

The MOVE Framework and Toolbox

As of 9/6/23

CONTEXT

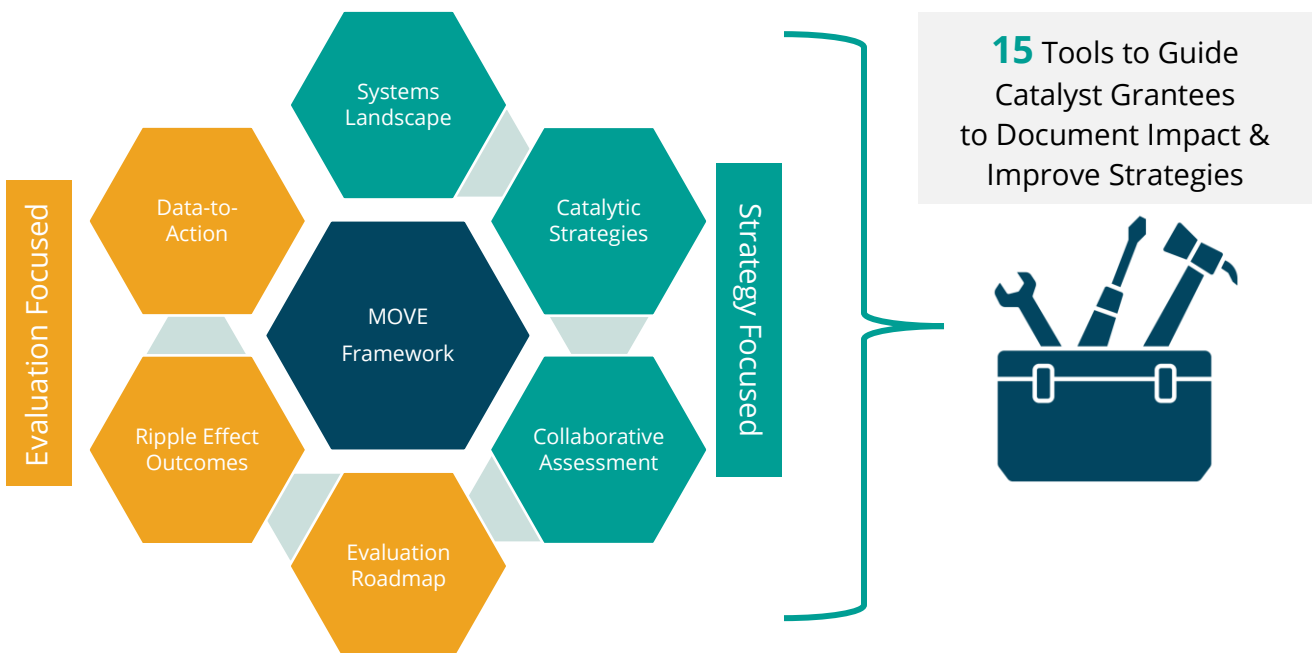
NICHQ’s Healthy Start [TA & Support Center](#) and [Insight for Action](#) are partnering to design the Monitoring Outcomes for Viable Evaluation (MOVE) Framework and Toolbox for HRSA-funded Catalyst for Infant Health Equity (IHE) grantees and other Maternal and Child Health (MCH) communities that are interested in systems change evaluation.

The purpose of Catalyst for IHE is to *“support implementation of existing action plans that apply data-driven policy and innovative systems strategies to reduce infant mortality disparities.... This project seeks to move beyond direct services to implementing targeted policy and systems interventions that will focus on one or more specific social determinants of health (SDoH) that contribute to infant mortality disparities in a particular county/jurisdiction”* (Catalyst NOFO, pg i).

In 2022, nine grantees were awarded five-year Catalyst IHE grants for up to \$500,000 each. All grantees are expected to: 1) implement systems changes articulated in existing action plans; 2) engage in strategic partnerships with a network of cross-sector state and local organizations; 3) and **conduct outcome evaluations**. Grantees were required to submit evaluation plans in their 2022 proposals and then revise evaluation plans in spring 2023.

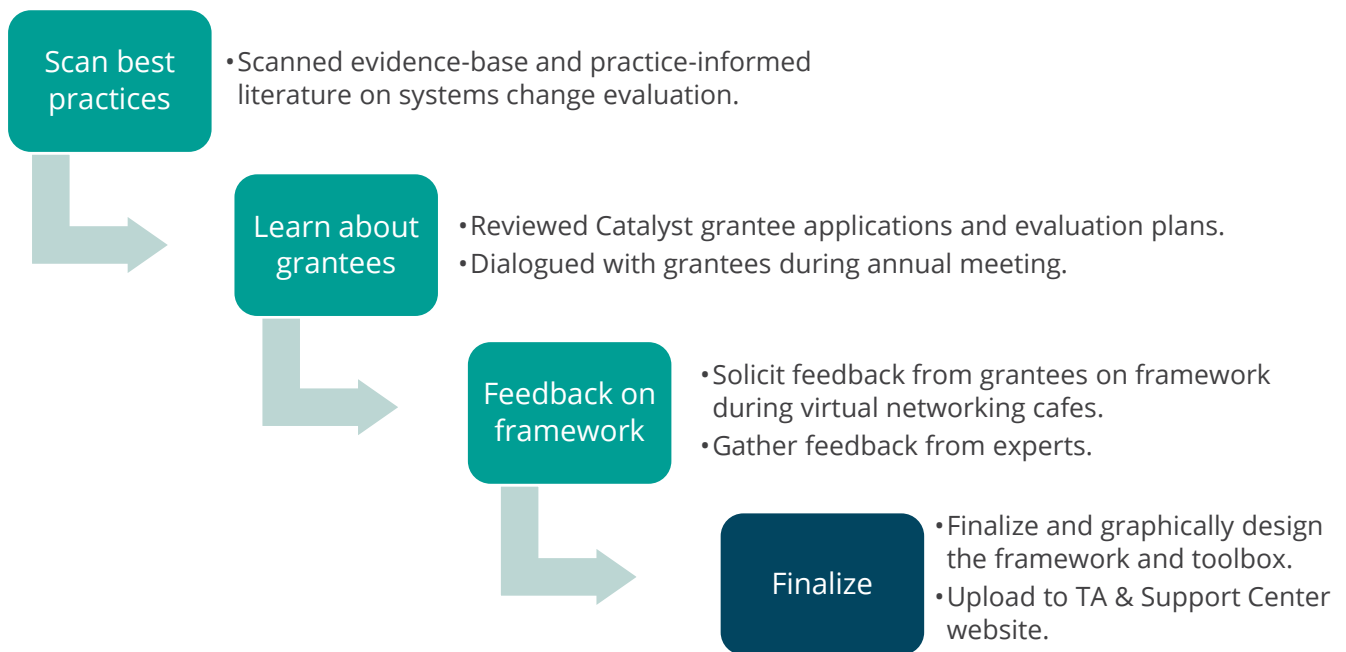
PURPOSE

The MOVE Framework is a suggested *course of action for improving and documenting the impact of systems change interventions*. The Framework consists of **6** components and **15** tools to guide Catalyst grantees to refine their strategies for greater potency and document impacts on addressing social determinants of health for improved infant health equity.



DESIGN PROCESS

The MOVE Framework and Toolbox is being designed via four-part process from January to December 2023.







FRAMEWORK COMPONENTS and TOOLBOX DESCRIPTION

The MOVE Framework and Toolbox is designed on the premise that Catalyst grantees are facilitating cross-sectorial collaboratives aimed at igniting or accelerating systems change to address structural and social determinants of health to improve infant health equity.

An overview of the **6** components and **15** tools is described in **Table 1**. Three of the components and accompanying tools help grantees clarify their systems change strategies, while the other components support grantees to evaluate impact and adapt strategies. The user-friendly tools include **primers** – descriptions of concepts, examples, and resources – and **templates** – planning worksheets. The ripple effect component contains the most tools as documenting system change impact may be newer to many grantees.

The framework is not a step-by-step guide. Rather, the components and tools are designed for grantees to start wherever they are in their systems change journeys. **Table 2** provides a set of questions to help grantees decide which tools may be a good starting point as well as a place to track which tools have been tried and experiences using them.

Table 1: Descriptions of Framework Components and Tools

6 Components	Description	15 Tools
<p>Systems Landscape</p> 	<p>WHAT: Systems landscape is a way of understanding how complex systems work and key mindsets for influencing systems change.</p> <p>WHY: Systems thinking help changemakers to develop mindsets for working in complexity, understand dynamics of the current system, and identify leverage points for influencing desired changes.</p>	<p>Systems Change Orientation 101: A primer that describes key systems thinking concepts and principles of systems change strategies.</p> <p>Systems Mapping: A primer that defines system mapping and highlights 5 popular methods for mapping system characteristics.</p> <p>Leverage Points: A template for identifying high-impact leverage points for influencing systems change.</p>
<p>Catalytic Strategies</p> 	<p>WHAT: Catalytic strategies are upstream systems change efforts executed by a collaborative to initiate or accelerate ripple effect outcomes towards infant health equity.</p> <p>WHY: Mapping strategies help changemakers to clarify their process and intent.</p>	<p>Strategy Matrix: A template to identify the type of strategies being executed, where and how strategies are executed, who is responsible, and expected outputs.</p>
<p>Collaborative Assessment</p> 	<p>WHAT: A collaborative is a network of cross-sectoral organizations committed to a shared goal and agenda for infant health equity.</p> <p>WHY: A collaborative assessment evaluates characteristics of a high performing collaborative, highlights gaps between the status quo and ideal, and points to areas of improvement.</p>	<p>Collaborative Assessment: A primer that defines collaborative assessment and highlights 5 popular tools.</p>
<p>Evaluation Roadmap</p> 	<p>WHAT: An evaluation roadmap is a plan to guide a systems-focused evaluation that is expected to be adapted.</p> <p>WHY: Constructing a roadmap helps a group agree upon and execute a systems-focused evaluation.</p>	<p>Systems Change Evaluation 101: A primer that defines & explains systems change evaluation.</p> <p>Evaluation Canvas: A template that lays out key elements of a systems-focused evaluation plan.</p>



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<p data-bbox="136 147 508 183">Ripple Effect Outcomes</p> 	<p data-bbox="562 147 1213 297">WHAT: Ripple effects are desired “waves” of outcomes ignited or accelerated by catalytic strategies with the ultimate aim of improving infant health equity.</p> <p data-bbox="562 305 1192 454">WHY: Forecasting and documenting outcomes ignited or accelerated by catalyst strategies helps sharpen strategies and document impact.</p>	<p data-bbox="1255 147 1976 215">Ripple Effect Forecasting: A template that identifies types of ripple effects and potential milestones.</p> <p data-bbox="1255 224 1934 415">Strategy-Outcome Gap Analysis: A template for assessing the potency of strategies for contributing to desired outcomes and ideas for bridging the gap between the status quo and desired impact.</p> <p data-bbox="1255 423 1944 534">Theory of change: A template for visualizing a theory of change among strategies, ripple effect outcomes, and conditions for change.</p> <p data-bbox="1255 542 1961 691">Data Collection Workplan: A template for identifying the outputs and outcomes that will be collected and how, when, and by whom evidence will be collected and analyzed.</p> <p data-bbox="1255 699 1944 849">Contribution Methods: A primer of contribution analysis and five popular methods for collecting evidence of systems change strategies’ contribution to outcomes.</p> <p data-bbox="1255 857 1971 1006">Milestone Tracking: A spreadsheet for tracking intentional and emergent strategy outputs and outcomes, and evidence of the Catalyst strategies’ contribution.</p>
<p data-bbox="205 1024 438 1060">Data-to-Action</p> 	<p data-bbox="562 1024 1213 1174">WHAT: Data-to-action is an intentional use of evaluation data for communicating impact to stakeholders and improving strategies for greater potency.</p> <p data-bbox="562 1182 1220 1331">WHY: Applying best practices helps ensure stakeholders understand and remember results and creates practices for using data to improve strategies.</p>	<p data-bbox="1255 1024 1965 1216">Sticky Messaging: A primer of best practices for communicating impact – with both narrative and data visualizations – and a template for communicating about data generated by Catalyst grantees.</p> <p data-bbox="1255 1224 1944 1409">Adaptive Action: A primer and template for applying adaptive action cycles – a quick test to assess what’s working or not working and adapt strategies to changing conditions for greater potency.</p>

Table 2: Readiness and Tracking

Determining Where to Start		Tracking Progress	
The Challenge Is your collaborative struggling to ...	Then start with this tool ...	Experimented with tool?	Reflections on using the tool
Develop a collective understanding of and unified language around systems change?	Systems Change Orient 101		
Deeply understand the characteristics of the system that the collaborative wants to/is trying to change?	Systems Mapping		
Identify where in the system are high-impact leverage points for which to execute catalytic strategies?	Leverage Points		
Clarify types of strategies currently being implemented and synergy among them?	Strategy Matrix		
Identify ways of working together more efficiently and effectively?	Collaborative Assessment		
Determine what are critical outcomes to shift the system?	Ripple Effect Forecasting Theory of Change		
Assess whether current strategies have potential for influencing desired outcomes?	Strategy-Outcome Gap Analysis		
Design an evaluation plan to document impact of systems changes that can be easily communicated to stakeholders?	Systems Change Eval 101 Evaluation Canvas Data Collection Workplan		
Gather evidence to document impact of strategies aimed at system level outcomes?	Contribution Methods Milestone Tracking		
Communicate evaluation results in a compelling and visual way to key stakeholders?	Sticky Messaging		
Assess whether strategies are gaining traction or not? Identify what strategies need to be adapted?	Adaptive Action		