

Collaborative Governance of Ontario Health Teams: Current State

Wankah P¹, Wodchis WP^{1,2}, Sarta A³, McKellar K¹, Steele Gray C^{1,4}, Baker GR¹

¹ Institute of Health Policy, Management & Evaluation, University of Toronto; ² Institute for Better Health, Trillium Health Partners; ³ School of Administrative Studies, York University
⁴ Bridgepoint Collaboratory for Research and Innovation, Sinai Health System; Ontario Canada

Background

- Ontario Health Teams (OHTs) were announced in 2019 and are developing across the province of Ontario with a purpose of ensuring that health care organizations, provider and patients across the province are connected to an integrated team with responsibility of developing networks of care that are financially and clinically responsible for an attributed population.
- Early foundational work of Ontario Health Teams included establishing a governance structure and collaborative decision-making arrangement.

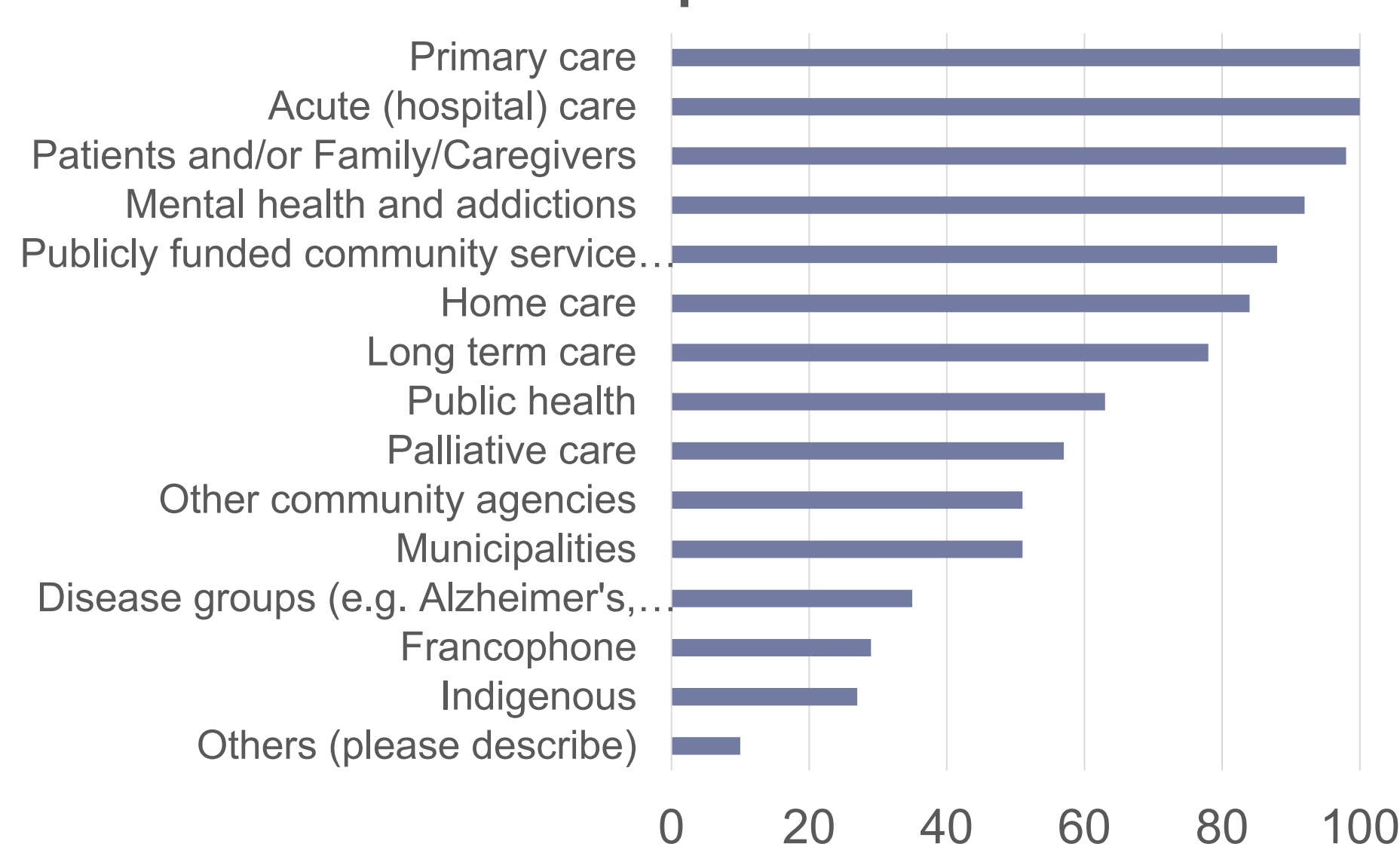
Objective

- The objective of this study was to understand practices and perceptions of governance in Ontario Health Teams.

Methods

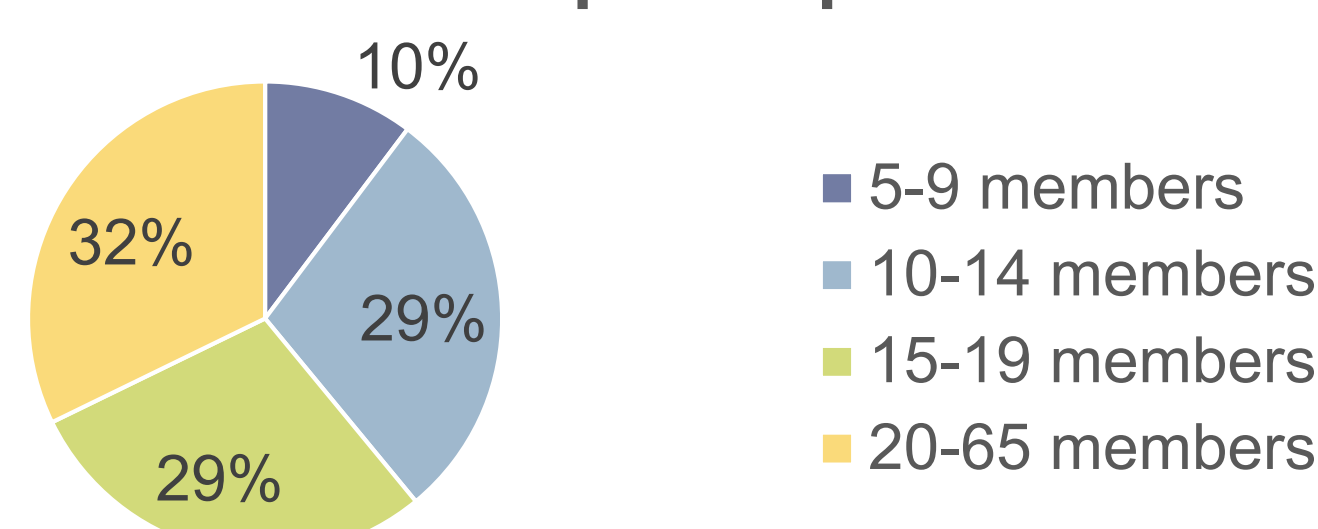
- Two surveys were undertaken amongst 51 approved Candidate OHTs between January and June 2022.
- A Factual Governance Survey was distributed to the evaluation lead of each OHT and included items on:
 - Number of members; Approach to member selection; Sector representation; Turnover in membership between approval (2019, 2020, 2021) and survey administration (2022); Planned governance structures; and Communication amongst existing governance structures
- A Perceptions of OHT capacity and capabilities was emailed directly to individuals “most involved” in OHTs. **Respondents who self-identified as being part of the leadership group** (defined as being involved in the decisions regarding members, resource allocation and performance measures for the OHT) were asked about perceptions of:
 - the kinds of decisions made by the OHT; the decision-making approach; decision-making power within leadership groups; the level of priority to organizational versus OHT goals; the level of commitment to the OHT; frequency of measurement reporting; the effectiveness of the OHT leadership group; and the perceived effectiveness of the OHT in strengthening shared capabilities and goal achievement.

Sector Representation

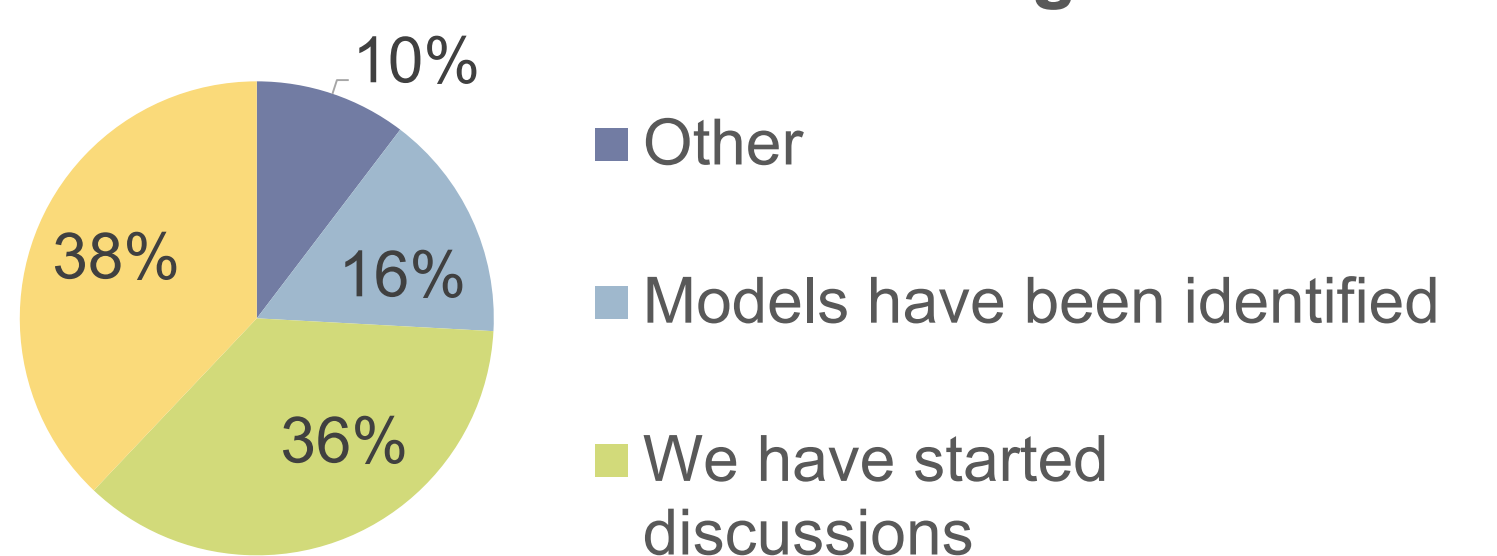


Results

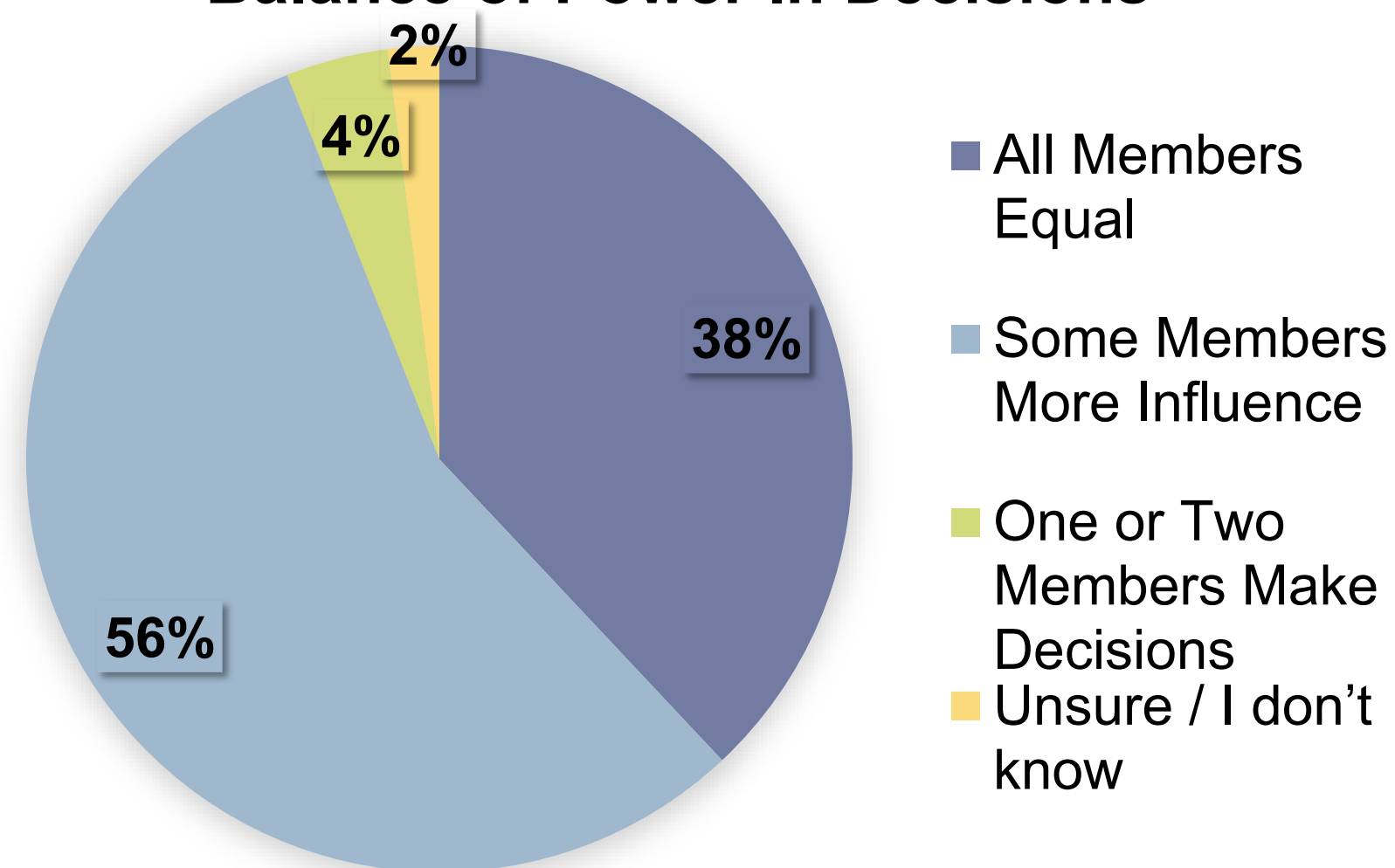
OHT Leadership Group Size



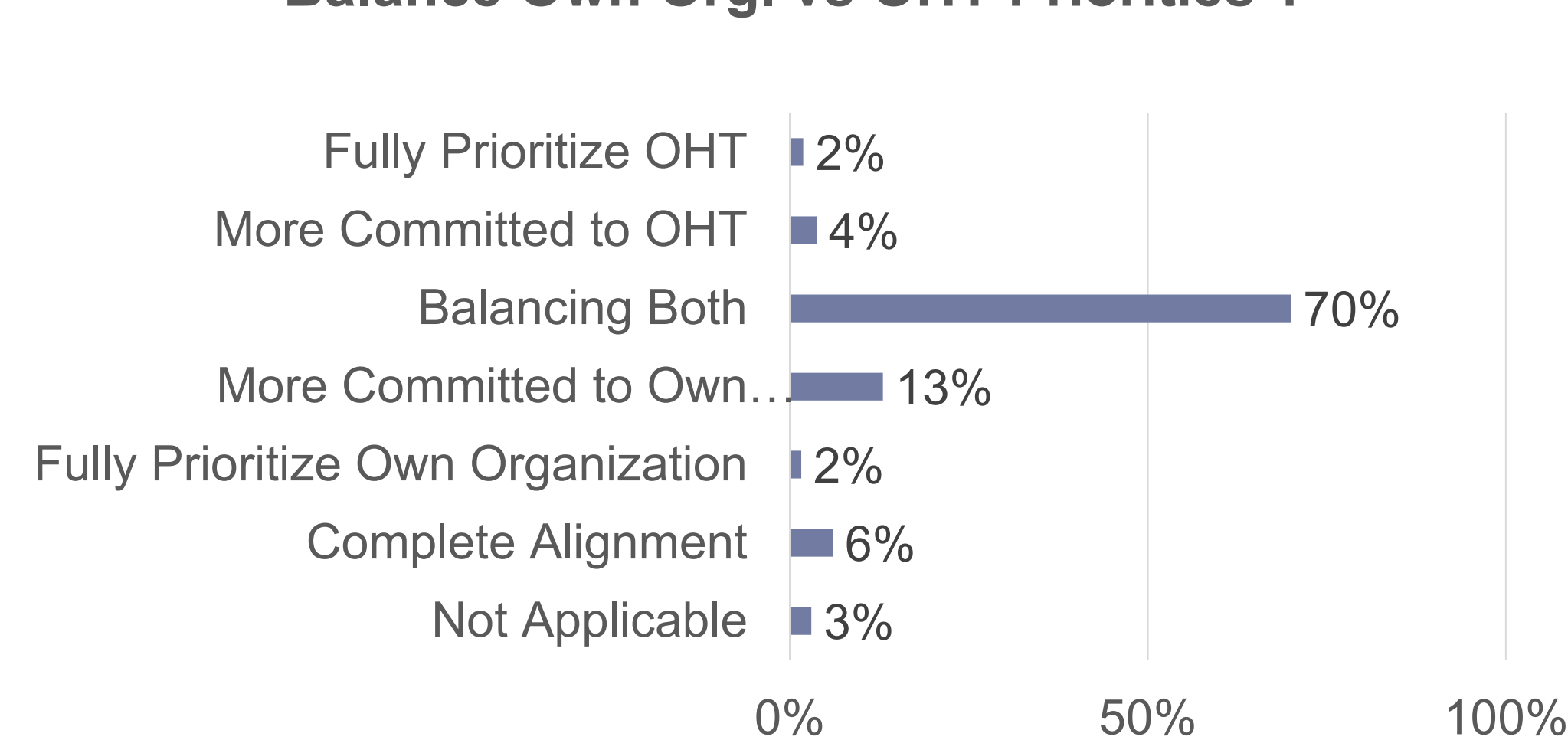
Future Governance Planning



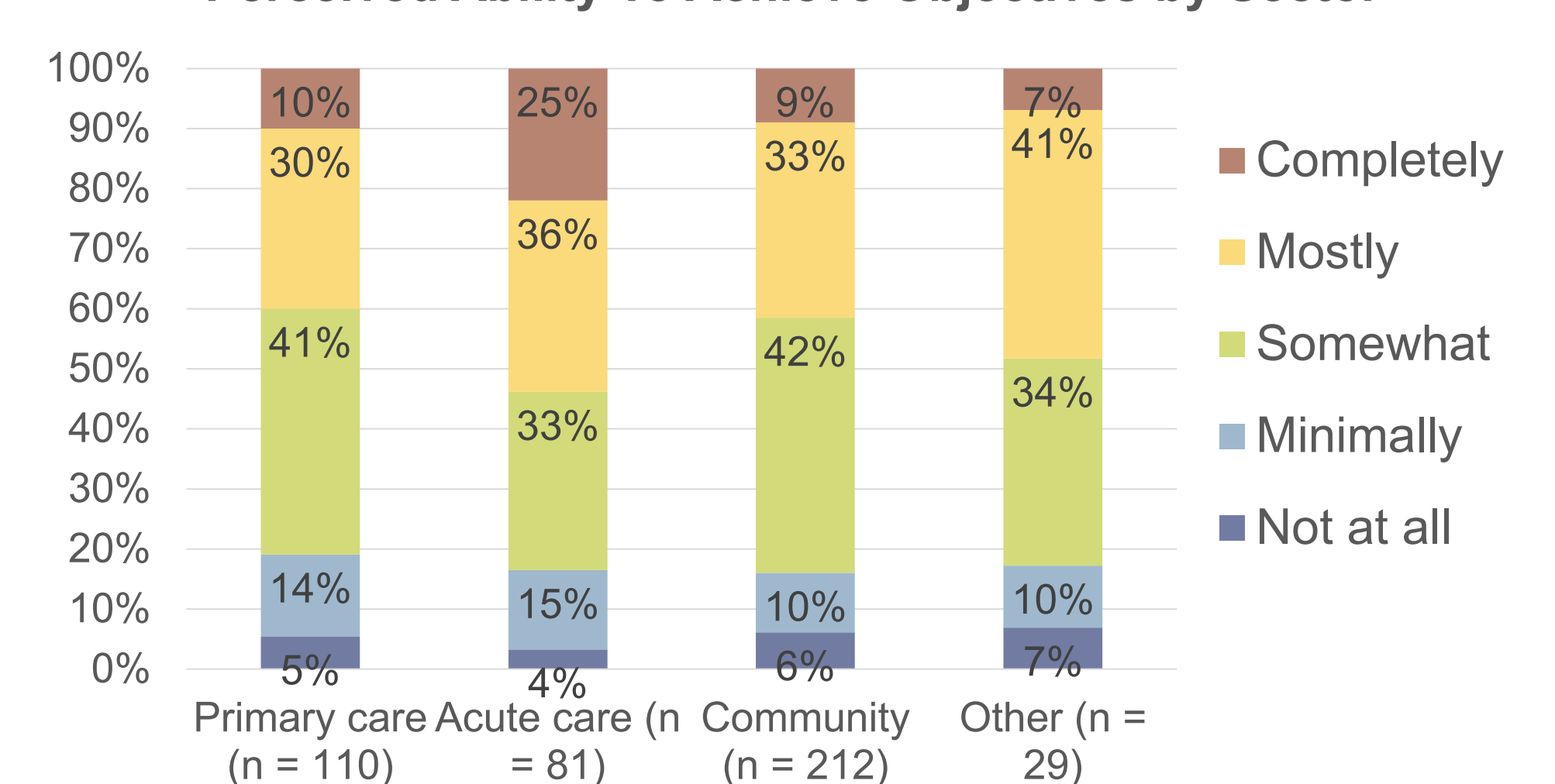
Balance of Power In Decisions



Balance Own Org. vs OHT Priorities ?



Perceived Ability To Achieve Objectives by Sector



Discussion

- OHT governance/leadership groups are fairly large and have wide sectoral representation. They have interim decision-making arrangements and are many beginning to discuss future governance arrangements.
- There are perceived differences in power amongst participants in current decision-making.
- Most respondents feel they are balancing between their own organization's priorities and those of the OHT with a slight leaning to favouring own organizations.
- There is a moderate level of confidence in OHT's ability to achieve objectives with hospital sector respondents having greater confidence.

Conclusion

- As OHTs advance toward shared and collective governance and toward clinical and financial responsibility accountability for a defined population, they will need to develop smaller, more equitable and effective governance with representation across sectors and shared purpose toward OHT priorities and goals.

Selected References:

- Kapucu, N., & Hu, Q. (2020). Network Governance: Concepts, Theories, and Applications. New York: Routledge.
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- Provan, K. G., & Kenis, P. (2008). Modes of Network Governance: Structure, Management, and Effectiveness. Journal of Public Administration Research and Theory, 18(2), 229–252. <https://doi.org/10.1093/jopart/mum015>



For Further Information Please Contact

walter.wodchis@utoronto.ca