

Using Insights to Strengthen Communities

A Comprehensive Update for Contemporary Excellence
in Community Impact and Program Evaluation

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Biomedical Research
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TO ACCELERATE DISCOVERIES

Foundations of Making a Difference



1. Fundamentals of improvement: structure, process, and outcome (Avedis Donabedian)
2. Planning, measuring, and acting (Tridentina)
3. Community program evaluation (CDC guidelines)

MEET AVEDIS DONABEDIAN



Father of Quality Assurance

Avedis Donabedian (1919–2000) was a Lebanese-American physician and researcher whose work redefined how we perceive medical care quality.

His landmark 1966 article, "*Evaluating the Quality of Medical Care*," introduced the Structure-Process-Outcome triad that remains the global gold standard today.

THE STRUCTURAL TRIAD



Structure

The context and setting in which care is delivered, including physical facilities, equipment, and human resources.



Process

The actual delivery of care—how patients and providers interact through diagnosis, treatment, and communication.



Outcome

The ultimate validator: the impact of care on the health status of individuals and populations.

STRUCTURE: THE FOUNDATIONS

Resources & Assets

Structure refers to the stable elements of the healthcare system. It asks: "**Do we have the right tools to do the job?**"

- **Physical Facilities:** Hospitals, clinics, and clean rooms.
- **Equipment:** MRI machines, diagnostic labs, EHR systems.
- **Human Capital:** Staff-to-patient ratios and board certifications.
- **Organization:** Governance and payment systems.



PROCESS: THE CARE INTERACTION

Process is the sum of all actions that make up healthcare. It is the "Doing" phase of the triad.

Key Dimensions:

- **Technical Excellence:** Adherence to evidence-based protocols.
- **Interpersonal Care:** Empathy, communication, and respect.
- **Frequency of Action:** Utilization and planned action.



OUTCOMES: THE RESULT

Validating Success

Outcomes are the most important indicators but often the most difficult to measure due to external variables.

- ✓ **Clinical:** Mortality rates, infection rates, recovery.
- ✓ **Experiential:** Patient satisfaction scores (HCAHPS).
- ✓ **Functional:** Improvements in quality of life.





It always seems
impossible until it's
done.

Nelson Mandela

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TRIDENTINA Framework

A rigorous approach to lasting behavioral change through the synergistic power of **Planning, Measuring, and Acting.**

Foundations & Philosophy

Lifestyle change is a complex biological and psychological negotiation. Without the three prongs of the Trident—Planning, Measuring, and Acting—success is not just unlikely; it is impossible.



T.I.N.A.

There Is No Alternative

The Three Prongs of Success



Planning

Thoughtful analysis of current situations and strategic goal setting with specific target ranges.



Measuring

Regular progress assessments that serve as objective guides for necessary behavioral adjustments.



Acting

Gradual modifications leading to habit automaticity and reduced cognitive expenditure.

Prong 1: Planning

Success begins with a deep, analytical dive into the existing landscape. Planning is the "Blueprint Phase" where the target state is defined.

- ✔ **Situation Analysis:** Identifying triggers and barriers.
- ✔ **Goal Setting:** Moving from abstract desires to metrics.
- ✔ **Target Ranges:** Establishing flexible yet firm boundaries.



Prong 2: Objective Measurement

Without measurement, progress is speculative. In the Tridentina framework, data replace intuition as the primary driver of change.

Periodic measurement transforms subjective feelings into objective reality, allowing for precision in behavioral pivots.



The Power of Measurement

2X

Higher Success Rate

Dual-Purpose Data

Measurement serves two critical functions within the framework:

Analytical Tool: Assessing the empirical results of change actions.

Motivational Mechanism: Providing immediate feedback that fuels the desire to act further.

Prong 3: Targeted Action

Acting is the execution phase. It involves iterative changes or gradual modifications until the goals set in the planning phase are reached. The objective is not just change, but **habituation**—the transition from effortful choice to effortless routine.



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Program Evaluation Framework

Kidder, D. P. (2024). CDC program evaluation framework, 2024.
MMWR. Recommendations and Reports, 73.



There are people who make
things happen,
there are people who watch
things happen, and
there are people who wonder
what happened.

Captain Jim Lovell
Apollo 13

| The Six Evaluation Steps

Step 1

Assess the
Context

Step 2

Describe the
Program

Step 3

Focus the
Design

Step 4

Gather
Evidence

Step 5

Justify
Conclusions

Step 6

Act on
Findings

Note: These steps are iterative, not strictly linear, and incorporate cross-cutting actions throughout.

Step 1: Assess the Context

This critical first step has been expanded to include a deep understanding of the environment:

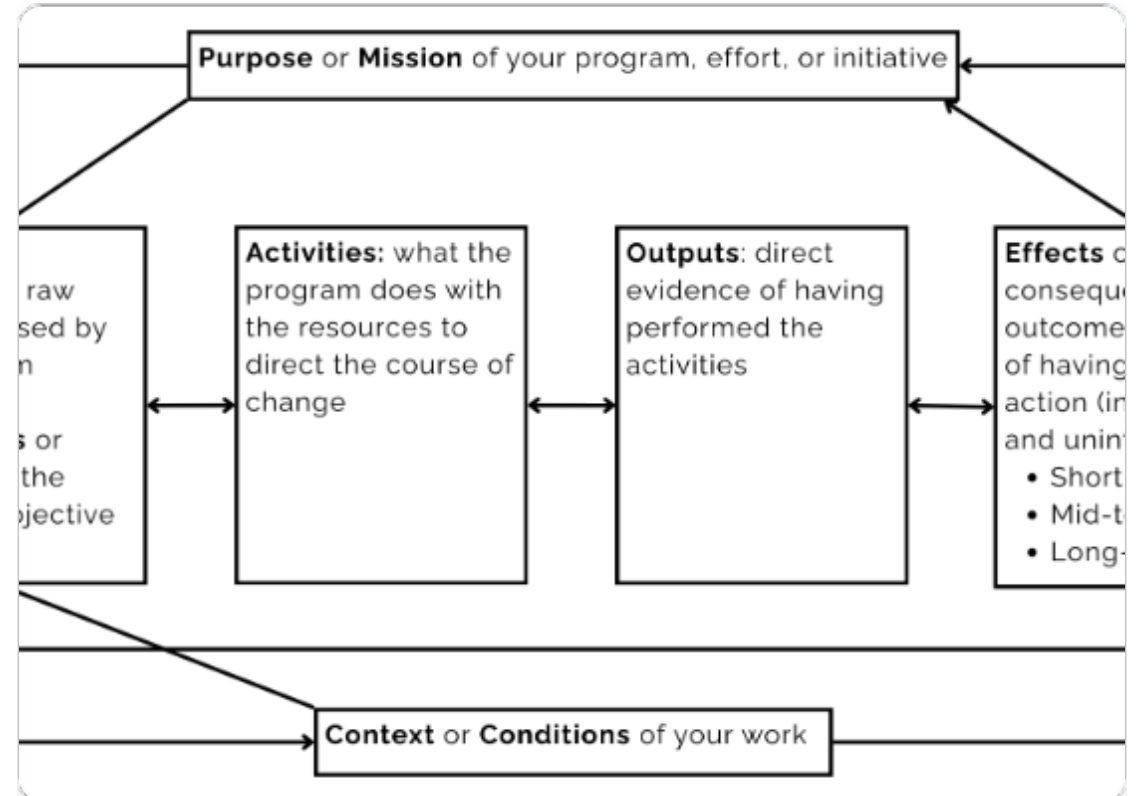
- **Readiness:** Is the program or organization prepared for evaluation?
- **Capacity:** Are resources (funding, staff, expertise) sufficient?
- **Place & People:** Understanding geographic and cultural nuances of interest holders.
- **Power Dynamics:** Recognizing how equity affects stakeholder engagement.



Step 2: Describe the Program

Establishing a clear "roadmap" for the program ensures everyone understands what is being evaluated:

- **Logic Models:** Visualizing inputs, activities, outputs, and outcomes.
- **Program Maturity:** Identifying the life cycle stage (pilot vs. established).
- **Expected Effects:** Clearly defining intended (and potential unintended) consequences.
- **Shared Vision:** Ensuring all stakeholders agree on program goals.



Designing & Gathering Evidence

Step 3: Focus the Design

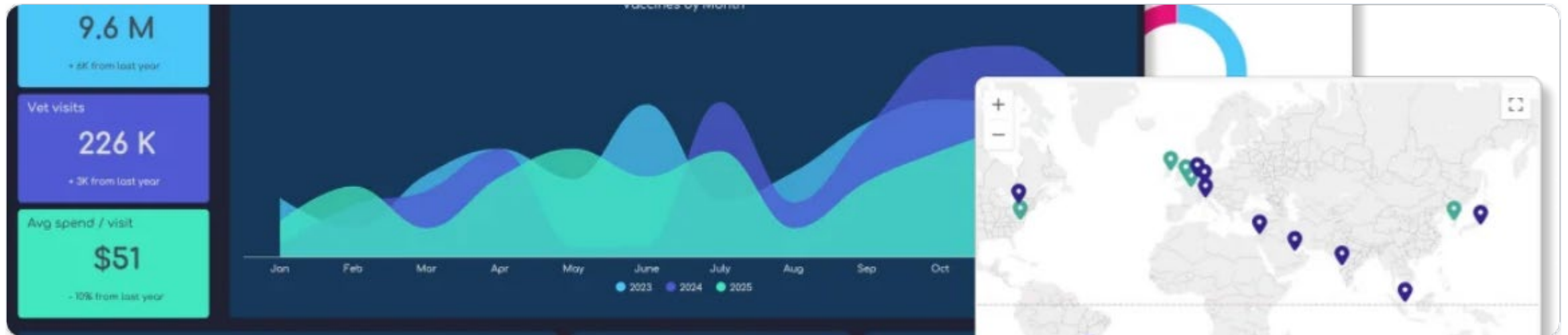
Narrowing the scope to answer what matters most:

- Identify priority evaluation questions.
- Select appropriate methods (Qualitative, Quantitative, Mixed).
- Ensure feasibility within resource constraints.

Step 4: Gather Evidence

Ensuring data is "fit for purpose":

- Assess data quality, completeness, and validity.
- Balance rigor with real-world accessibility.
- Maintain ethical standards during data collection.



Conclusions & Action

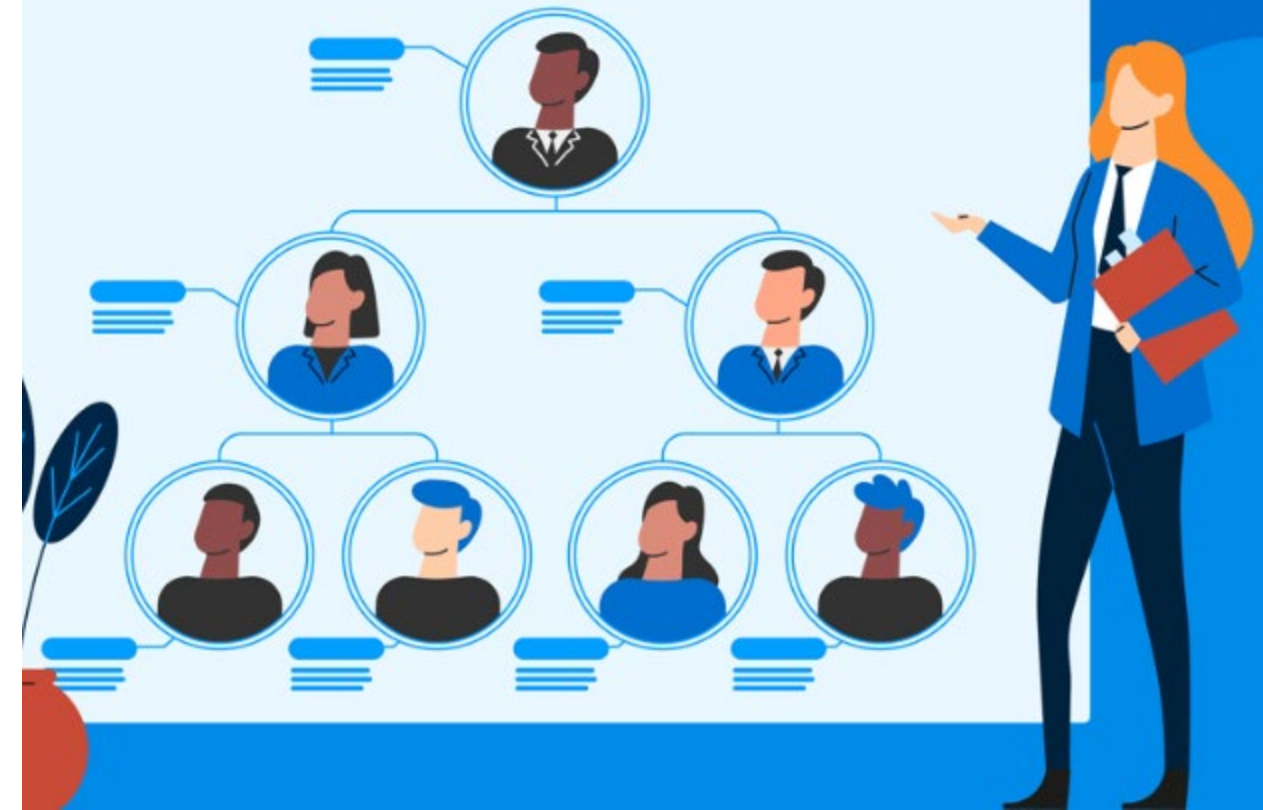
Step 5: Justify Conclusions

Turning evidence into insight. This requires interpreting data in the context of the program's unique environment and stakeholder values.

Step 6: Act on Findings

The ultimate goal: **Utility**. Share lessons learned through tailored communication strategies and ensure results are used for program refinement.

PRESENTING A TEAM TO AN AUDIENCE





If we have 10 steps to make coffee and accomplish nine, that's 90 percent. But are we drinking coffee? The obvious answer is no.

General Gustave (Gus) Perna
Commander of the United States
Army Materiel Command

The Three Cross-Cutting Actions



Engage Collaboratively

Meaningful engagement with interest holders at every step to ensure relevance and trust.



Advance Equity

Incorporating fair and just practices to address health disparities and promote inclusion.



Learn and Use Insights

Focusing on actionable evidence to drive program improvement and organizational growth.

The Five Evaluation Standards

Standard	Core Concept
Relevance & Utility	Focus on questions of importance; findings must be actionable and timely.
Rigor	Produce reliable findings through thoughtful design and qualified implementation.
Independence & Objectivity	Insulate evaluation from political or undue influences to ensure impartiality.
Transparency	Clearly document all decisions and methods to enable accountability.
Ethics	Conduct work to the highest moral standards; ensure fairness and trust.

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DONABEDIAN'S PHILOSOPHY

"The secret of quality is love... You must love your patient, you must love your profession, you must love your God. If you have love, you can then work backward to monitor and improve the system."

— Avedis Donabedian, Final Interview (2000)



Thank you!

Sept 2013 - EA Balas