Data dashboard versus dashboarding

- A data dashboard or performance report is a measurement/monitoring tool and dashboarding is a practical performance and shared measurement process.
- Be committed to taking dashboards from the peak of inflated expectations to the plateau of productivity.
- There is a plethora of dashboards used by billions of people around the globe <u>and</u> a dearth of research and published work on how and why they work, what they work for, and for whom they work.

Data dashboarding that supports continuous improvement

- Part of Sage publication Evaluation in Practice Series edited by Christina A. Christie and Marvin C. Alkin
- A field guide for practitioners and others engaged in, teaching, and building organizational capacity for effective monitoring, measurement, program evaluation, performance management that supports organizational learning and continuous improvement
- Due out in early 2018
- Please send me your case studies for the field guide!

What we learned since 2013 about dashboards and dashboarding

- **Integration of measurement, analytics, and evaluation?** (Newcomer & Brass, 2016)

  "If mission achievement and learning are desired, they will more likely be attained if they are the responsibility of everybody, not just disconnected groups of evaluators, analysts, and measurers who are not strategically deployed, utilized, and supported."

- **Dashboarding depends on effective process** (Zidarov, Poissant, & Sicotte, 2014)

  Implementation of a performance measurement system (PMS) is an organizational change issue, and note that research on organizational change has identified readiness as a key factor in the outcome or implementation.

- **Organizational readiness is key** (Barr, 2014)
  - Urgency. "A performance problem that qualifies as a 'burning platform.'"
  - A champion. Someone "in a senior role or with some influence who will make the space and time for a team to work on performance measurement."
  - External pressure. The organization has no choice, as when there is an external entity "insisting that the organization sort itself out and start measuring meaningful things."

- **Exemplars** (Rana, 2015, Sprague et al., 2013, Dunn et al., 2016)
  - M&E case study about dashboarding challenges in the Punjab Department of Health
  - A project to "identify key performance indicators to measure quality within the maternal-newborn system," and "provide an automated mechanism for audit and feedback of data about these key performance indicators to support quality improvement initiatives."

Selected articles

Dunn, S., Sprague, A. E., Grimshaw, J. M., Graham, I. D., Taljaard, M., Fell, D., … Walker, M. (2016). *A mixed methods evaluation of the maternal-newborn dashboard in Ontario: Dashboard attributes, contextual factors, and facilitators and barriers to use: A study protocol*. Implementation Science, 11(1), 59.

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Manzetti, P., & Mehta, A. (2015). *How to engage and inform the nonprofit board: The value of the performance dashboard*. CPA Journal, 85(6), 12–14.

Newcomer, K., & Brass, C. T. (2016). *Forging a strategic and comprehensive approach to evaluation within public and nonprofit organizations: integrating measurement and analytics within evaluation*. American Journal of Evaluation, 37(1), 80–99.

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Rana, M. A. (2015). *Building a dashboard for the Punjab Health Department*. Asian Journal of Management Cases, 12(2), 128–147.

Sprague, A. E., Dunn, S. I., Fell, D. B., Harrold, J., Walker, M. C., Kelly, S., & Smith, G. N. (2013). *Measuring quality in maternal-newborn care: Developing a clinical dashboard*. Journal of Obstetrics and Gynaecology Canada, 35(1), 29–38.

Zidarov, D., Poissant, L., & Sicotte, C. (2014). *Healthcare executives' readiness for a performance measurement system: A rehabilitation hospital case study*. Journal of Hospital Administration, 3(4), 157–172.