MEASURING INNOVATION

Continuous Improvements and Radical Change: An On-Going Learning Cycle

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CARVER COUNTY

Resilient Communities Project

UNIVERSITY OF MINNESOTA
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Resilient Communities Project

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Executive Summary

This report is the result of joint efforts by Lorraine Brady, representing Carver County's Innovation Plan team, and a team of students from the Program Evaluation class at the Humphrey School taught by Jodi Sandfort in the spring of 2016. The students are Suzanne Lantto, Emilie Hitch and Mary Browning. Representatives of the Carver County program solicited assistance from the students in creating an Evaluation Plan that will result in measurable outcomes for their Innovation Plan. This joint project was sponsored by the Resilient Communities Project, housed at the University of Minnesota's Center for Urban and Regional Affairs.

The students distilled the information given to them into program objectives and a Logic Model illustrating the flow of activity and concept of the Innovation Plan as practiced by the Innovation Team up until now. The Logic Model also incorporated the basic structure of the proposed Evaluation Plan. This Evaluation Plan is developmental; to be utilized by Carver County staff to further develop their program based upon the information gleaned about the program during evaluation. The Evaluation Plan evolved from two basic evaluation questions formulated by the student as follows: 1) Does the Innovation Project lead to cultural transformation? And 2) Does cultural transformation lead to increased value?

With these questions in mind the students developed a Retrospective Pre-Post Survey, an Evaluation Measurement Framework Template, and a Meta-Analysis Spreadsheet. The Pre-Post Survey Tool can aggregate individual staff and management perceptions in term of their self-reported response to the challenges of Innovation Events. The questions address growth and learning from the events, and increased ability to innovate. The Event Measurement Framework Template (EMFT) gives the Innovation Team a straightforward, accurate measurement tool template to document key descriptives/measurements before and after the innovation event at sequential intervals, thus providing a qualitative and quantitative outcome gauge. The Meta-Analysis Spreadsheet is a template to assist the Innovation Team to aggregate data over time as events take place, if they choose.

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Introduction

The Carver County Innovation Plan's philosophy is to create value for the county. The Innovation Plan strives to achieve this goal by cultivating an internal culture of innovation in the workplace that enables employees to improve processes and provide better solutions for county residents.

The Carver County Innovation Plan exists to ensure that county employees continue to innovate to improve operations, processes, and overall outcomes. This program ensures that employees have an outlet for suggestions, improvements, and also to evaluate potential "pain points" within departments or teams. It also encourages employee contributions, prevents department stagnation, and provides a common language for talking about increasing the impact of the County of Carver initiatives.

This Plan meets the need for continuous improvement and innovation to be kept in the forefront of the minds of County Staff. By looking critically at processes, Carver County is able to say "We spend a lot of time on program or activity x; we need to develop efficiencies and increase value to find a better and faster way to accomplish those goals for our constituents."

The Carver County Innovation Plan began in May of 2012, as the County began the conversation around innovation. The program was initially considered a continuous improvement program, but was later expanded to the banner of innovation and "radical change" in order to encompass the full spectrum of potential change management.

In regard to the larger picture of Carver County cultural change, the Carver County Innovation Plan functions primarily as a vehicle to improve other programs. It provides a structure for innovation and a central repository of resources to implement and manage change processes. Within this context, innovation has become an umbrella term that encompasses a scale of initiatives from continuous improvement to restructuring change.

This program evaluation is a portion of the larger Resilient Communities Project, which provides a way for municipalities and other public agencies to access the University of Minnesota to help advance local initiatives.

Program Goals

The purpose of Carver County's engagement with students in the Humphrey School's PA 5311 Program Evaluation work group is to provide resources to capture and measure the impact and effectiveness of activities performed related to Strategic Plans for Innovation of the Carver County "Measuring Innovation" initiative.

Especially, the purpose of the evaluation is to communicate the impact and value of these "innovation projects" (from here called Innovation Events) to the County Board and citizens of Carver County. The overarching goal of the program is to enhance value; the goal of the evaluation is, utilizing a "user-focused approach", develop a communication methodology to emphasize the value created to encourage the continuation and growth of the Plan.

Goal #1:
Integrate and refine a culture of ongoing sustainable innovation which will support a high comfort level for staff in understanding, initiating and partaking in Innovation Events to facilitate innovative changes to processes and activities at all levels of county involvement, and ultimately returning value to the community.

As a result of Goal # 1, in the implementation/refinement of this cultural framework, employees will be empowered to adapt the skills and abilities to recognize long-standing as well as newly emerging instances where improvement of processes and activities are warranted, and act to improve these processes and activities. This will result in value to the community in terms of refined delivery of services at all levels.

Goal #2:
Utilize sustainable qualitative and quantitative measurement/evaluation tools for data collection that will be flexible enough to apply to varied Innovation Event types, and also be efficient, user friendly and reliable for employees at all levels. This will enable higher-level decision makers to easily understand the value of what is being accomplished. Value as a measurement not only decreases expenses, but provides services more efficiently and expresses that efficiency as residents interact with Carver County more quickly and easily.

As a result of Goal #2, immediate, short term and long term accurate and quantitative/qualitative data measurements and documentation will be obtained in relation to each activity or process targeted by the sustainable Innovation Plan. Decision makers will have substantive information to on which to base funding decisions.

Goal #3:
Documented quantifiable measurements obtained will be evaluated in terms of ongoing improvements, further refinement of activities, time saved, ease of service for county residents, and other value as a result of Innovation Events.

As a result of Goal #3, this documentation will be available for use in setting new innovation goals, as a rationale for implementing further change, and as a tool for evaluating fiscal impact and other value of the Innovation Plan to county commissioners, other counties, and the public.

Setting

The county environment is one in which there are some activities which will have an immediate visible impact to county residents and be easily observed in the short term. Other activities that may have significant value in terms of ultimate service to the county and its residents may be more hidden from view or may manifest over a longer term, without immediate impact. Therefore, it is important to be able to use qualitative and quantitative data measurements to illustrate and communicate the value of any Innovation Event activities for, and to, county staff, commissioners and the public.

Another important factor is that Innovation Team Members implementing the innovation process would like county staff at all levels to feel knowledgeable about innovation processes, comfortable offering suggestions for Innovation Events, and capable of implementing and monitoring desired changes brought about by the Innovation Events and innovative solutions. They feel there are many "closet innovators" they would like to bring into the sunlight. Completing the Innovation Event is not so much a problem as is struggling with measuring the results.

The physical setting includes all of Carver County, including any buildings or outbuildings and grounds owned by the county and where county activities take place. Certain staff, such as the Sheriff, social workers, or many other types of staff have a role which requires them to leave county building grounds in order to fulfill their professional, service, or administrative duties. For this reason, it is foreseen that the tool may need components that would be appropriate for some settings and not others. For instance, transporting offenders is a very different activity than modifying some of the software programs used by clerical staff. The tool(s) should be flexible enough to be used in various settings.

Program Staffing

Identifying important stakeholders and developing an understanding of what they value is of vital importance to a utilization-focused program. As Bryson noted: [we] "define stakeholders as *individuals, groups, or organizations that can affect or are affected by an evaluation process and/or its findings*. The definition is purposefully broad so that the full range of possible stakeholders is considered before narrowing the focus to the primary intended users of an evaluation."[1]

Innovation Team Members for the Carver County Innovation Project are Lorraine Brady, IT Project Manager, and Mary Kaye Wahl, Assistant Director of Financial Services, each of who devote 50% of their time towards this program. The Carver County Innovation Leadership Team consists of Tom Vellenga*, Assistant County Administrator, Nick Koktavy, Deputy Director of Public Service, & Lorraine Brady, IT Project Manager. This Team meets monthly to consider and assess activities of the program.

Along with the Innovation Team Members, key leaders and decision makers are the Carver County Board of Commissioners. They include:

Gayle Degler, Vice Chair (District 1) *
Tom Workman (District 2)
Randy Maluchnik, (District 3), Board Chair*
Tim Lynch (District 4)
James Ische, Chair (District 5)

Specifically mentioned as champions (*) of this program are Tom Vellenga, Gayle Degler and Randy Maluchnik.

[1] Bryson, J. M., Patton, M. Q., & Bowman, R. A. (2011). Working with evaluation stakeholders: A

These individuals have been identified as key stakeholders; understanding their goals and values are necessary because, as Bryson notes," *failure to attend to the interests, needs, concerns, powers, priorities, and perspectives of stakeholders represents a serious flaw in thinking or action that too often and too predictably leads to poor performance, outright failure, or even disaster*."[2]

In the view of the audience for this evaluation, specifically County Board Commissioners (funders) and citizens (taxpayers), impact and effectiveness must be measured in concrete terms, such as cost reduction, staff or customer time saved, or some other value that can be quantified and/or qualified.

Activities

The Participants of the Carver County Innovation Plan are County employees. Employees from all levels of county administration are encouraged to participate. When these employees identify "pain points" in their current program processes and identify the Event Sponsor, they are provided with resources to help evaluate their potential needs as well as the best tools to use to accomplish their goals.

There are several programs (from here called Innovation Events) the Innovation Team Members utilize to promote innovation, such as Event Planning, Kaizen events, Technology of Participation (TOPS training), Signs of Safety (SOS) processes, and 5-S events for organizing physical material. A Planning Meeting is first held at which the Facilitator and the Event Sponsor determine which program to use in the intervention, who will be the Participants, and which additional services are required. During this Planning Meeting the event sponsor (manager/supervisor), Lorraine Brady, IT Project Manager, and Mary Kaye Wahl, Assistant Director of Financial Services, discuss the "pain points", scope, and goals of their potential innovation. The expectation of the Event Sponsor is that they will arrive to the Planning Meeting with well-defined goals and project scope. In this context the goals should be attainable and measurable. In addition, Innovation Team members are required to determine additional subject matter experts, plan timelines, and next steps.

One of the primary tools the team utilizes is a Kaizen event. A Kaizen event is a one- to three-day workshop. During this workshop, facilitators as well as subject matter experts spend time discussing the current process and brainstorming methods to improve that process. The outcome of this type of Innovation Event is typically the generation of 20-25 action items, to determine value added measurements, and to develop an action report.

External Factors and Assumptions

Innovation Team members and Facilitators do not have control over the time and staff required for the Event Sponsors and Participants to implement ideas formulated during the Innovation Event or to complete each Innovation Project. As such, the motivation and capability of the

[2] Ibid.

Participants (and other department members) to implement new ideas lies outside the role and responsibilities of the Innovation Team. Additionally, the organizational dynamics between and among senior staff and county officials may impact the Facilitator's ability to fully complete the steps of the program, and this could especially impact the metrics involved in determining value.

Each Innovation Event will be evaluated individually, developing and describing a specific implementation plan and outcome. Each of these Innovation Events will have its own participants, measures and outcomes. However, the aggregated outcomes of Innovation Events will determine the value of the Innovation Plan overall.

Throughout this program, multiple Innovation Event types may be used at the discretion of the Facilitator (and anyone else in the Planning Meeting). As stated - "Innovation Event" refers to, but is not limited to, seven facilitation methods; Kaizen Event, 5S Process, Event Planning, SoS Mapping, Consensus Workshop Method, Focused Conversations and Pairwise Exercise.

Budget

All Innovation Team Member resources and expenses are contained within the Carver County annual budget.

Methodology

The evaluation for the Carver County Innovation Plan is developmental, in that "complex systems are adaptive; actors learn and coevolve as they interact with one."[3] A developmental evaluation is one where there is no clear cause and effect; instead the goal is to observe and measure what emerges from the process, and study this new emergence and growth within the context using collected data. This design represents a learning model, and, in fact, the title of this evaluation project is "Continuous Improvements & Radical Change; An On-Going Learning Cycle."

High on the priority list for the Innovation Plan are "Raise the Performance Measurement, Address Staffing and Resource Needs", and "Develop Cultural Transformation."[4] This Plan is in its initial stages, having been met with some success since its implementation. The evaluation design will enable the means to further develop substantive measures to reflect results, both in terms of value (time, money, and other – as defined by the team) and cultural transformation – as defined by the evaluation goals.

The methodology for this evaluation was further developed with ongoing collaboration with Carver County, including past Event Sponsors, Innovation Team members, and especially input from Lorraine Brady, a lead Facilitator.

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3 Hargreaves, M. B. (2010, April). Evaluating System Change: A Planning Guide. Retrieved March 23, 2016, from http://www.mathematica-mpr.com/

4 Summary of Innovation Plan, By Tom Vellenga, Nick Koktavy & Lorraine Brady, 6/20/15.

Meeting the purpose of this evaluation, to communicate the impact and value of "Innovation Events," was accomplished through the development of a sustainable evaluation and measurement tool which is flexible enough to apply to varied intervention types, as well as efficient, user friendly and reliable. The students performed a review of previous Carver County Staff Innovation Events in terms of how they are accomplishing the goals of the county plan as it has been defined by personnel charged with its implementation, and develop the sustainable evaluation tool based upon these input factors and in conjunction with Carver County staff. This tool will be used to improve activities and procedures of the Innovation Plan, in terms of county functioning and service delivery, and to demonstrate, and communicate the value of the Innovation Events, and in aggregate, the Innovation Plan, to stakeholders. In addition, a second tool will be used to capture self-reported and Event Sponsor reported change in both quantitative and qualitative data measures.

Results

Evaluation Questions
Question 1: Does the Innovation Project lead to cultural transformation?
Question 2: Does cultural transformation lead to increased value?

Information Sources
Staff identification of issues, components, history, any available accompanying documentation to point of intervention, Kaizen Design,[5] Rapid Cycle Improvement Theory[6]

Scope and Data Collection
The key to this evaluation is in designing data collection tools that create a sense of consistency across the multiple possible Journeys.

In the Logic Model, the Journey refers to the steps taken in each Innovation Event. One ultimate goal of the Innovation Plan is measured in terms of how many "Innovation Events" are undertaken to facilitate a cultural transformation in how the Event Sponsor and their constituents (Participants) work together to solve County problems for their customers (i.e. shorter wait times at the DMV) and how they work together internally (i.e. higher morale, teamwork).

As the Journey progresses, the design must account for what will be measured with each Event Sponsor and Participant at every point. For example, asking the question "how might we measure success?" in the orange "pain points" phase will create the ability to benchmark as well as create stories of improvement based on measurement at and after implementation of new ideas. Our design therefore suggests that data collection can occur during each of the phases of the Journey - by transforming templates and conversations that already happen to align with the consistent goals and objectives set out in initial meetings with Event Sponsors and Participants.

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5 Jenkins, Mark, How to use Kaizen Thinking to Design Better https://medium.com/simple-human/how-to-use-kaizen-thinking-to-design-better-7302e45aa80d#.f0okypdkd

6 Quality Improvement in Focus, Primaris Health Care Solutions, http://primaris.org/sites/default/files/resources/QI%20Resources/rapid%20cycle%20improvement.pdf

Retrospective Pre-Post Survey

A Tool to Provide Data for Evaluation Question 1: Does the Innovation Project lead to cultural transformation?

This tool has a measurable mixed-methods outcome with results demonstrating how the individuals and team as a whole are able to respond to challenges, and whether there has been learning (ability to innovate) as a result of the event, and its follow-ups.

This tool was adapted from a validated instrument,[7] and shaped to include input from both Participants and Event Sponsors. Sample survey questions address willingness to request changes within the team, support from team leader/sponsor in responding to requests, outcomes of requests, and whether facilitator participation is required to move forward. Analysis of the data is to be both inductive and deductive. Though the tool is measuring participants' perceptions of their own attitudes prior to and then after the Innovation Event, it is not filled out until after the event. This is to support internal validity and minimize any likelihood of false positives.[8]

Innovation Team Members will then be able to assess the changes in participant understanding of the process and their assertions of empowerment and motivation for the change, along with a sense of whether they support the process and/or goals. The aim is to answer questions such as but not limited to the following: "How does this team leader/manager understand whether and how this shift has/hasn't been made? Has a culture shift, whether in innovation or team communication, occurred? Is there an opportunity for continued growth/improvement?"

This survey will provide feedback for both the Facilitator and the Event Sponsor as to what changes/outcomes have occurred during the actual Innovation Event and Implementation and what processes/goals represent a challenge going forward. Its results will also be vital to the Innovation Plan in the aggregate. The information obtained can be used to quantify changes that have taken place, which in turn can be used to demonstrate the value of the program to stakeholders.

Event Measurement Framework Template

A Tool to Provide Data for Evaluation Question 2: Does cultural transformation lead to increased value?

The Event Measurement Framework Template (EMFT) is designed to include documentation in terms of key descriptives/ measurements identifying the situation for which improvement and change is sought (such as "How might we measure success for you and/or for your

7 Farris, J. A., Van Aken, E. M., Doolen, T. L., & Worley, J. (2009). Critical success factors for human resource outcomes in Kaizen events: An empirical study. International Journal of Production Economics, 117(1), 42-65.

8 Supra, Note 8, Page 461

customers?").[9] The template was developed to assist Facilitators, Event Sponsors and Participants in articulating key measurement factors as well as descriptives that will capture essential quantitative and qualitative data related to the situation. Goals set in the Planning Meeting will spark the development of correlating measurement factors to be used throughout. Measures selected in the Planning Meeting can be adapted and changed up until the first Implementation Meeting. The EMFT is simple enough to encourage fidelity and thoughtfulness and flexible enough to address varied issues related to the specifics of the particular intervention.[10] [11] [12]

The EMFT was developed based on the current Planning Document utilized by the Facilitator, in order to maintain the simplicity of a single document and not to add another form to the existing process. The Planning Document was updated to include categories, benchmarks and measures of quantitative and qualitative data.

The EMFT will first be used in the "Pain Points" phase of the Journey/Logic Model as the Facilitator and Event Sponsor work together to set objectives, goals and measurements of those elements. The EMFT will then be used in the Debrief Meeting, and as measures are ultimately finalized at the conclusion of the first Implementation Meeting.

The EMFT is used again in 3 months and in 6 months at Evaluation points. The categories and benchmarks of measurement/evaluation will be final and unchangeable throughout the Implementation and Evaluation stage; however, noting changes to to-do list updates and newly emerging themes is necessary, both to the individual project and as a means of aggregating outcomes. Since the measurement tool will need to be functional in its application to diverse Innovation Events, it will be at the Innovation Team's discretion to vary the post measurement time frame to fit the particular Innovation Event environment, if it will result in a more accurate documentation and as long as there is fidelity to the spirit of the time frame.[13] This flexibility

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9 See Newcomer, Kathryn and Conger, Dylan Using Statistics in Evaluation Handbook of Practical Program Evaluation Chapter 20 (Third Edition) (2010) Page 455.

10 Supra, Note 7. In regards to data collection, the authors note: "Data measurement is the only way to ensure that changes implemented are actually improvements," but also note: "Remember that the reason your team is working on a project is to improve care, it is not to set up a perfect measurement system." Page 3

11 See Rossi, Peter, Freeman, Howard, Lipsey, Mark, Evaluation, a Systematic Approach P.240.

12 See Rogers, Patricia J. and Goodrick, Delwyn, *Qualitative Data Analysis*, Chapter 19, stating "analysis of qualitative data is simultaneously a rigorous and a creative process and that the analysis methods used should be chosen to suit the context of the particular evaluation and the evaluation resources and skills of the evaluator." Page 430. See also Pages 431-435.

13 See Newcomer, Kathryn, Hatry, Harry, and Wholey, Joseph, *Planning and Designing Useful Evaluations* Practical Program Evaluation (2010) Page 6-18. This would be an example of "Practical Programming Evaluation," requiring trade-offs between strict scientific data collection using random control methods, and simpler methods, with yet a level of evidence-based and reliable internal validity to fit the goals and resources of the stakeholders. Such evaluations' primary goals are to improve performance.

will enable Event Sponsors and Participants to assess adherence to implementation, based on changes accomplished during the Innovation Event, along a continuum of six months.

At each measurement (event, 3 months, 6 months) the Facilitator should reflect upon what has worked, what hasn't, whether the Innovation Event should be revisited, and what could be done to improve the process. These reflection elements should be utilized by the entire Innovation Team in a deliberative manner to continually learn, build, and grow the Innovation Plan. The measurements obtained can be used to quantify and qualify changes that have taken place, which in turn can be used to demonstrate the value of the Innovation Plan to stakeholders.

Limitations of the Retrospective Pre-Post Survey and Evaluation Framework Tool

First, all participants/teams/sponsors are self-selected. These groups are likely to possess motivation to make changes.[14] Since "pain points" are used to develop the intervention, participants may feel wary regarding the results, as they have not been able to make the changes internally. Work has deliberately been done by the innovation team to circumvent negative self-censure and promote the positive aspect of cultural innovation that contributes to the continuing success of the project.

The pre-and post- measurement documentation is time-sensitive due to the rapid turnaround concept. It will need to be user friendly, efficient, and clear enough so that varied staff can use it with minimal training. It may not obtain precise mathematical measurements, as a scientific longitudinal impact study is neither feasible nor necessary in the context of discrete instances of rapid cycle innovation.

If, as according to Rossman, an impact evaluation must give "an estimate of the impact of the intervention uncontaminated by the influence of other processes and events,"[15] steps must be taken in both the pre-post survey and the EMFT to account for the possibility of factors other than the intervention could account for the results of the measurements and surveys. A section of the EMFT has been formulated to weed out the potential for other factors to be operating and the questions in the RPP Survey were explicitly designed to refer back only to the Innovation Event under evaluation.

Recommendations

Implementation and Analysis Plan for Retrospective Pre-Post Survey (RPPS)
This mixed-methods survey of participants and Event Sponsors will provide both quantitative and qualitative data. The survey (See Appendix C) was developed using an online platform, currently Survey Gizmo (http://data.surveygizmo.com/r/312609_57167698b354d3.08155923) and can be replicated into any online survey tool. The benefit of an online platform is that the analysis can be developed in multiple forms to allow choices for data visualization.

[14] See Supra, Note 3, Page 239

[15] Id., Page 235

For example, open-ended questions such as “Please describe what you learned through experiencing the Innovation Event.” and “Can you describe in three words how you felt after the Innovation Event?” are inductive in that as the responses are recorded, themes or categories will emerge to enhance understanding about the changes that have occurred. These outcomes could be visualized into charts, graphs or other tools to demonstrate outcomes.

Figure 1

Question 1: Does the Innovation Project lead to cultural transformation?			
Analysis Plan for Retrospective Pre-Post Survey			
Indicators	**Data Collection Sources**	**Data Collection Methods**	**Timeline of Data Collection**
Knowledge Role Collaboration Skills Openness to Change	Participant Survey	Inductive	Evaluation 1
	Event Sponsor Survey	Statistical / Quantitative	

Implementation and Analysis Plan for EMFT

In keeping with prior practices regarding Innovation Events in Carver County, this Measurement Framework Template includes sections to document pain points, issues and scope that have been identified and agreed upon in regards to a particular Innovation Event.

Additionally, this template is to be used to document methods of measuring the change that is sought as a result of the Innovation Event, and also to document the measurements themselves. There are sections of the template to record benchmark measurement(s) prior to the Innovation Event, and then to record corresponding measurements made at intervals following the Innovation Event.

This will allow for the documentation of the measurement of changes that have come about following the activities that are implemented as a result of an Innovation Event. The ultimate goal is that documentation of these before and after measurements will allow Carver County staff to make comparisons of these measurements so that conclusions can be drawn regarding the effectiveness of the particular Innovation event and ultimately the Innovation Plan as a whole.

To start: For each goal, identify key elements that can lead to accurate before and after measurement in terms of what you want to change. If necessary, break down the measurements into units and sub units of the following, whichever applies:

1) Time
2) Costs
3) Other Resources

Things like good will, better organization, or other similar assets (which may not easily be translated numerically into time or money) can go into the "other" category. The important factor is that key descriptives to be used to, as accurately as possible, measure the factors to be included in the desired goals for change are identified and assigned some kind of rational measurement.

Only one category is necessary, but all three can be utilized if they will give a better gauge of improvement/non-improvement. This tool is meant to be flexible to allow for improvisation that will fit the need as long as each category is rationally calculated to come up with a reasonably accurate measurement of the effects of the intervention.

For example, if you want to improve communication in a department, how do you measure the communication efforts that need improvement vs. communication efforts that have improved? How this would be measured would depend upon the circumstances, and upon the goals that have been identified in the Event planning process. Does better communication involve saving money or time? Or does it relate more to an increased professional and congenial working environment?

Taking this one step further, a more congenial working environment could be related to decreased turnover in a department, which in turn could be related to both time or costs, or something less concrete like employee well- being. This is where the goals come in. The goals will help assign meaning to the measurements as well as identify key factors and should lead to which category(s) to use to measure the key factors involved in the change sought.

It is possible that under the "other" category, it may be decided that another form of measurement such as a survey is necessary. In the case of "employee well-being" such a survey could be developed using the Pre-Post survey prototype. This can be documented in the "Other" section. It is not possible to foresee all of the categories/uses of the "Other" section; creativity is encouraged.

The EMFT (see Appendix A) is user-friendly, and has been developed in collaboration with program operators in order to ensure that it is both viable and useful. There are two (2) key components of this model.

1. One (or more) specifically quantifiable measures must be developed for the project. The current categories are Time, Money, and Other, although others may be added as new themes emerge in the analysis. The Other category could be used for either qualitative or quantitative measurements that don't easily fit the constraints of Time or Money. The analysis has a deductive approach, in that once measures are finalized in the Implementation phase of the project, they must hold firm as the benchmarks the project is attempting to change.

2. The Innovation Team has traditionally used before and after photographs in select Innovation Events as a qualitative measure. These photos can be attached to the template.

3. The aggregated measures of change are the vital component of this evaluation. Each Innovation Events outcome may be evaluated based on its unique set of measures.

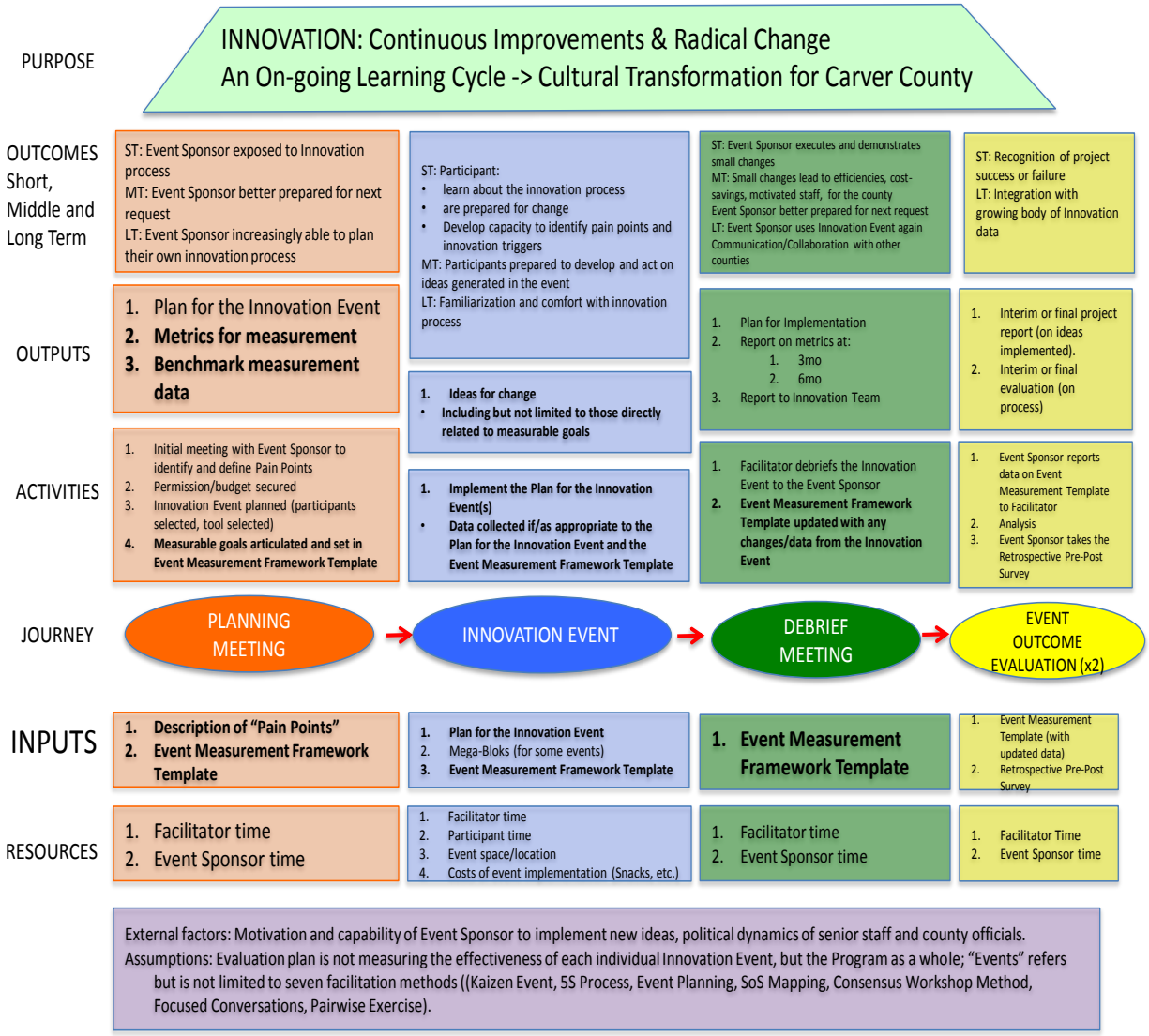
However, the ultimate subject of this evaluation is the overall Innovation Plan, the sum of all Innovation Events. This "*meta-analysis* is the statistical synthesis of data from separate but similar (that is, comparable) studies leading to a quantitative summary of the pooled results."[16] This is the outcome of the Innovation Plan as a whole. (See Appendix B for template.)

Figure 2

Sample Analysis		
Project Title	**Money**	**Time**
Land & Water Permits for Public Works Process	A/R 60 days reduced $10,000 or 43%	
Jail Medical Records Process		Staff time reduced 1 hour/week or 4%
Insured Assets Process	Insurance Cost/month reduced $3000 or 31%	
Hazardous Waste Process		Staff time reduced 13 hour/week or 32%

[16] Supra, Note 13 at. 531.

Appendix A. Logic Model



Appendix B.

Question 1: Does the Innovation Project lead to cultural transformation? Analysis Plan for Retrospective Pre-Post Survey				
No.	**Question**	**Data Analysis Method(s)**	**Examples**	**What do we hope to learn?**
1	Before the Innovation Event, how much did you **know about** innovation?	Statistical / Quantitative	Mean, comparison before and after	How much changed before and after? For this individual event, and across events?
2	After the Innovation Event, how much did you **know about** innovation?	Statistical / Quantitative	Mean, comparison before and after	How much changed before and after? For this individual event, and across events?
3	Before the Innovation Event, how well did you **understand your role** in innovation?	Statistical / Quantitative	Mean, comparison before and after	How much changed before and after? For this individual event, and across events?
4	After the Innovation Event, how well did you **understand your role** in innovation?	Statistical / Quantitative	Mean, comparison before and after	How much changed before and after? For this individual event, and across events?
5	Please **describe what you learned** through experiencing the Innovation Event.	Inductive	Emergent themes	Cen we develop any categories over time? How do the participants describe the experience? Any testimonials?
6	Can you describe in three words **how you felt** after the Innovation Event?	Inductive	Emergent themes	Cen we develop any categories over time? How do the participants describe the experience? Any testimonials?
How much do you agree or disagree with the following statement(s)?				
7	After the Innovation Event, our team **collaborates** better.	Statistical / Quantitative	Mean, percentage that agree, frequency	How well are we achieving the goals for cultural change?
8	I feel more able to **communicate** new ideas with my team.	Statistical / Quantitative	Mean, percentage that agree, frequency	How well are we achieving the goals for cultural change?
9	I have gained **new skills** as a result of participation in this Innovation Event.	Statistical / Quantitative	Mean, percentage that agree, frequency	How well are we achieving the goals for cultural change?
10	If agree or strongly agree, please describe these new	Inductive	Emergent themes	How do participants describe what they have learned? Do they know

	skills. (open ended)			the terms and labels for innovation skills?
11	My team is now more **open to change** as a result of the Innovation Event process.	Statistical / Quantitative	Mean, percentage that agree, frequency	How well are we achieving the goals for cultural change?

Appendix C.

MEASURING INNOVATION

Project Measurement Framework

Project Name: [Insert Project Name]

Event Tool: Click to choose

Describe department characteristics, "pain points", etc.	
Issues:	
Scope:	
Out of Scope:	

Goal 1:

Click to Choose	Describe Measure	Benchmark Date: Measure:	Eval 1 Date: Measure:	Eval 2 Date: Measure:

Goal 2:

Click to Choose	Describe Measure	Benchmark Date: Measure:	Eval 1 Date: Measure:	Eval 2 Date: Measure:

Goal 3:

Click to Choose	Describe Measure	Benchmark Date: Measure:	Eval 1 Date: Measure:	Eval 2 Date: Measure:

Goal 4:

Click to Choose	Describe Measure	Benchmark Date: Measure:	Eval 1 Date: Measure:	Eval 2 Date: Measure:

Describe here, if applicable, any intervening factor outside of the Innovation Event activity implementation which could have influenced the evaluation measurements. If possible, assign a measurement to the impact of any such events. and consider adjusting the final evaluation measurement accordingly.

[Describe.]

Team Members

Important Dates

Appendix D.

Analysis Plan for Project Tracking

Project Name	Land & Water Permits for Public Works Process	Jail Medical Records Process	Insured Assets Process	Hazardous Waste Process
Planning Date	3/1/2014	3/1/2014	3/1/2014	3/1/2014
Measure Category	Money	Time	Money	Time
Measure 1	60+ A/R	Trans hours/wk	Ins Cost/mth	Hrs spent/wk
Benchmark	17500.00	25.00	9800.00	40.00
Date	4/15/2014	4/15/2014	4/15/2014	4/15/2014
Eval 1 Date	6/1/2014	6/1/2014	6/1/2014	6/1/2014
Eval 1 Measure	12700.00	27.00	8700.00	34.00
Eval 2 Date	9/1/2014	9/1/2014	9/1/2014	9/1/2014
Eval 2 Measure	10000.00	24.00	6800.00	27.00
Change in Measure	**-7500.00**	**-1.00**	**-3000.00**	**27.00**

Appendix E.

Sample Meta-Analysis

Innovation Project Value over 4 Projects	Cost savings	Increased Cash Flow	Staff time reduction
	$3000/month	$10,000 in 6 months	14 hours/week