



DEFENSE CENTERS
OF EXCELLENCE

For Psychological Health
& Traumatic Brain Injury

A Culture of Effectiveness: Using Program Evaluation and Improvement Processes to Build a More Effective Psychological Health and Traumatic Brain Injury System of Prevention and Care

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December 16, 2014



Webinar Details

- This webinar presentation has been pre-recorded
- A live question-and-answer session will be held at the conclusion of the presentation
- Questions may be submitted anonymously at any time via the “Question” pod
- Audio for this presentation will be provided through Adobe Connect; there is no separate dial-in
- Closed captioning is not available for this event

Materials for Download

- Sources for materials and additional training information:
 - Materials from this series are available at:
http://www.dcoe.mil/About_DCoE/Program_Evaluation.aspx
 - For information on other DCoE webinar and training series, visit:
http://www.dcoe.mil/Training/Monthly_Webinars.aspx
 - Materials for this webinar and Program Evaluation Guide modules are available in the Files box

Continuing Education Details

- DCoE's awarding of continuing education (CE) credit is limited in scope to health care providers who actively provide psychological health and traumatic brain injury care to active-duty U.S. service members, reservists, National Guardsmen, military veterans and/or their families.
- The authority for training of contractors is at the discretion of the chief contracting official. Currently, only those contractors with scope of work or with commensurate contract language are permitted in this training.
- All who registered prior to the deadline on Tuesday, Dec. 16, at 3 p.m. (EST) and meet eligibility requirements stated above, are eligible to receive a certificate of attendance or CE credit.

Continuing Education Details (continued)

- If you pre-registered for this webinar and want to obtain a CE certificate or a certificate of attendance, you must complete the online CE evaluation and post-test.
- After the webinar, visit <http://continuingeducation.dcri.duke.edu> to complete the online CE evaluation and post-test, and download your CE certificate/certificate of attendance.
- The Duke Medicine website online CE evaluation and post-test will be open through Tuesday, Dec. 23, 2014, until 11:59 p.m. (EST)

Continuing Education Details (continued)

- Credit Designation – The Duke University School of Medicine designates this live webinar for:
 - 1.5 AMA PRA Category 1 Credit(s)
- Additional Credit Designation includes:
 - 1.5 ANCC nursing contact hours
 - 0.15 IACET continuing education credit
 - 1.5 NBCC contact hours credit commensurate to the length of the program
 - 1.5 contact hours from the American Psychological Association (APA)
 - 1.5 NASW contact hours commensurate to the length of the program for those who attend 100% of the program

Continuing Education Details (continued)

- **ACCME Accredited Provider Statement** — The Duke University School of Medicine is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.
- **ANCC Accredited Provider Statement** — Duke University Health System Department of Clinical Education & Professional Development is accredited as a provider of continuing nursing education by the American Nurses Credentialing Center's (ANCC's) Commission on Accreditation. 1.50 ANCC nursing contact hours are provided for participation in this educational activity. In order to receive full contact-hour credit for this activity, you must attend the entire activity, participate in individual or group activities such as exercises or pre/post-tests, and complete the evaluation and verification of attendance forms at the conclusion of the activity.
- **IACET Authorized Provider Statement** — Duke University Health System Clinical Education & Professional Development is authorized by the International Association for Continuing Education and Training (IACET) to offer 0.15 continuing education credit to participants who meet all criteria for successful completion of authorized educational activities. Successful completion is defined as (but may not be limited to) 100% attendance, full participation and satisfactory completion of all related activities, and completion and return of evaluation at conclusion of the educational activity. Partial credit is not awarded.

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Continuing Education Details (continued)

- **NBCC:** Southern Regional Area Health Education Center (AHEC) is a National Board for Certified Counselors and Affiliates, Inc.(NBCC)-Approved Continuing Education Provider (ACEPTM) and a cosponsor of this event/program. Southern Regional AHEC may award NBCC-approved clock hours for events or programs that meet NBCC requirements. The ACEP maintains responsibility for the content of this event. Contact hours credit commensurate to the length of the program will be awarded to participants who attend 100% of the program.
- **Psychology:** This activity complies with all of the Continuing Education Criteria identified through the American Psychological Association (APA) Continuing Education Requirements.
- **NASW:** National Association of Social Workers (NASW), North Carolina Chapter: Southern Regional AHEC will award contact hours commensurate to the length of the program to participants who attend 100% of the program.



Presenter

CAPT Armen Thoumaian, Ph.D.
U.S. Public Health Service
Deputy Chief of Integration
Office of Shared Services Support, DCoE

CAPT Armen Thoumaian is a scientist director in the Commissioned Corps of the U.S. Public Health Service (USPHS) with more than 30 years experience in health and mental health program design and evaluation.

In January 2012, CAPT Thoumaian joined the staff at the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE) to help design and implement program evaluation and improvement efforts in the Defense Department.

He holds a B.A. in Psychology and Sociology, a M.A. in General Experimental Psychology, and a Ph.D. in Social Welfare and Social Work, and has completed a National Institute of Mental Health fellowship in Community Mental Health.



USPHS Capt. Armen Thoumaian, Ph.D.

Presenters

Aaron Sawyer, Ph.D.

Research Scientist, Contract Support for DCoE

Dr. Aaron Sawyer is a clinical psychologist with extensive expertise in intervention outcome research and program evaluation. He has delivered child, family and adult interventions for more than a decade, including specialization in trauma and experience working with military families. Dr. Sawyer holds a M.S. in Experimental Psychology and a Ph.D. in Clinical Psychology. He completed post-doctoral training at The Kennedy Krieger Institute/Johns Hopkins University and is a licensed psychologist.

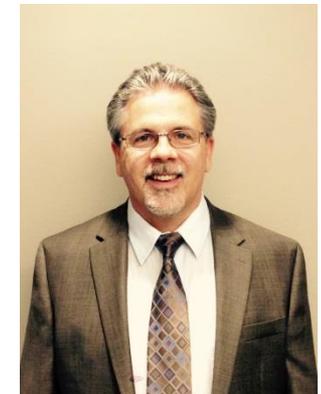


Dr. Aaron Sawyer

Carter Frank, M.A., M.S.

Research Scientist, Contract Support for DCoE

Mr. Carter Frank has over 15 years of experience in program development and management at local, regional and national levels. The breadth of his 33-year career includes 11 years of military service, spans military and civilian environments, clinical and non-clinical mental health operations, training, human resource management, business development and government contracting. Mr. Frank holds a B.S. in mathematical sciences, a M.A. in counseling, and a M.S. in management information systems. He is a licensed clinical professional counselor.



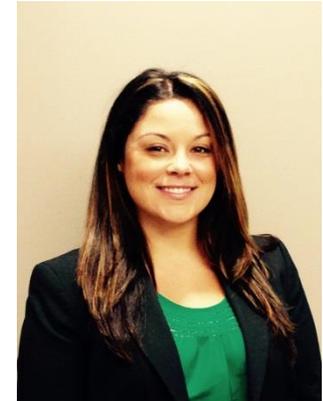
Mr. Carter Frank

Moderator

Carmina Aguirre, M.A.

Research Scientist, Contract Support for DCoE

Ms. Carmina Aguirre has over 14 years of experience within the Defense Department. Her background includes executive leadership, psychological health, sexual assault prevention and response, and public affairs. In addition to supporting DCoE, she serves as Chief of Public Affairs in the Florida Air National Guard. Ms. Aguirre holds a B.A. in Psychology and a M.A. in Human Services with a specialization in Executive Leadership.



Ms. Carmina Aguirre

Overview and Objectives

- This training presentation will provide an overview of the DCoE program evaluation and improvement effort, describe the uses and benefits of program evaluation and also explain DCoE's approach to program evaluation
- At the conclusion of this webinar, participants will be able to:
 - Explain the major parts involved in the conduct of program evaluation
 - Describe what a culture of effectiveness means for psychological health and traumatic brain injury prevention and care programs
 - Identify common challenges that program personnel face when conducting evaluations

Agenda

- Introduction to DCoE Program Evaluation and Improvement Effort
- DCoE Approach to Program Evaluation
- Common Challenges
- Working Toward a Culture of Effectiveness
- Conclusion
- References and Resources
- Feedback and Question-and-Answer Session

Introduction to DCoE Program Evaluation and Improvement Effort

DCoE Vision and Mission

Vision: DCoE strives to be the trusted source and advocate for psychological health and traumatic brain injury knowledge and standards for DoD, and profoundly improve the system of care

Mission: The mission of DCoE is to improve the lives of our nation's service members, families and veterans by advancing excellence in psychological health and traumatic brain injury prevention and care



Photo by: Cpl. Katherine Keleher, USMC, *DVIDS*

Introduction to DCoE

- DCoE is an executive agency primarily responsible to serve as the principal integrator of psychological health and traumatic brain injury services for military members, veterans and their families
- DCoE is comprised of a headquarters component and its three centers:
 - Defense and Veterans Brain Injury Center (DVBIC)
 - Deployment Health Clinical Center (DHCC)
 - National Center for Telehealth and Technology (T2)



Background of DCoE Program Evaluation and Improvement Effort

DCoE is responsible for responding to several directives related to improving effectiveness of DoD psychological health and traumatic brain injury programs.

DoD Agency Priority Goal

The DoD Wounded Warrior Priority Goal includes “Improving effectiveness of behavioral health programs”

REPORTING TO

Office of Management and Budget

NDAAs Sec. 739

“Plan to **eliminate gaps and redundancies** in programs of the Department of Defense on psychological health and traumatic brain injury“

REPORTING TO

Congress

Executive Order 13625

To provide the best mental health and substance abuse prevention, education, and outreach support to our military and their family members, the DoD shall review all existing mental health and substance abuse prevention, education, and outreach programs across the military services and the Defense Health Program to identify the key program areas that produce the greatest impact on quality and outcomes. The DoD will rank programs within each of these program areas using metrics that assess their effectiveness. By the end of FY 2014, existing program resources shall be realigned to ensure that highly-ranked programs are implemented across all of the military services and that less effective programs are replaced.

REPORTING TO

- The White House
- Office of the Assistant Secretary of Defense for Health Affairs

Purpose of DCoE Program Evaluation and Improvement Effort

DCoE's program evaluation and improvement (PEI) effort informs senior-level decisions that help to improve psychological health and traumatic brain injury program effectiveness across the DoD

- In **FY13**, DCoE completed an information collection and assessment of psychological health programs and conducted a scientific panel review of those programs
- In **FY14**, DCoE completed an information collection and rapid evaluation effort , which documented baseline attributes of effectiveness for clinical and non-clinical programs across DoD
- From **FY15** forward, DCoE plans to conduct more in-depth evaluation studies and to support ongoing PEI efforts with trainings, tool kits and support services

Purpose of DCoE Program Evaluation and Improvement Webinar Series

This webinar series is designed to enhance the capabilities of personnel in Defense Department psychological health and traumatic brain injury programs to conduct program evaluation activities

- Series content is designed to guide each step in the program evaluation process as carried out by personnel internal to programs
- Webinar materials align with DCoE Program Evaluation Guide (2nd Edition) modules, which may be used as additional training tools



DCoE Approach to Program Evaluation

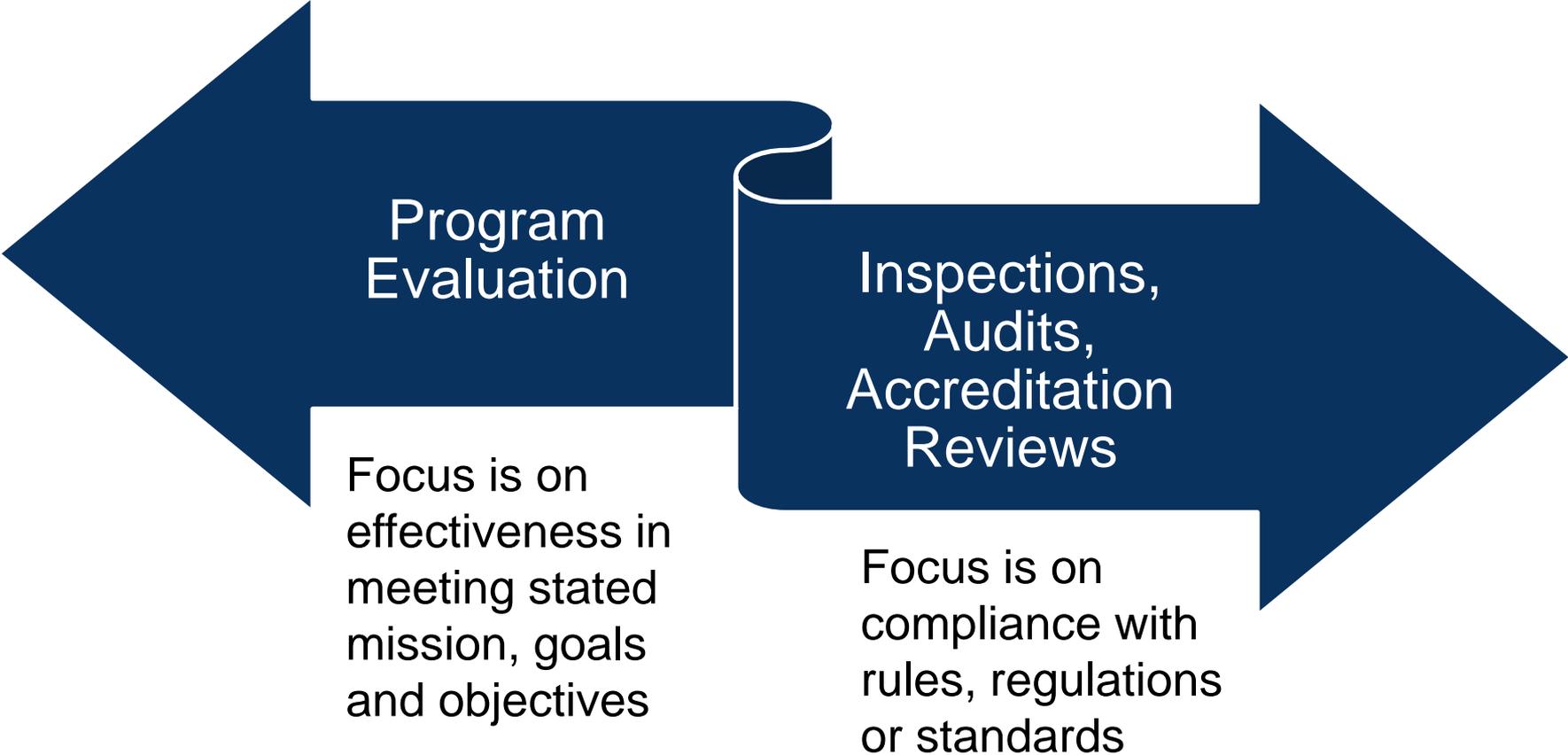


What Does Program Evaluation Mean?

Program evaluation: An individual systematic study conducted periodically on a regular or *ad hoc* basis to assess how well a program is working

Program evaluation involves the collection, analysis and interpretation of data to determine the outcomes and effectiveness of a program, adherence to mission, and identification of areas in need of improvement, as well as, opportunities for growth (adapted from DCoE, 2012; GAO, 2011)

What Program Evaluation Is Not



The diagram consists of two large, dark blue arrows pointing in opposite directions, one to the left and one to the right. They are connected at their inner ends by a white, curved line that resembles the spine of a book or a coin. The left arrow is labeled 'Program Evaluation' and the right arrow is labeled 'Inspections, Audits, Accreditation Reviews'. Below each arrow is a text box describing its focus.

Program Evaluation

Focus is on effectiveness in meeting stated mission, goals and objectives

Inspections, Audits, Accreditation Reviews

Focus is on compliance with rules, regulations or standards

Blueprint for Program Evaluation



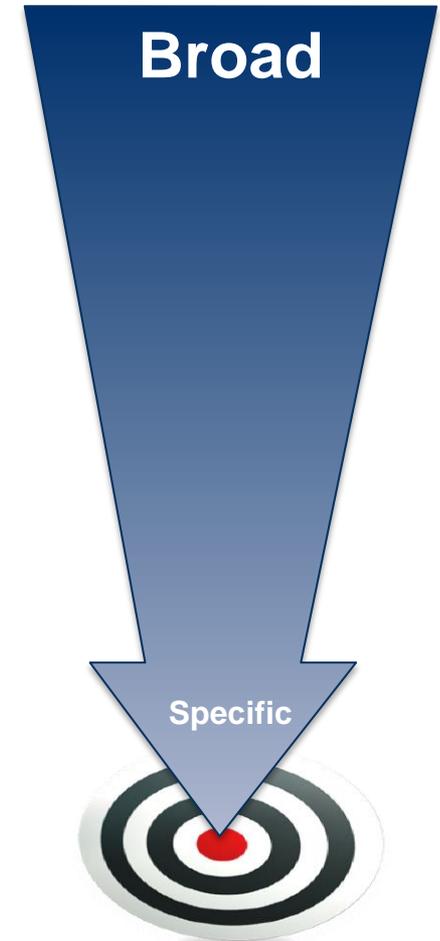
- Define program using mission statement, goals, objectives and a logic model
- Develop evaluation strategy based to meet identified needs
- Develop a data plan that states how evaluation will be carried out

- Collect and store data
- Analyze and interpret data

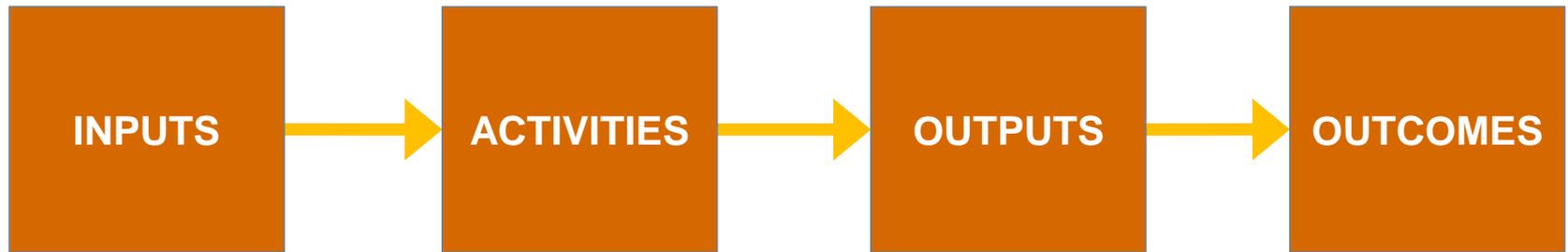
- Communicate findings to stakeholder groups
- Implement improvements based on findings

Program Evaluation Compares Results to Stated Mission, Goals and Objectives

- **Mission:** Purpose for the program's existence; goals and objectives should support mission
- **Goals:** Statements that outline what the program intends to accomplish
- **SMART Objectives:** Descriptions of goals in terms of specific, measurable, achievable, relevant, time-bound units



Logic Models Demonstrate How Programs Are Organized to Achieve Objectives



Inputs – What the program needs to operate

Activities – What program personnel do in service of the program's mission, goals and objectives

Outputs – What the program produces with its inputs and activities

Outcomes – What changes result from the program

Program Evaluation Designs

Formative Evaluations

- Identify needs during implementation
- Determine whether program has enough information to be evaluated (i.e., evaluability)

Process Evaluations

- Examine how program operates (e.g., fidelity to original plan) and who it serves (e.g., coverage of intended population)

Summative Evaluations

- Determine whether program is achieving intended outcomes
- Examine whether changes in target population can be attributed to program
- Compare program benefits to its costs and/or alternative programs

Sample Questions Addressed by Program Evaluation Efforts

Formative Evaluation	Process Evaluation	Summative Evaluation
Does the program address a specific need within the community and/or the target population?	Was the program implemented with fidelity (e.g., as intended or planned)?	To what extent did the program achieve the desired outcomes?
Does the program have a well-thought-out design and is it in place?	How satisfied are participants with program services?	Does the benefit of the program to its participants warrant its costs?
Does the program have the structures (e.g., staff, funding, activities) in place to be evaluated?	How similar are participants to the target population for which the program was designed (e.g., in terms of age, gender, or other characteristics)?	What should be improved or changed in the program to enhance outcomes?

Key Benefits of Program Evaluation



Common Challenges



Common Challenges

- Program evaluation can be time-consuming, and it may be difficult to estimate how much time it will take
- Resources, such as personnel with needed skill sets, may not be readily available
- It may not immediately be clear which design and data collection tools are the best fit for program needs
- Implementing changes based on findings may require a great deal of resources including funding and personnel

How DCoE Supports Programs to Address Program Evaluation Challenges

DCoE training, tools and support services:

- Provide guidance to help programs break down program evaluation processes into manageable steps
- Are designed to increase resources and readiness for program evaluation processes
- Can help program personnel select the best-fitting methods to address program evaluation needs
- Will support program efforts to make improvements and work toward a culture of effectiveness

Working Toward a Culture of Effectiveness

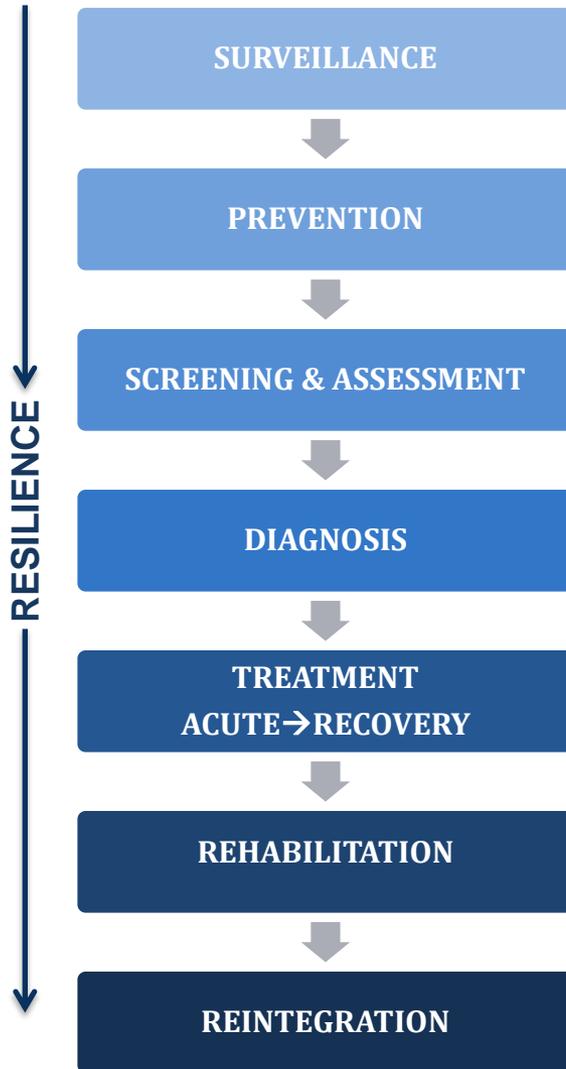


What is the Culture of Effectiveness?

In a **culture of effectiveness**, programs:

- Apply evidence-based interventions and best practices
- Produce accurate, objective data to drive decision-making and improvements
- Assess performance on an ongoing basis as it relates to mission, goals and objectives
- Support readiness and resilience

Why is a Culture of Effectiveness Needed?



- DoD is committed to maintaining a continuum of programs that form a **system of prevention and care** for psychological health and traumatic brain injury
- Forming a strong culture of effectiveness across DoD ensures the system is effective, efficient and responds to the changing needs of service members and their families

Getting to a Culture of Effectiveness

- Working toward a culture of effectiveness means DCoE, program managers and others work together to:
 - Identify high-quality programs and practices
 - Determine where gaps or redundancies exist
 - Support improvements that enhance quality and outcomes
- Data are needed to make this possible, so changes in the system of prevention and care are based on objective information
- Building a culture of effectiveness means program evaluation activities are part of everyday operations

Building a Culture of Effectiveness from the Inside Out

- Ongoing PEI efforts are not solely about the needs of external stakeholders
- PEI data provide program personnel with more opportunities to:
 - Identify training needs
 - Assess adherence to best practices
 - Make efficient and effective use of staff and resources
 - Use feedback for program improvement
 - Enhance service quality and effectiveness

How Does DCoE Support a Culture of Effectiveness?

- In addition to training, tools and support services designed specifically to enhance program evaluation capabilities, DCoE provides additional offerings such as:
 - Webinars on best practices, technological innovations and current research
 - Best practice guidelines and assessment tools
 - Technical support, training and consultation

Conclusion

Key Takeaways

- ★ Program evaluation helps to ensure that military members, their families and veterans receive high-quality services
- ★ A structured approach is important to ensure that results are accurate and objective
- ★ Effective ongoing program evaluation plays an important role in supporting a culture of effectiveness



Photo courtesy: Stewart Leiwakabessy

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Executive Order No. 13625, 2012: <http://www.whitehouse.gov/the-press-office/2012/08/31/executive-order-improving-access-mental-health-services-veterans-service>

National Defense Authorization Act for FY 2013, section 739: <http://www.govtrack.us/congress/bills/112/hr4310/text>

Resources

DCoE Program Evaluation Trainings and Program Evaluation Guide:

http://www.dcoe.mil/About_DCoE/Program_Evaluation/Resources_and_Training.aspx

DCoE Home Page: <http://www.dcoe.mil/>

Deployment Health Clinical Center: <http://www.pdhealth.mil/>

Defense and Veterans Brain Injury Center: <http://dvbic.dcoe.mil/>

National Center for Telehealth and Technology: <http://www.t2.health.mil/>

Agency for Healthcare Research and Quality: <http://www.qualitymeasures.ahrq.gov>

American Evaluation Association: <http://www.eval.org/>

Centers for Disease Control and Prevention, Program Performance and Evaluation Office: <http://www.cdc.gov/program/>

Minnesota Department of Health, Quality Improvement Toolbox: <http://www.health.state.mn.us/divs/opi/qi/toolbox/>

University of Kansas, Community Toolbox: <http://ctb.ku.edu/en>

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