Introduction to Evaluation for Substance Use Prevention Professionals

December 2, 2020

New England (HHS Region 1)

PTTC Prevention Technology Transfer Center Network

Funded by Substance Abuse and Mental Health Services Administration

PUBLIC CONSULTING GROUP

Solutions that Matter

Acknowledgement

The New England Prevention Technology Transfer Center
(New England PTTC)

New England (HHS Region 1)
PTTC Prevention Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

is funded by the Substance Abuse and Mental Health Services Administration (SAMSHA) via a cooperative agreement.

Cooperative Agreement # 5H79SP081020-03

The use of affirming language inspires hope.

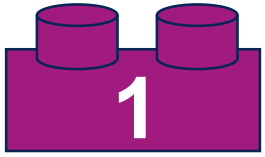
LANGUAGE MATTERS.

Words have power.

PEOPLE FIRST.

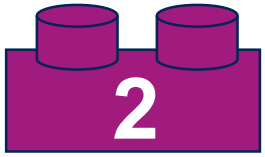
The PTTC Network uses affirming language to promote the application of evidence-based and culturally informed practices.

Webinar Series: Evaluation for Substance Use Prevention Professionals



Introduction to Evaluation
December 2, 2020

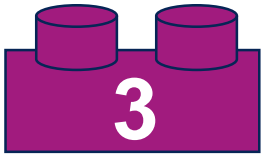
Identify the reasons why program evaluation is important
Explore common concerns about evaluation
Learn when and how to decide to hire an expert
Learn how to build the basis of an evaluation (Theory of Change & Logic Model) that is culturally responsive and sets up sustainable continuous quality improvement



Designing Your Evaluation
February 10, 2021

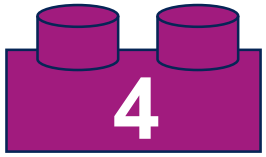
Identify different types of evaluation and understand how to choose the right one for their project
Learn what evaluation questions to ask and understand how to make sure they are culturally responsive and equitable
Understand how to choose and define a sample/ target population

Webinar Series: Evaluation for Substance Use Prevention Professionals



Conducting a Program Evaluation
March 31, 2021

Learn the difference between and importance of choosing the right evaluation tools
Identify procedures for collecting and storing data
Identify tools for data analysis
Develop a plan for making data collection and analysis a sustainable part of an agency's continuous quality improvement plan



Using Evaluation to Make Data Driven Decisions
June 9, 2021

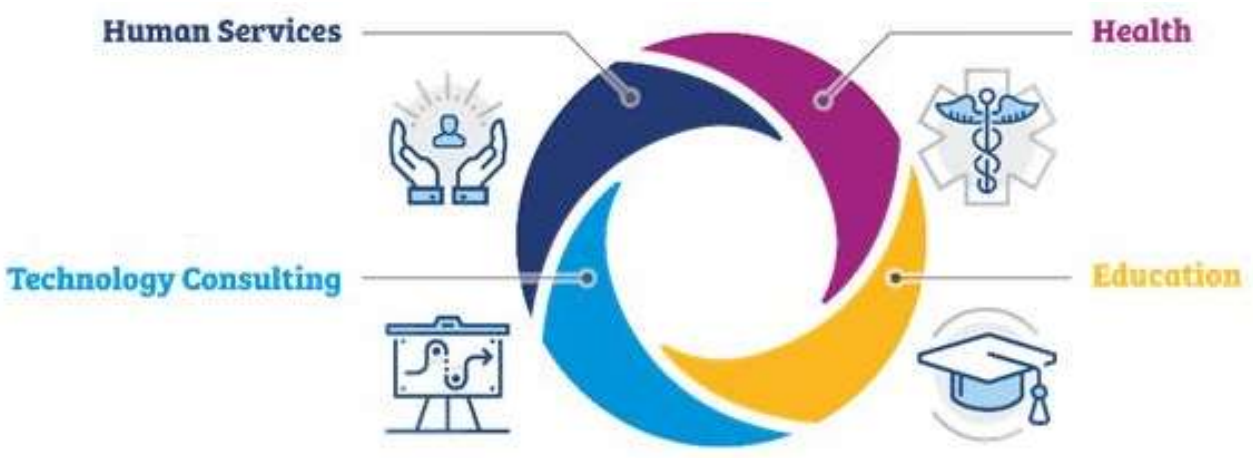
Identify reasons why and to whom to disseminate evaluation findings
Learn how to plan a message and tell the story of your data
Understand the pros and cons of presenting data via different products, like reports, executive summaries, and facts sheets
Develop a plan for incorporating data into long-term continuous quality improvement efforts

Agenda

- Introduce PCG
- Review Objectives
- Why Evaluation Matters
- Strategic Prevention Framework & Evaluation Cycle
- Theory of Change & Logic Models
- Group Activity
- Questions

About Public Consulting Group

We're a national management consulting and evaluation firm that has served public sector human services, health, education, and other state, county, and municipal government clients for more than 30 years.



Founded in 1986 Headquartered in Boston
2000 employees 4 practice areas
Operates from 61 offices across the United States, Canada, and the European Union
Primary mission: to assist public agencies to improve practices by providing solutions that matter

Objectives

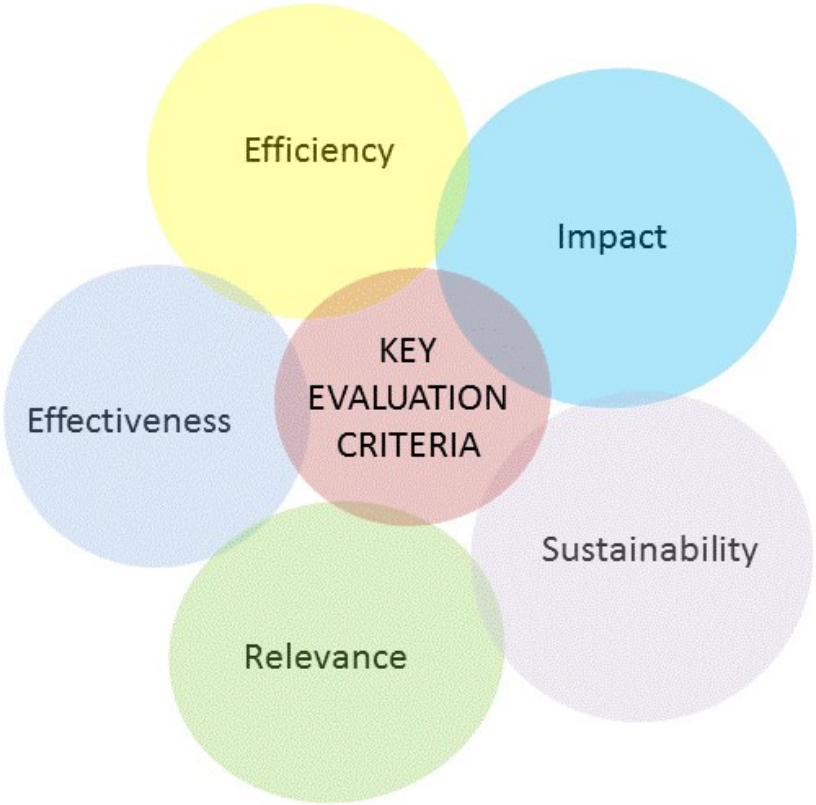
- Define evaluation
- Identify the reasons why program evaluation is important
- Explore common concerns about evaluation
- Learn when and how to decide to hire an expert
- Learn how to build the basis of an evaluation (Theory of Change & Logic Model) that is culturally responsive and sets up sustainable continuous quality improvement

“Evaluation is a systematic process to determine merit, worth, value or significance.”

- American Evaluation Association

Outcomes
Share your story
Evidence Based
Fun
Goals
Survey
Research
Impact Statement
Meaningful
Analysis
Impact
Resources
Progress
Survey
Evidence Based
Outputs
Improve
Resources
Research
Research
Achievement
Goals
Data
Project
Evaluation
Meaningful
Team
Team
Useful
Unexpected
Outcomes
Measurable
Impact Statement
Achievement
Project
Improve
Learning
Success
Quantifiable
Measurement
Change
Measurable
Meaningful
Success
Program Evaluation
Data
Change
HARC
Accomplishment
Interesting
Important
Program Evaluation
Interesting
Unexpected
Learning
Data
Improve
Impact
Story
Goals
Analysis
Impact
Survey
Funder
Evaluator
Quantifiable
Important
Program
Progress
Results
HARC
Accomplishment
Focus Group
Achievement
Success
Fun
Focus Group
Evaluator
Program
Evaluation
Story
Results
Funder
HARC
Interesting
Program
Measurement
Outcomes
Useful
Resources
Measurement
Progress
Results
Analysis
Outputs
Evaluation

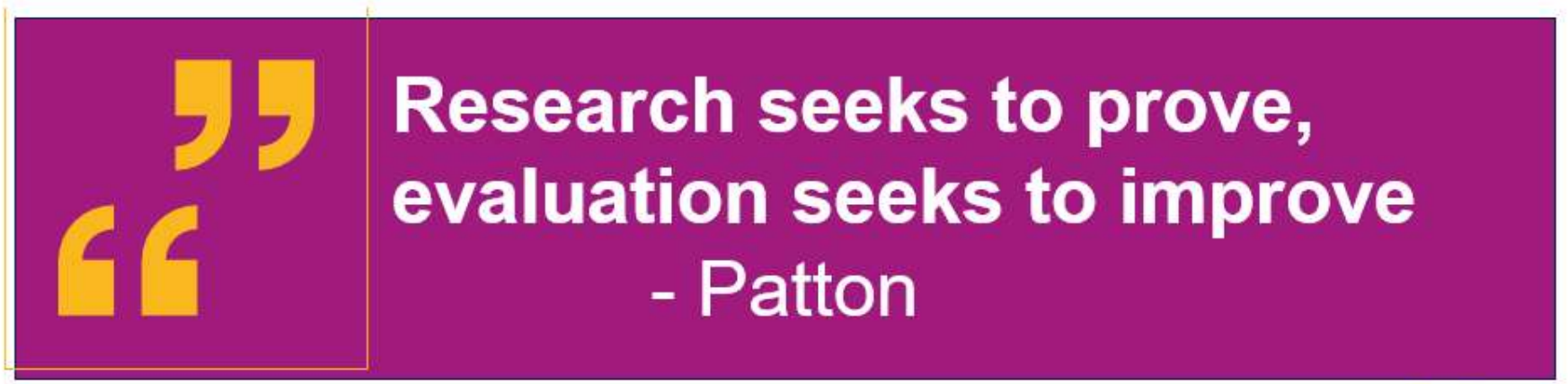
Evaluation Criteria



- **Relevance:** Is the program doing the right things?
- **Effectiveness:** Is the program achieving its objectives?
- **Efficiency:** How well are resources being used?
- **Impact:** What difference does the program make?
- **Sustainability:** Will the benefits last?

Research VS Evaluation

Research	Evaluation
Creating evidence	Assessing effectiveness of evidence
Goal is to contribute to knowledge base	Goal is to improve programs
Research derived questions	Program derived questions
More controlled setting	Dynamic setting



Common Concerns

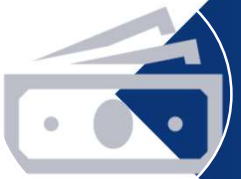
It's just too complicated.

Data collection is just an added burden for staff.

Evaluation is just another way to put staff under a microscope.

Common Concerns Continued

How do I know the evaluation is reaching the *right* people?

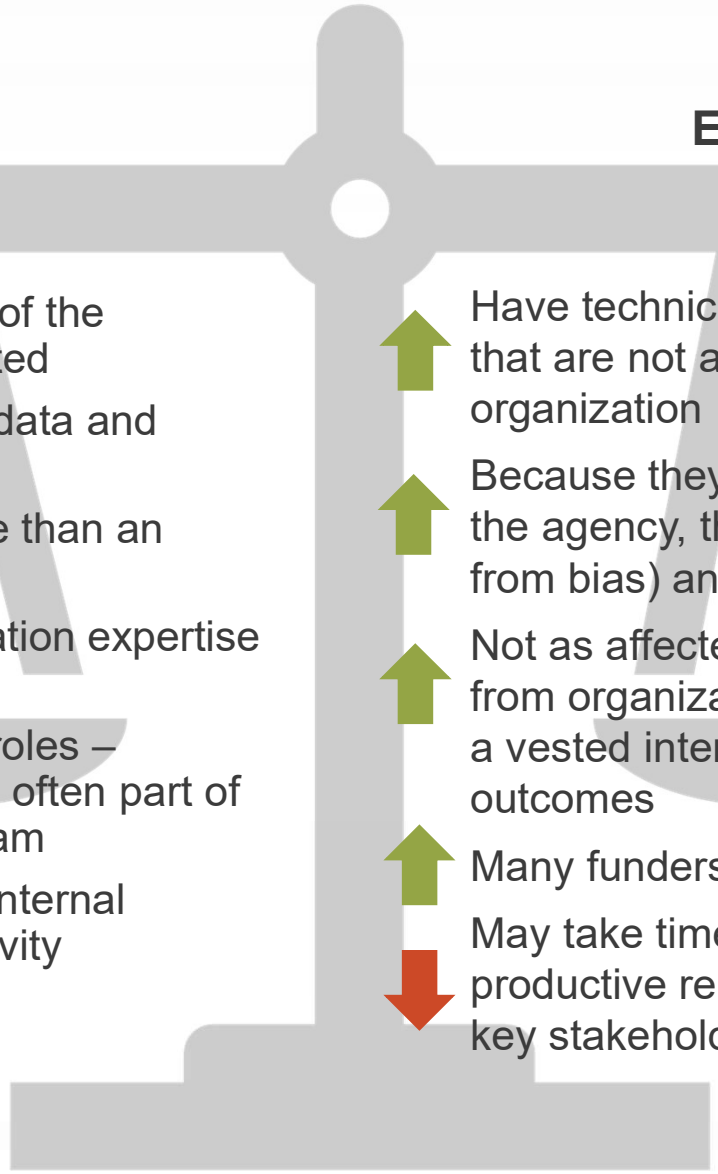


Spending money on evaluation takes away from other program dollars.

What if evaluation results show that our program isn't working or isn't working how we thought it was?

Define the problem or need		Show program benefits to the community	Report to funders
Identify available resources and readiness to address a need	Track outcomes	**REASONS TO EVALUATE**	
Track changes over time	Guide program or agency planning	Find out if a program works	Review cost efficiency
Identify program gaps	Build a better program		Identify or address disparities

Internal vs. External Evaluators



Internal Evaluation

- Strong understanding of the program being evaluated
- Often have access to data and key stakeholders
- May be less expensive than an external evaluator
- Commonly lack evaluation expertise and experience
- Potentially conflicting roles – internal evaluators are often part of the implementation team
- Funders may believe internal evaluators lack objectivity

External Evaluation

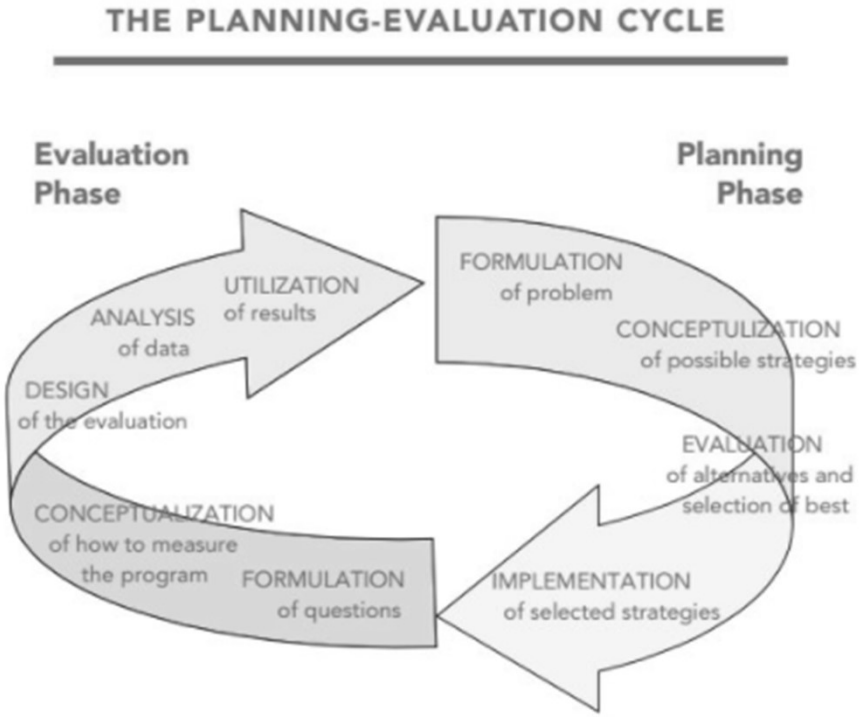
- Have technical expertise and experience that are not available within an organization
- Because they are not members of the agency, they bring an objective (free from bias) and often new perspective
- Not as affected by internal pressures from organization stakeholders who have a vested interest in the evaluation's outcomes
- Many funders require external evaluators
- May take time to build trust and establish productive relationships with key stakeholders

Evaluation for Substance Use Prevention Professionals

SAMHSA's SPF Model

- Conduct a community needs assessment,
- Mobilize and/or build capacity,
- Develop a comprehensive strategic plan,
- Implement evidence-based prevention programs and infrastructure development activities, and
- Monitor process and evaluate effectiveness.

Evaluation Cycles



Prof William M.K. Trochim

UNODC Evaluation Handbook

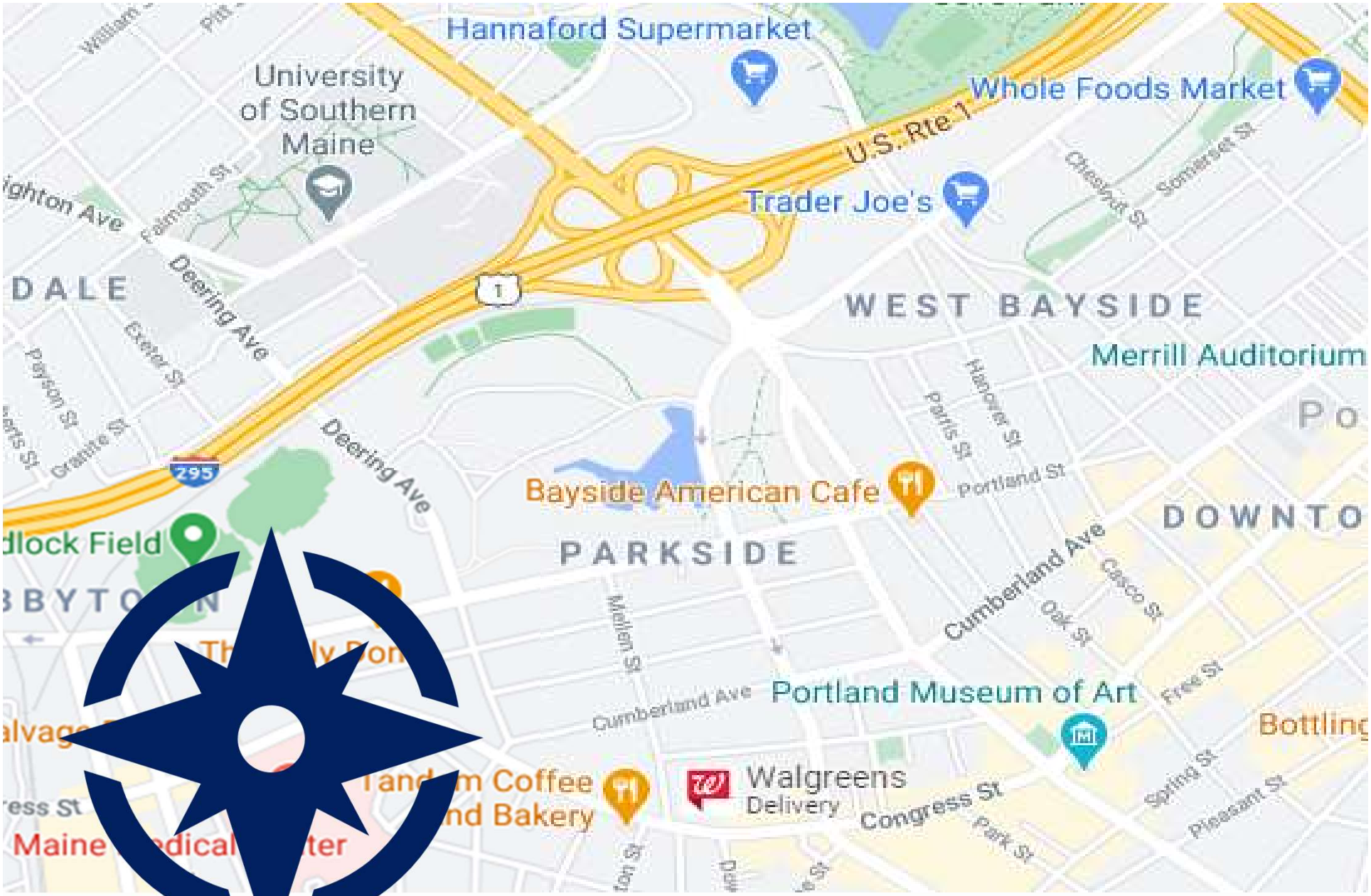
CDC Evaluation Framework

Evaluation Cycle

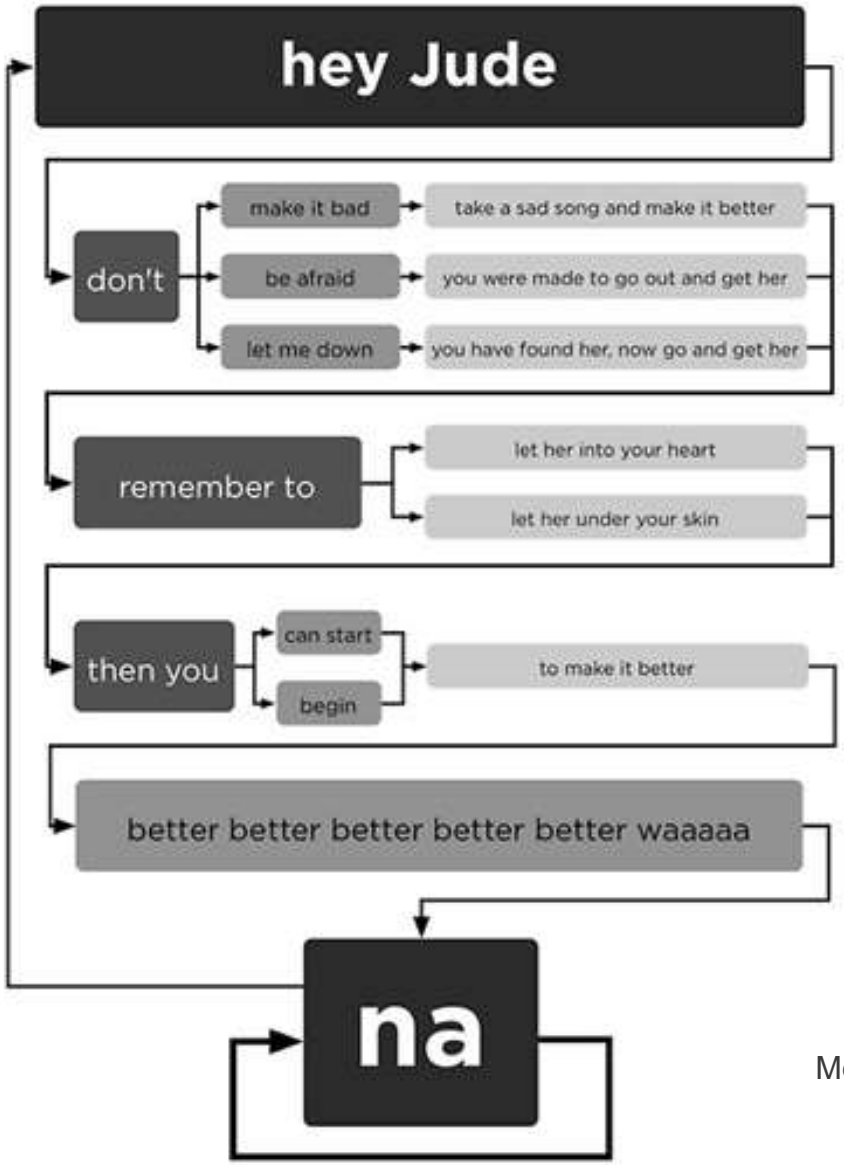
1. Outline the goals of the program or policy
2. Document the program objectives and strategies
3. Develop the theory of change and logic model with associated measures (indicators) and activities
4. Determine the type of evaluation to implement
5. Develop evaluation plan with key evaluation questions; select methods; determine data sources and data collection protocols
6. Gather, analyze, and interpret data.
7. Make a plan to use the data to continually improve processes and outcomes

UNODC Evaluation Handbook

Developing a Theory of Change & Logic Model


Hannaford Supermarket
University of Southern Maine
Whole Foods Market
U.S. Rte 1
Trader Joe's
Chestnut St
Somerset St
Falmouth St
Deering Ave
DALE
WEST BAYSIDE
Merrill Auditorium
Exeter St
Payson St
Granite St
Hanover St
Parris St
Portland St
Deering Ave
Bayside American Cafe
DOWNTO
PARKSIDE
Cumberland Ave
Casco St
Oak St
Mellen St
Portland Museum of Art
Free St
Cumberland Ave
Walgreens Delivery
Congress St
Park St
Spring St
Pleasant St

Theory of Change (TOC)



Assumptions (and their revision)

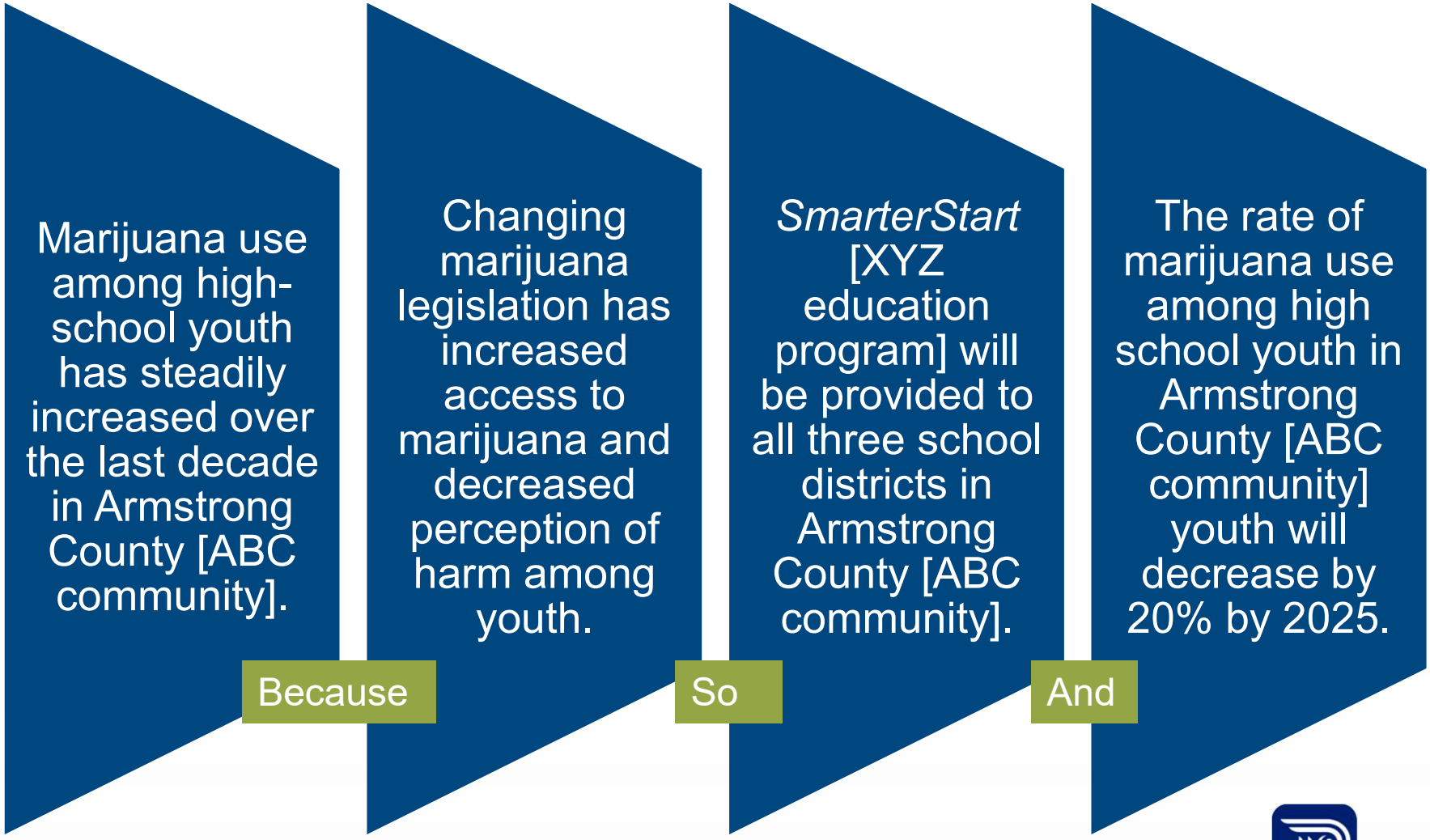
Activities

Outcomes

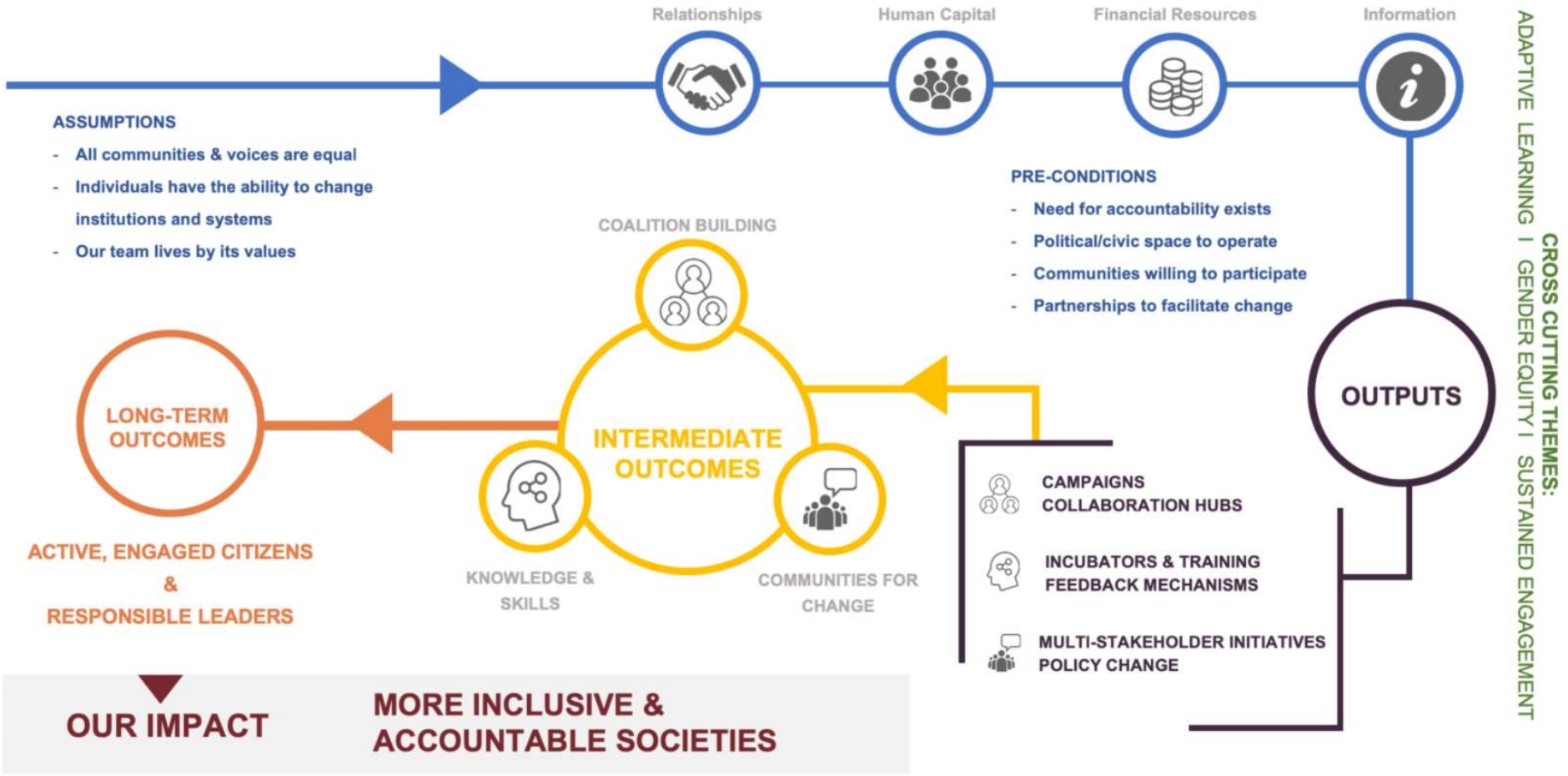
Impact

Monitoring and Evaluation News, 2013

TOC Example: Simple

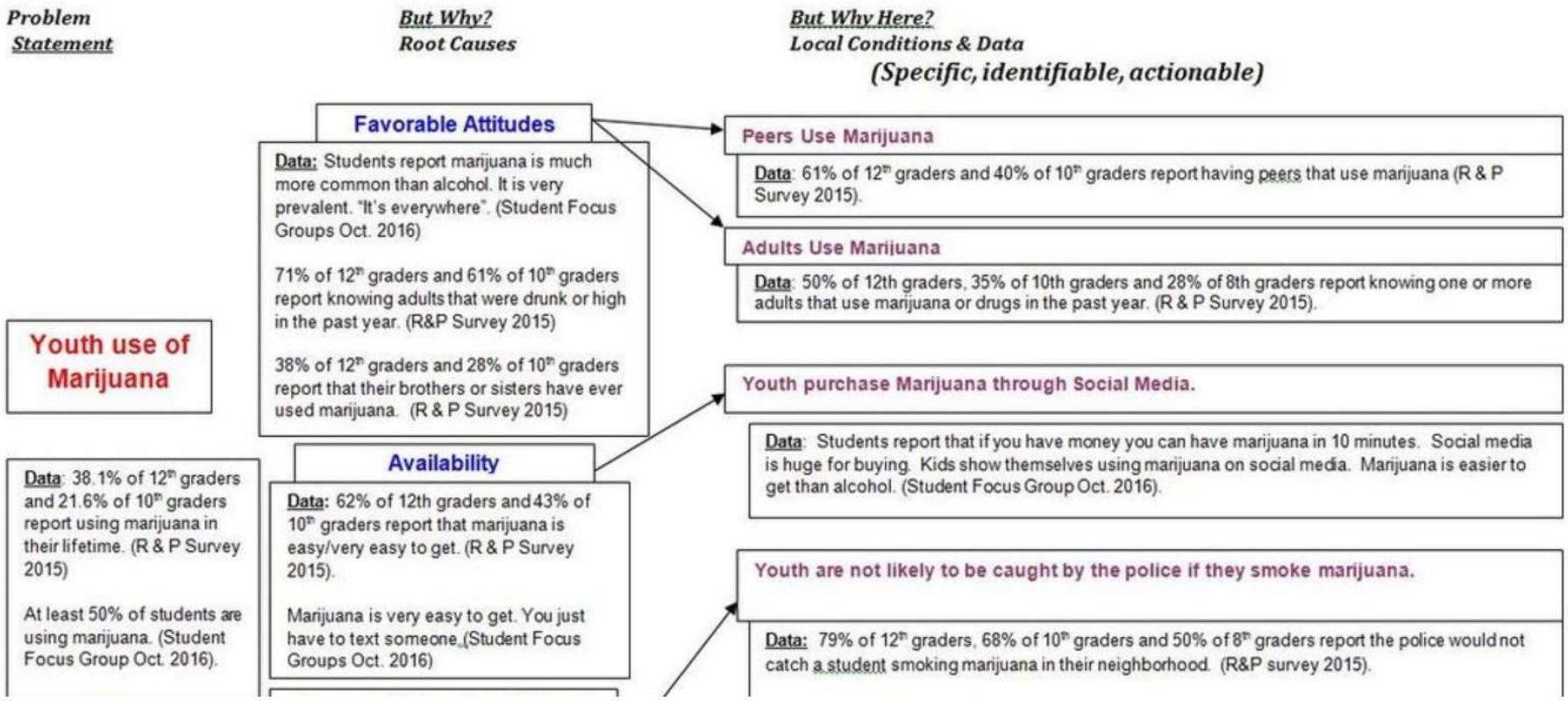


TOC Example: Complex



Accountability Lab, 2019

Program Logic Models



Evaluation Logic Model

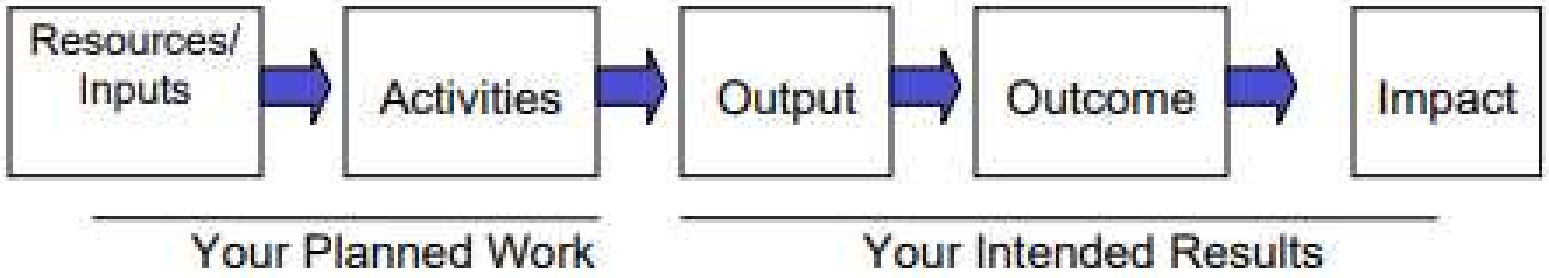
Certain resources are needed to operate your program

If you have access to them, **then** you can use them to accomplish your planned activities

If you accomplish your planned activities, **then** you will hopefully deliver the amount of service that you intended

If you accomplish your planned activities to the extent you intended, **then** your participants will benefit in certain ways

If these benefits are achieved, **then** certain changes in groups or communities are expected to occur



CDC, Logic Models

Building an Evaluation Logic Model

If we have _____ and _____ ,
(resource) (resource)

we can (do) _____ and _____,
(activity) (activity)

which will result in
_____ and _____.
(output) (output)

CDC, Logic Models

Evaluation Logic Model Example

Inputs	Activities	Output	Outcome	Impact
Armstrong County school district superintendents Armstrong County high school students Parents of Armstrong County high school students SmarterStart program educators	SmarterStart • Flyers on school campus • Classroom presentation • Letters to parents • Pre and post surveys of youth and parents	Armstrong County students and their parents are educated on the risks of marijuana use.	20% decrease in marijuana use among Armstrong County high school students by 2025	The rate of marijuana use among youth in Armstrong County will decrease.

Group Activity

In groups, pick one program and fill in a simple theory of change.

- I assume or observe that….
- And, I think it's because….
- So, we do this thing….
- We will have these results….

How did it go?

Homework

PTTC 1 to 3

The New England PTTC
One-to-Three Action Steps Worksheet

Complete the table below to plan how you will implement the recommended next steps. What do you need to do to implement each action step? Include who you need to partner with and a target date for when you will complete the action items.

Action Items	What are your next steps to complete this action item?	Who do you need to partner with?	Target date for completion
1. Action Item #1			
2. Action Item #2			
3. Action Item #3			

PTTC 1 to 3

In this section, make notes on successes and challenges or additional technical assistance needs. Please share your reflections or feedback with the New England PTTC so we can continue to offer programs, tools and technical assistance to help you achieve your goals.

	What went well when implementing these steps?	What additional questions and TA needs for the action items do you have?
1. Action Item #1		
2. Action Item #2		
3. Action Item #3		

Questions?

Complete Your Evaluation!

Resources

American Evaluation Association

https://www.eval.org/p/bl/et/blogid=2&blogaid=4

SAMHSA – A Guide to the Strategic Prevention Framework (SPF)

https://www.samhsa.gov/sites/default/files/20190620-samhsa-strategic-prevention-framework-guide.pdf

SAMHSA - Drug-Free Workplace Toolkit

https://www.samhsa.gov/workplace/toolkit/evaluate-program

Centers for Disease Control and Prevention – Hints for Conducting Strong Evaluations

https://www.cdc.gov/eval/strongevaluations/index.htm

Centers for Disease Control and Prevention – Framework for Program Evaluation in Public Health

https://www.cdc.gov/mmwr/PDF/rr/rr4811.pdf

Centers for Disease Control and Prevention – Evaluation Guide: Developing and Using a Logic Model

https://www.cdc.gov/dhdsp/docs/logic_model.pdf

Monitoring and Evaluation News – Hey Jude Theory of Change

https://mande.co.uk/2013/uncategorized/hey-jude-theory-of-change/

Accountability Lab – That We Learned While updating Our Theory of Change

https://accountabilitylab.org/what-we-learned-while-updating-our-theory-of-change/

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Solutions that Matter