



Innovation in Results Management at the Canadian Cancer Society

Presentation to PPX April 15, 2009

Salima Hussein, Senior Manager,
Planning and Performance Management CCS, Ontario Division

shussein@ontario.cancer.ca

Steve Montague, Partner, PMN

steve.montague@pmn.net



The Canadian Cancer Society

- Largest [health] charity in Canada
- Fund raises for own operations (very low dependence on Government \$)
- Huge volunteer base (both core and occasional)
- Prevention, Advocacy, Information, Support Services and Research (funding large institute)
- Facing high complexity and diversity in terms of mandates, issues and challenges across Canada



Planning, Monitoring and Evaluation (M&E) Currently Being Employed

- Support to Carver Policy Governance
- Multiple contexts (from policy / advocacy to direct service delivery)
- Board ends reporting (often a business culture) mixed with public health 'operational improvement' culture
- Strong evaluation tradition – applied at the program level by outside academically based organization (CBRPE – Waterloo Public Health)



The Need

Decentralized management fostering:

- Inconsistency in planning and reporting
- Gaps in 'strategic' view
- Lack of results focus
- Lack of common 'results culture'



The Innovation

- 2006 consensus to commit to a stronger results focus:
 - Board
 - Senior leadership
 - Performance Management Team appointed
- Agreement on a common structure
 - Results hierarchy (chains)
 - Needs focus

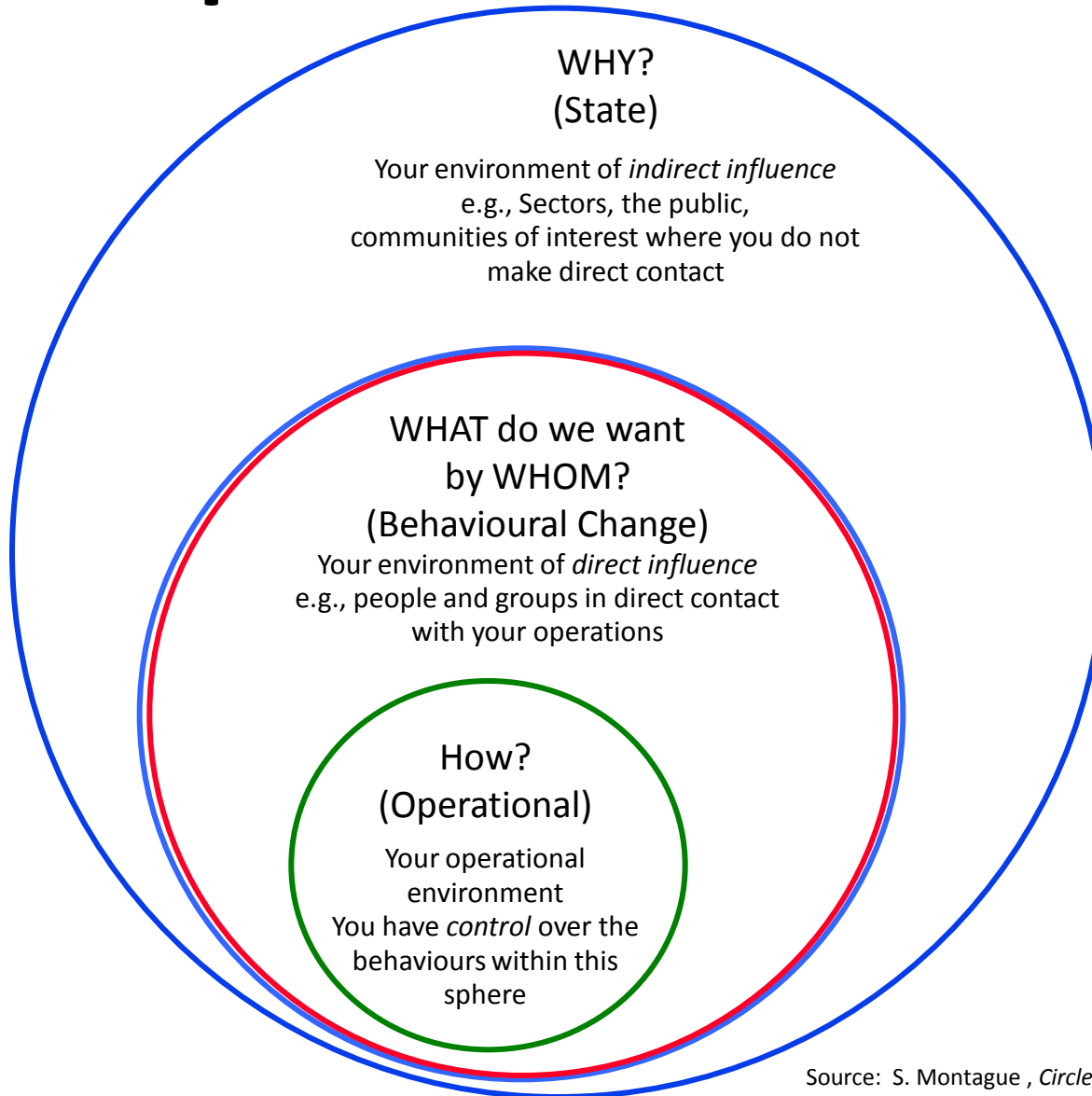


Key Concepts

- Telling a results story
- Control vs. influence
- Results hierarchy and chain
- Start with needs to inform results
- Use in all management processes

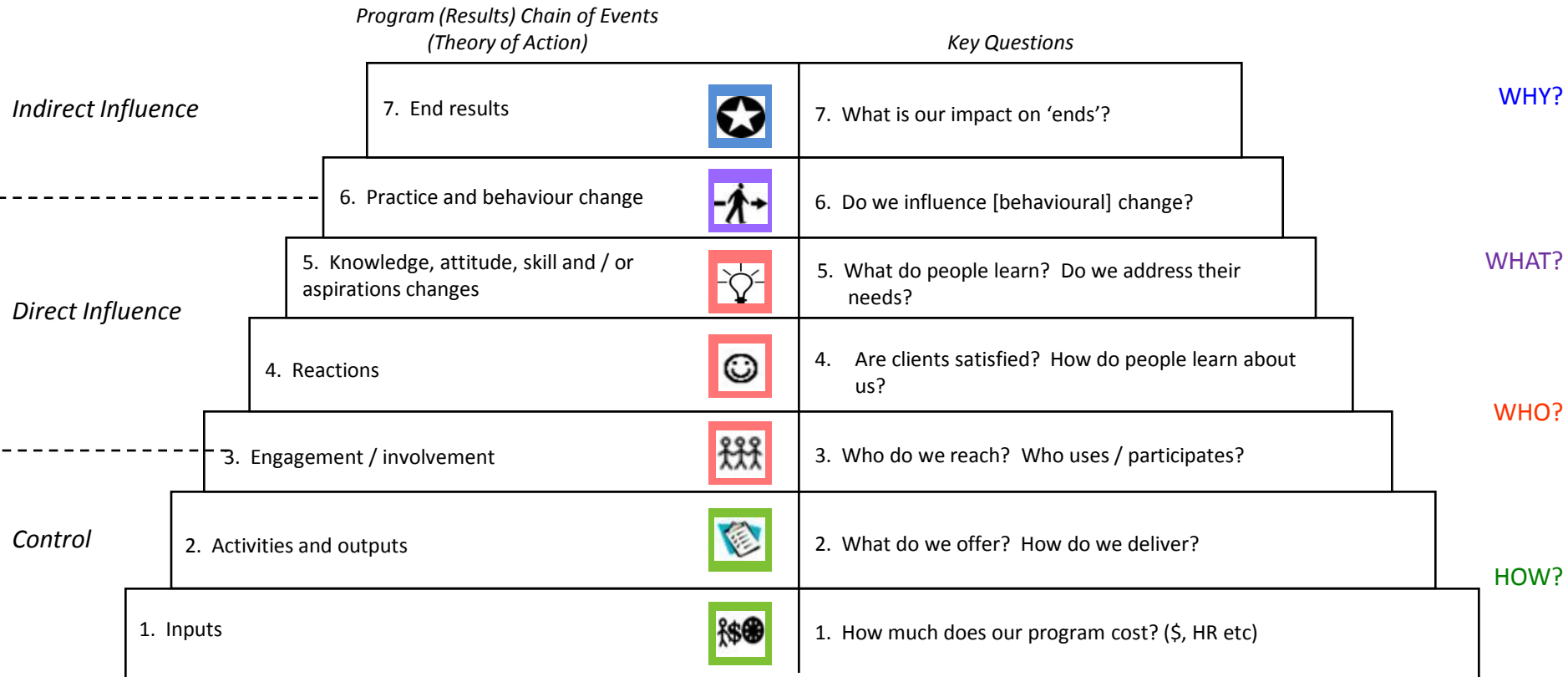


Spheres of Influence





A Basic Results Chain With Key Questions



Source: Adapted from Claude Bennett 1979. Taken from Michael Quinn Patton, Utilization-Focused Evaluation: The New Century Text, Thousand Oaks, California, 1997, p 235.



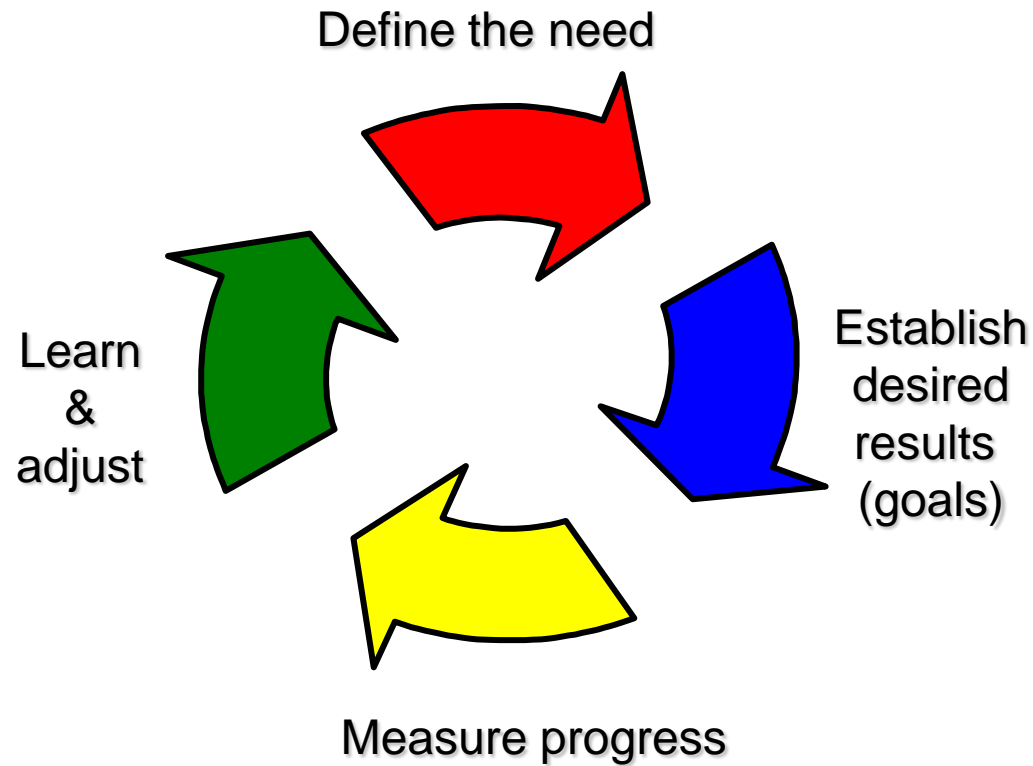
Planning for Results

The Basic Process

- Define the need
- Establish a chain of results
- Select progress measures (Indicators)
- Target setting
- Planning as part of the bigger picture



The Cycle





Defining the need - Sunsafe Example

Levels (from the Results Chain)	Problems from an Environmental Scan
<p><u>7. Conditions</u> What is the current 'state' of cancer? (Health-incidence, mortality, morbidity, quality of life, <i>social, technological, economic, environmental, political</i> [S.T.E.E.P], trends) What broad need or gap can / should CCS be trying to fill?</p>	<ul style="list-style-type: none"> • The incidence of sun-related cancers is rising in Community Y.
<p><u>6. Practices</u> What are the current (problematic) practices in place re: cancer prevention and / or support in the target communities of interest?</p>	<ul style="list-style-type: none"> • Unsafe precautions taken by members of Community Y are below the national average. • Tanning bed use - especially among young adults - continues to suggest risks of inappropriate exposure.
<p><u>5. Capacity</u> Are there gaps in delivery support? What gaps exist in the CCS's target communities in terms of knowledge, abilities, skills and aspirations?</p>	<ul style="list-style-type: none"> • Community Y does not currently have a shade policy. • X% of Community Y members are not aware of the appropriate precautions to take at given UV levels.
<p><u>4. Awareness / Reaction</u> Are there gaps in terms of target community awareness of and / or satisfaction with current information, support services, physical support, laws and regulations, or other initiatives to support needs? What are the perceived strengths and weaknesses?</p>	<ul style="list-style-type: none"> • X% of Community members are aware of the risks of UV and the risks of tanning bed exposure. This is low compared to possible levels (reference: Australia)
<p><u>3. Participation / Involvement</u> Are there problems or gaps in the participation, engagement or involvement of groups who are key to achieving the CCS's desired outcomes?</p>	<ul style="list-style-type: none"> • Groups of concerned citizens or professionals have not yet been mobilized in this community. • No other group has yet picked up this cause. • Media attention has not been given to this subject.
<p><u>2. CCS Activities / Outputs</u> Are there activities or outputs which the CCS does which represent barriers or gaps to achieving its objectives?</p>	<ul style="list-style-type: none"> • CCS has not focussed attention on this area, other than distributing pamphlet information.
<p><u>1. CCS Resources</u> What level of financial, human and technical resources are currently at the CCS's disposal? Are there gaps?</p>	<ul style="list-style-type: none"> • Minimal human and \$ support has been invested in this area.







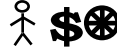


Move from Needs to Desired Results		
Needs / Situation		Desired Results
Conditions <ul style="list-style-type: none"> Increasing incidence of sun related cancer 	➡	End Result <ul style="list-style-type: none"> Reduced rate of sun related cancer
Practices <ul style="list-style-type: none"> Problematic level of unsafe sun and tanning behaviours 	➡	Practice and behaviour Change <ul style="list-style-type: none"> Improved / increased 'Sunsafe' behaviours Reduced risky tanning practices Shade policies implemented for public areas
Knowledge, Abilities, Skills and Aspirations <ul style="list-style-type: none"> Key segments do not know appropriate Sunsafe precautions for various UV levels 	➡	Knowledge, Abilities, Skills and Aspirations <ul style="list-style-type: none"> Understanding of what precautions to take at various UV levels
Awareness / Reactions <ul style="list-style-type: none"> Lack of awareness / reactions to UV warnings Lack of apparent awareness of need for shade in public spaces 	➡	Reactions <ul style="list-style-type: none"> Improved awareness of UV levels and their implications Pick-up of need for shade messaging by media and various public institutions
Engagement / Involvement <ul style="list-style-type: none"> Lack of public / institutional / other related agency involvement in Sunsafe promotion Lack of opportunity for concerned group involvement 	➡	Engagement / Involvement <ul style="list-style-type: none"> Media pick-up of Sunsafe messaging Involvement of physicians groups in sun safe cases
Activities <ul style="list-style-type: none"> Gap in promotional / educational activities 	➡	Activities <ul style="list-style-type: none"> Promotional / educational activities and information / communication to key target groups
Resource Inputs <ul style="list-style-type: none"> Gaps in resources committed to area 	➡	Inputs <ul style="list-style-type: none"> Level of people, skills, knowledge, \$ applied to Sunsafe area

Information on needs should always inform the setting of expected / desired results.










A Generic Results Plan

	Results Chain	Time Periods – Usually Fiscal Years			
		T0 [Current Needs]	T1 [Desired]	T2 [Desired]	T3(+)[Desired]
WHY?	7. 'End' Result  <i>Describe the overall trends with regard to the CCS mission and Board Ends.</i>	Recent cancer trends (incidence, mortality, morbidity, Q of L) including S.T.E.E.P. factors			<ul style="list-style-type: none"> Observed health effects and broad system changes (incidence, mortality, morbidity, Q of L)
WHAT	6. Practice and Behaviour Change  <i>Describe the practices and behaviour of individuals, groups, and partners over time.</i>	Current level of practices re: need/problem area		<ul style="list-style-type: none"> Observed behaviour changes, adaptation, action 	<ul style="list-style-type: none"> Observed behaviour changes, adaptation, action
BY	5. Knowledge, Ability, Skill and / or Aspiration Changes  <i>Describe the level of knowledge, abilities, skills and aspirations / commitment of individuals, groups, and/or communities.</i>	Current level of knowledge, ability, skills and/or aspirations re: issue area and services etc		<ul style="list-style-type: none"> Observed or assessed learning / commitment 	<ul style="list-style-type: none"> Observed or assessed learning / commitment
WHOM?	4. Reactions  <i>Describe feedback from individuals, groups, and partners: satisfaction, interest, reported strengths and weaknesses.</i>	Current awareness + satisfaction level with information, services etc.	<ul style="list-style-type: none"> Reactions (satisfaction level) 	<ul style="list-style-type: none"> Reactions (satisfaction level) 	<ul style="list-style-type: none"> Reactions (satisfaction level)
	3. Engagement / Involvement  <i>Describe the characteristics of individuals, groups, and co-deliverers: numbers, nature of involvement</i>	Current level of usage / participation / involvement by key groups (including other deliverers)	<ul style="list-style-type: none"> Level of usage / engagement / participation 	<ul style="list-style-type: none"> Level of usage / engagement / participation 	<ul style="list-style-type: none"> Level of usage / engagement / participation
HOW?	2. Activities / Outputs  <i>Describe the activity: How will it be implemented? What does it offer?</i>	Current activities + outputs (type and level)	<ul style="list-style-type: none"> # Outputs Milestones Achieved 	<ul style="list-style-type: none"> # Outputs Milestones Achieved 	<ul style="list-style-type: none"> # Outputs Milestones Achieved
	1. Inputs / Resources  <i>Resources used: dollars spent, number and types of staff involved, dedicated time.</i>	Current and historical \$ and HR spent Needs re: CCS capacity	<ul style="list-style-type: none"> \$ and HR spent Improvements to CCS capacity 	<ul style="list-style-type: none"> \$ and HR spent Improvements to CCS capacity 	<ul style="list-style-type: none"> \$ and HR spent Improvements to CCS capacity



Sunsafe Example

AREA OF CCS MISSION / OBJECTIVES: Reduce incidence and mortality from cancers associated with U.V. exposure

Results Chain		Needs-Results Plan Worksheet			
		T0 [Current Needs]	T1 [Desired]	T2 [Desired]	T3(+)[Desired]
WHY?	7. 'End' Result  <i>Describe the overall trends with regard to the CCS mission and Board Ends.</i>	<ul style="list-style-type: none"> Increasing incidence of sun related cancer 			<ul style="list-style-type: none"> Reduced rate of sun related cancer
WHAT	6. Practice and Behaviour Change  <i>Describe the practices and behaviour of individuals, groups, and partners over time.</i> 5. Knowledge, Ability, Skill and / or Aspiration Changes  <i>Describe the level of knowledge, abilities, skills and aspirations / commitment of individuals, groups, and/or communities.</i>	<ul style="list-style-type: none"> Problematic level of unsafe sun and tanning behaviours Key Segments do not know appropriate sunsafe precautions for various UV levels 		<ul style="list-style-type: none"> Improved / increased 'sunsafe' behaviours Reduced risky tanning practices Shade policies implemented for public areas 	<ul style="list-style-type: none"> Improved / increased 'sunsafe' behaviours Reduced risky tanning practices Shade policies implemented for public areas
BY WHOM?	4. Reactions  <i>Describe feedback from individuals, groups, and partners: satisfaction, interest, reported strengths and weaknesses.</i> 3. Engagement / Involvement  <i>Describe the characteristics of individuals, groups, and co-deliverers: numbers, nature of involvement</i>	<ul style="list-style-type: none"> Lack of awareness / reactions to UV warnings Lack of apparent awareness of need for shade in public spaces Lack of public / institutional / other related agency involvement in sunsafe promotion Lack of opportunity for concerned group involvement 	<ul style="list-style-type: none"> Improved awareness of UV levels and their implications Pick-up of need for shade messaging by media and various public institutions Media pick-up of sunsafe messaging Involvement of physicians groups in sunsafe cause 	<ul style="list-style-type: none"> Improved awareness of UV levels and their implications Pick-up of need for shade messaging by media and various public institutions Media pick-up of sunsafe messaging Involvement of physicians groups in sunsafe cause 	<ul style="list-style-type: none"> Improved awareness of UV levels and their implications Pick-up of need for shade messaging by media and various public institutions Media pick-up of sunsafe messaging Involvement of physicians groups in sunsafe cause
HOW?	2. Activities / Outputs  <i>Describe the activity: How will it be implemented? What does it offer?</i>	<ul style="list-style-type: none"> Gap in promotional / educational activities 	<ul style="list-style-type: none"> Promotional / educational activities and information / communication to key target groups 	<ul style="list-style-type: none"> Promotional / educational activities and information / communication to key target groups 	<ul style="list-style-type: none"> Promotional / educational activities and information / communication to key target groups
	1. Inputs / Resources  <i>Resources used: dollars spent, number and types of staff involved, dedicated time.</i>	<ul style="list-style-type: none"> Gaps in resources committed to area 	<ul style="list-style-type: none"> Level of people, skills, knowledge, \$ applied to sunsafe area 	<ul style="list-style-type: none"> Level of people, skills, knowledge, \$ applied to sunsafe area 	<ul style="list-style-type: none"> Level of people, skills, knowledge, \$ applied to sunsafe area



Selecting Progress Measures (Indicators)

For each aspect of progress the following questions should be asked:

- What will be seen or heard if it is being achieved (progress indicators)?
- How / where will this information come from (sources or approaches)?
- When and how often does this information need to be collected (frequency of collection)?
- Who should be responsible for collecting and analyzing this information (responsible party)?
- What are the cost and resource implications?
- Evaluation to fill the strategic 'gaps'



How Does All This Help Management?

- Set expectations for progress toward the Ends
- Ensure accountability
- Monitor efficiency and effectiveness
- Promote organizational learning



Set Expectations

- Review the context, the need, the current situation
- Identify the desired results going up the chain over time
- Focus on key progress markers (indicators) that can be influenced by CCS (levels 3-6)



Accountability

- All results chains tie results to resources / costs
- What benefit, for whom and at what cost?
(Policy Governance End statements)



Effectiveness and Efficiency

Question:

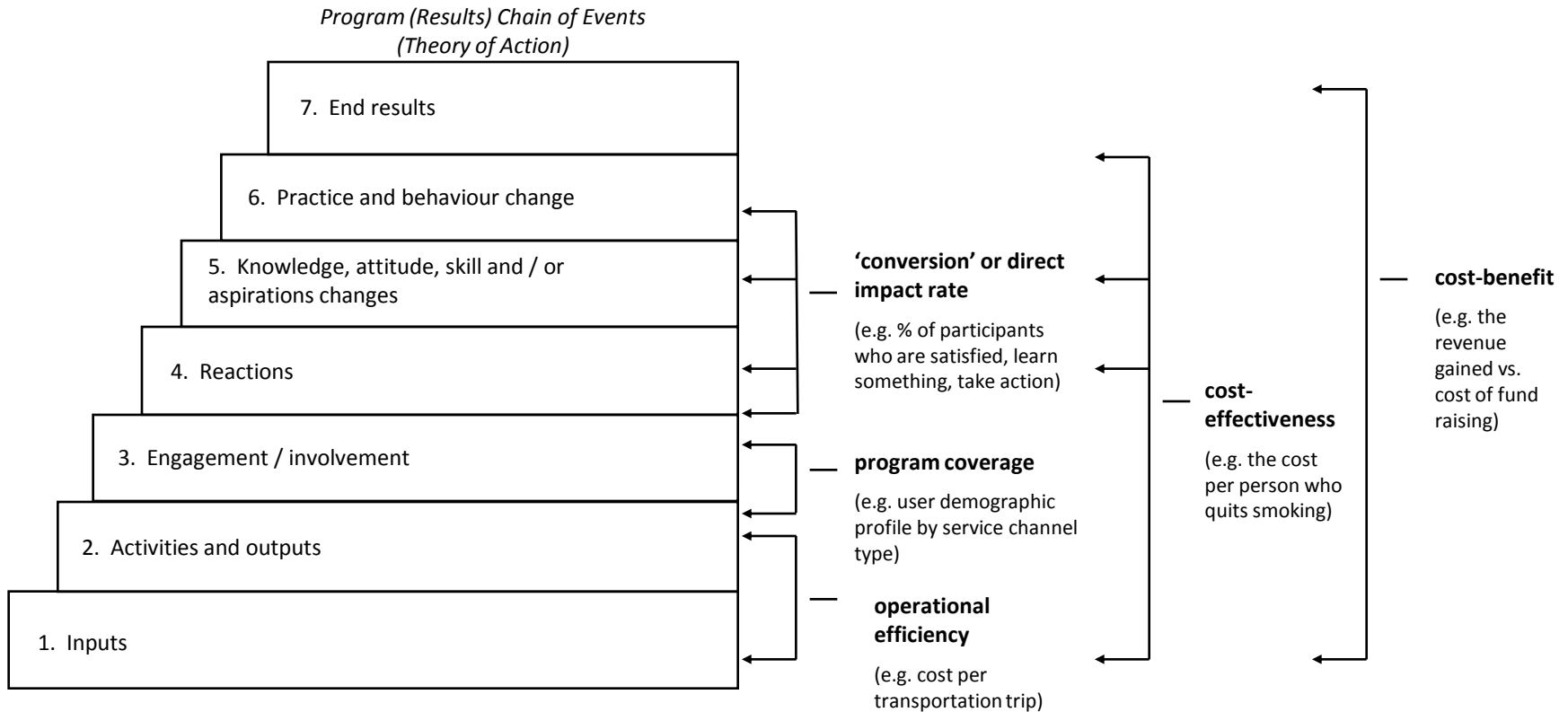
- How do the levels of the chain help me to gauge efficiency and effectiveness?

Answer:

- Compare different parts of the chain to each other.



Relationships of Results Chain Elements to Each Other





The Results (Chain) Hierarchy and Board Work

- Discuss priorities
- Focus on key indicators
- Assess progress against expectations
- Ensure accountability and learning



The Results

- Common language
- Structure for the story
- Focuses conversations on ‘who’ and ‘what’ – not ‘how’
- Streamlined Ends reporting
- Makes policy governance ‘work’
- Accountability and learning

End Outcome:
Reduce Incidence
and Mortality of Lung
Cancer



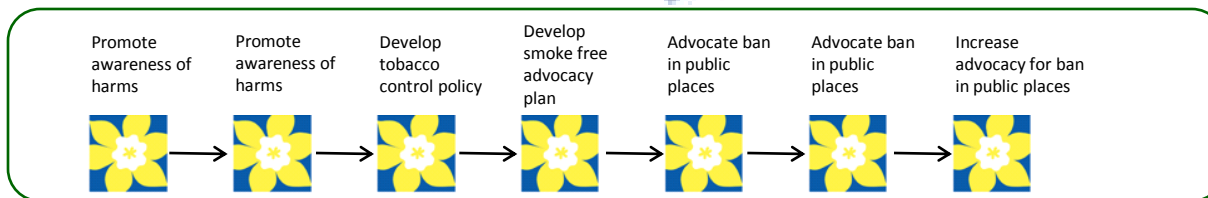
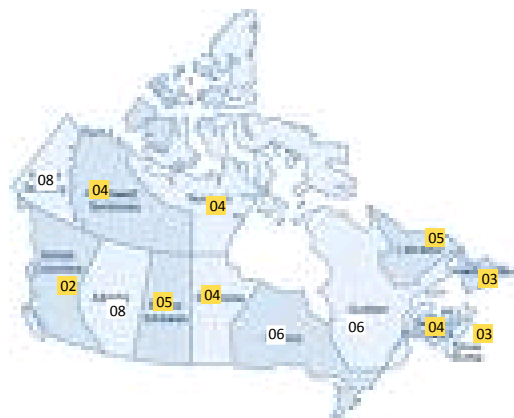
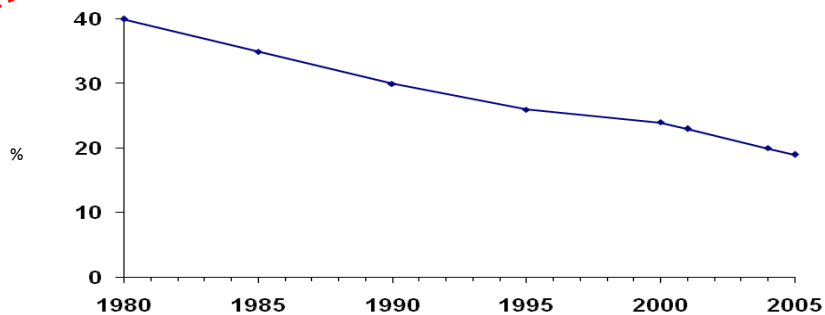
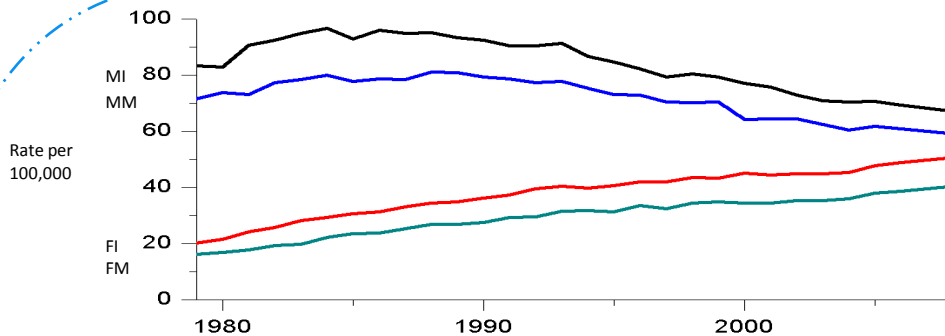
Risk Behaviour:
Smoking



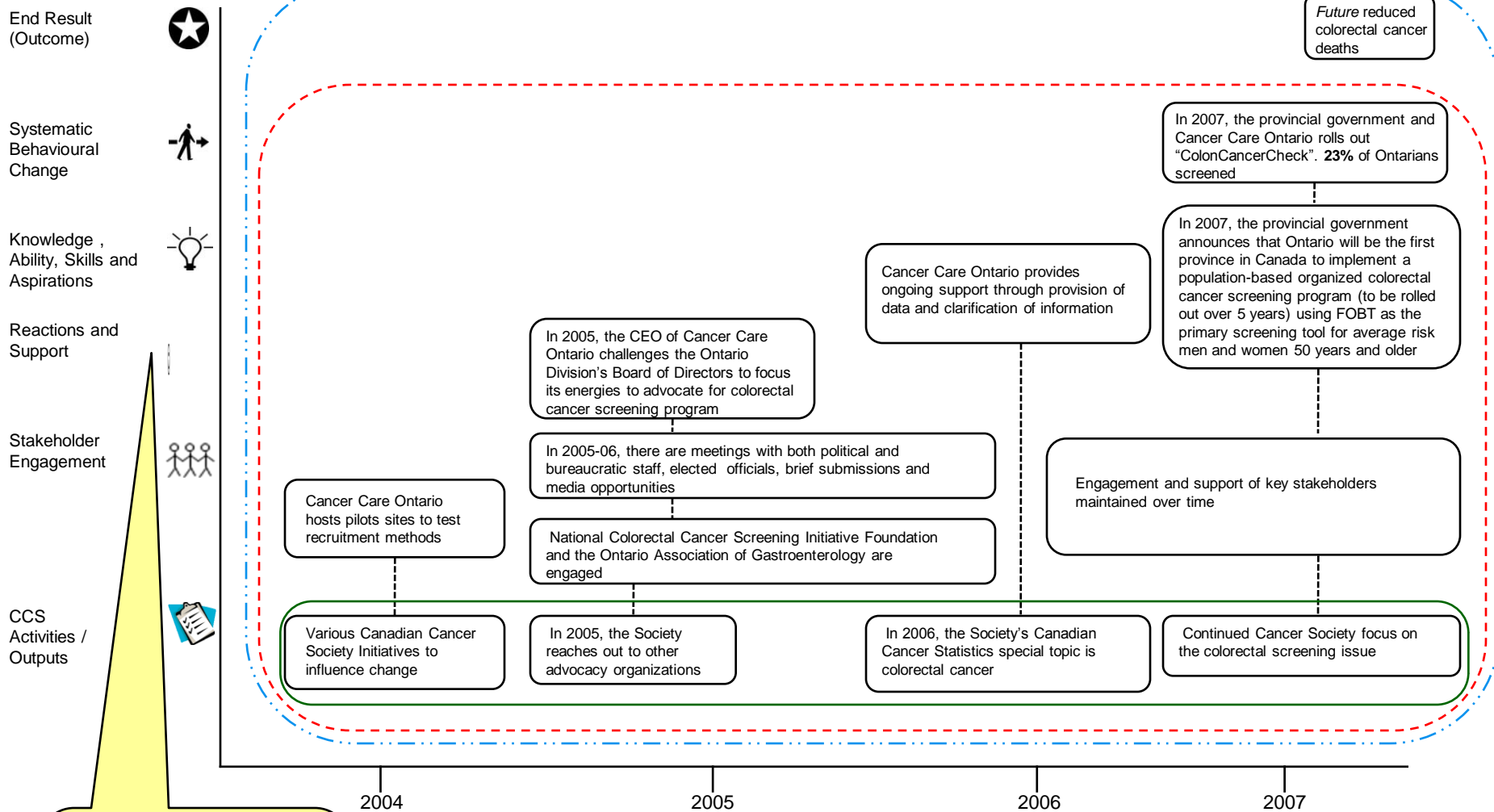
Public Policy: Smoking
Ban in Public Places



CCS Advocacy



Ontario's Results Path to Provincial Colorectal Screening



- In 2003, there is a Liberal party election promise
 - In 2002, Health Canada's National Committee on Colorectal Cancer Screening does the same
 - In 2002, US Prevention Services Task Force does the same
 - In 1999, the Ontario Expert Panel recommended organized colorectal cancer screening program
 - In 1998, Cancer Care Ontario initiated a process to develop recommendations for population-based colorectal cancer screening

This chart summarizes the build-up of activities, engagement, commitment and actions which have taken place over the last decade. Note that it is the Canadian Cancer Society's persistence in activities, reach and engagement of key stakeholders over time which has helped influence a change in Ontario's screening policy.



Lessons Learned

- Single language (how, who, what and why)
- Unwavering senior leadership
- ‘Cultivate’ rather than ‘drive’ (but build into all key processes)
- Patience
- Facilitate evaluative learning