

Collective IMPACT®

The catalyst for great results

IMPACT REFLECTIONS

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Measuring the Impact of School-Based Pro Bono Legal Assistance

Legal Aid of West Virginia - Charleston, West Virginia

Collective Impact is providing program evaluation services for [Legal Aid of West Virginia's Lawyer in the School](#) project. The project is funded by a grant from the Legal Services Corporation Pro Bono Innovation fund.

School-based legal services are being offered to families with children attending [Mary. C Snow Elementary School](#) on the West Side of Charleston by a team of local attorneys representing various firms addressing issues such as bankruptcy, child support, consumer protection, custody/adoption, divorce, domestic violence, employment, housing, access to government benefits, etc.



Over 90% of the students at Mary C. Snow Elementary (Mary C. Snow) in the West Side Neighborhood of Charleston come from low-income families and live in a community with one of West Virginia's highest concentrated poverty rates. The school building itself is located in one of the most crime-ridden parts of West Virginia's Capitol city.

School staff at Mary C. Snow relay that it's not unusual for children who attend the school to come home and find that a landlord has tossed their belongings on the street. Many grandparents are raising students at the school, but have no legal authority to seek medical care

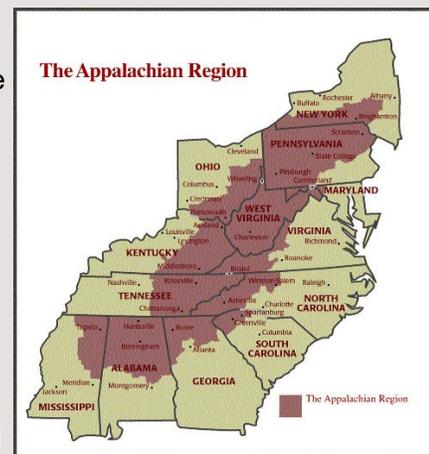
for the children. Nearly 500 children attend Mary C. Snow. Based on school data, over 75% of the students' experience domestic violence, are exposed to adult substance abuse, or suffer child abuse. Less than 30% live with both biological parents, and 20% percent are homeless or are living in shared homes. School officials, community leaders, and government officials agree that the children and families living on the West Side have serious unmet civil legal needs. They face eviction, domestic violence, and custody concerns at a higher level than children in most West Virginia communities.

The evaluation will inform two short-term project goals by: (1) assessing the effectiveness and replicability of the project, and (2) evaluating how the legal assistance provided in the project impacted the clients that participated. In addition, the evaluation seeks to begin to demonstrate longer-term school success outcomes for children of those served (i.e., increased attendance rates, improved grades, and improved behavior).

Helping Central Appalachian Funders Make a Greater Impact Collectively

Various private, corporate, family, and community foundations in the Central Appalachian Region: Kentucky, North Carolina, Ohio, Tennessee, Virginia, and West Virginia

Collective Impact worked with **Appalachia Funders Network's** - Health Working Group (HWG) over a six month period to help the group focus its efforts in a more strategic approach. The Appalachian Funders Network is a group of over 80 national, regional, and local grantmakers who work together to accelerate the development of more diverse and resilient local economics that sustain the regions unique assets and provide widely shared prosperity for all. The focus is in Central Appalachia, the region defined as the Appalachian communities of Ohio, Kentucky, North Carolina, Ohio, Tennessee, Virginia, and West Virginia.



To support their work, the HWG received a Robert Wood Johnson Foundation grant "Changing our Future: Engaging Grantmakers in Coordinated and Strategic Action to Advance Policy and Environmental Changes that Address Childhood Obesity in Appalachia." The work was also supported by East Tennessee State University and NORC at the University of Chicago.

Collective Impact worked with the HWG to facilitate regional meetings focused on strategy development around co-investment and collaboration among funding partners. The Health Working Group convenes nearly 40 funders to learn about and assess their collective health funding priorities and barriers to the implementation and sustainability of health improvement strategies.

These stakeholders have made a mutual commitment to accelerating the transition of Central Appalachia by:

- Orienting investors and other stakeholders to the social determinants of health and Appalachia's regional health disparities;
- Identifying economic development opportunities in the healthcare sector;
- Ensuring health and healthcare issues are a focal point of the Network's collective work;
- Encouraging coordinated investment in strategic initiatives that promote health in all policies; and
- Promoting a regional culture of health that supports equity, improved health outcomes, and greater economic strength.

Indicators of success for the Health Working Group might ultimately include:

- Improved access to affordable, high-quality, integrated health care;

- Reduction of health disparities;
- Widespread access to nutritious food;
- Increased sustainability of businesses in all sectors;
- Development of health-related projects and services unique to the region; and
- Evidence of Health in All Policies (HiAP) supported by the Network's investment.

"Bruce Decker's knowledge of the Appalachian region, including systems of care, funders and providers has been invaluable for the Appalachia Funders Network's (AFN) Health Working Group. AFN's Health Working Group has engaged Bruce a number of times to facilitate our regional meetings - he offers a good balance of member-to-member learning, narrowing of focus / opportunities, and actionable next steps - as well as fun, educational group/team activities. Bruce is organized, responsive, an excellent listener and easy to work." ~ **Terri Donlin Huesman, Co-Chair, Health Working Group, Columbus, OH**

Supporting the Good Sisters to Connect More Effectively with Those They Serve

Congregation of the Sisters of St. Joseph (CSJ), Cleveland, Ohio

The **Congregation of the Sisters of St. Joseph** (CSJ) is a community of 600 vowed women religiously dedicated to the love of God and neighbor, committed to sharing life together in community, and missioned to be a unifying presence wherever they live and minister. They are joined in this commitment by more than 500 lay associates.

Responding to the unmet needs in the church and world, CSJ serves in education, healthcare, pastoral and parish ministry, social work, spiritual care and faith development, and in other ministries that respond to spiritual, social and physical needs. As a means to express and extend their 360 year old mission in today's world, the Congregation sponsors ministries and partners with others who share their vision. In 2008, CSJ Ministries was formed to provide support and oversight of most of the sponsored ministries of the Congregation.



The Congregation engaged Collective Impact to assist in conducting a Communications Audit and Effectiveness Study to identify strategic recommendations that promote effective communications with CSJ's current audiences who live near the Congregation's centers. The study was designed to assess CSJ's communications materials, tools, and processes and to determine the general effectiveness, impact, and success of the Congregation's outreach and communication materials and publications. The project also explored ways CSJ might better engage others in the mission and work being carried out by the Congregation.

Services provided by Collective Impact included planning, practice research, a stakeholder survey with nearly 1,200 responses, key informant interviews with 25 identified stakeholders, and a series of stakeholder discussions with nearly 200 participants at each of the Congregation's six centers in Illinois, Kansas, Louisiana, Michigan, Ohio, and West Virginia.

The project final report provided CSJ with the necessary information and strategic positioning to develop a comprehensive communications plan and implement that plan over several years. The Renewal Model of Communication (developed by Collective Impact consultants, Anne Durham and Steve Heasley) was also proposed as a guide for developing communication strategies that engage local "communities of common purpose" to "think together" and pursue a shared vision. The model may be particularly applicable in promoting broad civic engagement to support local initiatives related to peace and justice issues. The Renewal Model of Communication seemed to be very compatible with the overall mission and direction of CSJ. Feedback from one of the Project Planning Team members illustrates this: "The model is very 'CSJ'. It feels like who we are and is

contemplative and action oriented. CSJ has been living the model already."

Advancing Population Health in the Tri-State Region

Cabell Huntington Hospital, Huntington West Virginia (KY, OH, WV Tri-state Region)

Collective Impact worked with Cabell Huntington Hospital to plan for and facilitate its inaugural Regional Health Summit.

The purpose of the Summit was to strengthen strategic efforts across health care, public health, and community organizations to improve health, wellness and prevention efforts by enhancing multi-sector collaboration at a regional level. Summit objectives included identifying common challenges and opportunities facing the region; sharing of best practices and innovations that demonstrate success and promise for health improvement, innovation and transformation; and engaging health stakeholders in crafting regional solutions to shared challenges.



A key focus of the Summit was to engage participants in discussion on challenges and opportunities around:

- Enhancing access to care and services;
- Improving outcomes for chronic conditions and integration of services for behavioral health/substance abuse; and
- Using health information technology, data analytics, and telehealth tools to improve population health outcomes.

The Regional Health Summit brought together nearly 200 health care and public health professionals, nonprofit and academic partners, state governmental officials, and elected officials as key stakeholders representing more than 40 organizations from 21 counties in the tri-state region of Kentucky, Ohio, and West Virginia. Speakers included national, state, and local partners and experts on community engagement, improving health outcomes, and current health care trends in health care service delivery.

The Summit included breakout sessions on the following topic areas: access to care, behavioral health and substance abuse, chronic disease, and data and technology. Within each breakout session, participants identified what is working well, what is not working, what is needed to effect change, and actionable next steps. To learn more about the

[Regional Health Summit, click here !](#)

Building Bridges for Greater Community Impact

Various Clients in New York, North Carolina, Ohio, Pennsylvania, and West Virginia

Collective Impact has provided a variety of training workshops with clients in numerous states on the topics of community-level work and the "collective impact approach." This training workshop engages participants in interactive learning experiences to increase understanding, capacity, and action around cross-sector collaboration. Participants better understand the importance of collaboration in general and specifically leveraging new partnerships to reach common desired outcomes and gain support from funders. The workshop addresses the "nuts and bolts" of collaboration and community-level work, the art and science of working together in a rapidly changing environment, engaging in collaborative team work for greater impact and results, and the specific type of collaboration referred to as the "collective impact approach."

The "collective impact approach" was highlighted in the article titled "[Collective Impact](#)" in the

Winter 2011 Stanford Social Innovation Review. More recently, with financial support from the Wallace Foundation, the Teachers College of Columbia University engaged in research relating to collective engagement around education reform. Their report ([Collective Impact and the New Generation of Cross-Sector Collaborations for Education](#)) describes the development of cross-sector collaborations and presents findings from a scan of initiatives across the United States. In this report, Collective Impact, LLC is identified as the first entity to coin the term "Collective Impact" in the early 2000's (page 6, footnote 7). This body of research is an instructive example of how cross-sector collaborations have been bubbling up for several decades. Read the entire article by clicking [here!](#)



Collective Impact is not only the name of our consulting firm, but is also our guiding principle and approach that has directed how we interact, perform, and succeed with our partners over the past almost two decades!

"Doing work that changes the circumstances in a community is not only difficult to do, it is also hard to talk about. What is needed to make the change happen? What partners and what activities are needed? What will the change look like? How will we know if we are making progress? These are the questions that our group (professionals working with Community Action Agencies across the country) had at our last annual in-service. Collective Impact was able to clarify the relationships and the dynamics of this community approach so that we left with greater knowledge, increased understanding, and a much better perspective on all the issues. Thanks so much, Bruce!" ~ Barbara Mooney, Director, Association of Nationally Certified ROMA Trainers, Harrisburg, PA

Impact Resources

Here are a few resources that might help you think about things through a different "lens" and ultimately help you make a greater impact in the work that you do with the children, youth, families, and communities that you serve:

The Secret Powers of Time - Professor Philip Zimbardo conveys how our individual perspectives of time affect our work, health and well-being. Time influences who we are as a person, how we view relationships and how we act in the world. See the RSA Animate video by [clicking here!](#)

The Empathic Civilization - Best-selling author, political adviser, and social and ethical prophet Jeremy Rifkin investigates the evolution of empathy and the profound ways that it has shaped our development and our society. Watch the RSA Animate video by [clicking here!](#)

The Divided Brain - Renowned psychiatrist and writer Iain McGilchrist explains how our 'divided brain' has profoundly altered human behavior, culture, and society. Taken from a lecture given by Iain McGilchrist as part of the RSA's free public events program. [Watch it here!](#)



Talk About Us!

We want you to gossip and spread rumors about us!



Seriously though, word of mouth and testimonials from satisfied clients are the best ways that our work gets promoted. If you are involved with a group or partnering with another organization in need of capacity building services, please consider us and let others know about our work! We would very much appreciate you speaking on our behalf. Just a reminder, we provide an array of capacity building services in the following areas:

- Planning, Development, and Change Management
- Assessment, Research, and Evaluation
- Branding, Marketing, and Communication
- Financial Resource Development
- Training, Facilitation, and Stakeholder Engagement
- Venue Web & IT

To learn more about our work, [visit our website here!](#)

For more information about Collective Impact, email us at emailus@collectiveimpact.com, call us at 724.728.3368, or visit our website at www.collectiveimpact.com

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