Retrospective Analysis of Advancing a Healthier Wisconsin Endowment-Funded Projects

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Outline

• Background
• Purpose
• Literature Review
• Methodology
• Results
• Discussion
• Limitations
• Conclusions
AHW: Background

• Blue Cross/Blue Shield United of Wisconsin Conversion
• Over 300 research, education and community-based initiatives funded since 2004
• No methodology created to communicate the cumulative impact of these projects
## AHW: Background

<table>
<thead>
<tr>
<th>Funding Component</th>
<th>Definition</th>
<th>Example Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>REP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic</td>
<td>Advance long-term change in research and education</td>
<td>Major cardiovascular, cancer, or other health project investment</td>
</tr>
<tr>
<td>Responsive</td>
<td>Test new approaches through pilot projects in research and education</td>
<td>Basic, clinical, or population sciences approaches</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>Enhance collaboration and dissemination</td>
<td>Conversations with Scientists program</td>
</tr>
<tr>
<td>HWPP</td>
<td></td>
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<tr>
<td>Strategic</td>
<td>Improve health through targeted community health investment</td>
<td>Targeted health priorities: currently behavioral health</td>
</tr>
<tr>
<td>Responsive</td>
<td>Change systems to influence key determinants of health</td>
<td>Grassroots policy, environmental or systems changes that address key determinants influencing health</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>Ignite momentum for health improvement changemaking</td>
<td>Strengthening community capacity and enhancing leadership abilities</td>
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Table 1: Broad Scope of AHW-Funded Research
Purpose

• Many evaluative tools exist – but none that are suitable to an organization as broad in scope as AHW

• Hypothesis:
  – A mixed method approach can be used to inform a quantitative calculation that defines the long-term impact of AHW funding and effectively communicates the comprehensive, transformative value of AHW investments.
Literature Review: Evaluation Design

• CDC general framework
  – Highlights importance of stakeholder engagement

• AEA Evaluating Outcomes of Publicly-Funded Research, Technology and Development Programs
  – Highlights challenges and emphasizes need for a mixed methods approach
Literature Review: Social Return on Investment (SROI)

• Roberts Enterprise Development Fund
  – SROI accomplished through four steps:
    • True Cost Accounting Analysis: Can be found in budget queries in AHW’s internal databases (Pearl/FileMaker Pro/Progress Reports)
    • Capital Structure Issues and Analysis for Social Purpose and Enterprise: Can be found in annual and progress reports
    • Social Outcome Analysis and Summary: Can be created by compiling a qualitatively coded library
    • SROI Portfolio Analysis: Completed with interviews to supplement data collected
Literature Review: Social Return on Investment (SROI)

• Sawhill and Williamson
  – Family of Measures to Encompass Breadth of Values:
    • Impact Measures
      – Measure progress toward the mission, vision and long-term objectives that drive organizational focus
    • Activity Measures
      – Measure progress toward goals, strategies, and program implementation that drives organizational behavior
    • Capacity Measures
      – Measure progress at all levels of the organization, thereby enabling it to get things done

• Adapted for AHW use (next slide)
Literature Review: Social Return on Investment (SROI)

<table>
<thead>
<tr>
<th>Capacity Building</th>
<th>Impact</th>
<th>Leveraging</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Workforce Development</td>
<td>• New Therapies and Enhanced Treatments</td>
<td>• Additional Resources</td>
</tr>
<tr>
<td>• New Tools, Devices, Methods</td>
<td>• Measureable Health Outcomes</td>
<td>• Monetary</td>
</tr>
<tr>
<td>• Partnership and Coalition Development</td>
<td>• Policy and System Change</td>
<td>• Non-Monetary</td>
</tr>
<tr>
<td></td>
<td>• New Knowledge</td>
<td>• Cost Savings</td>
</tr>
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<td></td>
<td>• Translation and Dissemination</td>
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</table>

Funding Period → Transformational Impact

Figure 2: AHW Transformative Value Framework
Literature Review: Attribution and Contribution Analysis

• Attribution Analyses
  – Used to determine “if and how much of an observed outcome/impact was caused by the program.”

• Contribution Analysis
  – “Helps isolate the signal associated with the program in question...[acknowledging] multiple lines of funding, and often multiple funders [that] engage in parallel programmatic activity.”
Literature Review: Mixed Method Approaches

• Guthrie, “Measuring research: A guide to research evaluation frameworks and tools” – Recommends:

  – Document Review: used as a first step to identify and synthesize what is currently known.
  
  – Interviews: give data missing from the document review that is needed to properly analyze social return on investment.
Methods: Preliminary Interviews with Key Stakeholders

- Stakeholders determine the definition of “Value”
- Leadership, Staff and Funded Academic PIs were asked:

<table>
<thead>
<tr>
<th>Internal Stakeholders</th>
<th>External Stakeholders</th>
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</thead>
<tbody>
<tr>
<td>Leadership Team</td>
<td>Funded Academic Partners/PIs</td>
</tr>
<tr>
<td>Staff Members</td>
<td>Funded Community Partners</td>
</tr>
<tr>
<td>Faculty Members</td>
<td>Those directly affect by AHW-funded projects</td>
</tr>
<tr>
<td>Governing Bodies</td>
<td>Population of Wisconsin</td>
</tr>
</tbody>
</table>

Table 2: AHW Internal and External Stakeholders
Methods: Assessment of AHW Documents

• Cohort of uniform documentation of AHW-funded projects was needed

• Most recent progress report/progress summary for each completed project was used
  – Contained comparable summaries, investment tools, and information about achievement
  – Determined to be an accurate representation of the major achievements of each project
Methods: Coding Analysis

• ATLAS.ti used to code 286 project documents according to the AHW Transformative Value Framework
Methods: External Interview Framework Design and Thematic Analysis to Outline Interview Approach

- Documents created to guide completion of evaluation, reviewed, and approved by the IRB
Results: Calculation of Amount Invested

• Incomplete source in the Progress Reports – Query from databases would be needed

  – Cohort pulled had $35,985,547 invested from HWPP and $23,796,168 from REP

Figure 5: Snapshot of Coding Analysis
Results: AHW Interview and Transformative Value Calculation Framework

What was the Amount of the Initial Investment?

$100,000

Use of peer mentoring saves the mental health facility $400 per session.

What is the cost/benefit analysis of workforce training received?

Free mentors have an average, 5 fewer Emergency Department visits per year than non-peer mentors, are more likely to be employed, and report lower dependency on anti-depressants.

What additional values result from the program?

Average RD Pay: $1400

Average Salary of Employed Peer Mentors: $15,000/year

Earnings to Taxpayers: $27,000 in unemployment benefits

Can these values be monetized?

At the same time that our intervention took place, a group offering free yoga classes recruited some of our peer mentors to participate. This group also had “lower dependence on anti-depressants” as an outcome of their work (50% attribution)

Were there any other factors that may have contributed to these results?

What has AHW funding tapped into Workforce Development in Wisconsin?

How many peer mentors were trained in this project? What is the cost savings because peer mentoring and the current best practices for treatment?

10 individuals were trained to perform peer-as-peer, peer mentoring 4 sessions at a cost of $100 per session. Previously, these sessions were run by a therapist at a cost of $250 per session.

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Results: Complete Transformative Value Protocol

Phase 1: Identify Research Questions and Resources → COMPLETED
- Identify Stakeholders
- Conduct Document Review

Phase 2: Create and Code Existing Measures of Value → COMPLETED
- Determine Family of Measures
- Create a Coded Library of Measures

Phase 3: Conduct Interviews to Fill Gaps and Calculate Value → INCOMPLETE
- Conduct Interviews
- Calculate Transformative Value

Figure 8: Complete Transformative Value Protocol
Discussion

• CDC Evaluation Framework highlighted the importance of carefully defining stakeholders to inform the metrics of evaluation.
• Social Return on Investment models consulted to produce a Transformative Value Framework.
• Coded library compiled for 286 projects.
• Protocol created and IRB approved for Interviews and Transformative Value calculations.
• Complete SROI protocol Outlined.
Limitations

• Previously collected data used to answer questions in a retrospective analysis. Data was not collected with the intent of informing a calculation of Transformative Value.
  
  – Challenge to find truly transformative metrics between funded projects
  – Projects do not contain uniform benchmarks or prospective goals to determine value
  – Calculations need to be made that emerged from funding, rather than calculated from planned outcomes

• Attribution and Contribution analysis will need to be conducted after this protocol to determine the AHW’s impact on investments made by multiple funders.
Conclusions

• A protocol has been created that demonstrates the lasting impact of investing in research, education, and community initiatives.

• Tools have been created that may be used to communicate Transformative Value both within the Endowment and other grant making organizations.

• Successful completion of the Transformative Value Framework can be used to inform modifications that will insure improved investment practices in the future.
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