



**PUBLIC HEALTH**  
ALWAYS WORKING FOR A SAFER AND  
HEALTHIER COMMUNITY

# Introduction to **Collective Impact**



[www.huffingtonpost.com](http://www.huffingtonpost.com)

**If you want to go fast, go alone.  
If you want to go far, go together.**

**African Proverb**

# Agenda

- Introduction to CI
- Five Elements of CI Approach
- CI Examples
- Getting Ready / CI Tools

# Management Models Are Not New

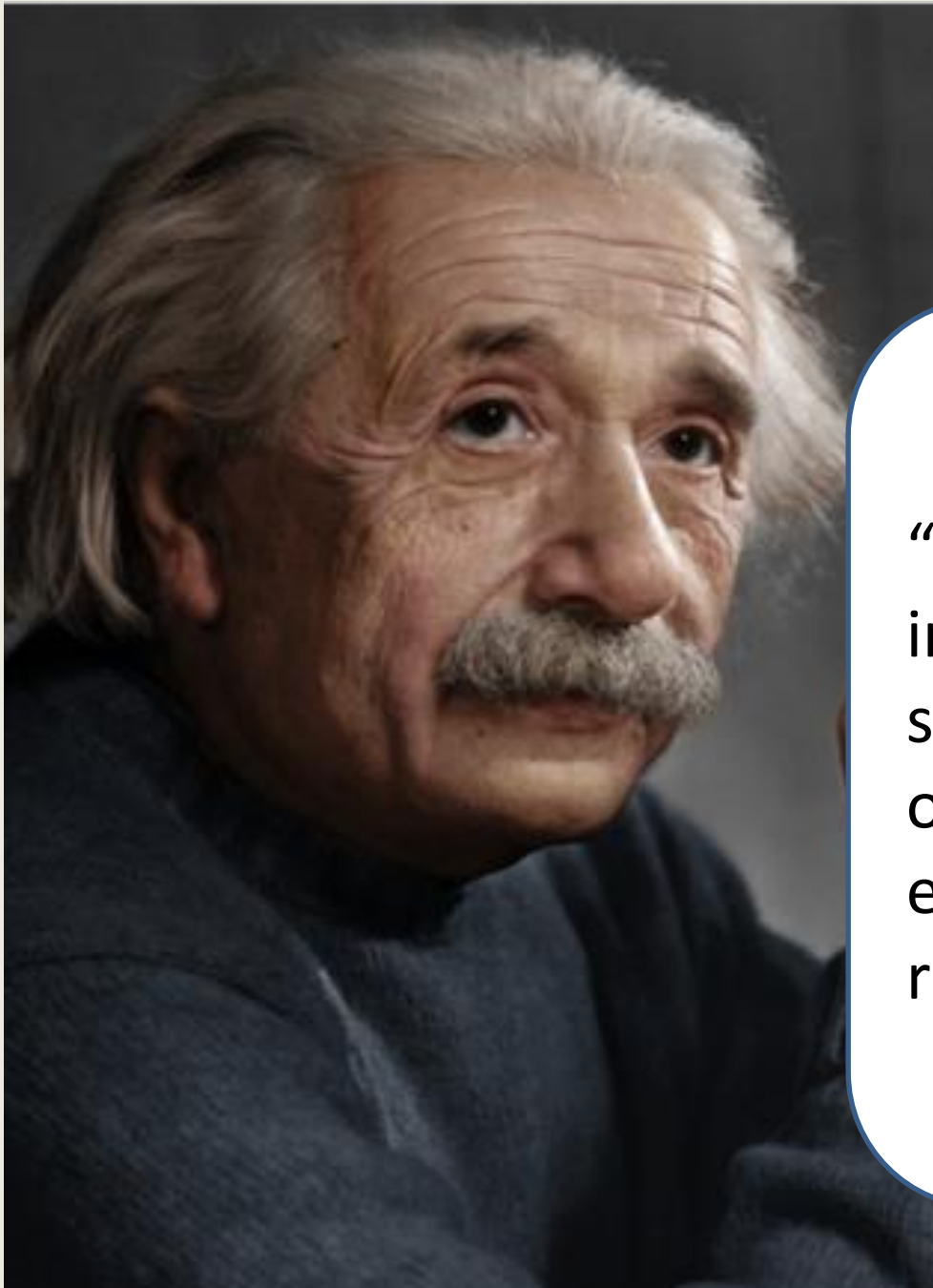
## Charitable & Not-for-Profits

- Carver Policy Governance Model
- Culture of Collaboration

## Businesses

- Six Sigma
- Lean

Why develop different work models and theories?



“The definition of insanity is doing the same thing over and over again and expecting different results.”

Albert Einstein

# We Have Complex World Problems



[america.aljazeera.com](http://america.aljazeera.com)  
[www.medicaldaily.com](http://www.medicaldaily.com)  
<http://i.telegraph.co.uk/multimedia/archive/00680/zimba>  
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# A “wicked problem” is a social or cultural problem that is difficult... or seems impossible .....to solve

- There is no definitive statement of the problem. Rather, there is often broad disagreement on what “the problem” is.
- There is incomplete or contradictory knowledge and there are many people and opinions involved.
- Problems are interconnected with each other.
- There is a large economic burden. There are political ramifications and resource constraints.

Horst, Rittel and Webber (1973)

# Discussion Partner

- How have complex problems, like obesity, poverty or homelessness, been managed in Okanogan County?
- How successful have these efforts been to reverse or eliminate these problems?

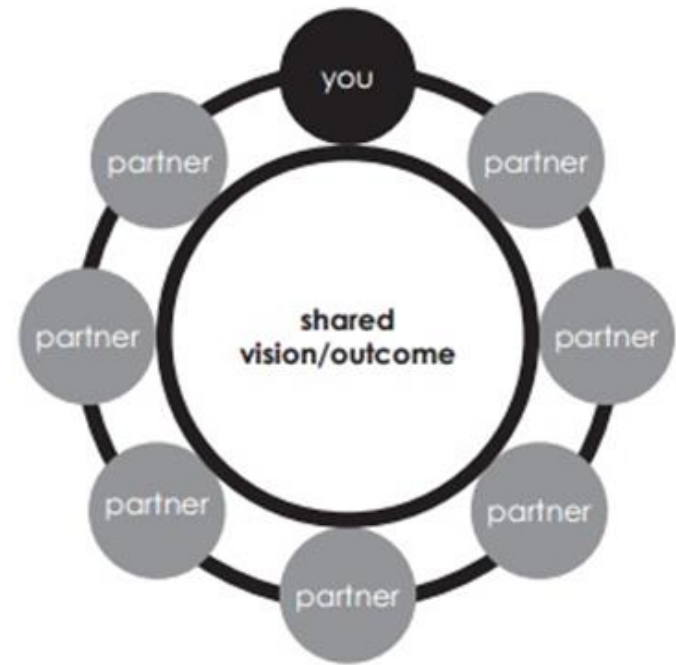
Have these efforts been isolated or collective?



# Isolated vs. Collaborative Impact



**Organizations Connecting to Reach Their Own Goals**



**Organizations Working Together to Reach the Same Shared Goal**

# Elements of Isolated Impact



Specialized  
Agendas

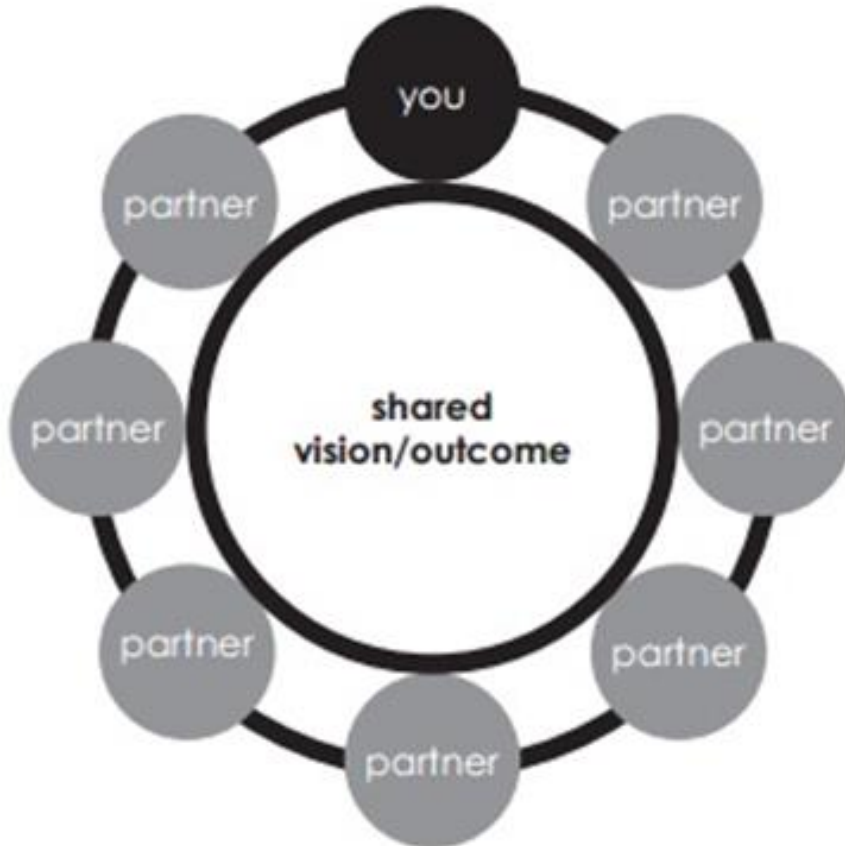
Fragmented  
Measurements

Independent  
Activities

Sporadic  
Communication

Unsupported  
Efforts

# Elements of Collective Impact



Common  
Agenda

Shared  
Measurements

Mutually  
Reinforcing  
Activities

Continuous  
Communication

Backbone  
Organization

# Collaborative Premise

If you bring the **appropriate people** together in **constructive ways** with **good information**, they will **create authentic visions** and strategies for **addressing the shared concerns** of the organizations and the community.

*David D. Chrislip*

*The Collaborative Leadership Fieldbook*

# Collective Impact Definitions

- A **framework of processes**, or model, that communities can use to address and change complex, large-scale social and environmental issues
- A **change theory**
- A **paradigm**, asking us to think about the work of social change as the transformation of human systems

# 5 Elements of CI

## Common Agenda

**Common understanding of the problem**  
**Shared vision for change**  
**Engage with “unusual” suspects**

## Shared Measurements

**Collect data and measure results in the same way**  
**Focus on performance management**  
**Share accountability**

## Mutually Reinforcing Activities

**Different approaches to address the problem, coordinated through a joint plan of action**

## Continuous Communication

**Consistent and open communication**  
**The right information to the right group at the right time**  
**Focus on building trust**

## Backbone Organization

**A separate organization with the staff, resources and skills to convene and coordinate participating organizations**  
**Build public will, advance policy, mobilize funding**

# 4 Phases of Collective Impact

Phase 1

Phase 2

Phase 3

Phase 4

	Generate Ideas and Dialogue	Initiate Action	Organize for Impact	Sustain Action and Impact
Governance and Infrastructure				
Strategic planning				
Community Involvement				
Evaluation and Improvement				

# Collective Impact In Action

- A cross-sector alignment with government, citizens, nonprofit, philanthropic and corporate sectors working in partnership.
- All committed and working toward the same goal and measuring the same things.
- Organizations actively coordinating their actions and sharing lessons learned, building on existing efforts and discouraging duplication.
- Organizations and individuals supporting and leveraging each others' efforts.



# Collective Impact

## Leadership

# Systems Leadership Competencies

- Help people see the system and its complexity
- Foster deeper dialogue to get greater clarity
- Understand and build shared meaning
- Have the confidence to ask tough questions
- Shift collective focus from reactive problem-solving to co-creating the future
- Engage multiple and diverse system leaders

Source: The Dawn of Systems Leadership

# CI Leadership Competencies

<b>Collaborative Leader</b>	<b>Lifelong Learner</b>
<b>Communicator</b>	<b>Politically Astute</b>
<b>Community Translator</b>	<b>Strategic</b>
	<b>Practical</b>

# Leadership Competencies

## Assess Your Mindset

Consultative Mindset	Collaborative Mindset
..... deciding what can be influenced by the community and what can't.	.....determining the scope of the problem or opportunity collectively.
.....assessing risks that certain interest groups pose to our proposal.	.....identifying who has an interest in this problem or opportunity so we can invite their contribution.
.....providing reasonable opportunities for the “community of interest” to provide input or feedback.	.....co-designing how we will work with the “community of interest” on this challenge.
.....trying to obtain feedback on the merit of the various options we are considering.	.....co-creating possible solutions together.

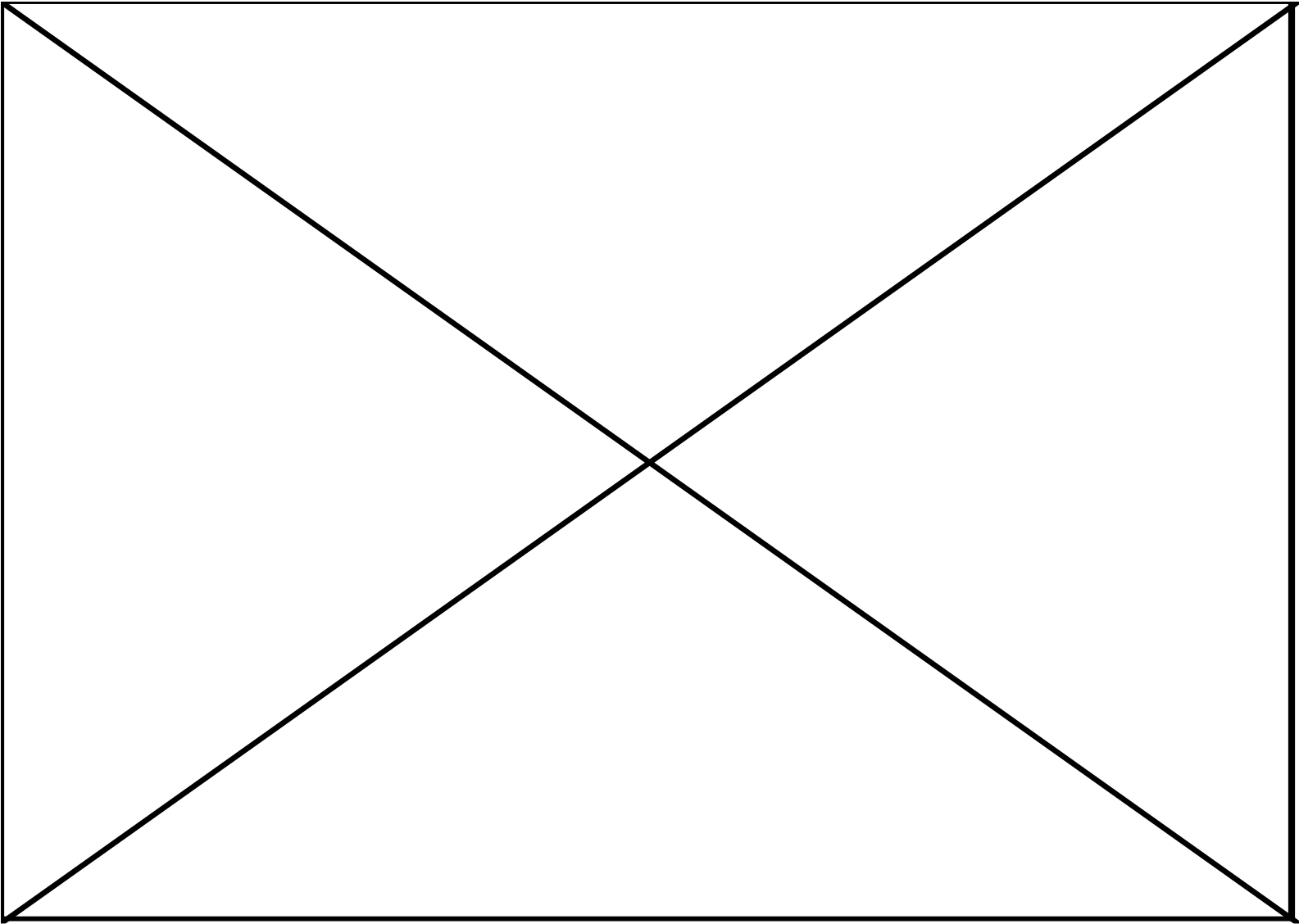
# Collective Impact

## CI Examples

## Example 1

# Shape Up Somerville

## Example 1



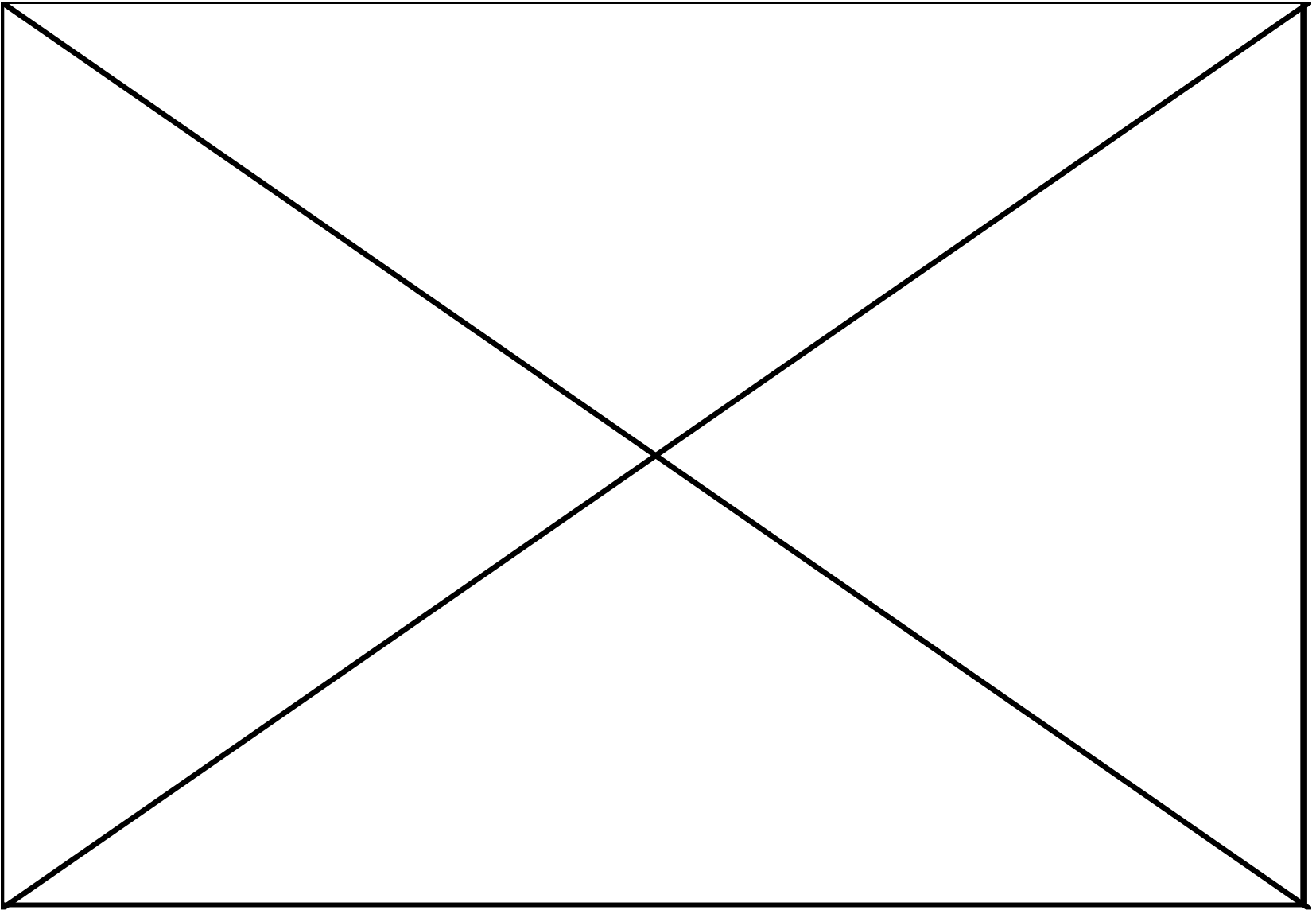
## Example 2

# Oklahoma City

# This City is Going on a Diet



## Example 2



# Discussion Partner

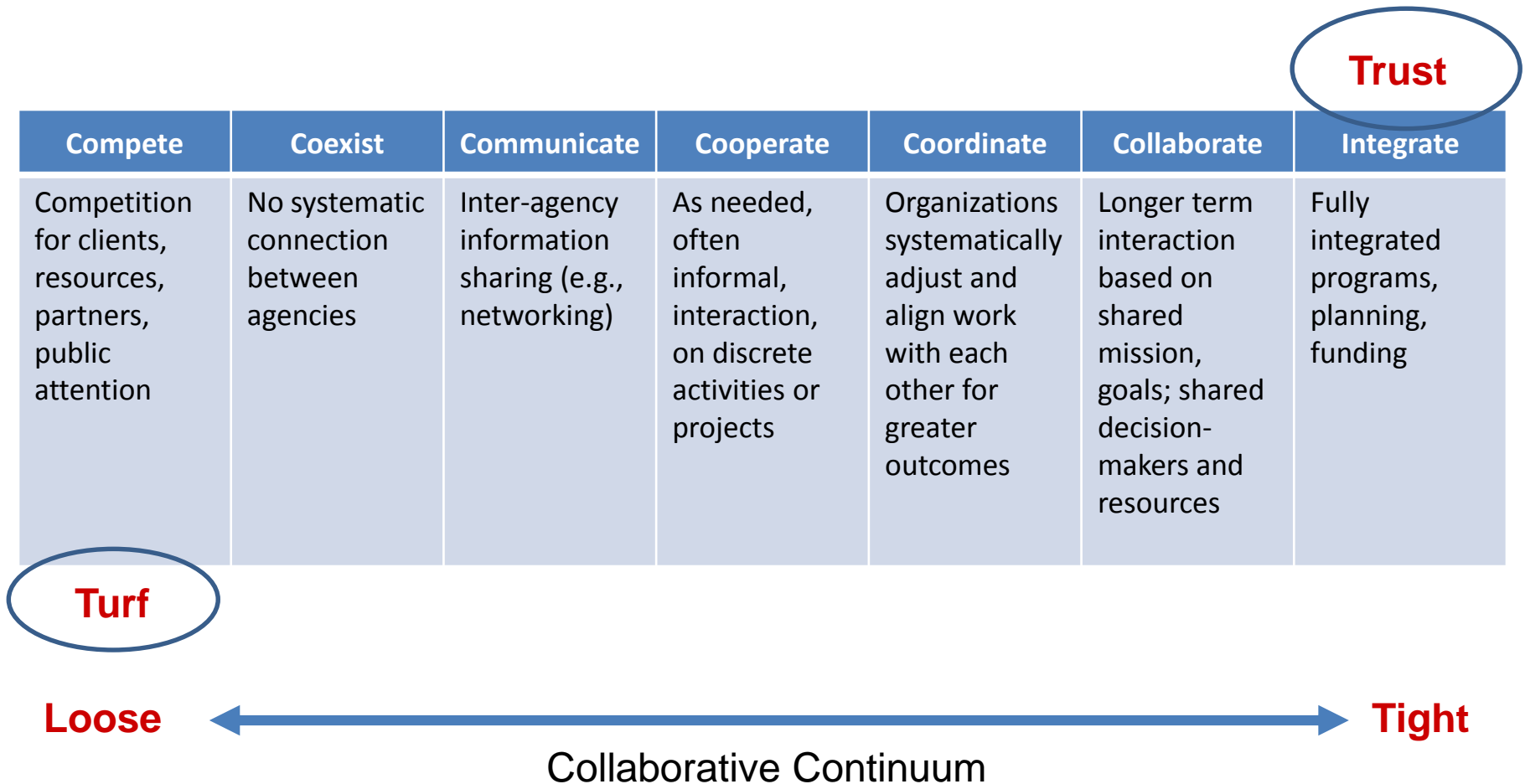
- **What CI elements did you see in use?**
- **What take-aways do you have after viewing this?**

# Collective Impact Readiness

## Getting Started with CI CI Tools

# Collective Impact Readiness

## Assessing Your Collaborative



# Collective Impact Readiness

## Assessing Your Community Context

- Is there a history of collaborative work?
- Are community leaders connected?
- Is the issue understood? Is it urgent?
- Is there enough evidence to inform direction?
- Has there been broad community engagement?

## Tool: Community Context

<b>History</b>	Positive or negative impact
<b>Urgency</b>	Galvanize leaders across sectors
<b>Data</b>	Determine what you need to understand the impact of the issue on the community
<b>Community Context</b>	Is there community buy-in? Determine community leverage opportunities.
<b>Core Group</b>	Determine who needs to be involved in the core group
<b>Convener</b>	Trusted leadership to facilitate collaborative efforts
<b>Community Engagement</b>	Determine how to engage the broader community in the effort

# Collective Impact Prerequisites

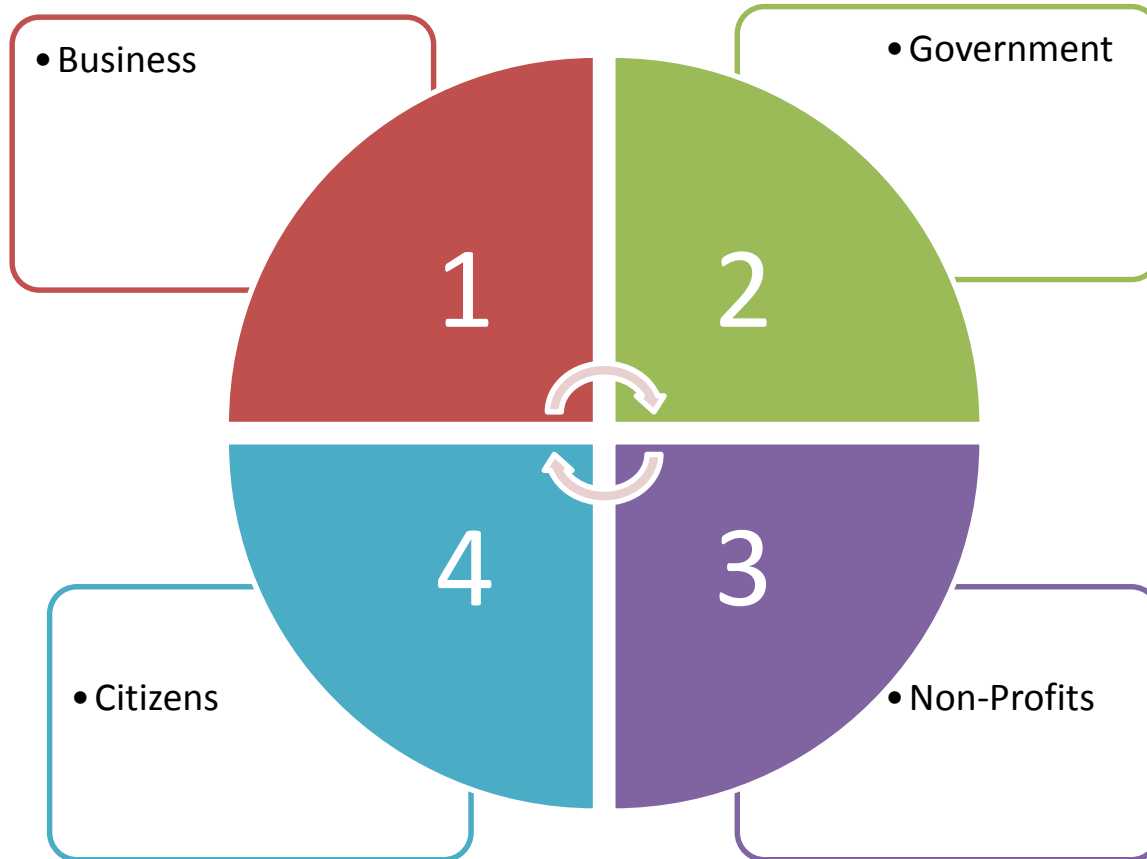
1. Influential Leader
2. Financial Resources
3. Urgency for Change

# Tool: CI Prerequisite Status

Prerequisites	What is working well in our community?	Where are the gaps in our community?
<b>Influential Leaders</b>		
<b>Urgency of the Issue</b>		
<b>Adequate Resources</b>		



# Tool: Top 100 Partners List

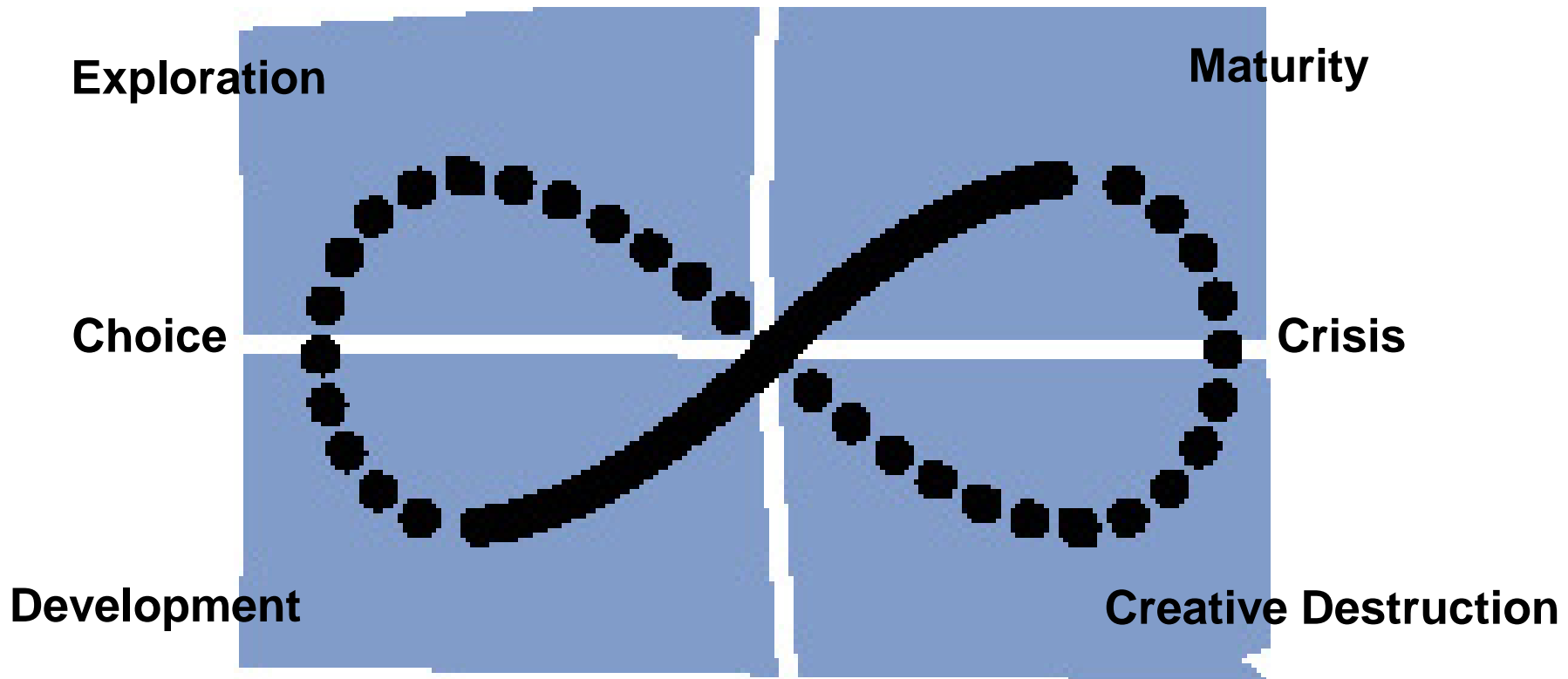


## Tool: Building a Community Engagement Plan

	Inform	Consult	Involve	Partner	Enable
Who					
How					
Impact					

## Tool: Phased Planning Renewal Loop

# Four Phases of Collaborative Work



# Resources

- Collaboration for Impact: <http://www.collaborationforimpact.com/collective-impact/common-agenda/>
- Collective Impact: Creating Large-Scale Social Change. (2011). Kania and Kramer. A recorded 60 minute webinar is available at: <http://www.fsg.org/publications/collective-impact>
- Collective Impact Forum . Create a free account to access information and tools. <http://collectiveimpactforum.org/>
- Huffington Post. (2015).The fat city that declared war on obesity. [http://www.huffingtonpost.com/entry/oklahoma-obesity\\_us\\_562002e1e4b050c6c4a4eb75](http://www.huffingtonpost.com/entry/oklahoma-obesity_us_562002e1e4b050c6c4a4eb75)
- Leadership for Healthy Communities. <http://www.leadershipforhealthycommunities.org/>
- Needle-Moving Collective Impact Guide: Community Collaborative Life Stages. The Bridgespan Group. <http://www.bridgespan.org/Publications-and- tools/Revitalizing-Communities/Community-Collaboratives/Guide-Community-Collaborative-Life-Stages.aspx#.VqdpEyorkUK>
- SAS<sup>2</sup> (Social Analysis Systems): [www.sas2.net](http://www.sas2.net)
- SAS<sup>2</sup> : A Guide to Collaborative Inquiry and Social Engagement
- SAS<sup>2</sup> Dialogue: Handbook for Participatory Action Research, Planning and Evaluation [http://betterevaluation.org/resources/toolkit/handbook\\_for\\_participatory\\_action\\_research\\_planning\\_and%20\\_evaluation](http://betterevaluation.org/resources/toolkit/handbook_for_participatory_action_research_planning_and%20_evaluation)
- Tamarack Institute Learning Centre: <http://tamarackcommunity.ca/learn.html>
- The State of Obesity. (2013). The state of obesity in Oklahoma. <http://stateofobesity.org/states/ok/>

# Q and A

- Is every improvement project a CI project?
- Can CI management have negative impacts on projects?
- Can CI tools be used for smaller projects?

# Thank You

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# Video Links

Shape Up Somerville: Retrieved on 1/23/2016 at:  
<https://www.youtube.com/watch?v=aBHz-GzDX8c>

Oklahoma City, Mick Cornett. Retrieved on 1/23/2016 at:  
<https://www.youtube.com/watch?v=T-ORPjmHTZM>

## Tool: Collaborative Preparedness Tool

Compete	Coexist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention	No systematic connection between agencies	Inter-agency information sharing (e.g., networking)	As needed, often informal, interaction, on discrete activities or projects	Organizations systematically adjust and align work with each other for greater outcomes	Longer term interaction based on shared mission, goals; shared decision-makers and resources	Fully integrated programs, planning, funding



## Tool: Community Context

<b>History</b>	
<b>Urgency</b>	
<b>Data</b>	
<b>Community Context</b>	
<b>Core Group</b>	
<b>Convener</b>	
<b>Community Engagement</b>	