

JOIN THE  
MOVEMENT

# WELCOME

**St. Clair County  
Health Care Commission**

**+ HEALTH  
SUMMIT  
2019**

**Thursday, March 28, 2019**

# Collective Impact

Collective Impact is a framework that distills some of the key ingredients of successful community efforts to move “from fragmented action and results” to “collective action and deep and durable impact”

JOIN THE  
MOVEMENT

# Collective Impact

---

## The Five Conditions

---

Common Agenda

---

Shared Measurement

---

Mutually Reinforcing  
Activities

---

Continuous  
Communication

---

Backbone

---

JOIN THE  
MOVEMENT

# Collective Impact 3.0

## Key Ingredients

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

# The Water of Systems Change

A fish is swimming along one day when another fish comes up and says, “Hey, how’s the water?” The first fish stares back blankly at the second fish and then says, “What’s water?”

# The Water of Systems Change

Constraints include:

- Government policies
- Societal norms and goals
- Market forces and incentives
- Power imbalances
- Knowledge gaps
- Embedded social narratives

*And the list goes on...*

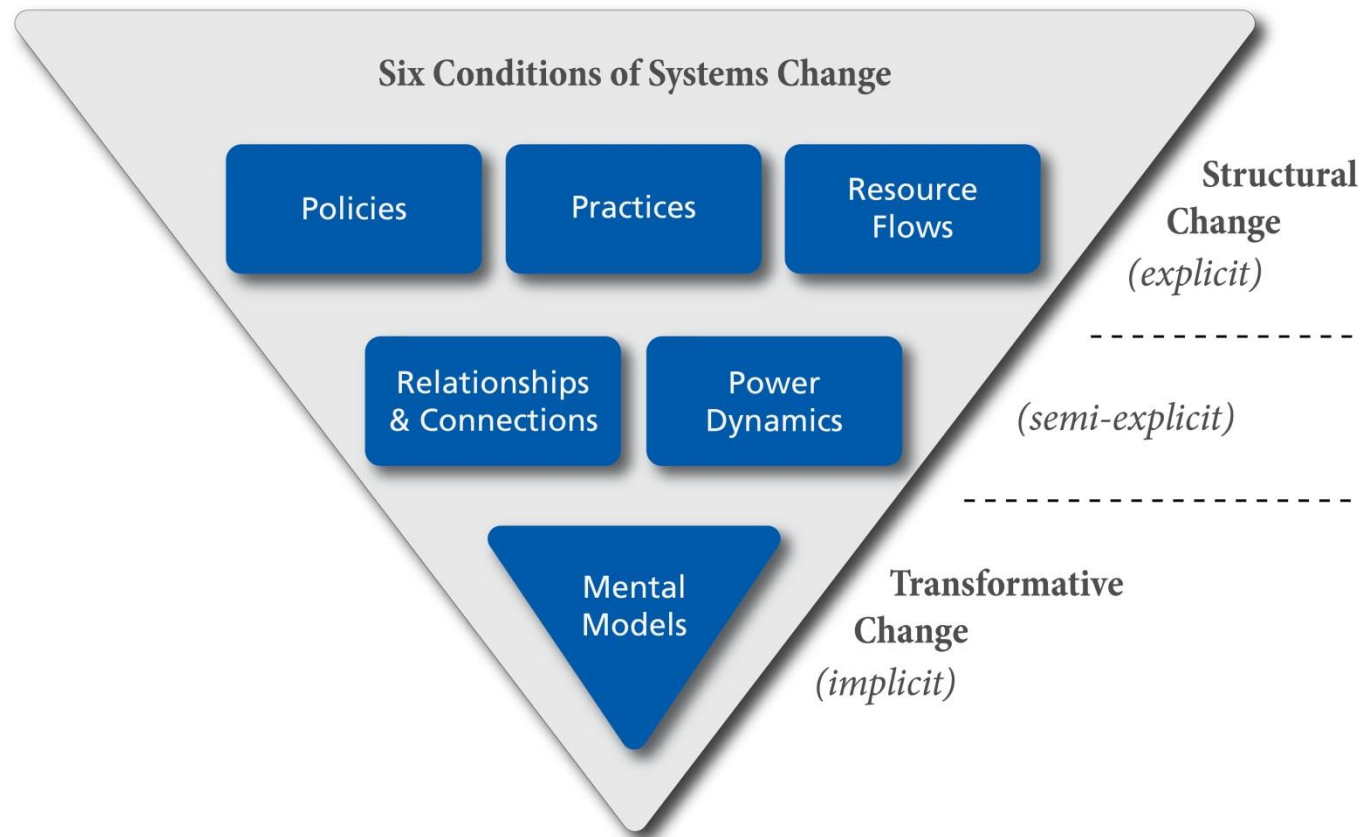
# The Water of Systems Change

Seeing the “water” requires changemakers to look beyond any single organization/sector to understand the system by identifying all of the actors that touch the issue and explore:

- the relationships among these actors,
- the distribution of power,
- the institutional norms and constraints within which they operate, and
- the attitudes and assumptions that influence decisions.

JOIN THE  
MOVEMENT

# The Water of Systems Change





# Systems Change Conditions

**Policies:** Government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions.

**Practices:** Espoused activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress. Also, within the entity, the procedures, guidelines, or informal shared habits that comprise their work.

**Resource Flows:** How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed.

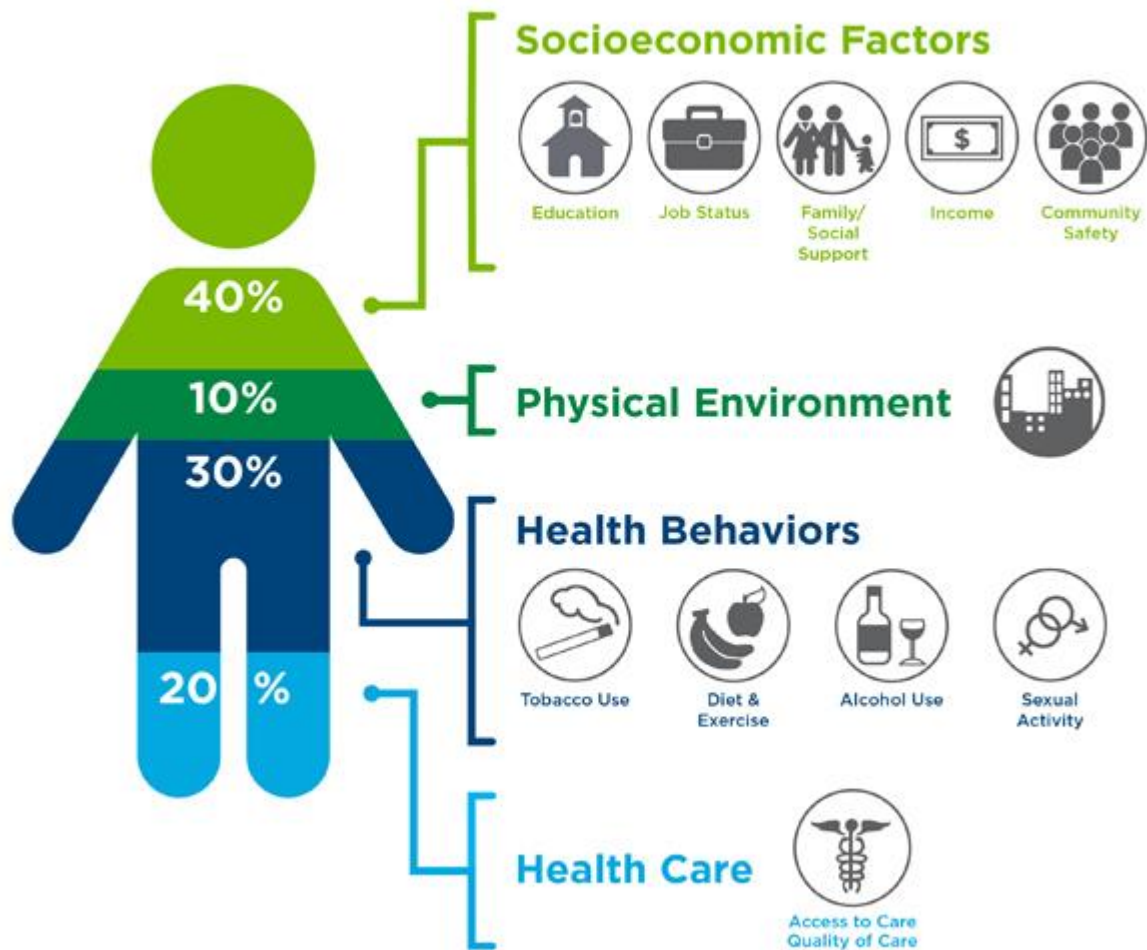
**Relationships & Connections:** Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.

**Power Dynamics:** The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.

**Mental Models:** Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.

JOIN THE  
MOVEMENT

# What Goes Into Your Health?



Source: Institute for Clinical Systems Improvement, Going Beyond Clinical Walls: Solving Complex Problems (October 2014)

The Bridgespan Group

# Racism and Health Disparities

A hierarchy of human value—racism—has been embedded in our society, culture and structures in three primary ways:

- Separation (segregation and concentrated poverty)
- Law (civil, criminal and public policies)
- Economy (structured inequality and barriers to opportunity)

# Health Disparities in SCC

## 24% of Children Live in Poverty

- 51% are Black
- 29% are Hispanic
- 9% are White

## Median Household Income

- \$27,900 – Black Household
- \$47,500 – Hispanic Household
- \$63,800 – White Household

## Child Mortality Rate

- 110 – Black
- 50 – White

## Let's Review

- Collective Impact Framework
- Systems Change Lens
- Knowledge of Social Determinants of Health and Health Disparities
- *What about Movement Paradigm?*

# Movement Building Approach

“In a movement-building approach, the emphasis is on reforming (even transforming) systems where improvements alone will not make a difference. Movement-building leaders bring together a diverse group of stakeholders, including those not in traditional institutions or seats of power, to build a vision of the future based on common values and narratives.

**Movements open up peoples’ hearts and minds to new possibilities, create the receptive climate for new ideas to take hold and embolden policymakers and system leaders. Movements change the ground on which everyday political life and management occur.”**

– Excerpt from [Collective Impact 3.0: An Evolving Framework for Community Change](#)

JOIN THE  
MOVEMENT

# Waterfall Analogy



**Healthier Together – 25 by 2025**

**A Collective Impact Approach**