

Evaluating Heart Disease and Stroke Prevention Partnerships

CVH Practitioner's Institute

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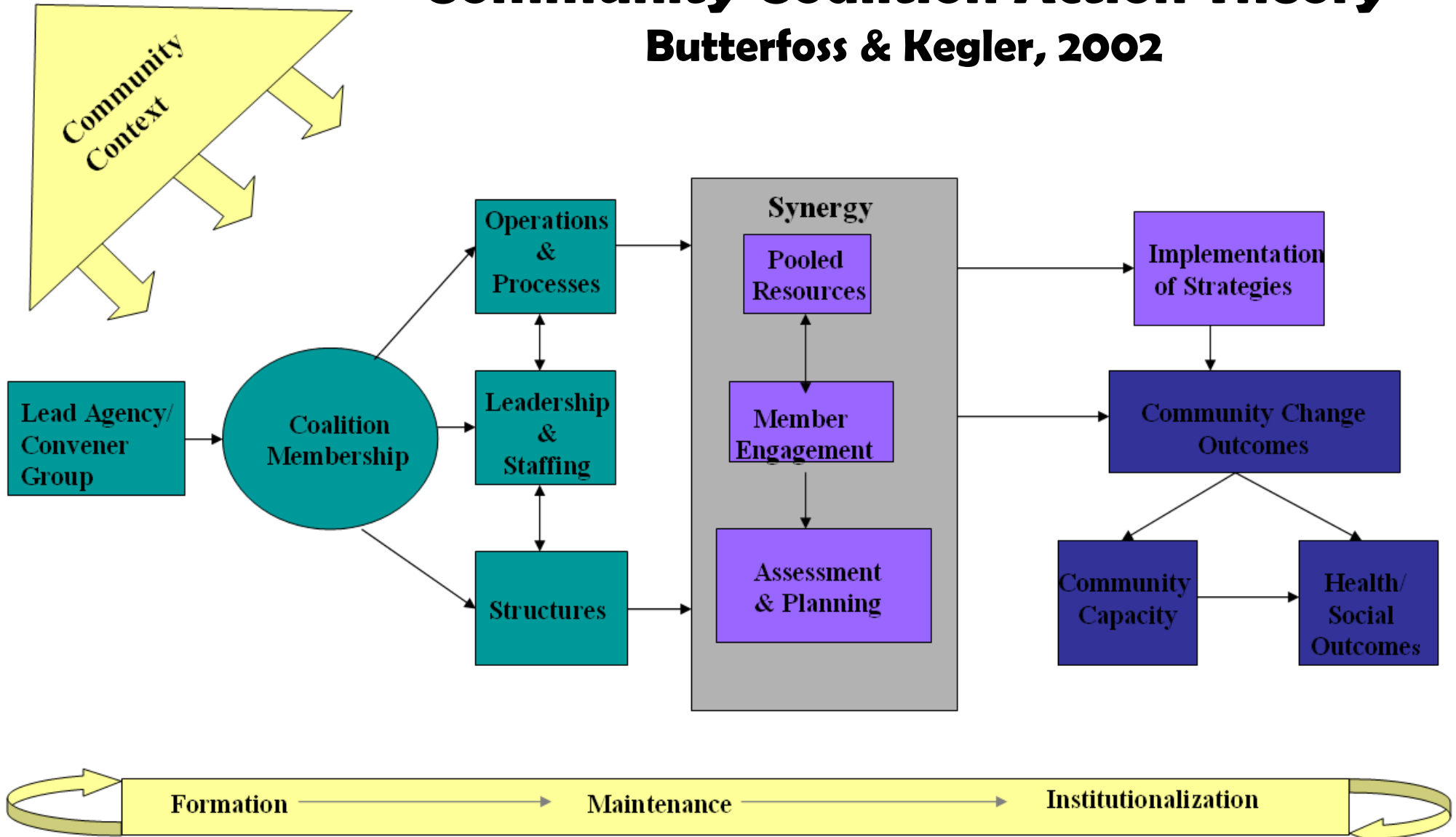


Coalitions/Partnerships

- **“Group of groups with a shared goal and some awareness that united we stand and divided we fall.” (Labonte, 1993)**
- **Each partnership is unique – developed within context of its community**
- **Partnership often serves as umbrella organization to facilitate variety of issues & projects for member organizations**

Community Coalition Action Theory

Butterfoss & Kegler, 2002



What Coalitions/Partnerships Do

- **Network & share information**
- **Plan & coordinate**
- **Implement specific projects**
- **Provide technical assistance & training**
- **Advocate**

Benefits of Coalition/Partnership Approaches

- **Span boundaries between populations & organizations in various settings**
- **Minimize duplication of effort & services**
- **Build trust & respect among organizations who previously experienced mistrust or conflict**
- **Effectively pool innovative talents & resources**
- **Reach previously untapped community assets**
- **Implement some interventions (e.g., policy & media advocacy) better than traditional public health & social service agencies**

Why Evaluate Partnerships?

- **Builds capacity within the partnership**
- **Determines whether objectives are achieved**
- **Improves partnership interventions**
- **Provides accountability to funding agencies & stakeholders**
- **Increases awareness & support**
- **Informs policy decisions**

What To Evaluate In Partnerships?

- **Capacity**
- **Operations**
- **Effectiveness**

Capacity

- **Skills and expertise of members**
- **Sectors represented**
- **Links to constituencies**
- **Leadership**
- **Group decision making**
- **Conflict management**

Operations

- **Member participation**
- **Planning**
- **Structure and procedures**
- **Communications**
- **Consensus building**
- **Development of financial resources**
- **Outreach efforts**

Effectiveness/Impact

- **Sphere of Influence**
- **Expansion/spread**
- **System change**
- **Sustainability**

Issues to Consider in Partnership Evaluation

- **Stage of development of Partnership**
- **Determine what you want your evaluation to accomplish – why you are conducting an evaluation?**
 - **Uses and users of the evaluation**
- **Identify those questions you want your evaluation to answer**

Stage of Partnership Development

- Formation
- Maintenance
- Institutionalization

Content by Development Grid

	Capacity	Operations	Effectiveness
Formation	Skills and expertise	Planning Structures and procedures	Sphere of influence
Maintenance	Leadership Group decision making Conflict management	Member participation Communication Consensus building Development of financial resources Outreach efforts	Systems change Expansion/spread
Institutionalization			Sustainability



Evaluation Questions

- Formation
 - What partners are needed to carry out Mission?
 - What are the structures and procedures of the partnership?
 - Do partners reflect desired diversity, depth and breadth of the partnership?
- Maintenance
 - Is the leadership of the Partnership effective?
 - Are members participating as anticipated?
 - Are communications effective?
 - Is the Partnership influencing policies and practices?
- Institutionalization
 - Is the group decision-making process effective?
 - Is the Partnership working with organizations to reduce disparities?
 - What is the Partnership doing to sustain itself?

Uses and Users of the Evaluation

- Who are the users of the evaluation?
 - Funders
 - Health Department administration
 - Other agencies/organizations
- What will evaluation be used for?
 - Quality improvement
 - Impact
 - Continuation, expansion, termination

Developing an Evaluation Plan

- Evaluation questions - what questions do you want the evaluation to answer?
- Indicators – what type of data will you need to answer your evaluation questions?
- Data Source – Where will you find data to answer questions?
- Data Collection - How will data be collected?
- Timeframe - When will data be collected?
- Data Analysis – How will data be analyzed/interpreted?
- Communication Plan – To whom and how will results be communicated?
- Staff Responsible – Which staff member(s) will be responsible for overseeing the evaluation?

Indicators

- Expresses that which you wish to know
 - How will I know it?
- Indication or observable evidence of accomplishments, changes made, or progress achieved
- Leadership, Partnership effectiveness
 - Define
 - List characteristics that identify it

Indicators

- Leadership effectiveness
 - Ability to negotiate when group disagrees
 - Effective listening skills
 - Ability to maintain balance between process and task activities
 - Anything else?
- Partnership effectiveness
 - Actions taken as a result of the Partnership
 - Membership of each segment of target population affected
 - Roles, rights and responsibilities clearly delineated
 - Communication is open and frequent
 - Anything else?

Data Sources

- Existing Information
 - You don't always have to go out and collect new data; explore possible sources of existing information
 - Program documents
 - Existing databases
 - Research reports
- People
 - Most common source of data
 - Program participants
 - Funders
 - Policy makers

Data Sources

- Observations
 - Underused but powerful source of information; often time consuming and requires training to be effective
 - Observations of events and activities
 - Observations of practices
- Pictorial records
 - Shows program activities and effects documented in photos, charts, videotapes, etc.
 - Often convey what the written word misses

Data Collection Method

- How will you collect the data; what method will you use?
 - Most likely to secure the information you need
 - Most appropriate given the values and understanding of those who will provide data
 - Least disruptive to program and population
 - Most feasible – afford and handle well

Data Collection Method

- Most common types:
 - Survey
 - Interview
 - Test
 - Observation
 - Expert or peer review
 - Case study
- Consider multiple methods
 - Provides a more thorough account
 - Cross validates your findings

Data Collection Method

- Issues to Consider:
 - How will data be collected
 - In person, telephone, mail survey?
 - Will a sample be used?
 - Who will collect the data?
 - What is the schedule for data collection?

Timeframe

- When will data be collected?
 - Before and after the Partnership?
 - At one time?
 - At various times during the Partnership?
 - Continuously throughout the Partnership?
 - Over time – longitudinal study?

Data Analysis

- Organizing, tabulating, and analyzing your data to permit meaningful interpretation
- Aim is to synthesize data to make sense out of it, given your evaluation question
- Different techniques are appropriate depending upon whether you have qualitative or quantitative data

Data Analysis

- Issue to consider:
 - How will responses be organized/tabulated? By hand? By computer?
 - Do you need separate tabulations from different locations or groups?
 - What, if any, statistical techniques will be used?
 - How will narrative data be analyzed?
 - Who will organize and analyze the information?

Data Interpretation

- Process of attaching meaning to the analyzed data
 - What does it mean that 45% of members feel that the Partnership is effective?
 - Is this a high or low percentage?
 - What does it mean in terms of how the Partnership operates?
 - What, if anything, should be done next?
- Numbers and narrative statements do not speak for themselves
 - they need to be interpreted based on careful and fair judgments.

Communication Plan

- To whom and how will the evaluation results be communicated?
 - Who is identified as a key user?
 - Target decision makers with appropriate and hard hitting information
 - Share with your colleagues who may need to conduct a similar evaluation
 - Is there anyone else who might, or should be, interested in the evaluation results?
- Remember to communicate your findings to the respondents who participated in the evaluation

Communication Plan

- To whom and how will the evaluation results be communicated?
 - The communication methods you use will depend on your audience; a variety of possibilities exist:
 - Written report
 - Short summary statements
 - Film or videotape
 - Pictures, displays, etc.
 - Graphs and visuals
 - Medial releases
 - Presentations
 - Internet postings

Staff Responsible

- Who will oversee the implementation and reporting of the evaluation results?
 - Program staff
 - Partnership member
 - Contracted evaluator
- Person responsible does not necessarily have to be the person who conducts the evaluation
 - the one who will oversee and be responsible for completing the evaluation

Steps to Successful Partnership Evaluation

- 1. Establish evaluation plan from onset of program**
- 2. Obtain buy-in from partners – build commitment to evaluation**
- 3. Fund staff time to make evaluation a priority**
- 4. Report results clearly & often to stakeholders**
- 5. Be flexible & creative**

Coalition Evaluation Tools

- **Starting a Coalition Checklist**
- **Initial Coalition Survey**
- **Coalition Effectiveness Inventory (CEI)**
- **Partnership Self-Assessment Tool**
- **Meeting Effectiveness Inventory (MEI)**
- **Member Satisfaction Surveys**
- **Member & Leader Interviews**

Evaluation Resources

- Collaboration: What Makes It Work, 2nd Edition. Mattessich, PW, et al. Amherst H. Wilder Foundation, 2004. This is an up-to-date and in-depth review of collaboration research. The edition also includes *The Collaboration Factors Inventory*.
- Evaluating Collaboratives, University of Wisconsin Cooperative Extension.
http://cecommerce.uwex.edu/pdfs/G3658_8.PDF . The site also includes an organizational assessment tool located at
<http://www.uwex.edu/ces/pdande/evaluation/evalinstruments.html> .

Contact Information

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