

# 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

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Natural Bridge State Resort Park, Kentucky

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# Kentucky's Appalachian Counties





U.S. Rep. Hal Rogers  
5<sup>th</sup> District of Kentucky

Bob Mitchell  
U.S. Rep. Hal Rogers  
Chief Advisor



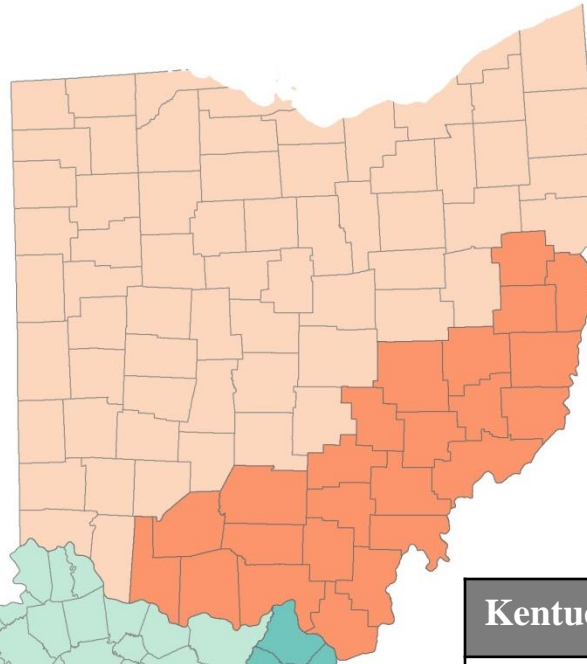


# SOAR

Shaping Our Appalachian Region

# SOAR Geographic Comparison with Appalachian Ohio

Ohio Counties	24
Land Area	11,820 mi <sup>2</sup>
Population	1,014,355
Average Household Income	\$38,931
Average Unemployment Rate	10.6%



Kentucky Counties	35
Land Area	11,873 mi <sup>2</sup>
Population	870,823
Average Household Income	\$29,705
Average Unemployment Rate	10.9%

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

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## Collective Impact

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

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# 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



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# 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







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