



2013

# NONPROFIT SUMMIT

**From Ideas to Action**

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## **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



## 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



# Disruptive Forces:

## Driving a Human Services Revolution



# Disruptive Forces:

Driving a Human Services Revolution



**Empower people around the world with a \$25 loan**



**American  
Red Cross**

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

The firstgiving logo is contained within a white rectangular box. The word "first" is in a green, lowercase, sans-serif font, and "giving" is in a dark blue, lowercase, sans-serif font.

**Crowdfunding platform with  
8,000 organizations, \$13  
million donors & \$1B raised**



## Six Disruptive Forces



# Disruptive Forces

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## 1. Purposeful Experimentation

# Innovate or Else...Chapter 11



1971-2011



1985 - 2011

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**Kodak**

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1889-2012

# Jane Addams Hull House Association



**1889 - 2012**

## Services Provided...

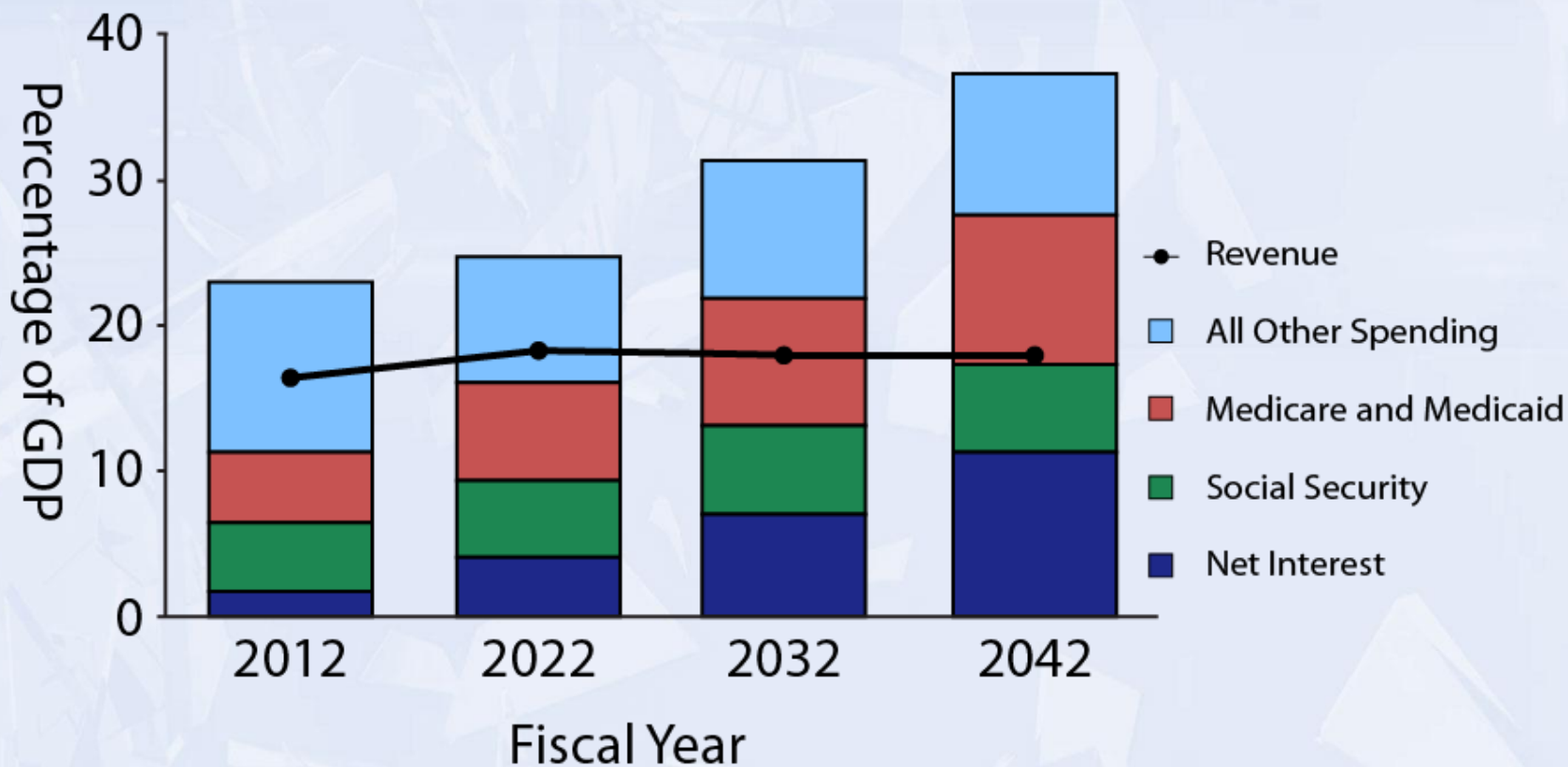
- Foster Care
- Domestic Violence
- Education & Literacy
- Workforce Development
- Homeless Services
- Housing Services
- Senior Services
- Small Business Development
- Youth Development
- Policy & Advocacy

**...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 Broke



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

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## 2. Information Liberation



## Consumers are sharing data about themselves every day...



Google



WebMD<sup>®</sup>  
Better information. Better health.



amazon.com<sup>®</sup>



facebook



NETFLIX

## 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.”

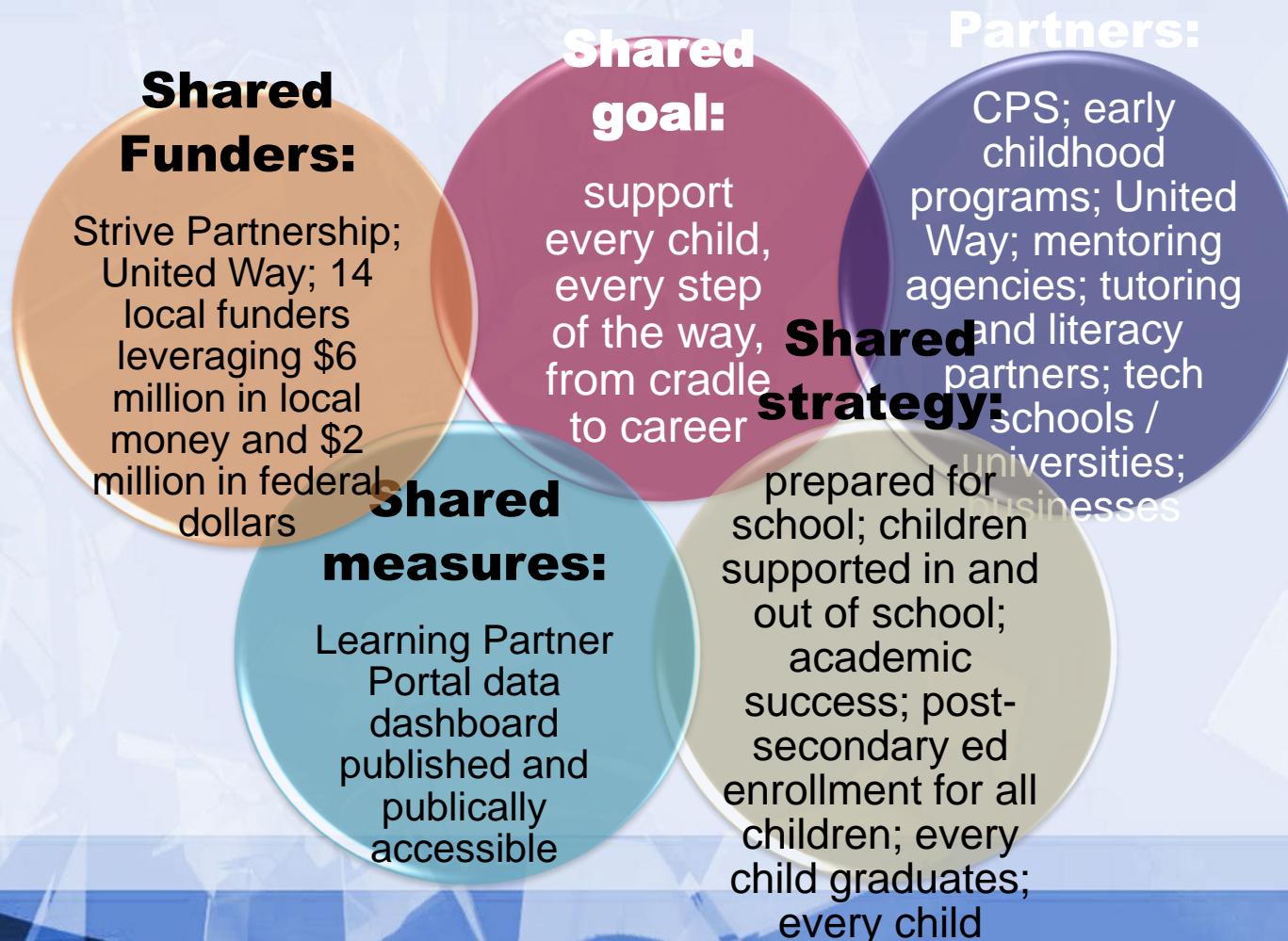
## Information Sharing Can Improve Services



### It's already happening in...

- Electronic Health Record Adoption
- Managed Care Systems
- Accountable Care Organizations / Health Home Models

# Case Study: STRIVE Partnership in Cincinnati



## 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

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### 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
  - Telecams
  - 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

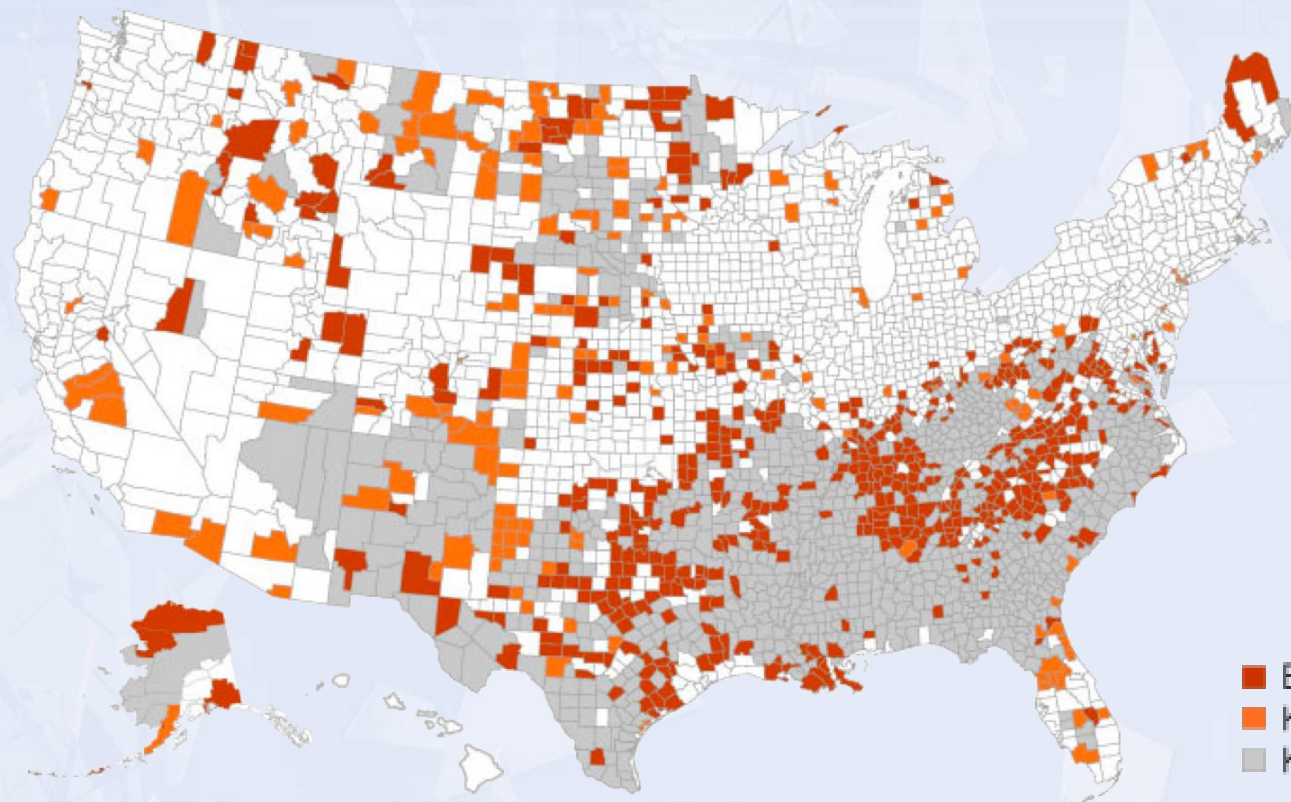
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### 4. Uncompromising Demand for Impact

## 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

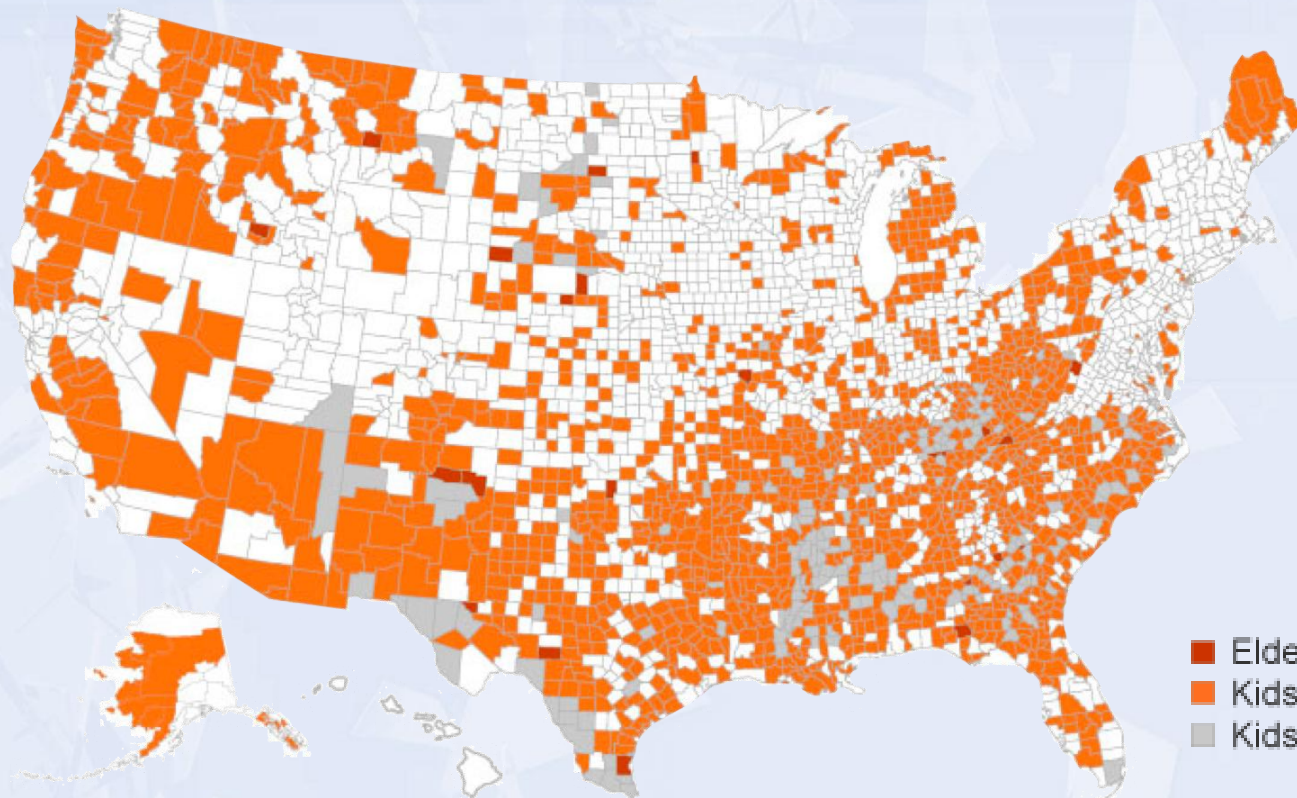
## Uncompromising Demand for Impact



**1980:  
Poverty  
Rates of Kids  
and Elderly in  
Counties  
where  
Poverty Rate  
> 20%**

- Elderly
- Kids
- Kids and elderly

## Uncompromising Demand for Impact



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

- Elderly
- Kids
- 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

Then

Now

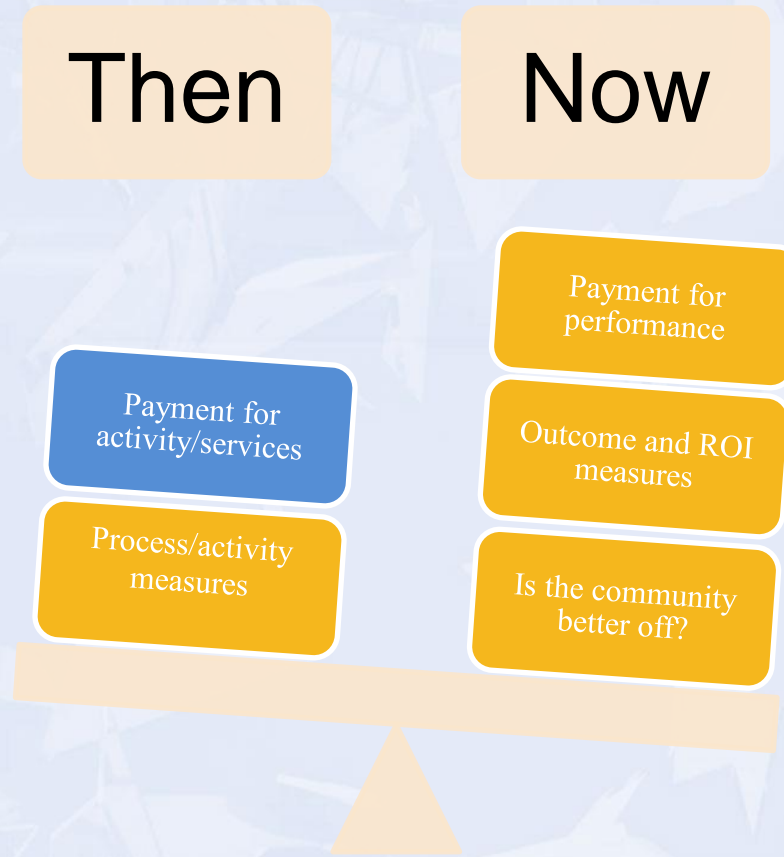
Payment for activity/services

Process/activity measures

Payment for performance

Outcome and ROI measures

Is the community better off?





## 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

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## 5. Branding Causes, Not Organizations

# Disruptive Forces:

Driving a Human Services Revolution



## Branding 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.millennialdonors.com](http://www.millennialdonors.com)

# Disruptive Forces

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## 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

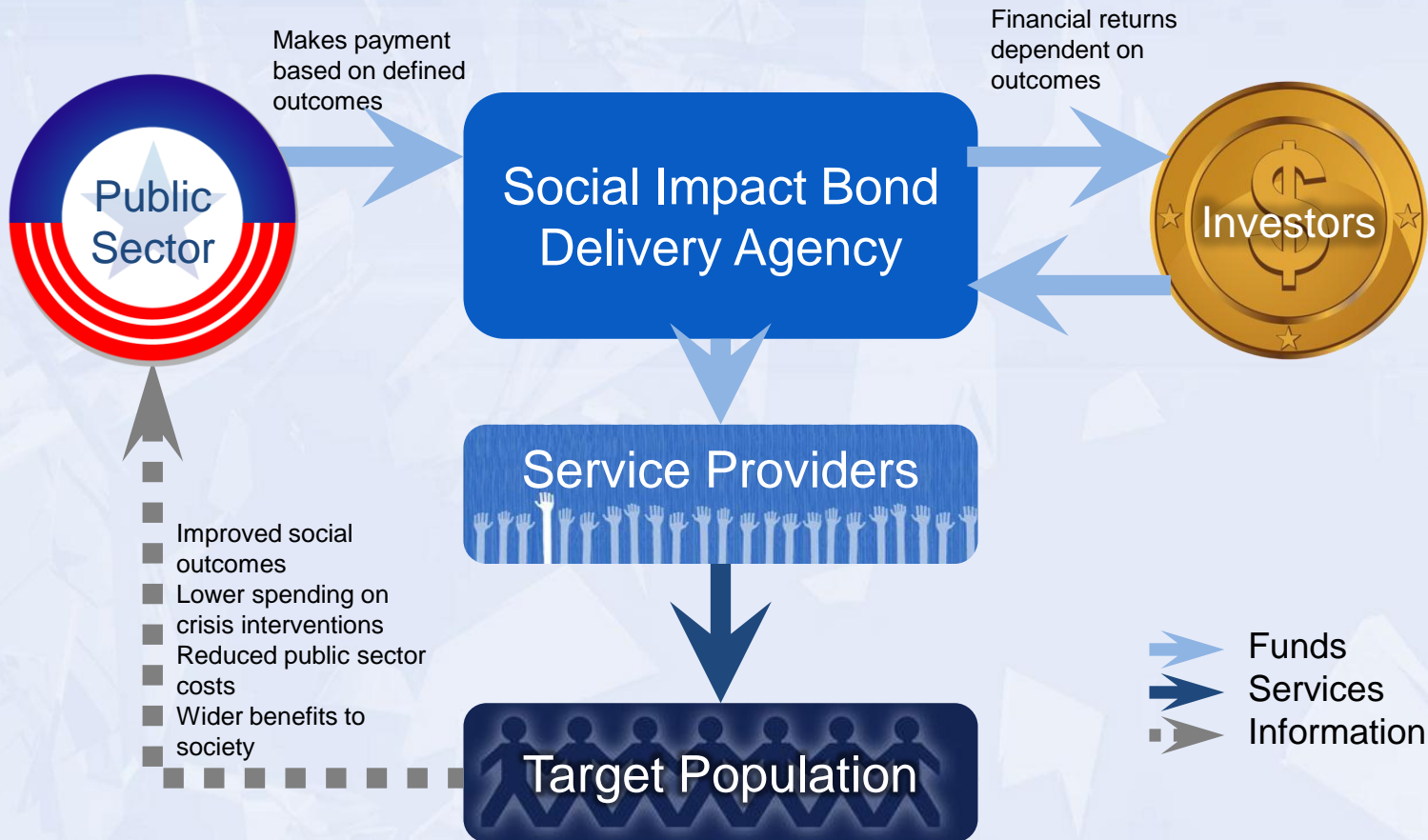
## Investors give because...

- 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





## Micro-Level: Organization Roadmap

- 1 Understand and frame core competencies
- 2 Achieve strategic focus
- 3 Lead, inspire, and build partnerships
- 4 Capacity to perform within networks
- 5 Be clear about desired impact
- 6 Position your work as a movement, not a service

Don't just be *ready* for  
disruptive forces...

...*Be* a disruptive force.

**Thank You!**

**Polina Makievsky**

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