



EVALUATION 2013:

Evaluation Practice in the Early 21st Century

October 14-19, 2013 | Washington, DC

involving program clients
as participants ...

*practice-based advice for better
cost-inclusive evaluation*

Brian Yates



... as participants ...



in cost-inclusive evaluation

Perspectives on Costs

- Provider perspective
- Consumer perspective
- Consumer family perspective
- Taxpayer perspective
- Community perspective
- Policy makers
- Funders (philanthropic & otherwise)
- *and: Evaluator perspective*

Consumer perspectives

- time
- transportation
- personal (psychological)
 - outcomes (“benefits” even if not monetary)
 - resources devoted (“costs” if nonmonetary)

also: opportunity costs
to providers, consumers

- child care
- elder care
- employment income
- barter income
- other income

how I've asked consumers

individual questionnaire

- self-report of amount (best, min, max)
- ratings (of personal benefits, resources)

group questionnaire

consumer perspective on activities

- "homework" performed?
- program activities
- internal (psychological) activities
- internal (psychological) processes

Findings from...

- Learning House
- Weight Management Institute
- Consumer-Operated Services (COS)
- Gender-Sensitive Treatment (GSTx)

Learning House
Cost Study
with
William Haven &
Carl Thoresen

Actual Costs:

Learning House: data on resources used for treatment components

		Monday		Sunday		<i>Total</i>	
		am	pm	am	pm	am	pm
Program-Related Activities (Record as mutually exclusive and in minutes, please.)	w/LH children						
	w/LH parents						
	w/LH staff						
	community relations						
	household & shopping						
	phone contacts						
	reading						
	writing						
	preparing for counseling						
	preparing for other						
	other:						
	Totals						

Findings for a Residential Program for Youth

OPERATIONS AND COMMUNITY COSTS FOR LEARNING HOUSE PERSONNEL

<i>Personnel Category (Degree)</i>	<i>Operations Cost</i>	<i>Hourly Payrate</i>	<i>Time (Hours)</i>	<i>Community Cost</i>
MD, JD, CPA	\$1,462	\$45.00	32.5	\$ 1,462
PhD	849	15.67	50.9	798
MA	2,706	7.78	829.3	6,452
BA	2,972	7.66	1785.2	13,675
Paraprofessional	0	5.53	532.3	2,943
Undergraduate	0	1.70	699.4	1,189
Other (Includes Clients' Parents)	0	2.00	297.0	594
Total Personnel Cost	\$7,988			\$27,112

NOTE. These data were compiled for a single two-month period. From Yates, Haven and Thoresen (1979).

Weight Management Institute Cost Study

Obesity Reduction Strategy

Eating Only in Designated
Eating Place

Reducing Number of Eating
Episodes

Reducing Number of Snacks
Eating at Regular Times

Graphing Weight

Leaving Some Food on Plate

Shopping for Food from a List

Keeping a Food Diary

Counting Calories and Choosing
Foods Lowest in Calories

Imposing a Delay Between an
“Urge” to Eat and Eating

Keeping Foods in Kitchen and
in “See-Proof” Containers

psychological benefits

<i>Obesity Reduction Strategy</i>	<i>Perceived “Difficulty” Mean s.d.</i>	
Eating Only in Designated Eating Place	4.6	(3.1)
Reducing Number of Eating Episodes	5.1	(3.3)
Reducing Number of Snacks	6.4	(3.1)
Eating at Regular Times	4.8	(3.5)
Graphing Weight	1.8	(1.5)
Leaving Some Food on Plate	7.3	(3.4)
Shopping for Food from a List	3.0	(2.8)
Keeping a Food Diary	4.2	(2.9)
Counting Calories and Choosing Foods Lowest in Calories	5.4	(3.2)
Imposing a Delay Between an “Urge” to Eat and Eating	7.1	(3.2)
Keeping Foods in Kitchen and in “See-Proof” Containers	2.9	(2.6)

SUBJECTIVE COSTS AND BENEFITS OF
SELECTED OBESITY REDUCTION STRATEGIES

<i>Obesity Reduction Strategy</i>	<i>Perceived "Difficulty"</i>		<i>Perceived "Usefulness"</i>	
	<i>Mean</i>	<i>s.d.</i>	<i>Mean</i>	<i>s.d.</i>
Eating Only in Designated Eating Place	4.6	(3.1)	7.3	(3.0)
Reducing Number of Eating Episodes	5.1	(3.3)	8.5	(2.4)
Reducing Number of Snacks	6.4	(3.1)	8.9	(2.0)
Eating at Regular Times	4.8	(3.5)	7.5	(3.1)
Graphing Weight	1.8	(1.5)	5.8	(3.3)
Leaving Some Food on Plate	7.3	(3.4)	6.9	(3.2)
Shopping for Food from a List	3.0	(2.8)	7.8	(2.9)
Keeping a Food Diary	4.2	(2.9)	8.5	(2.5)
Counting Calories and Choosing Foods Lowest in Calories	5.4	(3.2)	8.4	(2.6)
Imposing a Delay Between an "Urge" to Eat and Eating	7.1	(3.2)	8.0	(2.6)
Keeping Foods in Kitchen and in "See-Proof" Containers	2.9	(2.6)	6.1	(3.4)

NOTE. "s.d." = standard deviation. Adapted from Yates (1978).

COSP Cost Study

with

Mike Freed,

Danyelle Mannix, &

Jean Campbell

COSP activities

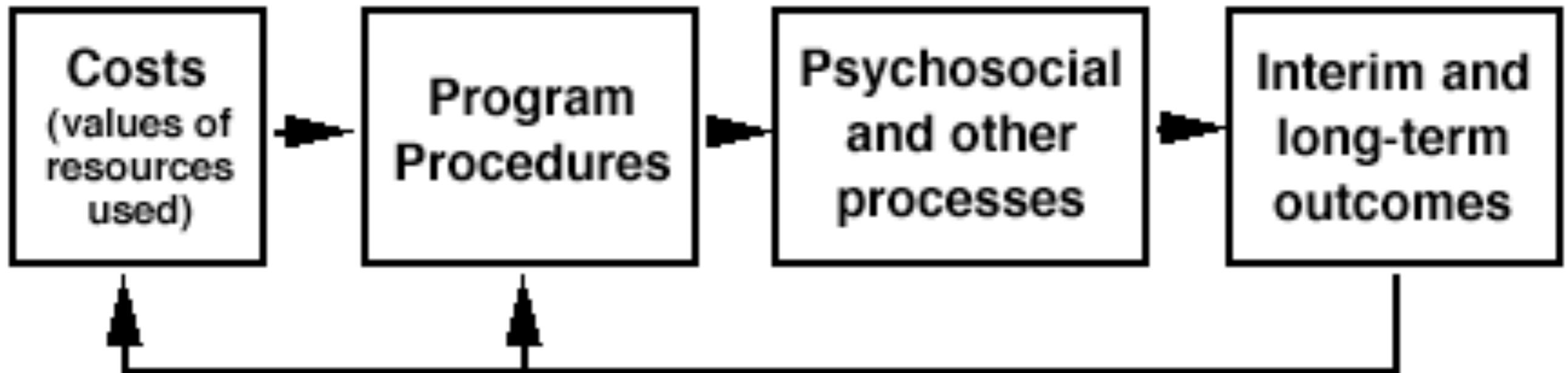
Theory-of-program:

- Resource → Activity → Process → Outcome

What most COSPs did when asked to list Activities

How I got COSPs to list Resources ...

Costs → ~~Procedures~~ Activities →
Processes → Outcomes model



Volunteered and Donated
~~Costs~~ Resources

Volunteered and Donated

- develop sample spreadsheet
- encourage adaptation by sympathetic sites
- send to other sites with endorsement from sympathetic site, examples, manual
- allow sites to list their own resources
- sites set own costs per unit
- get data quarterly on volunteered and donated resources

Cost Study: Resource -> Program Activities table

Program Activities					
				Peer Counseling	Singing
Paid for					
Volunteered		Tutorial (3/4 hr 2x/week)			1 hr / week teaching
Paid for	6 ft. x 10 ft. @ \$0.65 / sq. ft.	4 ft. x 6 ft. @ \$0.65 / sq. ft.		12 ft. x 23 ft. @ \$0.65 / sq. ft.	
Volunteered					
Paid for		___ hours on a \$1,000 computer	Van for ___ miles @ \$ ___ /mile		1 guitar @ \$120
Volunteered					
Paid for	<u>Time: receptionist @ \$7.00 / hour x 20 hours / week.</u>				
	<u>Time: Executive Director @ \$10.50 / hour.</u>				
	<u>Time: Janitor @ \$6.00 / hour x 8 hours / week.</u>				
	<u>Time: 2 staff 3-5 hours / day, 1 @ \$7.00 / hour, 1 @ \$5.75 / hour.</u>				
	<u>Space: Main room 20 ft x 40 ft @ \$0.65 / sq. ft., Kitchen (10 x 20 ft).</u>				

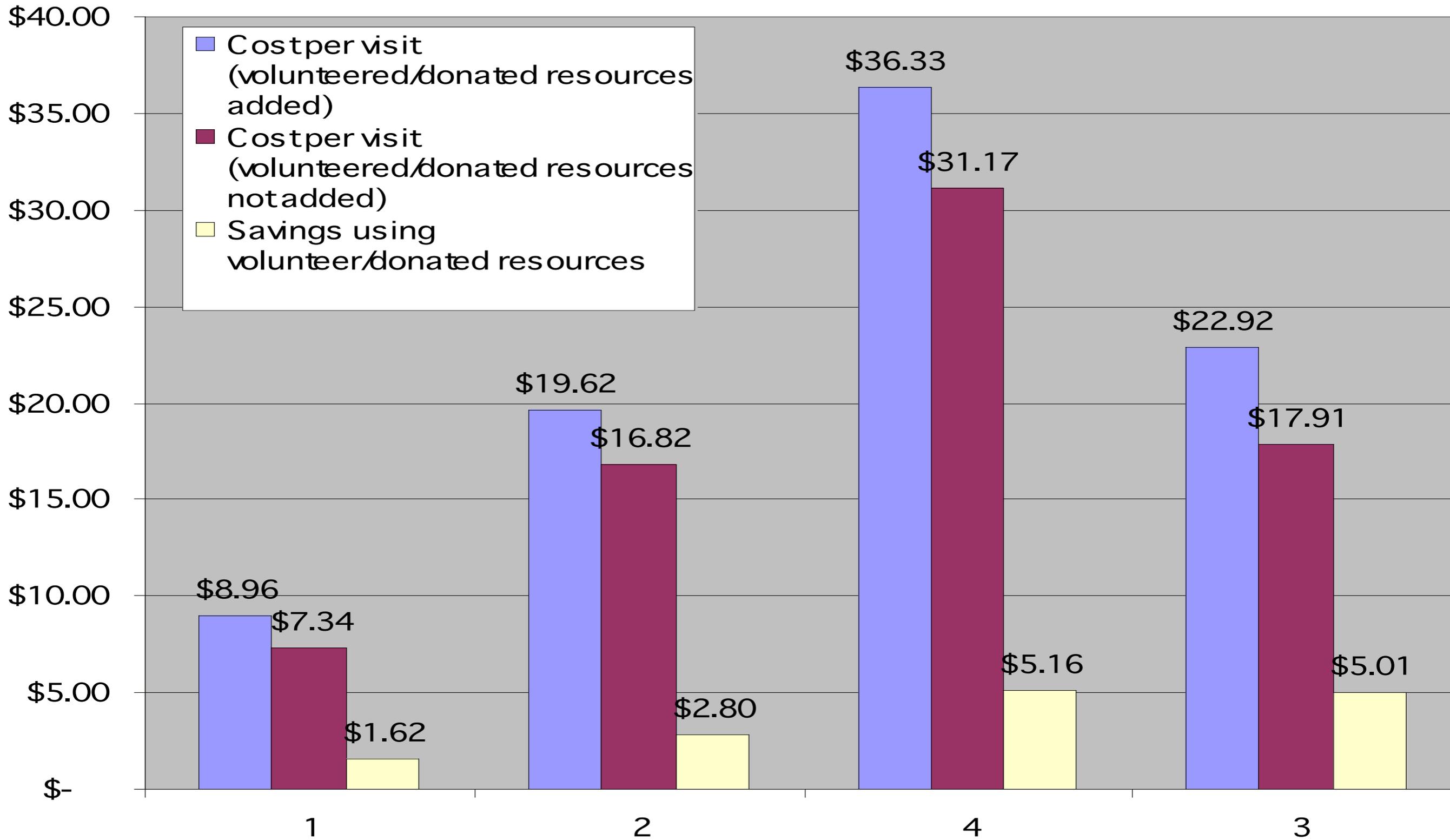
Paid for		<u>Time: receptionist @ \$7.00 / hour x 20 hours / week.</u>		
		<u>Time: Executive Director @ \$10.50 / hour.</u>		
		<u>Time: Janitor @ \$6.00 / hour x 8 hours / week.</u>		
		<u>Time: 2 staff 3-5 hours / day, 1 @ \$7.00 / hour, 1 @ \$5.75 / hour.</u>		
		<u>Space: Main room 20 ft x 40 ft @ \$0.65 / sq. ft., Kitchen (10 x 20 ft)</u>		
		<u>Space: Restroom (3 x 5 ft.)</u>		
		<u>Other: Coffee, sugar, creamer</u>		
		<u>Other: Salad @ \$0.35 / day / consumer</u>		
		<u>Other: Phones for consumers (\$108/month)</u>		
		<u>Other: Newspapers for classified ads @ \$76 / 6 months.</u>		
		<u>Other: Toilet paper and paper towels.</u>		
Volunteered		<u>Time: Volunteers cleaning kitchen, socializing with consumers,</u>		
		<u>Time: @ ___ hours per week, at an estimated \$ ___ per hour.</u>		
	<u>Other: Books, Tables, 2 outside, for smokers' conversations,.</u>			
	<u>Other: Bakery items (no cost, but pickup required).</u>			

Findings for adding
nonmonetary costs ...

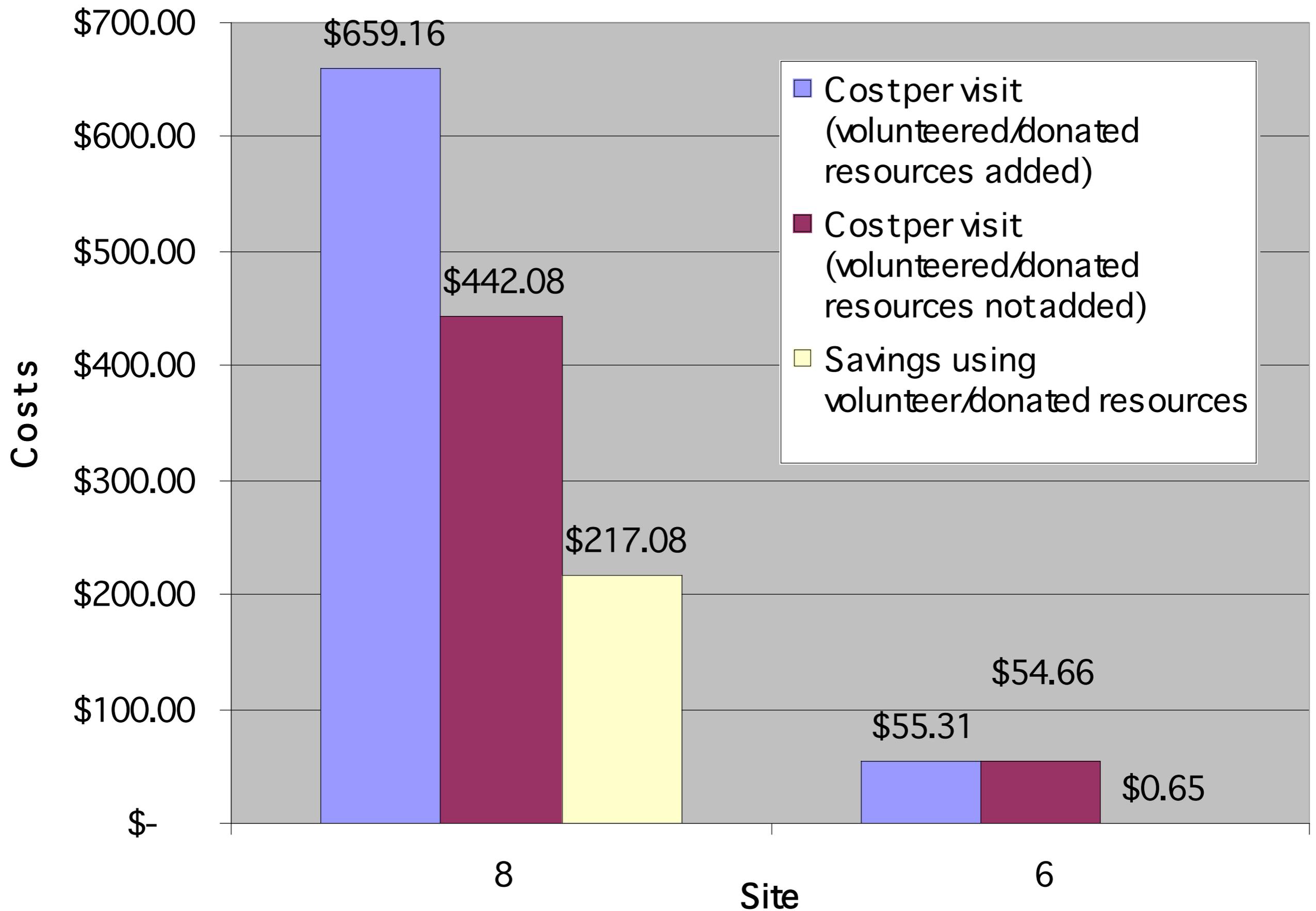
how we turned feared data into beneficial findings

- volunteered and donated resources reconceptualized as:
 - something you don't have to pay for
 - monetary demonstration of a program's ability to mobilize community!
 - return on monetary resources

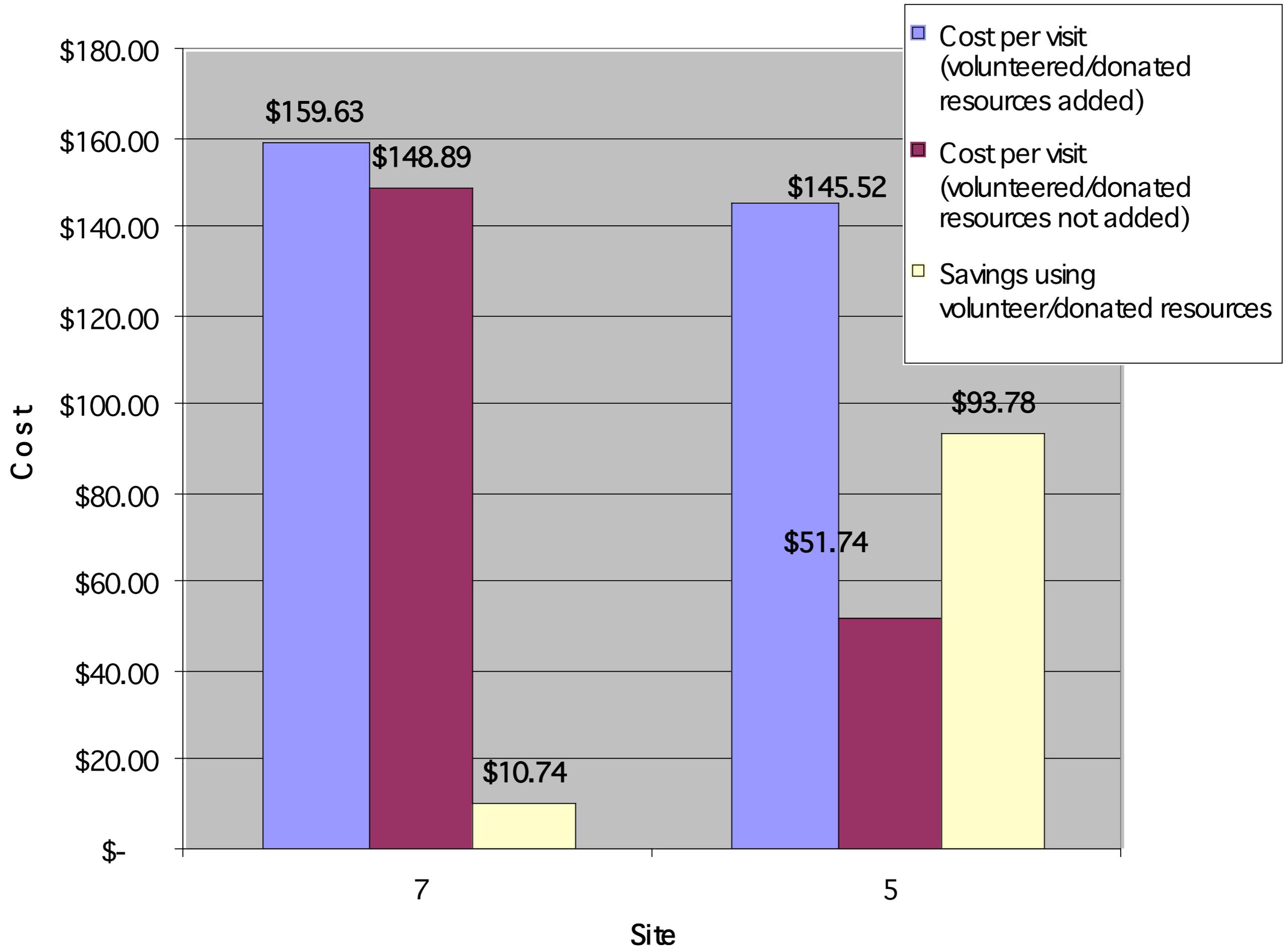
Average Cost Per Visit Drop-Ins



Average Cost per Visit: Education/Advocacy



Average Costper Vist: Peer Support



:: volunteered & donated resources can be evaluated

- inexpensively
- little resistance
- more accurate evaluation:
 - show how resources really being used
 - contrast “cash” versus replacement value
 - better replication

Gender-Sensitive
Treatment Cost Study
with Sarah Hornack
& Westat (Orwin,
Kissin, Tang, Claus,
Arieria)

Program Services	Time (mean minutes per day)			Weekly frequency	Transportation (round trip)	
	"average"	"least"	"most"		Yes or No? minutes spent	Did you pay? How much?
<i>PRACTICE – Getting ready in the morning (n = 71.5)</i>	29.4	14.5	46.2	6.4		
Individual counseling (n = 61)	26.8	15.2	43.8	1.9	no: 30 yes: 0	
Family or couples counseling/conference (n = 7)	79.4	72.1	98.6	1.9	no: 6 yes: 0	
Group Therapy or Education – <i>Coed or mixed (n = 74)</i>	205.3	171.2	231.7	6.7		
Group Therapy or Education – <i>Women only (n = 59.5)</i>	104.7	95.7	117.9	5.1		
Medication (including waiting time) (n = 64)	24.6	12.8	34.1	11.1		
Other medical services (e.g., doctor, nurse, GYN) (n = 40)	101.0	67.0	129.3	1.5	no: __ yes: __ 32.5 minutes	
Other appointments (e.g., legal, child custody, housing) (n = 13)	81.9	71.8	103.3	2.4	no: __ yes: __ 8? 61.9 minutes	

Questions & Answers

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