

2023

# **Toward Health Equity (THE) Oncology Grant: Awardee Guide to Evaluation**

Gilead Oncology Corporate Giving Program

*2023 THE Oncology Grant Cohort*

## Background

### Gilead's Oncology Corporate Giving Evaluation Philosophy

Gilead's evaluation philosophy, much like our giving strategy, is centered on racial and health equity. Evaluation should be designed and implemented in alignment with the values underlying equity work, including a focus on cultural humility and multiculturalism, grantee-selected measures and data collection process, and prioritizing perspectives of the community in the interpretation of data. We know that, in philanthropy, there are powerful and engrained evaluation practices that as funders we want to continue to uncover, unpack, and speak openly about as we think about how success and impact are defined. As we continue along that path with you, we are committed to an evaluation strategy that is grounded in and informed by the following guideposts.

#### *The Gilead Oncology Corporate Giving Evaluation Philosophy*

- 1 Seeks to understand the impact of a strategy on different populations and how that strategy addresses systemic sources of inequity.
- 2 Is designed and implemented in a way that is culturally competent, multiculturally valid, and oriented toward participant partnership.
- 3 Examines who is defining what's important to learn and for whom.
- 4 Engages and solicits input from the community about what they want to measure and what is realistic to measure.
- 5 For shorter grant periods, maintains a focus on process/partnership/capacity/learning goals as opposed to the expectation of significant health or systems shifts.
- 6 Expands opportunities for those most impacted to participate in the interpretation of the data.
- 7 Includes perspectives that have been historically unheard or discounted in data sensemaking.

Specifically, evaluation as part of grants reporting seeks to better understand the levers that reduce health disparities and improve access to quality care for those who have been historically disenfranchised. We know that health outcomes, particularly oncology morbidity, are affected by a number of factors. Your work is critical as we continue to understand how social determinants impact health outcomes, and more importantly, how we can collectively address those barriers. To that end, Gilead's grantmaking approach and evaluation framework are built upon the following three strategies for reducing barriers to care:

### The Gilead Oncology Corporate Giving Program's Strategies for Reducing Barriers to Care



#### Education

Support community-driven strategies that improve health literacy and increase information sharing about health issues that directly impact the target population, as well as increase the knowledge and skills of providers about implicit bias.



#### Connection to Care

Deepen community-based and holistic approaches to cancer care navigation in order to increase access to screening, treatment, and survivorship services.



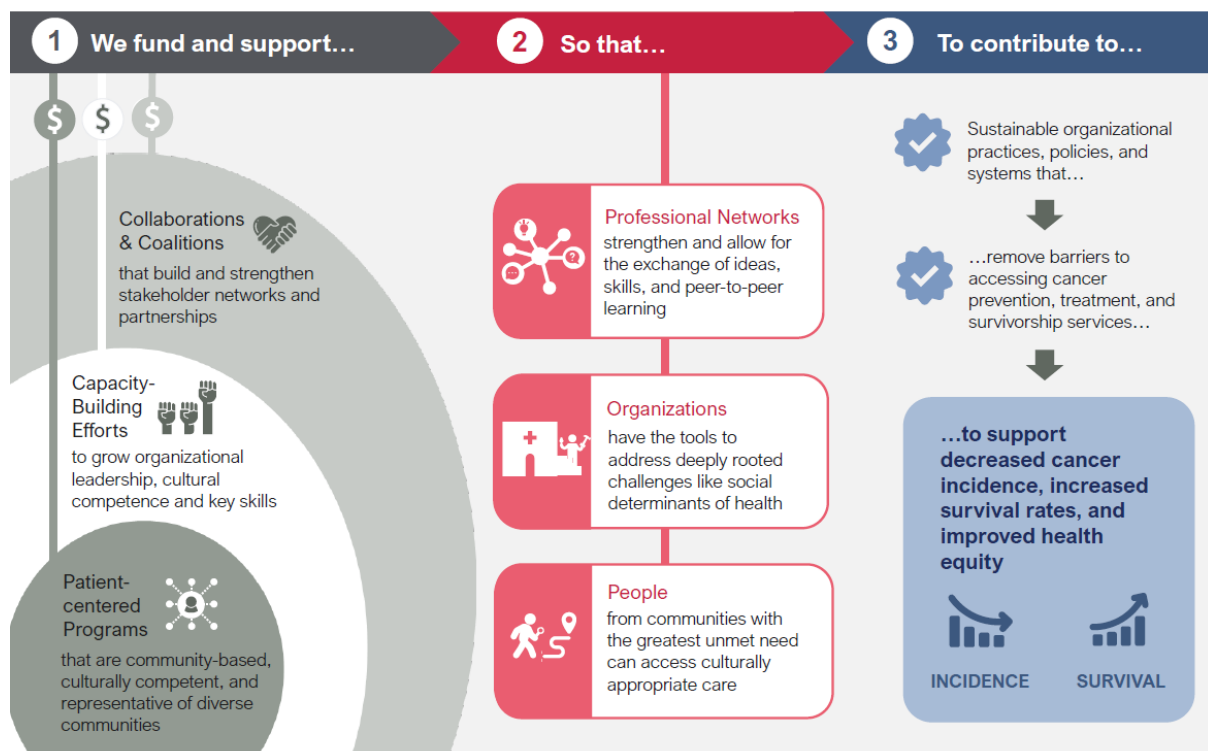
#### Capacity-Building

Expand community-based leadership capacity and organizational sustainability.

*We support three types of grants – collaborations & coalitions, capacity-building efforts, and patient-centered programs – to reduce barriers to care through these three strategy areas.*

Below you'll find the Gilead Oncology Corporate Giving Program's theory of change for this health equity-focused giving strategy. You can see why we feel confident that funding and supporting collaborations and coalitions, capacity-building efforts, and patient-centered programs will lead to our goals of decreased cancer incidence, increased survival rates, and improved health equity.

## A Health Equity-focused Oncology Corporate Giving Strategy



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Theory of Change created with [Facente Consulting](#) and [Radical Joy Consulting](#) with Gilead Corporate Citizenship.



## What is Results-Based Accountability?

All of us do the work we do because we want to make a difference. One way to know if we are truly making an impact, and if that impact is equitable, is through evaluation. The Gilead Oncology Corporate Giving Program uses an evaluation framework called **Results-Based Accountability™**, or RBA. RBA is a “disciplined way of thinking and acting to improve entrenched and complex social problems. Communities use it to improve the lives of children, youth, families, and adults. RBA is also used by organizations to improve the effectiveness of their programs.”<sup>1</sup>

RBA encourages us to ask the following three questions about our programs:

- How much did we do?
- How well did we do it?
- Is anyone better off?

These questions get answered using quantitative data (numbers) and qualitative data (stories). These questions exist on a continuum from easier to harder to measure, and more to less important, as shown in the diagram below.



Gilead is using RBA to measure the impact across the entire Oncology Corporate Giving Program. The next section provides guidance in selecting measures and implementing the evaluation.

## Using RBA to Evaluate Your Program

### Why RBA?

Your full participation makes it possible to accurately depict the significant impact of your work as an organization, and allows Gilead to assess the collective impact of grantees' combined efforts. Our hope is that the data that comes from this effort will add value to your program, and your organization overall, by helping to illuminate which aspects of the program worked well and which can be modified to have a greater impact in the future. In addition, participation in the evaluation may provide an opportunity for you to seek additional sources of funding based on your data findings.

This evaluation framework is also a key component of Gilead's commitment to equitable giving. These evaluation activities ensure that the perspectives of those directly affected by health disparities are prioritized and centered, and help us better understand how well we are addressing the underlying structural causes of those inequities. Also, information gathered through this process helps us all understand the levers we can pull on the local level to achieve better health outcomes. The data tell the story, and the story provides an opening for changes to programs, structures, or collaborations that will improve wellness for communities most impacted by health inequities.

## Step-by-Step Guide to Using RBA for Your Gilead-Funded Program

- 1 Attend the live training on Results-Based Accountability, or RBA, on March 8, 2023, or watch the recording afterwards.**

This training will provide you with the conceptual foundations for RBA, which is the evaluation method that the Gilead Corporate Oncology Giving Program uses. Register [here](#).

- 2 After the March 8, 2023 training on RBA, begin to think about what kinds of measures you want to adopt.**

There is no “right answer” for which measures to select. Ultimately, you will need to balance multiple considerations and pick the measures that are the best fit for demonstrating program impact and are also within your capacity to implement. Consider the following:

- **What are the goals of your program?** Select measures that most closely relate to what your program is trying to achieve.
- **What is meaningful?** Consider which measures would best tell the story of why and how your program is so valuable.
- **What will allow you to show improvement over time, and learn what is working and what isn't working?** With RBA, you will plot data over time, looking to see if trends are going in the right direction.
- **What will demonstrate the impact of your program on populations experiencing health inequities?** Consider using measures that highlight the impact on specific communities. We will say more about this in the March 8th training.
- **Who is the audience?** Although the primary recipient of the evaluation results is Gilead, think about how you might use the data in other contexts—for example, to apply for a grant, to share with your organizational leadership, or to share with policymakers. Are there particular measures that you would select over others depending on with whom you plan to share results?

- Does your program have the capacity to collect data from program participants through a survey or other tool that you can design, implement, and analyze? Certain types of measures may require collecting information from program participants. You should only choose measures feasible for your program.

### 3 Identify your measures using the RBA Framework by April 15, 2023.

We ask that you identify as many measures as you need to tell the story of your program's impact. Ideally this will be at least three (3) measures (not including the Case Study, described later), developed in collaboration with Facente Consulting, the external evaluator. To show impact, and specifically impact related to health equity, an emphasis "Better Off" measures is desirable. Additional guidance on measure selection will be provided at the March 8 training.

**It is critical to select strong measures at the beginning of your program so that you can begin collecting data as soon as is feasible.** You will track data over time for each of your measures to be submitted with your interim and final reports.

Resources available to help you with this process are:

- The live training on RBA on March 8, 2023, with the slides and recording shared afterwards on the [Evaluation Resource Page](#).
- 1:1 technical assistance with the Facente Consulting Evaluation Team after March 8<sup>th</sup>. Sign up [here](#).

### 4 How do I get help?

We know that your teams are holding a lot and may also have limited staff capacity. Gilead has funded Facente Consulting, who will offer both general training and individualized assistance. The following resources are available to you and can be accessed through the [Evaluation Resource page](#).

To make an appointment, or to simply get more information about the type of help that's available, please email: [gileadoncology@facenteconsulting.com](mailto:gileadoncology@facenteconsulting.com)

- Live trainings (RBA on March 8, 2023)
- Recorded trainings
- Office hours (sign up [here](#))
- Technical assistance by appointment (sign up [here](#) or email [gileadoncology@facenteconsulting.com](mailto:gileadoncology@facenteconsulting.com))

## 5 Tell your story.

There are many ways to showcase the impact of your program. Collecting and tracking numbers are very important ways, but they are only one way. Storytelling is another way to illustrate the key details of a program that made it particularly special, the relationships and trust-forming activities that made the program successful, or the unexpected happenings that led to unexpected learnings. To put it another way, storytelling is a powerful mode of human expression that helps us make sense of the past and imagine possible futures. We'll focus on two storytelling tools for this evaluation effort: narrative and photography.



### *Storytelling with narrative*

For this program evaluation, narrative can come in the form of (a) detailed case studies or (b) two sentence descriptions (explained in more detail below). Narrative stories provide a bit, or a lot, more context to the findings of the RBA measures. Through the written word, additional detail and nuance can be explored. The human story “behind the numbers” is highlighted through narrative accounts.



### *Storytelling with photography*

As the saying goes, “a picture is worth a thousand words.” Photos provide another way of presenting information and increasing understanding of your results. Photographs can help visualize different kinds of data, and strengthen a narrative report by illustrating the project activities, context, or cultural differences. Using images during an evaluation can also help to tap into hidden outcomes that may not be possible to see in the data.

More detailed guidelines for storytelling through narrative and photography are available on the [Evaluation Resource Page](#).

## 6 Share your story – both the numbers and the narrative – through interim and final impact reports, as well as quarterly snapshots.

### Impact Report

**What is the impact report?** The impact report is a brief (1- to 2-page) document sharing your evaluation findings with Gilead. It is designed to be a visually interesting way to highlight key successes and lessons learned. It contains placeholders to share the results from your selected RBA measures, case studies, and/or photos. We will provide you with a Microsoft Word template to use, and you will submit an interim impact report as well as a final impact report. These will be due at the same time as your corresponding SteepRock reports.

**How will Gilead use the data from the impact reports?** Gilead will share the impact reports and data within Gilead to illustrate outcomes of the Oncology Corporate Giving Program. Gilead will also group the data across programs in order to tell the story of the combined impact of grantees' efforts.

**How can you use the impact report?** Although you submit the impact report to Gilead, you may use it for your own purposes. After submitting to Gilead, you are welcome to change the colors, fonts, layout, or other features for your own purposes, such as to share with other potential funders or organizational leadership.

**How do I fill out the impact template?** When it is time to submit your interim and final reports, you will be notified by Facente Consulting, and they will work with you to refine and finalize your data narrative, and case study(ies). Then you will enter this information into the template to create your impact report.

### Quarterly Snapshot

**What is the quarterly snapshot?** These are short (a few sentences) descriptions of successes/learnings that get shared out to all THE Oncology Grant grantees on a regular basis. These are designed to be low-effort and low-stress. Examples will be provided when it comes time to submit these.