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



What is ECB?

developing the motivation, knowledge, and skills of conducting and using evaluation at the individual and organizational level. ECB is not a one-time act.

ECB is an intentional process of

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.



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

needs and contexts.



The followings are strategies OHTs are implementing to build capacity

for evaluation in their Population Health Management journey.



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
 - **Evaluation**

OHT's context and defining goals Understanding the OHT's context (e.g., maturity level, human resource,

Understanding the

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

 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

context of the OHT.

short terms goals) helps OHTs to build strong ECB over a period of time.



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. Focus on

ECB is a resource intensive process. It is critical for OHTs to commit sufficient

- 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

Identifying and capitalizing on local resources to build the OHT's

culture of evaluation. E.g., collaborating and resource-sharing with

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.

build ownership to sustain the implementation and use of ECB.

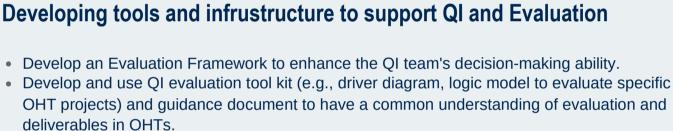
There is little chance for ECB to be sustainable if **OHTs** do not invest in

building a

unicorn!

team- not a

building teams to support the process!



Develop a guidance document on the use of data for PHM.

- environment for ECB to be sustainable. Mapping processes and strategies to assess the OHT's readiness to build internal ECB.
- 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

system partners is key to building a sustainable capacity for

Putting processes in place to promote ECB efforts

Providing strategic leadership, resources, and a conducive

• Establishing a trusting relationship with system partners is

Creating a data-sharing agreement between OHTs and

fundamental to ECB.

OHTs day to day activities.

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, At the individual level

OHTs with

building

processes for

understanding of how to use data for the decision-making people to process. understand Improved individual proficiency in program evaluation, including the need and challenges of conducting evaluations. evaluation

ECB is about

and actively

the process!

engage in

enabling

adapt, improve, and be accountable to ECB goals.

The following are expected OHT level outcomes: OHTs with greater ECB are better poised to demonstrate

evaluation.

initiatives.

(e.g., cQIPs).

evaluation activities.

Individual level outcomes include;

data for decision-making.

At the OHT level

• Empowered team on data ask and the "why" for the data.

Improved culture of inquiry. E.g., OHT member's increased

Increased interest and motivation to collect, analyze, and use

Improved attitude, knowledge, and skills of evaluation.

- A culture shift in how evaluation is planned and conducted ECB is a long (e.g., the use of system-level data for PHM planning).
- Evaluation is mainstreamed in all OHT programs and OHT level Improved alignment and communication between OHT's
- Improved data sharing and management capacity in the OHT.

program effectiveness and disseminate the results of



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teams and working groups in terms of evaluation. Improved collaboration between OHT and system partners Improved onboarding of system partners to support OHT's Enhanced participation of relevant stakeholders in evaluation (e.g., Patient Family Caregiver partners).

