Provider Constellations and its Implications for Readiness Assessment in Pay for Success

American Evaluation Association Conference

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AIR
AMERICAN INSTITUTES FOR RESEARCH®

November 2017

Questions Addressed in this Presentation

- What is readiness from an implementation science perspective?
- Why is readiness important?
- How is readiness understood in Pay for Success?
- Why is readiness in Pay for Success complex?

What is Readiness?

- An organization is ready if the right practical conditions are in place for quality implementation.

- Organizational readiness often refers to implementation of evidence-based interventions, but it can also refer to new roles (e.g., coordinating a network of providers) or other changes.

- Examples of practical conditions: supportive leadership, data systems, staff knowledge and skills.
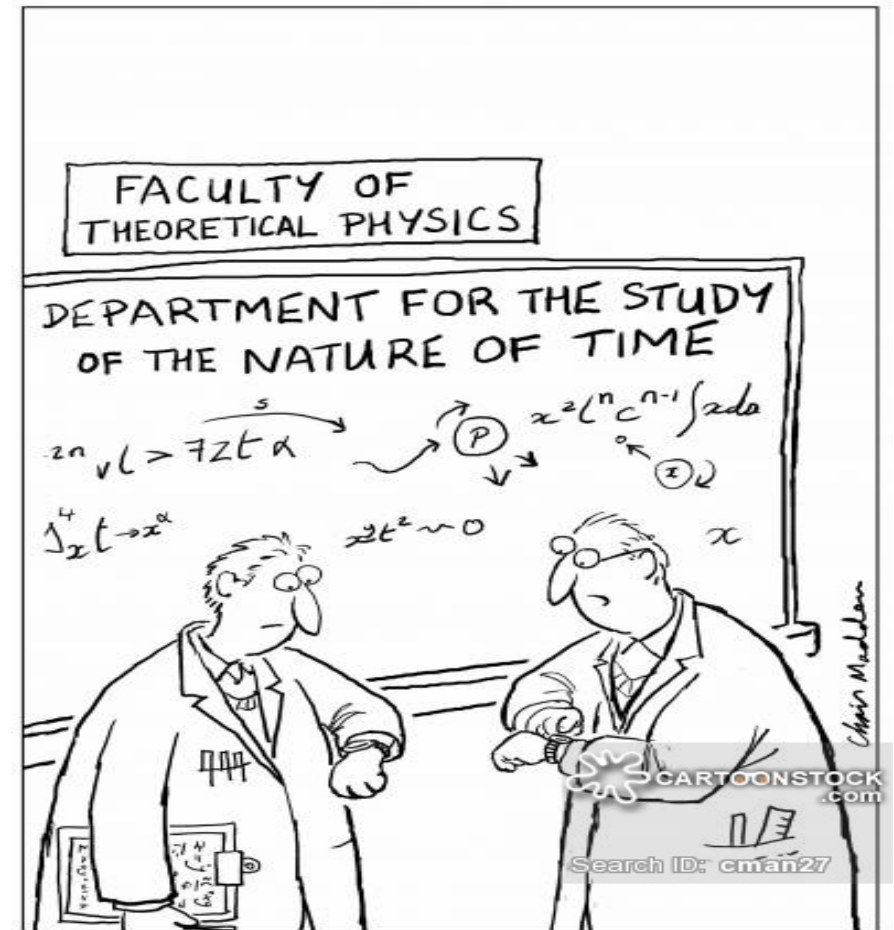
What is Readiness?

- Readiness assessments typically focus on service providers.

  - Readiness of providers to implement specified interventions is key to achieving outcomes and improving performance targets.

  - Providers' level of readiness to implement an intervention is a major predictor for implementation fidelity and program reach (e.g., Cross & West, 2011).

  - A recent survey has revealed that close to 50% of nonprofits report an inability to meet rising demands for services (Nonprofit Finance Fund, 2015)

What is Readiness?

- R= MC^2 as an organizing framework for readiness constructs (Scaccia et al., 2015).
  - Motivation (i.e., providers' willingness to implement an intervention)
  - General Capacity (i.e., characteristics of a "healthy" host setting)
  - Intervention-Specific Capacity (i.e., capacities that are required for a specific intervention)

Scaccia et al. (2015). A practical implementation science heuristic for organizational readiness: R= MC2. *Journal of Community Psychology, 43*(4), 484-501.

Why is Readiness Important?

- A focus on readiness helps funders, TA providers, service providers, evaluators and others to:
  - Define the characteristics of an organization that is ready to start using a specific intervention (e.g., an evidence-based program to divert youth from the justice system)
  - Assess how an organization may need to change before starting the intervention and over time
  - Inform training and technical assistance and continuous quality improvement so that more organizations can be well positioned for an intervention
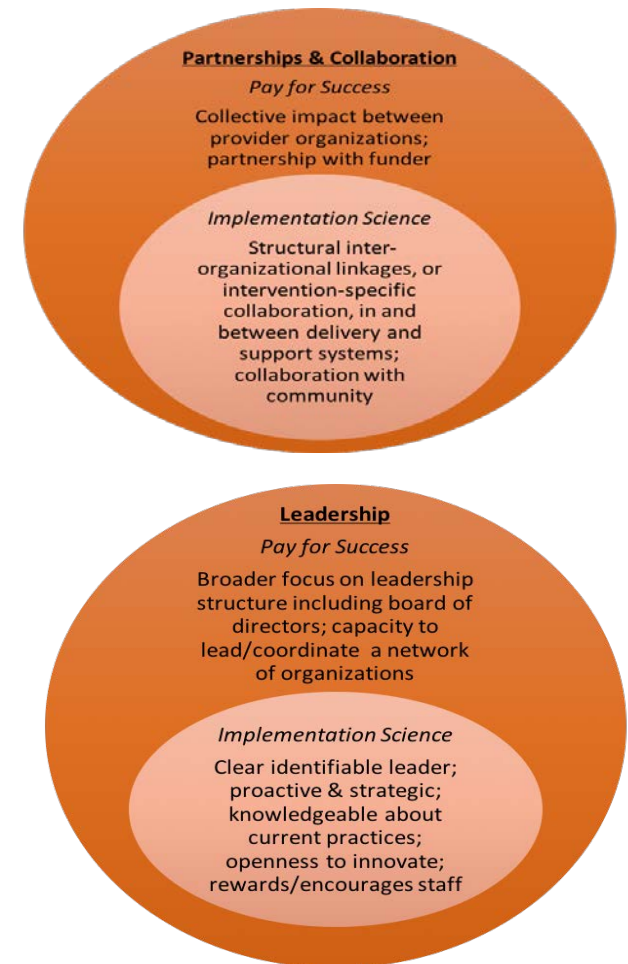
How is Readiness Understood in Pay For Success?

- **PFS readiness assessment tools focus predominantly on providers':**
  - General capacity (e.g., leadership, partnership and collaboration), with customizations to PFS
  - Having a strong track record with a specific intervention, but otherwise limited assessment of specific capacity and motivation
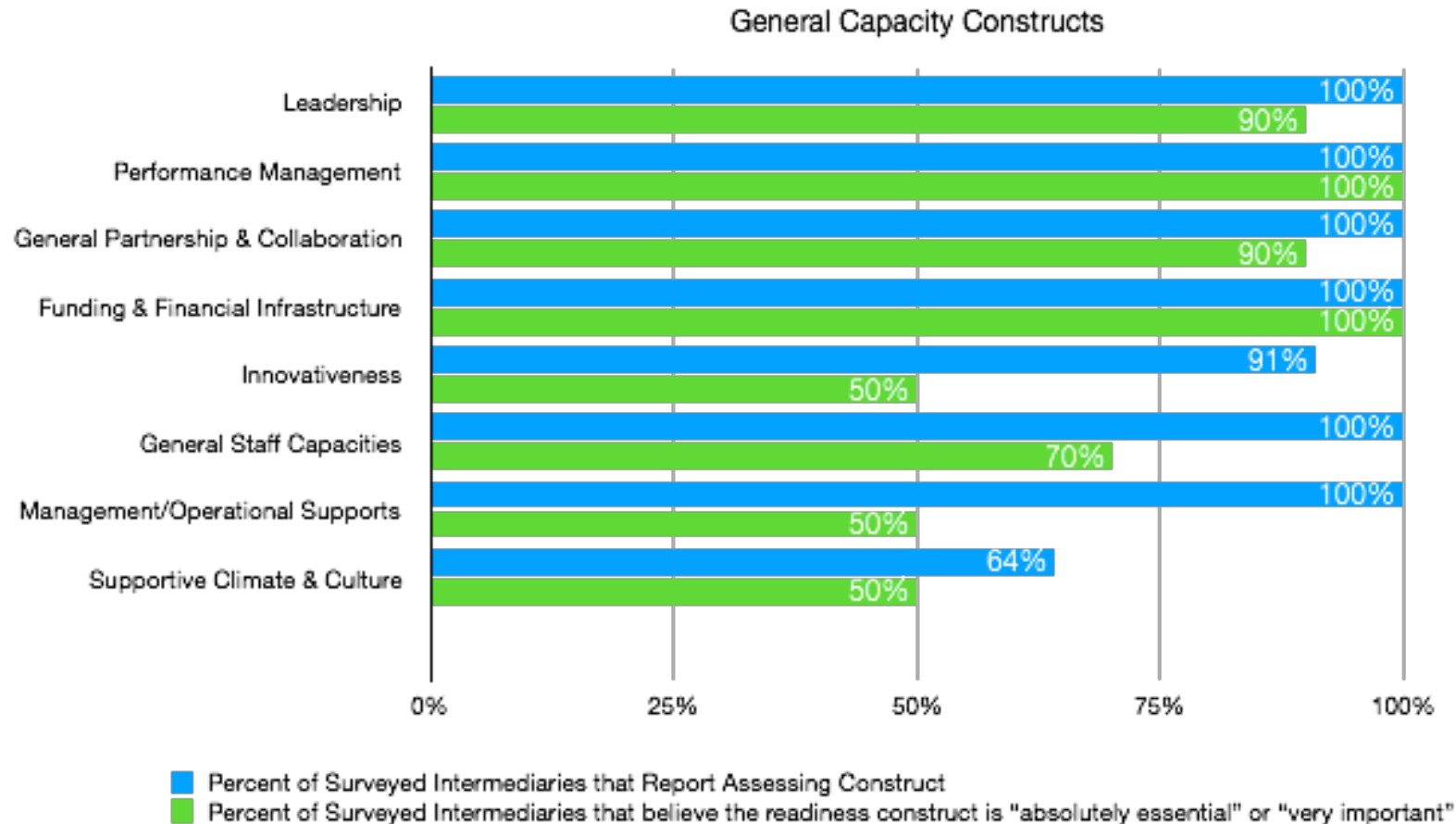
For example, see:

Institute for Child Success (2016). Assessment of Service Provider Readiness. Retrieved from http://pfs.instituteforchildsuccess.org/wp-content/uploads/2016/06/Assessment-of-Service-Provider-Readiness-Memo-Template-SIF.pdf

McKinsey & Company and Nonprofit Finance Fund (2015). Service Provider Rapid Suitability Questionnaire. Retrieved from http://policylinkcontent.s3.amazonaws.com/Rapid_Suitability_Questionnaires_Pay_For_Success.pdf

Partnerships & Collaboration
Pay for Success
Collective impact between provider organizations; partnership with funder

Implementation Science
Structural inter-organizational linkages, or intervention-specific collaboration, in and between delivery and support systems; collaboration with community

Leadership
Pay for Success
Broader focus on leadership structure including board of directors; capacity to lead/coordinate a network of organizations

Implementation Science
Clear identifiable leader; proactive & strategic; knowledgeable about current practices; openness to innovate; rewards/encourages staff
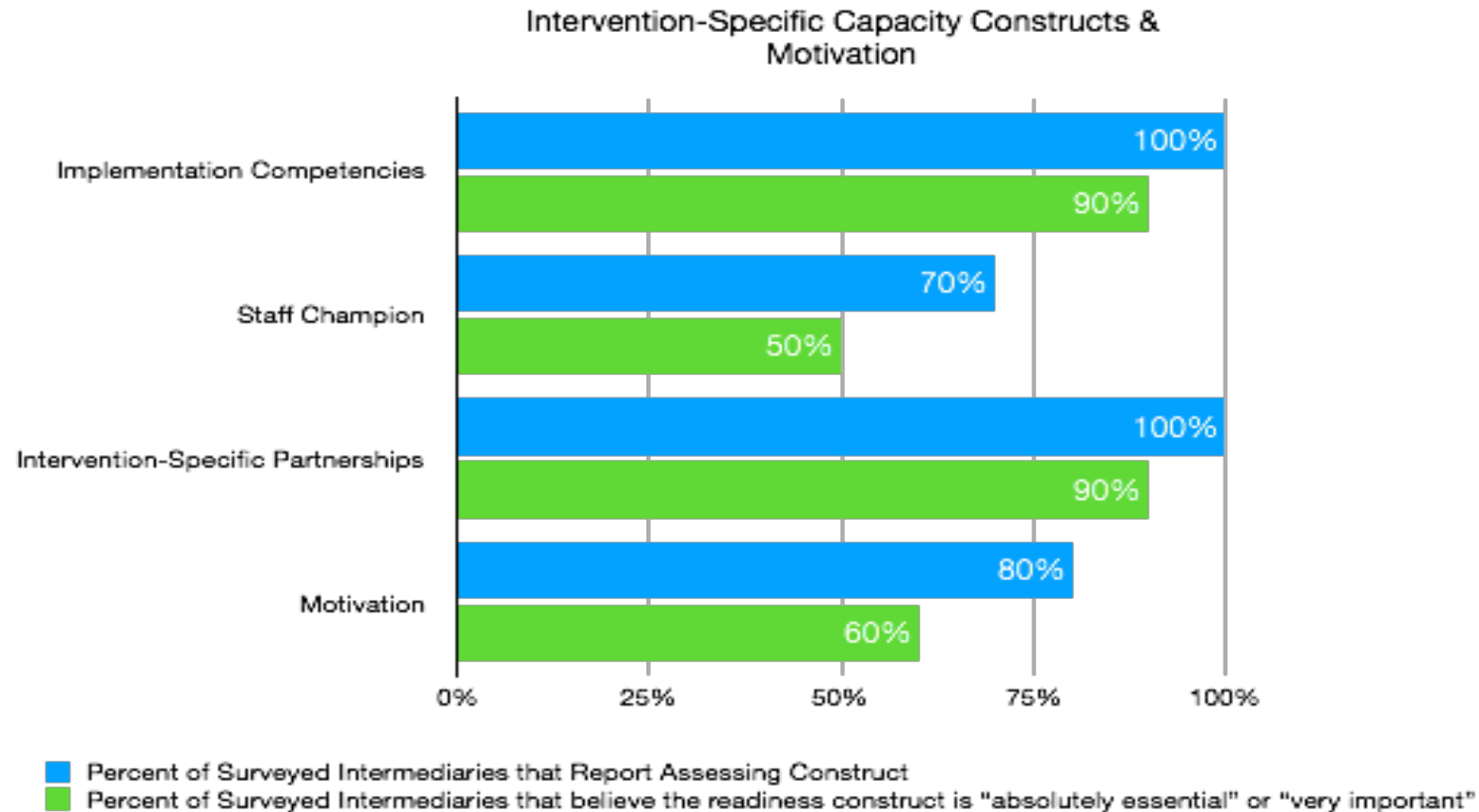
# Use and Perception of Importance of General Capacity Constructs in Pay for Success

N = 13 Intermediary Organizations

Use and Perception of Importance of Intervention-Specific Capacity Constructs in Pay for Success

Intervention-Specific Capacity Constructs & Motivation

Implementation Competencies
- 100%
- 90%

Staff Champion
- 70%
- 50%

Intervention-Specific Partnerships
- 100%
- 90%

Motivation
- 80%
- 60%

- ■ Percent of Surveyed Intermediaries that Report Assessing Construct
- ■ Percent of Surveyed Intermediaries that believe the readiness construct is "absolutely essential" or "very important"

N = 13 Intermediary Organizations

Why is Readiness in Pay for Success Complex?

Investor

Government

Intermediary

Service Provider Organization

Evaluator

General Capacity

Specific Capacity

Motivation
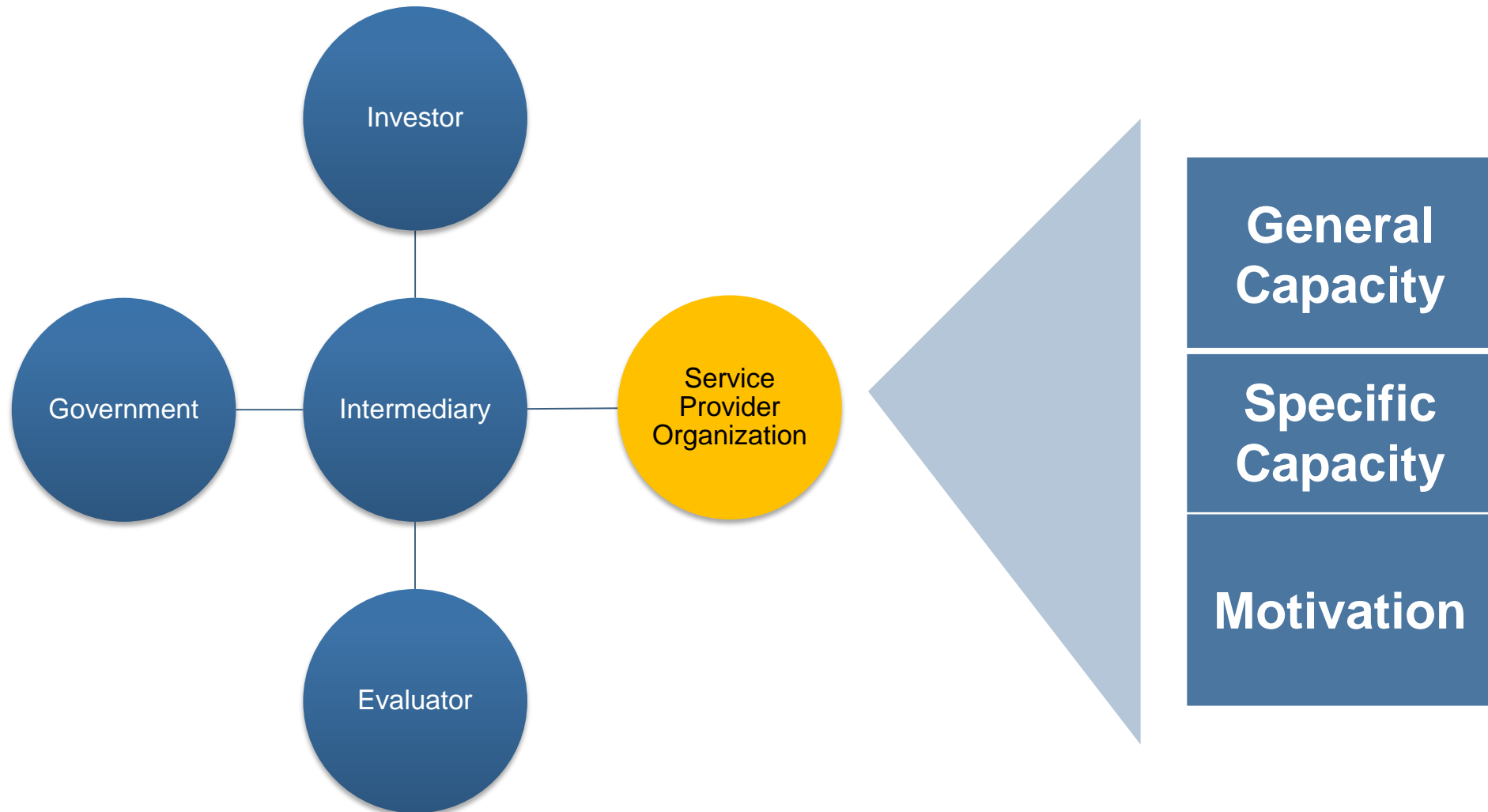
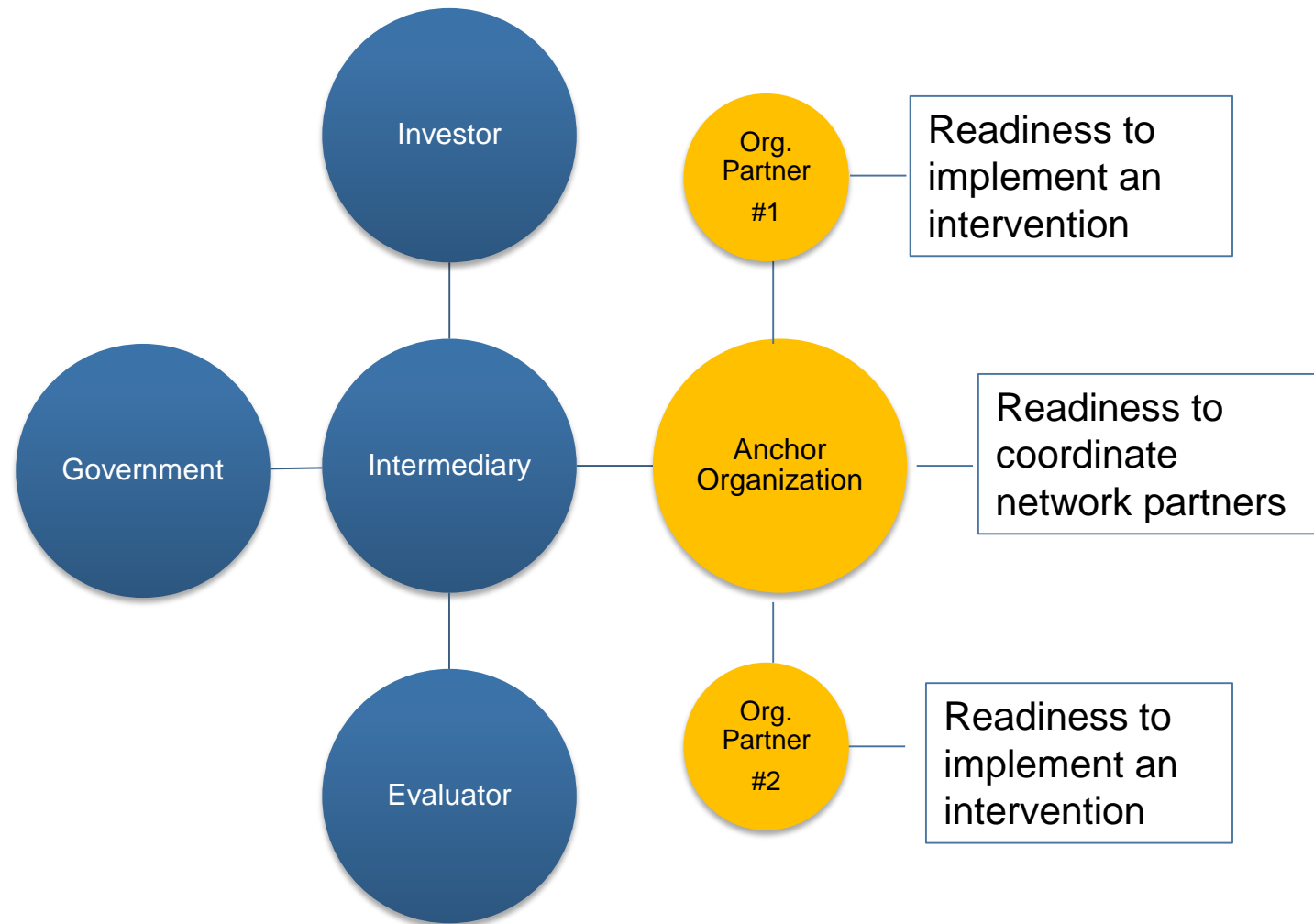# Why is Readiness in Pay for Success Complex?
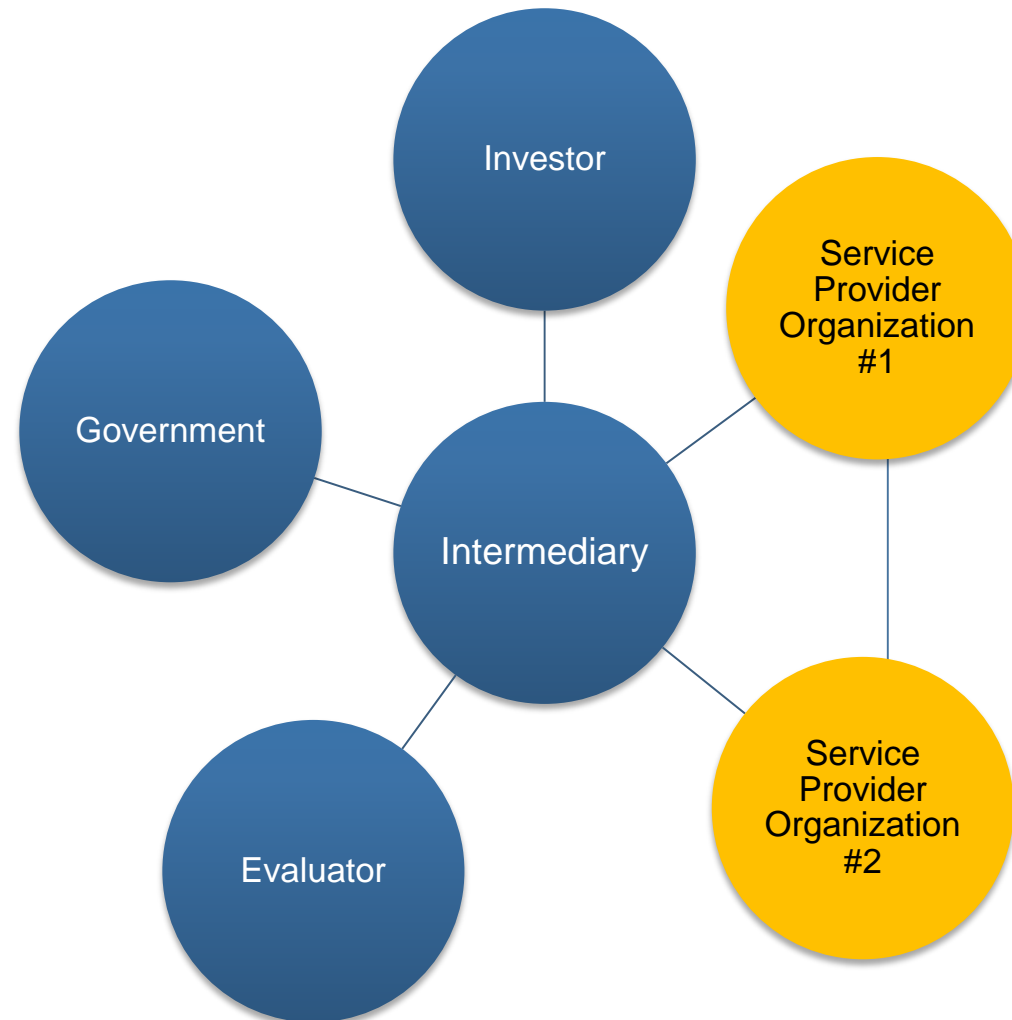
- Weighting
- Emergence

Why is Readiness in Pay for Success Complex?

Investor

Org. Partner #1 — Readiness to implement an intervention

Government — Intermediary — Anchor Organization — Readiness to coordinate network partners

Evaluator

Org. Partner #2 — Readiness to implement an intervention

Recommended Future Directions

- Further integrate the use of implementation science in Pay for Success readiness assessments

- Customize tools to address the complexity of readiness in Pay for Success, including:

  – Guidance about how to assess readiness when there are multiple provider organizations

  – Customized readiness assessment items or tools for anchor organizations versus network implementation partners

Thank You!

- Questions?

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