

# Evaluating capacity building in health contexts: use and development of the health promotion capacity building framework

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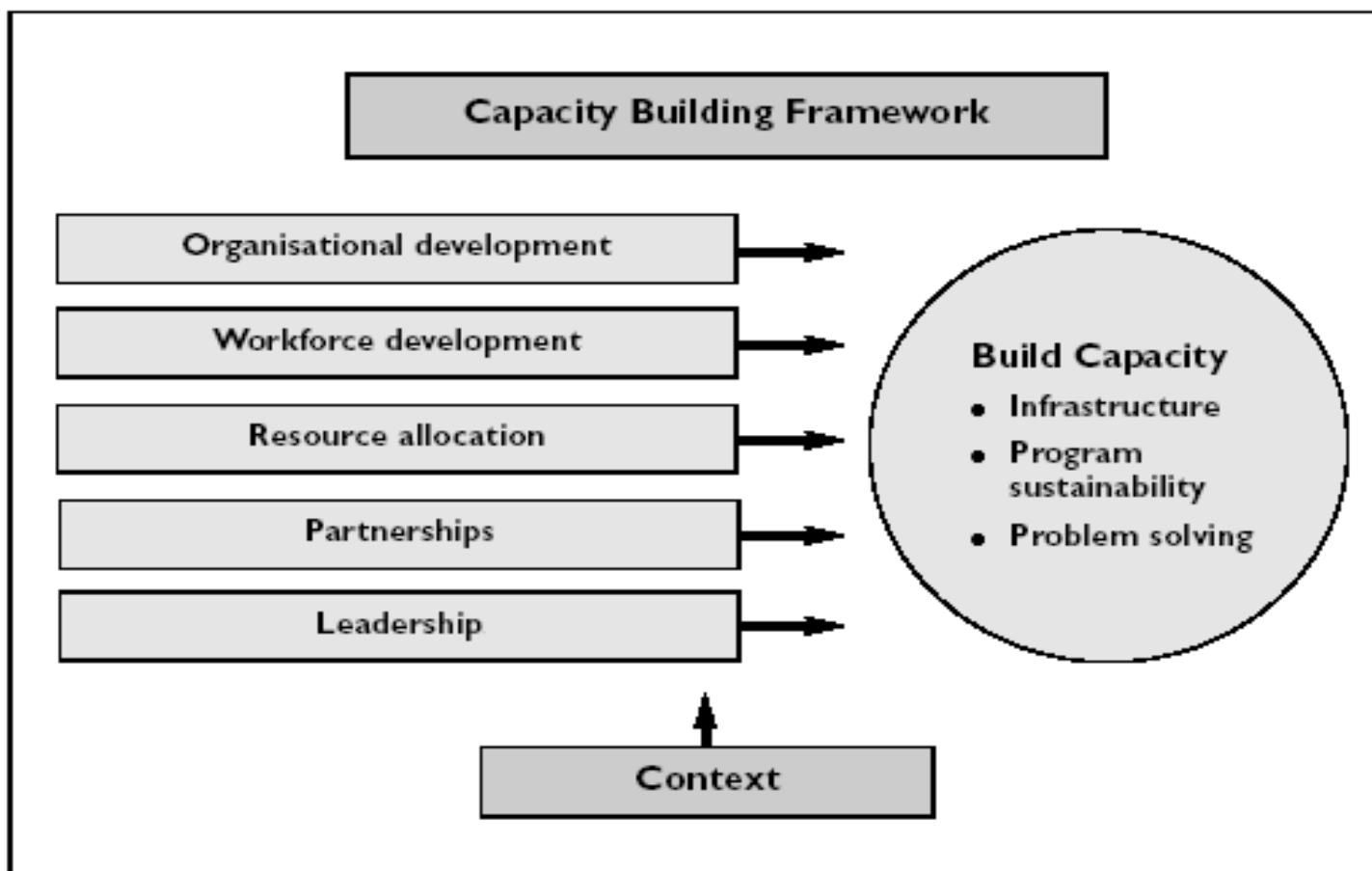
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# Summary

1. The health promotion capacity building framework
2. The projects
3. Using CB framework in the evaluations
4. What we learnt about the HP capacity building framework through the evaluations
5. What about an organisational change model?
6. Conclusions

# Health promotion capacity building framework

Figure 1 Capacity Building Framework



# Elements of the capacity building model

- Leadership – vision, interpersonal skills, management
- Partnerships – relationships, shared goals, planning
- Workforce development – workforce learning, professional support
- Organisational change – policies, structures, management support
- Resource allocation – financial, human, physical resources

# The projects

- **The MetroACTIVE project** (VicHealth)
  - Building capacity for integrated planning for physical activity in Local Government
- **Rural Research Capacity Building Program** (NSW Institute for Rural Clinical Services and Teaching)
  - Building capacity for practice-based research in rural health services
- **SunSmart Community Spaces Project** (Cancer Council NSW)
  - Building capacity for enhancing sun protection for the community in Local Government



# Using CB framework in the evaluations

- MetroACTIVE evaluation used CB framework to assess project outcomes
- RRCBP evaluation used CB model to focus interview questions around implementation and outcomes
- SunSmart project used CB framework to develop outcomes hierarchy, focus interview questions; and Kotter's organisational change model also used to develop outcomes hierarchy

# MetroACTIVE project

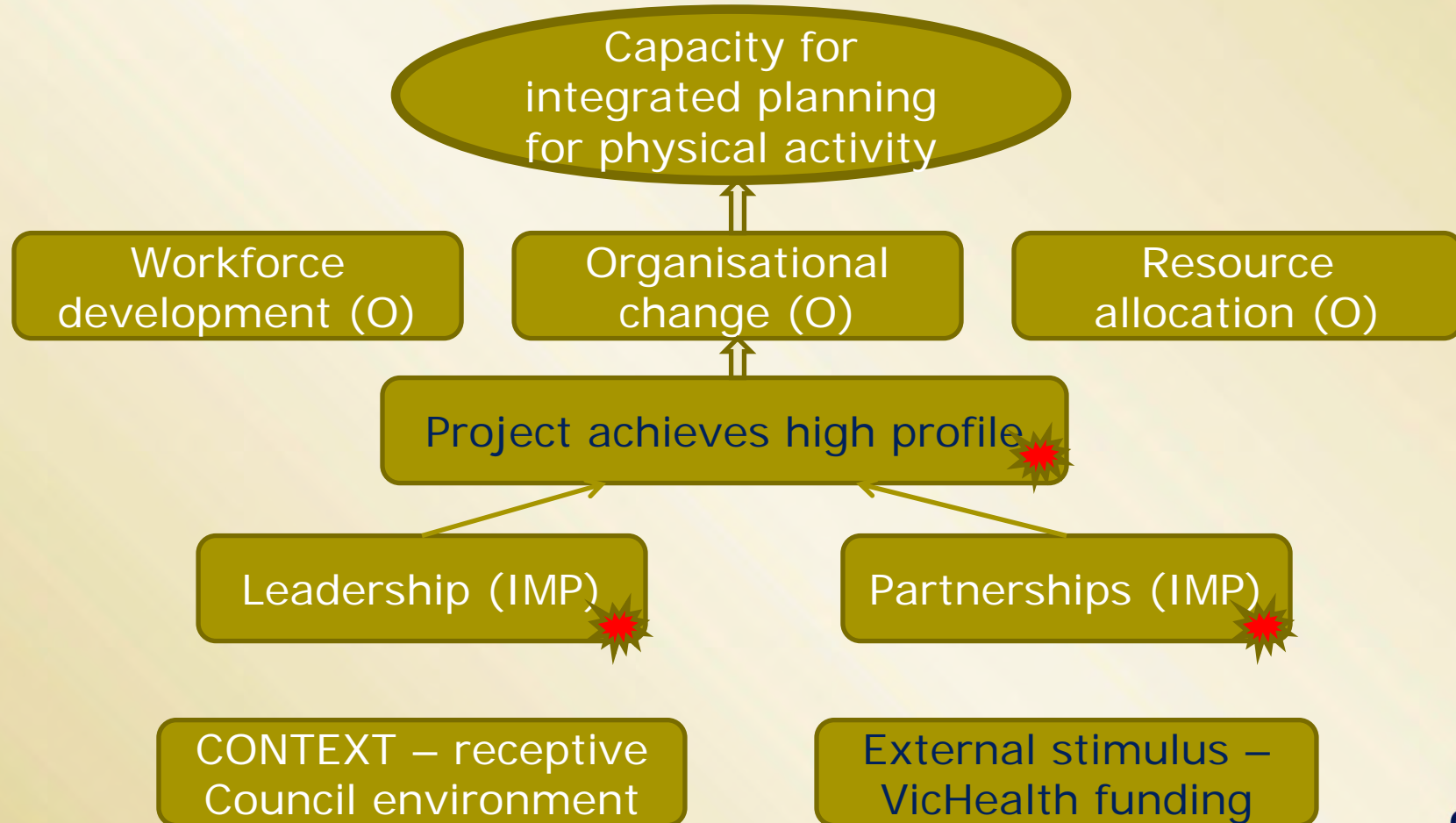
- Substantial funding to 6 metropolitan Local Councils
- Councils with receptive context selected
- Full or part-time project officer in each
- Aimed to increase capacity for integrated planning in Council to support increased physical activity

# MetroACTIVE project

- Key project activities: workforce training; cross-Council communication and promotion; cross-Council planning; health promotion projects to gain short term wins
- Evaluation methods: in-depth individual interviews with staff across council at mid-term and end of project; review of council documents and project reports



# MetroACTIVE project



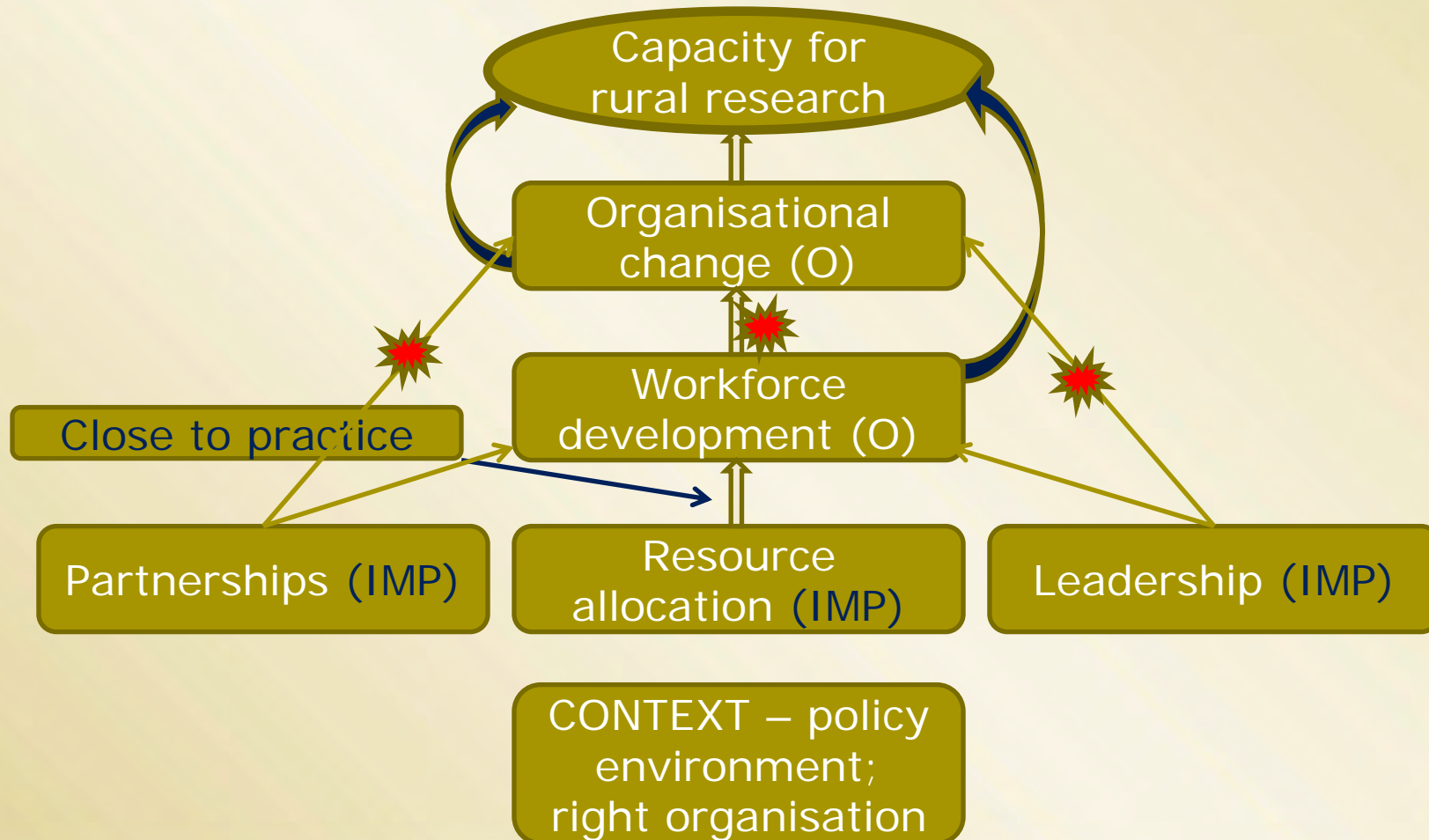
# Rural Research Capacity Building Program

- Aims to build the research capacity of practicing health professionals in rural health services
- Ongoing 2 year program involving teaching, mentoring and self-selected research project – 65 participants over 3 years of intake
- Program developed around the capacity building framework

# Rural Research Capacity Building Program

- Two evaluation approaches:
  - measuring change in participants knowledge and skills (IRCST)
  - evaluating effectiveness of approach (ARTD)
- Evaluation method (ARTD): in-depth interviews with sample of participants, health service managers and mentors - reviewed responses in context of aims and program implementation

# Rural Research Capacity Building Program





# SunSmart Community Spaces

- Aims: influence and build capacity within local government to include sun protection initiatives within their plans, policies and environments, in order to improve sun protection accessibility—2 pilot Councils—one year
- Evaluation methods: interviews with key staff across Council at project start and after project completion; survey of small number of staff pre and post project

# SunSmart Community Spaces project



# Kotter's model of organisational change compared with CB framework



# Conclusions

- Capacity building framework useful for guiding program development, program logic, evaluation design and implementation
- Receptive context and substantial stimulus needed as pre-conditions – correlates with 'urgency for change' – needs to be assessed
- Where leadership is provided externally - more implementation factor than outcome
- Where leadership internal then outcome factor



## Conclusions (cont)

- Partnerships can be either an implementation factor (if part of program strategies) or an outcome factor if assessing within an organisation
- Critical factor is achieving a positive high profile for issue/project in the organisation – correlates with generating short-term wins – important to assess in evaluation
- Need to assess workforce development, organisational change and resource allocation – all required for influencing capacity

## Conclusions (cont)

- Organisational change model more explicit about stimulus for change – need to assess in evaluations
- Generating short-term wins – gains attention of organisation and management – equates to achieving high profile – need to assess in evaluations
- Organisational change model and capacity building model somewhat interchangeable – can be used together in logic model and evaluation