2018 Online KT Conference: Engaging Ways to Engage Stakeholders

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Supporting Implementation Through Engaged Evaluation

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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

Image sources: Noun project
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.).
<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outputs</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>Activities</td>
<td>Short Term</td>
</tr>
<tr>
<td>End-user time</td>
<td>KT activities (in person,</td>
<td>Relationships</td>
</tr>
<tr>
<td></td>
<td>on paper, onscreen)</td>
<td>Learning</td>
</tr>
<tr>
<td>Partners</td>
<td>Relationship development</td>
<td>Awareness</td>
</tr>
<tr>
<td>Equipment</td>
<td>Meetings</td>
<td>Knowledge</td>
</tr>
<tr>
<td>Space</td>
<td>Training</td>
<td>Attitudes</td>
</tr>
<tr>
<td>Technology</td>
<td>Pilot testing and evaluation</td>
<td>Skills</td>
</tr>
<tr>
<td>Time</td>
<td>...etc...</td>
<td>Opinions</td>
</tr>
<tr>
<td>Funding</td>
<td>Identify necessary</td>
<td>Motivation</td>
</tr>
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<td></td>
<td>conditions for success</td>
<td>Intentions</td>
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<td>(assumptions,</td>
<td>Capacity</td>
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<td>internal and external</td>
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<td>context factors)</td>
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</tbody>
</table>

**Target Audiences**

- 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.)

**Activities**

- KT activities (in person, on paper, onscreen)
- Relationship development
- Meetings
- Training
- Pilot testing and evaluation

**Outcomes**

- Short Term: Relationships, Learning, Awareness, Knowledge, Attitudes, Skills, Opinions, Motivation, Intentions, Capacity
- Mid Term: Actions, Behavior, Decisions, Practice, Policies, Initiatives, Efficiency, Regulations
- Long Term (Impacts): Environment, Social conditions, Economic conditions, Public health, Institutional change

*KT logic model template*

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

Graphic copyright © Dr. Anne Bergen, 2016.
“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

Image source: Noun Project.
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.

Image source: Noun Project.
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.
Evaluation Planning Template
Evaluation goal(s): ________________________________

<table>
<thead>
<tr>
<th>What to Measure</th>
<th>How to Measure (methods)</th>
<th>How to Measure (indicator)</th>
<th>Whom to Measure (target audience)</th>
<th>When to Measure (timing)</th>
</tr>
</thead>
</table>

**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.

Image source: Noun Project.
(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?

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

https://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-4-50
Each main CFIR component has multiple sub-domains

<table>
<thead>
<tr>
<th>Intervention Characteristics</th>
<th>Outer Setting</th>
<th>Inner Setting</th>
<th>Characteristics of Individuals</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Intervention source</td>
<td>• Patient needs and resources</td>
<td>• Structural characteristics</td>
<td>• Knowledge and beliefs about the intervention</td>
<td>• Planning</td>
</tr>
<tr>
<td>• Evidence strength and quality</td>
<td>• Cosmopolitanism</td>
<td>• Networks and communications</td>
<td>• Self-efficacy</td>
<td>• Engaging</td>
</tr>
<tr>
<td>• Relative advantage</td>
<td>• Peer pressure</td>
<td>• Culture</td>
<td>• Individual stage of change</td>
<td>• Executing</td>
</tr>
<tr>
<td>• Adaptability</td>
<td>• External policies and incentives</td>
<td>• Implementation climate</td>
<td>• Individual identification with organization</td>
<td>• Reflecting and evaluating</td>
</tr>
<tr>
<td>• Trialability</td>
<td></td>
<td></td>
<td>• Other personal attributes</td>
<td></td>
</tr>
<tr>
<td>• Complexity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Design quality and packaging</td>
<td></td>
<td></td>
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<tr>
<td>• Cost</td>
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</tbody>
</table>

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
(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.


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.
5. Implementing collaborative action

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.

<table>
<thead>
<tr>
<th>1 Strongly disagree</th>
<th>2 Disagree</th>
<th>3 Not sure</th>
<th>4 Agree</th>
<th>5 Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

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

- The Partnership Toolbox

- Partnership Self-Assessment Tool

- Assessing your collaboration: A self-evaluation tool
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.

Don’t forget to fill out the evaluation form!