



Evaluating Systems Change

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Overview

- Defining Systems Change
- Assessing System Change Outcomes
- Evaluation Examples
- Assessing System Change Processes
- Evaluation Challenges



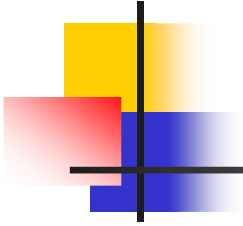
Defining Systems Change

Creation of the policies and procedures -
and the necessary support structures -
needed to promote and sustain long
term goals of a change effort/initiative.



Defining Systems Change

- Support structures include:
 - Congruent Values & Norms
 - Supportive attitudes, knowledge, skills & and behaviors
 - Available opportunities, resources & services
 - Collaborative relationships

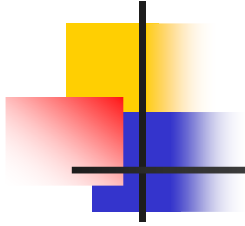


- Systems Change often needs to occur within multiple levels including
 - Current programs (point of service)
 - Existing organizations
 - Service delivery system (cross agency)
 - Broader community
 - State and federal policy



The Importance of Understanding Guiding Values

- Most systems change initiatives guided by core set of values or assumptions about how life (or programs) should be.
- Understanding these values can help you operationalize the desired system changes.



- Example system change values
 - Equity
 - Inclusion
 - Empowerment
 - Justice

*What are the guiding values of
this initiative?*

An Example of the Multiple Levels in Systems Change

	Point of Service	Orgs	Service System	Community	State/Fed Policy
Policies & Procedures	All consumers referred to staff to create person-centered plan.	Shift in Board Representation New guidelines for service delivery			State policy mandating person centered planning
Values & Norms	New Philosophy "Consumer empowerment"			Valuing Inclusion	
Attitudes, Skills & Behaviors	Employees skilled in person centered planning. Employees value inclusion	.			
Resources	Expanded programs		Flexible Funds to support plans	Accessible Public Transit	Flexible funds support plans
Relationships			Increased service coordination		



Assessing Systems Change Outcomes

Safe Start Targets Systems Change on Several Levels:

- Service Delivery System
 - Within & Cross Agency
- Point of Service
- Broader Community



Service Delivery System Outcomes

- Within Organization Changes
- Cross or Inter-organizational Characteristics



Within Organization Changes

What needs to change within community organizations (in how they do their business) to support & sustain goals of this initiative?



Within Organization Changes

Policy & Procedure Changes

- To what extent do needed policy/procedure changes happen?



Within Organization Changes

- To what extent are policies/procedures put into place to support core values, goals, & practices of initiative?

Policies mandating reduced caseload sizes, women not required to testify in DV cases, shared confidentiality agreements

- *Procedures fostering client ID & referral*
- *Procedures encouraging employees to attend collaborative mtgs*



Within Organization Changes

- Do orgs help foster development of new policies/practices in other settings/systems?
 - *Engaging in advocacy efforts, proposing legislative changes*
- Is the necessary training provided to staff?
- Methods: Archival assessment of policies & procedures; observations of practices (e.g., courtroom); interviews, self-report in collaborative meetings



Within Organization Changes

Resource Changes

- To what extent are resources made available to support changes & initiative?



Within Organization Changes

Some example Resource Changes

- Shifts in staff, staff availability, use of organizational resources, \$\$,
 - *Increase in frontline staff, extended service hours, support for collaboration, shifts in \$, use of offices after-hours*
 - *"Is the time you spend on the wrap-around team paid for by your organization? "*
 - *"How much flexible funding does your organization make available to you to meet the needs of your clients?"*
 - Methods: Staff or leader survey, interviews, archival data, self-report in team mtgs



Cross Organization Changes

- What needs to change in the interorganizational relationships/service delivery network to support goals of this initiative?
- Are we developing the collaborative relationships needed to support this initiative?
 - Are we engaging in the shared work needed to support this initiative?



Cross Organization Changes

Policy & Procedure Changes

- Are policies/procedures put into place to guide, support and encourage collaborative relationships, shared work, and service coordination?



Cross Organization Changes

Some ex. Policy/Procedure Changes

- Service Integration: Protocols for guiding collaborative work, shared funding, and interagency agreements; community-wide consent forms
- Accountability: Procedures for sharing data collection, and integrated systems for capturing data, tracking accountability
- Awareness: Formal system wide policies noting priority of issue
- Methods: Observations of collaborative meetings; archival review of minutes, policies, procedures



Cross Organization Changes

Interorganizational Relationship Changes

What needs to change in how organizations work together?



Cross Organization Changes

Example Relationship Changes

- Increased service coordination/integration
 - Increased exchanges within service delivery network
 - *Levels & evidence of client referrals & information sharing among orgs in network.*
 - Extent of “wrap around” team service delivery (*e.g., # of families referred/served, # of \$ available for services*)
 - Methods: Staff surveys; Network analysis, sociograms; observations of wrap-around teams



Cross Organization Changes

- Increased collaboration

Extent of

- Joint activities/shared work (e.g., *jointly submit grant proposals, mutually fund programs, share outcomes, share resources*)
- Shared funding (*value and accessibility of pooled funds*)
- Shared decision-making (*consensus processes in place, shared planning process*)
- Methods: Qualitative: observations of collaborative mtgs, interviews; Quantitative: staff & leader surveys, network analysis, sociograms.



Cross Organization Changes

- Shared accountability
 - Presence of shared outcomes/indicators & other accountability measures
 - Procedures for collecting & sharing data
 - Methods: observations of collab mtgs, interviews, archival review



Cross Organization Changes

Resource Changes

How does the service delivery system need to use its resources differently to support goals of initiative?



Cross Organization Changes

Example Resource Changes

- Increased resource sharing across agencies
 - Shared funding of projects (*# of projects, amount of \$*), pooled \$ (*amount*)
 - Shared staff/offices/supports/technology
- Increased flexibility of funds
 - Creation of flexible funding pools (*# and \$ amount*)



Point of Service Change

To what extent does service delivery reflect and support goals of this initiative?



Point of Service Change

Policy & Procedural Changes

Are policies/procedures put into place to guide, support and encourage the changes in practice required by this initiative?

- New policies & procedures fit core values, necessary practices of initiative
 - *Ex: Consumer input must be gathered in planning process.*
- Needed new policies/procedures are created.
 - *# of agencies/Drs. offices with procedures in place to guide interagency referrals.*



Point of Service Changes

Relationship Changes

To what extent are staff working in ways to increase service integration?



Point of Service Changes

- Increased client referrals
 - *# of children referred from DV shelter to MH offices*
 - *% of DV staff referring to MH offices*
 - *% of clients linked to needed services*
- Increased case-level information sharing
 - *Increase in: breadth of orgs info shared with, types & #s of orgs info shared with, frequency of info sharing*
 - *Use of interagency data bases/MIS systems*



Point of Service Changes

- Improved assessment and identification of clients
 - *% of DV providers that conduct MH assessment*
 - *% of newborns' families screened*
- Methods: Staff self-report, consumer survey, review of client records, observations; network analysis, sociograms



Point of Service Changes

Programming Changes

- To what extent are services expanded to meet needs of consumers?



Point of Service Changes

Expanded:

- Service capacity (*increased #s served, reduced waiting lists, increased staff*)
- Location (e.g., *rural access, neighborhood-based center, mobile office*) and hours
- Outreach to hard-to-reach and underserved clients
- Methods: Review of program records & guidelines



Point of Service Changes

- To what extent are current programs enhanced & new programs implemented?



Point of Service Changes

- Supports provided to make current services accessible (*child care on site, transportation*)
- Current programs adapted to meet needs of consumers (*kids stay w/parent in treatment*)
- Service/program needs fit with new programs developed.
- Methods: Tracking of program changes; observations of collaborative meetings



Point of Service Changes

Resource Changes

To what extent are program resources used in ways to achieve initiative goals?



Point of Service Changes

- Increased service integration
 - *Created one-stop shop*
 - *Created wrap-around teams*
 - *Hired shared program coordinator*
 - *Pooled funds*



Point of Service Changes

Attitudes, Knowledge, Skills, & Behavior Changes

To what extent are staff developing the attitudes, knowledge, skills & behaviors needed to support this initiative?



Point of Service Changes

- Attitude changes: *% of staff who value changes, think changes are beneficial and desirable, view others differently*
 - *“These efforts to improve service coordination will ultimately improve the services consumers receive.”*



Point of Service Changes

- Knowledge changes: *% of staff who are familiar with resources in town, know how to access resources, know ways to negotiate to get client services*
- Methods: Survey employee attitudes about new service approaches; pre-post training survey



Knowledge Utilization

- Formative feedback
 - Are we doing what we said we would do?
 - Create checklists, promote self-monitoring
- Promotes self & system evaluation
 - What can we do better? What else do we need to do? How well are we working together?
 - Individual org feedback reports, community feedback reports
- Raises community consciousness & community ownership
 - What needs to improve? What are targets of change?



Broader Community Changes

To what extent is a broader community context emerging that supports goals of initiative?



Broader Community Changes

Policies/Procedures/Practices Changes

- Changes in decision-making processes
 - Residents involved in community planning processes.
- Policies revised/new policies formed to fit initiative goals.
- Methods: Archival review, leader interviews.



Broader Community Changes

Development of Needed Supports

- Improved community awareness and understanding of targeted issues (*% supporting issues*)
 - Method: Random phone survey of community residents:
 - “People with disabilities can be productive members of a community.”



Broader Community Changes

- Adoption of supportive community-wide norms & values
 - Archival documentation of shifts in community norms & values (e.g., tracking newspapers & billboards, city commissioner's meetings minutes, resolutions passed)
 - "Domestic violence is not tolerated here"
 - Interviews of key informants



Broader Community Changes

- Improved access to community resources
 - Resource mapping to see if
 - *More support services are available (e.g., increase in # of low-income housing units)*
 - *Current support services are expanded (e.g., improved transportation hours & routes)*
 - Archival documentation of resource availability



Process Evaluation: One Strategy

- Assess Collaborative Capacity
 - To what extent is an effective collaborative process underway?
- Assess Climate for Implementation
 - To what extent is the infrastructure in place for implementation to succeed?
- Assess Implementation Processes
 - To what extent is implementation happening & working?



Process Evaluation

Assessing Collaborative Capacity

- Member Capacity
 - Do we have the people & orgs we need in this partnership?
- Relational capacity
 - Do we have processes in place to develop shared work, shared goals, shared resources, trust & respect?



Process Evaluation

- Organizational capacity
 - Are we developing effective internal operating procedures for this collaborative effort, including
 - Good communication
 - Clear roles/responsibilities
 - Formalized processes
 - A learning orientation
 - Effective leadership



Process Evaluation

- Programmatic Capacity
 - Do we have clear programmatic goals that address community needs?
 - Are our programmatic efforts ecologically valid and culturally competent?



Process Evaluation

Assessing Climate for Implementation

- Employee/Leader Skills
 - Do we have effective processes in place to help leaders and employees develop necessary skills?
- Compatible Policies
 - Are organizations developing policies/procedures needed to support training efforts and initiative goals?



Process Evaluation

- Incentives for Change
 - Are we putting into place incentives for orgs and employees to participate/cooperate? Disincentives for lack of cooperation?
 - Making accountability a public process
- Guiding values/attitudes
 - Do we have effective processes in place to help leaders and employees develop necessary values/attitudes?



Process Evaluation

- Assess Implementation
 - Are organizations and programs doing what they said they would do?
 - Are processes being put into place to support change?
 - (e.g., are policies being reviewed, training being designed & implemented, new programs being developed, MIS system being researched)
 - Methods: Self-report checklist, observations, interviews



Knowledge Utilization

- Formative feedback
 - Fosters needed shifts in implementation, reduces implementation barriers
- Promotes accountability



Evaluation Challenges

What challenges are you facing in
your evaluation?



Some Evaluation Challenges

- Long Term Endeavor
 - Need to find immediate, small wins
- Cooperation needed from multiple systems, individuals
- Definition of success varies across partners/stakeholders



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