Collective Impact in Health

prepared for
Grantmakers in Health

April 2014
Agenda for Today’s Webinar

- Collective Impact Overview
- The Role of Funders in Collective Impact
- Missouri Foundation for Health
- Questions and Answers
Collective Impact Overview
The Use of Collective Impact to Improve Health Is Gaining Momentum, Largely Due to Increased Emphasis on the Social Determinants of Health

Collective Impact is a way that communities can organize themselves to improve system-level factors that influence social determinants of health.

Example Partners

- Public health departments
- Governments
- Doctors and hospitals
- Payers
- Non-profit organizations
- Pharmaceutical or medical device companies
- Employers
- Primary and secondary schools
- Medical professional associations
- Medical education providers
- Faith-based organizations
- Universities and researchers
Five Conditions for Collective Impact

1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Organization
Working in Collective Impact Requires a Mindset Shift

Adaptive vs. Technical Problem Solving
- Allowing answers to come from within
- Supporting common agenda building, information sharing and coordination/alignment

No Silver Bullets…. But we do have Silver Buckshot
- Many small changes implemented in alignment can add up to large scale progress

Credibility vs. Credit
- Creating new incentives to work collaboratively vs. competitively
Collective Impact in Health: Unique Challenges

**Competition**

Payers, providers, and others often compete for patients and funding. These are the same groups needed to create a common agenda.

- Partners can come together to define a problem and set a goal to solve that problem based on mutual benefits.

**Sharing the Savings**

Improved health leads to financial savings. Who accrues these saving, and how they are distributed, can be a source of tension among groups needed to align activities to achieve the common agenda.

- These issues can be addressed up front by inclusion of various players (e.g., payers, providers, government, pharmaceutical companies) in creating a common agenda that speaks to individual interests.

**Patient Privacy**

Patient privacy laws (i.e., HIPPA) can prevent partners from sharing data. This data is necessary to track progress, set strategies, and learn.

- Partners can share de-identified data, potentially via hospital councils or other data sharing entities.

Source: FSG research and interviews
The Role of Funders in Collective Impact
## Benefits of Collective Impact

### Taking a CI Approach Offers Funders the Opportunity to Amplify Impact, Leverage Funding, and Drive Alignment

<table>
<thead>
<tr>
<th>Amplify Impact</th>
<th>Increase Efficiency of Resources</th>
<th>Drive Alignment</th>
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<tbody>
<tr>
<td>✓ Involves multiple partners working towards <strong>long term, systemic change</strong></td>
<td>✓ Allows <strong>more efficient use of funding</strong>, especially in times of scarce resources</td>
<td>✓ <strong>Reduces duplication</strong> of services</td>
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<td>✓ Offers a <strong>holistic approach</strong> by channeling the energy of various stakeholders towards solving a problem</td>
<td>✓ Enables <strong>leveraging of public and private sources of funding</strong></td>
<td>✓ <strong>Increases</strong> coordination</td>
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<td>✓ Provides opportunities to <strong>influence the system</strong> from within and outside by coupling advocacy with action</td>
<td>✓ Opens channels for organizations to access <strong>additional funding</strong> against an issue</td>
<td>✓ Embeds the drive for sustained social change within the community, facilitating “<strong>order for free</strong>”</td>
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Source: FSG Interviews and Analysis
Funders Can Engage in Collective Impact Efforts in a Number of Ways

<table>
<thead>
<tr>
<th>Sample Funder Role</th>
<th>Description</th>
<th>Examples</th>
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<tbody>
<tr>
<td><strong>Catalyst</strong></td>
<td>• Funder initiates collective impact strategy as champion, financier, and convener, potentially playing a key role in attracting resources throughout the effort</td>
<td>![Image]</td>
</tr>
<tr>
<td><strong>Backbone Organization</strong></td>
<td>• Funder organizes and coordinates the actions of cross-sector stakeholders to advance collective impact effort</td>
<td>![Image]</td>
</tr>
<tr>
<td><strong>Participant</strong></td>
<td>• Funder actively participates in collective impact effort, and aligns funding and measurement to the effort</td>
<td>![Image]</td>
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</tbody>
</table>

*Funders can play a wide range of roles in Collective Impact efforts, even within these categories*

Source: FSG Interviews and Analysis
Key Success Factors for Funders in CI include Institutional Adaptability, Culture Shifts, and Long-Term Orientation

- **Institutional Adaptability**
  - Flexibility to work outside of traditional grant cycles and established internal processes
  - Ability to be nimble in pursuing opportunities as they arise, without being prescriptive about the outcome
  - Willingness to learn new skill sets required – including partnering, facilitation, communication, community engagement, and convening

- **Culture Shift**
  - Comfort with uncertainty and adaptability required to engage with community and stakeholders
  - Awareness of shift in power dynamic among funders, grantees, and other stakeholders
  - Openness to funding infrastructure, which is often seen as less attractive than funding direct services or interventions

- **Long-term Orientation**
  - Commitment to achieving progress on a specific issue, regardless of attribution vs. contribution
  - Understanding of timespan required for systemic change, making a long-term commitment
  - Comfort with measuring progress using interim milestones and process measures

Source: FSG Interviews and Analysis
Missouri Foundation for Health
Current Strategy

Targeted Initiatives
- Childhood Obesity Prevention
- Expanding Coverage
- Infant Mortality
- Oral Health

Responsive Approaches
- Opportunity Oriented
- Strengthening the Health Field

Policy Approaches
- Research and Education
- Building the Field of Advocates
- Community Government and Outreach
### Infant Mortality Reduction Initiative

A place-based, comprehensive community effort to reduce infant mortality in the Bootheel and St. Louis City by mobilizing, facilitating, coordinating, and increasing engagement of multi-sector partners and community members.

<table>
<thead>
<tr>
<th>Progress</th>
<th>The three “backbone” organizations have met monthly with MFH staff to plan and implement the beginning phase of collaborative development. Quarterly convening of collaborative partners provide opportunity for shared learning and relationship building.</th>
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<tbody>
<tr>
<td>Currently</td>
<td>Backbone organizations are recruiting community members to help ongoing collaborative development and creating action plans for next 12-18 months.</td>
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<tr>
<td>Upcoming</td>
<td>Key drivers of infant mortality and potential solutions will be identified for each community and early implementation projects will be recommended in 2014.</td>
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**Collective Impact Framework**

Infant mortality is a complex issue affected by a multitude of community factors without a clearly defined solution. Reducing infant mortality rates is a long-term goal and will require individual, community, and system level changes.

**Backbone Organizations**

Maternal, Child and Family Health Coalition – St. Louis Effort  
Bootheel Network for Health Improvement and Missouri Bootheel Regional Consortium – Bootheel Effort

**Role of the Foundation**

MFH has committed to significant funding for five years or more. Staff are engaged as supporters, capacity builders, thought partners, and co-learners.
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<th>Initiative Elements</th>
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<td>Developmental Evaluation (DE)</td>
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<tr>
<td>Collaborative Learning Community</td>
</tr>
<tr>
<td>Advisors</td>
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</table>
| **Communication** | Communication is complex given the number of people involved in the initiative  
Need for strategic communications to assist with framing messages and providing a consistent voice across the initiative |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| **New Roles**     | Role shift for grantees from direct service providers to backbone organizations  
Foundation as a partner requires shift for both the Foundation and grantees |
| **Relationship Building** | Co-backbone structure in the Bootheel requires great deal of trust and communication  
Joint convenings as an opportunity to build relationships across the initiative |
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Discussion
Goals of the Collective Impact Forum:
Create the knowledge, networks and tools that accelerate the adoption and increase the rigor of collective impact

Activities

• Develop a field-wide digital forum to create and disseminate effective knowledge, tools and practices that support collective impact

• Support communities of practice, convenings and other events across the country that enable practitioners and funders of collective impact to increase their effectiveness
  • The first two communities of practice are for funders of collective impact, and collective impact backbone organizations

Partners

Co-Catalysts

Go here (www.collectiveimpactforum.org) to sign up for updates!
The Collective Impact Forum Provides Additional Resources on these Topics

Welcome to the COLLECTIVE IMPACT FORUM

This is the place for those practicing collective impact to find the tools, resources, and advice they need. It's a network of individuals coming together to share experience and knowledge to accelerate the effectiveness and adoption of collective impact.

Featured Resources

New York State Juvenile Justice: Progress Toward System Excellence
This case study from FSG, The Tow Foundation, and the New York Juvenile Justice Advisory...

Events

Backbone Workshop
Research shows that strong backbone organizations - staff dedicated to guiding a cross-sector group of...
Thank You for Joining Today’s Conversation!
Collective Impact Theory of Change

Context

1. CI Design & Implementation
   - The five core elements, the initiative’s capacity and learning culture, and the implementation of programs, activities, and campaigns, as part of the initiative’s strategy.
   - Effective design and implementation of all aspects of the CI initiative

2. Changes in Systems and Behavior
   - The initiative’s intermediate outcomes, related to changes in the way people, organizations, institutions, and systems behave.
   - Changes in behavior
   - Changes in systems

3. Impact
   - The initiative’s long-term social or environmental impact goals
   - Changes in lives
The focus of evaluation – and methodologies used - will shift at different life stages of the CI initiative. CI partners can use the framework to help determine how to focus their evaluation.