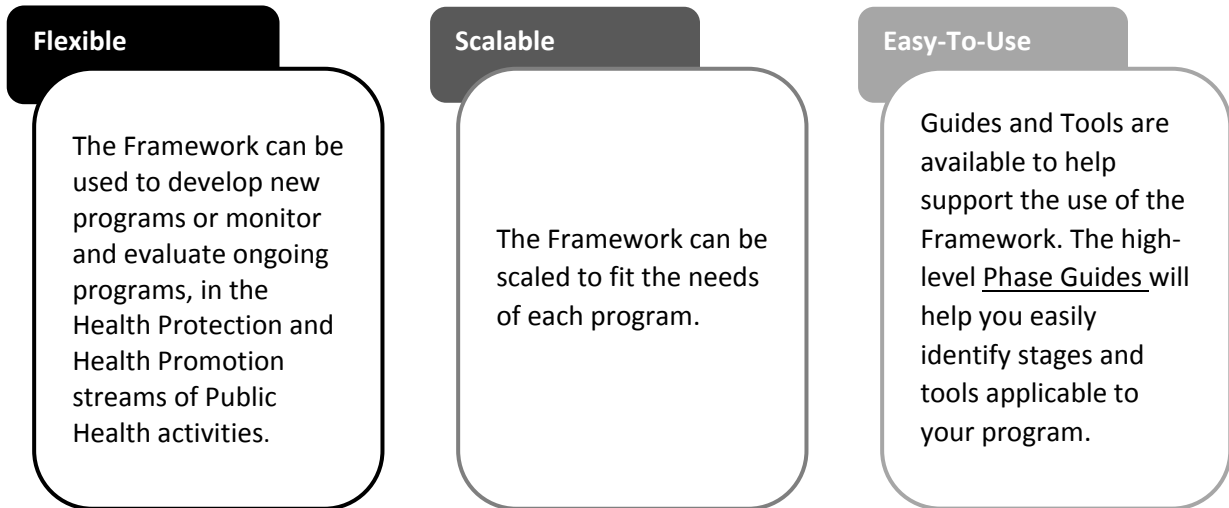


HOW TO USE THE MIDDLESEX-LONDON HEALTH UNIT PLANNING AND EVALUATION FRAMEWORK

The Planning and Evaluation Framework (“PEF” or “the Framework”) represents the shared vision for planning and evaluation processes at the Middlesex-London Health Unit (MLHU). The PEF is intended to be flexible, scalable and easy to use.



The Framework is the ideal model for how program planning and evaluation work is conducted at MLHU. However, it may not be feasible or practical to comprehensively work through each component of the framework for every program. The Program Manager is responsible for determining the extent to which the Framework is used in programs. The following are some factors that may impact the extent to which the Framework is used in programs:

- Urgency and/or the extent of the public health need or program issue;
- Perspectives of key stakeholders;
- Availability of human and financial resources;
- Capacity available to undertake a comprehensive program planning and evaluation.

Program Management is about the ongoing design, development, implementation, monitoring, continuous improvement and evaluation of core programs and services that are delivered by the Middlesex-London Health Unit. It describes the program’s long-term strategy and the planning to achieve outcomes and look for constant improvements to day-to-day operations.

The Framework is not a Project Management Tool. Projects are activities that have defined start and completion dates and are not described as operational work. Teams may use the Framework to identify projects to enhance program management, and in this case, project management tools and methodologies would be used to successfully complete those tasks.

PLANNING & EVALUATION FRAMEWORK

The Planning and Evaluation Framework Visual (Figure 1.) is a visual representation of how the supporting content of the Framework is organized. The PEF is comprised of the following content:

- Phase Guides
- Stage Guides
- Tools
- Concept Guides

There are three PHASES in the framework: **PLAN**, **IMPLEMENT** and **EVALUATE**. The Phases are supported by three high-level summary documents, known as phase guides. Each Phase Guide contains a brief description of the Stages and a list of Tools corresponding to each phase.

Each Phase has various *STAGES*. Each Stage has a distinctive purpose to support the role of its respective Phase. Stages are supported by a how-to document, known as the Stage Guide. These documents provide additional steps, Tools, and Checklists to help complete and achieve the purpose of the Stage.

Tools are useful templates that help you complete the planning and evaluation work as you use the Framework. Relevant tools are listed in both Phase and Stage Guides.

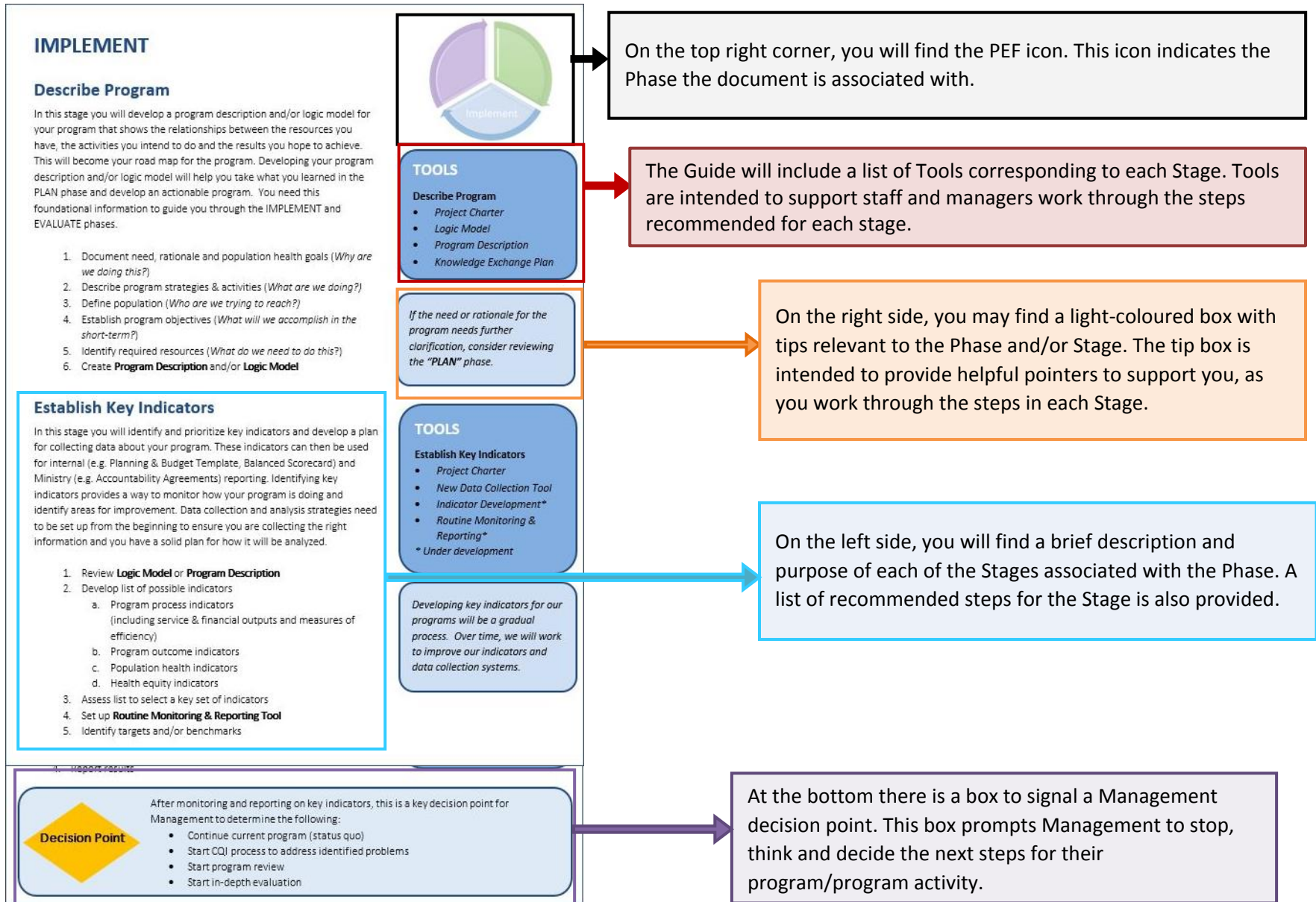
Health Equity and **Engage Stakeholders** are key concepts of the Planning and Evaluation Framework. These concepts encircle the Framework to illustrate their significance and relevance in each of the Phases and Stages. To support these concepts, two documents known as Concept Guides have been developed. These documents summarize the theoretical principles of each of the key concepts. As you work through the PEF, use the Concept Guides to consider how you can apply a health equity lens and engage stakeholders in your program(s).

Figure 1. Planning & Evaluation Framework Visual



PHASE GUIDE

There are three Phase Guides. These Guides contain a brief description of the Stages included in the Phase, and a list of relevant Tools and other useful elements to support your use of the PEF. These documents will help you gain a high-level understanding of the purpose and significance of each Stage and list the associated steps. Figure 2 provides an example of a Phase Guide and provides a brief explanation of the key components.



STAGE GUIDE

Stage Guides have a similar format to Phase Guides, but expand on the details for each Stage. This level of guide provides a step-by-step explanation for how to complete the work in the Stage. The key components included in these Guides (e.g. guiding questions, staff and manager checklists, etc.) will help you work through the Stage.

IMPLEMENT

Describe Program

In this stage you will develop a program description and/or logic model for your program that shows the relationships between the resources you have, the activities you intend to do and the results you hope to achieve. This will become your road map for the program. Developing your program description and/or logic model will help you take what you learned in the PLAN phase and develop an actionable program. You need this foundational information to guide you through the IMPLEMENT and EVALUATE phases.

1. Document need, rationale and population health goals (*Why are we doing this?*)
2. Describe program strategies & activities (*What are we doing?*)
3. Define population (*Who are we trying to reach?*)
4. Establish program objectives (*What will we accomplish in the short-term?*)
5. Identify required resources (*What do we need to do this?*)
6. Create **Program Description** and/or **Logic Model**

Establish Key Indicators

In this stage you will identify and prioritize key indicators and develop a plan for collecting data about your program. These indicators can then be used for internal (e.g. Planning & Budget Template, Balanced Scorecard) and Ministry (e.g. Accountability Agreements) reporting. Identifying key indicators provides a way to monitor how your program is doing and identify areas for improvement. Data collection and analysis strategies need to be set up from the beginning to ensure you are collecting the right information and you have a solid plan for how it will be analyzed.

1. Review **Logic Model** or **Program Description**
2. Develop list of possible indicators
 - a. Program process indicators (including service & financial outputs and measures of efficiency)
 - b. Program outcome indicators
 - c. Population health indicators
 - d. Health equity indicators
3. Assess list to select a key set of indicators
4. Set up **Routine Monitoring & Reporting Tool**
5. Identify targets and/or benchmarks



TOOLS

Describe Program

- *Project Charter*
- *Logic Model*
- *Program Description*
- *Knowledge Exchange Plan*

If the need or rationale for the program needs further clarification, consider reviewing the "PLAN" phase.

TOOLS

Establish Key Indicators

- *Project Charter*
- *New Data Collection Tool*
- *Indicator Development**
- *Routine Monitoring & Reporting**
- * *Under development*

Developing key indicators for our programs will be a gradual process. Over time, we will work to improve our indicators and data collection systems.

Skills Box: On the left side you will find a skills box, which lists a set of skills that may be helpful to complete the tasks associated with the stage.

Steps: The steps explain in greater detail how to complete the Stage. Some steps recommend specific Tools that may be useful in completing the Stage.

Guiding Questions: This section will help you consider some key questions as you work through the tasks associated with each Stage. These questions may also recommend the use of additional tools or Concept Guides. This is not an exhaustive list of questions.

Staff and Manager Checklists: Most stages will end with staff and manager checklists. These lists are designed to help you review the key elements of the stage. The questions included in each checklist are tailored to the work of each role group.

Frequently Asked Questions: where applicable, frequently asked questions pertaining to the stage will be provided. These FAQs will be questions that arise frequently when staff are working through PEF guides and tools.

Navigating the Framework

As you navigate through the Framework you will notice that some words or phrases are emphasized in different ways. The table below outline provides a brief description of what each notation means.

Notation	What it means	Example
<u>Glossary Term</u>	Words or phrases that are underlined are defined in the Framework Glossary.	These indicators can then be used for internal (e.g. <u>Planning & Budget Template, Balanced Scorecard</u>) and Ministry (e.g. Accountability Agreements) reporting.
Tools	Tools named within the text of the Framework are bolded. Tools are also listed in a box on the right hand side of <i>Stage</i> and <i>Phase Guides</i> . Note, bolding is also used to emphasize titles and heading through the Framework.	“Create Program Description and/or Logic Model ”
NAME OF PHASE	The names of phases are capitalized when referenced in text.	You need this foundational information to guide you through the IMPLEMENT and EVALUATE phases.
<i>Name of Stage</i>	The names of a particular stages are capitalized and italicized when referenced in text.	For an existing program, you can develop a Program Description to support you during the “ <i>Establish Key Indicators</i> ” stage of “IMPLEMENT” or during the “ <i>Focus Evaluation</i> ” stage of “EVALUATE.”