

Reducing Fear and Loathing of Evaluation: *Making Good and Practical Evaluation Choices*

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Objectives

- Program evaluation and typical “roadblocks” in doing good evaluation
- CDC’s Evaluation Framework as way to surmount roadblocks
- How key Framework steps ensure strongest program evaluation
- HDSP as example



Today's Focus

**Top Roadblocks on the
Road to Good Evaluation**



Roadblock #7

Defining evaluation too
narrowly...



Roadblock #6

Not understanding where
evaluation “fits in” ...



What is Evaluation?

- Evaluation is...
 - the systematic investigation of the merit, worth, or significance of an “object”
– *Michael Scriven*
- Program is...
 - any organized public health action(s)/activity(ies) to achieve some intended result

Planning, Evaluation, and Performance Measurement are Companion Processes...

- **Planning** asks **what** do we do/should we do to reach our goals
- **Perf Measurement** monitors **how well** it's going
- **Evaluation** tells us **why** it's going well or poorly.





Roadblock #5

Making the “perfect” the
enemy of the “good”



Every Little Bit Helps...

“...The biggest mistake is doing nothing because you can only do a little...”

Anonymous



Roadblock #4

Evaluating only what you
can “measure”...



Measuring the Right Thing...

“...Sometimes, what counts can't be counted. And what can be counted doesn't count....”

Albert Einstein



You Get What You Measure...

“...In Poland in the 1970s, furniture factories were rewarded based on pounds of product shipped. As a result, today Poles have the world’s heaviest furniture...”

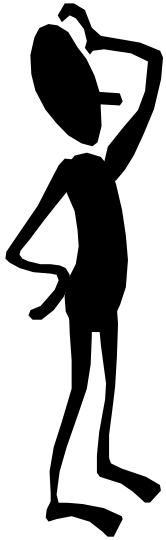
(New York Times, 3/4/99)



Roadblock #3

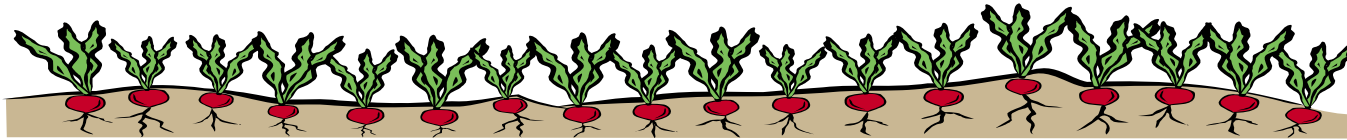
Neglecting intermediate
outcomes....

Good evaluation broadens our focus:



Not just: Did it work?

How many tomatoes did I get?

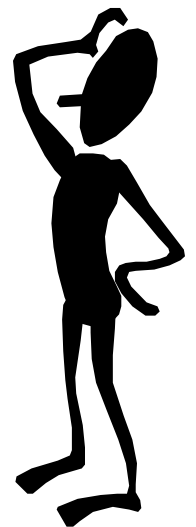
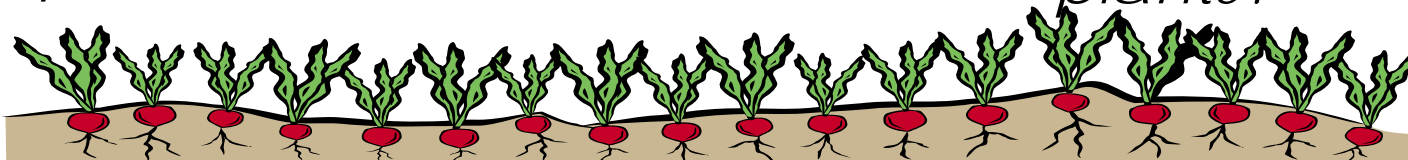


But also: Is it working?

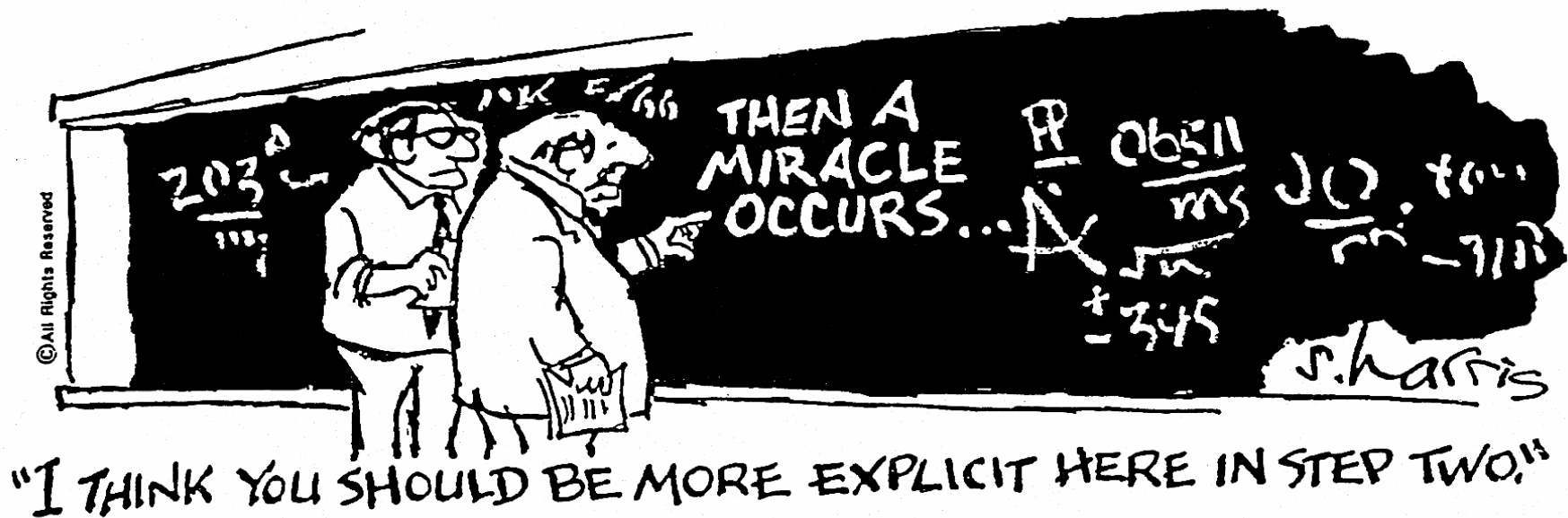
*Are planting,
watering, and
weeding taking
place?*

*Have the
blossoms
"set"?*

*Are there
nematodes
on the
plants?*



Forgetting Intermediate Outcomes





Finding Intermediate Outcomes

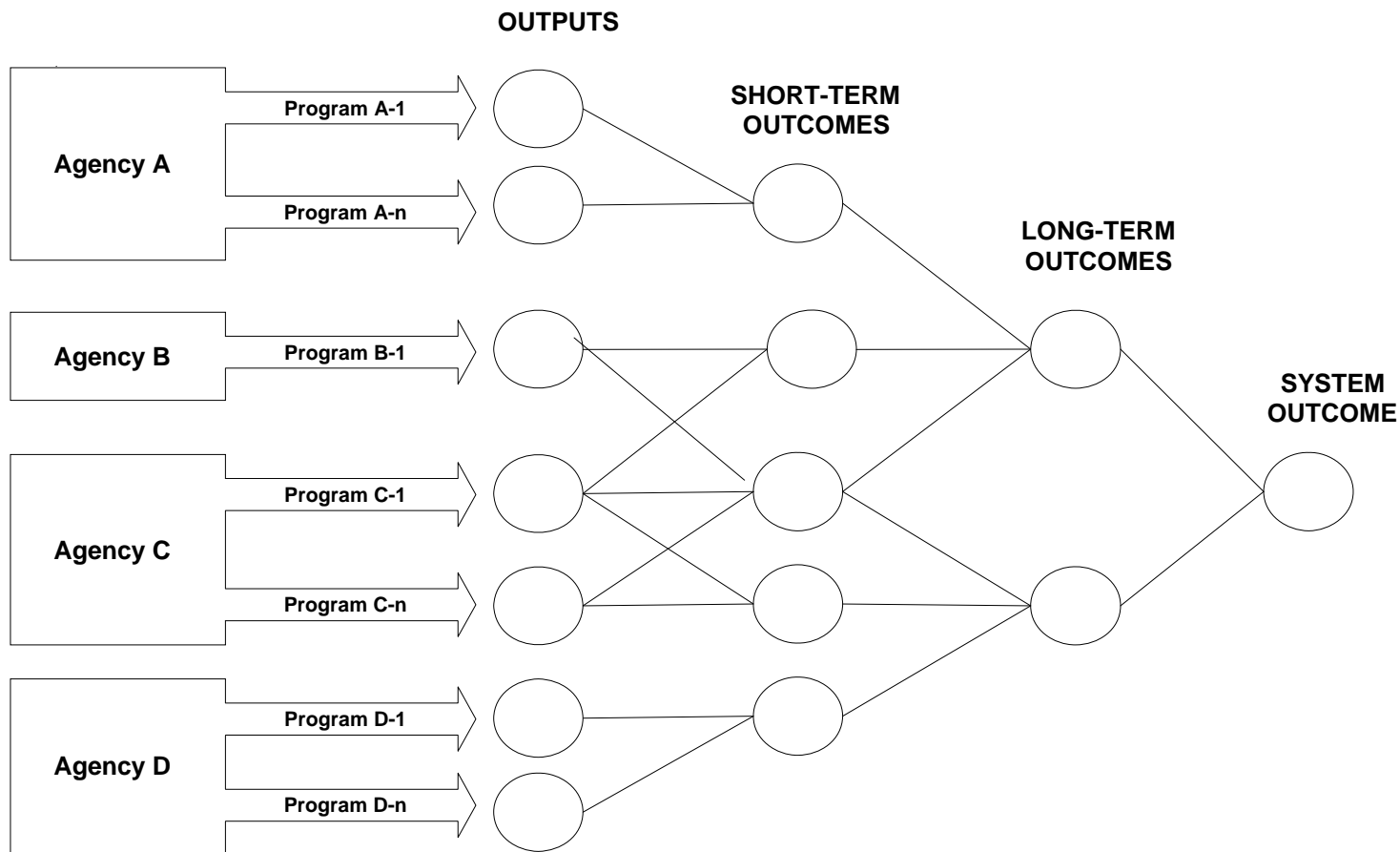
- What is the ultimate outcome I'm seeking?
- Who (besides me) needs to take action to achieve it?
- What action do they need to take?



Roadblock #2

Confusing attribution
and contribution...

“Networked” Interventions



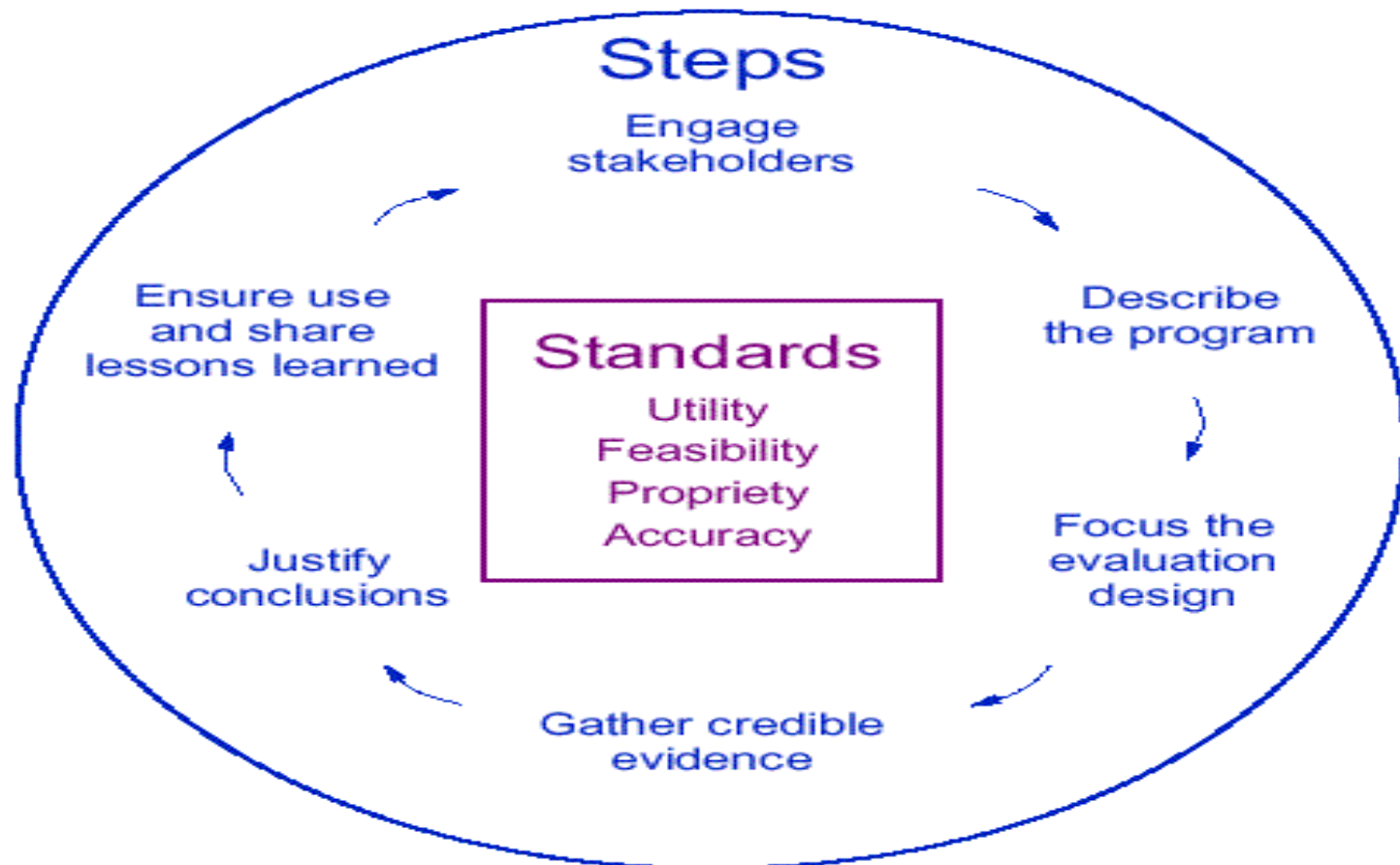


Roadblock #1

Not asking:
“Who (else) cares.....”

Framework for Program Evaluation

FIGURE 1. Recommended framework for program evaluation





Underlying Logic of Steps

- **No eval is good unless**... results are **used** to make a difference
- **No results are used unless**... a **market** has been created prior to creating the product
- **No market is created unless**.... the eval is **well-focused**, including most relevant and useful questions
- ***And...***



Establishing the Best Focus Means...

- **Framework Step 1:** Identifying who cares about our program besides us? Do they define program and “success” as we do?”
- **Framework Step 2:** What are milestones and markers on the roadmap to my main PH outcomes?



The Four Standards

No one “right” evaluation. Instead, best choice at each step is options that maximize:

- **Utility**: Who needs the info from this evaluation and what info do they need?
- **Feasibility**: How much money, time, and effort can we put into this?
- **Propriety**: Who needs to be involved in the evaluation to be ethical?
- **Accuracy**: What design will lead to accurate information?



Step 2. You Don't Ever Need a Logic Model, BUT, You Always Need a Program Description

Don't jump into planning or eval without clarity on:

- The big “need” your program is to address
- The key target group(s) who need to take action
- The kinds of actions they need to take (your intended outcomes or objectives)
- Activities needed to meet those outcomes
- “Causal” relationships between activities and outcomes



Logic Models and Program Description

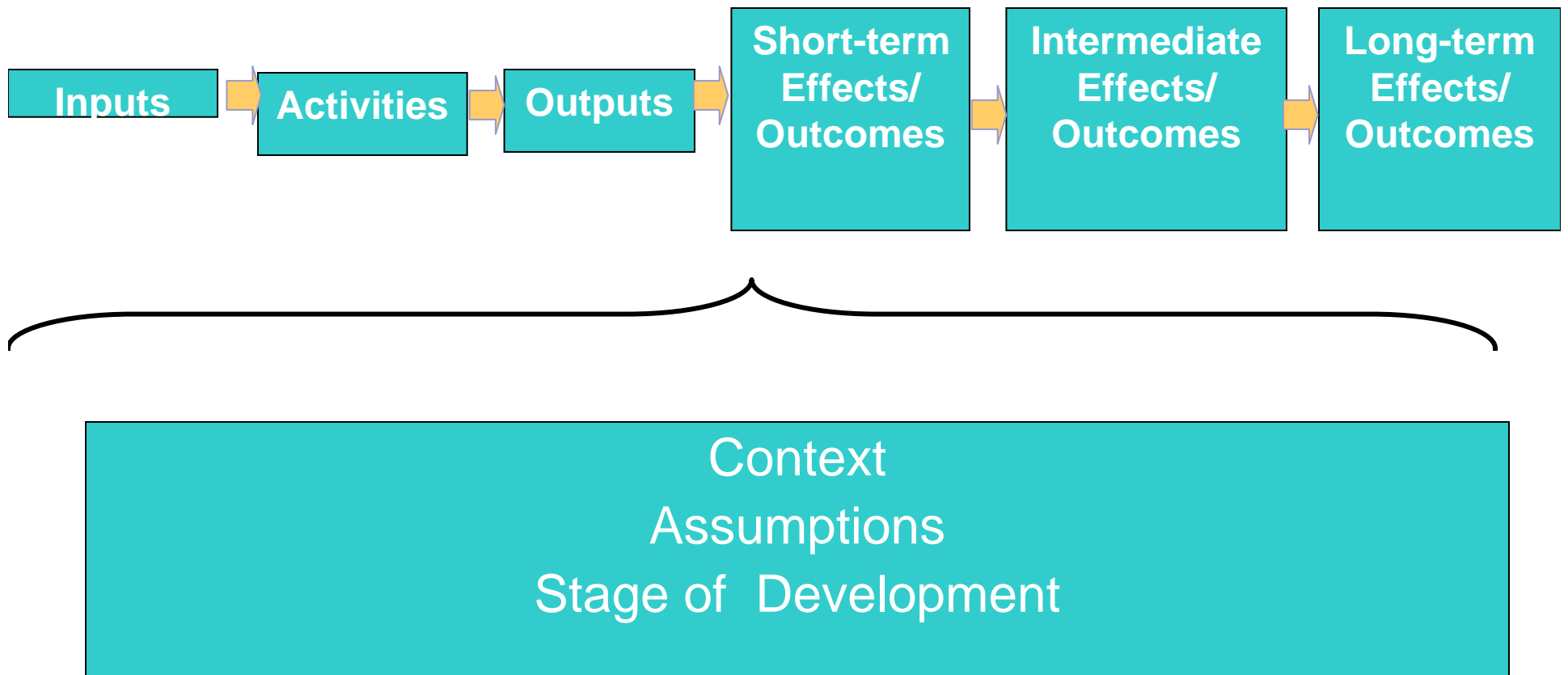
- ***Logic Models*** : *Graphic depictions of the relationship between your program's activities and its intended effects*



Hence...

- Logic models make things clear, they don't make them true!
- Logic model is always evolving, as *evaluation and reflection provide insights on what works and doesn't work*

Step 2: Describing the Program: Complete Logic Model

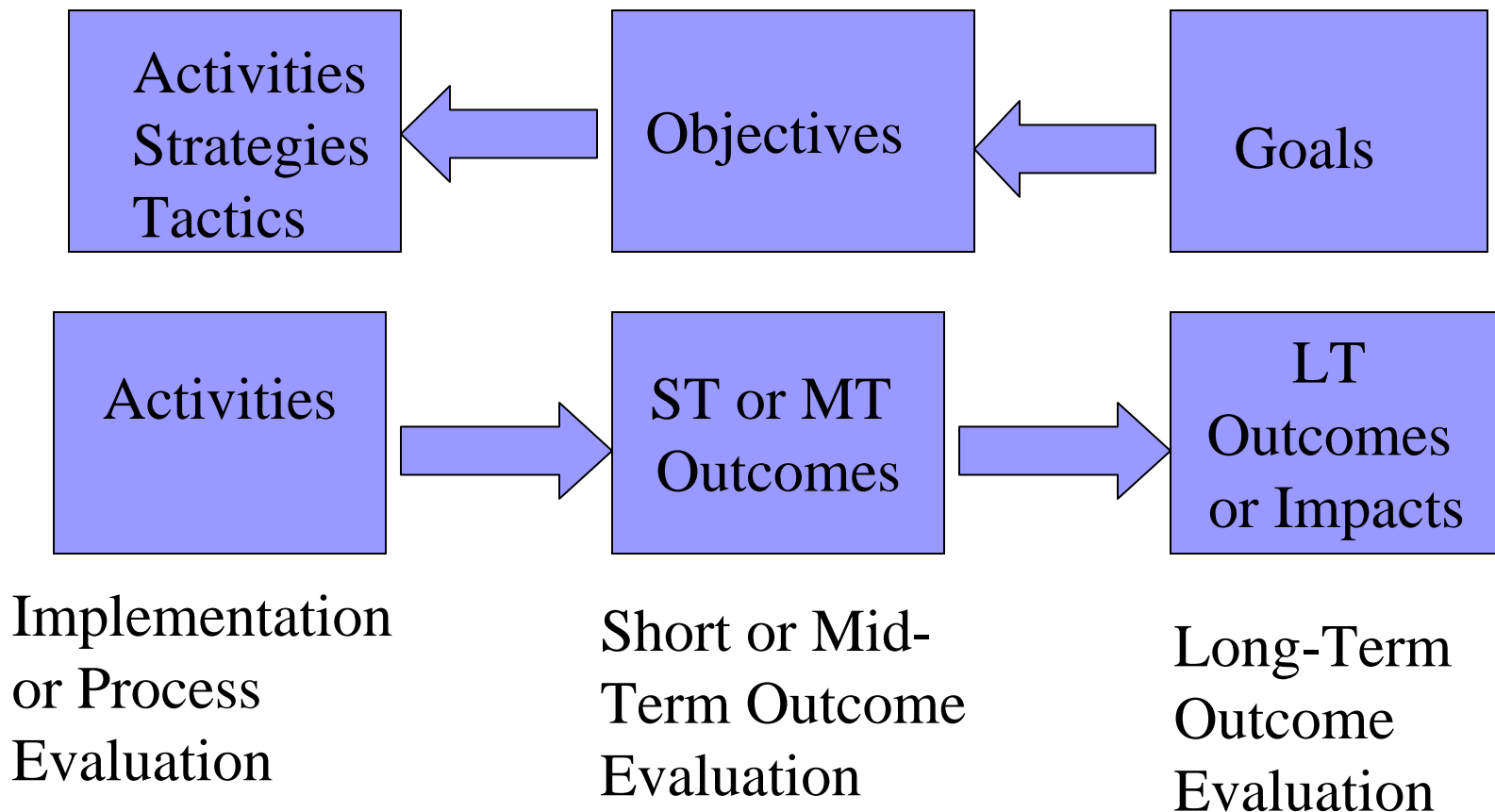




Logic Model Terminology

- **Activities:** *What the program and its staff actually do*
- **Effects/Outcomes:** *The changes that result in someone or something **other than the program and its staff.***

Linking Planning and Evaluation: Evaluation





(More) Logic Model Terminology

- **Inputs:** *The “platform” of resources that are needed to mount the program’s activities.*
- **Outputs:** *The tangible, countable “products” that are produced by the activities. Don’t confuse with “outcomes”*



Constructing Logic Models: Three Ways to Find Activities/Outcomes

1. Examining program descriptions, MISSIONS, VISIONS, PLANS, ETC and extracting these from the narrative, **OR**
2. Starting with outcomes, ask “how to” in order to generate the activities which produce them, **OR**
3. Starting with activities, ask “so what” in order to generate the outcomes that are expected to result



Next: Do Some Sequencing...

- Sequence activities into 2+ columns--
Which activities have to logically occur before other activities can occur?
- Sequence outcomes into 2+ columns--
Which outcomes have to logically occur before other outcomes can occur?



Listing Activities and Outcomes: Lead Poisoning

■ Activities

- Outreach
- Screening
- Case management
- **Referral** for medical tx
- Identification of kids with elevated lead (EBLL)
- Environmental assessment
- **Referral** for env clean-up
- Family training

■ Effects/Outcomes

- Lead source identified
- **Families** adopt in-home techniques
- **Providers** treats EBLL kids
- **Housing Authority** eliminates lead source
- *EBLL reduced*
- *Developmental “slide” stopped*
- *Q of L improved*

Global Logic Model: Childhood Lead Poisoning Program

Early Activities

If we do...

Outreach

Screening

ID of elevated kids

Later Activities

And we do...

Case mgmt of EBLL kids

Refer EBLL kids for medical treatment

Train family in in-home techniques

Assess environment of EBLL child

Refer environment for clean-up

Early Outcomes

Then....

EBLL kids get medical treatment

Family performs in-home techniques

Lead source identified

Environment gets cleaned up

Lead source removed


Later Outcomes

And then...

EBLL reduced

Develop'l slide stopped

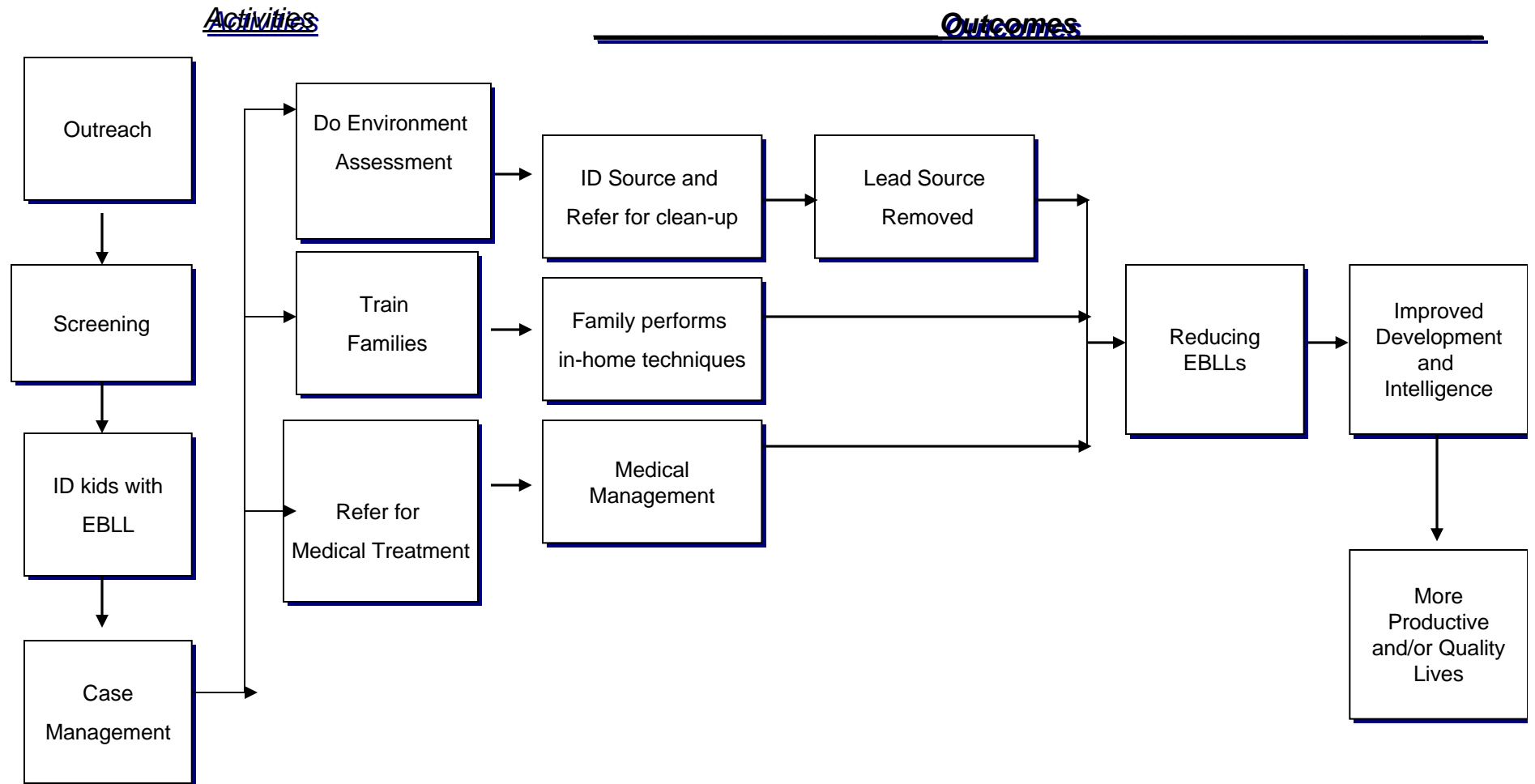
Quality of life improves



For Planning and Evaluation “Causal” Arrows Can Help

- **Not** a different logic model, but same elements in different format
- Arrows can go from:
 - ***Activities to other activities:*** *Which* activities feed *which* other activities?
 - ***Activities to outcomes:*** *Which* activities produce *which* intended outcomes?
 - ***Early effects/outcomes to later ones:*** *Which* early outcomes produce *which* later outcomes

Lead Poisoning: "Causal" Roadmap



Global Logic Model: Provider Education

Early Activities

Do outreach to providers

Develop newsletter

Develop Tool Kit

Later Activities

Distribute newsletter

Conduct immuno trainings

Nurse educator LHD presentations

Physician peer ed rounds

Early Outcomes

Provs read newsletters

Provs attend trainings and rounds

Provs receive and use tool kits

LHD nurses do private prov consults

Later Outcomes

KAB increases

Know policies

Know registry

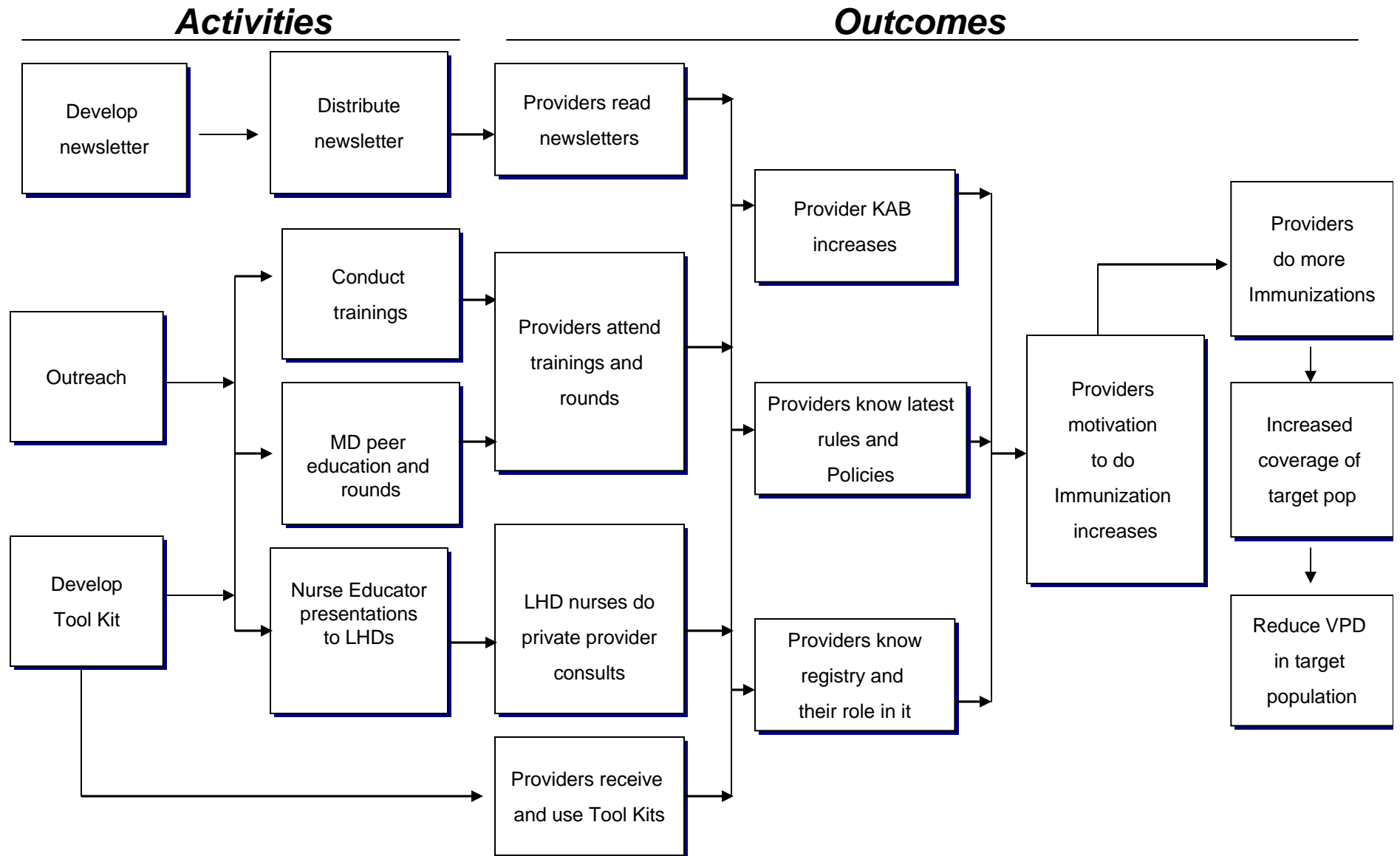
Motivation increases

Do more immuno

Coverage increases

VPD reduced

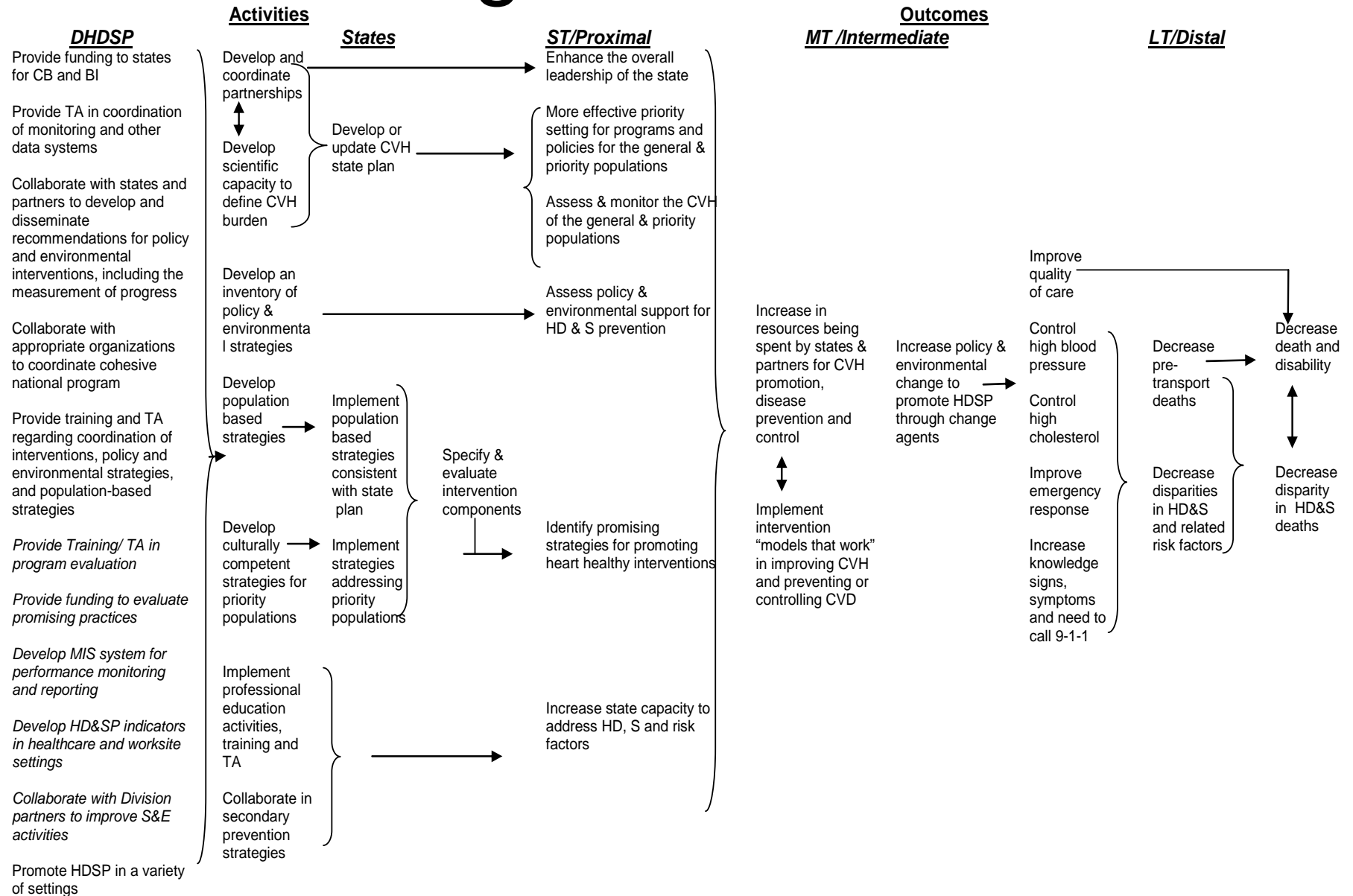
Provider Education: "Causal" Roadmap



HDSP—Activities and Outcomes

<u>Activities—HDSP</u>	<u>Activities—State</u>		<u>Outcomes</u>			
<p><u>Provide funding to states for:</u> -CB and BI -Eval</p> <p><u>Provide training and TA in:</u> Coord of monitoring and other data systems</p> <p><u>Collaborate to:</u> -Develop and disseminate recs -Coord cohesive national program -Div partners</p> <p><u>Develop:</u> -MIS system -HD&SP indicators</p> <p>Promote HDSP in a variety of settings</p>	<p><u>Develop:</u> -Partnerships -Scientific capacity to define CVH burden -Inventory of policy & env strategies -Pop-based strategies -Culturally competent strategies for priority populations</p> <p>Implement professional education activities, training and TA</p> <p>Collaborate in secondary prevention strategies</p>	<p>Develop or update CVH state plan</p> <p>Implement population based strategies consistent with state plan</p> <p>Implement strategies addressing priority populations</p> <p>Specify & evaluate intervention components</p>	<p>Enhance overall l'ship of the state</p> <p>More effective priority setting for programs and policies</p> <p>Assess & monitor CVH</p> <p>Assess policy & env support for HD & S prevention</p> <p>ID promising strategies for promoting heart healthy interventions</p> <p>Increase state capacity to address HD, S and risk factors</p>	<p>Increase in resources being spent by states & partners for CVH promotion, disease prevention and control</p> <p>Implement intervention “models that work” in improving CVH and preventing or controlling CVD</p> <p>Increase policy & env change to promote HDSP through change agents</p>	<p>Improve quality of care</p> <p>Control high blood pressure</p> <p>Control high cholesterol</p> <p>Improve emergency response</p> <p>Increase knowledge signs, symptoms and need to call 9-1-1</p>	<p>Decrease pre-transport deaths</p> <p>Decrease disparities in HD&S and related risk factors</p> <p>Decrease death and disability</p> <p>Decrease disparity in HD&S deaths</p>

HDSP—Logic Model





Reducing Fear and Loathing of Evaluation

Putting Your Logic Model to
Use in Program Evaluation



Using the Logic Model

- **In F'work Step 1. Engage Stakeholders:**

- Who are major stakeholders for our efforts?
- Where in this model do they want to see success?
- Who needs to be engaged upfront to ensure use of results?

- **In F'work Step 3. Setting Eval Focus:**

- Today, 1 year, 5 years, where in the model should I be measuring changes?
- If no change, where should I look for problems?

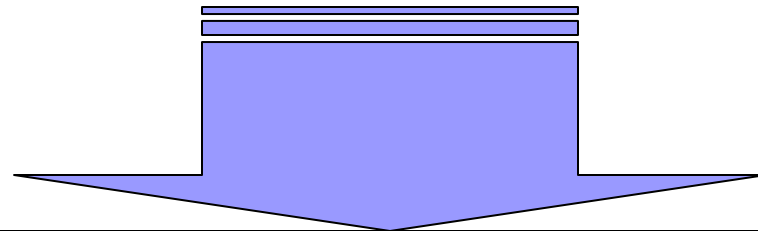
Which S'holders Matter Most?

Who is:

Affected by the program?

Involved in program operations?

Intended users of evaluation findings?



Of these, who do we most need to:

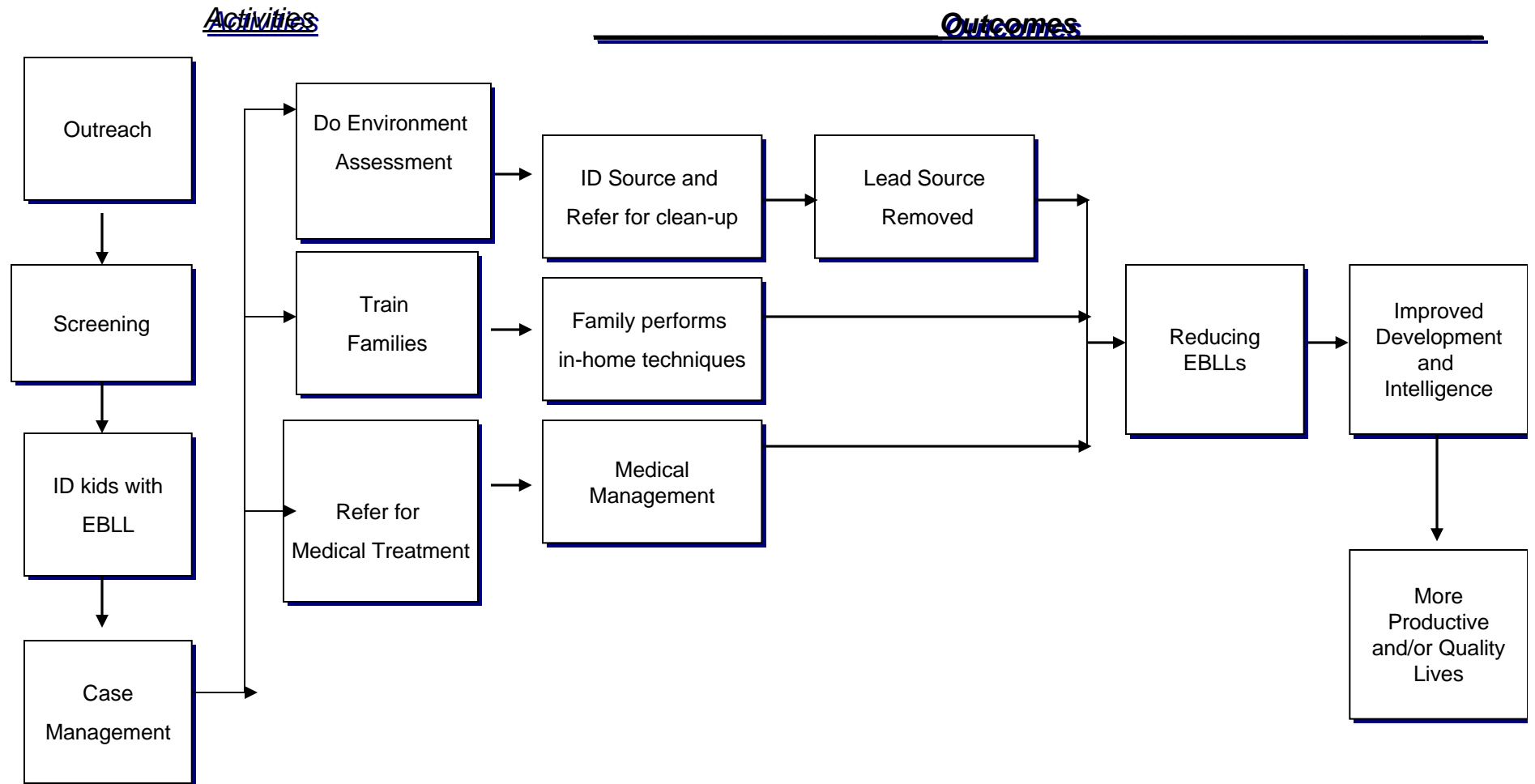
Enhance credibility?

Implement program changes?

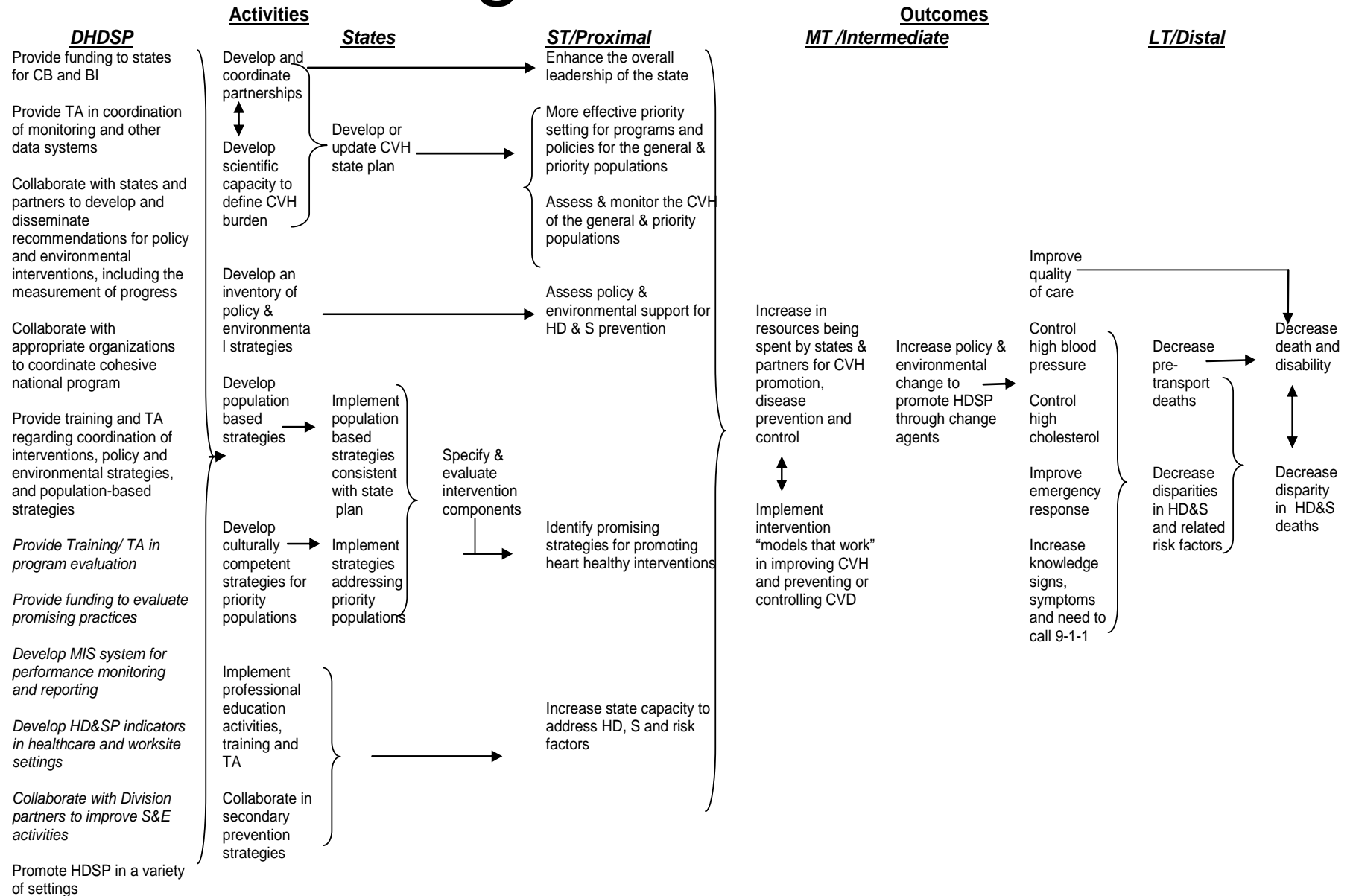
Advocate for changes?

Fund, authorize, expand program?

Lead Poisoning: "Causal" Roadmap



HDSP—Logic Model





Eval Plan vs. Eval Focus

- Eval **Plan**: How I intend to measure **all** aspects of my program---all the boxes (and arrows) in my logic model?
- Eval **Focus**: The part of my program that needs to be measured in **this evaluation, this time?**
- Over life of the program:
 - Eval plan may never change
 - Eval focus is always changing



Step 3. Key Domains in Eval Focus

■ Implementation (Process)

- Is program in place as intended?

■ Effectiveness (Outcome)

- Is program achieving its intended short-, mid, and/or long-term effects/outcomes?

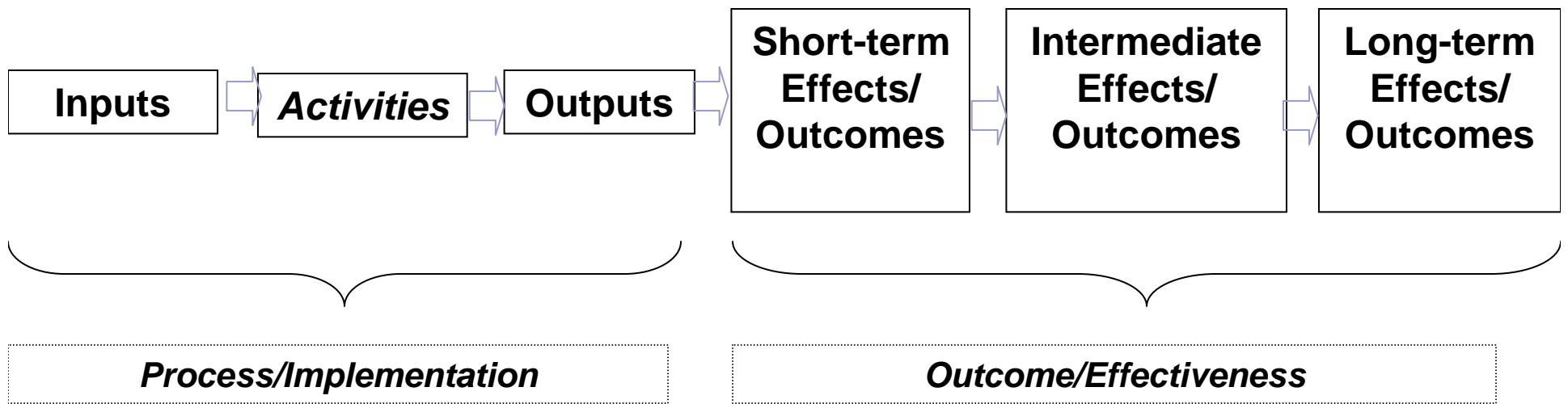
■ Efficiency

- How much “product” is produced for given level of inputs/resources?

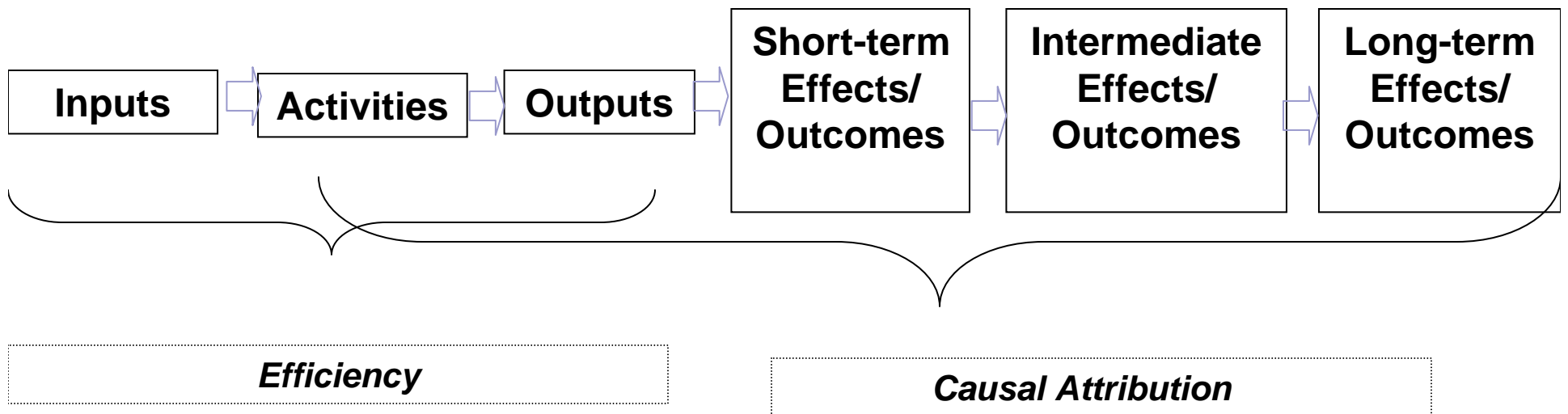
■ Causal Attribution

- Is progress on outcomes due to your program?

Evaluation Domains: Boxes



Evaluation Domains: Arrows

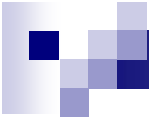




Setting Focus: Some Rules

Based on “utility” standard:

- **Purpose/User:** Who wants the info and what are they interested in?
- **Use:** How will they use the info?
- **Needs of Key S’holders:** What are key s’holders most interested in?



Setting Focus: “Reality Checking” the Focus

Based on “feasibility” standard:

- **Stage of Development:** How long has the program been in existence?
- **Program Intensity:** How intense is the program? How much impact is reasonable to expect?
- **Resources:** How much time, money, expertise are available?



Some Evaluation Scenarios

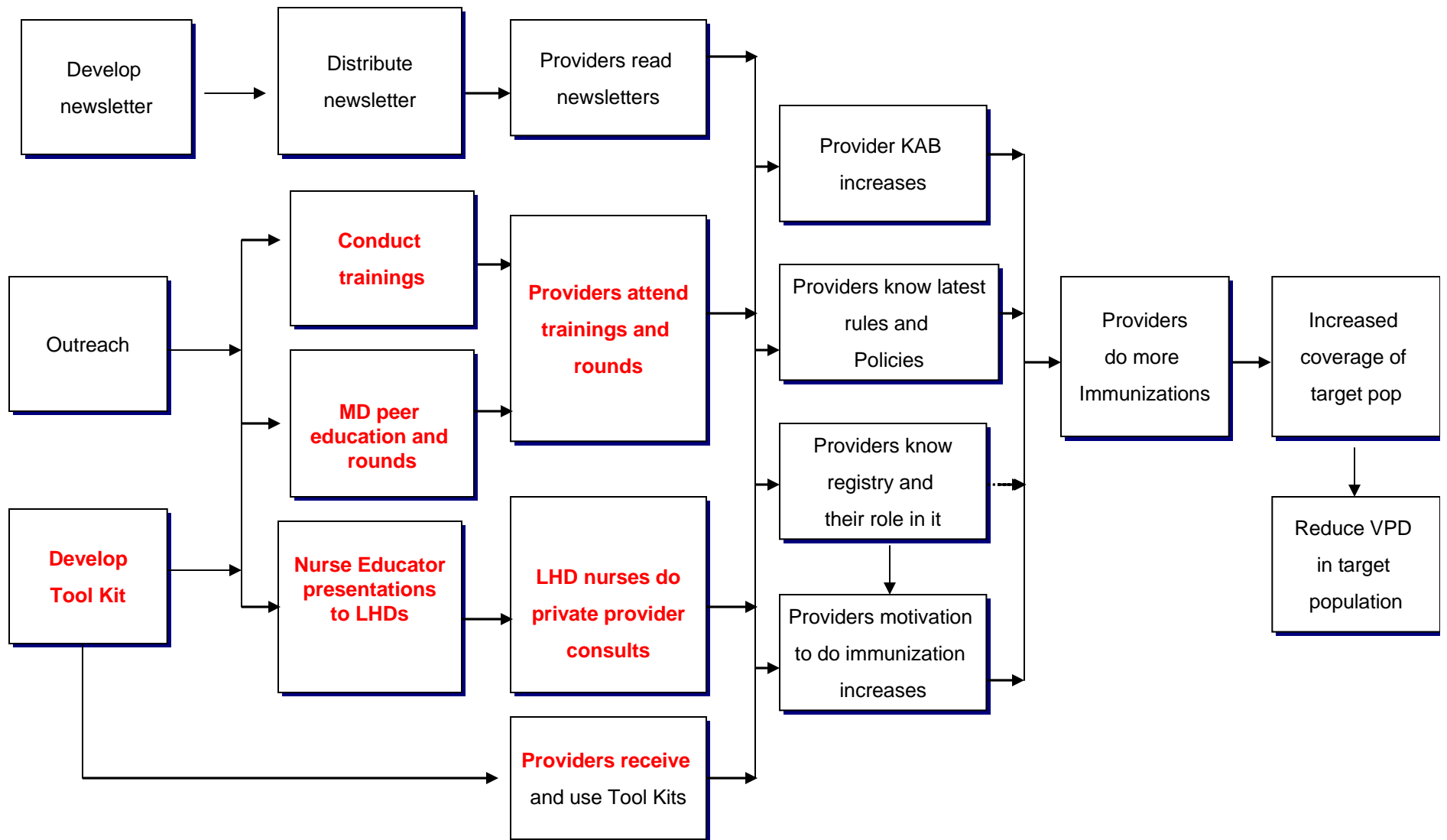
- **Scenario I:** At Year 1, other communities want to adopt your model but want to know “what are they in for”



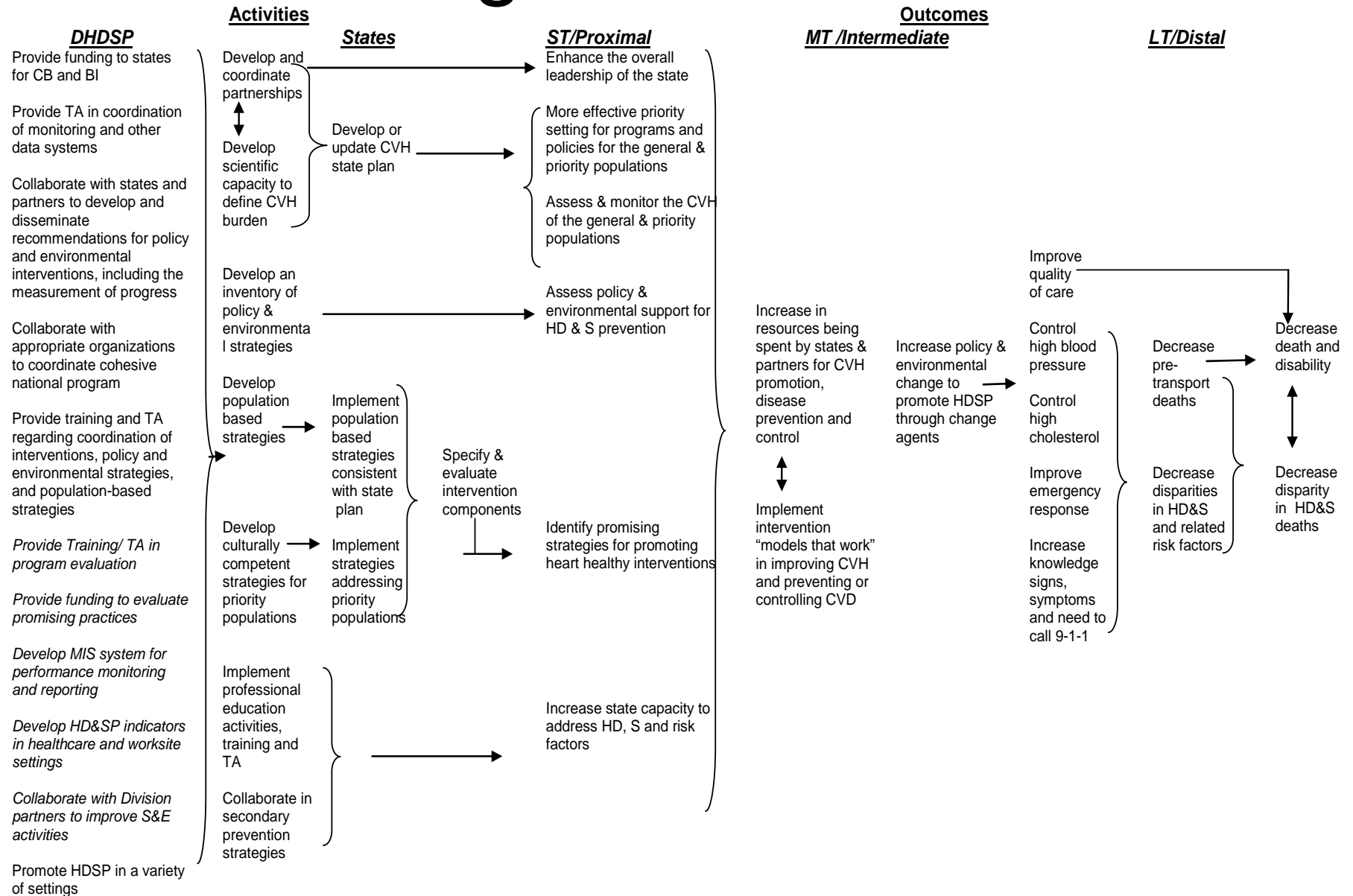
Scenario 1:

- **Purpose/User:** The “other community”
- **Use:** To examine your experience and make a determination whether they want to adopt this project or not?

Provider Education: "Causal" Roadmap



HDSP—Logic Model





Some Evaluation Scenarios

- **Scenario II:** At Year 3, you are seeking funding from a large foundation with a community improvement focus so that you can extend the program to a second community.



Scenario 2:

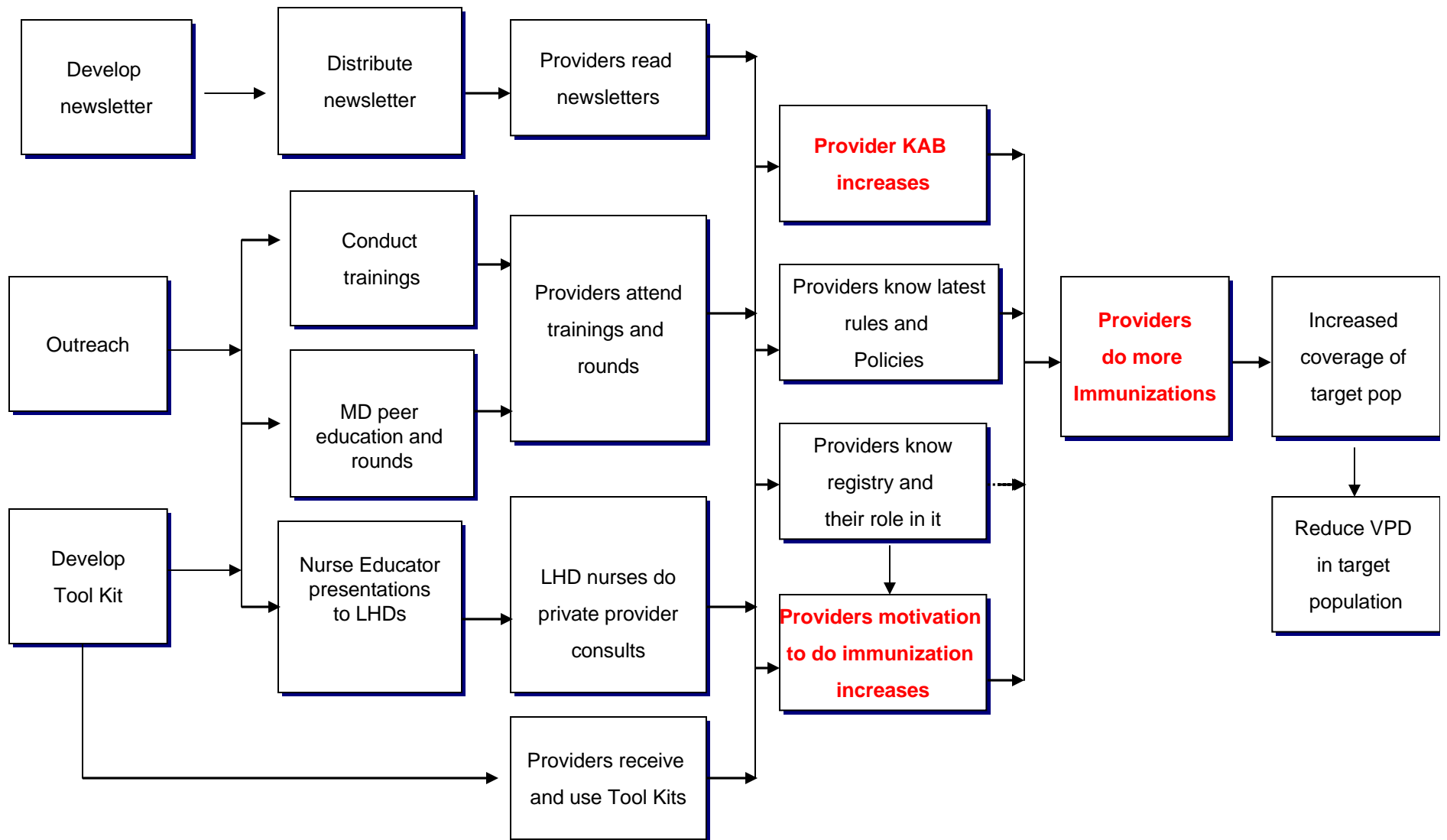
- **Purpose/User:** Either/both:

- Your org
- The foundation

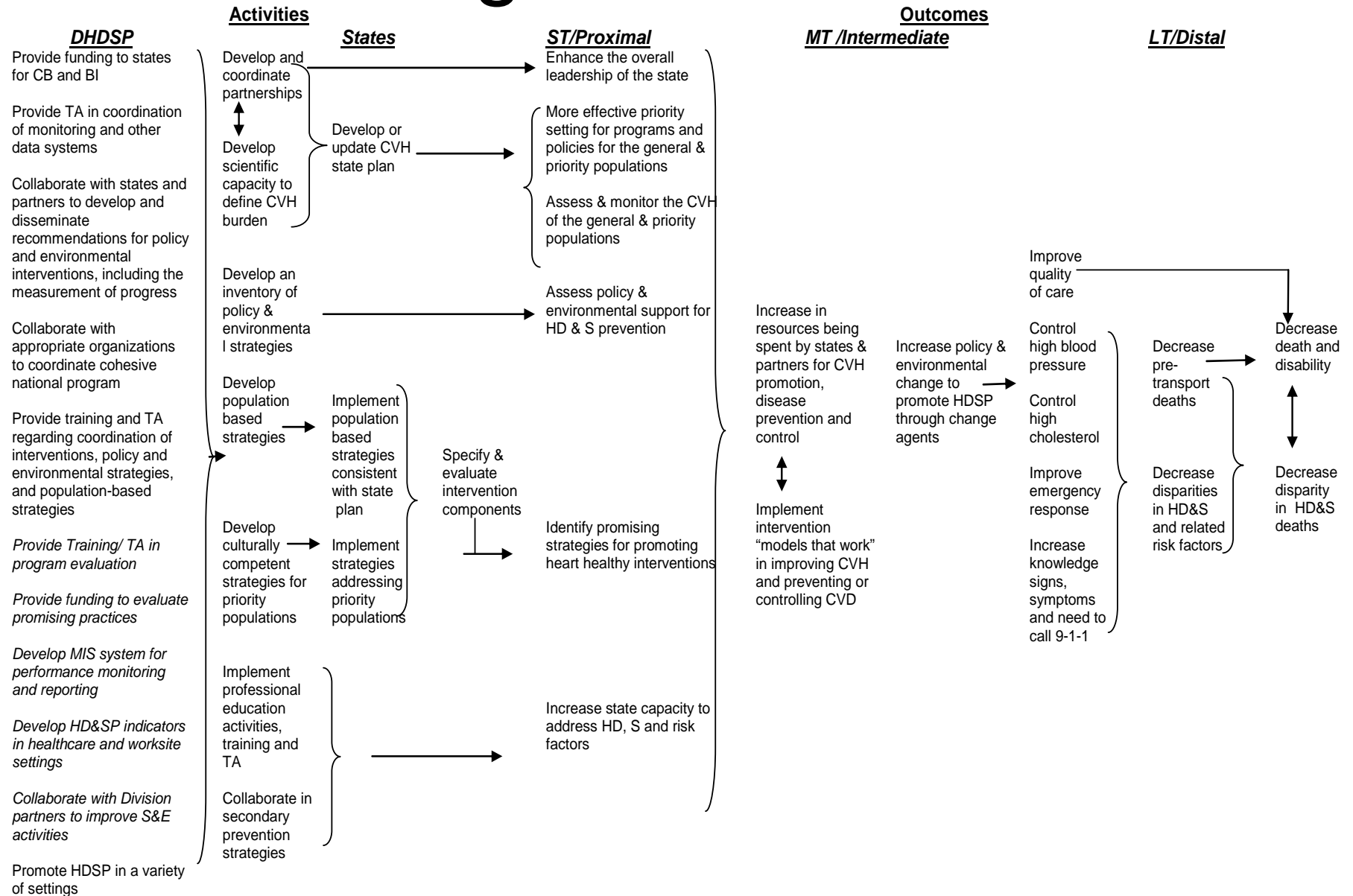
- **Use:**

- You want to muster evidence to prove to the foundation you are effective enough to warrant their funding
- They want you to show them evidence that proves sufficient effectiveness to warrant their funding

Provider Education: "Causal" Roadmap



HDSP—Logic Model





Reducing Fear and Loathing of Evaluation

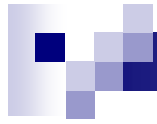
Next Steps



Where We've Been...

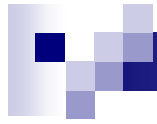
What we know:

- What our program is about
- Who care about it besides us
- What we need to measure in short and long run



Where Next....

- Identify evaluation questions
- Define indicators and data sources for questions
- Analyze data
- Draw conclusions and results
- Turn results into action



But...

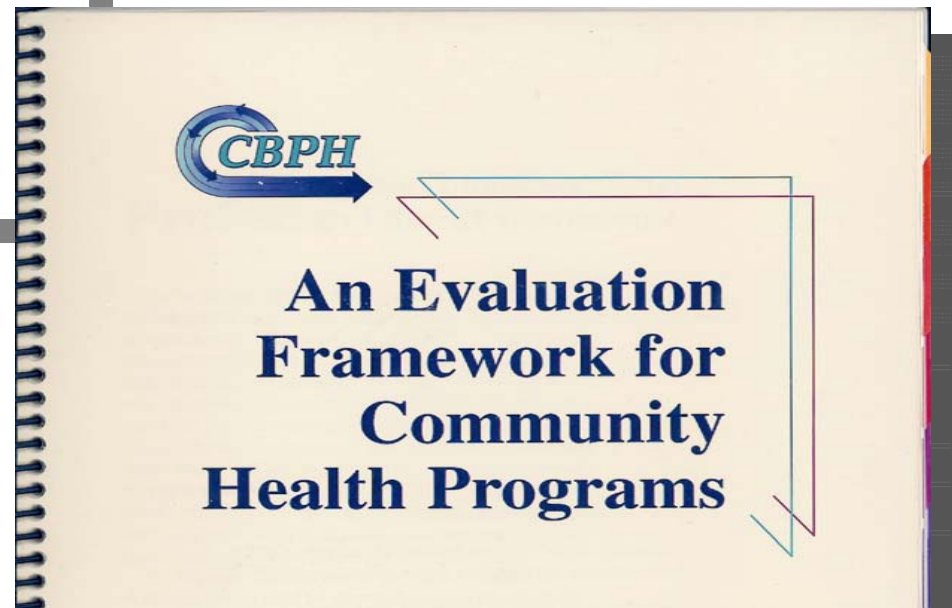
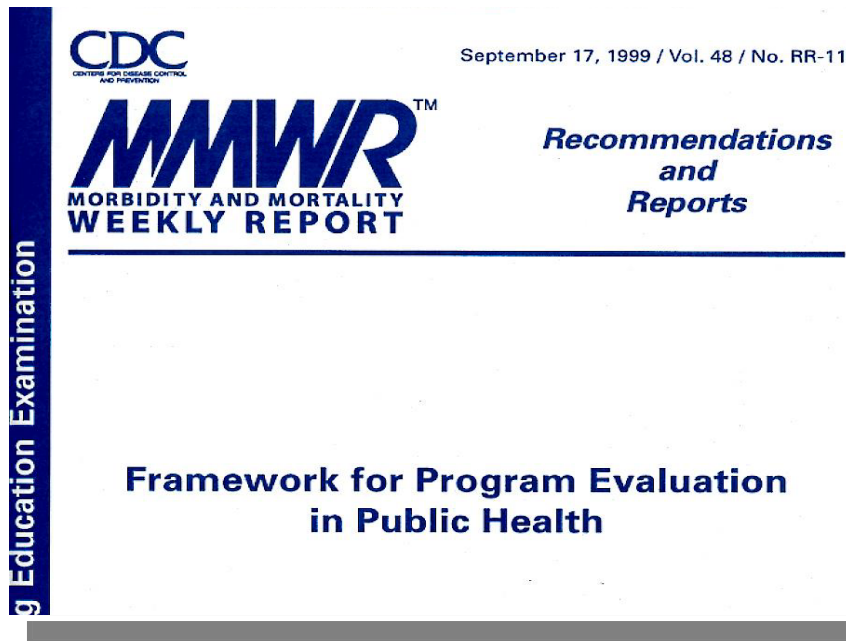
- Good results from Steps 4-6 more likely because we did a good job on Steps 1-3!!!



Reducing Fear and Loathing of Evaluation

Life Post-Session

Helpful Publications @ www.cdc.gov/eval



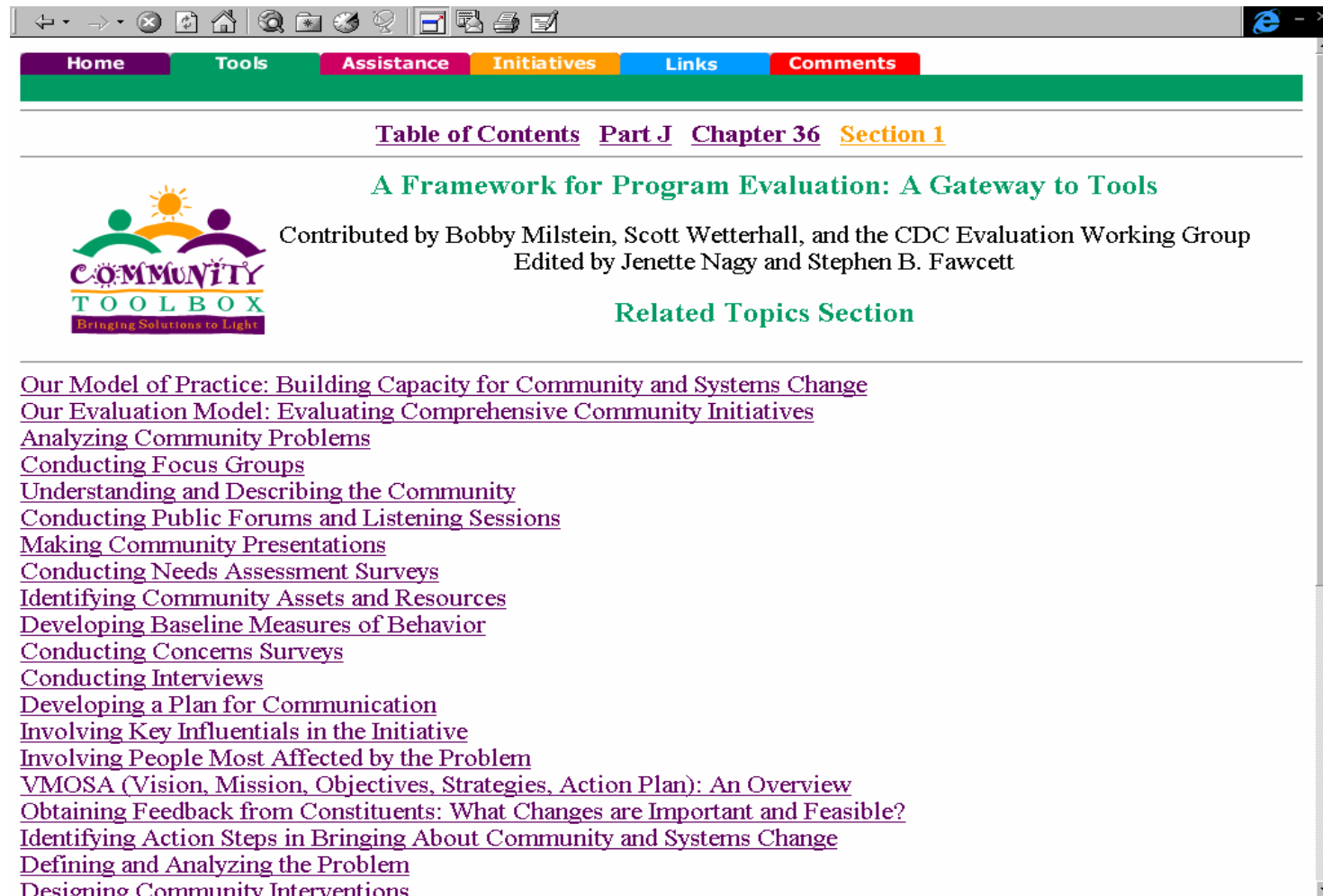


Helpful Resources: Web Based

- NEW! Intro to Program Evaluation for PH Programs—A Self-Study Guide:
<http://www.cdc.gov/eval/whatsnew.htm>
- Innovation Network:
<http://www.innonet.org/>
- W.K. Kellogg Foundation Evaluation Resources:
<http://www.wkkf.org/programming/overview.aspx?CID=281>
- University of Wisconsin-Extension:
<http://www.uwex.edu/ces/lmcourse/>

Community Tool Box

<http://ctb.ku.edu>



The screenshot shows a web browser window displaying the Community Tool Box website. The browser's address bar shows the URL <http://ctb.ku.edu>. The website has a navigation menu with tabs for Home, Tools, Assistance, Initiatives, Links, and Comments. Below the menu, there is a breadcrumb trail: [Table of Contents](#) [Part J](#) [Chapter 36](#) [Section 1](#). The main content area features a green header for the current section: **A Framework for Program Evaluation: A Gateway to Tools**. Below this, it states: "Contributed by Bobby Milstein, Scott Wetterhall, and the CDC Evaluation Working Group" and "Edited by Jenette Nagy and Stephen B. Fawcett". To the left of the text is the Community Tool Box logo, which includes the text "COMMUNITY TOOL BOX" and the tagline "Bringing Solutions to Light". Below the main content, there is a section titled "Related Topics Section" with a list of links to various topics, including "Our Model of Practice: Building Capacity for Community and Systems Change", "Our Evaluation Model: Evaluating Comprehensive Community Initiatives", "Analyzing Community Problems", "Conducting Focus Groups", "Understanding and Describing the Community", "Conducting Public Forums and Listening Sessions", "Making Community Presentations", "Conducting Needs Assessment Surveys", "Identifying Community Assets and Resources", "Developing Baseline Measures of Behavior", "Conducting Concerns Surveys", "Conducting Interviews", "Developing a Plan for Communication", "Involving Key Influentials in the Initiative", "Involving People Most Affected by the Problem", "VMOSA (Vision, Mission, Objectives, Strategies, Action Plan): An Overview", "Obtaining Feedback from Constituents: What Changes are Important and Feasible?", "Identifying Action Steps in Bringing About Community and Systems Change", "Defining and Analyzing the Problem", and "Designing Community Interventions".