

## Research and Evaluation Framework

Service Development | October 2020



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## Introduction to the Framework

Neami's Research and Evaluation Framework is a guiding document that applies to all organisational research and evaluation activities. Neami seeks to be involved in high quality, ethical research and evaluation that translates to improved services and better outcomes for consumers. Originally initiated in 2010, the Framework can assist consumers, staff and researchers to understand why and how research and evaluation is conducted at Neami National, and how it contributes to a culture of enquiry and continuous improvement.

The Framework conveys the necessity of including consumer knowledge, experience and expertise in research and evaluation activities. It utilises concepts related to co-design, co-production and participatory research. In the context of research and evaluation these approaches create a space for mutual sharing between different forms of knowledge and expertise, resulting in outcomes that have relevance, value and credibility for Neami consumers and staff.

This 2020 revision of the Framework documents our aspirations and achievements towards stronger involvement of consumers in research and evaluation, acknowledging that our intentions are not yet fully operationalised.

In this Framework we clarify why we are involved in research and evaluation, define the similarities and differences between research and evaluation, outline the principles, values and standards underpinning our research and evaluation activities, and clearly state the processes Neami uses to govern its research and evaluation agenda.



# Why do we do Research and Evaluation at Neami?

Improving and optimising the lives of people who live with mental illness is the central focus of research and evaluation at Neami National. By this we mean our efforts in research and evaluation support our understanding of:

- What people want and need to support their recovery and to improve their mental health and wellbeing,
- How specialist mental health services can contribute to people living lives based on their own strengths, values and goals,
- · How our services, approaches and interventions impact on people's lives and recovery process,
- How we can continuously improve, adapt and innovate to better meet peoples' needs and influence system reform.

Neami prioritises research and evaluation activities with direct relevance and practical application to our delivery of services and to the continuous improvement of service delivery outcomes for consumers.

Research at Neami aims to contribute to the evidence base for:

- · Preventing mental ill-health and mental illness,
- Improving the mental health and wellbeing of individuals living with mental illness, housing insecurity and/or suicidal distress, particularly those with complex needs,
- · Supporting full citizenship for people living with mental illness, adversity or distress,
- · Improving mental health and wellbeing in local communities,
- · The services, approaches and interventions delivered by Neami,
- · Inclusive and participatory research methods.

"When the opportunity to apply for a consumer role on the committee came up, I was extremely interested. The idea that I could be involved in helping guide and influence research projects and ultimately improve services was a real attraction. My confidence and willingness to speak up has grown significantly and I feel like my contribution is truly valued. My involvement in the Committee has become important to my ongoing recovery."

- Dave, Consumer Representative

# Similarities and Differences Between Research and Evaluation

Evaluation and research projects share similar methods but tend to have different purposes, pose different kinds of questions and communicate the findings in different ways. The purposes, processes, and thus similarities and differences between research and evaluation continue to be debated and developed in current literature (Robson & McCartan, 2016). This is not a debate that will stand still.

At Neami we understand research as the creation of new knowledge (OECD, 2002) and/or the use of existing knowledge to generate new understandings, concepts or methodologies. We are particularly interested in research with practical applications that translate into better outcomes for people experiencing mental ill-health.

Evaluation at Neami directly informs our understanding of what we do, the impact it has, and how we can continually improve. We have embedded processes for data collection, analysis and reporting to illustrate the value of our services. We understand the potential for evaluation to extend beyond simply measuring the outcome of an intervention or program after the event.

Evaluations may be undertaken at different times, with different purposes, and may be conducted internally, in partnership with external agencies, or independently by external agencies. The following table, adapted from Owen (2006), provides information on the various types of evaluation, their timing, methods and purpose.

Types of evaluation	Properties of each type of evaluation
Proactive	Precedes program development and informs need for program, understandings of best practice and exploration of relevant research.
Clarificative	Occurs within developing programs to clarify the essential design and delivery elements. This would include the underlying rationale for the program, intended outcomes, how the design will achieve these and how the outcomes will be monitored. Often involves a program logic approach.
Interactive	Occurs within existing programs to inform program improvement. Involves review of program aims, effectiveness, and required improvements. Uses techniques such as observation and interview and the ideas of action research or quality review.
Monitoring	Occurs within settled programs with the aim of fine-tuning or to account for program resources. Focus on issues including: the effective reach of program to target population; objectives/benchmarks achievement; variation in implementation between sites; fine-tuning for efficiency/effectiveness. Reliant on meaningful measurement of performance/outcomes.
Impact	Occurs to establish the worth of settled programs and to account to funders or stakeholders. May focus on delivery and/or outcomes. Explores whether program was implemented as planned, achievement of program goals, whether needs of recipients have been met, any unintended outcomes, the impact of variations in implementation, and a cost/benefit analysis. Often use qualitative and quantitative evidence.

# Purpose, Principles, Values and Standards of Research and Evaluation

This Framework guides the conduct and application of research and evaluation activities at Neami National. It outlines the governance processes, procedures and the resources available to support consumers, carers and families, staff and research partners to conduct and participate in research and evaluation activities at Neami. In addition, the framework evidences how research and evaluation activities are guided by the Neami National values of:

Self-determination	Partnerships	Choice	Wellbeing
Growth	Empowerment	Learning	Hope
Respect	Diversity	Change	Quality

Research and evaluation activities at Neami aim to contribute to a growing understanding and evidence base around mental health, recovery and mental health service delivery, which can influence sector change. These activities complement and support Neami's documented strategic directions (see below) which are regularly revised. Participatory mechanisms, including our Research and Evaluation Committee, enable consumers, families, staff and other stakeholders to generate issues and areas for investigation, and action research approaches aim to see learnings gained from research and evaluation rapidly implemented in service delivery settings.

Understandings and conceptualisations of mental illness, social adversity, and mental health and wellbeing are dynamic, and are increasingly informed by people with a lived experience of mental illness and psychological distress. Services must adapt as research evidence influences the expectations and hopes of individuals, families, communities and governments. Services can also contribute to the evidence behind policies, practices, and changing attitudes and expectations. Through collaborating with policy and research partners, we can combine data to build better insights and richer evidence of what works.

Neami National aims to draw on research informing current best practice in service delivery and to trial and evaluate new and innovative approaches generated through co-production with people experiencing mental ill-health. We are committed to research that deepens understanding of the drivers, impacts and effective supports for people with mental ill-health. We seek to communicate our learnings widely with people experiencing mental ill-health, communities, the mental health sector and policy makers, to maximise learning and impact, and ensure our service delivery is flexible, relevant, and has a positive impact on the lives of people we work with.

### **NEAMI NATIONAL STRATEGIC DIRECTIONS 2020-23**

Great Consumer Experiences

Building Collective Knowledge and Partnerships

Sustainable, Resilient and Financially Healthy

Influencing System Reform

## Consumer Involvement in Research and Evaluation

In 2016, the National Health and Medical Research Council (NHMRC) revised the Statement on Consumer and Community Involvement in Health and Medical Research (NHMRC, 2016). The vision of the Statement is:

"Consumers, community members, researchers and research organisations working in partnerships, to improve the health and well-being of all Australians through health and medical research."

The revised statement asserts that strategies for involving consumers and communities in research need to be established because –

- a) they add value to research, and
- b) consumers and communities have a right to be involved as they are the potential beneficiaries of policies and practices advanced by research.

The essence of the statement can be summarised as "consumer and community involvement is about research being carried out with or by consumers and community members rather than to, about or for them" (NHMRC, 2016, p.2). Researchers are encouraged to pursue the highest level of consumer and community involvement possible within available resources.

This statement acknowledges the importance of consumer and community involvement beyond that of consumers as research participants or subjects. Neami preferences projects that have thoughtfully considered ways to optimise consumer involvement and that demonstrate an understanding that consumer involvement provides perspectives that are not otherwise accessible and adds value to projects.

One of the goals of consumer involvement on the Research and Evaluation (R&E) Committee is to build the knowledge and capacity of researchers to involve consumers genuinely in all stages of the research process. Consumer members of the R&E Committee play an important role in educating all members of the Committee on consumer perspectives and the additional value provided by consumer involvement in research.

We recommend researchers seeking to conduct research with Neami National carefully review the revised Statement on Consumer and Community Involvement in Health and Medical Research (NHMRC, 2016) and pay particular attention to the table on page 9 in preparation of their proposals.

A consumer representative will be involved in the review of all proposals and feedback will be provided to researchers on the degree of involvement of consumers in the choice of research focus, planning, conduct and dissemination.

Recommendations for enhanced consumer involvement in research	Things to avoid	
Planning and implementation of meaningful consumer involvement that adds value to the research as early as possible.	Tokenistic involvement, such as limited opportunity for meaningful consumer involvement, or involvement as an afterthought that limits effective contributions and limits	
Involvement is budgeted for to ensure appropriate acknowledgment and remuneration of consumers	value.  Costs of involvement are not considered	
Inclusion of an appropriately diverse range of consumers to develop effective involvement strategies.	Choosing to involve consumer(s) based on their accessibility without consideration for the relevance/expertise required to the issue under investigation.	
Mindful attention to language that particular groups of people may find exclusionary, difficult to understand or offensive.	Technical language, jargon, acronyms.	
All members of the research team are treated with dignity, courtesy, respect and integrity.	Assumptions that limited education or research experience means a person cannot add value or rigour to research processes.	
Power imbalances (real and perceived) are acknowledged with efforts to minimise these.	Power imbalances are ignored or dismissed.	
Information is freely shared and is in accessible language to keep people involved.	Some communication/documents withheld from involved consumers.	
Creation of consumer researcher positions on research teams where possible/appropriate.	Inadequate remuneration of consumer researchers that suggests devaluing of their input.	

Adapted from the NHMRC Statement on Consumer and Community Involvement in Health and Medical Research (2016)

# Consumer Involvement in Research and Evaluation

In addition, we recommend that researchers consider the following strategies to bolster consumer involvement at each stage of the research process (adapted from the NHMRC Statement on Consumer and Community Involvement in Health and Medical Research, 2016).

### 1. Deciding What To Research

- Discussions about the potential research topic and questions/ anticipated benefits with consumers
- Seek consumer input on other relevant people/organisations that should be consulted
- Early discussions on scope of consumer involvement.

## 2. Deciding How To Do It

- Consumers contribute to the methodology through discussion or through comment on documentation
- Consumers involved in discussion about recruitment (e.g. to share insights on ways to reach vulnerable and/or minority groups)
- · Invitations to be co-investigators and co-authors.

Continued on next page.

### 3. Doing It

- · Identify and provide any training and support required for consumer investigators
- Clarity about expectations, timelines, scope of involvement, boundaries, confidentiality
- · Consumers involved in analysis and interpretation of findings
- · Consumers involved in implications and recommendations, report writing
- · Consumers involved in dissemination plan
- · Adequate remuneration of consumer contribution.

### 4. Letting People Know The Results

- Working with consumers to develop plain language summaries of results and implications
- Consumers involved in various methods of dissemination publications, conferences, media briefings, consumer publications, community events.

### 5. Knowing What To Research Next

- Consumers involved in assessing and implementing research findings
- · Seeking consumer input on questions not answered by the research
- · Consultation with consumers/consumer organisations about research priorities.

# Ethical Conduct of Research and Evaluation Activities

At Neami research is undertaken in accordance with the National Health and Medical Research Council (NHMRC), drawing of the following documents:

Australian Code for the Responsible Conduct of Research (2018)

https://www.nhmrc.gov.au/about-us/publications/australian-code-responsible-conduct-research-2018

National Statement on Ethical Conduct in Human Research 2007 (Updated 2018)

https://www.nhmrc.gov.au/about-us/publications/national-statement-ethical-conduct-human-research-2007-updated-2018

Ethical Considerations in Quality Assurance and Evaluation Activities (2014)

https://www.nhmrc.gov.au/about-us/resources/ethical-considerations-quality-assurance-and-evaluation-activities

Neami has a Research and Evaluation Committee (described more fully on page 14) to oversee all research and evaluation activity within the organisation. This is not an ethics committee but adds a valuable layer of oversight and approval, to ensure each project is a good fit for Neami. We encourage that all research has approval from an appropriately constituted ethics committee. Where this is not possible, researchers must provide a statement outlining how their proposal aligns with NHMRC quidelines.

The dignity, rights, safety and well-being of research participants are the primary consideration of any Neami research activity and are given priority at all times. As an organisation conducting research, Neami is responsible for ensuring that:

- · The research is designed, undertaken and reviewed in a way that ensures its integrity and quality
- · The research follows the protocols as approved by the relevant ethics committee
- Research staff and participants are fully informed about the purpose, methods and intended uses of the research, what their participation in the research entails and what risks, if any, are involved
- The confidentiality of information supplied by research participants and the anonymity of respondents is maintained and respected if requested
- · Research participants participate in a voluntary way and are free to withdraw at any point
- Procedures are in place to ensure collection of high quality, accurate data and the integrity and confidentiality of data during processing and storage. (National Health and Medical Research Council, the Australian Research Council, & Universities Australia, 2018).



## What does the Research and Evaluation Committee do?

The Neami Research and Evaluation (R&E) Committee oversees and supports all research and evaluation activities within the organisation. The R&E Committee is accountable to the Neami Board of Directors through the National Leadership Team and the Chief Executive Officer. As a sub-committee of the National Leadership Team, the R&E Committee ensures activities are conducted in partnership with consumers, prioritise the perspectives of participants with a lived experience of mental illness and/or adversity, are safe, achievable, and relevant, and will inform service delivery within Neami National and human services more generally.

The Committee draws on the following in considering Neami's involvement in the conduct of projects:

- Research and evaluation activities are conducted in a way that is safe, respectful and ethical, underpinned by notions of consumer involvement and human rights,
- Maximal consumer involvement in the conceptualisation, design, planning, conduct and dissemination of projects,
- · Alignment with current organisational priorities and strategic directions,
- Projects hold direct relevance for consumers of Neami National, and inform the what, how and why of our approaches to service delivery,
- That Neami National has the required resources, systems, and structures to effectively facilitate projects.

"I wanted to be involved with the Research Committee because I think that Neami and organisations like it are inclusive and are an important but often neglected part of mental health support in Australia. As a lived experience academic I hope I contribute a balanced view of useful and rigorous research. My involvement in the Committee makes me feel more linked to research that is grass-roots and useful."

- Grenville, LE Academic

## Research and Evaluation Committee Membership

The R&E Committee values diverse perspectives and experiences in relation to research and evaluation. An interest in research and the ethical conduct of research are considered essential prerequisites. The Committee seeks to include members with expertise in qualitative and quantitative methodologies, ethical principles and procedures, mental health, psychosocial rehabilitation and recovery, and research dissemination. Members are recruited via direct invitation or through an expression of interest process. Members serve for a period of 2 years (Neami staff and consumers) and 3 years (academic representatives), and expressions of interest are invited/invitations made when terms are near completion.

The Committee is co-chaired by the Neami Chief Executive Officer and a consumer representative, and typically comprises 9-12 members, including:

- Neami Chief Executive Officer
- Neami Senior Manager- Research and Evaluation
- · Neami State Manager
- · Neami Site or Regional Manager

- Neami Research Coordinator
- · Neami Service Delivery Staff
- Neami Consumer(s)
- External academic researcher(s)
- Lived Experience Researcher(s)



## Research and Evaluation Committee Roles and Responsibilities

The Committee acts in alignment with the five objectives identified in the table below. This table outlines the primary objectives, the responsibilities of the Committee and its membership, and the actions undertaken by the organisation in support of a strategic research and evaluation agenda.

Objectives	Committee Roles and Responsibilities	Organisational Actions (research staff and others)
Consumer perspectives are prioritised and genuine consumer participation, partnership and co-production is promoted.	Promote collaboration with consumers around research priorities and appropriate methods  Promote the development of consumer and organisational capacity for meaningful research involvement  Review research proposals to ensure that they are aligned with the values of consumer participation  Promote consumer access to research outcomes.	Collaborate with consumers to identify priorities for research Collaborate with consumers about how research is conducted Provide consumers with avenues to develop research skills (e.g. Neami's lived experience researcher community of practice) Ensure consumer research positions are created where appropriate Ensure the outcomes of research are accessible to consumers. Educate other staff about co-production/co-design approaches
Conduct of research and evaluation activities is safe, ethical and achievable.	Review of all proposals for the conduct of research or evaluation at Neami National (irrespective of whether projects have ethical approval)  Assist in decision making and authorisation process for new project requests based on expertise Consider demands of projects against service/staff/consumer capacity and available resources  Weigh the costs and benefits for Neami involvement in projects.  Provide advice to researchers related to project proposals	Consultation with state and local managers to consider research/evaluation viability: needs/value vs demands/costs/ resource availability  Active monitoring of research proposals and progress – liaison with researchers, ethics committees, service settings.

Objectives	Committee Roles and Responsibilities	Organisational Actions (research staff and others)
Research/evaluation is aligned with organisational priorities, and has direct relevance to consumers and service delivery at Neami	Contribute to debate on the focus for Neami's research and evaluation program within the context of current priorities and the strategic plan  Identify research gaps and support the development of relevant research and evaluation projects  Identify and develop partnerships with key research partners and agencies  Promote timely and accessible dissemination of findings to relevant audiences, including Neami staff and managers.	Engage with consumers, services, staff, managers, leadership, and wider sector to scope potential projects  Work with partners to promote alignment of projects with Neami priorities and strategic directions  Promote data-led service design  Pursue dissemination activities and monitor reach and impact  Report to the Board of Directors progress on research activities and
Research outcomes inform ongoing learning, policy and practice development at NN	Discussion of findings of completed research, to identify relevant next steps for dissemination, learning, practice and/or policy change identified. These will be communicated to relevant people/ teams within the service by research staff  Advise on appropriate means for the effective dissemination of findings.	Pursue dissemination activities and monitor reach and impact  Work directly with those who should be aware of research outcomes to consider implementation approaches (e.g. service sites, training and development).
A culture of inquiry, learning and continuous improvement is fostered throughout Neami National, with consumers, carers/families, staff and management all having an active role to play	Promote and extent staff and consumer involvement in Neami research and evaluation activity  Advocate for the allocation of required resources to support research and evaluation activities  Support maintenance of an active and diverse committee membership that is adequately resourced and supported to fulfil these responsibilities.	Communicate the role of research and evaluation widely within and outside the organisation Identify and support 'champions' of research within Neami Support staff and consumers to develop interest, skills and capacity for research/evaluation activity.

# Research and Evaluation Staff and Partners

### Staff

Neami National employs a small team of staff, including a dedicated lived experience role, committed to supporting and conducting research and evaluation within the organisation. Their roles include:

- Supporting the work of the R&E Committee
- Working with internal and external stakeholders to scope, plan, and conduct research and evaluation projects, including routine collection and analysis of service data
- Utilising lived experience expertise to inform research design and process
- Synthesis of current research evidence to inform planning, service delivery and business opportunities for Neami National
- Developing partnerships with universities and other external agencies to progress a research agenda in line with Neami strategic directions and priorities
- Dissemination of the findings of research and evaluation to relevant stakeholders: consumers, carers, Neami National staff and management, communities, the mental health, housing and human services sectors, policy makers, government and funders. This will include publication of academic articles, lay summaries, reports, conference presentations, and social media
- Liaison with internal or external partners to develop projects for conduct within Neami
- Liaison with service delivery and service development staff to drive implementation/ change informed by research findings where relevant
- Seeking grant funding to support the conduct of research.

### **Partners**

Neami maintains a range of collaborative research relationships with various research and academic institutions that bring essential knowledge, resources, and expertise to the research and evaluation work at Neami National.

We are committed to working with sector partners, funders and governments to:

- Conduct research activities that address sources and impacts of distress and adversity,
- Use research findings to inform the (re)design of service systems, and
- · Extend research impact.

We work with our partners to develop formalised partnership arrangements, where the roles and expectations of each partner are clearly defined. Opportunities to develop partnerships are welcomed and inquiries should be directed through the Senior Manager – Research and Evaluation.



Priscilla, Neil and Katie

## Financial Support, Grants, Research Students, Practical Support

Neami funds research and evaluation activities through internal funding, by partnering with funded external agencies, and through pursuit of research and philanthropic grants. Neami values the contributions made by consumers and carers and seeks to acknowledge and remunerate their involvement in the R&E Committee, in the planning and conduct of research, and in dissemination of findings.

We partner with research students around Australia to support projects that are well aligned with Neami's values and strategic directions and that are likely to have benefit for people experiencing mental ill-health. Research students can approach Neami with ideas or can seek to partner on projects that we develop jointly.

Practical support for research is demonstrated in varying ways within Neami. Mentoring and training is available for consumers who wish to contribute to research and evaluation projects. Researchers seeking to consult with or involve consumers in planning or conducting projects can draw on a pool of interested consumers who have and/or are developing skills in undertaking research.

Neami service delivery staff can support the conduct of research within services in various ways; for example by advertising projects within services, inviting participation from people they work with, or advising on recruitment approaches. Neami research staff can support the conduct of research and evaluation by workshopping ideas for research with interested groups (internal or external), discussing approaches to recruitment and methods, advising on ways to optimise consumer involvement in research, supporting planning and conduct of research, supporting dissemination through development of skills around writing, publishing, and public speaking at conferences, and working with teams to consider how findings can be implemented into practice. They work with other teams to explore and maximise the benefits of different approaches to service design and learning implementation.

"As a staff representative on the Committee, I hope to contribute a perspective of how staff and consumers might both benefit from research processes and also how they can be supported in their participation. The activities of the Committee provide a great space to learn from consumers, academics, research staff and leadership about research and evaluation directions."

- Katie, Manager - Innovations and Projects

# Governance and Approval Processes for Conducting Research and Evaluation

To proceed with research or evaluation activity at Neami National there are various steps towards approval.

Diagram 1 (page 21) illustrates the steps and sequencing to achieve approval to progress a project. Central to this process is completion of the Neami Research Proposal Application (found on the Neami website), and Committee review of this Application and associated documents.

Approval of the research proposal involves:

- Consultation with the Neami National Leadership Team representatives/local service managers to ensure the conduct of the research is feasible, achievable and relevant at a particular time within the organisation (indicated on the right of Diagram 1)
- Review of proposal by a minimum of three representatives of the Research and Evaluation Committee who provide guidance on the research focus and method
- Approval by a fully constitued ethics committee is typically required (indicated on the left of Diagram 1)
- As they complete the Application we encourage researchers to work with our Research Coordinator, contactable through research@neaminational.org.au, to enable a smooth process towards approval.



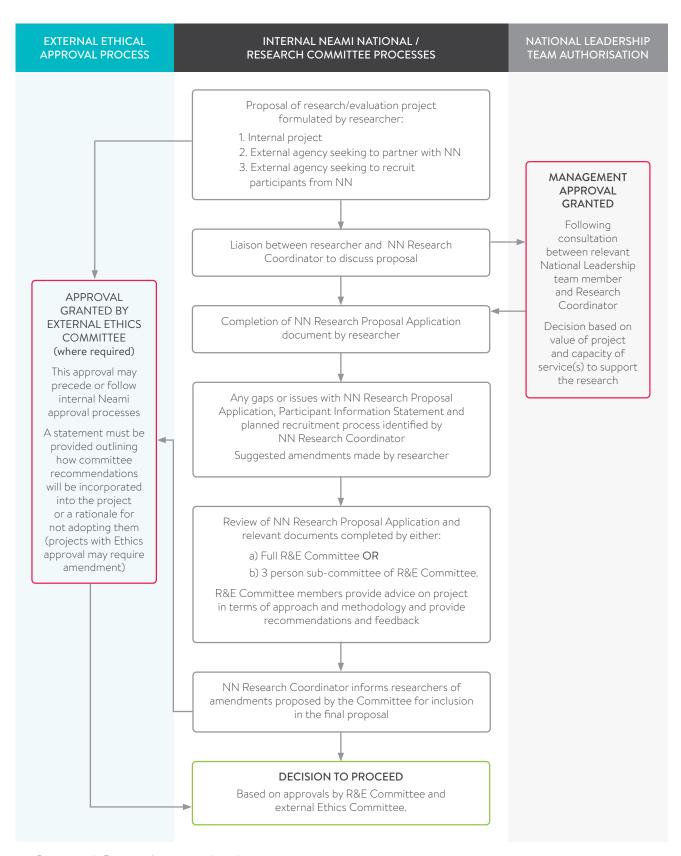


Diagram 1. Research proposal endorsement process

# Dissemination and Use of Research Findings

Neami invests in and supports research and evaluation so we can use the findings to continually improve what we do and the social and service systems in which we operate. We aim to optimise our learning from the research we are involved in and use it to advocate for progressive change.

In agreeing to do research with Neami we ask that researchers share their findings in ways that are accessible.

Findings will be shared with the Research and Evaluation Committee and other key stakeholders. The R&E Committee will identify key learnings and how the findings should be used within Neami. We will collaborate with relevant sector partners, funders and governments to maximise research impact. The dissemination process is outlined in Diagram 2.

#### ON COMPLETION OF THE RESEARCH

Researchers will provide the Committee with:

- 1. A 300 word summary and 1-2 page lay description of the project and key outcomes (suitable for distribution to participants and website/social media)
- 2. A complete report of the study background, methods, findings, discussion and conclusion (this may be in format of a report or article for publication). We encourage publication of research conducted with Neami in relevant peer-reviewed journals. Reports will be made accessible via the Neami website unless prior agreement with researchers who are pursuing publication and need to avoid copyright issues.

Researchers may also be invited to complete an audio interview about their research that will be posted on the website and can used in social media to support lay dissemination.

Committee will discuss research findings at next scheduled meeting with a focus on:

- a. What the learnings are for Neami/people with mental health issues/the sector?
- b. Actions recommended based on findings?
- c. Who needs to be informed of the findings to take required action?

Research staff will ensure that relevant parties are informed of recommended actions

Where relevant a report on the action will be noted on the website and reported back to the R&E Committee.

Diagram 2. Process for the use and dissemination of research findings

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### About Neami National

Neami National is a community mental health service supporting people to improve their health, live independently and pursue a life based on their own strengths, values and goals.

#### Our vision

Full citizenship for all people living with mental health issues in Australian society.

#### Our purpose

To enable people aged 16 to 65 living with mental health issues to achieve outcomes that they value.

### www.neaminational.org.au

### More information

#### Priscilla Ennals

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We acknowledge the Aboriginal and Torres Strait Islander people as the traditional owners of the land we work on and pay our respects to their elders past and present.



We welcome and appreciate diversity in all its forms, including staff and consumers, and believe diversity makes our teams, services and organisation stronger.

