

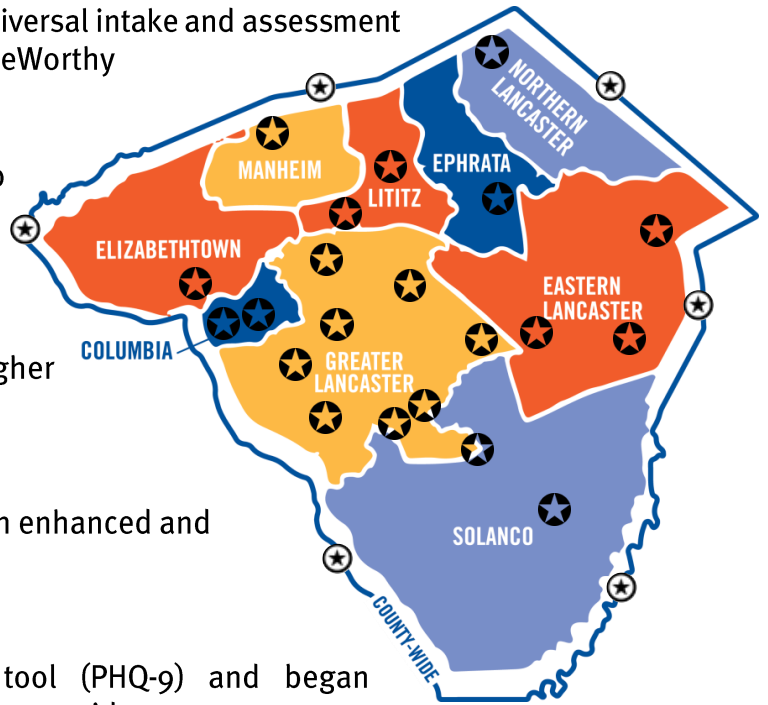
## EVALUATION TOOLS:

Working with external evaluator Franklin & Marshall College, Center for Opinion Research, United Way of Lancaster County (UWLC) developed a list of primary tools used to evaluate the United Way Collective Impact Initiative and the Community Impact Partnerships (CIP):

- **Logic Model:** a project planning and management tool for outcome measurement.
- **Collaborative Assessment Tool:** a pre and post survey conducted in October 2015 and April 2016 with all members of CIPs. Information was gathered from individual partners to evaluate the CIP's internal and external support based on four key elements of collective impact: common agenda, mutually reinforcing activities, continuous communication and backbone organization support.
- **After Action Report:** used during CIP meetings to ensure that learning was taking place and to support continuous improvement. This form included questions such as: *What was supposed to happen? What actually happened? What worked/didn't work?*
- **Dashboard:** displayed and rated the attributes that best define a successful, synergistic, and thriving partnership. Ratings were based on conversations among Community Impact Directors, the evaluation team, and CIP self-evaluation.
- **End of Year Reporting:** reports submitted to United Way's Collective Impact Committee for review and funding recommendations, including the accountability report (based on the Mountain of Accountability, Blandin Foundation), collaborative assessment tool, partnership story, and budgetary summary.
- **Community Indicators:** the evaluation team compiled county-level data on the major indicators related to the Bold Goals, such as 3<sup>rd</sup> grade PSSA math and reading scores, monthly homeowner costs, ratio of mental health care providers, educational attainment, etc.
- **Network Analysis:** The United Way Collective Impact initiative has been intentionally designed to connect the resources and expertise of diverse community organizations to more effectively address community problems as identified by the four bold goals. This requires the development of an efficient network structure that facilitates communication and cooperation between organizations, ultimately creating a more effective and efficient way to reach their shared goals.
  - United Way's Collective Impact process has significantly improved the connectivity of the community organizations within the network during its first year. A higher score indicates a more interconnected network (.087 in fall 2015 to .154 in spring 2016).
  - The average number of ties or connections to other organizations rose from 17.5 to 26.8 from fall to spring.
  - A network subgroup indicates the inter-relationships within the network, the higher the number the more fragmented the network. In the fall 2015, 22 subgroups were identified; by spring 2016, that was reduced to 8 network communities, indicating a stronger more cohesive partnership among organizations.

## COUNTY-WIDE SYSTEM LEVEL HIGHLIGHTS:

- Acquisition and beginning implementation of a universal intake and assessment software system for all social services called CaseWorthy
- The majority of CIPs leveraged UWLC funding to receive additional funding from other grants and sources to expand partnership services
- Many partnerships expanded connections to higher education and business organizations
- Strengthened community connections resulted in enhanced and streamlined resources, referrals, and assistance
- Adopted a universal depression screening tool (PHQ-9) and began implementing the tool in nearly 80% of healthcare providers
- Changed the statewide billing system to integrate behavioral health within healthcare clinics so patients can now access both services at the same location
- Developed referral and consent process used to connect families involved with Children & Youth with needed social services
- Implemented a pilot for individuals experiencing homelessness to receive rapid rehousing services
- Expanded connections among physical and behavioral health providers
- Provided health and wellness education (healthy lifestyle, nutrition and exercise)
- Created and streamlined a single joint funding application for organizations serving people experiencing homelessness



For more information, please see  
*“United Way of Lancaster County Collective Impact Initiative: Year One Report.”*