Using Data to Evaluate Implementation

This example shows how groups can use the protocol to examine the implementation of a planned activity using data from multiple sources, including data suitable for progress monitoring. This meeting required participants with some knowledge of the content and context of the data, as well as some familiarity with basic data analysis. (The sample data used in this example may or may not be relevant to your objectives. The example is presented as a guide only and is not inclusive of all specific content that you could include in a data meeting.)

Before the Meeting	
Data Meeting Protocol Steps	**Example: Using Data to Evaluate Implementation**
Determine the Objective	As part of their State Systemic Improvement Plan (SSIP), a Part C Lead Agency (LA) planned to improve outcomes for infants and toddlers with very low birth weight through the implementation of a continuous improvement initiative that included professional development and coaching in family assessment and service delivery. The LA identified the following State-identified Measurable Result (SiMR) as their long-term intended outcome: ● Infants and toddlers with very low birth weight (VLBW, 3.3 lbs. or less) who enter the program below age expectations for Outcome 3C will substantially increase their rate of progress in using appropriate behaviors to meet needs by the time of exit as measured by Summary Statement 1. To support the ongoing review of data related to their SiMR and the implementation of the SSIP, the LA decided to conduct a data meeting with their SSIP Advisory Group focused on professional development and coaching data. Two members of the LA served as protocol leads for the data meeting process. Using the _Before the Meeting Planning Document,_ the protocol leads defined the following two objectives, with corresponding evaluation questions, for the data meeting: ● To examine data related to implementation of the SSIP and progress toward the SiMR, answering the questions: — Are the implementation of professional development and coaching on track? — What is the state's progress toward achieving intended outcomes? ● To determine whether the LA needs to make any changes to the SSIP moving forward, answering the question: — What, if any, changes does the LA need to consider to improve implementation and outcomes in the future?

Before the Meeting	
Data Meeting Protocol Steps	*Example: Using Data to Evaluate Implementation*
Identify the Data	The protocol leads identified several key pieces of information related to the implementation and evaluation of the SSIP they would include in the meeting. This included the annual targets for the SiMR data (chart 1), drawn from Indicator 3C, Summary Statement 1 of the State Performance Plan.

Chart 1

Baseline data and targets for the SiMR						
Indicator	FFY 2013 (baseline)	FFY 2014	FFY 2015	FFY 2016	FFY 2017	FFY 2018
Target C1 ≥	70%	70%	72%	75%	77%	80%

The protocol leads also included the theory of action and planned improvement strategies for the SSIP (chart 2) to remind all participants of the proposed assumptions and activities of the initiative.

Chart 2

Theory of Action and Planned Improvement Strategies	
If:	System personnel use effective practices in family assessment, functional individualized family service plan (IFSP) outcomes, the Early Childhood Outcomes (ECO) rating process, and service delivery
Then:	The delivery of services will be consistent for all children, including those with VLBW; therefore, child outcomes will improve.
Improvement Strategies:	- Service coordination - Routines-Based Interview - Development of the ECO process within IFSP development - Inclusion of all IFSP Team members in each ECO rating - Development of IFSP outcomes - Service delivery - Selection of appropriate evidence-based strategies for children who are preemies (VLBW infants and toddlers)
Professional Development:	- Evidenced-Based Practice training on - Routines-Based Interview - Child Outcomes Summary (COS) process - Functional IFSP outcomes - Coaching - Use of data by the local level for quality improvement and identifying noncompliance and timely correction
Technical Assistance:	- Evaluation of fidelity - Use of local data in improvement cycles - Use of local data in timely identification and correction of noncompliance - Coaching - Implementation science

Before the Meeting	
Data Meeting Protocol Steps	**Example: Using Data to Evaluate Implementation**
Identify the Data (continued)	Because the meeting would focus on data sources and results related to professional development and coaching, the protocol leads also identified the relevant SSIP evaluation question to discuss in the meeting ("What are the results of Routines-Based Interview training on staff knowledge and practice?") and corresponding indicators of performance: • A total of 95 percent of service coordinators demonstrate mastery of the Routines-Based Interview training content. • A total of 85 percent of service coordinators implement the Routines-Based Interview process with fidelity. Results data for the meeting came from site surveys, pre- and post-training assessments, and fidelity of implementation measures.
Identify Participants and Key Responsibilities	To meet the identified objectives of the data meeting, the protocol leads planned to convene the SSIP Advisory Group, an existing Work Group that served an ongoing advisory role for the LA's implementation of the SSIP. In addition to the Part C LA staff planning the meeting, the SSIP Advisory Group included representatives from the following stakeholder groups: • Early Intervention and Early Childhood staff; • students, parents, and families; • other child and family-serving agency staff (mental health, social services); • community organization or advocacy group members; • K–12, special, and general education staff; and • State Interagency Coordinating Council members. In addition to the LA staff serving as protocol leads, key LA staff from the SSIP Advisory Group took on roles for the meeting including • facilitator; • notetaker; and • timekeeper. All other SSIP Advisory Group members would act as participants during the data meeting, responsible for reviewing and responding to the SSIP data.

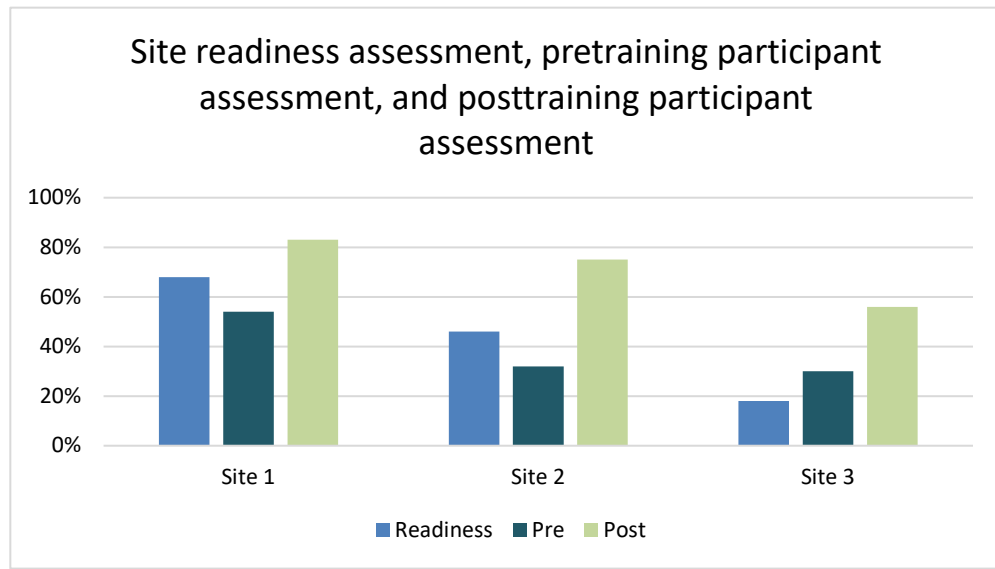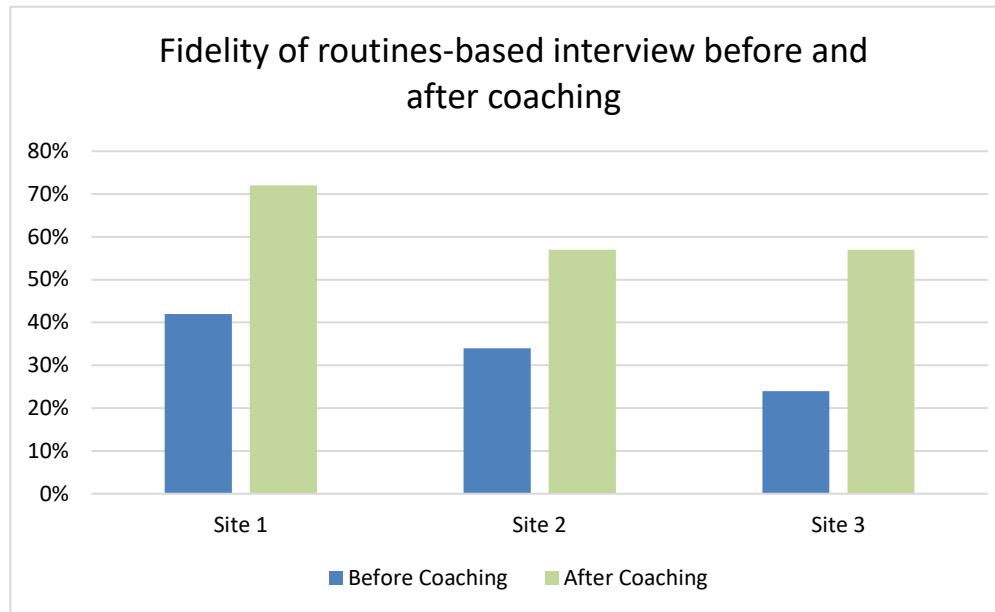|	
Before the Meeting	
Data Meeting Protocol Steps	*Example: Using Data to Evaluate Implementation*
Organize the Data to Present	In addition to charts 1 and 2, which displayed the SiMR targets and the SSIP plan, respectively, the protocol leads developed charts to display results for site readiness and professional development data (chart 3) and fidelity of implementation data (chart 4).

Chart 3

Site readiness assessment, pretraining participant assessment, and posttraining participant assessment

Chart 4

Fidelity of routines-based interview before and after coaching

The protocol leads arranged these data in aggregate form for the group, but they also had data available in a format that the group could manipulate and disaggregate during the meeting.

Before the Meeting	
Data Meeting Protocol Steps	**Example: Using Data to Evaluate Implementation**

Prepare and Distribute the Agenda	In consultation with the designated meeting facilitator, the protocol leads created participant and process agendas for the meeting (see *Data Meeting Templates*). The participant agenda included
	
	• location and participants;
	• meeting objectives; and
	• start and end times for each major section of the meeting.
	
	The process agenda included
	
	• times for each major section of the meeting;
	• prompts to remind the facilitator of key information to highlight;
	• required materials, such as
	  — chart paper and markers;
	  — internet-connected computer, projector, and screen;
	  — paper copies of charts 1, 2, 3, and 4; and
	  — access to Excel file with disaggregated data.
	
	Protocol leads emailed the participant agenda to participants with their invitation to the data meeting about a month before the event. Because invited meeting participants were generally familiar with the data as members of the SSIP Advisory Group, the protocol leads sent the aggregated data in advance to participants along with the agenda.

During the Meeting	
Data Meeting Protocol Steps	**Example: Using Data to Evaluate Implementation**
Do Introductions and Review Key Messages	The facilitator opened the meeting by reviewing the meeting agenda, outlining the meeting objectives, and situating the conversation within the broader SSIP evaluation and continuous improvement process.
Present the Data	The facilitator displayed the data in the aggregated format the protocols leads sent, passing out additional hard copies for reference. The facilitator had access to the supporting Excel spreadsheet to examine the disaggregated data in the meeting, as needed. The facilitator reviewed charts 1 and 2 as part of the overview on the context of the evaluation data. The facilitator then displayed the professional development and coaching data, charts 3 and 4 that would be the focus of the meeting. The facilitator reminded participants that the type of data they were examining were formative evaluation data. The formative measures would indicate if personnel were implementing strategies as planned and would inform progress toward longer-term intended results of the SSIP.

During the Meeting	
Data Meeting Protocol Steps	*Example: Using Data to Evaluate Implementation*
Discuss Observations of the Data	The facilitator used the protocol to prompt participants to make observations about the data, breaking questions into two rounds of discussion, beginning with chart 3, site readiness and professional development data, and then moving to chart 4, coaching results. The facilitator included these prompts: • What do you see? • What are your initial thoughts and reactions? • How does this match your expectations? • What surprises you? • What do these data not tell you? The group made observations related to the percentage of service coordinators demonstrating mastery of the Routines-Based Interview content and implementing the Routines-Based Interview process with fidelity.

Discuss Interpretations of the Data	The facilitator asked participants to interpret the evaluation results based on observations raised by the group in light of the evaluation questions. The facilitator included these prompts:
	
	• What answers are you getting from the data for your original evaluation question?
	  — What are the results of Routines-Based Interview training on staff knowledge and practice?
	• What do the results tell you about your implementation and intended outcomes?
	  — Are the implementation of professional development and coaching on track?
	  — What is our progress toward achieving intended outcomes?
	• What thoughts or assumptions do these data confirm or contradict?
	• What are the limitations to your conclusions based on observations of what the data do not tell you?
	• What additional data might inform you moving forward?
	
	The facilitator managed the conversation to allow all meeting participants the opportunity to provide input from their perspectives.

Discuss Implications of the Data	To initiate discussion of implications for the work, the facilitator began summarizing the main conclusions drawn by the group. The facilitator then prompted the group to consider if and how the results of their data analysis suggest a course of action. • What are the implications related to the targeted training and coaching activities? • What, if any, changes does the state need to consider to improve implementation and outcomes in the future? The facilitator allowed participants time to talk about the ideas generated by these questions. The group discussed ways in which the data suggested changing or maintaining the current course of action in professional development and coaching activities.

During the Meeting	
Data Meeting Protocol Steps	**Example: Using Data to Evaluate Implementation**
Determine Next Steps for the Group	Based on the implications of the data, the group considered • potential changes that the state needed to make to support fidelity of implementation; • the need for additional evaluation data on the effectiveness of the intervention; and • other issues and concerns they had identified through the data analysis. The group concluded that it needed additional data to continue to inform next steps in implementation and formulated a plan to collect the relevant data. Key meeting staff documented the actions the group identified and developed a detailed action plan, including responsible parties and the timelines for initiation, progress monitoring, and completion of the plan. In addition, the group agreed about • additional discussion and check-ins; and • how, when, and who would notify the group of any programmatic action items (changes, additions, eliminations).
Reflect on the Meeting's Effectiveness	As the activity closed, the facilitator asked the group to share what went well during the activity and any suggestions they had for improving future meetings.

After the Meeting	
Data Meeting Protocol Steps	**Example: Using Data to Evaluate Implementation**
Distribute Notes From the Protocol Process	Protocol leads sent notes, recommendations, and action items to participants via email, along with the link to the secure online site where they posted meeting minutes and other updates.
Confirm Next Steps and Timeline for Additional Actions, as Appropriate	The facilitator reviewed the *Follow-up Checklist* and met with the protocol leads to debrief the meeting, examining • meeting notes; • what went well during the activity and what the group suggested for improvement—plus/delta (+/Δ); • next steps outside of the meeting; and • facilitator observations. Having clarified roles and responsibilities for moving forward, the protocol leads monitored ongoing progress of the agreed-upon actions team members would complete prior to the next meeting. The protocol leads sent reminders to team members responsible for action items about 2 weeks prior to the next meeting.