

# Focusing on what matters: Scotland's outcome approach in action

#OutcomesInAction

# Introducing Matter of Focus

- We are a mission led company
- Founded by Dr Sarah Morton and Dr Ailsa Cook, both internationally recognised experts in evidence and outcomes
- We work with organisations
  - helping them to understand and work meaningfully with the outcomes that matter to them
  - Supporting them to use data and evidence effectively bringing tools and techniques they can use to track change

# Some of our clients



Technoleg Iechyd Cymru  
Health Technology Wales



THE UNIVERSITY of EDINBURGH  
Moray House School  
of Education



**End Violence  
Against Children**  
THE GLOBAL PARTNERSHIP



Healthcare  
Improvement  
Scotland



Children and  
Young People  
Improvement  
Collaborative

**bold** Bringing Out  
Leaders in Dementia



Clackmannanshire & Stirling  
Health & Social Care  
Partnership



**age** Scotland  
Love later life



EDINBURGH  
COMMUNITY HEALTH  
FORUM



# Programme

- 10:00 Welcome and Introduction
- 10:05 Focusing on what matters: learning from experience
- 10:30 Round table discussions
- 11:00 Break
- 11:15 Showcase session 1 (two presentations)
- 11:55 Showcase session 2 (two presentations)
- 12:30 Lunch
- 1:15 Scotland's outcome approach: challenges and opportunities
- 1:30 Panel discussion + Q&A
- 2:55 Next steps and close
- 3:00 Tea, coffee and networking

# Focusing on what matters: learning from experience

Ailsa Cook

 @ailsacook

# Our Vision

As a society we focus on what matters to people

Scottish National Outcomes Framework





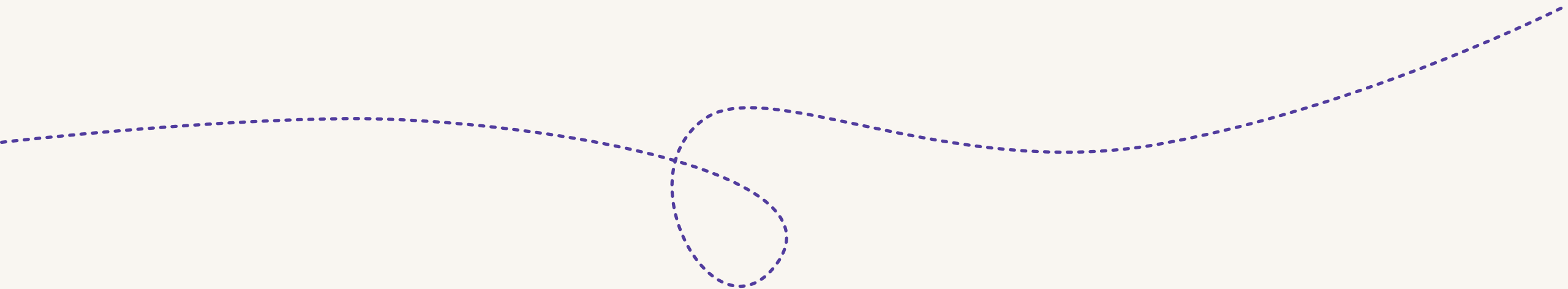
# Our Vision

Our public service system empowers and supports organisations and individuals to focus on what matters



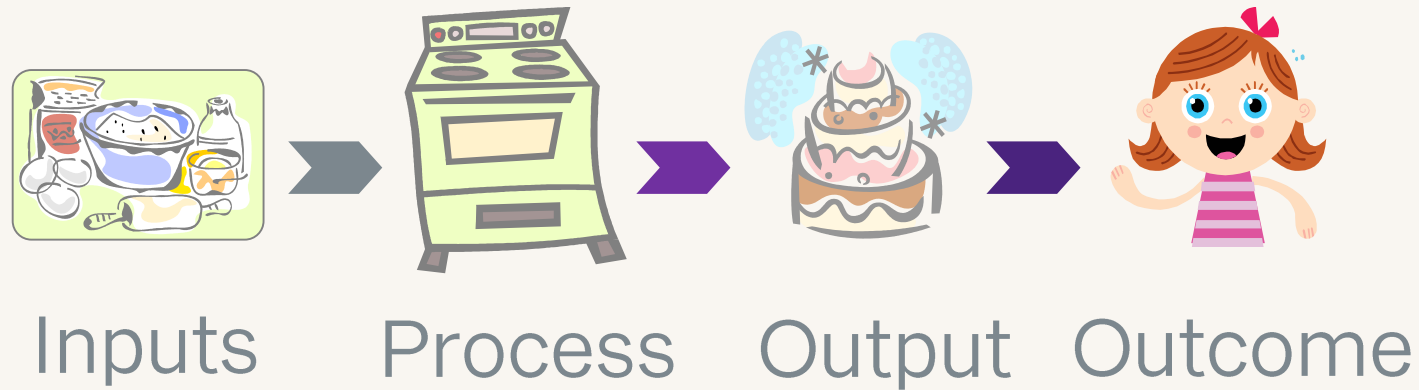
# In this presentation...

- Outcomes as a framework for action
- System challenges
- Our response



# What are outcomes?

Outcomes are commonly defined as the end result of an intervention



# Different levels of outcomes

**Population**

What we want for people

**Programme**

The change we hope to see through our work

**Personal**

The change I want in my life

# Focus on outcomes - framework for action

- Vision of where we want to get to
- Plan of how we can work together
- Way to check on progress - flex as required
- Reflect on the process and share and embed our learning



# Putting outcomes into action

- Is the practice of many organisations
- A practical and effective way of working
  - Satisfying and enjoyable
  - Realistic
  - Puts people front and centre
    - Values the unique skills, expertise and judgement of those who make the change
    - Recognises the contribution of everyone involved





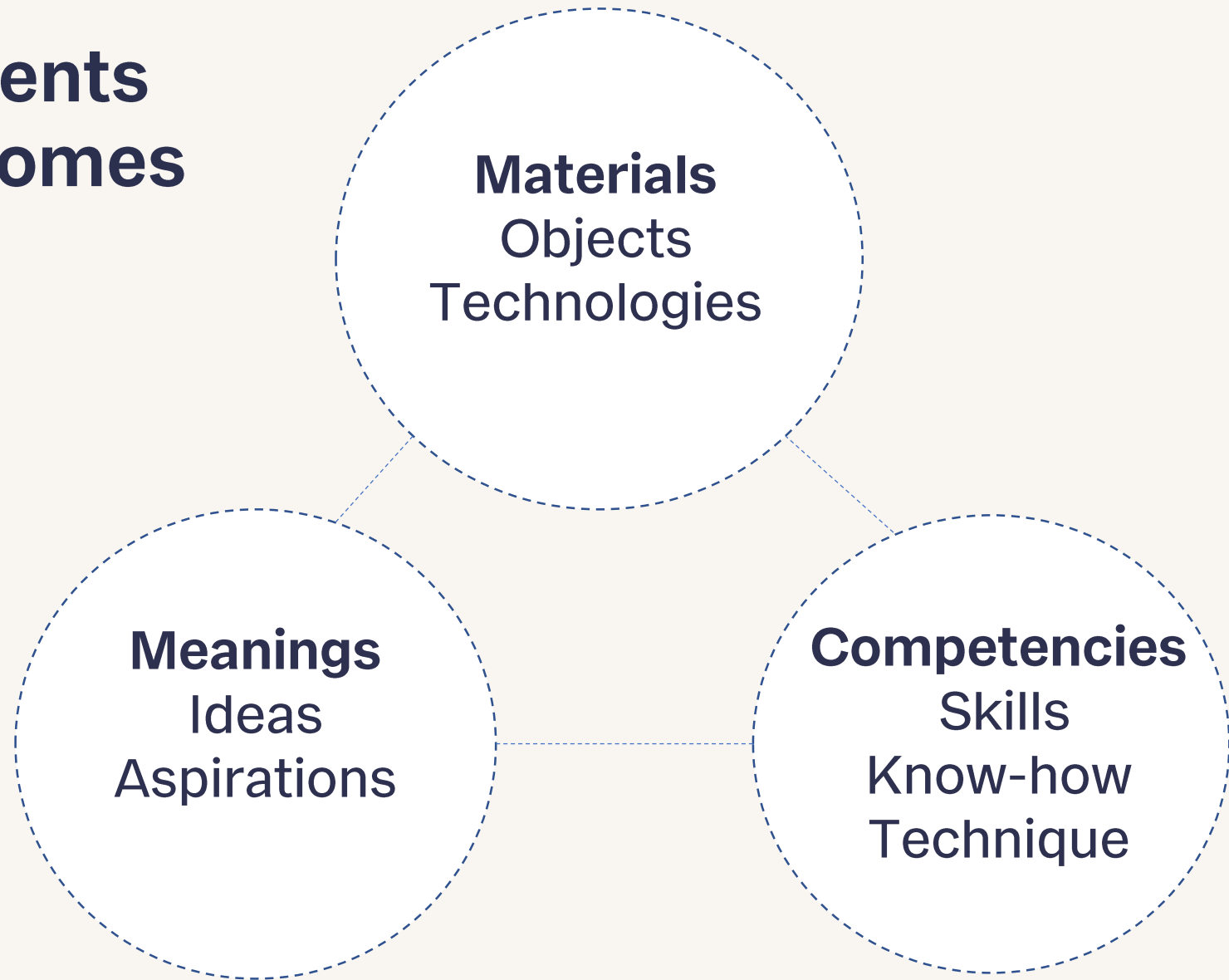
**In many cases...**

People put outcomes into action despite the system, not because of it

**Why is this?**



# Three requirements for putting outcomes into action



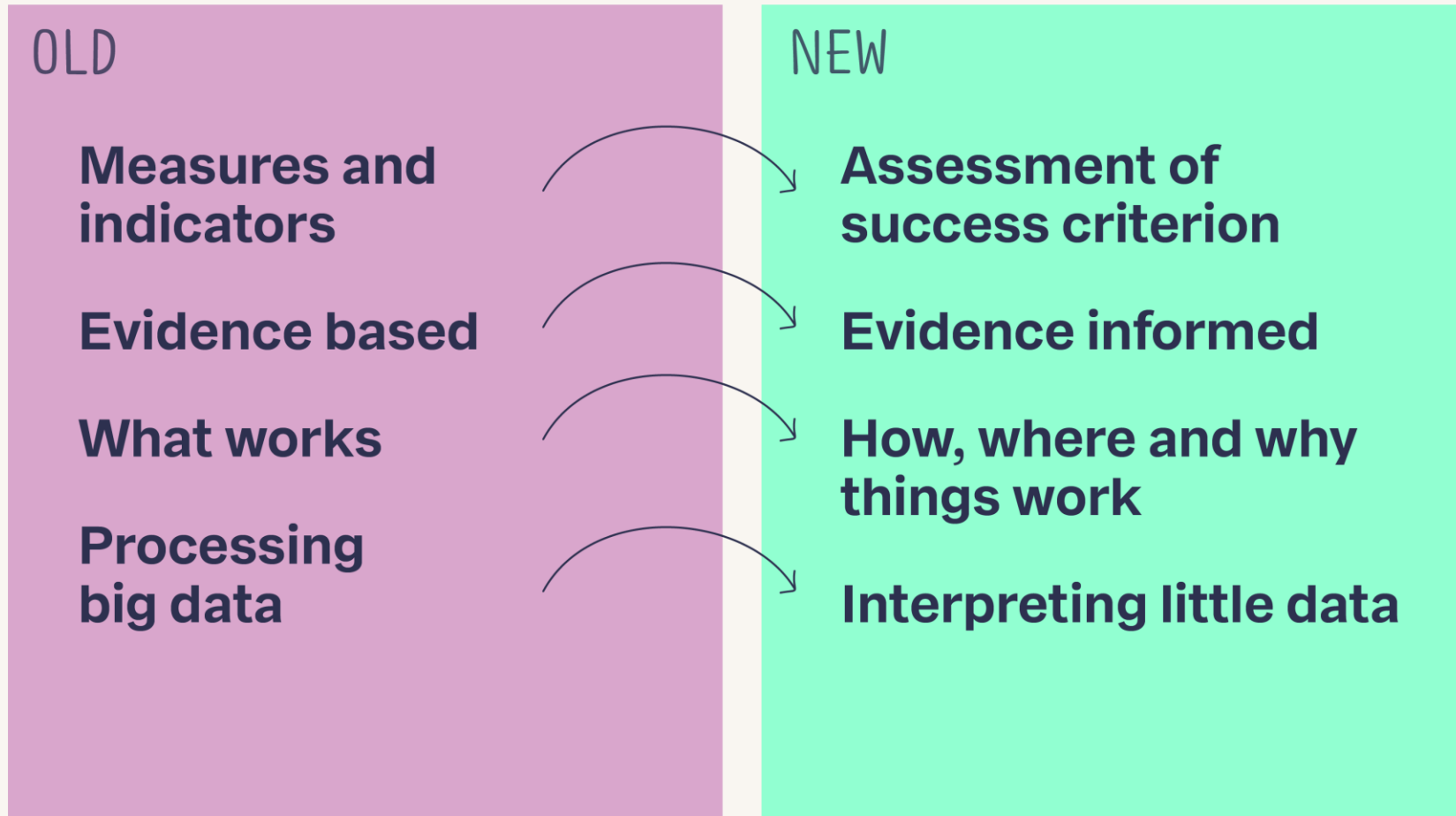
After Shove et al (2012)

# Meanings: A new paradigm for outcomes

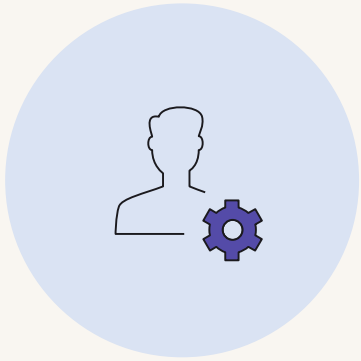




# Meanings: A new paradigm for evidence



# Competencies and skills



## For leaders

Outcome based working  
Understanding and skills in evidence use  
Communication and story telling



## For everyone

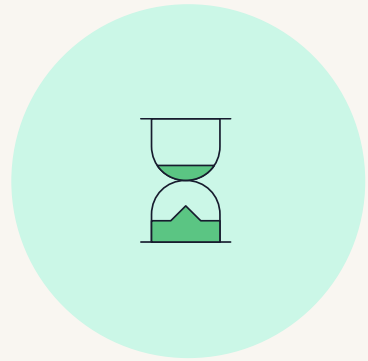
Critical reflection and analysis  
Listening and recording  
Ability to respond and change based on feedback



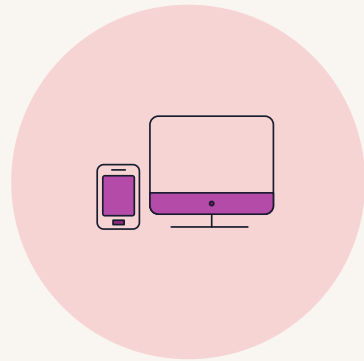
## For data and evidence people

Project management  
Qualitative and quantitative analysis  
Evidence to action

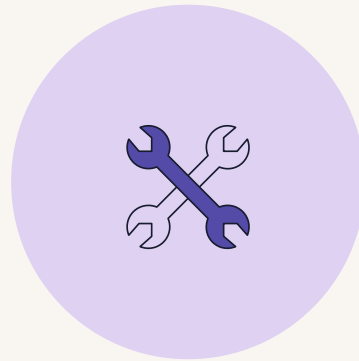
# Materials for an outcome focused system



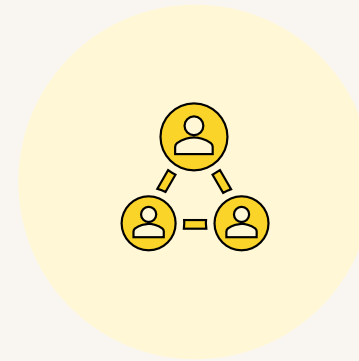
Enough  
time and  
resource



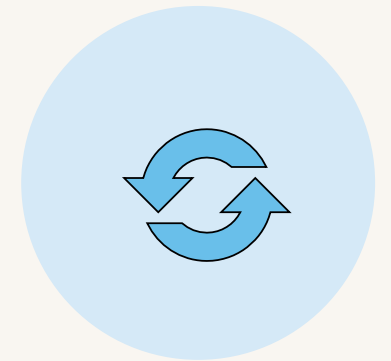
Flexible  
information  
systems



Practical tools for  
understanding  
change as it  
happens



Support for  
learning and  
sharing



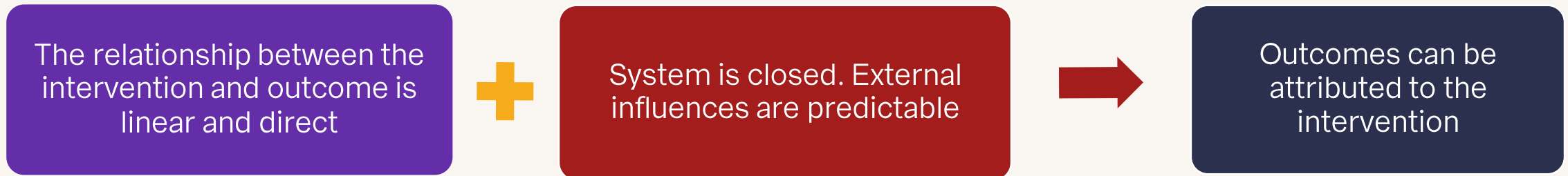
Flexible and  
adaptable  
budgets

# Our response

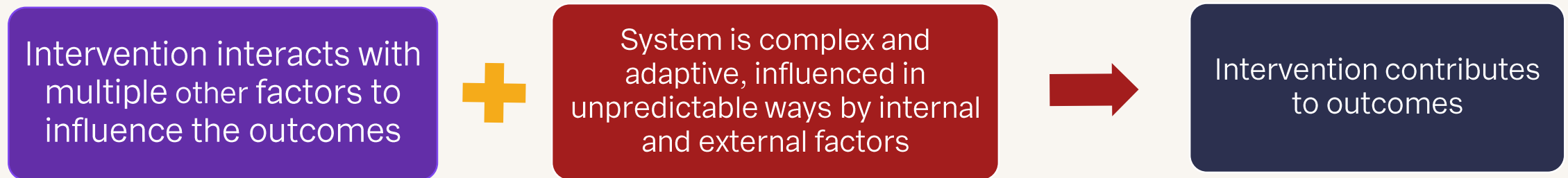
- Tailored support to put outcomes into action
- OutNav – the software system we always wanted

# Understanding cause and effect

## Attribution



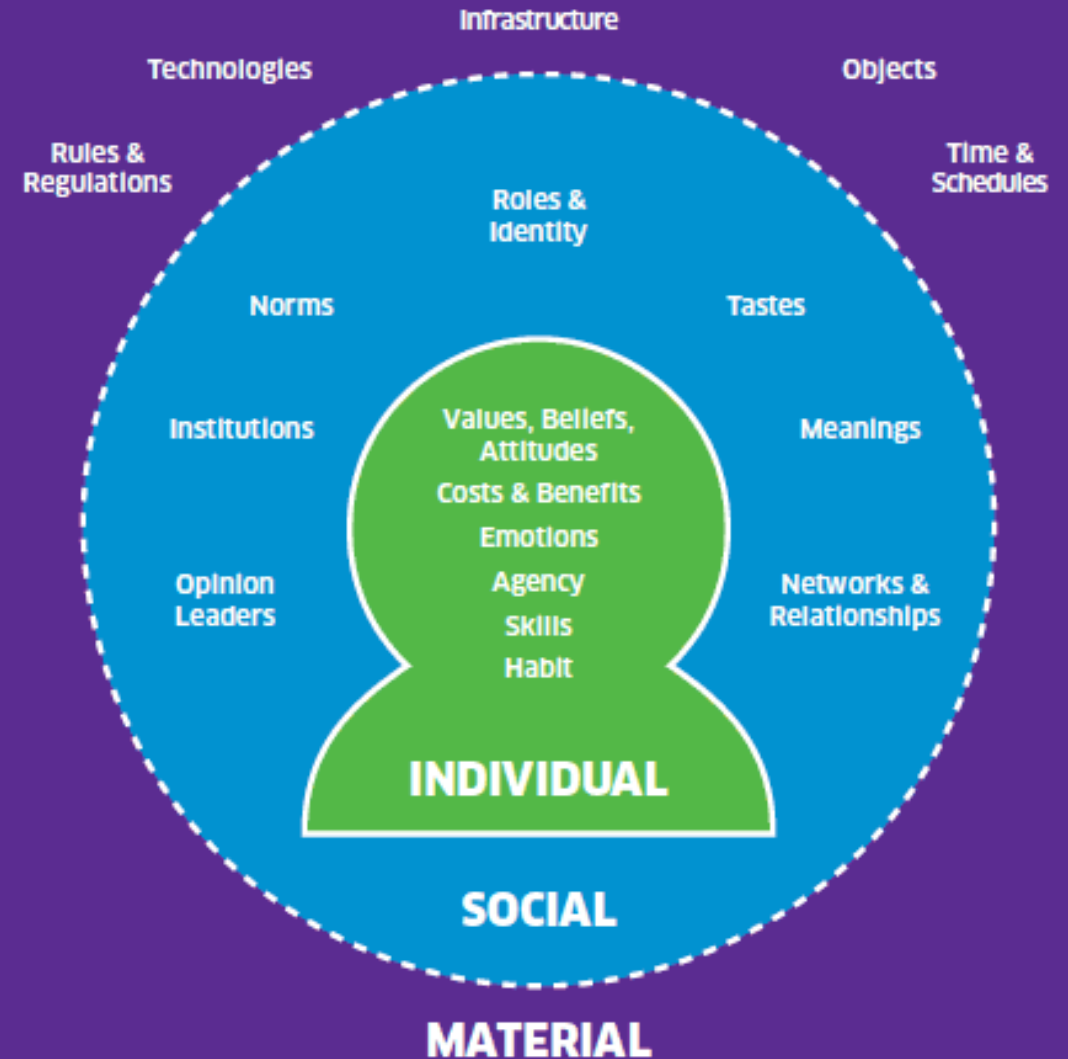
## Contribution



# Map Context:

Understand how factors outside your project help and hinder your contribution to outcomes

ISM Behaviour Change Model  
Scottish Government (2013)



# Mapping your contribution to outcomes

What we  
do

Who with

How they  
feel

What they  
learn and  
gain

What they  
do  
differently

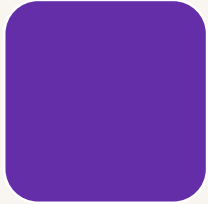
What  
difference  
does this  
make?

# Our process to put outcomes into action



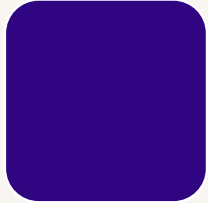
## Map context and outcomes

Map the outcomes that matter to the programme and how they are influenced by context



## Audit evidence and develop plan

How will you know your project is working and how will you get this evidence?



## Track progress

Bring together data and information to assess how well the programme is progressing to outcomes



## Ongoing discussion, reflection, analysis and reporting

Embed learning to improve the project



# OutNav-

## A system for putting outcomes into action

OutNav Beta

Organisation name Project name User name

Mapping Tracking Reporting

Plan evaluation Track progress

### Track progress ⓘ

^ Support people to improve wellbeing Pathway 1 of 2

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make?
<div>Provide support to people to improve their wellbeing one to one and in groups</div> <div>Progress Great Confidence High</div>	<div>People in need of support to improve their wellbeing</div> <div>Progress Some Confidence Some</div>	<div>This is a valuable and effective service</div> <div>Progress Great Confidence High</div>	<div>This is a valuable and effective service</div> <div>Progress n/a Confidence n/a</div>	<div>People access</div>	<div>People in need of</div>
<div>This will help us achieve our outcomes</div> <div>Progress No Confidence No</div>					

SUMMARY SUMMARY SUMMARY SUMMARY

Generate a report

Findings report: Show me the findings  
Background • Outcome Map • Pathways • Findings

Full report: Show me everything  
Background • Outcome Map • Pathways • Findings • Measures & Success Criteria • Risks & Assumptions • Evidence Standards

Generate a report

Pathway 2 of 2

ADD SUCCESS CRITERIA

Success criteria ⓘ

% of people regularly attending group sessions

Source(s) this success criteria relates to ⓘ

Search for a source

- ☐ Client database
- ☐ Event attendance
- ☐ Reflective impact log
- ☐ Notes from working group meetings

+ ADD NEW SOURCE

CANCEL

GENERATE A REPORT

# Putting outcomes into action

## What to avoid

- One-size-fits-all approaches
- Thinking we can manage or deliver outcomes
- Only focusing on one part of the system
- Trying to simply measure or attribute change



# Putting outcomes into action

## What to embrace

- Outcomes to help us manage change
- Celebrate diversity
- Appreciate context
- People matter most
- Data, evidence and information





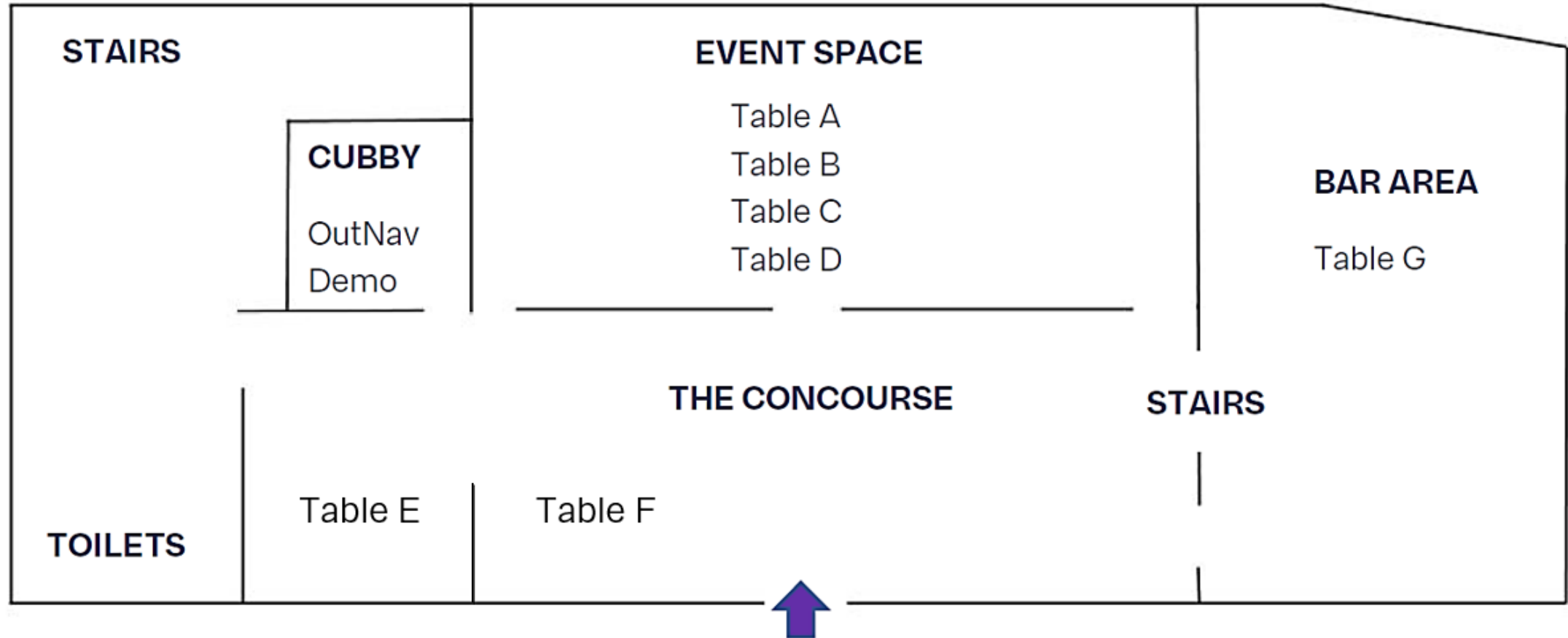
# Over to you...

What is helping and getting in the way of your work to put outcomes into action?

# Showcase information

- 14 projects showcasing over 2 sessions
- Chance to go to four presentations (2 in each)
- You will move after each presentation
- Cow bell indicates start and finish of presentation
- Be flexible – make sure all tables have an audience
- Limited time so move swiftly
- Speak to one of us if lost!

# Showcase layout



# Showcase session 1

<b>Table A</b>	Embedding evaluation from the start of a new organisation (Health Technology Wales)
<b>Table B</b>	Building a new partnership: bold About Dementia (Queen Margaret University and the University of Edinburgh (bold) and Age Scotland (About Dementia))
<b>Table C</b>	Building the evidence base: supporting survivors of in care abuse (Future Pathways)
<b>Table D</b>	Evaluating a national improvement initiative: the Children and Young People Improvement Collaborative (Children and Families Analysis, Scottish Government)
<b>Table E</b>	Embedding outcome focused evaluation while implementing a new programme (Clackmannanshire and Stirling Health and Social Care Partnership)
<b>Table F</b>	Improving outcomes through partnership between the third sector and an acute hospital (Carers of West Lothian)
<b>Table G</b>	Providing education and training to staff on Section 28 of the Carers (Scotland) Act 2016 (NHS Lothian)

# Showcase session 2

<b>Table A</b>	An organisational approach to OutNav (Starcatchers)
<b>Table B</b>	Planning and evidencing strategic approaches using OutNav (Penumbra)
<b>Table C</b>	Measurement for improvement: reflecting on the difference we make (Lothian's House of Care Collaboration)
<b>Table D</b>	Reflecting on practice: implementation of a carer coordinator University Hospital Wishaw (NHS Lanarkshire)
<b>Table E</b>	Embedding evaluation from the start of a project: involving carers in the discharge Process (NHS Ayrshire and Arran)
<b>Table F</b>	Tracking progress with change across a system: implementing the Carers (Scotland) Act within acute services (NHS Greater Glasgow and Clyde)
<b>Table G</b>	Understanding the collective contribution of community organisations (Edinburgh Community Health Forum)



# Let's keep the conversation going:

Website:	<b><a href="http://www.matter-of-focus.com">www.matter-of-focus.com</a></b>
Twitter:	<b><a href="https://twitter.com/OutcomesInAction">#OutcomesInAction</a></b>
LinkedIn:	<b><a href="https://www.linkedin.com/company/matter-of-focus">.../company/matter-of-focus</a></b>
OutNav demo:	<b>28<sup>th</sup> November (online)</b>
Webinar:	<b>3<sup>rd</sup> December</b>