



# Outcomes Capability Planning and Assessment Tool

## Introduction to Outcomes Capability Planning and Assessment Tool

### Purpose

The purpose of this tool is to support organisations to develop capability in the capture and use of outcomes information, to enable continuous improvement in providing evidence of:

- the client outcomes that are achieved through the use of their services, and
- their overall organisational effectiveness.

### Underpinning Principles

The tool aims to contribute to provider capability in robustly and meaningfully reporting on effectiveness and results, and the development of good outcomes data in provider organisations.

This requires:

- identification and measurement of outcomes (what)
- clarity of purpose (why)
- a system to capture the data (how)
- people to operate the system (who).

This approach builds on previous investment in provider capability that took place via MSD's Organisational Capability Framework, specifically the outcomes module within the Organisational Capability Self-Assessment Tool. It has incorporated and further developed, extended and expanded that module.

### Glossary

**Client outcome:** The change or impact a person experiences as a result of using a particular organisation / service. The outcome demonstrates a positive measurable difference in the extent to which the person is better off when comparing pre- and post-intervention. Areas in which a person may be better off include:

- skills and knowledge eg recognition of choice, improved ability to seek appropriate help and support
- behaviour eg increased participation in positive activities, improved decision-making
- circumstances eg achievement in education, employment or training
- attitudes and beliefs eg improved self-esteem.

**Output:** The services delivered by the provider and/or programme activities aimed at facilitating client outcomes.

**Programme:** Programme is used here to encompass both a prescribed, funded social service activity and a specific, discrete initiative undertaken by an organisation.

## Overview of Outcomes Capability Planning and Assessment Tool

	Area	Description of Area
1	Clarity of organisational purpose	Clarity about purpose for being, and organisational goals.
2	Leadership	Leadership required to guide and support the organisation to identify and measure outcomes, and demonstrate effectiveness.
3A	Identification of outcomes / results (organisational)	Identification of key client outcomes for own service / organisation (local or regional / national). May be individual or collective outcomes.
3B	Identification of outcomes / results (programmatic)	Identification of key results for contracting with MSD (programmatic).
4A	Outcomes measurement system (organisation)	System or processes identified for measuring client outcomes organisation-wide.
4B	Outcomes measurement system (programme)	System or processes identified for measuring programme outcomes funded by MSD (ideally integrated with system above).
5	Attribution of client changes	Description of how organisation supports client change to occur.
6	System capability re outcomes data capture (the tools, templates etc)	ICT infrastructure, client information system and other tools or templates that support outcomes data capture.
7	Staff capability	Staff engagement with, and capability in undertaking, outcomes analysis and reporting.
8	Analysis and reporting	Organisational use of data to meaningfully analyse and report on outcomes at the organisational and/or programmatic level.

## Outcomes Capability Planning and Assessment Tool – to enable identifying, understanding and reporting on effectiveness and results

		<b>1. Aspirational</b> <i>We want to be able to do this well</i>	<b>2. Emerging</b> <i>We're developing but we need more capability</i>	<b>3. Good</b> <i>We do this well, but we are looking to improve</i>	<b>4. Transformative</b> <i>We do this really well and are open to sharing with others</i>		
<b>1</b>	<b>Clarity of organisational purpose</b>	Everyone (clients, community, staff management and Board) has a general sense of the organisation's mission and purpose.  May be written but likely to be out of date or not a 'go to' document.	Current documentation is 'in use', and articulates the purpose for which the organisation exists.  Some parts of the organisation may be more aware and focused on enacting the organisational purpose.	Everyone (clients, community, staff, management and Board) are clear about the purpose of the organisation.  The organisation is networked and connected into the community, and other organisations and funders working in this space.	The organisation is innovative, flexible and responsive, proactively scanning the environment, adapting and responding to emergent community and funder needs and priorities, whilst retaining its core purpose and values.  The organisation is highly valued by the community and is seen as highly credible by funders.	Our approach to monitoring and reporting on outcomes is well-matched to the cultural context of our organisation, its people and communities, and its strengths-based.	People we work with – valuing, respecting, taking care of clients – upholding the mana of people and kaupapa of the organisation.
<b>2</b>	<b>Leadership</b>	Leaders in the organisation are keen to develop an outcomes-focused approach to identifying, understanding and reporting on its effectiveness and results – but lack clarity about how to give effect to this.	Leaders explore and adopt some frameworks and tools that assist in reporting on organisational effectiveness, and promote the value, use and reporting of outcomes information to staff.  Leaders continue to scan for an outcomes measurement framework that is a good fit with the organisation's core business.	Leaders support the introduction and ongoing implementation of a robust outcomes measurement framework that is a good fit with the organisation's core business.  Most leaders use evidence-based outcomes information to demonstrate the positive difference the organisation is making for people using its services.  The organisation is recognised as a leader in outcomes measurement in the sector.	Leaders champion the consistent use of a robust outcomes measurement tool as an integral, embedded part of daily practice. All leaders champion and use outcomes information, including tracking outcomes for different client groups, to support continuous improvement (as part of a learning organisation). This includes: - scanning the environment for emerging community need - developing or refining practice or services to improve outcomes for different client groups - utilising evidence of organisational effectiveness and the effectiveness of innovative new ideas.  The organisation takes active leadership in outcomes capability in the sector.		
<b>3A</b>	<b>Identification of outcomes / results (organisational)</b>	Everyone (clients, community, staff management and Board) has a general sense of the primary client outcomes being sought by the organisation, but these are not well specified, articulated or agreed.	Different parts of the organisation have identified client results / outcomes that are meaningful to the work that they do.  Work is needed to integrate and align client outcomes in order to provide a clearer organisational focus and ability to report on outcomes.	Staff, management and the Board subscribe to and actively use a consistent set of outcomes that are within the scope / purview of the organisation to effect, and which take account of: - client needs, goals, aspirations and readiness for change - services delivered to clients - the organisation's strategic direction - issues identified as essential in the relevant literature or practice area.	The organisation networks and collaborates with other organisations to identify shared outcomes that support clients to achieve their greater goals.  The outcomes measured or reported on are those valued by clients, the wider community and funders.		
<b>3B</b>	<b>Identification of outcomes / results (programmatic)</b>	Programme staff are generally aware of the results they are contracted to deliver as part of their MSD and other funding contract(s), but have limited understanding of how these are intended to contribute to wider organisational and Government outcomes.	The efforts of programme staff are actively guided by the organisation's desired outcomes for clients, and the results they are contracted to deliver by MSD and other funders.	Programme staff and managers understand the relationship between the service's results-based contract and the Government's broader desired outcomes.  Results that the organisation is contracted to deliver for MSD programmes explicitly link to its wider organisational outcome measures.	Programme staff and managers intentionally explore and articulate the way in which clarity about organisational outcomes, and results specified in MSD contracts, mutually reinforce each other to support good practice and services to clients.		
<b>4A</b>	<b>Outcomes measurement system (organisation)</b>	The organisation uses qualitative methods such as storytelling and focus groups, and/or quantitative methods such as end-of-programme client completed surveys or feedback, to develop reports on outcomes.  The organisation is unclear about data they need to capture to systematically measure organisational outcomes.	The organisation has identified some useful qualitative and quantitative data that provide evidence of client changes, but these are not integrated or consistently applied.  An outcomes framework is in development.	A robust outcomes framework for measuring, monitoring and reporting on outcomes is in place.  Some parts of the organisation use the framework well.	The organisation uses a comprehensive outcomes framework / tool consistently in a high quality way throughout the organisation (horizontally and vertically).  Measuring outcomes reinforces the organisation's mission and vision, and improves sustainability.		

		<b>1. Aspirational</b> <i>We want to be able to do this well</i>	<b>2. Emerging</b> <i>We're developing but we need more capability</i>	<b>3. Good</b> <i>We do this well, but we are looking to improve</i>	<b>4. Transformative</b> <i>We do this really well and are open to sharing with others</i>		
<b>4B</b>	<b>Outcomes measurement system (programme)</b>	The organisation is keen to capture evidence about the results of the specific programme, but are unclear about what data is required to do this, and how to capture it systematically.	The outcomes / results data required to report on the specific programme(s) has been identified.  A specific system for capturing this data, required for MSD reporting, is in development. This is programme specific data and separate from the main organisational outcomes measurement system.	An appropriate system is in place that can capture the required programme outcomes / results data.  Staff in some parts of the organisation are more pro-active in consistently using the programme outcomes / results data capture system.	The systems for measuring organisational outcomes data and MSD programme-based results data are one and the same or are fully integrated (can talk to each other).  The provision of measurement data to MSD increases the organisation's understanding of its contribution to wider Government and social goals.		
<b>5</b>	<b>Attribution of client changes</b>	The organisation recognises that client changes can be affected by multiple factors, and is interested in understanding what its particular contribution may be.	The organisation is articulating the way in which its services contribute to client outcomes.  The organisation has identified some of the other people / factors / organisations that may also contribute to / account for client changes.	The organisation has clearly articulated, in written form, the organisational approach, and underlying assumptions about how provider interventions are intended to lead to client change (theory of change).  The organisation has listed possible ways of checking whether client change is a result of the organisation's work (eg asking recipients of the service, identifying the size of the change compared with the size of the intervention).	The organisation has strong or multiple sources of evidence (organisational and independent) that demonstrate client changes are significantly contributed to by the organisation.  The organisation has identified and explored other explanations for why change could have occurred.	Our approach to monitoring and reporting on outcomes is well-matched to the cultural context of our organisation, its people and communities, and is strengths-based.	People we work with – valuing, respecting, taking care of clients – upholding the mana of people and kaupapa of the organisation.
<b>6</b>	<b>System capability re outcomes data capture</b>	The organisation has a base level ICT and client management or data system in place.  The organisation collects some data, mostly client notes (narratives) and information about the activities the organisation undertakes with clients (outputs), to meet contractual reporting needs.  Management recognises the importance of having systems to collect and report on client outcomes, but have yet to find the resources and expertise to locate and buy or develop a system that is meaningful for the organisation and meets funder reporting needs.	Management and staff, supported by Board members, are actively engaged in building the organisation's ICT and client management systems, and locating or developing an outcomes data system.  Conversations are occurring between management, the Board and staff about the value and importance of capturing client outcomes data.  Staff support, processes and training in the use of the ICT, client management and data input is in place.	The organisation has the appropriate ICT and client management system or other data capture system capabilities in place, and captures MOST of the required qualitative and quantitative data to enable reporting on client outcomes, including client outcomes over time.  The systems are easy to use, user-friendly, and organisational processes are in place to support staff to input data as an integral part of their daily practice. Standardised reporting templates are in place.  Management and staff are able to extract and use the data.  The outcomes information is able to be used for a range of reporting purposes.	The organisation has a comprehensive outcomes database, that includes the capture of client changes over time.  The outcomes information is used for a range of reporting purposes.  Staff see the value in, and are enthused and engaged with both inputting and extracting information. All staff are able to use the system proficiently and utilise the outcomes data reporting to meet their specific needs.  The outcomes data system is visually appealing and excites staff's interest in how outcomes data can make their work with clients more effective.		
<b>7</b>	<b>Staff capability</b>	Staff have some understanding of the value to the organisation of moving to an outcomes-based reporting environment – some parts of the organisation are more committed to this than others.  Recruitment is in place specifically for people with outcomes capability.	Most staff are engaged and positive about the organisation moving to an outcomes-based reporting environment. A strategy is in place to address the concerns or arguments of those who are unconvinced.  Staff have had some baseline training about outcomes capability and inputting outcomes data, but need more knowledge and up-skilling.  The organisational culture affirms and supports staff to develop outcomes capability.  Staff understand the value of developing outcomes capability, and can identify areas for improvement.	All staff are committed to outcomes reporting.  The majority of staff are skilled at inputting outcomes data.  Two or three staff members are well trained in outcomes data input, extraction and reporting systems, and are available to assist other staff.  The want (motivation), chance (opportunity), and way (skills and knowledge) to develop outcomes capability are all in place.  The organisational culture actively supports an outcomes-reporting environment. Staff are rewarded for working in an outcomes-based way and are provided with opportunities to further develop their capability eg via workshops / conferences.	Outcomes data input is an integral and robust practice at every level of the organisation.  Staff are highly engaged in outcomes-based reporting, using it to support continuous improvement in their practice.  For example, using client data over time in their clinical / professional practice, or using outcomes data to assess the results of a particular programme.  Staff experience of the value of working in an outcomes-based way reinforces their commitment to it.  Staff are sought out to train and support other organisations to develop outcomes capability.		

		<b>1. Aspirational</b> <i>We want to be able to do this well</i>	<b>2. Emerging</b> <i>We're developing but we need more capability</i>	<b>3. Good</b> <i>We do this well, but we are looking to improve</i>	<b>4. Transformative</b> <i>We do this really well and are open to sharing with others</i>		
<b>8</b>	<b>Analysis and reporting</b>	<p>The organisation works with the data it has available to respond to reporting needs.</p> <p>Some information may not be available for reporting (because it is not collected, it cannot readily be extracted from the system or be easily analysed).</p>	<p>Outcomes analysis and reporting is tailored to the audience eg the Board or MSD and other funders, based on their reporting requirements where possible. There may be some interface issues eg in reporting to MSD.</p> <p>The organisation is able to analyse data at the individual or aggregate level, but may struggle to further analyse data by sub-populations eg by gender, ethnicity, age or membership of programmes.</p>	<p>Outcomes are analysed and reported at the individual, programmatic or organisational level, as required, and can be readily analysed further for particular sub-populations eg by gender, ethnicity, age or membership of programmes.</p> <p>Some automated reporting templates for frequently required information exist or are in development.</p> <p>Analysis goes beyond reporting findings and adds value, through the process of interpretation and meaning-making. This process considers context, programme or organisational input, and whether and how much any client changes can be attributed to the organisation.</p> <p>Reports are sharp and clearly conveyed, concise, well-reasoned and well-evidenced.</p>	<p>Outcomes reporting is insightful, evaluative and illuminating. It addresses old issues in a new way.</p> <p>Analysis and reporting add substantively to the organisation's understanding and knowledge base (at the organisational and sector level) of the people they work with.</p> <p>New insights and new frontiers revealed in the process of interpreting and making meaning of the data are used to inform continuous improvement in the organisation.</p>		

## Outcomes Capability - Checklist

1	<b>Clarity of organisational purpose</b>	<b>What does your organisation exist to do in your community? What business is your organisation in?</b>	<ul style="list-style-type: none"> <li>• What are your mission / goals?</li> <li>• What and who is your community?</li> <li>• Who are your clients?</li> <li>• What are the reasons why people might use your services?</li> <li>• What sort of changes might people expect to make coming here?</li> </ul>
2	<b>Leadership</b>	<b>How does your leadership support the organisation to deliver its outcomes?</b>	<ul style="list-style-type: none"> <li>• How does the Board support a results / outcomes-driven organisation?</li> <li>• How does management provide the climate for, and support, staff to grow and develop outcomes capability?</li> <li>• Does the vision and/or mission reflect the organisational purpose in results / outcomes-focused language?</li> <li>• Who are the individual champions driving results / outcomes- based services?</li> <li>• Who understands and envisions opportunities for outcomes to further add value to the organisation/programme?</li> <li>• Does the organisation foster a learning culture focused on continuous improvement?</li> </ul>
3A	<b>Identification of outcomes (organisational)</b>	<b>What sort of change for clients are your services aiming to achieve?</b>	<ul style="list-style-type: none"> <li>• What are the desired outcomes for clients?</li> <li>• What outcomes are meaningful in terms of the organisation's strategic direction?</li> <li>• Do the desired client outcomes enable demonstration of the measurable difference of the extent to which a client is better off?</li> <li>• Which outcomes do your services directly influence?</li> <li>• Which outcomes does you organisation contribute to more distantly / indirectly?</li> </ul>
3B	<b>Identification of results (programmatic)</b>	<b>What results need to be measured as part of our organisational goals for the programme, MSD and other funders' contracts?</b>	<ul style="list-style-type: none"> <li>• What outcomes / results does the organisation need to report on, including as part of MSD's and other funders' contracts?</li> </ul>
4A	<b>Outcomes measurement (organisation)</b>	<b>How do we know we're making a difference?</b>	<ul style="list-style-type: none"> <li>• What are the critical outcomes that you should be measuring?</li> <li>• What information / evidence will tell you that you are making a difference?</li> <li>• What outcomes model / framework are you using for measuring and reporting on outcomes?</li> </ul>
4B	<b>Results measurement (programme)</b>	<b>How can we capture programme data to report on our organisational outcomes, MSD contracts and those from other funders?</b>	<ul style="list-style-type: none"> <li>• How do we capture programme data to feed into our organisational outcome measures?</li> <li>• How can we capture data to feed back to MSD, and other funders?</li> </ul>

<b>5</b>	<b>Attribution of client changes</b>	<p><b>What is your organisational approach / theory of change?</b></p> <p><b>How is change expected to occur?</b></p>	<ul style="list-style-type: none"> <li>· How do you understand the way you work will assist the client to change?</li> <li>· How does this approach support the achievement of identified organisational or programme outcomes?</li> <li>· How are the underpinning organisational approach and staff interventions intended to lead to change (enabling provider claims of contribution to any client changes)?</li> <li>· Does your theory of change link to evidenced-based theories or is it particular to your organisation?</li> </ul>
<b>6</b>	<b>System capability re outcomes data capture</b>	<p><b>Are there standardised reports, tools and templates that can be set up to assist staff to collect information, extract data and report on outcomes?</b></p>	<ul style="list-style-type: none"> <li>· Are appropriate fields for data gathering established in the ICT/CMS system?</li> <li>· Are processes in place for capturing evidence in a consistent and ongoing way?</li> <li>· Are processes for capturing data a core part of business-as-usual?</li> <li>· Does the ICT/CMS system allow for the easy extraction of data?</li> <li>· How do staff members access the information they need?</li> <li>· Are there standardised reports that can be set up?</li> </ul>
<b>7</b>	<b>Staff capability</b>	<p><b>Are staff committed to engaging in the outcomes reporting environment, and equipped to measure outcomes?</b></p>	<ul style="list-style-type: none"> <li>· Do staff understand the reasons for the shift to an outcomes reporting system, and how it can be used to support their practice at the individual and organisational level?</li> <li>· Are staff engaged and committed to reporting on outcomes?</li> <li>· Does supervision / management of staff use outcomes information to drive continuous improvement?</li> <li>· Does the organisational culture support outcomes reporting?</li> <li>· Are there any obstacles? If so, how might they be overcome?</li> <li>· Have staff been trained to input data and do so as an embedded part of their work? (Important in ensuring reliability.)</li> <li>· Are there staff with the necessary capability to analyse, interrogate and contextualise the data, to make meaning of it?</li> </ul>
<b>8</b>	<b>Analysis and reporting</b>	<p><b>Can the data be used to demonstrate the difference the organisation is making for people using their services?</b></p>	<ul style="list-style-type: none"> <li>· Who are the audiences for reporting, and what are the reporting requirements on the organisation?</li> <li>· What systems and processes are in place to ensure robust analysis and interpretation of the information that is provided?</li> <li>· How will you know that any client changes are about your service and not about other factors?</li> <li>· Is there a feedback loop in place to reflect on the currency of the theory of change, in the light of outcomes information?</li> <li>· Does analysis and reporting on outcomes information include interpretation that enables decisions to be made about continuous improvement?</li> </ul>

