SOAR as a Collective Impact Model: Lessons for Rural Health and Human Services

Presented to the
National Advisory Committee on Rural Health and Human Services
May 27, 2015
Natural Bridge State Resort Park, Kentucky

Charles W. Fluharty
President & CEO
Rural Policy Research Institute
Kentucky’s Appalachian Counties
Ohio Counties

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<tbody>
<tr>
<td>Land Area</td>
<td>11,820 mi²</td>
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<tr>
<td>Population</td>
<td>1,014,355</td>
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<tr>
<td>Average Household Income</td>
<td>$38,931</td>
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<tr>
<td>Average Unemployment Rate</td>
<td>10.6%</td>
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Kentucky Counties

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<tbody>
<tr>
<td>Land Area</td>
<td>11,873 mi²</td>
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<tr>
<td>Population</td>
<td>870,823</td>
</tr>
<tr>
<td>Average Household Income</td>
<td>$29,705</td>
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<tr>
<td>Average Unemployment Rate</td>
<td>10.9%</td>
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These two regions are similar in geographic size, but in Kentucky:
- There are 45% more counties
- There are 14% fewer people
- Income is 24% lower
Unique Kentucky Challenges

• County lines
• Family names
• Friday night lights
• Listening to old tapes
• Stories we tell ourselves
2014 SOAR Program of Work

Plan the Work:

I. SOAR Summit (December)
   
   Goals: Renew Hope and Commitment
   Build Regional Identity and Collaboration
   Surface Ideas and Innovations

II. SOAR Development (January-May)
   
   Goals: Build an Organization
   Create a Leadership Commitment / Common Vision
   Seek Resources
   Frame a Program of Work
Plan the Work:

III. SOAR Working Group Process (June-August)

Goals:   Enhance Citizen Engagement / Dialogue
         Craft Specific Recommendations
         Present Collaborative Action Opportunities
         to the Region

IV. SOAR 2025 Futures Forum

Goals:   Use Working Group Report to Begin Long
         Term Visioning
         Identify Ten Year SOAR Goals
         Create Metrics to Assess Progress Yearly
Work the Plan:

I. 2015 Year One Priorities (September-November)

Goals: Priorities Discussed / Aligned Where Possible

Founding Executive Director Hired
Region’s Leaders, Organizations, Institutions and Governments Asked to Engage
Work the Plan:

II. 2015 SOAR Summit and Action Teams (January-Ongoing)

Goals: Generate Regional Buy-In and Responsibility for Recommended Action Leadership / Teams Established, Work Begins Year One Priorities Now Being Addressed
Assignment: Prioritize Regional Innovation Ideas That:

• Complement, not Compete

• Build on and Add Value to Work of Others

• Seek and Advance New Approaches, at Regional Scale

• Spread Impact of Successful, Evidence-Based Policy and Practice

• Strengthen Regional Collaboration and Identity
Guidelines for Prioritization

• Will Not Happen, Unless SOAR:
  ▪ Assists, Nudges, or Advocates

• Will Add True Value to Others’ Work

• Will Be Achieved through SOAR not by SOAR
  ▪ True Servant Intermediary
The Framework for Regional Rural Innovation

Critical Internal Considerations

- Wealth Creation and Intergenerational Wealth Retention
- Youth Engagement, Retention, and Leadership Expression
- Social Inclusion and Social Equity
Collective Impact

Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.

By John Kania & Mark Kramer | 90 | Winter 2011
Five Conditions for Collective Impact Success

I. Common Agenda
   • Clear vision for change

II. Mutually Reinforcing Activities
   • Differentiated, but still coordinated

III. Backbone Organization
   • Serves entire initiative, coordinating participating organizations, firms and agencies
Five Conditions for Collective Impact Success (cont’d)

IV. Continuous Communication
   • Consistent, open, unmediated

V. Rigorous and Shared Measurement
   • Collecting predictive indicators, regional data: then measuring ongoing results, consistently
Dedication

We dedicate this report
to the people of Eastern Kentucky,
who gathered to create its content,
and for whom it is intended.

These are your voices. These are your visions.

In shaping them, may you unite,
commit together to their advancement,
and live them into that bright future
to which you gave voice in Pikeville.

SOAR!
Final Thoughts / Recommendations for Advisory Board Consideration
Charles W. Fluharty

cfluharty@rupri.org

President & CEO
Rural Policy Research Institute
Clinical Professor
Department of Health Management and Policy
University of Iowa College of Public Health
145 N. Riverside Drive
Iowa City, IA 52242
(319) 384-3816
http://www.rupri.org/