Program Assessment: Using data and Continuous Quality Improvement to create, analyze and make data informed decisions

August 29, 2019

Overview
1. Introduction
2. The 4 steps of program assessment
3. Making meaning from your data
4. Continuous Quality Improvement framework and tools
1. Summary and next steps

Who We Are
Transform Consulting Group (TCG) is a woman-owned, strategic, and data-driven consulting firm. We provide solutions that help our clients to facilitate, build, and mobilize.
Who We Help

Government  Nonprofits  Education  Communities

Our Solutions

Facilitate Evaluation, Research, & Analysis
Build Capacity
Mobilize Communities, Partners, & Systems

Our Approach

Collaborate  Assess  Facilitate  Create
The Power of Assessment

Assessment is about learning and should drive improvement!!

What is the Purpose of Program Assessment?

- Track progress and impact
- Aid learning and continuous improvement
- Demonstrate accountability
- Market your program
- Build a case for sustainability

Program Assessment Process
3. Analyze the Data

We are going to jump to Step 3!

Making Meaning from Quantitative Data

Examples of quantitative data sources include:
- Assessments/tests
- Surveys
- Attendance
- Enrollment

Quantitative data is analyzed mathematically.

Making Meaning from Qualitative Data

Examples of qualitative data sources:
- Focus groups
- Interviews
- Observations

Tips for making meaning from qualitative data:
- Write all of the qualitative data
- Group into like categories
- Have multiple staff members review the data and identify recurring concepts
- Compare the concepts identified by staff members and find common themes.
Making Meaning from Data

Discussion Questions:

- What is interesting?
- What questions does this raise for us?
- What is significant about this information?
- What else do we want to know?

Reflection:

➔ What type of quantitative and qualitative data does your program collect?

➔ What is your program's current process of reviewing data to make meaning?
4. Use the Data

Now, let’s focus on Step 4!

How can we use data?

- Affirm our successes!
- Inform our “growth areas”
- Improve program design, curriculum and services
- Provide professional development and training
- Inform marketing and outreach (narrow a focus to specific target populations)
- Accountability to funders and donors
- Marketing for new clients and partners
- Awareness and public relations in the community

And the uses of data go on and on...

4. Use Data

<table>
<thead>
<tr>
<th>Internally Focused</th>
<th>Externally Focused</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Continuous Quality Improvement</td>
<td>1. Marketing and Communications</td>
</tr>
<tr>
<td>1. Program Improvement</td>
<td>2. Fundraising</td>
</tr>
<tr>
<td>2. Professional Development</td>
<td>3. Partnership Development</td>
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<tr>
<td>3. Target Population</td>
<td>4. Outreach and Recruitment</td>
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</tbody>
</table>
Internally Focused

- Using Data to Drive Improvement or "Continuous Quality Improvement" (CQI) system
- CQI is an ongoing process for organizations to improve impact and performance.

What is "PDSA"?

A framework for implementing CQI and driving results!

Step 1: "Plan"

- Reach consensus on the 'need' and 'intervention'
- Map out the program design and evaluation tools
Step 1. "Plan"

- Review the data collected.
- Focus in on the change you want to make to improve results.
- Be intentional and methodical.
- Minimize opinions, assumptions, and biases.
- Build consensus on the change and purpose.
- Set a timeline to implement the change.

CQI Toolbox

- AIM Statement
- Driver Diagram
- Fishbone Diagram

Aim Statement

- Focus in on the result (outcome or output) we want to improve.
- Example: By July 31, 2020 the summer tutoring program will promote improved literacy of participating children as demonstrated by 75% of students increasing their reading level.

Developed by Transform Consulting Group
**Driver Diagram Tool**

**Purpose:**
- To show the relationship between the overall aim of the project, the primary drivers, the secondary drivers, and specific change ideas.
  - "Primary Drivers" tend to have the most significant influence on the identified aim statement.
  - "Secondary Drivers" influence the Primary to achieve the AIM.
  - "Change Ideas" are the ideas you will test through your PDSA. These ideas influence secondary drivers.

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**Driver Diagram Template**

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**Driver Diagram Example**

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Fishbone Diagram Tool

Purpose:
- To identify and examine underlying or root causes of a problem.
- To identify a target for your improvement that is likely to lead to change.
- To identify gaps in knowledge that require additional data collection or exploration.

Fishbone Diagram Template: Root Cause Analysis

Problem Statement

Root Cause Analysis

Fishbone Diagram Tool

Developed by Transform Consulting Group
Fishbone Diagram

Ways to interpret results:
- What causes did you see repeat?
- What causes were a surprise?
- What causes are within the group’s control or influence?
- What causes seem particularly important to the team?
- Do you know enough about these possible causes to identify a root cause to address?

Data Analysis Example

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Target Goal</th>
<th>Actual Result (Ac %)</th>
<th>Actual Result (Mc %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants have an educational goal to pursue college, career or military after high school</td>
<td>65%</td>
<td>52%</td>
<td>53%</td>
</tr>
<tr>
<td>Participants can identify personal strengths that relate to career interests.</td>
<td>75%</td>
<td>72%</td>
<td>68%</td>
</tr>
<tr>
<td>Participants can identify at least one career path they are interested in pursuing.</td>
<td>65%</td>
<td>89%</td>
<td>79%</td>
</tr>
<tr>
<td>Participants have a positive attitude towards obtaining a career.</td>
<td></td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>Participants understand what it means to have a good work ethic.</td>
<td></td>
<td>80%</td>
<td>84%</td>
</tr>
<tr>
<td>Participants understand the importance of organizing and prioritizing tasks (at work and home) to help achieve goals.</td>
<td></td>
<td>85%</td>
<td>81%</td>
</tr>
<tr>
<td>Participants understand the importance of personal budgeting.</td>
<td></td>
<td>95%</td>
<td>77%</td>
</tr>
</tbody>
</table>

Options:
- Change the curriculum.
- Modify the training.
- Secure new partners.
- Improve data collection process.

Reflection

➔ Find a partner.
➔ Pick a result that you are not satisfied with.
➔ Identify your AIM statement.
➔ Use one of the CQI tools to focus in on your “drivers” to change.
Results-Driven Culture

- What are the barriers and challenges that keep us from doing the 1st step in the PDSA/CQI process?

Step 2: “Do”

- Implement the program change.
- Follow the outlined process.
- Collect data (surveys, assessments).

Step 2. “Do”

- Observe the change being implemented.
- Ensure everyone is following protocol and design method.
- Note challenges from staff and stakeholders about the change.
- Ensure data is being collected.
Step 3: “Study”

- Assess what change, if any, occurred.
- Analyze the data.

Step 3. “Study”

- Review and analyze the data collected.
- Make meaning from the data.
- Confirm if the desired change made a difference with the result (AIM).

Step 4: “ACT”

- Adapt
- Adopt
- Abandon
Step 4. “Act”

1. Adapt - make more modifications to the program / intervention (curriculum, training, target population, etc.) to get the desired results.
2. Adopt - continue with the change that was implemented.
3. Abandon - stop the intervention/program.

Results-Driven Culture

- What are the barriers to “ACTing” on the data in those three ways?
- What are success stories?

CQI Tips

- It’s a continuous (circular) process not linear.
- You can (and should!) go through the process multiple times.
- You can use the CQI tools interchangeably.
Reflection:
1. How could the CQI process help your organization? In what specific ways?
2. What changes would you need to make to implement it?
3. What would be the potential impact of making these changes?

CQI and Evaluation

Aligning CQI with Evaluation

Benefits:
1. Align impact/goals with need
2. Clear process and action plan
3. Engagement with team
4. Strategic changes made to improve program

Challenges:
1. Doing before the “Plan”
2. Afterthought
3. Not “Studying” data
4. Lack of skill / capacity
5. Reactive culture
Next Steps

1. Attend our evaluation training at MCCOY on either September 10th or September 12th to dive deeper into this work!

2. Sign up for our newsletter here: https://transformconsultinggroup.com/contact/

3. Contact us with any questions or to talk further!

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