

Ministry of Health

Ontario Health Teams

Central Program of Supports

Ministry of Health

August 14, 2019

Welcoming Remarks

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Ministry of Health

Today's Webinar

1. Status update on the Ontario Health Team Readiness Assessment process
2. Central Program of Supports walkthrough
3. Qs and As

1. Status Update

Recall: Ontario Health Teams Readiness Assessment

- Ontario Health Teams will provide a full and coordinated continuum of care to a defined population of Ontario residents, and will be accountable for the health outcomes and health care costs of that population.
- Groups of healthcare providers and organizations can become Ontario Health Teams through the Readiness Assessment process. The process is standardized and will be repeated until full provincial scale is achieved.
- The Readiness Assessment process consists of several stages and is intended to evaluate readiness against the criteria set out in the Guidance Document.



- The process helps identify how ready a team is to implement the model. There are different stages of readiness, ranging from

In Discovery → In Development → Ontario Health Team Candidate

Current Status

- To onboard interested groups of providers and organizations, the first readiness assessment process was launched on April 3, 2019.
- More than 150 Self-Assessment submissions were received. Submissions reflected broad geographic coverage and sector representation.
- The Ministry has completed its review of Self-Assessment submissions.
- Submissions were reviewed according to a standardized evaluation approach that was vetted and endorsed by a panel of third-party experts. Key design features included:
 - ✓ Standard criteria for each model component:
 - ✓ *Readiness, Alignment, Overall Clarity and Coherence*
 - ✓ Standard scoring rubric
 - ✓ Multiple raters
 - ✓ Competency-based review
 - ✓ Minimization of scoring bias through randomization and interrater agreement
 - ✓ Population lens

Current Status cont'd

All providers/teams have been notified of the results of the Self-Assessment review:

- 31 teams have been invited to complete a Full Application
- 41 teams are In Development and working towards Full Application
- 9 teams are considered Innovative Models
- Remaining providers/teams are In Discovery

Teams that have been invited to Full Application have been provided with

- A ministry point of contact – your 'one-window' liaison for access to supports, key communications, and questions
 - Your ministry point of contact can help direct you to available resources, find answers to technical questions, and keep you apprised of upcoming events and newly released supports
- Your preliminary data package based on your attributed population
- Access to RISE and the OHT community of practice

2. Central Program of Supports Walkthrough

Central Program of Supports: Principles

The ministry is building a **central program of supports** that is:

- ✓ **Grounded in the Ontario Health Team model**
- ✓ **Built to “meet teams where they are”** on the OHT readiness / maturity journey
- ✓ **End-user centred** and co-designed where possible
- ✓ **Iteratively** developed and **continuously improved**
- ✓ **A mix of general and customized supports to teams**

The program will be **delivered**:

- ✓ Through a **coordinated mechanism** within the ministry
- ✓ **By partners with expertise and experience** in a defined area of support, working within a **collaborative network**
- ✓ Through **various modalities** (e.g., information, guidance, tools, checklists, webinars, communities of practice, online learning collaboratives)

Key Resources Available

Teams are encouraged to access the **ministry's central program of supports** for resources and assistance to improve their readiness to implement the Ontario Health Team model wherever they are in the readiness assessment process.

Teams can access this central program through the Ministry of Health website:

<http://health.gov.on.ca/en/pro/programs/connectedcare/oht/default.aspx>



Key resources include:

- **Coming soon: Ontario Health Teams: Digital Health Playbook** - use this playbook to help understand how you can build a digital health plan for Ontario Health Teams that supports the delivery of integrated care.
- **Rapid-Improvement Support and Exchange (RISE)** - an interactive website that provides access to resources, experts and assistance for potential Ontario Health Teams.
- **Practice Guides on Implementing Integrated Care** – a series of guides that teams can use to implement the Ontario Health Team model found at <http://hsprn.ca> and also linked from the RISE website.



Introducing the Digital Health Playbook

The **Digital Health Playbook** has been created to support prospective Ontario Health Teams (OHTs) in the development of their digital health plan, including fostering interoperability and the exchange of information to support integrated care. It outlines how the adoption and use of digital health solutions can help OHTs to meet their clinical and performance objectives, and provides a general overview of the types of tools, requirements and policy directions that will guide the creation of digitally-enabled OHTs.

Benefits of the Playbook:

- ✓ Offers a simple overview of complex digital health concepts in one shared resource;
- ✓ Illustrates how OHTs can leverage existing digital health tools, services and programs;
- ✓ Sets clear expectations for OHTs in their use of digital services, including any required services and tools;
- ✓ Supports interoperability and comparability of technologies across the health care system;
- ✓ Increases digital readiness for future OHT applicants.

The Playbook is made up of **5 simple “Plays”** providing foundational digital health concepts, options available in Ontario’s digital health landscape and contact information for questions and inquiries.

In addition to the Plays, readers are given access to:



The Digital Health Service Catalogue

A comprehensive set of digital tools, services and infrastructure assets that will assist OHTs in fulfilling digital health requirements, while balancing local health needs.



The Digital Health Policy Guidance Document

A set of provincial policy directions for acquisition, implementation, and use of digital tools and services.



The Playbook will be released this August, followed by a webinar to review content and questions.



RISE's Contributions to the Ontario Health Teams (OHTs) Central Program of Supports

Ministry of Health Webinar

John N. Lavis, MD PhD, [RISE Co-lead](#) | @ForumHSS
Director, McMaster Health Forum, McMaster University

Jeremy M. Grimshaw, MBChB PhD, RISE Co-lead | @GrimshawJeremy
Senior Scientist, Centre for Implementation Research, Ottawa Hospital Research Institute

Robert J. Reid, MD PhD, RISE Co-lead
Chief Scientist, Institute for Better Health, Trillium Health Partners

Need

- Teams on an OHT readiness path will need to learn and improve rapidly in
 - Designing each of the **8 OHT building blocks** (and making strategic choices in each of 58 domains) - see slide 6
 - Harnessing these building blocks to achieve specific targets related to the **care experiences and health outcomes for their year 1 priority populations**
 - They can then build on these experiences in steadily expanding their priority populations in later years
- OHTs do not need to
 - Ignore the lessons learned from technical supports to U.S. ACOs
 - Pay expensive consultants
 - ‘Drink from a fire hose’ (of all available information) when they can ‘drink from a glass’ (of information on the exact challenge they face)

Vision and Mission

- RISE's **vision** is a rapid-learning health system that continually 'ups its game' in achieving the quadruple aim of improving care experiences and health outcomes at manageable per capita costs and with positive provider experiences
- RISE's **mission** is to contribute to the OHTs Central Program of Supports by providing timely and responsive access to Ontario-based 'rapid-learning and improvement' assets
 - In fulfilling this mission, RISE is committed to ensuring that
 - OHTs have equitable access to support
 - those with expertise have equitable opportunities to contribute to this support

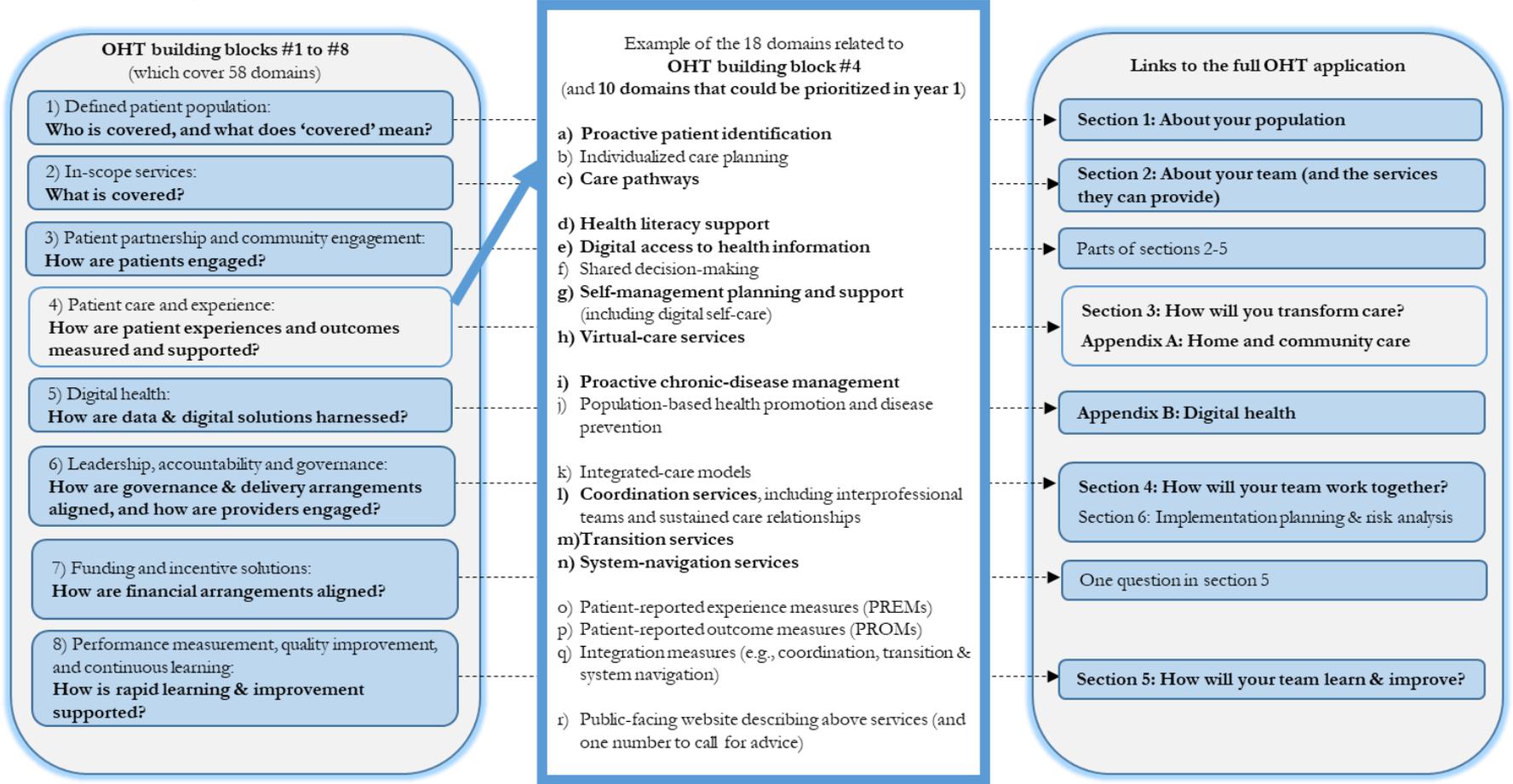
Program Objectives

- Develop and iteratively improve over time **packages of support** that respond to evolving OHT developmental priorities
 - e.g., upcoming **regional sessions** (Hamilton, London, Ottawa, Sudbury and both downtown & north Toronto), with Webex and webinar recordings to extend the reach
 - e.g., series of six weekly **webinars** on key challenge areas
- Deliver ‘on demand’ (or facilitate the delivery of) a suite of **activities** (e.g., webinars) **and products** (e.g., 13 RISE briefs at or shortly after launch)
- Build and engage an **OHT community of practice among teams on an OHT readiness path**, with a particular focus on issues emerging through the OHT application process (and over time move into a facilitation role as OHTs increasingly steer the community of practice)

Program Objectives (2)

- Build and engage a RISE community of practice among those who can support local teams
- Maintain a website (www.OHTrise.org | www.ESSOrise.org) and disseminate a monthly e-newsletter to provide a structured 'way in' and disseminate 4 types of resources
 - RISE resources (e.g., RISE brief on population-health management)
 - Resources prepared by other partners (e.g., HSPRN practice guides on implementing integrated care)
 - Resources prepared by the ministry (e.g., OHT guidance document and jurisdictional scan of integrated-delivery systems)
 - Systematic reviews and economic evaluations on topics for which no OHT-specific resources are yet available

Building Blocks, Domains & Full Application Form



'Key Resources' Webpage Provides an Overview

RISE briefs about the 'big picture'

- [RB1: OHT building blocks](#) (with Excel)
- [RB2: Leadership infrastructure & work plans](#) (with Excel)

RISE briefs about addressing challenges

- [RB3: Collaborative governance](#)
- [RB4: Primary-care leadership & engagement](#)
- [RB5: Community engagement](#)
- [RB6: Population-health management](#) *
- RB7: Digital health
- [RB8: Data analytics](#) *

RISE briefs that provide background

- [RB9: Evidence sources](#) *

RISE briefs that provide background (cont'd)

- [RB10: Ontario's health system](#)
- [RB11: Accountable-care organizations](#)
- [RB12: Rapid learning and improvement](#)
- [RB13: Communities of practice](#)

RISE briefs about specific building blocks or related domains

- [RB14: Caregiver empowerment](#)

Rapid syntheses (to inform RISE briefs)

- [RS1: Accountable-care organizations \(updated and extended\)](#)
- [RS2: Caregiver empowerment](#)

RISE briefs under consideration

- Lessons learned from evaluations of integrated-care initiatives

*RBs 6, 8 & 9 share a summary sheet to support improving care experiences & health outcomes in year 1 priority populations

A Box in each RISE Brief Identifies Content by Building Block & by Section/Question in the Full Application Form



RISE brief 6: Population-health management
(Last updated 8 August 2019)

Overview

Ontario Health Teams (OHTs) will need to learn and improve rapidly to achieve specific targets related to the care experiences and health outcomes of their year 1 priority populations (building block #4). They can then build on these experiences in steadily expanding their priority populations (building block #1) and in-scope services (building block #2) in later years, with the goal of eventually optimizing care experiences and health outcomes for the attributed population for which they're accountable, while keeping per capita costs manageable and provider experiences positive (i.e., achieving the quadruple aim).

A key part of this learning and improvement will involve transitioning from responding reactively to the patients seeking care now from OHT partners to being proactive in meeting the needs of the broader population for which the OHT is accountable. OHTs can do this in two ways:

1) take population-health perspectives to the delivery of

Box 1: Coverage of OHT building blocks & relevance to sections in the OHT full application form

This RISE brief primarily addresses **building block #4** and secondarily **building blocks #1 and #2**:

- 1) **defined patient population** (secondary focus)
- 2) **in-scope services** (secondary focus)
- 3) patient partnership and community engagement
- 4) **patient care and experience** (primary focus)
- 5) digital health
- 6) leadership, accountability and governance
- 7) funding and incentive structure
- 8) performance measurement, quality improvement, and continuous learning

It is relevant to **section 3** (how will you transform care?) and **appendix A** (home and community care) in the [OHT full application form](#).

'All Resources' Webpage Curates Content by Building Block & by Section/Question in the Full Application Form

- Building block #1: Defined patient population (who is covered, and what does 'covered' mean?)** +
 ['Section 1: About your population' in the OHT full application form]
- Building block #2: In-scope services (what is covered?)** +
 [Parts of 'Section 2: About your team' (questions 2.1, 2.2, 2.5 and 2.7-2.10) in the OHT full application form]
- Building block #3: Patient partnership and community engagement (how are patients engaged?)** +
 [Parts of Sections 2 (question 2.10), 3 (question 3.5.2, 3.7.1-3.7.3 & 3.8), 4 (question 4.2) & 5 (question 5.3 & 5.4) in the OHT full application form]
- Building block #4: Patient care and experience (how are patient experiences and outcomes measured & supported?)** -
 ['Section 3: How will you transform care?' and 'Appendix A: Home care' in the OHT full application form]

Domain	RISE resources	Partner resources	Ministry resources	Curated searches
All or most domains	RB6: Population-health management	HSPRN practice guides on implementing integrated care	Jurisdictional scan of select integrated-care systems	
15) Proactive patient identification				Browse results
16) Individualized care planning				Browse results
17) Care pathways				Browse results
18) Health literacy support				Browse results

For Teams In Development and In Discovery

- Read RISE briefs that help you
 - Learn more about OHTs
 - RB1: OHT building blocks (with Excel)
 - Address specific areas of feedback you received (if applicable)
 - RB2: Leadership infrastructure and work plans
 - RB4: Primary-care leadership and engagement
- Join events profiled on the RISE website

For Teams Invited to Full Application

- Read RISE briefs that help you
 - Address specific areas of feedback you received
 - RB3: Collaborative governance
 - RB4: Primary-care leadership & engagement
 - RB13: Community engagement
 - Design the **8 OHT building blocks**
 - Harness these building blocks to achieve specific targets related to **care experiences and health outcomes for year 1 priority populations**
 - RB6: Population-health management
 - RB8: Data analytics
 - RB9: Evidence sources
- Join events profiled on the RISE website
- Join and actively contribute to the OHT community of practice
(see 'Exchange with OHTs' on the RISE website)

For Those Who Can Support Local Teams

- Read RISE briefs that help you understand what teams need now (and will need in future) and how to talk about how you can help from any of the following vantage points
 - Researchers who bring research knowledge
 - Patient partners, family members and caregivers who bring lived experience
 - Health-system partners who bring experiential and tacit knowledge
 - Health-system partners who bring contextual knowledge (e.g., care in north)
 - Health-system partners (e.g., associations) who bring much of the above plus delivery-mechanism capacity (e.g., coaching and communication infrastructure)
- Join events profiled on the RISE website
- Join and actively contribute to the RISE community of practice (see 'RISE exchange' on the RISE website)
- Send OHT-targeted documents and descriptions of OHT-targeted events (both upcoming and recorded) to rise@mcmaster.ca

For Everyone: Join a Regional Session In Person or on Webex

- Six communities
 - Toronto (downtown) on Friday 16 August
 - Sudbury on Monday 19 August
 - North York on Tuesday 20 August
 - London on Wednesday 21 August
 - Hamilton on Thursday 22 August
 - Ottawa on Wednesday 28 August
- Three types of sessions
 - Teams in discovery and in development
 - Teams invited to full application
 - Those who can support local teams
- Registration and more details are available under ‘Join events’

For Everyone: Join a Webinar Where We'll Dive Deeper Into Select Topics

- Six lunchtime (12-1 pm) webinars focused on topics particularly relevant for teams invited to full application
 - Monday August 26
 - Tuesday September 3
 - Monday September 9
 - Thursday September 19
 - Monday September 23
 - Tuesday October 1
- Registration and more details will be available under 'Join events'

www.OHTrise.org

(in French: www.ESOrise.org)

Practice Guides on Implementing Integrated Care

Health System Performance Research Network (HSPRN) has released a consolidated document of four practice guides for Ontario Health Teams at <http://hsprn.ca>.

The guides are relevant for any group of providers and organizations aiming to implement a connected health care system centred around patients, families and caregivers.

Each of the four guides focuses on a different aspect to better integrate care.



3. Questions and Next Steps

Upcoming Webinar

- **Thursday, August 15 from 12:00 PM to 1:00 PM: *Defining the Ontario Health Team Population***
 - An important step in Ontario's shift towards a population health model is identifying the population for which an Ontario Health Team will be responsible at maturity. This webinar will be co-hosted by ICES and the Ministry of Health and will provide an overview of the patient attribution approach being leveraged to enable the Ontario Health Team model.
 - This webinar will provide an opportunity to hear from Dr. Thérèse Stukel and Dr. Rick Glazier, Senior Core Scientists with ICES regarding the principles behind the methodology used to identify patient-provider networks in Ontario. The Ministry of Health will summarize how the ICES methodology has been applied to the Ontario Health Team model, followed by an opportunity for participants to ask questions.

Calendar of Upcoming Regional Sessions

August

Monday	Tuesday	Wednesday	Thursday	Friday
			1	2
HOLIDAY	6	7	8	9
12	13	14	15	16 <u>RISE Regional Session</u> City: Toronto Time: 8:30 – 1:30 p.m.
19 <u>RISE Regional Session</u> City: Sudbury Time: 9:30 – 2:30 p.m.	20 <u>RISE Regional Session</u> City: Richmond Hill Time: 8:30 – 1:30 p.m.	21 <u>RISE Regional Session</u> City: London Time: 9:30 – 2:30 p.m.	22 <u>RISE Regional Session</u> City: Hamilton Time: 12:30 – 5:30 p.m.	23
26	27	28 <u>RISE Regional Session</u> City: Ottawa Time: 8:30 – 1:30 p.m.	29	30

Questions?