



# Evaluating capacity building and organisational change for health improvement

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# Presentation outline

- Introduction to the evaluation projects
- Capacity building and organisational change in health promotion
- Organisational change theory
- Capacity building theory
- Combining these theories to create logic models for evaluation
- The evaluation questions to be asked when evaluating organisational change (and some of the answers)
- What we've learned about evaluating capacity building and organisational change

**Health promotion practitioners are interested in influencing organisations .....often they are interested in influencing the activities or policies of other organisations who have an influence on the health of the population.**

Don Nutbeam and Elizabeth Harris. 1998. *Theory in a NUTSHELL*. A practitioners guide to commonly used theories and models in health promotion.

**‘It is now the time for all sports  
to create healthy, diverse and welcoming  
clubs and organisations’.**

Building health through sport. VicHealth action plan 2010-2013. October 2010

<http://www.vichealth.vic.gov.au/Publications/Physical-Activity/Sport-and-recreation/Building-health-through-sport.aspx>

**While there are many actions that individuals can take to improve their own health and reduce the risk of preventable cancers, Local Government plays a vital role in nurturing a living environment that makes a healthier lifestyle the easier option.**

‘alive and well’. Councils for healthy local living. Cancer Council NSW website

<http://www.cancercouncil.com.au/18318/reduce-risks/local-government-initiatives/alive-and-well-program/council-for-healthy-local-living/?pp=36582>

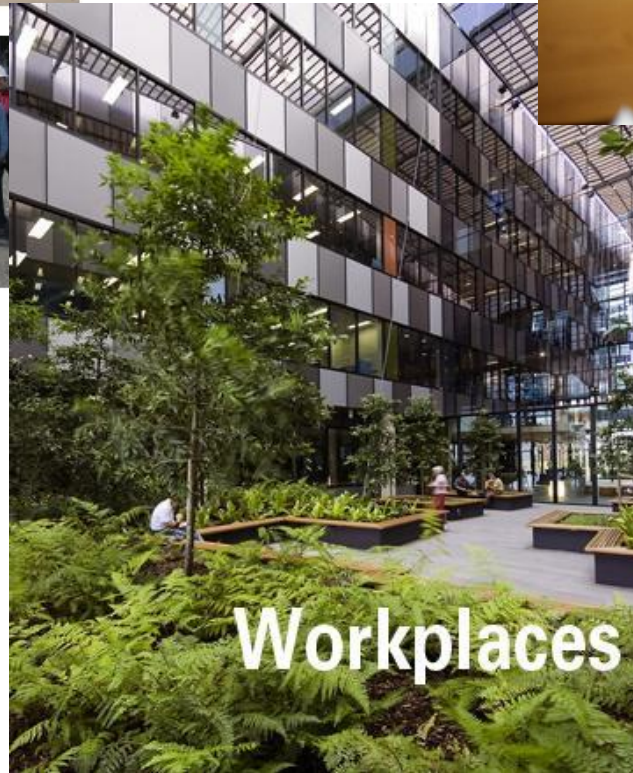
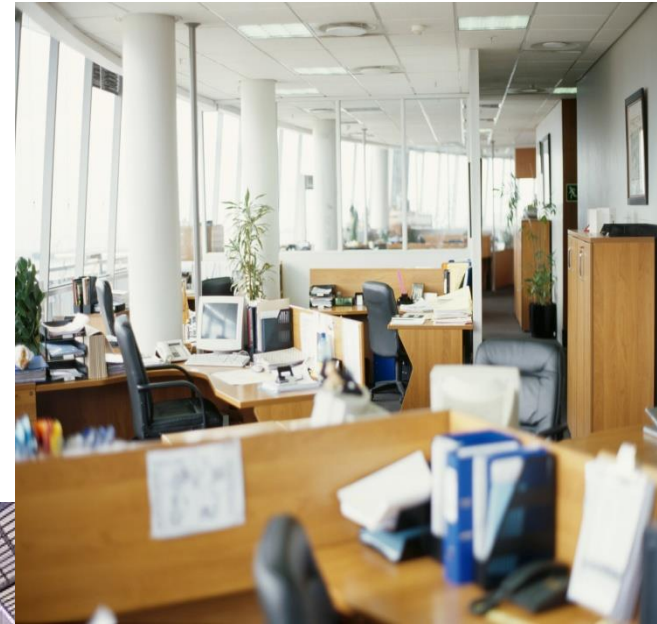
# Capacity building is about creating change



# Schools









# Local or Municipal Government



# Sporting organisations



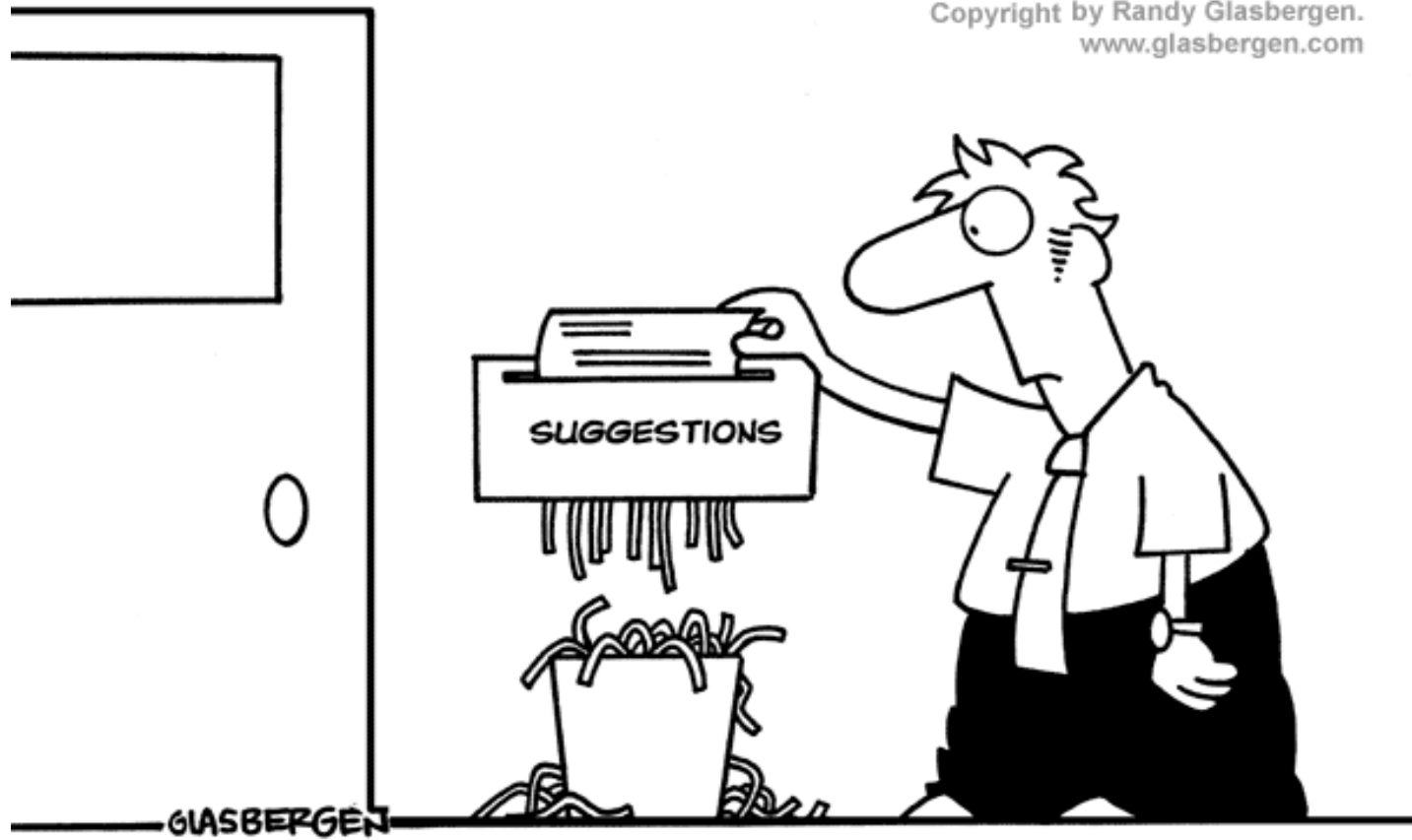
# **Evaluation of health promotion capacity building and organisational change projects**

- Increasing the capacity of Local Government to influence physical activity participation
- Increasing the capacity of Local Government to improve sun protection for the community
- Influencing sporting organisations to increase sports participation among disadvantaged groups

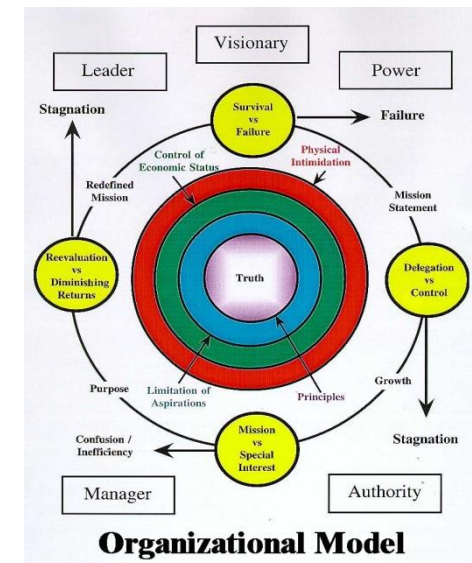
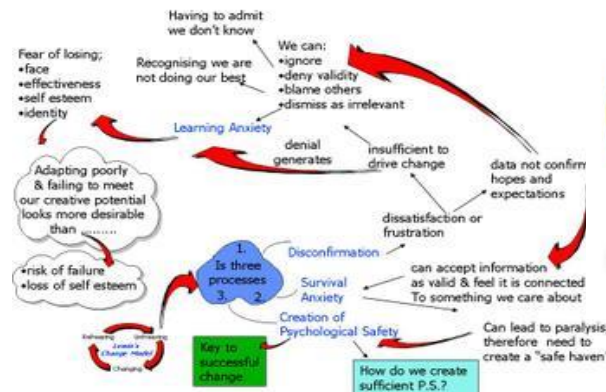
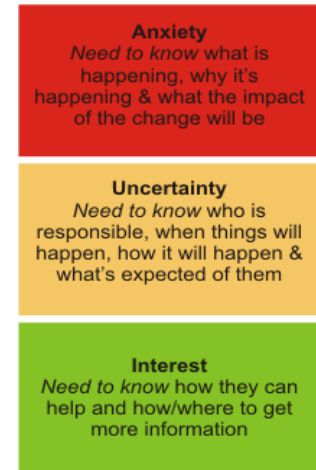
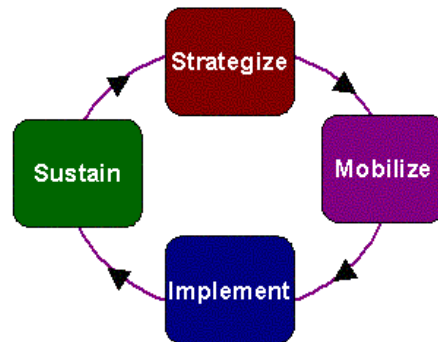
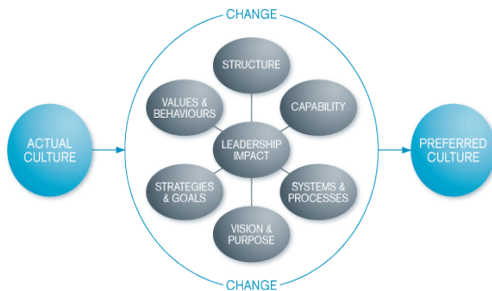
# Organisational Change



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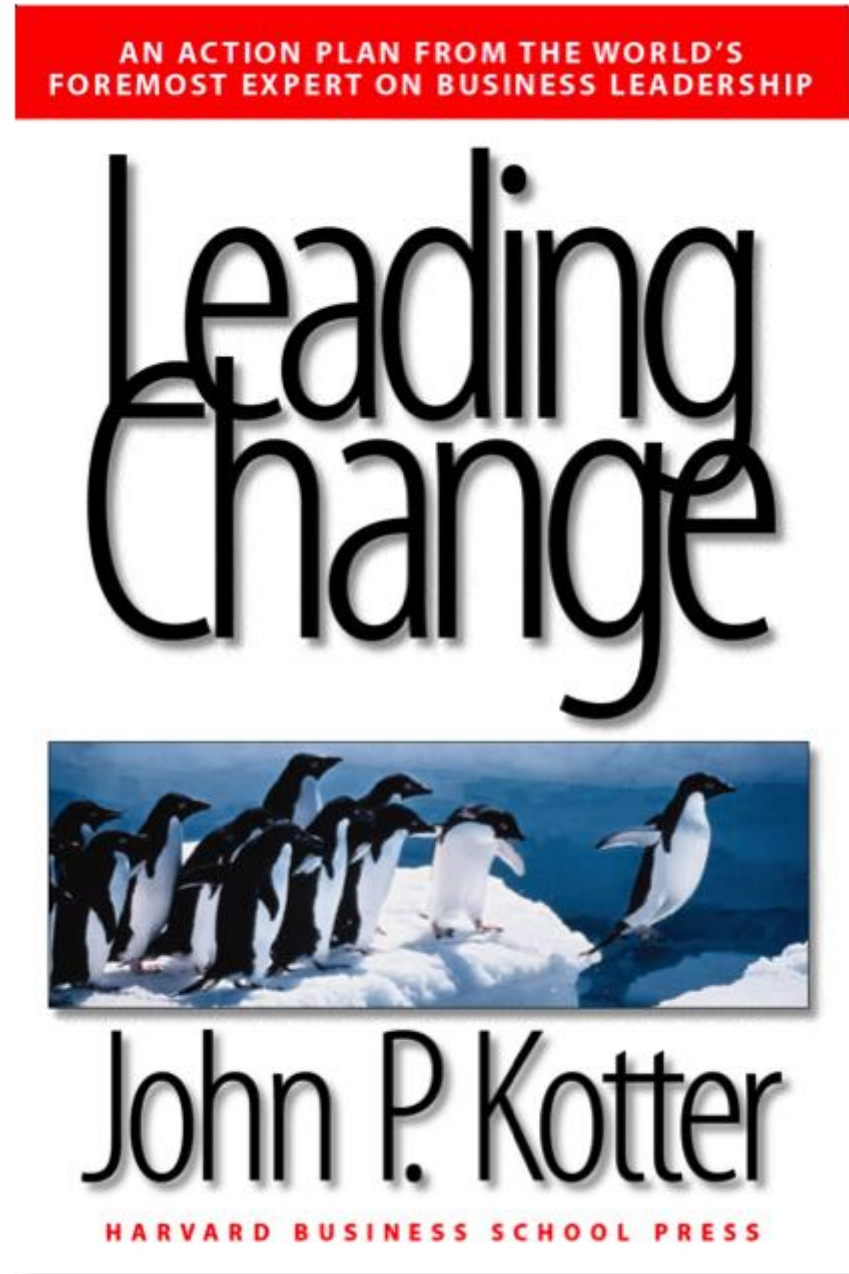
# Organisational change theories & models



# What is the theory of change for the health promotion program?



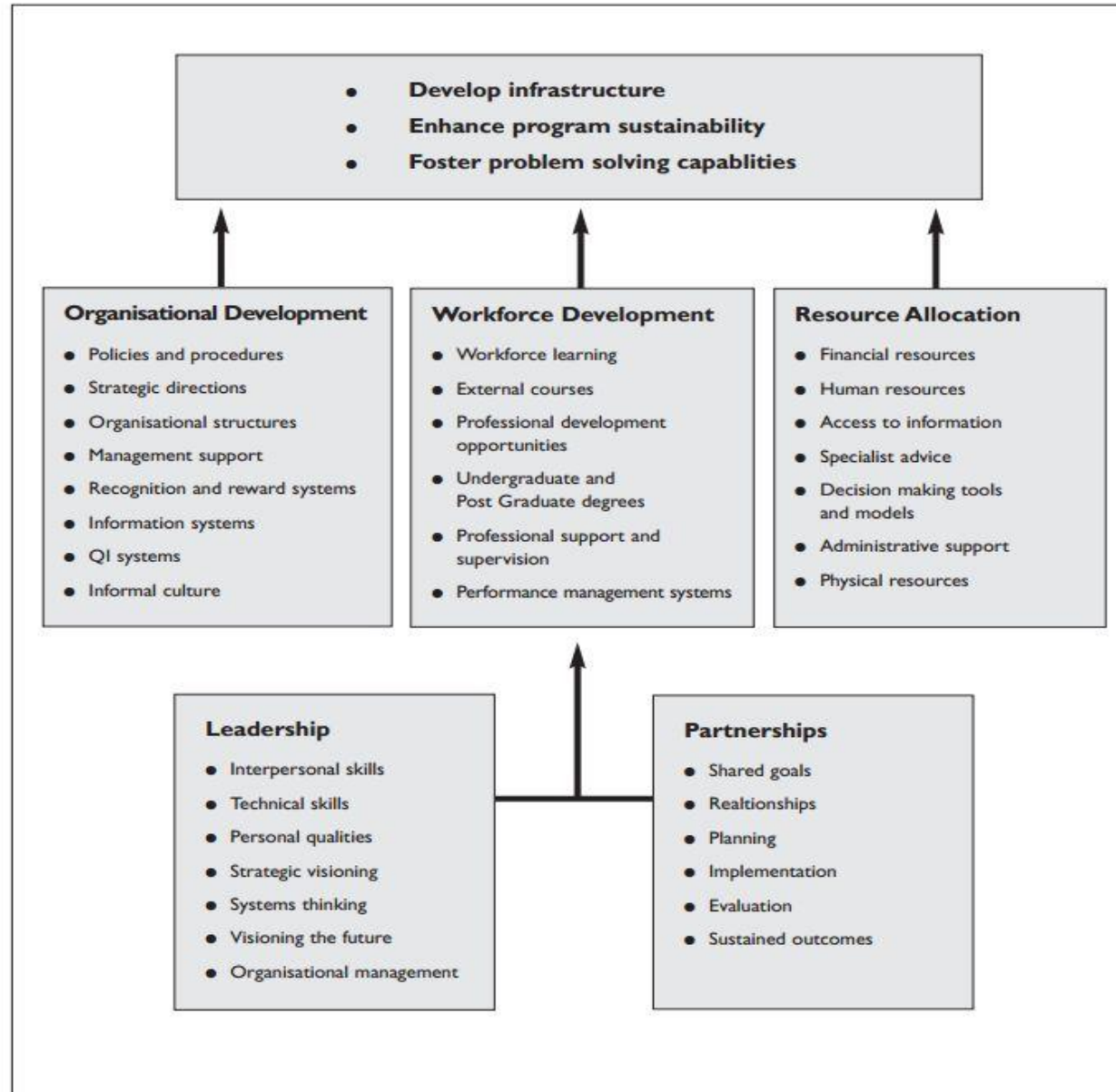




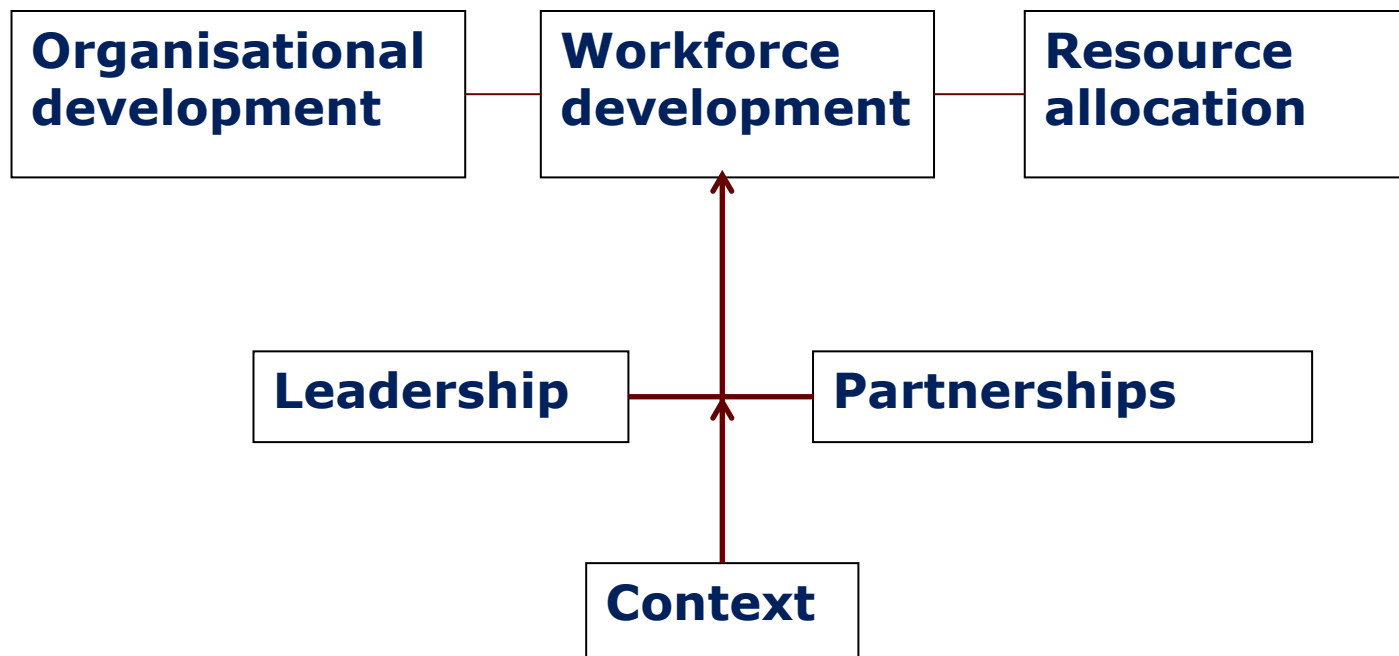
# Kotter's 8 stage process of creating change



## Capacity building framework key action areas



# Capacity Building Framework in summary



# Evaluation methods

- Interviews with staff of local government at different levels of management
- Organisational change survey (Adapted from Armenakis et al. (2007) and Herscovitch & Meyer (2002)).
- Review of Local Government plans and documents

## Context and Stimulus

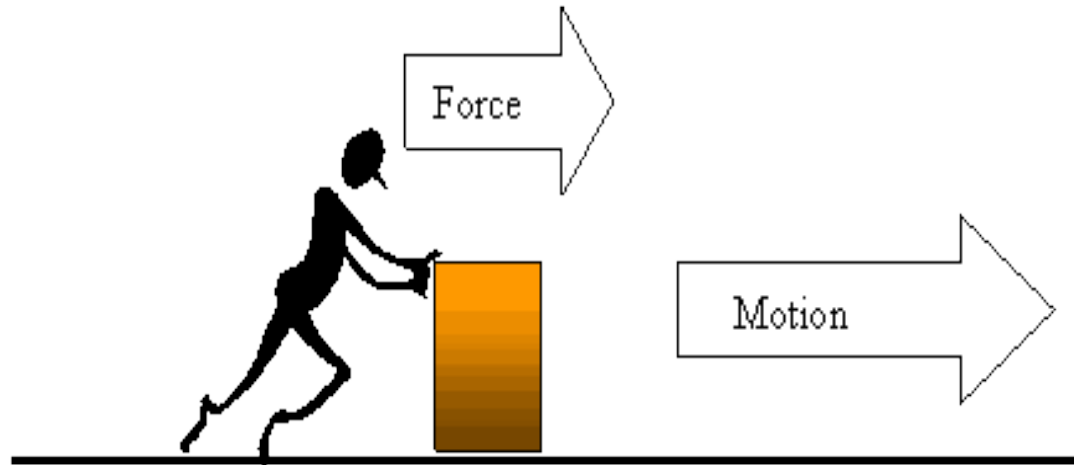
### Stage One

Establishing a sense of urgency

**What is/was the stimulus for change?**

**Why would the organisation change? Are positive conditions for change present?**

**Is/was there any urgency for change?**



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**“How come you never bring me any of your stupid ideas anymore?”**



## **Stage Two**

Creating the guiding coalition

**Is a guiding coalition established?**

**Who are the partners? How are they working together?**

**How well is the guiding coalition working?**



### **Stage Three**

Developing a vision and strategy

**Is the vision for change clearly established?**

**Is it agreed by key leaders in the organisation?**

### **Stage Four**

Communicating the vision

**Who is responsible for communicating the vision?**

**Is there a strategy for communicating the vision throughout the organisation? How well is this being implemented?**



**Who is providing the leadership?**

**Where do they sit in the organisation?**

**How effective are they as leaders?**



# PARTNERSHIPS

**Have all the required partners –internal and external - been identified?**

**Have all the required partners been engaged?**



# ACHIEVING A HIGH PROFILE

Is the change initiative achieving a high profile in the organisation?

Are management fully aware of and supporting the change initiative?



Workforce  
development  
and  
Organisational  
development

## **Stage Five**

Empowering broad based action

**How is the workforce being developed to support change?**

**How are structures and processes being changed to support the new vision?**

**How is senior management supporting the change?**





**“At one point, I had seventeen vice presidents.  
That’s when I realized it was time to restructure  
the company and get back to basics.”**



## Stage Six

### Generating short-term wins

**Were there short term wins?**

**Were these recognised across the organisation?**

**How did this influence commitment to change?**



## **Stage Seven**

Consolidating gains and producing more change

Resource  
allocation



**Is there ongoing commitment and action from all levels in the organisation?**

**Are changed practices being embedded in the organisation?**

**Have resources been committed to the process of change?**

**Are more people being brought in to enhance progress?**

**Is there more change happening, not less?**



## **Stage eight**

Anchoring new approaches in the culture

**Have changes in norms and culture been absorbed into the organisation?**

**Are people across the organisation convinced the new ways are better than the old ways?**

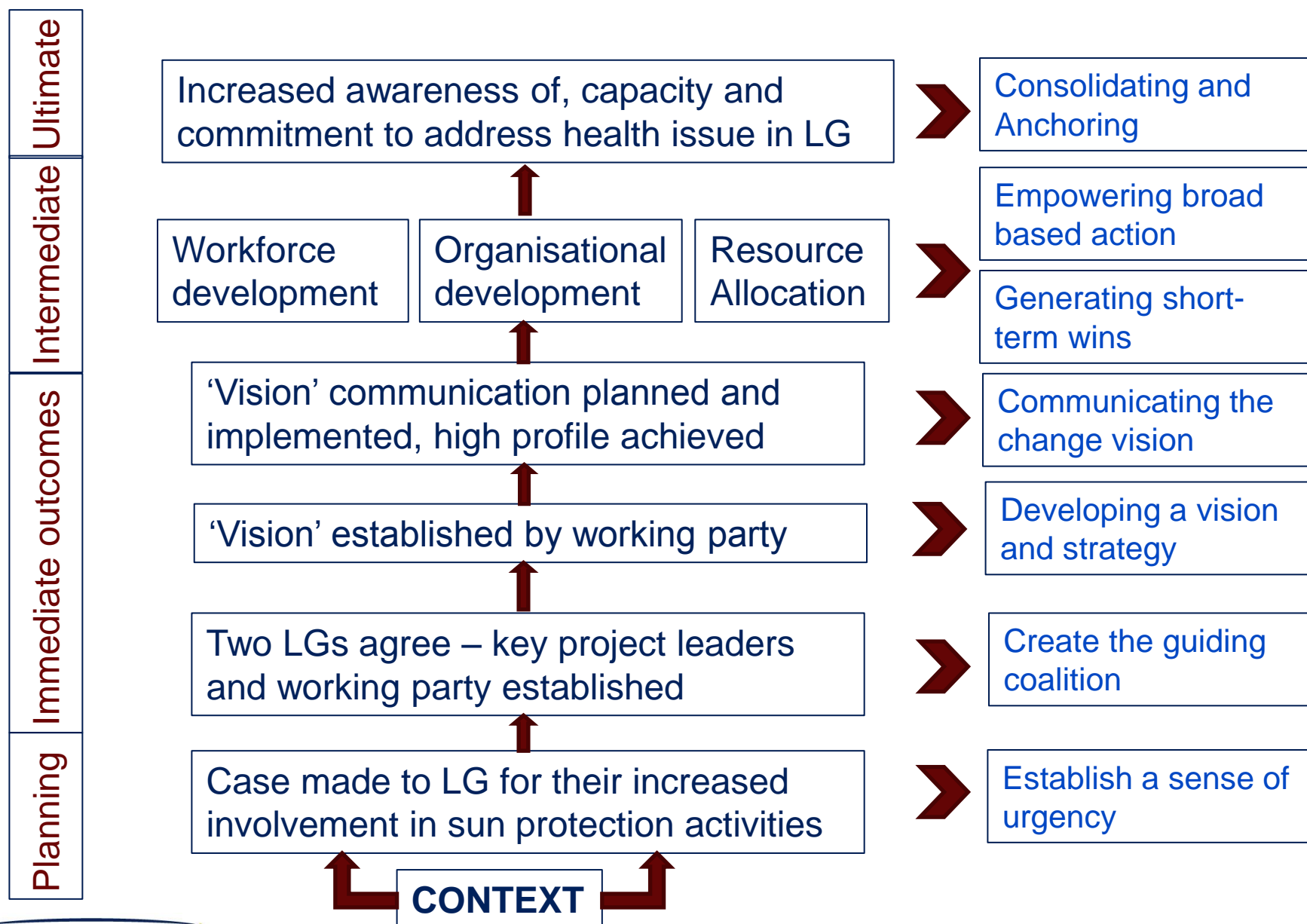
**Is the organisation more 'health promoting'?**



**CONTEXT + MECHANISM = OUTCOME**

Pawson and Tilley, 1997. Realist Evaluation. Sage

# PROGRAM LOGIC MODEL FOR ORGANISATIONAL CHANGE IN LOCAL GOVT



# Conclusions

- Combining a model of capacity building and Kotter's organisational change model is a useful approach for evaluating projects designed to create organisational change for health improvement
- Health promotion interventions that aim to change organisations for health improvement goals need to understand how organisations change (or do not change).

# THANK YOU

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