



## Evaluation: Your Gateway to Success

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**COMMITTED LEADERS**  
**OPPORTUNITIES OF OPPORTUNITY**  
**SUSTAIN**  
**BUILD**  
**EVALUATE**

**NATIONAL ASTHMA FORUM**      Communities in Action for Asthma-Friendly Environments

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## Forum Technology 2009 Asthma Forum Action Guide



**ACTION GUIDE**  
2009 National Asthma Forum

**NATIONAL ASTHMA FORUM**      Communities in Action for Asthma-Friendly Environments

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Ensuring Use of Evaluation Findings: *Insights from CDC's Evaluation Framework*

By:  
Thomas J. Chapel, MA, MBA  
Chief Evaluation Officer  
CDC/NCCDPHP  
[Tchapel@cdc.gov](mailto:Tchapel@cdc.gov)  
770-488-6467

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Why We Evaluate...

"... The gods condemned Sisyphus to endlessly roll a rock up a hill, whence it would return each time to its starting place. They thought, with some reason..."

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Why We Evaluate...

***...there was no punishment more severe than eternally futile labor...."***

*The Myth of Sisyphus*

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## Defining Evaluation

- **Evaluation** is the systematic investigation of the merit, worth, or significance of any “object”

*Michael Scriven*

- **Program** is any organized public health action/activity implemented to achieve some result

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## Integrating Processes to Achieve Continuous Quality Improvement

- Continuous Quality Improvement (CQI) cycle.

- **Planning**—What actions will best reach our goals and objectives.
- **Performance measurement**—How are we doing?
- **Evaluation**—Why are we doing well or poorly?



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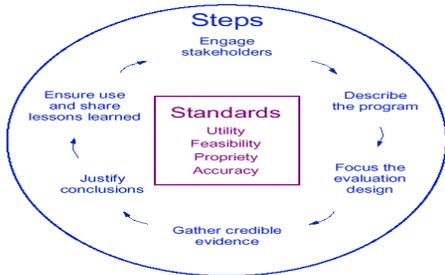
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## Framework for Program Evaluation

FIGURE 1. Recommended framework for program evaluation



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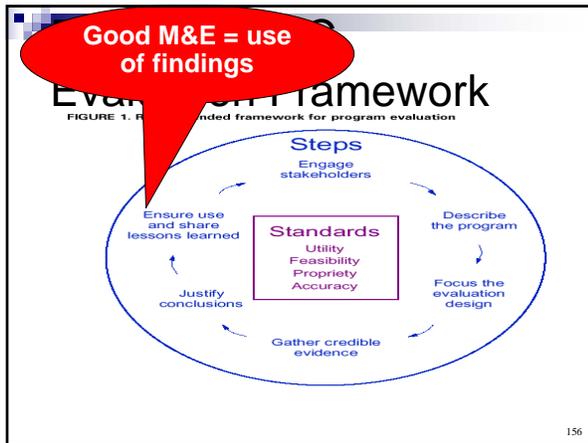
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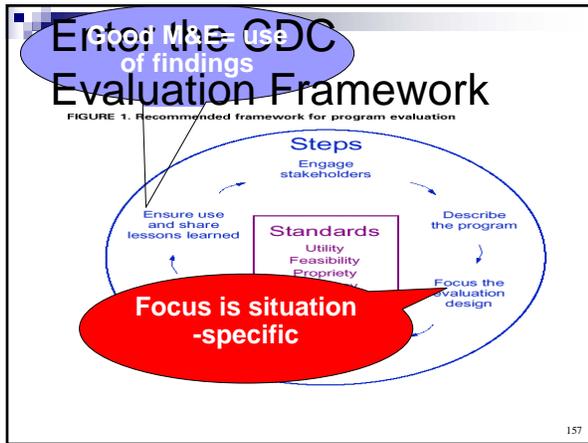
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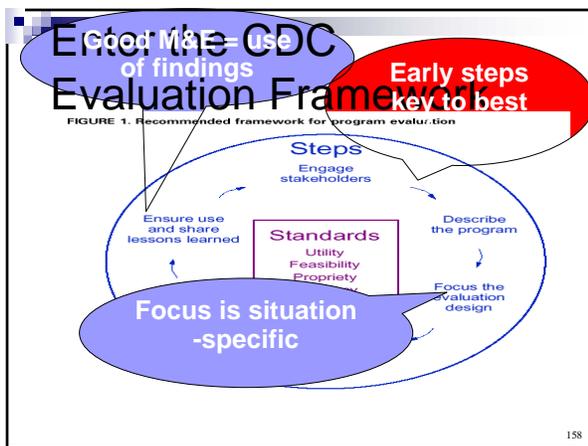
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## The Four Standards

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?

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## You May Not 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 **priority 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

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## Logic Models and Program Description

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

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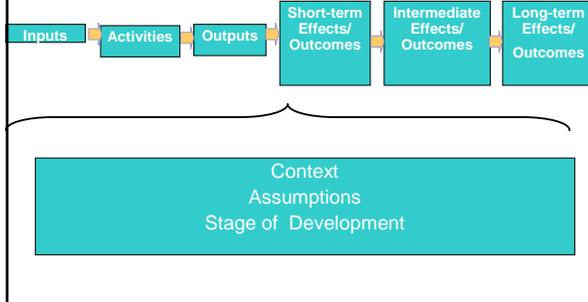
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## Step 2: Describing the Program: Complete Logic Model



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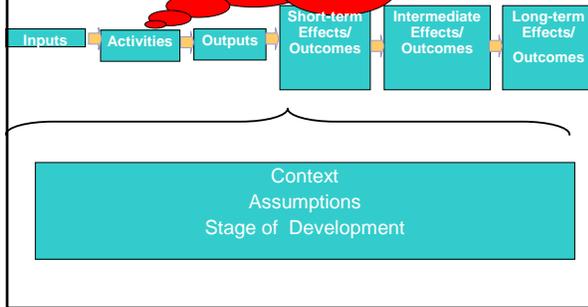
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*What the program  
and its staff  
actually do*



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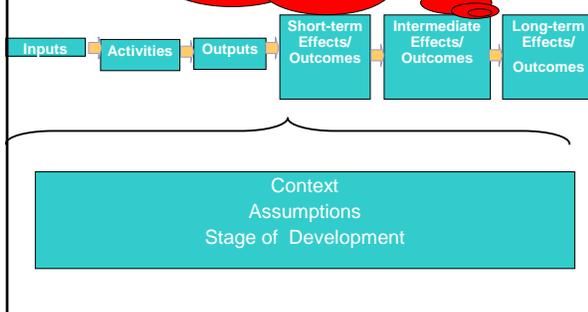
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*Results of activities:  
Who/what will  
change?*



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## Forgetting Intermediate Outcomes



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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?



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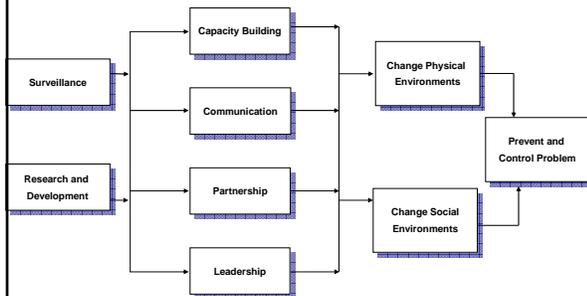
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## Prevention Program—Simple Logic Model



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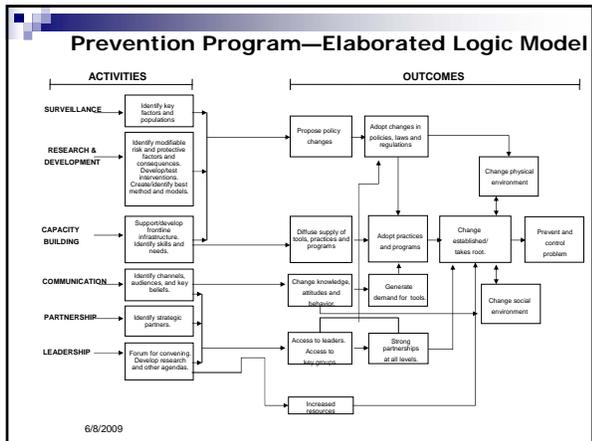
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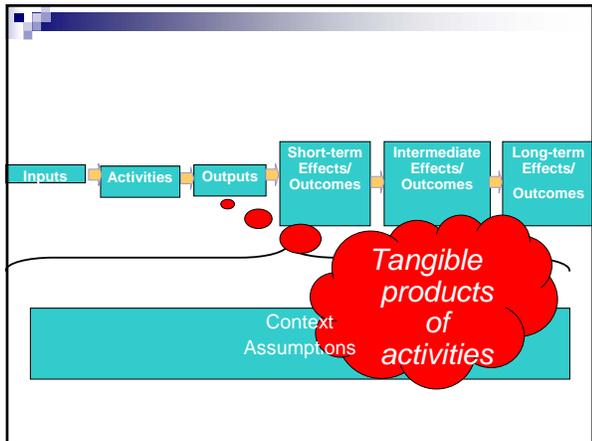
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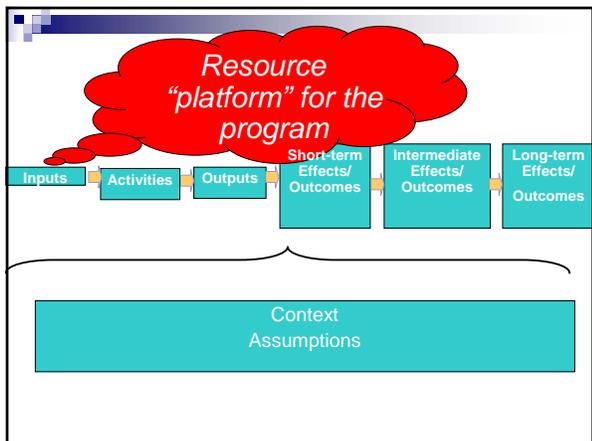
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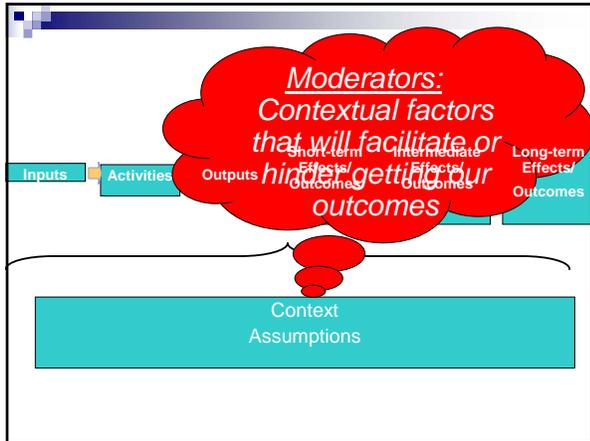
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**Note!**

Logic Models make the program theory **clear**, not **true**!

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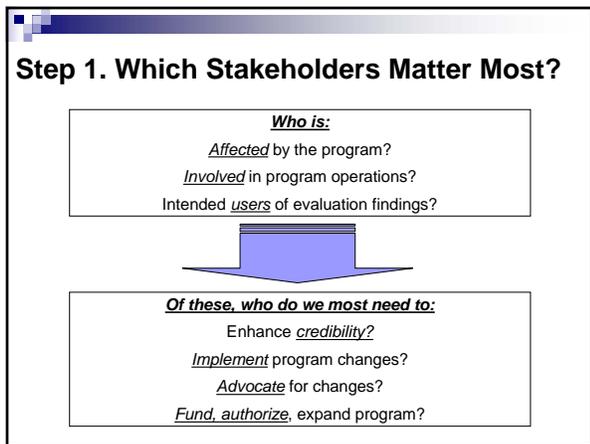
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## Stakeholders May Be Involved In...

- Describing the program and context
- Prioritizing evaluation questions
- Collecting data
- Interpreting findings and developing recommendations
- Implementing results

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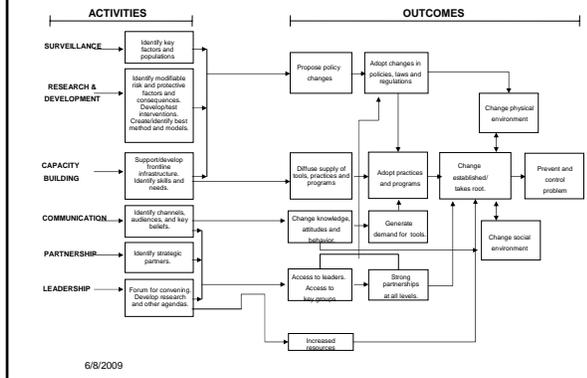


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## Prevention Program—Elaborated Logic Model




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## 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?

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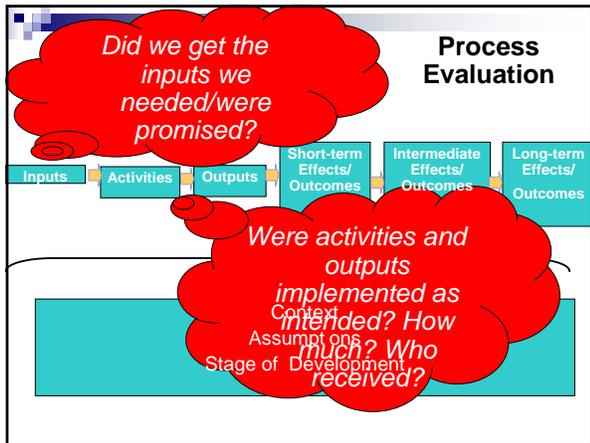
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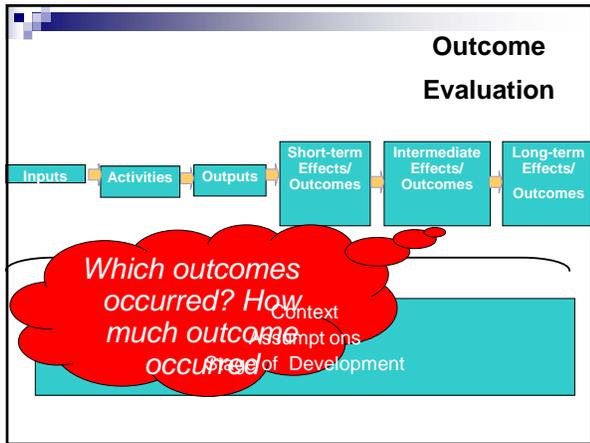
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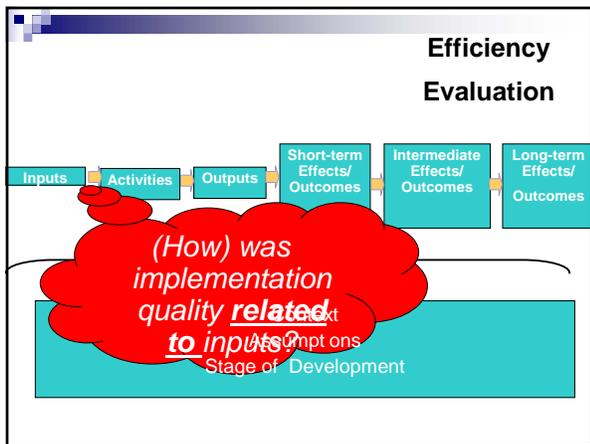
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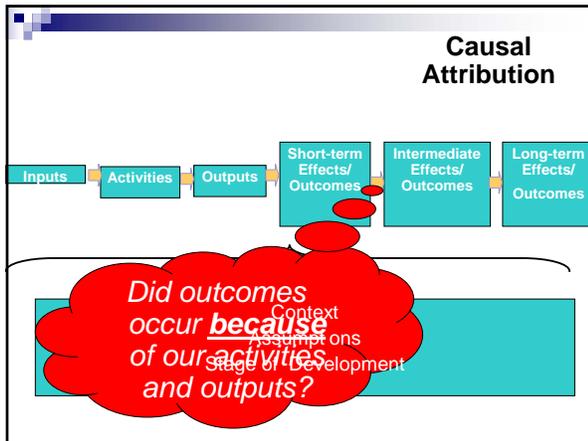
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### Setting Focus: Some Rules

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?

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### 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?

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## Some Evaluation Scenarios

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

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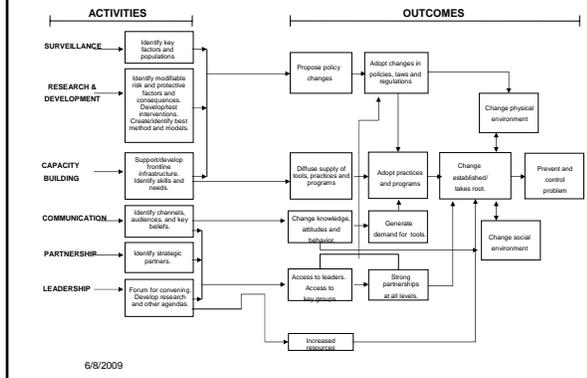
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## Prevention Program—Elaborated Logic Model



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## 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.

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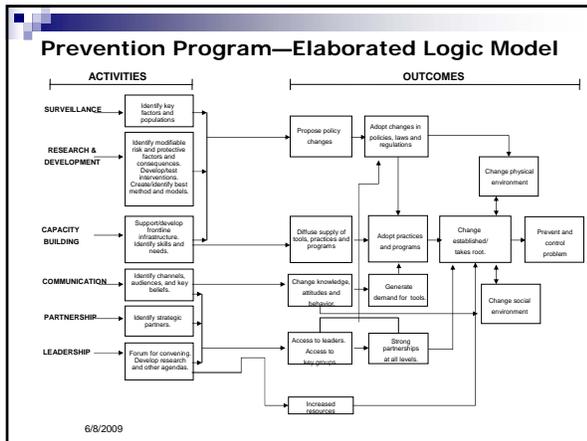
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- ### Where Next....
- Identify evaluation questions
  - Define indicators and data sources for questions
  - Analyze data
  - Draw conclusions and results
  - Turn results into action

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### But...

Later Steps Informed by Work of Earliest Steps....

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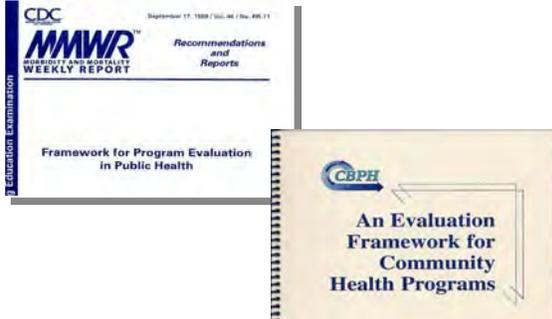
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## Helpful Publications @ [www.cdc.gov/eval](http://www.cdc.gov/eval)



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## Helpful Resources

- NEW! Intro to Program Evaluation for PH Programs—A Self-Study Guide: <http://www.cdc.gov/eval/whatsnew.htm>
- Logic Model Sites
  - Innovation Network: <http://www.innonet.org/>
  - Harvard Family Research Project: <http://www.gse.harvard.edu/hfrp/>
  - University of Wisconsin-Extension: <http://www.uwex.edu/ces/lmcourse/>
  - CDC/DASH: <http://www.cdc.gov/healthyouth/evaluation/resources.htm#4>
  - CDC/STD: <http://www.cdc.gov/std/program/progeval/TOC-PGprogeval.htm>
- Texts
  - Kellogg Foundation Logic Model Development Guide: [www.wkcf.org](http://www.wkcf.org)
  - W.K. Kellogg Foundation Evaluation Resources: <http://www.wkcf.org/programming/overview.aspx?CID=281>
  - Rogers et al. Program Theory in Evaluation. New Directions Series: Jossey-Bass, Fall 2000
  - Chen, H. Theory-Driven Evaluations. Sage. 1990

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## Community Tool Box <http://ctb.ku.edu>



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# Evaluation: Your Gateway to Success

Rick Kreutzer, MD

California Department of Public Health  
June 4, 2009

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## A Public Health Practitioner Perspective on Evaluation

1. Personal growth
2. Program scales, levels, components
3. Symbols/models and reality; paper and process; thinkers and doers
4. Project maturation and natural history
5. Evaluation plan conformity and deviance
6. Summary

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## Take your medicine-perform evaluation



- Merit
- Worth
- Significance
- Must tell the story

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## Scales, Levels, Components



•Pilot projects to multi-centered interventions

•Federal-State-Local levels

•Surveillance, partnerships, childcare, schools, housing, work places, community planning, outdoor Environment, grants

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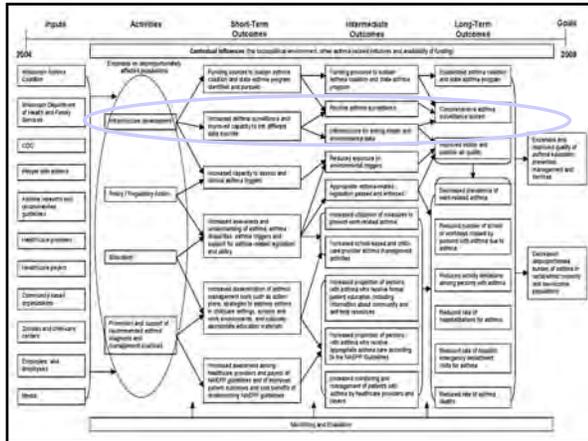
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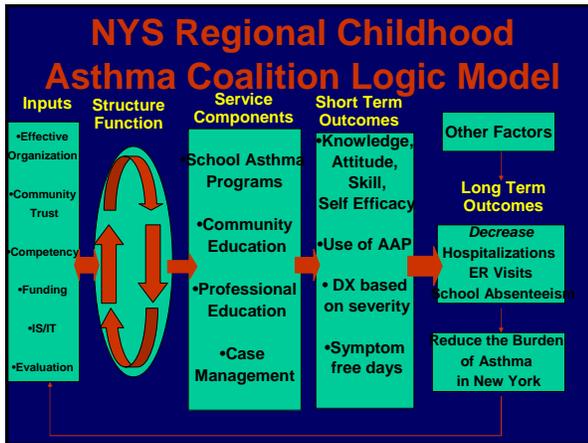
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## Evaluate your team and your partnerships

- Does your team have a mix of visionaries and detail people; emotional types and logical types; impulsives and rationalists; conservers, pragmatists and originators; introverts and extroverts?
- Do you have the right partners and are your mutual and separate needs being met?

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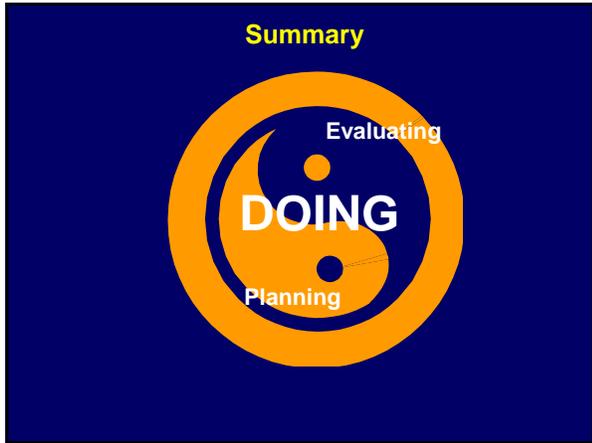
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**Q8**

*Question: Does your program have an evaluation component?*

1. Don't have it
2. Under development
3. In place, adequate
4. Very well developed, a model for others
5. N/A

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**Q9**

*Question: What would you find MOST beneficial to guide you in enhancing your evaluation component?*

1. Webinars
2. Online discussion
3. Mentor
4. Other

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