

Center for Urban Population Health



Working together to improve the health of communities

Is Collective Impact for You? Know Your Impact!

17th CUIR Conference

May 27, 2015

What is Collective Impact?



<https://www.youtube.com/watch?v=kZHfmg1b4mc>

What is Collective Impact?

“Typically, people gather to drum in drum "circles" with others from the surrounding community.

The drum circle offers equality because there is no head or tail. It includes people of all ages.

The main objective is to share rhythm and get in tune with each other and themselves.

To form a group consciousness.

To entrain and resonate. By entrainment, I mean that a new voice, a collective voice, emerges from the group as they drum together.”

What is Collective Impact

Collective impact is an approach for achieving large scale social change

What is Collective Impact

Conditions of CI	Drumming Circles
Common Agenda	Build a new collective voice, entertain....
Shared Measurement	Sense of collaboration and connectedness, audience reaction
Mutually Reinforcing Activities	Multiple rhythms to create one song-Each additional drummer creates an improved sound-No one drummer can create the same impactful sound
Continuous Communications	Constant awareness of fellow drummers and intention
Backbone Support	Space and drums

Who Are We?

- Lilliann M. Paine, MPH, Program Manager of the Regional Program Office for LIHF
- Michelle Corbett, MPH, CHES, Assistant Researcher,
- David Frazer, MPH, Community Partnerships and Communications Manager

Who Are We?

- A partnership between:
 - UW School of Medicine and Public Health
 - UW-Milwaukee
 - Aurora Health Care, Inc.

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What We Do?

- The Center exists to advance population health research and education to improve the health of urban communities.
- We seek to create an environment for innovation and do so by bridging academic interests and community need through our many community-academic partnerships.

What We Do?

Currently supporting the four LIHF Collaboratives:

- Beloit
- Kenosha
- Milwaukee
- Racine

Today's Objectives

- Review Collective Impact (CI)
- Integrating Equity into CI
- Assess readiness, progress and equity in CI
- Explore other models of collaboration for addressing issues
- Share successes, challenges, and lessons learned

Introductions

Move to a table that best represents your initiative:

- Coalition
- Committee
- Consortium
- Network
- Partnership

Introductions

Introduce yourselves:

- Who you are
- What organization or community you represent and
- What type of initiative are you working in

Introductions

- Select a spokesperson for the session
- Report out the types of initiatives and organizations are in your group

Is it Collective Impact?

This is a common question.

What have we learned today?

Is it Collective Impact?

“CI is an approach to address complex, large scale social and environmental issue”

FSG

Is it Collective Impact?

There are 3 pre-conditions:

- Influential champions,
- Sufficient planning and infrastructure resources,
- Urgency to address the issue

Is it Collective Impact?

There are 5 conditions:

- Common Agenda
- Shared Measurement
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support

Integrating Equity for Greatest Impact

- CI describes 5 conditions for impact is not explicit about Equity
- We believe having an impact means valuing equity and starting with an Equity Lens

Drum Solo

- What is Equity?
- Why is it Important to Consider Equity in having a CI?

Adapted from Race Forward Racial Equity Framework: Organizing Facets

- Visions and Values
- Problem Analysis
- Issue Framing
- Solutions Development
- Leadership Development
- Alliance Building
- Internal Education
- External Communications
- Culture and Practices

Adapted from Race Forward Racial Equity Framework: Organizing With vs Without Equity

ORGANIZING FACET	WITHOUT RACIAL EQUITY LENS	WITH RACIAL EQUITY LENS
Visions and Values	May address diversity (variety), but silent on racial equity (fairness).	Prioritizes racial equity as a core value and vision.
Problem Analysis	Uses a “power analysis” to identify targets, allies and opponents.	Uses a “systems/structural racism analysis” to inform a power analysis.
Issue Framing	Issues framed around class. Race frames seen as divisive.	Racism, racial equity and racial impacts are addressed explicitly, not exclusively.
Solutions Development	Focus on “universal” solutions to “lift all boats”; prioritizing short-term winnability.	Solutions highlight “targeted universalism.” May pursue long-term “wins,” but with short-term gains (e.g., ideological, infrastructural, cultural change).
Leadership Development	May strive for diverse organizers and leadership, but not necessarily those with competency in equity.	Leadership of color and multiracial leadership are systematically developed. Equity competency is developed across organization.
Alliance Building	Values relationship-building, but emphasizes short-term tactical allies and/or single-issue coalitions.	Develops multiracial and multi-issue alliances, long-term strategic partners, and movement-building connections.
Internal Education	Avoids “identity politics” and anything internally divisive; emphasizes commonalities.	Engages in “difficult conversations” about race and identities to build trust and unity; uses differences as an asset.
External Communications	Media messages may echo dominant frames if palatable to the majority.	Messages interrupt dominant/racist frames, and highlight equity, unifying connections and marginalized voices.
Culture and Practices	Implicit bias is unexamined in practices, politics and culture.	Equity tools and practices are used to counteract implicit bias.



Using Choice Points to Advance Equity

- 1) Identify a Choice Point: What is one of your points of opportunity to make or influence a decision that may affect equitable outcomes?
- 2) Assess Impacts: What are the impacts of current decisions and actions that may be unintentionally reinforcing bias, barriers, or inequities
- 3) Generate Options: What are some action options that could produce different outcomes
- 4) Decide Action: Which option will generate the most leverage, momentum or gain towards advancing equity and inclusion?
- 5) Change habits: What reminders or “equity primes” can be structured into your routine practices and protocols to make equity an ongoing priority and habit? What relationships, supports, incentives or accountability measures could help?



Conditions of CI

Equity Lens

Common Agenda

Who selected the agenda? Was the priority community included in the planning and decision?

Shared Measurement

Are your shared measurements disaggregated to be able to fully understand how your various communities are benefiting or not?

Mutually Reinforcing Activities

Were diverse stakeholders included in the design of the activities? Are the activities culturally responsive and appropriate?

Continuous Communications

Is your communication meeting all your stakeholders where they are at? Considering literacy, access to internet, modes of consumption?

Backbone Support

Who is your backbone support? How were they selected? Are they trusted by the priority community? Does their leadership reflect the priority community?

Drum Solo

- At your table discuss where you have been intentional about equity in your work and where you could improve
- Discuss possible next steps in shifting to an equity lens.

Assessments

- Readiness
- Progress
- Equity

Assessment Work

- If you think you are CI – what evidence do you have? (Progress Assessment)
- If you don't think you are CI – what conditions are present that could help you achieve collective impact on the social/environmental issue you're addressing? (Readiness Assessment)
- Have you been intentional about Equity? (Equity Assessment)

Assessment Work

- Reflections and Observations



Are You Organized to Be Successful?

How Are You Organized?

- Coalition
- Committee
- Consortium
- Network
- Partnership

How Are You Organized?

Good to start with a simple question:

Where do you seek impact?

Social Ecological Model



Where Do You Seek Impact?



Impact more people

Requires more complex solutions

Requires more shared responsibility and resources

Impacts individuals, one or few at a time

Where Do You Seek Impact?



Partnerships & Consortia

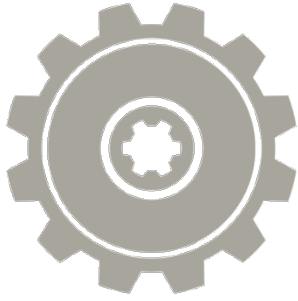


Committees



Coalitions

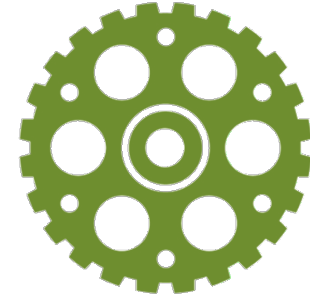
Another Analogy



Grantees



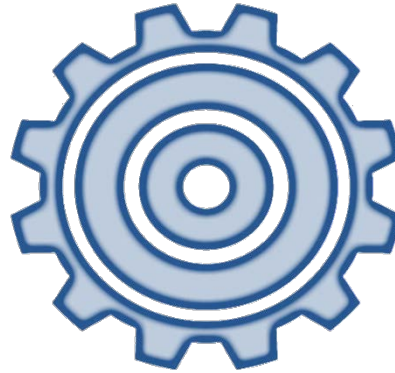
Funders



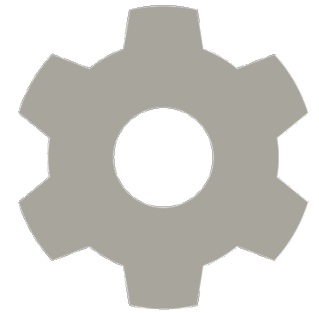
Business



Non-profits



Reduce Infant Mortality



Healthcare



Government



Citizens



Faith



Grantees

Funders



Business

Healthcare



Reduce Infant
Mortality



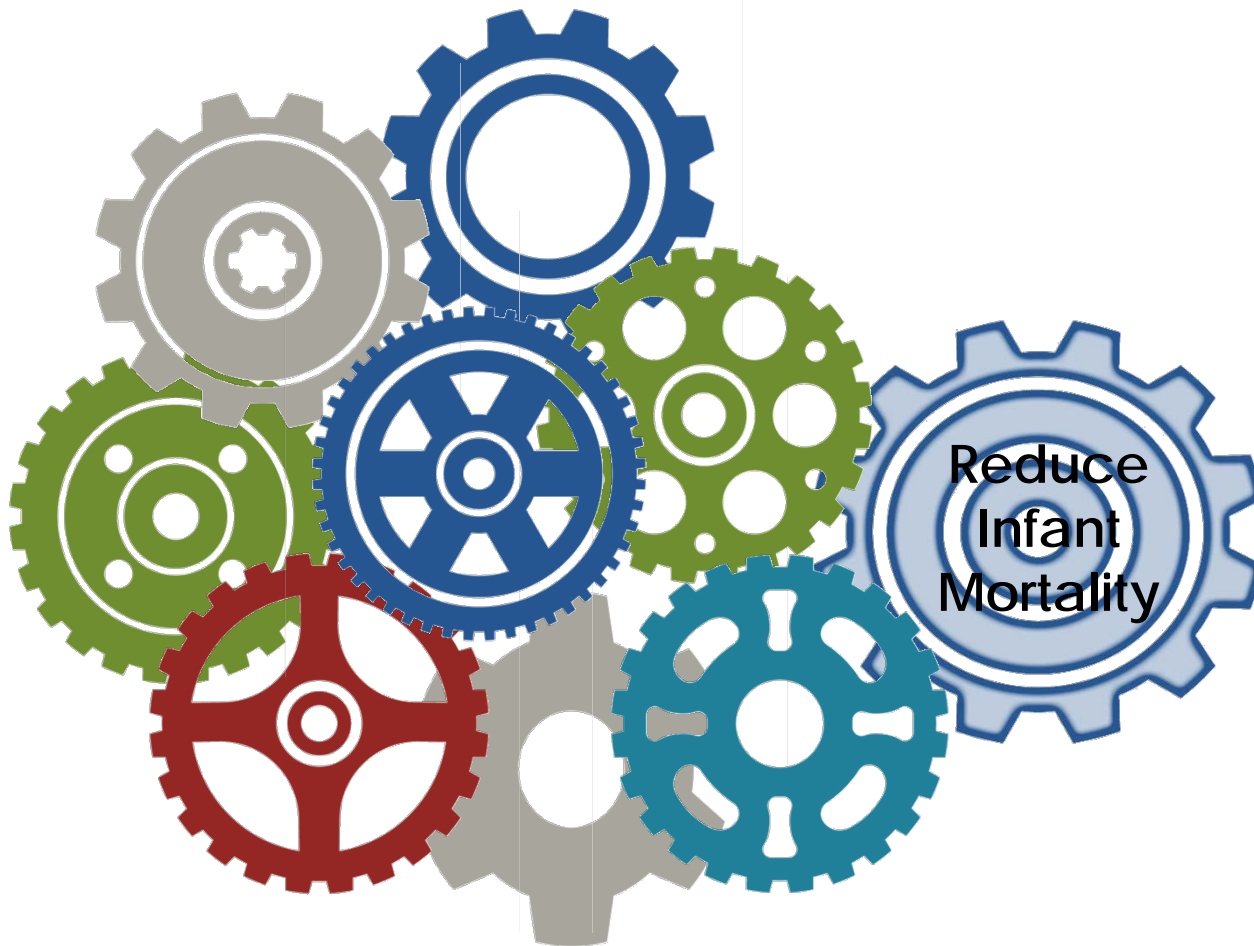
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Reduce
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Where Does CI Exist?

- Does organizational structure matter for Collective Impact?



What is Your Impact?

Successes, Challenges & Lessons Learned

What are your measures of success?

What challenges do you have in achieving the success?

What have been lessons learned?

Our Impact