Building Toward Collective Impact



IHN CCO implemented a Collaboration Model called "Collective Impact"

There are Five Conditions to Collective Impact Success

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

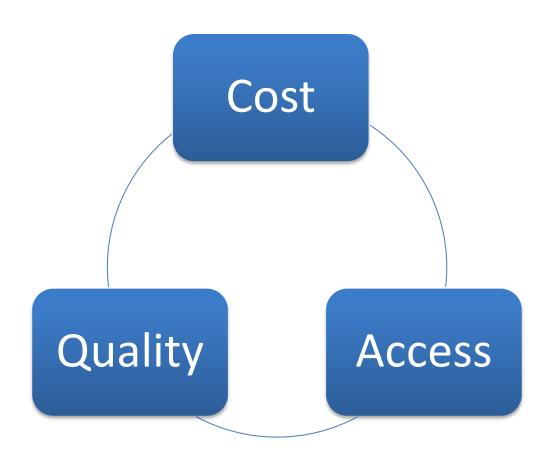
Continuous
Communication

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

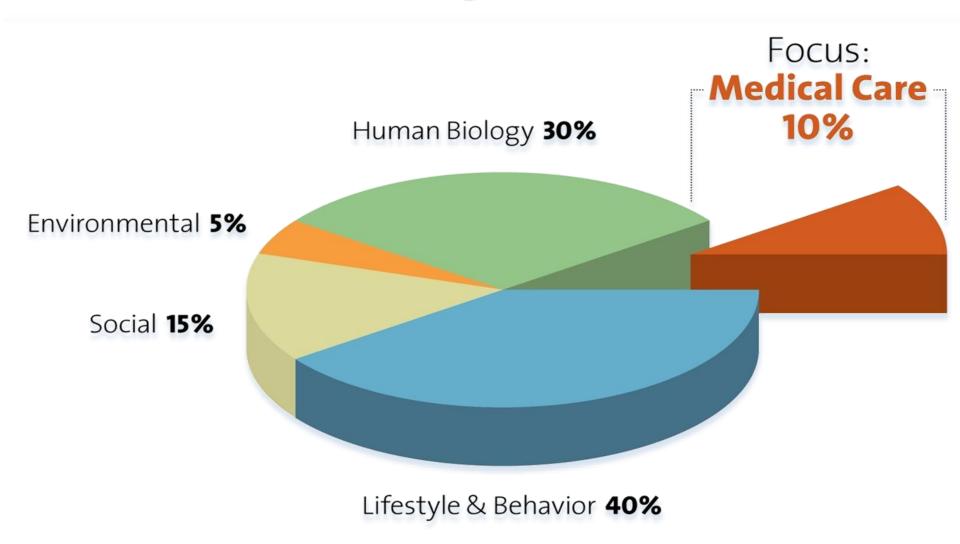
Common Agenda

The Triple Aim



Shared Measurement

Factors Contributing to Health Outcomes



Mutually Reinforcing Activities

Pilot Transformation Crosswalk

| | | | • | | | | | | |
|-------------------------|---|--|---|--|---|--|--|--|--|
| Transformation Elements | 1 | Healthcare Integration | | | | | | | |
| | 2 | PCPCH | | | | | | | |
| | 3 | Alternative Payment | | | | | | | |
| | 4 | CHA/CHIP | | | | | | | |
| | 5 | Electronic Health Records | | | | | | | |
| | 6 | Cultural, Literacy, Linguistic Engagement | | | | | | | |
| | 7 | Cultural Diversity | | | | | | | |
| | 8 | QIP/Barriers to Access | | | | | | | |
| | | | | | 1 | | | | |
| CHIP Areas | | Access to Healthcare | | | | | | | |
| | | Behavioral Health | | | | | | | |
| | | Chronic Disease Management and Prevention | | | | | | | |
| | | Maternal and Child Health | | | | | | | |

Pilot CCO Metric Crosswalk

| CCO Metrics | 1 | Adolescent well-care visits (NCQA) | | | | | | | | |
|-------------|----|---|--|--|--|--|--|--|--|--|
| | 2 | Alcohol or other substance misues (SBIRT) | | | | | | | | |
| | 3 | Ambulatory Care: Emergency Department Utilization | | | | | | | | |
| | 4 | CAHPS composite: Access to Care | | | | | | | | |
| | 5 | CAHPS composite: Satisfaction with Care | | | | | | | | |
| | 6 | Colorectal cancer screening (HEDIS) | | | | | | | | |
| | 7 | Controlling high blood pressure (NQF0018) | | | | | | | | |
| | 8 | Dental Sealants on permanent molars for children | | | | | | | | |
| | 9 | Depression screening and follow up plan (NQF 0418) | | | | | | | | |
| | 10 | Developmental screening in the first 36 months of life (NQF 1448) | | | | | | | | |
| | 11 | Diabetes: HbA1c Poor Control (NQF 1448) | | | | | | | | |
| | 12 | Effective contraceptive use among women at risk of unintended pregnancy | | | | | | | | |
| | 13 | Electronic health record adoption | | | | | | | | |
| | 14 | Follow-up after hospitalization for mental illness (NQF 0576) | | | | | | | | |
| | 15 | Mental, physical, and dental health assessments within 60 days in DHS custody | | | | | | | | |
| | 16 | Patient-Centered Primary Care Home Enrollment | | | | | | | | |
| | 17 | Prenatal and postpartum care: Timeliness of Prenatal Care (NAF 1517) | | | | | | | | |

Continuous Communication

Key Assumptions of Collaboration

- Must value diverse membership and ideas
- Each member has expertise
- Must have a common purpose
- Members need to trust one another
- Trust allows members to share in decisionmaking and responsibility

Backbone Support

IHNCCO had taken the position of the Backbone Organization

6 Activities of Backbone Organizations

- 1. Guide vision and strategy
- 2. Support aligned activities
- 3. Establish shared measurement
- 4. Build public will
- 5. Advance policy
- 6. Mobilize funding

Cascading Levels of Linked Collaboration Amplify Impact

Depth of Impact through Vertical Alignment

- Cross-sector leaders formulate a common agenda
- The core strategy then translates into key program initiatives, each with a set of workgroups
- Workgroups carry out work at the ground-level while maintaining a common focus and set of objectives

Breadth of Impact through Horizontal Coordination

- Backbones guide working groups in creating aligned and coordinated action across multiple organizations
- Groups tackle many different dimensions of a complex social problem at once
- Multi-dimensional approach amplifies impact across sectors / geographies

Adoption Beyond the Central Scope of Impact

- As working groups engage with outside organizations and share progress, the circle of alignment grows
- · External stakeholders adopt new practices aligned with the effort

Collective Impact Example

Community Prevention Grant
SPArC Grant
Collective supported collaboration
1st Tobacco Free Homeless Shelter in Oregon

Questions



Discussion Questions

Where have you seen the product of collective impact?

Where have you seen External Stakeholders adopt new practices (on their own and without overt direction) that are in line with a common vision?

How do you value the diversity in a group? How do you build trust in the midst of diversity?