

Building Toward Collective Impact



InterCommunity 
Health Network CCO

IHN CCO implemented a
Collaboration Model called
“Collective Impact”

There are Five Conditions to Collective Impact Success

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

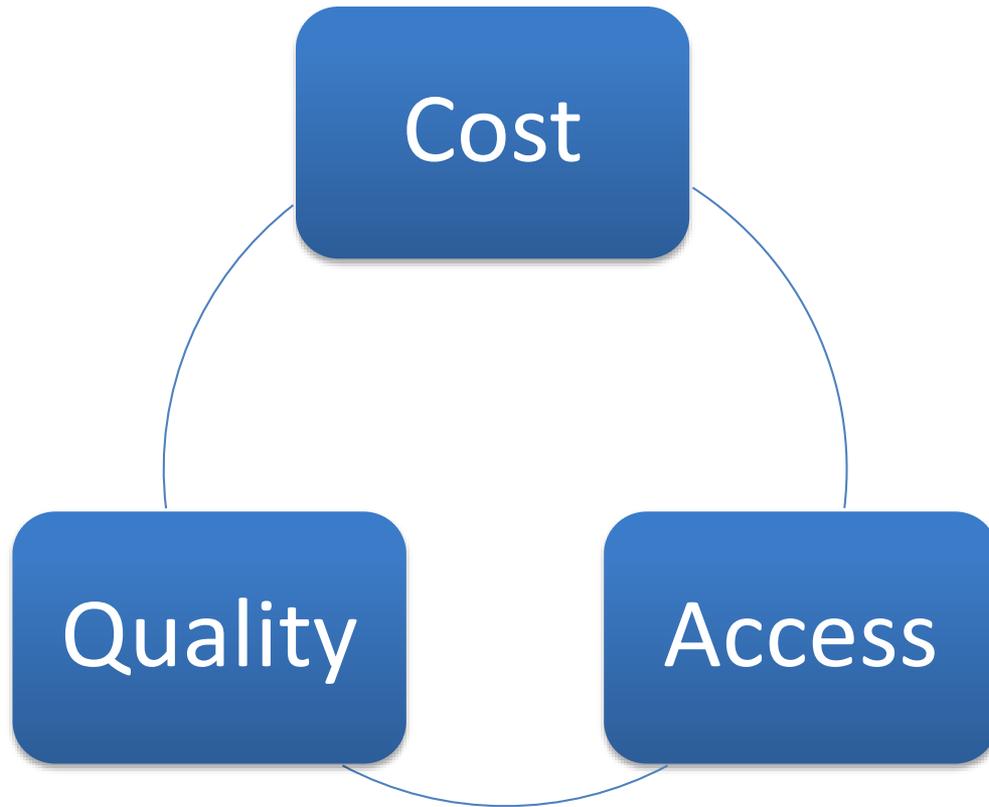
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Backbone Support

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

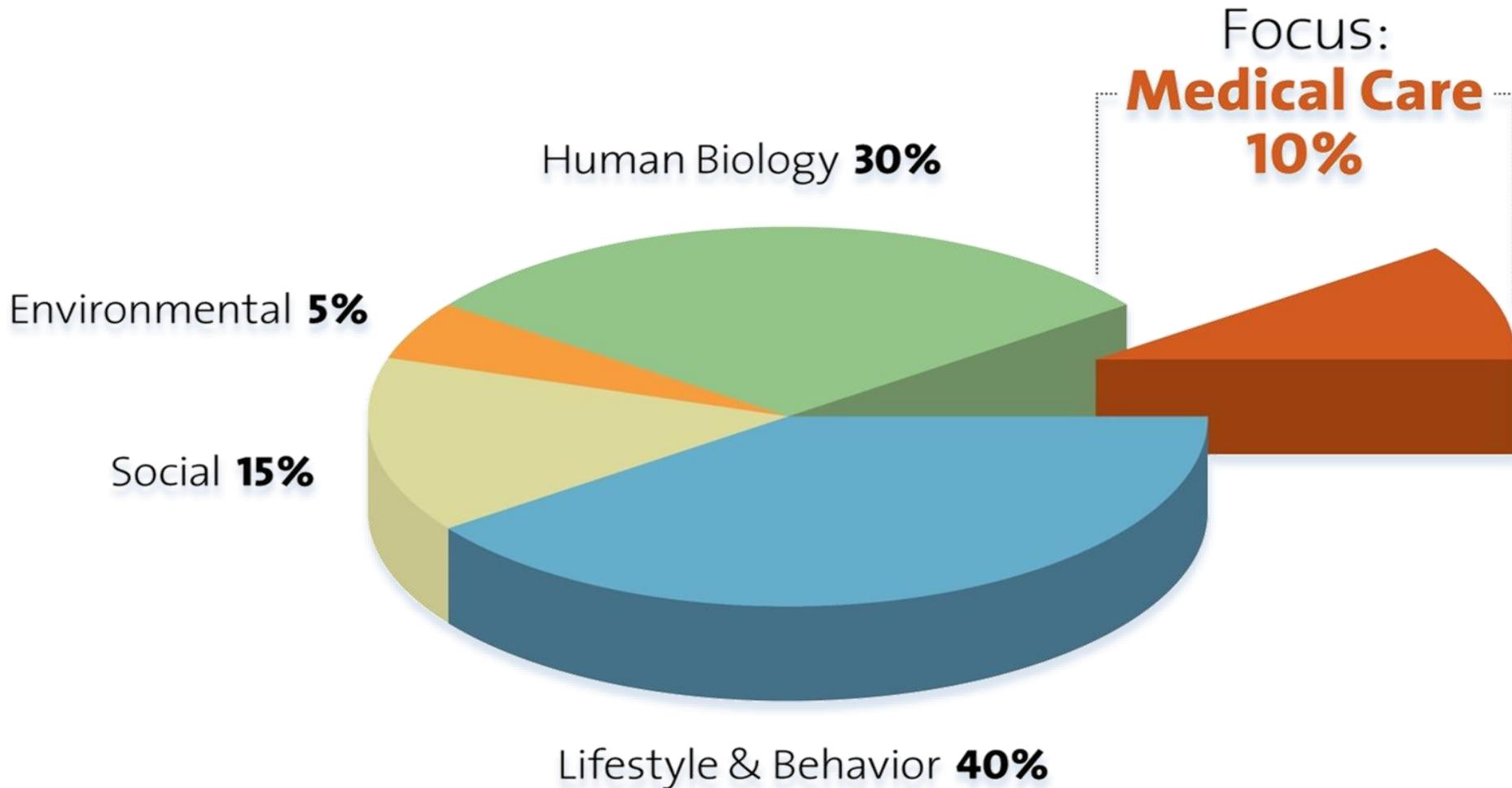
Common Agenda

The Triple Aim



Shared Measurement

Factors Contributing to Health Outcomes



Mutually Reinforcing Activities

Continuous Communication

Key Assumptions of Collaboration

- Must value diverse membership and ideas
- Each member has expertise
- Must have a common purpose
- Members need to trust one another
- Trust allows members to share in decision-making and responsibility

Backbone Support

IHNCCO had taken the position of the Backbone Organization

6 Activities of Backbone Organizations

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement
4. Build public will
5. Advance policy
6. Mobilize funding

Cascading Levels of Linked Collaboration Amplify Impact

Depth of Impact through Vertical Alignment

- Cross-sector leaders formulate a **common agenda**
- The core strategy then translates into **key program initiatives**, each with a set of **workgroups**
- Workgroups carry out work at the ground-level while **maintaining a common focus** and **set of objectives**

Breadth of Impact through Horizontal Coordination

- Backbones guide working groups in creating **aligned** and **coordinated** action across multiple organizations
- Groups tackle **many different dimensions** of a complex social problem **at once**
- Multi-dimensional approach **amplifies impact** across sectors / geographies

Adoption Beyond the Central Scope of Impact

- As working groups engage with outside organizations and share progress, **the circle of alignment grows**
- External stakeholders **adopt new practices aligned** with the effort

Collective Impact Example

Community Prevention Grant
SPArC Grant

Collective supported collaboration
1st Tobacco Free Homeless Shelter in Oregon

Questions



Discussion Questions

Where have you seen the product of collective impact?

Where have you seen External Stakeholders adopt new practices (on their own and without overt direction) that are in line with a common vision?

How do you value the diversity in a group? How do you build trust in the midst of diversity?