

# The MARC Cross-Site Evaluation



## *What We Have Learned, Are Learning, and Will Be Learning*

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# Presentation Overview

Evaluation questions and methodology

What we have learned, are learning, and will be learning:

- Networks and multisector collaborations
- Approaches for addressing ACEs and fostering resilience
- Outcomes of the work and the process of change

Final reports and products

# Evaluation Questions

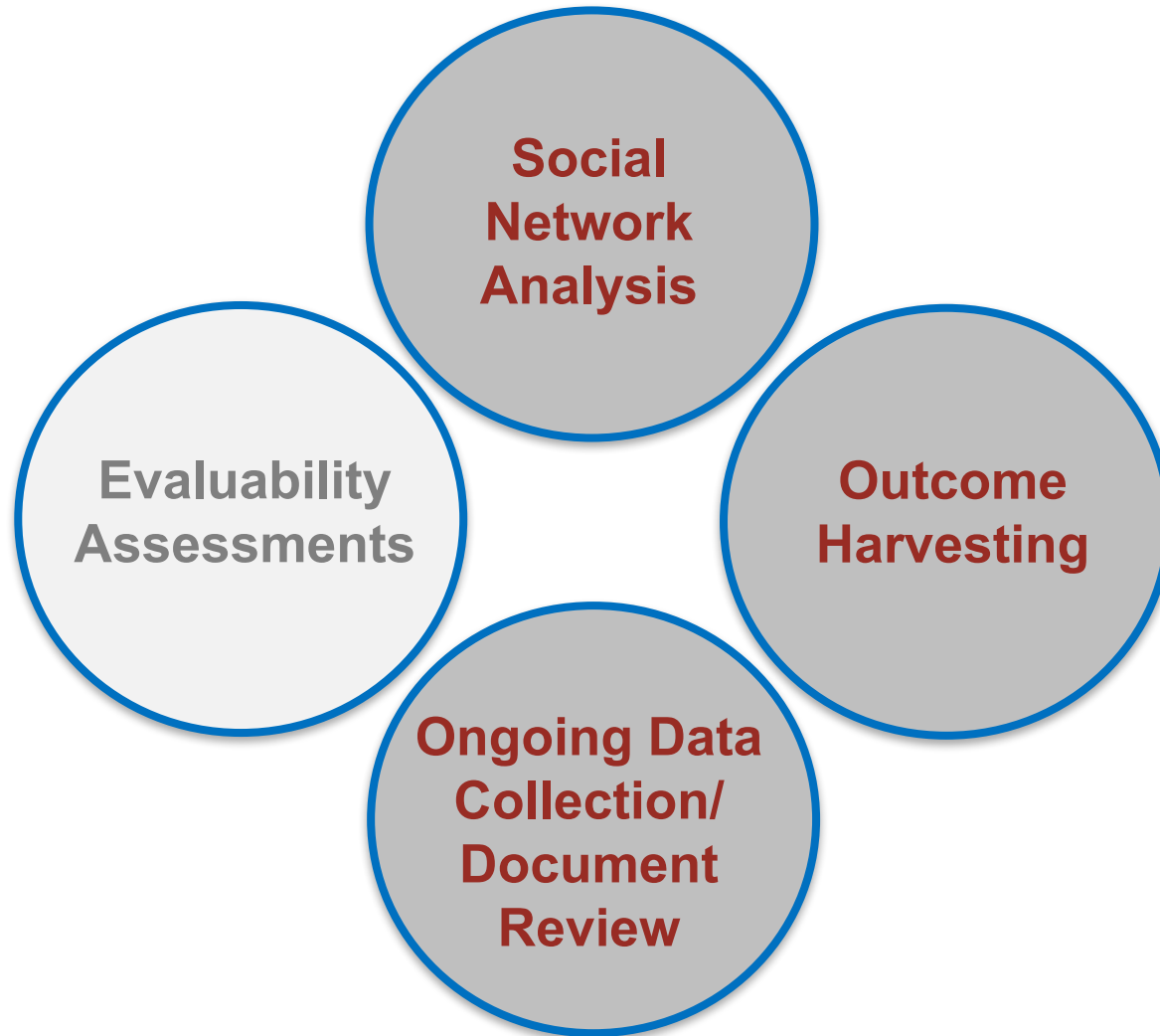
How are the **networks** growing and changing?

What **approaches** are being used to foster resilience and address ACES?

What **changes** are occurring in the communities and how is MARC contributing?

What role does **HFP** play and how is that fostering change?

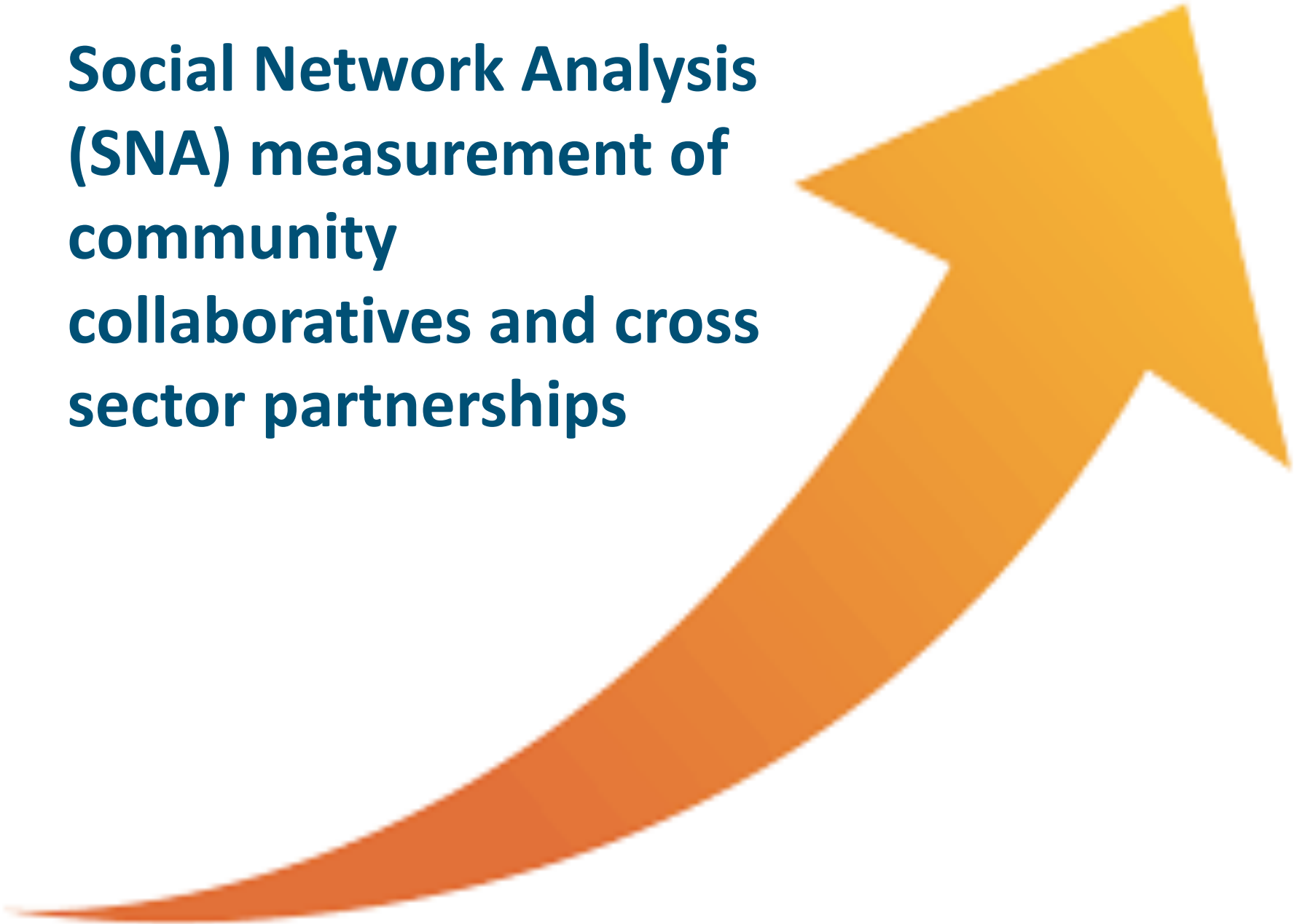
# Methodology



**What we have learned, are learning, and will be learning:**

*Networks and Multi-sector Collaborations*

**Social Network Analysis  
(SNA) measurement of  
community  
collaboratives and cross  
sector partnerships**



# What We Have Learned and Will Be Learning through Social Network Analysis

## Baseline

- Who are members of each network?
- What do the networks look like with respect to sector involvement?
- What is the level of collaboration among members? Sectors?

## Follow-Up

- How has membership changed in:
  - Size
  - Sector involvement
  - Level and nature of collaboration?

# At the start of MARC, networks ranged in size from 25 to more than 70 members, and most increased in size

## Small

Less than 30  
members

(25 → 35) Columbia River Gorge

(25 → 67) Albany

(29 → 45) San Diego County

## Medium

30-50 members

(34 → 44) Sonoma County

(40 → 54) Kansas City

(42 → 45) Illinois

(43 → 53) Boston

(44 → 38) Wisconsin

(47 → 62) Buncombe County

## Large

More than 50  
members

(52 → 63) Alaska

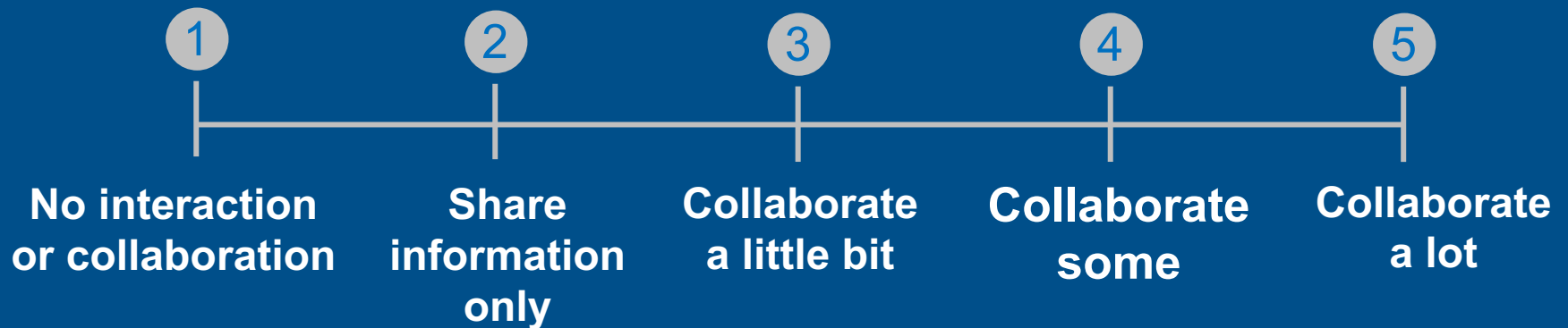
(67 → 81) Philadelphia

(73 → 81) Tarpon Springs





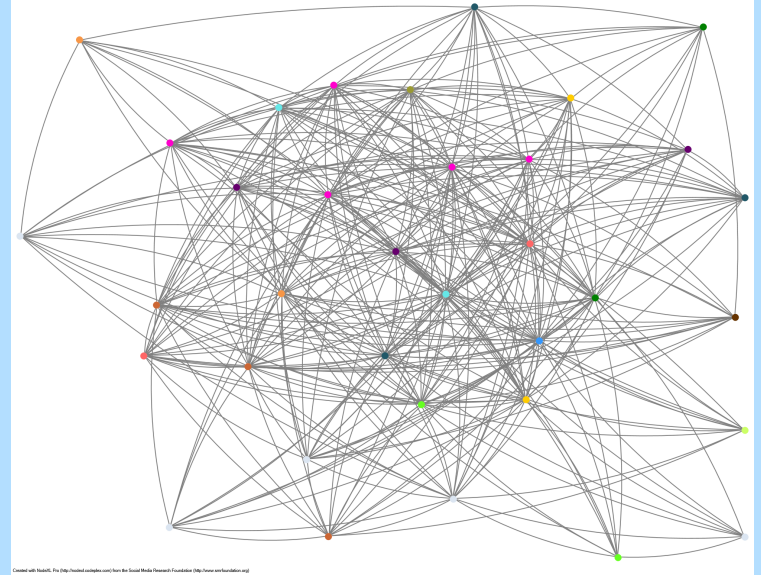
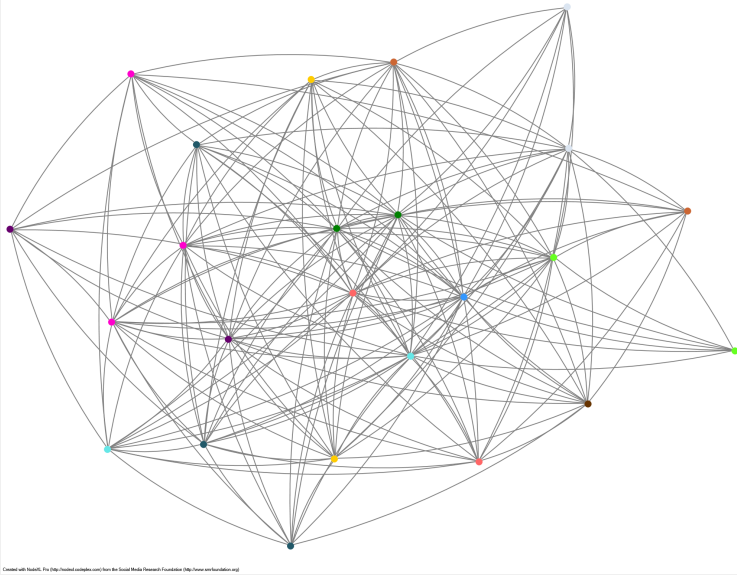
*“By **collaborate** we mean that you provided a program or service or engaged in an activity that required joint planning, shared decision making, or pooling of monetary or staff resources.”*



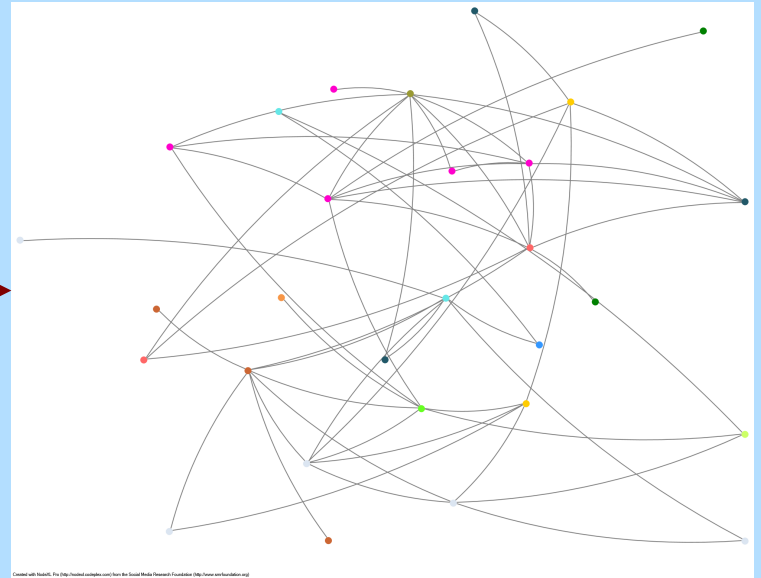
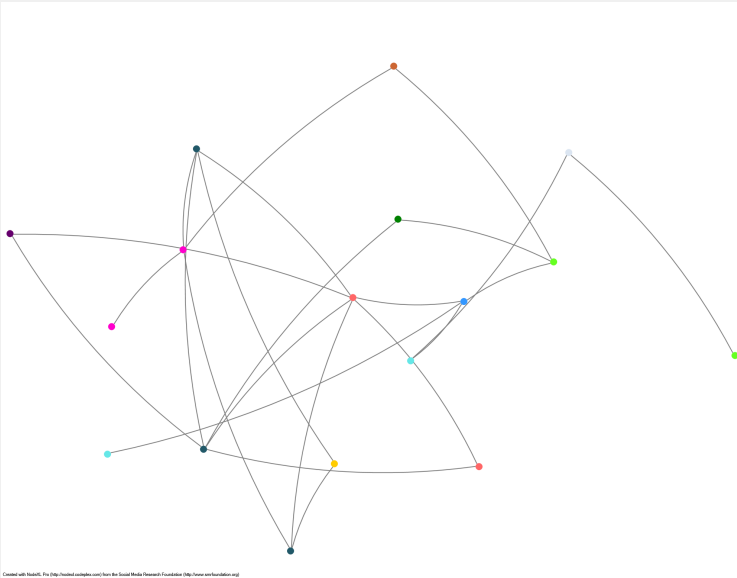
# BASELINE

# FOLLOW UP

Any level of collaboration



Collaborate "a lot"



## BASELINE

## FOLLOW UP

|                                |      |   |      |       |
|--------------------------------|------|---|------|-------|
| # of Organizations             | 25   | → | 35   | +46%  |
| # of Connections               | 187  | → | 377  | +102% |
| Density                        | .68  | → | .63  | -7%   |
| Clustering coef.               | .80  | → | .80  | 0%    |
| Average degree centrality      | 15.6 | → | 21.5 | +38%  |
| Average betweenness centrality | 3.71 | → | 6.23 | +68%  |

# What We Will Be Learning Cross-Site About the MARC Networks

- Factors that influence change and growth in networks
- Sectors that are more or less involved in efforts to foster resilience in communities and:
  - Successful strategies for bringing in less connected sectors
  - Continued challenges in engaging certain sectors
- What can be learned about the natural ebb and flow of networks

**What we have learned, are learning,  
and will be learning:**

***Approaches for addressing ACEs and fostering  
resilience***

# Increasing Awareness and Knowledge

## Broader Public

Presentations

Summits

Screening  
Paper  
Tigers

Conferences

Campaigns

## Specific Subgroups

Storytelling

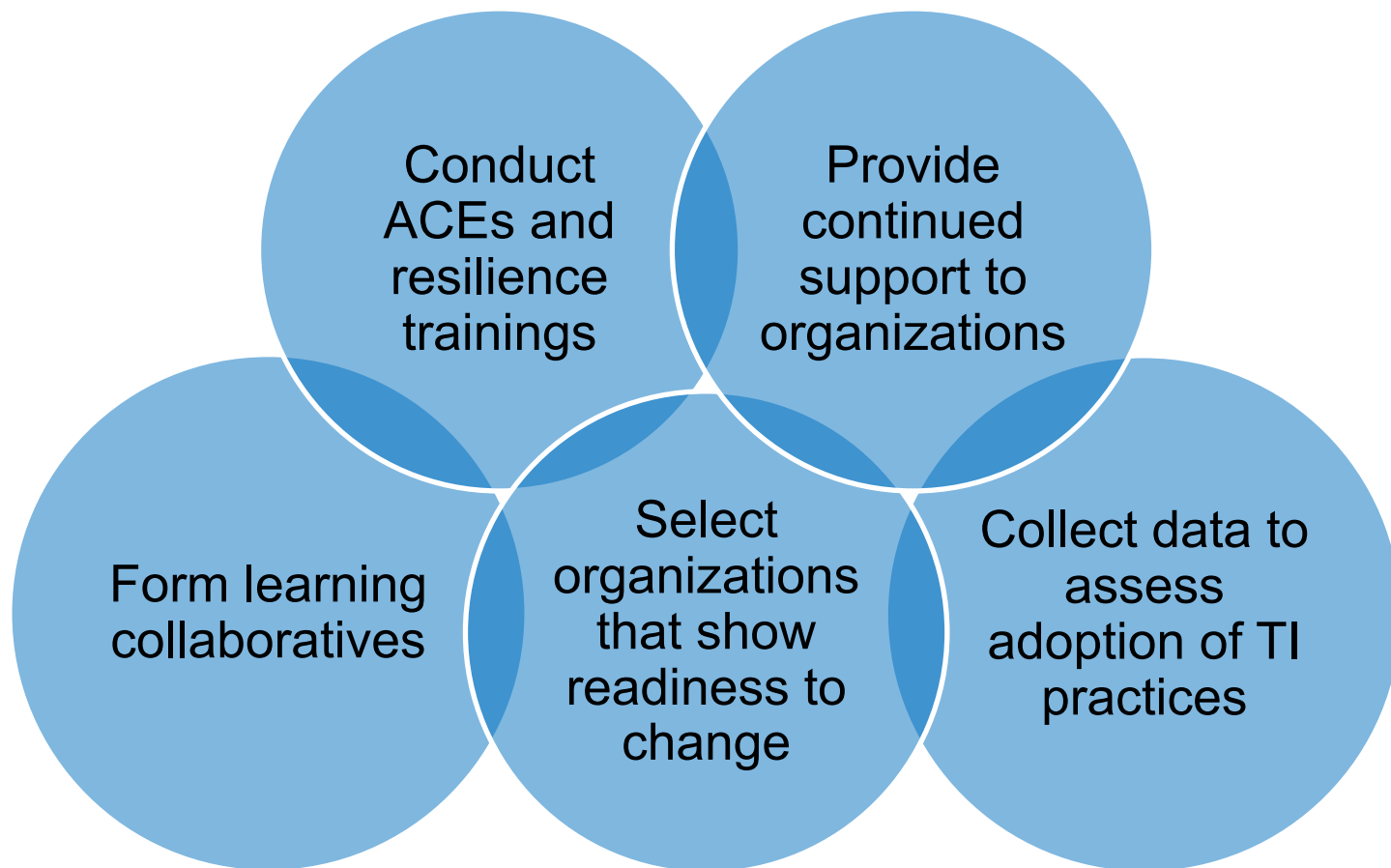
Workshops

## ACEs Connection

Coordination  
& promotion

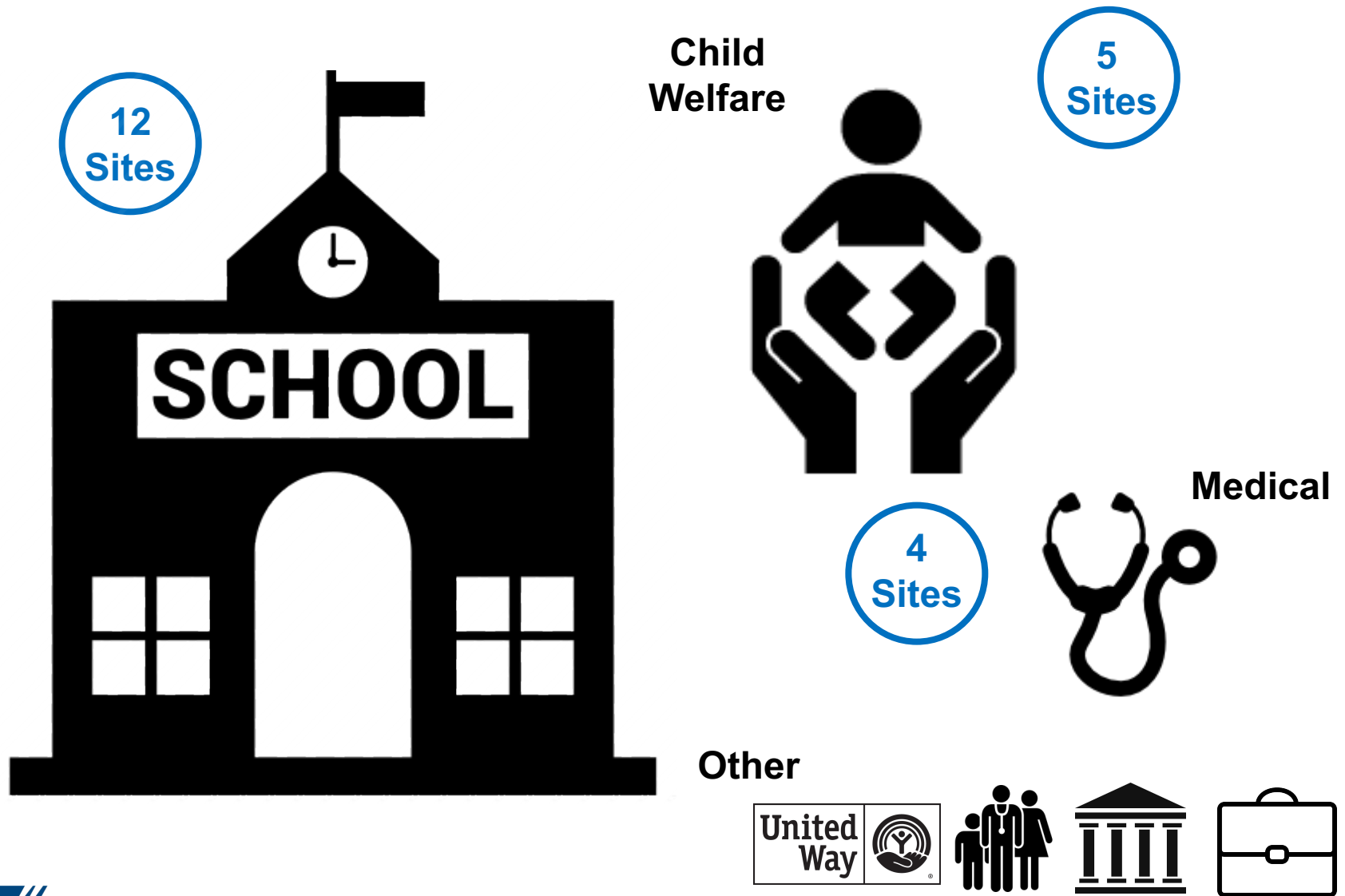
Posting

# Promoting TI Practices within organizations in the community





# Promoting TI practices across sectors



# Fostering and supporting TI Practices In Schools

## Leadership

Presentations

Workshops

School district-level meetings

## Teachers

TI trainings/certifications

Skill-building workshops

Focus groups

## Support Staff (Nurses, Counselors)

Train staff

Provide TI-specific services

TI programs for classroom

## Students/ Classroom

Evidence-supported trauma-specific interventions (e.g., PBIS)

Help students learn how to recognize and communicate their emotions

School-wide Approaches

# Evidence-Supported Programs

WA

Compassionate  
Trauma Informed  
Schools

Head Start  
Trauma Smart  
Model

CRG

Mental  
Health/  
First Aid

Sanctuary  
Model

WI

Positive Behavioral  
Interventions &  
Supports Model

IL

Medical Legal  
Partnership

Restorative  
Integral  
Support &

ALB

Mental  
Health/  
First Aid

BOS

Positive  
Behavioral  
Interventions  
& Supports  
Model

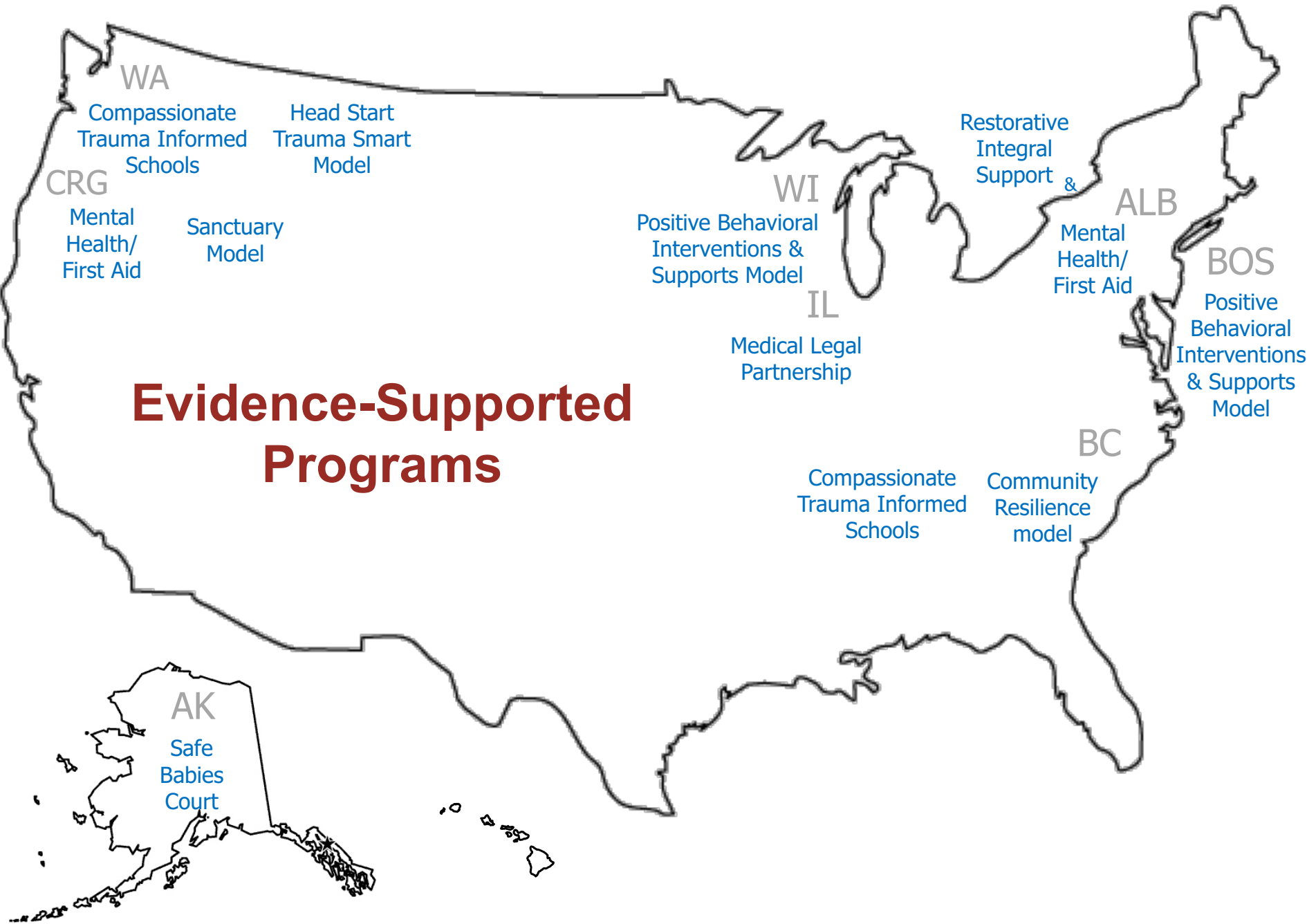
BC

Compassionate  
Trauma Informed  
Schools

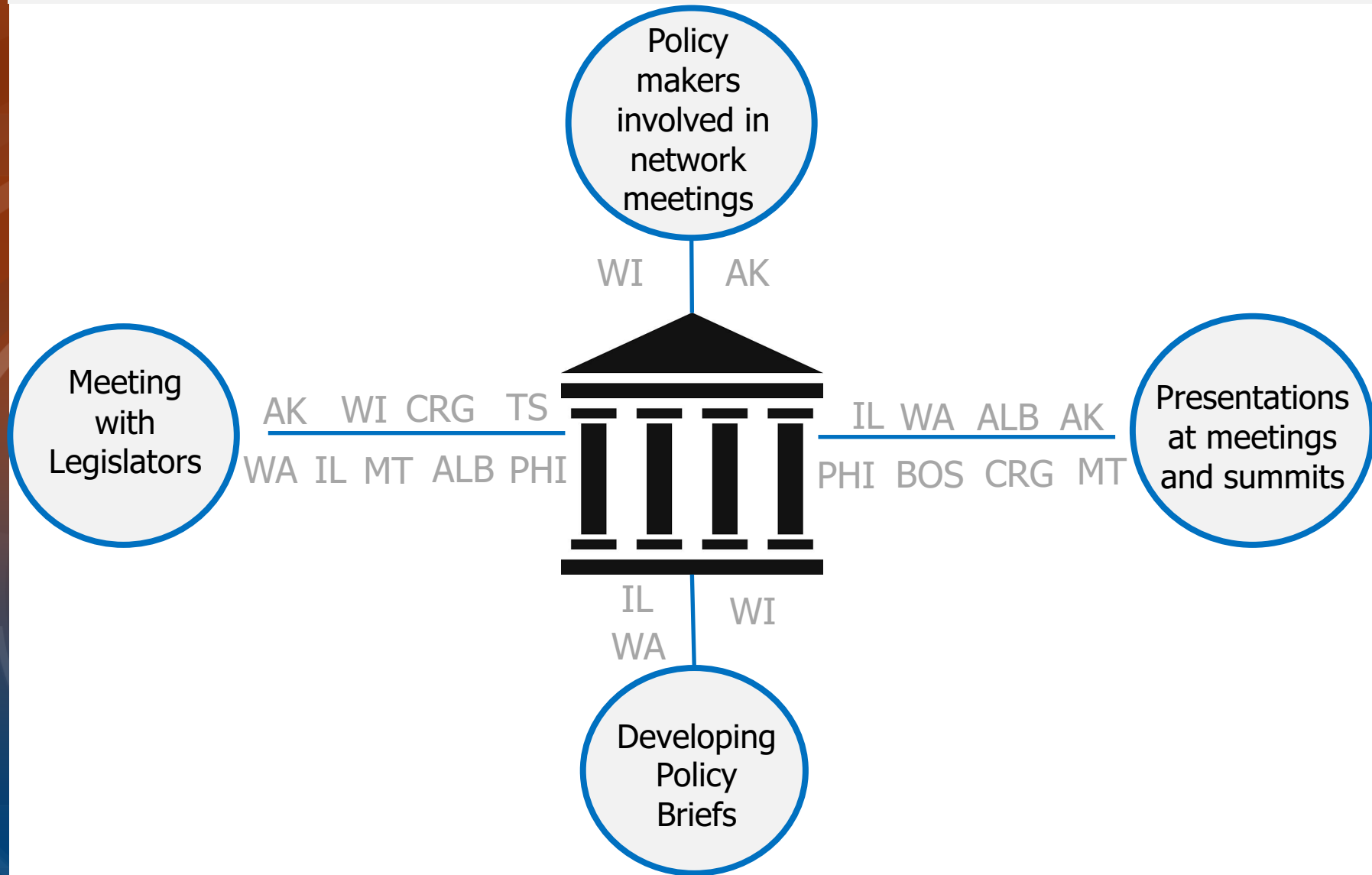
Community  
Resilience  
model

AK

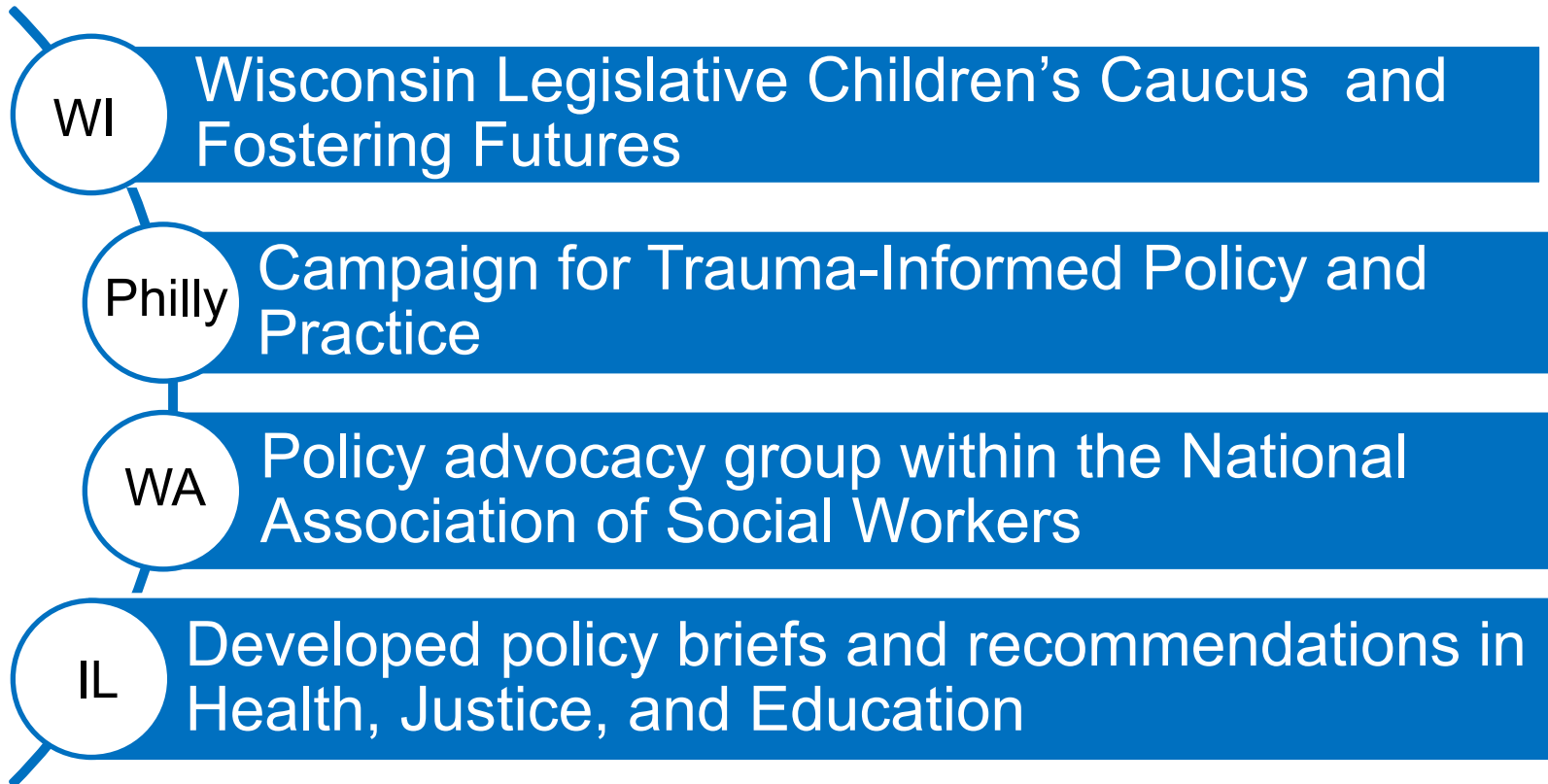
Safe  
Babies  
Court



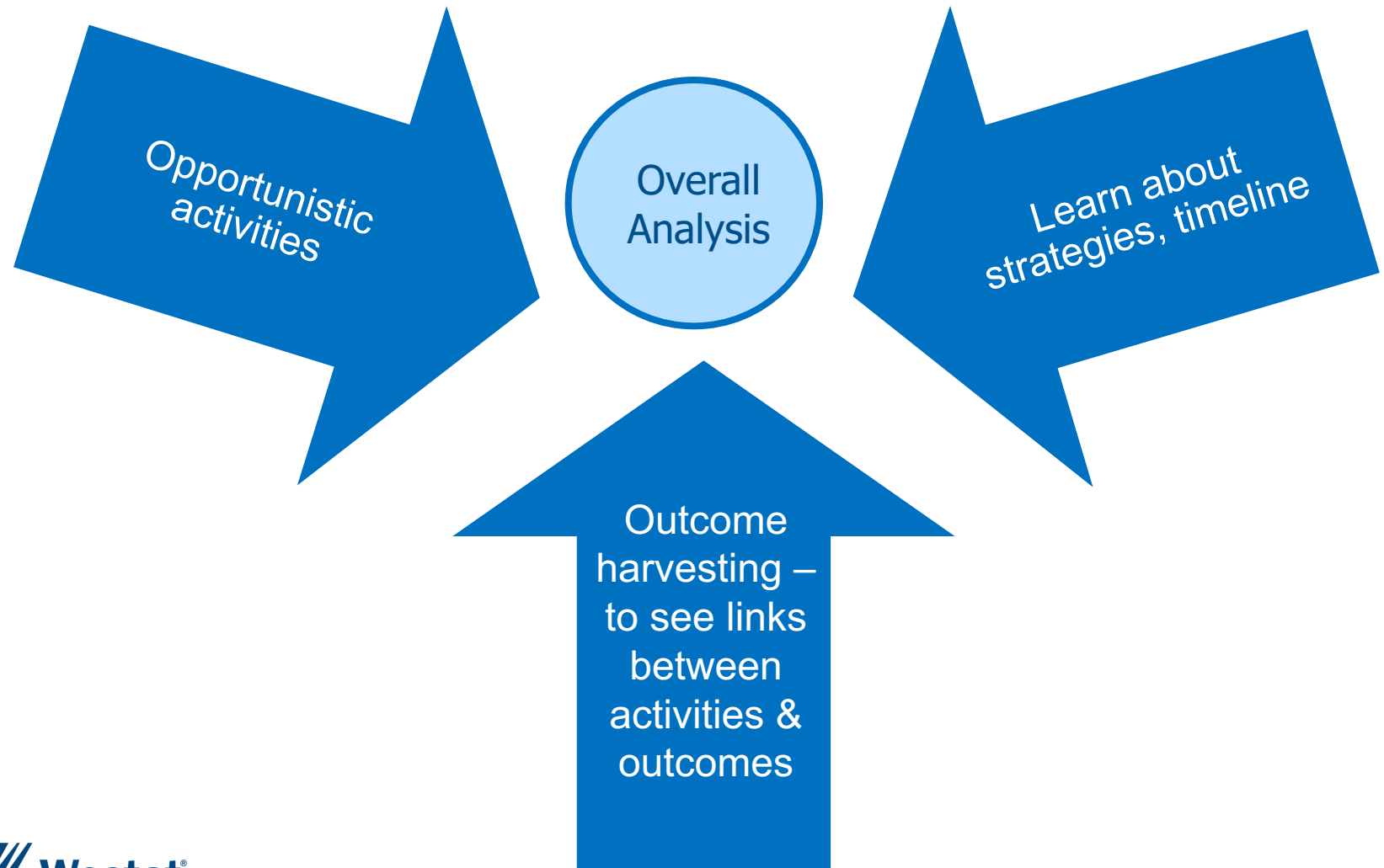
# Results: Activities to improve Public Policy



# Improving Public Policy: Policy collaboratives, legislative hearings, and policy briefs



# What We Will Be Learning Cross-Site About the MARC Networks



**What we have learned, are learning,  
and will be learning:**

*Outcomes of the work and the process of change*

# Assessing Outcomes of Networks

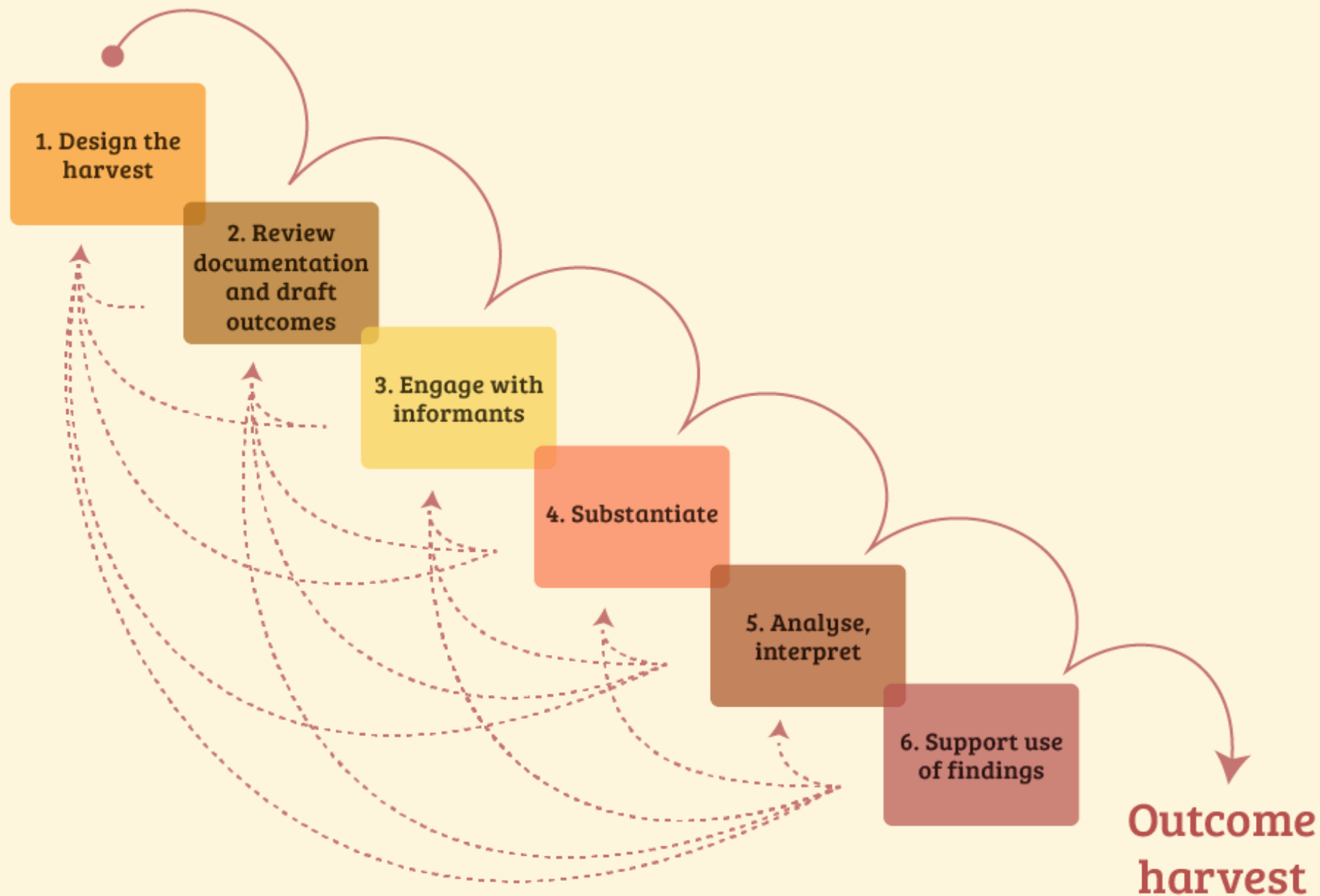
- Traditional strategies, using pre-post measures as well as comparisons:
  - Infeasible
  - Impractical
  - Insensitive to the types of unplanned changes that occur
  - Do not embrace the reciprocal changes in the broader context
- Contribution vs attribution more appropriate



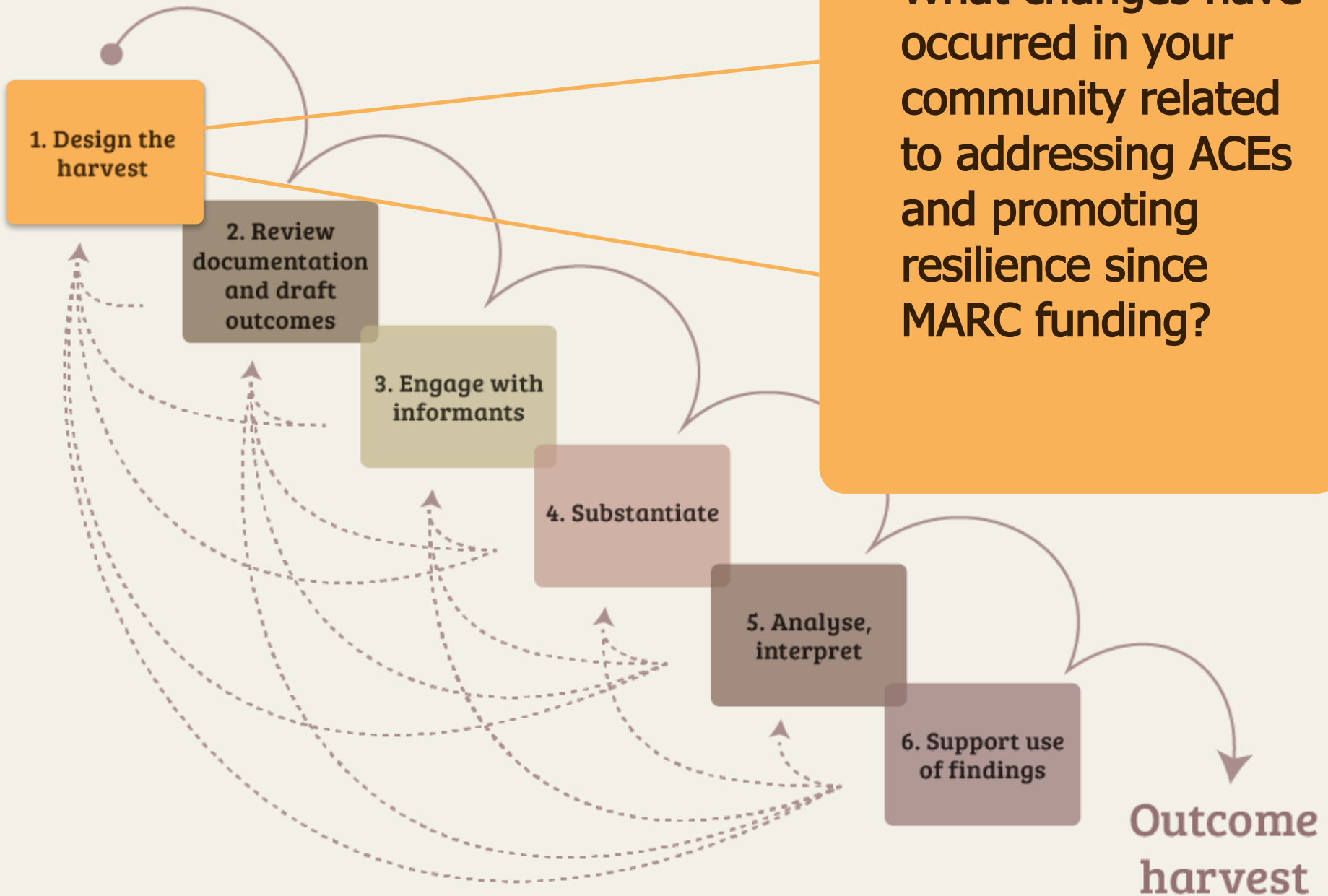
# Outcome Harvesting

- ❑ “Harvest” evidence on changes (outcomes)
- ❑ Work backwards to assess MARC contribution
- ❑ Method best for dynamic, multi-pronged interventions
- ❑ Focus is on *change* and *the process of change*

# Steps in outcome harvesting



# Steps in outcome harvesting



# Process of Drafting Outcomes

- Review extant data, documents, logic model, websites
- Determine best participatory process in each site
- Sites generated outcomes through:
  - Leads generating the list
  - Surveying network members
  - Holding discussions at network meeting
  - Combination of strategies

# Defining Outcomes

Changes that go beyond awareness:

Relationships

Practices  
and  
policies

Funding

Public  
Policy

# Preliminary Learnings

- **Organizational practice changes involving new programs or models are the most common thus far**
  - Safe Babies Court model
  - Safe room established in Emergency Room
  - Peer support program in low income housing
  - Trauma informed models in the schools (CRM, CLEAR, TIS, Compassionate Schools)
  - Range of organizations adopting TI practices, such as staff training (schools, hospitals, businesses)
  - Collection of data to inform and guide efforts

# Preliminary Learnings

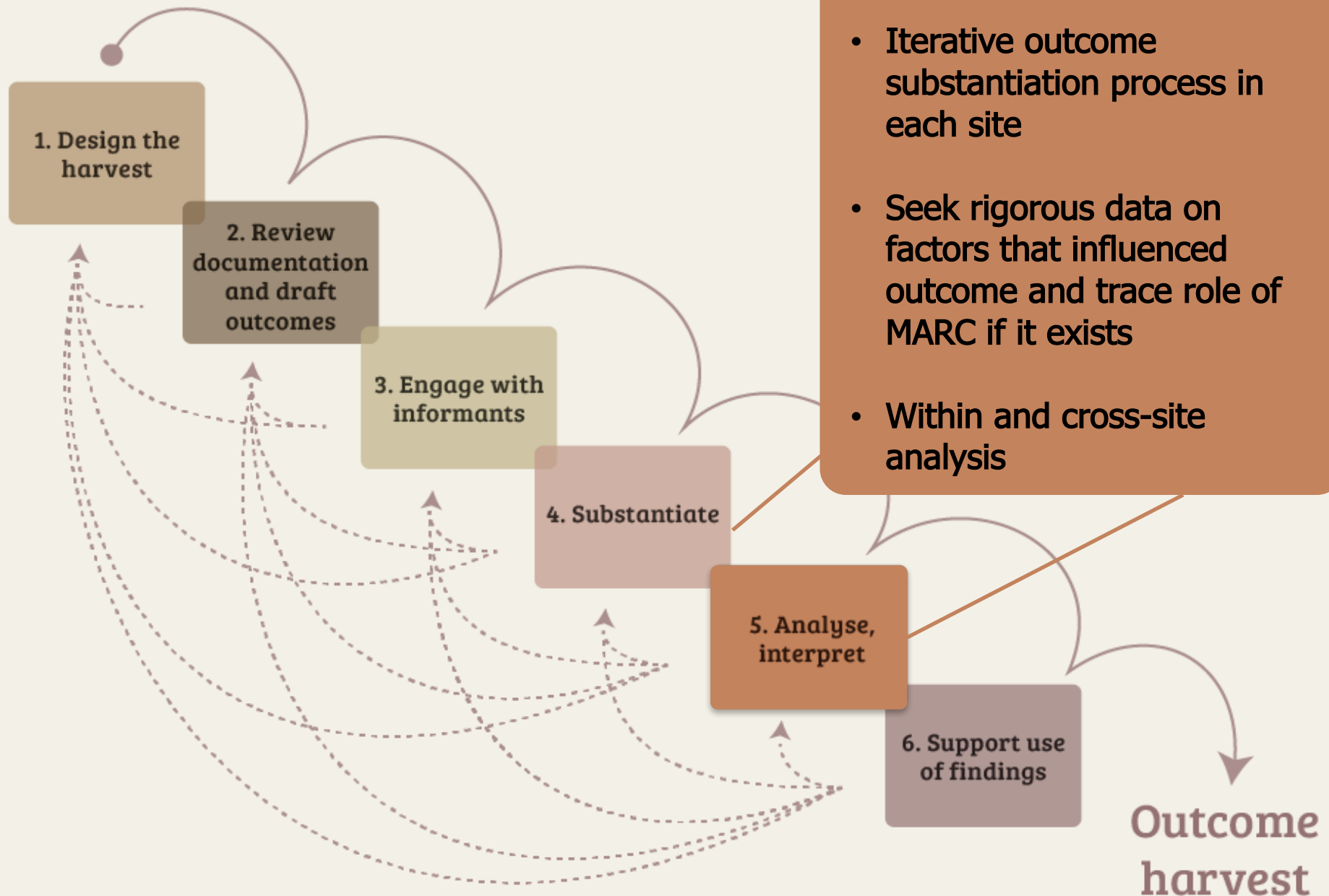
- **Key relationships also are developing through networks and other activities**
  - Partnerships with new organizations
    - Kansas City network and Sesame Street in Communities
    - Alaska network and Governor's office
    - Wisconsin Office of Children's Mental Health and Gannett, media outlet
  - Engaging previously unrepresented groups within the community (African Americans, Latinos)
  - Development of new networks, affiliates, regional collaboratives

# Preliminary Learnings

- **Some funding changes are occurring**
  - Funding of new initiatives with underrepresented communities
  - Funding for TI care and resiliency training and capacity building
- **Few changes in public policy – few sites are actively engaged in state level policy and for those that are, the process is slow and non-linear**
  - Bills/resolution in both Montana and Alaska failed to advance
  - A bill funding an increase for school based mental health was successfully achieved in Wisconsin



# Steps in outcome harvesting



# “Simplified” Examples of the Process of Change

## Network spread in Pennsylvania area

MARC raised the visibility of the PATF

Interested communities contacted PATF; sharing of information

Regional and local collaboratives strengthened

## *Helena, MT McDonald’s changes practice and policy*

Community showing of Paper Tigers documentary

McDonalds leaders show interest; Network follows up

McD trains store managers in TI; now reviewing policies

## *Funding for nontraditional grassroots organizations in Buncombe County*

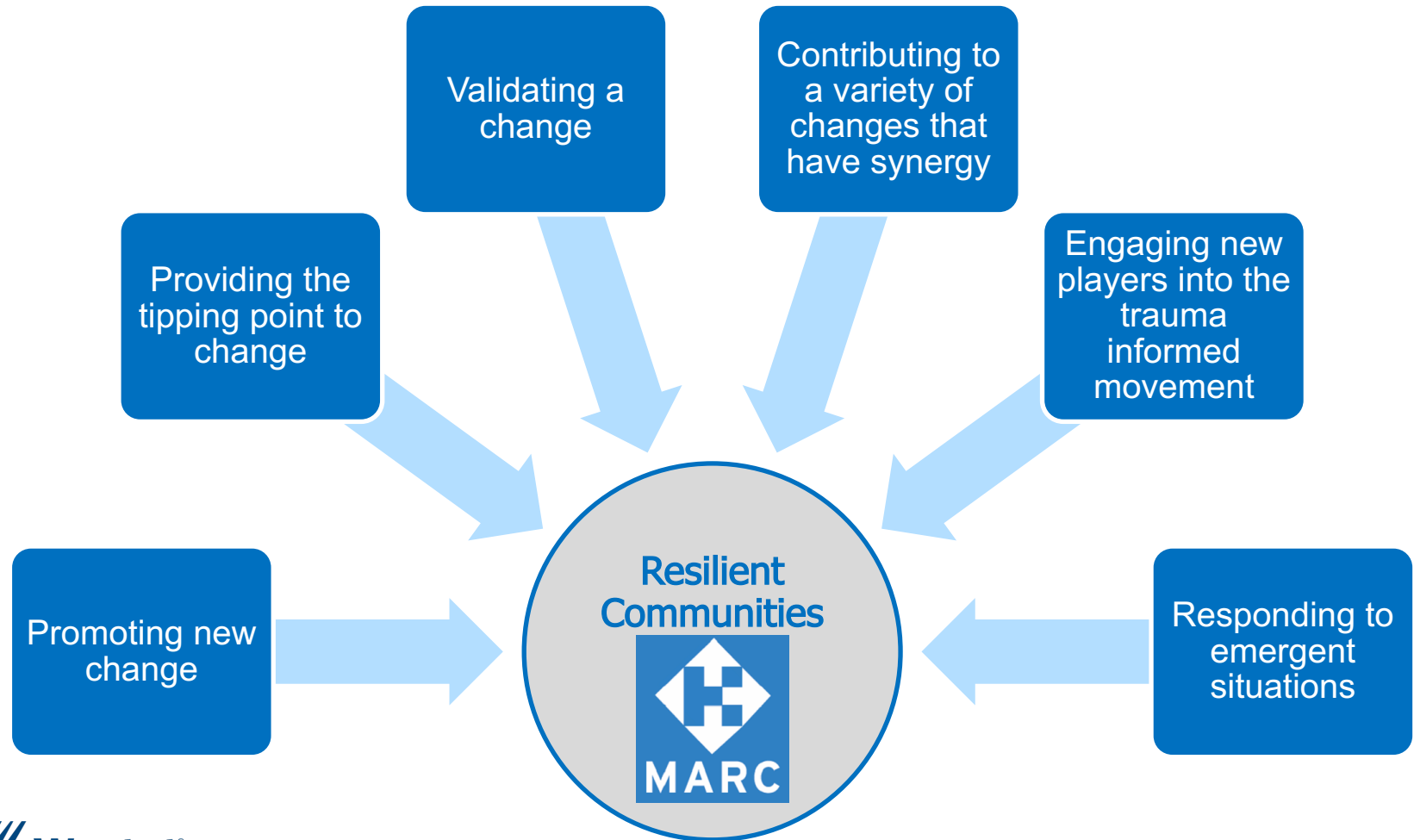
MARC funding used to fund “Tipping Point Grants”

Grantees tell their stories  
County Board of Commissioners

Board of Commissioners funds larger Isaac Coleman Grants for similar organizations

# What We Hope to Learn from the Cross-Site Outcome Analysis

The role that MARC plays in:



# What We Hope to Learn from the Cross-Site Outcome Analysis

Patterns of outcomes and the process of change that relate to:

- Different types of networks
- Different types of approaches
- Different contexts

Approaches and contexts more conducive for certain types of changes

How the work within and across the sites (and with the efforts of HFP) is contributing to a movement

# Timeline, Final Reports, and Products

- Final set of site visits and network analyses to be completed in early 2018
- Individual topline site reports to be completed by May 2018
- Cross-site analysis and final report to be completed by early fall 2018