

## Collective Impact

A significant portion of Shared Care projects is dedicated to building collaborative and collegial relationships between family physicians, specialist physicians and other stakeholders (Wagar, 2015). Measuring the impact of projects must include capturing the development of a collaborative partnership between physicians, specialists, community, acute care providers and other stakeholders.



## Assessing the Collective Impact of the Advisory Team

The Advisory Team met regularly in Phase I from November 2014 to May 2016. Through regular meeting evaluations and a Phase I assessment, the 5 conditions of success for collective impact were measured. These conditions are: common agenda, backbone support, mutually reinforcing activities, continuous communication and shared measurement.

Over the course of the 19 months of meetings, Collective Impact data was collected through a survey, 3 times for the Advisory Team (July 2015, May 2016 and September 2016) and twice for the working groups (Fall 2015 and Spring 2016).



Perinatal Care Advisory Team (left to right): Jenny Nijhoff; Maureen Clarke; Jacquie Kinney; Laurel Anderson; Kelly Phillips, Dr. Matthew Bagdan; Dr. Theresa Wilson; Jennifer Spurr (not shown: Kim Williams)

**Shared Care Perinatal Advisory Team – Spring 2016**

Thinking back over the meetings together as an Advisory Team please rate the following by circling the appropriate number

	Disagree					Agree				
	1	2	3	4	5	1	2	3	4	5
The Advisory Team shares a common understanding of the issues that the project aims to address.										
The Advisory Team shares a vision for change.										
Comments:										
The Advisory Team agrees upon the approach to solving the issues that the project aims to address.										
Comments:										
The project team, Shared Care and The Comox Valley Division of Family Practice can support and guide the project's vision and project activities.										
The Advisory Team feels supported by the project team, Shared Care and The Comox Valley Division of Family Practice to be able to:										
a. build public will										
b. advance policy										
c. mobilize resources										
Comments:										
The appropriate stakeholders have been engaged to participate in the project.										
Comments:										
The Advisory Team meetings allow for										
a. full engagement of Advisory Team members										
b. frequent and structured open communication										
c. an environment to build trust										
d. processes to assure mutual objectives and create common motivation										
Comments:										

Please provide any other comments on the effectiveness of the meetings and your experience with being a member of the Advisory Team .



8

Advisory Team Members



11

Advisory Team Meetings in 19 months



4

Project Newsletters distributed throughout community and to key stakeholders such as IH and FNHA

## Meeting Evaluation Findings

**Common Agenda:** All participants share a vision for change that includes a common understanding of the problem with agreed upon actions.

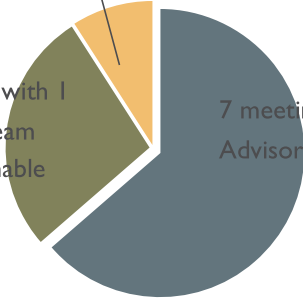
### Advisory Team Meeting Attendance

- 91% attendance rate

1 meeting with 3 Advisory Team members unable to attend

3 meetings with 1 Advisory Team member unable to attend

7 meetings with full Advisory Team attendance

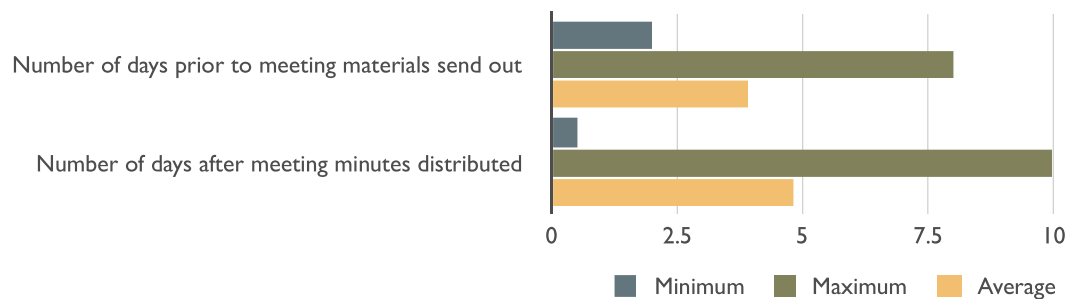


Over the course of the 19 months, only 1 Advisory Team member left the team and this was due to a maternity leave. This member was replaced by a new member.

The Guiding Principles, TOR and Core Values were discussed, developed or reviewed at 8 of the 11 meetings. The Advisory Team feels that promising practices are being used develop and sustain a shared vision for change.

**Backbone support** - An independent, funded staff dedicated to the initiative provides ongoing support by guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy and mobilizing resources.

The Advisory Team gave a 4.3/5 average score over the course of Phase I meetings for “as a team we met meeting objectives”. There was administrative support at all 11 meetings.



**Mutually reinforcing activities** - A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action.

The advisory team showed commitment to the project by tackling important tasks. All team members took on and completed between 6 and 9 action items assigned over the course of 19 months.

**Continuous communication** - All players engage in frequent and structured open communication to build trust, assure mutual objectives and create common motivation.

Eleven, 2 hour meetings took place over the course of 19 months. The Advisory Team gave an average score of 4.7/5 that these meetings allowed for frequent and structured open communication and an environment to build trust.

**Shared Measurement** - All participating organizations agree on the ways success will be measured and reported, with a short list of common indicators identified and used for learning and improvement.

The project evaluation framework was introduced and discussed at the December 2014 meeting. Collective Impact was introduced and discussed at the July 2015 meeting and the Phase I Interim Evaluation report was presented at the February 2016 meeting.

## STRENGTHS

The Advisory Team and Working Groups feel that:

- they share a common vision for change. 4.8/5
- the project team, Shared Care and The Comox Valley Division of Family Practice can support and guide the project's vision and activities. 4.8/5

“The group has really been able to solidify the thinking around providing prenatal care for the patients of the Valley trying to leave personal biases out of it”

“The team has been more cohesive and the forward momentum obvious”

“Love everyones input”

“Excellent experience”

“The organizational structure behind this project is phenomenal. We wouldn't be anywhere without them!”

“Great team to work with. Very collaborative and focussed on providing optimal care”

“The biggest benefit of this group has been getting all of us professionals working together”

“The meetings provide a great opportunity to network and share information about services in the Comox Valley”

“Awesome, inclusive, engaging facilitators”

## RECOMMENDATIONS FOR FUTURE WORK

Continue regular meetings, using Doodle polls, to ensure that as many team members are able to attend as possible.

Continue to have all meetings supported with effective chairing and administration to ensure agendas, minutes, and action items are communicated in a timely manner.

Within the project design allow for Advisory Team, and those that are closest to the work, the opportunity to co-create project goals.

Continue ongoing dialogue concerning project goals and guiding principles. Utilize posters that visually illustrate goals and guiding principles.

Ensure that Quality Improvement work includes focused attention on key stakeholders ensuring their representation at the Advisory Team and Working Group level. Ensure this key criteria of community development projects is present.

## DOING WELL

The Advisory Team and Working Groups feel that:

- they share a **common understanding of the issues** that the project aims to address 4.7/5
- they **agree upon the approach** to solving the issues that the project aims to address 4.6/5
- the **appropriate stakeholders have been engaged** to participate in the project 4.7/5
- the meetings allow for
  - **full engagement** of members 4.7/5
  - **frequent and open communication** 4.7/5
  - **an environment to build trust** 4.7/5
  - **processes to assure mutual objectives and create common motivation** 4.7/5

“There is still need for deeper understanding of what we all do in our various roles. There is more need for larger group sharing, educating”

“To build relationships, we need more OB and physician involvement”

“I think there is good dialogue around areas of discrepancy and difference”

“Glad to see patient engagement on the agenda”

“Increased representation from patients would be appreciated as we start preparing and testing our projects”

“Ongoing discussions about what works, what doesn't. Can we change something?  
Working on how, now”

“Need more “patients” voice and client perspective - can we invite a mom or two?”

## RECOMMENDATIONS FOR FUTURE WORK

Create opportunities and develop practices to engage women and families and learn more about their experiences.

Continue to create more opportunities for all care providers, family physicians, specialists and midwives, to work together, learn from each other and to build trust and respect.

## OPPORTUNITIES FOR GROWTH

The Advisory Team and Working Groups feel supported by the project team, Shared Care and The Comox Valley Division of Family Practice to be able to:

- build public will 4.4/5
- advance policy 4.5/5
- mobilize resources 4.5/5

“We can try to do these things as an Advisory Team but whether the community/stakeholders implement them will be determined later”

“The stakeholders are involved in community. Implementation may require buy-in from government”

“We need more large group, multi-stakeholder dialogue to take this deeper”

“We need additional mechanisms and support to address QI opportunities”

## RECOMMENDATIONS FOR FUTURE WORK

Create opportunities to involve a wide spectrum of stakeholders from both the community and governmental organizations. Use these opportunities to meaningfully engage stakeholders to leverage decision makers and inform policy.

Establish a solid partnership with First Nations Health Authority and their work in maternity care.

Consider site visits and face to face meetings with other communities that are doing progressive work, such as Apple Tree Clinic in Nelson and the South Community Birth Program in Vancouver, as well as others.

Distribute regular newsletters and continue to communicate Island -wide and at the community level with those who have influence over program areas related to maternity care.

Ensure conversation and planning for initiative sustainability occurs from project onset.

### For more information contact:

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