

Ontario Health and Ministry of Health

Joint OHT Webinar

February 9th, 2022

CONFIDENTIAL – FOR DISCUSSION PURPOSES ONLY

Agenda

Topic	Lead(s)	Timing
Welcome and Land Acknowledgement	Dov Klein, OH	5 minutes
Performance Measurement Framework	Jillian Paul, MoH	10 minutes
OHT and Local Level Reporting Initiative	Sacha Bhatia, OH; Dov Klein, OH	10 minutes
Health System Recovery Dashboard	Chris Lau, OH; Cory Russell, OH	20 minutes
OHT Needs Assessment Survey	Jason Garay, Deloitte	25 minutes
Questions Period	All	15 minutes
Closing Remarks	Dov Klein, OH	5 minutes
<i>Total time</i>		<i>90 min</i>

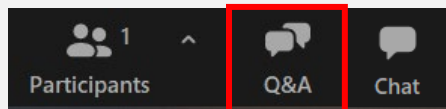
Land Acknowledgement

Housekeeping

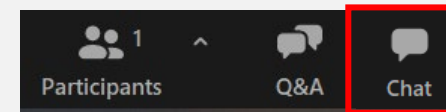
Today's session will be recorded.

Q&A: We encourage you to ask questions as we proceed through the session using the Q&A function. We will do our best to answer your questions throughout the session or during the dedicated Q&A section at the end.

If we are not able to answer your questions today, we will take note of all questions submitted so we can address them in future communications.



Chat: You may use the Chat function to share general comments about the webinar content with other participants; however, please use the Q&A function if you would like to submit questions for speakers.



Technical Assistance: Should you have any technical difficulties during the webinar, email OHTSupport@ontariohealth.ca or send a message to the panelists via the Chat function.



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Performance Measurement Framework

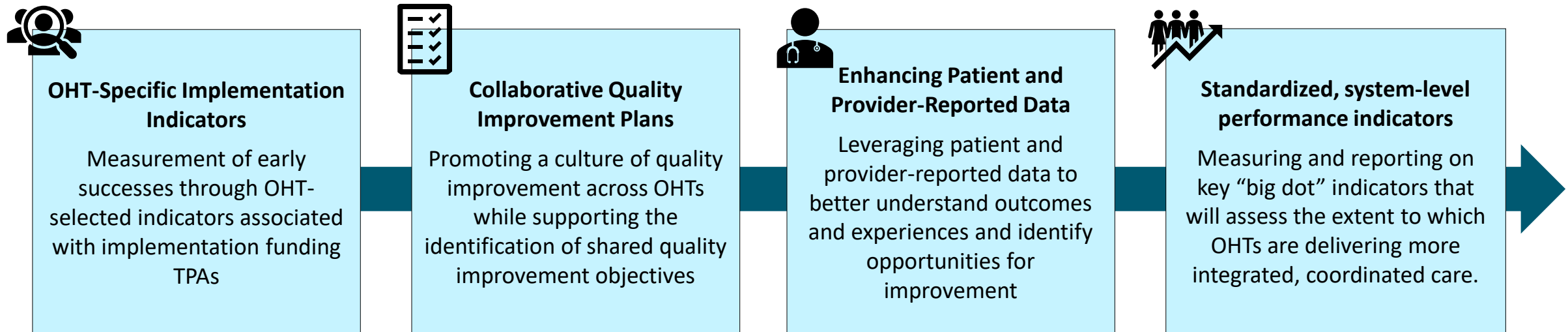
Performance Measurement Framework Overview

*This Framework
was introduced
to OHTs at a
webinar in
March 2021.*

The OHT Performance Measurement Framework is grounded in five overarching principles:

1. Shifting gradually to measuring **improvements in health outcomes at the population-health level**;
2. Developing a **balanced portfolio of metrics** that provide insights into improvements in population health outcomes as a result of increased integration
3. Supporting **sustainable performance and quality improvement**;
4. Improving **equitable access to care** and improving health outcomes and experiences across Indigenous, Francophone, and racialized populations of patients and providers; and
5. Aligning OHT policies and programs with emerging **health system recovery priorities**.

The Framework consists of the phased implementation of four core components:



Successful Implementation to Date: Components 1 & 2

Over the last year, the Ministry and Ontario Health have seen the successful implementation and development of the first two components of the OHT Performance Measurement Framework.

OHT-Specific Implementation Indicators



Key Successes:

- ✓ To date, approved teams have worked closely together to select and report on **over 130 performance indicators**.
- ✓ On average, **48% aim to provide better value and efficiency**, and **31% aim to improve patient and caregiver experiences**.
- ✓ The Ministry and key OHT supports partners have provided various **performance data reports** to teams to assist in understanding performance by priority population and at the OHT level.

Next Steps:

- Approved OHTs will **continue to measure** early integration successes through their self-selected implementation indicators.
- To support shared learning among OHTs, the Ministry is planning to **share a list of indicators** selected by each team, categorized by theme and alignment with the Quadruple Aim.
- To reduce reporting burden and streamline performance measurement, the Ministry and OH are exploring opportunities to **improve indicator alignment**.

Collaborative Quality Improvement Plans



Key Successes:

- ✓ The Ministry and OH worked with system partners to develop **standardized cQIP indicators in alignment with health system priorities**.
- ✓ Ontario Health is providing **targeted resources and supports** (e.g., technical specifications, guidance document) to support ongoing cQIP planning and development.
- ✓ Ontario Health provided **baseline cQIP indicator data** to all approved teams.

Next Steps:

- In alignment with COVID-19 response and recovery efforts, the Ministry and OH are **offering flexibility** in terms of the form and scope of this year's submission.
- OHTs will have the **opportunity to augment their plans** throughout the fiscal year; plans are a work in-progress.
- In the future, efforts will be made to **align quality improvement efforts to reflect current priorities** and system changes.

Upcoming Performance Measurement Priorities: Components 3 & 4

While the implementation of OHT-selected indicators and cQIPs will continue into 2022/23, the third and fourth components of the Performance Measurement Framework will gradually become priorities.

PREMs & PROMs (*work underway*)



Current Status:

- ❖ The ministry and OH are **engaged in continued discussions with system partners on a path forward** to equip OHTs with patient- and provider-reported data.
- ❖ Strategic planning is underway to build a better understanding of the **relevant PROMs initiatives teams may have underway** and how these efforts can be leveraged.
- ❖ The Ministry and OH are **exploring options to advance, expand, and standardize PROMs collection by OHTs**, including identifying the supports required by teams for implementation.

Next steps:

- Pending Ministry and OH direction, by the end of 2022/23 teams may be required to provide an update on any PREMs and PROMs activities and/or collection plans.

System-Level Measures (*work underway*)



Current Status:

- ❖ A joint Ministry-OH **System-Level Measurement (SLM) Committee was formed to act as a knowledge centre** on existing sets of performance indicators that are currently guiding OHTs and the health system, and to monitor for new indicators introduced to OHTs and/or the health system.
- ❖ The Committee has developed an **inventory of current system-level performance indicators** guiding OHTs and the health system (e.g., MOH performance indicators, OHT implementation indicators, HSPN, system recovery, cQIPs).

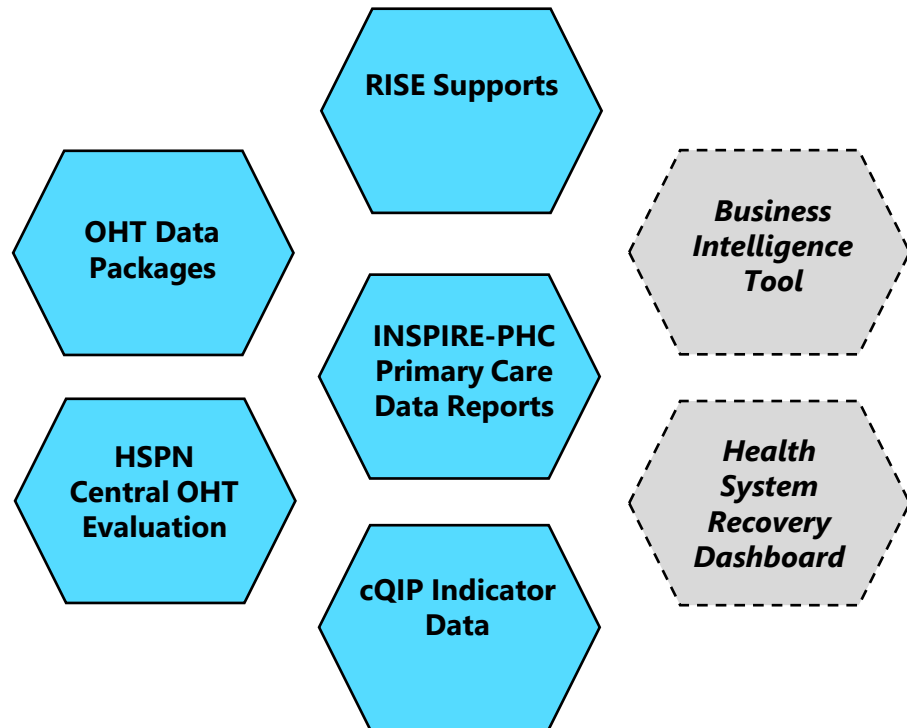
Next steps:

- Pending confirmation and direction from the Ministry and OH, teams may be expected to begin reporting on standardized system-level measures in 2022/23.

Health System Recovery Vision & Goals

The Ministry, Ontario Health, and key supports partners have worked closely together to coordinate and provide various data and analytics tools and supports to OHTs. In alignment with the vision for OHTs, **these supports have represented a shift in performance measurement from individual organizations to population-level health outcomes.**

Examples of Current and Future Data & Analytics Supports for OHTs



- The Ministry and OH are committed to working together and directly with OHTs to provide data and analytics supports that suit the unique needs of your organizations, your partners, and your patient populations.
- We recognize the continued importance of geography to health system planning and effective health service delivery and will work collaboratively to support effective population health management (PHM) practices among OHTs.
- Teams will begin receiving Forward Sortation Area (FSA)-level data to complement (not replace) attribution data and further support local planning.
 - E.g., Business Intelligence (BI) tool, Health System Recovery Dashboard
- The Ministry and OH are committed to a clear and consistent communications approach in detailing how each level of data relates to your OHTs and how this data can be leveraged to support your health system planning work.

OHT and Local Level Reporting Initiative

Background and Vision: Reporting at a Local Level

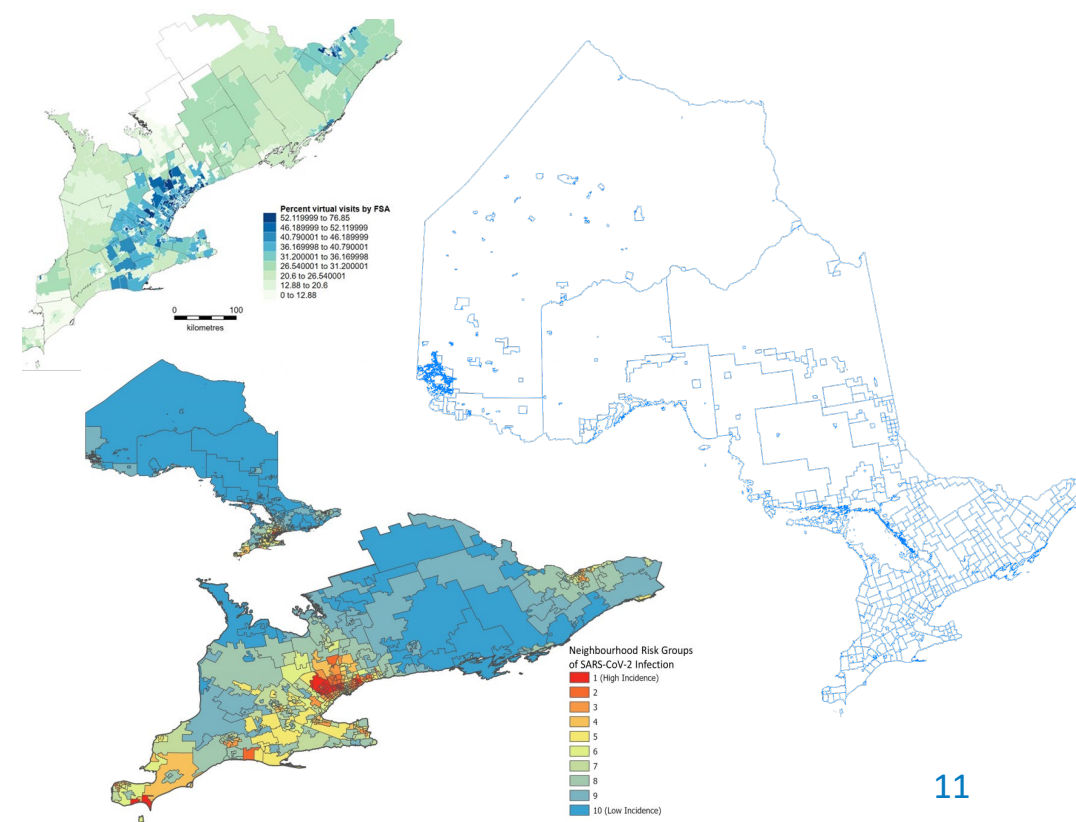
Local level reporting is a key strategy for OH to deliver real and actionable data to support high impact local strategies & the development of OHTs. To start, FSA data will serve as a proxy for equity data as a broader strategy is developed.

Local level reporting is a significant gap in provincial reporting capabilities, with existing reporting geographies such as Regions and LHINs not providing granular enough insight into disparities across local communities. During the pandemic, **OH pioneered FSA-level reporting to guide regional testing and vaccination efforts to identify, plan for and target interventions to communities in need.**

Providers and Regions have all clearly asked for similar data and insights for COVID and Recovery metrics at the local level. This data is seen as key to enabling high priority community strategies and better addressing the needs of providers navigating pandemic and recovery related efforts.

Enabling Equity, Inclusion, Diversity and Anti-Racism (EIDA-R) is a major strategic priority for OH and a key element of better supporting the sector in meeting the needs of the population. **At this point, FSA level reporting is the closest proxy to providing equity data.** This is achieved through connecting with other provincial data sets that provide a view of key population demographic and socioeconomic measures.

OH, has seen this approach in action to support big system goals. **In the coming months, FSA/local area reporting will be combined with OHT-level reporting once the OHTAM is brought into OH. This is part of a system vision of providing all of our data at a local level, including by OHT.**



Current Workstreams

Complete

1

Indicator Development and Production

Select COVID and Recovery indicators to be produced at FSA (or most appropriate) level and **develop a plan for producing these monthly**

Develop **acquisition plan** for data not currently accessible by OH

Ongoing reporting support for COVID and Equity teams. **Support monthly release** of COVID and Recovery metrics at FSA level to the sector

Monthly release to be distributed to all OHTs in a regular cadence

Today: Overview of report and methodology

50% Complete

2

Interim BI Solution Development

Develop monthly data submission process to support **development of solution that can be securely accessed by partners, with enhanced functionality**

Dashboard development: Implement map-based solution, replication of indicators, OHT to FSA crosswalk development, and automation

Validate dashboard with source teams, conduct user acceptance testing, iterate as required

Provision BI solution for OHTs in March 2022

Today: Demo of solution

25% Complete

3

OHT Needs Assessment and Proof of Concept

Implement a scope of work to be completed by April 1, 2022:

- Analyze MOH OHT data packages and internal OH data holdings
- Conduct OHT needs assessment survey
- Evaluate options to aligning and provisioning single data set to OHTs in a scalable BI solution
- Develop PHM approach to sustainably manage this in the future
- Development of Proof of Concept

Today: Review of survey approach and requirements



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Health System Recovery Dashboard Overview

Health System Recovery Vision & Goals

Vision: To optimize access to health care, seizing our best opportunities to work better and differently to achieve a fairer, more integrated, appropriate, and sustainable health system.

Goals:

1. **Increase overall access to preventative care and primary care**, with a focus on reducing inequities for priority populations, including Indigenous and racialized communities.
2. **Increase overall access to community mental health and addictions services**, with a focus on individuals with substance use disorders to address the urgent opioid overdose crisis. This includes a focus on reducing inequities for priority populations, including Indigenous and racialized communities.
3. **Improve overall access to care in the most appropriate setting** (including facilitating transitions from home or hospital to post-acute care, long-term care, or other congregate setting). This includes a focus on reducing inequities within priority populations, including Indigenous and racialized communities.
4. **Increase overall access to scheduled surgeries, procedures, and appropriate diagnostic imaging services**, with a focus on regions, communities, and populations with the greatest reductions in services due to the pandemic. This includes a focus on reducing inequities for priority populations, including Indigenous and racialized communities.



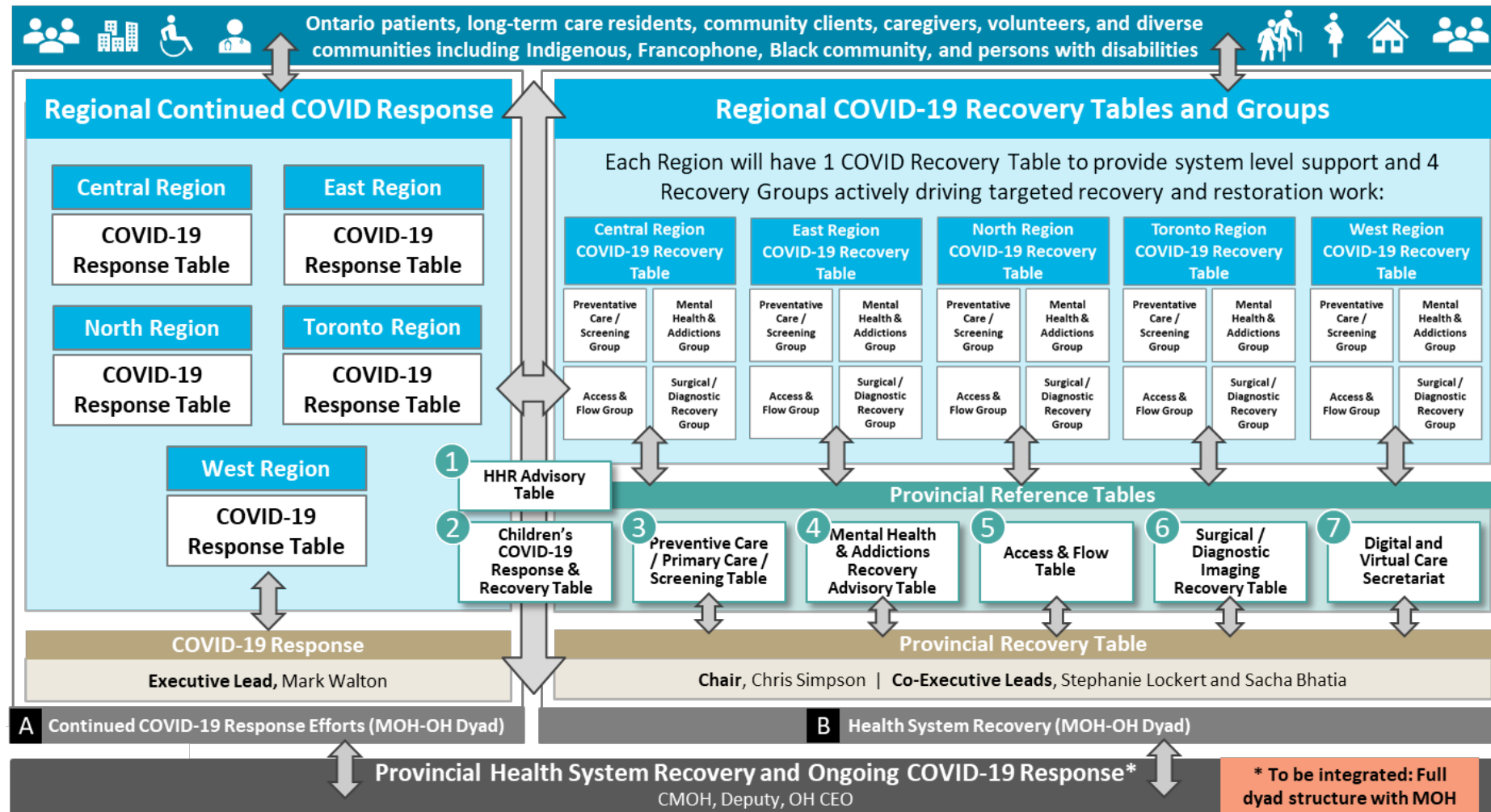
Live Demo



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Health System Recovery Governance: Provincial Approach



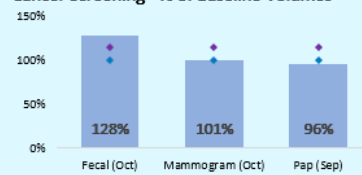
Health System Recovery Dashboard

Goal #1: Increase overall access to preventative care and primary care
with a focus on reducing inequities for priority populations incl. Indigenous, Black and racialized communities

Primary Care Visits (OHIP) (Sep-21)

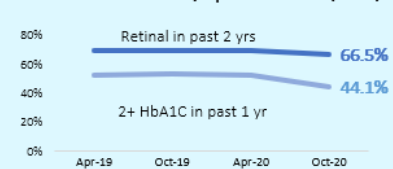


Cancer Screening - % of Baseline Volumes[±]

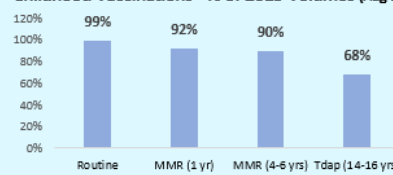


Targets: Sept ♦ Jan ♦
±The baseline for fecal tests as avg volumes from Jan to Mar 2020

Diabetes Patients - % w/ up to date tests (Oct-20)

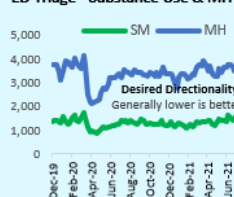


Childhood Vaccinations - % of 2019 Volumes (Aug-21)

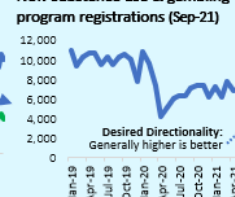


Goal #2: Increase overall access to community mental health and addictions services
with a focus on individuals with substance use disorders to address the urgent opioid overdose crisis, including a focus on reducing inequities for priority populations, including Indigenous, Black and racialized communities

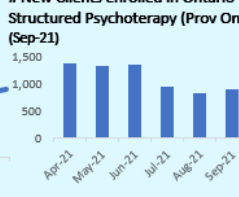
ED Triage - Substance Use & MH



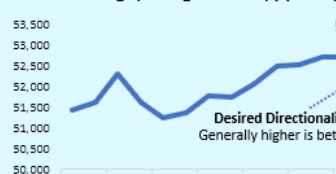
New substance use & gambling program registrations (Sep-21)



New Clients enrolled in Ontario Structured Psychotherapy (Prov Only) (Sep-21)



Clients receiving opioid agonist therapy (Mar-21)



Suspected Drug & opioid-related deaths (Prov Only) (Oct-21)



Reduce spread and impact of COVID-19

(Prov only)

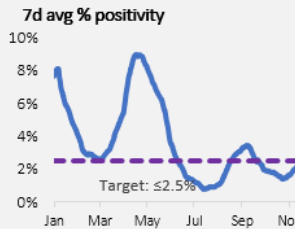
% of 12+ population vaccinated:

1st dose: 88.8% (+0.3%)

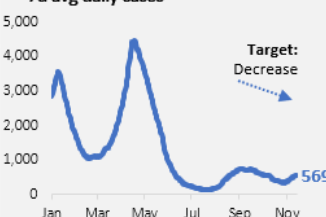
2nd dose: 85.7% (+0.5%)

comparison to last week

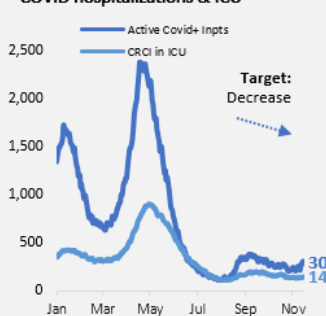
7d avg % positivity



7d avg daily cases

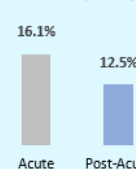


COVID hospitalizations & ICU

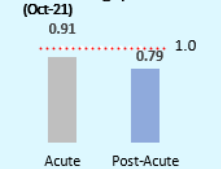


Goal #3: Improve overall access to care in the most appropriate setting
with a focus on reducing inequities within priority populations, incl. Indigenous, Black and racialized communities

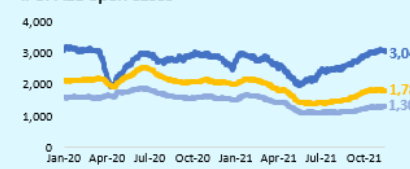
ALC Rate (Oct-21)



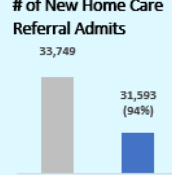
ALC Throughput Ratio (Oct-21)



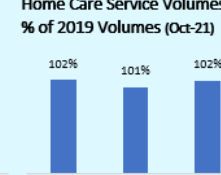
of ALC open cases



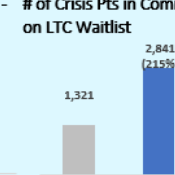
of New Home Care Referral Admits



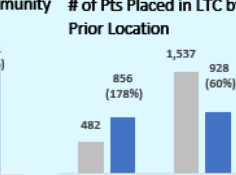
Home Care Service Volumes - % of 2019 Volumes (Oct-21)



of Crisis Pts in Community on LTC Waitlist

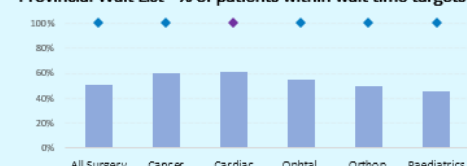


of Pts Placed in LTC by Prior Location



Goal #4: Increase overall access to scheduled surgeries, procedures, and appropriate diagnostic imaging services, with a focus on regions, communities, and populations with the greatest reductions in services due to the pandemic. This includes a focus on reducing inequities for priority populations, including Indigenous, Black and racialized communities.

Provincial Wait List - % of patients within wait time targets

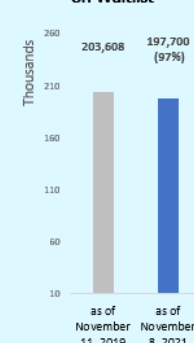


Completed Procedures - Last 4 week volumes vs. pre-pandemic



Targets (TBD): Sept ♦ Jan ♦

of Surgical Patients on Waitlist



OHT Needs Assessment Survey

Project Overview

Ontario Health (OH) and the Ministry of Health (MOH) are seeking to build a data and analytics package and Population Health Management (PHM) model that will support Ontario Health Teams (OHTs) and partners in the pursuit of health system strategies that best reflect the needs of their communities.

Key areas of focus in this work include:

Evaluating current data holdings and data packages available to OHTs at a local level

Better **understanding** the current and future OHT needs and supports for PHM and performance management data and analytics

We are here

Developing a **proof of concept** for a future state PHM dataset and business intelligence solution to provide OHTs with access to timely, actionable data

Clarifying **governance, roles, and expectations** for a PHM support structure for data and analytics

As part of this work, OH and MOH are conducting an **OHT Needs Assessment Survey** to assess current data and analytics resources, performance measurement capacity, and current experiences with data availability and usefulness.



OHT Needs Assessment Survey Overview

- The survey is focused on understanding current and evolving data and analytics needs and supports, as well as the quality and availability of local data assets
- The survey covers several topics:
 - OHT team data and analytics **capacity** and **skills**
 - Experience using **data packages** and other **data sources** for **performance measurement** (e.g., quality, availability)
 - Insight into **current and future data analytics needs**
- Results from the survey will help inform future planning around supports for OHT PHM and performance measurement

Survey Instructions

- Only **one survey per OHT** is requested
- The survey may require input from **multiple PHM and/or data/analytics leaders**
- Key respondents are **encouraged to collaborate** with subject matter experts as required, and to coordinate/delegate responses as needed across the OHT to submit a single response
- Estimated to take approximately 45 min to complete online; please try and **complete in one sitting** if possible
- A **hard copy PDF** of the survey was provided in the email with the survey link to facilitate collaboration

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OHT Population Health Management Needs Assessment

Name of OHT submitting survey:


Names of key respondent(s):

Types of Questions

1. Free Text

- Allows you to answer by sharing descriptive details
- **1250-character limit**

If your team accesses external parties for data and analytics services (e.g., outsourced), please identify who provides this service, the types of roles utilized, and approximate hours per month. This question requires a response. Please enter N/A if needed.

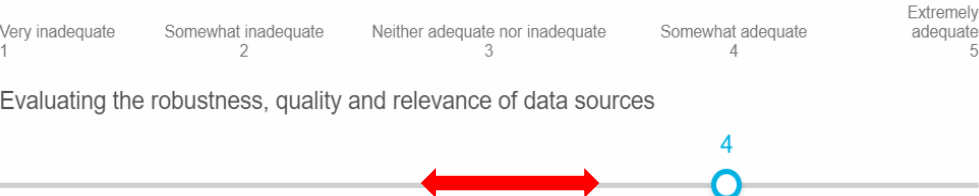


Characters remaining: 1250

2. Sliding Scale

- Some questions allow you to select from a range between 1 – 5
 - **1 = Very inadequate, 5 = Extremely adequate**
- Slide the **blue** icon to appropriate rating

4. How would you rate your OHT's collective capabilities across the following skills from 1 (very inadequate) - 5 (extremely adequate):



Very inadequate 1 Somewhat inadequate 2 Neither adequate nor inadequate 3 Somewhat adequate 4 Extremely adequate 5

Evaluating the robustness, quality and relevance of data sources

4

3. Multiple Choice

- When stated, you can select more than one option

2. Which option(s) best describes your OHT's approach to data and analytics (e.g., reporting, decision support services)?
(Select all that apply)

- ☒ We have an OHT-wide team that is dedicated to reporting and decision support
- ☒ We rely on staff (e.g., decision support) within one or more of our OHT partner members to provide data and analytics support at an OHT-level

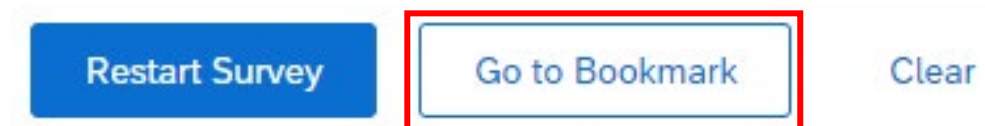
Frequently Asked Questions

“I cannot answer a question right now, how can I revisit it later?”

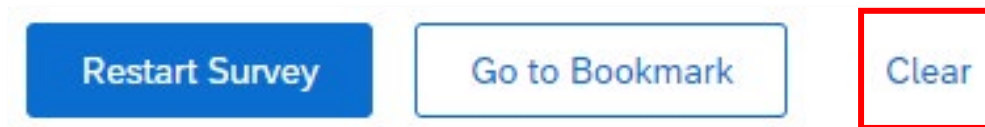
At any point during the survey, you can **“Place Bookmark”** on a page. This allows you to go back to where you left off.



Once the bookmark has been placed, you can advance forward. Once ready to revisit your bookmark select, **“Go to Bookmark.”**



When you no longer need the bookmark, select **“Clear.”**



Tip: Be mindful of the **“Restart Survey”** button. This will clear all responses previously entered in any of the survey questions.



Frequently Asked Questions

"I am clicking on the arrow to advance, why can't I move forward to the next page"

The survey will not allow you to advance unless **all mandatory questions have been answered**.

If you do not have an answer to a question, please type, **"N/A"** as it will not allow you to continue with unanswered questions.

This question requires a response. Please enter N/A if needed.

Characters remaining: 1250

Frequently Asked Questions

“How much can I add in the free text? How can I see the full view of what I am typing?”

You have the option to click and drag the **bottom right corner** to adjust the textbox to the appropriate size required

1250 characters is approximately **300 words**...choose wisely!

Additional comments:

A screenshot of a text input field. The field is a light gray rectangle. At the bottom right corner, there is a small, dark gray square handle with a diagonal line. A red circle is drawn around this handle, indicating it can be clicked and dragged to resize the text box.

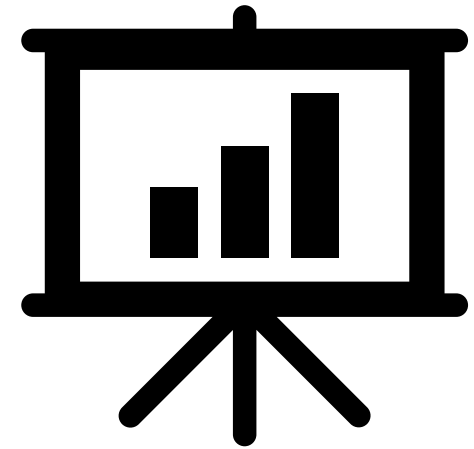
Characters remaining: 1250

Frequently Asked Questions

“How is this survey going to help me?”

Your answers to this survey will be summarized and shared with Ontario Health to help plan for future investments in PHM data and analytics.

The results will help inform the development of a new and expanded interactive PHM dataset for OHTs



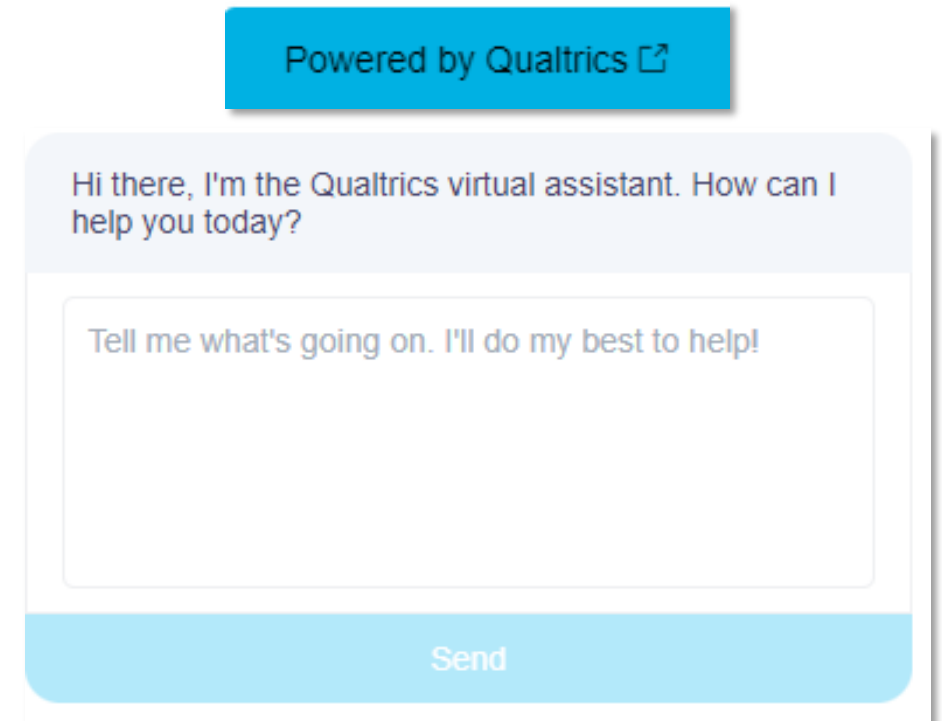
Frequently Asked Questions

“I am experiencing a technical issue while completing the survey. Who do I contact?”

If you are experiencing any IT issues i.e., cannot progress to the next page, you lost your survey data, hover over the **“Powered by Qualtrics”** icon in bottom-right corner of the webpage.

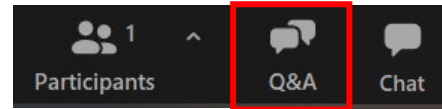
Once selected, the Qualtrics support page will appear with an interactive **virtual assistant** who can help.

If you are still experiencing issues, please reach out to Cory Russell at cory.russell@ontariohealth.ca



Questions?

Please submit questions using the Zoom Q&A function:



A summary of the Q&A will be sent to participants following the webinar.

Closing Remarks



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Key Takeaways

To date, we have adopted a flexible approach to implementing the OHT model in Ontario, while OH has grown and taken on a greater role in health system transformation initiatives across the province.



From a policy and planning perspective, **the Ministry and OH will continue to work collaboratively** to support and advise OHTs and advance the OHT model in Ontario.



OH supports the implementation of the OHT model, including but not limited to performance measurement and accountability, and data & analytics strategy and supports.



The **Ministry and OH are jointly committed to a clear and consistent communications approach** that ensures OHTs have the information they need to inform and implement their performance measurement work.



OH and the Ministry will continue to collaborate to tackle barriers to data access, review privacy authorizations and implement streamlined processes to get the information you need.



As the new data platform and reporting options come online, **ongoing feedback and collaboration with the OHTs will be crucial** to ensure relevance.



Please collaborate with your partners within the OHTs to provide the most accurate responses to the survey, as this will be used for planning and investment purposes within the next year.



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