CREATING A CULTURE OF MEASUREMENT AND EVALUATION FOR HIGH-PERFORMANCE NON-PROFITS

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Margaret B. Hargreaves, Ph.D., Principal Associate
Community Science
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LEARNING OBJECTIVES

o To understand how a culture of rapid evaluation contributes to high performance

o To create a learning culture through three questions – What? So what? Now what?

o To answer these evaluation questions at three levels of complexity - performing simple tasks, managing complicated programs, and strategic leadership of complex initiatives

o To choose the right evaluation methods for the right circumstances

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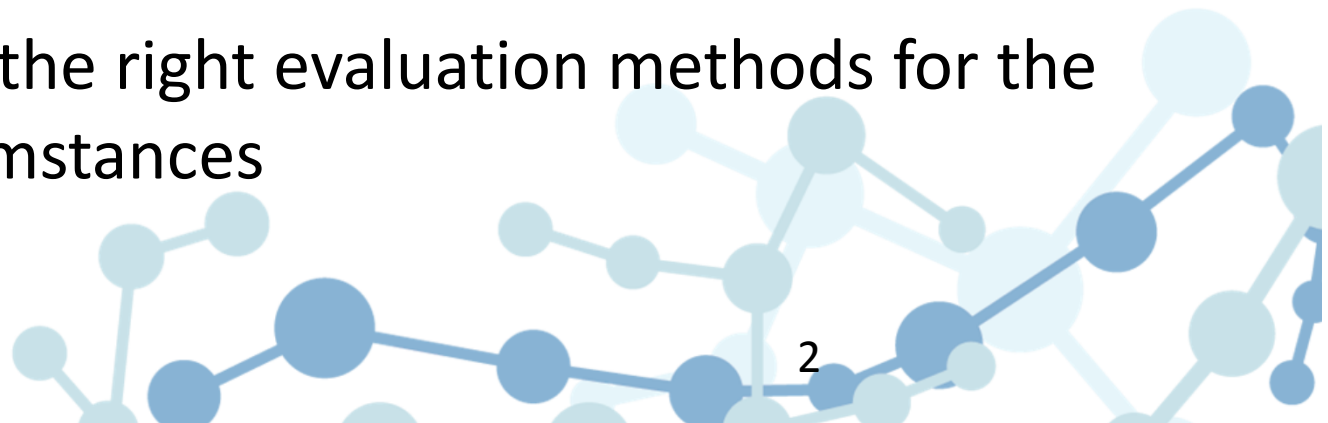
WHAT IS HIGH PERFORMANCE?

o An organization achieves outstanding results by making each person a contributing partner

o A critical factor in achieving success is a positive culture in which teams of people at all levels:

   o Are meaningfully engaged in their work

   o Understand their business

   o Are empowered with full responsibility for their success

HOW TO CREATE THIS CULTURE?

o Through an interactive and adaptive management cycle in which:

o Internal operational results and external environmental feedback are used together in an

o Iterative process to test, revise, and improve organizational strategy by

o Answering three simple evaluation questions at three organizational levels

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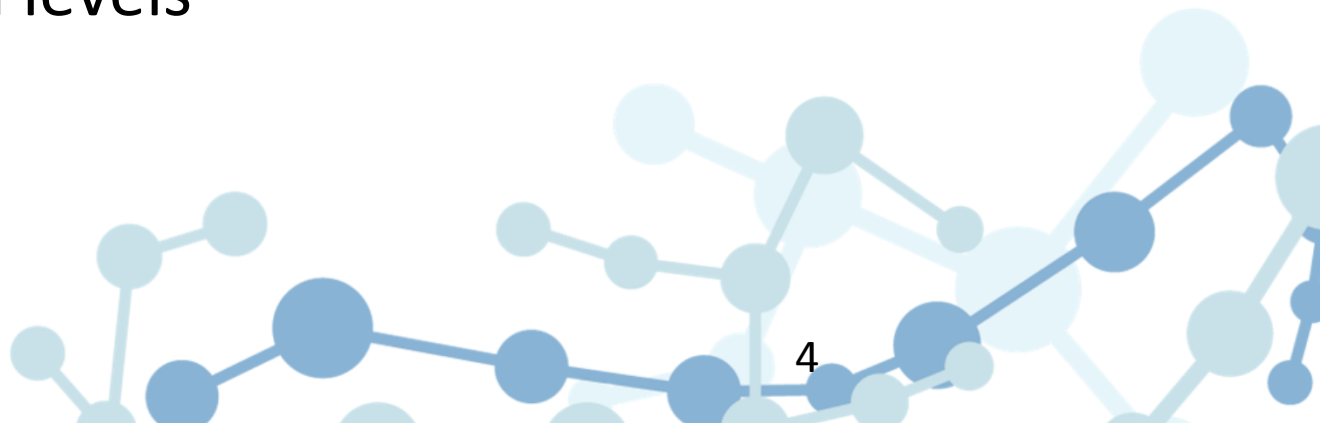
ADAPTIVE ACTION CYCLE
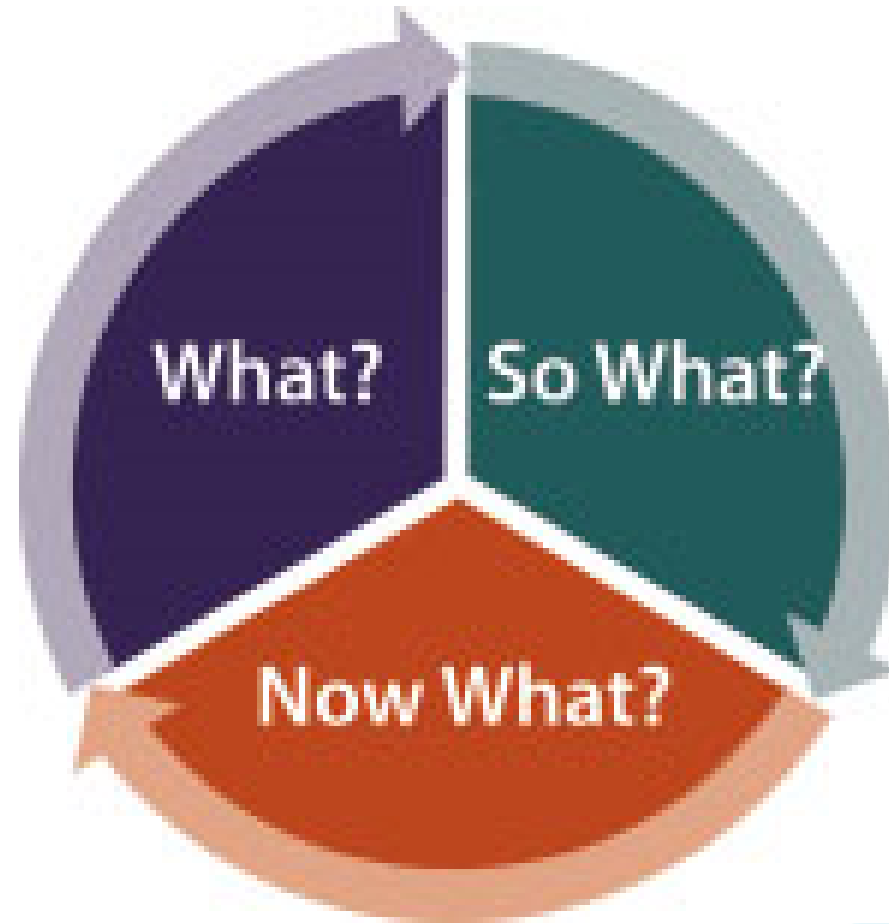
Source: Glenda Eoyang

ASK THREE EVALUATION QUESTIONS

o **What?** Observe the *situational dynamics* and look for the patterns creating uncertainty in your current situation

o **So what?** *Understand your current situation* better and explore the options and implications for moving forward

o **Now what?** *Take effective action* based on what you learned through the first two steps

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SITUATIONAL DYNAMICS

o **Random**
  - o Unorganized
  - o Chaotic

o **Simple**
  - o Organized activity
  - o Knowable, predictable

o **Complicated**
  - o Organized activity
  - o Partially knowable, predictable

o **Complex (adaptive)**
  - o Emergent activity
  - o Unknowable, predictable within limited scope

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SIMPLE DYNAMICS

- Stable, standardized processes

- Parts connected like a machine; predictable cause-effect relationships

- System can be reduced to parts and processes and copied or replicated

- Single causal path to clearly defined outcomes

- Network – high centrality and low density

- What works is knowable as best practice

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COMPLICATED DYNAMICS

o Multiple components organized (concurrently or sequentially) to achieve specific outcomes

o Multiple, coordinated causal pathways (causal packages) lead to complementary outcomes

o Interrelated parts within and across system levels create system interactions and feedback loops

o Network – high centrality and high density

o Expertise needed to design, coordinate parts and identify what works, for whom, and in what circumstances

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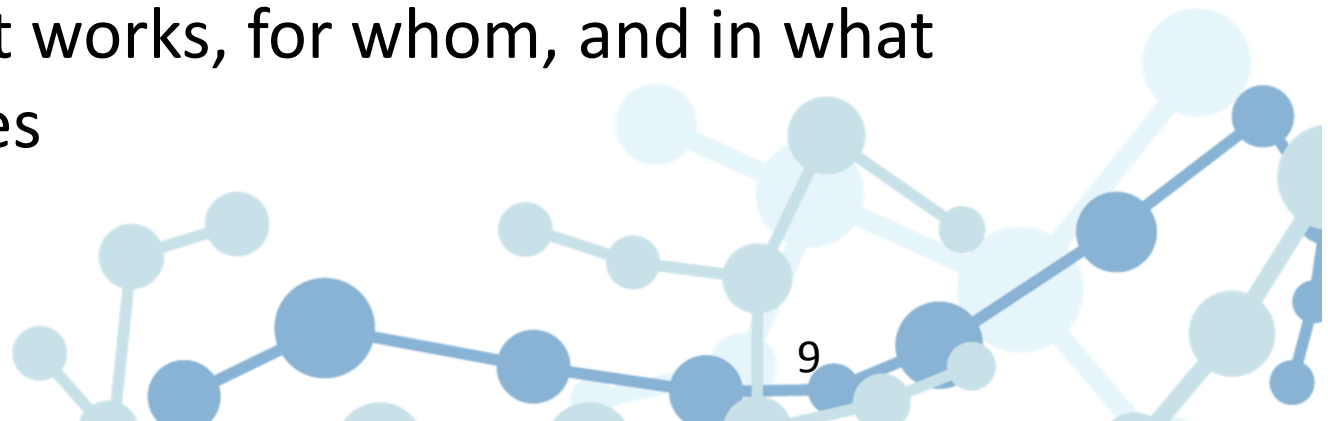
COMPLEX ADAPTIVE DYNAMICS

o Agents adapt and co-evolve in response to external, top-down needs and opportunities

o Agents self-organize, learn, and change; new systemwide patterns emerge through internal, bottom-up interactions among system parts

o System equilibrium is in flux, sensitive to initial conditions – butterfly effect and tipping points

o Network – low centrality and high density

o "What" is constantly changing; plans develop as the program or initiative unfolds

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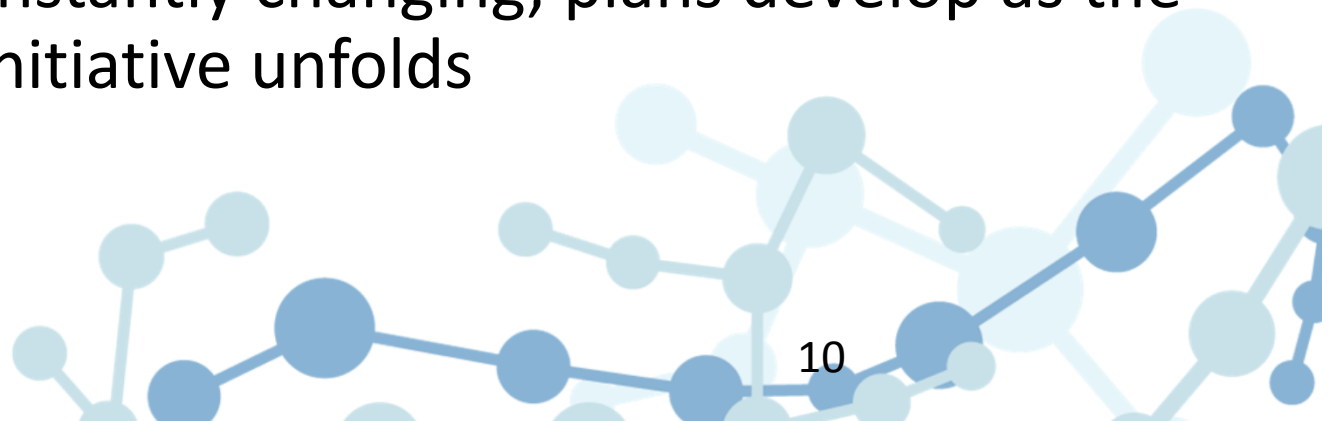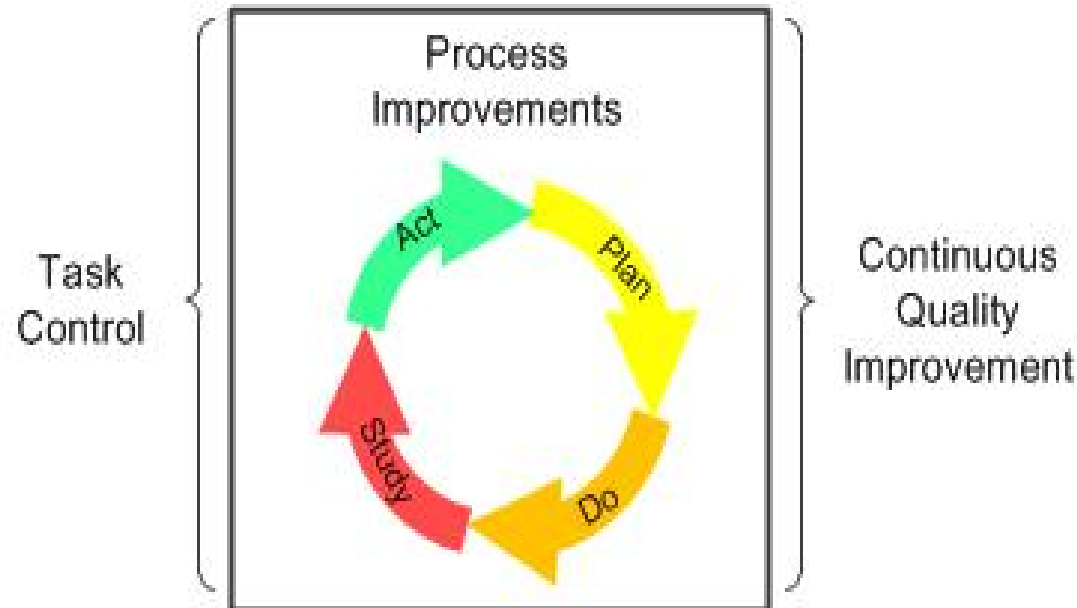
WHAT DO COMPLEX SITUATIONS LOOK LIKE?
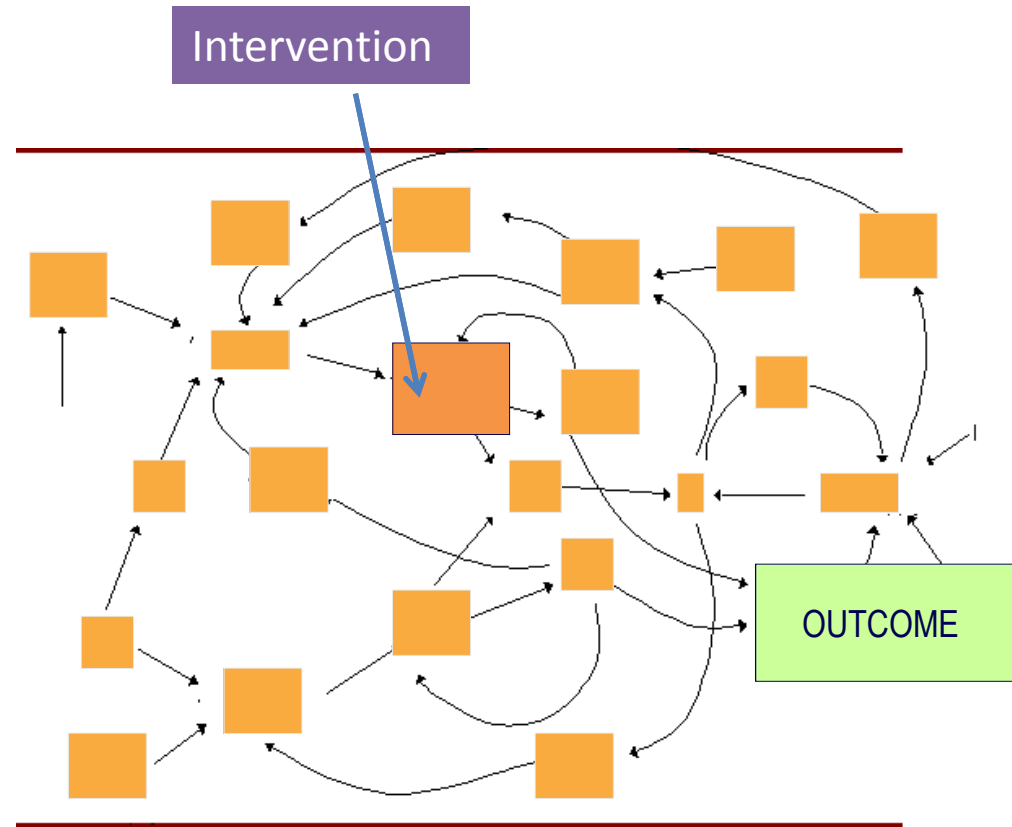
Source: Foster-Fishman et al. 2007.

EVALUATING SIMPLE TASKS

CONTINUOUS QUALITY IMPROVEMENT METHODS

- o Continuous quality improvement (CQI) methods track the implementation and results of simple tasks

- o CQI uses repeated PDSA (plan-do-study-act) cycles for ongoing performance management and improvement
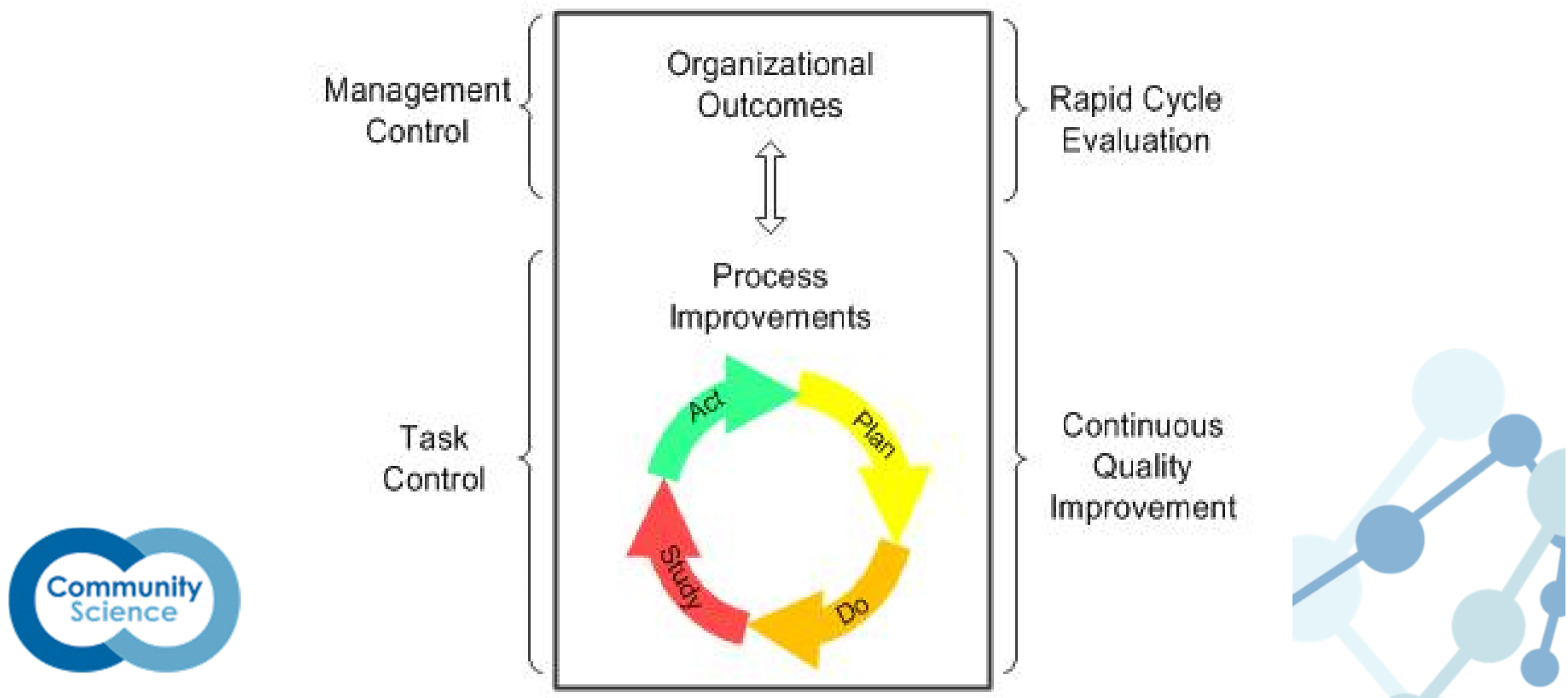
EVALUATING COMPLICATED PROGRAMS

RAPID-CYCLE EVALUATION METHODS

o The Centers for Medicare & Medicaid Services (CMS) developed rapid-cycle evaluation methods to test innovative health care payment and service delivery models
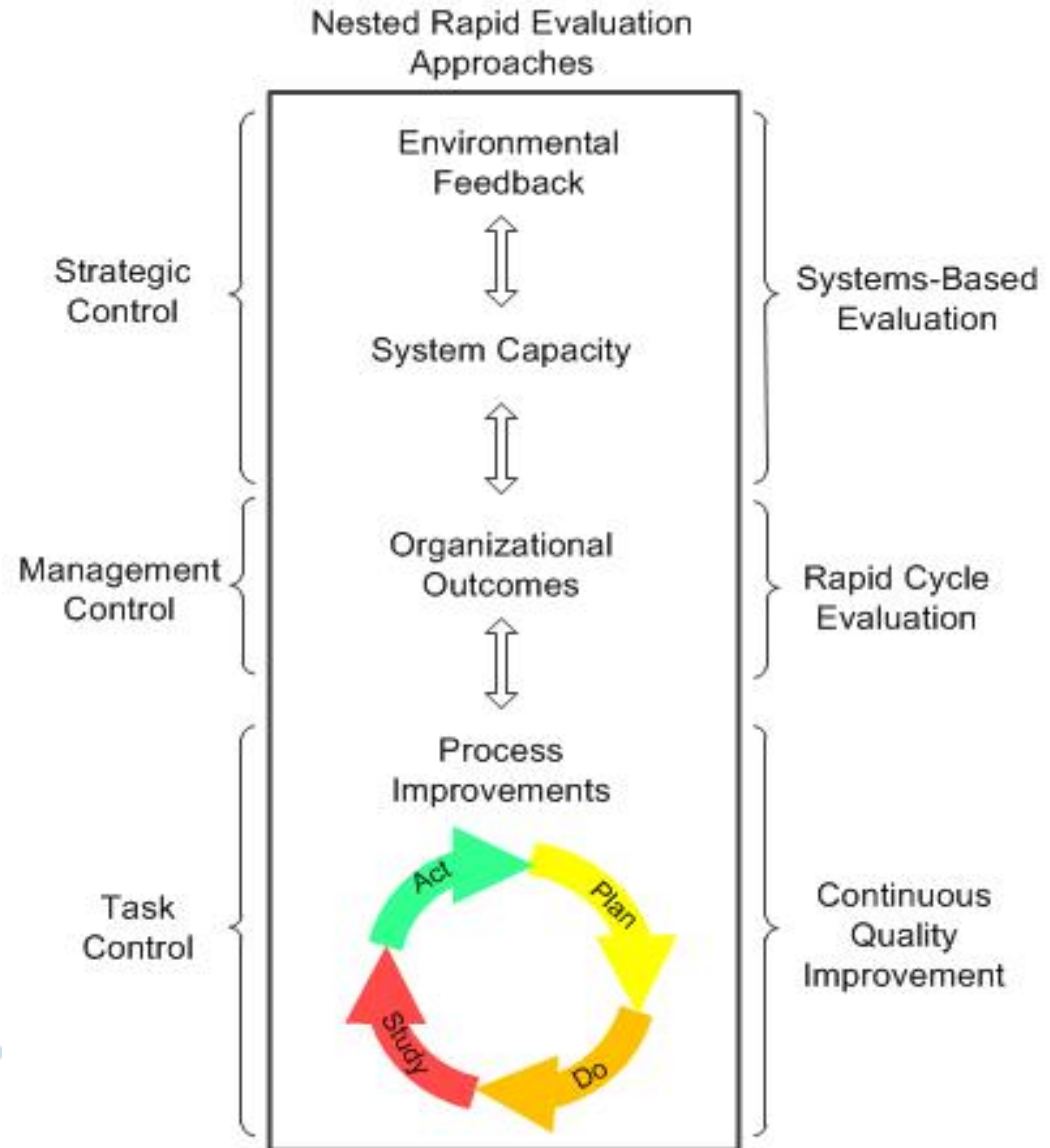
EVALUATING COMPLEX INITIATIVES

NESTED RAPID EVALUATION APPROACH

○ Evaluating an intervention from process, organization, and systems perspectives enables managers to implement change more effectively from multiple leverage points

Nested Rapid Evaluation Approaches

Environmental Feedback

System Capacity

Strategic Control

Systems-Based Evaluation

Organizational Outcomes

Management Control

Rapid Cycle Evaluation

Process Improvements

Task Control

Continuous Quality Improvement

Act Plan Do Study

SOCIO-ECOLOGICAL MODEL

PUBLIC POLICY
national, state, local laws

COMMUNITY
relationships among organizations

ORGANIZATIONAL
organizations, social institutions

INTERPERSONAL
family, friends, social networks

INDIVIDUAL
knowledge, attitudes, skills

INDICATORS OF MULTI-LEVEL CHANGE

o Changes in:

o Perceptions, mindsets, behaviors, and habits of individuals and families

o Priorities, procedures, practices, and cultures of organizations

o Ways that groups, entities work together

o Quality and availability of community resources, supports, experiences, and opportunities

o Rules, regulations, laws, and funding flows

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COLLECTIVE IMPACT INITIATIVES

o Collective impact (CI) occurs when a group of actors from different sectors commit to a common agenda for solving a complex social or environmental problem.

o Collective impact is a structured approach to problem solving that includes five core conditions:

  o Common agenda

  o Backbone function

  o Continuous communication

  o Mutually reinforcing activities

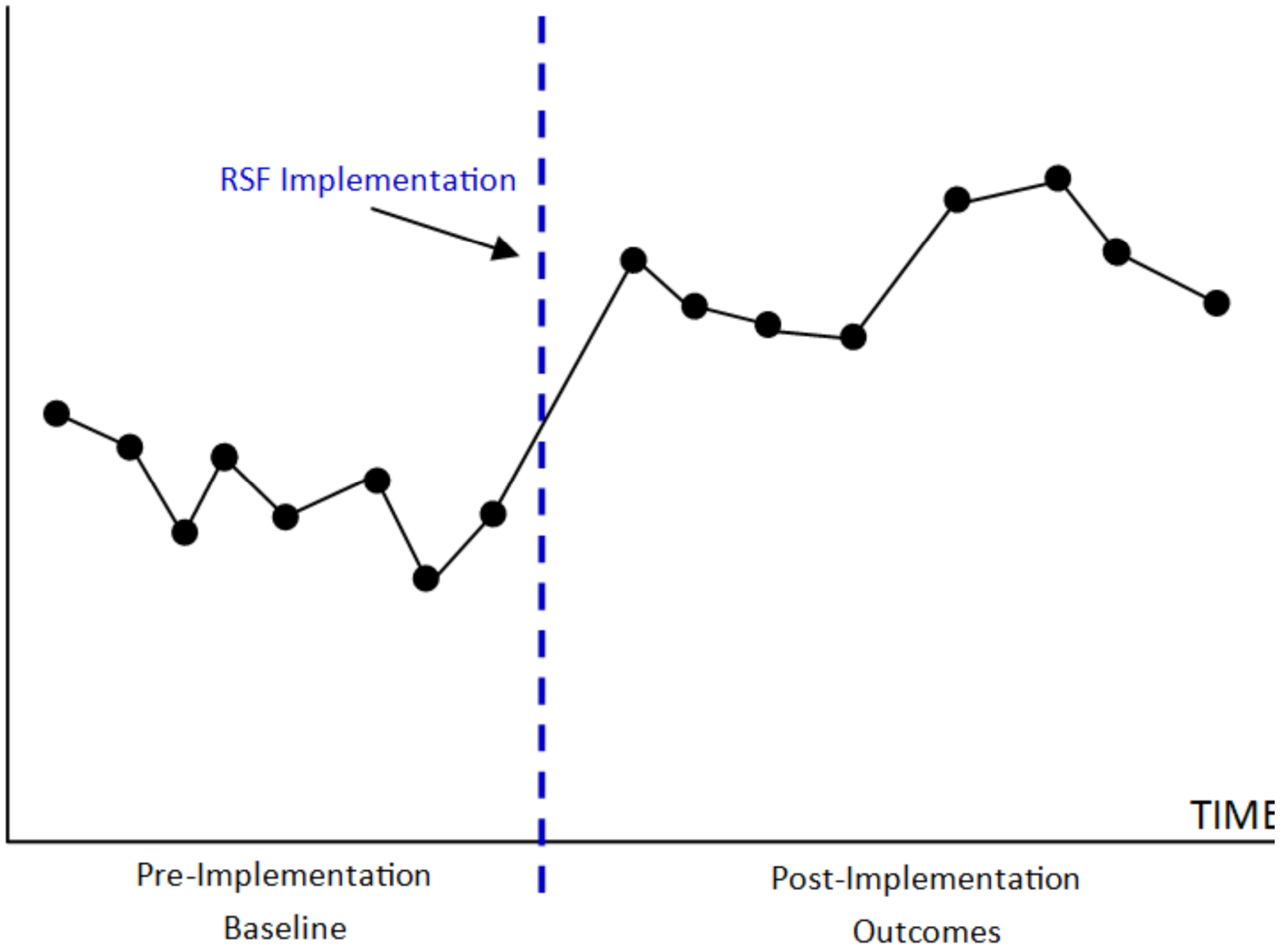 o Shared measurement system

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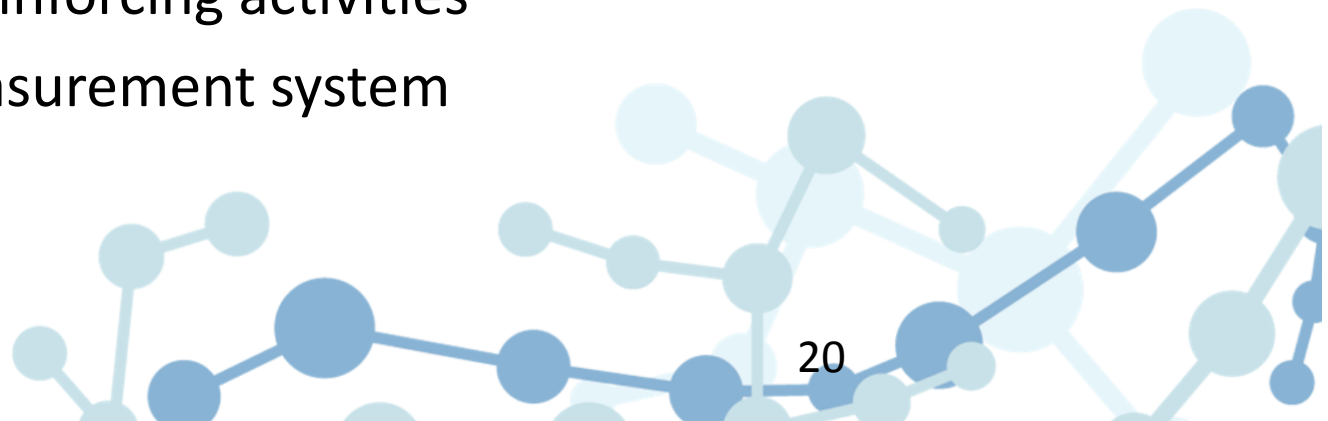
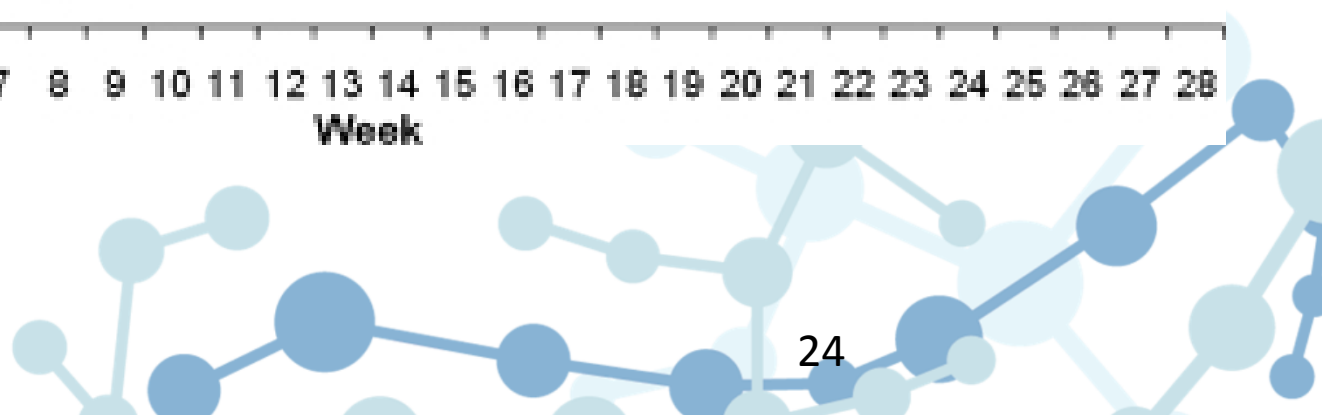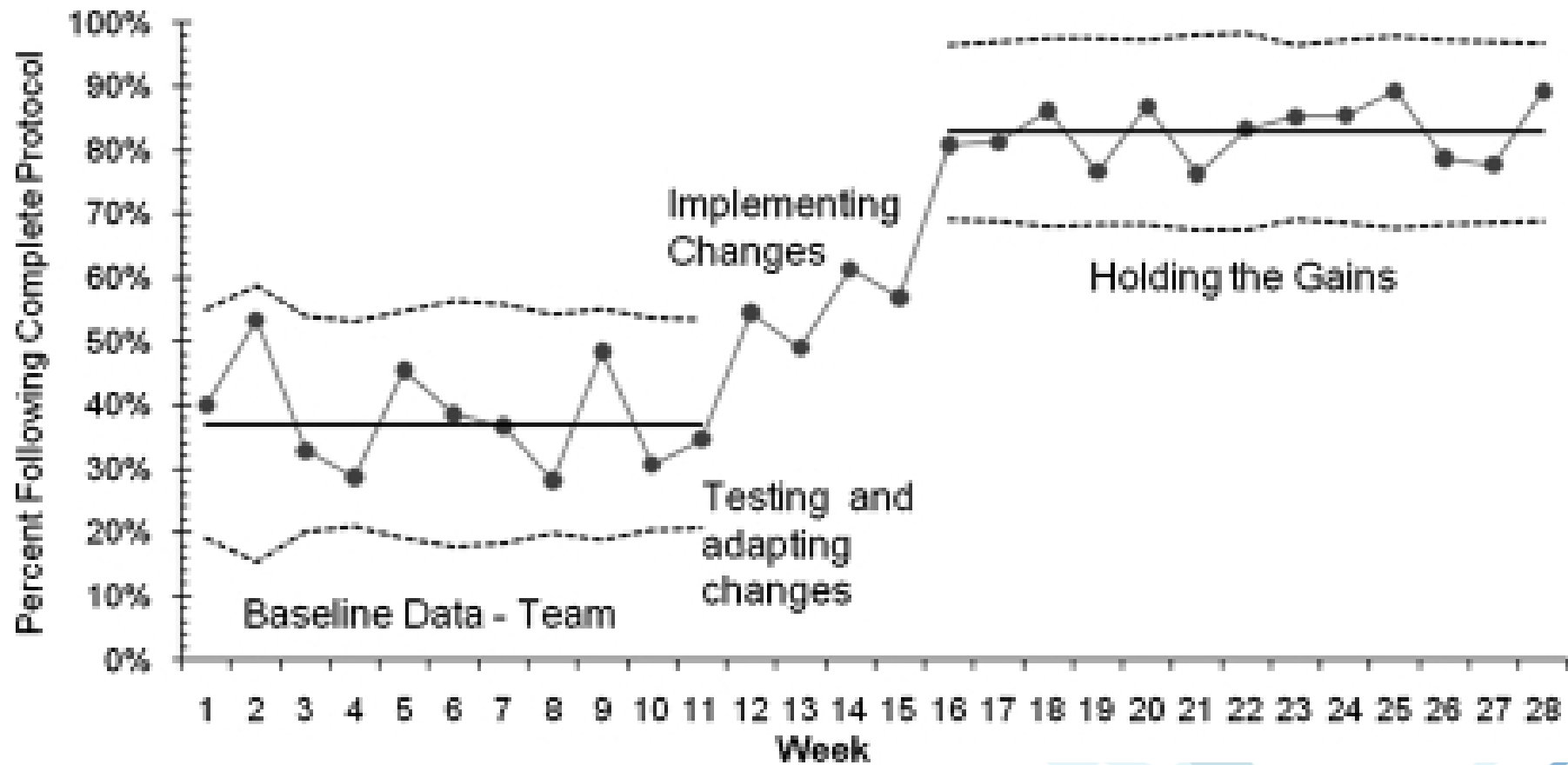# Collective Impact Initiative: Illustrative Measurement Framework
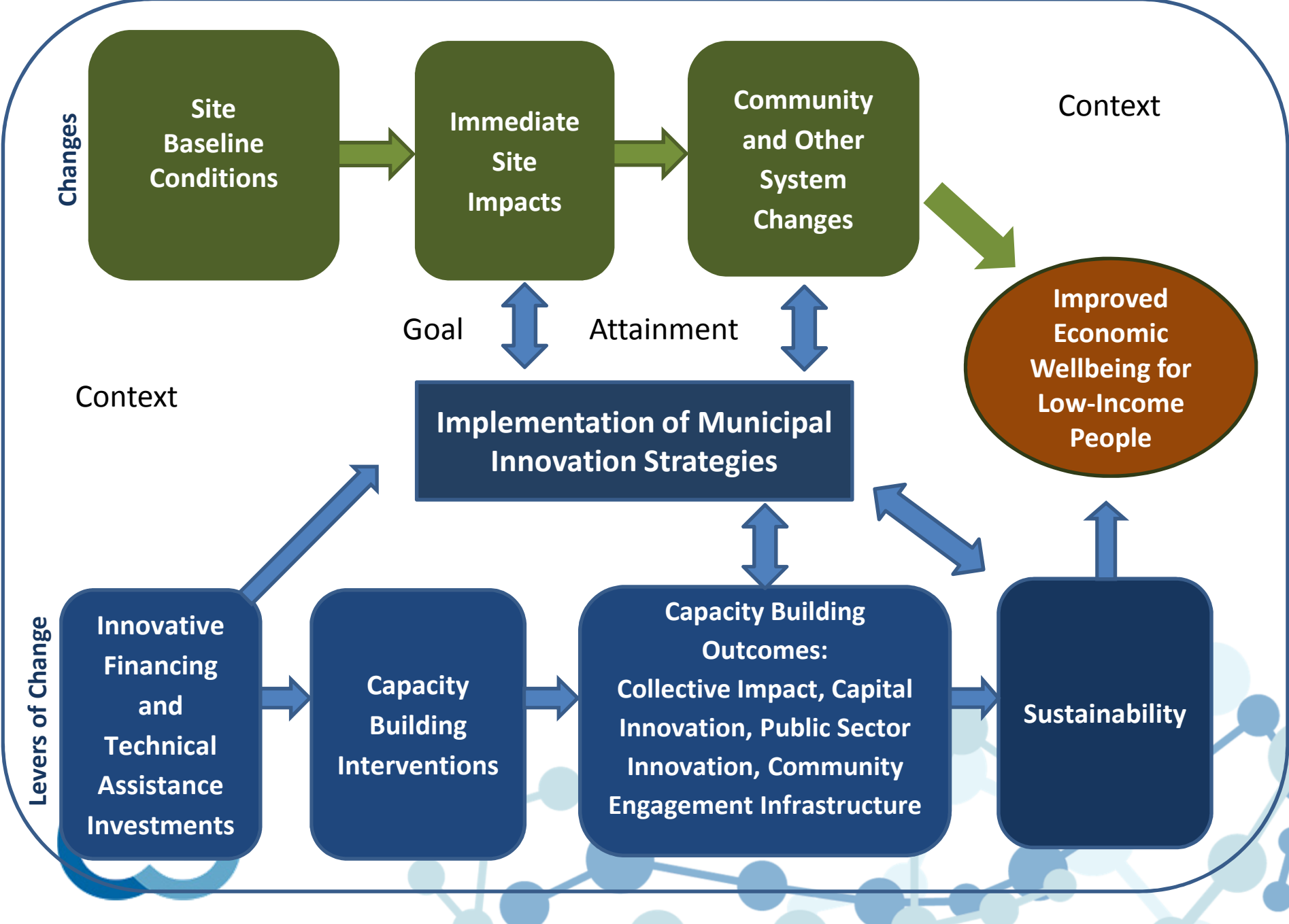
ALTERNATIVES TO RCT EVALUATION

- Retrospective evaluations

- Interrupted time series design

- Regression discontinuity analysis

- Annotated Shewhart control charts

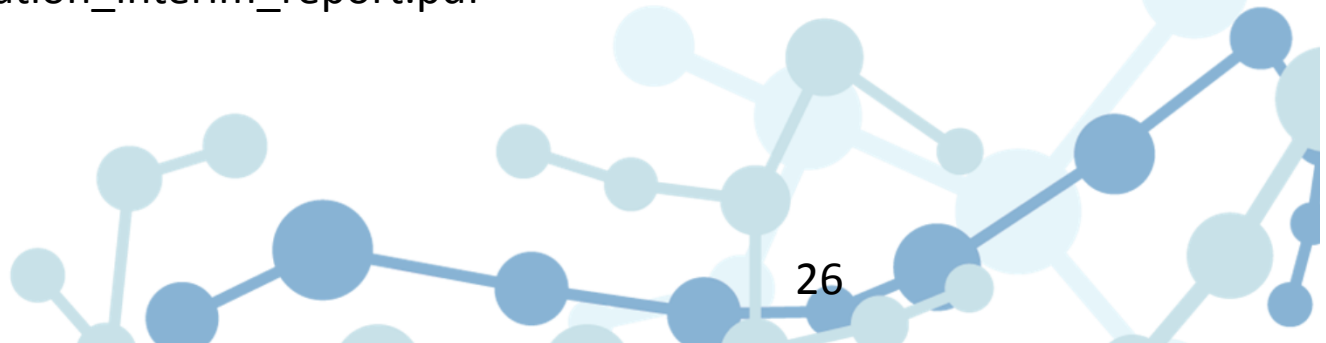- Natural experiments

- Wait list control group design

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RSF Implementation

TIME

Pre-Implementation
Baseline

Post-Implementation
Outcomes

ANNOTATED SHEWHART CONTROL CHART

ACES (APPI) EVALUATION

Action	Objective
Test	• Test effectiveness of multifaceted, scalable, community-based strategies to mitigate or prevent ACEs (adverse childhood experiences) and positively influence other child safety and child development outcomes. Methods: interrupted time series analysis of counties, sub-counties, comparison sites, and state-level data for 30 indicators
Document	• Document the strategies and processes to achieve those outcomes, including the quality and fidelity of those processes, using case studies and coalition social network analysis
Contribute	• Contribute to related ACEs and family support efforts by identifying the most practical, replicable, and robust strategies of the community collaborative networks
Disseminate	• Write and share case studies and outcome analyses of the projects' implementation, outcomes (at multiple levels in multiple domains), and public and private costs saved

FOR QUESTIONS:

- **(301) 915-7583**, **mhargreaves@communityscience.com**

- Hargreaves, M. (2014). *Rapid Evaluation Approaches for Complex Initiatives*. Report prepared for the Office of the Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services. Cambridge, MA: Mathematica Policy Research. http://www.aspe.hhs.gov/sp/reports/2014/evalapproach/rs_EvalApproach.pdf

- Hargreaves, M. B., Verbitsky-Savitz, N., Penoyer, S., Vine, M. Ruttner, L. & Davidoff-Gore, A. (2015). APPI Cross-Site Evaluation: Interim Report. Cambridge, MA: Mathematica Policy Research, and Seattle, WA: ACES Public Private Partnership.

- http://www.mathematicampr.com/~/media/publications/pdfs/family_support/appi_cross_site_evaluation_interim_report.pdf

THANK YOU!