

## **Work Plan – Human Rights Remedy Evaluation**

Department of Opportunities and Social Development

December 5, 2025

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### **Background**

The Human Rights Remedy is a five-year plan to address systemic discrimination against people with disabilities in Nova Scotia. It is the result of a human rights complaint filed in 2014 by three individuals (Beth MacLean, Sheila Livingstone, Joseph Delaney) and the Disability Rights Coalition against the Province of Nova Scotia. The Remedy Report identifies six Key Directions to address the systemic discrimination identified in the court decision:

1. A new system of individual planning and support coordination to drive more person-directed and local community-based supports and services
2. Closing institutional facilities
3. Building a broader system of community-based supports and services
4. A province-wide multidisciplinary support program with regional hubs, including other clinical supports to support local options
5. Individualized funding as the basis of the transformed system with “backbone” support functions
6. Strengthening the whole disability system capacity to enable transformation to a human rights approach

Ongoing evaluation and monitoring is a critical aspect of implementing the Human Rights Remedy discussed in both the Remedy Report (under Key Direction 6) and the Interim Consent Order. OSD has engaged Research Power Inc. (RPI) in partnership with Cape Breton University (CBU) as the external evaluator to design and conduct a comprehensive evaluation of the changes implemented as recommended by the Human Rights Remedy. The evaluation is expected to address:

- The experiences of service users, families, providers and staff, as well as outcomes at the individual level (e.g., satisfaction, degree of choice/control, sense of safety, changes in health and wellbeing)
- New elements of the system, such as Individualized Planning and Support Coordination (i.e., Local Area Coordinator and Intensive Planning and Support Coordinator roles), Deinstitutionalization, Home Sharing, and Individualized Funding including “backbone” support functions.

The evaluation is expected to include the following tasks:

- Evaluation initiation: completing an analysis of interested parties and establishing the governance structure (Evaluation Advisory Committee) to guide and provide input into the evaluation process; completing a review of key documents.
- Developing a detailed evaluation plan for the Remedy: including a theory of change/logic model, evaluation questions, a monitoring and evaluation matrix that identifies performance indicators and data collection tools/data sources, and a detailed implementation plan for the evaluation that also addresses collaborative analysis of the findings.
- Conducting evaluation activities as described in the evaluation plan each year and analyzing all data.
- Completing annual technical evaluation reports in 2027 and 2028, and a final summative report in 2029, with each report building on the previous year's findings. Plain language versions of each report will also be developed, along with other tools and resources to support translation and dissemination of evaluation findings.

### **Approach**

Participatory and collaborative approaches that engage OSD and other key individuals and organizations in the process of planning and conducting the evaluation will be used in all phases of the work. The aim of this approach is to ensure that the process and findings are relevant and meaningful to the people who will be using them. The work will be guided by OSD and by an Evaluation Advisory Committee (EAC) with representation from communities and organizations that have an interest in the Remedy and the evaluation. Deliverables (e.g., evaluation plan, data collection tools, reports, etc.) will be developed with the input and feedback of these groups (OSD and the EAC).

### **Communications**

Clare Levin, RPI Partner, will act as the Project Manager and Lead Evaluator for RPI/CBU and lead all aspects of the evaluation team's work. Joshua Brisson (Manager of Evaluation, Strategic Policy and Decision Support, OSD) will act as the project lead for OSD. A small Project Team (PT) will meet bi-weekly to provide updates on project status, review and approve deliverables, and identify and discuss project changes or issues affecting project budget/scope/timeline. The project team is expected to include 3-5 people with representation from both OSD and the evaluation team.

### **Work Plan for Evaluation Initiation and Planning Phase**

The table below describes the activities to be undertaken during the first phase of this project which focuses on evaluation initiation and planning. The table also includes the associated deliverables and timeline. The timeline is based on a start date of October 14, 2025 and a completion date of May 1, 2026. Proposed meeting dates for the Evaluation Advisory Committee are highlighted in blue. After this initial evaluation planning phase, the work plan be updated based on the detailed evaluation implementation plan to reflect ongoing evaluation activities.

As per the contract, final technical reports are expected to be delivered by February 14, 2027 and February 14, 2028 for annual reports, and September 14, 2029 for the final report. These timelines will be incorporated into the evaluation plan.

<b>Activity</b>	<b>Completion Date</b>	<b>Deliverable</b>
<b>Project Management</b>		
Project orientation and kick off meeting to discuss project scope, confirm deliverables and timeline, meet those involved in the work, etc. Includes time for review of relevant background materials.	October 14, 2025	- Work plan/critical path
Ongoing client liaison and management (meeting frequency determined by evaluation activities).	Ongoing to end of project	- Progress reports - Bi-weekly meetings
<b>Evaluation Initiation and Governance Model</b>		
Review background documents to inform evaluation planning.	November 17, 2025	- Work plan/critical path
Review software needs for the evaluation (e.g., for survey tool, analysis), confirm privacy needs and initiate privacy impact assessment (for	October 27, 2025	- Privacy impact assessment initiated

Activity	Completion Date	Deliverable
Hosted in Canada Surveys and any other tools required).		
Complete analysis of interested parties to inform engagement plan and project governance model and develop engagement plan.	October 27, 2025	- Analysis of interested parties - Engagement plan
Develop materials for the EAC (draft terms of reference, invitation, proposed schedule).	November 3, 2025	- EAC draft terms of reference - EAC invitation - EAC schedule
Identify potential members of the EAC based on the analysis of interested parties.	December 5, 2025	- List of potential EAC members
Invite members to the EAC and confirm all participants.	December 19, 2025	- Confirmed EAC membership
<b>Evaluation Framework</b>		
Develop a draft logic model and theory of change for the Remedy. The logic model will provide a programmatic overview of the key activities, outputs, and outcomes of the work. The theory of change will align with and complement the logic model by providing the theory behind the approach in the logic model, including the assumptions and external factors that will impact the work.	November 17, 2025	- Draft logic model - Draft Theory of Change
<b>EAC meeting #1</b> to inform the logic model and theory of change and identify evaluation questions.	1:00-3:30 pm, January 15, 2025	- Final logic model - Final theory of change - Evaluation questions
Research indicators (including existing data being collected) and develop a draft monitoring and evaluation (M&E) matrix that maps indicators to evaluation questions and identifies potential data collection methods/data sources for each indicator.	January 30, 2026	- Draft M&E matrix
<b>EAC meeting #2</b> to review indicators and data collection methods. Evaluability assessment will be incorporated into this process (e.g., determining availability and feasibility of data sources, considerations for data collection).	10:00 am-12:30 pm, February 18, 2026	- Feedback to inform implementation - Final evaluation matrix
Develop a comprehensive implementation plan for the evaluation that includes baseline, ongoing, and summative data collection, analysis and interpretation, reporting, and knowledge translation activities. The implementation plan will also outline timelines, required resources,	February 27, 2026	- Evaluation implementation plan

Activity	Completion Date	Deliverable
roles and responsibilities, and privacy concerns or requirements.		
Compile the logic model, theory of change, evaluation questions, M&E matrix (indicators and methods/sources), and implementation plan into a comprehensive evaluation framework.	March 6, 2026	- Final evaluation framework
<b>Data Collection Tools</b>		
Develop draft data collection tools based on the data collection methods defined in the evaluation plan.	March 6, 2026	- Draft data collection tools
<b>EAC meeting #3</b> to review draft data collection tools.	1:00 pm-3:30 pm, March 24, 2026	- Feedback on data collection tools
Create final data collection tools based on feedback. Additional pilot testing of data collection tools (e.g., surveys) may be required.	May 1, 2026	- Final data collection tools

### **Consultant Role**

RPI and the evaluation team will be responsible for the following:

- Meet with OSD within two weeks of the contract being executed.
- Conduct the work as outlined in a participatory, collaborative, and transparent manner.
- Provide OSD with regular project status updates on progress both informally in meetings and emails and formally through monthly written status updates.
- Identify any concerns or risks with the project in a timely manner and work collaboratively with OSD to identify and implement solutions to address issues.
- Provide OSD, the EAC, and other interested parties with draft versions of deliverables for review (e.g., data collection tools, findings) with sufficient time to review and provide feedback, and incorporate feedback into final versions.
- Obtain final approval and acceptance from OSD to ensure all deliverables are completed to satisfaction.
- Submit invoice(s) for services rendered including a breakdown of the work completed and time spent on each task/deliverable to support the dollar amount that is invoiced.
- Submit all draft and final deliverables in electronic format.

### **OSD Role**

The active involvement of the client is critical for successful completion of the project. RPI expects that OSD will be responsible for the following:

- Provide a main contact point who will oversee the management of the project and be available to address questions and concerns, including appointing an alternate if needed to ensure timely access.
- Provide any relevant background information, documents, and data to inform the evaluation planning and as input to the evaluation process.

- Identify and facilitate access to individuals who may need to be involved in the evaluation (e.g., members of the EAC, people who will participate in evaluation data collection, etc.).
- Review and provide timely feedback on all project deliverables and provide formal acceptance in writing of final deliverables.