You Don’t Need a PhD to Evaluate Your Program!

The importance of building impact measurement into your Child Passenger Safety initiative

Linda Brees, MS
Director, Bradshaw Institute for Community Child Health & Advocacy
Children’s Hospital of Greenville Health System

Objectives

• Provide brief history of Bradshaw Institute for Community Child Health & Advocacy and Safe Kids Upstate
• Describe Institute-wide impact measurement and scorecard development process
• Share how evaluation has helped promote Safe Kids Upstate and Child Passenger Safety initiative
• Share lessons learned along the way
GHS Children’s Hospital

- 90 inpatient beds
- 80 NICU beds
- 40 specialties
- 200 medical providers
- >400,000 annual visits
- Pediatric ED with >26,000 visits in FY17

Started as GHS Children’s Advocacy

Child advocacy work began over 20 years ago as a single injury prevention initiative and has evolved into an Institute with multiple program streams.
Bradshaw Institute

- Launched in June 2016
  - Largest gift in GHS History
  - Started with a Car Seat Check
- 5 Performance Teams
  - Healthy Child Development- Help Me Grow SC
  - Child Abuse Prevention
  - Community Pediatrics
  - School Health
  - Injury Prevention- Safe Kids Upstate

Safe Kids Upstate

- Member of Safe Kids Worldwide
  - 1 of 13 coalitions in South Carolina
    - Led by Children’s Trust of South Carolina
- We cover:
  - Greenville, Pickens and Oconee Counties
- Team and work is all philanthropically or grant supported by many organizations like:
Child Passenger Safety

- Primarily sponsored by Kohl’s Cares
- Safe Kids Upstate is a Staff of 6
  - All Child Passenger Safety Trained
    - 2 CPS Instructors
    - 2 CPS Instructor Candidates
    - 2 CPS Technicians
    - 1 Safe Travel for All Children Course Instructor
    - 4 Safe Travel for All Children Trained

- Major growth in Child Passenger Safety (CPS) program over the last 2 years as a result of strategic planning and impact measurement

Child Passenger Safety Program Growth

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Recent Changes</th>
</tr>
</thead>
</table>
| # of permanent Car Seat Inspection Stations | Original stations:  
  1. Greer Fire Department  
  2. Bradshaw Automotive  
  3. Fountain Inn Fire Department  
  4. Medshore Ambulance  
  5. Easley Fire Department  
  6. Seneca Fire Department  
  7. Belmont Fire Department  
  8. Parker Fire Department  
  Additional Stations:  
  9. Lake Cunningham Fire Department  
  10. Nurse Family Partnership  
  11 Walhalla Fire Department  
  12. Pickens City Fire Department  
  13. Greenville Memorial Hospital  
  14. Safe Travel for All Children Special Needs Clinic |
Child Passenger Safety Program Growth

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Recent Changes</th>
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</thead>
<tbody>
<tr>
<td>Annual grant dollars</td>
<td>$185,000 to $295,000</td>
</tr>
<tr>
<td>Average CPS appt. wait time</td>
<td>3 weeks to ~48 hours</td>
</tr>
<tr>
<td>Cost of On the Way program supplies</td>
<td>Average spend of $2,900/month ($34,800 annually) to $1,600/month ($19,200 annually)</td>
</tr>
<tr>
<td>(excluding staffing)</td>
<td></td>
</tr>
<tr>
<td>Quality of program</td>
<td>• CPST classes offered twice a year</td>
</tr>
<tr>
<td></td>
<td>• CPST recertification reminders and programming to engage current CPSTs built within last year</td>
</tr>
<tr>
<td></td>
<td>• Monthly station newsletter with updates</td>
</tr>
<tr>
<td></td>
<td>• Monthly station checklist reporting</td>
</tr>
<tr>
<td>Community event involvement</td>
<td>Participated in 87 community events in 2016; grew to 132 community events in 2017. Requests continue to grow over current staff capacity. Quality programming = more event requests</td>
</tr>
</tbody>
</table>

Journey to impact measurement

• Bradshaw Institute is constantly challenged to **prove worth** as a non-revenue generating entity within a large health system
• Child Passenger Safety and other initiatives not just “nice to have” but “**need to have**”
• Needed data for grant opportunities, marketing materials, and simply to understand **what is working and what is not**
Journey to impact measurement

5. CONTINUOUSLY IMPROVE:
   Monitor data and set new goals

4. ESTABLISH ACCOUNTABILITY:
   Report at regular intervals to staff and leadership

3. UNDERSTAND:
   Capture existing data, set goals, identify new measures

2. COMMUNICATE:
   Meet with staff and stakeholders

1. PLAN:
   Designate person responsible

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Journey to impact measurement: Safe Kids Upstate

5. CONTINUOUSLY IMPROVE:
   • Addition of grants - adjust metrics
   • Ability to report on “wins” to leadership from a dashboard perspective

4. ESTABLISH ACCOUNTABILITY:
   • SKU team reviews monthly at team meetings
   • Quarterly at Institute meetings

3. UNDERSTAND:
   • Look at current CPS data using SKW Checklist
   • State of SC reports some measures to Children’s Trust already

2. COMMUNICATE:
   Meetings with:
   • Safe Kids Staff
   • Physician Champions within system

1. PLAN:
   SKU started with discussing team roles and responsibilities
Every Bradshaw Institute program priority and measure is linked with one of the four Institute goals. This provides our Safe Kids team the ability to link their work to the broader health system mission.
Performance Scorecards

The program area, performance team or specific initiative within Bradshaw Institute (i.e. child passenger safety)

The high level priority for the program or initiative. Answers the question, “What do we want to do?”

SKU-At Home
SKU-At Play
SKU-At School
SKU-On the Way

Performance Scorecards

The specific, measurable goal or metric, linked with the program priority. Answers the question, “How will we know we did it?”

Type of goal – process or impact
Performance Scorecards

“How will we achieve our goal?” Managers assist every team member in creating an action plan, which will work towards achievement of the specific measure.

<table>
<thead>
<tr>
<th>Name of team member</th>
<th>Color-coded progress marked each quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Progress</th>
<th>Color</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal on Track; trending right direction</td>
<td>Green</td>
</tr>
<tr>
<td>Goal at risk; issues or delays</td>
<td>Yellow</td>
</tr>
<tr>
<td>Goal not met; cancelled or high risk</td>
<td>Red</td>
</tr>
</tbody>
</table>

Sample CPS Goal #1

<table>
<thead>
<tr>
<th>INSTITUTE GOAL</th>
<th>GHS PRIORITY ALIGMENT</th>
<th>PROGRAM AREA</th>
<th>MEASURE</th>
<th>GOAL RATIONALE</th>
<th>ACTION PLAN</th>
<th>PERSON ACCOUNTABLE</th>
<th>Q2-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create healthier and safer communities</td>
<td>Quality; patient experience; satisfaction; trustees of the future</td>
<td>Injury Prevention - On the Way</td>
<td>Improve access to Child Passenger Safety Program for Expectant Parents/Newborns</td>
<td>Creation of a permanent inspection station at Greenville Memorial Hospital by December 31, 2017</td>
<td>Process 1: Provide referral services to existing stations 2: Offer Referral stations to families on Mother Baby Unit 3: Provide Onsite inspection services to families that ask 4: Provide information and process to families prior to discharge for onsite inspection stations 5: Offer comprehensive car seat inspection services during peak discharge times</td>
<td>Lee Penny, Bridgette Watson</td>
<td>Goal on Track; trending right direction</td>
</tr>
</tbody>
</table>

Scorecard allowed physician champions to push for progress with administration; gave updates on goals to coalition.
### Sample CPS Goal #2

<table>
<thead>
<tr>
<th>BRADSHAW INSTITUTE GOAL</th>
<th>GHS PRIORITY ALIGNMENT</th>
<th>BRADSHAW PROGRAM AREA</th>
<th>PROGRAM PRIORITY</th>
<th>MEASURE</th>
<th>GOAL RATIONALE</th>
<th>ACTION PLAN</th>
<th>PERSON ACCOUNTABLE</th>
<th>Q1-18 Action</th>
<th>Q2-18 Action</th>
</tr>
</thead>
</table>

### Institute-wide lessons learned thus far

- Use literature, national data and requirements from funders to guide goal-setting
- Pre- and post-testing: an easy way to get started
- Cooperation avoids duplication
- Setting ourselves up for future success: process goals as important as impact goals
- Frequent reminders and accountability
- Culture shift: patience and support
Safe Kids Upstate lessons learned thus far

• Important to review what is already being collected at a state and national level
• Encouragement is VITAL – red on scorecards is okay!
• Determining staff roles and responsibilities was crucial
• The shift to data tracking and analysis was an adjustment for our programming but has led to enhanced accountability and data accessibility for grant applications
  – The scorecard process is also useful for setting appropriate grant goals and metrics
• Important to build trust and understanding of data needs with stakeholders (e.g. technicians)
  – Techs required education on checklists, reporting and commitment to Safe Kids Coalition
• Goal is to eventually have readily accessible program “dashboard” with data in real time

Thank you

Linda Brees
Lbrees@ghs.org