

From data to impact: Strengthening evaluation capacity for community-led change

October 5, 2026

InterCommunity 
Health Network CCO



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InterCommunity Health Network CCO

Social Determinants and Transformation and Health Equity

Presentation outline

Delivery Systems Transformation (DST), Alicia Bublitz

- DST background and goals

Building evaluation capacity, Barrett Ebright Karnes

- Evaluation support for DST funded pilot projects

Elevating community-led social care data, Ricardo Contreras & Keiri Lopez-Rosel

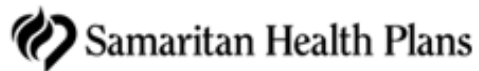
- Evaluation's role in Sharing in Community/Conexiones pilot project

Delivery Systems Transformation

Innovation and Partnership

Since 2012, the DST has:

- Focused on innovation, transformation, equity, and cross-sector collaboration.
- Funded **over 100** pilot projects.
- Awarded more than **\$26 million** to support innovative projects in our region.
- Fostered an engaged partner network of awardees and committee participants representing **more than 70 organizations** across Benton, Lincoln and Linn Counties.
- Provides annual training opportunities focused on equity topics such as transgender health, indigenous health equity and data justice, and racial equity.



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What does the DST do?

Goal 1: Advance health equity in all Committee projects including pilots and workgroups.

Strategy: Center health equity and trauma-informed practices.

Strategy: Create an environment of inclusion, shared learning, and accountability.

Goal 2: Improve community-driven and community-focused approaches to health and wellbeing by including and elevating the lived experiences and ideas of communities facing health disparities caused by systemic oppression.

Strategy: Strengthen lines of communication between different organizations, the traditional healthcare system, and community-based health.

Strategy: Support meaningful, two-way relationships that foster trust, transparency, and a genuine commitment to partnership.

What does the DST do?

Goal 3: Support, sustain, and spread new and transformational initiatives.

Strategy: Identify and support pilots that increase equitable access to affirming care, improve the health of communities, prevent provider and staff burnout, and demonstrate good stewardship of funds.

Goal 4: Welcome innovative ideas that are collaborative, aligned with IHN-CCO goals, and center the needs of IHN-CCO members.

Strategy: Align with the Community Advisory Council (CAC), its Community Health Improvement Plan (CHIP), and the State Health Improvement Plan (SHIP) priority areas.

Strategy: Identify and support champions that reflect the communities we serve, amplify the voices of marginalized communities, and prioritize new partnerships.

What does the DST do?

Goal 5: Use both quantitative (numbers) and qualitative (stories) data to analyze, understand, and share the impact of pilot projects.

Strategy: Use best practices for equitable data collection, analysis, and sharing that does not exploit or burden IHN-CCO members. This means engaging in data collection that is relevant, meaningful, and designed in collaboration with communities.

Strategy: Recommend system changes, report gaps and barriers, and provide information to the Regional Planning Council.

Strengthening evaluation capacity

Implementation of DST Goal 5:

- In support of Goal 5, the DST prioritized strengthening pilot projects' capacity to collect, use and communicate quantitative *and* qualitative data to demonstrate impact.
- IHN-CCO contracted with InterCommunity Health Research Institute to provide evaluation support for 16 DST-funded pilot projects in 2025.

Evaluation support for pilot projects

InterCommunity Health Research Institute

Barrett Ebright Karnes, MPH

- Independent Consultant, EK Consulting & Evaluation Services

Paulina Kaiser, PhD MPH

- Director, Community Health & Grants, Samaritan Health Services

What is program evaluation?

- ❖ Through the process of program evaluation, data is collected and analyzed to understand how planned program activities are implemented and to what extent the program achieves intended program outcomes.

Program evaluation seeks to answer questions such as:

- To what extent are program activities implemented as planned?
- To what extent does the program achieve target outcomes?
- How can a program be improved?

Benefits of evaluation

Benefits of early evaluation planning:

- Strengthen evaluation readiness
- Clarify project goals
- Build capacity for meaningful data collection

Benefits of strengthening evaluation capacity:

- Promote organizational culture of learning
- Operationalize lessons learned through the project implementation process
- Support sustainability planning

Goals of evaluation support

Evaluation support for DST pilot projects:

- Build organizational evaluation capacity
- Design evaluation plans in collaboration with DST-funded organizations
- Co-develop relevant and meaningful data collection strategies
- Elevate community-led social care data
- Support dissemination of data-informed impact stories

Approach to evaluation support

Engagement approach:

- Optional pilot project engagement with evaluation support
- Flexible and collaborative
- Add value to DST-funded organizations
- Pilots empowered and equipped to engage in evaluation that meets their needs.

Practical evaluation approach:

- Collaborative development of evaluation plans that are relevant, meaningful and responsive to communities served by pilot projects.
- Balance rigor and systematic approaches to data collection and evaluation with capacity-building and community-driven evaluation.
- Multimodal program evaluation includes quantitative *and* qualitative data.

Evaluation support overview

February – May 2025:

- 41 evaluation meetings
- Small pilots (6): 5 of 6 pilots engaged, 8 meetings
- Large pilots (10): 10 of 10 pilots engaged, 33 meetings

Small pilot projects:

- Foundational evaluation capacity-building, including clarifying project activities; identifying short- and long-term goals; and sharing templates, examples, and evaluation resources.

Large pilot projects:

- Provided structured evaluation support.
- Co-developed logic models to articulate activities, outputs, and intended impacts.
- Co-developed evaluation questions aligned with project goals and context.
- Provided guidance on identifying or creating appropriate data collection tools.

Evaluation support process

Step 1: Co-develop pilot project logic model

What is a Logic Model?

- A visual representation of resources and planned work needed to implement the program to reach target outcomes.

How are Logic Models used?

- Clarifies program goals and planned activities that will build toward achieving target outcomes.
- Supports creation and refinement of data collection tools that help measure whether pilot project activities achieve intended outcomes.
- Helps organizations conceptualize multifaceted impacts of projects when appropriate.

Pilot project logic model example



Logic Model of 'Conexiones/Sharing in Community'- Harrisburg, Linn County

SITUATION	INPUTS	OUTPUTS		OUTCOMES – IMPACT		
		Activities	Participation	Short	Medium	Long Term
What is the problem or need? Jointly with Linn County Public Health, ANDARES identified Harrisburg as a rural community whose Latinx population required increased connectivity to systems and institutions. Conversations with Jackson Street Youth Services led ANDARES to consider Harrisburg as a site for the project. ANDARES team initially considered the Central Linn School District as a site.	What do we invest? Partnerships & collaborations – Jackson Street Youth Services made initial referral to Harrisburg Community Center (H.A.R.T.). Partnership with H.A.R.T. to use space for meetings. Linn County Public Health supplemental grant for asset mapping. Recruitment through network of trusted Latinx families. ANDARES staff with expertise in action-research. Motivation to replicate the project in other rural areas.	What do we do? - Establish partnership with Harrisburg Community Center (H.A.R.T.). - Office hours for community health worker at Heart Community Center for system navigation services. - Biweekly gatherings, 2 hours long, with food, art, conversation. - Two phases: 1) Eight sessions between Feb and June for reflection & asset mapping; 2) Eight sessions between July & December for action planning & implementation. - Icebreaker activities, art to express traditions, values, & images of the community. - Asset mapping: Draw a collective map identifying formal & informal institutions & describing the roles they play in their lives. - Guest speakers. - Implement activities (e.g., workshops, services, health fairs) based on the group's action planning. - Share asset map with larger community, agencies & partners.	Who do we reach? Recruitment – word of mouth, personal connections. Key champions in the Latinx community. Harrisburg Community Center (H.A.R.T.) will share information. Ten participants meet regularly for reflection, activities (creative group). Group of ten participants involve the larger community. The activities that will be implemented in the second phase of the program will reach out to the entire Harrisburg community.	What are the short term results? Identify individual & community assets & strengths. Identify opportunities for improvements in Harrisburg. Create new partnerships with local organizations, such as the community center, library & the school district. Provide system navigation support to Harrisburg community. Implement programs that address self-identified needs. Strengthen intro-community ties.	What the medium term results? Latinx community in Harrisburg is able to address needs identified by themselves & the community. Enhanced connections between the Latinx community, the larger Harrisburg community, & the system of institutions & services in Linn County. Celebration of local culture.	What are the ultimate impact(s)? The Latinx community in Harrisburg is well connected to resources inside & outside the community. Community is able to openly express & celebrate their cultural identity & strengths with broader Harrisburg community. Linn County Public Health & other organizations/agencies have enhanced avenues to communicate with rural Latinx communities. The community asset mapping implemented in Harrisburg will be replicated in other rural areas in Linn & Benton Counties.

Logic model template adapted from *The Nonprofit Institute, Portland State University*.

Evaluation support process

Step 2: Evaluation planning exercise

Collaborate to complete evaluation planning tool:

- Develop evaluation questions linked to intended pilot project outcomes.
- Identify key information and data needed to answer evaluation questions.
- Select data collection strategies that are responsive to community context, relevant and meaningful.

Evaluation support process

Pilot project evaluation planning tool example



Conexiones/Sharing in Community Pilot Project*

Evaluation Questions <i>What question(s) are we trying to answer?</i>	Key Criteria and Information <i>What information do we need to address the question?</i>	Methods <i>How will we collect the information?</i>	Sources <i>From whom or where will we obtain this information?</i>
What are the assets as well as areas of need/challenges identified and described by the Latino community in Harrisburg?	• Identified needs • Identified challenges • Accounts of the meaning of individual assets and areas of need in people's lives.	Asset mapping meetings (empowerment model) Reflection on the map through SWOT analysis	Latino families in Harrisburg

*Example depicts a portion of the completed pilot project planning tool for the Conexiones/Sharing in Community pilot project.

Evaluation planning tool adapted from The Nonprofit Institute, Portland State University.

Evaluation support process

Evaluation planning exercise

Examples of data collection strategies:

- Asset mapping
- Participant surveys
- Program staff observations/reflections
- Participant intake forms
- Participant interviews and focus groups
- Creative, participatory, art-based methods (e.g., group art installation)
- (Claims data)

Flexible evaluation support

Support designed to meet project needs and organizational capacity:

- Consultation to help develop survey and interview questions.
- Support creation of culturally-relevant data collection strategies and data presentation methods.
- Provide resources and technical assistance to develop appropriate data tracking tools.

Dissemination & next steps

Sharing the impact of DST pilot projects:

- Shared multiple conference opportunities with pilots. Provided support in drafting presentation abstracts utilizing evaluation data and community-informed impact stories.
- Four 2025 pilot organizations selected to share project outcomes at two state-wide conferences.
 - Housing Oregon Conference: September 28 - 29, 2026
 - Oregon Public Health Association Conference: October 21-22, 2026

Next steps: The DST approved the continuation of evaluation capacity building support for 2026 pilot projects and planning is underway to provide evaluation support for 2027 pilots.



Evaluation's Role in the Sharing in Community (Conexiones) Project



Ricardo B. Contreras, PhD
Keiri Lopez-Rosel



The Project

Building community capacity from within

Develop internal capacity for project planning and implementation in the Harrisburg Latino community (Linn County)
Asset-based community development

Community mapping at center of process

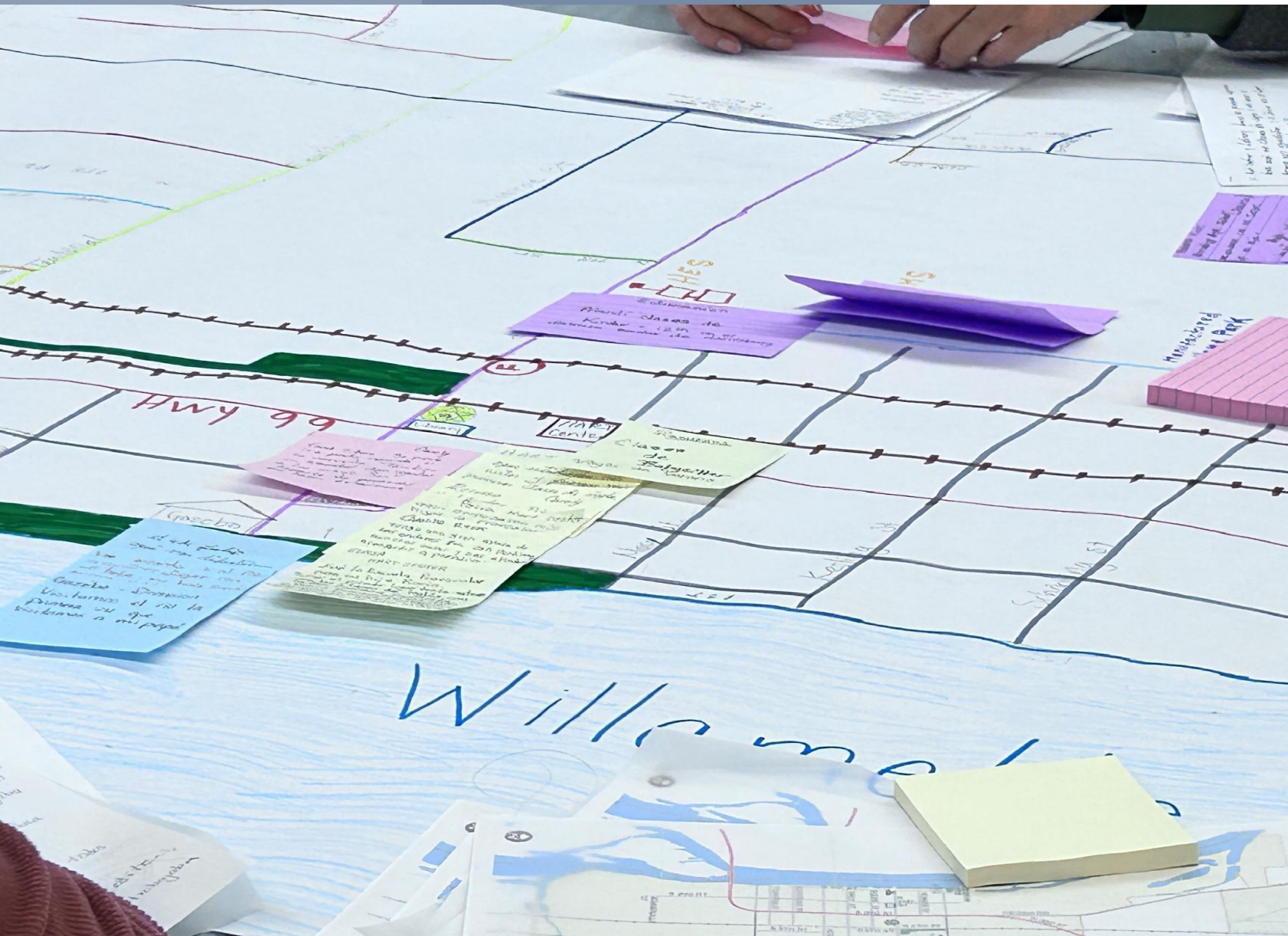
Funded by IHN-CCO with additional support from Linn County Public Health





The Process

- Through art and storytelling, reflection upon personal and community history
- Drawing a map of the community, identifying strengths and weaknesses
- Associating personal stories to items in the map
- Prioritizing areas of concern and projects to implement
- In partnership with ANDARES, implement projects





Projects implemented



- SamCare Mobile Unit
- Know Your Rights training
- Family emergency preparedness
- English language classes
- Computer literacy classes
- Free farmer's market



The evaluation

- Worked with consultants in creating a logic model of the project.
- Creating the logic model forced us to reflect upon our process and what we wanted to achieve.
- Some of what the logic model contains are things we had thought about during grant writing, but some came to us as we were creating the model.





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Final insights



- We are firm believers in the benefit of evaluating our practice. However, doing so is not always possible.
- CBOs normally focus all of their time and resources on doing the work and having a community impact. The incorporation of evaluation into the practice is challenging, but necessary.
- Influenced by the reflection the logic model prompted on our team, we were able to continue the project beyond the IHN-CCO funding, and to replicate the project with other three communities in Benton county.



THANK YOU!



Questions?

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