IDENTIFYING & ARTICULATING PROGRAM OUTPUTS & OUTCOMES

June 27, 2018
July 26, 2018

Helping people.

United Way

United Way of Greater St. Louis

WELCOME

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OBJECTIVES

Identify approaches to:

- Define success in social service programs

- Clearly articulate outputs & outcomes

- Determine appropriate program outputs & outcomes

AGENDA

1:00	Welcome & Overview
1:05	Defining Program Success
1:20	Identifying Program Outputs & Outcomes
1:50	Articulating Outputs & Outcomes
2:10	Additional Methods
2:15	Questions & Answers

DEFINING PROGRAM SUCCESS

Defining Success

OUTPUTS
What you do

OUTCOMES
The change/difference it makes

IMPACT
Big, long-term change

OUTPUTS

- Activities and services provided

- Number of participants engaged

- Examples

    o 10 classes provided to 100 people

    o 30 meals provided each month to 50 seniors

OUTCOMES

- Client focused

- Change client experiences

- Examples

  o Clients gain positive parenting skills

  o Clients gain knowledge about personal finance and money management

  o Clients transition to an improved, stable living situation

OUTCOMES

Type	Definition	Example
Short term	Change in knowledge, attitude, skills	Clients learn interview skills
Intermediate	Change in behavior	Clients enact good interview practices
Long term	Change in condition or status	Clients get jobs

IMPACT

Broad, large scale, longer term change

- Might be at community or systems level

- The big "so what" of agency efforts

  o Babies are born healthy

  o People have access to clean water

OUTPUT

- 75 people attend 4 smoking cessation sessions

OUTCOME

- Clients enact strategies to quit smoking

IMPACT

- Clients lead longer, healthier lives

IMPACT

1. At risk babies are on track for improved health and life outcomes

OUTPUT

2. 10 prenatal health classes are conducted for 30 at risk mothers

OUTCOME

3. Clients enact prenatal health habits

OUTCOME

1. Older adults experience less social isolation

OUTPUT

2. Community programming and congregate meals are offered 5 days a week to at least 100 older adults

IMPACT

3. Older adults are happier as they age

IDENTIFYING APPROPRIATE OUTPUTS & OUTCOMES

ALIGNING OUTPUTS & OUTCOMES

Program	Supplementary reading support & tutoring to struggling students during lunch at school
Output	Provide at least 1 healthy snack alternatives to kids during lunch each school day
Outcome	Students report an improved relationship with their parents

REWRITTEN

|	
Program	Supplementary reading support & tutoring to struggling students during lunch at school
Output	Tutors read with 10 struggling students or provide support to complete literacy activities at least 3 days/week during lunch
Outcome	Students end school year at or above grade appropriate reading level

Program Design

PROGRAM DESIGN TOOLS

Visual representation of Theory of Change

- Connects resources, activities and results

Program Action - Logic Model
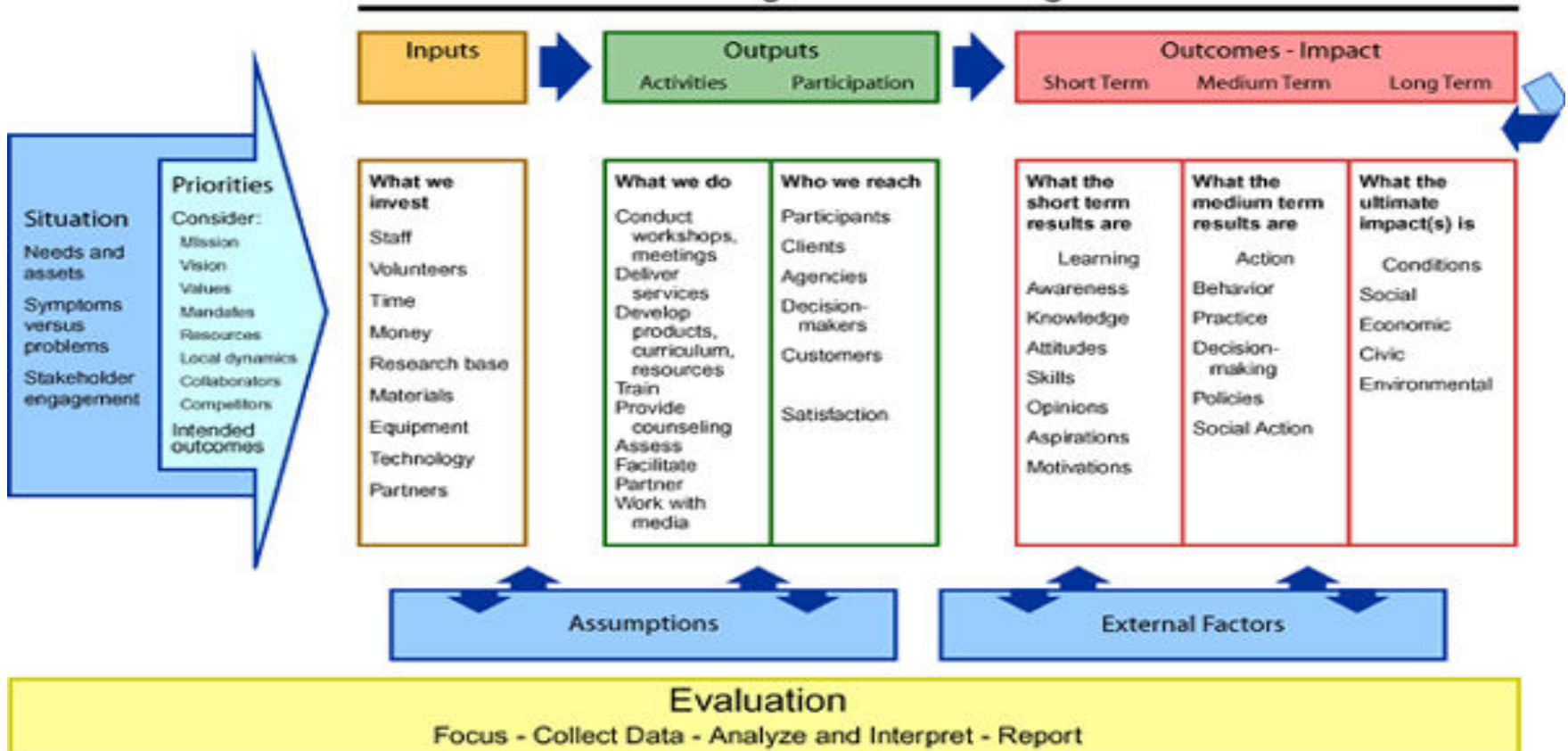
PROGRAM DESIGN TOOLS

Various types of program design tools

- Logic models

- Results based accountability

- Causal loop diagrams

PROGRAM DESIGN TOOL BASICS

Program design tools tend to show

INPUTS	OUTPUTS	OUTCOMES
Resources needed to operate program	Activities/ interventions delivered to a target population	Change client experiences

DEFINING SUCCESS IN PROGRAM DESIGN

- Defines outputs and outcomes

  - May include goals & measurement

LOGIC MODEL EXAMPLE

Inputs	Target Population	Outputs	Short Term Outcomes	Intermed. Outcomes	Long Term Outcomes
Resources needed to operate program	Who the program intends to help	Activities and units of service provided with # of participants	Changes in client knowledge, skills, and attitude	Changes in client behavior	Changes in client status or condition
Staff time Equipment Curriculum Facilities	**Up to 25 pregnant teenagers (ages 13-20) living in St. Louis city**	**25 teens receive 1 hour of weekly parent mentoring** **25 teens attend 15 prenatal health classes (1 hour each)**	**90% of teens gain knowledge about prenatal health habits that will positively affect their child**	**75% of clients incorporate at least 2 prenatal health habits not previously used**	**80% of babies born to clients achieve average or above score on Infant Health Assessment**

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Start at the end!

- **Community Tool Box** http://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/logic-model-development/example
- **University of Wisconsin – Extension** http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html
- Other options
  - o **Results Based Accountability** https://clearimpact.com/results-based-accountability/

Determining Appropriate Outputs & Outcomes

Should align with

- Organizational mission & vision

- Desired change for clients & community

- Program purpose

OUTCOMES

Consider

- Why does this program exist?

- What is your hope for your clients?

- How will you know clients have been successful?

- Is it feasible/reasonable for clients to achieve desired outcomes?

Clients gain knowledge about personal finance and money management

- 1 year of individualized coaching with a financial mentor

Clients gain skills to manage diabetes

- Youth and kids attend camp with medical education and practice components to learn to monitor and appropriately administer insulin

OUTPUTS

Should align with

- Desired outcomes/program goals

- Program purpose

Consider

- Appropriate quantity

Clients gain positive parenting skills

1) 3 month course on positive parenting

2) 1 hour training on positive parenting approach

3) 6 month course on positive parenting with coaching on family outings/family observation

After school program for 1-8th graders
- One hope is to provide supports that increase likelihood that students get into college

- Is measuring college matriculation an appropriate outcome?

  o Might be more appropriate to connect 8th graders with college access and support program

ARTICULATING
OUTPUTS & OUTCOMES

OUTPUTS
What you do

S	**Specific** A defined end point or target of the web interaction
M	**Measurable** Attach numbers and timelines to the goal
A	**Achievable** Based on existing figures and research is it achievable?
R	**Relevant** Is this web goal in line with the business's broader goals?
T	**Time Limited** The goal must be measurable over a period of time

WRITING OUTPUTS

General	SMART
Teach parenting classes	Teach 10 parenting classes throughout calendar year 2018 for at least 25 parents referred through Children's Support Division
Deliver meals to homebound older adults	By June 30, 2018 deliver 7 meals per week to at least 120 homebound older adults (65 or older) in Calhoun county.

OUTCOMES
The change/difference it makes

OUTCOME INDICATORS

1. Start with outcome

2. Write specific outcome indicator

SMART with four key elements

- Change direction (verb)

- Target/goal

- Population/client

- Change type

  o Knowledge, skills, behavior, status, etc.

(Target/goal)% of **(describe clients included in measure)** will **(change verb)** their **(describe knowledge, skill, attitude, behavior, or condition/status change)** as evidenced by **(score on measurement tool/method)** by/after **(time period)**.

OUTCOME INDICATOR OUTLINE

(Target/goal)% of (clients included in measure) will (change verb) their (knowledge, skill, attitude, behavior, or condition/status) as evidenced by (score on measurement tool/method) by/after (time period).

80% of **Operation Work clients** will **increase** their **interview skills** as evidenced by **an improvement on their Mock Interview Observation score** after **their final practice interview**.

OUTCOME INDICATORS

Shows outcome has been achieved

- Specific and measureable

Outcome	Indicator
Clients gain positive parenting knowledge	75% of Parenting Program clients increase score on Carolina Positive Parenting Assessment upon program completion
Clients transition to an improved, stable living situation	30% of homeless shelter clients sign lease in transitional apartments within 2 years of entering Stable Housing program

1. Makes success clear

    a. Internally & externally

2. Helps determine data that is needed to

    understand success

WELL WRITTEN?

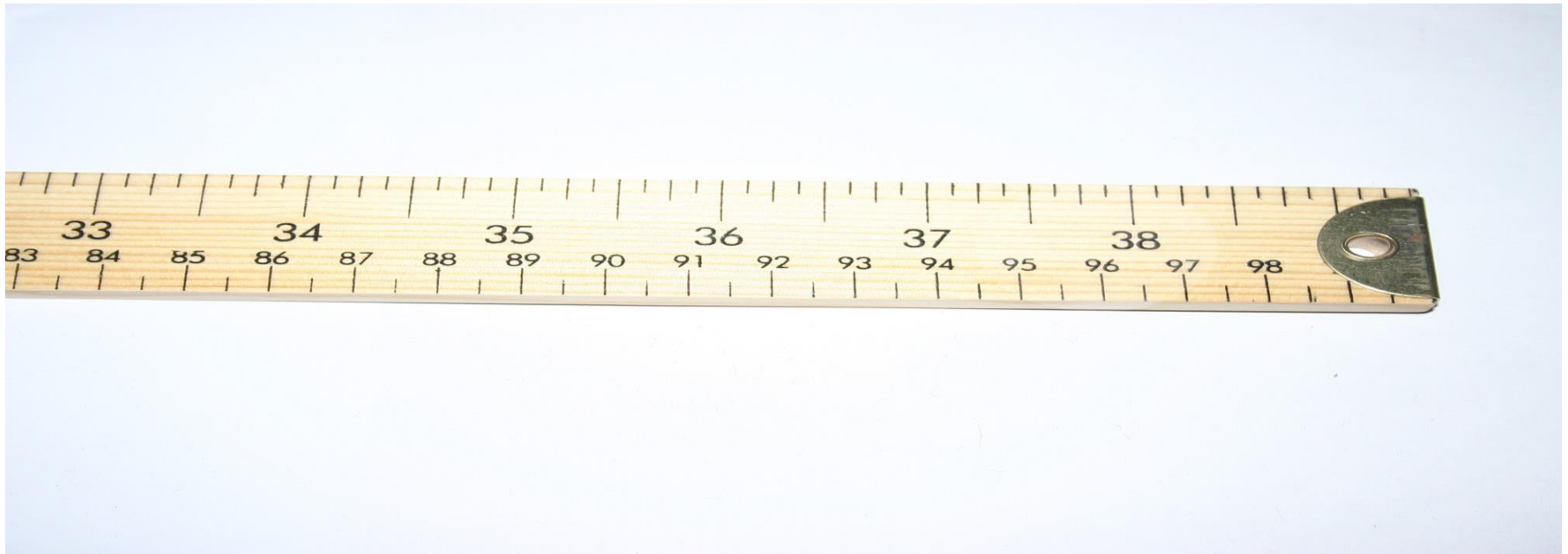| Outcome	Clients gain knowledge about healthy lifestyle habits
Indicator	90% of newly diagnosed diabetic clients attend at least 1 diabetes management training within 6 months of diagnosis as evidenced by training attendance records

MORE WAYS TO
TALK ABOUT SUCCESS

- Standard of measure

  - Applied to various aspects

- External or internal

- Very challenging in social services

  - Especially in program outcomes
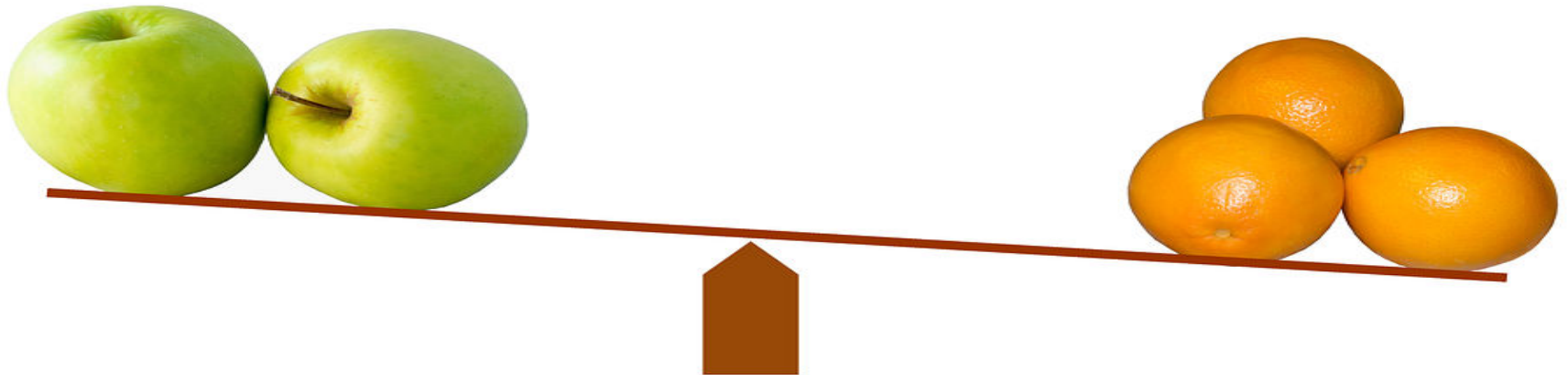
Social & environmental value relative to

resources invested

- Unit of service

- Cost per unit of service

Reading program

- Determine 1 unit of service
  - 1.5 hour reading session

- Calculate cost for that unit of service
  - Volunteer & staff time, materials, facilities, etc.

- Determine # of units provided & cost
  - Compare with illiteracy cost

QUESTIONS?

THANK YOU

- Thank you for your time

- One-on-one supports

- Feel free to contact me

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