

## New Service Delivery Example

To aid state agencies in preparing the Results section of their change item proposals, Results Management has created a series of examples for various types or genres of proposed change items. Please note that all examples are fictional and intended for training purposes only. The series of examples can be found at <https://mn.gov/mmb/budget/results-management/resources-for-state-agencies/>.

Each example includes the following:

- A brief description of the fictional program/project used for the example.
- The Results section from the change item template, complete with fictional agency responses for the example proposal. The instructions from the change item template are written in *Italics*.
- Additional directions are provided in the instructional guide as **comments** formatted in blue. The instructional guide can be found at <https://mn.gov/mmb/budget/results-management/resources-for-state-agencies/>.

### New Service Delivery Proposal

This specific example is most relevant for change items that are proposing **new programs or activities**. New programs or activities are efforts that haven't been implemented previously or that are seeking to achieve different outcomes for an existing program.

The proposal would allocate new state funding to school districts for community health worker (CHW) staff positions in school districts. Funding would be used for staff salary and benefits. Minnesota school districts with 1,000 pupils or more in average daily attendance are required to have health personnel on staff. Community health workers could complete some of the case management and family support services typically provided by a registered or licensed practical nurse such as education and resource supports for childhood immunizations and connecting families with food and activity resources.

#### **Results Section:**

*The Results section is intended to display the performance measures that will be used to assess the success, outcomes, and impact of the proposed change item. Please complete this section based on the current proposal with recognition that performance measures may change based on revision processes and final budget allocation. Examples of performance measures and a brief video with guidance for this section is available online at [Results Management Resources for State Agencies](#). Please contact the Results Management Team at MMB ([ResultsManagement@state.mn.us](mailto:ResultsManagement@state.mn.us)) with questions and for support completing this section.*

#### Part A: Performance measures (required)

1. *Describe the overall goal and expected outcome(s) of the programs and activities supported by the change item (1 to 3 sentences). How would we know that this change item was successful and over what period of time? This should align with the intended results noted in the rationale/background section.*

The goal of this funding is to increase the number of families that access family support services through schools over a two-year implementation period. Increasing the number of CHWs working in Minnesota school districts

will increase the number of children with complete immunizations, well child checks, and participation in social support programs that their families are eligible for (SNAP, WIC, etc.).

- 2. Describe the evidence that exists that the proposed change item will achieve the expected outcome(s) noted above (up to a paragraph, include charts as applicable). Evidence can be in the form of professional and community knowledge, logic model, current performance measure data, prior evaluation, or evidence-based practices. Refer to the evaluation noted in proposal section. **If proposed efforts involve components of an evidence-based practice or were informed by a previously conducted formal program evaluation, fill out Part B.**

Community health workers is a promising practice, according to [County Health Rankings What Works for Health](#). And [qualitative evidence](#) shows that CHWs are also effective in a school setting. CHWs help with chronic health conditions like asthma, nutrition, vaccinations, and social determinants of health. County Health Rankings What Works for Health inventory describes how CHWs reduce disparities in childhood obesity, physical activity, and improve access to primary care and social support programs. CHWs can help to reduce disparities through improved cultural sensitivity and connection to school populations ([Scott et. Al 2018](#)).

- 3. Using the table below and/or charts, include at least 3 quantitative (numeric) performance measures that will be used to assess the expected outcomes(s) of the change item. Types of measures include Quantity (how much was done?), Quality (how well was it done?), and Result (how are Minnesotans better off?). Examples of measures are available online at [Results Management Resources for State Agencies](#).

| Measure  | Measure type | Measure data source                                     | Most recent data                | Projected change  |
|--|--------------|---|---------------------------------|---|
| The number of CHWs placed in school districts  | Quantity     | School district surveys                                 | N/A                             | By 2027, at least 25 CHWs will be working in Minnesota schools                |
| The percentage of school districts with staff (CHW, RNs, LRNs, etc.) dedicated to providing health services for students | Quality      | <a href="#">Minnesota School Nurse Workforce survey</a> | 26% of school districts in 2022 | We expect to see this percentage increase by 2027 but are unsure by how much. |
| The number of children with complete MMR immunizations at kindergarten (data   | Result       | <a href="#">Annual Immunization Status Report</a>       | 87.07% in school year 2023-2024 | 90% by 2027-2028 school year  |

|   |        |   |                                 |                              |
|---|--------|---|---------------------------------|------------------------------|
| disaggregated by race/ethnicity to assess change in disparities)  |        |   |                                 |                              |
| The number of children with complete Tdap immunizations at seventh grade (data disaggregated by race/ethnicity to assess change in disparities) | Result | <a href="#">Annual Immunization Status Report</a> | 86.54% in school year 2023-2024 | 90% by 2027-2028 school year |

4. Please describe any qualitative (narrative) measures that will be used to inform understanding of success. How will this information be collected? If successful, what change will you see in this data?

School districts will provide annual reports that include qualitative descriptions of successful referrals, family connections, and internal referral processes between CHWs and other school staff. CHWs will report whether there is an improved referral process and integration with school staff. CHWs will also report families satisfied with CHW support and assistance referring to additional resources or organizations. Program staff will collect and share best practices with other school districts to increase awareness of other practices to try or alterations for different contexts (rural vs. urban).

Part B: Use of Evidence

1. Have you previously conducted a formal quantitative or qualitative program evaluation that informed the contents of this proposal? If so, please briefly describe the evaluation.

The findings from the [Minnesota School Nurse Workforce Survey](#) informed this proposal.

2. Are you planning to conduct a formal qualitative or quantitative program evaluation related to this proposal? Indicate what kind(s) of evaluation you will be conducting. Select all that apply.

- No formal evaluation planned at this time
- Not yet determined
- Needs Assessment
- Process or Implementation Evaluation
- Summative Impact Evaluation (Randomized Control Trial (RCT) or Quasi-Experimental Design)
- Summative Evaluation other than an Impact Evaluation
- Other (please describe or link):

Part C: Evidence-Based Practices

If applicable, provide the following information on the evidence-based practices supported by the change item. The Results Team at MMB reviews change items to identify the proposals and agencies that support evidence-based practices. The definitions of evidence used by Results Management are available at <https://mn.gov/mmb/results-first/definitions-of-evidence/>. Resources to find evidence-based practices are available at <https://mn.gov/mmb/evidence/finding/>.

| <b>Evidence-based practice</b>  | <b>Source</b>   |
|---|---|
| <i>List the names of program or activity that are evidence-based and directly funded by this change item.</i> | <i>Provide a link to the clearinghouse or journal article that establishes the evidence for the change item.</i>  |
| Community Health Workers  | <a href="https://www.countyhealthrankings.org/strategies-and-solutions/what-works-for-health/strategies/community-health-workers">https://www.countyhealthrankings.org/strategies-and-solutions/what-works-for-health/strategies/community-health-workers</a> |

For assistance identifying evidence-based practices that support the change item or for support in planning an evaluation, please contact the Results Team at MMB ([ResultsManagement@state.mn.us](mailto:ResultsManagement@state.mn.us)).