



**March 1, 2019 FFNF Highlights**

## **United Way Collective Impact Initiative**

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- In 2003, United Way, with other partners, established the Lancaster County Coalition to End Homelessness (LCCEH). The success of LCCEH becomes the model for United Way's Collective Impact initiative.
- In 2014, the United Way of Lancaster County transitioned to operating giving 100% through the Collective Impact platform. This is the first United Way in the United States that moved to be 100% on the Collective Impact model. This is the third year of the Collective Impact initiative.
- This transition was undertaken to combat the siloing of services provided throughout the County and to encourage cooperation and sharing of resources.
- There are currently 300 organizations that are a part of Collective Impact Partnerships. A collective impact partnership is a group of organizations with a common agenda, a shared measurement system, mutually reinforcing activities, continuous communication, and a backbone organization. There are currently ten Collective Impact Partnerships throughout Lancaster County.
- There are approximately six different network groups. This is down from 22 groups in 2015. This represents increasing interconnectedness between organizations.
- The collective impact initiative has already created systemic change that is likely to permanently change how non-profits in Lancaster County think about and do their work.
- Collective Impact participants believe that county-level changes are evident in at least three areas:

- There is more data sharing and tracking.
  - There is greater collaboration, both across and within sectors.
  - There are increased resources and training.
- Collective Impact participants report that sizable and significant organizational changes have taken place within their organizations, including:
    - Many organizations have changed specific procedures and processes related to how they deliver services and pursue their goals.
    - Many organizations have expanded the services they offer and how they offer them.
    - Many organizations have entered into new collaborative relationships and undertaken new initiatives.
- Collective Impact participants believe that significant barriers continue to hinder their growth:
    - More work is needed to change the policy framework associated with many issues.
    - Funders need to be more aligned to support Collective Impact initiatives.
- After three years, the Collective Impact has seen the following progress on the four Bold Goals to achieve by 2025:
    - **BOLD GOAL 1: 100% of our children will enter kindergarten ready to learn.**
      - Kindergarten readiness data from IU13 shows that Lancaster County has moved in the desired direction in percentage of students ready for kindergarten, with specific school districts targeted and served by the partnerships showing even greater gains.
    - **BOLD GOAL 2: 100% of students and adults will have post-secondary credentials.**
      - Overall there seems to be a gap in strategies and activities that directly lead to post-secondary credential attainment. Progress toward this bold goal has been markedly slower and weaker.
    - **BOLD GOAL 3: Decrease individuals and families living in poverty by 50%.**
      - There is not enough data to rate progress on this bold goal overall. This is primarily due to the length of time it took to develop and implement a county-wide data tracking tool (the Self Sufficiency Matrix). However, there is evidence that related indicators such as homelessness are trending in the right direction County-wide, although poverty rates are unchanged.
    - **BOLD GOAL 4: 100% of individuals, children, and families will have a medical home.**
      - Given the significant partnership and collaboration that has evolved over the years, it is possible to affect change to healthcare access; however, it is too soon to evaluate actual health outcomes.