



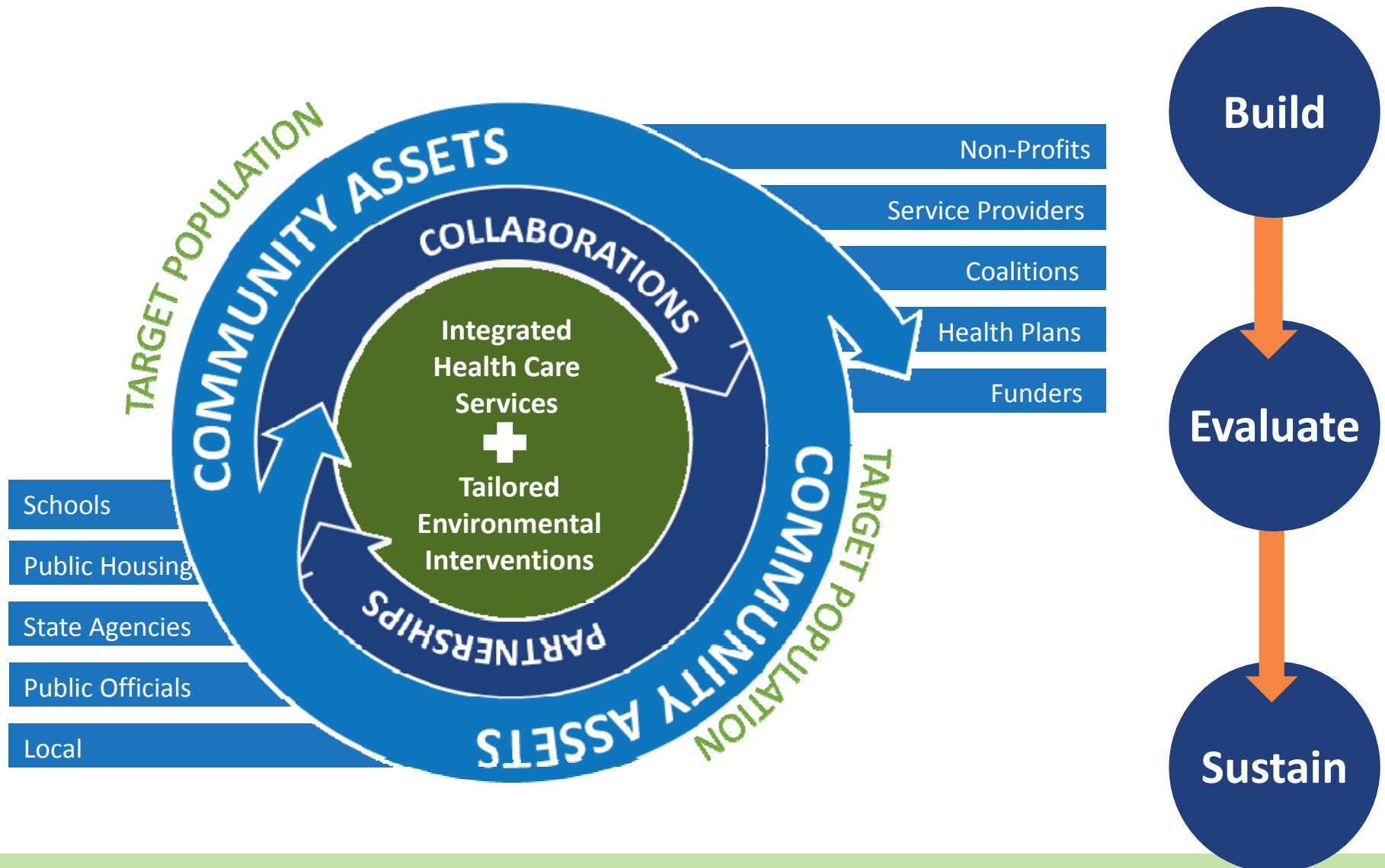
*Communities in Action*

NATIONAL ASTHMA FORUM

WASHINGTON, DC JUNE 17-18, 2010

## Communities in Action Knowledge Base – Management Tools for your System

# The System in Action



# How to Listen

- **What is being tracked, measured and evaluated?**
- **Who were the various stakeholders being considered?**
- **How is success measured?**
- **How are results being used to improve the work?**

# **Program Evaluation Management Tools for Your System**

**Maureen Wilce**

**Sarah Gill**

**Rebecca Giles**

The findings and conclusions in this presentation have not been formally disseminated by the Centers for Disease Control and Prevention and should not be construed to represent any agency determination or policy



# In this Session

- ❖ Show a simple framework for program evaluation
- ❖ Explain why evaluating partnerships is important
- ❖ Illustrate how partnership evaluation is done and findings used



# Why we need evaluation

**“94% of what we implement is just change – only 6% is actual improvement.”**

**- W. Edwards Deming**



# What is Program Evaluation?

**“the systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future programming.”**

*Michael Patton (1997, p. 23)*



# Quite Simple Really....

❖ Are we doing the right things?

❖ Are we doing things right?





# Benefits of Program Evaluation

- ❖ Provides information to guide and advocate for program improvement
- ❖ Validates successes
- ❖ Systematizes good management practices
- ❖ Even a little can go a long way



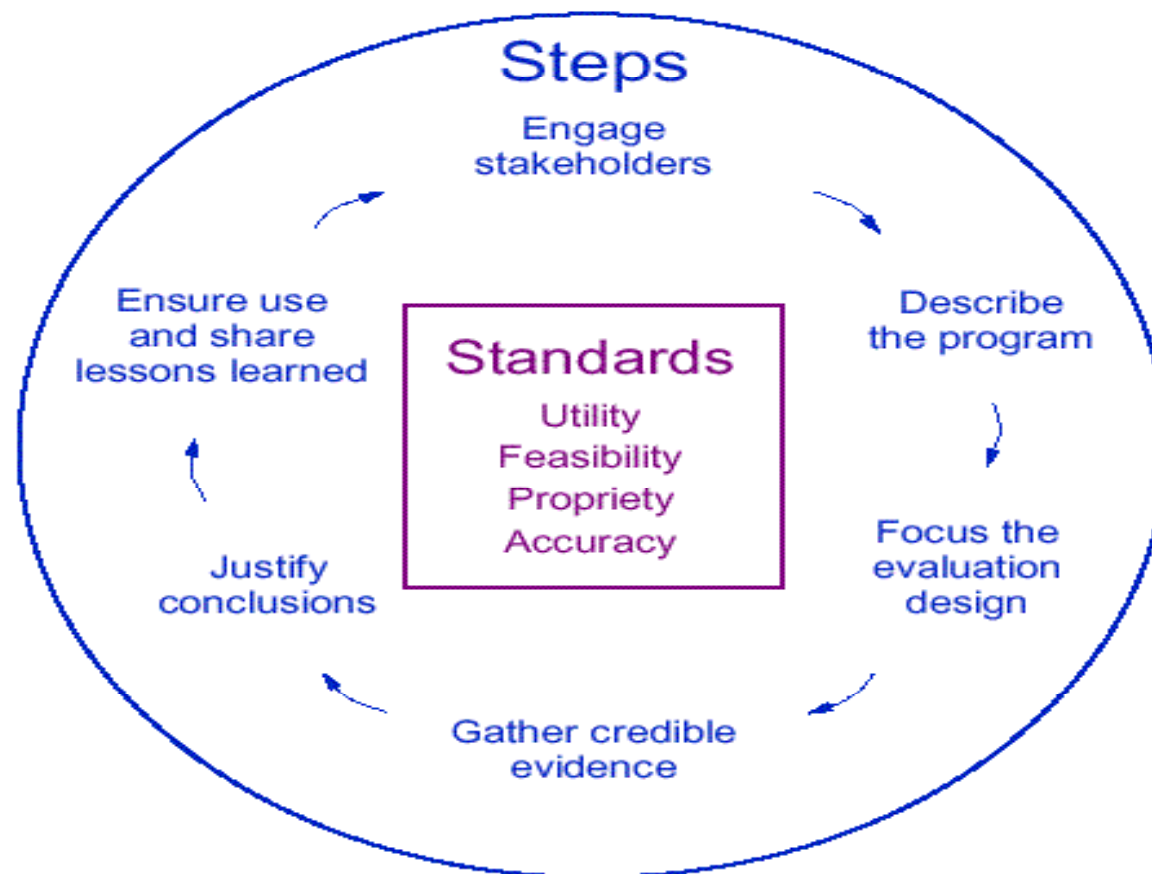
# Types of Organized Public Health Actions/Activities that can be Evaluated

- ❖ Direct service interventions
- ❖ Community mobilization efforts
- ❖ Research initiatives
- ❖ Surveillance systems
- ❖ Policy development activities
- ❖ Outbreak investigations
- ❖ Laboratory diagnostics
- ❖ Communication campaigns
- ❖ Infrastructure-building projects
- ❖ Training and educational services
- ❖ Administrative

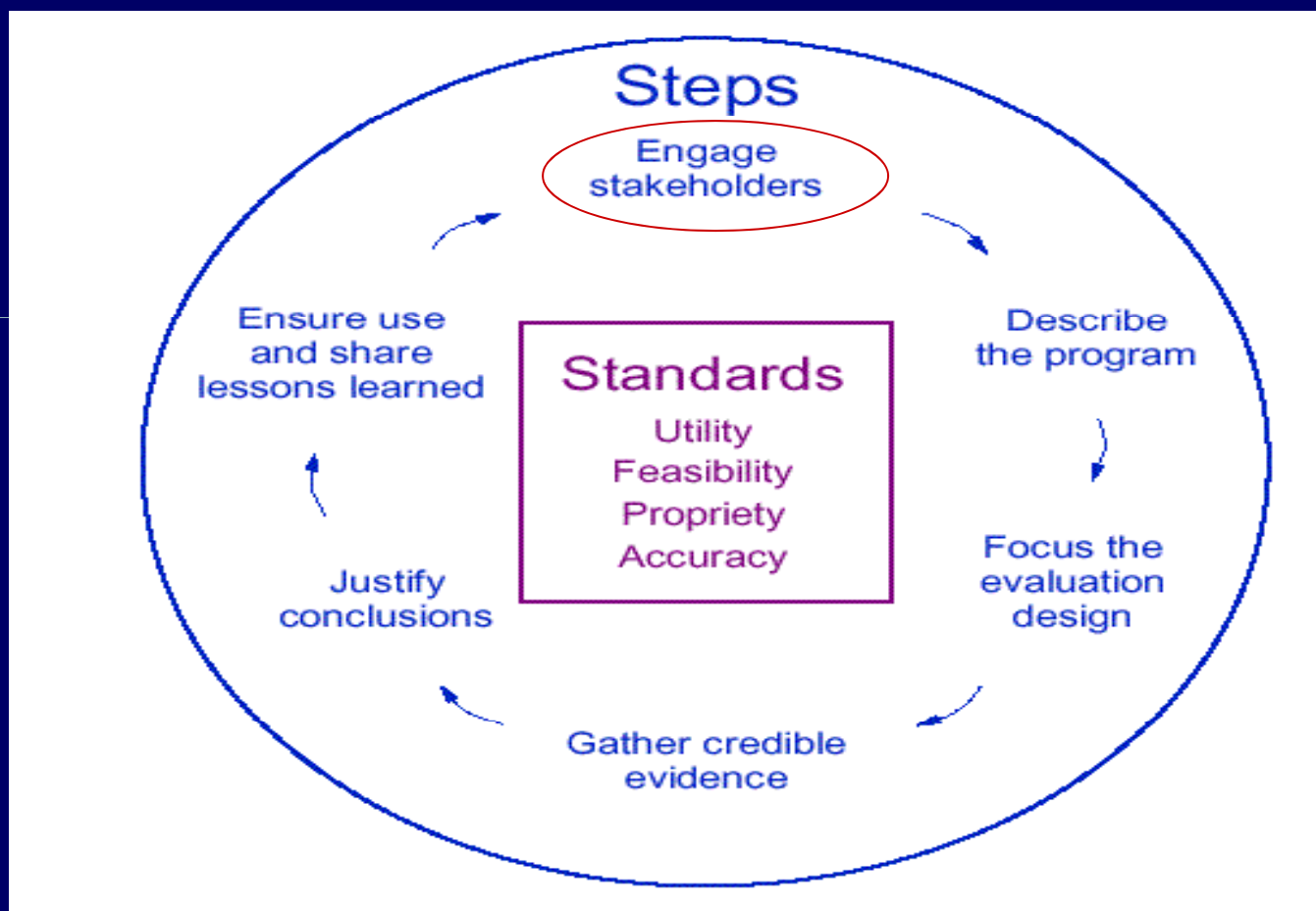
*MMWR – Framework for Program Evaluation in Public Health*



# The CDC Framework for Program Evaluation



# Step 1 – Engage Stakeholders

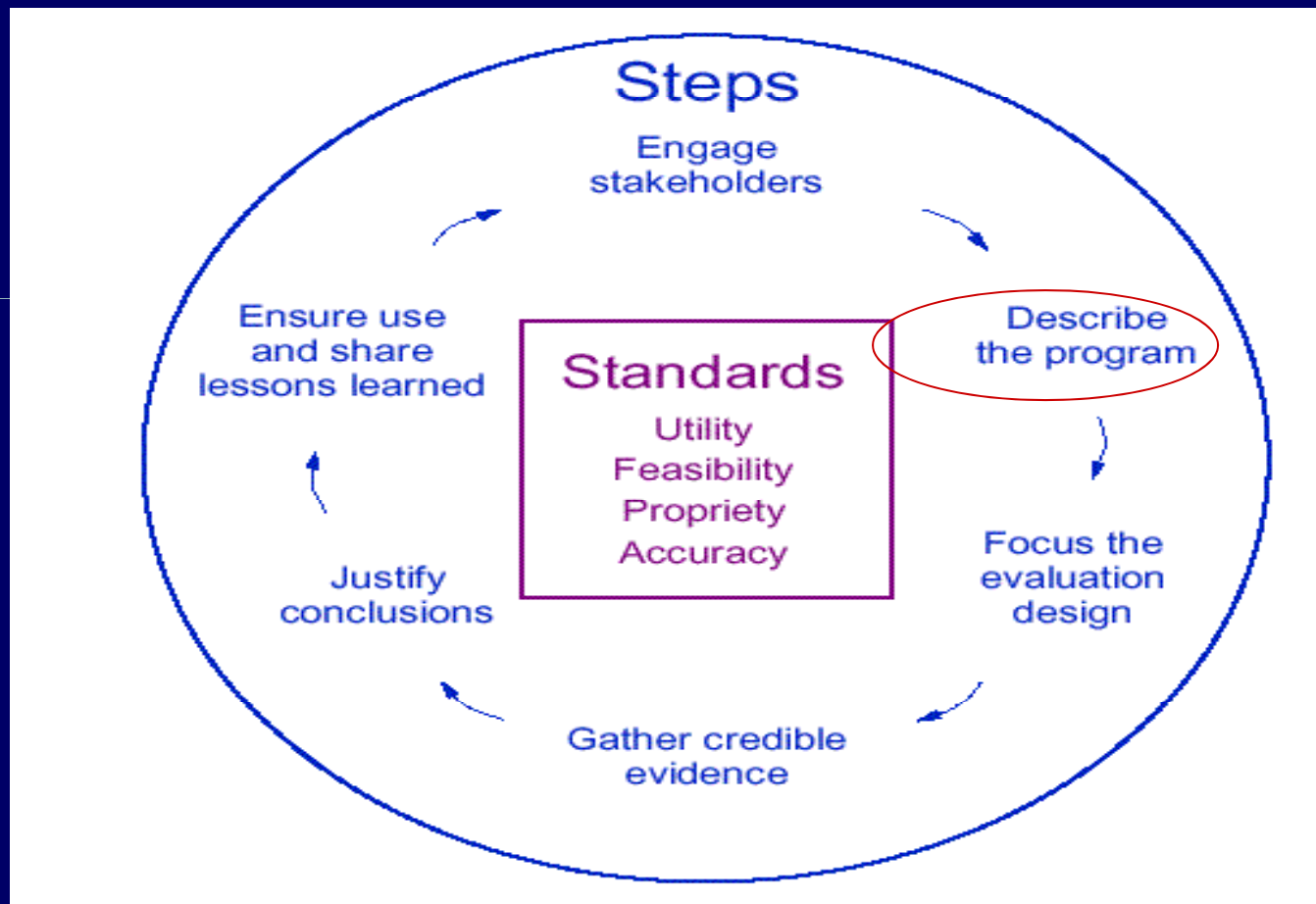


# Who are Stakeholders?

- ❖ Who cares about the program?
- ❖ Which individuals support the program?
- ❖ Which individuals are skeptical about or antagonistic toward the program?
- ❖ What do they care about?



# Step 2 – Describe the Program



# A Program Description

- ❖ Summarizes the program being evaluated
- ❖ Establishes common definitions and terms
- ❖ Delineates program objectives and establishes program's ability to make changes
- ❖ Describes how the program fits into the larger picture



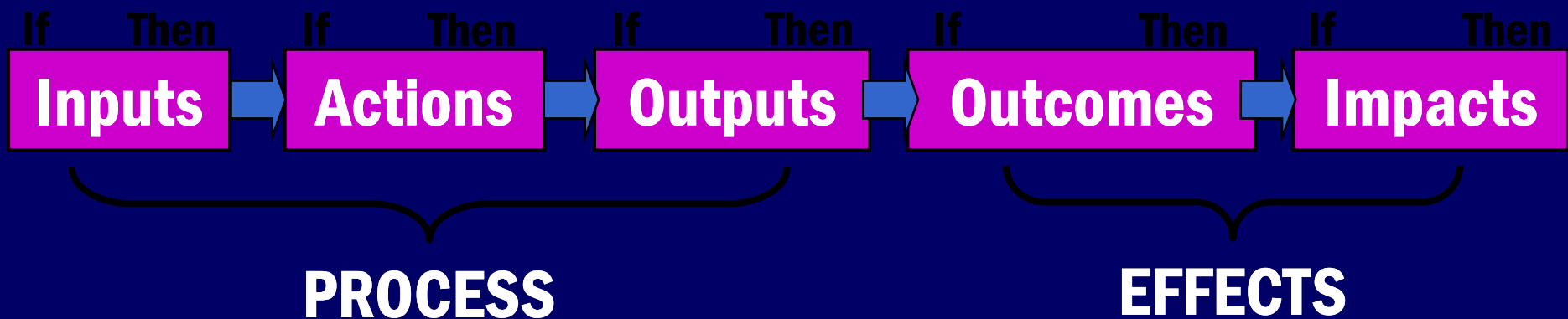
# What are Logic Models?

- ❖ Logic models are
  - ❖ Graphic representations of the intended relationships of a program's activities and their intended effects.
  - ❖ A disciplined “road map” denoting the substance of a program and what it expects to achieve.
  - ❖ Evaluation tool
    - ❖ Summarize and clarify
    - ❖ Show priorities
    - ❖ Show expectations and assumptions

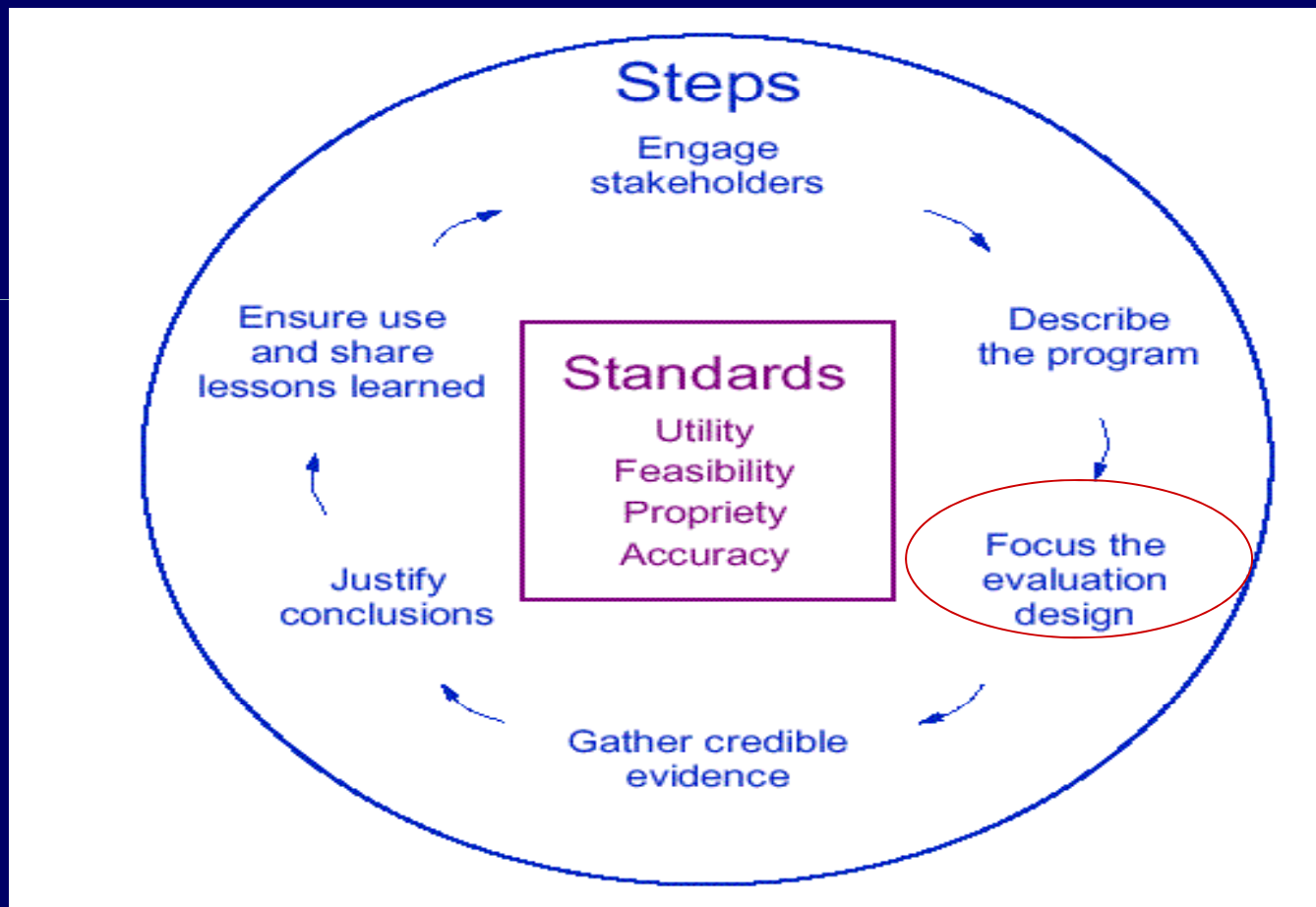




# Constructing a Simple Logic Model



# Step 3 – Focus the Evaluation



# Focusing the Evaluation

- ❖ Asking the right questions!
- ❖ Establishing priorities
- ❖ Considering logistical issues
- ❖ Determining what results can be expected given the program's scope and stage of development



# Types of Evaluation Questions

## ❖ Process

- ❖ What do we do?

- ❖ How is the program operating?

- ❖ Are we doing things right?

## ❖ Outcome (short-term effects)

- ❖ How well are we meeting intended objectives of the program ?

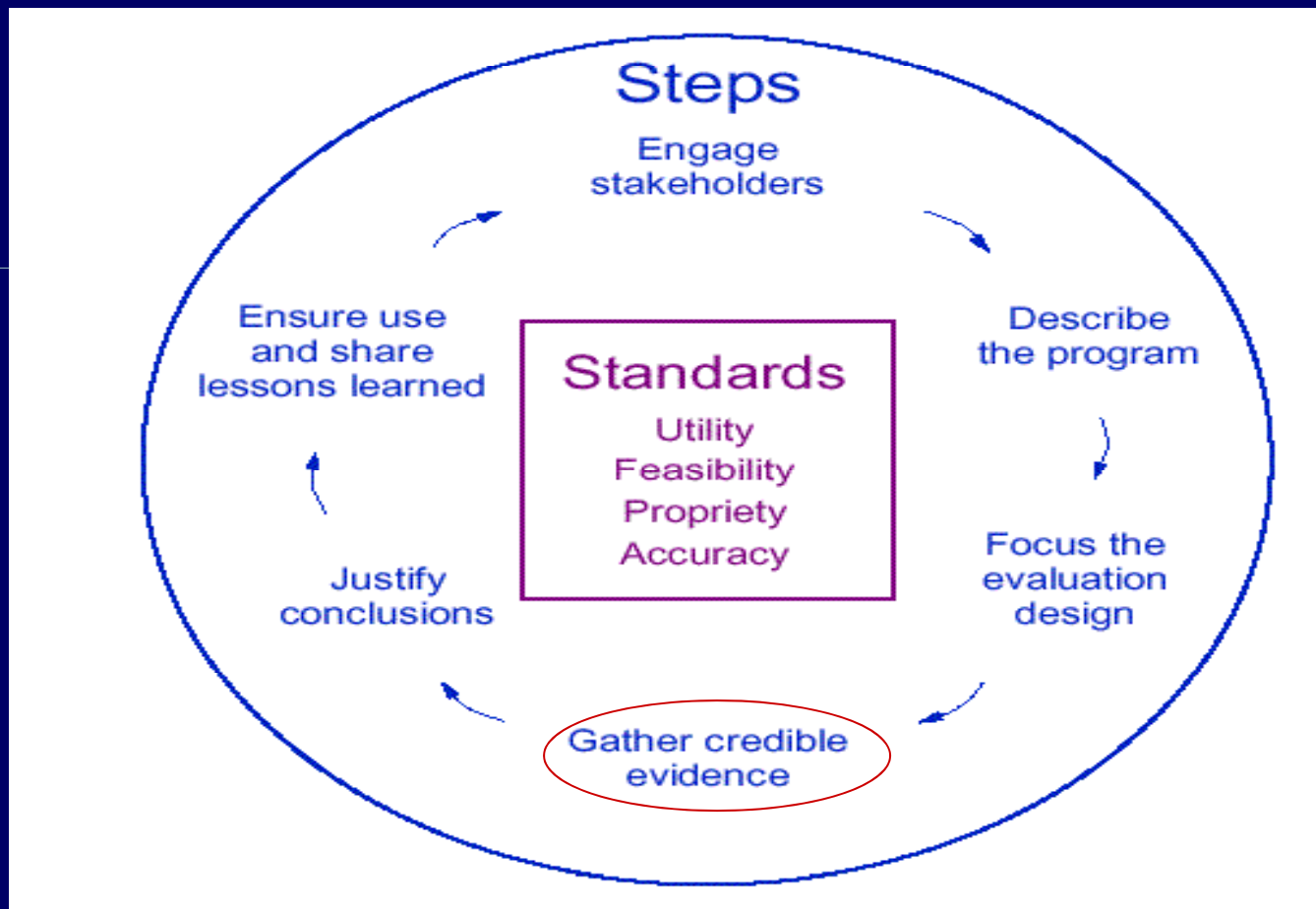
- ❖ Are we doing the right things?

## ❖ Impact (long-term effects)

- ❖ How well is the program contributing toward ultimate goals?



# Step 4 – Gather Credible Evidence



# What are indicators?

- ❖ Specific, observable, and measurable signs of a program's performance that measure

- ❖ Activities (process)

- ❖ Results (outcomes)

- ❖ Help tell the program story

- ❖ Can complement

Evaluation but can't replace



# Data Collection

## ❖ Data collection methods

❖ Surveys

❖ Interviews

❖ Focus groups

❖ Document review

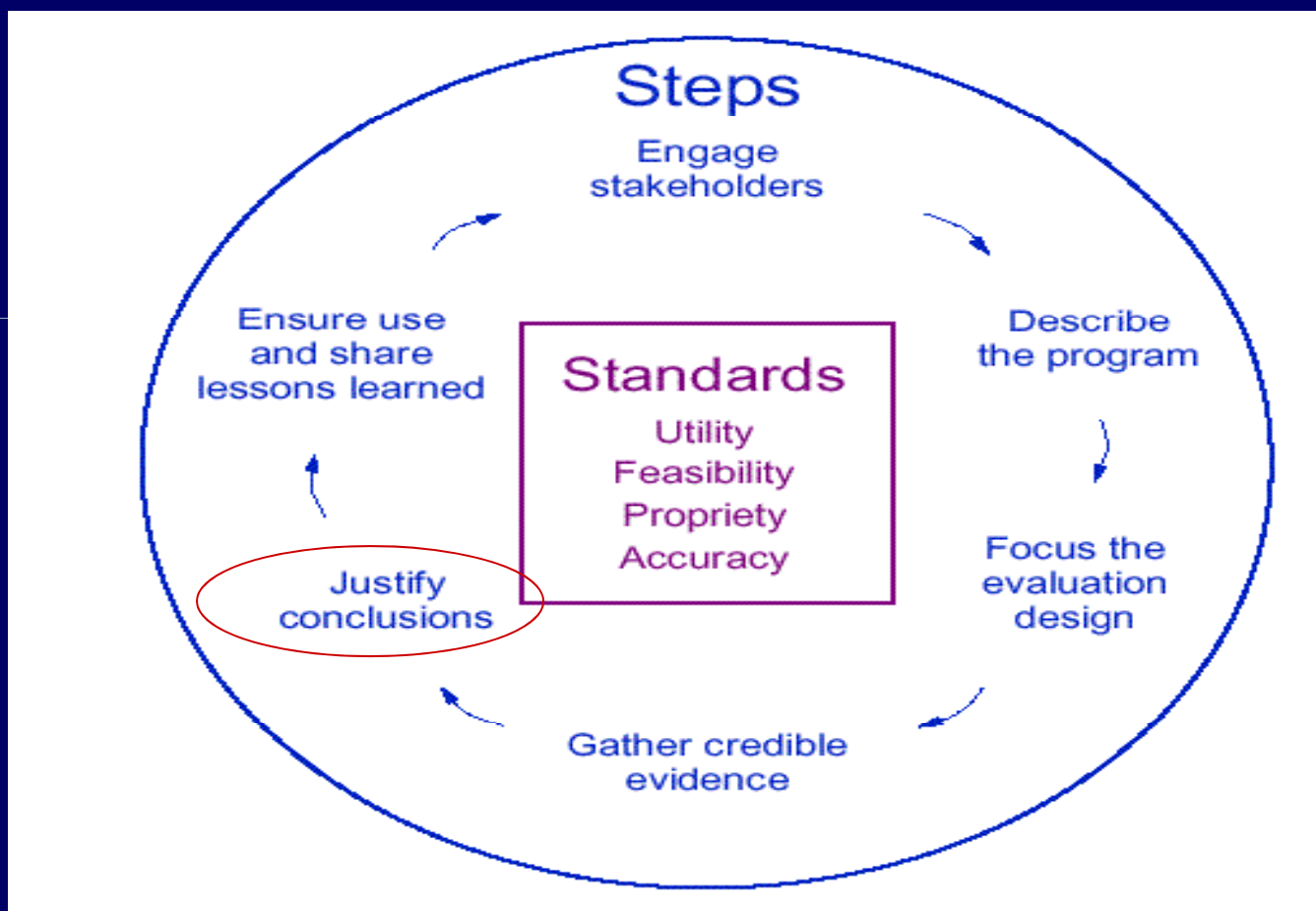
❖ Observation

❖ Secondary data analysis

► Use multiple methods whenever possible



# Step 5 – Justify Conclusions



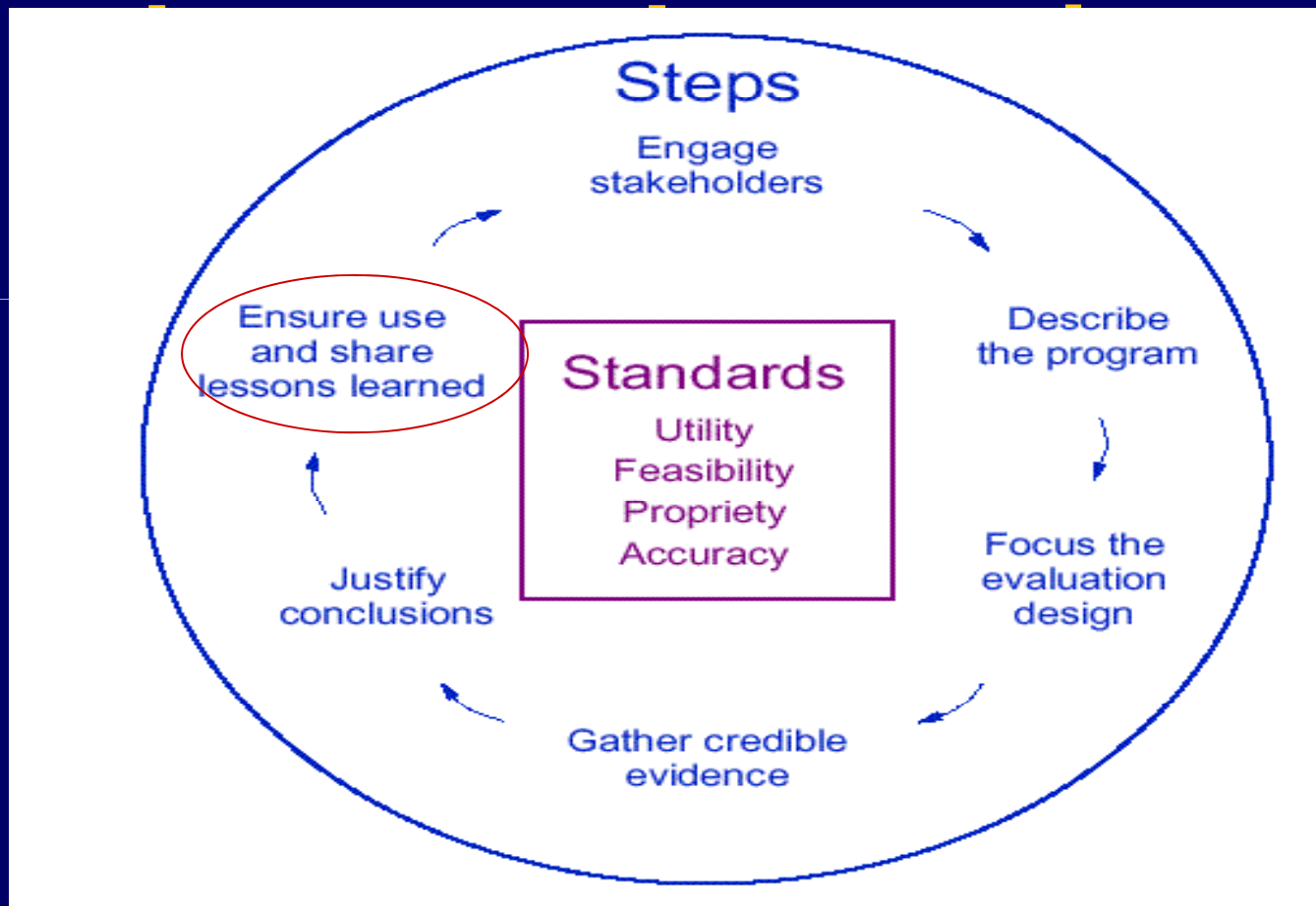


# Interpreting Data

- ❖ **Facts** are not enough to draw conclusions
- ❖ Different stakeholders will judge **facts** differently
- ❖ Process for building consensus on conclusions may be needed.



# Step 6 – Ensure Use and Share



# Potential Uses of Evaluation Findings

- ❖ Assess process and practice
- ❖ Target areas for improvement
- ❖ Develop standardized tools
- ❖ Strategize changes to operations
- ❖ Prioritize activities and resources
- ❖ Identify practices for replication
- ❖ Train staff and others
- ❖ Garner political support
- ❖ Identify areas for future evaluation



# Even more uses...

- ❖ **Use your results to meet other needs!**

- ❖ **Progress reports**

- ❖ Use logic models, outcome reporting, analysis

- ❖ **Stakeholder groups**

- ❖ Help you implement interventions

- ❖ **Advocacy**

- ❖ Show off areas of effectiveness

- ❖ Justify funding

- ❖ Point to areas needing improvement

- ❖ Ask for more resources

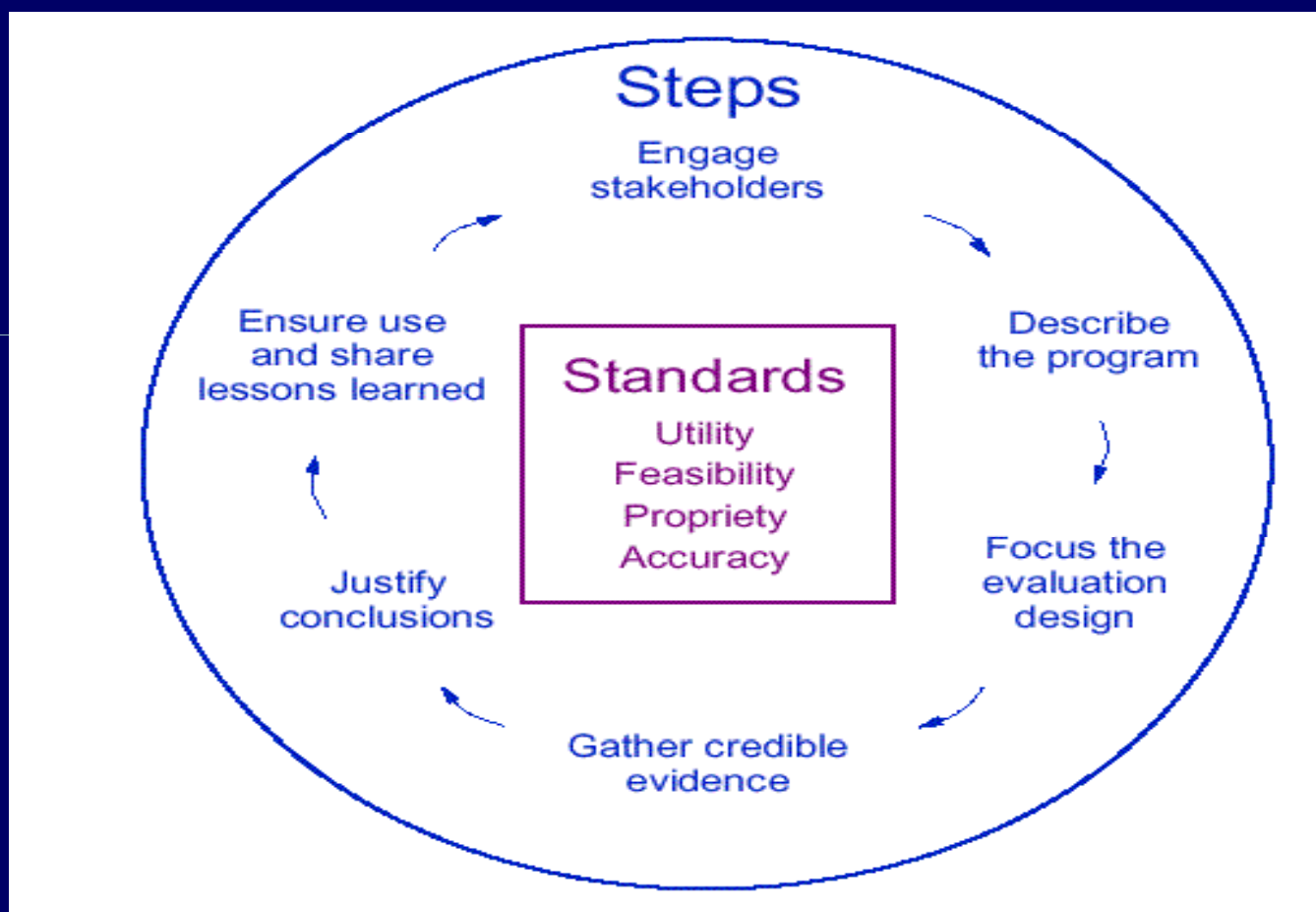


# Mechanisms for Sharing Evaluation Information

- ❖ Written reports
- ❖ Presentations
  - ❖ Formal or informal
- ❖ Articles in newsletters
- ❖ Graphs, pictures, and illustrations
- ❖ Stories



# Evaluation Standards



# Standards for Effective Evaluation

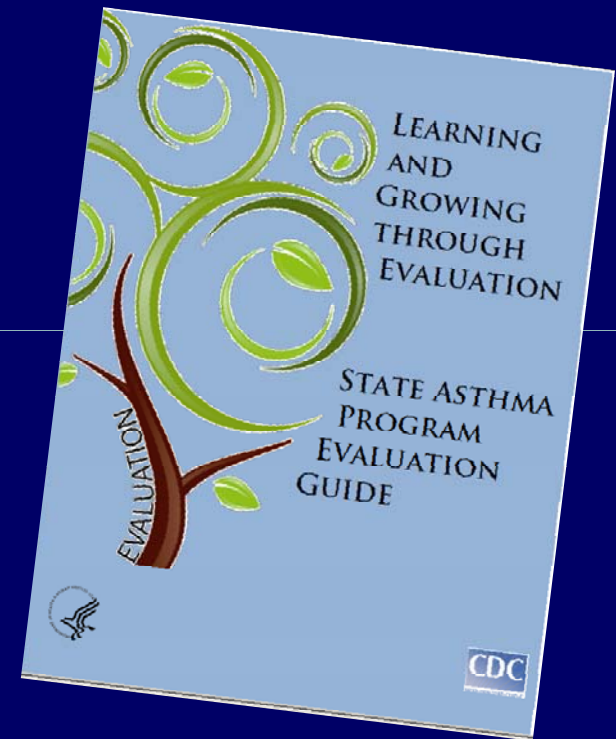
To ensure:

- ❖ **Utility** – Serve the information needs of intended users
- ❖ **Feasibility** – Be realistic, prudent, diplomatic, and frugal
- ❖ **Propriety** – Behave legally, ethically, and with due regard for the welfare of those involved and those affected
- ❖ **Accuracy** – Reveal and convey technically accurate information



# Tools and resources

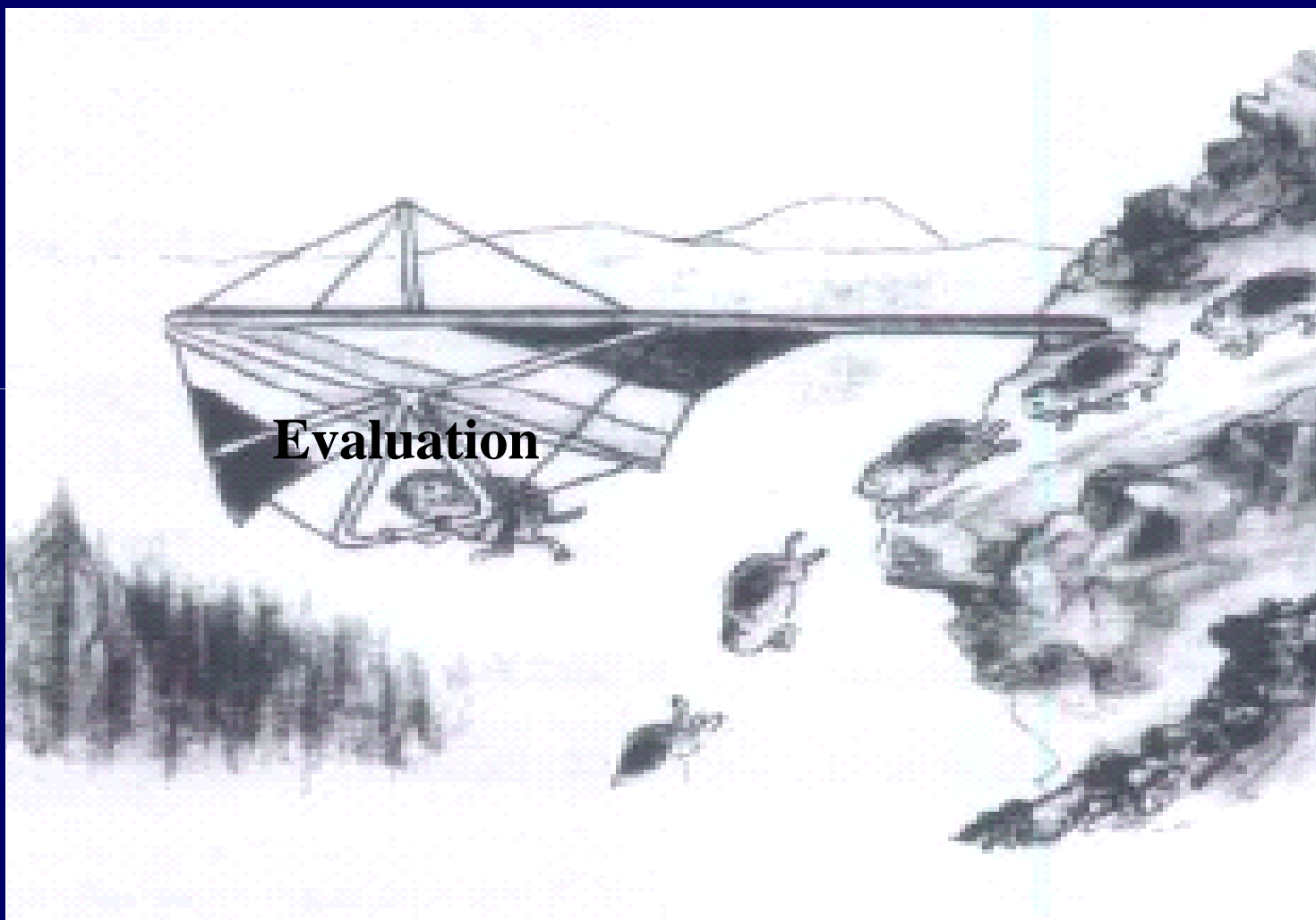
- ❖ [www.cdc.gov/eval/framework.htm](http://www.cdc.gov/eval/framework.htm)
- ❖ [www.cdc.gov/eval/evalguide.pdf](http://www.cdc.gov/eval/evalguide.pdf)
- ❖ [http://www.asthmacommunitynetwork.org/webinars/program\\_evaluation\\_basics.aspx#basics](http://www.asthmacommunitynetwork.org/webinars/program_evaluation_basics.aspx#basics)
- ❖ [Mwilce@cdc.gov](mailto:Mwilce@cdc.gov)



- ❖ Available at: [http://www.cdc.gov/asthma/program\\_eval/guide.htm](http://www.cdc.gov/asthma/program_eval/guide.htm)



# Thank you!



**ATSDR**  
Agency for Toxic Substances  
and Disease Registry

# The *value* in Partnership EVALUation

**Sarah Gill**

**Evaluation Technical Advisor**

**for CDC's Air Pollution and Respiratory Health Branch**

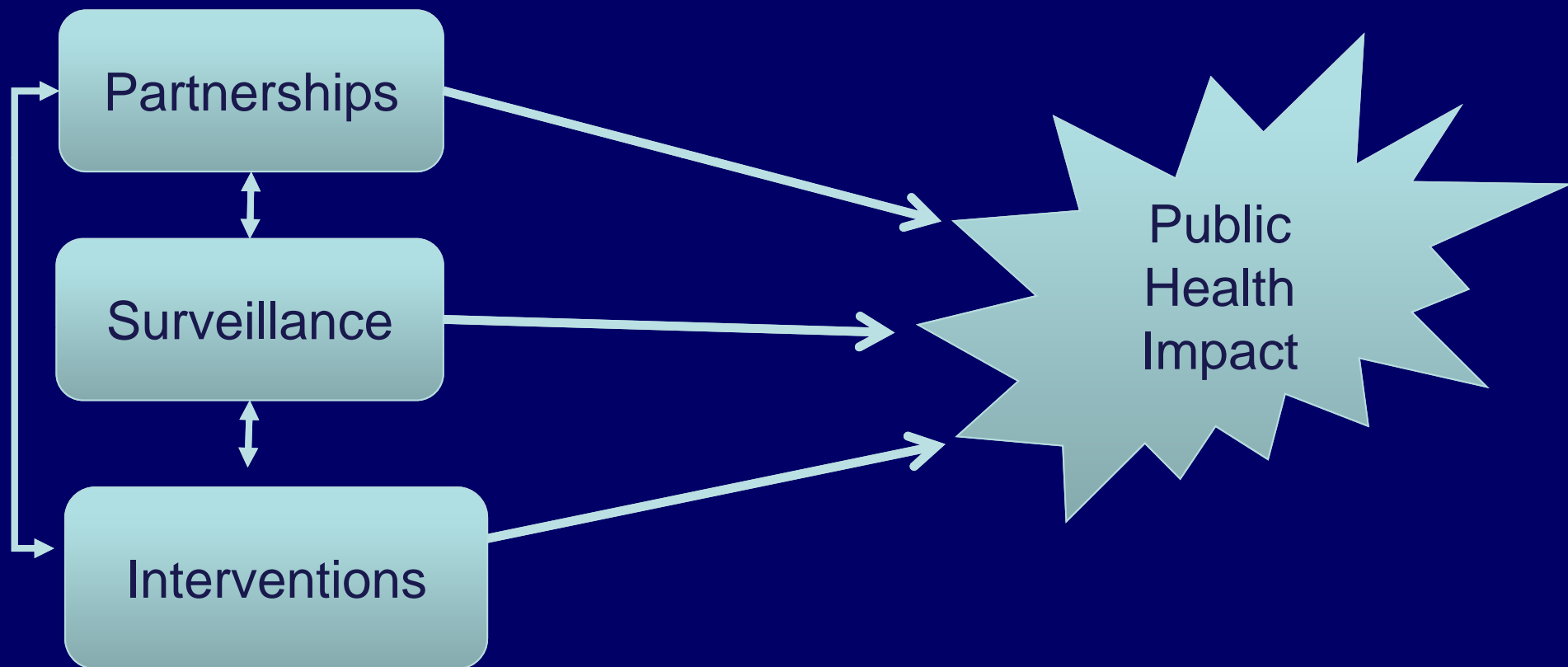


# A partnership is . . .

**Collaboration among distinct entities for the purpose of pooling abilities, expertise, and resources to effect an outcome of mutual interest**



# Partnerships lead to...



# Partnerships can...

- Mobilize commitment, pool talents, expertise, and assets to achieve a shared goal
- Create synergy by combining perspectives, knowledge, and skills of diverse partners
- Facilitate connections and information sharing
- Provide a venue for coordination and planning
- Help overcome organizational boundaries and enhance the scope of influence
- Minimize duplication of effort and services



# Partnerships can also...

- Consume extraordinary amounts of staff time
- Lead to a loss of autonomy
- Be expensive
- Take all the credit
- Be inefficient
- Confer unequal benefits



# Partnerships work by...

## IMPLEMENTATION

### PLANNING

Local Coalitions/Partnerships

Regional Coalitions/Partnerships

Statewide Coalitions/Partnerships

#### WHO IS INVOLVED?

Membership comprised of individuals & groups that can effect change in individuals, professional groups or systems/policy.

#### Measured through:

- Membership composition
- Level of involvement
- Recruitment

\*\*\*\*\*

#### HOW DO THEY INTERACT?

Partnership structure and procedures are in place to facilitate collaboration, action, and improvement

#### Measured through:

- Demonstrate commitment to self-assessment
- Defined roles & responsibilities
- Partnership structure
- Group dynamics
- Maintenance of interest in collaborating/contributing
- Leadership
- Shared Vision
- Perceived benefits/drawbacks

High Quality State Plan Published

Activities in State Plan are Implemented

Measured through surveillance & intervention indicators

#### WHAT DO THEY DO?

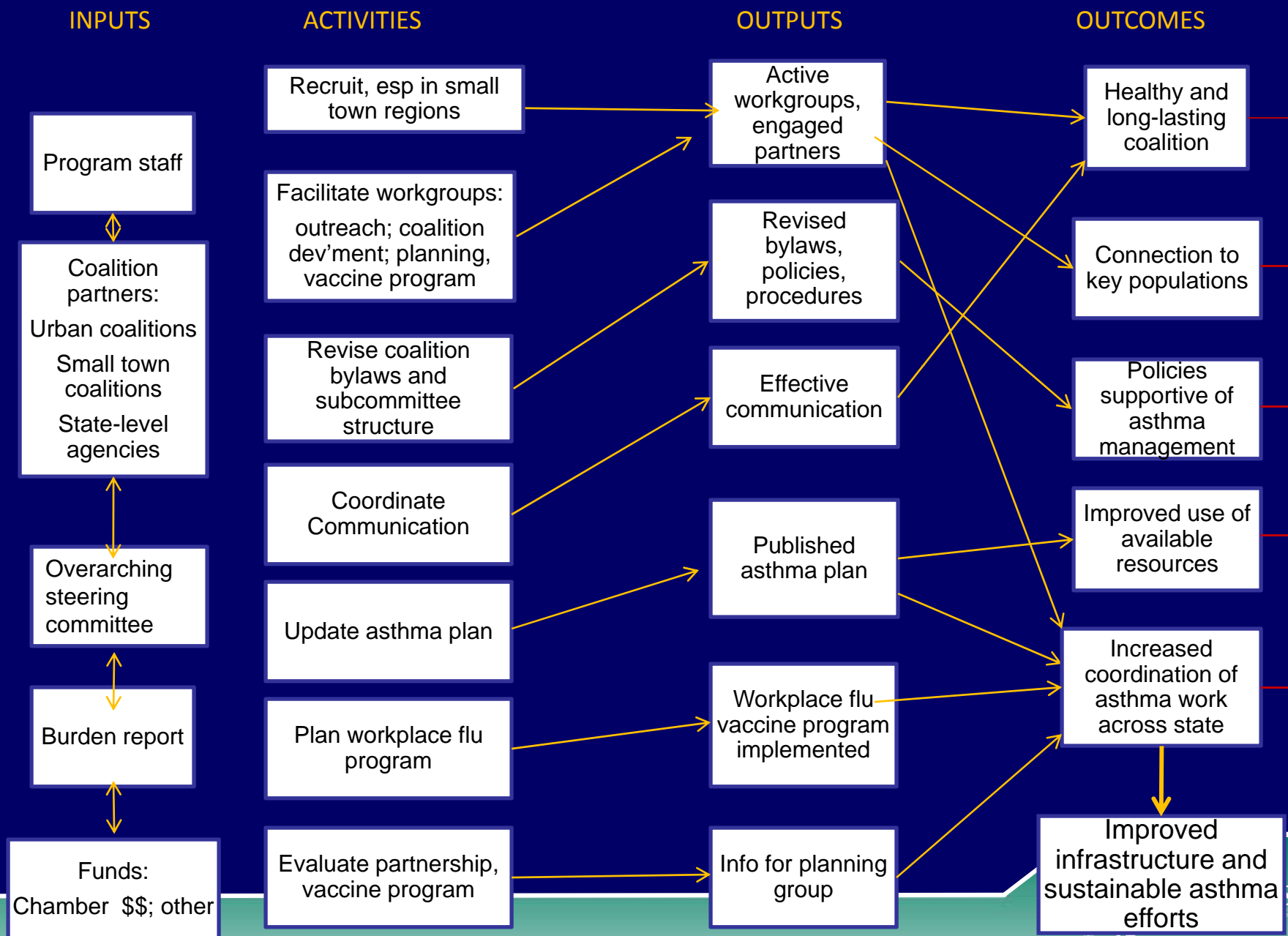
- Coordinate & integrate asthma activities throughout the state
- Contribute resources
- Prioritize elements of the asthma plan
- Maintain partnerships and build collaborations
- Communicate key messages to audiences & stakeholders
- Increase knowledge and build skills
- Identify potential funding/resources
- Implement interventions

**WHAT RESULTS?**  
Partnerships and relationships are institutionalized and sustained and/or there is an improved climate for asthma prevention and control

#### Measured through:

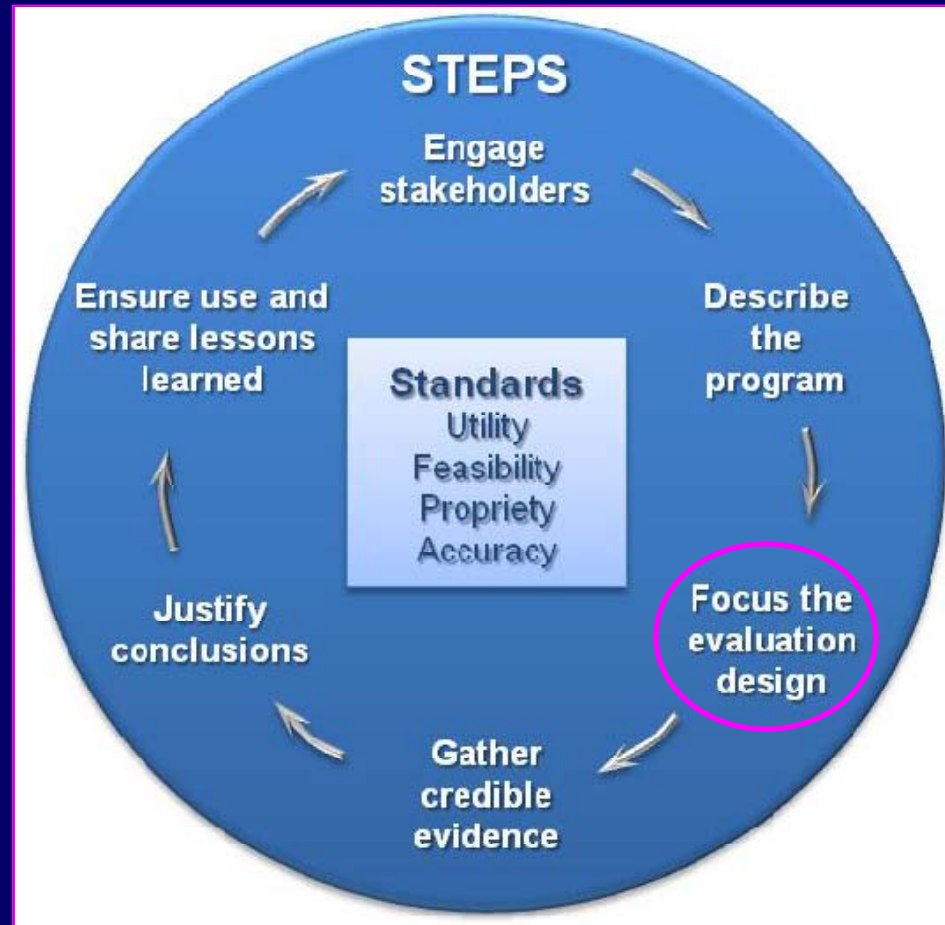
- Changes to policy, staffing, or funding within partner organizations
- New or strengthened external relationships/networks
- Synergy/Coordination/Increased credibility & access to key populations
- Identified or garnered resources for future

# Statewide Asthma Coalition: A Coalition of Coalitions

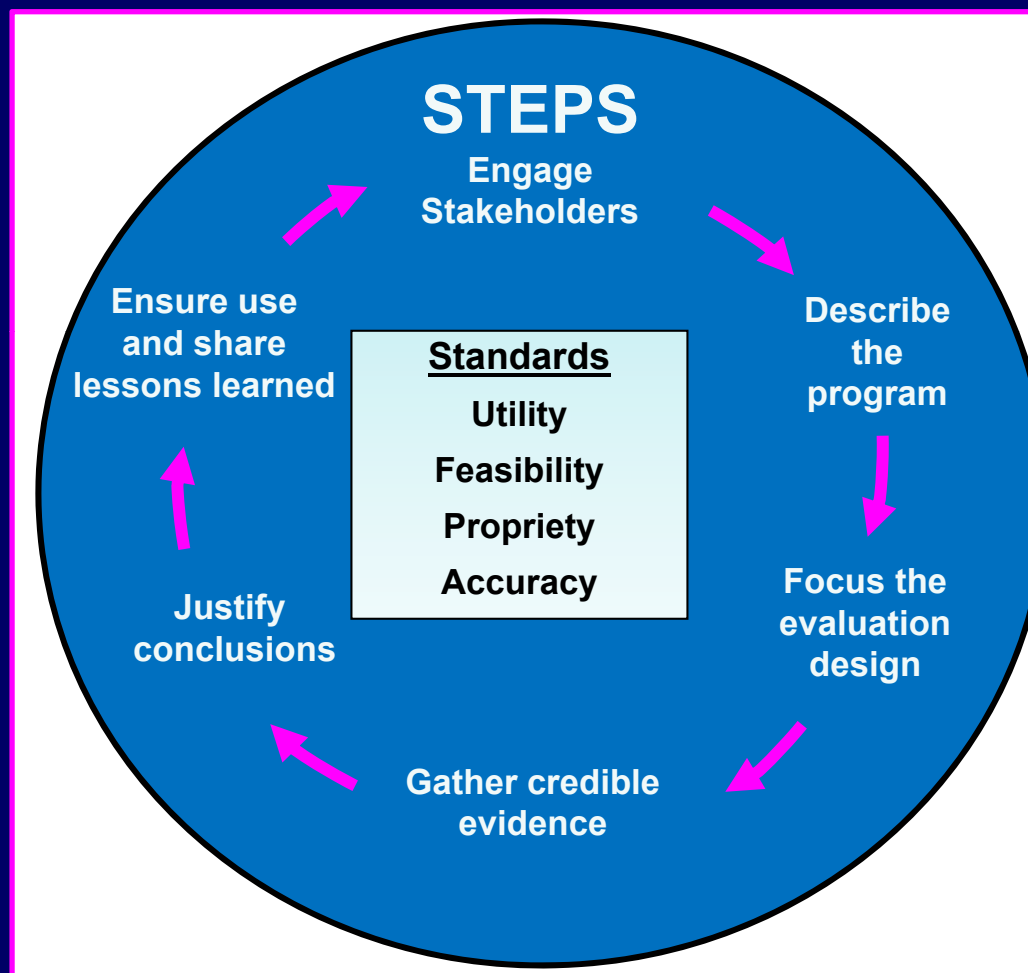




# Focus, Focus, Focus



# Practice makes perfect

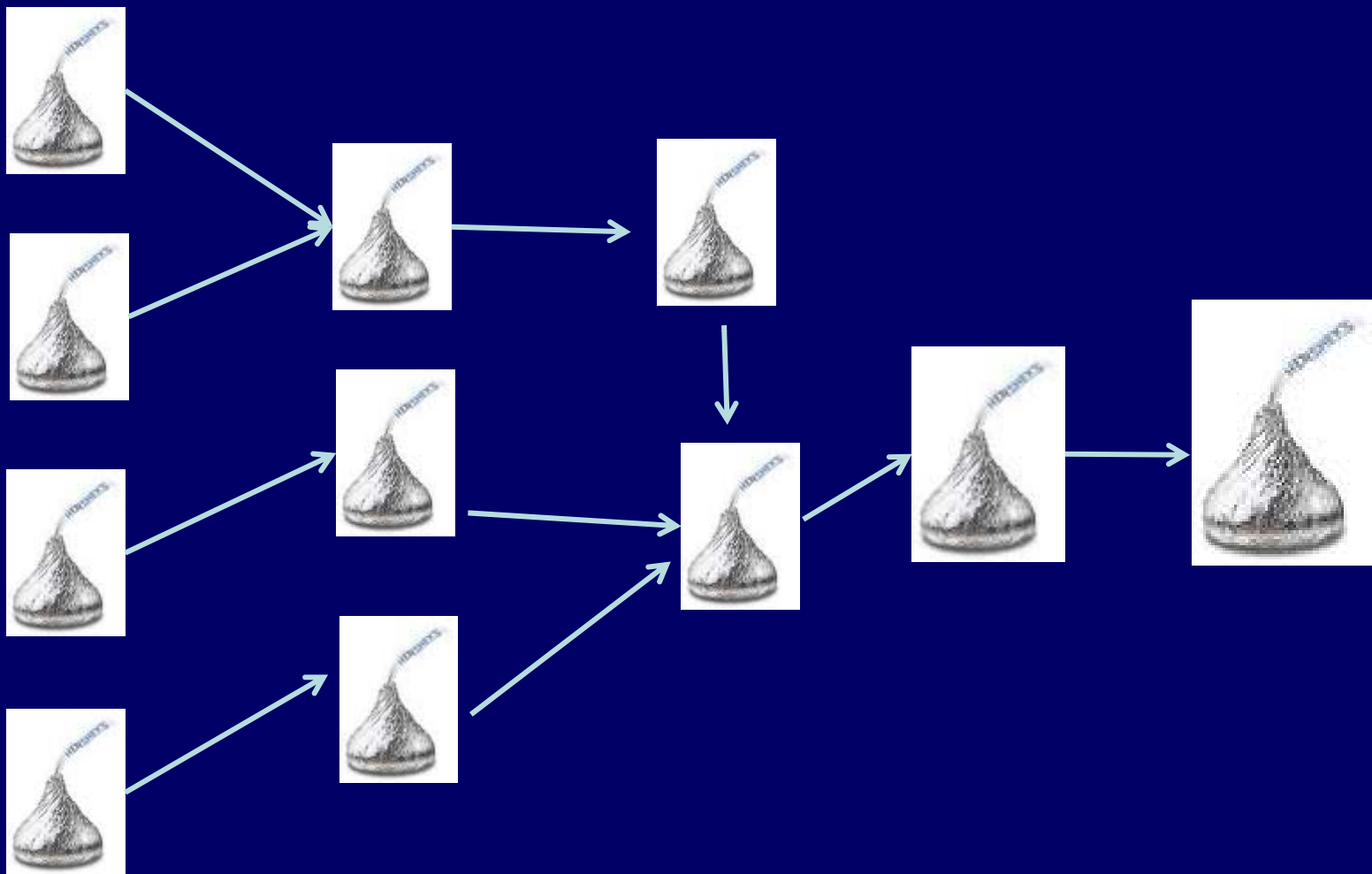


# Utilization-Focused Evaluation

- USE the process, then...
- USE the findings, then...
- Start over wiser.



# KISS!!!



# Contact Information

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# Utah Partnership Evaluation: Done - Now What?

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June 17, 2010



# Partnership Evaluation: Utah's Experience

## Today's Presentation

- Evaluation conducted
  - Utah's partnership structure
  - Who members are
  - What they do
  - How they work together to achieve goals
- What do I do with evaluation results

# Utah Partnership Evaluation – 2008

**The bee evaluates the flower;  
The bear evaluates the honeybee;  
Who evaluates the bear?**

*Cosmic Reflections on Health Education  
and Health Promotion, Mohan Singh*

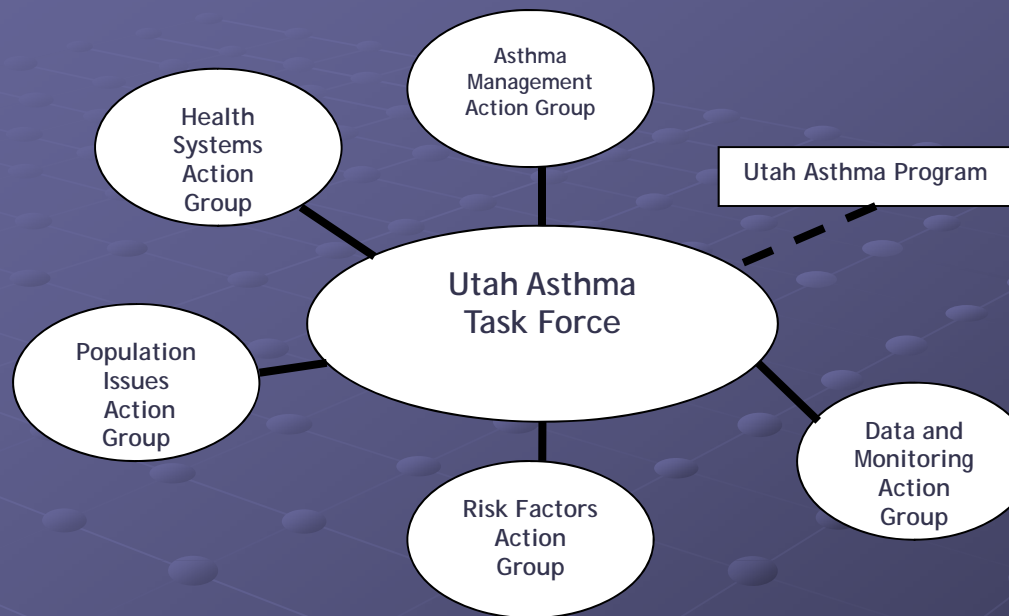


# Utah Partnership Evaluation – 2008

## Evaluation Question

- *How effective is the Utah Asthma Task Force as a partnership?*

# Utah Partnership Evaluation – 2008



## Utah Asthma Task Force Structure

- *Task Force*
- *Action Groups*
- *Supported by Asthma Program staff*

# Utah Partnership Evaluation – 2008

## Evaluation Methods

- *Program staff interviews*
- *Task Force on-line survey*
- *Analysis against CDC's Partnership Concept Map*
- *And information from literature review*

# Utah Partnership Evaluation – 2008

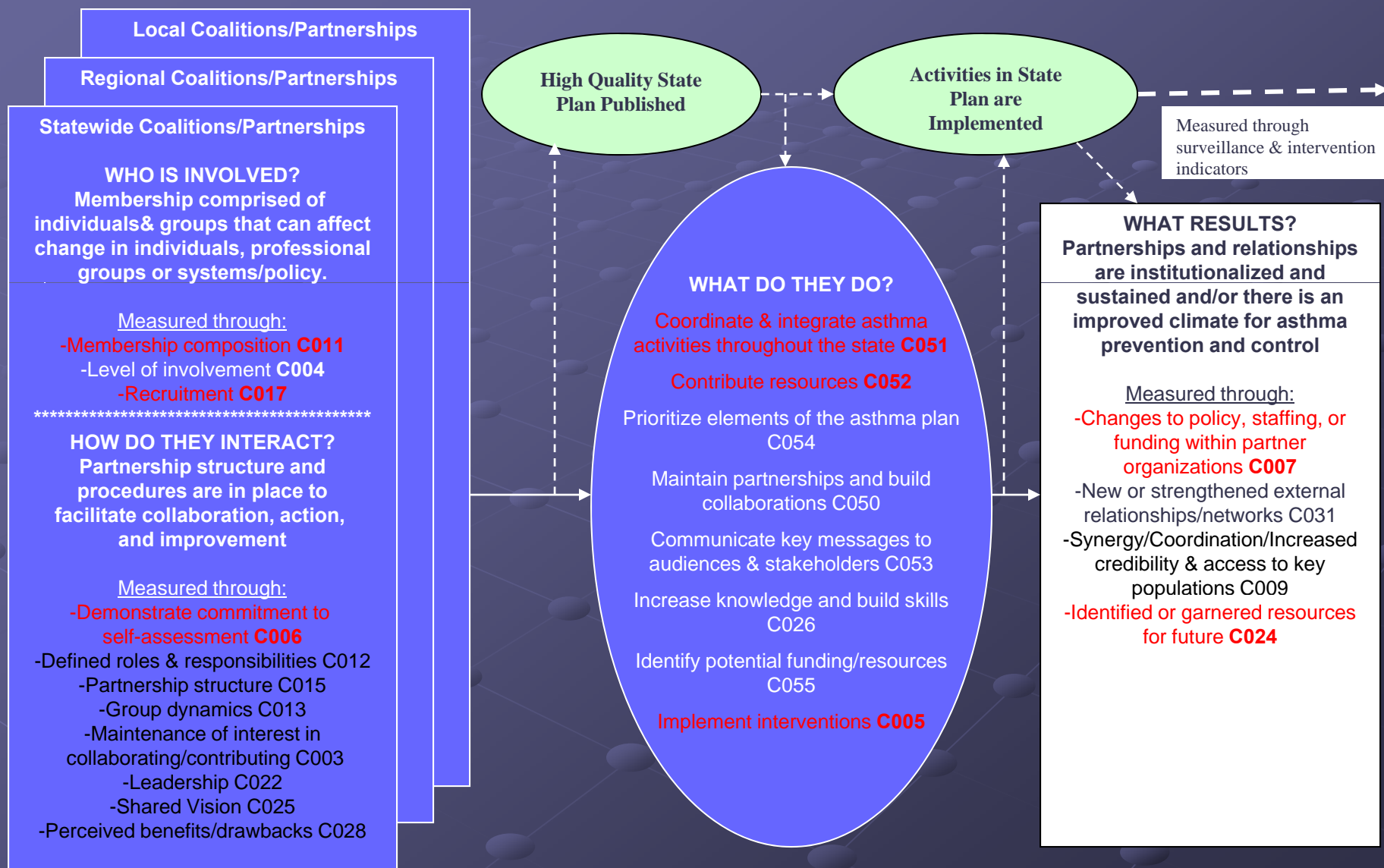
**Great wisdom is attributed to the Owl,  
a fly-by-night  
who asks not WHY?  
but merely WHO?**

*Cosmic Reflections on Health Education  
and Health Promotion, Mohan Singh*

# State Asthma Control Program- Partnership Theory Diagram

## IMPLEMENTATION

## PLANNING



# Utah Partnership Evaluation – 2008

## Evaluation Results

- *Who is involved*
  - *Representation*
  - *Access to resources and support*
  - *Level of involvement*
  - *Commitment to partnership*

# Utah Partnership Evaluation – 2008

## Evaluation Results

- *How do they interact*
  - *Defined roles and responsibilities*
  - *Group dynamics*
    - *Communication*
    - *Influence in decision-making*
    - *Conflict*
    - *Respect and Trust*
    - *Leadership*
  - *Shared mission and vision*
  - *Perceived benefits and drawbacks*

# Utah Partnership Evaluation – 2008

## Evaluation Results

### ● *What do they do*

- *Coordinate and integrate activities*
- *Contribute resources*
- *Prioritize and implement elements of state plan*
- *Maintain partnerships*
- *Increase knowledge and build skills*
- *Identify potential funding and resources*



# Utah Partnership Evaluation – 2008

## Evaluation Results

- *What are the results*

- *Public or organizational policies*
- *New or strengthened external relationships/networks*
- *Synergy*
- *Identify or garner resources for future*

- *Rainbow Lens*

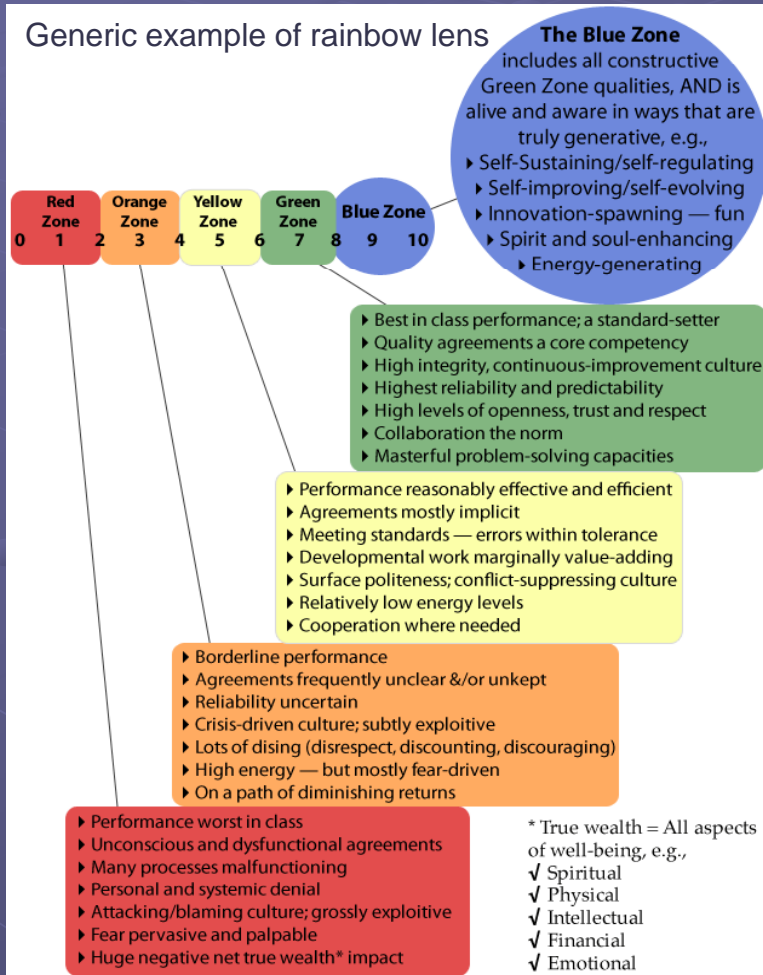
- *Bill Veltrop*

# Utah Partnership Evaluation – 2008

## Rainbow Lens

[www.theinfinitegames.org](http://www.theinfinitegames.org)

Generic example of rainbow lens



Bill Veltrop's Rainbow Lens concept

- assists in analyzing where the partnership stands
- allow us to:
  - Cut through patterns of collective denial about the true state of the partnership's health
  - See beyond limiting definitions of excellence.
  - Enable conversations that acknowledge the difficulties and develop solutions.

Successful organizations aim to be in the blue zone, where they are most effective.

Utah Asthma Task Force:

- Currently somewhere in the green zone.
- Functioning at a high level
- Room for improvement
  - self-improvement and sustainability.

# Utah Partnership Evaluation – 2008

## Evaluation Results

- *Recommendations*
  - *Sustainability plan*
  - *Recruitment plan*
  - *Partner leadership*
  - *Resource development*

# Utah Partnership Evaluation – 2008

**The lotus blooms in ignorance;  
but the lotus has sufficient beauty  
to get away with it.**

*Cosmic Reflections on Health Education  
and Health Promotion, Mohan Singh*

# Utah Partnership Evaluation – 2008

## What do I do with evaluation results

- *How the recommendations have been used*
  - *Sustainability plan*
  - *Recruitment plan*
  - *Partner leadership*
  - *Resource development*

# Utah Partnership Evaluation – 2008

## Utah Asthma Task Force Sustainability Plan

*Goal: Utah Asthma Task Force members will develop, promote, and proactively participate in community activities that sustain the Utah Asthma Task Force.*

### 1. Create a Shared Vision of the Utah Asthma Task Force

#### Strategies:

1. Enhance the visibility of the Utah Asthma Task Force vision statement. Use the Task Force logo and vision statement regularly.
2. Define a unified goal and develop activities to reach the goal.
3. Make available and promote evaluations of Utah Asthma Task Force activities.
4. Develop a marketing 'Who are We?' document that includes an organization chart and a listing of organizations represented on the Utah Asthma Task Force.
5. Determine at least one activity from the Utah Asthma Task Force Sustainability Plan to be completed each year by each Action Group.

### 2. Strengthen and Expand Partnerships

#### Strategies:

1. Identify avenues to promote the Utah Asthma Task Force in the community (e.g., community forums, events, etc.).
2. Recruit new partners and ensure appropriate organizations and occupational fields are represented on the Utah Asthma Task Force, attend Task Force meetings, and participate in activities.
3. Participate on community coalitions to develop strong partnerships. Participate in community coalition events.
4. Integrate Utah Asthma Task Force activities into other organizations' activities.
5. Publicize Utah Asthma Task Force accomplishments and activities.
6. Appropriately utilize Utah Asthma Task Force infrastructure to assure the Task Force, Action Groups, and Advisory Committees are functioning at a high level and as intended.
7. Engage health plans in Utah Asthma Task Force activities.

## Utah Asthma Task Force Sustainability Plan

### 3. Disseminate Information

#### Strategies:

1. Write and publish articles in peer reviewed journals.
2. Conduct media campaigns, including using social media, that promote asthma resources available to the community. Include Utah Asthma Task Force logo and vision statement on materials.
3. Provide current asthma resources to the community through partner dissemination, the Asthma Program and other appropriate Web sites, and other venues.

### 4. Develop and Implement Appropriate Asthma-related Policies

#### Strategies:

1. Identify activities that can be implemented as policies.
2. Develop and promote asthma policies.
3. Promote current asthma policies (e.g., inhaler law, recess guidance).
4. Promote the Utah Asthma Task Force to Utah legislature and community opinion leaders. Invite opinion leaders to Task Force events (e.g., Task Force meetings).

### 5. Secure Additional Funding

#### Strategies:

1. Research other successful coalitions' and their funding sources.
2. Identify and apply for additional funding for Utah Asthma Task Force activities.

### 6. Evaluate Progress

#### Strategies:

1. Meet once a year as a Sustainability Committee to evaluate completed activities.
2. Ensure all Utah Asthma Task Force Action Groups participate on the Sustainability Committee to assist with implementation and evaluation of the Sustainability Plan.



# Utah Partnership Evaluation – 2008

**Take not council with the promotor  
lest, like him, you confuse  
uniformity with consistency,  
motion with movement, and  
survival with performance.**

*Cosmic Reflections on Health Education  
and Health Promotion, Mohan Singh*





# Any Questions?

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# At Your Table

- What did you hear?
- What will you do with what you heard?
- What do you want to hear more about?