

INTRODUCTORY SESSION

Collaborative Governance

Ontario Support Program
Workshop for OHT Collaborative Leaders

Wednesday, December 15, 2021

Thursday, December 16, 2021

ADVANCE Program

Accountability, Shared Leadership and Governance



Land Acknowledgement



ADVANCE Program Faculty



G. Ross Baker is a professor in the Institute of Health Policy, Management and Evaluation at the University of Toronto and was founding Program Lead in Quality Improvement and Patient Safety at IHPME. Ross had led a number of projects in Quality Improvement and Patient Safety and was Co-Lead for the IDEAS program (Improving and Driving Excellent Across Sectors). He currently chairs the Quality and Safety Committee for the UHN board.



Paula Blackstien-Hirsch is a consulting facilitator and coach who focuses on Governance, Leadership and Quality Improvement across multiple sectors. She is also core faculty for the Masters in Quality and Safety, University of Toronto, and is a member of the Sinai Health Board where she also Chairs the Board Quality Committee.



Heather Graham is a consultant, facilitator and coach who works in the not-for-profit sector to build capacity in the areas of collaboration, governance and leadership, strategic planning and community engagement. She has been involved in several collaboration research and policy initiatives including Strengthening Collaboration in the Not-for-Profit Sector for which an online tool was developed (collaborationcoach.ca).

Objectives for Today

- Introduce frameworks that inform our understanding of ‘Collaborative Governance and Leadership’, and examine what it means in the development of integrated care delivery by OHTs
- Explore tensions that are likely to emerge when leading collaboratively
- Introduce early enablers for OHT success during a multi-year leadership/governance evolution
- Provide an overview of the key elements highlighted in the ADVANCE series and the relationship between the Leadership modules and Coaching Academy

Virtual Meeting Etiquette

- **Video** on (unless connection issues)
- Microphones **muted** unless speaking
- Scheduled feedback opportunities
- Disruptions & distractions happen

Setting the Context for Collaborative Governance



Integrated Care Definition

Patient care that is coordinated across professionals, facilities, and support systems; continuous over time and between visits; tailored to the patients' [and caregivers] needs and preferences; and based on shared responsibility between patient and caregivers for optimizing health.

Sara Singer et al



The most important determinants of success include establishing partnerships, building trust among providers, engaging clinicians and sharing data across systems to inform care

Population Health Management Defined

Population health management refers to the process of improving clinical health outcomes of a defined group of individuals through improved care coordination and patient engagement supported by appropriate financial and care models.

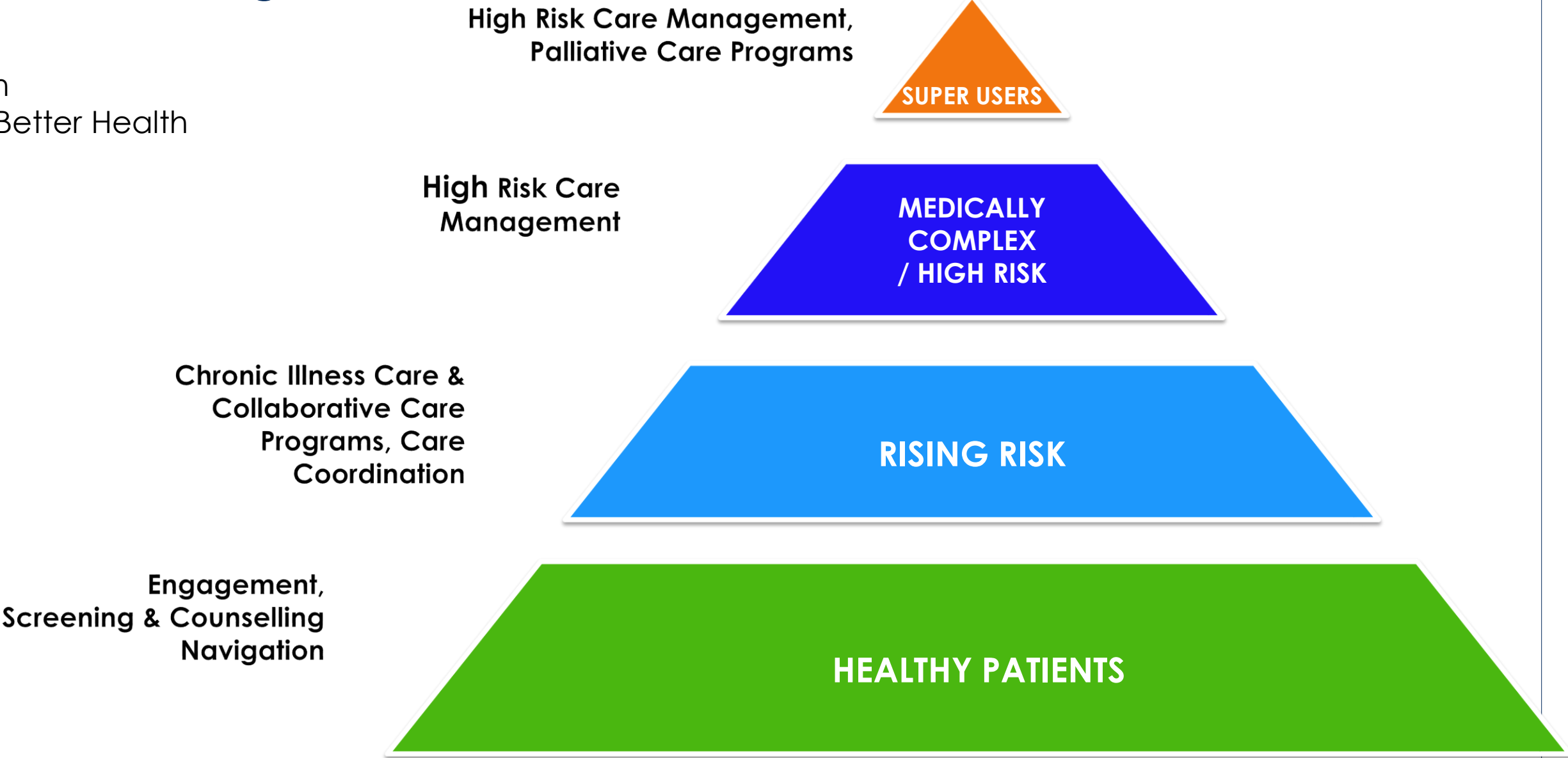
<https://www.aha.org/center/population-health-management>

Source: Trillium Health
Partners: Institute for Better Health



Health Programs & Interventions for Population Health Management

Source: Trillium Health
Partners: Institute for Better Health



OHTs in this Cohort participating in ADVANCE

Cohort 1 & 2 Approved Teams

- KW4: Kitchener, Waterloo, Wellesley, Wilmot & Woolwich
- Mid-West Toronto
- Sarnia Lambton

Newly Approved Cohort 3 Teams

Teams Comprised of 1+ previously independent groups; requested by MOH to join as a Single OHT Team

- Upper Canada, Cornwall, and Area
- Ottawa West - Four Rivers
- Network 24
- Hastings Prince Edward

Teams Applying for the Second Time but Not Combined with Previously Independent Groups

- Elgin
- Grey Bruce
- North Simcoe
- Barrie and Area

Prior Approved Teams + New Groups (In-Development)

- Ottawa East
- Brantford and Brant County
- Guelph Wellington

The Five Conditions of Collective Impact

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Diverse Voices * **Responsive** * **Community Aspiration**

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Exploring * **Alignment** * **Tracking Progress** * **Results**

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Weaving * **System** * **Supportive** * **Centered**

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Trust * **Transparency** * **Ongoing** * **Engagement**

Backbone Support

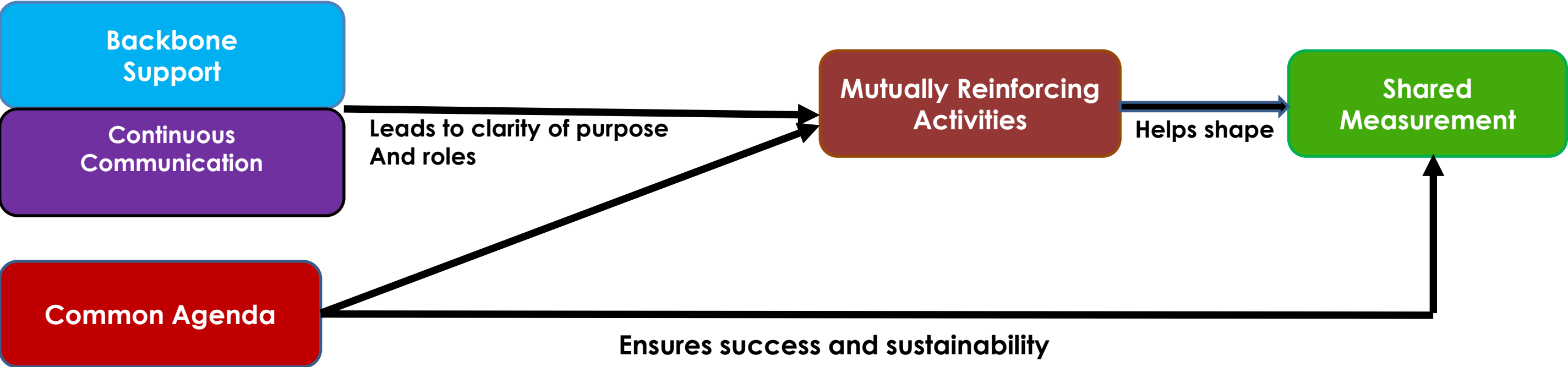
Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Facilitate * **Convener** * **Coordinate** * **Movement**

Source: FSG

Effective Implementation: Understanding the Relationship Between the 5 Conditions

Foundational Conditions:
Invest in These Early



NOTE: These conditions are inter-connected and bidirectional (e.g. shared measurement will inform the identification of new goals and different supports as the collaboration matures/develops).

Key EARLY Considerations for OHTs

- COMMON AGENDA

- *Are partners working together to: negotiate shared directions; ensure alignment between organizational and OHT goals; and demonstrate commitment to the work of the OHT?*
- *Do boards of partner organizations understand and support this common agenda?*

- BACKBONE SUPPORT

- *Have partners jointly negotiated neutral, dedicated & sufficient staff/resources to ensure success moving forward?*
- *Have you considered the core skill sets required to 'move' both the strategic and operational work ahead?*

- CONSISTENT & OPEN COMMUNICATION

- *Who has primary access to information (i.e. from funders) and when do they get access relative to others? How does this impact trust and relationships?*
- *How will Leadership Council ensure timely and open communication with multiple constituencies, including sector leaders not at Leadership Council, Working Group Leads, partner Boards, the broader community?*

POLL: Examining Conditions of Collective Impact within OHTs

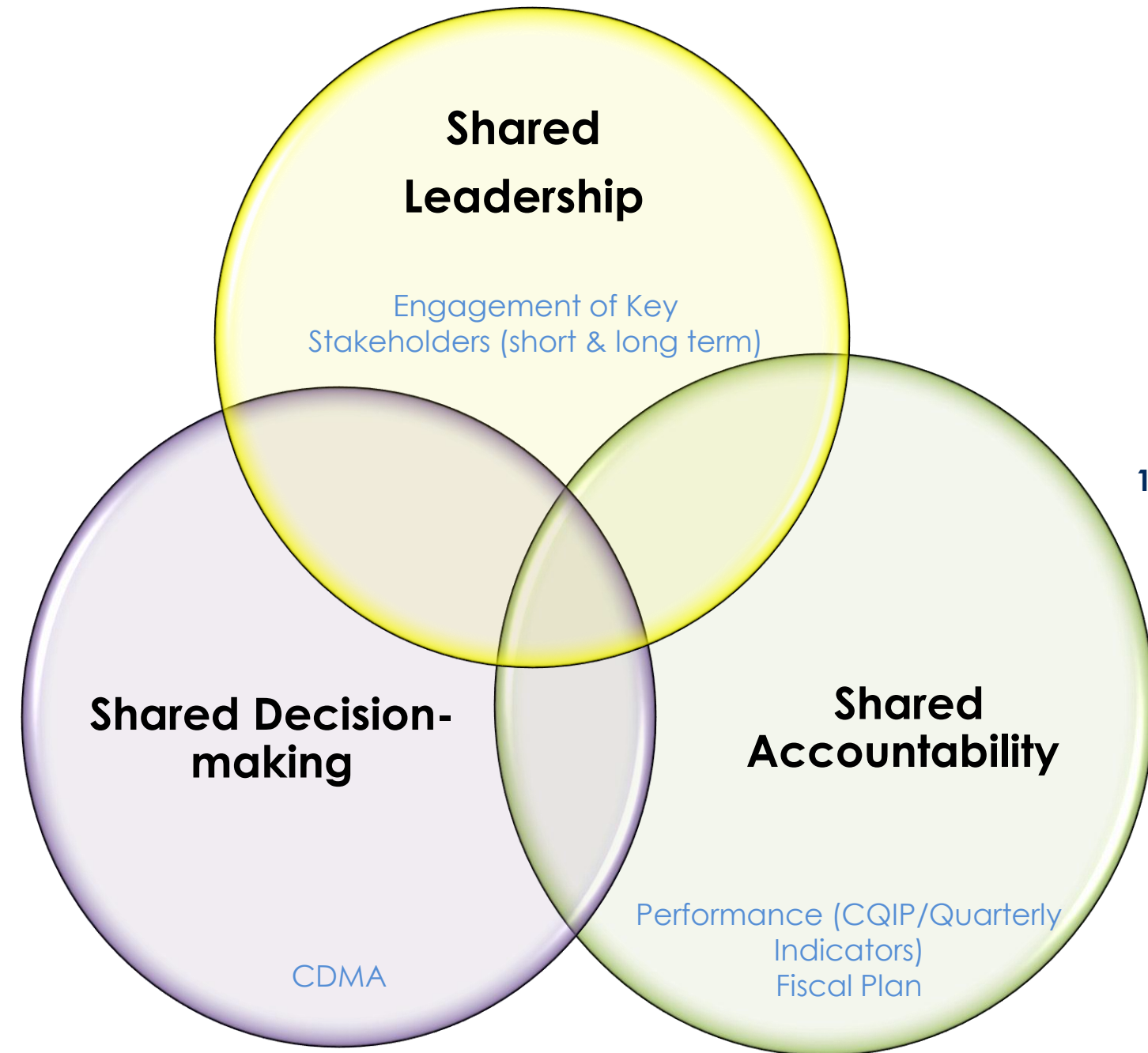
REFLECTING ON THE CONDITIONS OF COLLECTIVE IMPACT:

How much work has your OHT done for each of the 5 conditions of Collective Impact?

(Major Amount, Moderate Amount, Minimal Amount, Don't Know)

- *Common agenda*
- *Continuous communication*
- *Backbone support*
- *Mutually reinforcing activities*
- *Shared measurement*

What do we mean by 'collaborative governance' in the context of OHTs?



Defining Governance

Why is governance important?

Governance is about who has a voice in making decisions, how decisions are made and who is ultimately accountable.

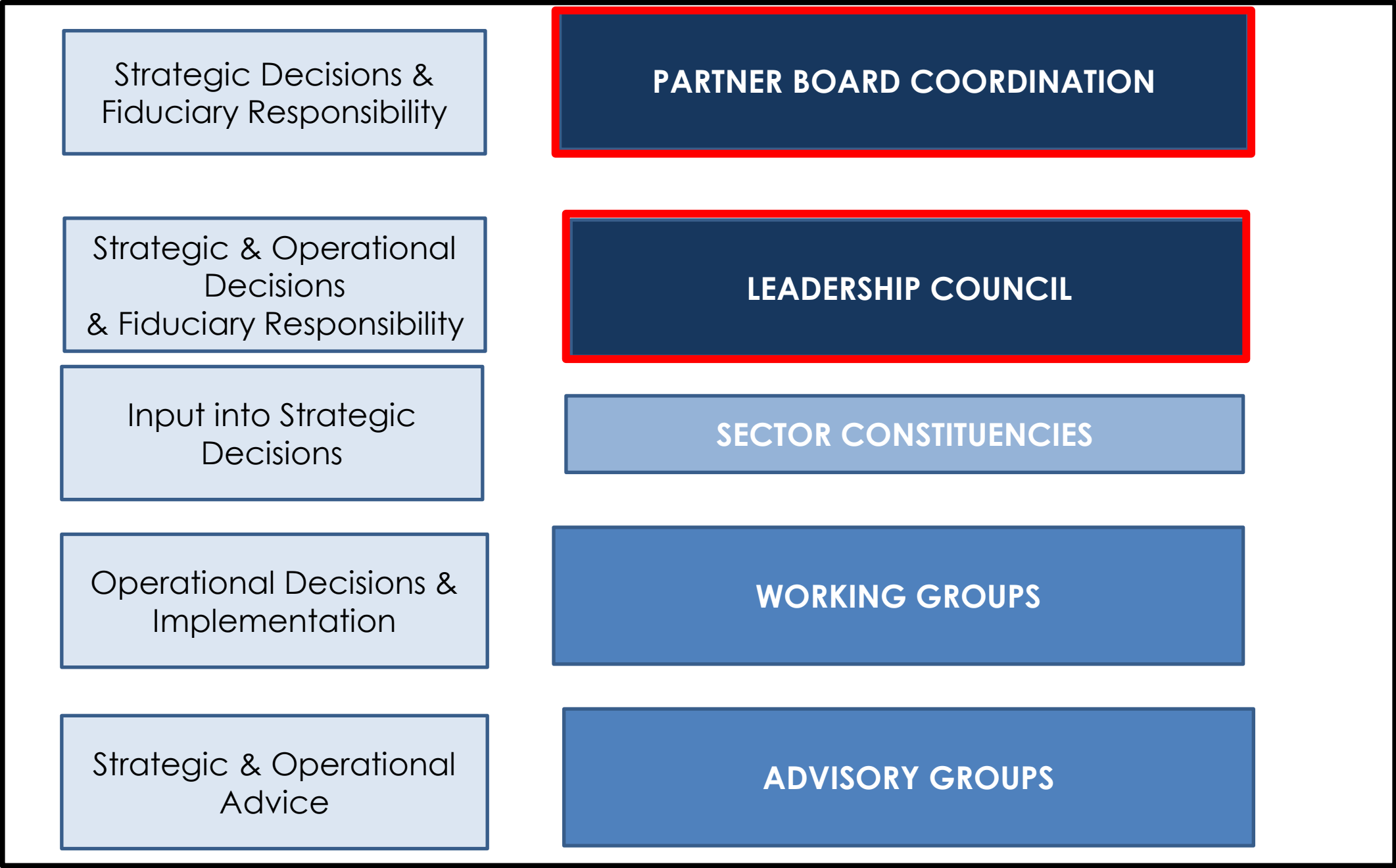
SOURCE: RISE Brief #3, August 2019

SOURCE: Institute on Governance. Available at: <https://iog.ca/what-is-governance/>

- **Within any organization:** Boards share with organizational leaders the responsibility for strategy; and hold fiduciary responsibilities to monitor operations and provide stewardship for assets to ensure that resources are deployed wisely
- **Within OHTs:** Because of the need for coordination across sectors, OHT Leadership Councils share evolving responsibilities for governance (small “g” Governance):
 - Collaboratively engaging in strategy (setting priorities & evolving system design)
 - Collectively fulfilling a fiduciary role through oversight of OHT resource use and performance



Collaborative Governance in OHTs: WHO?



Collaborative Governance in OHTs – WHAT?

STRATEGY

Multi-Year
Initial:
Priority
Populations



Annual
Work
Plan

Work Plan Template

	Phase 1	Phase 2	Phase 3	Phase 4
Activity & Outcomes Title				
Activity 1				
Activity 2				
Activity 3				
Activity 4				
Activity 5				
Outcome Title				
Outcome 1				
Outcome 2				
Outcome 3				
Outcome 4				

Collective
Impact

Common
Agenda

SUPPORT SUCCESSFUL EXECUTION

Oversee
Progress on
Outcome
Measures



Problem
Solve &
Remove
Barriers



Design &
Coordinate
Care
Delivery



Shared
Measurement

Mutually
Reinforcing
Activities

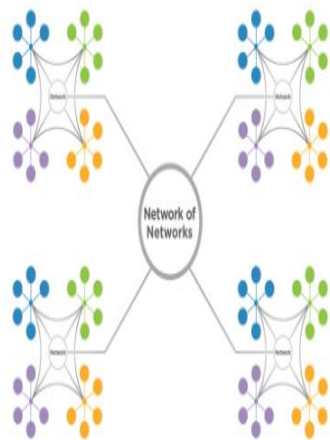
Collaborative Governance in OHTs – HOW?

SHARED LEADERSHIP

Value the diverse perspectives/ expertise of partners



Create a Distributed Leadership Infrastructure



Engage & Empower



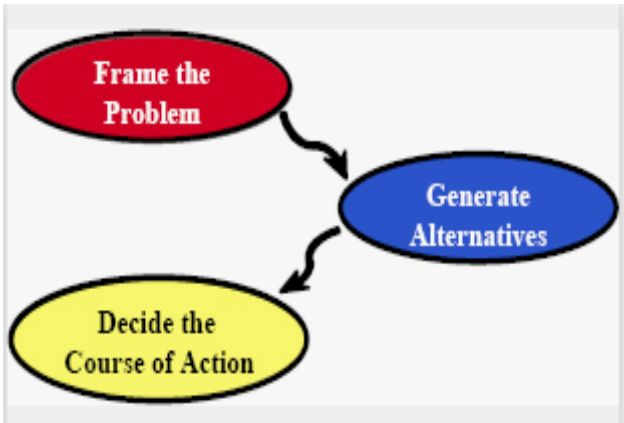
Collective Impact

Mutually Reinforcing Activities

Continuous Communication

SHARED DECISION-MAKING

Negotiate/ Agree on Approach to Collaborative Decisions



DECISION-MAKING MODELS & APPROACHES

Consensus	Consent
Everyone says yes	No-one says no
"What does everyone think?"	"Can you live with it?"
Alignment of preferences	Alignment of tolerances
Perfect decisions	Fast, good enough decisions
Small overlap zone = fewer opportunities to make decisions	Large overlap zone = more opportunities to make decisions

Collaborative Governance in OHTs – HOW?

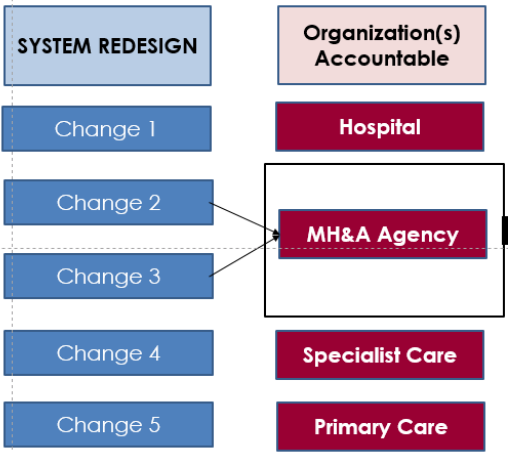
Collective
Impact

SHARED
ACCOUNTABILITY

Navigate
multiple
accountabilities



Clarify & negotiate
individual &
organizational roles



Mutually
Reinforcing
Activities

Shared
Measurement

POLL: Current Status of OHTs

Which of these statements best describes the current progress of your OHT? (Choose all that apply)

- *The size and composition of our Leadership Council supports effective collaborative decision-making.*
- *Our Leadership Council is using an Annual Work Plan that aligns with our OHT goals to develop our Council agendas.*
- *Our Leadership Council has agreed on ground rules for how we will make collaborative decisions.*
- *We take the time necessary to hear and value the perspectives of all members of Leadership Council.*
- *Our Leadership Council is delegating responsibilities for operational work on the design of care to Working Groups.*
- *When work is delegated to Working Groups, there is clarity on the roles & responsibilities of each organization on the Working Group.*

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Tensions Inherent in Collaborative Relationships



Broader Tensions Between OHT Partners/Leaders

Different organizations/partners bring different cultures, values, styles and mindsets

COMMON TENSIONS	HOW THEY MANIFEST
Inclusion vs Agility/Speed	Intention to include many voices vs. the need to make decisions in a timely manner
Distinct organizational cultures and imperatives	Hierarchical and risk-adverse vs. collaborative and tolerance for measured risk
Clarity vs. Ambiguity	Desire for clarity and formal structure vs. tolerance for ambiguity and evolving structures and processes
Organizational vs. Evolving System Accountabilities	The need for shared accountability (OHT) vs the need to ensure individual organizational accountabilities are met
Downstream vs. Upstream	Work and focus on illness care and institutional outcomes vs. illness prevention/health promotion and population health outcomes

SMALL GROUP DISCUSSION

1. Assign a recorder to capture highlights on the worksheet provided, and a reporter who will share one key insight with the large group
2. Discuss the following:
 - *What tensions are evident in your Collaborative Leadership Team?*
 - *How has your OHT worked to surface and resolve some of these tensions?*
 - *What further supports are required to help your OHT successfully navigate these tensions?*

Orange Debrief slide

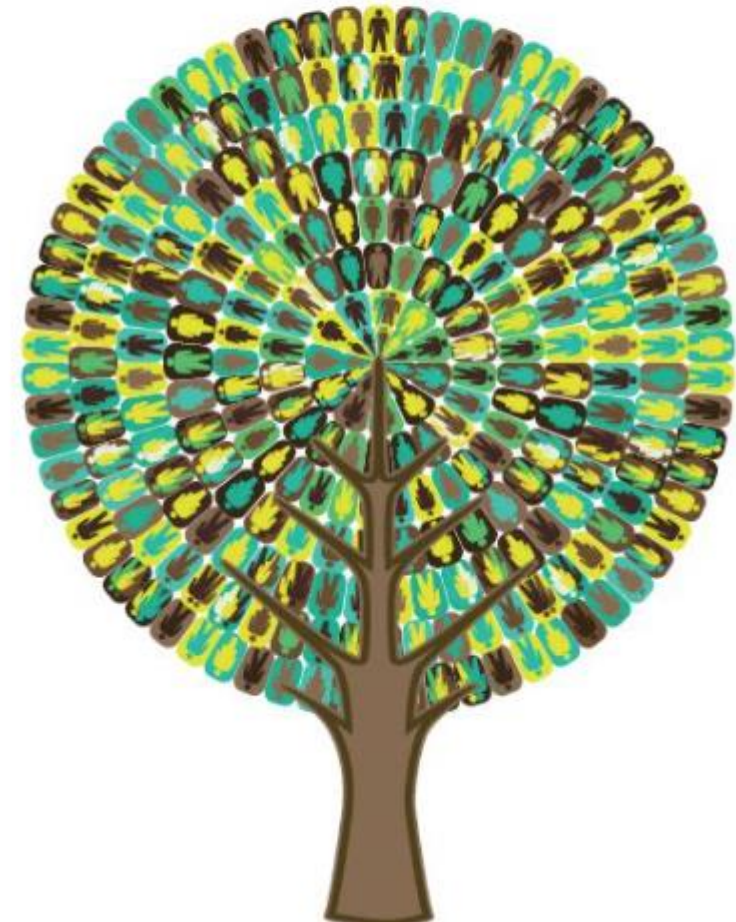
- *What tensions are 'top of mind' for your Collaborative Leadership Team?*
- *How has your OHT worked to surface/resolve some of these tensions?*
- *What supports are required to help your OHT successfully navigate these tensions?*



BACKBONE: A KEY ENABLER FOR SOCIAL IMPACT



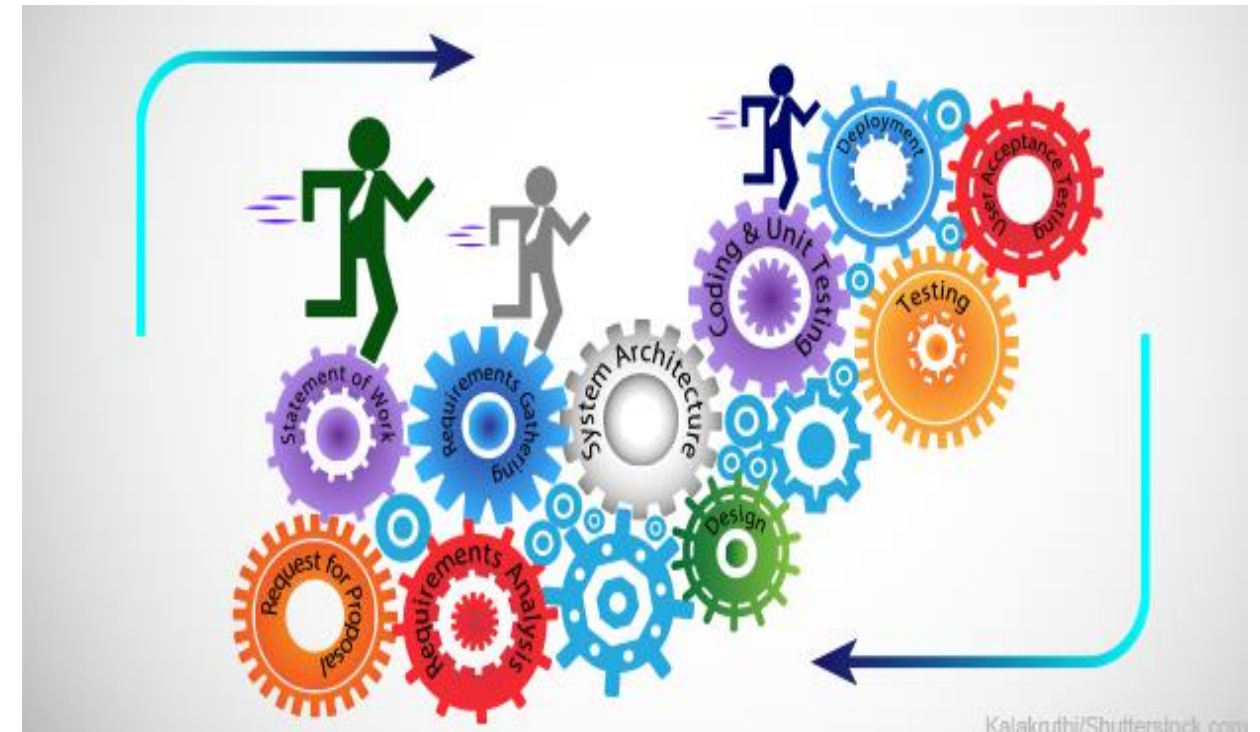
UNDERSTANDING THE VALUE OF **BACKBONE ORGANIZATIONS** IN COLLECTIVE IMPACT



Key Considerations for Developing OHT Backbone

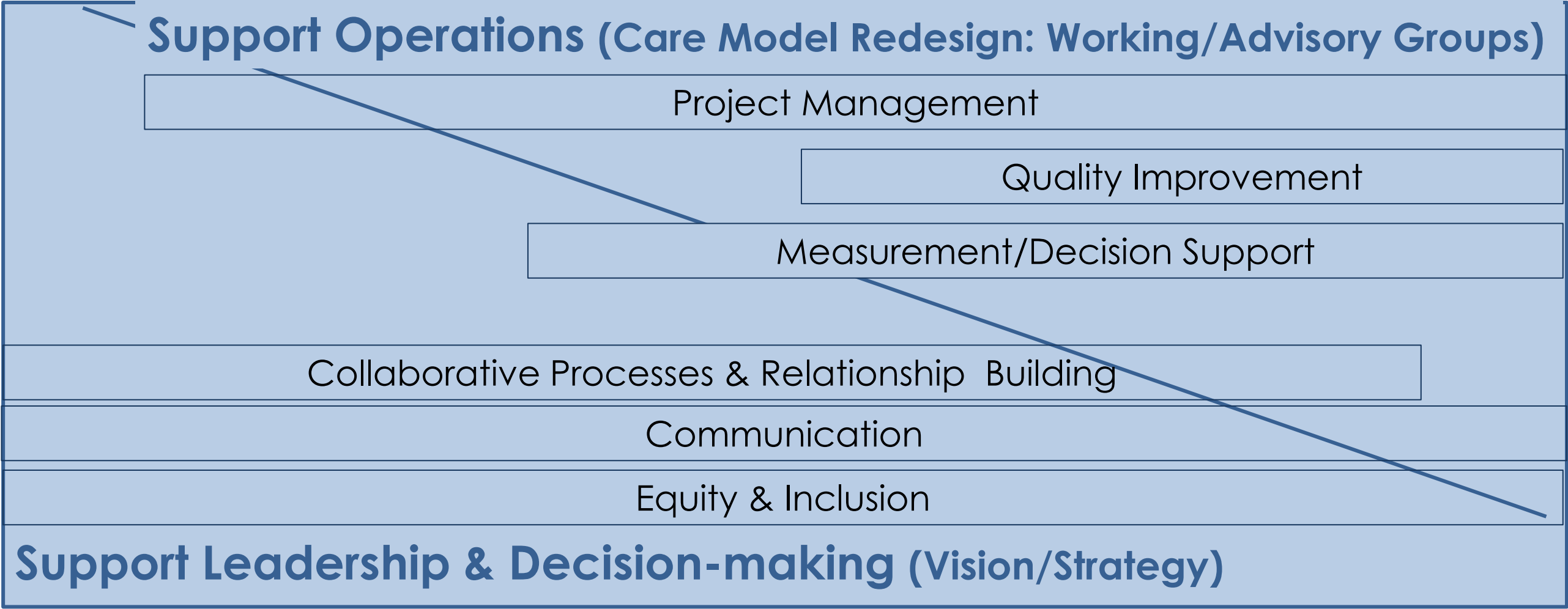
Planning...to determine how the OHT will support integrated care...now, and into the future

- Competencies: Support both for Leadership/Strategy and Operations
- Capacity:
 - Amount of Resource required & approach to staffing
 - Funding: Sources, formula for partner contributions, dollars or in-kind investment);
 - Regardless of who/how much contributed, shared accountability and thus shared decision-making
- Neutrality & an Enabling Resource
(ownership & credit sit with partners)



Brown, Kania & Kramer: Channeling Change: Making Collective Impact Work, 2012

Backbone focus evolves over time...



Your progress on Backbone to date...

PART 1 - Annotate

<div>Project Management</div>	<div>Data Analytics</div>	<div>Quality Improvement/ Design & Implementation</div>	<div>Dialogue on Issues re: Relationships, Decision-making, Distributed Leadership, Accountability</div>	<div>Other</div>
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PART 2 – Use CHAT

Type in approaches you are using/planning to fund Backbone Supports

Modules 2 – 6: What can you expect?

- MODULE 2: Authentic Collaboration & Agile Participatory Structures
- MODULE 3: Shared Decision-making (*Who makes What Type of Decisions? Principles and Models for making Shared Decisions*)
- MODULE 4: Leadership & Accountability (*Principles for Size/Composition of Leadership Council, Competencies & Enablers for Shared Leadership, Tools for Leadership/Governance Oversight*)
- MODULE 5: Big “G” Governance – The Involvement of Partner Boards (*Information Sharing, Dialogue on Assets/Risks over Time, OHT Governance Structure*)
- MODULE 6: OHT Collaborative Governance Roadmap (*Self-assessment on areas for further dialogue and development*)

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POLL: From your perspective, what are the biggest obstacles to effective Collaborative Governance in your OHT?

- Lack of expertise/experience leading collaboratively
- Inability to commit the time necessary to fulfill Leadership Group obligations
- Unresolved tensions/power dynamics among the partners in the Leadership Group
- Lack of clarity regarding partner expectations
- Lack of alignment between my organizational priorities and those of the OHT
- Lack of dedicated 'backbone' funding
- Other (use chat feature)

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Materials for Discussion/Reflection with Leadership Council

Key Messages: Module #1	<ul style="list-style-type: none">• Achieving transformative change will be a journey, not a sprint.• Enabling effective collaborative governance requires a focus on culture, people/dynamics, processes AND structure.• The conditions for collective impact help to define what success looks like; paying attention to the early enablers (common agenda, backbone & communication) NOW is important.• Partners/leaders must learn to tolerate ambiguity, be open to different ways of thinking/working, and be courageous about raising and negotiating the tensions inherent in the OHT environment/design.
Reflection Questions:	<ul style="list-style-type: none">• Looking at the conditions of collective impact, where has your OHT done the most work? And where should you focus additional attention?• From your perspective, what are the biggest obstacles to effective Collaborative Governance in your OHT?• What tensions are ‘top’ of mind for your Team, and how have you worked to surface or resolve these?

Materials for Discussion/Reflection with Leadership Council

Practices

Common Agenda: Our partners have agreed on a shared vision for integrated care based on a common understanding of the population health problems we are addressing.

Shared Measurement: Our Collaborative Leadership Council has established specific, measurable aims for each of our priority population goals, with relevant and meaningful outcomes to assess progress on these aims.

Mutually Reinforcing Activities: We have identified the roles/activities for each partner (for existing and new service delivery) based on the expertise that each brings to the collaboration, and have determined how these activities will be coordinated through a mutual plan of action.

Continuous Communication: We have established mechanisms for both timely and transparent communication, ensuring that all partners have access to the information they need to inform good decision-making.

Backbone Support: We have acknowledged the importance of Backbone supports to achieve our OHT goals and have put plans into place to resource & engage the required competencies.

Resources

Note: Resources available at: <https://hsnpn.ca/advanceoht/advance-resource-repository/>

Thank you!