

## Bringing outcomes into focus in a quality framework

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### The workshop

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- Why are outcomes important?
- Which quality systems need outcomes information?
- Developing a quality framework to incorporate outcomes
- The connection between quality assurance and monitoring frameworks
- Using quality to drive improved user outcomes.

## **Outcomes**

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**Outcomes are the changes, benefits, learning and other effects resulting from an organisation's services and activities.**

**They can be expected or unexpected, positive or negative.**

## **Quality standards focusing on processes**

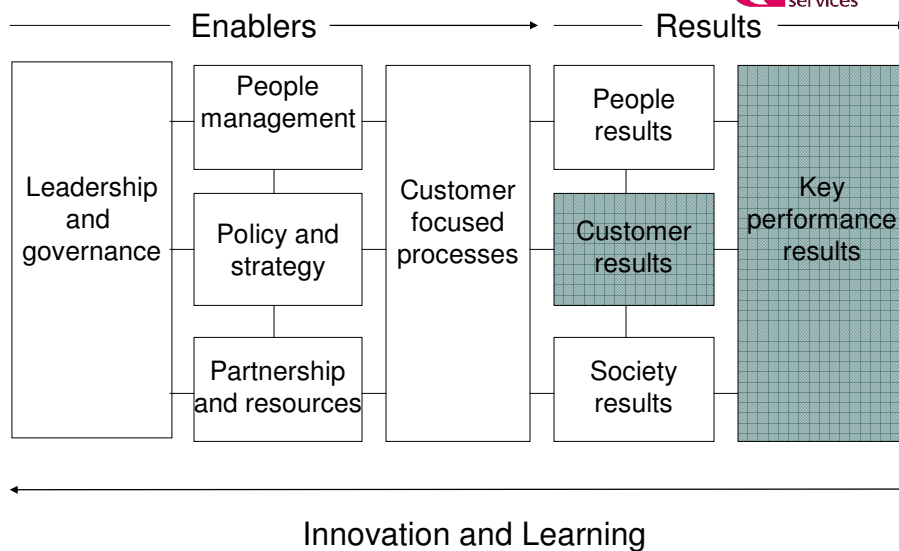
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- Customer First
- ISO 9001
- CLS Quality Mark
- The Matrix Standard
- Investing in Volunteers Standard
- Supporting People Quality Assessment Framework

## Quality standards asking for ability to demonstrate outcomes

- Volunteer Centre Quality Accreditation
  - Reach Quality Framework for Youth Action Agencies
- 'We are able to evaluate the impact of young people's voluntary action.'*

## EFQM EXCELLENCE MODEL



## PQASSO 3rd edition

Processes	Results
Planning Governance Leadership and management User-centred service Managing people Learning and development Managing money Managing resources Communications and promotion Working with others Monitoring and evaluation	<ul style="list-style-type: none"><li>● User results</li><li>● People results</li><li>● Organisational results</li><li>● Community results</li></ul>

## Quality standards that need evidence of outcomes achieved

- EFQM Excellence Model
- PQASSO
- Co-operatives<sup>UK</sup> Key Performance Indicators
- Investors in People
- Customer Service Excellence (formerly Charter Mark)
- NAVCA Performance Standards

## What are the indicators of outcome?

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- Excellent organisations comprehensively measure and achieve outstanding results with respect to their customers (Excellence Model)
- Achievement of a range of planned outcomes can be demonstrated...(PQASSO)
- We can demonstrate that...outcomes are positive for the majority of our customers (Customer Service Excellence)
- Top managers can explain and quantify...how learning and development has improved the performance of the organisation (Investors in People)

## From quality indicators to outcomes evidence

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Indicator

**...outcomes are positive for the majority of customers...**



**Identification of key specific outcomes**

- as part of a bespoke quality system
- as part of a related framework



**Collection of routine, reliable monitoring data**

## NAVCA Performance Standards

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- These cover the five core functions of a local infrastructure organisation.
- For each of the five functions, there is a statement or standard, a series of outcomes for the local voluntary and community sector, a set of minimum outputs and some suggested additional outputs.

## NAVCA Performance Standard 3

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**The organisation facilitates effective communication or networking and collaboration amongst local voluntary and community groups.**

*As a result of LIO activity, the local VCS:*

**3.1** Meets and communicates better

**3.2** Works more collaboratively and, where relevant, forms partnerships/consortia to address particular needs or tasks.

**3.3** Makes better use of scarce resources by sharing good practice, expertise and/or premises, etc, where possible.

## Quality assurance for prison visitors' centres

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Results section included:

- 1: Who is using the centre? (access)
- 2: What is the centre doing? (outputs)
- 3: How well is the centre doing? (satisfaction data; performance against needs)
- 4: What difference is the centre making? (outcomes)

## Prison visitors' centres example outcomes

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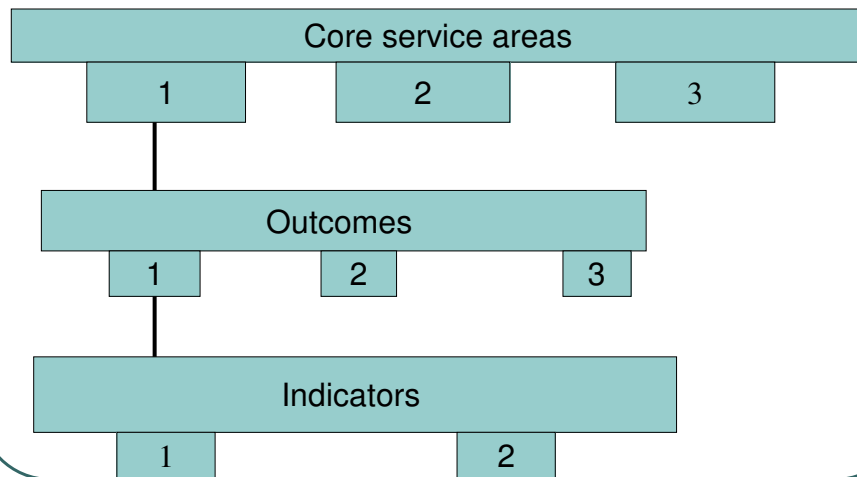
- Visitors have an improved quality of visit
- Greater take up of appropriate services by visitors
- Family issues included in prison plans and services

**Each centre could adapt these example outcomes according to their own services.**

## Example indicators for outcomes

Outcomes for visitors	Outcome indicators
Fewer visitors are turned away from visits	Number of refused visits
Visitors make more visits	Number of visits
Quality of visit is improved	Extent to which visitors feel: <ul style="list-style-type: none"> <li>• more welcome</li> <li>• safer</li> </ul>

## Outcomes framework



## Monitoring and evaluation framework

Specific aims	Outcomes	Outcome indicators	Information collection methods	When and by whom	How to report and use
<i>Aim 1</i>					
<i>Aim 2</i>					
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Objectives	Outputs	Output indicators	Information collection methods	When and by whom	How to report and use
<i>Objective 1</i>					
<i>Objective 2</i>					

## Important steps

- **Think about your organisation.**
- **Identify key developments that will help [or have helped] your organisation to move forward and be in a position to meet the outcomes section of quality standards.**

## Linking quality assurance to outcomes monitoring

