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

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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= MC² 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)

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:
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

![Bar chart showing the use and perception of importance of intervention-specific capacity constructs in pay for success.]

- **Implementation Competencies**: 100% use, 90% perception as important
- **Staff Champion**: 70% use, 50% perception as important
- **Intervention-Specific Partnerships**: 100% use, 90% perception as important
- **Motivation**: 80% use, 60% perception as important

- **Legend**:
  - Blue: Percent of surveyed intermediaries that report assessing construct
  - Green: 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
- Intermediary
- Evaluator
- Service Provider Organization

- General Capacity
- Specific Capacity
- Motivation
Why is Readiness in Pay for Success Complex?

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

- Investor
- Intermediary
- Government
- Evaluator
- Anchor Organization
- Org. Partner #1: Readiness to implement an intervention
- Org. Partner #2: Readiness to coordinate network partners
- Org. Partner #3: 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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