

**Evaluation of the Latrobe Health Innovation Zone,
Latrobe Health Assembly and Latrobe Health Advocate**

Overview of evaluation in Latrobe Valley

July 2019

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Introduction

It is proposed that the Deloitte evaluation is overarching, underpinned by a framework that guides and informs related evaluation and performance monitoring within the Latrobe Health Innovation Zone

Purpose

The Deloitte evaluation team want to ensure the evaluations which take place in Latrobe Valley provide practical and valuable information for the Latrobe Health Initiatives, DHHS and Latrobe Valley communities.

It is important to understand whether the current approach to evaluation in Latrobe Valley is strategic and useful, from your perspective.

Questions to consider as you read this document

1. Do you agree with the way we have characterised the types of evaluation fitting together?
2. Do you agree with the way we have characterised the purpose of the Deloitte evaluation (i.e. as overarching) relative to the other types of evaluation?
3. Do you agree with the proposed use of the Deloitte evaluation's performance indicators for ongoing performance monitoring?
4. How can monitoring and evaluation add the most value to your organisation?
5. What should this look like as we move forward?
6. Are you aware of any other evaluation activity in Latrobe Valley?

Next steps

There are two key next steps:

1. Deloitte will continue to work with DHHS and Board organisations to support the Assembly and Board to take on the evaluation findings, collect data, and build processes that support ongoing performance monitoring.
2. The Deloitte team will continue to undertake the evaluation as per the updated evaluation framework until March 2020.

Purpose of monitoring and evaluation

Monitoring and evaluation contribute to the evidence-base supporting public health programs

Monitoring and evaluation attribute value to a program by systematically gathering and analysing information.

Monitoring and evaluation identify and describe the **operation, implication, and justification** of programs and policies. This involves comparing programs against their objectives, case studies or best **practice criteria** – **promoting accountability and transparency.**

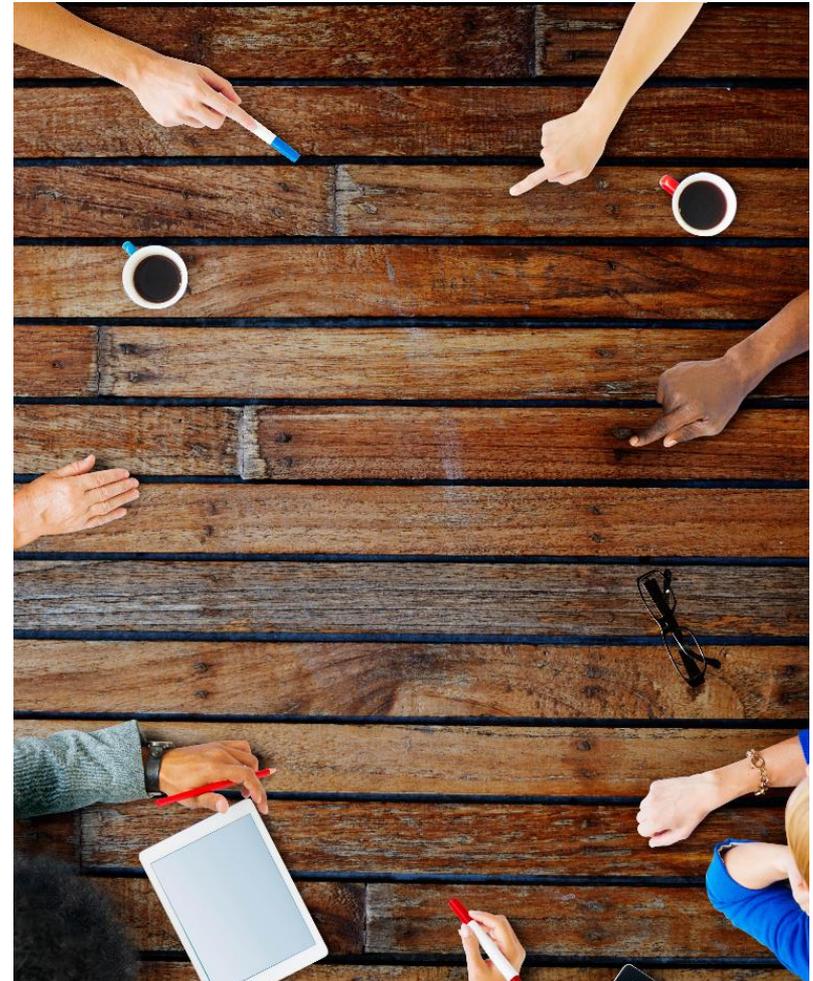
Considering **transferability** and **sustainability** in an evaluation assists program designers and policy makers in understanding how a program or policy might be relevant to their need and environment.

This enables the evaluation user to determine the best approach for addressing an issue in a given context.

When monitoring and evaluation follows a systematic and transparent approach to measuring and reporting, stakeholders are **equipped with the knowledge** they need to make evidence-based decisions.

Stakeholders involved in monitoring and evaluation can determine evaluation questions, contribute to decisions on data collection methods, and analyse and present findings.

Engaging a range of stakeholders in monitoring and evaluation not only provides perspective and relevance to the activities and findings, but **builds capacity** in populations, including **vulnerable communities.**



Monitoring and evaluation

Systematic collection and analysis of data provides insight into the application and effectiveness of an intervention

Process or developmental evaluation

Process or developmental evaluation assesses the way in which a program has been implemented and the effectiveness of its processes and systems. This can be undertaken internally or externally.

It aims to inform how the program could be improved during its implementation. Interim evaluation should commence as early as possible in the life of a program.

Outcome evaluation

Outcome evaluation assesses the quality, merit, worth or shortcomings of a program. It has specific considerations and is typically undertaken by an external evaluator.

These evaluations assess the extent to which the short, medium, and where possible, longer-term outcomes of the program have been achieved or are on-track to being achieved.

Performance Monitoring

Ongoing internal performance monitoring undertaken to support management, decision-making, and serve as an input to evaluation.

Monitoring and evaluation

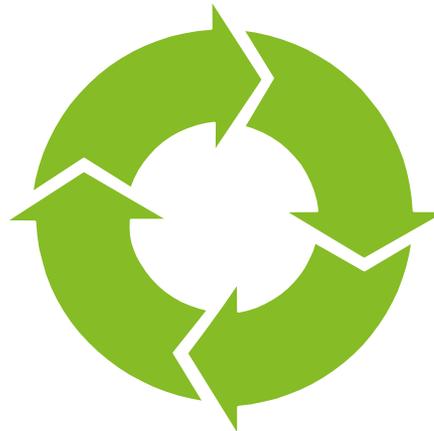
Understanding and communicating performance enhances outcomes

Demonstrating value to stakeholders

Monitoring and evaluation demonstrate program value with a focus on program improvement to internal and external stakeholders.

Continuous improvement

Monitoring and evaluation support ongoing program improvement, enables the measurement of program impact, and identifies lessons for the development and implementation of similar programs.



Performance management

Monitoring and evaluation support accountability. This is required when new funding is sought for lapsing programs, as per the Performance Management Framework for Victorian Government Departments (June 2017).

Evidence in support of business case

Monitoring and evaluation provide evidence for funding submissions. They articulate improvement opportunities including areas where redesign or efficiency gain can underpin ongoing investment.

"In Victoria, program evaluation are an objective and systematic way of reporting on the contribution a program has made to the achievement of stated goals, outputs and desired outcomes. Evaluations seek evidence of the actual performance of a policy or program, during or after its implementation"

- Department of Treasury and Finance

Monitoring and evaluation in Latrobe Valley

There are a number of evaluation projects currently underway in Latrobe Valley*

Deloitte

Overarching evaluation of the Latrobe Health Innovation Zone, Latrobe Health Assembly and Latrobe Health Advocate

Latrobe Health Innovation Zone

Department of Health and Human Services

- Evaluation of health programs in Latrobe Valley
- Mental Health and Chronic Disease program evaluation (delivered by KPMG)

Federation University Australia Collaborative Evaluation Unit (CEU)

- Targeted program evaluations
- Development of a participatory evaluation framework
- Local capacity building workshops

Gippsland Primary Health Network

- Chronic disease program evaluation
- Mental health program evaluation
- Evaluation of screening projects (delivered by Larter Consulting and the Federation University Australia CEU)

Monash University

- Hazelwood Health Study

Inspector-General Emergency Management (IGEM)

- Monitoring and public reporting on the progress of Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan

Latrobe City Council

- Service and program evaluation

Latrobe Community Health Service

- Service and program evaluation

Latrobe Regional Hospital

- Service and program evaluation

Latrobe Valley Authority

- Service and program evaluation

Latrobe Health Assembly

- Commissioned evaluations
- Self-evaluation (assisted by Deloitte and the Federation University Australia CEU)
- Deep dive into the Health Innovation Grants Program (round 1 and 2) (Deloitte)
- Deep dive into the Asthma Awareness Campaign (Deloitte)

Latrobe Health Advocate

- Performance reporting
- Deep dive into Advocate activities (to be confirmed) (Deloitte)

A **coordinated** and **strategic approach** to collecting and disseminating data will ensure **efficient knowledge sharing** in Latrobe Valley. **Transparency** and **collaboration** between evaluation teams **minimises avoidable overlap** in evaluation efforts and provides stakeholders with contemporary evidence to support the relevance of their work.

A **shared knowledge base** provides **consistency** when assisting stakeholders with ongoing performance management.

Evaluation in Latrobe Valley

There are a number of evaluation projects currently underway in Latrobe Valley

	Deloitte	Federation University Australia Collaborative Evaluation Unit (CEU)	Board organisations
Description	Overarching evaluation of the Latrobe Health Initiatives	Building local evaluation capacity	Cyclical evaluation of the efficiency, appropriateness and impact of operations and services
Monitoring and evaluation	<ul style="list-style-type: none"> • Developmental • Process • Outcome 	<ul style="list-style-type: none"> • Developmental • Process • Outcome <p><i>Note: the CEU has two roles – undertaking and supporting evaluation in Latrobe Valley</i></p>	<ul style="list-style-type: none"> • Process • Outcome
Evaluation domains	<ul style="list-style-type: none"> • Appropriateness • Effectiveness • Sustainability 	<ul style="list-style-type: none"> • Appropriateness • Acceptability • Fidelity • Sustainability 	<ul style="list-style-type: none"> • Appropriateness • Acceptability • Feasibility • Fidelity • Costs
Evidence collection tools	<ul style="list-style-type: none"> • Online community and organisation surveys • Semi structured interviews • Document review • Observation 	<ul style="list-style-type: none"> • Questionnaires • Focus groups and workshops • Development of a participatory evaluation framework (including a user manual and toolkit) with and for organisations participating in capacity building activities 	<ul style="list-style-type: none"> • Activity and utilisation reports • User surveys
Value add	<ul style="list-style-type: none"> • Providing regular feedback about what is working well and what can be improved, allowing stakeholders to make informed decisions 	<ul style="list-style-type: none"> • Supporting the Latrobe Health Initiatives and local service providers to evaluate and monitor their activities and programs 	<ul style="list-style-type: none"> • Enabling services to improve their efficiency and respond to the needs of Latrobe Valley communities
Collaboration efforts underway	<ul style="list-style-type: none"> • Latrobe Health Initiatives • Federation University Australia CEU 	<ul style="list-style-type: none"> • Latrobe Health Assembly • Latrobe Valley Organisations • Deloitte 	
Future collaboration opportunities	<ul style="list-style-type: none"> • Latrobe Health Assembly Board Organisations 		<ul style="list-style-type: none"> • Deloitte

Appendix A: Evaluation project details

Evaluations to date in Latrobe Valley

Below is a preliminary list of evaluation projects in Latrobe Valley since the Hazelwood Mine Fire Inquiry in 2014

Evaluation project	Owner	Time period
Deep dive into the Latrobe Health Assembly Asthma Awareness Campaign	Deloitte	August 2019 – November 2019
Deep dive into the Latrobe Health Assembly Health Innovation Grants program	Deloitte	August 2019 – November 2019
Evaluation of the Latrobe Health Initiatives	Deloitte	May 2017 - March 2020
GPHN screening projects (breast, cervical, prostate and smoking)	GPHN <i>(assisted by the Federation University Australia CEU)</i>	June 2018 – July 2019
Hazelwood Health Study	Monash University	March 2014 - present
Commissioned evaluations	Latrobe Health Assembly	TBC
Latrobe Health Assembly member Self-Evaluations	Latrobe Health Assembly <i>(assisted by Deloitte and the Federation University Australia CEU)</i>	July 2018 - May 2020
Lifeline mental health program evaluation	Federation University Australia CEU	June 2018 – July 2019
Mental Health and Chronic Disease program evaluation	KPMG	TBC

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Monitoring and public reporting on the progress of Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan	Inspector-General Emergency Management (IGEM)	March 2014 - present
Service and program evaluation	Latrobe City Council	Ongoing
Service and program evaluation	Latrobe Community Health Service	Ongoing
Service and program evaluation	Latrobe Regional Hospital	Ongoing
Service and program evaluation	Latrobe Valley Authority	Ongoing
Street games project	Latrobe Health Assembly (<i>assisted by the Federation University Australia CEU</i>)	June 2018 – July 2019



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