


Program Evaluation
& Accountability:
Turning Data Into
Dollars


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**Measurement
Resources**
Measurement moves missions







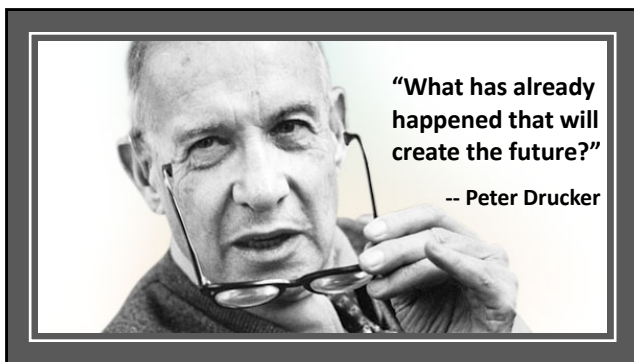
**Measurement
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Measurement moves missions

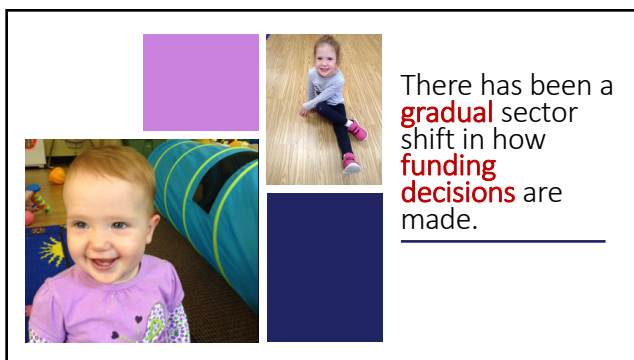
Today's Goals

- Inspire the creation of high-performance practices that drive change.
- Walk away with strategies you can start implementing tomorrow that will help you measure and communicate your impact and value.

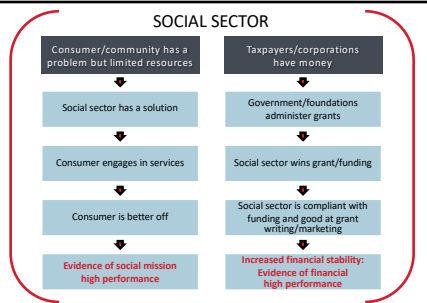








Move to evidence of mission and fiscal high-performance:



What is Your **Unarguable** Value?



Which Program Would You Fund?



Program X

provided rapid rehousing services to 100 homeless youth



Program Y

through comprehensive rapid rehousing services to 100 youth, increased the employment and education skills for 85% of the participants

kept 75% of participants served stability housed

For every \$500.00 donated, the lifetime earning potential of one child is increased by \$289,000 which is a 57,777% return on your investment.

Change is the
Only Way to
Success



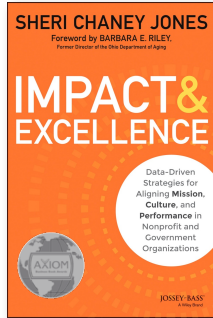
High Performance
Measurement Cultures

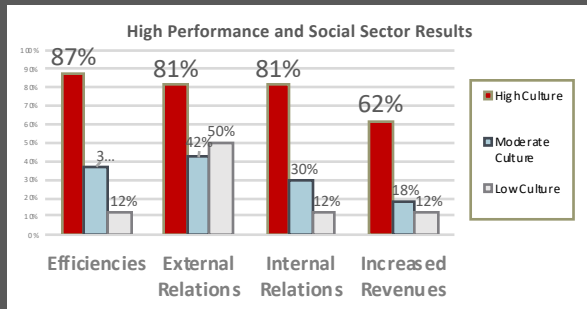
Solution

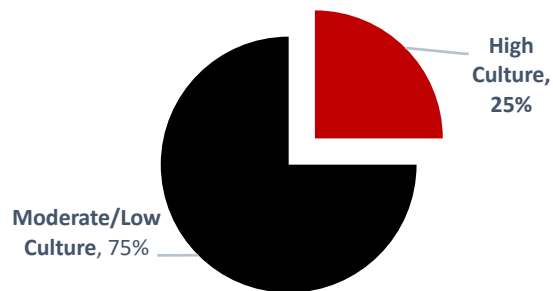


\$250 Million in
Savings



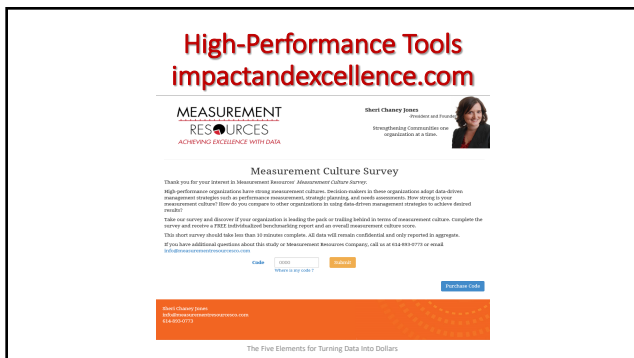


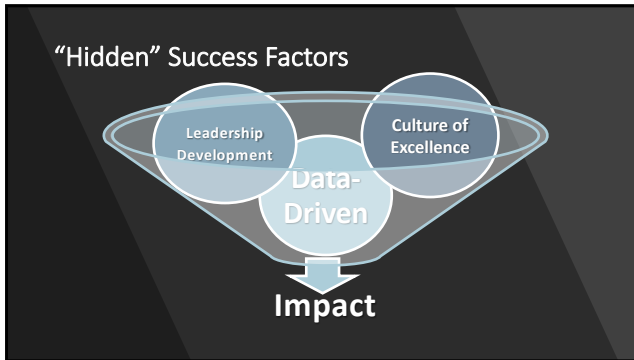


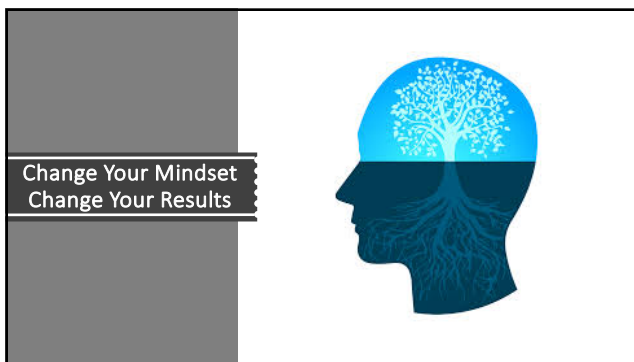


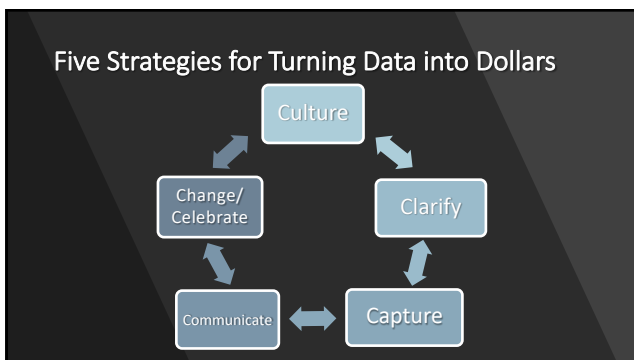




















Clarifying Tool: Five Why's Exercise

- Why do you do what you do?
 - Why, so that
 - Why, so that
 - Why, so that
 - Why, so that
 - Why, so that
- Why do your funders/partners want to partner with you?
- Why do your participants/clients participate? What do they hope to accomplish?

Client Example :

Before	After
<i>We are a public agency that blah, blah, through blah, blah, blah aims to improve blah, blah, blah, for Ohio's blah, blah, blah.....</i>	<i>"Promoting choice, independence, and quality of life for all <u>Aging Ohioans</u>."</i>



3. Capture Your Results



The Five Elements for Turning Data Into Dollars

Defining the best success measures



Reflect on both the stakeholders as well as your own needs



The Five Elements for Turning Data Into Dollars

What to Capture

- Demographic data on participants
- Activities/Services received
 - Start and end date
- Costs/Revenues
- Participant and stakeholder feedback (satisfaction data)
- OUTCOMES (your true profit)

Rules for Selecting Good Measures

- Provides an agreed upon basis for decision making
- Are understandable
- Applies broadly

Rules for Selecting Good Measures

- May be interpreted uniformly
- A way to measure it exists
- Has face validity
- Economical to apply

12 Outcome Measures

- | | |
|--------------------------------------|--|
| 1. Increased knowledge and learning | 7. Increased social status |
| 2. Changed attitudes | 8. Increased economic conditions |
| 3. Increased readiness | 9. Increased health conditions |
| 4. Reduction of undesirable behavior | 10. Reduction in administrative costs |
| 5. Increased desirable behavior | 11. Increased economic development |
| 6. Maintenance of new behavior | 12. Participant, employee, and/or stakeholder satisfaction |

Measures Test

- Are these measures related to important policy and practice issues?
- Are these measures relevant and apply to practitioners?
- Can these measures be communicated in a way that will influence outcomes?
- Are incentives built into the system for collecting and acting on these data?
- Are the measures linked to the stakeholders interests?

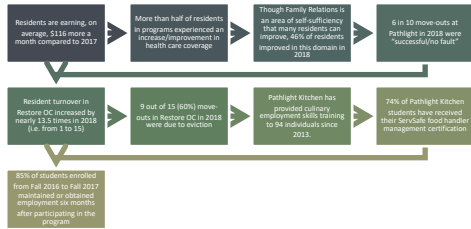


Developing Objective Measures

- "Garbage in, garbage out"
- Stay neutral, avoid leading questions
- Ask one item at a time
- Test survey questions first
- Keep it short – only ask the most important questions



Multiple Outcomes Demonstrates the Complex Story



4.

Communicate
your impact

"The greatest problem with communication is the illusion it has been accomplished."
--George Bernard Shaw

Communicating Public Value

"Building public value begins with speaking to where your audience is listening from."

--Ben Cameron,
Doris Duke Charitable
Foundation



Communicating Public Value: Strategic Use of Measures

- ▶ What kinds of experiences are people having when they participate in programs
- ▶ How your programs provide more value for people than your competitors
- ▶ Focus on what your clients are "really" buying
- ▶ Evidence that demonstrates the value of your work



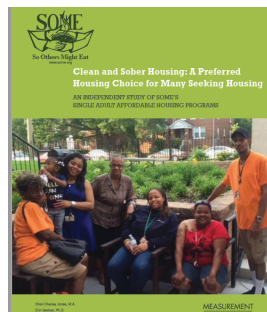
Why Some Ideas Survive
and Others Die

**MADE
to
STICK**
Chip Heath & Dan Heath

Why You Need Both Stories and Evaluation Data

Success Framework to Result in Idea Implementation	Why Needed?
Unexpected information	Pay Attention
Concrete	Understand and remember it
Credible	Agree/believe
Emotional	Care
Stories	Be able to act on it

Stories with
Evaluation
Results



Which Program Would You Fund?



Program X

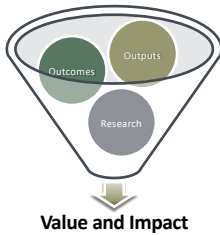
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Translate Outcomes into \$\$\$



Program Y

- Outcome measures
 - Youth received a GED
 - Youth were stably housed
 - Youth improved their employment skills
- Outputs
 - Average cost per successful student
- Research
 - Annual average salaries of high school dropouts and high school graduate



Three Key Measures for Social Impact

- A clearly defined outcome measure
 - Increased participant income
 - Improved health
 - Decreased recidivism
- The success rate
 - The number of people who achieved success/the total number of people served
- The total cost of the program

The Five Elements for Turning Data into Dollars




Client Communication Case Study

Anaheim California Community Costs Savings Calculator

- Interactive Excel Worksheet
- Allows stakeholders to immediately test the impacted and expected cost for desired outcomes
- Providing school-based mental health using WYS's model saved the community more than \$31 million dollars annually

The Five Elements for Turning Data Into Dollars

5. **Celebrate** and Change



Client Case Study

- Scaling program to train others how to implement their model
- Raising more money and securing more grants



The Five Elements for Turning Data Into Dollars

Case for Support for Case Management



- Residents who receive case management services are 2.1 times as likely to have a successful/no fault moveout reason as compared to residents who do not have case management. In 2017 and 2018, the odds of having a successful/no fault moveout were two times higher for those who received case management services during their stay at Pathlight Home.

The Change Formula

THE FORMULA FOR CHANGE

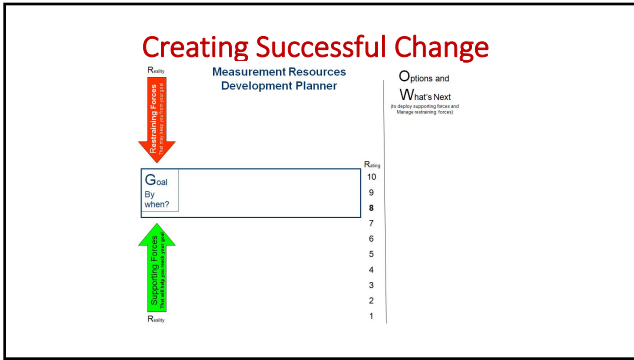
$$D \times V \times F > R$$

D = Dissatisfaction with how things are now

V = Vision of what is possible

F = First, concrete steps


R = Resistance



How Well Are you Doing?

Where do you need to improve?

Measurement Resources



Is it Time to Leap?



**Measurement
Resources**
Measurement moves missions

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