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For Psychological Health
& Traumatic Brain Injury

How to Demonstrate Program Effectiveness to Stakeholders

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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 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

Continuing Education Details

- Continuing education credit is not available for this event
- Sources for materials and additional training information:
 - Materials from this series are available at:
dcoe.mil/About_DCoE/Program_Evaluation.aspx
 - For information on other DCoE webinar and training series, visit:
dcoe.mil/Training/Monthly_Webinars.aspx
 - Materials for this webinar are available in the Files box

Presenters

CAPT Armen Thoumaian, Ph.D.
U.S. Public Health Service
Acting 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

Jennifer L. Prince, Ed.D.

Research Scientist, Contract Support for DCoE

Dr. Jennifer L. Prince is a 12-year Navy veteran with over 27 years of experience in the health care industry. She has served in numerous capacities across the government and civilian sectors, including behavioral health treatment provider, director, program manager, instructor, trainer, researcher and consultant. Dr. Prince holds a B.S. and M.A. degree in psychology and an Ed.D. in counseling psychology. She is a licensed marriage and family therapist.



Dr. Jennifer L. Prince

Moderator and Presenter

Debra Stark, M.B.A.

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 instrument design. She has worked on public health services evaluation projects with various federal agencies, including the Department of Veterans Affairs and TRICARE Management Activity. Ms. Stark holds a M.B.A. from Vanderbilt University.



Ms. Debra Stark

Patrick High, Dr.P.H.

Epidemiologist, Contract Support for DCoE

Dr. Patrick High is an epidemiologist with over a decade of experience and has expertise in survey design, research methodology and program evaluation. His experience includes supporting the Office of the Undersecretary of Defense for Personnel and Readiness, Operations Research and Safety, and the Defense Suicide Prevention Office as an epidemiologist. Dr. High holds the degree of doctor of public health with specialization in Epidemiology and Biostatistics from the Uniformed Services University of the Health Sciences. He previously spent nine years in the Illinois Army National Guard.



Dr. Patrick High

Overview and Objectives

- This training presentation will cover how program managers and administrators can demonstrate the results of program evaluation and improvement efforts to key stakeholders with varying interests.
- At the conclusion of this webinar, participants will be able to:
 - Identify key stakeholders and their most common areas of interest in program evaluation results
 - Highlight key program successes while acknowledging areas for improvement and barriers to success
 - Understand how evaluation findings can support accountability and engagement with stakeholders and program participants
 - Identify common challenges that programs face in demonstrating program effectiveness

Agenda

- Identifying Stakeholders and Interests
- Choosing Appropriate Communication Formats
- Best Practices for Effective Reporting
- Using Evaluation Results to Improve a Program
- Common Challenges
- Conclusion
- Resources and References
- Feedback and Q&A Session

Identifying Stakeholders and Interests

Reporting Provides Critical Feedback to Programs

“Feedback is the breakfast of champions.”



Ken Blanchard,
Author and Management Expert

What Is a Stakeholder?

“Stakeholders are people or organizations that are invested in the program, are interested in the results of the evaluation and/or have a stake in what will be done with the results of the evaluation.” (Centers for Disease Control and Prevention, 2006)



Understand Your Audience

To gain a general understanding of your stakeholders and their interests, consider these broad questions:

A. Who are the stakeholders?

B. What information do they need?

C. Why do they need it?

A. Who Are the Stakeholders?

Ask three questions to identify specific stakeholders:

- Who is involved in *program operations*?
 - Implementation team (e.g., program staff, administrators)
- Who is *served or affected by* the program?
 - Participants and community (e.g., family members)
- Who will *use the evaluation results* for decision-making?
 - Decision makers (e.g., service leadership, funding agency)

A. Who Are the Stakeholders? (continued)

Stakeholders	Stakeholder Category		
	Implementation Team	Participants and Community	Decision Makers
Policymakers			✓
Senior Leaders			✓
Managers/ Supervisors	✓		
Program Staff	✓		
Participants		✓	
Family Members		✓	
Health Care System		✓	
External Programs		✓	
Community Organizations		✓	

B. What Information Do Stakeholders Need?

Evaluation Questions	Stakeholder Category		
	Implementation Team	Participants and Community	Decision Makers
Was the program implemented with fidelity?	Are activities being conducted properly?	What services does the program offer?	Is the program operating according to its mission?
Is the program sustainable?	Are there standard operating procedures?	Will this program be available in the future?	Is the program collecting and using feedback?
Have the program's structures and processes been clearly defined?	How is the program promoted?	What can I expect during program participation?	How many and who are the participants?
Has the program achieved its intended outcomes?	Is the program benefiting participants?	Is this program helping me and/or my family?	Is this program cost-effective?

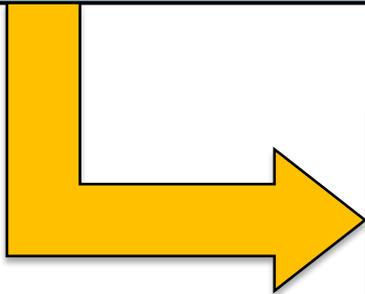
C. Why Do Stakeholders Need This Information?

- Demonstrate accountability
- Improve program services
- Advocate for service members and their families
- Identify lessons learned
- Build relationships
- Generate knowledge
- Provoke discussion
- Encourage action
- Acquire or maintain funding and support
- Renew interest in and commitment to the program
- Enhance marketing efforts

Role of Program Administrators

Consider the function of program leadership in reporting results to stakeholders

- Purpose – Advocate for the program
- Task – Assert program value and highlight strengths
- Connect – Educate and inspire support



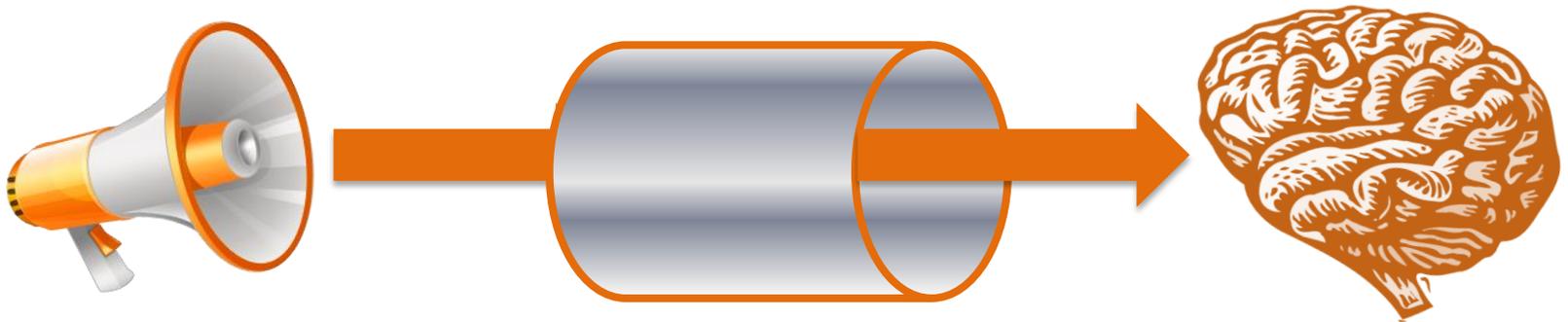
Result = More effective program

Choosing Appropriate Communication Formats



Communicate Program Evaluation Findings

- Disseminating results is an important component of the overall program evaluation process
- Effective communications increase the likelihood that results will be used
- Sending messages through the right channels ensures the “right people” receive the information (Patton, 1997)



Considerations for Reporting

Specific aspects of reporting will be determined by:

Intended Audience	Consider the audience's background and level of experience or expertise
Reporting Resources	Consider what types of reporting can be achieved given available resources
Regulations/ Requirements	Consider what rules apply to reporting and what is required by stakeholders for whom the communication is intended
Norms	Consider how similar programs report information about effectiveness, or what is typical for the intended audience

Plan to Communicate

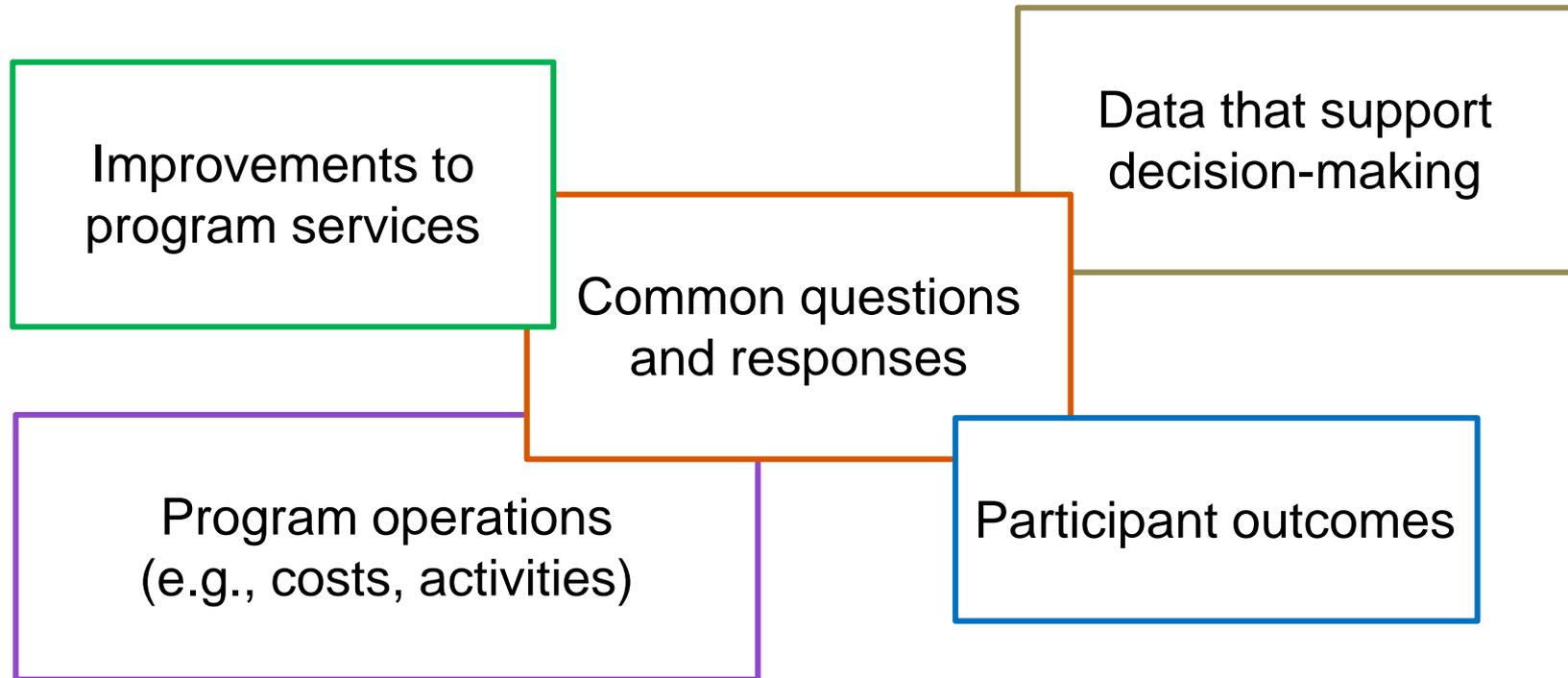
As part of developing a program evaluation, design a communications plan in coordination with stakeholders for when and how information such as feedback from program participants, lessons learned and courses of action will be disseminated

- Keep stakeholders informed in the manner they prefer
- Information should match stakeholder needs and interests



Maintain Accurate Data for Quick Reference

Build program evaluation reporting capacity into program operations. Gather and maintain readily accessible information on:



Many Communication Formats Are Available

Written Communication	Oral Communication	Internet and Social Media
<p>Written evaluation report</p> <p>Executive summary</p> <p>Point paper</p> <p>Talking paper</p> <p>White paper</p> <p>Interim progress report</p> <p>After action report</p> <p>Newsletter</p> <p>Brochure</p> <p>Flyer</p> <p>Newspaper article</p> <p>Email</p> <p>Listserv blast</p>	<p>Teleconference</p> <p>Radio and TV interviews</p> <p>Live streaming</p> <p>Panel presentation</p> <p>PowerPoint presentation</p> <p>Debrief</p> <p>Hotwash</p> <p>Commander's call</p> <p>Stand down</p> <p>Personal discussion</p>	<p>Website</p> <p>Twitter</p> <p>Facebook</p> <p>Instagram</p> <p>YouTube</p> <p>Blog</p> <p>Webinar</p> <p>Podcast</p> <p>RSS Feed</p>

Choose Formats Based on the Audience

Stakeholder Audience	Format Option
<p><u>Decision Makers</u> Funding agencies Program sponsors Board members Executive leadership</p>	<p>Evaluation report Technical report Executive summary Mission impact statement Briefing</p>
<p><u>Implementation Team</u> Program staff Contracting officer's representative Action officer Program administrator Champion/advocate</p>	<p>Technical report Executive summary Staff meeting Program newsletter</p>
<p><u>Participants and Community</u> Program participants Family members Community</p>	<p>Town hall meeting Commander's call Stand down Print media Social media Radio and television interviews</p>

Sample Communications Plan

Target Audience	Messaging Goals	Format	Timetable
Decision Makers	<ul style="list-style-type: none"> - Maintain or increase program funding 	<ul style="list-style-type: none"> - Executive summary - Targeted program briefs 	<ul style="list-style-type: none"> - Within 90 days of conclusion of funding - Quarterly
Implementation Team	<ul style="list-style-type: none"> - Inform staff about progress - Enhance cohesiveness and effort toward program objectives 	<ul style="list-style-type: none"> - Meetings and briefing documents - Final evaluation report 	<ul style="list-style-type: none"> - Weekly - Monthly - Within 180 days of conclusion of funding
Participants and Community	<ul style="list-style-type: none"> - Promote program - Recruit participants 	<ul style="list-style-type: none"> - Social media - Radio interviews - Print media 	<ul style="list-style-type: none"> - Weekly - Monthly - Quarterly

Communication Examples

Radio Interview: STARRS Program



Press Play with Madeleine Brand ☆
Military Mental Illness
-00:00:04 | 00:16:12 ☆ ↓ ↻

Military Mental Illness 16 MIN, 12 SEC ☆

A **new series of reports** says many soldiers already suffered from mental health before they enter the army. The **studies found** that nearly a quarter had a comm like depression or anxiety -- that's twice as many as in the civilian population. A details of the report, and we hear from a vet who now works with soldiers once home.

Guests:
[Matthew Nock](#), Harvard University
[Jason Hansman](#), Iraq and Afghanistan Veterans of America (@jasonhansman)

DCoE Facebook Page



DCoE - Defense Centers of Excellence
Government Organization

13,737 likes

DCoE - Defense Centers of Excellence shared a link. 5 hours ago

Still time to register for this Thursday's #DCoEwebinar!

Yellow Ribbon Program Website

Service Members Family Members **Yellow Ribbon Reintegration Program** YRRP Professionals Resource Providers
For Those Who Serve and Those Who Support™

WELCOME!

The new [YellowRibbon.mil](#) is here to provide the National Guard and Reserve community access to the latest deployment cycle information and resources. We invite you to explore the site and let us know how we can continue to enhance your online experience.

Thank you for your patience during the transition to the new site!

Six Years of Dedicated Support
 Since January 28, 2008, more than 1.3 million National Guard and Reserve Service members and their families have benefited from the deployment cycle information, resources, programs, services, and referrals offered by the Yellow Ribbon Reintegration Program.

EventPLUS Center for Excellence Agenda Builder

YRRP's event planning tool to view, manage and register for YRRP events. Deployment cycle information and resources for the National Guard and Reserve community. An online tool for YRRP Professionals to develop and publish YRRP event agendas.

FAQ Privacy Policy FOIA USA.GOV No Fear Act Accessibility

DCoE Twitter Feed

DCoE PH & TBI DCoEPage 23 Jul
 Get the facts! Download this #factsheet on mild #TBI and #PTSD symptoms: <http://t.co/YDCGXMPJFM> <http://t.co/rYkPdgpMv>
 Details | Retweet

DCoE PH & TBI DCoEPage 23 Jul
 TOMORROW! Register for the #DCoEwebinar on eye and ear combat trauma, prevention & treatment: <http://t.co/poQ9GEDXP> <http://t.co/D1NTzmvw1>
 Details | Retweet

DCoE PH & TBI DCoEPage 22 Jul
 Share your thoughts: Do you think using the term "hero" keeps our #woundedwarriors from seeking help? <http://t.co/JZnMoe1mVa>
 Details | Retweet

Check and Track

- Coordinate with your Public Affairs Office for permissions and release authority; all photos are reviewed for operational security concerns
- Collect and review statistics for all media and communications activity to report usage, understand trends and gauge success of specific events
- Monitor all accounts to review the number of followers, updates, re-tweets, likes, shares, downloads, postings, replies and mentions



Image Credit: A. J. Cann

Best Practices for Effective Reporting

General Guidelines for Reporting

All forms of reporting should be:

Clear	Use plain language and define terms, acronyms and abbreviations
Concise	Include only relevant information and provide a brief summary at the start and end
Consistent	Use the same terms to mean the same thing
Correct	Maintain accuracy and acknowledge what is and is not known
Compelling	Provide information in a way that tells a story about the program and its results

Written Reports: Purpose and Best Practices

- Written reports are the most formal and extensive type of reporting
- Often requested by senior-level stakeholders and required by funders
- They should explain:
 - **The program** – What is it intended to do and how? Who does it serve, and why does it exist?
 - **The evaluation** – What is its purpose or focus? What are its results, and how were they derived?
 - **Next steps** – How will the results be used? What changes should be implemented? What is the way forward?



Written Reports: Sample Format

- Executive Summary
- Program Overview
 - Mission, goals and objectives
 - Inputs and activities
 - Outputs and outcomes
- Program Evaluation Methods
- Results and Conclusions
- References
- Appendices



Presentations: Purpose and Best Practices

- Presentations are unique in that they allow direct interaction with stakeholders
- Especially useful for generating feedback
- Provide an overview of evaluation results
- They should include:
 - An overview or summary
 - Sections similar to a written report
 - Opportunities for feedback and questions
 - Contact information and additional resources



Presentations: Engage the Audience

- ✓ Tailor content to the audience
- ✓ Break up content into digestible sections
- ✓ Use images and examples to enhance understanding
- ✓ Make accompanying documents “stand alone” for individuals who cannot attend
- ✓ Avoid overly complex language and unnecessary terms, acronyms and abbreviations
- ✓ Avoid excessive text or presentation length

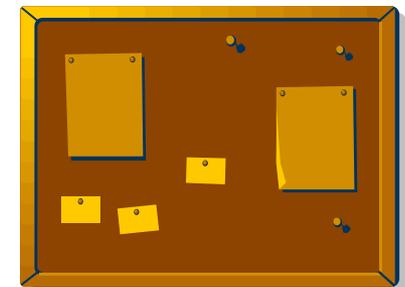
Websites and Promotional Materials: Purpose and Best Practices

- Websites and promotional materials (e.g., fliers, brochures) can be basic or in-depth
- They are most useful in providing summary information to participants, the public and other programs for the purposes of:
 - Advertising or informing
 - Recruiting participants
 - Generating referrals
 - Gathering support
- Program evaluation results can be used to highlight the strengths or benefits of the program



Websites and Promotional Materials: Purpose and Best Practices (continued)

- When developing web content use an organized layout that includes:
 - An “About” section
 - Contact information
 - Pages for component parts or different audiences (e.g., participants, providers)
 - Summaries of evaluation results
- Social media sites and blogs provide chances to interact and provide updates
- Flyers and brochures should provide only the most essential information



Using Evaluation Results to Improve a Program



Program Evaluation Definition

- Assesses how well the program is working
- Process involves collection, analysis and interpretation of data
- Results of program evaluation identify:
 - Outcomes
 - Effectiveness
 - Adherence to mission
 - Areas for improvement
 - Opportunities for growth

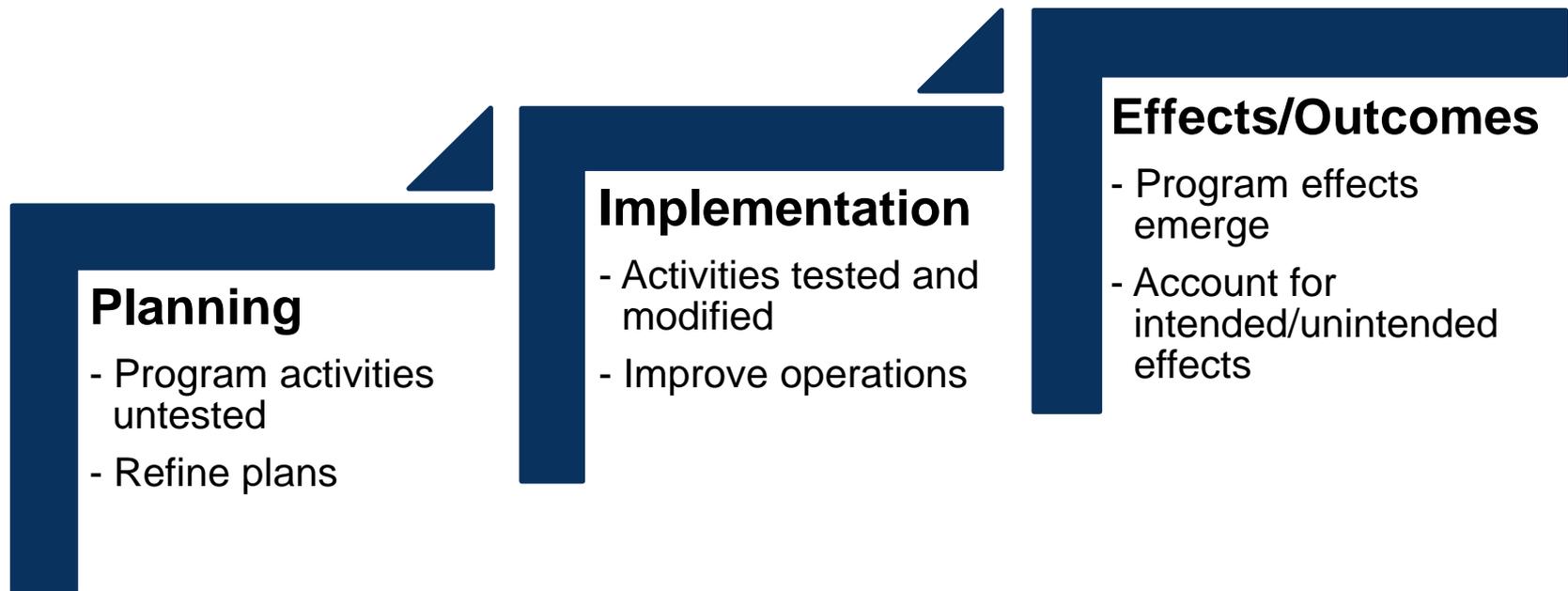


Purpose and Benefits of Program Evaluation

- Gain insights into program
 - Identify barriers and measure program activities and effects
- Refine program practices
 - Improve participant satisfaction
 - Improve participant access to or flow through the program
 - Improve services for program participants and their families
- Assess program effects
 - Compare costs to benefits
 - Document **success** in reaching objectives

3 Stages of Program Development

The results of program evaluation and recommendations will be based on a program's stage of development



Potential Barriers to Improvement

- Policy
- Inadequate funding
- Stakeholder resistance
- Inability to follow participants
- Insufficient training
- Lack of program resources (e.g., staff, database, tracking mechanisms)



Photo Credit: Jonathan Brodsky

Implement Program Evaluation Recommendations

Based on program evaluation results, program administrators and senior leadership may:

- Acquire additional staff
- Conduct additional staff training
- Simplify program mission, goals, objectives to ensure they are aligned
- Review/update program logic model
- Collect new or additional data (e.g., output or outcome information)
- Increase staff and/or participant satisfaction

Example: Use Evaluation Results to Improve Coverage

Finding: The program does not adequately cover the intended population

Improvements:

- Review program mission statement to determine if too broad, and revise to be more specific
- Review objectives to determine if all participants who should be accessing the program are participating, and revise objectives to specific population targeted
- Increase recruitment and outreach efforts specific to the underserved population

Example: Use Evaluation Results to Improve Program Processes

Finding: Program does not collect follow-up data on participants after program completion



Improvements:

- Follow-up with participants at select time intervals (e.g., 3, 6, and/or 12 months)
- Maintain database to track program participants' baseline and follow-up information
- Record program participant baseline information

Example: Use Evaluation Results to Improve Program Outcomes

Finding: The program could not demonstrate an effect on participants

Improvements:

- Compare participant baseline data (e.g., knowledge, attitudes) to data from program completion and follow up to demonstrate program effects (if any)
- Compare participants to similar individuals who did not participate to demonstrate program effects (if any)

Common Challenges

Special Considerations for Demonstrating Effectiveness of Military Programs

- Program priorities should align with Defense Department and service interests
- Build in extra time for review by chain of command when preparing reporting documents
- Effective communication is especially important in an environment with many other reports, meetings and presentations
- Ensure appropriate permissions are acquired before release of program information



Photo courtesy: California National Guard

Common Challenges FAQ

- What if I can't show my program is achieving outcomes at the time a program evaluation is carried out?
- How do I highlight areas for improvement without reflecting negatively on my program?
- What is the best way to establish connections between my program's resources, processes and outcomes?

What If I Can't Show My Program Is Achieving Outcomes at the Time a Program Evaluation Is Carried Out?

- Programs vary widely in their capabilities to conduct and participate in program evaluations
- Programs with lower evaluation capabilities should begin to:
 - Establish a plan for improving program evaluation capabilities within the program
 - Seek consultation and support from outside sources
 - Acquire appropriate training and resources needed to conduct evaluation activities
- Programs that have evaluation capabilities and have not found an effect should plan and carry out improvements

How Do I Highlight Areas for Improvement Without Negatively Affecting My Program?

- There are no perfect programs, and the environment in which programs operate is constantly changing
- Stakeholders may be more willing to accept program limitations if/when:
 - There is a well-designed plan to carry out improvements
 - There are other areas in which the program is achieving success
- A critical part of program improvement lies in carrying out change efforts, measuring progress and demonstrating the effects of improvements

What Is the Best Way to Establish Connections Between My Program's Resources, Processes and Outcomes?

- Begin by clearly defining the program and its intent
 - Establish clear mission, goals and objectives
 - Develop a detailed logic model
- Reports should compare results to the planned program intent and structure:
 - In effect, this either confirms or does not confirm the “program theory” laid out in the logic model
 - Where differences exist, modifications or improvements are needed

Conclusion

Key Takeaways

- ★ Program evaluation is not an end in itself; it should be conducted regularly and inform program development over time
- ★ Reporting efforts close the feedback loop and guide further evaluation and improvement efforts
- ★ Multiple formats may be used to highlight program successes and demonstrate effectiveness to stakeholders



Photo courtesy: Stewart Leiwakabessy

Resources

DCoE Program Evaluation Guide:

http://www.dcoe.mil/Content/Navigation/Documents/DCoE_Program_Evaluation_Guide.pdf

DoD Manual for Written Material:

http://www.dtic.mil/whs/directives/corres/pdf/511004m_v1.pdf

DoD Plain Language Website:

<http://www.dtic.mil/whs/directives/plainlanguage.html>

Centers for Disease Control and Prevention:

<http://www.cdc.gov/eval/index.htm>

Substance Abuse and Mental Health Services Administration:

<http://captus.samhsa.gov/access-resources/reporting-your-evaluation-results>

National Network of Libraries of Medicine:

<http://nnlm.gov/evaluation/guides.html>

508 Compliance:

<http://www.section508.gov/>

Resources (continued)

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/>

The Community Tool Box, University of Kansas:

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

Minnesota Department of Health:

<http://www.health.state.mn.us/divs/opi/qi/toolbox>

Michigan Public Health Training Center:

<http://miphtcdev.web.itd.umich.edu/trainings>

References and Suggested Readings

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