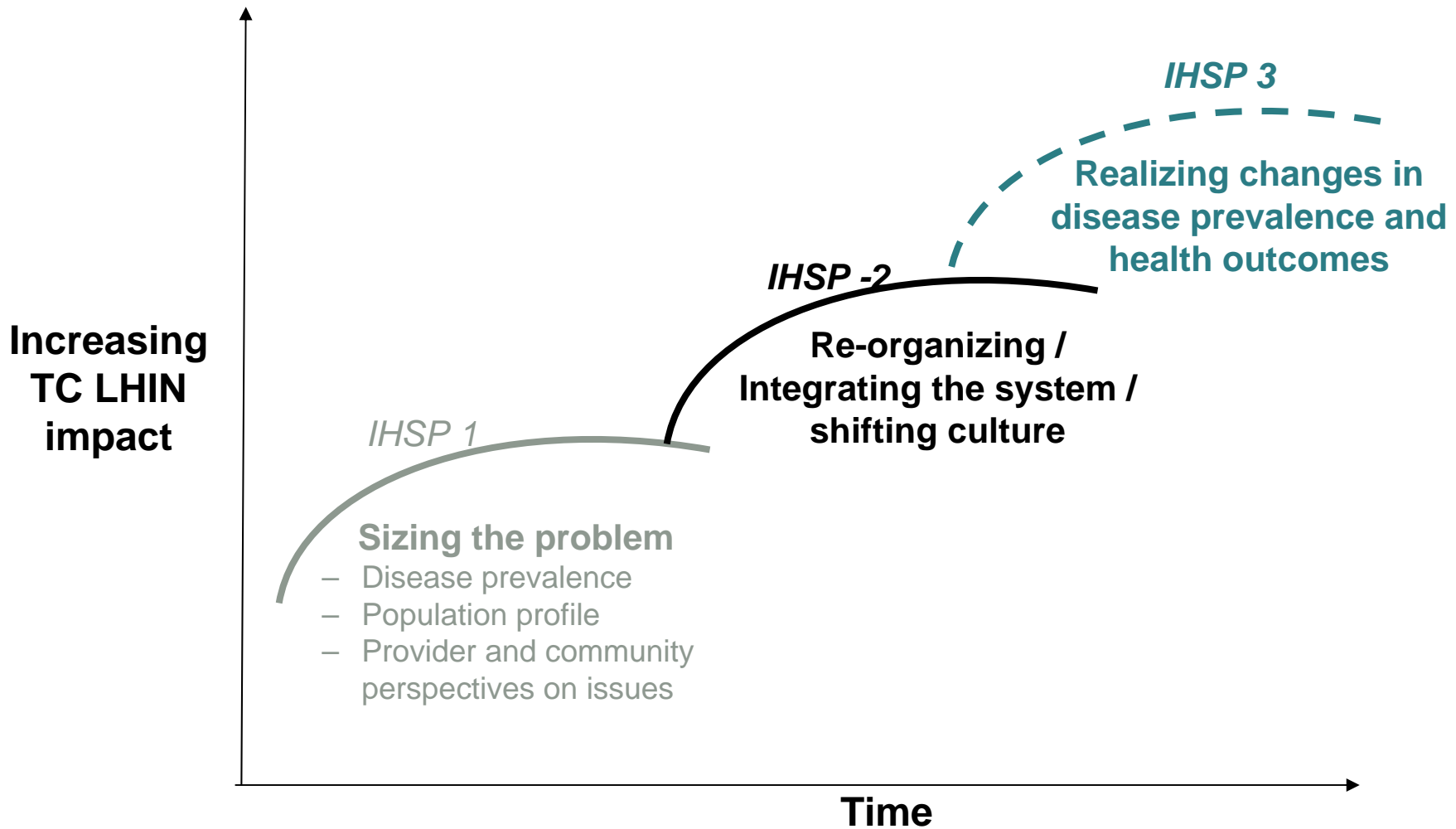


# Integrated Health Services Plan, 2010/11 to 2012/13 (IHSP-2): Defining What Success Will Look Like

Health Service Provider Quarterly Update Session  
September 14 & 15, 2009

# Putting IHSP-2 in Context



# Overall Timeline for IHSP-2

Scope & Frame  
the Strategy

Confirm, Refine, Plan  
Priorities

Define Success,  
Communicate,  
Implement

April to mid-May '09

Mid-May to Aug'09

Sept to Nov '09

## Phase 1 & 2 consultations:

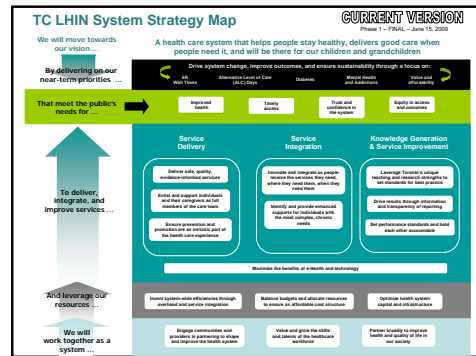
- **HSPs:** HSP Quarterly meetings, CEO-ED / Chair breakfasts, Community Engagement Network
- **TC LHIN advisory committees** for priorities: Aging at Home, Mental Health and Addictions, Joint eHealth Council, ER Pay for Results, Diabetes
- **Consumers/Public:** Consumer Advisory Panels, Aboriginal and FLS reference groups
- **Health Professionals:** Health Professional Advisory Committee, Clinical Services Leadership Team, Primary care – CHCs, FHTs, primary care physicians with Ontario Medical Association and Ontario College of Family Physicians
- **Special sessions:** Health Equity dialogue, TC LHIN Palliative Care Network

## Phase 3 Work

- Consultations on “what success will look like” underway through some 30 committees, task forces, and forums for HSPs, consumers and health professional
- Consultation document available September 23
- LHIN Board retreat Oct 1, 2
- IHSP-2 to be tabled for Board approval on Oct 21

# The TC LHIN Balanced Scorecard: Our Tool for Defining and Measuring Strategy & Performance

A 1-page snapshot of  
TC LHIN System Strategy



A tool for ongoing  
monitoring and managing  
of system performance

A framework for defining  
measures of success  
against our priorities

# TC LHIN System Strategy Map

**Final**  
September 8, 2009

We will move towards our vision ...

By delivering on our near-term priorities ...

A health care system that helps people stay healthy, delivers good care when people need it, and will be there for our children and grandchildren

Drive system change, improve outcomes, and ensure sustainability through a focus on:



ER  
Wait Times

Alternative Level of Care  
(ALC) Days

Diabetes

Mental Health  
and Addictions

Value and  
affordability



That meet the public's needs for ...



Improved  
health

Timely  
access

Trust and  
confidence in  
the system

Equity in access  
and outcomes

To deliver,  
integrate, and  
improve services ...

## Service Delivery

Deliver safe, quality,  
evidence-informed services

Enlist and support individuals  
and their caregivers as full  
members of the care team

Ensure prevention and  
promotion are an intrinsic part  
of the health care experience

## Service Integration

Innovate and integrate so people  
receive the services they need,  
where they need them, when they  
need them

Identify and provide enhanced  
supports for individuals with  
the most complex, chronic  
needs

## Knowledge Generation & Service Improvement

Leverage Toronto's unique  
teaching, research, and innovation  
capacity to set standards for best  
practice

Drive results through information  
and transparency of reporting

Set performance standards and hold  
each other accountable

Maximize the benefits of e-Health and technology

And leverage our  
resources ...

Achieve system-wide efficiencies through  
overhead and service integration and  
through continuous improvement

Balance budgets and allocate resources  
to ensure an affordable cost structure

Optimize health system  
capital and infrastructure

We will  
work together as a  
system ...

Engage communities and  
providers in partnering to shape  
and improve the health system

Value and grow the skills  
and talents of the healthcare  
workforce

Partner broadly to improve  
health and quality of life in  
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# Five IHSP-2 Priorities

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to help us work together to improve quality of life in our society

# Quality & safety

## Where Will We Focus in IHSP-2? ("Definition")

Quality, safety and evidence-informed practice has become an increasingly prevalent theme in healthcare in recent years. In IHSP-2, we will support this objective by: acknowledging it as part of our strategy map; encouraging HSPs to use accreditation and other vehicles to strengthen quality and safety within their organizations; and by beginning to report on one or two LHIN-wide quality measures.

## Our Proposed Approach to Measurement

Indicators will be drawn from existing, available indicators already being reported by Ontario Health Quality Council. Our intention will be to seek guidance from the OHQC on what one or two indicators would be most meaningful at a LHIN level. In later years of IHSP-2, the LHIN may begin to report on quality indicators specific to IHSP-2 priorities (eg. ER, diabetes)

## Questions?

Do you support the proposed focus ("Definition") for this objective in IHSP-2?

We anticipate that in the near-term, quality indicators will be more readily available from hospitals than from the community. To what extent should the LHIN place emphasis on community-based indicators in IHSP-2?

How can the LHIN help advance quality and safety among all health service providers?

## Achieve system-wide efficiencies ...

### Where Will We Focus in IHSP-2? ("Definition")

Over the next three years, we expect to realize increases in the level of sharing of back office services, the level of integration of direct client / patient services, and a reduction in cost variances for similar services from one provider to another.

### Our Proposed Approach to Measurement

We are currently contemplating two or three measures. Potential options include:

- % of supplies bought through group purchasing (future H-SAA indicator?)
- % of "back office" expenditures on services that are shared (by sector?) ???
- Some measure of clinical efficiency TBD

### Questions?

What dimensions of "efficiency" (e.g. clinical, overhead, etc.) should we focus on?

What changes would you suggest do the proposed measures?

How can we make health care professionals more comfortable with the concept of value and affordability? How can health care professionals contribute to advancing value & affordability?

# Value & grow the skills and talents of the workforce

## Where Will We Focus in IHSP-2? ("Definition")

Success in realizing IHSP-2 goals will be significantly influenced by the extent to which healthcare workers feel valued and are able to grow as professionals and maximize their contributions to system outcomes. In IHSP-2, we will monitor indicators relating to workforce retention and satisfaction on a LHIN-wide level given the importance of these factors in overall system performance

## Our Proposed Approach to Measurement

Potential indicators may include:

- Turnover rates
- Absenteeism rates
- Other?

## Questions?

To what extent should the LHIN measure this dimension?

What one or two indicators that would be most meaningful?

In IHSP-2, what could the LHIN do in support of this objective of "valuing and growing the skills and talents of the healthcare workforce"? How could this be factored into LHIN engagement, planning and performance management processes? Other ideas?

# Engage communities & providers

## Where Will We Focus in IHSP-2? ("Definition")

This strategic objective responds to the LHIN's mandate to engage both health system providers and communities / members of the public in setting system priorities and innovating to realize system improvements. In implementing our IHSP-2 priorities, we will continue to look for opportunities to strengthen the "we are the LHIN" culture among HSPs and to build stronger mechanisms to engage our communities in discussions around priorities and service improvements.

## Our Proposed Approach to Measurement

Develop some kind of annual survey conducted at start of IHSP-2 and at end of IHSP-2 gauging HSP (and "public") perceptions of level of collaboration, LHIN effectiveness in enabling collaboration, etc.

## Questions?

What is working well now about how health service providers are partnering and collaborating with each other and with their communities?

In the next three years, what additional and/or different strategies will help us partner and work together as a system to successfully implement IHSP-2 priorities?

How can we gauge current effectiveness of system-wide partnering / collaboration to improve performance? Suggest 1-2 survey questions.

# What's next?



## **IHSP-2 Consultation Survey**

Your opportunity for direct feedback on:

- How our strategy map objectives translate into where we are focusing in these next 3 years
- High level action plans for our IHSP-2 priorities
- How we will measure IHSP-2 success



## **The Final IHSP-2 Report**

Tabled for approval at October 21<sup>st</sup> Board meeting

Formal release later in the fall

**See you at upcoming consultations.**

**Check [www.torontocentrallhin.on.ca](http://www.torontocentrallhin.on.ca) for consultation survey (September 23) and other updates!**