



Child welfare agencies continually strive to achieve better outcomes by developing, implementing, and evaluating practices and programs. Monitoring and evaluation are essential activities for making informed decisions and guiding improvements. By assessing how well their interventions achieve desired results, agencies can make decisions about what to adjust, continue, expand, or phase out. This workbook and this video series are part of a collection of resources designed to help child welfare agency leaders, managers, and teams work with evaluators and data analysts to monitor and evaluate the implementation and impact of a program or other intervention and apply findings over the course of the change and implementation process. Use this workbook to further your understanding of concepts and prepare to move learning into action with your team.

## Cultivating Skills – Monitoring, Evaluating, and Applying Findings

### Getting Started and Understanding the Monitoring, Evaluating, and Applying Findings Brief

This workbook is designed to support knowledge and skill development as you listen, reflect upon, and discuss what you have learned throughout the process. Use this workbook to spark ideas and collect your thoughts as you move through the following activities:

1. Reading the [“Change and Implementation in Practice: Monitoring, Evaluating, and Applying Findings”](#) brief
2. Watching the [video series](#) on the essential functions of monitoring, evaluating, and applying findings
3. Viewing the recorded monitoring, evaluating, and applying findings webinar, [“Understanding Outcomes and Applying Lessons Learned: Monitoring and Evaluation in Implementation,”](#) and discussing it with your team

#### What Is in the Monitoring, Evaluating, and Applying Findings Brief?

*The brief offers an overview of the monitoring, evaluating, and applying findings phase in a change and implementation process, including:*

1. Key considerations and definitions
2. Ways to plan for and conduct monitoring and evaluation activities and integrate findings into programs and services
3. Ways to be responsive to the cultural context when conducting evaluation
4. Ways to work together to guide the process
5. Identification of potential barriers and challenges

#### How Can It Help You in Your Work?

*The [“Change and Implementation in Practice: Monitoring, Evaluating, and Applying Findings”](#) brief offers user-friendly guidance on how to collect and analyze data about the implementation and outcomes of an intervention or program and use the evidence gathered to make decisions and adjustments. The brief may be used as a foundational tool to support jurisdictions seeking to monitor and evaluate an intervention and apply the findings to support child welfare system and practice improvements.*

Linking the concepts in the series to your everyday work and experiences is an important element of understanding how to use this knowledge and these skills in practice. **Please review the following questions and consider your responses before you view the videos.**

|  |  |
|--|--|
| <p><b>Have you ever needed to know if something would work the way you intended? How did you figure it out?</b></p>  |  |
| <p><b>Think of a time when you monitored or evaluated something to make sure it was working as intended. What did you learn? What helped you know where to make adjustments?</b></p>       |  |
| <p><b>Think of a time when your agency collected information and data to determine if something was being implemented as planned or was working. What information was most useful?</b></p> |  |

## Video Series

As you work through each video in the series, use the questions and activities in each section to reflect on what you have learned.

### Video 1: Overview

After viewing “Video 1: Overview,” please answer the following reflection questions before moving on to the next video.

|  |  |
|--|--|
| <p><b>Think of a time when you had to make informed decisions to guide improvements. What information helped you? How did you get the information?</b></p>                           |  |
| <p><b>Consider a previous project your agency has implemented. What critical questions would a formative evaluation have answered? How might a summative evaluation be used?</b></p> |  |
| <p><b>When thinking of evaluation design, what is the value of including fidelity assessment in the evaluation plan?</b></p>   |  |
| <p><b>Who are important team members or partners to include when planning for monitoring and evaluating?</b></p>   |  |

## Video 2: Consider the Circumstances and Needs of the Agency

After viewing “Consider the Circumstances and Needs of the Agency,” please answer the following reflection questions before moving on to the next video.

|   |  |
|---|--|
| <b>What are the time or resource limitations in your agency that would be important to consider when developing a plan for monitoring and evaluating an intervention? What might be the impact if these limitations are not considered?</b> |  |
| <b>Given the cyclical nature of monitoring and evaluation efforts, what would your agency need to consider when developing an ongoing monitoring plan?</b>  |  |
| <b>How could your agency coordinate a plan for monitoring a specific intervention with a continuous quality improvement plan? How can you leverage the information for a formal evaluation?</b>   |  |

## Video 3: Develop a Logic Model

After viewing “Video 3: Develop a Logic Model,” please answer the following reflection questions before moving on to the next video.

|  |  |
|--|--|
| <b>How is a logic model different from a theory of change?</b>   |  |
| <b>How does the development of a logic model support the implementation and evaluation of an intervention?</b>   |  |
| <b>Think about a current project being implemented in your agency and identify one key intervention activity related to your role in the agency. What inputs or resources are needed for that activity? What outputs will the activity produce? What outcomes will result?</b> |  |

## Video 4: Identify Questions

After viewing “Video 4: Identify Questions,” please answer the following reflection questions before moving on to the next video.

|   |  |
|---|--|
| <b>Consider a future intervention your agency may implement. What could help generate general questions of interest to shape the evaluation of the intervention or implementation effort?</b> |  |
|---|--|

**What internal and external partners should provide input to identify and refine questions about the intervention or implementation effort?**

**If your agency doesn't have the capacity to explore all the questions identified, what are key considerations that would help to prioritize them?**

### Video 5: Identify Measures, Data Sources, and Potential Data Collection Methods

After viewing "Video 5: Identify Measures, Data Sources, and Potential Data Collection Methods," please answer the following reflection questions before moving on to the next video.

**Think about the current work in your agency. What are barriers to identifying measures, data sources, and data collection methods?**

**What strategies might help overcome those barriers?**

**What internal or external partners might help support this effort?**

### Video 6: Develop an Evaluation Plan

After viewing "Video 6: Develop an Evaluation Plan," please answer the following reflection questions before moving on to the next video.

**What is the value of having a formal evaluation plan in place for an intervention?**

**How might an experienced evaluator help an agency team develop an evaluation plan?**

**How can you involve your stakeholders to review the evaluation plan, identify potential barriers or challenges, and find strategies to address them?**

### Video 7: Collect and Analyze Data

After viewing "Video 7: Collect and Analyze Data," please answer the following reflection questions before moving on to the next video.

**Consider a current, new project in your agency. Who might be evaluation "champions" and how can they support data collection? What are some other strategies to encourage participation in data collection?**

**How can data visualizations such as charts and graphs assist in understanding and communicating data?**

|  |
|--|
|  |
|--|

### Video 8: Examine Fidelity

After viewing “Video 8: Examine Fidelity,” please answer the following reflection questions before moving on to the next video.

**Think about a fidelity assessment of a new intervention implemented in your agency. Did the assessment find that staff implemented core components and delivered services as designed? Were there differences across sites?**

|  |
|--|
|  |
|--|

**What did you discover that could help to implement the intervention as intended and more consistently across sites?**

|  |
|--|
|  |
|--|

**If program stakeholders who deliver the intervention provided input into the fidelity assessment process or reviewed relevant measures what were the benefits of their involvement?**

|  |
|--|
|  |
|--|

### Video 9: Analyze Costs

After viewing “Video 9: Analyze Costs,” please answer the following reflection questions before moving on to the next video.

**What types of cost-related questions are of greatest interest to your agency related to a current implementation effort? What types of cost-related data are available to your agency to answer these questions?**

|  |
|--|
|  |
|--|

**Consider the implementation of previous projects. Does your agency use a consistent approach to analyzing costs? How does that affect comparison of different programs or interventions?**

|  |
|--|
|  |
|--|

**What has been learned from prior cost analyses, if applicable? What has been particularly useful and what have been the limitations?**

|  |
|--|
|  |
|--|

**When planning to develop a cost analysis, how can you begin to think through key considerations?**

|  |
|--|
|  |
|--|

## Video 10: Share Findings and Recommendations

After viewing “Video 10: Share Findings and Recommendations,” please answer the following reflection questions before moving on to the next video.

|  |  |
|--|--|
| <b>Based on your experience, what are some strategies to consider in order to share evaluation findings and recommendations with stakeholders?</b> |  |
| <b>What can you learn from sharing negative findings?</b>  |  |

## Video 11: Make Decisions to Further Spread, Adjust, or Discontinue the Intervention

After viewing “Video 11: Make Decisions to Further Spread, Adjust, or Discontinue the Intervention,” please answer the following reflection questions before moving on to the next video.

|   |  |
|---|--|
| <b>What strategies has your agency used in the past to make decisions to discontinue, adjust, or expand an intervention? What has been helpful?</b>   |  |
| <b>Think about a current or future agency pilot project. What are some examples of how including stakeholders with various perspectives might affect decisions to discontinue, adjust, or expand the project?</b> |  |

## Video 12: Refine and Implement Sustainability Plan

After viewing “Video 12: Refine and Implement Sustainability Plan,” please answer the following reflection questions.

|   |  |
|---|--|
| <b>What are the advantages of asking, “What do we want to sustain, and why?” before asking, “How will we sustain it?”</b>   |  |
| <b>Think about an agency project that was discontinued due to loss of a funding source. What are some “lessons learned” about initiating sustainability planning for future projects?</b> |  |

This product was created by the Capacity Building Center for States under Contract No. HHSP233201400033C, funded by the Children’s Bureau, Administration for Children and Families, U.S. Department of Health and Human Services. This material may be freely reproduced and distributed. However, when doing so, please credit the Capacity Building Center for States.

**Suggested citation:** Capacity Building Center for States. (2019). *Change and implementation in practice: Monitoring, evaluating, and applying findings video workbook*. Washington, DC: Children’s Bureau, Administration for Children and Families, U.S. Department of Health and Human Services.

