

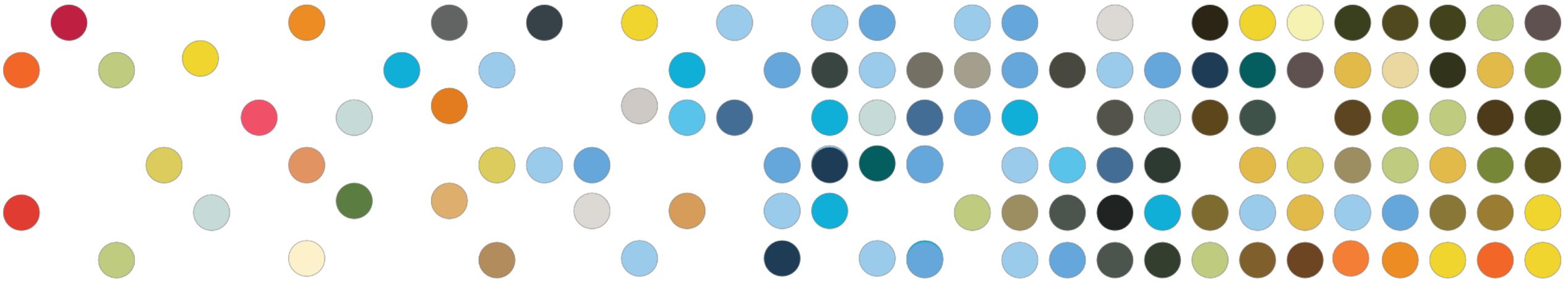
# 2018 Online KT Conference: Engaging Ways to Engage Stakeholders

Hosted by AIR's Center on KTDRR

November 5, 7, and 9, 2018

Center on  
**KNOWLEDGE TRANSLATION FOR  
DISABILITY & REHABILITATION RESEARCH**

at American Institutes for Research ■



# Supporting Implementation Through **Engaged Evaluation**

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Knowledge *to* Action Consulting Inc.

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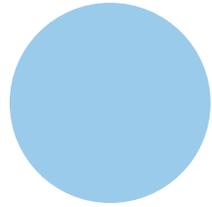
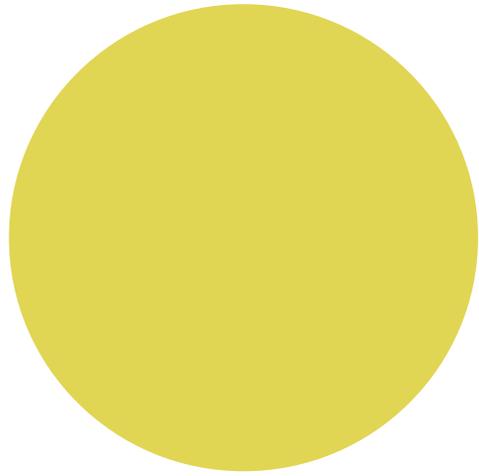
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Bergen, A. (2018). *Supporting Implementation Through Engaged Evaluation*. Presentation to KTDRR 2018 conference.

# Overview:

Evaluation tools and methods that support stakeholder engagement and implementation

1. Evaluation through the knowledge translation (KT) project cycle
2. Evaluation tools that support KT implementation
3. models for KT implementation and evaluation
4. Promising practices for supporting stakeholder engagement in implementation and evaluation
5. Questions



# **(1) EVALUATION THROUGH THE KT PROJECT CYCLE**



# Knowledge translation and implementation projects

- Knowledge translation (KT) and implementation
  - involve moving research evidence into policy and practice.
  - are iterative processes that require learning and adjustment.
- KT and implementation require many people acting together.
- The iterative and collaborative nature of implementation projects is **supported by**:
  - research/**evaluation** + **stakeholder engagement**.

# Evaluation is useful across the life span of a KT project

- **Before the project:** Needs assessment
- **During:** Process evaluation
  - Implementation quality; quality/quantity of outputs; user experience/usability testing
- **After:** Outcome evaluation
  - Outcomes and impacts

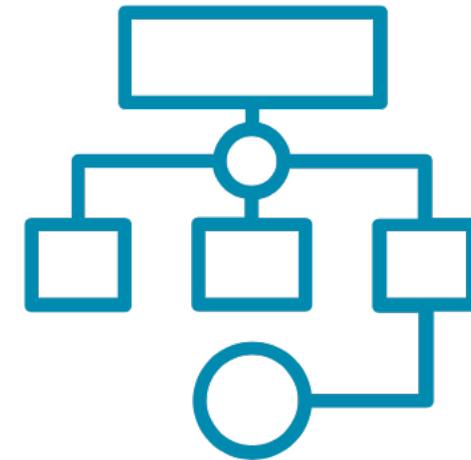
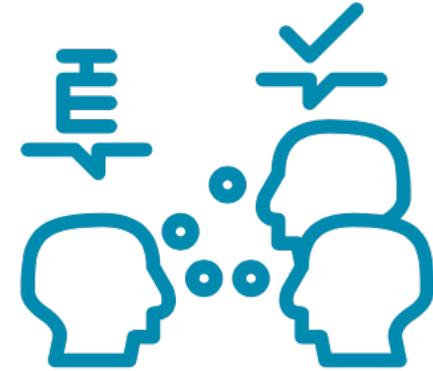
# Evaluation can help you understand:

- **Need** for knowledge translation (KT)
- **Quality** of KT (of stand-alone activity or overall implementation initiative)
- **Reach** of KT activity
- **Impact** of KT activity



# Evaluation can help answer key questions for KT projects

- What is the logic behind an implementation project or initiative?
- What does success look like?
- To what extent is implementation happening as planned?
- What works well in different contexts?



# What kind of evaluation?

Evaluation research

vs.

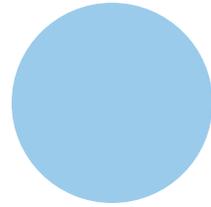
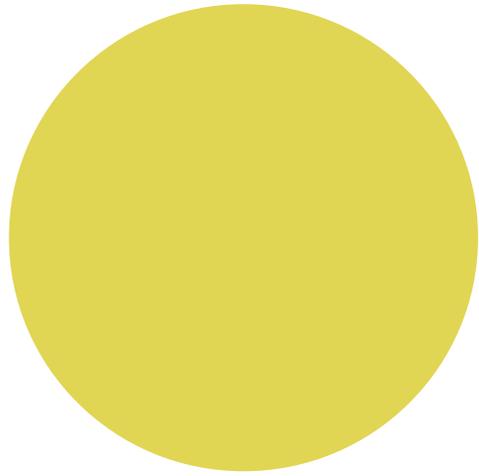
evaluation Research

How will it be used and shared?

How is the evaluation resourced?

What kind of evidence is required?

Need to work through practical and theoretical considerations.



## **(2) EVALUATION TOOLS THAT SUPPORT KT IMPLEMENTATION**

The logic model or theory of change

Mapping context and enabling factors

Data use and engagement plan

**Logic models  
are a useful  
starting place  
for KT projects.**

**\*Theory of change is a  
similar concept.**

# Logic models

- Provide a visual summary of the theory or logic behind a project or program.
- Get specific about how activities are expected to lead to outcomes.
- Clarify key assumptions (enabling conditions, causal links) and actors.
- Help other people understand your work (staff, funders, partners, grantees, etc.).



# KT logic model template

Adapted with permission from the Canadian Water Network. Source of logical model template: University of Wisconsin–Madison.

Inputs	→ Outputs		→ Outcomes		
	Activities	Target Audiences	Short Term	Mid Term	Long Term (Impacts)
Staff End-user time Partners Equipment Space Technology Time Funding  Identify necessary conditions for success (assumptions, internal and external context factors)	KT activities (in person, on paper, onscreen) Relationship development Meetings Training Pilot testing and evaluation ...etc...	End-user groups and influencers: -e.g., patients and families; healthcare practitioners (frontline staff, management, trainees); policy makers (organizational, provincial, federal); industry; academics and researchers; etc.)	Relationships Learning Awareness Knowledge Attitudes Skills Opinions Motivation Intentions Capacity	Actions Behavior Decisions Practice Policies Initiatives Efficiency Regulations Investments Risk avoided Cost savings ...etc...	Environment Social conditions Economic conditions Public health Institutional change

# KT logic model components

## Activities and outputs

- What are your research and KT activities that might impact your stakeholders? (What are you creating in person/online/on paper?) What are your internally focused activities?

## Outcomes and impacts

- What are the expected outcomes, and impacts of your research and KT activities? What does success look like?
- What are the changes in knowledge, attitudes, skills, and actions for your audience(s)?
- What are the downstream community and organizational and systems-level impacts?

# KT logic model components

## Target audiences/ stakeholders/end users

- Who are the internal and external audiences (stakeholders/partners/end users) of your KT activities?

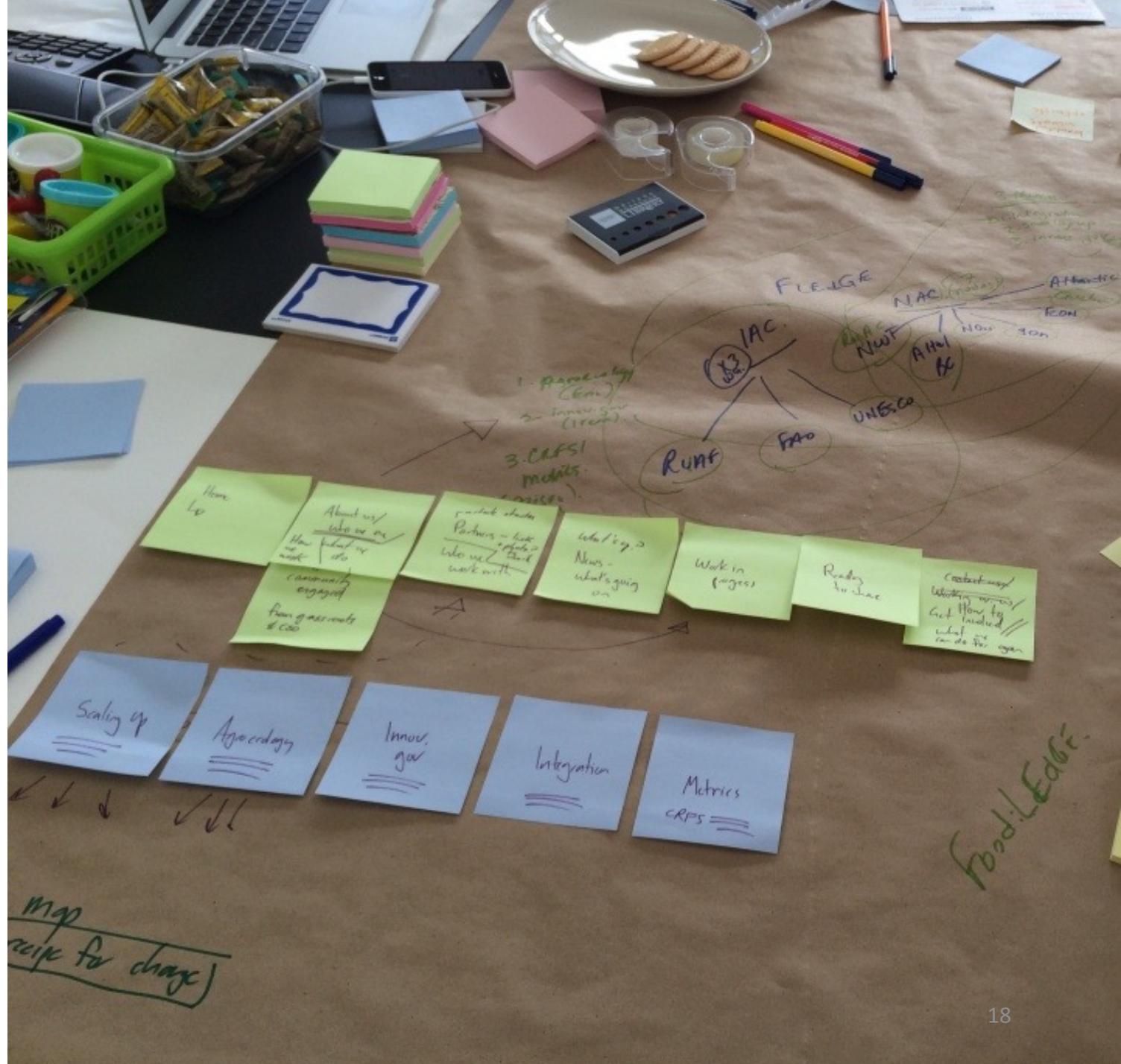
## Enabling conditions/assumptions/inputs

- What are the necessary conditions of the program (e.g., resources, approach to service delivery)?
- What needs to be in place for the program to have impact (for activities to lead to outcomes)?
- Are there contextual or external factors that need to be considered?

# Build shared understanding by co-creating logic models

- Get involved early with stakeholders to build your logic model.
- Show the “so what” of the model up front (explaining what success looks like, identifying measures, etc.).
- Build models over **several iterations**: expect multiple meetings
  - Sticky notes
  - Mind map
  - Document
  - Clean document
- Try to work in person or through shared audio/video.
- Allow enough time for revisions and review.
- Value different ways of process information and understanding the model.

When possible,  
help people  
organize their  
thoughts through  
creative methods.



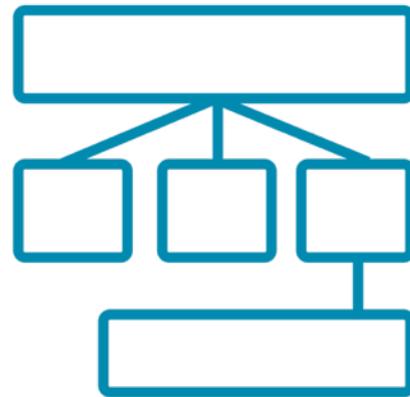
# Logic models are a practical planning and communication tool

Your logic model or theory of change is a living document.

It's your best, most recent understanding of what kind of change your KT initiative creates.

**Update your logic model as the KT project evolves.**

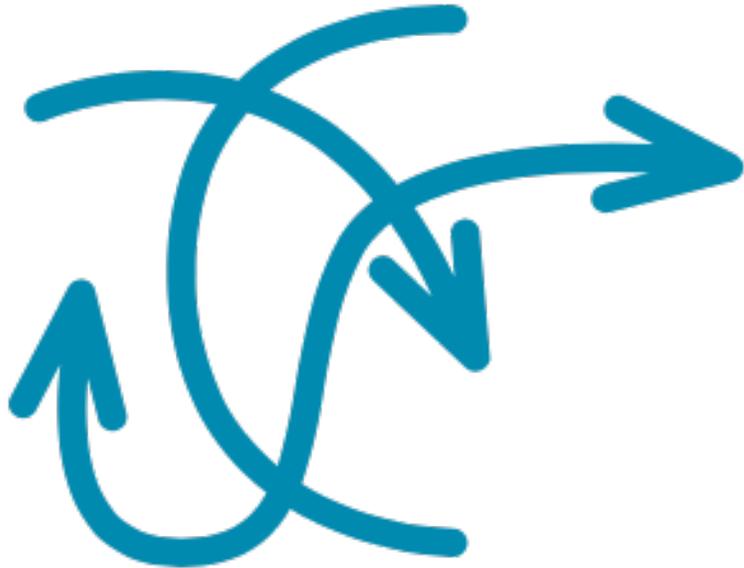
You might create a complex diagram or longer document that explains the nuances of your work.



But remember: You always need to translate that into a **short summary** to explain what you are doing to other people.

**Make your logic model or theory of change as accessible as possible — in words and format.**

# Consider complexity AND keep it accessible



Identify your assumptions around enabling conditions for success/KT context as part of your logic model.

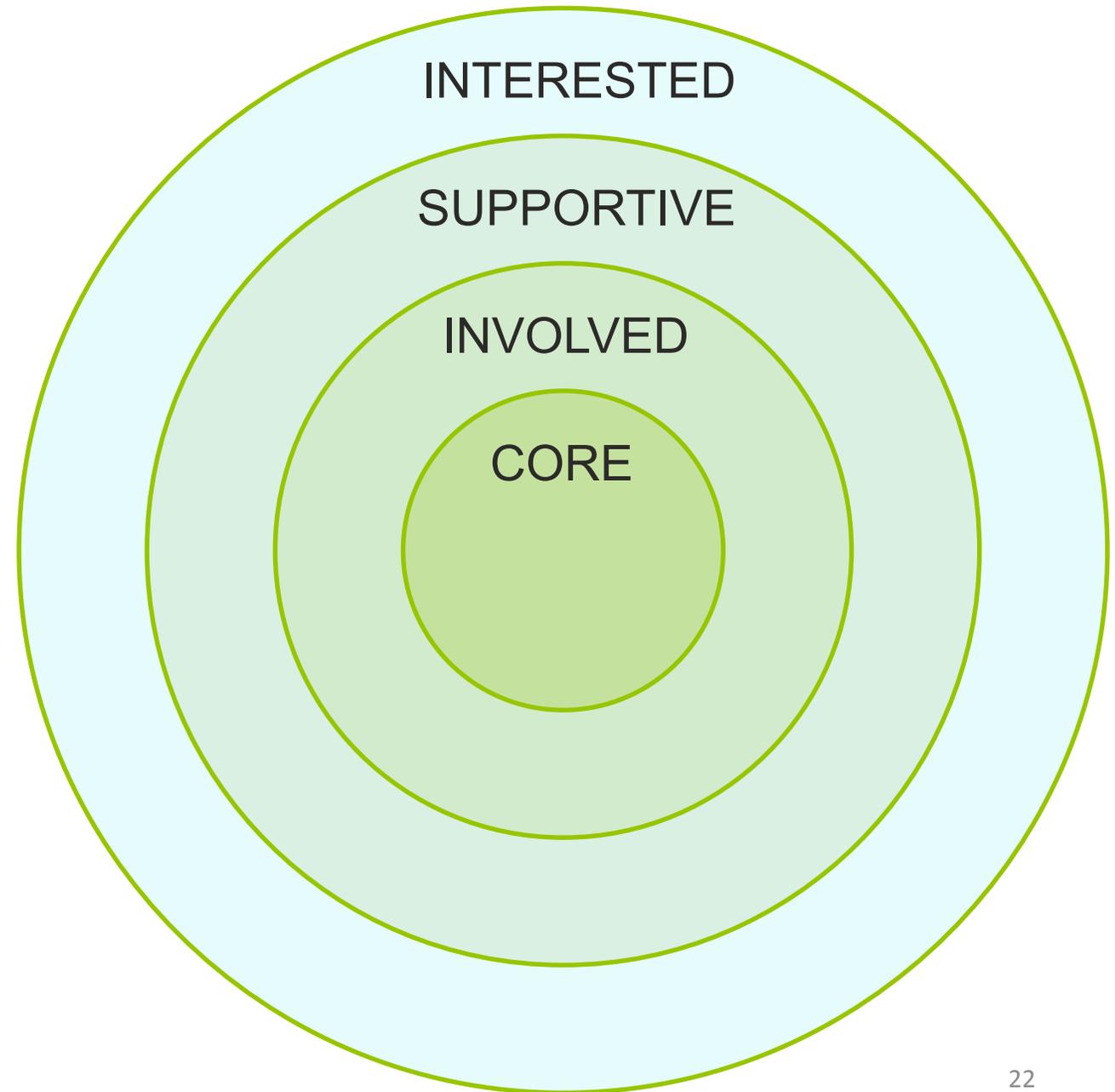
- The components of any KT logic model or theory of change are complex and interdependent.
- But it's easier to read things in column-based lists.
- Find a balance between ease of understanding and illustrating specific change pathways and feedback loops.

# Use collaborative mapping approaches to understand complex situations

- Stakeholder analysis
- SOAR analysis (strengths, opportunities, aspirations, results)
- SWOT analysis (strengths, weaknesses, opportunities, threats)
- Context mapping
- Concept mapping
- Power or political mapping

**Stakeholder engagement helps make evaluation more relevant and useful.**

Getting the right people actively involved can be a challenge. Consider reaching out to stakeholders with a “wheel of involvement.”



# “Actor constellations” can help clarify stakeholder roles in evaluation and implementation projects

An actor constellation is a visual diagram in which all actors (e.g., researchers, knowledge users, other stakeholders) involved in a project are represented and positioned around the center [evaluation question/implementation goal].

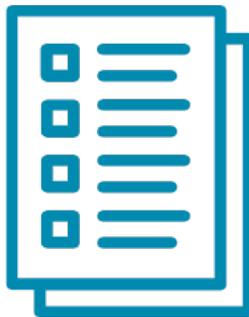
The distance from an actor to the question/goal, and to other actors, expresses how relevant he or she is in the project.



Source: [https://naturalsciences.ch/topics/co-producing\\_knowledge/methods/actor\\_constellation\\_final](https://naturalsciences.ch/topics/co-producing_knowledge/methods/actor_constellation_final)

# People and relationships are hard to measure

- Some pragmatic advice: Use mixed methods (both qualitative and quantitative) to understand processes that involve people — whether that's stakeholder engagement or overall implementation quality.



# Make a plan for data use and engagement

- Evaluation methods work best when you plan ahead:
  - Evaluation goals
    - Process quality — Stakeholder engagement
    - Outcomes — What changed and for whom?
  - What data you're going to collect
  - How you will share and use the evaluation data
    - For program improvement
    - For reporting
    - Etc.
  - How and when you will engage with your target audiences
    - What methods
    - What stage of evaluation

# Work together to prioritize measurement approaches and indicators

- Start with the logic model to prioritize **what and when and whom to measure**.
  - Identify top 3–5 measurement priorities.
  - Discuss feasibility of measuring these priorities within the project.
    - Facilitated discussion over several iterations
    - Involve stakeholders who will be impacted by measurement
- Next, confirm how to measure and identify specific **indicators**.
  - Methods based on feasibility and resources and evidence needs (e.g., survey vs. focus group).
  - Specific indicators to match logic model outcomes, etc.
    - Survey question wording
    - Decide what to count

# Pick different indicators for different phases of the KT or implementation project

- DEVELOPMENT

- Needs assessment
- Ease of use/user experience

- PROCESS

- Number/type of KT products
- Timing/relevance (meets audience needs)

- OUTCOMES

- Awareness/attitudes/beliefs/knowledge
- Self-reported intentions/behaviour
- Networks/relationships/collaborations

- IMPACTS

- Systems/policies/organizational change

# Everything you want to measure or track has several possible indicators

- No single indicator is perfect
- Too many indicators is overwhelming.
- Don't try to fit too much into a single project.

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The use of Indicators for the Monitoring and Evaluation of Knowledge Management and Knowledge Brokering in International Development

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Report of a workshop held at the Institute for Development Studies 8<sup>th</sup> March 2013

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Walter Mansfield  
Philipp Grunewald

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# Evaluation Planning Template

Evaluation goal(s): \_\_\_\_\_

What to Measure (need/process quality/output/outcome/ assumption/etc.)	How to Measure (methods)	How to Measure (indicator)	Whom to Measure (target audience)	When to Measure (timing)
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## Step One:

Pick your top 3–5 measurement priorities in the logic model.

## Step Two:

Rate the feasibility of each measurement approach/indicator.

## Step Three:

Discuss among stakeholders.

## Legend: Measurement Feasibility

✓ ✓ ✓ green = very easy to measure

✓ ✓ blue = quite easy to measure

✓ orange = challenging to measure, but possible

✗ red = not feasible to measure

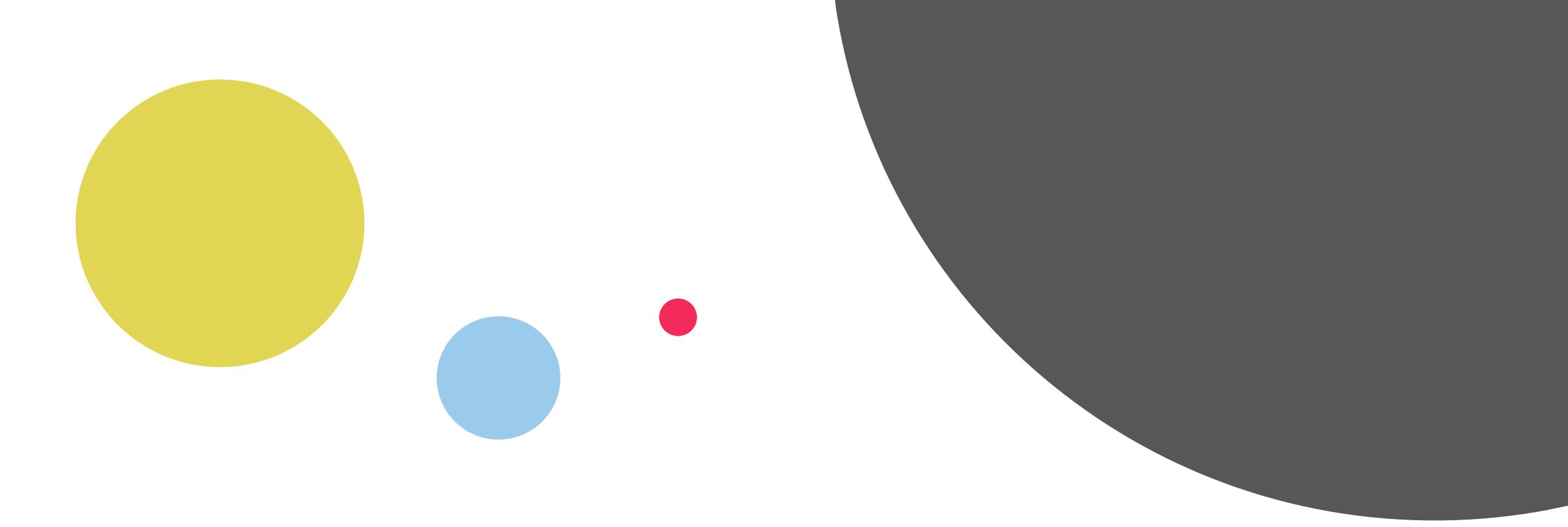
# Not everything can be anticipated. Build in some methods to identify (and respond to) unexpected results

- Expect that unexpected things will happen (good and bad).
  - Reflection within project team
  - Talk to stakeholders
  - Document what's happening
  - Manage expectations
- Review your evaluation framework during the project, and be ready to be flexible and adjust what you're doing. Document your decisions (and update your plans) as you go.

# Most significant change can uncover project impacts experienced by individuals and groups

- **Method for participatory monitoring or evaluation of complex interventions**
- Involves collecting stories from the field on the most significant outcomes experienced by individuals or actor groups.
- **Three basic steps:**
  - deciding the type of stories that should be collected;
  - collecting the stories and determining which stories are the most significant; and
  - sharing the stories and discussion of values so that learning happens.
- **Use when:**
  - it's unclear what value outcomes are.
  - for initiatives that may not have predefined outcomes against which to evaluate.





## **(3) MODELS FOR KT IMPLEMENTATION AND EVALUATION**

Communication model  
Consolidated framework  
for implementation  
research

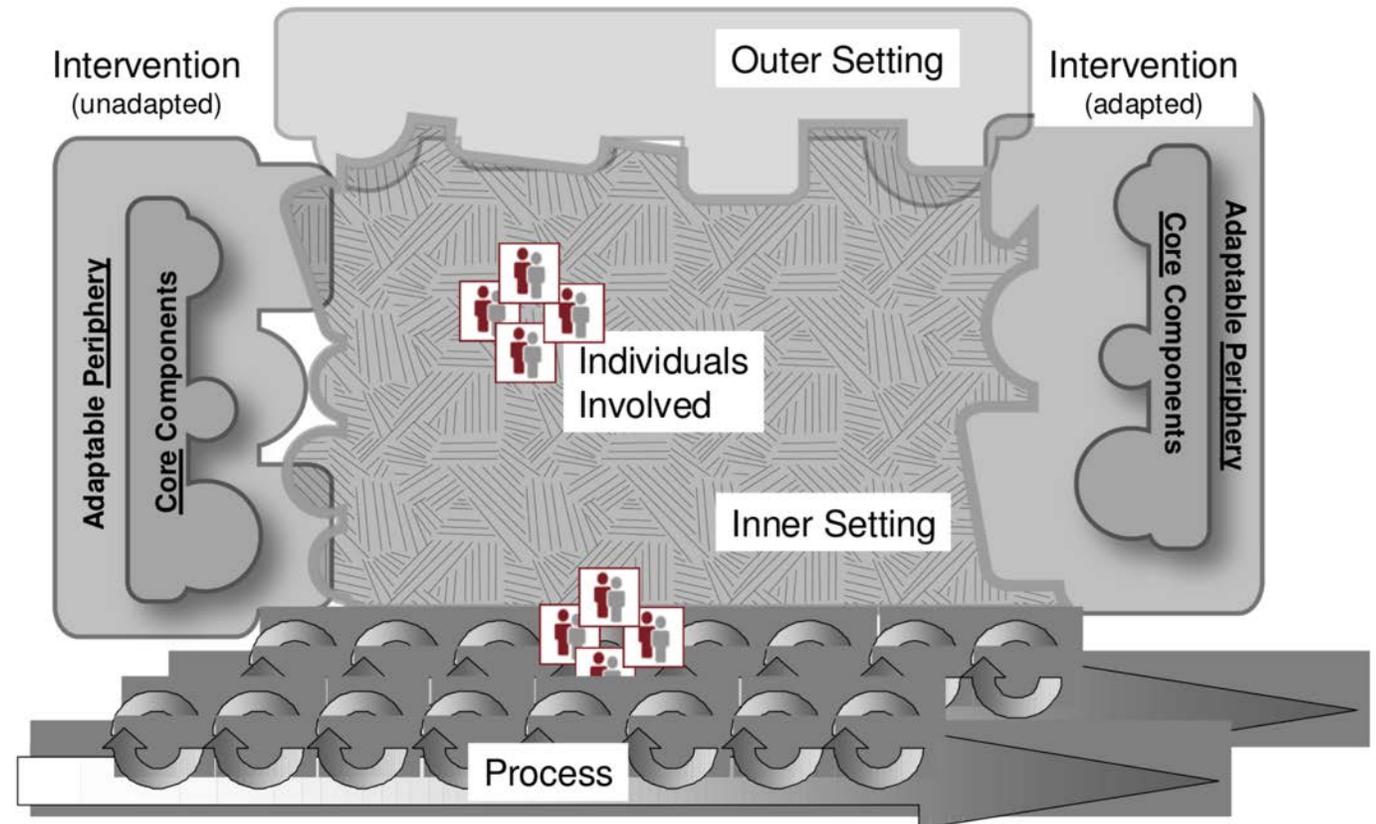
# Communication model: High-level guiding questions for KT

1. What research knowledge was translated?
2. To whom was research knowledge translated?
3. By whom was research knowledge translated?
4. How was research knowledge translated?
5. With what effect was research knowledge translated?

Source: Lavis, J. N., Robertson, D., Woodside, J. M., McLeod, C. B., & Abelson, J. (2003). How can research organizations more effectively transfer research knowledge to decision makers? *Milbank Quarterly*, 81(2), 221–248.

# The Consolidated Framework for Implementation Research (CFIR): Detailed planning and evaluation

- CFIR describes five main components of implementation frameworks:
  - Intervention characteristics
  - Outer setting
  - Inner setting
  - Characteristics of individuals
  - Process



Source: Damschroder, L. J., Aron, D. C., Keith, R. E., Kirsh, S. R., Alexander, J. A., & Lowery, J. C. (2009). Fostering implementation of health services research findings into practice: A consolidated framework for advancing implementation science. *Implementation Science*, 4(1), 50.

<https://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-4-50>

# Each main CFIR component has multiple sub-domains

## Intervention Characteristics

- Intervention source
- Evidence strength and quality
- Relative advantage
- Adaptability
- Trialability
- Complexity
- Design quality and packaging
- Cost

## Outer Setting

- Patient needs and resources
- Cosmopolitanism
- Peer pressure
- External policies and incentives

## Inner Setting

- Structural characteristics
- Networks and communications
- Culture
- Implementation climate

## Characteristics of Individuals

- Knowledge and beliefs about the intervention
- Self-efficacy
- Individual stage of change
- Individual identification with organization
- Other personal attributes

## Process

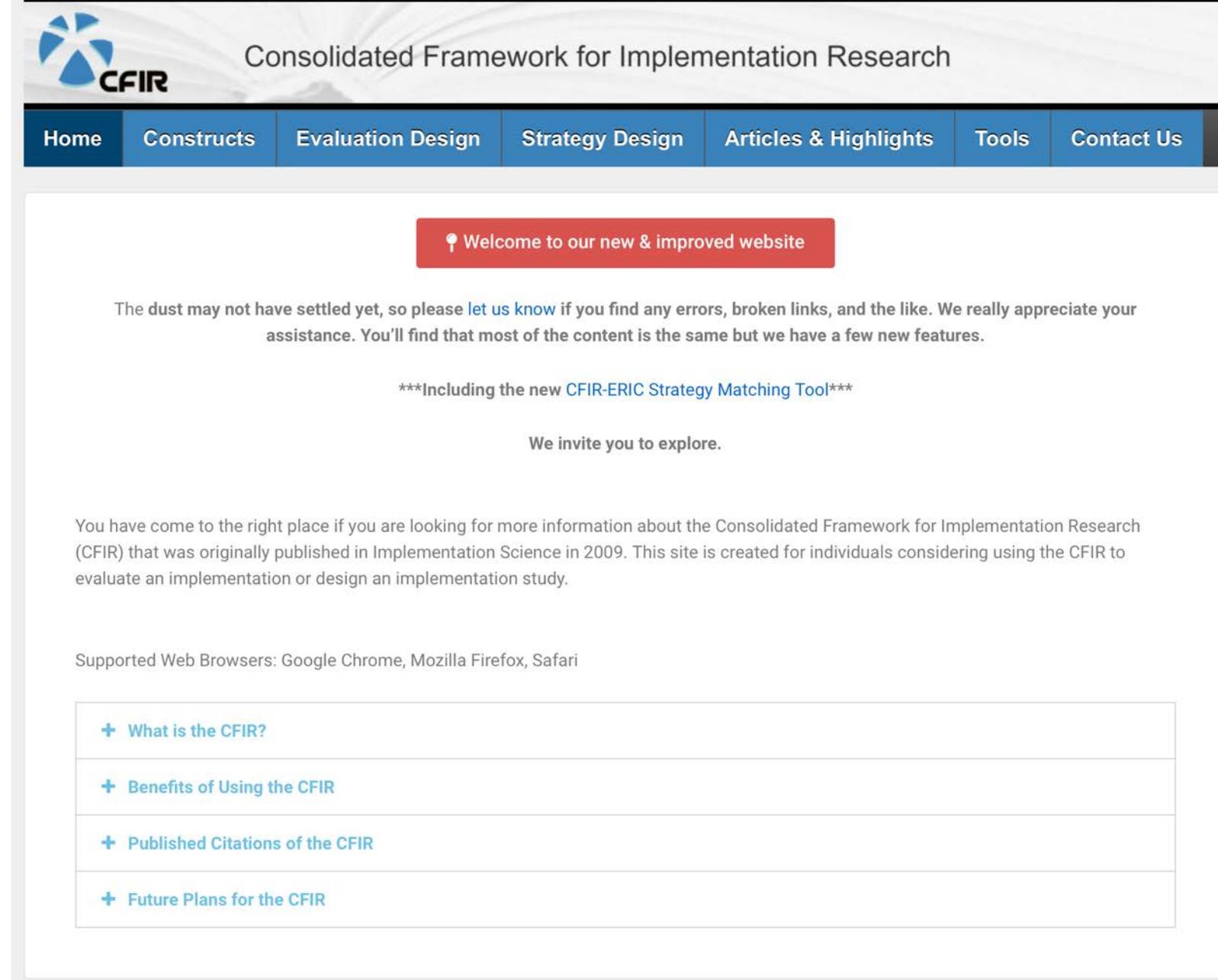
- Planning
- Engaging
- Executing
- Reflecting and evaluating

# And each CFIR sub-domain can be examined in additional detail

- **Implementation Climate**
  - Tension for change
  - Compatibility
  - Relative priority
  - Organizational incentives and rewards
  - Goals and feedback
  - Learning climate
  - Readiness for Implementation
    - Leadership engagement
    - Available resources
    - Access to information and knowledge

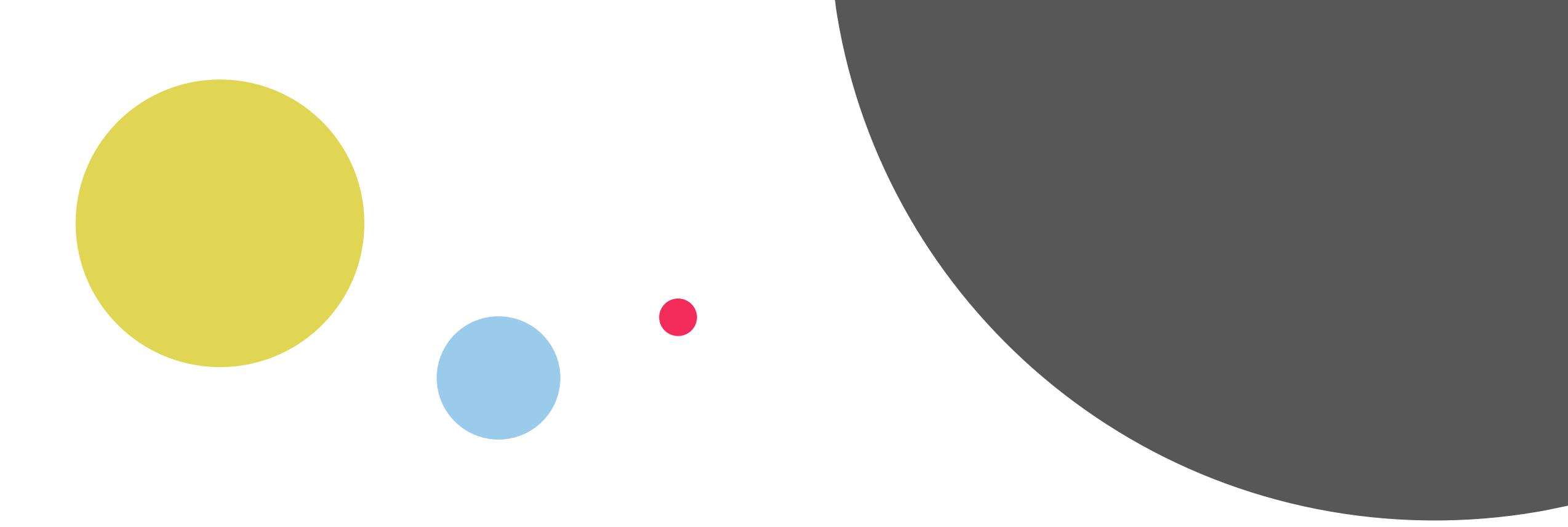
There are excellent open-access CFIR resources:

<https://cfirguide.org>



The screenshot shows the homepage of the Consolidated Framework for Implementation Research (CFIR) website. At the top left is the CFIR logo, a blue circular icon with a white star-like shape inside, followed by the text "CFIR". To the right of the logo is the title "Consolidated Framework for Implementation Research". Below the title is a navigation menu with six items: "Home", "Constructs", "Evaluation Design", "Strategy Design", "Articles & Highlights", and "Contact Us". The "Home" item is highlighted in a darker blue. Below the navigation menu is a red banner with a white lightbulb icon and the text "Welcome to our new & improved website". Below the banner is a paragraph of text: "The dust may not have settled yet, so please [let us know](#) if you find any errors, broken links, and the like. We really appreciate your assistance. You'll find that most of the content is the same but we have a few new features." Below this paragraph is another line of text: "\*\*\*Including the new [CFIR-ERIC Strategy Matching Tool](#)\*\*\*". Below that is a paragraph: "We invite you to explore." Below that is another paragraph: "You have come to the right place if you are looking for more information about the Consolidated Framework for Implementation Research (CFIR) that was originally published in Implementation Science in 2009. This site is created for individuals considering using the CFIR to evaluate an implementation or design an implementation study." Below that is a line of text: "Supported Web Browsers: Google Chrome, Mozilla Firefox, Safari". Below that is a list of four items, each with a blue plus sign icon and a link: "+ [What is the CFIR?](#)", "+ [Benefits of Using the CFIR](#)", "+ [Published Citations of the CFIR](#)", and "+ [Future Plans for the CFIR](#)".

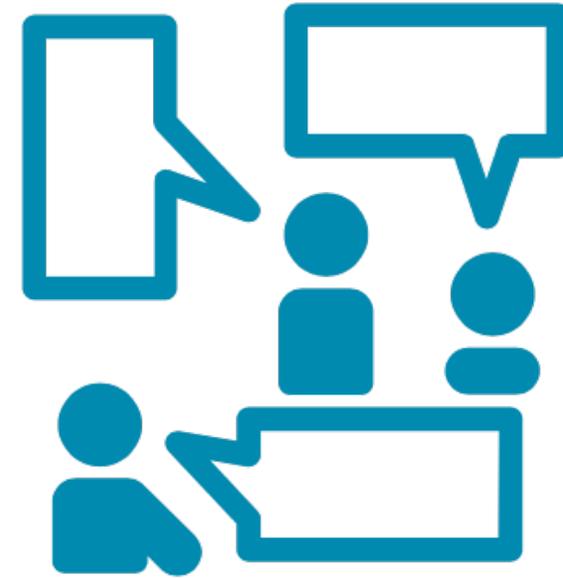
Source: © 2018 The Consolidated Framework for Implementation Research.



## **(4) PROMISING PRACTICES FOR SUPPORTING STAKEHOLDER ENGAGEMENT IN IMPLEMENTATION AND EVALUATION**

Collaborative evaluation best practices  
Engaged/participatory evaluation as KT  
Evaluating stakeholder engagement  
Evaluating collaboration health

# What kinds of best practices support engaged evaluation and implementation work?



# Plan to work collaboratively

- Work together to build a plan that meets the need of diverse stakeholders.
- Don't overwhelm people with evaluation.
- Listen to and act on feedback.
- Build trust over time.

# Match expectations and reality

- Base your methods on practical considerations as well as theoretical rigor:
  - timelines, budget, and other resources
  - people involved
  - intended use, reporting requirements
  - broader culture and climate for sharing and using your findings

## Evidence-Based Principles to Guide Collaborative Evaluation Practice

- Clarify motivation for collaboration.
- Foster meaningful relationships.
- Develop a shared understanding of the program.
- Promote appropriate participatory processes.
- Monitor and respond to resource availability.
- Monitor evaluation progress and quality.
- Promote evaluative thinking.
- Follow through to realize use.

Full article: Shulha, L. M., Whitmore, E., Cousins, J. B., Gilbert, N., & al Hudib, H. (2016). Introducing evidence-based principles to guide collaborative approaches to evaluation: Results of an empirical process. *American Journal of Evaluation*, 37(2), 193–215.

Brochure version: Cousins et al. (2015). [https://evaluationcanada.ca/sites/default/files/20170131\\_caebrochure\\_en.pdf](https://evaluationcanada.ca/sites/default/files/20170131_caebrochure_en.pdf)

# Pick some ways to monitor and evaluate stakeholder engagement — these may be more or less formal

- ❑ Quality and quantity of relationships
- ❑ Reach and breadth of relationships
- ❑ 1:1 relationships, organizational relationships
- ❑ Meetings, workshops, convenings
- ❑ Focus groups, surveys, interviews
- ❑ Requests and referrals
- ❑ Co-produced products
- ❑ Social media metrics
- ❑ Social network analysis
- ❑ \_\_\_\_\_



Image source: Noun Project.

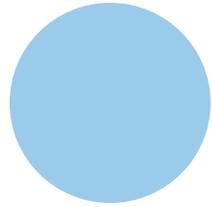
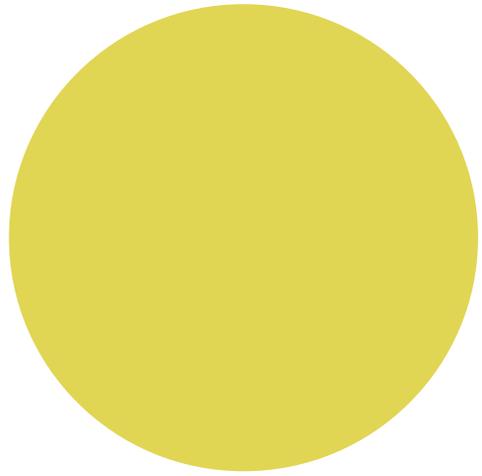
# Regularly evaluate the health of your collaboration or partnership

	1 Strongly disagree	2 Disagree	3 Not sure	4 Agree	5 Strongly agree	
<b>5. Implementing collaborative action</b>						
Processes that are common across agencies have been standardised (e.g. referral protocols, service standards, data collection and reporting mechanisms).						
There is an investment in the partnership of time, personnel, materials or facilities.						
Collaborative action by staff and reciprocity between agencies is rewarded by management.						
The action is adding value (rather than duplicating services) for the community, clients or agencies involved in the partnership.						
There are regular opportunities for informal and voluntary contact between staff from the different agencies and other members of the partnership.						
<b>SUBTOTAL</b>						<b>SUBTOTAL</b>

**The partnerships analysis tool:** A resource for establishing, developing and maintaining partnerships for health promotion (p. 7)

# Evaluation and analysis tools for collaboration growth, care, and tending

- Partnerships Analysis Tools
  - <https://www.vichealth.vic.gov.au/partnerships>
- The Partnership Toolbox
  - [http://assets.wwf.org.uk/downloads/wwf\\_partnershiptoolboxartweb.pdf](http://assets.wwf.org.uk/downloads/wwf_partnershiptoolboxartweb.pdf)
- Partnership Self-Assessment Tool
  - <https://www.nccmt.ca/registry/resource/pdf/10.pdf>
- Assessing your collaboration: A self-evaluation tool
  - <https://www.joe.org/joe/1999april/tt1.php>



# **(5) QUESTIONS**



# Disclaimer

The contents of this presentation were developed under grant number 90DPKT0001 from the National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR). NIDILRR is a Center within the Administration for Community Living (ACL), Department of Health and Human Services (HHS). The contents of this presentation do not necessarily represent the policy of NIDILRR, ACL, HHS, and you should not assume endorsement by the Federal Government.

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<https://www.surveymoz.com/s3/4534808/Evaluation-KTDRR-2018-KT-Conference>