



HARRY CUMMINGS AND ASSOCIATES INC

Health Sector Projects/Evaluations

National Occupational Analysis for Dental Assisting in Canada. *March 2019 – present.*

HCA is working with the Canadian Dental Assistants Association and the National Dental Assisting Examining Board to redevelop and complete the 2019 NOA. The NOA is a key research component that supports the advance of the profession of dental assisting across Canada. The results will help to confirm current practices and identify emerging practices, technologies, tools and issues. The results will also inform the content of the national dental assisting exam and dental assisting curriculum as well as government regulation and policy development related to the profession of dental assisting. HCA is developing a national survey that will be distributed to approximately 28,000 dental assistants across Canada and key informant interviews and focus groups will be utilized to capture a broader perspective from relevant stakeholder groups (provincial associations, regulators, educators, etc.).

Evaluation of the Co-Creating a Sustainable BC Initiative. *August 2019 – present.*

The Co-creating a Sustainable BC Initiative is a project of the Fraser Basin Council and it provides an opportunity for youth to get more deeply involved in core environmental, social and economic sustainability issues affecting their community. Youth and young adults in two BC pilot sites, Kamloops / surrounding communities and Sea-to-Sky Corridor (Squamish, Whistler, Pemberton and area) will participate in the program to identify barriers to making meaningful and lasting changes in their communities, and practice a collaborative approach to identifying potential solutions. HCA is carrying out a process and impact evaluation that will serve to assess the effectiveness of the program delivery model and the extent to which intended youth outcomes were achieved (e.g. knowledge and skill development, improved sense of self-confidence in ability to affect change, ability to develop and implement) a formal plan for a sustainability project).

Evaluation of the City of St. Thomas Creating Connections Project. *October 2015 – present.*

HCA is conducting a five-year evaluation of the Creating Connections project that was initiated in Sept. 2015 through a partnership between Southwestern Public Health Unit (SWPH), the City of St Thomas and three local developers (Doug Tarry Homes Ltd, Springwater Developments Inc. and Hayhoe Homes). Principal funding for the project is being provided from Public Health Agency of Canada with matching funding from the local developer partners creating a total project budget of just under \$2 million. The project is being led by SWPH and its goals are to 1) improve the built environment within the City of St. Thomas in order to support increased rates of walking and physical activity, and 2) engage families, community members and municipal officials in order to improve walkability within the City of St. Thomas and a demonstration area. HCA has completed a comprehensive evaluation plan and the data collection methods include document file review, an annual survey of project partners, key informant interviews with project partners, and a pre- and post-implementation phone survey of community residents.

Evaluation of the YMCA Plusone Mentoring Program. February 2017 – present.

HCA is conducting a multi-year evaluation of the YMCA Plusone Mentoring program in four sites across Canada (Moncton, Montreal, Regina, Surrey). Plusone Mentoring is a community-based mentoring program that engages high-risk youth and aims to change behaviours and build aspirations to construct positive pathways to a sustainable future. The program targets youth aged 10-17 from at-risk populations (e.g. newcomer, indigenous, visible minority, inner-city, etc.) who demonstrate an accumulation of risk factors at home, school, and in their personal lives. HCA developed the evaluation plan and collaborated with YMCAs of Quebec to develop methods and data collection tools including key informant interviews, focus groups and a risk assessment tool for youth participants. Youth will be tracked at regular intervals to identify changes in several behavioral and emotional domains over time (e.g. school ability, family relations, community engagement, behavior towards others, emotional management, self-harm, substance use). HCA will be collaborating with staff in the four host sites and staff at the head office (YMCAs of Quebec) in collecting data over five years. Local program staff in the four host sites are responsible for collecting and compiling case data in the Quickbase case management system. HCA is responsible for reviewing/analyzing the data and conducting annual visits to the four host sites to complete the interviews with local staff, mentors, parents, and partner organizations and conducting focus groups with youth. The Plusone Mentoring program is funded by Public Safety Canada.

Healthy and Respectful Workplace Survey. September 2018 – March 2019.

HCA worked with the Canadian Dental Hygienists Association and the Canadian Dental Assistants Association to design and implement a web-based member survey to better understand issues related to workplace harassment, bullying and abuse. The survey tool was developed through a collaborative approach with an expert panel made of representatives from CDHA and CDAA. The survey tool was designed to provide a baseline profile of the incidence of harassment, bullying and abuse in the workplace as well as the impact of mistreatment in the workplace and the measures being taken to respond to these issues. Over 3,700 CDHA members and over 600 CDAA member participated in the survey.

Evaluation of the Building Diversity, Equity and Inclusion (DEI) in Leadership Training Program. 2018

In June 2017, the Regional Diversity Roundtable (RDR) began the Building Diversity, Equity and Inclusion (DEI) in Leadership training program. Supported by a 15-month partnership grant from the Ontario Ministry of Citizenship and Immigration (MCI) under its Building Inclusive Leaders stream, the four module training program was created to develop the capacity of organizational leaders in non-profit and public sectors to institutionalize DEI values, policies and services in their organization. HCA was contracted by RDR in November 2017 to assist with developing data collection tools for the evaluation of the program as it transitioned from Modules 1 and 2 to Modules 3 and 4 (pre and post surveys, Employee Satisfaction Survey). HCA completed all of the data analysis and prepared a summary report of the lessons learned from the initial roll out of the program.

Evaluation of the Right To Play – Play for the Advancement of Quality Education program (PAQE).

October 2016 – October 2017

HCA conducted a multi-phase evaluation of the PAQE program. The PAQE program endeavours to improve educational attainment for children and youth aged two to fifteen in eight countries (Tanzania, Mozambique, Rwanda, Liberia, Benin, Ghana, Mali, Pakistan) through a child-centred, play-based learning model. The first phase of the assignment involved a comprehensive review of all PAQE program, monitoring, and evaluation plans including the logic model, performance measurement framework, and measurement tools. It also involved a review of baseline data and reporting that was prepared by a separate consulting body in 2015/2016. Under the first phase of the assignment, HCA assisted RTP in refining its performance monitoring framework and data collection tools (i.e. child survey, key informant

interview guides, focus group guides) and establishing a sampling frame for the endline evaluation in 2017. In the second phase of the assignment, HCA identified and contracted in-country consulting teams to support data collection in seven countries (Tanzania, Mozambique, Rwanda, Liberia, Benin, Ghana, Mali). HCA team members to all seven countries where they conducted week-long data collection training for the in-country teams and visited schools to supervise and participate in the data collection. The training and data collection period extended over the period April 27 to June 23, 2017 and ultimately resulted in the collection of data from 900+ children ages 12-15yrs (child survey), 350+ children ages 8-11yrs (focus groups), 350+ children ages 6-7 (focus groups), 100+ parents (focus groups), 100+ teachers (interviews) and other relevant stakeholder groups including community leaders, community coaches, Civil Society Organizations, Education ministry / department officials, as well as in-country Right To Play staff. HCA conducted all of the data analysis and prepared a summary report including recommendations.

Evaluation of the Good Food and Urban Agriculture Programs for FoodShare Toronto. 2017.

HCA worked with FoodShare Toronto to assess the impact of its programming and the roll its efforts are playing in the city's poverty reduction efforts. Working collaboratively with FoodShare staff, with funding from the Local Poverty Reduction Fund, HCA engaged with stakeholders at various levels through survey questionnaires, interviews, and focus groups to assess program impact. HCA utilized a sustainable livelihoods framework in the evaluation design. The study was supplemented with a wide review of available academic research and demographic data to assess how FoodShare programming contributes to the poverty reduction.

Strategic Planning Process for Kingston, Frontenac and Lennox & Addington Public Health. November 2015 – August 2016.

HCA developed and implemented a Strategic Planning Process for Kingston, Frontenac and Lennox & Addington Public Health. Included in the process were methods and tools for stakeholder engagement, methods and tools for conducting an environmental scan and SWOT analysis, a workplan outline, and methods for reviewing and updating vision, mission, goals, and values. HCA facilitated two strategic planning sessions with the executive committee to draft a core strategic plan based on findings from stakeholder engagement.

Member Satisfaction Survey for the Canadian Association of Medical Radiation Technologists. 2015 – 2016

HCA designed and implemented a web-based member satisfaction survey on behalf of CAMRT in 2015 and again in 2016. CAMRT is the sole provider of the entry to practice certification process in Canada, and its purpose is to foster excellence in patient care by providing medical radiation technologists with standards of practice and opportunities for continuing professional development, as well as by advancing the profession and establishing effective partnerships with related health professionals. CAMRT has approximately 10,000 members across Canada and over 1,100 members participated in the survey. The results of the survey identified service gaps and areas of service delivery that are high value to members. Statistical analyses (e.g. correlation and inferential statistics) were performed on the member survey data to identify relationships between dependent variables and independent variables and to identify significant differences between sub-groups within the survey group (e.g. age, gender, level of education).

Evaluation of the Nunavik Kite-Ski Program. February 2016 – August 2016.

HCA designed and implemented a process and impact evaluation of the Nunavik Kite-Ski program from 2011 to 2016. The program is open to all ages but there is a strong focus on introducing youth to the activity. The program uses a combination of senior instructors from the south and experienced local instructors to train and develop local kite-skiers. An overarching program objective is to provide an activity

for youth in the communities that helps local instructors learn leadership, mentorship, goal setting, and healthy competitive spirit. The overall goal of the program is to work cooperatively with communities to make kite-ski sustainable through the development of local instructors and for communities to take greater ownership / responsibility for supporting kite-ski activities in their community. The evaluation was conducted on behalf of the Kativik Regional Government (KRG), Recreation Department and involved a site visit to Puvirnituq to meet with program officials and skiers at the annual Kite-ski Championship and a site visit to Kuujuaq to meet with KRG officials.

Evaluation Consultation Services for the Internationally Educated Health Professionals (IEHP) Project – PHASE 2. *September 2015 – March 2017.*

HCA worked with the Standardized Patient Program (University of Toronto) and program partners including HealthForce Ontario to implement evaluations of two Internet based educational initiatives to assist the integration of IEHPs into healthcare workplaces across Ontario. (1) The Practice Readiness E-learning Program (PREP) is an online repository of resources available to IEHPs, educators, regulators, and employers. The self-sustaining learning resources cover critical content related to workplace integration. (2) The Workplace Integration Network (WIN) project is an online repository of training resources available to employers / workplaces to support them in integrating IEHPs into clinical sites. HCA developed the evaluation plans and tools for both of these projects under Phase 1 of the initiative. HCA also developed an evaluation plan for the Alternative Career Program (ACP) which will assist IEHPs who may not ultimately be able to qualify in Canada and meet regulatory requirements for registration as a professional for a variety of reasons but require viable employment opportunities commensurate with their knowledge and skills. The ACP was developed and implemented by the University of Toronto, Faculty of Pharmacy. HCA conducted focus group discussions with HFO advisors and with IEHPs to better understand the strengths and limitations of the online resources. HCA also conducted an analysis of the data that was collected through the online survey tools and prepared a summary report for the University of Toronto.

Evaluation of Team Nunavik-Quebec. *March – December 2015.*

HCA conducted an evaluation of Team Nunavik-Quebec (TNQ) and its related activities from 2012 to 2015. TNQ represents Nunavik at the Arctic Winter Games (AWG). The AWG are held every other year and represent the world's largest northern, multi-sport and cultural event that involves the participation of 9 circumpolar regions including Nunavik-Quebec. The 2016 Games will be held Greenland and approximately 2,000 athletes, cultural performers and coaches will participate. HCA designed and implemented an evaluation that was strategic in qualifying and quantifying the impact of sport activities on the youth of Nunavik and identifying areas of improvement. The evaluation was conducted on behalf of the Kativik Regional Government (KRG), Recreation Department and involved a site visit to Inukjuak to meet with TNQ officials and athletes at the Hudson Coast tryouts and a site visit to Kuujuaq to meet with KRG officials.

Evaluation of the Ivirtivik Employment Centre. *June – November 2014.*

HCA conducted an evaluation of the Ivirtivik Employment Centre in Montreal. The project is an employability and skills development initiative for Inuit 18 years and older with multiple barriers to employment. The Ivirtivik project uses an approach that considers all aspects—spiritual, intellectual, physical or emotional—of a person's life. The project is operated by the Kativik Regional Government in partnership with Regroupement québécois des organismes pour le développement de l'employabilité (RQuODE) and P.S. Jeunesse. As part of the evaluation process HCA, developed a detailed evaluation plan and program logic model in collaboration with program partners. A variety of data collection methods were used in the evaluation including document review, key informant interviews, and focus groups.

Public Safety and Emergency Preparedness Canada, “Evaluation of the Multisystemic Therapy Program for High-Risk Youth.” *October 2010 – July 2014.*

HCA conducted a 4-year impact evaluation of an innovative social services program funded by the Government of Canada’s National Crime Prevention Centre and delivered by Agincourt Community Services Association. The Multisystemic Therapy Program was developed in the United States and has been used in a number of countries for the past 20 years. The program was delivered by trained social workers and encompassed a series of home-based therapy and educational sessions (including cognitive behavioural therapy or CBT) designed to improve parenting skills and reduce the likelihood that at-risk youth will engage in criminal and other anti-social behaviours.

Analysis of United Way Toronto Member Agency Reporting Data. *December 2013 – March 2014.*

HCA conducted a review and analysis of United Way Toronto Member Agency reporting data and prepared a summary profile of 550 programs that are provided through 145 different agencies. The final report included an analysis of service activities and organizational outcomes of the UWT funded agencies. The report also provided an overview of the evaluation activities of the UWT member agencies. This includes a summary description of the different evaluation methods being used, the use of evaluation in learning and improvement, and the types of client outcomes being achieved through UWT funded programs. The initial step in the research process involved the development of a data analysis plan followed by a systematic review and analysis of the quantitative and qualitative data collected and submitted by the member agencies, and a write-up of the final results including recommendations for enhancing the data collection process.

Evaluation of CIRQINIQ Recreation Program. *April – October 2013.*

HCA conducted an evaluation of the CIRQINIQ recreation program from 2009 to 2013 on behalf of the Kativik Regional Government (KRG). The focus of the evaluation was to examine the impact of the program to date on the youth of Nunavik and to provide recommendations regarding development or refinement of the CIRQINIQ program for the next five years. The program has a number of goals including encouraging young Inuit to pursue their education, creating program sustainability by training youth instructors (creating local jobs), promoting healthy lifestyle and mental well-being (self-esteem, trust, confidence) for youth through nutrition and physical activity (collaborative, creative), and assisting in the prevention of crime and suicide among youth.

Evaluation Consultation Services for the Internationally Educated Health Professionals (IEHP) Project – PHASE 1. *November 2012 – November 2013.*

HCA worked with the Standardized Patient Program (University of Toronto) and program partners including HealthForce Ontario to develop evaluation plans for Internet based educational initiatives to assist the integration of IEHPs into healthcare workplaces across Ontario. As part of this process HCA prepared program logic models and evaluation frameworks for the initiatives. Phase 2 involved the implementation of the evaluation and was carried out by HCA in 2015-1016.

Evaluation of the Ontario College of Pharmacists Structured Practical Training Program. *February 2012 – March 2013.*

HCA conducted an evaluation of the OCP SPT program to provide OCP with a better understanding of the necessity and relevance of SPT as a registration requirement for entry-to-practice. The evaluation was also used to determine the effectiveness of the current SPT program in meeting its desired outcomes. SPT includes a studentship program for Internationally Trained Pharmacists (IPGs) and an internship program

for Canada/US graduates and IPGs. HCA prepared a program logic model and evaluation matrix and developed the different data collection tools including key informant interview guides for educators and employers, focus group guides for preceptors and preceptees (students/interns), and an online survey for preceptors and preceptees. HCA administered all of the data collection tools and conducted the analysis for the final report. HCA also conducted a literature review on SPT programs and related evaluations in other jurisdictions including other provinces, the United States and the United Kingdom.

Yukon Labour Market Framework Evaluation Plan. *September 2011 – June 2012.*

HCA developed a Labour Market Framework Evaluation Plan on behalf of the Yukon Government. As a starting point in this project, HCA provided guidance in developing the Terms of Reference for the Evaluation Plan Steering Committee. The evaluation plan focuses on evaluation work to be completed over the next 3 years (2012-2014) and outlines the evaluation methods and data collection tools and a work plan for carrying out the evaluation activities. As part of the process, HCA developed an integrated logic model to provide a high-level overview of the Framework inputs (resources), activities, outputs and outcomes that will contribute to achieving the vision/goals. The preparation of the integrated logic model was informed by a review of the individual action plans that were developed for each of the five labour strategies in the Framework as well as several program evaluations that were recently completed for the Yukon Department of Education.

Occupational Profile of Healthcare Human Resources. *February – June 2011.*

HCA prepared an occupational profile of the healthcare human resources in Huron and Perth Counties on behalf of HealthKick and the Huron Business Development Corporation. Information was collected on the regulated and non-regulated healthcare professions through a variety of sources including the individual regulatory colleges, HealthForce Ontario, and key informant interviews and focus groups with key stakeholders across the region. The key deliverables of the project included: a profile (inventory) of the current state of healthcare human resources in the study area; a framework (model) for forecasting healthcare occupations-in-demand and emerging occupations; recommendations for partnership-based approaches to addressing challenges/gaps and opportunities for meeting the healthcare human resource needs of Huron Perth, and; a system for monitoring and updating the healthcare inventory and forecast model.

Evaluation of Two Financial Assistance Programs. *October 2010 – November 2011.*

HCA conducted an evaluation of two Financial Assistance Programs offered through Jewish Family and Child Service of Greater Toronto and Jewish Immigrant Aid Services Toronto. Both programs were designed to assist members of the Jewish community in the GTA who are dealing with poverty and financial instability due to a variety of reasons. HCA developed implemented a process and outcome evaluation framework for the two programs. The process evaluation identified factors affecting the functioning and efficiency of the programs and provided a greater contextual understanding of program outcomes. The outcome evaluation assessed the extent to which anticipated client outcomes were being achieved and the contribution of the programs to these outcomes. The main research methods included key informant interviews with over 30 staff including senior and middle management, accounting personnel, intake workers, and caseworkers; interviews with six partner/stakeholder organizations; five focus groups with program clients; and a survey of over 160 program clients. HCA also reviewed data from over 500 program clients in the JF&CS case management system.

Summative Evaluation of Community Action Program for Children (CAPC) – Public Health Agency of Canada. 2009 – 2010.

HCA conducted the national summative evaluation of CAPC, for the Public Health Agency of Canada. The annual budget for the program is \$59.5 million. The main focus of the evaluation was to answer questions that address program relevance, success (impact and effectiveness), and cost effectiveness. The evaluation also responded to the reporting requirements of the Treasury Board of Canada. The methodology for the meta-evaluation included qualitative data collection / analysis and synthesis of quantitative data.

Ontario Regional Evaluation of the Community Action Program for Children (CAPC). June 2008 – February 2009.

HCA conducted an outcome evaluation of the programs delivered in all 39 CAPC projects in Ontario between 2003 and 2005. The evaluation served as part of the CAPC ongoing performance measurement and evaluation, which assesses the success of the CAPC in achieving its intended outcomes in the identified four core outcome areas: attachment (for infants) and child development (for two- to six year olds); parenting skills/satisfaction/sense of competence; social support; and knowledge of and ability to access services. The study used a quasi experimental approach to collect information on program participants at program entry and exit/follow-up. The data was collected and compiled by the 39 CAPC projects using 6 assessment tools that were linked to the core outcome areas noted above. HCA used SPSS to clean and analyze the data. As part of this process HCA conducted a reliability test on the data using split half reliability measures. HCA also examined the attrition rates associated with each assessment tool as well as sample size and representativeness. Descriptive and statistical analysis was conducted on each of the 6 tools. In addition to reporting on the significant outcomes for the beneficiary group (parents and children) the final report also provided recommendations for improving the program as well as the evaluation design and implementation.

Evaluation of the Toronto Enterprise Fund Social Purpose Enterprise Program. June 2008 – April 2009.

HCA conducted an evaluation of a Social Purpose Enterprise program which is designed to employ people who are homeless or at risk of homelessness in the City of Toronto. HCA used a participatory approach in the design, development and implementation of the evaluation framework which involves the active participation of TEF staff, parent organizations (businesses, not for profit organizations), program funders and participants (homeless). TEF is funded by a partnership consisting of the United Way of Greater Toronto, the City of Toronto, the Province of Ontario and a federal program administered by the City of Toronto known as the *Homelessness Partnership Initiative*.

Baseline Survey for the Huron Perth *in motion* Program. April – September 2008.

HCA conducted the baseline survey for the Huron Perth *in motion* program. The *in motion* program is being coordinated by the Huron and Perth County Public Health Units and is designed to promote an increased level of physical activity among residents across the region. This project is based on the *in motion* model developed in Saskatoon and now in place in a number of cities across Canada. HCA conducted a phone survey of over 780 households in the Huron Perth region to establish the baseline profile of physical activity for youth and adults. The results from the survey were used to help improve the delivery of physical activity programs.

Evaluation of Contract between Correctional Service Canada and the Institut Philippe-Pinel de Montréal. August 2007 – April 2008.

HCA worked jointly with the Evaluation Branch of Correctional Service Canada (CSC) in evaluating CSC's contract with Institut Philippe-Pinel de Montréal (IPPM) to provide three mental health programs for

women and male psychiatric offenders and male sex offenders. The evaluation included key informant interviews with IPPM and CSC staff on site at IPPM and CSC Institutions (Joliette, La Macaza, Archambault) as well as surveys with offenders from across Canada representing each of the three populations. HCA also reviewed offender data from CSC's Offender Management System to determine offender outcomes post IPPM.

Evaluation of Enhanced Emergency Department Pilot Project to Hire Physician Assistants and Nurse Practitioners. *September 2006 – December 2007.*

HCA worked jointly with Med-Emerg International Inc. in developing and implementing evaluation plans for hospitals participating in a provincial pilot project that is being sponsored by the Ontario Ministry of Health and Long Term Care. The first objective of the project is to demonstrate the integration of Primary Health Care Nurse Practitioners (PHC NPs), Acute Care Nurse Practitioners (AC NPs) and Physician Assistants (PAs) into the Emergency Department (ED) teams of six hospitals including Cambridge Memorial Hospital, Brockville General Hospital, Guelph General Hospital, Quinte Health Care – Trenton site, Sault Area Hospital and Timmins General Hospital. The pilot project is striving to improve functioning in the ED for the benefit of patient care as well as staff satisfaction.

Private Career College Student Survey – Nova Scotia Department of Education. *June 2006 – April 2007.*

HCA conducted a survey of over 1,200 private career college students on behalf of the Nova Scotia Department of Education. The main objective of the student survey was to determine employment outcomes of private career college graduates one year after program completion, as well as to collect information about their college and employment experiences and how it related to their program of study. A further objective of the survey was to collect information from students who did not complete their program of study, identify their college experiences, and determine what could be done in the future to encourage more students to succeed in their program and graduate. The survey results addressed the information gap associated with the increasing number of private colleges and graduates from these institutions. The survey information provides a basis upon which evolving labour market needs may be identified, leading to the development of new training programs and to modifications of the existing ones.

HealthKick Huron – Huron Business Centre. *January 2006 – December 2007.*

HCA assisted the Huron Business Centre in their endeavour to attract and retain health care providers to rural areas by providing evaluation support for the HealthKick Huron program. As part of this support, HCA conducted an evaluation workshop with project stakeholders and developed a comprehensive evaluation plan which included a project logic model and evaluation matrix. Survey questionnaires were also developed, and ongoing technical assistance was provided as the evaluation was implemented.

Evaluation of Newfoundland and Labrador Primary Health Care Renewal Initiative – Government of Newfoundland and Labrador. *September 2003 – October 2006.*

This evaluation provided the base line and follow-up evaluation for the Primary Health Care Renewal Initiative in Newfoundland and Labrador. The initiative focused on the development of Primary Health Care Teams and Networks and the establishment of Community Advisory Committees. To complete this project, HCA developed project logic models and evaluation matrices for eight pilot sites across the province. Many of the communities being serviced by the PHC teams are located in rural and remote areas. HCA also developed several data collection instruments for the evaluation process including a team effectiveness questionnaire, a client/patient satisfaction questionnaire and an administrative process record. This assignment was completed jointly with Med-Emerg International Inc. Evaluation results were presented by Don Murray and Harry Cummings at the Joint Canadian/American Evaluation Conference in Toronto in October 2005 and the All Together Better Health III Conference in London, UK in April 2006.