

**Project Charter**  
**Building Capacity for Equity Informed Planning and Evaluation**  
**May 3, 2017**

**Purpose of the Project Charter**

The purpose of the project charter is to provide a concise framework for **Building Capacity for Equity Informed Planning and Evaluation** Project (Equity Project) being undertaken by the Access Alliance Multicultural Health and Community Services in collaboration with a number of community health centres (CHC) across Ontario and the Association of Ontario Health Centres.

The charter includes the project objectives, tasks and deliverables, and estimated project timeline. It also identifies the risks, mitigations, project management details, roles and responsibilities and contact information for the key members and lays out a communications and decision making framework.

**Background**

Despite long history of effort and investment by community based organizations, outcomes for poor and vulnerable groups (i.e., equity seeking groups) have not improved and the special needs of these groups have not been adequately addressed through program interventions. Given these disparities, equity should fundamentally be considered as a factor in any systematic approach to evaluation, along with effectiveness and efficiency, however identifying and addressing equity can be a challenge without the proper use of equity indicators and measures.

Access Alliance along with the partner agencies has received funding from the Ministry of Citizenship and Immigration, Partnership Grants Program to develop a set of common equity indicators that, together with efficiency and effectiveness indicators support community based organizations throughout Ontario to improve program quality, reduce inequity and demonstrate best value for resource investments.

**Objectives:**

The primary objectives for the project include:

- To identify evidence based, practical equity indicators that are applicable to a broad range of community health centres and community based agencies (big-dot indicators);
- To roll out to and pilot test the equity indicators with community health centres across Ontario identified as “champions” in order to build CHC capacity for equity informed planning and evaluation;
- To promote broader uptake of the indicators with service providers beyond the project life-cycle through materials and tools made available electronically and through project partners and champions to build sector wide capacity, and
- To create a foundation for promoting the uptake of an equity framework/equity indicators among decision makers such as HQO and the LHIN.

### **Project Activities: An Overview:**

- Engage 6 – 8 champion CHCs to participate in the project. Champion organizations will be located throughout Ontario. Staff in leadership positions (e.g., management) as well as service providers and technical staff (e.g., evaluation and planning experts) will participate in project activities
- Review indicators that CHCs are either recommended or required to measure. This may include socio-demographic data, satisfaction and outcome indicators (e.g., “Be Well Survey”)
- Recommend a set equity indicators; and adapt existing tools to include a set of equity indicators
- Develop organizational learning/development tools and resources and a learning curriculum for use with champions
- Work closely with champions to build knowledge and skills regarding equity informed planning and evaluation. Support each organization to put in place a vision and framework, including data collection and reporting processes, for equity informed planning and evaluation. Coaching, training, tools and resources and access to technical expertise will be available to the champions. Through the training and coaching champions will integrate equity indicators in all phases of program and organizational planning and evaluation, including assessment, risk identification, monitoring, benchmarking, reporting etc.
- Develop and conduct training/learning sessions with other non-profit health and social agencies to introduce and share the equity indicators and related tools tested and used by the Champions
- Prepare project evaluation
- Disseminate findings through partners and champions and through on-going knowledge dissemination activities (e.g., conference presentations, website tools, etc.) and continue this activity beyond completion of the project

The table below summarizes the project by listing the key phases, key activities and deliverables along. The Gantt chart presents respective project timeframes.

<b>Phase One: Project Launch</b>	
<b>Key Activities and Tasks</b>	<b>Milestones and/or Targets</b>
<ul style="list-style-type: none"> <li>• Hold project launch meeting to:               <ul style="list-style-type: none"> <li>○ Confirm the project approach, timelines, activities, deliverables</li> <li>○ Identify project risks, mitigation strategies and project constraints</li> <li>○ Establish a project reporting process and schedule</li> </ul> </li> <li>• Draft and finalize project charter and project management schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Project Charter</li> <li>• Project Management Schedule submitted on time</li> </ul>
<b>Phase Two: Project Set Up</b>	
<b>Activities and Tasks</b>	<b>Milestones and Targets</b>
<ul style="list-style-type: none"> <li>• Convene Advisory Committee and finalize membership</li> <li>• Draft and approve Terms of Reference</li> <li>• Recruit and orient all Project Staff /Consultants including Trainers, Coaches, Knowledge Translators, and Evaluators</li> <li>• Define roles and responsibilities of all staff/consultants, including those assigned to the project by partner agencies</li> <li>• Draft and finalize the Project Evaluation plan</li> <li>• Hold quarterly Advisory Committee Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory Committee TOR</li> <li>• Project has in place the staff/resources with knowledge and skills required to achieve outcomes</li> <li>• 4 - 5 Advisory Committee meetings</li> </ul>
<b>Phase Three: Stakeholder Engagement, Communications and Knowledge Translation Plan</b>	
<b>Activities and Tasks</b>	<b>Milestones and Targets</b>
<ul style="list-style-type: none"> <li>• Draft Stakeholder Engagement Plan (identify stakeholder groups, objectives for engagement, key messages, activities, timelines and roles)</li> <li>• Draft and finalize communications plan and knowledge translation plan (as required by stakeholder engagement plan)</li> <li>• Create communications tools and work with AOHC and OCASI to disseminate communications</li> <li>• Recruit and engage the participation of 6 CHCs located in north, east and west Ontario as champions</li> <li>• Develop MOU with each champion</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Engagement Plan               <ul style="list-style-type: none"> <li>- Communications Plan</li> <li>- Knowledge Translation Plan</li> </ul> </li> <li>• 6 champions with MOUs</li> </ul>
<b>Phase Four: Health Equity Research</b>	
<b>Activities and Tasks</b>	<b>Milestones and Targets</b>
<ul style="list-style-type: none"> <li>• Form sub-committee comprised of Project Coordinator and staff subject matter experts to:               <ul style="list-style-type: none"> <li>○ Collect equity frameworks and tools that are mandatory or recommended for use by CHCs</li> <li>○ Define assessment criteria and assess tools for their applicability to CHCs (criteria: feasibility, relevance to social determinants, standardization, etc.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Small number of equity indicators</li> </ul>

<ul style="list-style-type: none"> <li>• Recommend a small set of equity indicators that the champions will pilot test</li> <li>• Advisory Committee meets to approve indicators</li> </ul>	
<b>Phase Four: Training and Capacity Building</b>	
<b>Activities and Tasks</b>	<b>Milestones and Targets</b>
<ul style="list-style-type: none"> <li>• Develop orientation and training curriculum/materials</li> <li>• Form working group at each CHC to manage the project (subcommittee of Quality Committee)</li> <li>• Develop &amp; implement critical path with each CHC:</li> <li>• Assess where the CHC is at in terms of its capacity (pre-test)</li> <li>• Identify learning goals &amp; outcomes</li> <li>• Conduct training sessions 1 day/ month/per site including: risk assessment frameworks and benchmarking surveys</li> <li>• Provide coaching 1day/month/site and ensure that each CHC has a customized program planning and evaluation template that it will be using by project end</li> <li>• Conduct satisfaction and outcome evaluation with each CHC (post-test)</li> </ul>	<ul style="list-style-type: none"> <li>• 1 training curriculum comprised of 8 modules</li> <li>• Working groups with TOR</li> <li>• Critical paths</li> <li>• Assessment results</li> <li>• Learning plans</li> <li>• 6 - 8 training days per site</li> <li>• 6 - 8 coaching days per site</li> <li>• Higher post-test results</li> <li>• High satisfaction results</li> </ul>
<b>Phase 6: Final Reporting and Project Close</b>	
<b>Activities and Tasks</b>	<b>Milestones and Targets</b>
<ul style="list-style-type: none"> <li>• Consolidate project tools, resources, curriculum, materials and project evaluation learnings</li> <li>• Create an Equity Informed Planning and Evaluation Toolkit for dissemination with other CHCs and non-profits</li> <li>• Support each champion to work with the AOHC and OCASI to outreach to and host a regional workshop to share information about the project (process, outcomes) and to disseminate toolkit regarding health equity planning and evaluation</li> <li>• Conduct pre and post-test with workshop participants</li> </ul>	<ul style="list-style-type: none"> <li>• Equity Informed Planning and Evaluation Toolkit</li> <li>• Regional workshops</li> <li>• ~40 organizations participate total</li> <li>• ~40 individual participants total</li> <li>• High satisfaction</li> <li>• Increased knowledge, skills and attitudes reported post-test</li> </ul>

**Roles and Responsibilities**

Within the timelines identified by the Project Management Plan, the Parties’ roles and responsibilities are:

Name	Responsibility
Access Alliance (Project Lead):	
<ul style="list-style-type: none"> <li>• Axelle Janczur – Project Owner</li> <li>• Akm Alamgir – Evaluation Lead</li> <li>• Miranda Saroli – Project Coordinator</li> </ul>	

<ul style="list-style-type: none"> <li>• Yogendra Shakya – Senior Research Scientist</li> <li>• Anteneh Gedamu – Immigrant Insight Scholar</li> </ul>
<ul style="list-style-type: none"> <li>• Overall project management, including oversight and coordination of the project plan (its goals and activities), the project budget, communications with funder, and partner engagement</li> <li>• Hire and supervise project Coordinator</li> <li>• Contract with and provide direction to Project Coaches/Trainers</li> <li>• Participate on the Research Working Group</li> <li>• Develop and implement the project evaluation</li> <li>• Communicate and liaise regularly with Champions to ensure engagement and problem solve issues</li> <li>• Other activities as defined in the project plan</li> <li>• Coordinate Project Advisory Committee meetings and ensure costs incurred by Champions and partners to attend are covered</li> <li>• Chair the Advisory Committee</li> </ul>
<p>CHC Project Partners and Champions:</p> <ul style="list-style-type: none"> <li>• Centre francophone de Toronto</li> <li>• Planned Parenthood Toronto</li> <li>• Centre de santé communautaire du Témiskaming</li> <li>• Women’s Health in Women’s Hands Community Health Centre</li> <li>• Taibu Community Health Centre</li> <li>• Rideau Health Services</li> <li>• North Lambton Community Health Centres</li> <li>• Chigamik Community Health Centres</li> </ul>
<ul style="list-style-type: none"> <li>• Form and operate an internal project working group comprised of 4 – 8 staff, ideally including those with responsibility for primary care, community development/health promotion planning, delivery or evaluation and data management/decision support staff</li> <li>• Review proposed equity indicators</li> <li>• Agree sign off on and to test proposed equity indicators</li> <li>• Participate in the Project Evaluation including the Pre and Post Test (Readiness Assessment)</li> <li>• Work collaboratively with the Project Coach to identify learning goals and outcomes based on the assessment</li> <li>• Work with the Project Coach to develop an action plan and critical path/project for testing proposed equity indicators</li> <li>• Work with the Project Coach to schedule ~ twice monthly coaching/training session to support the Working Group and the agency more generally to advance its learning goals and action plan</li> <li>• Support project communications: <ul style="list-style-type: none"> <li>○ Post information about the initiative on the agency website</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>• Participate in regional knowledge exchange: <ul style="list-style-type: none"> <li>○ Host a regional workshop (if appropriate)</li> <li>○ Promote the regional workshop to CHCs and service providers</li> <li>○ Participate as a presenter at regional workshop (if appropriate)</li> </ul> </li> <li>• Participate on the Project Advisory Committee</li> </ul> <p>Contribute to project costs where possible (transportation to Advisory Committee meetings, etc)</p>	
<b>System Partners</b>	
Association of Ontario Health Centres	<ul style="list-style-type: none"> <li>• Participate on the Advisory Committee</li> <li>• Lead Communications and Stakeholder Engagement Phase</li> <li>• Provide communications and engagement support with member agencies across Ontario</li> <li>• Participate on Research Committee</li> </ul>
OCASI	<ul style="list-style-type: none"> <li>• Participate on the Advisory Committee</li> <li>• Provide communications and engagement support with member agencies across Ontario</li> </ul>

### Project Risks & Mitigation

It is important to identify risks early in a project in order to mitigate any potential issues that may arise. The following risks and mitigating strategies

Risk	Mitigation Strategy
The project timeline is very tight and we will not be able to carry out activities within the projected timeline	<ul style="list-style-type: none"> <li>• Access Alliance will produce a project management schedule which will be used to support all partners with achieving goals and carrying out activities on time</li> <li>• Access Alliance will hold regular project meetings to review status and identify and address risks to project timing</li> <li>• As much as possible we will draw upon and adapt existing tools and resources</li> </ul>
We do not secure staff, trainers, etc. with the right skills on time	<ul style="list-style-type: none"> <li>• We will work through our networks to recruit people with the skills we need</li> </ul>
The project budget is very tight and we will not be able to carry out activities within budget	<ul style="list-style-type: none"> <li>• The budget will be monitored and shared with the Advisory Committee. Budgetary constraints will be discussed and problem solved in advance to reduce impact on the activities</li> </ul>
Local sites do not see the project ideas as valuable	<ul style="list-style-type: none"> <li>• Keep the project well defined</li> <li>• Keep the project focused, contained, practical, comparable</li> <li>• Address through stakeholder engagement plan</li> </ul>

<p>Too much variability across the CHCs means the equity indicators get too localized and not useful at a sector wide level</p>	<ul style="list-style-type: none"> <li>• Keep the project well defined</li> <li>• Keep the project focused, contained, practical, comparable</li> </ul>
<p>This project does not connect to or leverage all of the other initiatives that are going on regarding equity/equity indicators</p>	<ul style="list-style-type: none"> <li>• Create fulsome Stakeholder Engagement Strategy, including map of existing initiatives</li> </ul>

**Project Communication and Reporting**

It is important that if significant issues arise that they are communicated promptly. Key contacts for any project communication will be:

- Day to day operations – Saira Ansari, Project Coordinator

A project update will be circulated to the Advisory Committee monthly. Issues and risks will be escalated to the Axelle Janczur and the Project Advisory Committee as required.

**Decision Making**

Decisions will be made by consensus that reflects the discussions of the Project Team. Where this is not possible, for example, due to time restraints, and a decision must be made, the decision will be brought to a vote and the record of decision will reflect the differences of opinion expressed in the Team.