

# EVALUATION PLAN TEMPLATE FOR LOCAL ORAL HEALTH PROGRAMS



**Developed by the Office of Oral Health Evaluation Team**

Sonal Patel, MPH, CPH - California Epidemiologic Investigation Service Fellow

Ravi Dasu, PhD, CCRP - Evaluation Lead

Jayanth Kumar, DDS, MPH - State Dental Director

November 2018



## Evaluation Plan Template: Introduction

### Purpose of the Evaluation Plan template

Local Oral Health Plan (LOHP) grantee work plan Objective #5 mandates the development of an Evaluation Plan (EP) to meet the grant objective requirements. OOH expects that the EP will incorporate the evaluation of activities and objectives for the LOHP's entire five-year work plan. California Department of Public Health (CDPH)-Office of Oral Health (OOH) generated this EP template to help the LOHPs develop an EP to chart the progress and achievements towards the grantee objectives and activities. OOH aims to help LOHPs collect useful information about the effectiveness and impact of the oral health programs by identifying aspects of the evaluation process that are unique, challenging, or critical to the communities that they serve.

### What is included in an Evaluation Plan?

An EP includes many elements that are listed in the box below.

#### Components of an Evaluation Plan include:

- Table of Contents;
- Introduction, including evaluation purpose, stakeholder engagement strategy, and evaluation resources and budget;
- Description of the program, including program need and logic model;
- Focus of the evaluation, including evaluation design and evaluation questions;
- Data collection strategy, including indicators and a timeline of evaluation activities;
- Analysis and interpretation plan;
- Intended use and sharing plan; and
- Appendix and References sections if necessary.

Note: See the EP Template: Appendix 1 for more details.

An EP is a dynamic document and should be updated and revised to reflect program changes and community priorities over time (1). The appended EP template is based on the Centers for Disease Control and Prevention (CDC) Framework for Program Evaluation in Public Health (1).

### How to use the Evaluation Plan template

The EP template is intended to help LOHP staff develop and write an EP. Each section heading in the EP template provides details about the type of information expected in that section, as well as subheadings that will help to organize EP details in a logical manner. Leading questions under each subheading may help users identify relevant information to be included in each section (2, 3, 4). Start with the Pell Institute's [Evaluation 101 Worksheet](#) to begin developing an evaluation mindset and thinking about what you will need to plan and conduct an evaluation.

OOH has included EP resources, examples, and references that are currently being used by various CDC and CDPH programs. Links to the resources and sample EPs are provided in the box and table on the next page, respectively, and, along with the EP template developed by OOH (Appendix 1), can be used in developing the LOHP grantee evaluation plan. We hope that this EP template provides a sound basis to evaluate your oral health grant/program and for refining your LOHP objectives/activities.



**Evaluation Planning Resources, *Developed by the CDC***

1. Developing an Effective Evaluation Plan  
*National Center for Chronic Disease Prevention and Health Promotion*  
<https://bit.ly/2N2aXhd>
2. A Guide to Developing a TB Program Evaluation Plan  
*Division of Tuberculosis Elimination, National Center for HIV, STD, and TB Prevention*  
<https://bit.ly/2CX7kl1>
3. Learning and Growing through Evaluation: State Asthma Program Evaluation Guide  
*National Center for Environmental Health, Division of Environmental Hazards and Health Effects*  
<https://bit.ly/2DfMC73>

**Sample Evaluation Plans**

Organization	Evaluation Plan and Link
Robert Wood Johnson Foundation (Prepared by Westat)	Evaluating Dental Therapy: A Plan for Implementation, Outcome and Cost Evaluation <a href="https://bit.ly/2Qqr5xS">https://bit.ly/2Qqr5xS</a>
Division of Tuberculosis Elimination National Center for HIV, STD, and TB Prevention CDC	TB Support Program <a href="https://bit.ly/2CX7kl1">https://bit.ly/2CX7kl1</a>
Tobacco Control Branch CDPH	National State-Based Tobacco Control Program <a href="https://bit.ly/2qp0Da2">https://bit.ly/2qp0Da2</a>
Tobacco Control Branch CDPH	Public Health Approaches for Ensuring Quitline Capacity <a href="https://bit.ly/2ylqAWA">https://bit.ly/2ylqAWA</a>
Tobacco Control Branch CDPH	Menthol Cigarettes and Flavored Tobacco Products Campaign <a href="https://bit.ly/2yJ0aUQ">https://bit.ly/2yJ0aUQ</a>
Nutrition Education and Obesity Prevention Branch CDPH	Evaluation of the Champions for Change 2017 Be Better Media Campaign <a href="https://bit.ly/2OqxG9D">https://bit.ly/2OqxG9D</a>

**References**

1. Centers for Disease Control and Prevention. *Developing an Effective Evaluation Plan*. Atlanta, Georgia: Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Office on Smoking and Health; Division of Nutrition, Physical Activity, and Obesity, 2011.
2. Centers for Disease Control and Prevention. *Learning and Growing Through Evaluation: State Asthma Program Evaluation Guide*. Atlanta, Georgia: Centers for Disease Control and Prevention, National Center for Environmental Health; Division of Environmental Hazards and Health Effects, Air Pollution and Respiratory Health Branch, 2010.
3. Centers for Disease Control and Prevention. *A Guide to Developing a TB Program Evaluation Plan*. Atlanta, Georgia: Centers for Disease Control and Prevention, National Center for HIV, STD, and TB Prevention; Division of Tuberculosis Elimination.
4. Rural Health Innovations, LLC. *Project Evaluation Plan Samples*. [Internet]. Duluth, MN: National Rural Health Resource Center, 2018.



Stylistically, the EP should follow standard style and formatting rules, including 1-inch margins around the page, and Arial font in size 12, with one and half spacing. Using italic or bolded letters can help to emphasize headings and subheadings or important themes and topics and should be used sparingly. The OOH expects that the EP will consist of approximately 10 pages, excluding relevant tables, figures and references. This **template** is provided to guide LOHPs in the writing and organization of their EP and should be modified as needed to reflect the unique needs of their LOHP and community.

{Local Oral Health Program Name}

Evaluation Plan for {years covered}

Prepared by:

{Names}

{Affiliation}

{Date}

*{Space holder for jurisdiction logo or program image or branding}*



## Table of Contents

1. Introduction	{page number}
Evaluation Purpose	
Evaluation Team	
Stakeholder Engagement	
Intended Use and Users	
Evaluation Resources	
Evaluation Budget	
2. Background and Description of the Local Oral Health Program	
Program Overview	
Need	
Context	
Target Population of the LOHP	
Stage of Program Development	
Logic Model	
3. Focus of the Evaluation	
Stakeholder Needs	
Evaluation Questions	
Evaluation Methods	
Evaluation Standards	
4. Gathering Credible Evidence: Data Collection	
Indicators	
Data Collection	
Evaluation Plan Grid	
Timeline of Evaluation Activities	
5. Justifying Conclusions: Analysis and Interpretation	
Analysis	
Interpretation	
6. Ensuring Use and Sharing Lessons Learned: Report and Dissemination	
Dissemination	
Use	
7. Appendix	
8. References	



## 1. Introduction

*This section provides information about the purpose of the evaluation, the evaluation team and respective roles, the stakeholders who are or will be involved in the evaluation and evaluation planning, and the intended use and users of the evaluation results. It is also important to address resource considerations that will allow for an effective evaluation.*

### Evaluation Purpose

- *What does this evaluation strive to achieve?*
- *What is the purpose and use of this evaluation?*
- *How does this evaluation “fit” with the overall strategic plan for the program?*

### Evaluation Team and Roles

- Lead Evaluator – Internal/External
- Team Members
- Evaluation Advisory Group (optional)

### Stakeholder Engagement

- *Who are the stakeholders for the LOHP?*
- *What role do the stakeholders have in evaluation planning?*
- *How will the LOHP engage stakeholders who reflect the diversity of those who may be affected by the evaluation’s findings?*
- *What are the stakeholders interested in learning from the evaluation? Why?*

List the Stakeholders for your program:

Those involved in program operations	Those served or affected by the program	The primary users of the evaluation

### Intended Use and Users

- *Who will evaluation results be shared with?*
- *How will evaluation findings be disseminated?*
- *How will evaluation results be used?*

### Evaluation Resources

- *What resources are available to conduct the evaluation?*
- *What data are you collecting already?*

### Evaluation Budget

- *What is the available budget for the evaluation?*
- *How will evaluation activities be budgeted to ensure effective evaluation?*



## 2. Background and Description of the LOHP

*This section provides summary information about what you are evaluating (i.e., which process, activity, or outcome). In this section, describe the need for the program, its context, intended audience, and state of development. A logic model and description of the logic model will provide information about the inputs, activities, outputs, and outcomes that are associated with the program component being evaluated.*

### Program Overview

- *What are the mission, vision and values of the program?*
- *What are the program's goals and (SMART) objectives?*
  - *SMART: **S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**imely*
- *What is the theory of change that the program employs?*

### Need

- *Why is the program needed (i.e., magnitude, cause(s) and trends of oral health in the community)?*

### Context

- *What content is the program operating under (i.e., environmental factors that may affect the initiative)?*

### Target Population of the LOHP

- *Who is the target population of this LOHP?*
- *How many individuals are expected to be reached through the LOHP*

### Stage of Program Development

- *What stage of development is the LOHP currently in (i.e., planning, implementation, mature phase of the program, maintenances)?*

### Logic Model

- *Provide a logic model of your program (can also be included in the appendix).*
- *Provide a description of the LOHP Logic Model*
  - [Logic Model example](#)



### 3. Focus of the Evaluation

*This section helps to focus the evaluation by identifying stakeholder information needs and describing the evaluation questions that will be asked and evaluation methods that will be employed to meet these needs. Oral health indicators will also be described in this section as part of the data collection method. It is also important to address the evaluation standards (utility, feasibility, propriety, and accuracy) that will allow for an effective evaluation.*

#### Stakeholder Needs

- *Who will use the evaluation findings?*
- *How will the findings be used?*
- *What do they want to learn from the evaluation?*
- *Why do they want to conduct the evaluation?*

#### Evaluation Questions

- *What are your evaluation questions? (3-5 questions)*
- *What do you want to learn from the evaluation?*

#### Indicators

- *How will success be measured?*
- *What are some of the measurable or observable elements that can tell you about the oral health program and its effects?*

#### Evaluation Methods

- *Longitudinal data, points of comparison, multiple data sources, mixed methods*

#### Evaluation Standards

- *How will you address the standards of effective evaluation in your EP – utility, feasibility, propriety, and accuracy?*

While these leading questions will help evaluators to focus the evaluation, remember that the primary purpose of the evaluation plan is to ensure that the evaluation answers the following questions:

- What did we do?
- How well did we do it?
- What difference did our program make or what changes occurred because of our program?

Ensure that the evaluation questions and oral health indicators selected will help program staff in answering these questions.





#### 4. Gathering Credible Evidence: Data Collection

*This section describes how data will be gathered for the evaluation and how the collected data is relevant to the evaluation questions previously identified.*

##### Data Collection

- *What methods will you use to collect data? What is the rationale for selecting these methods?*
- *Where is the data?*
- *How often will data be collected?*
- *Who is responsible for collecting the data?*
- *How will you manage and store the data?*

##### Evaluation Plan Grid

*Summarizes the data collection and analysis plans for the evaluation. See an example grid on the following page.*

##### Timeline of Evaluation Activities

- *When will evaluation activities occur?*
- *Evaluation activities can be reported in summary format or in a table or chart describing the sequential order of steps as well as the approximate time each activity will take to complete.*

#### 5. Justifying Conclusions: Analysis and Interpretation

*In this section, describe how evaluation data will be analyzed and how conclusions will be interpreted and justified.*

##### Analysis

- *What method will you use to analyze your data (quantitative, qualitative, or mixed-methods techniques)?*
- *Table shells, templates, or qualitative codebooks should be included that describe the expected output for each type of analysis to be conducted*

##### Interpretation

- *Who will be involved in drawing, interpreting and justifying conclusions?*
- *How will these individuals and groups be involved in this process?*



Evaluation Plan Grid Example

<b>Evaluation Question</b>  <i>What question are we asking about the LOHP?</i>	<b>Indicator or Performance Measure</b>  <i>What variable is being measured or collected to answer the evaluation question?</i>	<b>Data Source and Frequency of Collection</b>  <i>From where is data being collected and how often is it collected?</i>	<b>Evaluation Method</b>  <i>What evaluation method is appropriate to answer the evaluation question?</i>	<b>Staff Responsible for Data Collection</b>  <i>Who is collecting the data?</i>	<b>Analysis Method with Standard of Comparison</b>  <i>What data analysis method will be applied to this indicator or performance measure?</i>	<b>Staff Responsible for Data Analysis</b>  <i>Who is assessing and analyzing the data?</i>
<i>Have diverse stakeholders been effectively engaged in the AC and in program planning/management?</i>	<ul style="list-style-type: none"> <li>• <i>Number of stakeholders</i></li> <li>• <i>Number of positive evaluation ratings from stakeholders.</i></li> <li>• <i>Knowledge/resources of stakeholders</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>AC membership list/AC meeting participant sign-in sheets</i></li> <li>• <i>AC satisfaction surveys</i></li> <li>• <i>Key Informant interviews</i></li> <li>• <i>Data will be collected quarterly</i></li> </ul>	<i>Hybrid methods including quantitative data collected through document review and surveys and qualitative data collected through in-person interviews</i>	<i>LOHP Program Manager</i>	<i>Hybrid Methods – Quantitative:</i> <ul style="list-style-type: none"> <li>• <i>Stakeholder increase/ decrease over time</i></li> <li>• <i>Positive rating increase/decrease over time</i></li> </ul> <i>Qualitative: Availability of diverse knowledge/resources</i>	<i>Evaluation Team</i>



## 6. Ensuring Use and Sharing Lessons Learned: Report and Dissemination

*This section provides information about how information from the evaluation plan process and results will be used and shared.*

### Dissemination

- *Who is the audience?*
- *Which formats and channels will be used to disseminate the evaluation findings to the audience? Why or how are these methods appropriate for the specific audience?*
  - *Channel – the route of communication for the information (e.g., news conference, locals newspaper, poster)*
  - *Format – the actual layout for communicating the information (e.g., oral slide presentation, written report)*
- *Who will disseminate the evaluation findings (e.g., evaluator, program manager, coalition leader)?*
- *What is the timeline for dissemination of evaluation findings?*

Make a list of the audience with whom you would share the evaluation results and how you will share the results (e.g., in what format and through which communication channel?)

Audiences	How Results will be Shared

### Use

- *What are program plans for using evaluating findings?*
- *How, where, and when will the findings be used?*
- *Who will implement these findings?*
- *How will the implementation plan be monitored? Who is responsible for creating and monitoring an action plan to guide the implementation of evaluation recommendations?*
- *What lessons learned, including those about evaluation, should be shared?*

## 7. Appendix (if needed)

## 8. References

*The introduction, background and description, data collection methods, and data analysis methods are common sections in which references are cited.*