

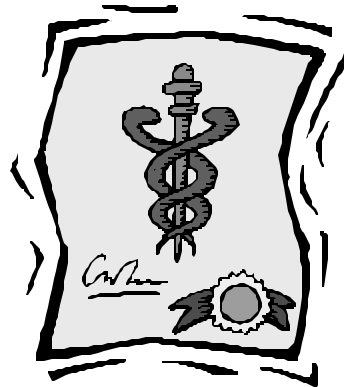
## PROGRAM EVALUATION COMPONENT OF RYERSON'S PROGRAM FOR HEALTH CARE ADMINISTRATORS IN THE CANADIAN FORCES

*By Wendy Young, adapted with permission from an article in Hospital News, January 2002.*

Officers in the Canadian Forces are developing a thorough understanding of evaluation processes as an essential part of the knowledge base for their Ryerson Health Services Management certificate. The Officers are being introduced to the key principles, concepts and methods required for the planning and evaluation of health services programs. *The Program Evaluation Tool Kit: A Blueprint for Public Health Management*, produced by the Ottawa-Carleton Health Department is one of the learning resources used in the course.

Faculty from Ryerson's School of Health Services Management travel to Canadian Forces Medical Services School, in Borden near Barrie, Ontario to deliver the bulk of the intensive-study program, which involves eight courses in fields such as leadership, human resources, law, financial management, and Canadian health issues. Two of the courses are offered through the Internet. The students learn full-time for eight months.

The initiative is part of a long-term plan by the Forces to accredit all of its 23 clinics across the country, to ensure that all of its health-care services are equivalent to those available to the rest of the Canadian population.



The first group of 14 students graduated in April, 2002. They will be moving into positions in the Forces, such as clinic managers and policy analysts.

"Bridging real world demands with the latest ideas in education is one of the key goals of our Professional and Executive Development Group," says Marilyn Booth, Dean of Continuing Education at Ryerson. "We have developed a great partnership with the Forces to create a customized program that we hope will exceed their expectations. Our focus is on customer service."

Ryerson University is Canada's leader in applied education, with more than 40,000 registrations in its Continuing Education Division. The Professional and Executive Development Group at Ryerson works with private and public sector organizations to deliver customized learning op-

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### CHAPTER MISSION:

*To increase the use and quality of evaluation that results in greater effectiveness, efficiency and accountability of policies, programs and services of public and private organizations in Ontario*

[www.evaluationontario.ca](http://www.evaluationontario.ca)

**UPCOMING EVENTS!**



## ONTARIO CHAPTER ANNUAL MEETING

NOVEMBER 25, 2002

METRO YMCA, TORONTO

The Annual Meeting will provide participants with an overview of what the CES Ontario Chapter has accomplished over the past year and the directions the Chapter is planning for the future. This event is an excellent opportunity for members and non-members to learn more about the Ontario Chapter and how you can get involved.

The Annual Meeting will be accompanied by a full-day workshop with David Northrup (see below for details).

**Location:** YMCA, 20 Grosvenor St., Toronto

**Time:** 12:00pm – 1:00pm

## EFFECTIVE SURVEY RESEARCH: THE CHALLENGE OF INTEGRATING QUANTITATIVE AND QUALITATIVE METHODS

PRESENTING DAVID NORTHRUP

NOVEMBER 25, 2002

**Presenter:** *David Northrup, M.A.*  
*Associate Director, Institute For Social Research,*  
*York University*

Survey research is a widely used method for collecting data about many kinds of problems or issues and is used to evaluate the effectiveness of programs and services offered to different populations.

This one-day intermediate level workshop on will look at both qualitative methods (e.g., focus groups, cognitive interviews, in-depth interviews) and quantitative methods (e.g., self-administered, telephone, and other surveys). The workshop will look at the strengths and limitations of using each approach, the benefits of combining both qualitative and quantitative methods, and review how each method can contribute to the research question in unique ways. An overview of quantitative and qualitative survey de-

sign, with a specific focus on the implications for analysis and interpretation, will be provided.

Participants should have basic familiarity with survey research and quantitative and qualitative methods.

**Time:** 8:30 AM to 4:00 PM  
Annual Meeting to be held during lunch

**Location:** Metro Toronto YMCA  
20 Grosvenor St., Toronto

**Fee:** \$50 for members  
\$145 for nonmembers (includes membership)  
\$25 for full-time students  
Includes lunch

For more information or to register, download the workshop flyer from the events page on our website at [www.evaluationontario.ca/](http://www.evaluationontario.ca/)

## CHAIR'S COMMENTS

*By Wendy Young, Chairperson*

In this newsletter you will find further evidence that the CES Ontario is indeed revitalized. Our very active board members and outstanding volunteers have arranged three events over the next two months: a breakfast session with Sandy Henderson of Management Board on October 1 (Sandy was chair of CES Ontario in 2000), an additional Essential Skills Series starting October 22, and the Annual Meeting date. I hope to see lots of our members at one of these events.

Three board members who have contributed substantially to our revitalization will be leaving the board at the end of 2002: Elana Gray (past chair); Adam Spencer (Membership); and Rochelle Zorzi (Communications). We will miss them and we'll find a way to acknowledge their hard work. These individuals, given their interest in evaluation, will continue to participate in CES events in new roles.

With their departures comes the opportunity for members to nominate individuals to serve on the board. We value diversity and encourage people from all sectors to apply. We welcome individuals with limited CES

experience or people living outside the GTA. An orientation to CES activities will be provided in January. Travel to Toronto is no longer a barrier, as we will accommodate all individuals through teleconferencing.

If you would like to volunteer, you may find it useful to look at our website at [www.evaluationontario.ca](http://www.evaluationontario.ca). You'll find information on our Current Priorities, our Strategic Planning, our committee structure, and a description of our relationship with the national body. And soon, in keeping with our interest in transparency,

you will find the approved minutes of the board meetings.

This website is helping us link users of evaluation with individuals who have the expertise to conduct the evaluation. Don't hesitate to contact us if you would like to arrange a presentation on evaluation, post information on one of your evaluation activities, tell

our members about a job opportunity, or advertise in our newsletter. I'll be pleased to discuss your evaluation interests and how CES Ontario can help you.



## ALL A-BOARD!

*By Rochelle Zorzi  
Member of the Board Development Committee*

At the annual meeting on November 25, we will be electing a new slate of members for our Board. With the deadline for nominations drawing near (October 31), members have been asking what is involved in being a board member. Here are some answers.

**What does the board do?** The Ontario Chapter Board of Directors takes a leadership role in program evaluation in Ontario. It organizes activities that a) serve our members and b) increase the use and quality of evaluation in Ontario.

**What are the responsibilities?** Directors attend monthly board meetings where we set priorities, make

plans, and keep each other informed. In addition, each board member has a specific portfolio - such as chair of a committee, representative on national council, or an executive office like secretary, treasurer, or chair. On average, the time commitment is about five to seven hours a month.

**What are the advantages of serving?** Being a director is a great way to expand your network and be involved in leading-edge developments. This is a particularly exciting time to be on the board, as we gear up for the 2005 international conference, to take place in Toronto.

You can find more information about the roles of the board on the "About Us" page of our website, at [www.evaluationontario.ca](http://www.evaluationontario.ca). If you have other questions, you can email us at [executive@evaluationontario.ca](mailto:executive@evaluationontario.ca).

## CES-ONTARIO STUDENT COMMITTEE

*By Andrea Johnston, Student Representative*

It is with great excitement that we launched our chapter's student committee. I will serve as the Chair and look forward to working as a team player with the many other interested students. We have received overwhelming response to our request for volunteers and to-date have recruited nine committee members.

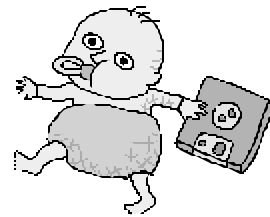


Our first meeting is set for Monday, September 23<sup>rd</sup>, 2002 at 1:00 PM in Guelph. In our first meeting we will review our Terms of Reference and ensure we all agree to them.

Our purpose is as follows: To facilitate the inclusion and retained participation of students in CES and CESO activities, which foster relationship lending themselves to the ability of students to publish and present their evaluation related research, strengthen their own evaluation knowledge and practices, and networking with fellow students, in addition to potential colleagues and employers.

In addition, we will develop 3-5 year strategic plan, which will prioritize our responsibilities according to the Student survey completed by Adam and Candace last year. As well, thanks to the Board of Directors approach, we will identify our goals/objectives, 3-5 year overview, 2002 – 2003 Activities, resources required, timeframes/frequency, and success measures.

***Congratulations, past-chair Elana Gray and family on your new arrival!***



## CES-ONTARIO WELCOMES STUDENT VOLUNTEERS!

Ontario Chapter is pleased to welcome the volunteers of the student committee, who have joined us over the summer. A strong corps of volunteers keeps the society vibrant and active, so thanks to all of you!

### **Student Committee**

Sid Ali, OISE/UT  
 Patty Lindsay, University of Toronto  
 Cameron Norman, University of Toronto  
 Nancy Pearce, University of Waterloo  
 Otalene Shaw, Toronto  
 Elaine Stavnitzky, University of Guelph  
 Beth Stephens, University of Guelph  
 Elaine Van Melle, Queen's University at Kingston  
 Linda Yu val, University of Guelph



## A CHAT WITH ANDREA JOHNSTON: STUDENT AND ENTREPRENEUR

By Dina Franchi, Columnist

**Dina:** How did your career in evaluation begin?

**Andrea:** While working toward a specialist degree in sociology I found a junior level position at Obonsawin-Irwin Consulting Inc. This is a native owned consulting firm whose philosophy is to develop Aboriginal people's skills. I was fortunate to be mentored by Dr. Linda Fischer who taught me many evaluation skills. I quickly moved to a senior position, working on the firm's first provincial evaluation contract as the project manager. I was also inspired by various evaluation conferences to engage in advocacy for native evaluation. This became my area of specialization, and from there I started own business 1½ years ago.

After completing my 3-year degree in June 2002, I am currently finishing a 4-year B.A. in sociology at the University of Toronto and am enjoying the many opportunities to share my work at the next CES conference in 2003.

**Dina:** How has being a member of CES influenced your career?

**Andrea:** I've been a member of CES for about 4 or 5 years. I became involved as a member of the web-design committee, then the advocacy committee. More recently I joined the board of directors as student representative. We are starting a student committee for which I have already received fantastic interest.

Being an active member of CES has provided me with opportunities to network with other Aboriginal evaluators. Conferences help me to stay current and network with potential clients and evaluators with similar interests.

I would like to see Aboriginal people using tools for evaluation that are based on their *teachings* - the way of life taught by elders and healers.



Andrea Johnston

**Dina:** What made you decide to start your own consulting firm?

**Andrea:** My initial motivation was to expand my network of colleagues without having to work for another company. I also saw the need to advance evaluation in the Aboriginal community. I developed an Aboriginal approach to evaluation with the assistance of elders/healers and other

Aboriginal community members. Recently, I presented the approach at the *Healing Our Spirit* World Wide Conference in New Mexico and it was very well received. Every attendee came up afterwards and provided his/her coordinates for future information on the approach. Next, I am presenting at the 2003 AEA conference.

The motivation of my company is to advance healing among Aboriginal people and advance Aboriginal people's socioeconomic position in society. I believe this can be done by integrating the teachings of the Aboriginal way of life into evaluation.

**Dina:** Where would you like to see evaluation going in the next 5 to 10 years for Aboriginal people?

**Andrea:** Ultimately, I would like to see Aboriginal people honour their teachings by using tools for evaluation that are based on their *teachings* - the way of life as taught by elders and healers. This means recognizing that they have the fundamentals for doing evaluation within their teachings. The Aboriginal approach to evaluation I developed is a thinking model—a framework for evaluation that is within the teachings of Aboriginal people's way of life. For example, in a healing program one can only evaluate outcome by understanding the entire Aboriginal approach to healing. If the outcome is to heal one cannot understand what it takes to *be healed* unless you approach it from the Aboriginal state of mind.

(See "Chat" on page 6)

**CHAT** (Continued from page 5)

**Dina:** How can CES support you and others like you in your career?"

**Andrea:** CES is doing a great job already. There are so many opportunities to become involved. I think continued support of students is essential. This includes enhancing the web site, continuing to provide full scholarships for conferences and essay competitions. I look forward to ongoing opportunities to network nationally with other Aboriginal evaluators.

**Dina:** What advice would you give to students who are thinking of program evaluation as a career?

**Andrea:** First, join CES. Being a member enabled me to meet others with similar interests, find employment, and continuously enhance my learning.

Second, find a mentor and/or several mentors. Mentors have so much to offer in terms of knowledge and personal experience.



## CES-ONTARIO MEMBER RETENTION REPORT

*Adam Spencer, Membership Chair*

In recent years, the Canadian Evaluation Society's National membership has grown significantly. In the last year alone, close to 200 new members have joined the society (June 2001, 1378 members; June 2002, 1565 members). The Ontario Chapter is also seeing a similar trend in its total membership, thanks in part to the hard work and dedication of volunteers and board members. Since June 2002, the Chapter's total membership has increased by 21%, or 55 members. The Ontario Chapter membership represents about 20% of CES National's overall membership.

### Is the CES-Ontario retaining its members?

Despite the membership growth in the past few years, a few questions related to member retention have been the subject of discussion. For example, how many of our members are choosing not to renew their membership?

The following information, based on data collected from June 2001 to June 2002, attempts to shed light on this matter. Memberships are renewed on an annual basis, therefore each of the CES-Ontario members' membership expired at least once between June 2001 and June 2002.

(See "Members" on page 7)

<b>Table 1 – Retaining past members</b>	
Members in June 2001	<b>256</b>
Members who renewed membership prior to expiry	90
Members who renewed their expired membership	70
Total number of members who renewed their membership	<b>160</b>
Members who did not renew between June 2001 and June 2002	<b>96</b>
<b>Estimated Retention rate (160/256)*100</b>	<b>63%</b>

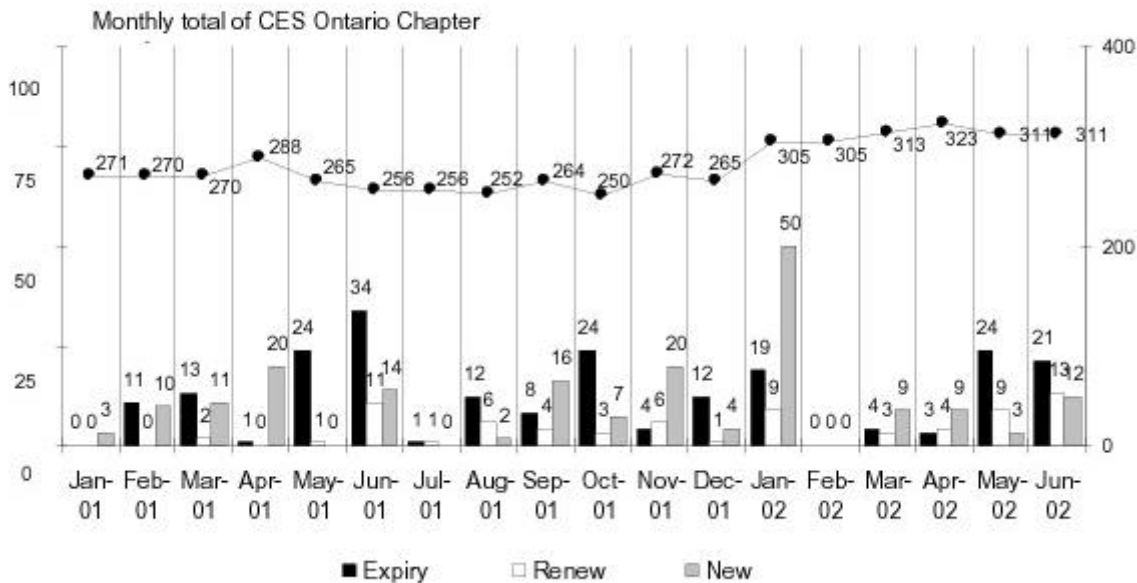
**MEMBERS** (Continued from page 6)

There were 90 members who renewed their membership immediately, and an additional 70 members who renewed their membership after it expired. Results below show that our overall retention rate between January 2001 through to June 2002 equals to 63%.

The graph below displays monthly statistics based on membership information collected since January 2001. The information is based on memberships that expired; in other words, those memberships that were not paid for in the month following the membership's expiry. Four types of information were collected, (1) total number of members (represented by the line), (2) number of expired memberships, (3) number of renewed, and (4) number of new memberships.

Although CES -Ontario has retained about 63% of its members across a one year period, the board will be proceeding in the development of an "exit" questionnaire used to collect information from members who choose not to renew their membership. It is hoped that this type of information will help identify potential areas for improvement and additional services that CES-Ontario could be offering its members. However, we are always interested in hearing from our current members, so if you have any ideas for activities or things that we could improve, please do not hesitate to contact me or anyone else on the board. We would all love to hear from you!

**CES Ontario Chapter - Membership (Jan01-July02)**



***Congratulations on your acceptance into medical school, Adam.***



COMMUNIQUÉ

Published 3-4 times/year by the Ontario Chapter of the CES.

*Your ideas and input are welcome.*

Editor: Rochelle Zorzi  
722 Windermere Ave.  
Toronto, ON M6S 3M1  
Tel: (416) 761-1024  
Fax: (416) 761-1609  
rochelle.zorzi@sympatico.ca



[www.evaluationontario.ca](http://www.evaluationontario.ca)

For more information about CES or its publications, contact:

Susan Licari  
CES Executive Secretary  
1485 Laperriere Ave.  
Ottawa, ON K1Z 7S8  
Tel: (613) 725-2526  
Fax: (613) 729-6206  
slicari@thewillowgroup.com  
[www.evaluationcanada.ca](http://www.evaluationcanada.ca)

## LINKING EVALUATION TO PROGRAM PLANNING: LOGIC MODELS AND EVALUATION PLANNING

DECEMBER 12 AND 13, 2002

**Presenter:** *Brian Rush, Ph.D.*  
*Centre for Addiction and Mental Health*

This two-day session will demonstrate the use of logic models in conducting evaluations of health and mental health programs. It will link the use of evaluation to program planning. It will include a combination of theory and application.

This workshop is co-sponsored by the Health and Mental Health Evaluation Interest Group and the Canadian Evaluation Society - Ontario Chapter.

**Time:** 8:30 to 4:30, both days  
**Location:** Toronto East General Hospital,  
825 Coxwell Avenue  
**Fee:** \$200  
includes lunch and course materials

For more information, contact Gloria Kay at (416) 482-8772. To register, download the registration form at [www.evaluationontario.ca/events.htm](http://www.evaluationontario.ca/events.htm).

***Mark your calendars! The next CES-Ontario Conference will be held April 7, 2003.***

## ESSENTIAL SKILLS SERIES WORKSHOPS

OCTOBER 22 - 25, 2002

We are offering a second set of Essential Skills Series Workshops. The workshops will run from Monday October 21 to Thursday October 24, 2002 at Oakham House (63 Gould Street) in Toronto.

The Essential Skills Series consists of four, one-day foundational workshops designed by the Canadian Evaluation Society to enhance program evaluation skills and promote the professional practice of evaluation across Canada:

1. Understanding Program Evaluation - Monday October 22 - Dr. Arnold Love
2. Building an Evaluation Framework - Tuesday October 23 - Dr. Paul Favaro
3. Improving Program Performance - Wednesday October 24 - Gloria Kay
4. Evaluating for Results - Thursday October 25 - Dr. Harry Cummings

The series is of interest to newly appointed evaluation or program review officers, those who manage evaluation projects within their organizations, and those who would like a refresher course on the main concepts and issues in program evaluation.

For more information or to register, visit [www.evaluationontario.ca/events.htm](http://www.evaluationontario.ca/events.htm) or phone Martha McGuire at 416-469-9954.