DEVELOPING AND IMPLEMENTING AN EVALUATION FRAMEWORK FOR DTFP

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Organization of presentation

Understanding of the project

- The challenge
- Expectations and way forward
- DTFP system and programs

Potential solutions

- Key evaluation questions
- Methodology, organizational, capacity building
- Products, processes
- The value added of our approach

DTFP PURPOSE

⌘ *"The DTFP aims to provide the incentive for provinces, territories and key stakeholders to initiate projects that lay the foundation for systemic change leading to sustainable improvement in the quality and organization of substance abuse treatment systems, as well as increase the availability of treatment services to meet the critical illicit drug treatment needs of at-risk youth in high needs areas."*

◇ *(DTFP Framework, Health Canada, 2008)*

Some Questions

Was the conceptualization of the substance use treatment system adequate in DTFP?
How can the initial implementation of DTFP help learn more about the substance use treatment system?

Were the incentives offered within DTFP adequate for movement towards system-level changes and integration?

How did the initial projects lay the foundation for systemic changes?

Are high end needs being met?

Do the enhancements in treatment services meet the needs of at-risk youth?

How are such changes sustainable?

For all of the above questions:
- How can we learn from this round of DTFP implementation for future programming for the treatment system and treatment services?
- What are the developmental needs of individual projects? What are developmental needs of the DTFP system?

Re-emphasising the system-level focus

⌘ "System-level activities, such as the development of clinical guidelines, standards of practice, data collection and sharing, program evaluation, functional linkages between providers, etc., are important activities toward forming and *sustaining a strong foundation* upon which provincial and territorial governments build and maintain their treatment services. Improvements to these system-level activities are fundamental to achieving more efficient, effective and timely substance abuse treatment overall in Canada."

◈ *(DTFP Framework, Health Canada, 2008)*

? **How** can this evaluation help with building of the above strong foundation?
How can this project contribute towards building evaluation skills and also contribute to enhancing the evaluation culture in the treatment system?

? **How** can this evaluation help examine the key assumptions of the system-level DTFP program theory?
How can such a focus lead to improvements in future versions of DTFP?

GUIDING PRINCIPLES(1)

⌘ Strengthening treatment systems is a complex process that involves the commitment and support of multiple stakeholders.

? Who are the key stakeholders and are they on the table? How could such engagement be improved over time?
What were the incentives to ensure that the key stakeholders were involved in strengthening treatment systems?

⌘ National and/or multi-jurisdictional DTFP funded systems enhancement activities undertaken by other stakeholders will complement and enhance provincial/territorial efforts.

? How is DTFP complementing and enhancing existing efforts?

Guiding Principles (2)—connections to the National Treatment Strategy

⌘ DTFP funded activities of national and/or multi-jurisdictional significance will be aligned with the recommendations/priorities identified in the National Treatment Strategy (NTS)?

? How is DTFP aligned with the NTS?
How can the evaluation help enhance the alignment with the NTS?
How is the DTFP aligned with the following core priorities of NTS?
How does DTFP advance and explicate the NTS core priorities?

1. articulating the core continuum of care;
2. implementing/sharing best practices across the specialized treatment system as well as the broader health continuum;
3. identifying the facilitators and barriers and knowledge exchange activities to ensure uptake of best practices evidence and promising practices;
4. addressing specific populations;
5. developing an integrated national database.

DTFP Expected Output

Enhanced collaboration on responses to treatment systems' issues within and among jurisdictions and stakeholders.

Enhanced commitments to effect system change in DTFP treatment systems' investment areas.

Increased access to evidence-informed practice information.

Enhanced Performance of the system

Increased capacity to evaluate substance abuse treatment systems'

Increased understanding of effective treatment systems' performance.

Enhanced capacity to deliver evidence-informed early intervention treatment programs and services to at-risk youth in high-needs areas (sunset result).

Increased availability/access to sustainable, evidence-informed early intervention treatment programs and services for at-risk youth in high needs areas (sunset result).

The DTFP implementation in Ontario

- Implementation of Evidence Informed Practice

- Strengthening Evaluation and Performance Measurement

- Linkage and Exchange

THE PROJECTS

⌘ Implementation of Evidence Informed Practice

⁕ [Best Practice Assessment Procedures Project](#), CAMH

⁕ [Peer Support Services: Best Practices Project](#), Addictions Ontario

⁕ [Trauma and Substance Abuse: Developing Best Practice Standards](#), Jean Tweed Centre

? What can we learn from each of these projects for the feasibility of developing guidelines for strengthening the treatment system?

Given the heterogeneities of needs in the substance use populations, are their multiple "best" practices?

How generalizable are the solutions from each of these projects to the overall treatment system?

How do these projects help identify areas of implementation in which evidence is especially inadequate?

Strengthening Evaluation and Performance Measurement

⌘ [Client Outcome Monitoring Project](#), CAMH

⌘ [Client Satisfaction Project](#), CAMH

⌘ [Assessment/Benchmark Addictions Treatment Costs Project](#), CAMH

⌘ [Youth Services System Review Project](#), CAMH

⌘ [Addiction Treatment Data Elements and Provincial Service Categories Project](#), DATIS-CAMH

⌘ [Residential Support Services Evaluation Project](#), Addictions Ontario

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How do the above projects contribute to learning about data needs for understanding system-level performance?

How is performance improvement defined in the above projects?

What are the key missing data gaps identified by the above projects?

How do the above projects contribute to an understanding of the time it will take to improve the treatment system outcomes?

What are some of the learnings from the above projects that are relevant to strengthening the evaluation culture in the treatment system?

Linkage and Exchange

- [Evidence Exchange Network](#),CAMH
- [The "Making Gains" Project](#), OFCMHAP

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What is the model of linkage (and spread) that is being adopted?

Is the model of linkage and exchange adequate to impact the treatment system?

Who are being linked and what is being exchanged?

What are examples of useful, actionable knowledge that is being exchanged?

What are the incentives to make the linkage and exchange a self-sustaining continuous process?

What different "knowledge sets and system roles" are being exchanged?

The Challenge (and opportunities) of Evaluating DTFP

- *From programs to systems;*
- *Initial theory of change needs updating;*
- *The challenge of studying multiple simultaneous impacts;*
- *The problems of a limited sphere of direct control;*
- *The timeline of impact problem;*
- *The attribution/contribution problem;*
- *The generalization problem*

Approach adopted by the Evaluation Centre

A **INTERVENTION THEORY AND DEVELOPING EXPECTATIONS OF IMPACTS OVER TIME**
- The key components of the complex intervention
- The program theory of the complex intervention
- Learning from the Evidence Base
- The anticipated timeline of impact

B **LEARNING FRAMEWORKS AND PATHWAYS OF INFLUENCE**
- The pathways of influence of an evaluation
- Learning framework for the evaluation

C **IMPACTS AND LEARNING**
- Assessing the impact of the intervention
- Learning about the intervention over time

D **SPREAD AND SUSTAINABILITY**
- Spreading learning from an evaluation
- Reflections on performance and sustainability

Features of the approach

What can we learn? How can we learn collaboratively?

How can the evaluation help with the development of the project while simultaneously addressing accountability goals?

How does the evaluation contribute to learning and accountability at the project level?

How does this learning transfer to the system level?

The Approach

- Co-constructed/Aligned with goals of DTFP

- Connect individual projects to systems

- Theories of change
  - Logic models will not be enough (necessary but not sufficient);
  - Thinking more rigorously about contexts, mechanisms, contingencies of systems level changes;

- Strong focus on evaluation capacity;

- Focus on developmental evaluation;

The Federal Requirements: Needs of the Treasury Board

Relevance

Issue #1: Continued Need for program → Assessment of the extent to which the program continues to address a demonstrable need and is responsive to the needs of Canadians

Issue #2: Alignment with Government Priorities → Assessment of the linkages between program objectives and (i) federal government priorities and (ii) departmental strategic outcomes

Issue #3: Alignment with Federal Roles and Responsibilities → Assessment of the role and responsibilities for the federal government in delivering the program

Performance (effectiveness, efficiency and economy)

Issue #4: Achievement of Expected Outcomes → Assessment of progress toward expected outcomes (incl. immediate, intermediate and ultimate outcomes) with reference to performance targets and program reach, program design, including the linkage and contribution of outputs to outcomes

Issue #5: Demonstration of Efficiency and Economy → Assessment of resource utilization in relation to the production of outputs and progress toward expected outcomes

1. Orientation

Really about building relationships and clarity about what is achievable with this evaluation.

An initial understanding of the 12 DTFP programs

Document reviews

Literature reviews

Understanding of the overall DTFP system

Understanding funders expectations

Initial meetings with steering group

Capacity building workshops

Learning from the evidence base

The anticipated timeline of impact

2. Developing the Evaluation Work Plan

An Intervention profile

- Project level/system level

A theory of change

- Project level/system level
- Results expectations, success criteria, results chain, program theory of change;
- Understanding of contexts and mechanisms

A measurement and design strategy

Monitoring
Indicators, monitoring schedule, baselines, identification of users, data quality procedures

Evaluation
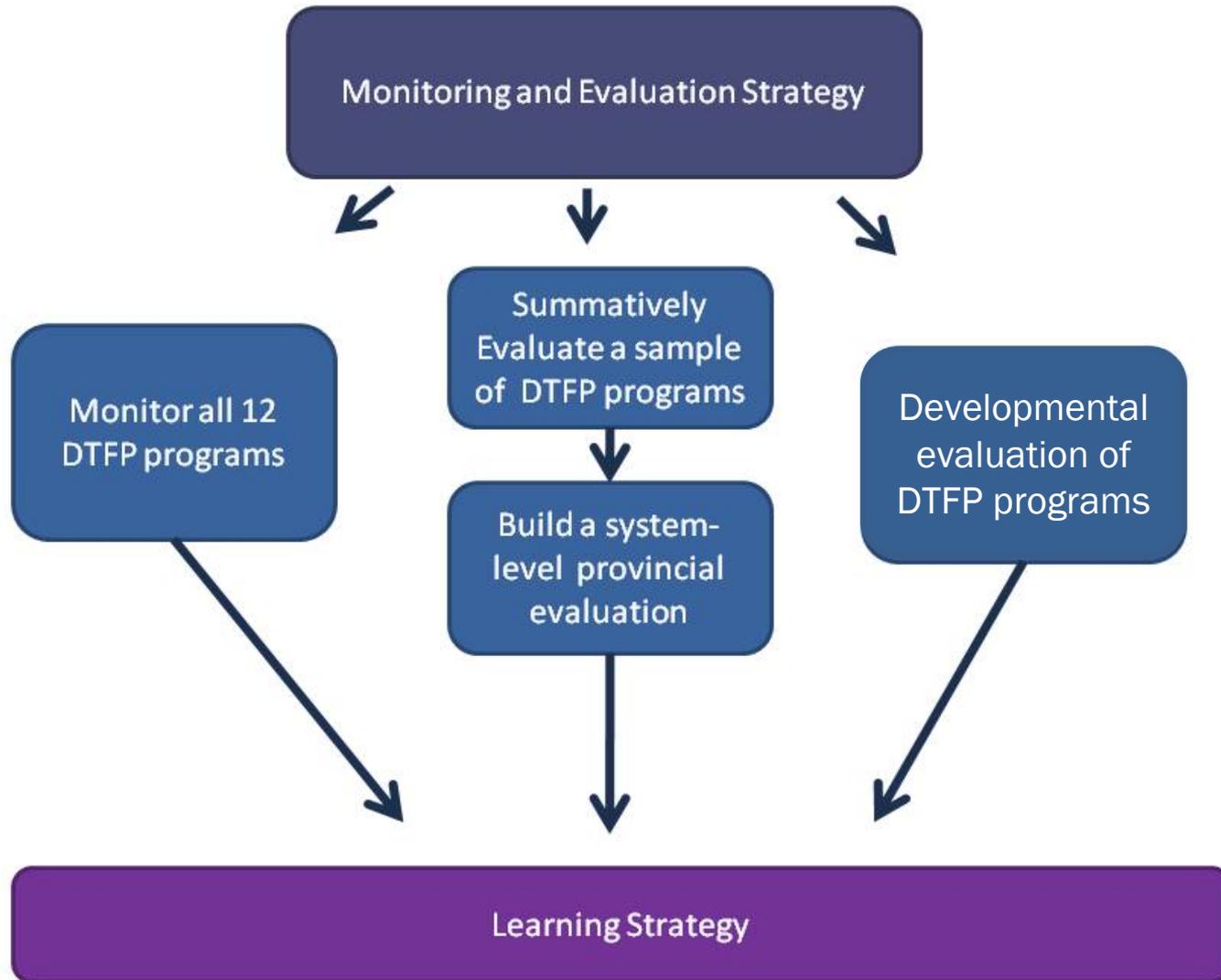Developmental, formative and summative

A learning strategy

- Reporting, learning structures
- Plans for linkage and exchange

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KEY QUESTION
How can developing the work plan help develop evaluation capacity? Connect with variety of stakeholders to develop a learning strategy while developing the plan.

3. A strategy for data collection

4. Reporting (Deliverables)

- **Orientation**
  - An initial evaluation capacity building workshop;
  - An initial system level theory of change ;

- **Developing an evaluation plan**
  - Sharing the evaluation plan widely;

- **Data Collection and Analysis**
  - An updated theory of change report;
  - A formative/developmental evaluation report;
  - A summative evaluation report

- **Reporting**
  - In addition to above, a final report that includes:
    - Recommendations
    - Alignment of learning with future initiatives;
    - Address learning and accountability requirements;
    - Perhaps a final evaluation capacity building workshop.

Deliverables

Dec 10/2011	Evaluation Concept Paper
Jan 15/2012	Evaluation workplan
July 31/2012	Semi annual progress report
Jan 15/2012	Interim report
Oct 15/2012	Semi annual progress report
Mar 15/2013	Draft final report
April 15/2013	Final report

Task 1: Orientation

•As getting the work started depends critically on getting the go-ahead from CAMH and other partners on the work plan, these actions need to be done in a timely manner.

Month 1

Task 2: Evaluation Plan

•DTFP stakeholder organizations are responsive to time sensitive request.
•Getting information on monitoring and reporting requirements will be particularly critical in developing the evaluation framework.
•The documents are manageable to review in the sho~~rt~~ available.

Month 2 - 4

Task 3: Data Collection and Analysis

(i) Information on the monitoring plans for each of the DTFP programs are shared with the consultants on a timely basis; (ii) Information on the general monitoring requirements for DTFP grants are shared with the consultants; (iii) Information on the evaluation requirements for the DTFP is shared with the consultants.
Data must be at a high level of quality to support the impact evaluation.

Month 4 - 20

Task 4: Reporting and Learning Strategy

•Stakeholders are interested in the results from the DTFP monitoring and evaluation.
•Timely feedback from stakeholders.

Month 5 - 21

TIME (months)

Discussion Questions

- What are relevant questions you would like the evaluation to answer in the next 18 months?

- How would answering these question help make decisions to sustain DTFP?

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