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Strengthening EHDI Program Management: A Step‑by‑Step Guide in Developing and Creating and Effective Work Plan

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>> Good afternoon, we're going to get started. Hopefully you have a handout paper, if you don't let me know if we are finished, if you don't mind handing me your evaluation forms or leave them on the back table. Thank you.

>>THUYQUYNH DO: Good afternoon, I'm Quynh and this is Maria, we're going to talk about strengthening your EDHI program management, a step‑by‑step guide in developing and creating an effective work plan. The opinions expressed are solely of the presenters and do not necessarily represent the CDC. I'm going to go over the learning objectives. By the end of the session we hope you will understand the key components of an effective work plan and logic model, and are able to find and utilize metrics in the early identification of deaf or hard of hearing children.

So a quick outline of what we're going to cover today. First, we will go over what a work plan is, how to get started with a logic model development, the actual steps to creating an effective work plan including a logic model, goals and objectives, strategies and activities and measures of success and data to evaluate your process.

So what is a work plan? It's a program management tool that provides direction and guidance for your overall program as well as each program component. For example, partnerships, professional education, management, et cetera. And a work plan is designed for program planning, implementation and monitoring progress toward reaching goals. Why should you use a work plan? It outlines goals, converting these goals into smaller, manageable outcomes and tasks and lists outcomes required to achieve each goal. It provides a list of specific activities that will address the outcome and acknowledges anytime constraints or other restrictions. It sets up simple, realistic strategies for your team to work on.

Here is an overview of the steps for developing an effective work plan. First you want to create a logic model that says a graphic representation of your program or project, then set up goals and objectives providing a general big picture statement that the program intend to accomplish. Third you want to have activities or actions that support achievement of the reeled strategy, objective or goal and, four, to have realistic measurable standards that your program sets for yourself to gauge progress in measuring these goals. Getting started, what is a logic model. Logic models or tools and implementation of design monitering that provides a picture between the inputs and the desired outcomes of the program or initiative. It clarifies strategy underlying the program or initiative and provides a framework for planning, implementation and monitor and evaluation. It's a living document which is supposed to be updated frequently. It's meant to engage stakeholders in developing a logic model and says best developed at the program design phase however it's not a strategy plan or fully developed plan for designing or managing a program or policy and it's not an evaluation design or method.

So this is a basic logic model with a different component including inputs, activities, influential factors that actually affect the outputs and the different outcomes, short‑term, intermediate and long term to actually get to the goal, mission or purpose of your program. Inputs are in the simplest form, what's invested in the program, money, people, time, equipment and space. Outputs is what's done in the program. What your strategies and activities are and the outcomes which results from the program short‑term, intermediate and long term.

Quick knowledge check just to make sure you guys are listening. Which of the following statements are true about logic models, select all that apply. Examining costs and benefits, providing ideas for intervention, examining healthcare ‑‑ and ‑‑

>> AUDIENCE MEMBER: B.

>> All except for B. Next I'm going to introduce Maria to go over a quick model.

>>MARIA SANCHEZ: Let's continue with the description of a logic model. First I would like to know how many of you are feeling comfortable developing a logic model or have you use in the past? Raise your hands. Oh, great! A lot of you. So this is a very important step in program planning. Because the focus of this presentation is not a logic model we cannot present all day and this information is used to develop a detailed one but in general it's an example of an overall logic model. As Quynh mentioned, this describes the model you have, what outcomes you want to achieve. Logic models provides clarity on the relationship between the activities and their intended outcomes. Outcomes are very important part of the discussion with your team when developing a logic model. These are changes that you want to occur as a result of your activities. Keep in mind the timeline and deadline your project when you want to identify your outcomes. Here we have the outcome column expressed as a shortened, intermediate and long term. Those long term outcomes usually are those to be reached at the end of your project. Your recommendation is you should include a logic model in any proposal, grant application, because those proposals are considered stronger to for reviewers. Why? Well, because that means that you invest time discussing with your team all outcomes you want to achieve, all the resources, all the activities you want to implement to get those outcomes and you also check all the resources available. So let's go back to the step for developing an effective work plan. First step as we mentioned, developing a logic model. So if you already have a logic model in place, it will be easier to develop our plan to establish some goals and activities. You will see that outcomes and goals overlap somehow but some organization and agencies now prefer to utilize the outcome term. If you don't have a logic model in place then you need to start. If you need to start and describe a work plan you will then probably need to spend more time with your team trying to identify goals and objectives. Here we list in all the parts of a work plan. You can find this information on the sheet we have distributed. Goals and measurable objectives, activities, data, measure of success, time frame, and all the team members responsible for implementing the activities are the important elements in any work plan. Let's talk about the goals and objectives. Goals are generally big picture statement of an outcome that program intend to accomplish. Goal statements are general synonymous with a global outcome included in your overall logic model. When identified goals and objectives think what gaps in our overall program performance should we address. If we reach this goal do we believe it will contribute to the outcome listed in your logic model? Does the answer describe the overall goal? When you have your overall goal, the broad initiative, then you need to identify objectives, two or three, and those objectives will support the accomplishment of that goal.

But now it's time to be more specific. Let's talk about the objectives. Objectives are changes outcome and input a plan is trying to achieve.

As you probably know, objectives have to be very clear and you need to as specific measurable, achievable, realistic and timeline. You have that description in your handout. Here we find examples of actions used in writing effective objectives, for example, to define, increase, decrease, maintain. Keep in mind writing your objective with a strong active verb. Let's continue with the strategies and activities. Strategies are a set of related activities needed to fulfill objectives. Those activities are actions that will support achievement or related objectives. Some examples that we can say is developing, maintaining and immigrating the data system, providing technical assistant data to report in searchs, collecting data from data searchs, promoting and supporting coordination around tracking and surveillance activities. We found that identified activities is a difficult task for some programs and to identify potential activities you can begin by asking what activities from the logic model are we trying to accomplish this year? To meet objectives what action is needed? What result do we want? Do Windows 10 what works? This is key. If you have finding from previous evaluation, please provide evidence of the findings and identify activities and action items as a response. One of the most significant benefits from running an evaluation is to identify and communicate the need to make improvement so any proposal or plan is considered stronger if you provide evidence of previous evaluation findings. If you said something like, we are implementing these activities as a response of our evaluation findings, or we identify the following action items because our evaluation result showed those things, this is very important to describe in your work plan or any proposal you are writing. Also, you can think about what possible barriers do we need to address, what progress are we making and should we make adjustments, who will be responsible for the implementation. Let's continue with the measure of success and data to evaluate progress.

>>THUYQUYNH DO: When we discussed earlier developing a work plan starts out with the big picture or your logic model. Developing statements and identifying keys to success is important in this overall picture and while goals are what your program hopes to accomplish, measures of success are indicators of progress toward a goal. Measures of success are realistic, measurable standards a program sets for itself to gauge progress in achieving its goals. Because goals are broad multiple measures of success may be required to fully assess practicing toward a particular goal. To determine the measure of success, we should ask ourselves, how will Windows 10 if our program has achieved its goal or what would it take to convince you that your program has achieved the goal and for evaluating progress you would want to ask what progress are we making? Should we make adjustments? What main data sources will be used in evaluating this? What other date might be useful? What information is needed to determine our success in reaching this goal and what progress are we making? How will we assess what adjustments are made? So for a sample goal and measure of success when developing your work plan you may need multiple measures of success for each goal as stated earlier. For example, perhaps your sample goal is to increase the number of babies who receive follow‑up after a failed newborn hearing screening. The measured success is to improve the follow‑up rate by 10%. From 30% to 20%. There are lots to follow up. Say you have 5,000 babies born this year and your current follow‑up rate is you are only able to follow up on 1500, you want to improve it by 10% you increase it by another thousand babies. The word increase as the sample goal implies is a numeric value. The measure of success for this goal will tell you the number of babies you receive follow‑up after a newborn hearing screening to determine what will determine an increase you must find out how many are being screened current and what the follow‑up rates are and then determine how much would mean success to you in your program. This measure of success appears to meet all criterion and is appropriate given from the example provided.

And you will see on the handout that you have on one side is the definitions for all the different parts of appropriate work plan in terms of the different elements and on the backside is actually an example of a specific goal and working through the work plan for that goal. So, again, quick knowledge check. Out of the different data items in this knowledge check logic model objective strategies, measure of success and activities, which one is a set of related activities need to do fulfill the objectives?

>> AUDIENCE MEMBER: Strategies.

>>THUYQUYNH DO: Correct, strategies. So realistic goals that the standard sets for itself needed to achieving its goals what is that?

>> AUDIENCE MEMBER: (Away from mic.)

>>THUYQUYNH DO: It's measures of success because the key word is realistic measurable standards. What are the changes, outcomes and impact the plan is trying to achieve?

>> AUDIENCE MEMBER: Objectives.

>>THUYQUYNH DO: Correct. Ask what is the graphic representation of your project? Logic model and what actions will support the achievement of related strategic objectives and goals?

>> AUDIENCE MEMBER: (Away from mic.)

>>THUYQUYNH DO: Correct. Because we didn't have time to actually go over a logic model we did put a sample logic model in the common types of evaluation up there. Other than that if you have questions for us, that concludes our presentation.   
(Applause.)

(End of presentation.)

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