# **Appendix A: Program Monitoring**

#### **HVSA LIA Monitoring Process Enhance Monitoring** Work with LIA to Explore Plan to Address Regularly Review Monitor Document Causes of Performance Indicators of Performance Performance Performance ISSUES (e.g. self-assessment, CQI, Nonperformance Indicators Concerns At least quarterly Start Early TA, Success Plan, other Includes Action Steps, tools) timeline, quarterly review Communicate Can be long-term Concerns to LIA simple email notice of performance concerns Perform Quality Review Communicate Deep dive could include program Improvement data, monitoring questionnaire, and Trio partners, to understand drivers of Resolution with LIA Low Performance is Resolved chronicity of performance challenges performance in nessare Includes site visit Develop a Performance Plan to Modify Terms of Monitor Address Organizational, Contract or Move to Performance Infrastructure, Program Drivers NonCompliance Status At least monthly, could Low Performance Continues - 12 Includes Action Steps, timeline, quarterly review DCYF Corrective Active Phase months or longer with no progress include site visits May be long-term approach and involve changes Renegotiated with LIA in contract terms

12/18/19

#### **Performance Review**

- Monthly/Quarterly Enrollment
- · Family Retention
- · Staffing
- Model Fidelity
- Deliverables Submission
- Responsiveness and Engagement

#### via

- · Monthly and Quarterly Reports
- Invoicing
- Data Submissions
- · Monthly/Quarterly Calls
- · Site Visits

#### Short Term Performance Concerns

- · Short term low enrollment
- Unexpected staff vacancy
- · Short term staff leave
- Invoicing Errors
- Fiscal finding
- Unresponsiveness/poor communication
- Late submission of deliverables/reports/data
- Incomplete program or administrative policies & procedures

### Exploration of Performance Concerns

- Enrollment and/or Staffing Trends
- Referral activities and patterns
- Environmental Scan
- · Simple administrative fix

**Long Term Performance** 

Concerns

· Short term performance

months or longer

model fidelity

findings

concern persisting for 12

Consistent problems with

· Long term staffing shortages

Major financial review

· Problem-solve issue

## Enhanced Monitoring Plan

- Identify Performance Goal
- Describe Interim-Process Indicators leading to Improvement
- Detail Action Steps with Timeline
- Review Progress at least quarterly
- Less formal, flexible approach developed at the discretion of the DCYF Contract Specialist
- Depending upon the drivers, the assessment and planning process may include model lead, CQI specialist, DOH data specialist, others
- May develop templates for specific common issues (e.g. TANF referrals, staff loss, staff leave)
- Approach can be long-term (e.g. staff transition) and include root causes and associated domains
- No formal contract action will take place other than documentation

### **Quality Review**

- Deeper assessment to include understanding of organizational and program drivers and other influencing domains
- · Utilize trend data
- Seek to understand the causes of the chronicity of the performance concerns
- Utilize a CQI Approach
- May include regular on-site visits
- The formal Quality Review will include regular meetings facilitated by the DCYF contract specialist and include model lead, CQI specialist, DOH data specialist, as well as the HV program manager and organization leadership
- Review will include examination of contract elements and performance trends
- Deep exploration of program, community and organizational context and drivers

### Develop a Performance Plan

- · More formal process
- May include complex and long-term elements including organizational and program performance milestones, policy and investment changes
- Identify Performance Goal(s)
- Describe Interim-Process Goals and Indicators leading to improvement
- Detail Action Steps and Timeline for each indicator
- · Review progress monthly
- The planning process will include model lead, CQI specialist, DOH data specialist, organization and program leaders
- Approach will likely be longtorm
- Formal contract documentation