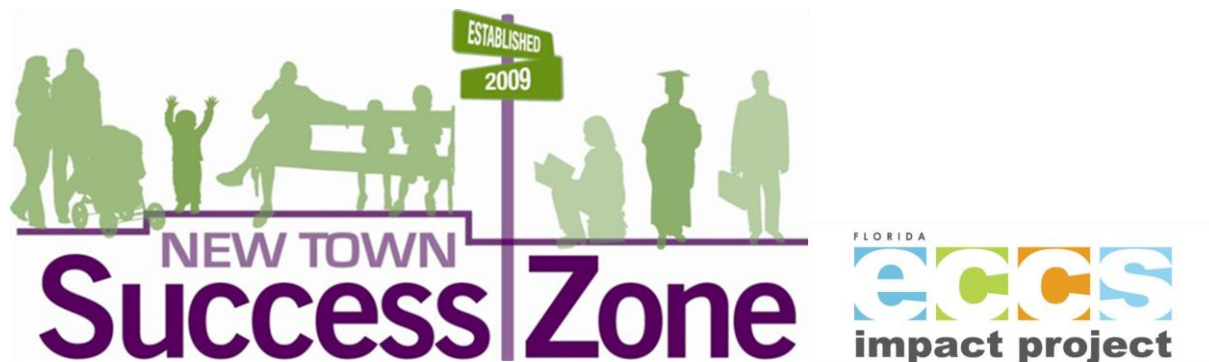


Early Childhood Comprehensive Systems (ECCS) Impact Project Evaluation

BASELINE PARTNER REPORT: COLLABORATION ANALYSIS FOR THE NEW TOWN SUCCESS ZONE

2017



CHILES CENTER FOR HEALTHY MOTHERS AND
BABIES COLLEGE OF PUBLIC HEALTH
UNIVERSITY OF SOUTH FLORIDA

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Introduction

The Early Childhood Comprehensive Systems (ECCS) Impact grant, implemented by the Florida Association of Healthy Start Coalitions, Inc. in 2016 with funding from the federal Health Services and Resources Administration (HRSA), seeks to improve the developmental health of infants and young children by age three in two Florida communities using a Collaborative Improvement and Innovation (CoIIN) approach. An evaluation team at the Chiles Center for Healthy Mothers and Babies located within the College of Public Health at the University of South Florida will evaluate the Florida ECCS Impact project.

The strategy used by the ECCS Impact project is improving early childhood comprehensive systems within Florida by fostering collaboration and coordination in two place-based community initiatives, the Miami Children's Initiative in the Liberty City neighborhood and Jacksonville's New Town Success Zone in the New Town neighborhood. Thus, the evaluation assesses implementation, processes, and community networks at state and community levels. The community partner evaluation describes linkages between family support programs or services and the extent of those relationships.

Purpose

This baseline report documents the preliminary findings of the community partner network analysis of early childhood agencies and providers in the New Town community. The analysis assessed the network structure, level of collaboration, and partner perceptions of potential outcomes of the ECCS grant within this neighborhood. The community team structure, organization and systems building evaluation component seeks to understand how coordination and partnerships among organizations at the community level are occurring, including:

- How well partners represent all sectors of the system, as well as the diversity of the region
- To what extent network size, density, interagency trust, contribution, and collaboration evolve throughout the ECCS project
- What strategies work best to facilitate the ECCS project

Thus, this baseline report sets forth a foundation of New Town's development, growth, and progress towards its goals and objectives of improving developmental screening and referral. Throughout the ECCS initiative, the evaluation team will collect and analyze data to disseminate findings as they relate to the research questions above.

Methods

The quantitative measurement of collaboration among agencies, organizations, and groups in the New Town Success Zone was completed by the evaluation team using the Program to Analyze, Record, and Track Networks to Enhance Relationships (PARTNER) Tool (<http://www.partnertool.net/>). The PARTNER Tool, developed by the Robert Wood Johnson Foundation, collects data by administering an online survey to the identified stakeholders. The social analysis software is designed to measure the collaboration process by linking connectedness, trust level, and resource exchange among agencies.

To fit the needs of the New Town ECCS evaluation, the evaluation team altered the survey with feedback from the ECCS leadership team. Following the revisions, the finalized survey was then sent to the identified list of New Town Success Zone stakeholders through the PARTNER Tool software. Analysis was conducted using the PARTNER Tool and SPSS 24.

Results

Participants

The community stakeholders who participated in the survey were identified by the New Town ECCS project lead. This report depicts the responses of the 12 stakeholders who responded to the request to complete the survey.

Level of Collaboration

Level of collaboration is an important indicator that measures the types of collaboration between the community partners in an effort to reach the goals of ECCS. The community partners identified their agency's level of collaboration with other community partners as measured by one question, *"What kinds of activities does your relationship with this organization/ program entail?"* The stakeholders selected from the following answer choices:

- None
- Cooperative activities: involves exchanging information, attending meetings together, and offering resources to partners (example: informs other programs of RFA release)
- Coordinated activities: include cooperative activities in addition to intentional efforts to enhance each other's capacity for the mutual benefit of programs (example: separate granting programs utilizing shared administrative processes and forms for application review and selection)
- Integrated activities: in addition to cooperative and coordinated activities, this is the act of using commonalities to create a unified center of knowledge and programming that supports work in related content areas (example: developing and utilizing shared priorities for funding effective prevention strategies; funding pools may be combined)

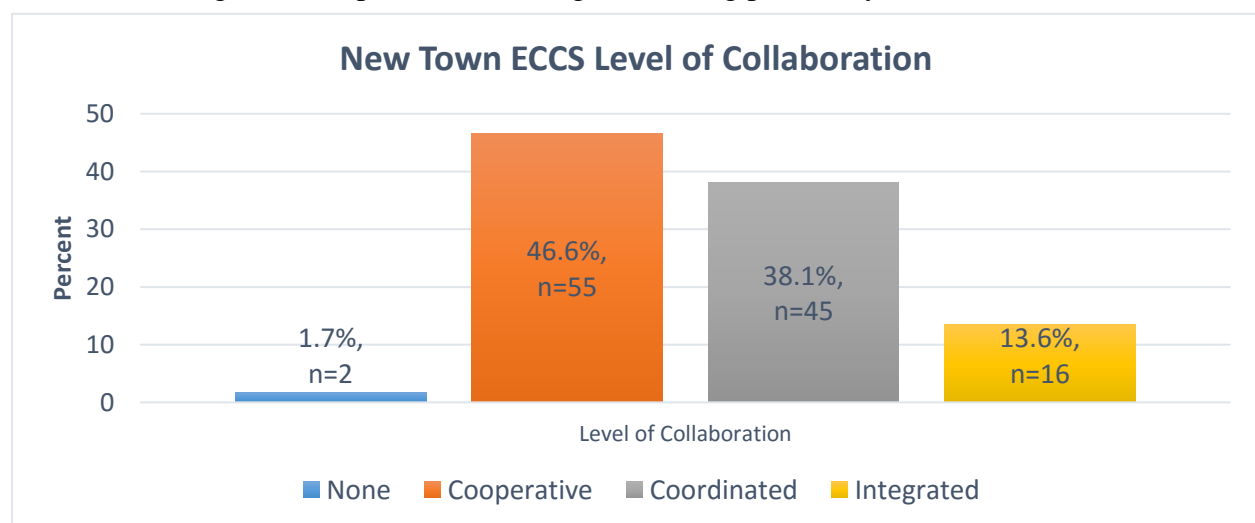


Figure 1: New Town ECCS Partner Collaboration

As shown in Figure 1, the stakeholders within the New Town community most commonly identified their level of collaboration in interactions with community partners as cooperative or coordinated. The number of interactions describes all possible interactions among all partners.

Community Networks

Community network maps illustrate collaboration within a community. Based upon information provided from the completed surveys, the network map (Figure 2) visually represents the connections among community partners in New Town. The twelve stakeholders who participated in the survey are represented as a colored dot in the network, depending on their agency's service sector, including:

- Community Organization/Social Service (Red)
- Health (Pink)
- Early Childhood Education/Intervention (Green)
- Research/Data (Yellow)
- Mental Health (Brown)
- Parent/Community Members (Cream)

The line between two dots signifies a connection or a relationship between two agencies, and each agency can have more than one connection (up to the number of community partners). Density and trust scores are also described in the community network. The density score represents the number of connections in relation to the total number of possible connections within the New Town network. In order to achieve a density score of 100%, all community partners must have a connection with each agency. A trust score measures the level of trust between community partners in the New Town network. The results of the network map, including the density and trust score, are presented below.

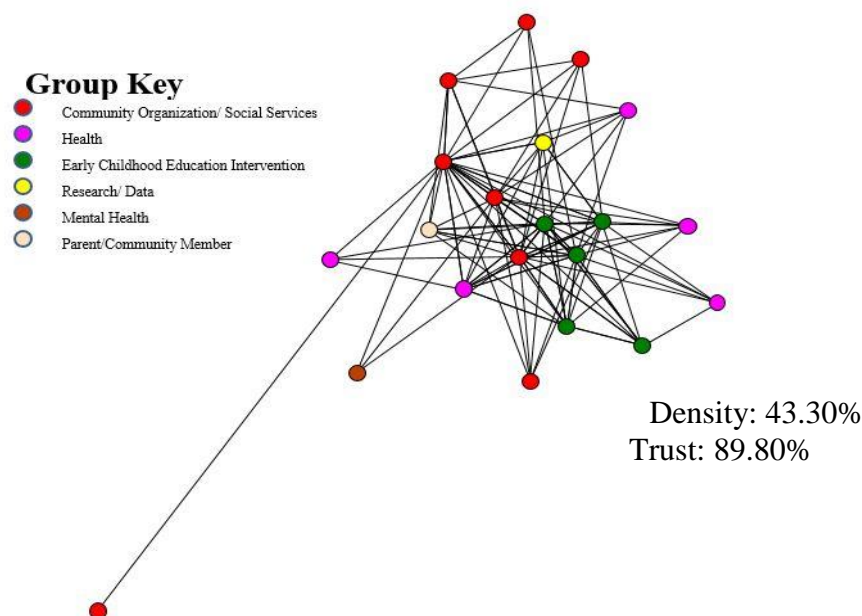


Figure 2: New Town ECCS Community Network Map

Aspects of Collaboration

Using one question, stakeholders could select all aspects of collaboration that contribute to their perceptions of the progress and success of the New Town ECCS Impact project. As shown in Table 1, of the 12 stakeholders that completed the PARTNER Tool survey, *exchanging information/knowledge* (23.10%, n=12), *bringing together diverse stakeholders* (13.50%, n=7), *meeting regularly* (13.50%, n=7), and *sharing resources* (13.50%, n=7) were most reported as aspects of community collaboration contributing to New Town ECCS Impact project's progress.

Table 1: Aspects of collaboration that contribute to New Town ECCS's success*

New Town (n = 12)	
Exchanging Information/knowledge	23.10% (12)
Bringing together diverse stakeholders	13.50% (7)
Meeting regularly	13.50% (7)
Sharing resources	13.50% (7)
Collective decision-making	11.50% (6)
Having a shared mission/goals	11.50% (6)
Informal relationships created	9.60% (5)
Formal relationships, MOUs	3.80% (2)

*Percentages may add up to more than 100% because participants choose all that apply.

Outcomes of ECCS

The potential and most important outcomes of the New Town ECCS Impact project were assessed through two questions within the survey. As with the aspects of collaboration, stakeholders were able to choose all of the potential outcomes that they believe could apply to New Town's efforts as well as what they believed would be the most important outcome of the initiative. Stakeholders selected *improved services for children and families in high-need communities* (7.40%, n=11), *public awareness of issues related to the health and well-being of children and their families* (7.40%, n=11), *increased knowledge sharing* (6.70%, n=10), and *community support for the health and well-being of children and their families* (6.70%, n=10), as the leading four outcomes of New Town ECCS's efforts (Table 2). Table 3 displays stakeholders' opinions of the most important outcome of the New Town ECCS Impact project; stakeholders reported *improving services for children and families in high-need communities* (25.00%, n=3) and *reducing health disparities* (25.00%, n=3) as the top two most important outcomes of the project.

Table 2: Potential Outcomes of the New Town ECCS Impact Project:*

New Town (n = 12)	
Improved services for children and families in high-need communities	7.40% (11)
Public awareness of issues related to the health and well-being of children and their families	7.40% (11)
Increased knowledge sharing	6.70% (10)
Community support for the health and well-being of children and their families	6.70% (10)
Reduction of health disparities	6.00% (9)
Improved resource sharing	6.00% (9)

Improved communication among agencies and organizations interested in the health and well-being of children and their families	6.00% (9)
Increased coordination and referrals for other community resources	6.00% (9)
Health education services, health literacy, educational resources	5.40% (8)
Experience, expertise in implementing evidence-based interventions	5.40% (8)
Support, expertise in using Continuous Quality Improvement (CQI)	4.70% (7)
Improved school readiness	4.70% (7)
Support, leadership in collective impact	4.70% (7)
Development of local systems for coordinated intake and referral	4.00% (6)
Innovation in service delivery	4.00% (6)
Expertise in using data to drive service delivery	4.00% (6)
New sources of data	3.40% (5)
Resources for professional development	2.70% (4)
Policy, law, and/ or regulation	2.70% (4)
Access to federal resources	2.00% (3)

*Percentages may add up to more than 100% because participants choose all that apply.

Table 3: Most Important Outcome of New Town ECCS Impact project:*

New Town (n = 12)	
Improved services for children and families in high-need communities	25.00% (3)
Reduction of health disparities	25.00% (3)
Experience, expertise in implementing evidence-based interventions	16.70% (2)
Policy, law, and/ or regulation	8.30% (1)
Public awareness of issues related to the health and well-being of children and their families	8.30% (1)
Improved communication among agencies and organizations interested in the health and well-being of children and their families	8.30% (1)
Increased coordination and referrals for other community resources	8.30% (1)
Health education services, health literacy, educational resources	0.00% (0)
Support, expertise in using Continuous Quality Improvement (CQI)	0.00% (0)
Resources for professional development	0.00% (0)
Development of local systems for coordinated intake and referral	0.00% (0)
Access to federal resources	0.00% (0)
Innovation in service delivery	0.00% (0)
Expertise in using data to drive service delivery	0.00% (0)
Improved resource sharing	0.00% (0)
Increased knowledge sharing	0.00% (0)
New sources of data	0.00% (0)
Community support for the health and well-being of children and their families	0.00% (0)
Improved school readiness	0.00% (0)
Support, leadership in collective impact	0.00% (0)

*Participants could only choose one answer option

At baseline, seven stakeholders believed that it is too soon to tell if progress has been made towards reaching the goals of New Town ECCS, and five stakeholders thought that a small or fair amount of progress has been made.

Discussion

This analysis reflects the baseline results of New Town Success Zone's community partnership network structure, collaborative processes, and the expected outcomes of the ECCS Impact project. This initial network of partners reflects diverse engagement from a number of service sectors (Social Services, Health, Early Childhood Education and Early Intervention, Research, Mental Health, and Parents/Community Members). These stakeholders, along with new community partners engaged throughout the initiative, will be asked to complete the PARTNER survey periodically through the five-year grant.

With the use of the PARTNER tool social analysis software, network maps were created to evaluate the frequency of interactions of these stakeholders. The number of interactions varied resulting in a density score of 43.30% but is expected to increase as New Town undertakes system development using both the CoIIN approach and Collective Impact Framework. Because the implementation of the ECCS initiative is in its first year, it is expected that most stakeholders report cooperative and coordinated partnerships, with the potential for greater integration of services among some partners as the initiative progresses. *Exchanging information/knowledge, sharing resources, meeting regularly, and bringing together diverse stakeholders* are all aspects of collaboration that contribute to the progress of New Town achieving its goals and explain the high level of trust among stakeholders.

The stakeholders' perceptions of the New Town ECCS Initiative's potential outcomes include *improved services for children and families in high-need communities, public awareness of issues related to the health and well-being of children and their families, increased knowledge sharing, and community support for the health and well-being of children and their families*, and of the twenty outcome choices, the most important reported potential outcome were *improved services for children and families in high-need communities and reduction of health disparities*. Because the initiative is new, some New Town stakeholders believed there has been a fair amount of progress while many believed that it is too soon to tell if they are making progress towards their goals.

It is important to note the variation of the responses noted from the stakeholders. *Improved services for children and families in high-need communities* and *public awareness of issues related to the health and well-being of children and their families* were the most reported outcomes of New Town ECCS's work. However, when asked about the most important outcome of New Town ECCS, *improved services for children and families in high need communities* and *reduction of health disparities* were noted as the most important.

Next Steps

The evaluation team will soon gather qualitative data through focus groups to further understand the collaboration activities of the child development and well-being agencies in the New Town area. Additional evaluation efforts to measure how New Town is progressing according to

indicators identified by the state and local needs through Plan-Do-Study-Act (PDSA) data, public and program data, and focus groups will be conducted to improve ECCS systems and outcomes. Moreover, through data collected from PDSAs, PARTNER Tool, and focus groups, the evaluation team will be able to assess how New Town is developing and implementing plans to meet the needs of the community. This network analysis of New Town partnerships contributes to an understanding of the community's structure, organization, and current system through the lens of multiple stakeholders, and aims to document their efforts and positive impacts on the New Town community.

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