



TO: Chair and Members of the Board of Health

FROM: Christopher Mackie, Medical Officer of Health

DATE: 2016 April 21

STRATEGIC INITIATIVE: PLANNING AND EVALUATION FRAMEWORK

Recommendation

It is recommended that Report No. 032-16 re Strategic Initiative: Planning and Evaluation Framework be received for information.

Key Points

- The new Foundational Standard Division was formed in January, 2016 to support the Ontario Public Health Standard of the same name.
- One of the division's first priorities is to formalize and implement a Planning and Evaluation Framework to support MLHU's strategic plan in achieving Program Excellence.

Background

In the January, 2016 reorganization of MLHU the new Foundational Standard Division was created to support the work of the [Foundational Standard of the Ontario Public Health Standards](#). This standard ensures that MLHU's programs and services are responsive to the needs and emerging issues of the health unit and are informed by evidence. The four areas of activity in this standard include Population Health Assessment, Surveillance, Research and Knowledge Exchange and Program Evaluation. The Foundational Standard Division brings together Epidemiologists, Data Analysts, Program Evaluators, the Library and the Resource Lending System team, previously embedded in the different service areas. This centralized model allows for a more coordinated, consistent approach to Foundational Standard functions.

Strategic Project

Under the new MLHU Strategic Plan one aim is to deliver maximum value and impact with resources. To achieve this aim, MLHU has identified the strategic objective to optimize evidence-informed planning and evaluation. One of first priorities of the Foundational Standard Division is to achieve this strategic objective by formalizing and implementing a MLHU Planning and Evaluation Framework ([Appendix A](#)). The framework will support strategic initiatives in the quadrants area of Program Excellence, Client and Community Confidence and Organizational Excellence.

While MLHU delivers great programs, there is an opportunity for continuous quality improvement. For example, the framework will support current processes of reallocation of our resources to maximize the impact for the community. Consistent program planning and evaluation processes, set out by the framework, will feed directly into Program Budgeting and Marginal Analysis (PBMA) requirements and proposals for investment and disinvestment. The framework will provide a guide for consistent collection of the necessary information on need for programs, impact of evidence-informed strategies, opportunities for partnership, and our capacity and resources needed to conduct the work.

Having a comprehensive organizational evaluation framework across the health unit is a best practice for building a strong organizational evaluation culture according to recent results of a Locally Driven Collaboration Project funded by Public Health Ontario. A process was conducted to select frameworks for

adaptation. Originally 25 frameworks were gathered and reviewed by internal committees who selected two frameworks (from KFLA Public Health and Peel Public Health) from which the MLHU framework will be adapted. Adaption is currently being completed to bring those selected frameworks in line with MLHU language and existing processes.

Success in implementation of the framework is contingent on good change management practices including engagement of end-users of the products. Over the past several months an extensive internal consultation was done to understand the needs of those who will be using the framework and associated tools. Managers and staff were consulted to understand their desired outcomes of a framework and vision for success. Information was also collected about perceived barriers and potential solutions around implementation of the framework.

Next Steps

Next steps include further engagement of SLT, NLT and staff on roles and responsibilities with regards to doing the planning and evaluation work. We will also develop a project charter for training and implementation of the Planning and Evaluation Framework.

This report was prepared by Dr. Gayane Hovhannisyan and Ms. Sarah Maaten



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This report addresses Ontario Public Health Organizational Standard
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