

Drilling down to the nitty gritty details:

Developing an Evaluation Work Plan to identify **who**
will do **what**, and **when**

Amy D'Andrade
San Jose State University
School of Social Work

March 19, 2015

Evaluation Coaching Support

- Intensive coaching with 3 focus counties:
Madera, Los Angeles, Tulare
- Peer cluster on-line evaluation webinars
- Available by email to both groups:

amy.dandrade@sjsu.edu

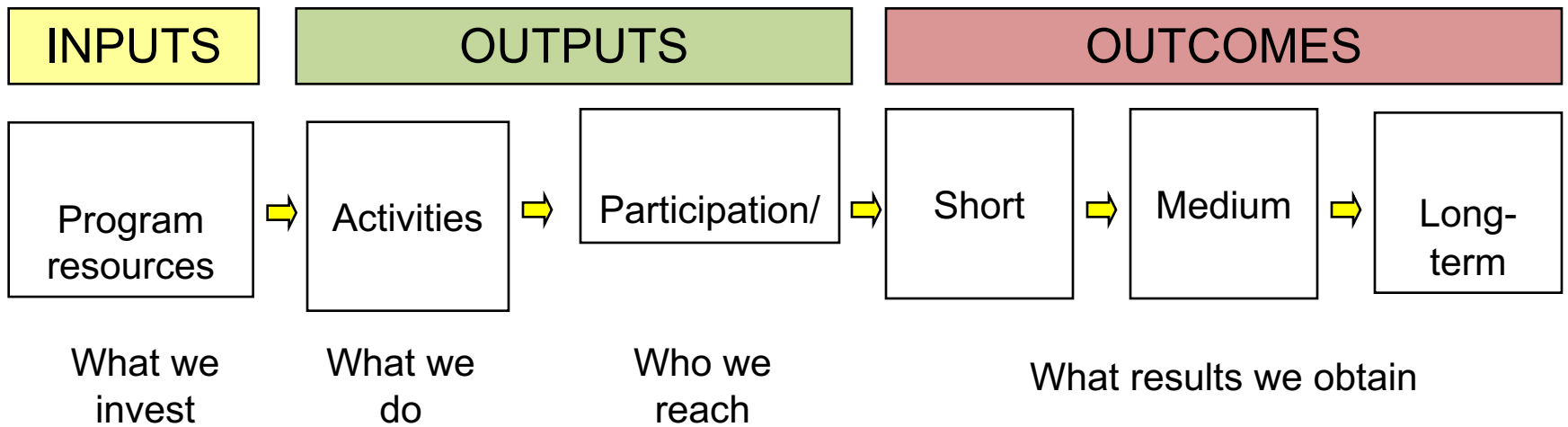
Webinar Outline

1. Background context
2. Evaluation element options
3. The evaluation work plan
4. Examples: Focus county plans
5. Experiences and lessons learned

The Logic Model

“.. a simple diagram that communicates the rationale for why a program will work.”

- Linkages Toolkit



Two Approaches to Evaluation

Outcome Evaluation:

Using empirical data to assess the impacts or outcomes of programs

Process Evaluation:

Using empirical data to assess the delivery of programs

Typical process evaluation questions

Were program activities accomplished?

How well were activities executed?

Did the right group participate or receive the activity?

Did enough people from the right group participate or receive the activity?

What got in the way?

Beginning to think about data

- What kinds of data could we use?
 - Quantitative data (numbers)
 - Administrative data
 - Special reports
 - Forms
 - Surveys
 - *Qualitative data (words)*
 - *Interviews*
 - *Observations*

Common Issues and Lessons Learned

- Creating a logic model takes time
- All counties felt implementation not as strong as desired
- All counties selected a process evaluation for their focus
- No county had ready data to quantify implementation
- Recurring concerns about outcomes

Evaluation Element Options

- 1 Implementation Tracking
- 2 Process Investigation
- 3 Case Studies
- 4 Outcomes Option
- 5 Dissemination

INPUTS

ACTIVITIES

OUTCOMES

Linkages Team
DPSS staff
CWS staff
Service providers
Families
CFPIC

Development of coordinated case plan

DPSS staff attends TDMs

Regular communication between DPSS and CWS workers

Training for CWS staff on Linkages

Identification of shared families

Case plans and casework draw on knowledge and resources of both divisions

Services offered not duplicative

Greater service availability/ fewer wait-lists

Services offered provide for more family needs

Families better able to complete case plan requirements

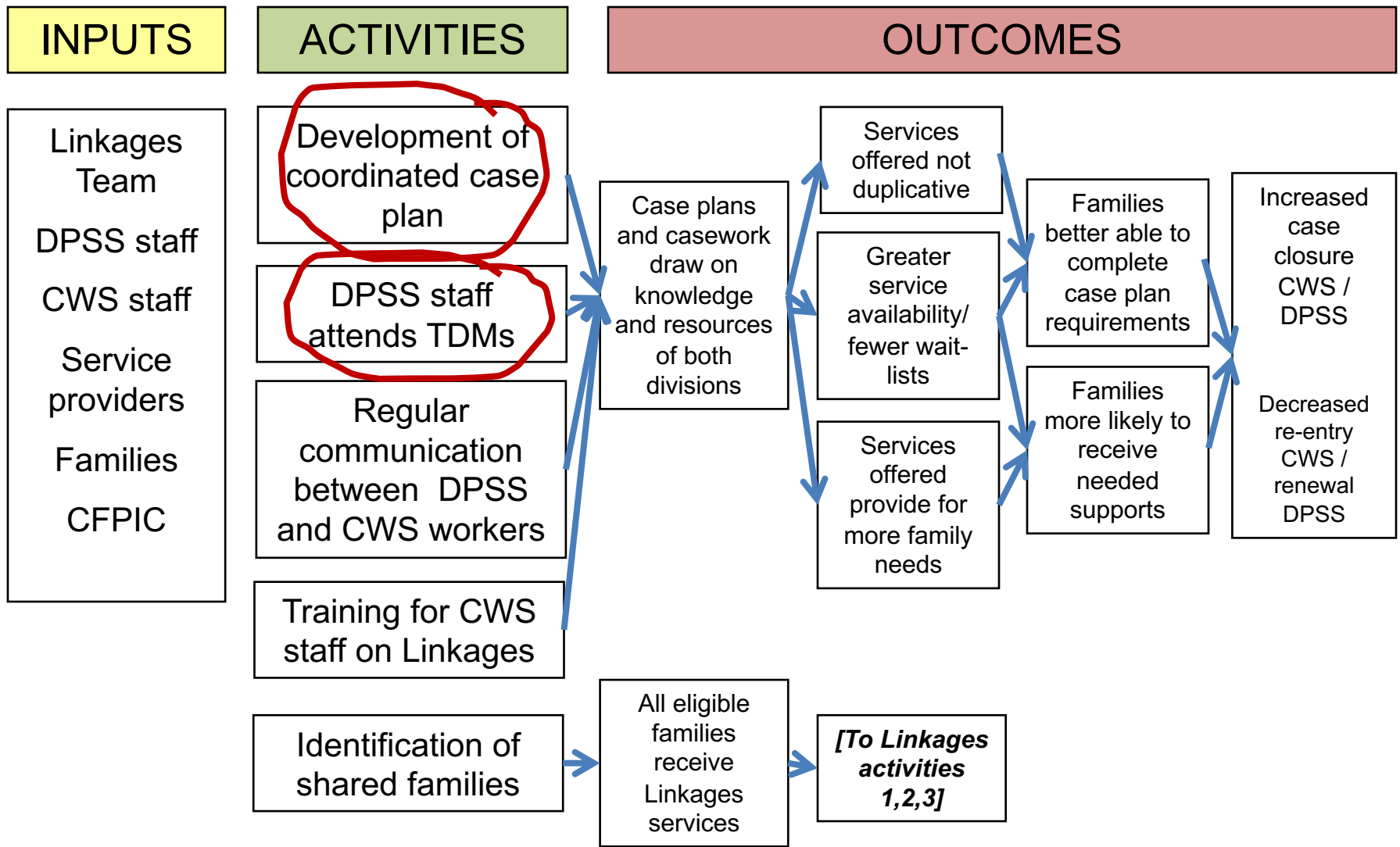
Families more likely to receive needed supports

Increased case closure CWS / DPSS

Decreased re-entry CWS / renewal DPSS

All eligible families receive Linkages services

[To Linkages activities 1,2,3]



1

Implementation Tracking

INPUTS

Linkages Team
DPSS staff
CWS staff
Service providers
Families
CFPIC

ACTIVITIES

Development of coordinated case plan

DPSS staff attends TDMs

Regular communication between DPSS and CWS workers

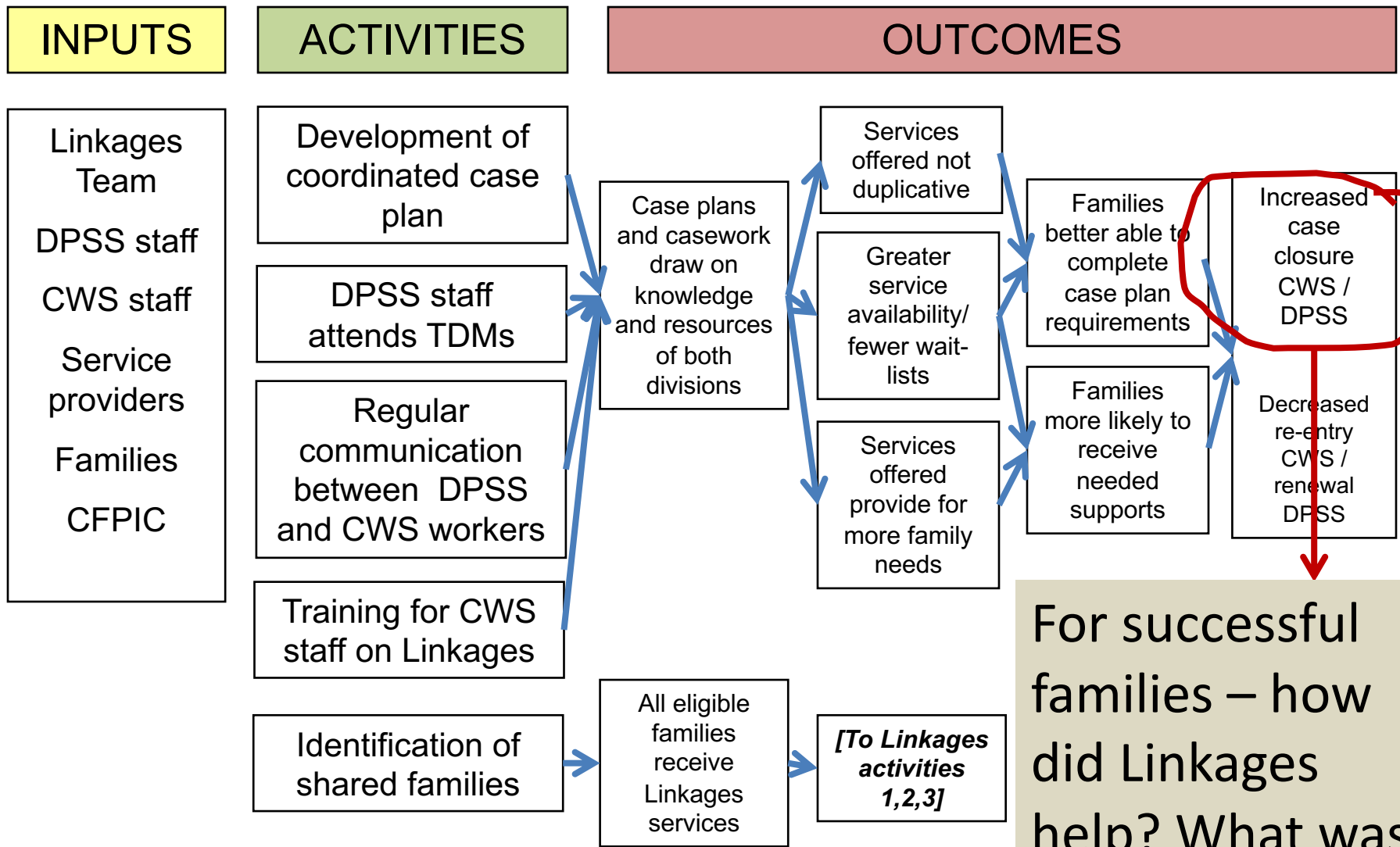
Training for CWS staff on Linkages

Identification of shared families

Interview DPSS staff to find out why they aren't attending TDMs.



Process Investigation

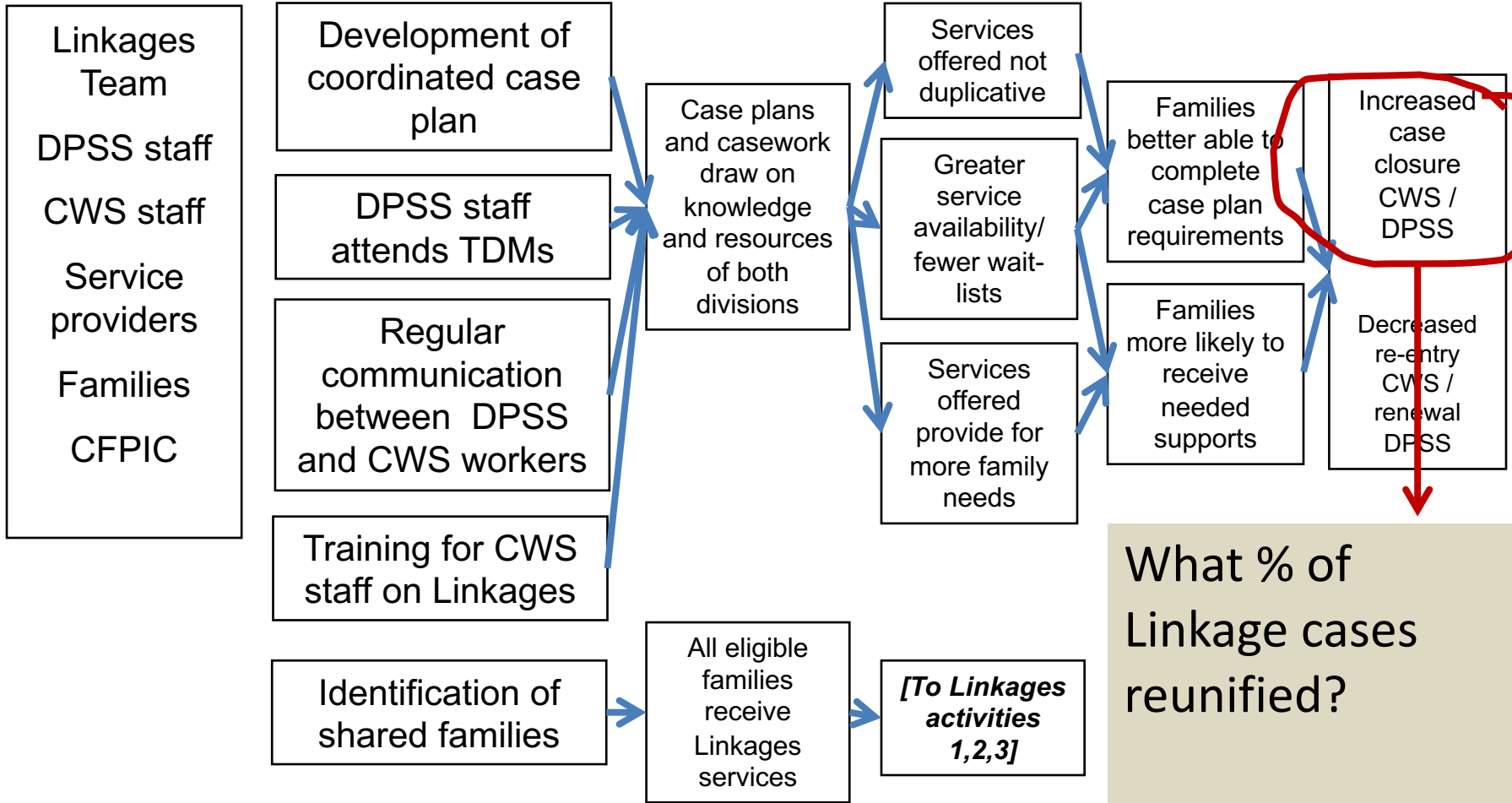


For successful families – how did Linkages help? What was the process or mechanism by which it helped?

3

Case Studies

INPUTS **ACTIVITIES** **OUTCOMES**



What % of Linkage cases reunified?

What percentage became employed?

4

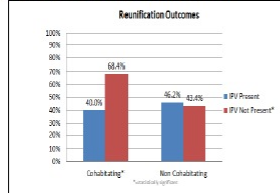
Outcomes Option

Findings

Holland study on cohabitation, domestic violence and reunification

- Cohabitation was associated with a greater likelihood of reunification when IPV was not present.
- Cohabitation was not associated with reunification when IPV was present.
- In a multivariate analysis controlling for ethnicity, incarceration, and drug use, odds of reunification were reduced (marginally statistically significant) for those with IPV and cohabitating compared to those with no IPV who were not cohabitating.
- Other variables in the multivariate model associated with a lowered likelihood of reunification were incarceration and drug use.

Reunification by cohabitation and presence of IPV



Multivariate Logistic Regression

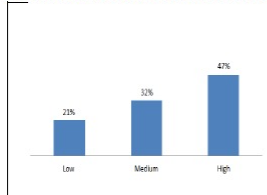
Variable	Odds Ratio	P-value
Black Ethnicity	1.345	.217
Hispanic Ethnicity	1.694	.228
Other	.945	.509
No IPV and Cohabiting	1.765	.209
IPV and Not Cohabiting	.990	.980
IPV and Cohabiting	.638	.084
Incarcerated	.338	.022*
Using Drugs	.356	.009*

* p < .05

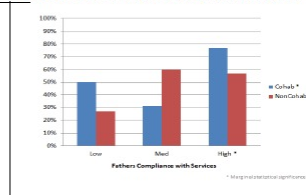
Camarena study on fathers' service use, cohabitation and reunification

- Fathers' service use was positively associated with mothers' reunification when parents were cohabitating.
- Fathers' service use was not associated with mothers' reunification when parents were not cohabitating (though the reunification rate was higher when fathers were partially or fully compliant than when they were not compliant).

% of fathers with low, medium and high service compliance



Mothers' reunification rates by father compliance and cohabitation



The Evaluation Work Plan

Task	Person Responsible	Estimated Time Involved	Time Frame	Progress and Next Steps

INPUTS		OUTPUTS		OUTCOMES			
Investment	Activities	Participants	Short Term	Medium A	Medium B	Medium C	Long Term
Linkages Team Community service providers CWS staff TW staff Families CFPIC and TA support IT from both divisions	1. Training for CWS staff on TW	[x% of] CWS staff receive 1 hour training annually or biannually provided by IT staff, facilitators, program specialists, managers.	a. CWS Staff understand the basics of the TW program	a. Staff can operate more effectively with other division b. Staff more aware of resources and processes of other division	a. Improved communication at transition points for the Linkages case b. CWS and TW collaboration increases	a. Fewer delays in process due to miscommunication between divisions	A. Improved rate of successful case closure - CWS - TW B. Improved (decreased) rate of re-entry to CWS or TW for families with successful case closure C. Cost savings
	2. Development of Coordinated Case Plan	At detention or occasionally juris-dispo. TW and CWS staff meet with family to create single case plan.	b. Case plans dev'd and monitored by workers from both divisions = richer and shared information on families and service requirements	c. Case plans are not duplicative d. Case plans better fit family needs	c. Families better able to complete case plan requirements		
	3. On-going case communication between workers	TW and CWS workers communicate monthly via phone, in-person, email to share relevant info on families	c. Case plans options draw from knowledge and resources of both divisions	e. Greater availability/fewer waitlists due to more resources f. More options to draw from for services and supports	d. Parents more likely to receive supports for needs ² -	b. Families better able to resolve issues that causes need for supervision/ intervention	
	4. TW worker attends TDMs	TW worker attends TDMs at detention and prior to child's return home	d. Eligible cases identified earlier e. Families learn about teamwork and shared resources involved	g. More cost effective services can be selected h. Eligible families receive Linkages services j. Families feel supported			

1

Implementation Tracking

I. **Implementation tracking:** *Be able to track % of Linkages cases receiving primary Linkages activities, and how that changes over time.*

Task	Person Responsible	Estimated Time Involved	Time Frame	STEPS/PROGRESS
1. Create spreadsheet of Linkages cases with columns for each primary Linkages activity <ul style="list-style-type: none"> • Coordinated case plan completed • W2W attending TDM • Communication with CW caseworker occurred 	Debbie and Amy	1-4 hours	March	Interns have added columns and are currently recording/catching up with data entry (Task 2a)
2. Track and record data in spreadsheet <ul style="list-style-type: none"> a. Develop system for regular data entry b. Record/Catch up data entry for past year 	<ul style="list-style-type: none"> a. Debbie and Amy b. Debbie/agency staff 	<ul style="list-style-type: none"> a. 1-2 hours b. 3-5 hours 	Begins in March and ongoing	Debbie to send universal tracking logs and excel spreadsheet stripped of identifiers to Amy (3/5/15). Debbie and Amy to talk 3/23/15 2PM re plan to capture/track data with relative ease (3/5/15).
3. Summarize and report results <ul style="list-style-type: none"> a. Summarize reports quarterly b. Summarize trends over time c. Report results at team meeting 	<ul style="list-style-type: none"> a. Debbie b. Debbie c. Debbie 	<ul style="list-style-type: none"> a. 1-2 hours/qrt b. 2 hours/yr c. 15 min for team meeting; 1 hour annual meeting? 	Begins in April and on-going	

1

Implementation Tracking

INPUTS	OUTPUTS	OUTCOMES				
1 Investment	2 Activities-Participants	3 Short Term	4 Intermediate	5 Intermediate	6 Intermediate	7 Long Term
ET workers Eligibility Workers Social workers Supervisors Exec team	1. Ongoing training on Linkages One-time training, with internal trainer and parent participant.	Increased staff knowledge on importance of collaboration and engaging families, and knowledge of Linkages program	Increased number of plans for Linkages families where family is involved	Families feel they are active partners Families feel supported	Families more likely to buy in to plan and participate in needed services	
Stakeholders CFPIC UCDavis Fresno Academy Court	2. Identifying linked families 3. Single coordinated case plan satisfying both agencies' requirements. CWS and W2W develop at Linkages starting meeting	More families receive Linkages services Agency staff learn of requirements of other agency	[to Activities #3-6] Case plans do not duplicate services—mental health, drug and alcohol Case plans do not have too many things on them for parents to do/don't overwhelm	Families better able to complete case plan requirements	Families are more likely to resolve issues that hinder parenting and employment	Increased safety, permanency and well-being of children (increased reunification)
Community/employers Child Abuse Council Agencies Families, Parents, Youth	4. Tandem monthly visits by W2W and CWS 5. Ongoing regular informal communication between workers for case consultation 6. Linkages committee meetings to discuss current and potential cases Held monthly	Agency staff share information on family needs and strengths Agency staff learn of and draw from knowledge and resources of both divisions.	Service requirements better fit family needs Greater availability/fewer waitlists due to more recourses More options to draw from for services and supports	Families more likely to receive supports for their needs	More are supported	

Sparked by outreach of CW case worker to W2W case manager



2 Process Investigation

II A. Process evaluation: *Understand why CWS/W2W communication falters or doesn't occur during case (and thus Linkages activities don't occur)*

Task	Person Responsible	Estimated Time Involved	Time Frame	STEPS/PROGRESS
1. Outline how process is supposed to happen <ul style="list-style-type: none"> a. Agency writes brief description OR b. Knowledgeable staff person is interviewed and results summarized. 	a. Amy	a. 1-3 hours	February	Elizabeth sent PPG, Amy will draft (2/20/15).
1. Learn why it doesn't happen <ul style="list-style-type: none"> a. Design phone survey protocol b. Interview the 30 CW case workers who didn't/don't connect with Cesar (or some smaller group, say 10) c. Summarize results 	<ul style="list-style-type: none"> a. Amy with edits from T&E b. Alyson, Amy or agency intern/staff c. Alyson, Amy or agency intern/staff 	<ul style="list-style-type: none"> a. 1-2 hours b. 5-7 hours c. 1-2 hours 	February - March	Amy to draft phone survey protocol; T&E to review and edit (2/20/15). Terry or Elizabeth to decide whether agency staff should conduct interviews (2/20/15).
2. Summarize lessons learned	Alyson and Amy with edits/input from T&E	1-2 hours	April	



Process Investigation

INPUTS	OUTPUTS	OUTCOMES				
1 Investment	2 Activities-Participants	3 Short Term	4 Intermediate	5 Intermediate	6 Intermediate	7 Long Term
ET workers Eligibility Workers Social workers Supervisors Exec team	1. Ongoing training on Linkages One-time training, with internal trainer and parent participant.	Increased staff knowledge on importance of collaboration and engaging families, and knowledge of Linkages program	Increased number of plans for Linkages families where family is involved	Families feel they are active partners Families feel supported	Families more likely to buy in to plan and participate in needed services	
Stakeholders	2. Identifying linked families	More families receive Linkages services	[to Activities #3-6]			
CFPIC UCDavis Fresno Academy Court	3. Single coordinated case plan satisfying both agencies' requirements. CWS and W2W develop at Linkages staffing meeting	Agency staff learn of requirements of other agency	Case plans do not duplicate services—mental health, drug and alcohol Case plans do not have too many things on them for parents to do/don't overwhelm	Families better able to complete case plan requirements	Families are more likely to resolve issues that hinder parenting and employment	
Community/employers Child Abuse Council Agencies	4. Tandem monthly visits by W2W and CWS	Agency staff share information on family needs and strengths	Service requirements better fit family needs	Families more likely to receive supports for their needs		
Families, Parents, Youth	5. Ongoing regular informal communication between workers for case consultation	Agency staff learn of and draw from knowledge and resources of both divisions.	Greater availability/fewer waitlists due to more recourses			
	6. Linkages committee meetings to discuss current and potential cases Held monthly		More options to draw from for services and supports			

3

Case Studies

How did Linkages help? What did the process look like?

III. Case Studies: *Understand and describe why and how Linkages activities, when received, make a difference for families.*

Task	Person Responsible	Estimated Time Involved	Time Frame	STEPS/PROGRESS
1. Determine appropriate stakeholders <ul style="list-style-type: none"> a. Select 2-3 families for case studies b. Determine appropriate stakeholders to interview 	a. T&E with help from others and Amy	<ul style="list-style-type: none"> a. 1 hour b. 1 hour 	February	T&E/team to identify cases and appropriate parties to interview (2/20/15).
2. Learn what they received and how it helped them <ul style="list-style-type: none"> a. Draft interview questions for each stakeholder b. Conduct interviews c. Summarize results 	<ul style="list-style-type: none"> a. Amy with edit/feedback from T&E b. Agency intern, Amy or Alyson c. Agency intern, Amy or Alyson 	<ul style="list-style-type: none"> a. 1-2 hours b. 5-7 hours c. 2-3 hours 	March	Amy to draft questions (2/20/15). Terry or Elizabeth to decide whether agency staff should conduct interviews (2/20/15).h
3. Draft the case study / story	Amy	2-3 hours	April	



Case Studies

INPUTS	OUTPUTS	OUTCOMES				
		Short Term	Medium A	Medium B	Medium C	Long Term
1 Investment	2 Activities/Participants					
DFCS staff (CBL/Support Staff, SCSW, CSW, Unit Clerk) DPSS staff (GAIN FP Liaison, FP GSS, FP GSW) FCS – FPP automated system LEADER GEARS FP Agencies Client Family Members ¹ Business Information Systems – DCFS and DPSS Research Section – DCFS and DPSS	1. Early determination for FP cases that there is CalWORKS case associated DCFS clerk; DCFS worker; LEADER system; See Footnote ¹ for Process. 2. Communication between DCFS and DPSS/GAIN sparked CBL, FP, DCFS 800, GN 2016, LEADER, FCS–FPP See Footnote ² for Process. 3. FP GSW worker attends the MCPC meeting OR comparable communication Initial within 15 days of first visit by FP agency to family, meetings (and/or communication) every 75 days thereafter; Attended by CWS and DPSS reps, family members ³ 4. Communication updates by each party	Users (DCFS and DPSS Staff, FP agency staff) to the FCS – FPP automated system have bona fide access to it. [to Activities #3-4 - MCPC meeting attendance/communication]	Users are, in fact, using it. Service requirements better fit family needs Greater availability/fewer waitlists due to more recourses More options to draw from for services and supports Service plans are streamlined/avoid duplication/avoid overburdening Families more likely to resolve any existing sanctions/ accept DPSS services referrals	[to Activity #2-Communication Sparked] Families more likely to receive supports for needs Families better able to complete case plan requirements Families more likely to participate in Welfare-to-Work	Families better able to resolve issues hindering parenting and/or employment Family gains work experience and work skills	Fewer families experience a re-referral to DCFS More families self-sufficient

4

Outcomes Option

III. **Outcome evaluation:** *Identify relevant W2W outcomes of cases receiving Linkages*

Task	Person Responsible	Estimated Time Involved	Time Frame	PROGRESS and NEXT STEPS
1. Identify relevant outcomes available a. List outcomes wanted b. Identify time frame relevant c. Determine whether available in databases	a-c. Gloria, Hilda and Amy	a-c. 1 hour	March	Call scheduled for Monday March 23.
2. Draw random sample of Linkages cases a. Determine sample number, source, entry year b. Draw sample	a. Gloria, Hilda and Amy b. Jenny Zog?	a. 1 hour b. 1-2 hours	March-April	Call scheduled for Monday March 23.
3. Gather data to examine outcomes	Jenny Zog?	3-5 hours	April	
4. Summarize results	Amy with GH&D	3 hours	April	



Outcomes Option

IV. Disseminate Findings: *Share results and lessons learned with stakeholders*

Task	Person Responsible	Estimated Time Involved	Time Frame	STEPS/PROGRESS
1. Synthesize all summaries into a single report	Amy and Alyson	5-10 hours	April-May	
2. Create 1-2 page exec summary and PPT	Amy and Alyson	5 hours	April-May	
3. Share with program stakeholders a. Linkages Convening b. County admin	Whole team	1-2 hours	May	

5

Dissemination

Experiences and lessons learned

Amy's lessons:

- Distance is challenging
- Work in process
- Helpful to get the concrete details down

County feedback?

- Overwhelming or reassuring?

Evaluation Work Plan Resources

Developing an Effective Evaluation Plan. Atlanta, Georgia: Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Office on Smoking and Health; Division of Nutrition, Physical Activity, and Obesity, 2011.

<http://www.cdc.gov/obesity/downloads/CDC-Evaluation-Workbook-508.pdf>

Examples of Evaluation Plans. The Community Tool Box, Evaluating Community Programs and Initiatives. University of Kansas.

<http://ctb.ku.edu/en/table-of-contents/evaluate/evaluation/evaluation-plan/examples>

Questions?

amy.dandrade@sjsu.edu

SJSU SAN JOSÉ STATE
UNIVERSITY