Beyond Co-Blaboration:

Collective Impact as a Strategy for Success in Worksite Wellness Programs

Objectives Today

What is collective impact [CI]?
- Definition, conceptual overview
- Origins, impact

Why use CI in wellness efforts?

The CI Process
- Pre-Conditions
- Steering Committee
- Mindset Shifts Necessary for Collective Impact
- The 5 Conditions of Collective Impact
- Phases of Collective Impact
- Essential Intangibles of Collective Impact

CI Toolkit: Getting started, as a Wellness strategy, finding resources

What is Collective Impact [CI] ?

- Definition, conceptual overview

- Origins

- Impact
CI: Definition

“The commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.”

- Source: Kania et al, 2011.

CI: Origins

Not a new idea: Strive Partnership, Shape Up Somerville, Communities that Care, Ready by 21, Vibrant Communities, GAIN.

2011: Collective Impact is named Kania/Kramer – created a framework and language for CI to thrive. Established research, new initiatives, and training.
**CI: Impact**

*Global:* health, education, justice, public policy, organizations, business

*Healthcare:* CDC, Georgia Oncology, Cedar Rapids CT project, LaCrosse End of Life Conversations, Surgical Checklist

*Wellness:* Shape Up Somerville, Akron OH Community Wellness initiative, Summa Health Wellness Works, LiveWell Colorado

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**Why Use CI in Wellness?**

*Initial Thoughts*
- Scale and complexity of the challenge
- Individual agendas won’t work “doing” wellness
- Fixing one point on the health continuum?
- We don’t need more gimmicks/tools – we need the how and we need it now

*How could this work for you?*

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**The CI Process**

- Pre-Conditions
- Steering Committee
- Mindset Shifts Necessary for Collective Impact
- The 5 Conditions of Collective Impact
- Phases of Collective Impact
The Pre-Conditions

Before launching ANY CI effort:

• Influential champion
• Adequate financial resources
• Urgency for change

The Steering Committee

Emerges from the pre-conditions
• Critical members

Responsibilities:
• Creates the common agenda
• Develops the high-level framework
• Determines the working groups

Mindset Shifts

Who is involved?
• Get ALL the right eyes on the problem

How do people work together?
• The relational is as important as the rational
• Structure is as important as strategy
• Sharing credit is as important as taking credit

How does progress happen?
• Pay attention to adaptive work, not just technical solutions
• Look for silver buckshot instead of the silver bullet
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<th><strong>The 5 Conditions</strong></th>
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<tr>
<td>• Common agenda</td>
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<td>• Shared measurement system</td>
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<td>• Mutually reinforcing activities</td>
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<td>• Continuous communication</td>
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<td>• Strong backbone: The Team</td>
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<table>
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<tr>
<th><strong>Common Agenda</strong></th>
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<td><strong>Goal:</strong> A clear agenda that supports a shared measurement system and shapes mutually reinforcing activities.</td>
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<td><strong>Steps:</strong></td>
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<td>• Create boundaries of the issue</td>
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<td>• Develop a strategic action framework to activities</td>
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<th><strong>Shared Measurement System</strong></th>
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<td>A common set of measures to monitor performance, track progress toward goals, and learn what is or is not working</td>
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<td>• Not the traditional evaluation paradigm</td>
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<td>• Requires broad engagement, clear expectations</td>
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Mutually Reinforcing Activities

Coordinates differentiated activities through a mutually reinforcing plan of action

• Each stakeholder’s efforts must fit into the overall plan
• Why? The multiple causes of social problems and the components of their solutions, are interdependent

Continuous Communication

Develops trust among groups, synergizes effort, encourages learning with and about other members, shares knowledge and passion to achieve a common goal

• How? Regular meetings, common vocabulary, good facilitators, structured agenda
• Also: between meeting connection is vital, using Web-based tools

Strong Backbone: The Team

CI requires a separate organization and staff with very specific skill sets to serve as the backbone of the entire effort

• They plan, manage, and support the initiative
• Activities include: ongoing facilitation, technology and communications support, data collection and reporting, logistics and administration
• Example: Strive – project manager, data manager, facilitator
The Team: Essential Functions

6 essential functions of the Backbone Team:

• Overall strategic direction
• Facilitate dialogue collection and analysis
• Handle communications
• Coordinate community outreach
• Mobilize funding

CI Toolkit: Getting Started as a Wellness Strategy, Finding Resources

Getting started: provided during presentation

Finding resources: publications listed below, websites, outstanding examples provided during presentation.

Publications

Publications, continued


