Accelerating Systems Change through Collective Impact

Liz Weaver, Vice-President
Tamarack – An Institute for Community Engagement
www.tamarackcommunity.ca
liz@tamarackcommunity.ca
An Institute for Community Engagement

We develop and support learning communities that help people to collaborate, co-generate knowledge and achieve collective impact on complex community issues.

For **Collaborative Leaders** who use collective impact approaches to address complex community issues. [www.tamarackcci.ca](http://www.tamarackcci.ca)

For **Cities** that develop and implement comprehensive poverty reduction strategies [vibrantcommunities.ca](http://vibrantcommunities.ca)

For **individuals** who care about community, the vibrancy of neighbourhoods and the unique role of citizens in social change. [seekingcommunity.ca](http://seekingcommunity.ca)
Who is In the Room?

Minute Marathon

www.tamarackcommunity.ca
Participant Outcomes

• Introduce Collective Impact as a framework for working collaboratively
• Learn about Healthy Monadnock – A Collective Impact Case Study
• Begin to identify shared measures that will move the needle for Elder Health in New Hampshire
• Identify a plan for moving forward
Workshop Agenda

• Setting the Context for Elder Health In New Hampshire
• Accelerating Change through the Lens of Collective Impact
• Healthy Monadnock – A Collective Impact Case Study
• Table Dialogues about Collective Impact
• Building a Shared Vision for Elder Health in New Hampshire
• Moving the Elder Health Priorities Forward
• Measuring Success
Community Change through the Lens of Collective Impact

http://www.youtube.com/watch?v=8CT41uUw8Fc
The Context for Collective Impact

http://bradroseconsulting.com/index.php/context-is-critical/
Collective Impact: Thinking and Acting Differently

- The way I think...
- The options I see...
- The choices I make...

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Your Mindset Needs to Shift

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buy In</td>
<td>Ownership</td>
</tr>
<tr>
<td>Individual Programs</td>
<td>Influencing Systems</td>
</tr>
<tr>
<td>Content</td>
<td>Context</td>
</tr>
<tr>
<td>Positional Leadership</td>
<td>Shared Adaptive Leadership</td>
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Where Collective Impact Fits

Community Development

Collaboration

Networks

Community Economic Development

Neighbourhood Revitalization

Collective Impact

Community Change
<table>
<thead>
<tr>
<th>Compete</th>
<th>Co-exist</th>
<th>Communicate</th>
<th>Cooperate</th>
<th>Coordinate</th>
<th>Collaborate</th>
<th>Integrate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition for clients, resources, partners, public attention.</td>
<td>No systematic connection between agencies.</td>
<td>Inter-agency information sharing (e.g. networking).</td>
<td>As needed, often informal, interaction, on discrete activities or projects.</td>
<td>Organizations systematically adjust and align work with each other for greater outcomes.</td>
<td>Longer term interaction based on shared mission, goals; shared decision-makers and resources.</td>
<td>Fully integrated programs, planning, funding.</td>
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Complexity + Community Change
## 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>
</tr>
<tr>
<td>The characteristics and dynamics of the issue evolve</td>
<td>There is no obvious right or wrong set of solutions</td>
</tr>
<tr>
<td>There is no single measure of success</td>
<td>The community is also evolving and changing</td>
</tr>
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</table>
Collective Impact

Collective impact occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success.
Collective Impact is...

...positive and consistent progress at scale.

- John Kania, FSG Social Impact Consultants, Oregon 2013

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Used for Many Complex Issues

- Teen Pregnancy
- Health
- Education
- Economic Development
- Environment
- Poverty
## The Phases of Collective Impact

<table>
<thead>
<tr>
<th>Components for Success</th>
<th>Phase I: Generate Ideas and Dialogue</th>
<th>Phase II: Initiate Action</th>
<th>Phase III: Organize for Impact</th>
<th>Phase IV: Sustain Action and Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance and Infrastructure</td>
<td>Convene community stakeholders</td>
<td>Identify champions and form cross-sector group</td>
<td>Create infrastructure (backbone and processes)</td>
<td>Facilitate and refine</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Hold dialogue about issue, community context, and available resources</td>
<td>Map the landscape and use data to make case</td>
<td>Create common agenda (common goals and strategy)</td>
<td>Support implementation (alignment to goal and strategies)</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>Facilitate community outreach specific to goal</td>
<td>Facilitate community outreach</td>
<td>Engage community and build public will</td>
<td>Continue engagement and conduct advocacy</td>
</tr>
<tr>
<td>Evaluation And Improvement</td>
<td>Determine if there is consensus/urgency to move forward</td>
<td>Analyze baseline data to ID key issues and gaps</td>
<td>Establish shared metrics (indicators, measurement, and approach)</td>
<td>Collect, track, and report progress (process to learn and improve)</td>
</tr>
</tbody>
</table>
Preconditions for Collective Impact

• Influential Champion(s)
• Urgency of issue
• Adequate Resources
## 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 <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>
</tr>
<tr>
<td><strong>Shared Measurement</strong></td>
<td><strong>Collecting data and measuring results consistently</strong> across all participants ensures efforts remain aligned and participants hold each other accountable</td>
</tr>
<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>
</tr>
<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>
</tr>
<tr>
<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>
</tr>
</tbody>
</table>

Source: FSG
Common Agenda

• Define the challenge to be addressed.
• Acknowledge that a collective impact approach is required.
• Establish clear and shared goal(s) for change.
• Identify principles to guide joint work together.
# Building a Common Agenda

<table>
<thead>
<tr>
<th>Prior History</th>
<th>Positive or negative impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pressing Issue</td>
<td>Galvanize leaders across sectors</td>
</tr>
<tr>
<td>Data</td>
<td>Determine what you need to understand impact of the issue on community</td>
</tr>
<tr>
<td>Community Context</td>
<td>Is there community buy in? Determine community leverage opportunities</td>
</tr>
<tr>
<td>Core Group</td>
<td>Determine who needs to be involved in core group</td>
</tr>
<tr>
<td>Convener</td>
<td>Trusted leadership to facilitate collaborative efforts</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>Determine how to engage the broader community in the effort</td>
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</table>
Connectivity: Everyone is connected to their community, physically and socially.

Food: Everyone has access to safe, nutritious and affordable food.

Housing: Everyone has a safe and affordable place to live.

Guelph Wellbeing
Connectivity – Food – Housing

Connectivity

How we connect to our community including sense of belonging and volunteering.
How we connect by moving around the city: transit, cycling, walking, etc.
How we connect through the use of technology to services, people,

Food

Food security
Access to healthy food
Affordability
Obesity / satiety
Community gardens
Food charter

Housing

Safety
Affordability
Income
Accessibility
Building A Common Agenda

What makes the difference between a good movie and a bad movie?

“Getting everyone involved to make the same movie!”

- Francis Ford Coppola
Shared Measurement

• Identify key measures that capture critical outcomes.

• Establish systems for gathering and analyzing measures.

• Create opportunities for “making sense” of changes in indicators.
Thinking About Shared Measurement

**Process:**  # of people/orgs at table, # of community presentations, articles, etc

**Progress:**  # of programs, # of new initiatives, etc

**Policy:**  policy changes in own or other organizations, new investments, gov. policy changes

**Population:**  # of people moved out of poverty, # of high school graduates, # of low birth weight babies
The OKN Data Portal is an interactive online database. Users will find community and neighbourhood-level information, demographics, OKN research data on health, safety, education, Developmental Assets®, Census data and more.

http://www.ourkidsnetwork.ca/Public/Home.aspx

Intended Impact Goal:
All children thrive!

The Halton 7 (Population Results)
• Children are healthy
• Children are learning
• Children are positively connected
• Children are safe
• Families are strong and stable
• Schools are connected to the community
• Neighbourhoods are where we live, work and play
Our Kids Network – Halton Region

**Programs**
- Children: developmental assets, children’s rights
- Community Hubs
- Families: iparent online resource
- Professionals: service integration, network

**Data**
- Population Indicators: % of birth weight less than 2500 grams
- Community Surveys: % of 12 year olds reporting spending quality time at home
- Data from Community Programs: availability of child care space

**Halton 7**
- Children are healthy
- Children are learning
- Children are positively connected
- Children are safe
- Families are strong and stable
- Schools are connected to the community
- Neighbourhoods are where we live, work and play

**Community Impact**
- All children thrive.
Mutually Reinforcing Activities

• Agreement on key outcomes.

• Orchestration and specialization.

• Complementary – sometimes “joined up” - strategies to achieve outcomes.
Working together to make the Erie region a community of opportunity where everyone can learn, work and thrive
COUNTY-WIDE ACTION TEAMS

LEARN 🔴
- Early Childhood Readiness & Success
- Aligning Education to Careers

WORK 🔴
- Balancing Workforce & Economic Development

THRIVE 🔴
- Individual & Family Stability
More children become successful adults

High School graduates ready for next step

Youth with quality career exploration by 8th grade

Children reading at grade level in 3rd grade

Children ready to learn when they enter kindergarten

LEARN
6X Less Likely CJ involvement

3rd Grade Reading

Significantly lower costs

Increase in STEM

'Cohort Effect

Keystone Outcome™
Keystone Outcome™

- 4X Higher HS Grad Rate
- 6X Less Likely CJ involvement
- 3rd Grade Reading
- Significantly lower costs
- Increase in STEM
- Cohort Effect
- 4X Higher HS Grad Rate
- Lower Teen Pregnancy
- Better Health Outcomes
Outcome™

4X Higher HS Grad Rate

6X Less Likely CJ involvement

AA, BA, PhD

Break the cycle of Poverty

3rd Grade Reading

Lower Teen Pregnancy

Increase in STEM

Cohort Effect

4X Higher HS Grad Rate

Significantly lower costs

Better Careers

AA, BA, PhD

Better Health Outcomes

Stronger Economic Trends

Keystone Outcome™

A Thriving Community

Better Reading

Better Health Outcomes

Significantly lower costs

Cohort Effect

4X Higher HS Grad Rate

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Continuous Communication

• Create formal and informal measures for keeping people informed

• Communication is open and reflect a diversity of styles

• Difficult issues are surfaced, discussed and addressed
Continuous Communications

• Who needs what information packaged how for what purpose?
• Acknowledge multiple levels of accountability of the key partners around the table
• Key Milestone Report
Backbone Organization(s)

- Guide vision & strategy
- Support aligned activities
- Established shared measurements
- Build public will
- Advance policy
- Mobilize funding

- Like a manager at a construction site who attends to the whole building while carpenters, plumbers and electricians come and go, the support staff keep the collaborative process moving along, even as the participants may change.

Community Visions, Community Solutions: Grantmaking for Comprehensive Impact
Backbone Organization
(or set of organizations that collectively play backbone function)

Steering Committee

Ecosystem of Community Partners

=strategic guidance and support

=partner-driven action

Work Group
Chair

Work Group
Chair

Work Group
Chair

Work Group
Chair

Common Agenda and Shared Metrics

Lessons Learned About Backbones

- Their value is unmistakeable.
- Backbones shares strengths in guiding vision and strategy and supporting aligned activities.
- Backbone organizations shift focus over time.
- Backbone organizations’ partners need ongoing assistance with data.
- External communications, building public will, and advancing policy are common backbone challenges.

Source: Understanding the Value of Backbone Organizations in Collective Impact Initiatives
Things to Consider in Collective Impact

• Patient capital
• Persistence for longer term systems change
• Align funders across sectors to common agenda
• Legitimize the work of the collaborative table
• No playbook, support and advance the skills and capacity of collaborative partners
Questions about Collective Impact
Healthy Monadnock – A CI Case Study
Table Discussion

• 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?
NETWORKING LUNCH
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 and dignity.

Shared Vision created by the Elder Health Advisory Committee April 2014
Using the Shared Vision as a Starting Point, which of the six areas would you consider as high priorities? (select no more than 3)

• Why did you pick these three?
• Who is already advancing Elder Health in these areas?
• What early successes might be available in these priority areas?
• What else should be considered?
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 and dignity.

Shared Vision created by the Elder Health Advisory Committee April 2014
Moving the Priorities Forward
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 and dignity.
Measuring Success

• Identify key measures that capture critical outcomes.
• Establish systems for gathering and analyzing measures.
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Thinking About Shared Measurement

Process: # of people/orgs at table, # of community presentations, articles, etc

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Population: # of people moved out of poverty, # of high school graduates, # of low birth weight babies

Shared Measurement
Thinking About Shared Measurement

Process:

Progress:

Policy:

Population:

Shared Measurement
Poster Walk

What comments, questions, suggestions would you make to the success measures?
Final Reflections and Next Steps
Tamarack 2015 Spring Learning Events

For More Information Visit: http://tamarackcommunity.ca/events.html
Collective Impact Resources

• Follow my blog: http://vibrantcanada.ca/blogs/liz-weaver

• Regular updates about Collaboration and Collective Impact are posted on Tamarack Learning Communities Sites: www.tamarackcci.ca; www.vibrantcommunities.ca; www.seekingcommunity.ca


• Jay Connor’s websites: www.workingdifferently.org and www.learninginnovations.com