



**Agenda Item No. 2  
December 1, 2010 Meeting**

**DATE:** November 18, 2010

**TO:** Children and Families Commission of Orange County

**FROM:** Michael M. Ruane, Executive Director 

**SUBJECT:** Receive Performance Outcomes Measurement System (POMS) Update and 2011 Work Plan

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**SUMMARY:**

Proposition 10 requires each County Commission to have a plan that describes the goals and objectives to be achieved; the programs, services and projects to be provided; and how measurable outcomes of programs, services, and projects will be determined using appropriate and reliable indicators. To address this mandate, the Commission's Performance Outcome Measurement System (POMS) team measures progress toward achievement of the goals and objectives in the Commission's Strategic Plan. Evaluation activities include Commission-wide and initiative specific evaluations, development of accountability and community-wide data, and participation on work groups to share best practices and evaluation results.

**POMS 2011 Work Plan**

A summary of the 2009 POMS Team annual accomplishments and 2010 Work Plan activities was presented to the Commission in June 2010 as part of the Annual Planning meeting reports. In order to plan activities for the coming year, staff proposes work plan priorities and activities as indicated on Attachment 1. Due to decreased funding budgeted for POMS activities, the 2011 Work Plan would be implemented primarily by the Commission's Evaluation Manager and internal evaluation consultant.

**POMS On-Call Evaluation Firms**

The Commission maintains a slate of on-call evaluation firms to carry out various evaluation projects as identified by the Commission each year in the POMS work plan. A Request for Qualifications (RFQ) for On-Call Evaluation Services was released by the Commission in 2006 and the Commission authorized agreements with the following six firms for contract terms of December 1, 2006 through December 31, 2009:

1. The Evaluation and Training Institute
2. Institute for Public Health, San Diego State University
3. Social Policy Research
4. SRI International
5. The SPHERE Institute
6. Walter R. McDonald & Associates, Inc.

In September 2009, the Commission took action to extend the terms of the agreements through December 2010 pending The Bridgespan Group's review of the Commission's evaluation program. No contract work orders have been developed with the on-call firms this year. Since

that time, the amount of funds available for POMS consulting firms has been significantly reduced and hence any scope of work with any outside firms may not be feasible. However, staff recommends extending the terms on the current on-call evaluation firm contracts to December 31, 2011 in the event that use of an outside firm is needed. Conducting a new RFQ for on-call evaluation firms is not recommended at this time. There is no additional funding required for this action.

**STRATEGIC PLAN & FISCAL SUMMARY:**

The proposed actions have been specifically reviewed in relation to the Commission's Strategic Plan, and are consistent with the Capacity Building goal. There is no funding action requested in this agenda item.

**PRIOR COMMISSION ACTIONS:**

- June 2010 – Receive POMS Annual Report for 2009
- September 2009 – Extend POMS on-call evaluation firm contracts

**RECOMMENDED ACTIONS:**

1. Receive and approve Performance Outcome Measurement System (POMS) 2011 Work Plan (Attachment 1).
2. Extend the contract term ending dates from slate of POMS evaluation consultants from December 31, 2010 to December 31, 2011.

**ATTACHMENT:**

1. Performance Outcome Measurement System (POMS) Update and 2011 Work Plan

**Contact:** Alyce Mastrianni



Attachment #1  
Performance  
Outcome  
Measurement  
System Work  
Plan

# Performance Outcome Measurement System

Proposition 10 requires each county commission to have a strategic plan that describes the goals and objectives to be obtained, the programs, services, and projects to be provided, and how measurable outcomes of programs, services, and projects will be determined using appropriate reliable indicators.

To address this mandate, the Performance Outcomes Measurement System (POMS) Team measures progress toward achievement of the goals and objectives in the Commission's Strategic Plan.

The POMS team is responsible for implementing the Commission's evaluation activities, including Commission-wide and initiative-specific evaluations.

Additionally, the POMS team participates in the development of community-wide data and grant applications. Other activities include participation on state and regional committees and work groups that share best practices and results in evaluation.



# Evaluation Resources

## Evaluation Budget

- 08/09 Actuals - \$1,670,467
- 09/10 Actuals- \$1,351,223
- 10/11 Amended Budget – \$763,500

## Evaluation Staff Resources

- Director, Program Development and Evaluation
- Evaluation Manager
- Internal Evaluation Consultant

## Evaluation Budget Categories (funding changes)

- Data Collection and Reporting System (reduced)
- Evaluation Research Consultants (reduced)
- Staff / Consultant Charges (level)
- Indicator / Collaborative Projects (slightly reduced)
- Southern California Alliance for Learning and Results (level)



# Evaluation Accomplishments for 2010

## Evaluation Areas

## Examples of 2010 Accomplishments

Commission-wide Data

- Goal Area Reports
- Annual Report to the State
- Early Development Index

Initiative-Specific Evaluations

- Bridges Maternal and Child Health Network redesign
- Anaheim Expansion Project
- Evaluation of State School Readiness

Program-Specific Evaluations

- Project LEAN Start
- El Sol Academy
- Kit for New Parents
- Pediatric Health Services Programs

Internal Policy and Technical Assistance

- Special Reports
- Best Practices
- Grantee Work Plans
- Contract Management & Evaluation System

External Evaluation Efforts

- Southern California Alliance for Learning and Results
- Link with State Evaluation
- National Children's Study
- Community Indicator Reports
- Grant Applications

**Performance Outcome Measurement System Work Plan for 2011**  
**2010 Work Plan - Progress**  
**2011 Work Plan - PROPOSED**

Project	2010 Activity - Planned	2010 Activity – Progress	2011 Activity - Planned
<b>COMMISSION-WIDE DATA</b>			
Goal Area Reports	<ul style="list-style-type: none"> <li>➤ Determine whether dashboards will replace quarterly reports</li> <li>➤ Prepare quarterly Performance Measurement reports or substitute report format</li> </ul>	<ul style="list-style-type: none"> <li>➤ Data was compiled covering each of the four Strategic Plan goal areas along with a Commission-wide summary report for FY09-10</li> <li>➤ Dashboards will be used once data and format are finalized</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review and recommend options for presenting Commission data</li> <li>➤ Prepare reports as recommended</li> </ul>
Annual Report to the State	<ul style="list-style-type: none"> <li>➤ Information for the FY09-10 Annual Report to the State will be compiled and prepared in time for the Commission’s October meeting</li> </ul>	<ul style="list-style-type: none"> <li>➤ OCERS &amp; GEMS data was used extensively to report on grantee activities and accomplishments in FY09-10</li> </ul>	<ul style="list-style-type: none"> <li>➤ Information for the FY10-11 Annual Report to the State will be compiled and prepared in time for the Commission’s October meeting</li> </ul>
Measurement of Outcomes – Service Outcome Questions (SOQs)	<ul style="list-style-type: none"> <li>➤ Recommendations for refinement of the SOQs will be developed</li> </ul>	<ul style="list-style-type: none"> <li>➤ SOQs were revised and data was used in the supplement to the FY09-10 Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implement revised SOQs in accordance with POMS matrix re-design</li> </ul>
Early Development Index (EDI)	<ul style="list-style-type: none"> <li>➤ Explore implementation of EDI at additional OC school districts</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implemented the expansion of EDI at Anaheim City, Garden Grove Unified, Magnolia, Newport-Mesa Unified and Santa Ana Unified School Districts</li> <li>➤ Community mapping meetings held throughout county and summary reports were provided to districts</li> <li>➤ Participated in national meeting with the Kellogg Foundation and United Way of America</li> <li>➤ Develop business plan for implementation of EDI in Orange County</li> </ul>	<ul style="list-style-type: none"> <li>➤ Explore implementation of EDI at additional OC school districts</li> <li>➤ Present EDI business plan to Commission for authorization of expanded implementation</li> </ul>

**INITIATIVE-SPECIFIC EVALUATIONS**

Bridges Maternal Child Health Network	<ul style="list-style-type: none"> <li>➤ Provide information and historical program data to support program re-design</li> </ul>	<ul style="list-style-type: none"> <li>➤ Documented historical program service data, community health trends and issues, and best practices</li> <li>➤ Oversaw the development of the Bridges Connect data collection and management system for the Bridges program</li> <li>➤ Working with program lead on outcome collection tools for Triple P curriculum</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop study to assess the effectiveness of the Bridges re-design to achieve strong child outcomes</li> </ul>
Anaheim Expansion Project (AEP)	<ul style="list-style-type: none"> <li>➤ Expand evaluation of AEP program to include comparison group and possible link CDOM data with school data</li> </ul>	<ul style="list-style-type: none"> <li>➤ Conducted annual analysis of student, teacher and classroom assessments</li> <li>➤ Final report completed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ensure that AEP evaluation results are available for Early Learning portfolio review</li> <li>➤ Analyze ability to link school district data with Commission data</li> </ul>
Evaluation of State School Readiness	<ul style="list-style-type: none"> <li>➤ Prepare final State School Readiness (SSR) Initiative report (FY09-10), which builds upon the evaluation framework of the Commission and is responsive to the First 5 California Evaluation Framework</li> </ul>	<ul style="list-style-type: none"> <li>➤ Report prepared and submitted to the Commission in October</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ensure that SSR evaluation results are available for Early Learning portfolio review</li> </ul>

**PROGRAM-SPECIFIC EVALUATIONS**

Sesame Street: Healthy Habits for Life	<ul style="list-style-type: none"> <li>➤ Evaluation will continue in 2009 and a report will be developed and presented to the Commission.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implemented a survey for providers who received the Healthy Habits for Life</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop final report and present it to the Commission</li> </ul>
Project LEAN Start	<ul style="list-style-type: none"> <li>➤ The evaluation will continue in 2009 and a report will be developed and presented to the Commission.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Completed evaluation report and submitted to the Commission in July</li> </ul>	<ul style="list-style-type: none"> <li>➤ Use evaluation findings to inform program planning</li> </ul>
El Sol Academy	<ul style="list-style-type: none"> <li>➤ Outcome evaluation activities will be completed as specified in Year Two work plan</li> </ul>	<ul style="list-style-type: none"> <li>➤ Evaluation activities included parent and key informant interviews, classroom observations and analysis for data collected from health and school records.</li> <li>➤ Final evaluation report was completed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Scope of project completed</li> </ul>
Pediatric Health Services (PHS) Programs	<ul style="list-style-type: none"> <li>➤ Provide information and historical program data to support program re-design</li> </ul>	<ul style="list-style-type: none"> <li>➤ Summarized historical service and financial data, conducted and summarized community survey, compiled community health service data and other evaluation data</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to provide data and information to inform the future Commission decisions regarding PHS programs.</li> </ul>

**INTERNAL POLICY AND TECHNICAL ASSISTANCE**

Implementation of Bridgespan recommendations	<ul style="list-style-type: none"> <li>➤ Continue to participate in implementation tracks, present recommendations to the Commission, and implement plans for the evaluation system and Commission programs</li> </ul>	<ul style="list-style-type: none"> <li>➤ Implemented re-designed Commission evaluation system through a revised work plan format</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to participate in implementation tracks and implement plans for the evaluation system as authorized by the Commission</li> </ul>
Contract Management and Evaluation System as an Evaluation Tool	<ul style="list-style-type: none"> <li>➤ Transition to Mosaic's Grants Evaluation and Management System (GEMS)</li> </ul>	<ul style="list-style-type: none"> <li>➤ GEMS being utilized by grantees for programmatic reporting</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to implement changes in evaluation framework and improvements in GEMS</li> </ul>
Grantee Work Plans	<ul style="list-style-type: none"> <li>➤ FY10-11 work plans will be reviewed, approved and entered into GEMS</li> </ul>	<ul style="list-style-type: none"> <li>➤ FY10-11 work plans were reviewed, approved and entered into GEMS</li> </ul>	<ul style="list-style-type: none"> <li>➤ FY11-12 work plans will be reviewed, approved and entered into GEMS</li> </ul>
Grantee Use of Reporting and Users Groups	<ul style="list-style-type: none"> <li>➤ Coordinate GEMS user trainings and user groups with Mosaic.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Conducted GEMS user trainings and webinars</li> </ul>	<ul style="list-style-type: none"> <li>➤ Coordinate additional GEMS user trainings and user groups with Mosaic.</li> </ul>
Contract Management and Evaluation System for Compliance and Risk Management	<ul style="list-style-type: none"> <li>➤ Transition from CS&amp;O to Mosaic's system for contract oversight for the Program Leads, Contracts Administrators, and Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>➤ Program leads used GEMS to review grantee performance and data compliance</li> <li>➤ Reports were prepared regularly to facilitate risk management reviews</li> <li>➤ Contracts were monitored to ensure appropriate data entry following training</li> </ul>	<ul style="list-style-type: none"> <li>➤ GEMS will continue to serve as an important tool for contract oversight for the Program Leads, Contracts Administrators, and Risk Management</li> </ul>
Annual Review of program data elements (work plans, aggregate data and client intake / exit data)	<ul style="list-style-type: none"> <li>➤ Review data that is being collected to see if any modifications or enhancements are needed and to assure that the data continue to give the Commission valuable information</li> <li>➤ Continue to monitor data and work with grantees to improve and maintain accurate data collection and entry into GEMS</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Client Intake Forms (formerly CDOM) were revised, approved by Human Subjects Review Committee, and implemented</li> <li>➤ The work plan format, aggregate questions, and Service Outcome Questionnaires were reviewed, changes made according to the revised evaluation framework</li> <li>➤ Ongoing efforts were made to improve and maintain data accuracy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review data that is being collected to see if any modifications or enhancements are needed and to assure that the data continue to give the Commission valuable information</li> <li>➤ Continue to monitor data and work with grantees to improve and maintain accurate data collection and entry into GEMS</li> </ul>
Policies and Procedures	<ul style="list-style-type: none"> <li>➤ Conduct annual review and submit protocol for approval by the Human Subjects Review Committee (HSRC)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reviewed and revised protocol and received approval from the HSRC</li> </ul>	<ul style="list-style-type: none"> <li>➤ Conduct annual review and submit protocol for approval by the HSRC</li> </ul>
Best Practices (Assessment Tools)	<p>Promote best practices around:</p> <ul style="list-style-type: none"> <li>➤ Speech and language services</li> <li>➤ Place-based strategies</li> </ul>	<ul style="list-style-type: none"> <li>➤ Worked with Providence Speech and Hearing Center for planning of speech and language services</li> <li>➤ Convened regional best practices sharing group around place-based strategies</li> </ul>	<p>Promote best practices around:</p> <ul style="list-style-type: none"> <li>➤ Screening and evaluation tools</li> <li>➤ School Readiness / Early Learning</li> </ul>
POMS Team Role as Internal	<ul style="list-style-type: none"> <li>➤ Provide evaluation consultation and</li> </ul>	<ul style="list-style-type: none"> <li>➤ State School Readiness - assistance</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide evaluation consultation and</li> </ul>

<p>Evaluation Consultant to Commission Initiatives</p>	<p>support as needed</p>	<p>with sustainability plans</p> <ul style="list-style-type: none"> <li>➤ School Readiness Nursing - review data reporting</li> <li>➤ MIND Research Institute – Assisted with and submitted application to the Human Subject Review Committee for the math literacy software pilot; received IRB approval</li> <li>➤ THINK Together – participated in planning and data group for Promise Neighborhoods project in Santa Ana</li> </ul>	<p>support as needed</p> <ul style="list-style-type: none"> <li>➤ Explore use of program data collected by grantees</li> </ul>
<p>Special Reports / Projects</p>	<ul style="list-style-type: none"> <li>➤ Low birth weight in Orange County – participate in collaborative work group</li> <li>➤ OSHPD review of existing data for community clinics</li> <li>➤ Pursue access to AVSS birth data</li> <li>➤ Community collaborative grant applications and other funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>➤ The topic of low birth weight will be addressed as a pilot project for the recently funded OC Center for Community Health Research</li> <li>➤ Included OSHPD data in review of community clinics</li> <li>➤ Birth data from hospitals is being incorporated into Bridges Connect software from Bridges “pre-screening”</li> <li>➤ <b>Santa Ana Promise Neighborhoods</b> - Partnered with THINK Together in the development of a federal grant application. Proposed program will provide a continuum of services that, “includes everything that children need to succeed: parenting education, early childhood programs, strong schools and after-school programs, health initiatives, social services; support before and during college.”</li> <li>➤ <b>Project Launch</b> - Projects to promote wellness of young children through the implementation of a community planning process across child-serving systems.</li> <li>➤ <b>Full-Service Community Schools Santa Ana:</b> The overarching goal of the <i>Futuro Saludable</i> project is to transform the quality of health and education services in the Valley High School boundary in order to enhance the academic achievement of all children in the Santa Ana target area.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Work with Commission managers and community members to identify projects for 2011</li> <li>➤ Additional special reports will be prepared as needed or requested, such as Safety Net briefs</li> </ul>

		<ul style="list-style-type: none"> <li>➤ <b>Santa Ana Building Healthy Cities Project</b> – The Building Healthy Cities project is headed by the California Endowment and involves a number of community agencies</li> </ul>	
<b>POMS TEAM PARTICIPATION ON EXTERNAL EVALUATION EFFORTS</b>			
Link with State Evaluation	<ul style="list-style-type: none"> <li>➤ Continue active participation in the Statewide Evaluation Workgroup and First 5 Association of California evaluation committee</li> </ul>	<ul style="list-style-type: none"> <li>➤ Participated in Evaluation Framework Workgroup</li> <li>➤ Provided input into State’s development of the PROOF IT system</li> <li>➤ Provide orientation and technical assistance to other county commission evaluation staff</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue active participation in the Statewide Evaluation Workgroup</li> <li>➤ Explore evaluation of systems / capacity building strategies</li> </ul>
Southern California Alliance for Learning and Results (SCALAR)	<ul style="list-style-type: none"> <li>➤ Continue to participate in regional evaluation activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ The First 5 Southern California Alliance for Learning and Results (SCALAR) is an alliance of the eight Southern California Regional First 5 Commissions (Imperial, Los Angeles, Orange, Riverside, San Bernardino, San Diego, Santa Barbara, and Ventura Counties).</li> <li>➤ Participated in SCALAR meetings, which included the supervision and guidance of Phase II activities conducted by the contractor</li> <li>➤ Participated in the development of a central evaluation repository and briefs on developmental screening and school readiness</li> <li>➤ Partnered with HealthyCity.org and KidsData on a project to highlight the effects of the economic downturn on young children.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to participate in regional evaluation activities through work plan authorized by Southern California regional executive directors</li> </ul>
National Children’s Study (NCS)	<ul style="list-style-type: none"> <li>➤ Continue to participate in the planning of the NCS</li> </ul>	<ul style="list-style-type: none"> <li>➤ Participated in the NCS planning committee meetings</li> <li>➤ Convened Neighborhood Advisory Committees</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to participate in implementation of community engagement activities as needed to ensure success of the project</li> </ul>
Developmental Framework Planning: Evaluation / Measurement Design and Confidentiality and Data Sharing	<ul style="list-style-type: none"> <li>➤ Support evaluation activities for the pilot studies and framework</li> </ul>	<ul style="list-style-type: none"> <li>➤ Developmental/Behavioral Pathways Leadership Committee implemented a process to build community consensus for a developmental services system for children and families in Orange County. Recommendations included the</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to support the evaluation activities as needed to further implement developmental framework in Orange County</li> </ul>

		<p>implementation of a universal developmental screening practice for all Orange County children at milestone ages.</p> <ul style="list-style-type: none"> <li>➤ Conducted an evaluation /developed report on the Orange County Developmental Screening Pilot Project and submitted to Commission</li> </ul>	
Statewide Screening Collaborative	<ul style="list-style-type: none"> <li>➤ Continue to participate in the Statewide Screening Collaborative to ensure the successful dissemination of the California Screening Initiative and management of the evaluation work plan</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Statewide Screening Collaborative is a coalition of state departments, including Developmental Services, Education, First 5 CA, Health Care Services (Medi-Cal, CMS), Social Services and various community partners, such as AAP, WestEd, UCLA and UC Davis. The purpose of the collaborative is <i>“To enhance state capacity to promote and deliver effective and well-coordinated health, developmental and early mental health screenings throughout California.”</i></li> <li>➤ Chaired the Evaluation Subcommittee for the Statewide Screening Collaborative. Focused on policies surrounding the reimbursement of screening services by Medi-Cal</li> <li>➤ Developed and implemented survey of state departments for 2011 to identify priority consensus activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to participate in the Statewide Screening Collaborative to ensure the successful dissemination of the California Screening Initiative and management of the evaluation work plan</li> </ul>
LEAPS Evaluation	<ul style="list-style-type: none"> <li>➤ Explore the possibility of evaluating the program’s impact on the academic achievement of children with identified special needs</li> </ul>	<ul style="list-style-type: none"> <li>➤ Participated in State planning efforts for the database system PROOF</li> </ul>	<ul style="list-style-type: none"> <li>➤ Explore the possibility of evaluating the program’s impact on the academic achievement of children with identified special needs</li> </ul>
Contribute to ongoing community indicator reports:	<ul style="list-style-type: none"> <li>➤ Continue to contribute to the production community indicator reports:</li> <li>➤ <i>Conditions of Children Report</i> - Jointly funded by the Social Services Agency, this annual report longitudinally tracks 40 indicators pertaining to children in the County, including good health, economic well-being, educational achievement, safe homes and community indicators.</li> <li>➤ <i>Community Indicators Report</i> - The</li> </ul>	<ul style="list-style-type: none"> <li>➤ 16<sup>th</sup> Annual Report on the Conditions of Children in Orange County produced</li> <li>➤ 2010 Community Indicators Report produced</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to contribute to the production of community indicator reports</li> </ul>

	<p>Orange County Community Indicators Project annually measures the overall quality of life of the Orange County community by tracking key indicators of economic, social and environmental well being.</p>		
<p><b>Participation in Collaborative Planning and Research Groups</b></p>	<ul style="list-style-type: none"> <li>➤ Continue to participate in and contribute to the GIS GKLC, the UCI Institute of Clinical and Translational Science (ICTS) Community Action Planning Group (CAPG), and the Mental Health Services Act (MHSA) planning groups.</li> <li>➤ Participate in OC Center for Community Health Research (OCCCHR)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Participated in meetings of the Geographic Information Systems (GIS) Kids Learning Community (GKLC)</li> <li>➤ Participated in quarterly CAPG meetings and community awards ceremony</li> <li>➤ Joint funding application with CAPG was awarded for the OCCCHR. In partnership with UCI, Cal State Fullerton, Health Care Agency, St. Joseph's Medical Center and other community agencies, the Center seeks to establish a community health research infrastructure that promotes bi-directional communication, collaboration, and training between academic researchers and community organizations. <i>This application was awarded \$1 million for the period of three years.</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to participate in and contribute collaborative planning research groups consistent with the Commission's strategic plan; leverage such partnerships for planning and decision making</li> <li>➤ Continue to participate in the planning and implementation of OCCCHR</li> </ul>