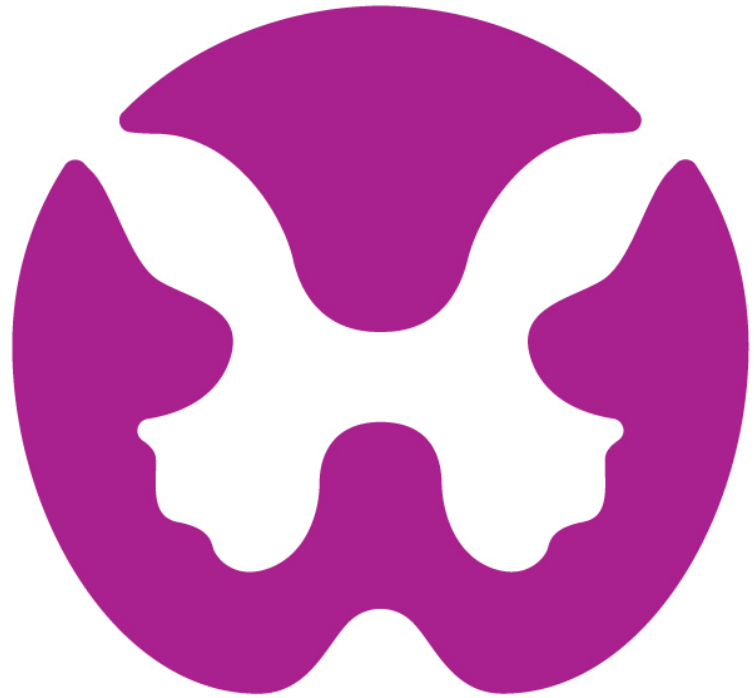

**REQUEST FOR PROPOSAL FOR
SUMMATIVE PROGRAM EVALUATION OF PRAXIS SPINAL CORD INSTITUTE
ACTIVITIES FUNDED BY WESTERN ECONOMIC DIVERSIFICATION CANADA**



1. GENERAL INFORMATION.

- a. **Purpose.** This request for proposal (RFP) is to contract for **Program Evaluation** services to be provided to the **PRAXIS SPINAL CORD INSTITUTE** from **May 1, 2021 through July 31, 2022**.
- b. **Who May Respond.** Organizations working within Canada.
- 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 January 22, 2021**.
 - ii. **Closing Submission Date.** Proposals must be submitted no later than **4:30 PM Pacific Standard Time on January 29, 2021**.
 - iii. **Inquiries.** Inquiries concerning this RFP should be directed to: **Diana Tindall**, dtindall@praxisinstitute.org no later than **4:30 PM Pacific Standard Time on January 22, 2021**. 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, Praxis Spinal Cord Institute dtindall@praxisinstitute.org. It is the responsibility of the Offeror to ensure that the proposal is received by the Praxis Spinal Cord Institute, 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 Praxis Spinal Cord Institute (hereinafter referred to as Praxis).
 - vi. **Right to Reject.** Praxis 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 four 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 15 months, subject to milestone reviews. The engagement will commence May 1, 2021. 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

Praxis' origins and relationship with the Government of Canada reach back to 2004, when funds were granted to the Rick Hansen Foundation to launch the Rick Hansen Spinal Cord Injury Registry (RHSCIR) from Health Canada. Most recently, Western Economic Diversification renewal funding will fund Praxis operations for the period 2018-2022, supporting Praxis' projects in a range of areas. This includes enabling strategies and organizational activities that contribute to Praxis' core programs: Cure (Translational Research), Care (Best Practice Implementation), Commercialization, and Informatics.

- Program activities are intended to lead to outputs such as new learning and knowledge translation products, innovation assessments 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, and enhance commercialization of innovations.

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. The Offeror is encouraged to suggest innovative approaches to the evaluation, including around quantitative analysis, comparing data from different periods, overcoming interviewer fatigue, etc.

Although it is preferable to submit a proposal covering all of the above areas, Praxis will consider proposals for subsets of these areas. The maximum budget for all services and expenses is \$105,000 excluding applicable taxes.

The 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. The 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 Praxis. Experience should include the following categories:
 - i. Experience providing program evaluation services to non-profit or charitable organizations.
 - ii. Experience providing program evaluation services to clients conducting similar programs, *including those which are federally funded.*
 - 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. Praxis 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 Praxis matters is maintained.
 - g. Independence.** The Offeror must provide a statement confirming their independence from Praxis.



4. PROPOSAL EVALUATION

- a. **Submission of Proposals.** All proposals shall be submitted to dtindall@praxisinstitute.org by **4:30 pm PST on January 29, 2021.**
- 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 evaluation of similar programming.
 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 Praxis Spinal Cord Institute's:

**Request for Proposals,
Summative Program Evaluation of Praxis Activities Funded by WD**

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 **January 22, 2021** to:
dtindall@praxisinstitute.org



SCHEDULE B

Summative Evaluation Plan

Evaluation of Praxis Spinal Cord Institute activities funded by Western Economic Diversification Canada 2018 to 2022

16Dec2020



1. INTRODUCTION

The Praxis Spinal Cord Institute (Praxis) has received funding from Western Economic Diversification Canada (WD) that funds activities from April 1, 2018 to March 31, 2022. This follows a previous WD investment over 5 years (2013-2018).

Between January 2021 and June 2022, Praxis will undertake a summative evaluation related to those activities between April 1, 2018 through March 31, 2020, as well as relevant activities under previous agreements.

This evaluation will provide independent, credible views on the effectiveness of the implementation to date of the Praxis-WD Initiative, assess achieved outcomes in the planned timeframe and meet the accountability requirements in the Funding Agreement between Praxis and WD. Results and recommendations from the evaluation will be used to improve implementation for successful future program delivery.

2. PROFILE

Praxis is a not-for-profit organization that drives research and innovation of spinal cord injuries (SCI) around the world. Praxis aims to accelerate innovation adoption, resulting in better health outcomes for Canadians with SCI, reduced healthcare costs, and enhanced economic growth in the biomedtech sector.

Praxis' vision is a world without paralysis after spinal cord injury. Its mission is:

- To lead collaboration across the global SCI community by providing resources, infrastructure, and knowledge;
- To identify, develop, validate, and accelerate the translation of evidence and best practices to reduce the incidence and severity of paralysis after SCI; and
- To improve healthcare outcomes, reduce long-term costs, and improve the quality of life for those living with SCI.

To achieve this mission, Praxis has mobilized a national and international network, including researchers, clinicians, innovators, entrepreneurs, investors, policy makers, community service providers and individuals with SCI (consumers). This has resulted in unprecedented levels of multidisciplinary collaboration and expertise being applied to key issues.

As of 2020, Praxis has a 13-member international Board of Directors, with expertise in spinal cord injury, health care, health care administration, venture capital/philanthropy, commercialization, financial management, government, entrepreneurship and innovation. Including the CEO, Senior Management, and staff, there are roughly 50 full time equivalent (FTE) people at Praxis.



2. CONTEXT

It is estimated that over 86,000 people are living with traumatic and non-traumatic spinal cord injuries in Canada, and thousands of new injuries occur each year.¹ While the incidence of SCI in Canada is low compared to other chronic health conditions, SCI is the second most expensive condition for which to care.² Causes of traumatic SCI are most often falls (49%), transportation (26%) and sports (15%). Response to an individual traumatic SCI includes acute, rehabilitative, emergency, primary, mental health, home and long-term care and adaptive equipment. Canadians with traumatic SCI are more often re-hospitalized, need contact with a physician and/or require home care services than the general population.

The estimated present value lifetime cost of a traumatic SCI ranges from \$1.5 million to \$3.1 million (2015 CAD), depending on the severity of injury. The annual economic burden associated with traumatic SCI in Canada is estimated at \$2.75 billion (2015 CAD).³

Much of this cost is believed to be avoidable and presents significant potential for cost savings.

WD CONTRIBUTION TO PRAXIS

Praxis' origins and relationship with the Government of Canada reach back to 2004, when funds were granted to the Rick Hansen Foundation to launch the Rick Hansen Spinal Cord Injury Registry (RHSCIR) from Health Canada. Most recently, Western Economic Diversification renewal funding of \$23.6 million was announced in Budget 2018, to fund Praxis' operations for the period 2018-2022.

Western Economic Diversification funding to Praxis is expected to contribute to the following WD departmental results:

- Western Canadian businesses are innovative, e.g., small and medium sized enterprises (SMEs) develop new products, processes, services, and/or technologies that reach prototype and/or market entry, and participants in the Rick Hansen SCI Registry receive best practice care.
- Businesses invest in the development and commercialization of innovative technologies in Western Canada.

The 2019 Western Canada Growth Strategy emphasizes high-growth western firms and commercialization of technologies as key priorities under its diversification pillar.

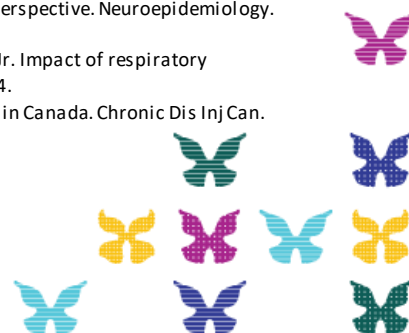
STRATEGIC GOALS

WD funding is being used to achieve four of Praxis' eight strategic goals. These four goals are the focus of three Praxis strategies: Translational Research, Best Practice Implementation and Commercialization. They are also supported by several integrated platforms: Network Development, Consumer Engagement, Informatics, RHSCIR, Return on Investment (health

¹ Noonan V, Fingas M, Farry A, et al. The incidence and prevalence of spinal cord injury in Canada: a national perspective. *Neuroepidemiology*. 2012;38(4):219–226.

² The most common is infant respiratory distress syndrome. Winslow C, Bode RK, Felton D, Chen D, Meyer PR Jr. Impact of respiratory complications on length of stay and hospital costs in acute cervical spine injury. *Chest*. 2002;121(5):1548–1554.

³ Krueger H, Noonan VK, Trenaman LM, Joshi P, Rivers C. The economic burden of traumatic spinal cord injury in Canada. *Chronic Dis Inj Can*. 2013;33(3):113–122.



economics and performance management), as well as Management and Administration. The four strategic goals are:

Strategic Goal 1: To further our understanding of the biology and physiology of SCI.

Biomarkers in the acute phase of SCI have been identified as a focus for Praxis. Biomarkers are objectively measurable characteristics that are indicators of normal or pathological biological processes. Biomarkers can be used to objectively stratify injury severity, predict outcomes, and serve as surrogate outcome measures for therapeutic interventions. Praxis is particularly interested in the translation of acute biomarkers to develop precision (personalized) medicine strategies in SCI based on understanding the individual-to-individual variations in biomarker expression after SCI and their relationship to predicting treatment outcomes.

Strategic Goal 2: Support the development of promising therapies for neurorestoration in acute and chronic SCI.

There are currently no proven cellular or pharmaceutical interventions available for restoring neurological function after spinal cord injury. However, rehabilitation strategies that can enhance regeneration and/or neuro-recovery using technology offer possibilities for restoring an individual's function. Praxis supports activities related to spinal stimulation, standardized functional electrical stimulation (FES) treatments, activity-based rehabilitation therapies and validation of outcome measures and datasets for clinical studies and care.

Strategic Goal 3: Achieve evidence-informed equitable care for Canadians sustaining an SCI in Canada and address gaps in knowledge that will advance SCI care and facilitate future SCI cure(s).

Following a SCI, individuals require optimal care while on route to specialized centres, during in-patient acute and rehabilitation care and to maintain their health and wellness in the community. Praxis has examined how to optimize patient flow and reduce fragmentation across the healthcare continuum, change clinician behavior to implement best practices, and support the development and implementation of standards for SCI Acute and Rehabilitation hospitals in partnership with Accreditation Canada. Praxis continues to develop standards and metrics to monitor and improve care, ensure best practices are implemented, particularly in the community phase, and fill gaps in knowledge. Praxis has focused on the creation of a patient-centred National SCI Care, Health and Wellness Strategy to integrate SCI care projects into a comprehensive strategy, which can be implemented by Praxis' partners.

Strategic Goal 4: Bring a greater number of innovations to market that will directly benefit people with SCI.

Praxis defines commercialization as the process of introducing a new product or production method into the market, including the sustainable implementation into the delivery of healthcare, in order to achieve a return for stakeholders. Praxis has successfully supported the early development of several consumer-focused innovations and continues to identify and support promising and high priority innovations that contribute to economic growth in Canada's biomedtech sector. Praxis aims to accelerate the commercialization process for innovative therapeutics and medical devices for paralysis and secondary complications following SCI, facilitate the implementation of innovative therapeutics and medical devices into the delivery of



healthcare for people with SCI, and increase both investor and industry engagement as well as participation in SCI research and development.

3. BUDGET

As per the Government of Canada Budget 2018, Western Economic Diversification will allocate \$23.6 million to Praxis, in equal instalments of \$5.9 million per year, from 2018 – 2022. This is renewal funding that follows a previous WD investment of \$35 million over 5 years (2013-2018).

Funds will be allocated as follows:

(\$000s)	F2019	F2020	F2021	F2022	Total
Strategic Goals 1 & 2 (Translational Research)	\$1,870	\$2,250	\$2,200	\$1,470	\$7,790
Strategic Goal 3 (Best Practice Implementation)	\$1,650	\$1,950	\$1,800	\$1,750	\$7,150
Strategic Goal 4 (Commercialization)	\$480	\$900	\$1,000	\$680	\$3,060
Informatics	\$400	\$400	\$400	\$400	\$1,600
Operating Costs	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000
ANNUAL TOTAL	\$5,400	\$6,500	\$6,400	\$5,300	\$23,600

4. SUMMARY LOGIC MODEL

Funding from WD flows through three integrated strategies: Translational Research (as expressed in Strategic Goals 1 & 2), Best Practice Implementation (Strategic Goal 3), and Commercialization (Strategic Goal 4) to contribute to three identified outcomes:

- SCI research accelerated towards the cure.
- Improved and optimized delivery of care related treatment(s) across Canada.
- Enhanced development and commercialization of innovative technologies.

These outcomes will then contribute to Praxis’ Vision, as described in Figure 1 (next page) and in the more detailed logic model in [Appendix A: Praxis Initiatives Supported by WD, F2019-F2022 – Logic Model](#).



FIGURE 1: LOGIC MODEL WD FUNDED ACTIVITIES AND THE LINK TO PRAXIS VISION



5. PRAXIS-WD PROJECTS

Between strategies and platforms, WD has or is funding 31 projects between April 1, 2018 and September 30, 2020. These projects involve multiple partners including healthcare practitioners, post-secondary institutions, entrepreneurs, and people with SCI as well as the organizations which work on their behalf. As of September 2020, these projects were:

Translational Research

- Activity-Based Therapy (ABT)
- The Canadian-American Spinal Cord Perfusion Pressure Monitoring and Biomarker Study (CASPER)
- Cerebrospinal Fluid Pressure Monitoring and Biomarker Validation (CAMPER)
- Indigenous Professorship
- Machine Learning Lab
- Gut Reactions-Changes to Gut Bacteria After Human SCI Can Alter a Person's Ongoing Health (Microbiome) Study
- Imaging
- Open Competition for Outcome Measures (Outcome Measures)/MaRS Challenge
- Recovery of Upper Limb Function in Persons with spinal cord injury: Lead-In study (Myndmove)
- Rick Hansen SCI Registry (RHSCIR) 2.0
- Rick Hansen SCI Registry (RHSCIR) 3.0
- Spinal Stimulation

Informatics

- Emergency Department Patient App
- Global Research Platform
- Praxis Data Platform

Best Practice Implementation

- Accreditation – SCI Service Standards, SCI Indicators and Q-mentum
- SCI Epidemiology (Traumatic and Non-Traumatic)
- ISNCSCI exam (for traumatic SCI BPI)/ISNCSCI (for non-traumatic SCI BPI)
- National SCI Care, Health and Wellness Strategy
- Physical Activity Best Practice Implementation
- Standing & Walking Best Practice Implementation (S&W BPI)
- Canadian SCI Network
- Spinal Cord Independence Measure Best Practice Implementation (SCIM BPI)
- SCI Guidelines and SCIRE Professional
- SCI COVID Awards

Commercialization

- BioDesign-based Development of Innovative Solutions for Spinal Cord Injuries (BioDesign Israel)
- Wheelchair Activity Tracker (GeorgiaTech)
- Canadian-Indian Research Collaborative in SCI Innovations (IC Impacts)
- Investor/Pitch Events
- SCI Accelerate
- SCI Incubate



Additional details on these projects are included in [Appendix B: Project Descriptions](#).

6. PRAXIS STAKEHOLDERS

In addition to the Praxis project leads associated with Praxis projects, Praxis stakeholder groups are:

- Persons with SCI (consumers) and their families and caregivers
- Community service providers
- Consumer service/advocacy organization representatives
- Current Praxis staff
- Clinicians, SCI care practitioners, and other staff in centres providing SCI care
- SCI researchers and innovators, and other persons involved in SCI research, care, and treatment
- Entrepreneurs, investors and business persons involved in the pharmaceutical, biotechnological, or medical markets
- Federal and provincial government officials and policy makers
- International collaborators – India, China, Israel
- International SCI organizations
- Accreditation candidates

The role and relationship between Praxis and its different stakeholder groups vary. Some are collaborative, some are clients, some approach being competitors.

7. EVALUATION GOVERNANCE

The evaluation will be governed by Evaluation Advisory Committee (EAC), managed by Praxis, and supported by contracted external evaluators.

The Evaluation Advisory Committee will provide guidance to the evaluation. The EAC will be comprised of five to seven people from stakeholder organizations and groups (including Praxis). The EAC members will be selected for expertise related to the Praxis-WD Initiative as described in the Initiative Business Plan. The responsibilities of the EAC will include meeting once every quarter between January 2021 and July 2022. The Evaluation Advisory Committee (EAC) will review the evaluation planning document and participate in an analysis session of point-form results.

Praxis' internal evaluation team will oversee the evaluation, coordinate access to internal data and past reports, and will provide feedback and final approval for the draft deliverables.

The contracted external evaluators will adhere to the standards and ethics of a recognized professional society or association. At least one contracted external evaluator will be designated a Credentialed Evaluator (CE) by the Canadian Evaluation Society. The contracted external evaluators will be responsible for the collection of data, for the data analysis, and for preparing and finalizing all evaluation deliverables.



8. APPROACH

The evaluation will use mixed methods and multiple lines of evidence to determine and confirm the evaluation questions. This evaluation will build on the good practices of previous mid-term and summative evaluations. Specifically, the prior evaluations benefited from an EAC with a wide-ranging representation of stakeholder interests that worked well together. Strong stakeholder engagement and clear communication, as well as the practice of delivering technical reports by line of evidence were similarly beneficial. The evaluation will continue to incorporate the better practices of federal evaluation practice.⁴

As well, this evaluation will use:

- a consumer-centric/human-centric approach focusing on positive changes for people with SCI
- further detail on the contribution to knowledge generated in/by Praxis and Praxis' contribution to the global research on SCI (e.g. themes, areas of focus)
- deliverables staged to align with phases of the evaluation, giving the EAC additional time for review and reflection
- and participatory analysis (e.g. data parties).

The main four-year period covered by the evaluation is relatively short to demonstrate and evaluate outcomes. This limitation will be explicitly addressed by each line of evidence. To the extent possible, a longer time frame (e.g., 9+ years) will be used. Incremental impact which distinguishes between the impact of WD contributions and other contributing factors will also be specifically addressed throughout the evaluation.

9. EVALUATION QUESTIONS

Evaluation questions identified for this evaluation relate to Relevance, Implementation, and Outcomes, namely:

Relevance

1. Does the Initiative continue to meet an ongoing need and be aligned to the federal government's priorities?
2. What are the Initiative's key strengths and challenges?
3. What emerging opportunities, including policy-related opportunities, could Praxis explore in the future?

Implementation

4. To what extent has the current Agreement been implemented in accordance with its design, and delivered planned outputs?
5. How have the COVID-19 pandemic and recovery efforts impacted the Initiative in the short to medium term?

⁴ This will be the second evaluation of WD's funding to Praxis under the Government of Canada's *Policy on Results* (2016). The *Policy* and links to the related *Directive on Results* can be found at <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=31300>



6. How has an Integrated Knowledge Translation (IKT) approach been implemented to engage consumers in the Initiative’s research?
7. How are sex and gender equity (SGE) considerations incorporated by the Initiative?
8. What improvements, if any, could be made to the implementation to improve achievement of the expected outcomes?

Outcomes

9. To what extent has the Initiative contributed to:
 - Increased knowledge about SCI (*translation*).
 - Improved delivery of care (*best practice implementation*).
 - Reduced health care and consumer costs (*economic activity*).
 - More innovations being ready to demonstrate or use (*commercialization*).
10. In what key ways have the Initiative’s implementation and outcomes changed over the past nine or more years?
11. Is WD funding of Praxis contributing to long term Praxis sustainability?

10. EVALUATION MATRIX

A document and database review, internal and external stakeholder interviews, an online survey of stakeholders and case studies will be used to address the evaluation questions. For each evaluation question, indicators and thresholds for success have been identified. These details and the associated data source are outlined in Figure 2 (next page): Evaluation Matrix. Details on data collection methods and processes follow.



FIGURE 2: EVALUATION MATRIX

Evaluation Question	Indicators	Threshold of Success	Doc/Data Review	Stakeholder Interviews	Online Survey	Economic Impact Analysis	Case Studies
<i>Relevance</i>							
1. Does the Initiative continue to meet an ongoing need and be aligned to the federal government's priorities?	SCI continues to have a human and economic cost. Initiative is in line with federal priorities (budget, mandate letters, departmental plans).	Costs continue to represent and are projected to continue to represent a substantial social burden. Initiative is in line with priorities.	✓	✓	✓	✓	
2. What are the Initiative's key strengths and challenges?	Key strengths and challenges of the Initiative	Initiative has strengths and challenges which are distinctive relative to other contributors.	✓	✓	✓		✓
3. What emerging opportunities, including policy-related opportunities, could Praxis contribute to in the future?	Emerging opportunities, including policy-related opportunities	Emerging opportunities exist which Praxis could contribute to moving forward	✓	✓	✓		✓
<i>Implementation</i>							
4. To what extent has the current Agreement been implemented in accordance with its design, and delivered planned outputs?	Comparison of plans to actual implementation. Explanations of gaps between plans and actual implementation. Timing and level of completion of activities planned as part of Attachment A of the Contribution Agreement (project activities and performance targets)	100% of activities and performance targets completed/achieved For any significant gap, justifications are documented and are supported by good management practices.	✓	✓	✓		✓
5. How have the COVID-19 pandemic and recovery efforts impacted the Initiative in the short to medium term?	Comparison of plans to actual implementation. Explanations of COVID-19 impacts on plans and actual implementation.	Significant impacts are documented and are responded to using good management practices.	✓	✓	✓		✓
6. How has an Integrated Knowledge Translation (IKT) approach been implemented to engage consumers in the Initiative's research?	IKT approach implemented by the Initiative	More consumers are more engaged in research during the Initiative	✓	✓	✓		✓
7. How are sex and gender equity (SGE) considerations incorporated by the Initiative?	SGE considerations incorporated by the Initiative	More SGE considerations are incorporated during the Initiative	✓		✓		✓
8. What improvements, if any, could be made to the implementation to	Comparison of existing practices with published and/or forthcoming best practices.	Not applicable. This is descriptive.	✓	✓	✓		✓

Evaluation Question	Indicators	Threshold of Success	Doc/Data Review	Stakeholder Interviews	Online Survey	Economic Impact Analysis	Case Studies
improve achievement of the expected outcomes?							
<i>Outcomes</i>							
9. To what extent has the Initiative contributed to:	Level of awareness of stakeholder groups about progress, results, and learnings from Praxis' research studies and KT products within the SCI community in Canada and/or internationally	75% are aware; evenly distributed across groups	✓	✓	✓		✓
• Increased knowledge about SCI (<i>translation</i>).	Number of publications and presentations (including RHSCIR sub-set), by number and theme. Scientific impact of 2013-18 publications (citation analysis) and quality of publications (journal impact factor). Contributions to regulatory milestones, patents/licenses Examples of Praxis TR research studies and KT products leading to new insights or collaborations	70 articles submitted for publication. 70 conference presentations, reports. Praxis' WD-funded publications have positive bibliometric indicators relative to others in their sub-fields. 20 regulatory milestones, patents/licenses contributed to 5 examples that involve knowledge uptake and use leading to new insights and collaborations	✓	✓	✓		✓
• Improved delivery of care (<i>best practice implementation</i>).	Number of incremental Rick Hansen SCI Registry participants who received best practice care. Number of incremental <i>instances</i> best practice care has been provided to a Rick Hansen SCI Registry participant. Number of incremental Rick Hansen SCI Registry facilities implementing two or more best practices. Examples of best practices in SCI care successfully implemented within the SCI community in Canada.	1,950 participants who received best practice care 3,800 instances best practice care has been provided 14 facilities implementing best practices. 5 examples	✓	✓	✓		✓

Evaluation Question	Indicators	Threshold of Success	Doc/Data Review	Stakeholder Interviews	Online Survey	Economic Impact Analysis	Case Studies
<ul style="list-style-type: none"> Reduced health care and consumer costs (<i>economic activity</i>). 	<p>Number of economic analyses conducted</p> <p>Examples of anticipated cost reductions from delivery of care changes (e.g. functional improvements, reduced secondary complications)</p>	<p>9 economic-oriented research products completed</p> <p>5 examples</p>	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> More innovations being ready to demonstrate or use (<i>commercialization</i>). 	<p>Number of small- or medium-sized enterprises assisted.</p> <p>Number of products, processes, services or technologies ready to use.</p> <p>Number of prototypes ready for demonstration.</p>	<p>4 SMEs assisted</p> <p>4 products, processes, services or technologies ready to use</p> <p>14 prototypes ready for demonstration</p>	✓	✓	✓		✓
10. In what key ways have the Initiative's implementation and outcomes changed over the past nine or more years?	Key implementation and outcome changes since 2013 (2007)	5 examples	✓	✓			✓
11. Is WD funding of Praxis contributing to long term Praxis sustainability?	<p>Dollar value of funds leveraged for WD-funded Praxis projects.</p> <p>Dollar value of funds from other sources for all Praxis projects</p>	<p>\$4.2 million.</p> <p>\$16.5 million</p>	✓	✓		✓	

11. DATA COLLECTION METHODS AND PROCESSES

DOCUMENT & DATABASE REVIEW - is a systematic review of documentation and databases which can provide details on output and outcome achievement.

In a structured document review, each document is reviewed for evidence that correlates with each evaluation question (transcribed in a grid or table). The information applicable to each evaluation question can then be collected and analysed in turn. Database analysis can include descriptive / summary statistics of input or accept queries for more detailed analysis.

A list of relevant documents identified to date is included in [Appendix C: Document List](#). Additional documents will likely be identified as interviews and internal discussions continue. Praxis databases include detailed lists of publications and another of conference presentations. Additional internal datasets may be identified during the course of the evaluation.

The document review will include findings from other WD evaluation-related tasks completed separately (either internally or through external contracts):

- *GBA Evaluation* – an evaluation of the relevance, implementation, and effectiveness of sex and gender equity considerations in the Praxis-WD activities (Jan 2021).
- *Health Economics Summary* – a report on Praxis’ activities in the five years since the 2016 [Health Economics Agenda for SCI Research in Canada](#) was issued (Feb 2021).
- *SCI Landscape Analysis* – a summary of Praxis WD publications and conference presentations by SCI research theme and an inter-jurisdictional scan on other initiatives/SCI research organizations. Comparisons with similar organizations would examine achievements, comparative advantages and gaps. (Nov 2021)
- *Bibliometric Analysis* – a report on Praxis WD-funded Rehabilitation and Neurology & Neurosurgery publication bibliometrics and a comparison of their indicators relative to other Canadian publications in these two subfields (Jan 2022).
- *Meta-Evaluation Summary* – a summary of the analysis of key findings and recommendations from nine Praxis evaluations completed between 2010 and 2020 (Apr 2021).
- *Impact Stories* – on at least two projects with long-term implementation e.g., ten years (Dec 2021).

The evaluation questions and indicators related to these evaluation tasks are included in [Appendix D: Document Review Evaluation-Related Tasks Matrix](#). It will be completed in two parts – an initial phase at the start of the evaluation with an update several months later before the final analysis and reporting phase is conducted.



STAKEHOLDER INTERVIEWS - internal and external interviews are a source of rich information. Interviews yield direct quotations about experiences, opinions, feeling, and knowledge.⁵ In a semi-structured interview, interviewees are asked some open-ended questions, allowing them to comment on the pre-determined issues while providing an opportunity for them to raise previously unidentified issues or to emphasize a given issue. Information from within and across interview groups will then be compared and contrasted during the analysis stage of the evaluation.

The 2018 summative evaluation interviewed internal key informants, individuals who have received funding support from Praxis, and external key informants (e.g. WD, other agencies funding Praxis, key network partners, SCI-related research and practice community representatives, provincial representatives, and professional associations). For this evaluation, identifying interviewees with similar characteristics and asking some similar questions, offers an opportunity for comparison across time. Following on the better practice of the 2018 evaluation, a single interview guide can be prepared that is subsequently customized to the individual being interviewed. Efforts will be made not to over-burden potential respondents.

Once selected, interviewees can be contacted and, assuming their agreement to participate in the evaluation, can then be forwarded a brief version of the interview guide for their reference. An interviewees' copy of the interview guide will include themes and the basic questions. The interviewer will have a more detailed guide that includes probes and additional background information, as applicable.

ONLINE SURVEY - with larger populations, surveys provide the opportunity to discover trends and consensus within and across stakeholder groupings. Surveys provide an opportunity to contextualize interview information and determine whether interviewees are reflective of the wider community or are outliers in their experience. Accurate contact information for survey respondents are important preconditions to successful survey data collection. The response rate can depend on the relative relationship of the respondent to Praxis – the closer the relationship, the more likely an individual is to respond.⁶

For this evaluation, the methodology will follow that of the 2018 summative evaluation and 2015 mid-term evaluations. (The 2020 mid-term evaluation surveyed only a sub-set of project-focused contacts.) The Praxis list of stakeholders will form the basis of the sampling frame, including internal and external stakeholders. Many of the questions used in 2018 date back to the 2012 evaluation of funding received from Health Canada. Where appropriate, questions may be repeated to allow for comparison over time (2012, 2018, 2022).

⁵ Patton, Michael Q. *Qualitative evaluation and research methods*, 3rd Ed. Thousand Oaks, CA. Sage Publications. 2002.

⁶ Dillman, Don, et al. *Internet, mail, and mixed-mode surveys: the tailored design method* - 3rd ed. John Wiley & Sons, Inc., Hoboken, New Jersey. 2009: 53-59.



ECONOMIC IMPACT ANALYSIS - to examine the extent to which Praxis activities as funded by WD contribute to reduced health care and consumer costs. The analysis would cover five examples of anticipated cost reductions from care changes (e.g. functional improvements, reduced secondary complications). It would cover funded projects or key performance indicators under the 2013-18 and 2018-22 WD-Praxis agreements. It would identify associated economic impacts for each. These include costs avoided and/or increased benefits to individuals with SCI, costs avoided to the health care system, increased economic activity in a related industry and/or induced economic impacts. Associated economic impacts would be identified using project data as well as existing publications/literature/references.

CASE STUDIES - to provide a rich description of the types of outcomes achieved, three case studies of Praxis initiatives will be conducted. The case study component of the evaluation will use an exemplarity logic: it will deliberately select the most promising initiatives for study, to assess the extent to which, in a best-case scenario, Praxis has the potential to achieve the outcomes of increased knowledge about SCI, improved delivery of care, reduced health care and consumer costs and/or more innovations being ready to demonstrate or use. The case studies will delve into the evaluation questions in-depth through document review and interviews for the cases selected. The case reports are expected to be five to ten pages long. They will be organized by the indicators addressed in the case studies. A cross-case analysis will synthesize case study findings.

12. TASKS AND SCHEDULE

Evaluation planning will be finished by January 31, 2021. Evaluation consultants will be confirmed by the end of April 2021. The evaluation will proceed from May 2021. Data collection is scheduled to be completed by the end of February 2022. Analysis and reporting will then be completed by the end of June 2022. The evaluation consultants will provide written monthly status updates. The EAC will meet quarterly for progress reporting.

Tasks, deliverables, and tentative dates are listed below. [Appendix E: Timeline of Tasks and Deliverables](#) includes these details along with a timeline.



Task	Deliverable	Start Date	End Date
Phase 1			
Document/Database Review	Document/Database Review technical report	May 2021	Aug 2021
Phase 2			
Stakeholder Interviews	Stakeholder Interviews technical report	Aug 2021	Oct 2021
Phase 3			
Online Survey	Online Survey technical report	Oct 2021	Feb 2022
Phase 4			
Economic Impact Analysis	Economic Impact Analysis technical report	Oct 2021	Nov 2021
Phase 5			
Case Studies	Case Studies technical report	Nov 2021	Feb 2022
Phase 6			
Document/data review update		Jan 2022	Feb 2022
Phase 7			
Prepare Draft Points-Form Results	Draft Points-Form Results Summary	Mar 2022	Apr 2022
EAC Participatory Analysis Session		May 2022	May 2022
Prepare/Review/Update Draft	Draft Evaluation Report	Jun 2022	Jun 2022
All Phases			
Progress reporting (monthly)	Progress reporting (monthly)	May 2020	Jun 2022
Quarterly EAC Progress Meetings		Jun 2020	Jul 2022

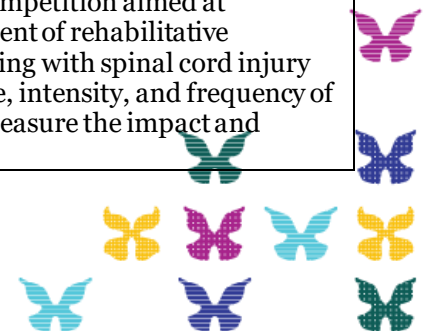


APPENDIX A: PRAXIS INITIATIVES SUPPORTED BY WD, F2019-F2022 – LOGIC MODEL

Inputs (Funding)	Inputs (Platforms, Enabling Strategies)	Platform Outputs	Core Strategies (Programs) (e.g., Projects)	Reach	Outputs	Immediate Outcomes	Intermediate Outcomes (i.e., Praxis's Organizational Goals)	Long-Term Outcomes
WD: \$23.6M (F2019-F2022)	Network Development • Provincial/Regional Network • Canadian SCI Network	Meetings Partnerships Networks	TRANSLATIONAL RESEARCH (\$7.8M) (* = New) FOCUS: Biomarkers • CAMPER • *CASPER • *Imaging FOCUS: Technology & Rehab • *Spinal Stimulation • *Activity-Based Therapy • Microbiome • Myndmove • *Outcome Measures (2) OTHER: • *Indigenous Professorship • *Machine Learning Lab	National, International (e.g., ASIA, CNF, ICORD, ICES, NACTN, PopDataBC, SCOPE and Wfl)	Biomarkers • Validated proteomic biomarker • Biomarker tool started • Validated protocol for imaging Technology and Rehab • Spinal stimulation study plan • Activity-based therapy protocol developed • Validated outcome measures Other • Indigenous SCI research • Machine learning analyses	Progress on, awareness and use of, results and learnings from Praxis's 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 <i>International collaboration on 5 promising neuro-restorative therapies (by 2023)</i>	SCI research accelerated towards cure(s) for SCI <i>All Canadians will have access to SCI-specific novel therapies (by 2038)</i>
	Consumer Engagement	Consumer Program Advisory Committee Participation opportunities						
	Informatics (\$1.6M)	Global Research Platform *DigEmMedicine App *Praxis Data Platform Big Data Research and data mgmt. support services		BEST PRACTICE IMPLEMENTATION (\$7.1M) (* = New) FOCUS: National SCI Care, Health & Wellness • *National SCI Strategy • *SCI Guidelines and SCIRE Professional • *SCI Epidemiology (Traumatic & Non-Traumatic) • Accreditation: - Q-mentum Standards - *SCI Indicators - *SCI Services Standards • Best Practice Implementation: <i>Standing & Walking; SCIM; ISNCSCI; *Physical Activity</i> • *SCI COVID Awards	National, International (e.g., Health Standards Organization, Praxis network sites)	<ul style="list-style-type: none"> Strategy (exists; plan developed) SCIRE Professional (updated content) SCI Guidelines developed SCI Epidemiological study (Traumatic & Non-traumatic) completed Q-mentum Standards maintained SCI Indicator implemented SCI Services Standards (acute, rehab developed; community started) BPI – education and training provided to support implementation of at least 4 best practices COVID-related SCI tools and materials 	Awareness and use of Praxis's 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)
RHSCIR 2.0/ *RHSCIR 3.0	Data collection, research, analysis, KT		COMMERCIALIZATION (\$3.1M) (* = New) FOCUS: Innovation & Acceleration • BioDesign (Israel) • IC IMPACTS • *Wheelchair Activity Tracker • *Investor/Pitch Events • *SCI Accelerate • *SCI Incubate	National, International (e.g., HU, IIA, CIRCE, GeorgiaTech, Genome BC, U of Waterloo)	<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 (<i>drugs and devices</i>)	Bringing a greater number of innovations to market that will directly benefit people with SCI	Enhanced development and commercialization of innovative technologies
	ROI	Economic, process and impact evaluations, monitoring						
	Mgmt. & Admin (\$4M)	Organizational services						

APPENDIX B: PROJECT DESCRIPTIONS

Project	Brief Description
Translational Research	
<i>ABT - Activity-Based Therapy</i>	To support a meeting among key SCI stakeholders to create a Canadian ABT Strategy for SCI to develop an action plan to communicate ongoing work and identify priorities to move this field forward (including determining the role of technologies such as functional electrical stimulation). To support ABT initiatives (e.g. develop clinical protocols, support a study, application of technologies) to advance research and care.
<i>CAMPER - Cerebrospinal Fluid Pressure Monitoring and Biomarker Validation</i>	A multi-centre clinical trial examining spinal cord perfusion pressure and biomarker analysis. The study is helping to establish best practice guidelines for managing the spinal cord perfusion pressure, which could minimize secondary damage as a result of acute injury and therefore improve recovery.
<i>CASPER - The Canadian-American Spinal Cord Perfusion Pressure Monitoring and Biomarker Study</i>	To investigate whether actively maintaining spinal cord perfusion pressure (SCPP) using a small catheter promotes better recovery of the spinal cord than the conventional practice of solely managing the mean arterial pressure (MAP). Blood and cerebrospinal fluid (CSF) samples will be obtained and stored in the International SCI Biobank for further analysis and to develop a biomarker protocol to stratify based on injury severity, as well as to explore the development of point of care technologies to utilize biomarkers in the clinical setting.
<i>Imaging</i>	To support studies examining the use of imaging as a biomarker that will inform clinical assessments and understanding outcomes for those living with SCI.
<i>Indigenous Professorship</i>	A partnership between Praxis, the Ontario Neurotrauma Foundation and the Waakebiness-Bryce Institute for Indigenous Health to establish a professorship in Spinal Cord and Traumatic Brain Injury in Canada alongside an Indigenous-informed and focused body of research that would ultimately support improved health outcomes in Ontario's Indigenous population.
<i>Machine Learning Lab</i>	The Machine Learning Lab will use machine learning methodologies to develop research and clinical tools that can facilitate improvements in SCI care and the quality of life of individuals living with SCI. The main focus of ML lab is to develop interactive and interpretable artificial intelligence algorithms that are potentially applicable to several neurological health conditions and specifically focused on individuals with spinal cord injury.
<i>Microbiome - Gut Reactions-Changes to Gut Bacteria After Human SCI Can Alter a Person's Ongoing Health Study</i>	To support two complementary studies (investigating changes in microbial composition in the gut) involving the non-invasive collection of stool and urine samples for both acute and chronic populations of people living with SCI. To support the development of future studies to investigate treatment options in order to alter medical care and improve health outcomes for those living with SCI.
<i>Myndmove - Recovery of Upper Limb Function in Persons with Spinal Cord Injury: Lead-In study</i>	To examine the efficacy of MyndMove therapy in early-treated participants and late-treated participants as measured by functional outcome measures. To support rehabilitation initiatives (e.g. MyndMove Device) to advance research and care.
<i>Outcome Measures - Open Competition for Outcome Measures / MaRS Challenge</i>	Praxis has partnered with the MaRS Discovery District to launch the <i>Spinal Cord Rehab Innovation Challenge</i> . This is a competition aimed at identifying technologies that enable measurement of rehabilitative interventions and health outcomes for those living with spinal cord injury (SCI). Solutions will quantify and track the type, intensity, and frequency of rehabilitation activities, as well as effectively measure the impact and outcome of these treatments.



<i>RHSCIR 2.0 - Rick Hansen SCI Registry 2.0</i>	Background/RHSCIR 2.0: The data in RHSCIR is collected via a web-based data capture system, the Global Research Platform (GRP) designed at Praxis. Each RHSCIR site receives funding from Praxis for data collection and entry into GRP. The use of RHSCIR and GRP enables connectivity of SCI centres across Canada for collaborating in clinical studies using standardized datasets and enables centralized data storage to ensure compliance to privacy and security requirements. Members of Praxis assist the RHSCIR sites with implementing clinical measures to obtain the data as well as supporting sites with managing, analyzing and using the data (e.g. publications, reports). The knowledge created from the RHSCIR data and the network of sites: 1) provides valuable insights regarding the epidemiology of SCI; 2) supports clinical implementation activities and inform care; and 3) promotes collaboration on other SCI initiatives (e.g. clinical research studies, commercialization initiatives).
<i>RHSCIR 3.0 - Rick Hansen SCI Registry 3.0</i>	The focus of RHSCIR 3.0 will include inclusion of non-traumatic SCI & ensure site sustainability.
<i>Spinal Stimulation</i>	To support a consultation survey among key SCI stakeholders working in the area of spinal stimulation to identify the next steps and obtain consensus on priority areas such as implementation into clinical practice, commercialization and/or reimbursement of neuro-restorative devices (e.g. spinal stimulation) to facilitate translation. To support a spinal stimulation study to examine a priority area identified by the survey.
Best Practice Implementation	
<i>Accreditation – SCI Services Standards, Indicators and Q-mentum</i>	To support the maintenance of accreditation for SCI acute and rehabilitation programs. To develop and pilot standards and indicators that can contribute to the development of a SCI assessment program.
<i>Canadian SCI Network Alliance</i>	To enhance knowledge and capacity to implement best practices and facilitate research by supporting the development of provincial SCI networks and the formation of a mechanism for SCI organizations to work collaboratively. An SCI Summit will be planned involving members of the Canadian SCI Network Alliance to share progress of the National SCI Care, Health & Wellness Strategy and other network topics.
<i>ISNCSCI (International Standards for Neurological Classification of SCI) for traumatic SCI</i>	To continue supporting the implementation of International Standards for Neurological Classification of Spinal Cord Injury (ISNCSCI) best practice for <i>traumatic</i> SCI care.
<i>ISNCSCI (International Standards for Neurological Classification of SCI) for non-traumatic SCI</i>	To begin supporting the implementation of International Standards for Neurological Classification of Spinal Cord Injury (ISNCSCI) best practice for <i>non-traumatic</i> SCI care.
<i>National SCI Care, Health and Wellness Strategy</i>	To create a patient-centred National SCI Care, Health & Wellness Strategy to integrate Praxis-supported and other SCI care projects into a comprehensive strategy, which can be implemented by Praxis and its partners (e.g. provincial networks). This Strategy will include elements such as: 1) a quality management framework (e.g. guideline development, performance measurement and evaluation); 2) innovation and research; 3) education and training; 4) policy and advocacy; and 5) outreach and partnerships.
<i>Physical Activity BPI</i>	To support the implementation of physical activity best practices including the Physical Therapy Physical Activity Toolkit (ProacTive SCI Toolkit) and the recently updated SCI Physical Activity Guidelines (clinician/consumer) in a RHSCIR Rehab Facility.
<i>S&W BPI - Standing & Walking BPI</i>	To continue supporting the implementation of Standing and Walking Measures (S&W) best practice for SCI care.



<i>SCI Epidemiology (Traumatic and Non-Traumatic)</i>	To conduct studies to further understand the epidemiology, patient journey and care following SCI (traumatic SCI and non-traumatic SCI) using data from the RHSCIR and other data sources (e.g. Canadian Institutes for Health Information).
<i>SCI Guidelines and SCIRE Professional</i>	To develop SCI guidelines (standardized format) that can inform clinical practice and the development of indicators, as well as to support updates to SCIRE Professional site.
<i>SCIM BPI - Spinal Cord Independence Measure BPI</i>	To continue supporting the implementation of Spinal Cord Independence Measure (SCIM) best practice for SCI care.
<i>SCI COVID Awards</i>	To support the development of expert and evidence-informed content related to COVID-19 to improve the care, health and wellness of individuals living with SCI in Canada. Examples include virtual service models, online forms and toolkits.
Commercialization	
<i>BioDesign Israel - BioDesign-based Development of Innovative Solutions for Spinal Cord Injuries</i>	Biomedical research applied to SCI problems using a BioDesign approach.
<i>Wheelchair Activity Tracker</i>	To support AI algorithm development and user testing of an innovative technology to prevent pressure injuries.
<i>IC Impacts - Canadian-Indian Research Collaborative in SCI Innovations</i>	Support for emerging technologies that hold potential to benefit people with SCIs in India, Canada and around the world
<i>Investor/Pitch Events</i>	Events at which start-ups that build products and services that have the potential to transform the lives of those living with spinal cord injuries can showcase their businesses.
<i>SCI Accelerate</i>	The SCI Accelerate program offers seed grants and capacity building activities to ventures. These include: research expertise & data access, customer validation/access, external investor/mentor access and external institutional funding. Post-prototype ventures are incorporated companies which have finished their minimum viable products.
<i>SCI Incubate</i>	A funded six-month program for earlier stage innovation projects (pre-prototype ventures), with solutions that address care and cure-related treatments and overall quality of life for individuals with SCI, to scale their innovations rapidly.
Informatics	
<i>Emergency Department Patient App</i>	To develop a mobile application for both iOS and Android, which will allow SCI patients to Emergency Departments to receive notifications when called to see a doctor.
<i>GRP - Global Research Platform</i>	Web-based data collection and warehousing platform designed to help accelerate research by providing an easy, flexible platform to help researchers and physicians run studies with a minimum of effort and funding.
<i>Praxis Data Platform</i>	A new web-based data collection and warehousing platform.



APPENDIX C: DOCUMENT LIST

To date, the following documents have been identified:

WD – Praxis Agreement

- *Signed Contribution Agreement 2018-2022* includes Attachments A (Statement of Work) and B (Communications Protocol).

Prior Evaluations

- *Mid-Term Review of Rick Hansen Institute Initiatives Supported by Western Economic Diversification Canada* (August 2015).
- *Summative Review of Rick Hansen Institute Initiatives Supported by Western Economic Diversification Canada, 2013-2018* (July 2018) – five related documents
 - Final Report.
 - Document Review Report.
 - Key Informant Interview Report.
 - Survey Report.
 - Case Study Report.
- *Mid-Term Program Evaluation of Praxis Spinal Cord Institute Activities Funded by Western Economic Diversification Canada* (April 2020).
- *Evaluation of the Sex and Gender Equity Considerations in Praxis Spinal Cord Activities Funded by Western Economic Diversification Canada* (Dec 2020).

Praxis Planning and Reporting Documents

- *2018-2022 Business Plan* for the Rick Hansen Institute. Submitted to Western Economic Diversification Canada June 15, 2018.
- *Rick Hansen Institute – WD Agreement (2018-2022) Results Framework*. February 20, 2018.
- *Rick Hansen Institute WD Operating Plan for Fiscal Year 2018-2019*. (Nov 2018)
- *Rick Hansen Institute WD Operating Plan for Fiscal Year 2019-2020*.
- *Praxis Spinal Cord Institute WD Operating Plan for Fiscal Year 2020-2021*.
- *Praxis Spinal Cord Institute WD Operating Plan for Fiscal Year 2021-2022*.
- *Rick Hansen/Praxis Spinal Cord Institute Semi-Annual Performance Measurement reports - Schedule E*. – available from Praxis.
- *Western Economic Diversification Canada Performance Reporting Guidelines. Progress and Final Report. Schedule E. Fiscal Year 2017-2018*. (May 18, 2018).

Related Reports from Praxis

- *Health Economics Summary* (Feb 2021)
- *SCI Landscape Analysis* (Nov 2021)
- *Bibliometric Analysis* (Jan 2022)
- *Meta-Evaluation Summary* (Apr 2021)
- *Impact Stories* (Dec 2021)

Government of Canada Public Reports

- Western Economic Diversification Canada's Reports and Publications, including annual reports to Parliament - available online at <https://www.wd-deo.gc.ca/eng/15.asp>.
 - Departmental Plans.



- Departmental Results Report.
- Quarterly Financial Reports.
- Evaluation Coverage.
- Departmental Publications.
- Departmental Strategies.



APPENDIX D: DOCUMENT REVIEW EVALUATION-RELATED TASKS MATRIX

<i>Evaluation Question</i>	<i>Indicators</i>	<i>Threshold of Success</i>	<i>Doc/Data Review</i>						
				<i>GBA Evaluation</i>	<i>Health Economics Summary</i>	<i>SCI Landscape Analysis</i>	<i>Bibliometric Analysis</i>	<i>Meta-Evaluation Summary</i>	<i>Impact Stories</i>
<i>Relevance</i>									
1. Does the Initiative continue to meet an ongoing need and be aligned to the federal government's priorities?	<p>SCI continues to have a human and economic cost.</p> <p>Initiative is in line with federal priorities (budget, mandate letters, departmental plans).</p>	<p>Costs continue to represent and are projected to continue to represent a substantial social burden.</p> <p>Initiative is in line with priorities.</p>	✓		✓				
2. What are the Initiative's key strengths and challenges?	Key strengths and challenges of the Initiative	Initiative has strengths and challenges which are distinctive relative to other contributors.	✓			✓			✓
3. What emerging opportunities, including policy-related opportunities, could Praxis contribute to in the future?	Emerging opportunities, including policy-related opportunities	Emerging opportunities exist which Praxis could contribute to moving forward	✓			✓			
<i>Implementation</i>									
4. To what extent has the current Agreement been implemented in accordance with its design, and delivered planned outputs?	<p>Comparison of plans to actual implementation.</p> <p>Explanations of gaps between plans and actual implementation.</p> <p>Timing and level of completion of activities planned as part of Attachment A of the Contribution Agreement (project activities and performance targets)</p>	<p>100% of activities and performance targets completed/achieved</p> <p>For any significant gap, justifications are documented and are supported by good management practices.</p>	✓					✓	✓

Evaluation Question	Indicators	Threshold of Success	Doc/Data Review						
				GBA Evaluation	Health Economics Summary	SCI Landscape Analysis	Bibliometric Analysis	Meta-Evaluation Summary	Impact Stories
5. How have the COVID-19 pandemic and recovery efforts impacted the Initiative in the short to medium term?	Comparison of plans to actual implementation. Explanations of COVID-19 impacts on plans and actual implementation.	Significant impacts are documented and are responded to using good management practices.	✓						
6. How has an Integrated Knowledge Translation (IKT) approach been implemented to engage consumers in the Initiative's research?	IKT approach implemented by the Initiative	More consumers are more engaged in research during the Initiative	✓	✓		✓			✓
7. How are sex and gender equity (SGE) considerations incorporated by the Initiative?	SGE considerations incorporated by the Initiative	More SGE considerations are incorporated during the Initiative	✓	✓					
8. What improvements, if any, could be made to the implementation to improve achievement of the expected outcomes?	Comparison of existing practices with published and/or forthcoming best practices.	Not applicable. This is descriptive.	✓	✓				✓	
Outcomes									
9. To what extent has the Initiative contributed to:	Level of awareness of stakeholder groups about progress, results, and learnings from Praxis' research studies and KT products within the SCI community in Canada and/or internationally	75% are aware; evenly distributed across groups	✓			✓		✓	✓
• Increased knowledge about SCI (<i>translation</i>).	Number of publications and presentations (including RHSCIR sub-	70 articles submitted for publication. 70 conference presentations, reports.	✓				✓		✓

Evaluation Question	Indicators	Threshold of Success	Doc/Data Review						
				GBA Evaluation	Health Economics Summary	SCI Landscape Analysis	Bibliometric Analysis	Meta-Evaluation Summary	Impact Stories
	set), by number and theme. Scientific impact of 2013-18 publications (citation analysis) and quality of publications (journal impact factor). Contributions to regulatory milestones, patents/licenses Examples of Praxis TR research studies and KT products leading to new insights or collaborations	Praxis' WD-funded publications have positive bibliometric indicators relative to others in their sub-fields. 20 regulatory milestones, patents/licenses contributed to 5 examples that involve knowledge uptake and use leading to new insights and collaborations							
<ul style="list-style-type: none"> Improved delivery of care (<i>best practice implementation</i>). 	<p>Number of incremental Rick Hansen SCI Registry participants who received best practice care.</p> <p>Number of incremental <i>instances</i> best practice care has been provided to a Rick Hansen SCI Registry participant.</p> <p>Number of incremental Rick Hansen SCI Registry facilities implementing two or more best practices.</p> <p>Examples of best practices in SCI care successfully implemented within</p>	<p>1,950 participants who received best practice care</p> <p>3,800 instances best practice care has been provided</p> <p>14 facilities implementing best practices.</p> <p>5 examples</p>	✓						✓

Evaluation Question	Indicators	Threshold of Success	Doc/Data Review						
				GBA Evaluation	Health Economics Summary	SCI Landscape Analysis	Bibliometric Analysis	Meta-Evaluation Summary	Impact Stories
	the SCI community in Canada.								
• Reduced health care and consumer costs (<i>economic activity</i>).	Number of economic analyses conducted Examples of anticipated cost reductions from delivery of care changes (e.g. functional improvements, reduced secondary complications)	9 economic-oriented research products completed 5 examples	✓		✓				✓
• More innovations being ready to demonstrate or use (<i>commercialization</i>).	Number of small- or medium-sized enterprises assisted. Number of products, processes, services or technologies ready to use. Number of prototypes ready for demonstration.	4 SMEs assisted 4 products, processes, services or technologies ready to use 14 prototypes ready for demonstration	✓						✓
10. In what key ways have the Initiative's implementation and outcomes changed over the past nine (to 15) years?	Key implementation and outcome changes since 2013 (2007)	5 examples	✓					✓	✓
11. Is WD funding of Praxis contributing to long term Praxis sustainability?	Dollar value of funds leveraged for WD-funded Praxis projects. Dollar value of funds from other sources for all Praxis projects	\$4.2 million. \$16.5 million	✓						

APPENDIX E: TIMELINE OF TASKS AND DELIVERABLES

Task	2021													
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Phase 1														
Document and database review				◆										
Phase 2														
Stakeholder interviews						◆								
Phase 3														
Online Survey										◆				
Phase 4														
Economic Impact Analysis							◆							
Phase 5														
Case Studies										◆				
Phase 6														
Document/data review update										◆				
Phase 7														
Prepare Draft Points-Form Results Summary												◆		
EAC Participatory Analysis Session													◆	
Prepare/ Review/ Update Draft Evaluation Report														◆
Progress reporting (monthly)														
Progress reporting (monthly)	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Quarterly EAC Progress Meetings														
Quarterly EAC Progress Meetings		◆		◆		◆		◆		◆		◆		◆