How do we know we are making a difference?

Child Aware Conference 2014

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Presentation Overview

The Benevolent Society's journey to create and embed an outcomes measurement framework across a range of child and family programs.

Answering the "Are we making a difference?" question – the need for an outcomes measurement framework

The Benevolent Society Journey in implementing the 'Resilience Practice Framework'

- Why now?
- Lessons from the implementation
- Evaluating the implementation

The Benevolent Society

- We help families and children to thrive
- We help older people to age well
- We help people take care of their mental health and wellbeing
- We provide learning and education to individuals and organisations
- We work in partnership with communities so they build on their strengths and use their own resources
- We advocate and speak out for a just society

Looking back: Evaluation at the Benevolent Society

Variety in size, scope and aims, but some common features:

- Clear beginning and end
- Led by an internal evaluation team
- **Program specific**

Has been used to:

- Advocate for **continual funding**, expansion and replication of quality programs
- External research and evaluation used to **support our mission** and build capacity across the sector
- **Inform service quality improvement**. At TBS, this is done by way of the Practice Improvement Plan (PiP) process.

Are we making a difference?

Detailed evidence on **outcomes** and **process**. Development of evidence base

However…

- Findings speak for only a small section of clients, **under specific circumstances**, at a specific time
- **Little capacity for comparison** across client groups, programs, areas of practice
- **Relevant to only certain audiences, limited use in wider advocacy, communication or strategic capacity.**

Monitoring and reporting – current state

- **Primarily about compliance** - Focuses on ‘outputs’ i.e. type and amount of service delivered
- **Fragmented** (62 systems) inconsistent across program types, largely dependant on funder needs
- **Need to be data mined** to answer simple questions
- Can have an outcome component, however they tend to be aggregated at a very high level, and are often lacking in rigour, and not reported on consistently
- **Limited use to TBS for purpose of improving quality, or assessing quality**

What is an outcome measurement framework?

First, an outcome is:

A change in behaviours, knowledge, skills, values, attitudes, condition or status for individuals, families or communities that occurs as a result of a service.

A ‘Practice Framework’ is:

A construct that ties together one or more theories, evidence based practices and approaches in order to provide practitioners with a shared language and a common way of working

It becomes a ‘Outcomes Practice Framework’ when:

it includes a set of specified **outcomes** that the program(s) are working to achieve, underpinned by a **theory of change** which specifies how **activities (incorporating** evidence based practices) lead to **outcomes**

A outcomes measurement framework:

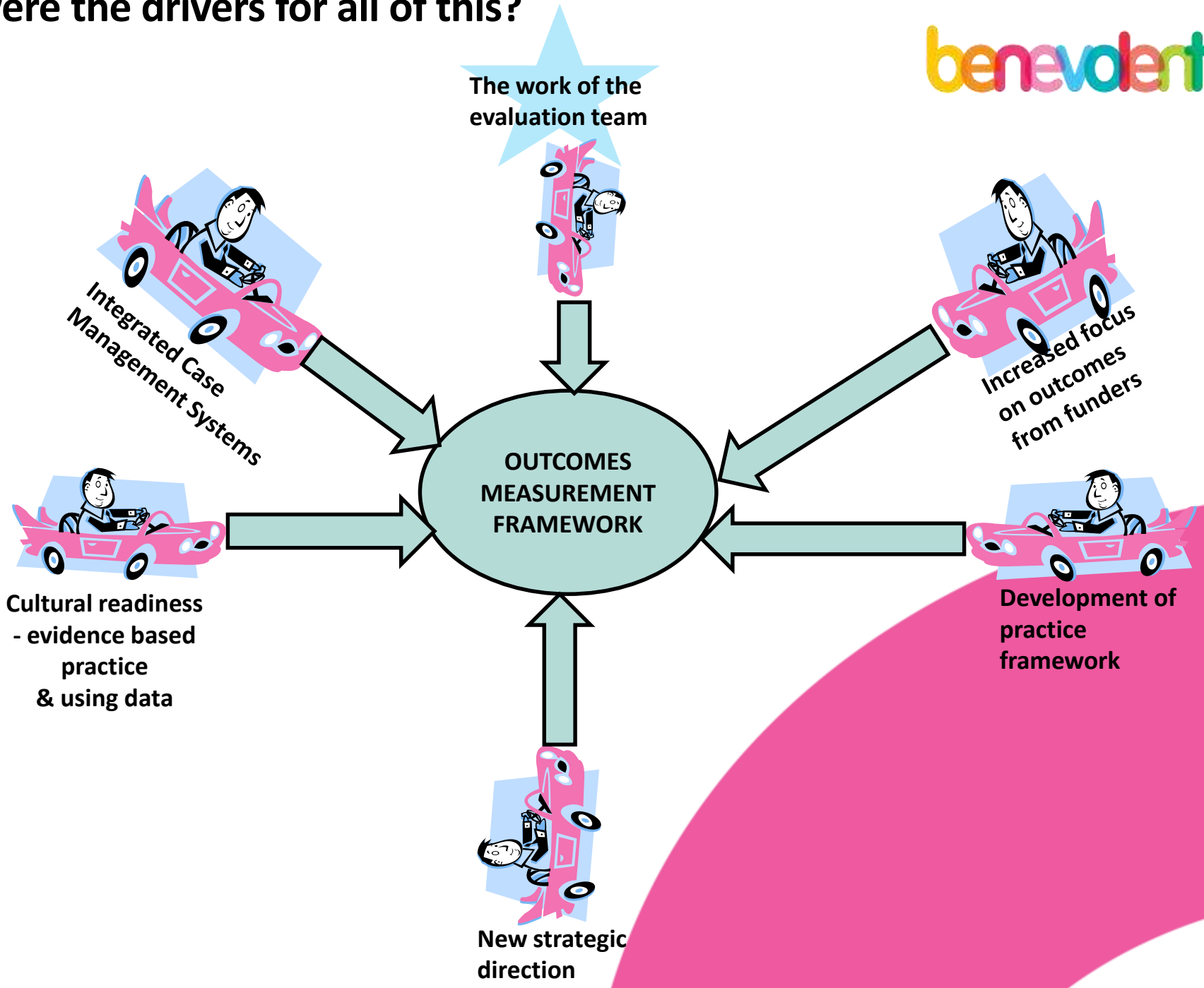
A defined way in which to collect, analyse and communicate data which tells us the extent to which our work achieved the outcomes outlined in the Outcomes Practice Framework, ultimately allowing us to answer:

“Are we making a difference?”

Why do we need an organisational outcomes framework?

- Better practice
  - Ensuring evidence based practices
  - Monitoring and continuous improvement
  - Better targeting of research and evaluation
- We can speak for the organisation as a whole
- Theme based research and evaluation
- Everything we do – evaluation, research, advocacy, policy, training and development work in harmony
- Supports true integration

What were the drivers for all of this?



Framework stages and characteristics

Work of the evaluation team

Program level

- Program specific evidence base
- Monitoring funder driven & output focused

Fragmentation

- Evaluation ad-hoc & program specific
- Incomplete frameworks

Silos

Service stream level

- Static practice specific evidence base
- Monitoring let down by systems

Consolidation

- Evaluation – groups of programs, service improvement
- Evaluation led by gaps in outcome frameworks

Co-location – attempts at integration let down by systems

Organisational level

- Practice specific evidence base - feedback loops
- Monitoring supported by systems

Integration

- Evaluation sits in organisational framework
- Role of evaluation team changes - ECB

Genuine integration at all levels

Example - Resilience Practice Framework (RPF)

- Developed in partnership with the Parenting Research Centre
- 5 Resilience Outcomes
  - Secure and stable relationships
  - Increasing self efficacy
  - Increasing Safety
  - Improving empathy
  - Improving coping skills / self-regulation
- 44 evidence informed practices (EIPs) and 6 practitioner skills
- Resilience Assessment Tool used to identify practices and measure outcomes

Practice Guides by Resilience Outcome	
Practitioner skills	Parent skills training
	Engaging families
	Motivational interviewing techniques
	Goal setting: SMART goals
Secure and stable relationships	Descriptive praise
	Positive rewards and reward charts
	Engaging and infant
	Family routines
	Family time
	Following your child's lead
	Listening, talking and playing more
	Teachable moments
Increasing safety	Developing a safety plan
	Social connections map (child and adult)
	Effective requests
	Injury prevention and child proofing
	Basic child health issues
	Natural and logical consequences
	Reducing unwanted behaviours – planned ignoring
	Reducing unwanted behaviours – time out
	Creating Effective Rules
	Supervision (pre school and school aged)

Resilience Outcomes Tool (ROT)

Assist staff to identify families strengths and needs, **develop evidence informed support plans** and assess families progress over time

Implement the outcomes measurement framework and make it possible to evaluate program changes and client outcomes

Resilience Outcomes and Measures

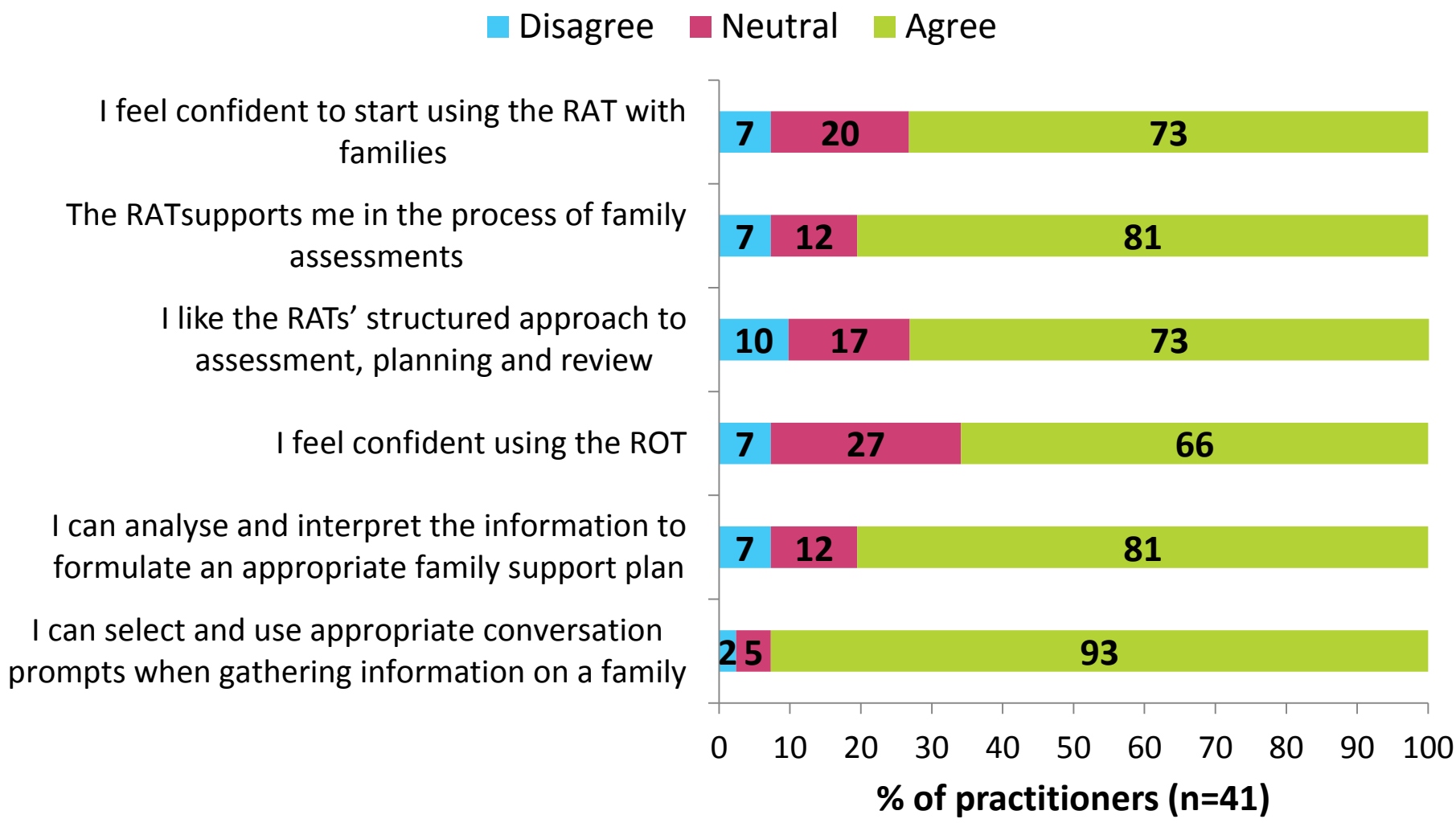
Outcomes	Measures
Secure and Stable Relationships	• SDQ Peer Problems Scale • PFS: Knowledge of Parenting, Nurturing & Attachment scale, Family Functioning scale • LSAC Parenting, Family & Relationships
Increasing Self-efficacy	• PFS Knowledge of Parenting (2) • LSAC Parenting • PSOC scale
Increasing Safety	• PFS Social Support scale, Concrete Support scale & Knowledge of parenting • LSAC Community Links and Social Contact • Family Resource Management • Personal Wellbeing Index • Home & Physical Environment
Improving Empathy	• SDQ Prosocial Behaviour Scale
Increasing Coping / Self regulation	• LSAC Health & Wellbeing • Kessler 10 • SDQ Emotional Symptoms, Conduct Problems & Hyperactivity scales

Implementing the Resilience Assessment Tool

- Three pilot sites
- A standard part of the assessment process
- Every new family entering the program invited to complete it
- Some existing clients also complete it at review
- Within 4 weeks of program entry, every 6 months and on exit

- Option to self-complete or interview with practitioner
- Staff received two day training on the Resilience Assessment Tool, including a module on the ROT
- Ongoing practice support (some sites)
- Support from the Research and Evaluation team – data monitoring and feedback

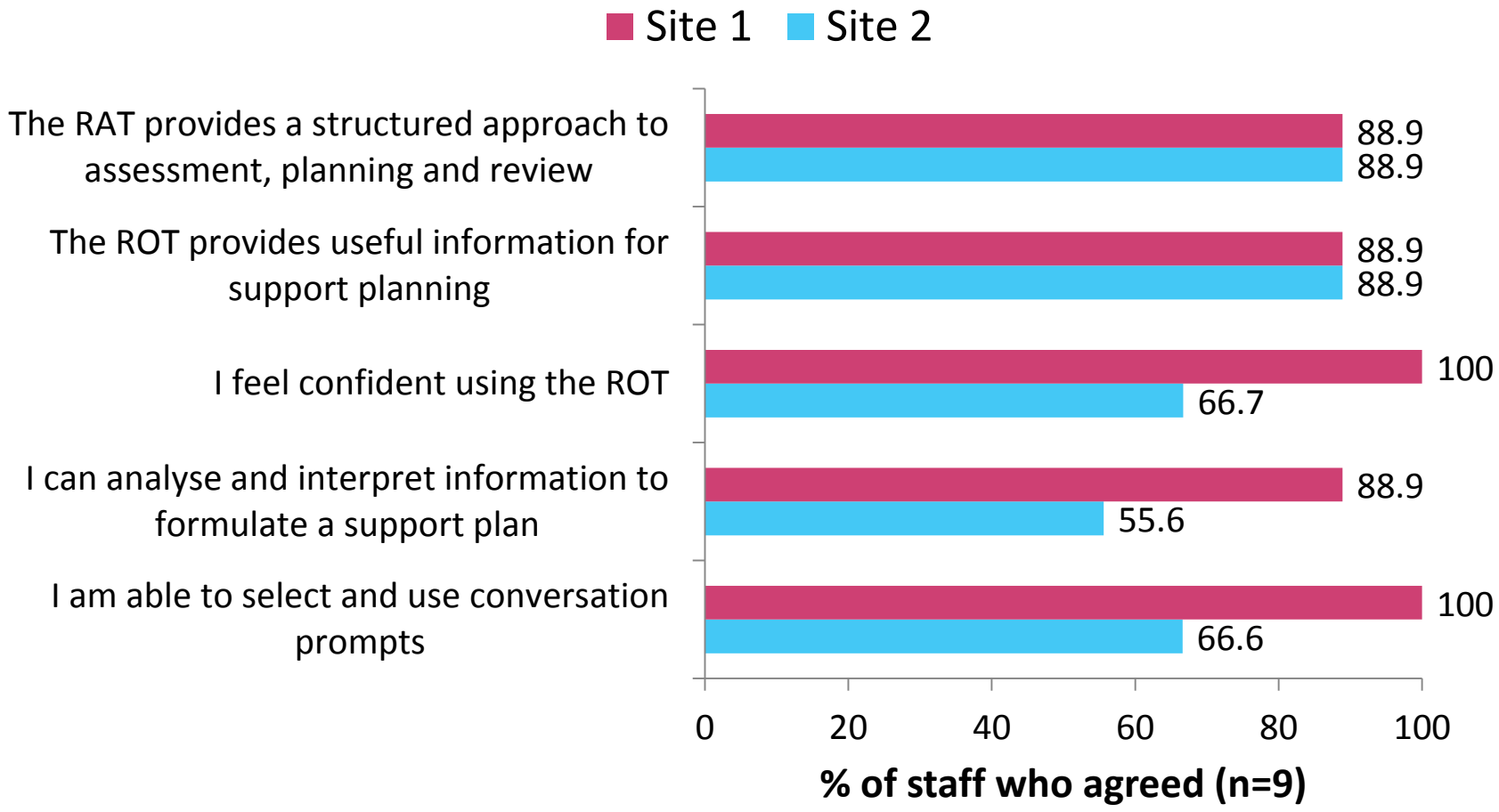
Post Tool Training Survey Results – All sites



Uptake of the Resilience Assessment Tool

Location	Uptake in 0-4 weeks post training	New clients (% of expected)
Site 1	88%	81 (82%)
Site 2	56%	26 (78%)
Site 3	65%	46 (81%)

Follow Up Online Survey Results – Site 1 and Site 2



Staff Interviews – Site 1

- Tool supports structured ways of working
- Opens up conversations and provides rich information
- Facilitates improved structure and focus of support plans
- Tool assists staff and clients to identify both needs and strengths
- Responses can be used to begin challenging families

*"The **information that is gathered in a short amount of time** is great, having a **constructive** home visit is great and the outcome and review is wonderful to **capture the progress** I am having with my families"*

"I try and get the ROT over and done with quickly, that **gives me an idea of where to go with the family plan** and then start to look at getting the information from the RAT"

Staff Interviews – Site 1

- Staff using data to guide practice
- Evidence of positive changes in individual families
- Discussing progress on the program with families
- Benefits of having consistency and standardisation across programs and sites

*"Now we're getting to the second phase, which is the review reanalysis, we find that **staff are starting to see the changes in the families**, and staff are starting to see that actually using the practices and the tools have actually benefited the families"*

*"The very act of **having that data now is really important**, so we can actually start to **evidence what we're doing**, and what we were doing possibly before the RPF was rolled out. But having an **evidence base of common language and common practice** across the region is really important."*

Lessons learnt

- Finalised product that leadership are familiar with
- The importance of formatting! The look and feel of the tool
- Emphasis on purpose - to improve client outcomes
- Support from every level of the organisation
- Local implementation teams driving local change
- Consistent communication – RPF and tool as core business
- Coaching and practice support function
- Systems that support the practice change
- The value of review for staff buy-in.

Thank you!

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