Taking outcomes measurement out of the too hard basket

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Helping organisations to
make a bigger impact
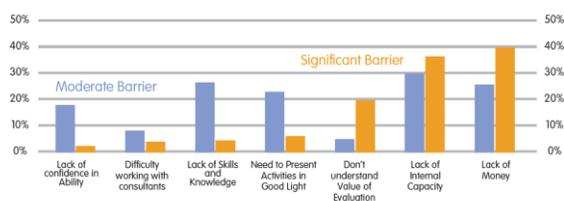by measuring their outcomes

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DISCUSSION TODAY

1 Why is it in the too hard basket?

2 Mapping outcomes

3 Introducing outcomes measurement

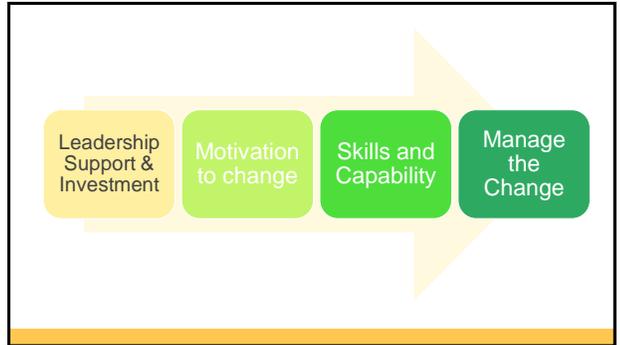**WHY IS MAPPING AND MEASURING OUTCOMES IN THE TOO HARD BASKET?**

Figure 4: Organisations' Barriers to Evaluation in Canada

Moderate Barrier — Significant Barrier

Lack of confidence in Ability | Difficulty working with consultants | Lack of Skills and Knowledge | Need to Present Activities in Good Light | Don't understand Value of Evaluation | Lack of Internal Capacity | Lack of Money

Source: Hall et al, 2003

- Outcomes are difficult to quantify
- Not sure how to use the information
- It's an added burden
- The cost is prohibitive
- There's no appropriate tools
- Staff won't comply or don't have the skills
- The organisational culture doesn't encourage or want change
- Lack of technology

Is mapping and measuring outcomes in your too hard basket?

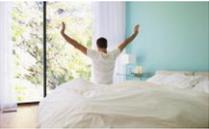| Leadership Support & Investment | Motivation to change | Skills and Capability | Manage the Change |

WHAT ARE OUTCOMES?

If….then

If….then

If….then

If….then

Outcome statements capture who, what and how change is occurring

Outcome/Impact maps document the assumed relationships between activities and results

Outcome/Impact maps guide your plan about what and when to measure change

The Australian Research Alliance for Children and Youth (ARACY) The Nest

- Young people are loved and valued
- Young people are healthy
- Young people are safe and supported
- Young people are learning and developing
- Young people are contributing
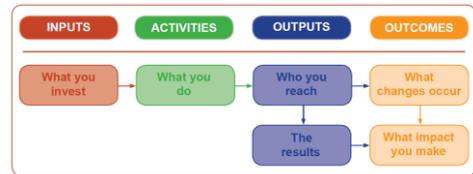- Young people are achieving material basics.

A logic model (impact map) "represents" the theory (or hypothesis) of change.

Many people say a logic model is a road map

You develop a Logic Model to map & identify the outcomes you are trying to achieve

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES
What you invest	What you do	Who you reach	What changes occur
		The results	What impact you make

Your theory of change or impact map

What I need	What I do	The change I'm trying to achieve

Inputs	Activities	Outputs	Outcomes
Panadol	Take 2 tablets	# tablets taken	Reduced headache

PROCESS

Am I better off?

What I need	What I do	The change I'm trying to achieve

Inputs	Activities	Outputs	Outcomes
Plane ticket Accommodation	Take holiday	# days on holiday	Reduced stress

Am I better off?

PERFORMANCE

PROCESS		PERFORMANCE	
Activities	**Outputs**	**Outcomes (short)**	**Outcomes (longer)**
Counselling service	# women per annum provided with 10 sessions	Increased ability to make informed choices	Increased independence
Safety planning provided within counselling service	All sessions include safety support and information	Increased skills to make and implement safety plans	Increased safety of women

Short (expect to see)	**Medium** (want to see)	**Long** (hope to see)
Changes in: Awareness	Changes in: Behaviour	Changes in: Conditions
Knowledge	Decision-making	Social (e.g. well-being)
Attitudes	Policies	Health
Skills	Social action	Economic
Opinion	Practices	Civic
Aspirations		Environmental
Motivation		
Behavioural intent		

The BACKS Measures

B ehavior

A ttitude

C ondition

K nowledge

S tatus

Outcomes occur for:

Centacare

WHAT SHOULD OUTCOMES MEASURE?

Process measurement (measures of effort)		Outcome measurement (measures of effect)	
Activities	**Outputs**	**Outcomes (short)**	**Outcomes (longer)**
Legal advocates work at the court	# women per annum are given legal advice and support	Women experience less stress and anxiety	Increased mental health

Did this happen?   Did this happen?

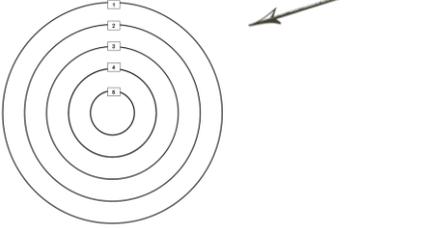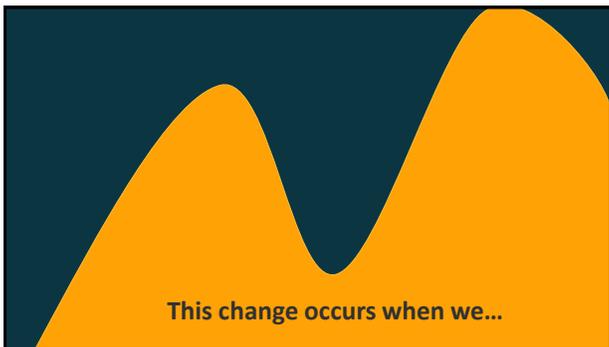**Outcome measurement helps determine if your program….**

Created the change you assumed it would
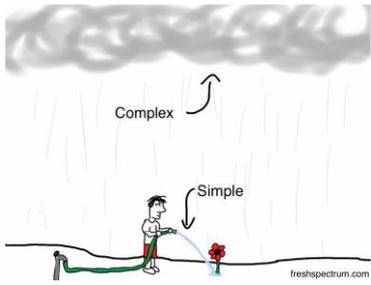
Did not create the change you assumed it would

How much does it change?

This change occurs when we…

How much did we contribute towards the change?

Complex

Simple

freshspectrum.com

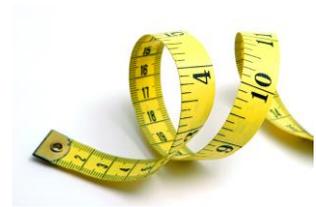**Remember different levels of analysis**

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SELECTING MEASUREMENT TOOLS AND INSTRUMENTS

We collect data about indicators

- **Indicators** are measures or signs which show to what extent you are achieving your outcomes.
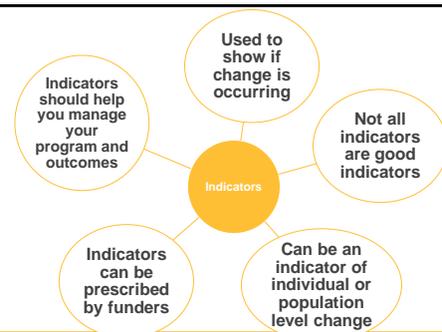

Indicator

Target

Benchmark

Indicators can be direct or indirect, qualitative or quantitative, standardised or customised.

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Example indicators for a health education campaign

Reduction in morbidity and mortality Increase in general health status	Long term Outcome
Number of people who change behaviour	Medium term Outcome
Number whose opinions change Number who learn new facts	Short term Outcome
Number who read the flyers Number of people who receive the flyers	Outputs/Process
Amount of flyers distributed Number of information flyers available for distribution	Outputs/Process

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- Indicators should provide you with accurate and reliable evidence, be easy to gather, provide useful information for making management decisions.
- All information needs to be gathered without invading privacy or breaking the ethics standards for social research.

Used to show if change is occurring

Indicators should help you manage your program and outcomes

Not all indicators are good indicators

Indicators

Indicators can be prescribed by funders

Can be an indicator of individual or population level change

6

The Shooting Star captures where people are and their journey in the areas of:

- Aspiration
- Contribution
- Confidence
- Learning
- People and support
- Communicating

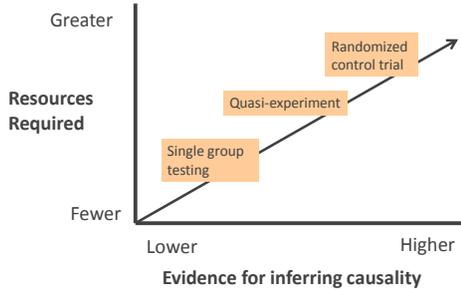**Outcomes Star™**
Developed by Triangle

Personal Wellbeing Index

How satisfied are you with:
- Your Standard of Living
- Personal Health
- Achievement in Life
- Personal relationships
- Personal Safety
- Community – Connectedness
- Future Security
- Spirituality - religion

Since coming to this service	Related outcome
I feel more comfortable asking for help	Help seeking
I feel better prepared to keep myself and my children safe	Safety
I have more friends	Social support
I am more hopeful and optimistic about the future	Mental Health
I know more about my options	Informed choices
I am expressing my needs with more confidence	Communication
I don't blame myself for the abuse as frequently	Empowered
I can do more things on my own	Independence
I feel more confident budgeting my money	Life skills

Greater

Randomized control trial

Resources Required

Quasi-experiment

Single group testing

Fewer

Lower   Higher

Evidence for inferring causality

- Are we already collecting data on these indicators?
- Can we adapt our current system?
- Do we need a new method for collecting this information?
- What method will be most effective and efficient?

- Applicable to your program/organisation
- Reliable – can produce the same results if measured again
- Valid – ability to measure what the tool is intended to measure
- Sensitive to reflect changes
- Affordable
- Easy to administer and use by staff
- Easy to report results and use in decision making
- Ideally – same/similar to other organisations

WHY IS MAPPING AND MEASURING OUTCOMES IMPORTANT?

The Era of Assumed Virtue is Over

"YOU CAN'T MANAGE WHAT YOU CANT MEASURE. "

Peter Drucker

Theory failure
- Underlying **assumptions** of the program theory are not appropriate for the context
- The program is implemented well, yet doesn't **affect the variables** specified by the program theory
- The activity of program is not **implemented** adequately

Implementation failure

Slide 1

- Make better decisions about programs and services
- Influence policy with more credibility
- Engage and motivate staff
- Measuring outcomes allows you to
- Gain and retain funding and support
- Establish your results and social impact

Slide 2

Advantages
Creates a learning and continuous improvement culture
Monitors staff and organisational performance
An opportunity to be more innovative and efficient
A framework for better planning and evaluation
More positively influencing supporters and funders

Slide 3

What has changed today?

What will happen because of this change?

'too hard' basket

Slide 4

THANK YOU

PLEASE CONTACT ME!