The Nuts and Bolts of Evaluation for Community Organizations:

Evaluation Methods

September 25, 2020
To obtain continuing education (CE) hours:

1. Stay for the duration of the session.
2. Demonstrate engagement by participating in chat discussion and any polls.
3. Complete the evaluation that will be distributed 1-2 business days after the session.

Housekeeping

- Microphones are muted.
- Live Transcription is available.
- Ask questions through Q&A.
- Use the chat box to share reactions and comments.
- The recording and slide deck will be shared after today’s session.
Program Evaluation Group (PEG) partners with public and private organizations to provide evaluation training, consulting and data services.

https://ssw.umich.edu/research/program-evaluation
"We acknowledge that
The University of Michigan, named for Michigami, the world’s largest freshwater system and located in the Huron River watershed, was formed and has grown through connections with the land stewarded by Niswi Ishkodewan Anishinaabeg: The Three Fires People who are the Ojibwe, Odawa, and Potawatomi along with their neighbors the Seneca, Delaware, Shawnee and Wyandot nations.”
New webinar series!

- The Nuts and Bolts of Evaluation for Community Organizations
- Multi session series
- June – December 2020
- Practical aspects of conducting evaluation
- Free continuing education credits for social workers
- View past recordings: https://apps.ssw.umich.edu/development/offices/program-evaluation/events
1. Introductions
2. Overview of Methods
3. Common Methods: Examples, Advantages and Disadvantages, and Equity Consideration
4. Questions and Answers
POLL: Where do you live?

Don’t live in Michigan? Tell us where in the chat box!
POLL: What sector best describes your affiliation?

1. Business
2. Community development
3. Community member
4. Criminal justice / juvenile justice
5. Education
6. Evaluation
7. Government
8. Healthcare / public health
9. Human services
10. Other (write in the chat box!)
POLL: What is your experience level with evaluation?
Types of Evaluation

This is not an exhaustive list

You are not limited to one type!

Formative or Summative

Needs Assessment  Process  Outcome  Efficiency (Economic)  & Others
Evaluation Methods Basics

Quantitative
- Numerical data
- Usually statistical processes applied
- Examples: Survey with Likert scale, attendance, GPA

Qualitative
- Non numerical information
- Coding and organizing of data
- Examples: Interview, observation, open-ended survey questions

Mixed Methods
- Combination of quantitative and qualitative data
- Qualitative data can provide understanding of quantitative results

Decision on which methodology is influenced by research questions
Evaluation Questions

Planning and Implementation

Objectives and Outcomes

Impact

Appropriateness

Effectiveness

Efficiency

A question that, when answered, identifies the extent to which project activities and/or outcomes were achieved.

Strong evaluation questions are broad in order to identify potential learnings from the evaluation process.

Evaluation questions should reference the expressed goals and activities of the program or project.
Potential Evaluation Questions and Associated Methods

- **What do the people in our community need?**
  - Secondary data
  - Listening sessions
  - Focus groups
  - Surveys

- **What are promising practices in our program?**
  - Interviews
  - Focus groups
  - Observations
  - Surveys

- **How much did we do and who did we reach?**
  - Document review
  - Database development

- **How do we tell the story of our work?**
  - Document review
  - Key informant interviews

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- **Do our programs help people?**
  - Pre-test / Post-test
  - Interviews
  - Focus groups
  - Randomized control trial

- **Is our community better off?**
  - Secondary data
  - Surveys
Embedding Equity within your Evaluation

1. Evaluation and evaluative work should be in service of equity.
   Production, consumption, and management of evaluation and evaluative work should hold at its core a responsibility to advance progress towards equity.

2. Evaluative work can and should answer critical questions about the:
   - Ways in which historical and structural decisions have contributed to the condition to be addressed
   - Effect of a strategy on different populations
   - Effect of a strategy on the underlying systemic drivers of inequity
   - Ways in which cultural context is tangled up in both the structural conditions and the change initiative itself.

3. Evaluative work should be designed and implemented commensurate with the values underlying equity work:
   - Multi-culturally valid
   - Oriented toward participant ownership.

Resources

Equitable Evaluation Initiative: https://www.equitableeval.org/

We All Count: https://weallcount.com/

Public Policy Associates: https://publicpolicy.com/
   - Considerations for Conducting Evaluation Using a Culturally Responsive and Racial Equity Lens
   - Is My Evaluation Practice Culturally Responsive?

Child Trends: https://www.childtrends.org/
   - A guide to incorporating a racial and ethnic equity perspective throughout the research process

Dismantling Racism: https://www.dismantlingracism.org/

From: https://www.equitableeval.org/
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What are the CHW program’s concerns when it comes to longevity and sustainability of CHW employment?

“Funding for community health workers remains an issue. The importance and value of the work of CHWs is vital to the health of our communities.”

“Continued advocacy and coordination with health plans will only continue to help the profession grow stronger and more sustainable.”
Survey Pros and Cons

Advantages
● Convenient
● Cost effective
● Easier to analyze

Disadvantages
● Need a strong understanding of potential responses
● Less depth of responses
● Less buy-in
● Danger of assuming generalizability

★ What do the people in your community want to tell you?
Equity Considerations for Surveys

- Readability, accessibility, and cultural validity of the survey language
- Be aware of sensitive questions
- Opportunity for the participant to benefit
- Put findings in context
- Pair with personal stories
- Engage program beneficiaries in the design and interpretation process
Potential Evaluation Questions and Associated Methods

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Example: Observations

Qualitative

A collaborative of agencies serving the senior population rolled out a new Admission/Discharge/Transfer (ADT) system.

Observations of collaborative meetings where agencies discussed how the technology rollout was functioning.

How do program participants use the new system to inform best practices in patient care?

<table>
<thead>
<tr>
<th>Theme: Utility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition:</strong> The value-add to agencies regarding the ADT system.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meeting 1 Examples</th>
<th>Meeting 2 Examples</th>
<th>Meeting 3 Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants indicated that ADT would improve efficiency and accuracy, provide information sooner, and could help ease burden.</td>
<td>Clients are being seen sooner</td>
<td>ADTs help brainstorm new treatments and avoid hospitalizations</td>
</tr>
<tr>
<td>Less citations on reports</td>
<td>Patients have experienced less readmissions</td>
<td>Quality of care has increased; clients are more easily managed, trends are being noticed, quicker response times</td>
</tr>
<tr>
<td>Data is being sent to providers quicker</td>
<td>Billing has improved</td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>
Observation Pros and Cons

Advantages
- Data is not biased by participants’ perception
- Cost effective
- Data collected by trained observers

Disadvantages
- Observer can get distracted
- Data consistency between observers
- Only a snapshot of one moment in time (could be a bad day!)
- Those being observed may act differently if they know they are being observed “Hawthorne Effect”
- Time consuming

If resources allow, have more than one observer and compare notes.
Equity Considerations for Observations

- Who is present and who is missing
- Checking your assumptions or implicit biases
- Who are you paying attention to
- Where are you in the room
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Example: Grantee Interviews

- Grant program at a foundation
- Interviews with grantees across three rounds of funding
- Are there ways the funder could help grantees reach their goals?
- What roadblocks or challenges did you encounter that made it more difficult to successfully achieve your project goals?

Recommendations to Funder

- Strengthen the cohort experience.
- Build maintenance funding into the grant structure.
- Provide access to technical assistance.
Interview Pros and Cons

Advantages
- More depth in responses
- Room for wide range of experiences
- Don’t need to know what to expect
- Many people like to talk about their experiences

Disadvantages
- Time consuming
- Expensive
- More difficult to synthesize
- Easy to get off topic

★ Build rapport and be crystal clear on what you want to know.
Equity Considerations for Interviews

- Consider compensating interviewees for their time
- Accessibility and cultural validity of the interview language
- Consider accessibility of interview times, locations, and technology platforms
Pulse Check: How are you feeling?

Confused - Overwhelmed - Relaxed - Engaged - Excited
Potential Evaluation Questions and Associated Methods

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Rollout of ADT Technology

Show the process of what has been happening throughout the project

When did challenges happen that made rollout difficult?
Document Review Pros and Cons

Advantages
- Cost effective
- Provides context and background

Disadvantages
- Not everything you review will be relevant to the project
- Selection bias of documents
- Could be incomplete
- Time consuming

Equity and Other Considerations
- Doesn’t always showcase the human experience
- Only includes the perspective of the organization
- Who is represented and who is missing in the documents

Determine the accuracy of every document you are reviewing, be sure to review final documents!
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### Example: Database Development

#### Geographic Scope
- Local
- National
- Statewide

#### Geographic Scope - Detail
- Detroit, MI
- Ypsilanti, MI
- Washington DC
- Chicago, IL
- Oakbrook Terrace, IL
- Traverse City, MI

#### Organization Type
- Community based
- Membership organization
- Non-profit organization
- Educational organizing
- Religious based
- Community development
- Healthcare
- Criminal justice
- Community based
- Criminal justice
- Healthcare
- Community based
- Healthcare
- Youth empowerment

#### Organization Sector
- Educational organizing
- Religious based
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**Quantitative**
Databases Pros and Cons

Advantages
- Simple, low cost
- Can track over time
- Provides big picture

Disadvantages
- Easy to drown in data
- May need database management platforms or training

Equity and Other Considerations
- Need consistent data definitions
- Only collect information that you will use
- Consider the broader context

Draw the table or graph you want to have before you start!
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Example: Pretest/Posttest

**Quantitative**

NASW Substance Use Disorder Institute (Case Study from previous webinar)

Participants complete a survey, participate in a training module, and then complete the survey again

Are participants learning from the module content?

Please answer the following questions based on your experience. There are no right or wrong answers.

1 = Not at all confident; and/or I don’t know what this is or I don’t feel comfortable doing this

2 = Slightly confident; and/or I can do this with a lot of support or assistance from a supervisor or resources

3 = Somewhat confident; and/or I can do this with light support or assistance from a supervisor or resources

4 = Very confident; and/or I can do on my own, independently

5 = Extremely confident; and/or I can teach someone else to do this

I understand the associated symptoms of Post Acute Withdrawal Syndrome (PAWS)

![Confidence Scale](image)
Pre/Post Test Pros and Cons

Advantages

- Show effect of an intervention
- Provides comparison
- Internal validity

Disadvantages

- Response bias
- Might not be enough time between pre and post test
- Change is not always statistically significant
- Confounding variables
- External validity
- Paired response tracking

If you did not get pre data, you can collect retrospective pre-test data
Equity Considerations for Pre/Post Test

- Same as survey considerations
- Depending on length between pre and post test, participants may have different availability
- Context of participant conditions are pre and post test
Pulse Check: How are you feeling now?

Confused  Overwhelmed  Relaxed  Engaged  Excited
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- Group conversation generates ideas
- Group members should have similar backgrounds and experiences
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• Gold standard for comparing outcomes with and without a program
Potential Evaluation Questions and Associated Methods

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- Population level outcomes
  - Examples: Census Bureau, Kids Count, Centers for Disease Control
Recap: Choosing Methods

Five Considerations

- **Evaluation question**: What do you want to know?
- **Audience**: Who is your audience? What type of product do they want?
- **Equity**: How can program beneficiaries be engaged? How can you ensure the method is equitable?
- **Resources available**: How much time do you have? How much funding do you have? How much staff capacity do you have?
- **Advantages and disadvantages**: Which method best fits your needs?
Literature Reviewed


Questions and Feedback
Help us help you!

- Survey Design
- Using Excel for Evaluation
- Data Visualization

Please write in the chat box any specific areas you want us to cover within these topics or any ideas for future webinars.
Introducing a new webinar series:

The Nuts and Bolts of Evaluation for Community Organizations
Presented by the University of Michigan School of Social Work Program Evaluation Group

**Next Webinar:** Survey Design

**Date:** Friday, October 23rd, 2020

**Time:** 12:00 PM, EST

Stay in Touch!
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Past Webinar Recordings
https://apps.ssw.umich.edu/development/offices/program-evaluation/events