# Setting the Stage for Data Collection

*Implementing the ROMA Cycle in the*
*"Next Generation" Performance Management Framework*

*ROMA Next Generation Video Series*

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# ROMA Next Generation Video Series

Creating a Local Theory of Change

Understanding Community Level Work

Setting the Stage for Data Collection

Introduction to Analysis and Use of Data

Implementing the Full ROMA Cycle

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# What Data Will We Collect?

"What we measure and how we measure it determines what will be considered relevant and thereby determines not just what we see but what we –and others— do."

Peter F. Drucker-The Drucker Foundation Self-Assessment Tool, 1999

# The Relationship Between Data, Information and Knowledge

- <u>Data</u> is the facts that are observed, measured, collected and aggregated.

- Data only becomes <u>information</u> for decision making once it has been analyzed in some fashion.

- <u>Knowledge</u> is derived from the interaction of information and experience with a topic.

# Four Data Quality Attributes

Complete

Timely

Reliable

Accurate

# There are four measures of data quality:

- **<u>Complete</u>**-All required data is collected
  - i.e., all demographic data is collected during the intake process; no missing data.
- **<u>Timely</u>**-Data is collected and entered into a system at the time of encounter or there is a formal schedule for collecting and entering the data.
- **<u>Reliable</u>**- Consistency or repeatability of what is being measured has been verified.
- **<u>Accurate</u>**- The data entered is the actual true value.

# Why Do We Collect Data?

*There are many different reasons to assure complete, timely, reliable and accurate data is available in the agency.*

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# Are We Fulfilling Our Purpose?

- The organization has a mission and purpose.
- We use data to determine if the mission is being carried out and the purpose realized.

# Is the Organization Achieving Impact?

- Social Services rarely generate their own income from "sale" or provision of services and therefore have a **fiduciary responsibility to ensure that its funding from grants, charitable giving, and other donated sources has its intended impact.**

- We use data to determine the extent to which agency programs and services impact client's lives.

# Is the Organization Performing Well?

- It is also important to know that the agency is properly managed

  *-- that it is accountable for fiscal and programmatic operations*

- We can use data to determine if agency staff are carrying out their duties in terms of efficiency and effectiveness.

# Are We Efficient and Effective?

To determine the agency's efficiency and effectiveness:

- **Efficiency**- The comparison of what is actually produced or performed with what can be achieved with the same consumption of resources (money, time, labor, etc.).

- **Effectiveness**- The degree to which objectives are achieved and the extent to which targeted problems are solved.

# Agency Efficiency and Effectiveness

- **Agency A** offers an employment program with an enrollment of 100 persons provided by *two* case managers, each with a caseload of 50 clients. After six months, 10 clients obtain full-time employment.

- **Agency B** offers an employment program with an enrollment of 100 persons but has *four* case managers to provide services, each with a caseload of 25 clients. After six months, 40 clients obtain full-time employment.

# Agency Efficiency and Effectiveness

**Both agencies provide services to 100 clients**

- Agency A with two case workers is <u>more</u> <u>efficient</u> than Agency B which needs four case workers to provide the same services.

- Agency B is <u>more</u> <u>effective</u> in that it obtains four times the number of full-time jobs for its clients than Agency A.

# Back to Baseball!

*Different elements are needed for different purposes*

# Back to Baseball!

- Increased number of home runs per game are an outgrowth of baseball's **statistical revolution** and the logical concepts it has popularized.

- **Today, the "thinking hitter" wants to know the reason for an outcome**, and **he knows data will provide an answer.**

# Back to Baseball!
## What produces the outcome?

- They look at **launch angle and exit velocity** - working with actual facts about what happens when the ball is hit.

- **Technology** shows players precisely how to angle their bats to turn fly balls into homers – this is useful for players who have the skills to apply what the data shows them.

# Back to Baseball!

- For years baseball people didn't like analytics people
  - Thought they were a bunch of nerds.

 That may or may not be true, but that has nothing to do with what information they are getting out of the data elements they're measuring.

*"This data has changed our understanding of what's going on."*

# What Data To Collect?

*We need to be strategic and thoughtful about the data needed for reporting and the data needed for managing all the different aspects of the agency.*

# Questions to Ask

- Why are the data elements being collected?
  - for reporting
  - managing the agency
  - measuring staff performance
  - measuring impact or results
  - other

- Who are the stakeholders or interested parties?
- Who will be the recipients of the data?

# What Data Should We Collect for Reporting?

## WHO

We need to identify what data to collect for reporting to funders including:

- Federal/state/local government
- Elected officials
- Foundations
- Public and private donors including corporate giving

## WHAT

The FY2018 CSBG Annual Report identifies types of data including:

- Fiscal Data
- Community Level Data
- Family and Individual Level Data

# What Data Should We Collect for Managing the Agency?

- We need to identify what data to collect for **internal management**



- One "list" of data elements is the **Carter-Richmond Methodology**

# What Do We Need To Know?

1. **How many clients are you serving?**
2. **Who are they?**
3. **What services do you give them?**
4. What does it cost?
5. What does it cost per service delivered? (Efficiency)
6. **What happens to the clients as a result of the service?**
7. What does it cost per outcome? (Effectiveness)
8. What is the value of a successful outcome?
9. What is the return-on-investment?

The Carter-Richmond Methodology

# Where Does the Data Come From?

*The data must be collected from the customers we serve, from staff providing services, and other primary sources.*

# Identification of Data Elements

- Agency Strategic Plan
- Agency fiscal office; revenue, expenditures
- CSBG Annual Report including demographic or customer data
- CSBG Annual Report including NPI outcome and service data.
- Logic model/s for agency programs;
  - identifying needs, services and outcome data important for agency management and Board in addition to required reporting
- Community Needs Assessments

# Data is Collected From Customers

- Staff use paper or electronic tools to gather data from the customers.
- This can be in the form of such things as intake forms (or electronic formats), sign in sheets, logs of payments, etc.

# Data Storage Tools

Collected data must be stored in some way:

Paper

Spreadsheet (e.g. Excel)

Standalone Database (e.g. Access)

Cloud based software

# Relational Database-Three Dimensional

# Establishing Your Data Collection Practices

*A clearly described process must be established.*

# Changing The Way We Think About Collecting Data

It is important to change the mindset

*from*

"we collect data for reporting purposes"

*to*

"we collect data to help manage and support the agency's programs and services and determine if we make a difference in our client's lives and in their communities."

# Review Your Programs and Services

- Develop formats for aggregation and analysis prior to data collection efforts.

- Identify if different funders can "accept" the same data elements for their reporting requirements.

- Develop a data "map" like a flow chart that shows the flow of information across the organization.
  - This can help determine if a given software application (database) will do what you want it to do.

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                    ┌─────────────────────────────┐
                    │ Start Here-Initial Contact  │
                    │ Walk-in, phone call,        │
                    │ appointment                 │
                    └─────────────────────────────┘
                                   │
                                   ▼
┌──────────────────────┐      ◇ Type of ◇      ┌───────────┐   ┌────────────┐   ┌──────┐
│ Information Only      │◄─────  Contact  ─────►│ Intake (A)│──►│ Ineligible │──►│ Exit │
│ Information and       │                       └───────────┘   └────────────┘   └──────┘
│ Referral              │                            │
└──────────────────────┘                            ▼
         │                              ┌──────────────────────┐
         ▼                              │ Eligible for Service │
      ┌──────┐                          └──────────────────────┘
      │ Exit │                                     │
      └──────┘                                     ▼
                                        ┌──────────────────────┐
                                        │   Assessment (B)     │
                                        └──────────────────────┘
                                                   │
                                                   ▼
                                        ┌──────────────────────┐
                                        │  Assign to Program   │
                                        └──────────────────────┘
                                                   │
                                                   ▼
┌───────────────┐                    ◇ Type of Client ◇        ┌────────────────┐
│ Case          │◄───────────────────       (C)        ───────►│ Direct Service │
│ Management (E)│                                               │      (D)       │
└───────────────┘                                               └────────────────┘
        │                                                              │
        ▼                                                              ▼
┌────────────────────────┐                                   ┌──────────────────┐
│ Create Goal Plan,      │                                   │ Direct and       │
│ Provide Direct and     │                                   │ Referral         │
│ Referral Services,     │                                   │ Services Provided│
│ Monitor Plan           │                                   └──────────────────┘
└────────────────────────┘                                            │
        │                                                             ▼
        ▼
┌──────────────────┐   ◇ On-going     ◇   ◇ Type of Client ◇   ◇ Immediate     ◇   ┌──────┐
│ Completes Goal   │◄── Reassessment   ──► Can Change       ◄── Reassessment   ──► │ Exit │
│ Plan Achieves    │    and Follow-up                          and Follow-up       └──────┘
│ Outcomes         │
│ Case Closed      │          │                                      │
└──────────────────┘          ▼                                      ▼
        │          ┌─────────────────────┐                        ┌──────┐
        ▼          │ Does Not Complete   │                        │ Exit │
    ┌──────┐       │ Goal Plan           │◄── Exit                └──────┘
    │ Exit │       │ Case Closed         │
    └──────┘       └─────────────────────┘
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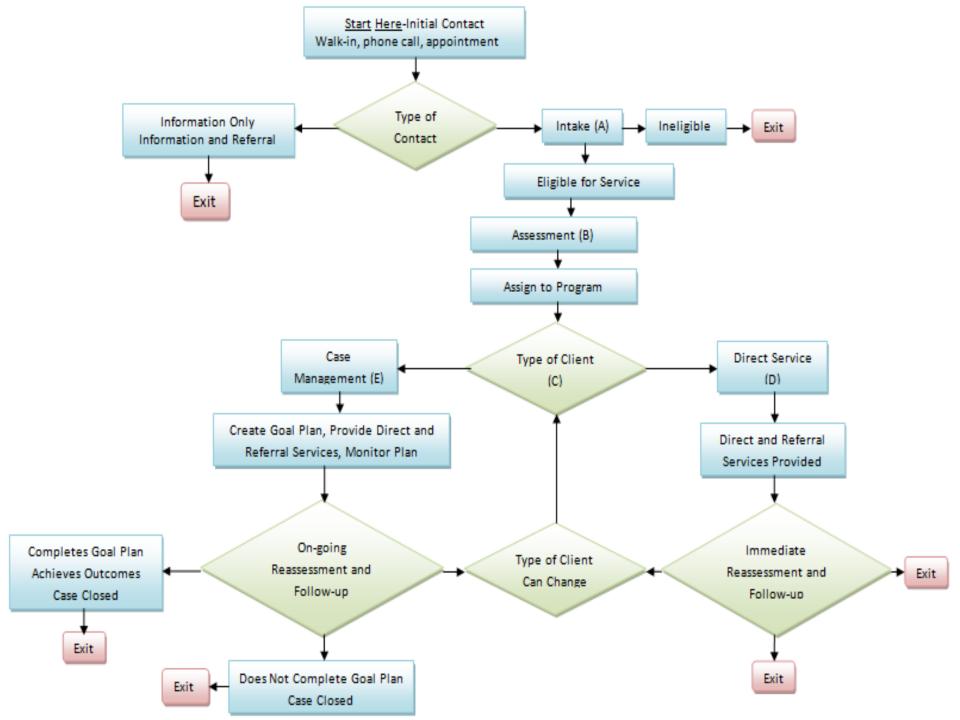
- Monitoring should be built in early, involve people at all levels of the organization, and give leadership the ability to quickly take corrective action or move to build on success.

- There must be systematic feedback—a way of self-control from events back to planning."

Peter F. Drucker-The Drucker Foundation Self-Assessment Tool, 1999

# Developing Capacity

*The agency will be developing capacity for collection and storage of data at several different levels.*

# Developing Agency Capacity for Data Collection-Agency Staff

- Establish a **schedule** that represents a balance of time agency staff spend with the clients and documenting their interactions (entering client data).

- Provide skill development opportunities for staff and **support the "mindset" for data collection**.

- Assure on-going monitoring of the stored data to ensure that staff are collecting and entering the data correctly and in a timely manner.

# Developing Agency Capacity for Data Collection-The Role of a Database Manager

- It is ideal to have a **key agency person** who is assigned to be designated as "a database manager"
  - responsible for the overall management of the database and for training other agency staff to use the software.
- The database manager must have proper training and authority from management to do their job.
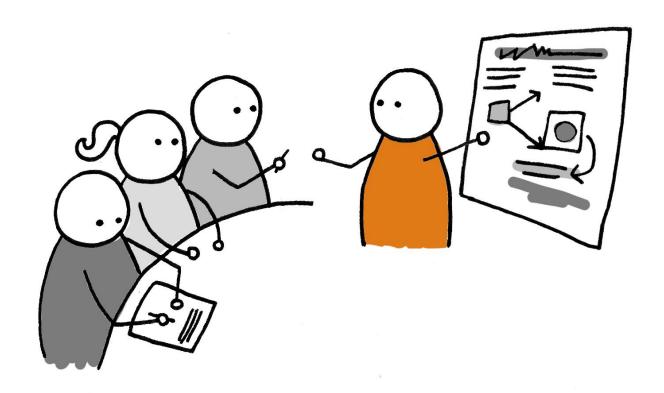- The agency needs to develop capacity to run their own reports and not rely on a third party outside the agency to so.

# Developing Agency Capacity for Data Policies and Procedures

- Data not collected and/or entered in a timely manner results in incomplete data and also does not support proper data analysis.

- **Lack of follow-up data** from customer interactions and missing referral data from other agencies will likely result in **underreporting** of service and outcome data.

- A **policy and procedure manual for data collection** and analysis should be developed and provided to all agency staff.
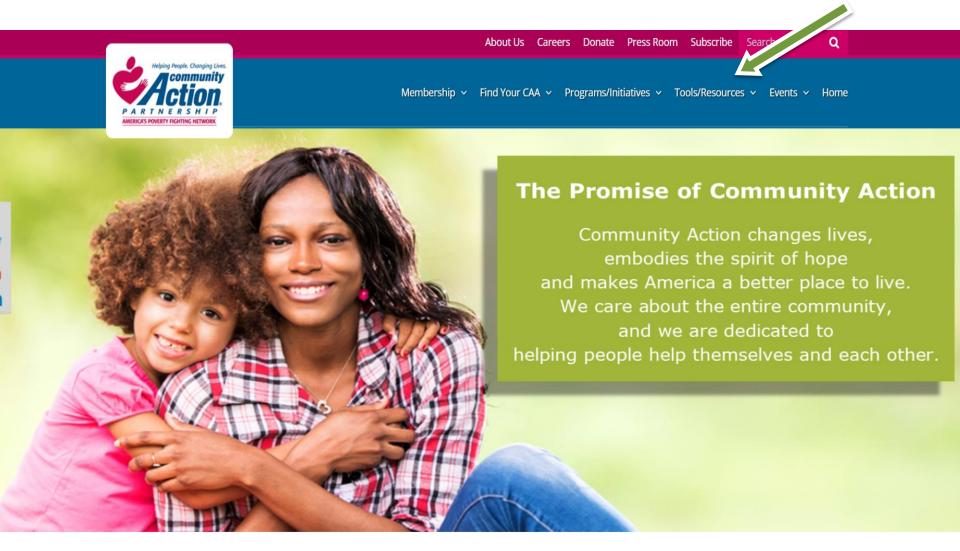
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