

EMPHN Monitoring and Evaluation Framework

Purpose

EMPHN acknowledges the importance of ensuring that primary care programs and services are well designed, implemented and effective in facilitating sustainable health system improvement for people in eastern and north eastern Melbourne. The key purpose of the EMPHN Monitoring and Evaluation Framework is to support routine performance monitoring and high-quality evaluations that provides a robust evidence base for decision making about current and future investment in programs.

A new framework to guide monitoring and evaluation

This framework strengthens and supports existing processes for commissioning programs, reporting on performance and achieving strategic and transformational goals. The framework supports monitoring and evaluation activity to be consistent and rigorous through three key elements:

- 1) Application of the Quadruple Aim approach¹ to all evaluations
- 2) Clear and consistent categorisation of the types of evaluation and
- 3) A number of principles for monitoring and evaluation activity at EMPHN

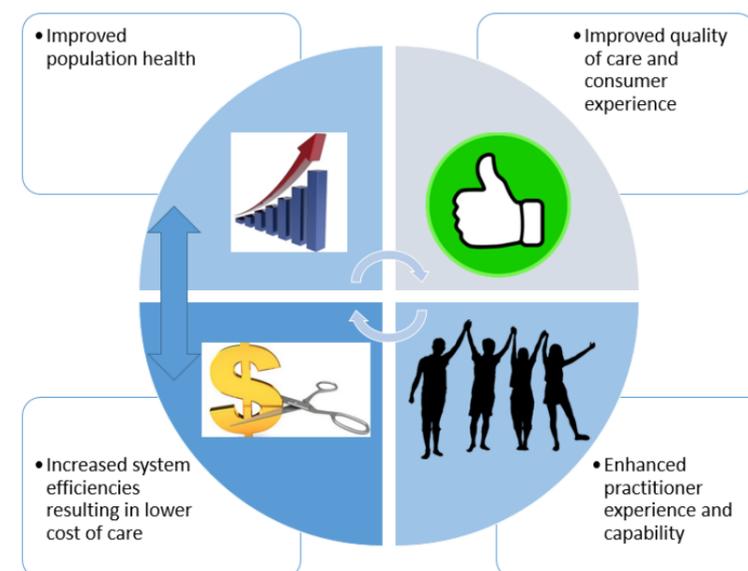
Quadruple aim approach

All evaluations are to be scoped to broadly address the impact of the program on 1) consumer experience 2) practitioner and stakeholder experience 3) population health (consumer outcomes) and 4) health system efficiencies (lower cost of care) (see **Diagram 1**). Framing each evaluation in this way creates a consistent approach and identifies the following outcomes:

- Improving quality of care and consumer experience
- Enhancing practitioner experience and capability
- Improving population health outcomes
- Increasing system efficiencies resulting in lower cost of care.

Diagram 1: Quadruple aim approach

Quadruple aims approach



Types of evaluation

There are many types of evaluation that can be undertaken that relate to the purpose of the evaluation and the stage of program development. The most common types of evaluation prioritised by EMPHN are: process evaluation, outcome evaluation and economic evaluation. The selection of the most appropriate evaluation provides a structure for the way a particular evaluation is to be framed, designed and conducted. Figure 3 provides an overview of the evaluation types and outlines when and why these types of evaluations should be used, the key approaches and what they would focus on. Most evaluations will cut across all three types, however, there will usually be a key focus depending on the maturity of the program.

Diagram 2: Overview of evaluation types

¹ The Quadruple Aim is an approach developed by the Institute for Healthcare Improvement (IHI) in order to maximise health system performance. The goal of the quadruple aim is to improve patient experience, improve the health outcomes, improved practitioner care and reduce health care costs. It is an approach is strongly supported by the Commonwealth Department of Health.

OVERVIEW OF EVALUATION TYPES¶

	Process-evaluation¶	Outcome-evaluation¶	Economic-evaluation¶
Purpose (why)¶	To examine the quality of program implementation, reach and factors hindering success¶	To assess the extent to which a program is delivering benefits, to whom, how, why and under what circumstances¶	To identify, measure and value a program's economic costs and benefits¶
Orientation¶	Improvement¶	Accountability¶	Efficiency¶
When¶	During program development and delivery; often included as part of routine monitoring¶	During implementation but once the program is settled and outcomes have sufficient time to occur¶	After a program is settled and outcomes have been demonstrated; when considering re-investment decisions¶
Who¶	Internal or external¶	Typically external or a combination¶	Typically external or a combination¶
Key approaches¶	Implementation fidelity Performance monitoring Action research Responsive evaluation Empowerment evaluation¶	Randomised control trials Quasi-experimental designs¶ Theory-based impact evaluation¶	Cost-benefit analysis¶ Cost-effectiveness analysis Cost-utility analysis¶ Cost-minimization analysis Cost-consequence analysis¶
Challenges and issues¶	Data access and integrity¶ Program logic and theory of change not sufficiently articulated¶ Availability and access to participants¶	Validity and reliability of existing data¶ No baseline and difficulties constructing a comparison group Can be time and resource intensive¶ Identifying appropriate outcome measures¶	Validity and reliability of existing data¶ No baseline and difficulties constructing a comparison group Can be time and resource intensive¶ Measuring non-monetary benefits¶

Guiding principles and priority areas

The framework outlines key principles that will guide future monitoring and evaluation activity at EMPHN which are set out in **Diagram 3**. The principles are grouped into three broad criteria: credible, useful and ethical.

Priority areas for monitoring and evaluation over the five-year period from 2020-2025 are programs that focus on addressing health gaps and inequalities, enhancing primary care, leveraging digital health, data and technology, working in partnership as a single service system and functioning as a high performing organisation.

Diagram 3: EMPHN principles of monitoring and evaluation



Understanding how and how much our programs work

The starting point of monitoring and evaluation activity is a clear understanding of the rationale, evidence-base and logic underpinning the design of each program. The overarching logic that guides EMPHN programs is set out in **Diagram 3**. The logic model depicts the:

- inputs that are required for identifying local needs and designing responsive programs,
- activities delivered as part of commissioning and monitoring program implementation
- hierarchy of outcomes associated with the quadruple aims
- assumptions and external factors that influence the delivery and effectiveness of programs
- enablers and system level change levers

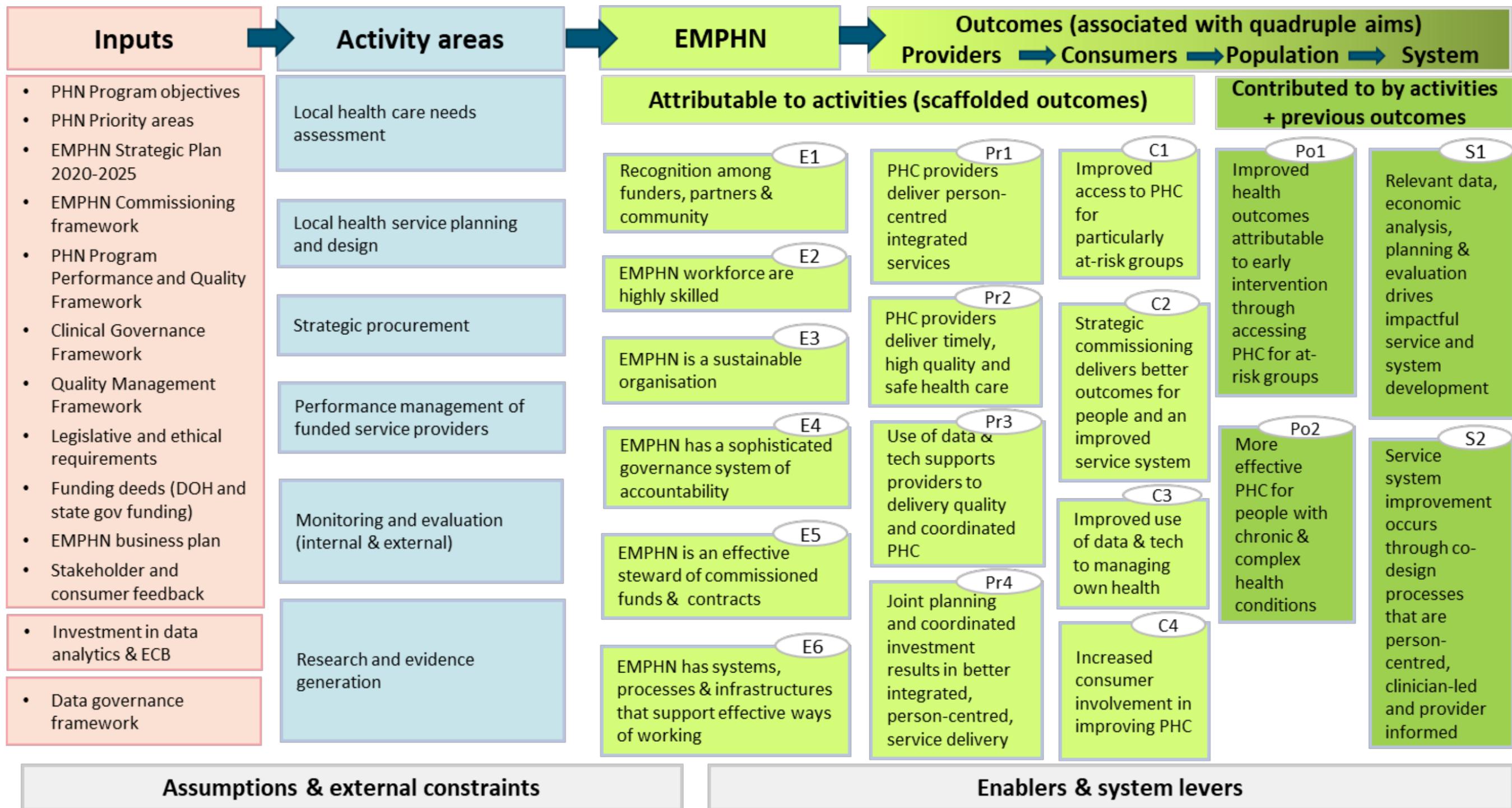
The logic model can be read from left to right, where inputs causally result in outcomes which are attributable to the implementation of the activities specified that are facilitated by those inputs.(including the EMPHN Commissioning Framework, PHN Performance and Quality Framework, Clinical Governance Framework, Quality Management Framework, and feedback from stakeholders and consumers).

In addition to this logic model, a staff handbook to guide monitoring and evaluation activity is being developed. The handbook provides information for all staff on how to plan, manage, conduct and use evaluative evidence

to demonstrate accountability, support program improvement and build knowledge about what works in enhancing primary care.

Improving the evidence base

By applying these principles to monitoring activities and evaluation projects, EMPHN will be able to significantly improve its understanding of the characteristics of effective programs, implementation quality and the achievement of program outcomes, including economic impact. Improving the quality of monitoring and evaluation will strengthen accountability and increase EMPHN's ability to demonstrate a return on the government's investment in primary care programs.



- Funding amount and timeframe
- Valid & reliable needs assessment
- Availability of providers
- State & federal government policy
- Stakeholder engagement
- Demography and geography
- Data, access, delays and reliability
- Market mechanisms on healthcare systems

Support offered by EMPHN to PHC providers is facilitated by:

- Effective governance
- Operational management
- Stakeholder relationships
- Financial management
- Positive organisational culture
- A highly skilled workforce
- Robust data and research

EMPHN uses system level change levers:

- Organisation
- Engagement
- Enforcement
- Information
- Technology
- Finance/Payment