

Evaluation Plan

FY2022-2023

July 1, 2022-June 30, 2023



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Social Entrepreneurs Incorporated (SEI), as the contracted evaluation consultant to the First 5 El Dorado Children and Families Commission, has established this document to ensure a transparent and explicit approach to conducting evaluation activities in FY22-23. This plan represents the second year in which a process evaluation has been proposed to track and assess Commission progress towards Hubs. 2.0 implementation.

Background

First 5 El Dorado

The First 5 El Dorado Children and Families Commission was formed following the passage of California Proposition 10 (Prop 10). The Prop 10 initiative added taxes on cigarette and other tobacco products to fund programs promoting early childhood development for children birth through 5 and their families. First 5 El Dorado receives slightly less than \$1 million annually through revenues generated by Prop 10.

First 5 El Dorado works closely with county agencies and community-based partners, leveraging local resources to increase the value of its investments.

Because First 5 El Dorado funds are declining annually, it is important for the Commission to continually evaluate and align its strategic approach to best meet community needs using the resources available. Evaluation permits the Commission and the community to track progress towards goals and to continuously improve efforts to impact the community.

The Commission's investments and evaluation are guided by its strategic plan, as well as its vision and mission.

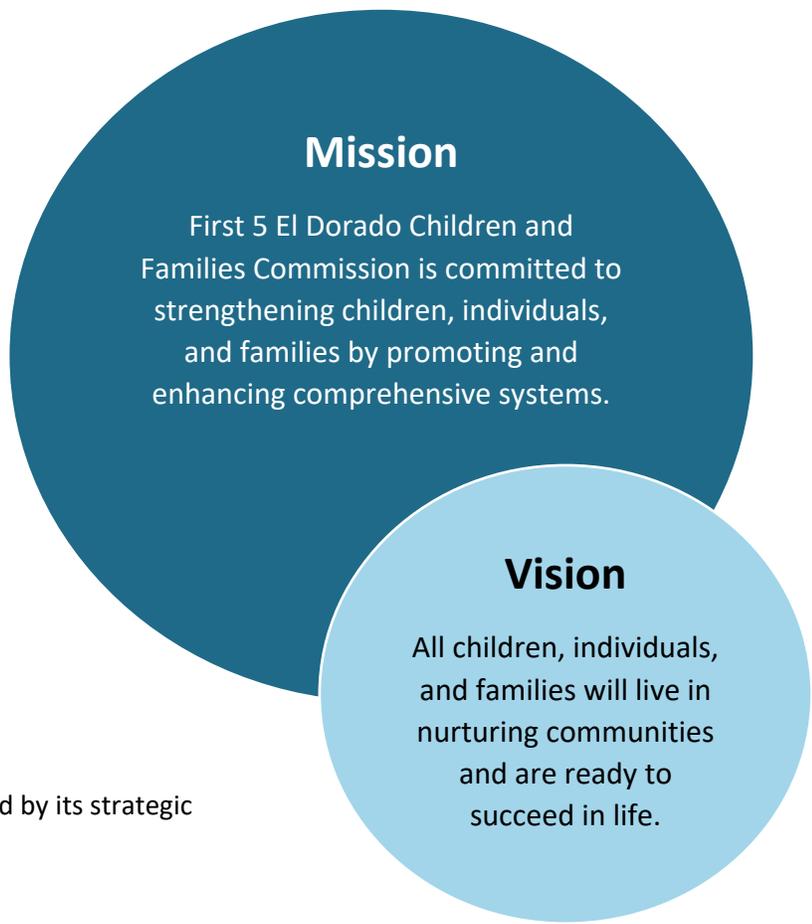
Focus of Commission Investments

First 5 El Dorado has always taken a regional approach to planning and service delivery, recognizing that different areas in El Dorado County have unique resources and needs. Within this framework, the Commission has identified Community Hubs as the primary strategy for achieving its mission and vision since 2016.

History of Hubs Implementation in El Dorado County

The 2016-21 First 5 El Dorado Strategic Plan established Community Hubs in each of the county's Supervisorial Districts to increase access to services and build family skills in navigating those services. Five Hubs were formed, one within each district, where the local library branch served as the primary service delivery location.

Each Hub deployed a multidisciplinary team consisting of a public health nurse, community health advocate, family engagement specialist, and an early childhood literacy specialist, offering activities to promote early literacy, child

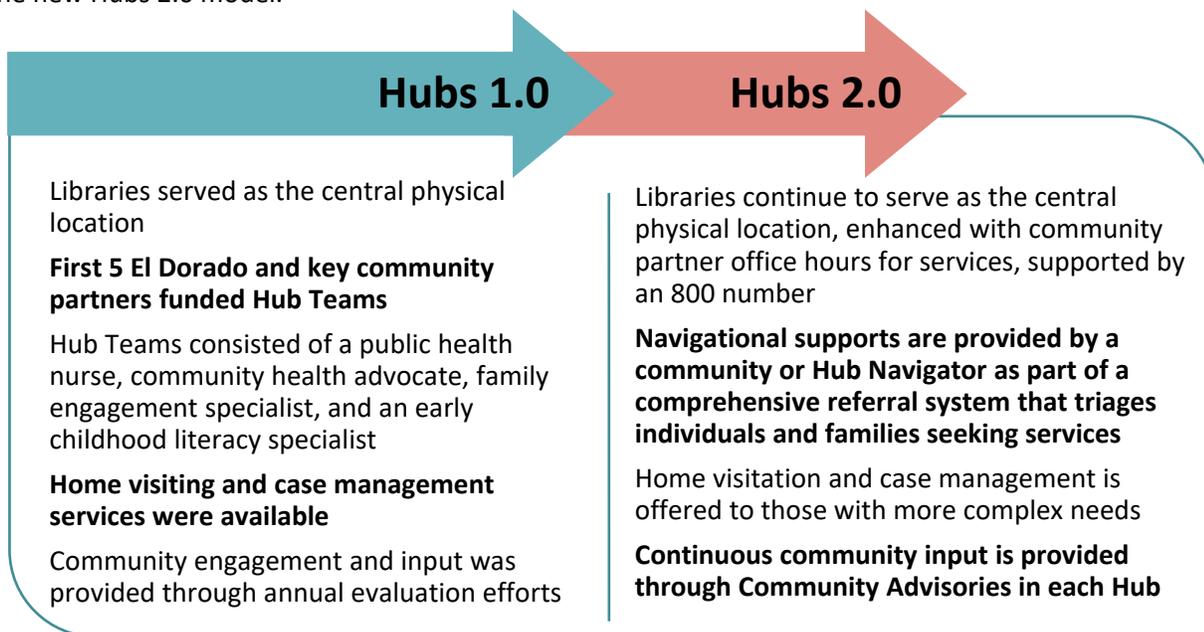


development, parenting, and preventative health activities for expectant parents and families with children birth through five years of age. Evaluation activities between 2016 and 2021 have shown that Community Hubs are effective at engaging expectant parents and families with children birth through five years of age. However, many of the families reached had high protective factor scores before engaging with Hubs, indicating an opportunity to focus efforts on those who may have been marginalized by the service delivery system. Previous evaluation recommendations also indicated that structural adjustments and supplemental funding were necessary to increase the efficacy of the Hubs in creating meaningful outcomes for children, individuals, and families, particularly those most in need of supports. The Commission also learned that active engagement of community partners, diversified sustainable funding, and a consistent and open feedback loop with the community, providers, and leadership are essential to ensuring the future success of the Hubs.

Implementation of Hubs 2.0¹

Informed by these previous evaluation results, as well as a better understanding of the needs experienced by families impacted by the COVID-19 pandemic, First 5 El Dorado reaffirmed its commitment to the Hub model within its 2021-23 Amended Strategic Plan. The result is the Hubs 2.0 model, which builds upon the Hubs navigational system and expands its reach to all children, families, and individuals in the county. **The Hubs 2.0 model moves the First 5 El Dorado Children and Families Commission toward systems-level changes and away from program-specific investments.** This change impacts not only the service delivery approach taken by First 5 El Dorado as described below in the Hubs transition graphic, but also the type of evaluation approach that is most appropriate for assessing anticipated progress as described on the following pages.

The graphic below provides a high-level overview of the major anticipated changes between the initial Hubs approach and the new Hubs 2.0 model.



¹ More information on Hubs 2.0 can be found in the 2021-23 Amended Strategic Plan, available at <https://www.first5eldorado.com/dashboard>.

Evaluation Plan

As a component of Prop 10 funding, First 5 El Dorado is required to demonstrate results. The results-based accountability model as adopted by the state First 5 Commission requires the collection and analysis of data, and the reporting of findings in order to evaluate the effectiveness of programs.

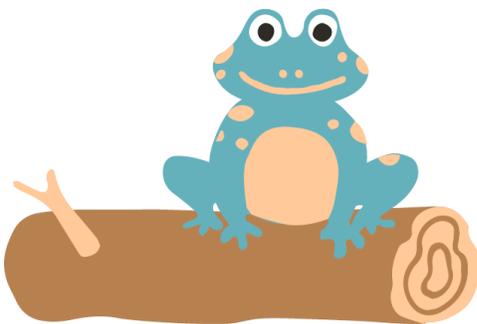
Evaluation Framework

The Commission has established the following overarching objective to which all other efforts should contribute:

Systems of care effectively support communities through individual and family functioning, health, and development.

To evaluate whether the Commission is making progress in achieving this overarching goal, and with a particular focus on the implementation of Hubs 2.0, the following four systems components (i.e. objectives) will be tracked and monitored through a process evaluation for FY 22-23.

- Systems are person-centered, coordinated, responsive to community needs, and aligned.
- Services are adjusted based on information from service recipients and Community Advisories that allows for a rapid cycle of improvement.
- Systems are organized to provide outreach, intake, screening, referral, and disposition with high levels of satisfaction for recipients, Community Advisories, and the community.
- Systems are sustainable.



Process Evaluation

Process evaluation is a formative approach that compares objectives developed at the outset of a project with actual inputs, activities, and outputs to determine whether objectives have or have not been met.

As an iterative approach, process evaluation allows the Commission to identify areas of Hubs 2.0 implementation that can be improved or strengthened to increase success at meeting outcomes and objectives.

This evaluation method is sensitive to changes in implementation and is responsive to system users – both professionals working within the system as well as families.

Quantitative data will be utilized when possible, but for the most part this evaluation plan will rely on the collection and analysis of qualitative data. Collaboration between SEI, First 5 staff, Start Early/the Early Learning Lab, Unite Us, and other partners, collaborators, and allies in each aspect of the evaluation, from design to data gathering and reporting, is critical for success when utilizing this approach.

Notes and Considerations for the FY22-23 Evaluation Framework

First 5 El Dorado in collaboration with SEI first utilized a process evaluation approach in FY21-22, developing an evaluation matrix intended to track progress towards achieving the four objectives previously specified through completion of the year one priority activities outlined in the 2021-2023 Amended Strategic Plan. Activities anticipated to be completed in years one (FY21-22) and two (FY22-23) to support Hubs 2.0 implementation are listed in the table below.

Priorities for Year One to occur in FY 2021-2022	Priorities for Year Two to occur in FY 2022-2023
A. Implement human-centered design and utilize the results to inform Phase 2	A. Solicit additional partners based on needs identified by Hub in Year 1
B. Engage funders in the collective impact approach	B. Award evaluation contract and engage contractor in developing an evaluation framework and plan
C. Convene Community Advisories	C. Conduct ongoing evaluation of system change
D. Support Community Advisories in establishing their charters	D. Continue to cultivate MOUs with partners and funders invested in the collective impact approach
E. Develop a plan that is informed by community input and implements rapid cycle change regularly	E. Continue to implement human-centered design and adjust the model based on results from Year 1
F. Draft evaluation theory of change and plan based on community advisory and Hub staff input	F. Refine theory of change and build out evaluation plan based on lessons learned from Year 1
G. Utilize the human centered design process and principles with Community Advisories to differentiate needs by Hub	G. Implement customized contracts and investments based on MOUs established in Year 1 and ongoing in Year 2
H. Work with Community Advisories, and Hub staff to quantify and address needs by Hubs	H. Refine Community Advisories by Hub based on their feedback, suggestions, and results
I. Communicate changes by Hubs with the community on a regular basis, soliciting feedback and buy-in	I. Communicate changes with the community on a regular basis, soliciting feedback and buy-in
J. Work with existing staff to redesign roles and responsibilities to meet the needs of the model	J. Identify resources to leverage and engage in the Hubs sustainability
K. Identify resources to leverage and engage in the Hubs transition	K. Seek funding through grants, foundations, and contract allocations
L. Seek funding through grants, foundations, and contract allocations	
M. Establish MOUs with partners and funders invested in the collective impact approach	
N. Draft RFA for evaluation of collective impact approach	

Based on conclusions reached in the FY21-22 Midyear Evaluation Brief as well as conversations with First 5 El Dorado staff, SEI has determined that not all activities anticipated to be completed or outputs anticipated to be achieved in year one of Hubs 2.0 implementation will be realized prior to the end of the fiscal year on June 30, 2022. As such, the FY22-23 evaluation matrix includes the continued tracking of many inputs, activities, and outputs initially included in the FY21-22 evaluation matrix.

It is also important to note that the matrix on the following page is based on what is currently known about year two of Hubs 2.0 implementation and at a minimum will need to be updated upon receipt of the Start Early Go-Forward Plan, currently anticipated to be available in September 2022. The Go-Forward Plan is expected to provide recommendations for Hubs 2.0 implementation and the use of Community Advisories, and it will be important to align evaluation activities with any proposed changes to the structure of Hubs 2.0 or use of community members in driving programming decisions. SEI has also provided First 5 El Dorado with an FY22-23 Scope of Work under separate cover that outlines the activities SEI has proposed to conduct the proposed evaluation as well as update the evaluation plan in fall 2022.

Evaluation Matrix

The following framework outlines the evaluation plan for FY22-23. As noted on the prior page, this matrix includes the continued tracking of many inputs, activities, and outputs initially included in the FY21-22 evaluation matrix. **Outputs completed in or anticipated to be completed in FY21-22 are marked in green as it was determined to be of value to retain that information for reference;** outputs that repeat each year of implementation and should be continuously tracked are marked in grey.

Objective 1: Systems are person-centered, coordinated, responsive to community needs, and aligned.			
Input	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • First 5 staff time to negotiate contract with consultant. • Fiscal resources necessary to secure consultant. 	<ul style="list-style-type: none"> • Secure consultant with expertise in human-centered design to support Hub redesign. • Meet with consultant at project launch to clarify project objectives and success measures. 	<ul style="list-style-type: none"> • Executed contract with Early Learning Lab. 	<ul style="list-style-type: none"> • Communities have increased social capital and are equipped to direct systems to work on their behalf. • Hubs have an identified structure for the establishment and use of Community Advisory Teams.
<ul style="list-style-type: none"> • First 5 staff, Hub Teams, and Start Early/ Early Learning Lab (ELL) contractor time to identify key individuals (community partners, service providers, and families) that should be interviewed. • ELL time to conduct and document results of interviews. 	<ul style="list-style-type: none"> • Identify and reach out to key partners to introduce ELL and request participation in the process to establish Community Advisory Teams (CATs). • Schedule and conduct interviews. • Document results of interviews including suggestions regarding process and set of conditions necessary for success. 	<ul style="list-style-type: none"> • Summary report detailing community experience with Hubs, including families who are marginalized. 	

Objective 1: Systems are person-centered, coordinated, responsive to community needs, and aligned.

Input	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Hub staff and community member time to meet and participate in trainings/coaching. • Technology to support virtual engagement(s). • Evaluation team time to develop tools. 	<ul style="list-style-type: none"> • Facilitate capacity building trainings which focus on human-centered design+ (HCD+) methodologies. • Develop tools for assessing increased Hub staff knowledge and comfort with HCD. 	<ul style="list-style-type: none"> • Completion of HCD+ trainings. • Hub staff confidence and comfort in utilizing HCD as a framework for guiding Hub 2.0 development and implementation. 	
<ul style="list-style-type: none"> • Hub team members and community partner time to meet and participate in collective gatherings. • Technology to support virtual gathering(s). 	<ul style="list-style-type: none"> • Provision of Collective Sensemaking gatherings. • Document results of gatherings into Go-Forward Plan for each Hub. 	<ul style="list-style-type: none"> • Development of plan for future use of CATs (i.e. Go-Forward Plan). 	
<ul style="list-style-type: none"> • First 5 staff time to consider and implement approved recommendations from Go-Forward Plan. 	<ul style="list-style-type: none"> • Review Go-Forward Plan. • Determine process for implementing approved recommendations to support Hubs 2.0 implementation. • Solicit additional partners as needed to support implementation of approved recommendations. 	<ul style="list-style-type: none"> • Refined approach for Hubs 2.0 implementation. 	

Objective 2: Services are adjusted based on information from service recipients and Community Advisories that allows for a rapid cycle of improvement.

Input	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • County/First 5 staff time to update community Hub characteristics and demographics. • Hub Team time to review Hub characteristics and demographic profile. 	<ul style="list-style-type: none"> • Census data is separated by Hub to develop a profile of service population by Hub. • Profile of service population by Hub is reviewed by First 5 staff and Hub Teams. • Service needs particular to each Hub are identified and established as appropriate. 	<ul style="list-style-type: none"> • Number of meetings held between First 5 and Hub Teams to review and determine community needs. • Establishment of service needs particular to each community Hub. 	<ul style="list-style-type: none"> • Each Hub will understand the characteristics of individuals living within their service area. • Hub Teams are positioned to utilize rapid cycles of improvement.
<ul style="list-style-type: none"> • First 5 and Hub Team time to participate in trainings/coaching. • Evaluation team time to develop necessary tools. 	<ul style="list-style-type: none"> • First 5 staff to work with Hub Teams to provide training on rapid cycles of improvement. • Develop tools to assess increased Hub Team knowledge and comfort with the rapid cycle of improvement process. 	<ul style="list-style-type: none"> • Completion of rapid cycles of improvement trainings. • Hub Team confidence and comfort in utilizing rapid cycles of improvement process for service adjustments. 	

Objective 3: Systems are organized to provide outreach, intake, screening, referral, and disposition with high levels of satisfaction for recipients, Community Advisories, and the community.

Input	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • First 5 staff time to issue and contract with a communications consultant. • Fiscal resources necessary to secure consultant. 	<ul style="list-style-type: none"> • Secure consultant with expertise in communications. • Meet with consultant at project launch to clarify project objectives and success measures, and develop a plan to communicate changes with communities on a regular basis. • Develop collateral to support the project objectives and implement the communications plan. 	<ul style="list-style-type: none"> • Executed contract with communications consultant. • Communications collateral. 	<ul style="list-style-type: none"> • Communities understand what services are available and can get connected to the care that is needed. • Services are provided in a manner that meets community needs.
<ul style="list-style-type: none"> • First 5 staff time and Hub Team member time to participate in rapid cycle of improvement process. 	<ul style="list-style-type: none"> • Define marginalized populations for each Hub. • Ongoing identification, implementation, and modification of Hub-specific strategies for outreach efforts. 	<ul style="list-style-type: none"> • Definition of marginalized populations for each Hub. • Description of outreach and awareness activities as determined through the rapid cycle of improvement processes. • Analysis of entry points into the Unite Us system.* 	
<ul style="list-style-type: none"> • First 5 staff time to research and identify data management system. 	<ul style="list-style-type: none"> • Navigators are equipped to conduct intake, screening, and referral within each Hub. 	<ul style="list-style-type: none"> • Data management system in place for tracking intake, screenings, referral, and disposition. 	

Objective 3: Systems are organized to provide outreach, intake, screening, referral, and disposition with high levels of satisfaction for recipients, Community Advisories, and the community.

Input	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • First 5 staff time to secure community service partners. • Financial resources to secure data management platform. • Hub Team time to be trained on and implement Hub 2.0 service approach, and to generate necessary data reports. • First 5 staff time to issue, review, and analyze data collected from Unite Us, the participant survey, and other data platforms if utilized. 	<ul style="list-style-type: none"> • Establish a data management process and a corresponding tool to track intake, screening, referral, and disposition via the Unite Us platform. • Secure partners that will participate in data management platform for referral purposes. • Determine if additional platforms are necessary to collect, manage, and analyze data that can inform Hubs 2.0 implementation and provide a better understanding of navigational services. • Issue Hub participant survey to individuals participating in navigation services. 	<ul style="list-style-type: none"> • Number and demographic profile of individuals accessing Hub navigation services.* • Number and results of social determinants of health screenings conducted on adults accessing Hub navigation services.* • Number and children ages 0-5 that were referred for a developmental screening as a result of their participation in Hub navigation services. • Number and results of health insurance screenings conducted on individuals (adults and children) accessing Hub navigation services.* • Number and disposition results of individuals receiving referrals through Hubs via the Unite Us system. * • Number of partners participating in the Unite Us platform. * • Number and percent of respondents indicating satisfaction with the Hub navigation services. 	

** These outputs are dependent on data that is expected to come from the Unite Us referral platform. If this data is not available, it may not be possible to report on these outputs as described. It should also be noted that some analysis of these data points took place in FY21-22, and this will be a standing output throughout Hubs 2.0 implementation and use.*

Objective 4: Systems are sustainable.

Input	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> First 5 staff time to identify and meet with community service partners. 	<ul style="list-style-type: none"> Identify community service providers that are potential collaborators, partners, and allies in the implementation of Hub 2.0 model of service delivery. Meet with groups and individuals to solidify partnership in Hub 2.0 model of service delivery. 	<ul style="list-style-type: none"> Agreements are established with service partners through the Unite Us system. Agreements are established between First 5 and service partners which demonstrate the value and responsibilities of the collaboration. 	<ul style="list-style-type: none"> Shared understanding of the value and contribution of each Hub service partner. Hubs are supported through a diversified funding stream. Community members, and Hubs partners and allies, understand the outcomes associated with the Hub model of care.
<ul style="list-style-type: none"> First 5 staff time to research and pursue funding opportunities to support Hubs 2.0 implementation. 	<ul style="list-style-type: none"> Identify resources to leverage in support of the Hub 2.0 model of service delivery. Identify and pursue funding opportunities that are aligned with the Hub 2.0 model of service delivery. 	<ul style="list-style-type: none"> Amount of funding by source available to support Hub 2.0 model of care. 	
<ul style="list-style-type: none"> First 5 staff, Hub leadership, and evaluation team members' time. Financial resources to implement FY22-23 evaluation efforts. 	<ul style="list-style-type: none"> Implement a process evaluation to demonstrate how Hubs are transitioning to the 2.0 model of service delivery. Revise the FY22-23 Evaluation Plan as necessary to integrate the Start Early Go-Forward Plan recommendations and changes to Hubs 2.0 implementation activities. 	<ul style="list-style-type: none"> FY21-22 Annual Evaluation Report FY22-23 Evaluation Mid-Year Report FY23-24 Evaluation Plan 	

Objective 4: Systems are sustainable.

Input	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • First 5 staff, Hub leadership, and CATs, if appropriate, time to develop an evaluation approach. • First 5 staff time to develop, issue, and execute a contracting process for evaluation, if determined to be necessary. 	<ul style="list-style-type: none"> • Establish an evaluation approach for FY22-23 and beyond that is situated within a collective impact framework. • Develop and issue a Request for Applications/Request for Proposals (RFA/RFP) for evaluation services, if deemed necessary. • Contract with evaluation consultant to implement revised evaluation approach, consistent with Hub 2.0 model of service delivery, if deemed necessary. 	<ul style="list-style-type: none"> • Executed contract with evaluation consultant. 	

Evaluation Reports and Timelines

The proposed schedule provides evaluation activities to be conducted on an annual basis.

Deliverable	Description	Timing
FY21-22 Evaluation Report	<p>This report will provide a detailed analysis of Commission Hubs 2.0 objective achievement during FY21-22. The audience for this report is the First 5 El Dorado Executive Director, the First 5 El Dorado Commission, Community Hub Implementation Partners and Allies, School Districts, and Community and Supervisorial District Members.</p> <p>The report covering FY21-22 will be produced by SEI; future annual evaluation reports are anticipated to be produced by First 5 El Dorado staff.</p>	<p>July-October 2022 (recurring annually)</p>
First 5 California Annual Report	<p>Each year, County Commissions are required to submit data to the State Commission. This report is completed online and approved by the Commission.</p> <p>The 2022 submission (for FY21-22) will be produced and submitted by First 5 El Dorado staff.</p>	<p>July-October 2022 (recurring annually)</p>
FY22-23 Midyear Evaluation Brief	<p>This report will synthesize information from the first six months of FY22-23 Hubs 2.0 implementation efforts. Findings will be used to further refine Hub outreach, operations, quality improvement efforts, community engagement activities, and sustainability practices.</p> <p>The audience for this report is the First 5 El Dorado Executive Director, the First 5 El Dorado Commission, Community Hub Implementation Partners and Allies, School Districts, and Community and Supervisorial District Members.</p> <p>This report will be produced by First 5 El Dorado staff, with limited support from SEI.</p>	<p>January-March 2022</p>



Data Collection Efforts

Data collection is required to effectively implement evaluation activities as described in this plan. The following table demonstrates the data collection tools, responsible entities, and timeline for data collection, and when appropriate, submission to SEI to ensure that all evaluation reports are produced on time. Additional data collection may be instituted following review of the Start Early Go-Forward Plan in fall 2022.

Data Collection Responsibilities

Data Collection	Responsible Entity	Due to SEI
<p>Go-Forward Plan: Start Early will develop a plan for each Hub in regard to how community members will be engaged to provide input and direction regarding the Hub service approach.</p>	<p>Start Early/Early Learning Lab will produce a Go-Forward plan and provide it to First 5 staff.</p>	<p>Upon completion</p>
<p>Hub Participant Data: Hub staff will collect user data to include profile information, assessment information, referral, and referral disposition information.</p>	<p>Hub staff will collect data and input it into the Unite Us platform or other data platforms being utilized.</p> <p>Hub staff will ensure that data is collected and put into the necessary platform/database on a regular basis. Data associated with each month’s activities should be input into said platform/database by no later than five days following the end of each month.</p> <p>First 5 staff will forward all data to SEI on a quarterly basis.</p>	<p>Hub client data will be provided to SEI at least quarterly, on or before the following dates:</p> <ul style="list-style-type: none"> • Q1 (July-Sept 2022): October 15th • Q2 (October-December 2022): January 15th • Q3 (January-March 2023): April 15th <p>Review of Unite Us data will be conducted in partnership between SEI and First 5 staff.</p>
<p>Hub Participant Survey: Adult Hub participants will be issued a survey to indicate their satisfaction with Hub navigation services.</p>	<p>First 5 El Dorado is responsible for distributing this survey to Hub navigation service recipients.</p> <p>SEI will review FY21-22 responses in anticipation of completing the FY21-22 Evaluation Report, and may review additional responses as needed to support development of the FY22-23 Midyear Evaluation Brief by First 5 El Dorado.</p>	<p>NA, as SEI has access to the survey created via Google Forms.</p>

Data Collection	Responsible Entity	Due to SEI
<p>Hub Navigator Data Collection: SEI will conduct focus groups with Hubs 2.0 navigation staff in order to inform the FY21-22 Evaluation Report and FY22-23 Midyear Evaluation Report, as needed.</p>	<p>SEI will conduct focus groups or other qualitative data collection as outlined in the FY22-23 Scope of Work</p>	<p>SEI to conduct in Fall 2022 and Winter 2022/2023, as needed</p>
<p>Monthly Meetings with First 5 Staff: First 5 staff will meet with SEI on a monthly basis to discuss implementation efforts.</p>	<p>SEI will document discussions and decisions that inform implementation efforts being tracked and monitored as a component of this evaluation.</p>	<p>N/A Documentation will be completed by SEI.</p>
<p>Rapid Cycle of Improvement (RCI) Efforts: Each Hub Team will participate in monthly Plan, Do, Study, Act (PDSA) meetings.</p>	<p>SEI will observe one rapid cycle of improvement meeting per Hub during the first half of FY22-23, in order to assist First 5 El Dorado staff in develop tracking and documentation tools.</p> <p>SEI will also review documentation after it is in use to provide feedback on possible improvements to the documentation process.</p> <p>RCI efforts will be documented by First 5 and all PDSA meeting discussion and decisions will be documented and retained by First 5 staff for their use in creating the FY22-23 Midyear Brief and subsequent evaluation reports.</p>	<p>SEI should be invited to the first RCI meeting held in FY22-23 for each Hub.</p> <p>Documentation from the second set of RCI meetings, per Hub, should be submitted to SEI no more than two weeks after the meeting is held.</p>