

VOALA Evaluation

CQI: Putting the Power of Data Back Into the Hands of Programs

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*A User of Use Evaluation Theory

- Not a theorist, but rather a user
- Not claiming expertise in the theory
- Rather how what Patton and Fetterman say rings true to us as an organization

VOALA

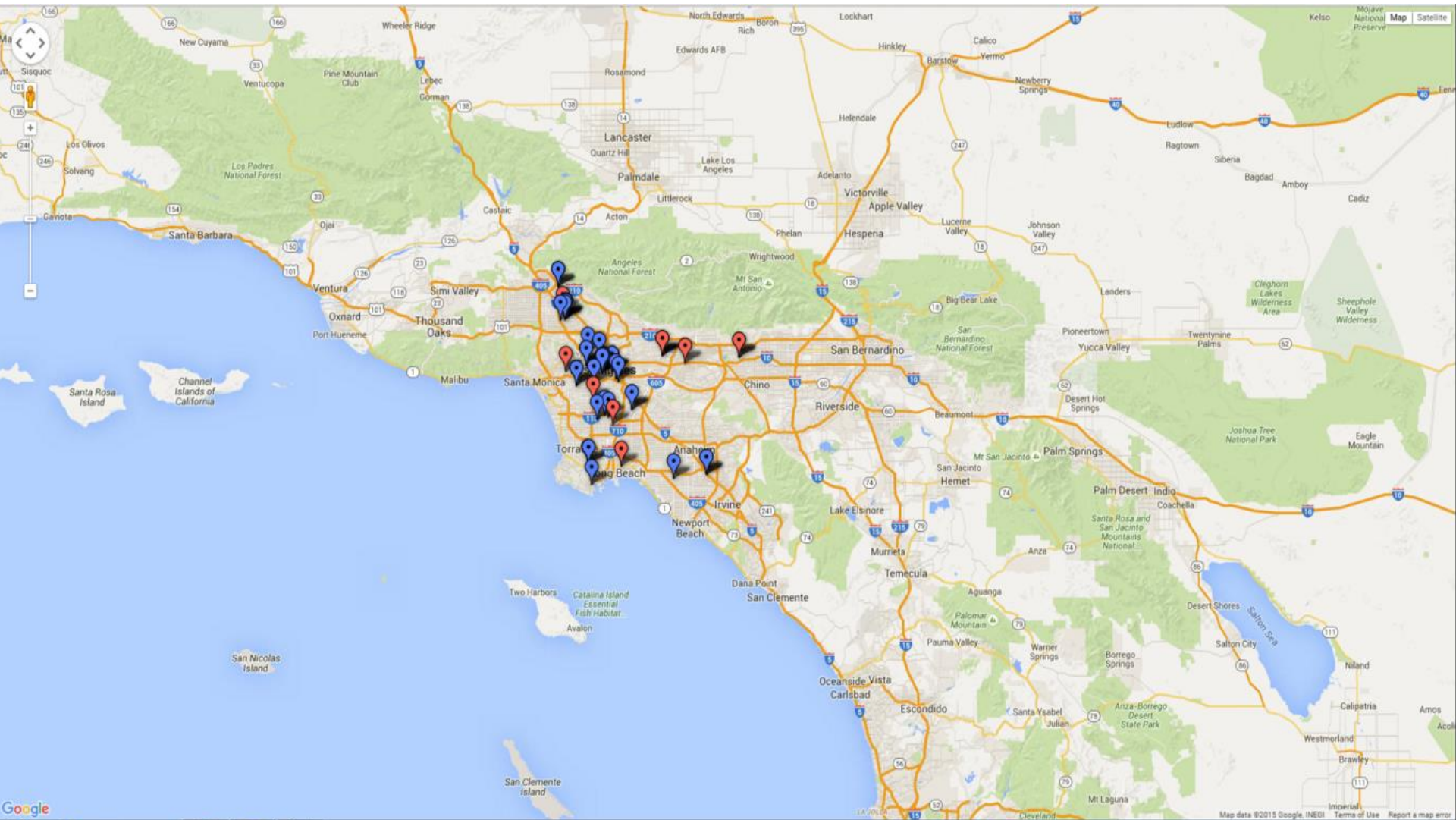
- A large non-profit providing services in the greater metropolitan area
- Over 72 programs, and 1,700 employees
- Touch the lives of more than 30,000 Angelenos a year

Diverse Funders

- Department of Mental Health
- Department of Education
- Department of Veteran Administration
- Office of Adolescent Health
- Office of Juvenile Justice & Delinquency Prevention
- Administration for Children and Families
- Substance Abuse and Mental Health Administration
- Los Angeles Housing Services Authority
- Sherriff's Department
- Mayor's Office of Los Angeles
- California Endowment
- Unihealth Foundation

Diverse Programs in a Diverse City

- Head Start
- Prisoner Re-Entry
- College Readiness programs
- Substance Abuse Recovery
- Homeless Services
- Domestic Violence Safe Havens
- Veteran Transitional Residential Programs
- Emancipated Foster Care Youth Transitional Housing
- Gang Reduction
- Youth Empowerment



VOALA Evaluation Challenge

- Since VOALA has grown to over 70 diverse programs.
 - How does Evaluation support programs while also spreading services to as many VOALA programs as possible?
- VOALA wants to create an Evaluation Culture.
 - How do we encourage programs to conduct continuous evaluation versus a one-time evaluation?

Patton- Utilization Evaluation

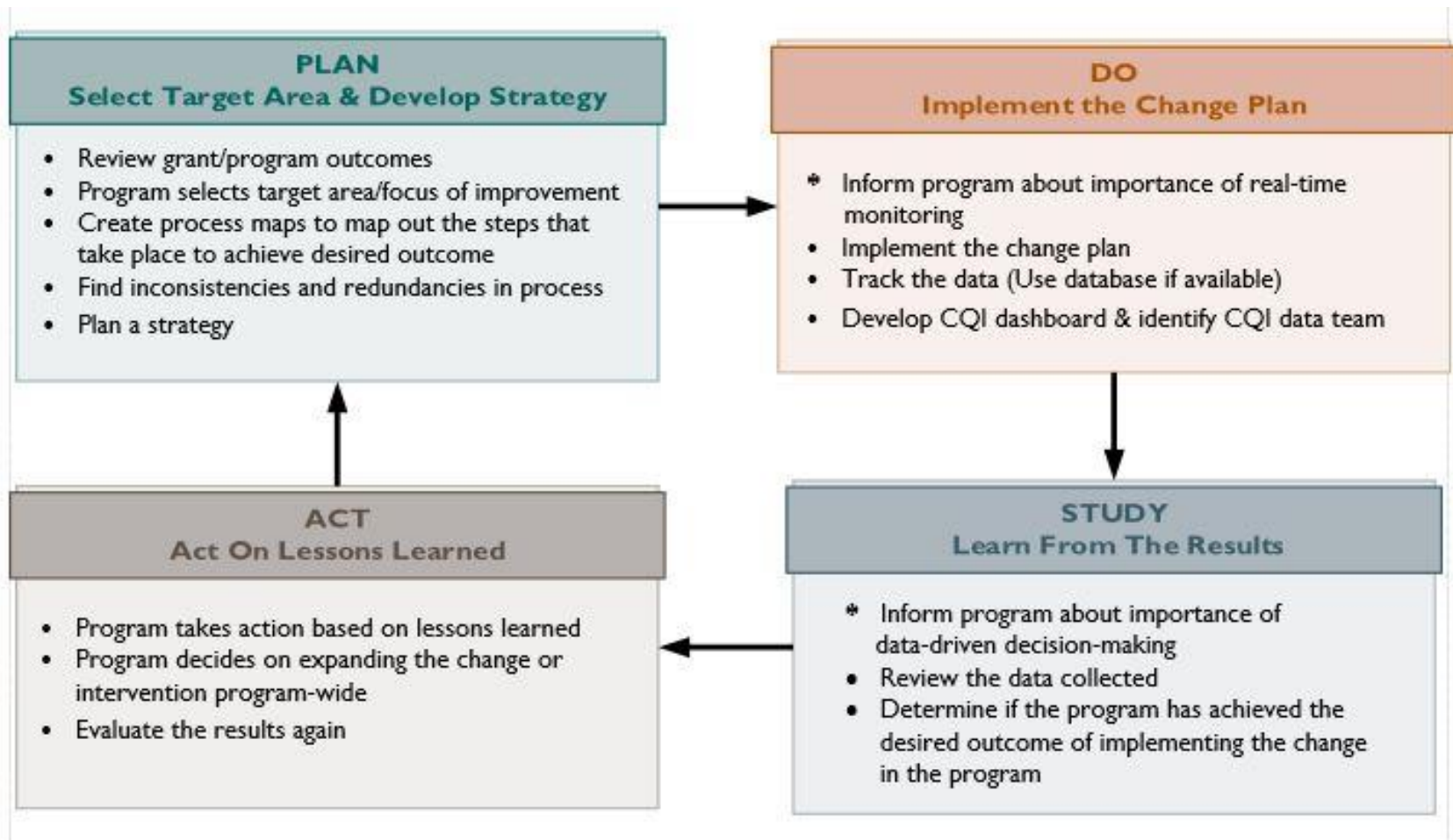
- From day one, purpose of evaluation must be useful to the stakeholders
 - Emphasizes primary users of findings.
 - Need to spend time nurturing relationship and creating buy-in.
 - Users want to answer primary questions.
- Working with stakeholders to determine their needs and then providing guidance on appropriate evaluation.

(Patton, 2008).

Traditional	Empowerment
External	Internal
Expert	Coach or Critical Friend
Dependency	Self-determination & Capacity Building
Independent Judgement	Collaboration

What are we trying to achieve?	What specific results are we seeking?	What are our major strengths?	What are our major weaknesses/areas of growth?
What do participants value?	How can we use what our participants value to become more effective?	How do we define results?	How well are we using our resources?

Implementing Continuous Quality Improvement(CQI)



Well-implemented CQI Efforts

- Teams composed of workers from various levels are empowered to make change
- Problem identification and solution generation are based on specified techniques that involve data collection and statistical analyses
- Quality improvement efforts are fundamental and process-oriented, and are concerned with moving toward consistent (low variability), high-quality performance

(Mark & Pines, 1995, p. 134)

Fetterman & Patton- A happy marriage at VOALA

- We use many of Patton's strategies to help facilitate the dialogue between stakeholders.
- We construct the evaluation with the stakeholders so that they may continue and run with it after we leave.

References

- Fetterman, D. M. & Wandersman, A. (2007). Empowerment evaluation: Yesterday, today, and tomorrow. *American Journal of Evaluation*, 28, 179-198. doi:10.1177/1098214007301350
- Fetterman, D. M. (unknown). Retrieved from <http://davidfetterman.com/documents/EEMainintrogeneric.pdf>.
- Mark, M. M. & Pines, E. (1995). Implications for continuous quality improvement for program evaluation and evaluators. *Evaluation Practice*, 16(2), 131-139.
- Patton, M. Q. (2008). *Utilization-focused evaluation*. Thousand Oaks, Ca: Sage Publications.