Using Evaluation Data to Drive Organizational Decision Making

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Outline

- Decisions…decisions
- Data and its uses
- Does it mean what I think it means?

BREAK

- Get your group on!
Decisions...decisions
How to decide

? How do you make every day decisions?

? What is hard about decision making?

So we try to know and we try to predict…
Resistance

- Using data for \textit{GOOD} and not \textit{EVIL}
- Managing the unhappy and disgruntled
- Getting buy-in to the process
- Group decision making – perceived control
Data and its uses

- Dogbert Consults: You need a dashboard application to track your key metrics.
- That way you’ll have more data to ignore when you make your decisions based on company politics.
- Will the data be accurate? Okay, let’s pretend that matters.
One at a time, please!

✔ Only answer ONE question at a time with data.
How do you *really* know?

**Organizational functioning**
- Number of clients served
- Number of programs offered
- Number of staff per client, etc.
How do you *really* know?

**Basic knowledge**

- People like what you do 😊
- You are using an evidence-based practice – or – it’s worked for others
- You are using an evidence-based practice with fidelity (you’re measuring!)
- Clients’ behavior changes (or is good) during the intervention
- Things were one way – you did something/something happened – things changed
- There are community-level changes in a related public health indicator
How do you *really* know?

More rigorous evaluation

- Clients state new preferences and anticipate future behavior change
- Clients demonstrate immediate knowledge gained (pre-post changes)
- Change in client behavior over time
- Client change compared to a similar client without intervention
- Randomized intervention with comparison group (with no intervention)
Types of Individual Data

- Staff reports
- Client self-reports
- Third party reports
- Standardized test data, standard data collection
- Interviews
- Focus groups
Real Life

Confirmatory evidence
Convergent evidence
Does it mean what I think it means?
**Thing to consider**

- Did everyone change over this period of time – even if they were not in our program (i.e., no comparison group)?
- Are the people who participate in our program different, in important ways, from people who do not participate in our program (e.g., selection effects)?
- Where there important external changes that might have effected programming (e.g., changes in staff, policies, a community event, etc.)?
- Is there some specific, key factor that makes the program work other than the programming itself (e.g., a wizard effect)?
- What *actually* happened to make the change (e.g., is it a fluke)?
- Watch for unintended positive and negative consequences.
- How much does the needle need to move to make it “real”?
- What are alternative explanations for the finding?
Indicator 1
Number of Children Served in Congregate Care

Rationale
This indicator was selected because the Charlottesville/Albemarle community values serving children in their community, does not believe that congregate care is necessarily the best treatment option, and because it is less expensive to serve children in community-based settings.

Data Collection
These data were extracted from the Harmony and Thomas Brothers data systems and reflect the number of children with a congregate service authorization in the month reported. The red arrow denotes the date of the full implementation of the Community Practice Model.

www.ccfinfo.org
Charlottesville/Albemarle Comprehensive Services Act Quarterly Outcome Report FY09, 4th Quarter
Indicator 4
Total CSA Costs

Rationale
This indicator was selected because the Charlottesville/Albemarle community values cost effective service provision.

Data Collection
These data were extracted from the Harmony and Thomas Brothers data systems and reflect the net expenditures per month of service. The red arrow denotes the date of the full implementation of the Community Practice Model.

www.ccfinfo.org
Charlottesville/Albemarle Comprehensive Services Act Quarterly Outcome Report
FY09, 4th Quarter
Child Protective Services Founded Investigations of Abuse and Neglect of Children by Family Members: This indicator reflects the number of founded Child Protective Services investigations for children, aged 0–17, for which physical abuse, physical neglect, sexual abuse, mental abuse/neglect, or medical neglect were inflicted by a family member.

This indicator is presented as a rate per 1,000 persons within the population of children, aged 0–17, for each state fiscal year, in each locality.

These data were provided by the Virginia Department of Social Services Office of Outcome Based Reporting and Analysis.

Note: This indicator counts founded investigations, not the number of children abused/neglected; children may be counted more than once if they experience more than one type of abuse/neglect.
Emergency Protective Orders Issued against a Family Member: This indicator reflects the number of emergency protective orders issued against a family member for acts of family abuse involving violence, force, or threat.

This indicator is presented as a rate per 1,000 persons within the population aged 18 and older, for each year, in each locality.

These data were provided by the Virginia Supreme Court, Office of the Executive Secretary.

http://www.fact.state.va.us/pdfs/TheFACTReport.pdf
The Family and Children's Trust Fund of Virginia
Violence at Home: The FACT Report, June 2010
Get your group on!
The Way

- Gather people with different perspectives
- Set a tone of acceptance and curiosity
- Review data regularly
- Review data over time (like good wine, it gets better with time!)
- Note internal and external changes that might effect data
- Ask someone “outside” for their thoughts
- Kick it around – consider different angles
- Generate a list
- Process of elimination
- Try something – does the outcome change?
The Group

- Help the Boys and Girls Club look at data
- Kick it around!
- Be open!
What They Do

Clients

- Young people, ages 6-18

Inputs

- Caring staff with age-appropriate training in youth-development
- Regular academic support programming
- Fitness, nutrition, and positive decision-making activities
- Special events and on-going clubs allow kids to engage in character and leadership development

Selected Outcomes

- Decreased number of times skipping school.
- Decreased number of negative peers as friends.
- Lower likelihood of starting to smoke cigarettes and drink alcohol.
- Increased rate of on-time graduation from high school
The Problem

School year attendance…
The Data

Cherry Ave Registered Members

<table>
<thead>
<tr>
<th>Number of Members</th>
<th>2010</th>
<th>2011</th>
</tr>
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<tbody>
<tr>
<td>6</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>7</td>
<td>20</td>
<td>20</td>
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<td>8</td>
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<td>9</td>
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<td>20</td>
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</tbody>
</table>
Tenure of Registered Members

<table>
<thead>
<tr>
<th>Years at Club</th>
<th>Percentage of Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 yr</td>
<td>60% (2010), 35% (2011)</td>
</tr>
<tr>
<td>1 - 2 yrs</td>
<td>40% (2010), 45% (2011)</td>
</tr>
<tr>
<td>&gt; 2 yrs</td>
<td>20% (2010), 20% (2011)</td>
</tr>
</tbody>
</table>
Annual Visits by Registered Members

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 - 10</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>11 - 12</td>
<td>12%</td>
<td>20%</td>
</tr>
<tr>
<td>13 - 15</td>
<td>10%</td>
<td>16%</td>
</tr>
<tr>
<td>16 - 20</td>
<td>8%</td>
<td>12%</td>
</tr>
</tbody>
</table>
Program Participation

- Triple Play Leadership
- Triple Play Healthy Habits
- Triple Play Games
- Triple Play Daily Challenges
- SMART Moves
- SMART Girls
- WANNA PLAY?
- Football
- Jr. NBA/WNBA
- Youth of the Year
- Youth for Unity
- Torch Club
- Passport to Manhood
- Keystone Club
- Junior Staff
- Fine Arts Exhibit
- Money Matters
- Imagemakers Contest
- Imagemakers
- Drama Matters
- Skill Tech: Basic Training
- YouthNet
- Game Tech
- Digital Arts Suite
- Digital Arts Festivals
- Clay Tech
- Career Launch

2011
2010

Number of Participants
Program Participation

- **Other Academic**: 2011 - [Number], 2010 - [Number]
- **Project Learn**: 2011 - [Number], 2010 - [Number]
- **Power Hour**: 2011 - [Number], 2010 - [Number]
- **Other Character**: 2011 - [Number], 2010 - [Number]
- **Triple Play SMART Gamesroom**: 2011 - [Number], 2010 - [Number]
- **Other Health**: 2011 - [Number], 2010 - [Number]
What do you think?

- What conclusions have you drawn?
- What are the most likely next best steps?
Thank you

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Youth-Nex
http://curry.virginia.edu/research/centers/youth-nex

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Child Protective Services Founded Investigations of Abuse and Neglect of Children by Family Member

Source: These data were provided by the Virginia Department of Social Services Office of Outcome Based Reporting and Analysis and obtained by special request to Matt Wade, Manager, in fall 2009. Data were processed by Rebecca Hjelm, Policy Analyst.

Definition: This indicator reflects the number of founded investigations of abuse or neglect of children, aged 0 to 17, by Child Protective Services (CPS), in a locality, per state fiscal year.

Data Detail: Upon validating a report of child abuse or neglect for an investigation response, a local department of social services determines whether the investigation is founded based on a preponderance of evidence showing that maltreatment has occurred. Types of child abuse and neglect for which an investigation may be founded include physical abuse, physical neglect, sexual abuse, mental abuse/neglect, and medical neglect.

A large number of valid reports of child abuse and neglect receive a family assessment response rather than an investigation; assessments are not included in these data. Family assessments are the preferred response when a child is not in immediate danger and include developing plans to remedy and/or prevent risk of future abuse. Investigations are conducted when there are immediate concerns about child safety, a prior history of child abuse, and/or the reported allegation is severe. This indicator reflects the number of founded investigations for any type of child abuse/neglect, not the number of children abused/neglected; children may be counted more than once if they experience more than one type of abuse/neglect.

This indicator’s rate (per 1,000) was calculated for each locality and the Commonwealth of Virginia by dividing the number of founded cases of abuse/neglect by family in each locality by the total population of children aged 0 to 17 in that locality and multiplying the result by 1,000. This report includes data for state fiscal years 2007 to 2009. No data including perpetrator relationship were available prior to 2007.

Limitations: Data typically are entered into the state system by individual case workers, which may result in limited inconsistencies in accuracy within and between localities.
Emergency Protective Orders Issued against a Family Member

Source: These data were provided by the Virginia Supreme Court, Office of the Executive Secretary and obtained by special request in October 2009 and January 2010 to Chris Wade, Senior Management Information Analyst.

Definition: This indicator reflects the number of emergency protective orders issued against a family member in a locality, per calendar year, as a rate within the population aged 18 and older.

Data Detail: These data reflect the number of emergency protective orders (EPOs) issued by Virginia judges and magistrates for abuse by a family member. An EPO is a 72-hour legal restraint issued to protect one person from abuse by another, and it is the first step toward a permanent, two-year legal restraint. Data on EPOs are from the Virginia e-Mag system, a case management system for magistrate courts, and include those EPOs issued by a magistrate after issuance of form DC-626, EPOs for family abuse. In all cases, an EPO is issued at the request of the alleged victim. Only adults can request an emergency protective order; children must seek a child protective order.

Family members are defined by the Code of Virginia § 16.1-228 as a spouse or ex-spouse, parents, children, step-parents, step-children, siblings, grandparents, grandchildren, and persons who have a child in common (whether or not they live together), in-laws if they live in the same house and cohabitants or those who have cohabited in the past year and their children. These relationships are included in this indicator.

The rate (per 1,000) was calculated for each locality and the Commonwealth of Virginia by dividing the number of EPOs issued by the total adult population aged 18 and older in each locality and multiplying the result by 1,000. This report contains data for calendar years 2006 to 2008.