



Collaborative Solutions on Steroids  
**THE POWER OF "COLLECTIVE IMPACT"**

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**Partnerships**  
Do they really work? Why so critical?  
Is there a continuum of partnerships?  
What's the new buzz ... "collective impact"?  
How to be smart allocating resources to obtain the desired outcome?

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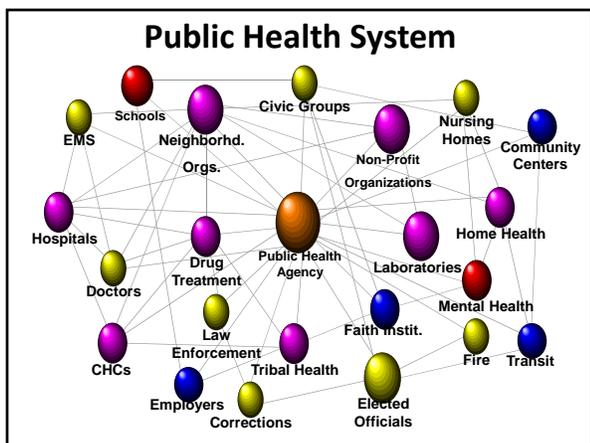
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### Institute of Medicine: Changes Needed For A Healthy Nation



- Multiple strategies by multiple sectors needed to achieve desired outcomes;
- Adopt a population health approach that builds on evidence of the multiple determinants of health;
- Strengthen the governmental public health infrastructure—the backbone of any public health system;
- Create a new generation of partnerships to build consensus on health priorities and support community and individual health actions;
- Develop appropriate systems of accountability at all levels to ensure that population health goals are met;
- Assure that action is based on evidence; and
- Acknowledge communication as the key to forging partnerships, assuring accountability, and utilizing evidence for decision making and action.

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### Benefits and Forms of Partnerships

- In authentic community-based partnerships, the participation and contributions of various stakeholders are likely to produce benefits in the form of increased effectiveness and productivity by reducing duplication of effort and avoiding the imposition of solutions that are not congruent with the local culture and needs.
- Community partnerships are also likely to have the benefits of empowering the participants, strengthening social engagement, establishing trust, and ensuring accountability.
- A variety of vehicles can be used for community collaborations, including coalitions, partnerships, community advisory boards, consumers' rights and advocacy groups, and nonprofit organizations. These groupings can bring together participants from many sectors of a community, including businesses, ethnic groups, faith-based organizations, and various public agencies.

IOM, 2002

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### Healthiest Wisconsin 2020: Collaborative Partnerships for Community Health Improvement

- Objective 1: Increase the use of effective strategies to promote partnerships to improve health outcomes through Web-based resources and a pool of trained experts.
- Objective 2: Increase the proportion of public health partnerships that demonstrate balanced power, trust, respect, and understanding among affected individuals, interested individuals, and those with capacity to affect the issue.




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**Domain 4: Engage with the Community to Identify and Address Health Problems**

**4.1: Engage with the public health system and the community in identifying and addressing health problems through a collaborative process.**

Measure 4.1.1 A: Establishment and/or engagement and active participation in a comprehensive community health partnership and/or coalition; or active participation in several partnerships or coalitions to address specific public health issues or populations  
Measure 4.1.2 T/L: Stakeholders and partners linked to technical assistance regarding methods of engaging with the community.

**4.2: Promote the community's understanding of and support for policies and strategies that will improve the public's health.**

Measure 4.2.1: Engage with the community about policies and/or strategies that will promote the public's health.  
Measure 4.2.2: Engage with the governing entities, advisory boards, and elected officials about policies and/or strategies that will promote the public's health.

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**Thinking in a New Way!**

“Large-scale social change comes from better cross-sector coordination rather than from isolated intervention of individual organizations.”

Source: FSE Standard Social Innovation Review, Winter 2011

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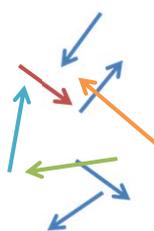
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**Traditional Approach**

**Not Solving Our Most Complex Social Problems**

- Funders *select individual grantees*
- Organizations work *separately* and *complete*
- *Evaluation* attempts to *isolate* a particular organization’s impact
- Large scale change is assumed to depend on *scaling organizations*
- Corporate and government sectors are often *disconnected* from foundations and non-profits

**Isolated Impact**




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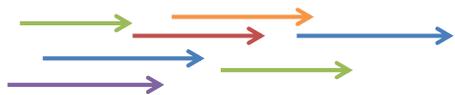
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**Imagine a Different Approach ...**

**Multiple Players Working Together to Solve Complex Issues**

- Understand that problems – and their solutions – arise from **interaction of many organizations within larger system**
- **Cross-sector alignment** with government, nonprofit, philanthropic and corporate sectors as partners
- **Organizations actively coordinating** their action and sharing lessons learned



- All working toward the **same goal and measuring the same things**

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### Backbone Effectiveness: 27 Indicators

Indicator Category	Indicators
<b>Guide Vision and Strategy</b>	<ul style="list-style-type: none"> <li>Partners accurately describe the <b>common agenda</b></li> <li>Partners <b>publicly discuss / advocate</b> for common agenda goals</li> <li>Partners <b>individual work</b> is increasingly aligned with common agenda</li> <li>Board members and key leaders increasingly <b>look to backbone</b> organization for initiative support, strategic guidance and leadership</li> </ul>
<b>Support Aligned Activities</b>	<ul style="list-style-type: none"> <li>Partners <b>articulate their role</b> in the initiative</li> <li>Relevant stakeholders are engaged in the initiative</li> <li>Partners <b>communicate and coordinate</b> efforts regularly, with, and independently of, backbone</li> <li>Partners report increasing levels of trust with one another</li> <li>Partners increase scope / types of collaborative work</li> <li>Partners improve <b>quality of their work</b></li> <li>Partners improve <b>efficiency of their work</b></li> <li>Partners feel <b>supported and recognized</b> in their work</li> </ul>
<b>Establish Shared Measurement Practices</b>	<ul style="list-style-type: none"> <li><b>Shared data system</b> is in development</li> <li>Partners <b>understand</b> the value of shared data</li> <li>Partners have robust / <b>shared data capacity</b></li> <li>Partners <b>make decisions</b> based on data</li> <li>Partners <b>utilize data</b> in a meaningful way</li> </ul>
<b>Build Public Will</b>	<ul style="list-style-type: none"> <li>Community members are increasingly <b>aware</b> of the issue(s)</li> <li>Community members express <b>support</b> for the initiative</li> <li>Community members feel <b>empowered</b> to engage in the issue(s)</li> <li>Community members increasingly <b>take action</b></li> </ul>
<b>Advance Policy</b>	<ul style="list-style-type: none"> <li>Target audience (e.g., influencers and policymakers) is increasingly <b>aware</b> of the initiative</li> <li>Target audiences <b>advocate</b> for changes to the system aligned with initiative goals</li> <li><b>Public policy</b> is increasingly aligned with initiative goals</li> </ul>
<b>Mobilize Funding</b>	<ul style="list-style-type: none"> <li>Funders are asking nonprofits to <b>align</b> to initiative goals</li> <li>Funders are <b>redirecting funds</b> to support initiative goals</li> <li><b>New resources</b> from public and private sources are being contributed to partners and initiative</li> </ul>

Source: FSO and Greater Cincinnati Foundation

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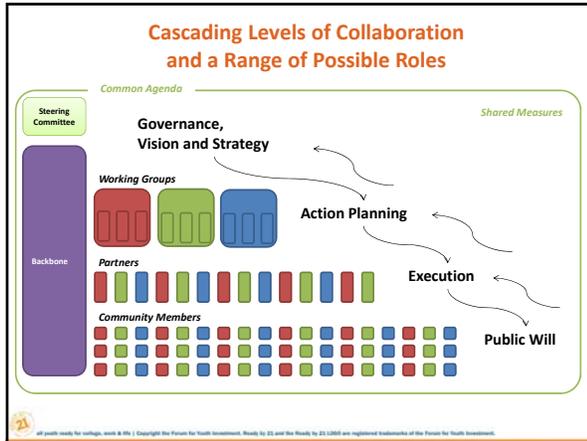
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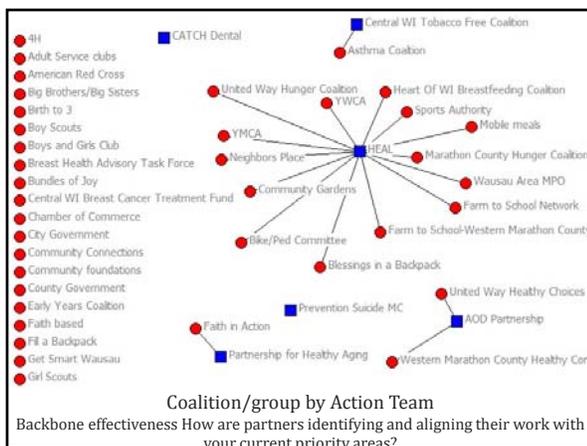
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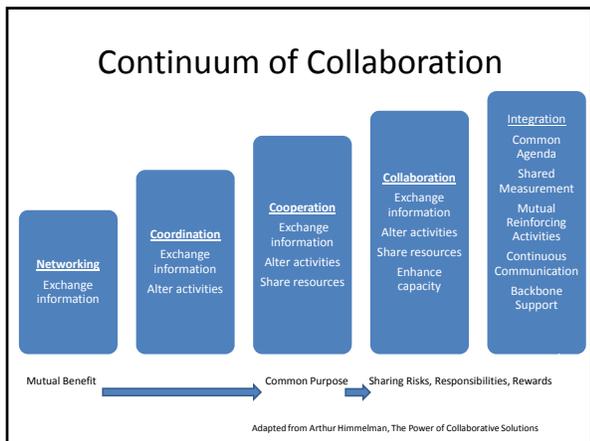
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### Challenges and Opportunities

- **Trust** and being in **Relationship**
- Fostering **Connections** with People
- **Leadership** Identification and Development
- Creating a “CI” **Learning Culture**

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## Challenges and Opportunities



- Patience with **People**, **Process**, and **Products**
- Prioritize where you put your **Resources**
- Secure **Commitment** of Stakeholders
- Expect **Back-steps**, Curves

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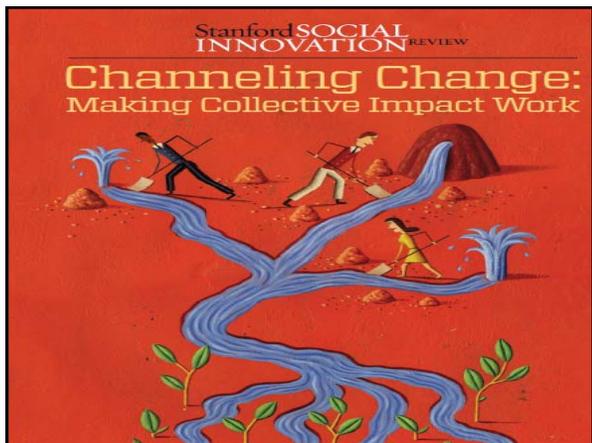
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## Sources & Suggested Resources

- Kania, John & Kramer, Mark. Winter 2011. *Collective Impact*. Stanford Social Innovation Review.
- Hanleybrown, Fay; Kania, John; & Kramer, Mark. 2012. *Challenging Change: Making Collective Impact Work*. Stanford Social Innovation Review.
- Wolff, Tom. 2010. *The Power of Collaborative Solutions. Six Principles and Effective Tools for Building Healthy Communities*. San Francisco, CA: Jossey-Bass.
- The Future of the Public's Health in the 21<sup>st</sup> Century, Institute of Medicine, 2002.

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**COLLECTIVE  
IMPACT FORUM**



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**Partners**



THE ASPEN INSTITUTE  
Forum for Community Solutions

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**Co-Catalysts**



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