Evaluation Guide

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1. INTRODUCTION

This section provides a short background of the program, information about the purpose of the evaluation, and what stakeholders are involved in the process.

Evaluation Purpose

- What does this evaluation strive to achieve?
- What is the purpose of this evaluation?
- How will findings from the evaluation be used?

Stakeholders

- Who are the stakeholders for this evaluation? These are the people that will provide input on what types of evaluation are needed, and make changes to programs.
- Internal (within your office), or external (CAHs, Hospital Association, QIO, etc…)
- What role did they play in developing this individual evaluation plan, and what role will they play to implement change?
- How do you plan to engage these stakeholders when implementing the evaluation plan (e.g., participate in collecting data, help to interpret findings)?

Table 1. Stakeholder Roles

Stakeholder Name	Stakeholder Category	Role in Evaluation
John (Flex Coordinator)	Primary	Create surveys, analyze data
Jane (Director)	Primary	Recommend changes based on data
Tom (QIO Manager)	Secondary	Provide technical support

2. DESCRIPTION OF WHAT IS BEING EVALUATED

This section provides detailed information about what you are evaluating. In this section describe the need, context, target population, and stage of development of what is being evaluated. You will also provide information on inputs, activities, outputs, and outcomes and will develop a logic model (graphical depiction) of what you are evaluating.

Need

- What is the need for what you are evaluating?

Context

- What context/environment exists for what is being evaluated?
  (i.e., what environmental factors may affect the performance of what is being evaluated)

Target Population

- Who is the target population? (if applicable)

Stage of Development

- How long has what is being evaluated been in place?
- Is it in the planning or implementation stage?

Resources/Inputs

- What resources are available to support what is being evaluated (e.g., staff, money, space, time, partnerships, technology, etc.)?

Activities

- What specific activities are undertaken (or planned) to achieve the outcomes?

Outputs

- What products (e.g., materials, units of services delivered) are produced by your staff as a result of the activities performed?

Outcomes

- What are the program's intended outcomes (intended outcomes are short-term, intermediate, or long-term)?
- What do you ultimately want to change as a result of your activities (long-term outcomes/impacts)?
- What occurs between your activities and the point at which you see these ultimate outcomes (short-term and intermediate outcomes)?

Table 2. Program Description Template (This can be used in coordination with a logic model)

Resources/Inputs	Activities		Outputs	Outcomes	
	Initial	Subsequent		Short-Term/Intermediate	Long-Term

Logic Model

- Provide a logic model for what is being evaluated. (Or other model if appropriate)

3. EVALUATION DESIGN

This section provides information on how you will design your evaluation. Provide information on evaluation questions, stakeholder information needs emerging from the evaluation, and the evaluation design.

Evaluation Questions

- What specific questions do you intend to answer through this evaluation?
- PIMS questions are not necessarily evaluation questions, but monitoring activities.

Stakeholder Needs

- Who will use the evaluation findings?
- What do they need to learn from the evaluation?
- How will the findings be used?
- What do intended users view as credible information?

Evaluation Design

- What is the design for this evaluation? (e.g., experimental, pre-post with comparison group, time-series, case study, post-test only)
- Why was this design selected?

4. DATA COLLECTION

This section provides information on how you will collect/compile data for your evaluation. Provide information on methods by which you will collect/compile data, and how those methods are related to the evaluation questions you identified.

Data Collection Methods

- Will new data be collected/compiled to answer the evaluation questions or will secondary data be used?
- What methods will be used to collect or acquire the data?
- Will a sample be used? If so, how will the sample be selected?
- How will data collection instruments be identified and tested?
- How will the quality and utility of existing data be determined?
- From whom or from what will data be collected (source of data)?
- How will the data be protected?

Data Collection Method – Evaluation Question Link

- How does each data collection method relate to the evaluation questions proposed? Short description of your data collection methods with a detailed table to document each question.

Table 3: Evaluation Questions and Associated Data Collection Methods (PIMS Data should be included in the evaluation plan, but more in depth questions should be included here. These relate to internal processes, outcomes, and impacts.)

Evaluation Focus	Evaluation Question	Data Collection Method	Source of Data	Comments
QI/QA Program	Did hospitals improve QI measures in 2014?	Data review	Progress report (From hospital or contractor)	Hospitals or contractors will report data on a quarterly basis
Community Health Needs Assessment	Did the ORH provide useful assistance throughout the process?	Paper survey	In-house survey	Create survey and distribute following each meeting

5. DATA ANALYSIS AND INTERPRETATION

In this section provide information on what indicators and standards you will use to judge success, how you will analyze your evaluation findings, and how you will interpret and justify your conclusions.

Indicators and Standards

- What are some measurable or observable elements that can tell you about the performance of what is being evaluated?
- What constitutes "success"? (i.e., by what standards will you compare your evaluation findings?)

Table 4. Indicators and Success

Evaluation Question	Criteria or Indicator	Standards
Did hospitals improve QI measures in 2014?	% improvement in QI measures	5% improvement within the year
Did the ORH provide useful assistance throughout the process?	% of CAH staff that respond favorably	90%

Analysis

- What method will you use to analyze your data (e.g., descriptive statistics, inferential statistics, content analysis)?

Interpretation

- Who will you involve in drawing, interpreting, and justifying conclusions? This should reference stakeholders that will be involved.
- What are your plans to involve them in this process?

6. COMMUNICATION AND REPORTING MANAGEMENT

This section provides information about how information from the evaluation plan process and results will be used and shared.

Use

- What actions will be taken to promote evaluation use?
- How will evaluation findings be used?
- Who is responsible for implementing evaluation recommendations?

Communication

- Which evaluation stakeholders will you communicate with and why (e.g., update on status of evaluation, invite to meetings, share interim or final findings)?
- What methods (e.g., in-person meetings, emails, written reports, presentations) will you use to communicate with evaluation stakeholders?
- Why are these methods appropriate for the specific evaluation stakeholder audience of interest?

7. EVALUATION MANAGEMENT

This section provides information about how the individual evaluation will be managed and implemented and who will participate in what capacity. It will also provide a timeline for conducting activities related to this evaluation. You may find that some of the tables suggested here fit better in other sections of the plan. Regardless of how you structure your plan, it is important that you carefully think about each of these implementation steps and who is responsible for doing what by when.

- Develop several tables that summarize the major activities included in implementing the evaluation, the persons involved in this implementation, and associated timelines.

Evaluation Team

- Who will implement this evaluation?

Data Collection Management

- What data will be collected?
- What activities are needed to carry out the data collection successfully? When should each of these activities be completed?
- Who is responsible for conducting each activity?

Table 5. Data Collection Plan

Evaluation Questions	Activities	Person Responsible
Did hospitals improve QI measures in 2014?	• Receive quarterly reports • Review/analyze data • Make recommendations to improve	• Primary: Flex Coordinator • Secondary: ORH Director
Did the ORH provide useful assistance throughout the process?	• Create survey • Test survey • Administer survey • Analyze data	• Primary: Flex Coordinator • Secondary: OORH Director

Data Analysis Management

- What data will be analyzed, how, and when?
- Who is responsible for conducting the analyses?

Communicating and Reporting Management

- What are the target audiences for reporting the progress made on the evaluation and/or evaluation findings?
- What is the purpose of the communications with this audience?
- What is the most appropriate type of communication method to use with this audience, for this purpose?
- When will the communication take place?

Table 8. Communication and Reporting Plan

Audience: OSU Office of Rural Health				
Applicable?	**Purpose**	**Format**	**Timing**	**Notes**
Yes	Include in decision making about evaluation design	• In person	Continually	
Yes	Inform about specific upcoming evaluation activities	• In person • Email	Continually	
Yes	Keep informed about progress of the evaluation	• In person • Email	Continually	
Yes	Present findings	• In person • Email	As evaluations are conducted	

Timeline

- When will planning and administrative tasks occur?
- When will any pilot testing occur?
- When will formal data collection and analysis tasks occur?
- When will information dissemination tasks occur?
- Upon mapping all of the above on a single timeline, are there any foreseeable bottlenecks or sequencing issues?

Evaluation Budget

- What is the cost for this evaluation?
- Where will the monetary resources come from to support the evaluation? Are any in-kind, volunteer, or partner resources being contributed?