Effectiveness-Based Model for Program Design

Designing and Managing Programs: An Effectiveness-Based Approach
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1

Organization v. Grant v. Program

This is not a model of grantwriting, though clear program design is extremely helpful material for strengthening grants.

This is not about improving the mission or vision of your nonprofit organization, though strong programs will do that as well.

This is about designing an effective program to achieve a specific set of goals and *objectives*.

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2

My assumptions about <u>Program Objectives</u>:

- A program is designed to carry out activities that meet a specific set of goals and objectives.
- These programs are the ways our organizations meet needs, address problems, and solve hypothetical hunches we have about social change.
- These hunches are a matter of factors and consequences, of conditional statements, if-then statements.

Do you think of your programs this way?
Can you identify a program with "ifs" and "thens"?

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3

Factors and Consequences

- If comprehensive health and social services are offered, and (FACTOR)

- If high-risk women use them, and (FACTOR)

- If factors associated with prematurity are addressed, then (FACTOR)

- Then the incidence of prematurity will be reduced and (CONSEQUENCE)

- And infant mortality will be reduced. (CONSEQUENCE)

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4

Assumptions:

There must be specific & measurable
Process Objectives and Outcome Objectives
for program effectiveness to occur.

What are process objectives?
What are outcome objectives?

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5

Revised Example: Processes and Outcomes

- If comprehensive health and social services are offered, and (PROCESS)

- If high-risk women use them, and (PROCESS)

- If factors associated with prematurity are addressed, then (PROCESS)

- Then the incidence of prematurity will be reduced and (OUTCOME)

- And infant mortality and mental retardation will be reduced. (OUTCOME)

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6

Goals are to programs like mission statements are to organizations.
    Goals are broad, visionary, set the stage,
        do not have to be tied to time or measurable.

Objectives are specific and measurable.
   – They have these parts:
      1) time frame
      2) actor and target of the change
      3) results to be achieved
      4) criteria by which results will be documented, monitored, or measured
        (Some add: who will do what)

Example: By February 1, program participants will submit to their supervisors a list of specific program objectives in order to articulate a clear program plan, as measured by a document with the objectives clearly delineated.

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7

Assumption:
There is a hierarchy of goals, objectives, and activities that if stated well, and then followed well, will lead anyone to implementation.

Hierarchy:

Goal

Ultimate Outcome Objectives

Intermediate Outcome Objectives

Immediate Outcome Objectives

Process Objectives

Activities

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8

Logic Model

- *Inputs:*
  - Clients
  - Staff
  - Material Resources
  - Facilities
  - Equipment

- *Outputs:*
  - Completed Services

- *Throughputs*:
  - Service Definition
  - Service Tasks
  - Method of Intervention

- *Outcomes:*
  - Numerical Counts
  - Level of Functioning Scales
  - Standardized Tests

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9

Goal

(Outcomes)

Ultimate Outcome Objectives

Intermediate Outcome Objectives

Immediate Outcome Objectives

(Outputs, Throughputs, Inputs)

Process Objectives

Activities

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10

Goal & Objectives

McLennan Mentoring

Goal: **MM** will improve high school graduation rates

Outcomes:

- To improve high school graduation rates by 10%. (ULTIMATE OUTCOME)

- MM will provide mentoring for high school students (INTERMEDIATE OUTCOME)

- MM will recruit 100 volunteers (IMMEDIATE OUTCOMES)

- MM will train 25 volunteers in next 3 months (PROCESS OUTCOME)

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11

Goal & Objectives

ProHealth Healthy Babies Program

Goal: ProHealth Healthy Babies seeks to improve maternal and child health.

Outcomes:

- PHB will reduce the incidence of premature births by 20% each year in the county. (ULTIMATE OUTCOME)

- PHB will reduce infant mortality rates by 10% annually in the county. (ULTIMATE OUTCOME)

- PHB will offer comprehensive health and social services (INTERMEDIATE OUTCOME)

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12

PHB will utilize two social workers to provide comprehensive case management for 100 pregnant women in the county. (IMMEDIATE OUTCOME)

PHB directors will obtain approval to restructure one social work position for this purpose and seek funding for one social worker for one year. (PROCESS OUTCOME)

PHB directors and the current social worker will provide case management protocol within 6 months (PROCESS OUTCOME)

Director One has meeting planned with Executive Director and Board Chair for next month to discuss budget and staffing implications of program (ACTIVITY)

Director and Social Worker will work on outline plan for case management in the next two weeks. (ACTIVITY)

Social Worker will assure case management plan focuses on social services related to health, such as housing, transportation, nutrition, employment, and childcare by beginning database of contacts by February 28. (ACTIVITY)

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13

Goal & Objectives

Singletary Twin Education Program

Goal: Help Singletary Twins be college ready.

Outcomes:
- Singletary Twins will be admitted to the college of their choice. (ULTIMATE OUTCOME)

- Singletary Twins will finish sophomore year with all As and Bs (INTERMEDIATE OUTCOME)

- Singletary Parents will help assure Twins have better grades the next six weeks (IMMEDIATE OUTCOME)

- Singletary Parents will ask about homework and other assignments daily (PROCESS OUTCOME)

- Jon will ask about classwork at the end of each school day. (ACTIVITY)

- Wendi will set a reminder to ask about assignments at 9pm each night. (ACTIVITY)

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14