



Evaluation in the Context of CQI Targeting Organizational Capacity

Angela Martin, PhD

Center for Healthcare Excellence

Michigan Public Health Institute



Presentation Objectives (1)

- 1) Finding a common language.
- 2) Conceptualizing Evaluation in the context of CQI and Organizational Capacity.
- 3) Clarifying the relationship between Evaluation and Performance Measurement.

Presentation Objectives (2)

- 4) Providing a Place to Start in your Evaluation Efforts.

Finding a Common Language

- We all use these terms:
 - Organizational Capacity;
 - Program;
 - Evaluation;
 - Performance Measurement;
 - Outcome.
- Do we all agree on their Meaning?



A Different Kettle of Fish

- Terminology complicated by new conceptual challenges.
- We're used to thinking about CQI targeting Programs.
- How can we think about CQI targeting Organizational Capacity instead?



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Terminology (1)

- Most of us know something about *PROGRAM* Evaluation.
- But what is a *PROGRAM*?
- What about Evaluation in the context of CQI and *ORGANIZATIONAL CAPACITY*?
- What is Organizational Capacity?

Terminology (2)

- What is an OUTCOME in this context?
- What about PERFORMANCE MEASURES?
- How does Evaluation relate to PDCA and RCI?

Where are the Experts?

- Combining the theoretical and methodological streams of Quality Improvement, Program Evaluation, and Performance Measurement in the context of Organizational Capacity is not as simple as it might first appear.



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The News is Mixed

- The Good News: Taking part in a pioneering effort.
- The Bad News: There is no roadmap.

Organizational Capacity

- Let's begin with agreement on the meaning of Organizational Capacity and a clearer understanding of CQI in this context.

What is Organizational Capacity? (1)

- The ability of an organization to carry out the essential public health services, and in particular, to provide specific services; for example, disease surveillance, community education, or clinical screening. This ability is made possible by specific program resources as well as by maintenance of the basic infrastructure of the public health system.

What is Organizational Capacity? (1)

- Capacity means, for example, that you have sufficient staff, training, facilities, and finances, among other things.
(Based on TP)



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Think About It

- What good are grand program designs without the capacity to make them reality?
- Targeting Organizational Capacity with CQI has the potential to affect many programs at once.



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Keep Thinking

- Training the workforce on CQI in this context gives staff a broader understanding of the impact of quality on public health systems.

Organizational Capacity

- Related concepts:
 - Administrative capacity;
 - Administrative system; and
 - Infrastructure.
- These concepts are encompassed by the CDC definition of a “PROGRAM”.



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What is a Program?

- This could be “any organized public health action.” (CDC)



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Program Definition

- Including, direct service interventions, community mobilization efforts, research initiatives, surveillance systems, **policy development activities**, outbreak investigations, laboratory diagnostics, communication campaigns, **infrastructure-building projects**, training and education services, and **administrative systems**



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More Good Questions

- So, are Organizational Capacity and Programs really the same thing?
- Aren't they mutually exclusive?
- Why haven't we heard/read more about it?



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Getting Grounded (1)

- Let's take the example of a LHD effort to centralize its health education materials into a searchable database.
- All materials are transferred into PDF format, stored in organized, centrally available folders, entered into searchable database and coded.

Getting Grounded (2)

- The materials are from all of the LHD's programs.
- New, evidence-based materials are entered and coded as they are discovered.
- Now all staff can easily locate the latest materials relevant to their programs.

Getting Grounded (3)

- The LHD's capacity to deliver health education efficiently has been increased across all programs.
- The Lesson: Organizational Capacity is concomitant with Program Capacity.

Bringing in Evaluation

- Conceptualizing Evaluation in the context of CQI and Organizational Capacity.

Conceptualizing Evaluation

- To conceptualize Evaluation in the context of CQI and Organizational Capacity we have to start once again with agreement in meaning.
- Going back to basics is a good way to begin to clarify and refine our concepts.

Back to Evaluation Basics

- Some resources we commonly use:
 - *Framework for Program Evaluation in Public Health*, (1999) MMWR, Vol.48, No.RR-11
 - *Handbook of Practical Program Evaluation*, (2004), Wholey, et al. (eds.), John Wiley & Sons, San Francisco:CA



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What is Evaluation?

- A systematic investigation of the merit, worth, or significance of an object (CDC).
- The systematic assessment of program results and the systematic assessment of the extent to which the program caused those results (Wholey).



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Semantics

- The term “object” is broadly defined in the first definition.
- The term “assessment” is used in the second definition.
- Both are from works specifically about *PROGRAM* Evaluation.

So What's Evaluation Again?

- The systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future program development (another CDC definition).

Evaluation Concepts and Organizational Capacity

- The truth is that Evaluation concepts weren't developed with thinking and talking about Organizational Capacity in mind.

Evaluation and the False Dichotomy

- Evaluation has evolved in a Program context.
- But it was never intended to exclude Evaluation of Organizational Capacity efforts.

Not Just About Programs

- So Evaluation is relevant to processes or projects designed to affect Organizational Capacity.
- How about Evaluation and CQI?



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CQI Efforts

- CQI is the establishment of a program or process to manage change and achieve quality improvement in public health policies, programs or infrastructure based on performance standards, measures and reports.

CQI and Performance Measurement

- Performance measurement is the “regular collection and reporting of data to track work produced and results achieved.” (TP)

Evaluation and CQI Efforts

- So we're used to thinking about Performance Measurement in CQI.
- The "Evaluation" concept typically used in CQI is "Performance Measurement."
- But Performance Measurement and actual Evaluation of a program or process are not the same thing.

What's Evaluation Again?

- The systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future program development.

Evaluation vs. Performance Measurement (1)

- Evaluation is a comprehensive methodology mobilized to collect data about a program or process that encompasses the implementation process as well as the outcomes achieved as a result of implementation.

Evaluation vs. Performance Measurement (2)

- Performance Measures are the “specific quantitative representations of capacity, process, or outcomes...” (TP)
- Performance Measures are embedded within Evaluations, typically as Outcomes in a Program context.

Evaluation of CQI Efforts

- Evaluating CQI efforts involves more than Performance Measurement.
- It includes documenting the implementation process, barriers to implementation, required changes in the process, and Outcomes achieved as a result.

Outcomes and Performance Measures

- Outcomes are key to Performance Measurement in CQI much as they are key to Program Evaluation.

Evaluation, CQI and Organizational Capacity (1)

- When we move Evaluation and CQI from a Program context to an Organizational Capacity context, we have to change the way we think about Outcomes.

Evaluation, CQI and Organizational Capacity (1)

- We're used to thinking about Program Outcomes (Long-term Outcomes), such as changes in prenatal smoking cessation rates amongst a population.
- But such Long-term Outcomes may not be immediately appropriate measures of performance in the context of CQI efforts targeted at Organizational Capacity.



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What are Outcomes?

- Changes or benefits resulting from activities, processes, programs.
- Typically divided into Short-term, Intermediate and Long-term Outcomes.

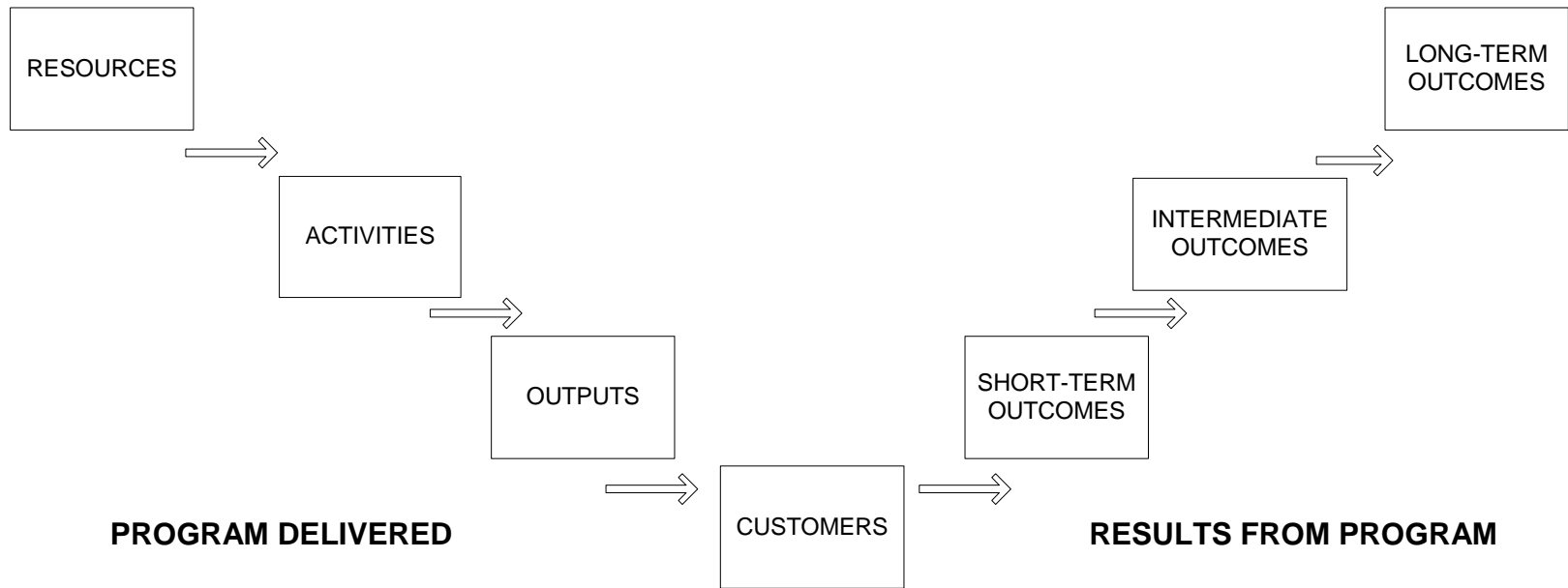
Evaluation and Outcomes

- In Program Evaluation, Outcomes are usually measured on the “Customer” side of the logic model (the results of a program).



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Basic Logic Model



Organizational Capacity, CQI and Outcomes (1)

- When evaluating the success of a CQI process in the context of Organizational Capacity:
 - Program Performance Measures or Long-term Outcomes are not immediately applicable.

Organizational Capacity, CQI and Outcomes (2)

- Measures/Outcomes need to be identified and measured on the process side of the logic model.
- Over the long-term, performance can be measured on the “Customer” side of the logic model.

Summary of Key Points (1)

- Targeting CQI efforts to LHD Organizational Capacity is essential.
- Organizational Capacity and Program Performance are not mutually exclusive.
- Evaluation is relevant and useful in the context of CQI and Organizational Capacity.

Summary of Key Points (2)

- Evaluation and Performance Measurement are not the same thing.
- Performance Measures in CQI are synonymous with Outcomes in Evaluation.
- Evaluating a CQI project targeting an improvement in Organizational Capacity requires us to think differently about Outcomes/Performance Measures.

Presentation Objectives (1)

- 1) Finding a common language.
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Presentation Objectives (2)

- 4) Understanding Evaluation in the Context of your Work.



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A Place to Start (1)

- Develop an Evaluation combining Process and Outcome Measures.
- Understand the purpose of Evaluation within the context of PDCA.



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A Place to Start (2)

- Understand the utility of Evaluation in the RCI process.
- Ask some Key Questions.
- Integrate Evaluation into your Workplans.



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Two Main Kinds of Evaluation (1)

- *Process Evaluation*: Focuses on the implementation and operation of a project (process). Was the project implemented as planned? What changes occurred? Why?



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Two Main Kinds of Evaluation (2)

- *Outcome Evaluation*: Focuses on the systematic collection of information to assess the impact of a project (outcomes).



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Process Measures

- Process measures should be those that help you to understand the CQI project implementation process, for example:
 - Documenting *Barriers* to implementation;
 - Documenting *Changes* in the planned process;
 - Documenting *Satisfaction* with the process.



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Outcome Measures (1)

- Outcome measures should be those that help you document improvements resulting from the CQI process you have implemented, for example:
 - *Intermediate Outcome Measures* (as opposed to Long-term Program Outcomes), such as, increased number/quality of outputs.

Outcome Measures (2)

- Efficiency Measures, such as time and cost measures.



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Getting Grounded Again (1)

- Centralization of LHD Health Education Resources example project.
- Process Questions:
 - What barriers to implementation were encountered?
 - How was the project modified to address barriers?
 - What was staff satisfaction with the process?

Getting Grounded Again (2)

■ Outcome Questions:

- How was the amount of staff time it takes to locate relevant resources affected by the project?
- How much money was saved as a result of the implemented efficiencies? (i.e., money spent on staff time, money spent repeatedly purchasing lost materials.)

Getting Grounded Again (3)

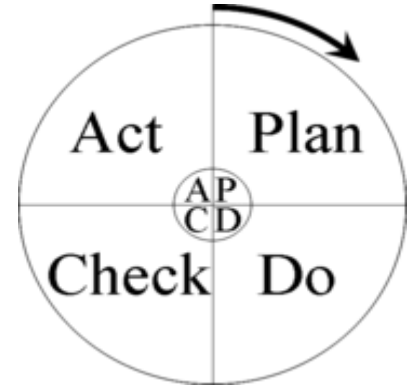
- *Eventual Long-term Outcomes:*
 - Improvements in specific health education programs due to greater use of evidence-based materials.
 - Improvements in customer outcomes.



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Evaluation and PDCA

- Evaluation must be considered in the Planning phase.
- Data collected in the Do phase.
- It comprises the Check phase.
- It guides the Act phase.





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Evaluation and RCI

- RCI involves trying a change idea on a small scale to see if it works, and then modify it and try it again until it works very well for staff and customers.
- Evaluation must be considered in Planning.
- It makes it possible for us to see if the change idea worked.
- It tells us where modification needs to be made.



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Ask Some Key Questions (1)

- What will be evaluated?
- What aspects of the CQI process will be considered when judging project performance?
- What standards (i.e., type or level of performance) must be reached for the project to be considered successful?
- What evidence will be used to indicate how the project has performed?

Ask Some Key Questions (2)

- What conclusions regarding project performance are justified by comparing the available evidence to the selected standards?
- How will the lessons learned from the evaluation be used to improve public health effectiveness?

Q&A and Discussion



Eclectus parrot