

Developing an Outcomes-Focused SPIL: Three Easy Steps

Module 3

A series of online workshops for SILCs

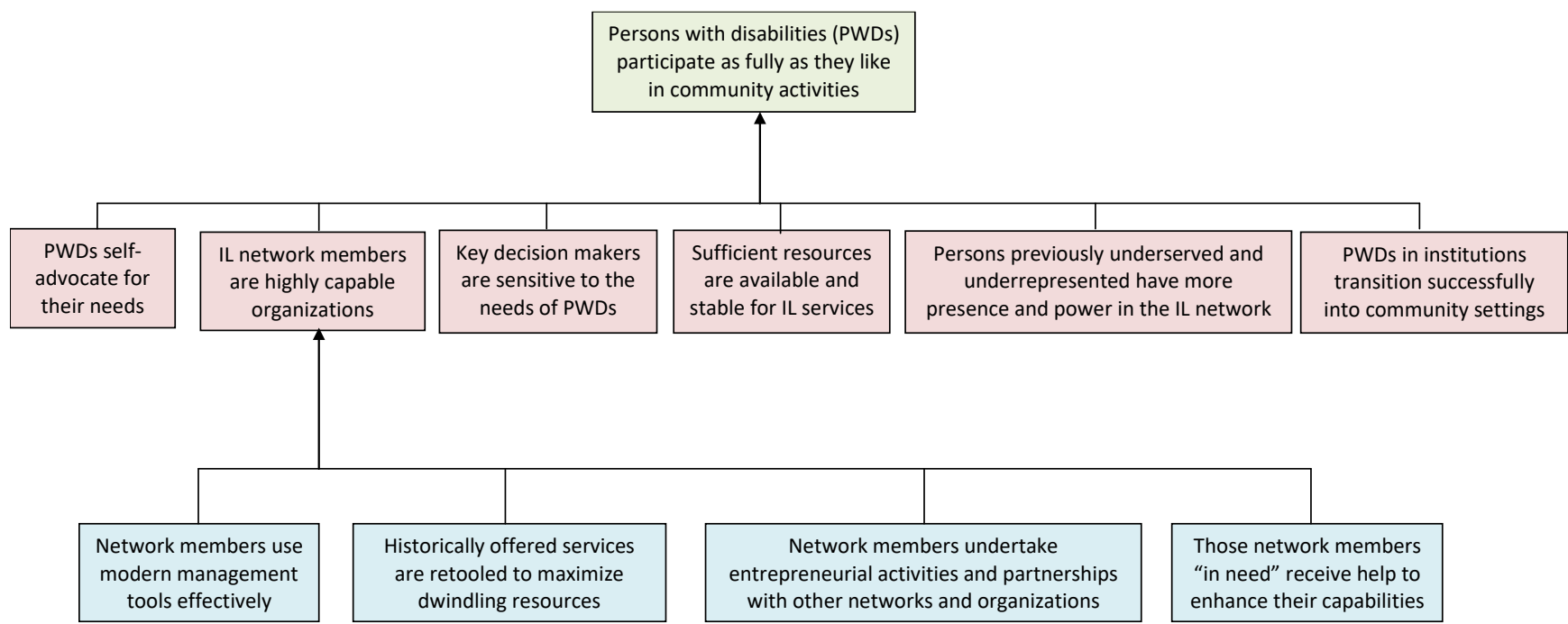
Facilitated by:

Mike Hendricks, Ph.D.

Review of Module #2

- Mission
- Goals
- Objectives
- Partial logic model

Nevona's Partial Logic Model



Three Easy Steps

- Decide what you want to achieve
 - Mission, goals, objectives, partial logic model
- Turn generalities into specifics
 - Measurable indicators, geographic scope, target performance level after three years, target progress between now and year three
- Develop an action strategy to achieve each Objective
 - Necessary activities, lead organization, key partners, resources needed, funding sources

Module #3

Turn generalities into specifics:

- Measurable indicators
- Geographic scope
- Target performance level after three years
- Target progress between now and year three

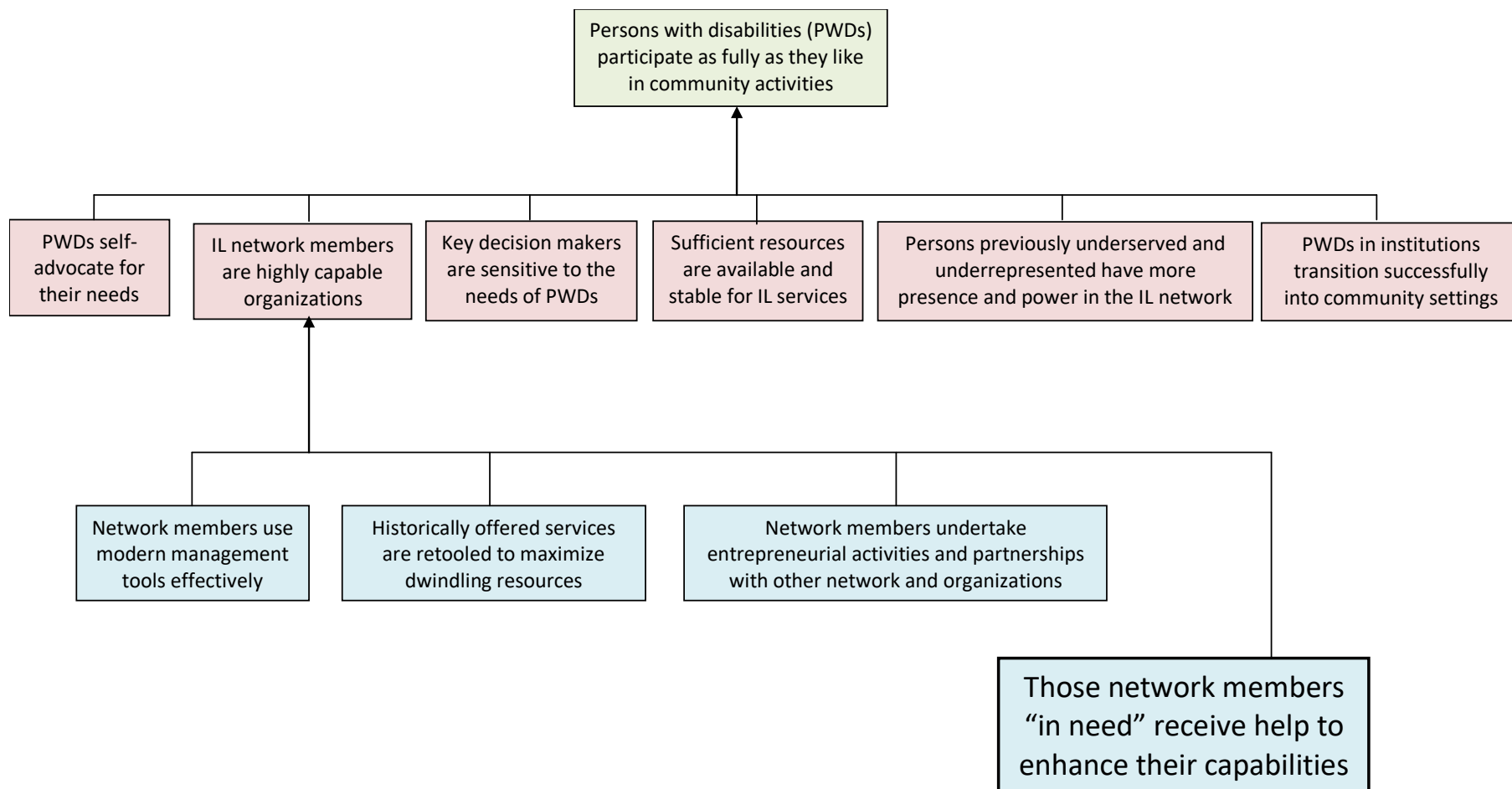
Turn Generalities into Specifics

- Objectives are the core of your SPIL, but often they're too *general* to plan for in detail
- One of Nevona's Objectives is "Those network members 'in need' receive help to enhance their capabilities"
- But what does this mean—*precisely*?
- Filling in a SPIL Planning Table is a great way to flesh out precisely what you want to achieve

SPIIL Planning Table—(Specifics)

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Objective...				
Objective...				
Objective...				
Objective ...				

Remember Our Sample IL Objective?



Put This Objective Into the First Column

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Those network members “in need” receive help to enhance their capabilities				
Objective ...				
Objective...				
Objective...				

Start With Your Indicators

A. Develop a *measurable indicator* for each objective

This is a *vital* step, and it can be hard at first

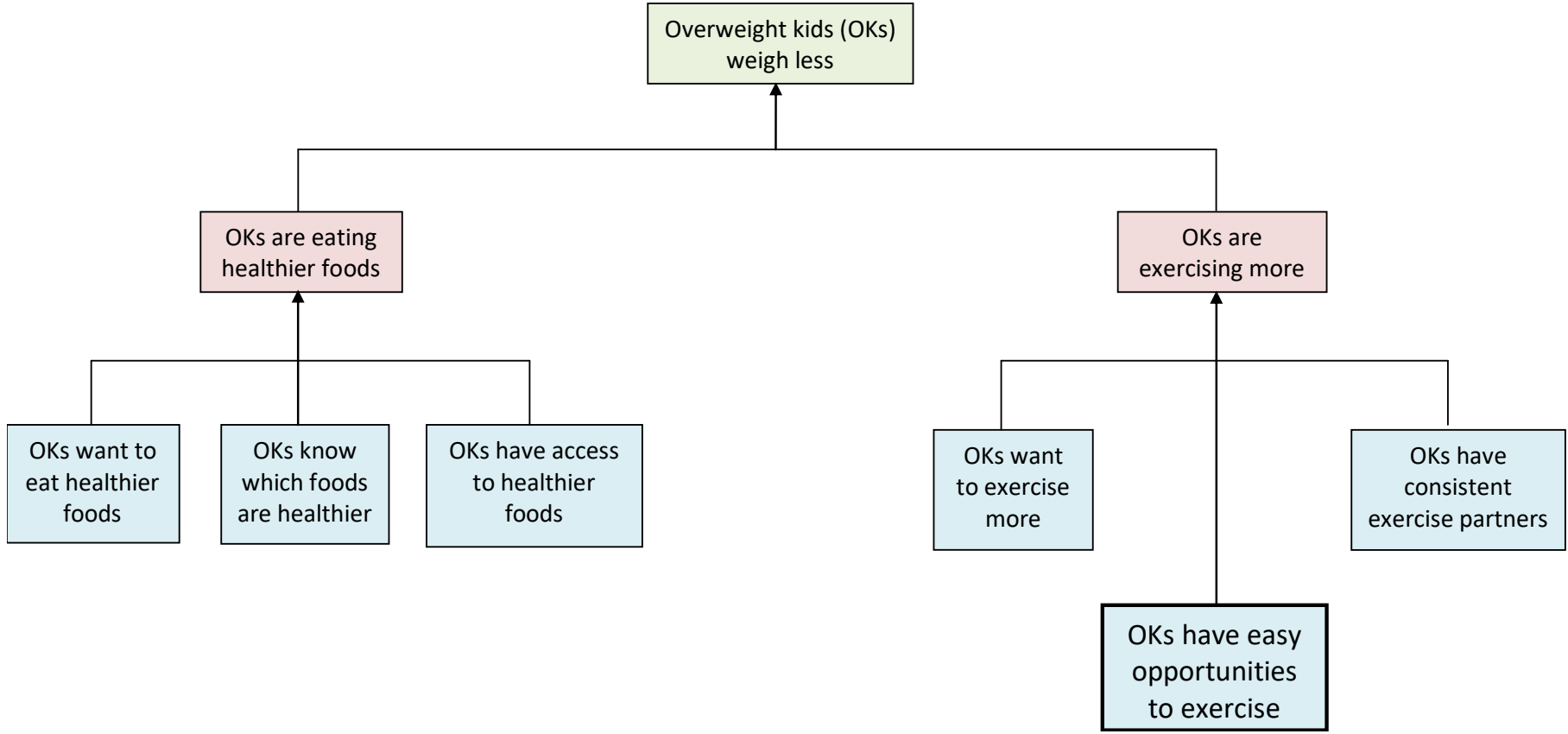
It can help if you ask yourself:

- What information will tell us if we're being successful in achieving this Objective? (or)
- How could we know how fully this Objective is being achieved? (or)
- For science fiction fans, how would two parallel universes be different on this Objective if we succeed in only one universe?

Key Quote: “Indicators *Define* Objectives”

- An Objective is often just a nice concept (“receive help”) until we define it more specifically
- An indicator *defines* what we mean by an Objective
- Usually, there are several different ways to define an Objective—which one is our definition?
- It’s good to brainstorm possible indicators, then choose the one best suited for your situation

Let's Look At the Non-IL Program Objectives



Possible Indicators for This Objective

Objective for Overweight Kids Program	Possible Measurable Indicators for this Objective
Overweight kids (OKs) have easy opportunities to exercise	# and % of OKs whose school offers them a physical exercise (PE) class at least three days per week

Possible Indicators for This Objective

Objective for Overweight Kids Program	Possible Measurable Indicators for this Objective
<p>Overweight kids (OKs) have easy opportunities to exercise</p>	<p># and % of OKs whose school offers them a physical exercise (PE) class at least three days per week</p>
	<p># and % of OKs who have a free or low-cost recreation facility of some sort (gym, playground, park, pool, outdoor course, etc.) within one (1) mile of their home</p>

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	<p># and % of OKs who have a functioning piece of aerobic exercise equipment in their home</p>

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	<p># and % of OKs who have a functioning piece of aerobic exercise equipment in their home</p>
	<p># and % of OKs whose parents are willing to let them walk briskly in the streets/roads outside their home</p>

Choose The Indicator That Is SMARTest:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**imely

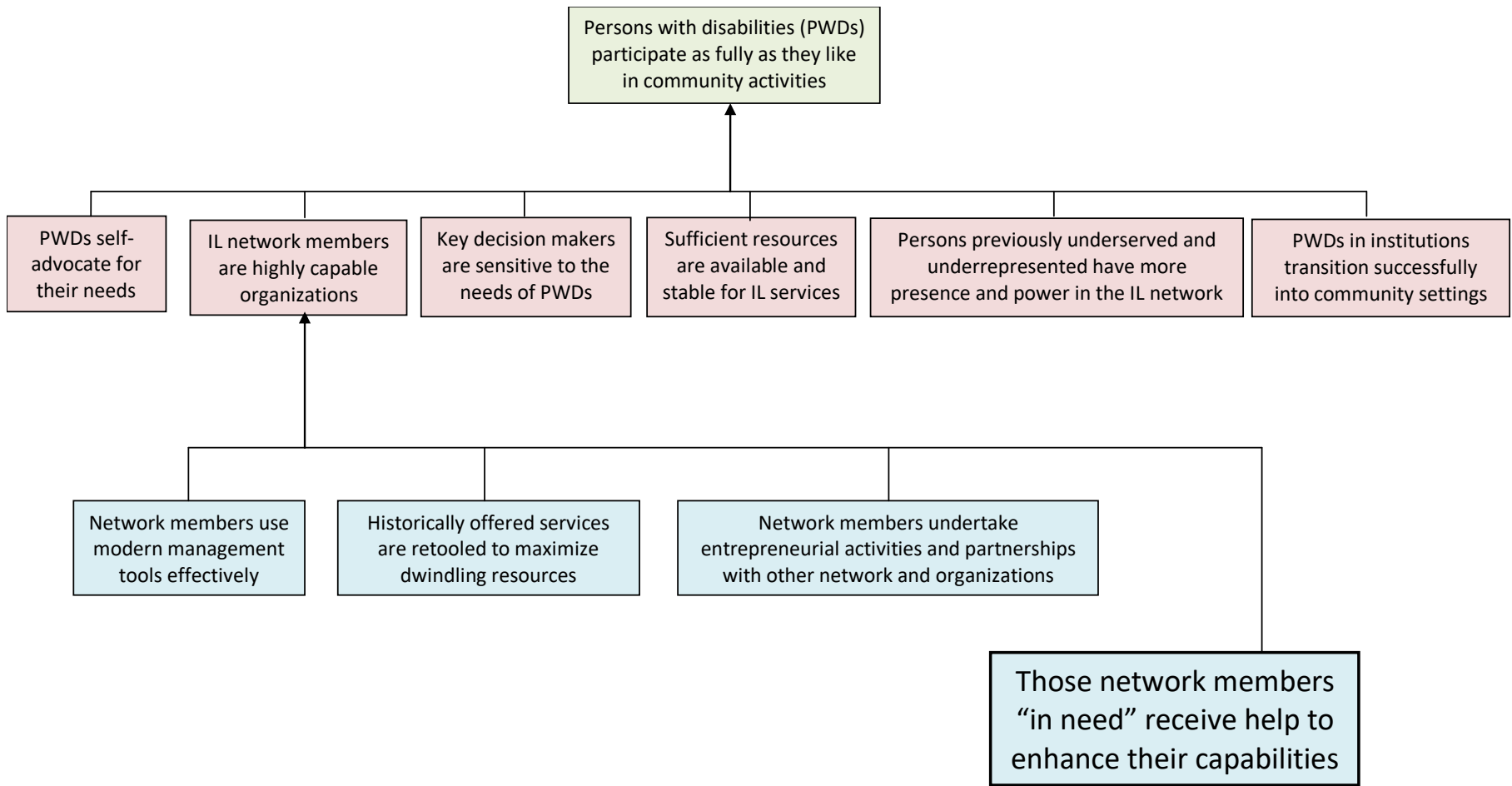
Good Indicators are SMART:

- **S**pecific = Is it clear exactly what is being measured?
- **M**easurable = Can the necessary information be gathered with an acceptable amount of effort and cost?
- **A**chievable = Is the indicator somewhere between too easy to achieve and hopelessly out of reach?
- **R**elevant = Does the indicator capture the core essence of the desired outcome?
- **T**imely = Is the indicator likely to move enough during the designated time period to provide useful information?

Possible Indicators for a Non-IL Objective

Objective for Overweight Kids Program	Possible Measurable Indicators for this Objective
<p>Overweight kids (OKs) have easy opportunities to exercise</p>	<p># and % of OKs whose school offers them a physical exercise (PE) class at least three days per week</p>
	<p># and % of OKs who have a free or low-cost recreation facility of some sort (gym, playground, park, pool, outdoor course, etc.) within one (1) mile of their home</p>
	<p># and % of OKs who have a functioning piece of aerobic exercise equipment in their home</p>
	<p># and % of OKs whose parents are willing to let them walk briskly in the streets/roads outside their home</p>

Now Let's Look At Our IL Program Objective



Possible Indicators for Our IL Objective



SPIL Objective	Possible Measurable Indicators
Those network members “in need” receive help to enhance their capabilities	# and % of network members officially designated as being “in need” that receive at least 10 hours of TA from a designated outside TA contractor during at least eight (8) of the 12 months of the past fiscal year

Possible Indicators for Our IL Objective

SPIL Objective	Possible Measurable Indicators
Those network members “in need” receive help to enhance their capabilities	# and % of network members officially designated as being “in need” that receive at least 10 hours of TA from a designated outside TA contractor during at least eight (8) of the 12 months of the past fiscal year
	# and % of network members officially designated as being “in need” that experience at least one (1) in-person or telephone consultation with an assigned “successful mentor” organization in the network during at least eight (8) of the 12 months of the past fiscal year

Possible Indicators for Our IL Objective



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	Another possibility?

Possible Indicators for Our IL Objective



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	Another possibility?
	Another possibility?

Choose The Indicator That Is SMARTest:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**imely

Possible Indicators for Our IL Objective

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	Another possibility?
	Another possibility?

Our Chosen Indicator for Our IL Objective

SPIL Objective	Possible Measurable Indicators
<p>Those network members “in need” receive help to enhance their capabilities</p>	<p># and % of network members officially designated as being “in need” that receive at least 10 hours of TA from a designated outside TA contractor during at least eight (8) of the 12 months of the past fiscal year</p>
	<p># and % of network members officially designated as being “in need” that experience at least one (1) in-person or telephone consultation with an assigned “successful mentor” organization in the network during at least eight (8) of the 12 months of the past fiscal year</p>
	<p>Another possibility?</p>
	<p>Another possibility?</p>

Some Indicators from Actual SPILs

Actual SPIL Objectives	Actual Measurable Indicators in SPILs
People with disabilities have increased employment	# and % of PWDs desiring to work who have at least half-time paid employment
Formerly underserved populations are served	# and % of PWDs who are deaf-blind who access services
IL network key partners collaborate	# and % of veteran-serving agencies in the state that collaborate with the IL network

Add Geographic Scope and Year 3 Targets



B. Specify the *geographic scope* for each Objective

- Statewide? Only rural areas? “Hot spots”?

C. Set a Year 3 *performance target* for each Objective

- What an indicator should “read” in Year 3, at the end of the 3-year SPIL period
- Art & science: your performance right now, your best predictions of progress, other States, national standards, experts, etc.

Add Targets for Interim Progress

D. Set targets for *interim progress* between now and Year 3

- Please don't wait 3 years to see how you're doing
- Monitor your progress as often as makes sense (annually, 6 months, 3 months)
- What pattern of progress can you expect? (steady, gathers steam, levels off?)

Let's Put It All Together –Specifics

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Those network members “in need” receive help to enhance their capabilities				
Objective ...				
Objective ...				
Objective ...				

Measurable Indicator

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
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Objective ...				
Objective ...				
Objective ...				

Geographic Scope

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
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Objective ...				
Objective ...				
Objective ...				

Year 3 Performance Target

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Those network members “in need” receive help to enhance their capabilities	# and % of network members officially designated as being “in need” that had at least one (1) in-person or telephone consultation with an assigned “successful mentor” organization in the network during at least eight (8) of the 12 months of the past fiscal year	Statewide, but only selected network members	Year 3= 80%	
Objective ...				
Objective ...				
Objective ...				

Interim Progress Targets

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Those network members “in need” receive help to enhance their capabilities	# and % of network members officially designated as being “in need” that had at least one (1) in-person or telephone consultation with an assigned “successful mentor” organization in the network during at least eight (8) of the 12 months of the past fiscal year	Statewide, but only selected network members	Year 3= 80%	Now = 30% Year 1 = 50% Year 2 = 70%
Objective ...				
Objective ...				
Objective ...				

But What If One Indicator Isn't Enough?

- Think small—as few indicators as possible
- Sometimes one is enough—if so, terrific!
- But what if one indicator doesn't quite capture everything you need to know about progress on an Objective?
- Add a second indicator (and maybe even a third) until you have the information you need
- Remember—use as many indicators as you need

Possible Indicators for This Objective

Objective for Overweight Kids Program	Possible Measurable Indicators for this Objective
<p>Overweight kids (OKs) have easy opportunities to exercise</p>	<p># and % of OKs whose school offers them a physical exercise (PE) class at least three days per week</p>
	<p># and % of OKs who have a free or low-cost recreation facility of some sort (gym, playground, park, pool, outdoor course, etc.) within one (1) mile of their home</p>
	<p># and % of OKs who have a functioning piece of aerobic exercise equipment in their home</p>
	<p># and % of OKs whose parents are willing to let them walk briskly in the streets/roads outside their home</p>

How to Show One Indicator per Objective

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Objective...				
Objective...				
Objective...				
Objective ...				

How to Show 2 Indicators for 1 Objective

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Objective...				
Objective...				
Objective...				
Objective ...				

Possible Indicators for Our IL Objective



SPIL Objective	Possible Measurable Indicators
Those network members “in need” receive help to enhance their capabilities	# and % of network members officially designated as being “in need” that receive at least 10 hours of TA from a designated outside TA contractor during at least eight (8) of the 12 months of the past fiscal year
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	Another possibility?
	Another possibility?

Our Chosen Indicator for Our IL Objective

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	<p>Another possibility?</p>
	<p>Another possibility?</p>

Row One Is the Same as Before

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Those network members “in need” receive help to enhance their capabilities	# and % of network members officially designated as being “in need” that had at least one (1) in-person or telephone consultation with an assigned “successful mentor” organization in the network during at least eight (8) of the 12 months of the past fiscal year	Statewide, but only selected network members	Year 3 = 80%	Now = 30% Year 1 = 50% Year 2 = 70%
Objective...				
Objective...				
Objective ...				

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	<p>Another possibility?</p>
	<p>Another possibility?</p>

Row Two Shows the Second Indicator

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Those network members “in need” receive help to enhance their capabilities	# and % of network members officially designated as being “in need” that had at least one (1) in-person or telephone consultation with an assigned “successful mentor” organization in the network during at least eight (8) of the 12 months of the past fiscal year	Statewide, but only selected network members	Year 3 = 80%	Now = 30% Year 1 = 50% Year 2 = 70%
	# and % of network members officially designated as being “in need” that received at least 10 hours of TA from a designated outside TA contractor during at least eight (8) of the 12 months of the past fiscal year			
Objective...				
Objective...				
Objective ...				

Row Two Shows the Second Indicator

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
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Objective...				
Objective ...				

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	# and % of network members officially designated as being “in need” that received at least 10 hours of TA from a designated outside TA contractor during at least eight (8) of the 12 months of the past fiscal year	Statewide, but only selected network members	Year 3 = 90%	
Objective...				
Objective...				
Objective ...				

Row Two Shows the Second Indicator

Specific Objective	Measurable Indicator	Geographic Scope	Target Performance Level for Year 3	Target Progress Between Now and Year 3
Those network members “in need” receive help to enhance their capabilities	# and % of network members officially designated as being “in need” that had at least one (1) in-person or telephone consultation with an assigned “successful mentor” organization in the network during at least eight (8) of the 12 months of the past fiscal year	Statewide, but only selected network members	Year 3 = 80%	Now = 30% Year 1 = 50% Year 2 = 70%
	# and % of network members officially designated as being “in need” that received at least 10 hours of TA from a designated outside TA contractor during at least eight (8) of the 12 months of the past fiscal year	Statewide, but only selected network members	Year 3 = 90%	Now = 80% Year 1 = 90% Year 2 = 90%
Objective...				
Objective...				
Objective ...				

Now It's Your Turn

- Stop this video
- Choose 2-3 of your SPIL's Objectives
- As in our examples, write these 2-3 Objectives in column 1 of your SPIL Planning Table (Specifics)
- For each Objective, fill in columns 2-5:
 - Measurable indicator (or maybe more than one?)
 - Geographic scope
 - Target performance level for Year 3
 - Target progress between now and Year 3
- Work together on this, until you have a product all of you are comfortable with
- Turn this video back on

Let's Review Your Specifics

- As a group, review your specifics:
 - Measurable indicators
 - Geographic scope
 - Year 3 target
 - Interim targets

How SMART Are Your Indicators?

- Fill in a table like this to check your indicators one-by-one

Is this indicator...	Indicator						
	#1	#2	#3	#4	#5	...	Last
Specific?							
Measurable?							
Achievable?							
Relevant?							
Timely?							
1-5 scale (1 = Not at all; 5 = Very)							

Is the Scope Correct for Each Objective?

- Do you need to achieve each objective over your *entire* state?
- Or do you mean to focus some efforts on certain areas, such as creating more transportation in *rural* areas or making existing transportation more accessible in *urban* areas?
- Or are there *geographic hotspots* where certain objectives are especially relevant?

Is Your Year 3 Target on Target?

- Is each target ambitious, but still possible?
- How did you set each target?
 - Extrapolate your progress from past years?
 - See what other states have achieved?
 - Look at national standards?
 - Talk with experts in that field?

Are Your Interim Targets on Target?

- Do you know how you measure up on each objective *right now*? (Baseline, starting point)
- What's your theory about how progress will occur:
 - Will progress be a steady, straight line?
 - Will there be a lot of progress at first, then less?
 - Will there be little progress at first, then more?
- Will this pattern be exactly the same for each objective? (Not very likely)
- Do your interim targets reflect these different patterns?

Your Turn—One More Time

- Stop this video
- As a group, review your specifics:
 - Measurable indicators
 - Geographic scope
 - Year 3 target
 - Interim targets
- Revise your specifics based on this review
- Congratulate yourselves on learning Step 2!

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