



REIMAGINING SOCIAL CHANGE

# Defining, Structuring and Maintaining Community-clinic and Multisector Partnerships

FSG: LESSONS FROM COLLECTIVE IMPACT | APRIL 2017

# Agenda

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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

# About FSG

## 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**

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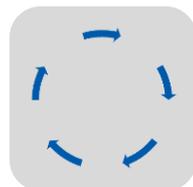
## **Broaden the reach and impact of your program.**

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**

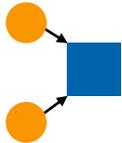


Goal

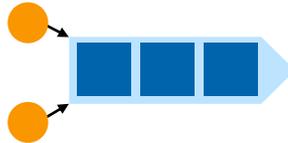
Address a defined problem

Address a systemic challenge

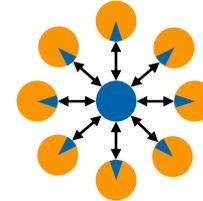
## Joint Project



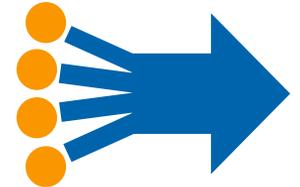
## Joint Program



## Strategic Alliance



## Collective Impact



### Definition

Short-term, one-time collaborative effort among a small set of partners

Collaboration among small set of partners for joint implementation of a program

Platform for ongoing collaboration around one or more social issues

Initiative based on long-term commitments to a common agenda by the group of cross-sector actors needed to realize system-wide change

### When to Use

Complimentary assets are needed to pilot an innovative approach for a limited time period

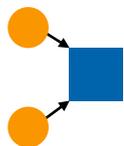
Complimentary assets are needed to implement a specific program over a longer period of time

Multiple organizations recognize the potential of ongoing collaboration to realize scale and/or to address multiple aspects of a problem

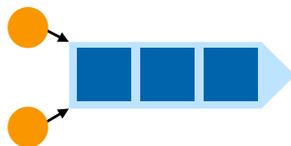
A system of institutions and actors to address a problem exists, but requires system-wide, coordinated change to drive lasting impact

# Being intentional about how to **engage partners, timeframe, and expectations** strengthens partnerships

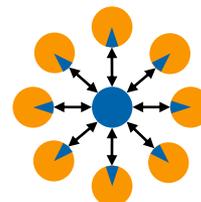
Joint Project



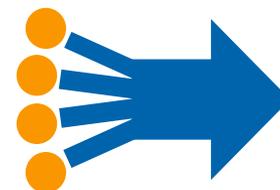
Joint Program



Strategic Alliance



Collective Impact



Partners involved

Select set of partners, often a mix of local nonprofits, corporations, and research organizations, identified at the outset

Inclusive participation of a larger set of cross-sector stakeholders, including government actors; additional partners can join over time

Timeframe

Short-term (<10 years)  
Oriented around specific grant(s)

Medium- to long-term (10+ years)  
Extends beyond grant cycle

Expectations of partners

Requires contributions from individual organizations to a joint effort

May require changes to organizations' core activities to align with common agenda

# Collective impact has **five elements**

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**Common Agenda**



**Shared Measurement**



**Mutually Reinforcing Activities**

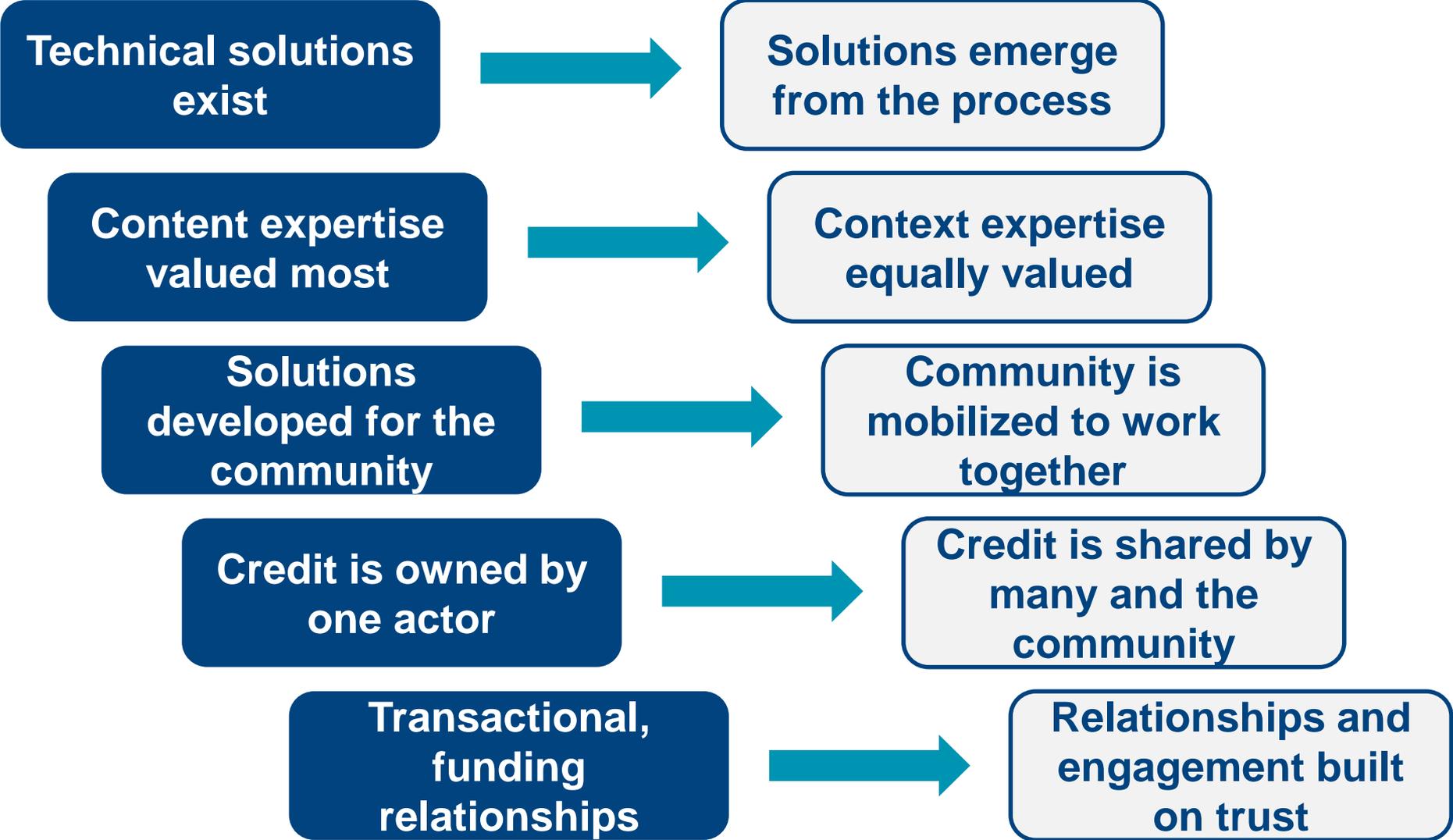


**Continuous Communication**



**Backbone Support**

# Collective impact requires a **mindset shift** from nonprofits, government, and funders



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

## Understanding Who to Engage and How

- **Who** in the community is **particularly important to engage**?
- How can we **co-create solutions with stakeholders impacted by the target issue** as part of the Collective Impact process?
- How do we **meaningfully engage new stakeholders** in and on-going initiative?

## Balancing Efficiency and Effectiveness

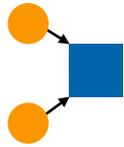
- How do we **balance speed of work with level of engagement** of stakeholders?
- When are the **right times to invest in broad based community engagement** and buy-in?
- How can we ensure that community engagement is productive for the initiative? How do we measure its success?

## Addressing Longstanding Barriers to Equity and Inclusion

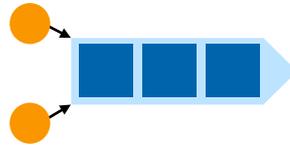
- How do we get **historically isolated or combative sectors speaking** to each other?
- How do we **overcome well entrenched, but misguided (inconsistent with data) community perceptions** that hinder adaptive change?

# Measuring partnerships, especially collective impact, is distinct from program measurement

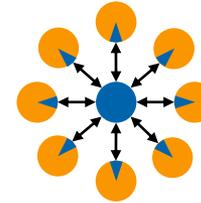
## Joint Project



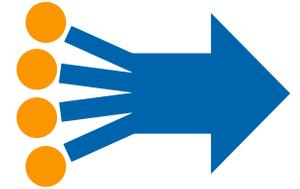
## Joint Program



## Strategic Alliance



## Collective Impact



### Indicators to measure

#### Programmatic Impact



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



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

#### Partnership Health



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



- **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)

# Agenda

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# Stories from BMSF Grantees

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FARMWORKER JUSTICE



**KENTUCKY  
LEADS**  
COLLABORATIVE

**LUNG CANCER**  
EDUCATION • AWARENESS  
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The Reason to Partner and  
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**Small Group Discussion: Roadblocks to Establishing  
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# We want to explore several key partnership issues that grantees regularly raise

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## **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.**