

2007 Incubator Evaluation Results

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Incubator All Hands Meeting
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Purpose of Incubator Evaluation

- To examine the experiences of the six Incubator Collaboratives:
 - 1) Are Incubators providing value to member health departments?
 - 2) Is the NCIPH meeting Incubator partnership needs for support and facilitation?
- Results will be used to inform the Incubator Collaboratives process in the future (e.g., program changes, strategic planning sessions, technical assistance).



Evaluation Methods

- Link to SurveyMonkey was emailed out on May 24, 2007 to:
 - DPH listserv
 - 6 partnership listserves
 - 2 additional partners
- Four reminders sent out
 - 5/31; 6/5; 6/19; 7/5
- Survey closed on July 13, 2007
- Cleaned and analyzed data
 - Means, Top two rating scores (all 6-point scales)
 - Coded themes for qualitative, by respondent type
 - Note: Included important comments even if only one response

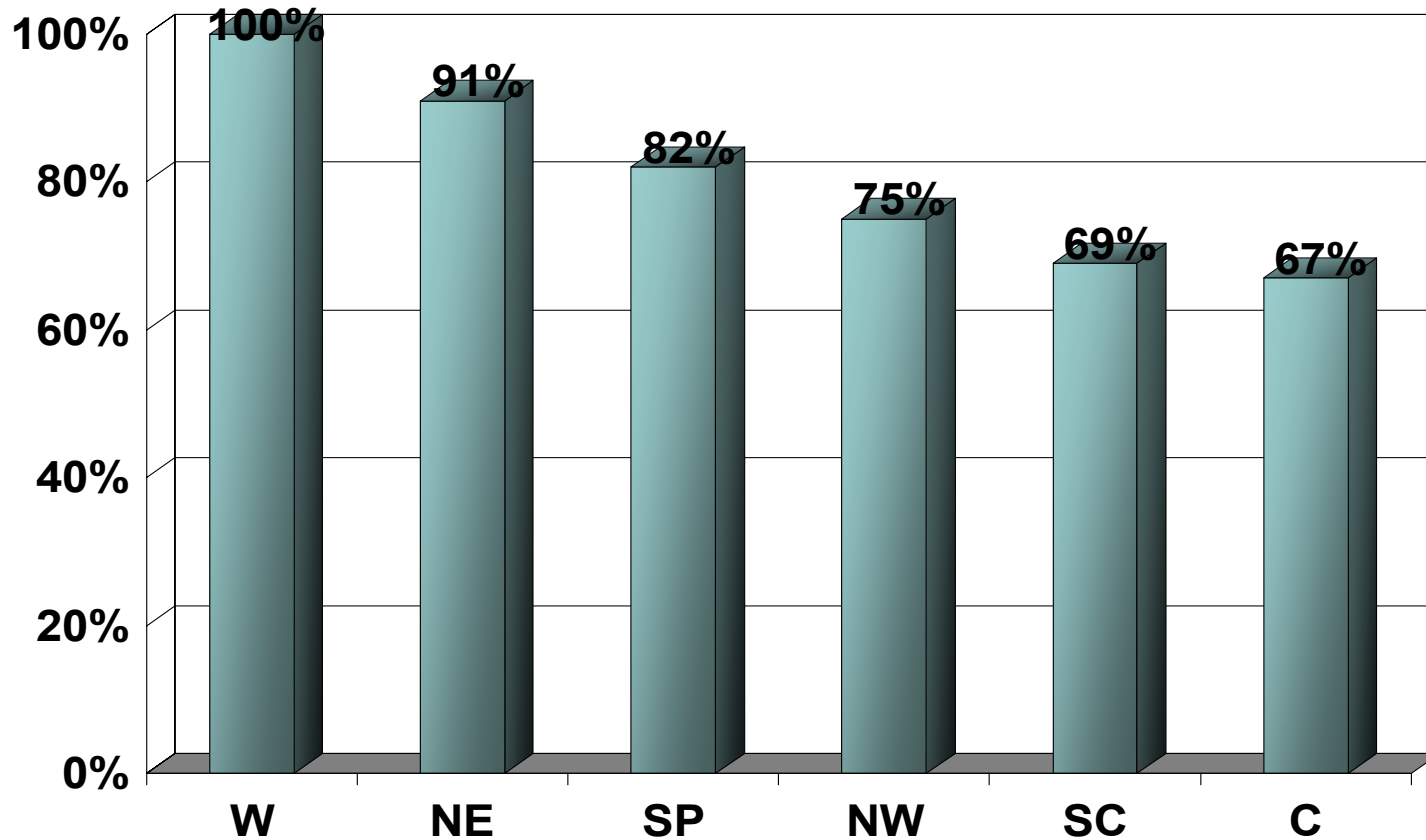


Overall Response Rates

Respondent Type	# Responded	# Invited	Response Rate
Health Director	54	65	83.0%
Manager	6	6	100%
DPH Rep	6	6	100%
Other	5	-	-
Total	71	83	85.5%



Health Director Response Rates by Partnership



Administrative (n=71)

Agreement	Mean	% Rating 5 or 6
1) Current structure effectively meets need	5.0	71.8%
2) Appropriately distributes resources among members	5.0	80.0%
3) Clear about roles and responsibilities	5.0	71.4%
4) Partners can manage conflict	4.9	70.4%
5) I have a say in decisions	5.2	74.2%



Administrative Comments (n=19)

○ Positive

- Works well (7)
- Value of project manager/coordinator (some mentioned switching to full-time) (3)

○ Challenges

- Problem of hiring Incubator staff at individual health departments – HR issues/Incorporation (2, PM)
- Greater staff support (2)
- More inclusive of local staff (1)
- Can't serve needs of all (1)
- One more thing to do (1)



Discussion - Administrative

- What do the results mean to you?
- Identify and describe any opportunities for improvement or follow-up from these results.



Funding (n=71)

Provides funding that meets the need of my:	Mean	Top Two
1) Agency	4.7	60.8%
2) Community	4.7	57.2%
3) Region's Population	4.9	68.6%
4) My Incubator is effectively identifying additional funding sources to meet regional needs	4.5	55.1%



Funding Comments (n=13)

- Positive
 - Have used Incubator funds, resources to help leverage additional grants/funding (4)
- Challenges
 - Need more funding - Funding level does not match growth of Incubator system; infrastructure support (5)
 - Lack of 501-c-3 status (PM)
- Comments
 - Grant writing skills/staff critical (5)
 - 32.3% of respondents indicated their partnership has hired a grant writer.



Discussion - Funding

- What do the results mean to you?
- Identify and describe any opportunities for improvement or follow-up from these results.



Networking (n=68)

Agreement	Mean	Top Two
1) Helped improve my ability to network with peers within my region	5.1	73.6%
2) Helped improve my ability to network with peers in other regions	3.7	28.0%
3) Enhances networking opportunities for my health agency staff	4.5	55.2%



Networking, cont. (n=68)

To what extent have other directors in your region been an important resource to you/your agency for:	Mean	Top Two
1) Gaining access to best practices	4.7	64.7%
2) Identifying innovative solutions	4.4	55.2%
3) Gaining additional resources	4.2	43.3%
4) Improving public health preparedness	3.9	34.3%
5) Enhancing political influence of your agency	3.7	23.6%



How have networking opportunities affected you and your agency? (n=23)

- Sharing of best practices (5)
- Collaboration on projects (5)
- Access to resources (4)
- Sharing of policies (3)
- Creation of workgroups; community health assessment (2); advocacy (1)

“Our regional incubator project has allowed the health departments in this region to accomplish goals and projects that we would not have been able to accomplish as a single department”



Particularly Useful Networking Opportunities (n=39)

- Projects (14 respondents, many projects)
- Work Groups (11)
- Incubator Strategic Planning Sessions (9)
- Retreats/Meetings with others (7)
- Legislative events (1)
- Quarterly Incubator Board of Directors meetings (1)



Recommended Additional Networking Opportunities (n=22)

- Annual meeting/more frequent meetings of all incubators (8)
- Opportunity for incubator to incubator networking (3)
- Create additional workgroups (3)
- Expand networking with other groups (1)
- Formal networking meetings with DPH regional representatives. Invite DPH to annual meetings (Oth)



Discussion - Networking

- What do the results mean to you?
- Identify and describe any opportunities for improvement or follow-up from these results.



Greatest Benefit of Incubators (n=44)

- Collaboration on projects (11)
 - “We would not have been able to accomplish or purchase the results of any of the projects if we were flying solo”
- Networking (10)
- Access to resources – NCIPH, HD’s, regional, staff (7)
 - “their brain trust in the NCIPH, their overview perspective and their larger networking capabilities”; gaining “economies of scale”
- Leveraging funds (6)



Greatest Benefit of Incubators, cont. (n=44)

- Better understanding of problem (6)
- Funding (4)
- Innovation (3)
- Bringing attention to problems (2)
- Improving systems, reducing duplication (2)



Project Implementation (n=66)

Who implements your Incubator's projects?	Number	Percent
1) Incubator staff funded with Incubator funds	46	69.7%
2) Incubator staff funded by a grant	17	25.8%
3) Health Dept. staff in one dept.	39	59.1%
4) NCIPH staff	31	47.0%
5) External contractors	25	37.9%

- All partnerships use a variety of project implementation methods



Which Method Best Serves Projects? (n=32)

- Incubator staff funded with Incubator funds (10)
- Maintaining a variety (6)
- External contractors (3)
- NCIPH staff (2)
- HD staff in one HD; funded by grant; contract with manager position (1)



Lessons Learned Regarding Staffing Methods (n=28)

○ Hiring Issues (7)

- Employ staff through partnership (4)
- Supervision can be challenging for contractors (2)
- Interns (1)

○ Leadership (4)

- Dedicated staff, don't change positions for project implementation (3)
- Rotate incubator leadership (1)



Lessons Learned Regarding Staffing Methods (n=28)

- Role of Incubator Manager Important (3)
- Communication (2)
- Collaboration (2)
- Commitment (1)



Incubator Projects (n=65)

Rate the extent to which you agree with the following:	Mean	Top Two
1) Incubator projects have made satisfactory progress towards achieving goals and objectives	4.6	55.4%
2) Regional projects benefit local health agencies	4.8	64.1%



Open-ended Comments on Projects (n=24)

- Importance of regionalization - opportunities for collaboration, sharing resources (7)
- Smaller counties have benefited (2)
 - “Smaller counties such as ours have benefited greatly from the shared knowledge gained. It has broadened our horizons and way of thinking...it has helped us improve our business processes and customer service. It makes us also feel proud to be part of the ‘bigger PH picture.’”
- Accomplishing goals (2)
 - “Our incubator has achieved the goals and objectives set forth for our projects mostly because of funding and the strong desire and need to work collaboratively ...because the group defines projects that are of interest and need to our region.”



Open-ended Comments on Projects, cont.

- Too soon to tell – long term goals, incubator model still under development (4)
 - “I sometimes feel there is no connectedness as a broader public health system, and should work collectively across the state towards some common goals.”
- What is satisfactory? (1)
- Lack of funding (1)
- Projects don't cover all counties (1)



Discussion – Incubator Projects

- What do the results mean to you?
- Identify and describe any opportunities for improvement or follow-up from these results.



NCIPH Staff (n=65)

Please rate the effectiveness of NCIPH staff in the following areas:	Mean	Top Two
1) Logistical support (n=62)	5.2	73.8%
2) Public relations (n=61)	4.9	64.1%
3) Facilitation of strategic planning sessions (n=62)	5.3	75.4%
4) Provision of transitional support (n=45)	4.9	50.0%
5) Assistance with proposal development (n=61)	5.2	75.4%



NCIPH Staff, cont. (n=65)

Please rate the effectiveness of NCIPH staff in the following areas:	Mean	Top Two
6) Overseeing financial and operational status reporting (n=60)	4.9	63.1%
7) Facilitating access to training (n=57)	4.9	65.7%
8) Coordination of Incubator Advisory Committee (n=57)	5.1	67.2%
9) Provision of additional consultation and TA (n=63)	5.2	76.9%
10) Project coordination for selective Incubator projects (n=57)	5.3	73.0%



NCIPH Staff

Agreement	Mean	Top Two
Meeting my Incubator partnership's needs for support and facilitation.	5.0	72.3%



What is NCIPH Doing Well? (n=30)

“Short of moving in with us, support for the region and projects has been great”

- Organization – coordination, facilitation, record keeping (13)
- Technical Assistance – grants, sharing best practices (6)
- Financial Management (4)
- Staff (4)
- Visionary (2)



How can NCIPH Staff Improve Support and Facilitation? (n=27)

- No improvement needed (12) – “Clone them”
- More updates, information sharing (4)
- Support statewide projects (2)
- De-emphasize structure – emphasize projects not structure (2)
 - “I believe they have put hurdles in place to deter further special projects because they don’t fit their idea of what an incubator should be.”
- Incubator staff should be hired within region (1)
- “Nobody minding the store in Chapel Hill” (Oth)



Discussion – NCIPH Staff

- What do the results mean to you?
- Identify and describe any opportunities for improvement or follow-up from these results.



Evaluation Services

- 50 of 60 (83.3%) respondents indicated they would benefit from having evaluation consultation.
 - All but one agreed in 5 partnerships.
 - 3 of 7 respondents from the NW Partnership disagreed.



Final Comments (n=14)

- Overwhelmingly positive (4)
 - “I think the Incubator Collaboratives have been one of the most innovative ideas that NC Public Health has had in decades”
- Address purpose of incubators (3)
 - Smaller group with specific projects relevant to the county
 - “are we invested in ongoing support of the incubator structure or in facilitating new projects throughout the state?”
 - Geographic vs. interest based
 - Look at other HD groupings



Conclusions

- Incubators are benefiting local health departments, interest in having them continue.
- More funding is needed – to help institutionalize incubators.
- Incubators could provide more networking opportunities across incubators.
- Hiring of Incubator project staff can be challenging.
- Incubator projects are making satisfactory progress on goals and objectives.
- NCIPH staff is doing a great job!



Questions/Comments?