

Working with Outcomes CiNI 4 November 2013



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Outline of Workshop

- Introduction to the Workshop
- Pre-course Evaluation/Introductions and Expectations
- Definitions and Concepts
- Defining Outcomes
- Indicators and Measurement for Services
- Indicators and Measurement for Populations



What this Workshop is About

- Enable participants to set appropriate outcomes that best evidences their practice base
- Improve participants understanding of the importance of outcomes based practice
- Encourage participants to develop monitoring and evaluation systems that are integrated within their agencies working practices
- Increase participants knowledge of working with outcomes to demonstrate effectiveness



Introduction and Expectations

- Pre-course evaluation (Baseline Measure)
- Introductions and Expectations



A Little Bit of History.....

- First CiNI training programme on Outcomes in partnership with Children Services Planning 2003
- In 2004 Children's Services Planning link with Vermont and Con Hogan
- 2004 Children's Services Planning adopts the Outcomes Based Planning Model
- CAWT Outcomes for Children Project 'Implementation of an outcome approach to planning'. Development of Framework for Outcomes Based Planning produced and implemented North and South to CSP NI and South Children Services Committees
- Northern Ireland Children and Young Peoples Plan 2011-2014



The Vermont Experience

- Is the health and well-being of the population changing and if so at what rate?
- How do we measure the cumulative effectiveness of multiple programmes?
- ‘Common Purpose’
- ‘Anywhere leads to Everywhere’
- The ‘Tipping Point’ and ‘Turning the Curve’



Are we all talking about the same thing?

- 'language discipline' (Friedman)
- 'Common Purpose' (Hogan)



Definitions and Concepts- Outcome

- ‘something that follows from an action or situation; result; consequence’ (Dictionary)
- ‘a condition of well being for children, adults, families or communities’ (Friedman)
- ‘outcomes are the changes that your project can make over time to address the need(s) you have identified. They are the result of what you do, rather than the services or activities you provide’ (Big Lottery Fund)
- Benefits or changes for individuals or populations during or after participation in programme activities (UWA 2003)
- Changes that occur as a result of your interventions (CES 2011)



Definitions and Concepts- Some More Thoughts about Outcomes

- Outcomes may be short term or immediate; medium term or intermediate; long term or end
- High level outcomes-area based outcomes-service outcomes
- Longer term outcomes are sometimes referred to as 'impact'
- Outcomes can relate to
 - Individual }
 - Family }
 - Community }
 - Organisation }
 - system }



Definitions and Concepts- Theory of Change –linking What We Do to the Results of Our Work

- Set of assumptions (hypotheses) usually based on research about a pathway of change which forms the basis of the programmes design
- Outlines a causal pathway from where things are now to where they will be, by specifying what has to happen along the path for goals to be achieved
- If we do X then we will achieve Y results



Children's Strategy High Level Outcomes

- Healthy
- Economic and Environmental Well-being
- Enjoying Learning and Achieving
- Positive and Valued Contribution
- Safety and Stability
- Rights



Definitions and Concepts- Indicators and Measures of Success

- Indicators- 'specific items of data that are tracked to measure how well a programme is achieving an outcome' (UWA 2003)/ 'a measure that helps quantify the achievement of an outcome' (Friedman)
- Performance measure- 'a measure of how well a program, agency or service system is working'
- Quantitative data- 'information gathered in numeric form' (CES 2011)
- Qualitative data- 'information gathered in narrative form by talking to or observing people' (CES 2011)



Good Practice in Writing Outcomes

- Best described using words of change (more/less/better/improved/increased/decreased)
- Be focussed
- Realistic and achievable
- Measurable
- Link logically to the need established



Why Outcomes are Important

- Improves effectiveness-shifts measurement from what you do to what you achieve
- Develops the evidence base-encourages a greater focus on link between what you do and the results it achieves
- Improves communication-helps to explain the benefits of your work to funders and other internal and external stakeholders
- Better use of resources-shifting funding to interventions that actually make a difference
- Improved framework of accountability



Some Issues

- Long term outcomes - short term
- Outcome focussed service – output focussed monitoring



Performance Accountability

- How much did you do
- How well did you do it
- Did it make any difference



How much did you do (1)?

- **Project profile and output data**
 - Project details
 - Output data
 - referral sources
 - Profile of participant's
 - Household composition
 - Geographic distribution of service users
- **Status measures-reflects movement of children/young people across agency thresholds**
 - Education profile
 - Health profile
 - Offending profile
 - Statutory child care profile



How Well did you do it?

- Measure of quality
 - participation
 - Complaints
 - Waiting times
 - Drop out rates
 - Staff turnover
 - Staff training and qualifications



Did It Make any Difference?

- Validated measures of behaviour/attitudes
- Completed at start and repeated during programme and at end
- Selected in consultation with commissioner and related to aim of project
- Implemented by service provider



Examples of Standardized Measures

- Family Star (assessing children's needs)
- Strength and difficulties Questionnaire (emotional and behavioural problems)
- School Liking (perceptions of school experience)
- Misconduct (engagement in risk behaviour)



Stakeholder Views

- Positive response
- Lot of the information already collected particularly in relation to output data.
- Don't ask for information a commissioner will not use
- Most providers already using standardised measures
- Preference for electronic format with 'drop down' lists
- Too much for small providers
- Could it be piloted



What Drives Good Outcome Practice between Commissioners and Providers?

- Joint clarity about outcomes
- Funders supporting organisations to monitor their outcomes
- Identifying the difference made and what made it (developing the evidence base)
- Share learning across providers



Final Thoughts on Measurement.....

- **Integrate measurement into practice**
 - Baseline (assessment)
 - Identify change (individual plan)
 - Quantitative measure of change (standardised measure)
 - Qualitative measure of change (perspectives of user/referrer/workers)
 - Record (notes/reviews)



Resources

- 'Outcomes-Reframing Responsibility for Well-being' Hogan and Murphy (2002)
- 'The What Works Process- Evidence Informed Improvement for Child and Family Services' CES 2011
- 'Trying Hard is not Good Enough' Mark Friedman
- 'Model for Integrated Planning for Outcomes for Children and Families' CAWT
- www.inspiringimpact.org
- 'Expanding the Evidence Universe' Schoor and Farrow 2011
- www.cypsp.org

