Stretch Activity 3: Program Evaluation Guidance

Stretch Activity 3 provides an opportunity for your organization to look closely at your processes and how they affect outcomes as well as to identify your program's successes and challenges. HHSC developed the activity to support you and encourage thoughtful consideration of how project goals connect to project activities and program impact.

The evaluation report should be in a format that is most useful for you to share project progress with a larger audience. HHSC encourages providers to present findings at regional and state Learning Collaboratives. Rather than dictate the format of the program evaluation, HHSC will provide a template that will help you summarize your report for metric reporting purposes. You will upload both the program evaluation and the template to the online reporting tool during October DY5 reporting.

Program evaluation should include a rigorous analysis of process and clinical outcomes. Although it is not required, HHSC strongly encourages you to complete a driver diagram or logic model for each project or related set of projects to help drive this analysis.

Because each project is unique, you may choose to focus your evaluation on some areas over others. You will need to describe the areas you evaluated and the reasons why you focused on them.

Here are potential evaluation areas and questions to guide your analysis, and you are welcome to add other areas.
- Program design and implementation
- Evaluative methods
- Evaluation findings
- Evaluation improvement
- Sustainability planning

Program design and implementation

Summarize the factors that influenced the program design and implementation, including a description of the life cycle of your program, from identification of need, evidence based design, implementation, and adjustments made over the first five years of the demonstration. Describe how **continuous quality improvement (CQI)** processes shaped and continue to shape program development.

Key questions to consider:

What was the **need** for the program initially determined to be? After implementation, did you determine the needs were not as great as expected? Did you identify additional needs that weren't anticipated? Were changes made to the program to better align with the needs in your community? Do additional unmet needs remain? How might these needs be addressed?

Who is the **target population** of your program? What are their defining characteristics? What factors of the target population resulted in an individual becoming a program recipient? How does the target population align with the Waiver's target populations (Medicaid, Low-Income Uninsured)? Did the needs of the target population change during the demonstration? Is the program a good fit for the target population? Is your program effectively providing services to the intended population? What changes could be made to ensure services are delivered to the population with the greatest need?

What were the **programmatic goals** when the project was proposed? As the program was implemented, did those programmatic goals change? If so, what changes were made and what factors drove the changes? Do you anticipate additional changes?

Was the program developed based on an existing **evidence based model(s)**? Did you adapt the model to better achieve your program goals or serve your target population? Did you have to refer to other models later in the demonstration? Do you anticipate additional changes?

How was the **process for delivering services** to the target population designed? Were changes made to the process over time to enhance efficiency and effectiveness of service delivery? If so, what changes were made? Have additional enhancements been identified that have not yet been implemented?

What are the **critical resources** (for example: personnel, financial, facilities, equipment, data infrastructure) that were necessary to implement the program? For each resource, describe how it contributed to the implementation and development of the program. Where the any gaps in anticipated and needed resources? If the program did not reach full potential in terms of impact and spread, how did resource limitations hinder the program?

How did the **availability of services** (be it types of services, available capacity, quality of services, location of services, consistency of delivery) affect program success?

Based on the program activities and goals, what outcomes (clinical and process) were determined to be the most useful **indicators of program success**? What are the logical connections between program goals, program activities, and outcomes? What was/is the availability of needed outcome data? How did data availability affect outcome evaluation? Are systems being implemented to improve data availability and/or quality?

What **key partnerships** did you explore? How did partnerships contribute to program impact? What next steps do you need to take to develop critical partnerships? For each partnership, describe contribution to the implementation and development of the program. If the program did not reach full potential in terms of impact and spread, how did partnership limitations hinder the program?

Evaluative methods

Conduct **analytic methods and approaches** to evaluate programmatic impact. Include in your report the type of outcome evaluation model(s) used, rationale for selection of the model(s), and limitations of this model in describing your program.

Here are several options and resources for evaluative methods:

High level summary of the evaluation models listed below:
http://www.hfrp.org/evaluation/the-evaluation-exchange/issue-archive/evaluation-methodology/eight-outcome-models

Targeting Outcomes of Programs
Tracking progress toward goals; evaluating how well your project impacted your goal.
http://www.uaf.edu/files/ces/reporting/logicmodel/TOP.pdf

Logic model development
Describe the theory of change for the intervention with inputs, outputs, activities, influential factors, short, medium, and long term outcomes
http://betterevaluation.org/resources/guides/outcome_chains/logic_model_workbook

Logic model for primary care medical homes
https://pcmh.ahrq.gov/sites/default/files/attachments/LogicModel_032513comp.pdf

Logic model for public health
http://www.cdc.gov/eval/guide/CDCEvalManual.pdf, page 21

Scales and Ladders
Graphic tool designed to illustrate progress along a continuum of stages.
http://www.ifad.org/evaluation/guide/annexd/Annex_D-3DEF.pdf, page D-47

Results Mapping
Outcome-based evaluation tool designed to capture otherwise non-quantifiable anecdotal evidence. Uses: Turning anecdotal information into a useful tool for program presentation, evaluation, and assessment
http://betterevaluation.org/plan/approach/outcome_mapping

Program Results Story
Uses stories to capture organizations' achievements and present them in a results-based format.

http://www.hfrp.org/evaluation/the-evaluation-exchange/issue-archive/reflecting-on-the-past-and-future-of-evaluation/using-narrative-methods-to-link-program-evaluation-and-organization-development

http://betterevaluation.org/evaluation-options/stories

Other resources:
http://www.academicpedsjnl.net/article/S1876-2859(13)00099-5/pdf
http://betterevaluation.org/

If there is another outcome evaluation framework beyond those listed above that would be more appropriate for the project population, please describe the model/approach and why fits best for this activity.

Evaluation findings

Summarize the findings of your Program Evaluation as it relates to program impact and outcome achievement.

Key questions to consider:

What are the differences between the characteristic of the patients that were **eligible to receive** program services (target population) and those that **did receive** program services (intervention population)? How did these factors contribute to the spread of the **intervention effects** (changes in outcomes within in the target population) as well as the depth of intervention effects (varying degrees of impact amongst program recipients based on timing or differences between patients)?

How is your organization exploring **intervention spread** and expanding the reach of the program? What indicators and triggers for intervention diffusion are you using?

What **barriers to improving outcomes** did you experience? How can these challenges be addressed and outcomes improved in the future?

How is **cost effectiveness** currently being evaluated in the context of continuing this program within your health care system?

Evaluation improvements

Describe how your program's **outcome evaluation** can be improved in future.

Key questions to consider:

What key **outcomes** will be collected in the future to guide program evaluation efforts?

Describe the current and future **improvements in data infrastructure** (for example: HIE, EHR) and capacity as it relates to conducting analysis to a broader range of salient outcomes, including the ability to stratify outcomes and make comparisons with individuals that did not receive the program.

How have you **shared** evaluation findings, both internally and externally?

Sustainability planning

Describe how your organization has explored the **sustainability of this project** beyond DSRIP.

Key questions to consider:

Based on your findings, how can you build on successes and address challenges to **improve outcomes** in the future?

What are your plans for sustaining **critical resources** (personnel, financial, facilities, equipment, data infrastructure)?

What **alternative financing methods** has your organization explored, including but not limited to partnerships with other community stakeholders such as hospital districts, discussions with MCOs, grant opportunities?

How will your organization continue to **engage** your target population?