Abstract

Measurement of the realization of the intent of a service organization’s services is an art and not a science, with discovery of realization pegged to the array of evaluation techniques of outcomes measurement, where an outcome describes collected observations and data relative to a specific desirable result or quality of services, and with that which is discovered as being suggestive of what does and does not work. Thus, outcomes measurement generates guidance to the sponsoring organization through a focused audit that is intent on resolving observations and data to previously specified objectives. The implementation of audit includes several limitations. First, its principal focus is on the durability of services through time, thus necessitating a time-wise disconnect between the actual delivery of services and the subsequent collection of observations and data. Second, there is the doubtful value of the collected observations and data as each has the potential to be an inseparable commingling of unrelated environmental factors with the true results of services at any point in time. Third, a subset of the observations and data may be a function of chance and not durability, and thus not a true indicator of what does and does not work. And fourth, there is the risk that a subset of the observations and data is a contrived representation and not a representation of fact and/or is not independently corroborable. This book accepts the focus of outcomes measurement on durability as important to the comparison of observations and data to objectives, but that the focus is silent as to the underlying impetus to change that is in turn commingled with execution of the objectives. That outcomes measurement discovers the condition of observations and data versus objectives in the near term, but does not contribute to insight into the intricacies of delivery with respect to efficient, effective and time, or to an analysis of the long term where durability is clouded by uncertainty. Thus, outcomes measurement is strongly supportive of the analysis of results at the macro level, but silent about the intricacies of what does and does not work between any underlying impetus to change, the efficient implementation of the objectives, and the efficient pursuit of the intent of the objectives. This book examines the importance of extending the focus of outcomes measurement to the relationship between efficient, effective and durable, and as being a contribution to the creation of a set of generally accepted standards of the conduct of outcomes measurement that in turn is a durable identifier of what does and does not work beginning with the underlying impetus to change.