Evaluation Strategy

December 2017

Contents

1. Introduction

"…monitoring and evaluation will become part of a continuous improvement cycle within Surrey Heartlands" – Surrey Heartlands STP, Oct 2016

The Surrey Heartlands Health and Care Partnership (the Partnership) will deliver a wide range of health benefits and improved outcomes that will be realised for the local population through the transformation of health and care services.

The Partnership encourages innovation and the adoption of new approaches. These require continuing evaluation to ensure maximum value and best outcomes are being achieved for the Surrey Heartlands population. This strategy describes how we are building local capacity to support such evaluation and sets a common framework to be used across the organisations involved.

This document also describes how the Partnership will monitor the overall system to ensure new ways of working and devolved processes realise the ambition for Surrey Heartlands to be an ever-more prosperous and healthy place with a sustainable and high quality health and care service.

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1.1 A guide to evaluation in Surrey Heartlands

An overview of evaluation steps and how this strategy can be used as a guide

	Initiation	Planning	Execution	Dissemination
Summary	It is important to consider how programmes will be evaluated from their initiation.	A clear evaluation plan made early on improves the quality of evaluation and the helpfulness of the conclusions you can draw.	You should implement your programme and evaluation as planned.	Sharing the findings of programme evaluation builds knowledge, shares lessons with others and promotes our work.
Steps	• Build the programme logic model and understand how the programme is supposed to work. • Secure the resources for the programme *and* its evaluation. • Familiarise yourself with principles of evaluation in Surrey Heartlands and sources of support.	• Work with decision makers to determine the evaluation question. • Decide on evaluation scale – will you use monitoring, rapid assessment or a deep dive? • Decide on evaluation methods – will you focus on outcomes, processes, economics or a combination? What will you compare your results against? • Complete an evaluation plan.	• Build in data collection from the start of the programme. • Analyse your results as planned. • Consider how faithfully the activities in the logic model have been implemented. Has this effected your results? • Consider if there have been any unintended impacts. • Write up your findings.	• Unless there are exceptional circumstances, evaluation reports in Surrey Heartlands should be published on the Academy website. • Disseminate through other routes as appropriate. • Engage with decision makers so they can work with the best information available – combining evaluation findings with other sources of knowledge.
Strategy	• Section 2 – Understanding evaluation • Section 3 – Building capability and capacity for evaluation • 5.1 What to evaluate • 5.2 When to evaluate	• 5.3 How to evaluate • 5.4-5.6 Evaluation methods • 5.7 Developing an evaluation plan	• 5.8 Reporting findings	• Section 4 – Knowledge management • 5.9 Disseminating findings • 5.10 Using findings

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2. Understanding evaluation in Surrey Heartlands

"**The language used by health and care organisations can often have subtle difference in meaning. It is important to develop a common language, backed up by shared underlying data, to help build one version of the truth across health and care.**"

BCF implementation guidance, 2015

2.1 Defining evaluation (1)

It is important to have a shared understanding of what we mean when talking about evaluation. This section defines terms used in Surrey Heartlands.

Programme

A set of activities managed together over a sustained period of time that aim to achieve an outcome for a client or client group.

Programmes can vary in size and structure – from small projects at a single location, to system-wide reforms with many components delivered by different agencies.

The term can refer to policies, strategies, services, initiatives or projects.

Monitoring

Ongoing analysis of programme results to assess progress, improve management and inform decision making.

2.1 Defining evaluation (2)

Evaluation

Evaluation is the study of the worth or value of an intervention. A rigorous, systematic and objective process to assess if a programme:

- achieved the intended outcomes (outcome evaluation)

- was implemented as intended (process evaluation)

- is delivering identified economic benefit within stated costs (economic evaluation)

These are most effective when combined to comprehensively assess a programme's efficiency, impact, relevance and sustainability.

Evaluation plays a key role in supporting decision making by helping us understand whether a programme is working and in what context.

Rapid evaluation forms part of a process of improvement in Surrey Heartlands where programmes are implemented, evaluated and improved in a continuous cycle.

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2.2 Principles of evaluation

The Surrey Heartlands Partnership share an understanding of evaluation within our organisations. This includes five principles that will underpin local practice:

1. Evaluation should be built into programme design
Planning evaluation before programmes are implemented ensure they have clearly defined and measureable outcomes. This in turn increases the quality of programme evaluation.

2. Evaluation should be based on sound methodology
Programme evaluation in Surrey Heartlands will use best practice methodologies to suit the programme's size, significance and risk (see Section 5).

3. Evaluation should be ethical in design and conduct
The ethical and legal standards of any evaluation activity are to be maintained, particularly in the collection and use of personal data and when considering potential impacts on vulnerable groups.

4. Evaluation data should be used meaningfully
Evaluators should include clear statements of findings in their evaluation reports. Decision-makers will use these reports to base changes to programmes on the best available evidence.

5. Processes should be transparent and open to scrutiny
Reports will include key information about evaluation methods, assumptions and findings, and be made public where possible to foster local accountability, knowledge building, and transparency.

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2.3 Rapid cycle evaluation

We will implement the NHS England model of rapid cycle evaluation.

Set out outcomes, policy parameters and the existing evidence base

Be clear on the theory of change: how the programme is supposed to work

Measure what changes are being made and what is happening as a result

Measure impact through comparison with the counterfactual

Interpret, learn, adapt and improve
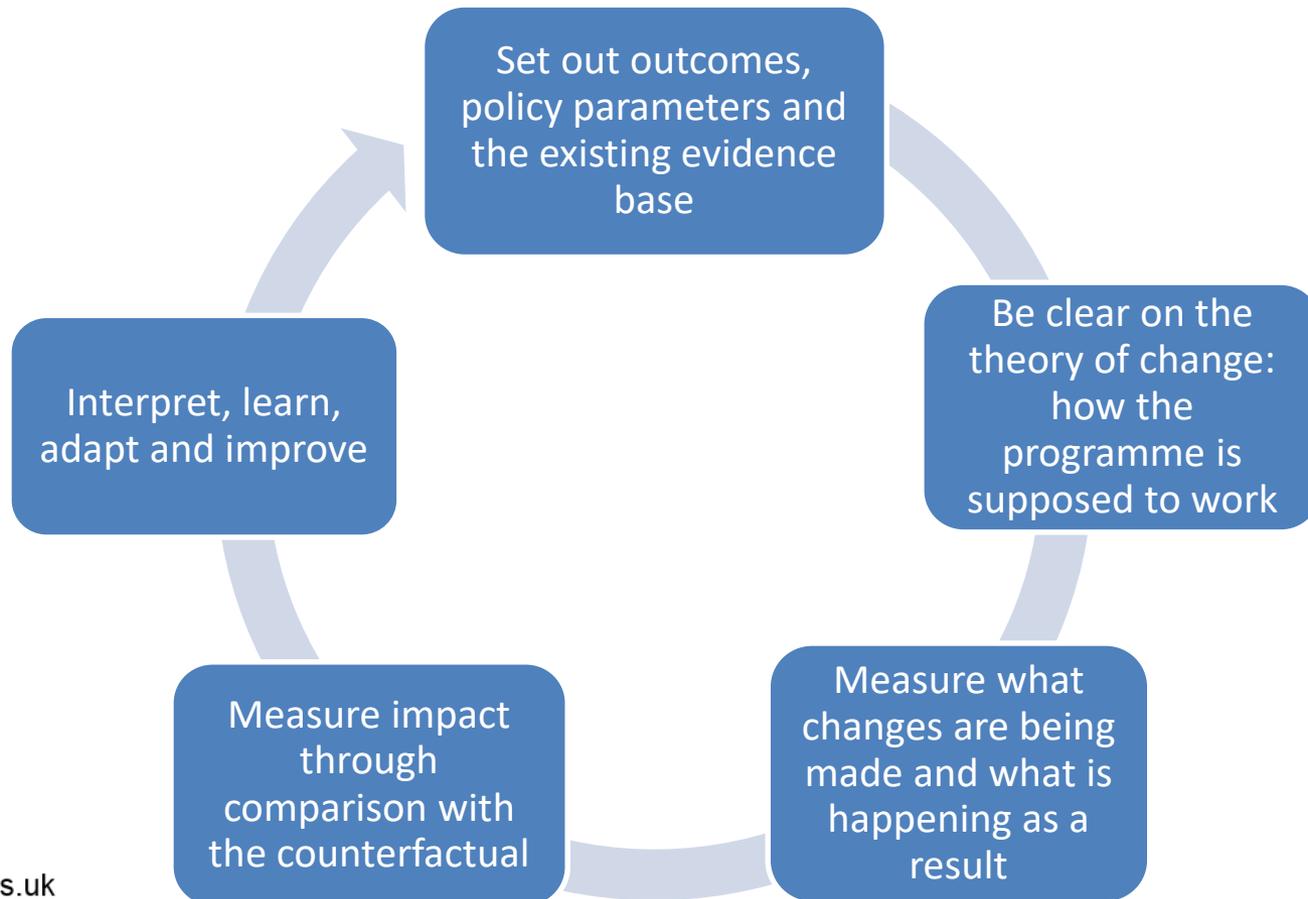
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2.4 Logic models (1)

Logic models are an important part of the way services are being planned in Surrey Heartlands. They will also become important tools for evaluation.

Logic models are simple diagrams which show the key components of a programme, and the relationships between them, giving a picture of the overall vision.

In Surrey Heartlands logic models are being used to think through how our programmes work and to understand the internal and external factors that could effect their success. Partnership workstreams are using logic models to underpin the work being undertaken to improve local services, either directly or through enabling wider service development. These are dynamic documents being reviewed and updated on a regular basis.

Logic models can be developed for any programme within Surrey Heartlands. Logic models provide good frameworks for monitoring and evaluation as the key activities and outcomes of the programme are very clear. They can therefore form the basis for evaluations using the classic Donabedian framework – looking at structures, processes and outcomes of care.

2.4 Logic models (2)

The basic framework for logic models used in Surrey Heartlands:

RATIONALE

A summary of the case for acting. Describes the problems to be addressed, their scale, the population affected and issues with current services.

INPUTS	ACTIVITIES	OUTCOMES	IMPACTS
The resources available to the programme. Usually includes cash funding but other in-kind resources should also be included. Important in evaluation as measurement indicates the costs of a programme.	What the programme is doing/delivering. Usually measured in terms of outputs (e.g the number of interventions delivered). Important in evaluation as measurement can indicate efficiency of programme delivery.	The changes resulting from activities. These changes should logically result from your activities (e.g. changes to patient health from an intervention). See Section 2.6. Important in evaluation as measurement can indicate effectiveness of a programme.	The final effects that you are working towards. Include wider economic and social outcomes (e.g. improved population wellbeing, sustainable services etc.). Important in evaluation if these overall goals can be measured.

CONTEXT

The wider environment in which programme operates. Includes economic, social, institutional, policy and regulatory factors. Helps consideration of external influences that might help/hinder programme delivery.

2.5 Realist evaluation

Realist evaluation is type of evaluation method that helps us understand how programmes work.

- Many of the problems facing decision makers are complex, as are the programmes we are trying to evaluate. Success depends both on our response and on the wider context. What works in one place or for one individual/group may not work for another.

- Realist evaluation seeks to address this complexity by not asking 'Does this program work?' but instead asks, 'What works for whom, in what circumstances, how and why?'. This helps us improve programmes and implement them more successfully when spreading innovation to other areas.

- Understanding programme logic (for example by utilising logic models) supports realist evaluation. If we can develop clear hypotheses about how, and for whom, programmes might work, we can then test those hypothesis through implementation and evaluation of the programme.

- Realist evaluation is method-neutral (it does not impose the use of particular methods). The choice of data collection, and analysis methods, is guided by the types of data that are needed to answer the evaluation questions.

- Realist theory states there is always an interaction between programme context and mechanism, and that interaction is what creates the program's impacts or outcomes:

| **Context**	+	**Mechanism**	=	**Outcome**
Context includes features such as social, economic and political structures and sets of social rules, norms, values and interrelationships that operate within these locations.		Mechanism is the interaction between what the programme provides (e.g. information, training, resources) and the participant's 'reasoning' (e.g. their values, beliefs, attitudes or logic)		The intended and unintended consequences or impacts of the programme

- **The Surrey Heartlands Academy will adopt realist principals when supporting evaluation. This will be by helping to develop testable hypotheses based in programme logic and by encouraging local evaluators to explore the interaction between programme contexts and mechanisms.**

2.6 Outcomes in Surrey Heartlands (1)

The Surrey Heartlands Investment Framework describes how value should be measured. This is the outcomes of a programme divided by the investment in it. There are three domains included under outcomes which have been developed from the gaps identified in the NHS Five Year Forward View (2014).

All programme outcome measures used in Surrey Heartlands should fit into one of these domains:

Health & Wellbeing

Surrey Heartlands Outcome Domains

Care & Quality

Finance & Efficiency
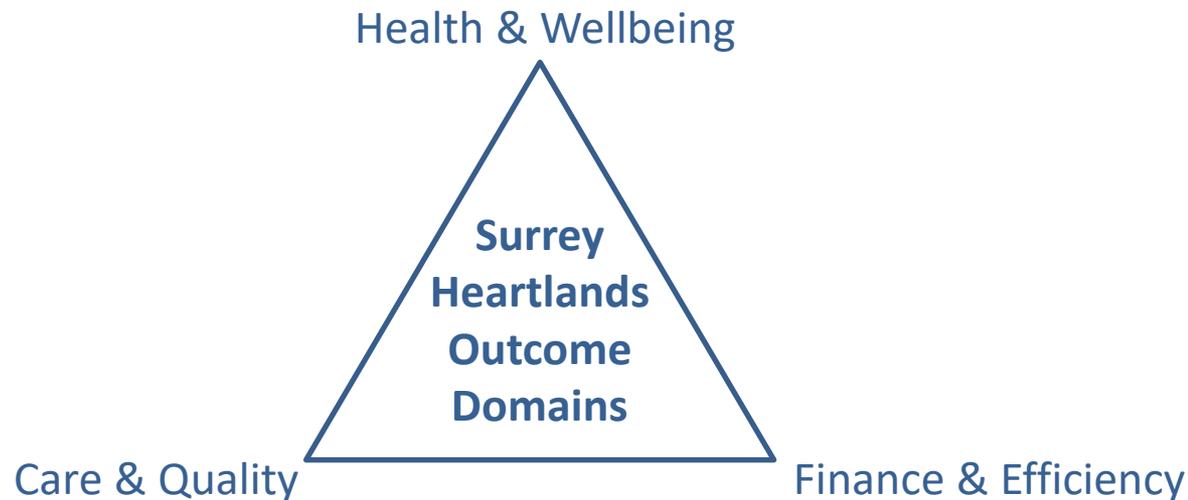
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2.6 Outcomes in Surrey Heartlands (2)

Outcomes used in Surrey Heartlands should reflect the objectives and views of all key stakeholders, including service users, and should:

- Be measurable using metrics with established reliability and validity.

- Logically result from activities identified in the programme logic models.

- Align with system-wide objectives.

- Reflect what people who use the service (and their families) want.

- Be relevant to clinical or social care practice, so that they are seen to add value to routine work and continuous quality improvement.

2.7 The Surrey Heartlands Dashboard

The Surrey Heartlands Dashboard will track progress in delivering the Surrey Heartlands Partnership outcomes.

- Outcomes identified in workstream logic models will feed into the development of the Surrey Heartlands Dashboard.

- The focus will be on particular indicators where working in partnership can influence performance and in areas which match the Surrey Heartlands priorities.

- National priorities will also feature.

- Indicators from a range of sources will be considered and the final selection refined and tested with topic and technical experts.

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3. Building evaluation capability and capacity within Surrey Heartlands

We are developing organisational enablers and joint ways of working within Surrey Heartlands to generate the evidence needed to transform how we deliver prevention, health and social care.

3.1 The Surrey Heartlands Academy

The Surrey Heartlands Academy (the Academy), working with the AHSN, will become the Partnership's hub for innovation, evaluation and knowledge sharing.

- The Academy will coordinate evaluation activity, provide oversight of evaluation practice and standards, and support capability development within the Partnership.

- The Academy will serve as a critical friend for those conducting evaluation locally and maintain a portfolio of evaluations underway and completed within Surrey Heartlands.

- The Academy will have a particular focus on challenging unwarranted variation in care across Surrey Heartlands.

- It will work in close partnership with the Clinical Senate, Kent Surrey Sussex Academic Health Science Network (KSSAHSN), Citizen groups, Surrey Health Partners and the Universities.

- The Academy will also act as the collaborative mechanism for a common, structured and consistent co-production process for service design and change.

- How the Academy will deliver on these commitments will be laid out in the Surrey Heartlands Academy Service Offer.

3.2 Data collection and sharing

We are working across organisations to ensure robust data is available to support monitoring and evaluation in Surrey Heartlands.

- Good quality data is essential to good evaluation.

- The Citizen-led and Engagement workstream have established a resident panel to help develop our programmes. It will improve our insight into service user views, values and opinions.

- High quality information needs to be shared in a timely, secure manner between health and social care to provide an integrated service to the population of Surrey Heartlands. This will also improve our ability to monitor and evaluate services quickly.

- This is being supported by the Digital workstream in two key ways:

  - They are developing a strong information governance strategy which will underpin data sharing within the Partnership. This is so that the necessary safeguards are in place when using patient and personal information across local health and care organisations.

  - They are developing SCALE (the Surrey health and social Care Analytics Linked Ecosystem). This is a project to build a whole population person-level linked dataset. This will allow us to monitor pathways through health and social care more effectively and evaluate impacts of programmes across sectors. This will hugely improve our ability utilise evaluation as part of a local learning system.

3.3 Data analysis

We are developing an analytic community of practice to answer key questions posed by Partnership workstreams.

- Good data does not guarantee good information for decision makers so business intelligence is a key function within Surrey Heartlands.

- We have aligned our CCG analysts with the Partnership workstreams.

- We are fostering an analytics community of practice by establishing a network of analysts from different partners. This network will enable:

  – Rationalisation of toolkits, data management procedures and analytical methodologies across the Partnership to facilitate system change and development.

  – Skills improvement

  – Sharing of knowledge, expertise and experiences across organisational boundaries

  – Sharing of resources and greater coordination of work

3.4 Data reporting and knowledge sharing

We are developing tools to ensure data can be easily presented and shared across Surrey Heartlands.

- We have successfully bid for funding from The Health Foundation to develop local informatics. This funding will provide new tools and training for our analysts and equip them to provide visualisations for decision makers using data from across different organisations within the Partnership. This will be an intermediate and enabling step towards SCALE (see section 3.2).

- The Academy/Digital workstream will develop an online platform to enable virtual knowledge sharing and learning across the Surrey Heartlands system. In time this will feed into national knowledge management systems.

- Knowledge shared from local evaluation will be combined with evidence from our citizen engagement work and existing research/experience to better inform decision making (see Section 4).

- We are also linking with NHS England, the AHSN, the wider healthcare industry and the academic sector to learn from other areas and share our experience and best practice beyond Surrey Heartlands.

4. Knowledge management in Surrey Heartlands

Evaluation in Surrey Heartlands will be combined with other sources of knowledge to form a local learning system. We will coordinate across the Partnership so that knowledge is created, shared and utilised more effectively and efficiently.

4.1 Evaluation and knowledge management

Evaluation is just one source of knowledge, and should be combined with existing research and experience to utilise the whole evidence base.

- Good knowledge management transforms unconnected data or information into meaningful and connected knowledge, and efficiently connects those who know with those who need to know.

- Working in partnership in Surrey Heartlands will improve the quality of local knowledge and the efficiency of how we use it:

  – Programme development – partnership working will avoid duplication across the system when identifying the best way of delivering programmes and achieving our strategic goals. We will be able to co-design services once using the best knowledge available.

  – Adoption and spread – delivering services as part of the Partnership will support implementation of best practice and enable innovative ways of service provision.

  – Continuous improvement – adopting rapid cycle evaluation and improving local data quality and availability will promote constructive peer challenge through the Academy and promote the continuous improvement of local services.

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4.2 Developing a knowledge management framework

We are developing our knowledge management as part of a local learning system to better inform the Surrey Heartlands Partnership.

- We have established a Knowledge and Evidence Group (KEG) to promote good knowledge management and inform the Partnership's change programme.

- As part of this group, The Academy will be involved with the development a framework for knowledge management in Surrey Heartlands.

- The Partnership will utilise this framework to assimilate knowledge from the Academy's portfolio of evaluations, our linked datasets, our citizen engagement work and national research to form a local learning system which ensures Partnership decision making is informed by all available knowledge and evidence.

- The learning system will be responsive to the needs of decision makers working within a system of rapid change and continual improvement cycles.

- The framework will need to be supported with further tools, training, and systems to promote behaviour change and partnership working within our organisations.

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5. A consistent approach to evaluation for Surrey Heartlands

"While evaluation comes in many shapes and sizes, its key purpose is to help us develop a deeper understanding of how best to improve health care."

The Health Foundation, 2015

5.1 What to evaluate

It is not feasible, cost effective or appropriate to fully evaluate everything, so discretion is needed to decide what should be evaluated.
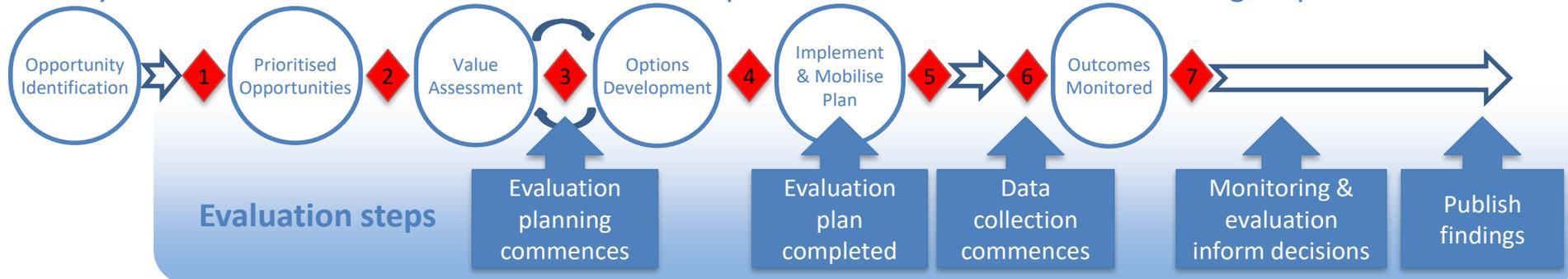
- The selection of programmes for full evaluation is a matter of judgement and will be influenced by capacity within the Partnership.

- The Academy will provide advice and support when required.

- **To encourage consistency and guide decision making, the Partnership will prioritise based on the following factors:**

  - **Investment** – new investments and resource intensive programmes should be evaluated to ensure they deliver value for money.

  - **Strategic importance** – programmes of strategic importance to the Partnership should be evaluated.

  - **Risk** - programmes that may pose risk to Partnership organisations, our clients or the community should be carefully monitored and evaluated to assess impacts.

  - **Innovation** – programmes should be evaluated where there is uncertainty about their design, delivery and results, or where a programme with an established evidence base is being applied in a different location or target group.

  - **Complexity** – programmes should be evaluated when it is unclear if outcomes should be attributed to a single programme or combination of programmes, or if the need for or design of them is contested.

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5.2 When to evaluate

The Partnership will implement well planned programmes which include provision for evaluation from the outset.

- Early planning enhances evaluation quality as data collection and measurement can be built in from the start. This allows baseline data collection and gives evaluators a wider range of methodologies to consider.

- The Surrey Heartlands Investment Framework requires funding recipients to define and document monitoring and reporting requirements as part of the bidding process. This will position monitoring and evaluation as integral parts of the resulting programmes (see below).

- The timing of evaluations should be aligned, where possible, with decision making cycles.

- The length of time needed to look for change has to be balanced against short term needs. Expectations should be managed where intermediate findings will only be indicative.

- Programmes funded on a time-limited basis should be evaluated ahead of the termination date to inform and support decision making on continuation.

Surrey Heartlands Investment Framework Development Processes & Decision Making steps

Opportunity Identification → 1 → Prioritised Opportunities → 2 → Value Assessment → 3 → Options Development → 4 → Implement & Mobilise Plan → 5 → 6 → Outcomes Monitored → 7

Evaluation steps

- Evaluation planning commences
- Evaluation plan completed
- Data collection commences
- Monitoring & evaluation inform decisions
- Publish findings

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5.3 How to evaluate (1)

Deciding on evaluation methodology is a balance between the resources available and ensuring that findings are meaningful.

- When planning evaluation, Surrey Heartlands staff should carefully consider and refine the question(s) they are trying to answer. This will help determine if the focus should be on processes, outcomes, economics or a combination of these.

- It is important to understand the purpose of the evaluation (e.g. is a decision due on terminating or expanding the programme?). Involve stakeholders in evaluation planning where possible.

- Evaluators should use robust methodology to ensure conclusions are fair and the Partnership makes decisions based on the best evidence possible.

- It's likely that there will be a number of possible methodologies that could answer the evaluation question(s). The Academy will adopt realist principals when supporting evaluation (see Section 2.5). Sections 5.4-5.6 outline the broad types of evaluations to be adopted in Surrey Heartlands.

- The simplest and quickest option should be used in each case to ensure efficiency and avoid including unnecessary or confusing details.

- Each evaluation methodology has its limitations. Assess this in your planning, and outline how you will manage the limitations in the evaluation plan (see 5.7).

- Most units will have experienced individuals who can advise on methodology selection. The Academy will also provide advice and support when required.

- The scale of an evaluation should be proportionate to the size and significance of the programme. The table below gives some guidance.

5.3 How to evaluate (2)

Increasing programme size and significance →

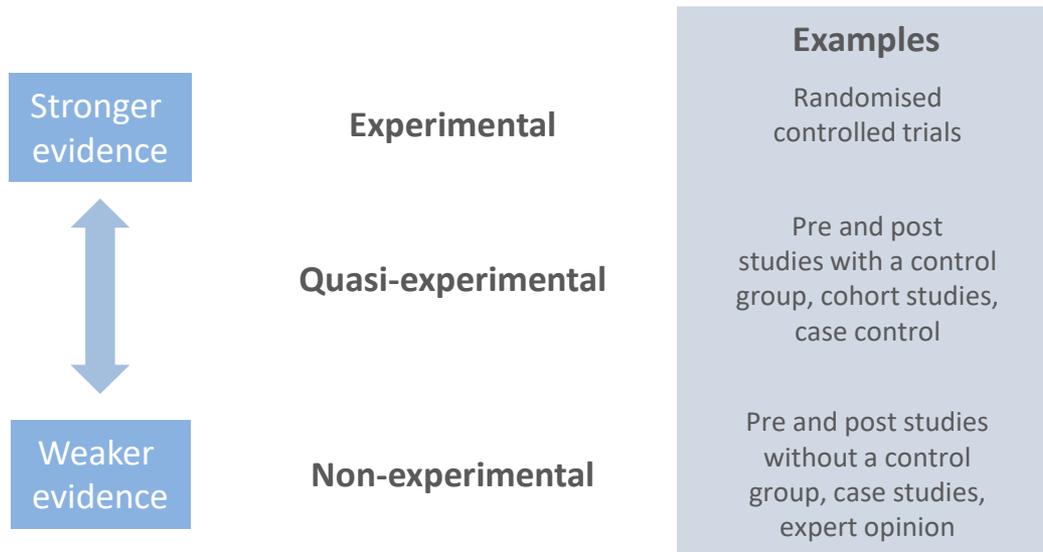| Evaluation scale	Definition	Use in Surrey Heartlands	Example
Ongoing monitoring	Regular analysis of programme results.	All commissioned programmes should have some form of monitoring. Should usually include outcomes as well as activity/process measures.	Tracking metrics identified from a programme logic model.
Rapid assessment	A single and swift evaluation to answer a well-defined question. Can be repeated on a regular basis to continually improve the programme approach.	Will be used as part of the rapid cycle evaluation approach (see 2.2) particularly for innovative programmes. Will measure what changes are being made because of a programme and what is happening as a result. Budget and staffing likely to come from within allocated programme resources.	Looking at the implementation of and results from a pilot project. Makes simple comparisons between programme outcomes and pre-project expectations and/or results in other areas.
Deep-dive	A much more in depth review of a programme. It can help to explore not only what change has been achieved, but also how it has occurred.	As they are more resource intensive, deep dives will be reserved for programmes of greatest strategic significance. Evaluation design and resourcing requires careful planning and should be agreed with the Academy.	An internal evaluation using more advanced analytical methods or an independent evaluation conducted by an external party.

- **Funding applications/evaluation plans in Surrey Heartlands should state the scale of the intended evaluation, as well as the methodology (or methodologies) to be used.**

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5.4 Outcome evaluation (1)

Outcome evaluation seeks to verify a causal link between programme activities and outcomes.

- There is a range of evaluation research designs you can use to show causal links between programme activities and outcomes.

- The methodologies can be divided into three main groups (experimental, quasi-experimental and non-experimental). The figure below shows the relative strength of evidence gained from each, and gives some example methodologies.

Evidence to support outcome evaluation

		Examples
Stronger evidence	Experimental	Randomised controlled trials
	Quasi-experimental	Pre and post studies with a control group, cohort studies, case control
Weaker evidence	Non-experimental	Pre and post studies without a control group, case studies, expert opinion

(Adapted from NSW 2016)

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5.4 Outcome evaluation (2)

- Outcome evaluation in Surrey Heartlands should investigate links between activities and outcomes identified within the programme logic model.

- Outcome evaluation should also identify which populations the programme is successful in and under what circumstances, as well as any unintended consequences.

- Outcome evaluation is best used when a programme has been running for long enough to produce reliable results.

- A key element in designing an outcome evaluation is deciding what outcomes should be compared against.

  - Comparing the programme with itself over time (usually before and after implementation) is usually the most simple approach but care is required as this can give misleading results and/or findings that are not generalisable. Adding a qualitative element can enhance evaluations when using this limited approach.

  - Evaluations that compare outcomes with a comparator/control group (either using a quasi-experimental or experimental design) generally provide stronger evidence that programme activities are linked to outcomes but are much more resource intensive and harder to conduct. Expert advice may be required in choosing a control group to avoid systematic error (bias).

  - Proponents of realist evaluation (see section 2.5) argue that the traditional study designs listed in this section do not sufficiently take into account the complexity of the real world. Realist evaluation uses mainly intra-programme comparisons. For example, it may ask whether a program works differently in different localities (and if so, how and why), or for different population groups (for example, men and women, or groups with differing socio-economic status). For further reading and information see Section 6.

- **The Partnership will consider how evaluation findings will be used to determine the most appropriate outcome evaluation methodology to support decision making on a case by case basis.**

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5.5 Process evaluation

Process evaluation looks at how a programme is delivered, including current operating conditions and processes hindering success.

- Process evaluation helps define the context of programmes and relevant mechanisms of delivery. This is important in understanding the relevance of outcome evaluation and when implementing successful programmes in new environments.

- Process evaluation is most valuable in supporting outcome evaluation.

- When a programme hasn't met its outcomes, process evaluation can help distinguish implementation issues from design issues.

- Process evaluation can help identify if there are any barriers to innovation and programme delivery.

- **The Partnership will utilise process evaluation to continually improve programmes by informing adjustments to service delivery.**

5.6 Economic evaluation

Economic evaluation identifies, measures, and values a programme's economic costs and benefits.

- Economic evaluation can inform decision-making and promote efficient resource allocation. Value in Surrey Heartlands is defined within the Investment Framework (see below).

- Full economic evaluation generally requires specialist evaluators who can choose suitable valuation methods and identify the inputs and benefits to which an economic, social or environmental value can be assigned.

- **The partnership will use basic forms of economic evaluation to understand if programmes are delivering their intended economic benefits and outcomes within stated investment.**

$$\text{Value} = \frac{\text{Outcomes}}{\text{Investment}}$$

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5.7 Developing an evaluation plan

Developing a plan is essential to planning and conducting a successful evaluation.

- An evaluation plan will be requested as part of funding applications in Surrey Heartlands and is helpful in project planning and management.

- A good evaluation plan should cover the following areas:

1. **Subject** What programme is being evaluated?

2. **Purpose** What decision(s) will this evaluation inform?

3. **Key questions** What are the key questions the evaluation will seek to answer?

4. **Audience** Who will receive and use the information?

5. **Resources** Who will manage the evaluation? Who will conduct it? What resources are available?

6. **Timeline** What are the key milestones during the evaluation?

7. **Methodology** What is the intended scale of the evaluation? (see 5.3) What measures will be used and what will they be compared to? (see 5.4-5.6)

8. **Data** What data is required? How will it be collected and analysed? What is the baseline?

9. **Ethics** What ethical issues need to be considered and addressed?

10. **Dissemination** How will findings of the evaluation be communicated to decision makers, stakeholders, the Academy and the community?

5.8 Reporting findings

The overall aim of evaluation is to inform decision making at all levels.

- It is important to identify the primary audience for each evaluation. A quality evaluation will continue to focus on this group from planning through to reporting findings.

- As a minimum, evaluation reports should cover the following areas:

1. **Executive summary** A very brief overview of the programme, your main findings and recommendations.

2. **Introduction and Background** Description of what was being evaluated and where. What did programme intend to achieve and how? Include outline of previous research and policy relevant to the programme.

3. **Method** State the research questions for the evaluation and how you planned to answer it. Detail your approach to sampling, data collection and data analysis. Include changes made to the planned approach and why. Include examples of research instruments as an appendix.

4. **Results and discussion** Summarise your findings. Try to use graphics (charts, tables etc.) to illustrate the information but use them sparingly to increase their effectiveness. Include all findings, not just positive ones. Interpret your results in terms of your research question. Include discussion of the methods you used and how sure you are of your findings.

5. **Recommendations** State the implications of your findings and list any specific recommendations for programme managers and decision makers to consider. Are there any broader lessons for future evaluations?

5.9 Disseminating findings

Evaluation is an investment, and to maximise returns evaluation results should communicated widely to inform decision makers.

- Proactively and publicly releasing the findings of programme evaluation can build confidence in the effectiveness of a programme, share lessons learned from the evaluation with other organisations and promote the work of the Partnership.

- Unless there are exceptional circumstances, evaluation reports in Surrey Heartlands should be published on the Academy website and disseminated through other routes as appropriate.

- **How the findings of an evaluation will be disseminated should be considered at the planning stage of all Surrey Heartlands evaluations.**

5.10 Using findings

Programme evaluation should always be undertaken with a view to informing decision making.

- Evaluation evidence can be used to inform a range of different types of decisions, such as:
    - To justify continuing an effective programme
    - To make a case for expansion
    - To discontinue an ineffective programme
- If a programme is to be continued or expanded the evaluation should inform how to develop it further as part of a cycle of continual improvement.
- If a programme is ineffective then evaluation can also inform what the potential impacts of discontinuing it will be.
- Evaluators in Surrey Heartlands should remember the primary audience for their work and fully understand the formal processes by which that body will consider findings and make decisions.
- Partnership decision-makers should support evaluators in helping them understand the decision making processes that their work will inform.
- **The Partnership will use evaluation findings to improve health and social care based on the best available evidence. Formal decision making will be transparent and open to scrutiny.**

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