

# INTRODUCTION TO THE COLLECTIVE IMPACT FRAMEWORK



*‘Moving the Needle’ on Complex Health Care Issues*

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# The 5 Conditions of Collective Impact

1

## Common Agenda

- **Common understanding** of the problem
- **Shared vision** for change

2

## Shared Measurement

- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

3

## Mutually Reinforcing Activities

- **Differentiated approaches**
- **Coordination** through joint plan of action

4

## Continuous Communication

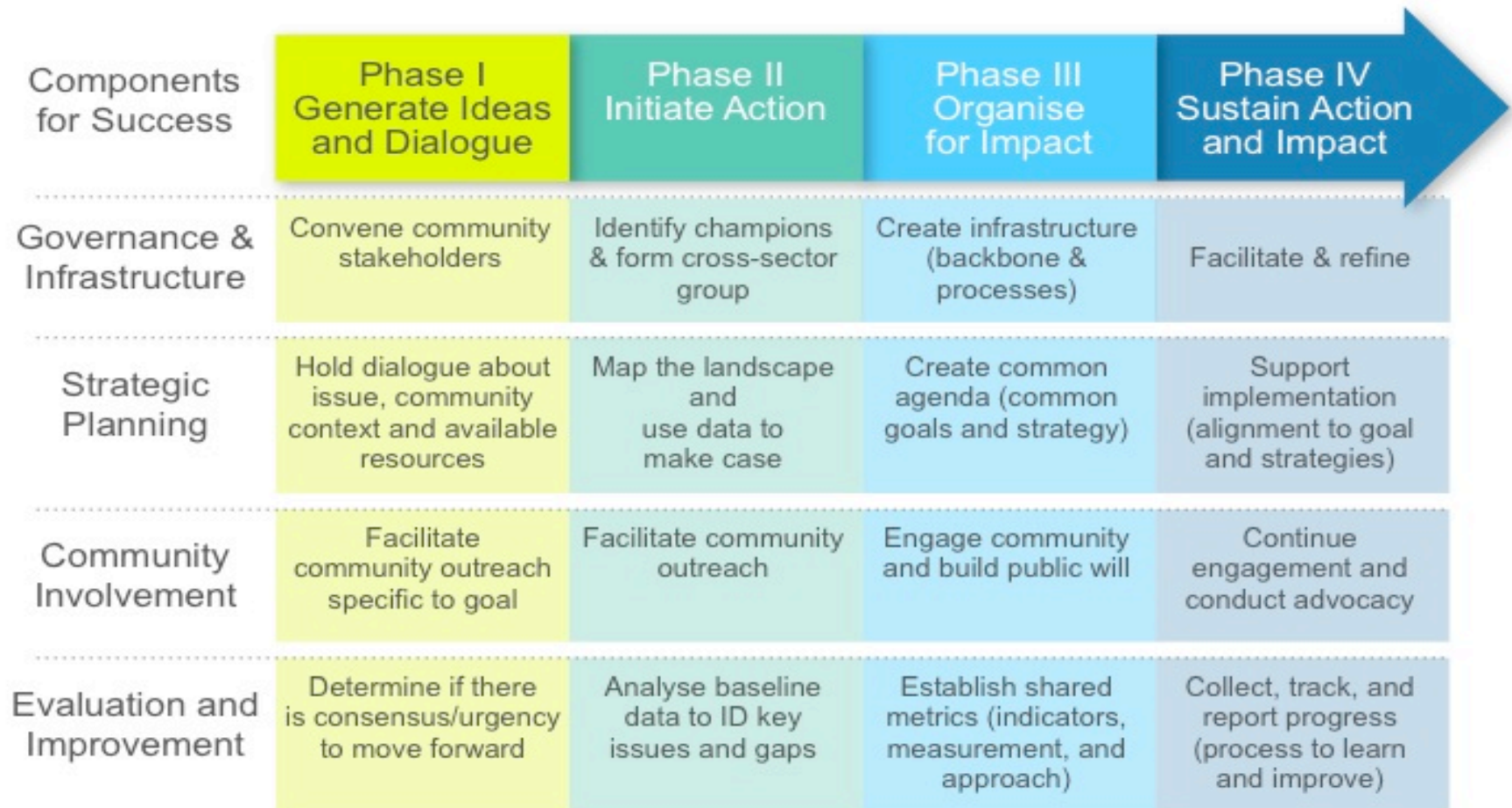
- **Consistent** and **open communication**
- Focus on **building trust**

5

## Backbone Support


- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

# The Four Phases of Collective Impact



# Collective Impact

## Principles of Practice



Design and implement the initiative with a priority placed on **equity**.

Include **community members** in the collaborative.

Recruit and co-create with **cross-sector** partners.

Use data to continuously **learn, adapt, and improve**.

Cultivate leaders with unique **system leadership** skills.

Focus on program and **system strategies**.

Build a culture that fosters **relationships, trust, and respect** across participants.

Customize for **local context**.



“Act like  
an organization, but think  
like a movement.”

*Al Etmanski*

# Collective Impact 3.0

| FROM                            |   | TO                             |
|---------------------------------|---|--------------------------------|
| <b>The Leadership Paradigm:</b> |   |                                |
| Management                      |   | Movement Building              |
| <b>The Five Conditions:</b>     |   |                                |
| Common Agenda                   | → | Community Aspiration           |
| Shared Measurement              | → | Strategic Learning             |
| Mutually Reinforcing Activities | → | High Leverage Activities       |
| Continuous Communication        | → | Inclusive Community Engagement |
| Backbone                        | → | Containers for Change          |



# Backbone Organizations Are Critical to Any Collective Impact Effort—And They Perform Six Major Functions

## Guide Vision and Strategy

- Build a common understanding of the problem
- Provide strategic guidance to develop a common agenda

## Support Aligned Activities

- Convene key external stakeholders to do mutually reinforcing activities
- Facilitate communication and collaboration
- Catalyze or incubate new initiatives

## Establish Shared Measurement Practices

- Collect, analyze, interpret, and report data
- Catalyze or develop shared measurement systems
- Provide technical assistance for building partners' data capacity

## Build Public Will

- Build public will, consensus, and commitment
- Create a sense of urgency and articulate a call to action
- Support community member engagement activities

## Advance Policy

- Advocate for an aligned policy agenda

## Mobilize Funding

- Mobilize and align both public and private funding to support goals

***Backbones must balance the tension between coordinating and maintaining accountability, while staying behind the scenes to establish collective ownership***

# Backbone Organization Operations



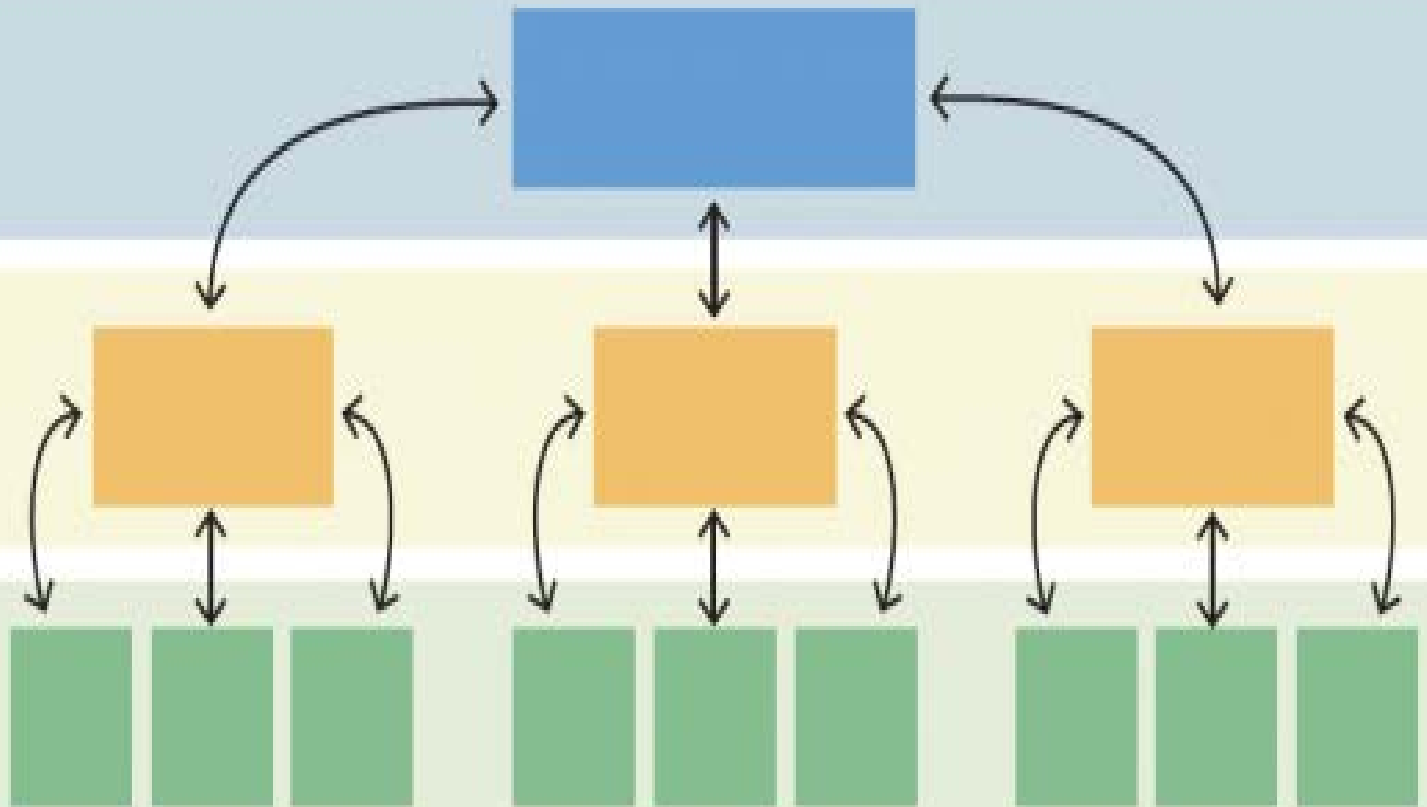


# Mult-Layered Backbone Structure

Regional

Local  
Advisory

Working  
Groups



# For Example...

Collaborative  
Steering  
Committee

Local  
Shared  
Measurements

Local Shared Care  
Steering Committee

## OVERALL GOALS

- ↑ Function and Value of the system
- ↑ Value for Patients and Providers
- ↑ Improve GP- SP Transitions of Care

## Where will you Integrate Specialty Care of Seniors into your Medical Neighbourhood

### Community Stream

Access & Awareness  
of Community  
Resources & Services

Caregiver  
Support

Access to  
Transportation

Seniors in  
Isolation

Volunteers

Identification of Frail  
Seniors in  
Community

### Primary Care Stream

Patient  
Medical  
Home

Primary  
Care  
Networks

Implement  
12 pillars of  
PMHs

Integration of  
Community  
Health Services

Integration of  
Patient Medical  
Home w/ HA  
Services

Rapid  
Access  
Crisis  
Support

### Specialty Care Stream

Consultative, Episodic  
& Longitudinal Care

Team-based Models,  
Unique partnerships

Focus on Care of  
Complex, Co-Morbid  
Frail Patients

Cardiac, COPD,  
Dementia, Diabetes,  
Arthritis

### Acute Care Stream

Improve Acute  
Care for seniors

Care Planning  
for Frequent  
users

Improve Discharge  
Planning/Post  
Discharge Support

ED2Home/Rapid  
Access

### End of Life Stream

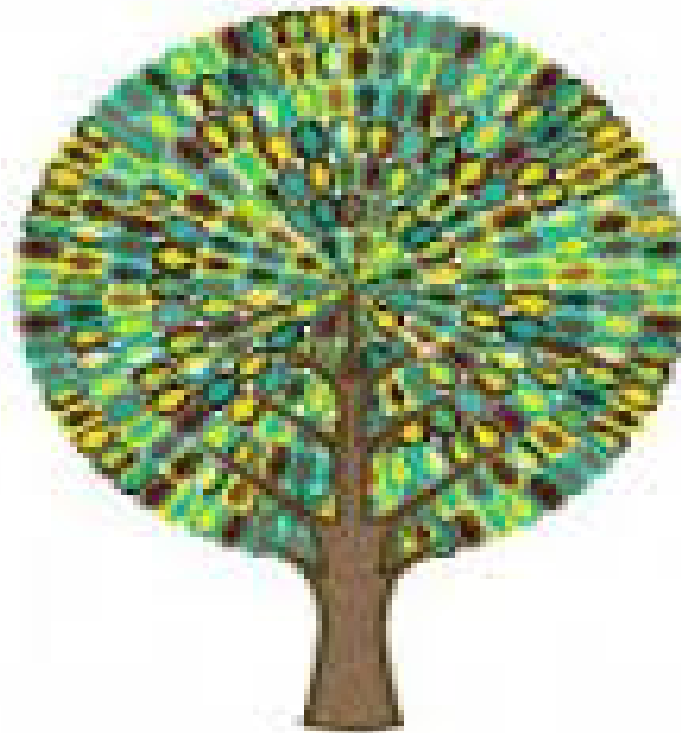
Implement  
Residential  
Care Initiative

Advanced  
Care Planning

Polypharmacy

Enhancing  
Palliative Care

UNDERSTANDING THE VALUE OF  
**BACKBONE ORGANIZATIONS**  
IN COLLECTIVE IMPACT





<https://www.tamarackcommunity.ca/collectiveimpact>

# THE GOAL...

