

Symposium Overview

Today's presentations will focus on exemplar Health Links, their novel approaches to integrating care, as well as their development and ongoing evolution. Our speakers will offer frameworks for measuring the implementation and success of Health Links at the local level and within the broader health system, providing conference attendees with a clearer understanding of how to initiate and nurture a successful Health Link that integrates care for complex populations.

In **Session One**, HSPRN investigator, Dr. Gustavo Mery, will present an overview of the HSPRN white paper and address the value Health Links add to the health care system, what Health Links are doing to integrate and improve care for high-needs patients, and the intended outcomes of any new mechanisms and partnerships in place to integrate care. Dr. Seija Kromm and Luke Mondor will discuss ongoing work assessing the performance of 54 geographically defined Health Links on measurable indicators using population-based health administrative data to establish a baseline.

In **Session Two**, Dr. Jenna Evans and Agnes Grudniewicz will explore how organizational contexts and capabilities shape the delivery of Health Links, followed by an outline of organizational conditions for success across three categories: basic structures, people and values, and processes. In addition to drawing from a growing database of Health Link leaders and providers, they will expand upon the LHIN experience to highlight challenges and future prospects for managing Health Links across the fourteen LHINs in Ontario.

In **Session Three**, Facilitator, Dr. G. Ross Baker, and Health Link professionals, Ross Kirkconnell, Jennifer Mackie, Jennifer Bowman, and Tory Merritt will provide an understanding of the context, history and journey undertaken by these Health Links to develop their programs. The session will explore current issues influencing Health Links, including physician engagement, information technology, patient enrolment and relationships between Health Links and other providers, followed by reflections and commentary from the Ministry of Health and Long-Term Care Transformation Secretariat, David Lamb.

About Us

The **Health System Performance Research Network (HSPRN)** is an inter-organizational university network of researchers, providers and policy-makers focused on the development of measures of Ontario's health system performance and innovative practice that improves care, cost burden, and outcomes for individuals, particularly those who require care and management from multiple sectors of the health system. The HSPRN fosters cross-sectional collaborative research, knowledge translation, and integration of these activities among decision-makers and researchers in the production of new knowledge throughout the research cycle. Knowledge and evidence are translated to decision-makers representing policy and provider groups, as well as other researchers through interventions in collaboration with care providers, via seminars, newsletters, peer-reviewed publications, and symposia.

Agenda

08:00 – 08:45	Breakfast and Orientation
08:45 – 09:00	Welcome & Opening Remarks
09:00 – 10:00	<p>HSPRN White Paper Series on Health Links</p> <p>1. Assessing Value in Health Links Dr. Gustavo Mery, Senior Scientist and Managing Consultant; Adjunct Faculty; IHPME, University of Toronto; Investigator, HSPRN</p> <p style="padding-left: 40px;">a) Learning from ACOs</p> <p style="padding-left: 40px;">b) A perspective from early adopter (Health Links)</p> <p>2. Measuring Success: Baseline System Performance of Health Links Dr. Seija Kromm, Policy Analyst, Alberta Health Services; Trainee, HSPRN; and Luke Mondor, MSc, Epidemiologist, Institute for Clinical Evaluative Science and HSPRN</p>
10:00 – 10:30	Refreshment Break
10:30 – 11:30	<p>Developing Case Studies of Health Links: Understanding Context Dr. Jenna Evans, Post-Doctoral Fellow, HSPRN; Certified Health Executive with the Canadian College of Health Leaders and Agnes Grudniewicz, PhD Candidate, Institute of Health Policy, Management, and Evaluation, University of Toronto</p> <p>1. Understanding the Context for Integrating Care in Health Links</p> <p>2. LHIN experience and prospects for managing Health Links</p>
11:30 – 13:00	<p>Learning From Exemplars – Facilitated by Dr. G. Ross Baker, Professor, Institute of Health Policy, Management, and Evaluation, University of Toronto; Director of the MSc. Program in Quality Improvement and Patient Safety; Investigator, HSPRN</p> <p>1. Guelph Health Link (Ross Kirkconnell, Executive Director, Guelph Family Health Team; Lead, Guelph Health Link, and Jennifer Mackie, Organization Development Manager and Guelph Health Links Project Co-ordinator)</p> <p>2. North York Health Link (Jennifer Bowman, Vice President, Clinical Support, Integration and Strategy, North York General Hospital and Tory Merritt, Project Manager, North York General Hospital)</p>
13:00 – 13:30	<p>Reflections from the MOHLTC Transformation Secretariat David Lamb, Manager, Policy, ADM Office, Transformation Secretariat, Ontario Ministry of Health and Long-Term Care</p>
13:30- 13:45	<p>Summary and Closing Remarks Dr. Walter Wodchis, Associate Professor, Institute of Health Policy, Management and Evaluation , University of Toronto; Principal Investigator, HSPRN</p>
13:45 –	Lunch

Presentation Abstracts

Assessing Value in Health Links

Dr. Gustavo Mery

Ontario Health Links are helping to improve coordination of care across multiple partner organizations for patients with complex health care needs; however, little is known about the value that Health Links are creating at this early stage, and the value that they can generate in the long term. The overall purpose of this research project was to identify what value Health Links add to the health care system, what Health Links are doing to integrate and improve care for high needs patients, and to determine the intended outcomes of any new mechanisms and partnerships in place to integrate care. Our research approach started by studying how value has been recognized and measured in U.S. Accountable Care Organizations and how these lessons may inform Health Links' strategies. This yielded a working framework for assessing value in Health Links. Subsequently, we conducted interviews with Health Links' leaders to explore how 'value' has been recognized by Ontario Health Links, to identify promising Health Links' strategies, and to understand how these strategies may be creating value for patients and the health care system.

Measuring Success: Baseline System Performance of Health Links

Dr. Seija Kromm, Luke Mondor

In this presentation, we discuss ongoing work assessing the performance of 54 geographically defined Health Links on measurable indicators using population-based health administrative data held at the Institute for Clinical Evaluative Sciences (ICES). Twenty-two indicators were identified and categorized according to the Institute for Healthcare Improvement's (IHI) Triple Aim framework: better care for individuals, better care for populations, and lower growth in healthcare costs. Ontario residents with a valid health card on April 1, 2012 were identified using administrative data and assigned to a Health Link based on the location of their usual provider of primary care. Health Links' performance on indicators were found using fiscal year 2012 data for cohorts of 1) all Ontarians and 2) high-cost users. As well, Health Links were grouped according to rurality in order to compare performance based on location. These findings create a baseline portrait of Health Links useful to inform benchmarking. Full details of the methodology and preliminary findings for selected indicators will be presented and discussed.

Developing Case Studies of Health Links: Understanding Context

Dr. Jenna Evans, Agnes Grudniewicz

In this presentation, we explore how organizational contexts and capabilities shape the implementation and effectiveness of Health Links. We will discuss the development and content of the "Context for Integrating Care" Framework, which captures key organizational conditions for success across three categories: basic structures, people and values, and processes. Drawing from our growing database of interviews with Health Link leaders and providers, we will discuss the contextual factors identified as most important, share insightful quotes from participants, and highlight common challenges. Finally, we will discuss the LHIN experience and their challenges and prospects for managing Health Links based on interviews with representatives from all fourteen LHINs in Ontario. We conclude with recommendations for moving forward.

Learning from Exemplars

Dr. G. Ross Baker, Ross Kirkconnell, Jennifer Mackie, Jennifer Bowman, Tory Merritt

This session will provide an understanding of the context, history and journey undertaken by these Health Links to develop their programs. The session will explore current issues influencing Health Links, including physician engagement, information technology, patient enrolment and relationships between Health links and other providers.

Speaker Biographies

Dr. G. Ross Baker, PhD, is a professor in the Institute of Health Policy, Management and Evaluation at the University of Toronto, and Director of the MSc. Program in Quality Improvement and Patient Safety. Among his recent research projects are a study of patient engagement strategies in a number of leading organizations in Canada, the US, and the UK. This study examines the strategies used to create effective patient and family engagement and the linkage of these strategies to efforts to improve care and care experiences. Ross led a study of effective governance practices in improving quality and patient safety in 2009. Results from this study have been published in *Healthcare Quarterly* and this report served as the basis for the Governance Toolkit (Effective Governance in Quality and Patient Safety) and a course for trustees developed by the Canadian Patient Safety Institute and Canadian Health Services Research Foundation, offered across Canada. Ross Baker, together with Dr. Peter Norton of the University of Calgary, led the Canadian Adverse Events study which was published in the *Canadian Medical Association Journal* in 2004. Baker and Norton were awarded the Health Services Research Advancement Award for their work on patient safety and quality improvement by the Canadian Health Services Research Foundation. Ross has been a member of the Health Quality Council board in Saskatchewan since 2005. He chaired an Advisory Panel on Avoidable Hospitalizations for the Ontario Ministry of Health and Long Term Care whose report was released by the Ministry in November 2011. He also served as a member of the King's Fund (London, UK) Commission on Leadership and Management in the NHS in 2010-2011, and is a member of the Improvement Science Development Group of the Health Foundation in London since 2011.



Jennifer Bowman, M.A., is Vice President of Clinical Support, Integration and Strategy at North York General Hospital (NYGH), one of Canada's leading academic community hospitals. Ms. Bowman joined North York General in 2008, and brings a strong combination of strategic vision, proven leadership and operational understanding to her position. In 2014, Ms. Bowman's role as Vice President expanded to include furthering the integration of NYGH with primary care and community services, and to lead the development and execution of strategic planning for the hospital. Ms. Bowman has a Masters in Political Science through the McMaster-Guelph University Collaborative Public Policy and Administration Program.



Dr. Jenna Evans is a Post-Doctoral Fellow at the Institute of Health Policy, Management & Evaluation, and a Certified Health Executive with the Canadian College of Health Leaders. Her work focuses on intellectual capital and knowledge management in healthcare organizations, and on the implementation, measurement, and management of integrated care initiatives. Her research and teaching interests include integrated care, quality improvement, organizational culture and cognition,



knowledge/learning, complex-adaptive systems, and organizational and systems change. Dr. Evans holds a Bachelor of Health Studies with Honours in Health Management from York University (2008) and a PhD in Health Services Research from the University of Toronto (2014). Her doctoral work, entitled 'Health Systems Integration: Competing or Shared Mental Models' was funded by a Vanier Canada Graduate Scholarship and the Health System Performance Research Network.

Agnes Grudniewicz is a PhD Candidate at the Institute of Health Policy, Management & Evaluation at the University of Toronto and a trainee at the Li Ka Shing Knowledge Institute at St. Michael's Hospital. Her doctoral work focuses on knowledge translation in primary care. In addition to her thesis, Agnes is also working with the Health System Performance Research Network on organizational factors in integrated healthcare delivery models. Her doctoral studies are funded by a Doctoral Research Award from the Canadian Institutes of Health Research (CIHR) and a Strategic Training Initiative in Health Research (STIHR) fellowship with Knowledge Translation Canada. She also completed a STIHR fellowship with the Ontario Training Centre on Health Services and Policy Research. Agnes holds an Honours Bachelor of Commerce in Finance, receiving the gold medal for top academic achievement in her class.



Dr. Gustavo Mery, MD, MBA, PhD, is an experienced health care scientist and consultant with over 15 years of international work in health care services and systems, including applied economics and outcomes research, health care management, clinical practice, and teaching. He practiced for more than nine years in Chile in the fields of emergency medicine, primary care, and orthopedics. He also held a position as Medical Director for Chilean Safety Association and Assistant Professor of Medicine at Diego Portales University of Chile. His research and consulting work focus on the topics of elderly, integrated care, home and community-based services, performance improvement, and health policy. Dr. Mery holds a medical degree from the Pontifical Catholic University of Chile, a Masters of Business Administration from Adolfo Ibañez University of Chile, and a doctoral degree from the Institute of Health Policy, Management and Evaluation (IHPME) at the University of Toronto. He holds various distinctions and awards including MD awarded with maximum honours, top MBA graduate, and most promising PhD candidate at the University of Toronto. Dr. Mery currently holds an Adjunct Faculty appointment at IHPME at the University of Toronto.



Ross Kirkconnell is the Executive Director of the Guelph Family Health Team, working with over 75 family physicians and numerous other clinicians to advance collaborative primary care in Guelph and Lead for the Guelph Health Link. Previously, Ross worked in leadership positions with the CCAC of Wellington-Dufferin and the Ministry of Health and Long-term Care. Ross has a B.A. from McMaster University and Master of Science Degree from the University of Guelph. Ross continues to support academic research in partnership with faculty at McMaster and Guelph. Ross has been involved



with a number of initiatives aimed at local and provincial health system improvement including: the Board of the Association of Family Health Teams of Ontario, the MOHLTC Expert Advisory Committee on Primary Care, the Sounding Board of the Ontario Change Foundation, the Waterloo-Wellington Palliative Care Council and the Guelph Community Well-Being initiative.

Seija Kromm holds a PhD in Health Services Research from the University of Toronto, Institute for Health Policy, Management and Evaluation. She also holds an MA and BA (First Class Honours) in Economics from the University of Calgary. During her Doctoral studies she held a Graduate Studentship from Alberta Innovates – Health Solutions and studied accountability of acute care hospitals and their strategic priorities. Dr. Kromm held a post-doctoral fellowship at the Health System Performance Research Network under the supervision of Dr. Walter Wodchis. She continues to work on measuring the success of Ontario’s Health Links and the value they create while also working as a Policy Analyst at Alberta Health. Her research and teaching interests include health system reform, health care policy, financing health care, and health economics.



David Lamb has a background in Health Professions regulation and holds a Masters' degree in Health Law from Osgood Hall Law School. He worked at the College of Nurses of Ontario as an investigator and then as a coordinator of investigations into nursing professional misconduct and illegal practice. David has been with the Ministry of Health and Long-Term Care since 2006 where he contributed to Health Regulatory Policy initially on the 2006 reform of the Regulated Health Professions Act and its associated legislation, and then on the implementation of recommendations made by the Health Professions Advisory Council on extending the scopes of practice of a number of regulated health professions to promote interdisciplinary practice.

Jennifer Mackie, RRT, MBA, is a high-energy, quick-start Organization Consultant and Project Manager. Her highly collaborative approach to initiating, planning and delivering results is not only successful, but impressive to clients. Jennifer's "can do" attitude is infectious and she inspires to embrace change. Her industry experience includes, healthcare, agriculture, insurance, technology, property development, education, financial services, professional services, not-for-profit organizations and board/executive environments. She has extensive experience in, Strategic planning, Board/management /leadership development, Process consultation, Organization change, and Interim management.



Tory Merritt, Manager, Health Links and Connecting Care, has worked in healthcare for over 10 years. She brings experience from Ontario, Alberta, Saskatchewan and British Columbia across primary care, acute care, regional and provincial organizations and agencies. She is skilled in strategy development, operational reviews, business development, design of new models of care. She is currently implementing the North York Central Health Link, an initiative providing more coordinated care for complex patients.



Tory completed her Bachelor of Science Honours degree in Biology at Queen's University and a MBA at Ivey Business School at Western University.

Luke Mondor is an epidemiologist with the Institute for Clinical Evaluative Sciences and the Health System Performance Research Network. Working with HSPRN investigators, he is involved with the design and implementation of research studies based on health administrative data sources. Since joining the HSPRN in November 2013, he has been involved with projects on health-related quality of life in home care clients with multiple chronic conditions and a comparative evaluation of Ontario's Health Links. Luke holds an MSc in Epidemiology from McGill University and a BA in Anthropology from the University of Manitoba.



Dr. Walter Wodchis, PhD, is Principal Investigator of the HSPRN. He is also Associate Professor at the Institute of Health Policy, Management and Evaluation at the University of Toronto, a Research Scientist at the Toronto Rehabilitation Institute and an Adjunct Scientist at the Institute for Clinical Evaluative Sciences. His main research interests are health economics and financing, health care policy evaluation, and long-term care. Dr. Wodchis is the Principal Investigator for the Health System Performance Research Network. In this program, he leads a team focused on research projects that identify complex populations with chronic conditions who transition through multiple health care sectors and develop health system performance measurement for these populations. Dr. Wodchis is also co-Principal Investigator for a CIHR team grant focused on understanding spread of community based integrated care innovations to improve care for complex patient populations.



Notepaper

Notepaper

