

## Commitment to Healthy Communities Collective Impact Community Assessment

### Program Delivery Staff Interview Guide

#### CONTEXT QUESTIONS

1. What is your official title?
2. What organization are you a part of?
3. In the **XXX Program**, what is your role?

#### A. COMMON AGENDA

##### Early Performance (1-5)

**Introduction:** We first want to ask several questions about this program that you work with and what your specific role is.

[We are defining a common agenda as: partners are in agreement on the definition of the problem, its solution and the roadmap to achieve the program goals-could be formal or informal]

How would you describe this program that you work with?

- What is your specific role?

Who are your key partners? [Note: especially for stand alone programs, be cognizant of how interviewer defines partners (as they could be sites). Use terms accordingly.]

Do you think the partners have a common agenda (or a common approach) to address [the health problem]?

- *If yes, please explain.*
- *If yes, is your program guided or informed by this agenda/approach?*

##### Late Performance (6-9)

8. Is the agenda/approach updated/modified based on you and your colleagues feedback and lessons learned?

a. *If yes, how so? How often?*

9. Do you believe that this agenda/approach has influenced the program's outcomes?

a. *If yes, how so? Is there any evidence/data for this? If yes, please explain what the evidence is.*

## C. MUTUALLY REINFORCING ACTIVITIES

### Early Performance (1-5)

**Introduction:** Now we want to talk about the (collective) plan of action, which is used to coordinate activities of different partners.

[Mutually Reinforcing Activities: Partners' activities are differentiated, but coordinated with activities of other partners through a mutually reinforcing plan of action.]

Do you know if there is a plan of action that exists for your program?

- *If yes:* Is your program guided or informed by this plan of action?
- *If yes:* How so?

### Late Performance (6-9)

8. Is the plan of action updated/modified based on you and your colleagues feedback and lessons learned?
  - a. *If yes, how so? How often?*
  
9. Do you believe that this plan of action has influenced the program's outcomes?
  - a. *If yes, how so? Is there any evidence/data for this? If yes, please explain what the evidence is.*

## D. SHARED MEASUREMENT SYSTEM

### Early Performance (1-5)

**Introduction:** Now we want to talk about any common metrics that are used for the broader initiative.

[Shared Measurement System: Partners have common metrics and use those metrics to collect data to track progress toward a common agenda. ]

E.g., how do you measure reach of your initiative-one program may measure # of attendees vs. # enrolled, # of handouts distributed; F/V intake - store purchasing and others measure by survey)

Are you conducting any evaluation for this program?

- If yes, what measures are you collecting?
- Do you know if these measures are being collected across all different sites?
- Are the **same** measures being collected across all the different sites?
- How are the results used? Are they shared with partners/stakeholders?
- Do the results inform changes in the program?
  - If yes, can you give me an example?
- Are these measures reviewed and refined?
  - If yes, how does this process work? Who's involved?

### Late Performance (6-9)

8. Do you and your colleagues continually review and refine indicators, data collection methods, and approaches to sharing findings as needed? Can the measurement system adapt (and implement changes in measurements and approaches) as the initiative evolves?
  - a. *If yes, please explain.*
  - b. *If no, what are ways that the measurement system can become more flexible?*
9. Do you believe that the measurement system has contributed to the success of the initiative?
  - a. *If yes, please explain. Is there any evidence to that? If yes, please explain what the evidence is.*

## E. CONTINUOUS COMMUNICATION

### Early Performance (1-5)

**Introduction:** Now we want to talk about any system of regular communication within your program and across the sites.

[Continuous Communication: Partners/sites have regular communication. External stakeholders are included in the communication at later stages.]

1. Do you and your colleagues hold regular meetings? Is there some system of regular communication between colleagues? Is there some system of regular communication across the sites?

Is there some system of regular communication with the larger initiative?

- a. *If yes, move directly to Question 6.*
- b. *If no, continue with Question 2.*

2.

3. Do you think it would be helpful and necessary to have a system for shared updates? Please elaborate.

4. Is there any commitment/plan to create a more regular system of communication?
  - a. *If not, why?*

5. If yes, what has been done so far?

*If there isn't an established system of regular communication stop here, otherwise proceed to late performance questions.*

### Late Performance (6-9)

6. Please describe in more detail your system for shared updates and continuous communication

Within your site, do you and your colleagues communicate and coordinate efforts regularly?

Does your site communicate and coordinate efforts regularly with other sites?

Does your site communicate with management at the head office?

- If yes, please explain.

Is there a system (e.g., regular newsletter, shared database, meetings notes) to share updates re: activities and assessment/impact of the program within your site, across the sites and with management at the head office? Are key updates communicated to you and your colleagues?

- If yes, please describe it.

Do you and your colleagues (within the program and across sites) regularly seek and share feedback and advice with one another?

- If yes, please explain.

7. Do you and your colleagues refer to this exchange of information to guide your work?
8. Is there a process to review and refine the communication system?
  - a. *If yes, please explain.*
9. Do you believe that continuous communication within your program has contributed to the success of the initiative? If yes, please explain. Is there any evidence to that?
  - a. *If yes, please explain what the evidence is.*

## F. COLLECTIVE IMPACT LEARNING CULTURE

*pepsi specific for program and does the learning culture exist across the sites*

### **Early Performance (1-5)**

**Introduction:** Now we want to talk about how learning between you and your colleagues is part of this initiative.

[Collective Impact Learning Culture: Partners share information with each other, related to their experiences with the program/initiative.]

1. Do you and your colleagues share such information, like best practices and failures, with each other? Is this information shared across sites?
  - a. If yes, how?
  - b. How is this information used?

Do you share such information with the management at head office?

- c. *If yes, move directly to Question 6.*
- d. *If no, continue with Question 2.*

- 2.
3. Do you and your colleagues believe that sharing such information is important/helpful and necessary to the program? Please elaborate.
4. Is there any commitment among you and your colleagues to share such information with each other?
  - a. *If not, why?*
5. If yes, what has been done so far?

*If there isn't an established strategy to enhance the learning culture stop here, otherwise proceed to late performance questions.*

### **Late Performance (6-9)**

6. Please describe in more detail how you share best practices and failures with each other. Do you share this information with partnering organizations and/or the broader initiative?
7. Do you and your colleagues regularly make time for group reflection and discussion?

Do you and your colleagues openly and regularly share observations, lessons, setbacks, challenges, failures, and best practices with one another, across other sites and management at head office?

8. Are you and your colleagues open to exploring new ideas and approaches for the program?
9. Do you believe that openness to exploring new ideas and approaches has contributed to the success of the program? If yes, please explain. Is there any evidence to that?
  - a. *If yes, please explain what the evidence is.*

### **G. COLLECTIVE IMPACT CAPACITY**

[Collective Impact Capacity: Appropriate resources (staff, funding etc) exist to ensure appropriate implementation of program]

#### **Early Performance (1-5)**

**Introduction:** Now we want to talk about the capacity and resources needed to implement the program.

Do you believe your program has sufficient resources?

- a. *If yes, proceed to Question 4*
- b. *If no, what additional funding do you think it needs?*

Do you believe your program has adequate human and other resources?

- c. *If no, what additional resources do you think it needs?*

2.

3. Do you believe that secure human and financial resources and partnership support is helpful and necessary to your program? Please elaborate.

Have you or your colleagues ever been limited in your work in the program because of lack of funding/ resources?

Have you or your colleagues ever been limited in your work in the program because of other issues, such as lack of skill or capacity at your site organization or other sites?

4. Is there a commitment at your site organization and/or other sites to ensure stability of resources for the program?
5. If yes, what has been done so far to do this? - *Proceed to Late Performance Questions*  
*If no, If a plan to secure financial/human resources hasn't been established yet stop here*



### **Late Performance (6-9)**

6. Can you describe the established plan to secure financial and human resources?

Do you believe you and your colleagues have the necessary technical expertise related to the program's goals?

7. Do you believe you and your colleagues have improved skill and capacity because of this established plan?
8. Is there a process in place of reflecting and sharing of information, successes and challenges, to improve you and your colleagues' skills and capacity
- If yes, please explain.*
  - If no, do you think having such a process of reflection would be helpful?*
9. Do you believe the improved capacity due to this plan has contributed to the program's success?
- If yes, please explain. Is there any evidence to that? If yes, please explain what the evidence is.*

### **H. BEHAVIOR CHANGE: PROFESSIONAL PRACTICE**

#### **Late Performance (1-9)**

**Introduction:** Now we want to talk about changes in organizational professional practice within the program. [Focus on practices of organizations, NOT individual practices]

- Does your program provide professional training/education to you and your colleagues?
  - If yes, move directly to Question 6.*
  - If no, continue with Question 2.*
- Is this training aligned with the program goals? Do different sites provide the same kind of training? Can you elaborate?
- As the program/initiative evolves, is the training of the staff reviewed?
  - If yes, how so?
- Is there any commitment to changing/developing professional practices to better support the program/initiative?
  - If yes, please explain.

5. What changes have been done in the training since the implementation of this program?
6. Do you believe you have the adequate education/ training opportunities to support you in your position?
  - a. Why or why not?
7. Do you think that it is helpful and necessary that professional education/training is aligned with the program goals? Please elaborate.
8. Is there any commitment to changing/developing professional practices to better support the program?
  - a. If yes, please explain.
9. What changes have been done?
10. What are these professional training/education opportunities? Are these due to a specific plan/policies/standards related to the program?
  - a. *If not, proceed to next dimension*
11. If yes, are these policies/standard regularly used and accepted by program staff?  
Have these policies/standards become institutionalized within the program/organization?
  - a. *If not, proceed to next dimension*
12. If yes, are these policies/standards regularly reviewed and improved upon?
  - a. *If not, proceed to next dimension*
  - b. *If yes, please explain.*
13. Do you believe that professional practice changes due to this plan/policy have contributed to the program's success?
  - a. *If yes, please explain. Is there any evidence to that? If yes, please explain what the evidence is.*