

EVALUATION FRAMEWORK

Pan-Canadian Joint Consortium for School Health



Prepared by Jamie Gamble
Imprint Consulting
January 2017

Contents

- 1. Purpose 1
- 2. Evaluation Users 3
- 3. Long-term Outcomes & Goals 4
- 4. Leadership 5
- 5. Knowledge Development and Exchange 7
- 6. Capacity Building 8
- 7. Monitoring, Evaluation and Accountability 11
- 8. Data and Methods 12
- 9. Analysis and Reporting 13

1. Purpose

The purpose of this framework is to guide the design and implementation of an evaluation of the Pan-Canadian Joint Consortium for School Health (JCSH).

Specifically, the document:

- **Defines the users of the evaluation**
- **Outlines the main areas of inquiry for the evaluation**
- **Describes the anticipated data sources, processes for analysis, and evaluation products**

About the Evaluation

The objective of this evaluation framework is to provide guidance to the implementation of an evaluation that is integrated into the ongoing work of JCSH. This represents an expanded view of evaluation, which has historically been an end of mandate activity. The evaluation will be a hybrid of internal and external effort: the JCSH Secretariat will carry out some activity (with coaching from an external evaluation expert), and some activity will be contracted to external consultants.

Principles to Guide the Evaluation

The evaluation is developed with the following principles and intentions:

- The evaluation meets practical needs that inform improvements to JCSH strategy & activity.
- The effort is proportional to the scope of JCSH's overall effort.
- The evaluation takes steps to minimize the additional burden on stakeholders, recognizing that some effort (source of data and analysis) from SHCC and Management Committee members is an essential contribution. We acknowledge that formalizing evaluation as a core function of JCSH work entails more

work for staff and committee members at certain time intervals. Evaluation efforts will be scoped to ensure that the utility of these efforts is maximized, and that unneeded effort is avoided.

- The evaluation takes into account the inherent complexity of JCSH including diverse jurisdictions with different needs, JCSH's role as an intermediary, and the complex nature of capacity building.
- The evaluation supports the implementation of its 5 year strategy, and supports an emergent approach where the nuances of implementing the strategy are expected to evolve in response to a complex operating environment.
- The evaluation will embrace a developmental approach. Developmental evaluation is an evaluative approach that supports the innovative development of a process, program, product, or model, etc. It differs from summative and formative evaluation as it is not intended to render judgement, rather surface intelligence regarding what is working for whom, and why this is. Its focus is on generating real-time information that can be used to change rapidly and adapt approaches and strategies in order to meet desired results.

2. Evaluation Users

The following table outlines the primary users of the evaluation.

User	Use
JCSH Management Committee	<ul style="list-style-type: none"> ■ Guide adaptations within the JCSH strategy ■ Help articulate the value created by their participation in and contribution to JCSH ■ Contribute to the review of JCSH at the end of the 5 year mandate
JCSH School Health Coordinators' Committee	<ul style="list-style-type: none"> ■ Guide adaptations within the JCSH strategy ■ Help articulate the value created by their participation in and contribution to JCSH ■ Improve services and approaches ■ Contribute to the review of JCSH at the end of the 5 year mandate
JCSH Secretariat	<ul style="list-style-type: none"> ■ Support the implementation and adaptation of JCSH strategy ■ Improve services and approaches ■ Identify emerging needs and priorities
Advisory Committee of Deputy Ministers of Education (ACDME); Conference of Federal-Provincial-Territorial Deputy Ministers of Health	<ul style="list-style-type: none"> ■ Assess the value of JCSH ■ Inform the mandate renewal process

3. Long-term Outcomes & Goals

This section summarizes the main areas of JCSH's strategic plan.

JCSH's strategic plan (2015-2020) outlines three long-term outcomes, and four goals for advancing towards these long-term outcomes. The outcomes and goal of the strategic plan will be the organizing framework for the evaluation.

Long-term Outcomes

- Increased System Capacity, Collaboration, and Efficiency
- Increased Research Coordination
- Increased Inter-Sectoral Action between Education and Health

Goals

Goal 1: Leadership

To advance the principles of comprehensive school health through policy, practice, and research.

Goal 2: Knowledge Development and Exchange

To build, share, and leverage knowledge to support the learning, health, and well-being of children and youth in Canada.

Goal 3: Capacity Building

To enable member jurisdictions to advance a comprehensive school health approach to support optimal learning, health, and well-being.

Goal 4: Monitoring, Evaluation and Accountability

To develop and implement a comprehensive evaluation framework for the goals, strategies, and action plans of the JCSH 2015-2020 Strategic Plan.

4. Leadership

This section outlines the primary questions that will be addressed for goal 1.

Goal 1: To advance the principles of comprehensive school health through policy, practice, and research.

Strategies

Strategy 1: Support Ministries of Education and Ministries responsible for Health and/or Wellness in collaborating across the sectors.

Evaluation Question	How to assess
To what extent and in what ways has the work of JCSH enhanced collaboration between ministries of health and education within jurisdictions?	<ul style="list-style-type: none">■ Collaboration Rubric■ Annual survey of Management Committee and School Health Coordinators' Committee■ JCSH staff observations and reflections
What, if any, cross-sectoral or cross-jurisdictional collaborations emerge?	<ul style="list-style-type: none">■ Annual survey of Management Committee and School Health Coordinators' Committee■ JCSH staff observations and reflections

Strategy 2: Strengthen existing partnerships and align with federal, provincial, and territorial (FPT) work.

Evaluation Question	How to assess
How engaged are those involved with the network?	<ul style="list-style-type: none">■ Network Map■ JCSH staff/committee member observations and reflections
What are the main themes in federal, provincial and territorial work that JCSH should align to?	<ul style="list-style-type: none">■ Annual survey of Management Committee and School Health Coordinators' Committee■ JCSH staff/committee member observations and reflections

Strategy 3: Engage new partner organizations within the health / wellness / education fields.

Evaluation Question	How to assess
What, if any, new partner organizations engage with the network?	<ul style="list-style-type: none"> ■ Network Map ■ Tracking by JCSH staff
What compels them to become involved and what do they benefit from engaging with JCSH?	<ul style="list-style-type: none"> ■ Annual Partner Survey

Strategy 4: Explore engagement of additional sectors beyond health / wellness / education.

Evaluation Question	How to assess
To what extent do individuals and organizations from other sectors engage with JCSH?	<ul style="list-style-type: none"> ■ Network Map ■ Tracking by JCSH staff ■ JCSH staff/committee member observations and reflections

Strategy 5: Strengthen inclusiveness in the work of the JCSH to support the needs of diverse populations.

Evaluation Question	How to assess
What are we learning that can help us to determine our role and develop an approach for strengthening the inclusiveness in our work? (e.g. Northern Canada, Indigenous, LGBTQ, newcomers)	<ul style="list-style-type: none"> ■ JCSH staff/committee member observations and reflections ■ Ad hoc assessments and rapid feedback loops ■ Input from these communities, domain experts and collaborators

5. Knowledge Development and Exchange

This section outlines the primary questions that will be addressed for goal 2.

Goal 2: To build, share, and leverage knowledge to support the learning, health, and well-being of children and youth in Canada.

Strategies

Strategy 1: Develop a comprehensive research and knowledge exchange strategy.

Evaluation Question	How to assess
To what extent and in what ways are jurisdictions exchanging knowledge about comprehensive school health (within jurisdictions and across jurisdictions)?	<ul style="list-style-type: none">■ Annual survey of Management Committee and School Health Coordinators' Committee■ JCSH staff/committee member observations and reflections
What are emerging issues in school health that could be supported by connecting to research activity?	<ul style="list-style-type: none">■ Annual survey of Management Committee and School Health Coordinators' Committee■ JCSH staff/committee member observations and reflections
What researchers and research institutions is JCSH engaged with?	<ul style="list-style-type: none">■ Tracking

6. Capacity Building

This section outlines the primary questions that will be addressed for goal 3.

Goal 3: To enable member jurisdictions to advance a comprehensive school health approach to support optimal learning, health, and well-being.

Strategies

Strategy 1: Promote provincial and territorial efficiencies and effectiveness by developing and adapting tools and resources that support the use of a comprehensive school health approach.

Evaluation Question	How to assess
What tools and resources are most useful to jurisdictions?	<ul style="list-style-type: none">■ Annual survey of Management Committee and School Health Coordinators' Committee
To what extent are members disseminating the tools and resources developed by JCSH? What are we learning about dissemination?	<ul style="list-style-type: none">■ Annual survey of Management Committee and School Health Coordinators' Committee
What are we learning about how to develop and adapt JCSH tools and resources to meet the needs of diverse/inclusive communities of interest?	<ul style="list-style-type: none">■ Annual survey of Management Committee and School Health Coordinators' Committee■ Stakeholder engagement■ JCSH staff/committee member observations and reflections

Strategy 2: Promote provincial and territorial efficiencies and effectiveness by coordinating the exchange and dissemination of knowledge between sectors and among jurisdictions.

Evaluation Question	How to assess
To what extent do jurisdictional members think their involvement with JCSH has enhanced their capacity to improve school health?	<ul style="list-style-type: none"> ■ Annual survey of Management Committee and School Health Coordinators' Committee
What are emerging issues in school health that could inform and direct the work of JCSH?	<ul style="list-style-type: none"> ■ Annual survey of Management Committee and School Health Coordinators' Committee ■ JCSH staff/committee member observations and reflections

Strategy 3: Influence external partners to adopt a comprehensive school health approach in their work and resource development.

Evaluation Question	How to assess
To what extent are external partners engaged in thinking about a comprehensive school health approach?	<ul style="list-style-type: none"> ■ Annual Partner Survey ■ JCSH staff/committee member observations and reflections

Additional Questions: There are additional questions for the evaluation that are not associated with any specific strategy.

Evaluation Question	How to assess
Special Case Studies: From time to time, when a new policy or practice is adopted (within a jurisdiction) that reflects a positive development in school health, an in-depth analysis would be done to review the nature of JCSH's contribution to the changes.	<ul style="list-style-type: none"> ■ Annual survey of Management Committee and School Health Coordinators' Committee ■ Case Studies (when appropriate)

What value do jurisdiction members draw from being involved in JCSH?

- Annual survey of Management Committee and School Health Coordinators' Committee

What do members and other stakeholders identify as the most useful JCSH activity that supports building their capacity?

- Annual survey of Management Committee and School Health Coordinators' Committee
- Annual Partner Survey

7. Monitoring, Evaluation and Accountability

This section outlines the primary questions that will be addressed for goal 4.

Goal 4: To develop and implement a comprehensive evaluation framework for the goals, strategies, and action plans of the JCSH 2015-2020 Strategic Plan.

Strategies

Strategy 1: Develop an evaluation framework and monitoring plan that encompass the scope of activities of the JCSH as well as the tools and resources created to support comprehensive school health.

Evaluation Question	How to assess
How has JCSH applied evaluation findings?	<ul style="list-style-type: none">JCSH staff/committee member observations and reflections
How can evaluation activity be improved to better serve the needs of JCSH?	<ul style="list-style-type: none">JCSH staff/committee member observations and reflectionsAnnual survey of Management Committee and School Health Coordinators' Committee
When JCSH embarks on a new strategy or area of focus (e.g. inclusivity, northern Canada, etc.) what early feedback can help shape the development and implementation of this strategy?	<ul style="list-style-type: none">JCSH staff/committee member observations and reflectionsTracking by JCSH staffAdditional evaluation activity as appropriate to the strategy

8. Data and Methods

This section outlines the various data sources and collection strategies that will provide the information to help answer the evaluation’s key questions.

	Description	Frequency/Timing
Survey of Management Committee and School Health Coordinators’ Committee Surveys	A web-based survey targeting SHCC and Management Committee members. The survey will be comprehensive and collect perspectives, examples, observations and opinions relating to most of the evaluation questions identified in earlier sections.	Once annually, approximately one month in advance of the Fall SHCC and Management Committee meetings (October).
Annual Partner Survey	A web-based survey targeting partner organizations (and individuals) to collect perspective on why they are engaged JCSH, and what value they get from JCSH.	Once annually, approximately one month in advance of the Fall SHCC and Management Committee meetings.
JCSH staff/committee member observations and reflections	Insights and perspectives shared at meetings and evaluation workshops.	Done as part of the evaluation workshops (frequency varies, see analysis section).
Tracking by JCSH staff	Simple tracking tools to capture key information in to course of JCSH’s business.	Ongoing.
Network Map	A visual representation of the connections across a system. This will be a simple assessment based on observations of JCSH staff.	Updated once annually.
Collaboration Rubric	A structured guide for assessing the extent of collaboration within a jurisdiction.	Updated once annually.
Case Studies (when appropriate)	A comprehensive review of a specific example of a policy change. Info sources will vary, but are most likely a series of interviews with key individuals involved and review of key documents.	Ad-hoc.

9. Analysis and Reporting

This section outlines the workshops for analyzing data and expectations for reporting.

JCSH Staff : Once per quarter, the JCSH staff will engage in a half-day workshop to document observations, review and update data, and think critically about the immediate work of JCSH. The purpose is to review the findings from ongoing evaluation activity to a) help JCSH to customize support to meet the unique needs of each jurisdiction, b) make course corrections in the implementation of JCSH strategy, c) inform issues and questions to come forward to SHCC and Management Committee meetings, and d) adjust evaluation activity going forward.

School Health Coordinators' Committee : Twice per year (Spring and Fall), the SHCC will reserve a half-day of their meeting time for an evaluation workshop. The purpose is to review the findings from the past year's evaluation activity, and draw conclusions that can inform the work of JCSH going forward.

Management Committee: Once per year (Fall), the Management Committee will reserve a half-day of their meeting time for an evaluation workshop. The purpose is to review the findings from the past year's evaluation activity, and draw conclusions that can inform the work of JCSH going forward.

Summary Report: Once per year (following the Management Committee evaluation workshop) a summary evaluation report will be produced as a record of key insights, lessons and conclusions. This document will provide a resource to the work of JCSH in the following year, and the cumulative set of reports over a mandate will be used as source data for a comprehensive end of mandate review.