



# Collective Impact

HEALTH SERVICES ADVISORY GROUP



BOSTON

GENEVA

MUMBAI

SAN FRANCISCO

SEATTLE

WASHINGTON, DC

**FSG.ORG**

# Agenda

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**1** What is Collective Impact?

**2** How has it changed lives?

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**3** What does it mean for hospital readmissions?

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# There are several types of problems

**Simple**

***Baking a Cake***



**Complicated**

***Sending a Rocket to the Moon***



**Complex**

***Raising a Child***



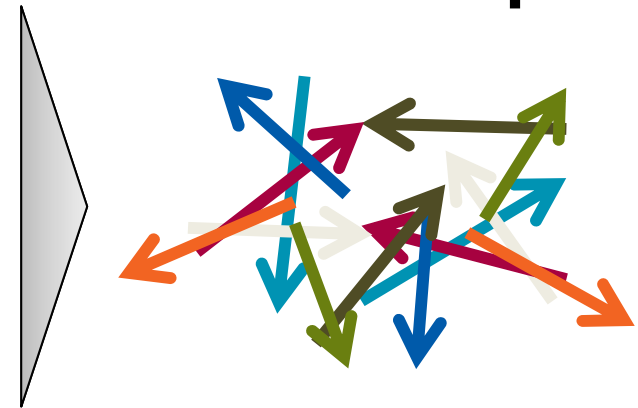
***Hospitals treats problems as simple or complicated***

# Traditional approaches do not solve complex problems

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- **Hospitals** focus within their four walls
- Community organizations **work separately** and **compete**
- Corporations and government agencies are **disconnected**
- **Measurement** of outcomes is not shared
- **Funding processes** assign responsibility to individual organizations

## Isolated Impact

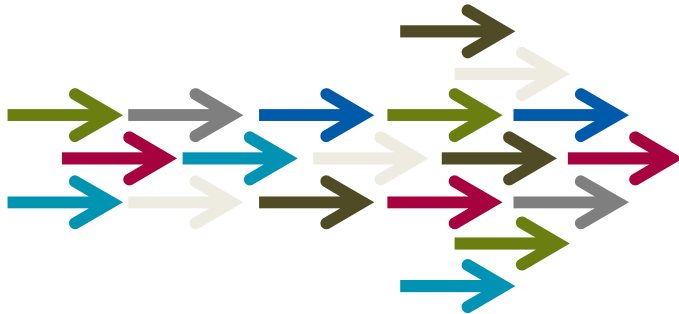


*The “healthcare system” is not a system*

# Imagine a different approach – all players working together to solve complex issues

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## Collective Impact



- Understand that social problems – and their solutions – arise from **interaction of many organizations within larger system**
- **Cross-sector alignment** with government, nonprofit, philanthropic and corporate sectors as partners
- **Organizations actively coordinating** their action and sharing lessons learned
- All working toward the **same goal and measuring the same things**

**Collective Impact is the **commitment** of a group of important actors from **different sectors** to a **common agenda** for solving a **specific social problem at scale.****

# Collective impact gets results

## In Education



- In five years...
  - Track K-readiness, 3<sup>rd</sup> grade reading, HS graduation
  - Steady improvement: 48 of 53 tracked student outcome indicators moving in right direction

## In Childhood Obesity



- An average of a 1 lb. reduction in weight gain over 8 months for 8-year-olds

## In Juvenile Justice Reform



- 45% fewer youth entering systems, no decline in public safety

## In Youth Substance Abuse Prevention



- In eight years...
  - 46% reduction in binge drinking
  - 44% reduction in smoking
  - 28% reduction in marijuana use

# Collective Impact is being used to address many different health challenges

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- **Children's health** (e.g., childhood asthma, obesity)
- **Infant and maternal health** (e.g., pre-term birth)
- **Chronic disease** (e.g., diabetes)
- **Oral health**
- **Behavioral health** (e.g., substance abuse, mental health)

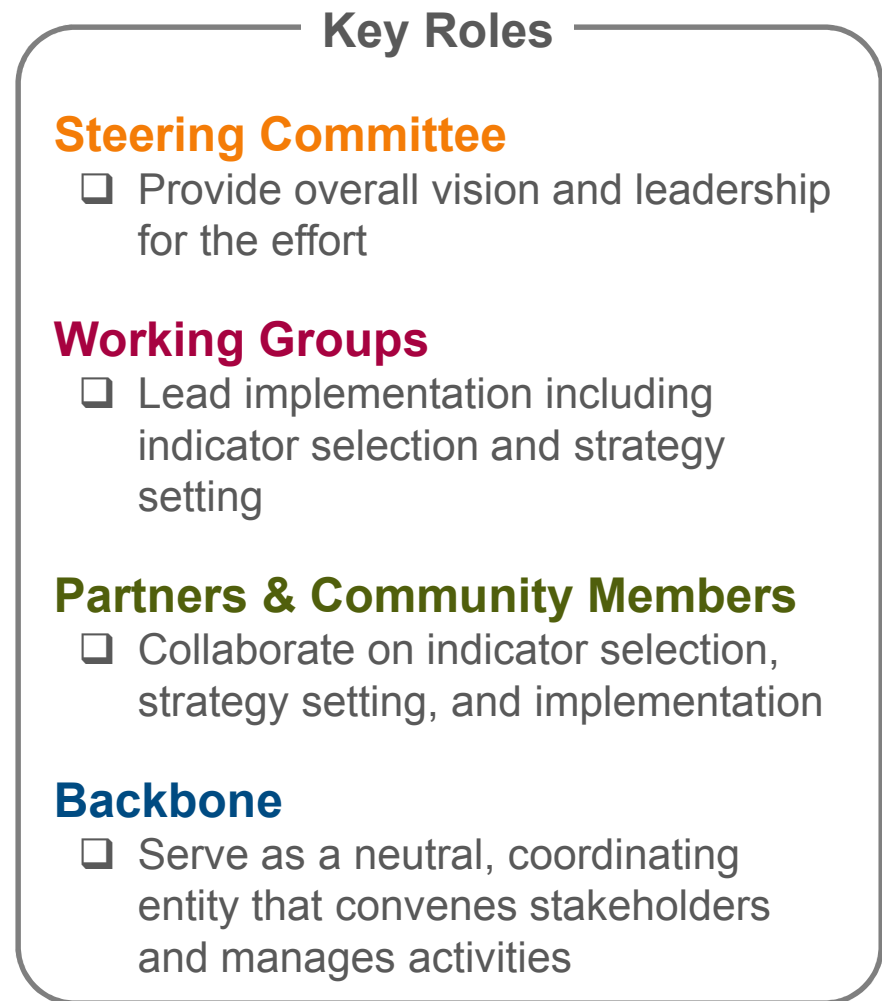
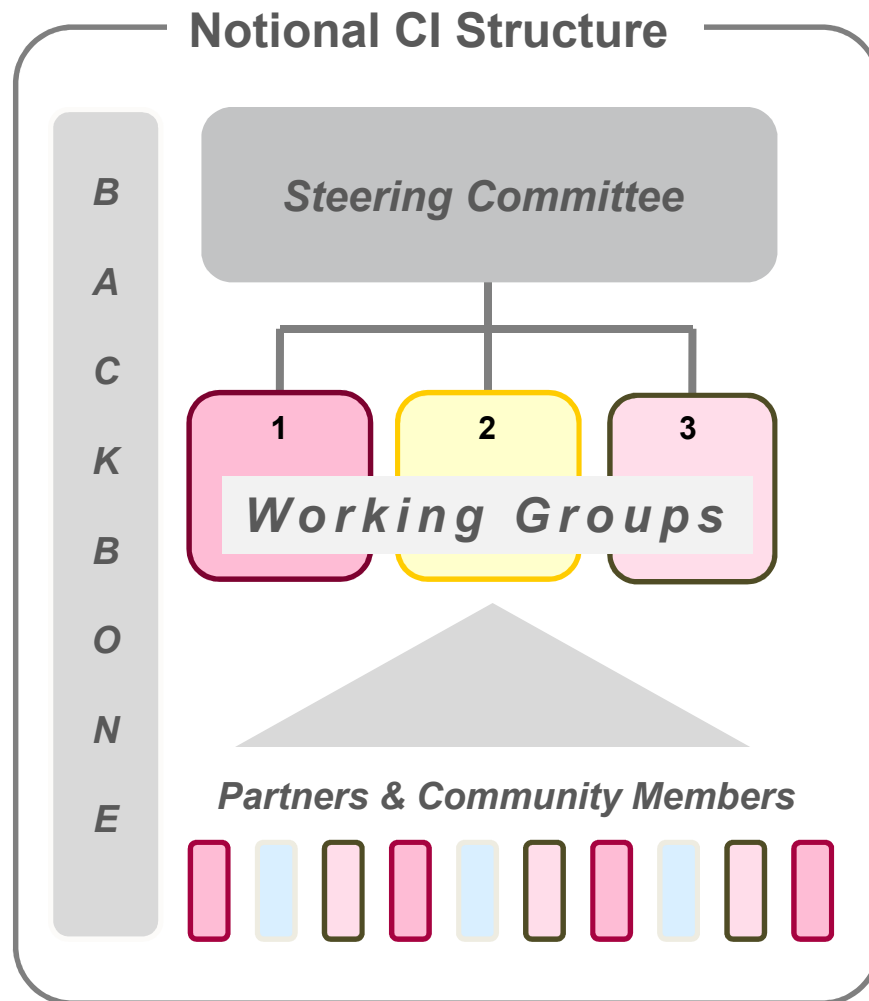


# The five conditions of collective impact

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# Partners engage at multiple levels, with the backbone coordinating them all



# Agenda

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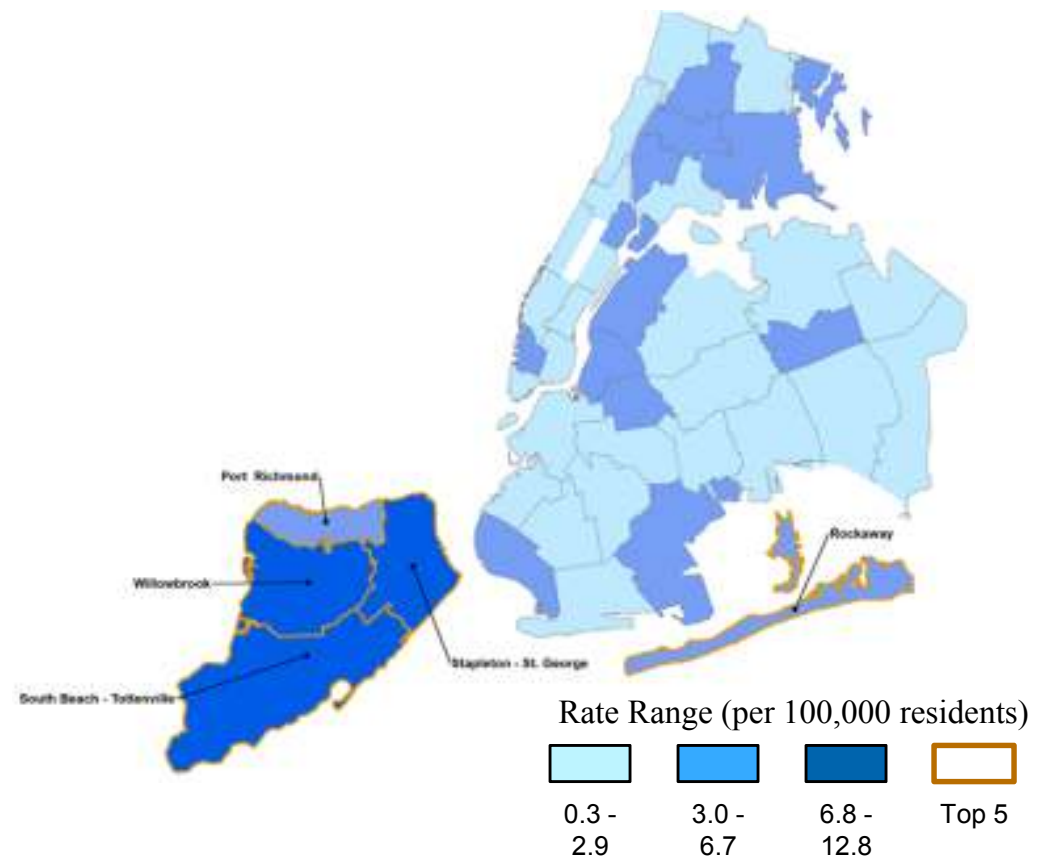
3 What does it mean for hospital readmissions?

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# Using collective impact, the community of Staten Island came together to tackle substance abuse

- In 2011, Staten Island had the **highest rates of opioid prescription abuse and poisoning death** in NY
- One Staten Islander was **dying every 5 days** of an opioid-related death

Rates of unintentional opioid analgesic poisoning deaths by New York City neighborhood of residence, 2010-2011



# A steering committee of cross-sector community leaders came together to address the problem

## Tackling Youth Substance Abuse Steering Committee Members



# Together these leaders adopted a shared goal and created working groups around core strategies

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The goal of the initiative is to **help Staten Island youth make healthy choices** and **decrease their use of alcohol and prescription drugs**



Working groups:

- **Social Norms**
- **The Continuum of Care**
- **Retail and Marketplace Availability of Drugs**
- **Policy and Advocacy**



# Staten Island was able to reverse an upward trend in substance abuse using collective impact

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Between 2011 and 2013, opioid overdose deaths in Staten Island **decreased 32%** among Staten Island residents, even as overdose deaths increased in NYC

“The release of the opioid overdose data was a wake-up call for the community. It mobilized partners from across the borough, city and state to collectively address the root causes of opioid addiction and overdose. It was the targeted and coordinated efforts of all of our partners that helped contribute to this decline.”

*Adrienne Abbate, TYSA Director*

***The New York City Health Department is now rolling out similar efforts across NYC***



*“In over 30 years of working across New York, I’ve **never seen this kind of collaboration**”*

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# Preventing hospital readmissions is a complex problem

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**Simple**

*Discharging Patient*



**Complicated**

*Medication Reconciliation*



**Complex**

*Preventing Readmission*



*Hospital readmissions are complex because success relies on connections between multiple different actors*

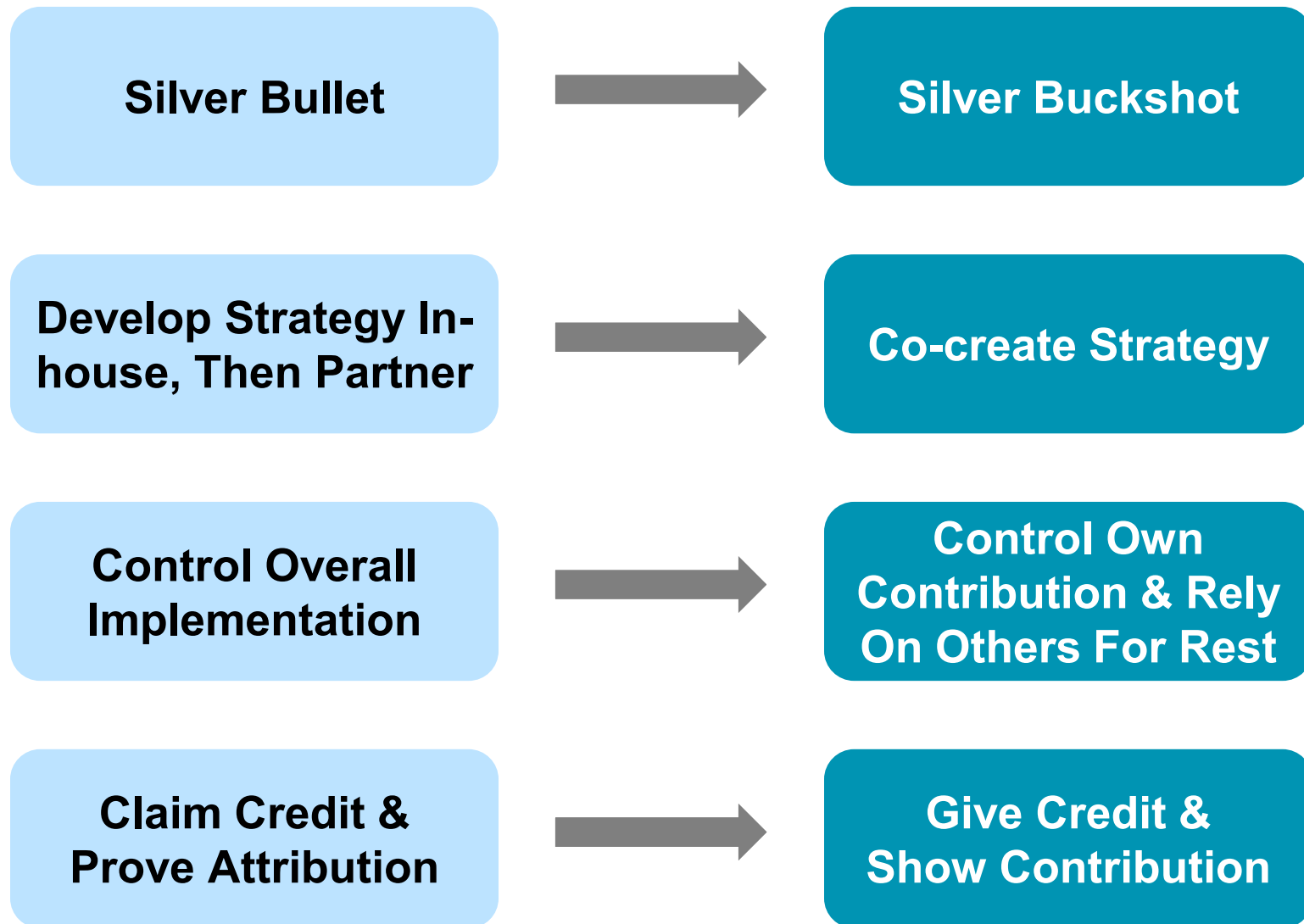
# Health Leads demonstrates how much coordination is required to support patients in the community

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# Collective impact requires leaders to make several shifts in mindset

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# What does it take to begin

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**URGENCY**



**CHAMPION**



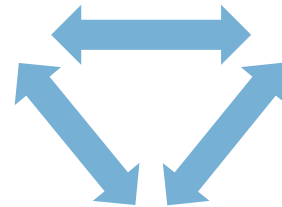
**RESOURCES**

# FSG works on Collective Impact in three mutually reinforcing ways

## HANDS ON SUPPORT

- ✓ Juvenile justice in NY State
- ✓ Childhood obesity in Dallas
- ✓ Substance abuse on Staten Island
- ✓ Cradle to career in Kings County
- ✓ Pre-term birth in Fresno
- ✓ Diabetes prevention in the Rio Grande Valley
- ✓ Diabetes prevention in Minnesota

## THOUGHT LEADERSHIP



## LEARNING COMMUNITY





# A Free Online Community for Collective Impact Practitioners, Partners and Funders

The screenshot shows the homepage of the Collective Impact Forum. At the top, there is a navigation bar with the logo on the left, followed by links for 'ABOUT US', 'PROFILE DIRECTORY', 'BLOG', and 'LOGIN'. A search bar and social media icons (Facebook, LinkedIn, Twitter, YouTube, and Google+) are also present. Below the navigation bar is a teal banner with menu items: 'WHAT IS COLLECTIVE IMPACT', 'GETTING STARTED', 'FEATURED STORIES', 'COMMUNITY', 'RESOURCES', and 'NEWS & EVENTS'. The main content area features a large background image of people. On the left, a large heading reads 'Welcome to the COLLECTIVE IMPACT FORUM'. Below this, a paragraph describes the forum as a place for practitioners to find tools, resources, and advice. A teal button labeled 'LEARN ABOUT THE COMMUNITY' is positioned below the text. On the right, a section titled 'Visit Our Community' invites users to select their role. Three buttons are provided: 'FUNDER OF INITIATIVES', 'BACKBONE ORGANIZATION', and 'PARTNER ORGANIZATION'. At the bottom of the main content area, there are two dark teal boxes with icons and text: 'What is Collective Impact? LEARN MORE >' and 'Where do I find help and the resources I need? FIND RESOURCES >'. Below this is a 'Featured Resources' section with a card for 'Guide to Evaluating Collective Impact' and an 'Events' section with a card for 'Catalyzing Large Scale Change: The Funder's Role in Collective Impact' dated May 19, 2014.





**Questions?**

Feel free to contact us!

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Mark Kramer

[Mark.Kramer@fsg.org](mailto:Mark.Kramer@fsg.org)



Abigail Stevenson

[Abigail.Stevenson@fsg.org](mailto:Abigail.Stevenson@fsg.org)

## **Additional Resources on Collective Impact**

Join the **Collective Impact Forum**: [www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)

Visit **FSG's website**: [www.fsg.org/OurApproach/CollectiveImpact](http://www.fsg.org/OurApproach/CollectiveImpact)



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