



Collective Impact

January 14, 2020

South Carolina Hospital Association
Participant Workbook

WHAT IS YOUR EXPECTATION FOR TODAY ?

SCHEDULE FOR TODAY

10:00 - 10:30	Introductions
10:30 - noon	Collective Impact
Noon - 1:00 pm	Lunch with Regional Partners
1:00 - 3:00 pm	Deepening our understanding
3:00 - 4:00 pm	Principles of Practice

OUTCOMES FOR TODAY

1. Reviewing the five conditions of collective impact;
2. Understanding the collective impact principles of practice;
3. Aligning and mobilizing the human resources to accomplish a community change initiative;
4. Sustaining the momentum of a collaborative community change initiative; and
5. Considering the role of systems change strategies in a community coalition

PARTNERS FOR IMPACT APPROACH

Key aspects of our approach:

- rooted in theory and research
- honoring our lived experience
- applied at the individual level; organizational or program level; and system level
- you will bring in the context for discussion, exploration, and learning where you need it most
- our best learning happens in the moment and comes from each other

Collective impact is a framework. Collaboration and cooperation existed before the framework, but the Collective Impact Framework has some unique characteristics and helps us with our thinking

COLLECTIVE IMPACT DEFINED

John Kania and Mark Kramer. Collective Impact. Stanford Social Innovation Review. Winter 2011.

The commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.

It is not.....

- Single sector approach
- Collaboration as usual
- A focus on individual programs and single focused solutions
- Short term impacts
- A fiscal arrangement where funds are divided up to do your work.

TYPE OF PROBLEMS

- Simple - baking a cake
 - The recipe is essential
 - Recipes are tested to assure replicability of later efforts
 - No particular expertise; knowing how to cook increases success
 - Recipe notes the quantity and nature of “parts” needed
 - Recipes produce standard products
 - KNOWN
- Complicated - sending a rocket to the moon
 - Formulas are critical and necessary
 - Sending one rocket increases assurance that next will be ok
 - High level of expertise in many specialized fields and coordination
 - Separate into parts and then coordinate
 - Rockets similar in critical ways
 - KNOWABLE
- Complex - raising a child
 - Formulas have only a limited application
 - Raising one child gives no assurance of success with the next
 - Expertise can help but is not sufficient; relationships are key
 - Can’t separate parts from the whole
 - Every child is unique
 - UNKNOWABLE

DESCRIBE AN EXAMPLE OF EACH PROBLEM

Simple

Complicated

Complex

COLLABORATION SPECTRUM

Created by the Tamarack Institute

						Trust
Compete	Co-exist	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	Groups and organizations systematically adjust and align work with each other for greater outcomes	Longer team interaction based on shared mission, goals; also shared decision-making and resources	Fully integrated programs, planning, and funding
Turf						

Where is your community change initiative? Why do you describe it this way?

ISOLATED VS. COLLECTIVE IMPACT

Isolated Impact

Funders select individual grantees

Organizations work separately

Evaluation attempts to isolate a particular organization's impact

Large scale impact is assumed to depend on scaling an organization

Corporate and government sectors are disconnected from foundations and nonprofits

Collective Impact

Funders understand that social problems and their solutions arise from multiple interacting factors

Cross-sector alignment with government, non-profit, philanthropic and corporate sectors as partners

Organizations actively coordinating their actions and sharing lessons learned

All working toward the same goal and measuring the same things

PRE-CONDITIONS OF COLLECTIVE IMPACT

Faye Hanleybrown, John Kania and Mark Kramer, Channeling Change: Making Collective Impact Work. Stanford Social Innovation Review. 2012

Influential champions

Financial resources

Urgency for change

CONDITIONS OF COLLECTIVE IMPACT

Common Agenda

Mutually Reinforcing Activities

Continuous Communications

Shared Measurement

Backbone Support

COMMON AGENDA

What is your common agenda?	
What stakeholders are more in agreement with this agenda?	What stakeholders are less in agreement with this agenda?
What are some of the underlying differences in philosophy among the stakeholders?	
What are key strategies bring the community into alignment around your common agenda (different stakeholders may require different strategies)?	

WOLVES IN YELLOWSTONE

<https://www.youtube.com/watch?v=ysa5OBhXz-Q>

Map the system described when wolves were brought into Yellowstone National Park.

MUTUALLY REINFORCING ACTIVITIES

Where are mutually reinforcing activities working well (not necessarily one example)?

- What do the partnership agreements look like between agencies?
- How do direct service providers function when working well?
- How do agency leaders function when working well?
- How do the components integrate and build on each other?
- How does diversity in philosophies strengthen the system?

How can you take what is working in some parts of the system and use those learnings to strengthen other parts of the system?

CONTINUOUS COMMUNICATIONS

Rank yourself from 1-5 on the turf to trust scale. Why?

What values guide the system's communication processes?

What communication strategies are used in your system that reflect those values?

Formal Strategies	Informal Strategies

SHARED MEASUREMENT

What are the community change measures that address your common agenda (system measures)?

What are the reasonable year 1, year 3, and year 5 measures?

What ways are you using data to show how your programs are working together to meet the community agenda?

What capacity building does your community need to be able to capture and report on these metrics?

BACKBONE SUPPORT

Based on the stage of the local initiative, what are the three most important activities that need to happen?

What capacity is needed to accomplish these activities?

What is needed from the parent organization and the partner organizations to accomplish these activities?

MAP THE SYSTEM TO BE INFLUENCED

What is the common agenda (where is the system headed)?	
What are the key mutually reinforcing activities?	What communication needs to occur to align the system?
What are three system level measures of success? 1. 2. 3.	
What is the priority backbone activity ?	

PRINCIPLES OF PRACTICE

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

Which of these practices are you doing well?

Which of these practices would you like to develop?

BIO -STAN HOLT, PHD, SENIOR ADVISOR, PARTNERS FOR IMPACT

With over 29 years in nonprofit development, executive leadership and grantmaking, Stan is an accomplished nonprofit professional who believes in the power of the collective. Innovative and impactful solutions can be created for complex human service problems by groups that come together, share their diverse perspectives and experiences, create a common goal, assess and develop their collective resources, and build a plan. When Stan works with a group, he builds a space where each individual's authentic voice contributes to the emerging group voice within the group process.

Stan brings a set of skills that transcends issues. He works with arts, environmental, health and human services, and educational organizations, drawing out the common elements for building community change. Stan's constant inquiry coupled with his ability to synthesize diverse perspectives are at the heart of helping leaders define a common goal. Mapping systems, creating a space to share experiences as a basis for problem solving, building the capacity for group learning, and moving conversations beyond personal positions are some of the tools Stan uses to help build successful partnerships. As structures and plans emerge, the efficient use of human, intellectual, and financial resources become an essential part of creating momentum for community impact.

Contact Stan at 919-475-3857 or stan@partnersforimpact.com