2009 Agency Outcomes Training

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Overview of Training

Review of key elements of logic model

How to select good indicators

How to use data to strengthen programming

Connecting today's training to online program proposal

Break-out sessions

What would you like to accomplish in today's training?

How do you know when your agency is successful with clients?

Why measure outcomes?

TO HELP IMPROVE SERVICES

Program Managers can use outcome data to:
  Strengthen existing services
  Target effective services for expansion
  Identify staff and volunteer training needs
  Develop and justify budgets
  Prepare long-range plans
  Focus board members' attention on programmatic issues

Why measure outcomes?

TO SEE IF PROGRAMS REALLY MAKE A DIFFERENCE IN PEOPLE'S LIVES

- Outcomes demonstrate that inputs and activities are producing measurable results.

- Outcomes are a non-scientific, non-academic, user-friendly approach to documenting, tracking and reporting results

- Outcomes can be used to inform future programming decisions – can you do it better? Should you do it differently? Should you do it at all?

Logic Model Conceptual Chain

Community Need

Goal

Theory of Service Delivery

Target Population

Outcomes

Outputs

Activities

Inputs

Theory

Target population

Goal

Need

Logic Model Foundation

NEED

State the need in the community.

Use community data sources

Comment on disparities in access to services; in outcomes achieved by different demographic groups

Logic Model Foundation

NEED

Specify which piece of the puzzle your program addresses

Assess other community resources being directed to the problem

Examine the potential for partnerships

Determine your agency's niche

Logic Model Foundation

GOALS

Broad statements of the desired condition for the client

Client focused

Specific to a target population

Example: Working poor individuals and families living in Mecklenburg County will attain gainful employment and become self-sufficient.

Logic Model Foundation

TARGET POPULATION

Describe the population of clients that will be served.

   Age group of program targets

   Description of population (i.e. gender, race, disability, socio economic status, etc)

   Unique characteristics of the target population (i.e. needs, condition, barriers, etc)

   Geographic location or community of focus of program targets

   May include a profile of a 'typical' client

Logic Model Foundation

THEORY

Explain your theory about why the program's approach will work with your clients. Why do you choose to deliver services in this manner?

A well-constructed program theory points toward a program's eventual effectiveness, citing…

   Industry best practices

   Research based service delivery strategies

   Replication of a model from another region

Logic Model Components

INPUTS

Inputs dedicated to the consumer needed for the program's operation

Staff positions & staff time

Volunteers & volunteers time

Facilities

Equipment and supplies

Logic Model Components

ACTIVITIES

What the program does with the inputs to fulfill its mission.

Includes services a program provides for its participants to fulfill its purpose

Does not include quantities of services (percentages, numbers of participants, numbers served, etc.)

Logic Model Components

OUTPUTS

The direct products of program strategies, activities, processes, and/or events.

Outputs are measured as a volume of work accomplished

Outputs indicate whether or not a program was delivered to the intended audiences at the intended "dose."

Logic Model Components

OUTCOMES

Outcomes are specific statements of the benefits or changes experienced by individuals or groups during or after participating in program activities.

Outcomes relate to the clients listed in the **target population**

Outcomes are a *result* of program activities

All of the outcomes are **stated positively** and are **appropriate** for the target population

All of the outcomes follow a **logical progression** (if….then). Remember your theory!

Types of Outcomes

Initial - First benefits or changes participants experience – often **knowledge** change or **skills** learned

Intermediate – Changes in **behavior** that result from new knowledge attitudes and skills

Long term – Represent meaningful changes for participants often in their **condition or status**

Sample Logic Model

Anytown Substance Abuse Treatment Services

Sample Logic Model

Inputs	→	Activities &Outputs	→	Outcomes

Inputs

Resources

What you
put in

Activities &Outputs

What the program does with
inputs and the volume of
services delivered

Who you
reach

What you
do

Outcomes

Initial

Intermediate

Long Term

The
results
you get
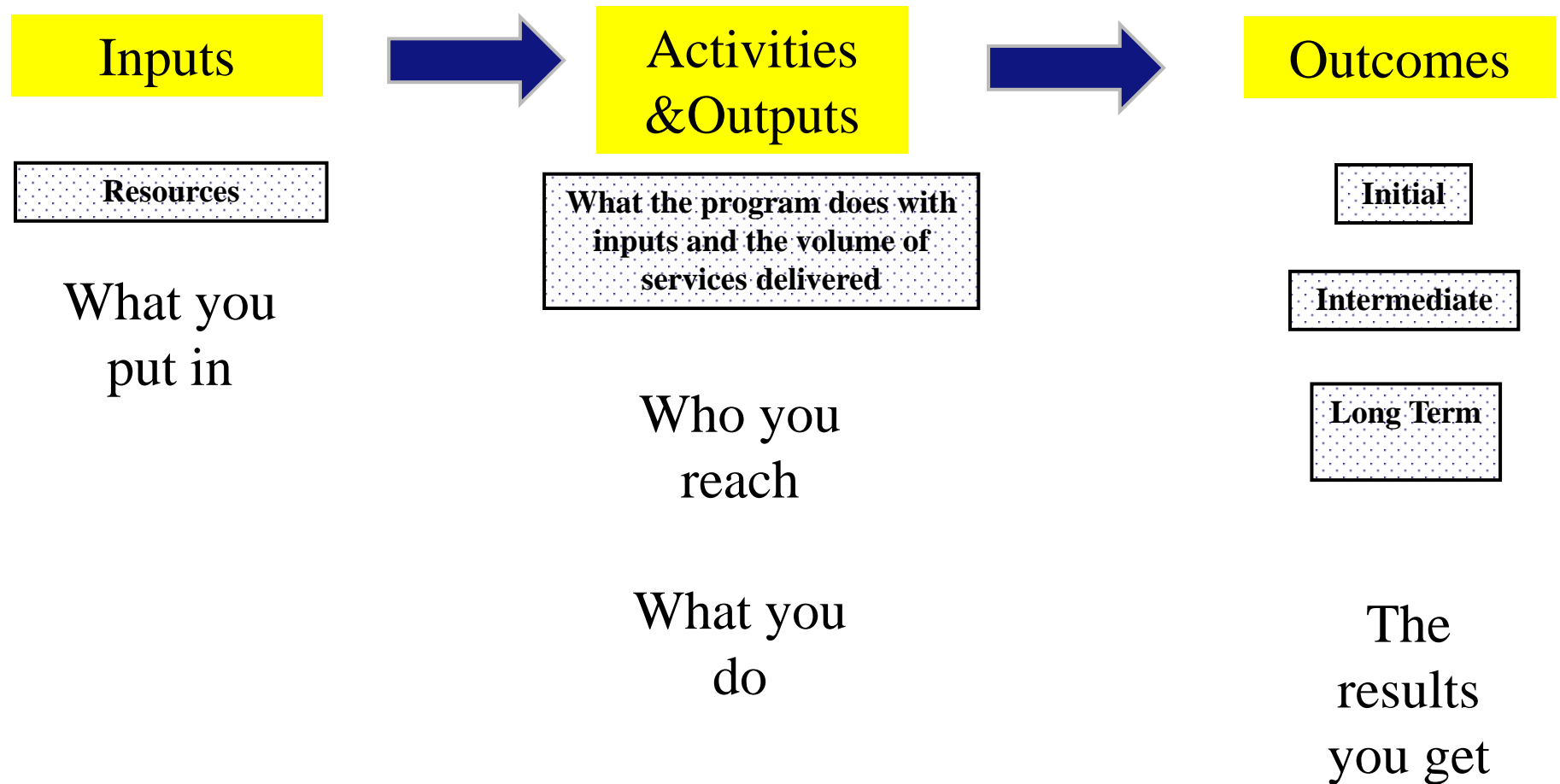
Sample Logic Model

Inputs – Include *resources* dedicated to or consumed by the program

Inputs

Activities &Outputs

Outcomes

•**2 full-time counselors**
•**1 full-time social worker**
•**Facility space**
•**Educational**
•**materials**

What the program does with inputs and the volume of services delivered

Initial

Intermediate

Long Term
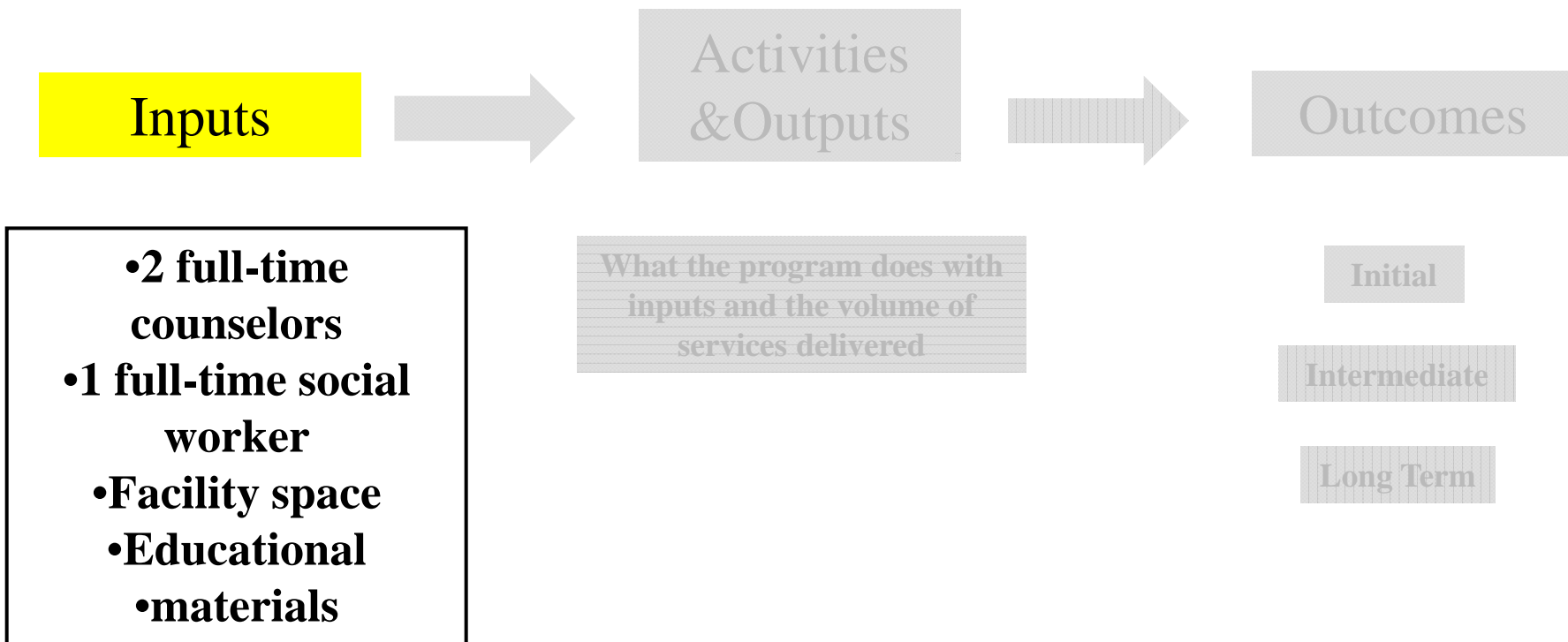
Sample Logic Model

Activities &Outputs – what the program *does* with the inputs and the *volume* of services delivered

Inputs → **Activities &Outputs** → Outcomes

Resources

•# of participants
•# of individual counseling sessions
•# of group counseling sessions
•# of case management plans

Initial

Intermediate

Long Term
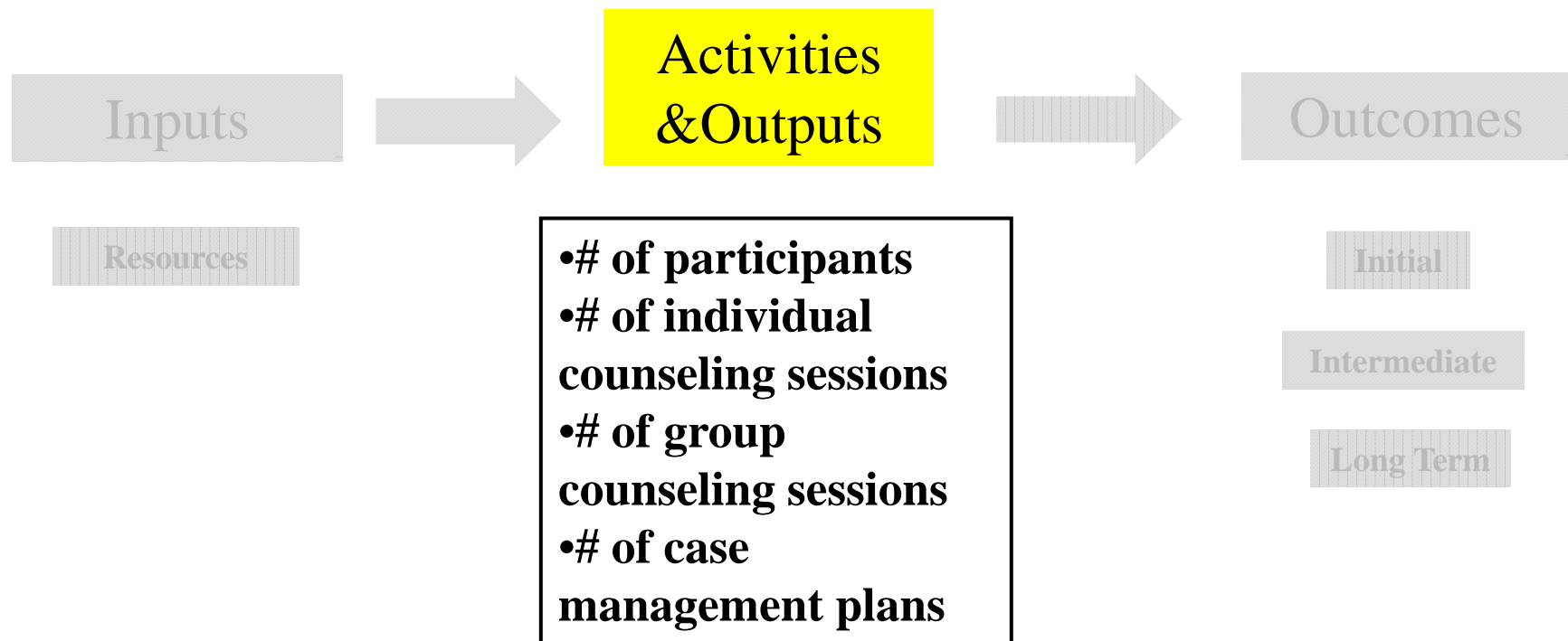
Sample Logic Model
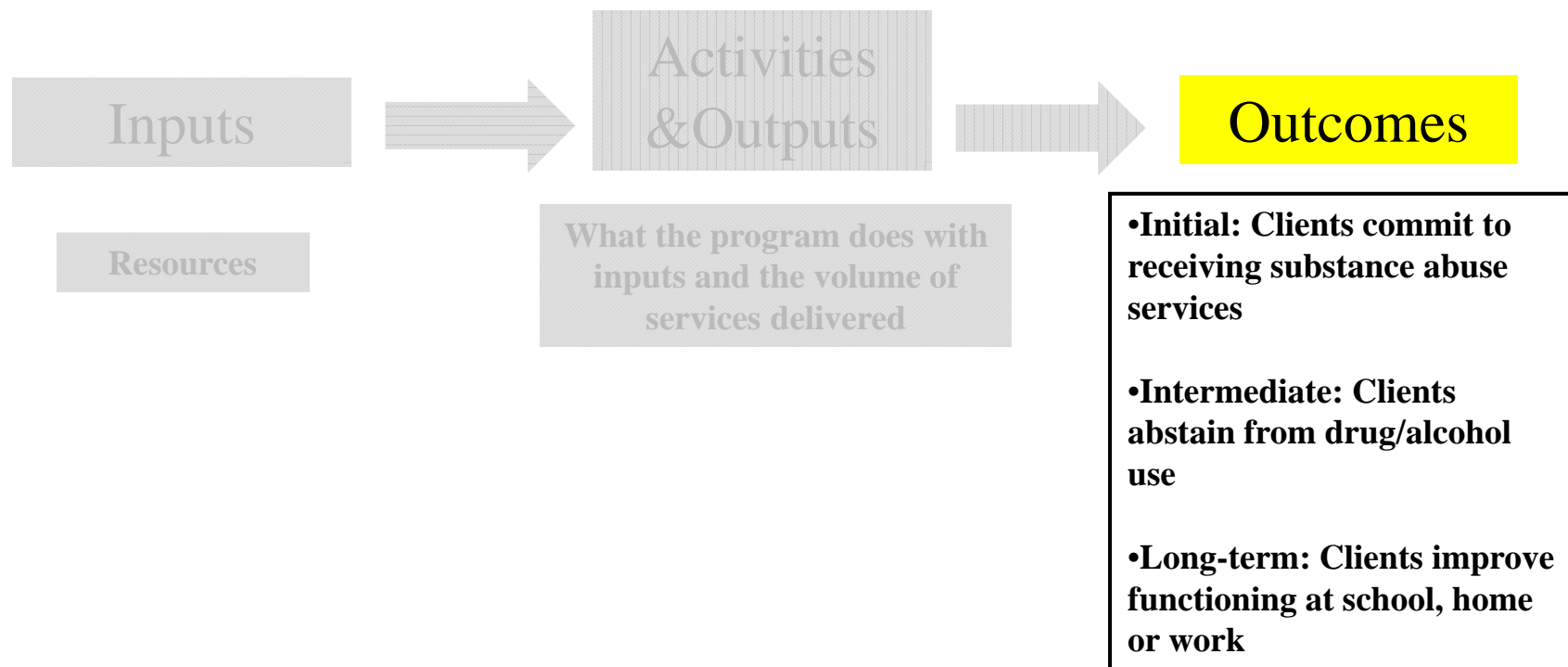
Outcomes – Benefits or changes experienced by individuals or groups during or after participation in program activities

Inputs	→	Activities &Outputs	→	Outcomes

Resources

What the program does with inputs and the volume of services delivered

- **Initial: Clients commit to receiving substance abuse services**

- **Intermediate: Clients abstain from drug/alcohol use**

- **Long-term: Clients improve functioning at school, home or work**

Outcome Indicators

Outcome Indicators – specific items of data that are tracked to measure how well a program is achieving an outcome; evidence or information that represents the observable fact.

Outcome Indicators

Good indicators are SMART - U

S - Specific

M - Measurable

A - Attainable

R - Realistic

T - Timebound

And

U - Unambiguous

Common Misconstructions when Writing Indicators – page 1

Vague Indicators

e.g. Job Promotions

50 clients (64%) will receive job promotions within 3-months of completing the course.

Not Written Measurably

e.g. Able to converse better

42 ESL graduates (91%) will demonstrate improved English language conversation skills by graduation, as measured by teacher assessment.

Common Misconstructions when Writing Indicators – page 2

Listing Measurement Documents

e.g. Attendance Forms

33 students (67%) will have perfect attendance during the Fall 2007 semester.

Listing Measurement Plans

e.g. Review of Test Scores

75 students (85%) will pass all of their core subject final exams.

Common Misconstructions when Writing Indicators – page 3

Listing Outputs or Strategies (process-focused)

e.g. Clients attend all 10 workshops

45 clients (74%) who attended all 10 work shops will demonstrate improved credit score ratings.

e.g. Six trainings are offered during the year

123 training participants (90%) will show increased knowledge of the subject based on pre/post testing.

Common Misconstructions when Writing Indicators – page 4

Listing Outcomes

e.g. Clients change behaviors and make healthier choices

58 clients (89%) show improved nutritional intake at the 3-month re-assessment

Not Associated to Outcome

e.g. Homework assignment completed (measuring self confidence)

12 students (72%) who complete the leadership training course will self-report improved self confidence, based on nationally validated assessment tool.

Sample Logic Model
Anytown Substance Abuse Treatment Services

Outcome:

- Clients commit to receiving substance abuse treatment services

Outcome Indicator:

- # and % of clients for whom average length of treatment, measured from date of first service to date of last service, meets or exceeds national baseline.

Sample Logic Model
Anytown Substance Abuse Treatment Services

Outcome:

- Clients abstain from drug/alcohol use

Outcome Indicator:

- # and % of clients with reduction in or no change in frequency of use at date of last service compared to date of first service

Sample Logic Model
Anytown Substance Abuse Treatment Services

Outcome:

- Clients improve school/work attendance or return to school/work following absence

Outcome Indicator:

- # and % of clients with increase in or no change in number of school/work days missed at date of last service compared to date of first service.

Data Collection

Data collection can occur at several possible points in time:

- Baseline Data

- Beginning of program

- During implementation

- End of program

- Monthly, quarterly, annually

- Follow-up: after program completed

We have the data….now what?

Consider these questions:

•Where have we done well and why?

•Where are we not doing well and why?

•What can we do to improve results?

•Are we using the right measurement techniques?

We have the data….now what?

Internal uses for outcome data:

- Provide direction for staff

- Identify training and TA needs

- Identify program improvement needs and strategies

- Guide budgets

- Support long-range planning

External uses for outcome data:

- Identify collaborative partners

- Enhance public image of program

We have the data….now what?

Possible Strategies for comparing data:

•Compare outcomes for different participants

•Compare outcomes for different program units, locations, or geographies

•Compare outcomes for different service delivery strategies

•Compare outcomes with those of previous years

•Compare outcomes with targets

We have the data….now what?

Example of comparison between 2 service delivery strategies:

Comparative Findings for 2 Youth Service Approaches: Team vs. Individual Activity Emphasis		
Data are for a one-year test; about 150 youth are included in each procedure		
Approach Used	Percent of Youth Showing Increased Verbal Skills	Percent of Youth Showing Increase Interpersonal Skills
Team Activities	88%	46%
Individual Activities	92%	28%

Translation: Today's training to UW program Proposal

Limitations

•In the event that outcome findings show that program participants are *not* experiencing desired effect, the findings may not show where the problem lies.

•Outcome findings cannot prove that the program and the program alone caused the outcome.

•Program evaluation can place an additional burden on staff and infringe on client confidentiality to collect the needed data.

Measuring Advocacy Outcomes: The Advocacy Process

Advocacy Outcome Categories

- Shift in social norms

- Strengthened organizational capacity

- Strengthened alliances

- Strengthened base of support

- Improved policies

- Changes in impact

Source: A Guide to Measuring Advocacy and Policy; prepared for the Annie E.
Casey Foundation by Organizational Research Services, 2007

Tips for Measuring Advocacy Outcomes

- Familiarize yourself with the advocacy process

- Identify specific advocacy issues (Focus. If everything is a priority, nothing is.)

- Set both short- (ex. build a contact matrix) and long-(ex. sustainable funding for affordable housing) term goals

- Include outcomes that build capacity to become more effective advocates (ex. relationship building, strategic partnerships, marketing capacity)

- Set benchmarks to monitor progress

- Be flexible. Dynamics in the advocacy arena can shift quickly and advocates must be able to adjust their strategies to fit the environment.

Sample Logic Model for Advocacy

Advocacy Engagement Logic Model

Stakeholders	Inputs	Activities	Outputs	Outcomes	Indicators
•Policymakers • Community • Strategic Partners • Board of Directors • Media • Clients	• Ideas / Analysis • Financial assets • Organizing • Decision making • Human capital •Technology	• Research and track legislation or policy •Build contact matrix • Educate policymakers through visits, calls, contacts • Participate in public forums and hearings • Submission of Op/Ed pieces and letters to the editor • Participate in collaborations & partnerships	•Number of contacts with key stakeholders and policymakers •Number of partnerships •Advocacy trainings offered • Amount of media exposure	•Stronger relationships w/ policy-makers •Increased community awareness & support for agency initiatives • Enhanced advocacy capacity-contacts, training, outreach etc.	•# of times appointments are requested and fulfilled with legislative officials and staff •#, % of people participating in advocacy training engaged in advocacy activities •# of mention in press conferences by legislative officials

Group Activity

For more information…

United Way of America (1996). Measuring Program Outcomes: A Practical Approach.

United Way of Miami-Dade Output, Outcome, and Indicator Seminar

Both available at: http://national.unitedway.org/

Questions?