Defining, Structuring and Maintaining Community-clinic and Multisector Partnerships

FSG: LESSONS FROM COLLECTIVE IMPACT | APRIL 2017
Agenda

The Reason to Partner and Introduction to Collective Impact

Experiences and Lessons from BMSF Grantees

Small Group Discussion: Roadblocks to Establishing and Maintaining Successful Partnerships
About FSG

FSG is a mission-driven consulting firm that supports leaders to create large-scale, lasting social change. Through strategy, evaluation, and research FSG helps many types of actors – individually and collectively – make progress against the world’s toughest problems.

Understanding of US Health Care

Partnerships & Collective Impact

Experience with Field Building
There are several reasons to partner

Broaden the reach and impact of your program.
To achieve your program’s intended results, you need to engage and mobilize resources (financial and human) that extend beyond the capabilities of any individual effort.

Leverage independent and mutually reinforcing capabilities.
To sustain and scale your efforts, you will need partners – to provide funding or other resources, address challenges or barriers, and enact changes in policies and procedures that can support your work.

Enable authentic, equity-oriented investments.
To reach the target populations and communities you seek to impact, taking an equity-oriented approach is necessary. This level and type of engagement requires partners that understand and can engage with the community.

Sustain impact beyond individual interventions to influence the system for population level impact.
As pioneers of innovative programs to reach and support patients in new ways, you have opportunities to influence the broader health system by working in partnership with others.
In our experience there are **four goal-driven partnerships types**

<table>
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<tr>
<th>Goal</th>
<th>Joint Project</th>
<th>Joint Program</th>
<th>Strategic Alliance</th>
<th>Collective Impact</th>
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<tbody>
<tr>
<td><strong>Definition</strong></td>
<td>Short-term, one-time collaborative effort among a small set of partners</td>
<td>Collaboration among small set of partners for joint implementation of a program</td>
<td>Platform for ongoing collaboration around one or more social issues</td>
<td>Initiative based on long-term commitments to a common agenda by the group of cross-sector actors needed to realize system-wide change</td>
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<tr>
<td><strong>When to Use</strong></td>
<td>Complimentary assets are needed to pilot an innovative approach for a limited time period</td>
<td>Complimentary assets are needed to implement a specific program over a longer period of time</td>
<td>Multiple organizations recognize the potential of ongoing collaboration to realize scale and/or to address multiple aspects of a problem</td>
<td>A system of institutions and actors to address a problem exists, but requires system-wide, coordinated change to drive lasting impact</td>
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Being intentional about how to **engage partners, timeframe, and expectations** strengthens partnerships.

### Joint Project
- **Partners involved**: Select set of partners, often a mix of local nonprofits, corporations, and research organizations, identified at the outset.
- **Timeframe**: Short-term (<10 years) Oriented around specific grant(s).
- **Expectations of partners**: Requires contributions from individual organizations to a joint effort.

### Joint Program
- **Partners involved**: Select set of partners, often a mix of local nonprofits, corporations, and research organizations, identified at the outset.
- **Timeframe**: Medium-to-long-term (10+ years) Extends beyond grant cycle.
- **Expectations of partners**: May require changes to organizations’ core activities to align with common agenda.

### Strategic Alliance
- **Partners involved**: Inclusive participation of a larger set of cross-sector stakeholders, including government actors; additional partners can join over time.
- **Timeframe**: Medium-to-long-term (10+ years) Extends beyond grant cycle.
- **Expectations of partners**: May require changes to organizations’ core activities to align with common agenda.

### Collective Impact
- **Partners involved**: Inclusive participation of a larger set of cross-sector stakeholders, including government actors; additional partners can join over time.
- **Timeframe**: Medium-to-long-term (10+ years) Extends beyond grant cycle.
- **Expectations of partners**: May require changes to organizations’ core activities to align with common agenda.
Collective impact has **five elements**

- **Common Agenda**
- **Shared Measurement**
- **Mutually Reinforcing Activities**
- **Continuous Communication**
- **Backbone Support**

Source: FSG SSIR Collective Impact Article, Winter 2011; FSG Interviews; FSG Interviews & Analysis
Collective impact requires a **mindset shift** from nonprofits, government, and funders

- **Technical solutions exist**
- **Content expertise valued most**
- **Solutions developed for the community**
- **Credit is owned by one actor**
- **Transactional, funding relationships**
- **Solutions emerge from the process**
- **Context expertise equally valued**
- **Community is mobilized to work together**
- **Credit is shared by many and the community**
- **Relationships and engagement built on trust**

Collective impact initiatives often face three challenges in **community engagement**

<table>
<thead>
<tr>
<th>Understanding Who to Engage and How</th>
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<tbody>
<tr>
<td>• Who in the community is <strong>particularly important to engage</strong>?</td>
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<tr>
<td>• How can we <strong>co-create solutions with stakeholders impacted by the target issue</strong> as part of the Collective Impact process?</td>
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<tr>
<td>• How do we <strong>meaningfully engage new stakeholders</strong> in and ongoing initiative?</td>
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<th>Balancing Efficiency and Effectiveness</th>
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<tr>
<td>• How do we <strong>balance speed of work</strong> with <strong>level of engagement</strong> of stakeholders?</td>
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<td>• When are the <strong>right times to invest in broad based community engagement</strong> and buy-in?</td>
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<tr>
<td>• How can we ensure that community engagement is productive for the initiative? How do we measure its success?</td>
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<th>Addressing Longstanding Barriers to Equity and Inclusion</th>
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<td>• How do we get <strong>historically isolated or combative sectors speaking</strong> to each other?</td>
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<tr>
<td>• How do we <strong>overcome well entrenched, but misguided (inconsistent with data) community perceptions</strong> that hinder adaptive change?</td>
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Measuring partnerships, especially collective impact, is distinct from program measurement.

### Programmatic Impact
- **Short-term outputs** (e.g., activities realized, number of people reached)
- **Medium-term outcomes** (e.g., improvement in target population well-being)

### Partnership Health
- **Alignment on goals and roles**
- **Effectiveness of joint decision-making**
- **Frequency and effectiveness of communication**
- **Trust and working relationship amongst partners**

### Strategic Alliance
- **Systems changes** (e.g., funding flows, cultural norms, public policy)
- **Long-term outcomes** (common agenda goals)

### Collective Impact
- **Alignment** along key areas such as vision and goals, impact measures, and planning and budgeting
- **Effectiveness of central coordinating body** to support partnership activities and engage in areas of joint investment (e.g., learning, advocacy)
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Experiences and Lessons from BMSF Grantees

Small Group Discussion: Roadblocks to Establishing and Maintaining Successful Partnerships
Stories from BMSF Grantees
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The Reason to Partner and Introduction to Collective Impact

Experiences and Lessons from BMSF Grantees

Small Group Discussion: Roadblocks to Establishing and Maintaining Successful Partnerships
We want to explore several key partnership issues that grantees regularly raise

Outlined below are four issues that regularly come up when we engage grantees:

1. Identifying and structuring a mutually-beneficial partnership
2. Considering equity, building trust, and sharing power
3. Supporting sustainable collaborative efforts (e.g., funding for community engagement, support for coordination)
4. Determining what and how to track partnership outcomes

Are there additional issues the group would like to explore today?

You’ll have an opportunity to work on two of the big challenges for 15 minutes each.