Central West ONTARIO HEALTH TEAM

SERVING BRAMPTON, NORTH ETOBICOKE, WEST WOODBRIDGE, MALTON AND BRAMALEA

Unveiling the Essential Steps for Conducting a Comprehensive Internal Evaluation within Ontario Health Teams

Emily Cichonski, Manager, Central West Ontario Health Team

Sophiya Garasia, Alumni of OHT Impact Fellowship Program, University of Toronto

We acknowledge that we work on a land which is part of the Treaty Lands and Territory of the Mississaugas of the Credit, the territory of the Anishinabek, Huron-Wendat, Haudenosaunee and Ojibway-Chippewa peoples. As visitors and settlers in this Territory, we express our gratitude to the Mississaugas of the Credit First Nation and the descendants of the Credit First Nation. We are grateful to have the opportunity to work and serve the people who now inhabit this land, and by doing so, give our respect to its first inhabitants.

Central West
ONTARIO HEALTH TEAM

Agenda

1. Definitions and context
2. Internal evaluation framework utilized
3. Tools
4. Key learnings and next steps

Central West
ONTARIO HEALTH TEAM

Setting the stage

- An evaluation is a crucial component when implementing learning health systems

- There are multiple types and methods to do an evaluation

- **External** evaluation is when an evaluation is conducted by evaluators from outside of the organization

- The primary responsibility for an **internal** evaluation lies within the organization itself. It is deemed to be essential to organization and team management and improvement

- While there has been much published on the benefits and effects of health care system integration, there has been minimal work published on what movement towards integration entails in practice
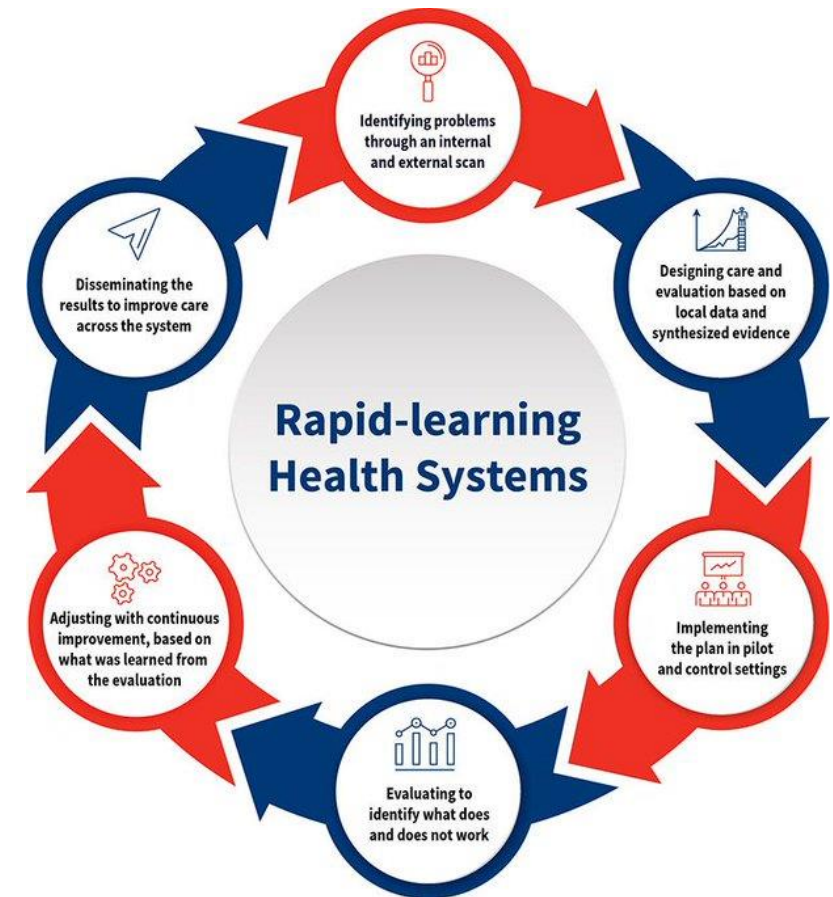
Cochrane, 2020

To learn more: The SAGE Encyclopedia of Educational Research, Measurement, and Evaluation
www.hspn.ca/evaluation

Why we conducted an internal evaluation?

- Most of the evaluation activities in the past had been external and at a high-level
- Members' perspectives on day-to-day aspects was unknown
- Reflective practice, organizational learning, bring issues to the forefront, and team management and improvement
- Sets a baseline to internally measure progress
- Measure readiness for incorporation
- Lack of evaluation risks low impact and sustainability

Central West
ONTARIO HEALTH TEAM

Internal Evaluation Framework

This presentation will highlight the essential steps we utilized for conducting a comprehensive evaluation. We will explore the framework for an efficient evaluation process, ensuring thorough analysis and actionable insights.

Central West
ONTARIO HEALTH TEAM

Decide to conduct internal evaluation

The Ontario Health Team must feel ready to:

a) self-evaluate themselves to learn about their members' perspectives, and
b) implement the recommendations that come out of the evaluation

Members' interest in doing a self-assessment could be gaged through a discussion item in a meeting or a quick survey

Central West
ONTARIO HEALTH TEAM
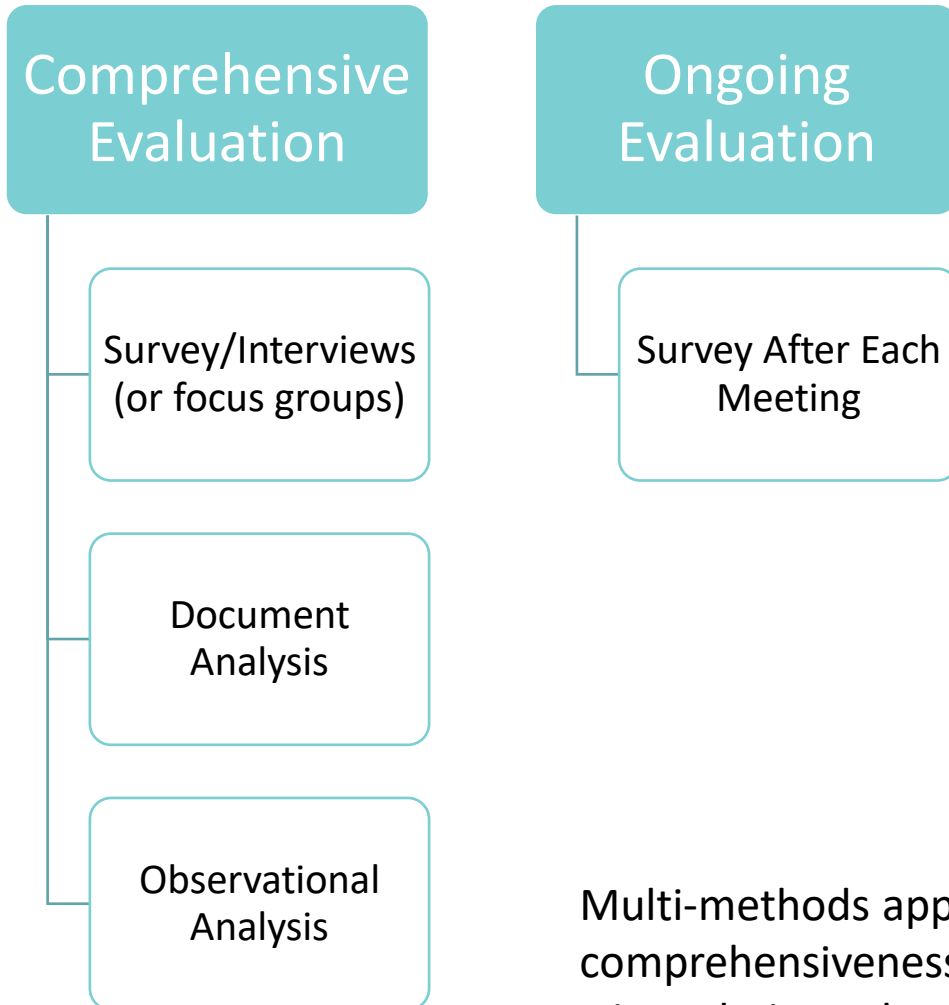
Determine evaluator/evaluation team

Determine who will be responsible for the different components of this evaluation. This could be one person or tasks could be divided across a team of individuals.

Will be responsible for tasks such as creating tools, sending reminder emails, analyzing findings, and communicating findings.

It is not essential that the person or team have evaluation experience, it is however important that they understand the process and methods

Central West
ONTARIO HEALTH TEAM

Determine methods and timeline

Comprehensive Evaluation
- Survey/Interviews (or focus groups)
- Document Analysis
- Observational Analysis

Ongoing Evaluation
- Survey After Each Meeting

Activity	05/12	12/12	19/12	02/01	09/01	16/01	23/01	30/01	03/02
Determine approach	■								
Interviews/ Surveys				■	■	■	■		
Observations				■			■		
Documents Analysis		■	■						
Analysis		■	■	■	■	■	■		
Report/ Presentation								■	■

Multi-methods approach is recommended to ensure comprehensiveness and validity from doing information triangulation. Also, beneficial to get feedback from group that is to be evaluated – does this work for them?

Central West ONTARIO HEALTH TEAM

Create, test, and implement instruments

For each of the methods, the instruments for collecting data need to be created such as survey questions and interview guide.

If the survey is going to be conducted online, then the form will need to be created on an online tool of your choice such as SurveyMonkey, LimeSurvey or Qualtrics. The survey link can then be emailed to participants, giving them sufficient time to complete the survey.

A recommendation to increase response rate is to use meeting time to complete the survey.

Analyze data

Can choose to analyze data at the end or iteratively (the latter if each step is building off the prior)

Quantitative data analysis:
a) Do tabulations, averages, variation, or rankings
b) Create graphs to see results visually
c) Look at differences across individuals or time

Qualitative data analysis:
a) Determine key themes from the data
b) Analyze which themes are more prominent than others

Central West
ONTARIO HEALTH TEAM

Summarize findings and prepare deliverables

Summarize the findings into a slide deck or a report which can then be shared with the leadership body.

Organize a discussion to see what the consensus is or what the majority think. It also gives an opportunity for a deeper analysis and for people to explain their perspectives in greater detail. A discussion would also allow you to do a root cause analysis of some of the issues that emerged.

Central West
ONTARIO HEALTH TEAM

Create recommendations and implement action plan

Determine the issues that are a priority to address and create recommendations (3 to 10) for improvement. These can be single statements at this point or for each of the recommendations, create an action plan for how change will occur.

The recommendations/action plan can be created by evaluation team and adopted by the leadership body as is, or the leadership body can partake in creating the action plan itself.

The last step is to implement the recommendations and change ideas. Of course, it is recommended that there is ongoing evaluation afterwards to ensure continuous progress. A comprehensive evaluation is encouraged once every year or two years.

.

Central West
ONTARIO HEALTH TEAM

Examples of Tools

In this section, tools that were utilized by Central West Ontario Health Team are shared.

Central West
ONTARIO HEALTH TEAM

Documents Analysis Guide

- Retrospective documents analysis helps to understand how much time has been spent on different projects and activities such as decision-making and discussions, who was present, what questions emerged, and what were the focus areas

- With a long time frame, you are able to see whether and how changes have occurred in topic areas, activities, and logistics over time

Determine time frame and collate all agendas and minutes

Skim a few agendas and minutes to brainstorm questions you could ask

Extract data using a structured document which can be updated iteratively

Central West
ONTARIO HEALTH TEAM

Meeting Observations Guide

- Observing meetings provides unique data that cannot be obtained through self-reported data or meeting minutes

- It is important to carefully choose who the meeting observers will be. It is recommended that two observers attend the meeting

- The observers can be internal to the organization or external

- Although observers should be open to collecting any data that may appear important and interesting, to stay focused, observers can organize their thoughts and reflections around a few questions selected a priori

1. Who is speaking often?

2. Who doesn't speak?

3. How are people given the opportunity to speak?

4. How is feedback elicited? Being taken?

5. When are people given the opportunity to speak?

6. What is being talked about?

7. How do the discussions sound?

8. What tone do people use when speaking?

9. What functions in Zoom/Teams are being utilized?

10. What's the meeting atmosphere like?

11. How is the agenda being utilized?

12. Are meeting slide decks being utilized? When? Are they serving their purpose?

13. Is technology being utilized? When? Are they serving their purpose?

14. Were there any conflicts/issues in the meeting? How were they resolved?

15. Does it seem as if people come prepared to the meetings? How so/not?

Central West
ONTARIO HEALTH TEAM

Survey

Great tool to use to gather people's perspectives on a number of items really quickly

To create the survey questions, experts were consulted and previous surveys were reviewed such as the Health Services Performance Networks' (HSPN) developmental evaluation survey. Delphi method can also be utilized.

Survey questions were piloted

Survey

1: What do you think is the purpose and scope of the Collaboration Council?

2: Is your present role on the Collaboration Council similar or different than what you expected it to be like? Please explain.

3: What values are important to you as you continue being engaged within the OHT?

4: What do you hope to gain from continuing to be a part of the Collaboration Council at CW OHT?

Values and role

5: In the context of CW OHT, how would you rate your understanding of below categories using scale of 1 to 5?

6: What do you think about the activities that the Council is involved in and the type of decisions made at the Council? (i.e., approving funding, endorsements, decisions about program direction, etc...)

7: What do you think about the approach we take to decision-making? (e.g., consensus-based, voting process)

Views on current activities

8: What do you think about the amount of time we spend on various activities during the meetings using a scale of 1 to 5?

9: What do you think about the pace of activities that occur at the OHT?

10: Thinking about where we are today, how do you believe our OHT is doing with respect to the following activities?

Central West
ONTARIO HEALTH TEAM

Survey

11: What are the biggest barriers you or other members of the Collaboration Council currently face in engaging during the meetings?

12: Which of the challenges have most resonated with you to-date? Select top three.

Challenges

13: What are your thoughts about the current Collaboration Council membership and structure? When answering, think about the number of representatives, the type of representatives, who may be missing when thinking about the population we serve, the number of votes different networks receive, the Ministry's/OH's direction, our targeted population, etc…

14: How frequently would you like to meet moving forward?

15: What time do you want to meet?

Moving forward

16: What would you like us to continue doing moving forward with respect to the meetings (i.e., what is working well)?

17: What do you think about the various strategies/mediums we use to communicate? (i.e., virtual meetings, surveys, emails)

18: Any other comments with regards to our meetings?

19: What enablers are most important to you?

What is working

20: What is working well to help the group make meaningful advancement towards the Quadruple Aim (better outcomes, lower cost, improved clinician experience, improved patient experience) and Equity?

Central West
ONTARIO HEALTH TEAM

Ongoing Evaluation Questions

1 When considering the purpose of these Collaboration Council meetings, how useful was today's meeting? (scale of 1 to 5)

2 How much did we live up to our values today? (scale of 1 to 5)

3 Did we showcase collaborative leadership? (scale of 1 to 5)

4 If you wanted to participate in today's meeting, were you able to (i.e., ask a question, share information, vote)? (Yes, Somewhat, No)

5 How are you feeling about our progress toward our strategic goals after today's meeting? (scale of not at all confident to very confident)

6 Do you have any other feedback about how today's meeting went?

Central West
ONTARIO HEALTH TEAM

Analysis of Results

Once the evaluation was completed, the following steps were taking to share the results:

1 Compile detailed report with the results that was shared with Collaboration Council members to review at their leisure

2 Presented summary of findings connected to the OHT strategic planning process

3 Commitment to revisit results again in the future as we plan for the next phase of OHT governance
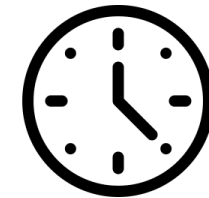
Key themes:

Consensus based decision making
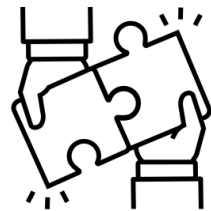
Integration

Representation

Time

Key Learnings

Key Learnings

Dual role the Collaboration Council plays as a board & leadership body

Inability to effectively plan long term in absence of a strategic plan

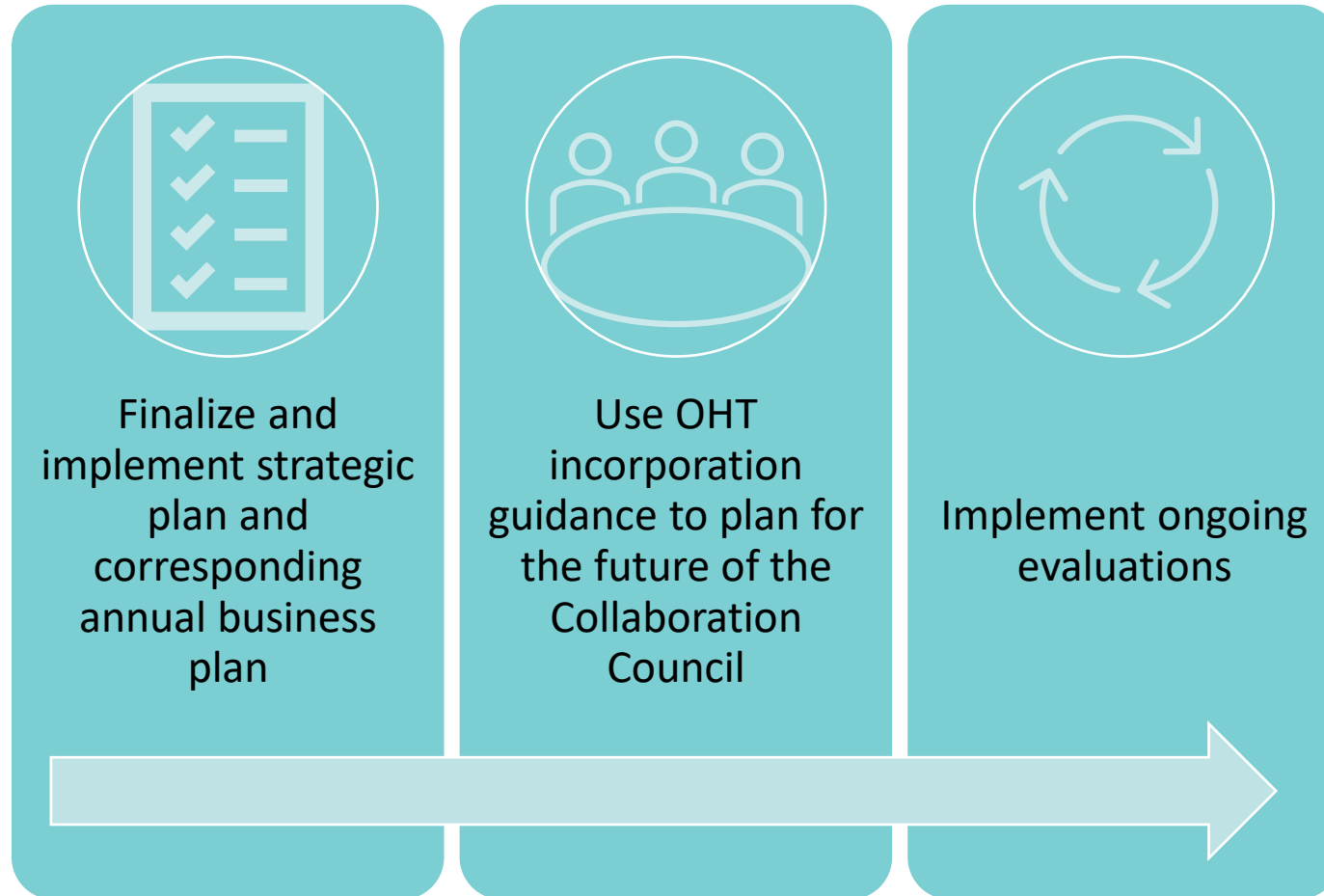No significant changes in leadership structure since inception

Structure around consensus-based decision making

Vehicle to enhance collaboration

Central West
ONTARIO HEALTH TEAM

Next Steps

Finalize and implement strategic plan and corresponding annual business plan

Use OHT incorporation guidance to plan for the future of the Collaboration Council

Implement ongoing evaluations

Central West ONTARIO HEALTH TEAM

Discussion Questions

1. Have you internally evaluated your leadership bodies, secretariat, or working groups? What tools have you used? What worked? What did not work?

2. What challenges did/do you face in doing an evaluation or implementing action items?

Central West ONTARIO HEALTH TEAM

We would like to thank Dr. Michelle Nelson and Dr. Reham Abdelhalim for their feedback on the approach and tools, and to University of Toronto's OHT Impact Fellowship program for the funding and capacity.

Questions? Email Emily at Emily.Cichonski@williamoslerhs.ca

Central West
ONTARIO HEALTH TEAM