Enhancing Community Well-Being: The Collective Impact Opportunity

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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 is...

Your plan

Reality

...positive and consistent progress at scale”
Having a significant and measurable impact.
## The Collaboration Spectrum

<table>
<thead>
<tr>
<th>Compete</th>
<th>Co-exist</th>
<th>Communicate</th>
<th>Cooperate</th>
<th>Coordinate</th>
<th>Collaborate</th>
<th>Integrate</th>
</tr>
</thead>
<tbody>
<tr>
<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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Used for Many Complex Issues

Teen Pregnancy

Health

Education

Homelessness

Community Safety

Poverty
What Type of Problem Is It?

**Simple**

Making Soup

- Right “recipe” essential
- Gives same results every time

**Complicated**

Sending a Rocket to the Moon

- “Formulae” needed
- Experience built over time and can be repeated with success

**Complex**

Raising a Child

- No “right” recipes or protocols
- Outside factors influence Experience helps, but doesn’t guarantees success

Source: Brenda Zimmerman, Director of Health Industry Management Program, Schulich School of Business
<table>
<thead>
<tr>
<th>TRADITIONAL RESPONSE</th>
<th>CHARACTERISTICS OF COMPLEX ISSUES</th>
<th>ADAPTIVE RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialization</td>
<td><em>Multiple Root Causes</em></td>
<td><em>Orchestration</em></td>
</tr>
<tr>
<td>Silos</td>
<td><em>Multiple Stakeholders</em></td>
<td><em>Cross Boundary</em></td>
</tr>
<tr>
<td>Crisp Problem Definition</td>
<td><em>Difficult to Frame</em></td>
<td><em>Working Framework</em></td>
</tr>
<tr>
<td>Plan the Work, Work the Plan</td>
<td><em>Emergent</em></td>
<td><em>Act, React and Adapt</em></td>
</tr>
<tr>
<td>Resolve</td>
<td><em>Paradoxes &amp; Dilemmas</em></td>
<td><em>Cope</em></td>
</tr>
<tr>
<td>Standardized and Detailed Blueprint</td>
<td><em>Unique</em></td>
<td><em>Minimum Specs, Variation &amp; Customization</em></td>
</tr>
<tr>
<td>Short Term</td>
<td><em>Intractable</em></td>
<td><em>Long Term</em></td>
</tr>
</tbody>
</table>
Collective Impact
The Five Conditions of Collective Impact

<table>
<thead>
<tr>
<th>Condition</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Common Agenda</strong></td>
<td>All participants have a <strong>shared vision for change</strong> including a common understanding of the problem and a joint approach to solving it through agreed upon actions</td>
</tr>
<tr>
<td><strong>Shared Measurement</strong></td>
<td><strong>Collecting data and measuring results consistently</strong> across all participants ensures efforts remain aligned and participants hold each other accountable</td>
</tr>
<tr>
<td><strong>Mutually Reinforcing Activities</strong></td>
<td>Participant activities must be <strong>differentiated while still being coordinated</strong> through a mutually reinforcing plan of action</td>
</tr>
<tr>
<td><strong>Continuous Communication</strong></td>
<td><strong>Consistent and open communication</strong> is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation</td>
</tr>
<tr>
<td><strong>Backbone Support</strong></td>
<td>Creating and managing collective impact requires a dedicated staff and a specific set of skills to <strong>serve as the backbone for the entire initiative and coordinate participating organizations and agencies</strong></td>
</tr>
</tbody>
</table>

Source: FSG
Preconditions for Collective Impact

• Influential Champion(s)

• Urgency of issue

• Adequate Resources
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?
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.
Building a Common Agenda

Grounded in a **citizen survey**:

- Small Town Feel
- Protecting the Headwaters
- Rural Roots
- Community Safety
- Economy
- Poverty
- Health & Social Services
- Arts and Culture
- Community Involvement

http://headwaterscommunities.org
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.
Halton Our Kids Network

Programs
- Children: developmental assets, children’s rights
- Community Hubs
- Families: iparent online resource
- Professionals: service integration, network

Data
- Population Indicators: % of birth weight less than 2500 grams
- Community Surveys: % of 12 year olds reporting spending quality time at home
- Data from Community Programs: availability of child care space

Halton 7
- 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

Community Impact
- All children thrive.
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.

http://www.ourkidsnetwork.ca/Public/Home.aspx
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
Erie Together Keystone Outcome
3rd Grade Reading Scores

US NAEP 2013
- Below Basic: 34%
- Basic: 33%
- Proficient & Advanced: 33%

Learning Ovations Classrooms
- Below Basic: 6%
- Basic: 19%
- Proficient & Advanced: 75%

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

Headwaters Residents

Our Trails & Natural Spaces

Reduce your Obesity Risk by 5% if you walk 1 km.

Small friendly communities & natural green spaces are top reasons Headwaters residents love this place we call home.

HCIA 2008 (Ottawa, Ontario)

Every Headwaters Trail Has Its Own Unique Personality

Winter (and Summer) Wonderland!
- 10 km of hiking trails
- 14 km of cross-country ski trails
- 700+ visitors each week in 2012

Monora Park

Community Treasure
- Great recreational opportunities
- 40,000+ visitors enjoyed these 8 km of trails in 2012
- Fully accessible: bikes, wheelchairs, strollers, hikers, joggers all welcome!

Trail Maps

Take a Walk on Our Wild Side!

Over 20 local trail maps are now available online:
- The trails and natural spaces are some of what we love most about living here.
- A frequently asked question: Where can I find a trail map?

Information and Maps of Headwaters Trails Have Been Updated!

www.headwaters.com/atlases.ca

Share Your Love of Cycling!

We want you! Free CANROBE Instructor Certification First Workshop begins Oct 2010-2012.
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
Backbones must balance the tension between coordinating and maintaining accountability, while staying behind the scenes to establish collective ownership.

Source: FSG Interviews & Analysis
Lessons Learned About Backbones

- Their value is unmistakeable.
- Backbones share strengths in guiding vision and strategy and supporting aligned activities.
- Backbone organizations shift focus over time.
- Backbone organizations’ partners need ongoing assistance with data.
- External communications, building public will, and advancing policy are common backbone challenges.

Source: Understanding the Value of Backbone Organizations in Collective Impact Initiatives
THINK – PAIR – SHARE

• What **opportunities** do you for applying Collective Impact as a framework to enhance your own work?

• What are potential **barriers** and **benefits**?
An Invitation to Think Differently

The way I think...

The options I see...

The choices I make...
Collective Impact Mindset Shift

From Buy-In

To Ownership
Collective Impact Mindset Shift

From Programs

To Systems
Collective Impact Mindset Shift

From Content

To Context

TAMARACK
An Institute for Community Engagement

www.tamarackcommunity.ca
Collective Impact Mindset Shift

From Positional Leadership

To Shared & Adaptive 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
Reflecting On Collective Impact

• What are you taking away from this session?

• What other questions do you have?
There is no power greater than a community discovering what it cares about....

- Meg Wheatley
Tamarack Learning Opportunities

www.tamarackcommunity.ca

Learn together through:

• Monthly tele-learning Seminars
• Communities of Practice
• Engage! a monthly, online journal
• Face-to-Face Learning Events
• Online Learning Communities
Upcoming Tamarack Learning Events

Calgary Alberta
April 15th – 17th, 2015

CHAMPIONS FOR CHANGE
Leading a Backbone Organization for Collective Impact

Hamilton Ontario - June 8th - 10th, 2015

Learn more & register:
http://tamarackcommunity.ca/events.html