Collective Impact: A High Performing Approach to Change

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Discovering better ways to solve social problems

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

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Collective Impact Overview

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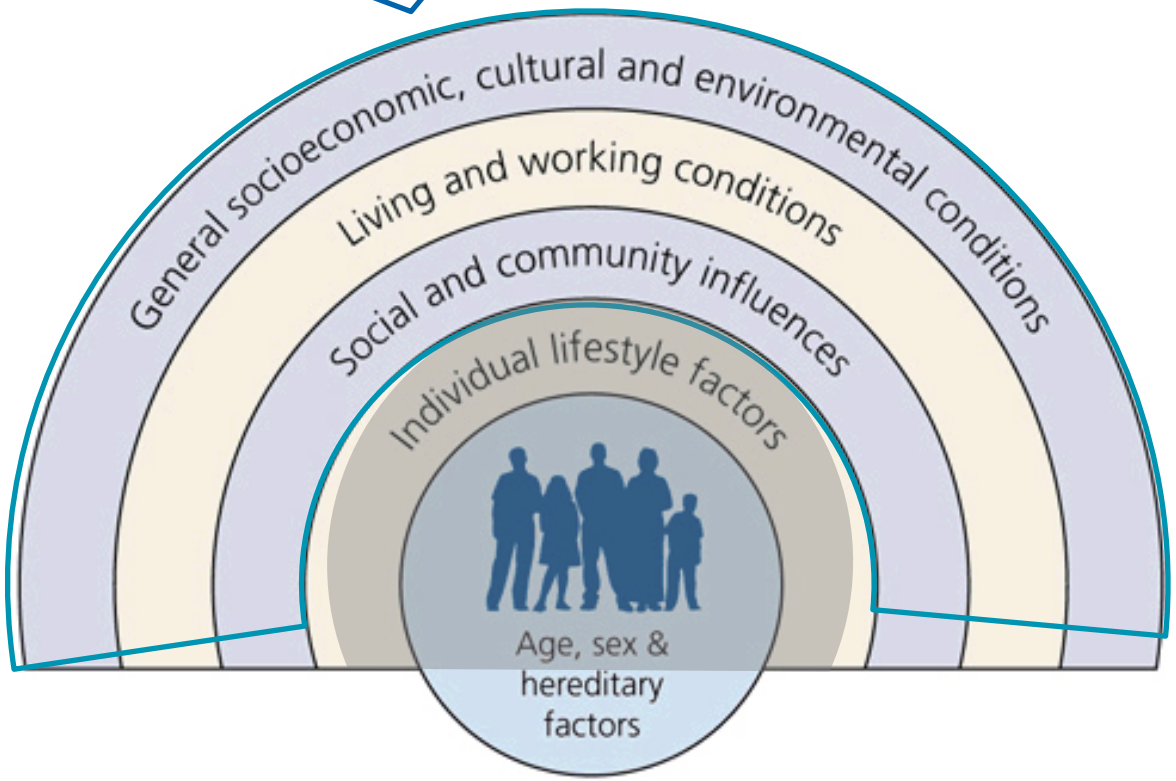
The Use of Collective Impact to Improve Health Is Gaining Momentum, Largely Due to Increased Emphasis on the Social Determinants of Health

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

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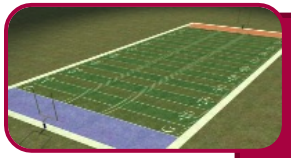
Five Conditions for Collective Impact

Common Agenda

Shared Measurement



Mutually Reinforcing Activities

Continuous Communication

Backbone Organization

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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

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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

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The Role of Funders in Collective Impact

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

Amplify Impact

- ✓ Involves multiple partners working towards **long term**, **systemic change**
- ✓ Offers a **holistic approach** by channeling the energy of various stakeholders towards solving a problem
- ✓ Provides opportunities to **influence the system** from within and outside by coupling advocacy with action

Increase Efficiency of Resources

- ✓ Allows **more efficient use of funding,** especially in times of scarce resources
- ✓ Enables **leveraging of public and private sources of funding**
- ✓ Opens channels for organizations to access **additional funding** against an issue

Drive Alignment

- ✓ **Reduces duplication** of services
- ✓ **Increases** coordination
- ✓ Embeds the drive for sustained social change within the community, facilitating **"order for free"**

Source: FSG Interviews and Analysis

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Funders Can Engage in Collective Impact Efforts in a Number of Ways

Sample Funder Role	Description	Examples
Catalyst	• Funder initiates collective impact strategy as champion, financier, and convener, potentially playing a key role in attracting resources throughout the effort	THE TOW FOUNDATION BILL & MELINDA GATES foundation
Backbone Organization	• Funder organizes and coordinates the actions of cross-sector stakeholders to advance collective impact effort	Calgary Homeless Foundation MARS
Participant	• Funder actively participates in collective impact effort, and aligns funding and measurement to the effort	The Carol Ann and Ralph V. Haile, Jr. US bank N.A. FOUNDATION An independent family foundation COLLEGE SPARK WASHINGTON

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

Source: FSG Interviews and Analysis

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Key Success Factors for Funders in CI include Institutional Adaptability, Culture Shifts, and Long-Term Orientation

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**

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

Institutional Adaptability

- **Flexibility** to work outside of traditional grant cycles and established internal processes
- **Ability to be nimble** in pursing 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

Source: FSG Interviews and Analysis

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Missouri Foundation for Health

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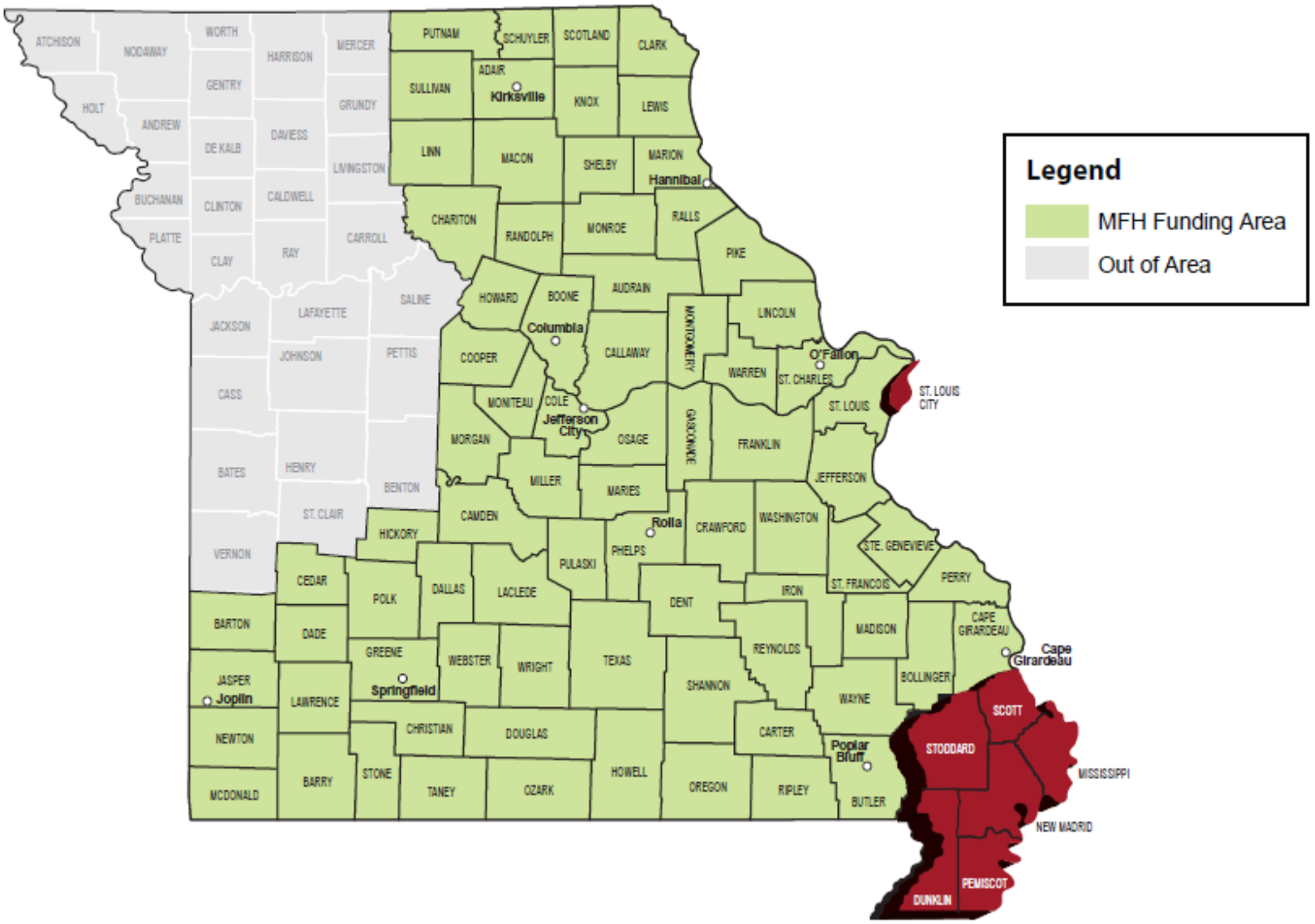
Current Strategy

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

Where We Are


Legend
MFH Funding Area
Out of Area
ATCHISON
NODAWAY
WORTH
HARRISON
MERCER
PUTNAM
SCHUYLER
SCOTLAND
CLARK
GENTRY
SULLIVAN
ADAIR
Kirksville
KNOX
LEWIS
HOLT
ANDREW
GRUNDY
DE KALB
DAVIESS
LINN
MACON
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MARION
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STONE
HOWELL
OREGON
RIPLEY
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TANEY
OZARK
BUTLER
NEW MADRID
PEMISCOT
DUNKLIN

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.

Progress	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.
Currently	Backbone organizations are recruiting community members to help ongoing collaborative development and creating action plans for next 12-18 months.
Upcoming	Key drivers of infant mortality and potential solutions will be identified for each community and early implementation projects will be recommended in 2014.

Planning and Development

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.

Initiative Elements

Developmental Evaluation (DE)	An approach to evaluation that is designed to play an important role in complex social innovation, bringing insight, reflection, and data to the table in ways that participants can hear and use to guide their work. Spark Policy Institute and Tanya Beer partner to provide DE coaching.
Collaborative Learning Community	Learning is a cornerstone of the initiative. The Verbena Group provides support to backbone organizations and the overall initiative to develop a learning agenda and create the infrastructure to support learning.
Advisors	Currently, a local advisor provides support for MCH content and policy issues.

Challenges and Successes

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

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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

FSG

THE ASPEN INSTITUTE
Forum for Community Solutions

Co-Catalysts

COMMUNITY SOLUTIONS

the forum FOR YOUTH INVESTMENT

geo GRANTMAKERS FOR EFFECTIVE ORGANIZATIONS

TAMARACK An Institute for Community Engagement

United Way

Go here (www.collectiveimpactforum.org) to sign up for updates!

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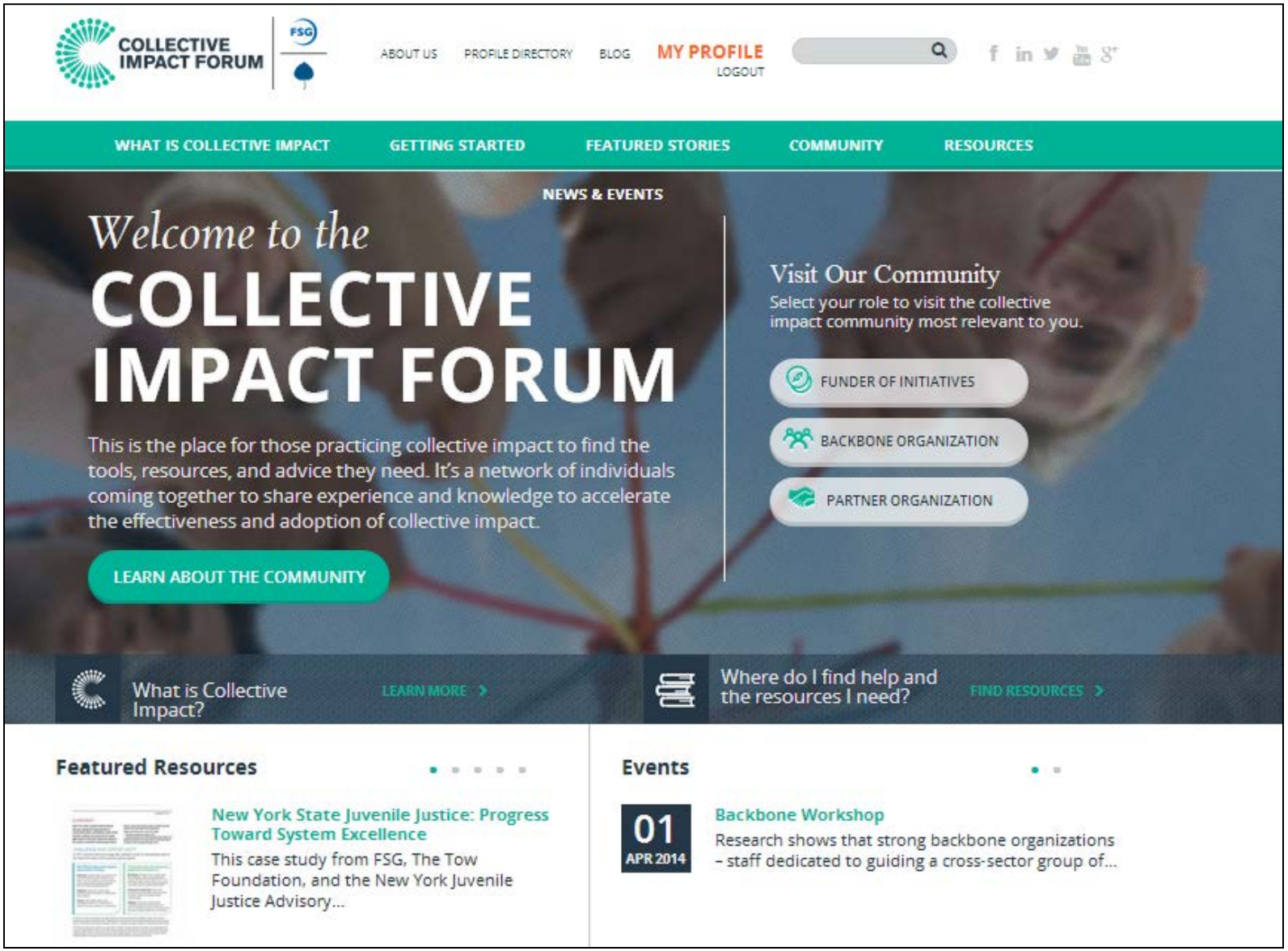
The Collective Impact Forum Provides Additional Resources on these Topics



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Thank You for Joining Today's Conversation!

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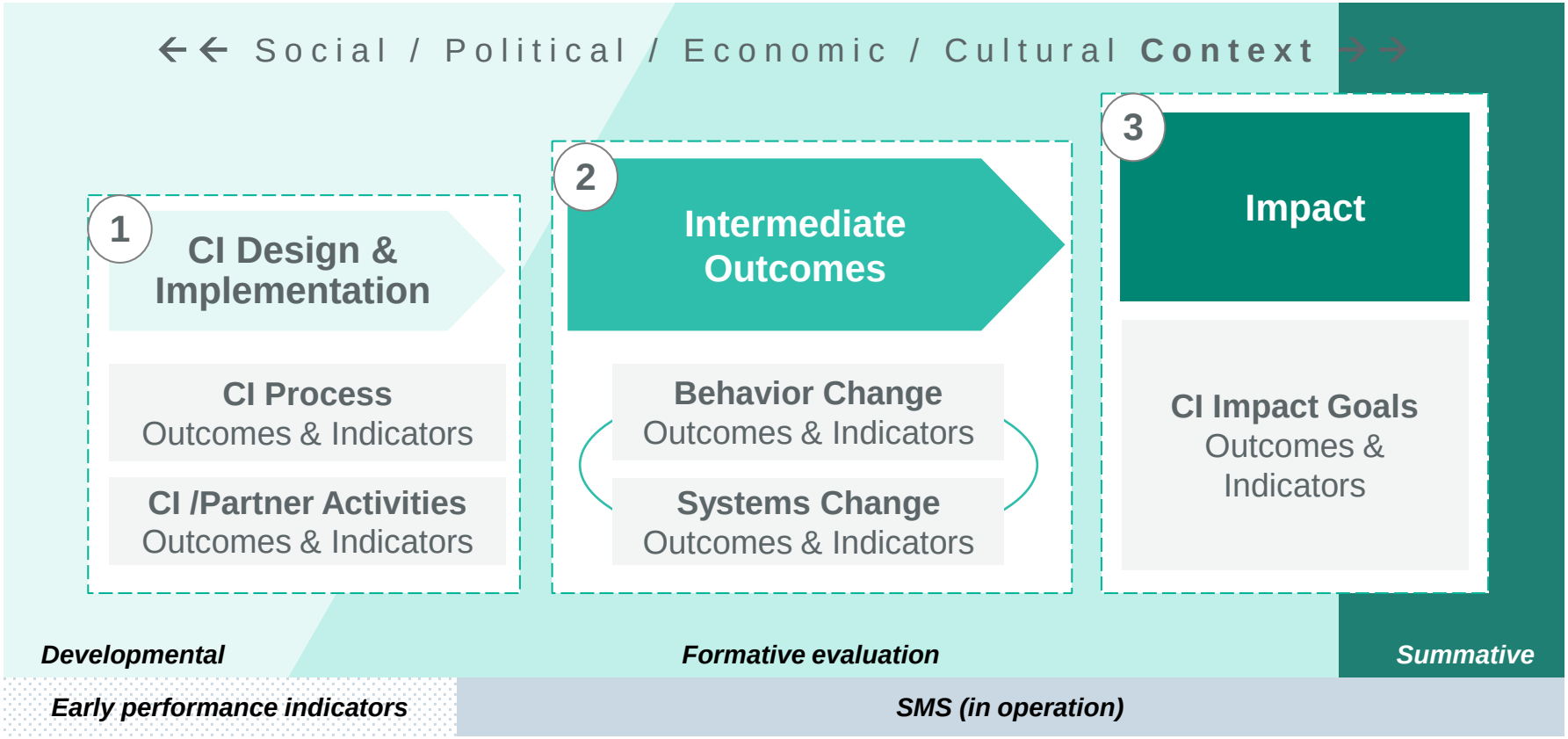
Collective Impact Theory of Change

Time and Impact ⏩

Context

1 CI Design & Implementation	2 Changes in Systems and Behavior	3 Impact
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.	The initiative's intermediate outcomes, related to changes in the way people, organizations, institutions, and systems behave.	The initiative's long-term social or environmental impact goals
→ Effective design and implementation of all aspects of the CI initiative	→ Changes in behavior → Changes in systems	→ 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

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