Collective Impact 101

Prepared for:
Healthy Together CHIP
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People own that which they help to build.

Margaret Wheatley
3 Components of Effective Community Change

- **Framework** - a good framework provides both a roadmap and common language for a team to navigate change.
- **Principles** - principles guide the way in which one *interprets & acts upon* the framework.
- **Practices** - help move a team along a framework efficiently & (hopefully) joyfully.

Source: *Liz Weaver & Mark Cabaj, Tamarack Institute*
GMM: “nested collective impact”

Since its launch in 2010, roughly 500 fewer students drop out every year, representing a $5.9 million annual boost to the state’s economy. These new graduates will increase their lifetime earnings by $95 million. Private sector investment in GMM is over $1.3 million.
Cradle to Career Pathway

Complete post-secondary training/college

Graduate high school

Transition successfully to middle school and high school

Cross-stakeholder working groups

Read fluently by end of 3rd grade

Be ready for Kindergarten

0-3 Early support & prevention

How can we tell how well youth are doing in our community? How do we know we are making a difference?

Image adapted from Education NW
Collective Impact: an invitation...
What’s our challenge?

PROGRAM RICH
SYSTEM POOR
What’s our approach?

INCREASED ALIGNMENT
COMMUNITY CAPACITY
COLLECTIVE IMPACT
What type of problem is it?

**Simple**

**Making Soup**
- Right “recipe” essential
- Gives same results every time

**Complicated**

**Sending a Rocket to the Moon**
- “Formulae” needed
- Experience built over time and can be repeated with success

**Complex**

**Raising a Child**
- No “right” recipes or protocols
- Outside factors influence
- Experience helps, but doesn’t guarantees success

Source: Brenda Zimmerman, Director of Health Industry Management Program, Schulich School of Business
## Characteristics of complex problems

<table>
<thead>
<tr>
<th>Complex problems are difficult to frame</th>
<th>The cause and effect relationships are unclear</th>
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<tbody>
<tr>
<td>There are diverse stakeholders</td>
<td>Each experience is unique</td>
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<td>The characteristics and dynamics of the issue evolve</td>
<td>There is no obvious right or wrong set of solutions</td>
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<td>There is no single measure of success</td>
<td>The community is also evolving and changing</td>
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What is collective impact?

Collective impact is the commitment of a group of key actors from different sectors to develop a common agenda for solving a specific social problem using a structured form of collaboration.
Collective impact is NOT!

- Collaboration as usual
- Single sector approach
- A focus on individual programs and single focused solutions
- Short term impacts
### 5 Conditions of Collective Impact

<table>
<thead>
<tr>
<th>Condition</th>
<th>Description</th>
<th>Notes</th>
</tr>
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<tbody>
<tr>
<td><strong>Common Agenda</strong></td>
<td>All participants have a <strong>shared vision for change</strong> including a common understanding of the problem and a joint approach to solving it through agreed upon actions.</td>
<td>Diverse Voices * Responsive * Community Aspiration</td>
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<td><strong>Shared Measurement</strong></td>
<td>Collecting data and measuring results <strong>consistently</strong> across all participants ensures efforts remain aligned and participants hold each other accountable.</td>
<td>Exploring * Alignment * Tracking Progress * Results</td>
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<tr>
<td><strong>Mutually Reinforcing Activities</strong></td>
<td>Participant activities must be <strong>differentiated while still being coordinated</strong> through a mutually reinforcing plan of action.</td>
<td>Weaving * System * Supportive * Centered</td>
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<tr>
<td><strong>Continuous Communication</strong></td>
<td><strong>Consistent and open communication</strong> is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.</td>
<td>Trust * Transparency * Ongoing * Engagement</td>
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<td><strong>Backbone Support</strong></td>
<td>Creating and managing collective impact requires a dedicated staff and a specific set of skills to <strong>serve as the backbone for the entire initiative and coordinate participating organizations and agencies</strong>.</td>
<td>Facilitate * Convener * Coordinate * Movement</td>
</tr>
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Source: FSG
Collective Impact  Shared Measures

Exploring *  Alignment *  Tracking Progress *  Results

Common Examples:

• the number and percentage of children receiving (identify the # of visits) **well-child visits** in the first 15 months of life;
• an increase of **utilization of existing available services** (ex: home visiting, mental health & physical health services, etc);
• **progress in an annual survey** distributed (or not) by the groups – such as a patient satisfaction survey, a youth “sense of belonging” survey;
• the number and percentage of youth who **enter kindergarten ready to learn**; read on 3rd-grade level; graduate from high school...
The 5 Conditions of Collective Impact – Self Assessment

Your Project: ____________________________________________

Common Agenda All the members of the team know and agree to why they meet.

Strongly Disagree ------------------------------------------------------------Strongly Agree

Shared Measurement Data is “at the center” of our team’s work – it informs where we started, where we want to go and how far we’ve come.

Strongly Disagree ------------------------------------------------------------Strongly Agree

Mutually Reinforcing Activities Each team member tries to align their organizational activities (projects, grant opportunities, events and celebrations) to support the efforts of the whole team’s goals.

Strongly Disagree ------------------------------------------------------------Strongly Agree

Continuous Communication All team members feel “kept in the loop” about the vision and progress of the work and everyone feels able to share that information with others.

Strongly Disagree ------------------------------------------------------------Strongly Agree

Backbone Support There is an organization that is clearly responsible and has the capacity to ensure that the team comes together and is productive in its efforts.

Strongly Disagree ------------------------------------------------------------Strongly Agree
Collective Impact in Rural Communities

What We’re Learning

- **Value of common language** for complex collaboration
- **Good pressure** to put data at the center of the work
- **Must be creative** about backbone functions w/limited organizational infrastructure in rural communities (ex: data and staff time)
- **Need to leverage existing relationships** access to power; multi-faceted personal & organizational relationships (“wearer of many hats”)

Connecting for impact
Collective impact is...

...positive and consistent progress at scale having a significant and measurable impact.
Collective Impact
Leading Organizations & Resources

Tamarack
An Institute for Community Engagement

Collective Impact Forum

Strive Together

Living Cities
Innovate. Invest. Lead.
Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.

Margaret Mead