

Term 3 NHS Horizons Placement

Opportunities for capturing change

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Agenda

1

Context

2

Our Approach

3

Research
Overview

4

Public Value
Framework
& Case
Application

5

Conclusions &
Recommendations

1

Context





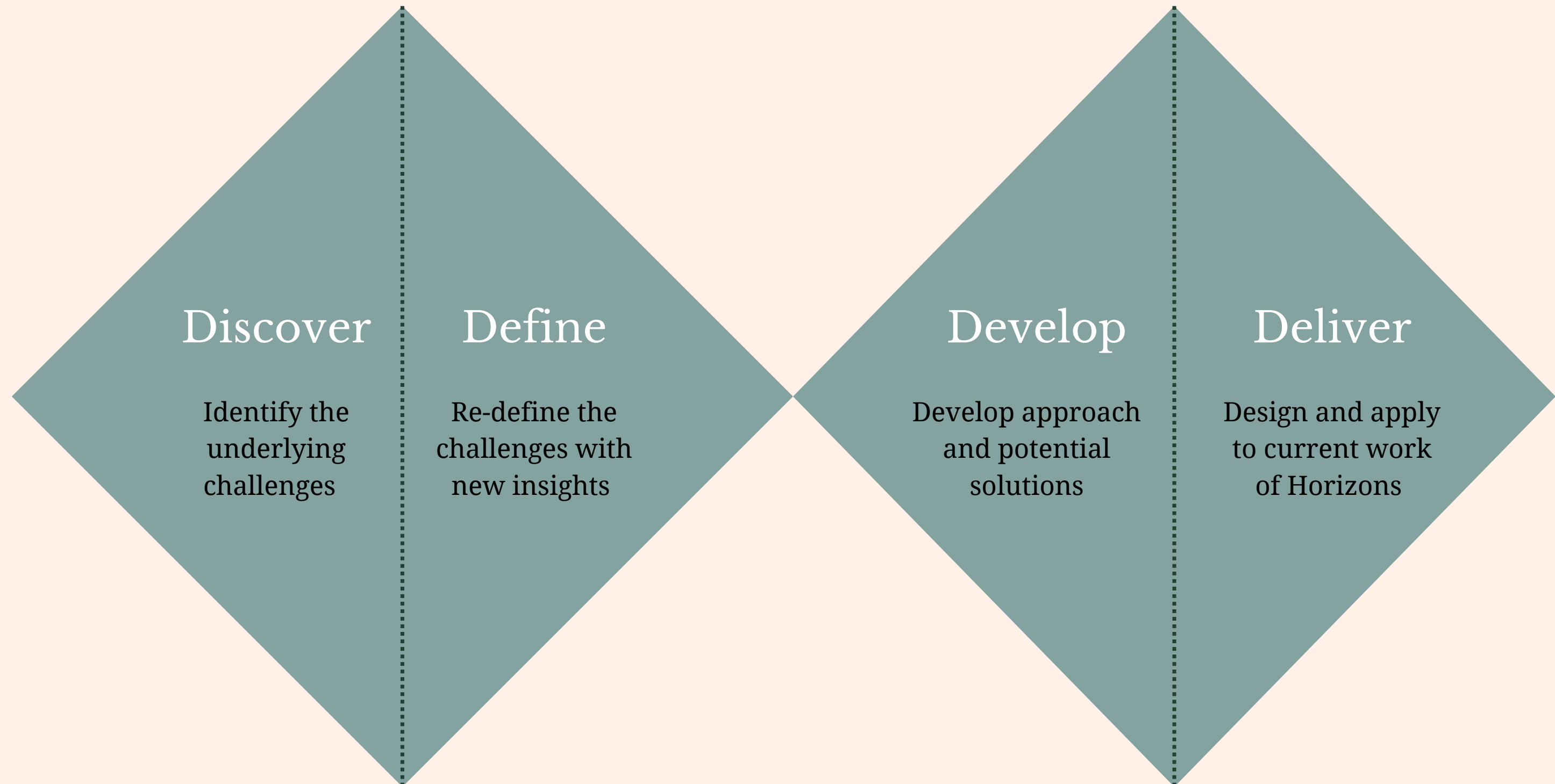
The Challenge:

What are the opportunities to capture the difference Horizons makes through different stages of complex large-scale change?

Project Design

Understanding the context of Horizons

Designing potential solutions



Key Achievements

DISCOVER

- Used commissions to understand how Horizons makes impact
- Understood the challenge of Horizons's impact work

DEFINE

- Decided to review their impact from 3 dimensions: capturing, measuring, delivering
- Recognised the importance to assess public value

DEVELOP

- Prioritized useful tools
- Combined different frameworks into commissions

DELIVER

- Provided the Public Value Assessment Framework for learning about Horizons's impact.

2

Our Approach





"I think it is hard to describe with integrity the value we have on an outcome"

— Horizons' team member interview [P1]

Towards a Framework for Public Value Assessment

IMPORTANCE

Learning
Listening and Building
Accountability
Compliance

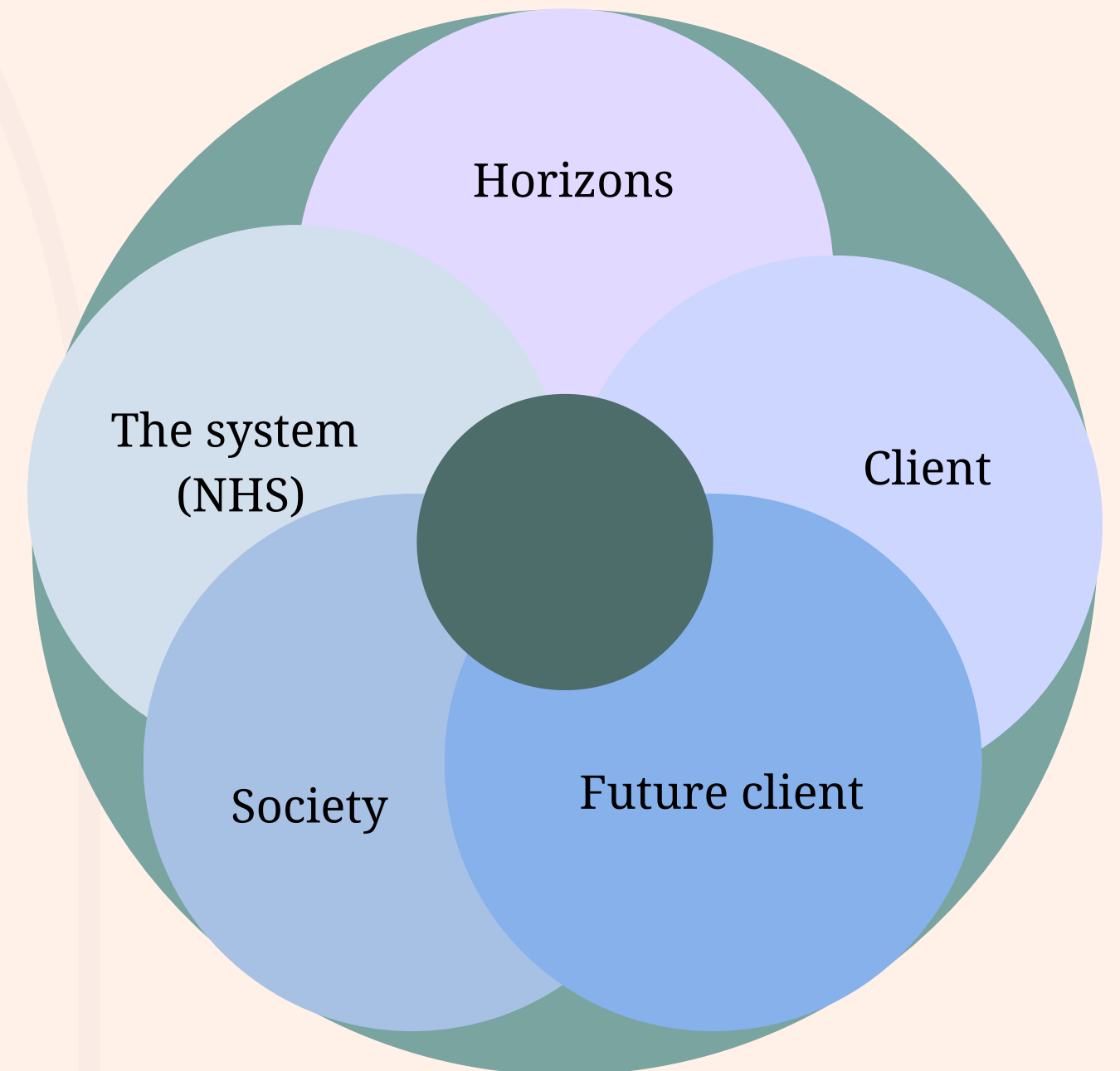
TYPES

Process
Impact
Value-for-money

USES

Communicating impact
Stakeholder engagement and empowerment
Understanding context
Improvement

STAKEHOLDERS



(HM Treasury, 2020)

(Epstein & Yuthas, 2017)

(Mazzucato & Ryan-Collins, 2019)

3

Research Overview



**Weekly
internal
meetings**

**Semi-structured
interviews with
Horizons' team
members**

**In-person
workshops**

- Nottingham Accelerated Design Event
- Capital Nurse and Midwife Unconference

**Understanding
NHS Horizons'
approach to
public value
creation**

**Virtual
collaborations**

- Community of Action Spread & Scale
- Physical Activity Commission
- Improvement Directors Network

Project Review

- School for Change
- Maternity Summit 2021
- Perinatal Equity Stories for Change

Learning Events

- School for Change
- Stories for Changes

**Desk research &
literature Review**

Key Themes from Interviews

Mission-thinking	Importance of impact	Outcomes and evaluation	Creating value
<p>"How does something move from the margins to the mainstream as a process of change?" [P1]</p>	<p>"Analysis has helped [us] realise its importance...without it we are not going to be able to grow in the way we want to." [P3]</p>	<p>"How does Horizons measure success? We share feedback with each other and get feedback from clients. We believe in stories." [P13]</p>	<p>"It is very difficult to quantify the essence of the difference Horizons create. Change happens by connecting people and bringing ideas from the edge." [P18]</p>
<p>"The trickier bit is in terms of how do we translate those values and mission and vision into what we do? In which direction should we be being proactive? Where do we build the connections?" [P15]</p>	<p>"Our impact is partly to do with our way of connecting as a system convener." [P16]</p>	<p>"So in terms of the outcomes Horizons team is contributing to the process for delivering the outcome for the clients, it's not directly contributing to the outcome...I describe it as proximal and distal outcomes." [P1]</p>	<p>"Aim is for team to find joy in working here. Have they been able to develop and learn? Do they feel safe and confident to be at work?" [P1]</p>
<p>"Moving gives us an opportunity to almost press the reset button and decide to what it is we want to be known for as a team." [P4]</p>	<p>"I think we could do better about that follow-up piece...check-in with people about the impact they feel Horizons has had on their programs." [P11]</p>	<p>"What is the impact that we're trying to have and then how can we measure ourselves against that? And that's very much going to be required of us and from this client [long-term commission]." [P11]</p>	<p>"Goal is to retain NHS identity, promote shifts in culture, increase multi-year commissions." [P1]</p>

4

Public Value Framework

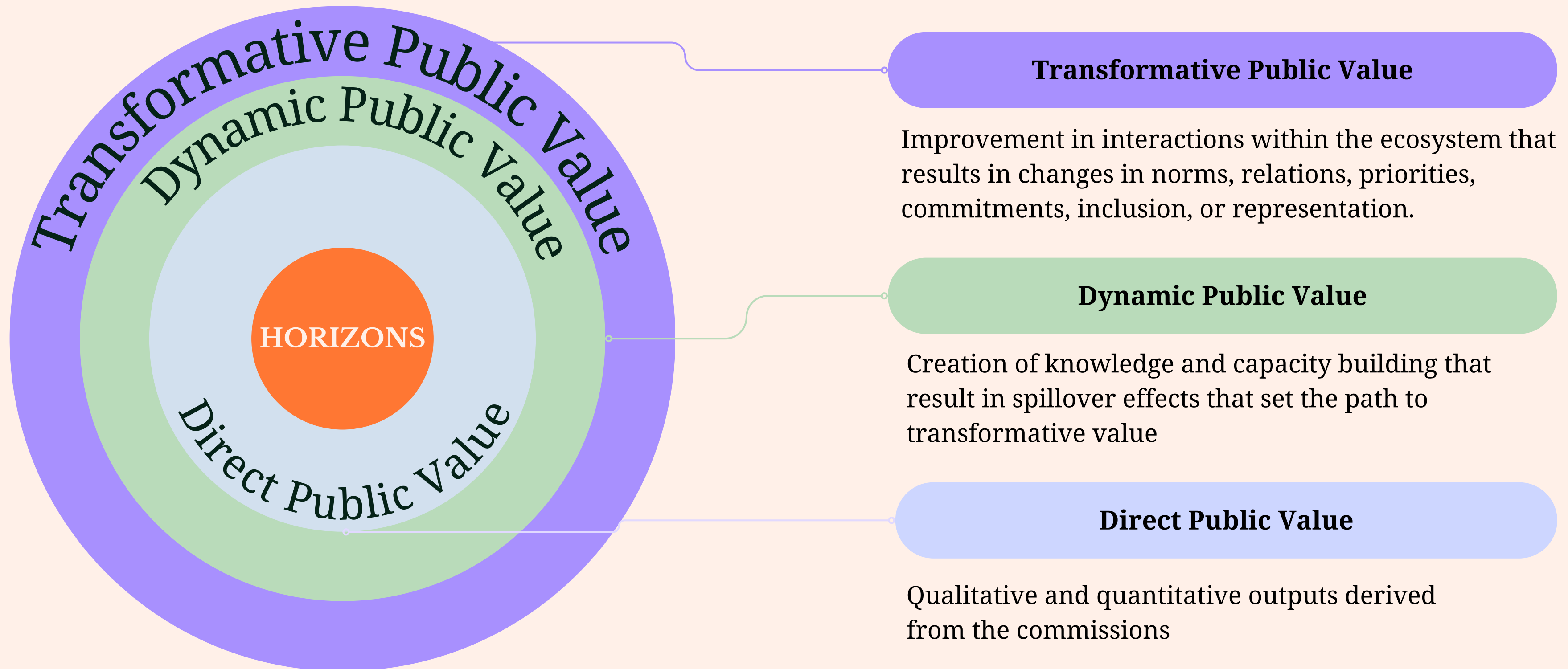




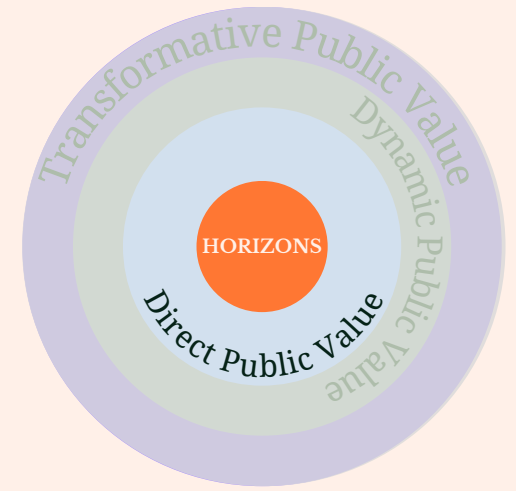
"Measurement and
impact have to be
proportional to purpose."

— Horizons' team member interview [18]

Public Value Assessment Framework



Direct Public Value



Metric alternatives

Measurable actions

Outputs: (ex. assistants,
people finishing a course)

Increased learning

Level of satisfaction

Commitments

Increased awareness

Tools for Capturing

Event records &
observation

Insight tool

Social media

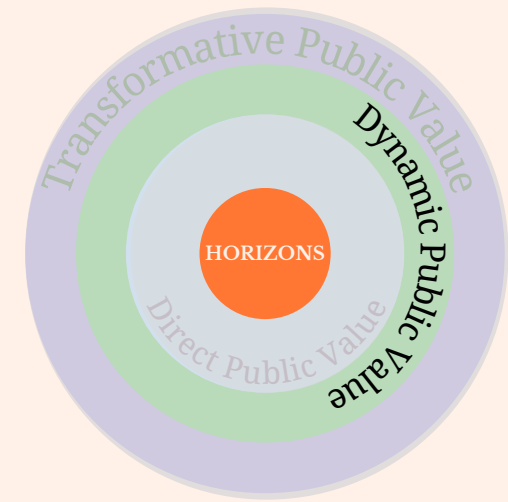
Registry records

On the day report/
pop up insight

Direct feedback from
client/debrief

*see annex for details

Dynamic Public Value



Metric alternatives

Spillovers

Creation organizational
Capabilites

Reach

Changes in attitudes
and beliefs

Changes in behaviours

Increased collaborations
between stakeholders

Tools for Capturing

Narrative Methods and Story
Telling

Sense making tool

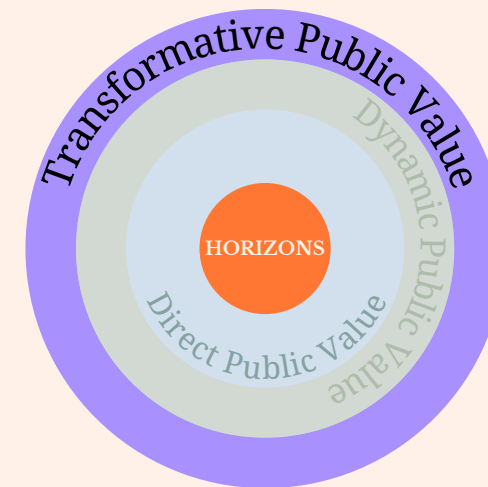
Impact case studies

Most significant change

Impact pathway

Surveys

Transformative Public Value



Metric alternatives

System's Change

Changes in norms

Policy Changes

Changes in
institutional practices

Tools for Capturing

Contribution analysis

Developmental Evaluation

4

Case Application



School for Change Agents

CONTEXT & CHALLENGE

Improvement skills

VS

Building agency

“Power should be held by those at the point of care to mobilise a movement of change agents focused on making a difference.”

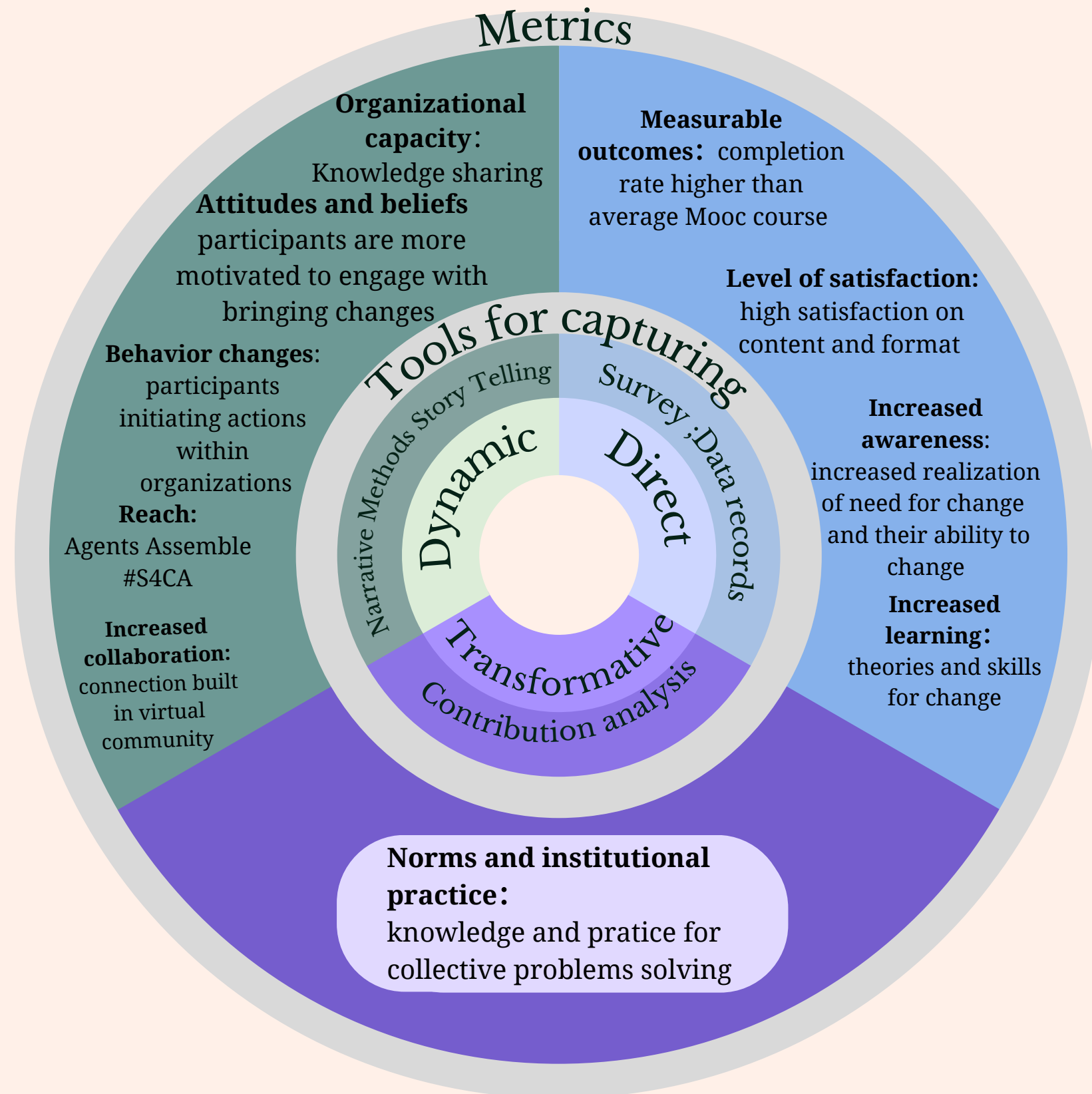
APPROACH & ON-GOING ACTIVITIES

- Theory of change
- Social movement theory
- Virtual learning

- 9 years
- MOOC FutureLearn
- Podcast Agents Assemble
- Online Community



School for Change Agents



Direct Public Value

- individual learning and empowerment
- demographic data of participants is recommended

Dynamic Public Value

- public value created within Horizons
- Community building offers an open and safe place for communicating and collaboration

Transformative Public Value

- Contribution analysis is recommended
- Opportunity to review norms and institutional changes

Maternity

CONTEXT & CHALLENGE

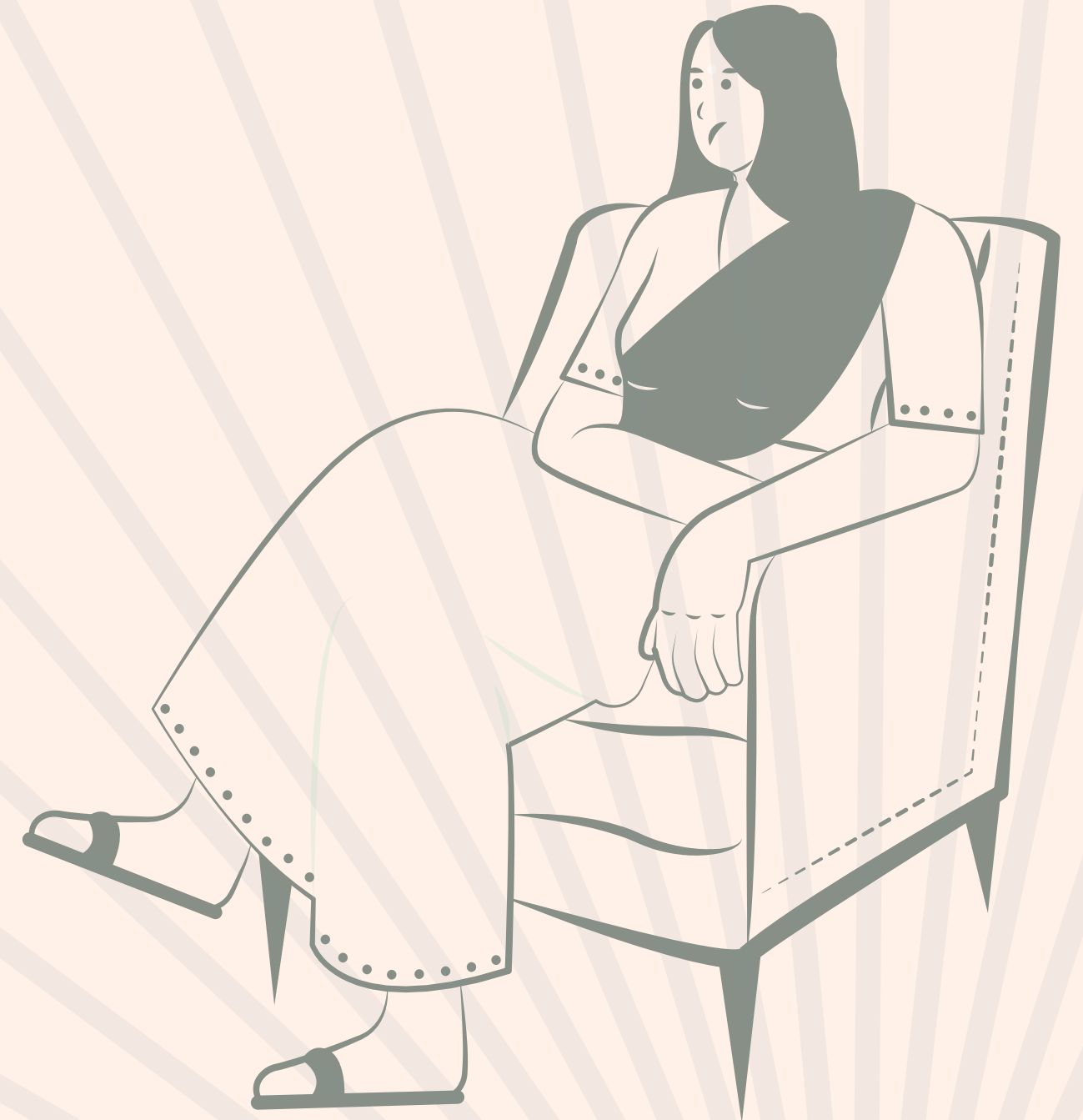
- 518 mothers died in 2018-2020
- NHS maternity transformation initiatives created improvement, but variation across services exists

PERINATAL EQUITY: STORIES FOR CHANGE

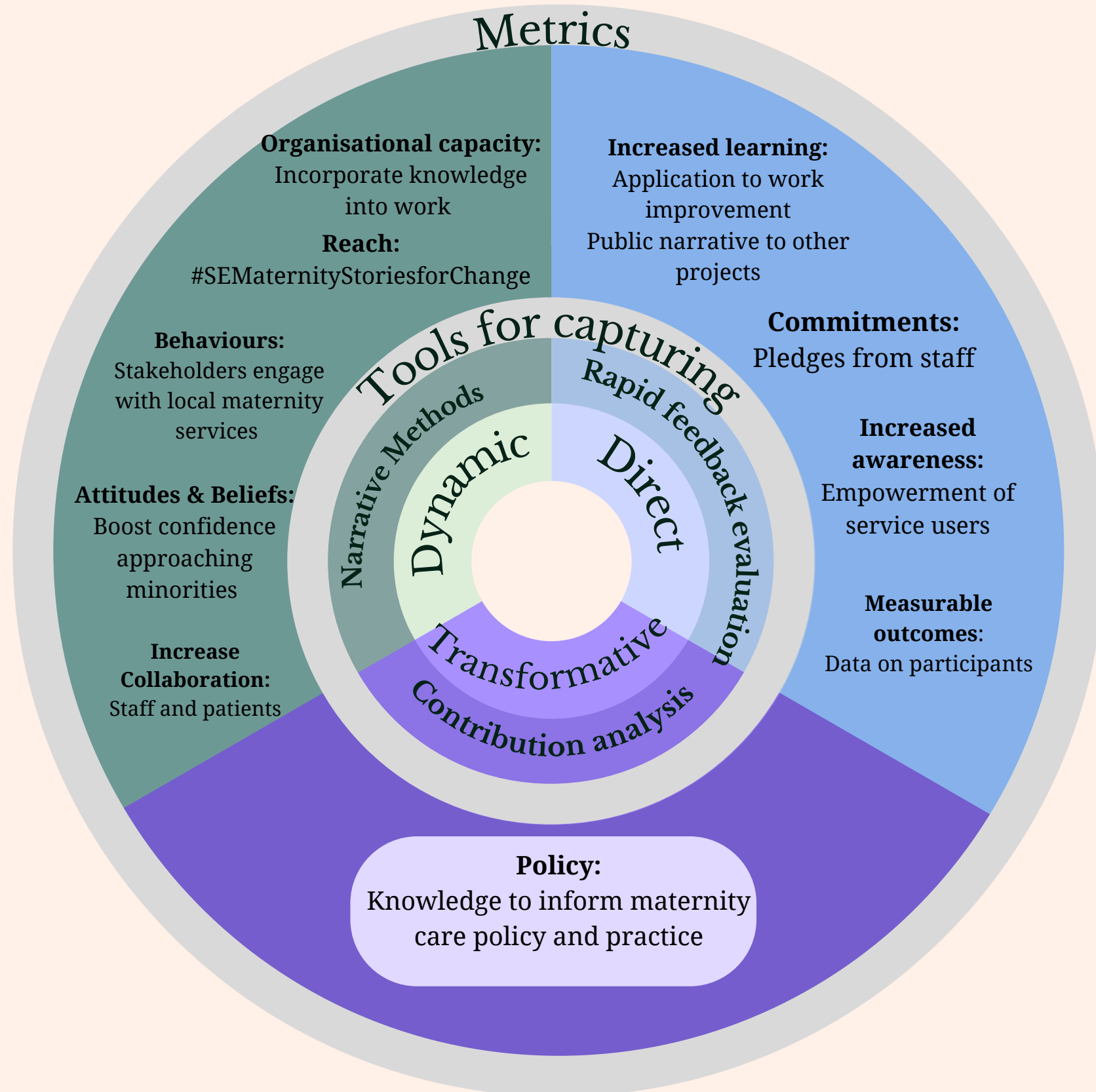
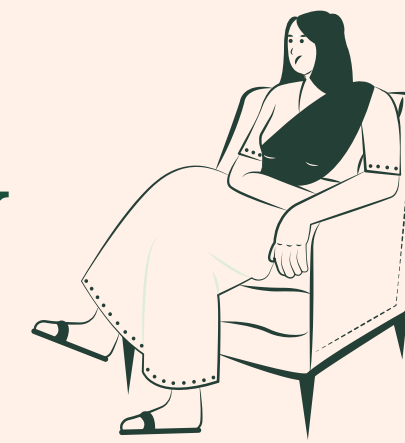
- Collaborative learning initiative based on Public Narrative
- NHS staff, leaders and patients
- Addressed health inequalities in NHS maternity service provision

MATERNITY SUMMIT 2021

- Convened NHS leaders, workforce and service users to build a stronger understanding of each other's work
- Identified shared approaches to improve safety
- Commitment from leaders to work more collaboratively



Maternity



Direct Public Value

- Learning through Public Narrative
- Impact of storytelling: lived experiences
- Empowerment of service users

Dynamic Public Value

- Increased reach of messaging & awareness
- Strengthening ties with community groups

Transformative Public Value

- Increased resource allocation
- Involvement of key stakeholders in decision-making

Physical Activity

CONTEXT & CHALLENGE

In 2021 Horizons was commissioned to help make PA for the prevention of long-term conditions part.

APPROACH

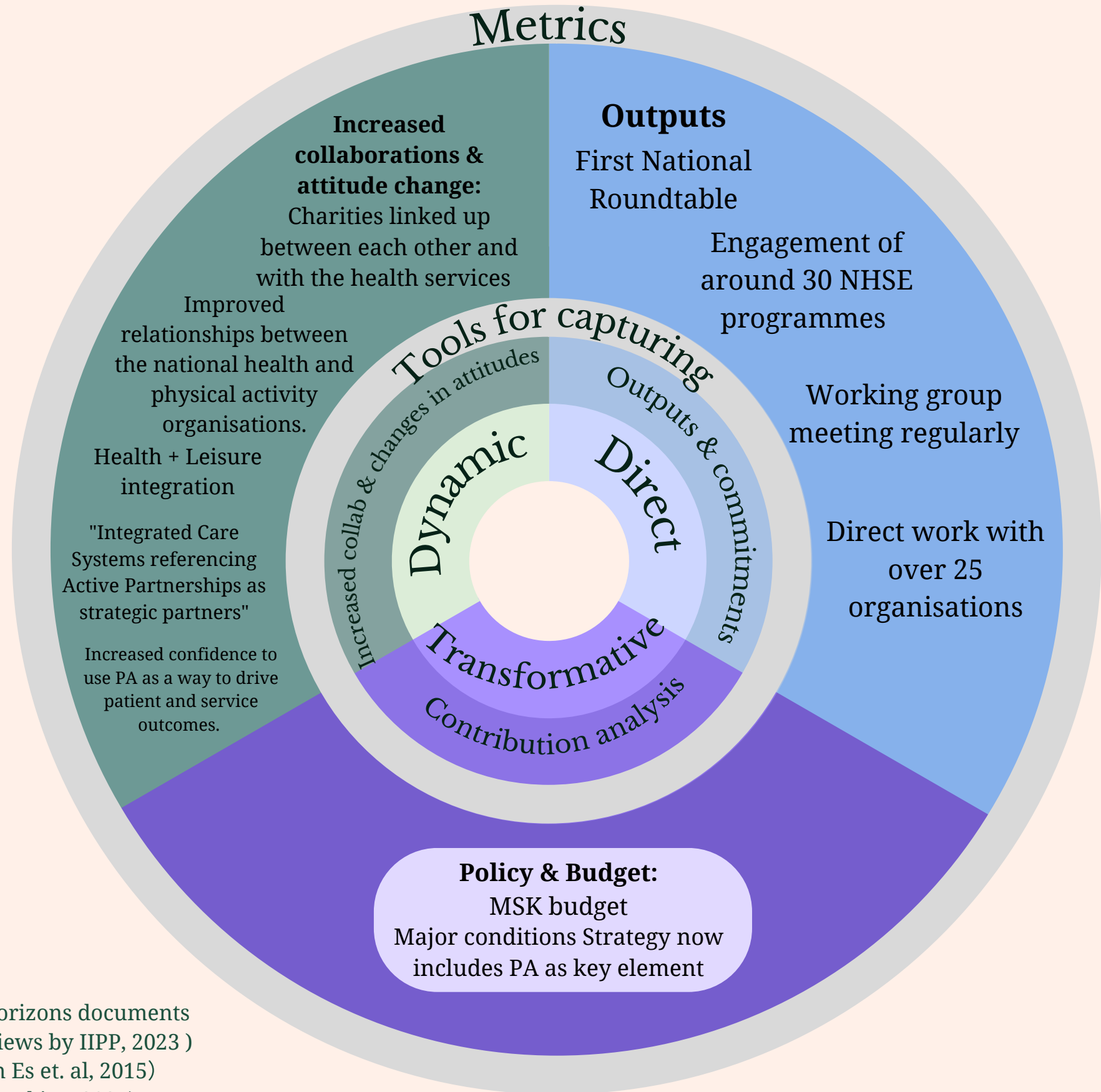
- Portfolio approach
- Emergence and iteration
- Co- design
- Collaboration

DRIVERS FOR CHANGE

- Aligning NHS internal programs
- PA within Integrated Care Systems
- Envisioning the Role of PA
- Aligning with local systems and building capacities.



Physical Activity



Direct Public Value

- Long term commission: direct value tracked over time
- Series of events and collaborations

Dynamic Public Value

- Building wide bridges
- Creating the path to transformative change

Transformative Public Value

- Any change in the system is achieved by multiple actions and stakeholders
- Understanding the role of Horizons

5

Conclusions & Recommendations



Concluding Remarks



The challenge

Capturing impact while working in complexity



Public value assessment

Iterative framework adaptable to agile working methods*



Application and communication

Case-studies highlight metrics and tools to incorporate in future projects*



*see annex for details

Recommendations

1

Develop NHS Horizons' collective definition of public value

2

Include assessment in initial design process

3

Consider required data during implementation phase

4

Build capabilities for smarter data collection



Thank you!

Questions

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Annex



Direct Value

Qualitative and quantitative outputs derived from the commissions

Metric Options	Tools for Capturing
Measurable actions: Numbers (ex. assistants, people finishing a course)	Records/notes
Level of satisfaction	Insight tool
Increased learning	Social media
Commitments	Observation
Increased awareness	Registry records
	On the day report/ pop up insight
	Direct feedback from client/ debrief

Dynamic Value

Creation of knowledge and capacity building that result in spillover effects that set the path to transformative value

Metric Options	Tools for Capturing
<p>Creating organisational capabilities</p> <ul style="list-style-type: none"> - Increased skills and knowledge relevant to narrative strategy among organisation's staff - Increased capacity of stakeholders to act as messengers for narrative. Service users' voices and stories are heard by a wider community 	<p>Narrative Methods and Story Telling</p> <p>Personal stories provide a human face to evaluation data and so can strengthen communication of key messages about a policy, including the impact on people and communities, their emotions and perspectives in ways that descriptions cannot.</p> <p>(Magenta Book 2020: Supplementary Guide: Handling Complexity in Policy Evaluation, p. 61)</p>
<p>Reach</p> <ul style="list-style-type: none"> - Increased reach of messaging and awareness that reflect narrative among target audiences (social media/online content, number of people attending events) <p>https://www.orsimpact.com/directory/Measuring-Narrative-Change.htm</p>	<p>Sense-making tool</p>
<p>Changes in attitudes and beliefs</p> <ul style="list-style-type: none"> - Increased recognition/salience of issue among target audiences (people reporting they are aware of the issue, demonstrating basic knowledge, considering issue is important) - Values increasingly reflect narrative framing (e.g. expressing feelings of shared interests & mutual responsibility) <p>https://www.orsimpact.com/directory/Measuring-Narrative-Change.htm</p>	<p>Impact case studies</p>
<p>Changes in behaviours</p> <ul style="list-style-type: none"> - Increased engagement of target audiences in behaviors that support orgs/coalitions engaged in narrative change work (e.g. number of people participating in relevant events/trainings or making financial contributions) <p>https://www.orsimpact.com/directory/Measuring-Narrative-Change.htm</p>	<p>Most significant change</p> <p>A form of participatory monitoring and evaluation. Significant change stories emanating from the field level, are periodically collected and the most significant selected by panels of designated stakeholders or staff. It provides some information about impact and unintended impact but is primarily about clarifying the values held by different stakeholders.</p> <p>(Magenta Book 2020: Supplementary Guide: Handling Complexity in Policy Evaluation, p. 60)</p>
<p>Increased collaborations between stakeholders</p>	

Transformative Value

Improvement in interactions within the ecosystem that results in changes in norms, relations, priorities, commitments, inclusion, representation.

Metric Options	Tools for Capturing
<p>Changes in norms</p> <p>Outcomes for attitudes, beliefs, and behaviours among a larger population</p> <p>https://www.orsimpact.com/directory/Measuring-Narrative-Change.htm</p>	<p>Contribution Analysis</p> <ul style="list-style-type: none"> - Articulates an intervention theory then seeks to test this theory empirically to investigate whether, why or how the policy causes or contributed to observed results and to see if alternative explanations can be ruled out. - Example on how to implement: Review data on change in practice and health behaviors or outcomes with the client 3-6 months after project completion <p>Hopkins, L. (2021, March). Tools and Tips for Implementing Contribution Analysis. Center for Evaluation Innovation. https://www.evaluationinnovation.org/publication/tools-and-tips-for-implementing-contribution-analysis/</p>
<p>Policy</p> <ul style="list-style-type: none"> - Policy debates frame issue in alignment with narrative; increased political will - Improvement in policies (long-term) <p>https://www.orsimpact.com/directory/Measuring-Narrative-Change.htm</p>	<p>Developmental Evaluation</p> <p>Supports innovation development to guide adaptation to emergent and dynamic realities in complex environments. Involves stakeholders in the evaluation and as agents for change and are particularly useful supporting adaptive management approaches.</p> <p>Patton, M. Q. (2010) Developmental Evaluation. Applying Complexity Concepts to Enhance Innovation and Use. Guilford Press, New York. Retrieved via https://www.guilford.com/books/Developmental-Evaluation/Michael-Quinn-Patton/9781606238721</p>
<p>Institutional practices</p> <ul style="list-style-type: none"> - Increased representation of key stakeholders in decision-making - Increased commitment to resource allocation - Long-term: institutionalisation of mechanisms for representation of key stakeholders in decision-making; shifts in resource allocation <p>https://www.orsimpact.com/directory/Measuring-Narrative-Change.htm</p>	