SCHOOL OF SOCIAL WORK
PROGRAM EVALUATION GROUP
UNIVERSITY OF MICHIGAN

partnering with you
TO MEASURE WHAT MATTERS

The Nuts and Bolts of Evaluation for Community Organizations:

Evaluation Methods

September 25, 2020

Housekeeping

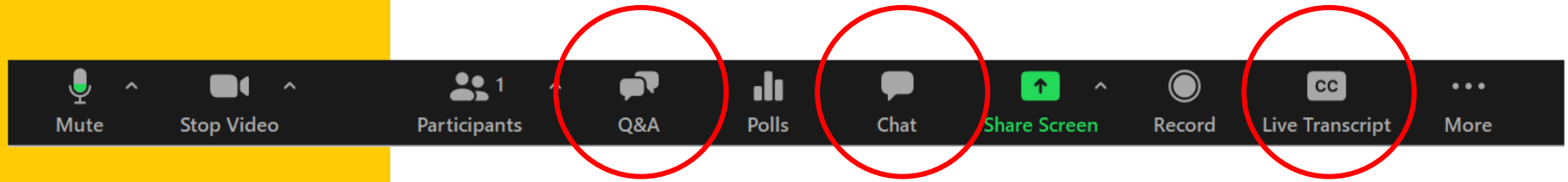
To obtain **continuing education** (CE) hours:

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.

- 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.



Who We Are

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

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Land Acknowledgement

"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."

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Webinar 1: Using Technology to Collect Data

Webinar 2: Creating an Evaluation Plan

Webinar 3: Evaluation Methods

Webinar 4: Survey Design, October 23rd at noon

Webinar 5: Using Excel for Evaluation, November 20th at noon

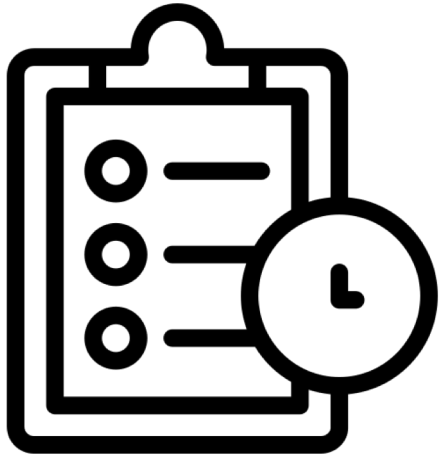
Webinar 6: Data Visualization, December 18th at noon

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

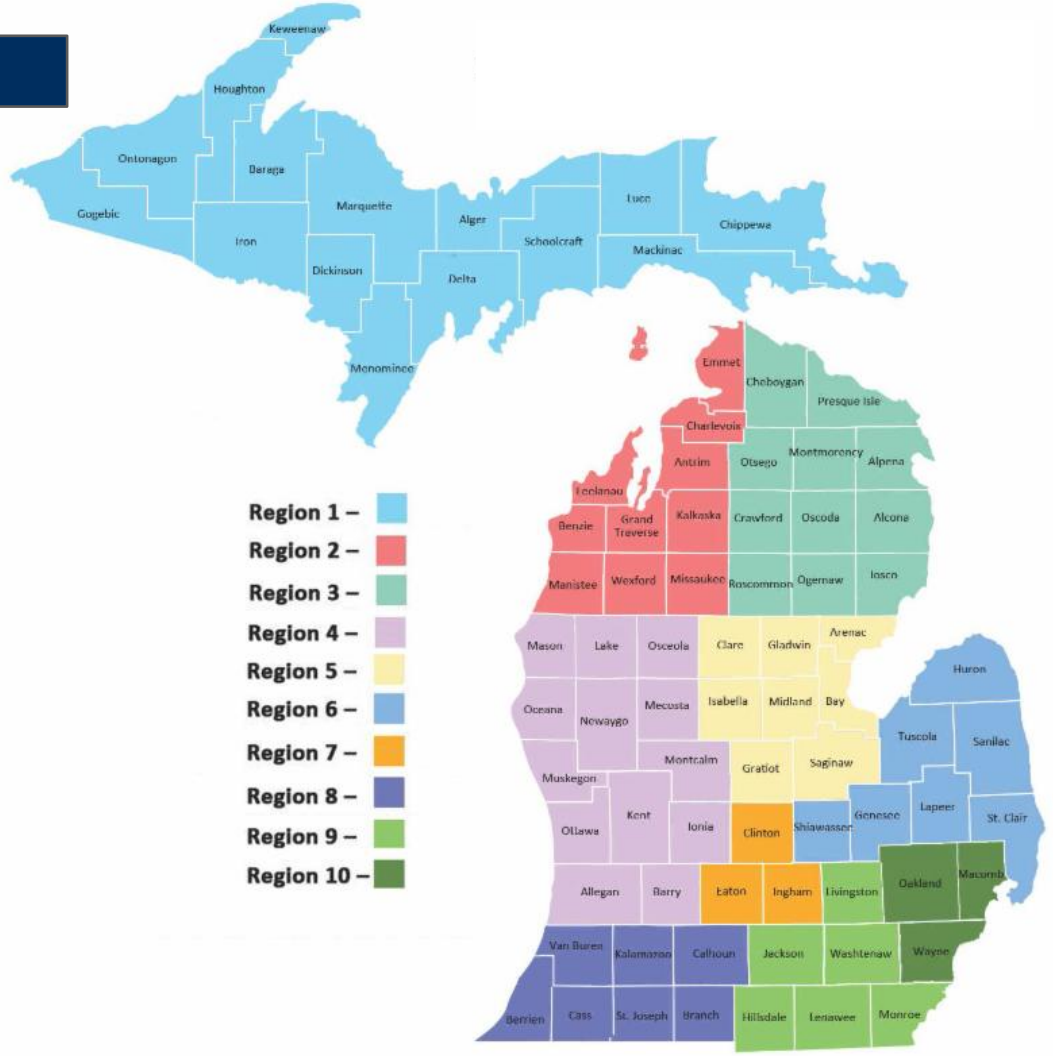
Agenda

1. Introductions
2. Overview of Methods
3. Common Methods: Examples, Advantages and Disadvantages, and Equity Consideration
4. Questions and Answers



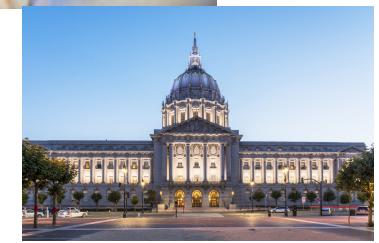
POLL: Where do you live?

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?

Novice

Beginner

Competent

Proficient

Expert

Types of Evaluation

Needs Assessment

Process

Outcome

Efficiency (Economic)

& Others

This is not an exhaustive list

You are not limited to one type!

Formative or Summative

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

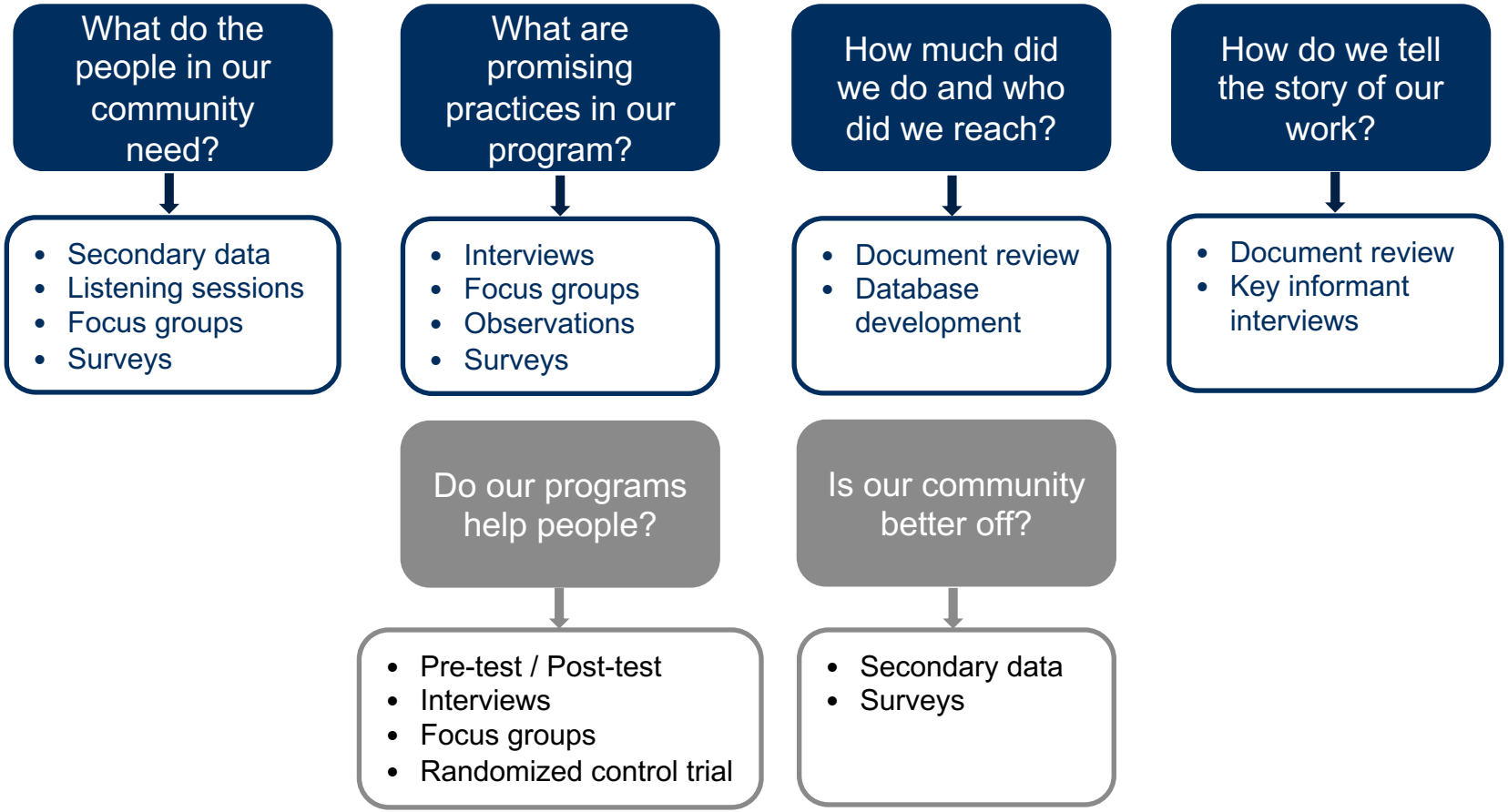
Efficiency

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



Resources

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

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

Public Policy Associates:
https://publicpolicy.com/

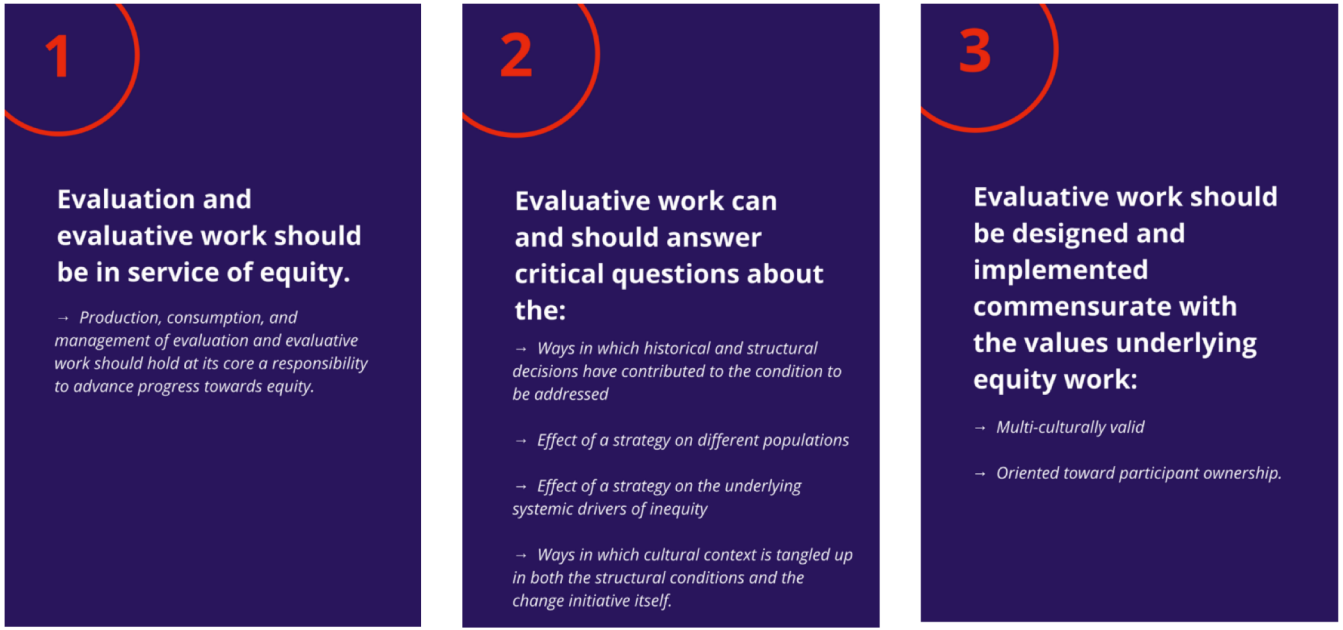
- Considerations for Conducting Evaluation Using a Culturally Responsive and Racial Equity Lens
- Is My Evaluation Practice Culturally Responsive?

Child Trends:
https://www.childtrends.org/

- A guide to incorporating a racial and ethnic equity perspective throughout the research process

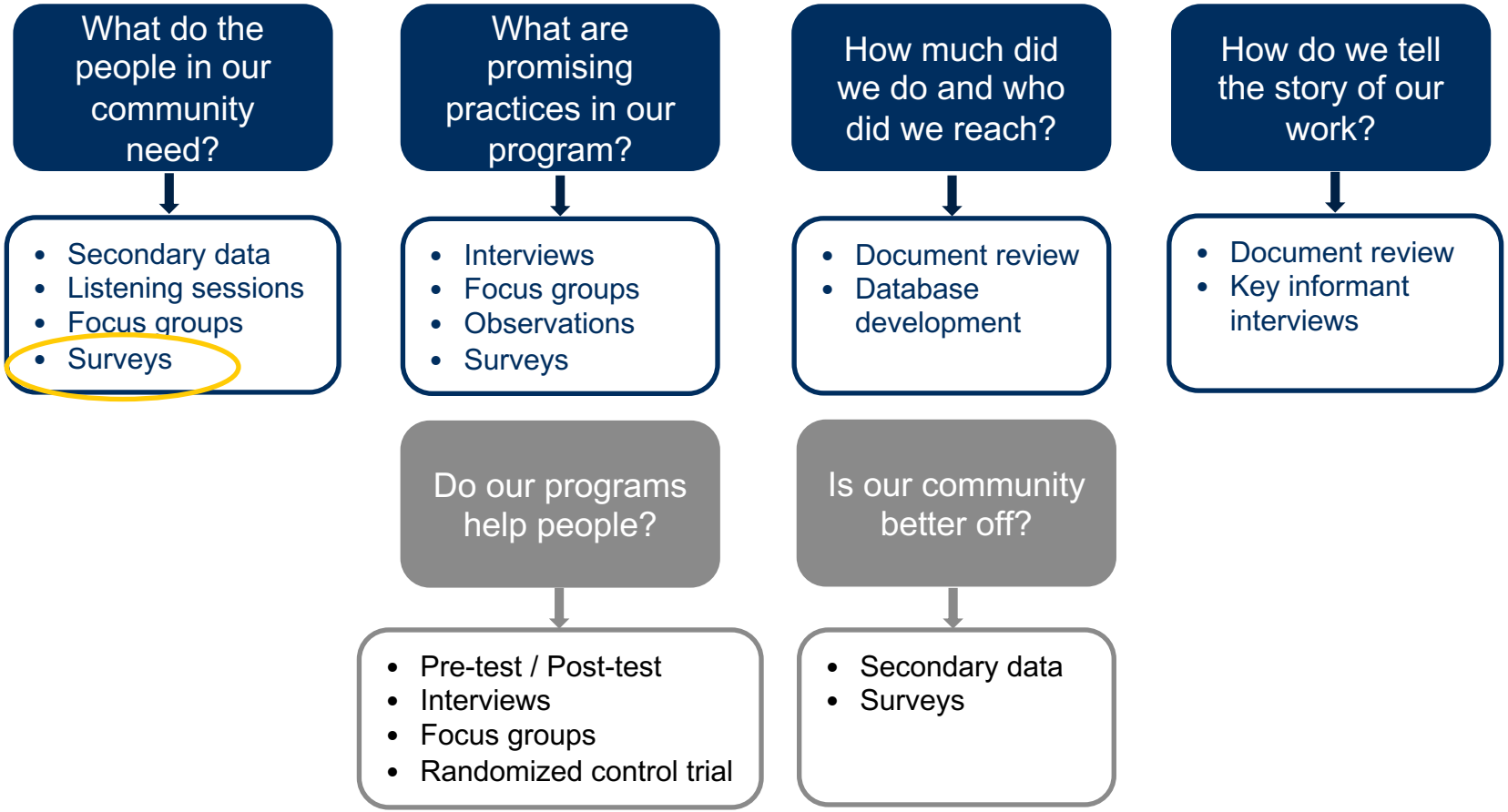
Dismantling Racism:
https://www.dismantlingracism.org/

Embedding Equity within your Evaluation



From: https://www.equitableeval.org/

Potential Evaluation Questions and Associated Methods



Example: Survey

Quantitative

Mixed Methods

- Michigan Community Health Worker Alliance

- Survey of organizations employing community health workers (CHWs)

- 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

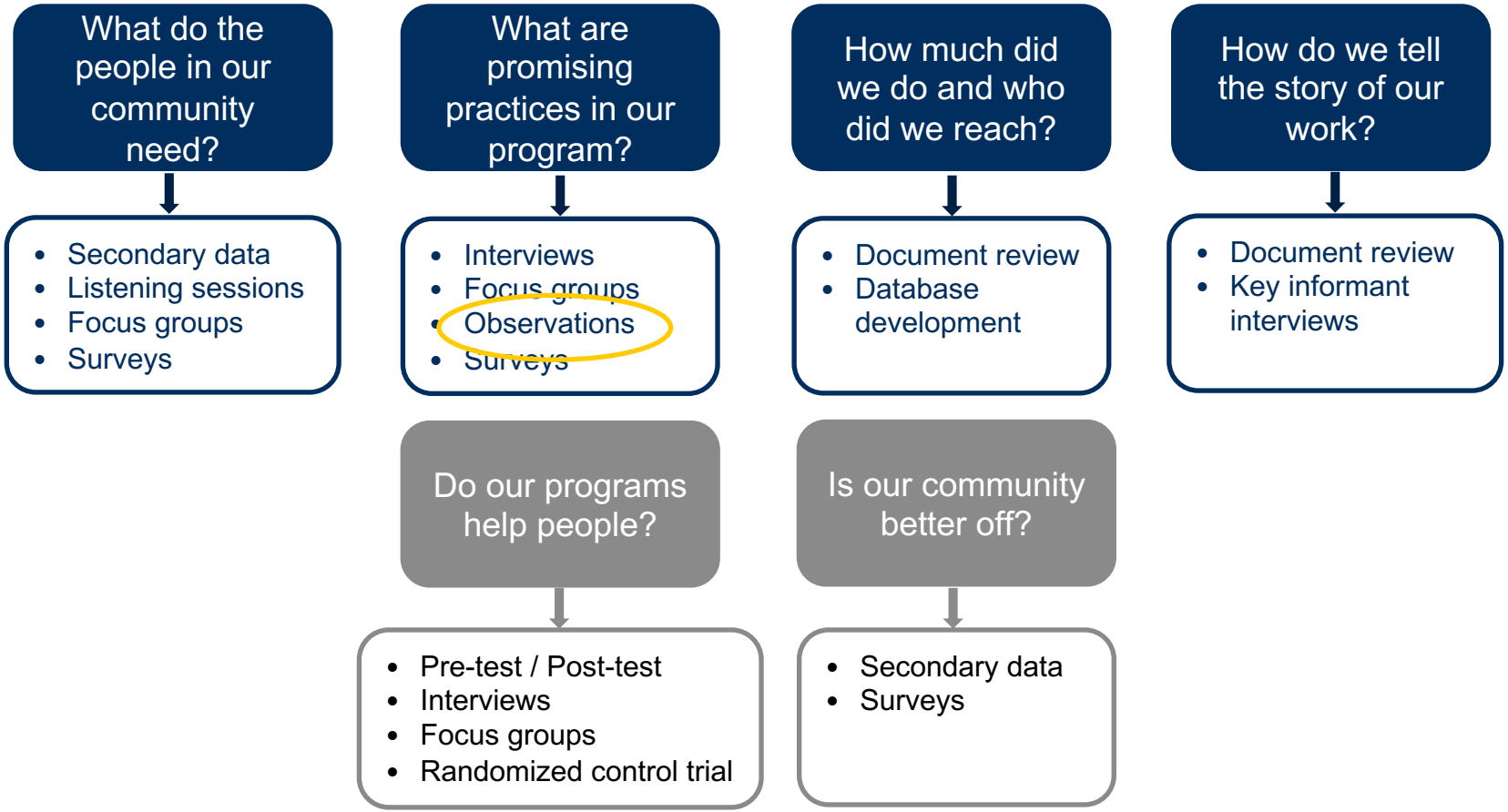
- Need a strong understanding of potential responses
- Less depth of responses
- Less buy-in
- Danger of assuming generalizability

★ 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



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?

Theme: Utility

Definition: *The value-add to agencies regarding the ADT system.*

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

Observation Pros and Cons

Advantages

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

Disadvantages

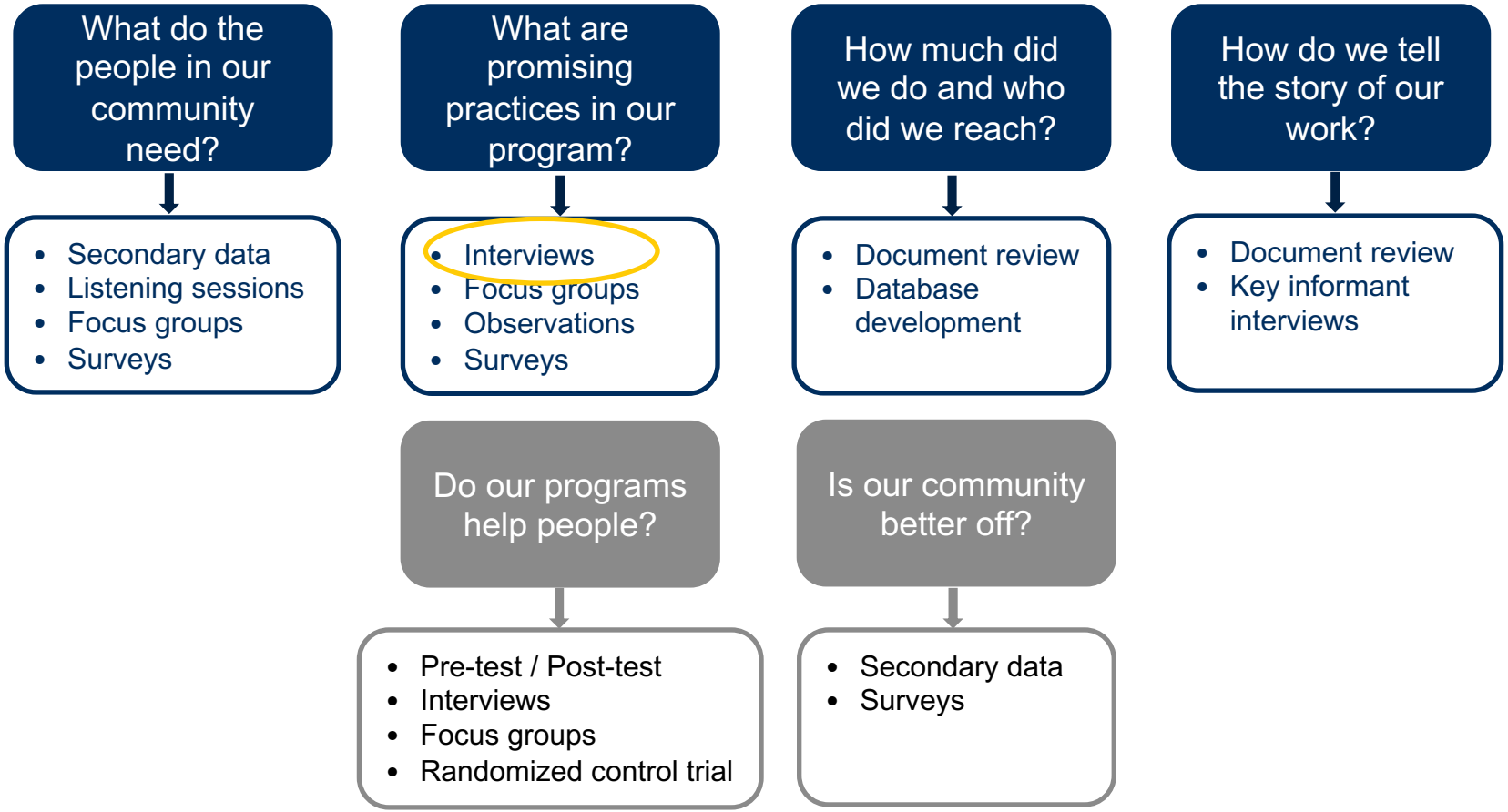
- Observer can get distracted
- Data consistency between observers
- Only a snapshot of one moment in time (could be a bad day!)
- Those being observed may act differently if they know they are being observed "Hawthorne Effect"
- Time consuming

★ 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

Potential Evaluation Questions and Associated Methods

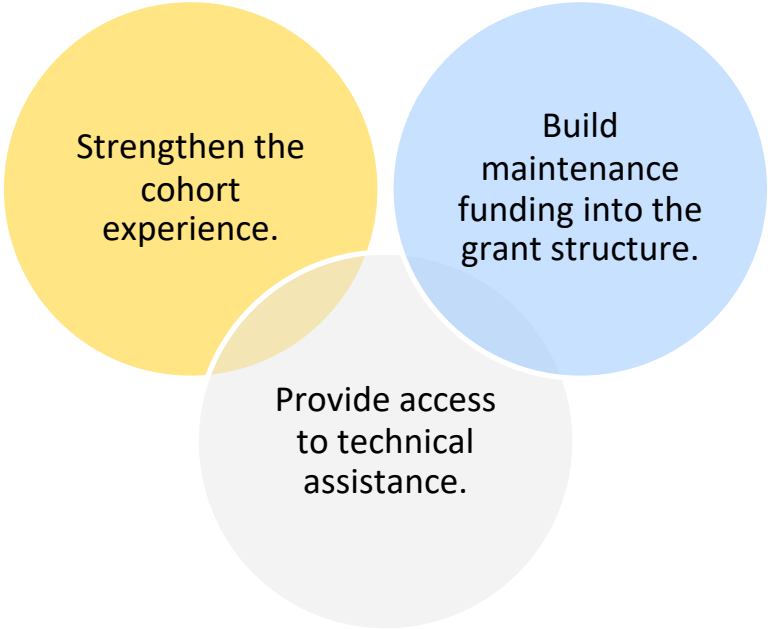


Example: Grantee Interviews

Qualitative

- 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



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

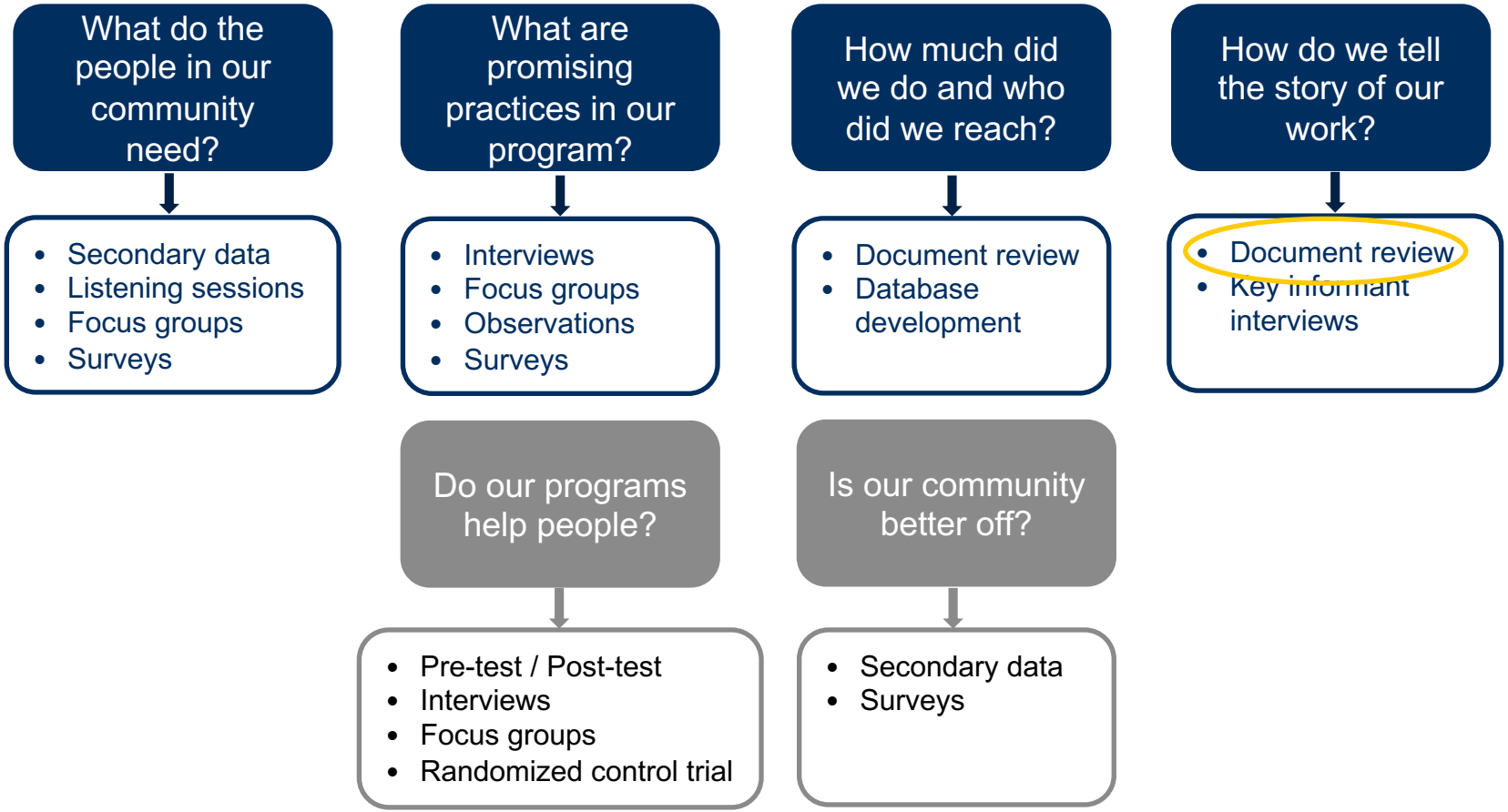
Overwhelmed

Relaxed

Engaged

Excited

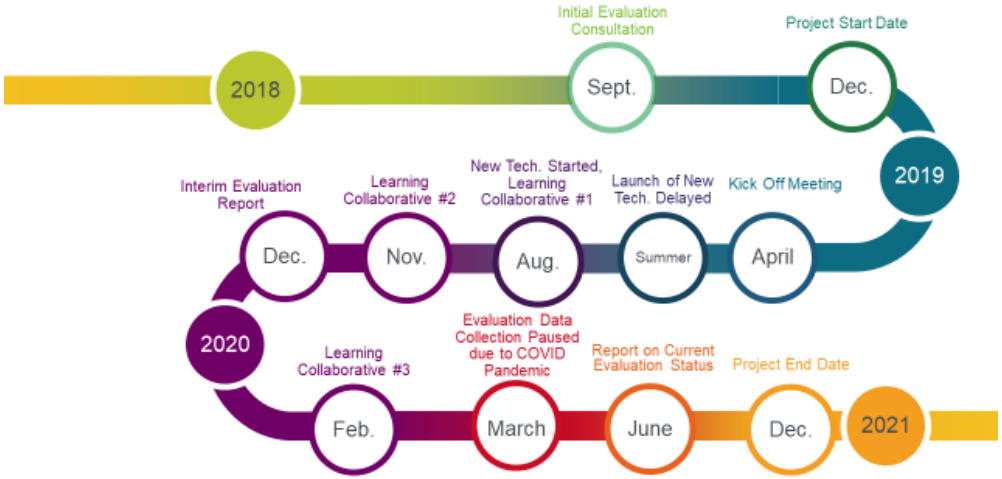
Potential Evaluation Questions and Associated Methods



Example: Document Review

Qualitative

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

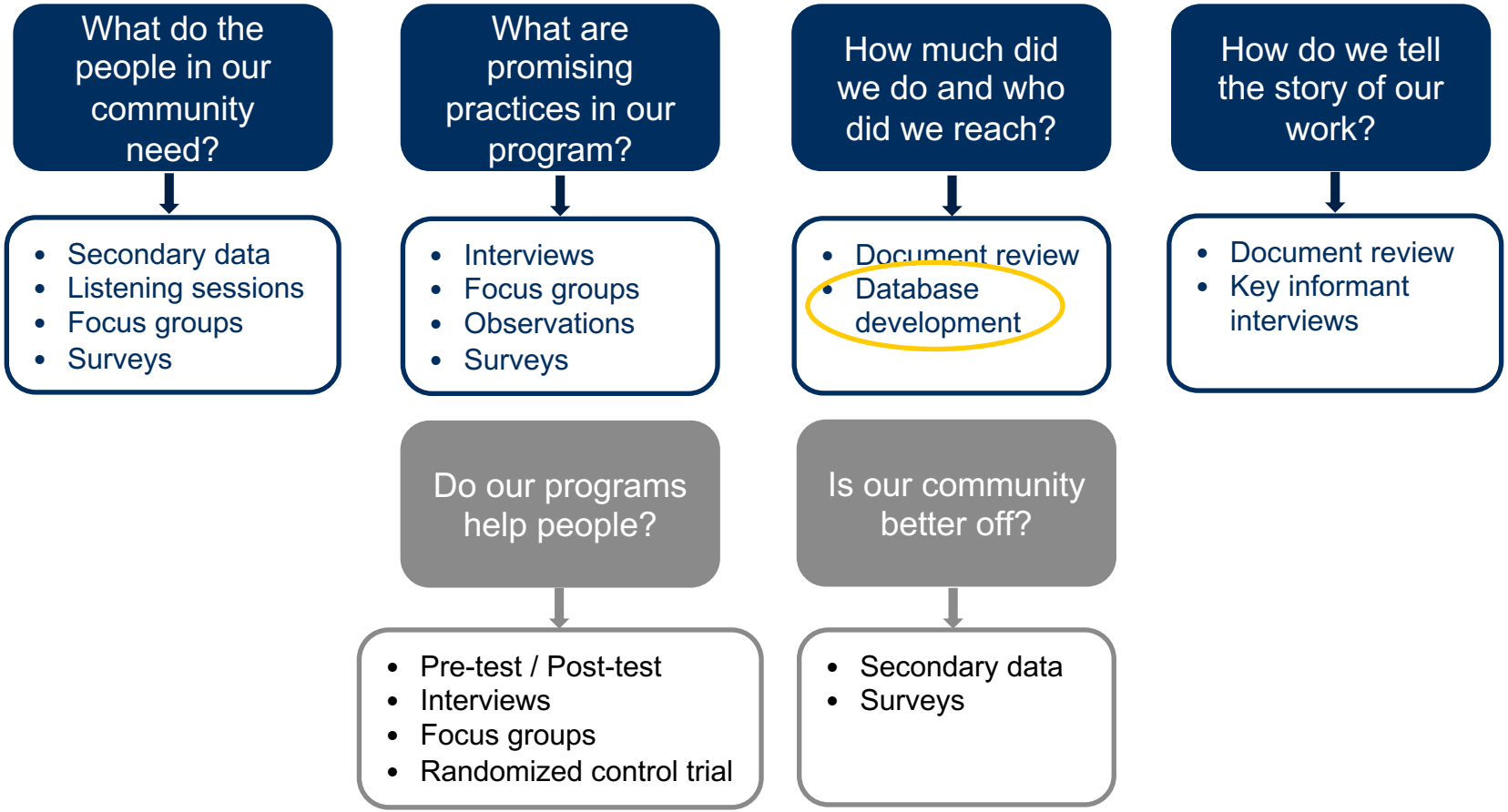
- Not everything you review will be relevant to the project
- Selection bias of documents
- Could be incomplete
- Time consuming

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!

Potential Evaluation Questions and Associated Methods



Example: Database Development

Quantitative

- SCHOOL OF SOCIAL WORK PROGRAM EVALUATION GROUP UNIVERSITY OF MICHIGAN
- How many projects do we have each year?
- What kind of projects do we have each year?
- What is important to know about the projects we have?

Geographic Scope	Geographic Scope - Detail	Organization Type	Organization Sector
Local	Detroit, MI	Community based	Educational organizing
Local	Ypsilanti, MI	Community based	Religious based
National	Washington DC	Membership organization	Community development
National	Chicago, IL	Non-profit organization	Healthcare
National	Chicago, IL	Community based	Criminal justice
National	Oakbrook Terrace, IL	Membership organization	Healthcare
Statewide	Traverse City, MI	Community based	Healthcare
Local	Detroit, MI	Community based	Youth empowerment

Databases Pros and Cons

Advantages

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

Disadvantages

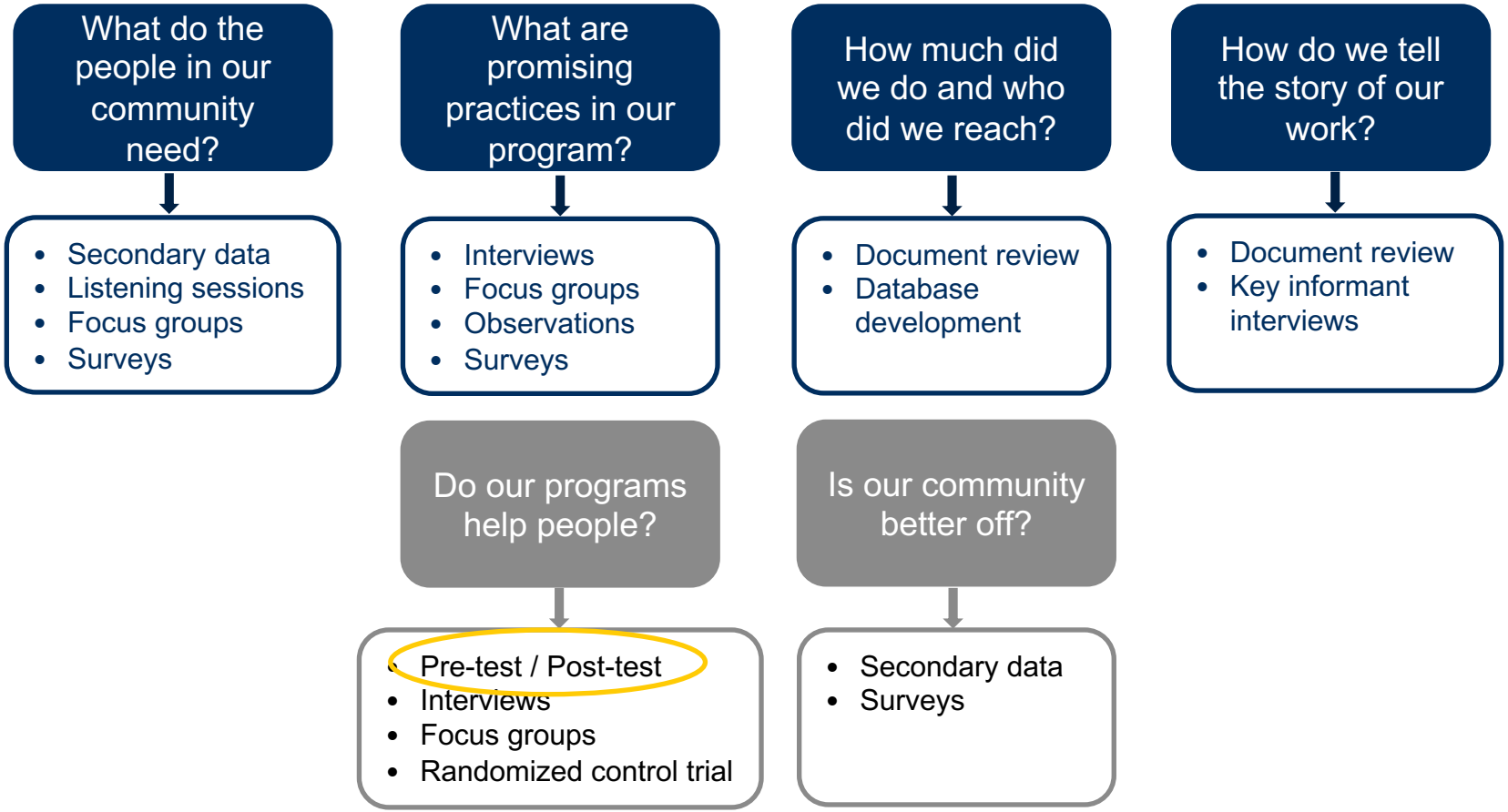
- Easy to drown in data
- May need database management platforms or training

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!

Potential Evaluation Questions and Associated Methods



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)

	1	2	3	4	5	
Not at all confident	○	○	○	○	○	Extremely confident

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

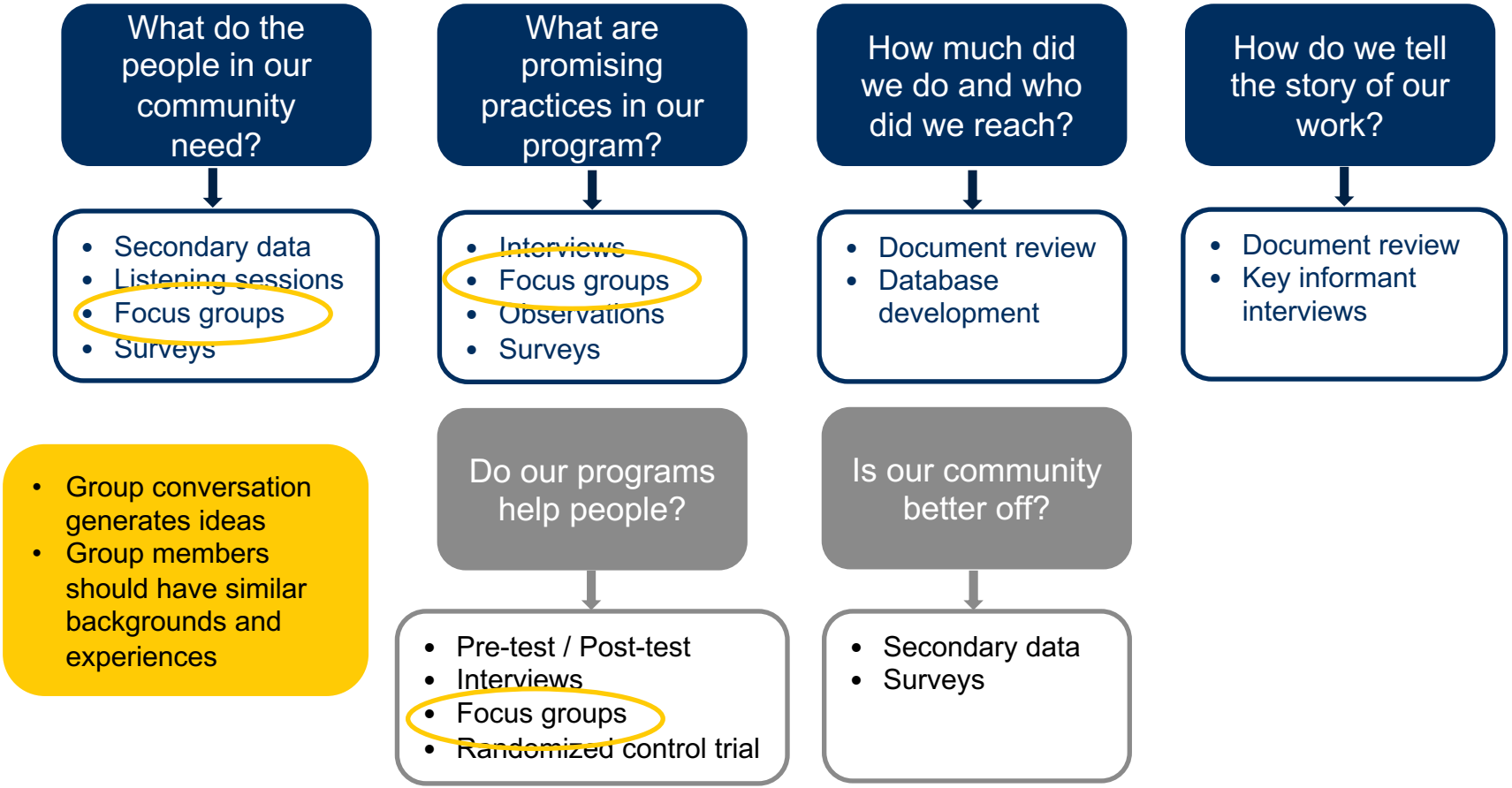
Overwhelmed

Relaxed

Engaged

Excited

Potential Evaluation Questions and Associated Methods



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

Do our programs help people?

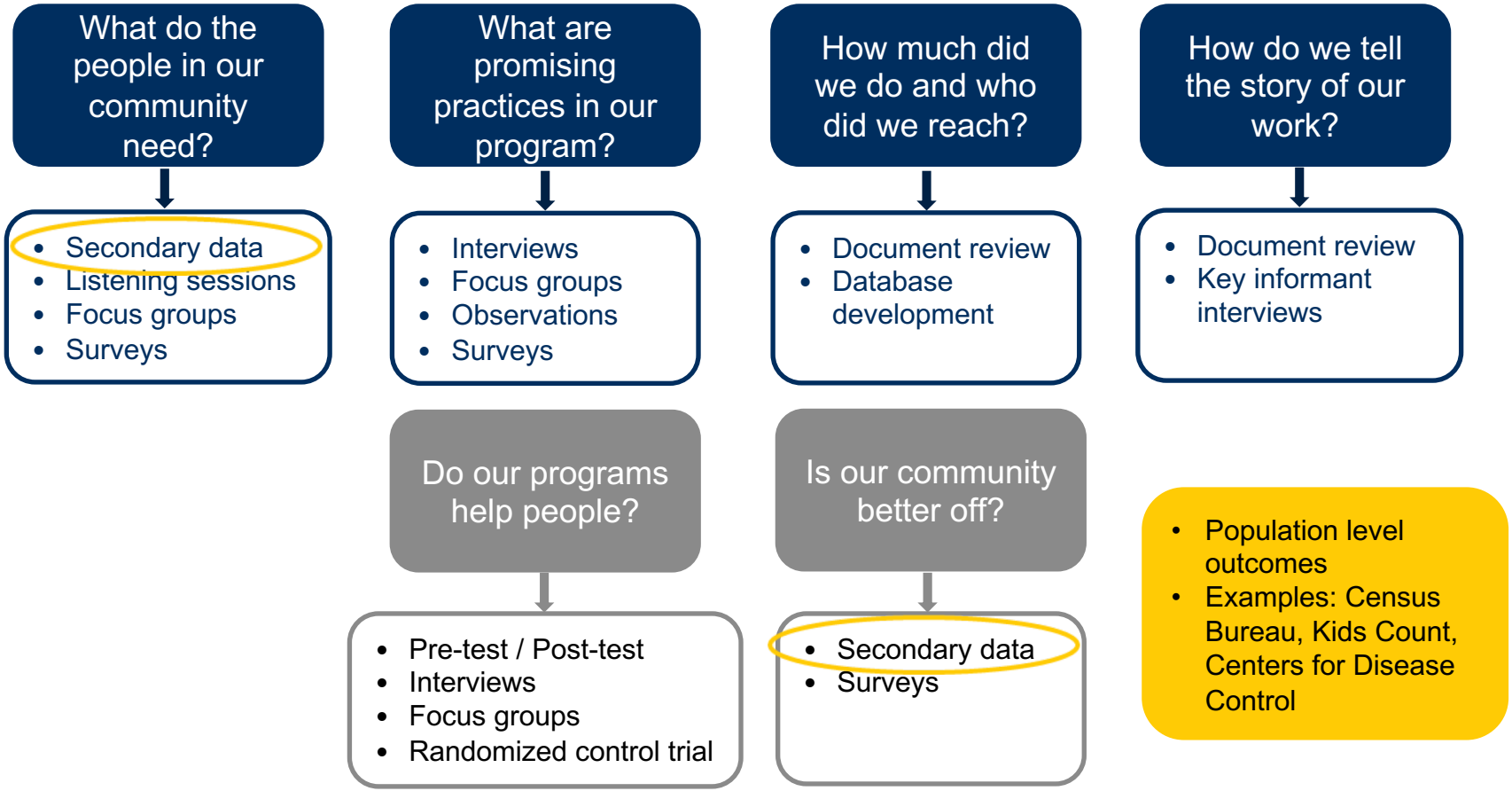
- Pre-test / Post-test
- Interviews
- Focus groups
- Randomized control trial

Is our community better off?

- Secondary data
- Surveys

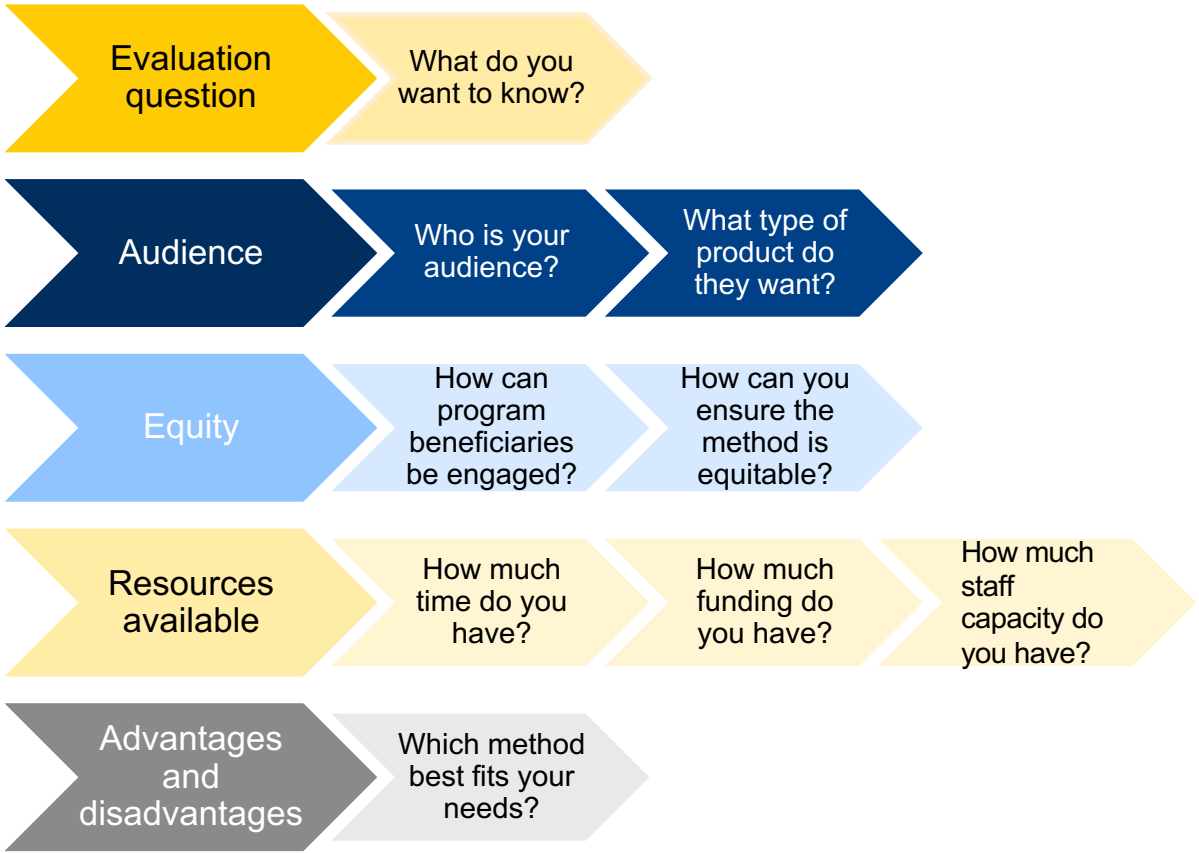
- Gold standard for comparing outcomes with and without a program

Potential Evaluation Questions and Associated Methods



Recap: Choosing Methods

Five Considerations



Literature Reviewed

Bossen, C., Dindler, C., & Iversen, O. (2016). Evaluation in participatory design: a literature survey. *Proceedings of the 14th Participatory Design Conference Vol. 1,* 151–160. ACM. https://doi.org/10.1145/2940299.2940303

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Guyadeen, D., & Seasons, M. (2018). Evaluation Theory and Practice: Comparing Program Evaluation and Evaluation in Planning. *Journal of Planning Education and Research*, *38*(1), 98–110. https://doi.org/10.1177/0739456X16675930

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Reeping, D., Taylor, A., Knight, D., & Edwards, C. (2019). Mixed methods analysis strategies in program evaluation beyond “a little quant here, a little qual there”. *Journal of Engineering Education, 108*, 178-196. https://doi.org/10.1002/jee.20261

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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CE Questions

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Past Webinar Recordings

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