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Third Plateau

Objectives

- Equip participants with tools and frameworks for evaluating programs effectively and measuring progress toward outcomes
- Help participants identify key areas of organizational health and develop the skills to evaluate or reflect on the health of their organization
- Develop mechanism and timelines for regularly engaging in organizational learning
- Meet colleagues!

Group Norms

Take space, make space

Be present

Be curious – no silly questions

Respect confidentiality

What is Organizational Learning?

Third Plateau

Organizational Learning

What

- Process for organizations to improve over time
- Actively gather, analyze and apply knowledge to improve
- Translate learning into actionable insights

Why

- Execute on programs and services that meet your mission
- Unite around a shared vision
- More easily adapt to change, function effectively, grow sustainably

Program Evaluation

Theory of Change

"A blueprint for achieving large-scale, long-term goals. It identifies the preconditions, pathways, and interventions necessary for an initiative's success."

Source: Skoll Foundation Archives, 2014.

How to Create a TOC

1. Know your vision or your ultimate goal(s) for a program.

2. Think through how and why the change is expected to happen. What will you do to reach the vision or goal? How will you approach the work?

3. Clarify the outcomes that result from the activities and map how they connect to the goals.

4. Test your logic.

OROT
אורות | CENTER FOR NEW JEWISH LEARNING

Orot is a center for the spiritually curious, for those seeking community, nourishment, support, and refuge. Orot supports people on their journey, through personally resonant Jewish wisdom, teaching, and experiences.

Our approach to Jewish wisdom is:

Soul-Satisfying

Holistic

Integrated

We achieve our mission through:

Learning and Practice Communities

New Paradigms of Jewish Teaching

Jewish wisdom provides practical tools for navigating the stresses of modern life.

Jewish wisdom is a portal for making meaning of our world.

Individuals are empowered and have ownership over Jewish culture, text and tradition.

Individual journeys ripple to have impact on family members, the community, the world.

There is a Jewish homecoming where all who are interested can enter and access Jewish wisdom

Orot's educational approach is adopted by other institutions in the field

A new, robust, modern Jewish culture is built though learning, storytelling, reflection and practice.

More compassionate, interconnected communities where Jewish wisdom is a tool for resiliency and invigoration in people's lives.

Logic Model

- Graphic depiction of the shared relationship between resources, activities, outputs, outcomes, and impact for a program

- Shows the relationship between a program activities and its intended effects

![Third Plateau logo]

Wait. What's the difference?

Theories of change is at the 30,000-foot level. It's a broad view on how to advance toward a long-term goal. It's supportive of telling your organization's overall impact over time.

Logic models are at the 1,000-foot level and illustrates the activities and intended results of singular strategies or programs. Useful for evaluation and testing nearer term outcomes.

Inputs	Strategies and Activities		Outcomes - Impact	
	Strategies	*Activities/**Outputs***	*Outcomes*	*Outcomes/Impacts*
Community: Black women with lived experience, doulas, and midwives Providers: Physicians, residents, nurses, medical school students Patients: Current Black pregnant women Women's Fund: Impact collaborative Panel FIU audio-visual tech department Community Trust Organizations	1. Identify themes, barriers and gaps in the patient-provider relationship that is indicated by racial bias 2. Work with facilitators and advisory board to develop workshop curriculum based on community feedback 3. Assess knowledge translation, attitude changes, and applied learning through evidence-based evaluation tools 4. Cultivation of champion providers/mentors 5. Creation of a learning network with continuous feedback loop of trained MCH providers 6. Use of an equity-lens to inform strategies and drive desired outcomes.	Conduct focus group sessions, tap on community funds of knowledge **# of focus groups** Conduct Literature Review Determine program content and resources **Program curriculum** Develop a pamphlet/brochure/toolkit based on workshop content (for providers) **# of pamphlets, brochures, toolkits** Develop a pamphlet/brochure/toolkit based on workshop content (for current pregnant Black women) Implement provider-led workshops **# of workshops** Provide training (CEUs) **# of participants with CEUS** Credentialing Providers Create an Advisory Committee	Increased provider cultural competency and awareness about the impact of racial bias in maternal care Improved provider-patient engagement and perception of respect dynamics Increased Provider application of workshop skills and knowledge into daily clinical practice Improved and redefined workplace norms/culture/SOPs Improved bedside manner and clinical visit interactions Improving treatment, care planning, and pain management discussions with patient and family. Increasing the capacity-building of culturally competent and bias-sensitive MCH provider workforce Increasing Black mother's agency in the birthing process Increased satisfaction and trust with providers Increased awareness to maternal morbidities and mortality indicators	Improve maternal morbidity/mortality outcomes in Black women Improve infant general health and quality of life outcomes in Black infants Reduce trauma experienced during pregnancy and post-partum by Black Mothers and their infants Reducing the incidence of racial bias, as an indicator in the patient-provider relationship, in adverse pregnancy outcomes Promote inclusive decision-making and planning during all phases from preconception to intrapartum periods.

Outcomes & Outputs

Outcomes

- Impact of an activity on a person, organization, or system
- Skills, knowledge, behaviors, and attitudes
- Can be difficult to measure

Outputs

- Things we do
- We hope it leads to outcomes but we cannot guarantee it
- Easily measured through quantity or quality

SMART(IE)

S: Specific
M: Measurable
A: Ambitious/Achievable
R: Relevant
T: Time-Bound
(I):   Inclusive
(E):   Equitable

Sample Outcomes from RCF

Individuals
- Individuals feel welcomed and included
- Individuals feel a stronger sense of connection to one or more parts of the Boulder/Denver Jewish community
- Individuals find what they do with the organization to be meaningful and relevant in their lives

Community
- The Jewish community is welcoming and inclusive of a diverse population

Measurement

It doesn't have to be complicated!

Campers build confidence in their wilderness survival skills

Survey: As a result of your camp experience, do you feel more confident in your wilderness survival skills?

What might be indicators of confidence?

Observation: Kids are less timid in making decisions, ask for less support

Small Group Activity

Get into groups of 3-4. Avoid partnering with folks from your organization.

1. Introduce yourself.

2. Work through the prompts to design a logic model for the Save the Taco, an organization focused on rescuing tacos before they go to waste, ensuring every taco is eaten. No taco left behind!
    *   Focus on outcomes first
    *   Activities and outputs
    *   Inputs
    *   Brainstorm ways you might evaluate impact

Interpret and Make Meaning
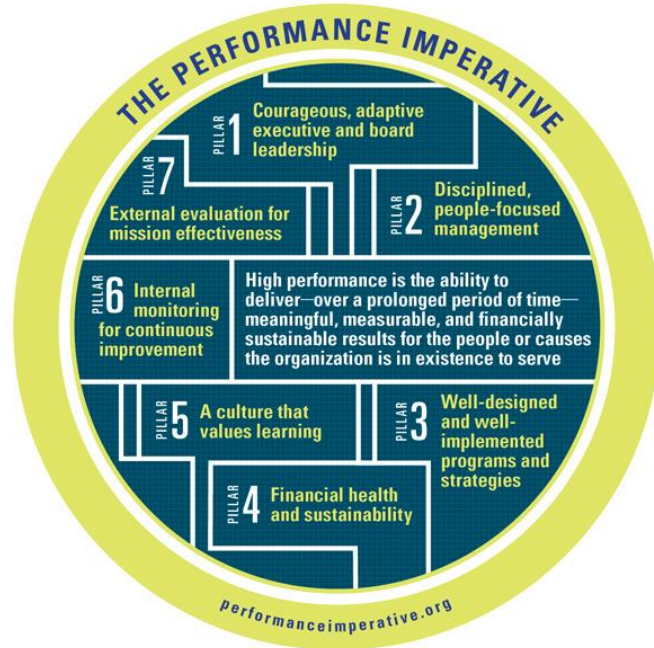
It doesn't have to be complicated!

1. Simple analysis is ok.
2. What does the data tell us?
3. What does it mean?
4. What change(s) might we make?

Third Plateau

Break

Performance Imperative

1. Courageous, adaptive executive and board leadership
2. Disciplined people-focused management
3. Well-designed and well-implemented programs and strategies
4. Financial health and sustainability
5. A culture that values learning
6. Internal monitoring for continuous improvement
7. External evaluation for mission effectiveness

Performance Imperative

Courageous and adaptive leadership
- Executives and boards embrace their responsibility to deliver meaningful, measurable, and financially sustainable results.

People-focused management
- Managers translate leaders' drive for excellence into clear work plans and incentives, making data-informed decisions.

Performance Imperative

Well-designed and implemented programs
- Programs are designed based on sound analysis and evidence, with continuous evaluation to ensure they meet participants' needs.

Financial health and sustainability
- Organizations maintain strong financial practices to ensure sustainability and support their mission.

Performance Imperative

Culture that values learning
- Organizations foster a culture where continuous learning and improvement are prioritized.

Internal monitoring for continual improvement
- Regular internal assessments are conducted to ensure programs and operations are effective and aligned with goals.

External evaluation for mission effectiveness
- Organizations seek and act on feedback from external sources to improve performance and accountability.

Cadence & Structures

Culture of Learning

- Program Evaluation
  - Informally as you need to learn and grow, minimally every year
  - Formally/externally every 3-5 years

- Organizational Health
  - Leadership reviews annually
  - Culture and pulse checks
  - Regularly for financial health
  - Learning tied to evaluation timelines
  - Building the muscles on your team

Culture of Learning

- Who and where?
  - Board
    - Board meetings and retreats
    - State of the organization

  - Staff
    - Staff meetings, team retreats
    - State of the organization

  - Funders

Q&A

Thank you!

Thank you!