Developmental Evaluation of Ontario Health Teams Invited Symposium

Hart House, University of Toronto

September 21, 2022

AGENDA

Time	Activity
9:00 am	Overview and Introduction
9:15 am	Orientation Activity
9:40 am	OHT presentations (Couchiching, Chatham Kent, East York Region North Durham)
10:30 am	Break
10:45 am	OHT Presentations (North York Toronto, Greater Hamilton)
11:30 am	Facilitated Discussion
12:15 pm	Reflective Exercise (Start, Stop, Keep)
12:40 pm	Lunch
1:30 pm	World Café : 6 specified topics: 2 discussions
2:45 pm	Break
3:00 pm	Report Back/Summary of Reflective Exercise
3:25 pm	Evaluation Policy Context
3:40 pm	Summary and Closing Remarks

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Central OHT Evaluation Team

Co-Leads

Dr. Walter P. Wodchis

Dr. Ruth E. Hall
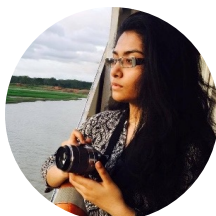
Team Members

Dr. Gaya Embuldeniya

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Dr. Kaileah McKellar

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Trisha Martin

Luke Mondor

Chris Bai

Jennifer Gutberg

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Symposium as Research

- As part of them HSPN OHT evaluation, with the purpose of gathering general knowledge and information about the provincial context and development of OHTs, the research team will be including the discussions from today's event as part of the research data.

- This meeting will be recorded to capture the dialogue and be able to report on the topics and ideas discussed at this event. No personal information will be retained by the study team from event transcripts and chat.

- **A letter of information is included in your agenda package**.

- **Consent:** Participating in this event is deemed as consent to participate in this research.

Please participate enthusiastically. Similar to our approach in the research, please feel free to share knowledge and ideas discussed at today's symposium but please do not attribute any words or ideas to any individual participating in today's event.
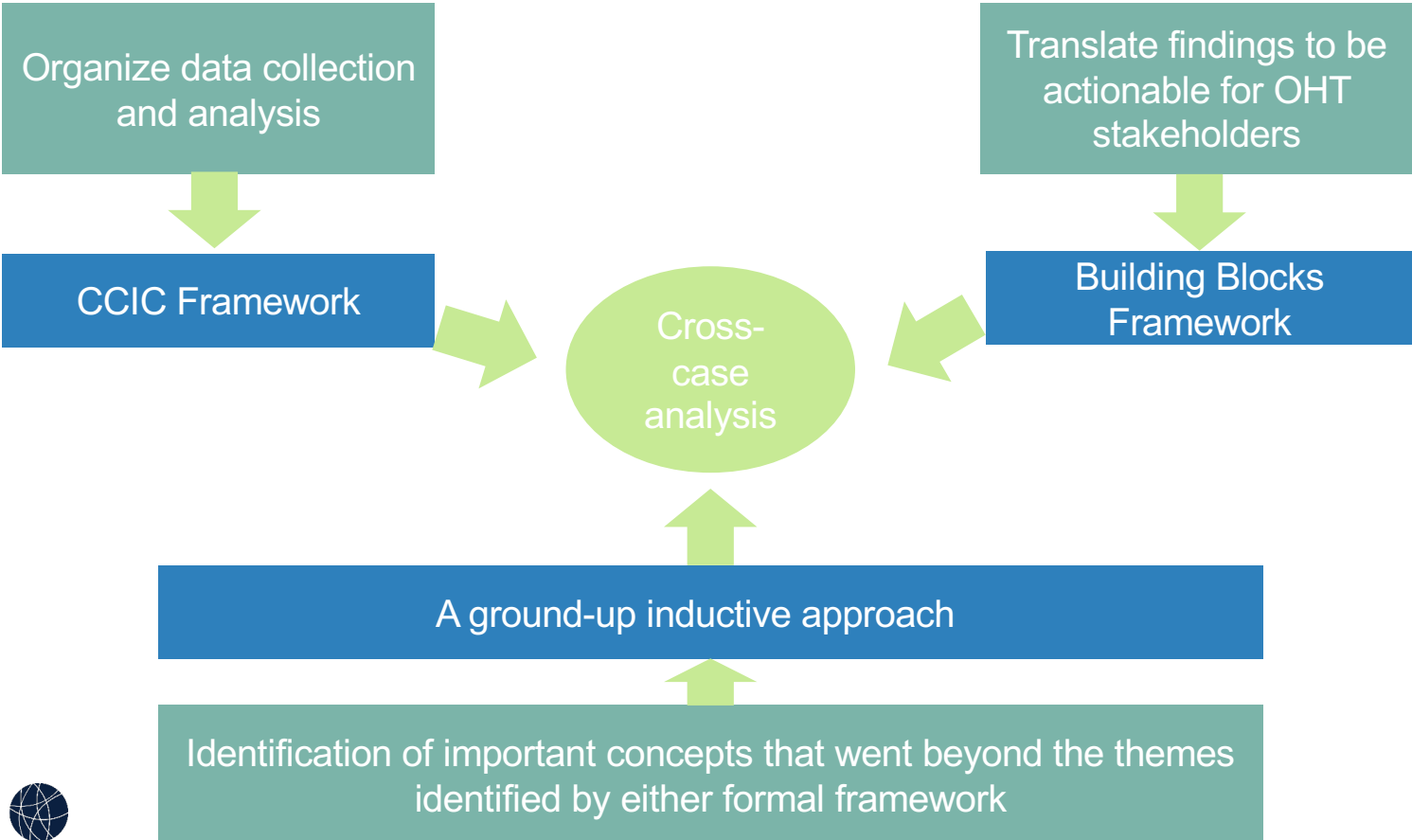
OHT Developmental Evaluation

Purpose

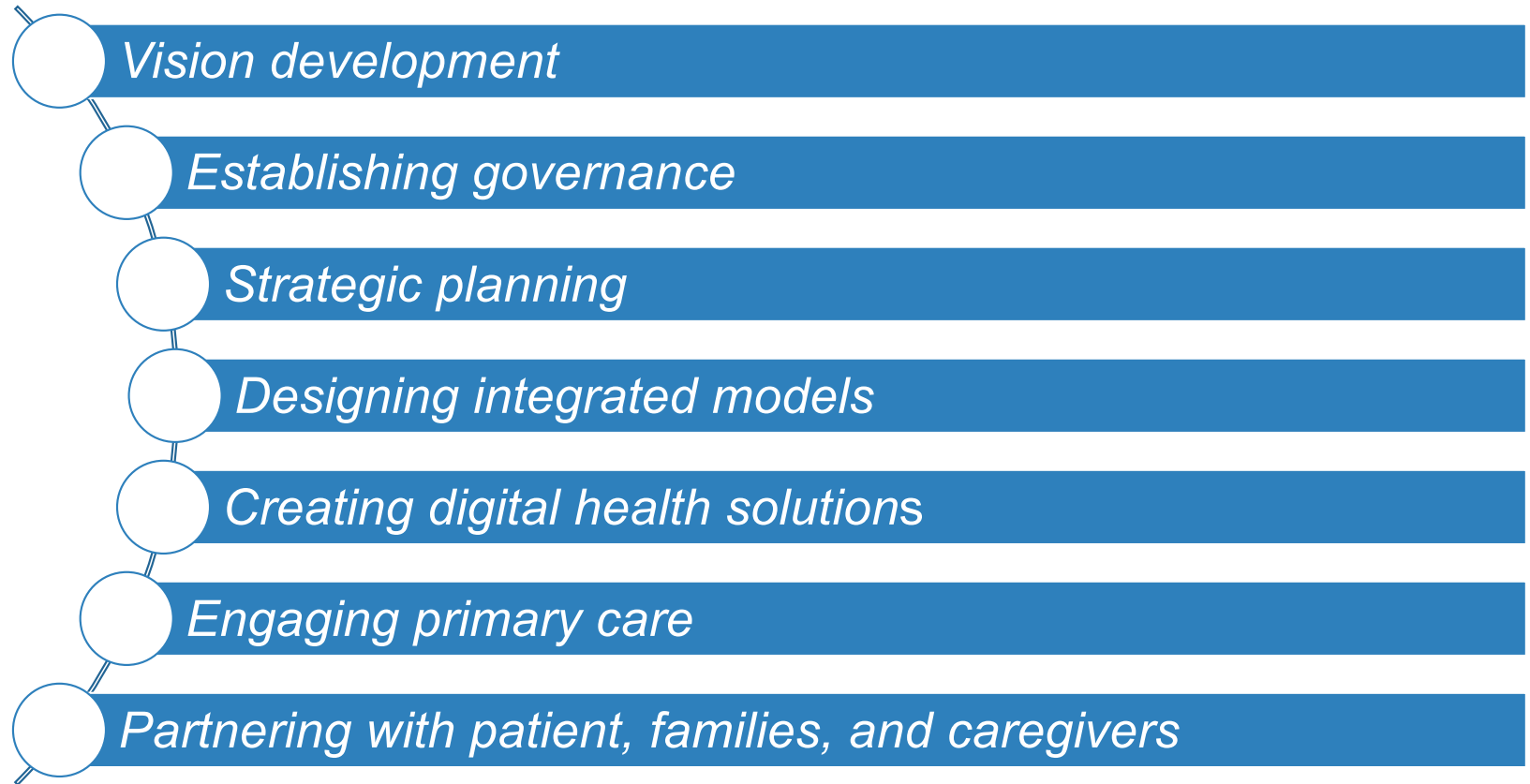| Understand how OHTs are developing and what helps or hinders this work	To support ongoing & adaptive learning for OHTs

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Analysis: A 3-pronged Approach

Organize data collection and analysis

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CCIC Framework

→ Cross-case analysis ←

Translate findings to be actionable for OHT stakeholders

↓

Building Blocks Framework

↑

A ground-up inductive approach

↑

Identification of important concepts that went beyond the themes identified by either formal framework

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Results

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Results: Early areas of development

- Vision development
- Establishing governance
- Strategic planning
- Designing integrated models
- Creating digital health solutions
- Engaging primary care
- Partnering with patient, families, and caregivers

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Results: Emerging areas of development

Funding and incentive structure

Performance measurement, quality improvement, and continuous learning

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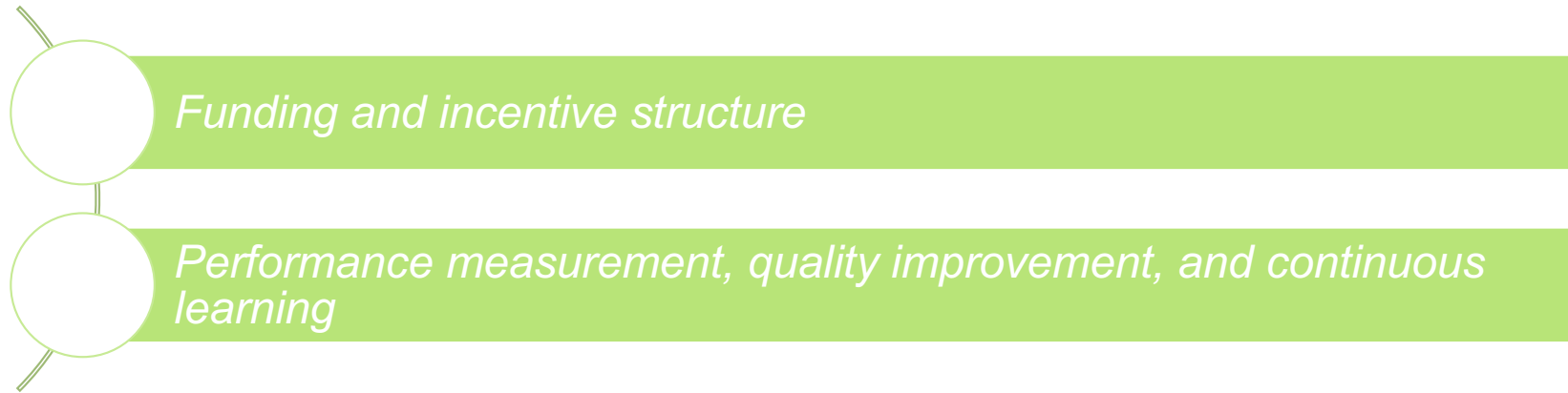
Key Findings

- OHTs were evolving at different paces, each at a different stage of progress in relation to the nine key areas of development.

- Despite differences in evolutionary trajectory, there were shared contexts, structures and cultures that both forwarded and frustrated progress across OHTs.

- While OHT activities largely overlapped with the MOH's eight building blocks for OHT maturity, there were key qualitative differences.

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Recommendations and Lessons Learned

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For OHTs

1. OHTs need to invest upfront work into developing their broad vision that is meaningful to participants.

2. It is vital for OHTs to make time for sensemaking and reflection.

3. Priorities should be locally relevant and meaningful, acknowledging provincial priorities.

4. There is no single defined linear path that all OHTs should follow to advance their OHT.

5. Communication within the OHT is essential, particularly in the initial stages.

6. Attention to relationship-building and trust should be an ongoing effort.

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For Policymakers and Supports

1. An overarching vision for all OHTs should be established and communicated.

2. When possible, commit to providing long-term guidance and funding.

3. Communication between all policy makers and OHT supports can be improved.

4. Consider reworking the building block framework so that it better reflects the different components of integration readiness & OHTs' experience on the ground.

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Buses

Networking Activity/Ice Breaker

Instructions

- **We are going to call out a category of bus**
    - For example, if the bus category is "what is your profession?"
    - Someone might shout out clinician, manager or researcher (each person should only call out 1 bus).

- **Select the bus that best describes you.**

- *6-8 minutes of group discussion in each bus*
    - *Plan to have 2 rounds*

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Questions to promote discussion in busses

- What is your name and your OHT?

- Why did you get on this bus?

- What is a recent accomplishment of your group?

OHT Presentations Part 1: Couchiching, Chatham Kent, East York Region North Durham

OHT Presentations Part 2: North York Toronto, Greater Hamilton

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Discussion

Start, Keep, Stop

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Start, Keep, Stop

➤*Start*

- ▪ What do you think your OHT should start doing?

➤*Keep*

- ▪ What should your OHT continue doing?
- ▪ What things do you consider most valuable?

➤*Stop*

- ▪ What do you think your OHT should drop, change, or stop?

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Lunch
12:40 – 1:30pm

World Café

World Café Overview

o Purpose of a world café is to bring people together informally to explore a topic in which they have a shared vested interest and ask questions, share strategies/ solutions with one another. We will facilitate these group discussions.

- ➢ **6 topics at different tables**

- ➢ **Everyone will visit 2 tables (self-select topics, distribute amongst tables)**

- ➢ **25-minute discussion**
  - ➢ **table participants identify specific topics for discussion (5 min)**
  - ➢ **participants share experience with specific topic, importance, evolution over time (8 min)**
  - ➢ **participants discuss how OHTs have navigated and made progress related to topic (8 min)**
  - ➢ **facilitator/note-taker to synthesize key points raised in discussions (4 min)**

- ➢ **Report on key discussion points from each topic (15 minutes)**

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World Café Topics

1. **Performance Measurement and Evaluation**
   - Data collection, surveys, indicators & evaluation, culture of shared measurement

2. **Physician & Primary Care Engagement**
   - Supporting primary care participation, expanding engagement across diverse physician groups

3. **Policy, Legislation & System Structures and Supports**
   - Direction/guidance from OH/MOH; learning supports; home care modernization & related

4. **Governance, Leadership and Decision-making**
   - CDMAs and evolving governance; toward collective decision making; funding & accountability

5. **Developing the PFAC & patient and community engagement**
   - Developing and resourcing PFACs; meaningful and equitable community engagement

6. **Capacity Building, Development & Sustainability**
   - Balancing building capacity/foundation with implementation; maturity & future expectations

Reflections on
Start, Keep, Stop

Next Steps:
The Policy and System Context

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Aim & Rationale

Rationale

- Policy & system context at forefront of OHT participants' minds

- Encompasses broad range of issues – e.g., policy, funding, performance measurement, accountability, guidance, coordination - pervades everything from partnerships to clinical pathways

- Gap in understanding exists; touched on indirectly/ revealed through DE

Aim

- Understand the policy context within which OHTs have developed, including inherent gaps and contradictions, from a range of perspectives

- Explore how OHTs have navigated these challenges

- Elicit perspectives on what needs to be done to forward OHT sustainability

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Methods

- *Document review*
    - Identify/ review key guidance documents/ communications to OHTs
    - Map out the range of organizations involved in guiding and supporting OHTs, their aims and scope; begin establishing macrostructure supporting OHTs
    - Identify potential interview participants

- *Interviews* (qualitative, semi-structured)
    - Topics: Perspectives on coherence & gaps in vision/ guidance; OHT reception of vision/ guidance; how policymakers set direction; how OHTs have navigated gaps; sustainability; facilitators & challenges
        - With MOH, OH, other relevant policy/ system stakeholders (approx. 40)
        - With 6 DE OHT participants (approx. 5/ OHT)

- *Observation*
    - Of relevant meetings hosted by MOH, OH

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Summer 2022: Preparatory Work

Document Scan

Preliminary identification of key documents related to policies and initiatives impacting OHT development:
- Guidance Documents (e.g., CDMA, Data Supports, cQIP)
- Digital Health Documents (e.g., Digital Health Playbook)
- Ontario Health Annual Business Plan (2022-23)
- Funding Calls/Calls for Proposals

Informal Conversations

Representatives from OHTs, Ontario Health (OH) Central, Ontario Health Regions, and the Ministry of Health (MOH) were engaged in informal conversations to share their perspectives on the current lay of the land

Policy & System Context Mapping (Pictured on Next Slide)

Identifying key organizations, agencies, and other stakeholders involved in OHT development

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OHT Development Policy and System Context Map
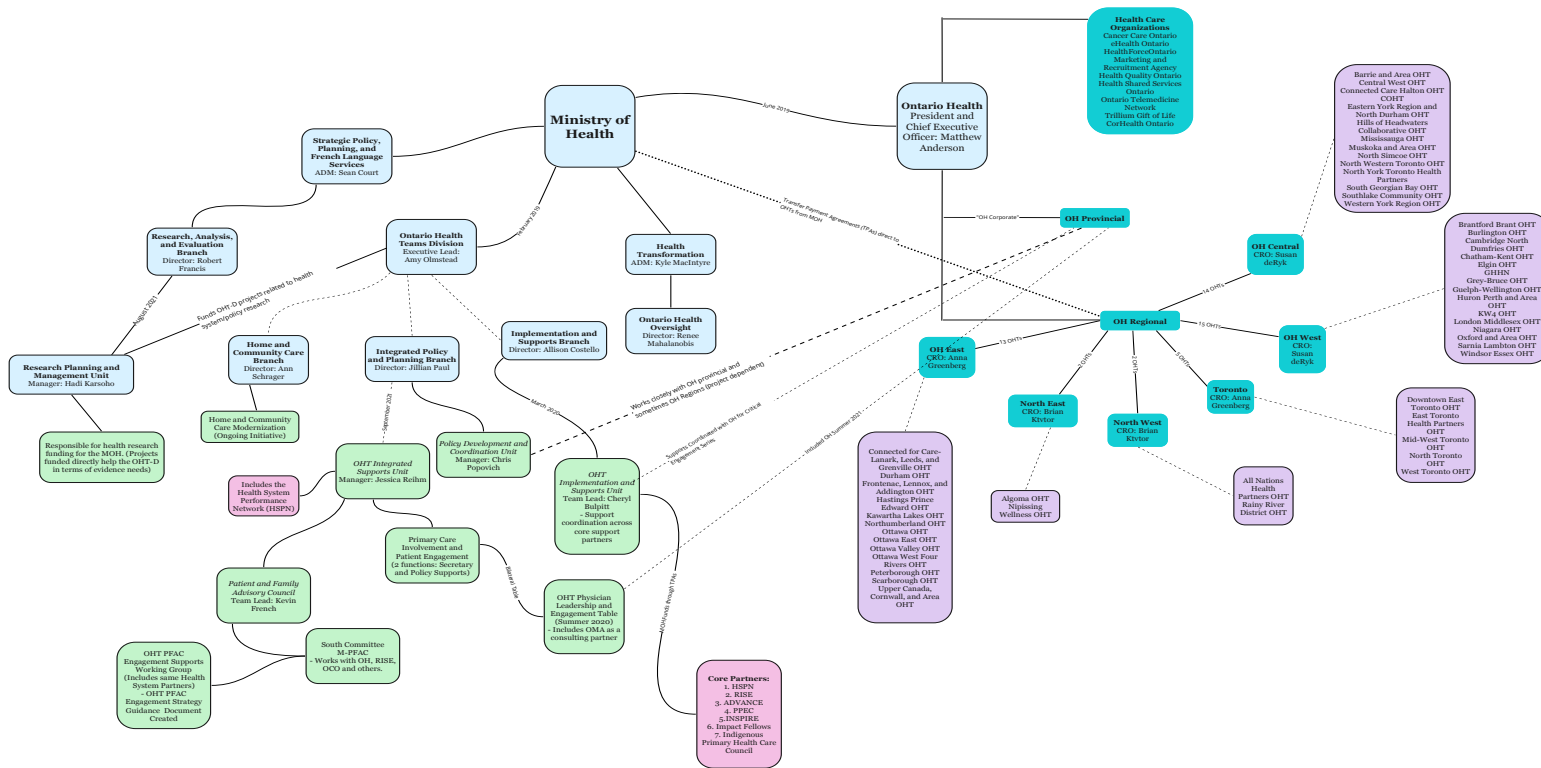
What We Heard

Key Challenges & Opportunities for Improvement at policy and system levels

a)   Role Clarity & Communication
   - *Establishing clear mandates and structures of policy and system-level organizations*
   - *Developing processes for communication and collaboration within and across organizations, units and departments*

b)   Transitioning and Aligning Responsibilities and Accountabilities
   - *Addressing confusion, frustration and "broken telephone" around reporting and accountability*

c)   Funding & Resources
   - *Funding (and staff support) across all levels (MOH, OH central, Regional OHs and OHTs) are insufficient and not well allocated to support the level of transformation needed*
     - The system cannot keep up with the current pace of change

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What We Heard Continued…

Key Challenges & Opportunities for Improvement at OHT level

a) Clearer and more relevant maturity expectations
- *Addressing challenges related to operationalizing the building blocks*
- *Time and funding for the work that needs to be done*
- *Aligning regional initiatives with OHT-specific initiatives*

b) Building out the "eco-system" of supports for OHTs
- *Dedicated and ongoing infrastructure of supports that align with OHT maturity expectations: digital solutions, data and analytics, workforce planning resources, etc.,*

c) Enabling OHTs to become independent entities & fundholders
- *Support for governance development; mechanisms/tools to align organizational fiscal priorities with OHT-wide fiscal priorities*
- *Resources and knowledge to engage diverse populations and groups more meaningfully*

d) Performance management, evaluation & continuous Learning
- *Building capacity and expertise to use data, create effective PM structures support continuous learning and quality improvement and engage in evaluation that accounts for the nuances of designing and implementing inter-organizational networks*

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Closing Remarks

THANK YOU!

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