

Applying Value for Investment in a National Primary Youth Mental Health Initiative

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Acknowledgements

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Today's discussion

Youth Access and Choice

Value for Investment

Theory of Value Creation

Partnership process

Criteria and standards

Evidence gathering

Sense-making and reporting



Youth Access and Choice

Wellbeing Budget 2019 initiative: Expanding access to and choice of primary mental health and addiction services

Four main streams: Youth, Integrated primary mental health & addiction, Kaupapa Māori, Pacific

Each stream evaluated separately - this project explored the Youth stream

17 Youth services contracted (as at May 2021)

Services in different stages of establishment - not all were fully operational at time of evaluation contracting



Evaluation design process

Advisory Group

- Two young people with lived experience
- Senior Māori policy analyst
- Three commissioning partners

Collaborative working over a series of workshops to

- Build understanding of approach
- Explore what would make services valuable
- Develop Theory of Change and Theory of Value Creation
- Criteria and Standards - for youth generally and rangatahi Māori specifically

Iterative process that ensured reflective of Advisory Group input

1. How does the Youth PMHA create value? (What sort of value? Value by who? For who?)

Descriptive – what we're seeing come through

2. To what extent does the Youth PMHA provide good value for the resources invested?

Summative – how Youth PMHA is meeting key criteria

3. How could the Youth PMHA provide more value for the resources invested?

Formative – lessons for the future



KEQs: Framing the approach

A challenging context to assess value for money

Early days of implementation - services getting established, building workforce, starting to work with young people, innovating, adapting, learning by doing

Locally designed and delivered, guided by national principles - responsiveness to context matters more to good resource use and value creation than input-output efficiency

Value to whom? Important to capture quality and value from the perspectives of young people - including Māori, Pacific, others who experience inequities in mental health and wellbeing

Outcome measurement tool under development but not yet in use.

Value for Investment

Inter-disciplinary

(evaluation and economics)

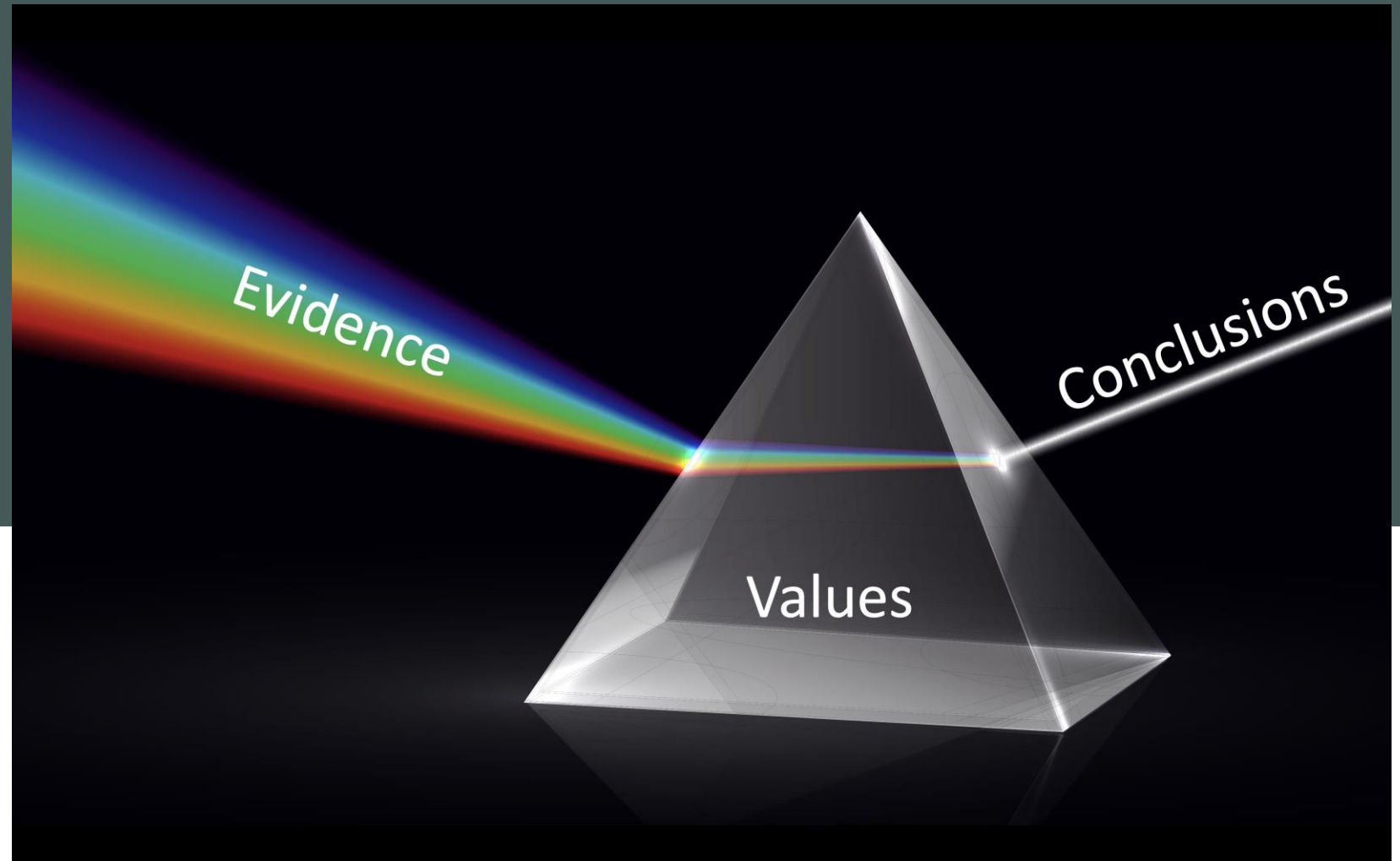
Mixed methods

(quantitative and qualitative)

Evaluative reasoning

(evidence and clear criteria)

Participatory (co-design and sense-making)





DESIGN

EVALUATION



Understand the program

Criteria

Standards

Evidence needed

Gather evidence

Analysis

Synthesis & judgement

Reporting

1

2

3

4

5

6

7

8

For example:
Context
Stakeholders and users
Needs
Questions
Theory of change
Value proposition

Context-specific definitions:
Criteria (aspects of good resource use and value creation, e.g., equity, cost-effectiveness, effectiveness, efficiency and economy)
Standards (levels of good resource use and value creation, e.g., excellent, good, adequate and poor)

What evidence is needed and will be credible to address the criteria and standards?
What methods should be used to collect the evidence?

Including economic methods of evaluation where feasible and appropriate

Descriptive analysis of each stream of evidence
Causality/ contribution

Bring the streams of evidence together
Evaluative judgements using the criteria and standards

For example:
How is value created, for whom?
How well are resources used?
Is enough value created?
How can more value be created?

Understand
the program

1



**Theory of value
creation**

Theory of change

Criteria

Theory of value creation

What is the value proposition behind initiative?

What resources are invested?

What value is created for whom/ by whom?

How is value created? (i.e. the activities that create value)

How is the value distributed? (the channels that the initiative works through and who benefits)

What factors will affect its ability to create value? (enablers and barriers)



Youth PMHA Theory of Change

Theory of value creation

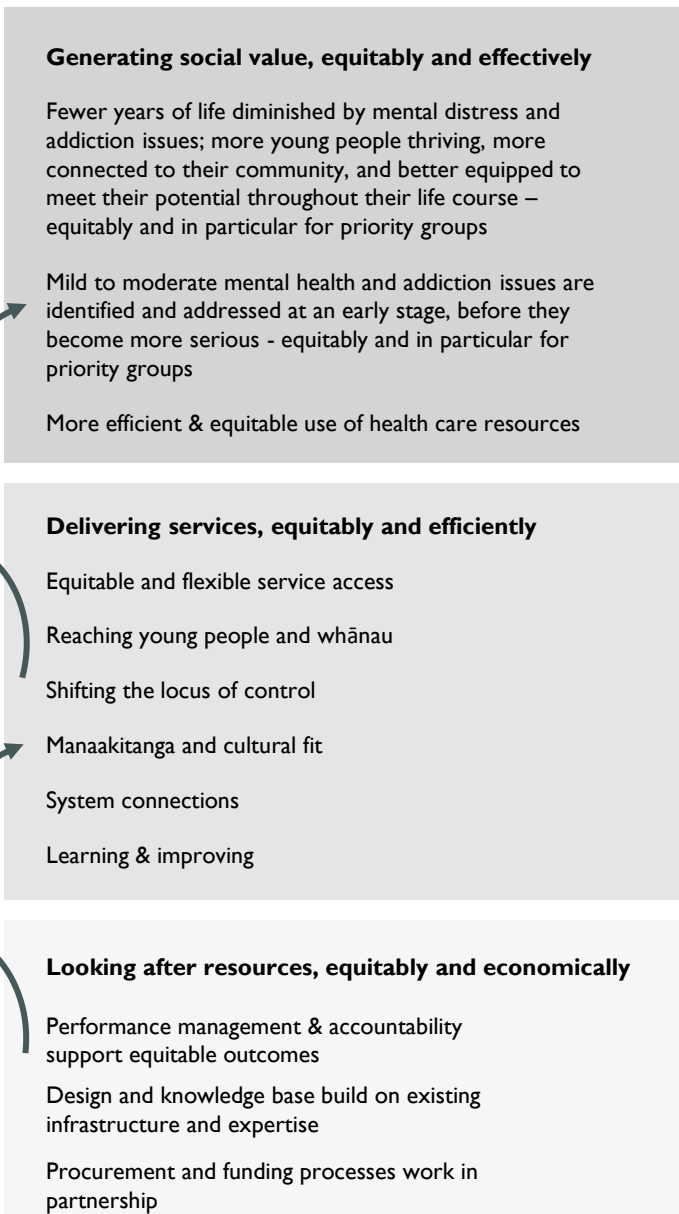
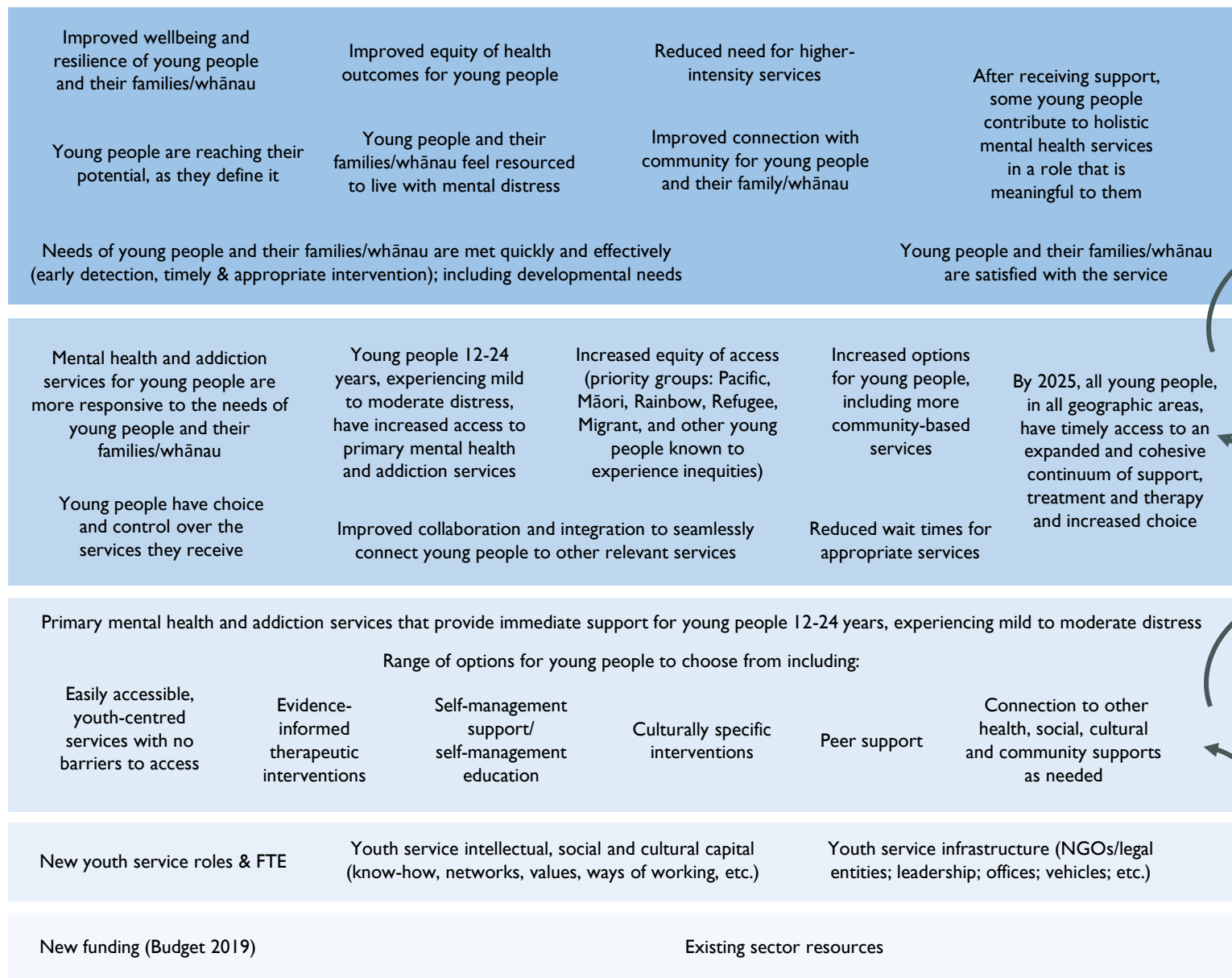
Wellbeing outcomes:

System outcomes:

Services provided:

Inputs:

Resources:



Aligning theory of value creation to criteria

Generating social value, equitably and effectively

Fewer years of life diminished by mental distress and addiction issues
Mild to moderate mental health and addiction issues are identified and addressed at an early stage
More efficient & equitable use of health care resources

Delivering services, equitably and efficiently

Equitable and flexible service access
Reaching young people and whānau
Shifting the locus of control
Manaakitanga and cultural fit
System connections
Learning & improving

Looking after resources, equitably and economically

Performance management & accountability support equitable outcomes
Design and knowledge base build on existing infrastructure and expertise
Procurement and funding processes work in partnership

Applying standards

Not meeting expectations

Just good enough / meeting minimum expectations

Pathway to excellence

Excellent

Manaakitanga and cultural fit			
<i>[below the level outlined in the criterion for 'just good enough']</i>	Just good enough	<i>[between the levels outlined in the criterion for 'just good enough' and 'excellent']</i>	Excellent
	Rangatahi from all cultures and backgrounds experience services and staff as warm and friendly		Services feel human and relatable; as rangatahi, with rangatahi
	Rangatahi from all cultures and backgrounds feel comfortable in the services being delivered and intend to continue to make use of the services		Rangatahi experience services as mana enhancing and reflective of their own world view
	Whānau/family are included in support provision		Whānau are welcomed and encouraged into the support experience, with links available to support services for whānau
System connections			
<i>[below the level outlined in the criterion for 'just good enough']</i>	Just good enough	<i>[between the levels outlined in the criterion for 'just good enough' and 'excellent']</i>	Excellent
	Services provide access to a range of other health, cultural and social service providers		Services provide seamless and timely access to a range of other health, cultural and social service providers
	Effective links in place between community and clinical settings		There is a continuum of care between community-based programmes and clinical settings that is mutually supportive and enables positive outcomes for rangatahi and their whānau/family
	Collaboration is evident between YPMHA service providers and other local services, as well as between YPMHA service providers across the country.		Collaboration is evident between service providers and is adding value to the services being delivered

4

Evidence needed

5

Gather evidence

6

Analysis

Evidence

Rangatahi: 30 rangatahi participating in interviews/group discussions

Provider interviews: 75 people from 11 contracts and 20 programmes/locations

Whānau: 5 whānau interviews

Provider survey: 41 responses

Rangatahi survey: 23 responses





Combining all elements to make sense of totality of evidence

Evaluative judgements against criteria and standards

Participatory - incorporating multiple perspectives and promote understanding, ownership and use

- Collectively initially within evaluation team
- Subsequently with reference group and sponsors as findings and judgements are refined

... in advance of any substantive drafting!



Synthesis and sense-making

Vfl-focused reporting:

- 4-page executive summary
- 36-page overview report against KEQs
- Summary tables against criteria
- Individual annexes from each data collection stream

Privileging rangatahi experience and perspectives





Value for Investment
Te Kounga o te Werawera

Commissioned by Te Whatu Ora to detail Vfi approach

Youth Access and Choice as a worked example

Available from authors: adrian@dovetailnz.com
and Julian's [Substack](#)

Download from www.dovetailnz.com

Or scan this QR code!



Vfi Guide