

CDC Coffee Break: Tools for Partnership Evaluation



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October 9, 2012

National Center for Chronic Disease Prevention and Health Promotion
Division for Heart Disease and Stroke Prevention



Hi, good afternoon everyone, and welcome to today's coffee break presented by the Evaluation and Program Effectiveness Team and the Division for Heart Disease and Stroke Prevention at CDC. We're fortunate today to have Susan Ladd who is today's presenter. Susan is with the Division for Heart Disease and Stroke Prevention, and serves as the Deputy Branch Chief of the Applied Research and Evaluation Branch. My name is Alberta Miranbeau; I'm going to serve as your moderator today.

*Note: Screen magnification settings may affect document appearance.

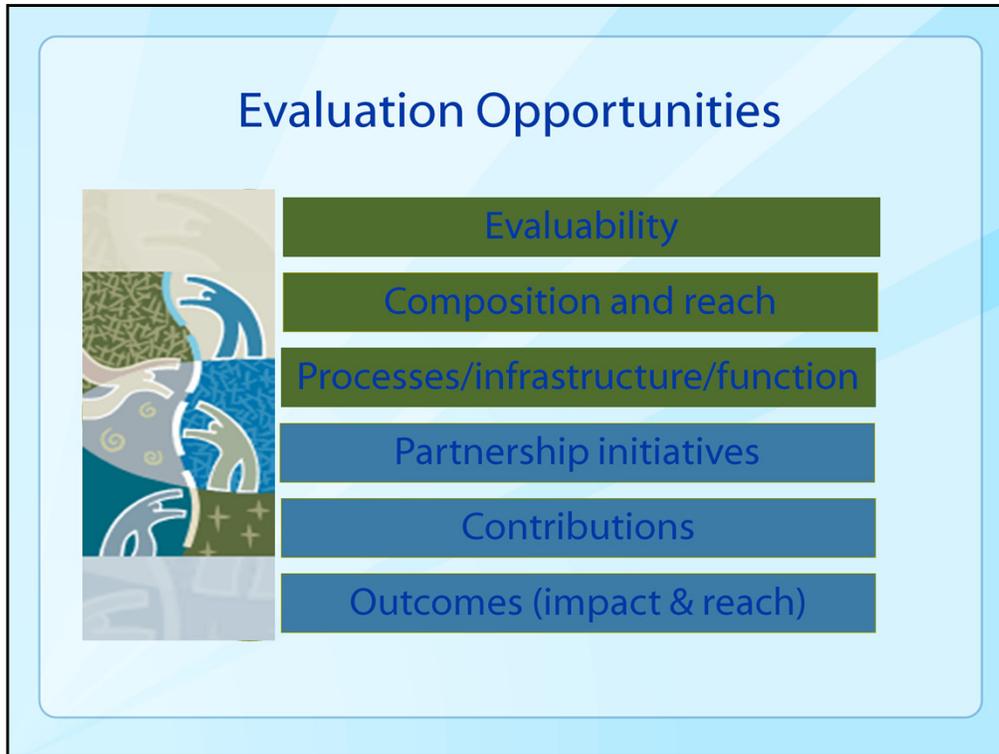
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Agenda

- Review partnership evaluation purposes.
- Three types of tools:
 - Evaluability assessment
 - Membership and roles
 - Process & functioning

In our time today we are going to talk about tools for evaluating partnerships. We will spend just a little time reviewing types of partnership evaluation activities, and will focus on tools for three of them. Then I'll close with a few general thoughts.

Now as we go through the talk today, please keep in mind that there are a lot of great tools for partnership evaluation. I have selected just a few that are free and easily accessible.



There are many opportunities for partnership evaluation. We can conduct an evaluability assessment. We can assess the composition of the partnership. We can assess how well the partnership operates. We can evaluate the interventions or initiatives the partnership has undertaken. We can document how the partnership has contributed to community improvement or health improvement. And we can also evaluate whether the partnership has achieved the outcomes it set out for itself.

Now let me say upfront that we recognize this is the final year of an FOA for many of you. You are probably focusing your current evaluation work on outcome evaluation of your interventions and activities, which is very appropriate for this stage of your FOA. Evaluating partnership outcomes uses similar strategies to evaluating outcomes of your program interventions, with the added questions of how your partners or the collective partnership contributed to the outcome. The remainder of this discussion, we hope, will assist as you begin thinking about future FOAs and the potential need to revamp, refocus, or improve your current partnership. We'll focus on tools for the first three types of evaluation activities shown on the slide: evaluability assessment; evaluating the composition of your partnership; and evaluating processes and functions.

Evaluability Assessment

- ❑ Stakeholders value evaluation & have resources
- ❑ Clearly defined and realistic partnership goals, objectives and activities
- ❑ Evaluation focus is clear, agreed upon, and appropriate for stage of development
- ❑ Access to evaluation data
- ❑ Results actionable in a reasonable timeframe



As with any other evaluation project, you won't jump into a partnership evaluation until you are convinced the evaluation can be completed, and the evaluation resources you invest will provide useful results. An evaluability assessment will determine if the partnership is ready for an evaluation.

Some of the key questions for a partnership evaluability assessment are: first of all, do the stakeholders value evaluation? Are there adequate resources identified, including finances, time, and expertise? Are there factors that limit or constrain access to these resources? Also are the partnership's goals and objectives clear and realistic? Is the evaluation focus clear and agreed upon? Are data and data sources available? And can the evaluation be achieved in a time frame that will permit the findings to be useful in making decisions and are stakeholders committed to using those evaluation results.

Partnership Evaluability Assessment Tool

Criterion	Yes	No	Comments
The partnership values evaluation and is committed to using the results.			
The partnership has resources or has access to resources for evaluation including a lead staff person, evaluation expertise, and funds.	👍		Partnership has \$5,000 budgeted. Key university partner will provide data collection and analysis staff.
The purpose, goals, and objectives for the partnership have been clearly identified. E.g., the partnership has an agreed upon logic model.		👎	The goals statement is very broad. Objectives are vague. Need to engage the partnership in strategic thinking prior to a final decision on evaluation.
The evaluation can be achieved in a time frame that will permit the findings to be useful in making decisions. Evaluation information can be translated into a set of "lessons learned".			

By request to Susan at sladd@cdc.gov

We have developed a 10-item evaluability assessment tool in a simple template like the one shown on the slide. The checklist allows for an easy glance at the criteria and whether or not the criteria are met. The comments section provides a place to make notes on activities needed to support or improve the situation to improve the evaluation.

These assessment questions should be addressed by the evaluator and partnership leaders in collaboration. Once the tool is completed, and you have an overview of the criteria, leadership can decide to proceed with the evaluation, take necessary actions, or postpone or refocus the evaluation.

If you'd like a copy of this template, please e-mail me at the address on the slide and I will be happy to send it to you.

Composition and Reach: Membership Assessment Tool

- ❑ Completed by leadership.
- ❑ Used to develop a recruitment plan and to track membership change/growth over time
- ❑ About 60 minutes completion time

TABLE A. Partner Roles, Skills/Expertise and Representation Checklist

Want/Have		Roles	Want/Have		Skills / Expertise	Want/Have		Representation
		Partnership roles			Data analysis, worksites	x		State Emergency Services
x	x	Leader	x	x	Data analysis, healthcare	x	x	State Obesity Program
		Committee leader			Reviewer, medical content	x		State Diabetes Program
		Task leader			Writer	x	x	State Tobacco Program
x	x	Meeting planner	x	x	Advocate for stroke	x		State epidemiology
x	x	Meeting facilitator	x	x	Advocate for heart disease	x	x	State Office of Minority Health

Fundamentals of Partnership Evaluation, DHDSP website

Let's move on to another tool that was developed in collaboration with the Division for Heart Disease and Stroke Prevention Program Services Team. It was developed to assist grantees with partnership development. This is one of the tools in our evaluation guide. It's a two-part tool to ensure that the partnership has the skills and expertise needed to accomplish its planned tasks.

Both parts are to be completed by leadership, and can probably be completed in an hour or so. You can also use this checklist when forming a partnership and periodically thereafter. The membership assessment includes the following three steps: Step 1. Identify your long list of "wants," the roles or functions, skills, areas of expertise, and representation desired for a successful partnership. Step 2. Review the membership and the roles of your current partnership. Review the responsibilities and skills that each one brings to the partnership. Then compare what you want to what your partners bring to the table.

The first part of the tool is shown here and this is used to complete step 1 of the assessment. To identify the roles, skills, expertise and organizational representation that you desire. This includes overarching expertise like expertise in clinical care, as well as the very detailed things needed to run the partnership such as meeting space and a facilitator. To complete, put a check by all the things that you want to have.

Composition and Reach: Membership Assessment Tool

- Completed by leadership
- Used to document resources and assess gaps; assess partner contributions (Table A)

TABLE B. Partners, Roles, Skills, Expertise and Activity

Partner Name (Name, Title, Organization)	Partnership (purpose, title, or Intervention project)	Role, skill, expertise	Actual or Planned Tasks/Contributions
American Heart Association, Health Alliance staff, Mary Smith	State Coalition (Develop State Plan)	Chairman, represents state level advocacy group	Prepares agenda and facilitates meeting Provides meeting space
State hospital association	State Coalition (Develop state plan) (registry intervention)	Membership committee chair Project manager	Attends meetings Manages budget, collects data, prepares reports

Fundamentals of Partnership Evaluation, DHDSP website

The second part shown on this slide helps you inventory what members bring to the partnership. For each partner, identify the specific role or task the partner brings and/or the expertise or skill the partner brings to the group. Keep in mind that partners may have multiple roles, multiple skills, as well as represent an organization.

In the example on the slide, the American Heart Association chairs the workgroup, develops the meeting agenda and provides meeting space. We would check those things off as “haves” on the first table.

After you’ve completed this for all of the partners in your partnership, go back to part 1 and check off all those skills and expertise that you have. Then you can compare the two tables. This will help you identify partners that are carrying much of the workload, help to engage members not actively involved, and also help you identify recruitment needs.

These tools are Appendix 3 in the Fundamentals of Partnership Evaluation guide on the DHDSP website.

Processes, Infrastructure & Function: Collaboration Factors Inventory

Collaboration success factors: 20 factors in 6 categories



Mattesich PW, Murray-Close M, Monsey BRI. *Collaboration: What Makes It Work*. 2nd edition. St. Paul, MN: Amherst H. Wilder Foundation; 2004

The third evaluation activity we are going to talk about is assessing the processes and function of a partnership. This activity is especially informative in improving the operation of the partnership to make good use of partners time and achieve better results. This will be especially helpful as you move forward if you plan to continue your current partnership.

There are several tools for this type of assessment. I'll share three with you. While they have a similar focus, each has unique attributes and unique questions. The first is the Collaboration Factors Inventory developed by Paul Mattesich and the Wilder Foundation. They identified 20 collaboration success factors based on a synthesis of research evidence about partnership and collaboration. The 20 factors focus on processes of partnership operation and fall into six major categories shown here. The publication entitled, "Collaboration: What Makes It Work" provides details on each of the factors and describes measures of success for each.

Processes, Infrastructure & Function: Collaboration Factors Inventory

- ❑ Online or paper tool
- ❑ Completed by all members
 - Assign 1-5 value
 - Average across participants
 - Low scores indicate need for improvement

1. Agencies in our community have a history of working together.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
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2. I have a lot of respect for the other people involved in this collaboration work.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
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<http://wilderresearch.org/tools/cfi/index.php>

The Collaboration Factors Inventory is intended to be used by all partners in your partnership. There are 40 multiple response questions such as those shown on the slide. There are also two open-ended questions to get at what's working well and what needs improvement.

After members complete the survey, responses are scored from 1 to 5, and each question is averaged across all respondents. Scores can be compiled by sections, or by individual item. Those items with low scores are the ones that you want to focus your attention on. This tool is available online or it can be used as a pen and paper tool. Detailed scoring and interpretation instructions are included in the workbook provided in the reference section.

Processes, Infrastructure & Function: Coalition Effectiveness Inventory



Butterfoss, FD. (1998). Coalition Effectiveness Inventory (CEI). Norfolk, VA: Eastern Virginia Medical School.

The Coalition Effectiveness Inventory developed by Fran Butterfoss is similar to the last tool. The first section of this tool focuses on the participants, including the leaders. It asks if they are effective at managing meetings, are they adept at garnering resources, do they value member input. The second section delves into the structure of the partnership. It asks for example, if there are effective communication mechanisms, if a needs assessment has been completed, if there is a written organizational chart, or job descriptions. The third section focuses on processes relevant to each stage of partnership development such as whether the partnership employs process and impact evaluation. And it leaves three open-ended questions for members to write in their input. Of the three tools we'll talk about in this section, this tool is unique in its attention to operational details, like having written job descriptions and an organizational chart.

Processes, Infrastructure & Function: Coalition Effectiveness Inventory

- ❑ Completed by all members or subset of members
- ❑ Assign 0,1, or 2 score for each question
- ❑ Average scores, score by section, or by element

COALITION CHARACTERISTICS	Assessment				Score
	0	1	2	N/A	
I. COALITION PARTICIPANTS					0-2
Leaders					
1. Committed to coalition's mission					
2. Provide leadership and guidance in maintaining coalition					
3. Have appropriate time to devote to coalition					
4. Plan effectively and efficiently					
5. Knowledgeable about content area					

Fundamentals of Partnership Evaluation, DHDSP website

This tool is intended for the partnership members to complete. Leadership could also use this tool to identify good management practices and determine if they are in place. This tool has 74 multiple response questions in the format shown above. There are also four open-ended questions that focus on strengths, weaknesses and suggestions for improvement.

To use the inventory, partners should independently answer the questions and score their responses as 0, 1, or 2. Items are averaged for all respondents, and can be summarized by section for improvement planning. This tool is in the Partnership Evaluation Guide and also in Fran's book, provided in the reference section.

Processes, Infrastructure & Function: Partnership Self Assessment Tool



Level of synergy



Strengths and weaknesses in leadership, efficiency, administration and management, and sufficiency of resources.



Perspectives about the decision-making process, the benefits and drawbacks of participating, and overall satisfaction

Centers for the Advancement of Collaborative Strategies in Health

The final tool for assessing processes and function that I am going to show you is the Partnership Self Assessment Tool by the Centers for the Advancement of Collaborative Strategies in Health. Like the others, this tool focuses on leadership, administration and management, resources, and decision making, but includes unique elements such as synergy, overall partner satisfaction and benefits to partnership members.

Processes, Infrastructure & Function: Partnership Self Assessment Tool

- Intended for all members; pen & paper
- Website Includes instruction guide and coordinator's guide

Synergy

Please think about the people and organizations that are participants in your partnership.

By working together, how well are these partners able to identify new and creative ways to solve problems?

Extremely well	Very well	Somewhat well	Not so well	Not well at all
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By working together, how well are these partners able to include the views and priorities of the people affected by the partnership's work?

Extremely well	Very well	Somewhat well	Not so well	Not well at all
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Centers for the Advancement of Collaborative Strategies in Health: <http://partnershiptool.net/>

The tool is also intended as a survey for all partner members. User can download a PDF version for a pen and paper survey, or you could also load this into a web-based tool like survey monkey. There are 74 multiple response questions, either yes/no or multiple choices like the ones listed above. Analysis is similar to the other two. This slide show an example of some questions related to synergy.

This tool, a coordinator's guide and an introduction guide are all on the website listed at the bottom of the slide and also in the resource section.

Parting Thoughts

- ❑ Incorporate both qualitative and quantitative strategies
- ❑ Stay focused on relevant items
- ❑ Personalize when possible
- ❑ Engage evaluation stakeholders
- ❑ Be strategic

To close, I have a few parting thoughts. Supplement quantitative methods with qualitative methods. The tools we talked about will provide you an assessment and point you in a direction to improve work, but adding some qualitative methods will give you a deeper understanding of your evaluation results and help better focus and plan your improvement efforts. For example, with the processes and function tools, once areas for improvement are identified, additional evaluation tools like focus groups or targeted interviews will help you prioritize and plan specific actions to correct weaknesses.

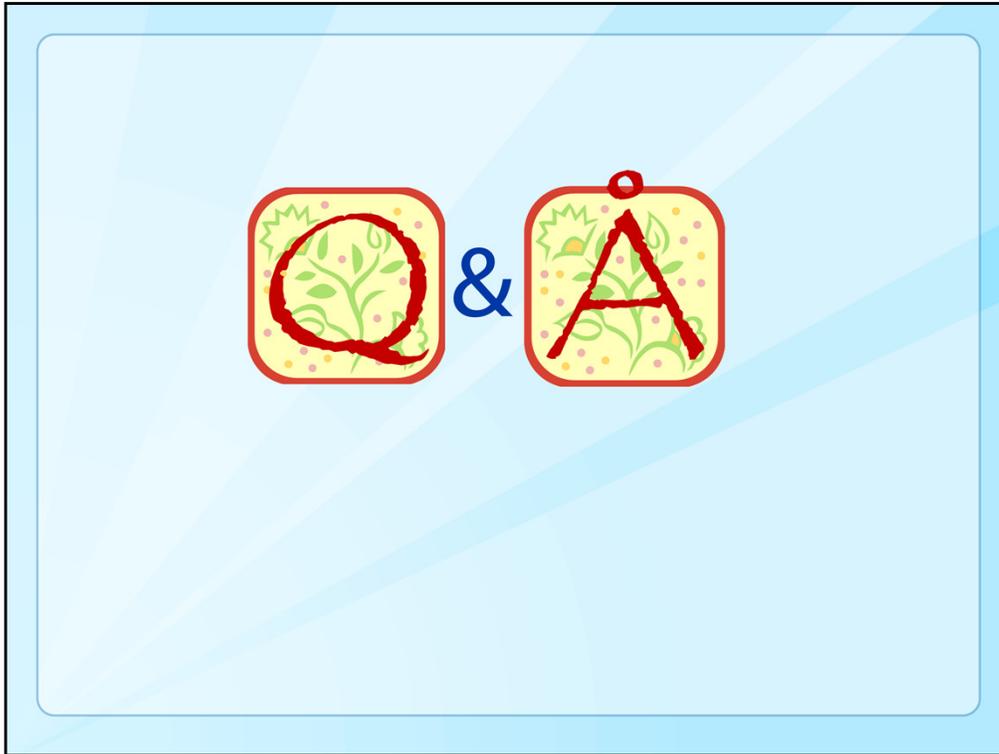
Stay focused on relevant items. The tools may include areas that aren't relevant to your partnership, either due to the stage of your partnership's development, or its intent. It's okay to omit those entire sections. However, it's not recommended to randomly omit questions just to shorten the tool. Each has a measure of science behind its inclusion.

Personalize when possible. Instead of using "the partnership" in questions, insert the name of the partnership. Instead of using "leadership," be specific, and name the group that you are referring to. Is it the convening group, the advisory group, work group leaders, use specific names whenever possible. The more specific you can be in your questions, the more meaningful your analysis will be. Be sure to engage your stakeholders in selecting tools so that their needs are met. And lastly, be strategic. Match tools and timing to the specific purpose of your evaluation.

Resources

- Centers for Disease Control and Prevention. Evaluation Guide: Fundamentals of Evaluating Partnerships. Atlanta: DHHS 2007. Available online at http://www.cdc.gov/dhdsp/programs/nhdsp_program/evaluation_guides/index.htmhttp://www.cdc.gov/dhdsp/programs/nhdsp_program/evaluation_guides/index.htm
 - Centers for Disease Control and Prevention, Evaluation Technical Assistance Document: Division of Nutrition, Physical Activity, and Obesity (DNPAO) Partnership Evaluation Guidebook and Resources, 2011. Available online at <http://www.cdc.gov/obesity/downloads/PartnershipEvaluation.pdf>
 - Butterfoss FD. Coalitions and Partnerships in Community Health. San Francisco, CA. Jossey-Bass; 2007.
 - Mattessich PW, Murray-Close M, Monsey BR. Collaboration: What Makes It Work. 2nd Edition. St. Paul, MN: Amherst H. Wilder Foundation; 2004.
- <http://partnershiptool.net/>

These are some resources that I've mentioned throughout the talk.



Question: You talked about three tools for an evaluation of partnership processes and functions; how do you choose which one to use?

There are a couple of things that you can use to help you make a selection. You want to choose a method that's going to make it easy for your partners to participate in the survey. For example, you may want to plan a pen and paper survey to use at a regular meeting when folks are already together and already have time set aside to complete it. Or if you have a high tech group, you may want to use an online tool so that they can complete it at their convenience. Another thing that you might want to do is carefully review all of the tools. Each of them is a little different. Each of them has a different focus, and may get at questions that your stakeholders have asked, so get your group together, review the selection of tools and then choose the one that best meets your needs.

Question: When you are using survey tools like the ones you talked about, what can we do to increase the number of people that respond?

People always want to know that the information that they give you is going to be used. Whatever you can do to demonstrate to your partners that you're actually going to use the information they provide in the survey, they're more likely to complete the responses for you. If you can commit to an action plan based on the survey results, provide time frames for when you'll have the analysis complete and when you'll share it, and then who else you might share the results with. That might encourage people to participate. Also if you can get support from a leader or someone who members respect and value to vouch for your survey, to encourage participation, to send out reminders to your partners, that also might engage people more and encourage them to finish the survey for you.

Thank You

If you have any questions, comments, or
topic ideas send an email to:

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