

**CENTRE**  
*for* **SOCIAL**  
**IMPACT**

# AN APPLIED APPROACH TO OUTCOMES MEASUREMENT

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# AIMS

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- Apply systems thinking to an issue
- Develop a draft theory of change for an existing collaborative program
- Articulate the interests of various stakeholders (including their own):
  - in the issue
  - In outcomes measurement
- Critically examine the role of outcome measurement in the work they do.

# AGENDA

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Item	Timing
Settle in & Introductions	12:30 – 12:45
1. Systems thinking – telling a story	12:45 – 1:15
2. Enhancing primary care & addiction service collaboration – theory of change	1:15 – 2:00
Break	2:00 – 2:15
3. Stakeholder materiality	2:15 – 2:45
4. Stakeholder roles in outcome measurement	2:45 – 3:15
5: Brainstorming session – collecting outcome data	3:15 – 3:25
Check out	3:25 – 3:30

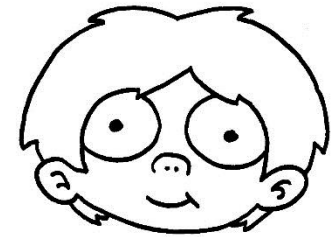
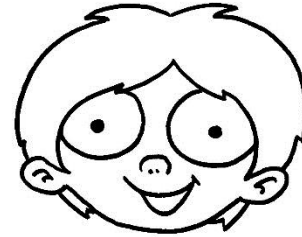
# CHECK-IN

## Who is in the room?

Name and position/role

1-3 words to sum up how you're feeling coming into the room

1-3 words to sum up what you hope to get out of the session



<http://bradfielddumpleton.com/2013/06/>

# SYSTEMS THINKING/ECOLOGICAL APPROACH

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- A systems thinking / ecological approach is about understanding how individual, household, community, organisational, and societal factors can influence a person's life, both positively and negatively
- It identifies key stakeholders
- By mapping out the different relationships, it also provides insights into potential solutions

# SYSTEMS THINKING / ECOLOGICAL APPROACH

- Independent parts play different roles
- Parts “interconnected”: work together & interact in different ways
- The whole is different from the sum of the parts (Anderson, 1999)
- Feedback loops: behaviour of one affects own behaviour and the behaviour of others



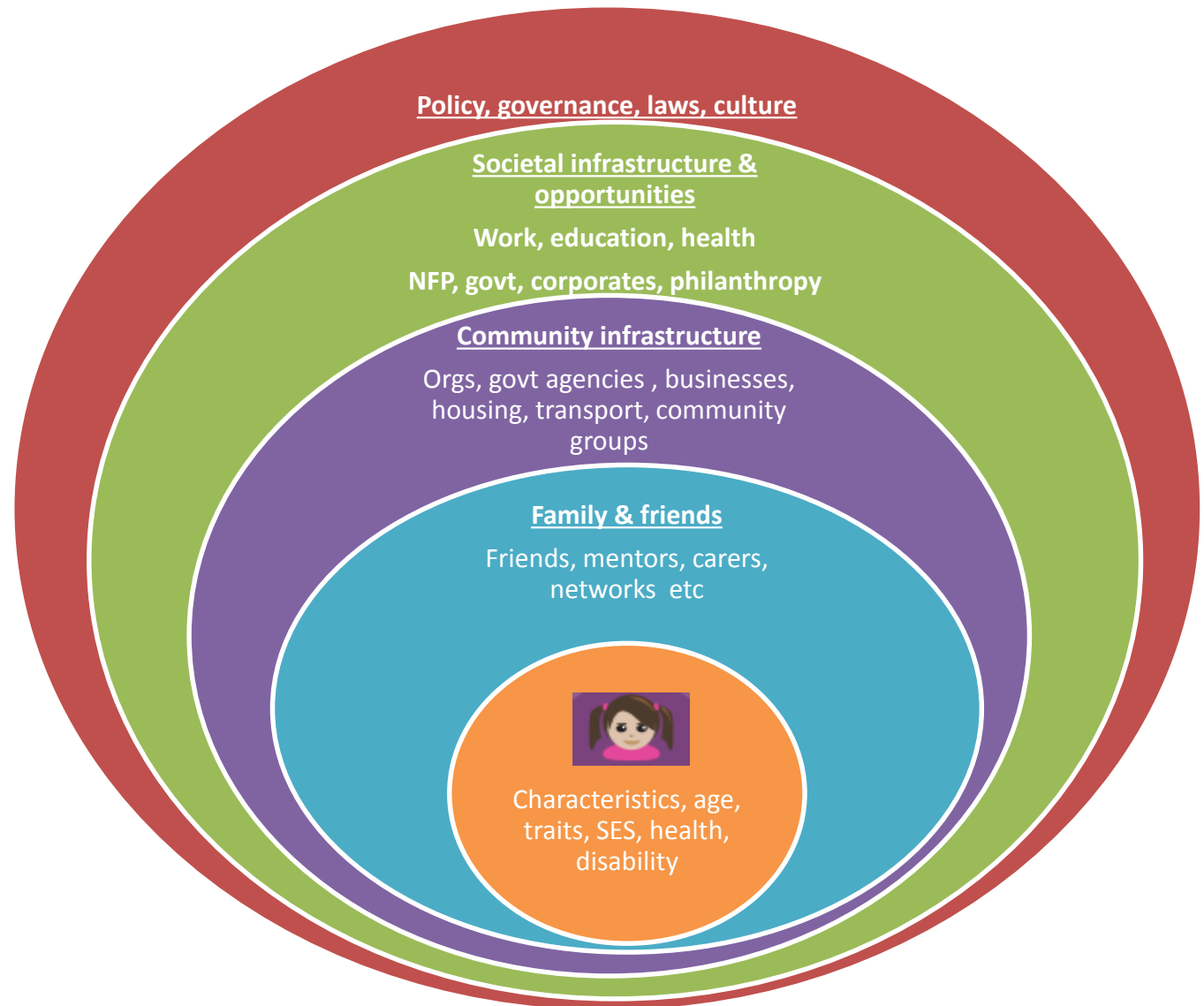
*In systems, our decisions to alter our environment, lead to new decisions, can trigger side effects, delayed reactions, changes in goals and interventions by others. These feedbacks may lead to unanticipated result and ineffective responses/policies/practices*

# APPLYING SYSTEMS THINKING TO SOCIAL ISSUES

In *what context* is your organisation/ program/ initiative working in?

What else might be going on that could *influence* whether change occurs?

*The Compass: page 14 – 15*



# ACTIVITY I – SYSTEMS THINKING / ECOLOGICAL MODEL

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Using an ecological model as the basis, construct a narrative for a client you have worked with in the past.

1. What is the issue the client was/is facing?
2. What was/is going on for them that may be contributing to the issue (or providing a solution)?
  1. Individual-level
  2. Family-level
  3. Community level
  4. Societal-level
  5. Policy level



# THEORY OF CHANGE

“an explicit theory or model of how a program [or policy] causes the intended or observed outcomes”  
(Rogers, 2008)



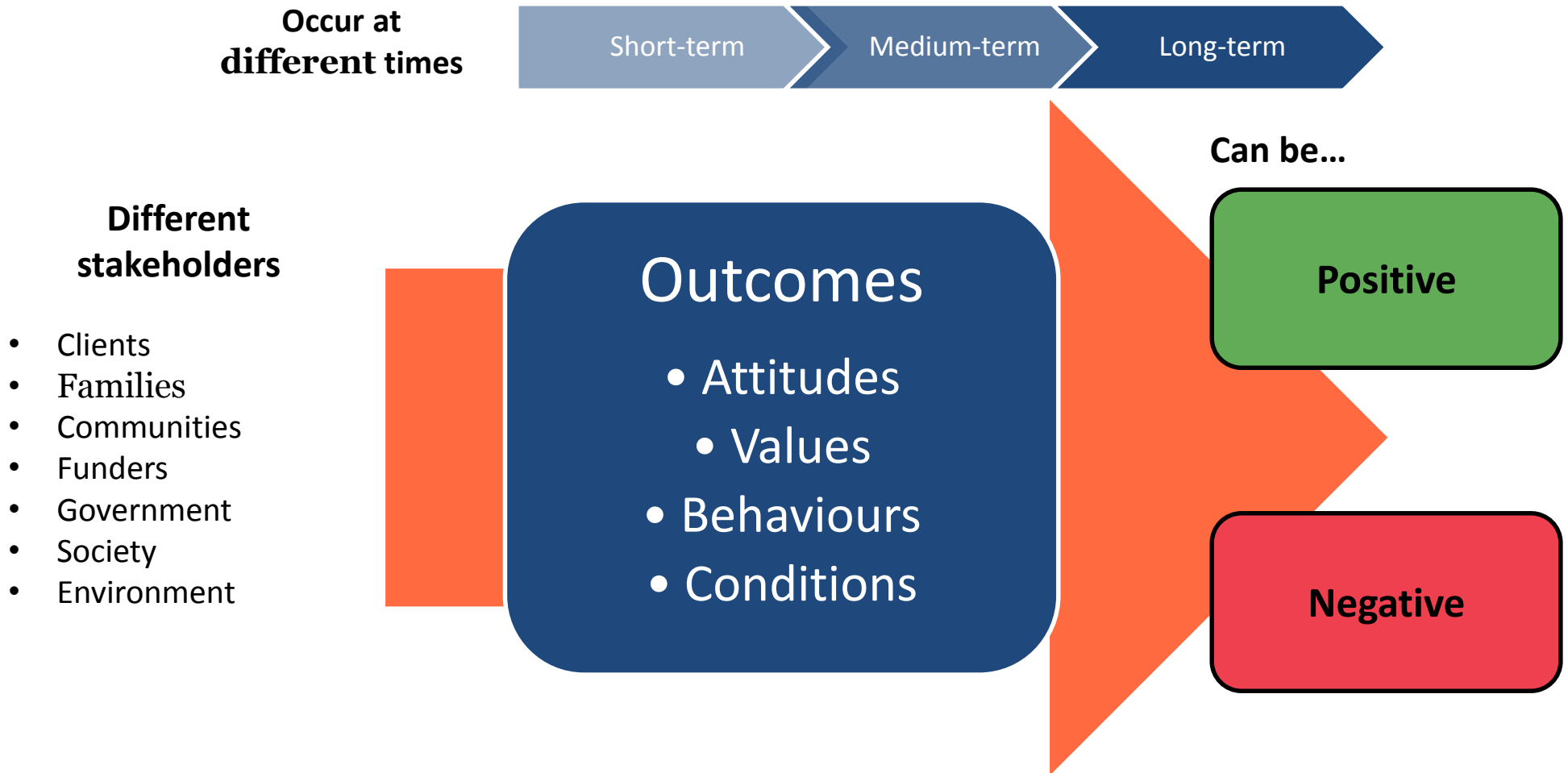
You're right, after thinking it through,  
I'm not sure how the one leads to the other

**How can you use a theory of change to determine what should be measured?**



*The Compass: page 13 of 16*

# WHAT ARE OUTCOMES?



Can be both the results/effects expected from a program/initiatives/activity or the changes that occur in attitudes, values, behaviours or conditions.

# QUICK QUIZ

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**Activity: Decide whether the following list are outputs or outcomes**

***Outputs***

***Outcomes***

Reduced social isolation

Visits to community centre / service provider

25 people attend awareness workshop

Improvement in family life & well-being

20% improvement on knowledge scale

Number of audits completed

Increased level of confidence

100 people access information line

# ACTIVITY 2 – TOC FOR THE ENHANCING PRIMARY CARE & ADDICTION SERVICE COLLABORATION

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1. Sort the cards into inputs, activities, outputs and outcomes
  - Short, medium and long-term outcomes
2. Review the project brief
  - Make any changes
3. Sort the 2<sup>nd</sup> set of cards into three themes
  - Where do they fit in the theory of change?

# ACTIVITY 3: STAKEHOLDER MATERIALITY

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- A stakeholder is someone that affects or is affected by a program
  - Are there stakeholders we've missed?
  - What is their interest in the program/collaboration?
- Select one of the outcomes for the theory of change as the basis for the exercise
- How interested are each of the stakeholders in achieving this outcome?
- What is their ability to influence change?
- Place each stakeholders within the Matrix – try to have only one stakeholder per square

# STAKEHOLDER MATERIALITY

## Ability to influence change

	Low	Moderate	High
Materiality to stakeholder group			
Low			
Moderate			
High			

# STAKEHOLDERS AND OUTCOMES MEASUREMENT

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How can we all work together to measure outcomes?

# WHAT DOES OUTCOMES MEASUREMENT INVOLVE?

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Before you start, you must have a clear question and well defined outcomes.

- What indicators can you use to show outcomes have improved? Are they of a high quality?
- Is relevant data already available?
  - Statistics New Zealand, government departments, administration data etc
- If not, who will you collect data from?
  - Clients?
  - Family?
  - Community members?
- When will the data be collected?
- What are your data collection methods?
  - Face-to-face
  - Telephone interview
  - Pen and paper
  - Online



## *Qualitative methods*

- Data is usually text or narrative
- Can unpack the 'why'
- Often richly description, flexible, relative and subjective
- E.g. Interviews, focus groups

## *Quantitative methods*

- Seek to explain something by using numerical data: how many, much, often; change etc.
- Highly structured
- Can capture objective and subjective responses (e.g. attitudes, feelings etc.)
- E.g Surveys, administrative data
- Use quality, validated /pre-existing indicators where possible

# STAKEHOLDERS' ROLE IN OUTCOME MEASUREMENT

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## **Clients**

- The givers of outcome data

## **Households and communities**

- Consulted on how outcome data is collected, used and reported back to the community

## **Front-line staff**

- Collectors of data
- Advisors on data collection methods

## **Administrative staff**

- Providers of administrative data on programs and clients

## **Evaluators**

- Design data collection & analyse the data

## **Program leads**

- Disseminate findings
- Use findings to make decisions relating to program sustainability

## **Funders**

- Provide the \$\$\$ and set expectations

## **Governments**

- Use data to make policy decisions

# ACTIVITY 4: STAKEHOLDER ROLES IN OUTCOMES MEASUREMENT

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- Using the Butcher's Paper, note down each stakeholder and the role they could play in supporting outcomes measurement

Stakeholder	Role in supporting outcomes measurement
Patients / clients	Providing outcome data via survey or one-on-one interview

# ACTIVITY 5: BRAINSTORMING SESSION

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If we were to start collecting outcomes data.....

1. What are the key resources that would make it happen?
2. What are your concerns?
3. How would you go about collecting the data?
  - What are the blockers?
  - How can you get around these?

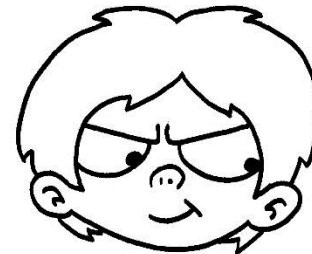
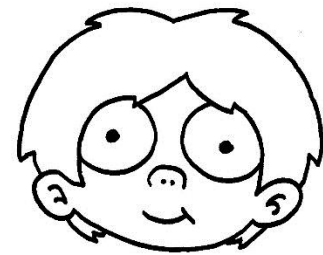
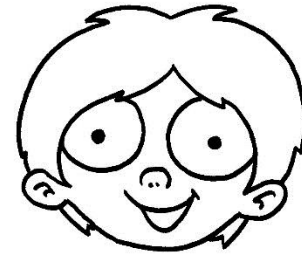
# WRAP-UP, CHECK-OUT

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## What are you leaving the room with?

### *Reflection questions*

- What worked about today? What didn't?
- What are you going to take away for today?
- What else do we need to think about?



# CONTACT DETAILS

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**Jack Noone**

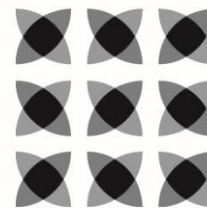
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