

Data Gap Assessment Tool

Background: The Data Gap Assessment is organized into six main domains:

Overall Agency:	Related to the leadership commitment to and development of data driven decision making
Finance:	Related to the overall use of financial data to measure the performance of the agency, programs and productivity of staff
Human Resources/ Staffing:	Related to the use of data in understanding the recruitment and quality of agency staff
Quality Compliance:	Related to measuring the agencies performance, both program and administrative functions, against regulatory and agency defined quality standards
Population Served:	Related to the use of data to understand the people who are served by the agency
Outcomes:	Related to the use of data to quantify and improve the impact of agencies services on the people served, including the performance of administrative support services

Instructions:

Agency staff completing the Gap Assessment are asked to read through each item and select the best response to evaluate whether their agency incorporates each practice into its daily management. Staff members are asked to answer based on their experience over the past twelve months.

Each domain has 11 questions (except the Agency domain), each can be answered Yes, In Progress/Partial or No. Consider each question carefully and choose only one answer that is most appropriate. Score 0 for No, 1 for In-progress/Partial, and 2 for Yes.

No	There is clearly no evidence that the statement is true
In-Progress/ Partial	There is evidence that effort being made in this area, either in development, or the statement is true in some areas of the agency but not all
Yes	There is clear evidence that the statement is true consistently across the agency

The overall agency domain has an additional question - Is leadership committed to using data to drive decisions? - which is to be answered Strongly Disagree (0), Disagree (1), Agree (2) or Strongly Agree (3).

“Agency Commitment” indicates the overall readiness of an agency to use data to drive decisions. This is important as individual domain data use will be compromised without a strong agency commitment. To calculate “Agency Commitment”, which is derived from the Agency score and indicates the overall readiness for the agency to use data to drive decisions, use the following equation:

$$\text{Agency Commitment} = (\text{Overall Agency Domain Score} \div 23) * 100$$

Once the assessment is completed, add up the scores for each domain and use the scoring guide on page 9 to interpret your results.

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<u>Domain 1: Overall Agency</u>				
	Strongly Disagree (0)	Disagree (1)	Agree (2)	Strongly Agree (3)
1. Is leadership committed to using data to drive decisions?				
	No (0)	In Progress/ Partial (1)	Yes (2)	
2. Does the agency have a Strategic Plan with clear goals and supporting data?				
3. Does leadership regularly review key metrics?				
4. Has the agency developed benchmarks and standards for each metric?				
5. Does leadership discuss with staff the importance of data - via newsletters, meetings etc.?				
6. Is the agency active in research/evaluation based on data?				
7. Does the agency have regular administrative business meetings with program managers to review data?				
8. Are managers trained to analyze and make sense of the data?				
9. Do staff know how to improve the quality of their work using data?				
10. Does the agency report to its Board using data?				
11. Are managers and staff held accountable for meeting standards and goals?				
Domain 1 Total Score <i>(please note the different scores for the first question)</i> (Max score of 23)				
Agency Commitment Percent: $(\text{total score} / 23) * 100$				

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<u>Domain 2: Finance</u>			
	No (0)	In Progress/ Partial (1)	Yes (2)
12. Are Profit & Loss (P&L) statements prepared monthly?			
13. Are P&Ls published by a certain date each month?			
14. Are P&Ls available to managers by program?			
15. Are managers trained to understand P&Ls?			
16. Do all programs have clear financial performance standards?			
17. Are financial corrective plans developed and reviewed regularly?			
18. Are cash flow projections completed and used for strategic planning?			
19. Does the agency understand the unit cost of their services?			
20. Do all programs have specific contract standards -e.g. census, level of service			
21. Is program specific data related to contract standards shared with staff regularly?			
22. Are individual staff performance measures tracked and available to staff and supervisors?			
Domain 2 Total Score <i>(Max score of 22)</i>			

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<u>Domain 3: Human Resources/Staffing</u>			
	No (0)	In Progress/ Partial (1)	Yes (2)
23. Are salaries benchmarked and adjusted against the market?			
24. Is the time to fill vacancies tracked against position/program?			
25. Is staff turnover tracked against position/program?			
26. Are vacancies and turnover shared with managers?			
27. Are staff demographics captured and reported?			
28. Is there a regular staff satisfaction survey?			
29. Are the satisfaction results communicated with staff?			
30. Are exit interviews offered to staff leaving the agency?			
31. Do the results of staff satisfaction/exit interviews inform agency strategic planning?			
32. Are all staff performance evaluations completed annually?			
33. Do all staff have performance goals with usable data that are measurable?			
Domain 3 Total Score <i>(Max score of 22)</i>			

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<u>Domain 4: Quality Compliance</u>			
	No (0)	In Progress/ Partial (1)	Yes (2)
34. Has the agency conducted a risk assessment and identified high risks against regulations?			
35. Does the agency regularly audit high risk programs and systems?			
36. Has the agency staff dedicated to the role of compliance review?			
37. If no, is there a person at your agency who has been assigned the role of compliance in addition to their regular day-to-day tasks?			
38. Does the agency provide detailed feedback to staff regarding compliance?			
39. Does the agency require Plans of Corrective Action?			
40. Has the agency developed quality standards?			
41. Does the agency have dedicated staff for quality review?			
42. If no, is there a person at your agency who has been assigned the role of quality review in addition to their regular day-to-day tasks?			
43. Does the agency regularly audit against quality standards?			
44. Does the agency provide detailed feedback to staff regarding quality?			
Domain 4 Total Score <i>(Max score of 22)</i>			

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<u>Domain 5: Population Served</u>			
	No (0)	In Progress/ Partial (1)	Yes (2)
45. Does the agency record basic demographics?			
46. Is the demographic data shared with managers and staff?			
47. Is the agency collecting other relevant client data ie diagnosis			
48. Are the demographics reviewed against other data and outcomes for trends and patterns?			
49. Are regular satisfaction surveys given to persons served?			
50. Are the results shared with staff?			
51. Are quality improvements based on satisfaction feedback required?			
52. Do you use standardized assessment measures across programs?			
53. Is the data shared with persons served to track progress?			
54. Is this data compiled to assess effectiveness of services?			
55. Does the agency track and trend critical incidents?			
Total Domain Score <i>(Max score of 22)</i>			

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<u>Domain 6: Outcomes</u>			
	No (0)	In Progress/ Partial (1)	Yes (2)
56. Have agency program outcomes been identified?			
57. Has a method of collecting specific data related to the outcomes been established?			
58. Does the agency have staff dedicated to measuring Outcomes?			
59. Does the agency regularly track data related to outcomes?			
60. Is outcome data shared with programs?			
61. Is there an improvement process based on outcome data?			
62. Is the agency sharing outcomes based on data (e.g. on a website; brief to MCOs)?			
63. Does the agency use data from PSYCKES?			
64. Is the agency connected to a RHIO?			
65. Are alerts active from a RHIO?			
66. Is the agency accessing other relevant external data sources?			
Total Domain Score <i>(Max score of 22)</i>			

Scoring Information:

Domain	Domain Total Score
1: Overall Agency <i>Score Range = 0 - 23</i>	
2: Finance <i>Score Range = 0 - 22</i>	
3: Human Resources / Staffing <i>Score Range = 0 - 22</i>	
4: Quality / Compliance <i>Score Range = 0 - 22</i>	
5: Population Served <i>Score Range = 0 - 22</i>	
6: Outcomes <i>Score Range = 0 - 22</i>	
Total Score: (Add up domain total scores 1-6 to compute your total assessment score) Score Range = 0-133	

Total Score Interpretation:

0-43	Your agency has many data gaps and should consider incorporating additional practices from each domain into daily management in order to effectively be able to make data-informed decisions.
44-88	Your agency has some data gaps and should consider incorporating some additional practices into daily management in order to increase the kinds of decisions that can be made with data.
89-133	Your agency has most of the critical data elements that are needed to make data-informed decisions. Consider reviewing which domains are scored lowest and assessing if additional practices need to be incorporated into daily operations.