

Ontario Health Teams 3 Years In

Results from the HSPN Developmental
Evaluation : Advancing toward Maturity

HSPN Monthly Webinar

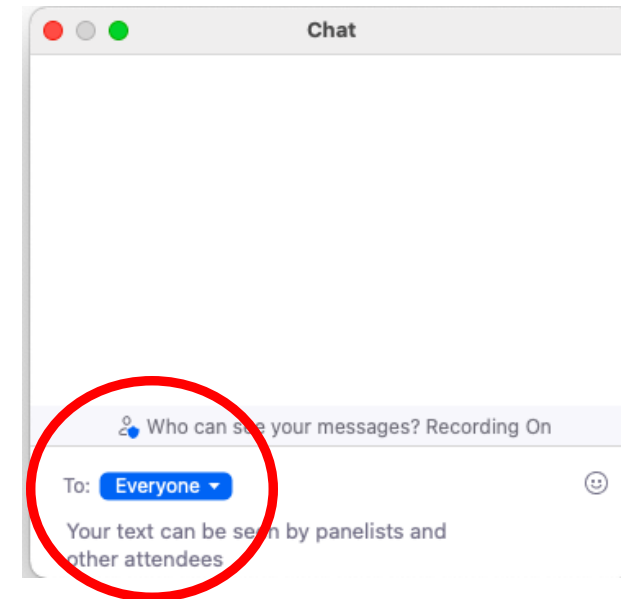
October 25, 2022

Welcome & thank you for joining us!

Please let us know who you are by introducing yourself (name & OHT or other org)

➤ Open Chat

➤ Set response to **everyone** in the chat box



Land Acknowledgement

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Poll 1

1. Have you joined us for an HSPN webinar previously? (Single Choice)

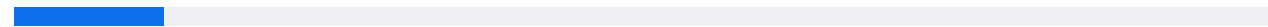
*

104/104 (100%) answered

Yes (92/104) 88%



No, this is my first event (12/104) 12%



Coming soon ...

Ontario Health Teams Central Evaluation

Developmental Evaluation: The Evolution of Ontario Health
Teams

Kaileah McKellar

Gayathri E. Embuldeniya

Elana Commisso

Ruth E. Hall

Walter P. Wodchis



Developmental Evaluation Results & World Café-Style Discussion

Speakers



Dr. Walter Wodchis
Co-Lead
HSPN OHT Evaluation



Ruth Hall
Co-Lead
HSPN OHT Evaluation



Gaya Embuldeniya
HSPN Cultural Anthropologist



Elana Commiso
HSPN Research Assitstant

Developmental Evaluation of Ontario Health Teams

HSPN Webinar

October 25, 2022

Overview

Introduction to Developmental Evaluation (DE)

Data collection & analysis

Results: Key learnings

Recommendations

Central OHT Evaluation Team

Co-Leads



Dr. Walter P. Wodchis



Dr. Ruth E. Hall

Team Members



Dr. Gaya Embuldeniya



Dr. Shannon Sibbald



Dr. Kaileah McKellar



Elana Commisso



Nusrat S. Nessa



Trisha Martin



Luke Mondor



Chris Bai



Jennifer Gutberg

OHT Developmental Evaluation

Purpose

Understand how OHTs are developing and what helps or hinders this work

To support ongoing & adaptive learning for OHTs

Selection Criteria

6 OHTs were chosen for inclusion:

1. Geography

- remote (1), rural (2), large urban/Toronto (1), Greater Toronto Area suburban (1) and smaller (non-GTA) urban (1)

2. Quantitative and Qualitative OHT data

- Survey results (HSPN Organizing for OHT survey)
- Document analysis (OHT applications)

3. Acceptance

- OHT consent to data collection (observations, interviews, etc)

Data Collection



Observation

Attend meetings and record field notes



Interviews

3-8 interviews



Journaling

Response to 2 questions bi-monthly



Document Analysis

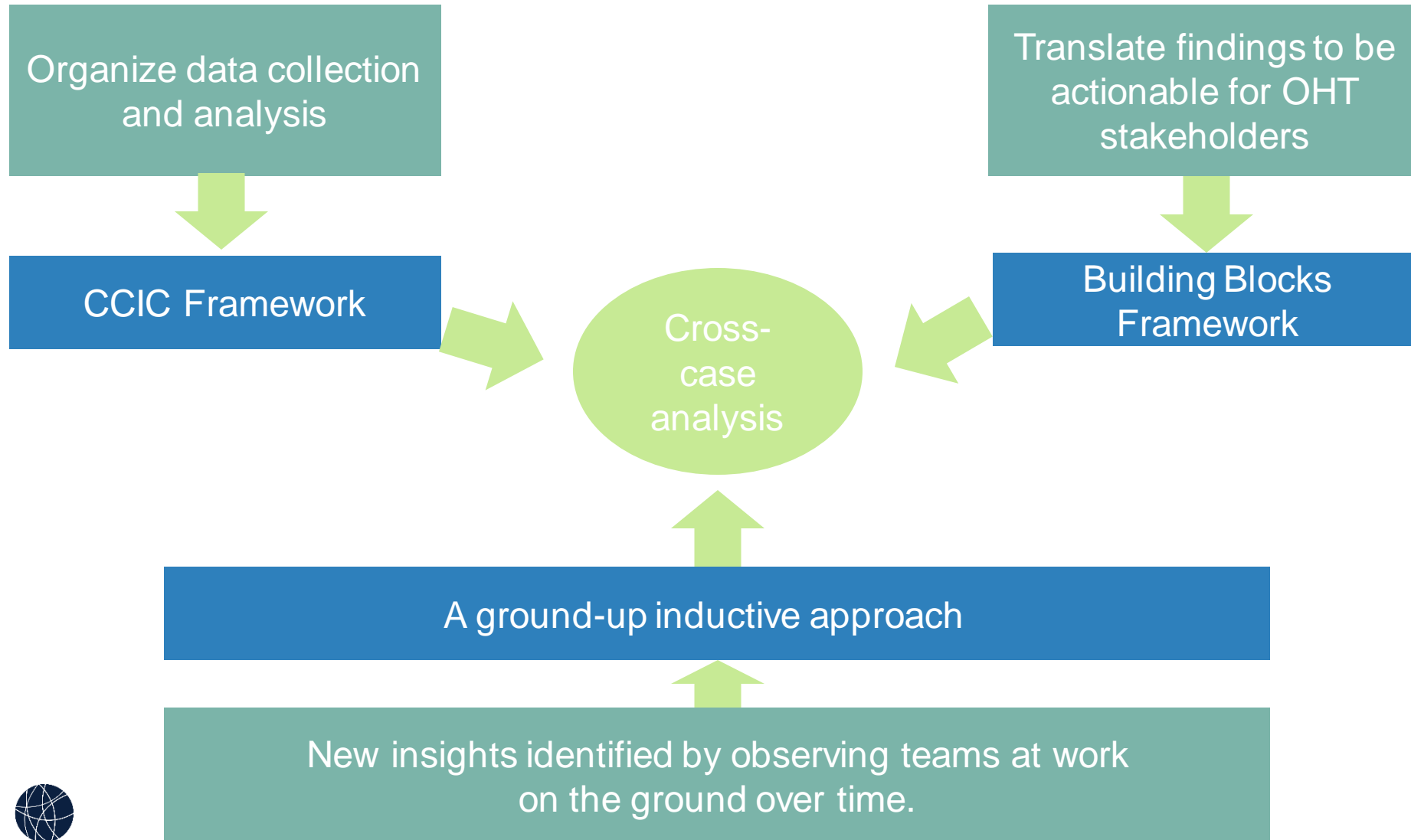
Review a range of existing documents



Surveys

Provider and patient experience surveys, team surveys

Analysis: A 3-pronged Approach



Results: Key Findings

Key Findings

1. OHTs were evolving at different paces, each at a different stage of progress in relation to the nine key areas of development.
2. Despite differences in evolutionary trajectory, there were shared contexts, structures and cultures that both forwarded and frustrated progress across OHTs.
3. While OHT activities largely overlapped with the MOH's eight building blocks for OHT maturity, there were key qualitative differences.

1. Evolution at different paces

- OHTs were evolving at different paces, each at a different stage of progress in relation to key areas of development
 - OHT development unfolded in contextually sensitive ways - there was no one “right way” for an OHT to move forward on its journey to maturity
 - Informed by differences in geography, attributable populations sizes, diverse partner groups, distinctive histories
 - Lack of clear policy-level guidance shaped diversity of OHT journeys
- Despite differences in evolutionary trajectories, OHT paths overlapped across nine key areas...

Early areas of development

1. Vision development

2. Establishing governance

3. Strategic planning

4. Designing integrated models

5. Creating digital health solutions

6. Engaging primary care

7. Partnering with patient, families, and caregivers

8. Funding and incentive structure

9. Performance measurement, quality improvement, and continuous learning

2. Shared facilitators & frustrations

Across all areas of development, progress was associated with:

- High levels of trust
- Shared values and priorities
- Making time for sensemaking and learning →
- Alignment between organizational and OHT priorities
- Engagement of partners, community, provider groups and subsectors
- Clearly delineated & distributed leadership & accountability structures
- Strong communication around key priorities and initiatives
- Prior history of collaborative working relationships
- Human & financial resources (dedicated staff members key)

Progress frustrated by:

- Unengaged stakeholders
- External contextual factors (policy context) →
- COVID-19

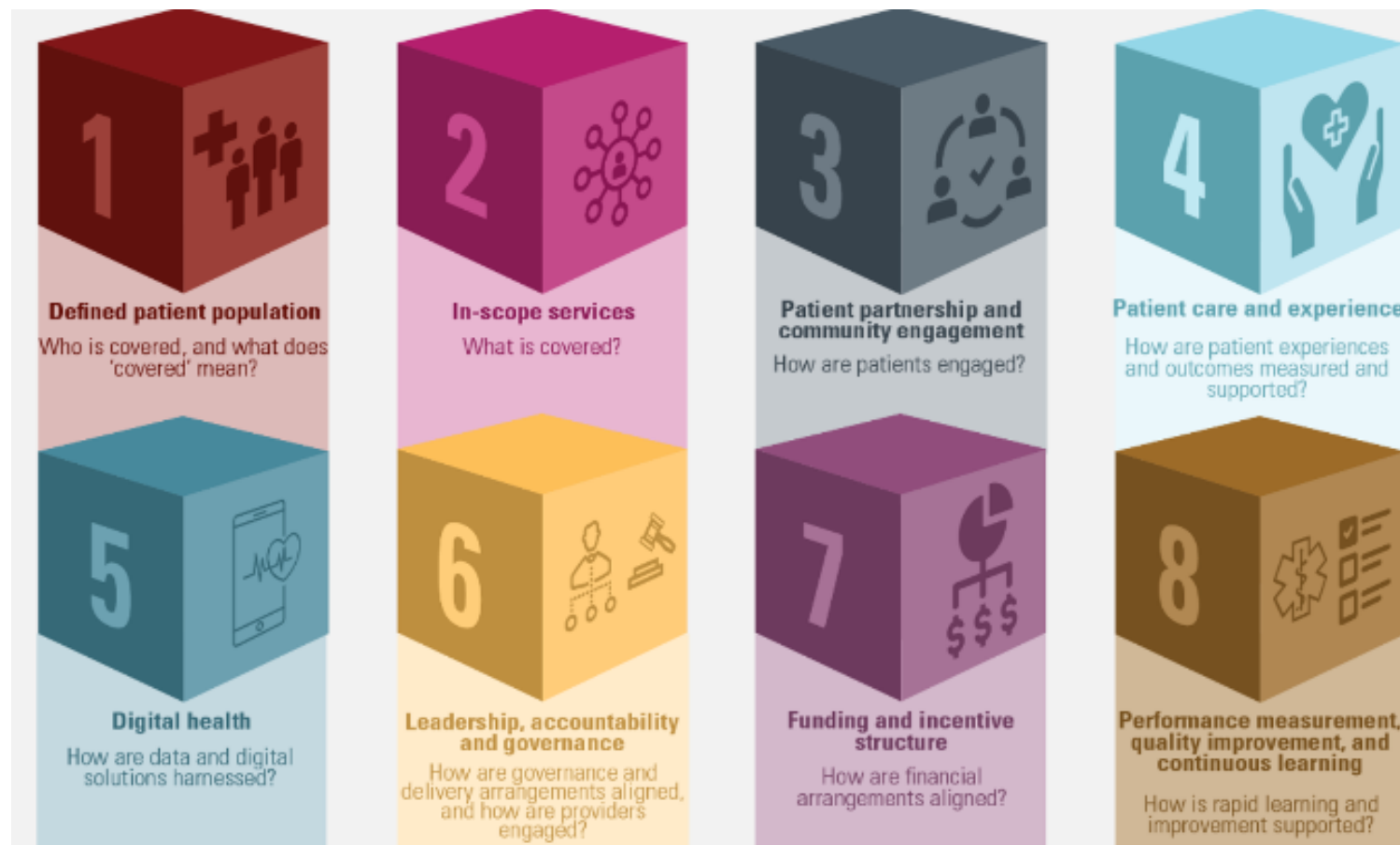
Making time for sensemaking

- OHTs navigated balancing planning & implementing initiatives
 - Prioritized developing robust macro-level structures to support their work (e.g., governance and strategic planning)
 - Worked at the organization level, building internal capacity for effective partnerships and collaboration
 - Piloted/ built small-scale initiatives impacting priority population sub-sets
 - Most OHTs slowed down to learn, iterate, engage in challenging conversations
 - Involved variety of sensemaking & learning processes (E.g. conducting evidence reviews, engaging with learning supports, bringing in external consultants).
 - Resulted in development of new knowledge, skills & integrated ways of working – foundational work needed to transform a system of discrete organizations into an integrated, interorganizational network.

The policy context

- Need for clear policy & system level direction expressed by all
- At outset, policies & system-level resources that were not overly prescriptive allowed OHTs to set out locally-relevant priorities
- Over time, policy/ system-related gaps emerged as clear challenge:
 - Reporting requirements & funding calls did not always align with local priorities
 - Uncertainty about key policy areas (e.g. HCC, privacy/ data-sharing)
 - Led to inability to share patient data across sub-sectors, fully engage sectors such as home and community care
 - Changing accountability and reporting structures
 - OHTs received conflicting information from MOH, OH & regional OHs
 - Lack of assurances about funding renewals
 - Hampered ability to commit to longer-term initiatives

3. Reimagining the building blocks



... described as list of “*mutually exclusive and collectively exhaustive domains where OHTs will need to make strategic choices*” (RISE 2019).

Reimagining the building blocks

- All domains relevant to OHT development, but differences observed between how OHTs were meant to develop and how they actually did.
 - Domains are not mutually exclusive - they intersect and inform one another.
 - Domains that categorically combine key areas of development (E.g. building block 6 - “leadership, accountability and governance”) elides important nuances in resources & activities required.
 - Acknowledging that certain aspects of OHT development can only begin once progress in other foundational areas has been made may provide reassurance to OHTs.

Recommendations

For OHTs



1. OHTs need to invest upfront work into developing a 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. Communication within the OHT is essential, particularly in the initial stages.



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

For Policy Makers



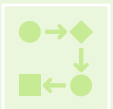
1. Continuously reaffirm and communicate the vision for all OHTs.



2. Commit to long-term guidance and funding.



3. Improve communication between all policy makers and OHT supports.



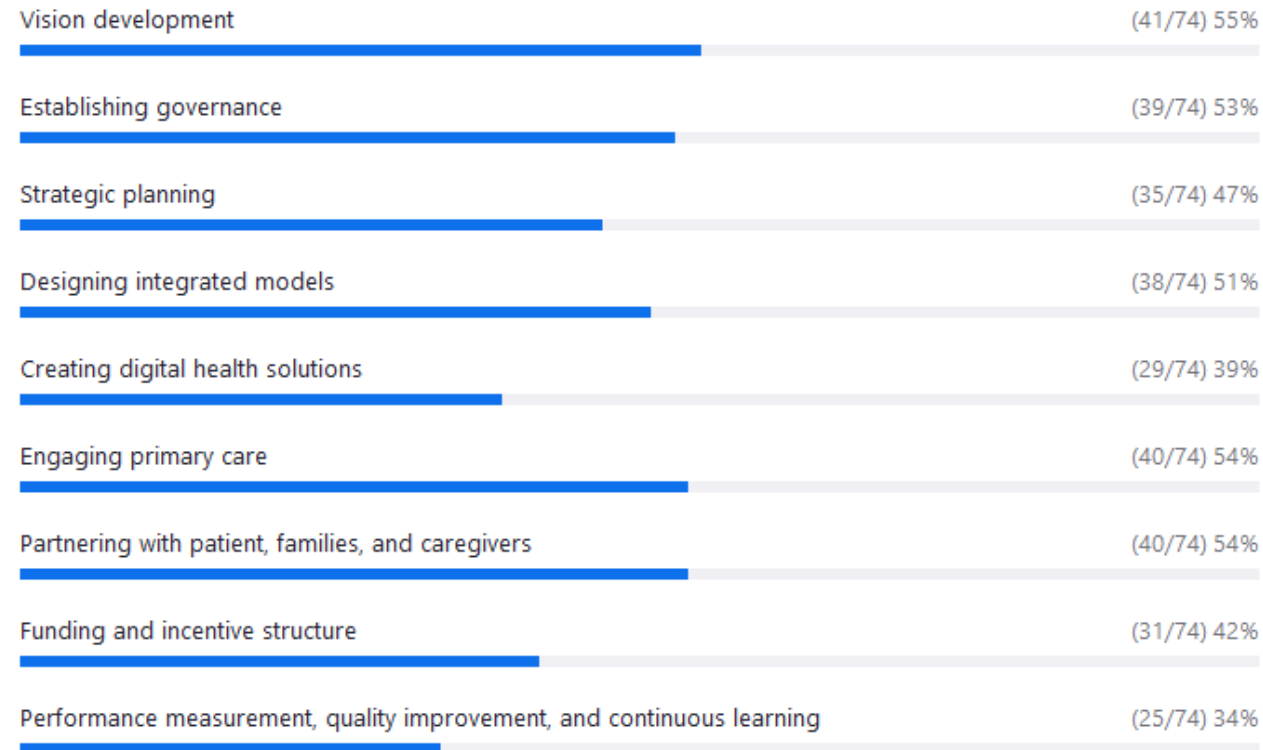
4. Revisit the building block framework to better reflect the different components of integration readiness & OHTs' experience on the ground.

Reactions and Responses

Poll 2

1. Which of the 9 elements of OHT development that we observed are most relevant to your OHT ? (select all that apply) (Multiple Choice) *

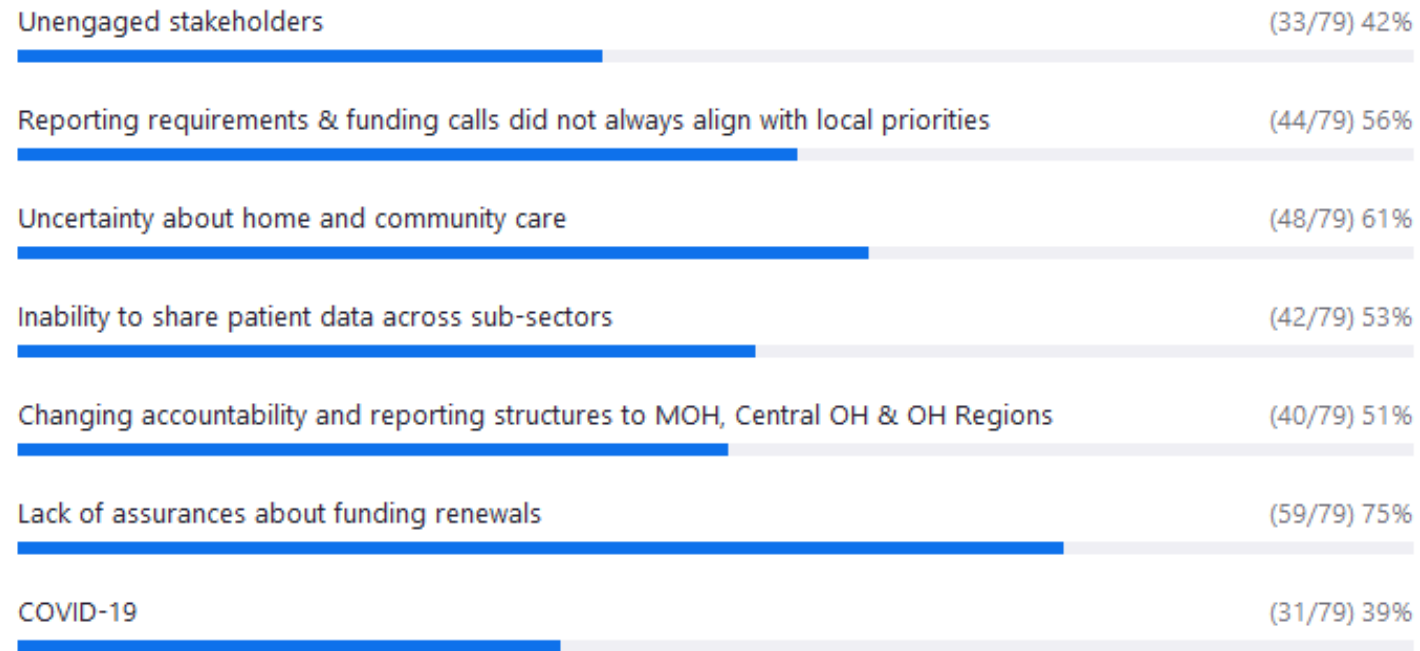
74/74 (100%) answered



Poll 3

1. Which of the challenges most resonate with you? (select all that apply) (Multiple Choice) *

79/79 (100%) answered



Chat Discussion

What other challenges have you experienced in advancing your OHT ?

➤ Please respond to everyone in the chat box

Poll 4

1. Which of the enablers were most important to you? (select all that apply) (Multiple Choice) *

64/64 (100%) answered



Chat Discussion

What other enablers have you experienced in advancing your OHT ?

➤ Please respond to everyone in the chat box

Chat Discussion

How would you move forward?

Which areas do you think are most important for OHTs to support and invigorate action to improve population health and patient-centered outcomes ?

➤ Please respond to everyone in the chat box

World Café

Purpose : to enable informal discussion to explore topics with shared interest; to ask questions, share strategies and solutions with each other.

HSPN is here to facilitate discussion rather than to provide specific advice.

Poll 5

1. What topic are you most interested in learning about from peer OHTs? (select up to 2) (Multiple Choice) *

53/53 (100%) answered



World Café

Performance measurement and evaluation

What are the issues that you are confronted with, challenged by related to this topic?

What opportunities are you taking to advance in this area?

World Café

Physician & primary care engagement

What are the issues that you are confronted with, challenged by related to this topic?

What opportunities are you taking to advance in this area?

World Café

Policy, legislation, system structures and supports

What are the issues that you are confronted with, challenged by related to this topic?

What opportunities are you taking to advance in this area?

World Café

Governance, leadership and decision-making

What are the issues that you are confronted with, challenged by related to this topic?

What opportunities are you taking to advance in this area?

World Café

Developing patient and community engagement

What are the issues that you are confronted with, challenged by related to this topic?

What opportunities are you taking to advance in this area?

World Café

Capacity building, development and sustainability

What are the issues that you are confronted with, challenged by related to this topic?

What opportunities are you taking to advance in this area?

Chat Discussion

What else?

Are there things that have been
important to the development of your OHT
that we haven't talked about today
?

➤ Please respond to everyone in the chat box

Start, Keep, Stop

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?

Chat Discussion

What would you **Start**, **Keep**, **Stop** ?

Use the chat to enter your suggestions.

Begin with the word START:, STOP:, or KEEP:

e.g. “START: use data to understand population health needs”

➤ Please respond to **everyone** in the chat box

Up Next

HSPN Webinar Series

- 4th Tuesday of the Month: 12:00 – 1:30pm

November 2022: In collaboration with IFIC Canada

- Engaging with Community

January 2022: In collaboration with IFIC Canada

- Network Governance

February 2023:

- Population Health Management of Chronic Conditions

THANK YOU!



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The Health System Performance Network



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