

**External Evaluation of the Indian Health Service  
Phoenix Area Injury Prevention Program:  
Evaluation Report – Executive Summary**

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## Phoenix Area Evaluation Report – Executive Summary

### Introduction

This Executive Summary outlines the major findings outlined in the Phoenix Area Injury Prevention Program Evaluation Report completed in April 2001 by Carolyn E. Crump, PhD and Robert J. Letourneau, MPH of the University of North Carolina Injury Prevention Research Center. Included in this Executive Summary are the Stage of Development ratings for the 12 Evaluation Components used to guide the evaluation process:

1. Mission/Vision
2. Resource Allocation/Accounting
3. Management Support
4. Staffing/Roles & Responsibilities
5. Training
6. Partnerships/Collaboration
7. Needs Assessment/Defined Service Population
8. Surveillance Data Collection
9. Injury Program Planning and Implementation
10. Marketing
11. Evaluation/Reporting
12. Technical Assistance/Building Tribal Capacity

A brief summary of recommendations is also provided for each Evaluation Component. Please refer to the full-text version of the PHX IPP Evaluation Report for the following: a) background on the development of the evaluation process; b) an overview of the PHX IPP; c) a description of the Program Stage of Development Process; d) contextual factors used to determine stage of development ratings; and e) a list of resources for PHX IPP staff.

### 1. Mission/Vision

Basic	Intermediate	<b>Comprehensive</b>
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The Phoenix Area (PHX) Injury Prevention Program (IPP) is at the **Comprehensive** stage of development for Mission/Vision. The PHX IPP has done a good job of implementing useful and strategic program planning processes at the District and Service Unit levels, particularly in recent years. To ensure that the highest quality services are being provided to Tribes in the Area, and to further enhance this Evaluation Component, program planning should be conducted in all three Districts, following more specific guidelines provided by the Area Injury Prevention Specialist. In addition, the evaluators believe that better information sharing of the PHX IPP mission/vision could be conducted. For example, more effective communication to field staff about the Area's approach to injury prevention would be helpful. The PHX IPP uses a useful framework for program planning, which is based on four key components of the IPP: 1) Injury Epidemiology/Surveillance; 2) Coalition Development; 3) Training; and 4) Project Development. Most, but not all, PHX staff were able to articulate these four main components as being the focus of the PHX IPP. More specifics on each component or additional components could be distributed to field staff by Area IP staff in a PHX Mission/Vision Statement and annual strategic plan. Finally, the evaluators recommend that Phoenix Area IPP staff consider developing annual program plans that include additional components. For example, PHX staff should consider developing plans that are based upon the 12 Evaluation Components used for this Area Evaluation. PHX IPP strategic plans can be used as marketing tools for the PHX Injury Prevention Program and the evaluators recommend that these plans be used as the basis for marketing activities.

### 2. Resource Allocation/Accounting

Basic	<b>Intermediate</b>	Comprehensive
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The PHX IPP is at the **Intermediate** stage for Resource Allocation/Accounting. To enhance the stage of development for this Evaluation Component, the evaluators recommend that a more formalized process of identifying and allocating funds for projects to Districts and Service Units be developed in the Phoenix

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Area. In addition, the evaluators suggest a more specific injury prevention budget be developed. District and Service Unit IPP staff should be more knowledgeable about the Area’s budget formulation and allocation process. In lieu of developing a formalized system, the evaluators concurrently recommend that District/Service Unit Project Funding Guidelines be developed and distributed to District and Service Unit staff. The evaluators also recommend that District and Service Unit staff research and identify external funding sources for projects. The evaluators encourage staff training in proposal development, budget formulation, budget monitoring, and budget reporting be provided, as needed, to Phoenix Area Injury Prevention Program staff. Given that the Western District represents approximately 58 percent of the Phoenix Area service population, the evaluators also recommend that the Phoenix Area should fund a District Injury Prevention Coordinator position in this District, similar to the staffing plans currently in place in the Eastern Arizona and Reno Districts.

### 3. Management Support

Basic	Intermediate	<b>Comprehensive</b>
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The PHX IPP is at the **Comprehensive** stage of development for Management Support. The creation of and funding for District and Service Unit injury prevention positions indicate significant management support for the Phoenix Area IP program. The evaluators suggest, however, that management support for the IPP in the Western District would be enhanced if funds were provided for a Western Arizona District Injury Prevention Coordinator. Management support for the PHX IPP could also be enhanced with a full time staff member assigned to the Area IP Specialist position. It is critical that the IP Specialist position be filled with a qualified staff person. The evaluators also suggest that additional exposure and discussion regarding the Phoenix Area, District, and Service Unit injury prevention program activities be developed with Service Unit Directors and Health Board members to enhance their support for injury prevention.

### 4. Staffing/Roles and Responsibilities

Basic	<b>Intermediate</b>	Comprehensive
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The PHX IPP is at the **Intermediate** stage of development for Staffing/Roles and Responsibilities. To enhance this evaluation component, it is critical that the Phoenix Area have a full-time Area Injury Prevention Specialist. The position description provided to the evaluators for the Area Injury Prevention Specialist was dated 1978. This PD should be updated as soon as possible, as it is outdated and some of the activities listed could be more clearly articulated. The evaluators also strongly recommend that a District Injury Prevention Coordinator position be developed for the Western Arizona District. If creating a position is not feasible, District Injury Prevention responsibilities should be delegated to someone with the injury prevention training and experience to coordinate Western Arizona District IP activities (e.g., a Service Unit Sanitarian). Finally, more unified job descriptions for District and Service Unit IPC staff should be created and implemented across the Phoenix Area to ensure that staff in each District or Service Unit are, as much as possible, aware of and fulfilling appropriate injury prevention responsibilities and duties. While some flexibility should be allowed in the creation and fulfillment of IP responsibilities, having a more consistent description of job responsibilities across an Area may prove beneficial. As applicable, position descriptions should be updated to reflect changes in responsibilities regarding Hospital Safety Officer duties.

**5. Training**

Basic	Intermediate	<b>Comprehensive</b>
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The PHX IPP is at the **Comprehensive** stage of development for Training. The evaluators recommend that Area, District, and Service Unit staff develop a set of standard procedures for announcing Area and national training opportunities and recruiting qualified participants for trainings held within and outside the Area. In addition, the evaluators encourage the PHX IPP staff to strategically plan and assess the degree to which Service Unit Directors and Health Board members have received injury prevention training. Follow-up with course participants (Area-specific and National courses) should also be conducted on a more regular basis in the Phoenix Area. The evaluators recommend that a training database be developed in the Phoenix Area to facilitate this follow-up. In addition to using national IP training course materials as the basis for PHX trainings, the evaluators encourage course instructors to review materials related to adult learning principles and practices. The evaluators recommend that training in proposal development, budget formulation, budget monitoring, and budget reporting be provided, as needed, to Phoenix Area Injury Prevention Program staff. Finally, the evaluators highly recommend that the PHX IPP continue to support and further develop the training activities offered in PHX and in the Area’s support for staff and Tribal representation at IHS National Training courses.

**6. Partnerships/Collaboration**

Basic	<b>Intermediate</b>	Comprehensive
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The PHX IPP is at the **Intermediate** stage of development for Partnerships/Collaboration. The evaluators suggest that Phoenix Area, District, and Service Unit staff build on their existing relationships and expand them in ways that lead to the implementation of IP projects. Having a set of specific ideas and project proposals, perhaps outlined in the Area IP strategic plan, will assist Phoenix Area, District, and Service Unit IP staff by focusing their attention on collaborations leading to the joint implementation of specific IP interventions. To the extent possible, Phoenix Area IP staff should consider ways of increasing membership and involvement on local injury prevention coalitions. Providing incentives for participation is one approach that has been used in other areas. Having an Area strategic plan, including specific plans for the development of local coalitions will provide focus and direction. Finally, each Service Unit does not have an active Injury Prevention Committee or Coalition. The evaluators recognize this as a legitimate challenge facing some PHX Area District and Service Unit Staff, but also emphasize the importance of showing community members’ commitment. The evaluators stress that there is no substitute for time to build trust. Patience and persistence will pay off as community members realize that they need to contact the IP/EH staff members for advice on local activities. While it is not easy to build local level coalitions, there are several models from which the PHX IP Program could learn. The evaluators recommend that the factors affecting the successes of the PHX coalitions be studied more closely by the so that those successes might be implemented throughout the Phoenix Area.

**7. Needs Assessment/Defined Service Population**

<b>Basic</b>	Intermediate	Comprehensive
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The PHX IPP is at the **Basic** stage of development for Needs Assessment/Defined Service Population. For the Phoenix Area to move to the next stage of development for this Evaluation Component, staff should consider developing more formal procedures to collect needs assessment data. The evaluators recommend that this information be routinely collected as part of a structured way of developing tailored,

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local-level injury prevention programs in direct response to community member requests. More specifically, the evaluators strongly recommend that the link be made in all Service Units and Districts between the collection of needs assessment data and annual program planning activities. The evaluators also recommend that an easy-to-read format summarizing the data be developed. This format could be used as a tool to market or lobby for the injury prevention program. In addition to identifying community members' perceived injury prevention needs and interests, a community capacity assessment could be completed. The Evaluators recommend that Phoenix Area IPP staff incorporate the concepts of assets mapping into their needs assessment collection plans. Finally, the Phoenix Area IPP should consider developing a Phoenix Area Injury Prevention Program Steering Committee to help identify the IP needs of Tribes in the Southwest.

### 8. Surveillance Data Collection

Basic	<b>Intermediate</b>	Comprehensive
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The PHX IPP is at the **Intermediate** stage of development for Surveillance Data Collection. While two of the three Districts in the Phoenix Area appear to be limited in the amount, quality, and frequency of severe injury data surveillance, the evaluators commend the data collection efforts being undertaken in the Eastern Arizona District and recommend that the Reference Manual and Protocols be revised for use by the Western Arizona and Reno Districts. The evaluators recommend, however, that future injury surveillance manuals include tailoring to local needs. The evaluators suggest that to improve observational data collection, Service Unit staff should standardize observational protocols to provide valid estimates of the Service Unit population. Given the developmental nature of the Phoenix Area Surveillance System, the evaluators recommend that staff in the Phoenix Area receive training in the use of advanced computer systems such as Geographic Information System (GIS). In addition, the evaluators recommend that staff consider developing Area-wide data reports on an annual basis to summarize the information collected about injury prevention surveillance and activities. As the Severe Injury Surveillance System is further developed in the Eastern and Reno Districts, the Phoenix Area data collection efforts should be summarized for the Area in a concise manner. These reports could provide an important mechanism for communication with Tribal Representatives regarding the importance of the IP activities and the severity of the problems.

### 9. Injury Program Planning and Implementation

Basic	<b>Intermediate</b>	Comprehensive
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The PHX IPP is between the **Basic and Intermediate** stage of development for Injury Program Planning and Implementation. To increase the effectiveness of the Phoenix Area injury prevention program activities, the evaluators encourage the staff to support a greater percentage of multiple level of intervention (e.g., individual, vehicle/vector and environmental change) and should use multiple methods (e.g., health education, engineering, policy development, and enforcement). To move to the comprehensive level for Injury Program Planning and Implementation, the evaluators also recommend that PHX Staff develop a strategic approach to reduce injury related morbidity and mortality in the PHX by specifically incorporating the four types of interventions outlined in the IOM's *Reducing the Burden of Injury Report* (Bonnie et al., 1999) : 1) changing individual behavior; 2) modifying products or agents of injury; 3) modifying the physical environment; and 4) modifying the sociocultural and economic environment. The evaluators recognize the progress the Phoenix Area has made to address the problems of intentional injuries (assault, domestic violence, suicide). It seems an appropriate issue to address through collaborative relationships with IHS Area Departments and other organizations with

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responsibility for alcohol abuse prevention/treatment and mental health. While perspectives may vary in terms of a clinical versus a public health approach, there are benefits to working together to prevent both intentional and unintentional injuries among American Indian people in the Phoenix Area. The evaluators recommend that PHX IPP staff use a Continuous Improvement process for developing, implementing, and evaluating more effective injury prevention interventions.

### 10. Marketing

<b>Basic</b>	<b>Intermediate</b>	Comprehensive
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The PHX IPP is between the **Basic** and **Intermediate** stage of development for Marketing. The evaluators suggest that outside training in marketing and social marketing be considered for PHX staff. The amount of marketing to increase awareness injury and the importance of injury prevention programs in the Phoenix Area has primarily been related to project-specific activities, Fellowship studies, or interventions. In some cases, specific materials (newsletters, data reports) have been developed to promote the activities of the injury prevention program and staff, particularly data collection efforts. The evaluators suggest that other Districts and/or Service Units follow these models. A Phoenix Area Fact Sheet developed to correspond to major program emphasis areas could be developed as part of the Area's annual program planning process. The materials developed to market the Area's program should be updated and distributed annually to the list of Phoenix Area injury prevention practitioners or partners. The distribution of such marketing materials could coincide with materials distributed as part of the annual program planning process. The creation of a Phoenix Area-specific Injury Prevention Program webpage for the PHX IPP may also serve as an important tool to market the injury prevention program. If developed, the evaluators suggest that a Phoenix Area-specific IPP website be updated on a regular basis.

### 11. Evaluation/Reporting

<b>Basic</b>	Intermediate	Comprehensive
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The PHX IPP is at the Basic stage of Development for Evaluation/Reporting. To advance to the next stage of development for this Evaluation Component, more formal evaluation and reporting mechanisms should be developed to monitor future injury prevention demonstration projects. The evaluators recommend that appropriate training in how to conduct an evaluation should be provided to as many Area, District, Service Unit, and Tribal staff as possible. The evaluators encourage Area staff to conduct more formal evaluations of projects/interventions conducted throughout the Service Units. Given that the evaluators feel that the topic of evaluation has not been adequately addressed in the IHS training (e.g., Level I), the evaluators suggest that the Phoenix Area re-design its Level I and II injury prevention courses to include skill building for evaluation of community injury prevention programs or projects. The evaluators recommend that a report preparation training module also be developed to instruct Tribal representatives and Service Unit staff in methods needed to collect and summarize information regarding intervention projects. Documenting successes as well as challenges, including a report of how funds were allotted, will improve program planning at the Area, District, and Service Unit Levels. Templates and example reports may be included as part of the materials provided to those attending the training.

**12. Technical Assistance/Building Tribal Capacity**

Basic	<b>Intermediate</b>	Comprehensive
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The PHX IPP is at the Intermediate stage of development for Technical Assistance/Building Tribal Capacity. With the advent of the IHS Tribal Injury Prevention Grants Program funding to Tribes, it is important for Area, District, and Service Unit Office IP staff to provide technical assistance to all Tribes, Departments, or Organizations in the Phoenix Area interested in working to prevent injuries and/or to submit a proposal for grant funding. In general, all PHX Area IP staff should be proactive in the way in which they work with Tribal representatives to advocate for and make suggestions about potential IP activities. Assisting Tribal staff and local coalitions with strategic planning and evaluation reporting are two critical areas needed by Tribal members to increase the effectiveness of their injury prevention activities. Another way to develop relationships between Area, District, and SU IP staff and Tribal representatives is to hold annual IP networking and strategic planning meetings. Establishing an Area Tribal Advisory Committee may also raise awareness of the importance of IP. While these suggestions are probably not new ideas to the PHX Area IP staff, action should be taken to turn these ideas into reality.

In summary, the Phoenix Area Injury Prevention Program is at the following Stages of Development for the 12 Evaluation Components used to guide the Evaluation:

Evaluation Component	Stage of Development		
Mission/Vision	Basic	Intermediate	<b>Comprehensive</b>
Resource Allocation/Accounting	Basic	<b>Intermediate</b>	Comprehensive
Management Support	Basic	Intermediate	<b>Comprehensive</b>
Staffing/Roles & Responsibilities	Basic	<b>Intermediate</b>	Comprehensive
Training	Basic	Intermediate	<b>Comprehensive</b>
Partnerships/Collaboration	Basic	<b>Intermediate</b>	Comprehensive
Needs Assessment/Defined Service Population	<b>Basic</b>	Intermediate	Comprehensive
Surveillance Data Collection	Basic	<b>Intermediate</b>	Comprehensive
Injury Program Planning and Implementation	<b>Basic</b>	<b>Intermediate</b>	Comprehensive
Marketing	<b>Basic</b>	<b>Intermediate</b>	Comprehensive
Evaluation/Reporting	<b>Basic</b>	Intermediate	Comprehensive
Technical Assistance/Building Tribal Capacity	Basic	<b>Intermediate</b>	Comprehensive

Phoenix Area Injury Prevention Program staff should use the results, recommendations, and resources provided in this report to develop an Action Plan to enhance the stages of development for each Evaluation Component used in this assessment process.