

Public Health Performance Management Centers for Excellence

Developing a healthy community...



Involves **planning** & **collective action** to generate solutions to community problems.

Developing a healthy community should be:

- A long-term endeavour.
- Well planned.
- Inclusive and equitable.
- Holistic and integrated into the bigger picture.
- Initiated and supported by community members.
- Of benefit to the community.
- Grounded in experience that leads to best practice.

Developing a healthy community...

...requires and helps build community capacity:

- To address issues.
- To take advantage of opportunities.
- To find common ground.
- To balance competing interests.

It does not just happen—it requires both a conscious and a conscientious effort to do something (or many things) to improve the community.

Develop Community Partnership for CHIP Development



Key stakeholders and other community organizations and members must be engaged in development of the CHIP for a community to achieve its vision.

“Where Did We Put the CHIP?”

So now what?





Collective Impact

How it is different from other models of collaboration?

There Are Several Types of Problems

Simple

Baking a Cake



Complicated

Sending a Rocket to the Moon



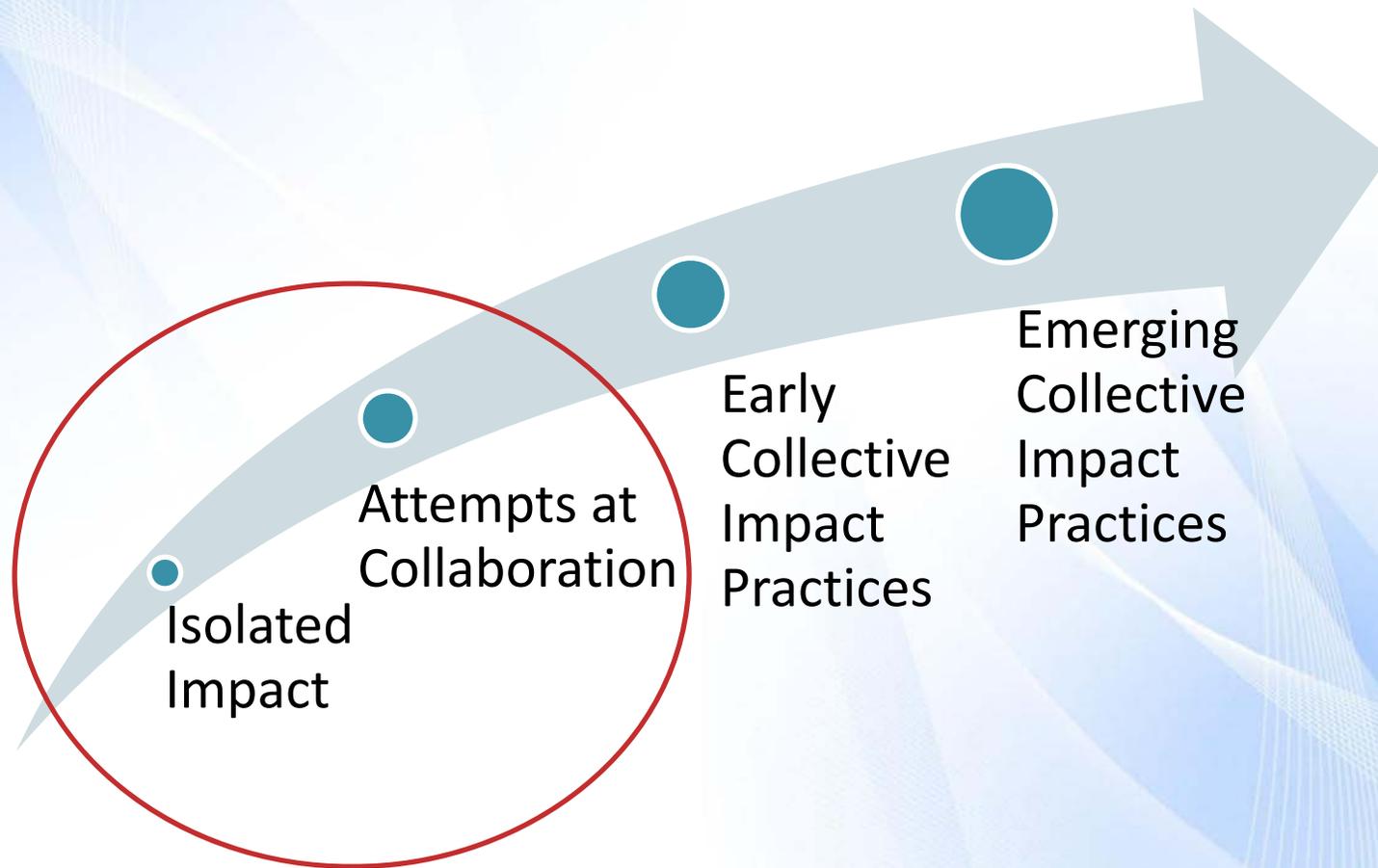
Complex

Raising a Child



The social sector often treats problems as simple or complicated

Maturing of Collective Impact Practices



Types of Collaborations

Organizations have attempted to solve social problems by collaboration for decades without producing many results. The vast majority of these efforts lack the elements of success that enable collective impact initiatives to achieve a sustained alignment of efforts.

Funder Collaboratives

Public-Private Partnerships

Multi-Stakeholder Initiatives

Social Sector Networks

Collective Impact Initiatives

There is a fundamental mismatch between the complexity of social problems and a focus on individual grantees

Isolated Impact

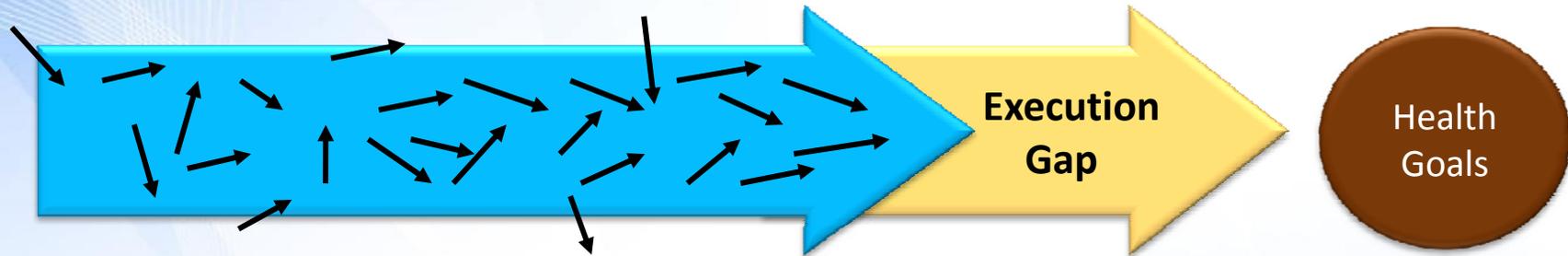
- Funders select **individual grantees** that offer the **most promising solutions**
- **Grantees work separately** and compete to produce the greatest independent impact
- **Evaluation** attempts to **isolate a particular grantee's impact**
- Large scale change depends on **scaling a single organization**
- **Corporate and government sectors** are disconnected

Collective Impact

- Social problems arise from the **interaction of many organizations** within a larger system
- Progress depends on **working toward the same goal** and **measuring the same things**
- Large scale impact depends on **increasing cross-sector alignment and learning** among many organizations
- **Government and corporate sectors** are essential partners

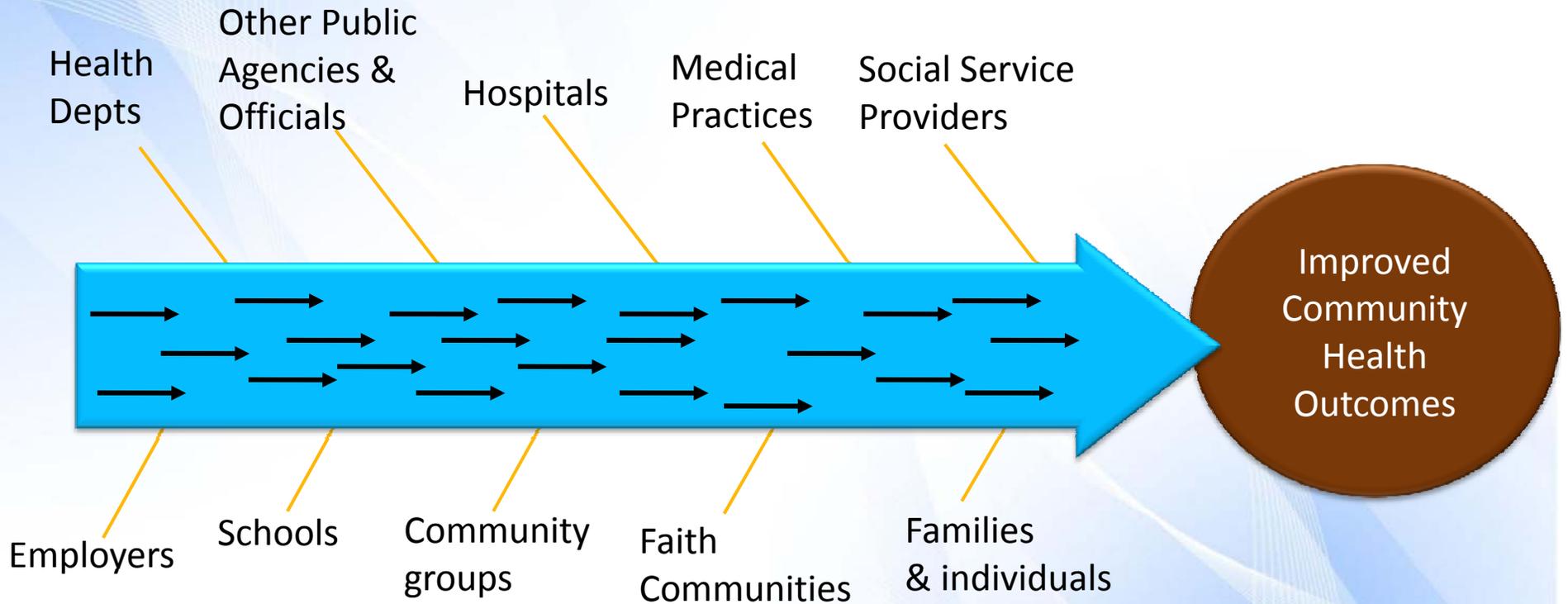
Collective impact initiatives provide a structure for cross-sector leaders to forge a common agenda for solving a specific social problem

Fragmentation Undermines Execution



- Wasteful redundancy
- Little sharing of information, ideas and resources
- Frequent ramp-up and ramp-down of programs based on funding
- Time spent chasing and competing for funding
- Difficult-to-address large and complex issues

The Need to Collaborate around a Strategy



The Collective Impact Approach to Solving Complex Social Issues Is Occurring Across Many Sectors

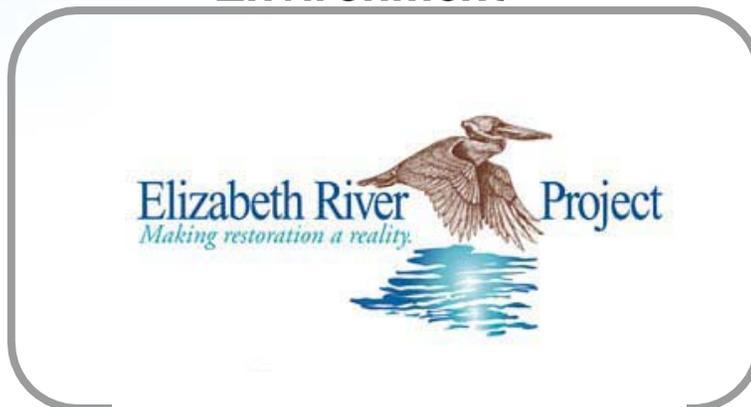
Education



Health



Environment



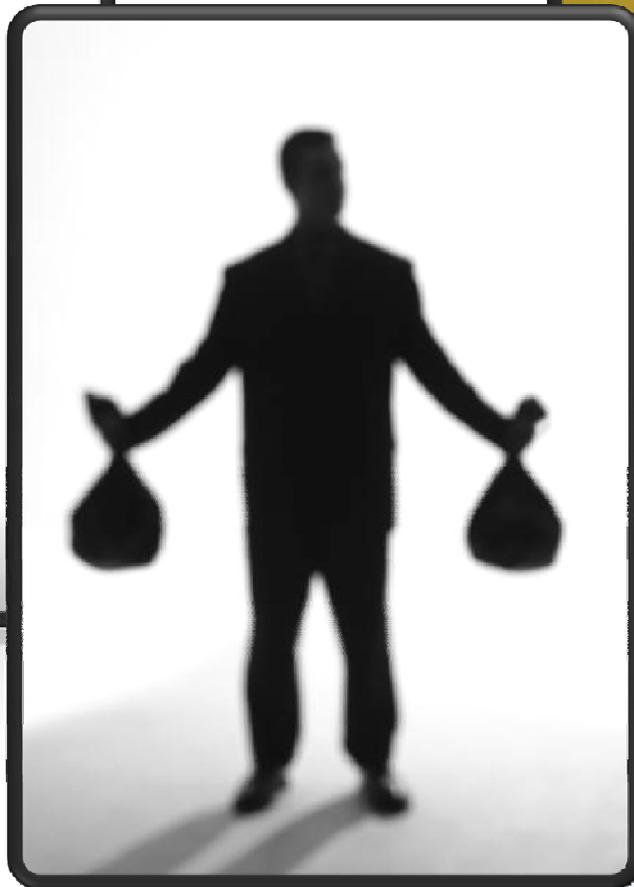
Economic Development



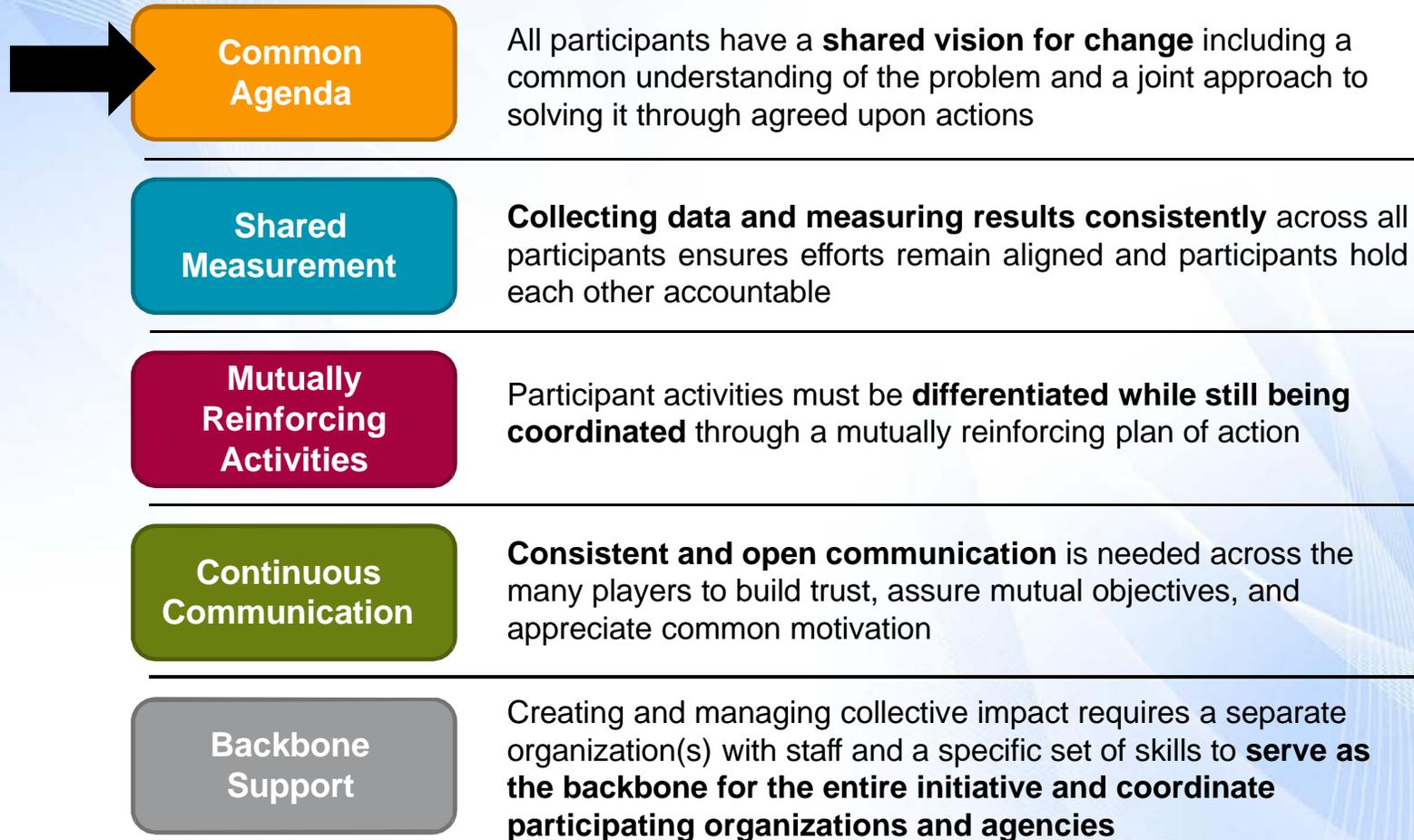
Cradle to Career Civic Infrastructure Framework

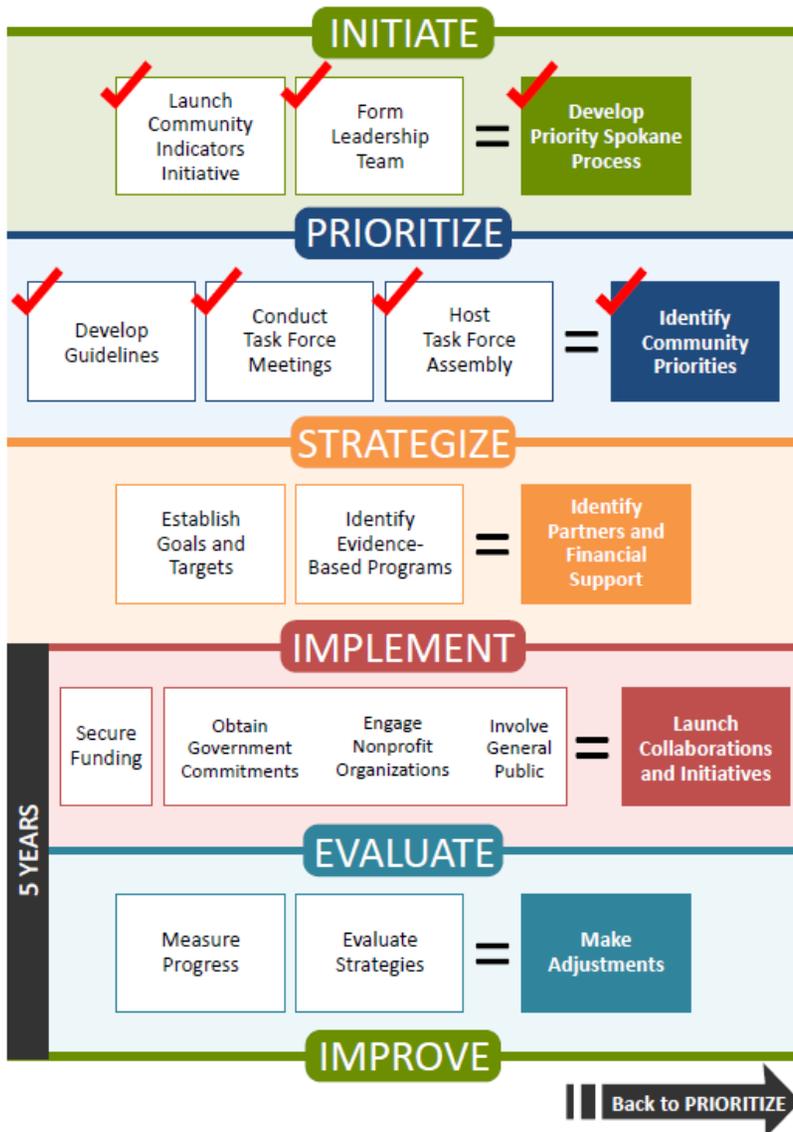


Preconditions



Achieving Large-Scale Change through Collective Impact Involves 5 Key Conditions for Shared Success





Taskforces formed:

- Economic vitality
- Education
- Environment
- Healthy People
- Community Safety

Over 120 individuals involved

Each put forth 5 priorities

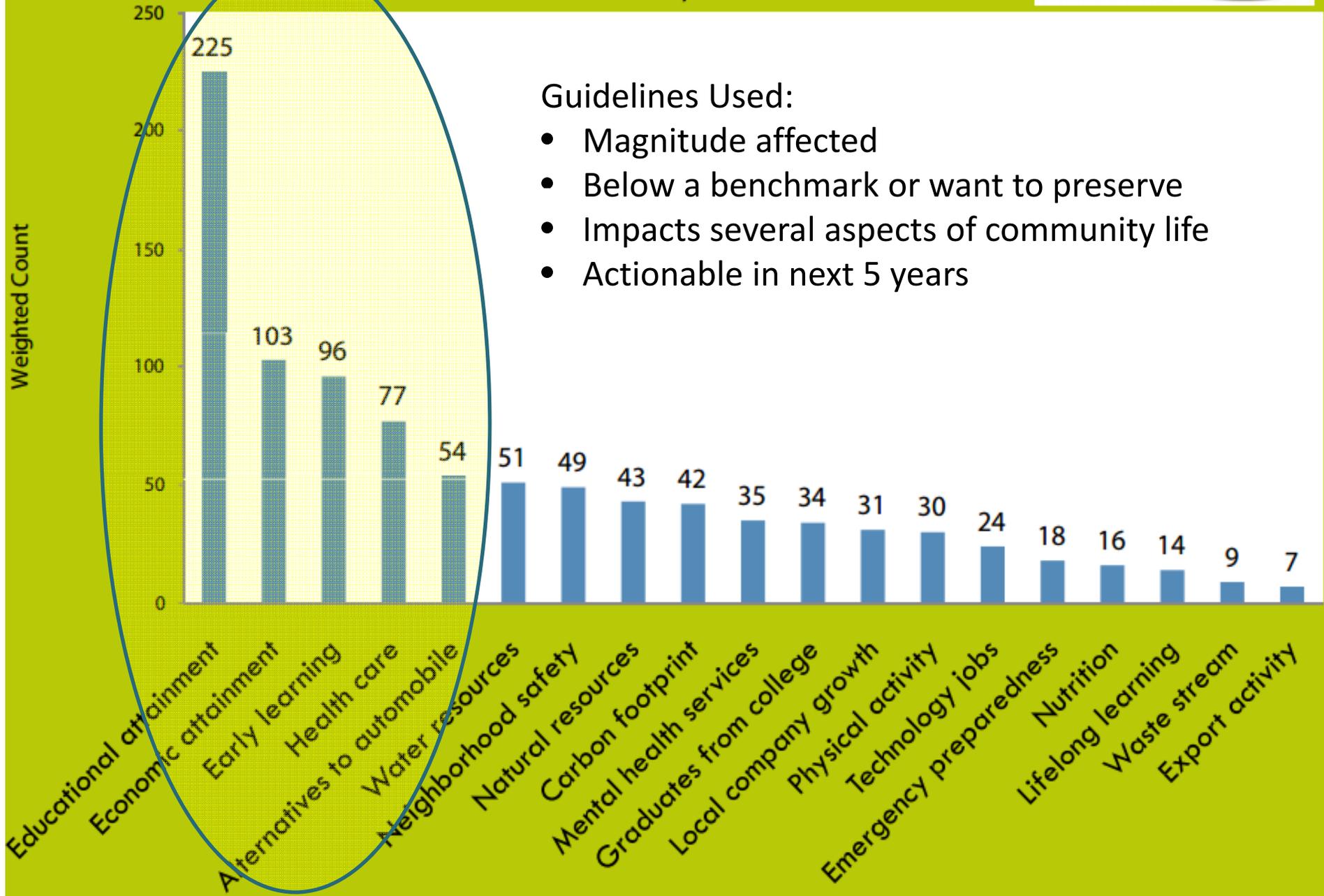
Prioritization of Community Issues

June 5, 2009



Guidelines Used:

- Magnitude affected
- Below a benchmark or want to preserve
- Impacts several aspects of community life
- Actionable in next 5 years



Evidence-Based Strategies

Dr. Mary Beth Celio, Senior Partner at Northwest Decision Resources in Seattle: Research using two cohorts of 7,000 students (2008 and 2010) tracking them from elementary to high school (2011)

Identified 3 primary risk factors:

- Attendance
- Behavior
- Course Completion

Gonzaga University: Middle School Evidence –Based Practice Study (2009)

- Early identification
- Social Support
- High Academic Expectations

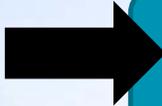
Eastern Washington University: Youth Serving Programs (2010)

- Programs identified that demonstrated performance
- Capacity to serve youth
- Stability
- Connection to the school

Achieving Large-Scale Change through Collective Impact Involves 5 Key Conditions for Shared Success

Common Agenda

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



Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Backbone Support

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**

Shared Measurement is Critical to Collective Impact

Definition

Identifying common metrics for tracking progress toward a common agenda across organizations, and providing scalable platforms to share data, discuss learnings, and improve strategy and action

Benefits of Using Shared Measurement

- Improved Data Quality
- Tracking Progress Toward a Shared Goal
- Enabling Coordination and Collaboration
- Learning and Course Correction
- Catalyzing Action

Lessons from Shared Measurement

Systems Focus and Alignment

- Shared measurement process led to rethinking of plan implementation and helped structure system

Community Engagement

- Collaborative, transparent, consistent community engagement was critical and led to strong uptake

Access to All

- Made technology, training and cost accessible to all – equitable between big and small agencies

Technology is Secondary

- When designing a system, the technology is secondary to the process of developing shared measures

Moving Beyond Privacy Concerns

- Privacy concerns seemed to mask agency worry over scrutiny



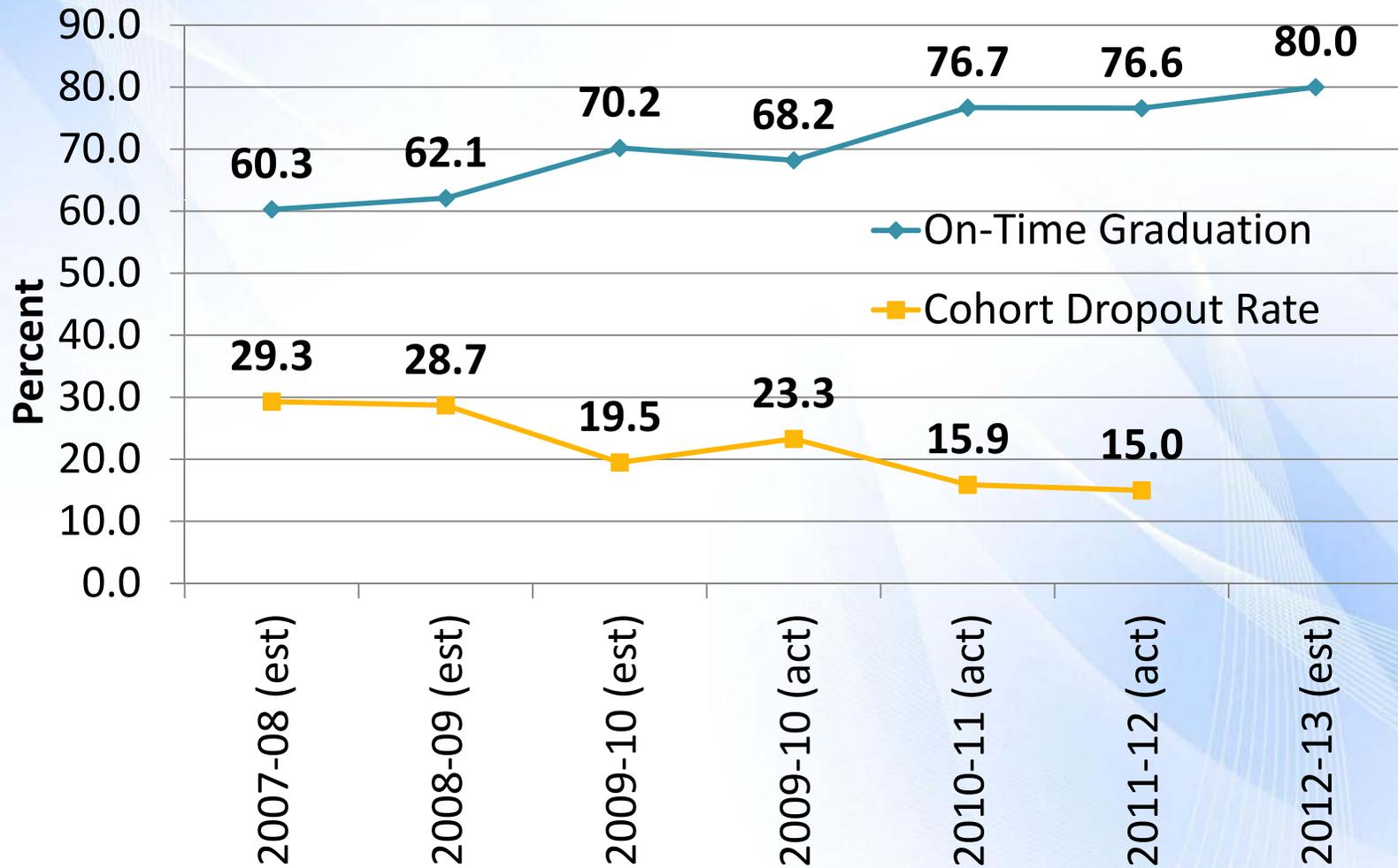
- Welcome
- About Us
- Our Process
- Current Priorities
- Educational Attainment
- Youth Indicators**
- How to Get Involved
- Links
- In the News
- Compare

Youth Indicators

Spokane is facing a dropout crisis that threatens our youth and our community. Dropouts are more likely to be unemployed, live in poverty, and receive public assistance. In a knowledge economy, education is the primary means of producing goods and services, consequently incomes, and ultimately wealth. These indicators may best predict academic failure. They were chosen by community leaders through a process of review and comparison of four data sets. Those identified as common, or as particularly important or informative, were selected.

I.1 Public High School Four-Year Graduation	I.7 Students Feeling Safe at School	I.13 Home Environment
I.2 Public HS Continuation Rates	I.8 Students Feeling Unsafe at School	I.14 Low Family Guidance
I.3 Drop Out Rate	I.9 Unexcused Absence Rate	I.15 Self-Reported Arrest Rate
I.4 Maternal Education	I.10 Petitions Filed for Truancy	I.16 Students Meeting State Reading Standards
I.5 Interschool Mobility	I.11 Share of Students Who Hate School	I.17 Students Meeting State Math Standards
I.6 Students At Risk for Academic Failure	I.12 Mental Health and Substance Use	I.18 College Bound Scholarship





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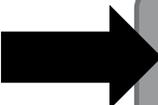
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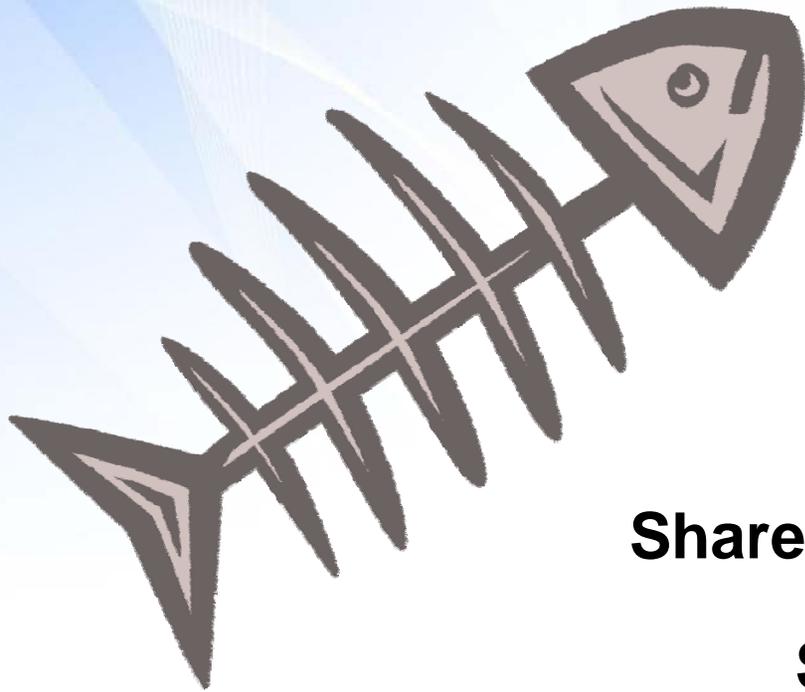
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Types of Backbone Organizations



Funder-based

New non-profits

Existing non-profits

Government

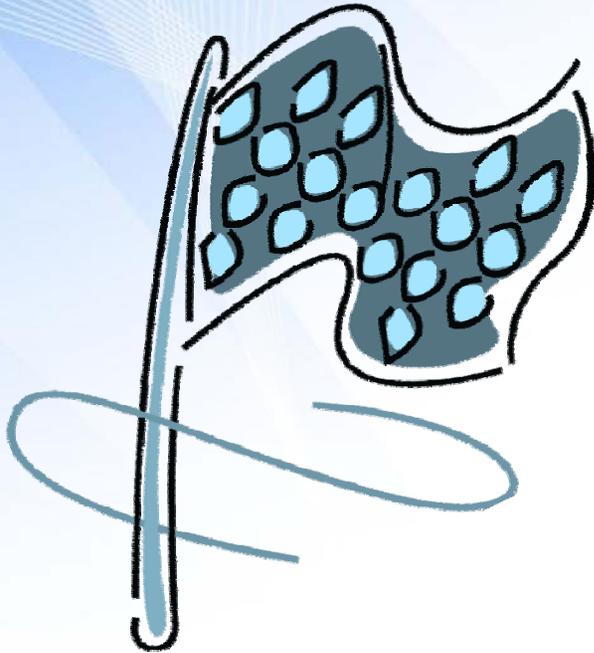
Shared across multiple organizations

Steering committee driven

Backbone Organizations Performs 6 Essential Functions

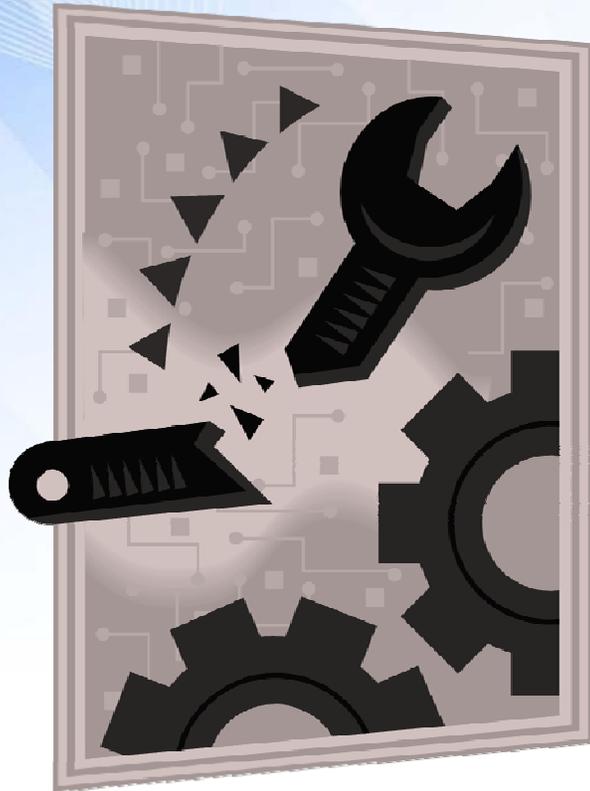


Effective Backbone Organizations



Visionary
Results-Oriented or “Pushy”
Collaborative, Relationship Builder
Focused, but Adaptive
Strong Communicator
Politically Savvy
Servant-Leader

Contextual Nuances



When organization was selected

Capacity of organization

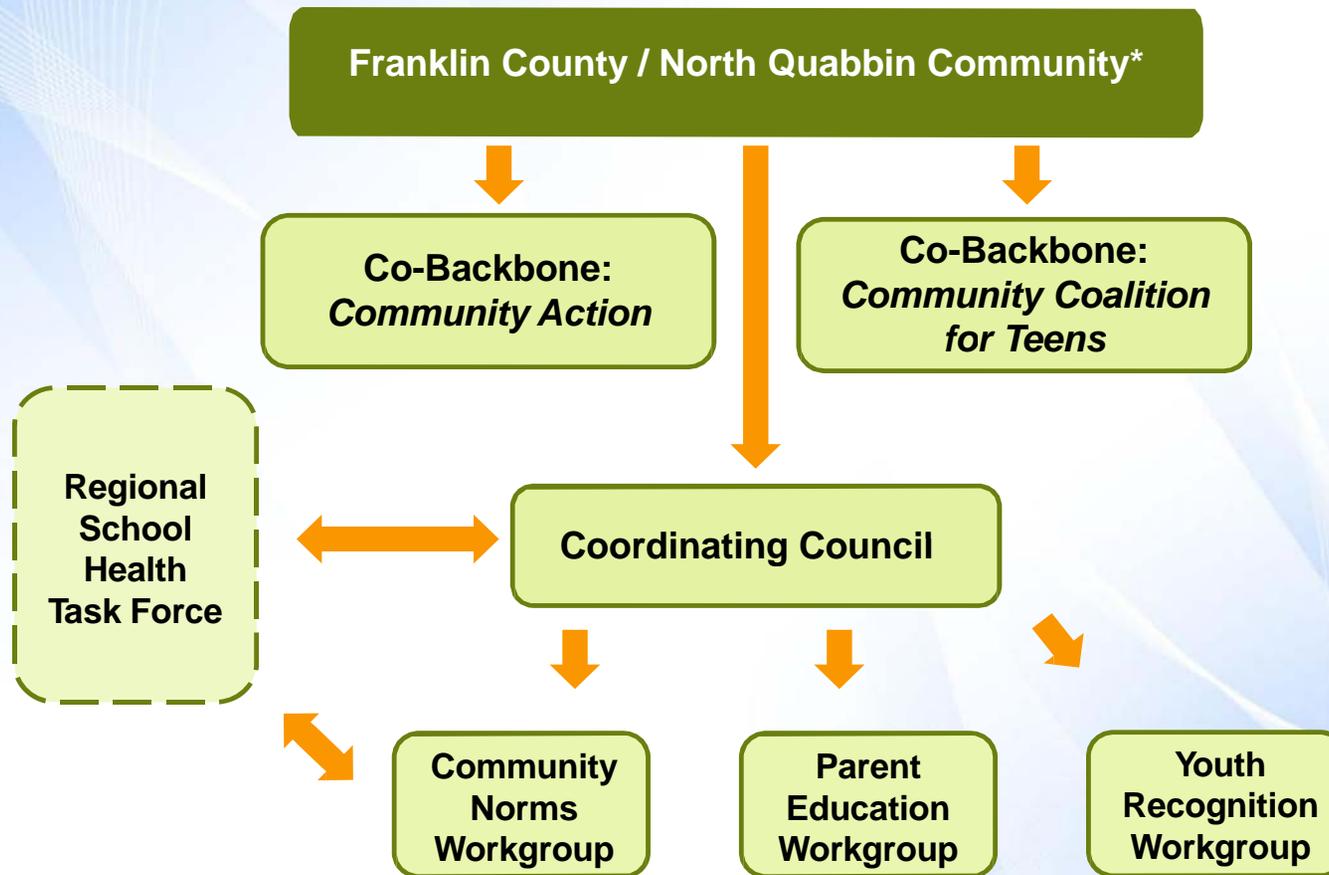
Geographic reach and scope

Structural constraints

Sectors and Leadership

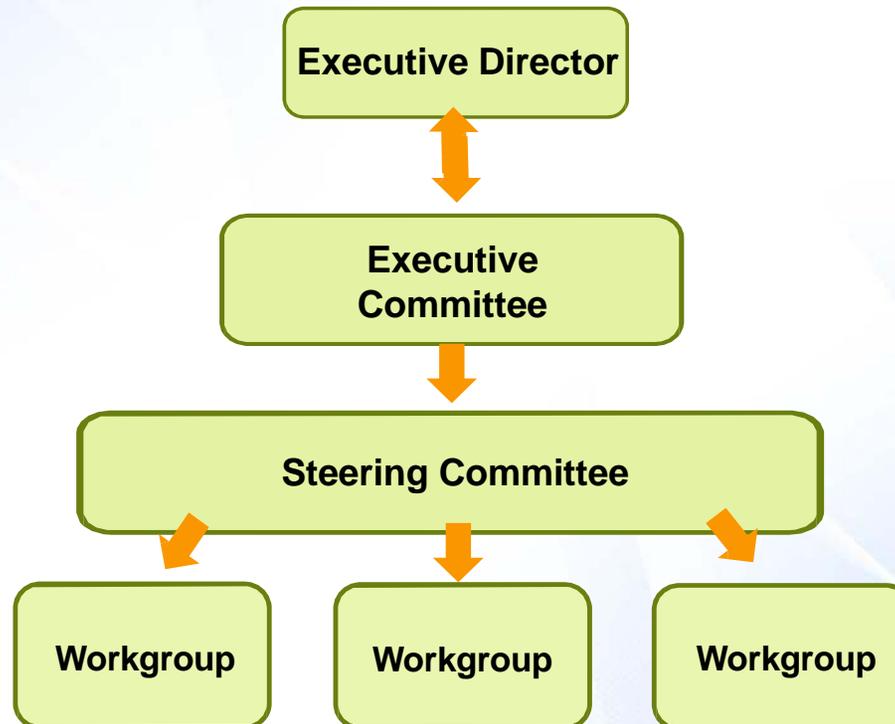
- Government
 - Non-profits
 - Philanthropy
 - Civic
 - Business
 - Community
 - Faith-based
 - Grantors
 - Other
- **Control** over resources and strategies to move the work
 - **Influence** in the community or resources and decision-makers
 - **Expertise** in a certain area, e.g. Education
 - **Action** – willing to dedicate time and resources to the partnership

“Communities That Care” Coalition: Co-Backbone Organizations, Coordinating Council and Working Groups



Workgroups and Coordinating Council meet monthly while the full coalition (workgroups, coordinating council, and community) meets twice annually

Priority Spokane



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COMMON AGENDA: Increase Graduation Rates

Shared Measurement: Community Dashboard

Middle School Success!

A
Attendance

B
Behaviors

C
Course Completion

Mutually Reinforcing Activities

Community

- Businesses
- Non-Profits
- Juvenile Justice
- Faith-Based
- Government
- Youth Development
- Other

Families

- Parents
- Guardians
- Youth
- Support Network
- Other

Schools

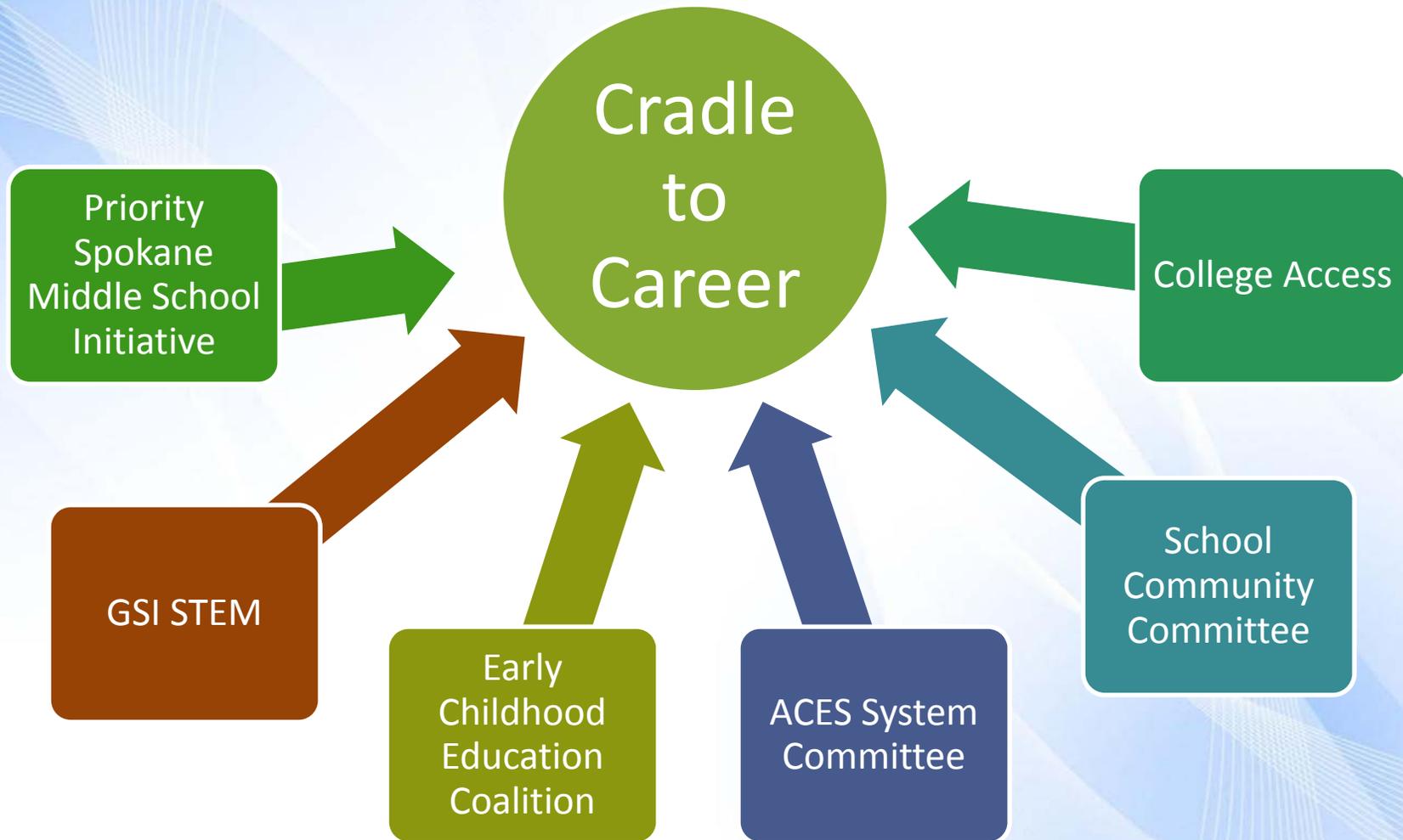
- Early Warning System
- Academic Support
- Social Support
- Extended Learning Opportunities
- Professional Development
- Volunteer Engagement
- Other

90% GOAL



- Early Warning System
- Attendance boards
- Mentoring
- Trauma education
- Social campaign
- Alignment between community and school programs (data sharing)

Collective Impact Model for Education



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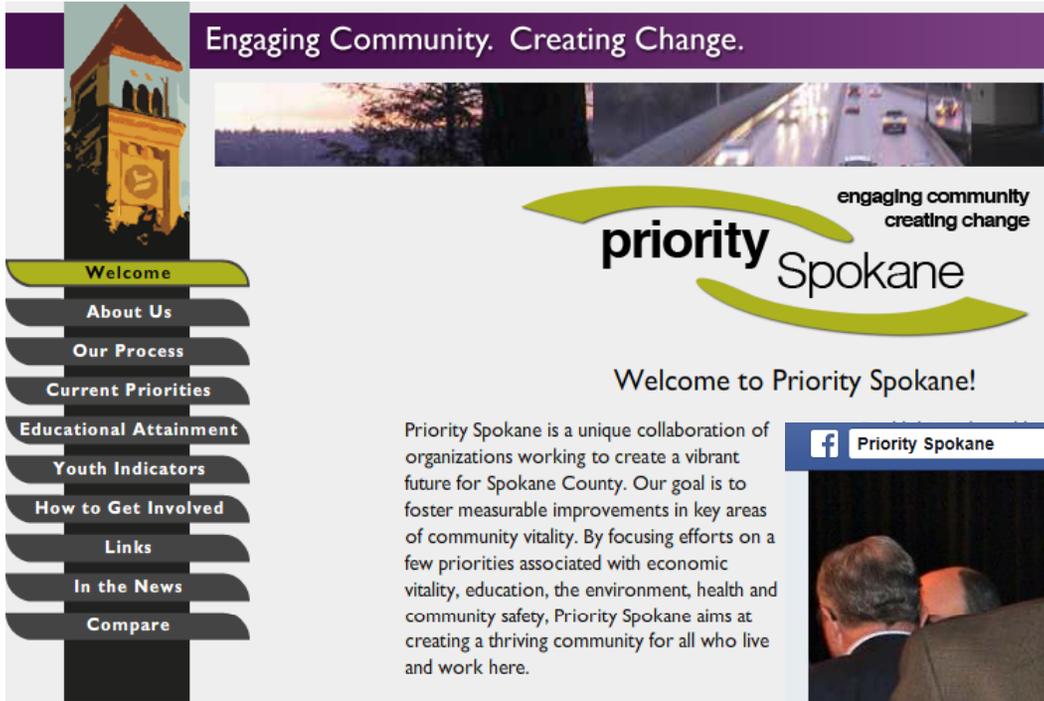
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Priority Spokane 2010



Engaging Community. Creating Change.

engaging community
creating change

priority Spokane

Welcome to Priority Spokane!

Priority Spokane is a unique collaboration of organizations working to create a vibrant future for Spokane County. Our goal is to foster measurable improvements in key areas of community vitality. By focusing efforts on a few priorities associated with economic vitality, education, the environment, health and community safety, Priority Spokane aims at creating a thriving community for all who live and work here.

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Taskforce meetings
Newsletter

Annual community assemblies



Priority Spokane

62 likes · 1 talking about this · 0 were here

Priority Spokane

▼ Liked ★ Review Message

Monthly steering committee meetings
Monthly executive team meetings
Meeting minutes
Executive Director's role
Subcommittee meetings and reports
Individual meetings

Branding and marketing
Media articles

Project management tools and reports

Phases of Collective Impact

Components for Success	PHASE I Initiate Action	PHASE II Organize for Impact	PHASE III Sustain Action and Impact
Governance and Infrastructure	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Map the landscape and use data to make a case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track and report progress (process to learn and improve)



Key Factors

Top leadership involved

Funders coordinated and resources pooled

Data driven

Time spent on communication

Strong relationship with working organizations

Commitment to effort



Questions?