Towards *More Useful Evaluation* for Supporting Ongoing Program Development

"Evaluation as a Game-Changer"

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Discussion outline

❑ Exploring evaluation assumptions

❑ Assessing the current context of the AFPC

❑ Considering the untapped potential of developmental evaluation

❑ Suggesting a way forward

❑ Offering lessons learned & final words

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What are some of your assumptions about evaluation?
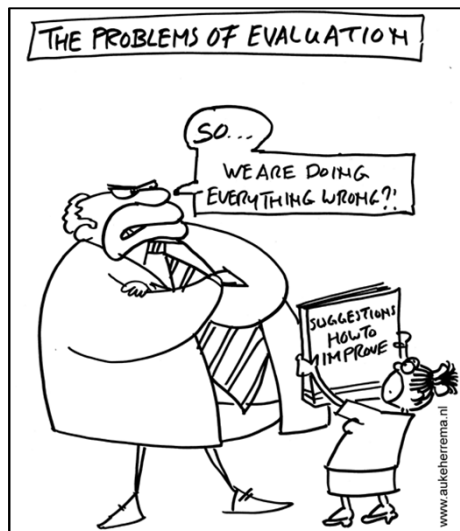
- Limited usefulness
- Great time demand
- Difficulty coordinating
- Others?

How do we change the evaluation process so that your *next experience is different?*

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Is my assessment of the current context of the work of AFPC accurate?

- ❑ Programs are needing to respond to pressures of accreditation cycles
- ❑ Existence of some common educational outcomes across programs (and some unique)
- ❑ Desire for access to data for informing ongoing improvements
- ❑ Environment is one of constant flux, no longer predictable influences
- ❑ Commitment and (to some degree) capacity for undertaking this work

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Do we need a new approach to evaluation?

From : buildingmarkets.org

From: www.capacity.org

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How does developmental evaluation look different?

A developmental evaluation approach is a way of collecting and using data within innovative settings where goals are emergent and changing rather than predetermined and fixed.

- ❏ Allows response to evolving nature
- ❏ evaluators collaborate with the program creators to conceptualize and develop evaluative questions and procedures that facilitate a dialogue that supports the development process.

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Defining Developmental Evaluation

An approach to evaluation that is grounded in
systems thinking and supports **innovation**
by collecting and analyzing **real time data**
in ways that lead to informed and ongoing
decision making as part of the design,
development, and implementation process
Michael Q. Patton

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What additional skills are required of a DE evaluator?

- Relationship-building is key to accessing
  - Critical incidents as they emerge
  - Historical and ongoing organizational "baggage"
- Negotiating skills is key to enhancing
  - Facilitation of use of existing and new data
  - Resolution of existing and emerging conflicts
- Comfort with the unpredictable and ability to play the "disturber" role
- Other?

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Who is engaging in DE?

- ❑ Centre for Evaluation Innovation in the US
- ❑ Foundations
  - ❑ E.g., Kellogg, Bill & Melinda Gates
- ❑ School boards
  - ❑ E.g., technology leadership initiatives
- ❑ Educational programs
  - ❑ E.g., Interprofessional initiatives

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Suggesting a way forward:
Within programs

To contribute to ongoing:
- ❑ evidence-based decisions, it will be important to begin to anticipate future informational needs in addition to responding to emerging informational needs.
  - ❑ DEVELOPMENTAL PURPOSE
- ❑ programmatic improvements, it will be important to measure alignment of activities with the faculty's strategic framework.
  - ❑ FORMATIVE PURPOSE
- ❑ assessments of impacts, it will be important to generate data to report the extent to which intended outcomes have been met.
  - ❑ SUMMATIVE PURPOSE

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Suggesting a way forward: Within programs

Focus of Information Need	Evaluation Question Purpose	Key Evaluation Questions
Relevancy	Developmental	▪ Are the *current data collection tools/instruments providing information relevant* for organizational decision-making?
Intentionality	Formative	▪ Are the *current activities being improved* for increased alignment with faculty's strategic framework?
Impact	Summative	▪ Have the outcomes met the accreditation *outcomes* as specified?

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Suggesting a way forward: Across Faculties of Pharmacy

To contribute to ongoing:

❑ accreditation decisions, it will be important to begin to anticipate future needs in addition to responding to emerging needs.
  ❑ DEVELOPMENTAL PURPOSE
❑ data collection improvements, it will be important to measure alignment of tools/instruments with the association's priorities.
  ❑ FORMATIVE PURPOSE
❑ assessments of impacts, it will be important to generate data to report the extent to which priorities have been achieved.
  ❑ SUMMATIVE PURPOSE

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Suggesting a way forward:
Across Pharmacy Faculties

Focus of Information Need	Evaluation Question Purpose	Key Evaluation Questions
Accreditation	Developmental	▪ Are the *current working group activities providing information relevant* for organizational decision-making*?*
Alignment	Formative	▪ Are the *data collection tools/instruments being improved* for increased alignment with the association's priorities?
Priorities	Summative	▪ Has the evaluation measured the extent to which priorities have been achieved?

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Towards identifying shared outcomes

- ❑ What are the inputs across our programs?
  - ❑ Faculty, students, funding, space, committees…
- ❑ What are the outputs across our programs?
  - ❑ Number of pharmacists that meet our professional standards, quality of community relationships….
- ❑ What are the proxies we are collecting across our programs?
  - ❑ Student retention, external exam results…

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Offering lessons learned & final words

- ❏ Select/create the "right" instruments/protocols
  - ❏ Generate accurate & relevant data
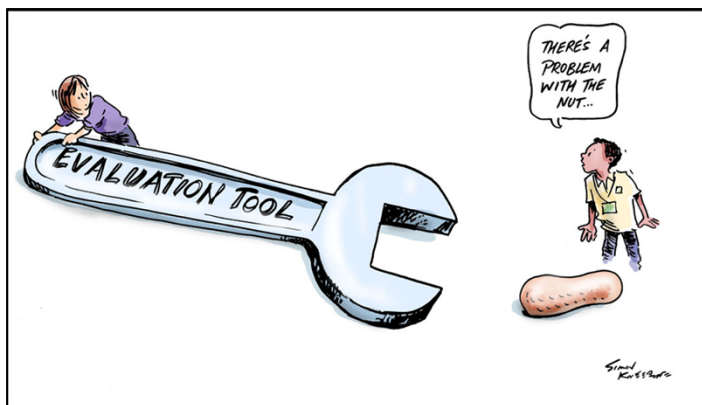
From simonkneebone.com

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Offering lessons learned & final words

- ❏ Provide access to the information as it emerges
  - ❏ Enhance use of data for evidence-based decisions

From: archive.constantcontact.com
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6/12/2013

E.g., Create a knowledge translation plan

Strategy	Audience	Means of dissemination	Ease of implementation
Progress Updates	Faculties	Written via email monthly	*easy if kept short
Final Reports	Faculties & association	Written at interim points & end of evaluation	*moderately may require additional supports
Presentations	Faculties & members	Annual conference	*moderately due to personnel & time constraints

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I see a world with endless possibilities where….

❑ Evaluators and organizations conceptualize their work together differently.
  ❑ Recognize sources of organizational complexity
  ❑ Embrace the role of the evaluator as a "disturber"
  ❑ Rethink sources of data
  ❑ Broaden concepts of use

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1. How does a developmental evaluation approach look different from what you are already doing?
2. What are your most pressing issues/priorities?
3. Where could you start small & scale up?
4. What are some proxies that would help you identify shared outcomes?

Other questions?

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