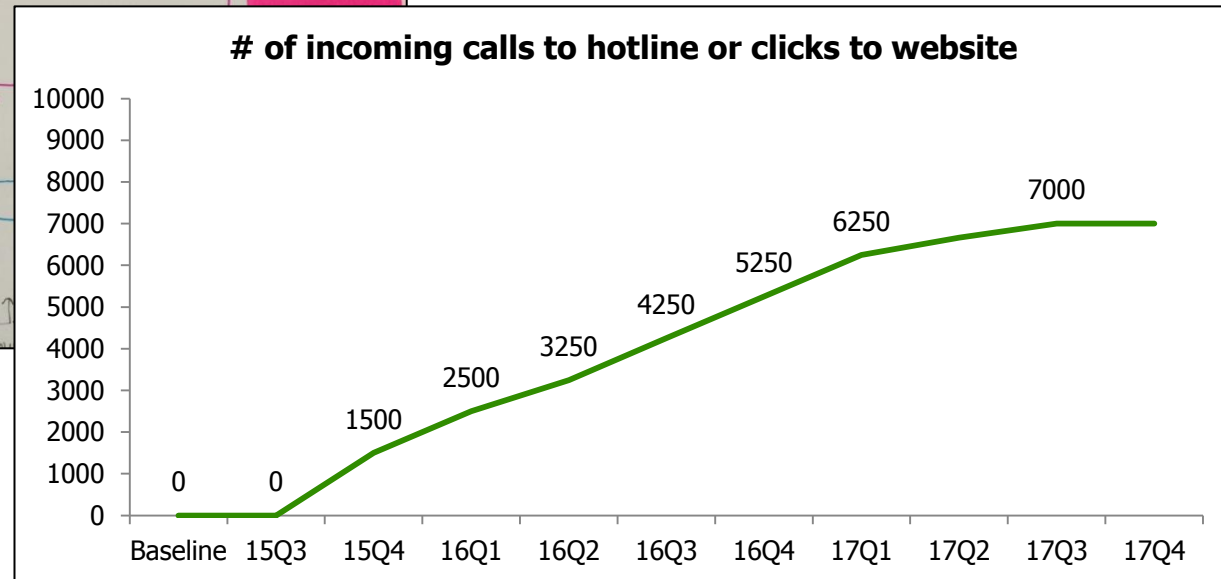
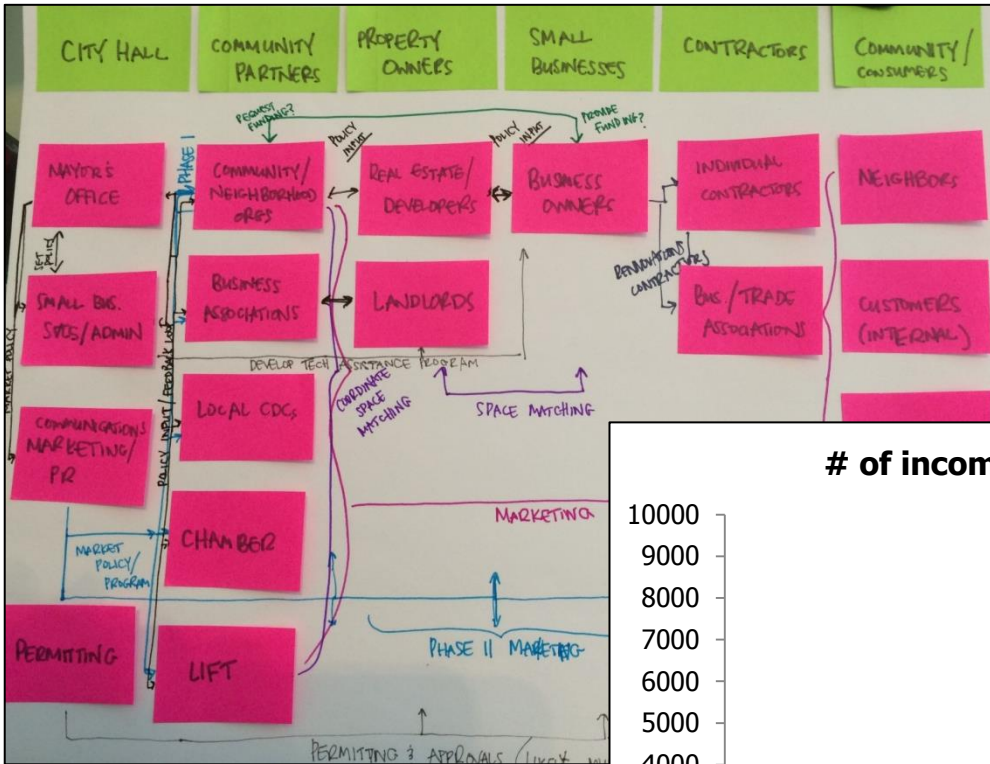


The grantees also set targets and trajectories



- Helped grantee/school staff implement and manage “one more” program
- Built stronger capacity for ongoing data analysis for decision-making and planning
- Strengthened the link between planning and ultimate results for students
- Ensured that the evaluation measured same critical components of implementation
- Reinforced issues of appropriate focus on at-risk students, dosage, and service quality/effectiveness

Sample outputs from Bloomberg Foundation's i-teams

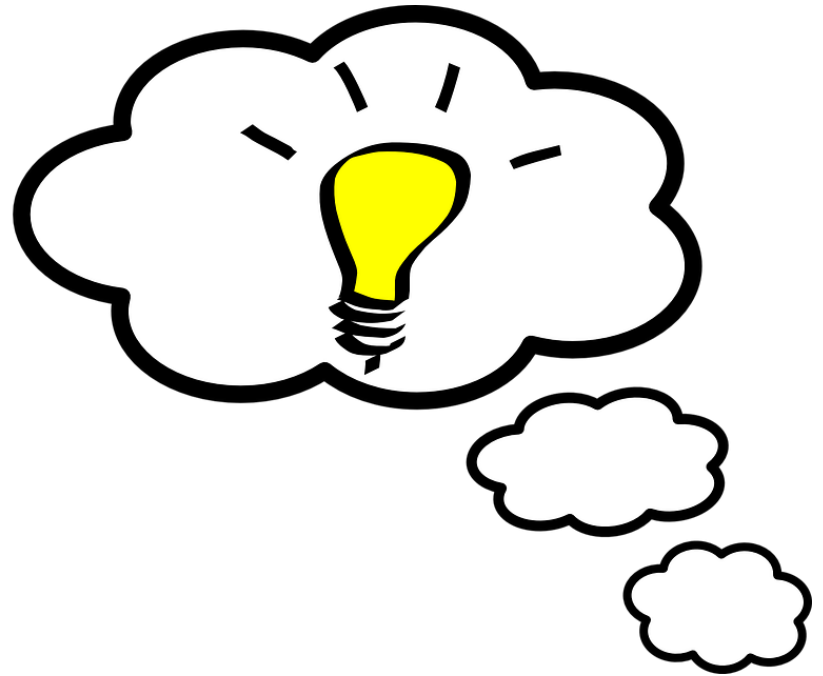


- How well do you currently plan for detailed implementation of initiatives?
- Do you have a clear strategy? Have you considered the delivery chain? Have you considered potential impact?
- How might you strengthen planning in your organization or those you work with?



Think back to those planning efforts we mentioned earlier...

What typically happens to those plans once they are written?



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What are routines?

- **Regularly scheduled checkpoints** to assess if **implementation** is on track
- **Engine that drives implementation forward:** Without routines, implementation will stall or eventually fall off the agenda
- **A source of structure and discipline** to create order in complex public sector systems

What purpose do routines serve?

- **Monitor performance:** Understand if system is on track to deliver aspirations
- **Diagnose problems:** Surface issues that are inhibiting progress and analyze data to pinpoint causes
- **Address problems:** Provide a venue to discuss and decide how to overcome challenges

Defining characteristics of routines:

Regularity

- Happens regularly enough?
- Right people present?

Strong execution

- Buy-in to purpose and preparedness?
- Clear roles and responsibilities?
- Participants come prepared?
- High-quality materials?
- Well facilitated?
- Clear next steps?

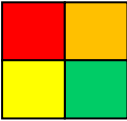
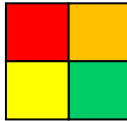
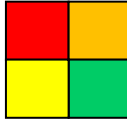
Focus on performance

- Clear area of focus?
- Shared view of performance?
- Focus on most important aspects?

Action on performance

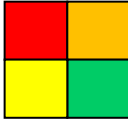
- Helps identify most critical barriers?
- Tough questions asked?
- Creative problem-solving?
- Encourages learning?





The Assessment Framework

Judgement	Rating	Rationale Summary
Quality of planning		
Capacity to drive progress		
Evidence of progress		



Likelihood of success



Key	
	Highly problematic – requires urgent and decisive action
	Problematic – requires substantial attention, some aspects need urgent attention
	Mixed – aspect(s) require substantial attention, some good
	Good – requires refinement and systematic implementation

HCF uses the assessment framework internally to monitor progress on key projects and initiatives









	KEY COMPONENTS	VERY LOW	LOW	MEDIUM	HIGH
Quality of Planning	<ul style="list-style-type: none"> Key staff, team, and lead have been identified Workplan is defined, understood, and approved Plan has defined clear results, performance measures, and milestones Grant or consultant SOW/RFP defined, released, in process 	<ul style="list-style-type: none"> Staffing and management plan not defined Workplan not completed or in early draft Results and performance measures not defined 	<ul style="list-style-type: none"> Preliminary staffing but team not fully in place Early workplan drafted but key components not completed Grantee RFP or consultant SOW drafted Results and performance measures drafted, not yet final or approved 	<ul style="list-style-type: none"> Team is in place and implementing the work plan Workplan completed Grantee RFP released/open or consultant search in process Clearly understood management and accountability for workplan and implementation 	<ul style="list-style-type: none"> Grantee and/or consultant review, selection, contracting in process Results and performance measures defined with specific targets Good management and oversight of team, workplan, & accountability in place

The foundation conducts quarterly “stock taking” and team reviews of progress

WORKPLAN	Year to Date Measures of Progress	Plan	Resource	Evid. Prog.	Likely Success
Pathways to Resilient Communities	<p><i>DATA</i></p> <p><i>DELIVERABLES</i></p> <p><i>MILESTONES</i></p>	Green	Green	Green	Green
HousingASAP		Green	Green	Yellow	Yellow
Connecting for Success		Yellow	Green	Yellow	Yellow
Fresh Water Initiative		Yellow	Yellow	Orange	Orange
Advancing Nonprofit Excellence		Orange	Green	Orange	Orange

Major Goal Supported: Effective Grantmaking And Greater Community Impact

This group focuses on our Major Initiatives that are long-term programs which have different investment parameters than our grant Strategy Development (including Omidyar and Stupski DAF programs) and our Knowledge Strategy and Networks and our Centennial philanthropic advancement. If you want to know the best ways to use/add documents to SharePoint you can [click here to watch a video](#)

Dashboard	Workplan Lead	Success Measures	Q1 Major Milestones	Q1 Plan	Q1 Resources	Q1 Progress	Q1 Overall
Advancing Nonprofit Excellence	Piikea Miller	Increase in high performance of FLEX and grantee applicants; increase in network leadership skills	Network leadership plan developed; revised FLEX rubric completed				
Children's Behavioral Health	Tom Matsuda	• Complete 5-year strategy and plan and secure needed					

They also use it with grantees to help them monitor their own implementation progress

Outputs of grantees' self-reflection – Connecting for Success initiative

School	Strategy/intervention	November likelihood of success	January likelihood of success	April likelihood of success	April detailed ratings		
					Quality of planning	Capacity	Evidence of progress
Central MS	Parent Connection (monthly parent meetings in the community)	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	Teen Connection (mentor works with students 3 times a week)	Yellow	Yellow	Yellow	Green	Yellow	Yellow
	Community Connection (Community Partners)	Yellow	Yellow	Yellow	Green	Green	Yellow
	Community Connection (Service Learning)	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	Faculty Connection (cultural relevant presentations to faculty)	Yellow	Yellow	Red	Red	Red	Red
	Overall likelihood of achieving our goals	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Ewa Makai MS	After School Program	Green	Green	Green	Green	Yellow	Yellow
	Student Monitoring Portfolios	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	Differentiation	Yellow	Yellow	Yellow	Green	Green	Yellow
	Lions Quest	Yellow	Yellow	Yellow	Green	Green	Yellow
	Student Support Groups	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Overall likelihood of achieving our goals	Yellow	Yellow	Yellow	Green	Yellow	Yellow	
Iao MS	Success Highways	Yellow	Yellow	Yellow	Green	Green	Yellow
	After School Program	Yellow	Yellow	Yellow	Green	Green	Yellow
	Home Visiting	Yellow	Yellow	Yellow	Green	Green	Yellow
	Experiential Learning Activities	Yellow	Yellow	Yellow	Green	Green	Yellow
Overall likelihood of achieving our goals	Yellow	Yellow	Yellow	Green	Green	Yellow	
Kealahou MS	Create 7th period wheel classes that actively engage students in areas of their personal interest.	Yellow	Yellow	Yellow	Green	Green	Yellow
	Engage families in student success and school activities	Yellow	Yellow	Yellow	Green	Green	Yellow
	Provide students with academic, emotional and social skills they need to engage in school	Yellow	Yellow	Yellow	Green	Green	Yellow
	Promote open communication, trust and caring among staff, families and community partners.	Yellow	Yellow	Yellow	Green	Green	Yellow
	Teachers demonstrate effective classroom management.	Yellow	Yellow	Yellow	Green	Green	Yellow

School	Strategy/intervention	November likelihood of success	January likelihood of success	April likelihood of success	April detailed ratings		
					Quality of planning	Capacity	Evidence of progress
Kealahou MS	Ongoing professional learning team building activities for project team members to create a culture that learning is an expectation for staff, as well as students	Red	Yellow	Yellow	Yellow	Yellow	Yellow
	Overall likelihood of achieving our goals	Yellow	Yellow	Yellow	Green	Green	Yellow
	Professional Development: Response to Intervention (RtI) / Positive Behavior Intervention Support (PBIS)	Yellow	Yellow	Yellow	Green	Green	Yellow
Kealahou MS	First Absence or Incident Brings a Consistent Response	Yellow	Yellow	Yellow	Green	Green	Yellow
	During School / After School Opportunities	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow

School	Strategy/intervention	November likelihood of success	January likelihood of success	April likelihood of success	April detailed ratings		
					Quality of planning	Capacity	Evidence of progress
Waimanalo MS	p4c Professional Development	Yellow	Yellow	Yellow	Yellow	Green	Yellow
	WEIS-KHS Professional Community of Inquiry (CoI)	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	Overall likelihood of achieving our goals	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Waimanalo MS	Individual Student Learning Plans	Yellow	Yellow	Yellow	Green	Green	Yellow
	Student Mentorship Program	Yellow	Yellow	Yellow	Green	Green	Yellow
	Family Workshops and Trainings	Yellow	Yellow	Yellow	Green	Green	Yellow
	Career and College Readiness Center	Yellow	Yellow	Yellow	Green	Green	Yellow
Waimea MS	Individual and Small Group Counseling	Yellow	Yellow	Yellow	Green	Green	Yellow
	Research and Possible Implementation of the AVID Program	Yellow	Yellow	Yellow	Green	Green	Yellow
	Overall likelihood of achieving our goals	Yellow	Yellow	Yellow	Green	Green	Yellow
	Improving Reading Comprehension	Yellow	Yellow	Yellow	Green	Green	Yellow
	Math Tutoring	Red	Yellow	Yellow	Yellow	Yellow	Yellow
Waimea Canyon	Parent Facilitator and family activities	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	Community Facilitator	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	Overall likelihood of achieving our goals	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow

Sample routines output: Louisville Mayor's Challenge

Recycling Challenge Stocktake First Quarter 2013

Sponsor: Director, Public Works and Assets
Owner: Executive Director, Metro Solid Waste Management
Project Manager(s): Recycling Project Manager

Overall Challenge Status

- Critical
- Some Issues
- Good (on schedule)
- Future Start Date
- ★ Complete

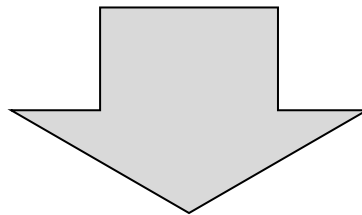
Challenge Target: Increase the waste diversion rate by 25% in three years (2012 – 2015).
Divert 90% of Metro solid waste away from the landfill within 30 years (2042).

Initiative Status Updates

Initiative Name	Status	Analysis of performance	Key Issues/Risks	Initiative tracking																					
<p>All Louisville Metro offices recycle</p> <p>- Create a "waste-free" Mayor's office and convert trash bins to recycling bins</p>	★	<ul style="list-style-type: none"> Amount of recycling generally exceeding target Reinforcement message released on 1.25.13 Commonwealth Attorney's Office is fully participating as of 4.2.13 Initiative is now under regular operations 	<ul style="list-style-type: none"> Periodic waste audits and targeted reinforcement messaging will be used to curb contamination as necessary 	<div style="text-align: center;"> <p>Weekly Recycling Tonnage in Metro Buildings - Monthly Average</p> <table border="1" style="margin: 5px auto; font-size: small;"> <caption>Weekly Recycling Tonnage Data</caption> <thead> <tr><th>Month</th><th>Average Weekly Tonnage</th></tr> </thead> <tbody> <tr><td>September</td><td>5.51</td></tr> <tr><td>October</td><td>7.08</td></tr> <tr><td>November</td><td>6.86</td></tr> <tr><td>December</td><td>6.54</td></tr> <tr><td>January</td><td>6.86</td></tr> <tr><td>February</td><td>6.95</td></tr> <tr><td>March</td><td>7.69</td></tr> </tbody> </table> </div>	Month	Average Weekly Tonnage	September	5.51	October	7.08	November	6.86	December	6.54	January	6.86	February	6.95	March	7.69					
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<p>Residential Purchase Program</p> <p>- Establish voluntary purchase program for 95-gallon recycling carts</p>	●	<ul style="list-style-type: none"> Online cart purchasing now available (Apr) Goal is 1300 purchased carts by end of 2014 (56% complete as of March 2013) Note: 177 were purchased in all of 2011 		<div style="text-align: center;"> <p>Recycling Carts Purchased by Month and Aggregate</p> <table border="1" style="margin: 5px auto; font-size: small;"> <caption>Recycling Carts Purchased Data</caption> <thead> <tr><th>Month</th><th>Monthly Total</th><th>Aggregate</th></tr> </thead> <tbody> <tr><td>October</td><td>22</td><td>22</td></tr> <tr><td>November</td><td>106</td><td>128</td></tr> <tr><td>December</td><td>216</td><td>344</td></tr> <tr><td>January</td><td>223</td><td>567</td></tr> <tr><td>February</td><td>100</td><td>667</td></tr> <tr><td>March</td><td>58</td><td>725</td></tr> </tbody> </table> </div>	Month	Monthly Total	Aggregate	October	22	22	November	106	128	December	216	344	January	223	567	February	100	667	March	58	725
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Sample EDI assessment framework ratings

Strategy	Planning	Capacity	Evidence of progress	Likelihood of success
Knowledge management	G	G	G	G
Network interactions	AR	AG	AG	AG
New products, resources and tools	AR	AG	G	AG
Communications and marketing	G	AG	AR	AG
Research	AG	AG	AR	AG
Overall likelihood of success	AG	AG	AG	AG



Issues discussed in routine:

- Next steps and proposed plans for network interactions and new products
- How to improve desired outcomes in communications and marketing

What

- Choose an initiative or project that you are currently working on; record it on a **white post-it**
- Use the assessment framework to rate its:
 - **Quality of planning**
 - **Capacity**
 - **Evidence of progress**
 - **Overall likelihood of success**Choose the appropriate post-it to match your rating for each:
 - **Green**
 - **Yellow**
 - **Orange**
 - **Red**
- Stick your post-its on the flipchart paper on your table

How

- Individually

Materials

- Assessment framework
- Post-its
- Flipchart paper

Time

- 5 min

- Imagine that you're one organization and these ratings represent progress across your organization:
 - What patterns do you see?
 - What issues would you want to raise in your routine?
- How was this process useful? What was difficult about it?
- How might you better monitor progress and focus on performance in your organizations or those you work with?



- **Connecting for Success initiative:**
<http://www.hawaiicommunityfoundation.org/strengthening/connecting-for-success-program>
- **Tools for planning:** <https://www.deliveryinstitute.org/delivery-resources/plan-delivery>
- **Tools for running routines:** <https://www.deliveryinstitute.org/delivery-resources/4a-establish-routines-drive-and-monitor-performance>
- ***Deliverology in Practice:***
<https://www.deliveryinstitute.org/publication/deliverology-practice-how-education-leaders-are-improving-student-outcomes>



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Thank You

Tom: tkelly@hcf-hawaii.org

Lauren:
lkurczewski@deliveryinstitute.org