

Implementing Shared Measurement Frameworks

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Shared Measurement Frameworks

1. Wilder Collaboration Factors Inventory
2. National Research: Outcomes Measurement in Cross-Sector Collaborative Initiatives
3. Some Tools in Development
(to promote common measurement of outputs and outcomes)

What is collaboration?


- **Collaboration** is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals.
- It includes: **goals**; a jointly developed **structure** and **shared responsibility**; mutual **authority** and **accountability** for success; and sharing of **resources and rewards**.



What produces successful collaboration?

- Does research point to “ingredients” to maximize the likelihood of the effectiveness of a collaborative effort?
- Meta-Analysis: evidence from case studies to identify “factors” (evidence inclusion standards)
- *Collaboration: What Makes It Work* (2nd edition)

Paul W. Mattessich, Marta Murray-Close, Barbara R. Monsey.
Publisher: Turner Publishing (formerly Fieldstone), 2001



20 Factors for Success

For example:

- History of collaboration/ cooperation
- Mutual respect, understanding, trust
- Appropriate cross-section of members
- Open and frequent communication

SEE HANDOUT

Collaboration Factors Inventory

- Questionnaire completed by participants from the multiple organizations in a coalition
 - Structured, ordinal ratings (agree/disagree)
 - Paper or online
 - Opportunity for comments
- Calculates a score for each factor
- Report assists in identifying strengths and weaknesses

Reliability of instrument

- Established by Rand Corporation (2004):
Evaluation of Community Voices Miami
- Also, several other studies, dissertation research, etc.


Example:

Collaborative for health care

- Purpose: Improve access to health care for low-income residents of a region
- Perceived needs
 - Current system not responsive to changing demographics
 - County Health Department staff promoted forming a collaborative

Organizational members



- Nonprofit health care center
 - County public health department
 - Neighborhood residents' association
 - Nonprofit, immigrant social services organization
- 

Factor		All (18)	Nonprof Health Care (5)	Public Health Dept. (4)	Neigh- borhood Org. (6)	Immi- grant Servs NP (3)
3,4	Collaborative group seen as a legitimate leader in the community	4.4	4.4	4.4	4.8	4.0
7,8	Mutual respect, understanding, and trust	3.3	4.0	3.4	3.2	2.7
9,10	Appropriate cross-section of members	4.4	4.0	4.0	4.8	4.6
11	Members see collaboration as in their self-interest	4.5	4.8	4.5	4.6	4.0
13	Members share a stake in both process and outcome	4.4	4.4	4.4	4.8	4.0
29,30	Established informal relationships and communication links	2.4	2.4	2.5	2.4	2.1
36,37	Unique purpose	4.0	4.6	2.5	4.5	4.2
40	Skilled leadership	4.4	4.0	4.5	4.5	4.6

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Wilder Collaboration Factors Inventory Online

A free tool to assess how your collaborative effort is doing on 20 research-tested success factors.

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Metrics for Healthy Communities

(Study background and goals)

- National study conducted by Federal Reserve Bank of Minneapolis and Wilder Research in partnership with Robert Wood Johnson Foundation
- Response to RWJF Commission's call for the establishment of measures to spur more collaborative approaches to building healthy communities
- Establish SODH metrics framework & guide to measures, case examples, add to the evidence base

Metrics for Healthy Communities

(Key research questions)

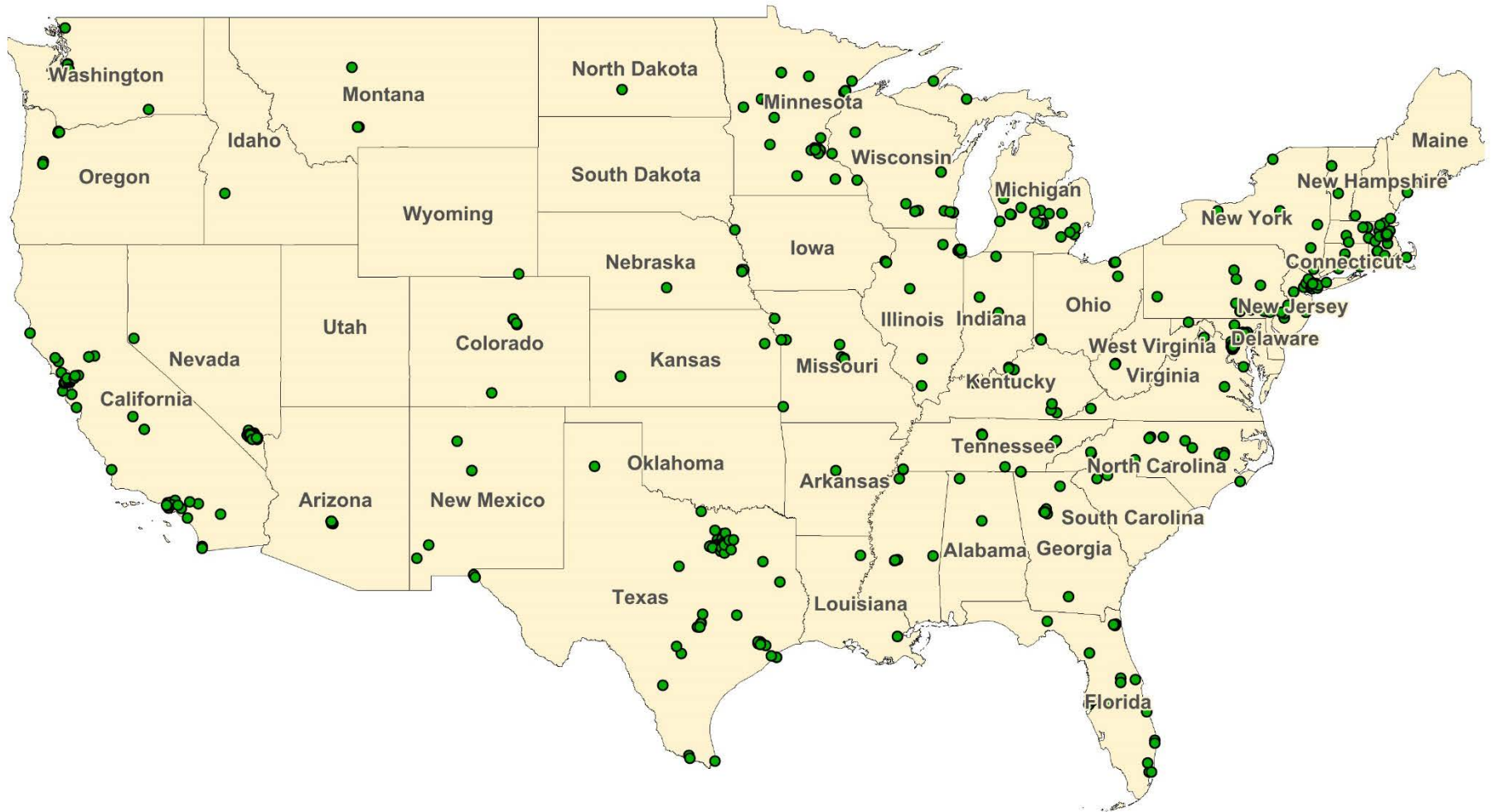
1. What social determinants of health does your organization address and how has attention to social determinants of health (SODH) influenced your work?
2. Are you working collaboratively across sectors?
3. How are you measuring the health impacts of your initiatives?
4. What advice do you have for doing good measurement?

Metrics for Healthy Communities (Respondent characteristics)

613

Respondents
46 states
+ D.C.

Practitioners
community
development,
health, and
related fields



CDFI/Bank SODH Output measures

Early Child Care/Education/Workforce Development

- Number of childcare programs financed that serve LMI families
- Number of child care slots
- Number of student seats
- Number of employment workshops/trainings held

Access to Health Care

- Number of beds
- Number of exam rooms
- Number of health screenings
- Number of patients served in community health centers financed

Neighborhood Conditions

- Number of public meetings focused on community improvement

Economic Well-Being/Economic Conditions

- Number of participants who open an IDA account
- Number of jobs created/retained
- Number of quality jobs (determined by wages and benefits offered)
- Number of financed businesses with successful financial performance
- Number of square feet of commercial space created/preserved
- Number of minority-owned businesses financed
- Number of dollars invested

Physical Activity

- Number of bikes
- Number of pedestrians
- Number of crosswalks
- Number of policies adopted that support physical activity

Housing

- Number of affordable housing units financed/built/rehabbed
- Number of affordable housing units for persons with special needs
- Number of program participants who purchase an affordable home
- Number of mortgages with principal reduced

Healthy Foods

- Number of grocery stores/healthy foods businesses financed
- Number of nutrition classes held
- Number of community gardens
- Number of policies adopted that support healthy eating

CDFI/Bank SODH Outcome Measures

Early Child Care/Education/Workforce Development

- Increased high school graduation rates
- Improved proficiency test scores
- Improved school performance (perceived by program participants)
- Increased kindergarten/school readiness
- Increased high quality early care

Environment

- Decreased levels of pollution emissions (NOx/CO2)

Health Care

- Changes in individual health status

Healthy Foods

- Increased access to healthy foods
- Increased consumption of healthy foods
- Decreased child obesity rates

Economic Well-Being/Economic Conditions

- Increased savings by program participants
- Increased access to credit
- Improved credit scores for program participants
- Changes in individual employment status
- Increased financial knowledge
- Increased occupancy rates of commercial space
- Increased permitting activity

Housing

- Improved housing conditions
- Decreased foreclosure rates
- Changes in individual housing status
- Increased housing affordability (perceived by program participants)

Physical Activity

- Increased investments in parks and infrastructure
- Increased recreational opportunities for children (perceived by program participants)

Neighborhood Conditions

- Improved building conditions
- Increased levels of community engagement
- Increased social connectedness
- Increased levels of neighborhood employment
- Increased neighborhood median income
- Decreased vacant and blighted properties
- Increased investment in neighborhoods
- Increased community leadership capacity
- Decreased violent crime
- Reduced traffic fatalities
- Increased “good feelings” about neighborhood (self-reported by residents)
- Enhanced community facilities

Next Steps: A Useful Guide

(Federal Reserve Bank of Minneapolis & Wilder Research)

- Most Common Outputs
 - What they are
 - Data sources

- Most Common Outcomes
 - What they are
 - Data sources

Next Steps: “How to” Resources

(Federal Reserve Bank of Minneapolis & Wilder Research)

- Sample Logic Models
For Common, Cross-Sector Initiatives
 - Inputs, Activities, Outputs, Outcomes

- Case Studies
 - Use of metrics
 - Process for developing
 - Overcoming obstacles

Some parting words of wisdom

Impact measurement is difficult, time consuming, and expensive. However, the knowledge gained and the ability to translate outcomes to stakeholders and investors is invaluable.

Access to funding is improved by key impact data that not only reflects our outputs (loans) but also the outcomes that result.

Biggest piece of advice would be that it's okay to start small, with just a few metrics.

It's important to build [outcome measurement] in at the outset of the program, setting expectations and identifying key metrics in advance.

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