

BRIEFING NOTE
PSL Board of Directors
Ontario Health Teams
September 3, 2019

Background

January 31, 2019 - Government released first Premier's Council paper on Hallway Healthcare with key themes:

- digital and modern care
- integrated health & care development: providing coordinated and wrap-around health care services; home care working in complete partnership with local hospitals; primary care providers; streamlined care coordination; innovative solutions to support leaders and pioneers in integrated health care; efficiency e.g. prevention, early intervention, and evidence based programs that improve health outcomes; and best practices for patients, providers and caregivers

February – NDP leaked release of draft legislation for new super agency (Ontario Health) with an emphasis on home & community care sector as a key part of the solution to high ALC rates and hallway medicine. Bill 74 was first introduced in the legislature on February 26th.

February 28th – CEO report to the Board on draft legislation Bill 74, The People's Health Care Act 2019

April 18th – Bill 74 received royal assent as 'The People's Health Care Act, 2019

May 14th – Metamorphosis Network forum held in partnership with several provincial associations including OCSA for Board Governors, CEO's/ED's, senior management, and clients/caregivers. Derek provided closing remarks for this well attended forum (over 100 participants).

June 6th – Connecting Care Act, 2019 went into force creating the central agency ‘Ontario Health’ and ‘Integrated Care Delivery Systems’ known as Ontario Health Teams

Ontario Health Teams were **formed with a minimum of 3 types of services**, e.g. Long Term Care Homes, Primary Care, Hospitals, Home Care, Community Support, Palliative Care, and Mental Health & Addictions.

Ontario Health Teams are described as ‘groups of providers and organizations that are clinically and fiscally accountability for delivering a full and coordinated continuum of care to a defined geographic population’

Membership is currently voluntary and provider driven, but, the stated Ministry goal is for all HSP’s to eventually become Ontario Health Team partners.

June 26th – Board update on PSL’s role in local Ontario Health Team Self-Assessment submissions for Brampton, Bramalea, North Etobicoke, Malton, West Woodbridge (B-OHT) and the Ontario Health Team in Mississauga (M-OHT). Metamorphosis Network – 3 Community Support Service (CSS) leaders invited to join the M-OHT to serve on the Governance Steering Committee and the B-OHT. PSL was an anchor partner (core and anchor are synonymous) on the B - OHT self assessment submission and a core partner on the M – OHT proposal. It was agreed by both OHT’s that it was desirable to serve as an early adopter in the submission and development of an OHT to access Ministry resources in the initial start-up and serve as pioneers breaking new group, influence initial policy decisions, and develop a model/framework going forward for other OHT’s.

Summer Update

Informed the Board on July 19th that local OHT's were approved to develop full application forms for submission by October 9th, and identified our roles on Governance, Digital Infrastructure, and Operations & Care Management working groups.

Current State

CEO serves on the M-OHT Interim Governing Council and the B-OHT Governance Working Group. The COO attends all B-OHT bi-weekly sessions and on the Digital & Infrastructure working group. As well, Victoria Baby, Manager, Business Units serves on the Operations & Care Management working group. We have engaged other staff in the M-OHT working groups as well, including two caregivers who serve on the FCCAP.

Note: Health Services Providers are asked to declare their intent whether they will serve in a Member or Affiliate status for each of the OHT full submissions due October 9th.

Analysis on PSL Preferred Role in OHT Full Application Forms Year I Operations – 'Looking Forward'

Assumptions, Facts, & Data Considerations

CEO/COO are recommending Board consideration to serve as members (signatories) vs. as an affiliate of both OHT's:

- 2019-2022 M-SAA stays in force during the OHT transition process as stated by the MOH during OHT webinars

- M-SAA item 6.2 requires HSP's to conduct community engagement and integration activities engaging families, caregivers, clients, residents, patients and other individuals who use the HSP services and to help inform HSP Plans. *Integration with LHINs and partners to identify opportunities to integrate services of the local health system to provide appropriate, coordinated, effective & efficient services*
- Once an OHT is approved by the Ministry, an agreement will be developed between the Ministry and the OHT members (yet to be developed, and will be distinct from existing funding (M-SAA's)
- A single fund holder for the OHT for future integrated funding envelope, to be identified in full application
- Member status as a signatory on 1 or more OHT's is non-binding as the OHT does not yet exist as a legal corporate entity (providers can opt in and out of OHT's)
- Ministry/OHT agreement does not mitigate HSP independent governance board authority for its own organization. Governors will need to balance their fiduciary responsibility to the organization they serve as a Director on, and their member role with local OHT's
- Full application form states that if an HSP is signatory to 2 or more OHT's they need to provide an explanation why, e.g. member provider services operate in multiple regions, which is the case for PSL

- OHT development is an iterative process with an expectation for a 3 to 5-year maturity cycle

Governance structure to be established by local OHT partners

Collaborative governance models are being established by local OHT's (as opposed to other governance model options such as forming an organizational network/alliance, or one corporation or legal entity).

- Benefits to current and future PSL clients/caregivers based on OHT focus areas in alignment with client needs; integrated service delivery system; improved access to primary care and specialist services; enhanced capacity to link/connect clients to broader health and human service system, etc.
- PSL to be identified as a key service partner & leader in the delivery of the hub & spoke service model for high risk seniors with complex care needs
- Aligns with PSL Corporate By-Laws, Mission/Vision/Values, and Strategic Directions
- Year 1 Focus of local OHT's
 - a) Diabetes
 - b) End of Life/Palliative Care
 - c) Seniors with Dementia and other Chronic Conditions
 - d) Minor acute care GI/GU

Current PSL Data (340 client capacity)

| | |
|--|-------------|
| 22 Assisted Living clients with Diabetes | Brampton |
| 19 Integrated Seniors Team clients with Diabetes- | Brampton |
| 76 SDL clients with Diabetes | Mississauga |
| <hr/> | |
| 117 with Diabetes in Total | |
| <hr/> | |
| 71 Supports for Daily Living clients with Dementia | |
| Mississauga | |

Key Challenges to be Addressed by OHT's and Partners

Risk & Legal Implications

- Digital health plan
- Data sharing agreements – PHIPA obligations
- Role and responsibility of Health Information Custodian (HIC)
- Privacy impact assessment
- Public Sector Labour Relations Transition Act, Successor Rights and/or Related Employer
- Service agreements and Contracts
- Risk & liability allocation through contracts and insurance
- Risks & contingencies with OHT implementation
- Enterprise Risk assessment
- Proposed OHT governance & operational structure
- Specific integration initiatives 360 review; financial; legal; labour; reputational, etc.

Proposed Approval Process for Engagement (Member or Affiliate status) with local OHT's

- ✓ Posting of Ministry, Provincial Associations, and local OHT education slide decks
- ✓ Attendance of Board members at the B-OHT Governance forum August 23rd and September 10th
- ✓ Board teleconference to review Briefing Note September 5th
- ✓ Staff/Board updates and discussion at Board Committees on September 24th, 26th, and 30th
- ✓ Board teleconference/meeting planned for October 3rd
- ✓ Special Committee is recommending the establishment of a new working group with a focus on OHT governance, and report to the Board Governance Committee

**Opportunities for Governance Learning/Knowledge Transfer
(Hyperlinks to sites, and PSL Website postings – Board section)**

Ministry of Health & Long Term Care – Care Connections

http://www.health.gov.on.ca/en/news/connectedcare/2019/CC_20190606.aspx

M – OHT Information Session August 23rd (posted)

B – OHT Governance Education Forum August 29th (posted)

Ontario Hospital Association – Governance Webinar (posted)

M - OHT Education Session on Labour Relations Implications (Bob Bass & Associates) (posted)

Metamorphosis Network Forum – May 2019 (posted)

Community Health Ontario

http://events.tamarackcommunity.ca/ontario_health_team_webinars

Change Foundation – September 2019

<https://www.changefoundation.ca/>