




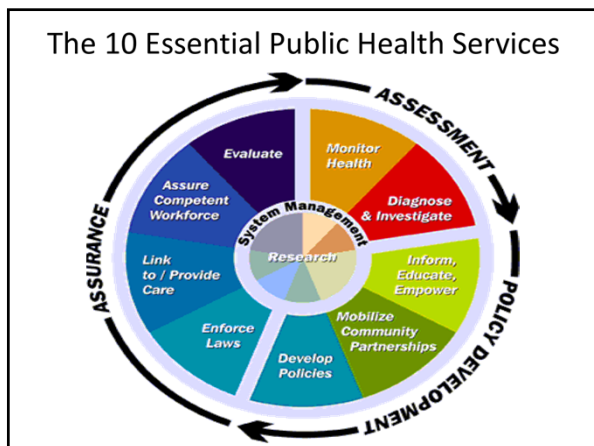
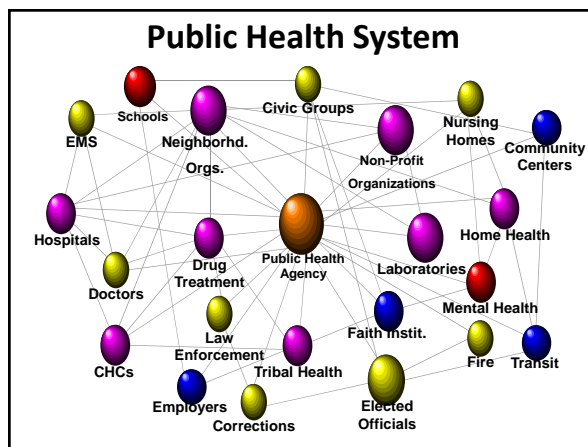
Collaborative Solutions on Steroids
THE POWER OF "COLLECTIVE IMPACT"

What does playing in a sandbox have in common with partnerships?





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?



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.


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

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.

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.



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?

There Are Several Types of Problems

Simple	Complicated	Complex
<p>Baking a Cake</p>  <p>Right "recipe" essential Gives same results every time</p>	<p>Sending a Rocket to the Moon</p>  <p>"Formulas" needed Experience built over time and can be repeated with success</p>	<p>Raising a Child</p>  <p>No "right" recipes or protocols Outside factors influence Experience helps, but doesn't guarantee success</p>


Source: Adapted from "Getting to Maybe"

The social sector traditionally treats problems as simple or complicated

"Wicked Problems" ...

- Difficult to solve
- Incomplete or contradictory knowledge
- Number of people & opinions involved
- Economic burden
- Interconnected to other problem

... problems worth solving!"



EDGAR FIREMAN'S CELEBRATION

Friday, June 22 thru Sunday, June 24

LARGER EVENT WITH MORE RIDES!

No more fenced in beer garden!
Public is welcome to consume beer & other beverages throughout carnival!

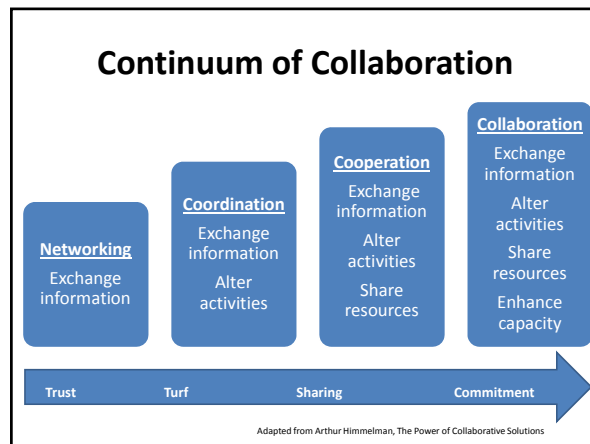
NEW LOCATION
St. Johns Catholic Church
Parking Lot, 4th Ave., Edgar

Fri., June 22 ALL THREE DAYS
8:30 p.m. - Fun Run Challenge
Quarter mile kiddie run at 6:30 p.m.
(1 mile, 5K and 10K at 7 p.m.)
Contact Bruce Kraclik 715-352-2051 or
www.edgar12.wi.us/30n3.pdf
Live Band 8-9 p.m.-11 a.m.

Sat., June 23
11 a.m. - St. Johns ELCA
Dairy Breakfast at Oak Street Park
Live Band 8-9 p.m.-11 a.m.

Sun., June 24
1 a.m. - Community Church Service
featuring "Voices of Peace Gospel Singers" at Oak Street Park
1 p.m. - Parade
Lions Club Bar-B-Q Chicken
Live Band 2 p.m.-8 p.m.

The Jerry Schmitt Band



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

Traditional Approach

Not Solving Our Most Complex Social Problems

Isolated Impact

- 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

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**

Five Conditions for Collective Impact

- Common Agenda
- Shared Measurement
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support

all paths leads for college, work & life | Copyright The Power for Youth Investment. Ready to Go and the Ready to Go 2010 are registered trademarks of the Power for Youth Investment.

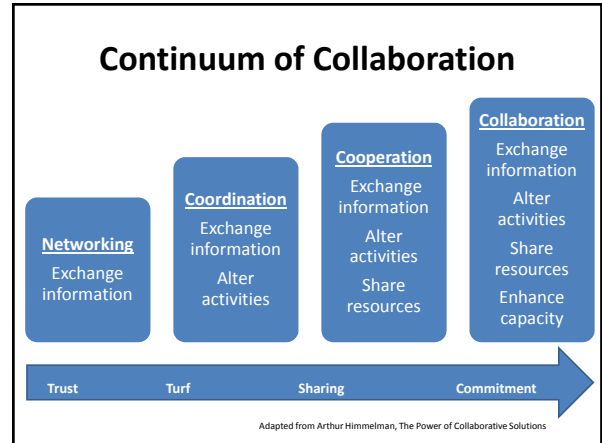
Five Conditions of Collective Impact to Achieve Highest Form of Collaboration

- Common Agenda**: 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
- Shared Measurement**: **Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable
- Mutually Reinforcing Activities**: Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action
- Continuous Communication**: **Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation
- Backbone Support**: Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Backbone Effectiveness: 27 Indicators

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

Source: FSG and Greater Cincinnati Foundation



AOD Partnership	Citizen Review Panel	Housing & Homeless	ACEs
Marathon County Hunger Coalition	Early Years Coalition	Wausau Urban Community Gardens	Western Marathon County Healthy Communities
Marathon County Domestic Abuse Intervention Team	HEAL	Heart of Central WI Breastfeeding	Health Needs of Aging
Children & Courts Trauma Informed Care	Partnership for Youth	Central WI Tobacco Free Coalition	Oral Health
Changemaker in Behavioral Health	Safe Kids Coalition	United Way RSVP	Healthy Marathon County

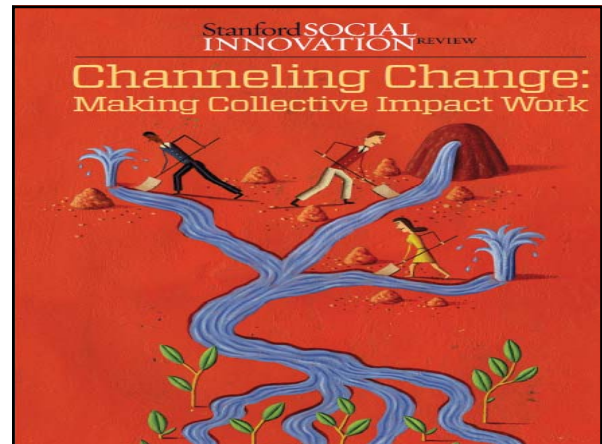
Challenges and Opportunities

- Trust and being in Relationship
- Fostering Connections with People
- Leadership Identification and Development
- Creating a "CI" Learning Culture Community

Challenges and Opportunities



- Patience with People, Process, and Products
- Prioritize where you put your **Resources**
- Secure **Commitment** of Stakeholders
- Expect **Setbacks, Curve Balls**



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 21st Century, Institute of Medicine, 2002.

