Health Systems Tech Partnership Evaluation Checklist

Tech start-ups should consider mixed-method evaluations to:

- **Improve program planning or implementation:** Give teams a better sense of what's working and not, and why
- **Ensure accountability:** Be accountable to investors by understanding what's working, finding out if your product is having the desired results, and being able to explain the how and why behind the results you are seeing
- **Demonstrate achievement:** Prove your ability to deliver personal, clinical and financial outcomes
- **Strengthen marketing & public relations materials:** Utilize evaluation data to clarify value proposition, customer traction, potential outcomes
- **Contribute to fundraising, sales & grant writing:** Drive revenue (volume and price) by proving effectiveness
- **Inform the field:** Contribute to academic research, provide tools and methods to help improve health care access and quality in your field

This checklist provides a high-level overview of key considerations for evaluation

Part 1: When to Evaluate

Step/Domain	Key Considerations
Assess whether the product is ready for outcome evaluation	- Is your product still being prototyped or is it established? - Is the product "off the shelf" implementation or is significant customization part of the plan, and how might that impact an evaluation? - Is there adequate health system staffing, capacity, expertise, and funding to implement the product? - Has there been a pilot/is there any outcome data to help design an evaluation? - Is reach/engagement sufficient to enable an evaluation?
Assess if you have the partnerships needed for evaluation	- Is there sufficient shared vision/goals and value proposition for all partners to have buy-in? - Is there a plan to handle competing evaluation priorities (marketing, understanding implementation impact, program improvement be handled?) - Do the partner's existing programs align with/complement the product/service? - Are partners willing to share data/address data privacy and engage with transparent evaluation? - Do partners agree on how information and outcomes will be used and who they will be shared with? How will results that aren't completely positive be handled? - Has decision-making authority within partnerships been established?
Decide if it is currently feasible to implement an evaluation	- Has evaluation funding been agreed on? Will the evaluation be internal and/or external? - Is there adequate staffing, capacity, and expertise within the health system to engage with evaluation? - Has data been fully discussed: timing of availability, access, collection, cleaning, and analysis? - Does the timeline for evaluation line up with when results are needed to inform key decisions? - Is there adequate buy-in from all partners, from leadership to frontline staff?
Consider environmental and conceptual factors	- How does cultural context affect how the product was designed/implemented? - What community-level cultural differences might impact implementation/evaluation? - What unconscious biases might be affecting perceptions of who will be reached, how they will utilize the product, and/or what their outcomes will be? - What are potential unintended consequences/impacts of implementation? - How might current policies and the environment affect implementation/impact? - How might existing programs/investments affect implementation/impact?

Part 2: Evaluation Design

Step/Domain	Key Considerations
Establish working partnerships	• Which key partners need to be engaged in the evaluation? • How can those most impacted (both staff and patients) engage in evaluation design? • How will you ensure buy-in for each step at all levels (leadership, clinic staff, etc.)?
Agree on evaluation questions	• Do you have questions about upstream inputs, resources, staffing, etc.? • Do you have sufficient process/progress questions regarding implementation activities? • What are you hoping to achieve regarding reach and engagement? • Have you agreed upon outcomes of interest? • Are you explicitly asking about disparities and gaps, and how your product addresses them?
Create a logic model/theory of change	• What are the inputs and resources needed for this product? • Can you articulate the key implementation steps? • Is reach and engagement clearly defined and measurable? • Are shorter- and longer-term outcomes defined? Do they logically flow from implementation?
Determine the appropriate evaluation design	• What design makes the most sense to accomplish your goals and answer your questions? • What is feasible, given resources, timing, data availability, etc.? • What evaluation design is needed for the story's credibility (comparisons, longitudinal etc.)? • Have you done an equity review regarding the evaluation plan?
Determine what data is available and feasible to collect	• What mix of quantitative and qualitative data will you use? What are your primary data sources? How will multiple data sources be integrated to tell a cohesive story? • What data do you have from each partner? Is the data easily extracted/merged? • What segmentation of data will be needed? What are the populations of focus? • Can reach, engagement, and impact be measured in a way that allows us to look at what worked, for whom, and when, and whether there is a differential impact? • Is there a way to monitor and capture unintended impact/consequences? • Are partners willing/able to share needed data?
Establish needed agreements	• What Memorandum of Understandings/other contracts are needed for the evaluation? • What data sharing and data use agreements will be needed? Who will own the data? • Will you and/or your partners need approval from a human subjects review board? • How will you ensure HIPAA compliance at all stages of the evaluation/reporting? • How will data be transferred securely between organizations?

Part 3: Conduct the Evaluation

Step/Domain	Key Considerations
Implement the evaluation	• Timing: When do you expect the product to be fully implemented? When could you start seeing outcomes? How long of a study period do you need? • Data sharing/matching: What will be the processes and timing for data exchanges? How will data from multiple systems be matched and merged? • Who will be responsible for data cleaning, analysis & interpretation? • What feedback loops need to be established? What partner engagement needs to occur?
Disseminate results	• Who will vet results before dissemination? How will you ensure it tells partner's stories? • Which evaluation findings are for internal vs. external use vs. both; who makes that decision? • What findings, if any, will be disseminated back to community members who participated in the evaluation and/or are impacted by the intervention? • What methods, tools, and resources might become open-source or peer-review publications? • Who needs access to the results, and by when? What decisions might these results inform?
Consider when to pivot	• What evaluation findings might lead to a change in implementation (and possibly evaluation)? • What changes to implementation might impact the evaluation questions, metrics, etc.? • What policy, systems, or other environmental context changes might affect the evaluation? • How might new partners or changes to partner priorities affect the evaluation? • Who needs to be involved in making decisions on pivoting?

An open source tech vendor/healthcare partnership toolkit is coming Q1 2024

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