

INVEST HEALTH

Strategies for Healthier Cities

A Project of the *Robert Wood Johnson Foundation*
and *Reinvestment Fund*

Playing the Long Game

Implementing big change

June 7, 2017

Agenda

1. **Build a strong foundation**
 - a. **Elevator speech**
 - b. Art and science of target-setting
2. Minimize the risk of getting lost
 - a. Tight work plans
 - b. Delivery routines
3. Listen with empathy
4. Don't let the moment pass you by—act fast!

Build a strong foundation

Elevator Speech

What is it?

A brief statement that clearly describes what you are doing and why it matters. It can be relayed in less than a minute.

Why is it important?

- Ensures consistency of messaging: everyone sings from the same hymnal
- Allows the team to concisely describe vision when bringing new stakeholders into the fold
- Serves as an anchor, in the face of inevitable distractions

Build a strong foundation

Elevator Speech: key elements

- ✓ Concise
- ✓ Specific
- ✓ Compelling description of impact

Build a strong foundation

Elevator Speech

We are creating a healthy food hub in what is now an abandoned warehouse on the South Side.

The food hub will expand access to healthy, affordable food to South Side residents, who are predominantly low-income and live more than a mile from the nearest grocery store.

Providing residents access to fresh, affordable food sources is a reliable path toward improving resident health. By creating a thriving local food hub we expect to combat our city's persistently high rates of diabetes, obesity, and hypertension. The food hub would also introduce a range of jobs—both project-based and permanent—in an area of our City where unemployment hovers at 30%.

✓ **Concise**

✓ **Specific**

✓ **Impact**

Build a strong foundation

We will increase life expectancy and healthy food access for all through a variety of projects. Our goal is to improve health and decrease economic disparities that exist between residents of different neighborhoods throughout the city.

- ✓ **Concise**
- ✓ Specific
- ✓ **Impact**

Within the next year, we plan to open a mobile food store that will circulate in the Applewood Neighborhood; within the next three years, we will attract a developer to bring a permanent grocery store to Applewood.

- ✓ **Concise**
- ✓ **Specific**
- ✓ Impact

Build a strong foundation

Exercise: Practice drafting an elevator speech

1. Working individually, draft an “elevator speech” for your Invest Health work. As you draft your elevator speech, think about the following:
 - What do we aim to accomplish through our Invest Health work?
 - Why does this matter for our community?
 - If we are wildly successful, how will residents experience it and/or what will the city look like?
 - Consider language that clearly and simply explains what you are doing, why you are doing it, and the impact it will have.
2. Try it on: partner up with a member of another Invest Health team and share your elevator speech. What is their feedback?

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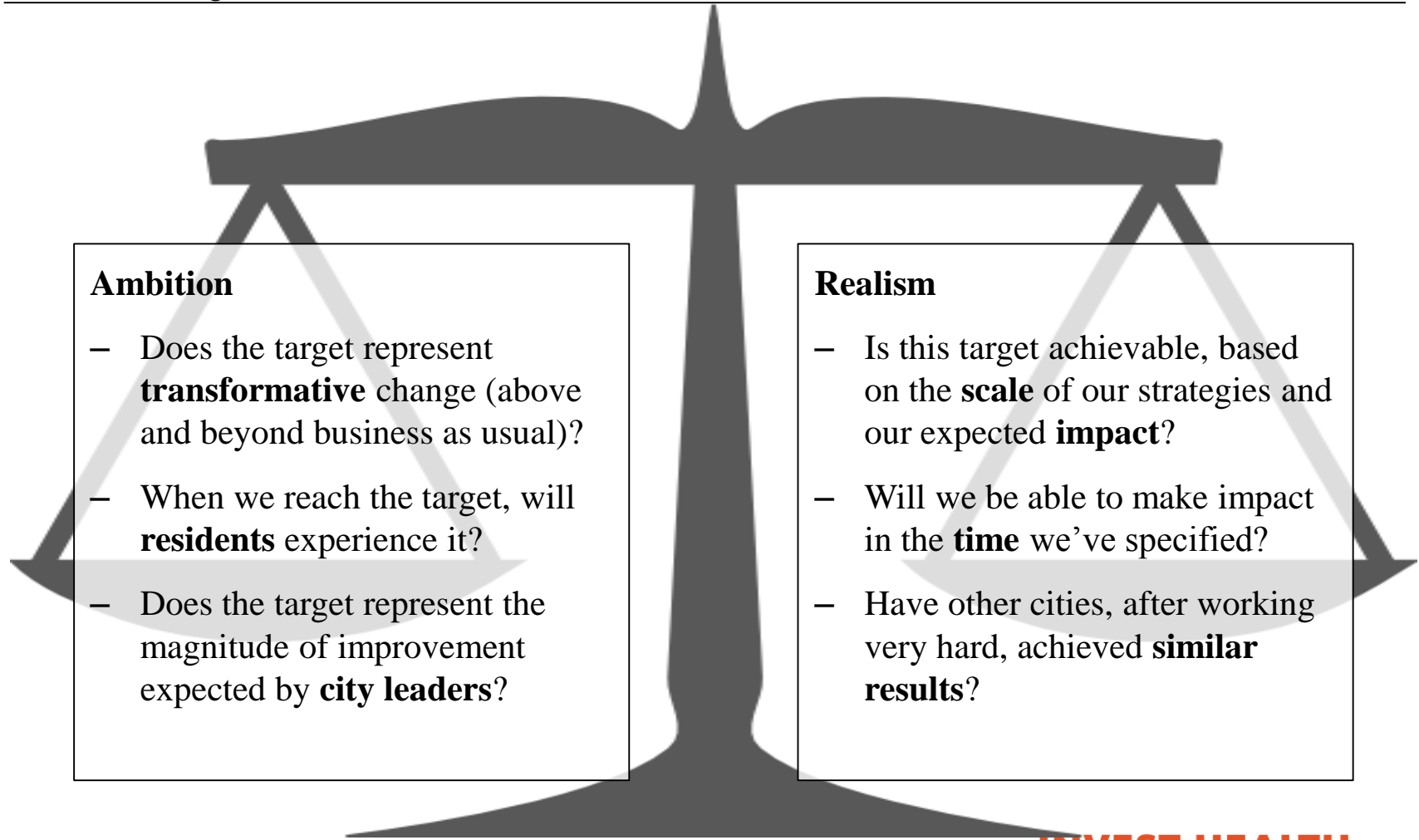
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Build a strong foundation

A high-quality target...

- Puts a stake in the ground to signal importance to stakeholders
- Clarifies collective “definition of success”
- Provides a reliable path for monitoring progress over time
- Serves as a point of reference when determining whether our strategies are the right ones
- Gives us something to celebrate when we achieve it!

Build a strong foundation



Ambition

- Does the target represent **transformative** change (above and beyond business as usual)?
- When we reach the target, will **residents** experience it?
- Does the target represent the magnitude of improvement expected by **city leaders**?

Realism

- Is this target achievable, based on the **scale** of our strategies and our expected **impact**?
- Will we be able to make impact in the **time** we've specified?
- Have other cities, after working very hard, achieved **similar results**?

Build a strong foundation

S M A R T

Simple

Measureable

Actionable

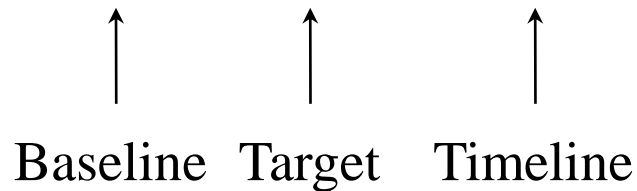
Relevant

Time-bound

Build a strong foundation

Increase the number of trees planted in the city.

**Increase the number of trees planted by the city
from 100 to 300 in 2018.**



Build a strong foundation

Let's consider some sample targets...

- Decrease childhood obesity
- Increase percent of residents feeling personally safe by 5-10%
- 100% of residents visit a primary care provider at least once a year
- 5% increase in new jobs created
- Increase the amount of affordable housing by 10% in 5 years
- Increase overall walk score for the city by 5 points

Build a strong foundation: targets

Exercise: Practice writing a target

1. Think of a strategy or goal your team is considering – this does not have to be final; we will not hold you to it!
2. Come up with a SMART target (or targets) – write it on a post-it note
3. Stick your target up on the wall
4. Gallery walk

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Minimize the risk of getting lost: tight work plans

“Our goals can only be reached through a vehicle of a **plan**, in which we must fervently **believe**, and upon which we must vigorously **act**. There is no other route to **success**.”

Pablo Picasso

Minimize the risk of getting lost: tight work plans

Tasks	Person responsible	Partner organizations		Target Completion	Timeline (Quarters)					
		Organization	Consult or Approve?		1	2	3	4	5	6
<i>Task #1</i>										
<i>Task #2</i>										
<i>Task #3</i>										

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Minimize the risk of getting lost: delivery routines

What are delivery routines?

Routines that ensure consistent, structured attention to the progress of executing a plan:

- Regular meetings
- Regularly-updated reports or updates.

Why is it important?

- Keeps people on task; meetings create deadlines that drive behavior
- Provides regular, recurring, structured conversations around problem solving;
 - Facilitates collaboration by putting people at the same “table”
 - Ensures everyone has the information they need to do their work
 - Helps you assess whether you’re getting where you want to go and whether you need to course correct
- Document knowledge: buffer against changes in personnel
- Know when to celebrate success

Minimize the risk of getting lost: delivery routines

Routing meetings

Routines ensure consistent, structured attention to your progress. They might take the form of a regular meeting or document where you assess and share progress.

What makes a good meeting?

- What do you want to achieve?
- Who's at the table
- When is the meeting?
- What is shared?
- Where is it?
- Who prepares? Who follows up?

Minimize the risk of getting lost: delivery routines

Routine reports or updates

Work Stream #1

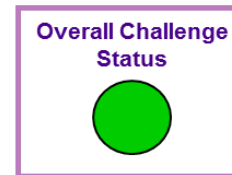
Overall status	Key updates/accomplishments	Upcoming activities														
<ul style="list-style-type: none"> ● Critical ● Significant Issues ● Some issues ● Good 	<ul style="list-style-type: none"> ▪ <Add key updates> ▪ <Add highlights> ▪ <Add general outlook expectations for next month> 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Description</th> <th style="text-align: left;">When</th> <th style="text-align: left;">Who</th> </tr> </thead> <tbody> <tr> <td>1. ...</td> <td>...</td> <td>...</td> </tr> <tr> <td>2. ...</td> <td>...</td> <td>...</td> </tr> <tr> <td>3. ...</td> <td>...</td> <td>...</td> </tr> </tbody> </table>			Description	When	Who	1.	2.	3.
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2.														
3.														
Key issues/risks		Key areas of focus/decisions														
<ul style="list-style-type: none"> ▪ <Add highlights> ▪ <Add general outlook expectations for next month> 		<ul style="list-style-type: none"> ▪ <Add key actions for resolving issues> ▪ <Add other areas for discussion, e.g., emerging issues> 														

Minimize the risk of getting lost: delivery routines

Recycling Challenge Stocktake

Targets:

- Increase the waste diversion rate by 25% in three years.
- Divert 90% of Metro solid waste away from the landfill within 30 years.



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

Initiative Status Updates

Initiative Name	Status	Analysis of performance	Key Issues/Risks	Initiative tracking															
All Louisville Metro offices recycle - Create a "waste-free" Mayor's office and convert trash bins to recycling bins	★	<ul style="list-style-type: none"> • Amount of recycling generally exceeding target • Reinforcement message released on January 25 	<ul style="list-style-type: none"> • Contamination issues in some locations • Periodic waste audits and targeted reinforcement messaging will be used curb contamination as necessary 	<table border="1"> <caption>Weekly Recycling Tonnage in Metro Buildings - Monthly Avg.</caption> <thead> <tr> <th>Month</th> <th>Weekly Recycling Tonnage</th> </tr> </thead> <tbody> <tr> <td>Baseline</td> <td>3.97</td> </tr> <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>6.78</td> </tr> </tbody> </table>	Month	Weekly Recycling Tonnage	Baseline	3.97	September	5.51	October	7.08	November	6.86	December	6.54	January	6.78	
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Residential Purchase Program - Establish voluntary purchase program for 95-gallon recycling carts	●	<ul style="list-style-type: none"> • Strong interest in purchase program • Mayor's YouTube video generated a "buzz" and boost in requests • Goal is 1300 purchased carts by end of 2014 (38.3% complete) • Note: 177 were purchased in all of 2011 	<ul style="list-style-type: none"> • Online credit card purchase is not yet available (work-in-progress; anticipated completion date is Feb 15) 	<table border="1"> <caption>Recycling Carts Purchased by Month and Aggregate</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>154</td> <td>498</td> </tr> </tbody> </table>	Month	Monthly Total	Aggregate	October	22	22	November	106	128	December	216	344	January*	154	498
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Listen with empathy



Listen with empathy

“It is the province of knowledge to speak
and it is the privilege of wisdom to listen.”

Oliver Wendell Holmes Sr.

Listen with empathy

Exercise: Listen with empathy

1. Select one of your strategies or goals, perhaps the one facing the most resistance.
2. Choose one stakeholder – either a group or an individual that you identify as a partner, opposition, troublemaker, or authority. Consider the following:
 - a. What are the commitments and beliefs that guide the stakeholder’s behavior and decisions? What drives them? What motivates them?
 - b. Who are they committed to? What obligations do they have to people outside their immediate group? Whose expectations do they need to meet?
 - c. What do they stand to lose if this strategy moves forward? What are you asking them to give up (*e.g.*, comfort, independence, reputation, time, etc.)?
3. What ideas do you have to address or mitigate the stakeholder’s concerns? How can you take action on what you have heard?

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Don't let the moment pass you by—act fast

Why does speed matter?

- Implementation is itself a tool of implementation. Doing something paves the way to do something bigger.
- Speed gives you credibility as a team—you're more than a planning team, you get things done.
- It underscores the importance of and draws attention to your work.

Don't let the moment pass you by—act fast

Strategy: Addressing blight in Mobile, Alabama



Onward!

“The presence or absence of the capacity to deliver will make the difference between a once-in-a-generation opportunity seized and a once-in-a-generation opportunity missed...”

“Delivery requires persistence, discipline, and rigor: It often requires courageous, difficult decisions...but it will work.”

Sir Michael Barber, Founder and first head of the Prime Minister Tony Blair's Delivery Unit, "Deliverology 101"