Fundamentals of **Collective Impact**

Alison Kraus, MSW

Presentation For CPH 705: Public Health Teaching And Training

In-person, Traditional Classroom Setting

Core Definition

Collective impact refers to the **commitment** of a **group** of important actors from **different sectors** to a **common agenda** for **solving a specific social problem** at scale.

- John Kania and Mark Kramer in the Stanford Social Innovation Review (2011)

(Source: University of Kansas, Community Toolbox)

Values-Based Definition

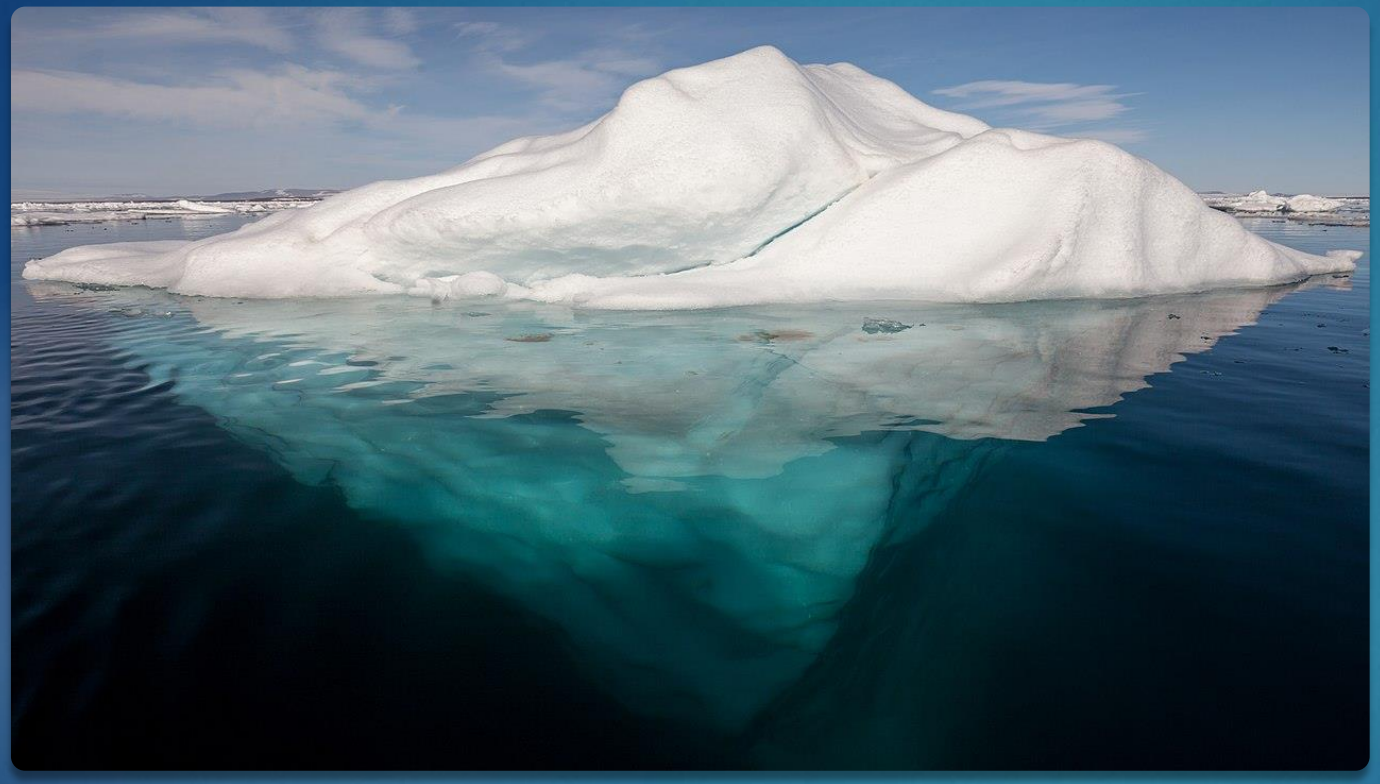
"Collective impact is a **network** of community members, organizations, and institutions who **advance equity** by **learning together, aligning, and integrating their actions** to **achieve population and systems level change**."

(Source: Collective Impact Forum)

Why Collective Impact?

Services and programs, often do not adequately address complex challenges

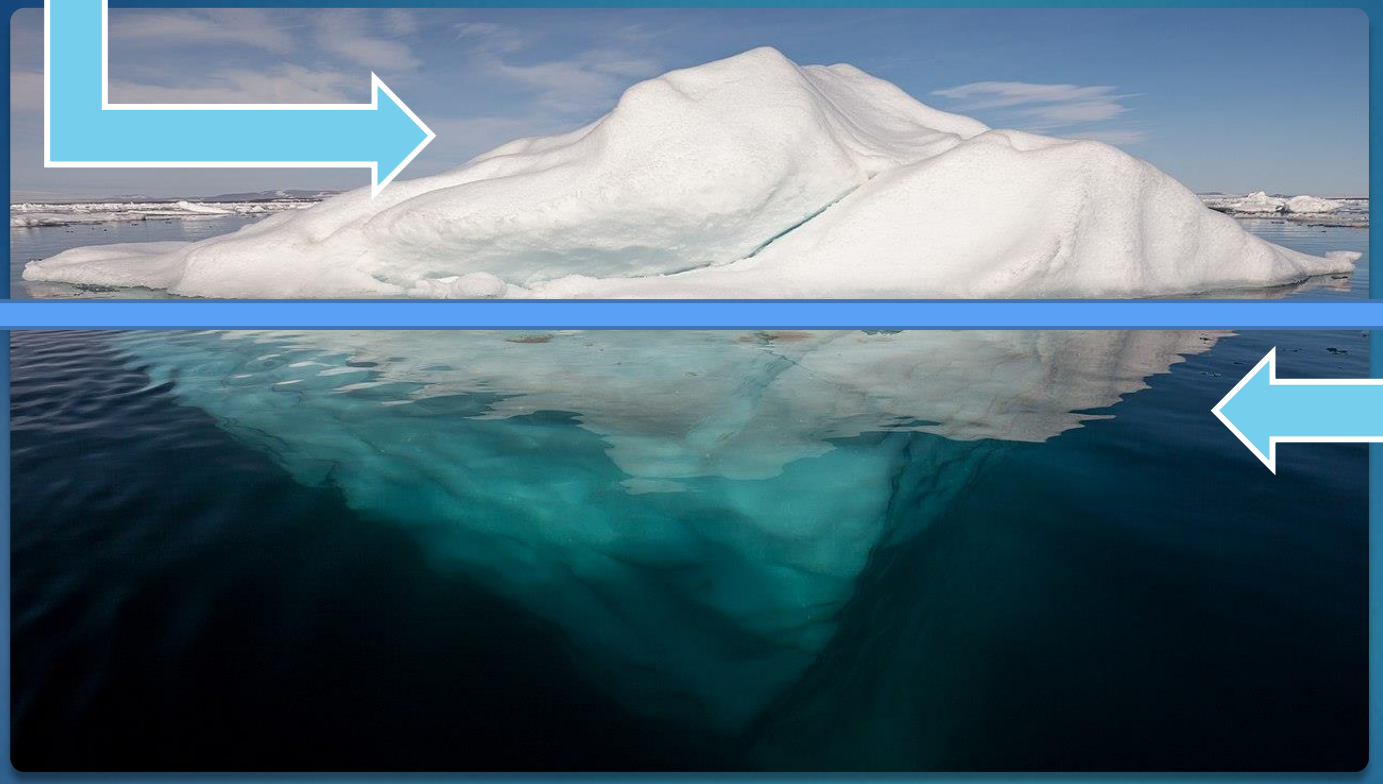
Traditional, siloed attempts at problem-solving fail to solve systemic issues



Why Collective Impact?

Systems Thinking: Iceberg Model

Event or Issue



Patterns within System

Structures within System

Assumptions, Values, Beliefs about System

5 Conditions

COMMON AGENDA

SHARED MEASUREMENT

MUTUALLY REINFORCING ACTIVITIES

CONTINUOUS COMMUNICATION

BACKBONE SUPPORT

COMMON AGENDA

Strategies:

- Collectively scope and define the issue
- Create a shared vision and theory of change to drive solutions to be implemented by participating organizations in an affirmed, collaborative approach

SHARED MEASUREMENT

Strategies:

- Collectively determine key metrics, including process and outcome metrics that will be measured in the same way across partners to enable monitoring, learning, and accountability
- Create agreement across participating organizations on measurement and reporting, shared goals, and accountability structures

MUTUALLY REINFORCING ACTIVITIES

Strategies:

- Engage cross-sector stakeholders to map and align participating organization's strategies and activities (programs, policies, etc.) to generate a collective action plan that will enhance impact through mutual reinforcement.

CONTINUOUS COMMUNICATION

Strategies:

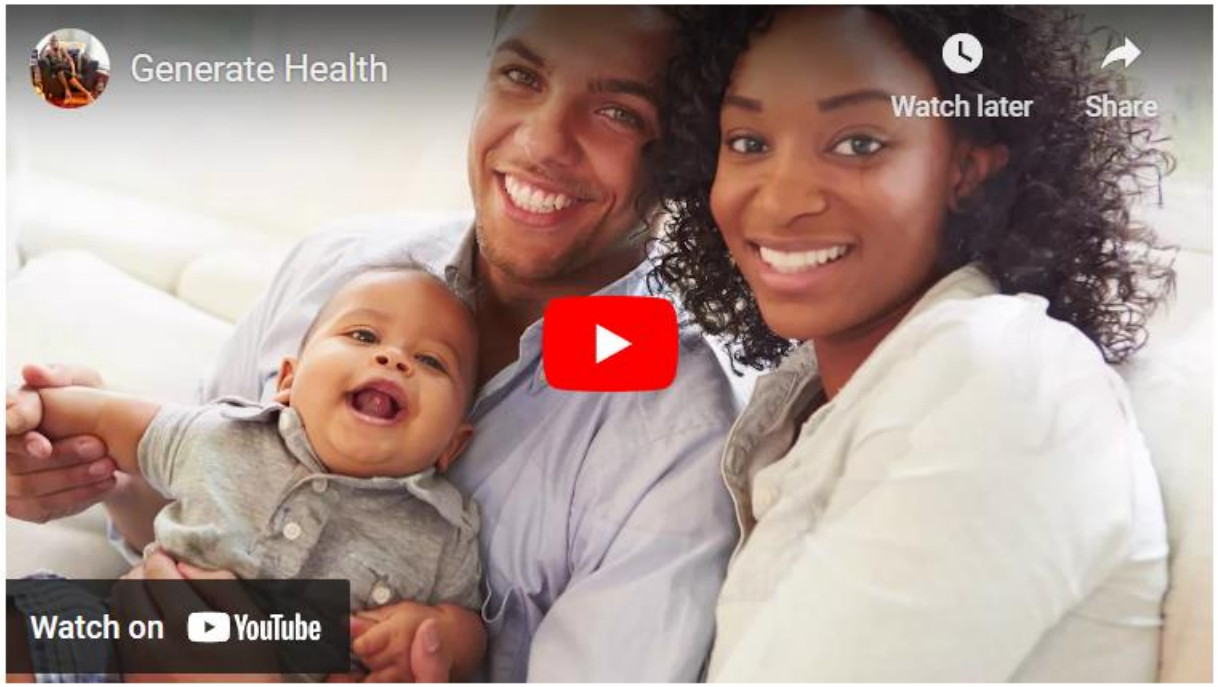
- Build frequent and structured open communication to reinforce common agenda, improve coordination and build and strengthen trusting relationships among partners.

BACKBONE SUPPORT

Strategies:

- Have an independent entity with funded staff support to align and coordinate the initiative and participating organizations, including guiding the initiative's common agenda, communications strategies, and measurement.

GenerateHealth
Champions of Family and Community



https://youtu.be/trOmgotzQZQ

Case Study

Questions?

Collective Impact Fundamentals-in-Action

Group Activity 1

In groups of **4:**

- Review and discuss Your assigned case study
- Identify how the **5** conditions of collective impact were addressed In Your case study
- Designate a group speaker to briefly present a summary of and your findings from your case study (2-3 minutes)

Group Report-Outs

Tenets of Practice

Include community members in the collaborative

Recruit and co-create with cross-sector partners

Cultivate leaders with unique system leadership skills

Focus on program and system strategies

Build a culture that fosters relationships, trust, and respect across participants

Customize for local context

Use data to continuously learn, adapt, and improve

Design and implement with a priority of equity

Structure

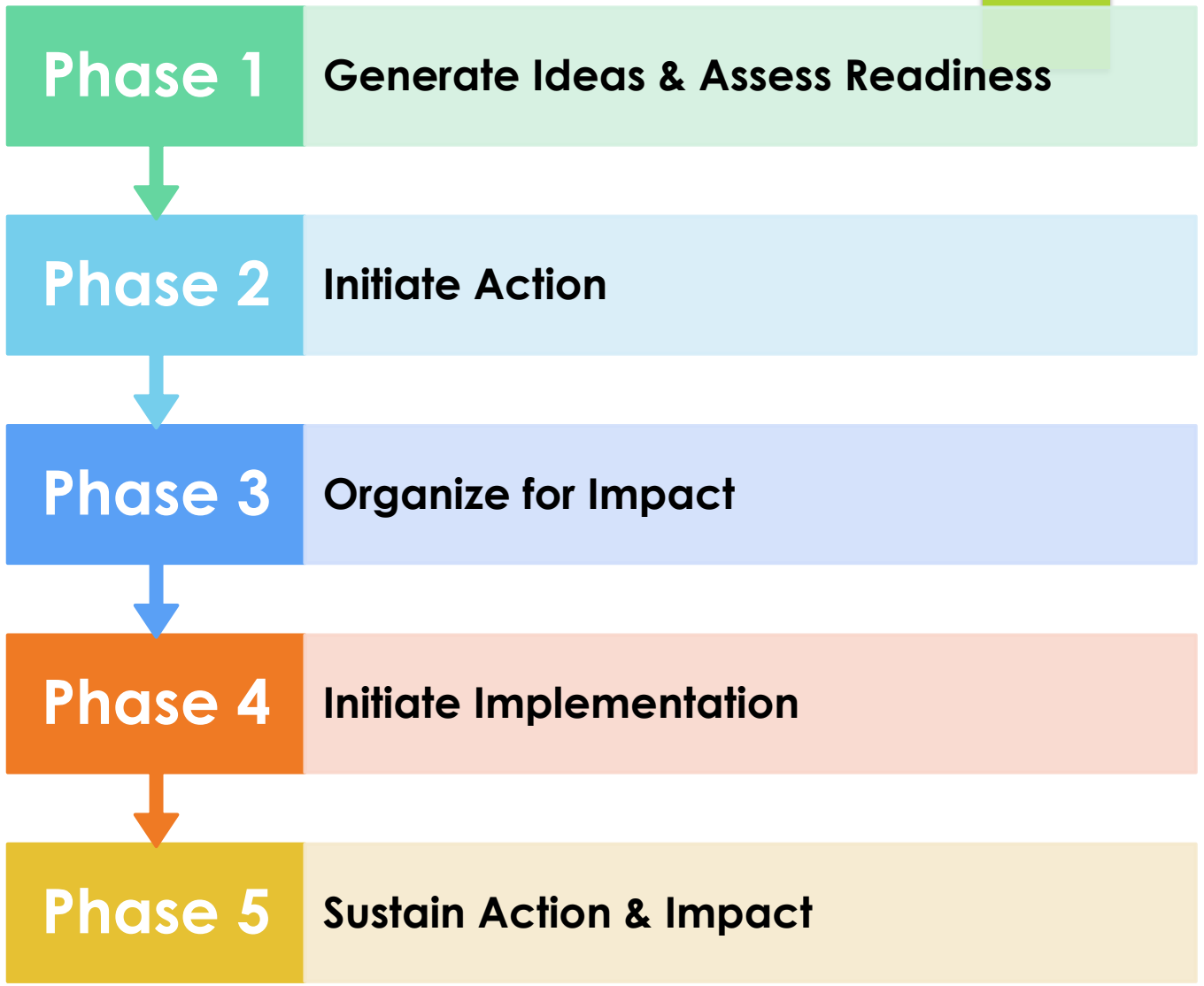
Steering Committee

Backbone Support

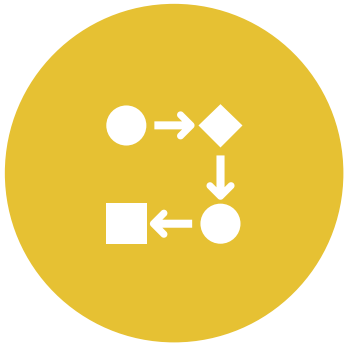
Work Groups

Community Engagement

5 Phases of Implementation



Key Questions at Each Phase



In Phases I-III: What needs to happen? What structures do we need to work collectively to make it happen?

In Phase IV: How well is it working? What else is needed?

In Phase V: What difference are we making? How is our work sustained?

Questions?

Collective Impact Proposal Worksheet

Group Activity 2

In pairs of 2:

- **Discuss** your interest areas of focus for a collective impact proposal plan in your home community
- **Identify** 1-2 options for a high-level issue analysis
- **Talk through** the worksheet questions to perform this high-level issue analysis

Individually:

- **Complete the worksheet** to document the **one** high-level issue analysis that you would like to focus on, based on your discussion
- Hand to instructor