

HHS/ASPE Webinar Series: Developing and Using a Learning Agenda Approach to Evidence-building

Webinar 1:

Drs. Marina Volkov and Ajay Vatave (National Institutes of Health [NIH])

Thursday, July 18, 2019

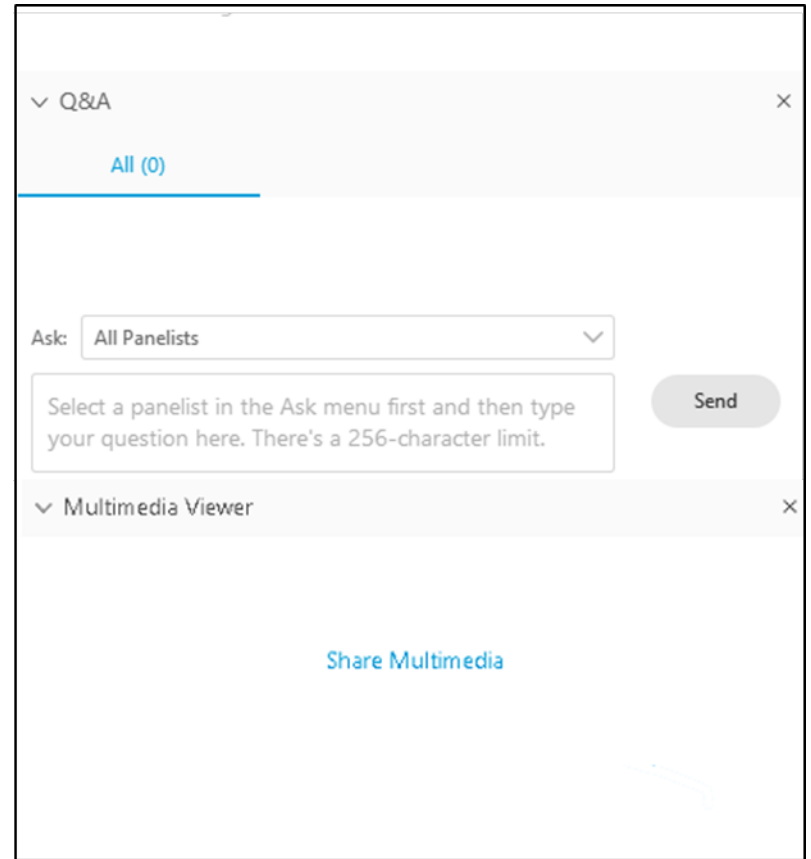
12:00 – 1:00 p.m. EDT



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Office of the Assistant Secretary for Planning and Evaluation

Webinar Logistics

- Mute phone, unless speaking
- Q&A
- Hand raising
- Closed captioning (multimedia viewer)



Agenda

12:00–12:05	Welcome	Jessica McNab (Mathematica)
12:05–12:15	Introduction to webinar series	Amanda Cash (ASPE)
12:15–12:45	Speaker presentation	Marina Volkov and Ajay Vatave (NIH)
12:45–12:55	Q&A	All
12:55–1:00	Wrap-up	Jessica McNab



Meet the Speakers



Jessica McNab, Researcher and Task Lead (Mathematica)

Jessica leads curriculum development and facilitates shared learning for technical assistance projects focused on quality improvement and delivery system reform. In previous roles, Jessica led a team of improvement specialist at a managed care hospital system and directed technical assistance focused on rapid cycle improvement in hospitals.



Amanda Cash, Acting Director, Division of Data Policy (ASPE)

Dr. Cash's portfolio includes research on evaluation methodologies appropriate for complex federal programs, and she co-leads the Federal Task Force for Combating Antibiotic Resistant Bacteria. Her office is coordinating implementation and leading implementation of Title I of the Evidence Act, which is focused on implementing Evidence-Building and Evaluation Plans. She is an epidemiologist by training, but now she works primarily on evaluation, evidence, and antimicrobial resistance.



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Meet the Speakers Con'd



Marina Volkov, Director, Office of Evaluation, Performance, and Reporting (NIH)

Dr. Volkov, a neuroscientist by training, joined NIH in 1994 and has served in numerous leadership roles at the NIH during her tenure. In July 2018, she became the Director of the Office of Evaluation, Performance, and Reporting. Her office leads efforts to better capture, communicate, and enhance the value of biomedical research through strategic planning, performance monitoring, evaluation, and reporting.



Ajay Vatave, Health Science Policy Analyst, Office of Evaluation, Performance, and Reporting (NIH)

Dr. Vatave is a public health physician with nearly 20 years clinical, technical and managerial experience across public and private sectors. In the NIH Office of Evaluation, Performance and Reporting he is facilitating the development of the NIH Evaluation Plan and Learning Agenda, he also supports NIH performance reporting and is leading an effort to create an integrated platform for tracking and reporting on NIH strategic plans.



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Series' Objectives

- The Office of the Assistant Secretary for Planning and Evaluation (ASPE) is the policy think tank for the Secretary of the U.S. Department of Health and Human Services (HHS). Our office is leading implementation efforts for Title I of the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act).
- The webinar series aims to:
 - Consider the array of strategies to create and implement evidence-building and evaluation plans as required by the Evidence Act
 - Support an ongoing, readily accessible resource for federal agency staff and others who may be implementing evaluation planning efforts
 - Support the creation of a summary report that will draw from the webinar series and other relevant literature



Polls: Baseline Data

- Learning interests
- Stage of implementation



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NIH Evaluation Plan and Learning Agenda

NIH Mission

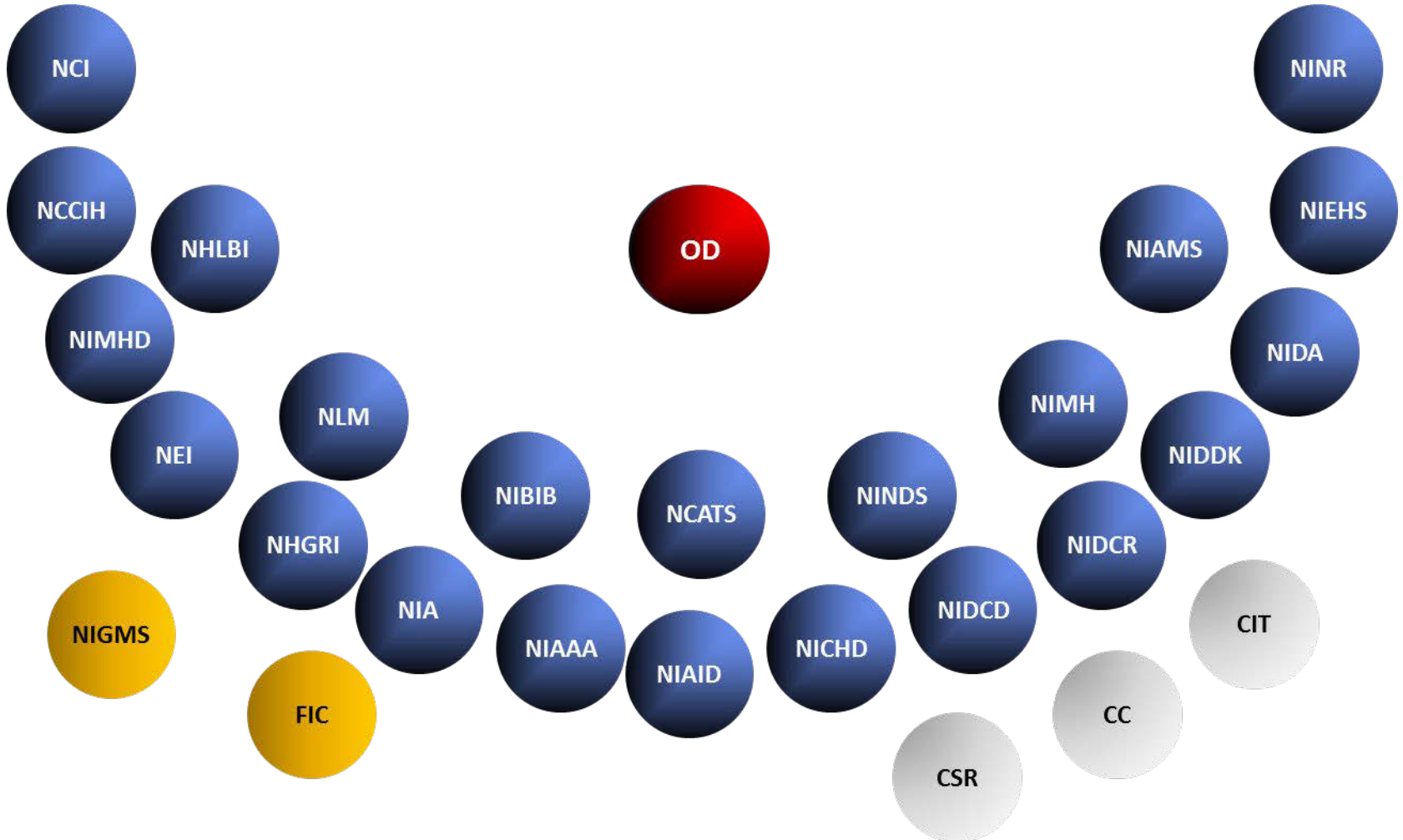
To seek **fundamental knowledge** about the nature and behavior of living systems and to **apply that knowledge** to enhance health, lengthen life, and reduce illness and disability.



The NIH

- FY 2019 Budget ~ \$39.2 B
- Number of Employees > 20,000
- More than 80% of funding is awarded to extramural researchers
 - Number of competitive grants > 50,000
 - Number of Researchers Awarded > 300,000
 - Number of Research Institutions Awarded > 2,500

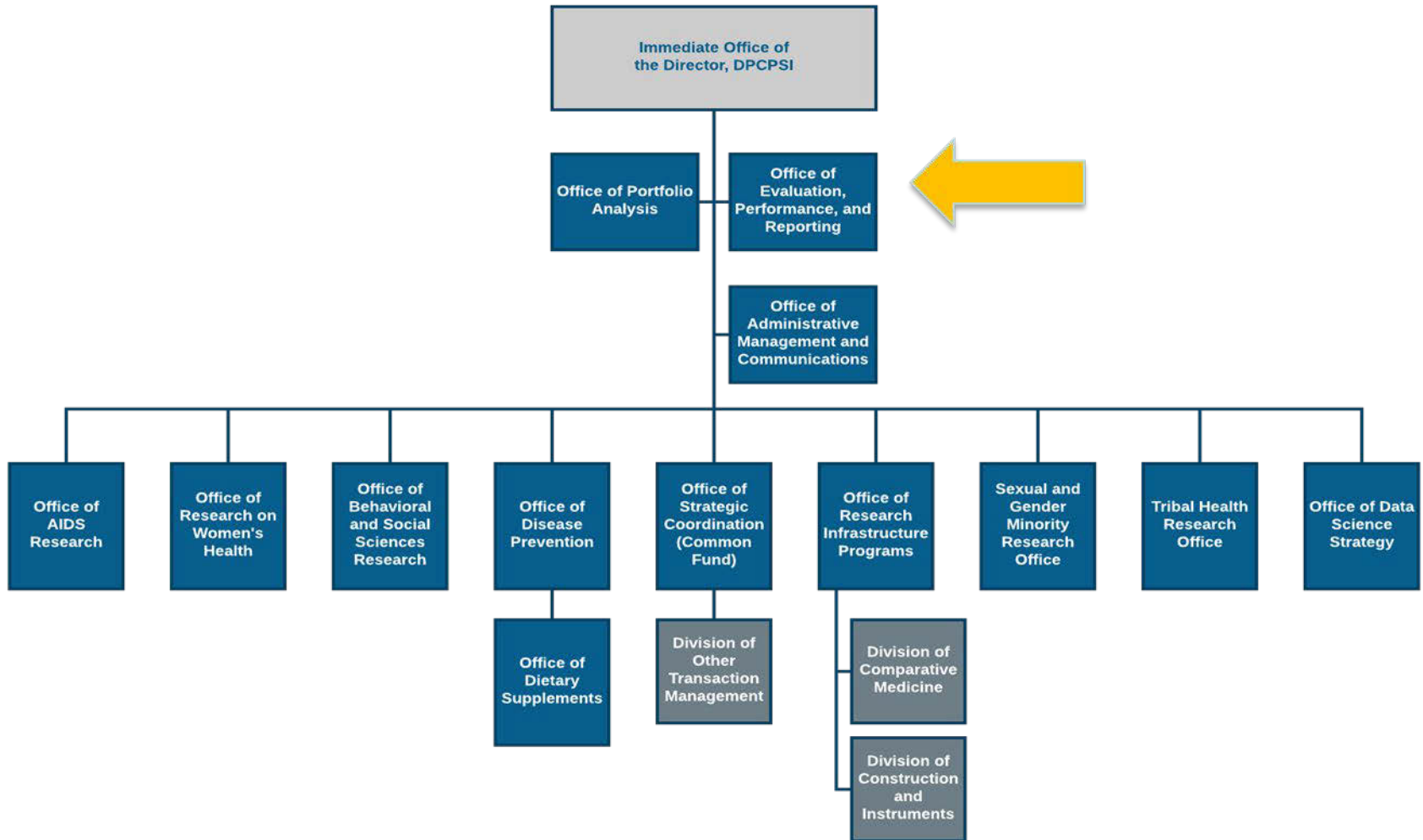
The NIH



● Extramural only

● No Funding Authority

NIH OD/Division of Program Coordination, Planning, and Strategic Initiatives



Approach

1) Identified key stakeholders

- a. The NIH Planning and Evaluation Officers Committee (P&E Officers Committee)
 - i. P&E Officers coordinate planning, evaluation, and reporting processes; advise on science policy issues affecting biomedical and behavioral research; and share information on relevant policies, procedures, and strategic objectives.
- b. NIH leadership
- c. HHS

2) Developed an operational definition of evaluation for NIH

- a. *A systematic and objective inquiry using quantitative and/or qualitative methods to answer specific questions about a current or potential program or policy against a set of standards (comparison), tailored to the stage of the program or policy (from planning through implementation to results/impact) to inform decision-making.*

Approach Con'd

- 3) Described the purpose of the NIH evaluation plan
 - a. Develop a common understanding and framework of evaluation across NIH
 - b. Promote and highlight the importance of evaluation at the NIH
 - c. Provide guidance on evaluation approaches and where they can be utilized
 - d. Support the NIH response to the Evidenced Based Policy Making Act

- 4) Conducted an Environmental Scan and Assessment
 - a. Review existing internal resources
 - b. Canvas and review evaluation frameworks and plans from other Federal agencies and other non-Federal organizations

Approach Con'd

- 5) Conducted Survey and Interviewed Key Informants
 - a. Survey of NIH P&E community to better understand unique evaluation needs of NIH
 - b. Interviews to better understand evaluation processes and use of evaluation findings

- 6) Developed detailed outline
 - a. Bring together information from environmental scans and assessments, survey results and key informant interviews
 - b. Solicit feedback from P&E Officers, NIH Leadership, and HHS/ASPE



Next Steps

- 1) Finalize and disseminate the evaluation plan
 - a. Synthesize final draft
 - b. Conduct extensive review process involving all stakeholders
 - c. Disseminate the evaluation plan to internal and external stakeholders



Next Steps Con'd

2) Implement Evaluation Plan

- a. Promote use of the plan by engaging leadership and the P&E community
- b. Operationalize elements of the evaluation plan
 - i. Develop evaluation resources
 - ii. Improve communication and coordination of evaluation
- c. Institute a process of continuous learning
 - i. Conduct follow up surveys to assess utility of the evaluation plan
 - ii. Broadly disseminate use of evaluation results



Processes and Structure

- Process:
 1. Identify stakeholders
 2. Define evaluation and purpose of the plan
 3. Scan the evaluation environment
 4. Survey key stakeholders and conduct informant interviews
 5. Develop outline and draft plan using iterative process involving all stakeholders
 6. Disseminate and implement plan

- Structure

Led by the Office of Evaluation, Performance, and Reporting, working with a subcommittee of the NIH Planning and Evaluation Officers Committee

Stage of Implementation



Current Status

- Detailed outline of the NIH Evaluation Plan/Learning Agenda has been completed incorporating feedback from the NIH Evaluation Community, NIH Leadership, and ASPE
- Key Informant interviews are ongoing

Next Steps

- Complete key informant interviews
- Draft plan

Barriers and Strategies

Barrier

The NIH evaluation community represents a varied landscape of culture, resources and evaluation capacity

Strategy

Understand internal stakeholder needs through survey and key informant interviews

Barrier

NIH stakeholders have different priorities and concerns

Strategy

Ensure transparency and effective feedback loops are embedded into the process

Barrier

“Buy In” varies on the use of evaluation as an effective tool to support decision making

Strategy

Incorporate examples of past evaluations that highlight effective use of results at NIH

Expected Impact



- Opportunity for improving culture around learning, evaluation and using evidence for decision making
- Promote the use of evaluation “best practices”
- Guide the creation of shared resources
- Enhance the culture of informed decision making

Lessons Learned



- Communication is critical
 - Early
 - Frequent
 - Informative
- You don't need to re-invent the wheel, but you might need to modify it
 - Take the time to understand your community's needs.
 - Organizational context matters and should be honored throughout the process
- Organizational structure matters as well
 - HHS/ASPE played an important role in providing guidance.
- Be flexible and evolve
 - Evaluation needs and priorities can change with time, therefore plans need to be adaptable to changing circumstances

Q&A

What questions do you have for our presenters?



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Wrap-up

- Today's materials- stay tuned!
- Registration links- Federal Evaluators' Listserve

Event	Date
Webinar 2: Ellie Morefield (USDA)	Tuesday, July 23, 3:00 – 4:00 p.m. EDT
Webinar 3: Tammy Tippie (DoD, Navy)	Monday, July 29, 3:00 – 4:00 p.m. EDT
Webinar 4: Mary Hyde (CNCS)	Tuesday, July 30, 3:00 – 4:00 p.m. EDT
Webinar 5: Cynthia Phillips, Rebecca Kruse (NSF)	Thursday, August 8, 12:00 – 1:00 p.m. EDT
Webinar 6: Brittany Borg (SBA)	Tuesday, August 13, 3:00 – 4:00 p.m. EDT
Webinar 7: TBA (TBA)	TBA



Webinar Evaluation

- Quality
- Expectations (objectives)
- Content
- Actionability



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Thank You!

Please send feedback, comments, or questions to:

ASPE Evidence-Building Team

aspevidencebuilding@mathematica-mpr.com



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