

Small Hands, Big Results



Making a Difference Systems Impact Report (November 2010)

"[F5SB] seems to be moving in a direction to working to build capacity of agencies and helping them find other income streams. I think that's critical. People are smoking less and less. But [F5SB's] legacy is the programs that they help to start and grow."
~ F5SB Stakeholder

What do we want to achieve?

First 5 San Bernardino (F5SB) wants to ensure that all families can easily access multiple services and resources through an integrated system and sustainable organizations and programs. Over the years, the Commission has become more strategic and more focused on building a sustainable foundation that supports positive long-term outcomes for children 0-5 and their families. This report summarizes key findings from stakeholder interviews and the annual Funded Partner Survey to provide a "big picture view" of First 5's progress and contribution to creating a system of care for young children.

Systems Objectives

- Systems support families
- Systems are results-based
- Community has access to services
- Families, providers and stakeholders collaborate on the well-being of child
- Systems sustain programs and services achieve desired results

How do we know we are making progress?

Each year, the Commission's independent evaluator, Harder+Company Community Research, uses feedback from key stakeholders and Funded Partners to explore the Commission's collective progress and achievements over time. In 2010, phone interviews were conducted with 13 key stakeholders who provided their perspectives about the Commission's work. The annual *Funded Partner Survey* is designed to obtain input from the agencies funded by F5SB on their system level activities. In 2010, the survey was sent to 75 funded partners and a total of 48 surveys were completed by 36 agencies. The majority of respondents were project directors/managers (44%) or agency directors/managers (28%). Most agencies were under the Health Care Access (24%) and Resource Center (20%) strategy areas. The largest percentages of respondents are agencies located in the West End (26%) or High Desert area (23%). Key highlights from the survey and interviews with stakeholders are presented below.

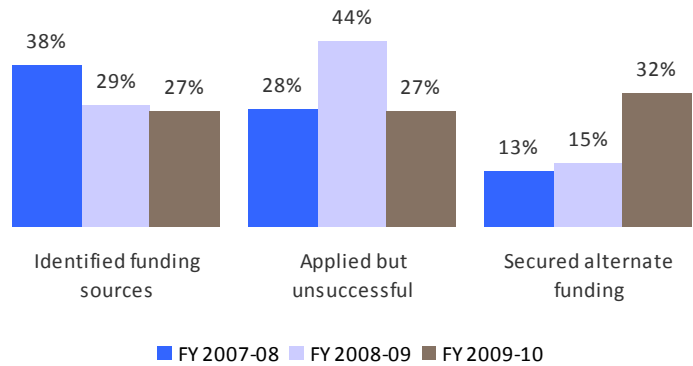
Are programs improving their capacity & sustainability?

- + **32%** of funded partners **have secured non-First 5 funding** that could support the program when their contract with F5SB ends, an increase from 15% in 2008-09 and 13% in 2007-08 (see Exhibit 1).

Making a Difference: Systems Impact Report

- + **52%** of funded partners reported that they were **successful in obtaining additional funding that complements** or supports their First 5 funded program or services.
- + **\$295,818** (n=13) is the average amount of funding obtained by the agencies (range from \$4,125 to \$1.6 million).
- + **39%** of new funding came from private foundations
- + **49%** of new funding came from local, state, and federal governments.
- + **27%** of funded partners have been unsuccessful at identifying alternative funding sources to First 5.
- + **16%** of funded partners have not started the process of searching for additional funding.

Exhibit 1. Additional Funding Sources



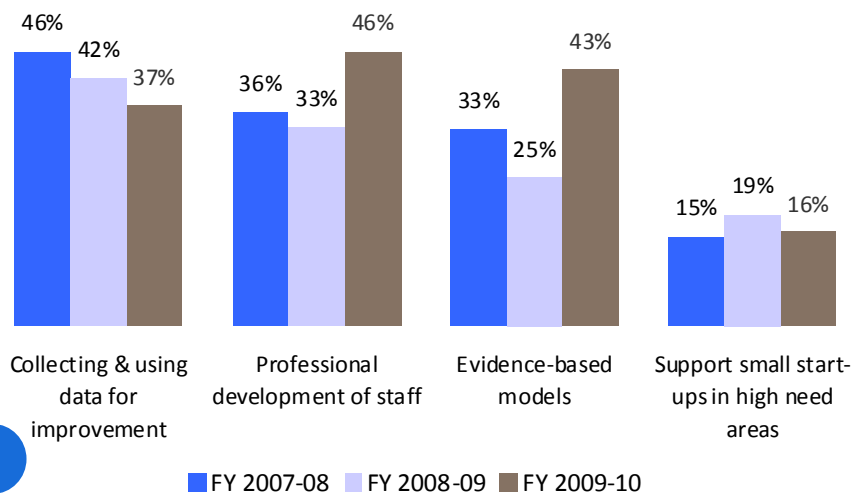
In what ways can F5SB help increase their organizational capacity?

Partner agencies would like to see an increase in training opportunities in a number of areas:

- + **46%** would like more **professional development** of staff members.
- + **43%** would like training in **evidence based practices**.
- + **37%** would like more training in collecting and using **data for program improvement**.
- + **25%** of funded partners stated that they need additional resources support **sustainability** efforts including to research and identify potential funders, partnerships, strategies, or other means of revenue to sustain their programs.



Exhibit 2. Training & Technical Assistance



How are Funded Partners connecting and collaborating?

To assess the relationship and collaboration among funded partners, every partner was asked to rate every other partner using the Levels of Collaboration Scale.¹ This scale identifies four levels of collaboration, which are (from lowest to highest): *No Interaction* (0), *Networking* (1), *Coordination* (2), and *Collaboration* (3).

The table below highlights the number and percent of interactions between First 5 Partner agencies. The majority (56%) are interacting at a “networking” level, with a smaller percentage (21% and 23% respectively) interacting at higher levels through sharing of information (“coordinating”) and sharing of ideas, resources, and decision-making (“collaboration”). This suggests that there may be opportunities to increase the level of interaction between Funded Partners at all levels. This in turn can help promote the sharing of strategies, best practices, and resources that support an integrated system of care for young children and their families.



Level of Connection	Percent of Interactions
Networking: Aware of each other but communicate rarely and make decisions independently	56%
Coordination: Share information, some defined roles, frequent communication, some share decisions	21%
Collaboration: Share ideas and resources, frequent communication, mutual trust, joint decision-making	23%
Total	100%

Why do some Funded Partners interact more than others?

While First 5 San Bernardino encourages collaboration, there are a numerous facilitators and barriers that affect the degree to which organizations interact with each other. The survey revealed various reasons why they might interact more or less with each other. Top **reasons why they had more interaction** included:



- Pre-existing relationships
- Same community and/or region served
- Complementary program objectives and/or target populations
- Provide services that complement the agencies services or need by the agency

Conversely, reasons for less interaction were no pre-existing relationship, geographic distance, no complementary objectives or target population, and limited staff capacity.

“F5SB is a great connector agency. With [F5] funding a lot of folks that would not normally tend to collaborate... F5 funding requires collaboration.”

-F5SB Stakeholder

¹Developed by Frey BB, Lohmeier JH, Lee SW, Tollefson N, and Johanning ML. (2004). Measuring change in collaboration among school safety partners. Retrieved August 12, 2008 from web.ku.edu/~spear/Documents/Measuring_Change_in_Collaboration_Among_School_Safety_Partners.pdf.

How do we use this data to continuously improve our efforts?

The Funded Partner Survey and stakeholder interviews reveal that First 5 San Bernardino continues to make important strides toward systems improvement by helping to build the capacity of partner organizations and



advocating for systems integration. This has been an ongoing process of building awareness and a strong foundation that supports positive outcomes for children 0-5 and their families. As one stakeholder noted “[F5SB is] raising the awareness that 0-5 is a key time for children. For a lot years, educators and health educators understood that and they are starting to get the general public to understand. I think their work has had cumulative effects. So every year more and more people understand it.”

Opportunities and Recommendations

Feedback from Funded Partners and community stakeholders revealed a variety of ways F5SB can continue to build on this foundation. These opportunities are highlighted below.

- **Support Training & Technical Assistance:** Partner agencies have continued to find value in the training and professional development opportunities offered by F5SB over the years. They specifically expressed interest in professional development, evidence-based models, sustainability, and how to use data for program improvement (see sidebar to learn more about the new Capacity Building Academy).
- **Promote Coordination & Collaboration:** The survey revealed that there was not a high level of interaction across First 5 funded programs. Most collaboration begins with networking and awareness about the resources, goals, and capabilities of other service providers. F5SB should continue to provide opportunities and venues for sharing information and strategies across Funded Partners.
- **Focused and Responsive Funding:** Given the economic environment, some stakeholders appreciated First 5 San Bernardino’s ability to respond to the challenging circumstances that many families and organizations are currently facing. They emphasized the need to be strategic and focused in funding while continually assessing the needs and changing circumstances throughout the County.

Making a Difference

The F5SB Capacity Building Academy

First 5 San Bernardino is committed to building regional capacity and working with providers to support their organizational effectiveness and impact in creating positive outcomes for very young children and their families. Through the First 5 San Bernardino Capacity Building Academy, the Commission seeks to support the development of strong, adaptive and sustainable organizations that serve the 0 to 5 population.

One of the central components of the Capacity Building Academy (CBA) is a structured curriculum-based training Sustainability Project that helps agencies assess their organizational capacity in a variety of areas including leadership, management, financial, and technical. Just launched in 2010, this program involves organizational teams that strategically plan how to build their organizational capacity to pursue and secure resources to address their agency’s long-term needs. Throughout the process, the teams identify not only critical financial needs, but also essential political, collaborative, and administrative resources required to achieve long-term sustainability.

