

## Measuring Success: Translating a Strategic Plan into Performance Standards to Measure Program Impact

Shannon Flynn, MSW Mary Prince, PhD, MPH Forrest Alton, MSPH

Expanding Our Experience and Expertise:
Implementing Effective Teen Pregnancy Prevention Programs

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#### Disclaimer

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#### WHO WE ARE

• Mission: As a 501(c)(3) non profit organization, we are committed to the prevention of adolescent pregnancy in South Carolina through education, technical assistance, public awareness, advocacy and research.



 Organizational Promises: Communication with target market;
 Customization of approaches; Capacity Building at all levels of a community; Commitment to a long-term investment

#### Objectives

- List five guiding rules for developing a datadriven strategic plan;
- Define a strategic goal's impact through a set of performance measures;
- Describe the ingredients of a good performance measure; and
- Describe how performance indicators inform program development.

## The SC Campaign's Experience with Strategic Planning



### Our Humble Beginning...1994

\$50,000

**BUDGET** 

We had

- 1 full-time
- 1 half-time

STAFF

Working in

DONATED SPACE

### Today...17 Years Later...2012

\$5,000,000

**BUDGET** 

We have

- 22 full-time
- 8 part-timeSTAFF

We pay lots and lots of rent

### Our CEO (his name is Forrest) said:

Egads! We need to strategize! We need a **PLAN!** 

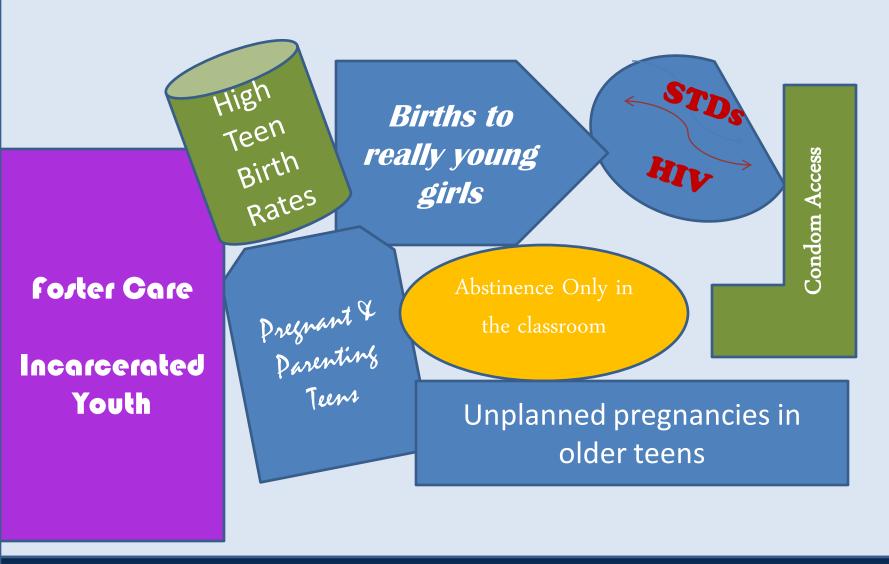
#### We had a plan for our PLAN...



#### This is our mission



#### We have many needs



### We address needs by

Communicating

**Building Capacity** 

**Evaluating and Conducting Research** 



# Our planning committee was pretty smart, but we wanted this process to be inclusive

#### We solicited ideas from all staff

Need to target AA boys

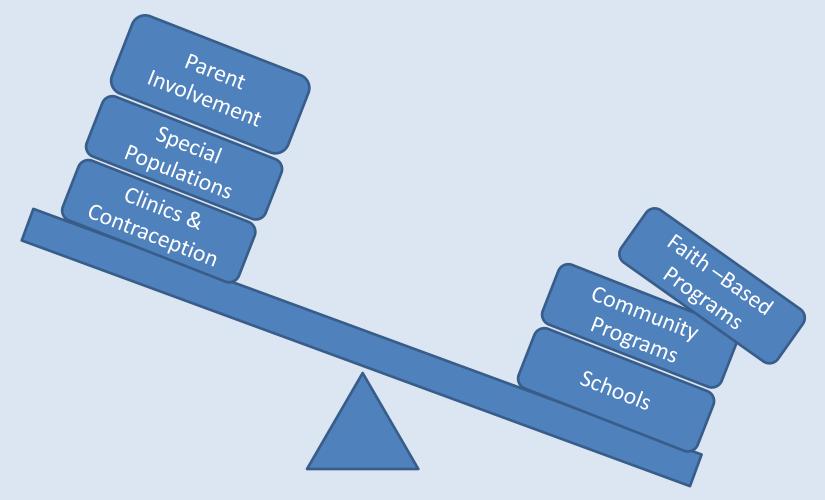
18 – 19
year olds
should be
our priority
population

How do we involve parents?

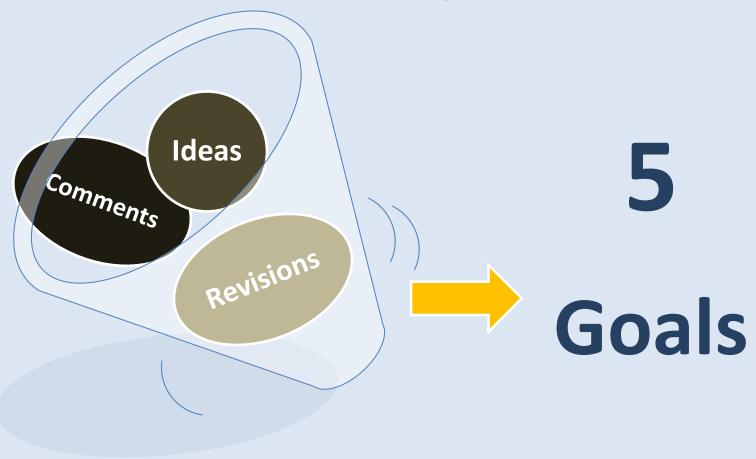
We need to stick with EBP

GLBTQ youth are at high risk and often overlooked

## Then we sorted through the data looking for themes



#### What emerged...



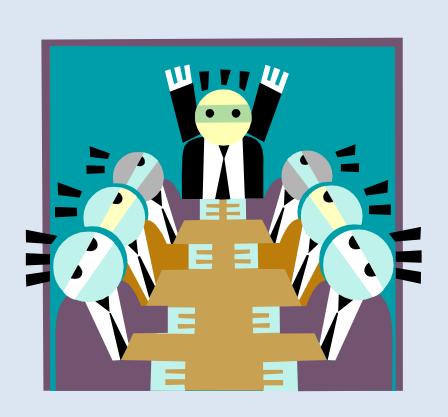
#### But there still were challenges

"Teens have the right to access condoms and other forms of contraception."



"Sexually Active Teens have access to condoms and other forms of contraception."

#### And revisions...



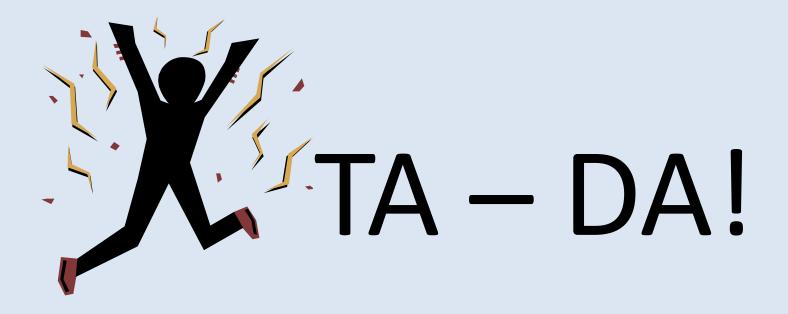
#### Our board said:

"Our mission is teen pregnancy prevention – not HIV/STD prevention"

## Need 100% buy-in from staff & board (don't leave anyone out!)







- ✓ High quality teen pregnancy prevention programs and services are available to SC youth.
- ✓ High priority youth have access to teen pregnancy prevention services tailored to their unique needs.
- ✓ Public schools are delivering age-appropriate, science-based teen pregnancy prevention programs.
- ✓ Young people who are sexually active have access to condoms and other forms of contraception.
- ☑ Parents and trusted adults are having open and honest conversations with their children about love, sex and relationships.



#### Process is Guided by What We Believe

The prevention of adolescent pregnancies is in the best interest of the

adolescents, their families and society;

- The most effective health and sexuality education is abstinence-first, age-appropriate and comprehensive;
- The use of research proven curricula and programs will reduce adolescent pregnancy;
- Communities play a key role in reducing adolescent pregnancy;
- Youth should be recognized as assets and involved as equal partners in all aspects of prevention activities in their communities; and
- The prevention of adolescent pregnancies will improve the health and economic prosperity of South Carolina.



## Five Guiding Rules to Planning Strategically

- Operationalizes mission and vision
- Describes what you plan to accomplish over time and what you do NOT plan to accomplish
- Contains long-term goals (3 5 year outlook)
- Board, staff, and leadership provide input
- Guides goals and objectives of all funding proposals (RFP does not match SP – don't apply!)

## How do you measure your goals? PERFORMANCE INDICATORS

## Ingredients: Performance Indicators

- Simple
- Measurable
- Change Over Time
- Reliable
- Meaningful

### Putting it All Together

**Strategic Goal 4:** 

Young people who are sexually active have access to condoms and other forms of contraception.

### Putting it All Together

How Will We Know We're Making Progress?

What Are We Doing to Achieve this Goal?

#### Our Program...

- Motivation
- Knowledge

Colleges

#### Clinics

- Friendly
- Easy Access

• Increased Use...

Contraception

#### Our Performance Indicators: 2011

- Hours of Outreach
- Number of 18-19 year olds reached
- Percent of clients who heard about clinic from outreach
- Number of 18-19 year olds @ clinics (unique)
- Number of 18-19 year olds @ clinics (dup)
- Level of Teen Friendliness



#### Dashboards

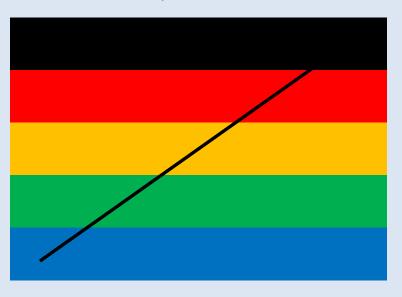
- Communication
- Condensed information
- Visual, interactive data
- Changes over time
- Tracks indicators of progress

#### **Standard Colors**



#### \*Information Dashboard Design, Stephen Few, p.89

#### **Emphasis Colors**



#### **Fine Legibility**

**Poor Legibility** 

Times New Roman

Script

Arial

Broadway

Verdana

Papyrus

Tahoma

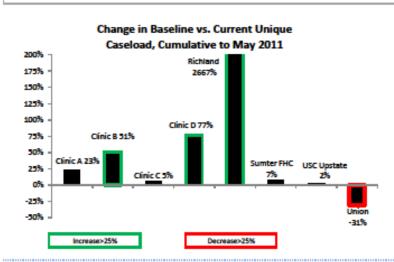
Tempus Sans ITC

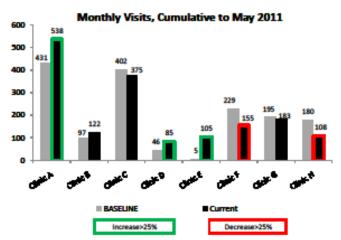
Courier

Old English

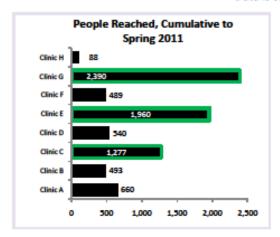
\*Information Dashboard Design, Stephen Few, p.171

#### **Goal 4: Key Data Points for Funded Clinics**





#### Data is cumulative through Spring 2011



% of Clients Enrolled Partner College		
clinics in outreach efforts)		
Clinic A	29%	
Clinic B	13%	
Clinic C	22%	
Clinic D	32%	
Clinic E	66%	
Clinic F	50%	
Clinic G	44%	
Clinic H	98%	
*According to Marketing Surveys		

*According to	Marketing	Surveys
through Spring	2011	

Return on Outreach		
% of clients who heard about clinic via outreach activities		
Clinic A	12%	
Clinic B	1%	
Clinic C	3%	
Clinic D	12%	
Clinic E	58%	
Clinic F	74%	
Clinic G	3%	
Clinic H	36%	

<sup>\*</sup>According to Marketing Surveys Fall 2010, Winter 2010-2011 & Spring 2011

<sup>\*\*</sup>Sites highlighted indicate a percentage greater than 50%

#### How We Used the Data

- Identify strong and weak performers
- Spark discussion what is working, what is not
- Identify what else we need to know
- Help us stay on track

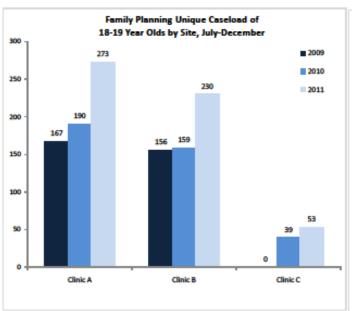
### Performance Indicators and Program Improvement

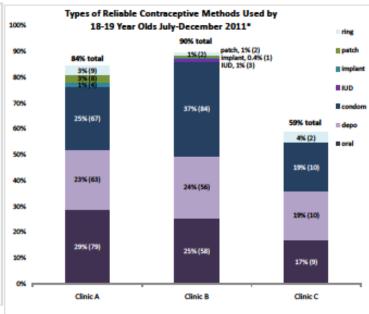
- What we thought was important, didn't seem to matter as much
  - -Teen friendliness
- Power of a partnership
- The need to better understand outreach

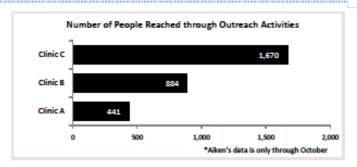
## Evolution of Performance Measures

- Less Emphasis:
  - Visits
  - Friendliness
- More Emphasis:
  - Contraception
  - Clinic-College connection
  - Frequency of reporting

#### **Goal 4: Key Data Points for Funded Clinics**





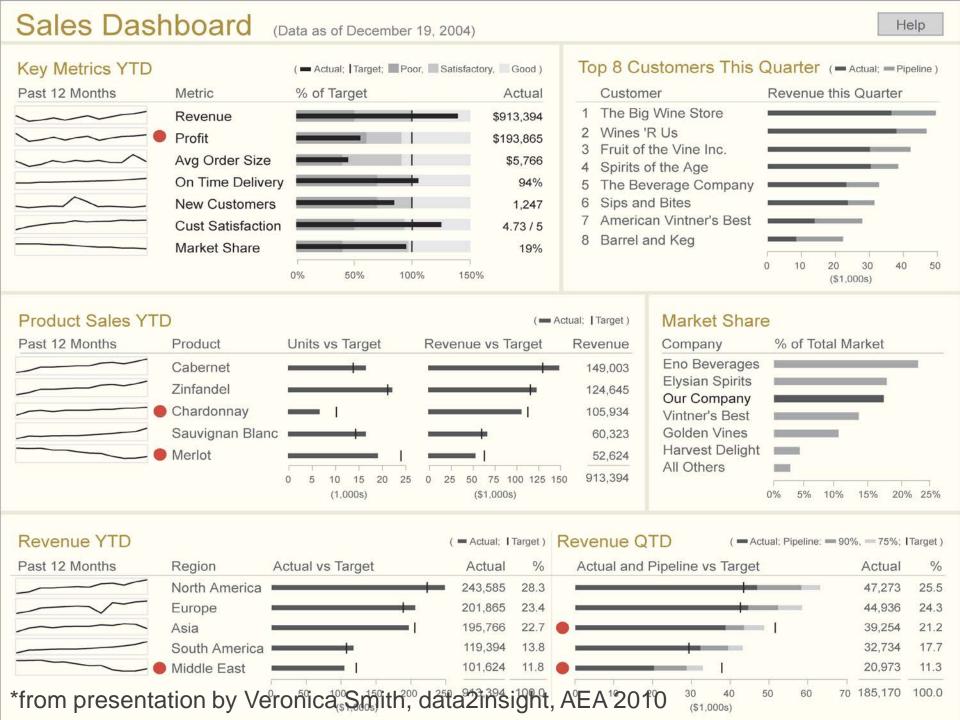




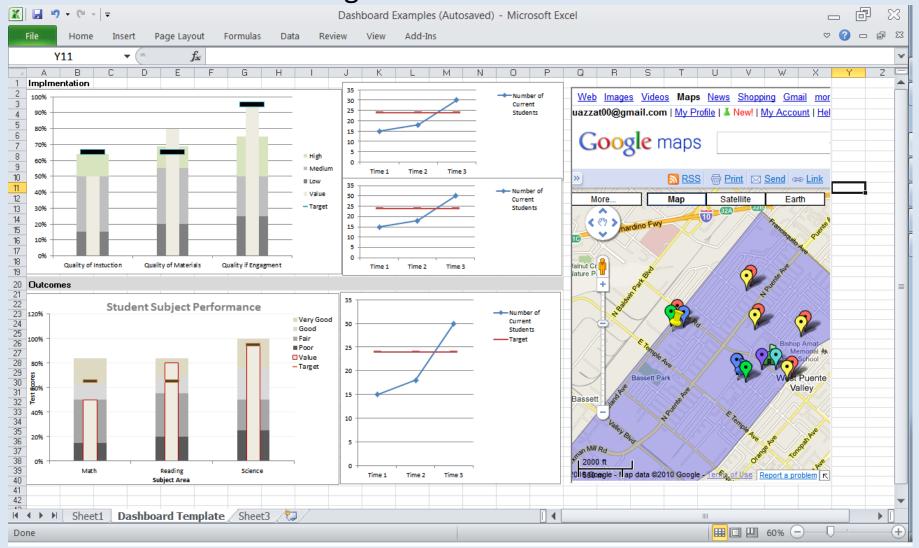
Return on Outreach % of clients who heard about clinic via outreach activities		
Clinic B	10%	
Clinic C	82%	
According to Marketing Surveys August - November 2011		

#### More Data...

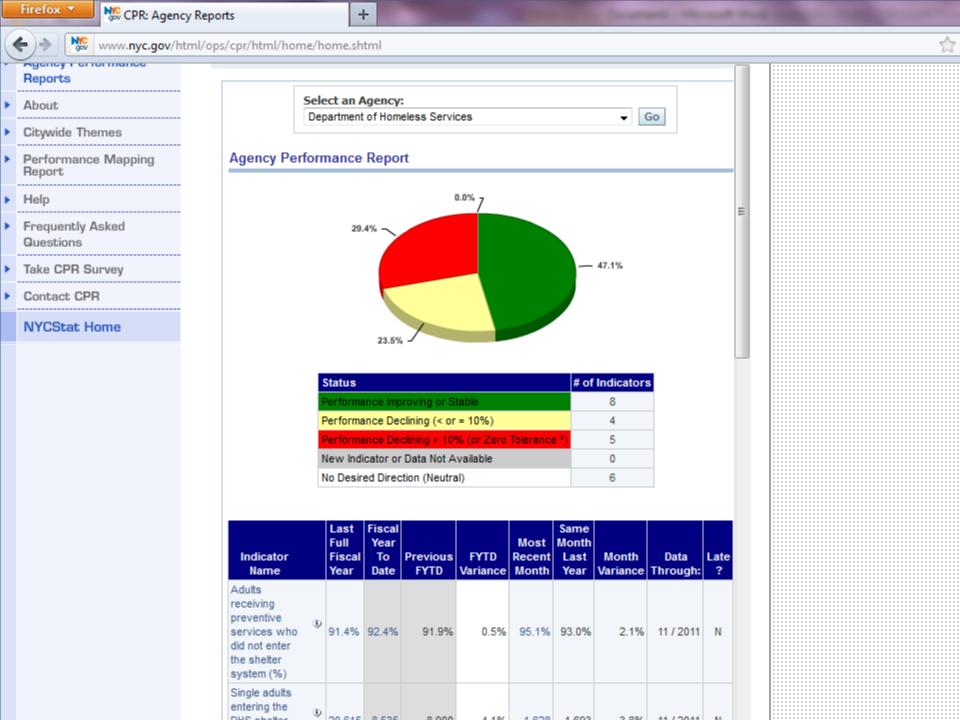
## EXAMPLES FROM OTHER ORGANIZATIONS



#### **Creating Evaluation Dashboards**



\*from presentation by Veronica Smith, data2insight, AEA 2010



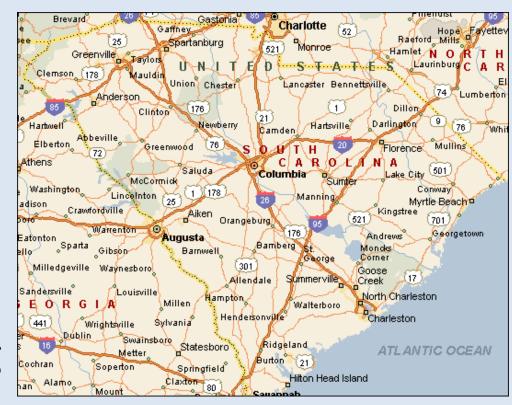
#### Activity

- You are the "planning team"
  - -Construct 3 goals based on the mission
    - How will you know if you're reaching your goals?
  - –What indicators of change will be tracked?

Idea! You can substitute your own organization's mission and get ideas from the group!

### Putting it All Together

- Strategic plans are your road map
- Performance indicators keep you from getting lost!



#### FOR ADDITIONAL INFORMATION:

South Carolina Campaign to Prevent Teen Pregnancy
1331 Elmwood Avenue, Suite 140
Columbia, South Carolina 29201
803-771-7700

www.teenpregnancysc.org