Success Case Method

Stephanie Wheeler,

Epidemiologist

Field Epidemiology in Action

What is the Success Case Method?

- "Quick and dirty" method developed by Robert Brinkerhoff (2003) to evaluate the impact of a training on performance, systems and measurable improvements in the field

  - What worked, what did not, what was achieved, what can be done to achieve better results in the future

- Studies outliers (success cases) – find the exceptions & explores what makes them exceptional in their ability to apply new skills in order to replicate these conditions for others

- Recognises that trainees & training programs do not exist within a vacuum; documents all of the factors that enhanced or impeded impact

What is the Success Case Method?

Origins in evaluating corporate training:

- World Bank, Pfizer, American Express, Hewlett-Packard +++, (Brinkerhoff), USA (2004)
- Global manufacturing and IT vendor, (Brinkerhoff), USA (2005)
- Fortune 500 corporate leadership program, USA (2011)

Gaining momentum in health & development:

- Public health training, Puerto Rico (2015)
- Early childhood teacher training, Zambia (2017)
- Training program for government officials, Korea (2017)
- Post-disaster psychosocial training, China (2019)
- Primary Health Care Centre innovation, Sweden (2019)

What is the Success Case Method?

In the context of FETP evaluation, Success Case Method can be used to explore:

- Have trainees successfully applied their knowledge and skills after training?
- What are barriers and enablers to training transfer in the field?
- What impact does that application of skill after training have on their work, community and themselves?
- What is it about individual cases that makes them so successful? (or not)
- How can we replicate this for others?

Utilising Success Case Method for FETPNG Evaluation

The Success Case Method consists of five steps, as shown here in context of FETPNG Evaluation:

Success Case Method Step 1: Plan Success Case Method study

FETPNG Evaluation: Planned FETPNG evaluation – aims and objectives, timeline, engagement with local faculty on appropriateness of methodology

Utilising Success Case Method for FETPNG Evaluation

Success Case Method Step 2: Develop an impact model that defines 'success' for the study

FETPNG Evaluation: Impact model informed by FETPNG program objectives and Theory of Change

Utilising Success Case Method for FETPNG Evaluation

Success Case Method Step 3: Identification of cases (success and/or non-success) using survey methods

FETPNG Evaluation: FETPNG Graduate Survey conducted in 2019 (n=53) – Kirkpatrick Level 3-4 (eg. N outbreaks, pre-post training confidence rating (Likert), application of specific skills). One point per success criteria achieved.

Utilising Success Case Method for FETPNG Evaluation

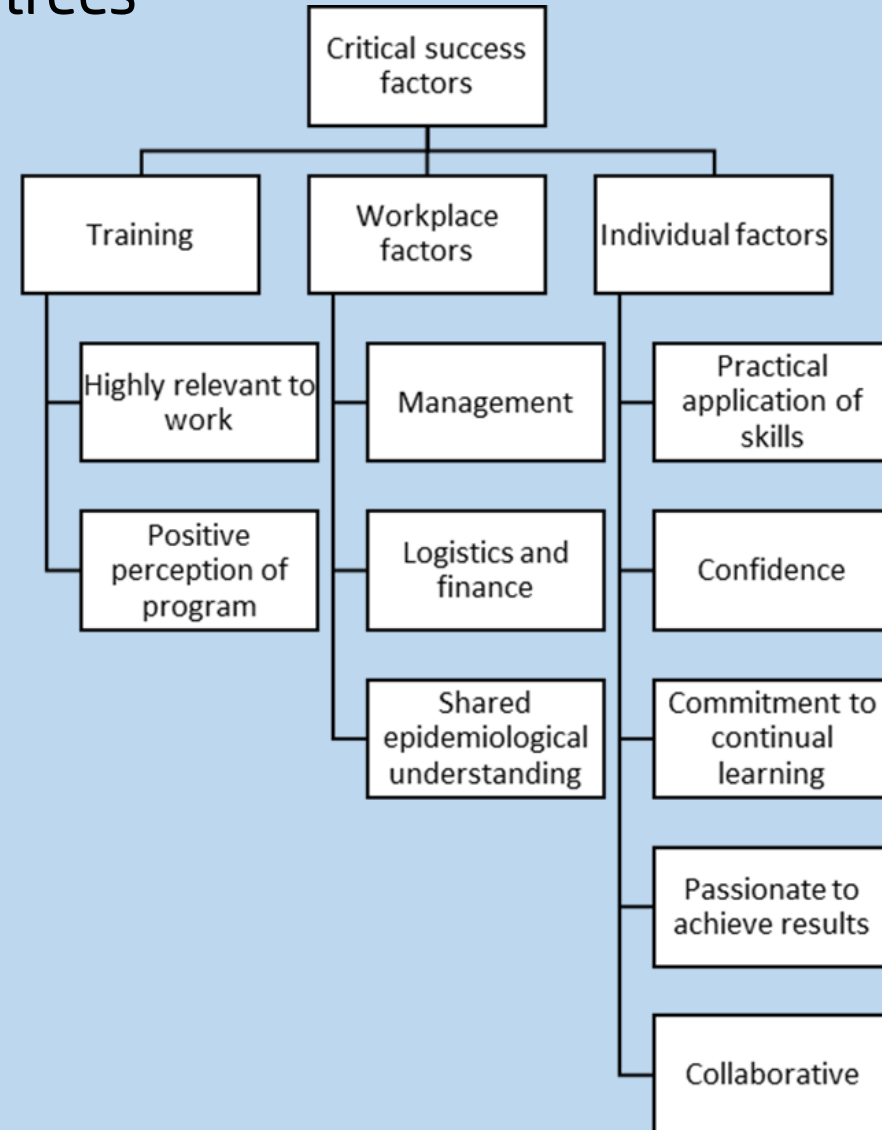**Success Case Method Step 4:** Document cases using semi-structured interview

FETPNG Evaluation: Semi-structured interview of 9 participants (range of geographic regions, levels of health systems, years since graduating, > 50% F, access to tech for interview)

Typically, Success Case Method data are presented as stories…

Alternate example output: Coding trees

Alternate example output: Analysis by theme

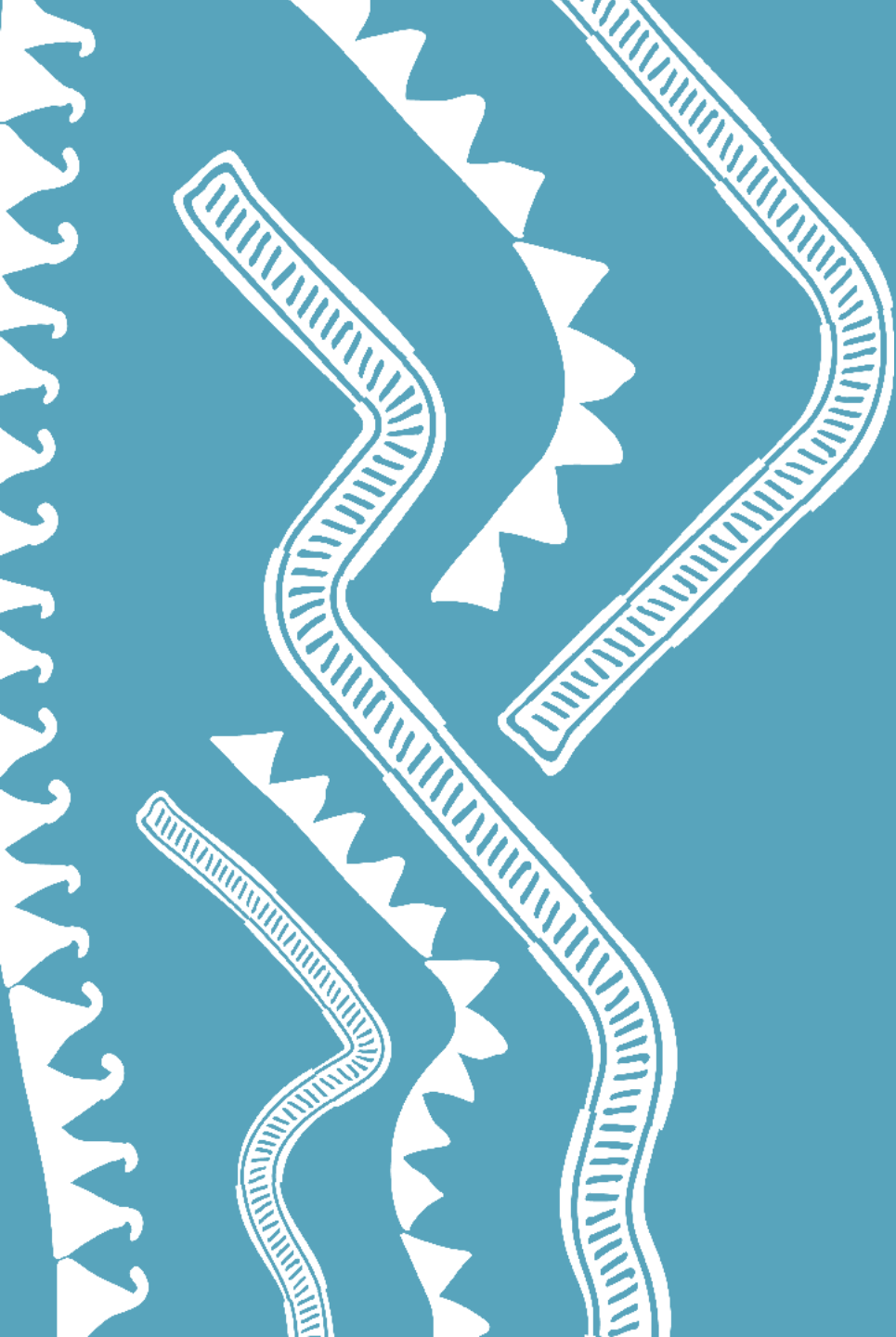| Question area	Theme	Sub-theme	Concept	Supporting quotation(s) with participant ID
The critical success factors for translating knowledge into action after training	Training factors	Training highly relevant to work	• Feeling appropriately equipped to competently conduct work expected of a field epidemiologist • Seeing the value and importance of their work in a new way • No FETPNG topics were irrelevant to work	*With the knowledge I gain, it really has helped me to get used to improve the tools and other things we work on.* (ID2) *After completing the training course and the training has upskill me, especially in our knowledge on disease outbreak, and also importantly about data management, how to analyse data, how to identify the key indicators in the area where I work in.* (ID4)
		Positive perception of program	• Management and public health community increasingly recognising and valuing the program, and therefore creating opportunities for graduates to implement these valuable skills • Graduates are recognised as leaders in the health system and given opportunities to lead • Graduates earning promotions and securing new roles following program completion	*Those who are in the management now are looking at [people] who have gone to Field Epidemiology Training; they're on demand now to take the lead in the COVID-19 response. People here are truly appreciating what we can achieve through Field Epidemiology Training. So there is a lot of demand here, now, that a lot want to be trained as a field epidemiologists.* (ID1) *Right now we're on the ground and they can really see how helpful we are on the ground at this time during the outbreaks. They always say, "Where are the field epidemiologists?"* (ID8)

Utilising Success Case Method for FETPNG Evaluation

Success Case Method Step 5: Communicate findings and recommendations to participants and stakeholders

FETPNG Evaluation: Shared initial analysis (coding trees) to participants to review and feedback.
Share findings and recommendations in report to participants and stakeholders → use to inform future decision-making and for program advocacy.

What is the added value of the Success Case Method for FETP evaluation?

Looks beyond quantifying output indicators
- → Contextualised understanding of how and why a program works
- → Training transfer and impact on workplaces, communities, individuals

Celebrates the value of stories
- Appropriate in aural, story-telling cultures
- Stories add depth and context to the quantitative data

Simple method to conduct and to teach

Compelling data for program advocacy

TB and HIV referral process

Initially, we don't have a good result or pathway initially within the TB and HIV clinic. So, I designed forms and a flowchart, or like the algorithm for the TB clinic staff and the HIV staff to use... We see an improvement in the testing coverage in the hospital... [to] more than 60%... Before the intervention, the coverage was zero. (ID4)

Increasing immunization coverage

Immunisation coverage was well below 50%... [so] we register[ed] all children from five years down... So when we go for immunisation, it's like we are using our record to call for that child. We improved the vaccine coverage to almost 85%. (ID7)

Value added by Success Case Method: Field impact

Surveillance reporting

I was trying to understand why datas are not coming in, why reports are not coming in, there must be reasons. So I conducted the small research ... So from that research, I see that there are some shortfalls that maybe even during the training that staff got they didn't learn much about reporting... I conducted in-house training on how to report ... And they improved from below 50%; they improved to about 79 to 80%. (ID9)

Outbreak response

We have actually arrested a number of outbreaks that have been reported ... I think there are about ten outbreaks or so that we were able to manage... we were able to do early outbreak interventions and there was no deaths that have occurred. (ID1)

Value added by Success Case Method: Personal impact

Two SCM participants responded in the survey that their confidence in conducting outbreak investigations *before* the training was a <u>one</u> (<u>no confidence</u>), and *after* the training was a <u>five</u> (<u>very confident</u>)

These same participants stated:

My biggest achievement is, like, it makes me more confident. (ID6)

I'm confident. After [FETPNG], I did a couple of outbreak investigations. That's not the only one, I did quite a number of them already. So gaining all these information and knowledge together, it does build confidence in me to respond effectively to outbreaks. (ID5)

Value added by Success Case Method: Professional impact

A participant indicated in the survey that they had started a new position at same or similar level in the same Province since graduating

After completing the FETP program- what is so unique and what is so encouraging about the program is... I even updated my work CV, so when I forward to several employers, it was a very big achievement that I was complimented for in the interview, that I attended the FETP – the Field Epidemiology Training. So of all the candidates who applied for that job, I was told that I was the best that apply. (ID7)

Value added by Success Case Method: Enablers

All nine SCM participants indicated in the survey that supportive management was a key enabler to applying their FETPNG knowledge and skills in the field after training

[My manager] was the one that, after I did my FETP and I came back and attended to the first outbreak, maybe he saw that I was able to respond well. So, in the following outbreaks, he let me go do it alone. Apart from those outbreaks, he trusts me to do other projects as well, coordinate other projects as well...He's always, he mentions to our partners that I've already done FETP and I have experience to do some of these things. So, he's very supportive in that. (ID3)

Value added by Success Case Method: Barriers

While in the survey, only three participants indicated in the survey that finances were a barrier, in interview, logistics and finance issues were the most commonly reported barrier to applying skills in the field

Funding here is a problem, a big problem here. When we request funding for things, sometimes it's delayed. Most of the time our setback is the logistic support from management. Like if we had vehicles available, we travel to the places that these health facilities where they identified cases. When there's no vehicle, we delay in doing investigation, depending on the fundings they have available.

(ID6)

96% of graduates involved in COVID-19 response
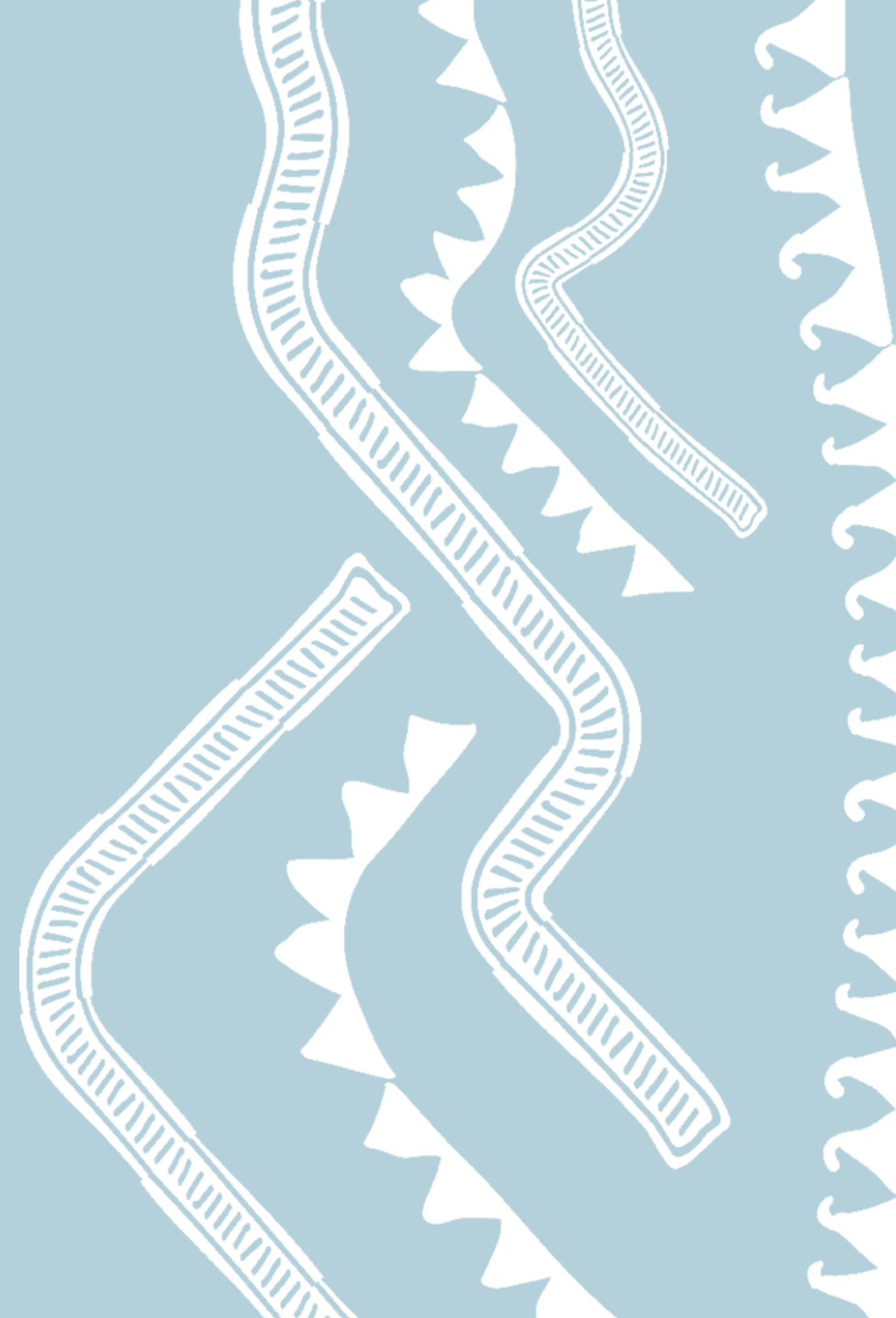
Value added by Success Case Method: Program perception

Those who are in the management now are looking at [people] who have gone to Field Epidemiology Training; they're on demand now to take the lead in the COVID-19 response. People here are truly appreciating what we can achieve through Field Epidemiology Training. So there is a lot of demand here, now, that a lot want to be trained as a field epidemiologists. (ID1)

Right now [during COVID] we're on the ground and they can really see how helpful we are on the ground at this time during the outbreaks. They always say, "Where are the field epidemiologists?" (ID8)

Practical considerations for implementing Success Case Method for FETP evaluation

- Highly flexible – scale up or down (resource-dependent)

- Present primary output as:

  - Stories: recording equipment, transcription

  - Analysis: recording equipment, transcription, analysis software

- Ideal to interview in context

- Incorporate flexibility into impact model to accommodate for a range of experiences

- Semi-structured interview template available; contextualise for specific program

Experience of
Success Case
Method: Alois

FETPNG Evaluation