# Partnering for Vaccine Equity

Interpretation

Learning Community - Best Practices for Program Evaluation
May 3, 2022

# Zoom Webinar Features

- Participants will **remain muted** during this webinar, but you can use the **raised hand feature** to be unmuted to ask a question, OR

- Use **Q&A tab** in Zoom task bar to submit a question at any time

- **Live Spanish interpretation**: for webinars offering this option, access the interpretation option in the Zoom toolbar (Globe icon)

- **Chatroom Etiquette**: Avoid posting questions for the speaker in the Chatroom, and be civil

- Technical problems? Email **vaxequitylearning@urban.org**

# Today's Speakers

**Gisela Medina Martinez,** MS
Public Health Analyst and
Program Evaluator
*CDC Adult Immunization Program*

**Amimah Asif,** MBBS, MFM, MPH
ORISE Fellow
*Immunization Services Division at CDC*

# Today's Speakers

**Thamara Labrousse,** MS
Program Director
*Live Healthy Miami Gardens*

**Amanda Lahiere,** MS
Research Analyst II
*Q-Q Research Consultants (supporting Live Healthy Miami Gardens)*

# Today's Speakers

**Laura King**
Director of Public Health
*American Heart Association*

**Dara O'Neil,** PhD
Senior Evaluation Analyst
*American Heart Association*

# Today's Speakers

**Sheree Holmes Keitt,** DrPH, MPH, CHES
Program Director,
Vaccine Equity and Access Program (VEAP)
*Community Catalyst*

**Calondra Tibbs**, MPH
CEO and Principal Consultant
*Trifecta Advising (supporting Community Catalyst)*

# Introduction to Program Evaluation

*Gisela Medina Martínez, MS*

*Amimah Asif, MBBS, MFM, MPH*

*Research, Monitoring and Evaluation Team (RME)*

# Content

WHAT IS PROGRAM EVALUATION AND HOW DOES IT DIFFER FROM RESEARCH?

CDC EVALUATION FRAMEWORK

AVAILABLE TOOLS FOR PROGRAM EVALUATION

# What is Program Evaluation?

*"The systemic 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."*

Reference: https://www.cdc.gov/evaluation/framework/index.htm

# Why evaluate?

Program evaluation assesses execution and determine whether the program achieved intended outcomes and overall impact.  Evaluation is used to:

- Do things better
- Make decisions on evidence as opposed to intuition
- Pull evidence-based best practices and test them in a field environment
- Adequately allocate resources
- Proactively identify and fix a wrong before it perpetuates

Reference: Developing an Effective Evaluation plan - https://www.cdc.gov/obesity/downloads/cdc-evaluation-workbook-508.pdf

# Program Evaluation vs Research

Research answers questions to create new knowledge. Evaluation uses data to guide decision making and determine if a program is meeting its goals.

Evaluation focuses on program improvement. It also has other IRB or OMB-related implications.

Research examines if something works, while evaluation looks at how well something works.

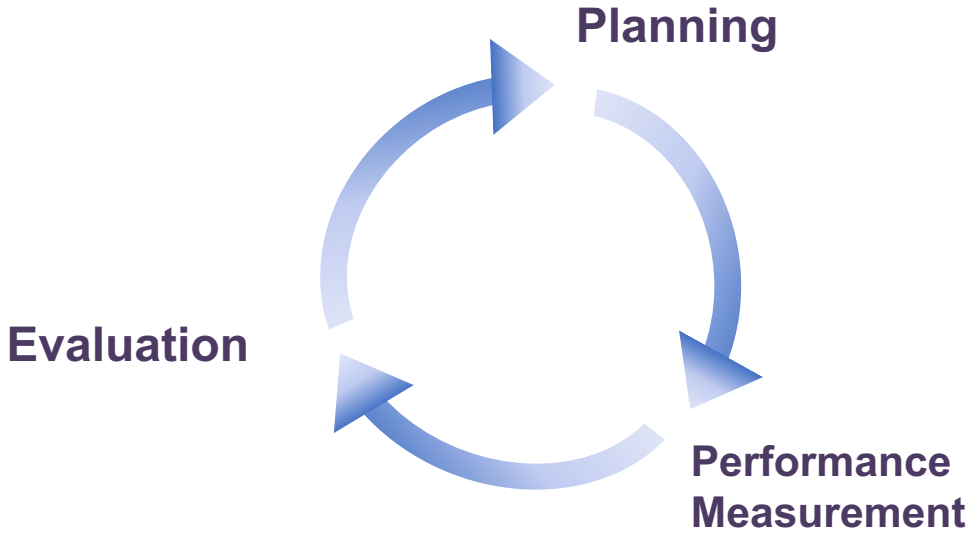
**IRB**: Institutional Review Board
**OMB**: Office of Management and Budget

Reference: Better Evaluation - https://www.betterevaluation.org/en/blog/framing_the_difference_between_research_and_evaluation

# Introduction to the CDC Evaluation Framework

# CDC Program Evaluation Framework

*Continuous Quality Improvement Cycle*




Reference: https://www.cdc.gov/evaluation/framework/index.htm

# CDC's Framework Step 1

- Step 1:
  Engage stakeholders

Decide who needs to be part of the design and implementation of the evaluation for it to make a difference.

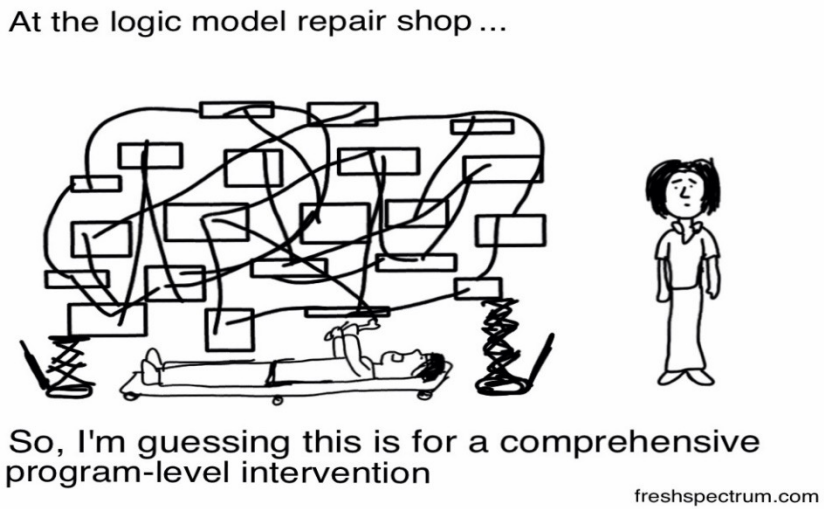
Reference: https://www.cdc.gov/evaluation/framework/index.htm

# CDC's Framework Step 2

Describe the program

- Step 2:
  Describe the program

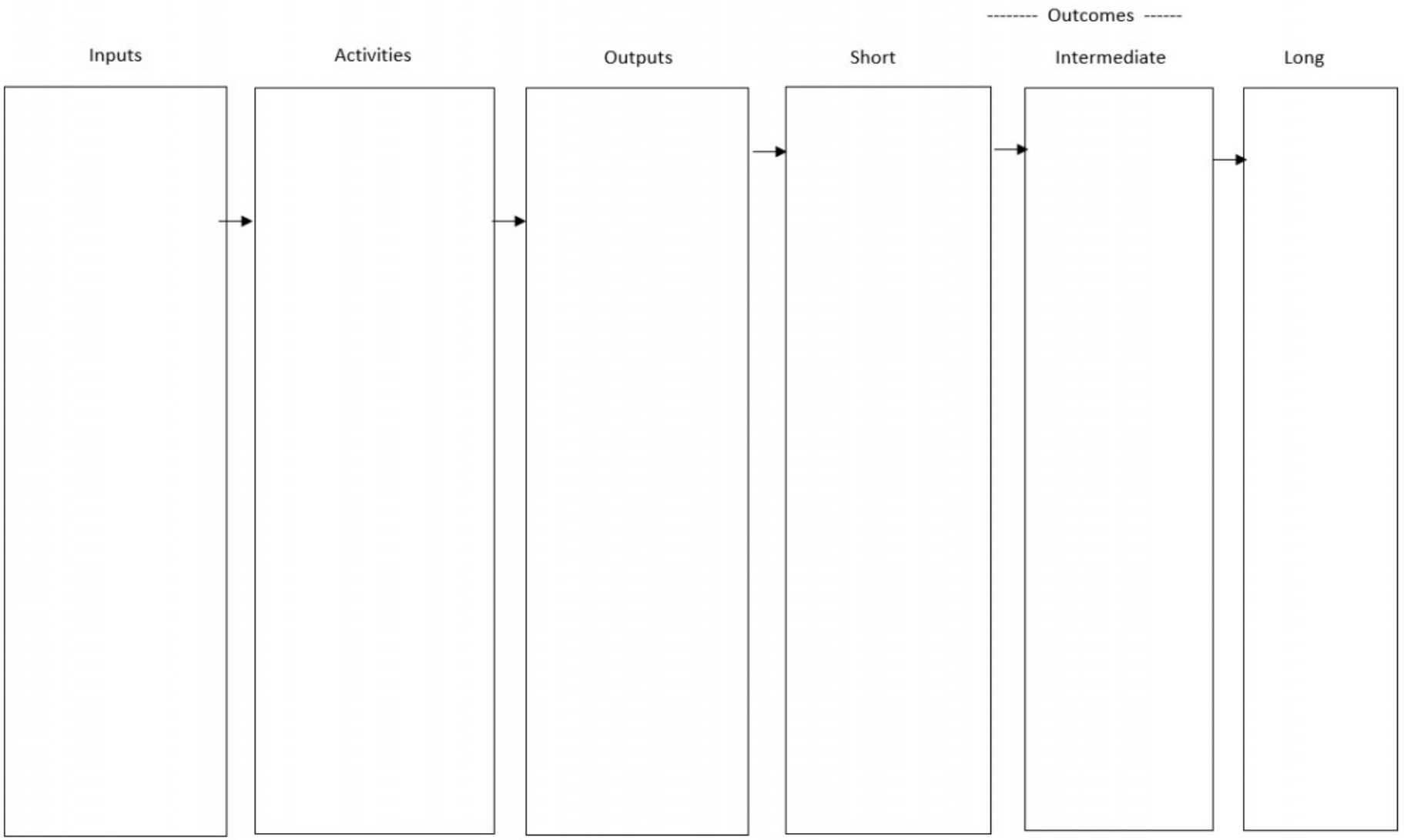
Draw a picture of the program's activities and all intended outcomes.




Reference: https://www.cdc.gov/evaluation/framework/index.htm

Title of the Program:

Goal/Situation:




Reference: https://www.cdc.gov/tb/programs/evaluation/Logic_Model.html

# CDC's Framework Step 3

Focus the evaluation design

- Step 3:
  Focus the evaluation

  Decide which evaluation questions are the key ones.

Reference: https://www.cdc.gov/evaluation/framework/index.htm

# Program Evaluation Questions

Evaluation questions are a list of specific, well defined and measurable questions to be answered at the end of the evaluation.

- Define topics of investigation in evaluation
- Guide evaluation planning
- Structure evaluation activities

## Steps for developing evaluation questions

- Define the evaluation's purpose and scope
- Determine the type of evaluation design: process or outcome

Reference: Developing an Effective Evaluation plan - https://www.cdc.gov/obesity/downloads/cdc-evaluation-workbook-508.pdf

# Designing Evaluation Questions

Evaluation questions for a process evaluation focus on the program or a program component.

Broad: *How is the program being implemented?*

Specific: *What variations in implementation, if any, occur by site? Why are variations occurring? Are they likely to effect program outcomes? Are there unique challenges to implementing the program by site?*

Evaluation questions for an outcome evaluation should:

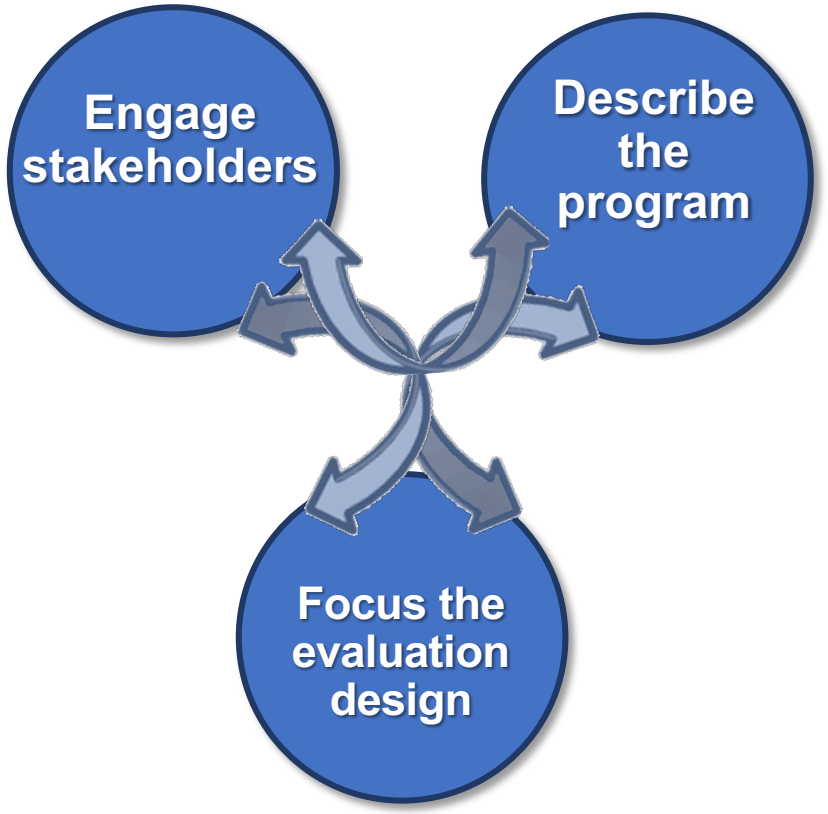
- Direct and specific as to the theory or assumption being tested (i.e., program effectiveness or impact)
- Examine changes, effects, or impacts
- Specify the outcome(s) to be measured

Reference: Developing an Effective Evaluation plan - https://www.cdc.gov/obesity/downloads/cdc-evaluation-workbook-508.pdf

# The Early Steps Are Iterative

Key points:

- Start with any one of the 3 early steps.
- Insights at any of the 3 steps may cause to revisit the other 2.
- Must complete all 3 steps before moving on to data collection.




Reference: https://www.cdc.gov/evaluation/framework/index.htm

# CDC's Framework Step 4

Gather credible evidence

- Step 4:
  Gather credible evidence

  Develop indicators and choose and implement data collection sources and methods.

Rhttps://www.cdc.gov/evaluation/framework/index.htm

# CDC's Framework Step 5

- Step 5:
  Justify conclusions

  Review and interpret data/evidence to determine success or failure and strategies for improvement.

Reference: https://www.cdc.gov/evaluation/framework/index.htm

# CDC's Framework Step 6

**Ensure use and share lessons learned**

- Step 6:
  Use lessons learned

Use evaluation results in a meaningful way.

Reference: https://www.cdc.gov/evaluation/framework/index.htm

# Evaluation Standards

- **Utility**: Serve the information needs to intended users
- **Feasibility**: Be realistic, prudent, diplomatic, and frugal
- **Propriety**: Behave legally, ethically, and with due regard for the welfare of those involved and those affected
- **Accuracy**: Reveal and convey technically accurate information

Reference: https://www.cdc.gov/evaluation/framework/index.htm

# In Summary

The 6 Steps and 4 Standards help ensure use of findings and develop your evaluation plan

- The steps are systematic but ALSO dynamic.
- The steps interact with each other, and they are iterative.
- The early steps (1-3) ensure good choices in later steps (4-6).
- The standards help at each step; either broadening our view and/or homing in on best options.

Reference: https://www.cdc.gov/evaluation/framework/index.htm

# Some evaluation resources:

- CDC Evaluation Framework: https://www.cdc.gov/evaluation/
- Developing your evaluation plan: https://www.cdc.gov/obesity/downloads/cdc-evaluation-workbook-508.pdf
- Developing your logic model: https://www.cdc.gov/evaluation/logicmodels/index.htm
- Developing your evaluation questions: https://www.cdc.gov/std/Program/pupestd/Developing%20Evaluation%20Questions.pdf
- Developing your evaluation data collection tools: https://www.cdc.gov/wisewoman/docs/ww_evaluation_toolkit_sect2.pdf
- Developing your evaluation report: https://www.cdc.gov/tobacco/stateandcommunity/tobacco-control/pdfs/developing_evaluation_report.pdf

**P4VE WEBINAR:**
BEST PRACTICES FOR EVALUATION

# LIVE HEALTHY MIAMI GARDENS

**May 3, 2022**

# OUTLINE

I. Who We Are

II. What Evaluation Means to Live Healthy Miami Garens

III. How We Keep Evaluation at our CORE

# WHO WE ARE: LIVE HEALTHY MIAMI GARDENS

2014 — *Started*

2022 — *Now We're Here*

Health Foundation of South Florida

NLC NATIONAL LEAGUE OF CITIES
CITIES STRONG TOGETHER

CDC
CENTERS FOR DISEASE CONTROL AND PREVENTION

Florida HEALTH

live healthy miami gardens

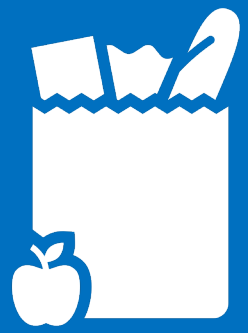
# WHO WE ARE: LIVE HEALTHY MIAMI GARDENS

2014
*Started*

## Health Impact Areas

2022
*Now We're Here*

*Physical Activity*



*Healthy Eating & Improved Nutrition*

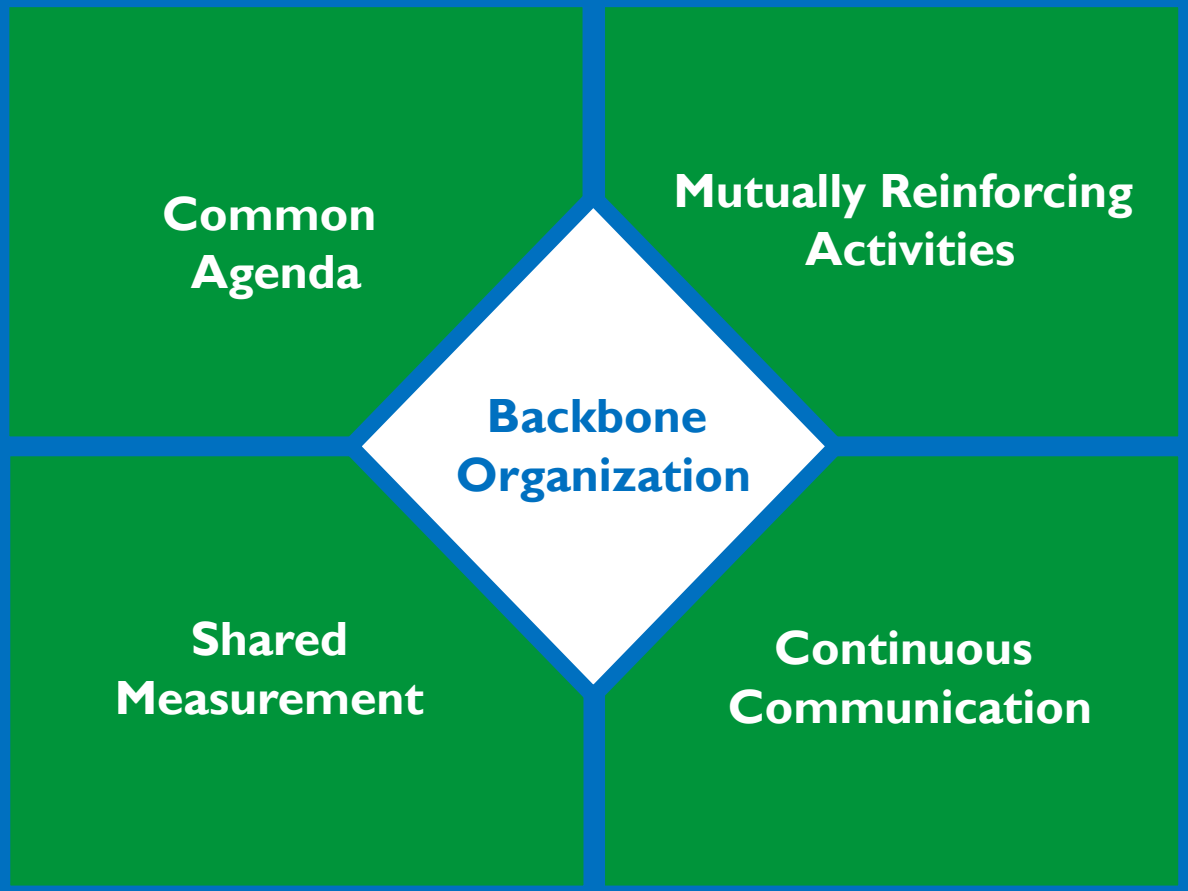
*Primary Health Care*

*Mental Health*

*Alcohol, Tobacco, & Other Drugs (ATOD)*

# WHO WE ARE: LIVE HEALTHY MIAMI GARDENS

## Collective Impact Model



# WHAT EVALUATION MEANS TO LIVE HEALTHY MIAMI GARDENS

## LHMG Values

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## LHMG Values

- Accountability
- Community Engagement
- Education
- Health Equity
- Sustainability
- Data-Driven

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## LHMG Values

- Accountability
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- Data-Driven

## Evaluation

# EVALUATION AT OUR C.O.R.E.

C

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# EVALUATION AT OUR C.O.R.E.

C ommunicate impact

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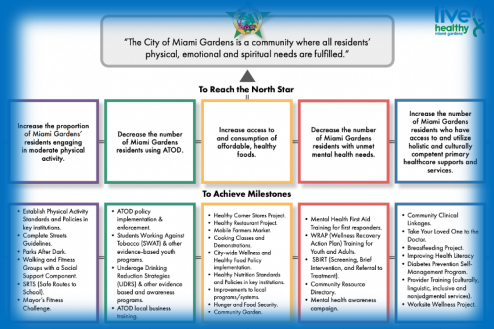
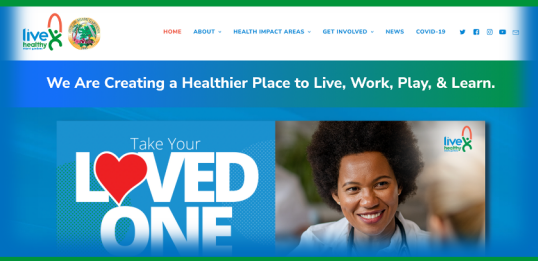
# COMMUNICATE IMPACT



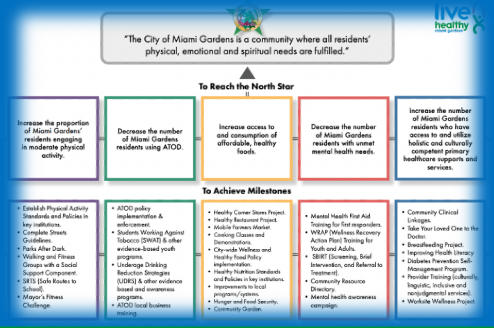

## Theory of Change & Logic Models




## LHMG Website & Dashboard

## Cumulative Reporting

# COMMUNICATE IMPACT

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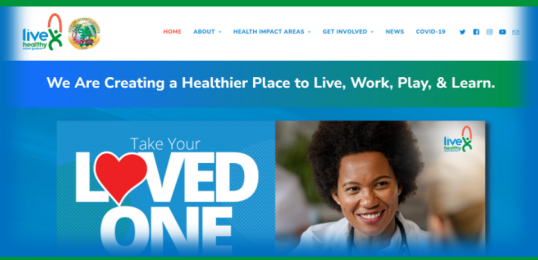



## LHMG Website & Dashboard

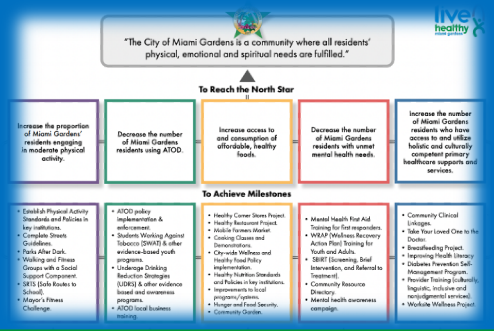
## Cumulative Reporting

## Print Materials

## Website & Social Media

## Television & Radio

# COMMUNICATE IMPACT

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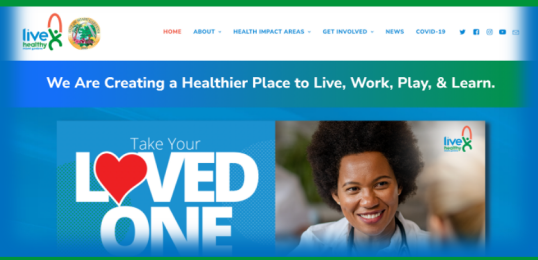



## LHMG Website & Dashboard

## Cumulative Reporting

## Print Materials

## Website & Social Media

## Television & Radio

## Community Members

## Those "In-Network"

## Outside Entities

# EVALUATION AT OUR C.O.R.E.

**C** ommunicate impact

**O** perationalize all aspects of the work, intentionally & holistically

**R**

**E**

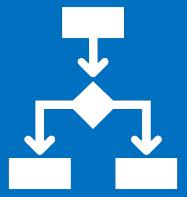
# OPERATIONALIZE ALL ASPECTS OF THE WORK, INTENTIONALLY & HOLISTICALLY

## How Can I Tell Our Story?

### Capture Process & Impact

LHMG Initiative-level Measures

### Be Intentional About What You Are Measuring



LHMG Health Impact Logic Models

### Consider Timing When Capturing Measurements

### Consider Mixed-Method Approaches

REACH Focus Groups, Surveys, & Quant Data Reporting

# EVALUATION AT OUR C.O.R.E.

**C** ommunicate impact

**O** perationalize all aspects of the work, intentionally & holistically

**R** emember to consider all perspectives

**E**

# REMEMBER TO CONSIDER ALL PERSPECTIVES

## Internal Perspectives

- Allows for "boots on the ground" insight
- Often invested in the success of the work and the "community"
- Promotes organizational learning

## External Perspectives

- An objective perspective from a different lens
- Ensures that evaluation is at the focus
- Timely modifications to pivot approach if needed
- Promotes capacity-building

# REMEMBER TO CONSIDER ALL PERSPECTIVES

## Internal Perspectives

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## External Perspectives

- An objective perspective from a different lens
- Ensures that evaluation is at the focus
- Timely modifications to pivot approach if needed
- Promotes capacity-building

## Consider BOTH!

Example:
LHMG Data & Evaluation Committee

# EVALUATION AT OUR C.O.R.E.

**C** ommunicate impact

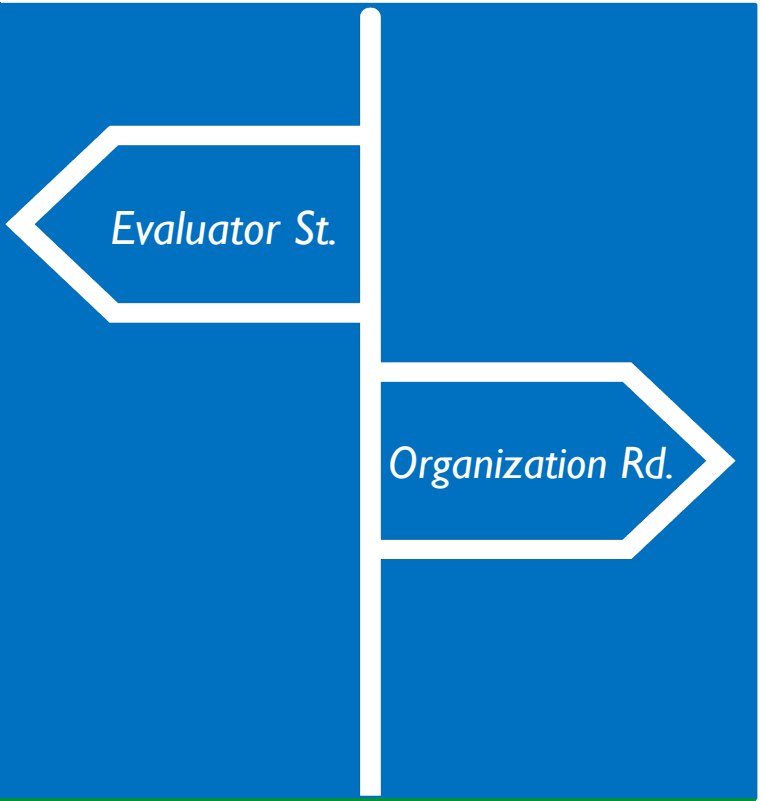
**O** perationalize all aspects of the work, intentionally & holistically

**R** emember to consider all perspectives

**E** mbrace & integrate evaluation in all aspects of the work…

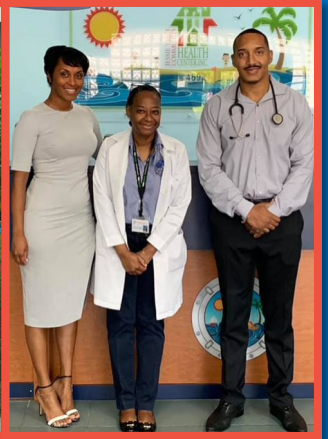
*"THE NATURAL RESPONSE TO EVALUATION IS TO FEEL JUDGED. WE HAVE TO MATURE TO A PLACE WHERE WE RESPOND TO IT WITH GRATITUDE, AND LOVE FEEDBACK."*

-HENRY CLOUD




## EMBRACE & INTEGRATE EVALUATION IN ALL ASPECTS OF THE WORK

# THANK YOU, FROM OUR TEAM TO YOURS!



# American Heart Association REACH COVID-19/Influenza Vaccinations in El Paso, Texas

## *Using Evaluation Data to Inform Program Implementation*

Laura King, Director of Public Health and Principal Investigator

Dara O'Neil, PhD, Senior Evaluation Analyst

May 3, 2022

# El Paso County Overview

- Border county
  - 6 border crossings (4 vehicular/pedestrian, 2 railroad)
    - Pedestrians: 7,626,455/year (US DOT, 2019)
    - Personal vehicles: 10,528,448/year (US DOT, 2019)
- Community demographics (US Census 2021)
  - Population: 867,947
  - Hispanic/Latino: 82.9%
  - Language other than English spoken at home: 69.8%
- COVID-19 vaccinations (as of 4/25/22, www.epstrong.org)
  - 99.9% of population 5+ partially vaccinated
  - 80.8% of population age 5+ fully vaccinated

Bridge of the Americas
(Source: US Customs and Border Protection, 2016)

# Evaluation Approach

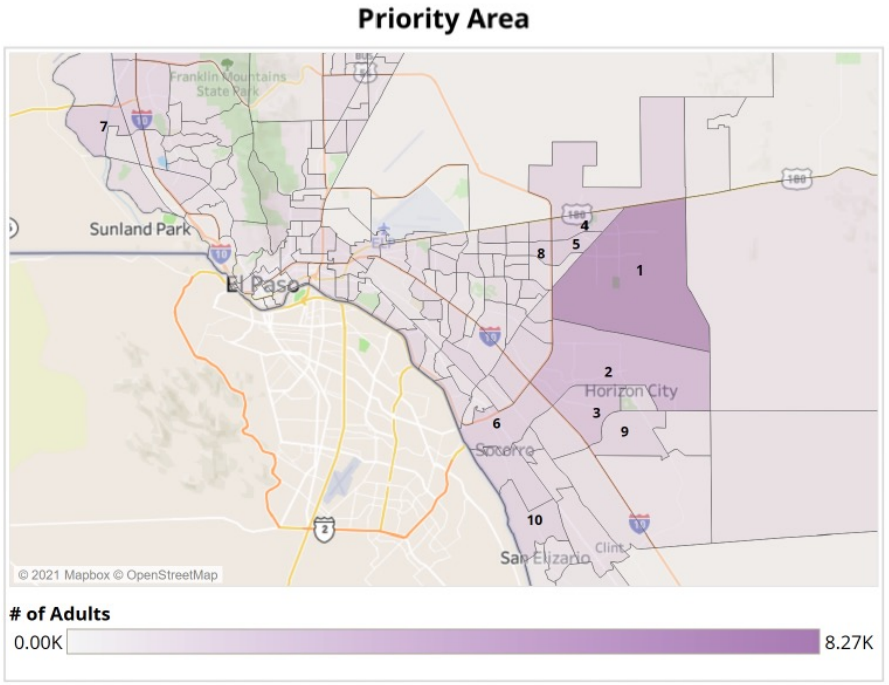
- Evaluation purpose
  1. Assess the extent to which the program implemented is effective in meeting its objectives
  2. Assess program implementation, including how well the program is being implemented
  3. Continuously use evaluation data to inform strategic development, programmatic improvements, and decision-making
- Mixed-methods evaluation
  - Needs assessment (survey, community conversations)
  - Focus groups
  - Program records
  - Data from collaborating organizations
- Focus on flexibility for continuous program improvements

# Evaluation Strategies

- Initiated assessing the community needs prior to funding application submission
- Build on existing partnership relationships
- Share data and maps with partners to ensure buy-in
- Ongoing use of community conversations, data, and maps to refine and target approaches to reach priority populations, geographic areas, including low vaccination rates (by census tracts and zip codes)
- Conduct regular reviews of community needs with partners to ensure we are addressing the shifting pandemic priorities, surges, and vaccination rates
- Integrate evaluation activities into program planning

# Tips for Data Collection

- Share our need for data with partners (e.g., maintenance of city/county dashboard) and share our data (e.g., maps from Deloitte) to help inform partner activities
- Work with vaccination partners to disaggregate data (e.g., age 18+)
- Use estimates for reach for number of the total people from racial and ethnic population(s) of focus
  - U.S. Census data 1,300 total attendees x 82.9% Hispanic = 1,078 Hispanic attendees
  - Facebook post in Spanish: Assume Hispanic population reached



# Tips for Data Collection (cont'd)

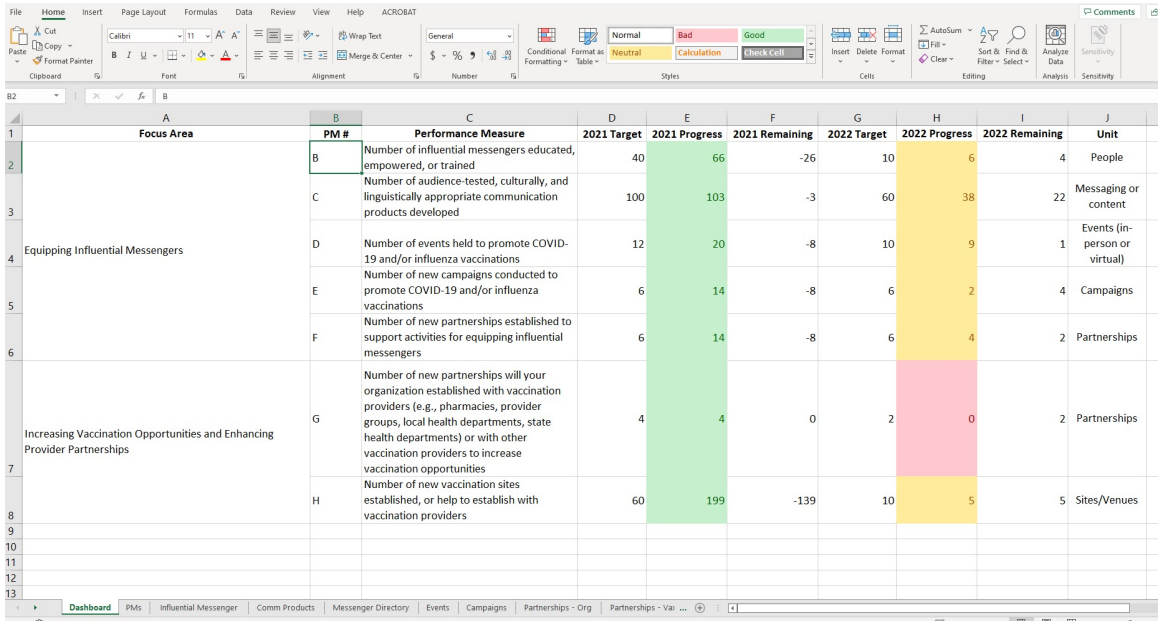
- Hold team meetings focused only on data collection and reporting
- Maintain one Word document on shared drive to archive previous months' reports for each field in RedCap reporting system
  - Include notes for items to include as they come up during month (e.g., upcoming activities, new barriers)
  - Maintain record of what counted each month

**4.5: Number of social media posts developed (e.g., Facebook, Instagram, Twitter, Tik Tok, LinkedIn)**

| Month | COVID-19 Only | | Influenza Only | | COVID-19 and Influenza | |
|---|---|---|---|---|---|---|
| | Number | Names | Number | Names | Number | Names |
| March 2022 | 2 | Tropicana Health Fair Eng/Span (2) | 0 | | 1 | From the Doc – COVID Allergies and Flu |
| February 2022 | 3 | Boosters; Omicron and Variants; Mix and Match your vaccine | 0 | | 1 | Flu shots with your booster |
| January 2022 | 0 | | 0 | | 2 | City Outlet Vaccines Eng/Span (2) |
| December 2021 | 6 | Comorbidities Eng/Span (2); COVID PSA Eng/Span (2); 5+ COVID Vax Eng/Span (2) | 0 | | 1 | COVID/Flu Tik Tok ad |
| November 2021 | 7 | Immunize EP Vax Shell Eng/Span (2); YISD Vax Video; SISD Vax Video; EPISD Vax Video; City of EP COVID | 8 | Physician Show Save the Date; AHA Flu PSA Eng/Span (2); CDC Twitter | 0 | |

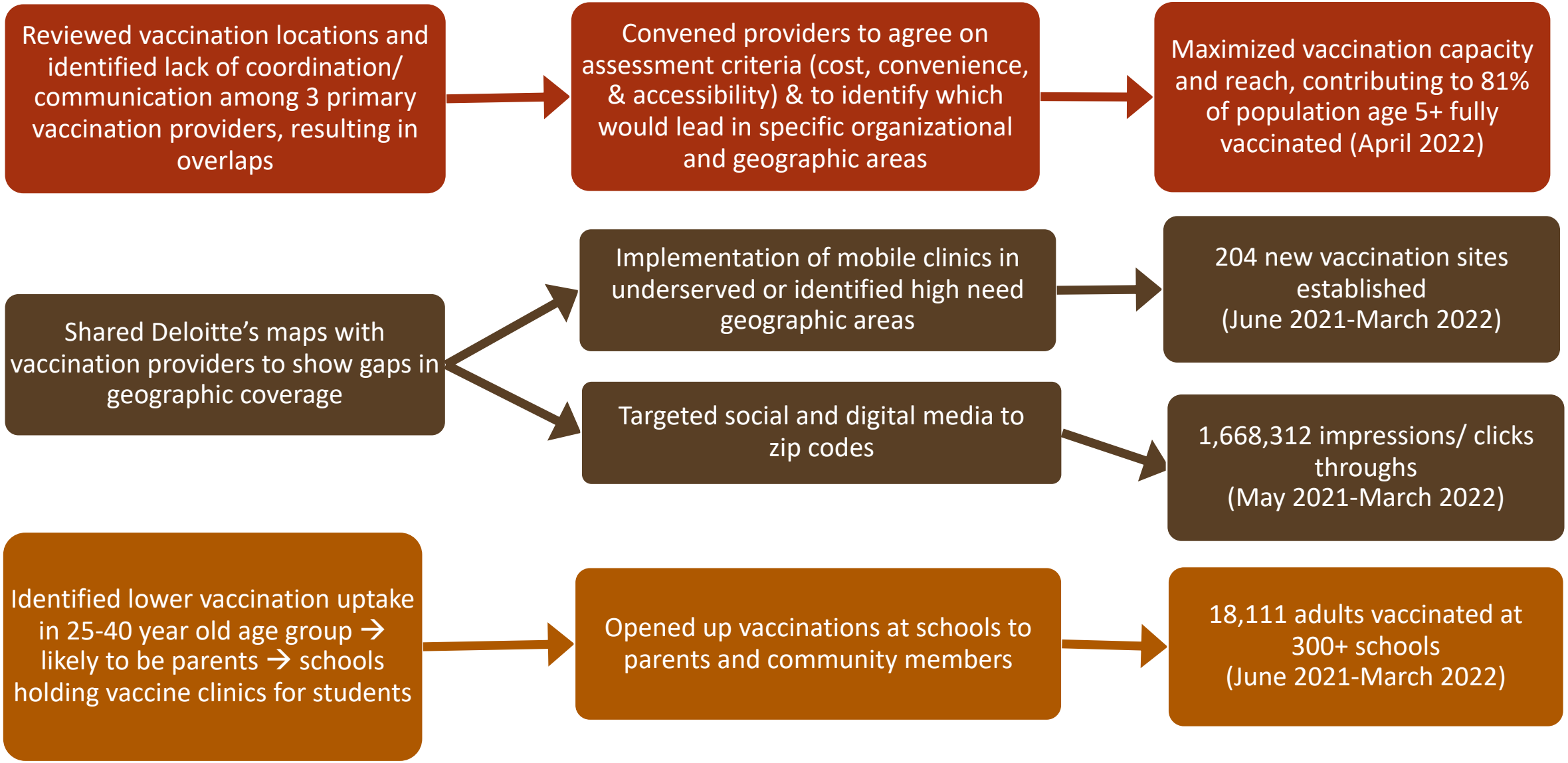
# Tips for Data Collection (cont'd)

- Conduct internal team focus group to document lessons learned for application of best practices for future work
  - Which activities have gone well? What have been our biggest success stories? What activities have been challenging? What external factors influenced activities? What are some of the key lessons learned?
- Develop internal dashboard to track progress toward goals



| Focus Area | PM # | Performance Measure | 2021 Target | 2021 Progress | 2021 Remaining | 2022 Target | 2022 Progress | 2022 Remaining | Unit |
|---|---|---|---|---|---|---|---|---|---|
| Equipping Influential Messengers | B | Number of influential messengers educated, empowered, or trained | 40 | 66 | -26 | 10 | 6 | 4 | People |
| | C | Number of audience-tested, culturally, and linguistically appropriate communication products developed | 100 | 103 | -3 | 60 | 38 | 22 | Messaging or content |
| | D | Number of events held to promote COVID-19 and/or influenza vaccinations | 12 | 20 | -8 | 10 | 9 | 1 | Events (in-person or virtual) |
| | E | Number of new campaigns conducted to promote COVID-19 and/or influenza vaccinations | 6 | 14 | -8 | 6 | 2 | 4 | Campaigns |
| | F | Number of new partnerships established to support activities for equipping influential messengers | 6 | 14 | -8 | 6 | 4 | 2 | Partnerships |
| Increasing Vaccination Opportunities and Enhancing Provider Partnerships | G | Number of new partnerships will your organization established with vaccination providers (e.g., pharmacies, provider groups, local health departments, state health departments) or with other vaccination providers to increase vaccination opportunities | 4 | 4 | 0 | 2 | 0 | 2 | Partnerships |
| | H | Number of new vaccination sites established, or help to establish with vaccination providers | 60 | 199 | -139 | 10 | 5 | 5 | Sites/Venues |

# Evaluation Successes



# Upcoming Evaluation Questions

- How can we address vaccine hesitancy around vaccination boosters?
  - For example, why did seniors (65+) originally have a very high in vaccine uptake, but now are not receiving booster shots?
- How do we ensure we are adequately meeting the needs of the Black population (4.0%) in El Paso?
- What is the availability and criteria (e.g., age, insurance) for receiving a high dose flu vaccine?

# Thank You!

Laura King
laura.king@heart.org

Dara O’Neil
dara.oneil@heart.org

# Vaccine Equity & Access Program Evaluation Activities

May 3, 2022

# Community Catalyst

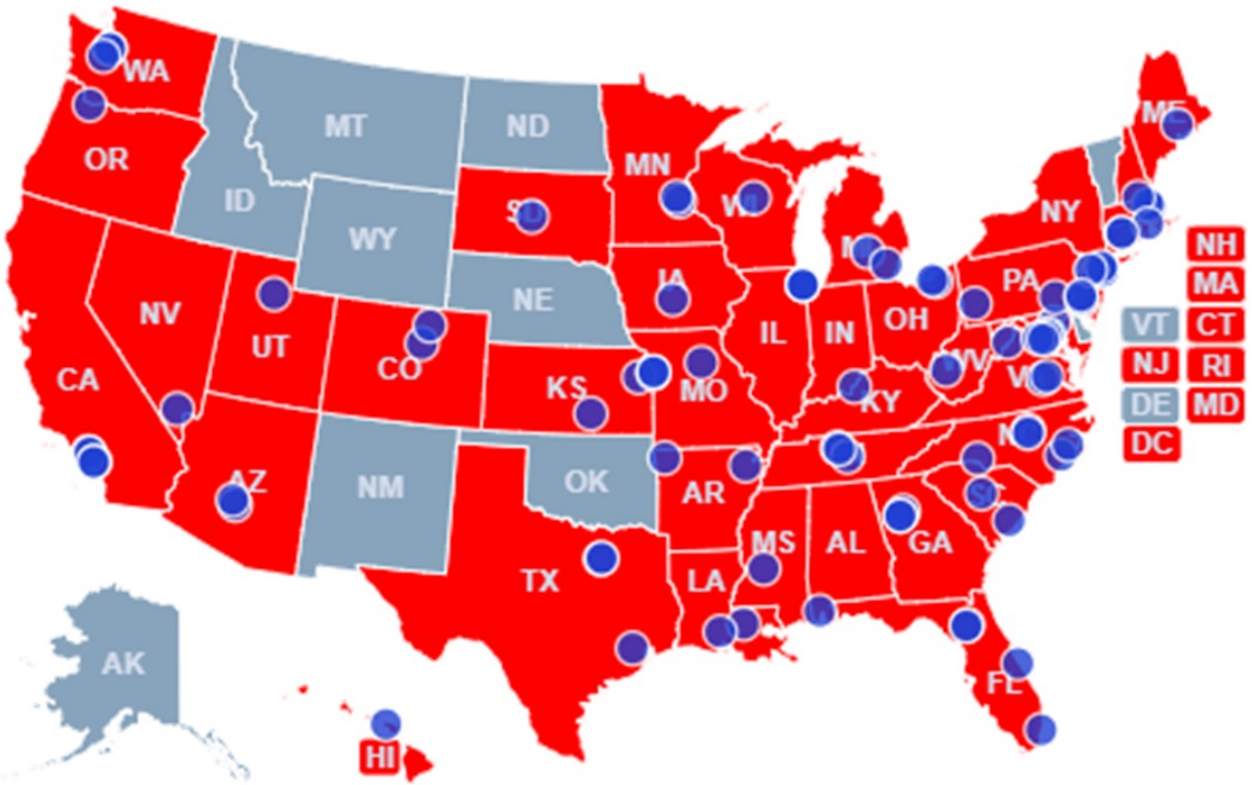
Community Catalyst's mission is to build the power of people to create a health system rooted in race equity and health justice and a society where health is a right for all.

*Our values*

- *Race Equity & Health Justice*
- *Boldness & Action*
- *Collaboration & Humility*
- *Learning & Adaptability*

We work with state and locally-based groups in more than 40 states to build consumer leadership and center the needs of communities by providing funding, resources, technical assistance, and coaching tailored to the unique circumstances of each organization and their environment.

# Program Elements and Partners




- Funded 90 Community-based organizations (CBOs) working in communities experiencing racial and ethnic disparities in COVID-19 and influenza vaccine uptake to include:
  - American Indian/Alaska Native/Tribal communities
  - Black communities
  - Asian American communities
  - Hispanic/Latinx American communities
  - Native Hawaiian & Pacific Islander communities
- Funded CBOs for 1 Year to implement projects focused on vaccine confidence
- Funded national partners Young Invincibles, Protecting Immigrant Families Coalition, and Leading Age
- Evaluation Partner/Consultant, Trifecta Advising

# Evaluation Questions

**How successful have Community Catalysts' CBO partners been at advancing the project short, intermediate, and long-term outcomes?**

In what ways did CBOs recruit and equip influential messengers?

What did CBOs identify as barriers to vaccine uptake?

In what ways did CBOs measure the efficaciousness of tailored community messages? What did they find?

In what ways did CBOs increase vaccination opportunities?

In what ways did CBOs recruit diverse and multi-disciplinary partners and maintain/enhance these provider partnerships?

**Did CBOs use resources provided by Community Catalyst and other national VEAP partners?**

What additional support was needed and/or received by the CBOs?

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# Evaluation Questions

**How effective was the training and technical assistance provided by Community Catalyst?**

What actions did Community Catalyst take to support and respond to the CBOs training and technical assistance needs throughout the project?

What products, resources, strategies, or deliverables were developed and disseminated to assist CBOs throughout the project?

How efficacious was each product, resource, strategy, and/or deliverable assessed?

**How efficient and effective has Community Catalysts' program management been?**

How responsive were the trainers and strategic managers to the needs of the CBOs?

In what ways did Community Catalysts assist CBOs with meeting their identified goals?

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# Types of Program Evaluation & Activities

## Process

- Pre- and post-training assessments
- Focus Groups
- Feedback Surveys
- Document Review

## Outcome

- CBO Monthly Reports
- Community Catalyst Monthly Reports

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# Focus Groups

## Types of Questions

- Project Implementation
- Project Activities
- Technical Assistance
- Closing Questions

## Focus Group Outcomes

**14**

focus groups over five consecutive weeks

**74**

individual participants

**59%**

of 90 grantees participated

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# Satisfaction Poll & Upcoming Events

## Upcoming events:

- May 10 AIM/iREACH event with Dr. Dan: Connecting with your community and building inclusive organizations (registration link coming soon)
- May 17th: Partnering with Local Health Departments
- May 19th: Ask the Expert: Best Practices for Virtual Event Planning (limited to 50 spots!)

## Full events calendar available on our virtual platform:

vaccineequity.urban.org

# Partnering for **Vaccine Equity**