Program Evaluation & Accountability: Turning Data Into Dollars

Sheri Chaney Jones
@MRCCEO

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.
“What has already happened that will create the future?”

-- Peter Drucker

There has been a **gradual** sector shift in how **funding decisions** are made.
Move to evidence of mission and fiscal high-performance:

- Consumer/community has a problem but limited resources
- Social sector has a solution
- Consumer engages in services
- Consumer is better off
- Evidence of social mission high performance
- Taxpayers/corporations have money
- Government/foundations administer grants
- Social sector wins grant/funding
- Social sector is compliant with funding and good at grant writing/marketing
- Increased financial stability: evidence of financial high performance

**What is Your Unarguable Value?**

**Which Program Would You Fund?**

**Program X**
- Provided rapid rehousing services to 100 homeless youth
- Increased the employment and education skills for 85% of the participants
- Kept 75% of participants served stably housed

**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 stably housed
- For every $500.00 donated, the lifetime earning potential of one participant 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

$250 Million in Savings
High Performance and Social Sector Results

Efficiencies | External Relations | Internal Relations | Increased Revenues
---|---|---|---
87% | 81% | 81% | 62%
High Culture | Moderate Culture | Low Culture

High Culture, 25%
Moderate/Low Culture, 75%
There are NO correlations between size and budget and high-performance cultures!
Impact Data-Driven Leadership Development Culture of Excellence

“Hidden” Success Factors

Change Your Mindset Change Your Results

Five Strategies for Turning Data into Dollars

Culture

Change/Celebrate

Clarify

Communicate

Capture

Impact
1. Create a data-driven culture

Great Organizations Have Great Leaders
The High Achieving Social Sector Leader™

Organizational Structures Matter
• Training
• Upper Management Communication
• Autonomy
• Feedback
• Innovation
2. Clarify Your Mission

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**

We are a public agency that blah, blah, through blah, blah, blah aims to improve blah, blah, blah, for Ohio’s blah, blah, blah.....

**After**

“Promoting choice, independence, and quality of life for all Aging Ohioans.”
Clarify Tool: Logic Models

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impact</th>
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</thead>
<tbody>
<tr>
<td>Local, state, and federal grants</td>
<td>• HUD</td>
<td>• SAMHSA</td>
<td>• Section 8</td>
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<td>• SSVF</td>
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<td>Grants from foundations and businesses</td>
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<tr>
<td>Private donors</td>
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<tr>
<td>Residents' rent</td>
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<td>Community Partners</td>
<td>• Center for Drug Free Living</td>
<td>• Lakeside Behavioral Health</td>
<td>• Housing authority</td>
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<tr>
<td>• Homeless Service Network of Central Florida</td>
<td>• Second Harvest Food Bank</td>
<td>• DS Connections</td>
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<td>Volunteers and churches</td>
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</table>

536 Units

Property management

Staff and Management

Insperity

Administrative functions (i.e., assisting with finances, grant writing)

Board

Case Managing Residents

• Connection to community resources
• Applying for benefits
• Coordinating between service providers
• Proper documentation
• Coordinating transportation to appointments

Outreach Support Services including:

• Mental Health and substance abuse counseling
• Nursing Case Managing
• Housing and benefits assistance
• Peer support
• Therapeutic Groups
• Social activities

Provide meals and food pantry

Provide permanent housing

Operate social enterprise program to assist with employment and job training

Provide linkages to education

Conducting outreach in the community

Residence of Maxwell Garden or Maxwell Terrace

Homeless individuals in need of permanent housing

Chronically homeless individuals with severe mental illness and/or substance abuse

Any single or two-person family (two adults or one child and one adult) that are chronically homeless

Veterans who are homeless or at risk of becoming homeless

Homeless individuals with disabilities

Reduction in individuals sleeping on the street

Increase access to mental and physical health care

Increase in job readiness skills

Increase in social skills

Increase in self-efficacy

Increase in access to needed medication

Increase in permanent housing opportunities

Increase in referrals to community partners

Increase in knowledge of disease prevention

Maintain an affordable and decent permanent housing

Increase opportunities for positive role models and influences

Increased ability to maintain positive home/daily activities

Increased access to public benefits (SSI, food stamps, Medicaid, etc.)

Increased access to educational opportunities

Increased financial literacy

Increase continuity of care for people in need

Improved physical health

Reduction in homeless population

Increased client empowerment

Increased mental health stability and wellness

Reduction in chronic disease

Enhance feelings of self-worth

Increase in individuals reaching their full potential

Increase attitudes of hope

Increase employment and income

Increased meaningful daily activities

Increase social supports

Increased quality of life for individuals

Stronger communities

Reduction in hospitalizations

Reducing costly long-term health care expenses

Reduction in the reliance on government assistance

End homelessness

Stop Counting Hamburgers, Start Measuring Your True Profit (i.e. Outcomes)

33,000,000 burgers daily

350,000 burgers daily

What is the Difference Between Short, Intermediate, and Long-Term Outcomes?

**Short-Term**

- Happens immediately after contact with client

**Intermediate-Term**

- The social change that occurs when individuals go out into the world and apply short-term outcomes

**Long-Term**

- What happens when efforts impact many people who engage in social change over time
3. Capture Your Results

Defining the best success measures

Reflect on both the stakeholders as well as your own needs
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
2. Changed attitudes
3. Increased readiness
4. Reduction of undesirable behavior
5. Increased desirable behavior
6. Maintenance of new behavior
7. Increased social status
8. Increased economic conditions
9. Increased health conditions
10. Reduction in administrative costs
11. Increased economic development
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

- Residents are earning, on average, $116 more a month compared to 2017.
- More than half of residents in programs experienced an increase/improvement in health care coverage.
- Though Family Relations is an area of self-sufficiency that many residents can improve, 46% of residents improved in this domain in 2018.
- 6 in 10 move-outs at Pathlight in 2018 were “successful/no fault”.
- Resident turnover in Restore OC increased by nearly 13.5 times in 2018 (i.e. from 1 to 15).
- 9 out of 15 (60%) move-outs in Restore OC in 2018 were due to eviction.
- Pathlight Kitchen has provided culinary employment skills training to 94 individuals since 2013.
- 74% of Pathlight Kitchen students have received their ServSafe food handler management certification.
- 85% of students enrolled from Fall 2016 to Fall 2017 maintained or obtained employment six months after participating in the program.

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 You Need Both Stories and Evaluation Data

<table>
<thead>
<tr>
<th>Success Framework to Ensure Idea Implementation</th>
<th>Why Needed?</th>
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<tbody>
<tr>
<td>Unexpected Information</td>
<td>Pays Attention</td>
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<tr>
<td>Concrete</td>
<td>Understand and remember it</td>
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<tr>
<td>Credible</td>
<td>Agree/ Believe</td>
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<tr>
<td>Emotional</td>
<td>Care</td>
</tr>
<tr>
<td>Stories</td>
<td>Be able to act on it</td>
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</table>

Stories with Evaluation Results
Which Program Would You Fund?

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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 stably housed for every $500.00 donated, the lifetime earning potential of one youth increased by $289,000 which is a 57,777% increase on your investment.

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 graduates

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

Three Key Measures for Social Impact
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

5. Celebrate and Change
Client Case Study

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

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 a successful/no fault moveout were twice as likely 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
Creating Successful Change

How Well Are you Doing? Where do you need to improve?

Is it Time to Leap?