

# **Evaluating HDSP Capacity Building Requirements**

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# Agenda for today

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- **What, why, and when we evaluate**
- **CDC evaluation framework**
- **SMART objectives**
- **Developing an evaluation plan**
- **Evaluating training & technical assistance**
- **Evaluating partnerships**
- **Evaluating HDSP State Plan**
- **Exercise: develop an evaluation plan**

# Objectives for today

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**By the end of the workshop, all participants will have the knowledge and skills to write an evaluation plan for capacity building activities.**

**By the end of the workshop, all participants will be able to draft an evaluation plan for capacity building activities.**

# Capacity Building Activities

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- Develop and maintain at least 8 diverse partnerships
- Define cardiovascular disease burden, develop a report, and build evaluation capacity
- Assess policy & environmental supports
- Develop a State Plan
- Provide training and TA for staff and partners
- Develop population based strategies
- Develop culturally competent strategies

# Capacity Building Activities

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- Develop and maintain at least 8 diverse partnerships

## Develop a State Plan

- Provide training and TA for staff and partners

# What is evaluation?

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Evaluation is “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.”

# Why bother with evaluation?

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Increasing pressure to demonstrate that programs are worthwhile, effective, on target:

- **Document and improve program operations**
- **Measure program achievement or progress**
- **Demonstrate accountability to stakeholders**
- **Manage program resources**
- **Focus program priorities**
- **Advocate for program**

# Criteria for a good evaluation

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- It gets used
- It answers the questions you need answered
- Within your budget and scope of work
- It gets used
- Accurate
- Respectful of (protects confidentiality) you, your clients, staff, etc.
- It gets used

# **Objectives**

**Objectives provide specific, measurable actions for how our goals can be accomplished define for our stakeholders and partners the results we expect to achieve in our program or intervention.**

**Objectives are meant to be realistic targets for the program or project. They are written in active tense and use action verbs such as plan, write, conduct, and produce (rather than more vague terms like learn, understand, feel).**






# Objectives

Objectives will always answer :

**WHO is going to do WHAT, WHEN,  
and TO WHAT EXTENT?**

# SMART Objectives

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<b>Specific</b>		describes what, for whom
<b>Measurable</b>		identifies how many, how much
<b>Achievable</b>		is doable, realistic, meaningful
<b>Relevant</b>		leads to achievement of HDSP priorities
<b>Time bound</b>		defined start and end dates

# Writing SMART Objectives

Who/What	Change/Desired Effect (Be Specific)	In What	By When
Nurses and clinicians in participating health care settings	Increase from 6 to 8	Number of train-the-trainer sessions on blood pressure standardization	June 28, 2006
African American men in [Your State]	Increase from 11% to 15%	Awareness of all Signs & symptoms of stroke, and call 9-1-1	December 15, 2009

# MIS-generated SMART Objectives

## Measurable & Achievable:

- Increase

- Decrease

- Number

- Percent

- Rate

Of \_\_\_\_\_

# MIS-generated SMART Objectives

## Measurable & Achievable:

- Increase

- Decrease

- Number

- Percent

- Rate

Of \_\_\_\_\_

**From** \_\_\_\_\_  
Baseline

**to** \_\_\_\_\_  
Target

Where is the evidence?

# MIS-generated SMART Objectives

## Measurable & Achievable:

- Increase
  - Decrease
  - Number
  - Percent
  - Rate
- Of \_\_\_\_\_

**From** \_\_\_\_\_ **to** \_\_\_\_\_ **Where is the evidence?**  
**Baseline** **Target**

## Time bound:

Estimated  
start date

Estimated  
end date

# MIS-generated SMART Objectives

## Measurable & Achievable:

•Increase

•Decrease

•Number

•Percent

•Rate

Of \_\_\_\_\_

From \_\_\_\_\_

Baseline

to \_\_\_\_\_

Target

Where is the evidence?

## Time bound:

Estimated  
start date

Estimated  
end date

**By 6/30/07, increase the percent of partners who have signed an MOU from 10 to 20 as evidence in the Partnership meeting notes.**

# SMART Objectives

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## Examples:

By June 28, 2006 (time bound), increase the number of train-the-trainer sessions on blood pressure standardization provided for nurses and clinicians (specific) from 6 to 8 (measurable).

By December 15, 2009 (time bound), increase awareness of all the signs and symptoms of stroke and the need to call 9-1-1 among African American men in [your state] (specific) from 11% to 15% (Baseline: 2005 BRFSS) (measurable).

# SMART Objectives

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## Examples:

By June 28, 2007 (time bound), add 4 (measurable) partners from the healthcare industry as indicated by signed MOAs (specific) to the HDSP state planning group.

By December 15, 2005 (time bound), publish on the state health department homepage (specific) the [your state] State HDSP Plan (measurable).

# Make them SMART

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Increase the number of HDSP partners.

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Increase the number of HDSP partners.

Train physicians on the clinical guidelines.

# Make them SMART

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Enhance the training curriculum offered by EMS in 2002.

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Increase by 10% the percent of Pineapple state residents that know the signs and symptoms of stroke and heart attack by June 2007.

# Make them SMART

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Increase the number of HDSP partners.

Train physicians on the clinical guidelines.

Enhance the training curriculum offered by EMS in 2002.

Increase by 10% the percent of Pineapple state residents that know the signs and symptoms of stroke and heart attack by June 2007.

Increase the number of worksites that adopt heart healthy insurance options.

# **Exercise**

**Write a SMART Objective  
for one of your CB  
activities.**

# Program evaluation framework



# Issues to Consider

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Stage of development?

Users and Uses?

# 1. Engage stakeholders

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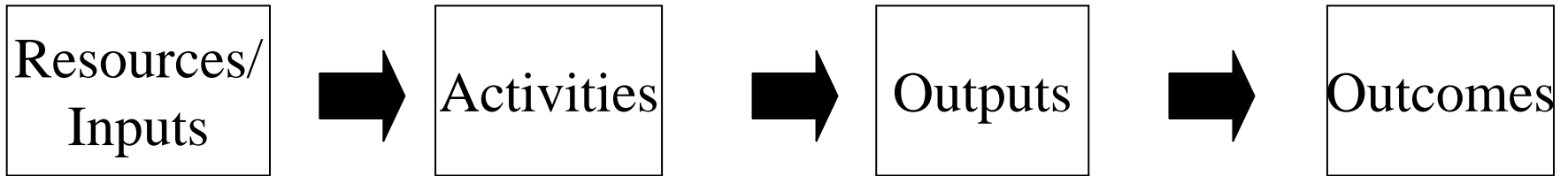
- **Who will decide what is best...**
- **Who are stakeholders?**
  - **funders, partners, operators, evaluation users, affected by evaluation, advocates**
- **Examples**
  - **AHA, health care systems, target population members, employers, health department programs, CDC, program management**

# 2. Describe the Program

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## Logic Model



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Your Planned Work

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Your Intended Results

# 3. Focus the evaluation design

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## Develop evaluation questions

- What do we want to know?
- What do stakeholders need to know?
- How can we answer those questions?

## Determine evaluation design

- Post only design
- Pre-post design

# 4. Gather evidence

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SMART objectives are really helpful here!

## **Types of data:**

- **Quantitative**
  - **countable, measurable**
- **Qualitative**
  - **Feelings, thoughts, interpretations**

## **Data Sources:**

- **Surveys, record reviews, logs, notes, tests, budget reports, activity reports**
- **Interviews, observations, conversion, focus groups, testimonials, peer reviews, case study**

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Not everything that counts can be counted; and not everything that can be counted counts.

- Albert Einstein

# **5. Justify conclusions**

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**Analyze data**

**Percentages, themes, change in scores  
before and after, number**

**Interpret data**

**Does this make sense in my context?  
Is the change meaningful?**

**Utilize multiple sources**

# 6. Ensure use & share lessons learned

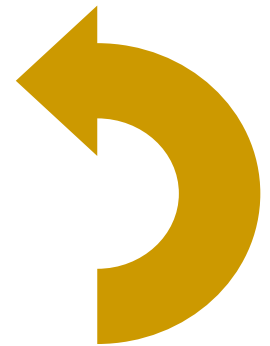
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- **Create a market for message**
- **Choose message and medium based on the groups that need the results**
- **Recommendations for quality improvement**



**Engage stakeholders**



# Putting it All Together

## Evaluation Plan Components

**Evaluation Question**

**Indicator**

**Data Source**

**Data Collection**

**Timeframe**

**Data Analysis**

**Communication Plan**

**Staff Responsibility**

# Putting it All Together

## The Evaluation Plan

Evaluation Question	Indicator	Data Source	Data Collection	Time Line	Data Analysis	Communication Plan	Staff
<i>what you want to know</i>	<i>what you will measure</i>	<i>where you will get the data</i>	<i>how you will get the data</i>	<i>when you will collect the data</i>	<i>what you will do with the data</i>	<i>when and how you will share results</i>	<i>who will get this done</i>

# **Evaluating Training**

# Evaluating Training Issues to Consider

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Stage of development?

Users and Uses?

# Evaluating Training

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1. Engage stakeholders
2. Describe program
3. Focus the evaluation
4. Gather evidence
5. Analyze data
6. Share results and lessons learned

# Evaluating Training

## 1. Engage stakeholders

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Who are your stakeholders?

- fundes (CDC, state partners)
- professional health licensing entity
- program staff
- training staff
- contractor
- those being trained

# Evaluating Training

## 2. Describe the program

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How mature is your program?

- First few sessions?
- Fully implemented?
- Completed training plan? Decision to continue?

What results do you expect?

- Outputs
- Short, intermediate, long term outcomes

# Evaluating Training

## 3. Focus evaluation design

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What do you and your stakeholders need to know?

Choose a couple of key questions based on the maturity of your program or stage of implementation.

First few sessions –

- Are we reaching the intended audience?
- Are participants increasing their knowledge?

Completed –

- Did we reach our goal?
- Did participants use the knowledge?
- Was this the best way (most cost effective)?

# Evaluating Training

## 4. Gather credible evidence

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What will you measure to answer those questions (indicators)? Where will you get it?

### Questions –

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- Did we reach our goal?
- Did participants use the knowledge?
- Was this the best way (most cost effective)?

### Indicators –

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- number of participants
- number who report using skills
- cost per participant

# Evaluating Training

## 4. Gather credible evidence

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Where will you get the data?

### Questions –

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- Did we reach our goal?
- Did participants use the knowledge?
- Was this the best way (most cost effective)?

### Data Source

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- sign-in sheets
- post survey – intent to use  
follow up survey – actual use
- budget and log

# Evaluating Training

## 5. Justify conclusions

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What will you do with the data?

### Questions –

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- Did we reach our goal?
- Did participants use the knowledge?
- Was this the best way (most cost effective)?

### Analysis

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- number of participants  $\geq$  target
- proportion who report using skills  $\geq$  50%
- cost per participant compared to the cost if another method is used

# Evaluating Training

## 6. Share results

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What will you do with the evaluation findings?

### Questions –

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- Did we reach our goal?
- Did participants use the knowledge?
- Was this the best way (most cost effective)?

### Report -

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- to funder in annual report
- to partners and media, use graphs & charts
- to program management/decision makers in formal report
- incorporate into planning and promotion

**Example:  
Evaluation Plan for an  
Objective To Provide  
Training**

# Let's Practice

- 1. Team up**
- 2. Draft an evaluation question related to training you provide**
- 3. Complete the row on the evaluation plan**

# **Evaluating Technical Assistance**

# Evaluating Technical Assistance Issues to Consider

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Stage of development?

Users and Uses?

# Evaluating Technical Assistance

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Questions –

Did we reach our goal?

Did participants use the knowledge?

Was this the best way (most cost effective)?

Data collection method –

Ask 1 question after service provided

Periodic survey of all potential customers

Promote web-based comment option

# Evaluating Technical Assistance

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Methods –

Auto-summary form on Internet

Activity/Comment log

Access data base

# Let's Practice

- 1. Team up**
- 2. Draft an evaluation question related to technical assistance you provide**
- 3. Complete the row on the evaluation plan**

# **Evaluating Your Partnership**

# Evaluating Your Partnership Issues to Consider

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Stage of development?

Users and Uses?

# Evaluating Partnerships

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1. Engage stakeholders
2. Describe program
3. Focus the evaluation
4. Gather evidence
5. Analyze data
6. Share results and lessons learned

# Evaluating Partnerships

## 1. Engage stakeholders

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Who are your stakeholders?

- Funders
- Program staff
- Organizations/Agencies who are potential partners
- State Health Department

# Evaluating Partnerships

## 2. Describe the program

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How mature is your program?

- Planning phase?
- Early Implementation?
- Maintenance?

What results do you expect?

- Development of State Plan
- Implementation of programs/interventions in priority settings in accordance with State Plan
- Growth of programs to reach larger portion of general and priority populations

# Evaluating Partnership

## 3. Focus evaluation design

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What do you and your stakeholders need to know?

Choose a couple of key questions based on the maturity of your program or stage of implementation.

Planning	Implementation	Maintenance
<ul style="list-style-type: none"><li>• Do we have the appropriate partners identified?</li><li>• Are the mission and goals of the Partnership clear?</li></ul>	<ul style="list-style-type: none"><li>• Are members active in the Partnership?</li><li>• Are members satisfied with their role in the Partnership?</li></ul>	<ul style="list-style-type: none"><li>• Is the Partnership expanding program efforts?</li></ul>

# Evaluating Partnership

## 4. Gather credible evidence

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What will you measure to answer those questions (indicators)? Where will you get it?

### Questions –

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- Do we have the appropriate members identified?
- Are the mission and goals of the Partnership clear?

### Indicators/Data Collection –

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- Number and type of partners identified from list of potential partners developed by Program and Health Department staff
- Clear and concise Mission and goals as stated in Mission Statement or survey participant understanding of mission

# Evaluating Partnerships

## 5. Justify conclusions

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What will you do with the data?

### Questions –

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- Do we have the appropriate members identified?
- Are the mission and goals of the Partnership clear?

### Analysis

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- Compare number of members with CDC requirements for at least 8 diverse partners
- Compare types of partners and organizations with burden of heart disease and stroke from administrative data (e.g., BRFSS)
- Have experts critique Mission for clarity; frequency and percent of positive responses

# Evaluating Partnerships

## 6. Share results

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What will you do with the evaluation findings?

### Questions –

---

- Do we have the appropriate members identified?
- Are the mission and goals of the Partnership clear?

### Report -

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- to Health Department and Program administration

# **Let's Practice -**

- 1. Team up**
- 2. Draft an evaluation question related to your partnership**
- 3. Complete the row on the evaluation plan**

# **Evaluating Your State Plan**

# Evaluating Your State Plan Issues to Consider

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Stage of development?

Users and Uses?

# Evaluating Your State Plan

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1. Engage stakeholders
2. Describe program
3. Focus the evaluation
4. Gather evidence
5. Analyze data
6. Share results and lessons learned

# Evaluating Your State Plan

## 1. Engage stakeholders

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Who are your stakeholders?

CDC

State health department management and  
other programs

partners

# Evaluating Your State Plan

## 2. Describe Program

---

At what stage of completion is your plan?

First draft?

Published?

What results do you expect?

Outputs

Short, intermediate, long term outcomes?

# Evaluating Your State Plan

## 3. Focus evaluation

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What do you and your stakeholders need to know?

Choose a couple of key questions based on the maturity of your program or stage of implementation.

### First draft –

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- Do we have all the required components?
- Were the right people involved in planning?
- Do we have high level support?
- Are strategies culturally competent?

### Published –

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- How many copies were distributed?
- Ongoing press?
- Implementation progress?

# Evaluating Your State Plan

## 4. Gather evidence

What will you measure to answer those questions (indicators)? Where will you get it?

### Questions –

- Do we have all the suggested components?
- Were the right people involved in planning?
- Do we have high level support?
- Are strategies culturally competent?

### Indicators –

- number of suggested elements included
- % by participant area of expertise
- written support by decision makers & partners
- % of strategies that are culturally competent

# Evaluating Your State Plan

## 4. Gather evidence

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Where will you get it?

### Questions –

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- Do we have all the suggested components?
- Were the right people involved in planning?
- Do we have high level support?
- Are strategies culturally competent?

### Data Source -

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- state plan document
- state plan document
- letters of support
- state plan document

# Evaluating Your State Plan

## 5. Justify conclusions

---

What will you do with the data?

### Questions –

---

- Do we have all the required components?
- Were the right people involved in planning?
- Do we have high level support?
- Are strategies culturally competent?

### Analysis –

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- all elements included
- areas of expertise in document = recommended by CDC and planners
- generate list of suggested revisions
- 100% of decision makers indicate how they will support plan
- Assess if strategies use theories tested for minorities

# Evaluating Your State Plan

## 6. Share results

---

What will you do with the evaluation findings?

### Questions –

---

- Do we have all the required components?
- Were the right people involved in planning?
- Do we have high level support?
- Are strategies culturally competent?

### Report -

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- to funder in annual report
- poster presentation to share with other state programs at conference

# **Let's Practice -**

- 1. Team up**
- 2. Draft an evaluation question related to your state plan**
- 3. Complete the row on the evaluation plan**

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# Resources