Creating Collective Impact: The SOAR Approach

Presented to the

“Building a Better Future for Coal Workers and their Communities” Workshop
November 13, 2015
The Brookings Institution
Washington, D.C.

Charles W. Fluharty
President & CEO
Rural Policy Research Institute
### Ohio Counties

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Area</td>
<td>11,820 mi²</td>
</tr>
<tr>
<td>Population</td>
<td>1,014,355</td>
</tr>
<tr>
<td>Average Household Income</td>
<td>$38,931</td>
</tr>
<tr>
<td>Average Unemployment Rate</td>
<td>10.6%</td>
</tr>
</tbody>
</table>

### Kentucky Counties

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Area</td>
<td>11,873 mi²</td>
</tr>
<tr>
<td>Population</td>
<td>870,823</td>
</tr>
<tr>
<td>Average Household Income</td>
<td>$29,705</td>
</tr>
<tr>
<td>Average Unemployment Rate</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

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
Eight Forms of Rural Health

Physical
Financial
Natural
Human
Intellectual
Social
Cultural
Political
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

See also:
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
2ND ANNUAL PROMISING PRACTICES SUMMIT

Eastern Kentucky Expo Center, Pikeville, KY
October 28, 2015 8:30 a.m. till 3:30 p.m.

The Summit will showcase learning innovation taking place across the east Kentucky region as a direct result of the Race to the Top-District Grant awarded to Kentucky Valley Educational Cooperative and 17 outstanding rural school districts.

Join the Summit Virtually by logging into

2015 KVEC Area Fall Gathering for Students and Their Families with Hearing and Vision Losses
September 22, 2015

KVEC will be hosting the Fall Gathering for Students and Their Families with Hearing and Vision Losses on October 16th, 2015. This event will be held...

2014 KVEC TRANSITION FAIR
March 27, 2014, Heather Hall on...
Change:
Driven By Innovation

World Diabetes Day
Health Extravaganza
3rd Nov, 2015

Latest SOAR News

High School Congressional App Challenge Now Open through January
on November 9, 2015

U.S. Rep. Harold “Hal” Rogers (KY-05) is excited to announce that innovative students from Kentucky’s 5th Congressional District are invited to participate in the annual SOAR Congress App Challenge. The competition offers students the chance to "code for change" and make a difference through innovative and creative solutions.

SEE ALL NEWS

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UK University of Kentucky
UK HealthCare
Federal Policy Recommendations for Further 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/