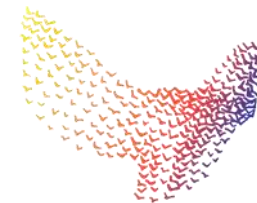SORT SOL GROUP
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Connecting with Other Organizations to Address Health Literacy: A Collective Impact Model

Dennis Johnson & Ben Williams

We have no relevant financial interest.

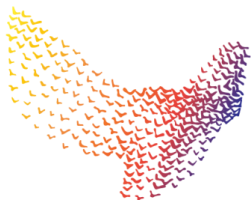| **About Sort Sol Group**	
Purpose	Individuals and communities are at disadvantage as a result of complex, long-term, and systemic issues. Leaders within these communities seek capacity for collaborative change.
Mission	We engage social sector, business, education, government, and philanthropic leaders to be a collective force for community change.
We believe	• We do better, together. • Everyone a learner, everyone a leader. • Authenticity creates possibility. • Continuous learning is what makes change sustainable. • The assets necessary for real change already exist, and only need to be engaged and directed towards impact.
Vision	We envision positive, meaningful, and sustainable systems change for the benefit of all.

What We Do

With attention on learning and development, we are a consultancy rooted in **collective impact** focused on strengthening communities.

We work with community leaders to co-create knowledge and become a collective force for **social change**.

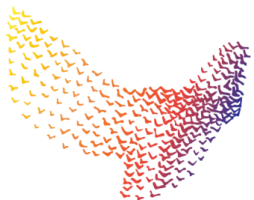Within a **networked model**, our core practice areas include:

- Collaboration
- Business Modeling
- Facilitation

- Governance
- Leadership
- Strategy Development

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What is your collective impact experience?

- Completely new to idea

- Heard about the framework

- Getting started or considering use

- Experienced member or backbone

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Learning Objectives for Today:

- Understand the Difference Between Singular vs. Collective Impact

- Review the 5 Key Conditions for Shared Success Between Organizations

- Examine the Phases of a Collective Impact Initiative

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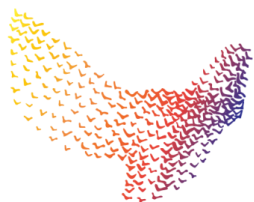*Leading Change. Changing Leaders.*
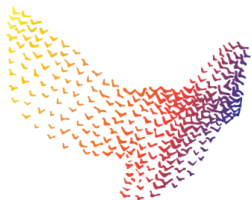
Collaboration Readiness

- Context
  - Environmental Factors
  - Goals
  - Risks
- Self-Awareness
  - Strengths & Contribution
  - Policy
  - Partnership

- Experience
  - Structures
  - Options & Benchmarks
  - Discussion
  - Stakeholder Engagement
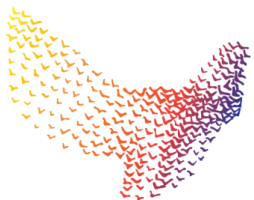
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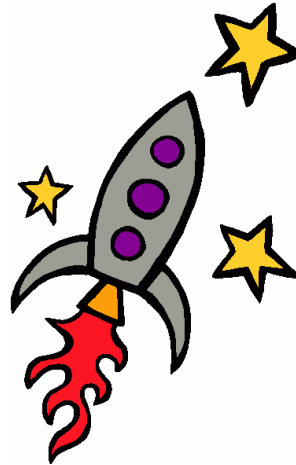
COLLECTIVE IMPACT 101
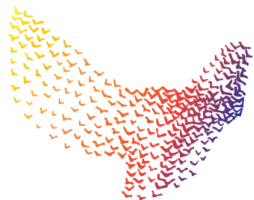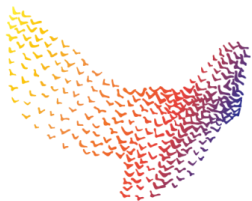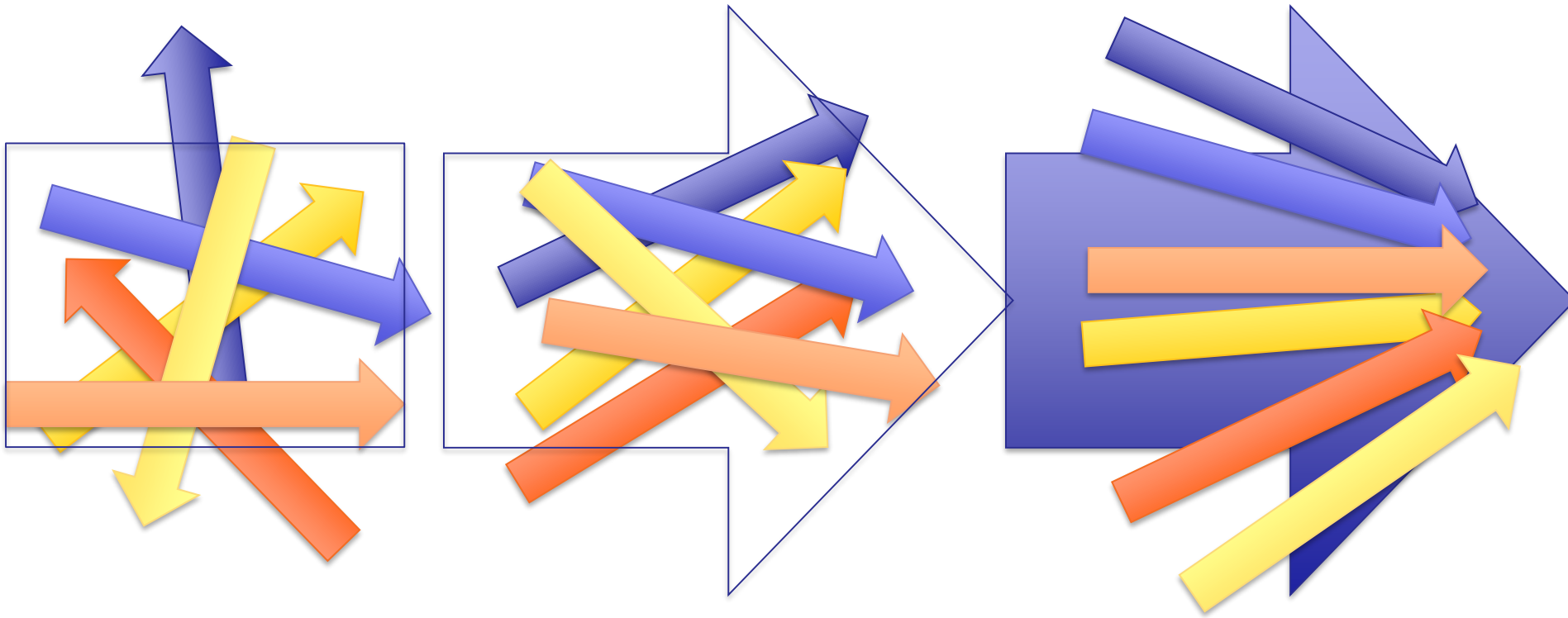
Many types of problems

Simple

Complicated

Complex

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Impact, illustrated:
isolated, coordinated, collective

Isolated Impact vs. Collective Impact

Factor	Isolated	Collective
Funders	Funders select individual grantees that offer the most promising solutions	Funders & implementers understand that social problems & solutions arise from the interaction of many organizations within a larger system
Nonprofits	Nonprofits work separately & compete to produce the greatest independent impact	Progress depends on working toward the same goal & measuring the same things
Impact	Evaluation attempts to isolate a particular organization's impact	Large scale impact depends on increasing cross-sector alignment & learning among many organizations
Change	Large scale change is assumed to depend on scaling a single organization	Organizations actively coordinate their action & shared lessons learned
Business & government	Corporate & govt. sectors are often disconnected from the efforts of foundations & nonprofits	Corporate and govt. sectors are essential partners

Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.
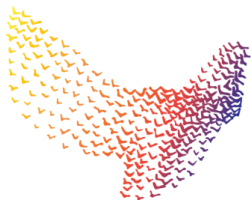
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Where's the evidence of impact?

- **Across issues**: Education, health care, homelessness, youth development, economic development, community development

- **Across communities**: urban, rural, local, statewide

- **Across sectors**: nonprofit, philanthropic, public, business, academic

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Considerations for health literacy. Why collective impact?

- Greater impact towards reaching your mission (*promote clear communication between those who give and those who receive health care services*)
- Alignment with community partners (particularly, healthcare / health systems)
- Community well-being & health outcomes

What community collaboratives or collective impact initiatives are relevant to you?

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ILLUSTRATIONS

San Antonio Health Literacy Initiative (SAHLI)

Est. in 2005 by group of volunteers from community-based organizations, healthcare settings, local colleges, & universities

SAHLI is a resource based on the collaborative efforts of 18 community partners today

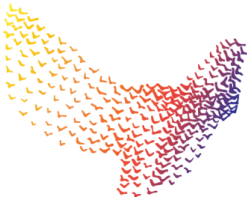Purpose: act as a county-wide expert roundtable in health literacy by bringing together representatives from various entities, both public & private, to share their experiences & possible solutions addressing low health literacy in San Antonio

Strategic Goals

- Providing local & relevant information as to what health literacy means & how it applies to daily life activities & health awareness
- Modifying provider practices to ensure proper & effective patient-health provider communication histories.
- Instituting cultural change towards health literacy through empowering patients & health providers to participate in a more health literate society.

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Disability Action Network (DAN)'s mission:
Create an inclusive culture that supports people with barriers to live the life they desire

Goals
Inclusive and engaged community; Connected service system; Accessible resources; Impactful activities; Advocacy for change

Inclusive and engaged community
Create connections, empathy and relationships that enrich the lives of all involved

Connected service system
Make sense of the systems to find ways to reduce obstacles, improve integration, and increase impact

Accessible resources
Increase awareness of opportunities and access to resources in rural areas

Impactful activities
Expand activities that fit the skills, interests, and ability of people with barriers, thereby significantly improve quality of life.

United advocacy voice for change and for people with barriers
Champion for an inclusive community and for people with barriers

Ensuring the Arts for

The Kennedy Center

ANYGIVENCHILD.

Madison, Wisconsin

VISION STATEMENT: It is the vision of the Madison Any Given Child Community Arts Team that all students have access to a comprehensive arts education with inclusive, diverse and integrated learning in all art forms every year.

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
Cultivate leaders and develop and sustain systems that support high quality arts education as an essential part of a well- rounded education for all	Create arts-rich schools that support and sustain quality arts education as an essential part of a well-rounded education for all	Cultivate a community network that supports and sustains quality arts education as an essential part of a well-rounded education for all.	Develop an accountability system that tracks and reports AGC Madison progress in providing ac- cessible and equitable arts education to all students	Advocate for arts education as part of a well-rounded education and essential to developing the creative economy in our community

Healthy Kids Collaborative

Mission:

The Healthy Kids Collaborative catalyzes efforts to improve the physical activity and nutrition environment for children in Dane County.

Action Teams:

- 5-2-1-0
- 4K Healthy School Assessment & Award
- Healthy Schools Initiative
- Pilot projects

Convene diverse minds in our community

Pilot initiatives   Study and learn

Communicate wins and losses

Hand off wins to community partners

Change the policies, systems and environments

Mobilize funding

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United advocacy voice for change and for people with barriers
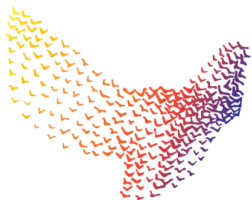Champion for an inclusive community and for people with barriers

What is your social challenge, problem, or opportunity?

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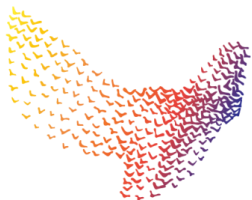
Is collective impact right for you?

- Do you need to work with others from across sectors to solve it?

- Is the problem we are trying to address of adequate scale to invest in a collective impact approach?

- Is our system broken?
  - Are there silos, outdated policies, innovation challenges, equity challenges, lack of scale?
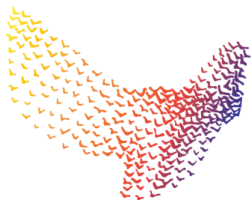
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Are the necessary pre-conditions for collective impact in place?

- Is there a prior **history of collaboration**?

- Are there influential **champions**?

- Is there an **urgency** connected to the issue?
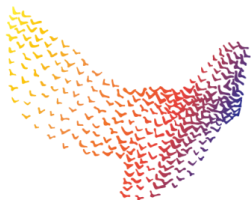
- Are there **adequate resources?**

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Source: Channeling Change: Making Collective Impact Work, 2012

What is being done, today?

- Joint Projects?

- Joint Programming?

- Strategic Alliances?
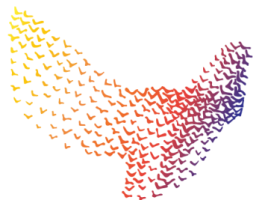
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The spectrum of collaboration possibilities depends on the levels of trust and turf between parties

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	Org.s 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**

Five Conditions for Collective Impact
(+ one more consideration)

• Common Agenda	• **Common understanding** of the problem • **Shared vision** for change
• Shared Measurement	• Collecting data and measuring results • **SHARED accountability**
• Mutually Reinforcing Activities	• **Differentiated** approaches • **Coordination** through joint planning
• Continuous Communication	• Consistent and open communication • Focus on **building trust**
• Backbone Support	• Resources and skills to **convene** and **coordinate** participating organizations
• Advancing Equity	• Attention on equity in systems, policies, and community **outcomes**

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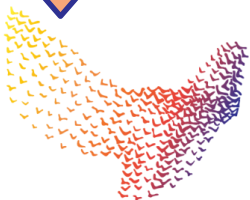
Phases of Collective Impact

0 - Scope and Readiness	1- Initiate action	2- Organize for impact	3 - Sustain action & impact
Is this the right approach?	Who needs to be at the table?	How do we break up the work?	How do we build momentum for the long haul?
~ 0-3 months	~ 4-6 months	~ 4-6 months	~ 6 months & ongoing
3 months	**7-9 months**	**11-15 months**	**17 – 21 months & ongoing**
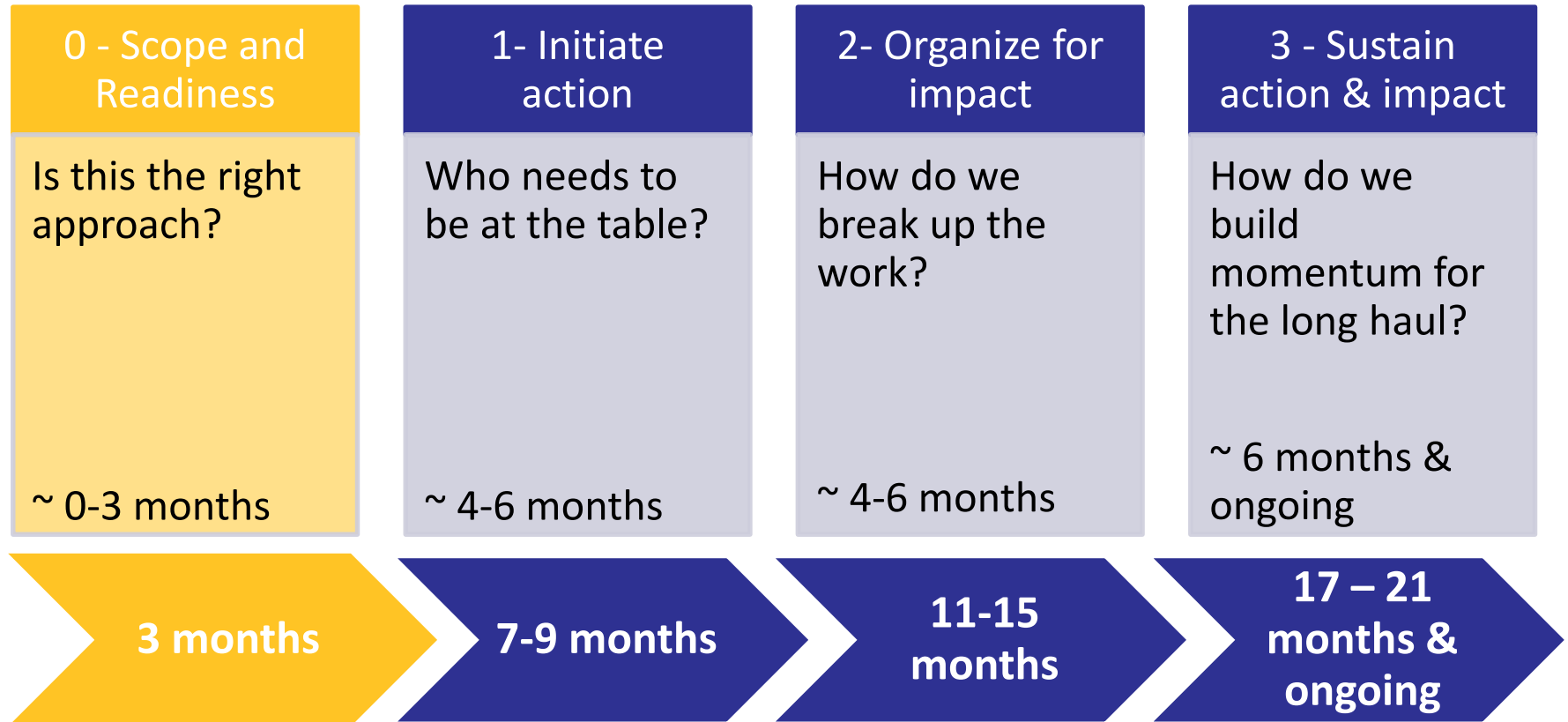
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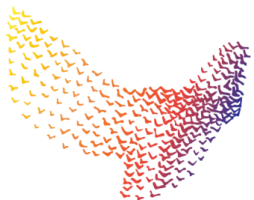*Leading Change. Changing Leaders.*

Source: Collective Impact Forum research

Ready to go? What will we be doing?

Components for Success	PHASE I Initiate Action	PHASE II Organize for Impact	PHASE III Sustain Action & Impact
Governance & Infrastructure	Identify champions & form cross-sector group	Create infrastructure (backbone & processes)	Facilitate & refine
Strategy Development	Map the landscape & use data to make the case	Create common agenda (goals & strategy)	Support implementation (alignment to goals & strategies)
Community Involvement	Facilitate community outreach	Engage community & build public will	Continue engagement & conduct advocacy
Evaluation & Improvement	Analyze baseline data to identify key issues & gaps	Establish shared metrics (indicators, measurement & approach)	Collect, track, & report progress (process to learn & to improve)

To catalyze social change, focus on the intangible elements

- Relationship & Trust Building

- Leadership Identification & Development

- Creating a Culture of Learning

- Fostering Connections between People
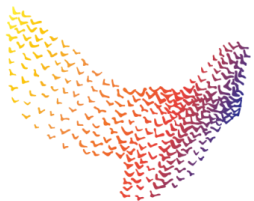
- The Power of Hope

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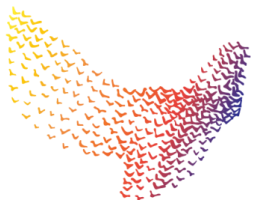*Leading Change. Changing Leaders.*

Questions?

Questions about ….

- Framework?

- Stages?

- Conditions?

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"When one accepts a partner in any endeavor, it means that you have taken on the responsibility for mutual welfare, and that you have given up the right to make decisions independently without regard to the impact on one another, in exchange for the mutual benefit that working together will accrue." - Margaret Wheatley

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Guiding questions for getting started

- **What** is the problem you are trying to solve?

- **Who** must be engaged for us to be successful?

- **What** relationships must be in place to work well together?

- **How** will change happen?
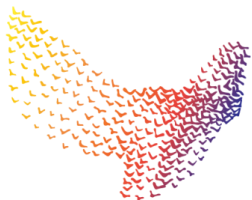
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Action Planning

- For myself
  - What can I do to make a greater impact?

- For my organization
  - What can my organization do to make a greater impact?

- For my issue area
  - What three things can organizations working in my issue area do or change to make a greater impact?

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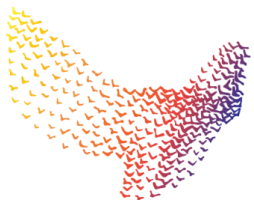
Sources and Resources

- [CCI Tools for Federal Staff](#)

- [FIO Partners](#)

- [FSG](#) and the [Collective Impact Forum](#)

- [Stanford Social Innovation Review](#)

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Thank You!

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