

Using Stakeholder Values to Determine Evaluation Questions in Health Evaluation

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Objectives

- By the end of this session, participants will:
 - know how to identify stakeholder values and select evaluation questions.
 - know how to use values to judge the program a success or determine effectiveness.

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Introduction

- Evaluators have a responsibility to make a value judgment on the program (Worthen, Sanders, & Fitzpatrick, 2004).
- Program evaluation requires finding a balance between taking into account the values of stakeholders and paying appropriate attention to the technical issues.
- Participatory evaluation approaches are built on the principle that stakeholders should be involved in the evaluation.

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Assumptions of Evaluation and Values

Every evaluation should have:

Corresponding stakeholder values:

- | | | |
|-----------------------|-----|-------------------------------|
| • Criteria of merit | ——— | • What is important? |
| • Standards | ——— | • How much? |
| • Defensible evidence | ——— | • How good is the evidence? |
| • Evaluative judgment | ——— | • How useful is the judgment? |

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What is Value?

- The merit, significance, desirability, or utility of some object or program.
- The judgment of what is valuable or important.

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Values in Evaluation

- Evaluation findings might be ignored, criticized or resisted because the evaluation did not address the stakeholders' concerns or values.
- Values are usually "under the surface" (Yarbrough et al., 2010).
- When stakeholders disagree about values, it may reflect differences in which outcomes are deemed most important (CDC, 2001).

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COM's and Standards of Performance

- Evaluation conclusions are justified when they are linked to the evidence gathered and judged against agreed-upon values and standards set by the stakeholders.
- The program and its stakeholders must articulate and negotiate the values that will be used to consider a program "successful," "adequate," or "unsuccessful."
 - Criteria of merit
 - Standards

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Values, COM's and Standards

- "What are the criteria by which the success of the policy or program should be judged" (Mark et al., 2000)
 - What do we look at in order to determine quality, value, effectiveness?
 - Impact according to whom (Vassen, 2010)
 - How good is good?
 - How do we interpret the evidence?

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Common Sources of Criteria of Merit & Standards

- Program objectives
- Organizational mission
- Needs assessment
- Literature review
- Expert judgment
- Stakeholders
 - Let's focus on this.
 - Can use 2 step process of interviewing key stakeholders from identified groups.
 - Then, do stakeholder survey for all stakeholders (or a sample)

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Stakeholder Interviews

- What is your general perception of the program?
- What do you perceive as the purposes (goals, objectives) or guiding philosophy of the program?
- What is the one major question you would like the evaluation to answer?
- What concerns do you have about the program?
- How would you define success?

Worthen, Sanders, and Fitzpatrick, 2005

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Stakeholder Interviews (cont.)

- What type of proof or evidence would you like to define success?
- How could you use the information provided by this question?
- What do you think the answer to the question is?
- Are there other people who would be interested in this question?
- Are their any disagreements about the program?

Worthen, Sanders, and Fitzpatrick, 2005

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Example: Stakeholder Survey

YOU LOSE Program - [County] Health Services Agency

1. What is your general view of the YOU LOSE program? What do you think of it? Do you think well of it? Badly of it? What do you like about it? Why? What do you not like about the program? Why?

2. What do you perceive as the purposes (goals, objectives) or guiding philosophy of the YOU LOSE program? Do you agree with the purpose or philosophy? Do you think the problems the program addresses are severe? Important?

3. What do you think the theory or model for the program is? How is the program supposed to work? Why would the program actions lead to success on the program's objective or criteria? Which program components are most critical to success?

4. What concerns do you have about the YOU LOSE program? About its outcomes? Its operation? Other issues?

5. What major questions would you like the evaluation to answer? Why? (Please list all. Provide a rationale for each question.)

6. How could you use the information provided by these questions? Would you use it to make decisions, to enhance your understanding of the program, to make improvements?

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Example (cont.)

1. What aspect of the YOI LOSE program do you value most?

2. How would you define success of the YOI LOSE program?

3. What 3 things do you hope that an evaluation of the YOI LOSE program will achieve?

4. Please rank the following in terms of importance to you?

	Not important	1	2	3	4	5	6	7	8	9	10	Very important
Administrative cost	<input type="radio"/>											
Contribution to the program	<input type="radio"/>											
Public PR about the program	<input type="radio"/>											
The number of students using YOI LOSE	<input type="radio"/>											
Changes in CDR rates in the month	<input type="radio"/>											
Student knowledge regarding the consequences of CDR	<input type="radio"/>											
Staff and agency collaboration	<input type="radio"/>											
Number of students using under the advice	<input type="radio"/>											
Satisfying State regulatory requirements	<input type="radio"/>											
Improving community members	<input type="radio"/>											
Student satisfaction with the YOI LOSE case	<input type="radio"/>											
Other	<input type="radio"/>											

5. For your first choice above, WHY is this important to you?

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Conclusion

- Need to incorporate stakeholder values in program evaluation.
- Even if the evaluation is technically rigorous, it may not be useful unless it represents stakeholder values.
- Incorporate stakeholder values into evaluation questions and standards for performance.
 - Increases evaluation buy-in
 - Increases perceived validity of evaluation judgments/ conclusions
 - Increases evaluation utilization
- However, stakeholder values can change over the life of a program.
- Can write sub-reports to specific stakeholder groups.

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Thanks!

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