Linking Indicators, Performance Measures and Work Plan

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Disclaimer

The findings and conclusions in this report are those of the author(s) and do not necessarily represent the official position of the Centers for Disease Control and Prevention.

Affirmations

❑ **You know more than you think you do.**

❑ **This is easier than you think**

❑ **Most pain is self-inflicted, and comes from overthinking**

❑ **A few pointers will keep you on track**

5 Simple Steps

1. **The beauty of a simple logic model**
2. **Use the logic model to guide planning**
3. **Select indicators tailored to your programmatic and evaluation needs**
4. **Use these indicators to create performance measures for both your strategies and main outcomes**
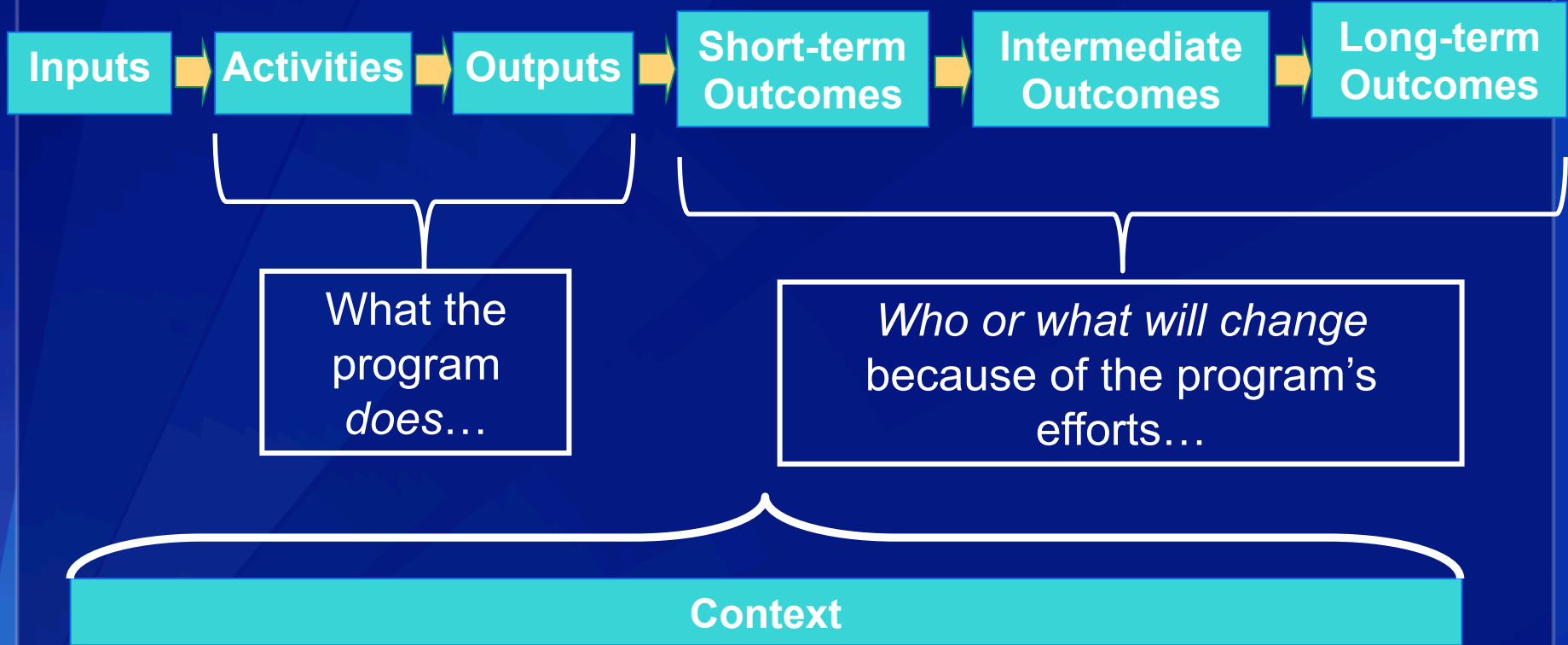5. **Incorporate this information into a feasible workplan**

Step 1: Beauty of a SIMPLE Logic Model

❑ **Graphic depiction of the relationship between your program's <u>activities and its intended effects</u>.**

❑ **Serves as a roadmap/guide/outline for the development of your evaluation and work plans.**

❑ **Shows the 'if-then' relationships among the program element(s).**

   ▪ If I do this *activity*, then I expect this *outcome*.

❑ **Included to ensure clarity and consensus about the main strategies/activities and intended outcomes of the program.**

Elements of a Logic Model

| Inputs | ➤ | Activities | ➤ | Outputs | ➤ | Short-term Outcomes | ➤ | Intermediate Outcomes | ➤ | Long-term Outcomes |

What the program *does*…

Who or what will change because of the program's efforts…

Context

An effective and comprehensive

Program Structure

. . . enables programs to implement evidence-based, high impact
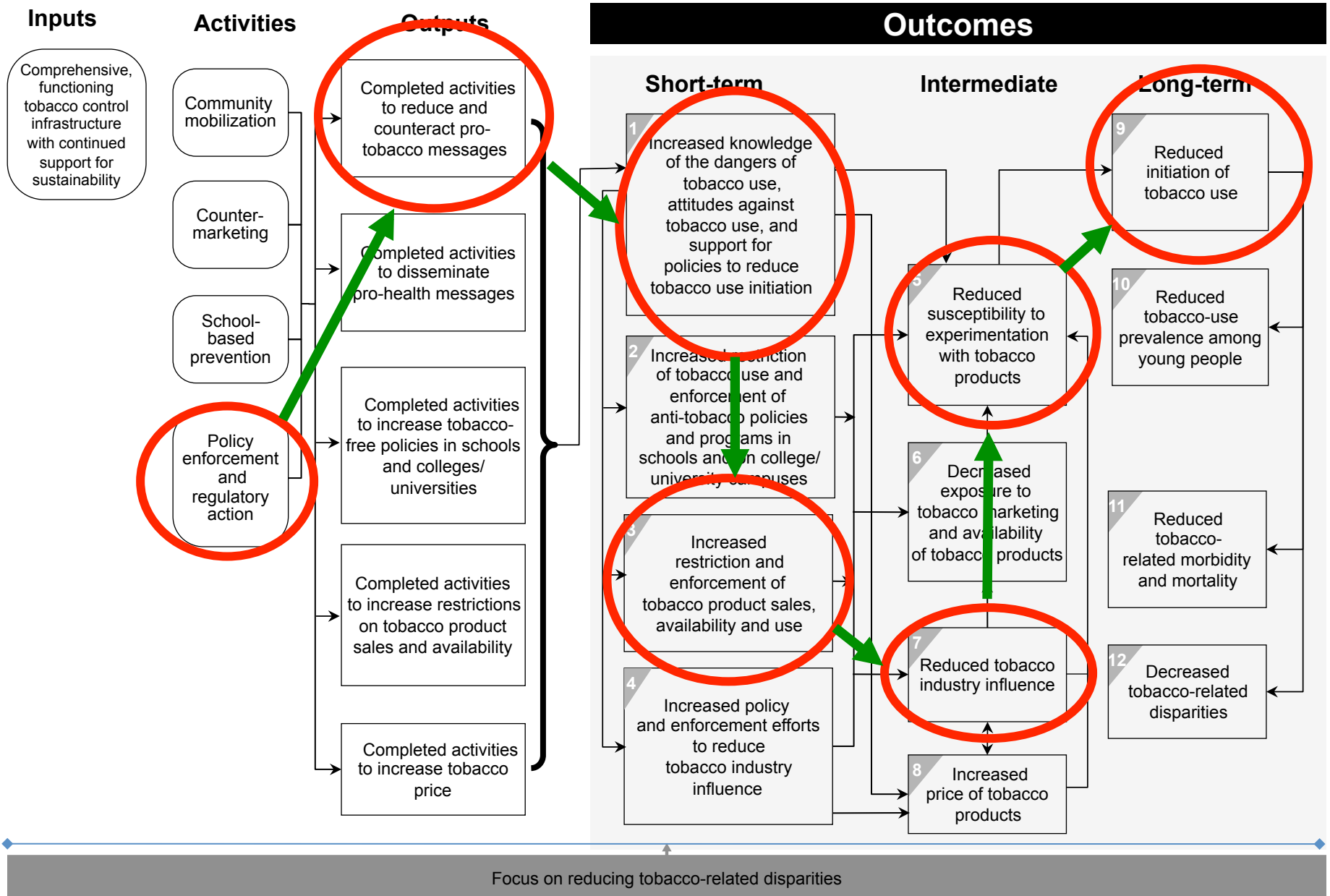
Program Strategies

. . . that lead to key

Program Outcomes

Step 2: Logic Model to Guide Planning

❑ **Graphically present assumptions of program action ("theory of change")**

❑ **Display the relationships among immediate, intermediate, and preferred term long term outcomes**

❑ **Develop program outcome objectives using logic model "pathways" and associated outcome indicators**

❑ **Organize evaluation efforts**

Goal Area 1: Preventing Tobacco Use

Inputs

Comprehensive, functioning tobacco control infrastructure with continued support for sustainability

Activities

Community mobilization

Counter-marketing

School-based prevention

Policy enforcement and regulatory action

Outputs

Completed activities to reduce and counteract pro-tobacco messages

Completed activities to disseminate pro-health messages

Completed activities to increase tobacco-free policies in schools and colleges/universities

Completed activities to increase restrictions on tobacco product sales and availability

Completed activities to increase tobacco price

Outcomes

Short-term

1. Increased knowledge of the dangers of tobacco use, attitudes against tobacco use, and support for policies to reduce tobacco use initiation

2. Increased restriction of tobacco use and enforcement of anti-tobacco policies and programs in schools and on college/university campuses

3. Increased restriction and enforcement of tobacco product sales, availability and use

4. Increased policy and enforcement efforts to reduce tobacco industry influence

Intermediate

5. Reduced susceptibility to experimentation with tobacco products

6. Decreased exposure to tobacco marketing and availability of tobacco products

7. Reduced tobacco industry influence

8. Increased price of tobacco products

Long-term

9. Reduced initiation of tobacco use

10. Reduced tobacco-use prevalence among young people

11. Reduced tobacco-related morbidity and mortality

12. Decreased tobacco-related disparities

Focus on reducing tobacco-related disparities

Step 3: Selecting Indicators

❑ **What is an indicator?**

- Specific, observable, and measurable characteristics that shows progress a program is making toward achieving a specified outcome[1]

❑ **Characteristics of a "good" indicator**

- <u>Relevant</u> – important/useful information
- <u>Affordable</u> – requires reasonable resources
- <u>Valid</u> – accurate measure
- <u>Appropriate</u> – meaningful for intended use
- <u>Understandable</u> – makes sense
- <u>Reliable</u> – minimal measurement error

[1]*Measuring Program Outcomes: A Practical Approach*. Alexandria, VA: United Way of America; 1996

Key Outcome Indicators For Evaluating Comprehensive Tobacco Control Programs

Preventing Initiation of Tobacco Use
2014 Update
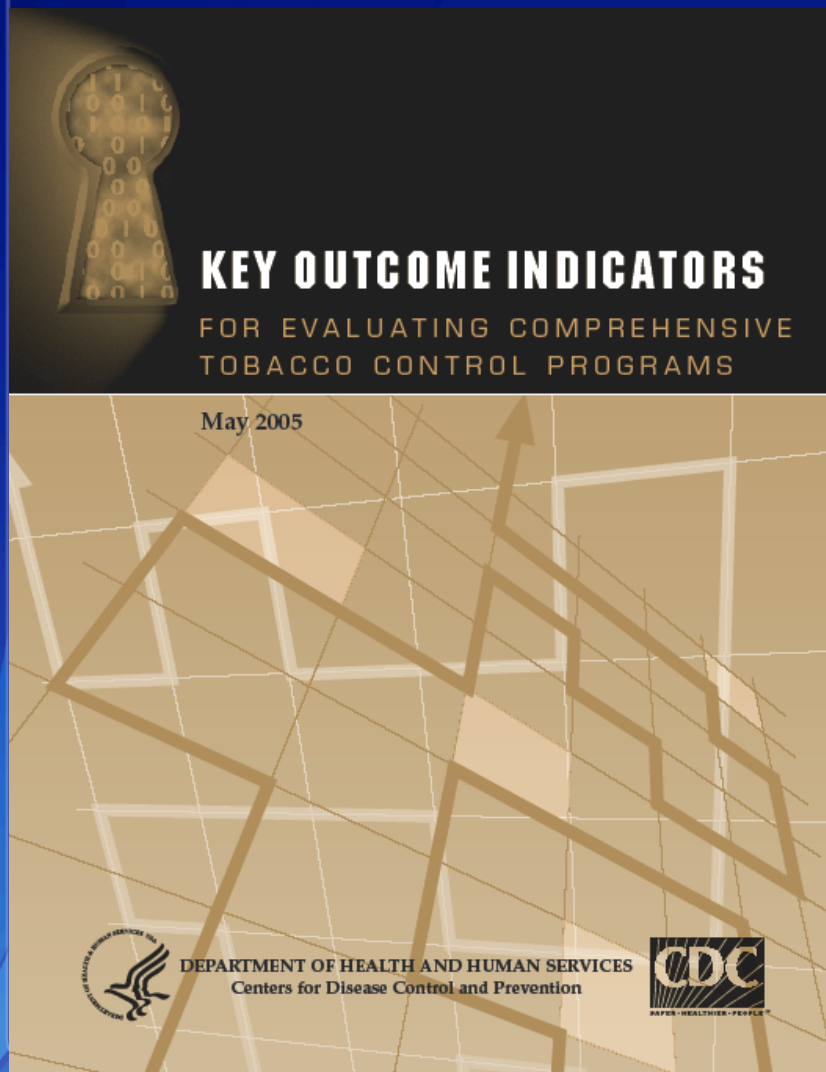
Updated Elements for Selecting Indicators

Preventing Initiation of Tobacco Use:
Outcome Indicators for Comprehensive
Tobacco Control Programs–2014
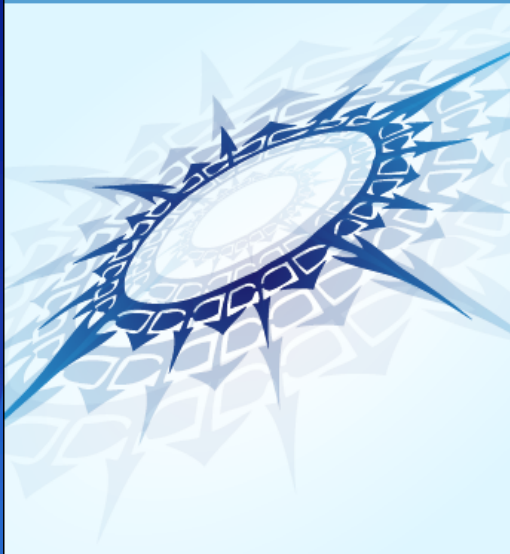
National Center for Chronic Disease Prevention and Health Promotion

- Revised logic model linking activities to outcomes for NTCP Goal 1

- Overview of the evidence for each outcome

- In-depth information on indicators

- Crosswalk of 2005 KOI Goal 1 indicators with 2014 revised indicators

- Consumer Reports-type ratings to allow for flexibility in local tailoring

- Instruction on how to use indicators to integrate program and evaluation planning

Goal Area 1: Preventing Tobacco Use

Inputs   **Activities**   **Outputs**

Outcomes

Comprehensive functional tobacco infrastructure with community support and sustainability

Outcome Component 3

Increased Restriction and Enforcement of Tobacco Product Sales, Availability and Use

Policy enforcement and regulatory action

Completed activities to increase tobacco-free policies in schools and colleges/universities

Completed activities to increase restrictions on tobacco product sales and availability

Completed activities to increase tobacco price

Short-term
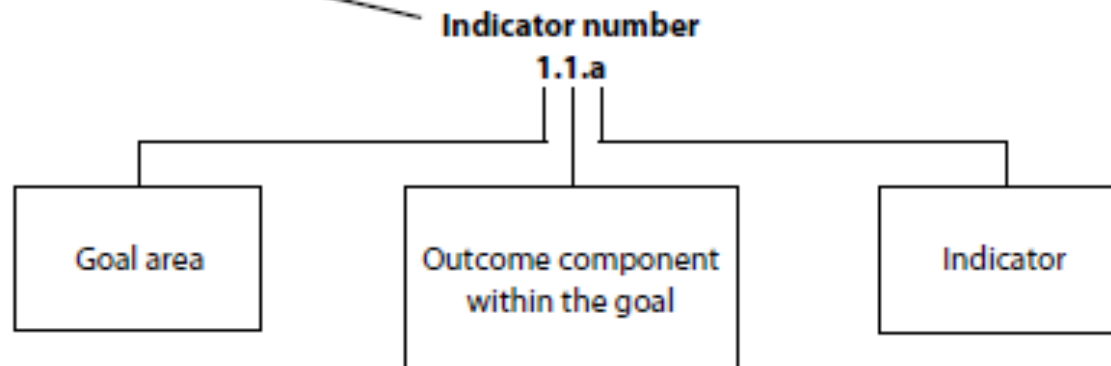
1 Increased knowledge of the dangers of tobacco use, attitudes against tobacco use, and support for policies to reduce tobacco use initiation

2 Increased restriction of tobacco use and enforcement of anti-tobacco policies and programs in schools and on college/university campuses

3 Increased restriction and enforcement of tobacco product sales, availability and use

4 Increased policy and enforcement efforts to reduce tobacco industry influence

Intermediate

5 Reduced susceptibility to experimentation with tobacco products

6 Decreased exposure to tobacco marketing and availability of tobacco products

7 Reduced tobacco industry influence

8 Increased price of tobacco products

Long-term

9 Reduced initiation of tobacco use

10 Reduced tobacco-use prevalence among young people

11 Reduced tobacco-related morbidity and mortality

12 Decreased tobacco-related disparities

Focus on reducing tobacco-related disparities

Example Indicators: Outcome Component 3

- ❑ **1.3.a Proportion of jurisdictions with strong policies that ban non-sale distribution or free sampling of all tobacco products everywhere**

- ❑ **1.3.b Proportion of jurisdictions with strong policies that require retail licenses to sell tobacco products**

- ❑ **1.3.c Proportion of jurisdictions with strong policies that control the type, location, number, and/or density of tobacco retail outlets**

- ❑ **1.3.d Proportion of jurisdictions with strong policies that ban tobacco vending machine sales everywhere**

Example Indicators: Outcome Component 3 (cont.)

- ❑ **1.3.e Number and type of enforcement actions issued for violations of restrictions on tobacco product availability**

- ❑ **1.3.f Proportion of jurisdictions that regulate sales of other tobacco products**

- ❑ **1.3.g Proportion of jurisdictions with strong public policies for tobacco-free workplaces and other public places**

- ❑ **1.3.h Proportion of states with tobacco control laws that preempt stronger local tobacco control and prevention laws**

Indicator Rating Table

- Overall quality
- Strength of the evaluation evidence
- Intensity of resources to collect and analyze data
- Utility of indicator to answer key evaluation questions
- Face validity of indicator
- Accepted practice

Rating Table Entry

Outcome 1

Increased Knowledge of the Dangers of Tobacco Use, Attitudes Against Tobacco Use, and Support for Policies to Reduce Tobacco Use Initiation

Indicator Profile

- What to measure
- Rationale
- Example data sources
- Population group
- Example questions
- Comments
- Ratings
- References

Goal Area 1: Preventing Tobacco Use

Inputs	Activities	Outputs	Outcomes		
			Short-term	**Intermediate**	**Long-term**

Comprehensive functi... tobacco... infrast... with co... supp... sustai...

Outcome Component 3

Increased Restriction and Enforcement of Tobacco Product Sales, Availability and Use

Policy enforcement and regulatory action

1 Increased knowledge of the dangers of tobacco use, attitudes against tobacco use, and support for policies to reduce tobacco use initiation

2 Increased restriction of tobacco use and enforcement of ... free ...

5 Reduced susceptibility to experimentation with tobacco products

9 Reduced initiation of tobacco use

10 Reduced tobacco-use prevalence among young people

Reduced tobacco-related morbidity and mortality

Decreased tobacco-related disparities

Con... to in... on sale...

Co... to i... price

Indicator 1.3.b

Proportion of Jurisdictions with Strong Policies That Require Retail Licenses to Sell Tobacco Products

...influence

price of tobacco products

Focus on reducing tobacco-related disparities

Step 4: Performance Measures

❑ **Data collection and evaluation to assess:**

- ■ Process—Are the <u>strategies and activities</u> being implemented as intended?

- ■ Outcome—Are the <u>project period outcomes being achieved</u>?

"Aligned" Process Measures

❑ **Develop surveillance capabilities to provide data to strengthen the evidence for environmental strategies…*as measured by***

❑ **Build capability to monitor and evaluate relevant policies…*as measured by***

❑ **Tailor mass-reach health communication to reach identified subpopulations: *Proportion of media buys tailored to reach [SPECIFIC AUDIENCE SEGMENTS]***

"Aligned" Outcome Measures

- ❑ **Increased licensure: [XX%] increase in proportion of jurisdictions with strong policies that require retail licenses to sell tobacco products [1.3.b]**

- ❑ **Retail density: [XX%] increase in proportion of jurisdictions with strong policies that control the type, location, number, and/or density of tobacco retail outlets [1.3.c]**

- ❑ **Price promotions: [XX%] increase in proportion of jurisdictions with strong policies that regulate the extent and type of consumer-focused tobacco promotions [1.4.b]**

Tips!

- What measurable change or benefit is expected?
- Who or what is expected to change or benefit?
- How much change or benefit is expected?
- When is the change or benefit expected to happen?
- Who is responsible for carrying out the activity and measuring progress?
- How progress will be measured?

Step 5: SIMPLE Work Plan

Project Period Outcome: [from Outcomes section and/or logic model]		**Outcome Measure:** [from Evaluation and Performance Measurement section] **OR SMART Outcome Objective:** [should draw on measures in Evaluation and Performance Measurement section]	
Strategies/Activities	**Process Measure** [from Evaluation and Performance Measurement section] **OR** **SMART Process Objective:** [should draw on measures in Evaluation and Performance Measurement section]	**Responsible Position / Party**	**Due Date**
1.			
2.			
3.			
4.			
5.			
6.			
7.			

CDC

Example SIMPLE Work Plan

Project Period Outcome: Increased restriction and enforcement of tobacco product sales, availability and use.	Outcome Measure: [XX%] increase in proportion of jurisdictions with strong policies that control the type, location, number, and/or density of tobacco retail outlets by [Date].		
Strategies/Activities	**Process Measure**	**Responsible Position / Party**	**Due Date**
1. Recruit and educate partners who can educate decision makers about impact/benefit of environmental strategies	*Share with [XX#] of local communities a model local licensure strategy that impacts time, place and manner of tobacco sales and includes a license fee used to track and enforce policy.*	TCP Program Coordinator	
2. Assess the retail environment via systematic observation and analysis	Map *[XX%]* of retail outlets in [target community] by [Date].	TCP Evaluator	

References

❑ *Preventing Initiation of Tobacco Use: Outcome Indicators for Comprehensive Tobacco Control Programs–2014.* Atlanta, Georgia: Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Office on Smoking and Health, 2014.

❑ Measuring Program Outcomes: A Practical Approach. Alexandria, VA: United Way of America, 1996

❑ Ian McLaughlin, *Tobacco Control Legal Consortium, License to Kill?: Tobacco Retailer Licensing as an Effective Enforcement Tool* , 2010.

❑ Centers for Disease Control and Prevention. *Best Practices for Comprehensive Tobacco Control Programs-2014.* Atlanta, GA: Centers for Disease Control and Prevention, US Dept of Health and Human Services; 2014.