



Institute of Health Policy, Management and Evaluation
UNIVERSITY OF TORONTO



Dalla Lana
School of Public Health

From Evaluation to Change-making

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Burlington Ontario Health Team

September 2023

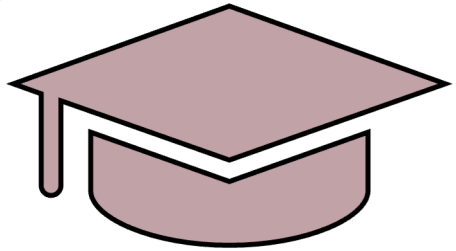
AGENDA

Walk you through my journey at the Burlington OHT that started by being an OHT impact fellowship to a full-time staff to a change-maker on a wider scale

BACKGROUND

- A health services researcher
- Specialized in evaluation of complex interventions
- Research focus on evaluation of integrated care with a special interest in
 - *Using care experiences in evaluation of complex interventions*
 - *Co-design*
 - *Studying planning and implementation of engagement policies and strategies*
- A passion to improve people-centered integrated care in Ontario
- Clinician mindset
- Always looking for wide-scale impact

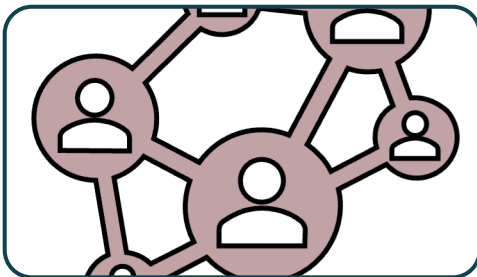
SEPTEMBER 2021



Apply what I have learned



Understand how does it look like on the other side (Practice)



Widen my network

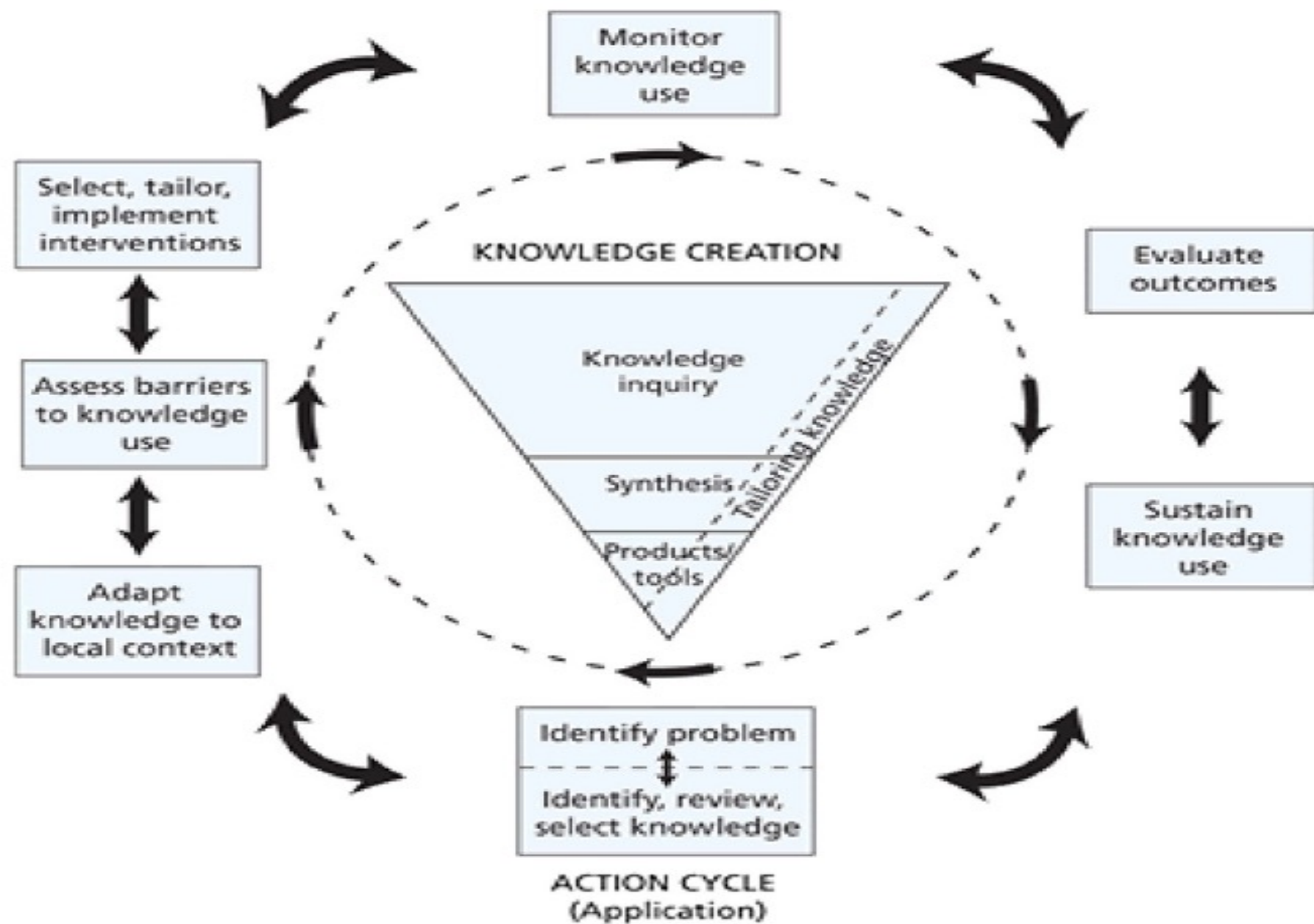


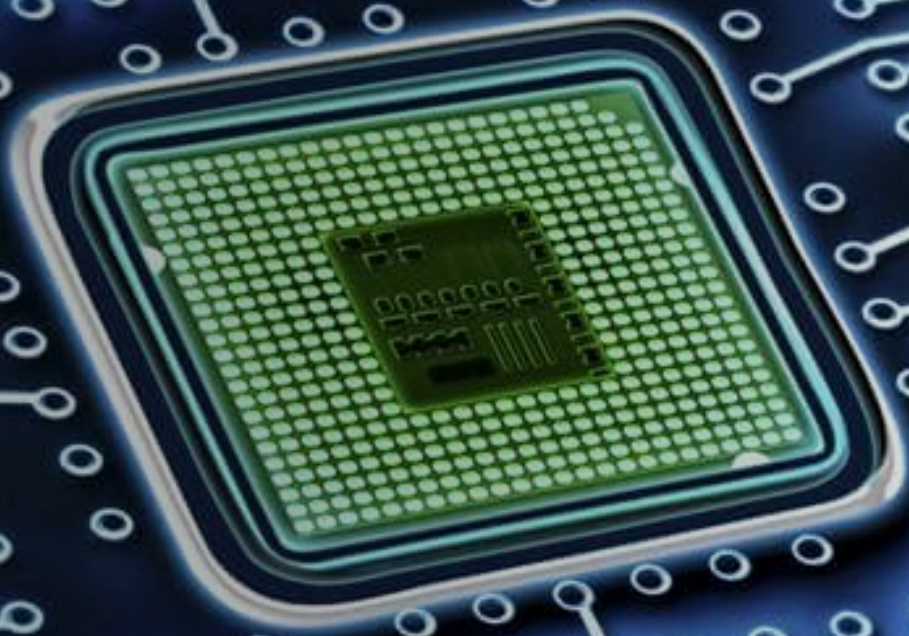
Figure 1 The Knowledge to Action Framework. From Graham I, Logan J, Harrison M, Strauss S, Tetroe J, Caswell W, Robinson N: Lost in knowledge translation: time for a map? *The Journal of Continuing Education in the Health Professions* 2006, 26, p. 19. Reprinted with permission from John Wiley and Sons.

MY SIMPLE ACADEMIC MIND

- Logic model
- Evaluation Framework (structure, process and outcome)
- Implementation
- Tools
- Analysis
- Results
- Decision/Change

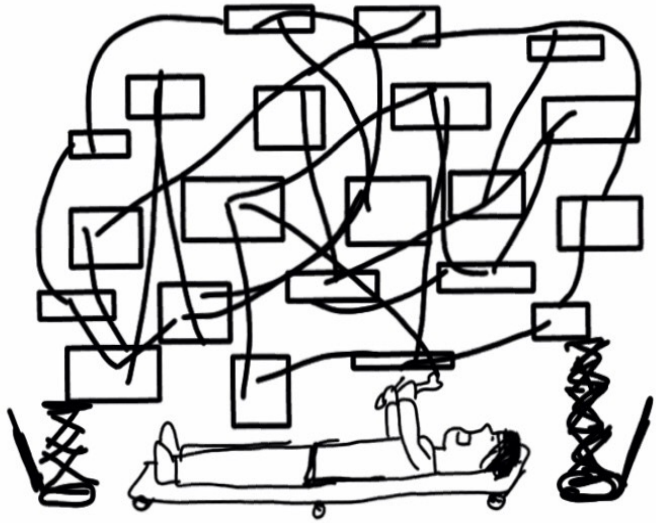


BEING EMBEDDED

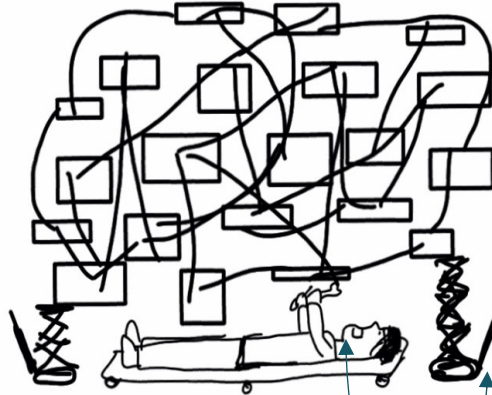


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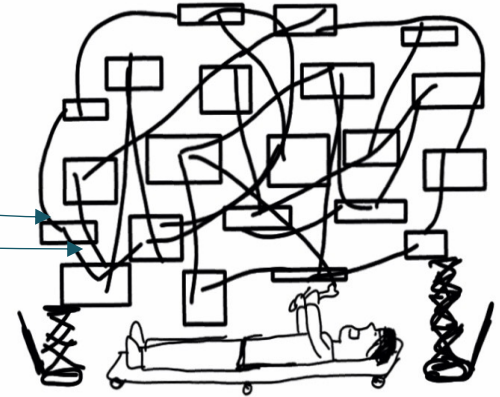
At the logic model repair shop ...



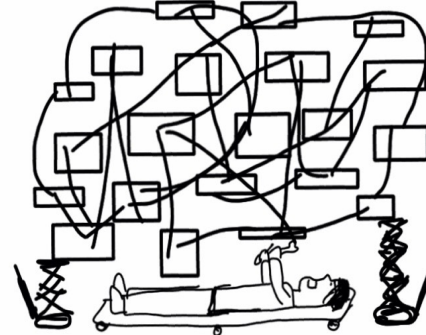
At the logic model repair shop ...



At the logic model repair shop ...



At the logic model repair shop ...





ADD SOME MORE COMPLEXITY

- Programs, Policies and Initiatives
- No evaluation team
- At various points of implementation and maturity
- Run by various organizations
- Each of these organization has their own reporting requirements
- Need to be linked to the OHT's strategic KPIs
- Need to be linked to utilization data but we don't have DSA because OHTs are not entities yet
- Need to make sense from a population health management perspective

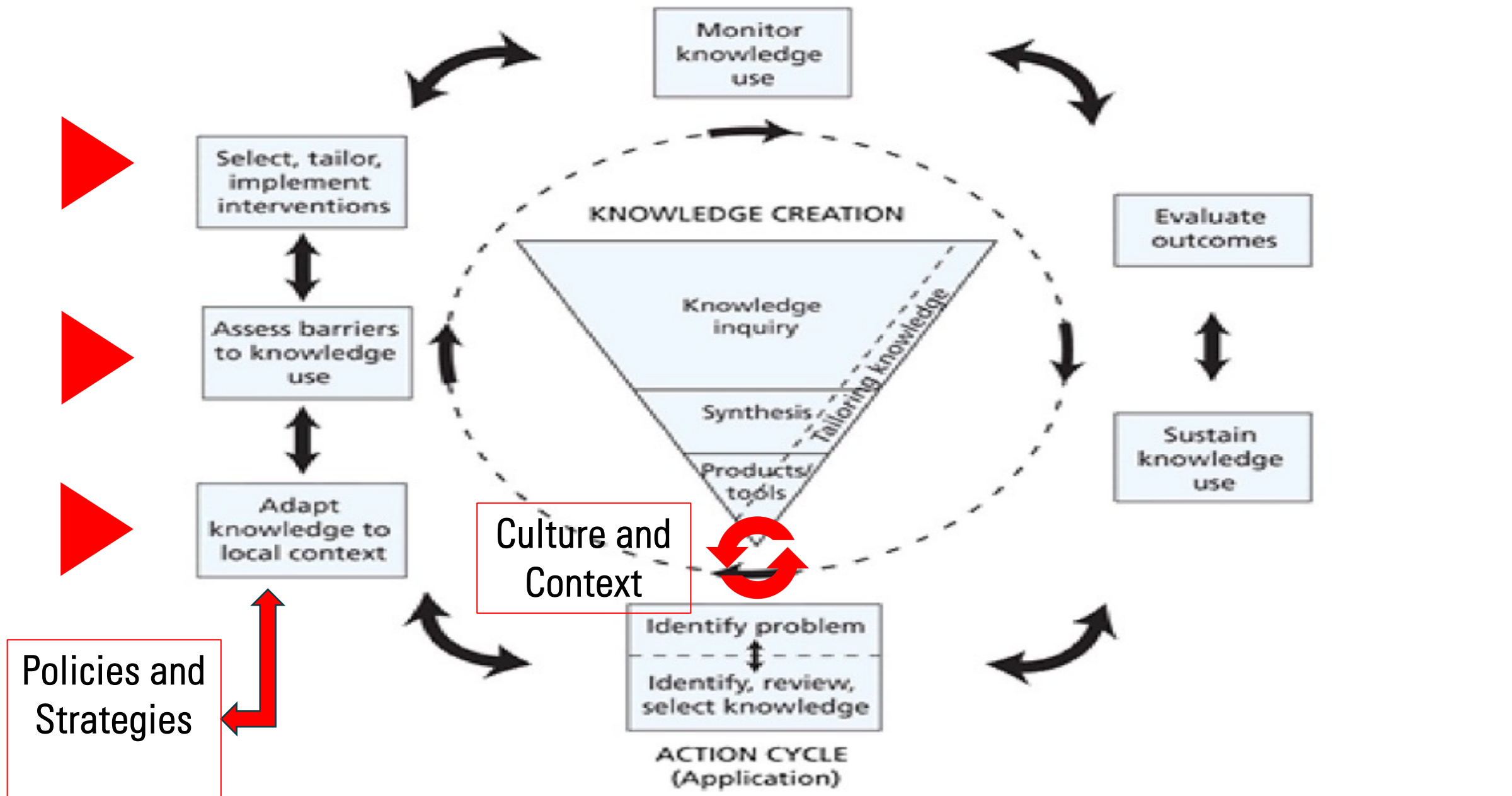
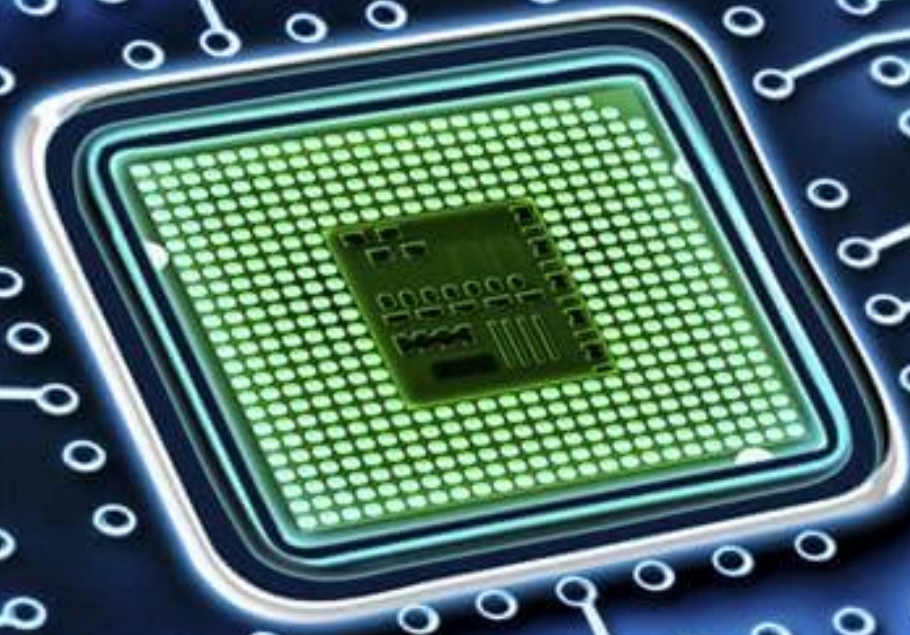


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BEING EMBEDDED



HIGHLIGHTS

Building a culture of inquiry and evaluation instead of reporting
(What>>>Why and How?)

Providing training on how to formulate an evaluation question, collect, analyze, and use data for decision-making

One size doesn't fit all, tailoring is key

Tool creation

Data is more than numbers, context matters

Engaging Patient/caregiver partners in the evaluation process

Use the results of evaluation to promote for programs

Use the evaluation results to request funding to sustain and expand programs

Use the evaluation results to rethink some programs

Share our tools, frameworks to other OHTs

REALIZATION

- The most interesting aspect of evaluation is actually getting the chance to implement the results of the evaluation and live the transformation firsthand
- Involved in Design and Transformation
- PMH and Evaluation Lead
- Started to feel more and more ownership of the transformation and accountability to spread and share knowledge

WHAT I AM PROUD OF

Change Agent (within my OHT across other OHTs)

- 30 yearly public engagements in the OHT space
- Tools used in other OHTs (Durham, OHT West, CCH)
- An evaluation consultant on many provincial and regional tables
 - LEGHO OH West table
 - OHT Engagement Framework design and evaluation
 - HEAT OH West table
- Collaborated with Dr. Kerry Kuluski
- Collaborated with Dr. Julia Abelson

"The most helpful and relevant resource provided was through the OHT Impact Fellowship program. Our Post-doctorate fellow is a valuable member of our team and provides expertise in measurement and evaluation, as well as strategy and population health management. This resource is outstanding and we are grateful for it." BOHT Executive Director

"The expertise of our Evaluation lead helped us think about evaluation while we are planning our new programs, we always knew evaluation was important but the how-to was a gap." BOHT PM

"It was very important to know how we are performing and think about the way forward, the evaluation was a great help to achieve this goal." BOHT PFAC Co-chair



To You

Yesterday



Hi Reham,

You put together an outstanding slid deck. This is absolutely fantastic. We are so thankful to have you apart of our team! On behalf of all of us at the CWH and Thrive Group Community Services we cannot thank you enough for your partnership, support, and guidance!

Have a great night.

SECRET INGREDIENTS

Leadership

Adaptability

Mentorship

Culture

Knowledge is
multidirectional

THANK YOU



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