Outcome Measurement in National Health & Human Service and Accrediting Organizations
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Introduction

The mission of the United Way System is “To improve lives by mobilizing the caring power of communities.” United Way of America (UWA) and its 1400 member United Ways are committed to improving lives by mobilizing communities to create lasting changes in community conditions. One of the community changes that more than 450 United Ways are promoting in their communities is a shift from a focus on activities to a focus on results in the health and human services system.

These United Ways, which among them help support more than 20,000 agencies and programs, are encouraging this shift by asking the programs, agencies, and partnerships in which they invest to identify and measure the benefits of their activities—their outcomes—for the individuals and families they serve, and then to learn from the findings to increase their effectiveness. When services are more effective, more lives are improved.

UWA has been a leader in the development and promotion of program outcome measurement since 1995. During this time, it has seen that outcome measurement creates value for organizations in many ways. In an independent survey of nearly 400 agencies, reported in the UWA publication, Agency Experiences with Outcome Measurement, program directors agreed or strongly agreed that outcome measurement helps their program:

- Focus staff on shared goals (88%)
- Communicate results to stakeholders (88%)
- Clarify program purpose (86%)
- Identify effective practices (84%)
- Compete for resources (83%)
- Enhance record keeping (80%)
- Improve service delivery (76%)

Roles of National Organizations

National health and human service organizations are important partners in UWA’s efforts to promote high-quality measurement of program outcomes and effective use of the findings. They are in a unique position to provide program- and service-specific assistance and resources for this important work to their national networks. National organizations can help chapters or affiliates measure their outcomes well, perform well on their outcomes, and use outcome data to increase program effectiveness by:

- offering conference workshops, training and technical assistance, financial assistance, chapter-to-chapter information sharing, and recognition for effective measurement, performance, and use of findings;
- compiling or developing examples of outcomes, indicators, data collection approaches, tools, and analysis and reporting methods appropriate for the organization’s services;
- recommending useful ways to break out data during analysis, including ways to identify how difficult it will be for participants entering the program to achieve the intended outcome(s);
The efforts of national health, human service and accrediting organizations, along with the assistance provided by local United Ways, have strengthened the ability of nonprofit organizations to measure, learn from and improve the outcomes of their programs. As a result, the lives of individuals, families, and communities have improved.

This Report
To compile this report, UWA contacted 52 national health and human service organizations, including members of the National Assembly of Health and Human Service Organizations and others suggested by various sources. Representatives of each organization were asked to complete a brief questionnaire regarding activities to help their chapters or affiliates identify and measure their outcomes, use the data to learn more about their programs, and increase the effectiveness of their services. They also were invited to provide a brief narrative description that expanded on their responses to the questionnaire and a list of any outcome measurement-related publications they have issued that are available to the public.

UWA also contacted seven accrediting organizations. In a similar process, their representatives were asked to respond to a questionnaire regarding the place of outcome measurement in their accrediting process and their outcome measurement-related activities. As with the health and human service organizations, they were invited to provide a brief narrative and a list of any publicly available resources.

Thirty-three national health and human service organizations and four accrediting organizations responded to the questionnaires. Except for two human service organizations, all provided narrative information as well. UWA staff contacted many of the organizations for clarification and additional information and edited the narratives for clarity and length.

Organization of the Report
Information from the health and human service organizations and the accrediting organizations are presented in separate sections. Each section provides a table summarizing the organizations’ responses to the questionnaire, followed by the narratives. An appendix lists outcome measurement resources available from these organizations and United Way of America. A second appendix provides web addresses for the organizations included in this report. A final appendix highlights UWA’s collaborative activities with national organizations related to outcome measurement.

• identifying and disseminating effective service delivery practices based on affiliates’ outcome data; and
• measuring the national organization’s own outcomes.

National organizations that accredit health and human service programs also play an important role in promoting high-quality outcome measurement. Among them, these organizations touch thousands of service providers, setting standards of practice in many areas. Several accrediting organizations have requirements related to outcome measurement and provide assistance for those seeking accreditation. They, too, encourage and support a focus on results.

The efforts of national health, human service and accrediting organizations, along with the assistance provided by local United Ways, have strengthened the ability of nonprofit organizations to measure, learn from and improve the outcomes of their programs. As a result, the lives of individuals, families, and communities have improved.
**Executive Summary**

A 1998 United Way of America study, *Outcome Measurement Activities of National Health & Human Service Organizations*, identified 27 national organizations that were supporting outcome measurement in some way. Most of them, for example, had announced UWA’s outcome measurement manual to their chapters/affiliates and had offered sessions on the topic at national or regional conferences. About half were providing more in-depth assistance, such as training, technical assistance, or lists of outcomes or indicators relevant to their service area. A few had begun to place outcome measurement information online.

Five years later, UWA has updated that report to identify the current breadth of involvement in outcome measurement among national organizations and the range of their activities. For this 2003 edition, UWA expanded the scope of the report to include organizations that accredit health and human service programs.

**What Has Changed Among National Health and Human Service Organizations?**

UWA asked national health and human service (H&HS) organizations about their involvement in 18 specific activities related to four general areas:

- introducing outcome measurement to chapters/affiliates and measuring the national organization’s own outcomes
- helping chapters/affiliates measure their outcomes
- helping chapters/affiliates use outcome data
- helping chapters/affiliates increase the effectiveness of their programs

In 1998, those involved in outcome measurement were primarily pursuing activities in the first two areas. The 2003 survey findings show that many are now involved in all four areas. Not surprisingly, more respondents report that they conduct activities related to the first two areas than to the last two. The last two areas can be addressed only after sufficient progress has been made in the first two.

The increase in the number of national H&HS organizations that reported involvement in outcome measurement (from 26 to 33) indicates that measuring program outcomes is becoming an accepted practice and an expected activity for service providers. They are now tackling some of the more challenging issues and providing assistance in a wider variety of ways. For example, 78 percent answered “yes” to nine or more of the 18 survey questions, indicating that they provide at least half of the services identified in the survey. Response rates were highest for the following questions:

- Presenting outcome measurement topics at conferences (94%)
- Promoting chapter-to-chapter information sharing, mentoring or lessons learned on measuring outcomes (88%)
- Providing training or technical assistance on identifying or measuring outcomes (85%)
- Providing training or technical assistance on data use to improve performance (85%)
...many national organizations believe measuring program outcomes is valuable for their chapters/affiliates... they recognize that the work goes beyond just measuring outcomes to include learning from measurement findings and applying that knowledge for program improvement.

Although national H&HS organizations are conducting a broad range of activities, responses show that less emphasis has been placed on some topics. Response rates were lowest for the following activities:

- Identifying useful ways to classify service recipients based on difficulty to serve (27%)
- Provided funding to affiliates to pay for outcome measurement resources (30%)
- Using data to identify effective service delivery practices (49%)

Responses to the questions in each of the four areas are shown in the following charts. The first two charts show the activities that many national H&HS organizations have been providing the longest.

The third chart shows that significant numbers of national H&HS organizations have helped chapters/affiliates increase data use in four of the five ways identified. The fourth chart shows that the most common way to help chapters/affiliates increase effectiveness has been to provide training or technical assistance on data use.

See the fifth chart for a comparison of 1998 to 2003 responses for questions included in both surveys. This chart shows that a strong majority continues to provide outcome measurement topics at conferences, and significant increases were reported for all other questions.
What is the Status of National Accrediting Organizations?

Only one accrediting organization was included in the earlier report, so it is not possible to track trends from 1998 to 2003. It is, however, significant to recognize that in 2003, four key accrediting organizations require programs to be conducting outcome measurement to be accredited. All of these organizations have presented outcome measurement topics at their conferences and all have outcome measurement resources available to the public on their websites. Their requirements regarding outcome identification, selection of tools, performance measurement and other standards vary as shown in this report beginning on page 21.
Uses of the Report for Various Audiences
The report demonstrates that many national organizations believe measuring program outcomes is valuable for their chapters/affiliates. Further, they recognize that the work goes beyond just measuring outcomes to include learning from measurement findings and applying that knowledge for program improvement. This is evident by the number of organizations helping their chapters/affiliates to use data well and to increase the effectiveness of their programs.

United Ways, national organizations and local agencies all may gain a better understanding of outcome measurement resources, assistance and requirements from this report. For example, United Ways partnering with agencies to strengthen their outcome measurement skills can use this report to guide those agencies to national resources. United Ways also may use this knowledge to further their own work and plans for agency training. They may gain ideas for additional resources and assistance that they can provide. In addition, knowledge of the requirements set by national accrediting organizations may give United Ways a better understanding of agency programs and their approaches to outcome measurement.

National health and human service organizations can see the work of their peers and gain ideas for expanding their resources and assistance for their own chapters/affiliates. They also may gain a better understanding of the requirement of accrediting organizations, and, thereby, tailor their training and technical assistance to help their chapters/affiliates be better prepared to meet accreditation requirements.

Agencies can see the resources developed by national organizations that are available to the public which may enhance their work. In addition, they may identify colleagues in the community that have acquired valuable resources from their national affiliate. These resources may be shared in mutually beneficial collaborations. Seeing the assistance and resources provided by other national organizations may prompt agencies whose national organizations have not become involved in outcome measurement to ask for assistance at the national level.

National accrediting organizations may gain a better understanding of the assistance being provided by national H&HS organizations for those seeking accreditation. These insights may further collaboration with national H&HS organizations to assure that agencies are prepared to meet accrediting requirements. They may see the work of their peers and gain ideas for accrediting requirements or assistance for those seeking accreditation.
Acknowledgments

Special thanks are due to the representatives of the national health and human service and accrediting organizations listed below, who provided information about their outcome measurement activities. Their cooperation and assistance made this effort possible. Thanks also go to Irv Katz, National Assembly of Health and Human Service Organizations, for assistance in contacting many of the organizations represented in this report.

National Health and Human Service Organizations

Alliance for Children & Families
Peter Goldberg

American Camping Association
Marge Scanlin

American Cancer Society
Bruce Black

American Foundation for the Blind
Corinne Kirchner

American Red Cross
Annece Cross

Arthritis Foundation
Shannon Whetstone Mescher

Association of Jewish Family and Children’s Agencies
Joan Strauss

Big Brothers Big Sisters of America
Keoki Hansen

Boy Scouts of America
Mark Wappel

Boys & Girls Clubs of America
Carter Julian Savage

Camp Fire USA
Deanna Armstrong

Catholic Charities USA
Ruth Dalessandri

Center for Youth as Resources
Shuan Butcher

Child Welfare League of America
Wendy Whiting Blome

Communities In Schools
Susan Siegel

Corporation for National and Community Service
Kevin Cramer

Girl Scouts of the USA
Michael Conn

Girls Incorporated
Faedra Lazar Weiss

Goodwill Industries International
Kathy Brennan

Lutheran Services in America
Jill Schumann

McAuley Institute—Success Measures Project
Jessica Anders

National Head Start Association
Ben Allen

National Mental Health Association
Lea Ann Browning-McNee

National Multiple Sclerosis Society
Kathryn Dailey

National Network for Youth
Gretchen Noll

National Urban League
Annelle Lewis

Points of Light Foundation
Rennie Dutton

Travelers Aid International
Ray Flynt

United Neighborhood Centers of America
Fred Isaacs

Visiting Nurses Association of America
Jean Ellis

Volunteers of America
Laura Skaff

YMCA of the USA
Myrtis Meyer

Youth Service America
Silvia Golombek

National Accrediting Organizations

CARF: The Rehabilitation Accreditation Commission
Deborah Wilkerson

Joint Commission on Accreditation of Healthcare Organizations
Lon Berkeley

The Council on Quality and Leadership
James F. Garner

Council on Accreditation
Ann Boger
Part 1:
Outcome Measurement Activities of National Health and Human Service Organizations
## National Health & Human Service Organizations

### Summary of Outcome Measurement Activities

<table>
<thead>
<tr>
<th>Organization</th>
<th>1. Presented outcome measurement topics at national or regional conferences?</th>
<th>2. Compiled reference or resource lists on outcome measurement?</th>
<th>3. Provided funding to affiliates to pay for outcome measurement resources?</th>
<th>4. Provided outcome measurement information on its public or private website?</th>
<th>5. Measured its own outcomes at the national level?</th>
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### National Health & Human Service Organizations

#### Summary of Outcome Measurement Activities

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<th>Organization</th>
<th>6. Providing training or technical assistance on identifying or measuring outcomes?</th>
<th>7. Creating lists of outcomes and/or indicators appropriate for member programs?</th>
<th>8. Developing outcome measurement methods and tools?</th>
<th>9. Promoting chapter-to-chapter information sharing, mentoring or lessons learned?</th>
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<tr>
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### National Health & Human Service Organizations

#### Summary of Outcome Measurement Activities

Has the organization helped local chapters/affiliates use outcome data by:

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<td>American Camping Association</td>
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<tr>
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<td>American Red Cross</td>
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<td>Arthritis Foundation</td>
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<tr>
<td>Center for Youth as Resources</td>
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<td>Child Welfare League of America</td>
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<td>Communities in Schools</td>
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<td>McAuley Institute–Success Measures Project</td>
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<td>National Mental Health Association</td>
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<td>National Network for Youth</td>
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<td>Youth Service America</td>
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# National Health & Human Service Organizations

## Summary of Outcome Measurement Activities

Has the organization helped local chapters/affiliates increase the effectiveness of their programs by:

<table>
<thead>
<tr>
<th>Organization</th>
<th>15. Providing training or technical assistance on data use to improve performance?</th>
<th>16. Using data to identify effective service delivery practices?</th>
<th>17. Conducting experimental research to identify models of effective practice?</th>
<th>18. Using learnings about service delivery practices to change or expand national standards of practice?</th>
<th>19. What is the approximate percentage of the organization's local chapters/affiliates that are measuring their outcomes?</th>
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<td>Divisions 100%; communities 80%</td>
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<td>○</td>
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<td>Center for Youth as Resources</td>
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<td>○</td>
<td>○</td>
<td>100%</td>
</tr>
<tr>
<td>Child Welfare League of America</td>
<td>●</td>
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<td>○</td>
<td>○</td>
<td>100%</td>
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<tr>
<td>Communities in Schools</td>
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<td>McAuley Institute–Success Measures Project</td>
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<td>Visiting Nurses Association of America</td>
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<tr>
<td>Volunteers of America</td>
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<td>Youth Service America</td>
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<td>○</td>
<td>75%</td>
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</table>
Alliance for Children & Families

Five years ago, at the request of some of its member organizations and with grant support from the Robert Wood Johnson Foundation, the Alliance began an outcome measurement program to which agencies could subscribe. The Alliance made considerable progress in identifying a preliminary set of outcome measurements, and arrived at a reasonable reporting mechanism. When all was said and done however, very few member agencies subscribed to participate. While the outcome measurement project would have provided some nice benchmarking and allowed for some national data collection, the bottom line was that from a member agency viewpoint, it was not required by any funding source for reimbursement for services.

Separately, the Alliance has had more success with performance measurements for two of its national replication programs: “Ways to Work Family Loan Program” and “Families and Schools Together.” In each of these programs the Alliance has been more directly involved in funding and each program features very common characteristics when replicated locally.

American Camping Association

The American Camping Association has served camp professionals for nearly 100 years. It has joined together to share its knowledge and experience and to ensure the quality of camp programs. Since the 1998 survey, the ACA has furthered its efforts in outcome measurement. It has demonstrated this commitment by including outcome measurement as one of the criteria for local chapter accreditation. It has developed materials on outcome measurement and delivered workshops at conferences. The ACA is now in the process of conducting a massive research project funded by a Lilly Endowment grant. This project will sample more than a hundred camps, and survey children participating in local programs and their parents in a pre- and post-test design. The data from this research will be used to produce new, detailed assessment tools and informed training curricula for camp professionals.

American Cancer Society

The American Cancer Society (ACS) has been an outcome-driven cancer control organization for over ten years. In 1992, the ACS initiated “Mission 2000 Goals,” which were measurable outcomes around the core areas of breast cancer screening, tobacco control, comprehensive school health education, resources, information, and guidance for cancer patients and survivors.

In 1997, a Blue Ribbon Advisory Group recommended the adoption of 2015 Goals and interim, shorter-term outcomes. A planning infrastructure was developed consisting of 17 Regional Planners who were responsible for the measurement of Division and national outcomes, collaborative planning with states, and community assessments and planning.
Currently, outcome measurement has been institutionalized throughout the American Cancer Society at all levels—national, Division, and community. All Divisions and the National Home Office have 2015 Goals and intermediate outcomes that are monitored by a variety of outcome measurements and data sources. Over 70 percent of communities have conducted community assessments and developed outcome action plans. All of its Divisions and communities are using a Community Assessment E-tool that provides a wide variety of data to use for developing community priorities, outcomes and collaborative strategies.

The planning model used by ACS contains the logic model and the logic model framework also has been institutionalized throughout the organization. A variety of printed materials have been produced to assist with logic modeling, moving from outputs to outcomes for benchmarking, development of indicators for community measurement, and a manual, “Community Action Planning Manual,” that covers all aspects of the planning model and twelve planning quality standards.

Currently, ACS is collaborating with states to develop state cancer plans. The goal is to have all 50 states have a cancer plan by the end of 2003, and by 2005, all states implementing those plans.

American Foundation for the Blind
As a national organization, the American Foundation for the Blind (AFB) provides assistance to a variety of local organizations and educational institutions serving people who are blind or visually impaired. It is currently identifying outcomes and indicators of its own activities and encourages organizations that it assists to do the same.

AFB relies heavily on United Way of America’s outcome manual to train its staff on using outcome measurement effectively. AFB’s Talking Books department produced an audio version of the manual (available for $5.00 plus shipping & handling costs), which enables people who are blind or visually impaired to utilize the manual as well.

The foundation uses web metrics to collect outcome data on the number of visits, number of pages viewed and time spent on their website (www.afb.org), as well as web-based survey measures for registered users of www.afb.org/careerconnect/—its “Career Connect” employment planning and mentoring project.

AFB is field testing in several states a three-year federal grant from the National Institute on Disability and Rehabilitation Research to support the development of an outcome-measurement tool for the federal-state program, “Independent Living Services for Older Individuals Who Are Blind.” This tool has potentially far-reaching applications, including possible official adoption by the Rehabilitation Services Administration, which centrally administers the state-based program, and eventually, adoption by private sector agencies that serve blind people, many of which have United Way support.
American Red Cross

The Indicators of Chapter Performance and Potential, ICP2 for short, is the new performance measurement system for the American Red Cross network of chapters. This system has been designed considering that compared to for-profit operations, the main objective of social services is not to make profit but to have an impact on society (the outcome). To do so, organizations like the American Red Cross need to be active fund-raising agents and make wise use of their resources. Furthermore, nonprofit organizations dedicated to the delivery of services need to use this income to develop organizational capacity. In that sense, the ultimate purpose of any good performance evaluation system is always to effect positive community outcomes from the delivery of Red Cross programs and services.

The ICP2 process measures indicators in five important areas of service delivery:

- Fund raising
- Resources used (including money, volunteers, paid staff)
- Services or products provided (including number of customers, services, program dollars and quality of services and customer satisfaction) outputs
- Immediate and some intermediate outcomes (generalizable and widely known outcome measures of Red Cross services, such as recovery back to normal life, family stress alleviation, change in intentions, skills or knowledge, etc.)
- Some key financial health indicators.

A number of environmental variables are included as part of the analysis so that comparisons among peer chapters are made only for those that operate in similar environments according to those environmental factors. Those are not only the size of the population served but minority composition of the population, population density, aggregated household income and level of educational attainment in the community.

Through the ICP2 system, National headquarters transforms data on those processes into useful information for individual chapters. The 12-page reports sent to chapters from national headquarters comprise a performance improvement report that identifies best comparable chapters, concrete recommendations about what the chapter needs to improve and what the best practice frontier is among similar chapters; a graphical trend analysis of the indicators that shows how the chapter performs in relation to its closest peers over several years; and one service quality and effectiveness report for each type of survey.

Chapters can receive 10 service quality and effectiveness reports summarizing survey responses from their clients in the following services and courses: Disaster Services; Armed Forces Emergency Services; Community Services; Health & Safety Education, International Social Services and International Humanitarian Law Education. These reports provide statistically valid outcome results for the chapter. The data will also be aggregated and reported at the national, state and regional level and chapters will be able to benchmark their results with the results obtained at those levels.
Arthritis Foundation

The Arthritis Foundation (AF) works through its funded research program and at the national and local levels to complete outcome measurement and quality-of-life research. In 2002, the Arthritis Foundation funded quality-of-life research in the following areas/percentage of research conducted: Clinical 8%, Behavioral 5.5%, Epidemiology 6% and Health services/outcomes 3%. At the national level, AF performed outcome research on several of its national quality-of-life program initiatives such as an online arthritis management program and a version of its self-help course.

Through over 50 chapters located across the country, AF conducted various levels of outcome research specific to its program offerings, from short-term, pre- and post data to longitudinal research relative to long-term health and behavioral outcomes related to our quality-of-life program initiatives.

Association of Jewish Family and Children’s Agencies

AJFCA encourages its 145 member agencies to become accredited through the Council of Accreditation and approximately one third of AJFCA members have COA accreditation. The use of outcome measurement is required as part of that accreditation, as well as being a criterion for its Award for Program Excellence. Through this process, agencies evaluate their professional services, and outcome measurement is central to this task. AJFCA evaluates its own programs and services in an effort to provide “value-added” assistance to local Jewish Family Service (JFS) organizations. At its Annual Conference, and at smaller regional programs, AJFCA also offers discussion groups and workshops on program evaluation.

It is difficult for AJFCA, with its small staff of four FTE professionals, to provide extensive training to local agencies on outcome measurement. JFS organizations vary greatly in size, budgets, and services, which include assisting children, adults, elderly, refugees, disabled, etc. It is more efficient for JFS agencies to use COA outcome measurements or other existing tools than for AJFCA to create new outcome measures itself. The AJFCA has just developed some national standards for basic management operations.

Big Brothers Big Sisters of America

In late 1998, Big Brothers Big Sisters implemented its Program-Based Outcome Evaluation (POE) system to measure outcomes in youth as a result of being matched with a Big Brother or Big Sister. The system was developed through a comprehensive and rigorous pilot project that enabled BBBSA to demonstrate the validity of outcome measures and to assure the system could be integrated into the day-to-day program operations of all agencies.

A total of 21 outcome indicators relating to positive youth development are used, with assessment of changes reported by parents, volunteers, and in the case of school-based mentoring, teachers. Agencies receive a combination of training and technical assistance on how to manage the system, including data analysis and interpreting results to make program improvements.

The BBBSA national office routinely collects large sets of POE data from agencies, including those involved in various demonstration and grant-funded projects, to assure that youth benefit and to further assure the validity and reliability of outcome measures.
Boy Scouts of America

The Boy Scouts of America (BSA) has a long history of working with outcome measurement. Since 1996, workshops and seminars on collecting and using outcome-based data have been offered annually at national, regional, and area meetings. These workshops and seminars have been attended by executive directors of the 311 local councils throughout the country, along with their top community volunteers.

BSA has developed and updated a variety of tools for use by local councils when conducting outcome measurement. These tools, along with national outcomes study findings, are available to local councils online. Additionally, the National Council provides technical assistance to local councils that are conducting outcome studies in their community. Outcome measurement tools available to local councils include:

- Scouting's Positive Impact in the Community—A resource guide to help local councils identify outcomes in programs.
- Local Council Research Kit—Provides generic outcomes measurement surveys and information that councils can adapt to meet local needs.
- Local Council Customer Satisfaction Kit—Provides generic customer satisfaction surveys and information that councils can adapt to meet their local needs.
- Quality Unit Measurements—Measures achievement of national standards related to program delivery and adult training.
- Index of Growth—Measures a council’s outcomes against all other councils that year to provide a growth measurement for the council.
- Advancements program—Measures mastery of skills and achievement of the values and goals of the Scouting program.

BSA is also a leader in providing national outcome data for each of its program areas. In one such study, Values of Men and Boys in America, conducted in 1995, data from 2,508 boys in grades 4-12, 1,109 men (18 years or older), and 502 men in Who’s Who in America were analyzed to determine the positive effects of Scouting. In another outcome study, conducted from 1996 to 1998, A Year in the Life of a Cub Scout... Boy Scout...Venturer, packs, troops, teams, and crews were followed in a panel study. Program activities for 1,300 Cub Scouts, 1,000 Boy Scouts, and 500 coed Venturers were collected for structured unit meetings and outside meetings to examine the role of Scouting in the lives of youth and its contribution to their healthy development. Parents and leaders were also surveyed in this study to reflect on the year and evaluate their sons’ and units’ experiences.

In a continuing effort to provide local councils with quantitative research aimed at evaluating the outcome of specific program elements, an outdoor environmental education study was conducted in 2000 called the Summer Camp Outcomes Study. Study groups included responses from 10,034 Boy Scout daily journals, 4,491 adult volunteer leader post-camp surveys, and 5,299 post-camp parent surveys. This marks the first time local councils were given the option of receiving council specific data from a national outcomes study.

Currently, outcomes research is being conducted to identify the benefits of volunteering for the Boy Scouts to both the volunteer and their community. This study is being conducted with more than 15,000 volunteers nationwide. When results from this study are released councils will again receive data specific to their service area.
Learning for Life—Learning for Life has two program methods to offer communities, Exploring and a school-based program. Both of these programs incorporate outcome measurement tools. A national outcome study, The Exploring Experience, was conducted to determine the role Exploring plays in positive youth development.

The school-based program includes a student pre-/post-program assessment to determine progression in knowledge of exposed character traits and teachers observations of student behavior before and after the program to assess changes that have taken place. A national study on the outcomes of the Learning for Life school-based program also has been conducted.

Learning for Life holds workshops and training in outcomes measurement for Learning for Life executives nationwide. Additionally, several tools have been developed for use by Learning for Life executives when conducting outcome measurement including:

Boys & Girls Clubs of America
In the late 1990s, Boys & Girls Clubs of America (B&GCA) developed its own youth development outcomes. These outcomes reflect what assets Club members should have by age 18. From this list of outcomes, B&GCA contracted the development of a survey and toolkit for local clubs to measure these outcomes. In 1999, B&GCA introduced an online version of this toolkit to its member organizations. Since 1999, B&GCA has provided training and technical assistance to local Clubs in program outcome development and training in the usage of the toolkit. B&GCA is currently engaged in a review of the data collected and original scales.

Camp Fire USA
Camp Fire USA has a history of being a leader in asset-based youth programming, and began the process of developing and measuring program and behavioral outcomes several years ago. All of its curricula either have been rewritten or are in the process of being rewritten to include age-appropriate outcomes. Each activity is coded with the anticipated outcomes as well as the educational competencies it is intended to address (based on McREL national standards). It has a comprehensive outcome measurement tool kit with survey material for each curriculum level which evaluates whether those outcomes are being achieved.

Outcomes are tied to Camp Fire USA’s mission: Camp Fire USA builds caring, confident youth and future leaders. It focuses on skill building, character building, community services and values. It also has introduced a new family program, and has developed outcomes and measurements for both youth and adults involved in that program. It is in the first stages of a longitudinal study which will measure the impact of its programs over time in the lives of children, families and communities.
Catholic Charities USA
A task force formed by Catholic Charities USA developed Bridging the Gap, a publication that covers the fundamentals of program outcome measurement. A two-day training has been developed for local members based on this publication. The focus of Catholic Charities USA training efforts is to develop the measurement skills of member staff. Members offer a wide range of programs and are encouraged to develop measurement plans based on the skills learned in training. The sharing of information and training resources is promoted among members.

Center for Youth as Resources
The Center for Youth as Resources requires each local site to complete an in-depth certification process within its first year of operation. The certification process provides each site an opportunity to ensure it is meeting each essential element of the Youth as Resources model and identify methods of best practice regarding national standards. Outcome measurement is not an element of this model at this time, however, local sites are encouraged to be involved in outcome measurement. A technical assistance report is planned for 2004.

Child Welfare League of America
When the individual independent agencies pursue outcome standards, there is the resource of a consulting team. Along with the consulting team, there is a research team that provides information on the experimental research to determine the effective practice models. Independent individual agencies can look to the standards established by the CWLA, but in no way are they held to achieve those standards on a systems level.

Communities In Schools
One of the biggest challenges faced by the national office of Communities In Schools (CIS) has been to find a way to aggregate outcome data based on results of nearly 200 independent 501(c)(3) Communities In Schools throughout the country. These programs operate in about 2,500 school or alternative sites, directly serving about 750,000 young people in grades K-12. Each program implements its own initiatives based on the needs of the children in that community or school, the resources available in the community, and funding. Every year, each program submits a comprehensive report to the national office. In addition to information about numbers of students, financial resources, and other process information, programs report on six outcomes consistent with the CIS mission—attendance, incidents of discipline, achievement, promotion, graduation, and dropout rates.

To get consistent information from each program, programs are asked the following: “Did the intervention(s) your program provided for students being tracked for each of these outcomes result in improvement?” Programs report the number of students being tracked for an outcome, such as achievement, and the number of students who improved in the outcome as a result of the CIS intervention. On a national level, CIS reports the percentage of students who improved overall for each of these outcomes. For their own internal reporting, programs go into greater detail on the outcomes of, for example, a reading or math initiative.

Communities In Schools Inc. has just taken the first step in what will be the most comprehensive evaluation of its network ever undertaken. A contract has been awarded to create a research design for a three-year study that will, among other things, document student outcomes throughout the network.
Corporation for National and Community Service

The Corporation for National and Community Service, which includes AmeriCorps, Senior Corps and Learn and Serve America, measures the impacts of its programs in two ways: annual performance measurement and multi-year evaluations. All of the Corporation’s programs are currently involved with annual performance measurement.

Since 1993, programs and state commissions have been using varying forms of performance measures to articulate program goals and results. In 2002, the Corporation launched a major effort to work with applicants and programs over the next several years to strengthen the accountability and performance of organizations receiving funds under the national service laws. The Department of Research and Policy Development is leading an intensive effort to measure, in a comprehensive and rigorous way, the performance of federally funded community-service programs. The Corporation is placing increased emphasis on the importance of performance measures as both a program management tool and a means by which to understand the impact of the program on members, organizations and communities. In addition to collecting outcome data from individual programs, we will also develop several performance measures that will apply across programs and will be used to report on the impact of service at the national level.

The Corporation also measures the outcomes of its programs through high-quality, rigorous social science evaluation research designed to measure the impact of national service programs over several years. The Corporation conducts or contracts for evaluations of its programs, initiating several studies each year on a range of issues. In general, the evaluation effort in the Corporation is a major part of the effort to enhance program performance and collect data addressing critical program issues.

In concert with philanthropic organizations, the Corporation is in the planning stages of a rigorous random-assignment evaluation of school-based service programs, including service learning. The evaluations will be primarily designed to assess the impact of civic education and service-learning programs on civic and educational outcomes, as well as developmental outcomes such as psychological growth and risk behaviors. The Study of the Community, Higher Education, and School Partnerships (CHESP) is an evaluation to identify factors that facilitate and hinder the creation of service-learning partnerships, determine whether CHESP partnerships provide effective models or value-added strategies for service-learning initiatives that can be replicated; and determine whether CHESP partnerships represent an appropriate direction for future grant-making policy.

The Corporation also provides training and technical assistance on performance measurement to all Corporation program staff, state commissions, organizations receiving funding and organizations interested in submitting an application for funding. To further assist organizations, the Corporation has developed a performance measurement toolkit to introduce the concept of performance measurement, provide information on performance measurement as it applies to national service programs, and help potential applicants for funding respond to the performance measurement requirements of the application process.
Girl Scouts of the USA
Girl Scouts of the USA (GSUSA) has been active in outcome measurement since the mid-1990’s when GSUSA staff were involved in the United Way of America Task Force on Impact. Since then, GSUSA has conducted national-level studies and produced tools for local councils to use in assessing their outcomes. GSUSA’s work has garnered significant attention, leading to invitations to speak at national meetings and serve in an advisory capacity to other organizations. GSUSA was invited to be part of a panel at the Harvard Business School in March 2001 on non-profit performance measurement as a result of its outcome measurement work. Many Girl Scout councils are actively involved in local data-gathering efforts; GSUSA provides technical assistance and training support for Girl Scout councils.

Girls Incorporated
Girls Incorporated is currently involved in a five-year scientific outcome evaluation (random assignment to participant and control groups) of Girls Inc., Preventing Adolescent Pregnancy. This evaluation is being conducted by Mathematica Policy Research, Inc., a respected outside evaluator. It plans to begin an evaluation of Girls Inc. programming in the after-school setting and its effects on academic achievement as soon as the balance of funding is secured.

Internally, Girls Inc. continues to evaluate individual Girls Inc. national programs and comprehensive Girls Inc. programming. As it develops or revises Girls Inc. national programs it includes outcome logic models, pre- and post-tests and suggestions of how to use program activities and products for evaluation (e.g., skills charts for programs that involve skill development; “game show” formats to document knowledge; role plays and scenarios to approximate behavior; observation and facilitator’s notes to document attitude). It is also developing tools to evaluate outcomes of ongoing participation in comprehensive Girls Inc. programming. On the affiliate level, Girls Inc. encourages affiliates to send it their outcome logic models and evaluation tools for technical assistance and, if warranted, wider distribution. It collects and disseminates affiliate-level outcome data.

Goodwill Industries International
Goodwill Industries International, Inc. has over 200 local Goodwill members across the United States, Canada, and the world. As part of providing quality services, all local Goodwills measure outcomes, with some doing extensive outcome measurement and others doing more basic measurement. Across all Goodwills, it has historically gathered extensive longitudinal data on financials, workforce development, retail, contracts and compensation.

Although it has always focused heavily on accurate outcome measurement, it has new reason to add even more emphasis. It has set an organizational goal as part of Goodwill’s 21st Century Initiative to serve 20 million people in employment and training services by 2020. Because of this goal, it is focusing much more effort on outcome measurement and has recently reorganized to create a research and development department to build this area. It strives to measure the effectiveness of all of its core services, not only the ones funded by grants, and to give tools and techniques to all local members so that they can not only learn how to successfully measure the outcomes they want to investigate but use the results to make important decisions. This strategy helps to feed its quality loop and leads to sustaining programs that make sense and sunsetting those that do not.
Lutheran Services in America

Lutheran Services of America (LSA) members provide a wide spectrum of health and human services. LSA works with member organizations on outcome measurement by convening organizations providing similar services in affinity networks, by providing information and workshops, by supporting the work of trade associations in outcome measurement, and increasingly by sharing knowledge across the system.

The McAuley Institute—Success Measures Project

Note: Unlike the other organizations in this report, which are assisting their member agencies, the McAuley Institute assists funded organizations within the Success Measures Project.

The Success Measures Project (SMP) is a national initiative, driven by individuals working at the community-based organizational level, to define and measure impact in the community development field. The project was initiated by the Development Leadership Network (DLN), a membership organization that promotes comprehensive approaches to community building, and developed in partnership with the McAuley Institute, which focuses on the housing and economic needs of women and their families. Both national organizations are implementing the project with their own constituents and collaborating on further tool development.

The tools of SMP were developed by over 300 practitioners, founded on the proven method of participatory evaluation, fortified by a body of research, and field-tested. The SMP has supported 50 urban and rural organizations to do SMP evaluations.

Features of SMP include the following.

- It provides everything needed “start-to-finish” to conduct a quality evaluation: clear methods; credible data collection tools; customized technical assistance; peer learning opportunities; on-line tools and data management.
- Its set of 44 indicators cover housing, economic development, and community building.
- It is a flexible, open system; new indicators are under development and proposed.
- An innovative, user-friendly Data System puts SMP on the web, widely available at all times.
- It will make available, for the first time, local evaluation results in a national database to track, analyze and report trends in the field of community development.
National Mental Health Association

At the National Mental Health Association (NMHA), outcome measures are core to all program development that it takes on. Nearly all of its affiliates are involved in outcome measurement, in fact, it is one of the things that required as part of its reaffiliation process. Initially, NMHA focused its attention on typical outcome measurements such as program reach and awareness. However, in recent years it has moved to more substantive indicators such as behavior change, attitude, and overall impact on life.

In terms of the support it provides to its affiliates, education on outcome measurement is incorporated into every national and regional training it conducts, plus it is often a part of affiliate specific trainings. NMHA also provides ongoing technical assistance to its affiliates through:

- Materials development and dissemination;
- Conference calls;
- Peer-to-peer consultation;
- Customized consultation; and
- Referral to topic experts.

National Multiple Sclerosis Society

In 1998, with assistance from a national consultant skilled in the United Way of America (UWA) approach to outcome measurement, the National Multiple Sclerosis Society (NMSS) began work on the development, implementation, and utilization of outcome measurement for programs delivered to people with MS and their families. Recognizing that full implementation of outcome measurement across the organization would be a multi-year effort, initial efforts focused on training program directors from 20 of the largest and most programmatically active chapters.

At the 1998 NMSS leadership conference, the organizational commitment to outcome measurement was acknowledged and supported from the podium of a plenary session by its CEO. Senior staff of the mission departments of the NMSS agreed to utilize the UWA approach when feasible. The Society began (and continues) to develop logic models and measure outcomes for every program for people with MS and their families administered out of the national office.

In 1999, ten regional trainings for chapter staff were held across the country. More than half of the 80+ chapters had staff or volunteers attended and learned how to move beyond the limited practice of reporting activities and enumerating outputs. Trainings at leadership conferences and a series of teleconference trainings continue on an annual basis. The Society purchased a supply of the UWA outcome measurement manuals and provided one copy to each chapter.

During 2000 and 2001, logic models, indicators, survey instruments, and outcome measurement methodologies were developed, pilot tested, redesigned, and distributed to chapters for five of the seven programs offered by every chapter nationwide.

By 2002, each chapter had established a strong foundation of program offerings. Based on this, the Society made a major move away from a model of prescribing specific program activities that a chapter must provide in any given year. The new model challenges chapters to provide programs with intended and desired...
outcomes as the over-riding focal point. Chapters can design programs addressing the needs of their population and do so with available resources. Emphasis is placed on assisting participants to achieve reasonable and desirable outcomes. Appropriate logic models, outcomes, indicators and survey templates, developed by NMSS volunteers and staff, have been distributed to all chapters.

2003 is a year of experimentation, consultation and training. The Society is offering more outcome reports for each of the programs for people with MS and their families administered out of the national office. The Society is developing protocols and training in effective reporting methods and developing an electronic resource bank of exemplary outcome measurement tools and reports. In future years, outcome measurement efforts will be required of all chapters. The Society will collect data from specific programs from every chapter in an effort to determine if some program content, format and designs are more effective than others in assisting participants to achieve desired outcomes.

**National Network for Youth**

The National Network for Youth (NNY) provides some training and technical assistance to chapter agencies on using the NNY logic model and on developing and using their own logic models. Training and assistance is a part of their annual conferences and 10 regional workshops. Local agencies are also recognized for excellence and effective use of outcome data through NNY’s “Agency of the Year,” “Youth Worker of the Year,” and “Volunteer of the Year.”

**Points of Light Foundation**

Since May 2001, the Center for Urban Policy and the Environment, Indiana University-Purdue University Indianapolis, has provided consultation on Points of Light Foundation outcome measurement activities. In collaboration with the Center, the Foundation has designed a comprehensive plan for evaluating the work of the Foundation as a whole, utilizing outcome measurement, as well as research studies to measure impact. The Foundation has implemented year one of this evaluation plan.

The Foundation is currently gathering data to measure the outcomes of a number of its programs. For the Unity in the Spirit of America initiative, a Congressionally mandated program encouraging volunteer projects to memorialize victims of September 11th, the Foundation implemented a web-based survey to collect outputs and immediate outcomes of service projects. The Foundation also conducted a process evaluation looking at the immediate outcomes of a project to learn how to effectively engage persons with disabilities as volunteers and create inclusive service days. Another recent evaluation report, developed by the Center at Indiana University, reported on the immediate and short-term indicators of effectiveness of the Foundation’s Grassroots Volunteer Leadership Development Training and Grassroots Leaders Listserv initiatives.

The Foundation also provides technical assistance and resources on outcome measurement to its partners and constituents, including a membership of over 200 corporate members; over 400 local Volunteer Centers; and, over 900 nonprofit and government members. In 1993, the Foundation and representatives of the National Network of Volunteer Centers initiated a process to develop a common vision for the network. A result of this process was the development of benchmark and outcomes measures to evaluate Volunteer Center progress toward achievement,
of the vision. Since that time, these materials have been used by Volunteer Centers and other nonprofits to measure the outcomes of their programming.

The Foundation is working with several universities to measure the outcomes produced by its programs and affiliates. University of Georgia is helping the Foundation to analyze a large dataset containing responses from 286 Volunteer Centers and additionally is interested in helping to develop an outcomes measurement plan that addresses the core competencies of Volunteer Centers. In addition, the Foundation is working with Syracuse University and Bryant College on a study of Employee Volunteer Programs. Finally, the Center at Indiana University is currently partnering with the Foundation to validate the Principles of Excellence as a set of benchmarks for companies that are working to build and improve the effectiveness of their employee volunteer programs. The two organizations are also working to validate the Volunteer Center Standards of Excellence, a set of benchmarks on the Core Competencies used by the Volunteer Center National Network. In October 2002, the Foundation provided resources to Volunteer Centers enabling them to conduct trainings on outcome measurement.

Travelers Aid International
Travelers Aid International serves primarily to provide technical assistance to our members regarding the outcome measurement process via referral to organizations that have experience with outcomes.

United Neighborhood Centers of America
United Neighborhood Centers of America (UNCA) reports that outcome measurement is being discussed in all of its regions. An estimated 50 percent of its members are involved. They are expressing growing concern about funders’ expectations regarding the measurement of neighborhood center outcomes. A key problem they identify is that neighborhood centers are multi-focused, making it harder for them to implement measurement systems and develop reports as comprehensive as those offered by single-cause agencies.

UNCA is briefing its members on UWA’s recommended approach to outcome measurement. It has described UWA’s outcome manual in its national newsletter and monthly alerts. It has purchased copies of the manual for resale to members. Outcome measurement has been a topic of workshops and keynote addresses at its national and regional conferences.

Visiting Nurses Association of America
Visiting Nurses Association of America affiliates are encouraged to identify and measure outcomes of their programs. Outcome measurement has been a topic of national conferences. Many affiliates have worked with local consultants to identify outcomes, compare performance data, and to use outcome data more effectively.
Volunteers of America

The development of a national outcome evaluation system for volunteers was begun in calendar year 2001. With 39 local offices offering over 100 different program types, completion of this national system will be at least a three-year process. As part of this system, VOA is identifying 3-4 major outcome measures to be collected at the national level for each major program it delivers. While it is providing suggestions on how local offices can structure their individual, complete outcome evaluation systems, it is not dictating a particular model for their use.

Currently, most of the local offices use some adaptation of the United Way model. At the national level, VOA has provide local offices with training and technical assistance on outcome measurement, and has acted as facilitator of the development of standard national outcome goals and measures. It views development of program outcomes as part of a broader program quality improvement effort.

Along with measurement of program outcomes, VOA is also providing its local offices with recommendations for program standards and quality assurance approaches. As a primary result of these efforts it expects to improve the effectiveness and accountability of the programs to those it serves, the public and its funders.

YMCA of the USA

The YMCA of the USA has recently completed a revision of its evaluation kit: the revision is entitled The YMCA Purple Kit: A Tool for Evaluating Asset Building for and with Young People. The kit has been developed in partnership with the Search Institute and includes a youth survey with four modules to allow for modification. The surveys have also been translated into Spanish. A survey to administer to parents of children who are too young to fill out a survey themselves is also included. Additional materials such as parent consent forms have been added, as well as examples of how local associations have used their outcome-based research not only to report to United Ways and other funders but to incorporate findings into annual reports and other communication materials.

Over 15,000 youths across the country have already been surveyed through this process so there are now national benchmarks available for local associations to compare themselves to. The YMCA of the USA also provides a process to allow Ys to get their surveys processed and a report of results provided for a fee. The new kit is on CD ROM to allow for ease of customizing the surveys.

Youth Service America

Evaluation is currently one of Youth Service America’s major efforts. Evaluation systems are being incorporated into every program with the aim of obtaining both output and outcome data. For example, National Youth Service Day materials include the evaluation form project organizers are asked to submit, so that they know ahead of time what information they will be asked to collect. Grantees and local lead agencies are also required to submit evaluation forms. Similar evaluation efforts are being undertaken for all programs; the intent is to obtain both youth and community outcomes, although depending on the program, only output information might be possible.
Part 2: Outcome Measurement Requirements and Activities of National Accrediting Organizations
### National Accrediting Organizations

#### Summary of Outcome Measurement Requirements and Activities

<table>
<thead>
<tr>
<th>Types of programs, services, or organizations accredited</th>
<th>Behavioral health, medical rehabilitation, employment, community, aging</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of organizations having at least one program or service accredited</td>
<td>Approximately 4,000</td>
</tr>
<tr>
<td>Must a program be conducting outcome measurement to be accredited?</td>
<td>Yes</td>
</tr>
<tr>
<td>Have presented outcome measurement topics at national or regional conferences?</td>
<td>Yes</td>
</tr>
<tr>
<td>Have provided training or technical assistance on outcome measurement for those seeking accreditation?</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Outcome identification.</strong> Select 1 of the following 4 options.</td>
<td>b. We specify topics or categories for which programs must establish outcomes.</td>
</tr>
<tr>
<td>a. We establish the specific program outcome(s) to be measured.</td>
<td></td>
</tr>
<tr>
<td>b. We specify topics or categories for which programs must establish outcomes.</td>
<td></td>
</tr>
<tr>
<td>c. We offer a list of outcomes that programs must choose from.</td>
<td></td>
</tr>
<tr>
<td>d. We allow programs to establish their own outcomes.</td>
<td></td>
</tr>
<tr>
<td><strong>Selection of measurement tools.</strong> Select 1 of the following 3 options.</td>
<td>c. We allow programs to select their own measurement tools.</td>
</tr>
<tr>
<td>a. We establish the specific tools to be used for measuring indicators.</td>
<td></td>
</tr>
<tr>
<td>b. We offer a list of measurement tools that they must choose from.</td>
<td>1 See comments below.</td>
</tr>
<tr>
<td>c. We allow programs to select their own measurement tools.</td>
<td></td>
</tr>
<tr>
<td><strong>Performance standards—target levels of performance programs must achieve on their outcomes.</strong> Select one of the following 3 options.</td>
<td>c. We do not consider outcome performance in accreditation decisions.</td>
</tr>
<tr>
<td>a. We set target levels for outcome performance.</td>
<td></td>
</tr>
<tr>
<td>b. We allow programs to set target levels for outcome performance.</td>
<td>2 See comments below.</td>
</tr>
<tr>
<td>c. We do not consider outcome performance in accreditation decisions.</td>
<td></td>
</tr>
<tr>
<td><strong>Which outcome materials are applicants required to submit?</strong> Select all that apply.</td>
<td>All</td>
</tr>
<tr>
<td>a. Outcomes</td>
<td></td>
</tr>
<tr>
<td>b. Tools</td>
<td></td>
</tr>
<tr>
<td>c. Performance data</td>
<td></td>
</tr>
<tr>
<td>d. Learnings from data</td>
<td></td>
</tr>
<tr>
<td><strong>What % of applicants do not meet your outcome measurement requirements?</strong></td>
<td>Approximately 15-20% (and in some programs, higher percentages) of those surveyed for accreditation each year have trouble conforming with some portion of the outcome-related standards.</td>
</tr>
</tbody>
</table>

1 Programs can select their own tools as long as they are valid and reliable. Tools should also provide data appropriate to the interests of the organization’s stakeholders.

2 CARF standards require organizations to establish their own target outcomes levels, comment on the extent to which they have achieved these targets, outline an action plan for improvement if those target levels are not met. Achievement of target levels is not required, but survey teams look at outcomes reports and findings in the course of the survey.
<table>
<thead>
<tr>
<th>Council on Accreditation</th>
<th>Joint Commission on Accreditation of Healthcare Organizations</th>
<th>The Council on Quality and Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child and family services, behavioral healthcare, financial management and debt counseling, employee assistance</td>
<td>Health care organizations including hospitals, ambulatory care, behavioral health care, and home care organizations</td>
<td>Human service organizations, primarily those serving people with disabilities and mental illness</td>
</tr>
<tr>
<td>Approximately 1,400</td>
<td>Approximately 17,000</td>
<td>275</td>
</tr>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<td>Yes</td>
<td>Yes</td>
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<td>b. We specify topics or categories for which programs must establish outcomes.</td>
<td>See narrative description following this table.</td>
<td>a. We establish the specific program outcome(s) to be measured.</td>
</tr>
<tr>
<td>c. We allow programs to select their own measurement tools.</td>
<td>c. We allow programs to select their own measurement tools.</td>
<td>a. We establish the specific tools to be used for measuring indicators.</td>
</tr>
<tr>
<td>b. We allow programs to set the target levels.</td>
<td>See narrative descriptions following this table.</td>
<td>a. We set the target levels.</td>
</tr>
<tr>
<td>3 See comments below.</td>
<td>All</td>
<td>All</td>
</tr>
</tbody>
</table>

2.9% of COA’s accredited organizations have been rated “non-compliant” for outcome measurement practices. An additional 20% have been rated in “partial compliance.”

3 Organizations must indicate the outcome measurement tools they use for each service and must provide documents (such as policies, procedures, reports, and meeting minutes) demonstrating that consumer satisfaction and outcome measurement are key elements of their continuous quality improvement process.
National Accrediting Organizations

Narrative Descriptions of Outcome Measurement Requirements and Activities

CARF: The Rehabilitation Accreditation Commission
CARF standards orient the accredited organization toward involvement of the person served, focusing on outcomes (results for persons served) at the individual level, aggregating information for use in planning, evaluation, and management decision making, and using outcomes information in quality improvement. In 2003, CARF published new Business Practice Standards with application across all types of programs accredited after July 1, 2003. These new standards feature nine criteria for good business practices, including Criterion 3-Information Management and Performance Improvement, which outline requirements for outcome data collection and use. The domains required for outcome data collection and analysis are: reason for seeking services, activities and goals of the persons served, and participation in chosen roles for the persons served.

At the program level, the organization should use these and other data to assess the program’s effectiveness, efficiency, access to services, and input from persons served and other stakeholders. CARF’s intent in publishing these standards is that organization’s promote the optimal outcomes for persons served, and that the organization is managed and its performance improved based on the analysis of this information.

CARF offers several monographs and special topical regional courses in outcome management, including Managing Outcomes monographs, outcomes training courses specifically in employment/community services and behavioral health programs, and a three-day institute in collaboration with Sargent College of Health and Rehabilitation Sciences at Boston University, titled Transforming Outcomes Data into Management Information. CARF has also conducted work in identifying performance indicators for the array of programs accredited, and is now working on a set of cross-cutting indicators and consumer report of service experience to be piloted in 2003-04.

Council on Accreditation
The Council on Accreditation (COA) views outcome measurement as a critical element of continuous quality improvement. COA’s current outcome measurement standards require an organization to measure service outcomes in particular domains, using standardized evaluation tools when appropriate, and to aggregate and analyze outcome data in order to evaluate program effectiveness. COA’s outcome measurement standards are designed to address a wide variety of services and program models and do not prescribe particular outcomes to be measured. Instead, COA’s standards provide guidance by indicating outcome domains (such as clinical status, functional status, or permanency of life situation) that should be measured for particular services. COA’s standards require that the organization assess which outcome measurement tools are most appropriate for each of its services.
In addition, COA’s standards ask organizations to develop mechanisms for tracking quality of life indicators, including those indicators outlined by Federal Child and Family Service Reviews. Specifically, standards that address permanency include Child Protection Services: Assessment, Foster and Kinship Care Services: Service Planning, and Foster and Kinship Care Services: Permanency. Standards that address safety include Emergency Response, Child Protective Services: Service Planning and Coordination, Foster and Kinship Care Services: Service Planning, and Internal Quality Monitoring. Standards that address well-being include Child Protective Services: Intervention.

COA is currently developing the next edition of the Standards and Self-Study Manual. This will place a continued emphasis on the connections between organization and management standards, practice, and outcomes to encourage accredited organizations to view outcome measurement and continuous quality improvement as integrated elements of service provision.

Joint Commission on Accreditation of Healthcare Organizations

The Joint Commission’s standards address an organization’s level of performance in key functional areas, such as patient rights, patient treatment, and infection control. The standards focus not simply on an organization’s ability to provide safe, high-quality care, but on its actual performance as well. Standards set forth performance expectations for activities that affect the safety and quality of patient care. If an organization does the right things and does them well, there is a strong likelihood that its patients will experience good outcomes. To ensure each type of accredited organization provides for ongoing assessment of its performance, the Joint Commission has developed a set of standards specific to the function of Improving Organization Performance. The standards are:

- The activities are planned in a collaborative and interdisciplinary manner.
- New or modified processes are designed well.
- Performance expectations are established for new and modified processes.
- The performance of new and modified processes is measured.
- Data are collected to monitor the stability of existing processes, identify opportunities for improvement, identify changes that will lead to improvement, and sustain improvement.
- The organization collects data to monitor its performance.
- The organization collects data to monitor the performance of processes that involve risks or may result in sentinel events.
- The organization collects data to monitor performance of areas targeted for further study.
- The organization collects data to monitor improvements in performance.
- Data are systematically aggregated and analyzed on an ongoing basis.
- Appropriate statistical techniques are used to analyze and display data.
- The organization compares its performance over time and with other sources of information.
- Undesirable patterns or trends in performance and sentinel events are intensively analyzed.
• The organization identifies changes that will lead to improved performance and improve patient safety.
• Improved performance is achieved and sustained.

In February 1997, JCAHO launched its ORYX initiative, which integrates outcomes and other performance measurement data into the accreditation process. ORYX is being implemented in phases for each accreditation program. A component of the ORYX initiative is the identification and use of standardized-or core-performance measures. JCAHO’s principle intent is to identify, rather than develop, sound measures that support both the objectives of the ORYX initiative and organizational process improvement. Sets of core performance measures for each accreditation program will be identified in a staggered approach.

In July 2002, hospitals began collecting measure data on four initial core measurement areas, and in January 2003, their measurement results were transmitted to JCAHO. Wherever possible, the Joint Commission will work with the Centers for Medicare and Medicaid Services to identify and adopt standardized measures across the various accreditation programs in order to minimize the data collection efforts required of health care organizations and in order to provide the public with data that are consistent across all reporting entities.

The use of performance measurement will benefit health care organizations by providing statistically valid, data-driven mechanisms that generate a continuous stream of performance information. This will enable health care organizations to understand how well their organization is doing over time and have continuous access to objective data to support claims of quality. The goal is to accurately understand the basis for current performance so that better results can be achieved through focused improvement actions. Through the use of performance measure data, the Joint Commission will be better able to focus its survey activities and provide accredited organizations with a more valuable survey product while providing the public with valuable information on how well the organization is performing.

The Council on Quality and Leadership

Based upon the feedback from focus groups of people with intellectual disabilities, physical disabilities and mental illness, The Council identified 25 major quality-of-life outcome categories considered most important to people with disabilities. It has developed an outcome methodology that rolls up individual quality-of-life measurement into organizational assessment.

The Council does not prescribe program outcomes; rather programs and services are evaluated by the extent to which they facilitate people’s priority outcomes as defined by each individual. People identify their own meaning for each of the outcome categories. For example, The Council has outcomes such as “people are respected” and “people participate in the life of the community.” The definitions of respect and community are left to the individual. These definitions will vary from person to person. The Council determines whether or not the personal outcomes, as defined by the individual, are present. The Council then determines whether there is an identifiable organizational support, service, or program that is directly facilitating that outcome for the person.
There is no expectation that all people will achieve all outcomes. The Council has established a threshold for purposes of accreditation. The length of accreditation is then determined by the strength and presence of the services, supports, and programs that facilitate, and continue to facilitate, the personal outcomes. In particular, The Council examines the leadership, organization, and quality planning and management systems within the organization.
Outcome Measurement Resources Available to the Public

National Health and Human Service Organizations

**American Camping Association**
For publication inquiries, refer to [http://www.acacamps.org/knowledge/mission/index.htm](http://www.acacamps.org/knowledge/mission/index.htm)
- *Achieving Quality Outcomes* (free online)
- *Youth Development Outcomes of the Camp Experience* (free online)

**Arthritis Foundation**
To order, contact Linda Oswald at (404) 965-7549.
*The Evaluation Toolkit* ($48)

**Catholic Charities USA**
To order, call 703 549-1390, x114
*Bridging the Gap: What are we doing? How well are we doing it? Catholic Charities USA Outcome Evaluation Manual* ($80 for members, $105 for non-members)

**Corporation for National and Community Service**
To order refer to [http://www.cns.gov/resources/cross/index.html](http://www.cns.gov/resources/cross/index.html)
*Demonstrating Results in National Service* (free online)

**Girl Scouts of America**
To order, refer to [www.girlscouts.org/about/ResearchInstitute/GSRIMain.htm](http://www.girlscouts.org/about/ResearchInstitute/GSRIMain.htm)
Alternatively, e-mail GSResearch@girlscouts.org
- *GirlSports Basics National Evaluation*
- *Junior Girl Scout Group Experience Outcomes Measurement Guide*
- *Tool Kit for Measuring Outcomes of Girl Scout Resident Camp Data Analysis Supplement*
- *Tool Kit for Measuring Outcomes of Girl Scout Resident Camp*

**Girls, Incorporated**
To order, contact Karis Jacobson at Girls, Inc. National Resource Center by calling (317)634-7546 ext. #0 or kjacobson@girls-inc.org or visit [http://www.girlsinc.org/ic/page.php?id=3.4.1#link4](http://www.girlsinc.org/ic/page.php?id=3.4.1#link4)
*Assess for Success: Needs Assessment and Evaluation Guide* ($20 plus shipping & handling)

**McAuley Institute–Success Measures Project**
To order, call the Development Leadership Network (617) 971-9443.
*The Success Measures Guide Book* ($15-40 on a sliding fee scale)

**Points of Light Foundation**
To order, refer to [http://online.pointsoflight.org/source/library/ordershome.cfm](http://online.pointsoflight.org/source/library/ordershome.cfm)
Also available through the Volunteer Marketplace Catalog.
- *Measuring the Difference Volunteers Make* ($10)
- *Changing the Paradigm: A Complete Line of Assessment and Training Manuals* ($60)
Volunteers of America
To order, call (703) 341-5000.
Volunteers of America Program Services Report (free)

YMCA of the USA
To order, call the YMCA Program Store at 1-800-747-0089
The YMCA Purple Kit: A Tool for Evaluating Asset Building for and with Young People ($20)

National Accrediting Organizations

CARF: The Rehabilitation Accreditation Commission
To order, refer to http://www.carf.org/consumer.aspx?Content=Content/Publications/Bookstore/Consumer.htm&ID=8
• CARF Accreditation Sourcebook (2003 Edition) ($40)
• CARF: A Hallmark of Quality ($15)

Council on Accreditation
To order, refer to http://www.coanet.org/store/merchant.mv
• Quality Indicators for Residential Treatment Programs: A Survey Instrument ($9.95)
• Quality Improvement and Evaluation in Child and Family Services: Managing into the Next Century ($26.95)
• Ours to Keep: A Guide for Building a Community Assessment Strategy for Child Protection ($18.95)

Joint Commission on Accreditation of Healthcare Organizations
To order, contact Joint Commission Resources www.jcrinc.com and select “Publications.”
• Managing Performance Measurement Data in Health Care ($55)
• Using Performance Measurement to Improve Outcomes in Ambulatory Care ($49)
• Using Performance Measurement to Improve Outcomes in Behavioral Health Care ($50)
• Using Performance Measurement to Improve Outcomes in Home Care and Hospice Settings ($50)

The Council on Quality and Leadership
To order, refer to http://www.thecouncil.org/council/councilpublications.html
• Life Support: Connecting Choices ($75)
• An Action Workbook: My Choices, My Goals, My Chance ($75)
• An Action Workbook for Consumers of Behavioral Health Services ($75)
• The Personal Outcome Measures—4 Applications ($59)
• Assessment Workbook for use with Personal Outcome Measures ($75-125)
United Way of America

Outcome Measurement Resource Network
Web-based collection of information, downloadable documents, links to other resources for identifying and measuring program- and community-level outcomes.

www.unitedway.org/outcomes/

To download, go to www.unitedway.org/outcomes/resources
- *Agency Experiences with Outcome Measurement: Survey Findings* (16pp) (For printed copies at $1 each plus shipping & handling, contact United Way Store, 800/772-0008. Item #0196.)
- *Connecting Program Outcome Measurement to Community Impact* (24pp) (For printed copies at $5 each plus shipping and handling, contact United Way Store, 800/772-0008. Item #0231.)
- *How Program Outcome Measurement Contributes to Community Impact* (3pp)

To order, contact United Way Store, 800/772-0008
- *Agency Experiences with Outcome Measurement: Survey Findings* (16pp) $1 plus shipping & handling. (Also available online. See above.) Item #0196
- *Connecting Program Outcome Measurement to Community Impact* (24pp) $5 plus shipping and handling. (Also available online. See above.) Item #0231.
Websites of National Organizations

National Health & Human Service Organizations

Alliance for Children & Families
American Camping Association
American Cancer Society
American Foundation for the Blind
American Red Cross
Arthritis Foundation
Association of Jewish Family and Children’s Agencies
Big Brothers Big Sisters of America
Boy Scouts of America
Boys & Girls Clubs of America
Camp Fire USA
Catholic Charities USA
Center for Youth as Resources
Child Welfare League of America
Communities In Schools
Corporation for National and Community Service
Girl Scouts of the USA
Girls Incorporated
Goodwill Industries International
Lutheran Services in America
The McAuley Institute—Success Measures Project
National Head Start Association
National Mental Health Association
National Multiple Sclerosis Society
National Network for Youth
National Urban League
Points of Light Foundation
Travelers Aid International
United Neighborhood Centers of America
Visiting Nurses Association of America
Volunteers of America
YMCA of the USA
Youth Service America

National Accrediting Organizations

CARF: The Rehabilitation Accreditation Commission
Council on Accreditation
Joint Commission on Accreditation of Healthcare Organizations
The Council on Quality and Leadership

United Way of America
United Way of America Collaboration
with National Human Service Organizations on Outcome Measurement

- United Way of America meets regularly with executive directors of the national health, human service, and youth- and family-serving organizations whose local affiliates receive the largest amounts of funding from local United Ways. Organizations in this group are:

  Alliance for Children and Families  
  American Cancer Society  
  American Red Cross  
  Big Brothers Big Sisters of America  
  Boys & Girls Clubs of America  
  Boy Scouts of America  
  Camp Fire Boys and Girls  
  Catholic Charities USA  
  Child Welfare League of America  
  Girl Scouts of the U.S.A.  
  Goodwill Industries International  
  Lutheran Services in America  
  National Mental Health Association  
  National Urban League  
  Salvation Army  
  United Cerebral Palsy  
  United Jewish Communities  
  United Neighborhood Centers of America  
  Visiting Nurse Associations of America  
  YMCA of the USA  
  YWCA of the U.S.A.

- Representatives of five national organizations served on UWA’s Task Force on Impact:

  Big Brothers Big Sisters of America  
  Girl Scouts of the U.S.A.  
  Girls Incorporated  
  United Neighborhood Centers of America  
  YMCA of the USA

- In February 1996, UWA invited 32 national human service organizations to a meeting to discuss the outcome measurement initiative, the organizations’ various efforts related to program evaluation, and ways of collaborating to build outcome measurement capacity among local agencies. Organizations whose representatives attended the meeting were:

  American Foundation for the Blind  
  American Red Cross  
  Association of Jewish Family & Children’s Agencies  
  Big Brothers Big Sisters of America  
  Boys & Girls Clubs of America  
  Boy Scouts of America  
  Catholic Charities USA  
  Child Welfare League of America  
  Council of Jewish Federations  
  Epilepsy Foundation of America  
  Family Service America  
  Girls Scouts of the U.S.A.  
  Goodwill Industries International  
  Girls Incorporated  
  National Assembly of National Catholic Charities USA  
  National Council of La Raza  
  National Urban League  
  Voluntary Health and Social Welfare Organizations  
  United Cerebral Palsy Associations  
  United Neighborhood Centers of America  
  Volunteers of America  
  YMCA of the USA

- The Girl Scouts of the U.S.A., along with five local United Ways, participated in pilot testing UWA’s agency training resources on outcome measurement in March 1996.
At the organizations’ request, UWA held a training workshop on outcome measurement for national organization representatives in October 1996. Participating organizations were:

- American Camping Association
- American Red Cross
- Association of Jewish Family & Children’s Agencies
- Big Brothers Big Sisters of America
- Boys & Girls Clubs of America
- Boy Scouts of America
- Catholic Charities USA
- COSSMHO (National Coalition of Hispanic Health and Human Services Organizations)
- Corporation for National Service and the National Senior Service Corps
- Council of Jewish Federations
- Girls Incorporated
- National Council of La Raza
- National Mental Health Association
- National Urban League
- Traveler’s Aid International
- United Neighborhood Centers of America
- Volunteers of America
- YMCA of the USA
- YWCA of the U.S.A.

Staff of the American Red Cross, Girl Scouts of the U.S.A., and UWA presented a workshop on our collaborative approaches to measuring program outcomes at the 1996 American Evaluation Association conference.

In 1996/97, UWA staff served on outcome measurement advisory committees of Boys and Girls Clubs of America and Girl Scouts of the U.S.A.

A panel on outcome measurement was presented by staff of Big Brother Big Sisters of America, Boys and Girls Clubs of America, and UWA, and a consultant to Girl Scouts of the U.S.A. at the 1997 American Evaluation Association conference.

In December 1997, UWA held a second training workshop for national organization representatives. Participating were representatives of:

- American Cancer Society
- American Foundation for the Blind
- American Red Cross
- Boys & Girls Clubs of America
- Camp Fire Boys and Girls
- Catholic Charities USA
- COSSMHO (National Coalition of Hispanic Health and Human Services Organizations)
- Epilepsy Foundation of America
- Evangelical Lutheran Church
- Family Service America
- Girls Incorporated
- National Easter Seal Society
- National Council of La Raza
- National Mental Health Association
- National Urban League
- Planned Parenthood Federation of America
- Salvation Army
- Travelers Aid International
- Volunteers of America
- YMCA of the USA
- YWCA of the U.S.A.

Representatives of the American Red Cross, Boys & Girls Clubs of America, and an affiliate of Family Service America presented a panel on agencies’ involvement with outcome measurement at the 1998 United Way Community Leaders Conference.

In April 1998, UWA issued a report summarizing the outcome measurement activities of 27 national health and human service organizations.

A panel including representatives of the American Cancer Society and UWA presented a workshop on challenges and strategies for outcome measurement at the 1998 American Evaluation Association conference.

Local affiliates of the Epilepsy Foundation of America and Family Service America described their experiences with outcome measurement at the 1999 United Way Community Leaders’ Conference.
• Representatives of Boys and Girls Club of America and local affiliates of Boys and Girls Club and Association of Jewish Family & Children’s Agencies described the benefits and costs of outcome measurement at the 2001 United Way Community Leaders’ Conference.

• A local affiliate of The Arc described using outcome findings to restructure a program to increase its value for clients at the 2002 United Way Community Leaders’ Conference.

• UWA staff have made presentations on outcome measurement to staff or affiliates of the following national organizations:
  – Alliance of Information and Referral Services (national conference workshop, May 1997; national conference workshops, June 2002)
  – Alliance of Information and Referral Services/United Way of America National 211 Council (business plan workshop, December 2001)
  – American Bar Association Pro Bono Services (national conference workshop, March 1998)
  – American Cancer Society (national conference workshops, July 1997)
  – America’s Second Harvest (national conference presentation, June 2003)
  – Association of Public Data Users (national conference presentation, October 1999)
  – Big Brothers Big Sisters of America (national conference seminar, June 1996)
  – Boys & Girls Clubs of America (national conference workshop and presentation, May 1996)
  – Boy Scouts of America (national conference keynote presentation, August 1996)
  – British Columbia Performance Management (national conference presentation, March 2003)
  – Corporation for National Service (state directors meeting presentation, October 1999)
  – ePhilanthropy (national conference presentation, March 2003)
  – Girls Incorporated (national conference presentation, April 1996)
  – Independent Sector (research-in-practice seminar presentation, September 1999; national conference presentation, October 2002)
  – Leadership 18 (executive directors meeting presentations, July 1995 and July 1996)
  – Literacy Volunteers of America (national conference workshop, October 1997)
  – National Alliance to End Homelessness (national conference workshop, October 1997)
  – National Assembly of Health and Human Service Organizations (training directors meetings, February & September 1996; field service directors meeting, April 1998; chief financial officers forum, May 2002)
  – National Association of Housing Counselors (national training conference presentation, July 1998)
– National Association of State Community Services Programs (national conference workshop, May 1998)
– National Center for Nonprofit Boards (national conference workshop, November 1997)
– National Collaboration for Youth (national meeting presentations, April 1995 and May 1996)
– National Housing Institute (board planning meeting, January 2001)
– National Institute for Government Innovation (national conference presentations, October 1999; March, July, and October 2000)
– National Lung Association (distance learning presentation, March 2001)
– National Mental Health Association (national conference workshop, June 1996)
– National Mentoring Partnership (task force on accountability presentation, September 1999)
– Performance Institute (conference workshop, September 2000)
– Points of Light Foundation National Community Service Conference (workshop, June 1998; institute, June 2000)
– Salvation Army (National Planning and Development Commission meeting presentation, January 1998)
– Traveler’s Aid International (national conference keynote presentation, June 1996; national conference workshop, June 1998)
– United Jewish Communities (long-range planning project presentation, March 2003)
– United Neighborhood Centers of America (executive directors’ roundtable keynote presentation and workshop, February 1997; regional conference workshop, September 1997)
– YMCA of the USA (Southeastern Region executives meeting, March 1996)