# Program Evaluation Plan

The material in this document was based on several books about program evaluation and methods for evaluation. Please check the references sections for additional information.

## INTRODUCTION

Any successful program or project begins with a well thought out plan. The purpose of this document is to provide you with a road map as well as methods to ensure that you've done all you can to improve your program/project.

*Note: you should use a separate planning document for each type of program or project you are deploying.*

***Enter Your Project/Program Name Here***

## PROGRAM EVALUATION PLAN WORKSHEET

**Program Evaluation** = a process associated with successful program outcomes which causes high levels of anxiety in many highly skilled and motivated professionals.[1]

**Q:** Why evaluate your program?

**A:** It's not enough to say you have a program and are doing something. . .

- Is your program targeting a high risk audience and are you reaching them?
- Has behavior changed as a result of your program?
- Are the new policies you introduced being enforced?
- Have injury and/or death rates decreased?

In order to answer these evaluative questions, you must create and complete a program evaluation.

**Q:** When should the evaluation occur?

**A:** Evaluation should be a continuous procedure consisting of 4 stages throughout the entire program process (inception→implementation→outcome):

1. **Formative Evaluation** (Program Planning Stage)
2. **Process Evaluation** (Implementation / Management Stage)
3. **Impact Evaluation** (Knowledge / Behavior Change Assessment Stage)
4. **Outcome Evaluation** (Change in Rates / Deaths / Injuries / Policy Stage)

**Formative Evaluation** is the process of testing program plans, messages, materials, and strategies before they are put into effect and should be conducted during the development of a new program or when an existing program is being modified, having problems with no obvious solution, being adapted for new setting, population, or behavior.[1, 5]

**Process Evaluation** is the mechanism for measuring how well the program's procedures for reaching the intended audience are working. It should be conducted at the beginning of a program implementation and continue throughout the life of the program. [1, 5]

**Impact and Outcome Evaluation** are the processes of measuring the immediate or long-term changes brought about by the program in the intended population.

Impact evaluation should be conducted after getting your baseline data, after encounters with the intended audience, and after your intervention.

Outcome evaluation should be conducted as baseline measurements of behavior, attitudes, or injury/death rates immediately before first encounter; and as measurements at specific intervals after program intervention (*i.e.*, 2 weeks, 6 months, 1 year). [1, 5]

## 6 Steps of Program Evaluation

1. Specify written **measurable, action-oriented, realistic** program goals and objectives for a specific behavior with a time frame.

*Increase seat belt use in Utah.* → *Increase seat belt use among young male drivers (16-21 years) in rural and frontier Utah communities by at least 15% by January 2013.*

Who are the audiences/personas that you need to target with your program and materials? It is suggested you complete a persona form to help with the development of your program and materials– see Appendix A

______________________________________________________

______________________________________________________

What do you want or need to know? Write a statement that clearly and specifically defines the program's goals and objectives.

____________________________________________________________

____________________________________________________________

Why do you want or need to know it? If you don't have a legitimate reason *why*, then you don't need to know it.

____________________________________________________________

____________________________________________________________

**2.** Specify and define a set of activities necessary to accomplish the goals and objectives.

____________________________________________________________

____________________________________________________________

____________________________________________________________

**3.** Design evaluation plan

What evaluation method will you use?

**Formative Evaluation Stage** (Program Planning Stage) (check all that apply)

- ☐ Focus groups (idea testing)
- ☐ Personal stakeholder interviews
- ☐ Participant observation
- ☐ Surveys (see Appendix B for survey response rate plan)
- ☐ Readability testing of materials

**Process Evaluation Stage** (Implementation / Management Stage) (examples listed below; they might or might not apply to your program &/or you might need to add additional options)

Tracking by accurate record keeping, log systems, and regular check-in with implementers and partners (check all that apply)

- ☐ Number of direct contacts
- ☐ Number of indirect contacts

☐ Number of items distributed
☐ Number of coalition volunteers trained
☐ Number of website hits
☐ Number of returned surveys/questionnaires
☐ Other (please specify): ____________________________________________
________________________________________________________________

**Impact Evaluation Stage** (Knowledge / Behavior Change Assessment Stage) (check all that apply) (see Appendix B for survey response rate plan)

☐ Knowledge, attitude, and behavior surveys (self-reported by target audience)
☐ Observational surveys (*e.g.,* use of car seats, bike helmets, trigger locks, or seat belts)
☐ Prevalence surveys (*e.g.*, presence or number of smoke alarms)

**Outcome Evaluation Stage** (Change in Rates / Deaths / Injuries / Policy Stage) (check all that apply)

☐ Knowledge, attitude, and behavior surveys (self-reported by target audience)
☐ Morbidity and mortality data
☐ Experimental and quasi-experimental design

What resources will you need to carry out each stage of evaluation and are they available?

Formative Evaluation ____________________________________________
________________________________________________________________

Process Evaluation ______________________________________________
________________________________________________________________

Impact Evaluation _______________________________________________
________________________________________________________________

Outcome Evaluation _____________________________________________
________________________________________________________________

**4.** Develop forms for data collection

How do I collect data for each type of evaluation method?

For focus groups (check all that apply)

☐ Transcripts
☐ Videotaped
☐ Audio recorded
☐ Notes

- ☐ Memory
- ☐ Other: ______________________________
- ☐ Not applicable; I am not using focus groups

For personal stakeholder interviews (check all that apply)

- ☐ Transcripts
- ☐ Videotaped
- ☐ Audio recorded
- ☐ Notes
- ☐ Memory
- ☐ Other: ______________________________
- ☐ Not applicable; I am not using personal stakeholder interviews

For participant observation (check all that apply)

- ☐ Paper forms
- ☐ Electronic forms
- ☐ Video recorded
- ☐ Notes
- ☐ Memory
- ☐ Other: ______________________________
- ☐ Not applicable; I am not using participant observation

For surveys (check all that apply)

- ☐ Paper forms
- ☐ Electronic forms
- ☐ Other: ______________________________
- ☐ Not applicable; I am not using surveys

For readability testing of materials (check all that apply)

- ☐ Paper forms
- ☐ Electronic forms
- ☐ Other: ______________________________
- ☐ Not applicable; I am not using readability tests

For tracking (check all that apply)

- ☐ Paper logs
- ☐ Excel spreadsheet
- ☐ Access database
- ☐ Other: ____________________________

Develop an evaluation schedule…
When do you plan to conduct formative evaluation of materials? ____________
When do you plan to collect baseline data? ________________________________
When do you plan to analyze the data? ____________________________________

**5.** Collect and analyze pre- and post-intervention data

Decide with your colleagues what types of data you need to collect **from your intended audience** to evaluate your program &/or materials for each stage of evaluation. *(e.g., number of suicide attempts)*

Number of _______________________________________________________

Number of _______________________________________________________

Number of _______________________________________________________

Number of _______________________________________________________

Current level of __________________________________________________

Current level of __________________________________________________

Describe the types of **quantitative data** will you need to collect. Such as counts (*e.g.*, number of observed seat belt usage) or closed-ended survey questions (*e.g.*, How much space do you need to give commercial trucks when passing?)

________________________________________________________________

________________________________________________________________

Describe the types of **qualitative data** will you need to collect. Such as transcripts from interviews or focus groups, descriptions from participant observations, or open-ended survey questions (*e.g.*, How do you feel about…?)

________________________________________________________________

________________________________________________________________

Describe who, when, and how the data will be analyzed.

Who *(e.g., statistician)*: ____________________________________________

When: ________________________________________________________

How *(e.g., SPSS, descriptive statistics)*: __________________________________

**6.** Interpret findings and communicate in a timely manner

**Who:** Who do you want to share your findings with? Include some of their characteristics and interests. **NOTE**: you likely want to share results with a different audience (*e.g.*, legislatures) than the audience you targeted with your program – different audiences need differing messages – see Appendix A for persona form

_______________________________________________________________

_______________________________________________________________

**What:** What angle should be played up (What is your primary message for this audience?)

_______________________________________________________________

_______________________________________________________________

_______________________________________________________________

**Why:** What is your purpose in communicating your message to this audience? (What do you want to achieve, long & short term?)

_______________________________________________________________

_______________________________________________________________

_______________________________________________________________

**How:** What methods will be best for communicating your message to this audience?

- ____________________
- ____________________
- ____________________
- ____________________

What type of visuals and graphics are best to get the message across to the intended audience?

- ____________________
- ____________________
- ____________________
- ____________________

Where might there be opposition? (Who will disagree? What counter-arguments can you include?)

________________________________________

________________________________________

Who should be involved? (Influential leader or spokesperson, key stakeholders, credible sources of information)

________________________________________

________________________________________

**Where:** Where will the message be best communicated?

________________________________________

________________________________________

**When:** When will your message be best communicated? ______________

**How much:** What financial, time, and other resources will be needed?

________________________________________

________________________________________

What are potential sources for funds, including in-kind support?

________________________________________

________________________________________

**How will you know:** How will you assess whether the data are reaching the intended audience? How will you assess impact?

________________________________________

________________________________________

**References:**

1. Christoffel T, Gallagher S. *Injury Prevention And Public Health: Practical Knowledge, Skills, And Strategies*. Jones & Bartlett Pub, 2005. (ISBN-10: 076373392X)

2. Krueger, RA, Casey MA. *Focus Groups: A Practical Guide for Applied Research*. Pine Forge Pr, 4th edition, 2008. (ISBN-10: 1412969476)

3. Rivara FP, Cummings P, Koepsell TD, Grossman DC. *Injury Control: A Guide to Research and Program Evaluation*. Cambridge University Press, 2009. (ISBN-10: 0521100240)

4. Stewart DW, Shamdasani PN, Rook D. *Focus Groups: Theory and Practice*. Sage Publications, Inc, 2nd edition, 1990. (ISBN-10: 076192583X)

5. Thompson NJ, McClintock HO. *Demonstrating your program's worth: A primer on evaluation for programs to prevent unintentional injury*. National Center for Injury Prevention and Control, 2nd printing, 2000. http://www.cdc.gov/ncipc/pub-res/demonstr.htm

# APPENDIX A

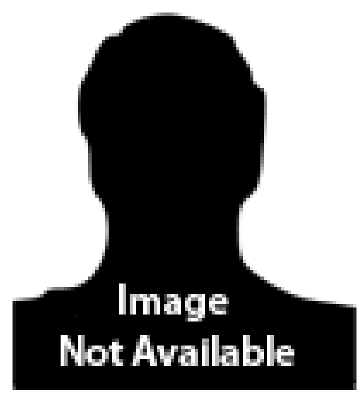
## Persona for Website and Program Development Form

In order to develop a persona to help you effectively reach your target audience, you need to place yourself in this person's shoes and understand his or her values in order to gauge ***how they might potentially use your program, materials, or website***. Below is a series of questions and sub-questions that will guide you in this process.

**Target Website Address, Publication Name:** ______________________________

**Representative Target Audience:** ______________________________

**Insert pic here**




### *What is Your Persona Like?*

**Name:** ______________________________

**Work Status:** ______________________________

**Age:** ______________________________

**Geographic Location:** ______________________________

**Gender:** ______________________________

**Education/Training:** ______________________________

**Volunteer Work/Other Affiliations:** ______________________________

**Technical Skills:** ______________________________

**Involvement in Social Media:** ______________________________

**Family Status:** ______________________________

**Other Characteristics:**

______________________________

______________________________

______________________________

______________________________

## *What is Your Persona's Interest in your program?*

**How familiar is your persona with issues associated with your program?**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

**What specific terms or language should you avoid using for this persona?**

______________________________________________________________________________

______________________________________________________________________________

**Why does (or should) your persona care about the information you have available on your website or in your materials?**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

**What specific expectations or desired items will your persona have to see on your website or in your materials?**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

**Where would this persona expect to find the information they were looking for on your website or in your materials?**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

***Create a scenario for this persona that may be a trigger to lead them to your website or to view your materials:*** Walk through a day in your persona's life focusing on his or her needs that may lead them to look for information related to your program.

**Initial use: What triggered (the event) this persona to look for your website or your materials? How did they find your website or materials and where did they go on your website?**

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

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________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

**What is the persona's need for your website or materials?**

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

**What are the persona's expectations?**

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

**Repeat use: why would they return to your website or be interested in future materials?**

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

***TEST THE SCENARIO!!*** Find someone that represents this individual give them the trigger event you identified and see where they go for information.

**What was the experience when testing this scenario?**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

**What did you identify as key areas you need to change or add to your website or materials?**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

**What is the potential to use social media to drive this persona to the website or information about your program? Would social media have helped?**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

**What did you learn from this experience?**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

## Web References for Personas

- http://www.slideshare.net/MulderMedia/the-user-is-always-right-making-personas-work-for-your-site
- http://www.frontend.com/products-digital-devices/real-or-imaginary-the-effectiveness-of-using-personas-in-product-design.html
- http://www.slideshare.net/toddwarfel/data-driven-design-research-personas
- http://www.usability.gov/articles/newsletter/pubs/092005news.html

# APPENDIX B

# Survey Response Rate Plan

The material in this document was based on the book *Internet, Mail, and Mixed-Mode Surveys: The Tailored Design Method* by Don A. Dillman. Dr. Dillman allowed NEDARC to base this document on his research and experience in survey deployment.

## INTRODUCTION

Any successful survey deployment begins with a well thought out plan. The purpose of this plan is to provide you with a road map as well as a very important timeline to ensure that you've done all you can to improve responses to your survey.

This plan assumes that you already have your survey instrument approved, decided if you are sampling or not, and discussed how you may or may not customize the survey.

This document is created as a template to help you develop a *Response Rate Plan* for your project to help you reach an 80% response rate or better for your surveys.

## SURVEY RESPONSE RATE *3 MONTH* PLAN WORKSHEET

1. Consult with your colleagues to discuss the survey instrument, your potential respondents, and your initial plans.

2. Who is the target audience for your survey? Include some of their characteristics and interests. This may help you later as you ponder barriers and challenges.

   ______________________________________________________________

   ______________________________________________________________

3. How many agencies, hospitals, people, etc. do you plan to survey?

   Total #______________

4. Do you have an electronic list of all of the potential respondents you indicated in the previous question? (select one)

   ☐ **Yes** ☐ **No**

**If No,** where or how do you think you could develop an electronic list for all of the potential respondents you indicated in question #3?

____________________________________________________________

____________________________________________________________

**5.** Do you have any contacts, organizations, or groups that can help you contact the target audience? (select one)

☐ **Yes** ☐ **No**

**If Yes,** consider using these entities to endorse your survey and to assist with announcing the survey, sending reminders, and doing follow-up.

**6.** What is your target date to launch the survey? ________________

**7.** Which survey mode will you use to initially launch your survey?

☐ **Web** (online) ☐ **Paper** (mailed or emailed PDF)

**8.** Why did you choose this mode?

____________________________________________________________

____________________________________________________________

____________________________________________________________

**9.** What is the main reason you are appealing for help from the respondents to complete the survey? You will use this in your correspondence.

____________________________________________________________

____________________________________________________________

____________________________________________________________

## Personalized Contact with Respondents

**10.** Based on the survey mode you plan to use, list any barriers you foresee to personalizing your survey correspondence.

_______________________________________________________

_______________________________________________________

_______________________________________________________

**11.** Discuss possible ways to overcome the barriers listed above.

_______________________________________________________

_______________________________________________________

_______________________________________________________

**12.** Do you have a relationship with any organizations that could endorse/support your survey? The ideal organization is one that already has a personal relationship with your respondents. List the possible organizations here:

_______________________________________________________

_______________________________________________________

_______________________________________________________

**13.** List five possible ways that you plan to personalize your survey**:**

- ____________________
- ____________________
- ____________________
- ____________________
- ____________________

# 5-Contact System

The goal of the 5-Contact System is to motivate your target audience to complete your survey! Higher response rates mean better data.

## I. Prenotice

**14.** Deciding your contact mode…. What type of prenotice contact will you send?

☐ **Email** ☐ **Mailed Letter**

**15.** List any barriers you foresee to sending a survey prenotice to your respondents.

________________________________________________________________

________________________________________________________________

________________________________________________________________

**16.** Discuss possible ways to overcome the barriers listed above.

________________________________________________________________

________________________________________________________________

________________________________________________________________

**17.** Create your prenotice letter/email according to the following guidelines.

A **BRIEF** (≤ 1 page) letter or email sent 2-5 business days prior to the survey invitation. The letter or email should be sent to everyone, personalized, positively worded, engender enthusiasm, sent via 1st class instead of bulk (if mailed), and contain the following elements:

- Letterhead (if mailed)
- Date
- Inside Address
- Salutation
- Appeal for help

- What will happen
- What it is about
- Importance
- Gratitude
- Benefit to respondent
- Real signature in blue ink (if mailed)

**18.** What token of appreciation are you going to mention in the prenotice letter/email? If you did not include a token of appreciation, please explain why you did not.

___________________________________________________________

___________________________________________________________

**19.** What date do you anticipate sending the prenotice contact? __________

## II. Survey Invitation

**20.** What type of survey invitation will you send?

☐ **Email** ☐ **Mailed Letter**

**21.** Create your survey invitation according to the following guidelines. If you mentioned a token of appreciation in your prenotice contact, do not forget to include the token with the survey invitation.

A brief (≤ 1 page) letter or email sent 3-4 business days **after** the pre-notice. The letter or email should be sent to everyone; personalized; communicate what they are being asked to do, why they are being asked, how they should go about doing it, and what benefit will come from doing it; and contain the following elements:

- Letterhead (if mailed)
- Date
- Inside Address
- Salutation
- Appeal for help
- Why they were selected

- Who should answer and why
- Confidential (if applicable)
- Contact information
- Token of appreciation (if applicable)
- If Web survey, include survey URL
- Real signature in blue ink (if mailed)

**22.** What date will you send the survey invitation (should be sent approximately 3-4 days after the prenotice contact)? _______________

## III. Thank You & Reminder Postcard

**23.** What type of thank you & reminder postcard contact will you send?

☐ **Email** ☐ **Mailed postcard**

**24.** Did you list any organizations in question 12 (above) that may already have a personal relationship with your respondents? Consider having that organization send the Thank You & Reminder Postcard. Think of how the language should be constructed for this type of follow-up.

*For example:*
Dear Mr. H –
I am following up with you regarding the survey invitation you received from Ms. Y, EMSC Program Manager. I encourage you to complete this survey as I believe….

**25.** Create your Thank You & Reminder Postcard according to the following guidelines.

A postcard or brief email sent 1 week **after** the invitation. The postcard or email should be sent to everyone, personalized, thank those who have completed the survey, remind those who have not completed the survey, and contain the following elements:

- Logo (if mailed)
- Date
- Reminder
- Thank you

- If Web survey, include survey URL
- Telephone number for replacement paper survey
- Real signature in blue ink (if mailed)

**26.** What date will you send the Thank You & Reminder Postcard (should be sent approximately 1 week after the survey invitation)?

______________

## IV. Replacement Survey

**27.** Which survey mode will you use for the replacement survey? (consider switching the survey mode you indicated in question 7 for added stimuli which has been shown to increase response rates)

☐ **Web** ☐ **Paper**

**28.** What type of replacement survey contact will you send?

☐ **Email** ☐ **Mailed Letter**

**29.** Create your replacement survey contact according to the following guidelines.

A letter or brief email sent 2-4 weeks **after** the thank you/reminder postcard. The letter or email should be sent to only to non-respondents, personalized, and contain the following elements:

- Letterhead (if mailed)
- Date
- Inside Address
- Salutation
- Response not yet received
- Reinforce importance of response
- Contains a more **urgent tone**, but remains respectful!
- Copy of survey
- Gratitude
- Benefit to respondent
- Real signature in blue ink (if mailed)

**30.** What date will you send the replacement survey (should be sent approximately 2 to 4 weeks after the postcard)? _______________

## V. Final Contact

**31.** What method do you plan to use for the final contact (*e.g.*, certified letter, telephone call, FedEx/UPS) _______________

**32.** Create a list of the non-respondents (cannot be done until after survey has been launched).

**33.** Make an effort to contact each non-respondent personally (preferably by telephone). Use a script or something similar.

> *For example:*
> Hello! I'm calling because of a special effort being made by the Emergency Medical Services for Children Program to better understand the needs of children in the pre-hospital environment. Recently, we sent you a survey to complete. I wanted to follow-up and make sure that you received our survey invitation; it was sent to a Mr. H. [Pause]. Your response is important to us. Will you be able to complete the survey on the telephone today with me?

**34.** What date(s) do you plan to personally contact the non-respondents (should be done approximately 2 to 4 weeks after the replacement survey)?

_______________

## Other Important Considerations

**35.** Study the initial completed responses as they are received. Are there any answers that seem strange? Is there anything that concerns you? If an issue is caught early, you may be able to adjust your plan and prevent future lost time and costs.

## Token of Appreciation

**36.** List any barriers you foresee to including a token of appreciation for the target audience you indicated in question 3.

_______________________________________________________________

_______________________________________________________________

_______________________________________________________________

**37.** Discuss possible ways to overcome the barriers listed above.

_______________________________________________________________

_______________________________________________________________

_______________________________________________________________

**38.** List three possible tokens of appreciation that you believe you may actually have an opportunity to implement.

- ____________________
- ____________________
- ____________________

## Timeline of Tasks

| | Task | Approximate Date |
|---|---|---|
| Pre-Survey | Complete list of potential respondents | |
| | Respondent sample developed by statistician *(if applicable; allow 1-2 weeks time)* | |
| | Response rate plan document completed | |
| | Test and finalize surveys in preparation for deployment | |
| | Secure a token of appreciation *(if applicable)* | |
| | | |
| 5 Contact System (3 Month Frame) | Prenotice letter/email sent | |
| | Survey invitation letter/email sent *(approximately 2-5 days after the prenotice letter)* | |
| | Thank you & Reminder postcard/email sent *(approximately one week after the survey invitation)* | |
| | Replacement survey letter/email sent *(approximately 2 to 4 weeks after the postcard)* | |
| | Final contact starts *(approximately 2 to 4 weeks after the replacement survey)* | |
| | | |
| Post-Survey | Assessment of response rate (with colleauges) | |
| | Final export of data | |
| | Data cleaning and follow up | |
| | Data analysis | |
| | Reporting and dissemination | |

## Budget Considerations:

In order to successfully complete any project, you will need to carefully think of the associated expenses. For surveying using the 5-Contact System, please refer to the Excel spreadsheet titled: Performance Measure Survey Budget template.xls located on the NEDARC website at: http://www.nedarc.org/workshops/materials/documents/2010PortlandRR.pdf. It provides a template you can adapt for your project. The template allows for you to enter information in expense categories such as paper, envelopes, postage, and tokens of appreciation. Formulas that are built into the spreadsheet will then use this state-specific information to generate approximate costs for collecting data.

## Budget Notes / Items to Remember:

____________________________________________________________

____________________________________________________________

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____________________________________________________________

____________________________________________________________