# HEALTH MANAGEMENT ASSOCIATES

# **Evaluation Series: Part 1 Measuring with Purpose and Aligning to Achieve Impact**

Million Hearts Learning Collaborative July 21, 2021

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# HEALTH MANAGEMENT ASSOCIATES



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# **EVALUATION LEARNING SERIES**



Measuring with Purpose and Alignment to Achieve Impact

Nuts and Bolts of Measurement and Evaluation Design

MHLC (July 21, 2021) Recorded Webinar (August 2021)

Assessing Your Results and Overcoming Challenges Leveraging the Evaluation: Making the Case and Promoting Sustainability

MHLC (September 15, 2021)

MHLC (October 20, 2021)



Measuring with
Purpose and
Alignment to
Achieve Impact

Nuts and Bolts of Measurement and Evaluation Design

MHLC (July 21, 2021)

Recorded Webinar

Assessing Your Results and Overcoming Challenges

Evaluation: Making the Case and Promoting Sustainability

MHLC September 15, 202 MHLC October 20. 2021

- Purpose of measurement and evaluation: why are we doing this?
- ☐ Intersection of improvement and impact
- ☐ Defining **SMART goals**
- ☐ Putting the pieces together: a **roadmap for change** considering the **audience**
- Next Steps: putting learning to work

# WHAT DO YOU SEE HERE?







# The case for change:

When "good enough" isn't good enough

#### The case for evaluation:

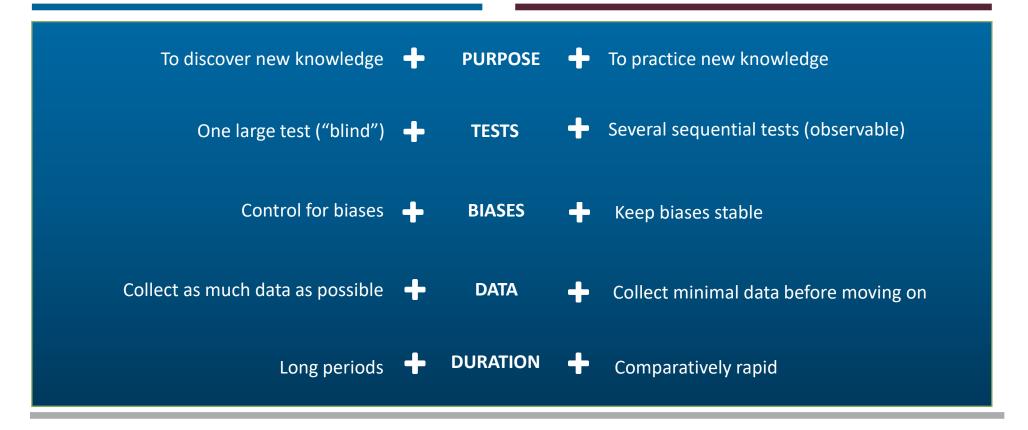
- When "we're doing this better now" doesn't show you if it's better
  - You can't improve what you can't (or don't) measure
  - Change and measurement need to be intentional: know your endpoint, and measure to get there.
  - o End points:
    - improve the process;
    - understand impact on (diverse, high-risk) populations;
    - report value to leadership/funders.

# **KNOW YOUR PURPOSE**



#### **MEASUREMENT FOR RESEARCH**

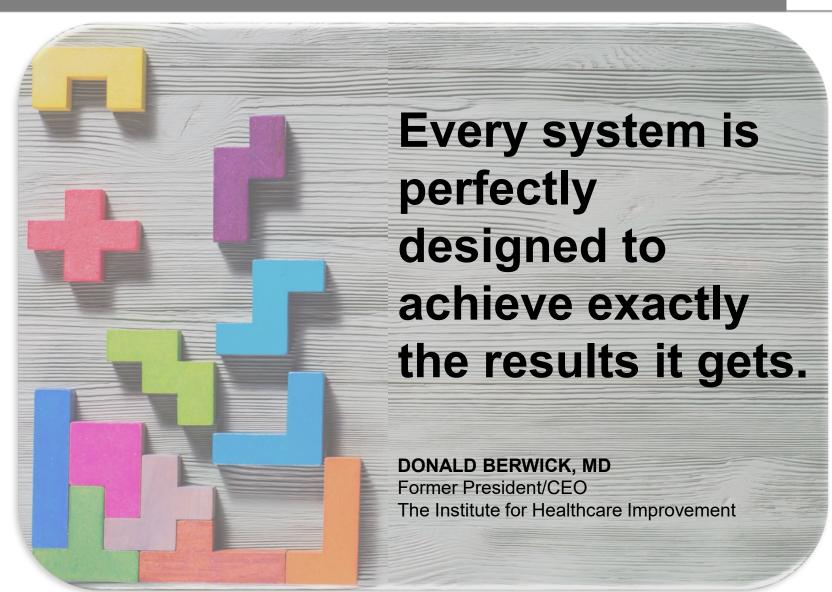
#### MEASUREMENT FOR IMPROVEMENT



MHLC PROJECTS: EVALUATION FOCUSES ON IMPROVEMENT AND OVERALL IMPACT

# **ACHIEVING RESULTS**



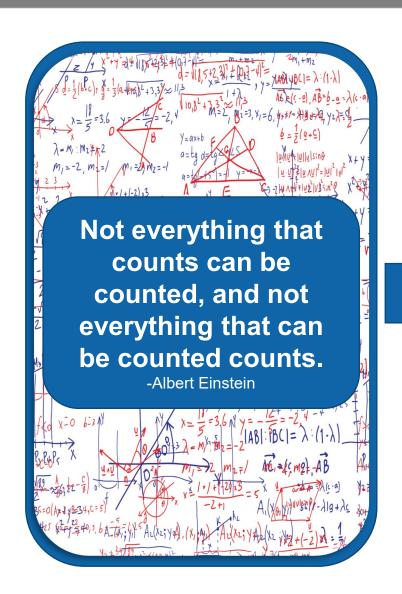


# ....So what results do we want?

- To know if we are meeting our goals and objectives:
  - Is the program working as intended?
  - Why or why not is this the case?

# **PURPOSEFUL MEASUREMENT**









# DISCUSSION

WHAT DOES SUCCESS OF YOUR MILLION HEARTS PROJECT LOOK LIKE?



# DISCUSSION

# WHAT DOES SUCCESS OF YOUR MILLION HEARTS PROJECT LOOK LIKE?

For your funders, or payers?

For your leadership?

For you?

For your team?

For your patient population?



# DISCUSSION

# WHAT DOES SUCCESS (OR UNSUCCESS) OF YOUR MILLION HEARTS PROJECT MEAN?

Continue or discontinue a program
Improve program implementation
Compare performance of different versions of program
Allocate resources among competing programs

# **SMART GOALS: AIM WORKSHEET**





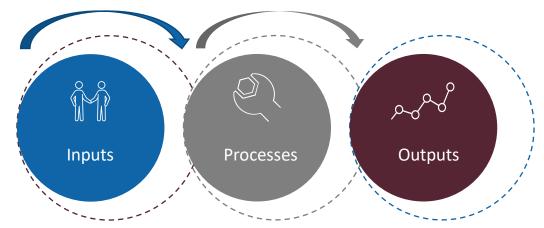


# **ALIGNMENT TO ACHIEVE IMPACT**









#### **Resources**

- People
- Infrastructure
- Materials
- Information
- Technology

#### **Activities**

- What is done
- How it is done

#### **Outcomes**

- Health services delivered
- Change in health behavior
- Change in health status
- Patient satisfaction
- Change in cost
- Return on investment

# THE EMPHASIS ON PROGRAM DESIGN



#### INTERNAL VALIDITY

#### **EXTERNAL VALIDITY**

- Degree to which we can be certain that the way we went about answering our question actually answered it
- Making sure that the program is responsible for any changes seen
- \*A design is internally valid if it enables the evaluator to be confident that the program is effective in a specific experimental instance" (Arlene Fink, Langley Research Institute)

- Degree to which we can be certain the results from this program and specific setting be generalized to other settings
- **+** Threats to external validity come from:
  - How participants were selected
  - Who was included
  - Are they representative
  - Characteristics of individuals involved

ACCURACY OF EVALUATION ANSWERS DEPEND ON INTERNAL AND EXTERNAL VALIDITY



# Threats to internal validity occur when the following are not present:

- Theoretical, conceptual, or practical basis for an expected relationship
  - O Why do we believe that the intervention will have the effects that we think it will?
  - Causal mechanism for outcomes needs to be explainable and reasonable
- Program precedes the outcome in time
  - Explanation of the steps in the intervention
  - Need to show that just by timing the intervention might be the source of change
- Other explanations ruled out
- Outcome measures reliable and valid
- Statistically significant association between program and outcome

### STUDY DESIGN TOOL: LOGIC MODEL



**EXTERNAL FACTORS** 

What we cannot control

#### SITUATION/ **ACTIVITIES**/ INPUTS/ **OUTCOMES/IMPACT OUTPUTS PRIORITIES RESOURCES PROCESSES Short-term Medium-term** Long-term Situation IF you have Certain IF you IF you IF these benefits IF you access to them. - Problem to resources are accomplish your accomplish your to participants accomplish your THEN you can needed to solve planned planned are achieved. planned use them to operate your activities, THEN activities to the THEN certain activities to the accomplish your program you will extent that you changes in **Priorities** extent that you planned hopefully deliver intended, THEN organizations, intended, THEN - Mission activities. the amount of your participants communities or your participants - Vision product and/or will benefit in systems might will benefit in - Values service that you be expected to certain ways. certain ways. - Local intended. occur. dynamics What is done - Number of - People - Change in - Learning - Action - How is it done patients health - Infrastructure - Knowledge - Behavior - Number of behavior - Materials - Skills - Practice services - Change in - Information - Decision-- Policv health status - Technology making developed - Change in cost - Policv - ROI

**ASSUMPTIONS** 

What we know/underlying theories



# **CASE STUDY: ABC FQHC**

The problem: ABC FQHC has a large population with uncontrolled diabetes, HTN and cholesterol. Based on a local community needs assessment, between 2017-2020, the proportion of residents with diabetes rose from 8.2% to greater than 11.8%, higher than the national and DC averages. Risk factors for diabetes complications—HbA1c rates, uncontrolled BP, high cholesterol, and high obesity rates—are also prevalent in the ABC population. The prevalence of diabetes and its risk factors has had a resultant impact on utilization of costly health care settings and is a significant driver of health outcomes and cost of care.

**Goals:** to improve health outcomes for patients with diabetes by promoting education, screening, access to treatment.

- Improve provider knowledge about the importance of statins for patients
- Improve patient screening for SDoH
- Improve access to resources to address diabetes
- Improve outcomes for patients with diabetes



### STUDY DESIGN TOOL: LOGIC MODEL



# SITUATION/ PRIORITIES

#### INPUTS/ RESOURCES

#### ACTIVITIES/ PROCESSES

#### **OUTPUTS**



#### **OUTCOMES/IMPACT**

**Short-term** 

**Medium-term** 

Long-term

#### Situation

- Problem to solve

#### **Priorities**

- Mission
- Vision
- Values
- Local dynamics

Certain resources are needed to operate your program

- People
- Infrastructure
- Materials
- Information
- Technology

IF you have access to them, THEN you can use them to accomplish your planned activities.

- What is done
- How is it done

IF you accomplish your planned activities, THEN you will hopefully deliver the amount of product and/or service that you intended.

- Number of patients
- Number of services
- Policy developed

IF you accomplish your planned activities to the extent that you intended, THEN your participants will benefit in certain ways.

- Learning
- Knowledge
- Skills

IF you accomplish your planned activities to the extent that you intended, THEN your participants will benefit in certain ways.

- Action
- Behavior
- Practice
- Decisionmaking
- Policy

IF these benefits to participants are achieved, THEN certain changes in organizations, communities or systems might be expected to occur.

- Change in health behavior
- Change in health status
- Change in cost
- ROI

#### **ASSUMPTIONS**

What we know/underlying theories

#### **EXTERNAL FACTORS**

What we cannot control

## STUDY DESIGN TOOL: LOGIC MODEL



#### SITUATION/ PRIORITIES



#### INPUTS/ RESOURCES



#### ACTIVITIES/ OU PROCESSES

#### **OUTPUTS**



#### **OUTCOMES/IMPACT**

#### Medium-term

Long-term

#### Situation

 High prevalence of diabetes and its risk factors

#### Priorities

 Lower cost of care

- Practice staff (providers, MAs, etc.)
- EHR, patient portal
- Technical assistance
- Lifestyle change program
- Nutrition education services
- Community resources for SDoH

- Provider/staff
   education on
   evidence based
   guidelines
- Provider/staff education on community resources for referral
- Develop standardized workflows for screening/ treatment
- Build CDS into EHR for statin use

 # providers/ staff educated

Standardized

- rooming process including SDoH screening tool
- Development of Lifestyle change program
- CDS template in EHR

 Providers understand evidencebased guidelines

Short-term

- Understand importance of statin use
- Understand referral processes
- Patients understand treatment options available

- Patients screened for SDoH
- Patients referred (lifestyle or SDoH)
- Patient attendance at classes/ referrals
- Statins discussed
- Statins prescribed

- Diabetic patients who showed evidence of lower HbA1c, lower cholesterol
- Fewer ER/inpatient visits for diabetic patients
- Lower total cost of care for diabetic patients
- Return on investment

#### **ASSUMPTIONS**

Patients have access to preventive care visits, availability of community resources

#### **EXTERNAL FACTORS**

Few resources in community for certain SDoH, EHR build depends on factors at system level

# **NEXT STEPS: PUTTING LEARNING TO WORK**



Measuring with Purpose and Alignment to **Achieve Impact** MHLC (July 21, 2021)

- ☐ Bring it back to your team:
  - ☐ Purposeful measurement and why
  - ☐ Try the tools: AIM Statement, Logic Model
- ☐ Discuss with us/your fellow grantees
  - ☐ Office hour: July 26, 12-1pm
  - □ Individual technical assistance: available on request
  - ☐ Review these (and other) tools, best practices
- **□** Up Next: Evaluation Part 2
  - ☐ August 2021 (Recording)
  - Measurement and Evaluation Design