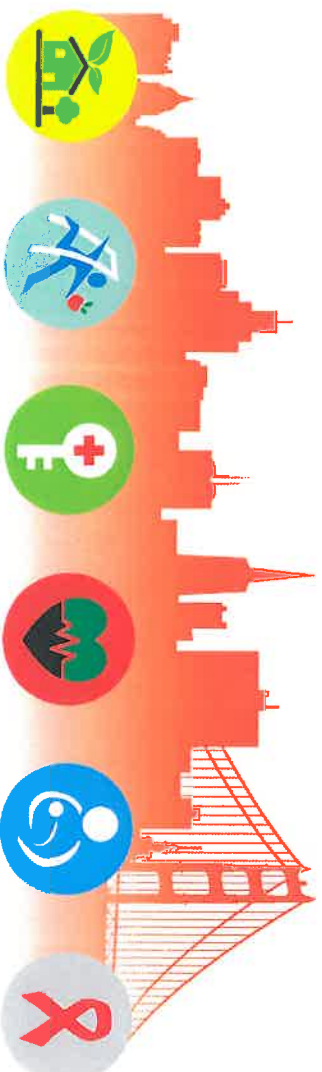


# What is Collective Impact?

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San Francisco Department of Public Health

July 5, 2016



## POPULATION HEALTH DIVISION

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

# Overview

- 1 Complex health challenges
- 2 What is collective impact?
- 3 What is our future course?

# Poster from collective impact conference, Australia, 2014

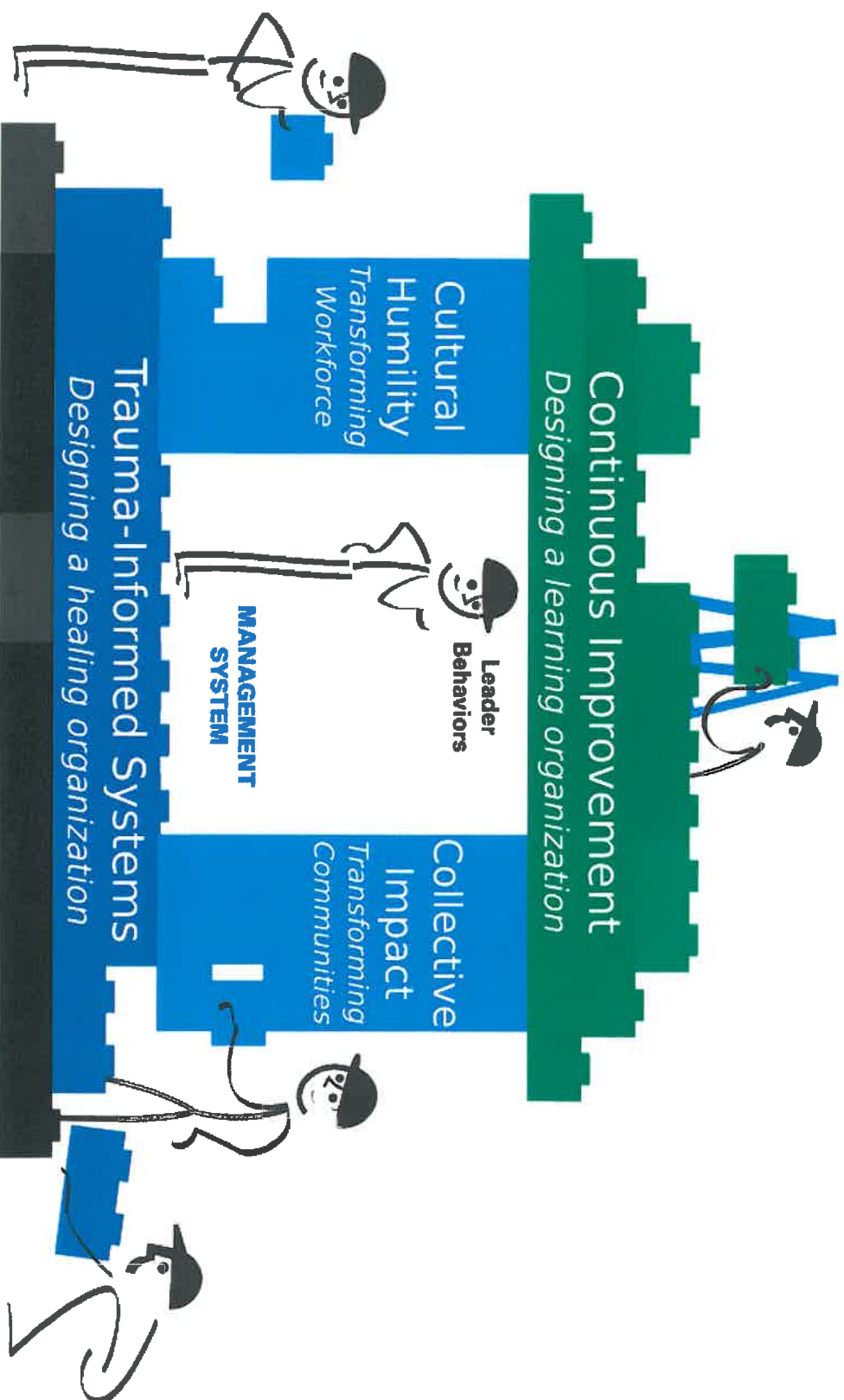
- What is collective impact?
- Why has it captured imaginations worldwide?
- What does this mean for San Francisco?
- What does this mean for our organization?
- What does this mean for our staff?
- What are the limitations of collective impact?
- How does collective impact complement other public health approaches to population health improvement?



Source: <http://www.collaborationforimpact.com/collective-impact-2014-melbourne-in-pictures/>

# The Kresge-sponsored SFDPH LEAD\* Initiative

Public health leadership is “the practice of mobilizing people, organizations, and communities to effectively tackle tough public health challenges”



\* LEAD = **L**ean-inspired • **E**quity-focused • **A**spirational goals • **D**isruptive innovation

# Tackling social and health problems

Problems and solutions can be simple, complicated, or complex.

- **Simple** (agreement on problem, cause, and effective solution)
- **Complicated** (technical solutions known or solvable)
- **Complex** (problems, root causes, and solutions are unknown, poorly understood, and/or not agreed upon)

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“The temporary homeless shelter at Pier 80 was a place for David Tompkins to find himself again. ‘People say I’m changing, but I’m not really changing. When you’re out there, you become something you’re not,’ says Tompkins, 56. ‘I’m becoming me again.’ The shelter allowed him to bring his dog, provided him access to a clinic and a place to sleep, and helped him get the care that he needed.”



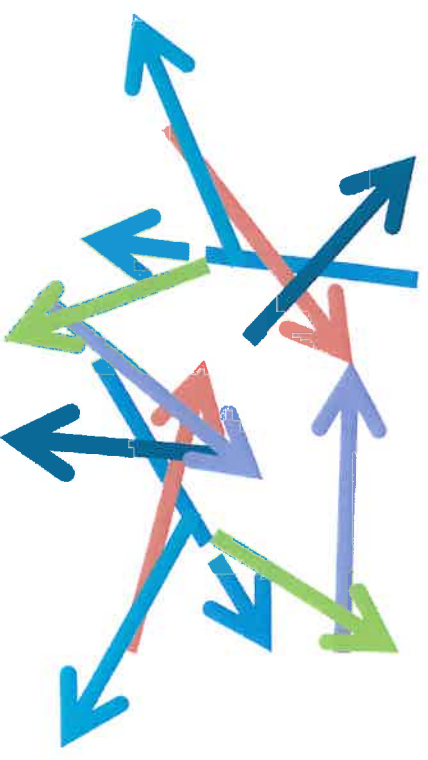
Source: Portraits of life on SF's streets. SF Chronicle, Photos by Lea Suzuki, June 28, 2016; <http://projects.sfchronicle.com/sf-homeless/faces-of-the-streets/>

# Tackling complex social and health problems

Traditional approaches are not solving our most complex social problems

- Funders select **individual grantees**
- Organizations **work separately and compete**
- Corporate and government sectors are often **disconnected** from foundations and nonprofits
- Evaluators attempt to measure an organization's **isolated impact**
- Large scale change is assumed to depend on **scaling organizations**

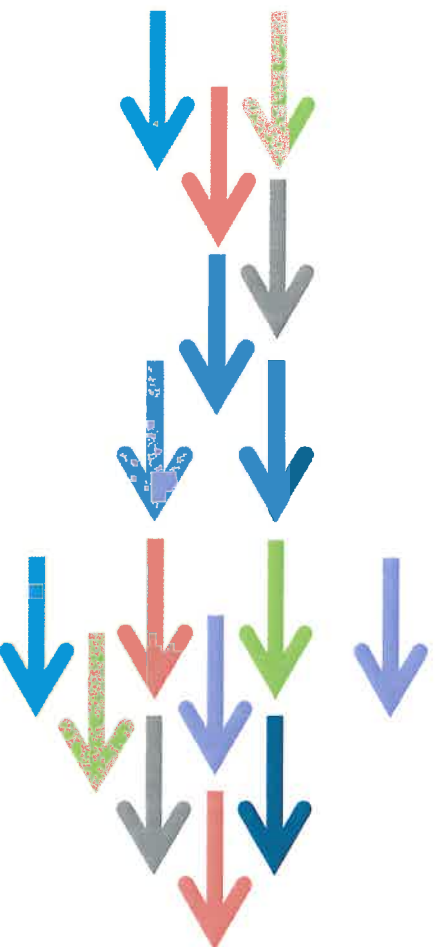
## Isolated Impact



# Tackling complex social and health problems

Imagine a different approach: Multiple partners working together to solve complex issues

## Collective Impact



- Problems solving and solutions arise from **interaction of many partners 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 indicators of success**

# The five conditions of collective impact

“Collective impact is the commitment of a group of key stakeholders from different sectors to a common agenda for solving a specific social problem at scale.”

## Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

## Shared Measurement

**Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable

## Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

## Continuous Communication

**Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

## Backbone Support

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**



# The collective impact “Principles of Practice”

“Collective impact is the commitment of a group of key stakeholders from different sectors to a common agenda for solving a specific social problem at scale.”

Design and implement the initiative with a priority placed on **equity**.

Include **community members** in the collaborative.

Recruit and co-create with **cross-sector** partners.

Use data to continuously **learn, adapt, and improve**.

Cultivate leaders with unique **system leadership** skills.

Focus on program and **system strategies**.

Build a culture that fosters **relationships, trust, and respect** across participants.

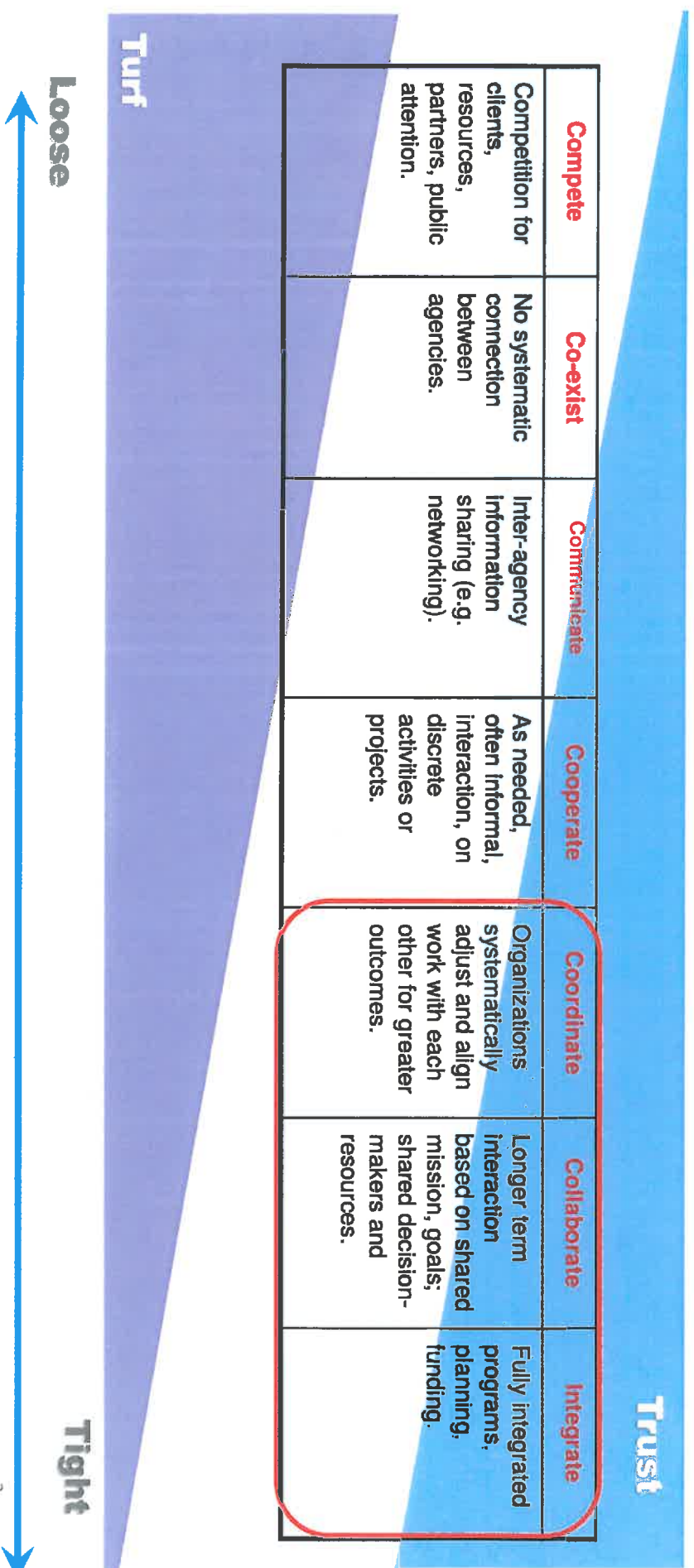
Customize for **local context**.

# The four phases of collective impact



# The collaboration continuum

Collective impact outlined in red



Source: The Tamarack Institute (<http://www.tamarackcommunity.ca/>)

# Selected collective impact initiatives in San Francisco

Initiative	Lead	Common agenda
Vision Zero (VZ)	PHD	Zero traffic deaths by 2024
Getting to Zero (G2Z)	PHD	Zero HIV infections, deaths, and stigma
SF Health Improvement Partnership (SFHIP)	DPH, UCSF, HC	Behavioral health, Access to care, Healthy eating and physical activity
Preterm Birth Initiative (PTBi)	UCSF, MCAH, PHD	Pre-term births, esp. African American
Our Children, Our Families (OCOF)	CCSF, SFUSD	Two-generational life course health and well-being
Black/African American Health Initiative (BAAHI)	SFHN	Heart health, Women's health, Behavioral health, Sexual health

# PHD—collective impact using results-based lean (RBL)

RBL is the synergistic integration of lean management and results-based approaches.

**POPULATION  
HEALTH  
IMPROVEMENT**

Contributes to

**PERFORMANCE  
IMPROVEMENT**

## GOAL

A condition of well-being for children, adults, families or communities.

*Healthy children; Youth graduate on time; Families are economically stable.*

**INDICATOR (Population-based metrics)** [outcomes, impacts]

A measure which helps quantify the achievement of a result.

*Obesity rates; Graduation rates; Median family income.*

## STRATEGY

A coherent collection of actions often implemented as, programs, initiatives, systems, and services that have a reasonable chance of improving results.

*Let's Move, Promise Neighborhoods, CHOICE Neighborhoods, Voluntary Income Tax Assistance*

**PERFORMANCE MEASURE (Customer-based metrics)**

A measure of how well a program, agency, service system or strategy is working.

*Three types:*

- 1. *How much did we do?*      = **Customer Results**
- 2. *How well did we do it?*      [outputs, outcomes, impacts]
- 3. *Is anyone better off?*

Source: <http://resultsbasedlean.com>

# Getting to Zero SF (<http://gettingtozerosf.org/>)

## Goal

Zero HIV infections • Zero HIV deaths • Zero HIV stigma

## Strategies

- **RAPID:** Support for persons newly diagnosed with HIV
- **Retention:** Engaging those living with HIV in high quality care
- **PrEP:** Reducing HIV transmission among HIV-negative persons
- **Ending Stigma:** Reducing HIV-related stigma

Population (1) and Performance (2, 3) Indicators	2012	2013	2014	2015
1. New HIV diagnoses (number)	453	382	309	255
2. Diagnoses → First care (median days)		8	7	7
3. First care → Viral suppression (median days)		104	71	52

# Vision Zero SF (<http://visionzerosf.org/>)



35%

Percent of Total Citations Issued for Focus on the Five Violations

Number of Engineering Safety Treatments Installed



1,599

Percent of Public that is Aware of Vision Zero and its Principles



16%

Number of Severe Injury Collisions

220



Number of Citations Issued for Focus on the Five Violations

41,829

Average Number of Focus on the Five Citations Issued per Officer

45



31

People Killed

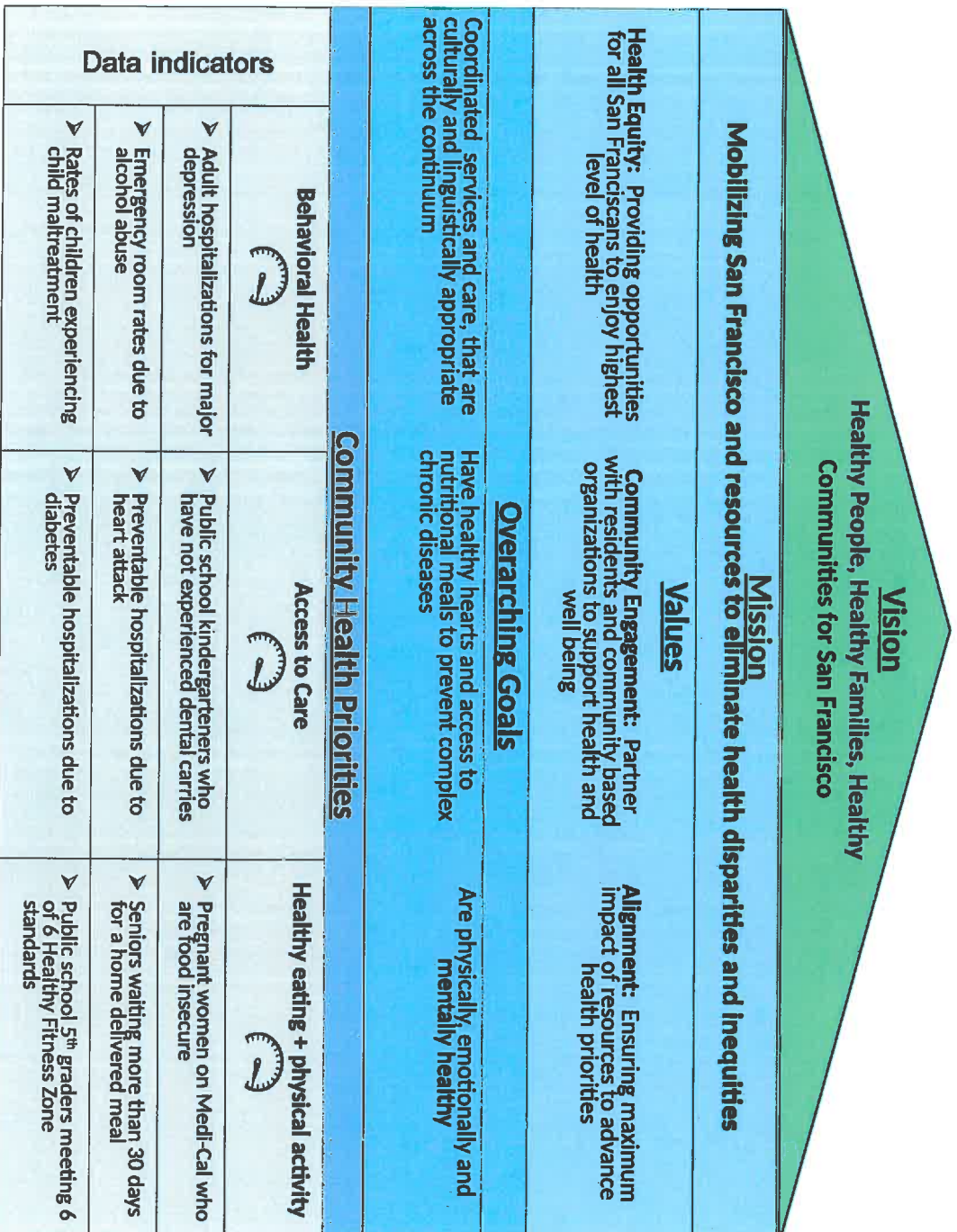
Total Miles of Safety Improvements



34.2

# SF Health Improvement Partnership (<http://sfhip.org>)

## Draft population health indicators (bottom)





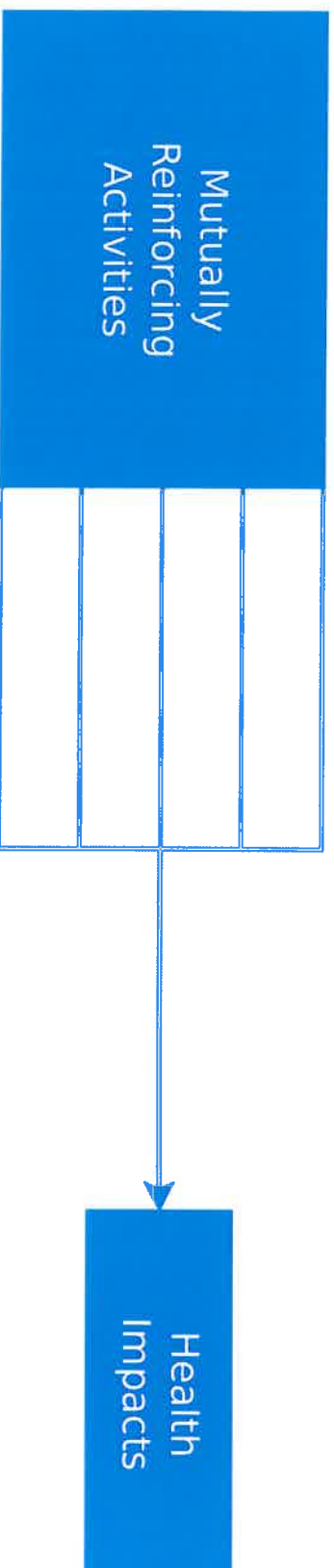
# Public health tools for improving population health



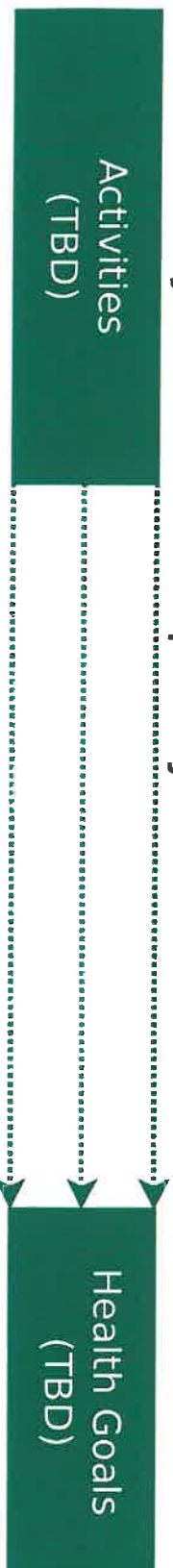
## Health Impact Assessment



## Collective Impact



## Community-based Participatory Research



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