Article/Publication:
Collective Impact

Source:
Kania J, Kramer M. Collective Impact. Stanford Social Innovation Review. 2011.
https://ssir.org/articles/entry/collective_impact

Theme(s) and/or STAR Framework Component(s):
- Partnerships and Relationships

Relevant NACDD Chronic Disease Competencies:
1. Establish and maintain linkages and/or partnerships with key stakeholders (including other programs, government agencies and nongovernmental lay, and professional groups) to build support for chronic disease prevention and control.
2. Use effective collaboration strategies to build meaningful partnerships.
3. Interact effectively with other major sectors and key stakeholders (including the healthcare industry, transportation, parks and recreation, education and private sector).
4. Implement processes so that staff from multiple programs can identify underlying common goals and outcomes.
5. Provide leadership to create key values and shared vision.

Introduction/Purpose:
This article provides an overview of collective impact and the power of mobilizing aligned, cross-sector coordination to tackle social issues. It provides collective impact examples across disciplines that illustrate successful practice and identifies five conditions for success: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations. These concepts are relevant in the development and sustainability of specific partnerships that may have a role in advancing public health work.

Summary:
The authors position collective impact as distinctly different than collaboration in solving specific, often complex, social issues. Accordingly, they state, "Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants." Described within the article are five, research-informed conditions of collective success, as well as real-life examples, recommendations for funding such initiatives, and future outlooks for communities that embrace collective impact. Importantly, the authors do not imply the need for collective impact in addressing *all* social issues since individual organizations that have an isolated impact may best solve select problems.

Application to Chronic Disease Leadership and Practice:
Chronic disease units interface with complex social challenges, including social determinants of health, that can impact the ability to achieve desired health outcomes and improvements. The article provides recommendations that can be applied in carrying out an effective collective impact approach to address such issues, drawing from examples of larger-scale, shared goals like student achievement in education to exemplify successful practices.

Reflection Questions (to consider upon reading the full article):

1. To what extent have you applied a collective impact approach in tackling identified issues influencing chronic disease prevention to date? How might you move the dial from collaboration to collective impact for some of the toughest public health problems (e.g., advancing equity, etc.) that would be a good fit for the collective impact approach?
2. What is the role of your unit or team as a backbone support organization in working with partners? What specific steps could you take to initiate or strengthen alignment of programs with the five conditions of collective success where applicable?
3. How could collective impact help communicate the value of chronic disease prevention and transform health outcomes in your state, incorporating drivers like your state's health improvement plan goals/objectives and governor's priorities? Which partners and innovative capabilities would you like to see more engaged in these efforts?

Additional Notes:
This article is featured in Essentials of Social Innovation, or a starter kit for leaders of change beginning to explore social innovation that is available here:
https://ssir.org/articles/category/essentials_social_innovation