

# Practical Program Evaluation: *Using CDC's Evaluation Framework*

**By:**


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“... If you blindfold someone, put them in a large field, and tell them to walk forward in a straight line. Within minutes and without fail...



“... they will walk in a circle.

Robert Krulwich, NPR,  
*All Things Considered*, 11/23/10

# Objectives

- State CDC Evaluation Framework steps and standards
- Describe the added value of strong program description
- Describe how to make strong decisions on evaluation focus

# Defining Evaluation

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- **Evaluation** is the systematic investigation of the merit, worth, or significance of any “*object*”

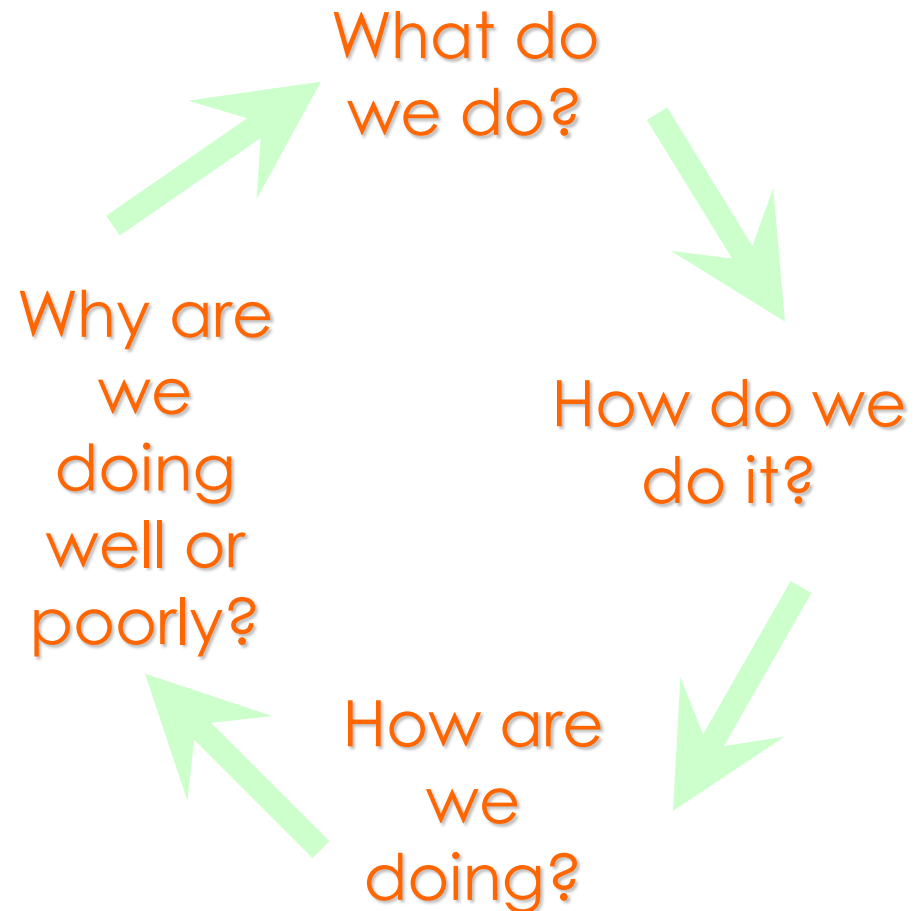
*Michael Scriven*


- **Program** is any organized public health action/activity implemented to achieve some result

# Integrating Processes to Achieve Continuous Quality Improvement

## ■ Continuous Quality Improvement (CQI) cycle

- **Planning**—*What* actions will best reach our goals and objectives.
- **Performance measurement**— How are we doing?
- **Evaluation**—*Why* are we doing well or poorly?

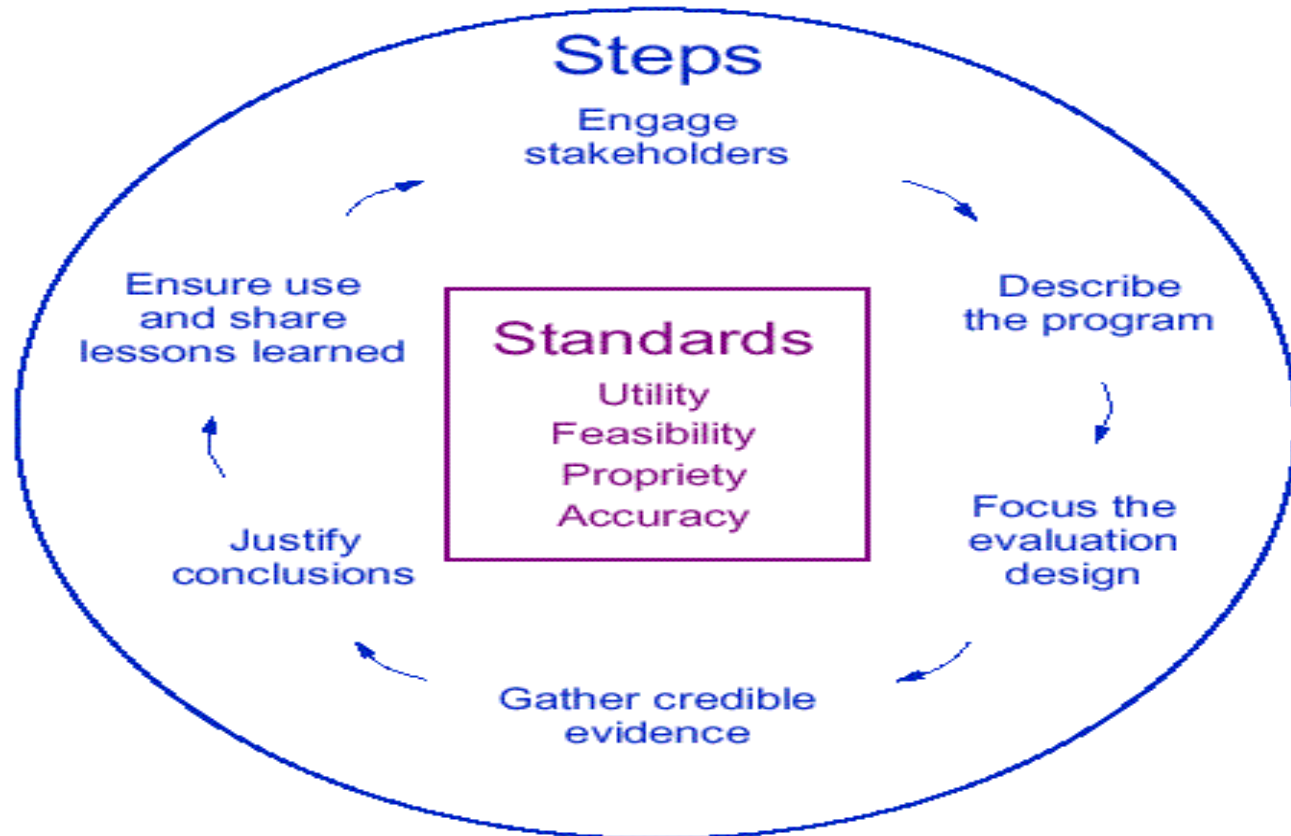


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- “Research seeks to **prove**, evaluation seeks to **improve**...”

*M.Q. Patton*

# Enter the CDC “Evaluation” Framework

FIGURE 1. Recommended framework for program evaluation

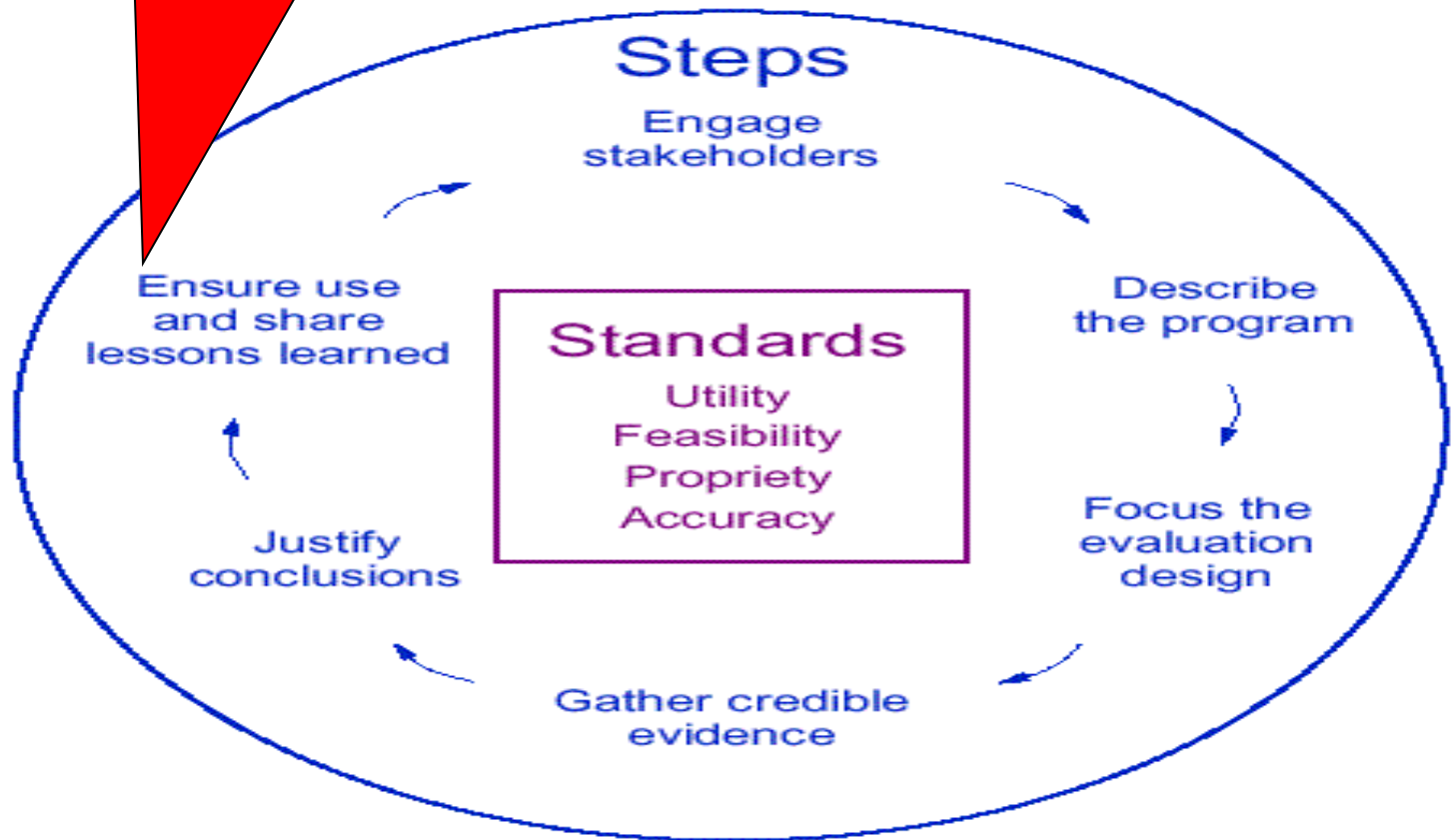




Good M&E = use of findings

# Evaluation Framework

FIGURE 1. Recommended framework for program evaluation



Good M&E= use of findings

# Evaluation Framework

FIGURE 1. Recommended framework for program evaluation



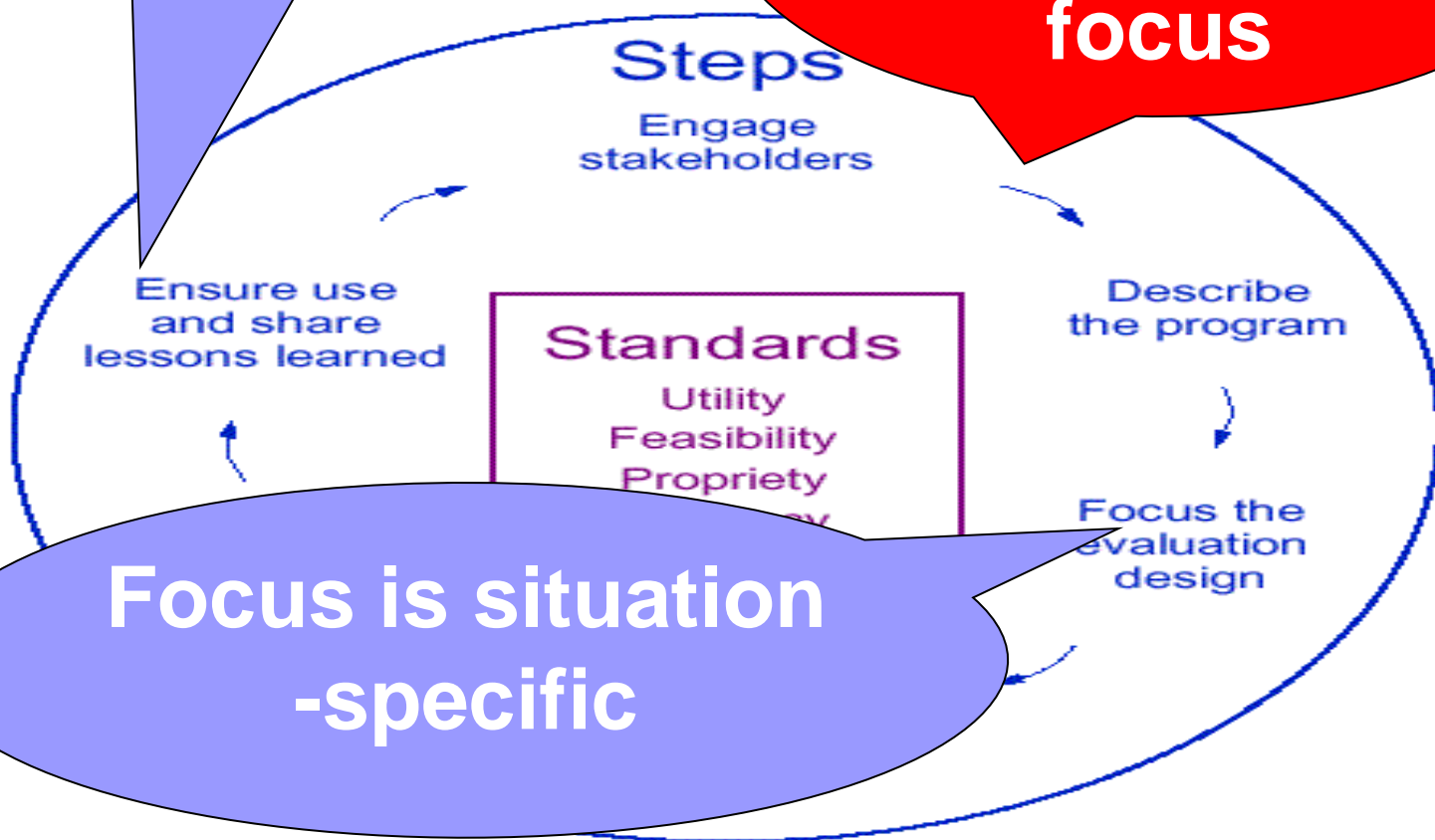
Focus is situation-specific

Good M&E = use of findings

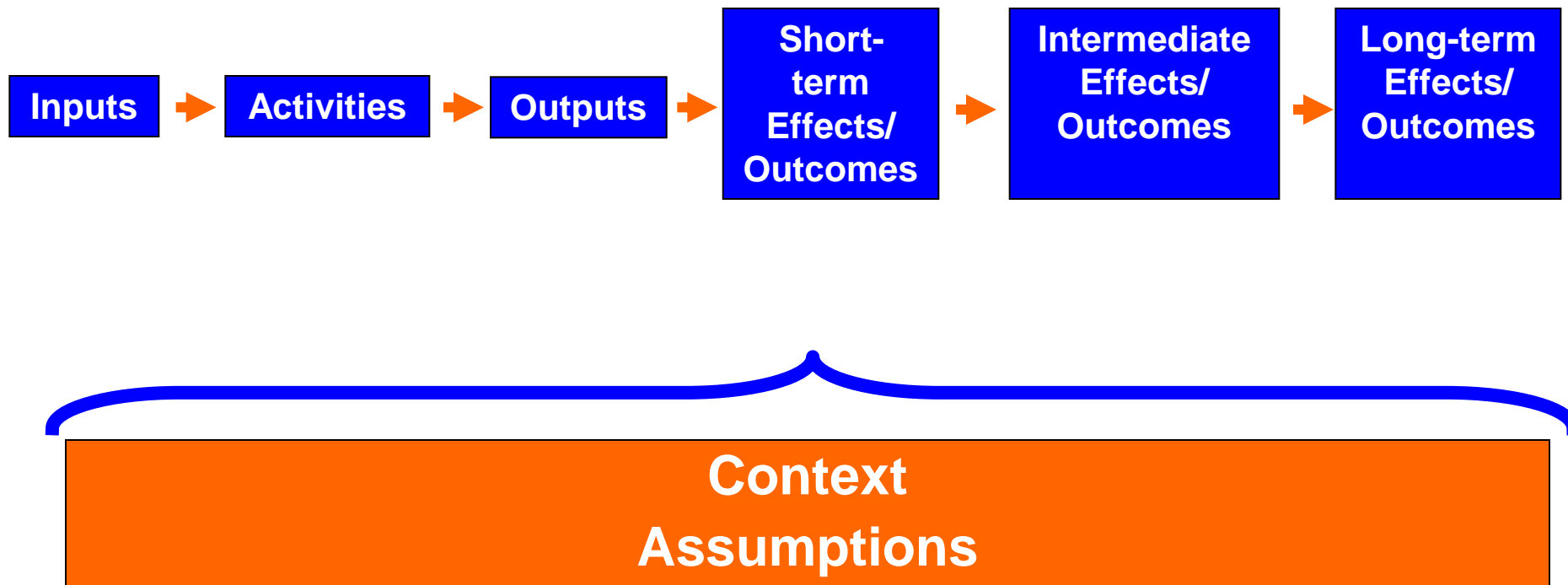
Early steps key to best focus

Focus is situation-specific

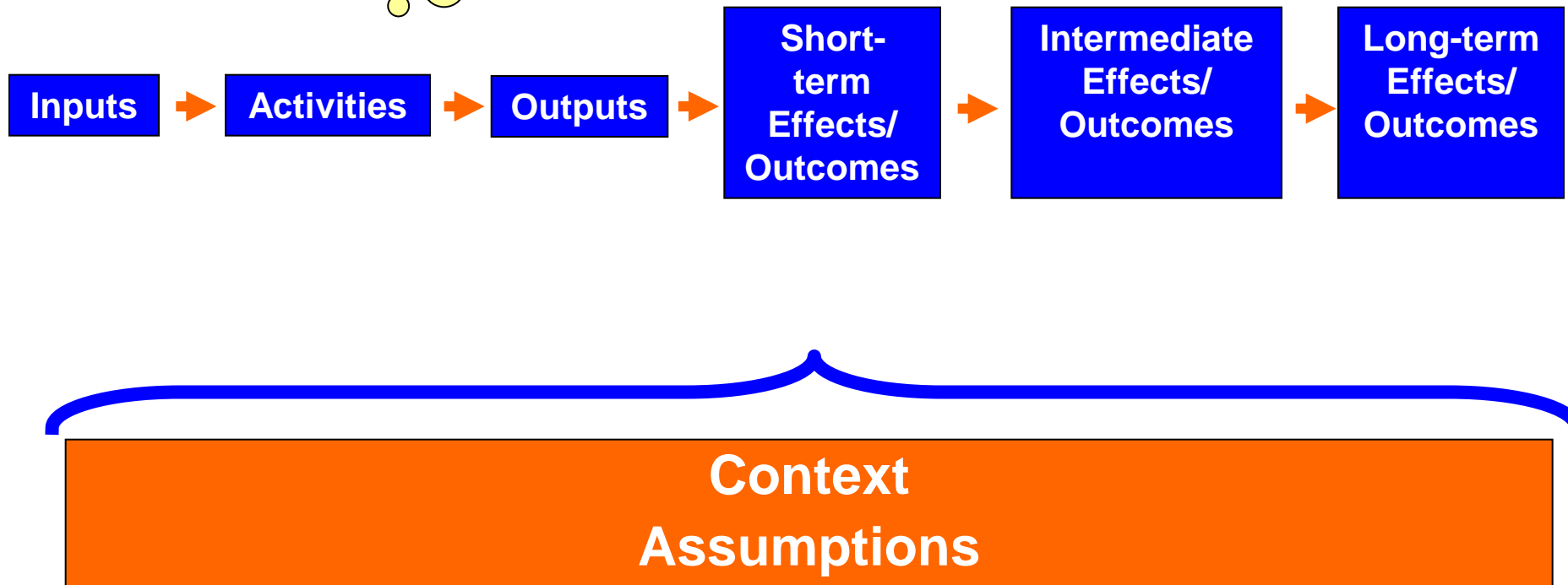
FIGURE 1. Recommended framework for



## Step 2: Describing the Program: Complete Logic Model



*What the program  
and its staff  
actually do*

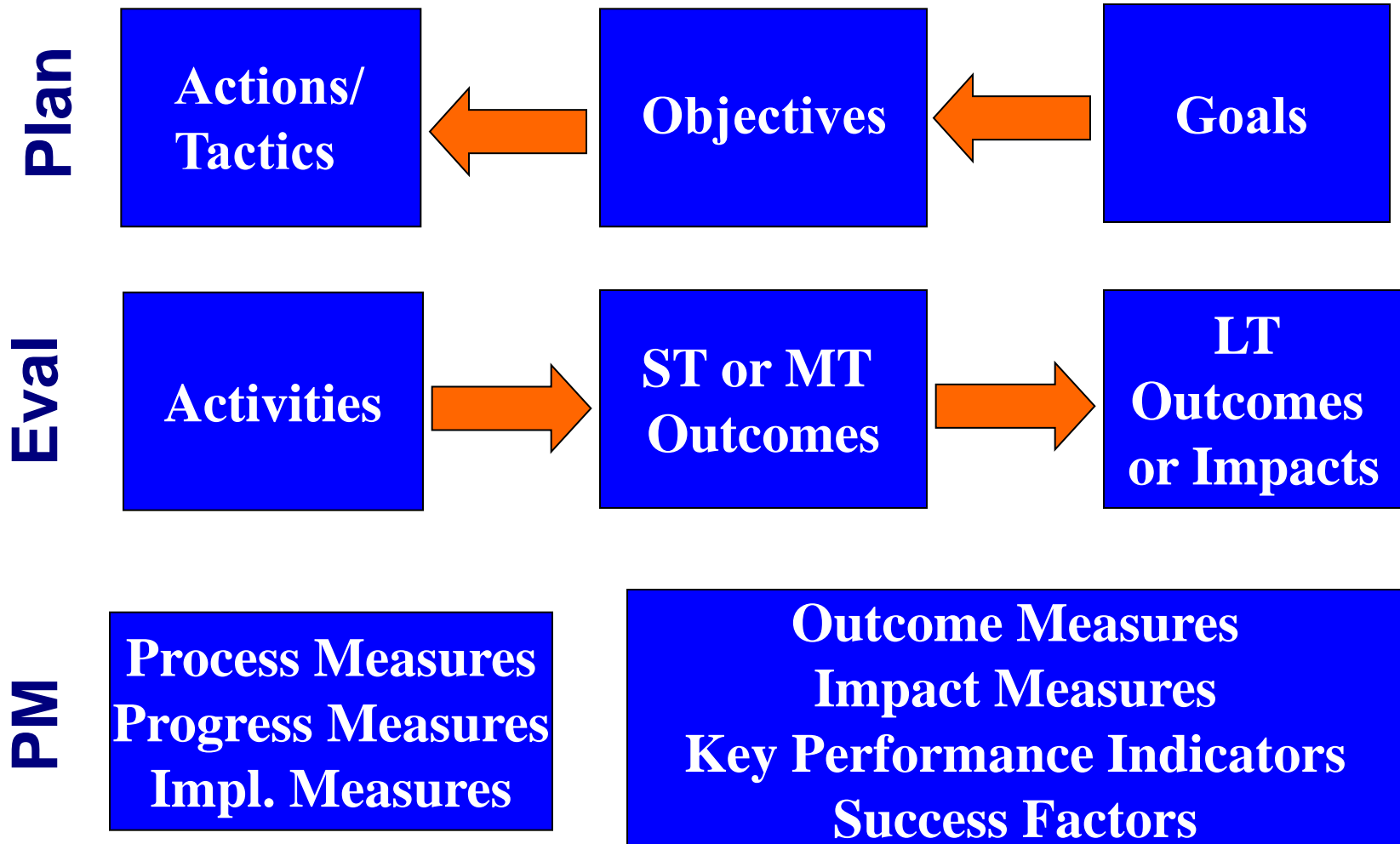


*Results of activities:  
Who/what will  
change?*



**Context  
Assumptions**

# Finding Activities and Outcomes



# Core Funding—Activities and Outcomes

Activities	Outcomes
<ul style="list-style-type: none"><li>• Hire staff and establish org locus</li><li>• Develop advisory committee</li><li>• Analyze existing data</li><li>• Evaluate and monitor activities</li><li>• Develop strategic planning process</li><li>• Develop strategy</li><li>• Develop access strategies</li><li>• Active collaboration and cooperation of partners</li><li>• [Who?] implements effective health promo and wellness programs</li><li>• Strong policy [function?]</li><li>• Strong planning function and strategic plan</li><li>• Strong disability report and dissemination of report</li></ul>	<ul style="list-style-type: none"><li>• People with disabilities are integrated into promotion and prevention activities</li><li>• Plans [of others?] address needs of people with disabilities</li><li>• [Others?] implement access and other strategies</li><li>• Increased access to promotion and prevention activities</li><li>• Prevent secondary conditions</li><li>• Improve health and quality of life of people with disabilities</li></ul>



# Core Funding—Logic Model Table

Activities		Outcomes	
Hire staff and establish org locus	Active collaboration and cooperation of partners	People with disabilities are integrated into promotion and prevention activities	Prevent secondary conditions
Develop advisory committee	[Who?] implements effective health promo		Improve health and quality of life of people with disabilities
Analyze existing data	and wellness programs	Plans [of others?] address needs of people with disabilities	
Evaluate and monitor activities	Strong policy [function?]	[Others?] implement access and other strategies	
Develop strategic planning process	Strong planning function and strategic plan	Increased access to promotion and prevention activities	
Develop strategy			
Develop access strategies	Strong disability report and dissemination of report		

# Logic Model Table: Module A: Evidence-Based Interventions

Activities		Outcomes	
Consult with committee	Facilitate policy [change?]  Facilitate physical access	Increased social and physical accessibility of environments (home, school, work)	Improve health and quality of life of PWDs

# Logic Model Table: Module E: Training

Activities		Outcomes	
Use/modify existing curricula	Offer training	Change KAB of (para)professionals in care and health promotion with people with disabilities	
Collaborate with partners			
Consult with faculty and staff of PH training programs			



# Practical Program Evaluation

## Setting an Evaluation Focus

# Evaluation Focus—Evaluation Can Be About Anything

- Evaluation can focus on any/all parts of the logic model
- Evaluation questions can pertain to
  - Boxes---did this component occur as expected
  - Arrows---what was the relationship between components

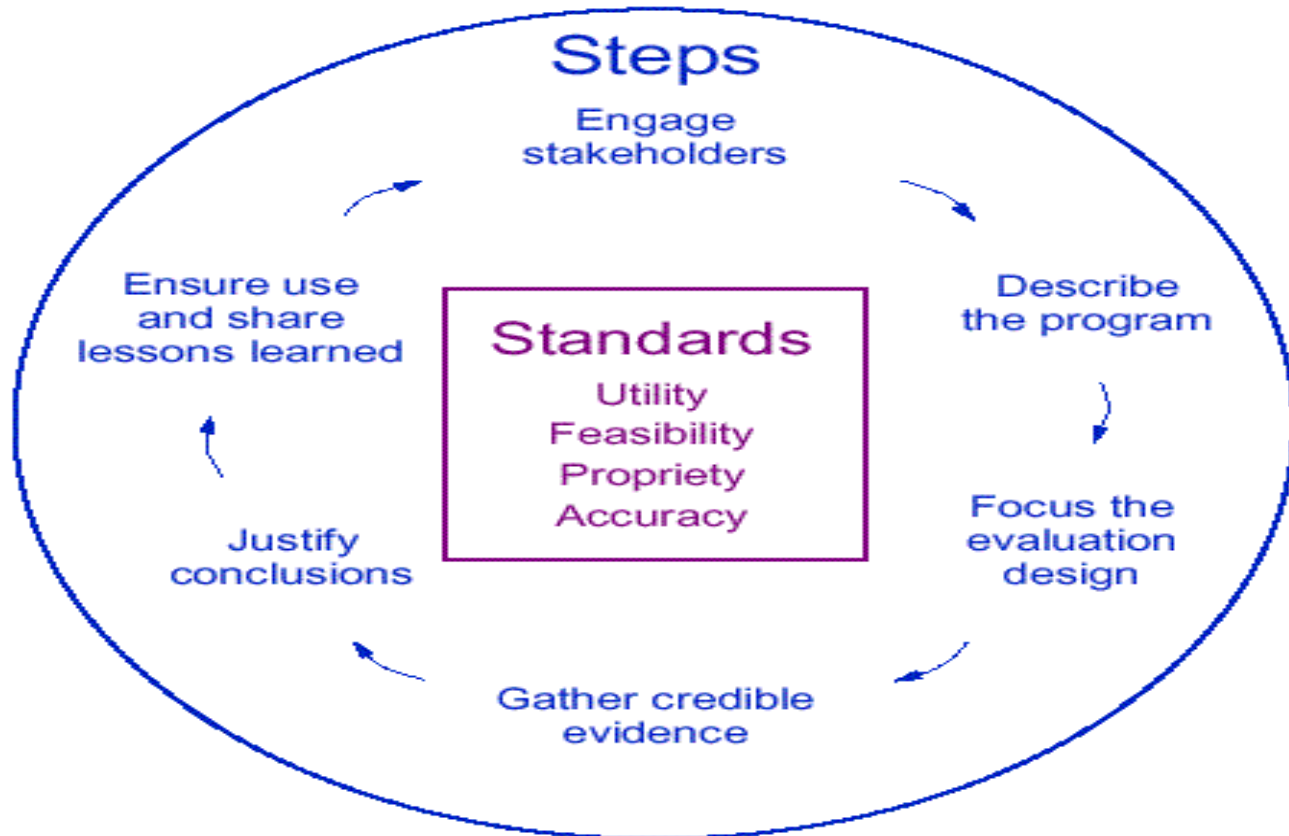
# Phases and Types of Evaluation

<b>Program Stage</b>	<b>Before Program Begins</b>	<b>New Program</b>	<b>(More) Established Program</b>	<b>Mature Program</b>
<b>Phase</b>				
<b>Evaluation Type</b>	<b>Needs Assessment</b>	<b>Process Evaluation</b>	<b>Outcome Evaluation</b>	<b>Impact Evaluation</b>
<b>(Some) Questions Asked</b>	To what extent is the need being met? What can be done to address this need?	Is the program operating as planned?	Is the program achieving its short-term outcomes/objectives?	Is the program achieving its long-term outcomes and impacts??

Source: Based on slides from Jennifer Nichols, Porter Novelli

# Enter the CDC “Evaluation” Framework

FIGURE 1. Recommended framework for program evaluation



# Setting Focus: Some Rules

Based on “utility” standard:

- **Purpose:** Toward what end is the evaluation being conducted?
- **User:** Who wants the info and what are they interested in?
- **Use:** How will they use the info?



# (Some) Potential Purposes

- Show accountability
- Test program implementation
- “Continuous” program improvement
- Increase the knowledge base
- Other...
- Other...

# (Some) Potential Purposes

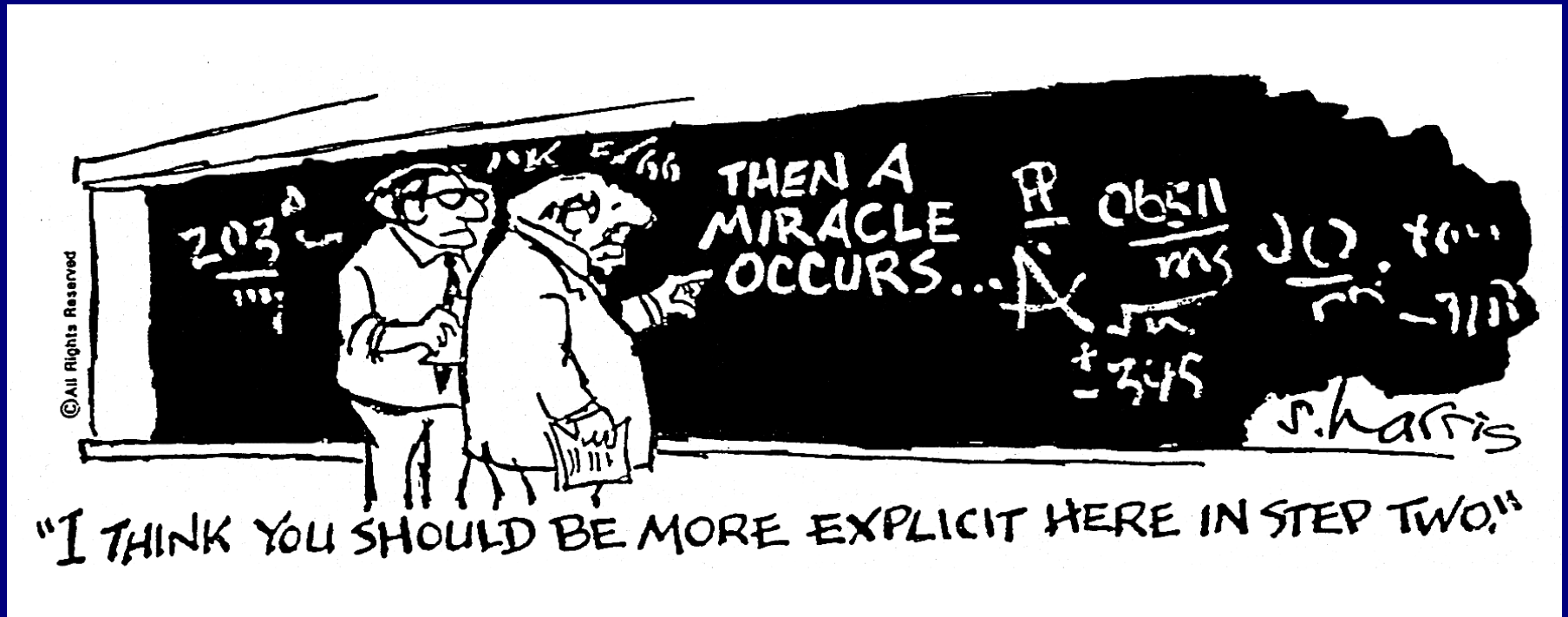
- **Show accountability**
- Test program implementation
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- Other...
- Other...



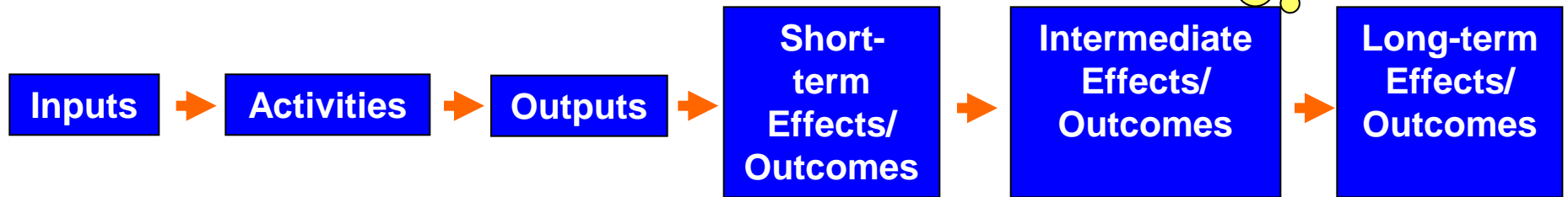
# Practical Program Evaluation

Elaborating Our Program  
“Theory”—Mediators

# Filling in the Blanks....

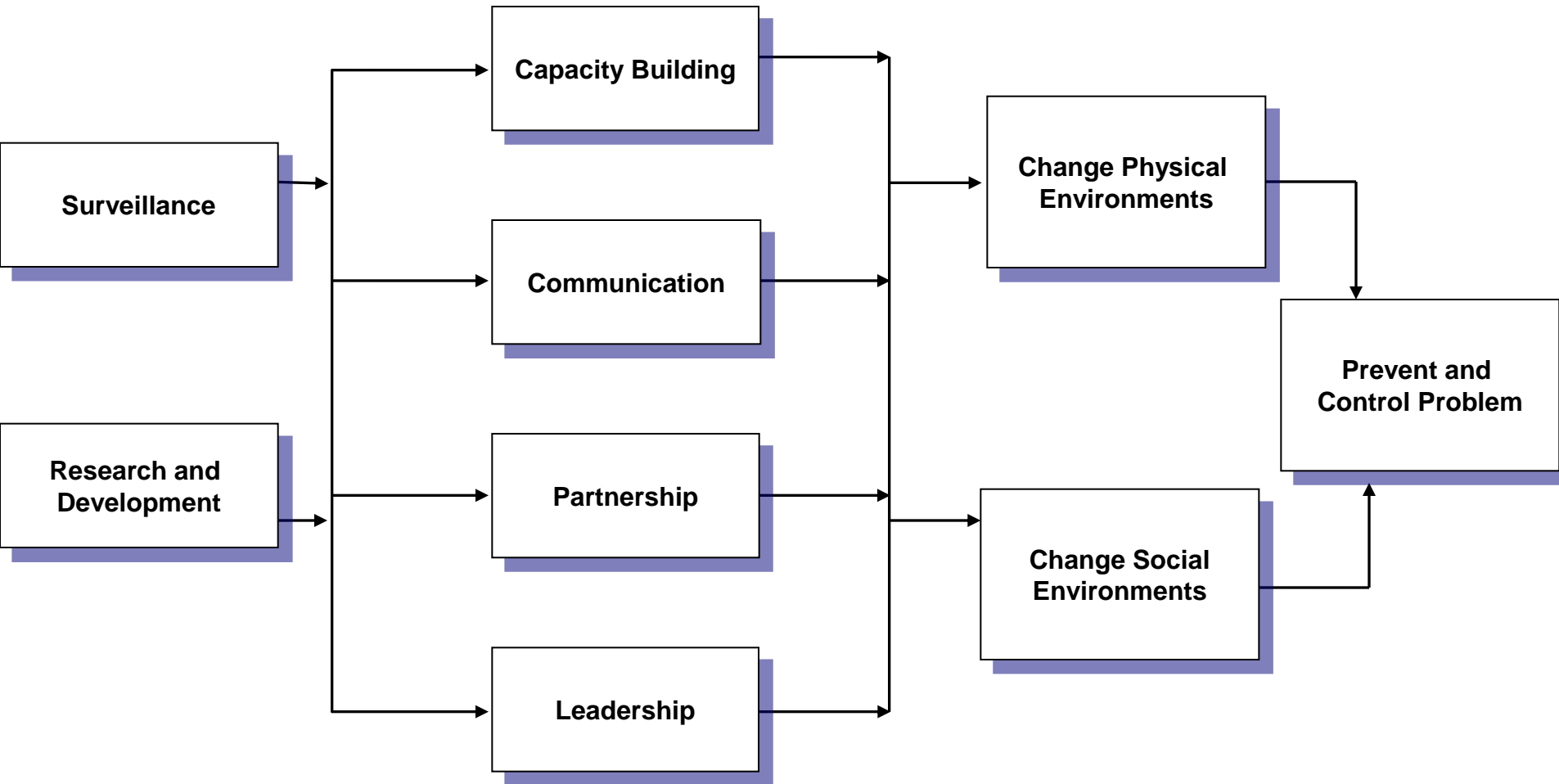


*Where “mediators”  
live in our logic  
model...*

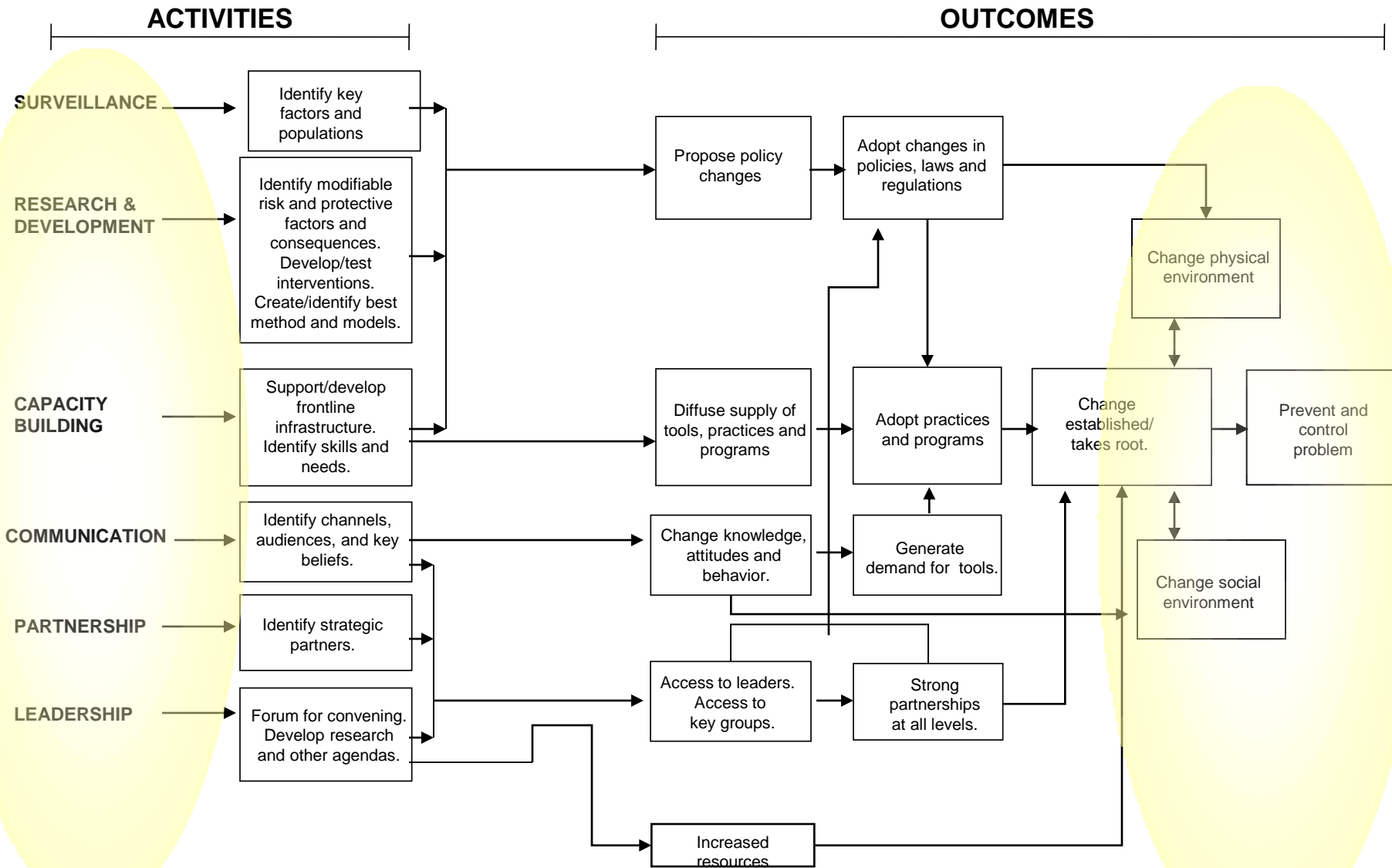


**Context  
Assumptions**

# Prevention Program—Simple Logic Model



# Prevention Program—Elaborated Logic Model



# “Reality Checking” the Focus

Based on “feasibility” standard:

- **Stage of Development:** How long has the program been in existence?
- **Program Intensity:** How intense is the program? How much impact is reasonable to expect?
- **Resources:** How much time, money, expertise are available?



# Core Funding—Logic Model Table

Activities		Outcomes	
Hire staff and establish org locus	Active collaboration and cooperation of partners	People with disabilities are integrated into promotion and prevention activities	Prevent secondary conditions
Develop advisory committee	[Who?] implements effective health promo and wellness programs	Plans [of others?] address needs of people with disabilities	Improve health and quality of life of people with disabilities
Analyze existing data	Strong policy [function?]	[Others?] implement access and other strategies	
Evaluate and monitor activities	Strong planning function and strategic plan	Increased access to promotion and prevention activities	
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**Mediators**

**Mediators**

# Logic Model Table: Module A: Evidence-Based Interventions

Activities		Outcomes	
Consult with committee	Facilitate policy [change?]  Facilitate physical access	Increased social and physical accessibility of environments (home, school, work)	Improve health and quality of life of PWDs

**Mediators**

**Mediators**

# Logic Model Table: Module E: Training

Activities		Outcomes
<p>Use/modify existing curricula</p> <p>Collaborate with partners</p> <p>Consult with faculty and staff of PH training programs</p>	<p>Offer training</p>	<p>Change KAB of (para)professionals in care and health promotion with people with disabilities</p>

**Mediators**

**Mediators**

# (Some) Potential Purposes

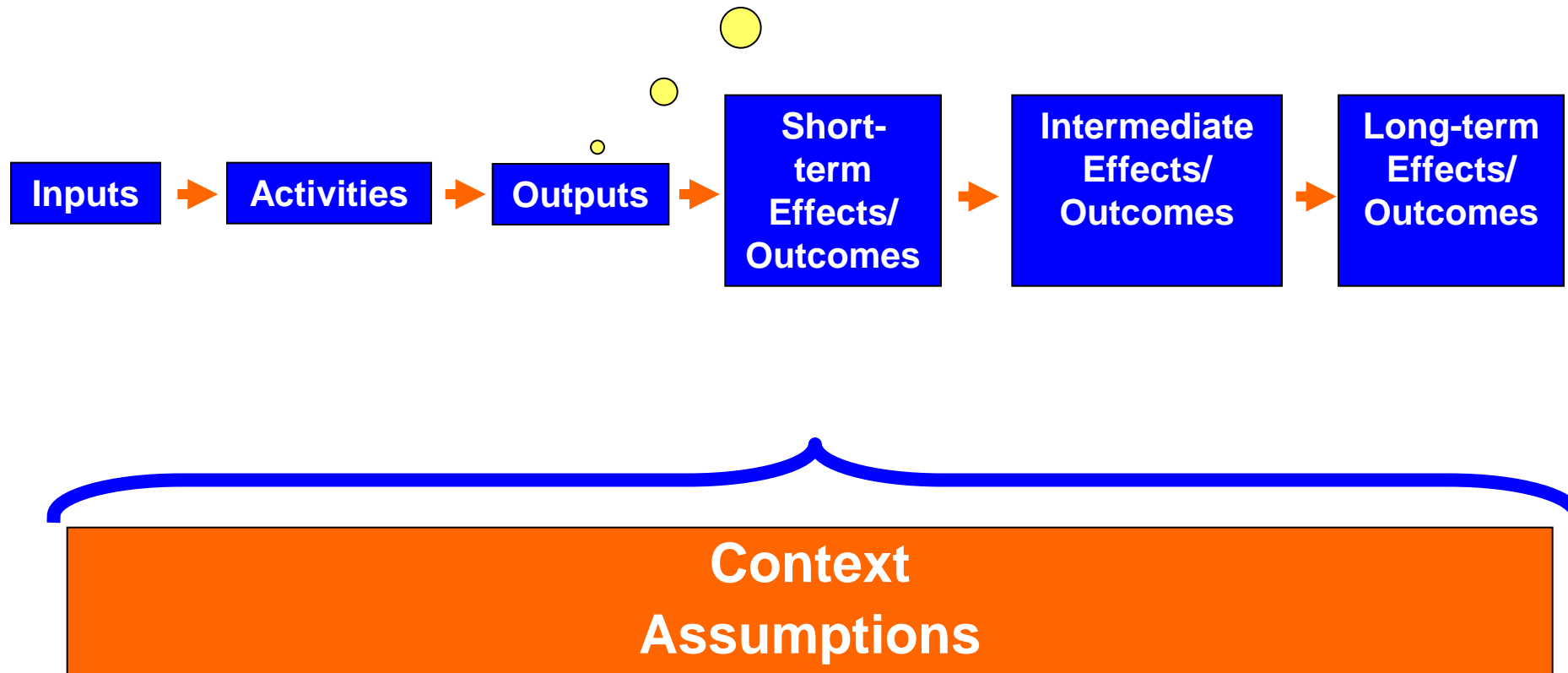
- Show accountability
- **Test program implementation**
- “Continuous” program improvement
- Increase the knowledge base
- Other...
- Other...



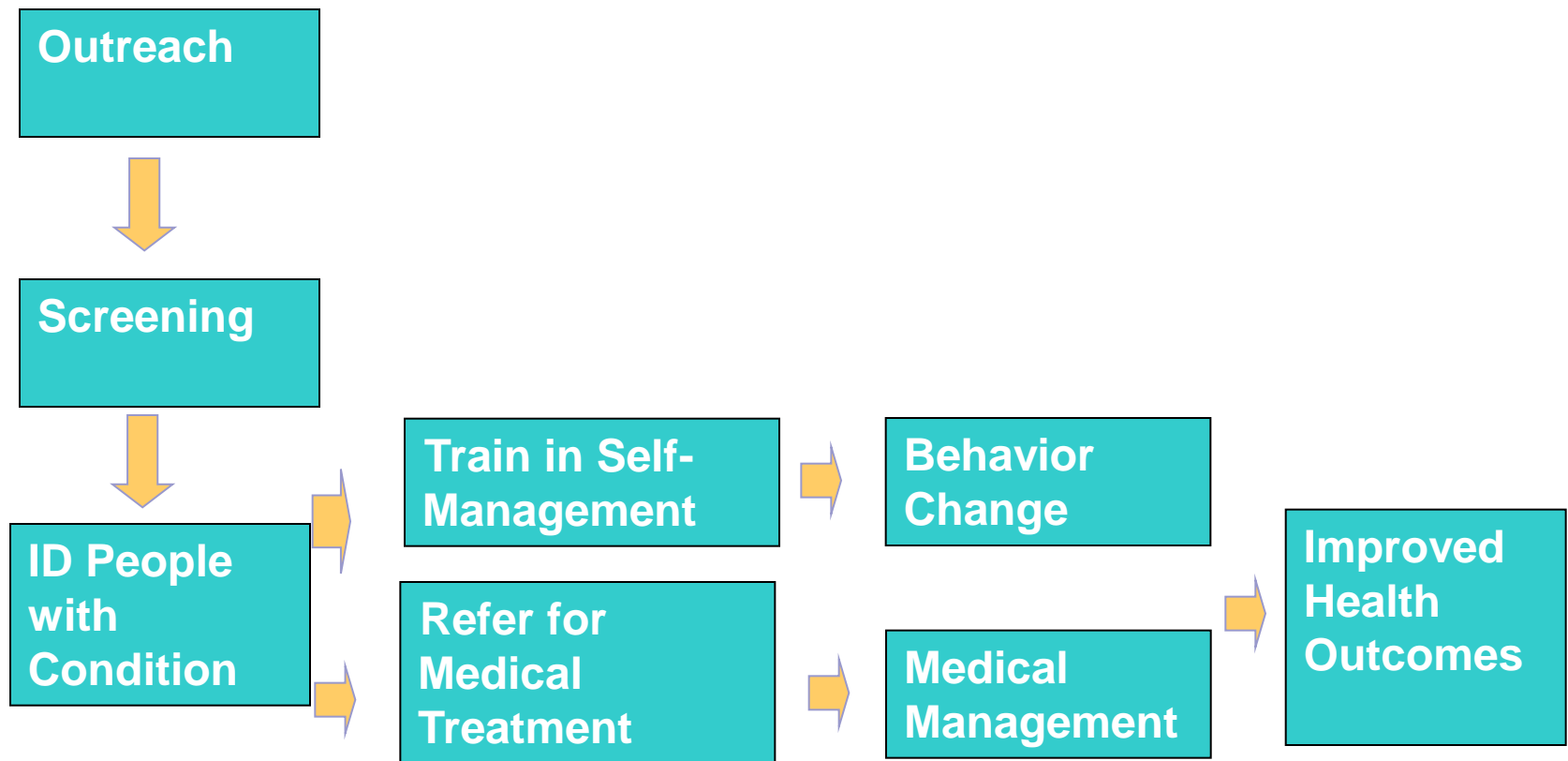
# Integrating Program Planning and Evaluation

Elaborating Our Program  
“Theory”—Outputs

# *Tangible products of activities*



# Upgrading Your Outputs— How Logic Models Help



# Traditional Outputs

- *Screening:* Pool (#) of screened kids
- *Training:* Pool (#) of clients trained
- *Referrals:* (#) referrals to medical treatment



# The Plot Thickens

Screening so good it will lead to...



ID People with Condition

Training in Self-Management so good it will lead to...



Behavior Change

Referral for Medical Treatment so good it will lead to...



Quality Medical Management

# Helpful Publications @ [www.cdc.gov/eval](http://www.cdc.gov/eval)

**CDC**  
CENTERS FOR DISEASE CONTROL  
AND PREVENTION

September 17, 1999 / Vol. 48 / No. RR-11

**MMWR**<sup>TM</sup>  
MORBIDITY AND MORTALITY  
WEEKLY REPORT

*Recommendations  
and  
Reports*

**Framework for Program Evaluation  
in Public Health**



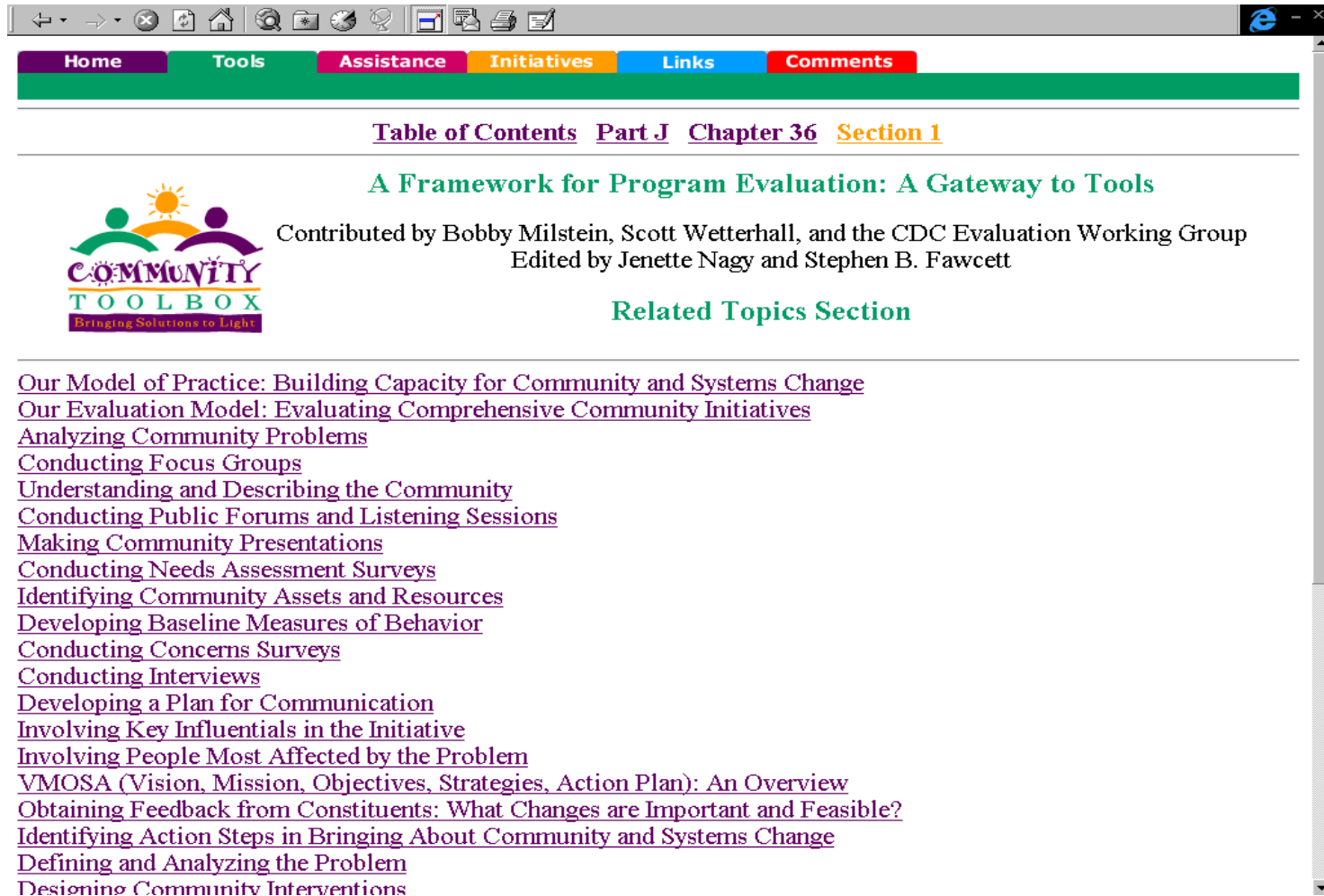
**An Evaluation  
Framework for  
Community  
Health Programs**

# Helpful Resources

- NEW! Intro to Program Evaluation for PH Programs—A Self-Study Guide: <http://www.cdc.gov/eval/whatsnew.htm>
- Logic Model Sites
  - Innovation Network: <http://www.innonet.org/>
  - Harvard Family Research Project: <http://www.gse.harvard.edu/hfrp/>
  - University of Wisconsin-Extension: <http://www.uwex.edu/ces/lmcourse/>
  - CDC/DASH: <http://www.cdc.gov/healthyyouth/evaluation/resources.htm#4>
  - CDC/STD: <http://www.cdc.gov/std/program/progeval/TOC-PGprogeval.htm>
- Texts
  - Kellogg Foundation Logic Model Development Guide: [www.wkkf.org](http://www.wkkf.org)
  - W.K. Kellogg Foundation Evaluation Resources: <http://www.wkkf.org/programming/overview.aspx?CID=281>
  - Rogers et al. Program Theory in Evaluation. New Directions Series: Jossey-Bass, Fall 2000
  - Chen, H. Theory-Driven Evaluations. Sage. 1990

# Community Tool Box

## <http://ctb.ku.edu>




Home Tools Assistance Initiatives Links Comments

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**A Framework for Program Evaluation: A Gateway to Tools**

Contributed by Bobby Milstein, Scott Wetterhall, and the CDC Evaluation Working Group  
Edited by Jenette Nagy and Stephen B. Fawcett

 **COMMUNITY  
TOOLBOX**  
Bringing Solutions to Light

**Related Topics Section**

- [Our Model of Practice: Building Capacity for Community and Systems Change](#)
- [Our Evaluation Model: Evaluating Comprehensive Community Initiatives](#)
- [Analyzing Community Problems](#)
- [Conducting Focus Groups](#)
- [Understanding and Describing the Community](#)
- [Conducting Public Forums and Listening Sessions](#)
- [Making Community Presentations](#)
- [Conducting Needs Assessment Surveys](#)
- [Identifying Community Assets and Resources](#)
- [Developing Baseline Measures of Behavior](#)
- [Conducting Concerns Surveys](#)
- [Conducting Interviews](#)
- [Developing a Plan for Communication](#)
- [Involving Key Influentials in the Initiative](#)
- [Involving People Most Affected by the Problem](#)
- [VMOSA \(Vision, Mission, Objectives, Strategies, Action Plan\): An Overview](#)
- [Obtaining Feedback from Constituents: What Changes are Important and Feasible?](#)
- [Identifying Action Steps in Bringing About Community and Systems Change](#)
- [Defining and Analyzing the Problem](#)
- [Designing Community Interventions](#)