

## Applying Empowerment Evaluation and Getting to Outcomes to Systems of Care

19<sup>th</sup> Annual Research Conference  
Tampa, Florida February 24

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### Why Apply Empowerment Evaluation (EE) and Getting To Outcomes (GTO) to Systems of Care?

- Developing local planning and evaluation capacity can increase the effectiveness of SOC. Empowerment evaluation and Getting to Outcomes were developed to build capacity for planning and evaluation
- Empowerment Evaluation and GTO have the capacity to support the development of effective and sustainable collaborations.

### Overview of Presentation

- Description of Empowerment Evaluation and Getting to Outcomes
- Application of Empowerment Evaluation and Getting To Outcomes
- How Empowerment Evaluation and Getting to Outcomes can support the development and implementation of Systems of Care
- Discussion

### What is Empowerment Evaluation?

- “an evaluation approach that aims to increase the likelihood that programs will achieve results by increasing the capacity of program stakeholders to plan, implement, and evaluate their own programs” (Wandersman et al., 2005, p. 27)

### Empowerment Evaluation

- Based on idea that evaluation should be a collaborative process whereby an organization or community learns to plan, implement, and evaluate its own work
- Focused on providing information for continuous program improvement
- Evaluator’s role = coach or facilitator
- Stakeholders take ownership of the evaluation process

### 10 Principles of Empowerment Evaluation

(Wandersman et al., 2005)

- Improvement
- Community Ownership
- Inclusion
- Democratic Participation
- Social Justice
- Community Knowledge
- Evidence-based Strategies
- Capacity Building
- Organizational Learning
- Accountability

### Similarities Between SOC Values/Principles and EE Principles

SOC Values/Principles	EE Principles
➤ Family-Centered and Family-Driven	➤ Community Ownership & Community Knowledge
➤ Community Based	➤ Community Ownership & Community Knowledge
➤ Strengths Based	➤ Capacity Building
➤ Culturally Competent	➤ Inclusion
➤ Individualized	➤ Community Knowledge & Democratic Participation

### Research on Empowerment Evaluation

- Empowerment evaluation has been used by communities working to:
  - promote healthy families
  - prevent teen pregnancy
  - prevent child abuse and neglect
- Empowerment evaluation approach was shown empirically to be successful in helping state funded sexual assault prevention programs and victims' services programs to develop and carry out their own program evaluations \*(Campbell et al., 2004).

### *The Use of Empowerment Evaluation in State Domestic Violence Prevention Coalitions*

- CDC is currently funding the development and evaluation of an empowerment evaluation system for communities working to prevent domestic violence and sexual violence.
- System will include tools, training, and TA to build capacity for evaluation
- System designed to be flexible enough to meet the individual needs of each state.

### Relationship between EE and GTO

- Empowerment Evaluation (EE) is an EVALUATION APPROACH
- Getting to Outcomes (GTO) is one METHOD to OPERATIONALIZE this approach
- GTO is consistent with EE goals, principles and values

### Getting to Outcomes

- Getting to Outcomes (GTO) provides a practical guide for planning, implementing, evaluating, and sustaining programs or strategies
- Developed to address the gap between science and practice by building capacity to conduct planning, implementation and evaluation tailored to local contexts

## Getting to Outcomes

- GTO model poses 10 accountability questions and provides practitioners with methods and tools to answer these questions with quality
- Each question involves a number of self-assessment steps
- With careful consideration of each question, an organization should significantly increase the likelihood that it will achieve desired outcomes.

## Ten GTO Accountability Questions

### Planning

- 1) What are the needs and resources in your initiative?
- 2) What are the goals, target population, and desired outcomes (objectives) for your initiative?
- 3) How does the intervention incorporate knowledge of science and best practice in this area?
- 4) How does the intervention fit with other programs already being offered?
- 5) What capacities do you need to put this intervention into place with quality?
- 6) How will this intervention be carried out?

### Evaluation

- 7) How will the quality of implementation be assessed?
- 8) How well did the intervention work?

### Sustainability

- 9) How will continuous quality improvement strategies be incorporated?
- 10) If the intervention (or components) is successful, how will the intervention be sustained?

## The Getting To Outcomes Process



## Research on GTO

- Recent research has examined the effect of using GTO with substance abuse prevention coalitions. (Fisher, Imm, Chinman & Wandersman, 2006)
- Findings suggest GTO is a promising approach for making planning and evaluation accessible to practitioners.

## GTO Utilization in Substance Abuse Prevention Coalitions

- Utilized GTO model with corresponding TA and training in two community-based substance abuse prevention coalitions
- Qualitative interviews revealed that coalition staff felt GTO helped to improve planning, implementation, and evaluation. They also felt that it improved communication within and between agencies

## Why apply Empowerment Evaluation and GTO within Systems of Care?

- Researchers and practitioners have cited numerous challenges to evaluating and implementing systems of care (SOC). (Hernandez & Hodges, 2003)
- Researchers suggest that SOCs need to develop "ongoing internal evaluation procedures" and strong performance measurement procedures that focus both on process and outcome data to inform decision making. (Friedman, 2005) (Friedman & Drews, 2005)
- Developing local planning and evaluation capacity can increase the effectiveness of SOC. Empowerment evaluation and Getting to Outcomes were developed to build capacity for planning and evaluation.

### Characteristics of Effective Community-Wide Collaborations

- Shared Ownership and Accountability
- Family, Youth, and Consumer-Driven
- Consumer-centered Goals and Orientation
- Multi-disciplinary across multiple domains
- Strategic & Data Driven
- Individual & Collective Accountability
- Culturally Competent
- Problem-Solving Approach
- Clear, Consistent, & Simple Interventions & Expectations

### Characteristics of Effective Collaborations & Systems of Care

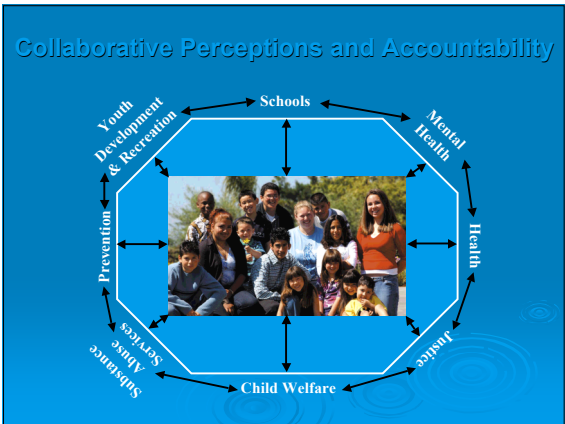
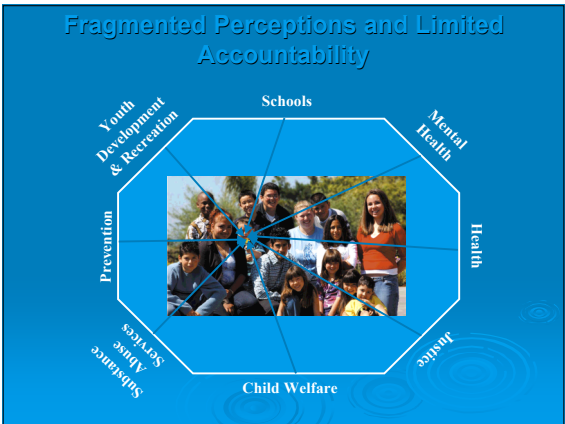
- Sustained
- Supportive Infrastructure
- Address Highest Common Factors
- Effectively Target and Address the Mechanisms of Change
- Institutionalized through
  - Policy
  - Leadership & Management
  - Protocols & Procedures,
  - Practices
  - Monitoring
  - CQI & Evaluation

### Whose Party Is It?: Operationalizing Collaboration

- Develop Your Logic Model Together
- Ensure Everyone's Indicators are at the Table
- Use the Indicators for Continuous Quality Improvement

Using Empowerment Evaluation to Help Operationalize Collaboration: New York's Safe Schools/Safe Students Initiative

- Partners:
  - Turnaround for Children
  - The New York City Department of Education
  - New York State Office of Mental Health
  - New York City Department of Health and Mental Hygiene
  - Visiting Nurse Services of New York
  - Agenda for Children Tomorrow
  - American Institutes for Research
  - Columbia University School of Social Work
  - The United Way of New York City



# 19th Annual RTC Conference Presented in Tampa, February 2006

