Collective Impact Stream

Skill Building Session
June 2, 2016: 9:00 am – 5:00 pm

Liz Weaver, Vice President, Tamarack Institute

Welcome and Setting the Context
A Connected Force for Community Change
Join us www.tamarackcommunity.ca

We support Learning Communities around five ideas for making significant community change.

- Collective Impact
- Community Engagement
- Collaborative Leadership
- Community Innovation
- Evaluating Community Impact

Turning theory into practice is critical for community change. We support two Action Learning Communities to get to impact.

Your Facilitator

Liz Weaver, Vice President
liz@tamarackcommunity.ca
Workshop Objectives

- Enhanced connections between CI initiatives
- Increased knowledge about Collective Impact and how to effectively implement this framework
- Increase capacity in the application of specific tools including the eco-cycle as a planning tool, the top 100 partners tool, and shared measurement planning
- Identification of key priorities to move their community change efforts forward

Workshop Agenda

<table>
<thead>
<tr>
<th>Morning</th>
<th>Afternoon</th>
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<tr>
<td>Welcome and Setting the Context</td>
<td>Putting Collective Impact into Practice</td>
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<tr>
<td>Who is in the Room: Making Connections</td>
<td>• Journey Mapping</td>
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<td>Collective Impact: A Framework for Community</td>
<td>• Top 100 Partners Exercise</td>
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<td>Change</td>
<td>• Shared Measurement</td>
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<td>The Phases of Collective Impact</td>
<td>Top 3 Priorities Moving Forward</td>
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<td>• Planning with the Eco-Cycle</td>
<td>Thanks and Next Steps</td>
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Who is in the Room?

• An Overview
• Minute Marathon
• Think Pair Share

Collective Impact and Community Change
How I see + Options I perceive = Choices

“We cannot solve our problems with the same thinking we used when we created them.”

- Albert Einstein

Collaboration & Complexity

Some Grounding Ideas for Collective Impact
Where Collective Impact Fits

- Community Development
- Collaborative Impact
- Neighbourhood Revitalization
- Community Economic Development
- Networks

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The Collaboration Spectrum

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<tr>
<th>Compete</th>
<th>Co-exist</th>
<th>Communicate</th>
<th>Cooperate</th>
<th>Coordinate</th>
<th>Collaborate</th>
<th>Integrate</th>
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<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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Turf

- Loose
- Tight

Trust

2016-06-14
Characteristics of Complex Problems

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<th>Complex problems are difficult to frame</th>
<th>The cause and effect relationships are unclear</th>
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<td>There are diverse stakeholders</td>
<td>Each experience is unique</td>
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<td>The characteristics and dynamics of the issue evolve</td>
<td>There is no obvious right or wrong set of solutions</td>
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<td>There is no single measure of success</td>
<td>The community is also evolving and changing</td>
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An Overview of Collective Impact

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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 – Framing Questions

- Do we aim to effect —needle— change (i.e., 10% or more) 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?
Collective Impact is...

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

Preconditions for Collective Impact

• Influential Champion(s)

• Urgency of issue

• Adequate Resources
The Five Conditions of Collective Impact

- **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.  
  - Diverse Voices * Responsive * Community Aspiration

- **Shared Measurement**: Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.  
  - Exploring * Alignment * Tracking Progress * Results

- **Mutually Reinforcing Activities**: Participant activities must be *differentiated while still being coordinated* through a mutually reinforcing plan of action.  
  - Weaving * System * Supportive * Centered

- **Continuous Communication**: Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.  
  - Trust * Transparency * Ongoing * Engagement

- **Backbone Support**: 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*.  
  - Facilitate * Convener * Coordinate * Movement

Source: FSG

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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.

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Magnolia Place Community Initiative – Los Angeles

Vision

Everyone in the Magnolia Place community works together to ensure they and their neighbors live well and prosper.

Mission

Unite the County, City, and Community to strengthen individual, family and neighborhood protective factors by increasing social connectedness, community mobilization, and access to needed supports and services.

Implementation

“Community Level Change Model” to build resilience at individual, family, and social levels

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Toronto Youth Suicide Prevention Network: Collective Impact Framework

(1) ASSESS, PLAN, EVALUATE: Establish a steering committee with representation from the community. Include those with lived experience, youth and groups at risk.

Promotion

- (2) Advocate & Promote
  - Develop mental health campaigns that encourage help-seeking behaviors; reduce the stigma, and talk openly about mental health
  - Establish a communications plan that informs youth at risk about available services
  - Educate youth about self-care

Prevention

- (3) Prevention Strategies
  - Develop partnerships with schools, hospitals and community organizations to strengthen collaborative efforts
  - Develop standard guidelines for assessing suicidal risks
  - Align the work and recommend cross-sectoral training for professionals and young people

Intervention

- (4) Youth Suicide Intervention & Treatment
  - Need for local community response protocols including but not limited to transitions from hospital to community services, including ongoing risk assessment

Postvention

- (5) Postvention and Support for Bereaved Families, Friends, Professionals and Peers
  - Protocols and plans for all stakeholders to support bereaved families, friends, professionals and peers who may also be at increased risk of suicide; ensuring the intervention is at the right time and for an appropriate period of time
  - Ensure self-care for staff

(6) DATA MONITORING, EVALUATION AND SUSTAINABILITY

Develop a standardized data capture system to monitor and report data that can accommodate data elements for all sectors.

SUSTAINABILITY: Build a sustainable youth suicide prevention model that will maintain the current work, and grow and evolve new prevention strategies for Toronto.
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.

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
Grade 3 Results in Halton, Ontario

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

Arise Alaska

ARISE partners are committed to supporting sustained success for every Alaska Native student in Anchorage across their development—from learner to leader, toddler to elder. We want all children to have the opportunity to reach their full potential, because each individual’s success is a collective gain.
ARISE Goals

The goal of ARISE is that all Alaska Native children are empowered and nurtured to:

- Make successful academic transitions
- Achieve emotional, social and physical well-being
- Know who they are, their heritage and culture, and their role in the community

ARISE Success Measures

Academic
- Alaska Native students are prepared for Kindergarten
- Alaska Native students read proficiently by the end of third grade
- Alaska Native students leave middle school prepared for high school and post-secondary math success
- Alaska Native students graduate from high school
- Alaska Native students attend school
- Alaska Native students enroll in some form of post-secondary training or education

Social & Emotional
- School climates support the success of Alaska Native students
- Alaska Native students demonstrate social and emotional learning skills
- Families and communities support Alaska Native student success (indicator under development)

Culture
- In development
- In development
- In development

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Mutually Reinforcing Activities

- Agreement on key outcomes.
- Orchestration and specialization.
- Complementary – sometimes “joined up” - strategies to achieve outcomes.

Collective Impact Example: Erie Together

Desired 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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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

Keystone Outcome™
6X Less Likely CJ involvement

3rd Grade Reading

Significantly lower costs

Increase in STEM

Cohort Effect

Better Health Outcomes

Lower Teen Pregnancy

4X Higher HS Grad Rate

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Erie Together Keystone Outcome
3rd Grade Reading Scores

US NAEP 2013

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

Learning Ovations Classrooms

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

In Three Years
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

Continuous Communication: HCIA Trails
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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Shared Roles in Collective Impact

Steering Committee
- Provides strategic direction for the initiative
- Champions the work
- Aligns own work to common agenda
- Some Steering Committee members may serve on working groups

Backbone
- Provides dedicated staff
- Supports the work of partners by assisting with strategic guidance, supporting aligned activity, establishing shared measurement, building public will, advancing policy and mobilizing resources

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Shared Roles in Collective Impact

Working Group
- Comprised of cross-sector community partners targeting particular elements of a common agenda
- Designs and implements strategies, involving non-working group members as needed

Community Partner
- Individual organizations and members of the community (e.g. nonprofit, funder, business, public agency, student, parent)
- Partner should have access to a variety of opportunities to learn about and engage in the initiative, and will be key to implementing strategies
- Ultimate power resides within the community at large

Collective Impact as a Disruptive Innovation

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Mindset Shift: 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: How People Work Together

- Create a common intent
- Structure to take advantage of emergence
  - Collective Seeing
  - Collective Learning
  - Collective Doing
Mindset Shift: How Progress Happens

Think ‘System Strategy’ not ‘Program Strategy’

Strategies to get to Systems Change

- **Policy**: advocating for policy change at local or provincial levels to improve the systems
- **Enhancing services**: bringing in previously unnoticed practice, movement or resources to enhance existing local services
- **Learning through a prototype**: start small with willing partners, learn from the experience and then expand
- **Increasing coordination**: re-aligning existing programs and stakeholders to maximize system efficacy
Mindset shift: Collective Leadership

Things to Consider in Collective Impact

- Patient capital
- Persistence for longer term systems change
- Align funders across sectors to common agenda
- Legitimize the work of the collaborative table
- No playbook, support and advance the skills and capacity of collaborative partners
Break and Networking

The Phases of Collective Impact
Collective Impact efforts unfold over five phases

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<td>Governance and infrastructure</td>
<td>Convene community leaders</td>
<td>Identify champions and form cross-sector Steering Committee “SC” to guide the effort</td>
<td>Determine initial workgroups and plan backbone organization</td>
<td>Launch workgroups “WGs” and select backbone organization</td>
<td>Building out the backbone organization; evolve WGs to meet emergent strategy</td>
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<tr>
<td>Strategic planning</td>
<td>Hold dialogue about issue, community context, and available resources</td>
<td>Map the landscape and use data to make case</td>
<td>Create common agenda, clear problem definition, population level goal</td>
<td>Develop Blueprint for Implementation; identify quick wins</td>
<td>Refine strategies; mobilize for quick wins</td>
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<td>Community engagement</td>
<td>Determine community readiness; Create a community engagement plan</td>
<td>Begin outreach to community leaders</td>
<td>Incorporate community voice - gain community perspective and input around issue</td>
<td>Engage community more broadly and build public will</td>
<td>Continue engagement and conduct advocacy</td>
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<tr>
<td>Evaluation and improvement</td>
<td>Determine if there is consensus/urgency to move forward</td>
<td>Analyze baseline data to ID key issues and gaps</td>
<td>Develop high level shared metrics and/or strategies at SC level</td>
<td>Establish shared measures (indicators and approach) at SC and WG levels</td>
<td>Collect, track, and report progress (process to learn and improve)</td>
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Source: FSG Interviews and Analysis

The Phases of Community Change
From Lifecycle to Eco-cycle

The Performance Loop
The Renewal Loop


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Four Phases of Collaborative Work

EXPLORATION

New Ideas: Creative * Messy * Uncertain
First hand insights * Outside ideas * Multiple & Unusual Perspectives * (re)Framing * Independent & overlapping structures & processes * Probes & Little Experiments * Multiple Options

Effectiveness: Entrepreneurial * Generalists * Roles * Adaptive structure and process * Prototypes & Pilot Projects * Variation * Lag times * Flexible funding * Flexible rules * Tolerance for risk * Emergent Practice

Maturation: Efficiency * Certainty * Stability *
Hierarchical structures & processes * Clear Tasks, Rules, Policies & Procedures * Control * Standardization * Specialists * Fast Returns * Low Tolerance for risk

Vision: Confusion * Loss, Anger, Blame *
no/little structures or processes * Reflection *
Relationships * Remembering the Essence *
Values & Principles * Energy & Urgency

MATURE

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Exercise: Develop your Map

NAVIGATING THE TRAPS
### Transitional Traps

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<tr>
<th>Traps</th>
<th>Description</th>
<th>Typical Challenges</th>
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<td>SCARCITY</td>
<td>People struggle to ‘birth’ something likely to lead to outcomes and garners the support of the larger community.</td>
<td>The ideas are not compelling. Underdeveloped decision-making process &amp; criteria. Members disagree on which options to pursue. Members have insufficient credibility. Energy spread too thin across many directions.</td>
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<tr>
<td>PARASITIC</td>
<td>People seem unable to sustain or grow their work because it is ‘parasitic’ on the host(s) that gave it birth.</td>
<td>Over reliance on key – often founding – members of the group. Dependence on start-up pool of resources. Approach works well only at a certain scale or in unique context.</td>
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<tr>
<td>RIGIDITY</td>
<td>People are unable or unwilling to change or dismantle an approach that no longer fits the evolving context in which they operate.</td>
<td>Psyche of immediate return. Fear of uncertainty. Self-Interest. Lack of clear exit rules. Concern about perception of failure. Pressure to continue by entrenched constituency (e.g. ‘too big to fail’).</td>
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<tr>
<td>CHRONIC DISASTER</td>
<td>People find themselves ‘spinning’ and unable to get traction on a compelling new vision, values and intent for moving forward.</td>
<td>Inability to let go of the past. Weak trust amongst members. Difficulty in agreeing on shared vision and values. Volatile environment.</td>
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### Reflective Practice – Our Journey So Far

- How would we draw our collective road map?
- What are some key things we have accomplished?
- Where do we need to go?
Example: HCP Collective Impact Project Road Map

Stage I: Launch
Creating the Team
August 2015

Stage II: Building our CI Framework
October 2015

Stage III: Refining our CI Framework Identifying Strategies
December 2015

Stage IV: Connecting Sharing With the Top 100
February 2016

Stage V: Action Planning Moving on Strategies
April 2016

Stage VI: Implementation Supporting Community Action Through Collective Impact
June 2016 & Beyond

New Hampshire’s Early Childhood Systems Building Timeline
SparkNH Early Childhood Advisory Council
Engaging Partners in the Priorities

Top 100 Partners Exercise

Brainstorm at your table a list of key stakeholders that should be engaged in refining your shared vision.

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<th>Business</th>
<th>Government/Public Sector</th>
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<td>Citizen/Lived-Experience</td>
<td>Voluntary/Charitable/NFP</td>
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The Engagement Cycle

1. Identification
   - Pick one Partner

2. Inform
   - What is the ask?

3. Engagement
   - What is the activity?

4. Engaged
   - When will we know they are engaged?

5. Stewardship
   - How will we keep them engaged

Lessons from Fundraising

Break and Networking

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Measuring Collective Impact Progress

1. Changes in the Process of Working Together
   - Common Agenda
   - Shared Measurement
   - Mutually Reinforcing Activities
   - Continuous Communication
   - Backbone Support

2. Changes in Systems
   - Professional Practice: actions of professionals who influence child behavior in various settings (healthcare, child care, schools)
   - Community Infrastructure: physical environment and resources
   - Policy: policy context that surrounds and supports

3. Changes in Population
   - Primary Measures
     - % of individuals impacted
   - Secondary Measures

Changes in Individual Child and Family
- Awareness/Knowledge
- Belief
- Behavior: child and family behaviors that prevent issue

Focusing on Community Outcomes

Process: # of people involved at collaborative table, # of community meetings, development of a plan, etc

Programs/Progress: # of new programs initiated, # of services engaged in supporting families

Policy: new benefits for families, new funding that has been secured, specific policy changes that have happened

Population: # of families assisted, specific changes achieved by those families
Focusing on Community Outcomes

Process:  
Programs/Progress:  
Policy:  
Population:  
Community Outcomes

Community Successes and Challenges

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<th>Individual and Community Successes</th>
<th>Individual and Community Challenges</th>
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<th>Enabling Factors</th>
<th>Strategies to Address Challenged</th>
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Next Steps

Top 3 things to be accomplished in the next 3 months

Questions?
Thank You!

Please share your feedback with us at tamarack@tamarackcommunity.ca