

Coordination, Consultation, Collaboration, Communication

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Results

Funding Cycle	ESA Award	
FY 2006	\$86,025	Bioengineering Research Partnership Program Feasibility Study
FY 2012	\$149,872	Global Health Initiative Feasibility Evaluation Study
FY 2014	\$296,693 \$364,191 \$10,770	NHLBI Global Health Initiative Centers of Excellence Outcome Evaluation Evaluation of the NHLBI Proteomics Centers Program Tuition reimbursement for evaluation training
FY 2015	\$0	Six Letters of Intent
FY 2014 TOTAL	\$671,654	

FY 2014 Projects + Training

- Two teams submitted proposal and received funding
- 13 people initiated and completed training
- NHLBI Director invested \$6,780 for tuition
- Total earmarked for evaluation in FY 2014 = \$678,434
- NIH Evaluation Set-Aside Program + NHLBI

Coordination

- Evaluation training opportunities FY14
 - Email to senior staff
 - Internal application and administration
 - Knowledgeable person to advise about training opportunities
- Prepare for FY15 Evaluation Set-aside funding
 - At-a-glance presentation (October – November, 201)
 - Trans-NHLBI
 - Email announcement targeted NHLBI Office & Division Directors
 - Invitation for four presentations
 - Intranet announcement and news article

Consultant Model

- Consultation
- Anecdotal evidence
- Technical assistance to transform questions into viable evaluation or other analytic studies; quantified answers to practical questions
- Expertise: (1) social science research; (2) evaluation; (3) proposal development
- NIH Office of Evaluation

Consultation Rationale

- Patton (2008)
 - Intended users are more likely to use evaluations if they understand and feel ownership of the evaluation process and findings and
 - they are more likely to understand and feel ownership if they've been actively involved.
 - By actively involving primary intended users, the evaluator is preparing the groundwork for use.
 - Patton, M. Q. (2008). *Utilization-focused evaluation*. [Chapter 3] Sage.
- Silverman (2015)
 - Senior Advisor to the Commissioner, Office of Compliance Analytics, IRS
 - Test and learn strategy
 - The key to success is getting people from operations involved
 - Feldman, A. (2015, March 26). Using analytics to tackle tough agency challenges: An interview with Dean Silverman, former head of the IRS Office of Compliance Analytics. Retrieved from <http://govinnovator.com/?s=dean+silverman&submit.x=0&submit.y=0>

Collaboration + Rapport

- Program ownership—Program/operations key to:
 - Understanding and defining problems
 - Implementing studies and solutions
- Ongoing relationships between evaluators and program staff; evaluators involved in studies throughout implementation
- Preferably, evaluators involved in planning (logic model)
- Forums for presenting results, gathering feedback on concepts, and highlighting successes and lessons learned
- Peer-reviewed publications
- Example: NHLBI Training Committee, Evaluation Subcommittee

Resources (Incentives)

- Office hours
 - One-on-one consultation about application strategies & technical advice
 - Executive and manager support
 - Office space
- Meetings with potential applicants
 - Information
 - Strategy
 - Feedback

Resources (Incentives) – cont'd

- Executive Staff Meeting Agenda Item
- Routine Staff Meetings
- PMAP elements
- Managers, allocate staff time and their feedback for proposal development
- Evaluation Expertise
 - Social Science Research Methodologies
 - Experience with NIH Evaluation Set-Aside Program (or proposal development and packaging)
 - NIH informal network of evaluators

Don't Forget Funding

Coordination, Consultation,
Collaboration, Communication
&

FUNDING

Potential Future Activities

- Focus group cooperative
- NIH Technical Merit Review Committee
- Office hours
- Evaluation salons
- Innovative arrangements with contractors, e.g. create a framework, project plan, logic model, identify resources, develop cost estimates, etc.

Quasi-experimental

- Treatment conditions or intervention assigned non-randomly
- Assess the counter-factual using comparison groups, before/after, instruments, natural experiments, other design and analysis devices
- Applying social science research methods
- Quantitative and qualitative analytical techniques
- Design, execute, and communicate results
- Technical and non-technical audiences
- Evaluators Institute – <http://tei.gwu.edu/course-listing-category>
- American Evaluation Association – <http://comm.eval.org/researchtechnologyanddevelopmenteval/tigresources/documents>

Further Reading

- Finkelstein, A., & Taubman, S. (2015). Randomize evaluations to improve health care delivery. *Science*, 347(6223), 720-722.
- Ginther, D. K., Schaffer, W. T., Schnell, J., Masimore, B., Liu, F., Haak, L. L., & Kington, R. (2011). Race, ethnicity, and NIH research awards. *Science*, 333(6045), 1015-1019.
- Leamer, E. E. (1983). Let's take the con out of econometrics. *The American Economic Review*, 31-43.
- Mason, J. L., Lei, M., Faupel-Badger, J. M., Ginsburg, E. P., Seger, Y. R., DiJoseph, L., ... & Wiest, J. S. (2013). Outcome evaluation of the National Cancer Institute career development awards program. *Journal of Cancer Education*, 28(1), 9-17.
- National Institutes of Health Individual Mentored Career Development Awards Program Evaluation Working Group,. *National Institutes Of Health Individual Mentored Career Development Awards Program*. Bethesda, MD: National Institutes of Health, 2011..
- Smith, G. C., & Pell, J. P. (2003). Parachute use to prevent death and major trauma related to gravitational challenge: systematic review of randomised controlled trials. *BMJ: British Medical Journal*, 327(7429), 1459.*

*Sense of humor required.

Thank you!

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