Alzheimer's Disease Team Guidance for Awardee Evaluation Plans

Prepared by
Alzheimer's Disease Team
Centers for Disease Control and Prevention

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Contents

Tables

General Guidance

Below are general notes that may help as you review this guide.

- The purpose of this document is to describe minimum expectations for the evaluation plan.
- A basic understanding of evaluation planning and execution is assumed. Suggestions and examples are provided (note the guidance will be useful for all awardees but typically features examples most relevant to BOLD state/local/tribal awardees).
- This guide is not intended as a substitute for evaluation training or technical assistance. Always consult with your Project Officer regarding evaluation technical assistance.
- Highlighted and bolded text identifies existing documents that can be used for the evaluation plan. For example:
    1) Notice of Funding Opportunity Applications: Your application content as well as introductory information on program goals, background, experience, and context can be adapted for sections of this plan.
    2) Work Plans: Evaluations will center on activities and objectives developed in the work plan. Descriptions of these elements may be useful for sections of the evaluation plan.
- Page limits provided are suggestions intended to convey the level of detail to include in your descriptions. As a rule of thumb, sufficient detail should be included to convey the coherence of the plan logic. Specifically, write descriptions that demonstrate the connection among the evaluation purpose(s), the program activities/outcomes evaluated, and evaluation strategy choices (e.g., questions, measures, data gathering).
- Alzheimer's Disease Team recognizes that awardees will plan a diverse set of evaluation activities and have different levels of evaluation experience. As a result, not all guidance here will be equally applicable to your circumstances. Always speak with your Project Officer as you consider what to emphasize in your plan.
- The evaluation plan should clearly indicate how Notice of Funding Opportunity required performance measure reporting will be accomplished. In addition, the planned evaluation should be:
    1) FEASIBLE (realistic given state of the program, available time, staffing, data, experience in evaluation).
    2) USEFUL (serve the intended uses for the intended users).
    3) ACCURATE (will produce information that is a credible and valid description of your efforts and their results).
- "Data" and "information" are used interchangeably throughout this guide. No part of the guidance should be construed as requesting that a specific form or type of data be collected or the use of a specific data collection method.

Abbreviations

- Alzheimer's Disease Team (ADT)
- Alzheimer's Disease and Related Dementias (ADRD)
- Behavioral Risk Factor Surveillance System (BRFSS)
- Notice of Funding Opportunity (NOFO)
- Reporting Period (RP): The time period covered by the evaluation report for the next Annual Progress Report.
- Road Map (RM)

Evaluation Plan Summary

Plan Section	Estimated Pages	Content Summary
Introduction (optional)	1.5	This optional section serves as an "executive summary" of the plan. It gives a high-level overview that identifies evaluation stakeholders, outlines the uses for findings, describes the evaluation emphasis in the current reporting period (RP), and explains key elements of your evaluation context.
Program Description	2 (includes Logic Model as Appendix)	This section describes your program in enough detail to convey the connection between the activities and outcomes you intend to evaluate and your evaluation strategy. There are three elements: an overview, logic model (as an Appendix), and supplemental narrative descriptions.
Evaluation Strategy	3 (includes Strategy Outline Table as Appendix)	This section describes the evaluation scope, focus, and strategy and consists of an overview, strategy outline table (as an Appendix), and supporting narrative with respect to evaluation questions, measures, and targets.
Gathering Credible Evidence	1.5	This section describes anticipated information sources and collection methods and includes an overview followed by a more detailed description of each activity. The intent is that most data gathering activities can be described in 1-2 paragraphs.
Analysis and Interpretation	1	This section summarizes the analysis corresponding to each data gathering activity and includes a description of what the data will look like and how it will be analyzed. Approaches should be described in enough detail to demonstrate the fit with evaluation questions, measures, and targets. The intent is that most data analysis activities can be described in 1-2 paragraphs.
Communication of Findings	.5	This section outlines plans (content, frequency, forms) for sharing evaluation findings with evaluation stakeholders.
Reporting Period Administration (optional)	.5	This optional section is a simple summary of the schedule and roles/responsibilities for major evaluation activities in the current RP.
Appendix: Logic Model	Included with *Program Description*	Simplified program Logic Model
Appendix: Strategy Outline Table	Included with *Evaluation Strategy*	The table conveys your strategy through evaluation questions, measures, targets, and data sources.
Estimated Pages	**8**	This total excludes optional sections.

Alzheimer's Disease Team Evaluation Approach

The ADT evaluation approach includes an outcomes focus, a process focus, and program monitoring (see Table 1).

Table 1. Alzheimer's Disease Team Evaluation Approach

	Defining Questions	Intended Purposes	Primary Intended Users
Outcomes Focus	What progress was made toward annual objectives? How effective was the program? What impact did the program have? What progress was made toward the NOFO short/intermediate and longterm outcomes?	Gauge program progress Demonstrate program value Demonstrate ADT impact Show value of a Public Health approach to Alzheimer's disease and related dementias (ADRD)	Awardees Awardee stakeholders ADT staff CDC leadership Congress
Process Focus	What resources were available to the program? Were resources sufficient? How effectively were resources utilized? To what extent was the program implemented as planned? What accounts for deviations from plans? What implementation obstacles and challenges were encountered? How did the program respond to challenges? What are the program strengths and weaknesses? How can the program be improved? What was learned about how to best implement program strategies? What works and what does not?	Discover program improvements Identify program lessons learned Develop better practices Identify improvements for future NOFO planning and execution	Awardees ADT staff
Program Monitoring	What progress is being made in implementing program plans? What challenges are being encountered? What can be done to address challenges?	Early problem identification Develop course corrections Inform technical assistance	Awardees Project Officers

Note that

- The Outcomes Evaluation component centers on **gauging program results** and the scope is broadly defined by the NOFO logic model short/intermediate-term outcomes and its required perfomance measure reporting. This activity has the widest audience of intended users and awardee plans will be similar in scope and content. Note that while the achievement of NOFO long-term outcomes is not in scope for the Cooperative Agreements, we do want to assess the extent to which awardee period-of-performance outcomes can act as stepping stones to the long-term objectives.
- The Process Evaluation component centers on **learning from program implementation** and the scope is broadly defined by the NOFO strategies. Findings will inform program improvement for awardee programs and also for the ADT. Plans will reflect the diversity in awardee contexts and specific activities planned.
- The Program Monitoring component is on-going and accomplished principally through **monthly TA meetings** with Project Officers. Program monitoring does not need to be addressed in awardee evaluation plans.

Plan Scope and Focus

First, ADT does not expect awardees to evaluate and report on every planned program activity or anticipated outcome. Rather, programs should exercise their best judgment and consult with their Project Officer in selecting activities and outcomes that will be reported beyond the NOFO required performance measure reporting. Plans should be comprehensive in that they address any/all activities and anticipated outcomes that are evaluation priorities for the program.

Second, the scope and focus of plans is expected to match the specific stages of the program development as reflected in work plans. Plans may also need to adjust to unexpected changes in staffing or other resources, evolving program priorities, adaptive changes made in activities, unanticipated delays, or changes in the social economic or political environment.

Finally, while plans are comprehensive, it is helpful if programs highlight the evaluation priorities for the current RP. For example, while evaluation questions will be defined for all priority activities and outcomes, the plan should make clear which questions are the priority for the current RP. In addition, it is expected that strategy choices (questions, measures, targets, data collection, data analysis strategies) will be described with the greatest level of specificity for the current RP and for NOFO-required performance measure reporting.

In view of the considerations noted above, ADT considers evaluation plans to be “living documents” and plans can be updated for each RP.

Reviews and Revisions

Evaluation plan reviews are used to facilitate ADT understanding of the plans, create broad consistency across plans, and to provide suggestions with respect to strategy and execution. ADT reviews will attend to plan completeness, coherence, and fit with the broadly defined questions, purposes and intended users summarized in Table 1. The review process is summarized below.

Plan Review and Update Process

1. Latest plan version submitted to ADT.
2. ADT plan review; discussion notes provided to awardee.
3. Discussion to identify mutually agreed upon updates.
4. Revised plan per agreed upon updates submitted.
5. Plan finalized for the RP.

Introduction (optional, estimated 1.5 pages)

Existing Available Content: NOFO application

This (optional) section provides context and an overview that identifies evaluation stakeholders, outlines the uses for findings, describes the evaluation emphasis in the current RP, and explains key elements of your evaluation context.

Overview

First, please describe **evaluation stakeholders and evaluation responsibilities**. Specifically:

- Who are the program evaluation stakeholders?
- Who will participate in the planning and execution of the evaluation? (e.g., staff, contractors, stakeholders)
- What are the evaluation roles and responsibilities?

A summary table such as the below may be useful.

Example Evaluation Roles and Responsibilities Table

Task	Lead	Stakeholder Participants
Logic model development		
Design/planning		
Gathering credible evidence		
Data analysis and interpretation		
Communication and use of findings		

Next, while **evaluation uses and users** are defined broadly in Table 1, describe these elements as they apply to your specific program context. Specifically:

- What do you hope to learn from the evaluation?
- What are the intended uses of the evaluation findings?
- Who are the primary intended users of the evaluation findings?

Evaluation Context

A brief summary of factors that may impact the evaluation activity (e.g., factors that support/limit evaluation activity) should be provided. At a minimum, the following will be described:

- Anticipated evaluation resources (time/staff, funds); please approximate the % of the budget available for evaluation.
- Key populations/participant groups you intend to gather information from.
- Specific supports for the evaluation (e.g., having an evaluator on staff).
- Potential obstacles to the evaluation (e.g., staff limitations, limited access to key data, uncertain availability of resources over time, difficulty engaging stakeholders).

Other contextual factors that might be described if they have implications for the evaluation include:

- Anticipated economic conditions.
- Political environment.
- Competing and/or supporting ADRD initiatives.

Program Description (estimated 2 pages)

Existing Available Content: NOFO application, work plan

This section describes your program in enough detail to convey the connection between the activities/outcomes you intend to evaluate and your evaluation strategy. The description should demonstrate the utility of key evaluation strategy choices (e.g., a particular sampling strategy, or data gathering method). There are three elements: an overview, logic model, and supplemental narrative descriptions.

Overview

This section begins with a brief overview (e.g., 2-3 paragraphs) that identifies:

- A summary of your program vision in terms of the primary activities, anticipated objectives, and the intended value added.
- The size and scope of your program (e.g., staff size and organization, ADRD focus areas).
- Noteworthy cultural, geographic, or socioeconomic elements of your jurisdiction/population.
- A brief problem statement that highlights ADRD challenges specific to your jurisdiction/population.

Logic Model

Include a logic model (LM) with at a minimum the three elements below (include other common elements such as *Inputs* or *Limitations* at your discretion). The model should clearly indicate important logical pathways among these elements.

- Activities
- Short/Intermediate term outcomes
- Long-term outcomes

The LM template in Appendix A of this document illustrates a basic arrangement of these elements, an illustrative level of detail in pathways, and provides some sample content. The LM can be formatted as a table, although a diagram is preferred. Please include the LM as an Appendix, using "landscape" orientation for diagrams (note the estimated page length of the *Program Description* section includes this Appendix).

The LM should inform your evaluation planning. For example, the pattern of logical pathways may suggest specific activities and outcomes as evaluation priorities. In addition, LM outcomes can serve as a starting point in the articulation of key indicators and measures. Also consider how well the model can convey the scope and focus of your program to key stakeholders.

Suggestions for Logic Models (see also Appendix A)

Activities	You might use the NOFO strategies here. However, these are intentionally broadly stated to be applicable to all awardees. Instead, ADT recommends describing Activities in summary form based on the activities included in your work plan.
Short/Intermediate-term Outcomes	Consider how the *Annual Objectives* from your work plan might be used or modified for use as short/intermediate-term outcomes. Depending on program preferences, you may wish to separate short- from intermediate-term outcomes.
Long-term Outcomes	Measurable changes in the long-term outcomes identified in NOFOs are NOT expected during the period of performance. Instead, describe long-term outcomes based on NOFO period-of-performance outcomes.

Pathways	Visually depict the most critical logical pathways from Activities through Outcomes.
General	To the extent possible, use language that creates clear and sharp distinctions between activities (what the program will be doing) and outcomes (desired results).

Program Description Narrative

This section supplements the LM, and it should include at least the following additional descriptions:

1) RP Outputs: Any direct, tangible work products (i.e., "Outputs" in LM terminology) that you intend to create **during the RP should be described**. Example Outputs that would require descriptions are:
   - A matrix summarizing actively collaborating stakeholders and their key characteristics.
   - A needs assessment report or summary.
   - A list of proposed actions to include in jurisdictional ADRD plans, organized by Road Map (RM) action.
   - An inventory of recommended ADRD resources available for your jurisdiction.

   Explain how products will facilitate the accomplishment of program outcomes. The descriptions should also include some indication of what constitutes an "excellent" product or Output. For example, what specific features will it include, and/or what adjectives should apply? Note these descriptions may be taken directly from or adapted from descriptions in the work plan.
2) Assumptions: Key assumptions made about the logic of the program should be listed. For example:
   - Stakeholders will be available to attend meetings and other program events.
   - Increased access to ADRD information will lead to increased interest in ADRD issues.
   - Partnerships or coalitions can effectively address problems or reach into areas we cannot.

Evaluation Strategy (estimated 3 pages)

Existing Available Content: NOFO application, work plan, logic model

This section describes the evaluation scope, focus, and strategy and consists of an overview, strategy outline table, and supporting narrative. As noted above, the strategy should be comprehensive (i.e., addressing all awardee evaluation priority activities and outcomes), strategy choices for the current RP and for required perfomance measures should display the greatest level of detail.

Overview

The overview describes key evaluation assumptions, priorities, and the overall strategic approach. At a minimum, it should:

- Indicate whether a specific evaluation framework will be used (e.g., Re-AIM, Utilization Focused, Theory-Driven, Realistic).
- Explain how intended users or other stakeholders are involved in the evaluation planning or execution.
- List any key assumptions made about the conduct of the evaluation (e.g., collaboration with partners in data collection will be successful).
- Note anticipated challenges (e.g., with respect to data availability or collection, or timelines for reporting).

Strategy Outline

A strategy overview should be conveyed by a summary table using the format in Table 2 below (see Appendix B for example table entries). Questions, indicators, measures, targets, and data sources are distinct but related elements of the evaluation design. Together these elements define the scope of your evaluation, indicate what information will be gathered to answer your evaluation questions, and how it will be gathered. Include this table

as an Appendix, using "landscape" orientation (note the estimated page length of the *Evaluation Strategy* section includes this Appendix). **Please bold questions that are a high priority for the current RP.**

Table 2. Evaluation Strategy Outline

Questions	Indicators*	Measures	Targets	Data Sources
Outcomes				
1.				
2.				
3.				
Process				
1.				
2.				
3.				

*This is an optional column; see *Indicators* section below (under *Supporting Narrative*).

Suggestions on Strategy

- Are there clear conceptual and logical connections between evaluation questions, indicators, measures, targets, and data sources?
- What is the balance between process and outcome evaluation? Consider the potential impact of the information gathered as well as resources required for each kind of evaluation.
- Will the strategy lead to the gathering of credible (i.e., compelling, believable) evidence for evaluation users?
- **Will the strategy fulfill the minimum performance measure reporting required in the NOFO?**

Supporting Narrative

The sections below provide suggestions for elaborating on information provided in the strategy table. This supporting narrative will provide further context, explanations for choices, or note challenges. For example, you might provide rationale for particularly significant choices with respect to measures, targets, or data collection choices. As a rule of thumb, include narrative descriptions when needed to convey the intent of items in the table and their fit within the strategy.

Evaluation Questions

Evaluation questions define the scope and content of your evaluation and are a succinct expression of evaluation priorities. In the supporting narrative, include a brief description of how evaluation questions were formulated (e.g., 1-2 paragraphs). Specifically:

- Who was involved in the development of evaluation questions? Which stakeholders were included?
- What factors influenced the development of the evaluation questions? (e.g., stakeholder interests, state of the program, available resources or other feasibility concerns, program contextual factors)
- Was the LM used to inform questions? If so, in what ways?
- How were the priorities for the current RP established?

See Appendix B for example BOLD Program questions. These questions may be adapted to fit your specific context.

Suggestions for Evaluation Questions

- The focus of questions should map to the LM and the work plan.
- For the current RP, consider which evaluation questions can be feasibly and meaningfully answered. Among these, which best describe the program in terms of lessons learned and progress achieved?
- Frame questions specifically enough to identify the activity or outcome of interest, but broadly enough to encompass multiple aspects of that activity or outcome.
- Phrase questions to allow for qualitative differences and differences in degree in the answers (e.g., "To what extent . . ." "In what ways . . .").
- When developing evaluation questions, it can be helpful to think through possible responses, and decide how useful those answers might be. Consider to what extent will answers 1) provide actionable information, 2) inform decisions, 3) suggest program improvements, or 4) provide compelling evidence of program progress or accomplishments?

Indicators (optional)

While not a minimum requirement of the NOFO, ADT strongly encourages developing a list of indicators for each question. The development of indicators can stimulate a team discussion about the most important dimensions of activities and outcomes to be evaluated. Well-stated indicators can suggest key evaluation criteria and suggest one or more potential measures. In addition, because they require less specificity than measures, a set of indicators for an evaluation question may be easier to define than the actual measures.

The terms "indicators" and "measures" are often used interchangeably. For ADT's purposes, an *indicator* describes an observable phenomenon that is associated with concepts/topics in the evaluation question. The purpose of indicators is to identify what kind of information can be gathered to effectively answer an evaluation question. Indicators are conceptual tools that do not necessarily convey information about the degree to which some phenomenon was observed. Indicators will point to potential measures. For example, indicators with respect to "stakeholder collaboration" are shown below. See Appendix B for other examples.

Question	**Indicators**
To what extent are stakeholders engaging in jurisdictional-wide ADRD **collaboration and action**?	Diverse and comprehensive coalition membership across roles, sectors, expertise, geography, and priority populations Stakeholders participate in ADRD-focused interactions/events Stakeholders are regularly sharing information Stakeholders share resources (e.g., materials, tools, best practices) Stakeholders engage in joint activities (e.g., training events, presentations, working groups)

	Useful products of program-initiated stakeholder interactions are developed (e.g., white papers, state plan recommendations, educational materials)

Suggestions for Indicators

- LM outcomes and activities can suggest indicators.
- Develop multiple indicators for each evaluation question.
- Involve stakeholders in developing indicators; at a minimum, gather stakeholder feedback on indicators.

Measures

Measures specify the form and method of information you will be gathering. The level of measurement is expected to vary and may include for example counts, frequencies, proportions, distributions across categories, rankings, or scale ratings. Measures will:

- Reflect the content of indicators.
- Convey the degree to which or form in which an indicator was observed.
- Suggest a specific measurement process/procedure.
- Refer implicitly or explicitly to a measurement scale.
- Suggest a specific form of data collection and analysis.

Every evaluation question should have at least one associated measure, and ideally will have more than one. See below and Appendix B for example measures.

Question	Indicators	Measures
To what extent are stakeholders engaging in jurisdictional-wide ADRD collaboration and action?	Diverse and comprehensive coalition membership across roles, sectors, expertise, geography, and priority populations	% of ADRD coalition members per role, key sector, expertise
	Stakeholders participate in ADRD-focused interactions/events	Average % of invited stakeholders attending ADRD events
	Stakeholders are regularly sharing information	Total number of ADRD coalition member organizations
	Stakeholders engage in joint activities (e.g., training events, presentations, working groups)	Annual % increase in number of ADRD coalition members

As needed, include narrative to **define key measurement terms**. If a measure such as below was used, the stakeholders that will be counted as “ADRD coalition members” requires specification. For example, the definition of “coalition members” could require that organizations attend program events regularly and have shared

resources with another organization. Note that developing a list of indicators for a question can be helpful in articulating these definitions.

Measure: Total number of ADRD coalition member organizations

Suggestions for Measures

- Consider the extent to which your measures will yield credible evidence for intended users of the information.
- Develop multiple measures for each question.
- For some evaluation questions, quantitative information alone may not provide comprehensive and compelling answers to questions.
- Gathering stakeholder feedback on measures is highly recommended.

Targets

Much like SMART objectives, targets express program expectations for a process or outcome in a measurable form. Targets communicate the goals you are working toward within the context of the evaluation questions and in a measurable way. How these targets are specified will vary and will reflect the program objectives, the type of data you collect, and the measures you use. For example, targets will be measurable at a level that matches the associated measures (e.g., counts, percentages, expected categorical distribution, perceived quality ratings, degree of completion).

Targets not only convey program expectations but also set up useful comparisons. Depending on how you develop them, targets can set up comparisons with respect to baseline measures, known best practices, results from previous efforts, results in comparable programs, or some other reasonable basis as determined by the program (e.g., results of a needs assessment). Targets can thus provide a variety of comparisons to inform evaluative judgements. See below and Appendix B for example targets.

Question	Indicators	Measures	Targets
To what extent are stakeholders engaging in jurisdictional-wide ADRD collaboration and action?	Stakeholders participate in ADRD-focused interactions/events	Average % of invited stakeholders attending ADRD events	On average at least 70% of invited stakeholders attend gatherings
	Stakeholders share resources (e.g., materials, tools, best practices)	Total number of ADRD coalition member organizations	
	Stakeholders engage in joint activities (e.g., training events, presentations, working groups)	Annual % increase in number of ADRD coalition members	At least 10% annual increase in number of ADRD coalition members
	Diverse and comprehensive coalition membership across roles,	% of ADRD coalition members per key sector	ADRD coalition members are evenly distributed across key sectors

sectors, expertise, geography, and priority populations

As a reminder, program processes also have standards or criteria of value they can be judged against. Example standards could be drawn from best practices, key milestones, or specific program-defined criteria of excellence. Consequently, **targets may also be defined for program processes, and need not be in a quantitative form** (see Appendix B for examples).

ADT uses program targets primarily to facilitate program improvement**.** For example, comparisons of results to targets may in some instances suggest adaptations to program activities. In other cases, comparisons may identify effective practices that other programs can learn from. As another example, ADT might aggregate the estimates of changes from baseline across awardees to demonstrate the impact of the cooperative agreement (for standard measures). Note that targets will be seen only by ADT staff and will not be used for accountability purposes.

Identify at least one evaluation target for each question. The narrative in this section should briefly explain the development of the targets. Specifically:

- How were targets developed? Who was involved in the process (e.g., stakeholders, staff)?
- Were targets developed from a needs assessment, baseline measures, best practices, results from previous efforts, comparable programs, or use some other basis?
- How and when will you establish the baselines for targets?

Suggestions for Targets

- Work plan *Annual Objectives* might be adapted to serve as targets. A single *Annual Objective* might suggest several targets.
- If a question has multiple measures and only one target will be developed, set a target for the measure that best helps to gauge progress, or most informs program improvement.

Gathering Credible Evidence (estimated 1.5 pages)

Existing Available Content: work plan

This section elaborates on the data source summary descriptions you include in your strategy outline table (Table 2 above). Here explain in more detail how you will obtain compelling and believable information that answers the evaluation questions. First, include a brief overview of the anticipated sources and collection methods (e.g., 1-2 paragraphs). In this overview also note: 1) any potential obstacles to accessing or gathering data and 2) **specifically for the current RP,** the anticipated overall balance between numerical (i.e., quantitative) and open-ended (i.e., qualitative) information that will be obtained**.**

The overview should be followed by a summary description of each distinct data collection activity. For each data collection activity, please describe:

1. Participants: If information is gathered from persons, detail: who, how many, and how they will be selected.
2. Procedure: A step-by-step description of what will be done, when, and by whom.
3. Instruments: A summary description of survey questions, interview guides, document analysis checklists, etc.; if you have draft instruments, please include them as Appendices.

Activities should be described in sufficient detail to demonstrate the fit with evaluation questions, measures, and targets. The intent is that most data gathering activities can be described in 1-2 paragraphs (see example below). Please organize data gathering descriptions as below and include bulleted content as applicable:

Data Gathering Activity X

- Participants
- Procedure
- Instruments

Data Gathering Activity Y

- Participants
- Procedure
- Instruments

Example: Stakeholder Key Informant Interviews

A total of 10 interviews will be conducted with ADRD stakeholders. A purposeful sample of 10 stakeholders will be selected from a pool of approximately 30 individuals. Participants will be selected in consultation with our advisory council and will be chosen to represent diversity with respect to sector, area of ADRD expertise, and level of participation in collaborative activities. Selected stakeholders will be invited individually by the Project Coordinator to participate.

Interviews will last 45 minutes and will be conducted by our evaluation contractor. A semi-structured interview guide (draft guide is attached as an Appendix) will address a variety of topics concerning stakeholder perceptions of program ADRD events (e.g., perceptions of event outreach, topic relevance, quality of resources, presenter effectiveness, format), and collaborations with other stakeholders (e.g., ADRD collaboration experiences, barriers to collaboration, suggestions for facilitating collaborations). Interviews will be conducted by phone in April of 2022 and will be recorded but not transcribed.

<u>Suggestions for Gathering Credible Evidence</u>

- Will your approaches gather information needed to report on the required performance measures?
- Consider whether or not your approaches will gather evidence that will be believable and compelling for your purposes.
- Sources of information might include persons, documents, observations, administrative databases, or surveillance systems. Typical approaches include:
    - Literature review (e.g., of evidence-based interventions).
    - Document analysis/content analysis (e.g., stakeholder meeting minutes, project records, coalition membership roster, state plan excerpts).
    - Structured observation (e.g., of advisory council meeting participants).
    - Interviews with key informants.
    - Examination of traditional/web/social media analytics.
    - Accessing publicly available databases (e.g., BRFSS data).
    - Focus groups of target audiences.
    - Surveys of key participant groups (stakeholders, health care professionals).

- Consider whether any specialized expertise is required for your approaches. Will that expertise be readily available?
- What level of effort is needed to gather information? What level of effort will be needed to analyze the information? Are there sufficient resources (staff, time, funds)?

Analysis and Interpretation (estimated 1 page)

Analysis

For each data gathering activity, provide a corresponding description of your analysis approach. This should include a description of what the data will look like (e.g., numeric, categories, open-ended) and how it will be analyzed (e.g., tabulating total counts, computing percentages, extracting and organizing media analytics, ranking procedures, assigning items to categories, identifying themes that respond to evaluation questions).

Activities should be described in enough detail to demonstrate the fit with evaluation questions, measures, and targets. Most data analysis activities can be described in 1-2 paragraphs (see example below).
Please organize descriptions as below to correspond with data gathering activities:

Analysis Activity X (corresponds to Data Gathering Activity X)

- Data description
- Analysis strategy

Analysis Activity Y (corresponds to Data Gathering Activity Y)

- Data description
- Analysis strategy

Example: Survey Data Analysis
Data will be responses from 34 stakeholder organizations regarding their participation in program activities. Closed-ended survey responses will be summarized using frequency distributions and descriptive statistics (medians, means, and standard deviations). Proportions will be calculated based on the number of responses to a question (which may vary by question). For open-ended survey responses, categorical content analysis will be the primary strategy used to capture and organize replies. Mutually exclusive categories will be developed through an iterative process of clustering similar responses and elaborated as additional useful concepts and distinctions are identified. No inferential statistical testing will be conducted.

Interpretive Strategies

Looking ahead to evaluation reporting, interpreting evaluation findings will center on questions such as:

- What do these results mean for the program?
- What has been learned?
- How do the results inform decision-making with respect to the program?
- What potential improvements to the program are suggested?
- What should be concluded with respect to program progress?

This section allows you to provide a brief preview of how results will be used to address such questions. The questions below are intended for heuristic value. **Ensure the narrative for this section responds to the questions in bold, at a minimum.**

- **Who will be <u>responsible</u> for the interpretation of results? Who else will <u>participate</u> (e.g., selected stakeholders, contractors)?**
- **How will comparisons with targets be interpreted in the analysis of outcomes? For example, will meeting targets represent program performance that is "highly effective" or just "adequate?" Will missing a target represent performance that is "inadequate?"**
- **How do you anticipate using the findings for the RP priority questions? For example: What decisions might be informed? What kinds of action might be taken? What program improvements could be discovered?**
- Who will get to see interim results? For example, will stakeholders have a role in interpretation or review of findings? Will there be a stakeholder interpretation meeting or meetings?
- What comparisons (other than results to targets) will be employed? Will any results be compared over time?
- Can you describe or provide an example of how open-ended data (e.g., interview responses) might be used to complement numerical information?
- What is the strategy for integrating information from multiple measures? For example, what will the approach be if measures indicate conflicting conclusions? Will some measures carry more weight? Will measures be seen as relatively independent of each other?

Communication of Findings (estimated .5 pages)

Existing Available Content: NOFO application

In this section, outline your plans for sharing evaluation findings with evaluation stakeholders (not including annual reporting to ADT). Questions to be addressed are:

- What is the **focus of communication during this RP**? Which activities and outcomes are the priority?
- With whom will you share findings?
- How frequently?
- In what forms or formats?
- How does your approach (e.g., choices in timing, style, channel, format, frequency) take stakeholder information needs and preferences into account?
- How does your approach encourage the use of findings?

Reporting Period Evaluation Administration (optional, estimated .5 pages)

Existing Available Content: NOFO application, work plan

This is a summary of the schedule and roles/responsibilities **for major evaluation activities in the current RP** (see e.g., Table 3). Brief narrative could address the following:

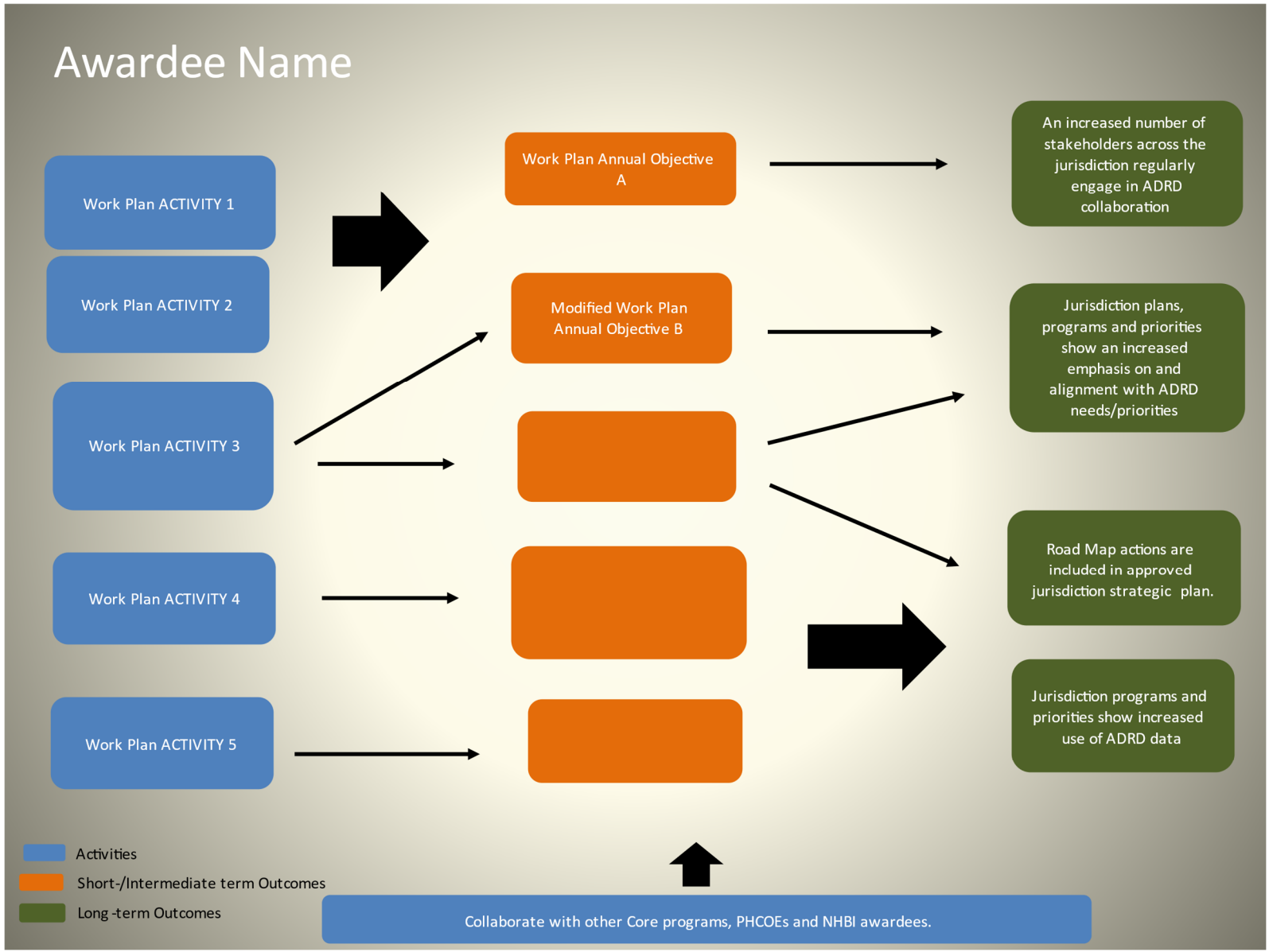
- To what extent are evaluation responsibilities shared among multiple parties?
- If needed, how will coordination of activities among multiple parties be handled? Are any coordination challenges anticipated?

Table 3. Example Reporting Period Evaluation Administration Timeline

Activity	Start Date	End Date	Responsibility
Procure evaluation services			
Develop Logic Model			
Obtain IRB Approval			
Data Collection Activity X			
Data Collection Activity Y			
Data Collection Activity X			
Data Analysis and Interpretation			
Communicate Findings			

APPENDICES

Appendix A: BOLD Program Awardee Logic Model Template



Appendix B: Sample BOLD Program Evaluation Strategy Outline

- These examples are presented to illustrate a variety of design choices across the strategy elements and NOT intended as prescriptive.
- Evaluation questions may be very similar in scope and content but adapted for your specific context.
- Sample indicators are provided for every question, but not all indicators have associated measures and targets. Associated elements are roughly aligned across columns.

Questions	Indicators	Measures	Targets	Data Sources
Outcomes Focus				
1. To what extent are stakeholders engaging in jurisdiction wide ADRD collaboration and action?	Diverse and comprehensive coalition membership across roles, sectors, expertise, geography, and priority populations Stakeholders participate in ADRD gatherings/events Stakeholders share information Stakeholders share resources (materials, tools, best practices, staff time) Stakeholders engage in joint activities (presentations, promotional events, working groups) Tangible outputs of program-initiated stakeholder interactions (white papers, policy recommendations, educational materials) New working relationships develop between stakeholders (mutual trust, respect, commitment to collaboration) Stakeholders are engaged in the development of jurisdiction ADRD strategic plan	% of ADRD coalition members per role, key sector, expertise Average % of invited stakeholders attending ADRD events % of selected stakeholders sharing ADRD information % of selected stakeholders sharing ADRD resources Total number of ADRD coalition member organizations Annual % increase in number of ADRD coalition members	ADRD coalition members are evenly distributed across key sectors Key sectors make up 75% of ADRD coalition membership On average at least 70% of invited stakeholders attend gatherings Hold quarterly ADRD-centered stakeholder gatherings Grant Year 1: At least the estimated baseline number of ADRD coalition members At least 10% annual increase in number of ADRD coalition members	Stakeholder tracking tool Program records Meeting notes Stakeholder interviews Stakeholder websites Structured meeting observations

Questions	Indicators	Measures	Targets	Data Sources
		% of selected stakeholders who regularly collaborate, per sector, ADRD expertise Levels of collaboration for selected stakeholders Number of stakeholder joint activities Number of jointly produced ADRD outputs # MOUs/written agreements to collaborate on ADRD issues # New stakeholder working relationships	At least 20% of selected stakeholders are in the highest category of collaboration 2 jointly produced ADRD products per quarter	
2. **What progress has been made adding RM Series actions to the ADRD jurisdiction strategic plan?**	Coalition members develop numerous proposed additions to jurisdiction plan across all designated RM actions Proposed additions to the jurisdiction plan are actionable Proposed additions to the jurisdiction plan clearly reflect jurisdiction needs/priorities High stakeholder interest in and approval of proposed additions to the jurisdiction plan Key leaders (the state DOH Director, trusted members from selected community organizations and private sector	Advisory Council (AC) member quality perceptions of proposed additions to the jurisdiction ADRD plan # of additions to jurisdiction plan contributed by stakeholders % of all additions to jurisdiction plan contributed by stakeholders Leader ratings of ADRD Jurisdiction Plan feasibility,	At least 75% of proposed additions to the jurisdiction plan are classified by AC as actionable At least of 90% proposed additions to the jurisdiction plan are classified by AC as aligning with designated RM actions 80% of key leaders provide high ratings with	Project records Coalition meeting notes Advisory council survey Survey of key leaders Descriptions of proposed jurisdiction plan additions, organized by designated RM actions

Questions	Indicators	Measures	Targets	Data Sources
	organizations) indicate that the ADRD Jurisdiction Plan is feasible, practical, well-aligned with their agency's current goals and direction, and likely to be implemented Jurisdiction plan drafts are substantially shaped by stakeholder input Jurisdiction plan drafts include actionable, needs-based proposed RM actions across designated RM categories	practicality, alignment, and likelihood of implementation Descriptions and # of (ADRD coalition approved) proposed additions to the jurisdiction plan reflecting each designated RM category Descriptions and # of additions to the approved jurisdiction plan reflecting each designated RM category	Likert scales: strongly agree/disagree; highly likely/not at all likely Grant Year 1,2: There is at least 1 new proposed addition to the jurisdiction plan reflecting each of the 4 designated RM actions Grant Year 3: There is at least 1 addition to the approved jurisdiction plan reflecting each of the 4 designated RM categories	Jurisdiction plan drafts Final approved jurisdiction plan
3. To what degree have stakeholders been educated on the importance of 1) dementia risk reduction, 2, early diagnosis of ADRD, 3) prevention and management of comorbidities and avoidable hospitalizations, and 4) caregiving for persons with dementia?	Effective materials to promote ADRD facts, best practices, needs, priorities (see questions #1-4) have been shared with key stakeholders Communication-education efforts have extensive and well-targeted reach Increased awareness among stakeholders of specific ADRD (#1-4) facts, best practices, needs, priorities Increased awareness among decision makers of specific ADRD (#1-4) facts, best practices, needs, priorities	# of ADRD presentations made to stakeholder groups % of invited stakeholder organizations attending ADRD presentations, by sector # Individuals attending ADRD presentations, by sector Average % of organizations representing each sector at ADRD presentations % of coalition members able to identify (i.e., recognize)	70% of invited organizations attend events; 80% of high priority organizations attend At least 70% of coalition members can identify selected ADRD facts,	Project records Survey of decision makers Coalition documents

Questions	Indicators	Measures	Targets	Data Sources
	Increased number of decision makers are committed to ADRD (#1-4) priorities	selected ADRD facts, best practices, needs, priorities % increase in coalition members able to identify (i.e., recognize) selected ADRD facts, best practices, needs, priorities Letters of agreement from decision makers to include ADRD in plans, priorities, funding decisions	best practices, needs, priorities 10% increase in coalition # members who can identify selected ADRD facts, best practices, needs, priorities	
4. **How effective are program efforts to encourage the use of BRFSS or other available ADRD data to set jurisdiction wide priorities?**	Data briefs or similar data-use aids and promotional materials are well received Promotion-education efforts have extensive and well-targeted reach Increased stakeholder familiarity with data sources Increased stakeholder interest in using ADRD data Coalition member commitment/agreement to using ADRD data Key stakeholder programming, resources, tools, training now incorporate ADRD data	Recipient perceptions of data-use products #/type organizations attending all promotional events % Individuals attending promotional events that can identify selected ADRD data sources % of all event attendees expressing “strong” interest in using ADRD data for planning purposes % of invited organizations attending promotional events	Average usefulness rating of 3.5/5 or higher across all data use products At least 50 total organizations are represented across 4 promotional events; at least 20 organizations attend for each sector At least 40% of all organizations attending promotional events express “strong” interest in using ADRD data for planning purposes	Stakeholder interviews Project records Project documents Data briefs Coalition member survey

Questions	Indicators	Measures	Targets	Data Sources
	Sustained and productive program engagement with BRFSS coordinator BRFSS data collected annually in the jurisdiction Jurisdiction plan recommendations are informed by BRFSS data	# of written commitments from organizations to use ADRD data #/description (organization name, type of resource, data use) of resources, tools, trainings, and stakeholder education that incorporate ADRD surveillance data, needs assessment, or other data % of proposed additions to jurisdiction ADRD plan that use available data including BRFSS data to set priorities # of stakeholder programming, resources, tools, trainings that incorporate ADRD data # of proposed additions to jurisdiction plan that use BRFSS or other ADRD data	At least 5 new stakeholder programs, resources, tools, trainings, or planning documents now incorporate ADRD data At least 50% of proposed addition to the jurisdiction plan uses ADRD data At least one proposed addition to the jurisdiction plan uses BRFSS data	
Process Focus				
1. **How well did the ADRD advisory committee and coalition function?**	Diverse and comprehensive coalition membership across roles, sectors, expertise, and priority populations Coalition members report positive perceptions of coalition synergy, leadership, communication, decision-making, and benefits of collaboration	#/description of coalition membership (roles, sectors, expertise, priority population representation) #/% of coalition members reporting positive perceptions of partnership functioning or effectiveness (synergy,	Each sector is represented by at least 2 coalition members; members represent expertise in dementia risk reduction, early diagnosis of ADRD, prevention and management of	Coalition member tracking tool Focus groups with a sample of coalition members

Questions	Indicators	Measures	Targets	Data Sources
	Advisory committee membership is stable over time	leadership, communication, decision-making, benefits of collaboration) # of advisory committee members that leave, and description of role or priority population member represented	comorbidities and avoidable hospitalizations, and caregiving Fewer than 10% of advisory committee members leave during the RP	Meeting minutes, project records
2. To what extent were plans to increase ADRD data use in the jurisdiction implemented as intended?	A data system review was conducted A local data source list was created A jurisdiction ADRD data use guidance document was developed Data fact sheets were created Unanticipated departures from planned activities are understood and lessons are learned	Data system review completed (yes/no) Local data source list created (yes/no) Jurisdiction ADRD data use guidance document created (yes/no) Data fact sheets created (yes/no) Descriptions of departures from the plan Descriptions of obstacles and challenges seen as leading to departures from the plan	Local data source list created Jurisdiction ADRD data use guidance document created Data fact sheets created All departures from the plan are accounted for; key lessons learned are documented	Project records Interviews with program staff Interviews with advisory council members
3. Were anticipated resources available in the timeframe expected and sufficient for implementing programmatic and evaluation activities?	Invited stakeholders participate in program meetings	% of invitees from aging and public health networks who participate in the BOLD project	80% of invitees participate in advisory committee and workgroups	Document analysis comparing invited participants and actual participants

Questions	Indicators	Measures	Targets	Data Sources
	Sufficient, competent, experienced program staff are in place Sufficient funding is obtained Staff time allotted for key activities is adequate	Descriptions of staff members hired or contracted for the program including years of experience, capabilities, areas of expertise Timing of staff acquisitions Staff time devoted to key tasks	Grant Year 1: 1.5 FTE added Grant Year 2: Evaluation budget = $30,000 Project Director, Coordinator, and evaluator positions are staffed to designated experience and qualifications Staff time devoted to key tasks was within 10% of anticipated workload	Content analysis of project records, including staff resumes
4. In what ways were virtual training sessions in ADRD concepts conducted according to best practices in adult learning?	Selected best practices in adult learning are employed in the design of trainings Selected best practices in adult learning are employed in the execution of trainings	#/type of selected best practices identified in the training design #/type of best practices observed in a sample of training sessions	All selected best practices are represented in training design. All selected best practices are represented in training sessions	Training design reviews by adult education SME Training session observations by staff Training session records
5. How did the program identify and recruit new partners with shared goals?	Priority desirable qualities in stakeholders are identified Strategy is designed to identifying a diverse stakeholder group Advisory Council input is sought	Description of recruitment activities Advisory Council member perceptions of engagement Number of stakeholders engaged who are from groups	90% of Advisory Council members perceive their input as valued	Program records Interviews with Advisory Council members

Questions	Indicators	Measures	Targets	Data Sources
	Snowball sampling is used	that have not been previously involved (e.g., AARP, faith-based, non-public health))		
6. To what extent was the process of gathering stakeholder input for the action plan on Alzheimer's and Healthy Aging inclusive, collaborative, and transparent?	A highly inclusive process for gathering input A highly transparent process for gathering input An engaging process for gathering input	Stakeholder ratings on inclusivity, transparency, level of engagement, influence they had on the process/outcome, degree of trust, degree of collaboration, etc.		Stakeholder feedback survey/ interviews