



CDCC Tracking & Evaluation

**2022
Annual
Summary**

Tracking & Evaluation Summary

Background

Within the Rapid Acceleration of Diagnostics-Underserved Populations (RADx-UP) program, the Coordination and Data Collection Center (CDCC) supports RADx-UP projects by elevating testing strategies, deepening community outreach and engagement, and strengthening data integration and data sharing across the RADx-UP program. The Tracking and Evaluation (T&E) Team takes a developmental evaluation (DE) approach in tracking the processes, outcomes and implications of CDCC's dynamic set of activities, as well as providing timely feedback to RADx-UP program staff and leadership in an evolving COVID-19 pandemic. From January to December 2022, T&E engaged project representatives, CDCC staff, and CDCC event attendees via surveys and interviews to identify successes and challenges to program implementation. This report summarizes the impacts and implications of T&E's evaluation activities, highlighting the steps taken by the CDCC, in response to evaluation findings for the continuous quality improvement of CDCC services.

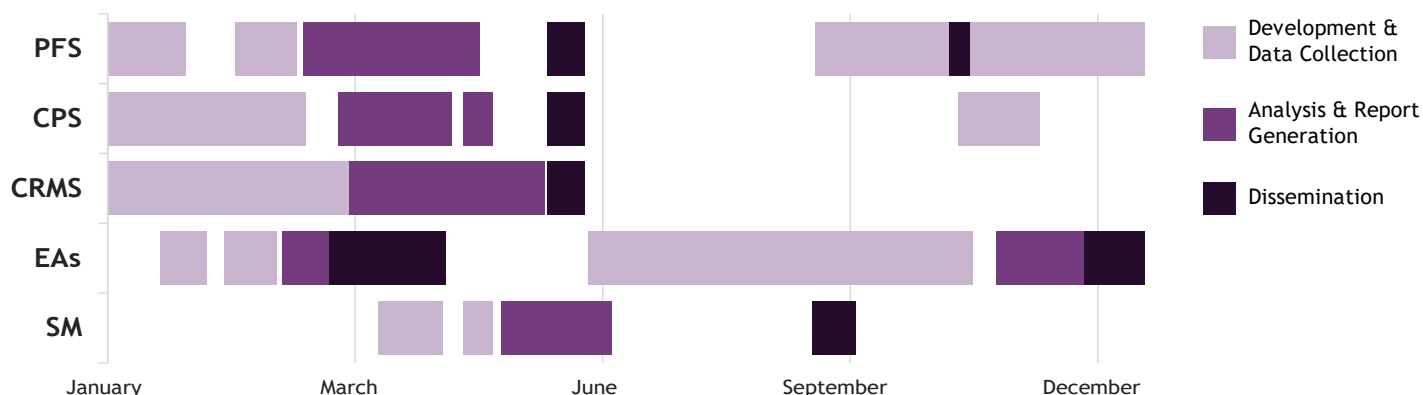
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Executive Summary

To assess the quality of and satisfaction with CDCC services, T&E triangulated findings across three annual surveys (administered to various stakeholder groups), supported ongoing evaluation of activities within CDCC's cores and workstreams, and assessed CDCC events such as the Evidence Academies (EAs) and Scientific Meetings (SMs). T&E then shared findings and recommendations for CDCC to strengthen its structure, engagement, and communication across the consortium. Below is a list of T&E's main deliverables and a Gantt chart, illustrating the data collection, analysis, and dissemination of findings for each product, by quarter:

- Project Feedback Survey (PFS)
- CDCC Staff and Partners Survey (CPS)
- Core Routine Monitoring Survey (CRMS)
- Evidence Academy 2 & Evidence Academy 3 (EAs)
- Scientific Meeting (SMs)

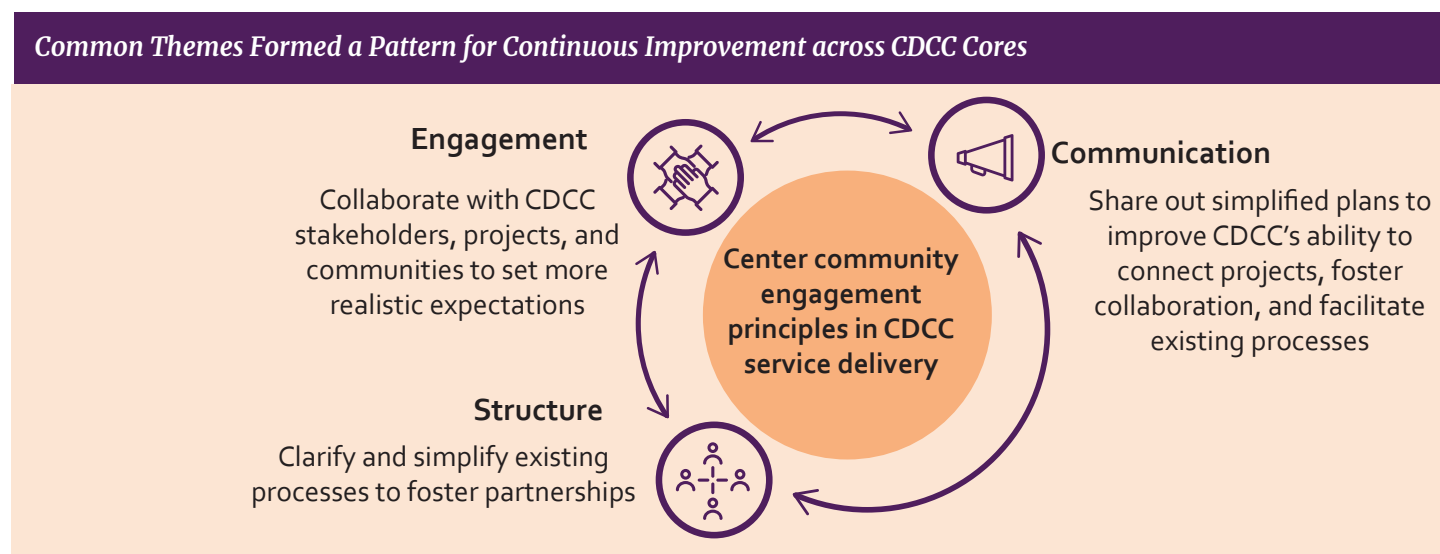
Figure 1. T&E Activities to Evaluate the RADx-UP CDCC



Tracking & Evaluation Summary

Feedback & Findings

In their feedback from the PFS, CPS, and CRMS, staff from both the CDCC and RADx-UP projects noted the prompt delivery of CDCC support services. RADx-UP projects, however, called for more centralized services and communication across the CDCC's four cores on how elective CDCC support benefits project implementation. Both pilot and RADx-UP projects needed more guidance on practical strategies to engage underserved communities in recruitment, outreach, and hesitancy in COVID-19 testing. Concurrently, CDCC staff suggested realistic expectations to reduce the sense of urgency and competing priorities in meeting projects' needs; standardized protocols to coordinate service delivery; and project engagement to improve transparency in decision-making. This report showcases these three, interconnected themes of: 1) engaging stakeholders at multiple levels; 2) standardizing the CDCC's structure of coordinated services; and 3) communicating both CDCC services and evaluation findings to match projects with resources. Below is a diagram of how these themes of recommendations feed into one another for improving CDCC services:



To learn from and act on this feedback, the CDCC has taken the following steps:

- Developing a RADx-UP Community of Practice and applying community engagement principles
- Increasing transparency in decision-making and the dissemination of milestones for a more unified RADx-UP vision
- Redefining EIT roles to increase their capacity to deliver prompt and high-quality services
- Improving cross-core communications and dissemination of findings

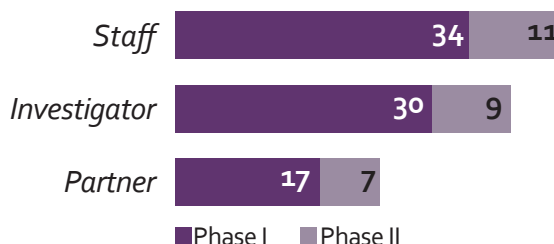
Project Feedback Survey

Introduction

From February 4 to March 7, 2022, T&E administered the Project Feedback Survey (PFS) to project representatives (Project Principal investigators, operational staff, and partners) to assess the **utility, quality, and satisfaction with CDCC support activities** as well as factors that encouraged or prevented respondents from using core-specific support activities.

Respondents: 125 RADx-UP project representatives across Phase I and II with varying project roles.

Respondents

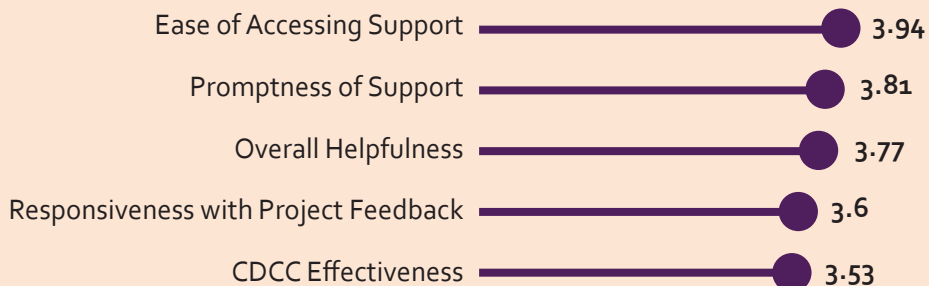


Key Findings

On average, RADx-UP projects reported satisfaction (on a scale of 1 to 5) with overall CDCC services and staff in terms of: access, promptness, helpfulness, and responsiveness, though effectiveness ranked lowest in project's satisfaction with CDCC services.

Overall Satisfaction with CDCC Services & Staff

Mean satisfaction ratings (scale 1-5) were highest for Ease of Accessing Support and lowest for CDCC Effectiveness



Engagement Impact Teams (EITs), who connect project staff to CDCC services, were rated favorably but were also identified as an area of improvement.

Coordination

"The EITs are a resource that should be better utilized. Very nice people, but they don't seem connected to the other cores. They cannot answer questions and have to get back to us later."

Project Feedback Survey

Engaging both RADx-UP projects and the communities they serve

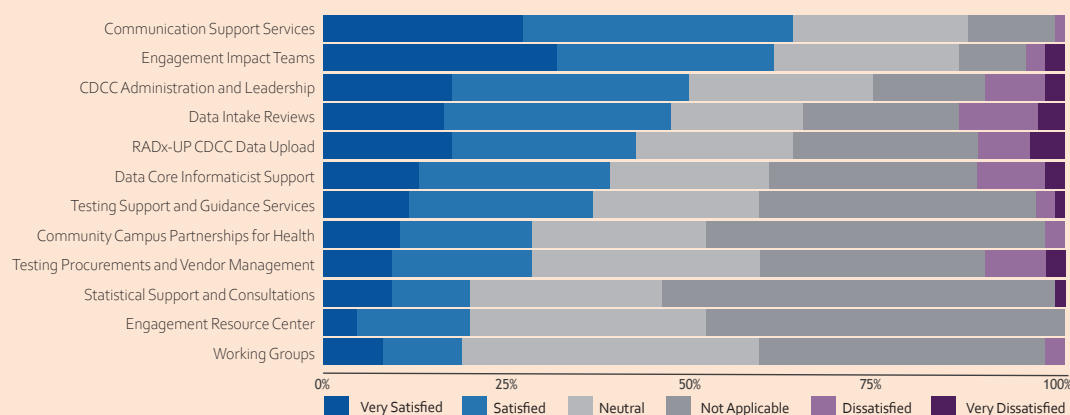
Project staff requested more strategies to engage communities. Their limited time and capacity may have led to lack of awareness of CDCC activities, like the Community-Campus Partnerships for Health (CCPH) trainings and technical assistance, Working Groups (WGs) that collaborate on resources to tackle challenges specific to underserved populations, and the Community Connections series of virtual gatherings for RADx-UP-affiliated community partners.

Up to half of respondents (9-53% of 85 respondents) also reported that certain support activities were not applicable to their work (e.g., statistical support, ERC, CCPH office hours). Of the services that were applicable, many respondents (n=85) reported some level of satisfaction with services.

Level of Satisfaction (%) for Individual CDCC Support Services and Programs (n=85 respondents)

Half or more reported satisfaction with Communication support services, Engagement Impact Teams, and CDCC Administration and Leadership.

Many responded 'not applicable' indicating low use of CDCC services such as Engagement Resource Center or Working Groups.



Organizational structure and leadership

The CDCC could share decision-making power by engaging projects for their input in addition to providing more transparency in decision making. The Project-wide Meetings (PWMs) have become a collaborative space for projects to network and engage the CDCC, regarding implementation concerns and solutions. The CDCC collected and acted on real-time feedback to continuously tailor the PWMs to projects' needs.

Coordinating services and communication with RADx-UP projects

The CDCC could further streamline processes, build EIT capacity, and increase awareness of services. The PFS evaluation findings contributed to the CDCC's efforts in redesigning the structure of EIT functions. There are now specialized EIT roles and expertise in major areas of project support (e.g., community engagement, data, testing, and project closeout). Focused roles increase EIT member bandwidth and team capacity to provide more in-depth services promptly to projects.

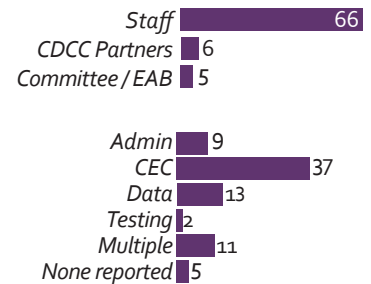
CDCC Staff & Partners Survey

Introduction

From February 21 to March 10, 2022, T&E administered the CDCC & Partners Survey (CPS) to assess CDCC staff and partners' perceptions on CDCC's **leadership, organizational infrastructure, partnerships, and the quality of services** provided to projects across cores.

Respondents: T&E invited 207 CDCC staff, committee members, and partners (e.g., ABC Science Collaborative, Community-Campus Partnerships for Health, IMPAQ) to complete the CPS via REDCap. 77 respondents (or a 37% response rate) completed parts of the survey.

Respondents



Key Findings

Organizational Culture

Respondents noted that too much urgency and duplication of work in silos will lead to burnout. To reduce burnout, respondents called for "[overhauling] the culture of productivity", and "not having everything be a pressured rush" in their open-ended feedback (n=6 comments). Specifically, respondents suggested "addressing the sense of urgency, constantly changing and evolving processes, lack of collaboration between cores, and overall respect within the team," to improve work-life balance and DEI efforts (n=24 comments). Engaging projects and coordinating with CDCC staff can ground this cultural change.

Culture

"..... Priority setting is difficult as priorities seem to be constantly changing with new more "urgent" priorities displacing previous ones..."

Engaging RADx-UP Projects

About half of respondents (42%, n=68) agreed that leadership engages projects and partners adequately in decision-making. Respondents expressed the need for leadership to engage more with projects to meet their needs and to prioritize community engagement with underserved populations (n=14 comments).

Engagement

"Our current work structure doesn't effectively gather input on the needs of the study teams and community partners to respond with support or resources in a timely way."

Cross-core Communication/Coordination

About half of respondents (54%, n=68) agreed that leadership communicates goals clearly to staff and partners. In open-ended feedback, respondents wanted to streamline and standardize tools and processes (n=16 comments), create connections across workstreams (n=14 comments), and communicate a consistent purpose and vision for RADx-UP (n=10 comments).

Coordination

"It would be helpful to have more frequent "big why" conversations, that help to reaffirm RADx-UP and the CDCC's overall purpose, goals, mission, and vision. It feels as though the cores, team as a whole, and the day-to-day work is extremely disconnected from these bigger ideas."

Evaluation to Action: Focus on learning and engagement principles

- In October, all CDCC cores and workstreams shared with both CDCC colleagues and leadership what went well, did not go well, and what needs improvement within the workstreams in their cores.
- The Community Engagement Core and Community-Campus Partnerships for Health held 3 sessions to brainstorm ways to apply community engagement principles as a part of CDCC staff's work. Understanding how RADx-UP can serve as a community of practice further encourages CDCC staff to prioritize community engagement in their work.

Core Routine Monitoring Survey

Introduction

Members of the CDCC cores and workstreams completed the Core Routine Monitoring Survey (CRMS) for Research Performance/Interim Progress Reporting (RP/IPR) to the NIH. After the June 2022 IPR, T&E conducted additional qualitative analysis from the challenges and accomplishments described by core and workstream leads to 1) identify themes of **Strengths**, **Weaknesses**, **Opportunities**, and **Threats** for the CDCC and each core and 2) generate actionable recommendations to leverage strengths & mitigate threats.

Respondents: 35 workstream leads from Administration and Coordination Core (ACC, n=10), Community Engagement Core (CEC, n=10), Data Science & Biostatistics Core (DSBC, n=9) and Testing Technologies Core (TTC, n=6) responded to the CRMS.

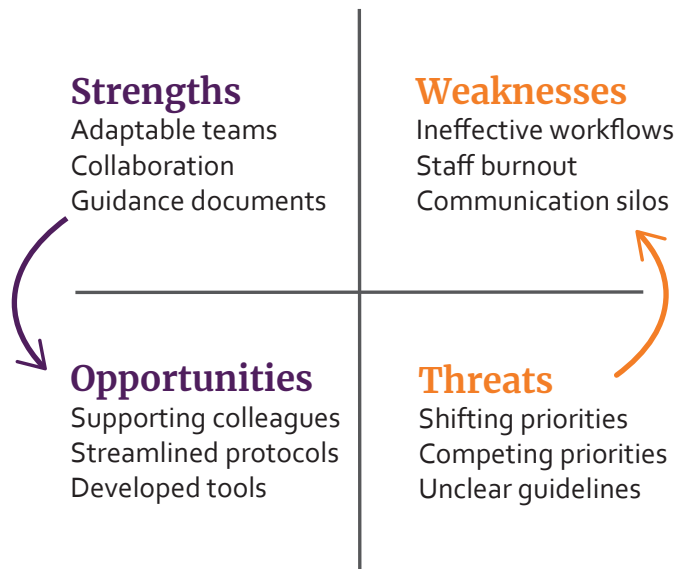
Key Findings

CDCC core and workstream representatives identified strengths such as adaptable teams, cross-core collaborations, and guidance documents as integral to CDCC's effectiveness. However, poorly defined guidelines and competing priorities from NIH were potential threats to the work of workstreams, cores, and the RADx-UP program overall (n=21 comments). This led to weaknesses such as abrupt changes in workflow and diminished staff capacity (n=18 comments). To mitigate these threats and weakness, staff identified opportunities to such as their colleagues' capacity to strengthen cross-core collaboration (n=36 comments) and developing clear and streamlined protocols (n=38 comments) across the CDCC.

Evaluation to Action: Core changes to streamline services

T&E engaged with each CDCC core in integrating CRMS findings in ongoing strategies:

- ACC: Disseminate evaluation findings to project teams, cores, RADx-UP leadership, and NIH at their respective monthly meetings.
- CEC: Specialize EIT roles in terms of community engagement and data or operations.
- DSBC: Update and streamline data collection and data transfer processes so that projects understand what is required of them.
- TTC: Share vendor lists (to procure supplies) and other ways to advertise testing support services with communications team and RADx-UP projects.



Urgency & shifting priorities

"We have incredibly tight deadlines with very large asks that aren't quite fully formed when they are being asked for that cause us to do work and then re-work."

Coordination & Communication

"...lack of communication between cores has resulted in duplication of effort, duplication of resources assigned, and inconsistency. These impact our ability to support project teams and affect job satisfaction & performance."

Evidence Academies

Introduction

T&E collected survey and interview data from attendees after the second and third Evidence Academies (EA2 and EA3) to assess changes in **knowledge, engagement**, overall **satisfaction** with the conferences; new **connections** made at the events; and attendees' **intent to translate knowledge to practice**.

Attendees and Respondents:

- **Of the 242 EA2 attendees**, some evaluated EA2 overall (n=36), as well as the individual roundtable sessions (n=61) and breakout sessions (n=83).
- **Of the 149 EA3 attendees**, some evaluated EA3 (n=28), the roundtable sessions (n=18), breakout sessions (n=37), and the inaugural Advancing Community Academic Partnerships (ACAP) presentation series (n=12).

Key Findings: EA2

Respondents were satisfied with the content, flow, and structure of EA2 and valued the breakout sessions and roundtable discussions, though better facilitation of sessions could have improved networking. Respondents also called for more lived experiences from those supported by RADx-UP projects.

Key Findings: EA3

Respondents appreciated having access to EA3 data briefs before sessions to engage more directly with speakers. Although there were technical difficulties, respondents enjoyed EA3 content, having access to networking features during the event, and asynchronous access to content after EA3. Much like EA2, qualitative interview participants expressed the importance of putting community voices front and center, as opposed to hearing from community specialists in partnership with projects.

Evaluation to Action: Elevate lived experiences

EA planning committee instituted the inaugural ACAP (or Advancing Community Academic Partnerships) presentation series to increase community engagement for EA3. However, data from both EAs show participants would like to hear directly from members of communities served about the impact of RADx-UP activities.

Satisfaction Ratings

EA2	EA3
3.9/5 <i>Overall Satisfaction</i>	4.5/5 <i>Overall Satisfaction</i>
4.3/5 <i>Breakout Sessions</i>	4.9/5 <i>ACAP</i>
4.2/5 <i>Roundtable Discussions</i>	4.8/5 <i>Virtual Posters</i>

Centering Community Voices

“If you already have some ideas about a theme for [EA3] next year, you have to identify people in the community who have had experiences similar to that, who can talk about that. It might take a little bit more time, but I think with all of the partnerships we've established with people in communities, they [the community partners] would be able to identify someone who has had experiences that's related to that theme.”

Value Gained from EA3

“Just listening to all of these different teams across the United States [during EA3] was really, really wonderful. Just to see the different approaches that they took to be successful in reaching their goal with their project...and just listening to how people from different backgrounds, different languages, different communities came together as one.”

Scientific Meeting Evaluation

Introduction

T&E evaluated the RADx-UP Scientific Meeting (SM) held on May 3, 2022. The SM is an avenue for RADx-UP projects to present data results, share insights, and identify solutions for combatting COVID-19.

Attendees and Respondents:

Of the 205 SM attendees, 13 CDCC staff, 12 RADx-UP project staff, 11 RADx-UP project PIs, and 9 community/academic partners (n=47 total) responded to evaluation surveys after the event.

Key Findings

Project presentations offered insights into the importance of community engagement and building trust with partners in underserved communities:

- **Communication:** Respondents discovered approaches to improve how and where to communicate research findings
- **Addressing Challenges:** Respondents learned about practical ways to address project implementation challenges
- **Engagement:** Respondents were inspired to further engage community and academic partners

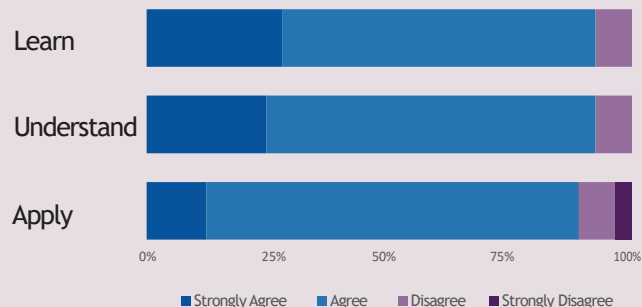
Evaluation to Action: Engage community stakeholders

The planning committee shared presentation summaries with attendees after the event which showcased key takeaways from projection presentations. To improve community stakeholders' engagement, a panel of community and academic reviewers will be invited to review/select RADx-UP abstracts and presentations for the next SM.

SM Attendee Feedback

The Scientific Meeting met the following objectives:

- **Learn** how RADx-UP is improving COVID-19 testing & vaccination
- **Understand** findings generated across the RADx-UP program
- **Apply** appropriate scientific methods in my RADx-UP project



Working Group Evaluation Support

Introduction

T&E evaluated members' satisfaction with activities of RADx-UP Working Groups (WG). The 12-Month Working Group Member survey collected members' perceptions of WG relationships as well as the value and role of WGs in solving project implementation challenges.

The Annual Working Group Celebration survey collected data about the extent to which the event allowed respondents to celebrate their achievements and build relationships with other WG members, as well as areas of improvements for future events.

Respondents:

Of the 84 WG members, 17 responded to the 12-month feedback survey and the annual WG celebration survey.

Key Findings

- The annual WG celebration was well-received, but WGs would like **more opportunities to network** with others outside of their group.
- **Standardizing meeting facilitation and best practices** will allow WGs to organize their work plans and make use of their time more efficiently.
- Consistently **revisiting purposes and reiterating action plans**, both as a WG and individually, can inspire participation.

Effective Facilitation

"I participate in another working group and think it is more effective because there is a consultant driving out the conversations and producing the final results of the conversations. I think this adds enormous value."

Shared Goals

"There is need for a shared purpose, that doesn't seem to exist right now."

Inspiring Accomplishments

"As someone who was not already part of any of the working groups, the highlights [in the working group annual celebration] allowed me to see the real work these groups are doing and inspired me to join one."

Evaluation to Action: Realign shared vision

Per the August 23, 2022 chairs meeting, WG chairs and members are working to update action plans, working group structure, and shared purposes to strengthen cross-work group connections.

Pilot Program Feedback

Introduction

To evaluate CDCC grant administration and support activities, T&E collected feedback about the **utility**, **quality**, and **satisfaction** with the CDCC for Community Collaboration Mini-Grants (C2G) and the Rapid Research Pilot Program (RP2) that strengthen community capacity, partnerships, and implementation strategies to increase COVID-19 testing.

Respondents: Grant awardees from 12 RP2 and 21 C2G responded to the 6-month surveys from January to June 2022.

Key Findings: C2G

At 6 months, almost 75% of C2G respondents agreed or strongly agreed that they received adequate support from the CDCC to complete an RFA (Request for Application) and that the RFA was easy to understand and accessible.

C2G Administration and Leadership and Communications were the most used CDCC support services by these grantees. Most respondents agreed or strongly agreed that CDCC helped to increase understanding and application of community engaged approaches.

Key Findings: RP2

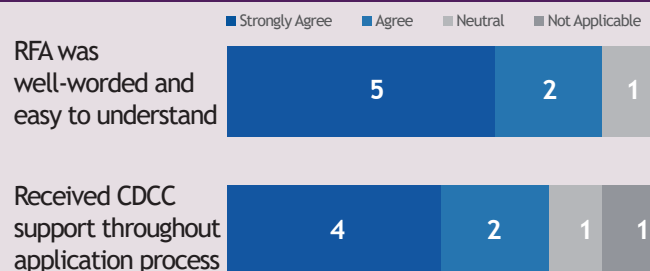
About 75% of RP2 respondents agreed or strongly agreed they had adequate support in completing an RFA and that it was accessible and easy to understand.

RP2 Administration and Leadership and Communications were the most used services by these grantees, and all respondents reported they were satisfied or very satisfied with those services.

C2G Satisfaction with Resources & Support (n=15)



RP2 Satisfaction with Resources & Support (n=8)



Evaluation to Action: Support recruitment and procurement

C2G projects expressed difficulties with recruiting, motivating testing uptake, and staying engaged with their population(s) of interest. They also highlighted testing supply challenges (i.e., difficulty in securing materials and staff for COVID-19 testing).

RP2 projects reported similar challenges including non-testing resource procurement, enrollment, partnerships, and testing uptake and administration.

Improving **recruitment and marketing** efforts for future applicants can support C2G and RP2 projects.

Evaluation Support to CDCC

Introduction

T&E also provides evaluation support to CDCC cores and workstreams, as needed, to foster continuous program improvement. The following examples describe these types of support and ongoing work.

Project Wide Meetings

Generally, results from an opinion poll (September 2022) revealed that RADx-UP projects (43 out of 71 respondents) enjoyed breakout room sessions and found them relevant for projects to have more collaborative discussion:

- PWMs structure was revamped in August 2022 in response to projects' evaluation feedback that they want additional opportunities to connect and engage in relevant discussions with other projects team members
- CDCC included 25-30-minute break out sessions exclusively for project team members
- The breakout sessions were structured around recurring topical themes (e.g., data collection and analysis, community engagement and publication)

Partnering for Impact (P4I) Consortial Pubs

Focus Groups

Evaluation of the P4I process can identify additional pathways for the P4I workstream to support writings in the consortial publication process and empower community partners who serve as co-authors on writing teams.

ERC Products

T&E will explore opportunities to streamline the production process for research briefs and assess the utility of these products by conducting in-depth interviews with CDCC staff (who produce research briefs) and administering surveys to RADx-UP project staff who have disseminated research briefs.

Steering Committee Offboarding

To facilitate this committee's offboarding and onboarding processes, T&E will analyze feedback from past Steering Committee members to compile thematic lessons learned as a result of their service on this committee.

Looking ahead...

T&E would like to thank the RADx-UP project staff, C2G & RP2 staff, RADx-UP partners, CDCC staff, event attendees and other stakeholders for providing feedback and collaborating with T&E on actionable recommendations for the continuous quality improvement of CDCC services. We look forward to continuing our work in closing the feedback loop between program evaluation and improved implementation. For more information about T&E's CDCC evaluation activities, please email Abisola Osinuga, PhD, MPH at abisola_osinuga@med.unc.edu. For more information about RADx-UP and the CDCC, please visit radx-up.org.