Exploring the Collective Impact Opportunity

October 27th, 2015
Webinar

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Your Workshop Facilitator

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Aligning knowledge and practice to build a connected force of leaders engaging in community change.

We focus on five big ideas for making significant community change.

Collective Impact  
Community Engagement  
Collaborative Leadership  
Community Development  
Evaluating Community Impact

Turning theory into practice is critical for community change. We work deeply in two practice areas to get to impact.

Collective Impact: A Definition

“A disciplined, cross-sector approach to solving complex social and environmental issues on a large scale.”

- FSG: Social Impact Consultants
**Collective Impact 3.0**

<table>
<thead>
<tr>
<th>Collective Impact 1.0</th>
<th>• Broad and diverse experimenting with “CI” approach</th>
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<tbody>
<tr>
<td>Collective Impact 2.0</td>
<td>• Shared language and framing of broad parameters &amp; emerging practices</td>
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<tr>
<td>Collective Impact 3.0</td>
<td>• Deepen the practices, capacities and ecology required</td>
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Collective Impact is...

‘Your plan’

‘Reality’

....positive and consistent progress at scale”
Having a significant and measureable impact.

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The Collaboration Spectrum

<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>
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<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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Used for Many Complex Issues

Teen Pregnancy  
Health  
Education

Homelessness  
Community Safety  
Poverty
What Type of Problem Is It?

**Simple**
Making Soup
Right "recipe" essential
Gives same results every time

**Complicated**
Sending a Rocket to the Moon
"Formulae" needed
Experience built over time and can be repeated with success

**Complex**
Raising a Child
No "right" recipes or protocols
Outside factors influence Experience helps, but doesn't guarantee success

Source: Brenda Zimmerman, Director of Health Industry Management Program, Schulich School of Business

Collective Impact

Collaboration is everything

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

Source: FSG
A Collective Impact Approach Shifts...

Collective Impact – Framing Questions

- Do we aim to effect – **needle**- change (i.e., significant and measurable progress) on a community-wide metric?
- Do we believe that a **long-term investment** (i.e., three to five-plus years) by stakeholders is necessary to achieve success?
- Do we believe that **cross-sector engagement** is essential for community-wide change?
- Are we committed to **using measurable data** to set the agenda and improve over time?
- Are we committed to **having community members as partners and producers** of impact?
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.

Common Agenda: Shape Up Somerville
Addressing Childhood Obesity Takes a Multi-Sector Commitment

46%

Somerville youth were found to be overweight or obese*

Past interventions aimed at individual behavior change were not successful

A new approach was needed to change both individual behaviors and the context of social and environmental influences at community level

* Somerville, Massachusetts is a socio-economically diverse community near Cambridge and Boston. This data is from 2003. Source: "Shape Up Somerville," School of Nutrition Science and Policy, Tufts University; https://www.nutrition.tufts.edu; FSG Interview and Analysis

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Common Agenda: Shape Up Somerville
A Culture of “Obesity Prevention”

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.
Halton Our Kids Network

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.

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Our Kids Network: Data Portal

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.

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

http://www.ourkidsnetwork.ca/Public/Home.aspx
Our Kids Halton: Shared Measurement

Grade 3 Results
Halton, ON

Data Portal
http://www.ourkidsnetwork.ca/Public/DataPortal.html

Mutually Reinforcing Activities

• Agreement on key outcomes.

• Orchestration and specialization.

• Complementary – sometimes “joined up” - strategies to achieve outcomes.
Plan with a Community Lens

A Community Planning Lens shifts focus from organization-centric SMART Objectives to a community-centric OMTIs

- **Objective:** The desired change
- **Measure:** How progress will be tracked over time
- **Targets:** a series of targets that monitors progress towards measures
- **Initiatives:** What people & organizations will do

Source: Bill Barberg, Insightformation Inc.

Shape Up Somerville
Mutually Reinforcing Activities at Multiple Levels

**Before School:**
- Breakfast Program
- Walk to School Campaign

**During School:**
- School Food Service enhances the quality and quantity of food for students
- Classroom Curriculum on Healthy Eating
- Enhanced Recess

**After School:**
- After School Curriculum (e.g., cooking, yoga, soccer)

**At Home:**
- Parent Outreach and education through newsletters and events
- Family Events
- Parent Nutrition Forums

**In Community:**
- Walkability and safe routes to encourage pedestrians and bicyclists
- Farmers’ Market
- Approved Restaurants to enhance healthy food options
- Physician and Nurse training to identify overweight kids
- Policy Development

Source: FSG Interview and analysis, Shape Up Somerville
Website: [http://www.csosomerville.ma.us/department/health](http://www.csosomerville.ma.us/department/health)

Mutually reinforcing interventions

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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

Backbone Infrastructure

- 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.

Jay Connor, 2004
Community Visions, Community Solutions: Grantmaking for Comprehensive Impact

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Collective Impact
Example in Action

Collective Impact Example: Erie Together

**DESIRRED OUTCOMES**

**LEARN**
More children become successful adults

**WORK**
More Erie residents have family-sustaining employment

**THRIVE**
More Erie County families able to meet their basic needs
ERIE TOGETHER - WHAT IS IT?

- NOT a social service agency
- NOT a social service program
- IT IS a county-wide civic movement
  - Prevent and reduce poverty
  - Elevate prosperity

Make the Erie region a community 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

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Collective Impact Example: Erie Together

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

Collective Impact Example: Erie Together

3rd Grade Reading

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

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Erie Together Keystone Outcome
3rd Grade Reading Scores

US NAEP 2013

34% Below Basic
33% Basic
33% Proficient & Advanced

Learning Outcomes Classrooms

6% Below Basic
19% Basic
75% Proficient & Advanced

In Three Years

Collective Impact as a Disruptive Innovation

Disruption Ahead
Collective Impact is Different

- Achieve a perpetual state of simultaneous planning and doing
- Allow for the “Shock of the Possible” to emerge
- Pay attention to Relationships
- Listen, listen, listen for how to respond to unanticipated results
- A certain mindset is crucial

Collective Impact is Different

Mindset Shifts in Collective Impact

- Mindset Shift ONE: Who is Involved
- Mindset Shift TWO: How People Work Together
- Mindset Shift THREE: How Progress Happens
Mindset Shift ONE: Who is Involved?

- Whose “eyes” should be on the problem” but aren’t currently?
  - At the Steering Committee level
  - At the Working Group level

Mindset Shift TWO: How People Work Together

- Create a common intent
- Balance content & context expertise
- Structure to take advantage of emergence
  - Collective Seeing
  - Collective Learning
  - Collective Framing
Mindset Shift THREE: How Progress Happens

Think “Systems Strategy” not “Program Strategy”

Strategies to Get to Systems Change

- **Increasing Coordination** – re-aligning existing programs and stakeholders to maximize system efficacy
- **Enhancing Services** – re-aligning existing programs and stakeholders to maximize system efficacy
- **Policy** – re-aligning existing programs and stakeholders to maximize system efficacy
- **Learning Through Prototyping** – start small with willing partners, learn from the experience and then expand
Build Community Capacity

7 Habits of Effective Communities

1. Reach for it
2. Go with who you got
3. Hold the centre
4. Keep the circle open
5. Avoid the blame game
6. Choose measurable outcomes
7. Develop a sense of urgency and keep going

Embrace Adaptive Leadership

1. Convene stakeholders
2. Focus attention on issue
3. Cultivate a high aspiration
4. Use framing as a tool
5. Build a good enough vision
6. Chunk and link work
7. Go for multiple actions
8. Court and mediate conflict
9. Maintain productive distress
10. Acknowledge multiple accountabilities
5 Good Ideas about Collective Impact

1. Use a **Collective Impact** approach when looking to work **collaboratively** on **complex issues**
2. Look for leadership and expertise from different sectors to **understand the health of the whole**.
3. Believe and buy into the **common agenda** to attain true change.
4. Understand how individuals are impacted by the issues and work towards **measurable results**
5. In addition to focusing on **short-term shifts**, focus on **policy and systems barriers** that are preventing change from occurring.

https://youtu.be/paiegdLJxYc

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- Comments?
- Questions?
Tamarack Learning Opportunities

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Learn together through:

• Monthly tele-learning Seminars
• Communities of Practice
• **Engage!** a monthly, online journal
• Face-to-Face Learning Events
• Online Learning Communities