

Evaluation Plan

Health Technology Wales

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**Matter
of Focus**

Evidence. Action. Change.

Contents

Introduction.....	1
Background.....	1
Method	2
Understanding cause and effect	2
Understanding Change.....	3
Using theories of change.....	3
Contribution approach to evaluation.....	4
Evaluation plan for HTW	5
HTW Outcome areas.....	5
Prioritisation.....	5
1. Health Technology Wales Contribution to Outcomes	6
2. Evidence Appraisal Outcome Map	7
3. HTW awareness raising	8
3.a Core Engagement	9
3.b Events and Training	10
4. Supporting Evidence Adoption	11
5. Supporting Lifesciences	12
Key Risks and Assumptions relevant to HTW programme	13
Data Audit	14
Data collection tools.....	15
Integrating communications strategy and evaluation.....	16
Overall approach	16
Specific Data collection on communications.....	16
OutNav.....	17
Appendix 1- Data collection.....	18
Evidence appraisal - sources and success criteria	18
Core engagement - sources and success criteria	20
HTW text for web appraisal downloads.....	23
Additional questions for HTW topic referral.....	23
HTW Reflective Impact Log for appraisal process	24

Introduction

Matter of Focus are working with Health Technology Wales to

1. Review approaches to evaluation and how these fit HTW work
2. Develop method to support in-house impact assessment
3. Build capacity of core staff to evaluate
4. Embed a standard approach
5. Provide Training and support

This report sets out the evaluation approach we will be using for this work and presents a draft framework for evaluating the work of HTW. This includes outcome maps for key areas of work, approaches to data collection and data collection tools.

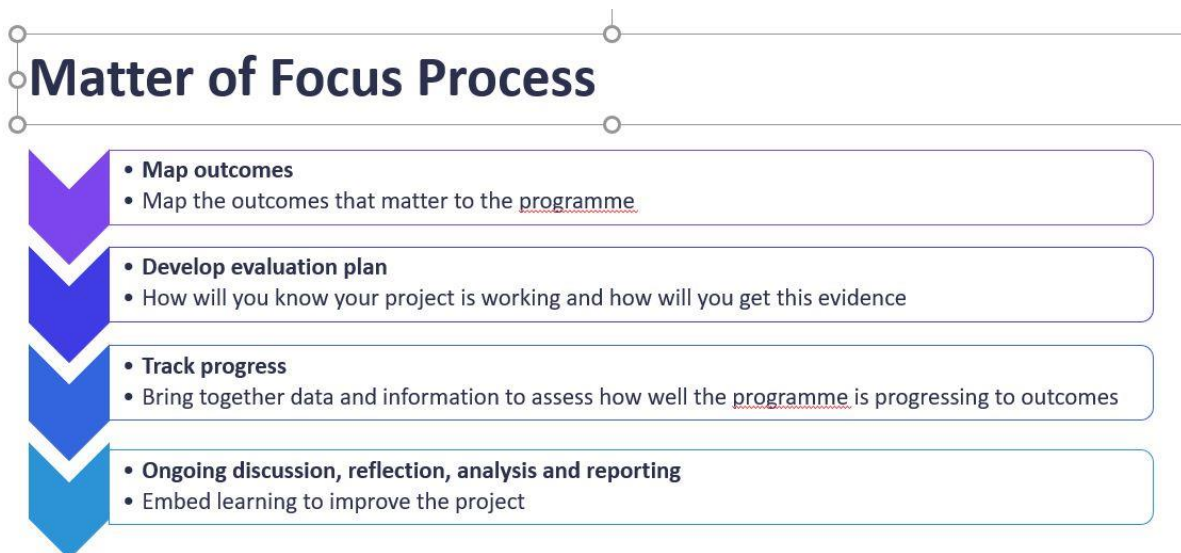
Background

Matter of Focus is a mission-led company based in Edinburgh.

We work with organisations, projects and programmes to explore, map, analyse and assess the outcomes that matter to them, the people and populations they care about, and their funders. We provide tools and techniques to bring together evidence, data and evaluation to ensure that projects and programmes can meet their outcomes, are successful and adaptable, and can demonstrate that success to funders, service-users and other stakeholders.

We have created an innovative and easy to use software tool, OutNav, which enables public service organisations and funders to make effective use of their data and information to learn, improve and tell the story about the difference they make.

Matter of Focus is led by Dr Ailsa Cook and Dr Sarah Morton. Both Ailsa and Sarah are internationally renowned academics with extensive experience of delivering solutions for public service organisations.



Method

Our method is evidence-based and built on our combined extensive experience and understanding of complex interventions and environments, evidence to action, improvement work and action research.

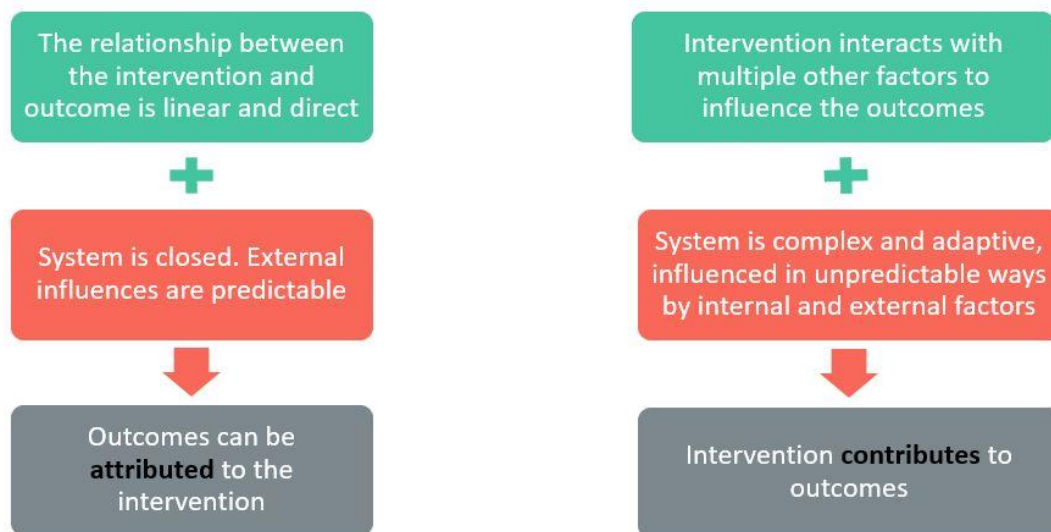
The Matter of Focus approach is a theory-based approach to outcome monitoring and evaluation that builds on contribution analysis. Such theory-based approaches have been successfully deployed internationally for more than 20 years; however, many organisations find it challenging to integrate this way of working into their day to day work. Over the past four years Matter of Focus co-founders Dr Sarah Morton and Dr Ailsa Cook have been working together to refine and test an approach that addresses some of the common issues faced. In this work we have built on our expertise in participatory methods, action research and evidence into action.

The resulting Matter of Focus approach is tailored especially to the needs of organisations delivering people-based interventions in complex environments, where standard approaches to outcome measurement are difficult to apply. Our approach is theoretically robust and evidence based, informed by the research literature and our experiences of working with public service organisations over two decades to focus on outcomes and use data and evidence effectively for improvement.

Understanding cause and effect

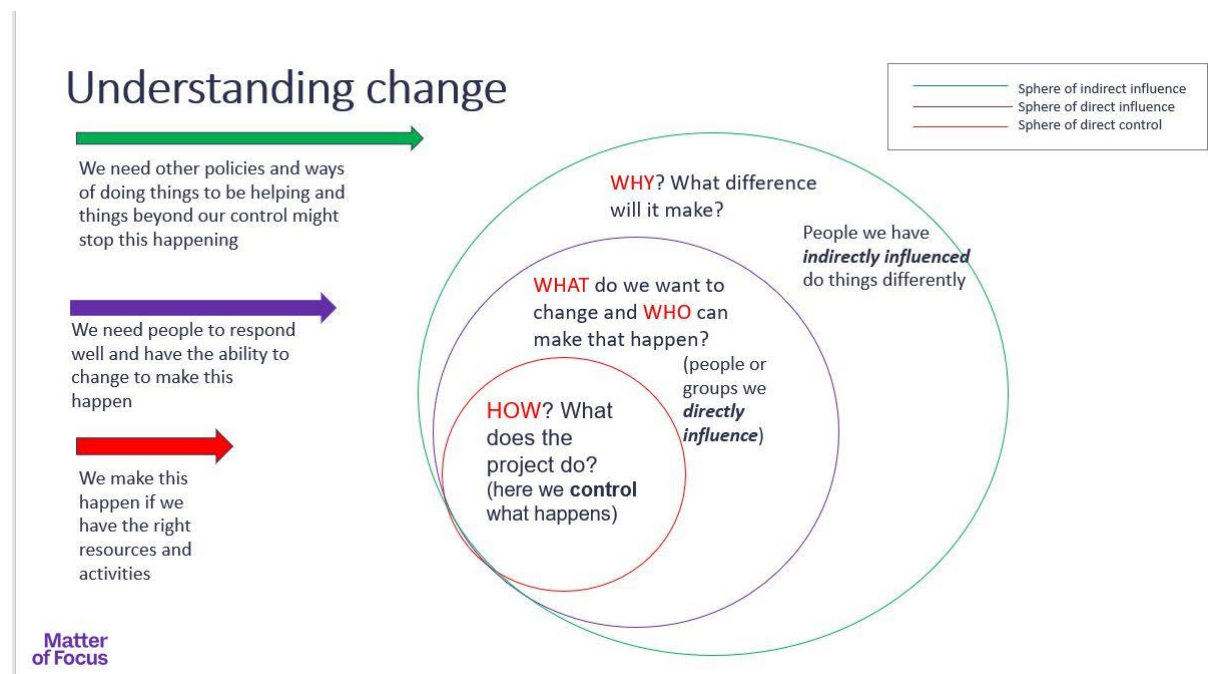
We believe it is important to use methods suitable for understanding complex interventions. An important part of this is looking at how cause and effect happens in closed and open systems. Our approach uses contribution analysis in recognition that most services based on influencing people cannot rely on the attribution model (below left) and instead need to focus on contribution (below right).

Attribution or contribution



Understanding Change

The HTW programme will be one influence amongst many on the people that it reaches and seeks to influence. Our approach acknowledges the many other influences on individuals and groups and seeks to include these in the way the initiative is developed, delivered and evaluated. We have embedded a spheres of influence approach into our evaluation and software.

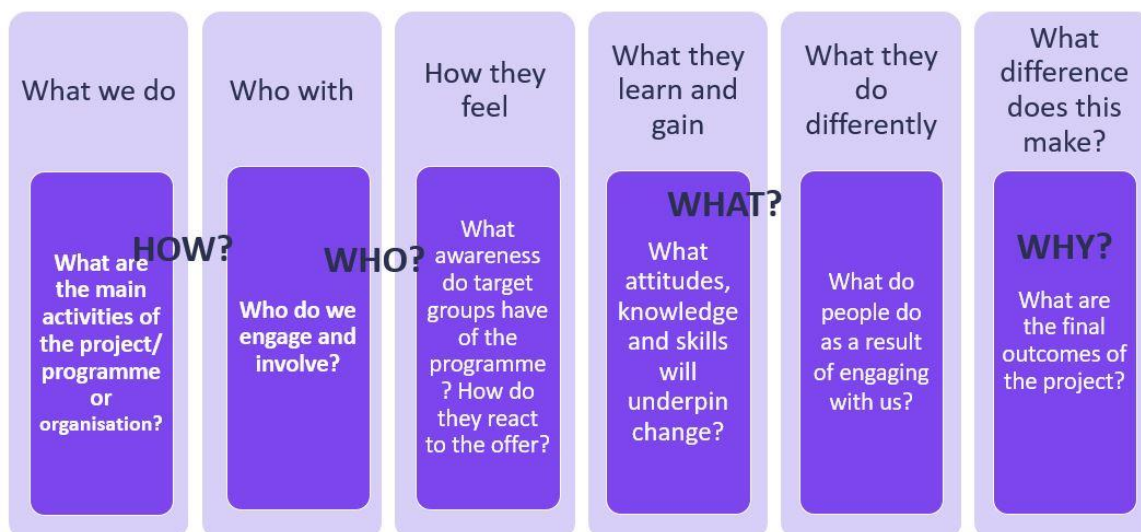


Using theories of change

Our approach embeds a specific way of understanding how any programme navigates these spheres of influence to set out the logic of how the programme activities will lead to the outcomes that

matter. This is based on a 'theory of change' approach – making explicit why and how any programme will achieve the changes it seeks. The way we use this approach, based on Contribution Analysis scrutinises the engagement process as this is fundamental to achieving any change. It looks at both reactions, and at what learning is necessary to underpin change.

Establishing your theory of change



Contribution approach to evaluation

This approach explores how the actions of a programme or project have contributed to outcomes alongside other factors Contribution analysis takes an iterative approach to generating data and to understanding change:

- Understand the problem you seek to address and the system in which it sits
- Develop a 'theory of change' how projects or programmes aim to create change
- Assemble and use existing data and evidence (like routinely collected data)
- Assess any gaps in evidence of success
- Seek out additional evidence
- Create a contribution story

In order to include and analyse the important external factors, and to assess the logic of the programme, a process of including and analysing risks and assumptions is important.

- What are the assumptions that underpin the programme, and which are the least robust?
- What risks are posed by both internal and external factors?
- Data is collected that includes an assessment of both of these factors across the programme.

Testing risks and assumptions strengthens the contribution story by showing that the programme happened in the way set out in the outcome map and exploring external influences.

Evaluation plan for HTW

HTW Outcome areas

We held a workshop with HTW staff in March 2018 to map out the outcome areas that will be used as a basis for the evaluation. Following consultation with the advisory group and appraisal panel, it was agreed to map four key outcome areas:

- Identification and appraisal
- Supporting Evidence Adoption
- Awareness raising
- Lifesciences support

Within these areas the following pathways have been plotted. Pathways show the specific change mechanisms within each outcome area that will be evaluated.

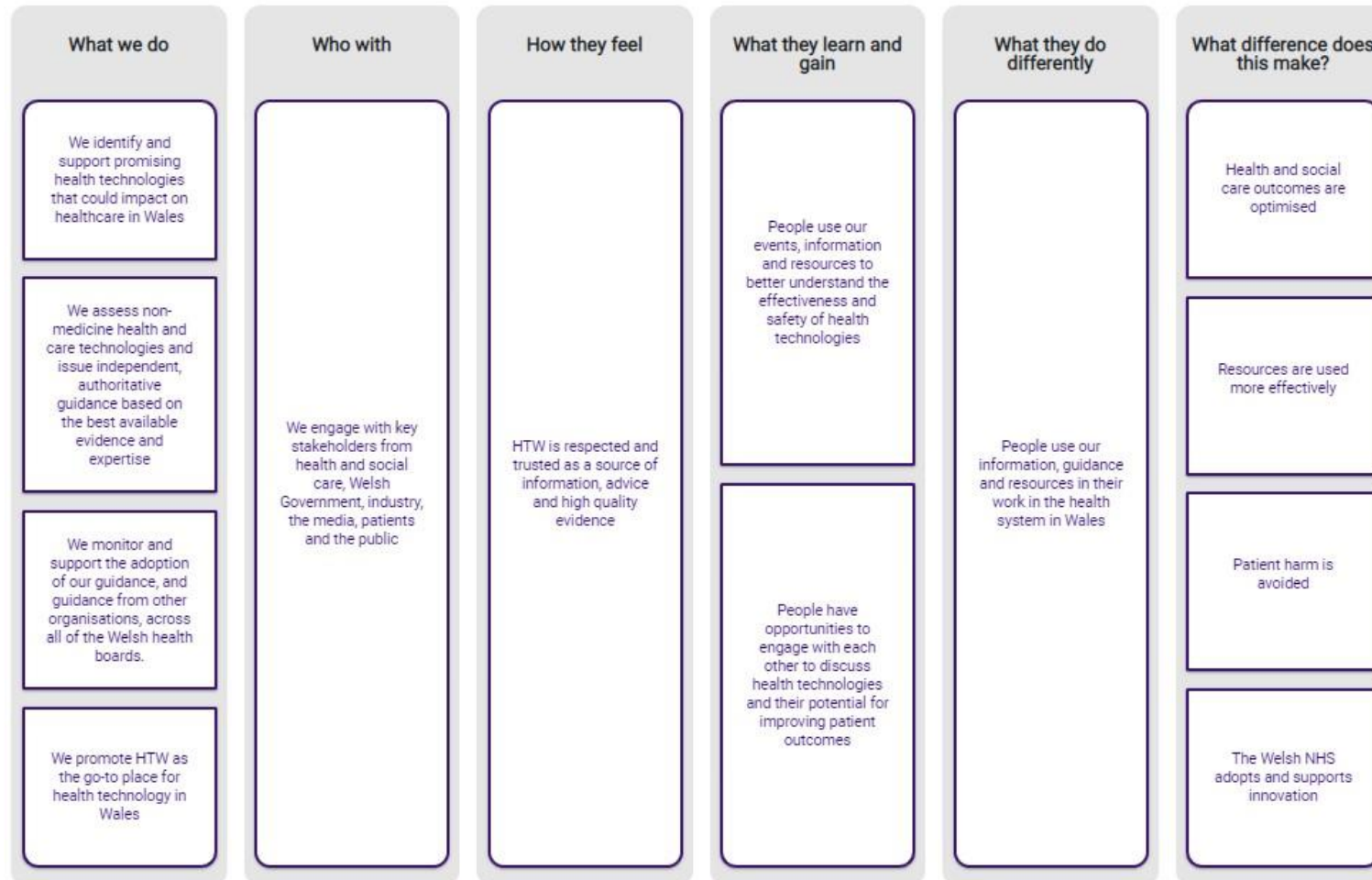
- 1) Health Technology Wales contribution to outcomes: a high level strategic outcome map
- 2) Identification and appraisal: tracking the evidence identification and appraisal process
- 3) HTW awareness raising: aligned to communications strategy and tracking 2 pathways a) Core engagement and b) Events and Training
- 4) Supporting evidence adoption (this will not be tracked until more activity in this area)
- 5) Lifesciences support (this will not be tracked in the short term)

Prioritisation

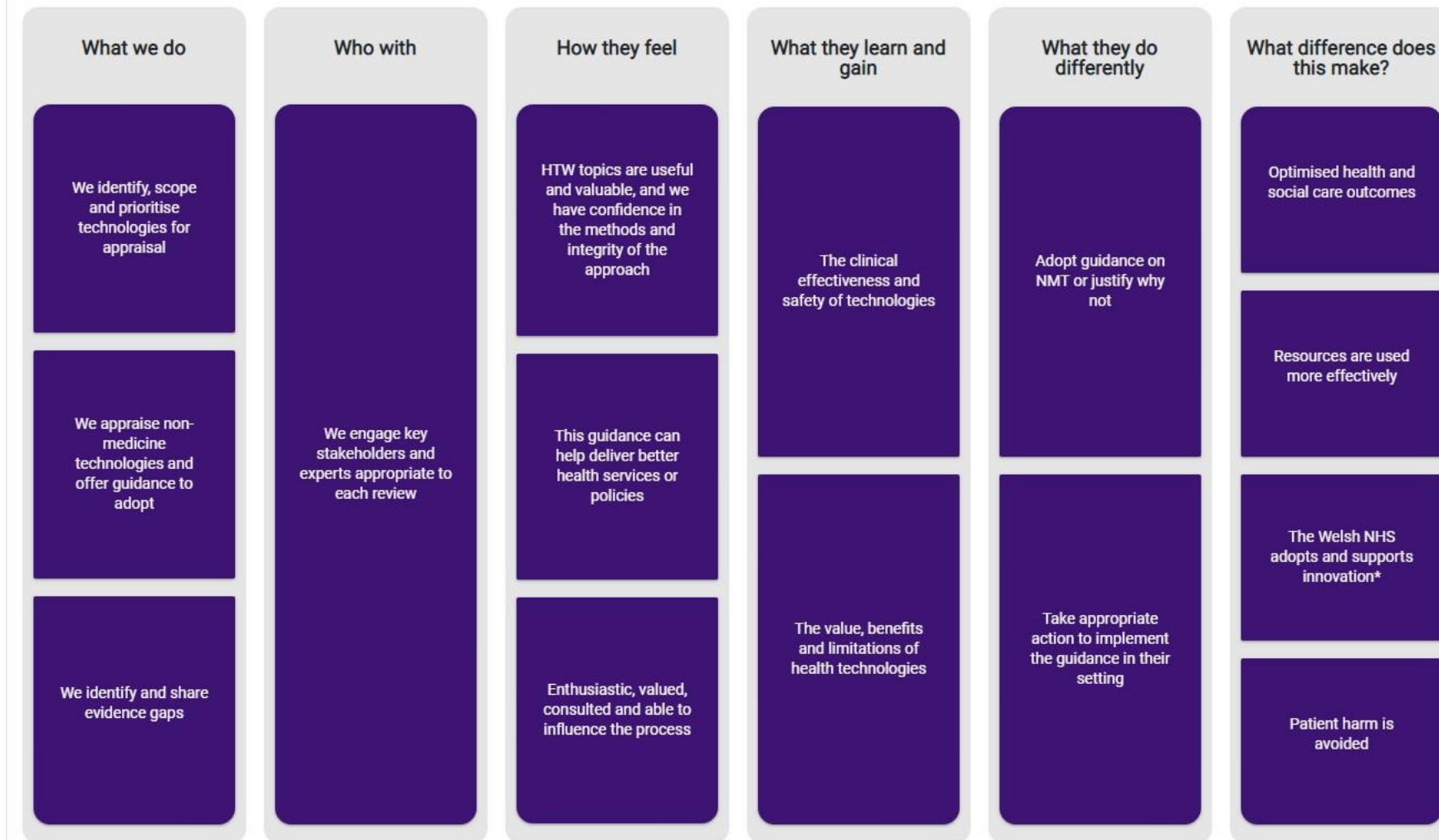
It is proposed that outcome area one: Identification and appraisal, is the priority for immediate evaluation. Outcome area three, awareness raising will be aligned with the communications strategy and implemented and monitored as part of that strategy. Outcome areas two and four will be put on hold until there is more activity in those areas of work.

The following pages set out each of these outcome areas in detail in outcome maps with associated pathways.

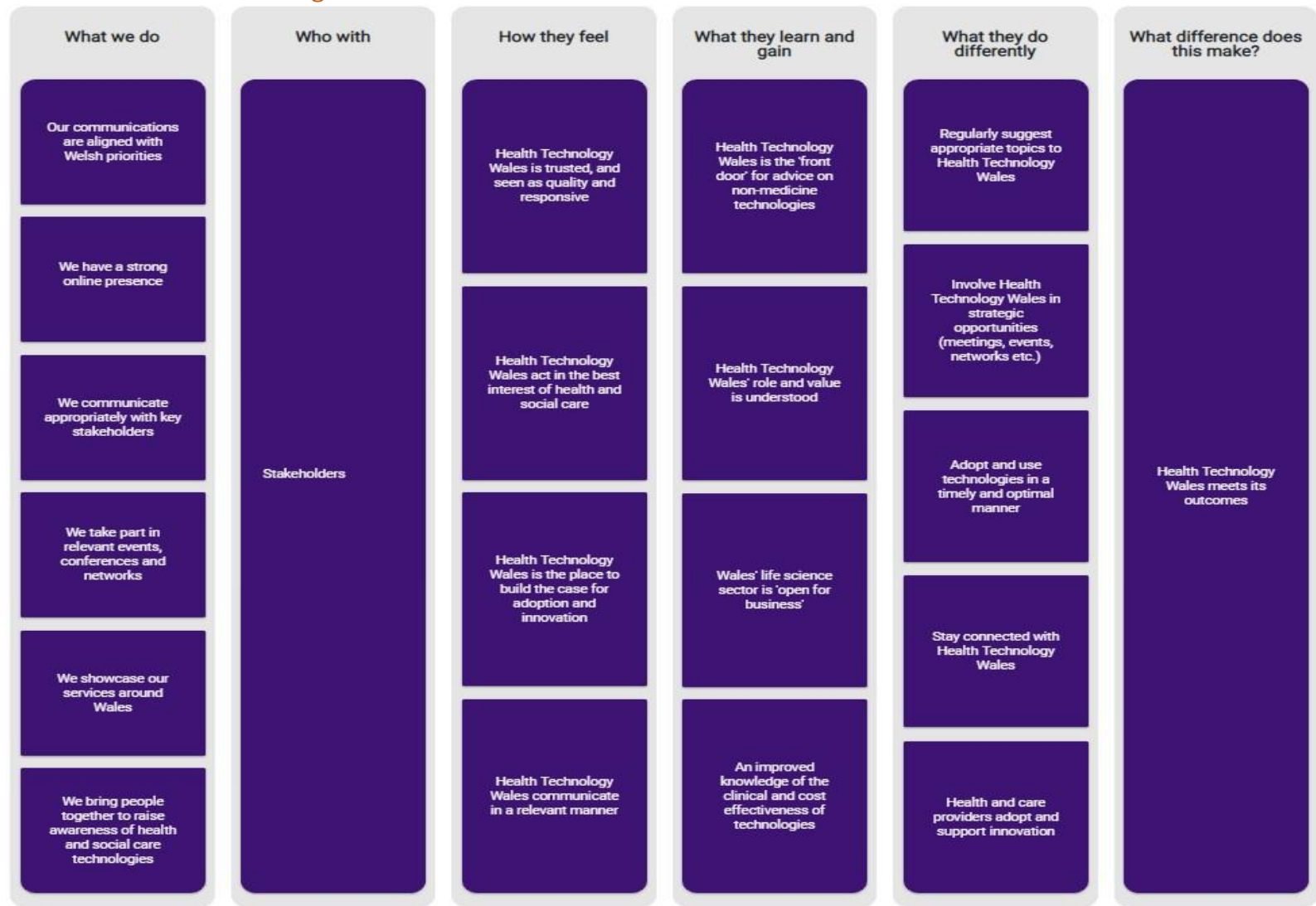
1. Health Technology Wales Contribution to Outcomes



2. Evidence Appraisal Outcome Map



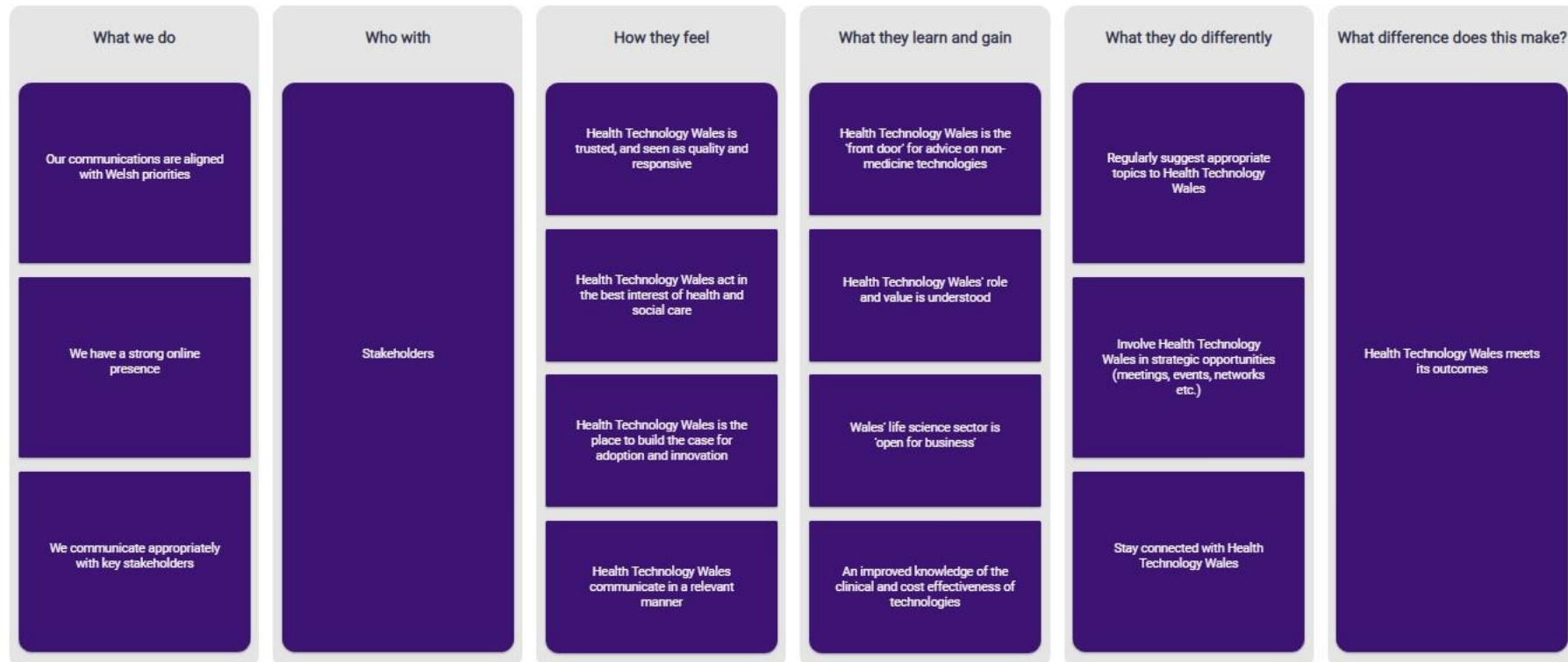
3. HTW awareness raising



3.a Core Engagement

^ Core Engagement

Pathway 1 of 2  



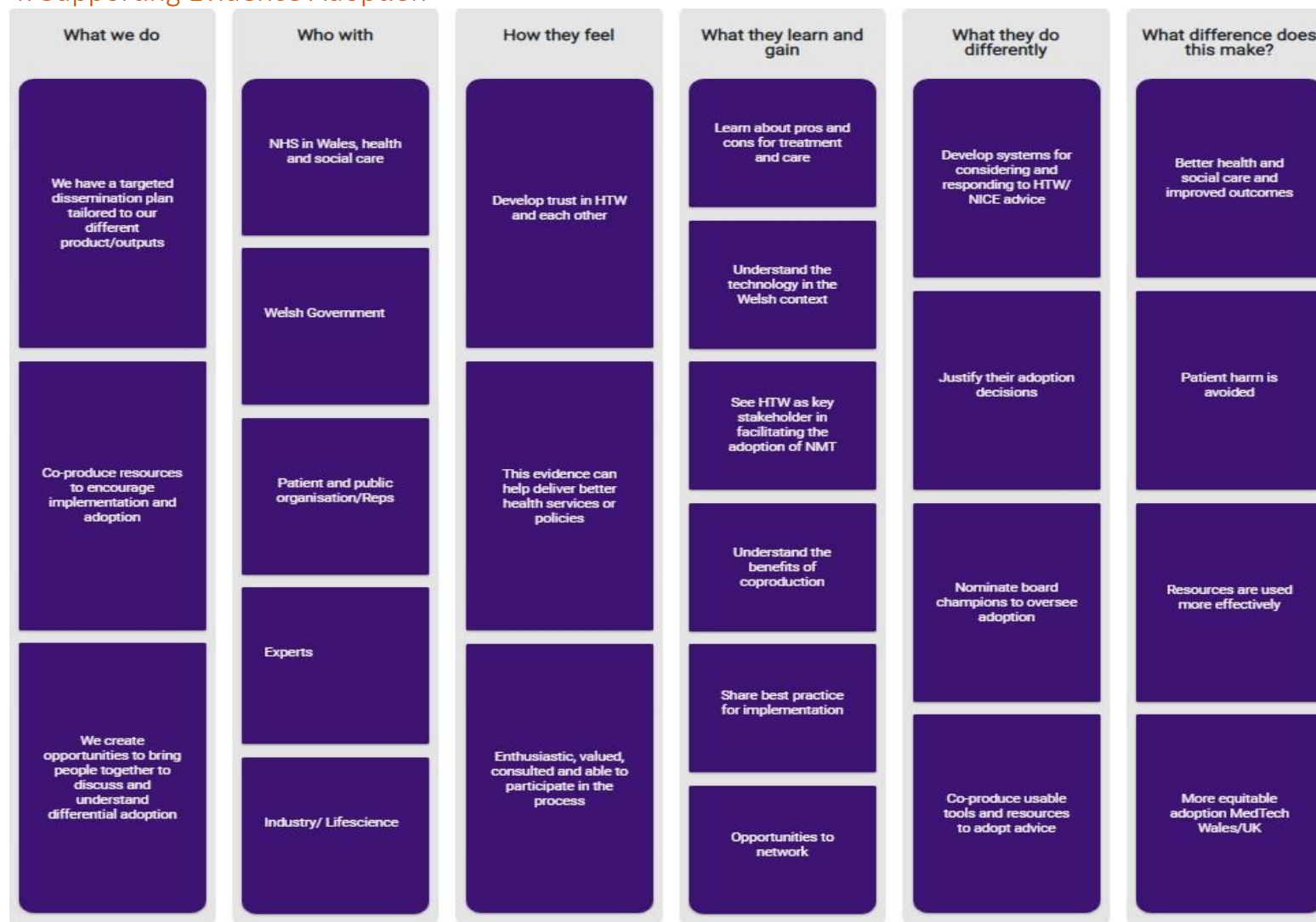
3.b Events and Training

^ Events And Delivering Training

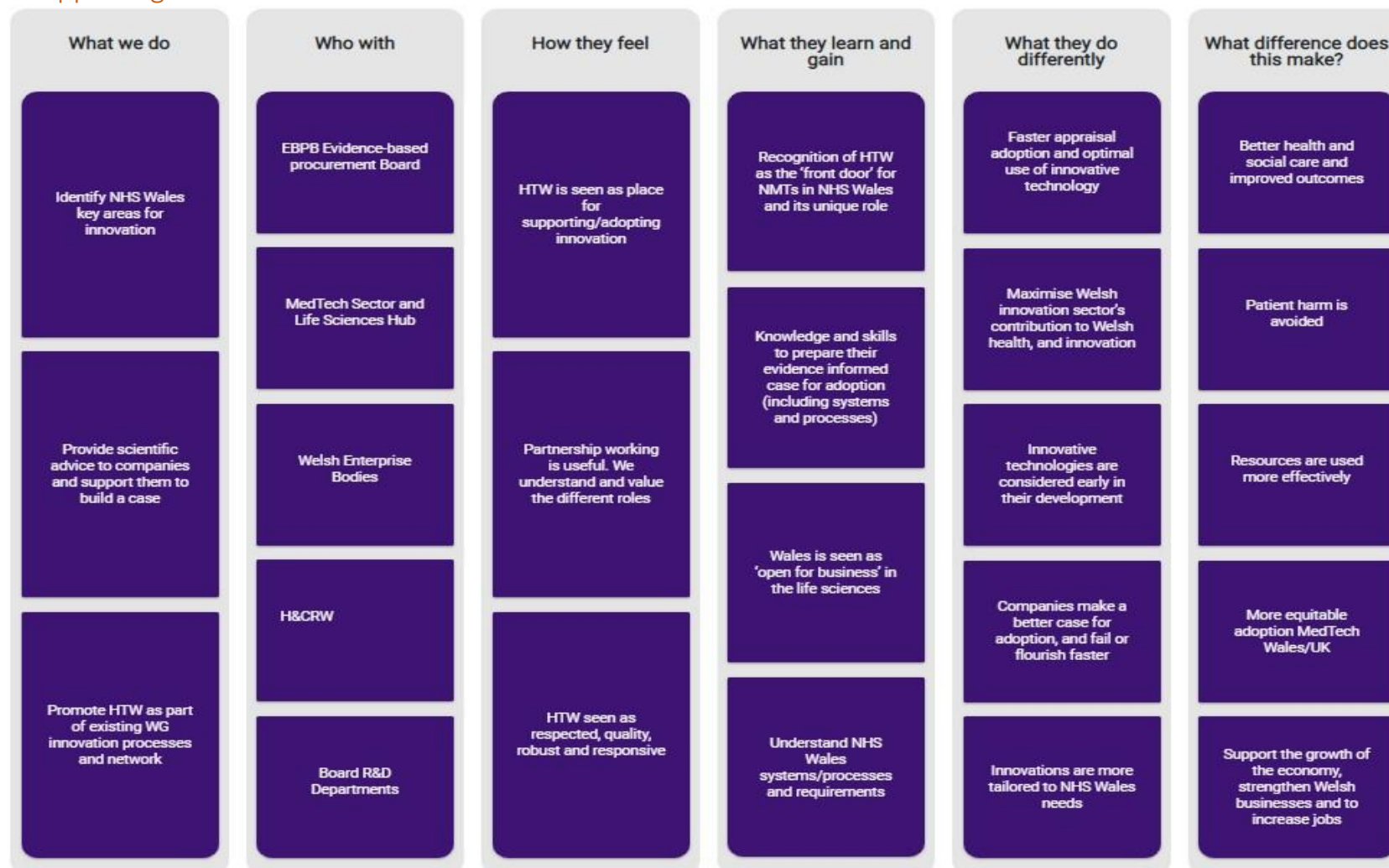
Pathway 2 of 2  



4. Supporting Evidence Adoption



5. Supporting Lifesciences



Key Risks and Assumptions relevant to HTW programme

Key assumptions:

- Receptive audience for advice
- Need for robust evidence is recognised by stakeholders
- We have expert staff and a good functional team
- We are seen as independent
- We have good relationships with stakeholders
- We get enough relevant requests
- We identify and prioritise the most impactful topics

Key Risks

- Pressure to demonstrate value
- Need to build a new organisation and deliver at the same time
- Risk of staff burnout
- Lack of awareness of HTW, understanding of the remit and status of advice
- Challenges of getting evidence into action
- We don't get the expertise we need, (to develop the organisation, or to support the process)

These risks and assumptions will be tested through data collection which will help mitigate them and also improve the robustness of the data collection across the evaluation framework.

Data Audit

In keeping with the approach we audited the available data to support the evaluation approach, identified gaps, and embeded new data collection methods to support robust evaluation.

Part one of the data audit was to discuss current and potential data collection:

Current tools	Potential collection tools
Potential topics spreadsheet	6 monthly/annual review of advice given
Assessment group selection form	Lessons learned meeting
Stakeholder nomination	Stakeholder management system
Feedback form (from proposer?)	Audit of advice by government
Topic referral form and presentation	Web traffic/ mailchimp/ twitter followers other social media
After action review form	Post meeting survey after appraisal

Part two of the data audit identified the following data collection methods for the appraisal pathways, which include a list of routinely collected feedback and information that may be useful to assess progress, as well as specific new data collection methods:

Data collection methods	Plans for collection
Annual stakeholder survey	To be sent to all stakeholders annually to find out about their perceptions of HTW and specific feedback on guidance
Appraisal panel meeting minutes	From quarterly meetings
Assessment group minutes	From monthly meetings
Collated expert review feedback	Routinely collected for every topic
Evidence appraisal reports	For each appraisal
Guidance reports	For each topic
HTW Audit of Guidance	To be developed
Informal feedback log	Comms office to create a central place to file all informal feedback

Minutes from the Signposting group	Collected routinely at meetings
Patient organisation submissions	Ad hoc as received
Peer Group work programme feedback form	Being created by Director
Procurement analysis	Lead researcher will collect for each topic
Quarterly report to Welsh Government	Collated quarterly by Director
Reflective Impact Log	Team to collate after each guidance is published
Social Media analytics	Collated quarterly by Comms officer
Stakeholder management system report	To be agreed once comms officer in post
Topic Referral form	Collected for each topic
Topic spreadsheet	Programme manager collects and collates
Web statistics	Quarterly report by comms officer

Data collection tools

The following tools have been developed and are available in appendix 1

- Pop-up question for downloads from web
- Extra questions in topic proposal
- Reflective impact log
- Annual stakeholder survey.

Integrating communications strategy and evaluation

This section sets out how the evaluation strategy will interface with the communications strategy, to ensure the two approaches are complimentary and supporting each other. The communications strategy will be tracked using the OutNav a software.

Overall approach

The outcomes map 'HTA Awareness Raising' presented above has includes the communications strategy aims.

4 topics a year with enhanced communications are proposed in the communications strategy. These can be set up in the OutNav software as specific pathways so that planning and tracking can take place there.

Other specific advice will be tracked in the dissemination pathway.

Specific Data collection on communications

Data on the following will be used to evidence the communications strategy and loaded into OutNav against the relevant pathways:

- Web stats
- Number and reach of blogs
- Number of opinion pieces
- Social media reach and engagement
- Number of e-bulletins and engagement
- Number of invited presentations (Director and other staff)
- Number of Health Boards with a HTW 'Champion'
- Number of attendees at events

In addition – data collection tools designed more widely for the evaluation will be used to evidence the effectiveness of the communications strategy. Specifically:

- An annual stakeholder survey is proposed and this will include some communications feedback
- Feedback at events will include communications actions (how they heard about the event, social media use and preferences, and views on HTW)
- Audit of advice by government (on a regular rotation)
- Downloads of report and download survey (asking for feedback when report is downloaded)
- Targeted dissemination log.

OutNav

OutNav is a new and innovative software tool that we have developed to make the process of outcome monitoring and evaluation accessible and to make reflection, learning and improvement part of everyone's role. The tool takes project teams through a six-stage process:

- Map outcomes
- Plot pathways – identify the pathway from activity to outcome
- Define success measures and evidence sources – including qualitative and quantitative measures
- Upload evidence
- Track progress – this is done using a red-amber-green coding system as well as space to provide a summary of analysis and any relevant graphics that might be useful for reporting
- Generate reports – the software offers a range of reporting options, including working documents and reports for external audiences which can be shared via a live link.

We help organisations tailor the way they set up OutNav to enable organisation-wide outcome reporting.

We will train and support staff at HTW to use OutNav to monitor and report against the evaluation framework.
























Ongoing support and capacity building:

- Provide one-to-one support to team members in person and on the phone as they embark on data collection and uploading of information into the OutNav tool.
- Run a data analysis workshop where we work with each team to review their data and generate analysis summaries.
- Support teams to generate reports, using the tool's report function and adapting this to local reporting purposes.
- All OutNav users will also be able to join our community of practice and take part in discussion, webinars and an annual event.






Appendix 1- Data collection

Evidence appraisal - sources and success criteria















This table lists the sources of evidence and success criteria that have been identified for the evidence appraisal outcome area

STEPPING STONE	SUCCESS CRITERIA	SOURCE
What we do		
We identify, scope and prioritise technologies for appraisal	 Describe the number of requests, and the identification and prioritization process	 Topic Spreadsheet  Reflective Impact Log
We appraise non-medicine technologies and offer guidance to adopt	 Number and description of appraisals carried out	 Topic Spreadsheet
We identify and share evidence gaps	 Description of key evidence gaps identified through process	 Reflective Impact Log
Who with		
We engage key stakeholders and experts appropriate to each review	 Assessment of engagement: experts, NHS and social care, Welsh Government, Patient/Public; Industry	 Collated expert review feedback  Reflective Impact Log
How they feel		
HTW topics are useful and valuable, and we have confidence in the methods and integrity of the approach	 Stakeholder feedback	 Annual stakeholder survey
This guidance can help deliver better health services or policies	 Stakeholder feedback	 Annual stakeholder survey
Enthusiastic, valued, consulted and able to influence the process	 Stakeholder feedback	 Informal feedback log  Annual stakeholder survey
What they learn and gain		
The clinical effectiveness and safety of technologies	 Stakeholder feedback	 Topic Spreadsheet  Annual stakeholder survey
The value, benefits and limitations of health technologies	 Analysis of harm avoided	 Evidence appraisal report  Reflective Impact Log www.matter-of-focus.com

What they do differently














Adopt guidance on NMT or justify why not	 Review adoption and justification decisions	 HTW audit of guidance
Take appropriate action to implement the guidance in their setting	 Stakeholder feedback	 Informal feedback log  Annual stakeholder survey

What difference does this make?











Optimised health and social care outcomes	 Number of patients potentially affected	 Procurement analysis
Resources are used more effectively	 Analysis of economic evidence and budget impact	 Informal feedback log  HTW audit of guidance  Procurement analysis
The Welsh NHS adopts and supports innovation*	 Team reflection and stakeholder feedback on innovation	 Collated expert review feedback  Reflective Impact Log  Annual stakeholder survey
Patient harm is avoided	 Analysis of harm avoided	 Evidence appraisal report  Reflective Impact Log  Informal feedback log

Core engagement - sources and success criteria










This table lists the sources of evidence and success criteria that are being used to track core engagement

STEPPING STONE	SUCCESS CRITERIA	SOURCE
What we do		
Our communications are aligned with Welsh priorities	 Regular communications with themes and content that address Welsh priorities	 Content Log
We have a strong online presence	 We have a growing social media presence	 Social Media analytics
We have a strong online presence	 The website is updated with regular content	 Content Log
We communicate appropriately with key stakeholders	 Key contacts spread our communications to their networks and contacts	 Communications Plan - Impact Report  Communications Plan - Open Topic Call
We take part in relevant events, conferences and networks	<i>No success criteria</i>	<i>No source</i>
We showcase our services around Wales	<i>No success criteria</i>	<i>No source</i>
We bring people together to raise awareness of health and social care technologies	<i>No success criteria</i>	<i>No source</i>
Who with		
Stakeholders	 People sign up to the mailing list	 Mailing list
Stakeholders	 Web traffic increases every quarter	 Web analytics









How they feel

Health Technology Wales is trusted, and seen as quality and responsive	 Guidance is regularly accessed via the website	 Access our guidance web form
Health Technology Wales act in the best interest of health and social care	 Positive or constructive feedback from stakeholders	 Informal feedback log  Annual stakeholder survey
Health Technology Wales is the place to build the case for adoption and innovation	<i>No success criteria</i>	<i>No source</i>
Health Technology Wales communicate in a relevant manner	 Tailored communications/dissemination lists	<i>No source</i>
Health Technology Wales communicate in a relevant manner	 Social media engagement	 Social Media analytics
Health Technology Wales communicate in a relevant manner	 Mailing list sign-up rates	 Mailing list

What they learn and gain

Health Technology Wales is the 'front door' for advice on non-medicine technologies	 Topics are regularly referred to Health Technology Wales	 Communications Plan - Open Topic Call
Health Technology Wales' role and value is understood	 Length of engagement on website	 Web analytics
Wales' life science sector is 'open for business'	 Trade press and peer organisation coverage	 Peer organisations coverage  Media coverage
An improved knowledge of the clinical and cost effectiveness of technologies	 Health Technology Assessment/Health Economics workshop feedback forms	 Event feedback forms

What they do differently

Regularly suggest appropriate topics to Health Technology Wales	 'Suggest a topic' forms are completed through our website	 Access our guidance web form
Involve Health Technology Wales in strategic opportunities (meetings, events, networks etc.)	 Health Technology Wales are invited to events	 Event log
Adopt and use technologies in a timely and optimal manner	<i>No success criteria</i>	<i>No source</i>
Stay connected with Health Technology Wales	 We have an engaged and active stakeholder audience	 Web analytics  Social Media analytics  Mailing list analytics
Health and care providers adopt and support innovation	<i>No success criteria</i>	<i>No source</i>

What difference does this make?

Health Technology Wales meets its outcomes	<i>Not measuring on this pathway</i>	<i>n/a</i>
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HTW text for web appraisal downloads

“All HTW advice is free to download, but we would be grateful if you could let us know why you want it, and how you intend to use it to help us improve our services”:

(Free text box)

Post, Organisation (optional)

“We would like to follow up some people who have downloaded our advice to find out more about how they used it, if you are prepared to be contacted please give us your email address:

- Might need a privacy policy with the email address. I would suggest that it includes permission to email – then you could email to ask people if they would take part in phone interviews at a later date.
-

Additional questions for HTW topic referral

This is adapted from a previous project where we tested extensively to see what was useful.

1. General topic area?

- What is the general topic area you are interested in?
- What is the issue or problem you are trying to address?
- What do you want to know about this issue?

2. Why do you want to answer this question?

- How does addressing this issue link with your work?
- What do you potentially plan to do with the assessment? *(You can refine initial plans once you have seen the report).*
- Who will the assessment be relevant to within and outwith your organisation?
- What difference do you hope that using the assessment will make?

3. What do you already know about this issue? What data do you have?

4. What resources are required to use this evidence?

- Do you need the assessment for a particular point in time?
- Do you have a timeframe in mind to use the assessment?

5. Can you suggest a measure that will show that this has been a useful resource?

- What would that measure be?
- When would be a good timescale to reach it?

HTW Reflective Impact Log for appraisal process

The aim of this reflective template is to support the team to capture evidence and learning from each appraisal after it has happened. You can either fill up as a team or individually and then bring together into one team record.

Please try to answer every question. Try to keep your responses to the questions concise (no more than 3 pages in total) and include specific examples and evidence to strengthen your account.

Appraisal:	Date completed
Team lead and contributors	

About the appraisal

Who requested this appraisal and why?
How did the evidence gathering and appraisal process go?
Did you getting the engagement you had planned for? Topic proposer? Peer reviewers? Other experts?
How are people reacting to this appraisal? This topic is seen as useful, important and valuable? This guidance can help deliver better health services or policies? People have confidence in the methods and the integrity of the approach? Enthusiastic, valued, consulted and able to influence the process?
Are there any learning points for the future about the delivery of the appraisal?

Understanding impact

What learning (knowledge skills or attitudes) might people gain from this appraisal?

Appreciate the relative value of a health technology in context?

Improved knowledge of the clinical effectiveness and safety of the technology?

Appreciate the resource implications of the guidance?

Have discussed the implications of the guidance with colleagues?

What might people do differently as a result of this appraisal?

What reflections do you have on the likelihood of adoption?

How might resource implications impact on the adoption or not of this technology?

Is there information for decision making on where to invest or cease investment?

Which of the following outcomes are most applicable for this appraisal? (please describe)

New or improved services

Meeting unmet need

Addressing inequities (geographical)

Specific improved patient outcomes (clinical/quality of life)

Improvement in health systems

Other reflections and learning points