Commitment to Healthy Communities Collective Impact Community Assessment

Program Management & Allied Organizations Interview Guide

CONTEXT QUESTIONS
1. **What is your official title?**
2. **What organization are you a part of? In the [Program/Initiative], what is your role?**
3. **Who are the key partners (especially for standalone programs, "partners" may be actually "sites" or people w/i each site involved in program delivery- be cognizant of how participant(s) define "partners and note that we are interested in partners involved with implementation)**

A. COMMON AGENDA

[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.]

Early Performance (1-5)

What is the mission or goal of this program/initiative?

Is there a common approach (strategy/focus) to achieve this mission/goal?
(e.g., increasing opportunities for physical activity, developing skills around F/V preparation and consumption)
- *If yes, move to Question 6*
- *If no, ask questions 1-5*

1. On a scale of 1-10, to what extent do the partners (specify who we are referring to) share a common understanding of the health problem that's being addressed by the program/initiative? Please elaborate.

2. Do you believe the partners agree that a common solution is needed to address the health problem?

3.

4. Have the partners worked together to establish common goals related to the health issue that's being addressed by the program/initiative? Please explain.

5. Have the partners worked together to develop a common approach to achieving these common goals that include diverse voices across different sectors? (common agenda)
    a. *If the answer is "no" stop here.*
    b. *If yes, continue to late performance questions.*

Late Performance (6-9)

6. What is the common approach/strategy?
[How was this common approach (common agenda) established?]

7. Do partners refer to this approach/agenda while conducting their work?
    a. *If yes, please explain.*
    b. *If no, why do you think it is not used?*

8. Is the approach/agenda updated/modified based on partner feedback and lessons learned?
    a. *If yes, how so? How often?*

9. Do you believe that this common approach/agenda has influenced the program's outcomes?
    a. *If not, why?*
    b. *If yes, how so? Is there any evidence/data for this? Please explain what the evidence is.*

B. BACKBONE INFRASTRUCTURE

Early Performance (1-5)

Introduction: Now we want to ask several questions about the management and support systems of the program/initiative (a central organization that convenes, helps set the agenda for the community and provides support and resources to partners to implement the initiative), which we'll be referring to as the Backbone Infrastructure.

1. Is there a BBI for this initiative? (both association and site-level)
    a. *If yes, move directly to Question 6.*
    b. *If no, continue with Question 4.*
2.
3. If no BBI, do you think having a BBI would be helpful and necessary to solve the health problems in the community? How so?

4. Is there a plan to create a BBI?
    a. *If no, why? continue with Questions 2 & 3*

5. If there is a plan to create a BBI, at what stage is this plan at right now*?*
    a. *If no, stop here.*
    b. *If yes, proceed to late performance questi*ons.

Late Performance (6-9)

6. What overall role does the BBI have for the program/initiative?
    a. Who comprises the BBI?
    b. Do you think the BBI includes diverse voices across different sectors? Please elaborate
    c. What role/responsibilities does each BBI member have? Should there be other voices/sectors in the BBI?
    d. Does the BBI provide project management support, such as monitoring progress toward goals and connecting partners to discuss opportunities, challenges, gaps, and overlaps?

7. Do partners refer to this BBI for their work (such as initiative support, strategic guidance, and leadership for the initiative/program)?
    a. *If yes, please explain how?*
    b. *If no, why not?*

8. Is there any process in place to improve the BBI?
    a. *If yes, please elaborate.*

9. Do you believe that the BBI influences the impact of the program/initiative?
    a. *If not, why?*
    b. *If yes, please explain. Is there any evidence/data for this? Please explain what the evidence is.*

C. MUTUALLY REINFORCING ACTIVITIES

Early Performance (1-5)

Introduction: Now we want to talk about how the different program sites work together and are coordinated or even tailored (formal or informal), which we will refer to as a (collective) plan of action.

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

1. Is there a collective plan of action that clearly specifies the activities that different sites/partners are involved in*?*
   a. *If yes, move directly to Question 6.*
   b. *If no, continue with Question* 2.
2.
3. Do you think that having a collective plan of action would help and be necessary in solving the health problems? Please elaborate.

4. Is there any commitment between the partners to create such a plan?

5. If there is such a plan, at what stage of this process are you now?
   a. *If there is not an established plan of action stop here.*
   b. *If there is, proceed to late performance questions.*

Late Performance (6-9)

6. Do you think each partner understands their role and how their role supports the common goals?
   a. *If yes, please provide an example.*

7. Do partners refer to this plan to coordinate their activities?
   a. *If yes, please elaborate?*
   b. *If no, why not?*

8. Are partners' individual activities changing/have changed to better align with the action plan? Do partners hold each other accountable for implementing activities as planned?
   a. *If yes, how does this work? Please provide an example.*

9. Is the action plan regularly reviewed and improved upon?
   a. *If yes, please elaborate.*

10. Do you believe that this collective plan of action has contributed to the success of the program/initiative?
    a. *If yes, please explain how it has. Is there any evidence to that? If yes, please explain what the evidence is.*
    b. *If no, how should the collective plan of action be modified to better help the initiative.*

D. SHARED MEASUREMENT SYSTEM

Early Performance (1-5)

Introduction: Now we want to talk about any any common metrics that are used for the <mark>[program]</mark>.

[Shared Measurement System: Partners/sites have common metrics and use those metrics to collect data to track progress toward a common agenda. E.g., measure reach -one program may measure # of attendees vs. # enrolled, # of handouts distributed; F/V intake - store purchasing, measure by survey]

1. Does the program/ have a shared measurement system across sites*?*
    a. *If yes, move directly to Question 6.*
    b. *If no,* How do you evaluate your initiative or the individual programs within the initiative?
2.
3. Do you think that having a shared measurement system would be helpful and necessary? How so?

4. Is there any commitment between the sites/partners to create such system? If not, why?

5. If yes, at what stage of this process are *you now?*
    a. *If there isn't an established SMS stop here*
    b. *If there is, proceed to late performance* questions.

Late Performance (6-9)

6. Can you describe more in detail your SMS? What is the purpose of this SMS? Does it include a common set of indicators/outcomes and collection methods
    a. *If yes, please explain.*
        i. *Prompts:*
            ● 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?

    b. *If no, what are the different indicators and collection methods used?*

    Do you know how it was established?

     c. If yes, which partners and voices were/are involved in the process?

     d. Do you believe the different partners understand their participation/ responsibilities in the shared measurement system? *If yes, please explain.*

7. Do you believe sites/partners rely on the SMS and see the SMS as a valuable resource?
   a. *If yes, please explain.*
   b. *If no, why not?*

   Do partners collect and share data with each other?
   c. *If yes, please explain.*

8. Do sites/partners review and refine indicators, data collection methods, and approaches to sharing findings as needed? Can the SMS adapt (and implement changes in measurements and approaches) as the initiative evolves? [ex. Ex. physical report vs. pedometer]
   a. *If yes, please explain.*
   b. *If no, what are ways that the SMS can become more flexible?*

9. Do you believe that the SMS 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 the program and across sites..

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

1. Do managers/partners in the program/initiative hold regular meetings? Is there some system of continual communica*tion?*
     a. *If yes, move directly to Question 6.*
     b. *If no, continue with Quest*ion 2.
2.
3. If no, 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?*
     b. *If yes, at what stage of the process are you now?*

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

Late Performance (6-9)

6. Please describe in more detail your system for shared updates and continuous communication?
     a. *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/funding? Are key updates communicated with all partners?
     b. *If yes, please describe it.*

   Do managers/partners regularly seek and share feedback and advice with one another?
     c. *If yes, please explain.*

7. Do managers/partners refer to this exchange of information to guide your work? Does the initiative/program regularly communicate key activities and progress with external stakeholders (e.g., public schools, community officials)
   a. *If yes, how so? Who are those external stakeholders?*

8. Is there a process to review and refine the communication system? If yes, please explain. Are other people not directly involved int the initiative (external stakeholders) involved in this process?

9. Do you believe that continuous communication among managers/partners 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.*

F. COLLECTIVE IMPACT LEARNING CULTURE

Early Performance (1-5)

Introduction: Now we want to talk about how learning between the sites/partners is part of program/initiative.

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

1. Do sites/partners have a strategy or system to share such information, like best practices and failures, with each othe*r?*
   a. *If yes, move directly to Question 6.*
   b. *If no, continue with Question* 2.

2.
3. If no, do sites/partners believe that a strategy or system to share such information is helpful and necessary to the initiative? Please elaborate.

4. Is there any commitment among the sites/partners to share such information with each other? If not, why?

5. If yes, what has been done so far to create a culture of learning (develop a strategy or system of learning)?

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.

7. Do sites/partners regularly make time for group reflection and discussion? Do partners openly and regularly share observations, lessons, setbacks, challenges, failures, and best practices with one another?

8. Are sites/partners open to exploring new ideas and approaches for the program/initiative?

9. Do you believe that openness to exploring new ideas and approaches has contributed to the success of the program/initiative?
   a. *If yes, please explain. Is there any evidence to that? 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/initiative]

Early Performance (1-5)

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

[Be cognizant about use of local program/local site/national program terms which will change depending on who you are interviewing]

1. Do you believe the program/initiative has sufficient resources?
   a. *If yes, proceed to Question 4*
   b. *If no, what additional funding do you think it needs?*

   Do you believe this program/initiative 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 the program/initiative? Please elaborate.
   Have you or your staff ever been limited in your work in the program because of lack of funding/ resources?
   Have you or your staff ever been limited in your work in the program because of other issues, such as lack of skill or capacity at your organization or other partnering organizations?

4. Is there a commitment among the program management to create a plan/strategy to ensure stability of resources for the broader initiative?

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 program delivery staff/partnering organizations have the necessary technical expertise related to the initiative's goals?

7. Do you believe your program/initiative has improved capacity due to this established plan?

8. Is there a process in place of sharing and discussing information, successes and challenges, to improve program delivery staff/partnering organizations' skills and capacity?
    a. *If yes, please explain.*
    b. *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 contributed to the success of the program/initiative?
    a. *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 related to the broader initiative.
[CI initiative: Focused on practices of organizations NOT individual practices]
[Standalone program: Focused on individuals or sites; distinguish between professional practice related to program/BCGC]

Does the program or organization provide opportunities to improve professional practice?

1. Has your program/organization changed its professional practices to better align with the program/initiative's goals?
   [Have your professional practices changed to better align with the program/initiative's goals?]
   Do you know if partnering organizations have changed their professional practices to better align with the program/initiative's goals?
   a. *If yes, move directly to Question 5.*
   b. *If no, continue with Question 2/3.*

2.
3. If no, do you think that it is helpful and necessary to change professional practices to better align with the goals of the initiative? Please elaborate.

4. Is there any commitment to changing/developing professional practices to better support the initiative?
   a. *If yes, please explain.*

5. What changes have been done?

6. Are these changes due to a specific plan/policies/standards related to work, practice, professional training/education?
   a. *If not, proceed to next dimension.*

7. If yes, are these policies/standard regularly used by partners/other managers/other sites in their work? Have these policies/standards become institutionalized within the organizations?
   a. *If not, proceed to next dimension.*

8. If yes, are these policies/standards regularly reviewed and improved upon?

      a. *If not, proceed to next dimension.*
      b. *If yes, please explain.*

9. Do you believe that changes in professional practice at your organization and/or partnering organizations due to this plan/policy have 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.*

J. SYSTEMS CHANGE: FUNDING FLOWS

Late Performance (1-9)

Introduction: Now we want to talk about funding mechanisms that support goals of the initiative.

[Funding Flows: Partners/managers are involved in shifting philanthropic/public funding to be more aligned with the goals of the program/initiative.

Philanthropic/public funding: RWFJ Culture of Health Grant (funds community engagement, community coalition development, program planning and implementation and Culture of Health Prize (recognize communities committed to making change in health), CDC Community Transformation Grants (help communities design and carry out local programs that prevent chronic diseases such as cancer, diabetes, and heart disease. It is funded by the Prevention and Public Health Fund, part of the ACA)

1. Do you believe philanthropic and/or public funding is aligned with goals of the program/initiative?
   a. If yes, please elaborate.

2. Do partners believe such alignment is important to the initiative?
   If yes/no, please explain.

3. Have managers/partners expressed the need to have this alignment between funding mechanisms and the program/initiative?
   a. *If no, stop here and continue to next dimension.*

4. Is there a plan to work towards this alignment? [example: advocacy, partnering with funding mechanism consultants]
   a. *If yes, continue to Question 6.*
   b. *If no, is there a commitment to create a plan*?

5. If yes, at what stage of this process are you now?

6. Please describe how the plan shifts the focus of philanthropic and/or public funding to support the program/initiative's goals.

7. Do you believe philanthropic and/or public funding flows are driving new activities relevant to the program/initiative's goals? [example: funding mechanisms requiring integrated technology]
   a. *If yes, please provide an example.*

    b. If not, proceed to next dimension.

8. Do managers/partners and funders work together to review and refine the plan to better support the program/initiative's goals? [example: as the relationship between the funders and the initiative evolve, they work together to move both agendas forward in support of a common goal]
   a. If yes, please explain how.

9. Do you believe that changes in philanthropic and/or public funding flows due to this plan have been associated with the program/initiative's impact?
   a. If yes, please explain. Is there any evidence to that? If yes, please explain what the evidence is.

K. SYSTEMS CHANGE: CULTURAL NORMS

Late Performance (1-9)

Introduction: Now we want to talk about community perceptions the health issue that this program/initiative is addressing.

[Cultural Norms Partners/managers are involved shifting social/cultural norms to be more aligned with the goals of the program/initiative.]
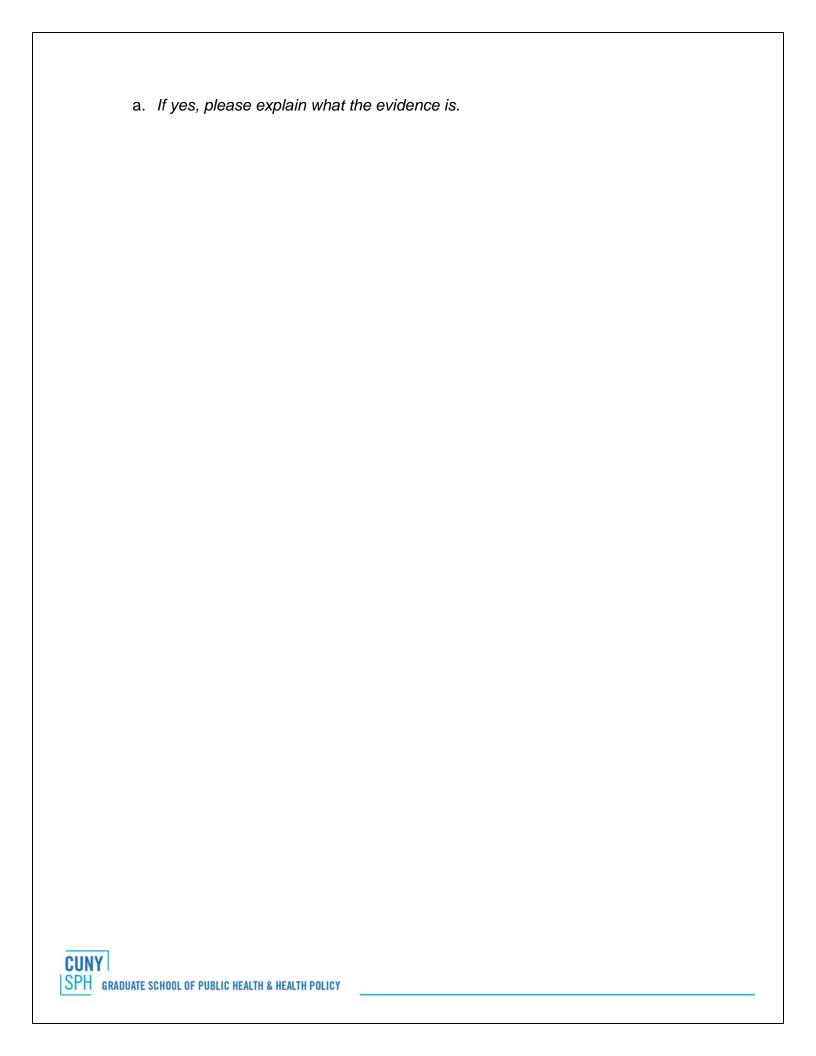
1. What does the community think are the best ways to build a healthy community?
   What is the general perceptions of diet/physical activity and health?
   Are nutrition and obesity community priorities?
   Are communities willing to change their lifestyles or practices to eat healthier or be more active?
   Is there any political support for investing in these issues?

2.
3. These are some good examples of cultural norms. Do you believe that shifting cultural norms is helpful and necessary to achieve the program/initiative's goals? Please elaborate.

4. Is there a plan to shift cultural norms in this way [example: advocacy, partnerships]
   a. *If yes, continue to Question 6.*
   b. *If no, is there a commitment to create a plan?*

5. If yes, at what stage of this process are you now?

6. Please describe this plan.

7. Has this plan been implemented? Does this plan actually drive action related to the program/initiative?
   -If yes, please elaborate.
   -If no, why not? What could be improved to help it drive program/*initiative's actions.*

8. Do partners regularly review and refine this plan to better support the program/initiative's goals?
   a. *If yes, please explain how.*

9. Do you believe a shift in cultural norms due to this plan has contributed to the success of the program/initiative? If yes, please explain. Is there any evidence to that?

a. *If yes, please explain what the evidence is.*

L. SYSTEMS CHANGE: ADVOCACY AND PUBLIC POLICY

Late Performance (1-9)

Introduction: Now we want to talk about advocacy and public policy.

[Advocacy and Public Policy: Program/initiative are involved in the advocacy of public policies.]
Example: tax on sugary drinks; local/federal food access programs; support for farmer's markets

1. Do partners/managers believe that public policy is aligned with the program/initiative's goals?

2. Do partners believe that public policy is helpful and necessary to achieve the program/initiative's goal?
    a. *If yes, please explain.*

3. Is there any plan to increase public involvement, media coverage, advocacy and/or public will in support of the goals of the program/initia*tive?*
    a. *If yes, continue to Question 6.*
    b. *If there is no plan, is there a commitment to create a plan?*

4. If yes, at what stage of this process are you now?

5. Please describe this plan.

6. Has this plan been implemented? Does this plan actually drive action related to the program/initiative?
    a. *If yes, please elaborate.*
    b. *If no, why not? What could be improved to help it drive initiative's actions.*

7. Are managers/partners and policy makers in communication to review and refine this policy plan to better support the program/initiative's goals? [Ex. A public policymaker provides guidance to initiative to adjust advocacy plan to better support their initiative]
    a. *If yes, please explain how.*

8. Do you believe changes in public policy due to this plan have been associated with the program/initiative's impact?
    a. *If yes, please explain. Is there any evidence to that? If yes, please explain what the evidence is*