Introduction to Outcome Measurement

Public Health Management Corporation

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AGENDA

- Introductions
- Context
- Developing a Logic Model
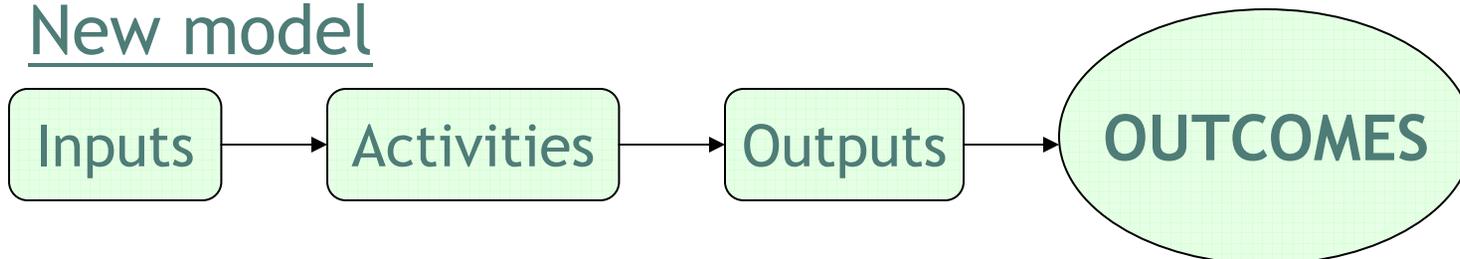- Break
- Measuring Outcomes

CONTEXT

- ## What is outcomes measurement?
  - ### System for tracking program <u>impact</u>
  - ### Fundamental shift from counting units of service to measuring <u>how that service affected clients</u>

Old model

Inputs → Activities → Outputs

New model

Inputs → Activities → Outputs → **OUTCOMES**

CONTEXT

- ## Why measure outcomes?
  - Determine whether or not program makes a difference
- ## Uses of Outcome Data:
  - Internal:
    - Tracking program successes
    - Improving service delivery
    - Program planning and resource allocation
  - External:
    - Proposal writing
    - Funder reports
    - Marketing and outreach
    - Promoting innovation

CONTEXT

- What outcomes measurement isn't:
  - An "evaluation"
  - Definitive
    - Can't prove that program causes outcome
  - A program improvement plan
    - Can show outcomes not being achieved but can't explain:
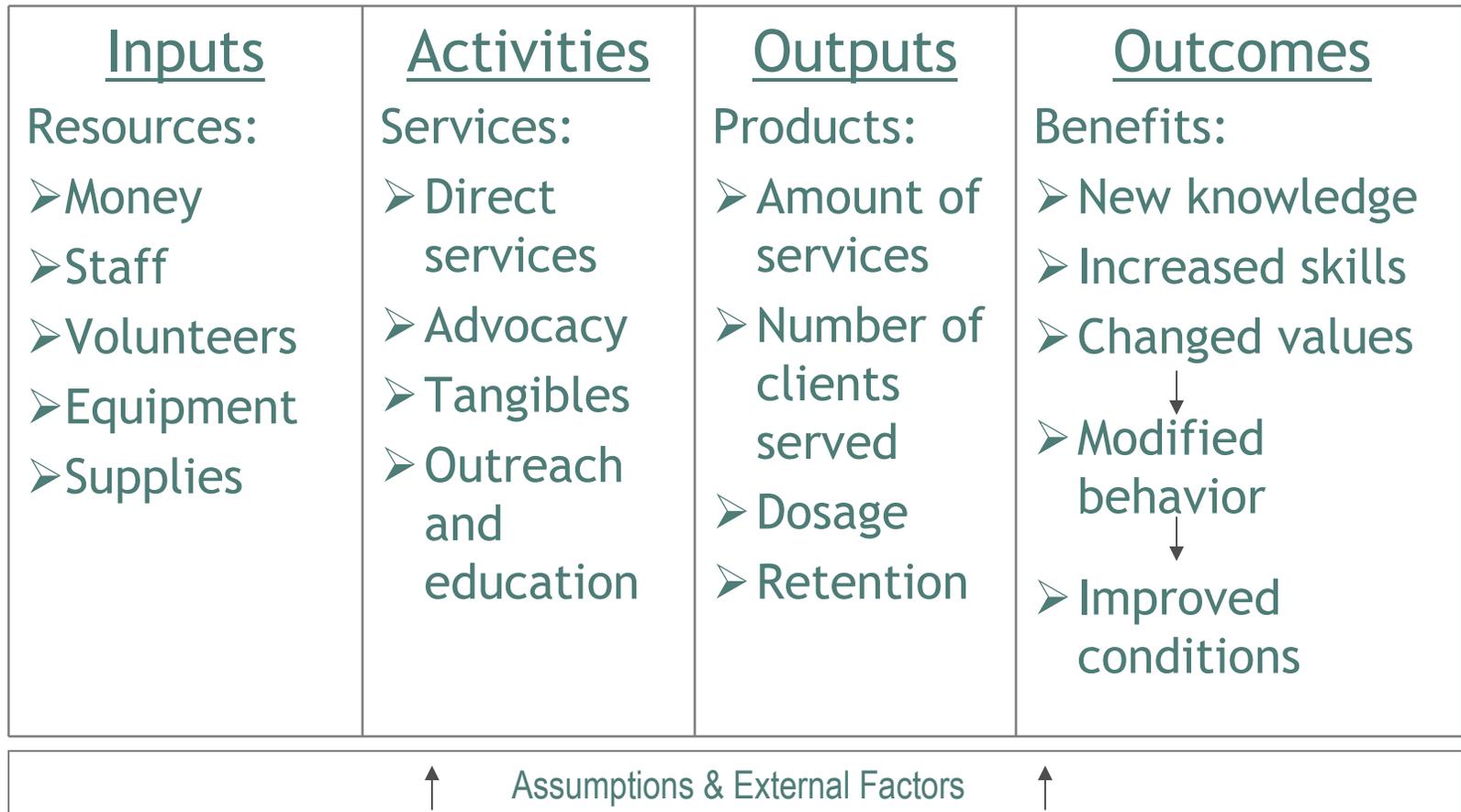   - Where the problem is
      - How to fix it

LOGIC MODEL

- ## What is it?
  - Tool used to visually represent intended program impact or "theory of change"

- ## Formats:
  - Table of text boxes
  - Flow chart of activities (top to bottom, or vice versa)

LOGIC MODEL:
Basic Format

Inputs	Activities	Outputs	Outcomes
Resources used by program	What program does with the resources	Direct products of program services	Benefits to or changes in participants during or after program participation ➢Short-Term ➢Intermediate ➢Long-Term

Assumptions & External Factors ↑

LOGIC MODEL:
Basic Format

Inputs	Activities	Outputs	Outcomes
Resources:	Services:	Products:	Benefits:
➢ Money	➢ Direct services	➢ Amount of services	➢ New knowledge
➢ Staff	➢ Advocacy	➢ Number of clients served	➢ Increased skills
➢ Volunteers	➢ Tangibles	➢ Dosage	➢ Changed values
➢ Equipment	➢ Outreach and education	➢ Retention	➢ Modified behavior
➢ Supplies			➢ Improved conditions

↑ Assumptions & External Factors ↑

LOGIC MODEL: Outcomes

Key components

- Benefits or **changes** in
- **Individuals** or **populations**
- During or after **participation** in a program's activities

Types

- Behavior
- Skills
- Knowledge
- Attitudes
- Values
- Conditions
- Status
- Others?

LOGIC MODEL:
Outcomes Over Time

Initial/ Short-term outcomes

Changes participants experience immediately during or after program

Intermediate outcomes

Changes linking initial outcomes to long term ones

Long-term outcomes

Major life changes program strives to help participants achieve

LOGIC MODEL: Outcomes Over Time

- The more immediate the outcome, the more influence **a program** has on its achievement.

- The longer term the outcome, the more influence **the external environment** has on its achievement.

Program Impact on Outcome (y-axis)

Short Term   Intermediate   Long Term

Timing of Outcome
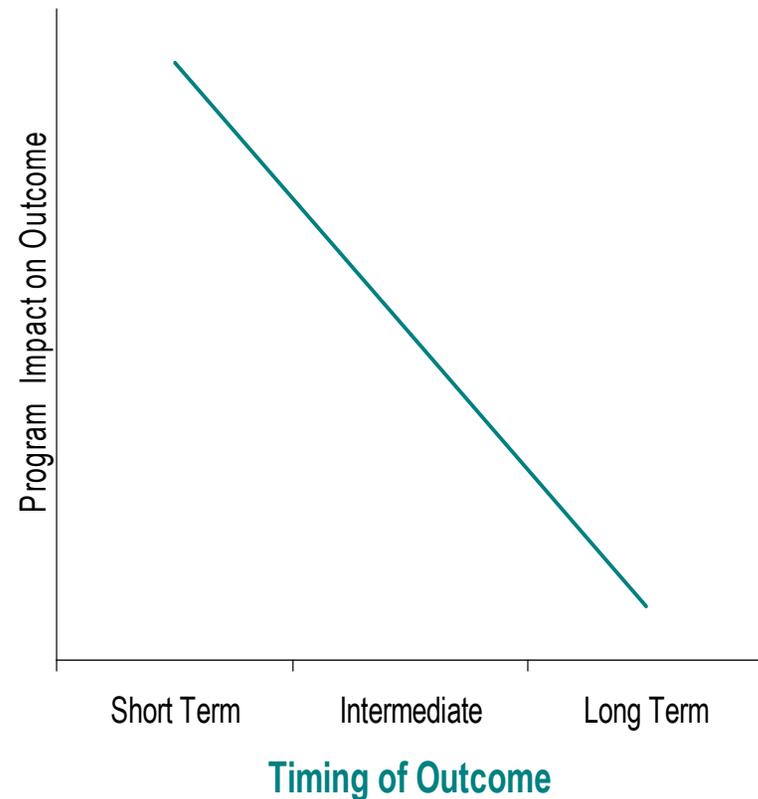
LOGIC MODEL

- Should be comprehensive, but brief
- Multiple models needed for programs with secondary targets (Ex: Parenting program)
- Major components should be related logically
  - **Input** used for **Activity**, which produces an **Output**, which leads to an **Outcome**
- Sequential outcomes should also be related logically

LOGIC MODEL:
Ex: Diabetes Education Program

Inputs	Activities	Outputs	Outcomes
➢ Certified diabetes educator (CDE) ➢ Classroom space ➢ Curriculum ➢ Booklets and other materials	➢ Weekly support group for individuals with type 2 diabetes ➢ Individual sessions with CDE	➢ 5 different support groups ➢ 10 people in each group	**Short-Term** ➢ Increased awareness of self-management techniques ➢ Increased confidence **Intermediate** ➢ Improved monitoring of blood sugar ➢ Improved foot care ➢ Improved eating habits **Long-Term** ➢ Improved control of diabetes

Assumption: Program participants need to attend all of the scheduled groups and sessions to experience the intended outcomes.

LOGIC MODEL:
Exercise

- Use the blank logic model to create a logic model for one of your agency's programs.

- Include at least one activity, output, and outcome in the appropriate column.

MEASURING OUTCOMES:
Process

1. Select outcomes to be measured
2. Identify indicators for selected outcomes
3. Identify data sources for indicators
4. Set program goals related to indicators
5. Develop data collection tools and processes
6. Formalize in **Outcomes Measurement Plan**

MEASURING OUTCOMES:
Selecting Outcomes

- Not all outcomes can be measured
  - Short-term easier than intermediate or long-term
  - Choosing which to measure is part of developing an outcomes measurement plan
- Selecting outcomes to measure
  - Examine outcomes used by similar programs
  - Talk to program staff
  - Hold focus groups with current and former clients
  - Consider feasibility

MEASURING OUTCOMES:
Identifying Indicators

- Indicator: Specific item of information that tracks a program's success on an outcome
- Indicators should be:
  - Observable
  - Specific
  - Measurable
  - Logical
  - Relevant
  - Time Bound
  - Valid

- Considerations for selecting indicators:
  - Accessibility of information
  - Ease of use
  - Collection process/cost

MEASURING OUTCOMES:
Examples of Indicators

OUTCOME	INDICATOR
Increased knowledge of healthy eating	% of participants who can identify 5 good eating habits
Increase daily physical activity	% of participants who report exercising 30 minutes a day, 5 times a week
Improved attitudes about community service	% of participants who rate community service as "very important"

MEASURING OUTCOMES:
Data Sources for Indicators

Data Source	Advantage	Disadvantage
Program participants	Accessible Can monitor data collection	Social desirability Follow up Memory
Participant caregivers	First hand observations	Social desirability Memory Bias
Program staff	Accessible Can monitor data collection First hand observation	Memory Bias
Administrative/ Program Records	Unambiguous Higher degree of accuracy	Often inaccessible – must rely on participant report No context
Other		

MEASURING OUTCOMES:
Setting Program Goals

- Program goal: # or % of participants achieving specific benchmark/indicator within specific time period
    - Ex: 90% of participants can identify at least 5 healthy eating habits by the end of the program
- Considerations for goal-setting:
    - Funder requirements
    - Past performance
    - Expected budget and staffing levels
    - Changes in program's procedures or processes
    - Industry standards
    - External factors

MEASURING OUTCOMES:
Data Collection Tools

- Review existing program records
  - Intake forms
  - Attendance forms
- Participant surveys
  - Pre/post tests
  - Self/staff-administered
  - Mail, phone, Web, in-person
- Interviews/focus groups
- Trained observer
- Other measurements

IMPORTANT: You need to collect baseline participant information to be able to see changes.

MEASURING OUTCOMES:
Data Collection Processes

- **Develop timeline for collection**
  - Usually coordinates with key program dates
  - Remember baseline!
- **Assign specific staff to collect data**
- **Create system & timeline for aggregating, analyzing and reporting**
  - Some computer capacity necessary

MEASURING OUTCOMES:
Issues in Data Collection

- Who is considered a participant? Will all participants be included or will it be a random sample?
- How will participants be informed about data collection?
- Is confidentiality a concern?
- When will data be collected?
- Who will collect/manage/analyze data?
- What is the ideal plan? What is feasible?

MEASURING OUTCOMES:
Sample Plan

Program name:					
Outcome	Indicator	Source of data	Collection method	Collection times	Reporting times

Modified from: http://www.durhamcenter.org/docs/misc/PETemp.doc

MEASURING OUTCOMES:
Frequent Issues

- Anonymous participants
- Unreliable answers from participants
- Short-term assistance
- Very long-term outcomes
- Intangible outcomes
- Programs that are hard to measure
  - Advocacy campaigns
  - Programs for the whole community
  - Support to other agencies vs. individuals
  - Prevention programs

MEASURING OUTCOMES: Exercise

- Use the blank Sample Plan and add <u>one</u> outcome from your Logic Model with corresponding indicator(s), data source, collection method, collection times, and reporting times.

Thank You!

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