

Healthy Start and Collective Impact: Building the Common Agenda



Regional Meeting

Megan Hiltner and Aisha Moore

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Objectives for the session

- Hear from peers regarding experiences creating a common agenda with CANs.
- Share tools for building a common agenda with your CAN.
- Explore opportunities for further support with building a common agenda and broader Collective Impact concepts.

Video

<https://www.youtube.com/watch?v=1SmgLtg1IzW>

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.



Preconditions for Collective Impact

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



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**

Source: FSG

The Phases of Collective Impact

Components for Success	Phase I Generate Ideas and Dialogue	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Sustain Action and Impact
Governance and Infrastructure	Convene community stakeholders	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda (common goals and strategy)	Support implementation (alignment to goal and strategies)
Community Involvement	Facilitate community outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation And Improvement	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

Elements of Common Agenda

- Description of the problem (informed by research)
- Clear (ideally measurable) goal for change
- Portfolio of strategies that focus on driving large scale change
- Set of Principles that guide the group's behaviors
- Approach to evaluate, receive and integrate feedback

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



At what point is
your CAN in
building a
common
agenda?

Our Community Vision for Change

What is our vision for creating a community where all infants, and their families, thrive?

Exercise debrief

What are the common elements that unite our individual visions?

What unique ideas did you hear in other's visions that inspired you?

Is there anything within what you've heard in these visions that you COULD NOT support?

Can we assume that we all agree that all else is endorsed by all?



What needs to change to realize our community vision?

Type of Change	Priorities for Change in our Community
Systems	blank
Institutions or Organizations	blank
Resources	blank
Relationships	blank

Scoping Our Work: What's in/What's out?

Identify things either in or out of your current scope of work? (yellow)

Boundaries still being questioned? (green)

What's In/What's Out

	IN	OUT
Beneficiaries or Targets	blank	blank
Geography	blank	blank
Timeline	blank	blank
Activities & Outcomes	blank	blank

Draft Intended Impact Statement:



Exercise debrief

What questions still need to be answered in order to define the scope of our work?

What information or data do we need to answer our outstanding questions?

Where could we find the information and or data that we need?

Our Common Agenda Framework

Strategies: 5		Assumptions: 6	
Influential Factors: 4	Problem/Issue/Opportunity: 1	Desired Results (outputs, outcomes & impact): 3	
	Community needs/assets/resources: 2		

Exercise debrief

What are the implications to your team in working through this common agenda framework?

What assumptions are we making about our common agenda that we will be testing and/or learning more about as our work unfolds?

What else do we need to know to be able to build our common agenda?

Collective Impact Framing Questions

Collective Impact Framing Questions	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Don't Know N/A
1. Do we aim to effect —needle-change (i.e., 10% or more) on a community-wide metric?						
2. Do we believe that a long-term investment (i.e., three to five-plus years) by stakeholders is necessary to achieve success?						
3. Do we believe that cross-sector engagement is essential for community-wide change?						
4. Are we committed to using measurable data to set the agenda and improve over time?						
5. Are we committed to having community members as partners and producers of impact?						
Assessing the Risks and Rewards of Engaging in a Collective Impact Effort						
Reputational Impact – Will our organizational reputation be enhanced or damage by our involvement in this partnership or if the partnership fails?						
Loss of Autonomy: Are we comfortable if working collaboratively means that there may be less organizational independence in areas of joint work?						
Conflict of Interest: Are we prepared for times when our organization may be pushed to settle for an uncomfortable compromise or be required to support a policy which it does not agree with?						
Drain on Resources: Are we comfortable with the fact that partnerships typically require a heavy front end investment (of time and human capital) in advance of any return?						
Implementation Challenges: Are we prepared to continue our involvement in the face of challenges (such as moving from planning to implementation)?						

Exercise debrief

Complete the questionnaire.

If “yes” to at least 3 of the 5 questions, you have the readiness to embark on the full CI approach.

If “yes” to fewer than 3 of the 5 questions, you may not be ready to undertake the full CI approach. However, use the information to focus on community engagement efforts.

Questions?



The Intention of Peer Learning Networks



To accelerate the learning and effectiveness of Healthy Start Grantees in applying Collective Impact.

Healthy Start CI - PLNs

Key Features

- A series of six to eight 90-minute calls between June – January 2016
- Calls are co-facilitated by teams with a HS Grantee and JSI Consultant
- Will introduce and discuss Collective Impact content and resources
- Will emphasize dialogue between participants to monitor progress, problem-solve, share insights and capture learnings



Healthy Start CI - PLNs

Key Deliverables: (by Jan 2016)



- **Each Grantee** will share a 1 Year, CI Implementation Plan using a template that is provided.
- **Each Peer Learning Network** will:
 - Document and share highlights, insights and learnings from their network
 - Share any resources and tools developed by their network
 - Identify Learning Needs and supports for the next phase of work

Collective Impact Peer Learning Networks

1. Applying CI to an established CAN in Rural Area
2. HS joining existing CAN/CI Effort
3. New HS Project or CAN
4. Applying CI to an established CAN in Urban Area (West)
5. Applying CI to an established CAN in Urban Area (EAST)
6. Applying CI to a CAN in Border Community

May 13 PLN Webinar

Learn more about the PLNs and register following the May 13 webinar!



Thank you!

