

A young child with dark hair, wearing a red hoodie and blue jeans, is walking away from the camera on a gravel path. The path is flanked by tall, dense green hedges. The child is walking towards the center of the path, which leads into the distance. The overall scene is bright and natural.

The Power of Collective Impact

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Executive Director
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Metro Drug Coalition

- Est. 1986
- **Mission:** Improve the health of the greater Knoxville community by reducing the use of alcohol and drugs through policy, systems and environment change.



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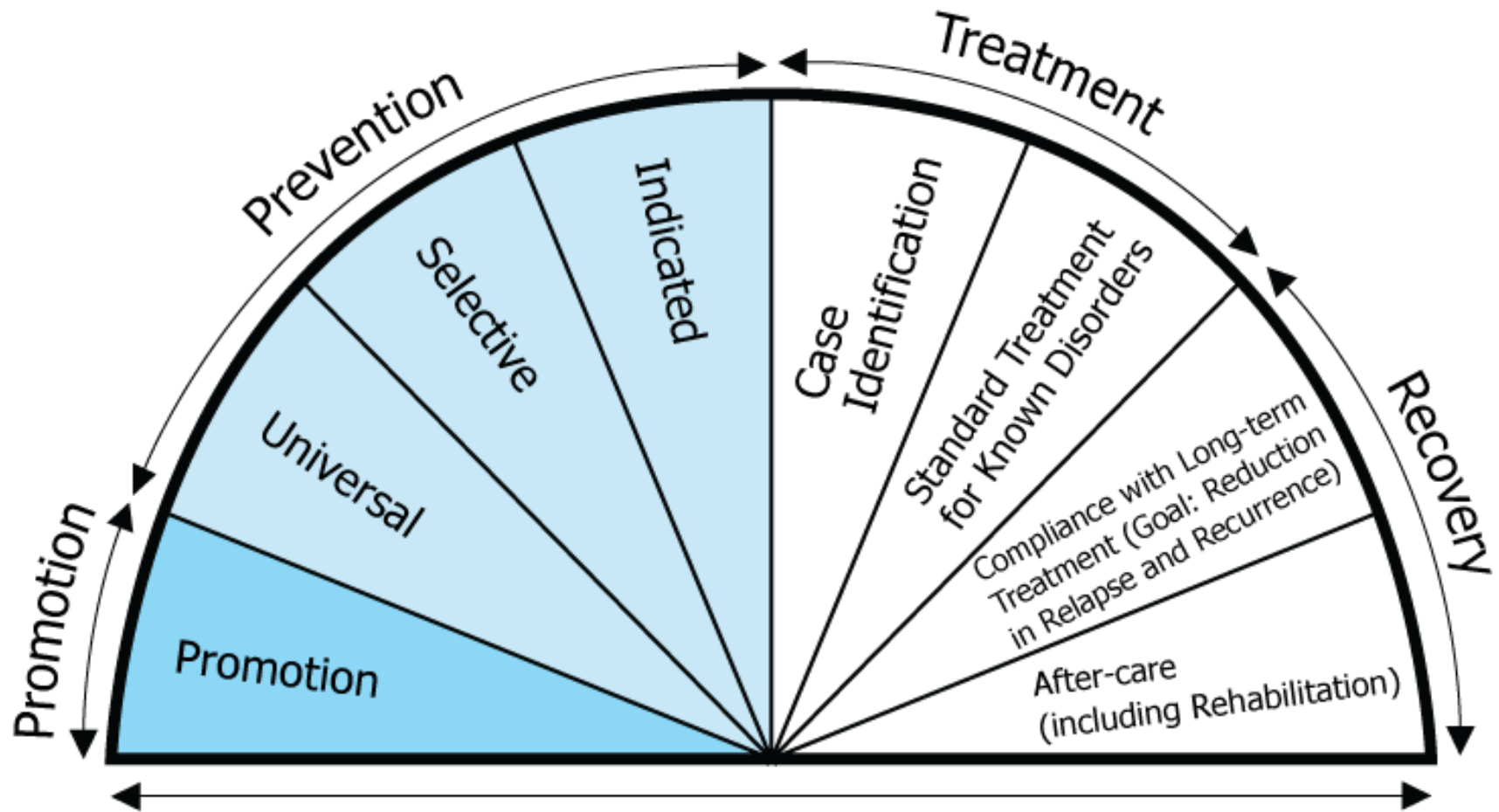
What is Prevention

The action of stopping something from happening or arising.



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Role of Prevention in Continuum



Prevention Delays Onset of Use

The primary **goal** of prevention is to **delay** the first use of alcohol or other drugs.

According to the National Institutes of Drug Abuse (NIDA), adolescents who begin using any substance before age 14 are 17.5 times more likely to have a substance use disorder as an adult, compared to 2% if abstinent through graduation.



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Skills Required to Implement the SPF Model



Coalition Sector Approach

- Youth
- Parents
- Businesses
- Media
- Schools
- Youth-serving organizations
- Law enforcement
- Religious or fraternal organizations
- Civic or volunteer groups
- Healthcare professionals
- State, local, or tribal governmental agencies with expertise in substance misuse
- Other organizations involved in reducing substance misuse (treatment providers)



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Prevention Alliance

— OF TENNESSEE —

www.tncoalitions.org



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COLLECTIVE IMPACT



The FIVE Conditions Needed

1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Support



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Isolated Impact vs. Collective Impact

Isolated Impact

Funders select individual grantees that offer the most promising solutions.

Nonprofits work separately & compete to produce the greatest independent impact.

Evaluation attempts to isolate a particular organization's impact.

Large scale change is assumed to depend on scaling a single organization.

Corporate & government sectors are often disconnected from the efforts of foundations & non-profits.

Collective Impact

Funders & implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.

Progress depends on working toward the same goal & measuring the same things.

Large scale impact depends on increasing cross-sector alignment and learning among many organizations.

Corporate & government sectors are essential partners.

Organizations actively coordinate their action & share lessons learned.

Preconditions for Collective Impact

- An Influential Champion
- Adequate Financial Resources
- Sense of Urgency for Change



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Phases of Collective Impact

Components for Success	Phase I Initiate Action	Phase II Organize for Impact	Phase III Sustain Action and Impact
Governance and Infrastructure	Identify champions and form cross-sector group	Create infrastructure	Facilitate and refine
Strategic Planning	Map the landscape and use data to make the case	Create a common agenda (goals and strategy)	Support implementation
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Analyze baseline data to identify key issues and gaps	Establish shared metrics	Collect, track and report progress

Keys to Success

- Must build on any existing collaborative efforts
- Honoring current efforts, engaging established organizations
- Being realistic about time investment

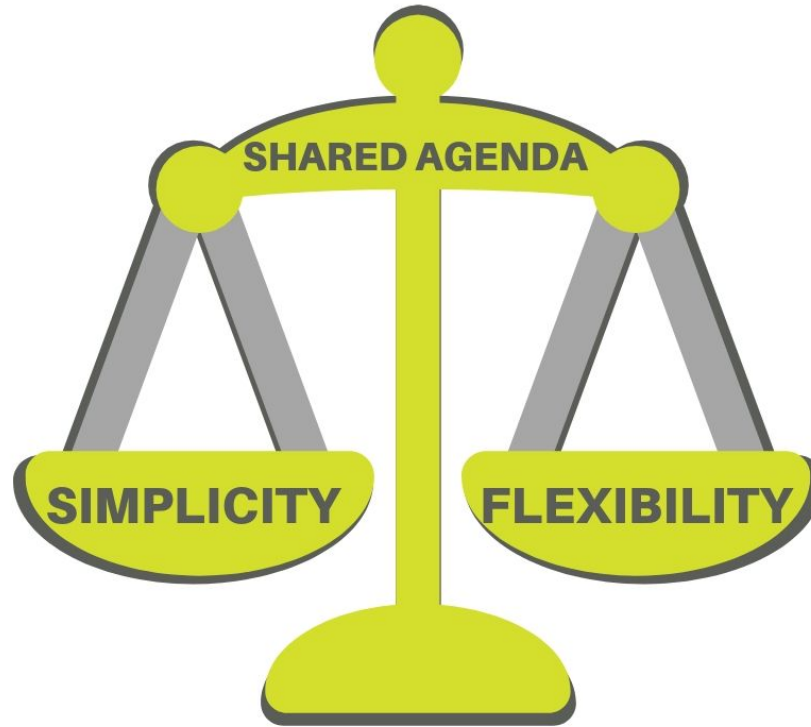
“It takes time to create an effective infrastructure that allows stakeholders to work together and that truly can ameliorate a broken system.”



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Strategic Action Framework

Researched
description
of the problem



Clear goal for the
desired change

Portfolio of key
strategies driving
large scale change

Clear set of
guiding principles

Combo of easy, short term wins
& more ambitious long-term
systemic strategies

Role of the Backbone Organization(s)

1. Providing overall strategic direction
2. Facilitating dialogue between partners
3. Managing data collection & analysis
4. Handling communications
5. Coordinating community outreach
6. Mobilizing funding



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Messy and Fragile Process

- **Hope:** Intangible benefit in short supply
- New sense of optimism
- Belief in the future



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