

# **Building Bridges for Community Impact**

**Presented by**

**Bruce E. Decker, Owner  
Collective Impact, LLC**



*The catalyst for great results*  
**[www.collectiveimpact.com](http://www.collectiveimpact.com)**

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*What's going on?*



**WHY ARE WE THINKING ABOUT  
“COMMUNITY-LEVEL” WORK  
AND COLLABORATION?**

# **Concerns regarding the well being of children, youth, families, and communities**

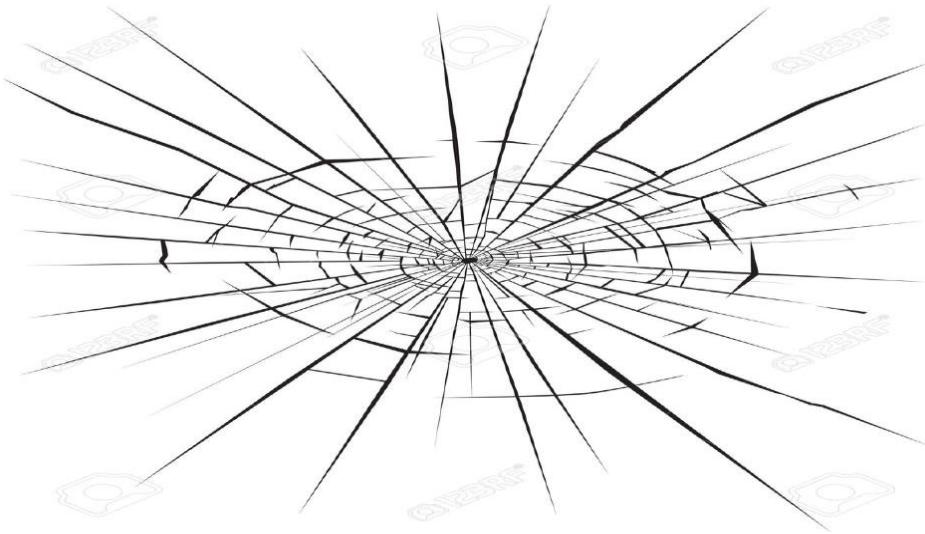




- ✓ Drug and alcohol abuse and addiction
- ✓ Babies born unhealthy
- ✓ Increase in children entering foster care
- ✓ Lack of quality affordable housing
- ✓ Aging population and related challenges
- ✓ Environmental degradation and ecological damage
- ✓ Unsafe communities and unstable families
- ✓ Poor population health outcomes/lack of health care access
- ✓ Economic instability and insecurity
- ✓ Rising poverty rates – diminishing middle class
- ✓ Growing incarceration
- ✓ Inequality, discrimination, and social disparities

## **Concerns regarding the condition of systems serving children, youth, family, and community**





- ✓ Fragmented and categorical service systems
- ✓ Gaps and duplications in services and supports
- ✓ Lack of accountability for results
- ✓ Prescriptive and funding focused approach
- ✓ Increasing costs and decreasing resources
- ✓ Reactionary and crisis-oriented
- ✓ Poor access and lack of awareness
- ✓ Mandates for collaboration and integration

# Our “fast-paced” world requires greater connectivity

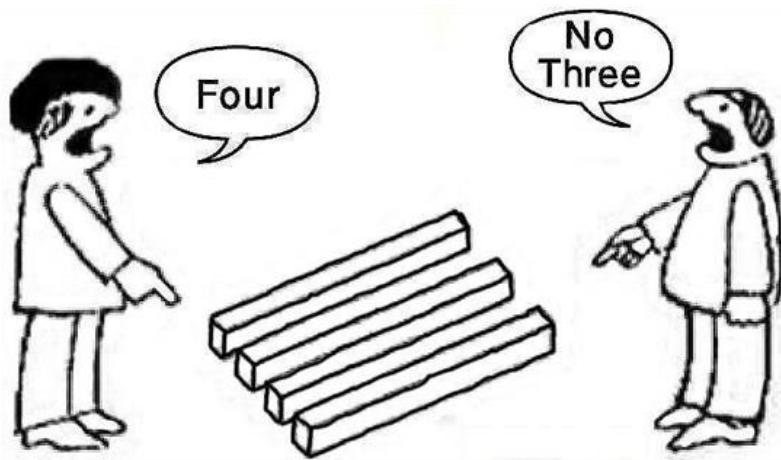


Greater ROI are expected from funders,  
donors, and supporters

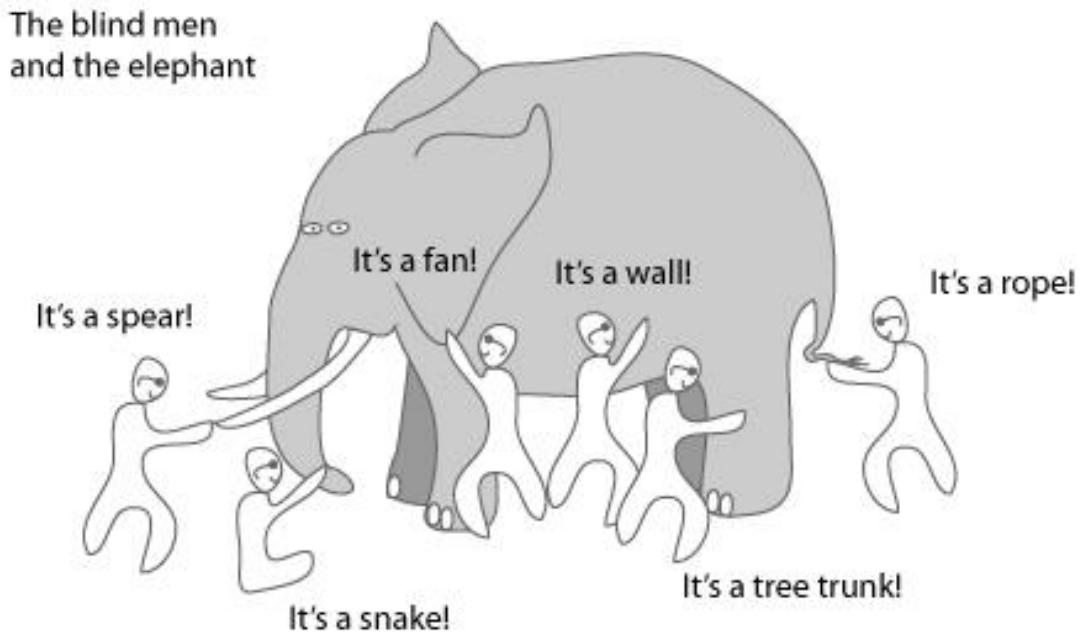


**It is rooted in your ORGANIZATION'S DNA!**





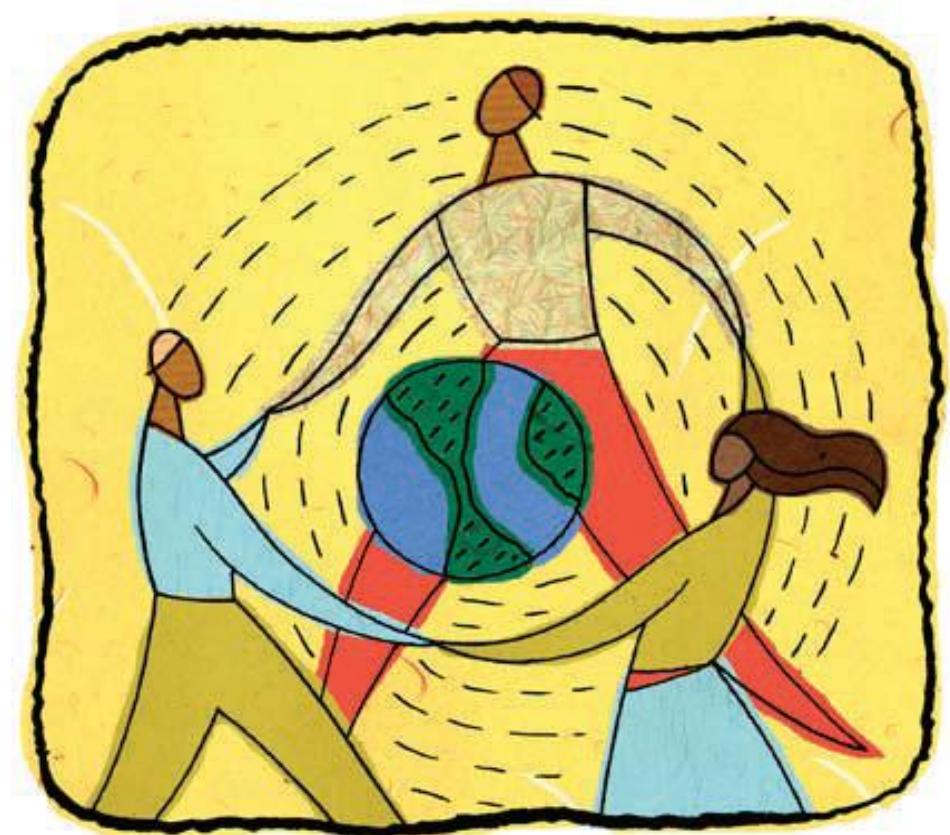
## Creating New Models for Addressing Priority Community Issues or Needs!



# The Art of Working Together

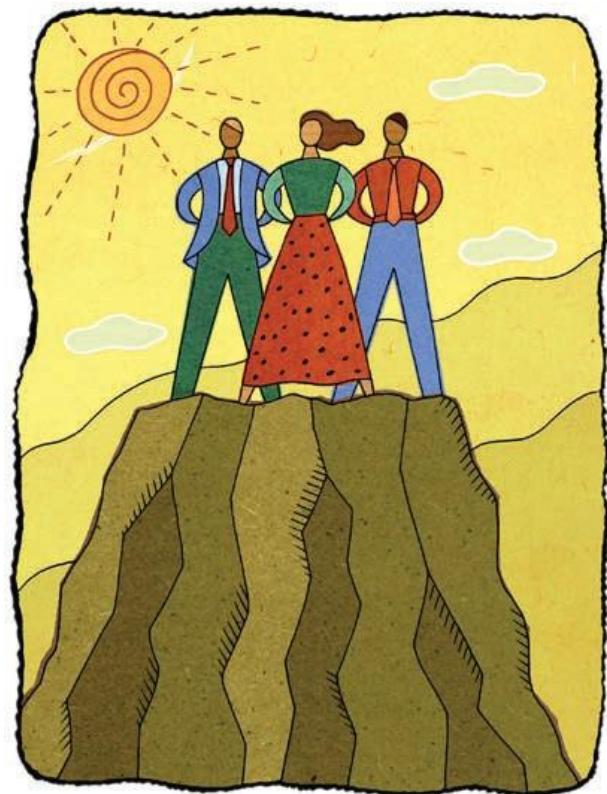
A skill at doing a specified thing, typically acquired through practice ...

- Effective Leadership
- Supportive Structures
- Decision-making
- Building Team
- Capacity Building



# **Qualities of an effective leader:**

- Innovative thinker
- Willingness to take risks
- Eager listener – patient with process
- Passion for the cause
- Optimistic about the future
- Shares knowledge, power, and credit
- Occurs at all “levels” of an organization



# Supportive Structures

A flexible and nimble structure  
that supports a common  
vision, shared outcomes,  
innovation, and adaptive  
change.



**Consensus Building**  
*(Collaborative Problem Solving)*

**CONSENSUS** = general  
agreement or accord; the  
trend of opinion...

## In Reaching Consensus, Teams Seek:

- Different perspectives
- Areas of agreement and disagreement
- The best thinking team members have to offer
- Decisions that can be supported by all team members
- Win/Win solutions

# “Thumb Talk”



Thumb up – I am in favor of this decision and support it.

Thumb to the side – I can live with the decision and while it may not be exactly what I decide if it were solely up to me, I don't have strong reservations and will support it.

Thumb down - I cannot support this decision and have concerns and a solution that the full team must hear before we move forward.

# Building Team

Activities that strategically influence relationship development and create a culture that builds trust and supports success.



# Capacity Building

Process of developing and strengthening the skills, instincts, abilities, processes and resources that individuals, organizations, and communities need to survive, adapt, and thrive!



# The Science of Working Together

A systematically organized body of knowledge on a particular subject...

- Brain Development
- Emotional Intelligence
- Game Theory
- Social Network Theory



# Brain Development

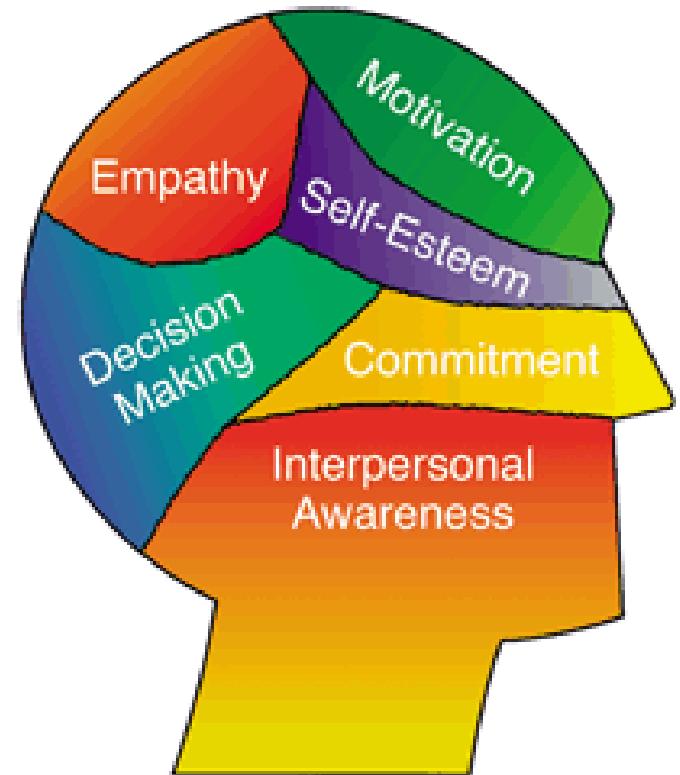
- Some signals in the brain inhibit action, and some spark or excite it.
- Research has proven that collaboration signals action and excitation in the brain.
- Our brains are constantly creating new neural pathways of learning.
- We are naturally wired for networking, and collaboration.



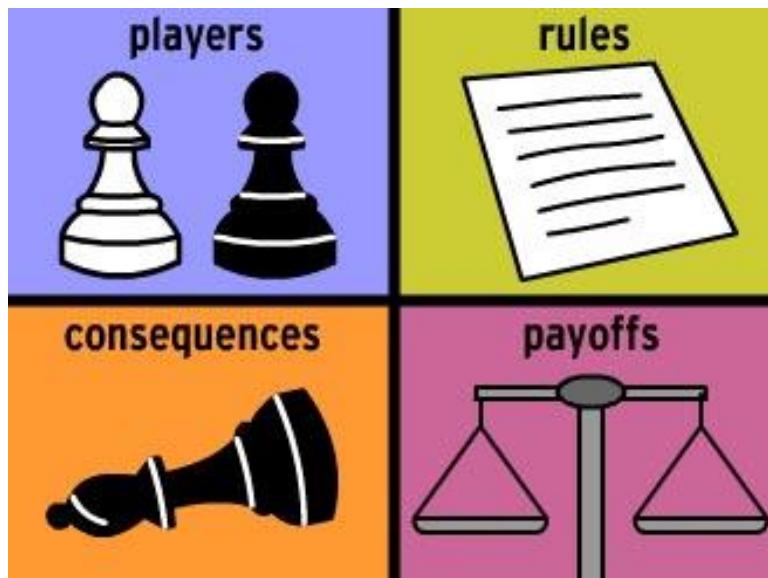
# Emotional Intelligence

... is measured as an *Emotional Intelligence Quotient (EQ)*.

- The ability, capacity or skill to perceive, assess and manage the emotions of one's self, of others, and of groups.
- The use of emotional information to guide thinking and behavior.
- Research suggests that strong collaborators demonstrate high Emotional Intelligence!



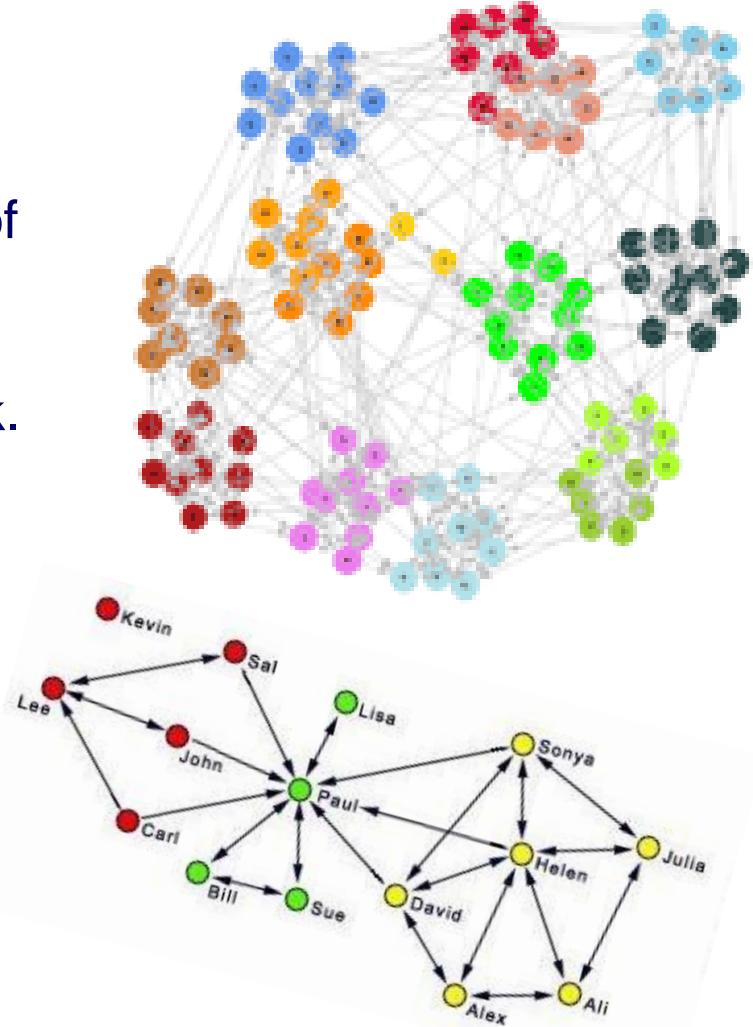
# Game Theory



- The study of how people interact and make decisions.
- Examines situations where multiple players make decisions in an attempt to maximize their returns.
- Research suggests that an individual's success in making good choices depends a lot on the choices of others.
- Collaboration requires participants to be closely involved in one another's choices and decisions, thus supporting greater success.

# Social Network Theory

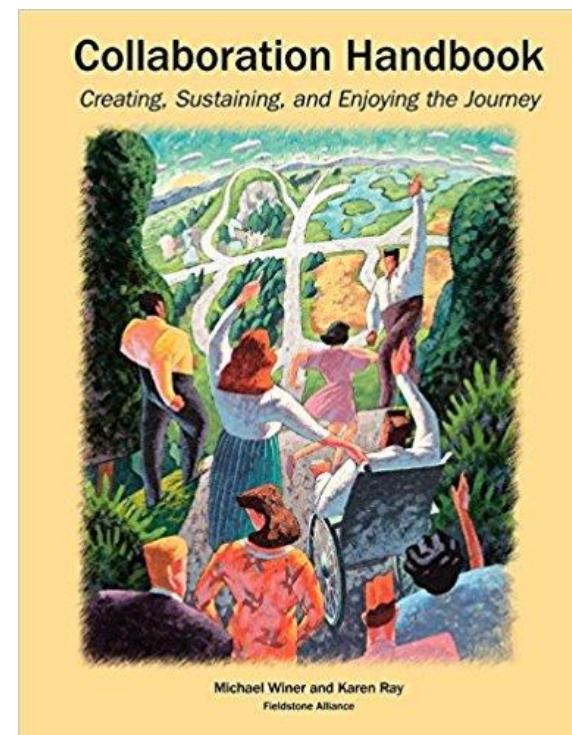
- Views social relationships in terms of nodes and links.
- Supports the belief that attributes of individuals are less important than their relationships and links with other individuals within the network.
- Social network mapping can be used to examine how individuals and/or organizations interact with each other.
- Supports the practice of collaboration to increase connections, maximize efforts, and better achieve common goals.



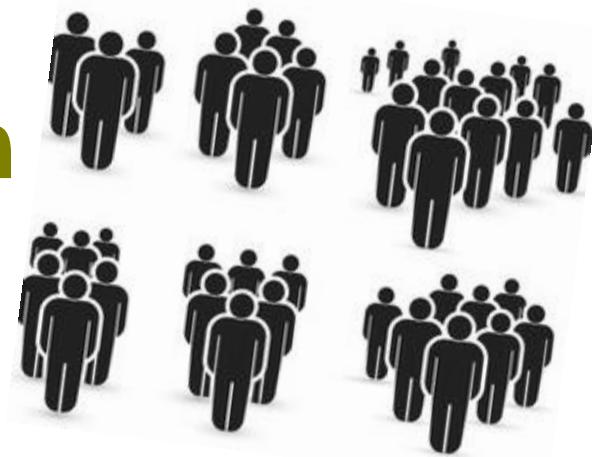
# Collaboration Defined

**Collaboration** is a mutually beneficial and well-defined relationship entered into by two or more individuals (or entities) to strategically achieve results that they are more likely to achieve together than alone.

First defined by Michael Winer and Karen Ray in the *1994 edition of Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey*



# Collaboration is Rooted in “Community-level” Work



Refers to population groups rather than individuals.

Geographic location and/or a team of individuals and entities assembled around a common purpose.

A focus on the “intersections” of various and diverse disciplines and industries.

# Levels of Interaction in Community-Level Work



- Networking: Exchanging information for mutual benefit.
- Cooperating: Altering activities for mutual benefit.
- Coordinating: Sharing resources for mutual benefit.
- Collaborating: Strategically working together for mutual benefit.

# Types of “Community-Level” Work

- Independent
- Partnerships
- Collective Impact



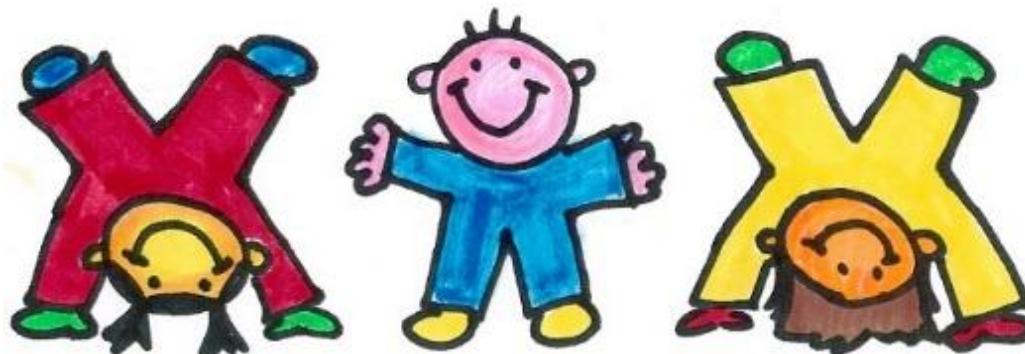
# Independent Community Work

- Community-level work does not include coordinated involvement with other community organizations or entities in achieving identified outcomes.
- Example: A local nonprofit secures funding to build or renovate housing units that will be affordable for families with low income. The agency acts independently to make new units of housing available to the community.



# Community Work Performed in Partnership

- Community-level work includes working with other community organizations or entities to achieve identified outcomes.
- Example: Several organizations join together to increase and strengthen early childhood development resources in the community. Together they bring new resources into the community and better coordinate intake and referral processes for families.



# Community Work via a “Collective Impact” Initiative

- Community-level work consists of a multi-sector group of stakeholders with a common agenda aimed at solving a specific community social problem, establishing shared outcomes, and using a structured form of collaboration.
- Example: A structured group aims to double the number of students on track to graduate in a specified community with a postsecondary degree or career credential, and close the achievement gap.



## **PAIR & SHARE**

Think about some of the collaborative initiatives that you have been involved in.

Think of those that fizzled  
and those that really sailed.

**What made the difference?**



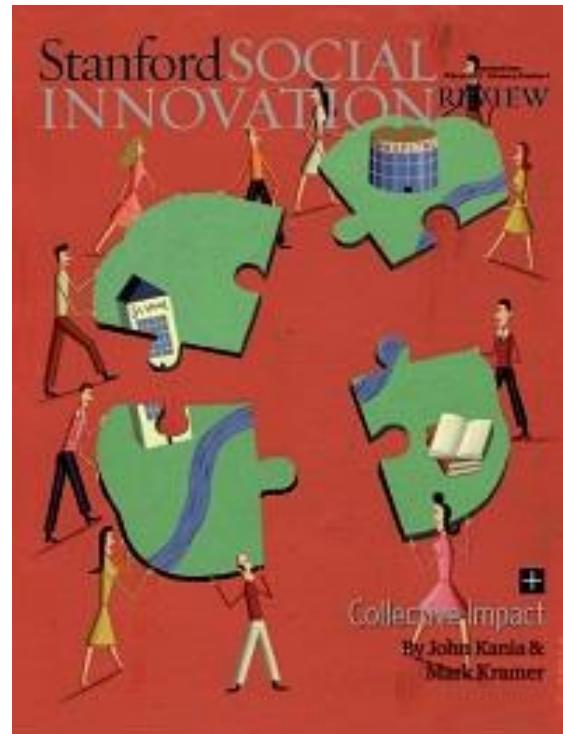
*Collective Impact has been  
referred to as ... Collaboration  
for Impact ...*



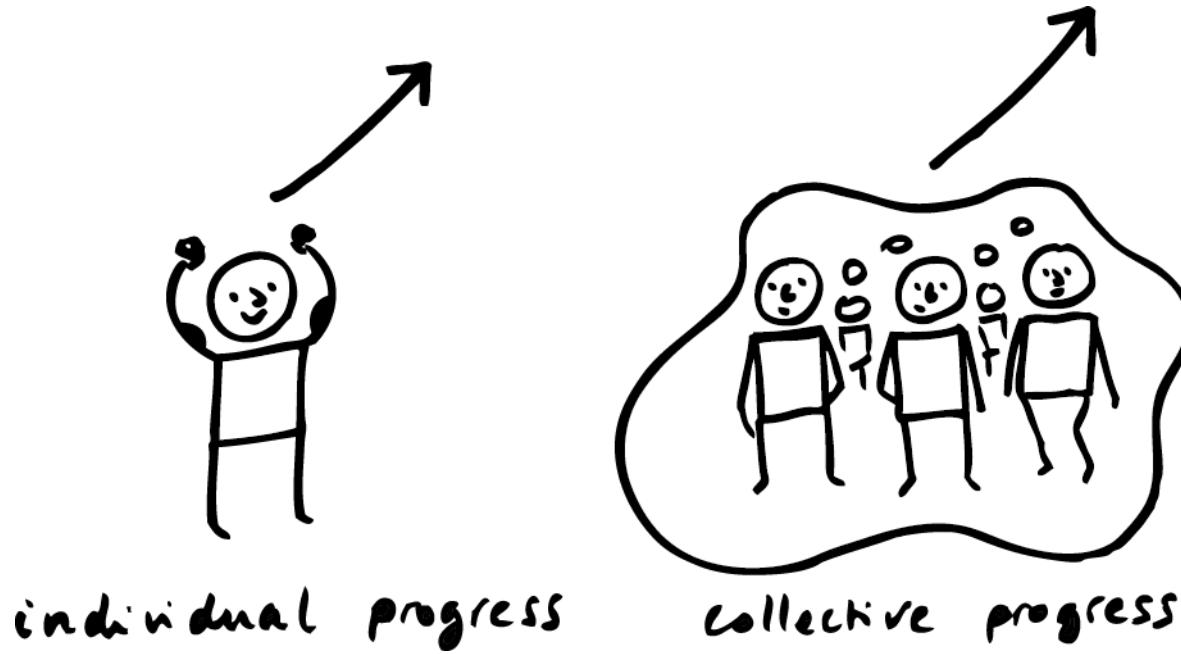
# Collective Impact Defined

**Collective Impact** is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.

This approach was highlighted by John Kania and Mark Kramer in FSG's research article published in the in 2011 Stanford Social Innovation Review called Collective Impact



# Why use a Collective Impact Approach?



***Isolated Approach vs  
Collective Impact***

# **Collective Impact** is a framework typically used to tackle deeply entrenched and complex social problems.

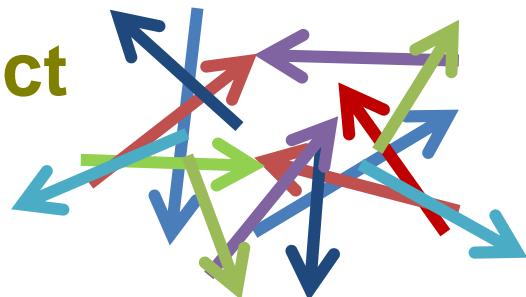
It is an intentional and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations, and citizens to achieve significant and lasting social change.



# ***Traditional Approaches Are Not Solving Our Most Complex Social Problems***

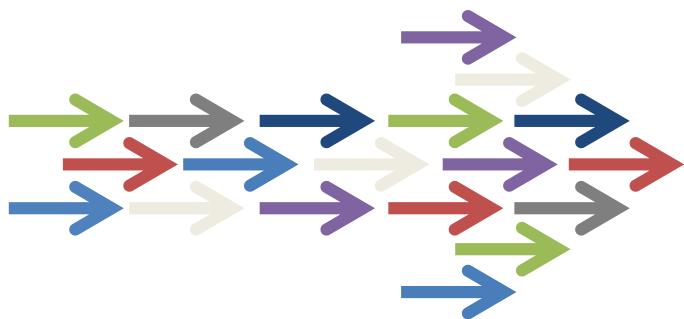
- Funders support individual organizations/agencies
- Organizations work separately and often compete for funding
- Evaluation is structured to isolate a particular organization's impact
- Large-scale change is assumed to depend upon scaling individual organizations or interventions
- Corporate and public sectors are not heavily involved in the process

**Isolated Impact**



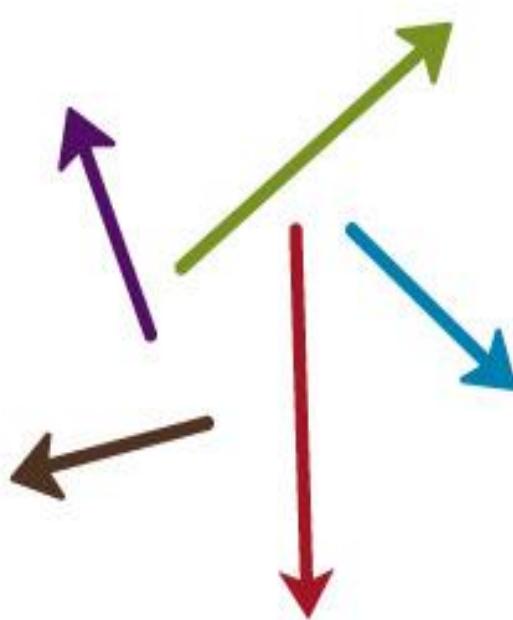
# *A Different Approach – Multiple Players Working Together to Solve Complex Issues*

## **Collective Impact**

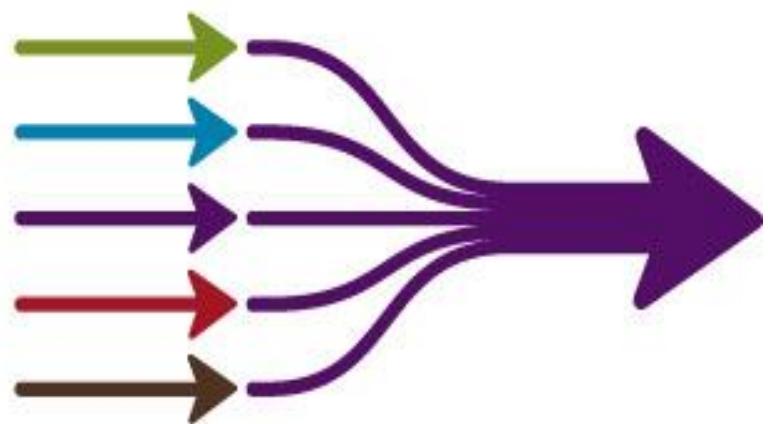


- Understand that social problems – and their solutions – arise from interaction of many organizations within larger system
- Cross-sector alignment with government, non-profit, philanthropic and corporate sectors as essential partners
- Partners actively coordinate their action and share lessons learned
- Progress depends on working toward the same goal and measuring the same things
- Large-scale change depends on increasing cross-sector alignment and leaning among many stakeholders

# *Changing the Model – and the Outcomes*



**BEFORE**

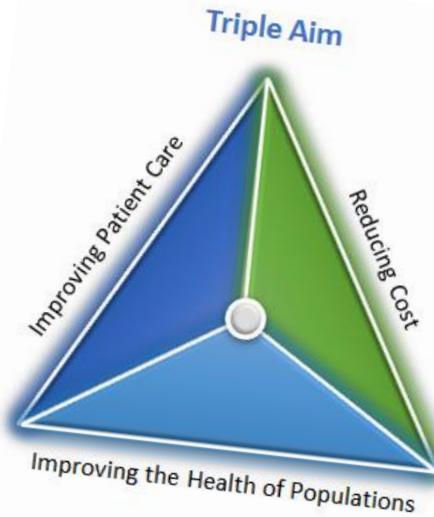


**AFTER**

# Collective Impact Goals

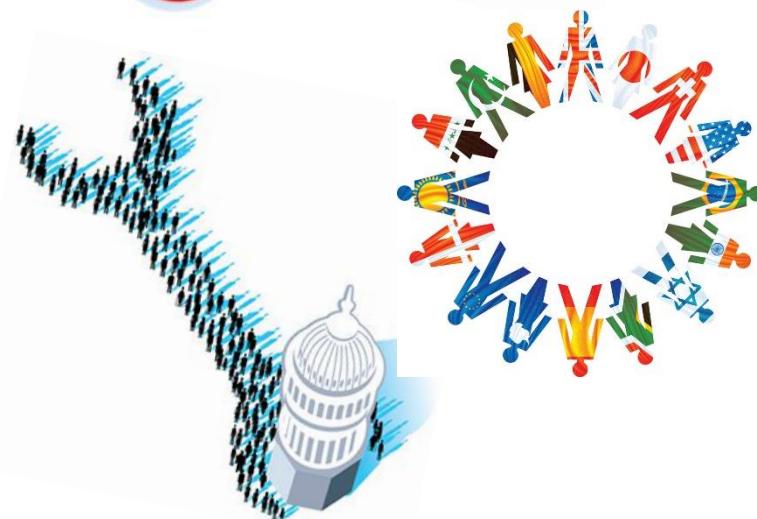
## *Goals related to patterns of behavior and circumstances*

- Changes in individual behavior among target populations
- Changes in living situations or well-being
- Changes in professional practice or how we approach our work



## *Goals related to changes in systems*

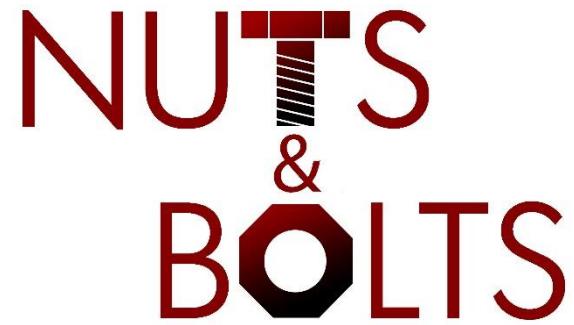
- Changes in funding
- Changes in cultural norms
- Changes in public policy



# Collective Impact Targets

- Early Childhood Education
- Addiction and Recovery
- Homelessness
- Population and Public Health
- Poverty Elimination
- Youth Development
- Affordable and Mid-Range Housing
- Community Economic Development
- Animal Welfare
- Reentry to the community
- Environment
- Holistic Wellness





**COLLECTIVE IMPACT APPROACH**

# **Collective Impact: The 5 Conditions**

Successful collective impact initiatives typically have five conditions that together produce alignment and can lead to powerful results:





## Common Agenda

Engagement of a diverse set of stakeholders across sectors with a common understanding of the problem

Agreed upon definition of issue or opportunity

Shared vision, mission, core values, and goals



## Shared Measurement and Accountability

Agreement on the ways success will be measured and reported

Collecting data from all partners and measuring results

Shared accountability

## Mutually Reinforcing Activities

Joint approach to solving the problem through agreed upon actions

Implementing aligned activities

Coordination of activities through a mutually reinforcing plan of action



## Continuous Communication

Frequent, consistent, and open communication

Focus on building trust (social capital)

Inform ongoing learning and adaptation of approach



## **Backbone Support Organization/s**

Backbone organization structures can take many different forms

Ongoing support provided by one or more independent organizations and/or staff dedicated to the initiative

Has the resources and skills to convene and coordinate people without imposing an agenda or taking credit for success

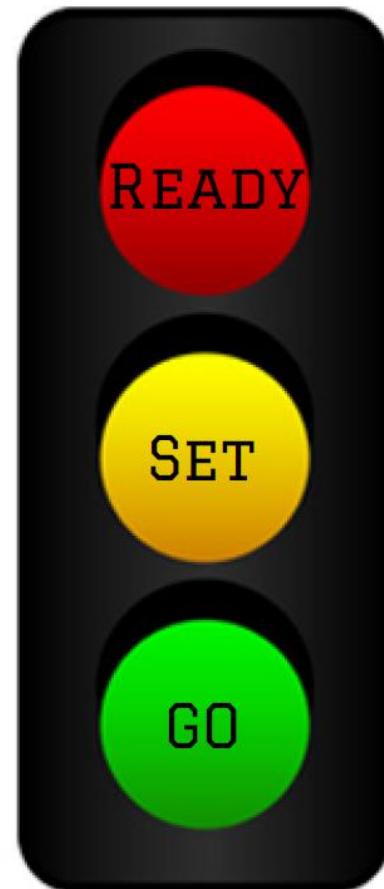


Backbone organizations typically plan six roles in collective impact:

1. Guide Vision and Strategy
2. Support Aligned Activity
3. Manage Measures
4. Build Public Will
5. Advance Policy
6. Mobilize Resources

# *Collective Impact Readiness*

Launching a Collective Impact Initiative Has Four (4) Prerequisites





## Urgency for Change

- Critical problem in the community
- Frustration with existing approaches
- Multiple actors calling for change
- Engaged funders and policy makers



## Influential Champion/s

- Commands respect and engages cross-sector leaders
- Focused on solving problem but allows participants to figure out answers for themselves



## Financial Resources

- Committed funding partners
- Sustained funding for at least 2-3 years
- Pays for needed infrastructure and planning



## Basis for Collaboration

- Successful history of working together
- Conditions are right for working together

# Examples of Collective Impact

- The Strive Partnership educational initiative in Cincinnati, Ohio - [www.strivepartnership.org](http://www.strivepartnership.org)
- Environmental cleanup of the Elizabeth River in Virginia - [www.elizabethriver.org](http://www.elizabethriver.org)
- Shape Up Somerville campaign against childhood obesity in Somerville, Mass -[www.facebook.com/shapeupsomerville](http://www.facebook.com/shapeupsomerville)
- Calgary Homeless Foundation in Calgary, Canada – [www.calgaryhomeless.com](http://www.calgaryhomeless.com)
- Partners in Progress (PIP), an initiative of the Citi Foundation and the Low Income Investment Fund – focused on poverty reduction and urban transformation - [www.partnersinprogressproject.org](http://www.partnersinprogressproject.org)

# Examples of Collective Impact

- Memphis Fast Forward in Memphis, Tennessee - focused on systemic community revitalization -  
[www.memphisfastforward.com](http://www.memphisfastforward.com)
- *Lifelong Smiles: Oral Health Access for Aging Iowans* – focused on oral health access for older adults -  
[www.lifelongsmilescoalition.com](http://www.lifelongsmilescoalition.com)
- Calgary Homeless Foundation - Calgary, Canada - focused on elimination of homelessness - [www.calgaryhomeless.com](http://www.calgaryhomeless.com)
- The Health Collaborative in Cincinnati, Ohio – focused on the “Triple Aim” of Better Health, Better Care, and Better Value –  
[www.healthcollab.org](http://www.healthcollab.org)

# Collective Impact Learnings

- Complex social problems typically cannot be solved by a single entity or organization.
- While ideal, not all of the five conditions or prerequisites/readiness factors are necessary to move efforts forward.
- While not all issues or situations call for a Collective Impact approach, there is value in using the framework as a lens in assessing how to move forward in making impact on specific issues or achieving desired outcomes.
- Interaction in a collective impact process launches participants on a journey of collective learning and action where new solutions to complex problems emerge.

# Challenges of Collective Impact

- Doesn't happen quickly
- Can be hard to secure initial and/or sustained funding
- Can be difficult to engage the “right” partners
- Requires trust, cooperation, and breaking down/connecting silos
- Disrupts existing power structures and hierarchies
- Involves managing the “collaboration pitfalls” of control, competition, and commitment
- Must involve “communities” (“do with”, not “do to”)
- Requires action beyond assessment and planning

# Collective Impact Resources

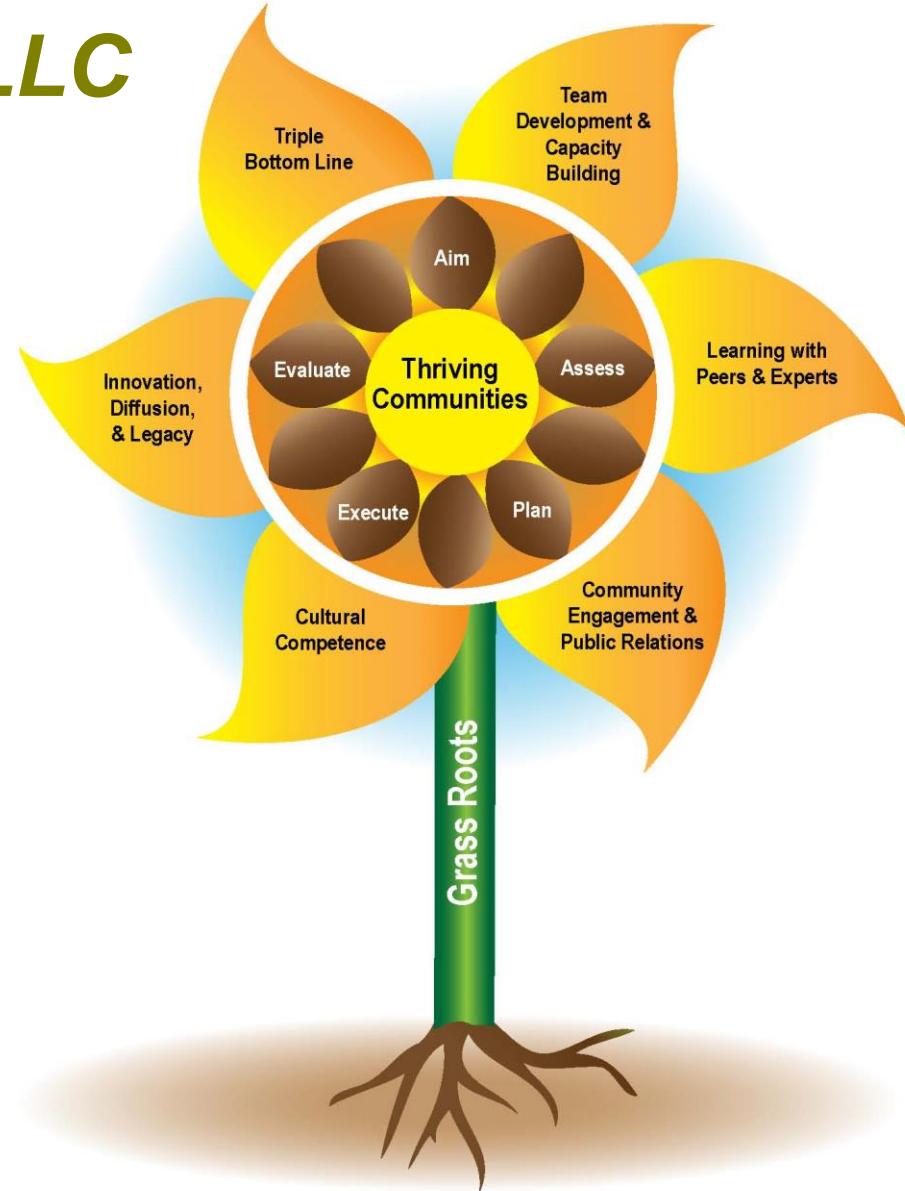
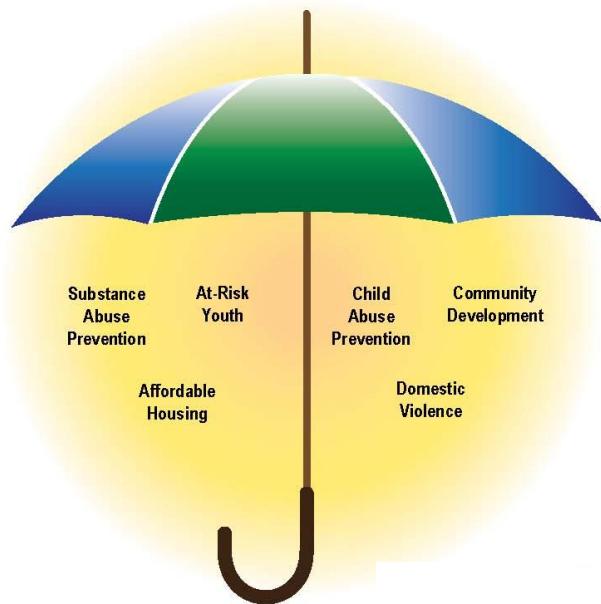
- The White House Council for Community Solutions has recognized the potential of collective impact to play a major role in transforming the ways in which communities approach their social problems
- The White House Council's work in collective impact is being continued today by the Aspen Forum for Community Solutions
- In 2014, the Aspen Forum, in partnership with FSG, launched the Collective Impact Forum, an online community to help support the efforts of those who are practicing collective impact - [www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)
- FSG website – [www.fsg.com](http://www.fsg.com)

# Collective Impact, LLC Pioneering The “Collective Impact” Approach

- Collective Impact, LLC is a capacity building firm launched in 2001 and uses a model for community-level “collective impact” work referred to as *Community Design Innovations* – [www.collectiveimpact.com](http://www.collectiveimpact.com)
- The “Collective Impact” approach was highlighted in 2011 with FSG’s research article called *Collective Impact* – [www.fsg.org](http://www.fsg.org) - [www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)
- Collective Impact, LLC was identified as the first to coin the term and concept in the Teachers College, Columbia University article called *Collective Impact and the New Generation of Cross-Sector Collaborations for Education*

# Collective Impact, LLC

Community Design Innovations  
Thriving Communities!



# Local Example Of Our Work

## Greene County MAGIC (Making A Great Impact Collectively) – Community Teams

- *School Success*
- *Housing Options Partnership*
- *Older Adults Alliance*
- Family Stability
- Physical Health
- Safe Communities
- Early Care and Education

## School Success

Community-Level Outcome - Percent increase in high school graduation or high school equivalency rates.

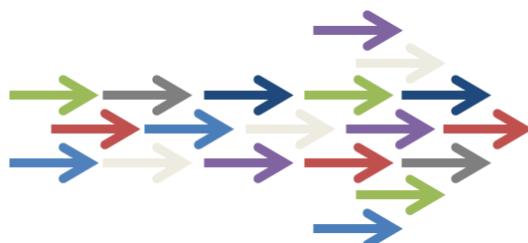
Identify the target area – county, school district, school(s)

Identify Collective Impact partners

- Community Action Southwest – GED program
- Jefferson High School – After school program
- Grace Youth and Family Foundation – Tutoring program
- SPEAK UP! – Youth Leadership Development program

Identify the baseline and data to collect to measure impact – what are the current graduation and GED rates?

All partners report on progress measures in outcomes evaluation data system to document the achievement of community-level outcome



## Housing Options Partnership

Community-Level Outcome - The number of safe and affordable housing units whose value and quality was improved.

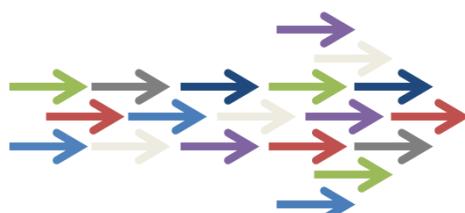
Identify the target area – neighborhood (several city blocks) or rural area (township)

Identify Collective Impact partners

- Community Action Southwest– Weatherization program
- Greene County Health Department – Asbestos Removal program
- Washington/Greene Habitat for Humanity – Home Preservation program
- Waynesburg CDC – YouthBuild program
- Greene County Housing Authority – Housing Choice Voucher program

Identify the baseline and data to collect to measure impact  
– how many houses currently are being improved by individual partners?

All partners report on progress measures in outcomes evaluation data system to document the achievement of community-level outcome



## Older Adult Alliance

Community-Level Outcome – Improved quality of life for older adults

Identify the target area – neighborhood (several city blocks), rural area (township), county, etc.

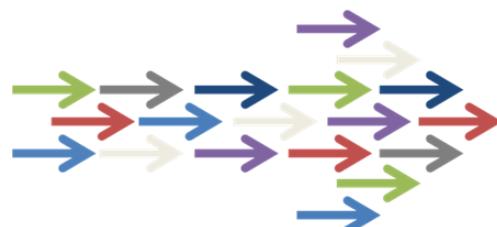
Identify Collective Impact partners

- Community Action Southwest – Meals on Wheels Program
- Greene County Human Services – Senior Outreach and Referral program
- Southwestern Pennsylvania Area on Aging – Senior Employment program
- Washington/Greene Job Training Agency – Senior Job Training program
- Quality Family Care, Inc. – Adult Day Care program

Identify the baseline and data to collect to measure impact

– what are current perceptions of older adults regarding their quality of life?

All partners report on progress measures to achieve the community-level outcome



# National Example Of Our Work

## Joint Commission on Sports Medicine and Science (JCSMS)

- Opioid Epidemic National Crisis
- Accelerating Progress in Exercise and Oncology
- Improving Military Health, Performance, and Readiness
- Youth Physical Activity & Health Education
- Appearance and Performance Enhancing Substances (APES)
- Advancing Diversity, Inclusion, and Equity

# Small Groups

Considering the model or approach that you developed earlier this morning to address a community issue .....

- Who might be some partners that could help you engage in community-level or collective impact work?
- Where might you find good data to establish the need and baseline to help launch community-level or collective impact work around that issue?



# *The Challenge!!!*

- If you are not involved in any community-level work, explore opportunities.
- If you are already involved in community-level work at the independent level, seek to engage partners.
- If you are already involved in community-level work at the partnership level, seek to engage additional partners – explore the benefits of adopting a “collective impact” approach.

