

CGR

Measuring Effectiveness in Human Service Delivery

Jaime Saunders: June 15, 2010



Core Question:

How should we allocate scarce resources to best meet community needs?



Continuing Conversation

- ▶ Rochester Effectiveness Partnership (REP) – 1996-2004
- ▶ Grantmakers Forum late 1990s
 - ▶ common application form
 - ▶ logic models
- ▶ “Framework for Funding Programs that Work” – 2008
- ▶ Evidence-Based Programs (EBP) – United Way Blueprints for Change, federal, state, and local funder requirements

Monroe County Nonprofit Sector Grows 44% in 15 years

- ▶ 1995
 - ▶ 2,500 registered 501 (c) nonprofits
 - ▶ \$3.4 billion in revenues
 - ▶ \$4.8 billion in reported assets
- ▶ 2010
 - ▶ **3,600** registered 501 (c) nonprofits
 - ▶ \$8.4 billion in revenues
 - ▶ \$11 billion in reported assets

Source: National Center for Charitable Statistics

Varied Perspectives

- ▶ Evidence-Based Programs (EBP) are the best money spent

- ▶ Human services have a different standard because addressing crises
 - ▶ Is there a middle ground?
 - ▶ Are we doing the best we can?
 - ▶ What really works?

Three Levels of Effectiveness

- ▶ **Apparent**
 - ▶ Systematically collecting data and reviewing actions
 - ▶ Know who is accessing services and outcomes they achieve

- ▶ **Demonstrated**
 - ▶ Systematically collecting data and compares program participants to similar people who are not in the program
 - ▶ Can answer if there is a difference

- ▶ **Proven**
 - ▶ Impact scientifically confirmed through experimental research
 - ▶ Statistically significant differences in outcomes for participants

Source: Edna McConnell Clark Foundation

4th Bucket: **Unknown Effectiveness**

- ▶ Emergency services can be output focused
- ▶ Keeping lights on
- ▶ Resource limitations
- ▶ Staff training and capacity
- ▶ Lack of national literature about service or target population served

Moving along the spectrum

- ▶ Asking the right questions
- ▶ Measuring what matters (not just what is easy!)
- ▶ Management tool
- ▶ Evaluation as evidence
 - ▶ Gotcha-orientation vs. partnership for improvement
 - ▶ Looking backward vs. forward thinking

Intentional Actions and Activities

Tools to build evidence

- ▶ Outcome/Logic Models
- ▶ Theory of Change
- ▶ Visualized outcome models
- ▶ Surveys
- ▶ Interviews and focus groups
- ▶ Process reviews
- ▶ Key Performance Indicators (KPI)
- ▶ SMART Goals & Objectives
- ▶ Results-based Management
- ▶ Participant observation
- ▶ Narratives – (qualitative measures count!)
- ▶ National literature and existing data sources



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Realistic and Useful



"Mind filling out this
evaluation form first?"

Not just evidence – it's ultimately about achieving mission

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