



DEFENSE CENTERS
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For Psychological Health
& Traumatic Brain Injury

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

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Webinar Details

- This webinar has been pre-recorded
- Closed captioning is not available for this event
- Audio for this presentation is provided through Adobe Connect; there is no separate dial-in number
- Webinar information
 - Visit: dcoe.mil/webinars
 - Materials are available in the “Files” pod

Continuing Education Details

Continuing education credit is not available for this event

Presenters

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U.S. Public Health Service
Health Science Officer
Office of Policy, Programs and Integration,
DCoE

CAPT Thoumaian is a scientist director in the Commissioned Corps of the U.S. Public Health Service 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, an M.A. in General Experimental Psychology, and a Ph.D. in Social Welfare and Social Work, completing an National Institute of Mental Health fellowship in Community Mental Health.



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 an 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

Debra Stark, MBA,

Research Scientist, Contract Support for DCoE

Ms. Debra Stark is a survey methodologist with 15-plus years of research experience. Her work includes program evaluation and monitoring, qualitative data analysis and survey design. She has worked on health services evaluation projects with the National Institute of Allergy and Infectious Diseases, Centers for Medicare and Medicaid Services, Health Resources and Services Administration, Department of Veterans Affairs and Tricare Management Authority. Ms. Stark received her M.B.A. from Vanderbilt University.



Ms. Debra Stark

Webinar Overview

This webinar will provide an introduction to the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE) plan to improve the system of prevention and care for psychological health and traumatic brain injury (TBI).

Agenda

- Introduction to DCoE
- DCoE's Approach to Program Evaluation
- Working Toward a Culture of Effectiveness
- Common Challenges
- Conclusion



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Introduction to DCoE



DCE Vision and Mission

Vision: DCE strives to be the trusted source and advocate for psychological health and TBI knowledge and standards for DoD, and profoundly improve the system of care

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



Source: DVIDSHUB

Introduction to DCoE

DCoE is comprised of three centers:

- Defense and Veterans Brain Injury Center (DVBIC)
- Deployment Health Clinical Center (DHCC)
- National Center for Telehealth and Technology (T2)



Background

DCoE is responsible for responding to several directives related to improving effectiveness of DoD psychological health and TBI programs:

DoD Agency Priority Goal

Complete:
Q4 FY13

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

REPORTING TO

Office of Management and Budget

NDA Sec. 739

Complete:
Q4 FY13

“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

Complete:
Q4 FY14

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

Aims of DCoE's Program Evaluation and Improvement Effort

DCoE's program evaluation and improvement (PEI) effort informs senior-level decisions that help to improve psychological health and TBI program effectiveness across 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 is completing an Information Collection and Rapid Evaluation effort , which will document 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 other services



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DCoE's Approach to Program Evaluation



What Does Program Evaluation Mean?

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

Blueprint for Program Evaluation

Plan and Prepare

- Assess needs and assets, define program using a logic model, discuss goals with stakeholders, develop evaluation design

Conduct Program Evaluation

- Collect, analyze and interpret data

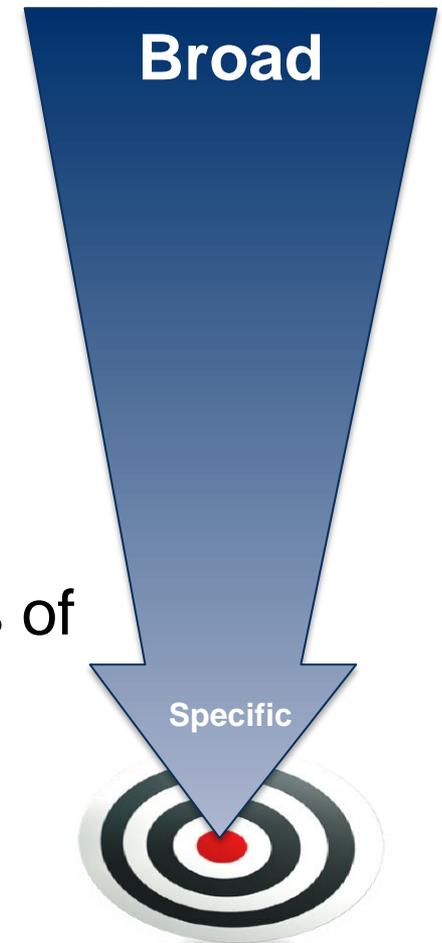
Report and Act on Findings

- Communicate results and implement changes



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
- **Objectives** – Descriptions of goals in terms of smaller units that can be measured



Objectives Must Be SMART

S (SPECIFIC)	M (MEASURABLE)	A (ACHIEVABLE)	R (RELEVANT)	T (TIME-BOUND)
<ul style="list-style-type: none">• Detailed, well-defined• Do the objectives specify what the program needs to achieve?	<ul style="list-style-type: none">• Numeric, observable• Can whether or not the program is meeting the objectives be measured?	<ul style="list-style-type: none">• Actionable, appropriate• Can the objectives reasonably be attained given available resources?	<ul style="list-style-type: none">• Considers population needs• Do objectives relate to the program's primary goals?	<ul style="list-style-type: none">• Defined end point• By when do the set objectives need to be achieved?

Program Evaluation Designs

Process Evaluations

- What is the need for the program?
- What practices does the program use?
- How does the program measure results?

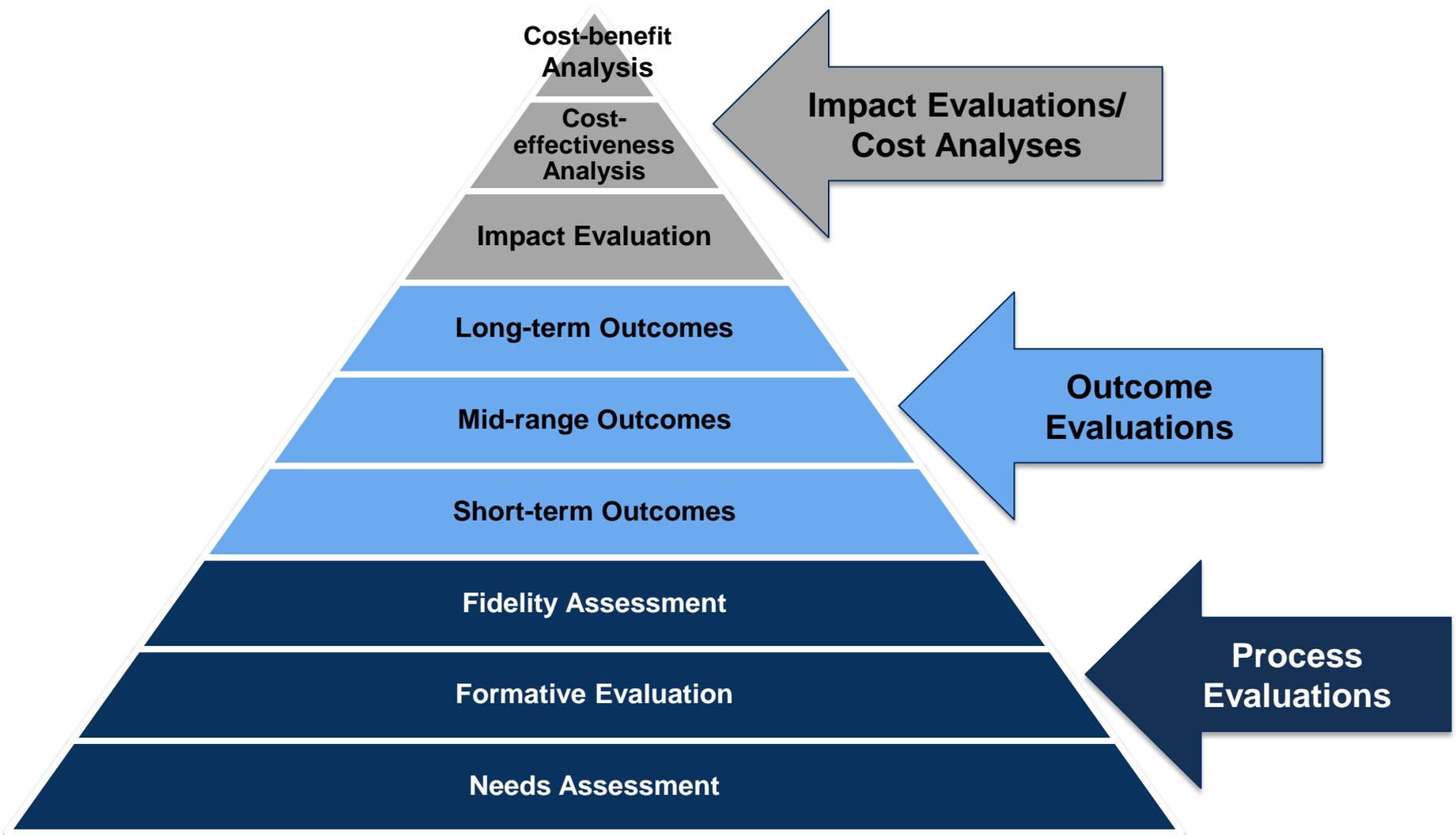
Outcome Evaluations

- Is the program achieving its stated objectives?
- How long do benefits last?

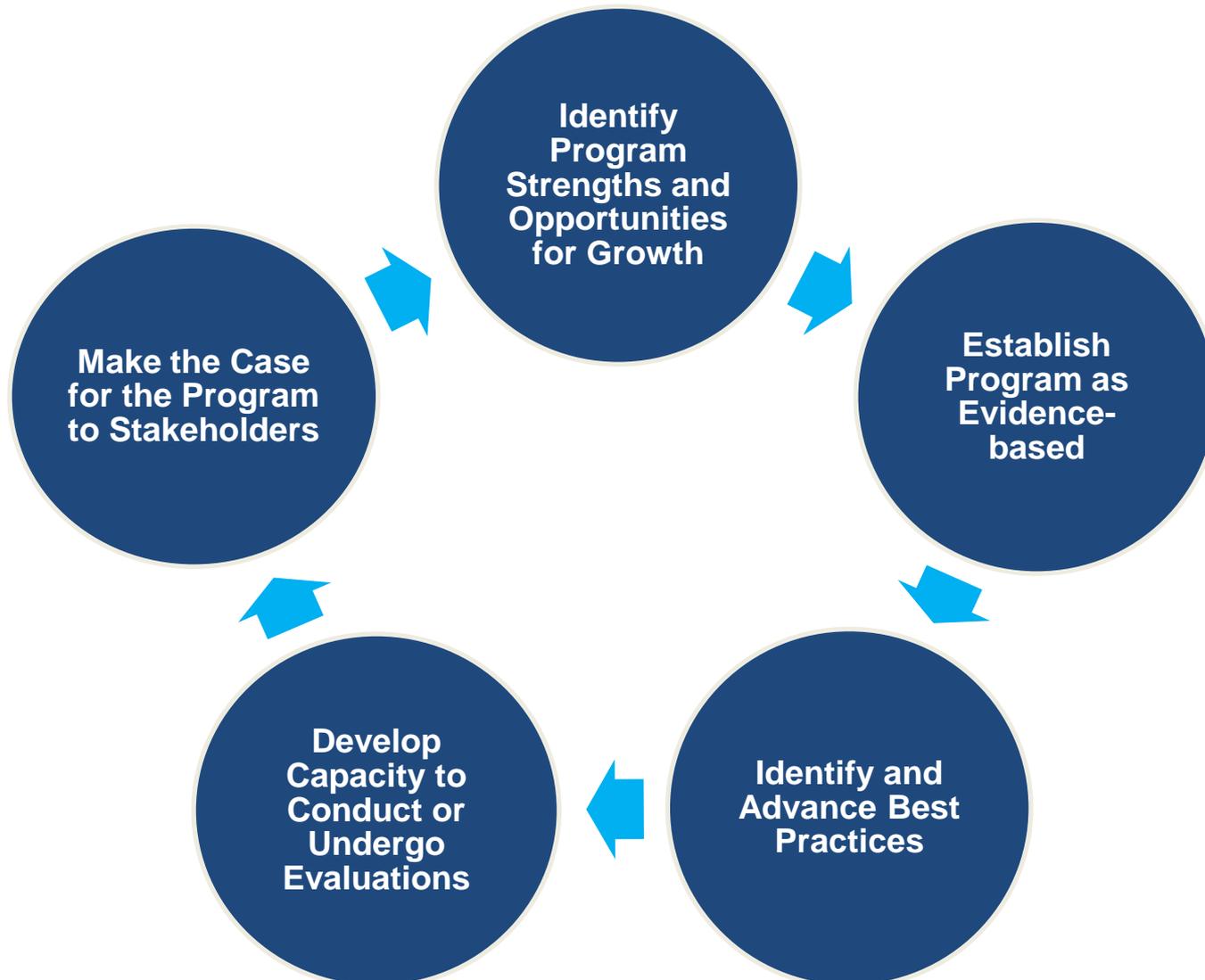
Impact Evaluations/ Cost Analyses

- What is the benefit for the population of having the program versus not having it?
- How much does the program cost?
- Does using a program save money?
- Do the benefits of a program justify its costs?

Program Evaluation Designs (continued)



Key Benefits of Program Evaluation





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Working Toward a Culture of Effectiveness

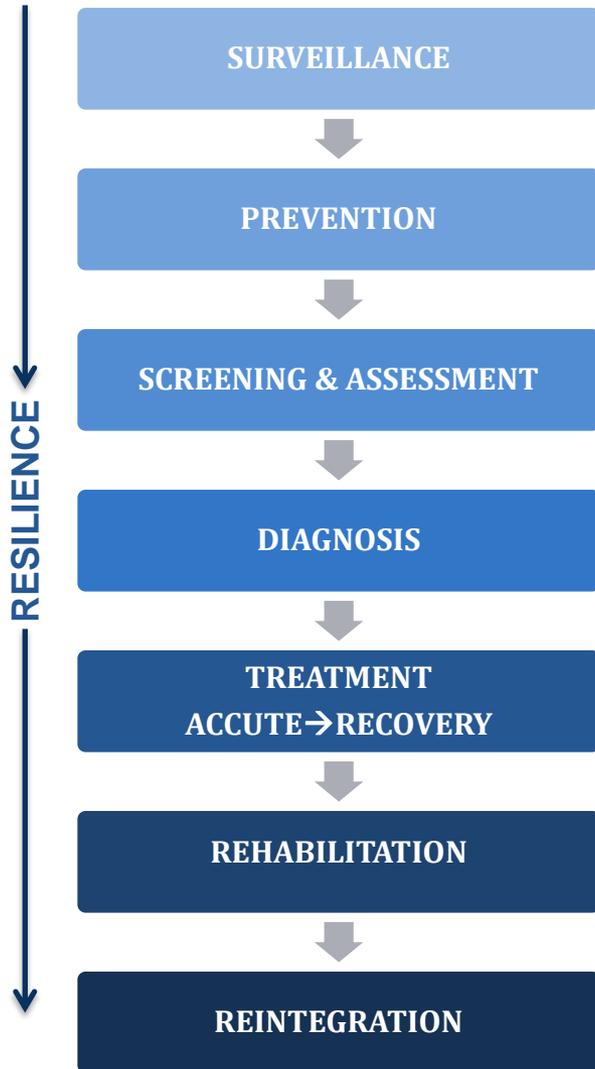


What is the Culture of Effectiveness?

In a **culture of effectiveness**, psychological health and TBI programs:

- Use evidence-based interventions and best practices
- Are part of a system that provides a full range of prevention and care
- Use accurate, objective data to drive decision-making and improvements

Why is a Culture of Effectiveness Needed?



- DoD maintains a continuum of programs that form a **system of prevention and care** for psychological health and TBI
- 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

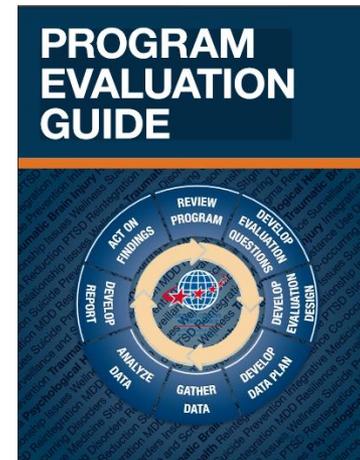
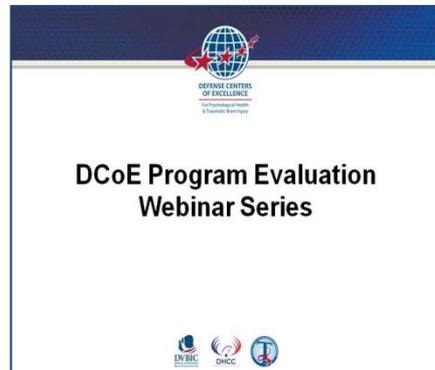
- Working toward a culture of effectiveness means that DCoE, program managers and others work together to:
 - Identify high-quality programs and practices
 - See where gaps or duplications exist
 - Support improvements
- Data are needed to make this possible, so that changes in the system of care and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

Building a Culture of Effectiveness from the Inside Out

- Ongoing PEI efforts are NOT just about external stakeholders.
- PEI data will provide programs with more chances to:
 - Identify staff training needs
 - Assess usage of best practices
 - Improve practices based on feedback from program participants, staff or other parties
 - Improve outcomes and effectiveness

How Does DCoE Support a Transition Toward a Culture of Effectiveness?

Trainings, tools, and other services offered by DCoE can be used by program staff to accomplish their mission, goals and objectives





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Common Challenges



Common Challenges

- Program evaluation is time-consuming, and it may be difficult to estimate how much time it will take
- Resources, such as staff members with needed skillsets, may not be readily available
- It may be unclear which design and data collection tools are the best fit
- Implementing changes based on findings may require a great deal of time and effort

How DCoE Supports Programs to Address Program Evaluation Challenges

DCoE's trainings, 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 programs select the best-fitting methods for their program evaluation needs
- Will support program efforts to work toward a culture of effectiveness



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Conclusion



Key Takeaways

- ★ Program evaluation is an essential part of delivering quality services to service members, veterans and their families
- ★ It is important to follow a structured approach to ensure that results are accurate and reliable



Source: Stewart Leiwakabessy

Resources

DCoE website: dcoe.mil

DoD FY 2013 Agency Priority Goal:

http://goals.performance.gov/goal_detail/dod/433/print

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>

DCoE Program Evaluation Guide:

dcoe.mil/Content/Navigation/Documents/DCoE_Program_Evaluation_Guide.pdf