



The Collective Impact Approach for Child Health Initiatives

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Building Healthy Futures

Mission: Building Healthy Futures is a nonprofit that aims to improve health for the community's underserved children and youth through thoughtful collaboration and advocacy.

Vision: Building Healthy Futures will support learning for underserved children by improving access to quality health care





Building Healthy Futures Initiatives

School Based Health Centers

- ❖ Established in 2012
- ❖ 2 Provider Partners
- ❖ Physical and Behavior Health Clinics
- ❖ Currently in 8 Omaha Public Schools

Child Oral Health Collaborative

- ❖ Established in 2014
- ❖ 4 Provider Partners
- ❖ Dental screening, oral health education, fluoride varnish treatments, dental sealants and/or restorative procedures
- ❖ Currently serving 14 Omaha Public Schools

Child Vision Health Collaborative

- ❖ Established in 2015
- ❖ Currently vision screening, triage and referral
- ❖ Piloted in 8 Omaha Public Schools



Building Healthy Futures Impact

BHF Programming	Fall 2014	Fall 2015
Head Start Dental Exams	259	200
Healthy Smiles	5,182	7,526
SBHC Visits	3,327	4,212
Medical Outreach - Sure Sight	144	88
Child Psychiatrist Visits	200	236
Telehealth	-	168
Omaha Vision Collaborative Pilot Vision Screening	-	4,984
Total Impact	9,112	17,414



The Collective Impact Approach



- Common Agenda**
 - Keeps all parties moving towards the same goal
- Common Progress Measures**
 - Measures that get to the TRUE outcome
- Mutually Reinforcing Activities**
 - Each expertise is leveraged as part of the overall
- Communications**
 - This allows a culture of collaboration
- Backbone Organization**
 - Takes on the role of managing collaboration



Collective impact only makes sense under certain circumstances

APPROPRIATENESS

- Addressing the issue will require leaders and organizations from **multiple sectors or systems**, including "strange bedfellows"
- Addressing the issue will require **different kinds of interventions or strategies** (e.g., data, policy, awareness, coordination, identifying new solutions, etc.) at the systems level and not just replication of programs and services
- The issue impacts a **significant* part of the population** and does so in varied geographies

READINESS

- Influential Champions**
 - Champions are respected by and have ability to engage cross-sector leaders
 - Government leadership is engaged
- Urgency for Change**
 - Critical, complex problem in the community
 - Frustration with existing approaches
- Availability of Resources**
 - Committed, potential funding partners with sustained funding for 3-5 years for the collective impact infrastructure
- Basis for Collaboration**
 - Trusted relationships among cross-sector actors
 - Existing collaborative efforts



* Defining "significant" is more art than science

Collective Impact Approach

- All participants have a **common agenda** for change including a shared understanding of the problem and a joint approach to solving it through agreed upon actions.
- Collecting data and **measuring results consistently** across all the participants ensures shared measurement for alignment and accountability.
- A plan of action that outlines and coordinates **mutually reinforcing activities** for each participant.
- Open and **continuous communication** is needed across the many players to build trust, assure mutual objectives, and create common motivation.
- A **backbone organization(s)** with staff and specific set of skills to serve the entire initiative and coordinate participating organizations and agencies



Bringing coherence to complex systems requires shared understanding and mindset shifts



- Common agenda** – a shared understanding of the problem and ultimate goal
- Shared measurement** – common way to measure progress and learn jointly
- Mutually reinforcing activities** – coordination of people, programs, policies
- Continuous communication** – actively cultivating trust, energy and buy-in
- Backbone resources** – the glue holding all of the above together

Technical solutions to problems	Adaptive solutions to problems
Focus on evidence	Focus on evidence <i>and</i> relationships
Content expertise	Content <i>and</i> context expertise
Silver bullet	Silver buckshot
Credit hoarded	Credit as shared currency

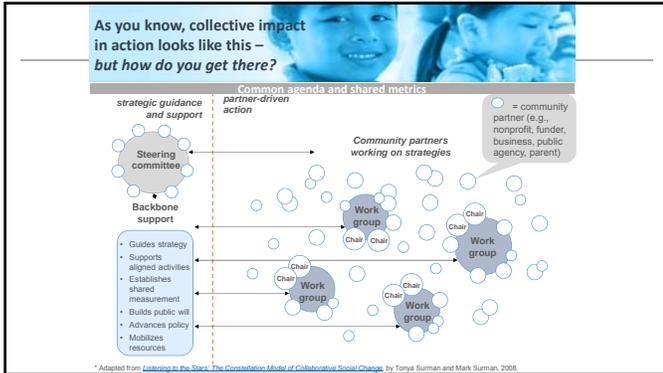


Source: Channing Deane. Making Collective Impact Work, 2012; Essential Mindset Shifts for Collective Impact, 2014.

Avoiding these common pitfalls will be critical to the long-term health of the initiative

-  Rushing through the common agenda development process
-  Not allowing disparate views at the table
-  Not celebrating quick wins along the way
-  Self-declaring as a backbone
-  Confusing program collaboration with systems change
-  Not embracing that collective impact means doing things *differently*





What is a Backbone?
 ❖ The backbone is a key driver of collective impact and typically requires three roles.

Guide vision and strategy	<ul style="list-style-type: none"> Build a common understanding of the problem Serve as a thought leader / standard bearer for the initiative Ensure common agenda is updated as needed as strategy unfolds 	"Executive Director"
Advance policy	<ul style="list-style-type: none"> Advocate for an aligned policy agenda Stay on top of policy developments that impact the effort 	
Mobilize resources	<ul style="list-style-type: none"> Mobilize and align public and private resources to support initiative's goals (and the backbone itself) 	"Program Manager"
Build public will	<ul style="list-style-type: none"> Create a sense of urgency and articulate a call to action Support community member engagement activities Produce and manage communications (e.g., news releases, reports) 	
Support aligned activities	<ul style="list-style-type: none"> Coordinate and facilitate partners' continuous communication and collaboration (e.g., run working group meetings) Recruit and convene partners and key external stakeholders Seek out opportunities for alignment with other efforts Ensure task forces are being data driven 	"Data Analyst" "Data Working Group"
Establish shared measurement practices	<ul style="list-style-type: none"> Collect, analyze, interpret, and report data Catalyze or develop shared measurement systems Provide technical assistance for building partners' data capacity 	

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- There are several common misperceptions about backbones**
- That the backbone:*
- X** sets the agenda for the whole issue / community
 - X** drives the solutions
 - X** receives all the funding
 - X** is self appointed rather than selected by the community
 - X** is "business as usual" in terms of staffing, time, and resources
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Shared Measurement



A Common way to measure progress and learn jointly

- Include Process Evaluation from the beginning
- Pilot project
 - Identify the right tools, right audience
- Iterative process for data points
 - To clarify are we hitting target population.



Shared Measurement



A framework for decision making what data should be collected

- Is it actionable?
- Is it required for reporting?
- Is it needed for communications?
- How much time will it take to enter data?



Mutually Reinforcing Activities



Coordination of people, programs, policies

- Facilitate coordination and providing space (and food!)
- Support collaborative with research and information
- Highlight collaborative efforts
- Design or provide skills development necessary for the work



Continuous Communication

Actively cultivating trust, energy and buy-in

- Support collaborative with research and information
 - SmartBrief
 - Investigate and communicate “best and emerging practice”
- Highlight collaborative efforts
 - Newsletter, social media
 - Work with members on joint press releases, print journalism, etc.
 - Jointly present and publish the work of the collaborative
- Bring back information to collaborative
 - Participate on community advisories, councils, planning committees
- Networking (be the ear in the community for the collaborative)



Lessons Learned

Facilitation

Requires skill building for staff

Measurement

Be careful that you create a tool that is USEFUL and ABLE to be utilized by all partners

Find a Champion

A stakeholder with the political influence to build a sense of urgency around the issue

Convene a diverse group

Expand your collaborative members to include business/corporations, transportation, universities, etc.



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