



RFP-25-79309 – First Steps Program Evaluation

Attachment F – Technical Proposal Template

Respondent: Health Management Associates, Inc.

Instructions:

Request for Proposal (RFP) 25-79309 is a solicitation by the State of Indiana in which organizations are invited to compete for a contract amongst other respondents in a formal evaluation process. Please be aware that the evaluation of your organization's proposal will be completed by a team of State of Indiana employees and your organization's score will be reflective of that evaluation. The evaluation of a proposal can only be based upon the information provided by the Respondent in its proposal submission. Therefore, a competitive proposal will thoroughly answer the questions listed. The Respondent is expected to provide the complete details of its proposed operations, processes, and staffing for the Scope of Work detailed in the RFP document and supplemental attachments.

Please review the requirements in Attachment K, Scope of Work (SoW), carefully. Please describe your relevant experience and explain how you propose to perform the work. For all areas in which subcontractors will be performing a portion of the work, clearly describe their roles and responsibilities, related qualifications and experience, and how you will maintain oversight of the subcontractors' activities.

Please use the yellow shaded fields to indicate your answers to the following questions. The yellow fields will automatically expand to accommodate content. Every attempt should be made to preserve the original format of this form. **A completed Technical Proposal is a requirement for proposal submission. Failure to complete and submit this form may impact your proposal's responsiveness.** Diagrams, certificates, graphics, and other exhibits should be referenced within the relevant answer field and included as legible attachments.

1 General Requirements and Definitions

Please respond to each question detailed below:

- List any additional terms and definitions used by your company or industry that you would like the State to consider incorporating in the contract. The State will not accept terms and definitions introduced after award during contract finalization and implementation.
- Confirm you have carefully reviewed all requirements listed in RFP Section 1.4 and the Scope of Work (Attachment K). Should your company have any exceptions, substitutions, or conditions for the State's consideration, please list them below. The State will not accept exceptions, substitutions, or conditions introduced after award, during contract finalization and implementation.

We have carefully reviewed all the requirements listed in RFP Section 1.4 and the scope of work (attachment K). HMA elects not to list any exceptions, substitutions, or conditions for the state's consideration.

2 SoW Sections 1, 2, 3, 4, and 5 - Purpose, Background, Definitions, Respondent Eligibility Requirements, and Respondent Preferred Experience

Provide an overview of your proposal and describe how you currently meet and/or propose to meet the requirements in the SoW Purpose Section in their entirety including, but not limited to, the specific elements highlighted below. Please reference relevant experience, where applicable.

- Describe why you are best suited to provide these services to the State.
- Explain how you meet the respondent eligibility requirements, including any relevant experience in program evaluation, data analysis, and/or report writing.
- Provide an executive summary of your proposed approach to deliver the Scope of Work and at a high level, demonstrate your understanding of the First Steps program.
- Describe how you will provide high-quality quality review services that will improve Indiana's First Steps program.

The HMA team will be comprehensive in our evaluation of the First Steps program. We will use our rigorous project management approach to ensure collaboration in the identification of stakeholders and the development of engagement approaches. HMA is committed to an extensive, comprehensive evaluation and will provide the state with the following deliverables, as outlined in section 12 of the scope of work:

- Project Plan
- Report on Annual System Point of Entry Quality Review Activities
- Child Outcomes Data Repository
- Family Outcomes Data Repository
- Family Outcomes Data Repository
- Report on Annual Provider Agency Monitoring
- Report on state systemic improvement plan (SSIP) Activities

Our evaluation will include qualitative and quantitative analyses of this important program being implemented by the Bureau of Child Development Services (BCDS). While HMA has never contracted with BCDS before, we have extensive evaluation experience with FSSA. Our evaluation will also include key stakeholder engagement in these programs, which will include program administrators, FSSA staff, and program beneficiaries. HMA understands that all key stakeholder engagement will need prior approval, and we will work to create a composite list of stakeholder engagement for this evaluation.

HMA has extensive experience developing and managing the technical components of a data-collection, submission, and reporting system, specifically for state health agencies. We understand how to develop data-driven measures related to transition points for children, families, and individuals with complex needs and how they access and utilize services.

We also bring extensive Indiana experience and familiarity with Indiana FSSA data from our previous engagements with Indiana FSSA. We know how to bring together collaborative groups of stakeholders with the state, local entities, and other key stakeholders. We understand how to develop data-collection strategies that focus on the overall improvement of the system while

valuing equity and making sure that the most marginalized members of the community are seen, heard, and cared for.

Our HMA team members also have comprehensive experience with this work outside of Indiana, including in Colorado and Florida. HMA also supported the Medicaid Innovation Accelerator Program in developing a guide for utilizing data analytics to understand the adult population with serious mental illness. We have highlighted the history and scope of HMA's work in this response. Our team is ready and prepared to help Indiana implement strong data-collection, measurement, and reporting strategies for the First Steps program.

One thing that distinguishes HMA from other consultancy firms is our continual commitment to data-driven work. HMA's Data Analytics and Resources Team members serve as analytical staff and work with consultants and clients to support a robust range of technical and programmatic services. These services include machine learning modeling, statistical validation, and advanced visualization capacities. The Data Analytics and Resources Team's data scientists, data analysts, and business intelligence architects work in a highly collaborative environment to deliver high-quality results. The team takes a holistic approach to healthcare-related research and analysis. The team also has experience analyzing data from CMS, the US Census Bureau, the Adoption and Foster Care Analysis and Reporting System, the Agency for Healthcare Research and Quality, and many other publicly available sources.

Additionally, HMA has a lengthy history of leveraging administrative healthcare data to glean meaningful insights. Working in partnership with CMS, through our data use agreement via CMS's Virtual Research Data Center, the Data Analytics and Resources Team has direct access to all Medicare fee-for-service claims, Transformed Medicaid Statistical Information System claims, Medicare Advantage encounter data, and managed care datasets. Through these data sources, HMA has a complete picture of demographic data for all beneficiaries represented in the Virtual Research Data Center, including age, gender, race and ethnicity, reason for entitlement, part D low-income subsidy, and dual-eligible status. Individuals can be followed over years using a member's unique patient identifier. This functionality serves as an excellent consideration for longitudinal analyses, as enrollment is represented on a month-by-month basis for every individual. HMA also has access to CMS's Chronic Conditions Warehouse datasets, which can be easily paired with other population files. Leveraging both eligibility files and claim-line-level data, HMA can extract and model populations of interest.

To ensure the First Steps program is delivering high-quality early intervention services to children and families and leading the state in its ongoing monitoring of local agency and provider compliance with federal and state regulations, guidelines, and procedures, HMA will implement the following methodology:

Collecting, Cleaning, and Interpreting Data from State Systems and Storing All Collected Data in a Secure Location

■ Data Acquisition:

- » Collaborate with Indiana FSSA to access relevant administrative datasets, ensuring compliance with all legal and ethical standards for data use and privacy
- » Access datasets such as child welfare records, service utilization logs, health records, demographic information, and socioeconomic indicators

■ Data Cleaning and Integration:

- » Perform data cleaning to address missing values, outliers, and inconsistencies
- » Integrate multiple data sources to create a comprehensive database, using unique identifiers to link records across different systems while maintaining confidentiality
- » Ensure data collection is standardized for consistency across all sources, then perform data cleaning, which includes removing duplicates, correcting errors, and standardizing formats

- » Combine relevant datasets and summarize key metrics to create a coherent and comprehensive dataset and apply data integrity checks and validation rules throughout this process to maintain accuracy

Program Evaluation Planning Approach

Our team's tool kit includes a variety of evaluation types, such as developmental, process, formative, and summative evaluations, to do the following:

- Assess multiple parts of the program, including connections between components
- Evaluate intended and unintended outcomes as they emerge over time
- Outline relationships among the program, system, and outcomes
- Provide feedback and learning throughout the evaluation

The HMA team understands that throughout any evaluation, different kinds of support will be needed, including strategic planning, logic modeling, measure development, facilitation, data-collection systems development, and quantitative and qualitative data collection and analysis. With our breadth and depth of experience and know-how, we can easily combine the expertise of research and evaluation methodologists with subject matter expertise in county health services and systems to be effective and efficient in all aspects of evaluation design.

Evaluability Assessment

An evaluability assessment is an important step prior to developing an evaluation plan. The assessment helps give a better understanding of the extent to which a program can be evaluated in a reliable and credible fashion. The assessment also examines a program's theory of change, the availability of relevant data and data-collection and management systems to provide that data, and the utility and practicality of an evaluation given a stakeholder perspective. In conducting the evaluability assessment, HMA will utilize Wholey's six steps* for conducting evaluability assessments:

- Involve the intended users of the evaluation information
- Clarify the intended program
- Explore the program's reality, including the plausibility and measurability of program goals
- Reach agreement on needed changes in activities or goals
- Explore alternative evaluation designs
- Agree on evaluation priorities and intended uses of information

*Wholey, Hatry, and Newcomer (2004) Handbook of Practical Program Evaluation. P 33- 41

Formative/Process Evaluation of Programs

Formative evaluations help funders and stakeholders identify all aspects of the intervention, environment, participants, and other project characteristics that can help them understand the project's success. The formative evaluation looks at the way the initiative is operationalized and tailored to the environment, including the project's rollout, evolution, outcomes, and sustainability. Data gathered during the formative evaluation can be useful in keeping funders and external stakeholders apprised of the project's progress. The information is particularly useful to people external to the project who may not fully understand its context.

To most efficiently utilize resources, when necessary, HMA will use a modified Delphi process, working with stakeholders to determine priorities for the formative evaluation. The Delphi process* is a structured communication process. The first step resembles a typical facilitator-led brainstorming process, encouraging broad input from many perspectives. The second step invites stakeholders to identify criteria for narrowing the evaluation scope to the right size to meet project needs. This process is more analytic than focus groups, multi-voting, and some other qualitative

methods often used at the outset of a project, and it has the added advantage of building a sense of teamwork among stakeholders.

*Linstone HA, Turoff M. The Delphi Method: Techniques and Applications, 1975. Available from: <https://web.njit.edu/~turoff/pubs/delphibook/ch1.html>

Outcome Evaluation of Programs

One of the most difficult components of any evaluation is attribution, or demonstrating cause and effect. Without an experimental design, it is often impossible to state, with certainty, that something (an initiative) caused something else (better quality of life). In the absence of an experimental design, the evaluation must document activities, measure both short-term and longer-term outcomes, and make some logical assertions that the activities undertaken might have been related to the outcomes. To do this, HMA will start the evaluation by working with IN FSSA to develop a clear articulation of the logic behind activities; strong arguments for a theory of change; and a plan to measure activities, progress, challenges, changes, and outcomes to uncover linkages between what is being undertaken and changes that are observed. We will then work to assess the kinds of data currently being collected and to determine to what extent those data will answer key evaluation questions. The team will work to ensure that new data collection builds on existing resources and capacity for evaluation and that it will produce credible results that are reliable, valid, and sufficiently sensitive to detect changes in outcomes. HMA will interpret findings in collaboration with IN FSSA.

Systems-Level and Collective-Impact Evaluations

Systems-level evaluation is complex and highly nuanced yet vital to understanding the impact of and gaining insight from broad-based initiatives. HMA will work collaboratively with IN FSSA and stakeholders to develop an evaluation plan that does the following:

- Assesses multiple parts of the system, including each component and connections between components
- Evaluates intended and unintended outcomes as they emerge over time
- Outlines relationships between the system and its outcomes
- Provides feedback and learning throughout the evaluation

One type of systems-level evaluation is a collective-impact evaluation. To design and implement a collective-impact evaluation, HMA will facilitate collaborative discussions among stakeholders regarding shared goals and measurement and will work to identify, collect, and synthesize relevant data to understand collective impact using shared measurement indicators to monitor performance and progress toward goals. HMA understands that shared measurement is critical to collective action and has strong facilitation skills to help stakeholders agree to key outcomes and measures. HMA will design any evaluation plan to be flexible and adaptive and to provide real-time feedback that enables the program and interventions to evolve as information becomes available.

HMA uses a collaborative approach for evaluation-based technical assistance. We will develop a technical assistance plan first by gaining a detailed understanding of the existing evaluation capacity and experience of evaluation participants through conducting a multipronged evaluability assessment. Informed by the assessment, HMA will then draft a detailed technical assistance plan that fills the gaps in evaluation capacity.

Technical assistance topics specific to evaluation might include helping to foster an understanding and appreciation of the value of evaluation and ways in which it is used as a learning opportunity rather than anything punitive. Technical assistance may also focus on skill-building activities so that stakeholders are equipped to implement any evaluation protocols and tools, such as surveys, interviews, and data reporting. HMA will provide technical assistance and training to stakeholders and county agency staff in different formats most suitable for adult learners, periodically assessing information adoption and application of what has been learned virtually and/or in person,

depending on client preference. Formats can include assistance at the individual and group levels to support collaborative opportunities. Virtual trainings can be recorded for ongoing reference.

Members of HMA's project team possess core competencies vital for effective technical assistance projects, such as interpersonal skills, professionalism, and content knowledge in evaluation. We work to maintain open communication through continuous communication and listening, to develop strong relationships with partners by collecting robust information and feedback to identify needs for technical assistance or training, and to proactively address any issues that arise.

HMA's proposed evaluation team will adhere to the guiding principles of the American Evaluation Association*, which include the following:

- Systemic inquiry
- Competence
- Integrity and honesty
- Respect for people
- Responsibilities for general and public welfare

*<https://www.eval.org/About/Guiding-Principles>

The HMA team has extensive experience analyzing and synthesizing interview, focus group, document review, and data-based findings; uncovering themes and lessons learned; and developing reports. HMA will work with the FSSA team to support an iterative and collaborative process, including the verification of format, a review of initial findings, and the incorporation of feedback prior to submitting the final report to ensure alignment of expectations. We can provide paper and/or electronic documents in an editable Word or PDF format. HMA has a peer-review team that can be utilized for publicly facing documents and a graphic artist who can be utilized for adding graphics to covers or throughout a document. HMA has experience tailoring reports to different audiences, including through providing reports and/or deliverables in other languages, meeting client-requested literacy levels, and presenting materials with culturally appropriate language and/or graphics.

HMA designs evaluations that support self-monitoring, overall project management, and rapid program improvement, and we seek to maximize the likelihood that outcomes of interest are uncovered and lessons are learned for future implementation, sustainability, and scalability. To accomplish these goals, we will develop a stakeholder engagement plan, which will be used to identify the strategies and actions needed to ensure the productive involvement of stakeholders in both the evaluation and program decision-making. The stakeholder plan will identify the intended users of the evaluation early on. We will engage stakeholders on several key aspects of the stakeholder plan, including how they want to receive and/or access the evaluation findings and any potential barriers to using evaluation findings. These barriers may include the credibility and perceived relevance of evaluation reports, as well as the availability of resources and the authority to make changes in response to evaluation findings. Lastly, we will learn from stakeholders the essential dates for decision-making and processes, ensuring that evaluation findings are timely. Throughout the life cycle of the program and evaluation, HMA will work to include regular opportunities to review and discuss preliminary evaluation findings so stakeholders are familiar with the data, know how to access the data, and can provide any adjustment to the evaluation to ensure the evaluation continues to meet their decision-making needs.

While we have proposed an overall approach, within 60 days of the contract start date, HMA will use the following questions to refine our draft evaluation framework:

- What is to be evaluated?
- How will it be known whether items under evaluation are successful (i.e., performance criteria or benchmarks)?

- What evidence or data will be collected to show performance relative to the established criteria or benchmarks?
- What conclusions about program performance can be made with the available data, and what are the limitations of those conclusions?
- How will these findings be used for continuous improvement and/or replication?

HMA's evaluation of the First Steps program will begin with the development of targeted research questions in partnership with FSSA, followed by an extensive review of funding, expenditures, program outcomes, and other program documentation and relevant materials that will be provided by FSSA.

HMA will conduct an extensive literature review of local, regional, and national policy insights to inform our evaluation. As HMA conducts the quantitative components of the evaluation, we will utilize all available data provided by FSSA and create supplemental data-collection tools, if necessary, to further understand program impact and success. HMA's data manager for the project will lead all data-collection and analysis efforts for this evaluation. These efforts will include assessing each data source that will inform the evaluation report and providing the state with knowledge of the limitations and advantages of each source. HMA will develop an engagement survey that will inform gap identification or limitations of future program initiatives or enhancements. All of these steps will culminate in the creation of an evaluation that will be driven by data and served by various analyses.

Next, HMA will evaluate available documentation about funding, reports on spending and distribution, and any additional documentation made available by FSSA that describes the program and any currently measured outcomes. HMA will also evaluate national publications and research studies about the expected outcomes of similar initiatives to establish evaluation criteria to support the second question within HMA's evaluation framework: How will it be known whether items under evaluation are successful?

To address the third question of HMA's evaluation framework—What evidence or data will be collected to show performance relative to the established criteria or benchmarks?—HMA will first rely on available data that may already have been collected by FSSA. To supplement these data, HMA may recommend the development of an outreach survey to be administered to grant recipients requesting information about the impact the funding has had on their workforce (i.e., in terms of retention, as a recruitment tool, etc.).

HMA will utilize information and data from the above-mentioned steps to answer the fourth question in HMA's evaluation framework: What conclusions about program performance can be made with the available data, and what are the limitations of those conclusions? In this phase, HMA will synthesize information and data provided by FSSA about the First Steps program, coupled with other primary and secondary sources of data gathered by HMA, to draw conclusions pursuant to the agreed-upon research questions.

To answer the final question from HMA's evaluation framework—How will these findings be used for continuous improvement and/or replication?—HMA will utilize data from the engagement survey described above and other data to determine if any identified gaps could be addressed or if any recommendations could be made to make future initiatives more effective based on the evaluation findings.

In developing the evaluation framework, HMA will draw on staff experience with stakeholder engagement and expertise in developing data-collection protocols and systems. HMA will use validated measures, when available, including those found in literature or from similar initiatives. If such measures are unavailable or insufficient, we will create new measures through involving stakeholders, seeking to understand research questions and available data, and using best practices in measurement development.

Because robust evaluation requires multiple assessment measures, HMA will work closely with the FSSA to capture quantitative data that will measure both process and outcomes (i.e., What are we

accomplishing, and how well are we doing?) and qualitative data that can provide a context for interpreting results (i.e., Which factors might explain the data patterns we can observe?). Wherever possible, we will design the evaluation to enable the triangulation of data so we have multiple pieces of evidence across evaluation methods to increase the strength of conclusions and recommendations. We will also customize all data-collection methods and tasks to meet ongoing (formative), periodic (benchmark), and/or end-of-term (summative) evaluation needs.

Conducting Qualitative and Quantitative Analysis

To evaluate Indiana's First Steps program, a comprehensive qualitative and quantitative analysis framework will be employed. This approach will be designed with a mixed-method structure that will include qualitative data from key informant interviews, focus groups, or community surveys to gather information on participant experiences and perceptions. Concurrently, quantitative data can be collected through secondary data analysis of program records and demographic information, focusing on state performance plan / annual performance report indicators 1–8, such as timely service delivery and child outcomes. The qualitative data will provide in-depth insights into the lived experiences of families and service providers, while the quantitative data will offer measurable evidence of program performance. By synthesizing these data sources, evaluators will be able to generate detailed reports with actionable recommendations, ensuring that the findings are both comprehensive and grounded in real-world experiences. This holistic approach will facilitate informed decision-making and continuous improvement of the program.

Compiling the Results and Findings of Qualitative and Quantitative Data into Formal Reports

To compile the results and findings of qualitative and quantitative data into formal reports for evaluating Indiana's First Steps program, a systematic approach will be essential. First, the qualitative data will be transcribed and coded to identify recurring themes and patterns. This thematic analysis will help in gaining an understanding of the nuanced experiences and perceptions of participants. Simultaneously, the quantitative data, derived from secondary data, will be statistically analyzed to measure performance against compliance indicators. The next step will involve integrating these qualitative and quantitative findings, which can be achieved by triangulating the data, where qualitative insights provide context to the quantitative results and vice versa. The final report will be structured to present an executive summary, methodology, detailed findings, and actionable recommendations. Visual aids, such as charts, graphs, tables, or interactive dashboards, can enhance the clarity and impact of the quantitative data, while quotes and case studies from the qualitative data can illustrate key points. This comprehensive and cohesive reporting will ensure that the evaluation is both informative and accessible to stakeholders, facilitating informed decision-making and continuous program improvement.

HMA staff make use of dashboards and other graphic representations of complex data and concepts—including geospatial mapping and data visualization using Tableau—to provide easily understood and attractive ways to communicate findings. We support clients, stakeholders, and communities in understanding how to use the results and in developing key measures, collecting data, and creating methods for monitoring progress.

Developing Recommendations for Scaling Effective Solutions and Identifying Areas for Longer-Term Focus

HMA's approach to program evaluation will be deliberately formative and user oriented, with the goal of transforming data into information that guides and informs continuous improvement. In both the design and data-collection stages of evaluation, we will develop the research questions, data-collection instruments, and typologies or frameworks with BCDS's specific users and uses in mind. Because we help organizations accelerate equity, we also feel it is imperative that data and evaluation findings have a practical use to BCDS and FSSA in enhancing implementation, improving licensing and monitoring practices to increase supply, and/or deepening program impact. Therefore, we will use opportunities to present evaluation data as forums for training and providing

other policy, program, and operational insights for practitioners in understanding and owning data, using data to inform decision-making, and communicating data findings to internal and external audiences.

Ensuring all Services Provided Support FSSA's Mission, Vision, and Values

As with our past and existing collaborations with the state, HMA's approach will ensure all services in support of this evaluation align with FSSA's and BCDS's mission, vision, and values.

None of the conditions stated are applicable to HMA. We pride ourselves on constantly improving our processes, procedures, and policies to meet the needs of our clients and be a leader in the industry.

3 SoW Sections 6, 7, and 8 - Annual SPOE Quality Review Activities, Child Outcomes (SPP/APR Indicator 3) Data Repository and Collection, and Family Outcomes (SPP/APR Indicator 4) Data Repository, Dissemination, and Collection

Describe how you plan to conduct annual quality review of each System Point of Entry (SPOE). Your response should include, but not be limited to, the specific elements highlighted below and reference relevant experience, where applicable:

- Describe how you will identify the appropriate annual quality review activities to evaluate the identified State indicators.
- Describe how you will conduct the following monitoring activities for the SPOEs, including any metrics that you will use:
 - Compliance monitoring
 - Results and outcomes monitoring
 - Quality monitoring
- Describe how you will conduct statistically rigorous quantitative as well as qualitative data analysis to support quality monitoring for the SPOEs.
- Describe how you will conduct ongoing verification of Correction of Noncompliance for the SPOEs, including the associated data analysis and collection.
- Describe how you will produce timely and accurate and monitoring reports, including the Report on Annual SPOE Quality Review Activities.
- Outline your plan to build and implement a data repository and collection process for Exit Skills Summary data.
- Outline your proposed collection process for the Exit Skills Summary (child outcomes) data.
- Outline your plan to build and implement a data repository and collection process for family outcome survey data.
- Outline your proposed dissemination and collection process for the family outcome survey.
- Explain how you will maintain, back up, and secure child and family outcome survey data within the data repository throughout the contract term.
- Explain your plan to regularly share the raw child and family outcome survey data with the State.
- Provide an example of compliance and results monitoring activities completed in the past.

The HMA team will meet with BCDS to outline all annual quality review activities and identify state indicators to be evaluated during our monitoring activities. The annual quality review will include determining the minimum number of files to review for each indicator in each cluster, reviewing each selected early intervention record to capture data and qualitative notes, conducting data

analysis for each indicator, compiling a data summary report for each indicator, completing the data analysis, and recording the final calculations following review of any additional documented evidence. The HMA team will notify system points of entry of annual quality review data, monitoring activities, and state indicators to be evaluated.

Compliance Monitoring

Our MBE vendor, VECRA, has extensive experience in compliance monitoring. In their work, VECRA, has demonstrated a thorough approach to ensuring the compliance and accuracy of educational materials. VECRA's role will involve meticulously reviewing curricula and program content to verify adherence to federal, state, and medical regulations related to adolescent reproductive health. This process will begin with a detailed evaluation of educational materials by experts in adolescent health and reproductive fields, who will assess whether the content aligns with the most current medical standards and legal requirements. Their review will ensure that all information is accurate and compliant with established guidelines.

Following these reviews, VECRA will prepare comprehensive reports that highlight both adherence to and deviations from compliance standards. These reports will include detailed assessments of how well the materials meet regulatory requirements, providing clear documentation of any areas where the content does not fully comply. The reports will also offer specific recommendations for corrective actions to address identified noncompliance issues, guiding grantees in making necessary revisions to their materials. This systematic approach will ensure that the educational content not only meets federal, state, and medical regulations but also contributes to effective health education for adolescents.

HMA and VECRA will deploy a robust methodology for compliance monitoring through detailed data analysis and reporting. Responsibilities will include managing and analyzing extensive data related to child welfare programs to ensure adherence to regulatory standards. HMA will utilize advanced data analysis techniques and develop comprehensive dashboards and reporting tools to track compliance indicators effectively. These tools will provide real-time insight into compliance metrics, allowing for continuous monitoring and assessment of adherence to federal, state, and medical guidelines. Federal guidelines include the Office of Inspector General's *General Compliance Program Guidance*. The *General Compliance Program Guidance* is a reference guide for the healthcare compliance community and other healthcare stakeholders. The *General Compliance Program Guidance* provides information about relevant federal laws, compliance program infrastructure, Office of Inspector General resources, and other information useful to understanding healthcare compliance.

HMA's approach includes creating accurate reports that highlight compliance performance and identify any deviations from standards. We will track compliance indicators closely, ensuring that any potential issues are promptly addressed. The detailed reports we produce will offer actionable insight into compliance performance, and we will provide recommendations for corrective actions when needed. This proactive approach will support ongoing adherence to regulatory requirements and foster continuous improvement in compliance monitoring practices.

Together, these outlined approaches underscore our capability to manage complex compliance monitoring tasks effectively. Our expertise in both evaluating educational materials for regulatory adherence and analyzing data to track compliance indicators aligns perfectly with the requirements for comprehensive compliance monitoring.

Results and Outcomes Monitoring

Our MBE vendor, VECRA is deeply involved in evaluating effectiveness through a comprehensive results and outcomes-monitoring approach. Their existing work measures how well interventions achieve their intended impact. Their process begins with a detailed analysis of the materials to determine their effectiveness in conveying accurate information and influencing outcomes. In one project example, VECRA assessed whether the educational content met its objectives, such as improving knowledge and changing attitudes or behaviors among adolescents.

To align with medical results and outcomes indicators, VECRA utilizes a variety of assessment methods, including qualitative and quantitative analyses. These analyses involve collecting feedback from users of educational materials, analyzing the data to measure impact, and comparing the results against established benchmarks. VECRA's analyses not only evaluate the direct outcomes of educational interventions but also examine the interventions' broader effectiveness in meeting program goals. VECRA prepares detailed reports that summarize the findings, providing insights into how well the materials perform and recommending adjustments to enhance their effectiveness. This process ensures that the educational content remains relevant and impactful, aligning with the objectives of federal results and outcomes-monitoring requirements.

VECRA also applies its expertise in data collection and analysis to effectively support results and outcomes monitoring. Their role involves developing sophisticated data-collection instruments, conducting surveys, and managing focus groups to gather comprehensive performance data. These data are crucial for tracking progress against performance targets and evaluating the effectiveness of child welfare programs.

HMA and VECRA excel in analyzing and visualizing data to provide clear insight into performance metrics. Our ability to create detailed dashboards and reports will enable us to monitor various outcomes, such as service delivery effectiveness and client satisfaction. By comparing actual performance against predefined targets, we can identify trends, measure success, and pinpoint areas for improvement. Our results-oriented approach will ensure that we provide actionable insights that drive continuous improvement and support the achievement of program goals. Our collective experience aligns with BCDS's need for effective results and outcomes monitoring and demonstrates our capability to evaluate and report on performance metrics in a meaningful and impactful way.

Quality-Monitoring Activities

Our MBE, VECRA, will lead quality-monitoring activities, with insights from our subject matter experts. VECRA's experience also includes performing annual interviews and reviews with program staff, families, and providers to gauge the effectiveness of educational materials and the review process itself. Their approach involves collecting in-depth feedback from a range of stakeholders to evaluate the quality of educational interventions, the relevance of the content, and the overall impact on target audiences. This qualitative data collection provides valuable insight into how well educational materials meet the needs of adolescents and aligns closely with the requirement for annual interviewing or other qualitative data collection and analysis.

Additionally, VECRA's work includes quantitative data collection to track high-quality outcomes, such as assessing the percentage of high-quality outcomes documented in individualized family service plans. This quantitative approach will complement HMA's qualitative assessments, ensuring a comprehensive evaluation of educational material quality and effectiveness. VECRA prepares detailed reports that summarize our findings, provide actionable recommendations, and highlight areas for improvement, thus supporting ongoing quality enhancement.

VECRA employs a broad range of quality-monitoring activities through sophisticated data-collection methods. They utilize surveys, interviews, and focus groups to gather both qualitative and quantitative data about service delivery and performance. This effort includes tracking performance indicators related to service quality and evaluating the effectiveness of various program components. Their expertise in analyzing and visualizing these data enables them to identify trends, assess service quality, and provide meaningful insight into program performance.

Together with VECRA, our comprehensive approach to quality monitoring will ensure that we maintain high standards in both educational material assessment and service delivery evaluation. By combining qualitative and quantitative data-collection methods, we will be able to offer a holistic view of quality and performance, ultimately contributing to the continuous improvement of the First Steps program.

Monitoring Reports

Our MBE, VECRA, will develop monitoring reports with insight from our subject matter experts. VECRA has experience producing thorough reports that detail accuracy and compliance. These reports are meticulously structured to include a summary of both compliance and results, as well as specific findings related to the effectiveness of the materials. In their education work, their reports provide a clear overview of how well educational content meets federal, state, and medical standards, highlighting any deviations or areas of noncompliance. In their reports, VECRA also includes detailed recommendations for corrective actions to address identified issues, ensuring that the materials can be revised to improve compliance and effectiveness. This comprehensive approach will ensure that our reports for this project align closely with the need for monitoring reports that incorporate data summaries, performance indicators, and findings of noncompliance.

VECRA's expertise in producing custom reports and data visualizations supports the creation of detailed and actionable monitoring reports. They specialize in generating clear and informative reports that summarize performance metrics and offer valuable insights into program effectiveness. Their ability to analyze and visualize data will enable our team to present complex information in a user-friendly format, ensuring that stakeholders receive relevant and actionable insights. These reports will consistently highlight performance trends, identify any issues, and offer targeted recommendations for improvement. Our reporting process will be designed to meet the full range of monitoring report requirements, from summarizing performance indicators to addressing findings and providing recommendations.

Together with VECRA, we feel confident in our ability to prepare comprehensive monitoring reports that meet high standards of clarity and detail. Our approach will ensure that all aspects of monitoring—compliance, performance, and corrective actions—are effectively covered, providing valuable insights that drive continuous improvement and support informed decision-making. Moreover, our collective experience gives us confidence in providing a comprehensive annual report on system-point-of-entry quality review activities that will include all findings and programmatic recommendations based on qualitative and quantitative data analysis. Our Indiana veteran-owned small business enterprise, Allied Business Solutions, will provide writing support to facilitate the timely completion of each report deliverable.

Ongoing Verification of Correction of Noncompliance

Our MBE, VECRA, will lead ongoing verification of correction of noncompliance, with insights from our subject matter experts. VECRA's process will involve a systematic approach to tracking and reporting on the implementation of corrective actions. This approach will include conducting follow-up reviews to ensure that any issues identified in the initial assessments are effectively addressed. VECRA will monitor the progress of these corrective actions, providing regular updates to stakeholders and making further adjustments as necessary. Their commitment to ongoing verification will ensure that educational materials continue to meet compliance standards and maintain high quality throughout their use.

VECRA's approach to verifying the correction of noncompliance will involve continuous data collection and analysis. They will maintain a rigorous process for tracking and assessing any identified issues, ensuring that these are addressed through regular updates and comprehensive reporting. This process will include conducting periodic verification procedures, such as reviewing data to confirm that corrective actions have been successfully implemented and are producing the desired outcomes. VECRA's process will involve detailed data analysis to monitor the effectiveness of these actions and to ensure that any corrective measures are not only effective but also sustainable over time.

Through our partnership with VECRA, we are confident in our ability to provide ongoing verification of noncompliance correction. Our approach will ensure that all identified issues are promptly addressed, corrective actions are effectively implemented, and compliance is continuously maintained. This dedication to thorough verification and sustained correction will support the overall integrity and effectiveness of the programs we manage.

Exit Skills Summary Data

HMA has significant experience working with family services and combining that data with other sources to inform decision-making around family services policy. HMA will leverage this experience to create targeted questions that minimize burden while attaining the most pertinent data points. Since these data will then need to be stored, HMA will create a data repository with architecture informed by the development of the survey in addition to other datasets included in our general family services implementation. The repository will take the form of a database structure that is accessible by all interested parties. Survey data will be collected through the desired survey application and then routed directly to the database for further analysis and report development.

Data Repository and Dissemination and the Collection Process for the Family Outcome Survey

Once the survey data are collected and sorted into the correct repository, it will be imperative for the data to be communicated in a clear and concise manner that is both informative and does not prompt significant additional burden to interested parties. In the past, HMA has implemented a dissemination process with the following features:

- Live training on the survey-collection process and high-level findings
- A step-by-step resource guide to assist interested parties in navigating the data reports
- Established dedicated support teams to help stakeholders understand survey results and how to further query the data
- Onboarding and technical assistance for access to any reporting application

The security and useability of the collected data is of the highest importance, and it is for this reason that HMA has an information technology functionality that is set up to assist FSSA. The data collected by the survey will be kept within a structured query language server instance, which will be set in a secure Service Organization Control type 2 environment. Our typical process is to implement the database in both a production and development scenario so that the database remains secure until it is ready to be queried upon. HMA will provide database administration services for all data within the environment, and maintenance will be provided on a constant basis.

4 SoW Section 9 - Provider Agency Monitoring

Describe how you propose to conduct monitoring of the provider agencies. Your response should include, but not be limited to, the specific elements highlighted below and reference relevant experience, where applicable:

- Describe how you will conduct the following monitoring activities for the provider agencies, including any metrics that you will use:
 - Compliance monitoring
 - Results and outcomes monitoring
 - Quality monitoring
- Describe how you will conduct statistically rigorous quantitative as well as qualitative data analysis to support quality monitoring for the provider agencies.
- Describe how you will conduct ongoing verification of Correction of Noncompliance for the provider agencies, including the associated data analysis and collection.
- Outline your schedule for monitoring activities, including how you propose to split the provider agencies across monitoring cohorts to ensure all programs are monitored as described in the Scope of Work.
- Describe how you will produce timely and accurate monitoring reports, including the Report on Annual Provider Agency Monitoring Activities.
- Explain your plan to regularly share raw provider agency data with the State.

- Describe any additional monitoring activities not detailed in your response to the SPOE quality review activities that would apply to the provider agencies.

The HMA team and our partner VECRA will bring extensive collective experience in provider agency monitoring and subsequent activities.

Compliance Monitoring

HMA has experience in establishing and monitoring compliance programs for clients. Most recently, HMA completed the development of a compliance program and monitoring with the public health department of a large, metropolitan county. This project included the development of a compliance catalogue and an ongoing gap analysis and risk assessment. Our MBE, VECRA, will lead this work for this project. VECRA's role in previous, related work has involved thorough oversight and evaluation of educational materials. They have ensured that these materials adhere to established standards and achieve their intended impact. Their work has entailed detailed reviews of curricula and educational content to assess compliance with federal and state guidelines. This process has included evaluating the effectiveness of interventions by analyzing how well educational materials have met their goals, such as improving adolescent knowledge and influencing behavior. Their findings are documented in comprehensive reports that detail both the compliance status and the overall effectiveness of materials, ensuring that they meet the necessary standards and provide valuable insights for ongoing improvements.

In other related work, VECRA has extensive experience in data management and analysis to support the monitoring of provider agencies comprehensively. Their work includes the collection and analysis of data related to service delivery and performance across various providers. VECRA develops and utilizes sophisticated data-collection instruments and methodologies to track compliance with performance indicators, evaluate results, and assess the quality of services provided. By employing advanced data-visualization and reporting techniques, they effectively monitor and analyze provider performance, identify areas of concern, and provide actionable insights to support continuous improvement. VECRA's experience in managing large datasets and producing clear, detailed reports ensures that they meet the full spectrum of monitoring activities, from compliance tracking to results assessment and quality evaluation.

Overall, our partnership with VECRA will give us strong capabilities in monitoring activities, ensuring adherence to standards, and evaluating effectiveness in both educational and service delivery contexts. Our experience will ensure that we can deliver comprehensive monitoring solutions that effectively meet the needs of the program.

Results and Outcomes Monitoring

Our MBE, VECRA, will lead results and outcomes monitoring for this project. In similar work, VECRA's experience for results and outcomes monitoring involves a detailed evaluation of educational materials to ensure medical accuracy. This task is crucial for aligning educational resources with federal results and outcomes indicators. VECRA rigorously assesses these materials for their accuracy, relevance, and effectiveness in achieving their educational goals. This process includes not only verifying the correctness of medical information but also evaluating how well the materials meet the program's intended outcomes. For instance, their analysis determines if the materials effectively contribute to adolescent health education and prevention efforts, thereby ensuring they align with federal benchmarks for educational impact. Their approach encompasses a comprehensive evaluation process, which involves systematic reviews, effectiveness measurements, and alignment checks against predefined educational objectives. This detailed assessment ensures that the materials are not only accurate but also impactful, directly reflecting the outcomes-monitoring requirements.

VECRA has high proficiency in data collection and analysis, which supports robust results and outcomes monitoring. They excel in designing and implementing data-collection tools, such as surveys, interviews, and focus groups, tailored to gather relevant information on various performance metrics. Their approach involves the development of sophisticated data-collection

instruments that capture nuanced insights into program performance. They then analyze these data to track progress toward established targets and goals. VECRA's analytical capabilities extend to creating detailed reports and visualizations that illustrate performance trends, outcomes, and areas for improvement. For example, through data visualizations and dashboards, they provide clear, actionable insights into how well different aspects of programs are performing against their objectives. This process ensures that outcomes are accurately tracked and reported, facilitating informed decision-making and continuous improvement.

Together with VECRA, we are confident in our ability to perform results and outcomes monitoring. Our detailed evaluation processes and advanced data analysis techniques will ensure that we meet and exceed the monitoring requirements for the services described in this RFP and that we provide valuable insight and support effective program management.

Quality-Monitoring Activities

Our MBE, VECRA, will lead quality-monitoring activities with insights from our subject matter experts. VECRA's experience in quality monitoring involves a systematic approach to evaluating materials through qualitative methods. In past work on education, VECRA has conducted in-depth interviews and reviews with key stakeholders, including program staff, families, and providers. This qualitative data-collection process has been designed to assess the effectiveness of educational materials and the review process itself. VECRA gathers feedback on the relevance, accuracy, and impact of content and on the efficiency and thoroughness of the review procedures. This rigorous assessment enables them to evaluate the quality of the materials and identify any areas for improvement. The insights gained from these interviews and reviews are crucial for maintaining high standards in educational content and ensuring that the materials effectively meet objectives. This experience aligns well with the quality-monitoring activities required by this RFP, including interviewing agency staff and providers to assess service quality.

VECRA excels in managing both qualitative and quantitative data collection to support quality monitoring. Their capabilities include designing and implementing comprehensive data-collection methods, such as surveys, focus groups, and interviews, to gather detailed information about service delivery and performance. They analyze these data to track high-quality service delivery and monitor performance indicators. VECRA's approach involves scrutinizing various quality metrics, such as service effectiveness and client satisfaction, to ensure that providers meet established standards. By combining quantitative analysis with qualitative feedback, VECRA can provide a nuanced evaluation of service quality and identifies areas for improvement. This experience will ensure that we effectively address the quality-monitoring requirements in this RFP, including tracking service performance and assessing quality indicators.

Together with VECRA, we are confident in our ability to provide quality monitoring with a thorough and balanced methodology that integrates both qualitative insights and quantitative data. This dual focus will enable us to deliver comprehensive assessments of service quality and effectiveness, ensuring services consistently meet high standards.

Monitoring Reports

Our MBE, VECRA, will develop monitoring reports with insights from our subject matter experts. In monitoring work, VECRA has been responsible for preparing thorough reports that cover a wide range of monitoring aspects. Their reports include detailed findings from the review of educational materials, comprehensive data summaries, and specific recommendations for corrective actions. VECRA thoroughly documents compliance with federal, state, and medical standards, highlights areas of noncompliance, and provides actionable insights for improvement. Each report is structured to present clear and concise information, ensuring that stakeholders can easily understand the status of compliance and the effectiveness of the materials. This approach ensures that VECRA's reports meet the need described in this RFP for detailed monitoring documentation, capturing both the quantitative and qualitative aspects of the review process.

In other work, VECRA has gained expertise in the creation of custom reports and data visualizations that deliver clear, actionable insights. They leverage skills in data management and

analysis to produce reports that summarize performance metrics, track compliance with targets, and highlight areas for improvement. Their custom reports are designed to cater to various audiences, providing relevant and comprehensible information that supports decision-making and performance evaluation. VECRA employs advanced data-visualization techniques to present complex data in an accessible format, ensuring that their reports effectively communicate key findings and recommendations.

In partnership with VECRA, we are confident that our approach to preparing monitoring reports will be characterized by a commitment to clarity, detail, and relevance. Whether through comprehensive reporting on educational material reviews or through custom data visualizations, our reports will provide valuable insights and support effective monitoring and evaluation of the First Steps program. This expertise will ensure that all aspects of monitoring, from compliance and performance to corrective actions, will be thoroughly documented and communicated.

Ongoing Verification of Correction of Noncompliance

Our MBE, VECRA, will lead ongoing verification of correction of noncompliance, with insights from our subject matter experts. In similar work, VECRA has consistently addressed issues identified during reviews by updating and revising educational materials based on their findings. This process is rigorous and involves continuous tracking and reporting on the implementation of corrective actions. They ensure that these actions are effectively addressed by maintaining detailed records and providing regular updates to stakeholders. For example, after identifying inaccuracies in educational materials, VECRA not only recommends changes but also verifies that these changes are implemented correctly and sustained over time. Their methodical approach includes reassessing the updated materials to confirm their compliance with medical accuracy standards, ensuring that all noncompliance issues are thoroughly resolved.

Similarly, with another project, VECRA's robust approach to data management and reporting has further supported the verification of noncompliance correction. They have engaged in regular data collection and analysis, addressing any identified issues through periodic updates and detailed reporting. VECRA's commitment to ongoing verification includes comprehensive reviews of data to confirm the effectiveness of corrective actions. For instance, they continuously monitor data to ensure that previously identified issues do not recur and that corrective measures are effectively integrated into the program. This ensures a consistent and proactive approach to maintaining compliance across all activities.

VECRA's ability to deliver thorough and timely reports is well-established through their work on both contracts. In other work, VECRA has produced comprehensive monthly and annual reports that track progress, challenges, and corrective actions. These reports include detailed summaries of activities, findings, and the status of implemented corrections. Their reports are meticulously prepared to provide stakeholders with a clear understanding of the project's trajectory and the effectiveness of interventions. This regular reporting aligns perfectly with the need for consistent, detailed updates on data collection and analysis.

VECRA is adept at creating custom reports and data visualizations that summarize performance metrics and deliver actionable insights. Their expertise in data visualization and storytelling ensures that their reports are not only informative but also engaging and easy to understand. These reports are produced on a quarterly basis, ensuring that stakeholders receive accurate and relevant information in a timely manner. VECRA utilizes a variety of data-presentation techniques to highlight key findings, track performance against targets, and provide recommendations for continuous improvement. Our commitment to producing timely and informative reports supports the requirement for regular updates on data collection and analysis, enabling stakeholders to make informed decisions based on the latest data.

Together in partnership with VECRA, we are confident in our comprehensive approach to the ongoing verification of noncompliance correction and our capability to produce detailed, timely quarterly reports that meet and exceed the First Steps program's monitoring needs. Our systematic

processes and advanced reporting techniques will ensure that all issues are addressed effectively and that stakeholders are consistently informed about the project's progress and outcomes.

Monitoring Schedule

Our MBE, VECRA, will develop the monitoring schedule with insights from our subject matter experts. In similar monitoring work, VECRA has been responsible for overseeing periodic reviews and updates of educational materials. These reviews involve managing schedules that include regular intervals for conducting reviews, updating materials, and reporting findings. Their approach ensures that all review activities are conducted according to a structured timetable, enabling them to maintain a consistent and thorough evaluation process. This experience reflects their capability to manage monitoring schedules efficiently, ensuring that each phase of the review process is completed on time and that updates are implemented promptly.

Similarly, VECRA's expertise in managing long-term projects supports the RFP's requirements for a structured monitoring schedule. VECRA handles the intricacies of tracking performance and delivering regular reports throughout different phases of the project. Their ability to adhere to established timelines and provide periodic updates ensures that monitoring activities are conducted systematically and that stakeholders receive timely and accurate information. This process involves coordinating various tasks, from data collection and analysis to report generation and distribution, all while adhering to a predefined schedule. VECRA's experience in managing these ongoing responsibilities aligns well with the need for a structured and consistent monitoring cycle, ensuring that all aspects of the monitoring process will be addressed effectively and on schedule.

Together with VECRA, we are confident in our ability to effectively manage monitoring schedules, demonstrating our commitment to maintaining order and consistency in our monitoring activities. Our proven track record of handling periodic reviews and long-term project timelines will ensure that all monitoring tasks are completed efficiently and in alignment with the required schedules, so we can provide stakeholders with reliable and timely insights.

5 SoW Section 10 - State Systemic Improvement Plan (SSIP) Evaluation

Describe how you plan to execute the evaluation of the State Systemic Improvement Plan (SSIP) in its entirety. Your response should include, but not be limited to, the specific elements highlighted below and reference relevant experience, where applicable:

- Outline how you will develop the SSIP Evaluation Plan, including the following:
 - Involvement of stakeholders
 - Methods for collection and analysis of the State Identified Measurable Results (SiMR) implementation and outcomes
 - Methods for examining effectiveness of the implementation
 - Creation of a logic model
- Explain how you will evaluate the SSIP, including how you will conduct focus groups, stakeholder interviews, and data analysis.
- Describe how you will produce timely and accurate reports on SSIP activities.
- Provide an example data analysis that you have conducted for a similar project.
- Provide example program evaluation tools that you have used in similar projects.

HMA has reviewed prior SSIPs and understands the state-identified measurement of results (SiMR), Indiana's theory of action, and methods historically utilized to measure progress in the SSIP to inform our strategy in the development of the SSIP evaluation plan. We will work in collaboration with FSSA through a structured approach outlined below to ensure a comprehensive assessment.

Defining Improvement Strategies

Through a review of existing data as well as stakeholder engagement, HMA will work with FSSA to define prioritized goals for the improvement of plan. The process of defining goals will include compiling and analyzing existing data to identify potential focus areas. In addition, we will conduct focus groups and key informant interviews to identify gaps, challenges, and areas for improvement within the existing system. Once goals are identified, we will create key indicators that will define progress in the SSIP.

Involvement of Stakeholders

HMA will work with FSSA to curate a list of key stakeholders who have diverse perspectives and experiences in the system. At a minimum, key stakeholder engagement in the SSIP evaluation will include program administrators, FSSA staff, and program beneficiaries. HMA understands that all key stakeholder engagement will need prior approval, and we will work collaboratively with FSSA to develop a comprehensive list of stakeholders.

HMA has extensive experience facilitating multistakeholder collaboratives. Our collaborative, facilitative approach incorporates the following practices and approaches:

- **Effective Project Management:** HMA will oversee all aspects of project coordination, including coordinating and facilitating meetings, documenting discussions and agreements, and disseminating information in a timely manner to maximize the engagement and participation of key stakeholders.
- **Transparent, Data-Informed Discussions:** HMA will facilitate effective discussions grounded in robust qualitative and quantitative data that support the participant group's understanding of the operating context, challenges, and opportunities.
- **Incorporating Community Voices:** HMA will work with collaborative members to identify and develop ways in which the community experience can inform decision-making.
- **Synthesis and Progress Reporting:** HMA will establish a clear road map of agreed-upon actions and will regularly employ tools to gauge participant satisfaction and perceptions of progress and to identify opportunities for improvement.
- **Building Long-Term Infrastructure:** HMA recognizes the importance of supporting the program to develop and build the infrastructure necessary for ongoing and institutionalized collaboration.

Methods for SiMR Implementation and Outcomes

Our methods for collection and analysis of the SiMR will be supported by our MBE, VECRA. VECRA's work includes quantitative data collection to track high-quality outcomes, such as assessing the percentage of high-quality outcomes documented in individualized family service plans. This quantitative approach complements our qualitative assessments, ensuring a comprehensive evaluation of educational material, quality, and effectiveness. VECRA prepares detailed reports that summarize their findings, provide actionable recommendations, and highlight areas for improvement, thus supporting ongoing quality enhancement.

VECRA employs a broad range of quality-monitoring activities through sophisticated data-collection methods. They utilize surveys, interviews, and focus groups to gather both qualitative and quantitative data about service delivery and performance. This process includes tracking performance indicators related to service quality and evaluating the effectiveness of various program components. VECRA's expertise in analyzing and visualizing these data enables them to identify trends, assess service quality, and provide meaningful insights into program performance.

To track the effectiveness of First Steps, HMA will collect and analyze the SiMR through a mixed-method approach. We will kick off our efforts with the development of a logic model. Logic models visually depict the theory of change for a program, service, or initiative and clearly articulate how the inputs and activities lead to outputs and outcomes. In addition, we will address how the First Steps program is supporting children from birth to three years old in meeting their developmental milestones. We will execute a thorough review of program criteria and history and engage program champions/facilitators to draft and refine a logic model that accurately describes how program

inputs become outcomes and impact. The development of the logic model will lead to the selection of performance measures tied to both the evaluation research questions and SiMR.

Evaluation of the SSIP

HMA will work with key stakeholders to develop a performance management plan to evaluate the SSIP. The performance management plan will be designed to answer the following questions.

- What will be evaluated?
- How will we know whether what is being evaluated is successful (e.g., SiMR)?
- What evidence or data will be collected to show performance relative to the established criteria or benchmarks?
- What conclusions about program performance can be made with the available data, and what are the limitations of those conclusions?
- We will facilitate stakeholder engagement discussions and develop data-collection tools, protocols, and systems while leveraging existing tools, protocols, and systems to answer these questions. Reliable, actionable, and timely process and outcome measures will be critical to an evaluation and the identification, collection, and synthesis of relevant data to support evaluation objectives. HMA has used validated measures when available, including those found in literature or from similar initiatives, or has created new measures through the involvement of stakeholders, an understanding of research questions and available data, and best practices in measure development. HMA develops and implements evaluation plans with consideration of how programs affect communities of color, people who speak a language other than English, and other marginalized populations.

HMA believes that generating authentic stakeholder engagement in evaluation processes results in stronger assessments and more valid and applicable findings. HMA provides clients with expertise in developing and conducting person-centered surveys, interviews, and focus groups; identifying prospective members and selecting member samples; evaluating quantitative and qualitative data; and summarizing results. Our experience has been that a mixed-method evaluation uses data to inform both what is happening and why it is happening. HMA typically uses a mixed-method approach that leverages existing data, collects new data as needed, synthesizes all data, measures both process and outcome data, and measures and explores a range of evaluation questions. This design supports self-monitoring and overall project management. The design also maximizes the likelihood that changes and outcomes of interest will be uncovered and that lessons will be learned for future implementation, sustainability, and scalability. HMA has experience analyzing potential data sources to answer identified research questions and then developing partnerships, agreements, and procedures to collect the required data. HMA's experience includes using state and local administrative data, program-specific pre- and posttests, survey data, and population health data. We have experience training agencies in data-collection and management procedures and in identifying and addressing problems with data quality. HMA uses qualitative methods such as focus groups, semistructured individual interviews, document reviews, and content analysis. We are adept at qualitative analysis and at employing systematic steps such as data transcription, data organization, data coding, data validation, and data analysis to generate conclusions. Our team is proficient with a variety of software programs to collect, organize, and code data, including Qualtrics and Dedoose, and will use one of these software programs (or similar) to transcribe and code qualitative data, enabling us to arrive at themes.

Accurate and Timely Reporting

HMA has experience with many evaluation products, including presentations to leadership and the community, traditional reports, short synthesis papers, policy briefs, and annual reports that summarize and assess main evaluation activities and lessons learned. Team members are adept at developing high-quality reports. Regardless of the report type, our report-writing approach embraces practices and report structures that are clear, concise, and complete. These practices facilitate report navigation, enhance engagement, and reinforce content appropriate to the

audience. We employ peer-review processes depending on the report's nature, audience, and intended reach.

Example of Data Analysis for Projects

1. **First 5 Orange County Annual Report on the Conditions of Children:** Since 2015, HMA has supported the development of nine *Annual Conditions of Children* reports (21st–29th annual reports) as the data-reporting contractor. HMA is responsible for leveraging a variety of data sources in developing, compiling, and preparing the report, including collaborating with and collecting pertinent data from the county's social and human service organizations (i.e., 28 primary indicators and approximately 143 supplemental indicators, including Early Development Index data). The county and many of its agencies use the reports to plan services and better understand the present and emerging needs of children and their families. Among other uses, First 5 Orange County utilizes the report on work related to the healthy development and school readiness of Orange County children.
2. **First 5 Los Angeles:** HMA has supported First 5 Los Angeles on number of health- and data-related strategy projects, such as community and best practice research to support First 5 Los Angeles's role in shaping the California Early Childhood Master Plan, assessment of financing and performance incentive best practices related to home visiting, and case-based analysis of referral and intervention pathways. HMA has recently launched a project to pilot billing for home visiting services using the Medi-Cal community health worker benefit and has reviewed available metrics to evaluate progress on First 5 Los Angeles's newly adopted strategic plan.

Example Program Evaluation Tools for Projects

Years of experience have enabled us to build a well-developed, refined tool kit that supports a variety of evaluation types, such as developmental, process, formative, and summative evaluations. We understand that throughout any evaluation, different types of tools will be needed, including for strategic planning, logic modeling, measure development, facilitation, and data-collection systems development. HMA has extensive experience in conducting program evaluation utilizing both quantitative and qualitative methodology. HMA is well-versed in, and regularly utilizes, the methods outlined below across a variety of sectors to conduct program evaluation. This experience includes evaluating local, state, and national health and human service policies and programs. The team is equipped to effectively analyze available data and collect additional data through structured interviews, surveys/questionnaires, focus groups, observations, and performance metrics.

Exhibit 1. Example Program Evaluation Tools for Projects

Surveys and Questionnaires	Focus Groups
Key Informant Interviews	Observations (Fidelity to Model)
Performance Metrics	Pre- and Posttests

6 SoW Section 11 - Ad Hoc Program Evaluation

Describe how you propose to execute ad hoc program evaluation. Your response should include, but not be limited to, the specific elements highlighted below and reference relevant experience, where applicable:

- Describe how you will conduct any ad hoc projects, such as systems needs assessments, longitudinal research, or focused monitoring.
- Provide an example of other ad hoc evaluations that your agency has proposed and conducted in other evaluation projects. If not applicable, please describe how you would work with BCDS to identify ad hoc projects that would benefit the program.
- Explain how you will ensure sufficient staff capacity for ad hoc requests from BCDS.

- Demonstrate your understanding of the requirements around billing for ad hoc evaluation.

HMA has extensive experience in conducting ad hoc evaluations for projects, as extensions of the related scope or an amended scope. HMA will work with BCDS to identify opportunities for ad hoc evaluations that benefit the understanding of impact, vision, and aims of the First Steps program. In our 1115 waiver evaluation experience for states, HMA has supported ad hoc evaluations of newly discovered findings or areas of interest while assisting with implementation, program monitoring, and main evaluations related to the original contract. HMA will ensure that there is capacity to conduct such evaluations concurrently with the other work aims of the scope of work. For ad hoc evaluations, HMA traditionally creates new task orders so that there is a clear delineation of work under the original proposal and newly developed work. We are flexible in adhering to the preferred structure and approach to billing ad hoc evaluations of BCDS.

7 SoW Section 13 - Staffing

Please outline your staffing plan. Your response should include, but not be limited to, the specific elements highlighted below and reference relevant experience, where applicable:

- Demonstrate how your proposed staffing plan will meet the requirements outlined in Section 13 of the Scope of Work
- Provide resumes and job descriptions for the following staff positions required by the Scope of Work, as well as any additional staff positions you propose to work under this Contract:
 - Program Evaluation Director
 - Statistician
 - Data Analyst(s)
 - Data Entry/Collection Specialist(s)
- Outline the FTE allocations for each of the positions outlined above, as well as any additional staff positions you propose to work under this Contract. In addition, please outline whether each proposed position will be solely devoted to this Contract.
- If any positions are not solely devoted to this contract, please outline how you will ensure that all Scope of Work responsibilities are fulfilled and all work is of high quality.
- Describe how you plan to provide staff with continuous professional development opportunities in order that they stay current on best practices in Early Intervention.

Team member resumes have been included as part of this proposal under the following file name: Resumes_IN FSSA_HMA.pdf. The full-time equivalent allocations are low as they represent the percent of the staff's time on this project across the 24-month period of the contract. HMA will not be having staff allocated at as high of a level in months where there is less work, using the resources most efficiently. We assure that our staffing plan will meet all requirements of the SOW for this important work.

Exhibit 2. HMA Team Staffing Roles and Functions

Project Role	Function	Full-Time Equivalent Allocations
Project Director	Shall be responsible for being the main point of contact and ultimately responsible for the successful completion of the project, including timely response and communication	3%

	for all deliverables. Carl Mueller will serve as the project director.	
Project Role	Function	Full-Time Equivalent Allocations
Project Manager	Shall be responsible for tracking deliverables and milestones and escalating concerns and issues as appropriate. Veronica Mason will serve as the project manager, with support from our Indiana veteran-owned small business enterprise, Allied Business Solutions, and Carmen Ayes.	3% for Veronica Mason and Carmen Ayes and 13% for Allied Business Solutions
Program Evaluation Director	Shall lead report writing and collaboration with subject matter experts on programmatic recommendations. Christine VanDonge will serve as the program evaluation director.	4%
Statistician	Shall be responsible for leading all data analyses, including development of the methodology behind analyses. Autumn Carparelli shall serve as the statistician.	5%
Data Analyst(s)	Shall be responsible for completing all data analytic tasks. Amy Bauman-Dontje and Cha Lee will serve as data analysts.	9%
Data Entry/Collection Specialist	Shall be responsible for ensuring completeness of all data, both qualitative and quantitative, prior to data analyses. Karis Burnett will serve as the data entry/collection specialist.	5%
Compliance and Quality-Monitoring Analysts	Shall be responsible for compliance monitoring, including provider agency and quality reporting activities. VECRA will be the compliance and quality-monitoring analysts.	14%
Subject Matter Experts	Shall be responsible for providing strategic insight and feedback in the formulation of all work and deliverables. Kaitlyn Feiock, Jennifer Maslowski, Michael Butler, and Jennifer Bridgeforth will serve as subject matter experts.	2% total for Kaitlyn Feiock, Jennifer Maslowski, Michael Butler, and Jennifer Bridgeforth

8 SoW Sections 12, 14, 15, and 16 - Deliverables, Billing and Invoicing, Performance Measures, and Payment Withholds

Demonstrate your understanding of and describe your plan to execute the SoW requirements outlined in the Deliverables, Billing and Invoicing, Performance Measures, and Payment Withholds sections in their entirety.

HMA fully understands the scope of work requirements outlined in the deliverables, billing and invoicing, performance measures, and payment withholds sections. We will lean on our extensive, ongoing working knowledge of these processes through our current work with FSSA. HMA is committed to meeting all of the requirements for each deliverable, and to the timely completion and submission of deliverables.