

MODULE 4: **OHT Leadership and** **Shared Accountability**

Ontario Support Program
Series for OHT Collaborative Leaders

Thursday, November 17, 2022

ADVANCE Program
Accountability, Shared Leadership and Governance

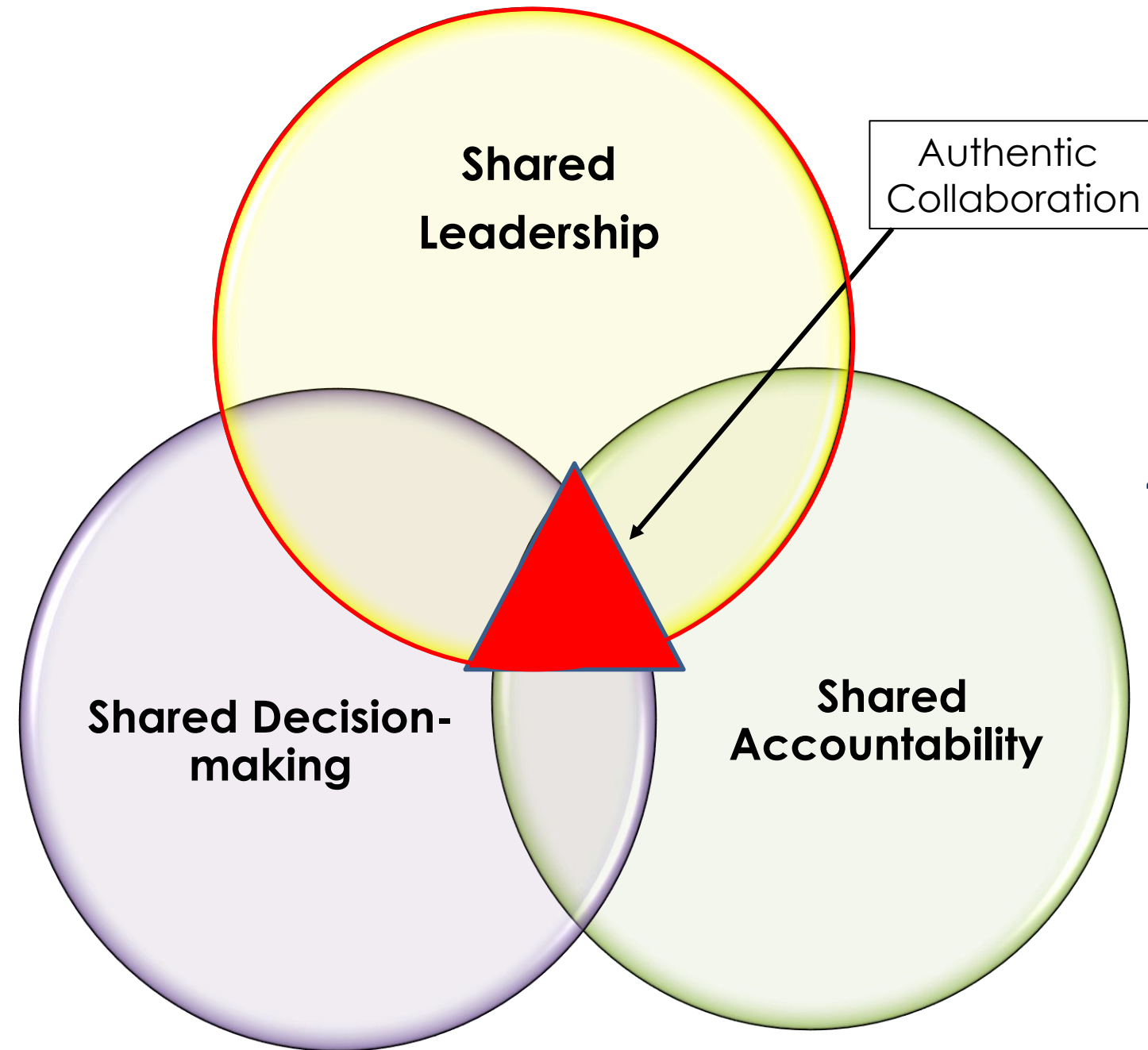
Land Acknowledgement



Workshop Objectives

- Discuss individual leadership attributes and group processes that support successful collaboration
- Discuss the complexity of OHT accountabilities which are both vertical and horizontal in nature;
- Explore OHT accountabilities from the perspectives of:
 - To WHOM is the OHT accountable?
 - For WHAT is the OHT accountable?
- Explore some of the evolving structures and processes OHTs are implementing to advance leadership and oversee accountabilities.
- Identify some of the CHALLENGES inherent in this complex array of accountabilities and some of the ENABLERS (mechanisms and tools) for navigating and fulfilling these accountability relationships

Shared Leadership



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POLL: Leadership Attributes, Expertise and Skills Most Relevant to Successful Collaboration

From the following list, which 2 areas do senior executives perceive as the most critical skills of collaborative leaders?

1. Strategic leadership skills
2. Individual attributes & interpersonal skills
3. Group process skills
4. Substantive/technical expertise (subject matter knowledge)



O'Leary, R. 2012: *Public Administration Review: The Skill Set of the Successful Collaborator*

Collaborative leadership shifts the emphasis from management skills to enablement skills

In rank order, perceptions of senior executives about the most important skill sets for collaborative leaders:

- Individual attributes & interpersonal skills
- Group process skills
- Strategic leadership skills
- Substantive/technical expertise



The success of organizational collaboration is dependent on human relationships

O'Leary, R. 2012: Public Administration Review: The Skill Set of the Successful Collaborator

Individual attributes and interpersonal skills

Attributes

- Open to new ideas and to change
- Enabling others to succeed
- Patience (“patience of a saint”)
- Self-confident & risk-oriented
- Diplomatic but honest
- Respectful and empathetic
- Goal-oriented
- Curious
- Friendly with a sense of humor



Aligns with Daniel Goleman's research on the importance of Emotional Intelligence for effective leadership

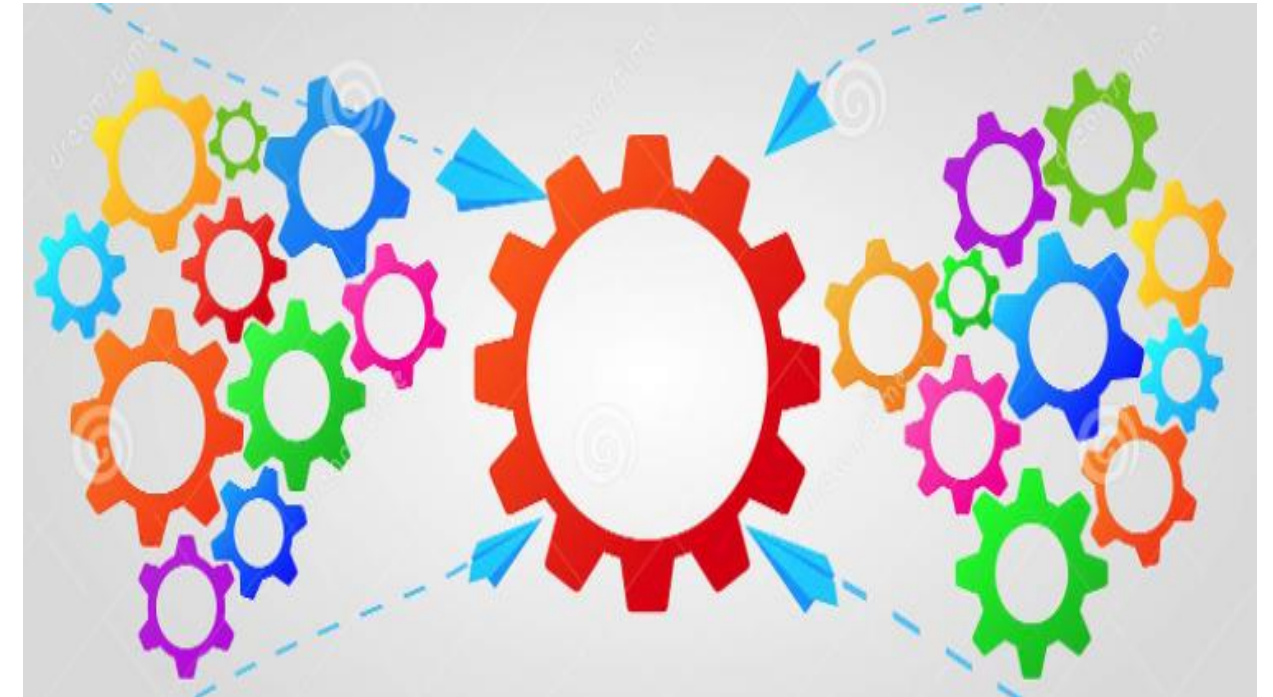
Interpersonal Skills

- Good communicator
- Excellent listener
- “People skills”
- Humble inquiry: curiosity to pose open-ended questions and to ask follow-up questions to ensure no bias in interpreting the answers to questions

O'Leary, R. 2012: Public Administration Review: The Skill Set of the Successful Collaborator; Edmondson A, Jan S, Casciaro T: Cross-Silo Leadership, HBR, 2019.

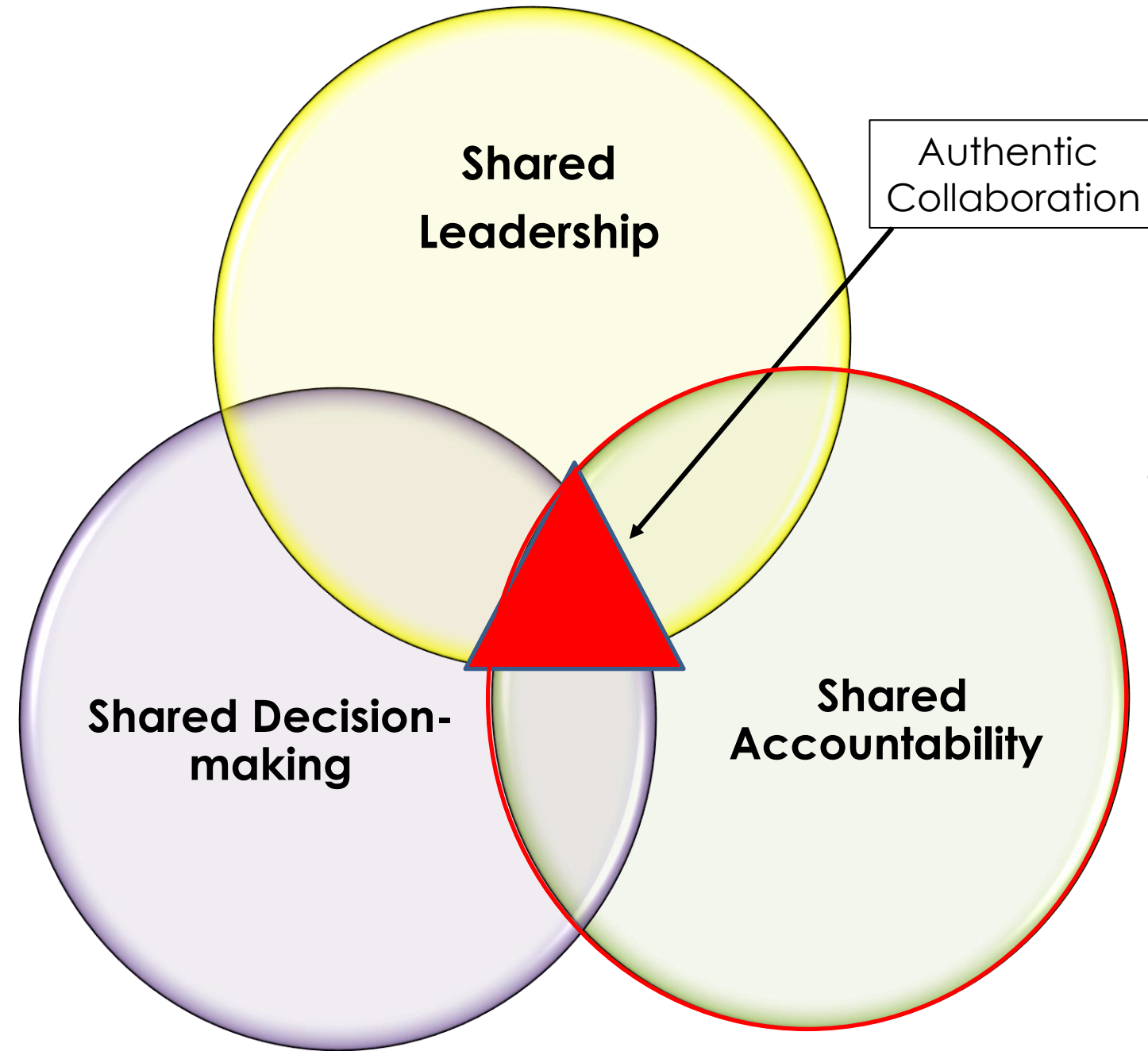
Group Process Skills

- Facilitation
- Negotiation
- Collaborative problem solving
- Understanding group dynamics
- Compromise
- Conflict resolution
- Mediation



O'Leary, R. 2012: *Public Administration Review: The Skill Set of the Successful Collaborator*

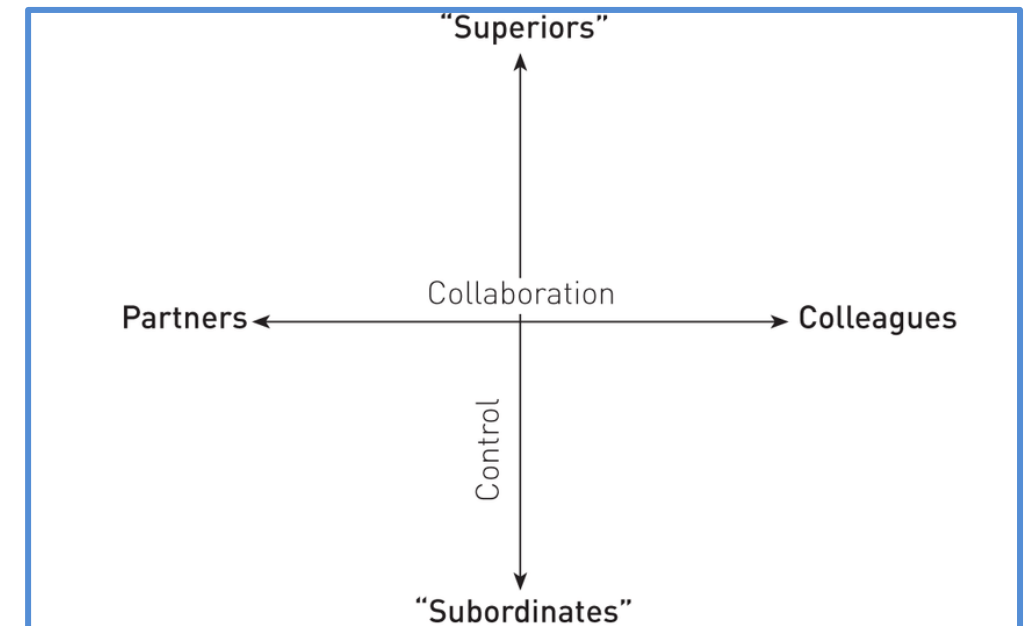
Shared Accountability



Context for today: a definition of Shared Accountability

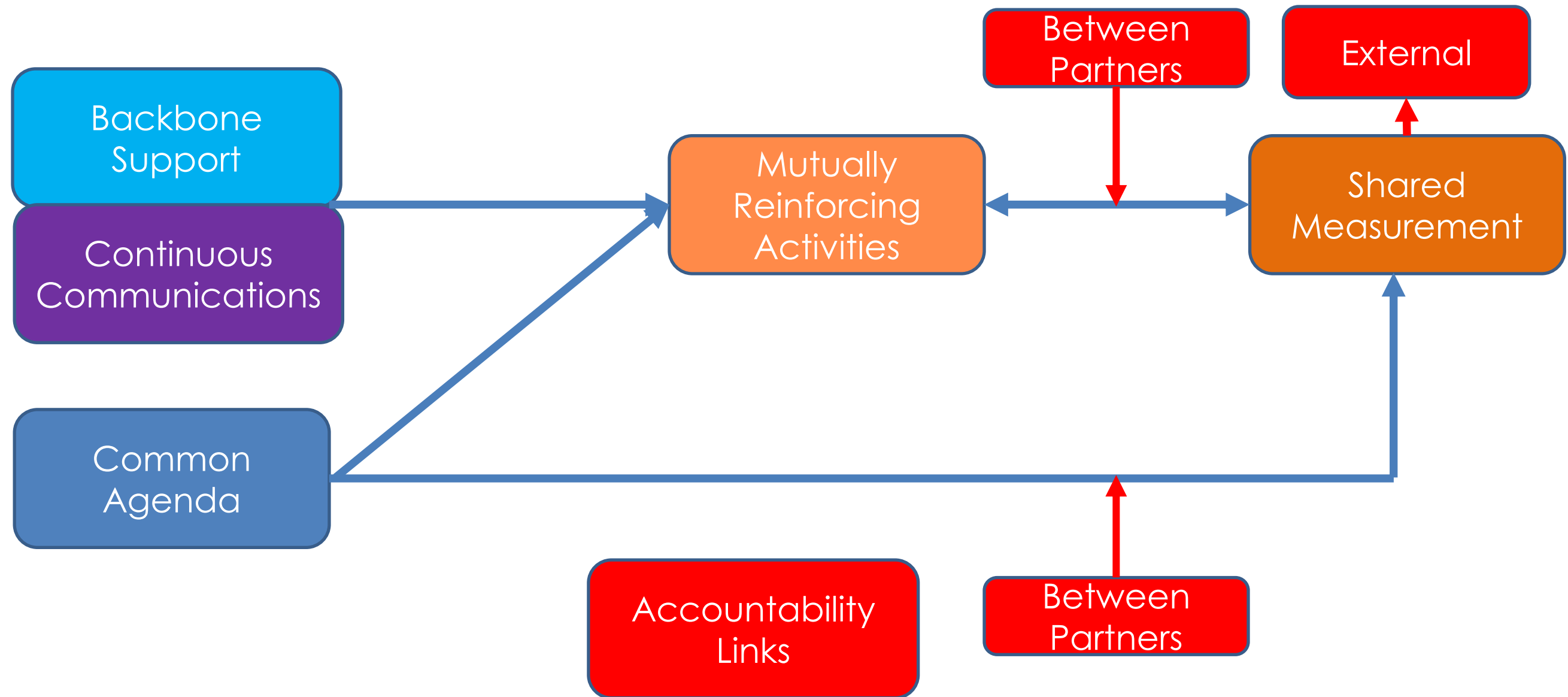
A series of formal and informal arrangements by which partners share responsibility and authority to deliver effectively and efficiently on results that matter to those served.

Adapted from the Literature



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Accountability Links to Collective Impact Conditions



For WHAT is each OHT Accountable?

Cohort 4 TPA Deliverables

Proposal to Access Funding for a Patient Portal	Jun 30 2022
Patient/Family/Caregiver Partner & Engagement Strategy	Sept 30 2022
Communication protocols in place	Sept 30 2022
Adoption of Ontario Patient/Family/Caregiver Declaration of Values	Apr 28, 2023
cQIP with a plan for addressing the indicators	Mar 31, 2023

2023/24 - cQIP

Current Indicators:

- **ALC**
- **ED 1st Point of Contact for MH&A**
- **Primary Care Screening: Mammography, Colorectal, Pap**

Attributed Population Outcomes



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Leadership Process

Ongoing Evaluation of our Collaboration

For WHAT is each OHT Accountable?

Cohort 1 TPA Deliverables

Population Health Management & Equity Plan

- Analysis & plan for attributed population segments, including use of evidence-based pathways & clinician/patient involvement

Patient Navigation, Digital/Virtual Solutions

- System for patient navigation implemented by Mar 2023
- Progress on online appointment booking system
- Expansion plans for patient portal, virtual care

Collaborative Leadership, Decision-making & Governance

- Existing structures, description of current governance challenges, effective partnerships with patients/families
- Await OH/MOH guidance Fall 2022

Expansion of Primary Care & Other Clinician Engagement

- Current state assessment
- Planned approaches to engagement and inclusion in decision-making

COVID-19 Response & Recovery

- Recovery Plan

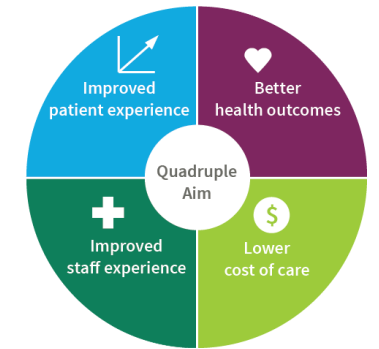
2023/24 - cQIP

Current Indicators:

- ALC
- ED 1st Point of Contact for MH&A
- Primary Care Screening: Mammography, Colorectal, Pap

Future shift from... locally-defined indicators tied to priority populations....TO....Standardized provincial set of indicators

Attributed Population Outcomes



Leadership Process

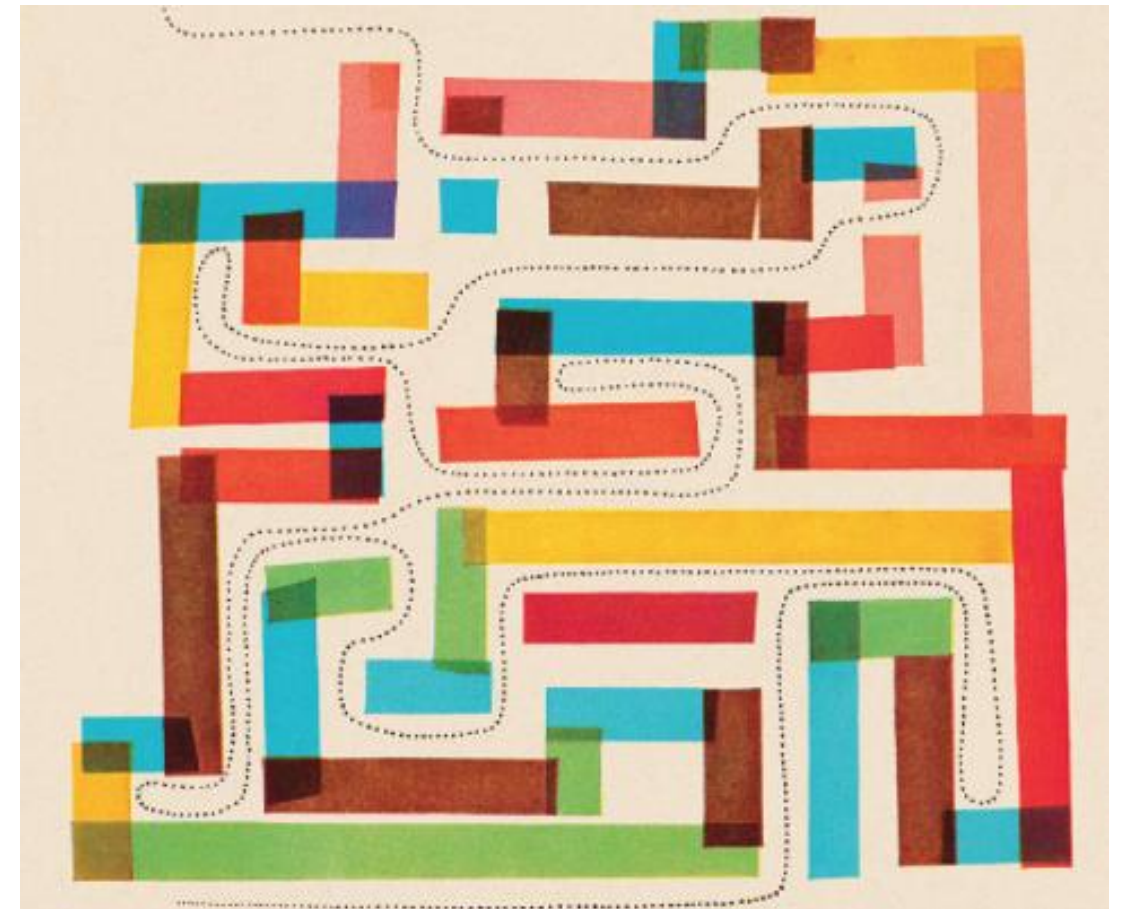
Ongoing Evaluation of our Collaboration

To WHO are various groups within the OHT accountable?

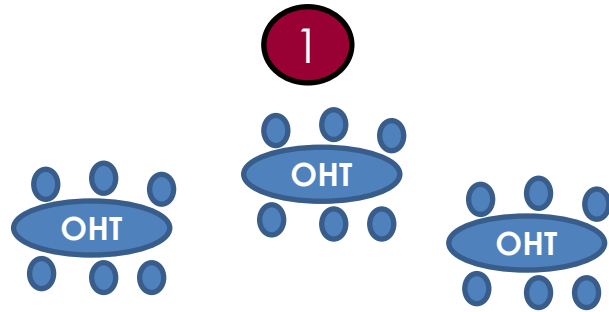


Emerging Challenges inherent to OHT shared accountabilities

- ❑ Membership in multiple OHTs for some organizations
- ❑ Some have created geographic groups/constellations for OHTs which span broad geographies or are regional in nature, which create a necessary, yet additional layer of accountability
- ❑ Complex infrastructure, resulting from:
 - Expanded membership
 - Expanding deliverables
 - Need to ensure culturally important involvement
 - Engagement of partner boards



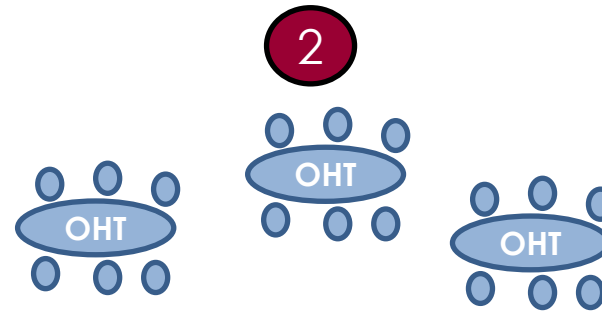
Managing the Accountability Complexities of Membership in Multiple OHTs



Do most of your clients fall within the attributed population of one OHT vs others?



Can you allocate more of your energy/resources to this OHT and play a less active role in others?

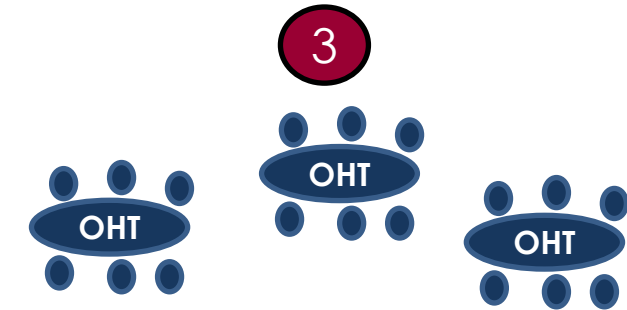


Are all OHTs you are involved in currently focused on a priority population that your organization serves (eg MHA)?



Can you allocate more of your energy/resources to OHTs where [MHA] is the current focus?

And...can you advocate for common approaches to your service delivery across all?



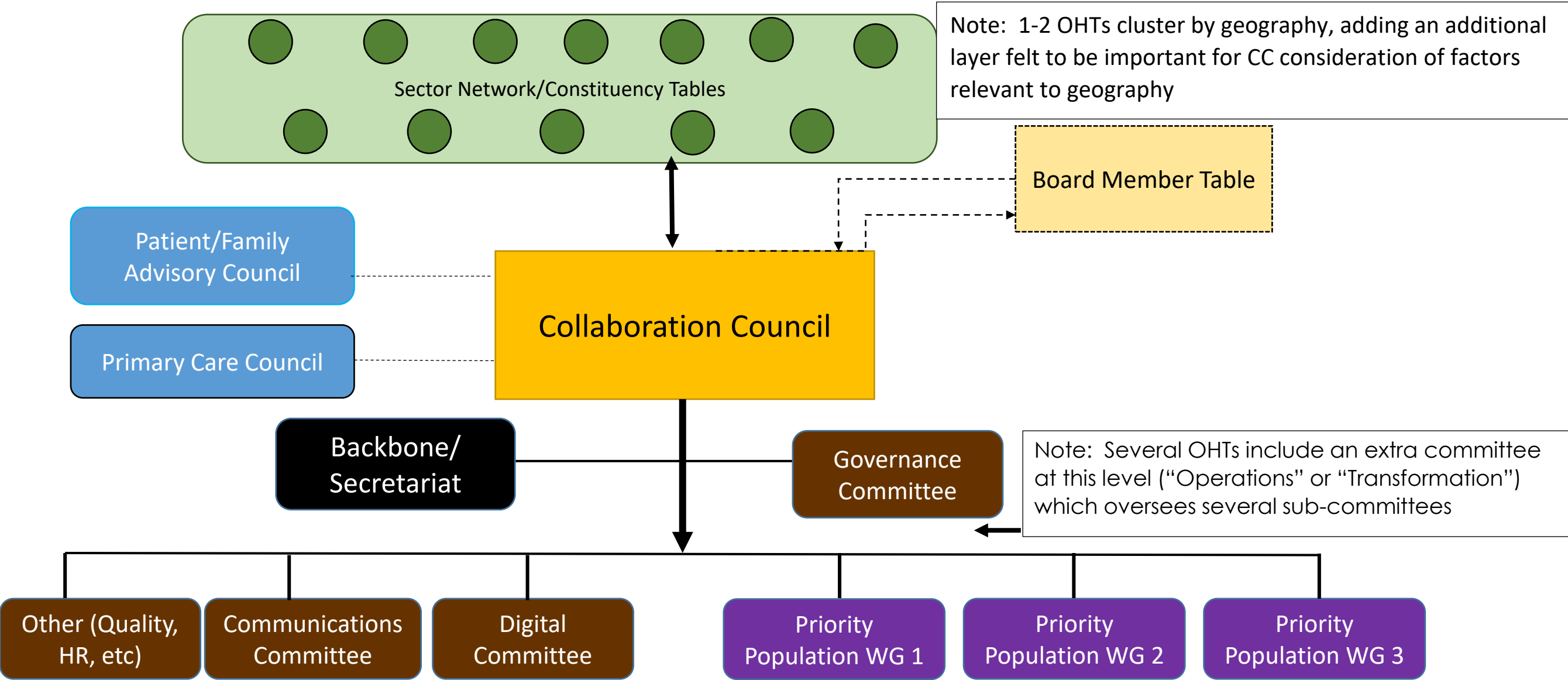
Of those focusing on MHA, which OHTs are working on strategies that align with your organizational Strategic Plan, QIP and/or improvement activity?



To what extent can you leverage ongoing QI/Implementation work to benefit the OHT?

To what extent can you leverage OHT work (& thus resource) to advance your organization's strategic plan, both short and longer term?

Generic Infrastructure based on Environmental Scan



- Notes:
- Committees shaded in brown are enablers to the work of the OHT whereas those in purple focus on care and service delivery redesign
 - Where Sector and Advisory Group Network Tables exist, the Collaboration Council is accountable to these Constituencies
 - Some Board Tables are advisory to Collaboration Councils while in other cases, Collaboration Council is accountable to the Board Table

Reflecting on your OHT's Current Infrastructure:

We have established structures that allow organizations not at the Collaboration Council table to engage

The Structure is SECTOR-BASED

The Structure is GEOGRAPHICALLY-BASED

We have not established structures that allow organizations not at the Collaboration Council table to engage

Reflecting on your OHT's Current Infrastructure:

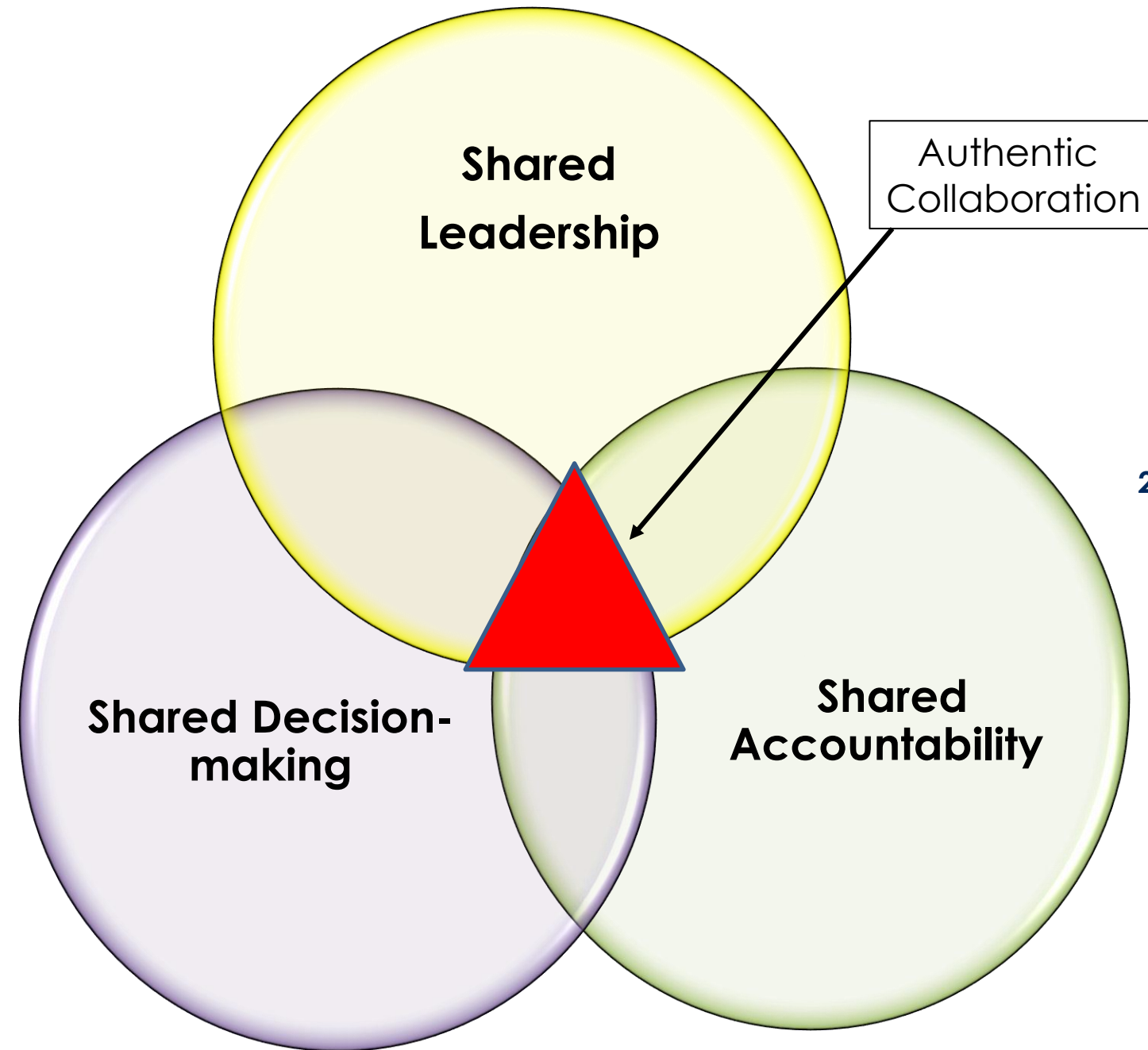
We have established a separate table/committee for partner board members

Partner Board Table is ADVISORY TO Collaboration Council

Collaboration Council is ACCOUNTABLE TO the Partner Board Table

We have not established a separate table/committee for partner board members

Shared Leadership and Accountability: CASE STUDY



SMALL GROUP DISCUSSION

- Identify a recorder (to capture highlights) and reporter (to share one key insight from the discussion)
- Review the Case Study, discuss the following questions, and identify where there are differences of opinion on these issues:
 - *What is the underlying source of the disagreement among Council members about next steps?*
 - *Did the Leadership Council overlook foundational steps that might have avoided this conflict and enabled a clearer view of goals and means?*
 - *What next steps would you suggest now to move forward?*

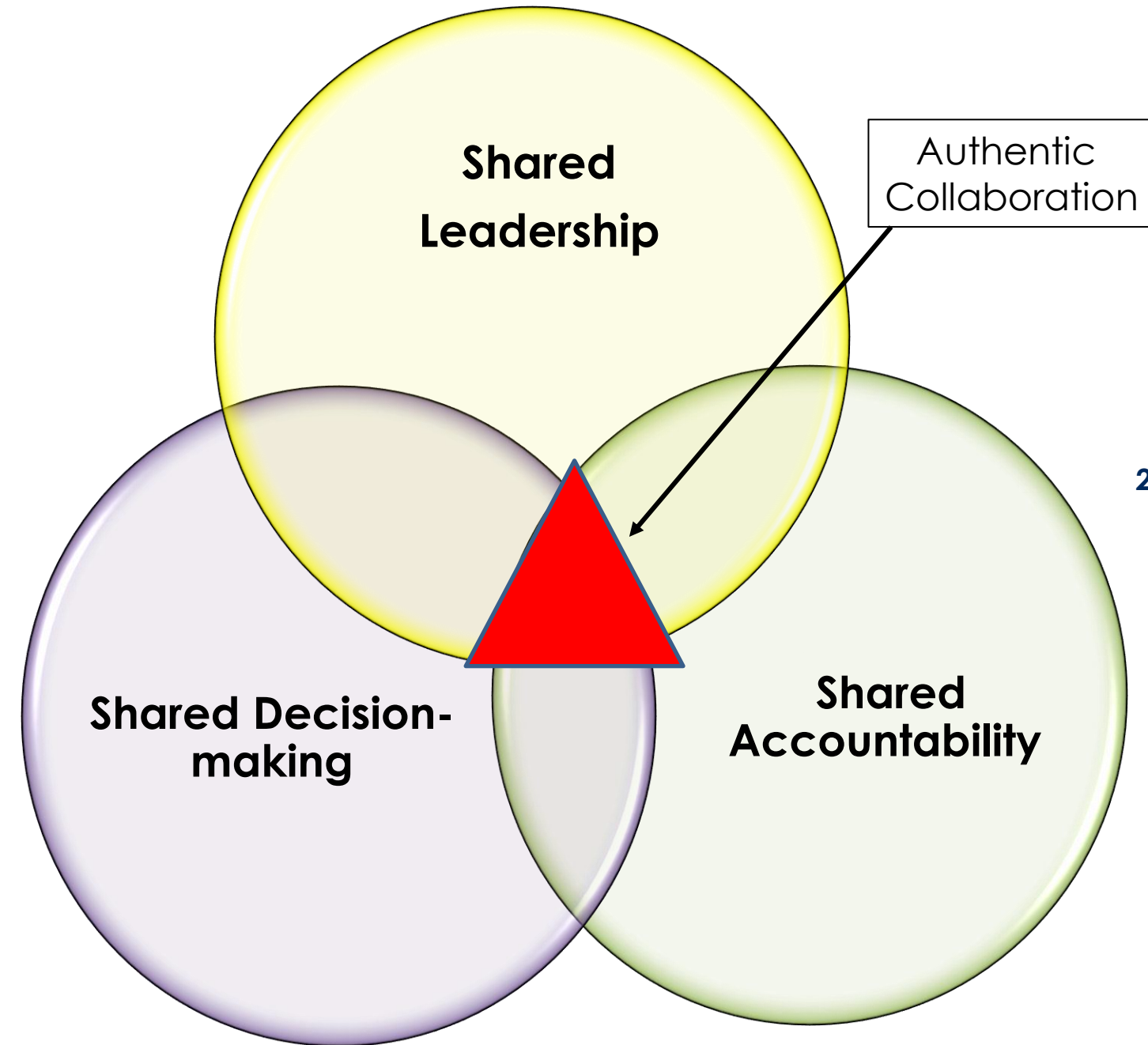
DEBRIEF

Reporting back:

Share key points from your discussion:

- *What underlies the disagreement?*
- *Looking back, did the Council overlook foundational steps to enable a clearer view of goals and means?*
- *What do you recommend as next steps?*

Shared Accountability: Tools/Processes



Accountability: an enabler or impediment depending on how it is used

ENABLERS Essential to Success (once changes to care models are identified)

1. Clarify Roles/Expectations



2. Equip Individuals with Required Resources (information/standards, capability, resources)



3. Delegate Appropriate Authority/Freedom to Act

Strategic Mechanisms/Tools for Supporting Shared Accountability

1. Processes for Learning/Problem-solving/Overseeing Results



Enabling Governance Support & Oversight

2. Leadership Establishes Goals & Priorities for Accountability



Specific & Measureable Aims/Outcomes

3. Clarification of Roles/Responsibilities/Contributions to shared Aims (at all tables)



Clarity of Roles and Contributions for each Aim

Leadership Council: Shared Oversight & Problem-solving

- Regular Meetings (Quarterly) which allow for generative discussion on progress overall with deeper dives related to the specific Working Groups

Working Group



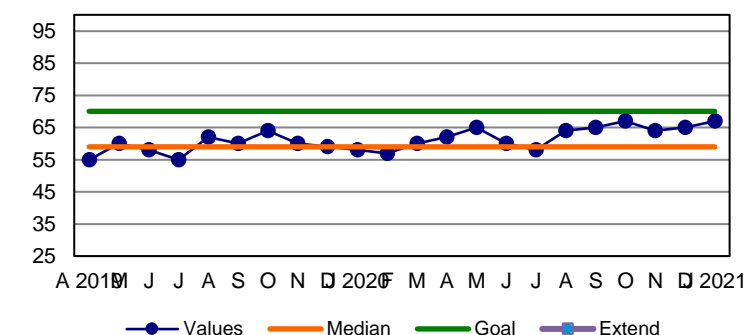
Leadership Council



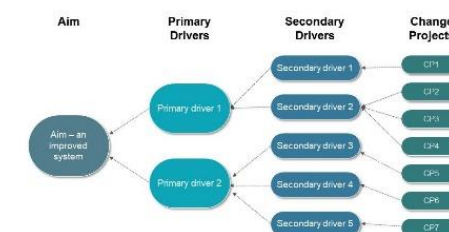
- High level Scorecard incorporating meaningful measures and graphs that include data over time

Key Performance Indicators	Jan	Feb	March	Q1 Goal	Q1 Actual
Grow monthly Web 20% from 10,000 to 12,000	12,335	12,693	10,860	36,000	35,890
Increase organic traffic from 38% to 50% of overall traffic	41%	42%	47%	50%	43%
Maintain average time on page > 2minutes	1:48	1:51	1:50	2:00	1:50
Maintain bounce rate <60%	54%	53%	55%	10	54%
Increase Web lead conversion 20% from 1.8% to 2.16%	2.13%	2.16%	2.19%	2.16%	2.16%
Grow monthly inbound leads by 20% from 208 to 260	262	274	237	780	777
Grow monthly software evaluation downloads by 20% from 50 to 60	58	61	60	180	179
Consistently execute to the content marketing plan	✓	✓	✓		✓

% of Youth Who Secure Stable Housing at Discharge

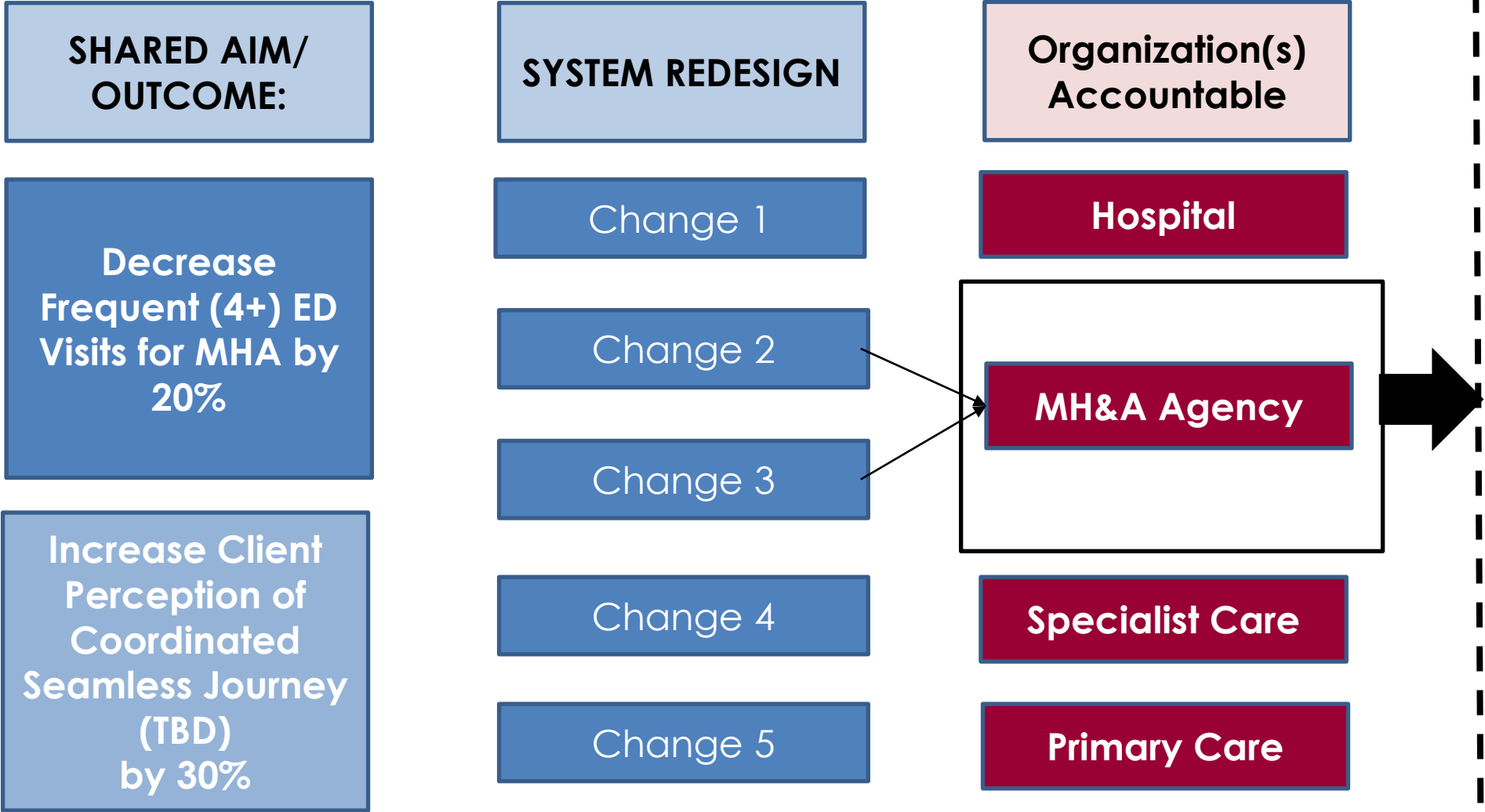


- Standardized Templates for Deeper Dives That Enable Problem-Solving Conversations between Working Groups & Leadership Council



Organizational Contribution to Shared Accountability – How will you know you’ve fulfilled your commitment?

Example: OHT Priority Population – Adults with MH&A Conditions



MH&A Agency
Balanced Scorecard

- (% Implementation for Changes 2 & 3)

Organizational Outcome

Examples:

- % Clients Achieving Personal Goals
- Average Wait Time for Service)

System Outcomes

- Frequent (4+) ED Visits for MHA
- Clients Who “Strongly Agree” that Services Felt Seamless and Well-Coordinated

For what is the OHT accountable?



Specific & Measureable Aims/Outcomes

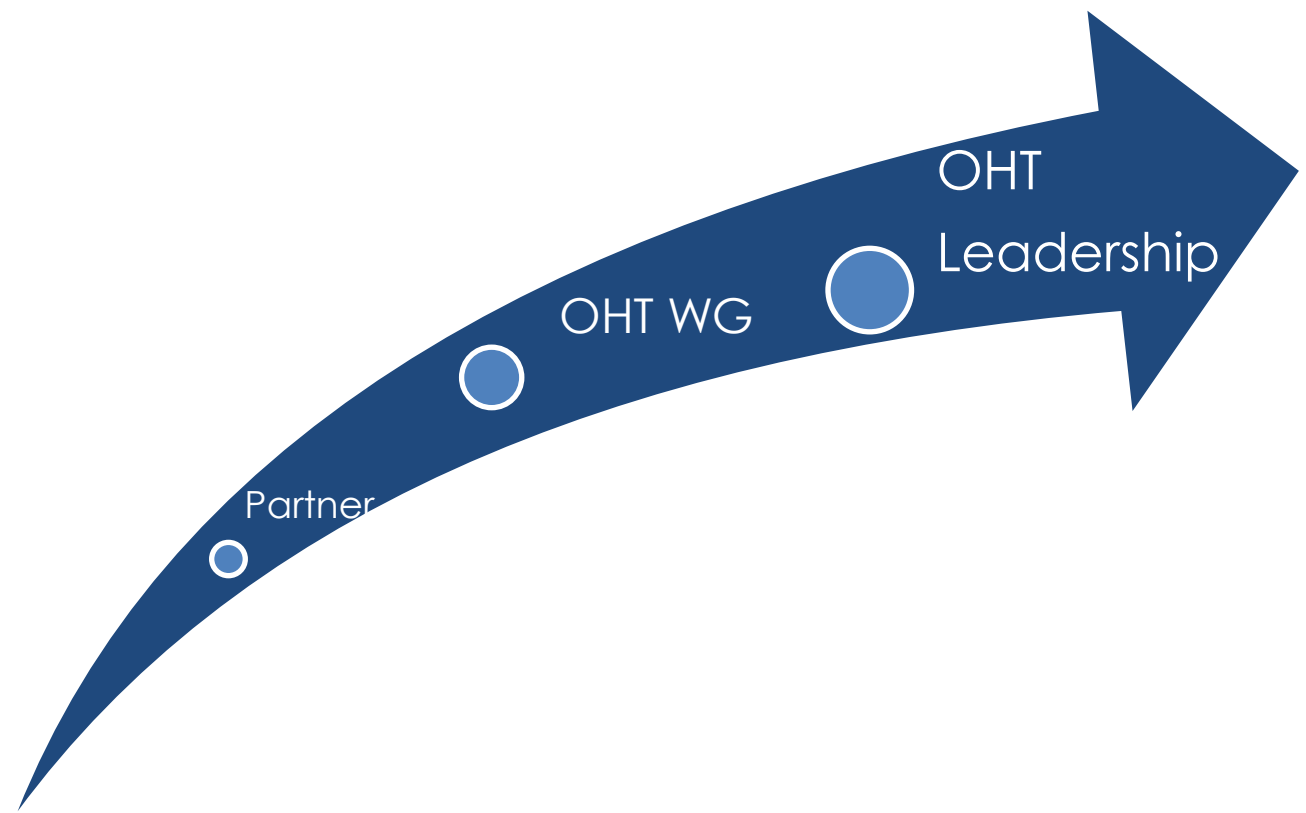
Quadruple Aim/Priority Population Aims: Specific and Measurable (SMART)

- How much?
- By when?
- As measured by?
 - Aligned with Quality Domains that matter to patients

Don Berwick, IHI

We aim to decrease hospitalizations for individuals receiving palliative care.

By March 31, 2024, we will:
Increase the average number of Days At Home in the Last 6 Months of Life for individuals receiving End of Life Care by 30%.



POLL

To bridge the redesign efforts across our multiple accountabilities, we could benefit from a greater focus on the following strategies:

1. Schedule regular updates at Leadership Council (e.g. Quarterly Updates), focusing on status of the work, successes, challenges/barriers, etc.
2. Use standardized templates to enable communication on progress at early stages before measures can be expected to be impacted
3. Establish specific and measurable Aim Statements (SMART AIMS)
4. Provide results on a range of measures using methods that support learning from data over time (dashboard/graphs)
5. Ensure leaders understand the basics of QI and measurement, including how long it takes to impact different types of measures
6. Ensure organizational contributions to OHT aims are regularly monitored by partner Boards and Senior Leaders.

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Upcoming Deep Dive on Leadership Oversight of Population Health

- November 30th – Interactive Webinar – 1:00 – 3:00 pm
 - Intervening Action Period
- Feb 1st – Coaching Session – 1:00 – 3:00 pm

Materials for Discussion/Reflection with Leadership Council

Key Messages: Module #4

- **The success of organizational collaboration is dependent on human relationships:** Individual attributes & interpersonal skills, as well as group process skills being most important
- **Ensure clarity around OHT responsibilities** for each of our multiple accountabilities (MOH, OH, Sector Constituents, etc)
- Establish **specific & measurable Goals/Aims** and **Outcomes**
- **Clarify partner responsibilities/expectations** – from Leadership Council to Front Line Teams
- Ensure sufficient **Quality Improvement & Measurement capability in Backbone**
- Ensure **delegation of authority** to Working Groups commensurate with level of delegated responsibility
- Ensure **frequent and effective Leadership Council oversight** (data & tools & knowledge to support role), through meaningful measurement and in dialogue with Working Group teams

Reflection Questions:

- Have we clarified vertical and horizontal accountabilities for our OHT?
- Have we discussed mechanisms for growth in membership and associated engagement/input into decisions?
- Are the aims and measures for our priority populations sufficiently specific and measurable?
- Are the roles and expectations of individual organizations clear in regard to fulfilling our shared accountabilities?
- Have we equipped teams with the necessary resources and authority to succeed?
- Do we have necessary mechanisms/tools in place to support leaders in overseeing programs and engaging in generative dialogue with teams?
- Have we discussed consequences for not fulfilling agreed accountabilities?

Materials for Discussion/Reflection with Leadership Council

Practices

OHT Leaders/Partners:

- Reflect on personal attributes and skills that support effective collaboration
- Ensure clarity of organizational as well as system accountabilities.
- Articulate priority population aims to be specific and measurable so that you know if and when the aims have been achieved;
- Create agile, participatory team structures, including working and advisory groups, supported with necessary resources and appropriate levels of authority to enable learning in real time and decision-making that is timely;
- Working Groups use rigorous quality improvement methods and collect data for both outcome and process measures to allow the Leadership Council to engage in generative discussion on progress and results.
- Design mechanisms/tools for the Leadership Council to engage in oversight and problem-solving on OHT progress with working groups.

Tools

- Executive Review of Improvement Projects
- Creating Shared Governance: Fulfilling Accountability – A Template
- Driver Diagram Template
- Project Charter Template
- Mutually Reinforcing Activities Tool

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

Thank you!