

Network Evaluation: Experiences of the Southern Alberta Child & Youth Health Network (SACYHN)

Presentation for the
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Presentation Outline

1. Overview of SACYHN
2. Research and evaluation as part of network development
3. A matrix of measures
4. SACYHN evaluation : early years
5. A first comprehensive look at SACYHN
6. Network impact analysis evaluation research

1. Overview of SACYHN

- **Established in 2001**
- **Focussed broadly on health and well being of children and youth**
- **Intersectoral**
- **Crosses geographic/regional boundaries**
- **Government ministries, regional authorities, local not-for-profit / public organizations, parents, First Nations, universities**

2. Research and evaluation as part of network development

- Evaluation working group
- Reviewing and using the literature

The Promise of Networks

- Networks promise to address complex (health) issues through a multisectoral and multidisciplinary approach.
- How do they evaluate their functioning as networks as well as demonstrate that they add value beyond basic organizational connection or communication?

3. A matrix of measures

- Networks operate and impact at different levels

Levels of Network Operation and Associated Tasks

Vision	Vision, mission, goals
Structure	Assembling, administering, evolving, regulating, maintaining, funding
Process	Configuring, interacting, coordinating, learning, sensing, developing, deliberating, conflicting, communicating, planning, collaborating, surveying, evaluating
Service Delivery	Exchanging information, raising public awareness, case management, co-locating, establishing a program resource centre, standardizing referral & intake processes

Network Impacts

- Network
- Community
- Organization/Participant:
 - Organizational
 - Individual
 - family or service recipient, service provider

Matrix of Measures (examples)

LEVEL OF OPERATION:	LEVEL OF MEASURE			
<i>Measures of a successful network</i>	<i>Network</i>	<i>Community</i>	<i>Organizational</i>	<i>Individual</i>
VISION: Shared vision and mission	<ul style="list-style-type: none"> Affiliation Agreement signed 	<ul style="list-style-type: none"> Policies align vision and mission 	<ul style="list-style-type: none"> Services align vision and mission 	<ul style="list-style-type: none"> Parent input (at Steering Committee level)
STRUCTURE: Partnerships and linkages (and integration)	<ul style="list-style-type: none"> Cohesion Centrality Multiplexity Development and growth Collaborative attitudes 	<ul style="list-style-type: none"> Policy development and adoption 	<ul style="list-style-type: none"> Successful joint programs, projects Agreements, protocols, program policies Shared client base Shared database 	<ul style="list-style-type: none"> Parent and youth input (at Working Group level) Collaborative attitudes
PROCESS: Action planning and implementation	<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> Program development 	<ul style="list-style-type: none"> Program development Implementation 	<ul style="list-style-type: none"> Parent and youth input to Working Groups
SERVICE DELIVERY: Innovations and opportunities for system efficiencies	<ul style="list-style-type: none"> Utilization efficiencies Cost reallocations Improved quality of care 	<ul style="list-style-type: none"> Reduced duplication 	<ul style="list-style-type: none"> Changes in delivery Satisfaction Consistent standards of care 	<ul style="list-style-type: none"> Improved access Improved continuity

4. SACYHN evaluation: early years (2001 – 2003)

- Developed Implementation Evaluation Framework that identified indicators and outcomes and how they tied back to our goals and vision
- Collected baseline data for some key areas of project work
- Surveyed other child and youth health networks on evaluation activities
- Participated in research that provided a formative evaluation that tracked our own development and evolution

5. A first comprehensive look at SACYHN (2004)

- Evaluation focussed on first two *Network* goals:
 - Goal 1: Develop and adopt a shared vision and purpose
 - Goal 2: Identify and create opportunities for positive change in service delivery
- Identified which network structures and processes were working effectively and where we needed to focus our efforts
- Continued project level evaluation

Evaluation methods and data sources

Evaluation of
Network
Goals
1 and 2

Document
Review

Member
Survey

Key
Informant
Interviews

CAYAC
Focus
Group

Evaluation Challenges

- Connectedness
- Role confusion & divergence in defining success criteria
- Network nebulosity & identifying measurable outcomes

6. SACYHN network impact analysis research (2008 – 2009)

- Time for another broad look at SACYHN as it entered a new developmental phase
 - 3.5 years since the first comprehensive *Network* evaluation
 - Literature indicates that networks peak at 7 years
- Opportunity to be a pilot site for network impact analysis research

What is network analysis ?

- Network analysis focuses on the relationships among social entities and the patterns and implications of these relationships

(Wasserman & Faust 2007)

- Methods:

- *Network* mapping via a detailed survey
- Qualitative methods to demonstrate how our work has benefited children and families

What can we learn from a network analysis?

- An understanding of the relationships between and among the members of SACYHN
- Who is connected to whom?
- Through what types of activities are members connected?
- What is the extent of their interactions?
- What is the quality of their relationships?

Research Design

➤ Context

- Meetings with network managers, network coordinators, & network co-chairs
- Review of key documents and past evaluation

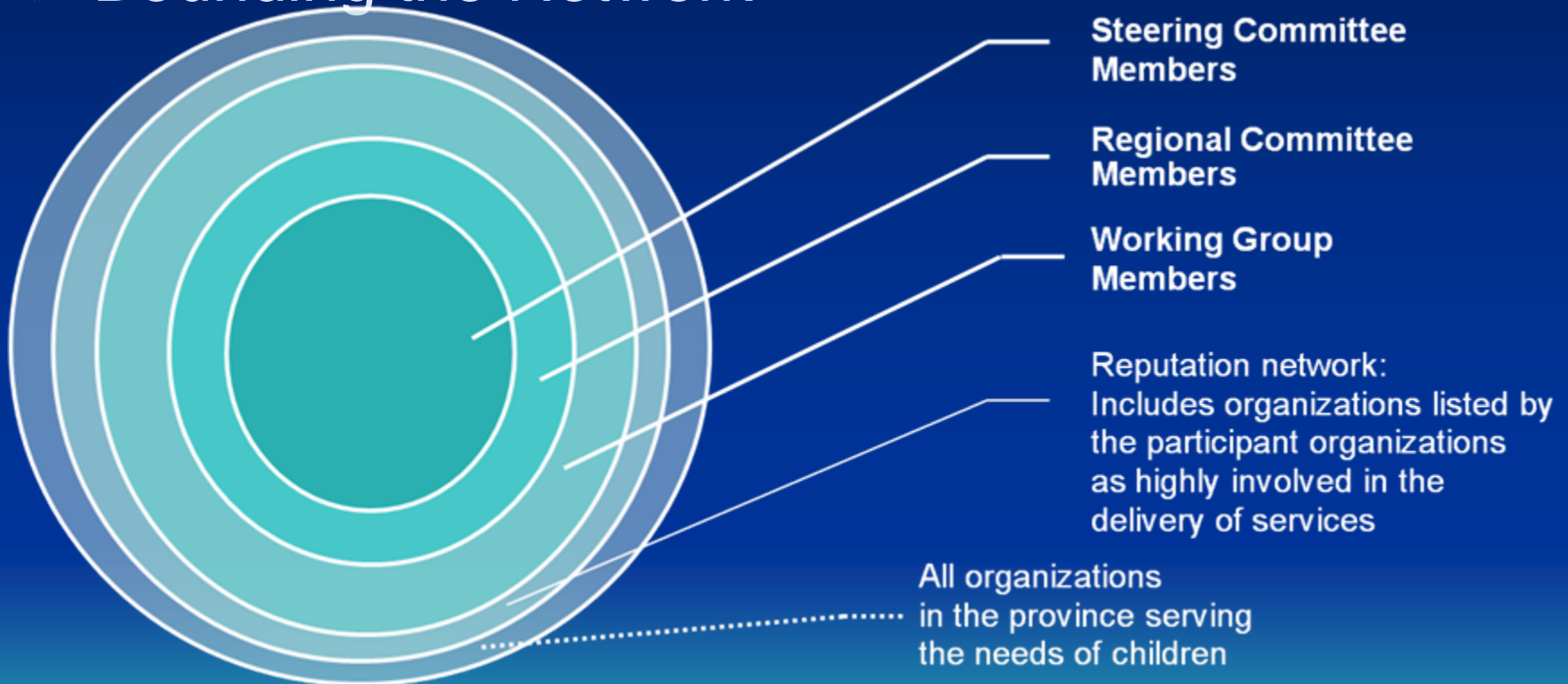
➤ Research ethics approval

Research Design (cont'd)

- Network Impact Analysis Survey
- Focus group with parents
- Elite interviews

Research Design (cont'd)

➤ Bounding the Network



Research Design (cont'd)

➤ Survey Details

- Survey adapted from one of Provan & Milward's studies of mental health systems
- Previously revised for potential use by Child & Youth Health Networks of Canada
- Further revised to fit context of SACYHN

Research Design (cont'd)

- Survey collects organizational information on:
 - demographics
 - involvement in the network
 - perceptions of SACYHN's impact
 - the impact of SACYHN has on individual organizations
 - relationships with other organizations
 - role of SACYHN facilitators

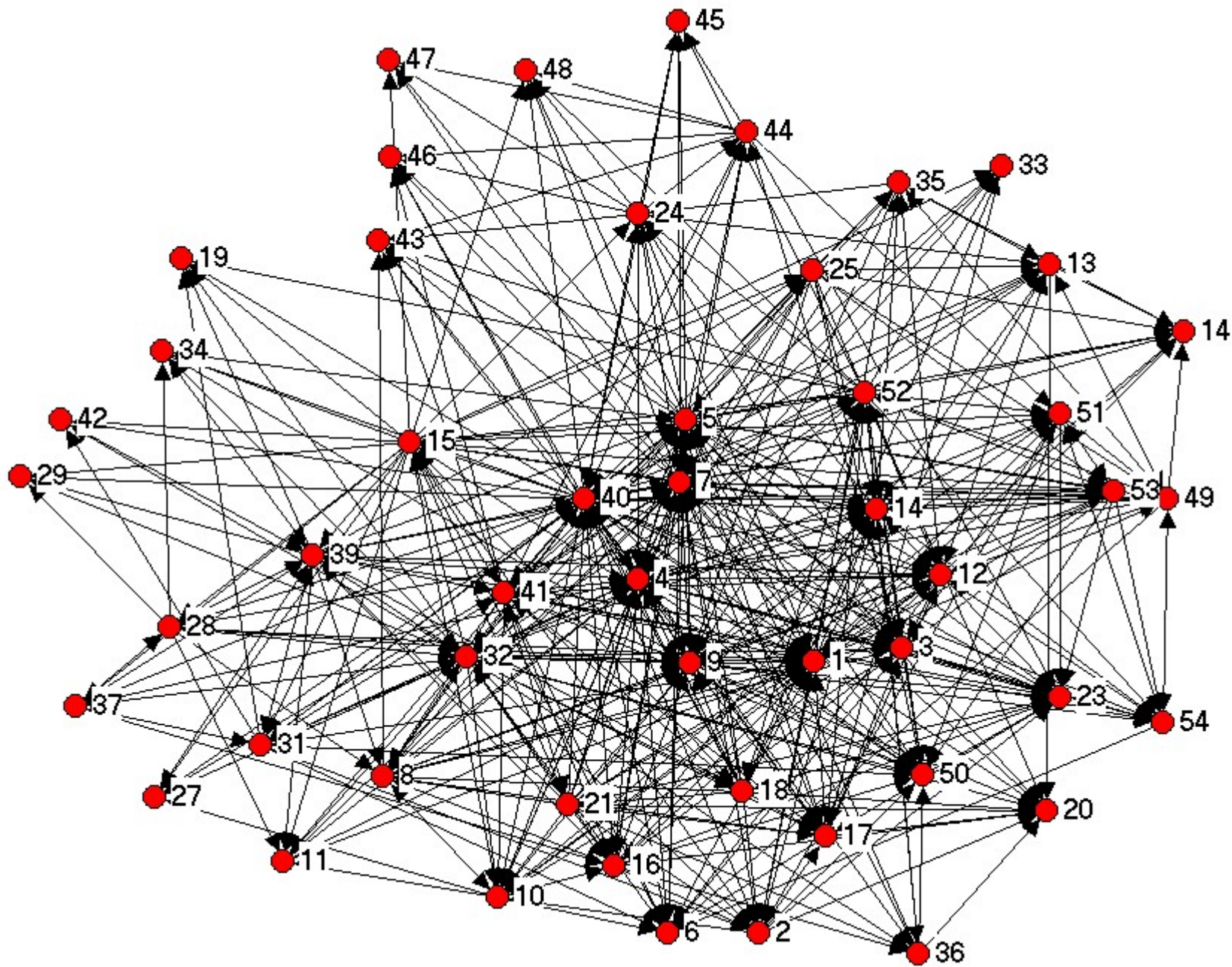
Network Survey Matrix

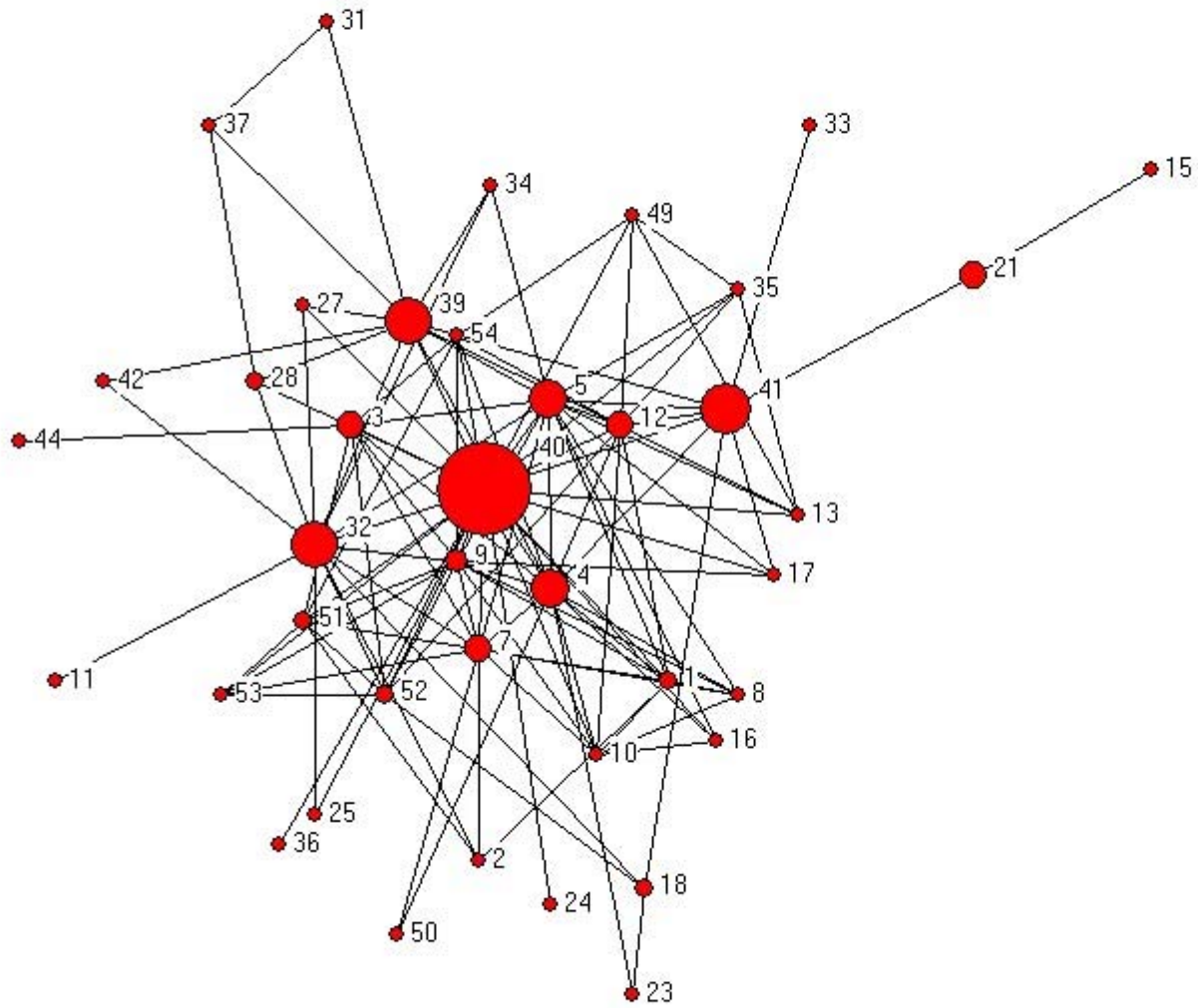
Agencies	Shared Activities				Relationship Quality
Name of Agency:	Planning	Advocacy	Joint Programs / Shared Staff	Etc.	Please Circle:
Agency A					1 2 3 4 5
Agency B					1 2 3 4 5
Agency C					1 2 3 4 5
Etc.					1 2 3 4 5
Other agencies: (please list & respond as above)					
					1 2 3 4 5
					1 2 3 4 5

Data Gathering

October 2008 to February 2009

- Administration of survey
 - In person meetings with SACYHN Steering Committee, 4 regional meetings
 - One additional session via videoconferencing
 - Email follow up with non-responders or those unable to attend an in person meeting
- Parent focus group
- 15 elite interviews – 23 individuals





Next steps

- Data analysis underway for all components
- Report preparation over the summer
- Presentation of full results early September
- Broad dissemination plan
- Use results to shape next steps for SACYHN

**Visit www.sacyhn.ca for various reports
and publications**

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