



Implementation Tracker™

For organisations using the Outcomes Star™



About the Implementation Tracker

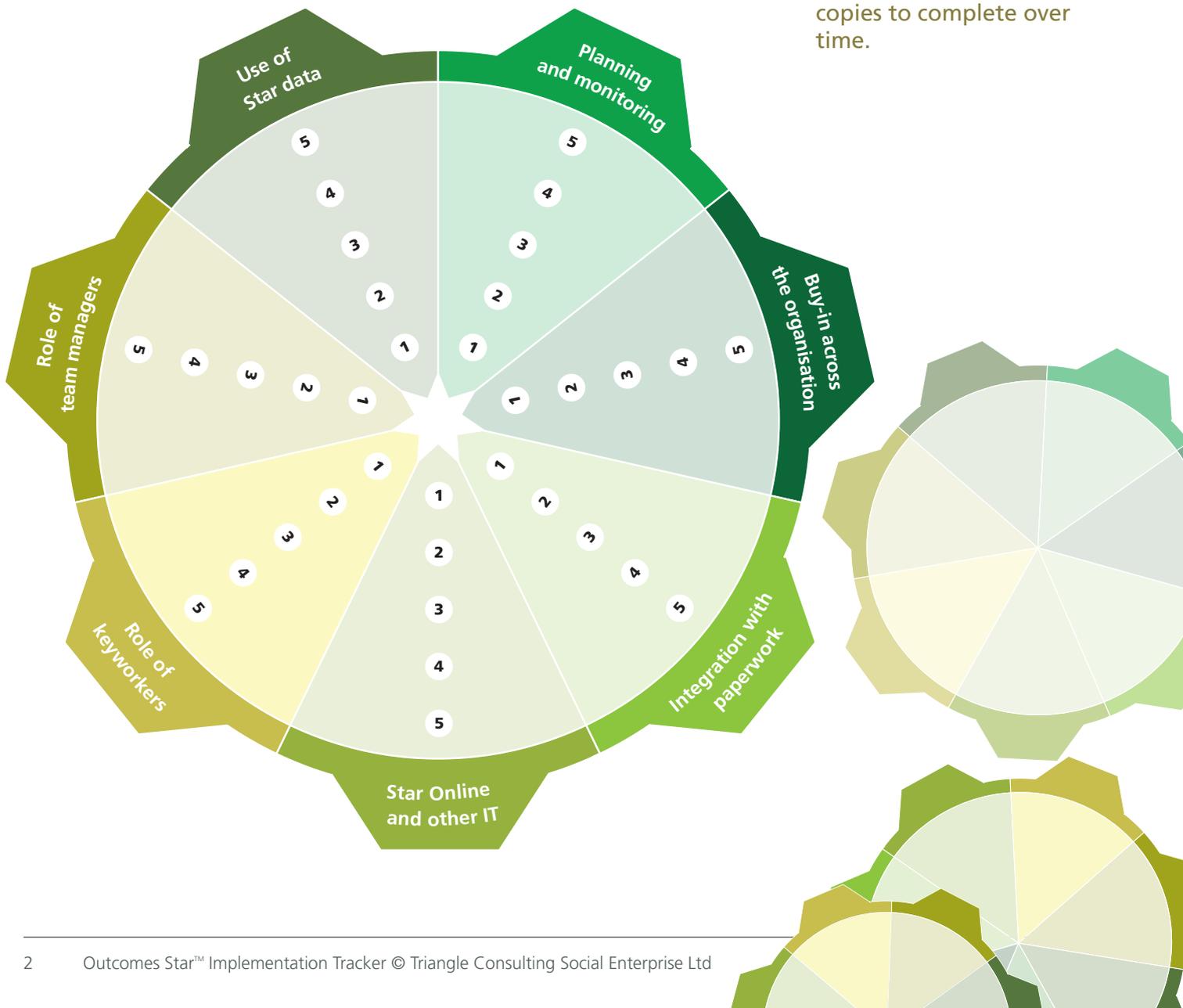
The Implementation Tracker has been developed by Triangle for licensed Outcomes Star users. It is a Star-like tool, designed to help organisations implement the Outcomes Star as effectively as possible within their services and projects, and to support ongoing quality improvement.

It is a self-assessment tool that helps you to understand what is working well and what is working less well in relation to the Outcomes Star in your service. Just as the Outcomes Star helps support targeted action planning, the Outcomes Star Implementation Tracker will help you as a service to plan your next steps and identify any support you may need.

The scales in the Tracker cover seven outcome areas:

1. Planning and monitoring
2. Buy-in across the organisation
3. Integration with paperwork and processes
4. The Star Online or other IT
5. Role of keyworkers
6. Role of team managers
7. Star data.

The Tracker consists of a set of seven scales designed to be used alongside the chart and action plan at the end of this document. The chart and action plan are also available as a separate PDF if you need additional copies to complete over time.



Completing the Implementation Tracker

The Tracker is designed to be used in a similar way to the Outcomes Star, replacing the service user with your organisation.

You can complete the Implementation Tracker:

- As an individual, perhaps as the project manager overseeing your organisation's use of the Outcomes Star
- As a team in a meeting or workshop, completing it with a "steering group" of key people whose role is to make the most of the Star in your organisation
- With the help of the implementation lead from Triangle who is supporting you with the Star (or, if you are not based in the UK, the licensed service provider in your country). If you choose this option you can complete it either individually or as a team.

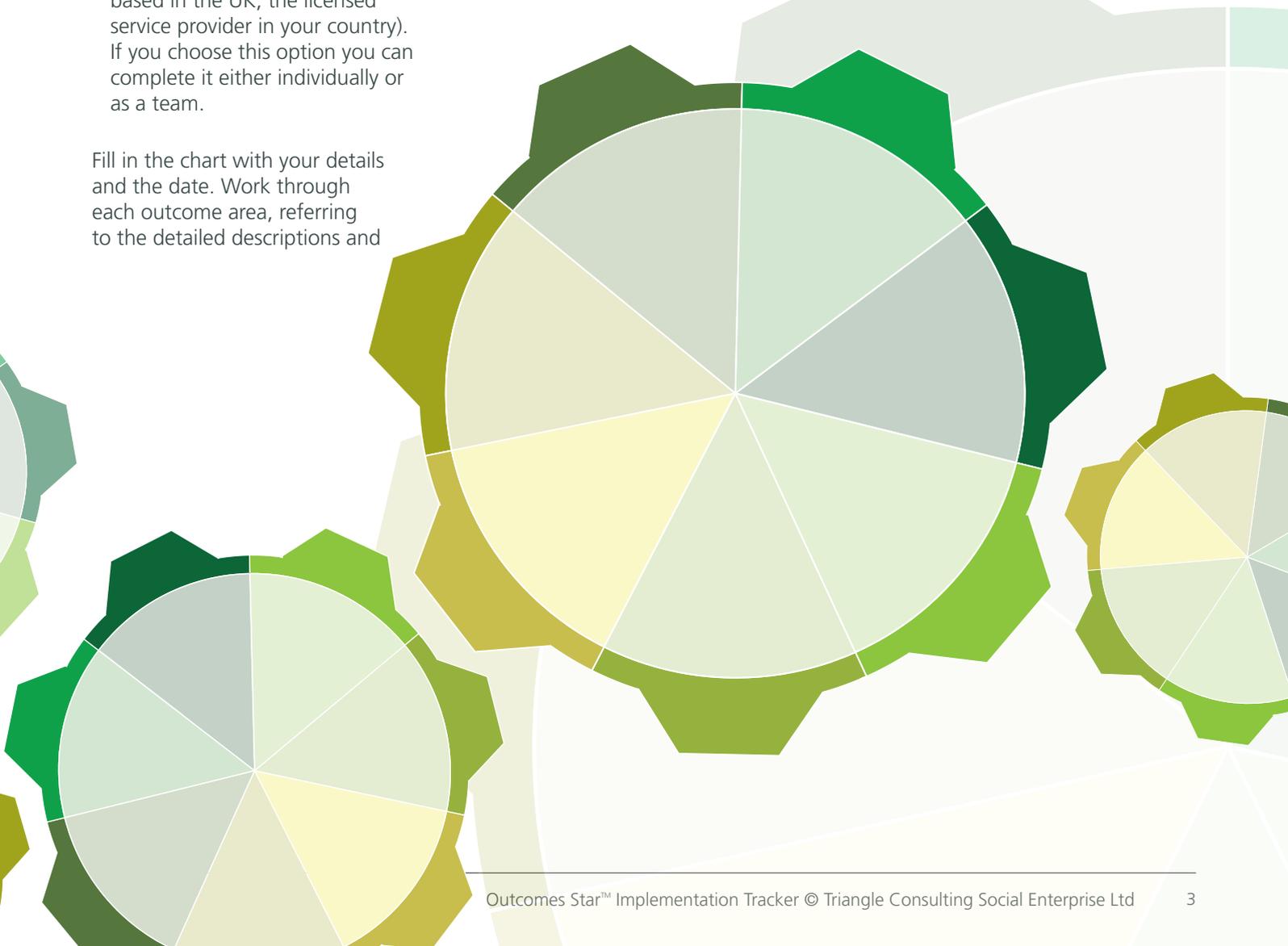
Fill in the chart with your details and the date. Work through each outcome area, referring to the detailed descriptions and

marking on the chart where your organisation is on the Journey of Change.

Once you have completed the chart, identify and prioritise a few goals and actions that you can take forward as an organisation. You can revisit the Tracker as often as you need to, to evaluate your progress and refresh your action plan. You can either mark these reviews on the same chart, or print out a separate chart for each review.

Top tips:

- Work through the areas in any order you like. You can start with an area you think you are further ahead with, or go straight to an area that you know needs improvement
- Make notes as you go using the notes pages so that you can refer to them to inform your action plan
- If you complete separate charts, draw in the readings from the previous chart so that you can see the progress you are making.



The Journey of Change

Implementing the Star effectively will take time and change will not happen overnight. Each of the seven scales follows a five-stage Journey of Change.

5 Good practice

Your service is using the Outcomes Star well with positive benefits for the service users you support. The Star data you are collecting is meaningful and accurate, and you are analysing and using your data. Keyworkers, managers, senior managers and others are engaged with the Star and its values, and it is embedded into your service delivery and strategy.

4 Getting there

Your service is using the Star effectively in many ways but there are still a few further improvements to make. You may have put new processes and plans into action but they are not yet fully embedded or delivered.

3 Taking the initiative

The way you use the Star is adequate but there are many areas that you are aware need improving in order for you to get the most out of the Star. Your service is in the process of making improvements in several areas and testing out different approaches.

2 Recognising the need for change

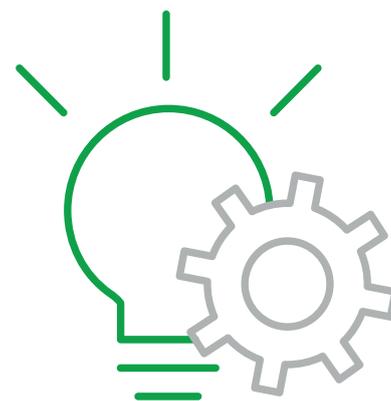
Your service has acknowledged that there are improvements to make in how the Star is used and implemented. You are starting to think about how to make those improvements.

1 Not working yet

Your service is not using the Outcomes Star well. You may not be following best practice or you may be not be using the Star in line with core Star training. It is not acknowledged that improvements are needed.

1. Planning and monitoring

This scale is about how you are managing the overall implementation of the Star and whether you have the right Star training and licences in place. It's also about how you monitor the use of the Star over time.



5 Good practice

- It's clear who leads on the use of the Star within your organisation
- The lead person is actively managing and supporting effective implementation of the Star
- Your organisation has an up-to-date picture of which Stars are being used in which context, who has completed Star training and how many Star licences are in use
- All staff using the Star have a licence, and at any one time, at least 80% of staff using the Star have completed Star training. There is a process for training, licensing and supporting new members of staff to use the Star

4 Getting there

- There is an identified lead person for Star implementation, although their role may not be widely known and/or there may be more they could do to lead in a proactive way
- Your organisation has a process for monitoring Star use, Star training and Star licences, but this may have gaps
- The majority of staff using the Star have had training, have a Star licence and are supported to use the Star well

3 Taking the initiative

- There is no clear leadership on implementing the Star, but someone or a group of people is starting to take responsibility for managing some elements
- It's not clear who has been trained, but it's likely that more training is needed and you are working with Triangle to organise this
- You understand your licensing needs and are working with Triangle to arrange these. You are starting to develop a process for monitoring Star use, Star training and Star licences

2 Recognising the need for change

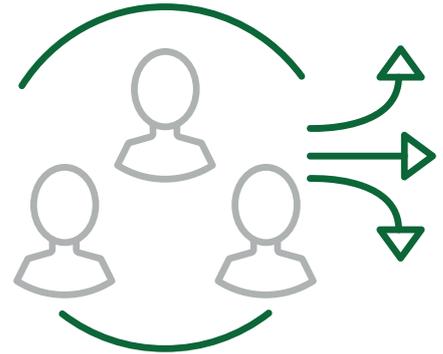
- The situation is similar to stage 1 but there is recognition that your organisation could benefit more from the Star by taking a more coherent approach, such as by making someone responsible for Star implementation
- There are some attempts to identify and monitor use of the Star, Star training and Star licences, but no processes are in place yet and you are not working with Triangle to take things forward

1 Not working yet

- No one has an overview of how the Star is being used or responsibility for managing this
- Workers have not had Star training or you don't know what training has taken place, and there are no processes for managing this in the future
- You don't have licences or don't know if you need them, and you have not considered working with Triangle to organise this

2. Buy-in across the organisation

This scale is about how engaged people are with the Star across your organisation and in particular how it is viewed by senior management. People who may need to be briefed about the Outcomes Star include those in service delivery, commissioning, quality improvement, training and development, evaluation and data, marketing, and IT.



5 Good practice

- There is buy-in from the top and the Star is embedded in service delivery
- Across all levels of your organisation, key people are fully briefed on the Star and involved in its implementation, and there are sufficient resources to support ongoing improvement
- Senior managers see the Star as a useful tool in achieving the strategic goals of your organisation and maximising your impact

4 Getting there

- There is some buy-in from the top and with other key people – the Star is starting to be understood as a tool that can support good keywork, an outcomes-driven culture and ongoing learning and development, although there are still hurdles to overcome
- The Star is mostly embedded into service delivery, and you are trying to ensure that sufficient resources are available to develop your use of the Star in the future

3 Taking the initiative

- The Star is being used by front-line practitioners and is beginning to be embedded in service delivery
- Senior managers and other key people may not know much about the Star, but they are interested in finding out more
- Perhaps they are enabling discussions, participating in sessions or accepting literature about the Star

2 Recognising the need for change

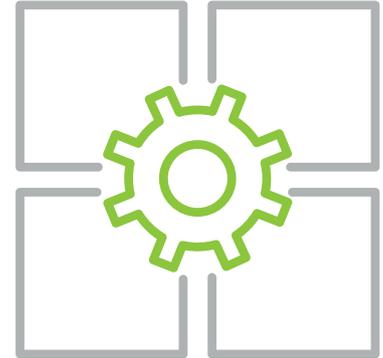
- Individuals on the front-line are allowed to use the Star if it doesn't cost too much, but it's not embedded in service delivery
- The Star is not well known by senior managers and other key people
- The organisation has identified that adopting the Star as part of a managed process could be more beneficial than ad hoc use by individuals

1 Not working yet

- Senior managers and key people don't know anything about the Star – perhaps you haven't thought about involving them, or there is no opening to talk to them about it
- Or, they have heard of the Star, but don't support its use – perhaps they don't see the point of it, or are focusing on other tools and approaches instead
- Your organisation is not supporting or investing in your use of the Star

3. Integration with paperwork and processes

This scale is about embedding the Outcomes Star in the day-to-day running of your service. It covers having clear guidance on the Star's role in assessment, support planning, referrals, pathways, performance evaluation and impact reporting. It is also about tackling duplication or confusion for keyworkers on how to use the Star.



5 Good practice

- You provide clear and up-to-date guidance for staff using the Star, having tried and tested the best approach for your organisation
- The team understands why, when and how the Star should be used, and knows how to deal with worker-only readings and other relevant issues. Managers are clear on how Star data links to wider reporting needs
- The Star has been included in your organisation's policies and operational procedures as needed

4 Getting there

- You are actively minimising duplication of tasks or getting round problems of duplication and creating clear guidance for staff on this
- The key issues have been addressed but there are still some areas to improve – for example, the Star may not be included in your supervision procedure or your annual impact reporting, or perhaps not everybody is following the guidance they have been given

3 Taking the initiative

- You have identified specific problems caused by not integrating the Star and someone in your organisation has the job of trying to address duplication or confusion over forms, roles and reporting
- Some processes may work well enough but the team is still experiencing problems

2 Recognising the need for change

- A few people have recognised the problems caused by a lack of service specific expectations and clear guidance on integrating the Star with other processes in your service, and you know things need to improve
- There is no plan of action yet – perhaps you don't know where to start, have too much else to do or believe it will be resolved without further planning

1 Not working yet

- There is no understanding that the Star needs to be integrated to work effectively, and so there is duplication, confusion, or inconsistent practice among workers
- The Star may have been implemented too quickly, perhaps in a hurried response to external pressure, and without proper thought of its fit with existing processes and paperwork

4. The Star Online or other IT

This scale is about using the Star Online or another approved software system provider for recording and analysing Star data, and ensuring that the chosen system supports good Star practice.



5 Good practice

- Either your organisation is using the Star Online effectively, with relevant services set up to support effective reporting, or the Star has been integrated into an approved software system
- Managers and workers are clear about how to use the system and you can draw the reports you need for learning and accountability. If you use the Star Online, your Star lead is confident in their role and visible as the point of contact for your teams

4 Getting there

- Your organisation has set up the Star Online and the Star lead is fulfilling their role, or you have the right functionality on an approved software system to allow you to use the Star well
- This is mostly working well, and you are actively addressing minor problems so that it fully meets your needs. You have provided the right information for managers and workers and are supporting them to use it well

3 Taking the initiative

- Somebody in your organisation has responsibility for this area and is in the process of setting up the Star Online or an approved software system. If you are using a system that does not support effective use of the Star, this is being actively addressed
- Workers and managers don't yet have guidance on how to use the system, but you are working on this

2 Recognising the need for change

- Your organisation is aware that you need an approved IT solution to support use of the Star and Star data. However, you may not have decided between the Star Online and an approved software system, or you may be aware that you are using the Star in software that is not approved
- There are concerns that managers and workers don't have clear information about integrating the Star with your IT system but you are not yet working on this

1 Not working yet

- You don't collate Star data electronically and there is no recognition that the Star needs to be integrated into an IT system, or you may be using the Star within a software system but don't know if it's approved or not
- No one is looking at the missed opportunities this is creating and no one has a plan to address the problem



5. Role of keyworkers

The keywork-inspired approach of the Star sets it apart from traditional measurement tools. This scale is about how far keyworkers use the Star as an integral part of their work and how well they understand the Star, including the Journey of Change and scale descriptors. It also covers the keyworking skills they bring to using the Star, such as building relationships and supporting client reflection.

5 Good practice

- All keyworkers use the Star as an integral part of their work. They use it collaboratively with service users as much as possible – introducing and explaining the Star, building rapport, supporting client reflection and challenging appropriately where necessary
- The User Guide, Worker Guide, short Scales or Quiz is used to complete every Star, and where detailed scales are provided, workers refer to them throughout. All workers know how to use the Journey of Change to support difficult conversations if needed
- There are established forums for keyworkers to share best practice and discuss their use of the Star

4 Getting there

- Most keyworkers use the Star effectively in their work with service users and have the appropriate keywork skills to support change when using the Star
- You are actively reinforcing use of the Star and Journey of Change across your service – perhaps encouraging team discussion or Star reviews – and workers occasionally share best practice with each other
- There are pockets of ineffective practice, which you are seeking to address – perhaps with support from Triangle

3 Taking the initiative

- You have identified any skills gaps in keyworking that affect how well people use the Star, such as the ability to have difficult conversations with clients, and are actively taking steps to fill them
- You reinforce the importance of collaborative completion of Stars and of referring to the Journey of Change. Some workers are using the Star effectively, but others are struggling to do this at the moment

2 Recognising the need for change

- The majority of workers lack the keywork skills needed to use the Star well, and/or many are not referring to the Journey of Change or are failing to complete Stars collaboratively
- There is some recognition of the issue and conversations are happening about how to address it – perhaps with Triangle or internally – but it's too early to see any real improvements and there may be a lack of commitment to the required change

1 Not working yet

- The majority of workers lack the skills to use the Star well, and/or they are not using it collaboratively or with reference to the Journey of Change – perhaps they see the Star as a tick-box evaluation tool that doesn't require engagement with service users to complete
- There is no recognition of the issues and no plan to change

6. Role of team managers

Team managers are key to the success of the Star within an organisation. This scale is about the team manager's role in supporting and championing the Star within their team – including communicating its benefits, ensuring effective quality assurance processes are in place, and monitoring its use.



5 Good practice

- All team managers understand the potential of the Star to help clients change and champion its use to workers
- They regularly review Stars in supervision, routinely auditing case files to ensure Stars are completed meaningfully and checking that the data makes sense
- They play a key role in supporting effective use of the Star and ensuring reliable data, and regularly share best practice with each other
- They regularly use Star data to get an overview of what is happening in their service and to inform service development

4 Getting there

- Many team managers are enthusiastic about the Star and see how it can help them and their team to support clients
- Most monitor how well the Star is being used through supervision, team meetings and case audits, and share best practice with each other to ensure that workers are using the Star consistently and readings accurately reflect their service users and their situation
- They mostly understand the Star data for their service and are managing its reliability – although there may be more they want to do in the future

3 Taking the initiative

- You recognise that effective implementation of the Star and reliable Star data requires high-quality input from team managers, and you have a plan to improve this area – perhaps by organising a session for managers from Triangle
- Some managers are experimenting with using the Star in supervision, sharing best practice or monitoring Star use through case file audits, but there isn't yet a consistent approach across the organisation

2 Recognising the need for change

- Concerns may be being raised about the lack of completed Stars, the way Stars are completed, and/or the reliability of Star data
- Managers may want to address these but don't feel it is part of their role, don't know how to and/or are not being supported by the organisation to do so

1 Not working yet

- Team managers are not taking responsibility for how the Star is used in their services. No concerns are raised about its use, even though the data doesn't seem to make sense or there is no data available
- Perhaps managers don't see it as part of their role or don't understand how to use the Star to support their work

7. Star data

Star data can help you motivate service users and practitioners, learn about service improvement and demonstrate impact for commissioners and others. This scale is about how you use Star data, including gaining confidence in its accuracy and generating insights about your service from reports and analysis.



5 Good practice

- You are confident about the reliability of your Star data
- Managers learn from the information to feed into service improvement, and the data is shared with directors, trustees, funders and commissioners
- You use routine reports as part of your regular meetings at project, department and organisational level, and may also undertake more thorough periodic evaluations of Star data, perhaps every two years

4 Getting there

- You are starting to get reliable Star data and are working on the best way to report and analyse this for your organisation
- You may not yet have used the learning for service improvement and/or you are not sharing it internally and externally

3 Taking the initiative

- You are able to analyse your Star data and are experimenting with reporting, but have not yet identified the best approach for your service. Star data isn't widely shared externally or used for organisational learning
- If you have concerns about data reliability, you are actively looking into this. Your data may indicate poor use of the Star and/or issues with keywork – for example, high first and second scores on the Star can be a sign that keyworkers are not confident in challenging clients appropriately

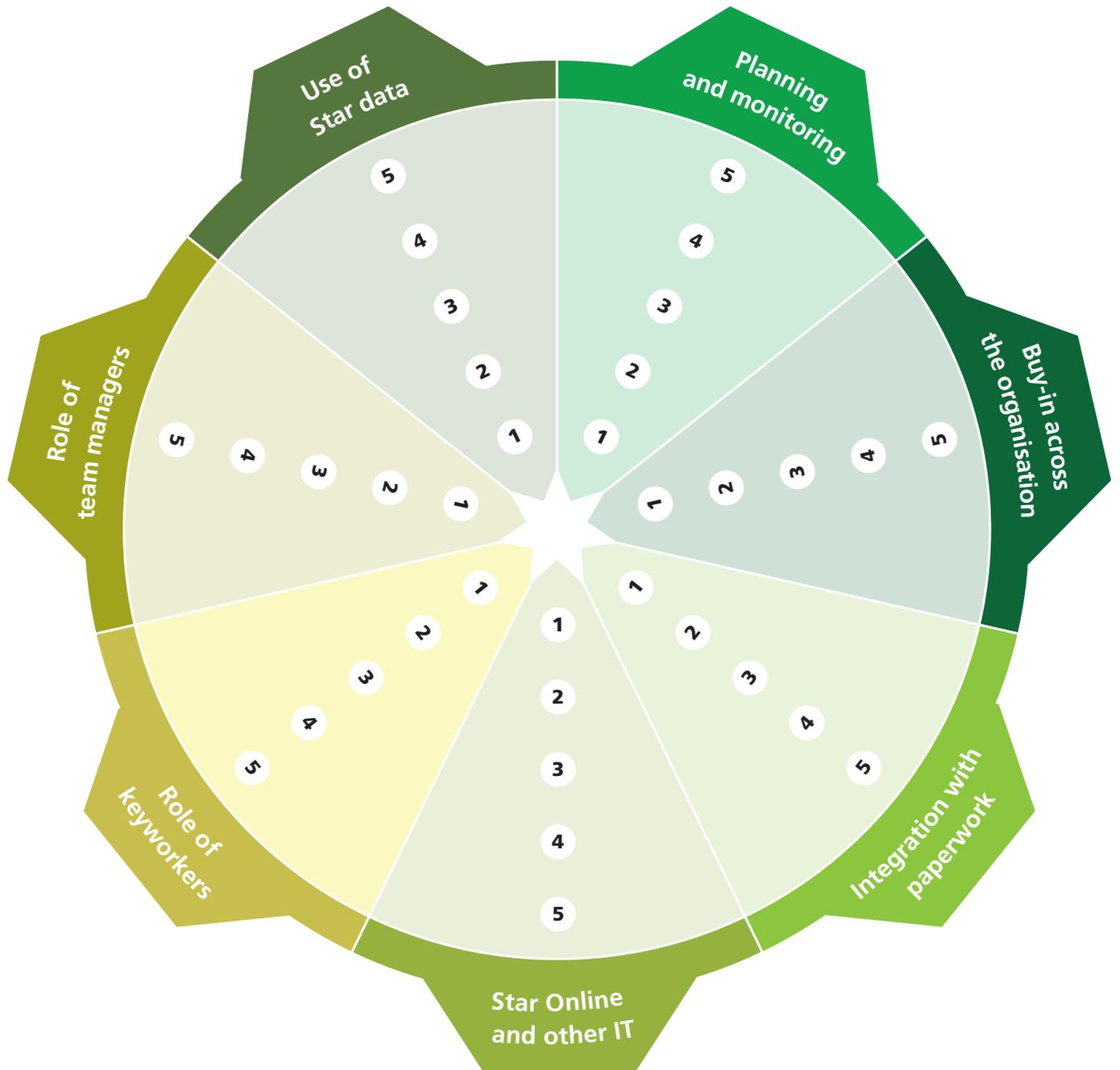
2 Recognising the need for change

- People don't know how to create reports, analysis is patchy, reports don't give usable information or there is no confidence in the reliability of the data
- There is an awareness of the need for change, but no one is driving it forward or you are unclear about what would help

1 Not working yet

- Star data is not collated, or if it is, it is never looked at or reported on
- Perhaps the Star is seen simply as a keywork tool and not an outcomes measurement tool, or there is no awareness of what Star data can achieve and no desire to find out more

Implementation Tracker™



Organisation	
Date(s) of completion	
First	Review

Notes

1 Planning and monitoring

2 Buy-in across the organisation

3 Integration with paperwork and processes

4 Star Online and other IT

5 Role of keyworkers

6 Role of team managers

7 Star data

Other notes

Action Plan

Organisation	Date of completion
Name (s)	Signature

Area & reading	Goal & actions	By who & by when?



The social enterprise behind the Star

Triangle Consulting Social Enterprise is an innovative, mission-led organisation that exists to help people reach their highest potential and live meaningful and fulfilling lives, often in the context of social disadvantage, trauma, disability or illness.

We do this by creating and supporting the Outcomes Star and other tools to unlock the potential of both individuals and the workers and organisations who support them. We believe that by balancing clear thinking, human connection and action – using the head, heart and hands – we can make a real difference in the world.

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Find out more

T: +44 (0)20 7272 8765

E: info@triangleconsulting.co.uk

W: www.outcomesstar.org.uk

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