

Evaluation Capacity Building (ECB) in Ontario Health Teams (OHTs)

What is ECB?

- ECB is an intentional process of developing the motivation, knowledge, and skills of conducting and using evaluation at the individual and organizational level.
- ECB is not a one-time act. Rather, it is a long, continuous, and iterative process.

Why is ECB important?

- OHTs with greater ECB are better able to conduct and use evaluation to meet their vision of PHM.
- ECB helps OHTs deliver and evaluate integrated care for their attributed population.
- ECB promotes OHT's capacity to identify, collect, analyze, and utilize appropriate data for program evaluation and improvement.
- ECB enhances OHT's culture of inquiry, stimulating continuous organizational learning and development.

How can OHTs develop ECB?

There is not a 'one size fits all' approach, but OHTs can develop ECB based on their local needs and contexts.

ECB Tips

The followings are strategies OHTs are implementing to build capacity for evaluation in their Population Health Management journey.

Deciding the "Why" for ECB- motivations and reasons

The OHT's motivation for engaging in ECB determines the strategies and outcomes of ECB. Motivations and reasons for ECB are highlighted below.

- **Internal factors** (e.g., environmental scan, continuous improvement, project evaluation)
- **External factors** (e.g., Ministry reporting, funding agencies)
- **A combination of internal and external factors**

Understanding the OHT's context and defining goals

- Understanding the OHT's context (e.g., maturity level, human resource, population you serve) and evaluation needs determine the implementation and evaluation of ECB strategies.
- ECB occurs in a complex social and organizational system that shapes the supply and demand of ECB (e.g., rural vs. urban OHTs). Therefore, ECB should be tailored based on the context of the OHT.
- ECB is a learning process and takes time- so be flexible, adaptable, and improve continuously
- Setting clear goals and expectations for ECB (i.e., long, medium, and short terms goals) helps OHTs to build strong ECB over a period of time.

Evaluation Capacity Building

in Ontario Health Teams!

Identifying and building resources to implement ECB

ECB is a resource intensive process. It is critical for OHTs to commit sufficient resources (e.g., human, tools) to achieve the desired outcomes of ECB.

Human capacity building

- OHTs with an established evaluation/ quality improvement (QI) team are better at building sustainable ECB.
- Identifying and capitalizing on local resources to build the OHT's culture of evaluation. E.g., collaborating and resource-sharing with neighboring OHTs and identifying and engaging with evaluation champions from key partners.
- Enhancing the capacity of QI team/ personnel to use data for evaluation and decision-making (i.e., foster culture of evaluation).
- Ensuring that training for ECB is based on theories (e.g., organizational learning theories, empowerment evaluation theory).
- Meaningful engagement of appropriate stakeholders in the ECB helps build ownership to sustain the implementation and use of ECB.
- OHTs have benefited from OHT impact fellows. The fellows have contributed to OHTs' ECB process by planning and evaluating projects and imparting their evaluation knowledge and skills.

Focus on building a team- not a unicorn!

There is little chance for ECB to be sustainable if OHTs do not invest in building teams to support the process!

Developing tools and infrastructure to support QI and Evaluation

- Develop an Evaluation Framework to enhance the QI team's decision-making ability.
- Develop and use QI evaluation tool kit (e.g., driver diagram, logic model to evaluate specific OHT projects) and guidance document to have a common understanding of evaluation and deliverables in OHTs.
- Develop a guidance document on the use of data for PHM.

Putting processes in place to promote ECB efforts

- Providing strategic leadership, resources, and a conducive environment for ECB to be sustainable.
- Mapping processes and strategies to assess the OHT's readiness to build internal ECB.
- Establishing a trusting relationship with system partners is fundamental to ECB.
- Creating a data-sharing agreement between OHTs and system partners is key to building a sustainable capacity for evaluation.
- Designing a comprehensive solution for a data-sharing process between the OHT and system partners (e.g., an integrated data platform or data dashboard/ platform).
- Devising a mechanism to mainstream data management in OHTs day to day activities.

OHTs with established processes for evaluation have better chances of building sustainable capacity for evaluation!

Monitoring, Reviewing, and Evaluating the outcome of ECB

ECB is an iterative process in nature. This means that efforts to ECB and its outcomes (i.e., at the individual and OHT level) should be evaluated and continuously monitored with the intention to learn, adapt, improve, and be accountable to ECB goals.

At the individual level

ECB is about enabling people to understand evaluation and actively engage in the process!

Individual level outcomes include;

- Empowered team on data ask and the "why" for the data.
- Improved culture of inquiry. E.g., OHT member's increased understanding of how to use data for the decision-making process.
- Improved individual proficiency in program evaluation, including the need and challenges of conducting evaluations.
- Increased interest and motivation to collect, analyze, and use data for decision-making.
- Improved attitude, knowledge, and skills of evaluation.

At the OHT level

The following are expected OHT level outcomes:

- OHTs with greater ECB are better poised to demonstrate program effectiveness and disseminate the results of evaluation.
- A culture shift in how evaluation is planned and conducted (e.g., the use of system-level data for PHM planning).
- Evaluation is mainstreamed in all OHT programs and initiatives.
- Improved alignment and communication between OHT's teams and working groups in terms of evaluation.
- Improved collaboration between OHT and system partners (e.g., cQIPs).
- Improved onboarding of system partners to support OHT's evaluation activities.
- Enhanced participation of relevant stakeholders in evaluation (e.g., Patient Family Caregiver partners).
- Improved data sharing and management capacity in the OHT.

ECB is a long process, and OHT level changes may take time!

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