

Data & Performance Measurement *Simplified*

Presented by
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Overview

- a) Why Do We Need Good Data?
- b) You're Better At This Than You Thought
- c) Key Concepts and Definitions
- d) How It All Works Together
- e) Case Study
- f) Funder Expectations
- g) Creating a Data Loving Culture
- h) Common Problems
- i) Q and A

I Need a Baseline From You

- I know what you're thinking
 - Pick a number between 1 and 25
 - Double it
 - Add 12
 - Divide by 2
 - Subtract the original number
 - And the answer is...
- I know how you feel

Why Do We Need Good Data?

Good Data: Understanding What You're Doing

**“It is a capital mistake to theorize
before one has data.”**

Arthur Conan Doyle

Good Data

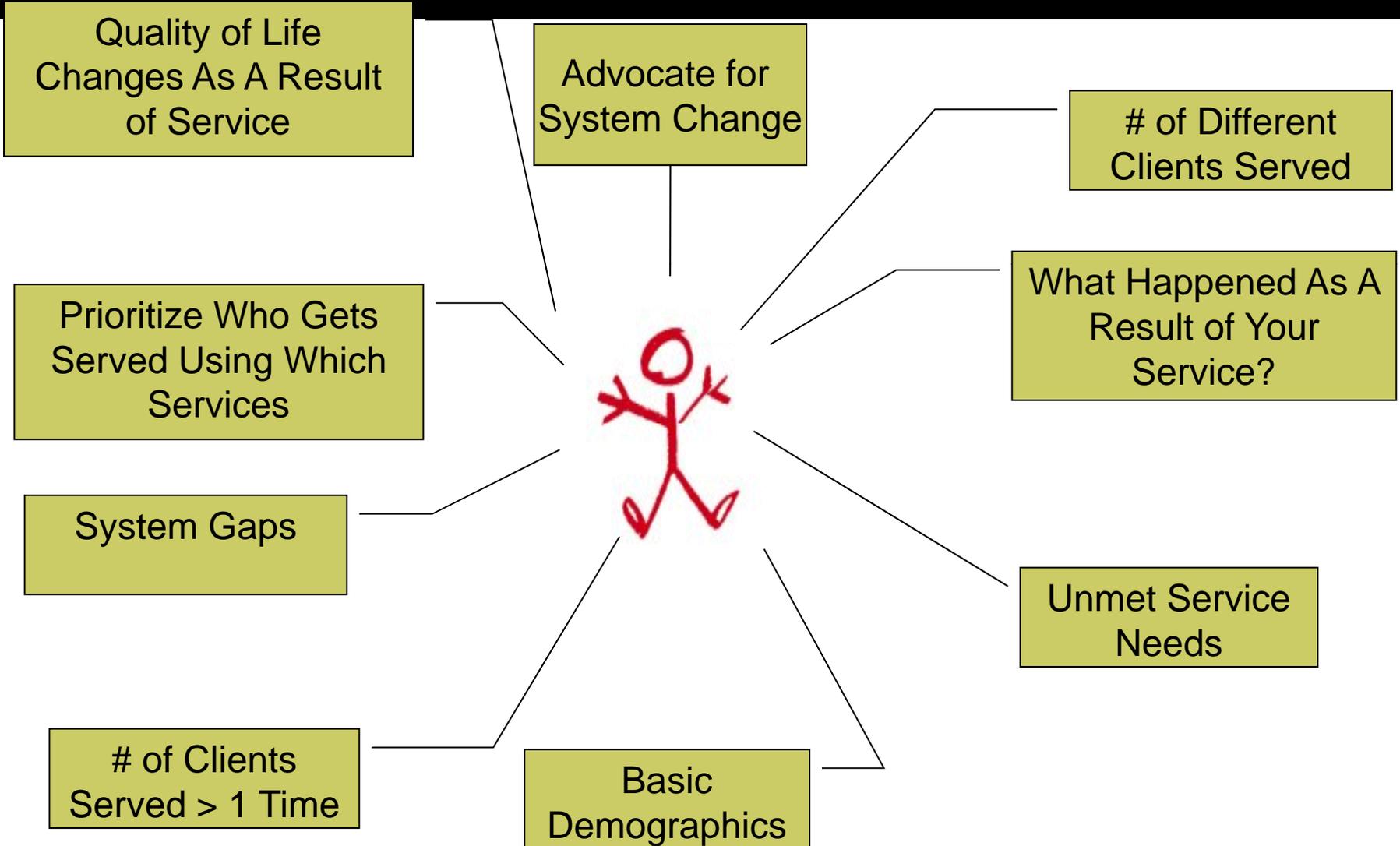
- The plural of “anecdote” is not data.
- If you can’t measure it, you can’t manage it.
- “Some” is not a number, “soon” is not a time.
- A sample size of “one” is unlikely to be indicative of the population as a whole and is several data points short of a trend.
- That which we *think* and that which we *know* can be two totally different things.

Good Data

- Demonstrate prudent use of funding.
- Make program improvements.
- Meet client needs.
- Ensure delivery of service relative to mandate.
- Inform hiring and staffing decisions.

Good Data

A Client-Centred Approach

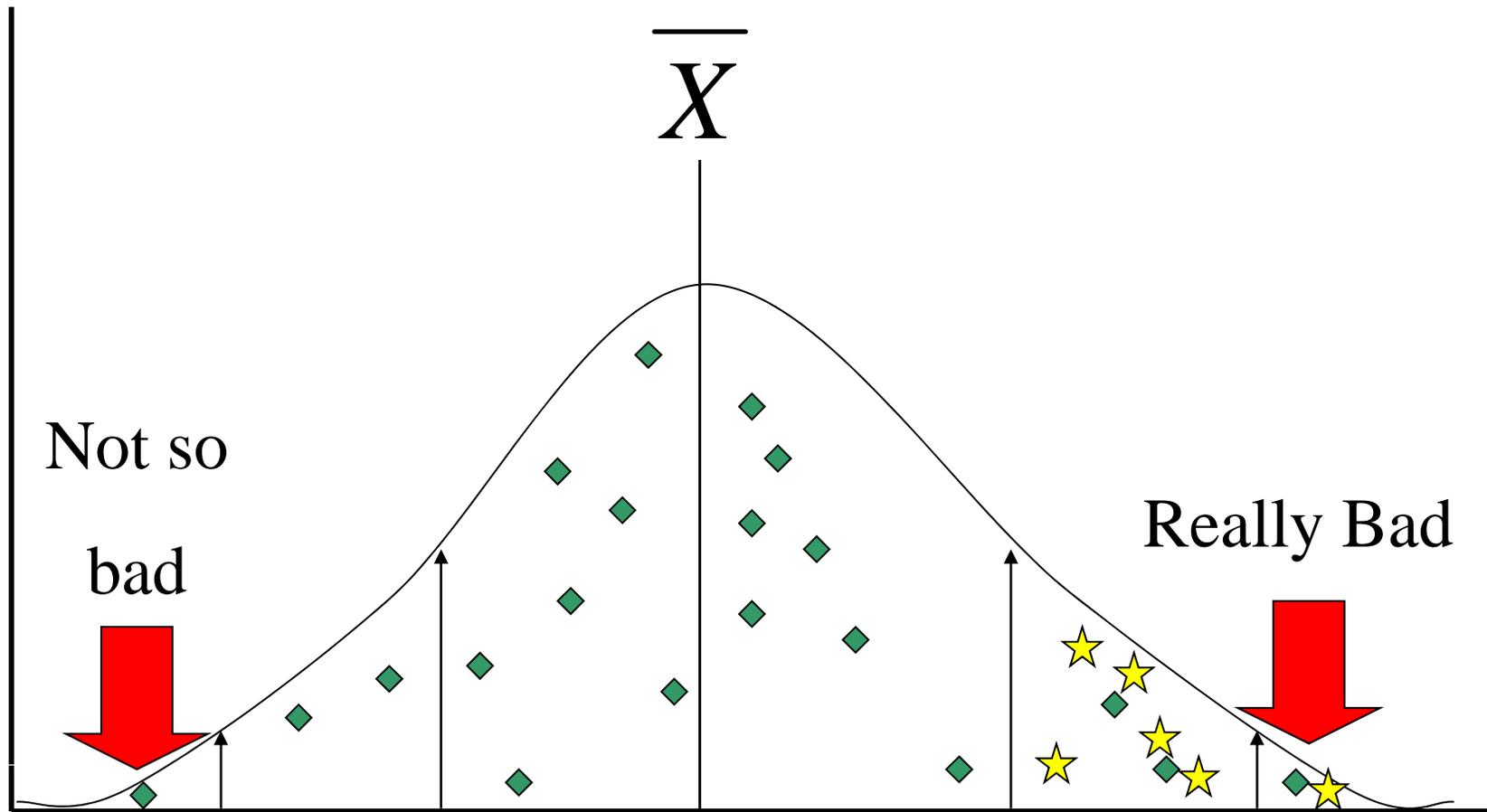


Good Data:

5 Good Reasons To Collect It & Use It

1. To understand whether current activities are working to achieve intended results.
2. To drive program improvement and share information on effective practices with others.
3. To ensure a common understanding among all partners, staff, and clients of what you intend to achieve and how you intend to do it.
4. To communicate and advocate for community support, public interest, combating NIMBY, leveraging funding.
5. To accomplish your goals.
What gets measured, gets done.

How Many?...How Much? TM



A statistical measure of Badness

You're better at this
than you thought!

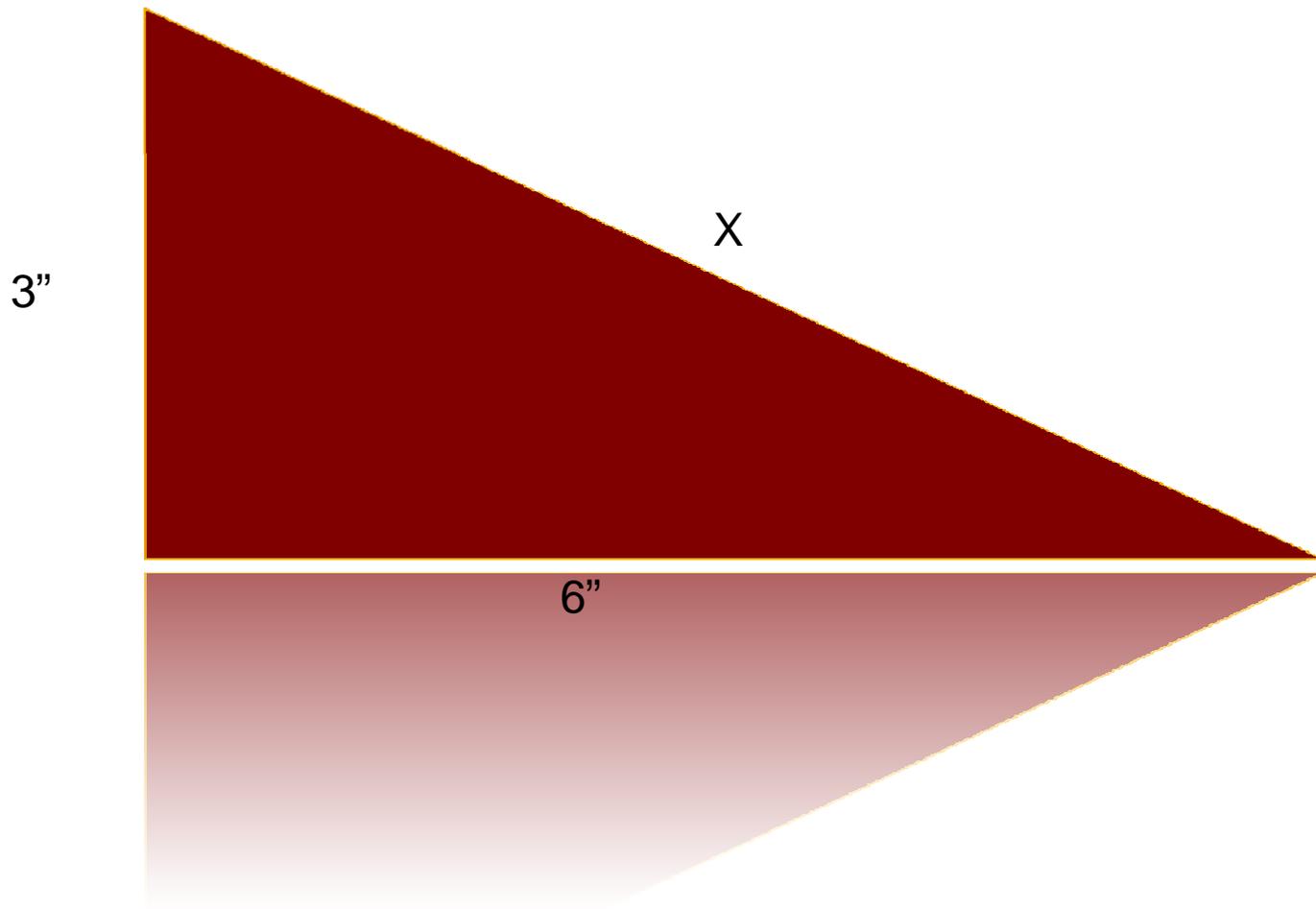


Learning to ask the right questions.

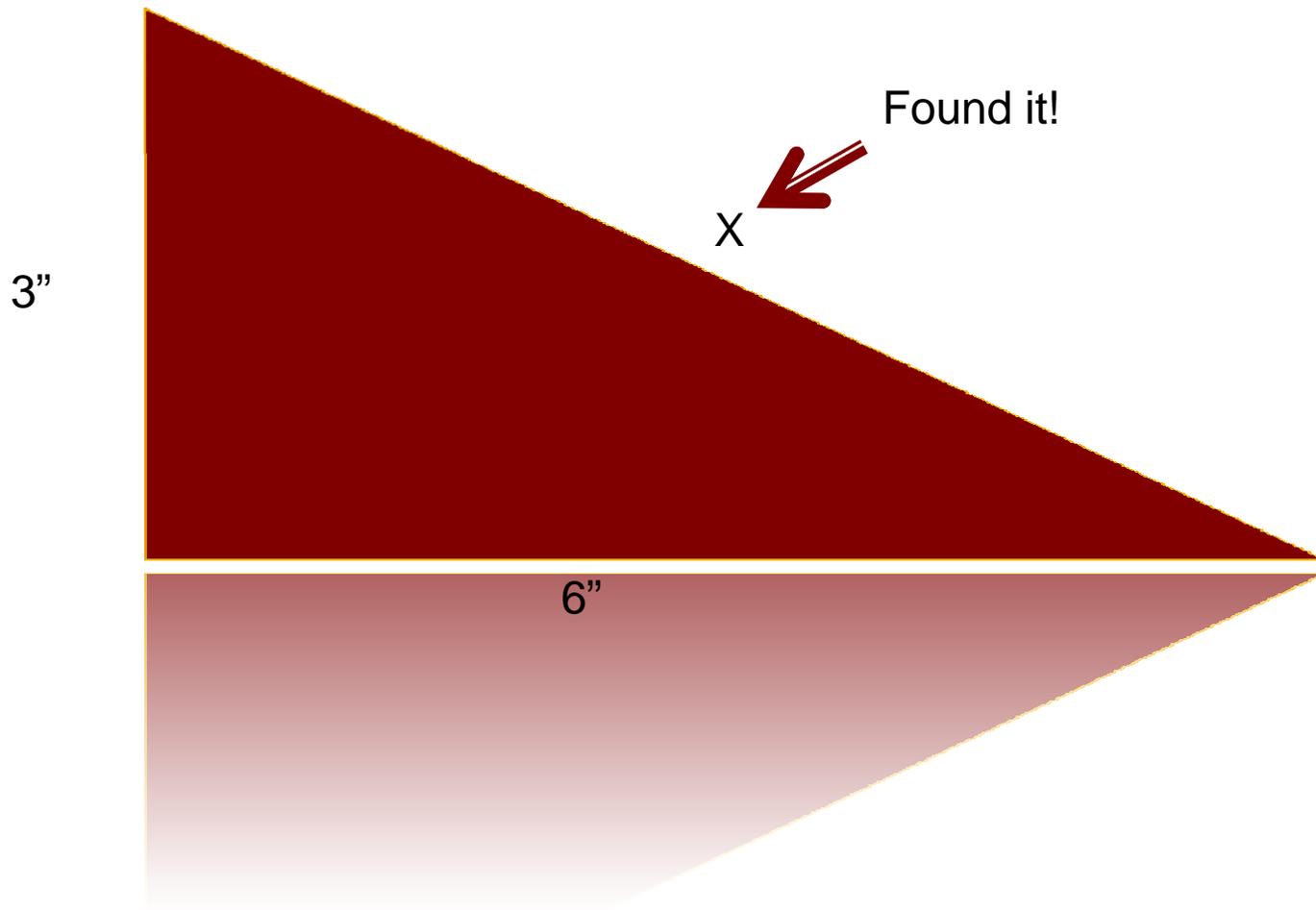
I want to live in a world where a chicken can cross the road without its motives being questioned.



Find x



Find x



Key Definitions & Core Concepts

“It depends on what your definition of ‘is’ is.”

- Bill Clinton

Inputs

Inputs include resources dedicated to, or consumed by, the program: money, staff and staff time, volunteers and volunteer time, facilities, equipment, and supplies.

Activities

Activities are what the program does with the inputs to fulfill its mission, such as providing shelter, managing housing subsidies, or providing case management.

Outputs

Outputs are the direct products of program activities.

Outputs are usually presented in terms of the volume of work accomplished: the number of participants served, the percentage of participants who received rent subsidies and the average subsidy value, or the frequency and intensity of service engagements each participant received.

Outputs document what you delivered, so you can exactly replicate or adjust your approach in the future.

Outcomes

Outcomes are benefits or changes among clients during or after participating in program activities.

Outcomes may relate to change in client knowledge, attitudes, values, skills, behaviors, conditions, or other attributes.

You can quantify a program's **outcomes** by methodically mapping and describing its results.

Let's Make & Bake a Cake!



- What resources (inputs) do we need?
- What do we need to do (activities) with those inputs?
- What do those activities result in (outputs)?
- What is the benefit (outcomes) of those outputs?

Outputs and Outcomes: Common Confusion

OUTPUTS...

- Focused on what the client and/or program *will do to achieve the outcome*.
- Quantified in terms of the *frequency and intensity of the activity from the client's perspective*.
- Specific to the *activity* described for the program.
- Feasible.
- Attainable.
- Understandable to someone outside of the program.

OUTCOMES...

- Focused on what the client will *gain from that program*.
- Quantified in terms of the *client-level impact with clear targets and methods*.
- Specific and attributable to (a result of) that *program*.
- Meaningful.
- Attainable.
- Understandable to someone outside of the program.

Creating a Data Typology

- Remember what you learned in 9th Grade Science
- Categorize your data based upon such things as funding source, type of program, type of service, characteristics of client served (singles, families, veterans, substance users, consumer survivors), who offers the service, etc.

Creating a Data Typology

- Don't lose sight of the client in the typology!
- The six types of people you serve will always be the same:
 1. Someone's father
 2. Someone's mother
 3. Someone's brother
 4. Someone's sister
 5. Someone's son
 6. Someone's daughter

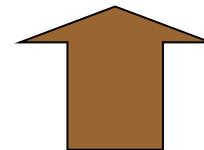
Logic Models

- Used to organize inputs, activities, outputs and outcomes for a project or program.
- Clearly state the problem/need and a service to address that problem/need.
- Should make the road map clear – not purposely obfuscate.
- May provide indication of how evaluated, other measures to be considered, and/or timeline.

Project Logic Model

Agency Name:					
Problem Statement:					
Service:					
Input	Activity	Output	Outcome	Measurement Tool	Timeline

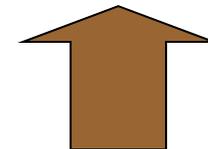
A project logic model may look like this...



Program Logic Model

Agency Name:						
Problem Statement:						
Program:						
Service	Input	Activity	Output	Outcome	Measurement Tool	Timeline

A program logic model may look like this...



Interactive Case Study

It's All About You...

Your Reality

- One volunteer raise your hand!
- Congratulations –
you now get to pick someone else at random!
- Let's walk through the inputs, activities, outputs and outcomes of a service you are doing or thinking about doing together.

Your Reality: Everyone This Time!

- Think of a service you provide or are thinking of providing
- Jot down what you believe the inputs, activities, outputs and outcomes would be
- Chat with the person on either side of you

Analyzing Your Data

Start with a Baseline

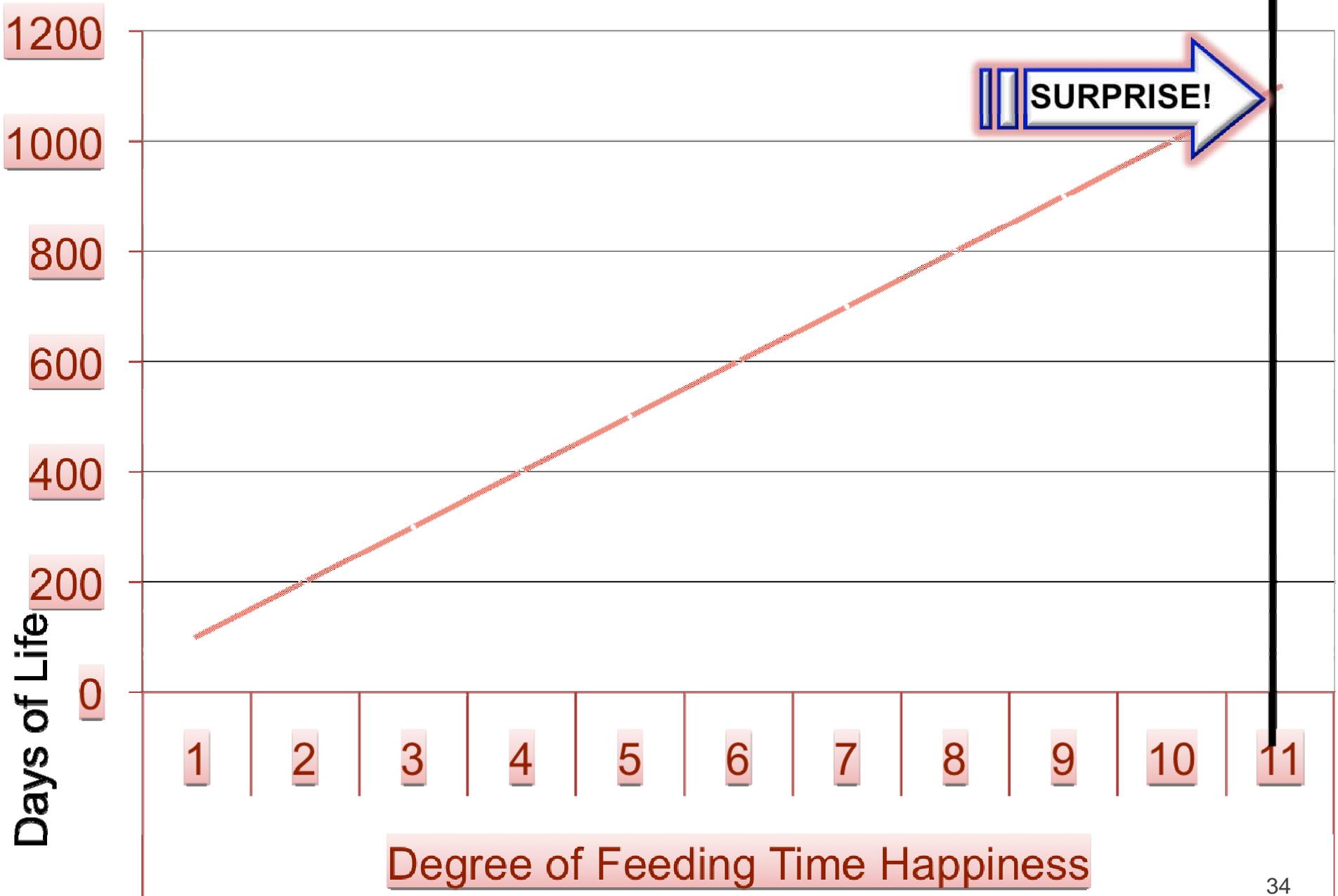
- Baseline data is the basic information gathered before a program starts.
- Baseline data is used later to provide a comparison of whether the program is having an impact.
- Clear goals and objectives for a program make it easier to determine baseline data.
- There are two types of baseline data:
 - Determinate – clearly indicated by the goals and objectives of the program.
 - Indeterminate – useful for understanding context, though not directly related to goals and objectives.

Turkeys & Mutual Funds –

What Both Have to Tell Us About Community Responses and Programs



The Turkey Perspective



What the Turkey Story Tells Us



Set Clear Targets & Milestones in Advance

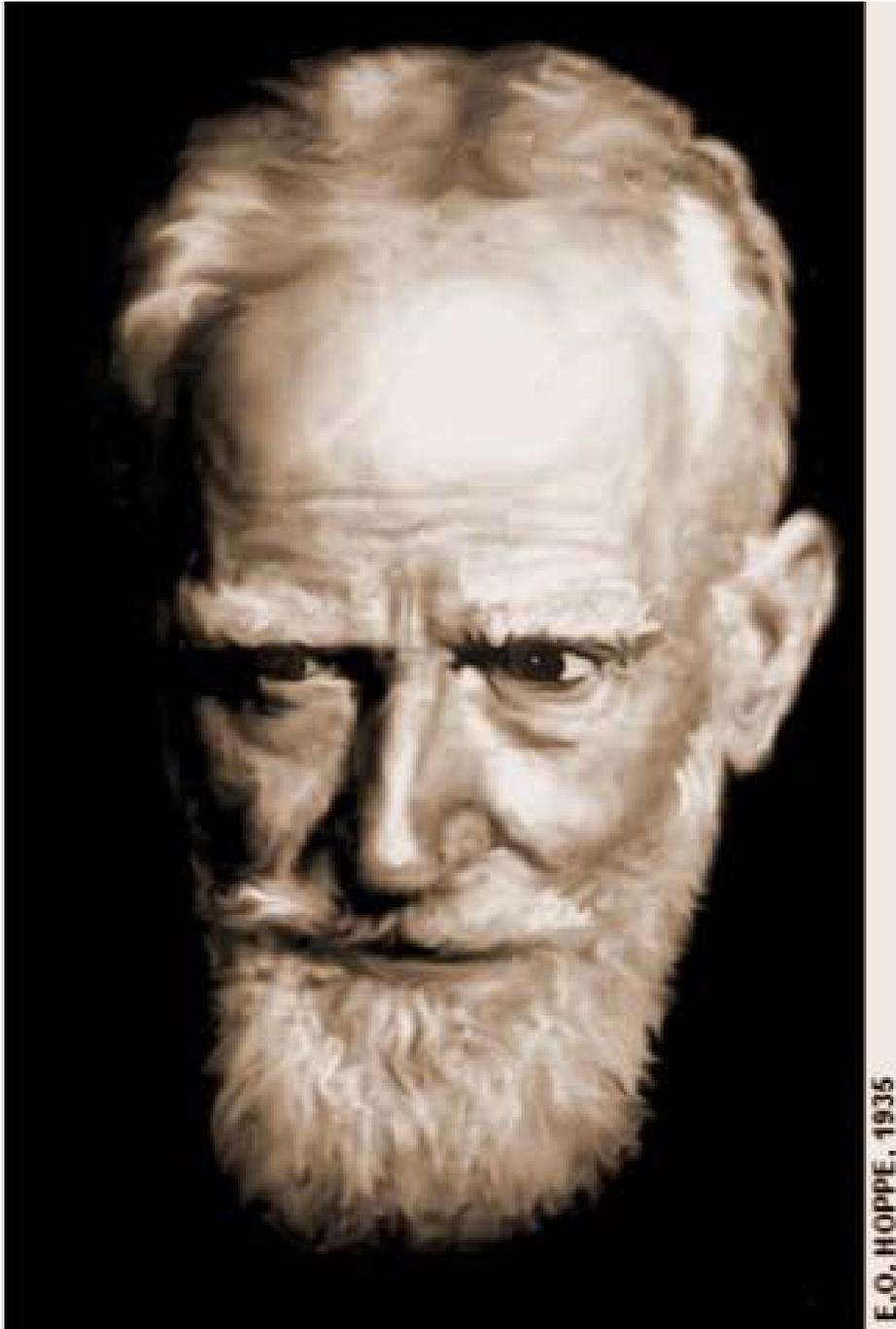
- Target is the future reference point to aim your goal towards.
- While some will set a target as an aspiration, it is better to be SMART: Specific, Measurable, Attainable, Realistic and Timed.
- Milestone is a pre-determined or major project event, such as the first cohort through a program, the end of a funding year, 100th graduate, etc.

Create a Data Analysis Plan at the Beginning

- Look at how you are doing compared to your baseline at predetermined times — quarterly, annually, etc.
- Look at how you are doing relative to your targets at predetermined — monthly, annually, etc.
- Look at how you are doing each time a milestone is reached.

Make Data Analysis Happen Effectively

- Do it when you say you will do it.
- Present your findings in different ways – visually, written, numerically, etc.
- Avoid common mistakes: incomplete data set; averaging averages; using words like “sample” or “significant” in the wrong way; etc
- Don't ignore the data if it tells you something you didn't want to see/know.

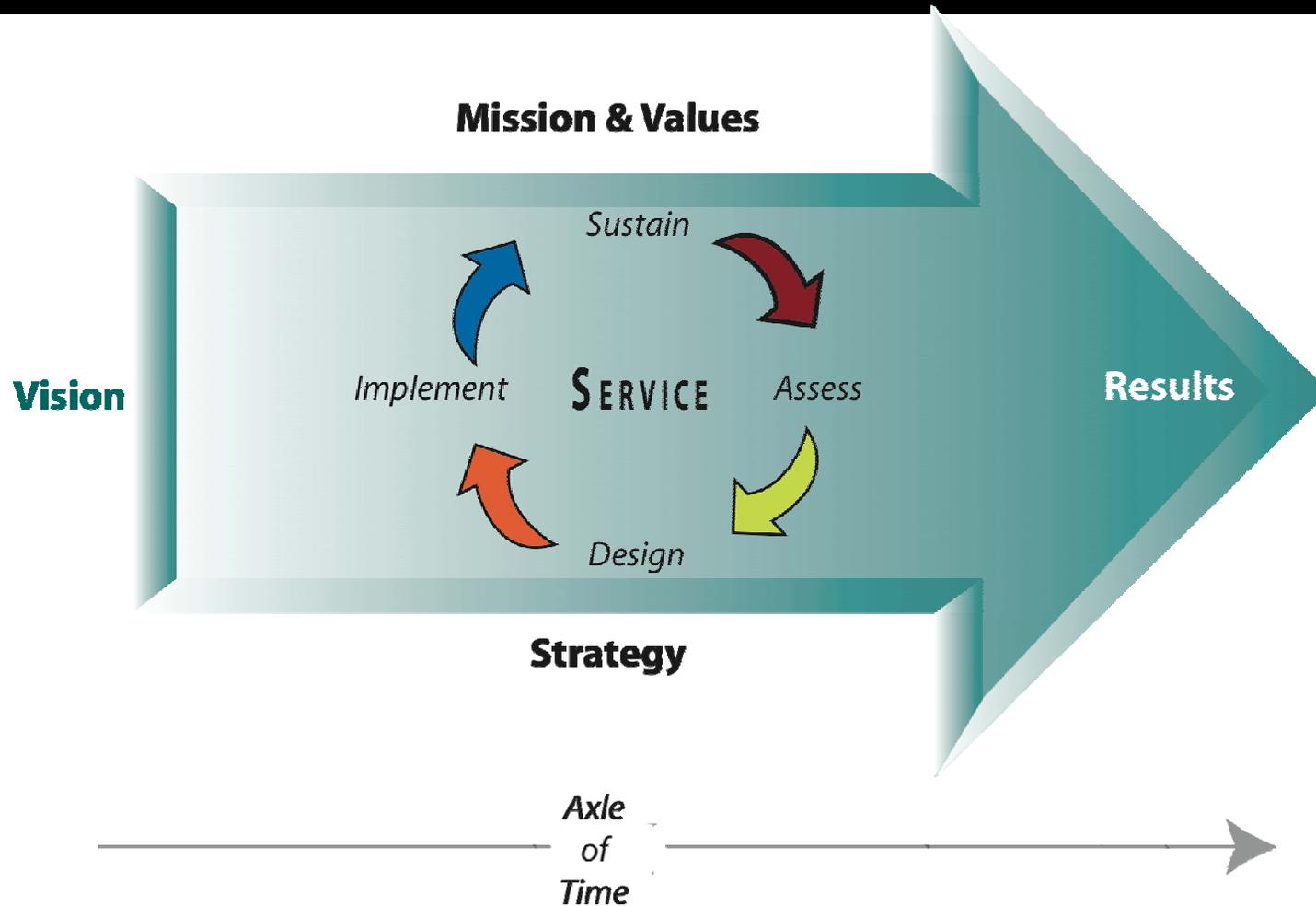


"The only man I know who behaves sensibly is my tailor; he takes my measurements anew each time he sees me. The rest go on with their old measurements and expect me to fit them."

- George Bernard Shaw

***Another Way of Thinking
About How to Simplify Data***

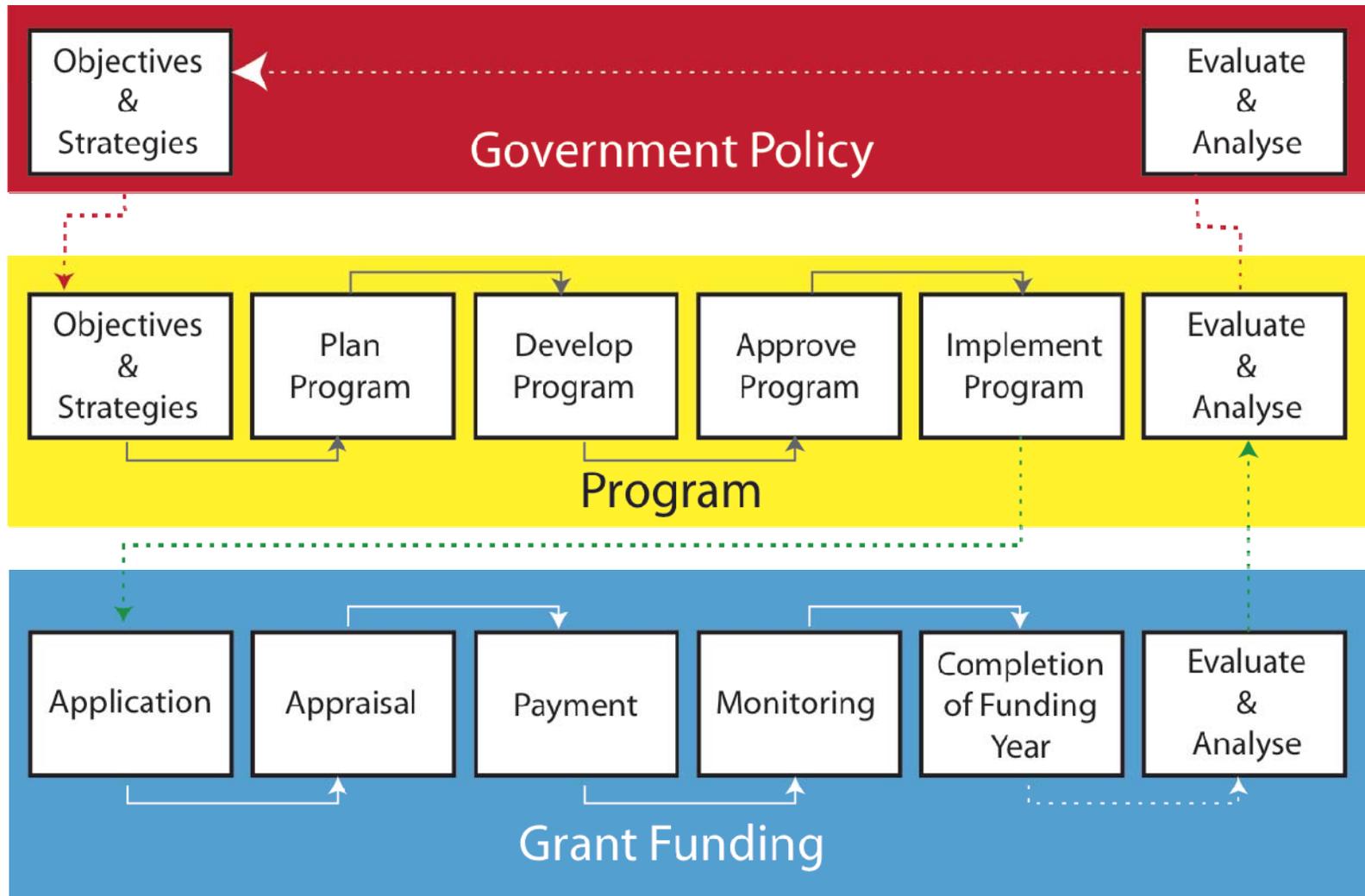
The Right Vision Gets Results



Meeting Funder Expectations

And if you are a funder – how to be a nicer, gentler and more organized requester of data...

Grants Management Lifecycle



HEARTH: Key Indicators

- HEARTH identifies the following indicators to be used by HUD:
 - Length of time homeless
 - Recidivism (subsequent return to homelessness)
 - Access/coverage (thoroughness in reaching persons who are homeless)
 - Overall reduction in number of persons who experience homelessness
 - Job and income growth for persons who are homeless
 - Reduction in first time homeless
 - Other accomplishments related to reducing homelessness
 - Prevention/independent living for families with children and youth defined as homeless under other federal programs

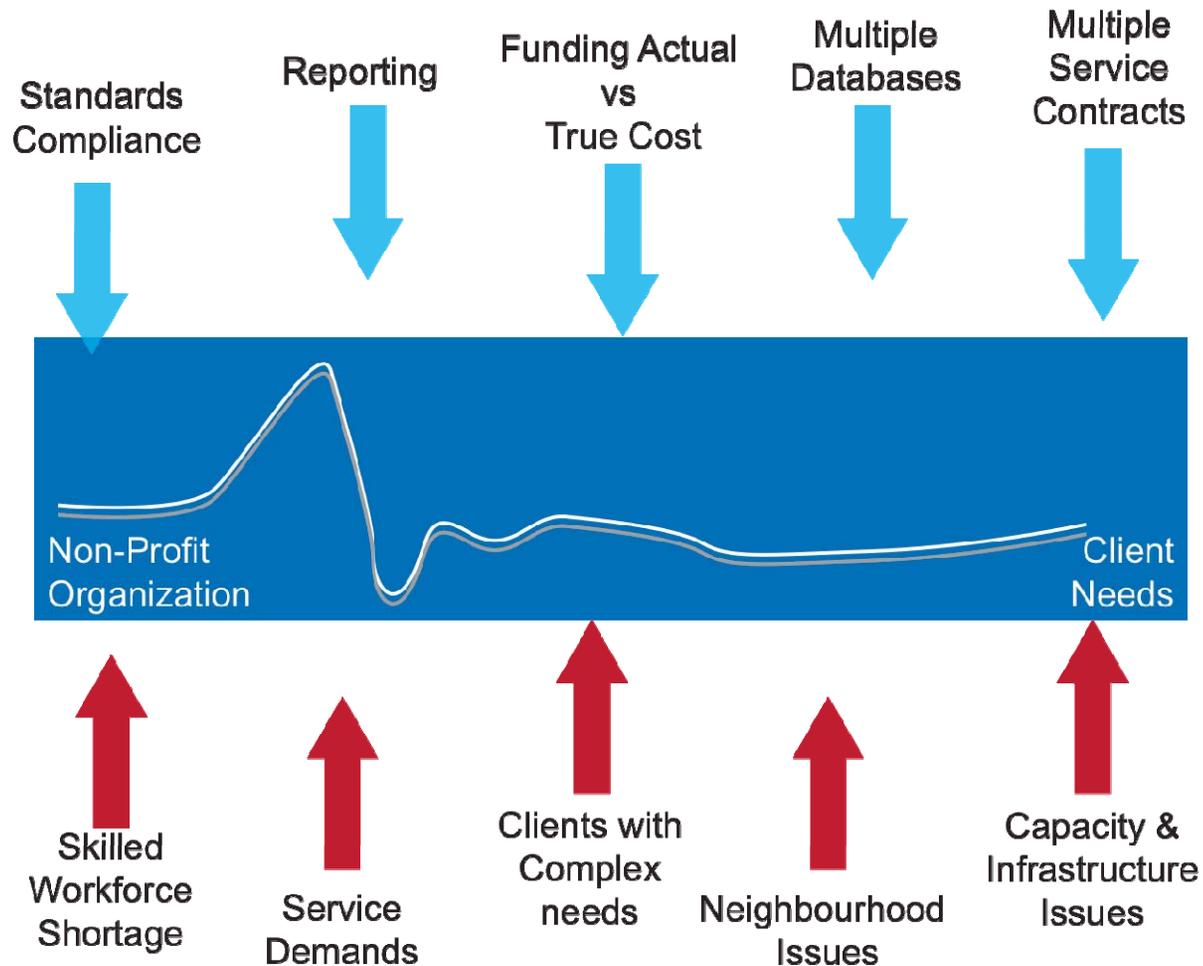
Meeting Funder Expectations

- Meet core requirements of funding approval.
- Ensure data collection is in place at the time the program is started – not after!
- Don't be afraid to collect data to meet your own needs too!

And if you are a Funder...

- Have a longitudinal perspective even if the funding is for a shorter number of years at a time.
- Be consistent.
- Create business practices that ensure data collection is accurate and comparable.
- No retroactive requests!
- Respect that the landscape of community partners is already stressful...

Under Pressure: Stress Landscape of Community Partners



Creating a Data Loving Culture

Helping you, your staff and peers find their inner nerd and love it.

Align Metrics to Vision



Creating a Data Loving Culture

- Ask for input – what do others think is important to track.
- Be consistent in what you want and how you want it.
- Follow change management practices and realize the six stages of change apply to data behavior too!
- Create time in the work day for data entry as part of the “real” work.
- Use data to report back in staff meetings, newsletters, community meetings, press releases, fundraisers, etc.

Creating a Data Loving Culture

- Set realistic targets and incentivize!
- Simplify the message.
- Track only what you need to track to know if the mission is being accomplished.
- Systematic review as easy as 1, 2, 3!
- Use adult learning strategies to make your data “real” to all of your audiences.
- Avoid junk science and distracters.

Common Problems

And how to fix them.

Problem

Solution

- | | |
|---|---|
| ■ Difference between output and outcome | ■ Output is what will be done. Outcome is what will be gained – the result. |
| ■ Overshooting on targets | ■ Examine targets on a regular cycle. Revise at start of funding cycle. |
| ■ Lag in data entry | ■ Ensure time is set aside every day for timely data entry |
| ■ Staff resistance | ■ Fire them.
■ Kidding.
■ Try the ideas for a data loving culture. |

Problem

Solution

- | | |
|--|---|
| <ul style="list-style-type: none">■ Just meeting funder needs | <ul style="list-style-type: none">■ Focus on your own needs and becoming reflective practitioners. |
| <ul style="list-style-type: none">■ Complex data system/ HMIS | <ul style="list-style-type: none">■ Consider moving to a friendly platform. Build in time for training. |
| <ul style="list-style-type: none">■ Different approaches across multiple program areas in one agency | <ul style="list-style-type: none">■ Establish an agency standard. Appoint someone to create common process. |
| <ul style="list-style-type: none">■ Multiple funders with different requirements | <ul style="list-style-type: none">■ Slap them.■ Kidding.■ Try to find commonality in outputs and alter logic model to best capture other areas. |

Problem

Solution

- Confusing logic model
 - Brainiacs mucking around
 - Want to analyze the data in different ways
-
- Keep it simple. Consider starting at a service level and working up to a program level.
 - Design your data process, data collection and data analysis such that a PhD is not required.
 - When choosing an approach make sure you can export data for other analysis.
-

Problem

Solution

- Can't tell if making a difference

- Don't collect data for data sake. Ensure what you collect tells you if you are getting results.

-
- A gazillion pieces of data

- KISS.
- Collect only what you need to know if you are achieving results.

-
- Fruits and vegetables

- Build consistency throughout your agency and entire CoC. Consider a data committee.

-
- Forgot the good stuff from the presentation

- Email me. You can have the whole thing. 😊

Questions



"Did you skip over the interesting parts of your talk on purpose?"

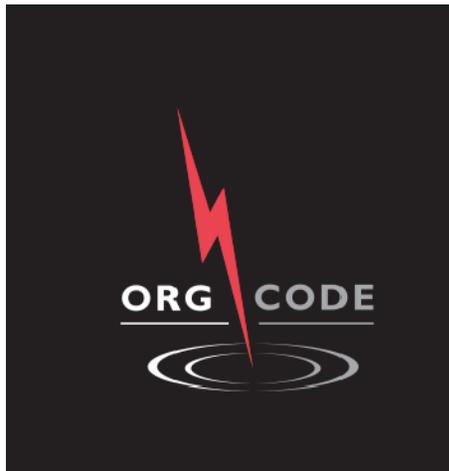
Thank you.



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