

Do



**Organisational
Development**

Putting Theory into Practice

Thinking Differently about evaluating OD interventions

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#ODintheNHS



NHS Employers



Delivered in
partnership with:
NHS
Leadership Academy

Workshop aims

- a session that stimulates thinking and develops shared learning to the OD community in the NHS about evaluation of OD work
- Objective
 - To share some ideas from experience of evaluation at Guy's and St Thomas' as a lens for you to look at your own evaluation practices
 - For you to experience a relevant intervention
 - For you to have a conversation tool to take away today
 - For you to leave the session with increased capability in evaluating OD work

...and for you

- What do you want out of this session?
- How will you evaluate it?

Why evaluate?

- To improve practice?
- To find out which of your work has the most impact?
- To show the value of your work?
- To enhance the credibility of OD?
- To demonstrate accountability for results?
- Because someone is asking us to show ROI?

What is ROI?

$$\text{Return on investment (\%)} = \frac{\text{return}}{\text{investment}} \times 100$$

- Was it worth it?
- Return on intention? Impact over intention?
- And do we feel threatened by evaluation, in case we can't show a big impact?

Example: Departmental Evaluation

- Service department not providing good service
- What outcome are we looking for?
- How are we working together?
- Who is responsible for measuring the different elements?

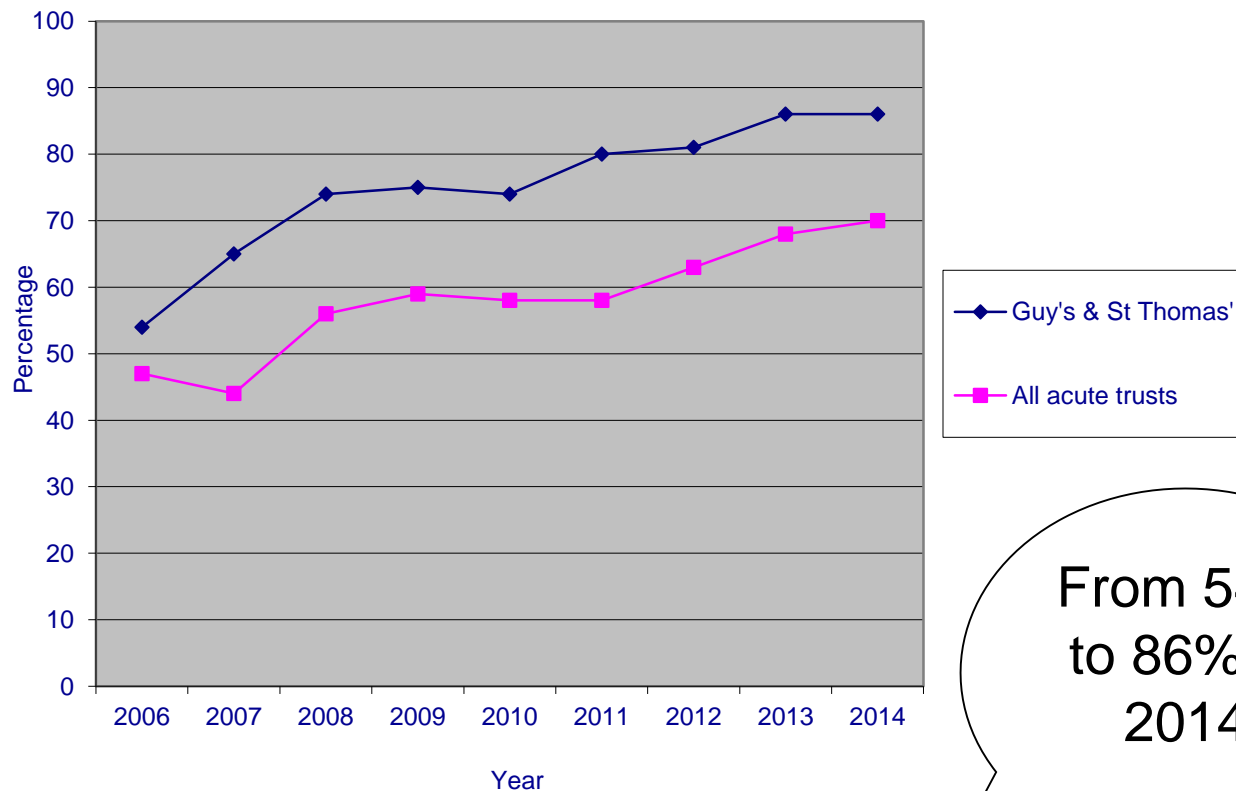
Evaluation plan in a contract / agreement

Outcomes sought	Measures	Led by
Performance: Right first time	<ul style="list-style-type: none"> •Data measurement •Customer feedback 	Manager
Improvement in team reputation	<ul style="list-style-type: none"> •Corporate feedback 	Sponsor
1:1s in place	<ul style="list-style-type: none"> •Measurement of rates 	Manager
Staff engagement	<ul style="list-style-type: none"> •Survey if available or ATPI •Engagement with team events 	OD team Sponsor

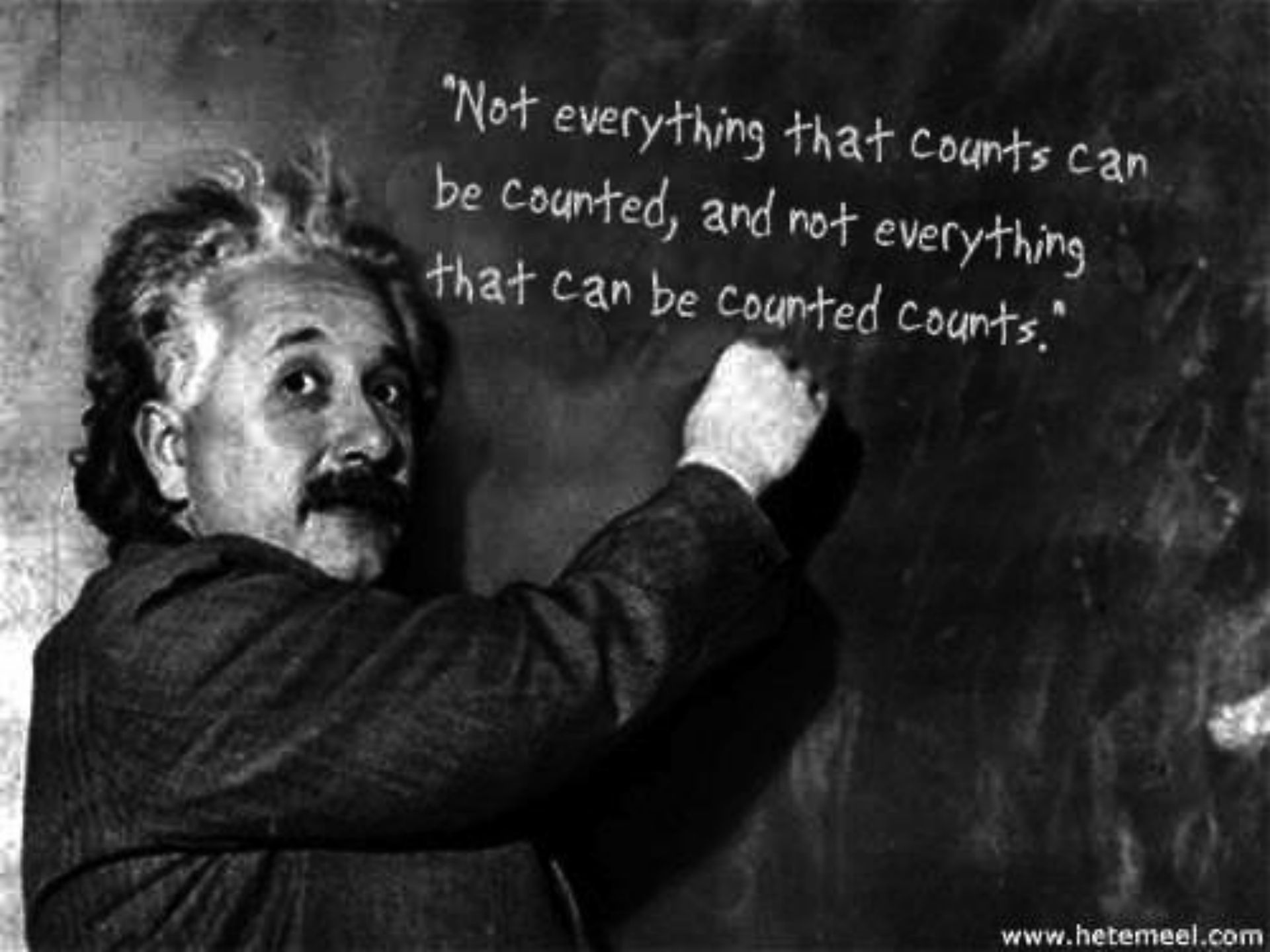
Example: Culture Change

- A programme over several years to change the culture through organisational values
- If you don't have a plan at the beginning, can you evaluate its impact at the end?
- Really, can you put it all down to our work?
- Used What, So What, Now What from HSD institute
- Staff experience, patient experience, our own experience and stories

Care of patients is my trust's top priority



From 54%
to 86% in
2014

A black and white photograph of Albert Einstein. He is shown from the chest up, wearing a dark suit jacket and a white shirt. He has his characteristic wild, white hair and a mustache. He is looking towards the camera with a slight smile. His right hand is raised, holding a piece of chalk, as if he has just finished writing or is about to write on the chalkboard behind him. The chalkboard is dark and has a quote written on it in white chalk. The quote is: "Not everything that counts can be counted, and not everything that can be counted counts." The lighting is dramatic, highlighting his face and the texture of his hair.

"Not everything that counts can
be counted, and not everything
that can be counted counts."

McNamara Fallacy

The first step is to measure whatever can be easily measured.

This is OK as far as it goes.

The second step is to disregard that which can't be easily measured or to give it an arbitrary quantitative value.

This is artificial and misleading.

The third step is to presume that what can't be measured easily really isn't important. This is blindness.

The fourth step is to say that what can't be easily measured really doesn't exist.

This is suicide.

What can we count that matters?

- “In general terms, the more positive the experiences of staff within an NHS trust, the better the outcomes for that trust”
- “Engagement has many significant associations with patient satisfaction, patient mortality, infection rates, Annual Health Check scores, as well as staff absenteeism and turnover”

Employee engagement and NHS performance
Michael West and Jeremy Dawson, King’s Fund 2012

Some questions for OD

- Why evaluate? Who is asking?
- Is the request for data a useful diagnostic in itself? Does it speak of a lack of confidence in what we are doing?
- Is evaluation, or at least , what we choose to evaluate, a political act?
- In looking we change – evaluation is an intervention

Re-evaluating Evaluation: Some moves we can make

- From 'data' to 'capta'
- From 'data analysis' to 'pattern spotting'
- From 'organisational improvement' to 'organisational health'

thanks to James Traeger

A field guide for organisation development (2014)

How's it going so far?

- Fist voting

Activity

Evaluation of this workshop

- Reminder of objectives:
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- Plus your own objective