

A STRATEGY TO FORTIFY PROGRAM EFFECTIVENESS

By: *Catharine de Leeuw*
United Way of Greater Toronto

Helping human service organizations measure and describe how their programs make a positive difference in people's lives and to the communities in which they reside is the focus of a unique initiative sponsored by the United Way of Greater Toronto in partnership with the Ontario Trillium Foundation. For the past six months, United Way has been offering training, short-term consulting support, and access to evaluation resources through a web-based clearing-house in an effort to increase the capacity of non-profit agencies to demonstrate the impact of their work and deliver more effective services.

The mainstay of the project, Program Effectiveness Organizational Development (PEOD), is a free one-day training workshop on outcome measurement. The workshop introduces agency staff to logic models as a means of identifying outcomes and planning an evaluation of program effectiveness.

Demonstrating the impact of social programs is challenging. The United Way is committed to working with its service partners to enrich their skills in this area, to develop more effective service delivery models, and to illustrate clearly and compellingly the effectiveness of their work.

This is no small task. How do you measure the success of an adult day program for individuals with Alzheimer Disease when, by the nature of their illness, participants manifest increasing dependency over time rather than less? How do you gauge the success of an afternoon drop-



in and meal program for homeless people who leave at the end of the day to struggle through another wet, rainy night on the streets?

Funders from all levels of government and private foundations have always expected organizations to report on program results. But in the absence of appropriate and practical outcome measurement tools, non-profit organizations have had to rely on approximations, quantifying the amount of service delivered, unit/cost ratios, and customer satisfaction.

Improving the non-profit sector's ability to evaluate the impact of their programs practically is important to all of us. It will enable organizations to assess and develop more effective models for service delivery. It will help service agencies respond to increasing demands for accountability from the community and it will encourage communities to expand their support as evidence mounts that these interventions work to mitigate social needs.

There exists today a range of experience and readiness within the non-profit sector to meet these challenges. In fact, many organizations have already begun to confront the complex issues present in out-

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CHAPTER MISSION:

To increase the use and quality of evaluation that results in greater effectiveness, efficiency and accountability of policies, programs and services of public and private organisations in Ontario

www.evaluationontario.ca

UPCOMING EVENTS!



BREAKFAST EVENT CES CORE BODY OF KNOWLEDGE PROJECT

Date: Tuesday June 25, 2002

Time: 7:30 to 9:30 AM

Place: Room 302, Metro Hall (55 John St.), Toronto

Cost: \$10 for members, \$15 for non-members, \$5 or free for students (see next page for details)

CES-Ontario members Rochelle Zorzi and Martha McGuire will discuss the project they are conducting for CES in support of the Society's advocacy and professional development activities. They will present the methods they are using and the results from the first phase of the project, which investigated the benefits that stakeholders can derive from evaluation. There will be opportunities for questions and discussion.

Advance registration is required. To register, contact advocacy@evaluationontario.ca or Jennifer Yessis at 519-886-2686 or Keiko Kuji-Shikatani at 416-439-5223, by Friday June 21.

ONTARIO CHAPTER HOSTS JOINT CES AND AEA CONFERENCE IN 2005

OCTOBER 25 TO 30, 2005

THE SHERATON CENTRE, TORONTO

Arnold Love, Evaluation 2005 Conference Co-chair

The ink has just dried on the Letter of Agreement and now it's official -- the Ontario Chapter will host the joint CES and American Evaluation Association (AEA) conference in 2005. Evaluation 2005 will replace the annual conferences of the CES and AEA during 2005.

This landmark event marks the 10-year anniversary of the highly successful International Evaluation Conference, co-sponsored by CES and AEA, that was held in Vancouver during 1995. That event brought more than 1,600 evaluators from 65 countries to Canada.

Evaluation 2005 promises to be equally impressive. Running from October 25 through October 30, Evaluation 2005 features an outstanding combination of pre-

and post-conference professional development sessions facilitated by leading evaluation experts and a vast choice of conference sessions and special events. The conference theme is cultural and cross-cultural influences in evaluation, with a special stream that showcases Canadian approaches to evaluation. The conference venue is the highly acclaimed Sheraton Centre, located right in the heart of Toronto's business and entertainment district, that allows for endless networking and recreational possibilities.

Ontario Chapter members and evaluation students will have special opportunities to participate in Evaluation 2005 as committee members and volunteers. Mark your calendars now and watch for more information about Evaluation 2005 as it becomes available.

CHAIR'S COMMENTS

By Wendy Young, Chairperson

Good news! At the AGM in November, we will be presenting a draft of our 2002/2004 priorities with a two-year budget for your consideration. We have an accumulated surplus of over \$40,000 and would like members' opinions regarding some one-time expenditures that will increase your CES, Ontario Chapter benefits. For example, by embracing technology and upgrading our website, we can now offer low cost breakfast sessions to you. Get up a little earlier than usual and you'll enjoy a stimulating presentation, good food, and good company.

And yet more good news! Volunteer participation is at an all time high. Thanks to Nicole Steward who did an outstanding job as chair of this year's Annual Conference Committee. And to the many volunteers who helped out before and after the conference. Martha McGuire and B.J. Richmond had help from shadows Gloria Kay and Keiko Kuji-Shikatani for the recent Essential Skills Series. To Dr. Arnold Love, who attended one of our board meetings to provide us with an exciting update on the 2005 Conference. To Gordon Framst, who give us an introduction to CES National. To Clay LaFleur, a previous chair, for agreeing to serve on the Audit Committee. To Sandy Henderson, another previous chair, for agreeing to discuss the CES, Ontario Chapter's workshops provided to senior managers.

We are also fortunate that Peter Venton, who resigned from the Board in April, has decided to continue to be an active member of the Advocacy Committee and to participate on the Audit Committee. On behalf of the Board, I would like to say a thank you to Peter for his service on the board. Peter was one of the key drivers of the strategic planning process and will have a lasting impact on our activities.



We welcome Keiko Kuji-Shikatani as Acting Chair of the Advocacy Committee. Keiko will be filling in for Jennifer Yessis who is enjoying a new baby. Keiko's lifelong interest in improving people's lives led to examining how in-house ongoing monitoring and evaluation can be used to allow better communication to take place among the various participants throughout a whole program process. Keiko, who is married and cooking up a storm every day raising three children, found time to attend the Michigan Evaluation Association's Conference with Candace Nykiforuk, past student representative.

Each and every one of our board members has been exceptionally active on your behalf. Sandra Bozzo attended a 3 day CES National meeting, as the Ontario Chapter representative. Adam Spencer, who together with Candace, produced a terrific report on students. And then produced yet another report on our retention rates. As the Treasurer of the Ontario Chapter for the past two terms, Mehboob Habib continues to bring much needed professional accounting expertise. Rochelle Zorzi, as Chair of the Communications Committee, has been changing the way we can conduct business through the website. Andrea Johnston, who is serving a term as a student rep, is our secretary and will be posting all future minutes of board meetings on the web. And Elana Gray, our Past Chair, has just taken the time to send us a wonderful picture of her 2 day old son. Congratulations, Elana!

There are lots of activities for you to enjoy over the next few months. Short blurbs are included in this communiqué. For more information, don't hesitate to contact us through the website, or to volunteer.

FREE ATTENDANCE FOR STUDENTS!!!

A limited number of free student admissions are available for the CES Core Body of Knowledge Breakfast Event. If you are a full time student, a member of CES, and would like to attend the event, contact Jennifer Yessis at 519-886-2686 or Keiko Kuji-Shikatani at 416-439-5223, or either of them at advocacy@evaluationontario.ca. Register early, as the free student spaces are limited.

CES-ONTARIO WELCOMES VOLUNTEERS!

Ontario Chapter is pleased to welcome a number of volunteers who have joined us since January. A strong corps of volunteers keeps the society vibrant and active, so thanks to all of you!

Audit Committee

Mehboob Habib (Treasurer)
Clay LaFleur
Peter Venton

Columnist for communiqué

Dina Franchi

Advocacy Committee

Charlotte Burkhardt
Andrea Johnston
Philippa Holowaty
Fataneh Zarinpoush
Keiko Kuji-Shikatani (Co-chair)
Peter Venton
Jennifer Yessis (Co-chair)
Rob Arnot
Dan Buchanan



UNITED WAY *(Continued from page 1)*

come measurement. This has to be nurtured and expanded. But without an infusion of expertise, the non-profit sector is not well equipped to achieve broad successes. Advancement is likely to be sporadic and incomplete.

An Invitation to Help

Experienced evaluators can help agencies comprehend outcome measurement – what it is, how it helps them to understand and improve their work, how to do it. Agencies have received the United Way training positively. To date, over 110 agencies have participated in workshops and another series is scheduled for the autumn of 2002. Having some practice with logic modeling, agencies quickly move on to find troubling questions related to measurement indicators, data collection tools, and data management systems.

Members of CES-Ontario Chapter are invited to help in PEOD. Volunteer to run a drop-in tutorial on a particular data collection tool, such as focus groups or observation. Volunteer to provide an agency with short-term guidance in constructing a program logic model or selecting suitable indicators for monitoring program outcomes. Review an agency's existing data collection tools to recommend ways of incorporating outcome measurement.

Building the capacity of human service organizations to evaluate program effectiveness practically and realistically is a process that requires time and sustained support. Share in this major initiative and the benefits of improving social services in your community!

For more information, contact Catharine de Leeuw at (416)777-2001 ext.281 or at cdeleeuw@uwgt.org.

Visit the PEOD clearinghouse at www.unitedwaytoronto.com/PEOD/index.htm

A CHAT WITH SANDY HENDERSON FROM THE MANAGEMENT BOARD SECRETARIAT

By Dina Franchi, Columnist

Dina: Tell me about your current position at the Management Board Secretariat.

Sandy: As the Manager of Performance Measurement and Program Evaluation my role is to create a systematic approach to measure program performance to enable government decisions about program priorities and expenditures. One of our goals is to help Ministries develop measures that focus on core business practices as well as focus on outcomes. With my 7-person team, we work with the different Ministries to integrate performance measures into their business plans. These business plans are submitted to Management Board of Cabinet, whose role is to ensure effective and efficient use of taxpayers' money. The business plans inform the budgets allocated to each Ministry.

Another part of my role is to oversee the development and implementation of program evaluation. By requesting all Ministries to evaluate all of their existing programs, our goal is to ensure accountability as well as to continuously seek out service improvements. Laying the foundation with good program level performance measures will be important to this evaluation process.

Dina: How did your career in evaluation begin?

Sandy: My career in evaluation really took off over the last 6 or 7 years. I have been fortunate in having opportunity to work in a variety of organizations with a range of responsibilities in clinical services, policy development and management.

With a degree in Occupational Therapy from the University of Western Ontario, I was the Director of Rehabilitation at Whitby Mental Health Centre. The organization wanted to look at outcomes associated with our rehabilitation programs. I picked up Freeman and Rossi's All About Evaluation and connected with others in the

It's very important for me that I surround myself with a good team and energize my thinking with a strong network.

organization. That was the beginning of my learning in evaluation. I later moved to Queen Street Mental Health Centre as the Director of Rehabilitation and was later provided the opportunity to develop a hospital wide program to integrate continuous quality improvement and program evaluation.



Sandy Henderson

Around this time I entered the Masters program in Measurement and Evaluation at OISE. I moved to the Ministry of Health and Long Term Care and worked with District Health Councils and then led the hospital operating plan process. This is the main accountability mechanism for all hospitals in the province. Subsequently, I managed several consulting contracts with various health and social service Ministries. I later became the Manager of Monitoring Standards and Evaluation for the Ministry of Health and Long Term Care and in this capacity I set up performance measurement systems relying heavily on the balanced scorecard methodology.

Dina: What skills are necessary to succeed as an evaluator?

Sandy: For me, it helps to know the government process. You also have to have a vision of where you want to go but also be flexible in order to arrive there successfully. Regardless of whether you are a junior or expert evaluator, I think a methodology background is necessary. Equally important are strong project management and consultation skills. It's also very important for me that I surround myself with a good team and energize my thinking with a strong network.

Dina: How did being a member of CES influence your career?

Sandy: I was on the CES board of directors for 5 years and held positions ranging from secretary to president. Being a member helped in many ways. The benefits that stand out in my mind are the networking and the professional development opportunities. I learned a lot of what

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CHAT (Continued from page 5)

I know by talking with different people and sharing resources. The conferences and the journal helped me to stay current with research and trends in evaluation. I look forward to my own continual learning with the help of these CES resources.

Dina: What would you like to see in the future for evaluation?

Sandy: Evaluation is a discipline that has multiple facets. You see evaluation in quality improvement, audits, organizational development and management consulting. We should think about developing a vision for evaluation as a profession and strengthen the discipline of evaluation. This is why the work of the National Council in defining the core body of knowledge is so important. Whether we define it as its own discipline or work toward integrating it formally within other disciplines the true worth of evaluation will be proven if it enables good decision-making.



RESULTS FROM A TELEPHONE SURVEY OF CES-ONTARIO CHAPTER STUDENTS

Adam Spencer, Membership Chair

In Nov/Dec 2001, the CES Ontario Chapter conducted a telephone survey to determine how it could better meet the needs of its student members. Candace Nykiforuk and Adam Spencer conducted telephone interviews with seven student members of the CES Ontario Chapter. The following is a brief summary of the survey results.

What led you to become a CES member?

Many of the students became involved as a result of an evaluation course or information provided by a professor. In addition, students see the potential networking opportunities and exposure to employers. Students explained that the best way to recruit additional students would be through promotion of the CES by professors teaching evaluation related courses at the undergraduate and graduate level.



What attracted you to CES?

Students were attracted to the CES through the professionalism of the CES materials (CJPE, mailings, Communiqué), access to CES conferences, and personal interest in learning more about evaluation.

What do you see as the benefits of membership?

- the Canadian Journal of Program Evaluation
- reduced student rates for events
- networking opportunities, and
- learning opportunities

Would you be interested in evaluation training?

The majority of respondents wanted to pursue a career in evaluation. Consequently most showed interest in “affordable” evaluation training.

How can the student membership be enhanced?

- additional networking opportunities and career-building activities,
- the need for an employer and/or job bank,
- increased communication with students, and
- student targeted workshops

Is there anything that is currently offered that could be enhanced or improved?

Students felt they could further benefit if more funds were available for students to attend Chapter and National activities (i.e., to cover costs such as transportation or accommodation). A few students felt they could gain important skills from mentoring and presenting the Essential Skills Series. CES was perceived by a few students as an organization that geared activities toward consultants and active evaluation practitioners rather than students. All students pointed to a general lack of awareness concerning Chapter and National activities.

Thoughts about a regular student electronic newsletter?

All of the respondents felt the electronic newsletter was a good idea. An email newsletter complemented with an embedded hotlink (to reduce email size) or link on the website was preferred by most. A number of suggestions related to content were suggested including stu-

(See “Students” on page 7)

CES-ONTARIO 2001 FINANCIAL REPORT

Mehboob Habib, Treasurer

We have pleasure in presenting the 2001 Financial Report for activities held during 2001. With respect to programs, a combination of greater than expected participation at CES events and lower than expected costs due to Planning Committee's ability to secure no-cost facilities has contributed to a surplus of \$ 13,239 -- compared to \$2,003 and \$230 in 2000 and 1999 respectively. Since 2000, there has been a concerted effort by the Board to be responsive to the results of *Membership Survey* initiated in 1999, which we believe has contributed to larger participation at the CES events. Further, additional efforts continue to be exerted to expansion of *Member Services* as well as to initiatives towards *CES Advocacy*. Summary of sources and application of funds and supporting information is as follows:

	2001	2000	1999
Sources of Funds:	\$	\$	\$
Net Surplus from Programs (Schd. A)	13,239	2,003	230
Share of Membership Fees	3,197	5,413	1,870
Interest - Short-term Investment	931	1,190	599
National Conference - Share of Surplus			18,266
	<u>17,367</u>	<u>8,606</u>	<u>20,965</u>
Application of Funds:			
Member Services (Schd. B)	3,090	4,126	3,957
Board Meetings	1,701	482	1,171
Other Administrative	48	828	126
	<u>4,839</u>	<u>5,436</u>	<u>5,254</u>
Net change for the period	12,528	3,170	15,711
Add: Balance at Jan 1	31,800	28,630	12,919
Balance at December 31	44,328	31,800	28,630

Schedule A	2001	2000	1999
Programs	\$	\$	\$
Essential Skills Series	8,921	1,960	833
Annual Conference	4,073	469	
Seminar/Workshop: Perf. Measures	271	(426)	(603)
Seminar/Workshop: Using Logic Models	(26)		
	<u>13,239</u>	<u>2,003</u>	<u>230</u>
Schedule B	2001	2000	1999
Member Services	\$	\$	\$
Student Case Competition/ Sponsorship	1,165	500	500
Website design and development	1,425		
Membership promotion	250		
Advocacy	128		
Communication: Newsletter	122	3,626	107
Sponsorships			3,350
	<u>3,090</u>	<u>4,126</u>	<u>3,957</u>

STUDENT *(Continued from page 6)*

dent evaluations & accomplishments, job links or job-related tips, and connections to other students. The plan now is to put this report on a shelf and... no, board members recognize the valuable information that stemmed from this report. Currently, the development of a student newsletter is being discussed (any volunteers that are interested are asked to contact Andrea Johnston, Student Representative), potential additions to the Chapter's website are being examined (e.g., student résumés) and there have been preliminary discussions about ways to further involve students in future events (e.g., additional funding, teaching Essential Skill Series, etc.).

COMMUNIQUE

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Your ideas and input are welcome.

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REPORT ON THE 2002 ONTARIO CHAPTER CONFERENCE

By Nicole Steward, Conference 2002 Chair

I thought it best to begin this summary with some feedback we received from delegates on this year's annual conference:

"Very nice venue; topic is excellent. Would have liked to go to all presentations."

"Great to have this opportunity to get updated & meet others involved in evaluation"

One of the advantages of being the author of this short article is that I get to pick and choose which comments to include in my summary! Not to worry, anyone interested in the constructive criticisms we received on the conference can find them in the conference evaluation report on the chapter website.

The purpose of this year's conference was to help clarify some of the basic concepts involved with most economic evaluations, such as cost-effectiveness and cost-benefit, and to delve into subjects such as data mining and predictive modeling for the seasoned veterans of economic evaluations.

The conference began with the keynote speaker, Graham Clyne, who gave a riveting and interactive presentation on the Prevention Dividend Project. After the keynote speaker, delegates were given their choice in attending 1 of 4 all-day workshops on various topics of economic evaluations. Many of the speakers' presentations are available on the chapter website.

As in previous years, this year's conference was organized and run entirely by CES Board members and volunteers. It is through the generous donations of time and effort on the part of speakers and organizers that the Ontario Chapter of the CES can provide professional development events such as the annual conference at such a low cost to members. I want to thank the following individuals for all their time and hard work on this year's conference:

The Conference Committee:

Elana Gray	Candace Nykiforuk	Jon Postlethwaite
Wendy Young	Rochelle Zorzi	

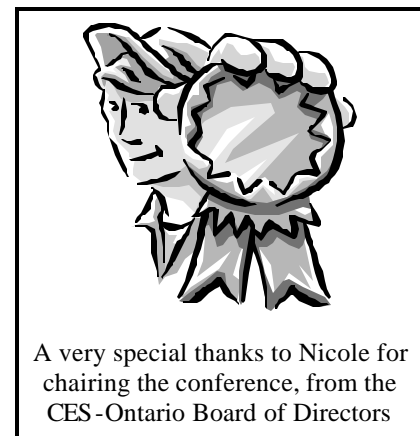
The Student Volunteers:

Elaine Stavnitzky	Christine O'Malley
Paul Parsons	Alisa Kosolvijak

The Speakers:

Graham Clyne	Dr. Harry Cummings & Don Murray	
Dr. Colin Preyra	Michael Chettleburgh	Dr. Ronald Wall

If you are interested in helping out with next year's conference (perhaps even volunteering for the coveted role of "Chair"), I would encourage you to contact the CES Board of Directors for details on how you can get involved.



A very special thanks to Nicole for chairing the conference, from the CES-Ontario Board of Directors