

**Collective Impact Basics Transcript [Verbatim]  
 Washington State Department of Health  
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Slide	Speaker	Transcript
Not numbered	Sue Grinnell	...of collective impact. And what the necessary conditions of development of that are. We are lucky to have some real time examples that have some real time health examples. We are hopefully are going to have time for any questions, comments, and considerations.
Not numbered	Sue Grinnell	I am very excited today that we have that we have two co-presenters. Fay Hanleybrown is the Managing Director of the Seattle office and Adeeb Mahmud is the Director of the Washington DC office. FSG actually has six sites, so this is technology at its finest, we hope.
Not numbered	Sue Grinnell	Any myself and Greg Williamson from the Office of Superintendent of Public Instruction are co-sponsoring this. Unfortunately, Greg is out very ill with the influenza today so I think Sara from OSPI is on representing OSPI.
Not numbered	Sue Grinnell	So thank you very much for taking the time today to join us. We do value your input. We will have a survey that is going to come out on Thursday and we will be post that and make that available and hopefully you will provide comments. Actually, It looks like someone is telling me that today that survey will be out. So with that, I am going to pass this off to our two presenters.
FSG Slide 1	Fay HanleyBrown	Great. Thank you very much Sue. This is Fay Hanleybrown from FGS and my colleague Adeeb Mahmud is also on the line. We are just delighted to be joining you today. And thank you to the Washington Department of Health and OSPI for sponsoring this webinar.  As I said, Adeeb and I are very excited to be joining with all of you today. I know that we have dozens of participants from all across the state on the line today and we are really here to talk about Collective Impact.
Slide 2	Fay HanleyBrown	Adeeb, if you could go to the next slide. A quick overview of FSG: We are a non-profit research and consulting firm. We were founded just over a decade ago. And we really work very intentionally across

		<p>sector.</p> <p>We work with funders, operating organizations, non-profits, and government entities really around globe on a whole variety of social issues. From education to health to economic development to the environment. And really, what we do is we focus very much on working with our clients and researching in the field to understand how to better solve social problems. And this is really what led us to the idea and practice of collective impact which really at its heart is about how multiple organizations can come together to solve social problems at scale.</p>
Slide 3	Fay HanleyBrown	<p>So one of the best ways we have found to approach this conversation about Collective Impact is to talk about different types of problems.</p> <p>And there are really three basic types of problems.</p> <p>This first is a simple problem; so take baking a cake for example. If you have recipe, you can use that recipe again and again and pretty consistently get the same result every time. That is a simple type of problem. Something that has a very clear solution to it.</p> <p>Another type of problem is the complicated problem. Ah, so sending a rocket to the moon is a great example of a complicated problem. It takes high levels of expertise and training. But at the end of the day there is a technical solution to that problem. And once you figure out how to do it you can repeat the same solution with the expectation of success. There is a high probability that if you do the same thing over and over again that you are going to get the same result. So there is really a technical solution to that type of problem.</p> <p>But the third type of problem that we find really is the type of problem that most of us encounter in our everyday lives and certainly in our work is a complex problem. And so here you take the example of educating a child. And I think as we have found in the social sector, there really are no recipes for success for complex problems.</p> <p>There are many outside factors that are at work, that influence the issue at hand, and even if you have something that works in one place, it is not necessarily going to work in exactly the same way in another. And certainly, if you take educating a young child, that is very clear.</p>

		<p>So when we are talking about Collective Impact, really what we are talking about is how to approach complex problems where there are no clear recipes for success and there are multiple forces at work.</p>
Slide 4		<p>And so as we talk about Collective Impact and how it differs from other approaches, I think it is worth reflecting for a moment on the fact that the traditional ways that we have of approaching social problems don't seem to be working very well.</p> <p>So we have lived roughly the same paradigm for the last 50 years and it goes something like this:</p> <p>You pilot something to see if it works. You prove that it works. And then you replicate it or you scale it up.</p> <p>So: Pilot, prove, replicate. Pilot, prove, replicate. That has been very much the paradigm for social change that we have all been focused on. But the issues that we found with that in many cases, is that approach doesn't work because there are a number of underlying assumptions that need to hold in order for this to work.</p> <p>So it assumes that funding will be there to scale up something new. It assumes that what works in one place will work in another place in much the same way. And as we all know in working in multiple communities even in our own state, we know that that is not true. And it also assumes that the answer comes from the outside. And as we know often that is not what works in communities. It assumes that leadership can be replicated. And for those that have seem attempts at replicating the Harlem Children's Zone, it is very difficult to do that without a Jeffrey Canada at the helm.</p> <p>So for many reasons, this approach does not work and it actually creates a very difficult paradigm in that it puts funders in the position of having to pick winners, and non-profits in the position of having to compete with each other for scarce funding rather than collaborating together around solving the same problem.</p> <p>So as we look out in the social sector there are many constraints to social success. Resources are scarce. There is often a lack of political will. There is often a lack of human capital or talent. These are all significant challenges to be sure.</p> <p>But we would posit that the single largest obstacle to social impact is in fact none of these. It is</p>

		<p>something we call isolated impact where each organization has their own theory of change and solution for how to solve social problems. And they are pursuing those in isolation from all the others that are also working on solving those problems.</p> <p>Now of course there are many wonderful organizations out there that are working hard every day to solve problems and that is critical. As we know, we must have strong organizations to address social change. But what we found is that strong organizations are necessary but not sufficient for social change. And in fact, what we find is that too many organizations are out there working in the same geography, on the same issue, without connecting with each other. In fact, in one example, we found in a northeast of about 85,000 where there are 280 youth development organizations but the vast majority of these have no or limited contact with the other 279 organizations that are working on the same issue. And in some cases, serving the same kids.</p>
Slide 5		<p>So really what we would propose is a different approach. What we are talking about is Collective Impact and essentially, under Collective Impact, all the organizations are working towards the same goal, trying to solve the same problem. They are measuring the same thing. You are seeing organizations actively working across sectors, so not just the non-profit sector and foundations, but government and businesses must be at the table and they are actively coordinating their actions with one another.</p> <p>This is not just collaboration; this is something much more focused. And it is not just partnership. It is much more rigorous than that.</p>
Slide 6		<p>Just what do we mean by Collective Impact? As we have done our work over the past decade and worked with numerous multi-party groups that are trying to solve problems, and also as we have really researched the cross sector collaborations that seem to have been able to make positive, consistent, large scale change and progress over multiple years, what we have found is these efforts all seem to have five things in common.</p> <p>Five elements or components, really almost rules for interaction that allow these cross-sector collaboratives to be successful.</p> <p>And those five...the first one is a common agenda. And what we mean by that is that the stakeholders that are working on a problem really have a joint understanding of what the problem is and agree to work on it together. This is actually much more difficult to get to than you might think to be successful.</p>

		<p>The second key element that we have found is shared measurement. And by this, we mean really a very targeted, very small set of measures that all the stakeholders agree to look at together and measure in a consistent way over time. And what that allows you to do is to create mutual accountability among all that are working on the problem, but it also allows you to learn as you go, to really understand what seems to be working and what isn't working and allows the group to course correct over time to ensure that those shared measures are moving in the right direction.</p> <p>And often as you look at collaboration across the field, shared measurement is often missing. So it is a critical component that we see is important with Collective Impact. So, common agenda and shared measurement.</p> <p>The third element is mutually reinforcing activities. What we mean by this is that all the stakeholders that are working on the problem are not doing the same thing. In fact, the importance of Collective Impact is that all the different stakeholders are bringing their own strengths to the table. But what is important is that they are aware of what other organizations are doing and are craftily coordinating with them so that you are avoiding duplication of services and you are really allowing organizations to build upon one another. And again, work with each other to solve the problem together.</p> <p>The fourth element that we have found that is critical to collective impact is continuous communication and this is something that we have found to be very important. So not only do you need a common agenda and clear measures that everyone agrees to track against but you also need a vehicle or structure that allows the leaders of this work to regularly be in communication with one another. And this allows for that learning about what is working and what isn't working. But it also fundamentally allows for building trust among the stakeholders which is really critical for proactively problem solving with each other.</p> <p>So, common agenda, shared measurement, mutually reinforcing activities, continuous communication.</p> <p>The fifth and certainly last but not least component of success that we have found for Collective Impact is Backbone Support. And by Backbone support, we mean dedicated capacity. This can be a single organization or in some cases, multiple organizations, but capacity that is dedicated to holding the whole effort together, keeping all the stakeholder focused on the common agenda, really being able to measure and synthesize the data that is being created through the shared measures, connecting the dots between the various stakeholders that are working on a problem. But really having a backbone capacity in place to</p>
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		<p>help the whole effort move forward is really important and again is something we often see is missing from typical collaboration in the social sector.</p>
Slide 7	Fay Hanleybrown	<p>So as you reflect on these five components you may be thinking, "These are good but they are not necessarily new". And you are right. In fact we have found that there are many collaborations with have several of these elements that have been going on for decades. So while it is important to acknowledge that these elements are clear, there are very few of these collaborative that are firing on all five of these cylinders. And what we have found is that having all five in place really does help to get to that large-scale social impact.</p> <p>The good news is that we have found that there are many efforts out there that really do reflect collective impact and we are seeing these across all sectors. So as you can see on this slide we have found examples in education, in healthcare, in homeless, youth development, economic development, the environment.</p> <p>Just to call out a couple of examples, STRIVE is a great example in the education space. This is a cradle-to-college in career collective impact that is taking place in Cincinnati and northern Kentucky. And it involves more than 300 organizations: school districts, higher ed, non-profits, funders. And they have really been able to come together around improving educational outcomes across that cradle-to-career spectrum.</p> <p>And they track 34 indicators which include kindergarten readiness, 3<sup>rd</sup> grade reading, all the way through to post-secondary success. And in the 5 years since that effort has been under way, they are now seeing 81% of those 34 indicators moving in the right direction. And every year you see a higher percentage of those indicators moving positively. And again, definitely better performance if you look at other regions nearby or the state or nation as a whole.</p> <p>Another great example is in workforce development. Opportunity Chicago, which is collaboration among government, business, non-profits, the community college system, was able to place more than 6,000 public housing residents in new jobs and this during one of the biggest economic downturns that we have seen in recent years.</p>

		Franklin County, in Massachusetts, back in 2002, had the highest youth substance abuse rate in the entire state; it is a very rural county and they came together to really form a collective impact effort called Communities that Care. This included human services agencies, district attorney's office, the police, schools, local businesses, non-profits. And in eight years, they were able to bring down youth binge drinking by 46%; to lower youth smoking rates by 44%; and to reduce youth marijuana use by 28%; so really dramatic results in a very rural community.
Slide 7	Fay Hanleybrown	But we thought it would be useful to go into one example in a bit more detail just to give you a sense of how these efforts get underway and how they are structured. And the example that we want to talk about today is in Somerville Massachusetts, which is really quite a diverse town, both socio-economically and racially of about 80,000 people. It is located just outside of Boston and Cambridge for those of you that are familiar with it.
Slide 8	Fay Hanleybrown	And in 2003, there was really a big problem around childhood obesity in Somerville that they found that 46% of kids were overweight or obese in this town. And despite the fact that there had been many, many, efforts in the schools and in the city around childhood obesity, none had been successful and it was really a lingering problem. And the community came together and came to the realization that childhood obesity has many, many causes, and many solutions and no single intervention alone was enough to solve this problem. And what they really needed was a cross-sector, collective impact approach to address childhood obesity in their community.
Slide 9	Fay Hanleybrown	<p>So what they did was they really worked together to establish a common agenda and they included a broad range of stakeholders. This includes schools, families, government, businesses, community groups. And their initial goals that they set out for the community were two-fold: one was to create opportunities for children to expend additional kilocalories. In fact, they set a goal of 125 kilo-calories per day over their baseline, which involved both more physical and healthier eating. And they also set out to create a goal around sustainable infrastructure that encourages physical activity and healthy eating in Somerville.</p> <p>They were able to bring all the stakeholders together around these very clear and measurable goals. And the initial structure that was set up was a three-year pilot. The real champions behind this work were Christine Economos who is a professor at the Tufts School of Nutrition, Science, and Policy. And she, along with other key leaders, including the Mayor, really created a steering committee that allowed the community to come together on multiple dimensions to really address these two goals. They had an initial 3-year research trial, which was funded by the CDC and the Robert Wood Johnson Foundation.</p>

		And that has evolved, following that 3-year trial, to what is now a 30-member steering committee which includes again, all the sectors: mayor, city departments, the schools, community-based organizations, and a dedicated capacity that sits within city government that includes 3 FTEs: a planner, a coordinator, and a director.
Slide 10		So to give you a sense of what has happened in Somerville, really they were able to create multiple mutually reinforcing activities. It is a multi-pronged approach that includes before, during, and after school, and also, really gets at childhood obesity both in the home and in the community. Schools agreed to offer healthier foods, and to teach nutrition and promote physical activity, including yoga and enhanced recess. Local restaurants were involved; they now receive a certification if they serve low-fat and high nutritional food. The city organized a farmer's market and provided healthy lifestyle incentives including reduced price gym memberships for city employees. The whole city was modified including sidewalks, and crosswalks were repainted to encourage more children to walk to school and whole neighborhoods were organized to encourage this to happen. There was also a lot of local media coverage and real support across the entire community. As you can see a significant amount of effort across the entire community among multiple stakeholders.
Slide 11	Fay Hanleybrown	<p>And the result following the 3-year pilot was a statistically significant decrease in body mass index (BMI) among the community's young children during that 3-year pilot. From 2002 through 2005, they saw a 15% drop in BMI among 8 year-olds and that was against a control group as part of the Tufts study.</p> <p>The results of the pilot really allowed for additional grants, and further funding. It allowed Somerville to continue and expand. It really is a full community effort and they are continuing to make great strides. It is a wonderful example of what a community-wide effort looks like on the ground.</p> <p>So with that I am going to turn it over to Adeeb to talk about some of the implications of this work and also to touch on the critical role of the backbone organization and some of the roles that they play.</p> <p>Adeeb...</p>
Slide 12	Adeeb Mahmud	<p>Great. Thank you Fay. And thanks to everyone who joined the call this afternoon for your time. I saw that there were about 73 people signed up and we are excited to be speaking with you and that you are finding the call helpful so far.</p> <p>Again, my name is Adeeb Mahmud and I am the Director at FSG based out of our Washington DC office</p>

	<p>and I want to spend the next few minutes talking with you about some of the practical implications of launching CI or collective impact efforts.</p> <p>How do we know if a community is ready for collective impact? And if they are, how do we get started? I'm sure some of you are wondering that as well. What we have found is that there really needs to be a paradigm shift in the field, so for organizations that are committed to moving from isolated impact to collective impact, what Fay talked about a few slides earlier, these organizations will need to take a pretty big mindset shift in how they approach their work and we see this mindset shift happening across three critical areas that I want to touch upon.</p> <p>The first has to do with how organizations think about problem solving and the distinction between adaptive versus technical problem solving. For decades, we have tried to pursue technical solutions to these complex problems; solving the achievement gap, trying to get access to rural population to healthcare or financing.</p> <p>In reality, there is no single recipe for trying to address these complex problems. They require many actors and a lot of flexibility; there are many moving parts. And so the trend that we see in wanting to seize the opportunity for collective impact is move from technical to adaptive solutions. What does that mean?</p> <p>It means that in reality, you see things like facilitation that leads to common agenda building, and common strategies. You develop mapping tools that help stakeholders understand "Hey, where are the overlaps in the work that we are doing?" This also allows you to see where the gaps are; what are the information flows within our system, among our organizations that are working on this issue. It allows you to accelerate the coordination of activities, and it allows for the creation of data systems that enable the collection and sharing of information across organizations. So that really is the first change.</p> <p>A second is understanding is that solving social problems should not be about funding the best organizations. It should be about supporting the best solutions. Certainly, the work is carried out by organizations, but the focus should be upon what is the right solution that is needed. And then what combination of organizations can help us get to the solutions.</p> <p>So for funders, for example, this means moving beyond supporting individual grantees who will often</p>
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		<p>compete to produce results, to supporting a range of players across sectors who are aligned to address the challenge with the solution that is being identified. It is moving from what we like to think about “from silver bullets to silver buckshot”.</p> <p>And then lastly, collective impact requires us to think about developing new incentives to allow organizations to shift from being competitors with each other to work collaboratively. If you think about it, in many cases, many organizations working on the same issue in a given geography are competing for the same pool of funds and as a result, when it comes to developing their programs, their marketing of those programs, their fundraising, taking credit for who has done what, organizations also end up competing with each other. Now there is nothing wrong in taking credit obviously, but because collective impact is focused on driving solutions, rather than promoting individual organizations, it requires this mindset shift where organizations are taking credit collectively where progress is made. The example of STRIVE and all of the 300 organizations involved in that, jointly taking ownership, and feeling proud of their movement along the 34 indicators as opposed to any one, two, or five of them trying to take credit individually for the work.</p> <p>So again, as you can see, these are not small changes. These are big, that often require process changes, changes in the way we think about the work, and have done the work for the last several decades, but we do think that these are critical mindset shifts that need to happen for us to all move towards this model of collective impact.</p>
Slide 13	Adeeb Mahmud	<p>You might be thinking, “How do you tell when a community or challenge is right for collective impact?” and I will spend a few minutes talking about that, but I did want to mention that not all problems or social challenges or communities may be right for collective impact. As excited as we are about this concept, in helping to launch these and learning about these, and writing about this, we don’t claim that collective impact is a fit for every situation or that every situation demands a collective impact solution. But many do.</p> <p>And when we think about social challenge or community and think about, “How do we really know if this community is ready for collective impact?” we think about three conditions or three criteria for the launch of a collective impact effort.</p> <p>The first really is called an “Urgency for Change”.</p>

		<ul style="list-style-type: none"><li>• Has there been a change in the external environment?</li><li>• Is there now a new window of opportunity for making action?</li><li>• Is there frustration with efforts that have been undertaken but have not had the impact that the stakeholders would like?</li><li>• Does it feel like we are in a crisis situation?</li></ul> <p>The second is whether there is an influential champion?</p> <ul style="list-style-type: none"><li>• Is there an organization or core group of champions who are respected, are credible, and have the relationships to bring together the initial set of organizations around the table. Does that exist in the community?</li></ul> <p>And the last condition is financial resources. This is not just money, although that is important. Are there people who are ready to devote their time, or other types of resources whether it is data or existing toolkits, that could be devoted toward the launch of the collective impact effort. Certainly, cash is an important component of this as well. At least one anchor funder or core funder who is ready to support this.</p> <p>So I will share a quick example of this just to make this more real. This is a project that I am leading, working with a number of my colleagues at FSG, in the state of Minnesota where FSG has been brought in to launch a collective impact effort focused on addressing diabetes across the state of Minnesota.</p> <p>The FSG team has been working there now for about the last eight months but when we first visited Minnesota and this group of stakeholders almost a year ago at this point, we asked them these three questions:</p> <ul style="list-style-type: none"><li>• Is there an urgency for change?</li><li>• Do we have influential champions?</li><li>• Are there financial resources in place?</li></ul> <p>And we had a discussion with this group of stakeholders from across the state that the Minnesota Department of Health, MDH, had brought together. And it was this group that actually had read the collective impact article and asked us to come in and talk about CI.</p> <p>And we went through these conditions with them and in talking with this group of stakeholders, it became</p>
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		<p>clear that while Minnesota was making solid progress on diabetes and obesity, doing better, frankly, than many other states, the progress wasn't quick enough, wasn't fast enough. The human cost and financial cost was becoming unsustainable. Disparities in terms of minorities and rural populations was a big challenge, continues to be a big challenge in Minnesota, and previous efforts had not really achieved what the stakeholders wanted. So they certainly met the first condition.</p> <p>There were a few champions of this work; the department of health as I mentioned, the Mayo Clinic, and the University of Minnesota were several of these core champions that were really excited to launch this collective impact effort. And these players, through their work, their expertise, and their credibility, were able to bring together others around the table to launch this effort. And today, the collective impact initiative that has been working for the last eight months, includes more than 30 organizations across the state that includes many of the state's insurance companies, the American Diabetes Association, the CDC, the Y, and a number of local non-profits.</p> <p>And finally, there was funding available. Funding that was made available through the MDH and the CDC, we were able to help launch this effort. Again today, we have expanded that and currently have seven funders, including the MDH, who are jointly contributing to funding this initiative.</p> <p>So hopefully, this gives you a sense of the efforts and conditions that were necessary to launch this initiative. I'm happy to answer more conditions about this specific project at the end of our call.</p>
Slide 14	Adeeb	<p>I want to spend a couple of minutes talking about the backbone organization. This is really a critical success factor for collective impact efforts. If you think back to the five conditions we mentioned at the top of the call that needed to successfully launch and maintain collective impact efforts, I think you will find that many collaborations and partnerships around the world and the country have several of those efforts.</p> <p>Perhaps the one that is the most difficult or rarest is this idea of having a backbone organization; having people who day in, day out, when they wake up, are thinking about, "How do we move this effort forward; who else do we need in this effort; are we collecting the data that we need; where can we get funding?"</p> <p>And you really need that dedicated support, because otherwise, the best of efforts and intentions and partnerships, the energy will fizzle away in four months or six months. And I won't go through all of the</p>

		<p>bullets here but there are a few critical elements that we think are necessary for successful backbone organizations.</p> <p>Starting with this credibility-having a perception of being neutral; doesn't mean that the backbone won't have a point of view but they need to be open to bringing in diverse stakeholders often with differing viewpoints; it could those who don't work with each other all the time; being able to serve as that neutral convener role, and then having this dedicated staff that I mentioned is a critical function.</p>
Slide 15	Adeeb	<p>Let's look in a little more detail on the activities that are typical of a backbone. The common agenda that Fay mentioned, really, it is a living document to continue to guide the vision and strategy for the entire effort using that common agenda and refining that is very critical; providing guidance to the entire effort.</p> <p>In terms of aligning activities, thinking about who the different players are. In Minnesota, for example, we have now created four work groups. In addition, there is the planning group, or steering committee, that oversees the work. So it requires a lot of planning and coordination to bring them together and in-person meetings, and the workgroup meetings themselves and phone calls, and making sure things are running smoothly, and according to a timeline.</p> <p>The data collection which is really critical. What are the indicators that a collective impact initiative holds itself accountable to, both jointly and that an individual organization can contribute to. How do you make sure that the data is collected and reported in a concise format that is digestible.</p> <p>Public will and engaging with community is a critical component. These are the ultimate beneficiaries. How do we make sure that it is not just institutions that are sitting around a table; really engaging the ultimate beneficiaries. When to do that and what forum to do that? This is something that the backbone takes the leadership on.</p> <p>And then, working on public policy and fundraising are a couple of other critical issues. It is important to mention here that the way a backbone is structured can be quite varied, so you could think of a number of ways to launch a backbone. In the case of ShapeUpSomerville, you heard about how the backbone fits within the existing government entity. But essentially, it is dedicated staff. Backbones can be developed by creating a new non-profit organization. You could also combine a number of different organizations to create a backbone as well. So I think there are a number of ways to structure. Each</p>

		<p>comes with their own opportunities and challenges. And as you look through this list of activities and other important points to keep in mind, is that the role that the backbone eventually ends up taking, also depends on the individual workgroups in the collective impact effort. Because in some cases, you might have a workgroup that focuses on data; you might have a workgroup that focuses on community engagement or public policy. And in that case, those responsibilities might be taken up by the workgroup and the backbone ends up being a participant and not necessarily being the leader. But the larger point is that, in terms of the vision and strategy, aligning the different players, the backbone needs to exist; it needs to play a critical role to move collective impact initiatives forward.</p>
Slide 16	Adeeb	<p>So, I'm sure many of you are wondering, "OK, this is all great; it sounds exciting; how does a community actually get started on this; what are the different phases and timelines; and what does it actually require?"</p> <p>And there is no special recipe to this. We do think that there are three phases at the highest level that a community or set of organizations needs to go through to launch a collective impact initiative.</p> <p>Phase I is about initiating action. This is where the group of organizations comes together and are really defining the problem. What are you trying to effect? And you are articulating that in what will become the common agenda document. You are also developing an understanding of the landscape. Who are the key players? What is the existing work that is underway?</p> <p>Collective Impact is not about, "Hey, let's go and create five new programs." We may need to do that, but let's find out, let's do an inventory, let's take stalk of work that is already happening. What can we do to better coordinate what is already in place to get more out of those. Gathering baseline data on the problem that needs to be addressed. And then beginning to think about community outreach and facilitating that process as well.</p> <p>Phase II is about organizing for impact. Stakeholders now begin to come together to establish common goals and shared measures. It may sound simple but it takes a while for 12 or 15 or 20 different organizations to say, "Do we all agree on the data; do we all agree that these are the top three problems? How do we articulate the issue that we are trying to address?"</p> <p>Supporting infrastructure, if the backbone does not already exist, going through the process of what the</p>

		<p>structure of the backbone might be, and how do we go through the process of developing that backbone organization. And then continuing to move forward on the shared metrics; what are the indicators; how are we going to collect that data; will we hold ourselves accountable?</p> <p>And lastly, Phase III is about sustaining the impact. The effort is now launched; the players are around the table; you've got a strategy, you've got initial data; you need to continue the momentum. Now, ideally the backbone is now in place; it is acting as that glue, if you will; to make sure that the players are coming together; that the work is moving forward according to the plan.</p> <p>Stakeholders are now engaged on the priority areas for action in a coordinated way. There is data collection happening in a systematic manner and there is a sustainable process that enables learning.</p> <p>I think the key thing to keep in mind is the process that is critical to set up a collective impact initiative also needs to be flexible. It needs to be flexible because there are often issues that arise that we won't know day one or in month three and we will have to be organized in a way that relies on the process but be fluid enough to address that issue at a workgroup if needed, do an additional town hall meeting if needed, go back and change the common agenda document because new data has emerged. Those are all different ways that the effort needs to be flexible enough.</p> <p>In our experience, we have found that having this general guideline in mind is helpful in terms of thinking about how the effort is launched. It will take anywhere from six months to two years to go through Phase I and Phase II and that will vary on the context; it will vary on how large of a problem we are trying to address. Is this statewide; is this larger than that; is it just within a town?</p> <p>The degree of community engagement that is needed, the number of players that need to come to the table. Those will all determine the exact timeline process that a community will go through.</p> <p>So this is meant to be a guide; this is not set in stone or static but we thought that this would be helpful as we end our presentation portion of this to give you all a sense of the activities over time that is needed to launch a collective impact effort.</p> <p>So I am going to pause there. I know that there have been some questions that have been coming in so I am going to hand it back over to Fay so that we can have some discussion from the questions that have been coming in.</p>
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Slide 16	Fay Hanleybrown	<p>Great. Thanks so much Adeeb, and I would encourage you to feel free to type them in to the chat box there. We would love to be able to address as many questions as we can.</p> <p>And during the presentation, I know we had a couple of great questions come in from participants.</p> <p>One question was specifically around the ShapeUpSomerville example: How did they establish a control group given that it was a community-wide collective impact effort?</p> <p>And it's a great question because it goes right back to some of the phasing of this work that Adeeb was just speaking too. And in the case of ShapeUpSomerville, the pilot that took three years was very much a phased process, not unlike the phases that you see on Slide 16.</p> <p>So, in the first year of the effort, the focus was very much on data collection and there was a lot of work spent on focus groups. So bringing together different groups from around the community, really understanding what the issues were around childhood obesity, what the drivers were, who the players were; what folks felt were part of the solution. So a lot of community engagement happened in that first year. And major identification of champions and leaders needed to be around the table on this issue. In the second year, they had a much better sense for their goals; what they were trying to achieve around childhood obesity. The second year was very much focused on designing the pilot. They felt, in this case, in order to get to community wide effort, that it would be helpful to do a pilot and actually show that they could make some progress. Remember that Tufts University was a major player in this throughout, so they were able to bring a lot of research and analysis skills to the table for this effort. And so, the second year was very much focused on designing the pilot and reaching out to the community to see which of the stakeholders were really interested in this from the beginning. They had several schools and restaurants that signed up for the pilot, and it was those schools that signed up as part of the pilot and allowed them to have a control group as well for schools that were not signed up and not part of that initial phase.</p> <p>And the pilot, just to be specific, was really for first through third graders. And the pilot itself lasted about a year; so the data that you are seeing on that slide (XX) in terms of 15% body mass index. Really, the majority of that happened over the course of a single year which was very impressive results, and really did lead to more funding and grant support around this.</p>
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Slide 16	Adeeb Muhmad	<p>Fay, there is another question that I saw come in. It was asking: Can this process be applied to a sector or industry. For example, rural hospitals verses a community.</p> <p>I can say a few words about that, then I will let you jump in. The way we have seen collective impact efforts play out and the way that we think about it, the essence of collective impact really is cross-sectorial, so it could be a community or a specific social challenge that a group of organizations are trying to address. It could be spread out.</p> <p>We worked on one project that was focused on marine fisheries with the Packard Foundation. The grantees of the foundation were all over but they were trying to address the specific challenges of marine fisheries.</p> <p>If there is a specific challenge that has been identified, I could see a group of organizations trying to take that on. My hypothesis would be that if it is just a number of rural hospitals, they would probably soon realize that another sector, not just additional hospitals, but another group of players, would need to be brought in to really address the problem in a comprehensive way. So then it begins to feel like a collective impact, where you have multiple sectors involved, not just one industry.</p>
Slide 16	Fay Hanleybrown	<p>Yes, I would agree. Really the key to success with collective impact is that it is cross-sector; in fact that is really part of the definition.</p> <p>You could certainly see it on rural healthcare where rural hospitals are critical players where other folks are working in that setting. Typically, we would be looking for that cross-sector engagement and we have found that is where you get to that large scale change.</p> <p>We have just had another question here about the rates among groups that often bear the burden of poor health outcomes; racial minorities, low income, that kind of thing. Certainly in ShapeUpSomerville, as I mentioned earlier, is a very diverse community, both racially and economically, and that was, and is a major focus of that work; ensuring that the kids that are more typically are obese and come from lower income backgrounds are benefiting from the work; that it is not actually widening the gap.</p>

		<p>I don't have the data in front of me but I know that a major emphasis from the pilot was ensuring that the kids that were in the pilot were representative of the community as a whole and you were seeing progress in terms of body mass index BMI reduction, specifically for low income and racial minority children, and that was the case.</p> <p>I would also say that that is something to consider when you establish your common agenda, the problem that you are trying to solve.</p> <p>A great example of that is an education effort that we at FSG have been working on for the past two years here in the state. It is actually focused on south Seattle/south King County; it is called the Roadmap Project. It is also a cradle to college and career, education reform collective impact effort. As many of you know, south Seattle/south King County, has a very high proportion of minority and immigrant children; very high proportion of low-income children as well.</p> <p>And so the goal for this roadmap project collective impact effort has been set up as two-fold. One is to double the number of kids in our region who are obtaining a post secondary degree and the second is to close the achievement gap completely by the year 2020 between the sort of higher income and lower income kids as well as the racial achievement gap. For that effort, that was a very explicit goal that was made, and is a critical part of the common agenda that all of the stakeholders are working towards. So issues of equity raise to that goal level or common agenda level and are a critical piece to be looked at through the data as well.</p>
Slide 16	Sue Grinnell	<p>Fay, I am not sure if you saw another question. Did the efforts include working with media to highlight efforts and positive outcomes?</p>
	Fay Hanleybrown	<p>Great question. In fact, we found that the media are often a critical stakeholder in all of this. Hopefully you all saw the YouTube link for ShapeUpSomerville YouTube video that was sent out ahead of the webinar. That was the result of local media and local media attention. Part of the success of Somerville was that they had a lot of local television coverage, radio coverage and news media coverage and the local media was very much a partner in helping to get the message out around ShapeUpSomerville and to reach families that might not otherwise be reached.</p> <p>We have also, at FSG, done some work with public media, so the major market media groups which are related, for those who are familiar with public broadcasting. They have been doing a lot of work about the</p>

		<p>role of media in local communities, and in particular, around collective impact. So the role that media has to play as one of many stakeholders to creating change. But we have seen a tremendous impact in being able to get local media engaged in some of these efforts.</p> <p>Great. I know we are at the top of the hour. Thank you for the fantastic questions. It is very exciting to reach all of you across the state with some of these ideas. Hopefully they are useful to you in your own work and they have some relevance when you think about your own work across the state.</p> <p>Please let us know if you have additional questions. We would love to continue the dialogue and again, we would encourage you to think about how some of these concepts might be useful to you in your own work as you go forward.</p> <p>Thank you again Sue, for inviting us.</p>
	Sue Grinnell	<p>Thank you so much. We did record this webinar. We do have the power point slides. I believe the technology allows us to capture the questions and answers and we will have to transcribe them. There were a couple of questions that you did not see, Fay and Adeeb, and I will make sure that we get those to you so we can get some answers. And then today we will be sending out the evaluation survey very soon after this.</p> <p>I do appreciate all of your time and I hope that this information was enticing and useful. Thank you very much.</p>