

Ministry of Health

Ontario Health Teams Virtual Engagement Series

OHT Performance Measurement Framework

March 2021

Land Acknowledgement

We gather today virtually from many parts of what is now called Ontario.

I acknowledge I am joining this meeting from the area covered by Treaty 13, also known as the Toronto Purchase.

Traditionally, Toronto was a gathering place for many nations including the Anishnaabeg, the Haudenosaunee and the Wendat peoples.

We are grateful for the opportunity to live, meet and work on this territory and pay respects to the Mississaugas of the Credit.



Webinar Participant Instructions

Ministry of Health
**Ontario Health Teams
Virtual Engagement Series**

**OHT Performance Measurement
Framework**

March 2021

Recording...

Ontario 

Webinar Controls

Desktop Device

- click meeting controls at the top/bottom of your screen

Mobile Device

- Tap your screen for controls to appear

Chat Participants 1

1 Chat Box

From Me to **All panelists and attendees:**

Great representation from all regions here today!

I would be very interested to hear how other OHTs have managed during Covid-19; any lessons learned from others would be valuable

From Me to **All panelists:**

I am having trouble hearing the current presenter.

Is there a number I can use to dial in?

2 Q & A

From Me to **All panelists and attendees:**

Please put your questions into the chat box

Context and Objectives

The implementation of Ontario Health Teams (OHTs) remains a priority for the Ministry of Health. As COVID-19 continues to pose unprecedented challenges to health system capacity, the ministry remains committed to a flexible approach to OHT implementation.

- We have heard from teams that more regular engagement opportunities with the ministry, experts and other teams would better support achievement of key milestones and advancement of the OHT model.
- The *OHT Virtual Engagement Series* is an opportunity for teams to learn and ask questions about areas of common interest. The *OHT Virtual Engagement Series* will consist of:

1 A newsletter style communication:

- ✓ sent from the OHT Mailbox (ontariohealthteams@ontario.ca)
- ✓ provides a high-level overview of OHT implementation updates and upcoming supports activities
- ✓ shares a link for the upcoming interactive session

2 An interactive session:

- ✓ provides details on information shared within the newsletter
- ✓ provides an opportunity for questions
- ✓ provide a venue for the sharing of experiences, successes and challenges

Today's Discussion

AGENDA

00

Key Highlights:

- Today's key take-aways

01

Performance Measurement Framework Overview:

- Overview of the Performance Measurement Framework key components and objectives
- Highlight key takeaways from Performance Measurement Consultations

02

OHT Selected Indicators & Reporting

- Identifying themes in OHT-selected indicators
- Outline reporting requirements / templates
- Address timelines

03

OHT Evaluation & Measurement Support

- Alignment between OHT evaluation Framework implementation.
- Highlight supports offered by Ontario Health
- Outline the supports offered through the Impact Fellows Program

04

Q&As, Wrap Up:

- Q&A session
- Wrap up

Key Take-Aways



OHT implementation, including implementation of the OHT Performance Measurement Framework, will continue to **move forward with flexibility** as the health system responds to COVID-19.



The OHT Performance Measurement Framework will be phased-in via discrete but related steps to limit data / reporting burden and recognize the local priorities and pressures of the diverse OHTs.

- ❖ In the near-term, OHTs are asked to measure and report on the three indicators selected by each team. Supports, guidance and further information will be released on the other components of the Framework over time.
-



To uphold its commitment to flexibility, **approved teams will be supported to progress** their models through:

- ❖ Deferring deadlines for some of the deliverables set out in the Transfer Payment Agreement (TPA).
 - ❖ Receiving provincial guidance and templates to support completion of TPA deliverables.
-



The ministry recognizes the work of many teams who are **addressing the impacts of COVID-19 on underserved communities** and is exploring opportunities to help further this work.



Ministry and partners are working together to **offer supports for teams at all stages of implementation**, including working in collaboration with OH to support OHT development and performance measurement

Key Ministry Updates



LHIN Transfers & Home and Community Care

- On April 1, 2021, the Local Health Integration Networks (LHINs) will begin operating under a new business name: Home and Community Care Support Services. Patient care functions including home care services, long-term care home placement services, and referral to community services, will continued to be delivered by LHINs.
- The ministry is working closely with the LHINs and OH to plan the gradual transition of home care responsibilities to OHTs and other points of care in the health system over time.

Digital First for Health



- The Digital First for Health strategy offers a range of OHT supports, including:
 - Enabling the seamless exchange of info through the Digital Health Information Exchange.
 - Modernizing provincially funded digital health solutions to ensure providers have easy access to patient information at the point of care.
 - Updating the Digital Health Playbook to provide clearer direction to the field; ensuring there is regional and local digital health expertise to support OHTs.

Upcoming Release of Guidance Materials



- The ministry is working with key partners to release guidance for OHTs as they prepare their:
 - Patient, Family and Caregiver Partnership and Engagement Strategies
 - Primary Care Communications Protocols; and
 - Harmonized Information Management Plans
- Guidance Materials are planned for release later this month. The guidance will be followed with information and learning sessions.

1. OHT Performance Measurement Framework Overview

- Overview of the Performance Measurement Framework's key components and objectives
- Key takeaways from performance measurement consultations

- Jillian Paul, Director, Integrated Policy & Planning Branch

Connecting Care for Patients & Achieving the Quadruple Aim

At maturity, Ontario Health Teams will be in every region of the province, providing Ontarians with:



A group of health care providers that delivers all health care services as one team, no matter where they are located



Access to 24/7 coordination and navigation services, resulting in seamless care transitions and better experiences



Publicly accessible information on how their local system is performing. All OHTs will be held to a standardized performance framework based on the internationally recognized Quadruple Aim



A team of providers, functioning as one team, who share funding and are rewarded for improvements in patient outcomes and experiences



More options to access health services that make sense for them

How OHTs will Transform Care

OHTs will drive improvements across the Quadruple Aim:

Better Patient and Caregiver Experiences



Better Patient & Population Health Outcomes



Better Value and Efficiency



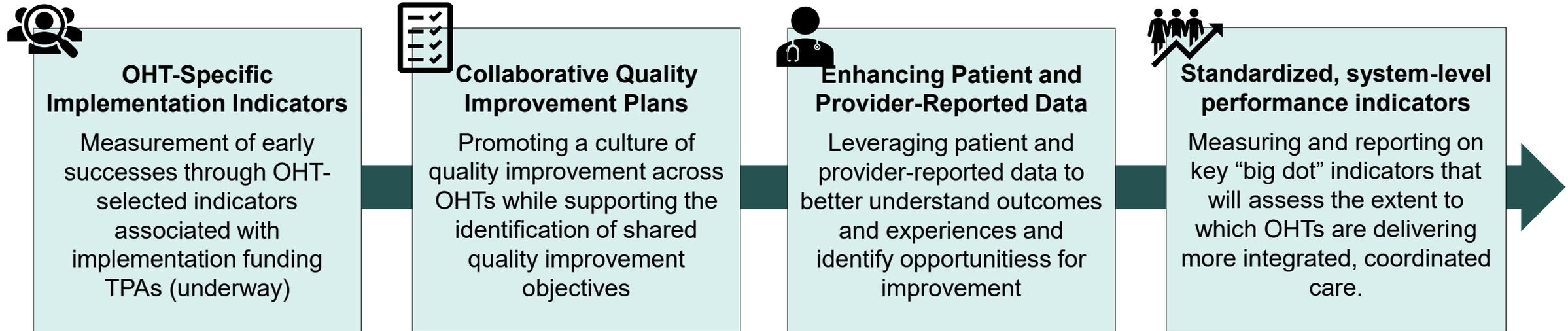
Better Provider Experiences



The OHT performance measurement framework will illustrate the impact of OHTs in the near-term and, over time, assess the extent to which OHTs provide more integrated care, according to the principles of the Quadruple Aim.

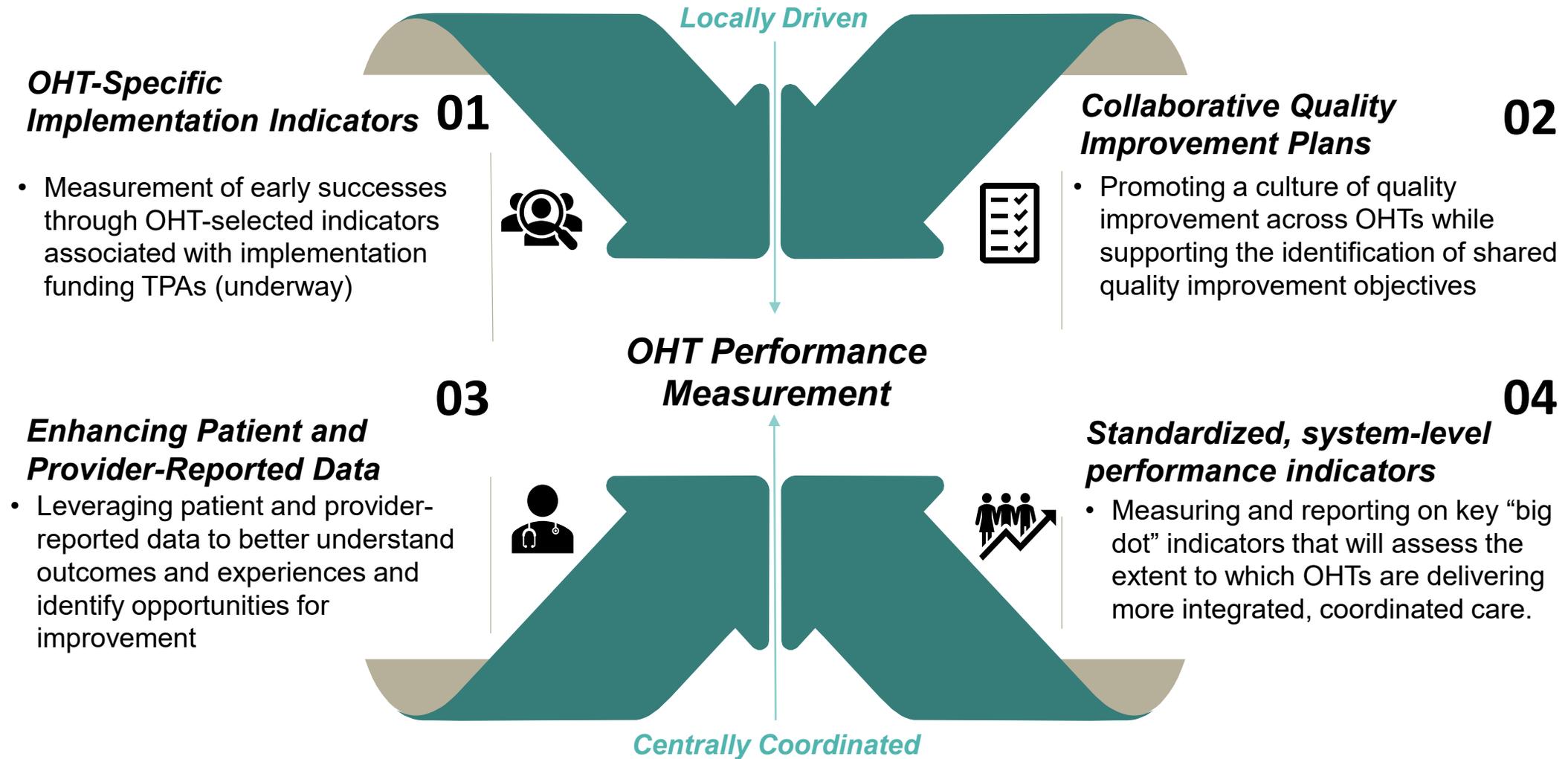
OHT Performance Measurement Framework Overview

- The OHT Performance Measurement Framework is grounded in three foundational principles:
 - Shifting gradually to measuring improvements in health outcomes at the population-health level
 - Developing a balanced portfolio of metrics that provide insights into improvements in population health outcomes as a result of increased integration
 - Supporting sustainable performance and quality improvement
- The Framework consists of the phased implementation of four core components:



The ministry and its implementation support partners will monitor and identify learnings from near-term implementation activities to highlight early successes and better understand how OHTs are progressing against identified goals.

Local & Centrally Coordinated Approaches to Performance Measurement



Performance Measurement Consultation Feedback:

- Consultations have been underway since the summer of 2020 to validate and inform the key components of the Performance Measurement Framework.
- To date, the ministry has consulted with more than 20 key stakeholders, associations, and organizations on the framework.
- Overall, there is strong support for components of the Performance Measurement Framework. Below are some key takeaways from the feedback received to date:

Performance Framework Components

Key Recommendations Received to Date:



General Feedback

- ✓ Standardization across measurement activities is necessary to promote comparability and consistency across teams



Collaborative Quality Improvement Plans

- ✓ A balance between “required” indicators and team-specific QIP indicators is necessary to promote comparability and knowledge sharing



Patient-Reported Outcomes, Patient-Reported Experiences and Provider-Reported Data

- ✓ The purpose and utility of the collected data must be identified at the outset to ensure results/data are actionable



Standardized, system-level performance indicators

- ✓ Indicators that focus on population health management and system integration must be prioritized

Additional Performance Measurement Priorities

Health Equity

- A continuing area of focus within the ministry's broader OHT Performance Measurement Framework is an exploration of the ways in which OHTs are successfully engaging and the delivering high quality care to and with First Nations, Inuit, and Metis, Francophone, and racialized populations (both patients and providers)
- The ministry is engaging support partners to identify tools, resources, guidance materials that can be leveraged to support teams as they work to deliver more equitable, culturally sensitive care. This will include identifying specific strategies that could be used to ensure more equitable access to care for underserved communities
 - Improving equitable access to care and improving health outcomes and experiences across populations is part of the vision for OHTs and one of the key benefits of effective population health management approaches.
- The ministry is also exploring the disproportionate impact of COVID-19 on racialized communities and how this impact can be measured across OHTs to support targeted health interventions

Call to Action:

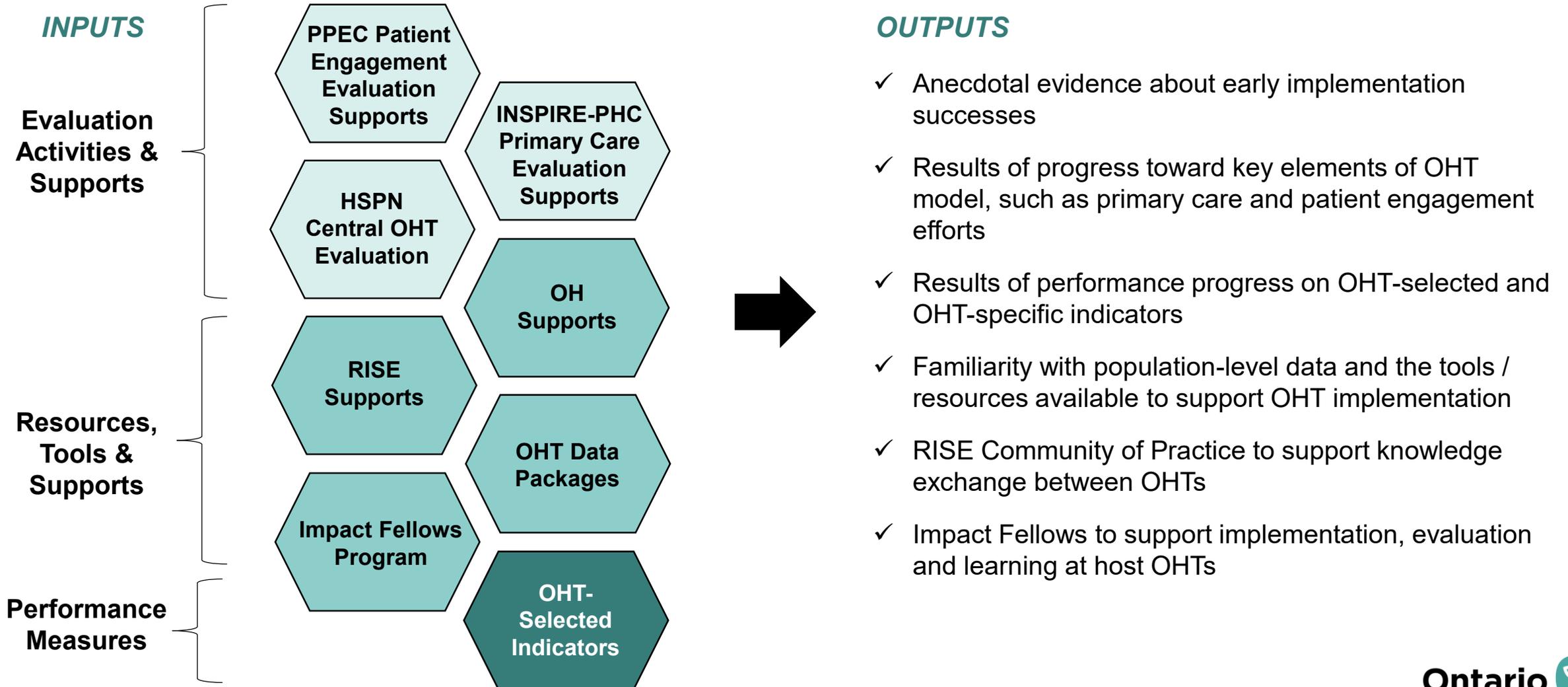


If your OHT has developed effective community engagement resources and / or has broad representation of racialized, francophone, or Indigenous patients and providers on its collaborative decision-making arrangement, please share these engagement approaches and successes with your ministry point of contact.

Best practices shared across OHTs will enable improved health outcomes and experiences for patients across the province.

OHT Performance Measurement & Evaluation

- Many OHT evaluation and performance measurement activities are underway. These activities, which are being pursued collaboratively through the OHT Central Program of Supports, will all contribute to an improved understanding of OHT performance and the identification of early successes in OHT implementation.



2. OHT Selected Indicators & Reporting

- Identification of themes in OHT-selected indicators
- Outlining reporting requirements and templates
- Performance reporting timelines and next steps

- Neil McMullin, Manager, OHT Integrated Policy and Planning Branch

OHT-Specific Implementation Indicators: *Process & Key Themes*

- As part of the OHT Full Application process, OHTs were asked to select three performance indicators that they would use to measure their early implementation and improvement efforts.
 - These OHT-identified indicators were incorporated in the implementation funding Transfer Payment Agreements issued to approved OHTs.
 - The indicators selected by OHTs **will not** be used for public reporting, but will rather be used to monitor OHT implementation progress and identify early successes in improved population health outcomes and system integration.
- The indicators selected by teams were frequently associated with access and efficiency, particularly related to hospital admissions, readmissions, and emergency department utilization.



Consultations on the OHT Performance Measurement Framework will inform the ministry's approach to supporting teams throughout this first phase of the framework.

OHT-Specific Implementation Indicators: Process & Key Themes (con.'t)

- OHTs self-identified 98 indicators, which were categorized into themes aligned with the domains of the Quadruple Aim:

Better Patient and Caregiver Experiences



- Patient and Caregiver Experience/Engagement
- Digital / Virtual
- Equity
- OHT Integration

Better Patient & Population Health Outcomes



- COVID-19 / IPAC
- Population Health / Outcomes

Better Value and Efficiency



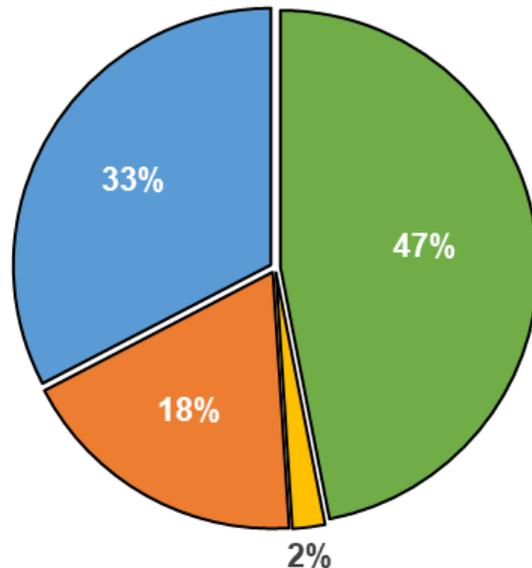
- Access
- Efficiency

Better Provider Experiences

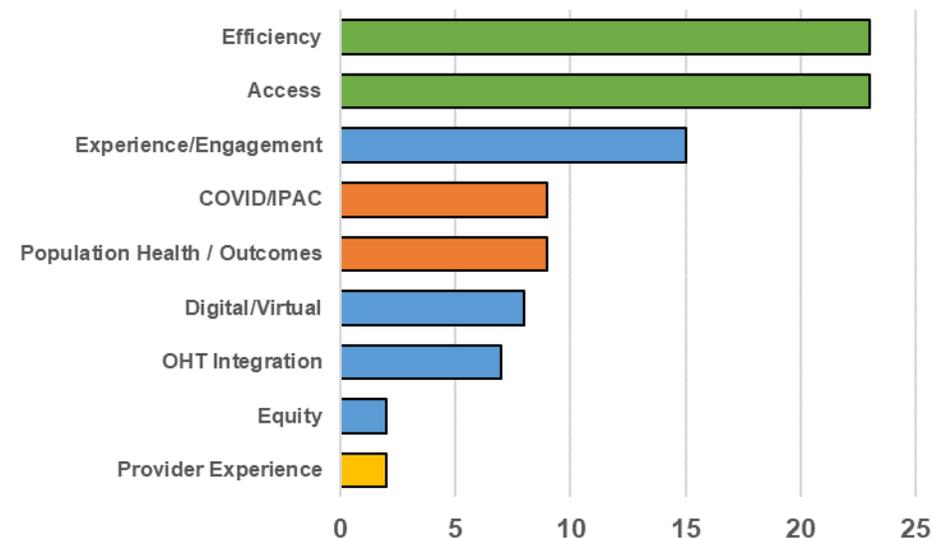


- Provider Experience

Proportion of Selected Indicators by Theme



Number of Selected Indicators by Theme



Data Collection & Reporting Process

- TPA recipients are required to report data on a quarterly basis on three of the performance indicators identified by the OHT in its Full Application
- In its first quarterly report-back on OHT-specific indicators, which may be incorporated into the FY2020-21 Year End Report due on April 30, 2021, the Recipient shall describe the collection and measurement methodology being used for each indicator
- To support OHT reporting activities, the ministry will send all approved teams a template that will simplify data reporting and enable the comparison of results across teams.

TPA Performance Indicator Reporting Template
OHT Name:

#	Indicator	Indicator Description	Calculation Method	Data Source	Benchmark (where available)	Current Performance					Target						
						FY2020-21 Year End Report	QR1	QR2	QR3	FY2021-22 Year End Report	Final Report	FY2020-21 Year End Report	QR1	QR2	QR3	FY2021-22 Year End Report	Final Report
1																	
2																	
3																	

Various resources are available to support the selection, definition, and measurement of indicators, including the [Indicator Library found on the Ontario Health \(HQO\) website](#), the [Canadian Institute for Health Information's Indicator Library](#), and the Ministry's [Resource for Indicator Standards \(RIS\)](#).

OHT Performance Measurement - Reporting Timelines

Mar 2021	Apr – Jun 2021	Jul – Sep 2021	Oct – Dec 2021
<p>All teams:</p> <ul style="list-style-type: none"> Year End Report templates issued to all teams, with supports offered to assist completion of required templates <p>Cohort I teams:</p> <ul style="list-style-type: none"> TPA performance indicator reporting template included in Year End Report template package <ul style="list-style-type: none"> Standardization in selected indicators encouraged across teams (where possible) <p>Cohort II teams:</p> <ul style="list-style-type: none"> Cohort II teams engaged to confirm their three performance indicators 	<p>Cohort I teams:</p> <ul style="list-style-type: none"> First performance measurement report-back due: April 30, 2021 (reports due quarterly thereafter) <p>Cohort II teams:</p> <ul style="list-style-type: none"> Ministry to follow-up with Cohort II teams on their selected indicators, promoting standardization in measurement (where appropriate) 	<p>Cohort I teams:</p> <ul style="list-style-type: none"> First performance measurement report-back due: July 31, 2021 (reports due quarterly thereafter) 	<p>Cohort I teams:</p> <ul style="list-style-type: none"> Quarterly report-back due: October 31, 2021

Timelines associated with OHT performance measurement activities are subject to change to ensure key integration activities can advance alongside the health systems' focus on COVID-19 response efforts



3. OHT Evaluation & Performance Measurement

- Alignment between OHT evaluation program and the OHT Performance Measurement Framework
 - *Walter Wodchis, Health System Performance Network*
 - *Payam Pakravan, Ontario Health*
 - *Ross Baker, Institute for Health Policy, Management, and Evaluation*

OHT Evaluation & Performance Measurement

HSPN & OHT Central Evaluation

The Health System Performance Network (HSPN) is leading the central evaluation of Ontario Health Teams. This evaluation will:

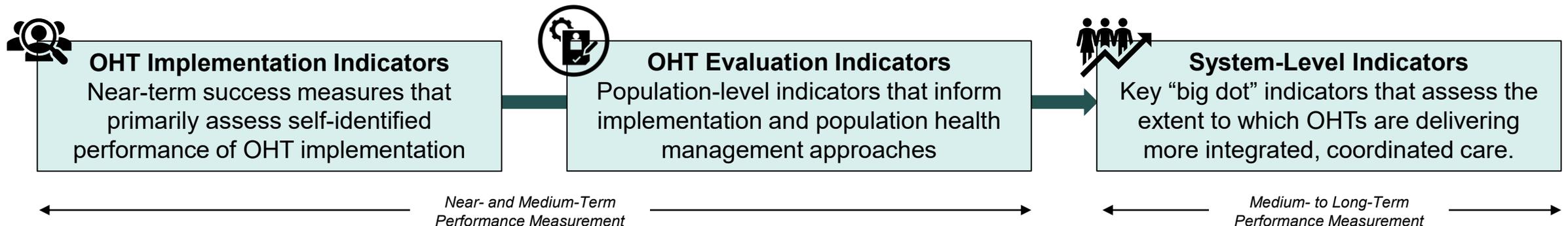
- Leverage expertise within the ministry, external researchers, Ontario Health (OH), and within OHTs
- Build an understanding of how OHTs are forming, including success factors and barriers (what works, for whom, in which circumstances?)
- Show how OHTs are impacting patient & caregiver experience, patient & population health outcomes, value & efficiency, and provider experience

HSPN will support OHTs as their performance measurement approaches evolve from focusing on organizational success to population health management.

Evaluation Measurement Approaches

- HSPN is monitoring indicators at the population-level and target population-levels to assess OHT success in the near- to medium-term.
- HSPN is leveraging attribution data to determine the impact OHTs are having on population health and experiences.
- HSPN and the ministry are working collaboratively to ensure measurement approaches are aligned.

Performance Measurement Maturity Pathway



Ontario Health

Collaborating with the Ministry & Partners to Support OHTs

- Ontario Health is working with the Ministry of Health to coordinate, develop and tailor a range of OHT supports
 - Leveraging the work done to date, Ontario Health will partner to deliver and support implementation and adoption of a coordinated, aligned and streamlined provincial performance measurement framework. The framework will:
 - Address local-level quality improvement and accountability, and system-level measurement priorities
 - Evolve as OHT's mature from initial implementation towards full maturity
- Ontario Health is committed to collaboratively developing OHT performance measurement and supports by:
 - Developing performance measurement in partnership with OHTs and regions
 - Engaging with system partners and leveraging tools and resources
 - Aligning with OHT evaluation-based measurement work already underway
 - Using existing measurement and evolving it to a future-state measurement framework
 - Ensuring alignment with system-level performance measurement and reporting

OHT Impact Fellows Program

New program to provide local support to OHTs

Program Overview

- Provides fully-funded one-year placement of a skilled research fellow.
- Fellows' expertise in evaluation, data analytics, quality improvement and other areas can be leveraged to support local projects and priorities.
- Fellows support learning within and across OHTs.
- Participation is voluntary. Interested OHTs can apply to host a Fellow.
- Fellows will be matched to host OHTs and will receive additional training before and during their placement.
- Program is aligned with and complements existing OHT Central Supports.

Interested in hosting a Fellow?

- Information sessions will be held in early April
- Interested OHTs will be asked to complete an Expression of Interest
- Fellows will be matched with host OHTs in early summer
- Fellows will start their placements in September 2021
- To learn more, contact OHTFellows@utoronto.ca

4. Q&As Period, Wrap Up

➤ FAQs, Q&A Session

- *Jillian Paul, OHT Integrated Policy and Planning Branch*
- *Allison Costello, OHT Implementation & Supports Branch*
- *Neil McMullin, OHT Integrated Policy and Planning Branch*
- *Andrew Levy, Digital Health Program Branch*
- *Walter Wodchis, Health System Performance Network*
- *Payam Pakravan, Ontario Health*
- *Ross Baker, Institute for Health Policy, Management, and Evaluation*

➤ Wrap Up

- *Amy Olmstead, Executive Lead, Ontario Health Teams Division*

Frequently Asked Questions



Q: Can OHTs measure indicators at the level of their attributed patient populations?

A: OHTs are not currently able to measure indicators at the level of their attributed patient populations. The ministry is exploring opportunities to provide data to teams that would allow them to calculate their own indicators and generate their own reports, but that work is still underway. As a Health Information Custodian subject to the *Personal Health Information Protection Act, 2004* (PHIPA), there is no authority on which the ministry could rely to disclose personal health information (PHI), including Health Card Numbers (HCNs), without the consent of the individuals that the PHI relates to, for the purposes of program planning.

Q: Are teams required to select/develop their own patient-reported data tools?

A: Improving patient experiences and outcomes are key strategic objectives for OHTs, but teams are not expected to develop their own patient-reported outcomes or patient-reported experience tools. The ministry is collaborating with key stakeholder partners to identify appropriate patient-reported data tools and resources that could be provided to teams to support their patient-reported data collection and reporting efforts. More information on how teams can leverage existing patient-reported outcome and experience measures, and detail on new measurement opportunities, will be provided to teams at a later date.

Q: Will teams be required to publicly report on their performance indicators?

A: Indicators selected by teams will not be used for public reporting. OHT-specific indicators will be used to monitor OHT implementation progress and identify early successes in the delivery of improved population health outcomes, patient care, and integration.



Frequently Asked Questions

Q: The TPA states that the deadline for teams to submit a cQIP is March 31, 2022. Does this mean teams are required to demonstrate progress on the indicators they selected/identified prior to this deadline?

A: Teams will not be required to demonstrate improvement on their cQIP performance goals by March 31, 2022. Rather, they will be required to develop and submit a cQIP that will outline their collaborative performance goals by March 31st, 2022, for implementation the following year. Collaboratively with Ontario Health, the ministry will be working to provide guidance to teams to assist in the development of their cQIPs.

Q: How is the ministry accounting for broader equity considerations within the performance measurement framework?

A: At maturity, OHTs will be responsible for delivering a full and coordinated continuum of care to a defined population of Ontario residents, which includes Indigenous peoples, racialized communities and Francophones. The ministry is currently working closely with key stakeholders from both First Nations, Inuit and Metis (FNIM) and Francophone communities to identify opportunities for the inclusion of metrics specific to their respective patient and provider communities within the performance framework.



Question & Answer Session



Thank You