

NADA

NGO Drug and Alcohol and Mental Health Information Management Project

EVALUATION FRAMEWORK

May 2009

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1) BACKGROUND

1.1 Project Background

In 2008 the Network of Alcohol and Other Drugs Agencies (NADA) received funding under NSW Health's 'A New Direction in Mental Health' strategy to undertake an information management project with non-government drug and alcohol treatment organisations in NSW.

The four year project will develop and implement a system for measuring client outcomes related to client's drug, alcohol and mental health problems and the treatments they receive. The target group for the Project is NGO drug and alcohol (D&A) treatment services in NSW, with a specific focus on those funded by NSW Health.

The title of the Project is the Non Government Organisation (NGO) Drug and Alcohol and Mental Health Information Management Project (here after the Project).

The intended outcomes of the Project are:

- Increased numbers of organisations involved in routine client treatment outcome measurement; and
- Improved sector understanding and use of routine client treatment outcome measure data in drug and alcohol service delivery and planning.

To meet the outcomes, NADA's Project will deliver:

- 1) A client treatment outcome tool for use by non-government drug and alcohol organisations;
- 2) An on-line data collection system for the capture and reporting of client treatment outcomes; and
- 3) Resources to support the above two outputs such as user guides, data dictionaries and training modules.

Implementation of the system will occur in two phases:

- The initial phase is a pilot of the tools and systems and involves up to 10 drug and alcohol agencies
- The second and final phase will potentially involve all other NADA members.

1.2 Evaluation Background

In February 2009 NADA sought expressions of interest for designing and undertaking an independent evaluation of its Drug and Alcohol and Mental Health Information Management Project.

Edwina Deakin of EJD Consulting and Associates was selected to undertake the first phase of this work- namely the design of the Evaluation Framework (see below for details).

The aim of the Project Evaluation is to:

- 1) Collect and analyse implementation data and stakeholder feedback as part of a continuous improvement, action research model.
- 2) Prepare a final independent Evaluation Report on the overall success of the Project in early 2012 in order to inform future decision making.

What follows is a summary of the key elements of the Evaluation Framework.

2) EVALUATION METHODOLOGY

The evaluation methodology is based on an action research- continuous improvement model that will generate a number of reports over the course of the Project. A Results Based Accountability framework will be used as the basis of the approach (see Section 3).

2.1 Stakeholders

The primary Project stakeholders are NADA's members comprising of approximately 120 NGOs. From a Project evaluation perspective, there will be a specific focus on those members who are D&A specialist organisations funded by NSW Health.

Other stakeholders who will be consulted over the course of the evaluation will include Members of the Project Advisory Group such as:

- NSW Health staff involved in the Project from the Mental Health and Drug and Alcohol Office (MHDAO) and InforMH;
- Relevant research organisations including key staff in National Drug and Alcohol Research Centre (NDARC), and the Aboriginal Health and Medical Research Council (AHMRC) and
- Relevant peak and other NGO organisations including Mental Health Coordinating Council (MHCC) and Drug and Alcohol Multicultural Education Centre (DAMEC).

The perspective of clients who have participated in the data gathering processes will also be sought. In addition NADA staff will provide feedback.

In the first instance specific emphasis will be given to gathering feedback from the pilot participants.

2.2 Data Gathering

The methodology will use a mix of qualitative and quantitative data gathering instruments including:

- Review of all project documentation including establishment papers, correspondence to participant organisations, plus tools and resources developed as part of the project;
- Baseline and follow up written questionnaires completed by participant organisations (some of which may need to be gathered via telephone interviews);
- Focus groups with NGO staff in the participant organisations;
- Interviews with relevant NADA project staff, plus staff in relevant NGOs, and with other key stakeholders;
- Feedback from the Project Advisory Committee; plus
- Outcomes of routine NADA and project feedback including via end of training evaluation sheets.

2.3 Evaluation Products

It is proposed that a number of evaluation products be researched, prepared and submitted to NADA over the course of the Project.

Each Report¹ will contain findings, conclusions and recommended next steps as part of a continuous improvement/ action research approach. Included as an Attachment is a preliminary outline of what an Evaluation Report might include.

Note: The timing of each product is indicative only at this stage and may vary depending on NADA's implementation timetable.

¹ Excluding the initial Baseline Data Report.

- Baseline Data Report July 2009
- Interim Pilot Evaluation Report March 2010
- Final Pilot Evaluation Report December 2010
- Preliminary State-Wide Interim Evaluation Report Mid 2011
- Final Evaluation Report First half 2012

3) KEY INDICATORS AND SUCCESS FACTORS

3.1 Key Indicators

Using a Results Based Accountability approach, the evaluation will assess the overall success of the Project based on the degree to which following indicators have been met:

- 1) Increase in non government D&A organisations':
 - routine data collection of quality mental health as well as drug and alcohol client information;
 - use of mental health as well as drug and alcohol client information in terms of:
 - a) treatment services delivered;
 - b) type of case coordination provided;
 - c) client referrals initiated;
 - d) client outcomes measured over time; plus
 - e) overall service delivery and planning.
- 2) Increase in non government D&A staff's:
 - skills, knowledge and capacity in gathering quality mental health and drug and alcohol client information;
 - understanding of the relevance and application of quality client data to service delivery and planning.

3) Recognition that the Project's tool, data gathering system, and associated activities:

- were efficient and effective in improving treatment outcome measurement of clients of the D&A NGO sector;
- provided a useful approach for future NGO drug and alcohol and mental health information management in NSW.

In order to assess how these indicators have changed as a result of the Project, the evaluation will gather an initial set of baseline data (via a written questionnaire) from the primary stakeholders in May/June 2009. A similar set of data measures will again be gathered in 2011, and early 2012, to demonstrate change over time (see timeline below).

3.2 Success Factors

In order to assess the above indicators the evaluators will gather data and feedback based on the following broad success factors: efficacy, efficiency, adequacy, and appropriateness. What follows are some sample questions related to each factor²:

- **Efficacy**
 - *What were the key inputs, outputs and outcomes?*
 - *Was the tool legitimate and appropriate?*
 - *Was the data collected (and the collection and reporting formats) compatible with other data systems?*
 - *Was the data collected useful and did it/ could it assist in improved service delivery and planning?*
 - *How are services, staff and clients better off as a result of the Project?*

² Note: These questions are indicative only and primarily reflect the breadth of issues on which feedback will be gathered. They will be modified depending on the respondents and the data collection instruments used.

- **Efficiency** - *Has the time and resources expended been efficient and effective in terms of the results delivered?*
 - *Were the Project's staffing and resources adequate?*
 - *What, if any, barriers or constraints were there in terms of implementing the Project (for e.g. staff access to information/ training, resources, or equipment)?*
 - *Has the communication been effective - to and from NADA?*
 - *What were the tool's client impacts in terms of length and intrusiveness?*
 - *Were the governance arrangements of the Project sufficient?*

- **Adequacy** - *Did NADA achieve the results expected by themselves, by the project funders and by other stakeholders?*
 - *Was the data reliable and of good quality?*
 - *Was there clear understanding of roles and responsibilities of various parties?*
 - *Was the training and resources adequate from a user's perspective?*
 - *Was there sufficient engagement of key stakeholders (in both the mental health and drug and alcohol fields)?*

- **Appropriateness** - *Did the processes and outcomes align with the funding guidelines and stated expectations?*
 - *Could the tool be used by other sectors and stakeholders? If not, why not? If so, how so?*
 - *Were there any unexpected consequences arising from the Project or its implementation (positive or negative)?*

Stakeholders will also be asked their views of the next steps or areas for improvement at each stage of the evaluation.

Information will also be recorded and reported on in terms of the delivery of the project plan and stated deliverables.

4) **TIMELINE**

The proposed evaluation milestones and timeframes are as follows:

Date	Milestone
End April 2009	<ul style="list-style-type: none"> ▪ Evaluation Framework finalised
May – June 2009	<ul style="list-style-type: none"> ▪ Baseline questionnaire prepared, distributed and collected (c. 120)
July 2009	<ul style="list-style-type: none"> ▪ Baseline Report submitted
October 2009	<ul style="list-style-type: none"> ▪ Initial pilot training sessions run and evaluation questionnaires administered
Jan- Feb 2010	<ul style="list-style-type: none"> ▪ Pilot stakeholder feedback gathered (questionnaires, focus groups and interviews)
March 2010	<ul style="list-style-type: none"> ▪ Interim Pilot Evaluation Report submitted
December 2010	<ul style="list-style-type: none"> ▪ Final Pilot Evaluation Report submitted
Mid 2011	<ul style="list-style-type: none"> ▪ Preliminary State-Wide Interim Evaluation Report submitted
Fist half 2012	<ul style="list-style-type: none"> ▪ Final Evaluation Report submitted

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ATTACHMENT

NADA DRUG & ALCOHOL MENTAL HEALTH INFORMATION MANAGEMENT PROJECT EVALUATION

DRAFT REPORT OUTLINE

1. INTRODUCTION AND PURPOSE OF EVALUATION

2. BACKGROUND

- 2.1 Origins and Context for the Project**
- 2.2 About the Project** (including Aims, Objectives, Intended Outcomes)
- 2.3 About the Evaluation** (including terms of reference/ key measures, stakeholders and methodology)

3. PILOT PROJECT SUMMARIES/ CASE STUDIES

(using template to capture key processes and outcomes)

4. FINDINGS

- 4.1 Project Outputs and Deliverables**
- 4.2 Project Outcomes**
(as per key indicators and success factors)
- 4.3 Communication Processes**
- 4.4 Project Management**
- 4.5 Governance and Stakeholder Engagement**
- 4.6 Other Issues**

5. CONCLUSIONS

6. RECOMMENDATIONS AND NEXT STEPS

ATTACHMENTS