

# Using Data to Support Sustainability and Expansion Efforts



**Presented to the SCA 2009  
Adult Mentor  
Demonstration Grantees**

**Washington, DC  
February 23, 2011**

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# Session Overview and Objectives

- Sustainability
  - Examine sustainability
  - Review sustainability tactics and mechanisms
  - Set sustainability goals, identify practical steps
- Performance Measures and Other Data
  - Increase familiarity with performance management principles and practices
    - Adapted from Rossman and Winterfield (2009), *Coaching Packet: Measuring the Impact of Reentry Efforts*
  - Identify how performance data can be incorporated into your adult mentor reentry efforts
  - Discuss outcomes and measurement



# Sustainability: More than Just \$\$

**“Multidimensional, encompasses a variety of resources, actions and processes, and maybe reflected in a variety of ways ...”**

- Program level
- Agency/partner level
- System level
- Community level
- Roles and responsibilities
- Policies and procedures
- Information exchange and data-sharing
- Public education/outreach
- Funding and resource-sharing

Institution for Education Leadership. “Building Sustainability in Demonstration Projects for Children, Youth and Families” prepared for OJJDP and available at <http://ojjdp.ncjrs.org/resources/files/toolkit2final.pdf>



# Policies and Practices

- **What “business” aspects need to be formalized?**
  - Screening and assessment procedures
  - Referral and service agreements
  - Transition plans and case management
  - Training and recruitment
- **Are policies, procedures, decision points documented?**
  - Who is doing what, to whom, when, how, for how long?
  - Are these materials accessible to the broader collaborative?



# Information Exchange and Data

- **Build collective knowledge**
  - Program level: share client information critical to success
  - Partnership level: share meeting notes, newsletters, email list-serve or website
- **Gather partner input on “measures of success”**
  - More than recidivism
  - Leverage partner successes
- **Highlight partner data and demonstrable successes**



# Data Plays Two Broad Roles

- Internal Role
  - Monitor program performance
  - Monitor staff performance
  - Identify problems
  - Reinforce what's important
- External Role
  - Substantiate success
  - Respond to criticisms and concerns
  - Identify opportunities
  - Educate key constituents (partners, policymakers, public)
  - Define performance on your own terms



# Success Along Three Dimensions

- Core Processes
  - Assessment (right people in the program)
  - Case plans
  - Engagement and completion
- Reentry Indicators
  - Employment
  - Housing
  - Substance abuse treatment/desistance
  - Mental and physical health
- Public Safety
  - Rearrest, reconviction, readmission to jail/prison
  - Successful completion of supervision



# What Is Performance Management?

- Regular and systematic collection of quantitative data.
- Regularly measuring the results (outcomes) of programs, organizations, or individuals.
- Using this information to increase efficiency in programmatic approaches or service delivery.
- Reporting of important indicators of program operations and results.

**What is measured and reported gets attention**

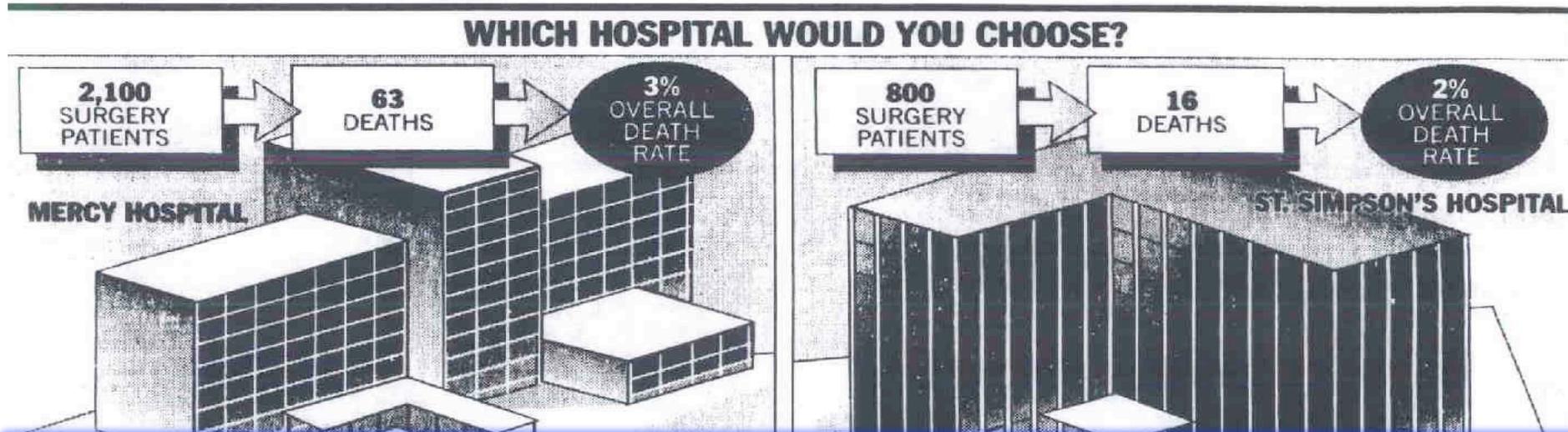


# Key Analytical Considerations

Basic analyses frequently performed with performance data include:

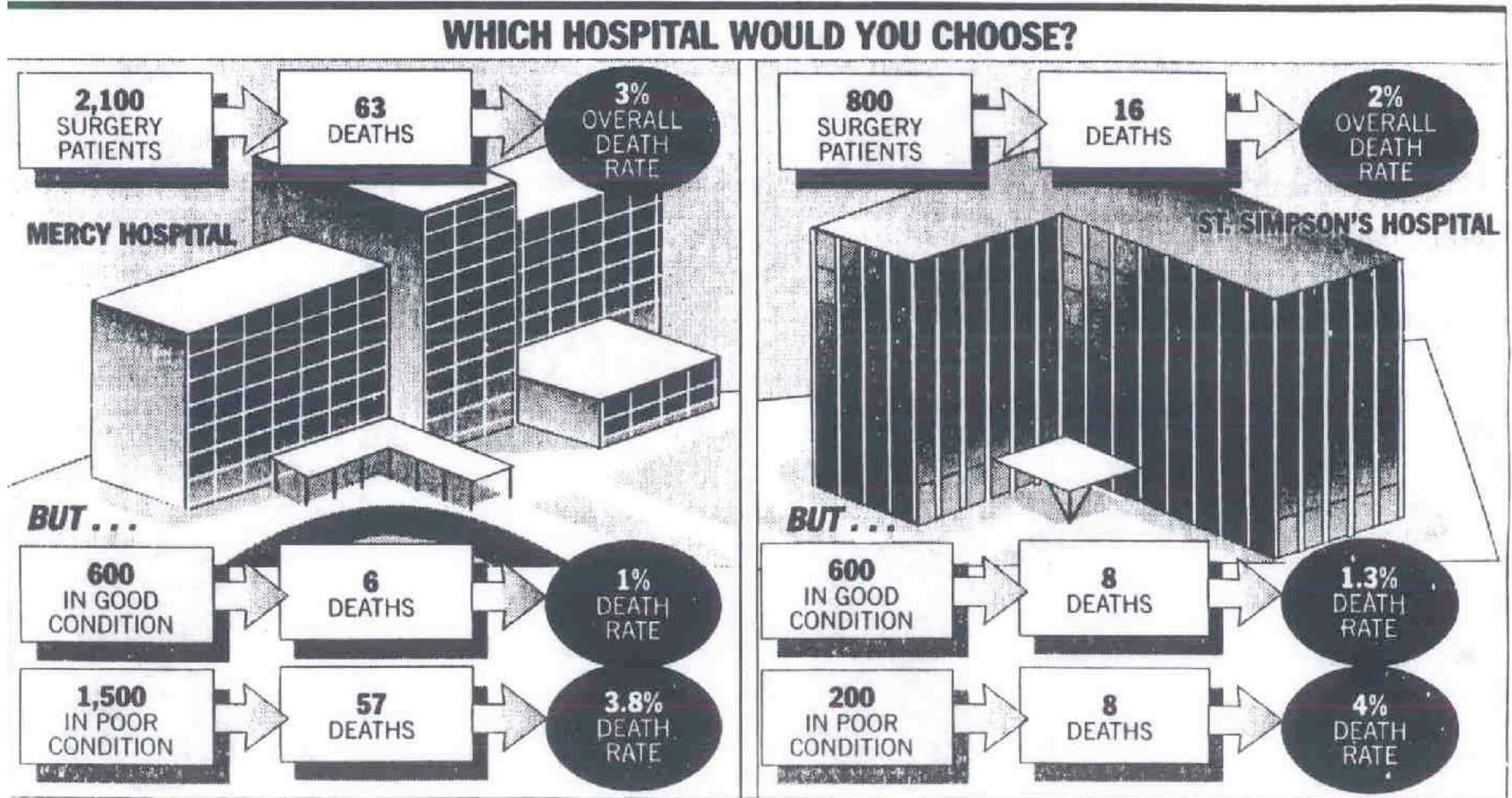
- Calculating outcomes for all clients
- Calculating outcomes broken out by key client or service characteristics
- Comparing the latest outcomes with outcomes from earlier reporting periods
- Comparing the latest outcomes with pre-set targets
- Comparing the latest outcomes with other similar programs or to any external standards (benchmarks)

# Importance of Structuring Analysis



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# Importance of Structuring Analysis (Cont'd)



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# Thinking Through Measuring Progress

Determining the relevant denominator for each indicator:

30 IMPROVED AFTER PROGRAM = 30% IMPROVEMENT

100 ENROLLED

--OR--

30 IMPROVED AFTER PROGRAM = 60% IMPROVEMENT

50 COMPLETED PROGRAM

Calculate outcomes as change from baseline or final results

First option: *the percentage of clients who reduced their alcohol use from entry into treatment to six months later*

Example of the second option: *the percentage of clients who did not use alcohol in the past three months*



# Create Reporting and Information Use Structures

- Determine what should be reported and to whom
- Select reporting formats that present the findings in clear and understandable ways
  - Use tables and graphic presentations
- Present explanatory information that places the numbers in a context that the audience can understand in drawing conclusions about the program's progress
  - Cite documented or highly probable reasons why the outputs or outcomes look unexpectedly high or low
  - Highlight issues internal to the program, or external and beyond its control, that are believed to influence the results



# Performance Measurement vs. Program Evaluation

## **Program evaluations:**

- Typically in-depth studies designed; may include comparison groups
- Typically focused on specific program or intervention
- Generally ad hoc (1 time or infrequently repeated) studies designed to answer specific questions
- Often motivated by funders' interests
- Often require significant resources, so generally not feasible to repeat evaluation routinely

## **Performance measurement:**

- Intended to track data across time on a range of activities to see trends and overall indicators
- Does not have the same ability to attribute outcomes to the program's activities
- Less resource intensive
- Routinely collecting, analyzing, and reporting data



## Discussion

- What is the biggest sustainability challenge you're facing?
- What have you done to facilitate sustainability or expansion of your program?
- What kind of data would support sustainability in your community?
  - What's one key question you want that data to answer?
- What is your capacity to use the data?
  - How many people can produce it?
  - How many people understand it?



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