

**Leading Concepts in Community Health
Evaluation**

Robert M. Goodman - Presenter

Level: Intermediate

Audience: Attendees working with community health programs with experience conducting evaluations.

Objective 1. Illustrate the FORECAST Method as a form of Empowerment Evaluation in community settings

Objective 2. Illustrate the FORECAST Method based on social ecological principles – remapping community health program models

Objective 3. cultivate an evaluation approach that accounts for the development of community capacity

Objective 4. Explore “deeper structural meanings” in community responses to evaluation

Objective 1: Illustrate the FORECAST Method as a form of Empowerment Evaluation in community settings

FORECAST As A Type of Empowerment Evaluation

- **Formative** Focuses on program formation and implementation
- **Evaluation** Evaluates formation, implementation, and outcomes
- **Consultation** Highly interactive
- **And**
- **Systems** Facilitates mid-course program corrections
- **Technique**

FORECAST is composed of four elements:

- **models**
- **markers**
- **measures**
- **meaning**

DEVELOPING THE PROJECT MODELS

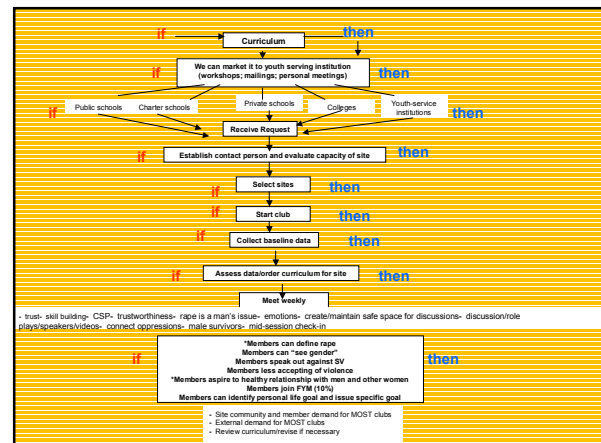
What are the project's processes and outcomes?

• **Immediate**

• **Intermediate**

• **Ultimate**

Think in terms of "if . . . , then . . ." statements



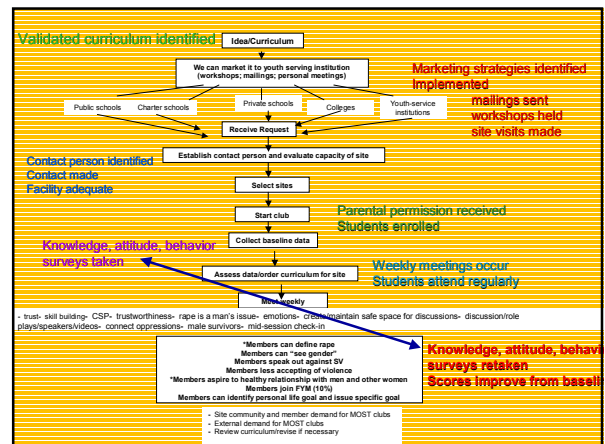
Markers

- **Based on the project model of action**
- **Milestones that verify that each facet of the project is implemented as diagrammed in the project model**

- **By assuring that the markers are accomplished, the evaluators and the project can affirm that the project is being implemented with fidelity to the original concept**
- **Where the markers are not met, the evaluators may "forecast" where the project is likely to deviate from its intended development and indicate this to project staff**
- **Thus, the evaluators provide staff with ongoing feedback so that staff may make mid-course adjustments**

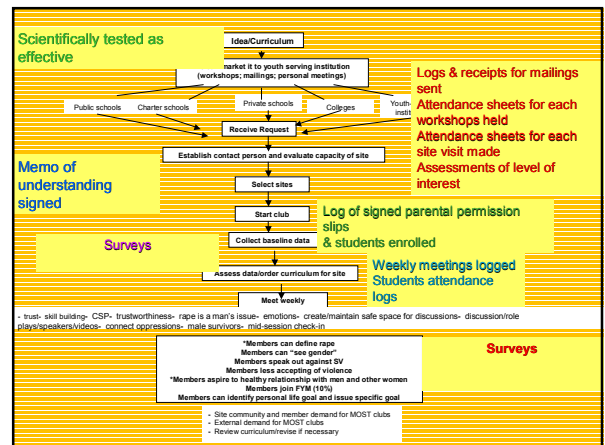
DEVELOPING THE PROJECT MARKERS

- Think of how you might know whether each box in a model is accomplished
- Think in terms of what "road signs" would you look for



Measures

- Indicators for assessing whether the markers have been attained and to what extent
- Form the data base for project evaluation
- Generally are quantifiable, thus allowing for ratings of adequacy to be made



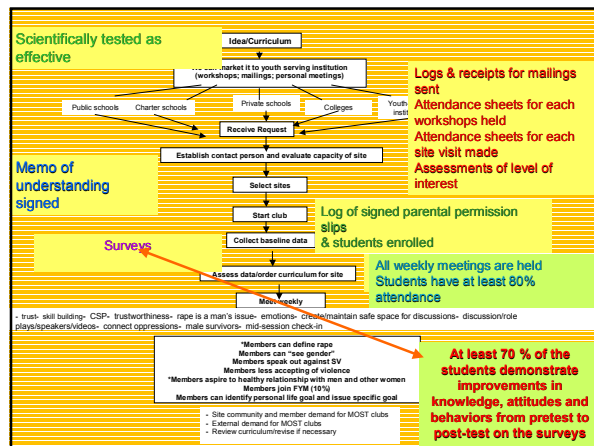
DEVELOPING THE PROJECT MEASURES

- Decide what is an acceptable level of accomplishment for each marker
- Decide on the best way to measure the level of accomplishment
 - questionnaires
 - observations
 - analysis of documents:
 - meeting minutes
 - project reports
 - project forms
 - staff resumes

Meaning

- Occurs by analyzing the data collected and assessing the level of adequacy of project formation
- The assessment of adequacy is the basis for providing feedback to the project
- The feedback:
 - provides data for project decision-making
 - facilitates mid-course adjustment
 - enables joint problem-solving by devising alternative strategies and activities to assure that the project is developing as desired

Session3: Community Health Evaluation - Goodman



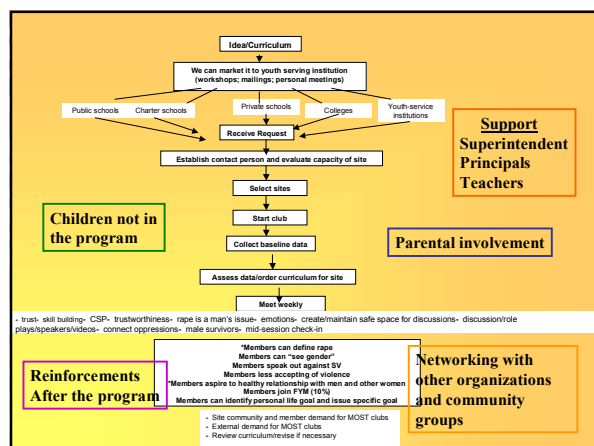
DEVELOPING THE PROJECT MEANING

- Assess the level of adequacy for each measure
- Develop a grid for each marker to indicate whether it is attained
- Indicate the parts of the maps that have and have not attained their markers
- Forecast with staff the implications of the levels of attainment of markers and measures on the formation process
- Develop strategies for addressing areas of concern

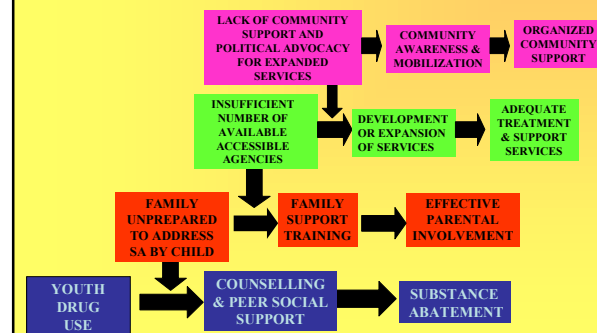
Objective 2: illustrate the FORECAST Method based on social ecological principles – remapping community health program models

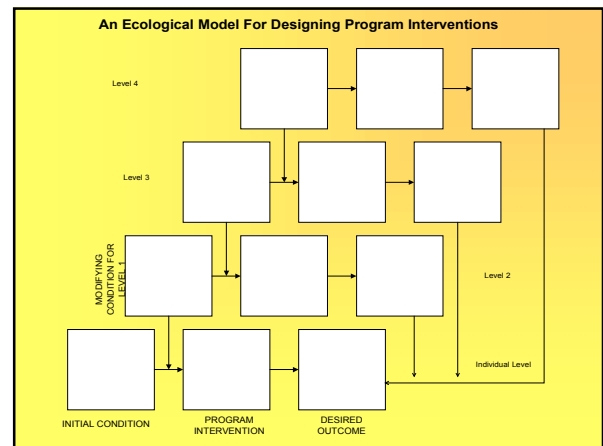
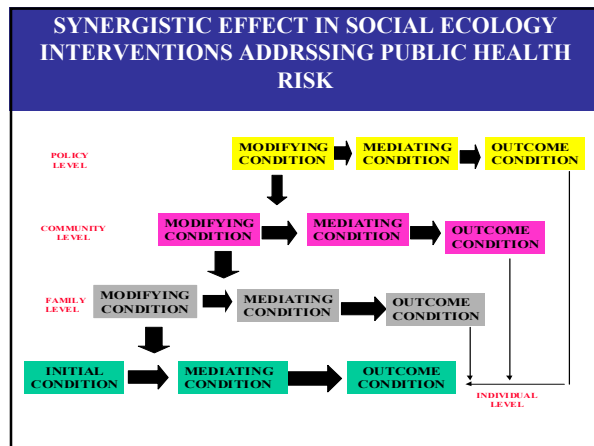
Ecological Model

- Logic Model becomes more complex as we address other ecological factors – but still ties in to the if...then framework
- Critical issues to consider are member, parent, and site investment, space and scheduling problems, and policy level (working with other groups in partnership, funding)



ECOLOGICAL MODEL FOR DESIGNING PROGRAM INTERVENTIONS





LET'S PRACTICE

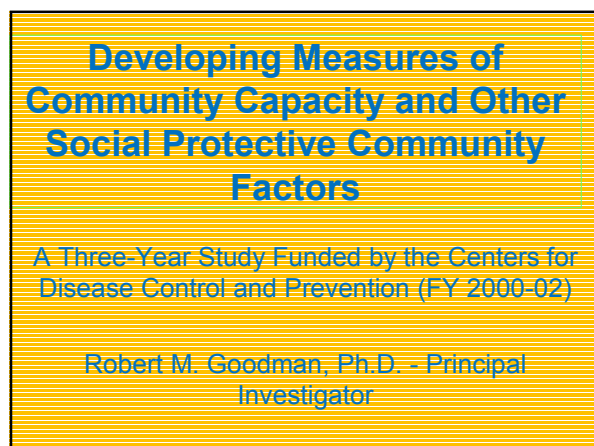
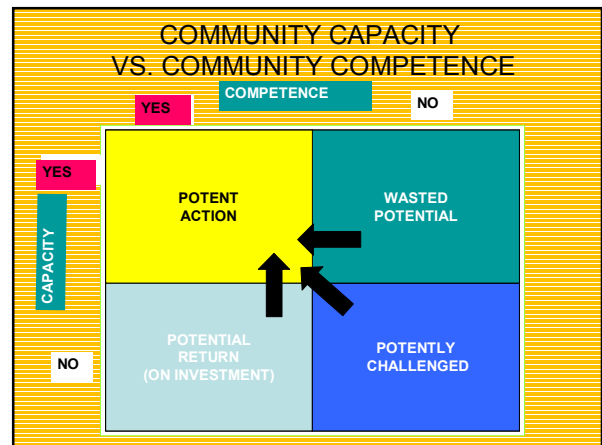
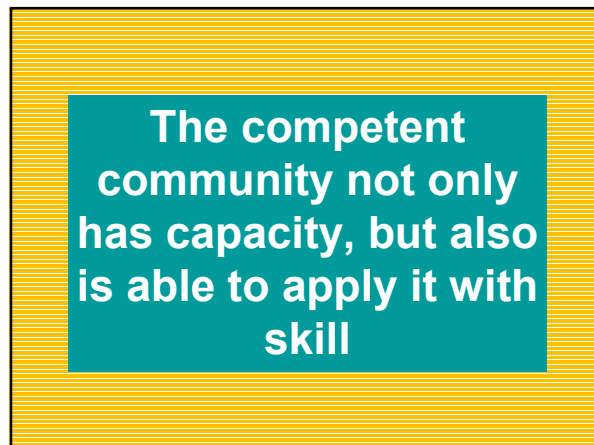
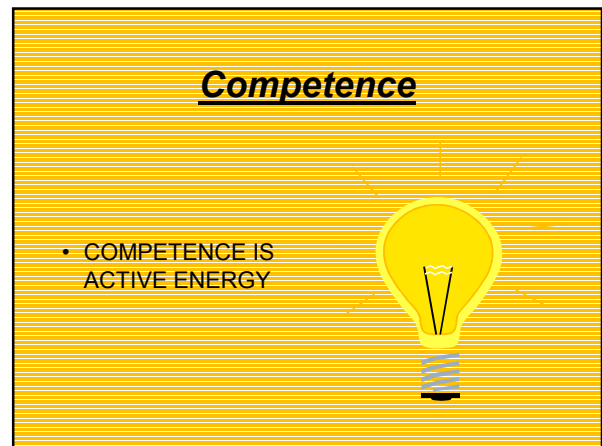
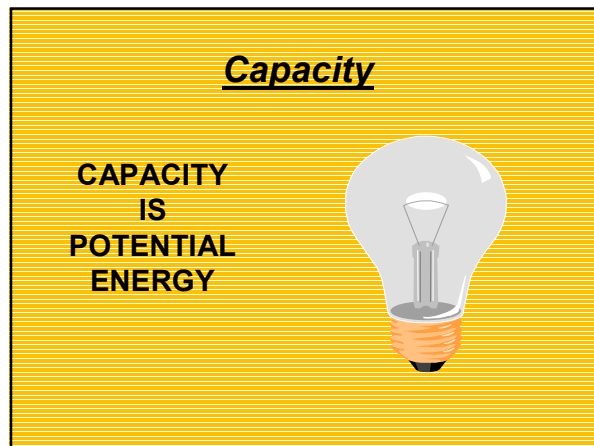
Objective 3: Linking Community Capacity with evaluation approaches

Community capacity

the characteristics of communities that affect their ability to identify, mobilize, and address social and public health problems and as the cultivation and use of transferable knowledge, skills, systems and resources that affect the community's ability to work effectively in achieving its vision

Capacity vs. competence

can be distinguished as a **potential** versus an **active** state



TAXONOMY OF COMMUNITY CAPACITY, ITS CAUSES AND RESULTS

The taxonomy developed for each of the 8 cases were combined into a single taxonomy

The combined taxonomy was used to build a quantitative index of measures for Capacity of a Grassroots Community Organizational Initiative

LEADERSHIP

- Disposition
- Visionary
- Facilitates community involvement
- Cultivates new leadership
- Legitimacy
- Skill base

MAJOR DIMENSION LEADERSHIP SUBDIMENSIONS - LEVEL 1

Disposition

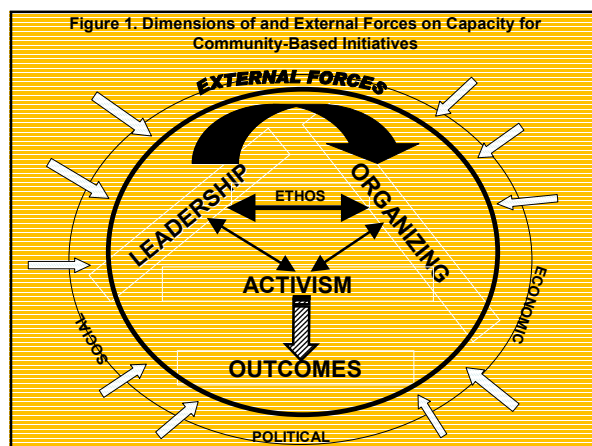
Visionary

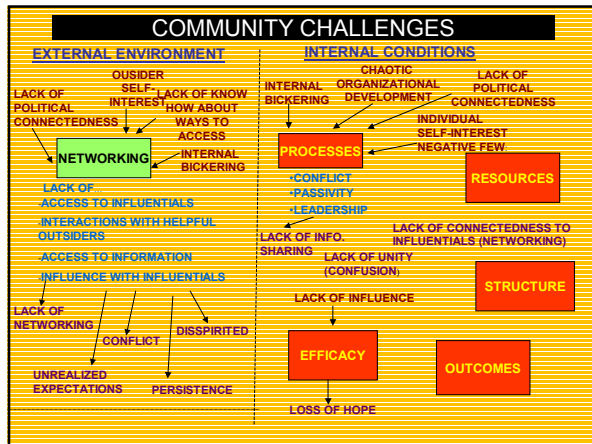
Networker

pride
selflessness
fearlessness
risk taking
persistent
persuasive

diverse groups
residents
other networks

Robert M. Goodman (2008). A Construct for Building the Capacity of Community-Based Initiatives in Racial and Ethnic Communities: A Qualitative Cross-Case Analysis, *J Public Health Management Practice, (Suppl)*, S18–S25.





Lempa, M., Goodman, R.M., Rice, J., Becker, A.B. (2008). "Development of Scales Measuring the Capacity of Community-Based Initiatives," *Health Education and Behavior*.

Significant Factors for Community Capacity

Leadership

Resources

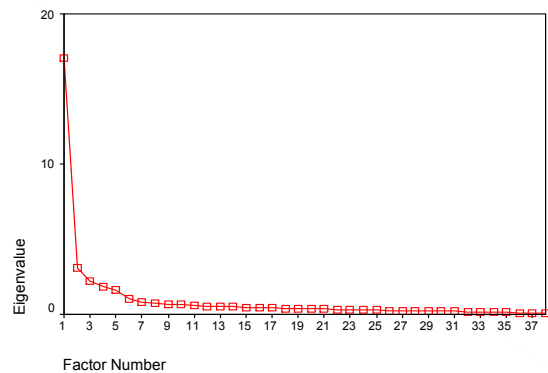
External networking

Visibility/Recognition

Ability and commitment to organize action

Personnel sustainability

Scree Plot



Factor	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	17.739	40.315	40.315
2	3.132	7.118	47.433
3	2.506	5.696	53.130
4	1.886	4.286	57.416
5	1.758	3.995	61.411
6	1.533	3.483	64.894

Objective 5: Exploring deeper structural meanings as symbolism and meta-messages

Deeper Structural Meaning

- ✓ Entrenched and often tacit influences that are imbedded in our psychological and social constructions of reality
- ✓ Deeper Structural Meanings are revealed in signs and symbols, social interactions, physical constructions, text, art forms
- ✓ In evaluating complex community health programs, discovery of deeper structures can lead to greater insight into program functioning and effectiveness.

INFERENCE AND SCHEMA

BREAKDOWN AND RESOLUTION

SIGNS VERSUS SYMBOLS

SYMBOLIC INTERACTIONISM & META-MESSAGES

MEMBER ROLES IN COMMUNICATION

- Encourager/Praiser** – Praises, agrees with and accepts the contributions of others.
- Opinion Giver** – Has an opinion on just about everything and always offers it.
- Silent Follower** – Always quiet. Goes along with whatever the group wants. Does not express an opinion ever.
- Recognition Seeker** – Always focuses attention on themselves. Brags all the time.
- Playboy/Playgirl** – Gets involved only when he/she feels like it. Usually says things that have nothing to do with the topic of conversation.
- Dominator** – Talks too much and never gives anyone else a chance.
- Information Seeker** – Asks questions to make things clearer.
- Coordinator/Facilitator** – The leader. Makes sure everybody gets a chance to express themselves, and pulls the groups ideas together.

How to observe

In general, observation consists of three primary elements:



Collectively, they compose a social scene

HIDDEN TRANSCRIPTS

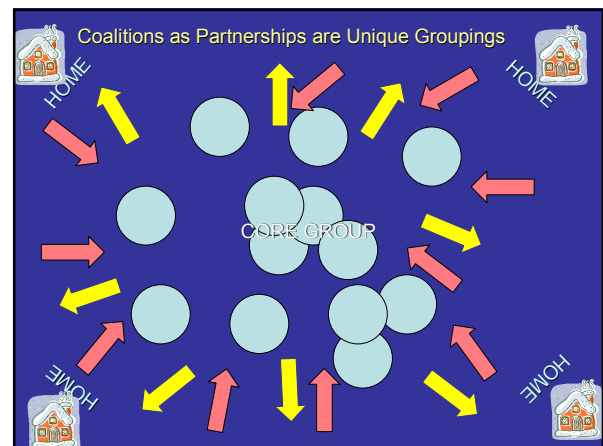
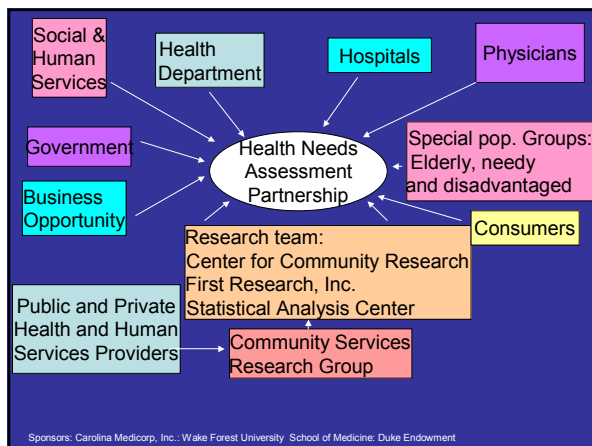
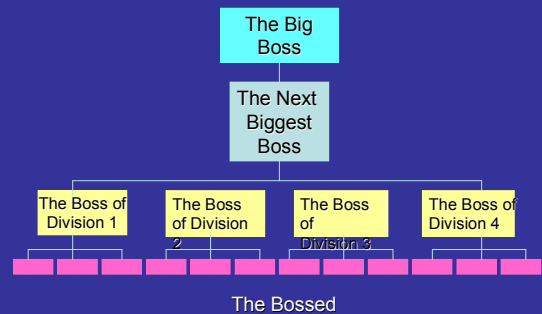
PHYSICAL STRUCTURES

Definition of a community coalition

An organization or individuals representing diverse organizations, factions or constituencies who agree to work together in order to achieve a common goal
(Feighery and Rogers, 1989, p.1)

Feighery, E. and Rogers, T. (1989) Building and Maintaining Effective Coalitions, Published as Guide No. 12 in the series How-To Guides on Community Health Promotion. Stanford Health Promotion Resource Center, Palo Alto, CA.

TYPICAL ORGANIZATIONAL CHART



WORKSHOP SUMMARY

*When spider webs unite,
they can tie up a lion*
Ethiopian proverb

THANK YOU