DISCLAIMER

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OBJECTIVES

• Provide an overview of the enterprise evaluation framework and its contribution to measuring collective impact
• Illustrate the potential application of the enterprise evaluation framework to two research consortia
  • Gulf Resilience on Women’s Health (GROWH)
  • Caribbean Consortium for Research in Environmental and Occupational Health (CCREOH)
• Reflect on insights learned from enterprise evaluation
WHY ENTERPRISE EVALUATION?

• Siloed approaches to evaluation are limiting

• Need for cross-sector coordination and systems approach

• Projects that are jointly funded have the opportunity to look at impact in a more holistic and multi-scalar way

• Enterprise evaluation as a practical framework to measure collective outcomes across multiple projects

• Developed as part of the Gulf Region Health Outreach Program (GRHOP)
WHAT IS THE COLLECTIVE IMPACT APPROACH?

• Means of collaboration to address complex social challenges

• Moves away from examining the isolated impact of individual projects

• Necessary conditions for collective impact approach:
  • Shared common agenda across participants
  • Agreement on the ways success will be measured and reported
  • Mutually reinforcing activities
  • Ongoing, strong communication
  • Backbone organizations to support efforts

Kania, J and M. Kramer “Collective Impact”
“NETWORKED” ENTERPRISE FRAMEWORK

- Attribution vs. contribution
- Importance of strong and clear definitions
- Looking for alignment in project activities/outcomes

Chapel, T.J. “Collective Impact: A Helpful Lens for viewing 1305/1422 Efforts”
ENTERPRISE EVALUATION APPROACH

Sherman et al. “Enterprise evaluation: A new opportunity for public health policy”
GULF RESILIENCE ON WOMEN’S HEALTH (GROWH)

- GROWH was one of four U19 community-university partnerships of the DWH Disaster Research Consortia (completed in 2016-17)
- The goals of the DWH Consortia (RFP-ES-11-006) were to:
  - Address the health issues of concern to residents of the Gulf States affected by the DWH disaster
  - Enhance the capacity to respond to future disasters
  - Minimize adverse health effects arising from disasters
ENTERPRISE EVALUATION APPLICATION: GROWH

- GROWH had four overall aims for 3 research projects and the CODC:
  - Determine the effects of the DWH disaster, combined with the other adversities faced by the area, on mental health and reproductive outcomes among pregnant women and women of reproductive age living in affected parishes in Louisiana.
  - Characterize exposures of pregnant women and women of reproductive age to selected contaminants through exposure routes of concern to communities - specifically seafood consumption and air.
  - Examine the interactions of environmental and social disparities on the health of pregnant women and women of reproductive age.
  - Utilize community-based participatory research and outreach strategies to strengthen community resilience in vulnerable Gulf Coast populations.
ENTERPRISE EVALUATION APPLICATION: GROWH

• GROWH’s research projects and the CODC each had project-specific aims
  • Project-specific outcomes were tracked and disseminated
  • The collective impact of the DWH Disaster Consortia was not formally evaluated
ENTERPRISE EVALUATION APPLICATION: DWH CONSORTIA

• Using EE to evaluate the DWH Consortia might have led to:
  • Determining each U19’s influence on a set of common consortia outcomes
  • Intentionally defining expected collective impact of the four workgroups: population sciences, seafood safety, resilience, and CODC
  • Reflecting collectively on the extent to which the Consortia resulted in desired impacts to:
    • Improve community preparedness and response to future disasters
    • Minimize future adverse health impacts from future disasters
ENTERPRISE EVALUATION: GROWH

**GROWH Projects**

- **Project 1: DWH Disaster, Lifetime Adversity & Reproductive-Aged Women**
  - Project-specific Outcomes: Exposure to oil spill associated with worse mental health
  - GROWH Consortium Outcomes: Increased knowledge of the health effects of DWH disaster on pregnant and reproductive-aged women in SE Louisiana

- **Project 2: DWH Disaster: Real & Perceived Exposures in Reproductive-Aged Women**
  - Project-specific Outcomes: Contaminants of tested Gulf seafood were below established levels of concern
  - GROWH Consortium Outcomes: Increased knowledge of safety of Gulf seafood for human consumption

- **Project 3: Building Community Resilience through Disaster Mobile Health**
  - Project-specific Outcomes: Community health workers played a positive role in clients’ psychosocial health
  - GROWH Consortium Outcomes: Strengthened resilience among communities in SE Louisiana

- **Community Outreach and Dissemination**
  - Project-specific Outcomes: Community members played a key role in translating and sharing EH research findings
  - GROWH Consortium Outcomes: Increased knowledge of the human health effects of the oil spill among Gulf Coast populations, particularly women and children

**DWH Research Consortium Outcomes and Impacts**

- Increased knowledge of resilience of individuals and communities
- Improved community preparedness and response to future disasters
- Future disaster-related health impacts minimized
CARIBBEAN CONSORTIUM FOR RESEARCH IN ENVIRONMENTAL AND OCCUPATIONAL HEALTH (CCREOH)

• One of seven U01/U2R GEOHealth Hubs (ongoing)
• The goals of the GEOHealth program are to:
  • Strengthen EOH research collaborations
  • Accelerate scientific infrastructure development
  • Enhance research training
  • Create relevant advanced educational curricula and outreach material
  • Support research needed to identify and design mitigation strategies for the adverse consequences of EOH exposures
  • Inform nationally-relevant policy development in Low- or Middle-Income Countries (LMICs)
CARIBBEAN CONSORTIUM FOR RESEARCH IN ENVIRONMENTAL AND OCCUPATIONAL HEALTH (CCREOH)

- CCREOH’s U01 project has five overall aims
- Aim-specific outcomes will contribute to achieving the project’s overall desired outcome
- CCREOH’s outcome will contribute to the collective outcomes and impact of GEOHealth program
ENTERPRISE EVALUATION APPLICATION: GEOHEALTH

• Benefits of applying the EE approach to GeoHealth Program might include:
  • Increasing research synergy around inter-hub collaborations
  • Complementarity and linkages between data collected by individual projects
  • Developing a common set of approaches for achieving outcomes
  • Determining each Hub’s path of influence on common outcomes
  • Determining potential barriers/enablers to the achievement of outcomes
  • Reflecting collectively on the extent to which the Hubs resulted in desired program impacts
  • Developing evaluation capacity among project personnel
ENTERPRISE EVALUATION: CCREOH (U01)

<table>
<thead>
<tr>
<th>CCREOH Aims</th>
<th>Aim-specific Outcomes</th>
<th>CCREOH Outcomes</th>
<th>GEOHealth Outcomes and Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aim 1: Identify exposures</td>
<td>Knowledge of exposures in pregnant women &amp; offspring</td>
<td>Increased knowledge of the impact of neurotoxicant exposure on maternal and child health in Suriname</td>
<td>Development of mitigation strategies to address adverse consequences of EOH exposures in LMICS</td>
</tr>
<tr>
<td>Aim 2: Assess levels of neurotoxicants in exposure sources</td>
<td>Knowledge of levels of neurotoxicants in sources</td>
<td></td>
<td>Strengthened EOH research collaborations among institutions in LMICs and US (U2R)</td>
</tr>
<tr>
<td>Aim 3: Determine association of birth outcomes and levels of neurotoxicants</td>
<td>Knowledge of association of birth outcomes and neurotoxicants</td>
<td></td>
<td>Accelerated scientific infrastructure development in LMICs</td>
</tr>
<tr>
<td>Aim 4: Determine association between neurotoxicants and neurodevelopmental and epigenetic outcomes</td>
<td>Knowledge of association of neurotoxicants and ND and epigenetic outcomes</td>
<td></td>
<td>Improved capacity to address EOH exposures in LMICs</td>
</tr>
<tr>
<td>Aim 5: Disseminate research findings</td>
<td>Increased awareness of EOH among target audiences</td>
<td></td>
<td>Improved EOH national policies in LMICs</td>
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ENABLERS AND BARRIERS TO ACHIEVEMENT OF LONG-TERM IMPACTS

• Enablers
  • Strong relationships among team members
  • Expertise within team
    • Diversity of expertise
    • Evaluation-specific expertise
  • Flexibility in selection of indicators and measurement strategy within the set of collective outcomes

• Barriers
  • Differing capacities for research and evaluation, particularly in LMICs
  • Difficulty finding meeting times within and across hubs
  • Difficulty working across disciplines and sectors
LESSONS LEARNED

• Need to balance flexibility and standardization
  • In design and methods
  • Enterprise evaluation as a possible strategy to achieve an appropriate balance
    • Standard outcomes, flexible design and methods
• It takes time to build collaborative relationships with researchers, institutional partners and community partners
• How can we continue evaluation beyond the life cycle of the grant?
  • Financial and human resources
  • Evaluation literacy
  • A stick and carrot
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