

Pushing for Measurement of Impact: NEPHTC's Increasing Capability to Measure Training Impact on the Workforce Performance

**Kirkpatrick's Level 3 Evaluation** 

July 12, 2018 11:30 am

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**Boston University** School of Public Health Activist Lab



"Managing Effectively in Today's Public Health Environment"

# NEPHTC'S MANAGEMENT PROGRAM

### NEPHTC

### The New England Public Health Training Center develops trainings and provides services that build public health workforce competency.





http://sites.bu.edu/nephtc/

http://www.nephtc.org/

Please visit our website and learning management system!

### Management Program - A flagship for NEPHTC



2017 Impact Award NNPHI

Managing Effectively in Today's Public Health Environment for Trainers

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# Cohorts run in MA and ME, downloadable materials

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Building Professionalism Th	
Training: New England Publ	ic Health Training Center's
Low-Cost, High-Impact Mod	el
Kathleen MacVarish, MS, REHS; Hope Kenefick, MSW	, PhD; Anne Fidler, ScD; Bradley Cohen, BA;
Yuri Orellana, MS; Karla Todd, MBA, MSM	
ABSTRACT	
Context: Evolving practices, accreditation, and priorities esta	ablished in Public Health 3.0 am adding to the king-identified
need for management training among public health practition Programs The New England Public Health Training Center In	tors, addressing this need with a familial open source. 16 topic
training program. The program is designed to build competen-	cies for current and future managers, preparing them for their
day-to-day tasks and for the kinds of adaptation suggested by implementation. The training program uses live expert metry	y Public Health 3 0 adhorates.
also created the content for multiple self-paced E-Learnings th	at trainees undertake in addition to the instructor-led sessions.
A vebinar platform with breakout rooms and an advanced le mentor interaction. The course has now been offered, evaluate	arring management system allows for online discussion and dark and modified 3 tonat, and the materials are excluded to
noncommercial use by the public health community.	
Evaluation: Using the Kritpatrick training evaluation model, ported identifying actions to apply information learned to their	the recent cohort was satisfied U25% with the training, re- mark 365 (PL), and experienced elatistically provide and
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edge gains. Earlier trainees reported work related behavior d	
Discussion: Management training offers the hope of increase	ng professionalism; creating better, more effective workplacer
<ul> <li>adge gains. Earlier trainees reported work existed behavior of Discussion: Management training offers the hops of increasing and programs; and preparing practitioners for an evolving pr program. Managing Effectively in Today's Public Health Driver</li> </ul>	regimeterssionalism; creating better, more affective workplacer soble health landscape. Early results indicate that NEPHTC1
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#### Relationship to PH 3.0



### **Topics and Alignment with PH 3.0**

Management Training Course Topic	Public Health 3.0 Key Components		
From Manager to Leader			
Leading Organizational Change			
Recruiting and Hiring	Leadership & Workforce		
Onboarding and Coaching			
Labor Law & Collective Bargaining			
Grievances & Discipline			
Budgeting & Resources 1			
Budgeting & Resources 2	Flexible & Sustainable Funding		
Grant Writing			
Managing Projects & Teams			
Program Evaluation	Data, Analytics & Metrics		
Quality Improvement			
Community Collaboration	Strategic Partnerships		
Getting Started (Orientation to PH)			
Setting the Stage	Essential Infrastructure		
Marketing Public Health			

### **Adaptable for Any Health Department**









### **Adaptable for Any Health Department**



#### Long, detailed vrs short, fewer topics

#### **GETTING STARTED WITH** Managing Effectively



#### **REVIEW THE TOPICS**

Skim the topics that are included in the original *Managing Effectively* course. Which of them are of particular interest to you? Which are the most useful for your participants? Are there any that aren't relevant for you or them?

+

#### EVALUATE YOUR RESOURCES

How many people can you recruit to help run your training? Do you have access to free or low-cost experts who would be willing to give a talk? What kinds of technology do you have access to?



#### **CONSIDER YOUR PARTICIPANTS**

Are your participants local or far-flung? Will they be able to meet in-person frequently, occasionally, or not at all? How will this affect they way you lead the training?

Your Managing Effectively

NEW ENGLAND

Materials and customization tips

# **EVALUATION**



# **The Kirkpatrick Model**



### **Level 1: Reaction**

- post-training Likert scale ratings of aspects of training to assess satisfaction, engagement, and relevance
- mid-course survey for QI

### Level 2: Learning

- pre/post-training multiple choice quizzes
- Likert scale ratings to assess trainee perceptions about their ability to perform training learning objectives before and after training

### Level 3: Behavior

Trainees apply what they learned when back on the job

### Level 4: Results

Targeted outcomes or impact occur as result of the training

#### Level 1 and Level 2











### Level 3 - Pilot



### **Level Three Evaluation**

**Full Level 3 Evaluation:** 



# **Example: Level Three Survey**

#### 4. Please use the scale below to indicate the extent to which you agree with the following statements.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	Not applicable to my work as a manager	
As a result of completing the Management Course, I have a better understanding of effective management practices.	0	0	0	0	0	0	
As a result of completing the Management Course, I have more confidence in my ability as a manager.	0	0	0	0	O i	i. We are inte	
Since completing the Management Course, I believe I have become a more effective manager.	0	0	0	$\bigcirc$		believe you do completed the	
The Management Course has helped make me a stronger advocate for my staff and/or program(s).	0	0	0	0	0	Leading organizational cha	
I am better at supporting the professional development of my staff as a result of what I learned in the Management Course.	0	0	0	0	0	Complying with labor laws Addressing collective bargaining Recruiting and hiring employees	
I am better at building consensus among staff and colleagues as a result of what I learned in the Management Course.	0	0	0	0	0	Onboarding and coaching employees Dealing with employee grievances	
I am better at motivating staff and colleagues as a result of what I learned in the Management Course.	0	0	0	0	0	Disciplining employees Managing budgets and fise resources	
I work more collaboratively with others (e.g., departments, programs, organizations) as a result of what I learned in the Management Course.	0	0	0	0	0	Grantwriting Managing projects and pro teams Quality Improvement	
What I learned in the						Program Evaluation	

5. We are interested in understanding how the Management Course may have influenced your job performance. Please indicate which aspects of your job you believe you do better (i.e., more efficiently and/or effectively) as a result of having completed the Management Course.

	This is not an aspect of my job OR I haven't had a chance to do it since finishing the course.	Yes, I do this aspect of my job more efficiently and/or effectively as a result of the course	No, the Management Course did not change how I do this aspect of my job
Leading organizational change	$\bigcirc$	0	0
Complying with labor laws	0	0	0
Addressing collective bargaining	0	0	0
Recruiting and hiring employees	0	0	0
Onboarding and coaching employees	0	0	0
Dealing with employee grievances	0	0	0
Disciplining employees	0	0	0
Managing budgets and fiscal resources	$\bigcirc$	0	0
Grantwriting	0	0	0
Managing projects and project teams	$\bigcirc$	0	0
Quality Improvement	0	0	0
Program Evaluation	0	0	0
Collaborating with the community	0	0	0
Community Health Assessments	0	0	0
Marketing public health	0	0	0

### **Level Three Behavior Change Results**



### Level Three Behavior Change Results AS A RESULT OF THE MANAGEMENT COURSE...

I have a better understanding of effective management practices	90.0%	Som
I think more strategically about how to achieve goals	<b>89.7</b> %	Somewhat or strongly agreed
I have more confidence in my ability as a manager	<b>86.7</b> %	at or s
I am a stronger advocate for my staff and/or program(s)	83.3%	trongl
I am better at motivating staff and colleagues	83.3%	A aðu
I believe I have become a more effective manager	<b>82.8</b> %	eed
I am better at building consensus among staff and colleagues	<b>79.3</b> %	
I use available resources more effectively	79.3%	
l work more collaboratively with others (e.g., departments, programs, organizations)	<b>76.7</b> %	
I am better at supporting the professional development of my staff	70.4%	

### **Level Three Behavior Change Results**

YES, I DO THIS ASPECT OF MY JOB MORE EFFICIENTLY AND/OR EFFECTIVELY As a result of the course

Managing projects and project teams **96.2**% Quality Improvement 76.9% Dealing with employee grievances **93.3**% Managing budgets and fiscal resources **76.5**% Onboarding and coaching employees 91.3% Addressing collective bargaining **75.0**% Complying with labor laws 68.8% Recruiting and hiring employees **86.4**% Leading organizational change 83.3% Collaborating with the community **68.0**% Marketing public health 80.0% Community Health Assessments 55.0% Disciplining employees **78.6**% Grant writing 50.0% Program Evaluation 77.3%

# **Level Three Quotes**

- "This course has influenced me to pay more attention to how I work as a manager."
- *"The management course was great in the fact that I take a step back and assess overall issues, situations, problems. [I] deal with the issue at hand and look for ways to solve [them] amicably.*
- "After being in my role for a number of years, it [the course] helped me refocus and helped me with developing a plan to move my department forward. We are conducting a community health assessment now, have used the onboarding materials and will be doing some marketing of the department."
- *"The course also provided an opportunity to understand how the rest of the Commission works. I hope to have more opportunity for the bureaus to work together."*

### Lessons Learned for Behavior Change Evaluation

Round 1:

Do a pilot to gather themes

Round 2:

- Develop survey based on themes, course objectives, and session content
- Conduct survey and use Level 1-3 results for QI

Round 3:

- Refine, refine, refine based on evaluation results

# **Contact Information**

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Kirkpatrick Training Evaluation Model available at: https://www.kirkpatrickpartners.com/Our-Philosophy/The-New-World-Kirkpatrick-Model

 NEPHTC Managing Effectively in Today's Public Health Environment for Trainers - <u>https://tinyurl.com/TtT-MGMT</u>