Goals:
- Introduce Collective Impact as a Framework for working collaboratively to advance positive change on complex community issues
- Learn how Collective Impact is used as an approach in Healthy Monadnock
- Begin to identify shared measures that will move the needle for Elder Health in New Hampshire
- Identify steps for moving forward

Agenda

8:30 am  Registration and Networking

9:00 am  Welcome and Overview of Outcomes – Steve Rowe, Kelly Laflamme and Ellen Koenig

Making Connections – Liz Weaver, Tamarack
- Who is in the Room?
- Making Connections – The Minute Marathon

9:45 am  Community Change through the Lens of Collective Impact – Liz Weaver, Tamarack

10:45 am Break and Networking

11:00 am  Healthy Monadnock – A Collective Impact Case Study – Yvonne Goldsberry

11:30 am  Collective Impact - Table Discussions
- How could a Collective Impact Approach help us to advance a Shared Vision for Elder Health in New Hampshire?
- What would we need to consider in moving forward?

12:30 pm  Lunch and Networking

1:30 pm  Building a Shared Vision for Elder Health in New Hampshire – Table Discussion
Using the Shared Vision as a starting point, which of the six areas would you consider as high priorities for moving forward? (Select no more than 3 areas)
- Why would you consider these to be higher priorities?
- Who is already advancing elder health in this area that you need to pay attention to?
- What early successes might be available to us in these priority areas?
- What else should be considered?

2:30 pm  Break and Networking

2:45 pm  Moving the Priorities Forward - Facilitated Exercise

3:00 pm  Measuring Success - Table Discussion
- In the priority areas that you have identified, what would success look like? What measures would show that progress is being made around the priority?

3:30 pm  Wrap Up and Next Steps
Strategic Plan: 2014–2018

New Hampshire’s prosperity depends on healthy people, strong families and vibrant communities. We envision a culture that supports the physical, mental and social well-being of all people—through every stage of life.

Our Priorities

Existing
Improving the Behavioral Health of Children and Their Families
- Strengthen leadership and advocacy capacity
- Improve the coordination of public financing
- Expand the array of services and supports
- Institutionalize standards of practice

Existing
Advancing Health Equity for Racial, Ethnic and Language Minorities
- Strengthen leadership and advocacy capacity
- Engage those affected by inequities in the solutions
- Increase NH’s understanding and application of equity principles
- Integrate health equity across the Endowment’s priorities

New
Ensuring the Healthy Development of Young Children
- A year of planning in FY 2014
- Engage in learning and dialogue with stakeholders
- Identify opportunities for the Endowment’s unique roles
- Craft a research agenda
- Develop a strategic initiative

New
Ensuring the Health and Dignity of Elders
- A year of planning in FY 2014
- Engage in learning and dialogue with stakeholders
- Identify opportunities for the Endowment’s unique roles
- Craft a research agenda
- Develop a strategic initiative

Redefined
Health Policy Capacity Building
- Includes previous “Economic Barriers” theme
- Inform all priority areas
- Strengthen leadership, policy and advocacy capacity for systems and practice change
- Enhance knowledge with research and dissemination

Redefined
Opportunity Grants
- Innovative projects or urgent needs and opportunities
- Responsive in nature
- Short term (usually one year or less)

To learn more about our strategic plan, and our work to improve the health of the people of New Hampshire, see www.endowmentforhealth.org or call 603.228.2448.
We envision communities where New Hampshire’s culture, policies and services support our elders and their families, providing a wide range of choices that advance health, independence, equity and dignity.

A broad range of living arrangements are available
- Planning & zoning
- Resources available to support living at home
- Affordable
- Home modification options

Equity
Independence
Dignity
Person-Centered

Advocates for elder issues are effective
- Cultural view of elders is positive/realistic
- Laws are elder friendly
- Aging issues are a community wide priority

Choice

Quality physical and mental wellbeing supports are in place
- Access to preventative care
- Access to medical, mental health and palliative care
- Planning for end of life care

Social and civic engagement options are plentiful
- Meaningful connections with family, friends and neighbors
- Paid and volunteer work opportunities
- Active engagement in social life
- Cultural, religious activities plentiful

Support provided to caregivers and families
- Access to info on services and supports
- Caregiver education and training programs
- Flexible funding to meet the unique needs of caregivers
- More consistent pay for formal, paid caregivers
  - Respite care

Communication
Technology

Fundamental needs are met
- Food
- Safety
- Info about Services
- Shelter/Warmth
- Transportation

Person-Centered

Our Vision for NH’s Future

Revised 3/2015
Liz Weaver, Vice President, Tamarack – An Institute for Community Engagement

Liz leads the Tamarack Learning Centre providing strategic direction for the design and development of learning activities. The focus of the Tamarack Learning Centre is to work with community leaders to co-generate knowledge and become a collective force for social change. Liz is one of Tamarack’s popular trainers and has developed and delivered curriculum on a variety of workshop topics including collaborative governance, leadership, collective impact, community innovation, influencing policy change and social media for impact and engagement.

Previous to this, Liz led the Vibrant Communities Canada team and provided coaching, leadership and support to community partners across Canada. She helped place-based collaborative tables develop their frameworks of change, supported and guided their projects and helped connect them to Vibrant Communities and other comprehensive community collaborations.

In her career, she was the Director for the Hamilton Roundtable on Poverty Reduction, which was recognized with the Canadian Urban Institute’s David Crombie Leadership Award in 2009 and was a collective impact initiative. In her career, Liz has held leadership positions with YWCA Hamilton, Volunteer Hamilton and Volunteer Canada. In 2002, Liz completed a Masters of Management for National Voluntary Sector Leaders through McGill University and her thesis ‘Storytelling and the Voluntary Sector’ was published. Liz was awarded a Queen’s Jubilee Medal in 2002 for her leadership in the voluntary sector, was an Athena Award finalist and in 2004 was awarded the Women in the Workplace award from the City of Hamilton.

Follow Liz’s blog at www.tamarackcci.ca.
“Collective impact is not merely a new process that supports the same social sector solutions but an entirely different model of social progress. The power of collective impact lies in the heightened vigilance that comes from multiple organizations looking for resources and innovations through the same lens, the rapid learning that comes from continuous feedback loops, and the immediacy of action that comes from a unified and simultaneous response among all participants.” [www.fsg.org](http://www.fsg.org)

### The Five Conditions of Collective Impact

<table>
<thead>
<tr>
<th>Condition</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Common Agenda</strong></td>
<td>All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.</td>
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<tr>
<td><strong>Shared Measurement</strong></td>
<td>Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.</td>
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<tr>
<td><strong>Mutually Reinforcing Activities</strong></td>
<td>Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.</td>
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<tr>
<td><strong>Continuous Communication</strong></td>
<td>Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.</td>
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<tr>
<td><strong>Backbone Support</strong></td>
<td>Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.</td>
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### Phases of Collective Impact

**Components for Success**

- **Governance and Infrastructure**
  - Convene community stakeholders
  - Identify champions and form cross-sector group
  - Create infrastructure (backbone and processes)
  - Facilitate and refine

- **Strategic Planning**
  - Hold dialogue about issue, community context, and available resources
  - Map the landscape and use data to make case
  - Create common agenda (common goals and strategy)
  - Support implementation (alignment to goal and strategies)

- **Community Involvement**
  - Facilitate community outreach specific to goal
  - Facilitate community outreach
  - Engage community and build public will
  - Continue engagement and conduct advocacy

- **Evaluation And Improvement**
  - Determine if there is consensus/urgency to move forward
  - Analyze baseline data to ID key issues and gaps
  - Establish shared metrics (indicators, measurement, and approach)
  - Collect, track, and report progress (process to learn and improve)
KEY ELEMENTS OF COLLECTIVE IMPACT

Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem. In order to create lasting solutions to social problems on a large-scale, organizations — including those in government, civil society, and the business sector — need to coordinate their efforts and work together around a clearly defined goal.

3 Pre-Conditions to Collective Impact
There are 3 pre-conditions to collective impact that are critical to long term success. These are: having influential champions of the issue; a sense of urgency around the issue and adequate resources of all types to make progress on the issue.

5 Questions to Ponder when Considering Collective Impact
1. Do we aim to affect “needle moving” change? This is a change in the community of +/- 10% or more.
2. Do we believe that long-term investment by several stakeholders is necessary to achieve success?
3. Do we believe that cross-sector engagement is essential for community-wide change?
4. Are we committed to using measureable data to set the agenda and to using it to improve over time?
5. Are we committed to having community members as partners and producers of impact?

9 Leadership Principles for Backbone Leaders
1. View the system through a lens of complexity
2. Let the vision be “good enough” rather than trying to plan every little detail.
3. Live with balance between data and intuition, planning and acting, safety and risk.
4. Be comfortable with uncovering paradox and tensions.
5. Don’t wait to be “sure” before proceeding with actions
6. Create an environment of information, diversity and difference, connections and relationship.
7. Mix cooperation with competition — it’s not one or the other.
8. Understand that informal conversations, gossip and rumor contribute to mental models, actions and beliefs. Listen to these in making change
9. Allow complex systems to emerge out of the interaction of systems, ideas and resources.

5 Things to Consider when Building a Common Agenda
1. Who is driving the agenda? There is a need to work differently together to get to a common agenda – rather than one agenda to “win”.
2. How complex is the issue? By setting boundaries around what you will and will not do you will allow you to increase impact and more easily set an agenda.
3. How does the issue play out in your community? Examine data to inform the common agenda and drive impact.
4. Who is doing what already? Map current community efforts to solve the problem.
5. What is our next step? Get into conversation, explore the problem and talk about what transformation will look like.

RESOURCES
Collective Impact, FSG Partners: www.fsg.org

Backbone Organizations:

Collective Impact Readiness Tool:
http://vibrantcanada.ca/content/collective-impact-readiness-assessment-tool

Common Agenda & Community Change:
Collective Impact: Articles, Videos and Resources

Articles:


Videos:


Resource Websites:


- Tamarack – An Institute for Community Engagement. Communities Collaborating Website. [www.tamarackcci.ca](http://www.tamarackcci.ca).


- Collective Impact Forum. [www.ciforum.org](http://www.ciforum.org)

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This Collective Impact Resources List
Developed by:

[Tamarack](http://www.tamarackCCI.ca)
Wheel of Involvement

Core

Involved

Supportive

Interested

Fundamental Needs are Met

Advocates for Elder Issues

Quality Physical + Mental Health

Broad Range of Living Arrangements

Support to Families and Caregivers

Social and Civic Engagement

Name:
Organization:
Title:
Phone Number:
Email Address:
Level of Involvement Description

**Core** - Stakeholders or individuals who are interested in being actively involved in the functioning and development of a Collective Impact effort to improve the resiliency of children, youth & families in Homer/MATSU. (i.e. becoming members of the Working Group – meeting regularly; helping to develop sections of the plan).

**Involved** - Stakeholders or individuals who want to be frequently consulted and given opportunities to provide in-depth feedback. (i.e. attending topic specific/community specific/age specific discussions or workshops)

**Supportive** - Stakeholders or individuals who provide some form of support and input (i.e. attending future community forums, answering surveys and providing input online).

**Interested** - Stakeholders or individuals who are kept informed of the progress of the initiative, but are not directly involved in the work (i.e. list serve, newsletter, informed about opportunities to participate in events)

Priority Areas for Action

- **Fundamental needs are met** including food, safety, information about services, shelter and warmth and transportation

- **A broad rand of living arrangements are available** including planning and zoning; resources available to support living at home; affordable and home modification options

- **Support provided to caregivers and families** including access to information on services and supports; caregiver education and training programs; flexible funding to meet the unique needs of caregivers; more consistent pay for formal paid caregivers and respite care

- **Social and Civic engagement options are plentiful** including meaningful connections with family, friends and neighbours; paid and volunteer work opportunities; active engagement in social life; and cultural and religious activities are plentiful

- **Quality physical and mental wellbeing support are in place** including access to preventative care; access to medical, mental health and palliative care; and planning for end of life care

- **Advocates for elder issues are effective** including cultural views of elders is positive and realistic; laws are elder friendly; and aging issues are a community-wide priority
Creating a Collaborative Approach to Address an Aging NH

Meeting Schedule for 2015

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Quarterly Meeting #1</td>
<td>Friday, March 13, 9 am – 4 pm</td>
<td>Puritan Back Room, Manchester</td>
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<tr>
<td>Quarterly Meeting #2</td>
<td>Thursday, June 25, 9 am – noon</td>
<td>NH Audubon, Concord</td>
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<tr>
<td>Quarterly Meeting #3</td>
<td>Thursday, September 24, 9 – noon</td>
<td>NH Audubon, Concord</td>
</tr>
<tr>
<td>Quarterly Meeting #4</td>
<td>Thursday, December 10, 9 am – noon</td>
<td>NH Audubon, Concord</td>
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