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Tools for Evaluating and Strengthening Collaborative Partnerships

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Tools for Evaluating and Strengthening Collaborative Partnerships

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Topics for Today's Workshop

- Building capacity in Community Collaborations through Evaluation: Discussion
- Tools for Evaluating and Strengthening Collaborative Partnerships: How the CDC uses evaluation to build capacity
 - Background
 - CDC Framework for Program Evaluation
 - Hands-on Exercise
- Review of Evaluation Tools handout



Building capacity in Community Collaborations through Evaluation: Discussion

- Why evaluate collaborative efforts? What aspects of a collaboration do you believe are important to evaluate and why?
- How do you think evaluation can strengthen and build the capacity of collaborations?

Background: TB in the United States

- **Just under 14,000 cases in 2006**
- **Reportable disease since 1953**
- **Program goal: Eliminate TB**
- **68 jurisdictions funded through Division of TB Elimination (DTBE) cooperative agreement**
 - **States, big cities, territories**
 - **Program consultants from the division assigned to assist grantees**

Background: Program Evaluation in TB programs

- **Prior to 2000: Limited use of data for program improvement**
- **2000 – 2004: Interest increased**
- **2005: “Program evaluation” highlighted as a core function of all TB programs**

Where We Started:

Inputs

- 1 evaluator in DTBE
- 1 manager who believed in program evaluation
- 1 large state program committed to evaluation
- ~15 people interested in evaluation
- General push for evaluation at CDC

Goal



Build program
evaluation
capacity

=

State & local program
capacity

CDC staff capacity

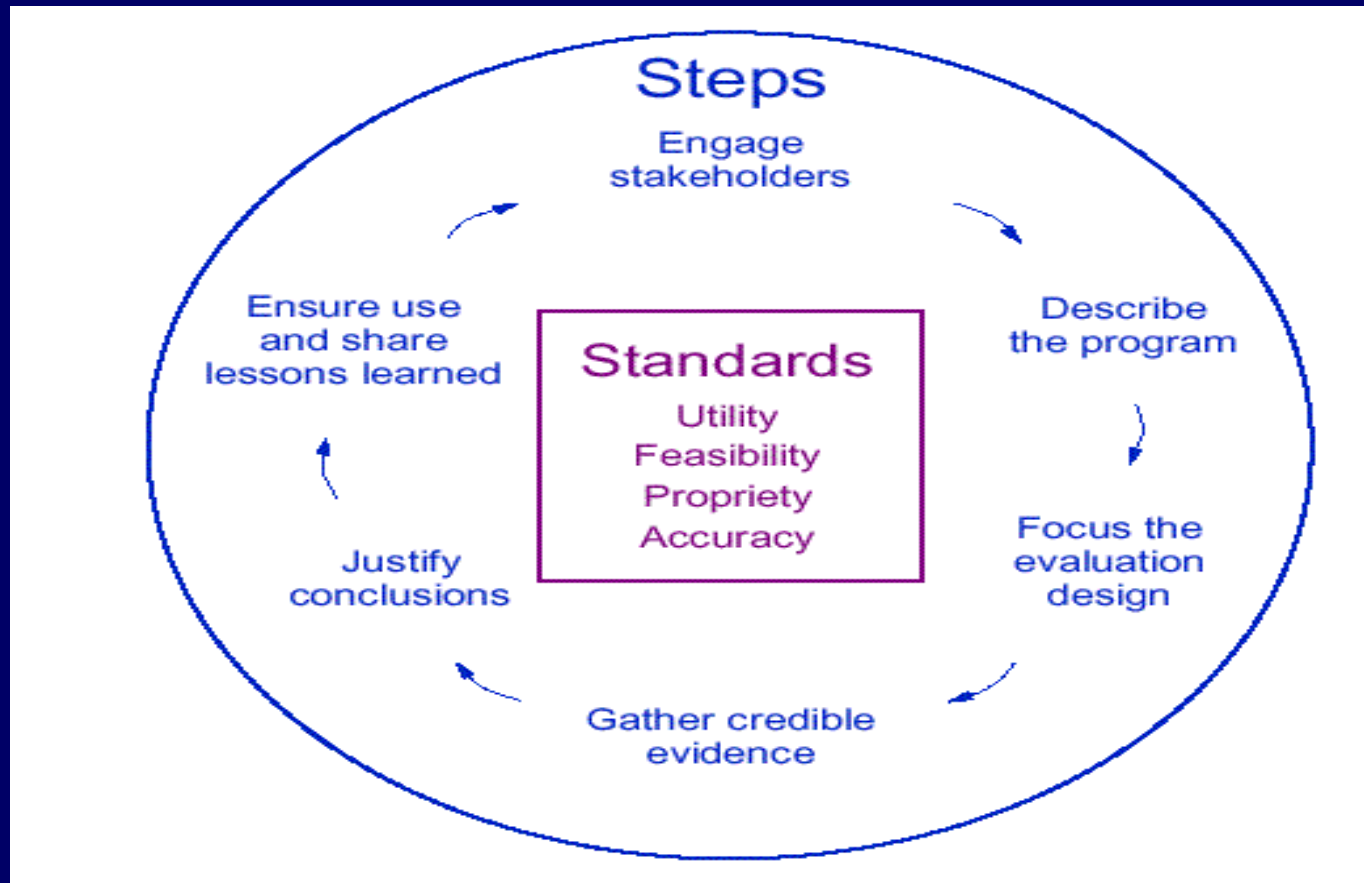
What we did:

Recruited the Willing

- **Evaluation Working Group (EWG)**
 - Started in 2002
 - Open membership
 - Includes DTBE and state participants
 - Provides guidance, expertise and manpower on program evaluation capacity building efforts



CDC Framework for Program Evaluation



Step 1: Identifying Stakeholders

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

Involving Stakeholders Throughout the Evaluation

Stakeholders should be involved in.....

- Describing the program and context
- Selecting evaluation questions and methods
- Serving as data sources
- Interpreting findings
- Disseminating information
- Implementing results

Step 2: 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

Elements of Program Description

- Need for program
- Target population
- Intended “effects”
- Activities
- Causal theory:
“What affects what”
- What “bounds” the program:
 - Inputs
 - Context
 - Stage of development
 - Assumptions

SMART Objectives

- S: Specific
- M: Measurable
- A: Achievable
- R: Relevant
- T: Time-bound



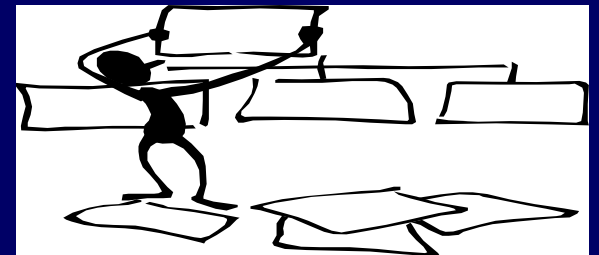
Describing a Program Using a Logic Model

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.

Constructing Logic Models

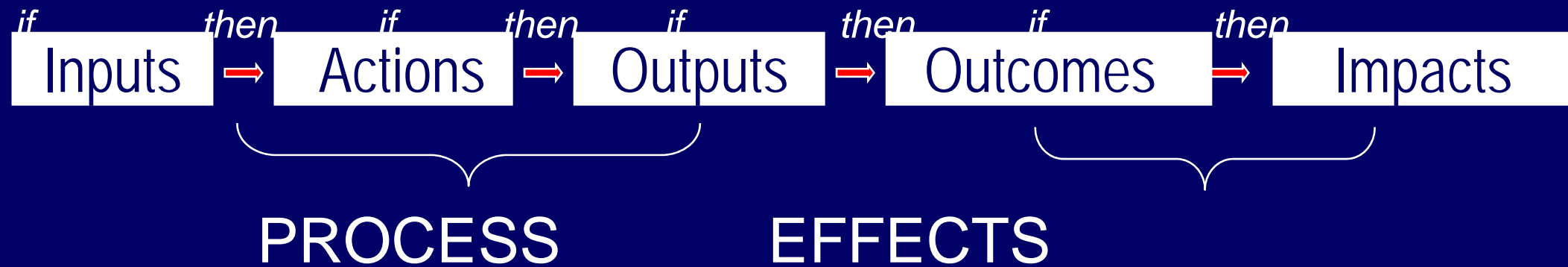
- Identify and list:
 - Activities - things that the program is doing
 - Intended Effects - changes that are expected to result from program activities
- Arrange in a time sequence
- Draw arrows
- Review and refine



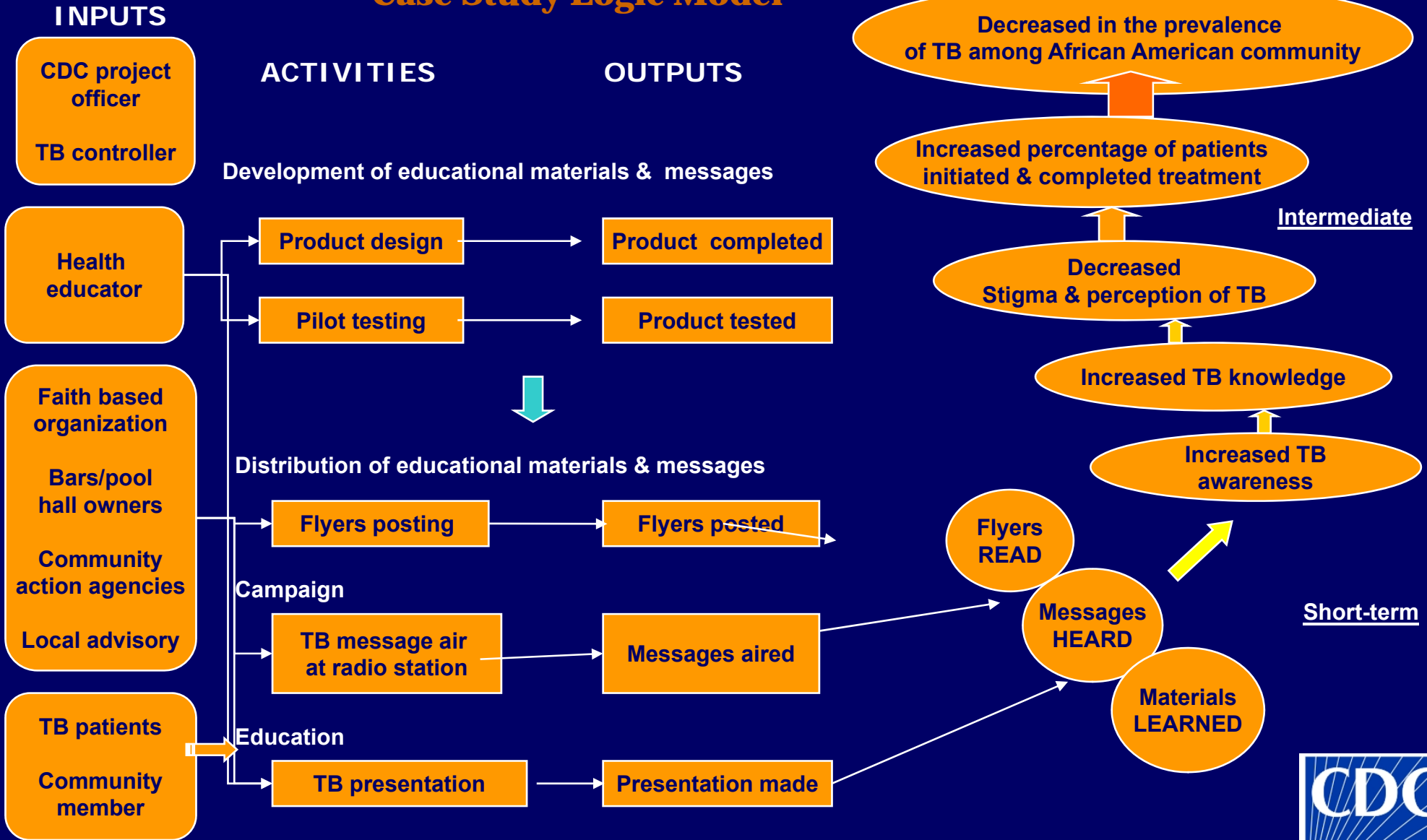
Logic Model Terminology

- **Inputs**
 - Resources used by the activity
- **Activities**
 - Actions
- **Outputs**
 - Product(s) of an activity
- **Outcomes (or Effects)**
 - Results and benefits to program participants
- **Impact (or Distal Effects)**
 - Long-term effects and changes in organizations, communities, or systems

Constructing a Simple Logic Model



Social Marketing Collaboration Case Study Logic Model



Filling in the Blanks....



Tips for Developing a Logic Model

- When planning a new program... **start with outcomes**
- When evaluating an existing program...**start with activities**
- **Add boxes and arrows** to fully describe the program
 - Problems, community needs
 - External influences/factors
 - Assumptions
 - Target populations and clients
- **There are no right or wrong logic models**
- **Do what works to be clear!**

Step 3: Focusing the Evaluation

- Establishing priorities
- Identifying limited number of targeted questions
- Considering logistical issues
- Determining what results can be expected given the program's scope and stage of development

Criteria for Selecting Evaluation Questions

Purpose

- What questions are stakeholders asking?
- How will evaluation information be used?

Reality checks

- How long has the intervention been underway?
- How intensive is the intervention?
- What resources are available for evaluation?

Step 4: Collecting Data

What Are Indicators?

- Specific, observable, and measurable signs of a program's performance that measure
 - Activities (process)
 - Results (outcomes)
- Help tell the program story

Goal → Objective → Indicator

- **Process Goal:** Develop a shared vision and a clear mission and goals for the collaborative to prevent homelessness in X city.
- **Objective:** All members of the collaborative participate in development a mission statement during the first 3 months of operation.
- **Indicator:** A completed mission statement that is agreed upon and approved by all members within the first 3 months.

- **Outcome Goal:** Reduce transmission of TB in correctional facilities through the efforts of the TB collaborative in X city.
- **Objective:** Increase TB screening of all inmates in X correctional facility at time of initial processing to 100% for year 2007
- **Indicator:** Number (%) of inmates in X facility screened for TB at initial processing Jan-Dec 2007

Characteristics of Good Indicators

- Measure progress toward your result
- Relevant to the program
- Useful to the evaluation
- Understandable to the stakeholders
- Valid, a true reflection of facts
- Feasible to obtain
- Clear and specific

Data Collection

- Data collection methods
 - Surveys
 - Interviews
 - Focus groups
 - Document review
 - Observation
 - Secondary data analysis
- Use multiple methods whenever possible



Example

A Community Partnership to Prevent OBESITY

Program/Activities	Evaluation Methods	Measures
After-school activities	Activity logs; Surveys and/or Interviews with participants	Attendance (#), # of hours/days per week, evaluation of activities
Parent training	Attendance logs, Focus Group, Pre- and Post-test of parents	Attendance (#), Satisfaction, Effectiveness
Public awareness campaigns	Media Reach Reports	# of ads per week by outlets

Step 5: Justifying Conclusions

Analyzing Data

- Assess data as appropriate for each method
 - Qualitative data:
 - Content analysis
 - Domain analysis
 - Policy analysis
 - Quantitative data:
 - Frequencies or simple counts
 - Statistical tests for differences
 - Multivariate modeling

Interpreting the Data

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

Justifying Claims About Intervention Effectiveness

- Performance using a comparison or control group
- Time sequence
- Similar effects observed in other contexts
- Accounting for/eliminating alternative explanations
- Plausible mechanisms/program theory

Step 6: Using Evaluation Findings

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

Mechanisms for Sharing Evaluation Information

- Written reports
- Presentations (formal or informal)
- Articles in newsletters
- Graphs, pictures, illustrations
- Stories



Review of Evaluation Tools

- **Tools for Designing and Conducting Evaluations**
- **Tools for Developing Surveys, Questionnaires and Measures**
- **Tools for Understanding Evaluations of Collaborative and Community Interventions**
- **Websites for Free Qualitative Data Analysis Software: Centers for Disease Control**

Thank you!

Questions?

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