Roadmap for our session

Innoweave's impact-oriented approach

Collective Impact 101

Overview of Innoweave's Collective Impact stream

Key factors for coaching readiness

Q&A and discussion

What is Collective Impact?

A group of organizations working together to address a major challenge by developing an integrated approach that fundamentally improves population level outcomes in a community.

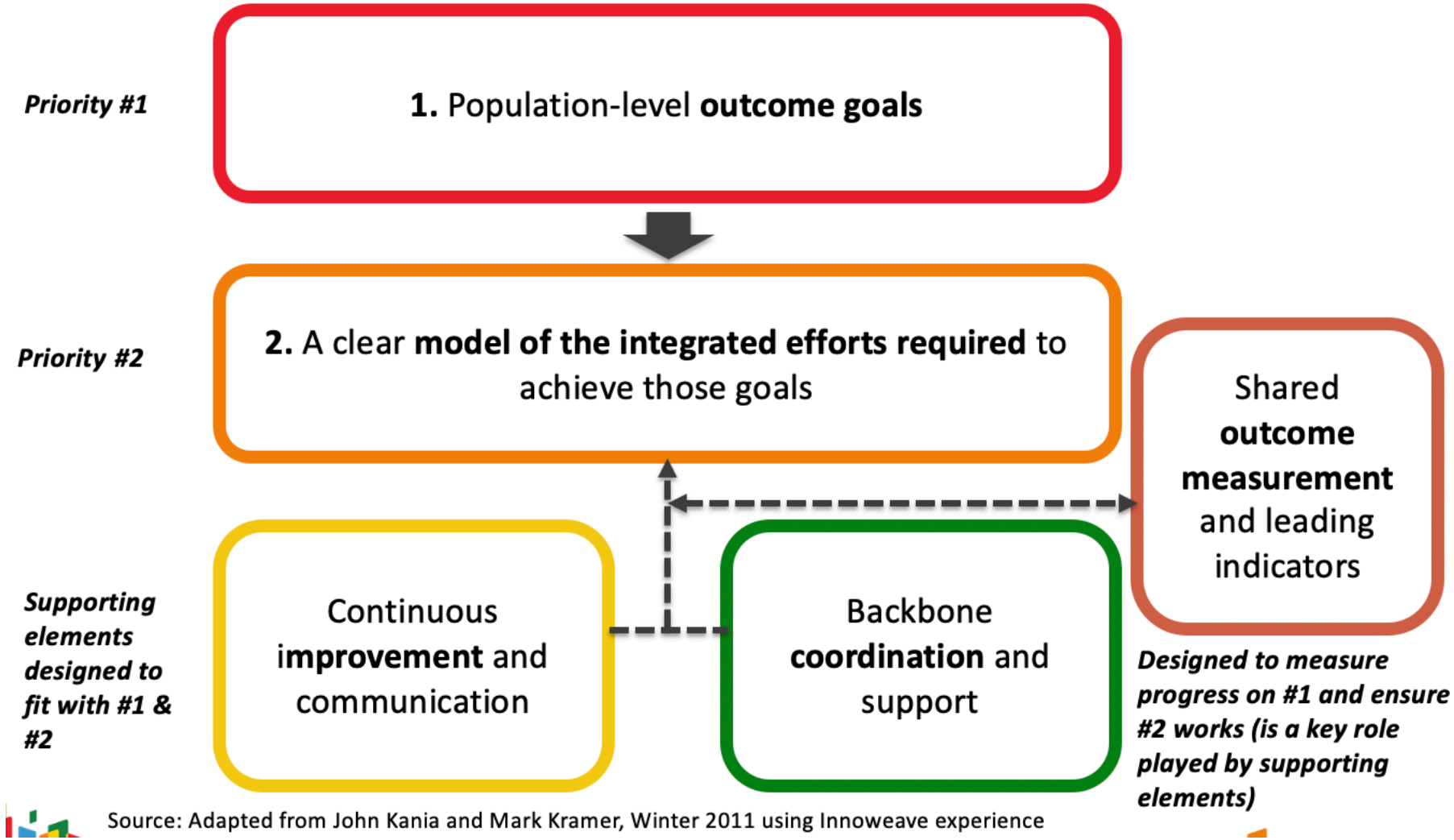
What are Population Level Outcomes?

Population-level outcomes reflect improved well-being for children, adults, families or communities. (e.g. the community is safe, the environment is clean)

Collective Impact initiatives define the benefit the population is expected to receive (the result), and set a target or objective to quantify the improvement. For example:

- Increasing the number of children 0-6 years meeting school readiness criteria at ABC school, by 10%
- 98% of residents within a 50 km radius know what to do in the event of a nuclear emergency
- Obesity is reduced in youth (16-24 years) across Canada by 20%

Successful Approaches to Collective Impact



Source: Adapted from John Kania and Mark Kramer, Winter 2011 using Innoweave experience

Example: Ending Youth Homelessness in KFL&A

Priority #1: Population-level **outcome goals**

By 2020, 80% of youth who enter the homelessness system in Kingston, Frontenac, Lennox & Addington maintain their housing, or are housed within 30 days.

Priority #2: A clear **model of the integrated efforts required** to achieve those goals

Cross-sector action groups focused on 4 strategies:

1) Homelessness Prevention
2) Integrated System of Care
3) Increased Range of Housing Options
4) Regional Engagement and Coordination

Supporting elements *designed to fit with #1 & #2*

Continuous improvement through working groups; internal/external communication including updates, surveys, & awareness campaign

Backbone coordination and support provided by United Way KFL&A

- # youth entering homelessness system
- # days until housed

*Shared **outcome measurement** and leading indicators*

Collective Impact can help with problems that:

- Are difficult to address and change with every attempt to address it
- Involve multiple stakeholders with different values and priorities
- Have causes and drivers that are interdependent
- Are filled with uncertainties and unknowns
- Require multiple new solutions and it is impossible to predict which work.

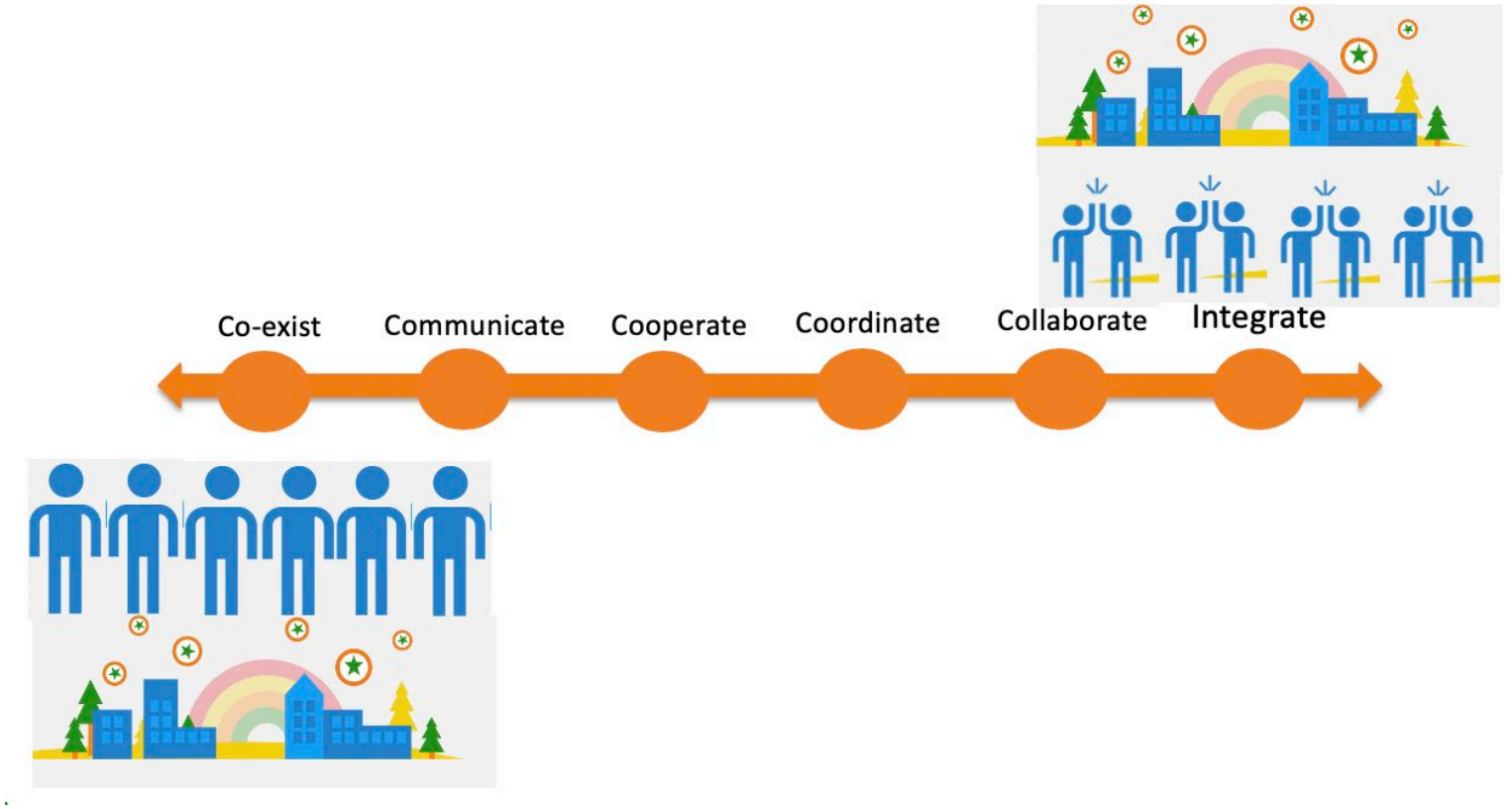
Source: MaRS Solutions Lab. Adapted from Strategy as a Wicked Problem. John C. Camillus. Harvard Business Review, May 2008.

Collective Impact Will Be Useful If You…

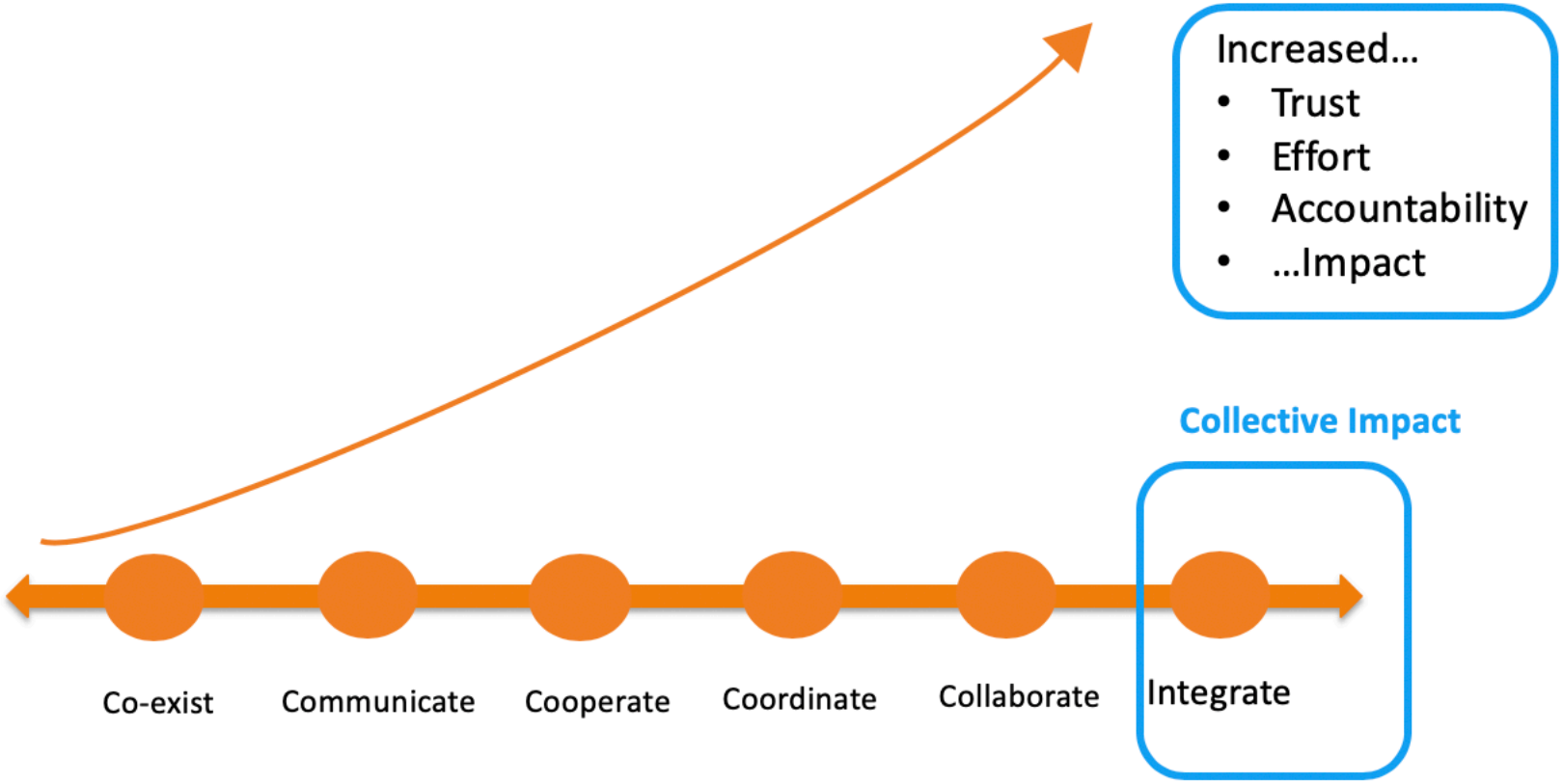
- Are aiming to affect needle-moving change (i.e. 10% or more) on a community-wide metric.
- Believe that a medium to long-term investment (i.e. 3-5+ years) by stakeholders is necessary to make the change.
- Believe that cross-sector engagement is essential for community-wide change.
- Are committed to using measurable data to set the agenda and improve over time.
- Are committed to having community members as partners and producers of impact.

Source: White House Council on Community Change

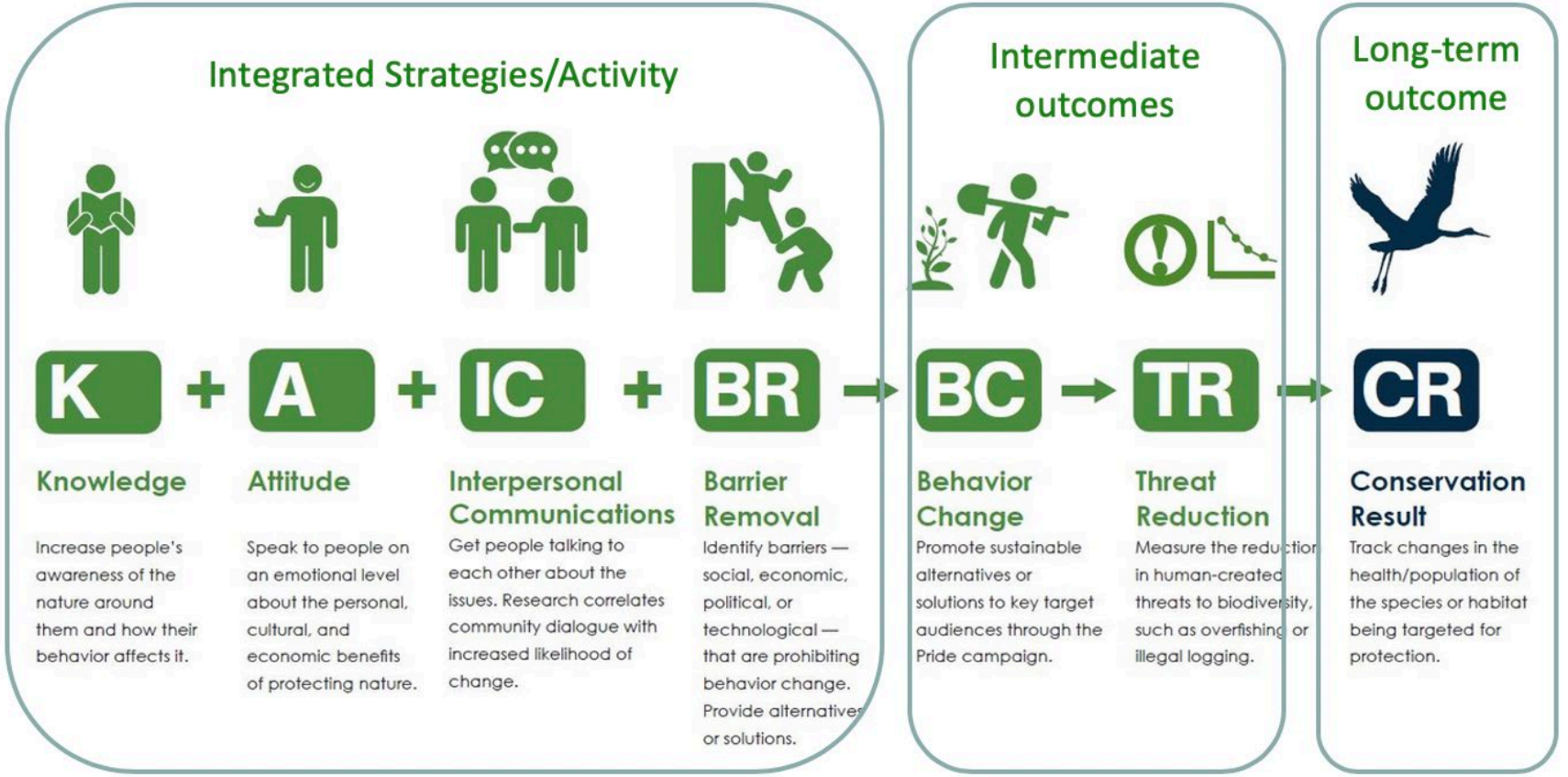
Collaboration Continuum: Some problems can be solved individually, while others require organizations to align their activities



Collaboration Continuum: Greater alignment may offer greater impact for some issues, but also requires greater effort



Example: A Collective Impact Theory of Change



Other resources

- Innoweave's Collective Impact information page
- Collective Impact information page - Tamarack Institute
- Collective Impact Resources Library - Tamarack Institute
- "Collective Impact" - Article by John Kania and Mark Kramer, Stanford Social Innovation Review, winter 2011
- "Channeling Change: Making Collective Impact Work" - Article by Fay Hanleybrown et al., Stanford Social Innovation Review, winter 2012