Introduction to Collective Impact | March 21, 2019

National Veterans Intermediary

Thank you for joining today's webinar. Your line will be unmuted unless you mute yourself. We will start at 3pm EST.

Today's Team

Robert Albright

**Director of Programs
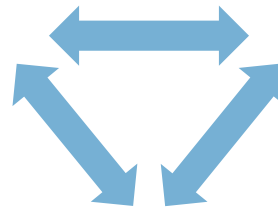Collective Impact Forum,
FSG**

Jennifer Juster

**Executive Director
Collective Impact Forum,
FSG**

The Collective Impact Forum Is a Program of FSG and the Aspen Institute

HANDS ON SUPPORT

- ✓ Juvenile justice in NY State
- ✓ Childhood obesity in Dallas
- ✓ Substance abuse on Staten Island
- ✓ Cradle to career in King County
- ✓ Pre-term birth in Fresno
- ✓ Health in the Rio Grande Valley
- ✓ Diabetes in Minnesota

THOUGHT LEADERSHIP

LEARNING COMMUNITY

www.collectiveimpactforum.org

The **Collective Impact Forum** is a community of practice designed to help curate and disseminate knowledge, tools, and best practices that support effective collective impact

Please Introduce Yourself: We'll Start on the East Coast and Then Move to the West

- **Your <u>name</u>**

- **Your <u>organization</u>**

- **Your <u>city/state</u>**

- **Your <u>level of familiarity with collective impact</u>:**

  – Not at all familiar with collective impact

  – I have heard the term "collective impact" but am not really sure how it differs from other forms of partnership

  – I know about the collective impact approach but am not currently involved in a collective impact collaboration

  – I am involved in a collective impact collaboration

- **Most interesting <u>book, podcast, or TV show</u> that you enjoyed recently**

Defining Collective Impact

There Are Several Types of Problems

Simple	Complicated	Complex
Baking a Cake	***Sending a Rocket to the Moon***	***Raising a Child***

Social sector treats problems as simple or complicated

- Funders select **individual grantees**

- Organizations **work separately** and **compete**

- Corporate and government sectors are often **disconnected** from foundations and nonprofits

- **Evaluation** attempts to **isolate** a particular organization's impact

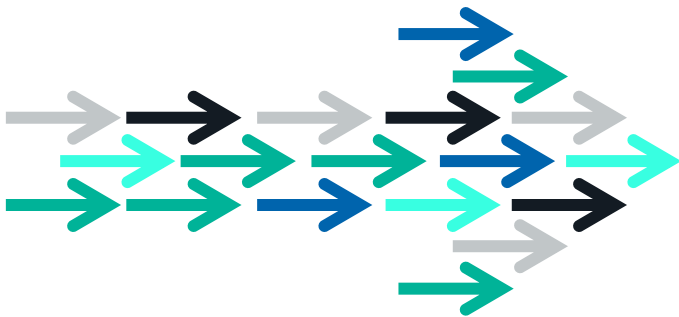- Large scale change is assumed to depend on **scaling organizations**

Isolated Impact

Collective Impact

- Understand that social problems – and their solutions – arise from **interaction of many organizations within larger system**

- **Cross-sector alignment** with government, nonprofit, philanthropic and corporate sectors as partners

- **Organizations actively coordinating** their action and sharing lessons learned

- All working toward the **same goal and measuring the same things**

Collective Impact is the <u>commitment</u> of a group of important actors from <u>different</u> sectors to a <u>common agenda</u> for solving a <u>specific social problem at scale</u>.

Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

Common Agenda
- **Common understanding** of the problem
- **Shared vision** for change

Shared Measurement
- **Collecting data** and **measuring results**
- **Performance management and learning**
- **Shared accountability**

Mutually Reinforcing Activities
- **Differentiated approaches**
- Willingness to **adapt individual activities**
- **Coordination** through joint plan of action

Continuous Communication
- **Consistent** and **open communication**
- Focus on **building trust**

Backbone Support
- Dedicated **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews

Eight Principles of Practice Are the "How" of Collective Impact

1. Design and implement the initiative with a **priority placed on equity**

2. **Include community members** in the collaborative

3. Recruit and co-create with **cross-sector partners**

4. **Use data** to continuously learn, adapt, and improve

5. Cultivate leaders with unique **system leadership skills**

6. Focus on **program *and* system strategies**

7. **Build a culture that fosters relationships**, trust, and respect across participants

8. **Customize** for local context

Doing Collective Impact Well Means Being Even More Vigilant about Equity and Inclusion

Common agenda

- Asking how different parts of the community are affected by an issue and **ensuring that the voices of those most affected are included in setting the agenda for change**
- Explicitly **setting goals to reduce disparities**

Shared measurement

- Thinking about **how data will be disaggregated to reveal disparities** by neighborhood, race/ethnicity, ability, income level, gender, and other important characteristics

Mutually reinforcing activities

- Tailoring activities to benefit the broader population while also **focusing on a particular subset of the population who face significantly large barriers**
- **Pursuing activities address structural and systemic barriers**

Continuous communication

- Ensuring that **communication is accessible** (in vehicle, language, etc.) and that those with lived experience are **active participants in co-creating the work together**

Backbone support

- **Building credibility** with the communities affected by inequities
- Developing skills and **capacity** for the backbone and partners to address disparities and authentically engage others

Source: "Bringing an Equity Lens to Collective Impact", Junious Williams and Sarah Marxer, September 2014; "When Collective Impact Has An Impact", ORS Impact and Spark Policy, March 2018

- **Goal and purpose of the collaboration**

  - CI work is designed around an agreed upon <u>population level outcome</u>, **not just a common topic or program**

  - The partnership pursues a <u>range of strategies </u>to move the needle on the goal

  - Focus is on both <u>program improvement </u>and <u>systems change</u> (e.g., policy change, shifting resource flows, changing mental models)

  - Work is focused on a <u>complex problem</u>, not simple or complicated

- **Scale of the partnership**

  - Collective impact initiatives typically have <u>dozens or more organizations and individuals </u>engaged

  - Partners represent a variety of points of view, types of work, and sectors – not just the "usual suspects"

- **Formality of structure**

  – As described earlier, collective impact initiatives have a backbone and formal structure that ensures work moves forward and that different bodies of work are aligned

- **Engagement of community**

  – The engagement and contributions of members of community and people with lived experience is central to collective impact work, and is not always the case in other forms of partnership

- **Use of data**

  – Using data to learn, improve, and hold each other accountable for progress, is a core element of collective impact and is not often present in other forms of partnership

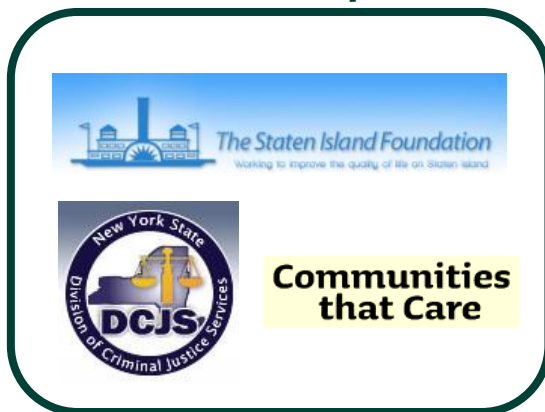# Collective Impact Can Apply to Many Complex Social Issues

Education

Health

Homelessness

Youth Development

Economic Development

Community Development
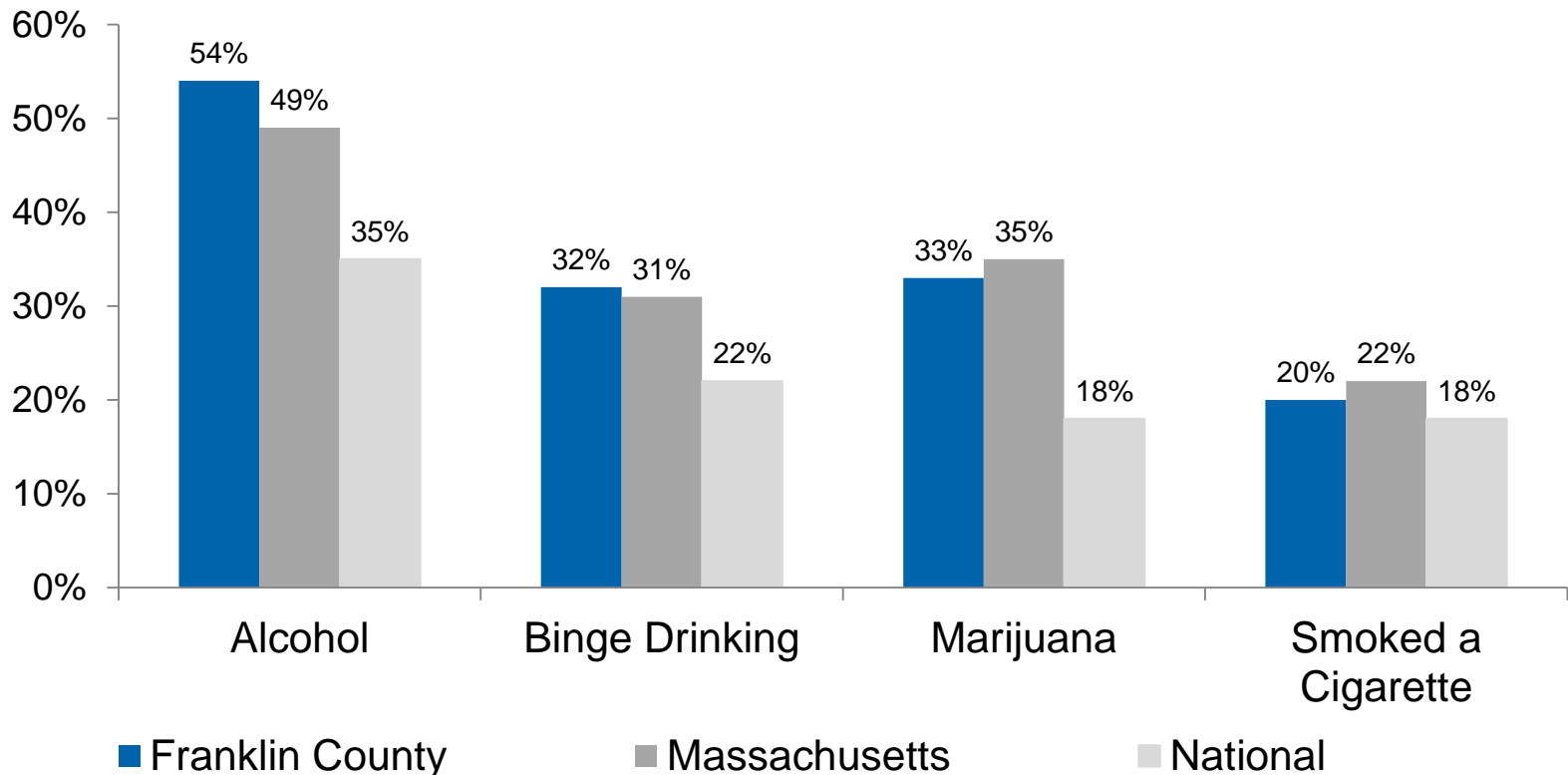
Questions

Collective Impact Case Study

Case Study: Franklin County, Massachusetts

In 2002, Franklin County Had Very High Rates of Youth Substance Use

% of 10th Graders that Reported Use at Least Once within the Past 30 Days (2003)

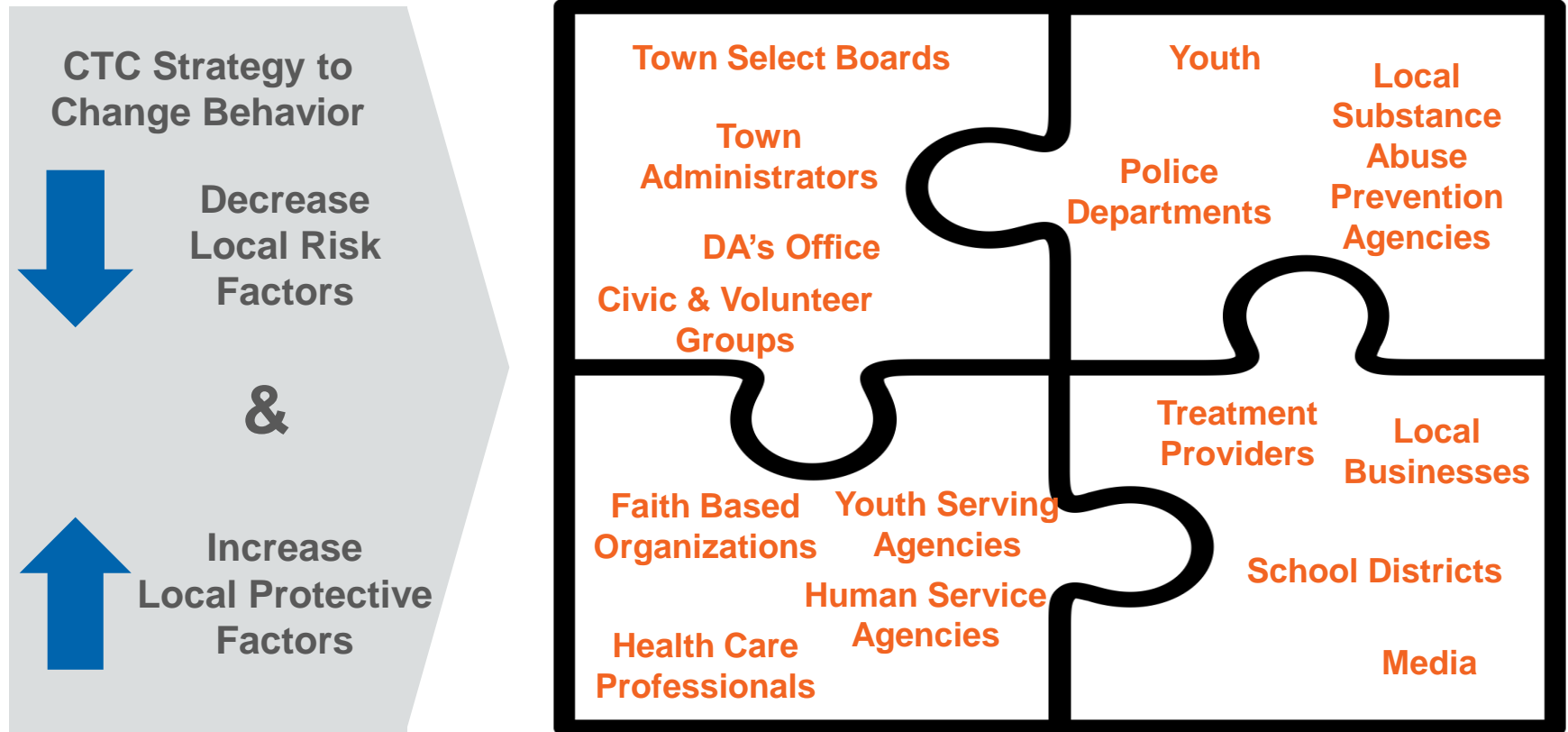|	Franklin County	Massachusetts	National
Alcohol	54%	49%	35%
Binge Drinking	32%	31%	22%
Marijuana	33%	35%	18%
Smoked a Cigarette	20%	22%	18%

Communities That Care (CTC) Coalition started as a community-wide effort in 2002 to address alcohol, tobacco and other drug use among youth

Source: Communities that Care Coalition, Community Action Plan 2005

CTC Strategy to Change Behavior

Decrease Local Risk Factors

&

Increase Local Protective Factors

Town Select Boards

Town Administrators

DA's Office

Civic & Volunteer Groups

Youth

Police Departments

Local Substance Abuse Prevention Agencies

Faith Based Organizations

Youth Serving Agencies

Human Service Agencies

Health Care Professionals

Treatment Providers
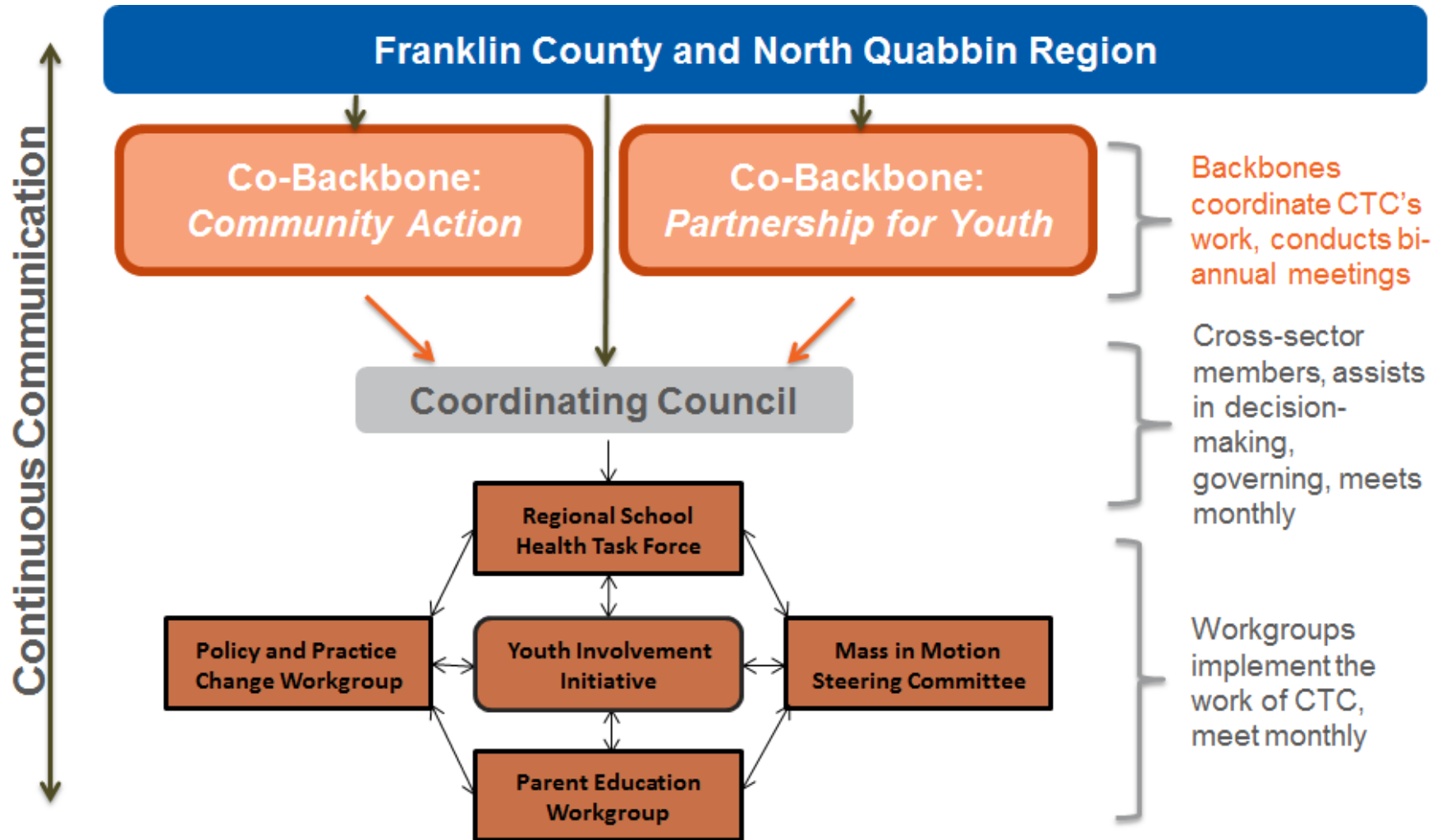
Local Businesses

School Districts

Media

All these organizations and groups across sectors get involved to implement programs, policies, practices from a collectively agreed upon plan

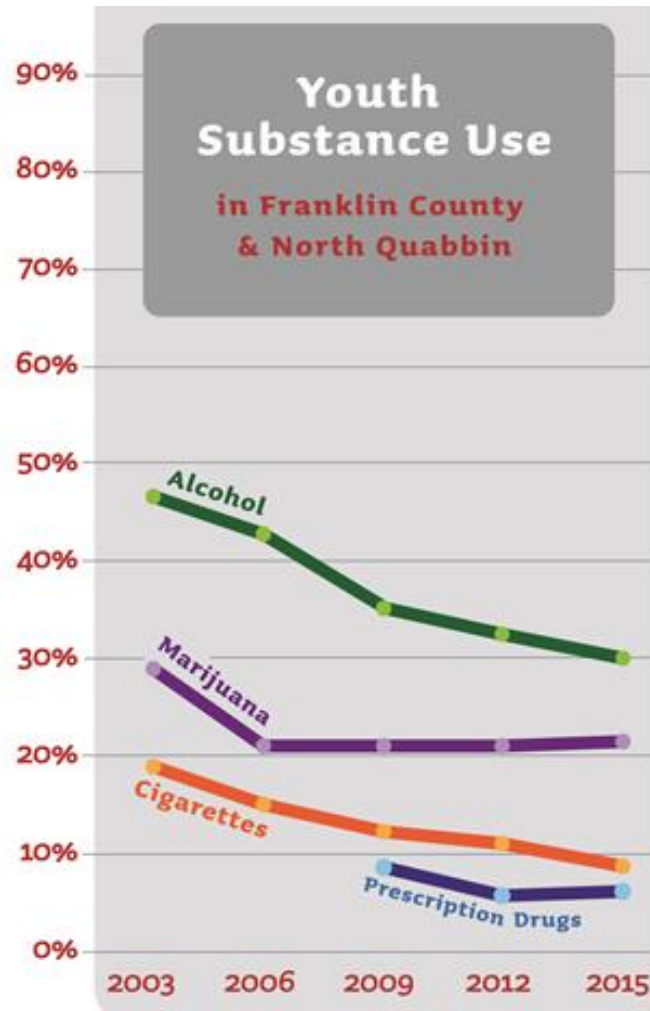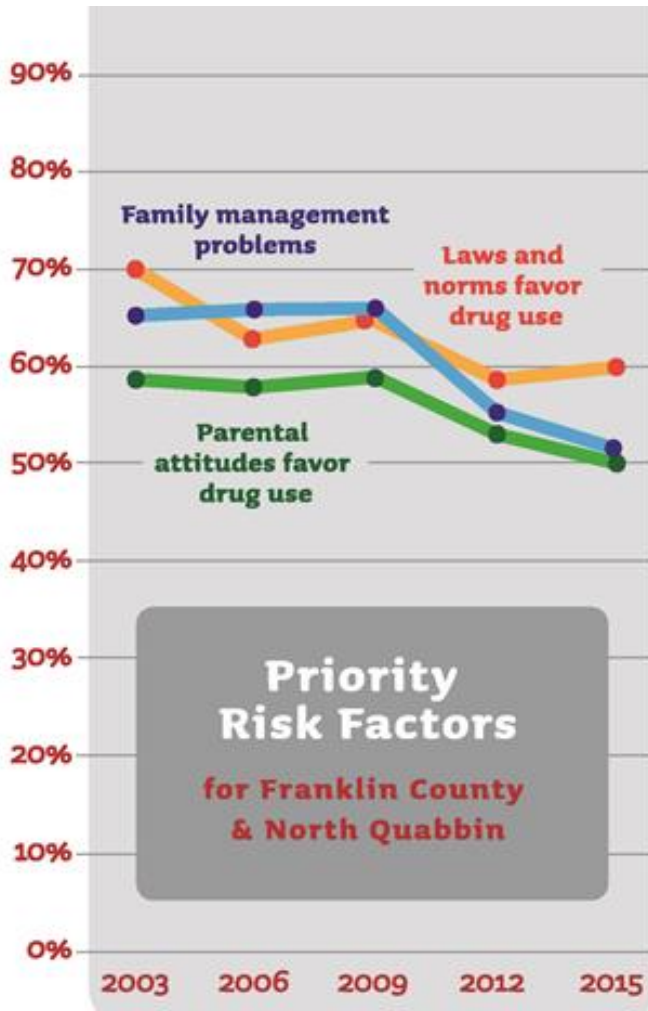Source: www.communitiesthatcarecoalition.org; FSG Interviews and Analysis

CTC's Success Is Driven by a Collective Impact Structure That Is Both Rigorous and Flexible

Continuous Communication

Franklin County and North Quabbin Region

Co-Backbone: *Community Action*

Co-Backbone: *Partnership for Youth*

Backbones coordinate CTC's work, conducts bi-annual meetings

Coordinating Council

Cross-sector members, assists in decision-making, governing, meets monthly

Regional School Health Task Force

Policy and Practice Change Workgroup

Youth Involvement Initiative

Mass in Motion Steering Committee

Parent Education Workgroup

Workgroups implement the work of CTC, meet monthly

Source: FSG interview with Kat Allen of Franklin County Communities that Care Coalition

Source: Franklin County Communities that Care Coalition
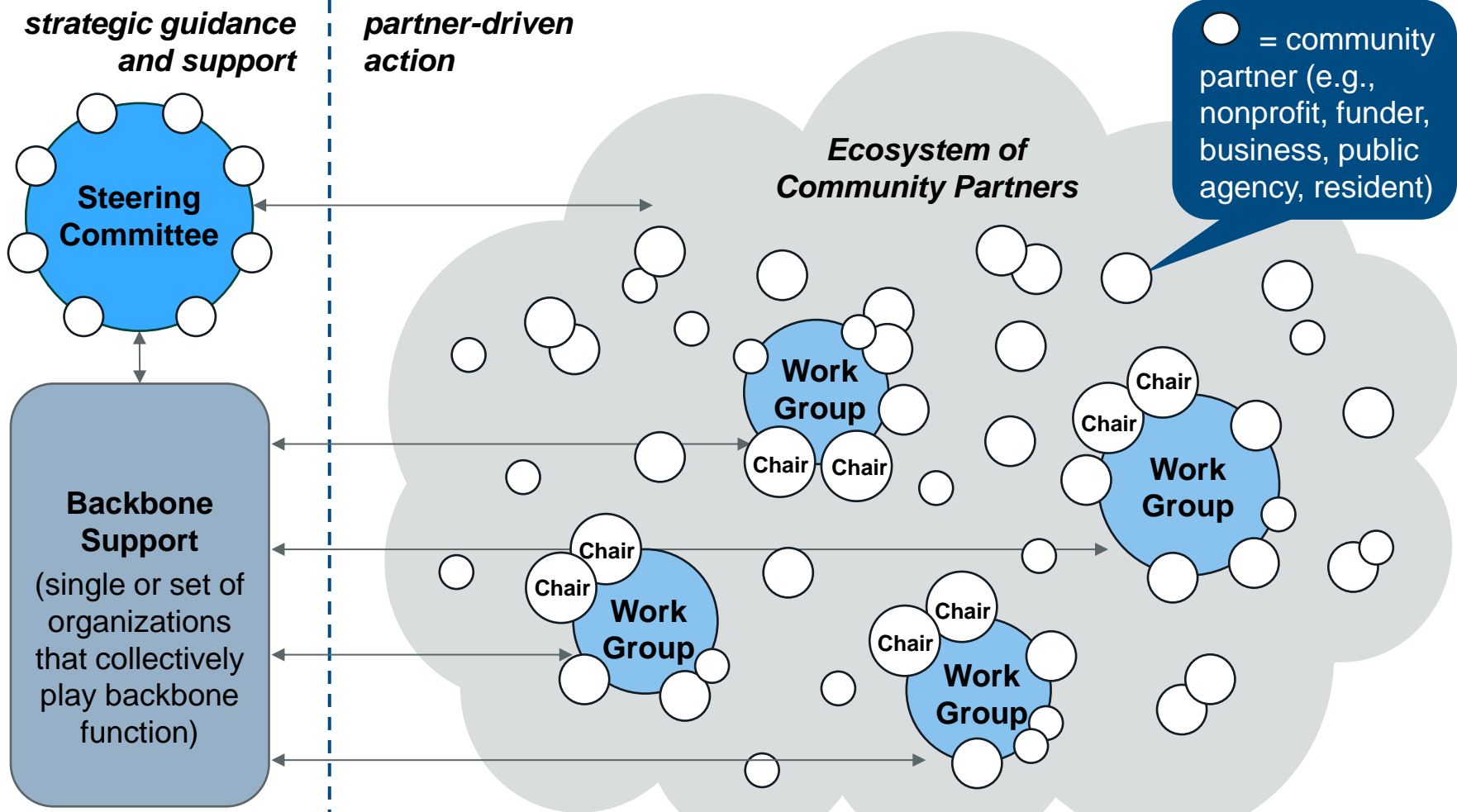
Infrastructure, Readiness, and Phases of Development

Collective Impact Infrastructure: Structuring for Intentionality and Uncertainty

Common Agenda and Shared Metrics

strategic guidance and support

partner-driven action

Steering Committee

Backbone Support
(single or set of organizations that collectively play backbone function)

Ecosystem of Community Partners

○ = community partner (e.g., nonprofit, funder, business, public agency, resident)

Work Group

Chair / Chair

Work Group

Chair / Chair

Work Group

Chair / Chair

Work Group

Chair / Chair

* Adapted from Listening to the Stars: The Constellation Model of Collaborative Social Change, by Tonya Surman and Mark Surman, 2008.

If you are currently participating in a collective impact initiative, what role(s) do you play?

- **Backbone**

- **Steering committee member**

- **Working group member**

- **Involved in some other capacity**

Collective Impact Only Makes Sense Under Certain Circumstances

APPROPRIATENESS

✓ Addressing the issue will require leaders and organizations from **multiple sectors or systems**

✓ Addressing the issue will require **different kinds of interventions or strategies** at the systems level – and not just replication of programs and services

✓ The issue impacts a **significant part of the population***

* Defining "significant" is more art than science

READINESS

Influential Champions

Urgency for Change

Availability of Resources

Basis for Collaboration

Collective Impact Efforts Unfold Over Five Phases

Components for Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Governance and infrastructure	Convene community leaders	Identify champions and form cross-sector Steering Committee "SC" to guide the effort	Determine initial workgroups and plan backbone organization	Launch work groups "WGs" and select backbone organization	Building out the backbone organization; evolve WGs to meet emergent strategy
Strategic planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop Blueprint for Implementation; identify quick wins	Refine strategies; mobilize for quick wins
Community engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders; engage community in mapping the landscape	Incorporate perspective, build community members into initiative structure	Engage community more broadly 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	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report progress (process to learn and improve)

Pitfalls and Success Factors in Collective Impact

There Are Several Pitfalls to Avoid in Collective Impact

Rushing through the common agenda development process

Not allowing disparate views at the table

Not celebrating quick wins along the way
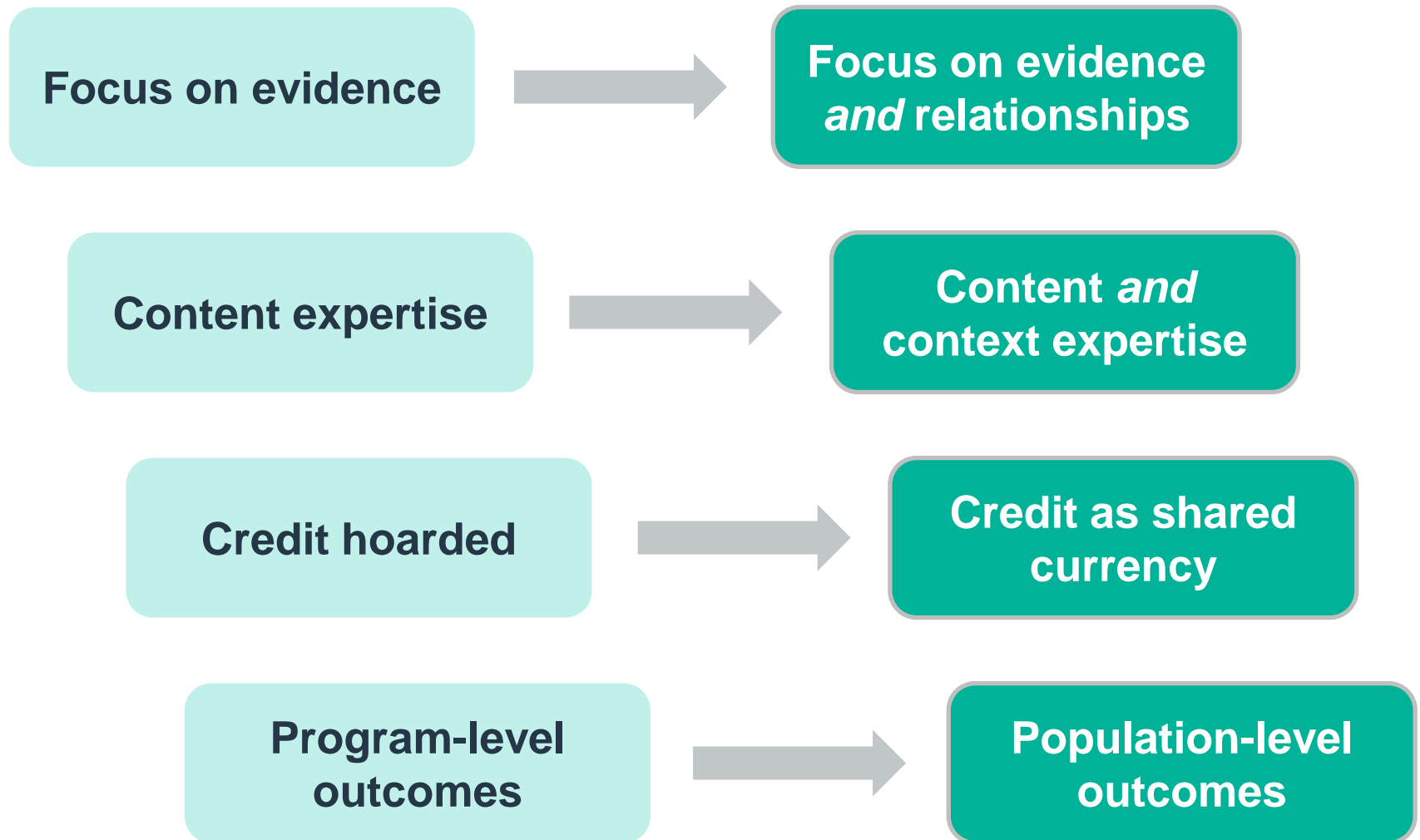
Self-declaring as a backbone

Confusing program collaboration with systems change

Not embracing that collective impact means doing things *differently*

The Key for Success in Collective Impact Is Understanding Mindset Shifts

Focus on evidence	→	**Focus on evidence *and* relationships**
Content expertise	→	**Content *and* context expertise**
Credit hoarded	→	**Credit as shared currency**
Program-level outcomes	→	**Population-level outcomes**

Source: Channeling Change: Making Collective Impact Work, 2012; Essential Mindset Shifts for Collective Impact; 2014.

Collective Impact Also Depends on Essential Intangibles for Its Success

Relationship and **trust** building

Creating a **culture of learning**

Leadership Identification and development

Fostering **connections** between people

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews

Questions?

The Collective Impact Forum Community

An Initiative of FSG and Aspen Institute Forum for Community Solutions

Mark Your Calendar for Other Upcoming Collective Impact Learning Opportunities for the NVI Community

Collective Impact Webinars for NVI Partners

- **Wednesday, April 24: 2-3:30pm EST:** *Developing a Common Agenda*

- **Wednesday, May 22: 3-4:30pm EST:** *Backbone Roles*

- **Thursday, June 20: 2-3:30pm EST:** *Evaluating Collective Impact*

- **Thursday, July 15: 2-3:30pm EST** *When Collective Impact Has an Impact*

Collective Impact Office Hours with Robert Albright and Jennifer Juster

- **Wednesday, March 27: 2-3pm EST**

- **Thursday, April 25: 1-2pm EST**

- **Thursday, May 23: 4-5pm EST**

- **Tuesday, June 25: 4-5pm EST**

- **Thursday, July 25: 2-3pm EST**

- **Tuesday, August 20: 4-5pm EST**

We will record all webinars for you to access afterward, if you are not able to join real-time