Building a Culture of Evidence for Effective Behavioral Health Programs

A culture of evidence is an organizational or system commitment to using data as neutral evidence for program performance and population impact. This includes:

◆ Conducting ongoing data analysis to understand program performance and population impacts

◆ Applying lessons learned from data analysis for continuous quality improvement

◆ Fostering a data culture through the development of individual and organizational competencies

◆ Using data as neutral evidence to guide practice, program decisions, and improvement strategies

For organizations operating in a culture of evidence, this means there is a commitment from leadership to encourage the development of individual and organizational competencies so that all staff and stakeholders can understand and apply data as evidence for action and continuous quality improvement. It also means there is consideration of a broader context of using population and subpopulation level data to determine disparities and needs that can inform improvement goals and midcourse corrections. Ultimately, a culture of evidence is an evolving process within organizations and systems that engages all staff and stakeholders in the use of data to guide practice, policy, and improvement strategies.

FIVE PILLARS OF ORGANIZATIONAL PRACTICE ARE NECESSARY TO BUILD AND SUSTAIN A CULTURE OF EVIDENCE.

1. Population-based view of behavioral health and well-being

   The understanding of health and well-being of the population beyond just those individuals who interact with your program and ultimate goal of improving health in the community or region at large

5 Pillars to Build a Culture of Evidence

| 1 Population-based View | 2 Data-driven Decisions | 3 Data Literacy | 4 Shared Agreement | 5 Continuous Loop |
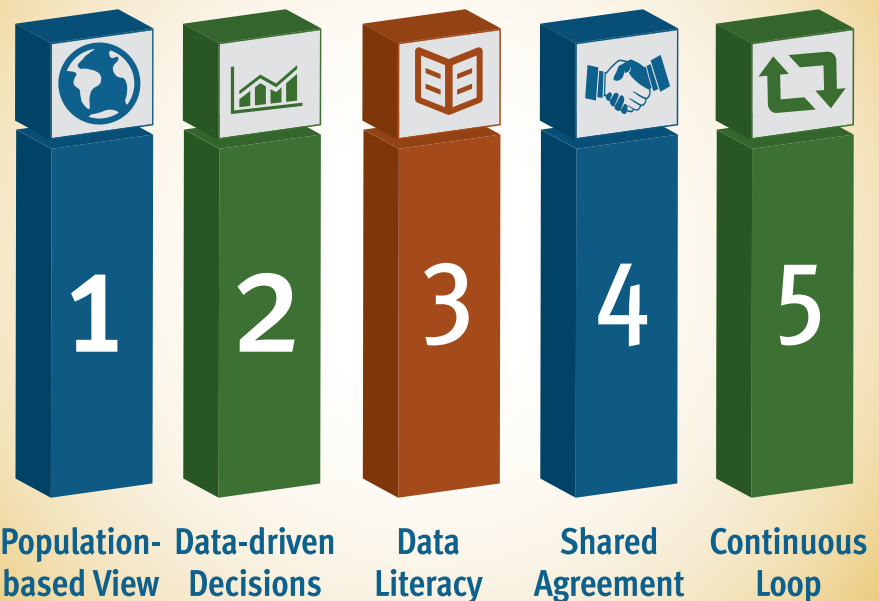
2. Data-driven decision-making practices

The leadership-driven practice of using data as neutral evidence and consistently applying data results to inform decisions for continuous quality improvement

3. Data literacy of all staff and partners

The ability to work with, analyze, understand, and manage data, including the skills to read graphs and charts, as well as to make connections and recognize directions in which the data are pointing

4. Shared agreement on goals and expected outcomes

The agreement on the same end goal between internal and external collaborations, even though different entities will have different expectations for what they will gain

5. Continuous feedback loop for data-driven decision making

The frequent and planned processes of using data to gather evidence that motivates increasingly robust questions about a program, generates neutral evidence on program performance and impacts, and drives continuous quality improvement