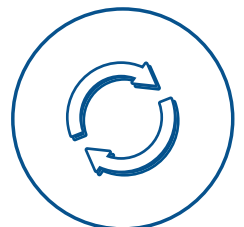
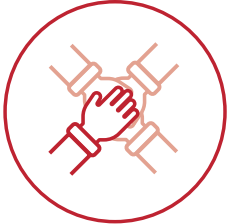


# Living Well Cross Site Evaluation

## Volume III Methodology



## I. Evaluation Overview

The Administration on Disabilities (AoD), through the Administration for Community Living's (ACL) Office of Performance and Evaluation (OPE), awarded an evaluation contract to New Editions Consulting, which subcontracted with The Lewin Group (Lewin). In 2017-2018, New Editions gathered data from states in Cohort One (Georgia, New Hampshire, and Virginia) and documented their Living Well models to inform the evaluation design. Lewin initiated the evaluation in 2018. The purpose of this cross-site evaluation is to determine:

- How the Living Well grants are being implemented across grantee sites;
- Whether Living Well grantees are meeting the goals of the project; and
- Whether the models implemented across the sites impact the quality of life of individuals with intellectual and

**Exhibit 1. Eight Key Features of Living Well Models**



## II. Project Objectives

Grantees are implementing model approaches of a coordinated and comprehensive system that include two interrelated core components for enhancing and assuring the independence, integration, safety, health, and well-being of individuals living in the community: (1) community monitoring, and (2) community capacity building. Each model will work toward:

- Enhancing the health and safety of individuals by increasing their independence, social capital, self-determination, community integration, productivity and participation.
- Strengthening the knowledge, skills, specialization, economic/career prospects and work force stability, retention and advancement of direct support professionals.
- Incentivizing the effective adoption and use of evidence based and/or promising practices related to supported-decision making, person-centered thinking, competitive integrated employment and similar strategies

- Strengthening and elevating the leadership roles that self-advocacy organization, Centers for Independent Living and other peer support networks, working together with families and others, must play in improving and assuring the quality of home and community based services.
- Enhancing the effectiveness and coordination of efforts by the state, the Developmental Disabilities Assistance and Bill of Rights Act (DD Act) network and others to anticipate, avoid, investigate, reduce and remediate abuse, neglect and other rights violations in the home and community-based services (HCBS) service delivery system for people with developmental disabilities.
- Increasing the capacity of States to effectively implement the HCBS settings rules by providing such services in the most integrated setting appropriate to the needs of individuals with developmental disabilities of all ages.

### III. Evaluation Questions

A set of questions guide the cross-site evaluation (**Exhibit 2**).

*Exhibit 2. Living Well Cross-Site Evaluation Questions*

Focus	Evaluation Questions
Quality and Effectiveness	What are the performance measures for determining how the models contribute to improving the quality of life of individuals with intellectual and developmental disabilities (I/DD)?
	How effective are each of the approaches to Living Well?
	What is the best approach for AIDD’s future work in this area?
Scalability and Replicability	Are the models scalable nationally and/or replicable in other states?
	Is the grantee model at the right level of scale to test the model? Are there elements missing?
	What demographic factors impact or are a factor in the ability to scale the Living Well models?
	What is core to the model, or can parts of the model be scaled? Is the whole model needed to be effective?
	What changes to policy and practice in the service delivery systems are needed to replicate the Living Well model?
Sustainability	Are these models sustainable?
	What features are necessary to sustain the projects?
	How do systems need to change and/or what systems must be in place in order to implement one of the models being tested under the Living Well Grant Program?

### IV. Data Collection and Analysis

During the 2018-2019 evaluation year, Lewin collected qualitative, quantitative, and observational data through three methods: (1) interviews, (2) annual reporting tool, and (3) site visits. Prior to collecting data, Lewin reviewed the narrative each grantee submitted with its grant application and semi-annual reports submitted by grantees in Cohort One to ACL during the first year of their grant. Using an iterative approach to developing data collection tools, Lewin designed an interview guide based on these background materials. The annual reporting tool and site visit protocol also built on previous data collection activities. Data collection tools are available in **Appendices A, B, and C**.

**Interviews.** Lewin held one-hour, semi-structured interviews with each grantee’s project team. Interview questions aligned with the eight key features and focused on grantees’ project design and progress to date. Lewin recorded and transcribed each interview and used the data to inform evaluation activities for the remainder of the year.

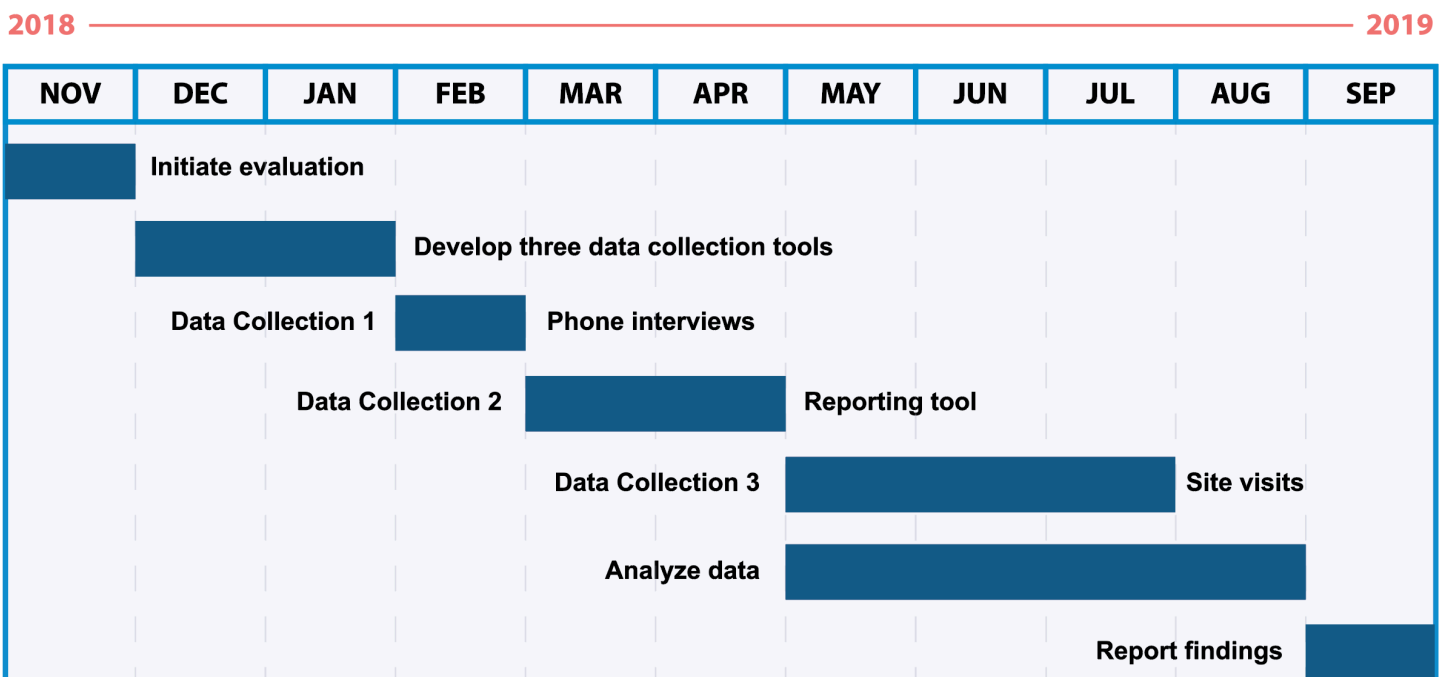
**Annual Reporting Tool.** Following the interviews, each grantee submitted responses to an annual reporting tool. The reporting tool gathered a combination of qualitative and quantitative data documenting grantee’s progress toward project goals by key feature. Grantees submitted their data using an online tool. The evaluation team reviewed each response for completeness and uploaded data to ATLAS.ti for analysis. Lewin coded data by key feature, then applied descriptive codes and identified themes.

**Site Visits.** Lewin conducted a site visit with each grantee, which included observation of a Living Well stakeholder meeting and a meeting with the grant leadership team. Lewin developed a site visit protocol, which guided data collection during each visit. The content and structure of each grantee’s stakeholder meeting varied based on the focus and needs of the particular grant. Following each visit, the Lewin team documented their observations in a site visit summary and identified themes that emerged from the visits.

## V. Timeline

Building on the preliminary evaluation activities that occurred in 2017-2018, Lewin initiated year one of the evaluation in November 2018. A timeline of activities indicates when each activity occurred (**Exhibit 2**).

*Exhibit 2. Timeline of Year One Evaluation Activities*



# Appendix A

## Interview Guide

## Purpose

This document will guide interviews with Living Well grantees and should take no longer than one hour to complete. Facilitators will use this document as a guide to encourage a conversation with grantees about their program, rather than as an exact script. Sub-questions are additional prompts that the facilitator should consider using to guide the dialogue away from answers we can collect from grantee applications and reports, and toward areas of new information or greater specificity. The facilitator and note taker should be familiar with the grantee's application and status reports and should know in advance which bullets will be useful in prompting conversation.

## Interview Script

### Introduction

*Introduce yourself and the note taker briefly with your names and role on the project. Ask for or state the name(s) and job title(s)/role(s) of the interviewee(s) in the Living Well demonstration for the recording.*

Thank you for your meeting with us today. Through these annual conversations, we're looking to gather contextual information to deepen our understanding of how you developed your intervention and areas of focus, and to identify your state's capacity across the eight Key Features that underpin the Living Well demonstration. We're interested to hear in your own words about the work you are doing increase community integration and independence of individuals with developmental disabilities and to improve the quality of home and community-based services (HCBS)

We know that your activities include multi-faceted approaches to achieving system-wide change, and recognize that our time is limited, so we'll focus today on activities common across grantees, particularly those efforts affecting the Administration on Intellectual and Developmental Disabilities' (AIDD) areas of focus:

- The development of a coordinated system for Community Monitoring
- Improvements to community services that support individuals with I/DD through Community Capacity Building

As a reminder, we've asked to record this interview to ensure fidelity in the event that we need to clarify sections of our notes. Do we have your permission to record this interview? (*wait for them to confirm*). Thank you.

Do you have any questions before we get started?

### Context for the Intervention

*Let the interviewees know you're going to start with questions about the broader context of their intervention. Also let grantees know we have reviewed their application and other materials, including call notes, and would like to ask some follow up or clarifying questions.*

1. Before we begin, are there any recent updates, success stories, or challenges that you would like to share? Overall, how are things going so far?
2. How did you select your interventions and area(s) of focus?

### Partnerships and Engagement of Advocates

*Share that we will ask about stakeholder partnerships and engagement of self-advocates and families.*

1. How did you identify stakeholders to engage as partners in the design and implementation of your Living Well model?
  - a. Do these relationships pre-date the Living Well project? How do you anticipate these partnerships will support your efforts under this grant?

2. How did you identify self-advocates and families of individuals with I/DD to engage in the development and implementation of your project?
  - a. How does the engagement of advocates fit into the broader partnerships you have built to implement this model?

### **Service Improvement and Direct Support Professional (DSP) Training**

*Share that we will now ask about strategies for improving I/DD services in the community.*

1. How did you identify opportunities for service improvements in your state?
  - a. What is the evidence base you drew from in designing service improvements in your state?
  - b. Are there any barriers or challenges to service improvement that you have encountered or anticipate?
2. What trainings or technologies are you employing in your intervention to build DSP and provider competencies?
  - a. State-specific prompt (Alaska): We see from your grant application that one of your key strategies to strengthen the network of DSPs in Alaska is to develop distance-delivered trainings on person-centered thinking and supportive decision-making. How are you approaching development of these trainings? Did you draw on existing trainings in the development of these programs?
  - b. What is your approach to implementation? Are these trainings and/or technologies being launched statewide, or with staggered rollout?
  - c. What infrastructure or capacity currently exists in your state to support this implementation?
3. Have you seen any service improvements to date? If so, can you share what they are?

### **Community Monitoring**

*The next section addresses plans for community monitoring and enhanced support for individuals with increased risk.*

1. What agencies and community partners constitute your state's system for community monitoring?
  - a. How do these partners coordinate to close gaps in community monitoring? What is your process for collaboration?
2. Are there tools or technologies that your state employees use to facilitate the tracking, redressing, and prevention of abuse and neglect?
3. How are individuals who are at increased risk identified?
  - a. What tools or strategies do you employ to monitor and address the health and safety of these individuals, while encouraging community integration?
  - b. State-specific prompt (Alaska): We see from your grant application that a key strategy of your efforts to increase independence, integration, and safety of individuals with I/DD includes reducing incarceration and institutionalization. What is Alaska's current capacity for Crisis Intervention and Jail Diversion, and does your approach include these elements?
4. Have you seen any changes in the quality of the monitoring efforts or the results of these efforts on consumer safety/protection so far? If so, can you share what these are?

### **Evaluation**

*Share that we will briefly discuss the program evaluation plan.*

1. How are you measuring outcomes from the intervention?

### **Sustainability**

*Share that we will now discuss sustainability.*

1. Have you given any early consideration to sustaining the project long-term?

## **Wrap Up**

*Share that we will now conclude the interview.*

1. Is there anything else you'd like to share today?
2. Do you have any questions before we end?

*Thank you so much for participating today! We appreciate the opportunity to hear from you directly about the valuable work that you and your partners are doing to improve supports for individuals with I/DD. In the next few days, if you think of anything you wish you'd shared or asked, you can reach me via email at [living\\_well\\_evaluation@lewin.com](mailto:living_well_evaluation@lewin.com). Thank you again, and have a great day!*



# Appendix B

## Annual Reporting Tool Questions

## Purpose

Annually, this reporting tool will collect standardized information from each grantee on their Living Well project structure and members, capacity across the Eight Key Features of the grant, and improvements made to integration and community monitoring. Information regarding changes made to policies, programs and services, and initiatives, as well as the impact or anticipated impact of these changes will also be captured. This tool is designed to capture changes over the lifespan of the grant across all grantees, and it is expected that some questions will not be applicable to all grantees due to their areas of focus or timeline of activities. Along with telephone interviews, the evaluation team will use information from this tool to inform specific questions asked during site visits. All grantees are asked to complete the reporting tool one time this evaluation year. Completion of this web-based survey tool is self-directed, with an expected time commitment of less than four hours.

## Instructions

1. Please complete each question to the best of your abilities and based on your understanding of the question in context of your state. Additionally, please try to complete questions in the order that they appear, as the online tool contains skip logic, which may change the numbering of the questions from what is seen in this document. However, if you do not have the answer to a question in front of you, and need to return to that question later within the online tool, you will be able to do so. Questions may be in the format of multiple choice, check boxes, or descriptive narrative.
2. Please submit your responses using the following Research.Net link: <https://www.research.net/r/QX2GWL7>. This Word document contains all questions asked through Research.Net and can be shared among respondents to prepare their responses.
3. These questions are to be completed by members of the Living Well leadership team for your grant that oversee day-to-day Living Well activities. If you do not know the answer to a certain question, please inquire with a colleague who knows the answer. If this is not possible or you do not have any activity to report in a particular area, please leave that field blank.
4. If a question is not applicable to your project design or timeline of activities, please select “Not Applicable” or leave the field blank.
5. Note: When we refer to the word “state” within this document, we are referring to all of the activities that occur within your state. We are not referring specifically to state-funded activities or activities for which a state agency is responsible.

If you have any questions, please email the evaluation team at [Living\\_Well\\_Evaluation@Lewin.com](mailto:Living_Well_Evaluation@Lewin.com)

## Reporting Tool Questions

### Living Well Project Partnerships

1. Identify the stakeholders that are currently represented on the formal body of stakeholders for your Living Well grant. In this tool, formal body of stakeholders refers to the partnerships with local and state level organizations established through MOUs and/or interagency agreements for the purpose of the Living Well grant.

*(In subsequent years, grantees will be asked only to explain any changes to this group, i.e. Question #2.)*

Select all that apply.

- Self-Advocacy Organization
- Family Network or Organization
- Advocacy Organization
- State DD Agency
- Service Provider

- Case Management
- Developmental Disabilities (DD) Council
- University Center for Excellence in Developmental Disabilities (UCEDD)
- State Protection & Advocacy Agency (P&A)
- Other, please specify: \_\_\_\_\_

2. Identify any changes in stakeholder participation over the last year, including the addition of any new partners not reflected in the MOU, or the withdrawal of any partners previously engaged on the grant. If any changes in stakeholder participation occurred, please also indicate why the changes occurred.
3. In what ways are the **formal body of stakeholders** convened for the purpose of this grant advancing your project goals?

Select all that apply.

- Aligning Living Well with other projects or initiatives in the state
- Facilitating access to data or information
- Identifying or securing needed resources
- Initiating partnerships with new or different stakeholders
- Strengthening the voice of self-advocates and families in statewide systems or policy change
- Providing technical expertise
- Providing cultural expertise or brokerage
- Other, please specify: \_\_\_\_\_

4. Please describe your activities associated with each response selected for the previous question since the beginning of your grant.

### Engagement of Self-Advocates and Family Members

5. How have self-advocates engaged with your Living Well project since the project began? In this question, Living Well models refers to all aspects of your Living Well project related to community monitoring and community capacity building.

*(In subsequent years, grantees will only be asked to report on activity since the previous evaluation cycle.)*

Select all that apply.

- Developing Living Well models
- Testing Living Well models
- Implementing Living Well models
- Scaling Living Well models
- Other, please specify: \_\_\_\_\_
- Not Applicable

6. Please describe activities associated with each response selected for the previous question.
7. How have family members of individuals with I/DD engaged with your Living Well project since the beginning of your grant? In this question, **Living Well models** refers to all aspects of your Living Well project related to community monitoring and community capacity building.
- (In subsequent years, grantees will only be asked to report on activity since the previous evaluation cycle.)*

Select all that apply.

- Developing Living Well models
- Testing Living Well models
- Implementing Living Well models
- Scaling Living Well models
- Other, please specify: \_\_\_\_\_
- Not Applicable

8. Please describe activities associated with each response selected for the previous question.

9. What actions have you taken since beginning of your grant to advance or improve full and meaningful participation of self-advocates and families in your Living Well initiative?

*(In subsequent years, grantees will only be asked to report on activity since the previous evaluation cycle.)*

Select all that apply.

- Provided support outside of meetings to understand materials and meeting objectives
- Provided transportation, childcare, respite services, or other supports necessary to attend meetings
- Ensured self-advocates or families lead project activities
- Changed project activities based on self-advocate or family feedback
- Other, please specify: \_\_\_\_\_
- Other, please specify: \_\_\_\_\_
- Other, please specify: \_\_\_\_\_
- Not Applicable

10. For each of the following Living Well grant outcomes, please indicate the extent to which you have progressed toward this outcome since the beginning of your grant.

*(In subsequent years, grantees will only be asked to report on activity since the previous evaluation cycle.)*

- Enhanced the health and safety of individuals by increasing their independence, social capital, self-determination, community integration, productivity, and/or participation
  - Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - To a great extent (This has been a major area of focus)
- Strengthened the knowledge, skills, specialization, economic/career prospects, workforce stability, retention, and/or advancement of direct support professionals
  - Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - To a great extent (This has been a major area of focus)
- Incentivized the effective adoption and use of evidence-based and/or promising practices related to supported decision-making, person-centered thinking, competitive integrated employment, and similar strategies.
  - Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - To a great extent (This has been a major area of focus)
- Elevated the leadership roles that self-advocacy organizations, centers for independent living, and other peer support networks play in improving and assuring the quality of home- and community-based services
  - Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)

- o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
- o To a great extent (This has been a major area of focus)
- Not Applicable/Other (please specify): \_\_\_\_\_

11. For each item that you responded “To a Moderate extent” or “To a Great extent,” please describe your activities since the beginning of the grant.

*(If you responded “Not Applicable” to the previous question, you may skip this question).*

## **Building the Competencies and Capacity of DSPs and HCBS Providers**

12. Since the beginning of your grant, have you provided any training to DSPs and HCBS service providers to support improvements to service delivery and/or quality?

*(In subsequent years, grantees will only be asked to report on activity since the previous evaluation cycle.)*

- Yes [**If selected, proceed to question #13**]
- No [**If selected, skip questions #13-19 and begin at question #20**]

13. Please list the training activities in which you engaged since the beginning of your grant.

14. Were these existing trainings, or were they specially developed for the Living Well project?

*(In subsequent years, grantees will only be asked to report on activity since the previous evaluation cycle.)*

- Existing trainings previously utilized in the state
- Existing trainings not previously utilized in the state
- Newly developed trainings created for this grant
- Other, please specify: \_\_\_\_\_

15. How are the trainings employed for your Living Well project delivered?

*(In subsequent years, grantees will only be asked to report on activity since the previous evaluation cycle.)*

Please select all that apply.

- In-Person
- Live Webinar
- Web-Based Recording
- Web-Based Interactive
- Other, please specify \_\_\_\_\_

16. How are learner outcomes being tracked?

Please select all that apply.

- Pre/Post-Tests
- Retrospective Pre-Tests
- Feedback Surveys
- Group Discussions
- On-the-Job Review or Monitoring
- Other, please specify \_\_\_\_\_
- Not Applicable

17. Since the beginning of your grant, have you scaled or modified tools, training, or technical assistance to DSPs and HCBS providers to reach larger audiences?

- Yes [If selected, proceed to question #18]
- No, but in planning [If selected, proceed to question #18]
- No [If selected, skip question #18 and proceed to question #19]

18. Please describe the tools, trainings, and/or technical assistance that you have scaled or modified since the beginning of your grant to reach larger audiences.

19. Please describe how your tools, training, or technical assistance for DSPs and HCBS providers are leading to evidence-based practices to reduce the incidence of and risk factors for abuse, neglect, and exploitation of individuals with I/DD living in the community.

## Community Monitoring and Supporting Individuals at Increased Risk

20. Please identify the entities responsible for collecting, analyzing, or sharing relevant data related to monitoring abuse and neglect of people with I/DD in your state at this time.

(In subsequent years, grantees will be asked to explain any changes to this structure or capacity.)

- State DD agency
- Adult Protective Services
- Child Protective Services
- Protection and Advocacy Agency
- Providers
- Case management/support coordination entities
- Other state agency (please specify): \_\_\_\_\_
- Other (please specify): \_\_\_\_\_
- Other (please specify): \_\_\_\_\_

21. Please describe how you are measuring progress toward increased health and safety of individuals with I/DD.

22. For each of the following strategies to support community monitoring, please indicate the extent to which you have used the strategy since the beginning of your grant.

- Completing on-site safety reviews
  - Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - To a great extent (This has been a major area of focus)
- Documenting implementation to confirm corrections have been made to deficient practices
  - Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - To a great extent (This has been a major area of focus)
- Establishing corrective action tracking systems
  - Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - To a great extent (This has been a major area of focus)
- Monitoring health and safety against Appendix G in the state's HCBS waiver application or an emergency response process to review unexpected deaths

- o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
- o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
- o To a great extent (This has been a major area of focus)
- Identifying risk and/or safety concerns
  - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - o To a great extent (This has been a major area of focus)
- Using findings to develop, implement, and improve the tools, technical assistance, and other strategies employed under the grant to reduce abuse and neglect within HCBS settings
  - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - o To a great extent (This has been a major area of focus)
- Not Applicable/Other (please specify) \_\_\_\_\_

23. For each item that you responded “To a Moderate extent” or “To a Great extent,” please describe the impact or anticipated impact of the selected strategies in state progress toward advanced health and safety of individuals with I/DD.

*[If you responded “Not Applicable” to the previous question, you may skip this question].*

## Evaluation

24. As a result of evaluating Living Well activities to date, have you made any changes to your project design or approach?
- Yes [**If selected, proceed to question #25**]
  - No [**If selected, skip question #25 and begin at question #26**]
25. Please describe how you have made changes to your project design or approach as a result of your evaluation activities to date.

## Sustainability, Scalability, and Replicability

26. For each of the following strategies to sustain the Living Well project after the grant expires, please indicate the extent to which you have used the strategy since the beginning of your grant.
- Identifying sources of funding to sustain project work after the grant expires
    - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
    - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
    - o To a great extent (This has been a major area of focus)
  - State-level policy change
    - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
    - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
    - o To a great extent (This has been a major area of focus)
  - Creation of permanent training resources
    - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
    - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
    - o To a great extent (This has been a major area of focus)

- Creation of implementation toolkits to facilitate replicability
  - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - o To a great extent (This has been a major area of focus)
- Building training capacity through train-the-trainer models
  - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - o To a great extent (This has been a major area of focus)
- Building local (e.g., provider, county boards) capacity to sustain change
  - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - o To a great extent (This has been a major area of focus)
- Empowering self-advocates and families
  - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - o To a great extent (This has been a major area of focus)
- Systems change through integration with other grants and projects
  - o Not at all (No activity to report since the beginning of the grant, but there may be activity in the future)
  - o To a moderate extent (Some activity to report since the beginning of the grant, with more planned in the future)
  - o To a great extent (This has been a major area of focus)
- Not Applicable/Other (please specify) \_\_\_\_\_

27. Please list the other grants and projects across your state and network of partners with which you are integrating Living Well.

28. What contextual factors within your state have influenced your approach to Living Well in your state?

Select all that apply.

- Existing experience with person-centered approaches
- Existing partnerships with stakeholders
- Meaningful engagement with families and self-advocates
- Availability of funding for Living Well activities and administration
- Continuity of partners and leadership across efforts to achieve system change
- Alignment of Living Well activities with other initiatives in the state
- Public awareness of incidents or gaps in the state's monitoring of abuse and neglect
- Other, please specify: \_\_\_\_\_

### Additional Information

29. If there is more you'd like to tell us about your state's activities, please use the box below to provide us with any additional information.

*Please insert this information into the online tool.*



# Appendix C

## Site Visit Protocol

## Purpose

This guide contains protocols for planning and implementing site visits with the eight Living Well grantees, including note-taking templates and questions to guide interviews with grant leadership.

Lewin will conduct the site visits annually between April and July. During site visits in year one, Lewin will attend a Living Well stakeholder meeting and hold a meeting with the Grant Leadership Team for each Living Well grantee. The evaluation team may schedule additional activities based on the grantees level of implementation at the time of the site visit.

## Timeline

**Figure 1** outlines the timeline for activities associated with each site visit counting from the first day of the site visit.

*Figure 1. Site Visit Timeline*

Timeframe	Action Item	Completion Date
1-2 Months Prior	Contact the state point of contact by email and request dates of their upcoming stakeholder meetings.	60 days before
	Request one-hour grantee meeting with leadership after stakeholder meeting	45 days before
	Confirm site visit date(s), times, and locations Request agenda and list of attendees	
Month of Site Visit	Develop site visit materials, including an agenda and adapted evaluation questions, and send to ACL one week prior to site visit	2 weeks before
	Share adapted evaluation questions with the state point of contact prior to the site visit	1 week before
	Conduct site visit	
	Develop site visit summary and share with ACL	1 week after

## Scheduling

### Initial Outreach

The evaluation team sent an email to all grantees on March 13, 2019 to request their availability for an upcoming site visit. Email text is included in **Figure 2**.

**Figure 2. Outreach Email Text**

From: The Evaluation Team  
 To: Site Visit Leads  
 Subject: Living Well Evaluation Activities  
 Message:

Good Afternoon,

Thank you again for taking the time to speak with us last month during the Living Well evaluation interview. We are writing to request your action on scheduling the Annual Living Well Evaluation Site Visit.

Please confirm your site visit availability by **Wednesday, March 20, 2019** by email.

Site visits will take place over 1-2 days, during which time we aim to engage with a broader audience of stakeholders to learn more about your Living Well project activities. These site visits will take place across a window running from mid-April through the end of July, and we are looking to coordinate the timing so that we can overlap with any planned stakeholder meetings or activities within your state for your Living Well grant. If you have any planned Living Well stakeholder meetings between April and July that the evaluation team could attend, please provide the date(s) or an approximate timeframe if dates are still pending.

If you do not have planned Living Well stakeholder meetings between April and July or prefer to schedule your site visit at another time, please provide suggested dates or timeframes that would work well for a site visit with your team.

If you have any questions, please email the evaluation team at [Living\\_Well\\_Evaluation@Lewin.com](mailto:Living_Well_Evaluation@Lewin.com). We thank you in advance for your support in this evaluation.

Sincerely,

The Living Well Evaluation Team

## Follow Up

The evaluation team will follow up individually with each grantee to confirm availability during the identified stakeholder meeting, request a meeting grant leadership during the visit, and identify relevant details, including time, location, attendees, and agenda.

## Sample Agenda

Time	Activity	Attendees	Location
<b>Half-Day/Full-Day Meeting</b>	Grant Leadership Team Meeting with Stakeholder Groups	Grant Leadership Project Partners as indicated by MOU Lewin Project Director (or designee) Lewin Task Coordinator (or designee)	TBD
<b>One-Hour Meeting</b>	Meeting with Grant Leadership Team	Grant Leadership Lewin Project Director (or designee) Lewin Task Coordinator (or designee)	TBD
<b>Other Activities, TBD</b>	TBD	TBD	TBD

## Site Visit Protocols

### Evaluation Team Attendance and Roles

Two members of the evaluation team will conduct each site visit: (1) the project director or manager or designee; and (2) the task coordinator or designee. One member of the evaluation team will conduct the interview with each grantee, with the second member taking notes using the template in **Appendix A**. During stakeholder meetings, both evaluation team members will take notes using the template in **Appendix B**.

### Living Well Stakeholder Meeting

Members of the evaluation team will participate in each grantee's stakeholder meeting as observers. As requested by the grantee, team members will introduce themselves and briefly summarize their purpose for attending the stakeholder meeting. Team members may respond to questions about the cross-site evaluation, if requested by the grantee. During year one, the evaluation team will not request time on the agenda to address the group.

### Living Well Grant Leadership Interview

#### *Participants*

- Grant Leadership (e.g., Project Director/PI, Project Coordinator, Evaluator)
- Lewin Project Director (or designee)
- Lewin Task Coordinator (or designee)

#### *Room Set Up*

- If possible, arrange everyone around one big table so the group can all see each other.
  - Use a circle, semi-circle, or square set up.
  - Avoid classroom or lecture style seating.
- The note taker can sit at or just outside the circle.

#### *Introductory Script*

Members of the evaluation team will introduce themselves to each person as they arrive and start once all expected participants arrive or briefly after the scheduled start time if participants are still gathering.

*Thank you for the information your state submitted through data reporting and everything you shared in phone interviews. Today we're going to touch on some of the same topics to get more information and clarity. We want to learn more about activities in your state. We're especially interested in what leads to positive outcomes. I'm going to ask a series of conversation prompts. We'll also leave time at the end so everyone can share additional thoughts they have.*

*Before we jump in, could we first go around the room for introductions? Please share your name, any organization affiliation, and your role on the Living Well grant.*

#### *Discussion Prompts*

The following prompts will guide discussion with grant leadership. The evaluation team will discuss all items in the first section and select from the other prompts below based on available time and relevant topics to the specific grantee. Specific questions will be informed by telephone interview transcripts and responses to the reporting tool.

The following questions are required of all sites:

- **Are there any recent developments or milestones for your Living Well project that you would like to share?**
- [If leadership meeting occurs after stakeholder meeting] **Please share your reactions to the stakeholder meeting. What are you pleased with? Do you have any areas of concern or challenges you anticipate? Did**

### anything surprise you?

- [If leadership meeting occurs before the stakeholder meeting] **Please share any expectations you have about the stakeholder meeting. What are you excited about? Do you have any areas of concern or challenges you anticipate?**
- [The following prompts are structured around the 8 Key Features of Living Well models.]
  - **Organizational partnerships** – Please discuss the level of buy-in to your Living Well project by partners, including any variations in the level of engagement or commitment by partners. Do you feel partners have clarity on their role and the vision for the project? Are there any partners that you anticipate needing to engage in the future? Have you faced any challenges in your engagement of partners, and have you identified any strategies for overcoming those challenges?
  - **Active engagement with self-advocates and families** – Please discuss the level of buy-in to your Living well project by self-advocates and family members, including any variations in the level of engagement or commitment. Do you feel self-advocates and families have clarity on their role(s) in the project? Do you feel self-advocates and families have access to the supports needed, if any, to meaningfully engage in your Living Well project? Have you faced any challenges in your engagement of self-advocates and families, and have you identified any strategies for overcoming those challenges?

The following prompts are optional:

- **Evidence based practices and innovative strategies** – Please describe any progress toward implementing your evidence-based practices since we last spoke. Are there any changes to your project design or highlights (successes or challenges) to share?
  - **Direct support professionals** – Please describe your progress toward building the competency and capacity of DSPs since we last spoke. Are there any changes to your project design or highlights (successes or challenges) to share?
  - **Systems for community monitoring** – Please describe your progress toward enhanced systems for community monitoring since we last spoke. Are there any changes to your project design or highlights (successes or challenges) to share?
  - **Data tools and evidence based practices to monitor and address health and safety of individuals with developmental disabilities** – Please describe your progress toward monitoring and addressing health and safety since we last spoke. Are there any changes to your project design or highlights (successes or challenges) to share? Are you able to access needed data sets to produce your desired measurements?
  - **Evaluation plan** – Please discuss how your internal evaluation is guiding and informing the implementation of your Living Well project.
  - **Sustainability/Scalability/Replicability plan** – Please discuss any progress toward project sustainability and/or any practices that are leading toward scalability or replicability of your model.
- **Are there any other updates related to your Living Well grant that we haven't discussed that you would like to share with the evaluation team?**

## Follow Up

Within a week of each site visit, the evaluation team will send an email to each grantee thanking them for the opportunity to visit and will submit a site visit summary to ACL.