

Healthy Start and Collective Impact: Digging Deeper into a Community Engagement and Systems Change Approach



Collective Impact Webinar

February 12, 2015

Welcome and Overview



Kimberly Bradley, MPH, MNM

Technical Advisor – Community
Engagement

Healthy Start EPIC Center

ZERO TO THREE



Webinar Agenda



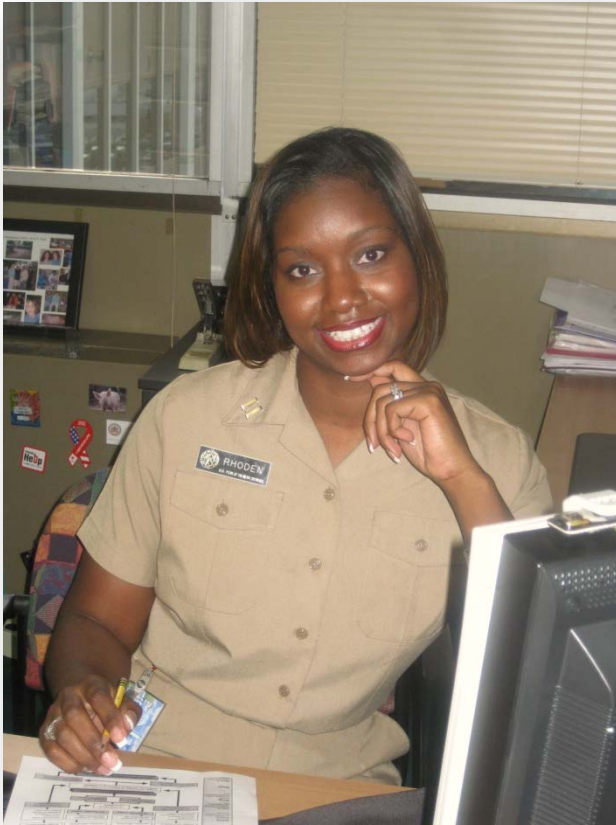
- I. Review Objectives**
- II. HRSA Welcome and Opening Remarks, Makeva Rhoden**
- III. Reflections on Collective Impact, Laurita Kaigler - Crawlle**
- IV. Collective Impact Presentation - Sylvia Cheuy**
- V. Q & A with our presenters**
- VI. Next steps for CI Training and TA, Kimberly Bradley**

Webinar Objectives

- Review the five conditions of Collective Impact that lead to meaningful results
- Address outstanding questions posed during the Healthy Start Convention
- Engage in Q&A regarding grantees' Collective Impact efforts
- Discuss follow-up activities that Healthy Start grantees can take part in to continue the discussion around Collective Impact



Welcome from HRSA



Makeva Rhoden, MPH, CHES

LCDR, U.S. Public Health Service

Program Management Officer

**Health Resources and Services
Administration**



Reflections on Collective Impact



Laurita Kaigler-Crawle

Director for Program Development and
Implementation

Bureau of Child, Adolescent and
Family Health

Boston Public Health Commission

Collective Impact will...

Strengthen our capacity to create large scale, community wide impact by enabling our community action networks (CANs) to reach consensus across diverse stakeholders and to address perinatal health issues using a common agenda, aligned efforts and shared measures of success.



Questions to consider as we learn about and apply Collective Impact

- 1. What are the differences between what we have been doing to engage and involve our stakeholders and community partners and this approach?*
- 2. How do CANs create and implement strategies that shift public health paradigms and do more than offer additional or better perinatal services and programs?*

Questions to consider as we learn about and apply Collective Impact

- 3. Are we prepared to relinquish ownership and decision-making power and embrace a leadership structure that is designed to generate sustainable change for communities by enabling the collective to drive how the CAN will address the social determinants of perinatal health inequities?*



Partnering for Collective Impact



Sylvia Cheuy

Director

Tamarack – An Institute for
Community Engagement

Partnering for Collective Impact



Sylvia Cheuy

Director

sylvia@tamarackcommunity.ca



www.tamarackcommunity.ca

An Institute for Community Engagement

We develop and support learning communities that help people to collaborate, co-generate knowledge, and achieve collective impact on complex community issues.

For **Collaborative Leaders** who use collective impact approaches to address complex community issues. <http://www.tamarackcci.ca>

For **Cities** that develop and implement comprehensive poverty reduction strategies <http://www.vibrantcommunities.ca>



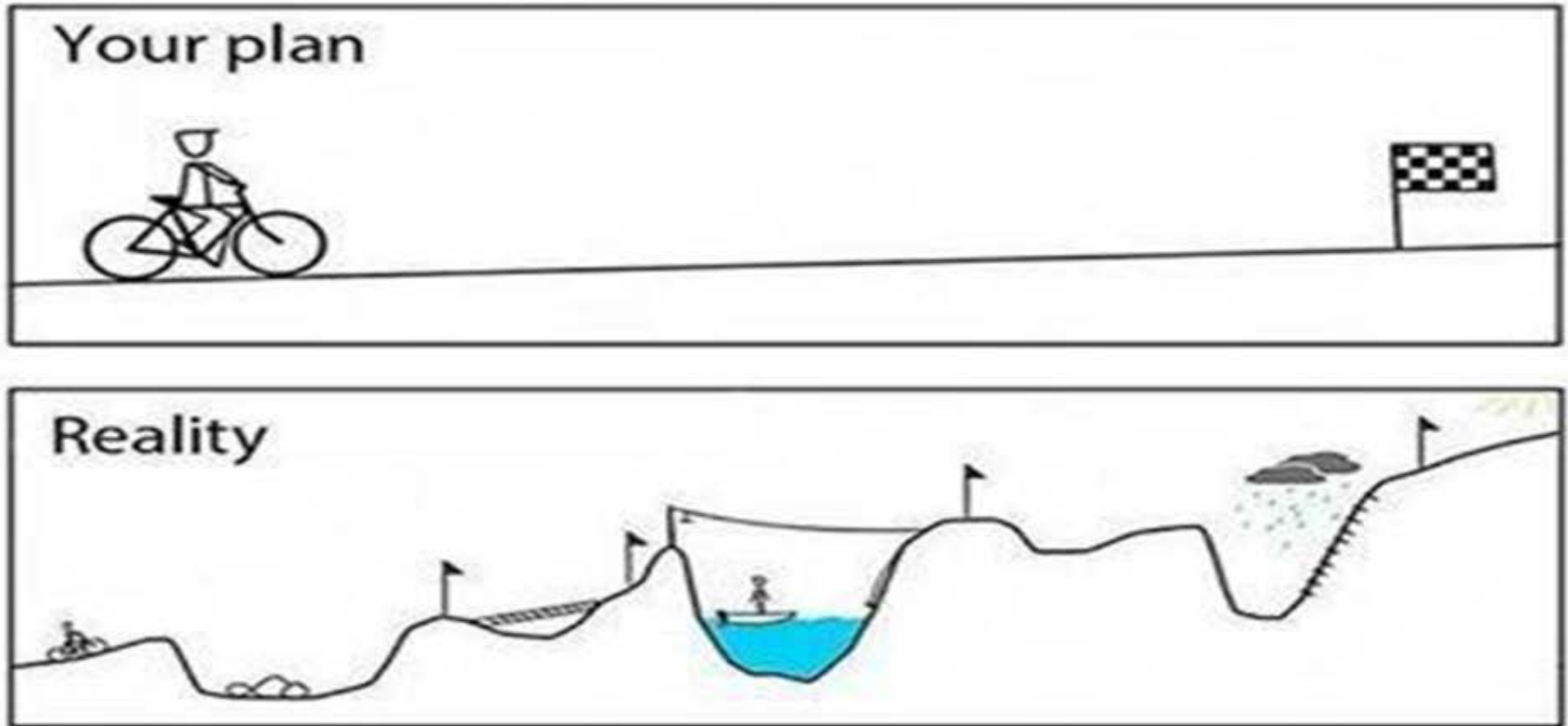
For **individuals** who care about community, the vibrancy of neighbourhoods and the unique role of citizens in social change. <http://www.seekingcommunity.ca>

Session Goals



- **Review:** What is **Collective Impact**?
- **Learn:** Tamarack's **lessons learned** when applying CI as a means for large scale system change.
- **Learn:** Phases of Collective Impact through the **Eco-cycle** lens.
- **Review:** What **mindset shifts** are needed to effectively implement Collective Impact?

Collective Impact is...



....positive and consistent progress at scale”

Having a significant and measureable impact.

The Collaboration Spectrum

Trust

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

Turf

Loose

Tight



Managing Complex Problems

TRADITIONAL RESPONSE	CHARACTERISTICS OF COMPLEX ISSUES	ADAPTIVE RESPONSE
Specialization	Multiple Root Causes	Orchestration
Silos	Multiple Stakeholders	Cross Boundary
Crisp Problem Definition	Difficult to Frame	Working Framework
Plan the Work, Work the Plan	Emergent	Act, React and Adapt
Resolve	Paradoxes & Dilemmas	Cope
Standardized and Detailed Blueprint	Unique	Minimum Specs, Variation & Customization
Short Term	Intractable	Long Term

Collective Impact



The Five Conditions of Collective Impact

Common Agenda

All participants have a **shared vision for change**, including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Preconditions for Collective Impact

- Influential Champion(s)
- Urgency of issue
- Adequate Resources

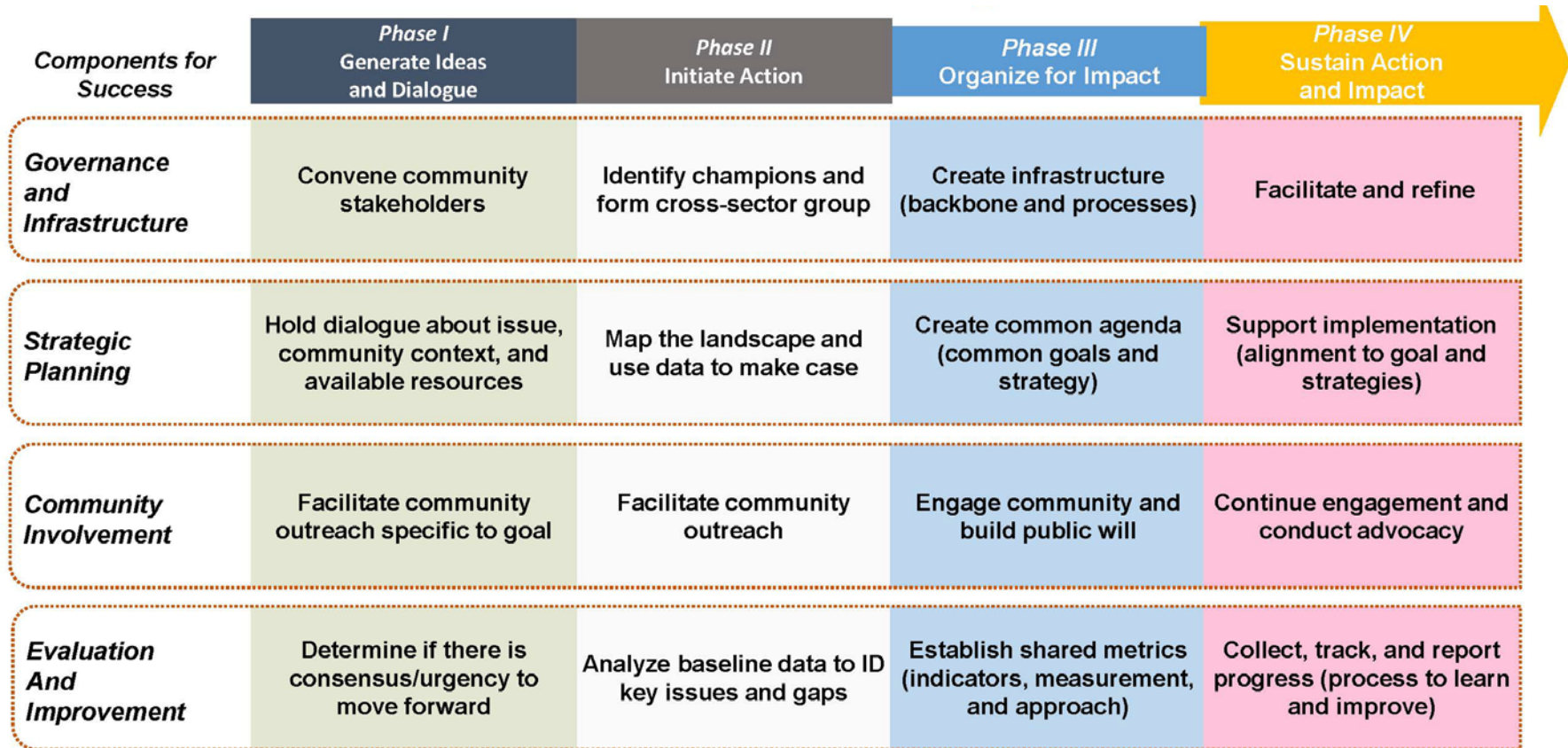


Collective Impact – Framing Questions

- Do we aim to effect—**needle** change (i.e., significant and measurable progress) 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?



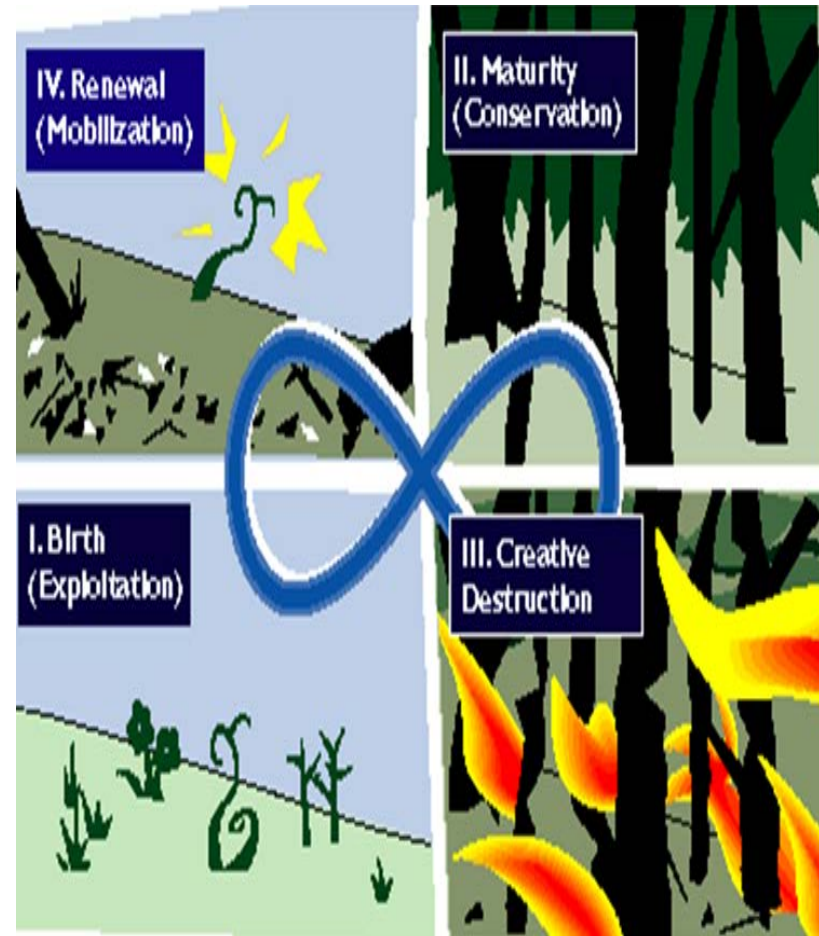
The Phases of Collective Impact



The Collective Impact Journey

Tamarack's Lessons

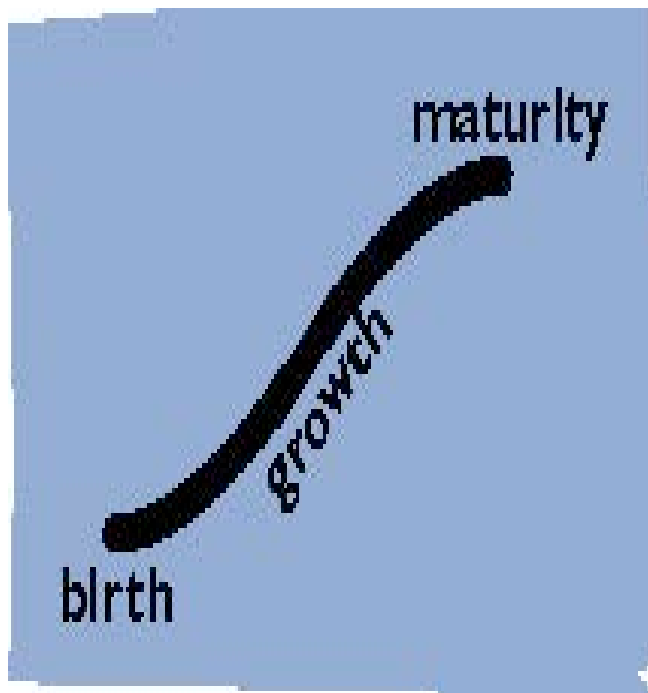
- Plan for 3-5 year campaigns
- Different phases require different leadership
- Learning and reflection needs to be built into every phase
- Watch out for traps
- Renewal is critical



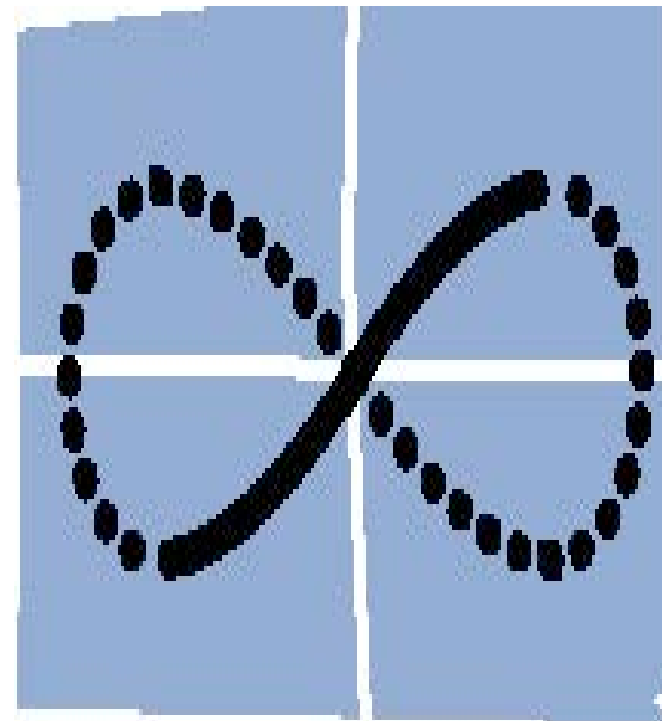
Source: <http://www.plexusinsitute.com>

Phases of Collective Impact – The Eco-cycle Lens

The Performance Loop

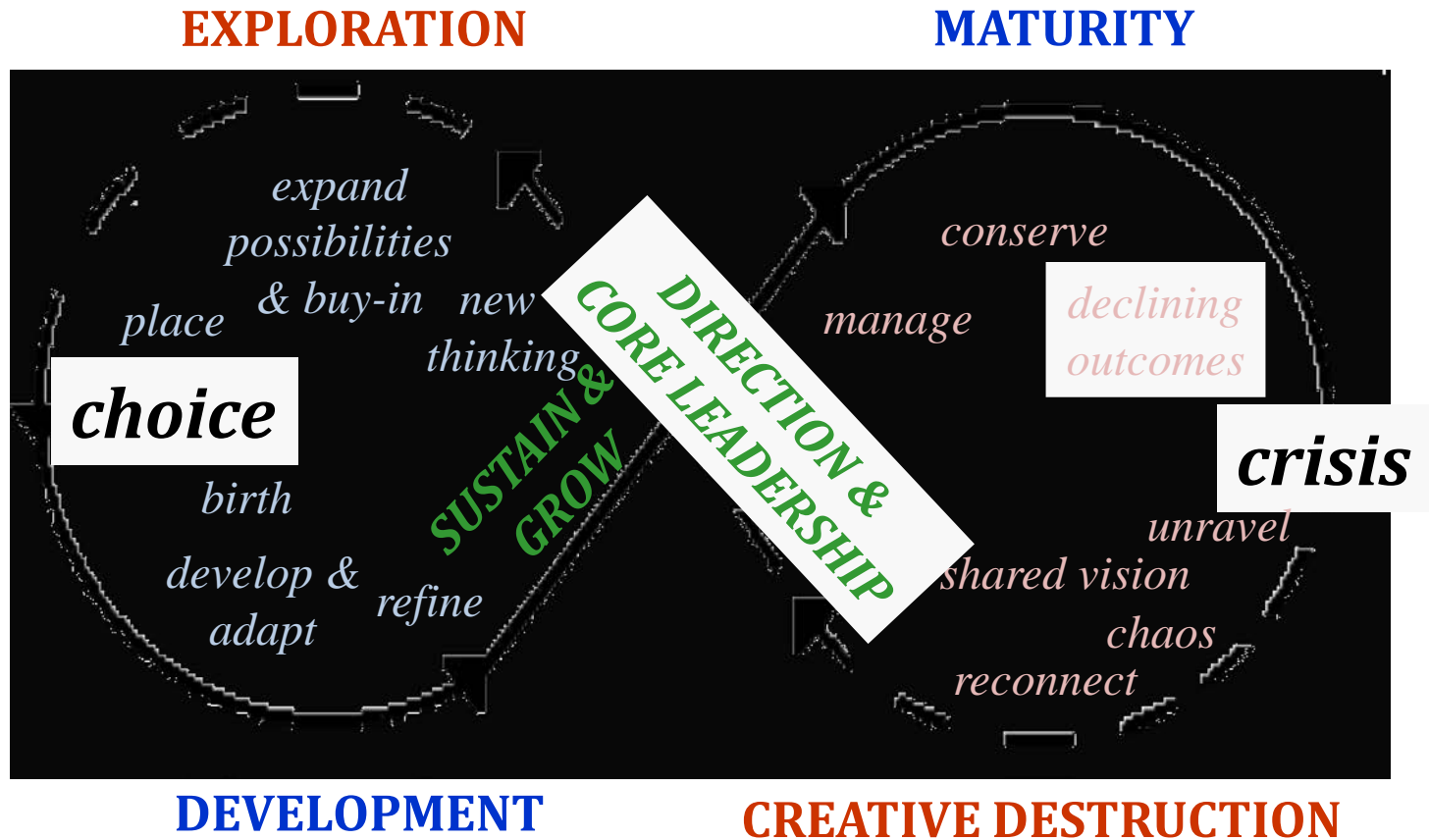


The Renewal Loop



Source: <http://www.plexusinstitute.org>

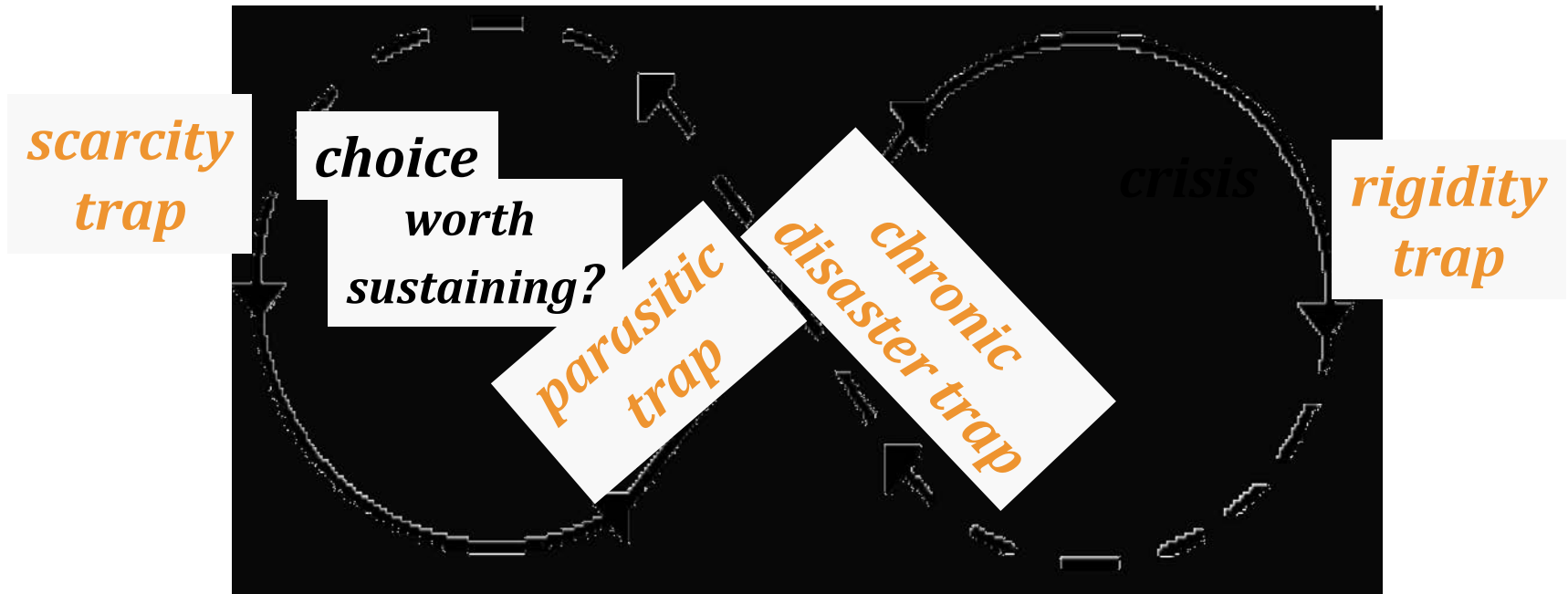
Phases of Collective Impact – The Eco-cycle Lens



NAVIGATING THE ECO-CYCLE'S TRAPS

EXPLORATION

MATURITY



DEVELOPMENT

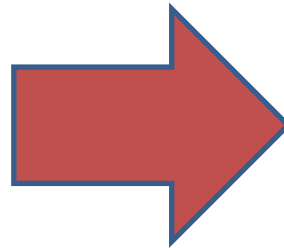
CREATIVE
DESTRUCTION

The Eco-cycle's Transitional Traps

Traps	Description	Typical Challenges
SCARCITY	People struggle to 'birth' something likely to lead to outcomes and garners the support of the larger community.	The ideas are not compelling. Underdeveloped decision-making process & criteria. Members disagree on which options to pursue. Members have insufficient credibility. Energy spread too thin across many directions.
PARASITIC	People seem unable to sustain or grow their work because it is 'parasitic' on the host(s) that gave it birth.	Over reliance on key – often founding – members of the group. Dependence on start-up pool of resources. Approach works well only at a certain scale or in unique context.
RIGIDITY	People are unable or unwilling to change or dismantle an approach that no longer fits the evolving context in which they operate.	Psyche of immediate return. Fear of uncertainty. Self-Interest. Lack of clear exit rules. Concern about perception of failure. Pressure to continue by entrenched constituency (e.g. 'too big to fail').
CHRONIC DISASTER	People find themselves 'spinning' and unable to get traction on a compelling new vision, values and intent for moving forward.	Inability to let go of the past. Weak trust amongst members. Difficulty in agreeing on shared vision and values. Volatile environment.

Collective Impact Mindset Shift

From Buy-In

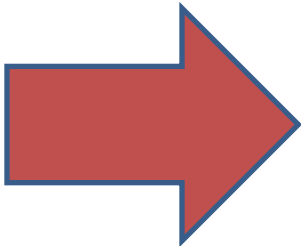
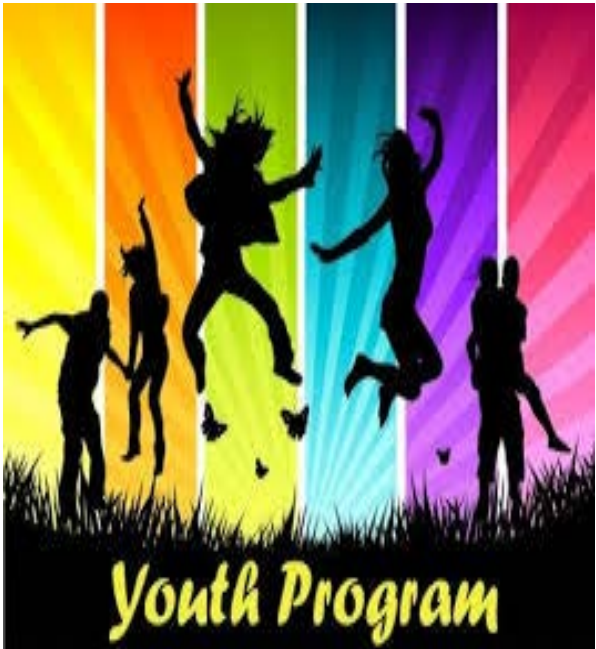


To Ownership



Collective Impact Mindset Shift

From Programs

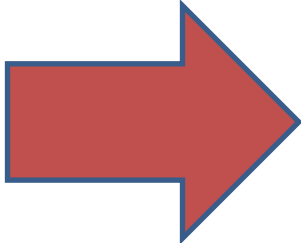


To Systems



Collective Impact Mindset Shift

From Content

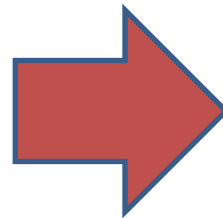


To Context



Collective Impact Mindset Shift

From Positional
Leadership



To Shared & Adaptive
Leadership



Reflecting on Collective Impact



**What are your
take-aways or AHAs?**

**Please post questions and
take-aways/AHAs in chat
box.**

Tamarack Learning Opportunities

<http://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



Outstanding Questions from HS Convention

Questions for HS Division

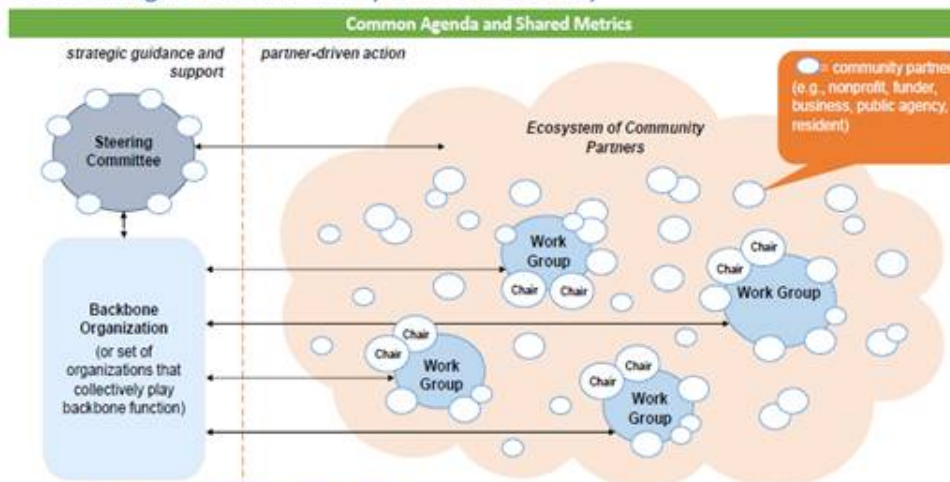
1. Communities/Areas with Multiple HS Projects?
2. Level 2 grantees serving as backbone agency?
3. When existing non-HS funded CI initiatives exist within a HS project area?
4. For reporting purposes who can count as “HS Participant Membership”?

Outstanding Questions from HS Convention

Questions for Content Expert

1. From governance perspective how is CI different from collaborations and consortiums?

Collective Impact Infrastructure: Structuring for Intentionality and Uncertainty

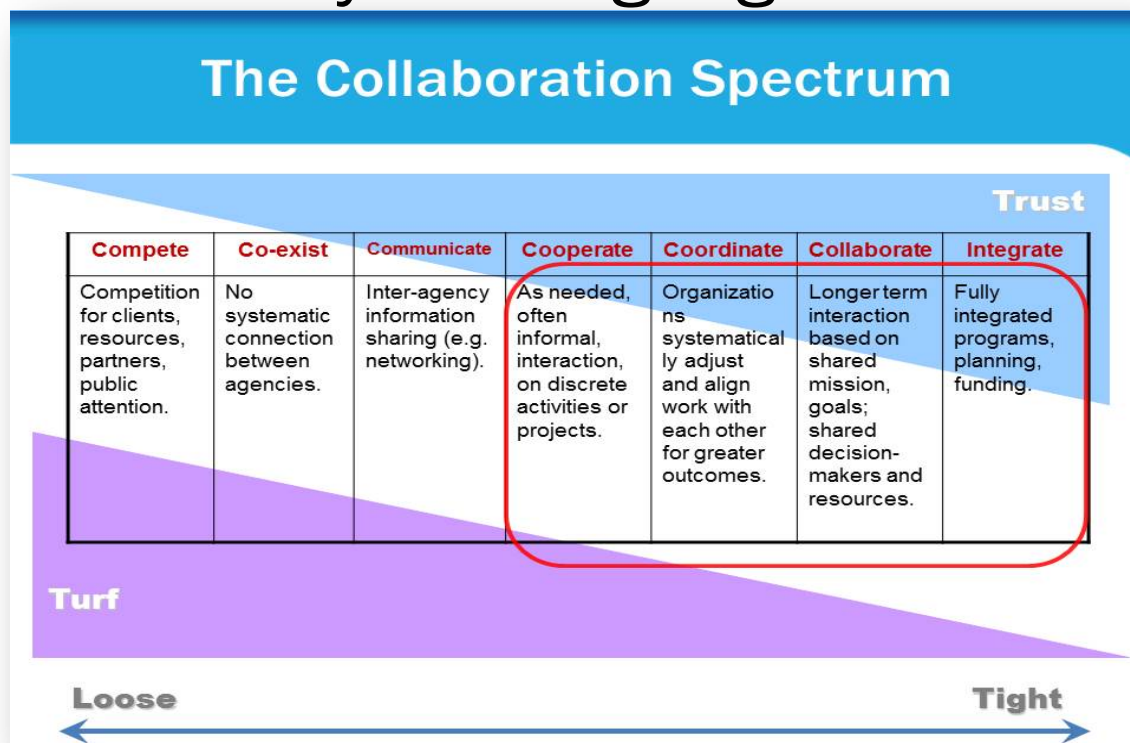


* Adapted from *Listening to the Stars: The Constellation Model of Collaborative Social Change*, by Tonya Guman and Mark Guman, 2006.

Outstanding Questions from HS Convention

Questions for Content Expert

2. How do we retrofit CI to Healthy Start CANs that are already working together?



Outstanding Questions from HS Convention

Questions for Content Expert

3. How do we ensure participation of representatives as "champions" w/ accountability & experience, in our CANs?
4. How do we create a common language, that engages CAN members from a range of experiences and expertise?
5. What does it mean to be the backbone agency if you don't have the authority to mandate change?
6. To what extent is the policy change expected to be included in the application of CI for CANs?

Questions?



Next Steps for CI Training & TA

- CI Workshop at National Healthy Start Association Spring Conference
- Discussion Groups
 - Six themed grouped
 - Co-facilitated by HS Grantee & EPIC Team Member
 - 6-8 sessions (likely one per month)
 - Focus: **Peer sharing & learning**, CI plan development, tools that can assist with each of five principles
- Additional Webinars and workshops



Wrap Up and Reminders

Upcoming Webinars:

- **Stress, Depression and Resilience** on February 24 from 3:00-4:00 PM EST
- **RESCHEDULED!** Care Coordination
Please stay tuned.
- **Preconception Care** on March 10 from 3:00-4:00 PM EST

EPIC Center website: <http://www.healthystartepic.org>

- Includes all recorded webinars, transcripts, and slide presentations

