

APPLYING EVALUATIVE REASONING WITHIN THE POLITICAL ECONOMY OF RURAL PRIMARY HEALTHCARE

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Murray Primary Health Network

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Murray PHN acknowledges its catchment crosses over many unceded First Nations Countries, following the Dhelkunya Yaluk (Healing River).

We pay our respects and give thanks to the Ancestors, Elders and Young People for their nurturing, protection and caregiving of these sacred lands and waterways, acknowledging their continuing cultural, spiritual and educational practices.

We are grateful for the sharing of Country and the renewal that Country gives us. We acknowledge and express our sorrow that this sharing has come at a personal, spiritual and cultural cost to the wellbeing of First Nations Peoples.

We commit to addressing the injustices of colonisation across our catchment, and to listening to the wisdom of First Nations communities who hold the knowledge to enable healing.

We extend that respect to all Aboriginal and Torres Strait Islander Peoples.

This is our story about taking on a
challenging task,
in complex and political system.

About balancing commitment to community
with obligation to funders.



The context

The challenge

The approach

What we made

Managing the change

THE CONTEXT

OUR NEW 2023-25 STRATEGIC PLAN

**Strengthening healthcare
with purpose and impact**



CLICK
HERE



THE CHALLENGE

Sort out our indicators and do some evaluation



What was actually needed

Develop a conceptual framework, implementation plan, multidisciplinary team, and business systems to design, deliver and demonstrate value for investment across the business portfolio

while . . .

Embed evaluative reasoning capability and capacity across organisational functions and core business activity areas

THE APPROACH





EVALUATIVE REASONING

- Evaluative reasoning enables us to develop a shared definition of the value rural primary health care services must deliver to warrant the continued investments made in them
- It guides us in purposefully designing services and programs that are logically likely to be able to achieve this targeted value.
- It helps us to set the criteria and standards we will use to judge how well we are delivering this value and the impact it is making.
- It enables us to collect data that matters in supporting the adaptive decision making required to continuously improve and adapt our activities.

PURPOSEFUL DESIGN AND OUTCOMES THINKING FRAMEWORK

MAY 2023
VERSION 1



Leadership



Collaboration



Respect



Accountability



Innovation

Process of designing, delivering, and demonstrating **value for investment** in all that we do.

- clearly **understanding the need** that must be met,
- **defining the overall value for investment** that must be delivered (including specific short-, medium-, and long-term outcomes),
- **designing** the intervention to ensure that this value can feasibly be delivered,
- **delivering** this value by ensuring intervention readiness, fidelity and quality,
- **demonstrating** the extent to which outcomes have been achieved and intervention value delivered.

ELEMENT 1: VALUE FOR INVESTMENT MODEL



Leadership



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Accountability

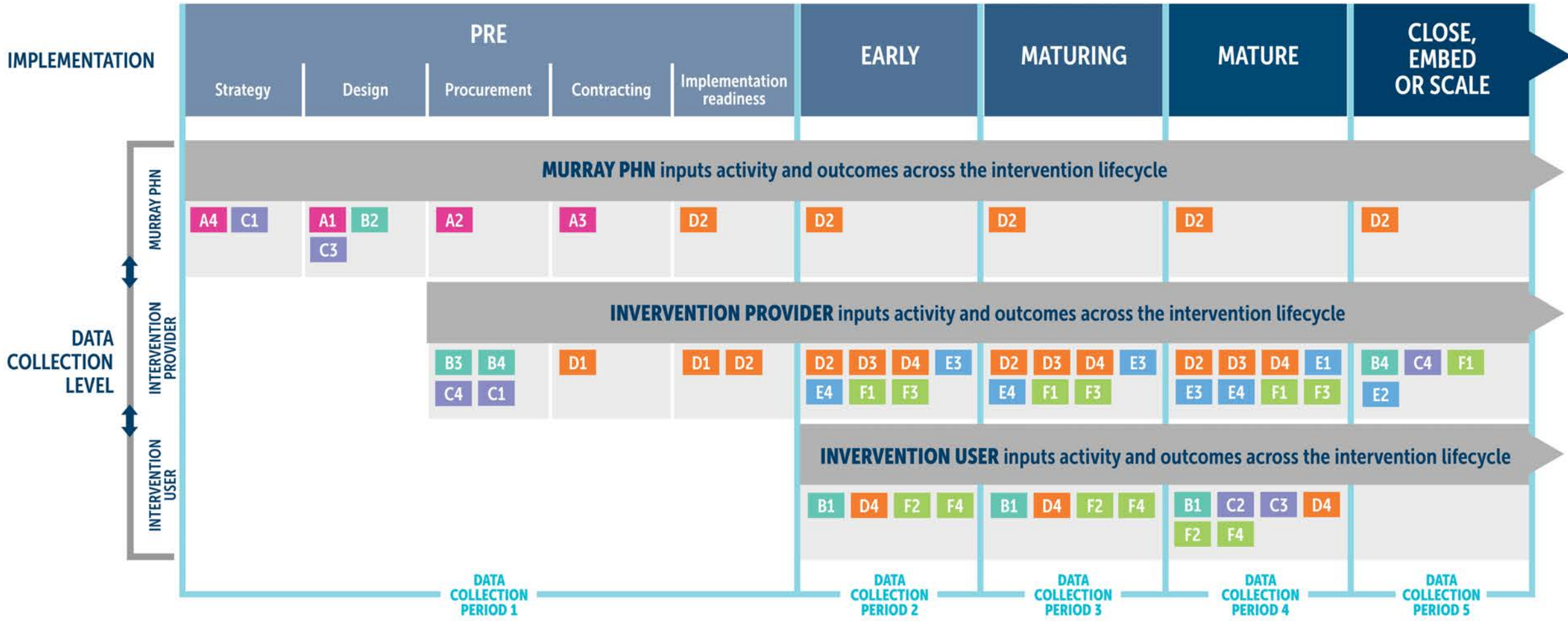


Innovation

ELEMENT TWO: VFI ALIGNED HIGH LEVEL PERFORMANCE INDICATORS

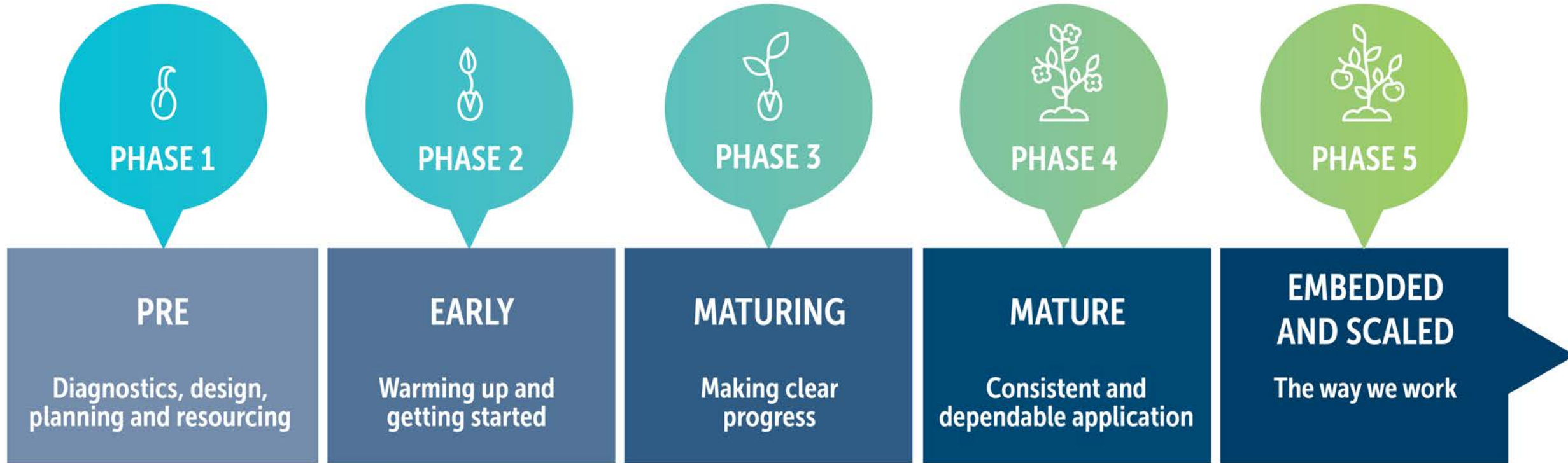
WHAT WE ASSESS Dimensions of value for investment	WHAT DOES THIS LOOK LIKE? Performance criteria	WHAT INDICATORS WILL BE USED TO DETERMINE VALUE FOR INVESTMENT? Performance indicators			
 A. Relevance and Feasibility	Service procurement, commissioning and design is evidence-based, aligned to instrumental and performance need, is anti-racist and feasible in terms of service provider viability, workforce availability, and adequacy and duration of funding	A1 Service design quality and cultural responsiveness	A2 Procurement, commissioning and contracting quality and cultural responsiveness	A3 Service provider viability and workforce availability	A4 Commissioned service funding: true-cost ratio
 B. Appropriateness	Service is anti-racist, safe and acceptable, culturally safe and acceptable, aligned with related interventions and partnerships, and perceived to be compatible within the service setting	B1 Service user perceptions of safety, acceptability and cultural safety	B2 Efficiency of related intervention alignment	B3 Perceptions of service compatibility and suitability in own setting	B4 Partnership quality and efficiency
 C. Equity	Service resources, access and benefits are targeted to those with the highest need, and we share our investment decisions with the community through self-determination in approaches to investment and procurement	C1 Equity focused service funding and implementation strategy	C2 Distribution of outcomes	C3 Service reach	C4 Perceived benefit of service to under-served cohorts
 D. Implementation quality	Through relational anti-racist commissioning service providers are implementation ready, implementation support offered by Murray PHN is accessible and useful, the service is implemented as planned, and service providers and users report a positive service experience	D1 Service provider relationship and Implementation readiness	D2 Implementation support quality	D3 Implementation fidelity	D4 Service provider and user satisfaction
 E. Efficiency	Resources are optimally applied to deliver useful activities, outputs and related outcomes	E1 Service cost-efficiency (cost of outputs)	E2 Service cost-effectiveness (cost of outcomes)	E3 Funding acquittal efficiency	E4 Service provider data collection and reporting quality
 F. Effectiveness	Services achieve their intended service and clinical outcomes relative to implementation maturity over time	F1 Targeted service outputs and outcomes achieved	F2 Targeted clinical outcomes achieved	F3 Service provider reported experiences & outcomes	F4 Service user reported experiences and outcomes

ELEMENT 3: INTERVENTION DESIGN & LIFECYCLE EVALUATIVE MONITORING FRAMEWORK

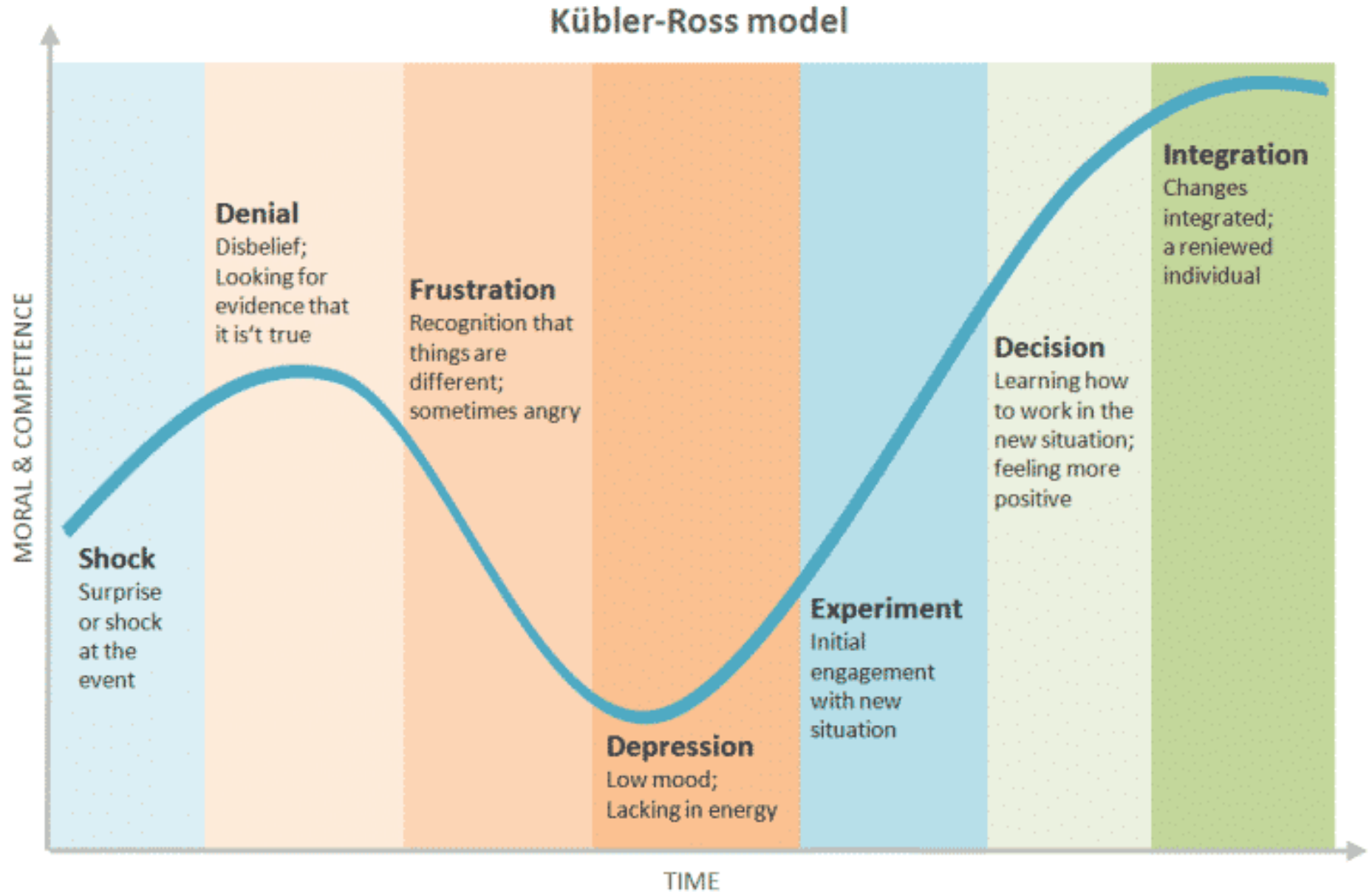


- KEY**
- A. Relevance & Feasibility
 - B. Appropriateness
 - C. Equity
 - D. Implementation quality
 - E. Efficiency
 - F. Effectiveness

ELEMENT 4: PURPOSEFUL DESIGN IMPLEMENTATION PROGRAM



MANAGING THE CHANGE



**NOT
UNDERSTANDING
THE COSTS OR THE
TRADES FOR THIS
SHINY NEW THING**



“This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it’s due in 15 minutes. At last, here’s your chance to really impress everyone!”

Mission Statement

GUIDED BY A RELENTLESS FOCUS
(HEARTFELT ADJECTIVE)

ON QUALITY, _____, AND _____
(CLICHE) (ANOTHER CLICHE) (YET ANOTHER CLICHE)

WE WILL STRIVE TO _____
(LONG-WINDED PHRASE)

DELIVERING _____ TO OUR _____
(BIG ASPIRATIONAL WORD) (VAGUE GROUP)

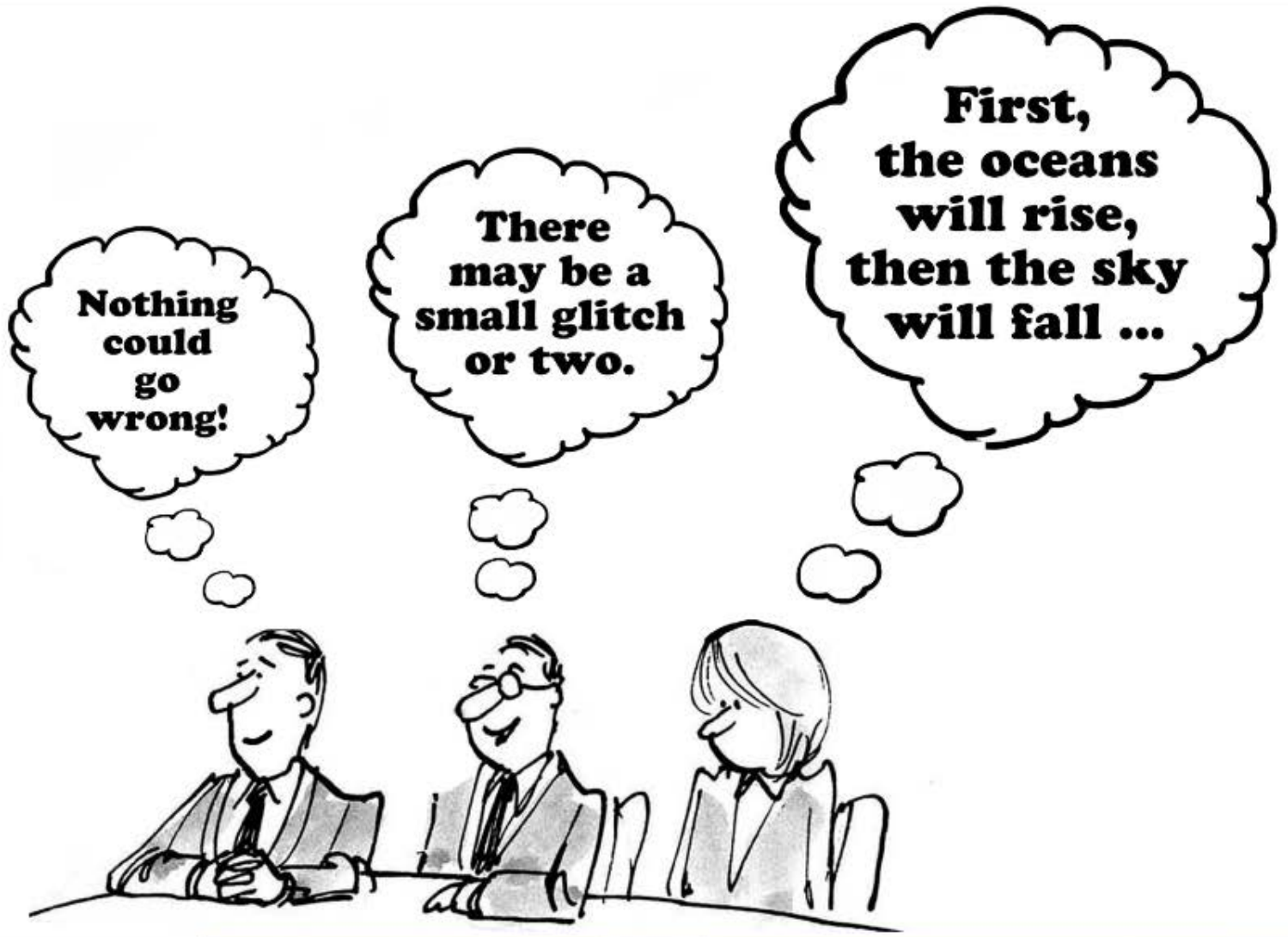
SLIDE 1 OF 42

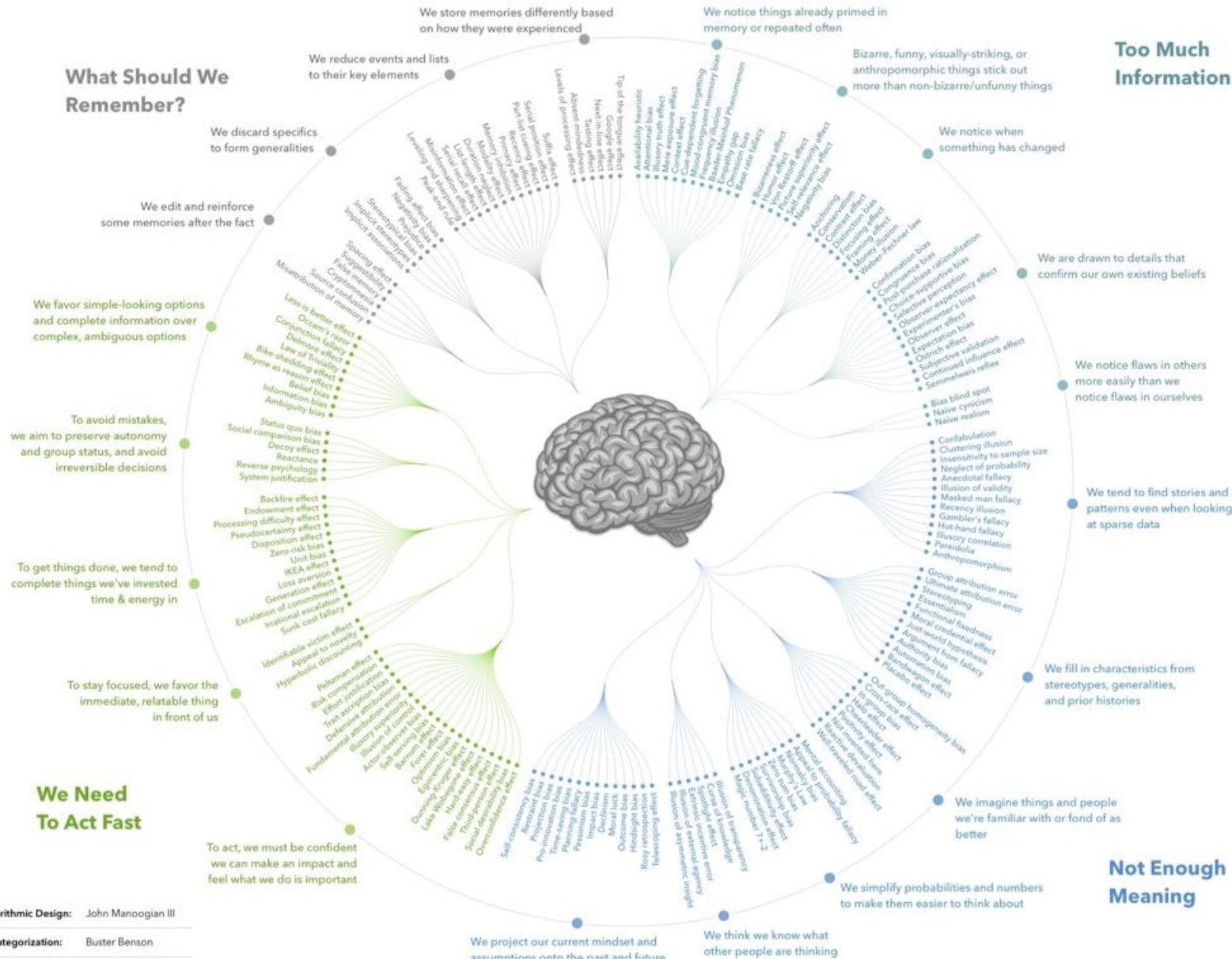
QUALITY! WE'VE
ALREADY
USED
THAT



**ASPIRATIONAL
VERSUS
DECISIVE AND
FUNCTIONAL
STRATEGY**

INCONSISTENT PACE, RATE, AND RESPONSE TO THE CHANGE JOURNEY





BIAS AND FALLACY

ACTIVITY BIAS

CONFIRMATION BIAS

SUNK COST FALLACY

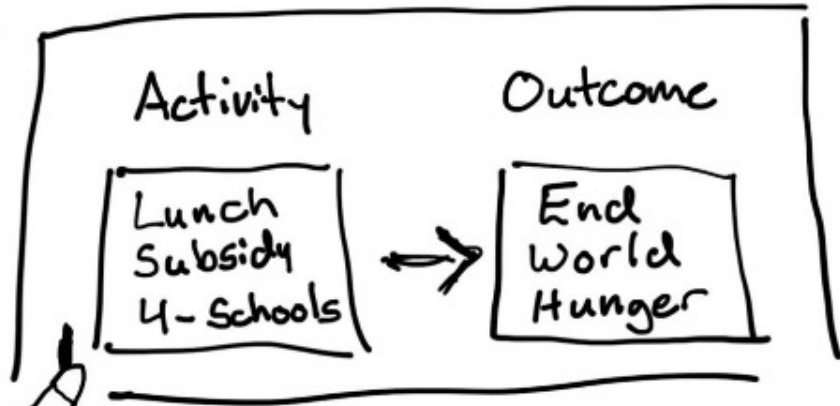
“QUICK WINS” AND “LOW HANGING FRUIT”

=

PROGRESS FALLACY

MAGICAL THINKING

So what you're saying is that your low budget school lunch subsidy program will eventually end global hunger?



Well, every big idea looks silly when you put it down on paper.



freshspectrum

I trust my gut,
Our project is too complex
for logic and evidence.



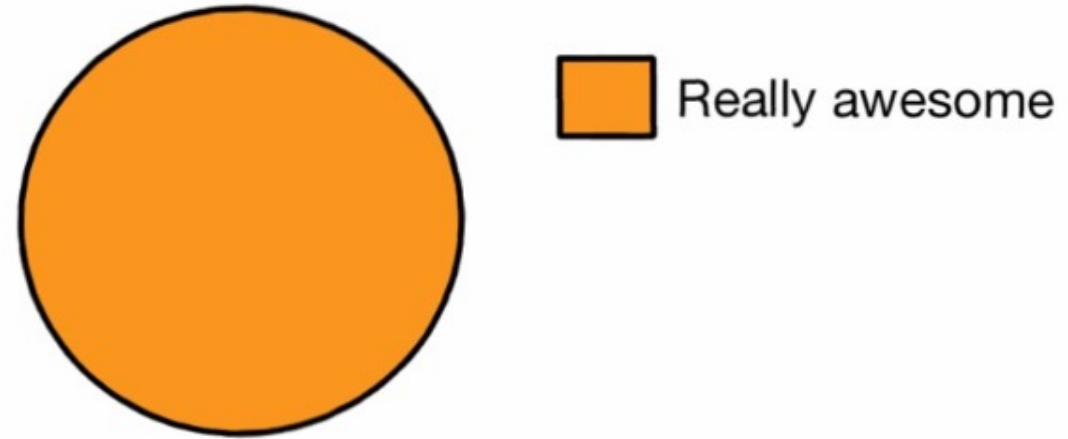
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**RELUCTANCE AND
MISTRUST OF MAKING
LOGIC EXPLICIT**

CHERRY PICKING AND THE CHALLENGE OF FACING UNFAVOURABLE FINDINGS

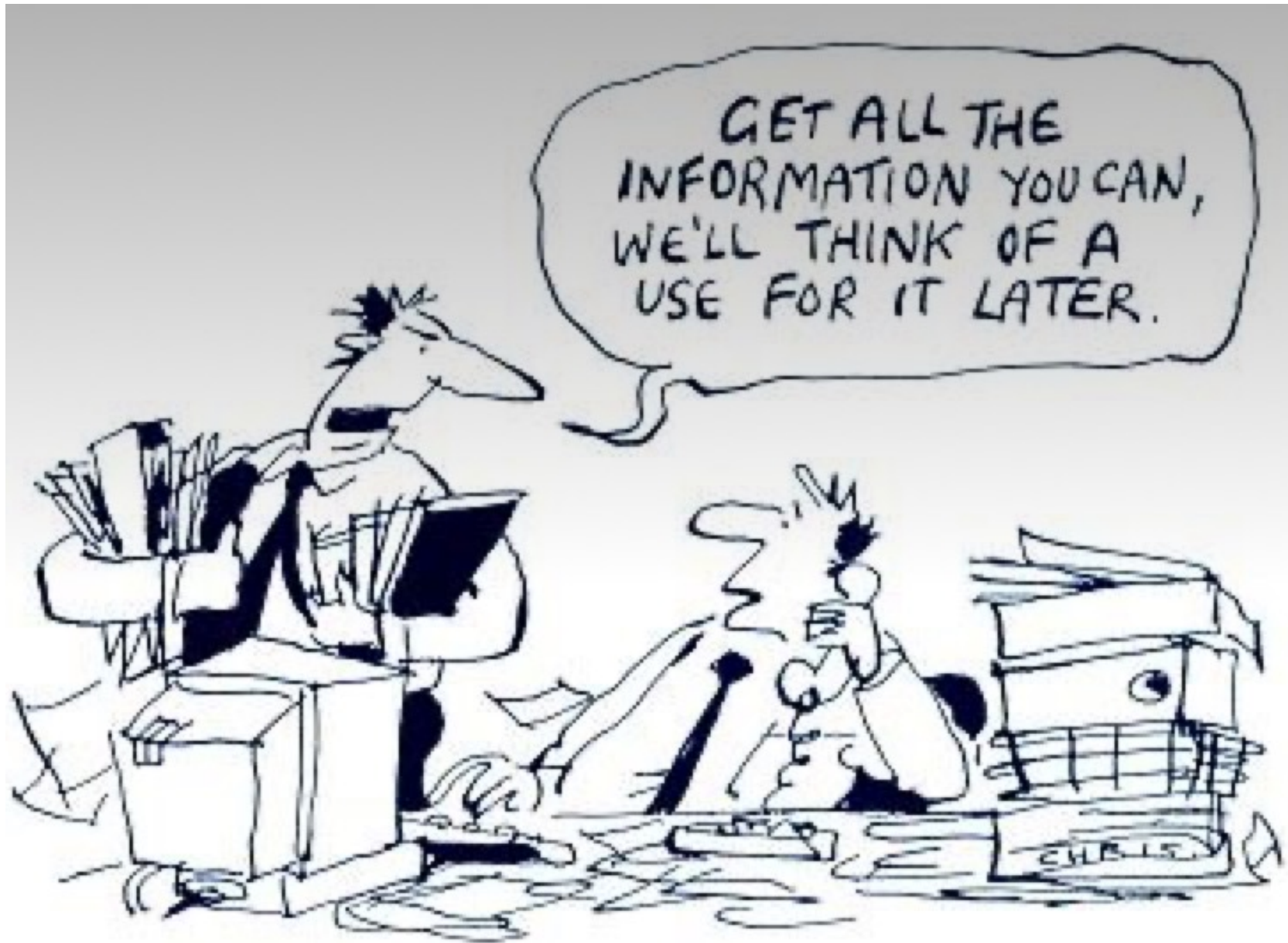
Write "reports" using "data"

Figure 1. How awesome we are



SOURCE: Because we said so

freshspectrum.com



OLD HABITS

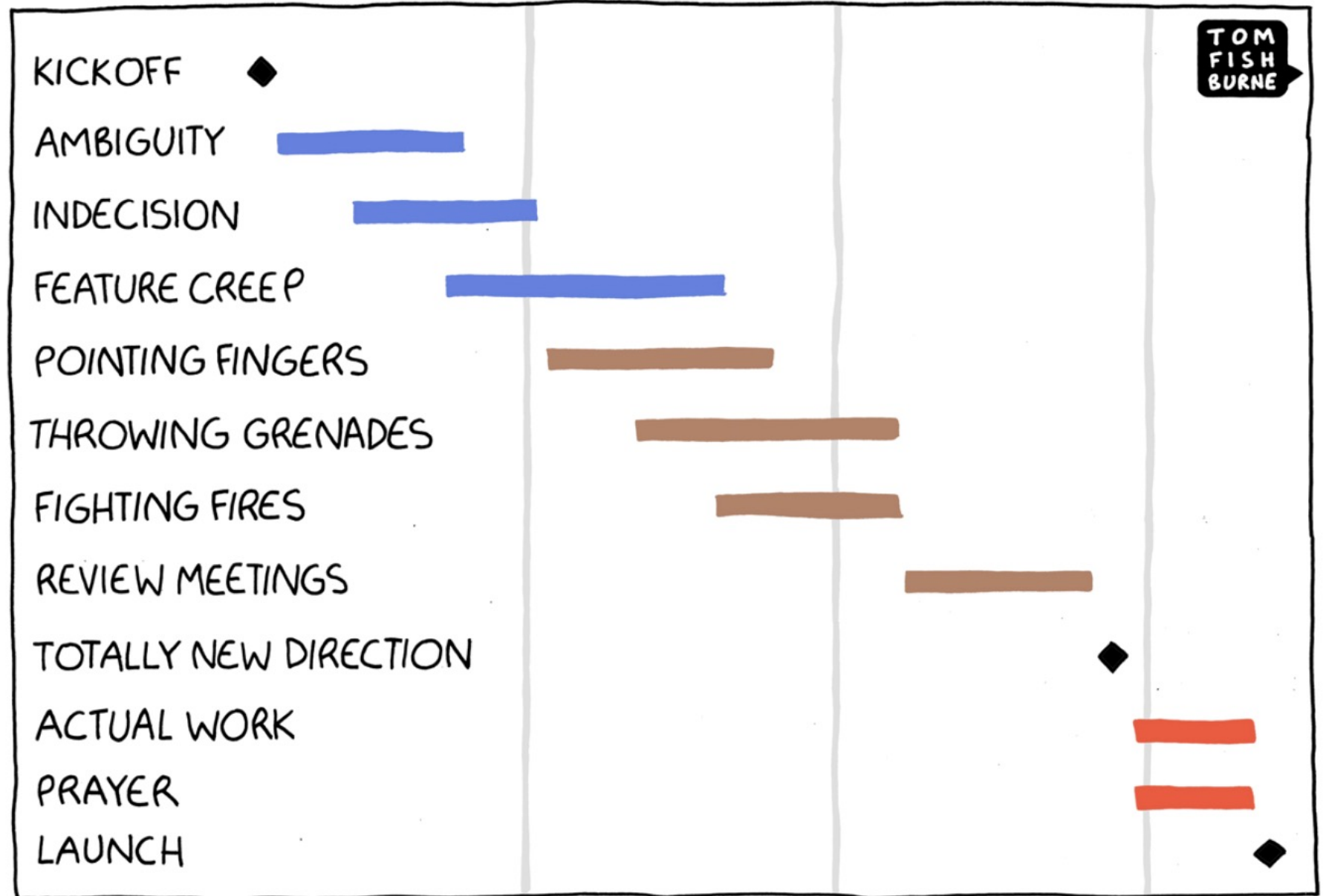
VS

**FEELING CONFIDENT
ENOUGH TO ONLY
FOCUS ON WHAT'S
IMPORTANT**

A DAY IN THE LIFE

...

THE CHALLENGE OF FINDING TIME TO FOCUS AND PROGRESS



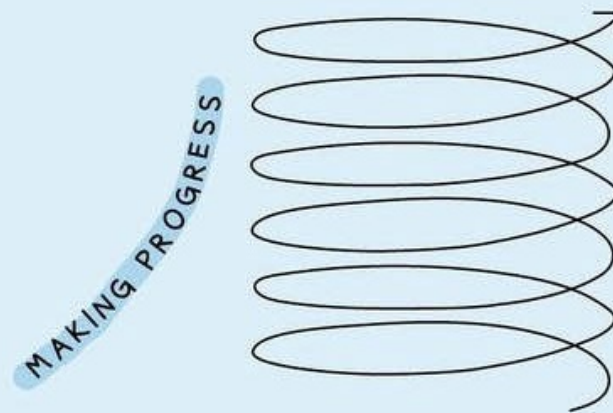
TOM FISH BURNE

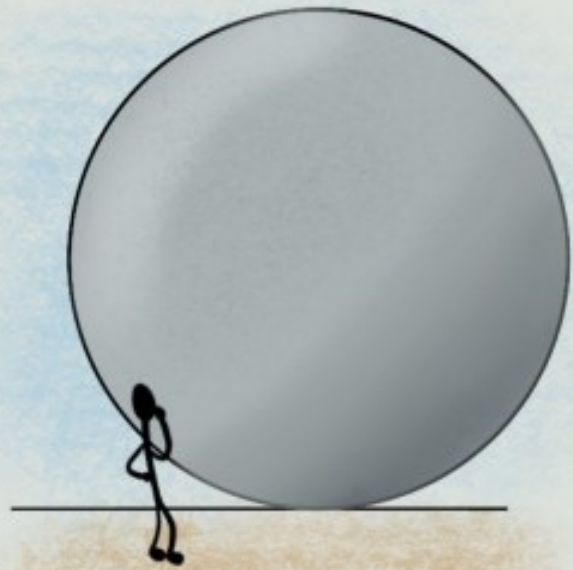
BUT TAKE HEART

WHAT IT CAN FEEL LIKE



WHAT'S ACTUALLY HAPPENING

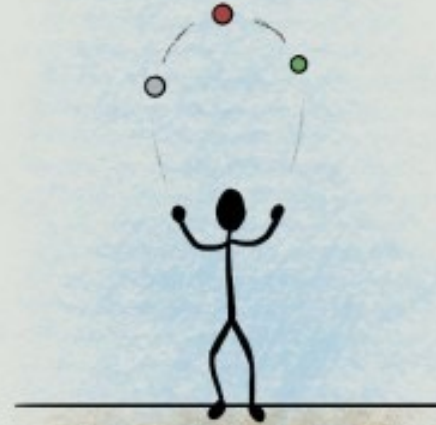




**BEFORE
YOU START**



**DURING
THE TASK**



**AFTER A
WHILE**

**BUT IF YOU'RE REALLY
GOING TO DO THIS
WELL,
AND MAKE IT LAST**

**THERE ARE NO
SHORTCUTS
WITHOUT A TRADE**



AS WE FAIL, SUCCEED, LEARN AND GROW . . .

We aim to contribute to the development of an emerging body of knowledge that other evaluative thinkers, designers, organisation leaders, and system change-makers, can apply to the real-world translational process of working with multi-disciplinary teams within organisations to embed evaluative reasoning into practice.



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