Program Evaluation (Advanced Track)

Suzula Bidon | May 13, 2024
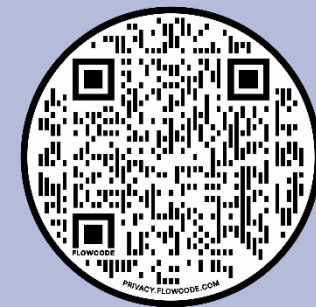
Indigenous Land Acknowledgement

- We respectfully acknowledge that we live and work in territories where indigenous nations and tribal groups are traditional stewards of the land. Our California office resides in Tongva territory.

- Please join us in supporting efforts to affirm tribal sovereignty across what is now known as California and in displaying respect, honor, and gratitude for all indigenous people.

Whose land are you on?

Option 1: Text your ZIP code to 1-907-312-5085

Option 2: Enter your location at https://native-land.ca

Option 3: Access Native Land website via QR Code

Community Agreements

- Be present and be an active listener.

- Remember: One mic, one voice.

- Practice inclusivity.

- Honor pronouns and gender identity.

- Show respect (this may look different for each person).

- Allow conflicting perspectives to exist.

- Assume best intentions.

- Take space, make space.

- Share what you are comfortable sharing.

- Protect individual privacy.

- Practice self-care.

- Encourage growth of self and for others.

- Support resource-sharing.

(Image: Microsoft)

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May Two-Track Event Details (5/13/24)

Objectives	Service Tracking and Data Integration	
	Foundational Track	**Advanced Track**
Learning Goals	• Understand the importance of program evaluation and the role it plays in measuring success. • Understand the role that stakeholders play in evaluating a program. • Understand how to develop a logic model with evaluation questions to measure successful implementation.	• Become familiar with the best tools to use for multiyear programs. • Know how to conduct process mapping using logic model components to evaluate your program. • Understand how the PRECEDE-PROCEED model can guide your organization in the different phases of evaluation. • Have clarity on what funders typically look for in program evaluation.
Target Audience	• Those seeking a solid understanding of program evaluation methods. • Participants looking to identify the key concepts of developing an evaluation plan. • Participants with a few years' experience in implementing programs and evaluating success.	• Individuals who are familiar with program evaluation and have managed or been involved with the process for more than two years. • Organizations that have implemented formal program evaluation and want to expand their knowledge base of best practices.

DHCS

Suzula Bidon, JD, MS, CPRS

- Attorney (Maryland, Minnesota, and Washington D.C.) specializing in criminal legal system reform and substance use-related law and policy

- Extensive experience with nonprofit boards and Recovery Community Organizations (RCOs)

- Certified Peer Recovery Specialist

- Certified yoga teacher and the creator of Recovery Yoga Meetings®: a yoga curriculum for individuals seeking recovery in treatment centers, yoga studios, and institutions

- M.S. in addiction policy and practice, Georgetown University

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Learning Objectives

- Choose evaluation tools to use for multiyear programs.

- Learn how to measure long-term impact.

- Describe how to conduct process mapping using logic model components to evaluate your program.

- Explain how the PRECEDE-PROCEED model can guide your organization in the different phases of evaluation.

- Identify what funders typically look for in program evaluation.

(Image: Microsoft)

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Advanced Evaluation: Choosing Evaluation Tools

Benefits of Advanced Evaluation

- Provides a **systematic approach** to study.

- Ensures **optimal implementation of programs and services**.

- Improves **efficiency and effectiveness of programs, services, and systems**.

- Demonstrates **impact to stakeholders** and **funders**.

- Informs **strategic decisions**.

- Supports **grant proposals for funding**.

(Metz, 2007)

Qualities of Evaluation Leaders

- Appreciate **long-term commitment** and evolving evaluation.

- Willing to share mistakes and **learn from failure**.

- Support **engaged team** of internal staff, outside evaluation expertise, and key stakeholders.

- Share and use evaluation findings to support **improvement**.

- **Tailor the evaluation process** to suit the specific characteristics and requirements of the content being assessed.

- Focus on **building capacity** of partners.

Variables for Choosing the Evaluation Tools

✓ Reliability

☰ Standardization

◎ Validity

Practicality

(Image: Microsoft)
(BetterEvaluation, 2005)

Process for Conducting an Effective Evaluation

IDENTIFY YOUR EVALUATION PURPOSE.

SELECT YOUR EVALUATION QUESTIONS.

CHOOSE YOUR EVALUATION DESIGN.

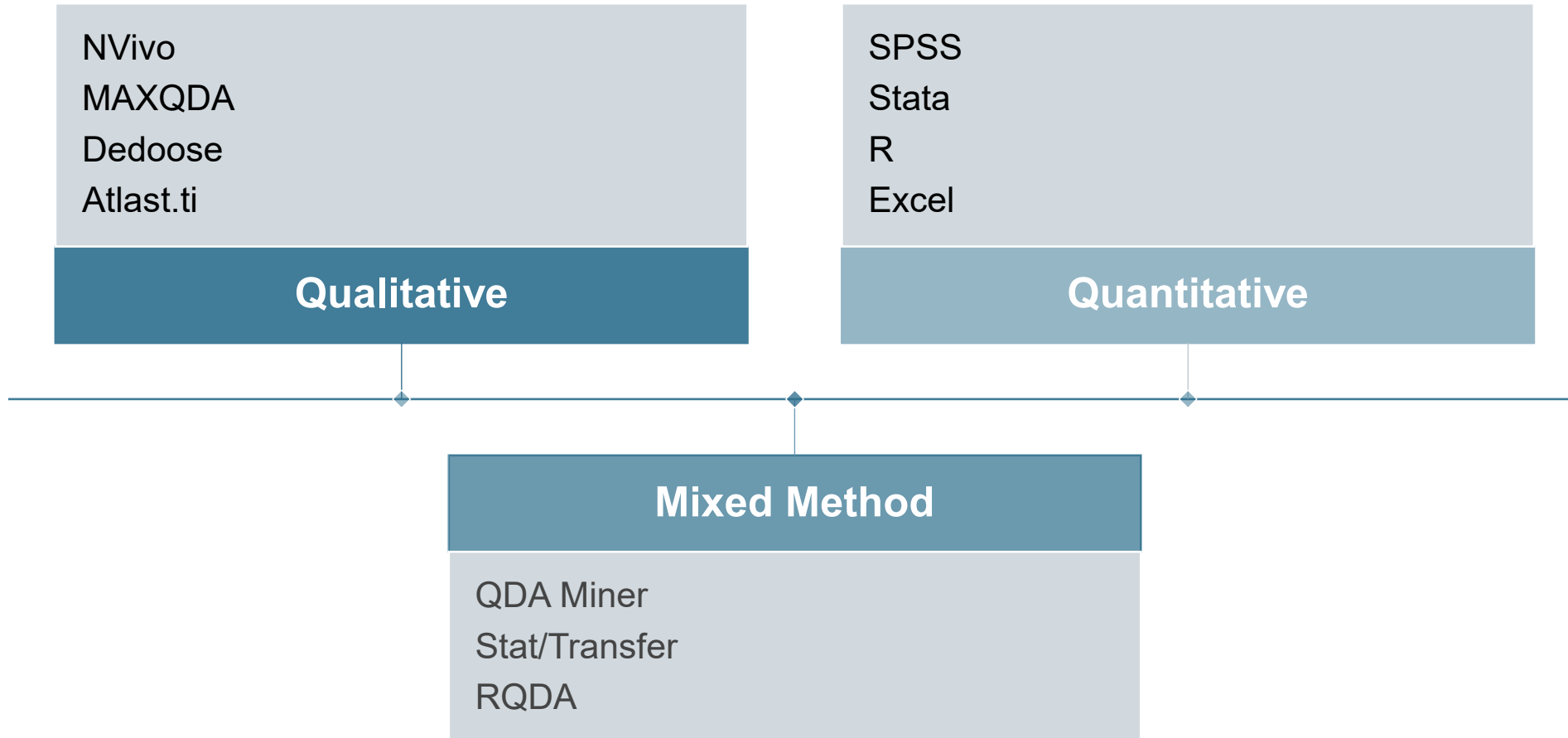SELECT YOUR EVALUATION TOOLS.

PLAN YOUR EVALUATION IMPLEMENTATION.

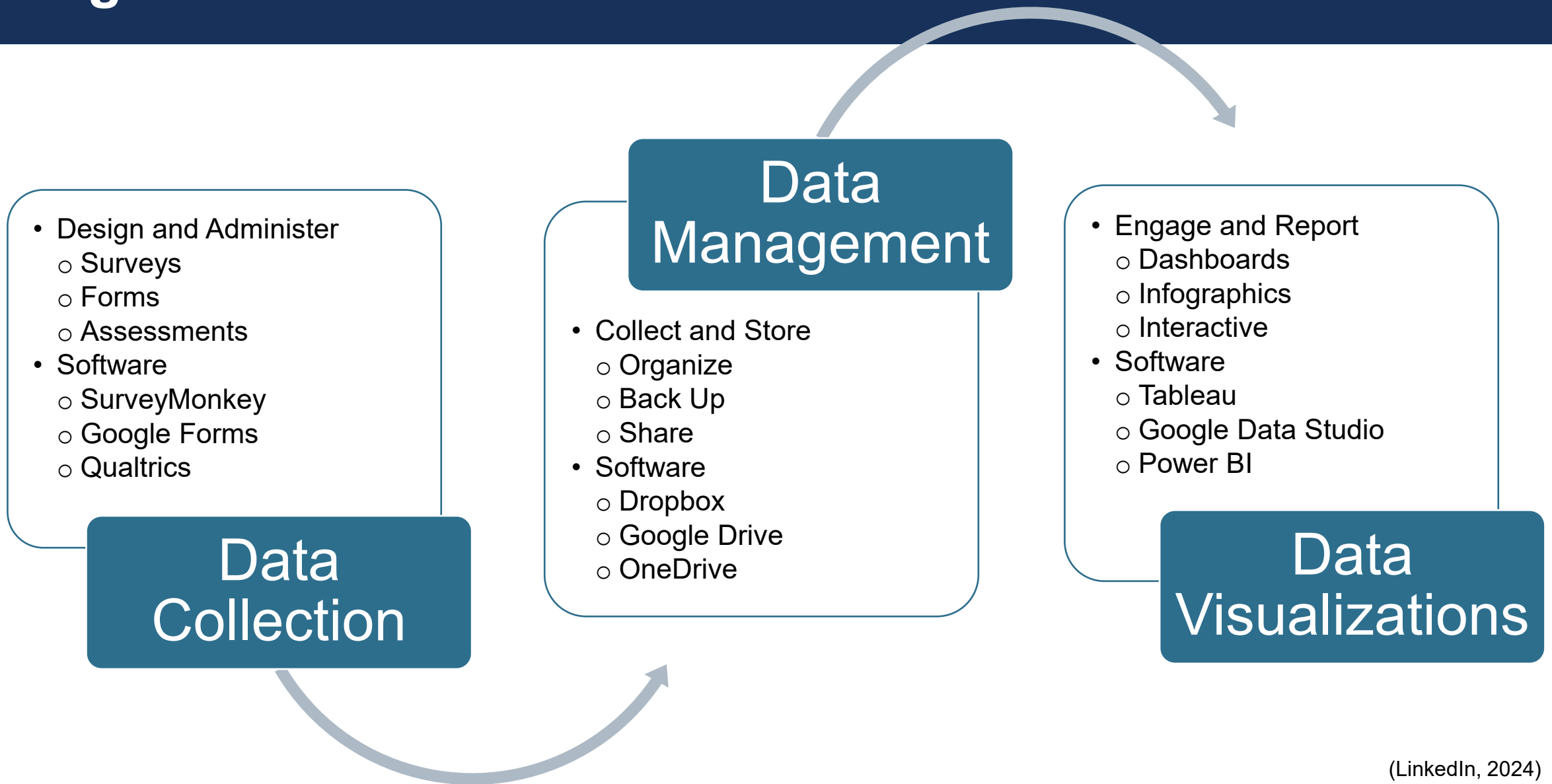COMMUNICATE YOUR EVALUATION RESULTS.

(Image: Microsoft)
(CDC, 2020)

Program Evaluation Tools

NVivo
MAXQDA
Dedoose
Atlast.ti

Qualitative

SPSS
Stata
R
Excel

Quantitative

Mixed Method

QDA Miner
Stat/Transfer
RQDA

(LinkedIn, 2024)

Program Evaluation Software

Data Collection

- Design and Administer
  - Surveys
  - Forms
  - Assessments
- Software
  - SurveyMonkey
  - Google Forms
  - Qualtrics

Data Management

- Collect and Store
  - Organize
  - Back Up
  - Share
- Software
  - Dropbox
  - Google Drive
  - OneDrive

Data Visualizations

- Engage and Report
  - Dashboards
  - Infographics
  - Interactive
- Software
  - Tableau
  - Google Data Studio
  - Power BI

(LinkedIn, 2024)

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Measuring Long-Term Impact: Benefits and Methods

Measuring a Program's Long-Term Impact

Long-term evaluation goals include:

- Assessing the effectiveness of the program in achieving its intended goals and objectives.

- Identifying the strengths and weaknesses of the program and areas for improvement.

- Understanding the unintended consequences of the program, such as negative impacts on beneficiaries or unintended effects on other areas.

- Demonstrating the effectiveness of the program to stakeholders, funders, and policymakers.

- Providing data-driven insights into program outcomes and impact to inform decision-making and drive improvements in program development and implementation.

(EvalCommunity, 2024)

Benefits of Impact Evaluation

- Demonstrates program effectiveness.
- Identifies areas for improvement.
- Informs decision-making.
- Increases accountability.
- Increases transparency.
- Enhances program quality.

(Image: Microsoft)
(EvalCommunity, 2024)

Types of Impact Evaluation

- **Randomized Control Trials (RCTs)**

- **Quasi-experimental designs**

- **Difference-in-differences (DID)**
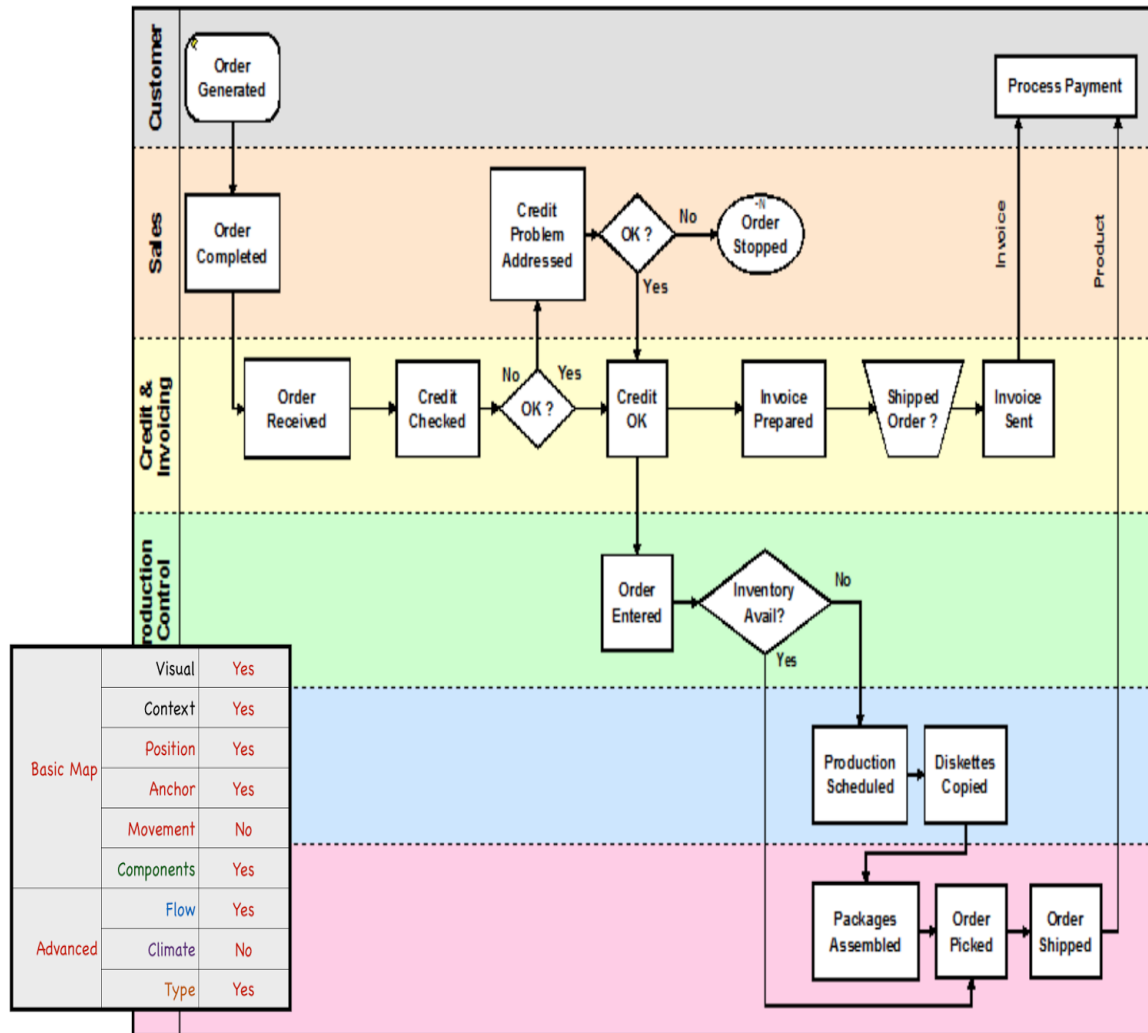
- **Case studies**

- **Surveys**

(Image: Microsoft)
(EvalCommunity, 2024)

Process Mapping to Identify Evaluation Variables

Why Use Process Mapping?

- **Aligns stakeholders**

- **Identifies gaps**

- **Creates performance metrics**

- **Uses pictures (better than words)**

- **Defines steps clearly**

- **Provides alignment toward improvement**

- **Orders the process**

- **Communicates to different learning styles**

(Image: Creative Commons)
(National Institute of Health, n.d.)

HCS

What Are Variables?

- **Inputs (resources)**

- **Activities (actions taken)**

- **Outcome (results)**

- **Fidelity (how valid)**

- **Reach (whom and how far)**

- **Exposure (how much)**

- **Dosage (intensity # of times)**

(Image: Microsoft)

Seven Steps to Process Mapping

Step 1. Understand what is the start and end of your program process.

Step 2. Plan your resources (inputs).

Step 3. Decide on which method/tools to use (interviews, surveys, etc.)

Step 4. Conduct interviews or engage the team for the Post-it activity.

Step 5. Convert the brainstorming session into a neat diagram.

Step 6. Review the process by sending it to the individuals and requesting feedback.

Step 7. Finalize the map, and consider "What did we originally intend as an outcome, and what have we achieved?"

(Team Asana, 2024)

The PRECEDE-PROCEED Model

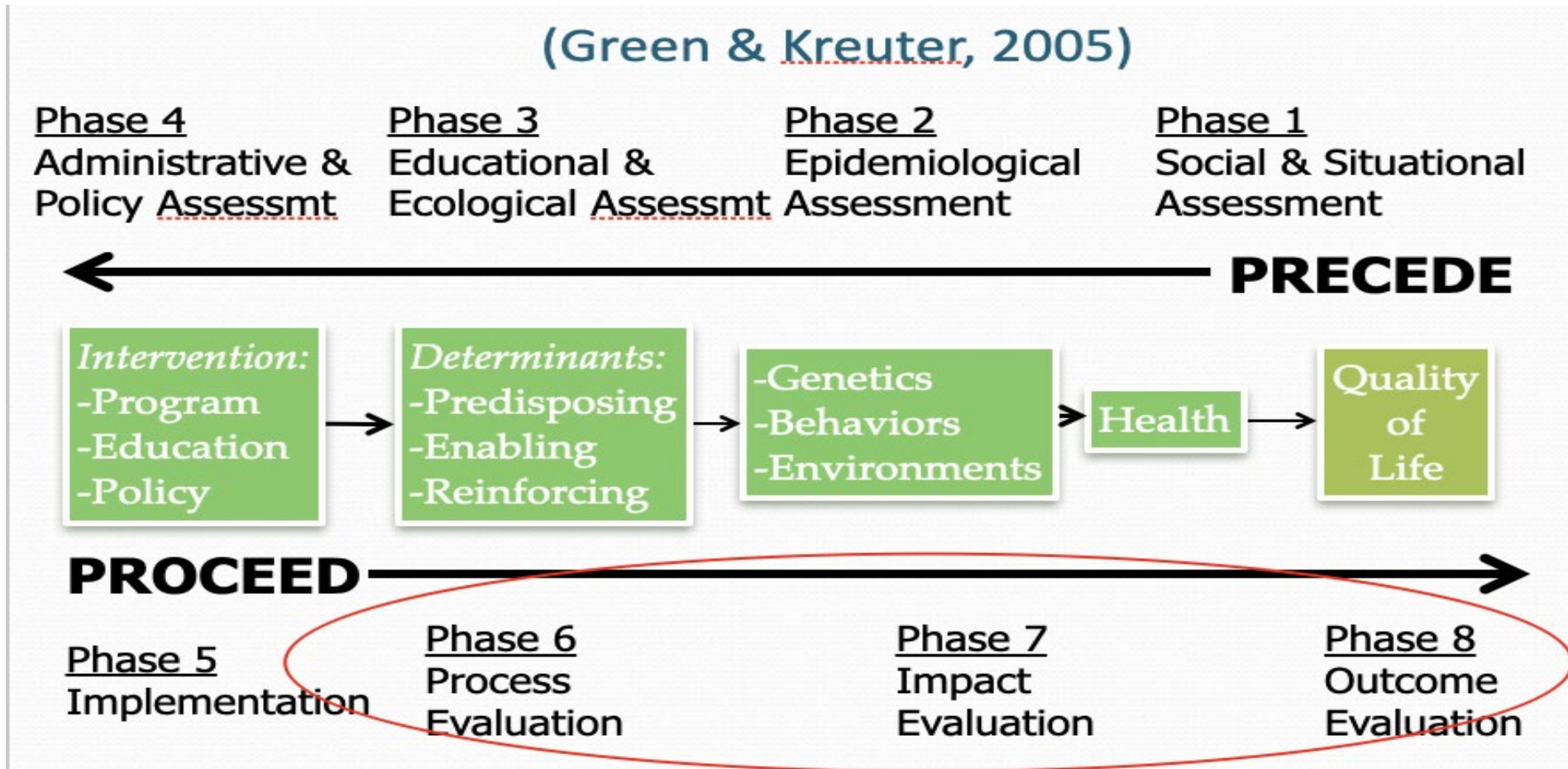# What Do "Precede" and "Proceed" Stand for?

PRECEDE:

- **P**redisposing

- **R**einforcing

- **E**nabling **C**onstructs in

- **E**ducational/environmental

- **D**iagnosis and

- **E**valuation

PROCEED:

- **P**olicy

- **R**egulatory

- **O**rganizational **C**onstructs in

- **E**ducational and

- **E**nvironmental

- **D**evelopment

(Rural Health Information Hub, n.d.)

Eight Phases of the PRECEDE-PROCEED Model

(Green & Kreuter, 2005)

Phase 4
Administrative &
Policy Assessmt

Phase 3
Educational &
Ecological Assessmt

Phase 2
Epidemiological
Assessment

Phase 1
Social & Situational
Assessment

← PRECEDE

Intervention:
-Program
-Education
-Policy

Determinants:
-Predisposing
-Enabling
-Reinforcing

-Genetics
-Behaviors
-Environments

Health

Quality
of
Life

PROCEED →

Phase 5
Implementation

Phase 6
Process
Evaluation

Phase 7
Impact
Evaluation

Phase 8
Outcome
Evaluation

(Adapted from Green, L. & Kreuter, M., 2005)
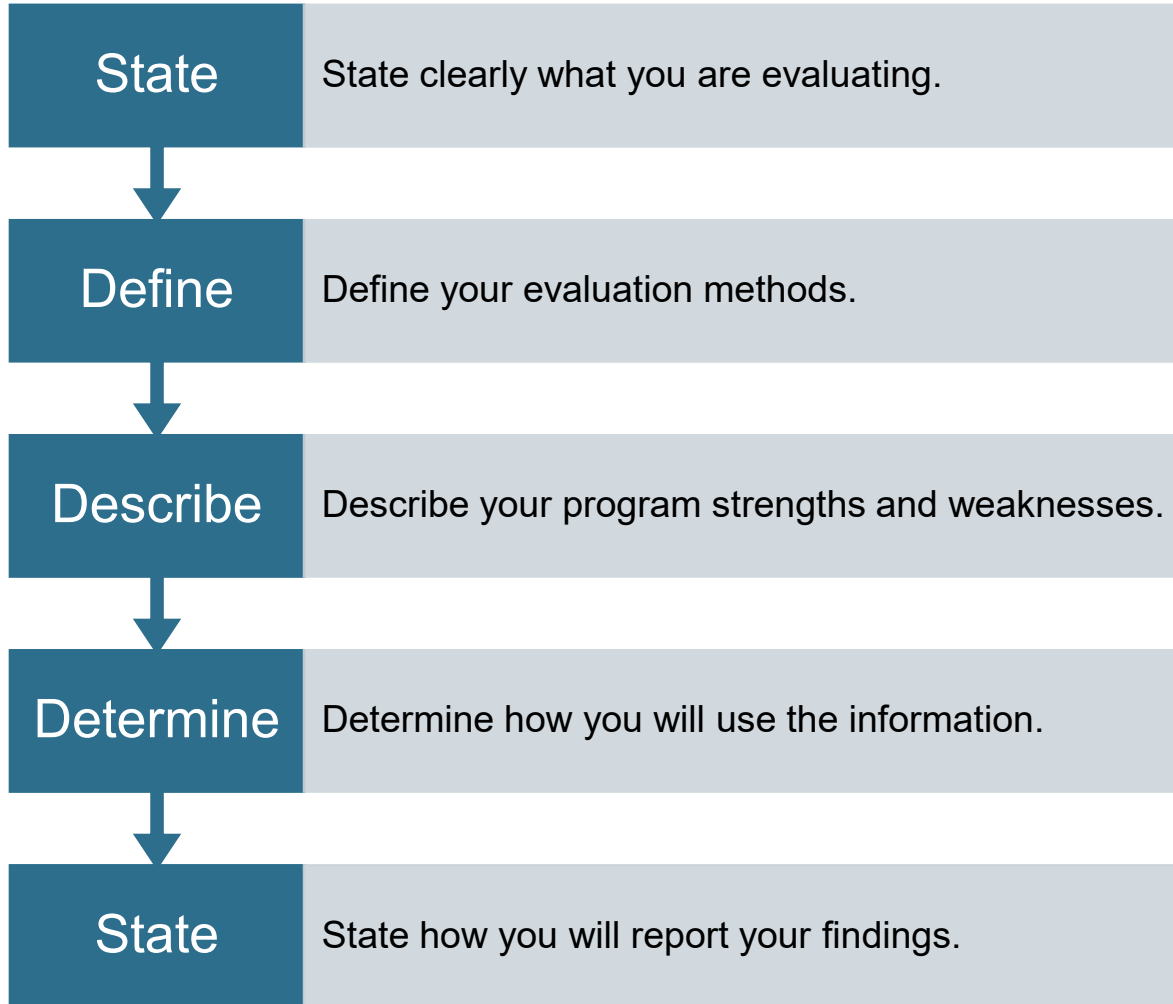
Phases of the PRECEDE-PROCEED Model

- **Phase 1. Social and Situational Assessment:** Evaluate environment and individuals.

- **Phase 2. Epidemiological Assessment:** Set health-related goals.

- **Phase 3. Ecological and Education Assessment:** Consider all environmental factors and personal aspects.

- **Phase 4. Administrative and Policy Assessment:** Review capacity and resources for program implementation.

- **Phase 5. Implementation:** Develop program evaluation plan before launch.

- **Phase 6. Process Evaluation:** Monitor program adherence and provide feedback.

- **Phase 7. Impact Evaluation:** Assess achievement of behavioral and environmental objectives.

- **Phase 8. Outcome Evaluation:** Evaluate program's public health impact.

(Crosby, R., 2011).

Contractual Requirements to Evaluate a Program

Program Evaluation Is Vital for Funders

State	State clearly what you are evaluating.
Define	Define your evaluation methods.
Describe	Describe your program strengths and weaknesses.
Determine	Determine how you will use the information.
State	State how you will report your findings.

(Image: Microsoft)
(Maqbool, 2024)

Grant Requirements: Best Practices

Effective Financial Management and Documentation

Timely, Accurate, and Consistent Reporting

Strong Internal Controls

Proactive Monitoring and Evaluation

Clear Communication with Grantors

Staff Training on Compliance Obligations

(Image: Microsoft)
(Maqbool, 2024)

Grant Reporting

DESCRIPTIONS OF HOW MONEY WAS SPENT

EXPLAIN ALL DECISIONS MADE THROUGHOUT

CHALLENGES ENCOUNTERED AND HOW RESOLVED

OUTCOMES ACHIEVED

SUCCESSES CELEBRATED AND LESSONS LEARNED

Learning Objectives Review

- Choosing evaluation tools to use for multiyear programs.

- Learn how to measure long-term impact.

- Describe how to conduct process mapping using logic model components to evaluate your program.

- Explain how the PRECEDE-PROCEED model can guide your organization in the different phases of evaluation.

- Identify what funders typically look for in program evaluation.

(Image: Microsoft)

Q&A

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