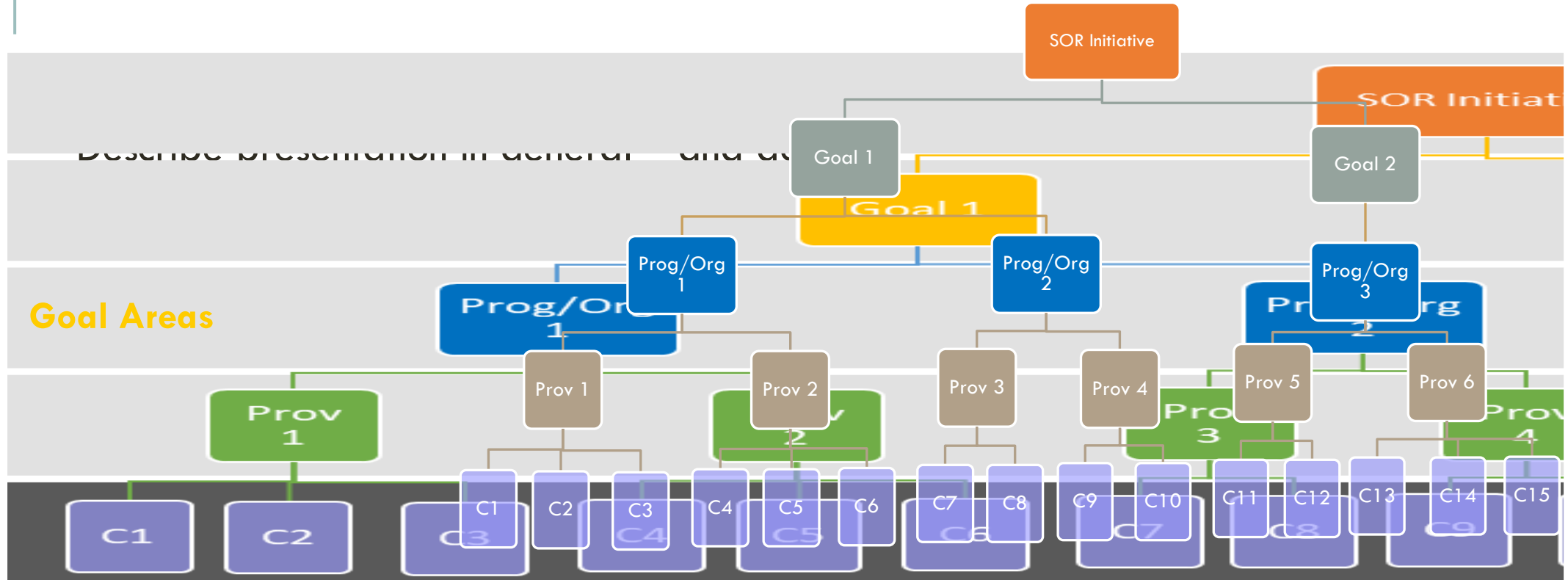


COMPLEX EVALUATIONS



STRATEGIES TO MANAGE COMPLEX EVALUATIONS WITH YOUR CORE PRINCIPLES INTACT

Complex Systems principles to conceptualize

- Embeddedness

Methods to harness complexity

- An evidence rubric
- Sub-studies

Strategies to center equity

- Weighting
- Elevating voices
- Critical examination of the data

Discussion

OREGON'S STATE OPIOID RESPONSE II

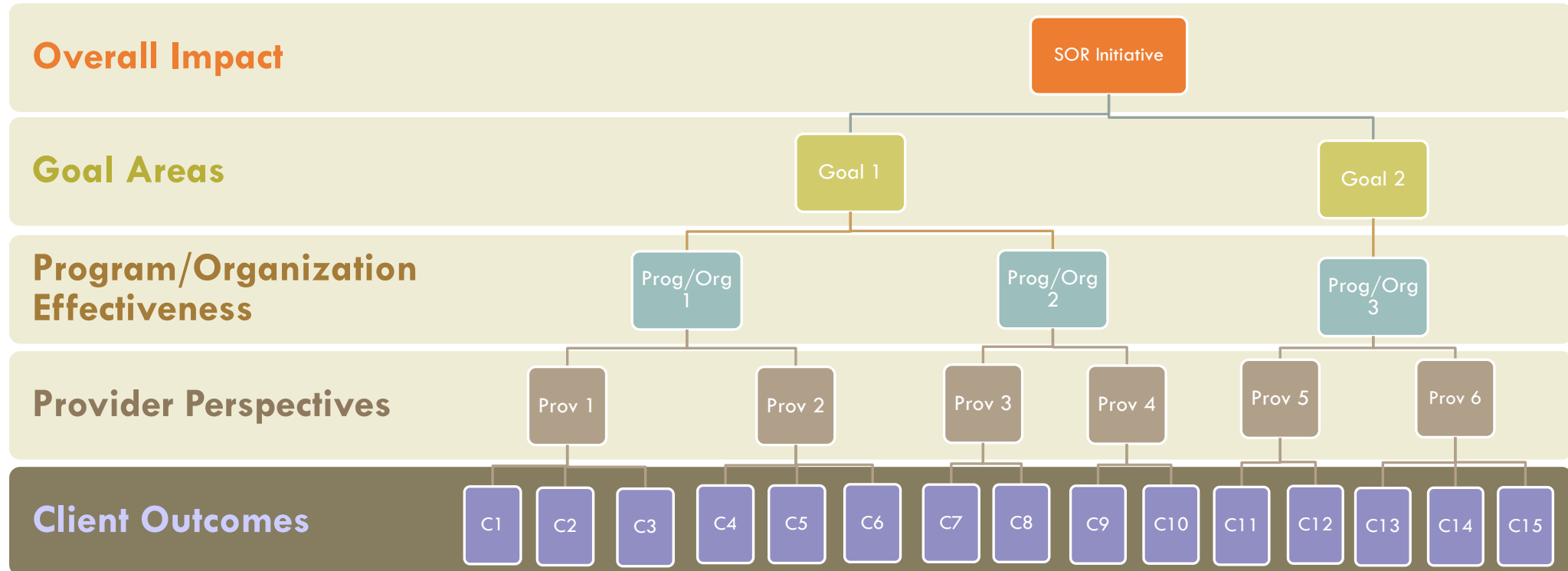
- Funded by the Substance Abuse and Mental Health Services Administration (SAMHSA)
- To increase access to medications for treating opioid use disorder (OUD) and to strengthen the continuum of care for OUD and other substance use disorders (SUD)
- Oregon's strategic plan included 9 initiatives and funded 58 grantees over two years
 - To promote equitable access, the strategic plan identified priority communities (rural, African American, Latine/Hispanic, youth, LGBTQ+) and partnered with several federally recognized Tribal health organizations.

Oregon's 9 initiatives:

- 1) Increase access to MAT
- 2) Increase access to Stimulant Use Disorder Tx
- 3) Increase access to intervention and long-term recovery
- 4) Expand school-based primary prevention programs for students, staff, and families
- 5) Reduce opioid prescriptions/expand overdose prevention
- 6) Expand naloxone distribution, ed, and TA statewide
- 7) Increase screening and tx for infectious diseases
- 8) Reduce stigma associated with MAT
- 9) Expand SUD workforce

MANAGING COMPLEXITY

EMBEDDEDNESS



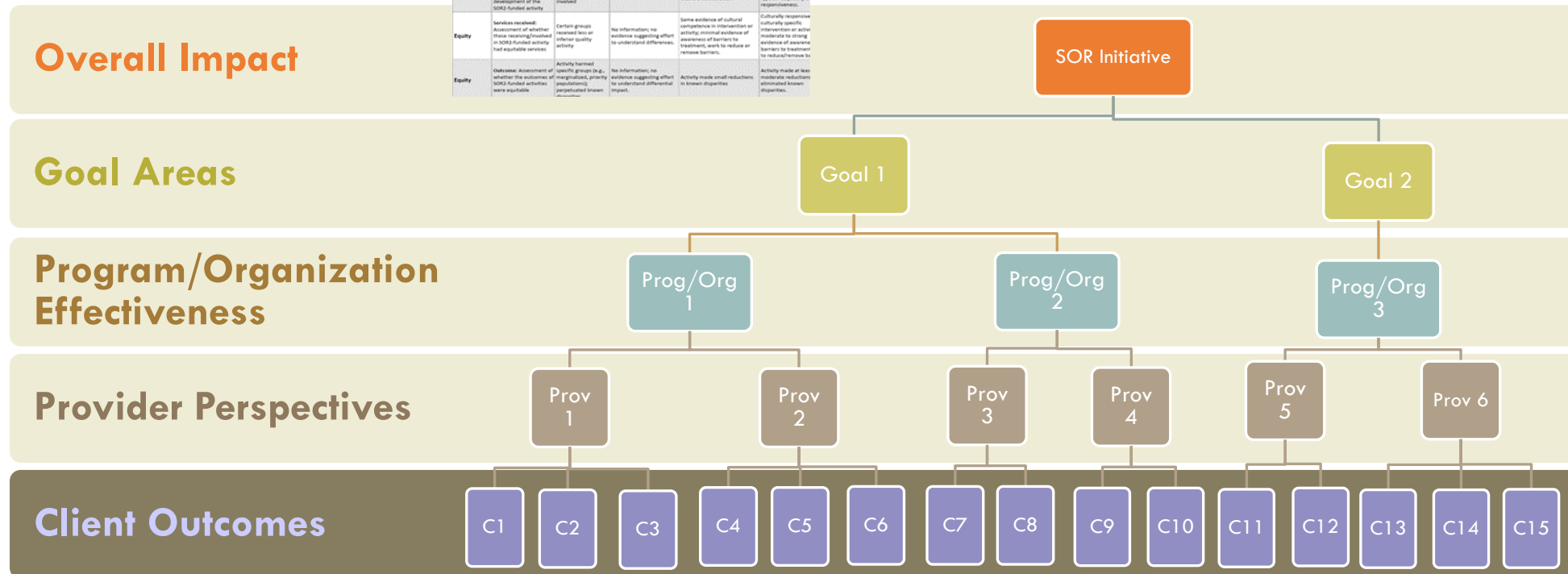
METHODS TO HARNESS COMPLEXITY

Conceptual Entry	Description/Definition	Rating (Code Value)			
		Evidence of harm (-2)	No evidence (0)	Some evidence (1)	Clear evidence (2)
Equity	Description of whether/how consumers, clients, people with lived experience, etc. were involved in the development of the SOR-funded activity	Contributors denied involvement in the development activity (no effort made or despite efforts made, contributors not involved)	No information about contributor's involvement in the development of the activity	Contributors had limited involvement in the development of the intervention or activity (research, planning, advisory roles). E.g., input or feedback that is unobstructed.	Contributors had all moderate involvement in the development of the intervention or activity (research, planning, advisory roles). E.g., a type of reporting or responsiveness.
Equity	Services received: Assessment of whether those receiving services in SOR-funded activity had equitable services	Certain groups received less or inferior quality	No information; no evidence suggesting effort to understand differences.	Some evidence of cultural competence in intervention or activity; minimal evidence of awareness of barriers to treatment; work to reduce or remove barriers.	Culturally responsive; culturally specific; intervention or activity made efforts to strong evidence of awareness of barriers to treatment; work to reduce/remove barriers.
Equity	Outcomes: Assessment of whether the outcomes of SOR-funded activities were equitable	Activity harmed specific groups (e.g., marginalized, priority populations) perpetuated known disparities	No information; no evidence suggesting effort to understand differential impact.	Activity made small reductions in known disparities	Activity made at least moderate reductions in known disparities.

Special Study 1:
Workforce
Development

Special Study 2:
Medication
Assisted
Treatment

Special Study 3



PSU/CCF CONCEPTUAL DIAGRAM OF THE SOR EVALUATION

STRATEGIES TO CENTER EQUITY

Special Study 1:
Workforce
Development

Special Study 2:
Medication
Assisted
Treatment

Special Study 3

Conceptual Group	Dimension/Definition	Rating (Code Value)			
		Evidence of Term (1-3)	No evidence (0)	Some evidence (1)	Clear evidence (2)
Equity	Consistent delivery: Description of whether/how consumers, clients, people with lived experience, etc. were involved in the development of the SOR-funded activity	Constituents demonstrated involvement in the development activity (no effort made) or despite efforts made, constituents not involved	No information about constituent's involvement in the development of the activity	Constituents had limited involvement in the development of the intervention or activity (research, planning, advisory roles). (e.g., input or feedback that is unidirectional)	Constituents had at least moderate involvement in the development of the intervention or activity (creation, research, or advisory roles) (e.g., a type of reciprocity or responsiveness)
Equity	Services received: Assessment of whether those receiving/involving in SOR-funded activity had equitable services	Certain groups received less or inferior quality activity	No information; no evidence suggesting effort to understand differences	Some evidence of cultural competence in intervention or activity; minimal evidence of awareness of barriers to treatment; work to reduce or remove barriers	Culturally responsive (culturally specific) intervention or activity; moderate to strong evidence of awareness of barriers to treatment; work to reduce/remove barriers
Equity	Outcomes: Assessment of whether the outcomes of SOR-funded activities were equitable	Activity harmed specific groups (e.g., increased disparities)	No information; no evidence suggesting effort to understand differential impact	Activity made small reductions in known disparities	Activity made at least moderate reductions in known disparities

Overall Impact

Goal Areas

Program/Organization Effectiveness

Provider Perspectives

Client Outcomes

SOR Initiative

Goal 1

Goal 2

Prog/Org 1

Prog/Org 2

Prog/Org 3

Prov 1

Prov 2

Prov 3

Prov 4

Prov 5

Prov 6

C1

C2

C3

C4

C5

C6

C7

C8

C9

C10

C11

C12

C13

C14

C15

SOR IMPACT EVALUATION

Evaluating the impact of
SOR investments

PURPOSE OF THE IMPACT EVALUATION



Overall Impact

- Evaluate overall impact of SOR funding on Oregon's SUD system.



Strategic Goals

- Evaluate improvements by strategic goal areas.

DATA SOURCES TO ASSESS OVERALL IMPACT

Grantee progress reports (n=58)


- Bi-annual (up to 4 reports over 2 years)
- Required by SAMHSA – consistent questions

Supplemental materials

- Encouraged but not required
- Little guidance for what to submit

COMPLEXITY CHALLENGES & SOLUTIONS

Challenges	Solutions
Assessing available evidence	Standards of evidence rubric
Defining impact	Accessibility & Utilization
Multiple grantees & activities	Nest grantees within strategic goal areas
Multiple reporting periods	Cumulative coding process



A framework for rating the strength of available evidence about the impact of a service or activity across multiple dimensions.

STANDARDS OF EVIDENCE RUBRIC OVERVIEW

Category	Dimension	Evidence of harm (-1)	No evidence (0)	Some evidence (1)	Clear evidence (2)
Impact	Validity				
	Magnitude of effect				
	Relevance of outcome				
Transparency	Target group				
	Intervention or activity				
	Context				
	Limitations				
Equity	Access				
	Constituent driven				
	Services received				
	Outcome				
	Constituent experience				

STANDARDS OF EVIDENCE RUBRIC SNAPSHOT

Conceptual Group	Dimension: Definition	Rating (Code Value)			
		Evidence of harm (-1)	No evidence (0)	Some evidence (1)	Clear evidence (2)
Equity	Constituent driven: Description of whether/how consumers, clients, people with lived experience, etc. were involved in the development of the SOR2-funded activity	Constituents denied involvement in the development activity (no effort made); or despite efforts made, constituents not involved	No information about constituent's involvement in the development of the activity.	Constituents had limited involvement in the development of the intervention or activity (research, planning, advisory roles). E.g., Input or feedback that is unidirectional.	Constituents had at least moderate involvement in the development of the intervention or activity (research, planning, advisory roles) E.g., some type of reciprocity or responsiveness.
Equity	Services received: Assessment of whether those receiving/involved in SOR2-funded activity had equitable services	Certain groups received less or inferior quality activity	No information; no evidence suggesting effort to understand differences.	Some evidence of cultural competence in intervention or activity; minimal evidence of awareness of barriers to treatment, work to reduce or remove barriers.	Culturally responsive intervention or activity; moderate to strong evidence of awareness of barriers to treatment; work to reduce/remove barriers.
Equity	Outcome: Assessment of whether the outcomes of SOR2-funded activities were equitable	Activity harmed specific groups (e.g., marginalized, priority populations); perpetuated known disparities	No information; no evidence suggesting effort to understand differential impact.	Activity made small reductions in known disparities	Activity made at least moderate reductions; eliminated known disparities.

COMPLEXITY CHALLENGES & SOLUTIONS

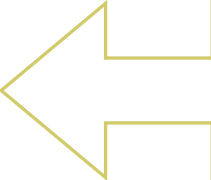
Challenges	Solutions
Assessing available evidence	Standards of evidence rubric
Defining impact	Availability & Utilization
Multiple grantees & activities	Nest grantees within strategic goal areas
Multiple reporting periods	Cumulative coding process

Availability: More resources made available + awareness of resources

Utilization: Resources used + users experiencing benefits

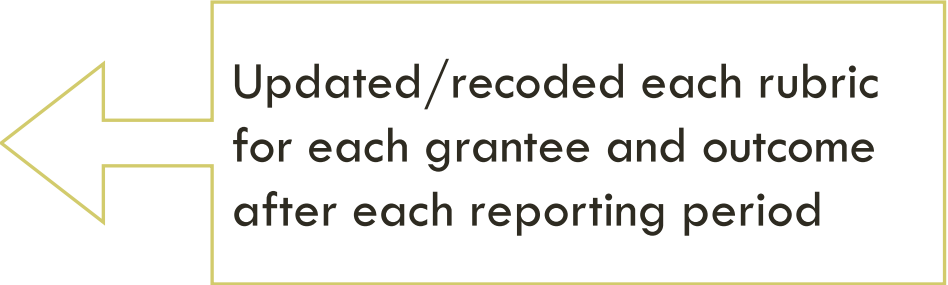
COMPLEXITY CHALLENGES & SOLUTIONS

Challenges	Solutions
Assessing available evidence	Standards of evidence rubric
Defining impact	Availability & Utilization
Multiple grantees & activities	Nest grantees within strategic goal areas
Multiple reporting periods	Cumulative coding process

- 
1. SUD treatment
 2. SUD recovery
 3. Harm reduction & overdose prevention
 4. SUD workforce development
 5. Upstream prevention & early intervention

COMPLEXITY CHALLENGES & SOLUTIONS

Challenges	Solutions
Assessing available evidence	Standards of evidence rubric
Defining impact	Availability & Utilization
Multiple grantees & activities	Nest grantees within strategic goal areas
Multiple reporting periods	Cumulative coding process



Updated/recoded each rubric for each grantee and outcome after each reporting period

EQUITY/VOICE: WEIGHTED EQUITY DIMENSIONS

Challenges	Solutions	Equity & elevating grantee voice
Assessing quality of evidence	Standards of evidence rubric	Equity dimensions; more heavily weighted
Defining impact	Accessibility & Utilization	Encouraged disaggregated information to assess disproportionality
Multiple grantees & activities	Nest grantees within strategic goal areas	Culturally specific organizations (analysis & spotlight)
Multiple reporting periods	Cumulative coding process	Equity-focused questions added to progress reports

EQUITY DIMENSIONS & DEFINITIONS

Dimension	Definition: Is there evidence that...
Access	Access to SOR2-funded activity is equitable (priority populations, marginalized groups).
Constituent driven	Consumers, clients, people with lived experience, etc. were involved in the development of the SOR2-funded activity.
Services received	Those receiving/involved in SOR2-funded activity had equitable services (quantity, quality).
Outcome	Outcomes of SOR2-funded activities were equitable (priority populations, marginalized groups).
Constituent experience	Effectiveness or impact of SOR2-funded activity assessed using perspectives from consumers, clients, or people with lived experience.

EQUITY/VOICE: DISAGGREGATING INFORMATION

Challenges	Solutions	Equity & elevating grantee voice
Assessing quality of evidence	Standards of evidence rubric	Equity dimensions; more heavily weighted
Defining impact	Accessibility & Utilization	Encouraged disaggregated information to assess disproportionate impact
Multiple grantees & activities	Nest grantees within strategic goal areas	Culturally specific organizations (analysis & spotlight)
Multiple reporting periods	Cumulative coding process	Equity-focused questions added to progress reports

EQUITY/VOICE: CULTURALLY SPECIFIC ORGANIZATIONS

Challenges	Solutions	Equity & elevating grantee voice
Assessing quality of evidence	Standards of evidence rubric	Equity dimensions; more heavily weighted
Defining impact	Accessibility & Utilization	Encouraged disaggregated information to assess disproportionality
Multiple grantees & activities	Nest grantees within strategic goal areas	Culturally specific organizations (analysis & spotlight)
Multiple reporting periods	Cumulative coding process	Equity-focused questions added to progress reports

EQUITY/VOICE: EQUITY-FOCUSED QUESTIONS

Challenges	Solutions	Equity & elevating grantee voice
Assessing quality of evidence	Standards of evidence rubric	Equity dimensions; more heavily weighted
Defining impact	Accessibility & Utilization	Encouraged disaggregated information to assess disproportionality
Multiple grantees & activities	Nest grantees within strategic goal areas	Culturally specific organizations (analysis & spotlight)
Multiple reporting periods	Cumulative coding process	Equity-focused questions added to progress reports

EXAMPLES OF EQUITY QUESTIONS ADDED

Equitable access:

How are you intentionally working to be more inclusive of culturally-specific communities in your SOR2-funded activities?

Priority populations: communities of color, LGBTQ, youth, rural/frontier, immigrant/refugee, etc.

Workforce development:

Please describe how your hiring and professional development efforts related to SOR2-funded activities have made efforts toward health equity.

Examples: more representative workforce, culturally responsive service delivery, centering marginalized communities

VALUE ADDED TO THE IMPACT EVALUATION

Spotlighted the work of culturally-specific organizations.

Provided evidence of improved equitable access to recovery services by funding organizations that served priority populations. Advocated for expanding this strategy.

Advocated for support to expand grantees' capacity to collect and analyze data to assess for disproportionality, especially related to utilization.

WORKFORCE EVALUATION



PURPOSE OF THE WORKFORCE EVALUATION

Learn about the impact of SOR funding on Oregon's workforce providing substance use disorder (SUD) treatment and recovery services

SOR funding was used to provide free training required for Peer Certifications and to pay for certifications

COMPLEXITY CHALLENGES & SOLUTIONS

Peers: People with lived experience of recovery and/or the SUD system

Challenges	Solutions
Workforce grantees had a wide variety of activities	Sub-study method with a focus on specific workforce grantees
Incorporating SOR goal for diversifying the workforce	Survey focused on supports and barriers for career pathways to SUD peer certification
Most work occurred at the grantee level, lack of individual/participant voice	Surveyed participants in the workforce grantee work
Small number of survey participants	Still disaggregated data and looked for patterns; situated findings in the literature

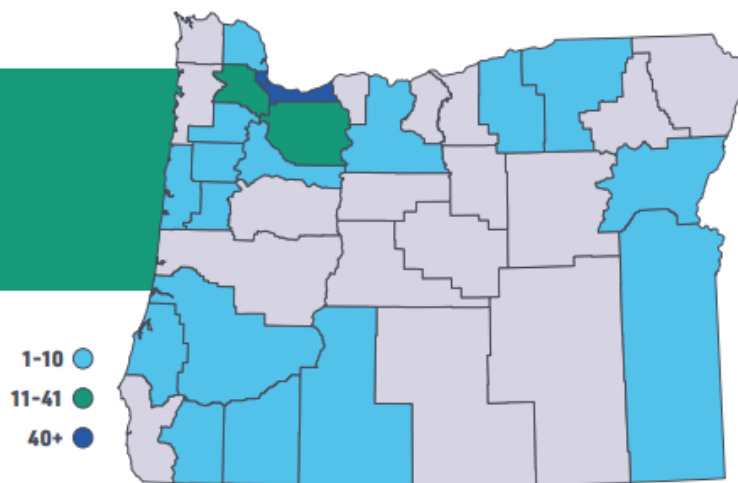
EQUITY FOCUS

Peers: People with lived experience of recovery and/or the SUD system

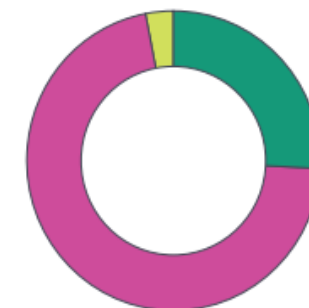
Challenges	Solutions	Equity Focus
Workforce grantees had a wide variety of activities	Sub-study method with a focus on specific workforce grantees	Focused on peer certifications and asked about barriers
Incorporating SOR goal for diversifying the workforce	Survey focused on supports and barriers for career pathways to SUD peer certification	Included survey questions about racial/ethnic identities and geographic location
Most work occurred at the grantee level, lack of individual/participant voice	Surveyed participants in the workforce grantee work	Survey, report, and infographics were provided in English and Spanish
Small number of survey participants	Still disaggregated data and looked for patterns; situated findings in the literature	Implicated the system (for creating and maintaining barriers) not individuals

The Peer Core training reached the rural/frontier workforce.

Where respondents work or desire to work, by number of respondents (n=106)



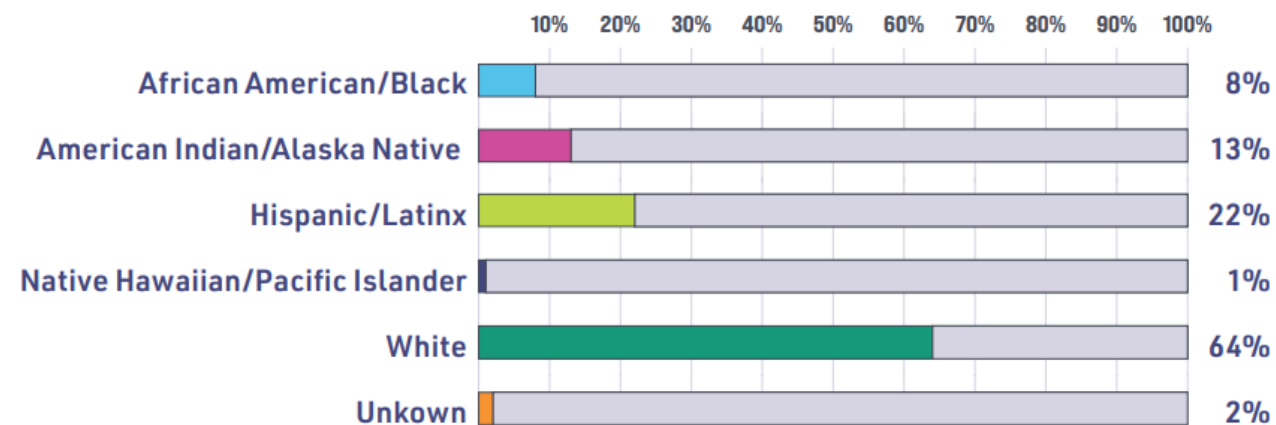
Rural/Frontier 26%
Urban 71%
Out of state 3%



EXAMPLES OF DIVERSIFYING THE SUD WORKFORCE

Participants were more racially diverse than Oregon's population, evidence of equitable access to training.¹

Racial and ethnic background* (n=106)



(84%, n=86) after the training. For 72 of these respondents (90%), it was their first ever peer certification. Moreover, a large proportion of respondents who were unemployed attained a new peer certification (16 of 19, or 84%). Taken together, these findings suggest that the Core Peer training contributed to expanding the peer workforce by supporting the certification of those who were already employed, and by helping those who were unemployed have more opportunities to be hired. Some respondents noted that they would not have been able to attain their certification without this free training.

While 84% (n=86) of respondents reported no challenges to attaining certification, others experienced barriers in the certification process, such as cost (9%, n=9), having two years of recovery (n<5), or passing a criminal background check (n<5). It is important to note that a larger share of respondents identifying as African American/Black, Hispanic/Latinx, or with multiple racial backgrounds experienced one or more of these barriers. We also found that a smaller share of African American/Black and Hispanic/Latinx respondents attained peer certification since the Core Peer training compared to respondents who identified with other racial groups. These findings suggest that racial inequities may be perpetuated through systemic barriers in the certification process. In particular, systemic racism creates conditions in which Black people face higher rates of criminal convictions (The Sentencing Project, 2018), and Black and Hispanic families experience higher rates of poverty (Wilson, 2020).

“I would have not been able to afford the certifications and training if not for it being offered through MHACBO.”

EXAMPLE OF IMPLICATING THE SYSTEM

VALUE ADDED TO THE WORKFORCE EVALUATION

Elevated root causes of disparity (e.g., systemic racism) rather than merely discussing disproportionate outcomes at the individual level (e.g., by race)

Recommendations were for the **system** to address inequities so as not to burden disproportionately impacted individuals; for example:

- Increase access to certification – reduce/eliminate cost, reduce barriers created by justice and education systems
- Culturally and linguistically specific opportunities for training/certification - provide certification training and exams in multiple languages

MEDICATION ASSISTED TREATMENT IMPLEMENTATION EVALUATION

PURPOSE OF THE MAT EVALUATION

Learn how MAT services were implemented and what challenges were encountered

Evaluate whether SOR2 funding increased access to MAT services in Oregon

DATA COLLECTION METHODS

Grantee Interviews

Grantee Progress Reports

Secondary Client Data

COMPLEXITY CHALLENGES & SOLUTIONS

Challenges	Solutions
Unable to look at harm reduction across the board due to the number of treatment grantees	Sub-study to focus on MAT grantees
Time horizon: managing the complexities of grantees in different phases of implementation	Conducted 2 rounds of interviews, one of them was at 6 month follow-up
	Semi-structured interviews and adapted interview protocol for the follow-up
Grantee reports were not focused on the support that they're getting or their implementation efforts	Elevated their experiences using interviews to gather information on how MAT services were implemented and the challenges grantees faced

EQUITY FOCUS

Challenges	Solutions	Equity Focus
Unable to look at harm reduction across the board due to the number of treatment grantees	Sub-study to focus on MAT grantees	Elevated grantees' efforts to provide services to priority populations and culturally-specific and -responsive services
Time horizon: managing the complexities of grantees in different phases of implementation	Conducted 2 rounds of interviews, one of them was at 6 month follow-up	Customized interview protocols to each grantee to gear towards the priority population they serve
	Semi-structured interviews and adapted interview protocol for the follow-up	
Grantee reports were not focused on the support that they're getting or their implementation efforts	Elevated their experiences using interviews to gather information on how MAT services were implemented and the challenges grantees faced	Asked specific questions in interview protocol about equity

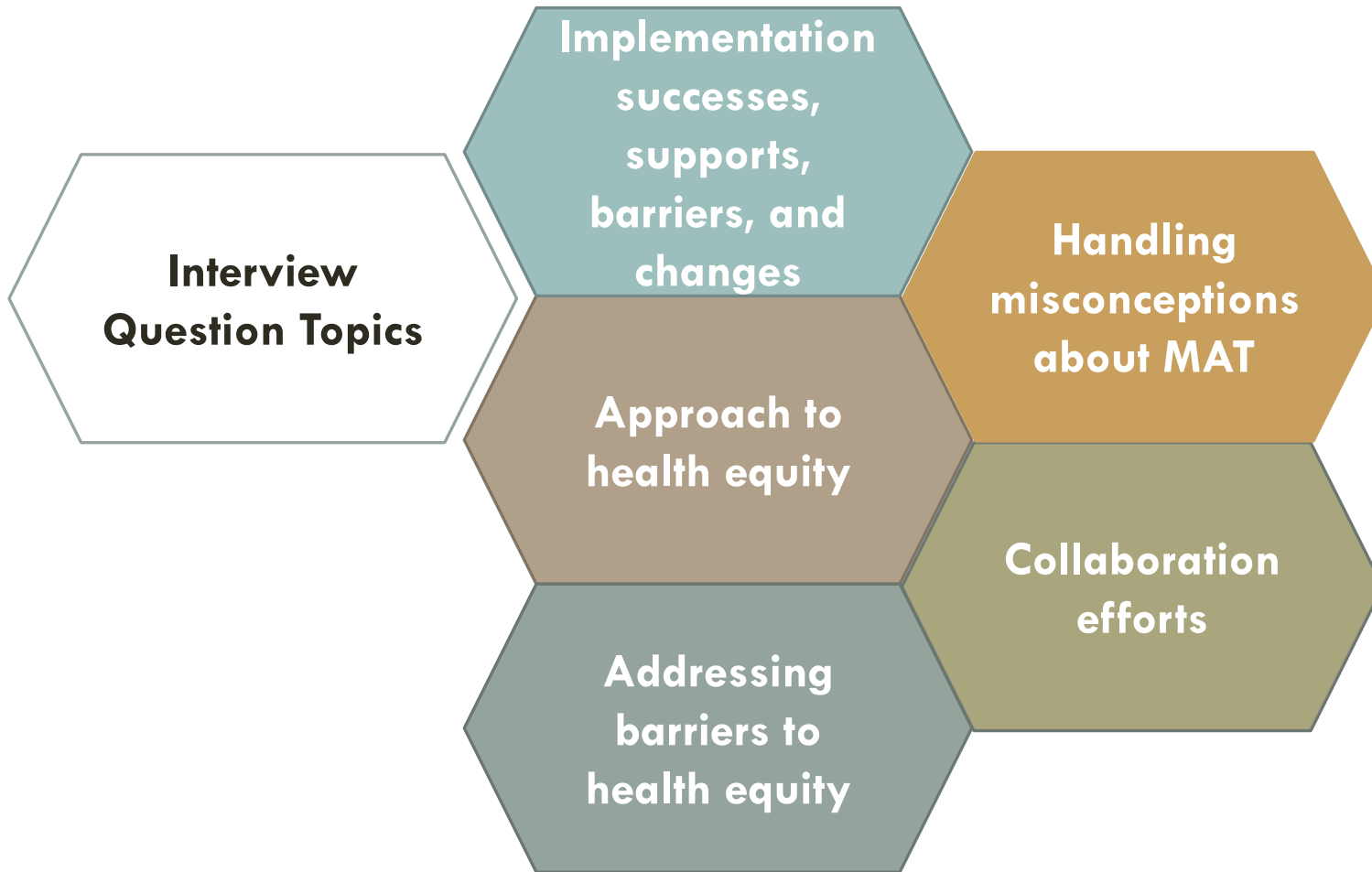
EQUITY FOCUS

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EQUITY FOCUS

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GRANTEE INTERVIEWS



Examples of Equity focus in Interview Questions

Was diversifying staff one of your agency's goals?

If yes, what steps have you taken to reach and retain a more diverse staff?

How does your organization ensure that clients receive culturally responsive services?

Are there certain groups of people that stand out as facing additional or specific barriers?

VALUE ADDED TO THE MAT SUB-STUDY

Recommendation for increased support for grantees to integrate people with lived experience (peers) in their array of services to clients

Identified grantee efforts to provide culturally-specific and -responsive services

Advocated to provide financial incentives for priority population providers to create more equitable workforce opportunities

QUESTIONS AND DISCUSSION

What questions to you have for us?

How do you determine what to prioritize in a complex evaluation?

How does equity and incorporating grantee and/or community voices show up in your work?

MORE QUESTIONS? CONTACT US

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RESOURCES

State Opioid
Response Grant II
evaluation report +
appendices



Center for
Improvement of
Child & Family
Services Instagram



Things we're reading about using systems
principles in evaluation:

*Systems Theory in
Evaluation:
Understanding Complex
Social Systems*



*Principles for Effective
Use of Systems Thinking
in Evaluation*



Evaluating Complexity

