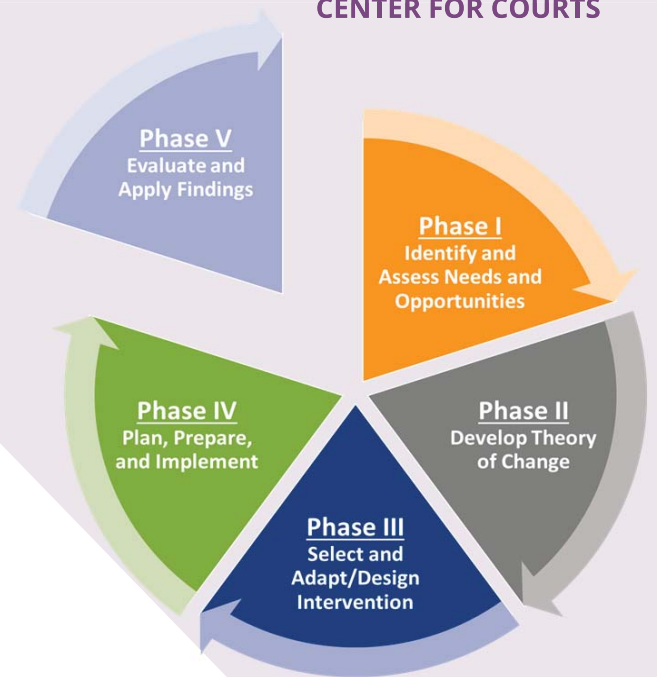




Change Management

Phase V: Evaluate & Apply Findings



Phase V: Evaluate and Apply Findings

In phase V, you evaluate the implementation of the project (intervention) by collecting and utilizing data to make a data-driven decision about whether the program should be discontinued or continued and how to adjust the program (and enhance future implementation) to yield the best results. Evaluation findings should include the fidelity assessment findings, as well as assessment of short-term and long-term outcomes of interest (see Theory of Change to identify outcomes). Phase V has three steps included within it.

Step 10 - Collect and use data to adjust the intervention or implementation strategies.

The purpose of this step is to perform formative evaluation via usability testing and facilitate rapid feedback to refine the intervention. That is, you are doing a fidelity assessment of the program and adjusting as needed.

In this step, you should consider whether the intervention is meeting initial expectations, what changes might improve fidelity, sustainability or effectiveness of the program, and how and when modifications should be made. This includes both a formative evaluation and a summative evaluation. A few tasks or milestones are identified below. Milestones are indicators of success for the step. It may not be necessary to achieve every milestone in order to successfully move your work forward.

Primary tasks or milestones of this step include:

- Assess usability of protocols and processes
- Collect data on implementation supports
- Collect and analyze fidelity data
- Begin collecting outputs and short-term outcome data and analyze
- Discuss formative findings with key stakeholders

Formative Evaluations

Formative evaluations gather feedback (like user surveys, fidelity and other data) to guide improvements to a program.

Summative Evaluations

Summative evaluations measure the effectiveness of the program in meeting its goals (short & long-term).

Tip: Evaluation (or collecting data) is not the end of the CQI cycle. It is critical that evaluation data/findings be used in a meaningful way to modify, expand, or discontinue a program.

Step 11 - Evaluate to measure implementation quality, short-term, and long-term outcomes.

The purpose of this step is to move beyond the formative evaluation into the summative evaluation, to determine if the intervention is effective in meeting its goals.

Some questions to consider include are the original research questions still relevant, is the intervention meeting its objectives, are there unintended outcomes of the program, and is it feasible to expand the program.

Specific tasks/milestones associated with this step include:

- Launch summative evaluation
- Collect data on (1) fidelity to the model, (2) short-term outcomes, and (3) long-term outcomes
- Analyze data and review findings with key stakeholders
- Disseminate evaluation findings

Step 12 - Make decisions to further spread, adjust, or discontinue the intervention.

This steps is the culmination of the entire process, where data are used to make programmatic decisions regarding whether to adjust the program and continue it (expanding to statewide), or to discontinue the program. This is the essence of data-driven decision-making and one of the most challenging steps.

Some questions to consider include what are the strengths and weaknesses of the intervention, what resources does the intervention require (in comparison to available resources), and do the outcomes of the intervention outweighs the costs.

Specific tasks/milestones associated with this step include:

- Use formative and summative findings to adjust, spread, or discontinue intervention
- Develop a sustainability plan (if spreading or adjusting)
- Develop a plan for ongoing monitoring (CQI) of the program

How do I know I have successfully completed phase V?

Successful completion of phase V often restarts the CQI cycle. In this phase, successful completion means that you have sufficient data to make an informed decision about the program in terms of whether to adjust and keep it, or whether to discontinue and identify an alternative program to meet your needs.

Phase V Resources

Collect and Use Data to Adjust the Intervention- The *Children's Bureau's Guide to Development, Implementing and Assessing An Innovation*, Volume 4 has several resources available, including a usability testing tool (page 9) that can help inform data collection efforts.

Evaluation of implementation quality and outcomes- The *NIRN:Stages of Implementation Analysis Tool* is a checklist that helps track how far an implementation has progressed.

Make decisions to spread, adjust, or discontinue - Key stakeholders groups might consider engaging in a What-So What- Now What facilitated dialogue to determine what do to with the program. Guidance on this method is available at www.liberatingstructures.com

Tip: The Capacity Building Center for Courts can provide you additional resources, including tailored evaluation support for design, tools, and implementation.