



# Why Collaborations?

What we know and need to know  
about how they make a difference

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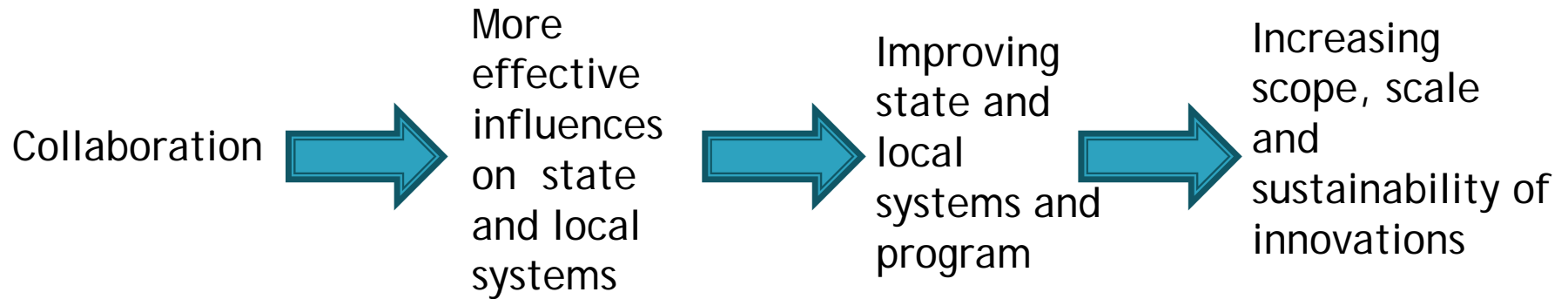
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# State Level Collaboration Can Transform Systems

- ▶ Research has focused primarily on group processes and capacities among individual representatives. What people do.
- ▶ Very little research on how collaborative process leads to actual results outside of advocacy for policy change.
- ▶ Very little research on what collaborating institutions actually do to most effectively change systems on a sustained basis. What organizations and agencies do.

# The Basic Idea



# How Do Collaborations Increase Their Effectiveness ?

- ▶ Influence participating organizations and agencies
- ▶ Maintaining and increasing participation\*
- ▶ Influence larger systems\*
- ▶ Leverage resources
- ▶ Improve strategies and programs
- ▶ Transform conflicts
- ▶ Build capacity

# Influencing Participating Organizations

Participants are part of the system to transform. What are the most effective characteristics and roles for the organizational representative?

## Indicators:

- ▶ Alignment of mission, policies, practices with collaboration
- ▶ Penetration- Levels of Institutionalization

# Leverage Resources

How to determine a multiplier effect and return on the investment?

Indicators:

- ▶ New revenue
- ▶ Sustainable revenue
- ▶ Percent of member organizations engaged
- ▶ Mobilizing multiple constituencies

# Improve Strategies and Programs

What are the cross organizational innovation and diffusion processes that work?

Indicators:

- ▶ Successful innovation of strategies and programs;
- ▶ Dissemination of information;
- ▶ Quality improvement system.

# Transform Conflict

Addressing the systemic root causes of conflicts in a manner that strengthens the collaboration.

Indicator:

- ▶ Intensity of conflicts and outcomes, positive and negative.



# Capacity Building

How do you build the capacity of organizations statewide? What is the infrastructure?

## Indicators:

- ▶ Organizational improvements in targeted capacities
- ▶ Goal Attainment Scaling

# Final proposition

Collaborations are not like any other type of organization if they are effective. It is not about what member organizations can do for the collaboration, but the what collaboration can do for member organizations.