

**Impact Monadnock
2018 Interpretive Evaluation Report
February 2019**

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1. Overview of Impact Monadnock

The work of Impact Monadnock (IM) is guided by a strategic planning effort that involved more than 30 community members from a range of perspectives and backgrounds, including childcare and education, human services, criminal justice, special education, healthcare and public health, mental health, government and policy, and parental. The strategic plan was developed over 8 months (September 2015-May 2016) in order to craft strategies that could be adopted to bring about improvements for children and families across the region.

In 2016 – 2017, IM carried out substantial portions of its work through its three project teams and an engaged group of local business leaders. The chairs of each project team met regularly with the IM project coordinator. Additionally, IM strengthened collaborations with Spark NH and its related committees (Statewide Community of Practice, Policy Committee), as well as other statewide and national initiatives (*Mind in the Making*, Vroom, the Pyramid Model Consortium). IM's work was supported by the IM Board, Leadership Team, and Evaluation Committee which each met monthly to help set direction for the initiative.

In July 2017, IM merged with Monadnock United Way (MUW) and became MUW's signature early childhood collective impact initiative. In the fall of 2017, Jill Morgan was hired as IM Program Director and led the work of the project teams and around addressing recommendations in the 2017 IM Evaluation Report with the support of Nikki Sauber, MUW's Impact Coordinator. The merger is supporting growth in IM's initiatives,

furthering MUW’s investments in early childhood, and allowing MUW to incorporate a highly successful community-building model into its operations.

2. Interpretive evaluation framework and methodology

Since its inception in 2015, evaluation efforts have been in place to monitor the process and outcomes of Impact Monadnock. This report represents staff’s best estimate of the level of development of the goals and strategies laid out in Impact Monadnock’s strategic plan, from its inception in March 2015 through December 31, 2018.

To do this, quantitative and qualitative evidence on Impact Monadnock’s activities was gathered, integrated and assessed across its three Strategic Plan goal areas: Emotional and Behavioral Health, Early Childhood Supports and Family Supports. Additionally, staff assessed progress made toward addressing recommendations made in the 2017 Impact Monadnock Evaluation Report, which is identified in this report as an additional goal area. Each goal area is comprised of several strategies. See below for further information about the goals, components, and data sources used for assessment.

Development ranking scale

The ratings are an estimate of the level of development of each goal area strategy – as opposed to the level of effort or activity – on a five-point scale, ranging from 1 (no development) to 5 (fully developed).

<i>Rating of discernable development of the goal/strategy</i>				
1 No Development	2 A Little	3 Some	4 A lot	5 Fully developed
Backsliding, or no visible development	A little bit of visible development of desired goal/strategy	Moderate amount of clearly visible development of desired goal/strategy	Good amount of clearly visible development of desired goal/strategy	Full development of desired goal/strategy


3. Progress by Goal Area


Goal Area: Family Supports

The Monadnock Region supports young children and their families, advocates for a continuum of services, and is widely recognized as an optimal place to raise children.

Data Sources:


- [2017 Impact Monadnock Evaluation Report](#)
- Impact Monadnock Business Ambassadors (IMBA) action plans
- Monadnock United Way (MUW) records

Strategy: Build understanding in the community about early brain development and encourage community investment in early childhood		
Level of Development (1-5)	Themes	Data Source(s)
1-----5 	<ul style="list-style-type: none"> • Most activities related to strategy completed in 2016-2017 • MUW/IM merger included communications around importance of investing in early childhood • MUW/IM merger increased IM media coverage, press and social media presence through role of MUW Marketing Specialist* • IMBA bi-annual outreach events support this strategy 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report • MUW records • IMBA action plans

Strategy: Ensure families have access to and utilize a continuum of resources that provide learning opportunities for young children in diverse settings that are both formal and informal in nature		
Level of Development (1-5)	Themes	Data Source(s)
1-----5 	<ul style="list-style-type: none"> • Most activities related to strategy completed in 2016-2017 • Continuous promotion of Vroom with community partners as early literacy tool for parents with young children • IMBA StartSmart packages include resources for parents; 26 packages delivered to families with newborns in 2018, and 26 local children enrolled in <i>Dolly Parton's Imagination Library</i> • Reading Nook initiative evolved into Mobile Literacy Backpacks that benefited 28 families in 2018 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report • IMBA action plans • MUW records

*See Section 4 for a comprehensive listing of IM media, press and social media activity

Strategy: Promote the benefits of family-friendly workplace policies for the healthy development of children age 0-5 years and the greater population


Level of Development (1-5)	Themes	Data Source(s)
1-----5 <div style="text-align: center; margin-top: 100px;">  </div>	<ul style="list-style-type: none"> • 23 organizational members of IMBA (18% increase since 2017) • “Babies at Work” policies adopted by six regional employers (30% increase since 2017), which collectively employ over 700 individuals • Partnership with Greater Keene Chamber of Commerce established in 2018 to host IMBA outreach event; 46 individuals attended • New IMBA coaching program helped 5 employers institute additional family-friendly policies • New IMBA StartSmart initiative launched in April 2018 (see previous strategy); 13 organizations have pledged to support StartSmart birth gifts; \$10,000 grant from Citizens Bank leveraged by IMBA member to support StartSmart initiative • IMBA marketing plan developed and successfully implemented in 2018 • Efforts to expand IMBA beyond Keene area have been unsuccessful • No significant movement toward collaboration with Healthy Monadnock 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report • IMBA action plans


Goal Area: Early Childhood Supports

Families of young children in the Monadnock Region are connected to the services, supports and early education opportunities they need to strengthen their families.

Data Sources:

- [2017 Impact Monadnock Evaluation Report](#)
- Pyramid Model Leadership Team (PMLT) action plans
- Monadnock Home Visiting Alliance (MHVA) action plans
- Monadnock United Way (MUW) records

Strategy: Increase access to high quality, affordable childcare for families with young children in the Monadnock region so all families in need of quality childcare have a safe and supportive learning environment for their children		
Level of Development (1-5)	Themes	Data Source(s)
1-----5 	<ul style="list-style-type: none"> • Statewide systems-level challenges impede progress toward accessing high quality, affordable childcare • NH Department of Education selected IM as one of five regional early childhood initiatives to participate in Pyramid Model implementation (valued at approx. \$150K/year for four years); increased access to resources for and collaboration among early childhood programs around Pyramid Model social-emotional teaching strategies • MUW is sustaining its investment in childcare scholarships as part of Financial Stability focus area to support this strategy 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report • PMLT action plans • MUW records

Strategy: Ensure community and commercial organizations support families through developmentally appropriate, child-friendly environments		
Level of Development (1-5)	Themes	Data Source(s)
1-----5 	<ul style="list-style-type: none"> • Progress made toward understanding family-friendly environments and practices in early 2017 • Priority placed on IM Business Ambassadors’ efforts to promote family-friendly practices and policies in workplaces (see Family Supports goal area) 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report

Strategy: Expand home visiting opportunities for families of young children so that all families can obtain coaching and support to build strong and resilient families


Level of Development (1-5)	Themes	Data Source(s)
1-----5 <div style="text-align: center; width: 100px; height: 100px; border: 1px solid black; border-radius: 50%; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> 4 </div>	<ul style="list-style-type: none"> • Four home visiting agencies (HCS Healthy Starts, The Grapevine, Rise for baby and Family, and The River Center) formed Monadnock Home Visiting Alliance (MHVA) in 2017-2018 and created a strategic plan through 2021 • Direct investment by MUW (\$200,000 to date) to support MHVA plan • Grant from NH Charitable Foundation (\$51,000) for MHVA’s community outreach to increase number of families receiving home visiting services by 20% by end of 2019 • Community of Practice for home visiting professionals developed; held 8 successful events with average attendance of 20 home visitors in 2018 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report • MHVA action plans • MUW records


Goal Area: Emotional and Behavioral Health

Monadnock Region children age 0-5 and families who need emotional and behavioral health services are easily and regularly accessing care for their needs.

Data Sources:

- [2017 Impact Monadnock Evaluation Report](#)
- Behavioral Health Project Team (BHPT) action plans and meeting minutes
- Monadnock Region System of Care (MRSOC) records
- Monadnock Home Visiting Alliance (MHVA) action plans
- Monadnock United Way (MUW) records

Strategy: Create coordinated, family-centered care management system for new parents and children age 0-5 who have emotional and behavioral health needs		
Level of Development (1-5)	Themes	Data Source(s)
1-----5 	<ul style="list-style-type: none"> • IM is collaborating with Monadnock Region System of Care • BHPT members lack resources and capacity to create and implement new care management approach • BHPT member attrition • Statewide systems-level challenges impede progress 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report • BHPT action plans • BHPT meeting minutes

Strategy: Integrate developmental screening for children age 0-5 into all medical well-child visits in the Monadnock Region as a means of identifying parents of young children and their families in need of emotional and behavioral health services		
Level of Development (1-5)	Themes	Data Source(s)
1-----5 	<ul style="list-style-type: none"> • Cheshire Medical Center (CMC) continues to conduct ASQ-SE screenings • 100% of CMC pediatricians have incorporated ASQ-SE screenings at 6- and 36-month well-child visits; 574 screenings completed in 2018 • Monadnock Community Hospital not interested in integrating ASQ-SE screenings 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report • BHPT action plans • BHPT meeting minutes • MRSOC records

Strategy: Integrate developmental screening for children age 0-5 into early care and education organizations as a means of identifying parents of young children and their families in need of emotional and behavioral health services.

Level of Development (1-5)	Themes	Data Source(s)
1-----5 <div style="text-align: center; border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">2.5</div>	<ul style="list-style-type: none"> • 9 sites received ASQ & ASQ-SE kits and training in 2017 • 4 people received “train the trainer” training on conducting ASQ-SE screenings • 12 ASQ-SE kits purchased in 2018; kits not delivered to identified sites; trainings not conducted • BHPT members lack capacity to meet action plan goals 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report • BHPT action plans • BHPT meeting minutes • MRSOC records

Strategy: In order to reduce toxic stress and increase emotional health (such as positive attachment) for families of young children, increase screening of parents of young children for parental depression and connect them with supports and services

Level of Development (1-5)	Themes	Data Source(s)
1-----5 <div style="text-align: center; border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">1.5</div>	<ul style="list-style-type: none"> • Monadnock Home Visiting Alliance (MHVA) agreed on depression screening tool that will be incorporated into participating agencies’ intake processes in 2019 • There are insufficient resources to convene other screening professionals 	<ul style="list-style-type: none"> • 2017 IM Evaluation Report • MUW records • MHVA action plans

4. Progress toward 2017 Evaluation Report recommendations

The 2017 IM Evaluation Report recommended several areas for additional consideration and follow-up. Below is a summary of those recommendations and the strategies taken in 2018 to address them.

Improve collaboration across sectors

- Increased engagement around Pyramid Model has built and strengthened partnerships at local and state levels:
 - Partnerships with NH DOE and Parent Information Center via iSocial (Pyramid Model Community-Wide Implementation) award
 - Active engagement of new local partners in IM work: Head Start, Keene State College and Cheshire Medical Center
 - Partnership with Keene School District Superintendent and Public Relations Offices
- IMBA activities and communications have attracted new interest and participation:
 - City of Keene has attended IMBA meetings and expressed interest in joining the group
 - Collaboration with Greater Keene Chamber of Commerce on December 2018 outreach event hugely successful
 - Increased engagement of Cheshire Medical Center and Healthy Monadnock
 - Cheshire Medical Center representative joined IMBA
 - Healthy Monadnock features IMBA coaching services in 2019 training catalog
- MHVA hosted a half-day professional development training in September 2018 focused on trauma-informed practices for home visitors; nearly 70 home visitors and other professionals who work with young children and families attended
- IMBA's StartSmart early literacy project involves cross-sector partnerships:
 - Launch of project supported by Baudelaire, Keene Housing Kids Collaborative, MUW and Communicators Group
 - Other collaborating entities include *Dolly Parton's Imagination Library*, Southwestern Community Services, and community child care centers

Determine how to better support the range of groups that can develop, within the confines of staff time and other organizational resources while staying on track with the strategic plan

- Focus on SMART goals and achievable action plans for project teams:
 - Program Director incorporated goal-setting and action planning protocols for the project teams
 - Action plan templates consistently adopted and used across project teams
 - Action plan template requires that each project team goal must indicate how it aligns with the IM Strategic Plan and MUW focus area strategies and outcomes
- Clarity brought to roles and responsibilities of IM/MUW staff and project team members:

- Program Director created IM Roles & Responsibilities and Organizational Chart documents, which were shared with all project teams to enhance understanding of how they can positively contribute to the work
- These documents also clarified MUW's role in facilitating and supporting project team activities

Improve communication efforts across IM

- Enhanced internal communications through Project Teams:
 - Program Director made presentations to each project team about collective impact, MUW's focus areas, IM's goals and organizational structure, and roles of IM and project team members in IM implementation
 - Revamped the bi-monthly report format to include active goals and visually represent how each goal is progressing
- Enhanced external communications through a variety of media:
 - Social media
 - 107 posts made on IM's Facebook page; content was seen by ~15,000 users
 - MUW Facebook post about IMBA's "Babies at Work" story in the *Parent Express* magazine was viewed by ~6,800 users
 - Press releases
 - Four press releases regarding IM work were sent to local media outlets
 - MHVA grant
 - StartSmart grant
 - Pyramid Model grant
 - IMBA: business return on investment for family-friendly workplace programs
 - Media coverage
 - Five stories about IM were published in The Keene Sentinel or its *Parent Express* magazine
 - 2/24/18 – "Coaching program encourages family-friendly workplace policies" – *The Keene Sentinel*
 - 5/30/18 – "Area home visiting initiative awarded \$50,000 grant" – *The Keene Sentinel*
 - 7/13/18 – "Funds to help train area professionals in model for early-childhood education" – *The Keene Sentinel*
 - 7/14/18 – "Small business award will benefit early childhood development" – *The Keene Sentinel*
 - 9/26/18 – "Business ambassadors promote family friendly workplaces" – *Parent Express* magazine
 - MUW U Review e-Newsletter: IM work mentioned in 8 editions of *U Review*, MUW's monthly newsletter

Address potential geographic disparities in IM's outreach efforts

- MHVA agencies determined that all towns within the MUW service area are served by at least one home visiting program.
- IMBA action plans included goal to expand membership to at least one eastern Monadnock representative. Despite efforts to engage eastern Monadnock employers, the expansion was unsuccessful. IMBA, IM and MUW continue to seek ways to address geographic disparities of the regional initiative.
- The Program Director intentionally recruited Pyramid Model Leadership Team members who represent the entire region (Fall Mountain School District, ConVal School District and Keene School District, among other community partners).

Continue to refine assessment measures of project impact

- Jim Fauth, Ph.D. from Antioch University's Behavioral Health Institute is providing consultation and technical assistance to the Impact Team at MUW to refine and continually monitor short-term outputs and indicators of long-term outcomes.
- Dr. Fauth is supporting MUW to seamlessly align IM's metrics into the overall MUW evaluation framework.

5. Next steps

MUW's Senior Director of Impact (formerly the IM Program Director) and the IM Program Manager (hired in January 2019) will oversee the development of action plans to guide the work of IM's Project Teams in 2019. These plans will build upon the successes of 2018 while looking toward the goals and strategies laid out in IM's Strategic Plan.

IM staff will continue to address the recommendations made in the 2017 Evaluation Report. The staff will seek new opportunities for fundraising and resource development for IM, as well as engage in statewide programmatic opportunities, such as the Preschool Development Grant and Quality Recognition and Improvement System (QRIS).

An update of the IM Strategic Plan will begin in 2019.

6. Appendix – MUW Records

Below is a list of types of MUW records used as data sources for this report.

- IM Board Minutes
- IM Leadership Team Minutes
- IM Annual Reports
- IM Progress Reports