

**REQUEST FOR PROPOSAL FOR ONTARIO SCI INITIATIVE PROGRAM EVALUATION
SERVICES FOR THE PERIOD
APRIL 1, 2019 TO JULY 31, 2020**

1. GENERAL INFORMATION.

- a. **Purpose.** This request for proposal (RFP) is to contract for **Program Evaluation** services to be provided to the **RICK HANSEN INSTITUTE** from **April 1, 2019 to July 31, 2020**.
- b. **Who May Respond.** Organizations working in the Province of Ontario.
- c. **Instructions on Proposal Submission.**
 - i. **Intent to Bid Date.** Intent to Bid notices (Schedule A) should be submitted no later than **4:30 PM Pacific Standard Time on February 12, 2019**.
 - ii. **Closing Submission Date.** Proposals must be submitted no later than **4:30 PM Pacific Standard Time on February 18, 2019**.
 - iii. **Inquiries.** Inquiries concerning this RFP should be directed to: **Diana Tindall, dtindall@rickhanseninstitute.org** no later than **4:30 PM Pacific Standard Time on February 12, 2019**. Answers to inquiries will be shared with all Offerors who have submitted an Intent to Bid.
 - iv. **Instructions to Prospective Contractors.** Your proposal should be addressed as follows: **Diana Tindall, Evaluator, Rick Hansen Institute dtindall@rickhanseninstitute.org**. It is the responsibility of the Offeror to insure that the proposal is received by RHI, by the date and time specified above. Late proposals will not be considered.
 - v. **Conditions of Proposal.** All costs incurred in the preparation of a proposal responding to this RFP will be the responsibility of the Offeror and will not be reimbursed by the Rick Hansen Institute (hereinafter referred to as RHI).
 - vi. **Right to Reject.** RHI reserves the right to reject any and all proposals received in response to this RFP. A contract for the accepted proposal will be drafted based upon the factors described in this RFP.
 - vii. **Notification of Award.** It is expected that a decision selecting the successful contractor will be made within three weeks of the closing date for the receipt of proposals. Upon conclusion of final negotiations with the successful contractor, all Offerors submitting proposals in response to this Request for Proposal will be informed, in writing, of the decision.

- viii. **Term of Engagement.** The engagement will be for a period of 29 months, subject to milestone reviews. The engagement will commence April 1, 2019. It is expected that the contract shall be an annual contract based on expected services and within the available budget.

d. Description of Our Initiative

For the past decade, the Rick Hansen Institute (RHI) and the Ontario Neurotrauma Foundation (ONF) have partnered with Ontario researchers and health care professionals to improve health outcomes for individuals with spinal cord injuries.

The Initiative undertakes Platform activities related to Network Development, Best & Brightest, Informatics, the Rick Hansen Spinal Cord Injury Registry (RHSCIR) and Management/Administration. These platform activities support those of four core programming areas: Cure, Care, Commercialization, and Consumer Engagement.

- Program activities are intended to lead to outputs such as new knowledge/innovations, knowledge translation products and organizations assisted.
- These outputs are intended to lead to new awareness and use of the knowledge created/translated, as well as promising innovative SCI technologies (drugs and devices) being identified and/or assessed, validated and incubated/accelerated.
- These actions are intended to accelerate SCI research toward cure(s), improve and optimize care, enhance commercialization of innovations and increase opportunities for consumer engagement.

More detailed information on the Initiative is included in Schedule B.

2. **SCOPE OF SERVICES.** The Offeror shall be readily available to perform the following Program Evaluation services, as requested. The scope of services being requested is attached in Schedule B.

Although it is preferable to submit a proposal covering all of the above areas, RHI will consider proposals for subsets of these areas. The maximum budget for all services and expenses is \$95,000 excluding applicable taxes.

Offeror shall be prepared to submit detailed billing statements for all services billed monthly, if any, broken down into time increments of no more than a quarter hour. Offeror shall also include summaries of work performed and time spent on services performed, as discussed below.

3. **PROPOSAL CONTENTS.** The Offeror, in its proposal, shall, as a minimum, include the following;
- a. **Approach to Scope of Work.** The Offeror should describe its proposed approach(es) to the work outlined in the attached Scope of Work. This should include strengths of the

proposed approach(es), potential challenges (and solutions to them) as well as proposed milestones and deliverables.

- b. Experience.** The Offeror should describe its Program Evaluation experience, including the names, addresses, contact persons, telephone numbers and emails of *at least three client references*, preferably including clients similar to RHI and ONF. Experience should include the following categories:
 - i. Experience providing program evaluation services non-profit or charitable organizations.
 - ii. Experience providing program evaluation services to clients conducting similar programs and government or donor-funded services.
- c. Organization Information.** If the Offeror is an organization, it should describe its organization type, size, structure, areas of practice, and office location(s).
- d. Staff Experience and Qualifications.** The Offeror should have experience in the following areas: with similar clients and program evaluation of similar services. The Offeror should describe the qualifications of staff to be assigned to the project. Descriptions should include:
 - i. Education and employment of each staff.
 - ii. Overall supervision to be exercised.
 - iii. Prior experience of the individual staff with respect to the required experience listed above. Only include resumes of staff likely to be assigned to the project. Background, position in the organization, years and types of experience, and continuing professional education will be considered.
- e. Price.** The Offeror's proposed price should include information on the billing rates of each staff member who is expected to work on this project, their expected hours and charges for expenses, if any, such as travel, research, copies, and faxes. RHI reserves the right to negotiate with the Offeror on the structure of the billing fee payments.
- f. Confidentiality.** Staff must ensure the confidentiality of information obtained as a result of their involvement with RHI matters is maintained.
- g. Independence.** The Offeror must provide a statement confirming their independence from RHI.

4. PROPOSAL EVALUATION

- a. **Submission of Proposals.** All proposals shall be submitted to dtindall@rickhanseninstitute.org by **4:30 pm PST** on **February 18, 2019**.
- b. **Evaluation Procedure and Criteria.** A review committee will review proposals and may request an interview or meeting with some qualified Offerors prior to final selection. Proposals will be reviewed in accordance with the following criteria:
 1. Proposed approach to scope of work.
 2. The Offeror's experience with similar clients and program evaluation of similar services.
 3. Level of experience and qualifications of the individual(s) identified to work on this evaluation.
 4. Cost.
 5. Value in Kind.
 6. Interviews, if conducted.
 7. Response from references.
 8. Other

SCHEDULE A

Notice of Intent to Bid

This is to declare that the undersigned intends to respond to the Rick Hansen Institute's:

Request for Proposals, Ontario SCI Initiative Program Evaluation Services

Company _____
(legal entity of intended signatory to a contract)

Mailing Address/Phone/Email _____

Contact Person _____

Authorized Signature and Date _____

Print Name _____ **Title** _____

Return by email no later than **4:30 PM Pacific Standard Time** on **February 12, 2019** to:
dtindall@rickhanseninstitute.org

SCHEDULE B – ONTARIO SCI INITIATIVE EVALUATION PLAN

Health Promotion Consulting Group

Ontario SCI Initiative (2017-20) Evaluation

Rick Hansen Institute and
Ontario Neurotrauma Foundation

Evaluation Plan v.5.0

January 29, 2019

Contents

<u>1.0</u>	<u>Background</u>	1
<u>1.1</u>	<u>Overview of the Ontario SCI Initiative</u>	2
<u>1.2</u>	<u>Budget</u>	4
<u>1.3</u>	<u>Projects</u>	5
<u>2.0</u>	<u>Evaluation Focus</u>	6
<u>3.0</u>	<u>Evaluation Framework</u>	7
<u>4.0</u>	<u>Evaluation Workplan</u>	9
<u>5.0</u>	<u>Analysis Framework</u>	10
<u>6.0</u>	<u>Evaluation Timeline</u>	11
<u>DEFINITIONS</u>	12
<u>Appendix A</u>	<u>RHI/ONF Ontario SCI Initiative Logic Model</u>	13
<u>Appendix B</u>	<u>Detailed Evaluation Framework</u>	14
<u>Appendix C</u>	<u>Evaluation Sampling Strategy</u>	30
<u>Appendix D</u>	<u>Evaluation Tasks</u>	31
<u>Appendix E</u>	<u>Analytical Methods</u>	32
<u>Appendix F</u>	<u>List of Documents/Literature/Data for Review</u>	1

1.0 Background

The Canadian health care system, while invaluable to Canadians, imposes a major financial burden on the provinces. As the responsibility for supporting the health care system has shifted from federal jurisdiction, provincial governments are increasingly challenged to provide high quality care at a sustainable cost, in an environment of constant change and escalating patient expectations.

Reducing health care demand by implementing improved prevention and treatment initiatives is a logical and well-reasoned strategy for containing health care costs. Better patient outcomes imply reduced long-term health care needs and costs. In focusing on the costs of health care, however, Canada too often overlooks the potential of the health care industry as a driver of economic growth. Ensuring that new research discoveries and innovations become available as commercialized products benefits patients, the health care system, and the economy.

In partnership with the Government of Ontario, the Rick Hansen Institute (RHI) and the Ontario Neurotrauma Foundation (ONF) are utilizing both strategies – improved care *and* commercialization – to improve outcomes for Ontarians living with a Spinal Cord Injury (SCI), reduce associated health care costs, and contribute to economic growth in Ontario’s bioscience sector.

The RHI-ONF partnership is directly aligned with the priorities of the Ontario Ministry of Economic Development, Job Creation, and Trade, and supports the following Ministry objectives:

- Foster scientific discovery and commercialization of new technologies and products that can be marketed to the world;
- Harness Ontario’s talented workforce, entrepreneurial spirit and highly developed industry clusters;
- Help build an innovative culture in Ontario; and
- Support job creation and economic growth for all Ontarians;

The partnership also contributes to the following objectives of the Ontario Ministry of Health and Long-term Care:

- Improve access to care by enhancing access to primary care providers, and reducing unnecessary emergency room visits;
- Deliver better coordinated care in the community and closer to home;
- Educate patients to make the right decisions about their health; and
- Sustain the health care system;

RHI and ONF have partnered on SCI initiatives for the past decade, with the generous support of the Government of Ontario. In 2017, the Government of Ontario Ministry of Research, Innovation, and Science (now the Ministry of Economic Development, Job Creation, and Trade) generously renewed funding to RHI and ONF, investing \$6.43 million over a 3-year period (1 April 2017 – 31 March 2020).

More than 33,000 Ontarians live with a SCI, and there are 1,560 new injuries each year as a result of traumatic (motor vehicle collisions, falls, violence, sports injuries) and non-traumatic (degenerative disease processes including cancer, viral and bacterial infections, multiple sclerosis, etc.) causes.¹ SCI

¹ Noonan V, Fingas M, Farry A, Baxter D, Singh A, Fehlings M, Dvorak M. Incidence and prevalence of spinal cord injury in Canada: a national perspective. *Neuroepidemiology*. 2012;38:219–226.

results in permanent paralysis, decreased quality of life, and life expectancy reduced by 20-30 years. Individuals living with SCI are extremely susceptible to a wide range of serious secondary complications, many of which are preventable, that are estimated to account for more than 8,500 hospital admissions each year, at a cost to the Ontario health care system of \$199 million annually. The total cost of spinal cord injury in Ontario is estimated to exceed \$1 Billion annually.² Significant cost reduction potential is associated with improved health outcomes and prevention of secondary complications for Ontarians living with SCI.

The Rick Hansen Institute and the Ontario Neurotrauma Foundation recognize that research alone is insufficient to improve health outcomes and reduce the costs associated with SCI. Failure to translate research knowledge effectively into practice is a major barrier preventing human and economic benefit from advances in biomedical sciences. RHI and ONF are committed to integrated knowledge exchange, best practice implementation, and commercialization as essential steps to achieve the desired outcomes from research investments.

1.1 Overview of the Ontario SCI Initiative

The Ontario SCI Initiative (the Initiative) utilizes a multi-stakeholder, multi-component model to achieve its objectives. The five main strategies of the Initiative are:

Consumer Engagement: Providing benefit to people with SCI (consumers) is the focus of all activities at ONF and RHI. Informing, empowering, and engaging consumers to seek opportunities to participate in clinical research and make informed decisions about their health is critical to achieving meaningful advances in SCI health care. The Consumer Engagement program has four main objectives: (1) providing opportunities for consumers to voice their priorities to shape and drive SCI research and best practice initiatives, (2) working with consumers and community groups to resolve systemic barriers, (3) increasing consumers' awareness of the research environment, encouraging them to participate in research, and providing them with the skills to make meaningful and knowledgeable contributions to research design, and (4) increasing self-management skills among individuals with SCI to improve their quality of life and reduce the incidence of secondary health complications and associated costs. These objectives will be met by initiatives to solicit consumer input, identify and address systemic barriers, and provide opportunities for knowledge exchange between consumers, researchers, and health care professionals.

Translational Research: The SCI Translational Research program has dual objectives: (1) increased understanding of spinal cord function and regeneration mechanisms in support of the search for a cure for spinal cord injury, and (2) the development of improved interventions for secondary complications, coupled with improved access to primary care for Ontarians with SCI, and enhanced understanding of SCI-specific health care utilization. Access to primary care and SCI expertise is often a barrier for individuals living in remote, rural regions, as well as major urban centres. Open and directed calls will support Ontario-based researchers and health care professionals to achieve both objectives. Particular focus will be placed on research that has market potential. Commercialization of best practice

² Krueger H, Noonan V, Trenaman L, Joshi P, Rivers C. The economic burden of traumatic spinal cord injury in Canada. *Chronic Diseases and Injuries in Canada*. 2013; 33(3):113-121.

therapeutics, medical devices, and diagnostics can make these innovations widely available to consumers and health care professionals, and provide economic benefits to the province.

The Rick Hansen Institute leads a pan-Canadian and increasingly international network of SCI researchers, health care professionals, policy makers, entrepreneurs, and consumers. The Ontario SCI network is a cornerstone of the national network – ONF and Ontario-based researchers, health care providers, community organizations, and consumers play key leadership roles within the national network, initiating and piloting programs that will ultimately be implemented nationally. The Rick Hansen Spinal Cord Injury Registry is the backbone of the national network, providing a secure, online longitudinal SCI database that facilitates data capture and sharing, coast-to-coast collaboration, and serves as the infrastructure which supports many of the research and best practice implementation projects that make up the Ontario initiative. The Registry is operational at 11 hospitals in Ontario, including four in Toronto, three in London, two in Hamilton, and two in Ottawa.

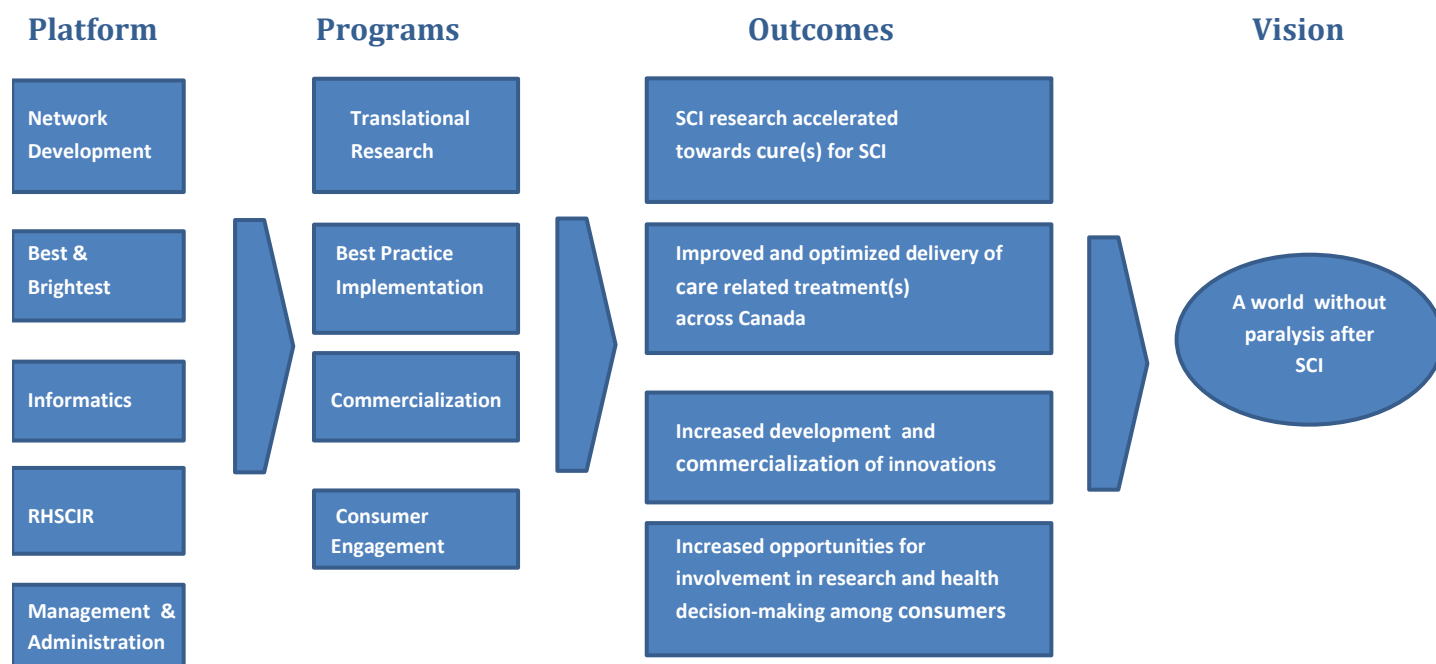
Best Practice Implementation: The research investments will be integrated with Best Practice Implementation initiatives to ensure investment in research is fully realized as health and economic benefits in Ontario. Dissemination and implementation of evidence-based best practices will improve access to care, reduce variability in care, improve patient outcomes, and ultimately, reduce costs to the health care system.

Best & Brightest: Building expertise and capacity in SCI research and care by offering post-doctoral fellowships in SCI research at Ontario universities.

Leadership, Accountability and Impact Analysis: The Consumer Engagement, Research, Best Practice, and Best & Brightest initiatives are supported by health economics, network development, evaluation, coordination, and reporting resources to ensure quality and accountability: outcomes are measured and documented, objectives are met, and projects are integrated to provide maximum benefit and return on investment.

The causal relationship between these five strategies and their associated outcomes are depicted in the Initiative logic model below and in more detail in Appendix A.

Exhibit 1. Ontario SCI Initiative Logic Model



1.2 Budget

The budget for the current agreement by strategy and fiscal year is shown in Exhibit 2.

The total budget for the three year period is \$6.4 million. It is to be expended relatively evenly over each of the three years.

The budget focuses on funding Best Practice Implementation (\$2.8 million) and Translational Research (\$1.7 million) projects. It also funds a variety of Consumer Engagement, Best & Brightest and Leadership, Accountability & Impact Analysis projects each year.

Exhibit 2. Budget 2017-20 by Strategy and Fiscal Year

Strategy	F2018	F2019	F2020	2017-2020 Total
Strategy 1: Consumer Engagement	\$240,000	\$270,000	\$255,000	\$765,000
Strategy 2: Translational Research	\$1,470,000	\$150,000	\$100,000	\$1,720,000
Strategy 3: Best Practice Implementation	\$335,000	\$1,260,000	\$1,250,000	\$2,845,000
Strategy 4: Best & Brightest	\$225,000	\$75,000	\$150,000	\$450,000
Strategy 5: Leadership, Accountability & Impact Analysis	\$160,000	\$245,000	\$245,000	\$650,000
TOTAL	\$2,430,000	\$2,000,000	\$2,000,000	\$6,430,000

1.3 Projects

The Initiative is funding more than 20 projects over three years. Exhibit 3 presents a list of the current 2017-20 agreement projects.

A number of these projects were also active prior to the current funding term. Ontario SCI Initiatives have also received funding from the provincial government in 2014-17, 2011-14 and 2007-10. Projects are grant funded and most report on their progress annually or more often.

Exhibit 3. List of 2017-20 Projects by Strategy

Strategy 1: Consumer Engagement
Ontario SCI Alliance Workshop
Consumer Conference Attendance
Resolving Systemic Barriers to Care
Knowledge Exchange
Strategy 2: Translational Research
SCI Biology & Physiology
Neuro-Restorative Therapies
Bring Innovations to Market
Rehabilitation Interventions
Utilization of Health Care Services
Rick Hansen SCI Registry
Strategy 3: Best Practice Implementation
Implementation Network
Primary Care
Neuropathic Pain
Pressure Ulcers
Urological Health
Spinal Cord Injury Research Evidence Professional
Health Economics
Conference Sponsorship
Strategy 4: Best and Brightest
Post-doctoral Fellow - Physical Therapy
Post-doctoral Fellow – Indigenous Health
Post-doctoral Fellow – Knowledge Translation
Strategy 5: Organizational
Reporting & Leadership
Evaluation
<i>Travel</i>

2.0 Evaluation Focus

RHI and ONF have committed to conducting rigorous evaluation to assess their effectiveness in achieving their stated outcomes of the Initiative as outlined in the 2017-20 agreement.

The evaluation will be guided by an evaluation framework which is detailed in the next section. The primary focus of this evaluation is to:

- Determine the extent to which the Initiative has achieved its planned immediate and intermediate **results**.³

Secondary foci of the evaluation are to:

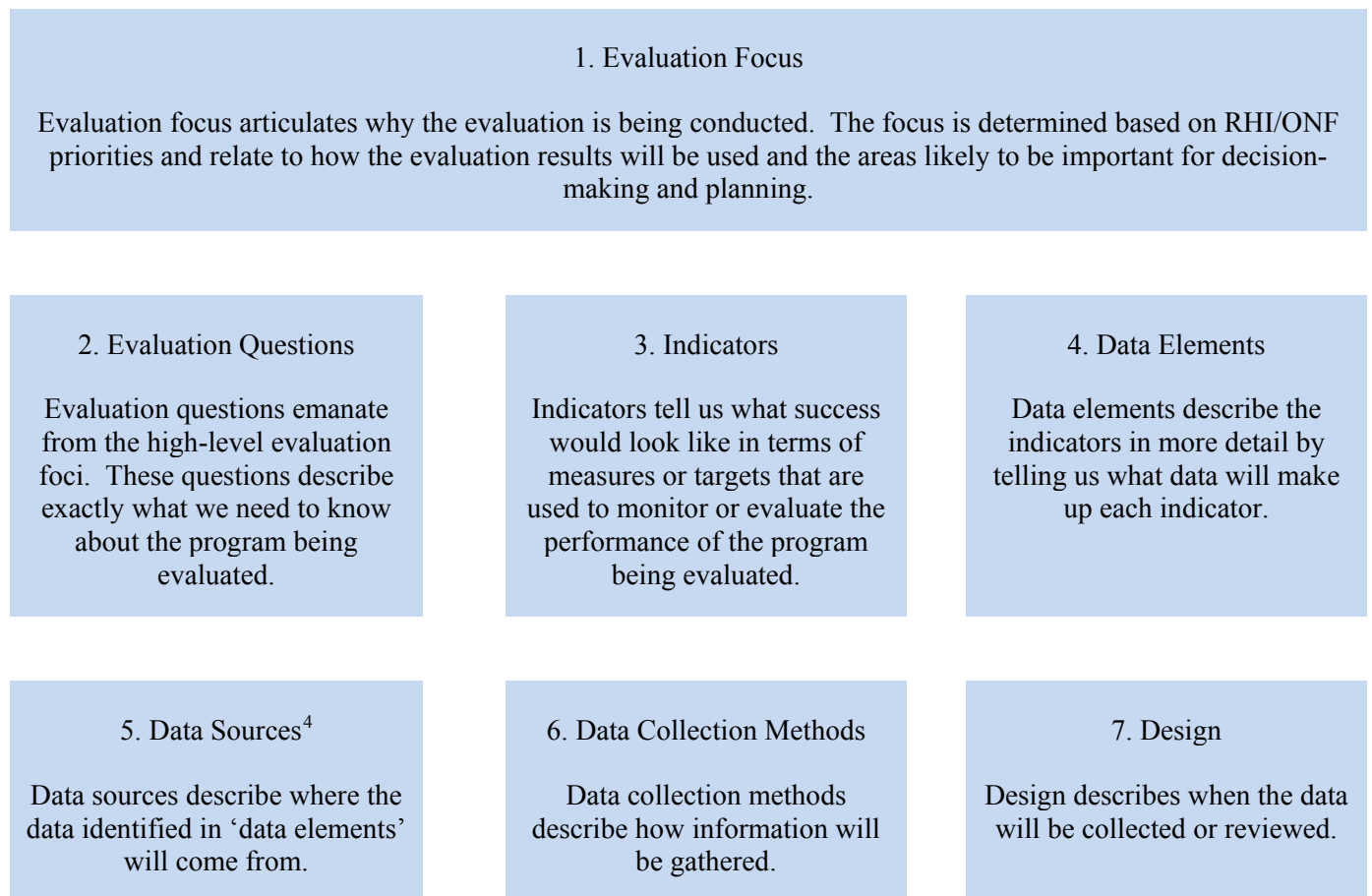
- Determine the **relevance** of the Initiative in terms of its importance and necessity for accelerating research and improving and optimizing the delivery of care-related SCI treatments across Canada;
- Assess the **implementation** of the Initiative by examining the extent to which the activities and management of the Initiative are running smoothly and according to plan, including the degree to which people with SCI are active participants in the Initiative; and
- Examine the extent to which **partnerships and collaborations** are being built and maintained in order to carry out Initiative activities and develop innovations and products.

³ This evaluation plan focuses on the measurement of immediate and intermediate outcomes. Measuring the longer-term impact of the Initiative (e.g. improved patient outcomes, reduced disability, reduced health care demand and costs) is beyond the scope of this evaluation. These long-term outcomes are very complex and are likely affected by multiple factors making them hard to measure and hard to link directly to Initiative activities. The evaluation therefore, focuses on documenting the Initiative's *contribution* to these outcomes (by measuring immediate and intermediate outcomes) rather than trying to attribute changes in long-term outcomes to the Initiative.

3.0 Evaluation Framework

An evaluation framework is an integral part of any evaluation. Health Canada defines an evaluation framework as “a plan for conducting a future evaluation focusing on the issues to be addressed and, by implication, identifying the data needed to support the evaluation.” Exhibit 4 illustrates the building block approach used to develop the evaluation framework for the Ontario Initiative evaluation. Please note that for the purpose of this evaluation framework, some of the building blocks have been consolidated for ease of use and readability.

Exhibit 4. Building Blocks for an Evaluation Framework



The framework outlines the questions the evaluation will answer, the information needed to answer the questions, where the information will come from, how the information will be obtained, and when the information will be collected/reviewed. The evaluation framework has been established to align with the four areas of focus for the evaluation as identified by RHI/ONF.

⁴ A sampling strategy is presented in Appendix C.

Within each of the evaluation's four areas of focus, broad evaluation questions have been developed. The evaluation framework highlights the methods that will be used to gather information for each of the questions. Evaluation questions will be answered by quantitative and/or qualitative data. Evaluation questions may be revised throughout the evaluation process, as data identified during data collection may result in the need to refine questions to ensure they are relevant and that they are eliciting the appropriate information that will guide RHI/ONF decision-making.

An overview of the key data elements for each of the focus areas is presented in Exhibit 5 below. The detailed evaluation framework is presented in Appendix B.

Exhibit 5. Overview of key Data Elements by Evaluation Focus Area

Evaluation Focus Areas	Data Elements (where the information will come from)
<i>Focus Area #1: Relevance</i> - The Initiative is important and necessary for accelerating research and improving and optimizing the delivery of care-related SCI treatments across Canada	Stakeholder input Documents/literature/data incl. plans, Initiative and project progress and final reports Jurisdictional scan
<i>Focus Area #2: Implementation</i> - Activities and management of the initiative are running smoothly and according to plan; people with SCI are active participants in the Initiative	Stakeholder input Documents/literature/data incl. budget/actual costs, Initiative and project progress and final reports Case studies
<i>Focus Area #3: Partnership and Collaboration</i> - Partnerships and collaborations are being built and maintained in order to carry out Initiative activities and develop innovations and products	Stakeholder input Documents/literature/data incl. Initiative and project progress and final reports, bibliometric analysis
<i>Focus Area #4: Outcomes</i> - Progress is being made toward achieving the intended immediate and intermediate outcomes of the Initiative	Stakeholder input Documents/literature/data incl. Initiative and project progress and final reports, bibliometric analysis Case studies

4.0 Evaluation Workplan

The evaluation workplan comprises four lines of evidence and six phases:

- Phase 1 - **Initial document/literature/data review** including ministry/Initiative plans, Initiative and project level progress and final reports, a jurisdictional scan gathering information on other initiatives/SCI research, a financial analysis of budget and actual costs and a bibliometric analysis of research impacts. The Phase 1 review will summarize information from existing, secondary, lines of evidence for each of the evaluation questions and focus areas.
- Phase 2 - **Stakeholder interviews** with partners, external grant holders and other SCI stakeholders. Phase 2 interviews will gather responses on evaluation questions from up to 20 stakeholders.
- Phase 3 – **Stakeholder survey** - a survey of stakeholders not interviewed will be conducted. The initial sample for this survey is anticipated to be in the order of 150 to 200 contacts. The survey will gather responses on selected evaluation questions from stakeholders.
- Phase 4 - **Case studies** will involve the selection of two or three projects, delved into in-depth through document review and interviews. Case studies will both profile ‘best practice’ projects and also provide additional information to address the evaluation questions.
- Phase 5 – **Document/literature and data review update** – a brief review of information received since the initial review was reported (approximately eight months).
- Phase 6 – **Participatory Analysis Session and Final Evaluation Report** – an interactive session on the initial evaluation findings and development of a final report on the evaluation including executive summary.

Technical Reports will be drafted for each of Phases 1 – 4. Data elements by evaluation task are presented in Appendix D. The following data collection tools will be required for the evaluation:

- Data Extraction Spreadsheets (various for data review)
- Thematic Summary Guides (various for document/literature reviews)
- Stakeholder Information Letter and Consent Form
- Partner Interview Guide
- Stakeholder Interview Guide
- Stakeholder Survey
- Case Study Outline

In this evaluation plan, data will be collected directly from stakeholders. The research protocol will adhere to the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans 2010⁵. Other options may also be considered e.g., use of a university Research Ethics Board (REB) or an external (multi-organizational) ethics review process e.g., Veritas.

5.0 Analysis Framework

Data Processing

Data extracted from literature and documents will be recorded in a data extraction spreadsheet created specifically for this purpose. Several spreadsheets will be created to accommodate and categorize the data in a meaningful way.

Interview data will be transcribed verbatim and removed of identifying information prior to being themed. An online survey platform will be used to manage data for all surveys. When the period of data collection has closed, surveys in the database will be checked for completeness and those containing multiple missing responses may be removed. All data will be stored electronically, and be password protected.

Data Analysis

Theme and Analyze Qualitative Data

Literature and documents containing qualitative data will be analyzed for common themes relating to the relevant evaluation questions. Thematic summary guides will be used to document themes.

To interpret the rich and complex qualitative data from the interviews, the evaluator and the advisory committee will hold a teleconference after an initial read-through of a small set of transcripts to discuss the themes and patterns that emerge. Consideration should be given to the number of groups in which each theme appears and the uniqueness of the stakeholder groups in which themes appear. From this initial review, a coding structure will be developed and used to code and theme all transcripts.

Conduct Quantitative Analysis

Quantitative data will be analyzed for simple frequencies. Cross-tabulations will be performed as necessary for answering the evaluation questions and adding richness to the findings.

Analytical methods by evaluation question are presented in Appendix E.

⁵ http://www.pre.ethics.gc.ca/pdf/eng/tcps2/TCPSSs_2_FINAL_Web.pdf

6.0 Evaluation Timeline

Evaluation Activity	2019									2020						
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul
Phase 1: Initial document/literature/data review and Technical Report (includes bibliometric analysis)	■	■	■	■												
Phase 2: Stakeholder Interviews and Technical Report		■	■	■	■											
Phase 3: Stakeholder Survey and Technical Report						■	■	■	■							
Phase 4: Case Studies and Profiles and Technical Report									■	■	■					
Phase 5: Document/literature/data review Update											■	■	■	■	■	■
Phase 6: Participatory Analysis ⁶ and Final Evaluation Report												■	■	■	■	■

⁶ Toward the end of the evaluation, initial findings from the technical reports produced by the different evaluation phases will be reviewed by a group of stakeholders and the findings discussed and interpreted. The participatory analysis will be critical for interpreting the findings and formulating recommendations for the final evaluation report.
Health Promotion Consulting Group

DEFINITIONS

Term	Definition
Externally funded research projects	Research funded by the Initiative through grants.
Partners	RHI, ONF and the Ontario government.
Innovations	Innovations include those which return a person to greater functionality after SCI, whether by protecting the injured spinal cord from further degeneration, by promoting neuroplasticity and/or regeneration, by rehabilitation strategies that could enhance these regenerative efforts, or by extrinsically activating host neuronal circuitry. They may also include those which aim to reduce the incidence and severity of secondary health complications – particularly pressure ulcers, neuropathic pain and urinary tract infections – including best practices and guidelines.
External grant holders	Principal Investigators (PIs), staff and trainees engaged in research funded by the Initiative through grants.
Stakeholders	Partners, people with SCI, families and caregivers, external grant holders, SCI researchers, SCI care practitioners, other staff in specialized SCI centres, consumer service/advocacy organizations, policy maker, business people involved in the pharmaceutical, biotechnological or medical markets, other people involved in SCI research, care and treatment.

Appendix A RHI/ONF Ontario SCI Initiative Logic Model

INPUTS Funding	INPUTS Platforms / Enabling Strategies	PLATFORMS / ENABLING STRATEGIES Outputs	Areas of FOCUS (from Program <i>Roadmap</i>)	CORE STRATEGIES / PROGRAMS (e.g., Projects)	REACH (e.g., Partners)	OUTPUTS	IMMEDIATE OUTCOMES	INTERMEDIATE OUTCOMES (i.e., RHI's Org'l Goals)	LONG-TERM OUTCOMES
ON: \$6.43 (F2017- F2020)	Network Development	Meetings, partnerships, networks	<ul style="list-style-type: none"> Support preclinical and clinical studies Develop outcome measures Promote, develop and adopt international standards and datasets 	TRANSLATIONAL RESEARCH/ CURE PROGRAM <ul style="list-style-type: none"> <i>SCI Biology & Physiology</i> <i>Neuro-Restorative Therapies</i> <i>Rehabilitation Interventions</i> <i>Utilization of HC services</i> <i>RHSCIR (Ontario)</i> 	University of Toronto Rehabilitation hospitals (Hamilton, London, Ottawa)	<ul style="list-style-type: none"> Study plans, implementation, results KT products created/ disseminated 	Progress on, awareness and use of, results and learnings from promising research studies within the SCI community in Canada and internationally	Further our understanding of biology and physiology Support the development of promising therapies for neuro-restoration in acute and chronic SCI	SCI research accelerated towards cure(s) for SCI <i>All Canadians will have access to SCI-specific novel therapies (by 2038)</i>
	Best & Brightest <ul style="list-style-type: none"> <i>Post-doctoral fellowships</i> 	Fellowships, research meetings/seminars	<ul style="list-style-type: none"> Secondary Complications Neuro-Recovery Long term health, wellness and community participation Accreditation Canada implementation strategy 	BEST PRACTICE IMPLEMENTATION / CARE PROGRAM <ul style="list-style-type: none"> <i>Primary Care</i> <i>Neuropathic Pain</i> <i>Secondary Complications (pressure ulcers; urological health)</i> <i>Implementation Network</i> <i>SCIRE Professional</i> <i>Health Economist</i> <i>Conference Sponsorship</i> 	Implementation Network members, University of Waterloo, McMaster University, Western University	<ul style="list-style-type: none"> Study plans, implementation, results KT products created/ disseminated 	Awareness and use of KT products and activities to support successful implementation of best practices within the SCI community in Canada	Achieve evidence-informed equitable care for Canadians sustaining a SCI and fill gaps in knowledge that will advance SCI care and facilitate future SCI cure(s)	Improved and optimized delivery of care-related treatment(s) across Canada <i>All Canadians receive standardized care (optimal care) (by 2038)</i>
	Informatics	Research and data mgmt. support services	<ul style="list-style-type: none"> Innovation Assessment Accelerators/Incubators Market/Business Development 	COMMERCIALIZATION <ul style="list-style-type: none"> <i>Bring Innovations to Market</i> 		<ul style="list-style-type: none"> Innovations incubated (<i>products, processes, services or technologies</i>) Companies assisted (<i>created/mentored/funded</i>) 	Promising innovative SCI technologies are identified and/or assessed; validated; and incubated/ accelerated	Bringing a greater number of innovations to market that will directly benefit people with SCI	
	Organizational/ ROI <ul style="list-style-type: none"> <i>Evaluation, Reporting & Leadership</i> 	Management, administration and support services Economic, process and impact evaluations, monitoring	<ul style="list-style-type: none"> Research involvement Self-management of health Advocacy 	CONSUMER ENGAGEMENT <ul style="list-style-type: none"> <i>Ontario SCI Alliance Workshop</i> <i>Consumer Conference Attendance</i> <i>Resolving Systemic Barriers to Care</i> <i>Knowledge Exchange</i> 	Ontario SCI Alliance	<ul style="list-style-type: none"> Educational sessions, conferences/meetings/training programs and collaborations Self-management tools, evidence-based resources, products/ devices/therapies 	Increased awareness, participation, knowledge, use and better decision-making	Informing, empowering and engaging people with SCI to seek opportunities to participate in research and their own health decision-making	

Appendix B Detailed Evaluation Framework

<i>Focus Area #1: Relevance - The Initiative is important and necessary for accelerating research and improving and optimizing the delivery of care-related SCI treatments across Canada</i>										
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/ Data Reviews	Case Study ⁹	Design ⁷ (when the information will be collected)
				Interview/Survey ⁸						
				Stakeholders						
				Partners	People with SCI, Families and Caregivers	External Grant Holders	Other Stakeholders			
1.	Is there an ongoing need for this Initiative?	<ul style="list-style-type: none"> - original rationales for the Initiative continue to be valid; - no/minimal evidence of duplication of effort 	Stakeholder input Original rationales/cost analysis in documents	✓	✓	✓	✓	✓	Phase 1, 2 and 3	
2.	Is the Initiative aligned to the plans and strategic priorities for the lead ministry? For other ministries? ¹⁰	<ul style="list-style-type: none"> - evidence of mission and mandate alignment e.g., 	Ministry and Initiative plans Partner input	✓				✓	Phase 1, 3 and 4	

⁷ Data collection will occur in four consecutive phases from April to December 2019 as follows: Phase 1: Initial document/literature/data reviews; Phase 2: Stakeholder survey; Phase 3: Stakeholder interviews; Phase 4: Case studies. (See Section 7 for evaluation timeline).

⁸ The stakeholder sample size is quite large. A survey will be sent to all stakeholders initially, followed by individual interviews with select stakeholders from each stakeholder group.

⁹ Case studies will involve the selection of two or three projects, delved into in-depth through document review and interviews, both to profile 'best practice' projects and also to provide additional information to address the evaluation questions.

¹⁰ The lead Ministry is the Ministry of Economic Development, Job Creation and Trade; the other Ministry is the Ministry of Health and Long-Term Care
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Focus Area #1: Relevance - The Initiative is important and necessary for accelerating research and improving and optimizing the delivery of care-related SCI treatments across Canada											
Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source					Document/Literature/Data Reviews	Case Study ⁹	Design ⁷ (when the information will be collected)	
			Interview/Survey ⁸				Other Stakeholders				
			Stakeholders								
			Partners	People with SCI, Families and Caregivers	External Grant Holders						
Should the government have an ongoing role in funding this initiative beyond the 3-year period (2017-2020)?	supporting jobs, innovation and economic growth as well as more appropriate access to and improved care										
3. To what extent do stakeholders agree on the priority areas of SCI research, care and treatment? To what extent is the Initiative targeting these priority areas?	<ul style="list-style-type: none"> - extent of stakeholder agreement of priority areas; - volume of externally funded research, KT products and activities and innovations per priority area 	Stakeholder input re: priority areas Initiative progress and final reports documenting work done around priority setting and priority barriers List of externally funded research projects	✓	✓	✓	✓	✓		Phase 1, 2 and 3		

<i>Focus Area #1: Relevance - The Initiative is important and necessary for accelerating research and improving and optimizing the delivery of care-related SCI treatments across Canada</i>										
Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source					Document/Literature/Data Reviews	Case Study ⁹	Design ⁷ (when the information will be collected)
			Interview/Survey ⁸				Other Stakeholders			
			Stakeholders							
			Partners	People with SCI, Families and Caregivers	External Grant Holders					
4.	Does the Initiative complement (or duplicate) other federal or provincial initiatives?	- reports that Initiative is unique, fills a gap, enhances other initiatives	Stakeholder input Information on other initiatives/SCI research in progress and final reports Jurisdictional scan	✓	✓	✓	✓	✓		Phase 1, 2 and 3
5.	What challenges have been encountered in being or staying relevant?	- reported challenges	Stakeholder input Externally funded research project progress, final and outcome reports	✓	✓	✓	✓	✓		Phase 1, 2 and 3

<i>Focus Area #2: Implementation - Activities and management of the initiative are running smoothly and according to plan; people with SCI are active participants in the Initiative</i>										
Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source					Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
			Interviews/Survey				Other Stakeholders			
			Stakeholders							
			Partners	People with SCI, Family, Caregiver	External Grant Holders					

<i>Focus Area #2: Implementation - Activities and management of the initiative are running smoothly and according to plan; people with SCI are active participants in the Initiative</i>											
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source					Document/Literature/ Data Reviews	Case Study	Design (when the information will be collected)
				Interviews/Survey				Other Stakeholders			
				Stakeholders							
				Partners	People with SCI, Family, Caregiver	External Grant Holders					
6.	To what extent is the Initiative being implemented as planned? What are the reasons for any deviations and will they impact intended outcomes? What improvements, if any, can be made to the implementation to improve the chances of achieving the intended outcomes?	<ul style="list-style-type: none"> - initiative outputs have been produced and targets are being met (including financial); - intended outputs/outcomes of external research grants have been produced or are on track to be produced; - reasons for deviations and plans for improvement 	Initiative and external grant progress, final and outcome reports detailing planned and achieved outputs and outcomes Budget/actuals financial analysis Input from partners and external grant staff re: deviations and improvements	✓		✓		✓	✓	Phase 1, 3 and 4	
7.	Have people with SCI been included as champions and active	<ul style="list-style-type: none"> - evidence of people with SCI: 	Input from people with SCI Case study(s) profiling		✓	✓	✓	✓	✓	Phase 1, 2, 3 and 4 and as reports are done	

<i>Focus Area #2: Implementation - Activities and management of the initiative are running smoothly and according to plan; people with SCI are active participants in the Initiative</i>									
Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
			Interviews/Survey						
			Stakeholders						
			Partners	People with SCI, Family, Caregiver	External Grant Holders	Other Stakeholders			
participants in research and implementation of innovations?	on working groups, attending events, on research teams, etc.	SCI champions Initiative progress and final reports detailing #s participating Externally funded research project proposals and progress/final reports Input from stakeholders who (are expected to) engage people with SCI in their work							
8. How satisfied are stakeholders with the implementation of the Initiative? What challenges have been encountered? What could be improved?	- reported satisfaction with decision-making and shared management structure; - Suggested improvements	Input from stakeholders	✓	✓	✓	✓			Phase 2 and 3

<i>Focus Area #3: Partnership and Collaboration - Partnerships and collaborations are being built and maintained in order to carry out Initiative activities and develop innovations and products</i>										
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
				Interview/Survey						
				Stakeholders						
				Partners	People with SCI, Family, Caregiver	External Grant Holders	Other Stakeholders			
9.	How well is the partnership working? What has worked well? What are the lessons learned?	<ul style="list-style-type: none"> - partnership success factor scores¹¹ - communication and decision-making, leadership and reporting processes are in place 	Input from partners and other stakeholders Partnership rating scores	✓			✓			Phase 2 and 3
10.	How well is the work of RHI and ONF integrated with their other activities and with one another? What results has the RHI/ONF partnership delivered that	<ul style="list-style-type: none"> - RHI's provincial work aligns with its national work; - ONF's SCI work aligns with its non-SCI work - RHI integrates well with ONF activities; - ONF integrates 	Input from partners	✓						Phase 3

¹¹ Existing instruments such as the Wilder Inventory of Partnership and Collaboration Success Factors may be used in their entirety or adapted to better suit the needs of this evaluation.

<i>Focus Area #3: Partnership and Collaboration - Partnerships and collaborations are being built and maintained in order to carry out Initiative activities and develop innovations and products</i>										
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
				Interview/Survey						
				Stakeholders						
				Partners	People with SCI, Family, Caregiver	External Grant Holders	Other Stakeholders			
	would not have occurred independently?	well with RHI activities								
11.	Are SCI researchers, in Canada and internationally, and people with SCI in Canada, aware of the Initiative and the opportunities to collaborate and contribute?	- participation of SCI researchers, clinicians and people with SCI in provincial, national and international SCI networks	Participation data from Initiative progress and final reports Stakeholder input		✓	✓	✓	✓		Phase 1, 2 and 3 and as reports are done
12.	Are stakeholders involved in the Initiative representative of the priority areas and settings?	- # priority areas and settings represented by partners; - # partners by priority area and setting	Initiative progress and final reports					✓		Phase 1 and as reports are done
13.	Have stakeholders enhanced their	- awareness and use of research results	Stakeholder input	✓	✓	✓	✓	✓		Phase 1, 2 and 3 and as reports are done

<i>Focus Area #3: Partnership and Collaboration - Partnerships and collaborations are being built and maintained in order to carry out Initiative activities and develop innovations and products</i>										
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
				Interview/Survey						
				Stakeholders						
				Partners	People with SCI, Family, Caregiver	External Grant Holders	Other Stakeholders			
	capacity for translational research and best practice implementation?	- awareness and use of KT products and activities (publications, conference presentation, workshops, webinars, etc.)	Initiative progress and final reports Bibliometric analysis							
14.	Is there evidence of collaboration among stakeholders? Are relationships being established? Are there ways RHI/ONF can foster greater collaboration with and among stakeholders, including externally funded	- reports of collaborative efforts between Ontario researchers and clinicians; - new, networks, collaborative structures and research agendas (e.g. community of practice, steering committees,	Stakeholder input Externally funded research project proposals and progress and final reports Case study(s) detailing collaborative initiatives	✓	✓	✓	✓	✓	Phase 1, 2, 3 and 4, and as proposals and reports are done	

<i>Focus Area #3: Partnership and Collaboration - Partnerships and collaborations are being built and maintained in order to carry out Initiative activities and develop innovations and products</i>										
Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source					Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
			Interview/Survey							
			Stakeholders							
			Partners	People with SCI, Family, Caregiver	External Grant Holders	Other Stakeholders				
researchers? Are stakeholders engaged? Do they regularly participate in Initiative activities and events?	expert panels) or relationships being formed; - # multi-disciplinary projects (e.g. among rehab, community, primary care, acute care), development of best practice guidelines, etc.;	and outputs or outcomes								

<i>Focus Area #4: Outcomes - Progress is being made toward achieving the intended immediate and intermediate outcomes of the Initiative</i>										
Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source					Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
			Interview/Survey							
			Stakeholders							

				Partners	People with SCI, Family, Caregivers	External Grant Holders	Other Stakeholders			
15.	Is the Initiative harnessing Ontario’s workforce and supporting job creation (attracting or retaining SCI researchers and clinicians to Ontario)? Has the initiative fostered scientific discovery and helped build an innovative culture in Ontario (increased capacity and production in Ontario for SCI research - preclinical and clinical - and care)?	<ul style="list-style-type: none"> - Researchers/scientists, KTE experts and other highly qualified personnel funded by current agreement in/out of province - # post-doctoral fellowships awarded/maintained by the Initiative - Leveraged investment (industry, funding partners, university/hospital partners) 	Initiative progress and final reports ¹² Stakeholder input			✓	✓ SCI care practitioners	✓		Phase 1, 2 and 3 and as reports are done
16.	Has the initiative contributed to enhanced	<ul style="list-style-type: none"> - consumers feel able to voice their 	Stakeholder input – people with SCI,		✓					Phase 2 and 3

¹² Includes 2014-2017 data.
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<i>Focus Area #4: Outcomes - Progress is being made toward achieving the intended immediate and intermediate outcomes of the Initiative</i>										
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
				Interview/Survey						
				Stakeholders						
				Partners	People with SCI, Family, Caregivers	External Grant Holders	Other Stakeholders			
	consumer involvement, knowledge, participation and decision-making about SCI research and their own health?	priorities, are aware of the SCI research environment, have the skills to participate in shaping SCI research and initiatives and use research evidence for decisions about their health;	families and caregivers							
17.	Has awareness and use of research results increased within the SCI community (researchers and consumers)? Is	- evidence that KT plans have been implemented by externally funded researcher	Stakeholder input Initiative progress and final reports	✓	✓	✓	✓	✓	Phase 1, 2, 3 and 4 and as reports are done	

<i>Focus Area #4: Outcomes - Progress is being made toward achieving the intended immediate and intermediate outcomes of the Initiative</i>										
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
				Interview/Survey						
				Stakeholders						
				Partners	People with SCI, Family, Caregivers	External Grant Holders	Other Stakeholders			
	the SCI community aware of, and have they used, KT products and activities to further understanding, support the development of promising therapies and support best practice implementation? Has this use contributed to more appropriate access to and improved care for SCI patients in Ontario?	(publications, conference presentation, workshops, webinars, etc.); - evidence and examples that knowledge has been used (e.g. new policies, guidelines, therapies, research agendas, etc.)	Bibliometric analysis Economic analyses e.g., costs of SCI, early technology evaluations, impacts of reduced secondary complications Case study(s) showing how research results and/or KT products and activities have been utilized							
18.	Has the Initiative contributed	- evidence of investor and	Initiative progress and			✓	✓ Researchers	✓	✓	Phase 1, 2, 3 and 4 and as reports

<i>Focus Area #4: Outcomes - Progress is being made toward achieving the intended immediate and intermediate outcomes of the Initiative</i>										
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
				Interview/Survey						
				Stakeholders						
				Partners	People with SCI, Family, Caregivers	External Grant Holders	Other Stakeholders			
	towards increased development and commercialization of innovations which support economic growth and an entrepreneurial spirit?	industry engagement and participation in SCI research and development - # of commercialized innovations within the identified priority areas; - # of innovations in various stages of the product development cycle;	final reports Reports from externally funded research projects Stakeholder input Case study(s) documenting the development and commercialization of innovation(s)				and investor and industry partners			are done
19.	Are innovations feasible to	- reports of scalability	Stakeholder input			✓	✓ Researchers,			Phase 2 and 3

<i>Focus Area #4: Outcomes - Progress is being made toward achieving the intended immediate and intermediate outcomes of the Initiative</i>										
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
				Interview/Survey						
				Stakeholders						
				Partners	People with SCI, Family, Caregivers	External Grant Holders	Other Stakeholders			
	implement and scale up in Ontario settings? Beyond Ontario? Is there appetite and capacity among others in the field to implement the intervention or innovation? Are the innovations sustainable?	and interest					industry, clinicians, consumer service organizations and business persons			
20.	What impact, if any, have these innovations had on people with SCI?	- Reported improvements in quality of life	Stakeholder input – people with SCI, families, caregivers Project level outcome data Case study(s) demonstrating impact of		✓			✓	✓	Phase 1, 2, 3 and 4

<i>Focus Area #4: Outcomes - Progress is being made toward achieving the intended immediate and intermediate outcomes of the Initiative</i>										
	Evaluation Question	Indicators (what success would look like)	Data Elements (where the information will come from)	Data Collection Methods and Source				Document/Literature/Data Reviews	Case Study	Design (when the information will be collected)
				Interview/Survey						
				Stakeholders						
				Partners	People with SCI, Family, Caregivers	External Grant Holders	Other Stakeholders			
			innovations							

Appendix C Evaluation Sampling Strategy

The evaluation will capture the perspectives and experience of multiple stakeholders through surveys, individual interviews and case studies. It is expected that there will be a range of stakeholders who will contribute information to address the evaluation questions in order to ensure that the perspectives contributing to the evaluation are as fulsome and objective as possible. Exhibit 6 contains the potential list of stakeholders to be consulted. A detailed sampling matrix will be developed upon commencement of the evaluation.

Exhibit 6. List of Potential Stakeholders to Be Consulted for the Ontario Initiative 2017-2020 Evaluation

Stakeholder Category	Anticipated # of People to be Consulted
ONF and RHI staff	10-20
External grant holders	80-100 <ul style="list-style-type: none"> - 20 PIs from 2017-2020 plus research staff and trainees - Additional PIs from 2014-2017 (who are not involved in the 2017-2020 Initiative)
SCI care practitioners and other staff in specialized SCI centres	25-35
Consumer service/advocacy organization representatives	3-5
Government officials and policy makers from the MOHLTC and Ministry of Economic Development, Job Creation and Trade	3-5
Business people involved in the pharmaceutical, biotechnological or medical markets	3-5
People with SCI, their families and caregivers	20-25

Appendix D Evaluation Tasks

Evaluation Task	Data Elements	Timeline
Document/literature/data review	Ministry and Initiative plans Initiative progress and final reports including: <ul style="list-style-type: none"> - work done around priority setting and priority barriers - list of externally funded research projects - detailing planned and achieved outputs and outcomes - detailing #s participating - Participation data - Project level outcome data Externally funded research project progress, final and outcome reports including: <ul style="list-style-type: none"> - Detailing planned and achieved outputs and outcomes - Information on other initiatives/SCI research Jurisdictional scan Information on other initiatives/SCI research Financial: <ul style="list-style-type: none"> - Original rationales/costs (budget) - Budget/actuals analysis Bibliometric analysis	April/July 2019
Stakeholder Interviews/ Surveys	Partner input including: <ul style="list-style-type: none"> - Partnership rating scores Stakeholder input including: <ul style="list-style-type: none"> - priority areas - deviations and improvement - from stakeholders who (are expected to) engage people with SCI in their work - people with SCI, families and caregivers 	May – Dec 2019
Case Studies	Cases: <ul style="list-style-type: none"> - profiling SCI champions - detailing collaborative initiatives and outputs or outcomes - showing how research results and/or KT products and activities have been utilized - documenting the development and commercialization of innovation(s) - demonstrating impact of innovations 	Dec 2019 – Feb 2020

Appendix E Analytical Methods

	Evaluation Question	Data Elements	Analysis Method
FOCUS AREA 1: RELEVANCE. The Initiative is important and necessary for accelerating research and improving and optimizing the delivery of care-related SCI treatments across Canada			
1.	Is there an ongoing need for this Initiative?	Stakeholder input Original rationales/cost analysis in documents	Frequency analysis of survey data. Thematic analysis of interview transcripts. Review of financial data.
2.	Is the Initiative aligned to the plans and strategic priorities for the lead ministry? For other ministries? Should the government have an ongoing role in funding this initiative beyond the 3-year period (2017-2020)?	Ministry and Initiative plans Partner input	Comparison between Ministry and Initiative documents outlining plans and strategic priorities. Thematic analysis of interviews with staff from RHI, ONF, lead and other ministries.
3.	To what extent do stakeholders agree on the priority areas of SCI research, care and treatment? To what extent is the Initiative targeting these priority areas?	Stakeholder input re: priority areas Initiative progress and final reports documenting work done around priority setting and priority barriers List of externally funded research projects	Analysis of survey data priority area ratings by stakeholder group. Frequency analysis of survey data. Thematic analysis of interview transcripts. Summary of work done around priority areas (from 2017-2020 progress and final reports) and from externally funded research projects.
4.	Does the Initiative complement (or duplicate) other federal or provincial initiatives?	Stakeholder input Information on other initiatives/SCI research in progress and final reports Jurisdictional scan	Frequency analysis of survey data. Thematic analysis of interview transcripts. Summary of other initiatives/SCI research (from 2017-2020 progress and final reports). Summary of jurisdictional scan data. Review of summary and scan for complementary initiatives (or duplication of initiatives).
5.	What challenges have been encountered in being or staying relevant?	Stakeholder input Externally funded research project progress, final and	Frequency analysis of survey data. Thematic analysis of interview transcripts. Summary of challenges reported by externally funded projects.

	Evaluation Question	Data Elements	Analysis Method
		outcome reports	
FOCUS AREA 2: IMPLEMENTATION. Activities and management of the Initiative are running smoothly and according to plan; people with SCI are active participants in the Initiative			
6.	To what extent is the Initiative being implemented as planned? What are the reasons for any deviations and will they impact intended outcomes? What improvements, if any, can be made to the implementation to improve the chances of achieving the intended outcomes?	Initiative and external grant progress, final and outcome reports detailing planned and achieved outputs and outcomes Budget/actuals financial analysis Input from partners and external grant staff re: deviations and improvements	Summary of planned and achieved outputs and outcomes from Initiative and external grant progress final and outcome reports for the current funding period including budget/actuals. Thematic analysis of interview transcripts with RHI and ONF staff and external grant-holders (PIs and staff).
7.	Have people with SCI been included as champions and active participants in research and implementation of innovations?	Input from people with SCI Case study(s) profiling SCI champions Initiative progress and final reports detailing #s participating Externally funded research project proposals and progress/final reports Input from stakeholders who (are expected to) engage people with SCI in their work	Frequency analysis of survey data. Thematic analysis of interview transcripts. Summary of interview transcripts, project-specific data and documents to profile 1-2 best practice projects. Collation of data reporting #s of people with SCI involved, #s and type of activities/events.
8.	How satisfied are stakeholders with the implementation of the Initiative? What challenges have been encountered? What could be improved?	Input from stakeholders	Frequency analysis of survey data. Thematic analysis of interview transcripts.
FOCUS AREA 3: PARTNERSHIP AND COLLABORATION. Partnerships and collaborations are being built and maintained in order to carry out Initiative activities and develop innovations and products			
9.	How well is the	Input from partners	Frequency analysis of survey data.

	Evaluation Question	Data Elements	Analysis Method
	partnership working? What has worked well? What are the lessons learned?	and other stakeholders Partnership rating scores	Thematic analysis of interview transcripts.
10.	How well is the work of RHI and ONF integrated with their other activities and with one another? What results has the RHI/ONF partnership delivered that would not have occurred independently?	Input from partners	Thematic analysis of interview transcripts.
11.	Are SCI researchers, in Canada and internationally, and people with SCI in Canada, aware of the Initiative and the opportunities to collaborate and contribute?	Participation data from Initiative progress and final reports Stakeholder input	Frequency analysis of survey data. Thematic analysis of interview transcripts. Collation of data reporting #s of SCI researchers and people with SCI involved, #s and type of activities/events/collaborations.
12.	Are stakeholders involved in the Initiative representative of the priority areas and settings?	Initiative progress and final reports	Review of the most recent progress report to extract data about which priority area/setting each of the active stakeholder represents and subsequent comparison with survey and interview data on priority areas.
13.	Have stakeholders enhanced their capacity for translational research and best practice implementation?	Stakeholder input Initiative progress and final reports Bibliometric analysis	Thematic analysis of interview transcripts – examples of enhanced capacity for translational research and best practice implementation. Review of Initiative reports to extract examples of translational research and best practice implementation. Citation rates, publication analysis and trends. Citation rates, publication analysis and trends. Citation rates, publication analysis and trends.
14.	Is there evidence of collaboration among stakeholders? Are relationships being established? Are there ways RHI/ONF can foster greater collaboration with and among stakeholders, including externally	Stakeholder input Externally funded research project proposals and progress and final reports Case study(s) detailing collaborative	Frequency analysis of survey data. Thematic analysis of interview transcripts – examples of collaborations; suggestions for enhancing collaboration with and among partners including externally funded researchers. Review of externally funded research proposals and progress reports detailing partnerships and collaborations (i.e. teams, committees, workgroups, networks). (From 2014-2017 and 2017-2020).

	Evaluation Question	Data Elements	Analysis Method
	funded researchers? Are stakeholders engaged? Do they regularly participate in Initiative activities and events?	initiatives and outputs or outcomes	Summary of interview transcripts, project-specific data and documents to profile 1-2 best practice projects.
FOCUS AREA 4: OUTCOMES. Progress is being made toward achieving the intended immediate and intermediate outcomes of the Initiative			
15.	Is the Initiative attracting or retaining SCI researchers and clinicians to Ontario? Has the initiative increased capacity and production in Ontario for SCI research (preclinical and clinical) and care?	Initiative progress and final reports Stakeholder input	Summary of #s of researchers and clinicians contributing to the Initiative (including new and ongoing involvement). (From 2014-2017 and 2017-2020). Thematic analysis of interview transcripts and survey data concerning the Initiative's contribution to increasing capacity in Ontario for SCI research and care.
16.	Has the initiative contributed to enhanced consumer involvement, knowledge, participation and decision-making?	Stakeholder input – people with SCI, families and caregivers	Frequency analysis of survey data. Thematic analysis of interview transcripts – perceptions of involvement and specific examples.
17.	Has awareness and use of research results increased within the SCI community (researchers and consumers)? Is the SCI community aware of, and have they used, KT products and activities to further understanding, support the development of promising therapies and support best practice implementation?	Stakeholder input Initiative progress and final reports Bibliometric analysis Case study(s) showing how research results and/or KT products and activities have been utilized	Frequency analysis of survey data. Thematic analysis of interview transcripts – examples of use of research results and use of KT products and activities. Descriptions of how research and KT products and activities have furthered understanding and supported the development of promising therapies and best practice implementation. Examples of use of research results and KT products and activities and best practice implementation from Initiative progress and final reports. (2014-2017 and 2017-2020). Citation rates, publication analysis and trends. Summary of interview transcripts, project-specific data and documents to profile 1-2 best practice projects.
18.	Has the Initiative contributed towards increased development and commercialization of innovations?	Initiative progress and final reports Reports from externally funded research projects Stakeholder input Case study(s)	Documented commercialization of interventions or innovations, including stage of development for those which are in progress. (2014-2017 and 2017-2020). Review of research project reports documenting commercialization of interventions and innovations. (2014-2017 and 2017-2020). Frequency analysis of survey data.

	Evaluation Question	Data Elements	Analysis Method
		documenting the development and commercialization of innovation(s)	Thematic analysis of interview transcripts – perceptions concerning the extent to which the Initiative is contributing towards the commercialization of interventions or innovations; reasons for challenges. Summary of interview transcripts, project-specific data and documents to profile 1-2 best practice projects.
19.	Are innovations feasible to implement and scale up in Ontario settings? Beyond Ontario? Is there appetite and capacity among others in the field to implement the intervention or innovation? Are the innovations sustainable?	Stakeholder input	Thematic analysis of interview transcripts – perceptions of stakeholders concerning the feasibility, scalability and sustainability of specific interventions or innovations. Specific examples or activities that demonstrate interest among people in the field to implement the intervention or innovation.
20.	What impact, if any, have these innovations had on people with SCI?	Stakeholder input – people with SCI, families, caregivers Project level outcome data Case study(s) demonstrating impact of innovations	Frequency analysis of survey data. Thematic analysis of interview transcripts – perceptions of impact on health outcomes. Review of project level evaluation reports documenting impact. Summary of interview transcripts, project-specific data and documents to profile 1-2 best practice projects.

Appendix F List of Documents/Literature/Data for Review

1. Signed Contribution Agreement 2017-2020.pdf includes Schedules:
 - A-1. Ontario Business Plan for 2017-2020
 - A-2. Operational Plan for the Ontario Initiative Fiscal Year 2017/18
 - B. Table of Milestones, Deliverables and Timelines
 - C. Budget
 - D. Reporting Schedule
 - E. Payment Schedule
 - F. Semi-Annual Request for Payment and Certificate Forms 1 and 2
 - G. Annual Performance Measures Report
 - H. Terms of Reference: Quarterly meetings or Teleconferences
 - I. Agreement between the Rick Hansen Institute and the Ontario Neurotrauma Foundation
2. Operational Plan for the Ontario Initiative Fiscal Year 2018/19
3. ONF – Annual Progress Report (April 2018)
4. ONF – Annual Performance Measures report (April 2018)
5. RHI/ONF - 2017/18 Semi-Annual Progress Report
6. RHI/ONF Meeting Minutes (2018)
7. Project Proposals/Plans/Reports e.g., SCIRE, BPI Network, Call for Letters of Intent (2014-2017 and 2017-2020)
8. Ministry strategic plans/priorities (MOHLTC, Ministry of Economic Development, Job Creation and Trade)