Evaluating the Progress of Complex Programmes: A Scoring Procedure

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Today

- The challenge

- Our solution

- Stakeholder response

- Strengths and challenges

- Applications

The Challenge

- The health sector is seeing increasingly complex, multi-level programmes, with many different stakeholders, each with unique priorities

- With so much going on within a programme, how do you make accurate judgments about progress and impact, and present this information so that it is meaningful for stakeholders?

The Evaluation of Let's Beat Diabetes

- Let's Beat Diabetes (LBD) takes a comprehensive approach to tackling diabetes in Counties Manukau, focusing on those with diabetes as well as their healthy and at risk populations

- The whole-of-society, whole systems approach includes 10 Action Areas

- Evaluation aims

Our Solution

- Developed a scoring procedure to allow for judgments about progress in relation to nine key variables considered important for success
- Scoring at multiple levels within the programme based on multiple layers of information:
  - Initiative level
  - Action Area level
  - Programme as a whole
- When combined these datasets provide an overview of the current status of the initiatives, Action Areas and the programme as a whole.

Developing the Scoring Rubric

- Literature review
  - Identify evaluation variables
  - Identify key indicators of success for each of the evaluation variables and develop scoring rubric
- Standard Setting workshop with stakeholders
  - Identify stakeholder views about what 'successes' and 'challenges' might look like in their programme
- Findings from each year of the evaluation used to guide and refine rubric and process

Scoring Variables

Evaluation Variable	Definition	Scoring
Meeting KPIs	Degree to which the initiative or Action Area met their KPIs to date.	No information = 0 Unmet = 1-3 Partially met = 4-7 Met = 8-10
Adaptation	Changes to plans or KPIs to suit context. Based on recorded change.	No information = 0 Low = 1 Medium = 2-3 High = 4-5
Degree of Implementation	Degree to which the programme or goals have been implemented	No information = 0 Low = 1-3 Medium = 4-7 High = 8-10
Organisational Development	Degree to which the Action Area or initiatives have organisational structures.	No information = 0 Low = 1-3 Medium = 4-7 High = 8-10
Progress	Overall view of the progress made towards goals.	No information = 0 Low = 1-3 Medium = 4-7 High = 8-10

Scoring Variables

Evaluation Variable	Definition	Scoring
Collaboration	Degree of partnership or relationship.	No information = 0 Low = 1-3 Medium = 4-7 High = 8-10
Cohesion	Degree of team work, compatibility and cooperation	No information = 0 Low = 1-3 Medium = 4-7 High = 8-10
Sustainability	Degree of programme sustainability.	No information = 0 Low = 1-3 Medium = 4-7 High = 8-10
Evaluation Readiness	The preparedness to begin evaluation.	No information = 0 Low = 1-3 Medium = 4-7 High = 8-10

Gathering Evidence

- Three primary data sources were collected to inform the scoring process:

  - Document analysis of meeting minutes, programme resources and other circulated material provided to the evaluation team by LBD.

  - In-depth interviews with LBD management, Action Area (AA) and initiative leaders.

  - Self-completion questionnaires with AA and initiative leaders to identify the organisational development, collaboration, coordination and sustainability of LBD.

Method

- Collect data
  - Interviews, documents from stakeholders and surveys

- Collation of information from all data sources
  - develop a scoring spreadsheet and a data supplement

- Scoring

Scoring

- Expert group independently assess progress of each Action Area on all of its stated initiatives.

- Scoring on the basis of the presence or absence of key markers

- Judgments based on information from 3 key data sources

- Progress of programme as a whole inferred by means analysis of the scores from each of the Action streams

Example

- Scoring Variable: Organisational Development
- Key markers:
  - Governance structures operating appropriately thereby implementing key roles such as guidance, decision making and information sharing.
  - Routinely identify and implement strategies for improvement, along with clearly defining team member roles and maintaining collaborative decision making processes.
  - Goal formation, leadership engagement, information flow, innovation, reflective activities, communication, collaboration and coordination
  - Smoothly and efficiently work in partnership with other organisations, establishing links and building co-operative relationships.
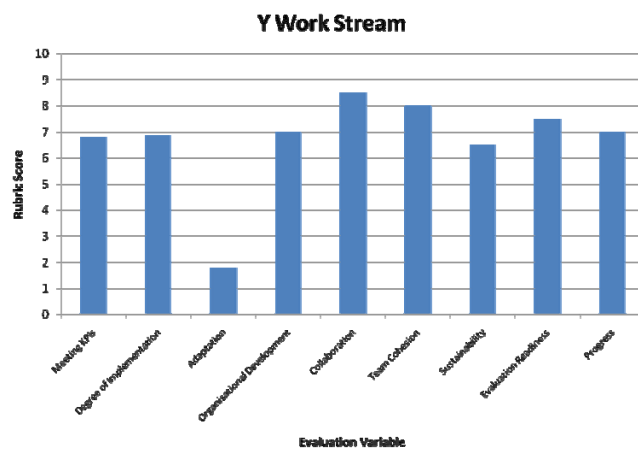- A scale of 10 used to provide the sensitivity needed to represent the LBD programme

The Final Product

- Progress at the **initiative** level
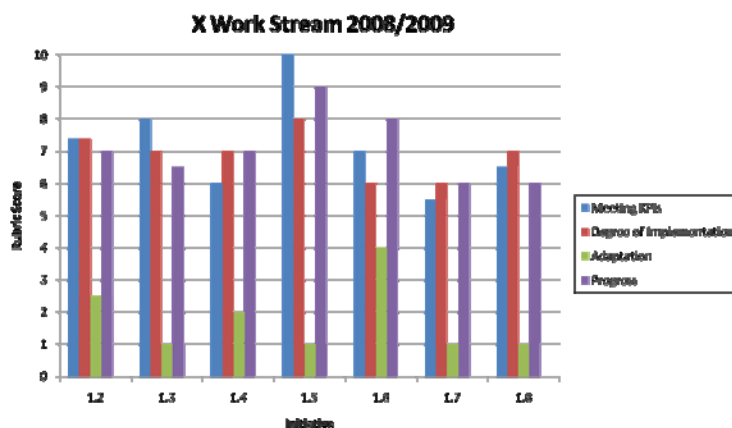
The Final Product
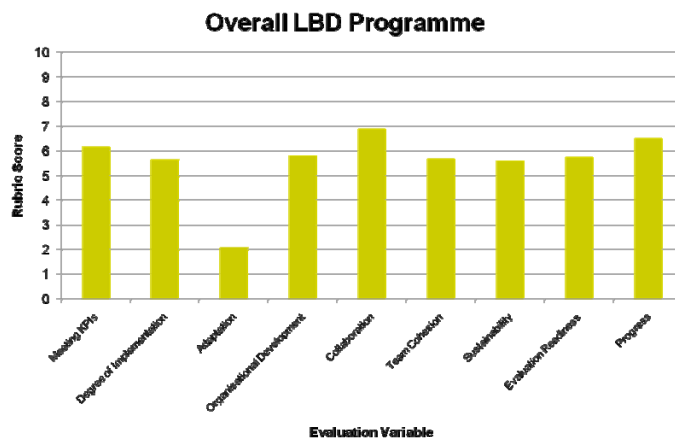
- Progress at the **Action Area** level

The Final Product

- Progress at the **programme** level

Overall LBD Programme

The Report

- Given the sensitivity of these judgments, it is important that sufficient contextual detail is provided in the report

- Changes over time?

- End with summary of progress, and recommendations based on the data

- Comprehensive executive summary for those that will not read the full report

Stakeholder response

- Given complexity of scoring procedure, initially some confusion

- Evaluation of initiative / Action Area versus evaluation of initiative / Action Area *leader*

- Stakeholders generally have found the process useful for the work they are doing and for future planning etc.

- Satisfies desire for "crunchy numbers", as well as providing important process information and identifying gaps and opportunities within the area

Strengths

- Describes the type, quality and amount of activity that actually happens in the programme;

- Provides a measure of the fidelity of the programme;

- Gives an overview of the organisational development of the programme;

- Rich source of data across the life of a programme
  - Can track progress over a number of years
  - Allows for the identification of trends over time.

Strengths cont.

- Transparent process

- Triangulation of multiple sources of data

- Facilitates organisational learning and evidence-based planning
  - Initiative, Action Area and programme level

- Stakeholders can be made aware of evaluation variables

- Encourages other evaluation activities

Challenges

- Timing of reporting

- Engaging reluctant stakeholders

- Obtaining documentary evidence

- Discrepant views of key individuals from same area

- Data doesn't provide for judgments about Action Area's relative progress across the board

Applications

- This procedure was designed to monitor the progress of complex, multi-level programmes within many different domains, including but not limited to health and education
- Scoring rubric is designed to assess nine core components of any programme
- Innovative, transparent and systematic procedure

Thank you

- Questions?
- Further communications
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