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Organizational Evaluation for System-wide and Organizational Improvement

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Evaluation:

- An ongoing process of systematic assessment of tasks, programs and systems to provide information which will help with decision-making, program development and improvement
 - Process evaluation – are activities conducted as planned?
 - Outcomes evaluation – are activities resulting in the intended outcome?



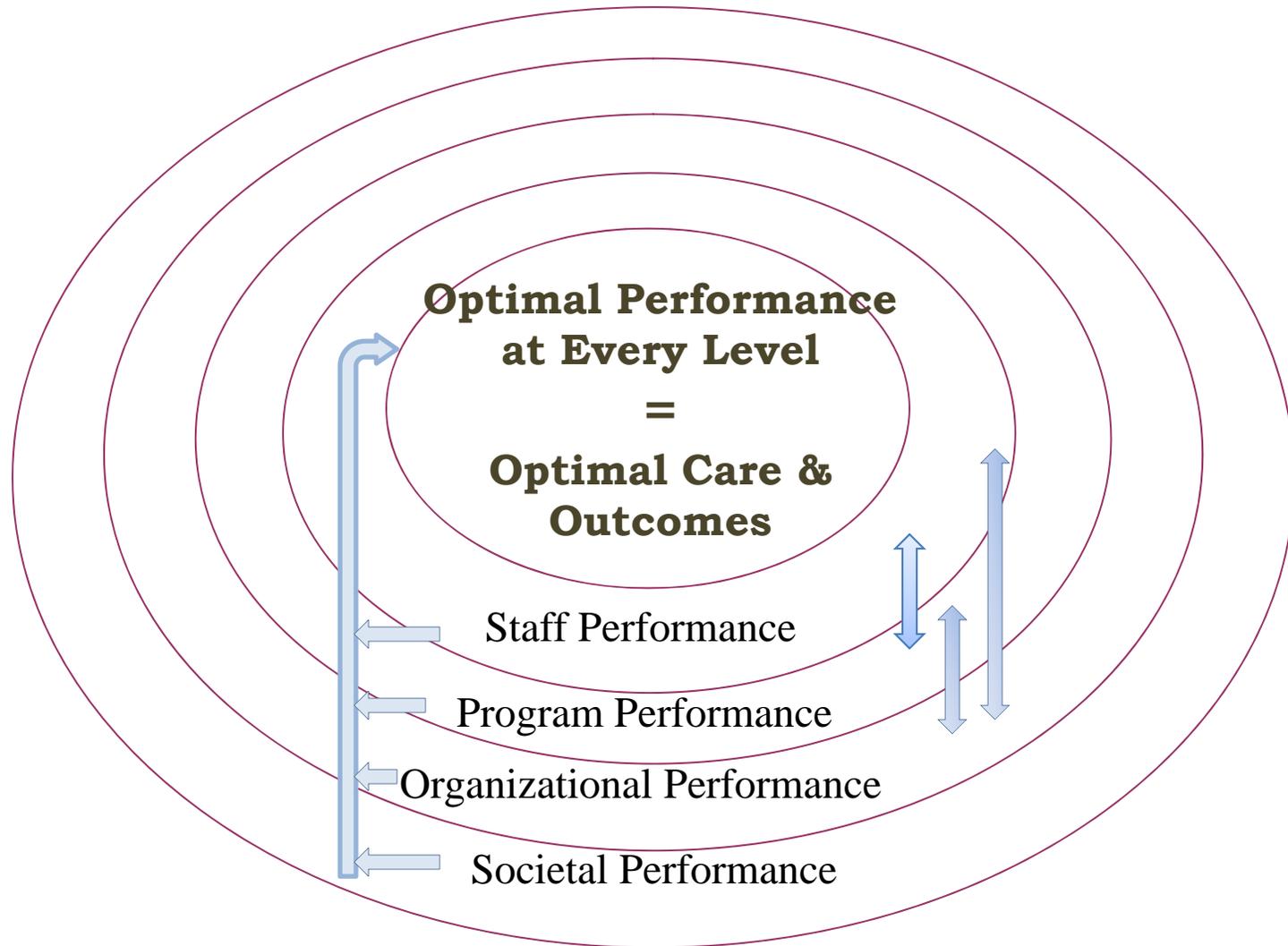
Why do we care ?

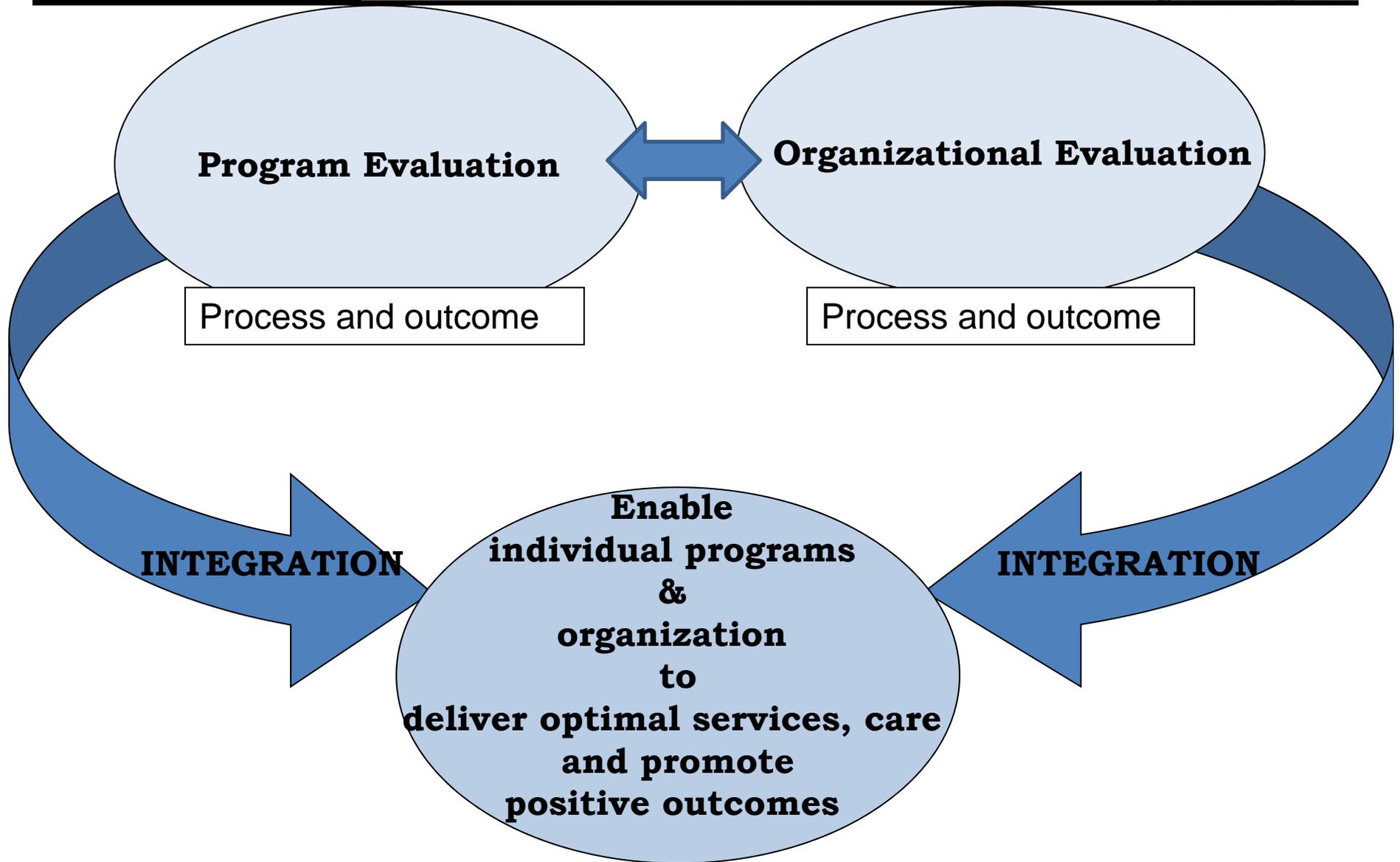
Rigorous, regular and ongoing evaluation can help organizations to:

- ✓ Check processes
- ✓ Replicate, refine and improve processes
- ✓ Determine impact
- ✓ Promote accountability
- ✓ Improve outcomes
- ✓ Build support for programs, the organization and its work



Creating Success – Everyone’s Responsibility!







Organizational components

- Infrastructure
- Finance
- Operations
- Personnel
- Programs and services
 - distinct programs with their own set of deliverables, outcomes, operating guidelines, evaluative processes
 - often operating in silos

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All systems must work optimally and in concert . . .





Evaluation – threats, barriers, challenges

- Fear of unknown
 - what will we discover???
 - what if we do not like what we find discover?
- Lack of
 - interest and buy-in
 - time
 - expertise





AIDS Arms Organizational Evaluation

- Conducted every two years
- Jointly by staff and board of directors
- Staff taskforce with representation from all key organizational areas and levels in order to promote engagement
 - administration
 - finance
 - operations
 - programs (outreach, prevention, psychosocial, medical)



AIDS Arms 2010-11 Evaluation-Process

- ✓ Appoint evaluation taskforce
- ✓ Select key areas to be evaluated
- ✓ Define performance indicators
- ✓ Define evaluation process
- ✓ Assign roles and responsibilities
- ✓ Establish timelines
- ✓ Conduct evaluation tasks
 - develop data collection tools (interviews, surveys, other)
 - collect data
 - analyze data
- ✓ Write report
- ✓ Present findings to key stakeholders
- ✓ Plan next steps



AIDS Arms 2010-11 Evaluation-Focus Areas

Internal

- Staff feedback
- Work environment
- Alignment of staff skills to position requirements
- Cultural Competency
- Communication
- Quality improvement process
- Fiscal stewardship

Customer Service

- Alignment of programs to community and client needs
- Client feedback
- Culturally and linguistically appropriate services (CLAS)

External

- Partner agency feedback
- Communication



AIDS Arms 2010-11 Evaluation – Guiding Principles

- Seeking and obtaining organization-wide staff and board support, engagement
- Ensuring broad participation in the process
- Focus on process versus outcomes
- Multi-layered approaches: surveys, interviews, document reviews and audits
- Commitment to follow-up and continuous quality improvement

AIDS Arms 2010-11 Evaluation – Scoring

Assessment Score

- Met* Doing well, goal achieved
- Partially met* In progress – need for ongoing attention
- Not met* Inadequate performance



Primary Data Sources

- Staff feedback survey
 - Understanding of organizational mission/purpose
 - Workplace environment and resources
 - Communication
 - Performance and quality of work
 - Personal expression
 - Work, life balance
 - Staff competency
- Single audit
- Quality Management Plan
- Survey of external partners
- Client feedback survey
- Partner agency feedback survey
- Program progress reports



AIDS Arms 2010-11 Evaluation – Findings

Met 8 indicators

- Quality Improvement Plan
- External communication
- Agency cultural competency
- Fiscal stewardship
- Staff competency
- Employee performance review
- Program improvement process
- Client complaint procedures

Partially Met 4 indicators

- Internal Communication
- All programs geared to meet community needs
- All programs geared to meet client needs
- Staff is culturally self-aware



AIDS Arms 2010-11 Evaluation – Key Learnings



- Staff engagement critical to success
- Genuine staff interest/engagement in:
 - learning about evaluation processes
 - participating in the evaluation process
 - providing meaningful feedback
 - identifying need for improvement
 - implementing improvements
- Board engagement necessary for credibility
- Presents excellent educational opportunities for staff and board members



Next steps

- Develop agency-wide taskforces to address key improvement areas:
 - ✓ Internal communication
 - ✓ Cultural sensitivity
- Plan, implement, assess improvement process within a defined time period
- Follow up with staff and ensure ongoing engagement

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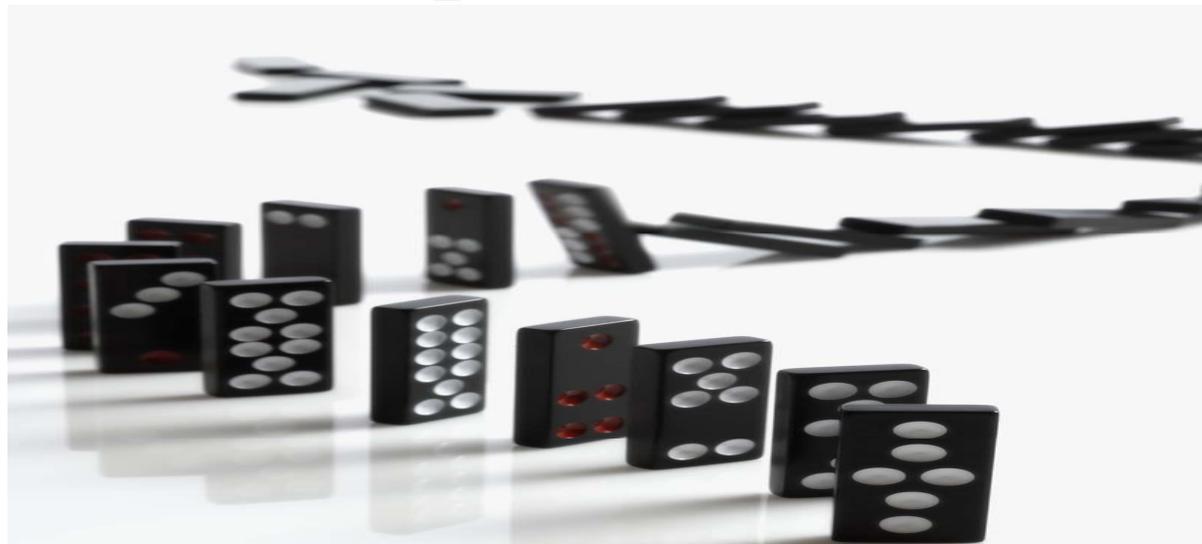
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*True genius resides in the capacity for
evaluation of uncertain, (hazardous), and
conflicting information.*

Winston Churchill



Create a culture of organizational self-evaluation to promote ongoing improvements



Thank you for your time today!

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Your turn . . .

Questions, Comments, Thoughts?