

# Evaluation & Sustainability

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# Objectives

- Participants will have a better understanding of:
  - The importance of program evaluation
  - Types of evaluation
  - Types of data
  - Evaluation plan design consideration
  - When to evaluate
  - Tools and resources for evaluation
  - How to plan for program sustainability

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# Evaluation



# Why Evaluate

- Good evaluation = effective programs
- Identification of effective strategies
- Identification of areas in need of improvement
- Lead to sustainable programs
- Organization credibility



## Also Called...

- Evaluation Plan
- Program Evaluation
- Program Assessment
- Plan to Measure
- Measure of Success

# Types of Data

- Qualitative
  - Client stories
  - Observations
  - Testimonies
  - Open ended surveying
  - Also called soft data
- Quantitative
  - Numbers
  - Likert scale type surveying
  - Intake/Client assessments
  - Also called hard data



# Types of Data

- **Primary** – collected directly from the source
- **Secondary** – already exists

# Parts of Evaluation

- Needs Assessment
- Process Evaluation
- Outcome Evaluation

*\* Many times, a complete evaluation cycle is completed during a pilot project to determine effectiveness before scaling up*



# Needs Assessment

- A needs assessment is a systematic process for determining and addressing needs, or "gaps" between current conditions and desired conditions or "wants".
- Determines if a program is needed and/or desired by target population
- Can use both quantitative and qualitative data
- Can use both primary and secondary data

*\*Example: Community Health Needs Assessment*

# Process Evaluation

- Process Evaluation
  - Also called formative evaluation
  - Evaluation of program implementation
  - Determines why outcomes are happening
  - Answers questions like:
    - How is the program being implemented?
    - Is it proceeding as planned?
    - Are there unexpected challenges?
    - Are resources being used efficiently?
    - Are changes in strategies required?

# Outcome Evaluation

- Outcome Evaluation
  - Also called summative or impact
  - Evaluation of program results
  - Determines program's effectiveness
    - Can changes be attributed to the program
    - What elements are contributing to the success or failure?
    - Is it cost-effective?
    - Why or why not?
  - Determines impact
    - Is it contributing to longer-term outcomes
    - In what way?
    - Have there been unintended outcomes (positive or negative)?
    - What are they and why did they happen?
  - Determines any continuing benefits
    - Can outcomes be sustained beyond grant funding?



# Designing the Evaluation

- Before you design your evaluation strategy...
  - You need clear, measurable, and achievable outcomes
- Ask yourself:
  - What information do you need to prompt continuous improvement?
  - What funders will want to know?
  - What will be meaningful to the larger community?
- Good evaluation is:
  - An essential part of program planning (Logic Model)
  - Right sized
  - Systematic
  - Integrated with program activities



# How Complex?

- Complexity depends on:
  - Program design
  - Available resources
  - Funder requirements
  - Desire for in-depth findings vs. something less detailed

# When to Evaluate

- Short answer: **ALL OF THE TIME**
- Build it into your program design (Logic Model/Theory of Change)
- Process evaluation – collecting data daily
- Outcome evaluation – compiling data (weekly, monthly, quarterly)
- Report on findings to key stakeholders (monthly, quarterly, annually)
- Use findings to make adjustments
- **COMMON MISTAKES**
  - Waiting until a grant report is due
  - Having an evaluation plan in place without tools to collect data

# Using Your Logic Model

## OBJECTIVES

<b>Resources BUDGET</b>	<b>Activities PROGRAM</b>	<b>Outputs Short Narrative</b>	<b>Short &amp; Long Term Outcomes</b>	<b>Impact GOALS</b>
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem or asset we will conduct the following activities:</i>	<i>We expect that once completed or underway these activities will produce the following evidence of service delivery:</i>	<i>We expect that if completed or ongoing these activities will lead to the following changes in 1-3 years, then 4-6 years:</i>	<i>We expect that if completed these activities will lead to the following changes in 7-10 years</i>
Samantha Jones, Professional grant writer	Apply for Diversity and Inclusion grants from Christian Funders.	Diversity and Inclusion Discussions will be increased by 25%.	Invite influential speakers on Diversity to attend campus.	Minorities will feel more welcomed on Evangel's campus.
Evaluation Plan	Work with Samantha Jones on grant writing.	Student body will be more diverse by 10%.	Expand Hispanic Heritage Day to 3 days by 2021 and a week by 2022.	Springfield will know Evangel for its celebration of diversity and students will expect these events every year.
Crosswalk staff to work on project	Get statistics from Evangel regarding current diversity on campus and diversity events.	At least 4 diverse speakers will come to Evangel's campus per year.	Expand Allyship Day to 3 days by 2021 and a week by 2022.	There will be a consistent outline for diversity celebrations throughout the year.
For the Culture Staff	Learn what other Christian colleges are doing regarding Diversity and Inclusion.	Survey will be sent to all students to determine effectiveness of on campus events.	Expand Black History to one week by 2021. Be able to invite Black Shop Owners, artists, musicians, and dancers. Invite Influential Black Pastors to preach. Hold open discussion sessions where we have prizes, food, and activities.	For the Culture will be self-sustaining and can use profits made from the year before to function.
Communication Materials	Poll Evangel students to see what they believe the most pressing Diversity topics are.	Community will be surveyed to know if Evangel is known for Diversity and Inclusion efforts.	Purchase and sell For the Culture t-shirts that can help fund projects.	Students will be educated on topics of Diversity.
Partners: Community Life Staff	Create pre/post survey for Evangel students regarding their understanding of Evangel's Diversity efforts.	2 Diversity and Inclusion staff will be added.		Influential Leaders will know Evangel as a University that celebrates Diversity and Inclusion.
Cathy Williams, Registrar		There will be consistent funding from the University's Diversity and Inclusion.		
Jennifer Pulley, Retention Specialist				
Amanda Dixon, Executive Assistant to the Vice President for Student Development				

FORMATIVE/PROCESS  
EVALUATION

SUMMATIVE/OUTCOME  
EVALUATION



## 8 Questions for Evaluation

- What will be measured?
- What is the baseline?
- What information will be collected?
- When will information be collected?
- How will information be collected?
- Who will collect the information?
- How will data be analyzed?
- What reports will be produced when, and how will they be used?



# Tools and Resources for Evaluation

- People
  - Staff
    - Program
    - IT
    - Financial
  - Volunteers
  - Internal Evaluation vs. External Evaluation
- Spreadsheets
- Surveys
- Organizational process forms (ex. Intake forms)
- Databases
- Software

# Ethical Considerations

- Consent/Assent
- Opt Out
- Right to receive benefits of program even if they decline to participate in evaluation
- Personal information needs to remain confidential
- If they are providing a story, picture, or testimony, having written permission on file is a good idea
- If results are presented in aggregate, consent is not necessarily needed
- Consider participant needs
  - Literacy levels of materials
  - Produced in their language
  - Sensitivity to the culture and circumstances
- Questions? Seek expert advice
  - Internal Review Boards

# Example

- (a) EVALUATION AND TECHNICAL SUPPORT CAPACITY -- Corresponds to Section V's Review Criterion #3 (a).
- 1. Describe the plan for program performance evaluation that will contribute to continuous quality improvement. The program performance evaluation must monitor ongoing processes and progress toward meeting goals and objectives of the project. Include descriptions of the inputs (e.g., key evaluation personnel and organizational support, collaborative partners, budget, and other resources); key processes; variables to be measured; expected outcomes of the funded activities; and a description of how all key evaluative measures will be reported. Demonstrate evidence that the evaluative measures selected will be able to assess: 1) the extent to which the program objectives have been met, and 2) the extent to which these can be attributed to the project.
- 2. Describe a plan to demonstrate health system/organization culture change and evaluate the impact of the project and program activities on burnout, resilience, mental health, and wellness of health professional workforce organizations using screening and/or assessment tools, including providing a description of evidence based screening and/or assessment tools available to evaluate this impact.
- 3. Describe the systems and processes that will support your organization's collection of HRSA's performance measurement requirements for this program. At the following link, you will find examples of the required data forms for this program:  
<http://bhw.hrsa.gov/grants/reporting/index.html>.
- 4. Describe the data collection strategy and tools to accurately collect, manage, analyze, store, and track/report data (e.g., assigned skilled staff, data management software) to measure process and impact/outcomes, and explain how the data will be used to inform program development and training in a way that allows for accurate and timely reporting of performance outcomes.
- 5. Describe current experience, skills, and knowledge of individuals on staff, including materials published and previous work of a similar nature.

# Example

- 6. Evaluate the efficacy of the project in establishing, enhancing, or expanding evidence-informed or evidence-based programs/protocols that promote access to quality of care, services, and resources provided to health care professionals in reducing burnout and improving resilience, mental health, and wellness. Submit a publishable report of the evaluation to HRSA at the end of the cooperative agreement period of performance.
- 7. Describe any potential obstacles for implementing the program performance evaluation and meeting HRSA's performance measurement requirements and your plan to address those obstacles. The evaluation and reporting plan also should indicate the feasibility and effectiveness of plans for dissemination of project results, the extent to which project results may be national in scope, and the degree to which the project activities are replicable.
- 8. Include a plan for Rapid Cycle Quality Improvement (RCQI) for the continuous monitoring of ongoing project processes, outcomes of implemented activities, and progress toward meeting grant goals and objectives and the implementation of necessary adjustment to planned activities to effect course corrections. You may choose to require RCQI as part of an activity to be included under some or all program objectives and submitted as under the Work Plan. Additional information on RCQI is available at the following website:  
[https://www.healthworkforceta.org/wpcontent/uploads/2016/06/RCQI\\_Resource\\_Guide.pdf](https://www.healthworkforceta.org/wpcontent/uploads/2016/06/RCQI_Resource_Guide.pdf)
- **Performance Reporting Plan:**
- **HRSA requires that you collect the following preliminary list of data annually.**
- 1. Number of trainings provided and the demography of training participants.
- 2. Number of and type of health care organizations and disciplines of health care workforce trained.
- 3. Number of in-services and/or programs implemented to improve resiliency, mental health, burnout and wellness.
- 4. Number of training, toolkits, and other resources (website, social media, and apps) developed and disseminated to improve resiliency, mental health, burnout, and wellness among the health professional workforce.

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Sustainability

## What Happens After the Grant Ends?

- “We will continue to seek support throughout the duration of the program.”

**....is what not to say**

- Grants are “Soft Money”
- Need to plan for sustainability as part of the initial planning
- Do not include grant funding in organizational budget past duration of funding
- Beware of “grant hopping”

# How Will You Achieve Sustainability?

- Will your organization fund it?
  - Making a case with success
    - Ex. Hospital or School
  - Begin or expand fund development to support the program
    - Membership Fees
    - Annual Fund Appeals
    - Major Gifts
    - Planned Gifts
    - Endowment Funding
    - Special Events
  - Begin or expand earned income
    - Charging for services
    - Selling Merchandise
    - Third-party payment (health insurance)
    - Social enterprise/business venture



## How Will You Achieve Sustainability?

- Explore federated fundraising
  - Ex. United Way
- Investigate Public Funding
  - Local, regional and state funding
- Turn it over to another organization





## Making a Case for Sustainability Within the Application

- Tapering off grant funding within request
- Include a letter of support/commitment from your board of directors if appropriate
- Document other funding commitments
- Has your organization successfully assumed financial responsibility for other grant funded programs?
- Proposal should reflect serious consideration
- Do not be vague



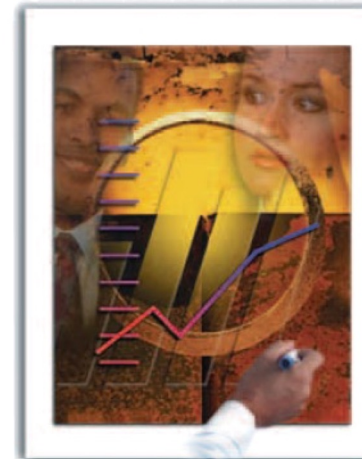
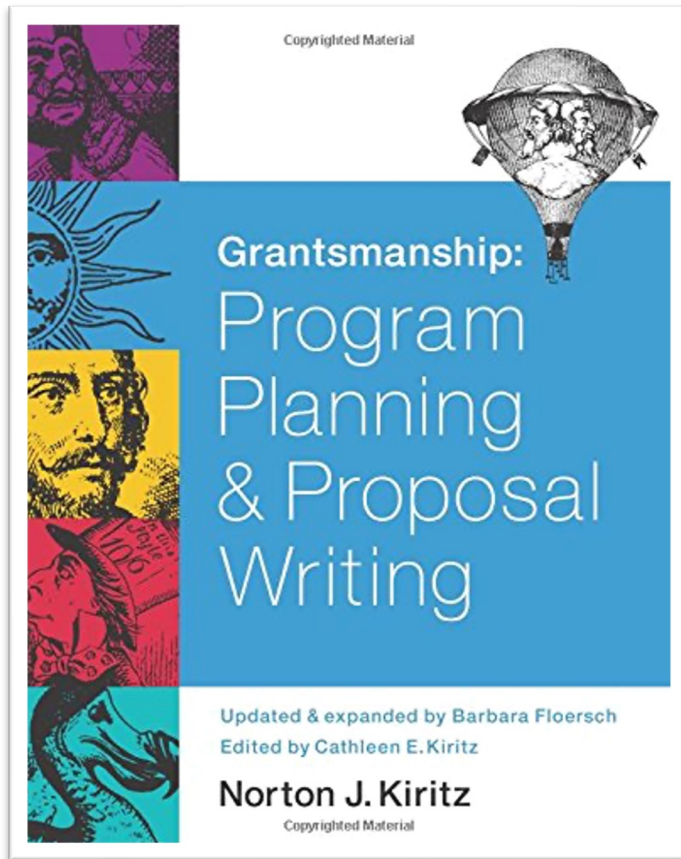
# Good Habits

- Connect with community leaders
- Develop relationships with funders
- Spread the word
- Involve others

## Example

- ▪ (b) *PROJECT SUSTAINABILITY* -- *Corresponds to Section V's Review Criterion #3 (b).*
- Provide a clear plan for project sustainability after the period of federal funding ends.
- 1. Plans for exploring future sources of potential funding.
- 2. Proposed timetable for becoming self-sufficient.
- 3. Challenges that are likely to be encountered to sustain the program and proposed approaches that will be used to resolve these challenges.
- 4. Specify how the plan addresses sustaining key elements of the supported activities such as participant training, educational strategies, partnerships; tangible next steps for continuing

# Resources



*W.K. Kellogg Foundation  
Evaluation Handbook*

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