



**DEFENSE CENTERS
OF EXCELLENCE**

For Psychological Health
& Traumatic Brain Injury

Program Evaluation at the Health Resources and Services Administration

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Sylvia K. Fisher, Ph.D.

Susanne Meehan, B.S.

February 16, 2016



Webinar Details

- This webinar presentation has been pre-recorded
- A live question-and-answer session will be held at the conclusion of the presentation
- Questions may be submitted anonymously at any time via the Question pod
- Audio for this presentation will be provided through Adobe Connect; there is no separate dial-in
- Live closed captioning is available in the Closed Captioning pod through Federal Relay Conference Captioning

Materials for Download

- Materials from this series and other program evaluation resources are available in the Files pod and at:

http://www.dcoe.mil/About_DCoE/Program_Evaluation.aspx

- For information on other DCoE webinar and training series, visit:

http://www.dcoe.mil/Training/Monthly_Webinars.aspx

Continuing Education Details

- This continuing education activity is provided through collaboration between DCoE and Professional Education Services Group (PESG)
- DCoE's awarding of continuing education (CE) credit is limited in scope to health care providers who actively provide psychological health and traumatic brain injury care to active-duty U.S. service members, reservists, National Guardsmen, military veterans and/or their families
- The authority for training of contractors is at the discretion of the chief contracting official. Currently, only those contractors with scope of work or with commensurate contract language are permitted in this training

Continuing Education Details (continued)

- If you preregistered for the webinar and want to obtain CE certificates or a certificate of attendance, you must complete the online CE evaluation
- After the webinar, please visit <http://dcoe.cds.pesgce.com> to complete the online CE evaluation and download your CE certificate or certificate of attendance
- The CE evaluation will be open through Mar. 1, 2016

Presenter

Capt. Armen Thoumaian, Ph.D., USPHS Deputy Chief for Program Evaluation and Improvement Office of Integrated Services, DCoE

Capt. Armen Thoumaian is a scientist director in the Commissioned Corps of the United States Public Health Service (USPHS) with more than 30 years' experience in health and mental health program design and evaluation.

In January 2012, Capt. Thoumaian joined the staff at the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE) to help design and implement program evaluation and improvement efforts in the Defense Department.

He holds a bachelors in psychology and sociology, a masters in general experimental psychology, a doctorate in social welfare and social work, and has completed a National Institute of Mental Health fellowship in Community Mental Health.



USPHS Capt. Armen Thoumaian, Ph.D.

Moderator

Susanne Meehan, B.S.
Senior Management Analyst, Contract Support for DCoE

Ms. Meehan has over 28 years of cumulative military and civilian experience in the Defense Department. She has over 3 years of experience as a program manager for the National Guard Bureau Psychological Health Program. While program manager, she managed day-to-day activities for the program as a member of the Pentagon Joint Staff. Ms. Meehan served as the point of contact for the National Guard Bureau Legislative Liaison Office on Congressional inquiries and Joint Action Staff Management System taskers assigned to the program.

Ms. Meehan is a retired U.S. Air Force Command Chief Master Sergeant. She holds a bachelor's degree in psychology from Excelsior College and has completed course work toward a master's degree in psychology from Old Dominion University.



Ms. Susanne Meehan

Overview and Objectives

At the conclusion of this webinar, participants will be able to:

- Apply strategies to address common challenges that program staff encounter when seeking to establish an “evaluation culture”
- Explain how health program evaluation is conducted at this Federal agency
- Identify important tools and measures used to track program evaluation accomplishments
- Recognize features and contributions of an evaluation culture to organization values and operations
- Develop the means to build internal evaluation capacity

Agenda

- Speaker introduction: Dr. Sylvia Fisher
- Presentation on Building an Internal Program Evaluation Office at the Health Resources and Services Administration
- Conclusion
- References and Resources
- Feedback and Question-and-Answer Session

Guest Speaker

Sylvia K. Fisher, Ph.D.
Director, Office of Research and Evaluation
Office of Planning, Analysis, and Evaluation
Health Resources and Services Administration

Sylvia Kay Fisher, Ph.D. (Educational Measurement & Evaluation) is Director of the Office of Research and Evaluation at the U.S. Health Resources and Services Administration (HRSA). As former Director of Evaluation in the Child, Adolescent & Family Branch at SAMHSA, Dr. Fisher managed the national evaluation of the Children's Mental Health Initiative (CMHI) (systems of care). She has co-authored 10 book chapters and 20+ articles and conducted over 100 presentations in numerous academic and professional venues about evaluation, suicide prevention, LGBT youth and families, and measurement of outcomes.

Dr. Fisher has taught graduate courses in measurement, evaluation and psychological assessment; served on organizational boards devoted to victims' services, child abuse prevention, treatment of domestic violence victims in the courts, and health services for LGBT populations. She was lead editor of the volume *Improving Emotional and Behavioral Outcomes for LGBT Youth: A Guide for Professionals*.

Sylvia K. Fisher, Ph.D.

Disclosures

- The views expressed in this presentation are those of the presenter, Dr. Fisher, and do not reflect the official policy of the Department of the U.S. Army, U.S. Department of Defense, or the Health Resources and Services Administration
- Dr. Fisher has no relevant financial relationships to disclose
- Dr. Fisher does not intend to discuss the off-label/investigative (unapproved) use of commercial products or devices



Office of Research and Evaluation (ORE) Health Resources and Services Administration

An Internal Evaluation Office

Sylvia K. Fisher, PhD

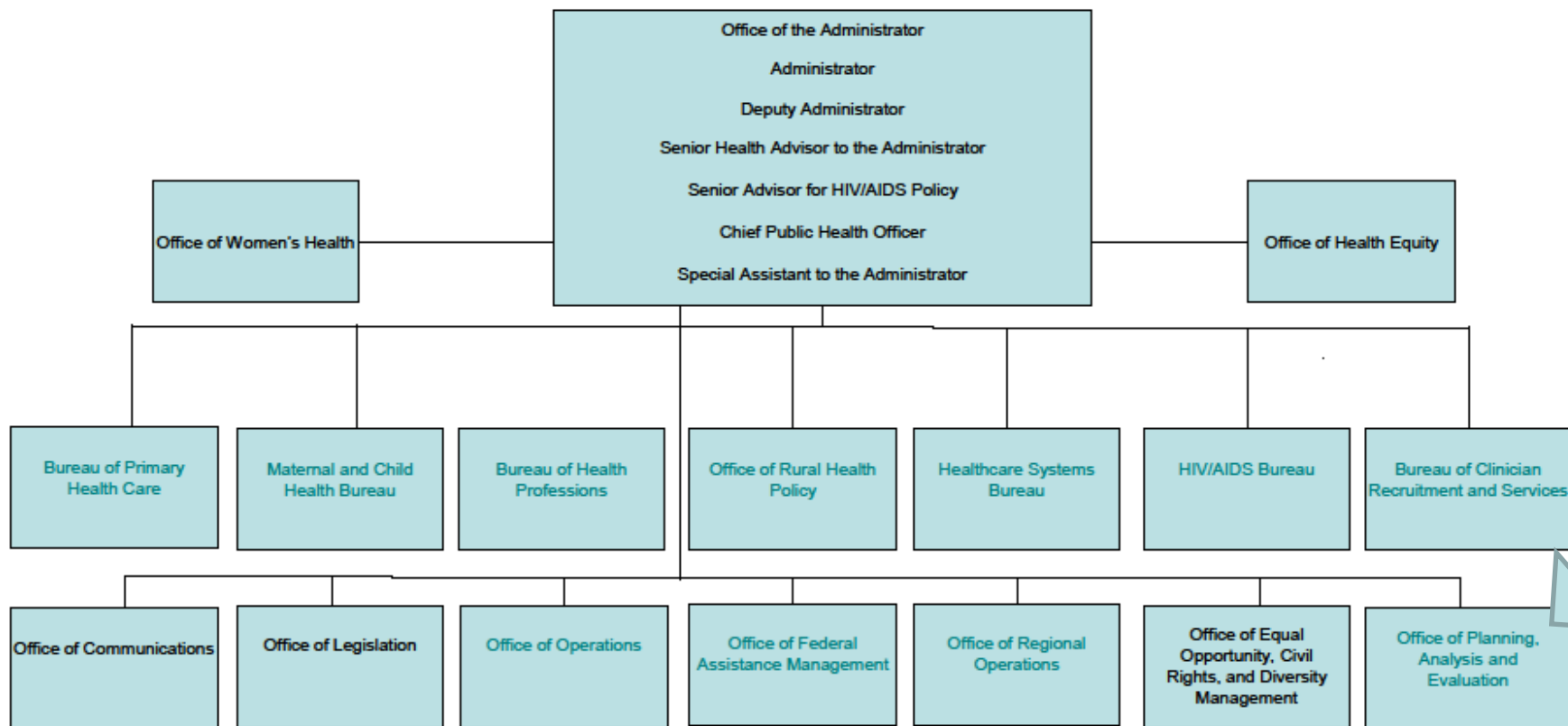
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Health Resources and Services Administration
U.S. Department of Health and Human Services



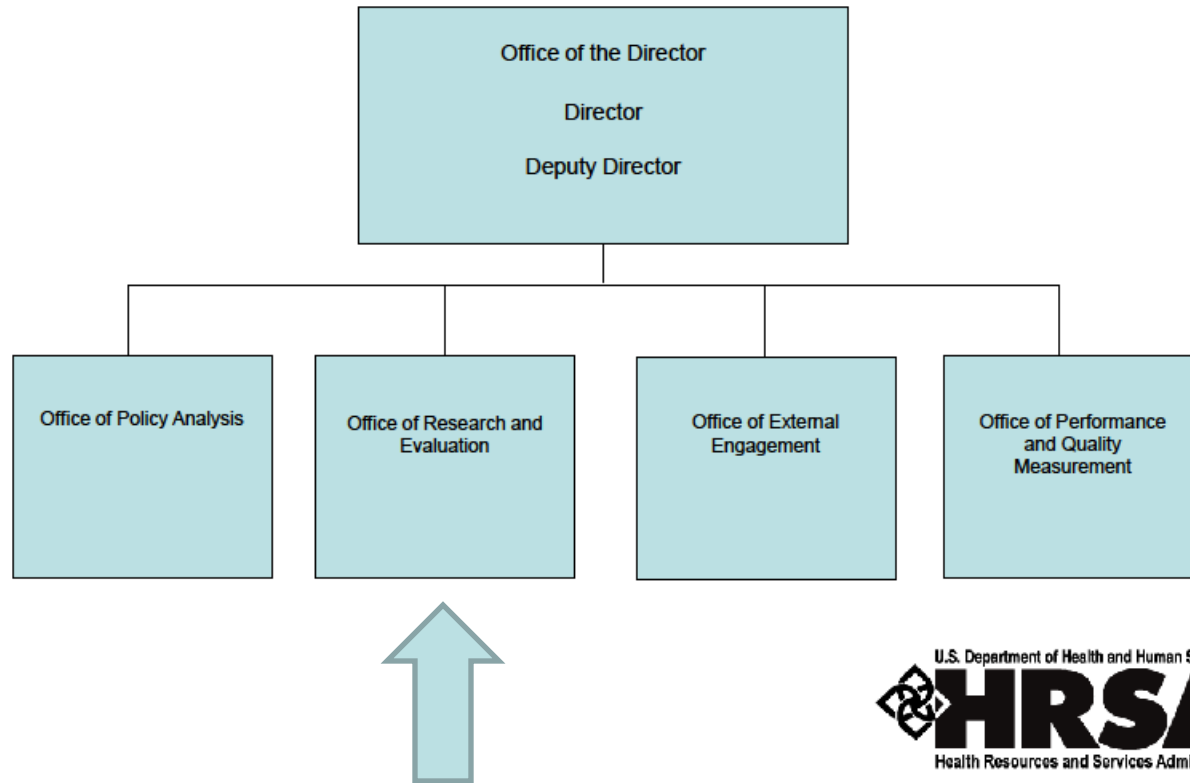
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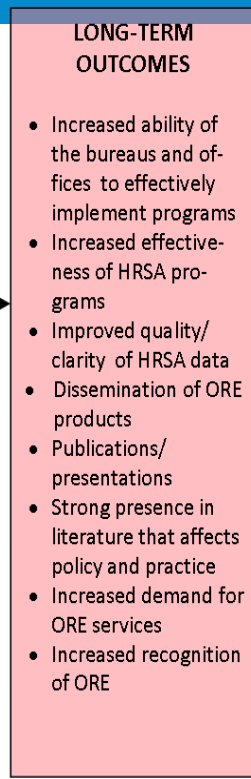
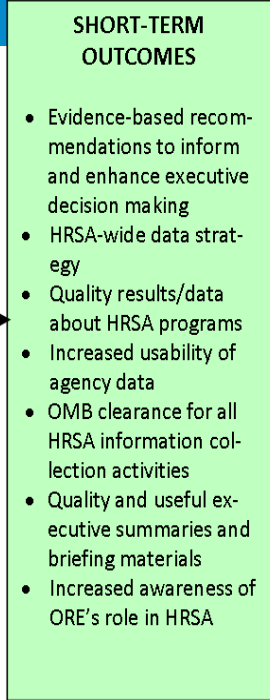
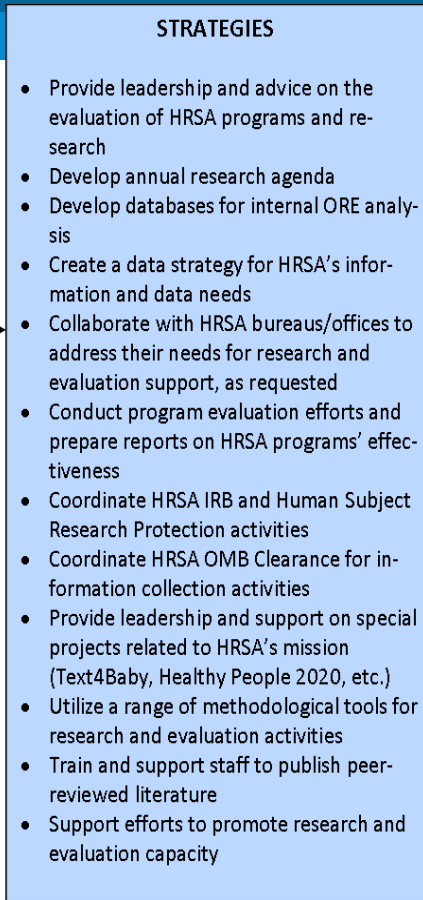
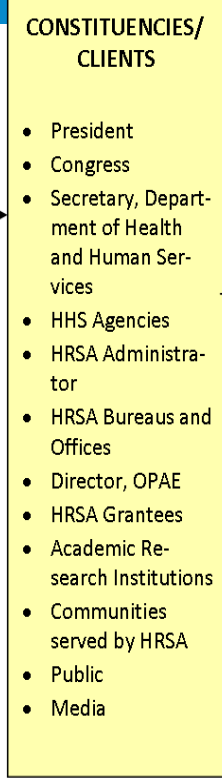
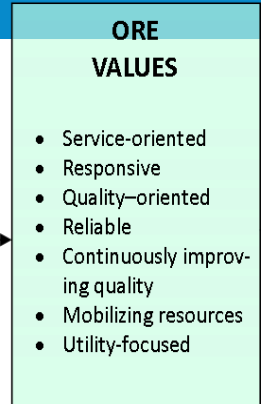
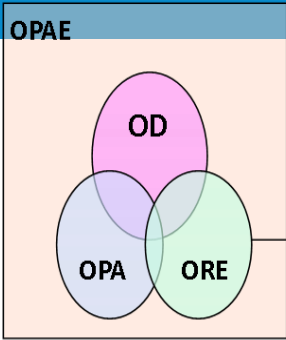


Health Resources and Services Administration



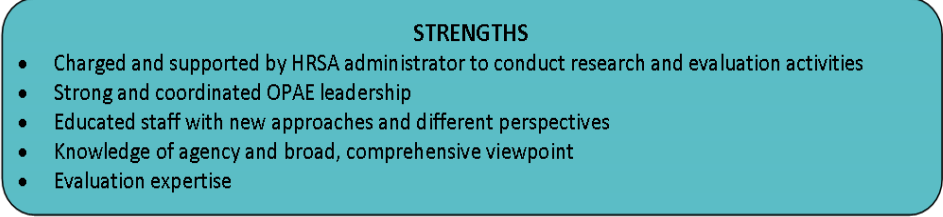
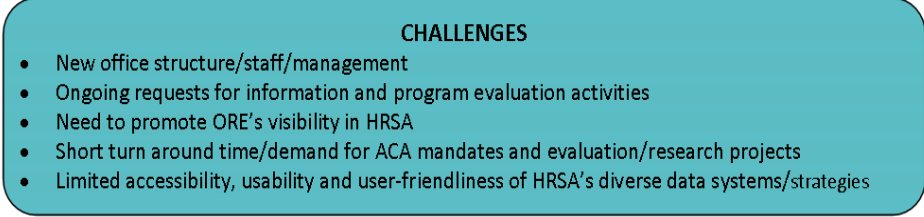
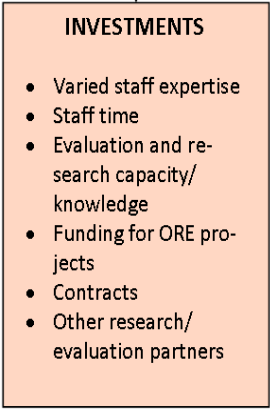
Office of Planning, Analysis and Evaluation





Office of Research & Evaluation (ORE) VISION: *To advance the HRSA mission and enhance agency- and program-level decision-making through excellence in research and evaluation services, supports and products.*

ORE MISSION: *To conduct and ensure high quality internal evaluation and research activities, integrity of data and reports, and continuous improvement of HRSA data through a customer-driven and service oriented approach.*



A New Research & Evaluation Office

Challenges

- New office with limited agency-wide visibility
- New staff with limited direct agency experience
- Need for an agency-wide “Evaluation-Supportive Culture”
- Frequent work requests
- Complex and non-integrated agency/program data systems

Opportunities

- Active support from agency head
- Clear vision for Office
- Energized and committed staff with research and evaluation experience
- Staff commitment to agency vision/mission and populations of focus
- Positive word of mouth from clients

Importance of an Agency “Evaluation Culture”

- Agencies often view evaluation (and evaluators) negatively, as a means to destroy or change a program, rather than transforming programs or implementing program change
- The lack of an evaluative culture can stymie efforts by the evaluation office to create changes in program effectiveness

A Supportive Agency with a Thriving “Evaluation Culture”

- Is open to accountability
- Operates under openness to evaluation
- Understands the value and importance of evaluation to program development, management and improvement
- Utilizes evaluation results for evidence-informed decision-making at programmatic and agency-levels
- Is responsive to change

Components/Roles of an Internal Evaluation Office

- **Building Internal Capacity**
- **Evaluating Programs**
- **Creating/Disseminating Resources for Agency Use**
- **Providing On-Call Technical Assistance and Expertise**
- **Linking Constituencies to Resources**

Client Focused Collaborative Approach and Written Protocols

- Strong “Client” Orientation
- Collaborative Relationships with Clients
- Pre-Evaluation Questionnaire
- Statement of Work
- Technical Assistance Request Form
- Regular Progress Reports
- Ongoing Review/Revision of Evaluation Management Protocols

ORE Portfolio: Major Areas of Responsibility

- **Infrastructure Development/Maintenance**
- **Internal Evaluation Studies**
- **Manage Evaluation Contracts**
- **Evaluation Agency-Wide Capacity-Building**
- **Consultation/Technical Assistance**
- **Research Analyses/Studies**
- **Data & Performance Measures**

Infrastructure Development/Maintenance

- **Agency lead for these ongoing roles/tasks:**
 - HHS research and evaluation activities.
 - OMB/Paperwork Reduction Act (PRA) clearance process for HRSA data collection activities.
 - Protection of privacy, rights, welfare, and well-being of human research participants.
- **Conduct ongoing core activities to develop, maintain and revise effective ORE infrastructure/processes.**
- **Conduct annual data collection activities to address HHS-level requests about HRSA data, budget and evaluations.**

Internal Evaluation Studies and Evaluation Contract Management

- **Design and conduct large evaluations and research studies of HRSA programs:**
 - Qualitative Analyses
 - Quantitative Analyses
 - Mixed-Methods Studies
- **Design of evaluation studies.**
- **Manage HRSA evaluation contracts.**
- **Serving on contract Technical Evaluation Panels, reviewing statements of work, draft reports, etc.**

Creating and Promoting a “Research and Evaluation Culture” and Building In-House Capacity

Preparing HRSA staff to understand and use evaluation in their work including:

- 6-9 EvalChats Annually
- Project Officer Toolkit
- HRSA Research & Innovation Symposium
- Evaluation Listserv

Evaluation: Small Projects/Technical Assistance (TA) and Consultation

- Providing guidance/leadership in developing program logic models
- Conducting focus groups and interviews
- Developing/revising performance measures for program improvement
- Developing, reviewing and/or refining performance measures for new and ongoing programs
- Reviewing draft Statements of Work (SOWs) and contract proposals focused on evaluation
- Participating in technical evaluation panels for evaluation contracts
- Reviewing draft surveys and data collection tools
- Survey Monkey (SM) support: formatting and testing instruments to comply with SM requirements; fielding of questionnaires; data collection
- Reviewing draft reports/articles with research and evaluation content for presentation, publication and dissemination to varied constituencies

Research Analyses/Studies

- **Manage CHARN contract** (Community Health Applied Research Network that seeks to build capacity to conduct patient-centered outcome research to improve patient care at federally supported community health clinics).
- **Conduct research studies related to CHARN.**
- **Conduct annual HRSA-wide Research & Innovation Symposium.**
- **Develop/revise ongoing ORE research agenda.**
- **Support development of agency-wide research agenda.**
- **Conduct CHC Patient Survey research study.**
- **Conduct research studies with CMS “seat” datasets.**

Data & Performance Measures

- **Develop/revise storage/security/maintenance protocols for ORE data.**
- **Manage development of agency-wide data strategy.**
- **Identify areas of overlap between data collection for evaluation, performance measurement and quality improvement.**
- **Track ACA implementation, data availability, data needs.**

Navigating an Internal Evaluation Office [1]

- **“Working from Within”**
- **Ethical Issues/Building Trust**
- **Ensuring Client Confidentiality**
- **Referrals/Word of Mouth/Agency Head**
- **Not Being or Being Perceived as an “Arm” of Administration/Upper Management**

Navigating an Internal Evaluation Office [2]

- Client Orientation/Customer Service
- Repeat Business/Sustained Relationships
- Utilizing small and large team models to address incoming requests, including “hurry-up” ad hoc teams for urgent requests
- Prioritizing Work

Training ORE Staff/ Building Agency Capacity

- **Internal Trainings for ORE & Agency Staff**
 - EvalChats
 - Peer Training
 - Director/Deputy Director Mentoring/Training
- **External Trainings for ORE Staff**
 - The Evaluator's Institute
 - Joint Program in Survey Methodology (JPSM)

More ORE Team-Building and Staff Development

- **Strategic Planning**
- **Team Development/Workstyle**
- **Staffing – Building Your Team:
Supplemental Staff – PMFs, Interns,
Details**

Tracking Accomplishments

- **EvalChat Surveys**
- **Small Reports/Consultation Activities Tracking**
- **Publications and Presentations Tracking**
- **Post-Activity Follow-up Debriefing Interviews with Clients – Using Referrals as Proxy Success Indicators**
- **SES, ORE Director and Staff Performance Plan Indicators**



Contact Information

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Conclusion

Key Takeaways

- ★ Program evaluation (PE) efforts are essential to the goal of aligning program services with the needs of the target population
- ★ Break down program evaluation capacities into smaller units so that PE utility may be more easily perceived and accepted
- ★ Prioritize evaluation capacity-building opportunities and consider which PE practices can be realistically implemented within a program



Photo courtesy: Stewart Leiwakabessy

Resources

Resources

The Evaluators Institute

<http://tei.cgu.edu/about/about-tei/>

The Joint Program for Survey Methodology

<http://jpsm.umd.edu/>

Feedback and Question-and-Answer Session

Feedback and Question-and-Answer Session

- We are now open for a live question-and-answer session. Please submit your questions via the Question box located in the center of your screen.
- Your feedback is important!
 - After the Q&A, please follow the displayed link to complete the Interactive Customer Evaluation (ICE) card
 - Or, you may immediately access the ICE card via the Chat box
- Additional questions and comments may be directed to

Capt. Armen Thoumaian

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Save the Date

The next webinar in the DCoE PEI Webinar Series will be held on March 15, 2016 from 1–2 p.m. ET

Data Collection in Program Evaluation: How to Ensure Quality and Security

March						
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