

## DoView Visual Monitoring & Evaluation Plan - Healthcare Information for All by 2015 SUMMARY PLAN

Working Draft SUMMARY VERSION  
OF THE PLAN 31 March 2010

Cannot view the right-  
hand side of this page?

Click on the small blue  
'Hide Contents' top right.



SUMMARY  
VERSION OF  
THE PLAN

Click small triangle to go to Contents page ▲

New to this type of model? Click on small triangle to find out how to navigate ▲

- The web page version of this DoView Summary Visual M&E Plan for HIFA is available at <http://www.outcomesmodels.org/models/healthcareinformationforall50.html>
- The FULL VERSION of the DoView Visual M&E Plan for HIFA is available at <http://www.outcomesmodels.org/models/healthcareinformationforall50a.html>

● DoView visual evaluation plan workbook

● [www.EasyOutcomes.org](http://www.EasyOutcomes.org)

● [www.OutcomesTheory.org](http://www.OutcomesTheory.org)

● [www.DoView.com](http://www.DoView.com)

● V4-18SV 31 March 2010 [www.easyoutcomes.org](http://www.easyoutcomes.org)

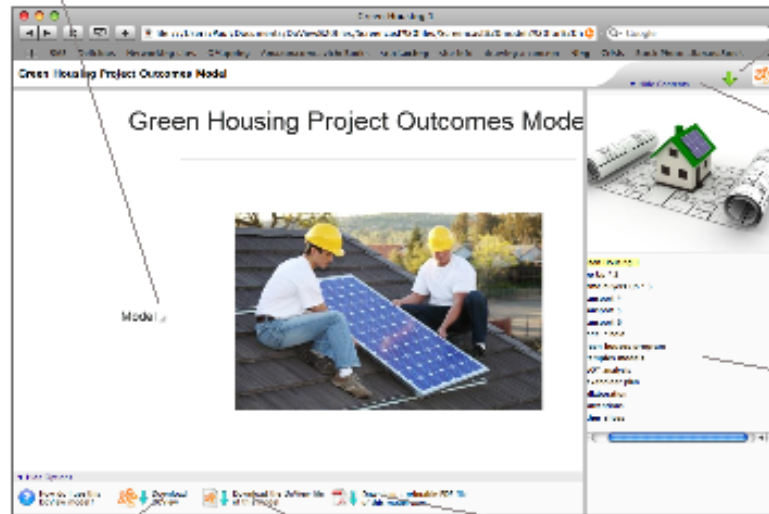
You should be able to see a white space on the right-hand side of this page. If not, click Hide Contents top right

## Using a DoView web page model



**Small triangles** (page-jumps) to move through model

**Green Arrows** for navigating through the model



**Hide Contents** closes Contents List to reveal right-hand side of the pages

**Page Names** for clicking through

**Download DoView** to get a copy of DoView software

**Download the DoView File** for a copy of the file to edit and keep on your computer (not always available)

**Download a Printable PDF** for a PDF copy of the file (not always available)

Free to use CREATIVE COMMONS COPYRIGHT #D162-0

easy outcomes

# Contents

[Heading Page \(Top Page\)](#) ▲

[How to navigate through this model](#) ▲

## **Contents**

[Summary \[1\]](#) ▲

[Summary \[2\]](#) ▲

[Introducton to the Project](#) ▲

[Introduction to the model and evaluation questions](#) ▲

[Overview of the model](#) ▲

[Well Implemented HIFA Project level of the model](#) ▲

[Relevant Local and Generic Source Health Information level of the model](#) ▲

[Relevant Healthcare Information Exists level of the model](#) ▲

[Healthcare Providers are Better Informed level of the model](#) ▲

[Evaluation Projects list](#) ▲

[Evaluation management notes \[1\]](#) ▲

[Evaluation management notes \[2\]](#) ▲

[Large poster summary of the monitoring and evaluation plan](#) ▲

# Summary of the Monitoring & Evaluation Plan [1]

The Healthcare Information for All 2015 DoView Monitoring and Evaluation Plan has been built using a new 'visual' approach to building monitoring and evaluation plans. In contrast to the traditional approach of writing a long narrative monitoring and evaluation plan, this plan is set out in a visual format built around an outcomes model (a type of logic model) of the program being evaluated. This has many advantages: it immediately shows the 'theory of change' (the way it is believed the program will work) in a visual format; it clearly shows how indicators and evaluation questions are focused on measuring different steps and outcomes within the program's outcomes model; and it shows which monitoring and evaluation projects will be focused on measuring which indicators and answering which evaluation questions. The DoView Visual Monitoring & Evaluation Plan also has the advantage that it can be used in real time when discussing the evaluation plan either when data projected in a meeting or when used on the internet with desktop sharing systems (e.g. Glance.net) in the course of a conference call.

The evaluation planning for HIFA 2015 is all being undertaken by an international virtual Evaluation Planning Group (including Dr Paul Duignan, Dr Neil Pakenham-Walsh, Dr Peter Tugwell, Dr Jordi Pardo and Dr Veronique Thouvenot). which has never met face-to-face to discuss the evaluation plan, all evaluation planning has been undertaken against this visual evaluation plan visualized in DoView over the desktop sharing system Glance.net. This project is breaking new ground regarding value-for-money evaluation planning for international development projects. This is important because the demand for more evaluation to promote evidence based practice meant that more affordable ways of planning and implementing evaluations need to be found.

## Summary of the Monitoring & Evaluation Plan [2]

The evaluation plan so far has identified a number of potential evaluation questions. For the high-level impact evaluation question ('Is HIFA 2015 increasing access of healthcare providers to relevant healthcare information?') an analysis has been undertaken of the appropriateness, feasibility and affordability of a set of seven possible impact/outcome evaluation designs. At the current time (March 2010) a preliminary analysis (which is set out in the full DoView Visual Monitoring and Evaluation Plan) suggests that it is not feasible or affordable to answer this question directly. Instead, this analysis suggests that the lower-order question 'Do stakeholders and HIFA members think HIFA is having an impact?' is feasible and affordable to answer. Further analysis may yield other ways of answering the high-level impact evaluation question.

The evaluation will be undertaken by a combined evaluation team with an evaluator, a lead evaluator and an Evaluation Advisory Group which will provide advice on the evaluation.

Please refer to the full version of the evaluation plan for more information. Its URL is below.

- **The full version of the DoView Visual M&E Plan for HIFA is available at <http://www.outcomesmodels.org/models/healthcareinformationforall50a.html>**
- For information on how to build a DoView Visual Monitoring and Evaluation Plan like this see Duignan, P.(2010). M & E Systems - How to build an affordable simple monitoring and evaluation system using a visual approach. <http://knol.google.com/k/paul-duignan-phd/m-e-systems-how-to-build-an-affordable/2m7zd68aaz774/134>
- Duignan, P. (2009). Impact evaluation - when it should, and should not, be used. <http://knol.google.com/k/paul-duignan-phd/impact-evaluation-when-it-should-and/2m7zd68aaz774/86>
- Short video: Faster Program Evaluation Planning: A New Visual Approach

## The Healthcare Information for All 2015 Project

---

Health Information for All 2015 is a project using international electronic networking between those involved in providing healthcare information (publishers, librarians, researchers etc.); building up information resources; and using advocacy to promote better access to healthcare information for those providing healthcare in any context. For information on the project contact Dr Neil Pakenham-Walsh, for information on this way of preparing a visual evaluation plan contact Dr Paul Duignan.

[neil.pakenham-walsh@ghi-net.org](mailto:neil.pakenham-walsh@ghi-net.org)

[paul@parkerduignan.com](mailto:paul@parkerduignan.com)

## The Model

---

The following pages set out evaluation questions and maps them onto the visual outcomes model (logic model) of the project. The outcomes models run from left to right with the highest level outcomes at the right. The numbers next to each evaluation question show which evaluation project will answer that evaluation question. The model is followed by a list of evaluation questions and some notes on evaluation management.

## Overview Project Outcomes Model and Evaluation Questions

❓ How well is the project being implemented and how can it be improved? [Process/Formative Q] [L]

5

2

❓ What are the barriers and drivers at each stage in the knowledge cycle which impact on dissemination of healthcare information? [Process/Formative Q] [K]

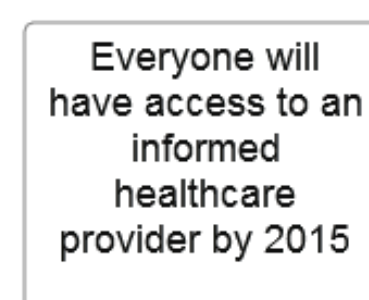
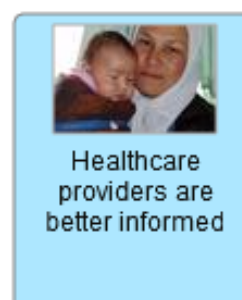
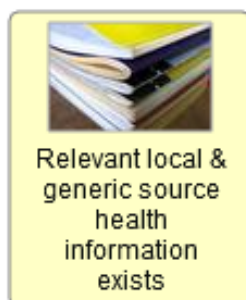
10

❓ Do stakeholders and HIFA members think HIFA is having an impact? [Impact Q] [B]

5

2

❓ Is HIFA increasing access of healthcare providers to relevant healthcare information? [Impact Q] [A] [Not feasible or affordable to answer directly] \*



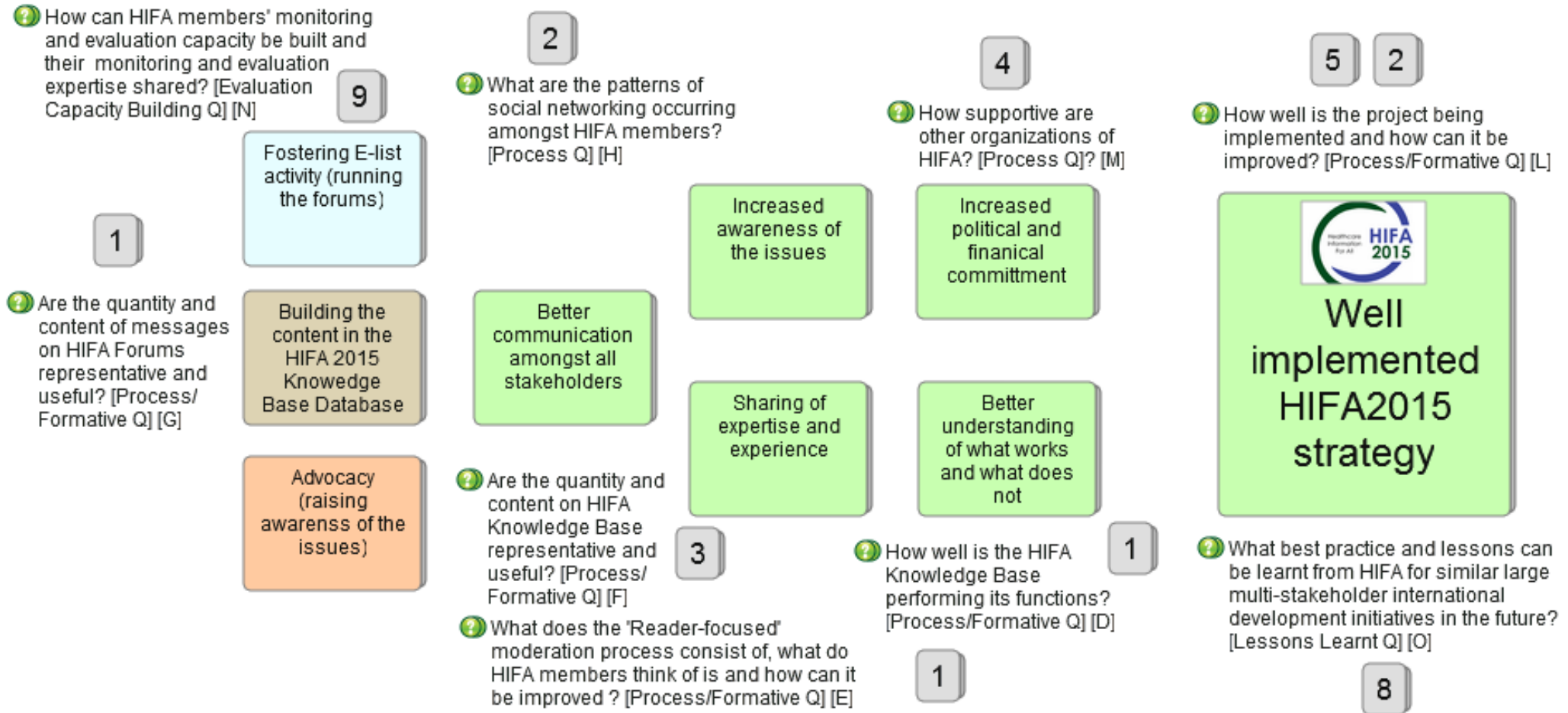
❓ Can success stories of where information needs of health providers have been met be identified? [Process/Impact Q] [C]

7

\* The analysis which looks at the feasibility of answering this high-level impact evaluation question is set out in the Appendix in the Detailed Visual Evaluation plan.



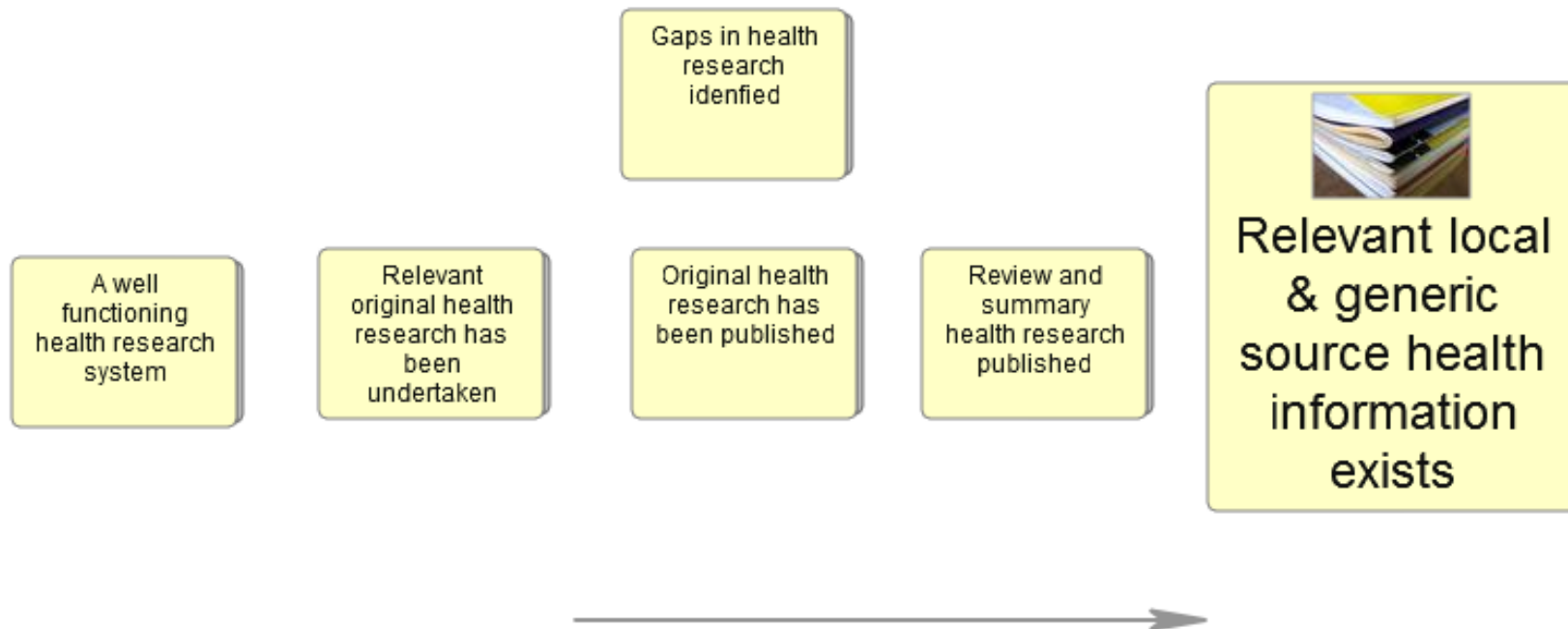
## Well implemented HIFA 2015 project strategy [EQ]



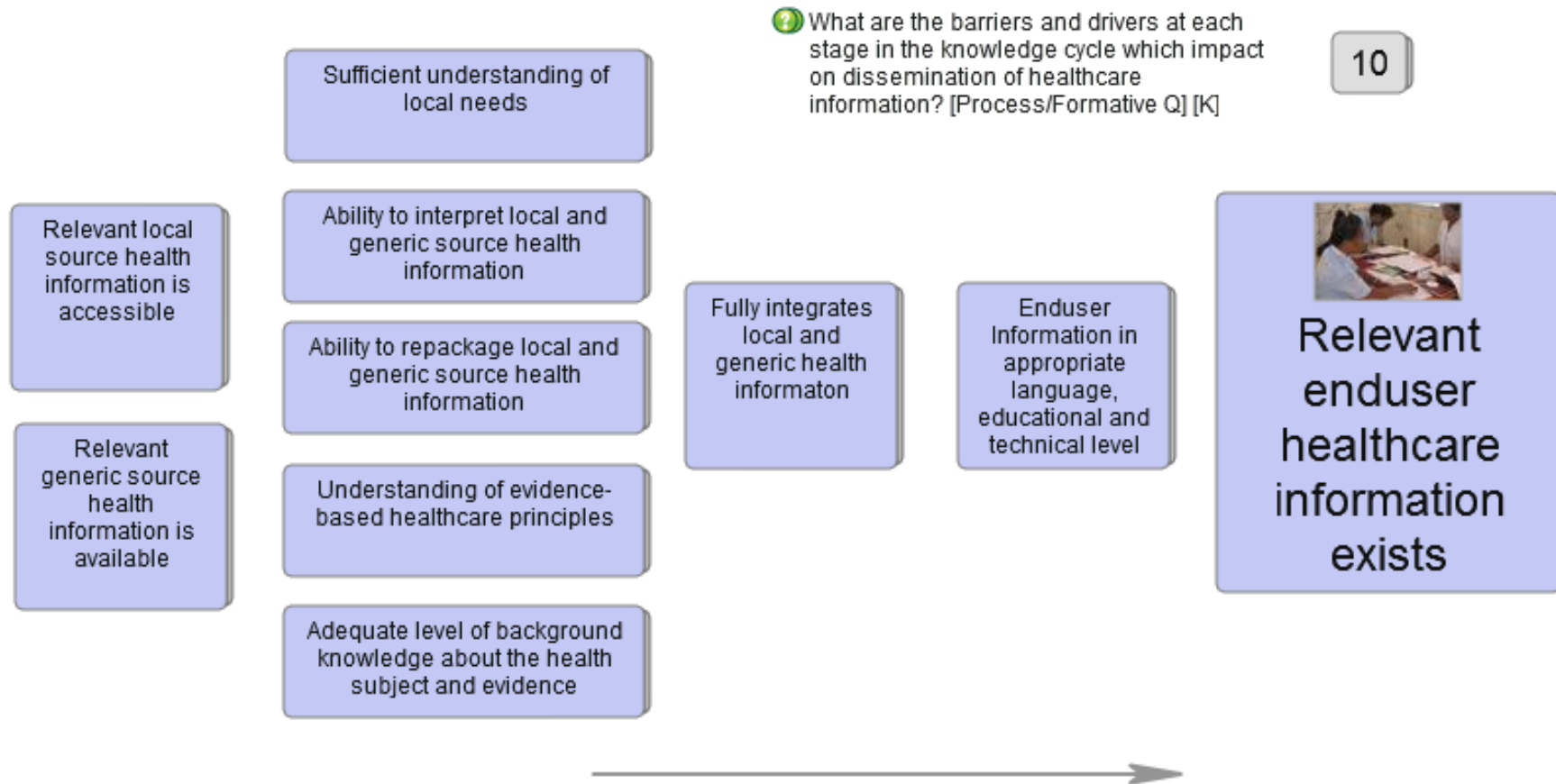
## Relevant local and generic source health information [EQ]

❓ What are the barriers and drivers at each stage in the knowledge cycle which impact on dissemination of healthcare information? [Process/Formative Q] [K]

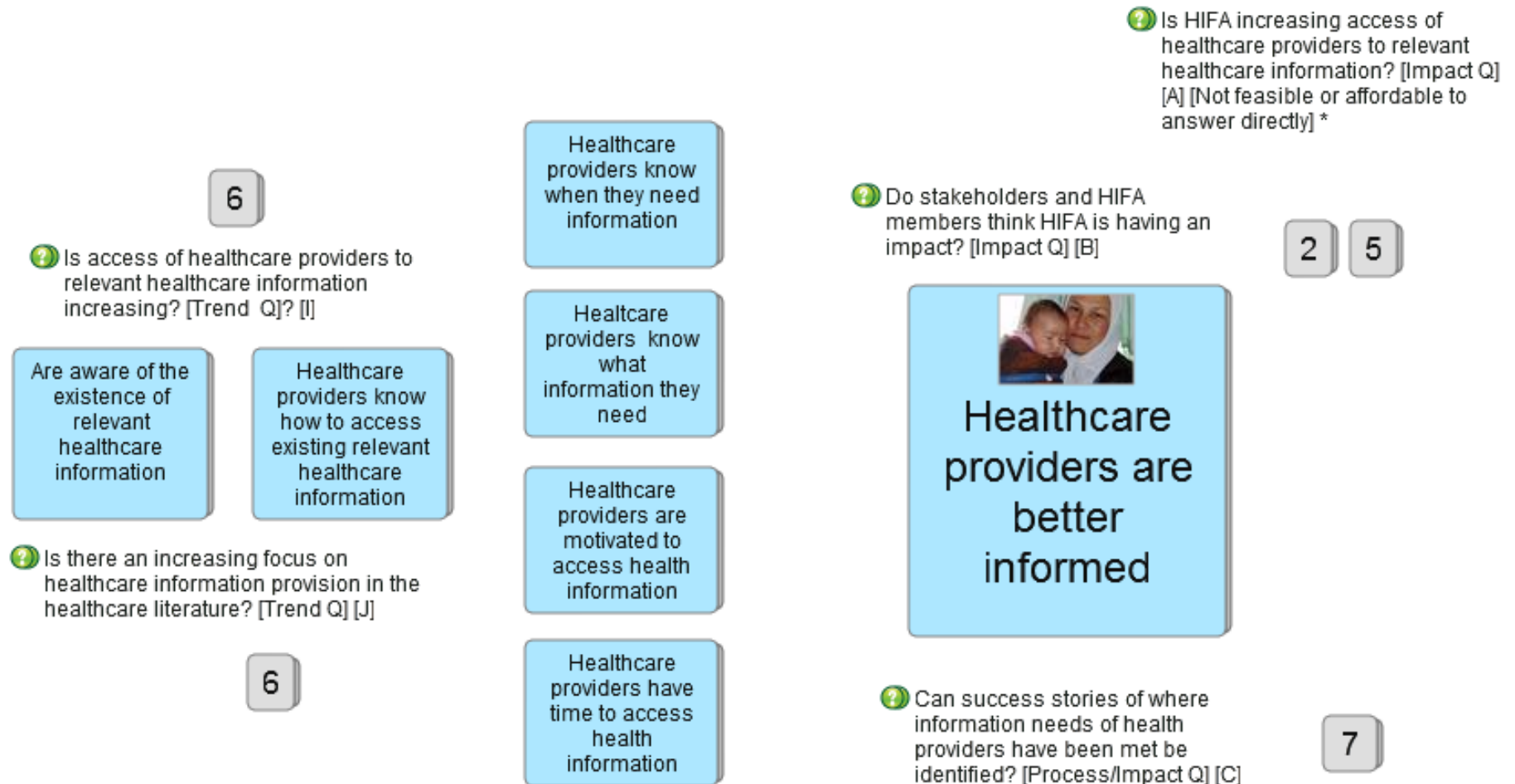
10



## Relevant healthcare information exists [EQ]



## Healthcare providers are better informed [EQ]



## Evaluation Projects

---

- 1  Evaluation Project 1: Monitoring information from HIFA forums and Knowledge Base
- 2  Evaluation Project 2: Surveys of HIFA2015 members
- 3  Evaluation Project 3: Independent assessment of the HIFA2015 Knowledge Base
- 4  Evaluation Project 4: Study of supporting organizations
- 5  Evaluation Project 5: Stakeholder key informant interviews
- 6  Evaluation Project 6: Monitoring of trends in the healthcare literature
- 7  Evaluation Project 7: Success stories of where information needs of health providers have been met
- 8  Evaluation Project 8: Lessons learnt for similar initiatives
- 9  Evaluation Project 9: Building members' monitoring and evaluation capability
- 10  Evaluation Project 10: Identify barriers and opportunities in regard to implementation of the knowledge cycle

## Evaluation management and administration [1]

---

### 1. Evaluation planning

This DoView Easy Outcomes Visual Program Evaluation Plan is being used as the basis for ongoing evaluation planning, discussion with funders and stakeholders and to control the implementation of the evaluation. (It can be immediately downloaded from the web page version and used if the user has a copy of DoView on their computer). The evaluation plan set out here has had input from evaluation advisory group.

### 2. Evaluation management structure

An evaluation advisory group has been working on the evaluation planning for the project. Some sort of ongoing advisory group for the evaluation will be established. Day to day management and administration of the evaluation will be managed by the HIFA2015 Coordinator.

### 3. The evaluation team

The evaluation will consist of an External Evaluator on contract, the Project Coordinator, External Experts in Health and an External Expert in Evaluation in addition to whatever ongoing evaluation advisory group is put in place. For a project of this sort, with a limited budget for both the project and its evaluation, this is an appropriate mix of internal and external evaluation input.

### 4. Knowledge management

Since this is a relatively small evaluation project, knowledge management could use this DoView visual evaluation plan to control the implementation of the evaluation. The same model could also be used to summarize and present results from the evaluation.

## Evaluation management and administration [2]

---

### 5. Risk management

Not doing the most strategic mix of evaluation types - this has been considered in the evaluation plan and the rationale is set out in the plan, it can be peer reviewed by others for increased assurance that the evaluation plan is the best plan for the program and the amount of funding available for the evaluation.

Not asking the right evaluation questions - by mapping the evaluation questions back onto the outcomes model as has been done in this plan, this risk can be minimized.

Lack of stakeholder confidence in independence of the evaluation - the evaluation includes an external evaluator and external independent experts to reduce this risk.

Getting evaluators with the right skills to undertake the evaluation - it should be possible to get appropriate evaluation skills. There may be an issue in regard to the level of fees available for evaluation and health expertise, however due to public-good nature of the project it is likely that sufficiently skilled expertise will be forthcoming.

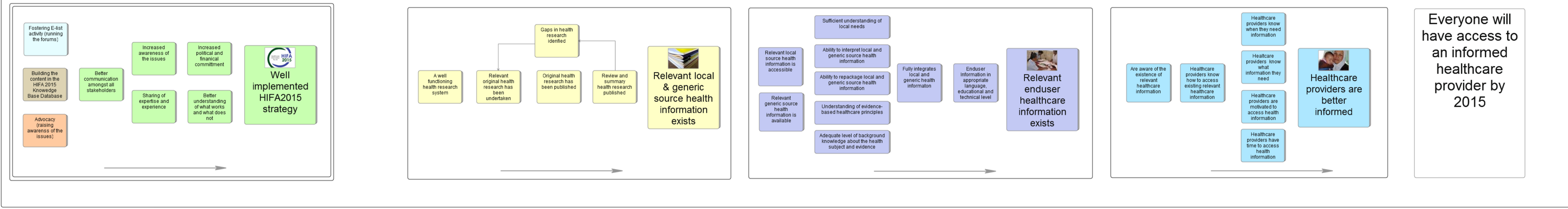
Drift in evaluation questions from those being initially asked - this is unlikely due to clear specification of the evaluation questions and which evaluation project will be answering them as set out in this visual evaluation plan.

Staff turnover - this risk will be minimized due to full documentation of the evaluation plan using this visual program evaluation plan.

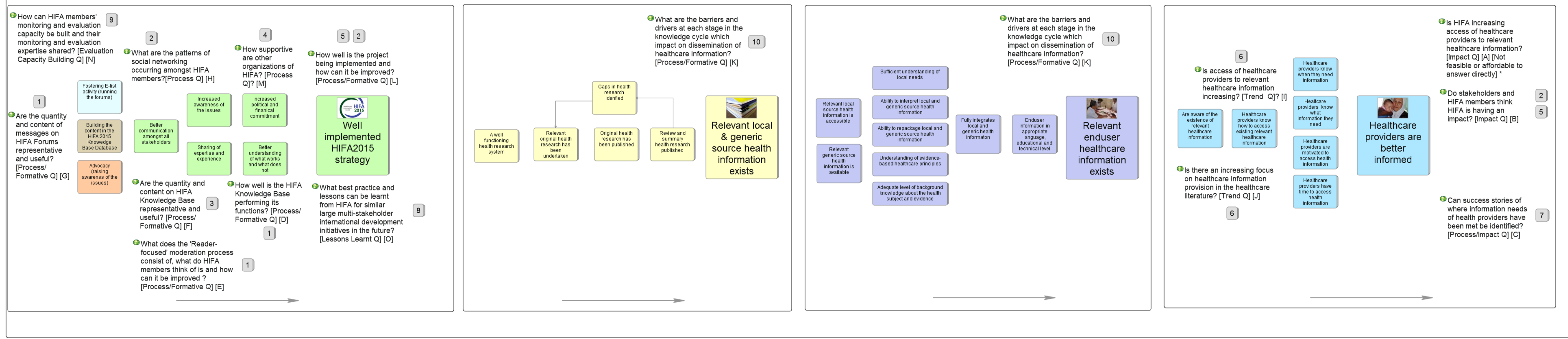
Lack of integration of evaluation with monitoring and future strategic planning - this can be managed if the evaluation results are reported back against this visual evaluation plan and the outcomes model used in program strategic planning, those closing the loop as a 'learning organization'.

# Healthcare Information for All 2015 DoView Visual Monitoring and Evaluation Plan

The HIFA 2015 Visual Outcomes Model Showing the Steps Necessary to Get to the Program's High-Level Outcome



Evaluation Questions Mapped onto the HIFA visual outcomes model (The numbers refer to the Evaluation Projects listed below which will attempt to answer each of the Evaluation Questions)



## Summary of the Monitoring & Evaluation Plan

The Healthcare Information for All 2015 DoView Monitoring and Evaluation Plan has been built using a new 'visual' approach to building monitoring and evaluation plans. In contrast to the traditional approach of writing a long narrative monitoring and evaluation plan, this plan is set out in a visual format built around an outcomes model (a type of logic model) of the program being evaluated. This has many advantages: it immediately shows the 'theory of change' (the way it is believed the program will work) in a visual format; it clearly shows how indicators and evaluation questions are focused on measuring different steps and outcomes within the program's outcomes model; and it shows which monitoring and evaluation projects will be focused on measuring which indicators and answering which evaluation questions. The DoView Visual Monitoring & Evaluation Plan also has the advantage that it can be used in real time when discussing the evaluation plan either when data projected in a meeting or when used on the internet with desktop sharing systems (e.g. Glance.net) in the course of a conference call.

The evaluation planning for HIFA 2015 is all being undertaken by an international virtual Evaluation Planning Group (see names below) which has never met face-to-face to discuss the evaluation plan, all evaluation planning has been undertaken against this visual evaluation plan visualized in DoView over the desktop sharing system Glance.net. This project is breaking new ground regarding value-for-money evaluation planning for international development projects. This is important because the demand for more evaluation to promote evidence based practice meant that more affordable ways of planning and implementing evaluations need to be found.

The evaluation plan so far has identified a number of potential evaluation questions. For the high-level impact evaluation question ('Is HIFA 2015 increasing access of healthcare providers to relevant healthcare information?') an analysis has been undertaken of the appropriateness, feasibility and affordability of a set of seven possible impact/outcome evaluation designs. At the current time (March 2010) a preliminary analysis (which is set out in the full DoView Visual Monitoring and Evaluation Plan) suggests that it is not feasible or affordable to answer this question directly. Instead, this analysis suggests that the lower-order question 'Do stakeholders and HIFA members think HIFA is having an impact?' is feasible and affordable to answer. Further analysis may yield other ways of answering the high-level impact evaluation question.

The evaluation will be undertaken by a combined evaluation team with an evaluator, a lead evaluator and an Evaluation Advisory Group which will provide advice on the evaluation.

For information on how to build a DoView Visual Monitoring and Evaluation Plan like this see Duignan, P (2010). M & E Systems - How to build an affordable simple monitoring and evaluation system using a visual approach

## Evaluation Projects

- 1 Evaluation Project 1: Monitoring information from HIFA forums and Knowledge Base
- 2 Evaluation Project 2: Surveys of HIFA2015 members
- 3 Evaluation Project 3: Independent assessment of the HIFA2015 Knowledge Base
- 4 Evaluation Project 4: Study of supporting organizations
- 5 Evaluation Project 5: Stakeholder key informant interviews
- 6 Evaluation Project 6: Monitoring of trends in the healthcare literature
- 7 Evaluation Project 7: Success stories of where information needs of health providers have been met
- 8 Evaluation Project 8: Lessons learnt for similar initiatives
- 9 Evaluation Project 9: Building members' monitoring and evaluation capability
- 10 Evaluation Project 10: Identify barriers and opportunities in regard to implementation of the knowledge cycle

## Evaluation questions summary

- Questions about the success of the project**
- 1 Is HIFA increasing access of healthcare providers to relevant healthcare information? [Impact Q] [A] [Not feasible or affordable to answer directly] \*
  - 2 Do stakeholders and HIFA members think HIFA is having an impact? [Impact Q] [B] \*
  - 3 Can success stories of where information needs of health providers have been met be identified? [Process/Impact Q] [C]
- Questions about the approaches and tools being used in the project**
- 4 How well is the HIFA Knowledge Base performing its functions? [Process/Formative Q] [D]
  - 5 What does the 'Reader-focused' moderation process consist of, what do HIFA members think of it and how can it be improved? [Process/Formative Q] [E]
  - 6 Are the quantity and content of messages on HIFA Forums representative and useful? [Process/Formative Q] [F]
  - 7 Are the quantity and content of messages on HIFA Forums representative and useful? [Process/Formative Q] [G]
  - 8 What are the patterns of social networking occurring amongst HIFA members? [Process Q] [H]
- Questions about trends (not necessarily just because of the HIFA project)**
- 9 Is access of healthcare providers to relevant healthcare information increasing? [Trend Q] [I] \*
  - 10 Is there an increasing focus on healthcare information provision in the healthcare literature? [Trend Q] [J]
- Questions about the topic**
- 11 What are the barriers and drivers at each stage in the knowledge cycle which impact on dissemination of healthcare information? [Process/Formative Q] [K]

## Evaluation questions summary [Continued]

- Questions about details of the project itself**
- 12 How well is the project being implemented and how can it be improved? [Process/Formative Q] [L]
  - 13 How supportive are other organizations of HIFA? [Process Q] [M]
- Questions about HIFA members monitoring and evaluation capability**
- 14 How can HIFA members' monitoring and evaluation capacity be built and their monitoring and evaluation expertise shared? [Evaluation Capacity Building Q] [N]
- Questions about implications for similar projects in future**
- 15 What best practice and lessons can be learnt from HIFA for similar large multi-stakeholder international development initiatives in the future? [Lessons Learnt Q] [O]