

Evaluating Organizational and Systems Change: An Implementation Perspective

TA For Systems Change –
Evaluation and Measurement
Challenges

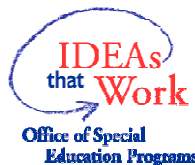
ECTA
March 9, 2011

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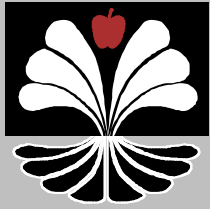


State Implementation
& Scaling-up
of Evidence-based Practices



UNC

FRANK PORTER GRAHAM CHILD DEVELOPMENT INSTITUTE

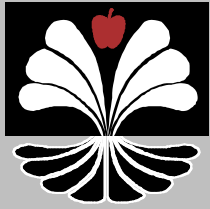


A Sobering Observation

"All organizations [and systems] are designed, intentionally or unwittingly, to achieve precisely the results they get."

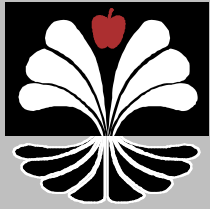
R. Spencer Darling

Business Expert



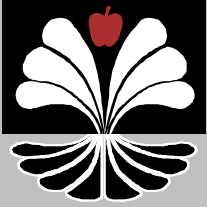
Setting the Stage

- A context for organizational and systems change?....From what, to what?
- Definitions of organizational and systems change
- Cascading Logic Models to clarify evaluation methods and measures

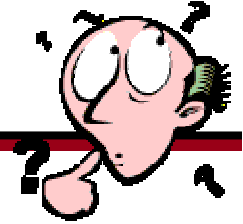


Context...from what, to what?

- Organizational and Systems Change are “in service” to the new or improved “future state”
- The organization changes **so that....**
- The system needs to change **so that...**



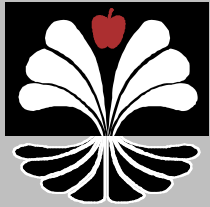
Pre-Requisite: Defining “IT”



- **From what current state to what future state?**
 - The “it” must be **operationalized** whether it is:
 - An Evidence-Based Practice or Program
 - A Best Practice Initiative
 - A Systems Change Initiative
- **Operationalize**

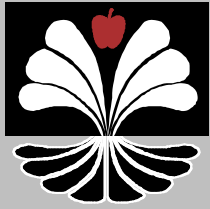
Part of Speech: *verb* **Definition:** to define a concept or variable so that it can be measured or expressed quantitatively

*Webster's New Millennium™ Dictionary of English, Preview Edition (v 0.9.7)
Copyright © 2003-2008 Lexico Publishing Group, LLC*



Change “in order to....”

- **Functional Organizational Change:** Purposeful and iterative change in an individual agency’s *internal structures and procedures* and in its *external relationships* **in order to** support, sustain, and renew effective services.
- **Strategic Systems Change:** Purposeful and iterative change among interdependent service, regulatory, funding, and decision-making bodies **in order to** create and maintain hospitable conditions for effective service delivery.



Cascading Logic Model

Organizations and Systems don't change – people do!
(Jim Wotring)

- How do we identify and measure changes in people's behavior, knowledge, attitudes that relate to better outcomes for children and families?
- How do we measure the products they create to support the service or system change?

One measure – two purposes

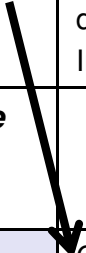
- Independent variable or process measure at one level
- Dependent variable or outcome measure at the next level

Cascading Logic Model

<i>Population</i>	<i>Intervention Strategies and Measures (WHAT)</i>	<i>Intervention Outcomes</i>
Young Children With or At Risk of Developmental Disabilities	Pyramid Model (fidelity measures) CELL early literacy (fidelity measures) Inclusion Models(fidelity measures)	Improved Social Emotional Outcomes Improved language development Improved Inclusion in Settings

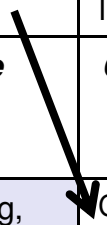
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<i>Populations</i>	<i>Organizational and Systems Change Strategies (HOW)</i>	<i>Change-Related Outcomes</i>
Front-line Staff and Supervisors	Provision of skillful, timely training, coaching, performance assessments in supportive administrative environments (pre/post training scores, % of staff trained before delivering service, % of coaching services delivered on time, % of fidelity assessments done on time, changes in policies and procedures to facilitate)	Competent use of selected Interventions: Pyramid Model (fidelity measures) CELL early literacy (fidelity measures) Inclusion Models(fidelity measures)



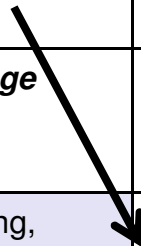
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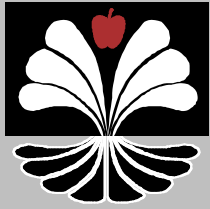
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Personnel in Early Childhood PD Collaboratives, Agency staff, Regional Staff	Agreements with Program Developers Training and coaching for Trainers, Master Cadres Release time for Supervisors/Coaches to learn to coach Installation of fidelity monitoring and outcome data systems	Skillful, timely training, coaching, performance assessments in supportive administrative environments



Cascading Logic Model

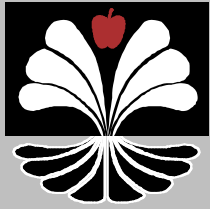
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Program and Agency Administrators, Early Childhood System Supports (Part C and 619 Coordinators), SEA Special Ed Directors and Staff, SPDG Administrators	Common mission, vision developed Linked Implementation Teams developed Changes in Policies and Procedures Changes in Funding Streams support new functions and relationships Decision-Support Data Systems developed (outcome and fidelity) Collaboration among providers to organize services; pool resources for infrastructure	Relationships with Program Developers formalized Training and coaching for Trainers (pre/post) Release time for Supervisors & coaches to learn to coach Fidelity monitoring systems exist and are used Outcome measures exist and are used





Organization & System Change Requirements

- Alignment of Policies and Procedures with new ways of work
- Multiple Feedback Loops
 - Policy to practice to policy
- Robust, Reliable, Effective Infrastructure
 - Selection, Training, Coaching, Fidelity, Outcomes, Decision-support Data Systems
- Stage Appropriate Activity
- Leadership – Technical and Adaptive
- Collaboration.....**so that**
- Financing (Three buckets -planning, service, infrastructure)



Some Interesting Measures

The State Health Authority Yardstick (SHAY)

<http://www.socwel.ku.edu/mentalhealth/>

http://search.ku.edu/search?q=SHAY&btnG=Search&site=socwel&sort=date%3AD%3AL%3Ad1&output=xml_no_dtd&ie=UTF-8&oe=UTF-8&filter=0&client=default_frontend&proxystylesheet=kutemplate

Rapp, C.A., Finnerty, M.T., Bond, G.R., Lynde, D.W., Ganju, V., Goldman, H.H. (June, 2009). The State Health Authority Yardstick, *Community Mental Health Journal*, Vol. 45, 228-236.

- EBP Specific
- Systems Level – Facilitating Factors at the State Level
 - EBP Plan
 - Financing
 - Training
 - Leadership
 - Policy and Regulations
 - **Quality Improvement**
 - Stakeholders

Quality Improvement: Client Outcomes

A mechanism is in place for collecting and using client outcome data characterized by the following:
(Use boxes to indicate criteria met.) *Note: Client outcomes must be appropriate for the EBP, e.g. Supported employment outcome is persons in competitive employment, and excludes prevocational work, transitional employment, and shelter workshops. If outcome measurement is variable among sites, consider typical site.*

- | | |
|--------------------------|---|
| <input type="checkbox"/> | 1) Outcome measures, or indicators are standardized statewide, AND the outcome measures have documented reliability/validity, or indicators are nationally developed/recognized |
| <input type="checkbox"/> | 2) Client outcomes are measured every 6 months at a minimum |
| <input type="checkbox"/> | 3) Client outcome data is used routinely to develop reports on agency performance |
| <input type="checkbox"/> | 4) Client specific outcome data are given to programs and practitioners to support clinical decision making and treatment planning |
| <input type="checkbox"/> | 5) Agency performance data are given to programs and used for purposes of quality improvement |
| <input type="checkbox"/> | 6) Agency performance data are reviewed by the SMHA +/- local MHA |
| <input type="checkbox"/> | 7) The SMHA routinely uses agency performance data for purposes of quality improvement; performance data trigger state action. Client outcome data is used as a mechanism for identification and response to high and low performers (e.g. recognition of high performers, or for low performers develop corrective action plan, training & consultation, or financial consequences, etc.). |
| <input type="checkbox"/> | 8) The agency performance data is made public (e.g. website, published in newspaper, etc.) |

Sample Question from the SHAY

Scores:

- | | | |
|--------------------------|----|------------------|
| <input type="checkbox"/> | 1. | 0 components |
| <input type="checkbox"/> | 2. | 1 – 2 components |
| <input type="checkbox"/> | 3. | 3 – 5 components |
| <input type="checkbox"/> | 4. | 6 – 7 components |
| <input type="checkbox"/> | 5. | All 8 components |



More Methods and Measures

See work by:

- Phyllis Panzano – Implementation Climate
- Charles Glisson – Organizational Culture and Climate
- National Implementation Research Network
www.scalingup.org <http://nirn.fpg.unc.edu/>
- Mary Cramer – ICE – Internal Coalition Effectiveness Scale
- Collaboration Factors Inventory (Fieldstone Alliance)
<http://www.fieldstonealliance.org/productdetails.cfm?SKU=069342>



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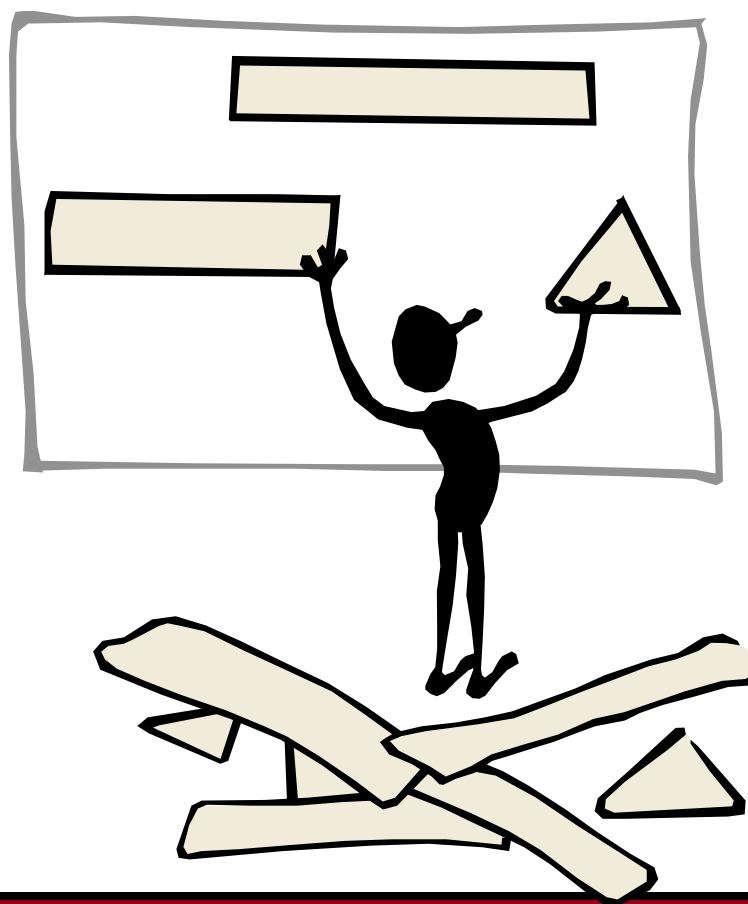
www.implementationconference.org

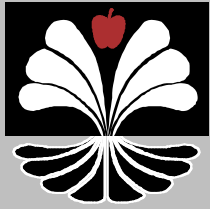




Change is Great!

.....You go first!





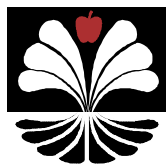
For More Information

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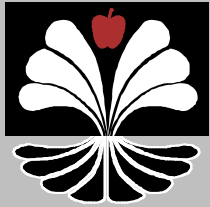
**At the Frank Porter Graham Child Development Institute
University of North Carolina
Chapel Hill, NC**

www.implementationconference.org

www.scalingup.org

<http://nirn.fpg.unc.edu/>

<http://www.fpg.unc.edu/~nirn/resources/publications/Monograph/>



For More Information

Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M. & Wallace, F. (2005). *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).

Download all or part of the monograph at:

<http://www.fpg.unc.edu/~nirn/resources/publications/Monograph/>

To order the monograph go to:

<https://fmhi.pro-copy.com/>