

A View from a LHIN

Breakfast with the Chiefs

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Chief Executive Officer

October 22nd, 2008

To change the world...



To change the world...



To change the world...



6 Months of Learning

The good news is:

- LHINs are built for Planning, Integration and Evaluation
- The Act is extremely powerful
- LHINs do not have to focus on operations
- Built on the concept of performance management

The challenges are:

- Low level of funding flexibility
- No track record of using levers
- Cross-LHIN boundaries
- Execution
- Built on the concept of performance management

LHINs = Performance Management



Local Health System Integration Act, 2006

The Minister and each local health integration network shall enter into an accountability agreement.

An accountability agreement...shall include:

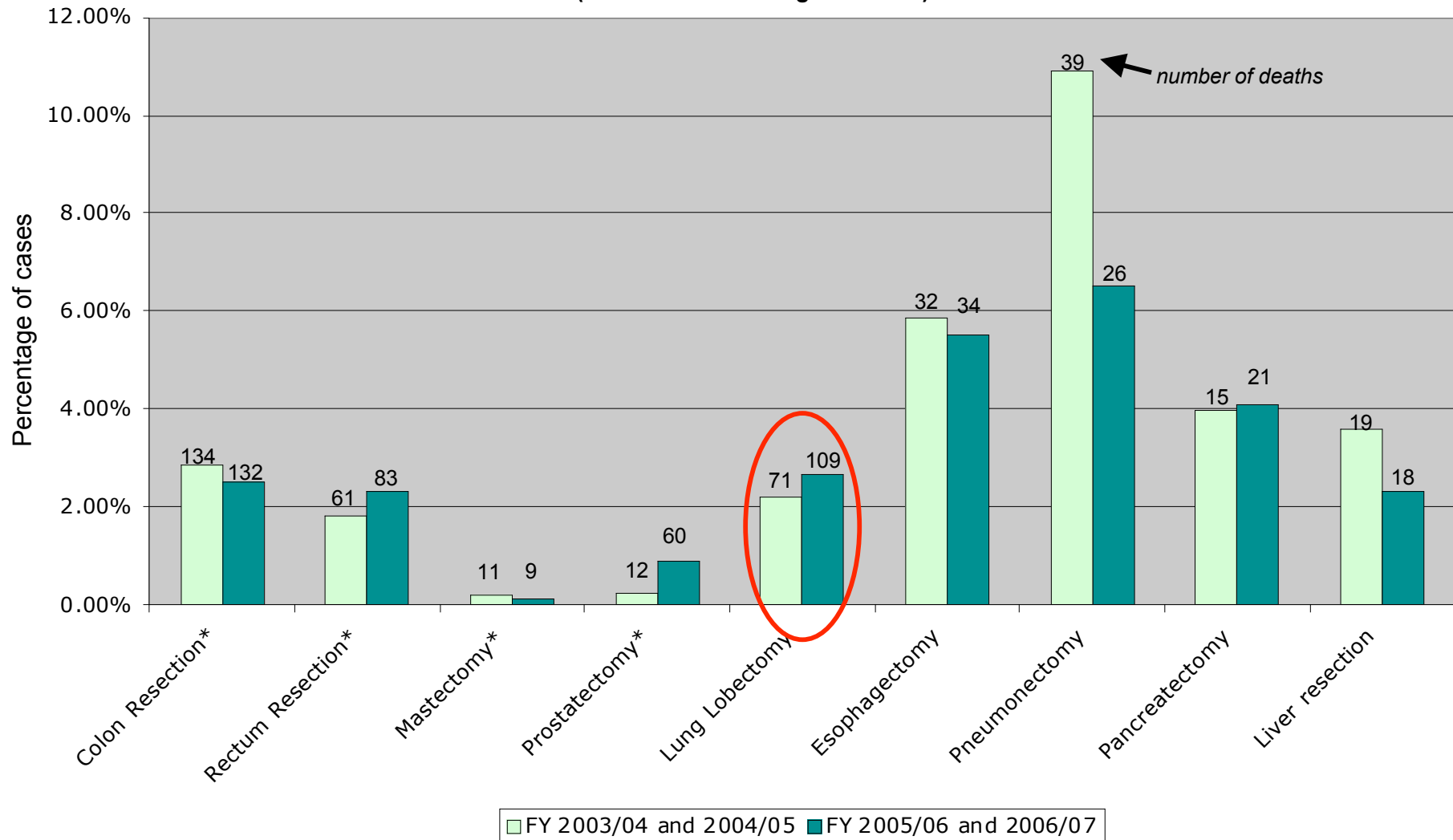
- **Performance** goals and objectives for the network and the local health system;
- **Performance** standards, targets and measures for the network and the local health system;
- Requirements for the network to report on the **performance** of the network and the local health system;
- A plan for sending the funding that the network receives under section 17, which spending shall be in accordance with the appropriation from which the Minister has provided the funding to the network;
- A progressive **performance** management process for the network;
- All other prescribed matters, if any.

Ministry-LHIN Accountability Agreement

... this Agreement supports the collaborative relationship between the MOHLTC and the LHIN to carry out the made in Ontario solution to *improve the health of Ontarians* through better access to high quality health service, to co-ordinate health care in local health systems and to manage the health system at the local level effectively and efficiently.

Cancer Care Ontario's quality indicators are anchored in system goals and developed through clinical engagement

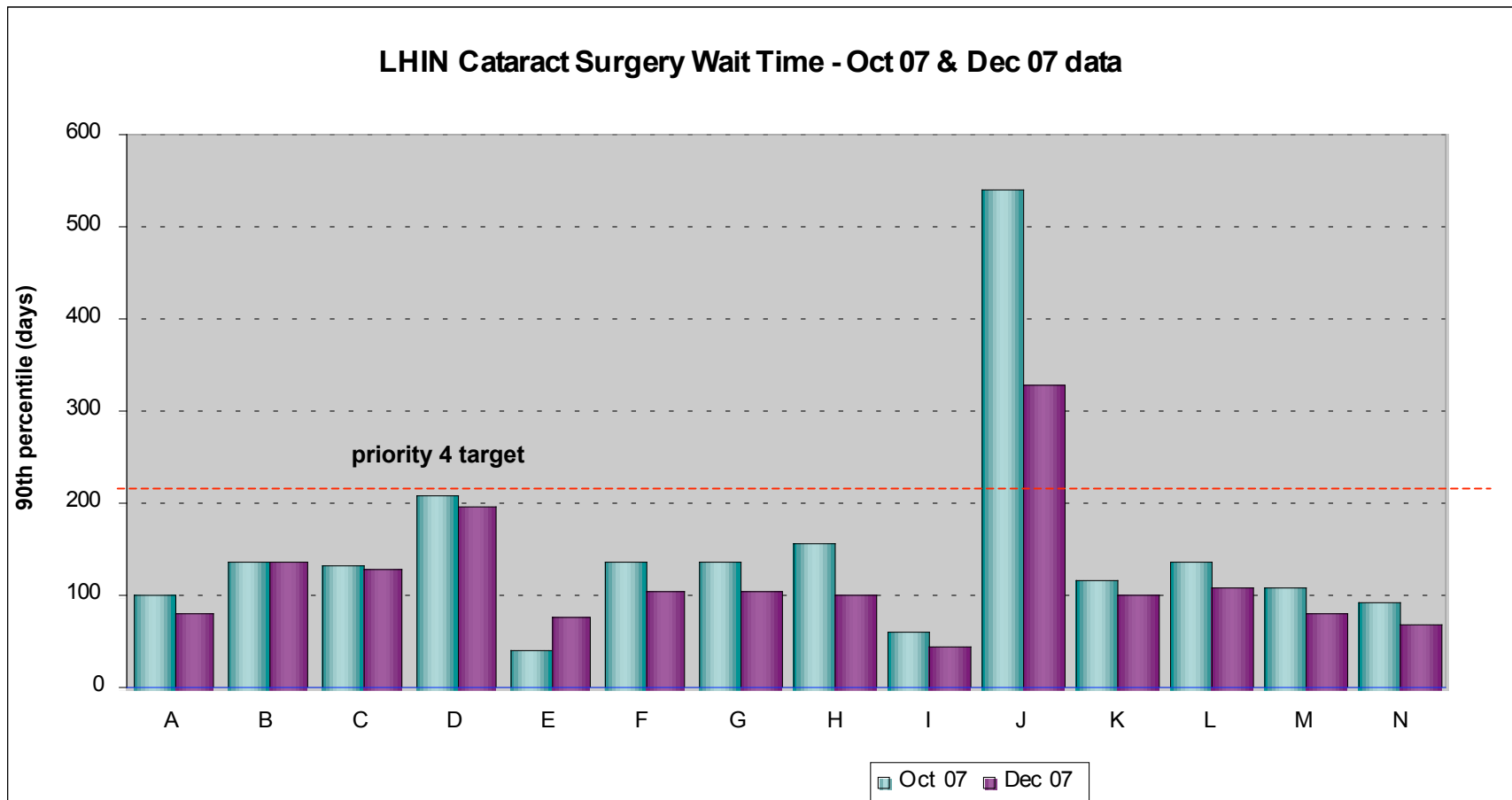
Percent of patients dying in hospital or within 30 days following cancer surgery
(standardized for age and sex)



Source: Cancer Care Ontario Cancer System Quality Index

* Limited to cancer diagnosis

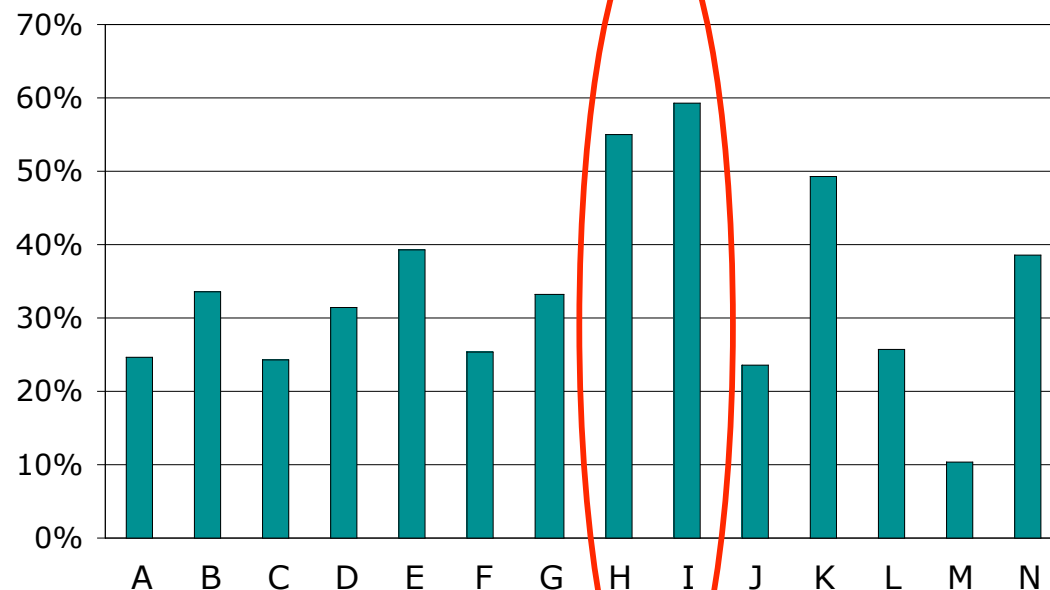
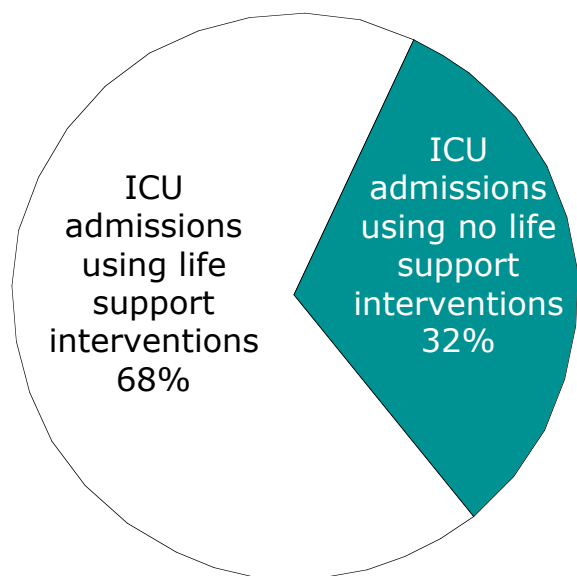
Wait Times Strategy uses performance data to allocate funding and deliver results



Source: Cancer Care Ontario /Access to Care

Critical Care Information System measures and reports recent performance data that can drive decision making

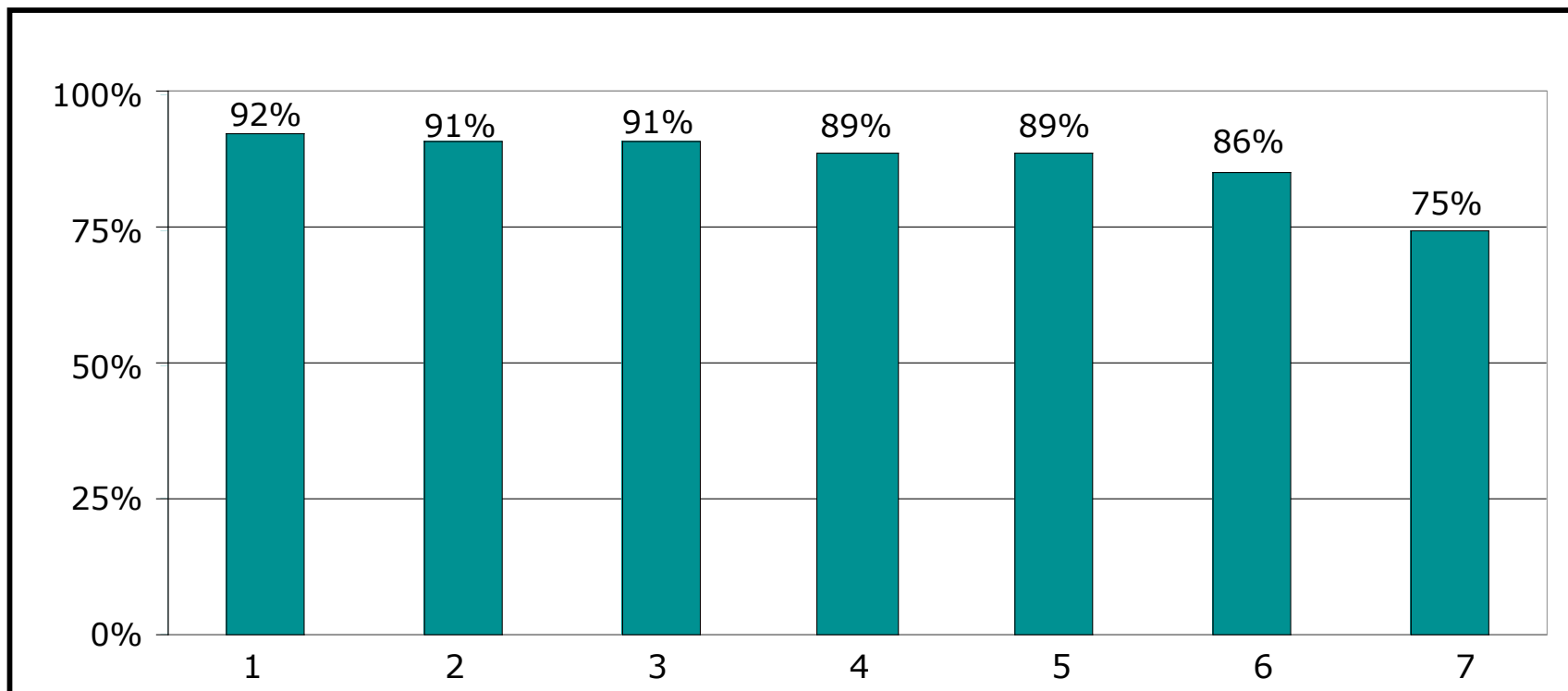
Proportion of provincial ICU patients using life support interventions in ICUs (Dec 07 – Apr 08)



Source: Cancer Care Ontario /Access to Care

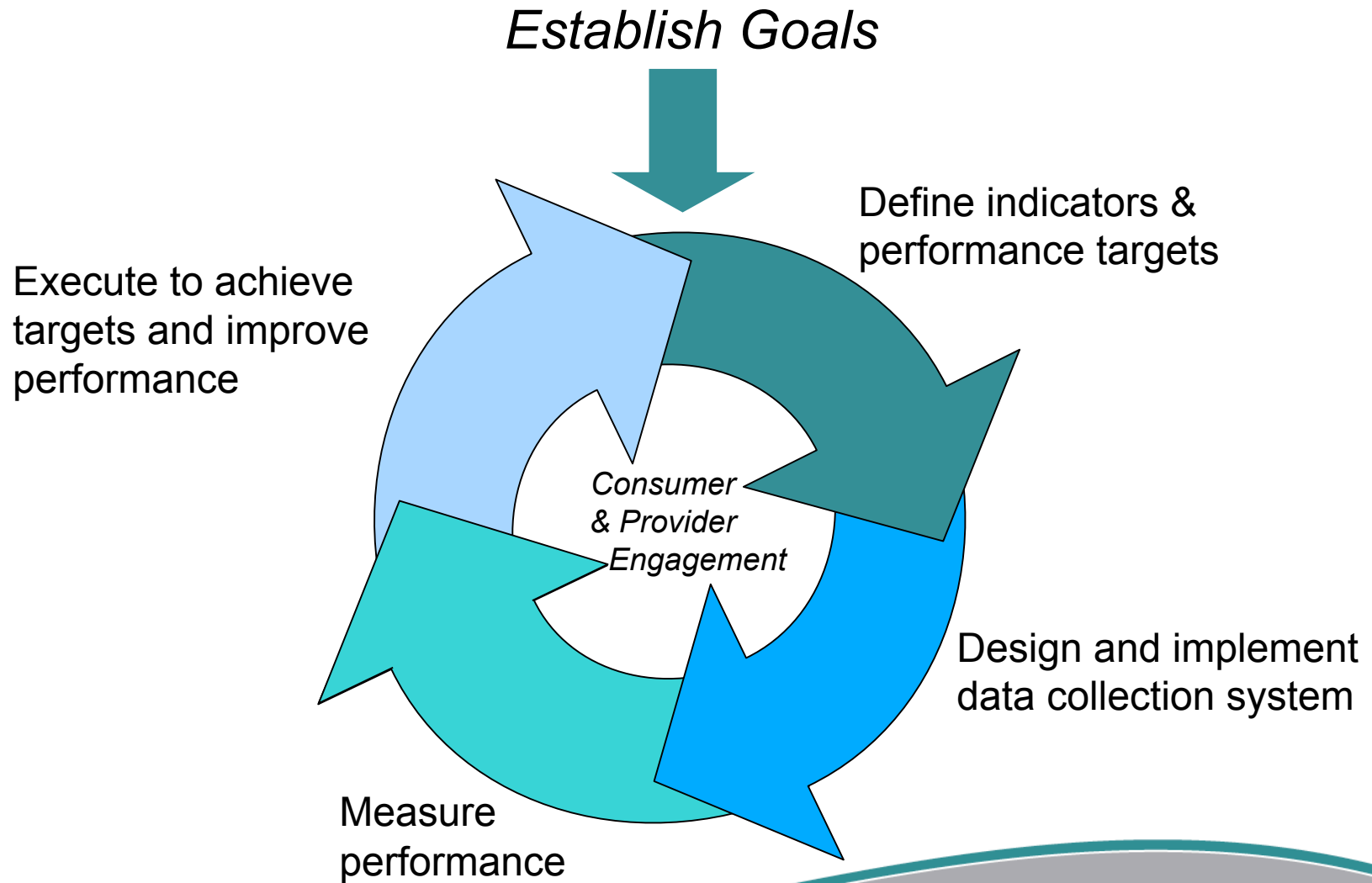
LHINs can use Critical Care Information System data to improve efficiency and effectiveness of costly resources

Median ICU occupancy rates for hospital sites in the Toronto Central LHIN (Dec 07 – Apr 08)

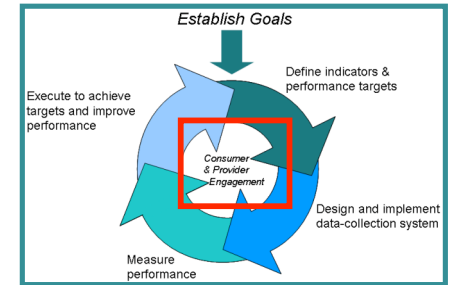


Source: Cancer Care Ontario /Access to Care

Effective performance management can deliver results



Consumer and Provider Engagement



Consumer Involvement:

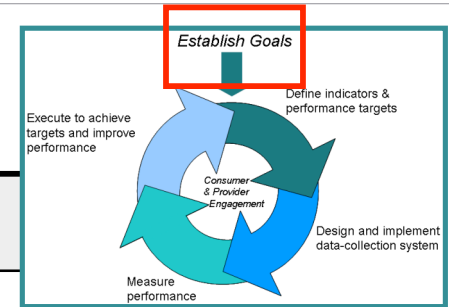
- Support establishment of goals
- Provide LHIN with a reality check

Providers Involvement:

- Provide expert opinion on performance indicators and targets
- Provide LHIN with a reality check

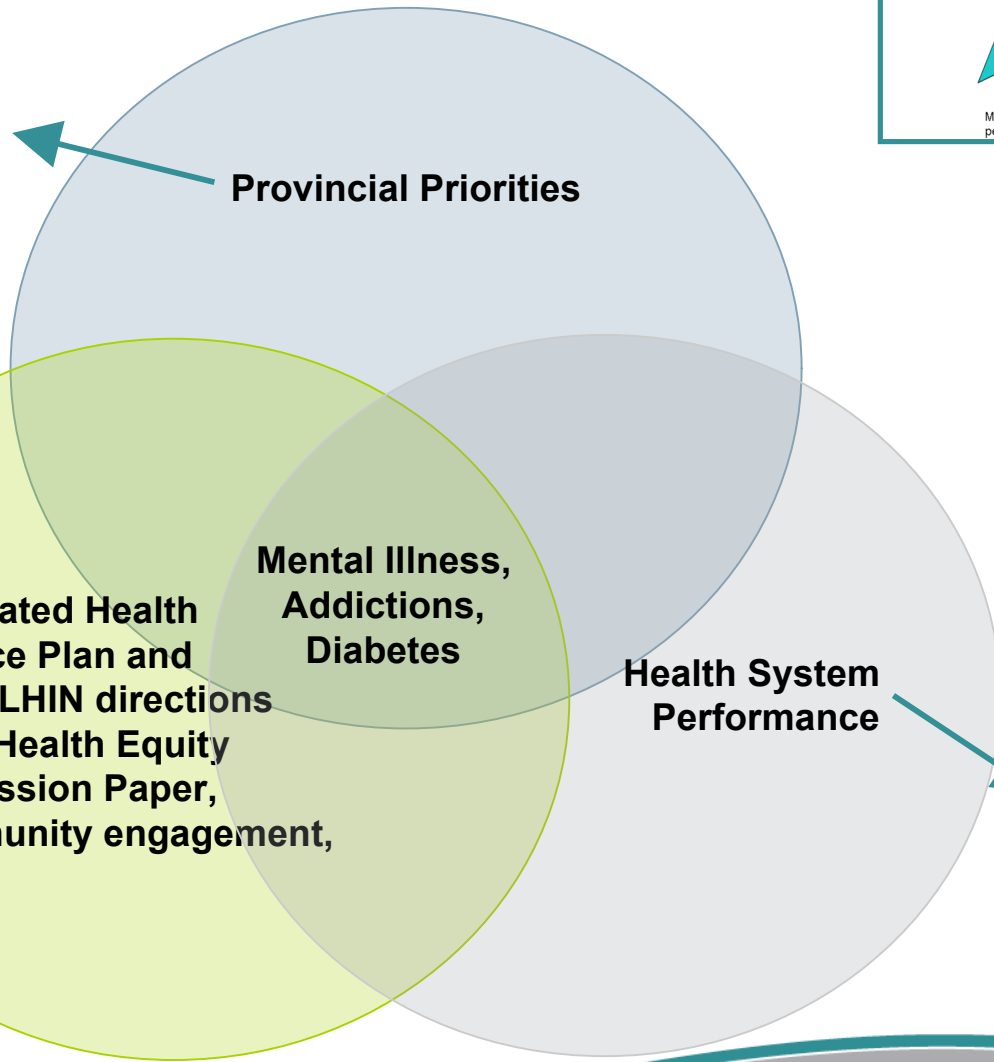
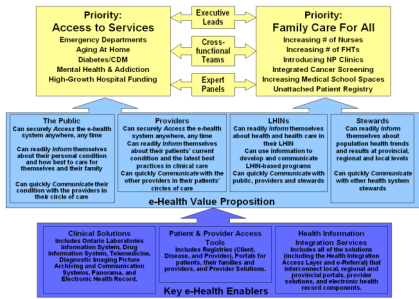
LHINs need to be creative to find ways to engage consumers and providers.

Establish Goals

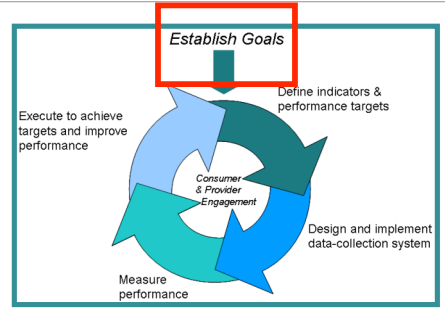
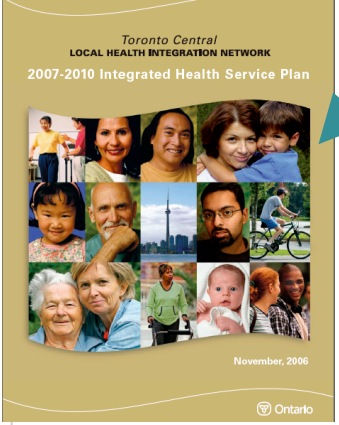


1. Provincial Commitments and Accountabilities	
Ministry-LHIN Accountability Agreement (MLAA)	12 performance indicators
Programs and Directions	3 major programs
Local Health System Integration Act (LHSIA)	3 community engagement tables \$4 billion annual spending
2. Local Commitments and Accountabilities	
Integrated Health Service Plan (IHSP)	13 priority initiatives 9 priority areas
Funded Initiatives	30 funded initiatives underway
Other Priorities	5 additional areas of focus/commitments

Toronto Central LHIN priority areas drive goals



Integrated Health Service Plan and other LHIN directions (e.g., Health Equity Discussion Paper, community engagement, etc.)



ACCOUNTABILITY AGREEMENT
APRIL 1, 2007 - MARCH 31, 2010
Consolidated Amendments (Effective April 1, 2008)

BETWEEN:

Her Majesty the Queen in right of Ontario, as represented by the Minister of Health and Long Term Care (MCHLTC)

and

Toronto Central Local Health Integration Network ("LHIN")

Section 1 - Purpose of the Agreement

1.1 Further to the Local Health System Integration Act, 2006 (the "Act") this Agreement supports the collaborative relationship between the MCHLTC and the LHIN to carry out the mandate in Ontario, to improve the health of Ontarians through better access to high quality health services, to coordinate health care in local health systems and to manage the health systems at the local level effectively and efficiently.

1.2 The purpose of this Agreement is to set out the mutual understandings between the MCHLTC and the LHIN of their respective performance obligations in the period from April 1, 2007 to March 31, 2010 covering the 2007-2008, 2008-2009 and 2009-2010 fiscal years. This is an accountability agreement for the purposes of section 18 of the Act. This Agreement applies to each party's funding and performance obligations for the period April 1, 2007 and ending March 31, 2010 as they are determined for each fiscal year.

Section 2 - Definitions

The following terms have the following meanings in this Agreement:

"Agreement" means this agreement, including any schedules, and any instrument which amends this agreement;

"Annual Service Plan" means the plan for spending the funding received by the LHIN from the MCHLTC and included in this Agreement as required by s. 18(2) (d) of the Act;

"communit" has the meaning set out in sections 18(2) of the Act;

"health service provider" has the meaning set out in s. 2(1) of the Act;

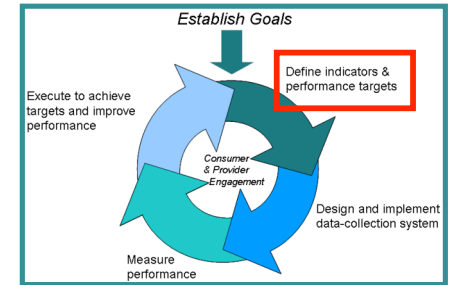
"HSP" means the integrated health service plan and "integrated health service plan" has the meaning set out in section 2(1) of the Act;

"MOU" means the memorandum of understanding in effect between the MCHLTC and the LHIN from time to time;

"Schedule" means any one of and "Schedules" means any two or more of the schedules appended to the Agreement, including the following:

Consolidated amendments effective April 1, 2008 Page 1 of 37

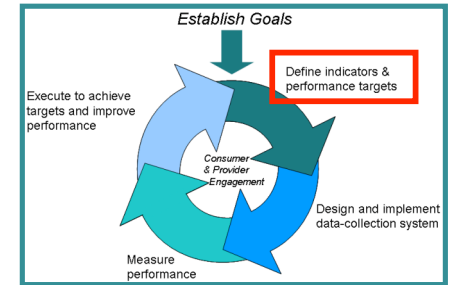
Define Indicators and Performance Targets



When developing performance indicators for inclusion in agreements consider these criteria:

- Is there a clear strategy and incentives to ensure that performance improvements result from measuring the new indicator?
- Is there a system for data collection that is reliable and informative?
- Can indicators be mapped to specific organizations?

Toronto Central LHIN Performance Indicators

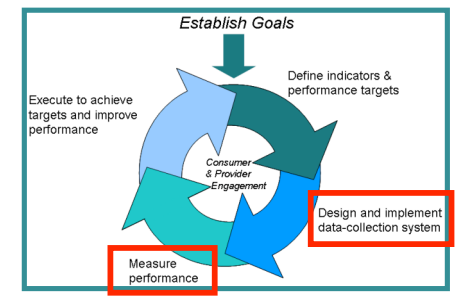
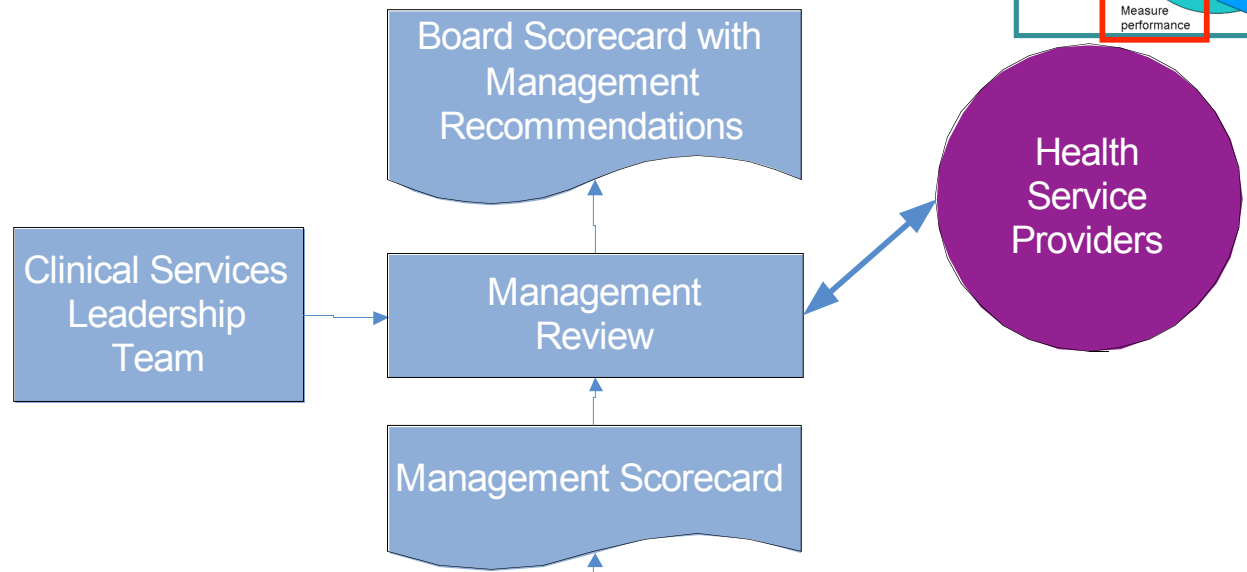


Integrating Toronto Central LHIN Indicators with Provincial Directions

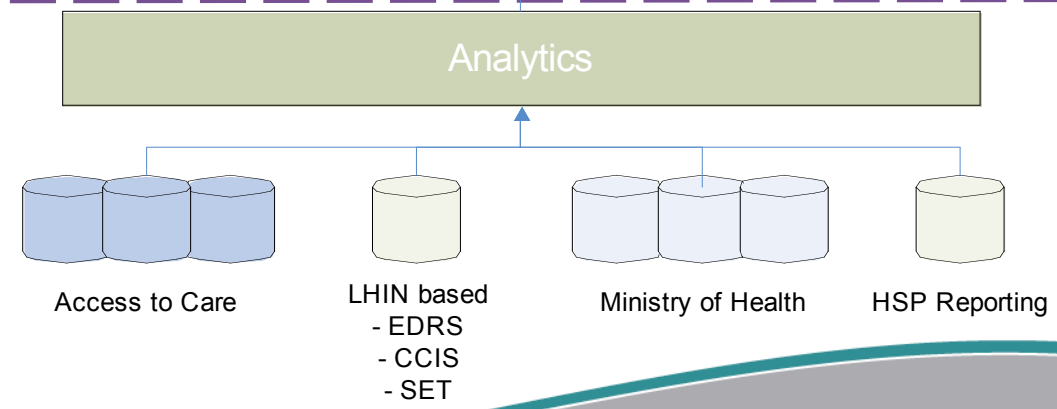
- Improve ER
 - Reduce ALC/LOS
 - Better coordination of diabetes services
 - Meet our health system performance goals, as described in Ministry-LHIN Accountability Agreement (MLAA) targets and other accountability agreements
 - Improve client satisfaction
 - Keep people out of hospital – monitor re-admit rates
- } particularly with respect to mental illness and/or addictions

Toronto Central LHIN Performance Process

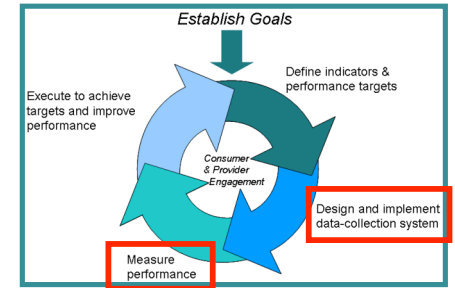
Measure Performance



Design and implement data collection system



Opportunities for eHealth



- Reporting systems (e.g. Critical Care Information System)
- Transactional systems (e.g. Resource Matching and Referral)
- Integration of systems (e.g. Health Information Access Layer)

Referred Clients

Referrals Referral Search Reports

Refresh

Test, CUSP
Feb 07, 2008 (8 days)
To: Bridgepoint Medical
Rehabilitation
From: TGH - 13 ES Pending

Sixty, TestPatient
Feb 07, 2008 (8 days)
To: Bridgepoint ALC Connect
From: SJHC - GMU Unit 2E Pending

FiftyFive, Testpatient
Feb 07, 2008 (8 days)
To: Bridgepoint Orthopedic
Activation
From: SJHC - GMU Unit 2E Pending

FiftyFive, Testpatient
Feb 07, 2008 (8 days)
To: Bridgepoint MCF Babcock Pending

Sixty, TestPatient (Pending) - Bridgepoint ALC Connect Accept Redirect Deny

Demographics Matching Profile Clinical Profile Referral Information

Clinical Profile Last Modified: Feb 04, 2008 14:45

Demographics Referral Information Social Information

Acute Care Medical Assessment Care Requirements Functional Assessment

PDF Version | Revised Clinical Profile

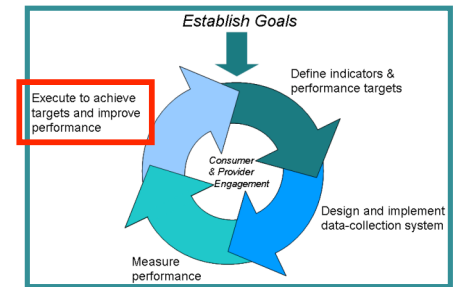
Demographics top

Gender	
Date of Birth	Feb. 2 1948
Client's Age	60
Family Physician Name	some physician
Family Physician Contact Information	416 555 1212 416 666 1212
Primary Language Spoken - Speaks, Understands English?	Yes

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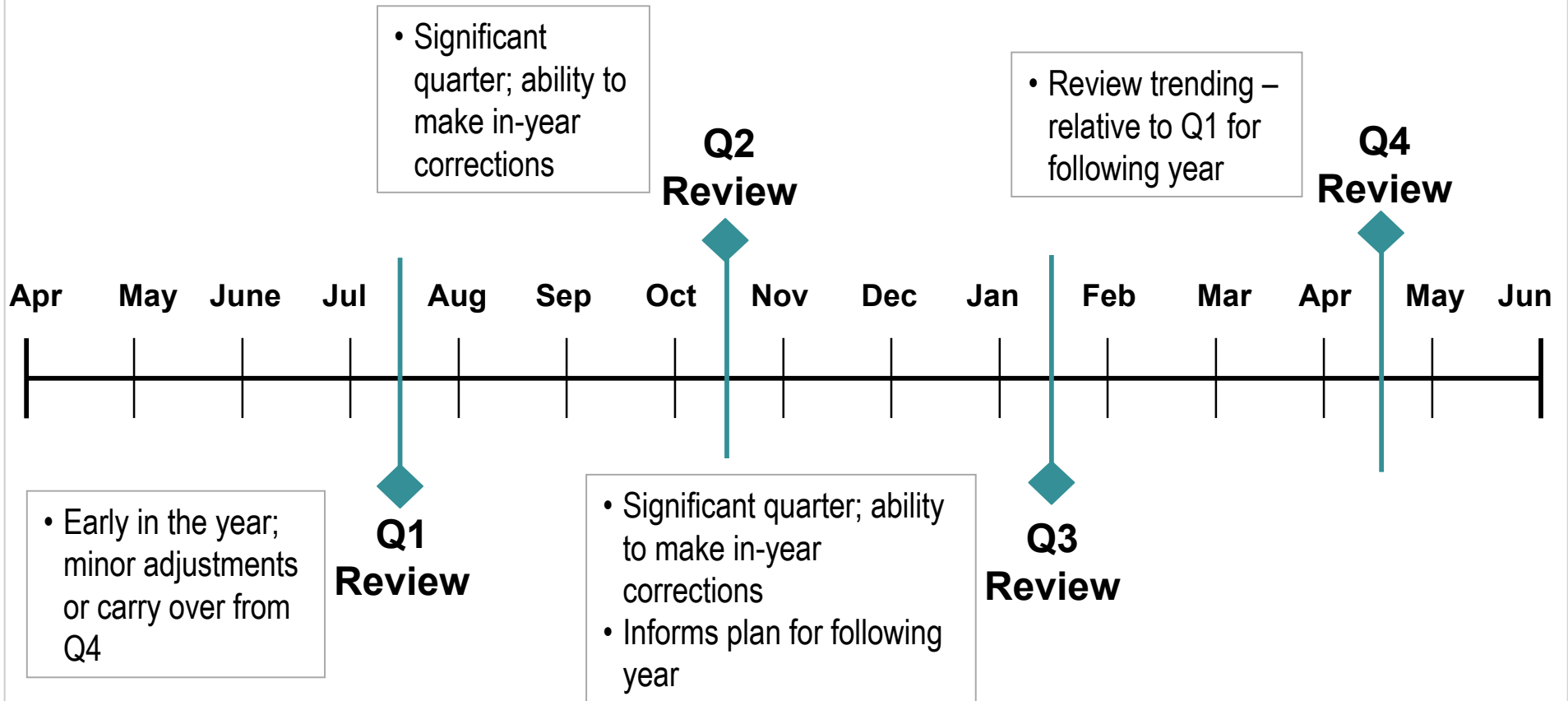
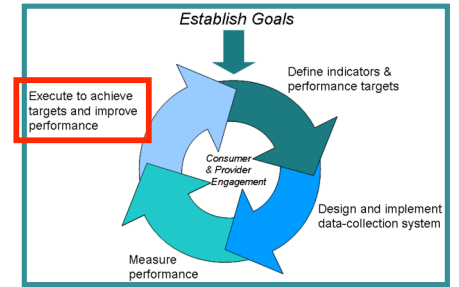
Execute to achieve targets and improve performance



- **Transparency:**
 - Make results public through presentation in Board meetings and posting on websites
- **Clarity:**
 - Accountability Agreements
 - Funding Letters
 - Project Charters
- **Reviews:**
 - Corrective action statements
 - Work closely with provider agencies
 - Engage experts in the field
- **Escalation:**
 - Internal to agencies
 - Intra-LHIN
 - Provincial

Integration Orders & Funding Allocations

Toronto Central LHIN Execution



Healthier People - Positive Change

***The outcome of an effective
Performance Management
approach:***

- An engaged community
- Clear, measurable goals
- Smart program design and funding decisions
- Excellent execution
- A better health care system

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever does”

Margaret Mead

