



Outcome Measurement Training

Welcome

John Schiraj

United Way of Washington County

Introduction to Outcomes

- Journey into outcomes
- Feel good approach
- Accountability
- What we all do well (inputs, activities, outputs)
- Confusion between outputs and outcomes

Outcome (*Also known as results, impact*)

- The way a thing turns out; a consequence.
Ex. It is the outcome of the counseling sessions that count
- Benefits for the participants during and after program activities.
- Evident change to the participant as a result of services

Why Focus on Outcomes?

- Outputs quantify items but do not show impact
- Demand for results on the part of donors/funders
- Accountability
- Better Information
- Strengthens program performance
- Ability for self improvement
- Change what isn't working
- Enhance what is working

Reinventing Government

by

Davis Osborne and Ted Gaebler

- What gets measured gets done.
- If you don't measure results, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Outcomes

- When Determining Outcomes, Ask....

What is the benefit for the client?

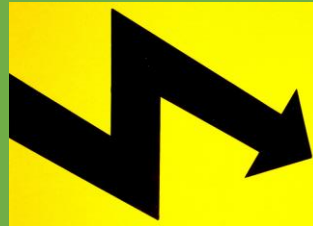
What is the end result?

What is different?

How do you know when you are successful?

Expect Course Corrections

- ***READY, FIRE, AIM!!!***



Agency/Program Logic Model

INPUTS

ACTIVITIES

OUTPUTS

**SHORT-TERM
OUTCOMES**

**INTERMEDIATE
OUTCOMES**

**LONG-TERM
OUTCOMES**

The Program Logic Model

- **Inputs – What it takes to run your program**
 - Resources dedicated to or consumed by the program
 - (money, staff & staff time, supplies)
 - Facility
 - Volunteers
 - Equipment



Example Shelter Program



Funding

Staff

Volunteers

Facility

Supplies

Clients

The Program Logic Model

- **Activities\Strategies - What the program does with the inputs for clients to fulfill its mission**
 - feed the homeless
 - provide job training
 - counsel pregnant teens
 - create mentoring relationships for youth
 - provide tutoring
 - provide meals
 - provide after school classes
 - hold recovery support groups



Example Shelter Program

INPUTS	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
Funding	Provide shelter				
Staff	Provide Counseling services				
Volunteers					
Facility	Provide meals				
Supplies	Health screenings				
Clients	Job search				

The Program Logic Model

- **Outputs (*quantifiable*) - The direct products of program activities**
 - # of classes taught
 - # of hours of service delivered
 - # of participants served
 - # of support groups
 - # of volunteer placements
 - # of prevention classes
 - # of case management sessions
 - # of meals served



Example Shelter Program

INPUTS	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
Funding	Provide shelter	# of participants served			
Staff	Provide counseling services	# of counseling sessions provided			
Volunteers	Provide meals				
Facility	Health screenings	# of meals served			
Supplies	Job search	# of health screenings			
Clients		# of nights of shelter provided			

Process Approach

- **Objective: to serve 2,000 unemployed people**
- Develop a list of potential participants
- Hold informational meeting for those interested
- Prepare workshop content
- Define potential job placement sites
- Conduct all courses
- Place workshop graduates in a job training position
- Provide follow-up support to people while on the job

Outcomes Approach

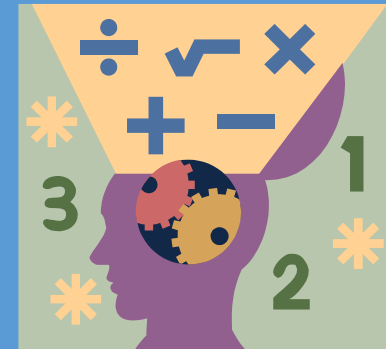
Result:

50 unemployed people will get and hold job for 6 months

Learn of program	2,000
Decide to enroll	400
Attend first session	300
Attend all remaining sessions	100
Retain information/skills from all sessions	90
Start at job site	80
Perform satisfactorily on job	60
Stay employed for at least 6 months	50

What, exactly, is an outcome?

- Benefit to a participant of a program
- May be during or after the program
- May be initial, intermediate, or long term
- Demonstrates meaningful impact
- A noticeable change
- Impact on the client



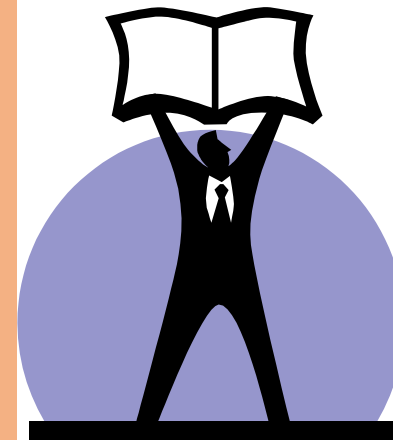
Why Measure Outcomes

- To improve effectiveness in helping participants
- To assure participants and funders that the program produces results
- To show the general public that the program produces benefits that merit support
- To show potential funders the impact (change) you are having on your program participants



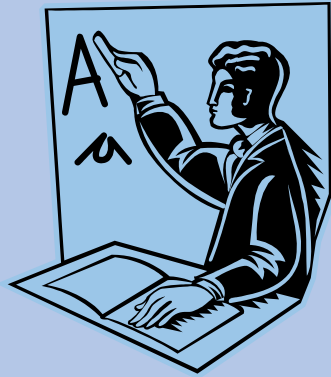
An outcome is a change or improvement in participant's...

- New Knowledge
- Increased Skills
- Changed Attitudes
- Changed Values
- Improved Condition
- Modified Behaviors

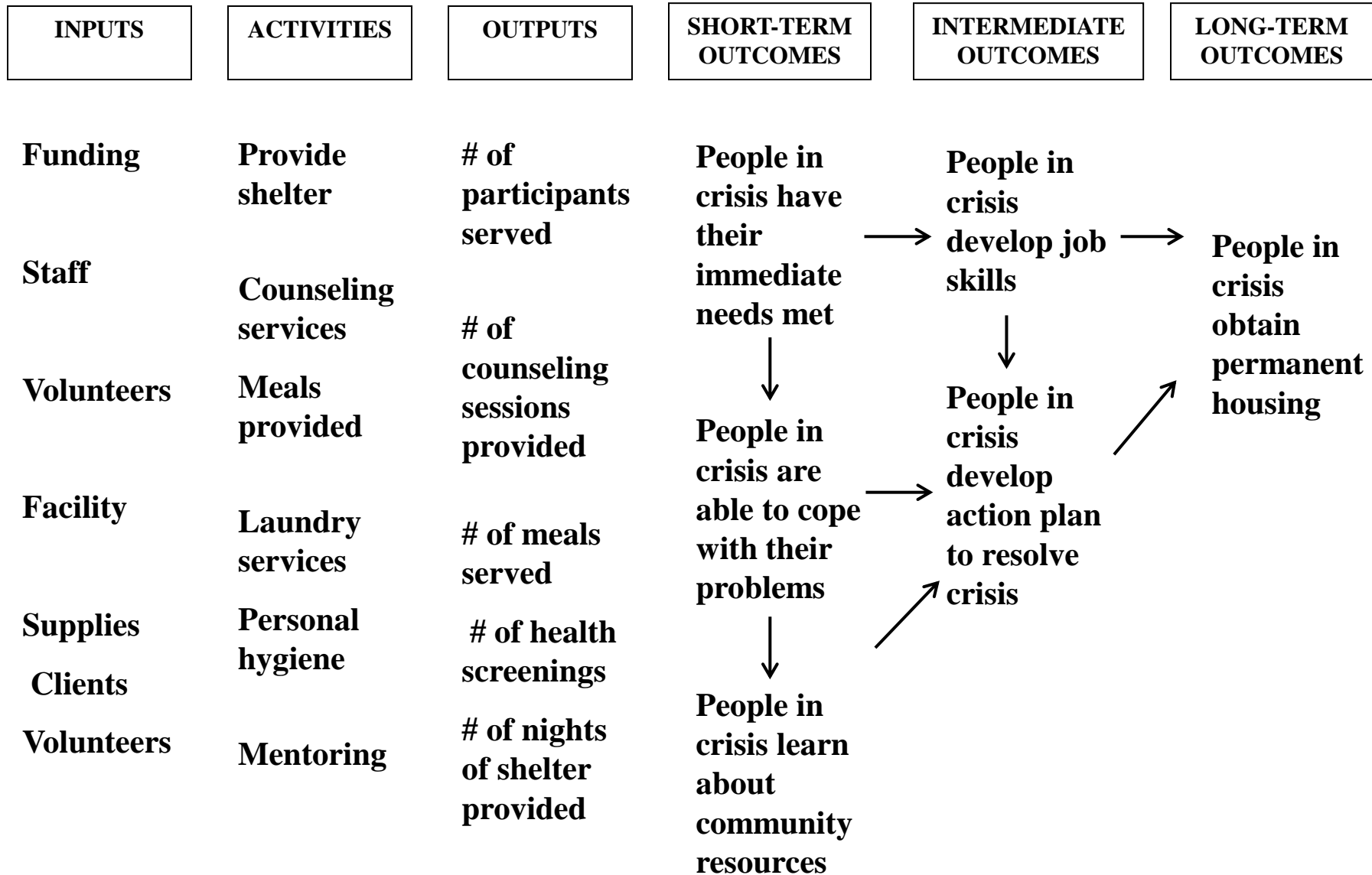


Outcome Examples

- Participants stop smoking
- Students academic performance improves
- Risk factors decrease (seniors remain living at home)
- Clients avoid bankruptcy
- Homeless obtain permanent housing
- Unemployed increase employability skills



Example Shelter Program



Outcome Measurement Framework

OUTCOMES

Indicator(s)
(may be more than one
per outcome)

DATA SOURCE

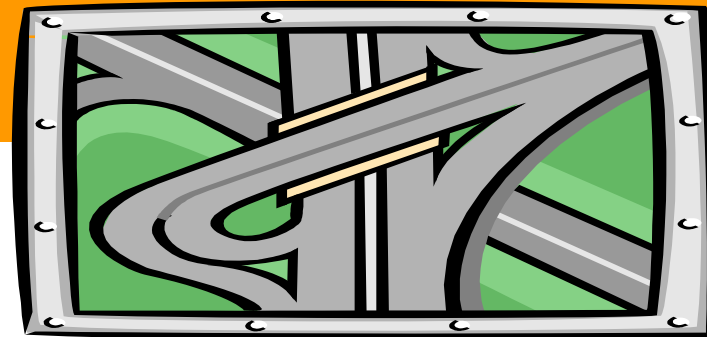
DATA COLLECTION
METHOD

Outcome Measurement Framework

OUTCOMES	Indicator(s) (may be more than one per outcome)	DATA SOURCE	DATA COLLECTION METHOD
People in crisis have their immediate needs met			
People in crisis are able to cope with their problems			
People in crisis learn about available community resources			
People in crisis develop job skills			
People in crisis develop action plan to resolve crisis			
People in crisis obtain permanent housing			

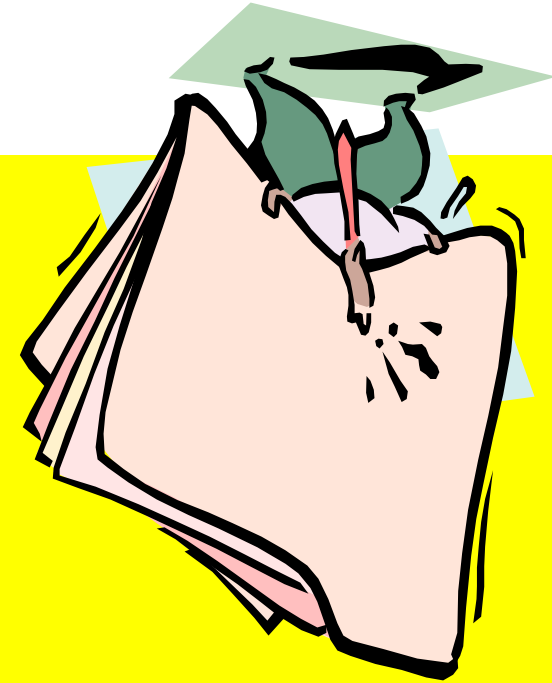
Barriers/Common Problems

- Confusing measures with outcomes
- Confusing goals with outcomes
- Not identifying specific indicators for your outcomes
- Confusing outputs with outcomes
- Going beyond the program's scope



Lessons for Funders

- Focus on outcomes means:
 - Less focus on line item budgets
 - More flexibility
- Ongoing need for training
- Client counts are more realistic



What is an indicator?

- The specific items of information that track a program's success
- For instance, a wellness program that seeks a result in the **outcome** "Participants lead a healthy lifestyle" could define **indicators** for healthy lifestyle as not smoking; maintaining a recommended weight, blood pressure, or cholesterol level; wearing seat belts consistently; or exercising at least two hours per week
- Clients in program who **refrain from smoking** is an *indicator* of how well the program is doing with respect to the outcome "Participants lead a healthy lifestyle"
- Usually is expressed as a number and percent.



What is an indicator? Continued...

- Outcome: Participants develop literacy skills
- Indicator: Clients in program **acquired employment** as a result of enhanced literacy skills. Outcome statement: *(80% or 80 of 100 participants acquired employment as a result of being enrolled in a six-week literacy skills class)*
- Indicator: Clients in program **pursued higher education** as a result of enhanced literacy skills



Outcomes vs. Indicators

Outcomes: Benefits for participants during or after their involvement with a program.

- Older adults at risk of entering a nursing home will continue living in the community.

Outcome indicators: The specific information collected to track a program's success related to the outcomes.

- 90% (55 of 61) of older adults remained living at home as a result of home care services.

Outcome Measurement Framework

OUTCOMES	Indicator(s) (may be more than one per outcome)	DATA SOURCE	DATA COLLECTION METHOD
People in crisis have their immediate needs met	Obtained food Obtained shelter		
People in crisis are able to cope with their problems	Learned skills to cope with stress.		
People in crisis learn about available community resources	Increased knowledge of community resources		
People in crisis develop job skills	Develop interviewing skills Develop resume		
People in crisis develop action plan to resolve crisis	Action plan developed to obtain housing		
People in crisis obtain permanent housing	Obtained housing Remain housed for 6 months after leaving shelter		

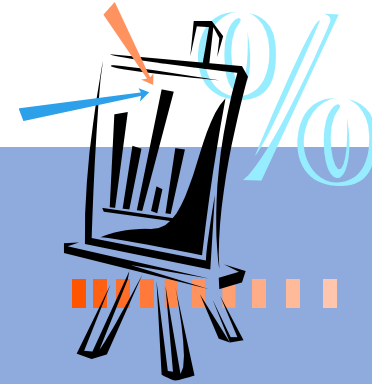
Outcome Measurement Framework

OUTCOMES	Indicator(s) (may be more than one per outcome)	DATA SOURCE	DATA COLLECTION METHOD
People in crisis have their immediate needs met	Obtained food Obtained shelter	Participants	Checklist Survey Written Records
People in crisis are able to cope with their problems	Learned coping skills	Participants	Client records
People in crisis learn about available community resources	Increased knowledge of community help	Participants Staff	Staff observation Survey
People in crisis develop job skills	Develop interviewing skills Develop resume	Participants Staff	Survey Staff observation Client records
People in crisis develop action plan to resolve crisis	Action plan created to obtain housing	Participants Staff	Client records
People in crisis obtain permanent housing	Obtained housing Remain housed for 6 months after leaving shelter	Participants Staff	Phone survey Case Management Record

Outcome Measurement Framework

OUTCOMES	Indicator(s) (may be more than one per outcome)	DATA SOURCE	DATA COLLECTION METHOD
People in crisis have their immediate needs met	# and % of people in crisis <u>obtained food</u> # and % of people in crisis <u>obtained shelter</u>	Participants	Checklist Survey Written Records
People in crisis are able to cope with their problems	# and % of people reported learning <u>new coping skills</u> to deal with their stress	Participants	Client records
People in crisis learn about available community resources	# and % of people in crisis <u>increased their knowledge of community help</u>	Participants Staff	Staff observation Survey
People in crisis develop job skills	# and % of people in crisis <u>demonstrate interviewing abilities</u> # and % of people in crisis <u>complete a resume</u>	Participants Staff	Survey Staff observation Client records
People in crisis develop action plan to resolve crisis	# and % of people in crisis have <u>developed an action plan</u> to obtain housing	Participants Staff	Client records
People in crisis obtain permanent housing	# and % of people in crisis <u>remain housed for 6 months</u> after leaving shelter	Participants Staff	Phone survey Case Management Record

Targets/Percents



- What's an appropriate target?
- Complexity of the program
- Complexity of the client
- Keep target at projected level for at least 2 to 3 years
- Review your baseline to validate any changes to target percent (+/-)
- Example: Target set at 75%. Actual result - 72% (72 of 100) seniors attending an adult day program were able to remain living independently in their own home as a result of their involvement in social activities at the center.

Evaluation Tool

- What tools are you using
- Must link to the outcome tracked
- Validation of your indicator
- Source of your data
- Data collection procedures
- Not a client satisfaction survey
- Test it!



Agencies Can Use Their Findings

- Provide direction for staff
- Identify training & technical assistance needs
- Identify program improvement needs and strategies
- Support annual & long range planning
- Guide budgets & justify resource allocation
- Suggest outcome targets
- Retain and increase funding
- Enhance your program's public image



Communicating/Marketing Outcomes



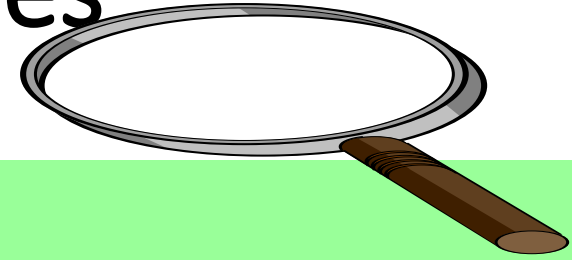
The Teen Center helps a wide range of children in our community improve their chances to succeed.



87% of donations to the Teen Center go to programs such as Mentoring. Last year, of 2,000 teens who received mentoring services, 1,200 or 60%, improved their high school grades.

60% of teens who received mentoring services at the Teen Center improved their high school grades.

Questions to Help With Outcomes



- Does the logic model establish a connection between inputs, activities, outputs and outcomes?
- Are outcomes relevant to the objectives of the program?
- Do the outcomes represent meaningful benefits or changes for participants?
- Will the outcomes be useful to the staff in identifying program successes and/or problems?

Questions to Help With Indicators

- Does the indicator(s) identify the specific item or change that signals the outcome has been achieved?
- Is it observable and measurable?
- Is it expressed as number and percent of participants achieving the outcome?
- Is a timeframe included in which change is expected to occur?
- Is the wording of the indicator sufficiently specific?

Steps to Consider

REMEMBER THAT THIS TAKES TIME!!!

- **Logic models**

- Logic models are a “road map.”
- No right or wrong number of outcomes.
- Based on benefits for program services on client.

Review logic model, outcomes, and indicators regularly

- Outcomes and indicators need to be tested and reviewed over time.
- Logic model may change and most likely will change.
- Status quo leads to stagnation.

- **Expect course corrections**

- Do not be afraid to take a step backward to make changes necessary for success.
- **Failure is okay! Failure leads to success!**

Resources

- Measuring program Outcomes: A Practical Approach (United Way Worldwide)
- Begging For Change by Robert Egger
- Measuring the Difference Volunteers Make:
- A Guide to Outcome Evaluation for Volunteer Program Managers
<http://www.serviceleader.org/sites/default/files/file/measuring-the-difference-2005.pdf>