

What is the *true* value of our work?

An emerging approach to capturing the full value of our improvement work



Who Are We?

NHS England leads the National Health Service (NHS) in England. We set the priorities and direction of the NHS and encourage and inform the national debate to improve health and care.

The Sustainable Improvement Team is one of the driving forces for improvement across the NHS.

Horizons Group supports large scale change in the NHS and the wider care system



What do we mean by value?

“The regard that something is held to deserve; the importance, worth, or usefulness of something.”

Oxford English Dictionary



What do we mean by impact?

“A marked effect or influence:

‘e.g. our regional measures have had a significant impact on unemployment’”

Oxford English Dictionary



Context

We are increasingly challenged by the need to demonstrate the full value of our work

- We work in partnership with internal and external stakeholders to introduce large-scale change and change methods
- We influence, negotiate, support and persuade
- We are enablers rather than direct deliverers
- We work at a national level and this can result in differential/no immediate impact at a local level
- System change takes time
- Importance of demonstrating return on investment
- Difficult to capture impact using traditional methods or simplified approaches



Building a collaborative approach to evaluation

- Provide a space to increase value, move ideas from intangible to tangible impact
- Adopt social process to assess value and determine impact
- Aim to achieve a settled account
- Use social impact measures - stories, conversations, interactions, activities
- Build shared platforms



Why think about how we measure our impact & value *now*?

- Pressure on budgets brings a keen focus on **monetised value** and **justifying spend**.
- Traditional approaches underestimate the *full impact and value* of improvement work done within complex systems.
- It is essential that the Sustainable Improvement team (and its individual programmes) can capture and evidence their value and impact in a meaningful way, to **provide assurances to sponsors, stakeholders and others**.
- Being sure of our value and being able to evidence it to others is an essential element of all improvement work
- Monitoring our progress against our goals tells us if we are on track to meet our goals, and can help us to take steps to **increase our likelihood of success**



Underpinning principles

1. Be clear about what you are trying to achieve, and understand what changes (intended and unintended)
2. There is no one absolute measure of value- focus on creating a 'good enough' account of value at a point in time
3. Judgements of value can (and should be) made by those involved, not only by 'objective' third party evaluators
4. Involve stakeholders in defining and evaluating value at meaningful intervals
5. Be honest about contribution and attribution
6. Don't dismiss the elements of value that are harder to capture
7. Keep it simple and transparent
8. Focus on learning, not just accountability



Overview of approach...



Theory of Change

This will evolve and change with the programme, and may be revisited as often as what you deliver on the ground changes- it should describe why you are doing what you are doing at a point in time, but should not prescribe it. Your original goal and outcomes can be refined, redrawn etc. The various iterations of the logic model will become a record of how your theory developed.

Output and
Outcome
Measures

Review of Evidence

(annually/at programme milestones/weekly or
even daily for extremely innovative and
developmental work)

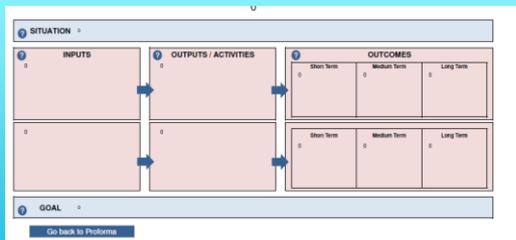
Most Significant Change
(Davies & Dart 2004)

Contribution Analysis
(Mayne 2001)

**PERFORMANCE AND IMPACT
STORY**

Supporting Resources

Logic Model Builder



SI Team Impact Framework Evidence Planning Guide

Step One: Be clear about your evidence requirements



1. What do you need to be able to evidence?
2. Who are you trying to evidence it to?
3. What sort of evidence are they likely to need?
4. When will you need to evidence it?

Impact Framework Toolkit

Tools and Methods to help you demonstrate the impact and value of your improvement work

Impact, Research and Evaluation Dec
2016



So, what's new?

- Standardised and proportionate approach across all our work
- Recognition of the importance of stakeholders in making judgements about the value of our work, and a practical framework to achieve this
- Recognition of the emergent nature of our work and a framework which takes account of this
- Practical resources to support the work, including a range of tools and methods, both traditional and innovative



Testing and Refining

- Live tests with some of our programmes of work
- Working group with reps from across Sustainable Improvement Team
- Community of Interest- invited experts from across the system and beyond with our own dedicated Yammer network
- Now entering a period of reflection, to take account of test results and feedback from those involved to date, before large scale roll out





What do you think?

- Any questions or comments?
- Have you found any useful tools or resources?
- Would our approach be helpful to you?
- Would you like to join our community of interest?