

**WHEN STATE COLLABORATIONS  
WORK,  
HOW DO THEY WORK,  
AND  
HOW CAN THEY BE MORE EFFECTIVE,  
MORE OFTEN:  
APPLYING LESSONS LEARNED FROM  
COMMUNITY COALITIONS**

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# KEY ISSUES

- What approaches can help us evaluate/research the process of collaboration?
- How can we track the path from collaboration to outcomes?
- How can we apply strategies and frameworks to help collaborations be more effective, more often?

# **Empirical Literature and Measures on State Collaboration**

- Evidence and Measures are sorely lacking
- Example: Kentucky's KidsNow Initiative

# KENTUCKY KidsNow Initiative

Anita Barbee, Ph.D. Evaluator 2000-2007 in  
collaboration with Jennifer Grisham- Brown

- Initiative aimed at improving child care quality across the state.
- a state level advisory council included representatives from child care training, child care resource and referral agencies, child care stipend programs, child care licensing, head start, early elementary education, University Education Departments, as well as Secretaries of Education, Child and Family Services, and Labor, state legislators, CEOs of corporations, Juvenile Justice representatives- Judges among others..
- councils replicated at local levels to write grant proposals to improve early childhood education in their communities and to support the KidsNow Initiative which encouraged child care centers to go through a Star Rating system to show quality, encouraged child care staff to seek additional education as well as training, etc.

# OUTCOMES

- councils that were composed of a broad group of constituencies , met regularly, wrote grants together, and used various strategies of communication with child care centers and parents about the KN initiative *were more successful* in getting funding and improving the child care centers in their localities (more center directors in those localities knew about the KN Initiative, more child care workers knew about the KN initiative, more centers availed themselves of the STARS rating system, more centers used stipends to send staff to increase their education in early childhood education, more centers improved over the 7 year period Barbee's team was involved in the evaluation and more children in centers in those localities scored well on tests of social skill and literacy).

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## 2 ITEMS TO KEEP IN MIND

1. Collaboration is an unnatural act...

between nonconsenting adults

2. Collaboration is a means not an ends

# OVERVIEW of STRATEGIES and FRAMEWORKS

## 1. FORECAST

- \*Life Cycle of Collaboration

- \*FORECASTing Collaboration

- \*Evidence-based Practice and Practice Based Evidence

## 2. Open Systems Framework

## 3. Accountability and Support



# FORECAST

- \* What Does the Life Cycle of Collaboration Look Like from Formation to Outcomes?
- \* How can a Formative Evaluation Approach (FORECAST) Help Plan, Implement, and Evaluate Collaboration?
- \* How can FORECAST Lead To Evidence-based Practice and Practice-based Evidence?

# FORECAST

- **FORMATIVE EVALUATION , CONSULTATION AND SYSTEMS TECHNIQUE**

(Goodman & Wandersman, 1994)

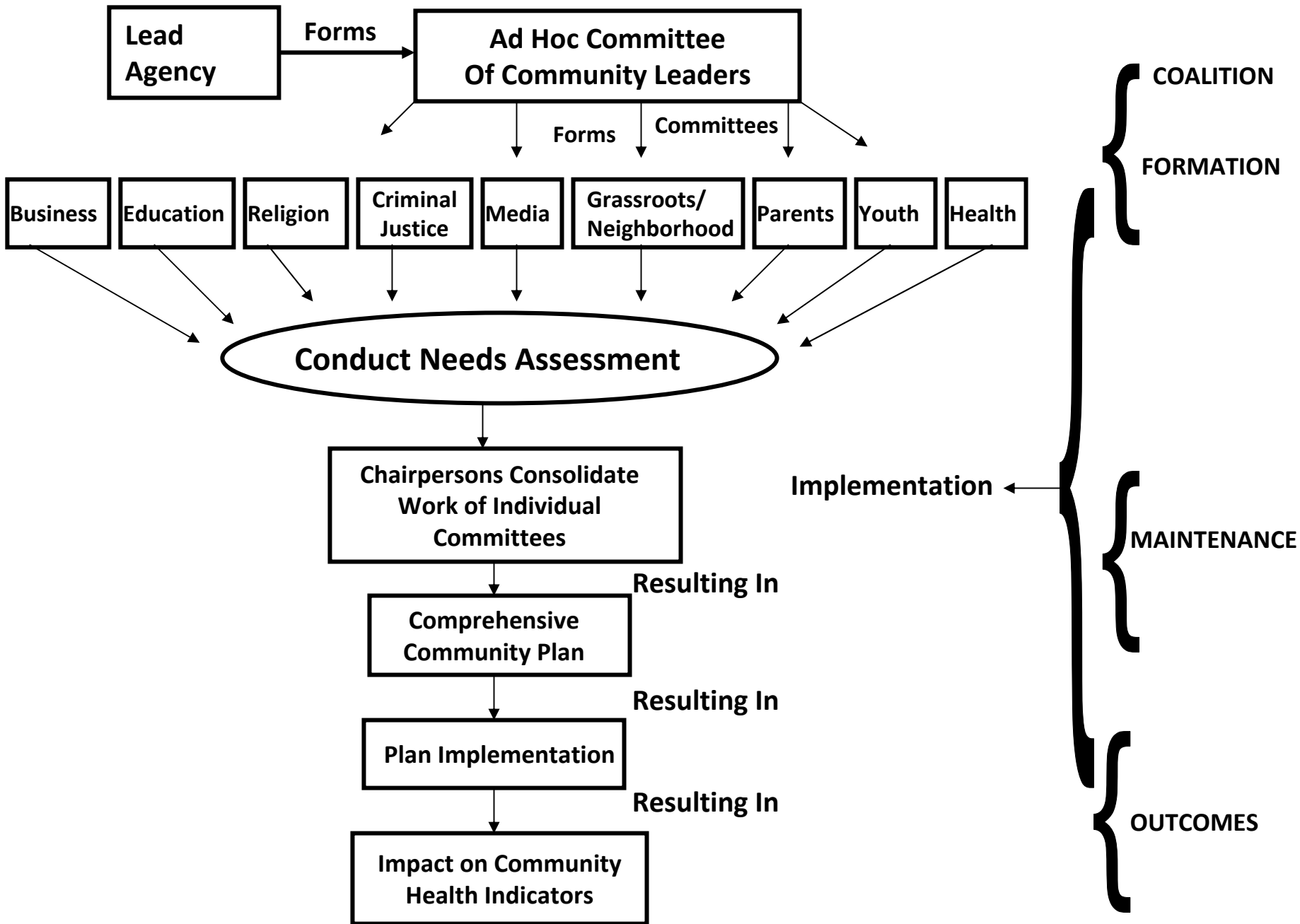


Figure 2. Overview of the development of a community coalition.

**Table 1. Evaluation of MPA by Developmental Phases, Ecological Levels, and Stages of Readiness**

Developmental phases and measures	Ecological Levels					Stages of readiness
	Intra-personal	Inter-personal	Organizational	Community	Public Policy	
Phase 1: Coalition formation						
Forecast			X			Initial mobilization and establishing organizational structure
Meeting Effectiveness Inventory	X	X	X			
Project Insight Form	X	X	X			
Committee survey	X	X	X			
Needs Assessment Checklist			X	X		
Plan Quality Index			X	X	X	
Phase 2: Plan implementation						
Tracking of Actions			X	X	X	Building capacity for action and implementing
Prevention Plus III	X	X	X	X	X	
Policy Analysis Case Study			X		X	
Phase 3: Impact						
Key Leader survey	X		X		X	Refining and institutionalizing
Community survey	X			X		
Trend data				X	X	
Level of Institutionalization Scale			X	X	X	

- Model of the Problem/Model of the Solution
- Measures, Markers, and Meaning  
(Benchmarks)

### 3. How can FORECAST Lead To Evidence-based Practice and Practice-based Evidence?

4. How can an Open Systems Framework Help Us Understand the Role of Resources, Organizational Structure and Processes, Activities, and Accomplishments in Promoting *Sustainability of Collaboration* and *Probability of Outcomes*

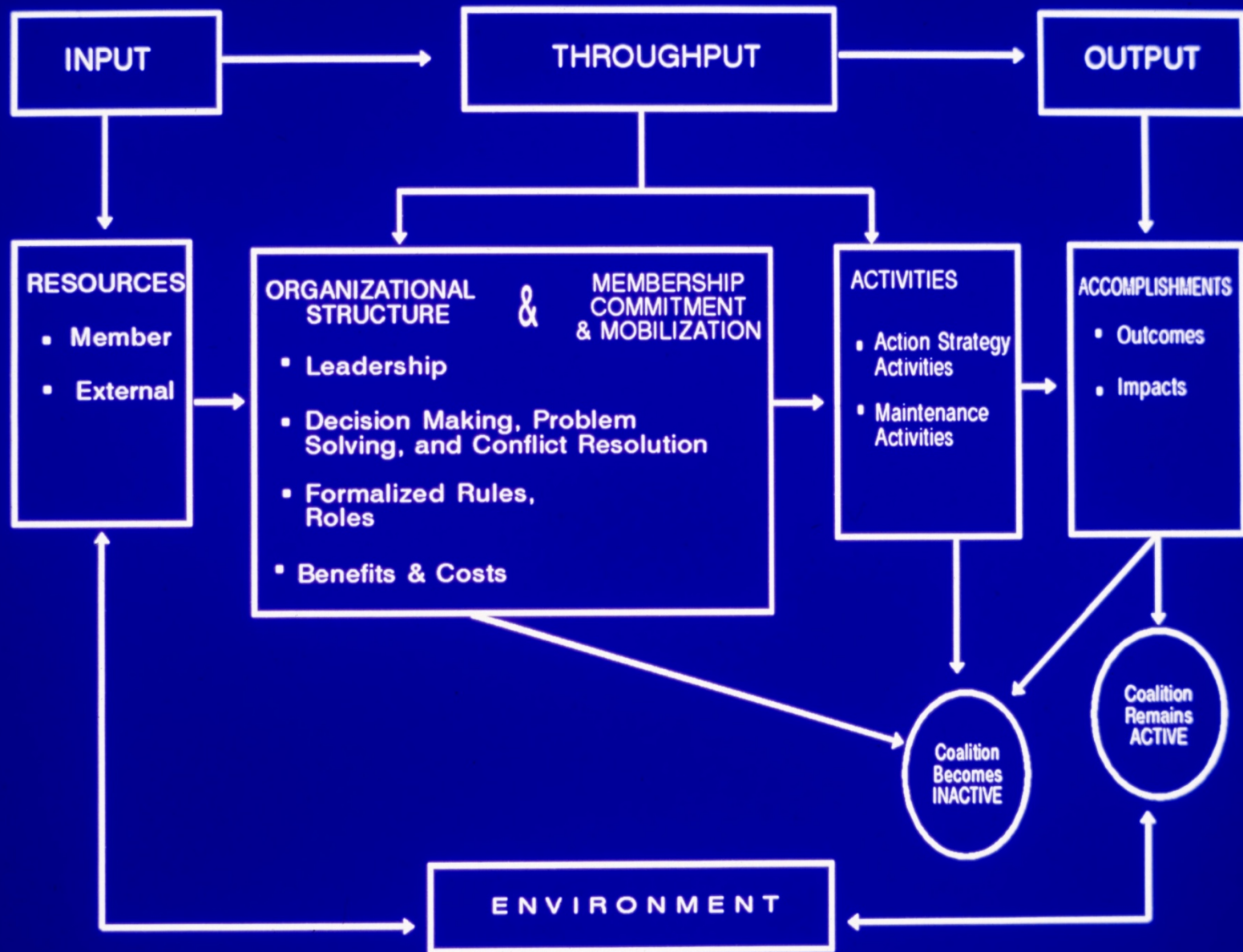


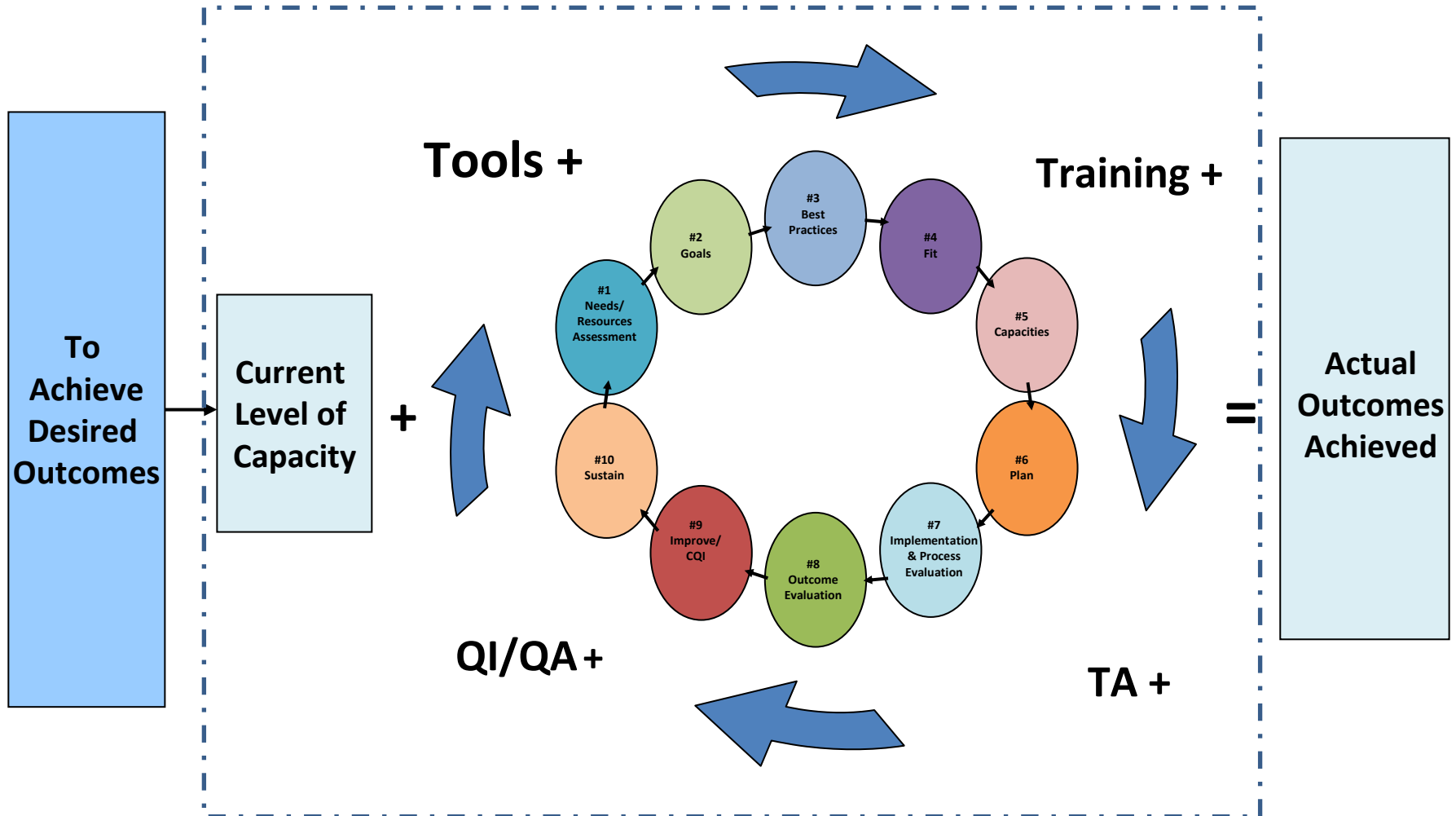
Figure 1. Toward an open systems framework of coalition viability.



## 5. How Can Results-based Accountability (e.g., Getting To Outcomes<sup>®</sup> (GTO<sup>®</sup>) and Support Help Achieve Effective Collaboration?

<b>GTO Accountability Questions</b>	<b>Relevant Literatures</b>
<b>1. What are the underlying needs and conditions that must be addressed? (NEEDS/RESOURCES)</b>	<b>1. Needs/Resource Assessment</b>
<b>2. What are the goals, target population, and objectives? (i.e., desired outcomes)? (GOALS)</b>	<b>2. Goal Setting</b>
<b>3. What science (evidence) based models and best practice s can be used in reaching the goals (BEST PRACTICE)?</b>	<b>3. Consult Literature on Science Based and Best Practice Programs</b>
<b>4. What actions need to be taken so the selected practice “fits” the community context? (FIT)</b>	<b>4. Feedback on Comprehensiveness and Fit of Program</b>
<b>5. What organizational capacities are needed to implement the practice? (CAPACITIES)</b>	<b>5. Assessment of Organizational Capacities</b>
<b>6. What is the plan for this practice (PLAN)</b>	<b>6. Planning</b>
<b>7. Is the practice being implemented with quality (PROCESS)</b>	<b>7. Process evaluation</b>
<b>8. How well is the practice working? (OUTCOME EVALUATION)</b>	<b>8. Outcome and Impact Evaluation</b>
<b>9. How will continuous quality improvement strategies be included? (IMPROVE)</b>	<b>9. Total Quality Management; Continuous Quality Improvement</b>
<b>10.If the program is successful, how will it be sustained? (SUSTAIN)</b>	<b>10.Sustainability and Institutionalization</b>

# GTO Support System Model



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# References

- Grisham-Brown, J., Barbee, A. P., & Antle, B. F.(2007). Kids Now Evaluation Report: Year 7. *Department of Education*.
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