The ability to demonstrate the quality and impact of our work is increasingly important. For HACC services, designing evaluation strategies is an integral part of organisational planning as seen by the fact that defining clear 'measures of success' has been incorporated as a key component of the planning templates for both the ASM and Diversity. This resource seeks to clarify the key steps required to develop appropriate 'measures of success' and provide a range of practical examples to guide you in your future planning.

When developing your plans:

Step 1: Define the change you are hoping to achieve (your priority)

Your priority should clearly describe:

- The **target group** that you are working with (e.g. a particular group in your community, clients, staff, your organization and/or a partnership)
- **What will be different** for the group (e.g. improvements in access to your service, health outcomes, referral pathways, revised policies)

Be specific – once you know exactly what you are hoping to achieve, you can design more targeted actions.

Step 2: Develop a strategy that you can realistically take to achieve this change (your action)

Outline the **key steps** that will be taken to address the priority. Ensure each action is clearly defined and measurable. Set realistic **timelines** about when each action will be completed

Step 3: Identify who needs to be involved in order to successfully achieve this change

- Consider whether there are other agencies (within and beyond HACC) who you can **partner/collaborate** with in order to achieve the best results.
- **Allocate responsibility** to a specific person to ensure each action is completed

Step 4: Consider how you will demonstrate that the action has been completed and measure the change that has occurred (your measures of success).

Define the strategies you will use to:

- demonstrate how well the action has been completed (**process measures)**
- understand the difference the action has made (**impact measures)**

While most actions can be measured in a range of ways, prioritise what is most important for you to understand whether each action has supported you to achieve your priority.

You need to know what question is being asked before you know if you have the right answer.

The following pages include a range of examples that have been taken from real Diversity and ASM implementation plans. They include notes about strategies to improve the plans and recommended changes.

NB: When developing your actions, you also need to describe any relevant partners, who is responsible for each action and the timeframe within which these will be completed. As this worksheet focusses on measures of success, the allocated responsibility, partnerships and timelines have not been included in the following examples.

Identifying Appropriate 'measures of success'

	Regional Diversity Priority	Agency Priority (Goal)	Action	Measures of Success
Original Example	Enhance opportunities to improve assessment, processes, **coordination of services** and referral pathways for all HACC eligible people – regardless of their diversity or disadvantage	*Enhance opportunities to improve assessment, processes, **coordination of services** and referral pathways for all HACC eligible people – regardless of their diversity or disadvantage*	*Implement referral partnership agreements to support joint assessments where appropriate to reduce duplication of assessment*	*100% Staff across all services utilise recommended pathways*
Notes		This regional priority is too broad to influence as a whole. It needs to be broken down in order to define a specific aspect of this overarching priority to work on. Having such broad priorities makes it very difficult to create relevant measures of success	In order to complete this action, a number of steps will be required. In order to evaluate this effectively, it's useful to break this down. This enables you to understand what happened, why and what difference it made. It also provides stronger evidence for how and why your action plan may change along the way (e.g. if your working group identified that joint assessments were not the best way to reduce duplication)	This does not articulate the change that will be measured in relation to the priority (i.e. what change you expect to see in relation to improved assessment, processes, coordination of services and referral pathways). It is highly unlikely that 100% of staff would utilise a pathway (needs to more specific – which staff should be utilising the protocol?) No timeframe is included regarding when this change in practice will be measured
Recommended Revisions	Enhance opportunities to improve assessment, processes, **coordination of services** and referral pathways for all HACC eligible people – regardless of their diversity or disadvantage	Reduce duplication of assessment for clients who access services from both X & Y	Establish a working group in order to set parameters for joint assessment and oversee protocol development and implementation Develop and implement protocols for joint assessment of shared clients Evaluate effectiveness and appropriateness of joint assessment protocols	Working group established by December 2012 with representatives from X & Y (meet monthly for a period of 6 months) Joint Assessment protocol and associated implementation and evaluation plans developed and approved by management of X & Y by July 2013 Implementation plan actioned and joint assessment protocol actively followed in both X & Y by Oct 2013 Evaluation completed by April 2014 which provides evidence of: - effectiveness of protocol in reducing duplication of assessment for shared clients - revisions required to protocol to maximize benefits for staff and clients - additional strategies required to address priority Joint assessment protocol refined and implemented as per evaluation recommendation by July 2014

	Regional Diversity Priority	Agency Priority (Goal)	Action	Measures of Success
Original Example	Improved knowledge and understanding of **HACC eligible older people who are at risk of homelessness** and who may not be accessing HACC services	*Focus on financial hardship with particular emphasis on pocket of disadvantage and local public housing residents.*	*Letterbox drops regarding specific events /services*	*New participants in our programs and events*
Notes		While a specific population has been identified (i.e. local public housing estate residents), "focus on …" does not provide an indication of the change that is sought for this group.	Assuming that this has already been identified as an effective strategy to reach people in the local housing estate, the letterbox drop is a reasonable action. However it needs to be better defined to include details of: - for who? - when / how often ? - how many?	An effective letterbox drop will not necessarily increase the number of participants in the program, therefore this will be an ineffective measure of success. A letterbox drop is most likely to add value by raising public awareness of your services, which may ultimately increase the number of enquiries received (which may or may not result in new participants). Additionally, no process measures have been included that will evaluate whether or not the letterbox drop was completed as intended.
Recommended Revisions	Improved knowledge and understanding of **HACC eligible older people who are at risk of homelessness** and who may not be accessing HACC services	Increase awareness of our services among residents of local housing estate	Complete letterbox drop – placing information brochures regarding our services and upcoming events into 500 homes of local public housing estate	Service brochure developed, that contains details of our services, upcoming events, eligibility criteria and relevant contact details by December 2012 Brochure delivered to 500 residents of the local public housing estate by February 2013. Systems created to monitor whether incoming enquiries have been generated via information received via letterbox drop and evaluation questionnaire developed to audit the effectiveness of this as a dissemination strategy: Feb – June 2013 Evaluation data collated and reviewed by Board of Management to inform strategy for ongoing information dissemination to local public housing estate residents.

	What are the organisation's ASM priorities for the year?	Strategies for achieving priorities?	What will tell you that you have successfully achieved this?
Original Example	*Train staff about the ASM*	*Train staff about what the ASM is and how to apply it to their work*	*Staff attend training* *Staff report satisfaction with training*
Notes	Conducting training is an action, rather than a priority. The priority should identify the purpose of the training The training needs of different staff groups will vary greatly, therefore it is beneficial to clearly articulate the priorities for each staff group separately	Before conducting a training session, work needs to be done to: - identify who the training will target - the specific needs of the group (content, format, timing etc.) - who will deliver the training Training in itself does not ensure that staff have the ability to apply these skills to their work – consider the need for ongoing peer support, mentoring etc.	As the priority in this example is written incorrectly, it does not enable you to clearly identify what outcomes you are hoping to achieve by delivering the session. In order to determine whether the training has been effective, you should consider looking for changes in the participant's: - knowledge of ASM - attitude towards ASM in the context of their work - behaviour (are they working differently with their clients as a result of the training?) Longer term, you can also look at the experiences of clients when staff are applying the skills learnt in training
Recommended Revisions	Build the capacity of Direct Care Workers (DCW) to understand the ASM and apply its principles in their work with clients	Manager to conduct focus group with team leaders and a group of 5 DCW to identify training needs by December 2012 Employ an expert facilitator to deliver a 3 hour introduction to ASM training program for all DCW by June 2013 (session to be repeated 3 times to ensure all staff can attend) Based on DCW input and best practice evidence, develop and implement a system to provide ongoing support and learning opportunities to assist DCW embed new skills into client work by December 2013	Focus group conducted and attended by relevant staff Outcomes of focus group, utilised to design appropriate 'Introduction to ASM' training session for DCW Introduction to ASM sessions conducted and attended by all DCW Pre and post questionnaires completed by participants that identify changes in knowledge and attitudes towards ASM and intended behaviour change DCW report tangible examples of practice change in line with the ASM (via supervision and regular team meetings) Implementation plan developed and implemented regarding ongoing supports and learning opportunities for DCW to embed

	What are the organisation's ASM priorities for the year? (PRIORITIES)	Strategies for achieving priorities? (ACTIONS)	What will tell you that you have successfully achieved this? (MEASURES OF SUCCESS)
Original Example	*Scope the avenues to include monthly chair exercise classes for each PAG group. The reason for this is that it has been lacking in our PAG due to the variety of our clients and our HACC staff not having the correct qualification to implement such exercise classes. It is to enable our clients to stay active and longer in their own home.*	*Obtain an acceptable qualification via an approved training centre who can ensure our staff will receive proper training including risk factors, duty of care and can then provide exercise classes to our clients with confidence and the complete benefit of improving the clients fitness/activity level.*	*The regular attendance and return of our clients who should be looking forward to the activity. Improved fitness levels of our clients and the regular running of the classes once our HACC staff have undergone the training will be the proof that the priority has been successfully achieved.*
Notes	There are a number of ideas within this priority which could be addressed in a range of ways. This needs to be simplified to provide clarity	This action is dependent on a number of steps needing to be taken. This needs to be broken down into clear tasks to enable appropriate monitoring and evaluation.	Clear process and impact evaluation indicators need to be defined for each component of the action.
Recommended Revisions	Promote physical activity among PAG participants by creating regular opportunities for appropriate and enjoyable exercise within each PAG group	Manager to identify relevant training program to enable PAG leaders to safely and effectively facilitate group exercise program within PAG and secure relevant funding by December 2012 2 PAG leaders to complete relevant training program by June 2013 Monthly exercise classes to be integrated into each PAG group by September 2013 Staff and client feedback to be obtained and utilised to develop strategy for ongoing rollout of group exercise program	Appropriate training program identified and funding secured 2 PAG leaders to achieve relevant certification and report high degree of confidence in their ability to design and implement group exercise program Monthly exercise classes in place Group leaders report that PAG participants are actively engaged in group exercise classes and the program is appropriate to their individual needs Clients report exercise classes are appropriate and enjoyable (via group feedback session) Annual client satisfaction survey to be revised to incorporate questions regarding participants ongoing experience of the group exercise classes Staff and client feedback presented to Board of Management by December 2013 and plan for ongoing exercise program endorsed for implementation.