

November 26, 2018

Dear Early Learning Hub Leaders,

Thank you for your sharing comprehensive feedback this last year and a half since we initiated our first Early Learning Hub Monitoring process in 2017. You will find numerous changes made to this packet with the intention of both streamlining the process, and reducing any confusion in the field re: the purpose of certain questions or evaluation tools. We appreciate your continued partnership and remain committed to building a healthy culture of learning and improvement while also honoring the responsibility we have as managers of public funds.

The comprehensive document that follows represents an effort to compile all aspects of the monitoring process into one place.

It contains:

- Timeline for ELD's Monitoring and Evaluation Process with EL Hubs
- Overview of ELD's Monitoring and Evaluation Goals, Process, and Use of Findings
- The seven Indicators of Success that guide this process
- List of information that will be gathered as part of this review
- Template letter for you to customize in distributing the partner survey
- Requirements and guidance in determining partners to survey
- Text of the partner survey(s)
- Narrative Questionnaire
- Information about the site visit, initial and final assessment processes
- Quality Improvement planning process that will conclude this effort

There are several steps to the process as laid out. We've sought to clarify each step so you know what is being asked of whom and when. Also, we have color-coded the process for your convenience:

Blue = General information/instructions

Green = Documents to be submitted prior to site visit

Purple = Documents relevant during the site visit

Orange = Documents relevant following the site visit

Though revisions are largely complete, we encourage you to **submit any additional suggested revisions through Friday, November 23rd**. We hope you will see specific changes in response to the feedback we've received over this last 18 months. We tried to strike a balance between improving the process, and maintaining its integrity so that we can all effectively see changes over time. In particular, please let us know if any of the instructions are unclear to you or if you foresee unintended consequences from changes made that could adversely affect the work of your Hub.

Best,

The ELD Hub Team



Early Learning Hub Monitoring Process: 2019

**Early Learning Division
Instructions and Guidance for Monitoring Visit
Process: Reviewing the 2017-2019 Bi-ennium**

Contact: Sue Parrish (sue.parrish@state.or.us) or Denise Swanson (denise.swanson@state.or.us) with any questions or comments regarding this document.



Early Learning Hub Monitoring Process: 2019

Timeline

Date	Item
November 14, 2018	Close to final package released for final comment
November 23, 2018; by noon	Deadline for final comments
November 27	Final details for monitoring and evaluation process released
November 29, 2018	Partner lists submitted to ELD
November 29, 2018	Partner Survey and Partner Letter Released to EL Hubs for customization and distribution.
November 29 – December 5, 2018	Partner Surveys distributed
January 10, 2019	All Partner Surveys received by ELD.
January 14, 2019	Deadline for EL Hub to submit written answers to the narrative questions
January 14, 2019	Deadline for document submission for review
Variable/Prior to visit	Document review completed for EL Hubs prior to site-visits. Rubric filled out by both the Hub and ELD Reviewers.
January 14 – May 12, 2019	Site visits conducted
Variable – up to four weeks following scheduled site visits	Deadline for submission of Continuous Quality Improvement Plans.
June 1, 2017	Deadline for submission of final site visit’s Continuous Quality Improvement Plans.
June 27, 2019	Presentation of findings to ELC
August 2019	Debrief and review of this monitoring process and EL Hub input to ELD, EL Hubs and ELC.



General Information about the Monitoring Process

Early Learning Hub Monitoring Process: 2019

What are the goals of ELD’s monitoring and evaluation process with EL Hubs?

The ELD seeks to meet three distinct goals. First, there is an accountability review that must be completed to ensure each Hub is carrying out its essential functions - including the requirements of its role as a steward of state dollars allocated to regional communities.

A second goal is to determine the degree each EL Hub is meeting the indicators of success (see p. 4) and making progress toward the three shared goals of the Early Learning Division and Early Learning Hub system. The aim of these indicators is to determine if Hubs are engaging in successful system-building and the regional collaboration they’re legislatively designated to implement.

The third and final goal is that the monitoring process offers a constructive method of Hub self-assessment that supports Hub learning, growth, and self-guided continuous improvement.

Who and how will the information collected be used?

The information collected and the findings of the process are intended to be useable and helpful to the Hub itself and its partners. The information gathered will be used by the Early Learning Division to: 1) Guide policy, 2) Ensure that investments in Early Learning Hubs are effectively making progress toward the three main goals of the Early Learning System, 3) Effectively tailor technical assistance for Hubs, and 4) Facilitate internal alignment of operations and systems. The Early Learning Council (ELC) will receive summaries and recommendations from the process, and any other information as requested.

Assessment and Ratings explained

A number of inputs and “pieces of evidence” are being gathered to support the monitoring and evaluation process, including partner surveys, ELD Program team (particularly KPI, Preschool Promise and FCCN) observations, Hub leaders’ responses to narrative questions, and a number of essential documents. All of these inputs inform an initial and final assessment of Early Learning Hub effectiveness and development. A quantitative score and qualitative comments will be generated independently by ELD Reviewers and Hub Leaders and discussed during the site visit. The assessment is organized around the seven Indicators of Success (p. 4) and utilizes the following scoring method:

Score	Rating	Meaning
4	Practicing and Achieving	Demonstrates consistent actions, practices, and processes that show evidence of contributing to impact on children and community being served.
3	Developing	Shows evidence and information that suggests processes and productivity that will have long-term benefit to children and community being served.
2	Requires Attention	Evidence and information suggest there is not a shared understanding of early learning hub requirements, theories of change, priorities, and processes.
1	Requires Intervention	Evidence and information require additional action be taken.



Indicators of Hub Success

Early Learning Hubs are collaborative, cross-sector entities in their communities, working in partnership with the Early Learning Division to increase the number of children from vulnerable populations in their region who live in stable and attached families, and enter kindergarten ready to succeed.

Indicators of their success include the following:

1. Hub governance bodies are multi-sector collaborations actively stewarding systems alignment across sectors and building a shared regional understanding and commitment to a common vision for young children and families.
2. Hub - with its partners - aggregates, interprets and effectively communicates regional data to identify their priority populations and direct investments to address disparities in access, quality and overall success of those populations.
3. The voice of the families and communities from priority populations are reflected, in a culturally responsive manner, in the Hub's strategies, workplan and investments.
4. Hub stakeholders and partners are implementing shared strategies and leveraging shared community resources toward the collective vision and outcomes identified through Hub's planning activities.
5. Hub stakeholders and partners address identified barriers, tailor creative solutions, and coalesce around regional opportunities through participation in their Hub.
6. Hub uses qualitative and quantitative data analysis along with feedback from community and family engagement as part of their continuous evaluation process for hub activities, including making adjustments and adaptations.
7. Hub demonstrates it meets contractual obligations as outlined in the contract with the ELD.



Information and Evidence Gathered for Review

What information and evidence will be reviewed?

The ELD Reviewers will collate all documents they already have to minimize duplication for each Hub. A shared digital folder will be created for each Hub for electronic document sharing.

The reviewers will be utilizing Hub strategic plans, workplans, quarterly reports, and submitted equity documentation as part of this review. A Hub may be asked to submit any of the following documents not currently on file.

You may also be asked to submit:

Document Name	What Reviewers Will Look For
Hub Governance	<ul style="list-style-type: none"> • Copies of approved minutes of the governing board meetings and all related governing bodies (parent council, operations committee, etc.), highlighting references to significant decisions (strategic, allocation) related to the work of the hub (chronologically arranged) • Governance by-laws or charter • Membership rosters
MOU's, DOCs, Interagency Agreements	<ul style="list-style-type: none"> • Copies of all Memoranda of Understanding, Declarations of Cooperation and interagency agreements.
Any RFPs (or other selection processes) for investment of ELD funds	<ul style="list-style-type: none"> • Copies of all RFPs (or other documents) hub used to solicit requests for hub dollars • Copies of actual subcontracts • Rubrics or scoring sheets showing criteria used to award hub dollars
Subcontracts	<ul style="list-style-type: none"> • Copies of subcontracts • Copies of invoices and receipts for a specific subcontract.
Hub Budget and/or other financial documentation	<ul style="list-style-type: none"> • Copies of Hub budget including expenditures by funding stream. • Copy of last audited financials.

Note: You will be given a link to a DropBox folder. Please drop any documents requested in this process into that folder.



Template Partner Invitation Letter for Early Learning Hub

Dear [PARTNER]:

Our Early Learning Hub is engaged in a comprehensive monitoring and evaluation process being conducted by the State of Oregon's Early Learning Division. A key aspect of this process is getting the input of our partners and Governance Members. Your feedback is essential to reviewing the strengths and areas of growth for [Name of Early Learning Hub]. It will take 10-20 minutes to complete.

You will be offered the option to provide your contact information, or be anonymous, as you complete the survey. If you provide your contact information we will be able to utilize the information gathered for our continuous improvement, and we would welcome that. If you feel that you need anonymity to complete the survey, we encourage you to use that option as well.

Two staff from each of our partners have been selected to fill out this survey as it is our desire to get feedback from both organizational decision-makers and staff working directly on Hub-related or supported activities for a multi-layer view of our work in the community.

Along with the Early Learning Division, we will use the data gathered to determine how we can continue to build and improve partnerships that help us reach our collective goals. Please use the link provided below to access the survey. ***We need to receive your survey by January 10th, 2019*** for inclusion in our monitoring process.

Survey Link:

If you have any questions about this survey, please do not hesitate to contact me at [YOUR CONTACT INFORMATION HERE] or Sue Parrish at the Early Learning Division at sue.parrish@state.or.us.

Thank you for your time,

[EL HUB LEADER]



Functions of Partner Survey

The ELD appreciates both the role you play in your region, and your willingness to help engage your partners in the survey. By rigorously seeking feedback, the ELD and everyone involved in the Hub can be assured that we are together continuously holding ourselves accountable to excellence and are in a process of continuous quality improvement. Communities are being actively engaged with hubs and the ELD to build a dynamic and strong system.

The Partner Survey serves numerous functions. Most of them are in service to building a strong, statewide system. We hope you also find the results of the Partner Survey useful to your Hub's continuous quality improvement efforts. The Partner Survey provides the following:

1. It provides a vehicle for each partner involved or affected by the Hub, as a community stakeholder, to give input into what they're experiencing and would like to see in the future regarding their Hub. These community voices are aggregated into one picture in the Partner Survey Summary, providing a more complete picture of a community's experience of a Hub.
2. It enables the state to both account for the use of public dollars, and identify areas where the ELD, ELC or other state-level entity can support the success of the Hubs or the larger early learning system.
3. It provides the Hub with community feedback, and constructive areas to focus over the next bi-ennium.
4. It documents the evolution of a Hub's regional partnerships over time by providing feedback every two years over a series of bi-enniums.



Requirements and Guidance for Partner Selection

Requirements and Guidance:

This guidance is intended to clarify how to identify and communicate with the Early Learning Hub partners who will be completing the survey as part of your Hub's monitoring process. Below please find a list of mandatory partners to survey, as well as some additional space for you to add partners whom you would like surveyed as well.

Directions for selecting partners:

1. When listing your mandatory partners, you must include ALL of the organizations/entities within that type of partner. For example, you need to include all the school districts, Department of Human Services (DHS) offices, Coordinated Care Organizations (CCOs)... in your region – regardless of whether you actively collaborate with them or not.
2. In the third column of this form, you're asked to identify what kind of collaboration you practice with each partner (if there are numerous programs and it's different by program, please feel free to identify by program). We encourage you to compare their responses to this same question. The types of collaboration are described below the partner list – please choose one or more of these in your response.
3. Please ***submit your list of partners to Sue and Denise by November 29, 2018.***
4. ***When sending your survey invitations to your partners, please cc Denise or Sue (whoever is your main contact)*** so we are a part of the communication. Note that we won't contribute to email conversations so that you continue to be the holder and manager of communications with your Hub partners.



List of Partners to be surveyed
 (Please submit this to both Hub Managers by November 29, 2018)

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1. List of required partners:

Note that each survey respondent will choose one of the following three identifiers after reading these definitions at the beginning of the survey.

Direct Service/Field Staff – You primarily implement activities to benefit young children and families.

Organizational Decision Maker – You have significant authority regarding shared investments or strategic partnerships with the Early Learning Hub.

Outreach and/or Community Engagement – You primarily engage or communicate with your community about activities that benefit young children and families..

Other: You are engaged with the Early Learning Hub in another way that is not reflected above (ex – Community Volunteer).

Partner	Name of Organization and <u>two contacts</u> – one a decision-maker and one either field or outreach staff (as defined above) – who will be invited to complete survey	**Please identify the type of collaboration you have with this partner (ex – Cooperate)	Date survey sent
*Governance Council (If they're also a Community Partner (ex – Head Start), they'll need to designate someone else from their org/entity to also complete the survey as a Community Partner, or complete it twice).	(Pls include everyone on Governance Council)		
*Sub-contractors (please list below or share same info on separate sheet)			
Relief Nursery -			
Head Start -			
Healthy Families OR -			
Other Home Visiting Program-			
CCR & R -			
DHS –			
**K-12 (School Districts; see note below) -			
ESD(s) -			
EI/ECSE			
*CCOs and other health partners			
Public Health (one per county)			
Any of nine sovereign tribes in Oregon			
Business partners			



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*For your Governance Council, school districts, sub-contractors (or any other type of partner with multiple organizations/entities), feel free to use this table and add rows, or submit a separate list of members/sub-contractors, including names of people being surveyed, type of collaboration you engage in, and date survey sent. Note that the “two contacts in each organization may not apply to each partner. This is noted in each case.

** See chart on bottom of this page for kinds of collaboration – identify one or more types of collaborative activity you engage in for each partner organization/entity listed

2. List of additional partners you’d like to survey (ex – Community Action Agency, Regional Achievement Collaborative, early learning providers, etc):

Partner	Name of Organization and two contacts – one a decision-maker and one field staff – who will be invited to complete survey	**Please identify the type of collaboration you have with this partner (ex – Cooperate)	Date survey sent
Parent Council (if you have one – feel free to include all members; decision-maker/field staff is N/A here)			
Advisory Groups (if you have them – feel free to include all members; decision-maker/field staff is N/A here)			
Other partners, such as county or municipal partners?			
Any KPI Partners?			
And anyone else you’d like to include who participates in your Hub.			

Kinds of Collaboration: Please use this chart to identify the kind(s) of collaborative activity you engage in with each partner.

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention	No systemic connection between efforts	Inter-organizational sharing and networking happens	As needed, often, informal, on discrete projects and activities	Systemically adjusting and aligning work with each other for greater outcomes	Longer term interactions happening based on shared mission, goals, shared decision-making, and resources	Fully integrated programs, planning, and funding



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EL Hub Partner Survey

Note: This is the text of the surveys. You will be sent an electronic link to send to partners.

Note: There are three survey versions contained in this section – one for Community Partners, one for Governance Members, and one for Parents.

Community Partner Survey

Introductory note: This will show up as they open the survey online.

Dear Early Learning Hub Community Partner,

Thank you for completing the Early Learning Hub Partnership Survey! We so appreciate you taking the time to offer your insights and experiences about the community systems and activity developing around early childhood in your region. As a regional systems facilitator, Hubs provide a crucial link for us, working to identify regional priorities, cultivate opportunities for collaboration, and utilize state investments in a way that works for your region. We hope to see that, over a period of years, both the regions and state are continuing to work better together on behalf of young children and families. This survey information enables the Early Learning Division to be better partners, informing future technical assistance, monitoring, investments, etc.

Thank you for focusing available early learning activities and investments where they're needed most in your communities from year to year. We realize this means that not all of you are implementing activities directly with the Hub at any given time. We appreciate you filling out the survey, regardless, and sharing how you participate in community conversations, collaborative activities, and/or early learning investments.

Lastly, this survey goes out to a broad group of constituents, with various relationships with the Hub so there may be a question or two where you're not quite sure of the best fit or answer for you. We encourage you to make your best approximation if that's the case. And, if it really doesn't apply at all, feel free to skip the question and go on to the next one.

Please feel free to be in touch with Denise Swanson (denise.swanson@state.or.us) or Sue Parrish (sue.parrish@state.or.us) with any questions about the monitoring process.

Best,

The Early Learning Division Hub Team



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Survey Questions

1. What Early Learning Hub are you completing this partner survey for? (only one Hub per survey) – *[item will be in alphabetical order via a drop down menu]*

- Early Learning Multnomah (Multnomah County)
- Clackamas Early Learning Hub (Clackamas County)
- Early Learning Washington County-ELWC (Washington County)
- Four Rivers Early Learning Hub (Hood River, Wasco, Sherman, Wheeler, Gilliam Counties)
- Northwest Early Learning Council (Tillamook, Clatsop and Columbia Counties)
- Lane Early Learning Hub (Lane County)
- South Central Oregon Early Learning Hub (Lake, Klamath and Douglas Counties)
- Marion & Polk Early Learning Hub, Inc. (Marion and Polk Counties)
- Yamhill Early Learning Hub (Yamhill County)
- Linn Benton Lincoln Early Learning Hub (Linn, Benton and Lincoln Counties)
- Central Oregon Early Learning Hub (Jefferson, Crook and Deschutes Counties)
- Southern Oregon Early Learning Services (Josephine and Jackson Counties)
- Eastern Oregon Hub (Wallowa, Baker and Malheur Counties)
- Blue Mountain Early Learning Hub (Umatilla and Union Counties)
- Frontier Oregon Services Hub (Grant and Harney Counties)
- South Coast Regional Early Learning (Coos and Curry Counties)

2. Please indicate whether you a member of one of the nine sovereign tribal governments or other tribal entity.

- I'm a member of one of the nine sovereign tribal governments
- I'm a member of a tribal entity (NOT one of the nine sovereign tribal governments)
- Neither of the above

3. What sector best describes the perspective of your organization:

- K-12: Education Service District (ESD)
- K-12: School District
- K-12 Elementary School
- Health: Coordinated Care Organization (CCO)
- Health: Public Health
- Health: Oregon Health Authority (OHA)
- Health: Mental Health Agency or Organization
- Business and/or Industry: Provider
- Business and/or Industry: Community Based Organization (CBO)
- Business and/or Industry: Business



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- Business and/or Industry: Consultant
- Social or Human Services: Department of Human Services (DHS)
- Social or Human Services: Community Based Organization (CBO)
- Social or Human Services: Community Action Agency
- Community: Parent
- Community: Volunteer
- Early Learning: Head Start or Oregon Pre-Kindergarten (OPK)
- Early Learning: Child Care Resource and Referral (CCR&R)
- Early Learning: Healthy Families Oregon (HFO)
- Early Learning: Relief Nursery
- Early Learning: Other Home Visiting Organization

Comment Box: Other (Please specify)

5. What is your role in your organization/agency? Select from: *(Definitions from page 9 will be included in this question)*

- Direct Service/Field Staff
- Organizational Decision Maker
- Outreach and/or Community Engagement
- Other: Text entry

6. What is your current financial relationship with the Hub? (pick all that apply)

- Our organization/agency directly invests in Hub-led activities or initiatives.
- Our organization/agency offers in-kind resources to the Hub.
- Our organization/agency receives funds from the Hub.
- Our organization/agency is supported by the Hub with in-kind resources.
- Our organization/agency expects to receive funds from the Hub in the future.
- Our organization/agency has no financial relationship with the Hub.
- N/A – I do not represent an organization or agency.

7. Optional Sharing of Contact Information: This is an anonymous and confidential survey. However, if you'd like to leave your name so that the ELD or your Hub may follow up with you, please enter it here.

- Full Names: Text entry for maximum input - equity
- Best email:

8. In a few sentences, please describe the nature of your organization's partnership with your Hub.

- Text entry - limit to 100 words



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9. What do you most want the Hub you partner with to know about your experience collaborating with them?

- Open Text Item - limit to 250 words

10. Please rate the degree to which your Early Learning Hub is currently progressing toward the goal of children in your region arriving at kindergarten ready to succeed.

- No progress (1)
- Early indicators of progress exist (2)
- Satisfactory progress (3)
- Indicators suggest significant progress (4)
- Unsure (5)
- I don't know what this means (6)
- Comments and Evidence: Text entry

11. Please rate the degree to which the work of your Hub is contributing to families in your region being healthy, stable, and attached.

- No progress (1)
- Early indicators of progress exist (2)
- Satisfactory progress (3)
- Indicators suggest significant progress (4)
- Unsure (5)
- I don't know what this means (6)
- Comments and Evidence: Text entry

12. Please rate the degree to which the work of your Hub is contributing to your region's Early Learning System being coordinated, aligned, and family-centered.

- No progress (1)
- Early indicators of progress exist (2)
- Satisfactory progress (3)
- Indicators suggest significant progress (4)
- Unsure (5)
- I don't know what this means (6)
- Comments and Evidence: Text entry

13. Please rate the following statements (4 item scaled matrix from Strongly Disagree to Strongly Agree, with N/A option):

- The mission of our Early Learning Hub is clear to me.
- The Hub's decision-making process, and my role in it, are clear to me.
- The partners involved in our Hub mutually support each other toward common outcomes.



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- As community barriers arise, I take them to our Hub as a community resource for systems alignment and problem-solving.
- As community opportunities arise, I take them to our Hub as a resource for nurturing collaborative community efforts.
- I invest resources (in-kind or financial) in shared activities or goals with my Hub.
- Comment Box_ Please describe
- The Hub’s success in implementing its strategies will improve the success of my work.
- The way our Hub is organized provides appropriate opportunities for sharing amongst partners.
- Parents and families’ voices are heard and affect my EL hub’s strategies and decision-making.
- My Hub is raising awareness about racial equity in our region.
- My Hub raises awareness about early childhood and early learning in our region.
- Our Hub’s leadership fosters regional collaboration.

14. Please mark within the grid the description you think best states the kind of partnership and collaboration you think you have with (or because of) your Early Learning Hub?

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention	No systemic connection between efforts	Inter-organizational sharing and networking happens	As needed, often, informal, on discrete projects and activities	Systemically adjusting and aligning work with each other for greater outcomes	Longer term interactions happening based on shared mission, goals, shared decision-making, and resources	Fully integrated programs, planning, and funding

Open Ended Questions (150 word limit for each item)

1. Please describe your sense of your Hub’s community engagement process, and how it has begun to address disparities in your region?
2. Does your Hub have all relevant early learning and system partners at the table? Who is missing? If there are partners missing- what needs to happen to engage them?
3. What changes, lessons, or reactions have happened as a result of your Hub’s efforts?
4. What supports does your Hub need from internal staff, community partners, or the Early Learning Division (ELD) that will help move the Hub to the next phase in its development?



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Early Learning Hub Partner Survey – Hub Governance Members

Introductory note at beginning of survey:

Dear Hub Governance Council Member,

Thank you for completing the Early Learning Hub Partnership Survey! We so appreciate you taking the time to offer your insights about the community systems and activity developing around early childhood in your region. As a regional systems facilitator, each Hub provides a crucial link to the statewide early learning system. They identify regional priorities, cultivate collaboration, and utilize state investments to best meet the needs of your region. We hope to see that, over a period of years, both the regions and state are continuing to work better together on behalf of young children and families. This survey information enables the Early Learning Division to be better partners, informing future technical assistance, monitoring, investments, etc.

We hope you find the results of this survey valuable as well as you continue to strengthen partnerships and align services and activities. We appreciate the leadership you provide to your Hub on behalf of young children and families in your region.

We ask that you fill out the following survey from the perspective of a Governance Member, and not from any other professional or leadership role you may play in the region.

Please feel free to be in touch with Denise Swanson (denise.swanson@state.or.us) or Sue Parrish (sue.parrish@state.or.us) with any questions about the monitoring process.

Best,

The Early Learning Division Hub Team

1. What Early Learning Hub are you completing this partner survey for? (only one Early Learning Hub per survey) – [item will be in alphabetical order via a drop down menu]

- Early Learning Multnomah
- Clackamas Early Learning Hub
- Early Learning Washington County-ELWC
- Four Rivers Early Learning Hub
- Northwest Early Learning Council
- Lane Early Learning Hub
- South Central Oregon Early Learning Hub
- Marion & Polk Early Learning Hub, Inc.
- Yamhill Early Learning Hub
- Linn Benton Lincoln Early Learning Hub



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- Central Oregon Early Learning Hub
- Southern Oregon Early Learning Services
- Eastern Oregon Hub
- Blue Mountain Early Learning Hub
- Frontier Oregon Services Hub
- South Coast Regional Early Learning

2. Please indicate whether you are a member of one of the nine sovereign tribal governments or other tribal entity.

- I'm a member of one of the nine sovereign tribal governments
- I'm a member of a tribal entity (NOT one of the nine sovereign tribal governments)
- Neither of the above

3. Optional Sharing of Contact Information: This is an anonymous and confidential survey. However, if you'd like to leave your name so that the ELD or your EL Hub may follow up with you, please enter it here.

- Full Names: Text entry for maximum input - equity
- Best email:

4. What sector do you represent on your Governance Council (please mark all that apply)?

- K-12
- Health
- Business &/or Industry
- Social or Human Services
- Early Learning

5. Please rate the degree to which your Hub is currently progressing toward the goal of children in your region arriving at kindergarten ready to succeed.

- No progress (1)
- Early indicators of progress exist (2)
- Satisfactory progress (3)
- Indicators suggest significant progress (4)
- Unsure (5)
- Comments and Evidence: Text entry

6. Please rate the degree to which the work of your Hub is contributing to families in your region being healthy, stable, and attached.

- No progress (1)
- Early indicators of progress exist (2)



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- Satisfactory progress (3)
- Indicators suggest significant progress (4)
- Unsure (5)
- Comments and Evidence: Text entry

7. Please rate the degree to which the work of your Hub is contributing to your region's Early Learning System being coordinated, aligned, and family-centered.

- No progress (1)
- Early indicators of progress exist (2)
- Satisfactory progress (3)
- Indicators suggest significant progress (4)
- Unsure (5)
- Comments and Evidence: Text entry



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8. Please rate the following statements (4 item scaled matrix from Strongly Disagree to Strongly Agree, with N/A option):

- The mission of our Early Learning Hub is clear to me.
- The Hub's decision-making process, and my role in it, are clear to me.
- I have influence over decision-making within the Hub.
- K-12, human services, health care, and early learning partners all participate in the governance of my Hub.
- I am able to make productive contributions to our Hub.
- The partners involved in our Hub mutually support each other toward common outcomes.
- As community barriers arise, I take them to our Hub as a community resource for systems alignment and problem-solving.
- As community opportunities arise, I take them to our Hub as a resource for nurturing collaborative community efforts.
- I invest resources (in-kind or financial) in shared activities or goals with my Hub.
- Comment Box_ Please describe
- Our Hub's success in implementing its strategies will improve the success of my work.
- The way our Hub is organized provides appropriate opportunities for sharing amongst partners.
- Parents and families' voices are heard and affect my Hub's strategies and decision-making.
- My Hub utilizes the data available to them to develop strategies and guide their decisions.
- My Hub invests in priority populations (the children you've identified as furthest from opportunity in your region).
- My Hub is raising awareness about racial equity in our region.
- My Hub raises awareness about early childhood and early learning in our region.
- Our Hub's leadership fosters regional collaboration.

Open Ended Questions (150 word limit for each item)

1. Please describe your sense of the Early Learning Hub's community engagement process and how it has begun to address disparities in your region?
2. Does your Hub have all relevant early learning and system partners at the table? Who is missing? If there are partners missing- what needs to happen to engage them?
3. What changes, lessons, or reactions have happened as a result of your Hub's efforts?
4. What supports does your Hub need from internal staff, community partners, or the Early Learning Division (ELD) that will help move the Hub to the next phase in its development?



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5. How do your Council members manage any potential conflicts of interest you may have in the multiple roles you play in your community? What policies are in place, and what do Council members practice to delineate these roles?

[Early Learning Hub Partner Survey – Parents](#)

Introduction before the survey questions –

Thank you for offering this valuable information about your Early Learning Hub to the Early Learning Division of the State of Oregon! This information helps us understand how to better support young children and families all around the state. It also provides your Early Learning Hub with important feedback about how their work meets the needs of young children and families in your community.

Please feel free to contact Sue Parrish (sue.parrish@state.or.us) with any questions about this survey.

Best,

The Early Learning Division Hub Team

Survey Questions

1. What is the name of your Early Learning Hub? (only one Hub per survey) – *[item will be in alphabetical order via a drop down menu]*

- Early Learning Multnomah
- Clackamas Early Learning Hub
- Early Learning Washington County-ELWC
- Four Rivers Early Learning Hub
- Northwest Early Learning Council
- Lane Early Learning Hub
- South Central Oregon Early Learning Hub
- Marion & Polk Early Learning Hub, Inc.
- Yamhill Early Learning Hub
- Linn Benton Lincoln Early Learning Hub
- Central Oregon Early Learning Hub
- Southern Oregon Early Learning Services
- Eastern Oregon Hub
- Blue Mountain Early Learning Hub
- Frontier Oregon Services Hub
- South Coast Regional Early Learning

2. Do you participate in the governance of your Early Learning Hub (on a Governance or Parent Advisory Council)?



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Yes

No

If no, please describe how you participate in your Hub.

3. **Optional Sharing of Contact Information:** This is an anonymous and confidential survey. If you choose to share your contact information, we could potentially follow up with you for additional information.

- Full Names: Text entry for maximum input - equity
- Best email:
- Or, if phone/text is better, please provide your phone number:

4. (or 8. In the other surveys...) Please rate the following statements (4 item scaled matrix from Strongly Disagree to Strongly Agree, or I don't know).

- I know how I help my Early Learning Hub make decisions.
- My voice and experience as a parent is important to my Early Learning Hub.
- My voice and experience as a parent influences how my Early Learning Hub serves my community.
- I see how my Early Learning Hub is helping improve the lives of children and families in my community.
- My Early Learning Hub raises awareness about honoring every child's culture and needs.
- My Early Learning Hub raises awareness about early childhood and early learning.

Add Comment Box - If you have something more you'd like to say about any of these statements, please say it here.

Additional optional questions – If you have anything to share regarding the following questions, please do so here.

1. Feel free to share a story or experience that shows how the Early Learning Hub has made a difference for children and families in your community.
2. What challenges have you encountered while participating in your Early Learning Hub? How did you and the other members of your Hub work to address them?
3. Anything else you'd like to share about your experience participating with the Early Learning Hub?



Developmental Phases of Collaborative Work

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In the 2015-2017 monitoring process, this document was utilized to determine the phase of a Hub’s development. At that time, some Hubs were just a year old while others had had three-plus years to establish their structure and processes. It was important not to evaluate a Hub by how nascent or established it was, but rather how effectively it was working with its partners toward the Early Learning System’s three goals. In the process of utilizing the tool, Hubs and the ELD learned two things:

1. The phase of development in which a Hub is currently functioning differs across the various aspects of its work (data, governance, collaboration with a certain sector, etc).
2. A Hub’s work is cyclical – after Phase 4 starts the next step, which is often Phase 1 again.

In the current bi-ennium, Hubs have their basic processes established and are deeper into “the work” itself. The way this tool is used this time reflects that progression. When filling out the rubric (pp. 24-26) prior to the visit, please utilize this tool to identify in what phase of development each of the seven indicators of success (p. 4) is currently progressing through. Once that is identified, rank how well your Hub is progressing through that phase. ELD staff will do the same prior to the visit. The phases and rankings will provide a framework at your site visit to differentiate between the natural phases of cross-sector collaboration, and how well your Hub is progressing through that phase.

Phases of Hub Development

Components	Formation (Phase 1)	Stabilization (Phase 2)	Routinization (Phase 3)	Extension (Phase 4)
Collaborative Development	Focus is on getting participants together, agreeing on a common goal, building relationship, trust, and norms.	Participants working to gain legitimacy for their efforts and nurturing skills to sustain collaboration.	Cooperation is the norm and participants develop rules and guidelines for continued cooperation.	Extension: The collaborative effort is seen and is a viable operation.
Governance and Infrastructure	Convene community stakeholders.	Identify champions & form cross-sector group.	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Capacity	Hold dialogue about issues, community context, and available resources	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support strategic implementation
Community involvement	Facilitate community outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and improvement	Determine if there is consensus/ urgency to move forward	Analyze baseline data to ID key issues and gaps	Establish shared metrics (indicators and approach)	Collect, track, and report progress. Learn from and use findings to improve.
Capacity for Joint Action	Understanding collaboration dynamics & capacity needed to act	Beginning to actively develop trust, resources, and shared leadership	Actively advancing resource, leadership, and knowledge development	Possess resources, knowledge, leadership, trust, and commitment

Note: ¹ The chart was developed by integrating the stages of collective impact with frameworks from Kirk Emerson (2016) and Mandell and Keast (2008).



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Narrative Questions

The following questions are provided in advance to each Early Learning Hub. Written responses are due to the ELD by January 14th, 2019. The information gathered should be treated as an input into the assessment process alongside additional documents, partner surveys, etc. The responses themselves are not scored or evaluated directly.

Directions: Please cite specific examples as often as possible. Limit total narrative responses to five pages single-spaced using 1 inch-margins and 12 point standard font.

1. *In reflecting on your work in the last two years, describe what you have accomplished as an Early Learning Hub, including successes you've experienced and challenges you've faced. Please share a story that reflects the work of your Hub.*
2. *Discuss the relationship between your Hub as an organization, a set of partners, and a funder of children and families in your community? How do you approach this? What does success look like?*
3. *What are the critical roles your Hub provides in your particular region? How are you accomplishing it, and what challenges are you encountering?*
4. *What support from the ELD or ELC would help your Hub be even more successful?*



Site Visit Protocol

Protocol:

- 1. Introductions and overview of the goals of the monitoring and evaluation process, including review of this protocol.**
- 2. Discuss qualitative evidence, such as narrative questions, partner survey, etc.:** Reviewers and Hub leaders will review all material (or evidence) prior to site visit, as well as fill out the rubric (pp. 24-26). These pieces of evidence will be discussed with both Hub staff and the Governance body for the Hub.
- 3. Complete the Document Review and any related Q&A:** Using the document list provided on page 5, reviewers will ask questions and engage with the artifacts gathered. The documents themselves will not be scored but used to inform the ratings to follow on the Rubric.
- 4. Move through the Rubric:** Hub Leaders and Reviewers will each fill out the rubric (pp. 24-26) prior to the visit. During the visit, they will work through the assessment one indicator at a time, each identifying both the phase of development, and a ranking indicating how well they're moving through that phase. Note that a phase is not required for the seventh indicator; a ranking will suffice.
- 5. Share Rubric Scores and Document Key Comments:** Hub Leaders and Reviewers discuss areas of strength, and areas ripe for growth, as well as an overall evaluation of how the Hub is progressing. Key comments are documented in the space provided.
- 6. Discuss the timeline and process for completing the Overall Summary of Findings** (which the ELD Hub Team will send to you after the visit) **and Continuous Quality Improvement Plan** (pp.27-29 – to be submitted by each Hub at the end of this process).



Assessment Rubric

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Note:

*See page 3 for full description of Rating Scale, which is as follows – 4 =Practicing and Achieving; 3 = Developing; 2 = Requires Attention; and 1 = Requires Intervention.

**See page 21 for full description of Developmental Phases of Collaborative Work, which are as follows – Formation, Stabilization, Routinization, Extension.

Indicators of Success	Hub Rating	Reviewers Rating
<p>1. Hub governance bodies are multi-sector collaborations actively stewarding systems alignment across sectors and building a shared regional understanding and commitment to a common vision for young children and families.</p>	<p><i>*(Pls Circle one)</i> 1 2 3 4 <i>** (Please write phase)</i> Phase of Dev't:</p>	<p>1 2 3 4 Phase of Dev't:</p>
Hub Evidence and Comments:		
ELD Evidence and Comments:		
<p>2. Hub - with its partners - aggregates, interprets and effectively communicates regional data to identify their priority populations and direct investments to address disparities in access, quality and overall success of those populations.</p>	<p>1 2 3 4 Phase of Dev't:</p>	<p>1 2 3 4 Phase of Dev't:</p>
Hub Evidence and Comments:		
ELD Evidence and Comments:		
<p>3. The voice of the families and communities from priority populations are reflected, in a culturally responsive manner, in the Hub's strategies, workplan and investments.</p>	<p>1 2 3 4 Phase of Dev't:</p>	<p>1 2 3 4 Phase of Dev't:</p>
Hub Evidence and Comments:		



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ELD Evidence and Comments:		
4. Hub stakeholders and partners are implementing shared strategies and leveraging shared community resources toward the collective vision and outcomes identified through Hub’s planning activities.	1 2 3 4 Phase of Dev’t:	1 2 3 4 Phase of Dev’t:
Hub Evidence and Comments:		
ELD Evidence and Comments:		
5. Hub stakeholders and partners address identified barriers, tailor creative solutions, and coalesce around regional opportunities through participation in their Hub.	1 2 3 4 Phase of Dev’t:	1 2 3 4 Phase of Dev’t:
Hub Evidence and Comments:		
ELD Evidence and Comments:		
6. Hub uses qualitative and quantitative data analysis along with feedback from community and family engagement as part of their <u>continuous evaluation process</u> for hub activities, including making adjustments and adaptations.	1 2 3 4 Phase of Dev’t:	1 2 3 4 Phase of Dev’t:
Hub Evidence and Comments:		
ELD Evidence and Comments:		



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7. Hub demonstrates it <u>meets contractual obligations</u> as outlined in the contract with the ELD	1 2 3 4	1 2 3 4
Hub Evidence and Comments:		
ELD Evidence and Comments:		

Overall Summary	EL Hub Total Rating	Reviewers Total Rating
1. Hub Governance Bodies are multi-sector collaborations.		
2. Hub uses data to ID populations and make investments.		
3. Voices of families and communities are reflected.		
4. Hubs are implementing shared strategies and investments.		
5. Hubs address barriers, develop solutions, cultivate regional opportunities.		
6. Hubs imbed ongoing evaluation processes in their work.		
7. Hub meets contractual obligations.		
Total Indicators Score	/28	/28
Final Hub Comments at time of site-visit:		
Final ELD Comments at time of site-visit:		



ELD's Summary of Findings and Hubs' Continuous Quality Improvement Plans

Protocol for completion:

1. ELD Reviewers will provide a the completed Hub Assessment Rubric (see pp. 20-22) within two weeks of your site visit, and ask for you to review it for any missing information or inaccuracies.
2. EL Hubs will have four weeks from the completion of the visit to complete the Continuous Quality Improvement Plan on the following pages.
3. The ELD Reviewers will be available for follow up questions or discussion, as needed, to discuss the completed Assessment Rubric and its incorporation into the Hub's Continuous Quality Improvement Plan.
4. ELD Reviewers will then utilize the Assessment Rubric, Hub's Quality Improvement Plan, and Partner Survey to develop a Site Visit Summary for public sharing.



Hubs' Continuous Quality Improvement Plans

Protocol for Completion:

1. Early Learning Hubs will complete the following plan to finalize the monitoring process. A summary of this plan and the summary provided by the ELD (above) will be shared with the ELC, along with any other documentation requested by the ELC.
2. Focus areas for Continuous Improvement: Based on the results of the visit, please identify at least three of the seven Hub Indicators for Success your Hub intends to focus on for quality improvement this next bi-ennium. Please include or reference the recommended action steps from the ELD in your plan.
3. **In the chart below**, please identify the next steps to be taken in each focus area (will be included in next year's work plan).
4. Continuous Quality Improvement Plan, in total, must not exceed three pages.
5. ELD staff participating in site visit will provide a completed Assessment Rubric within two weeks of the visit to provide state-level input to Hub staff when developing this document.

Note: If any indicators were determined by Reviewers as “Requiring Intervention”, that may be prescriptive in dictating specific actions. In general, this process is meant to support a process of getting findings from the monitoring visit used in support of Hub growth and development.

1. 3-4 Focus areas for Continuous Quality Improvement: Please choose from seven Indicators of Hub Success (**Note** – ELD may request certain focus areas as needed)

2. Please outline specific next steps the EL Hub will take to move forward in focus areas identified above. Feel free to use as many lines– or add lines – as needed.

Identified Next Actions (what?)	Responsible Person/Party (who?)	Timing (by when?)



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(Insert as many rows as you need....)		

3. Reflections (Please include any particular learnings you are taking away from this process, or reflections about the process itself.

4. TA or Supports that would support your next steps in quality improvement.

5. Please describe how your backbone organization and Governance Council were involved in the development of this plan, and who was involved in writing it.

Signature of Hub

Date

Signature of Backbone Organization

Date