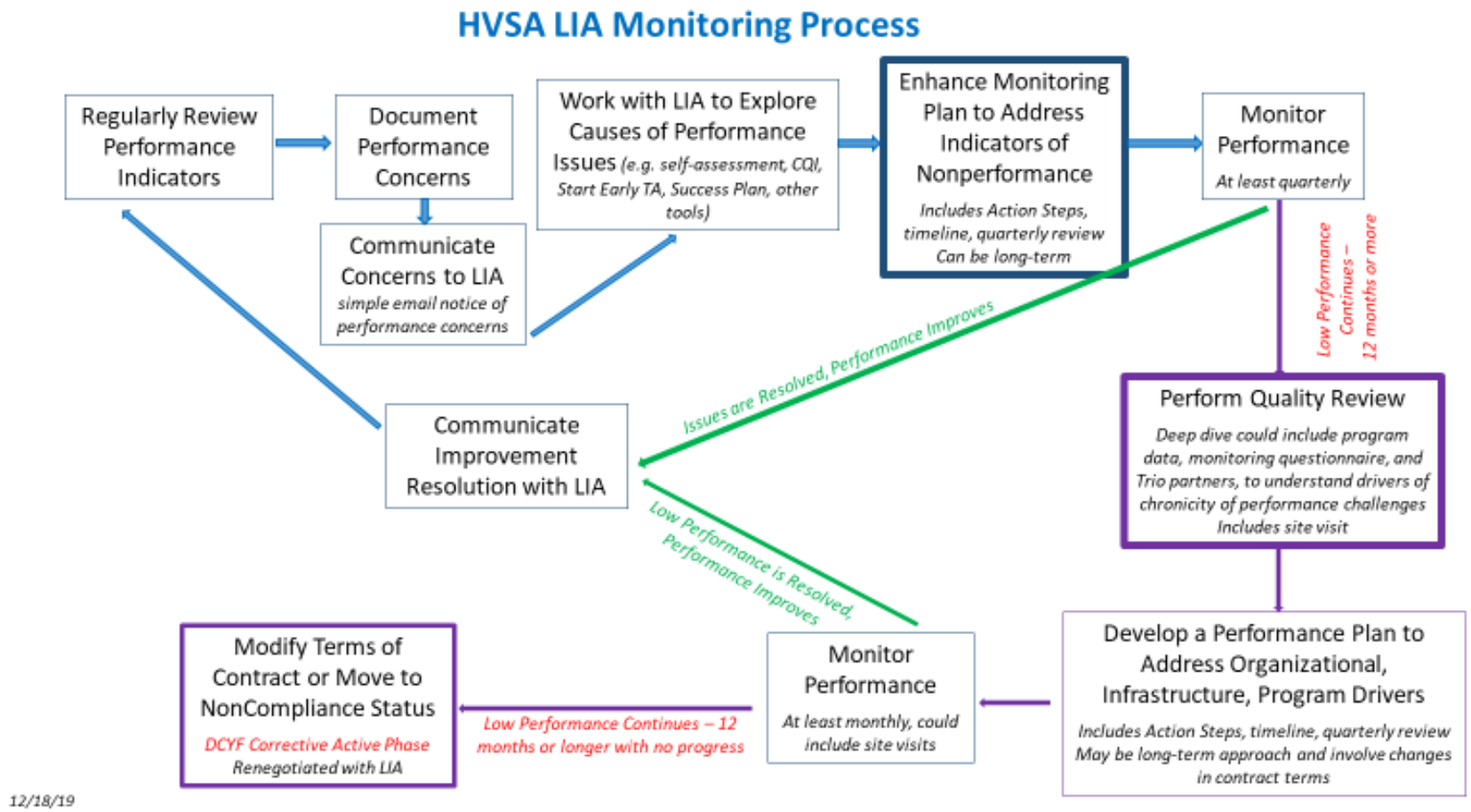
Appendix A: Program Monitoring



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
- Problem-solve issue

Long Term Performance Concerns

- Short term performance concern persisting for 12 months or longer
- Consistent problems with model fidelity
- Major financial review findings
- Long term staffing shortages

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 long-term*
- *Formal contract documentation*