



COLLABORATIVE
SOLUTIONS

So You Are Thinking of Integration – Now What?

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What We Know

- Pressure for integration is a fact of life in Ontario
 - Successive Ontario governments have driven towards a more integrated health and social care system.
 - Current government is also more explicit about wanting to reduce the number of TPAs.
- Integration is not an end in itself – the goal is to create a more integrated system of care
- Despite over a decade of focus on integration, many providers have not fully explored or advanced their own integration opportunities

The Challenge

- Knowing integration is important, and even wanting to proceed, doesn't always translate into action.
- Many fear a certain outcome so don't even explore the possibilities.
- Others are unsure whether, where, and how to start.

Excellent Resources Exist

- The Ontario Centre of Excellence for Child and Youth Mental Health, 2014. *Better Together: Integrating mental health services and agencies.*
<https://www.cymh.ca/Modules/ResourceHub/>
- Woodgreen Community Services, 2012. *From Strategy to Implementation: An integration toolkit for community-based health services providers.*
<https://www.woodgreen.org/wp-content/uploads/2019/04/An-integration-toolkit-for-community-based-health-service-providers.pdf>
- Community Health Ontario. *Integration Resources – A Healthy Communities Collaboration.*
<http://www.integrationresources.ca>

Our Focus Today

- Overview of a standard integration process.
- Deeper dive into the first two stages along with tips and tools to get you started.

Key Terms

Integration	<p>A general term used to describe the <u>partial or complete</u> combining of two or more organizations.</p> <p>An integration can include any or all of the organizations'</p> <ul style="list-style-type: none">• Services• Back office functions• Management, staff• Governance
Merger	<p>Two or more corporations come together by dissolving all but one of the corporations, followed by a <u>transfer of assets</u> of the dissolved entities to the one remaining corporation.</p>
Amalgamation	<p>A legal term for the combining of two or more corporations into <u>one new corporation</u>. The new entity carries forward all the assets, liabilities, responsibilities and privileges of the integrating corporations.</p>

Context Matters

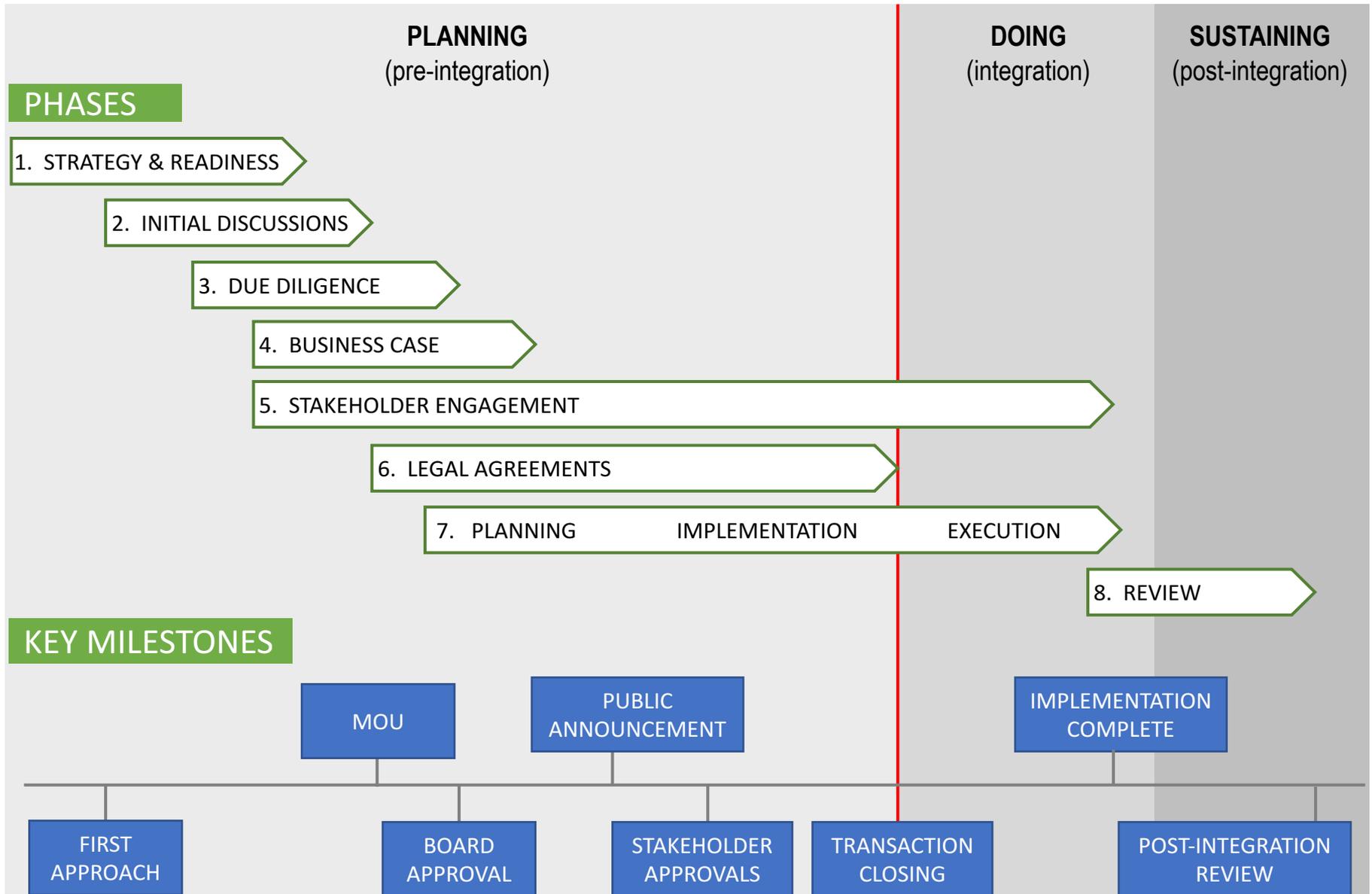
“Integration is not a one size fits all process.

Although there are common requirements that all organizations contemplating integration must consider, it is important to acknowledge that every integration process will be unique...For each situation, there are new people involved, different services and different contextual situations....there may be different external catalysts that prompt the integration discussion....there may also be unique internal circumstances which influence the focus, processes and outcomes of an integration.

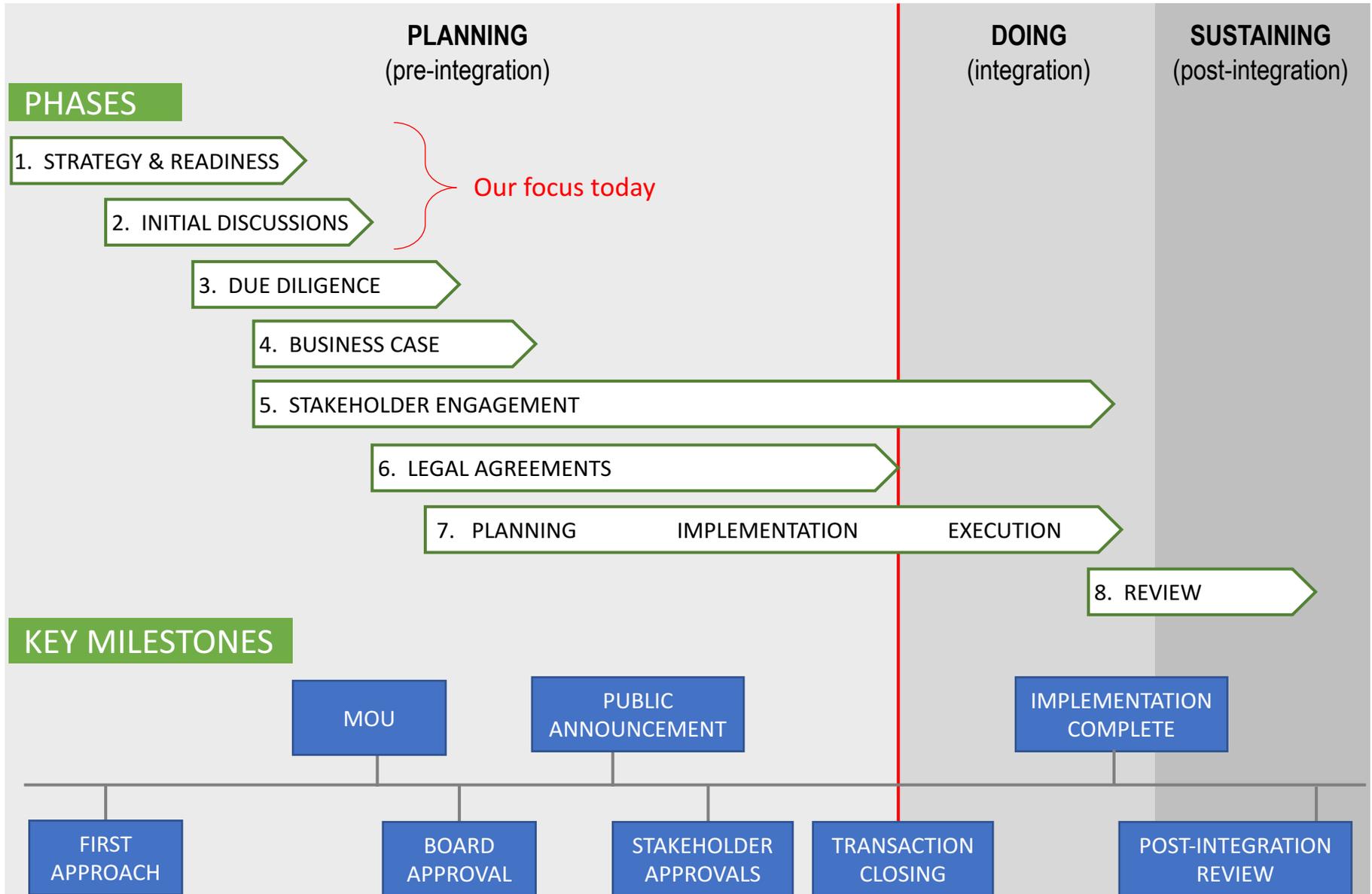
Careful identification and discussion of your unique circumstances will help pave the way for a smoother integration journey. ”

Better Together: Integrating mental health services and agencies for children and youth, p. 5.

The Integration Process



Integration Process



Phase 1



1. DEFINE YOUR STRATEGY & ASSESS READINESS

1.1 – Understand Your “Why”

- Many drivers can lead an organization to consider integration.
- Be very clear on your drivers and rationale.
- Document them. You will rely on them through the process to stay on track and bring others along.

External Drivers	Internal Drivers
<ul style="list-style-type: none">• Funder expectations or directives• Stakeholder expectations• Funding reduction• Increased competition for resources• New models of accountability• Other?	<ul style="list-style-type: none">• Ensure sustainability• Expand our service range• Offer more seamless transitions between services• Improve efficiency of service delivery and/or back office• Logical progression of an existing partnership• Resolve financial pressures• CEO/ED retirement• Other?

1.2 Discuss the Degree & Type of Integration

Awareness
Communication
Cooperation
Planning
Harmonizing
Amalgamating

Back Office

IT, Finance, Quality,
Safety, HR etc.

Services

Clinical, Support, other

Administrative

Management, Staff

Governance

Board

1.3 Assess Your Readiness

- Ensure your organization has the readiness and capacity to pursue integration.
- Assess your organization against critical success factors
- Identify what more you may need to do to be prepared
- Assessment tool in your workbook.

1.4 Identify Potential Partners

- Many integration opportunities arise informally and *ad hoc* in your existing relationships .
- Other opportunities are created through deliberate efforts to identify integration partners:
 - Extending existing relationships/partnerships
 - Researching potential partners, such as
 - Similarity of vision, mission, strategic priorities
 - Similarity in client base, catchment areas, or service locations
 - Complementarity of services
 - Strong reputation, financial position, leadership etc.
 - Defining what more your clients need
 - What services outside your own do our clients most need?
 - Who else already serves our clients?

1.5 Other Readiness Actions

- Seek out lessons learned from others who have done an integration (ask your contacts, see CHO website)
- Review your resources and skills to support the process
- Consider hiring an external third party at this or later point in the process

Outcomes of Phase 1

By the end of Phase 1 you should have:

- ✓ Shared understanding amongst Board and CEO/ED about why you are pursuing integration as a future option
- ✓ Shared understanding of what degree(s) and type(s) of integration you are open to
- ✓ Understanding of the integration process and any steps or stakeholders unique to your situation
- ✓ Clarity about your readiness, resources and capacity
- ✓ One or more potential partners identified

Phase 2



2. INITIAL DISCUSSIONS WITH PARTNER(S)

2.1 First Approach

- First approach is intended to gauge the level of interest and explore initial ideas about potential benefits
- There are many ways to approach one or more potential partners
- In person meetings:
 - Involve the CEO/ED and often the Board Chair
 - Often takes place at a private location
- Other approaches are also possible depending on your unique circumstances (i.e. EOI process)

2.2 Articulate a Shared Vision

- A critical first step to confirm you and partner(s) are on the same page is to define a shared Vision of what you want to accomplish together.
- The importance of this step cannot be overstated. You will need the Vision to:
 - Keep the integration process focused
 - Resolve conflicts that will arise as details are worked out
 - Communicate with stakeholders and get them onside
- Can go further to also identify shared Goals, Principles etc.

Example: Shared Vision

To improve the experience of our clients by creating an organization that:

- Improves the timeliness and quality of care
- Minimizes duplication of services
- Offers better coordination and access to services
- Achieves more efficient use of resources
- Contributes to greater capacity in the community

Example: Shared Vision and Goals

Vision

To become the pre-eminent seniors organization in Toronto, with a significant voice on seniors services.

Goals

- Increased accessibility of services to seniors
- Expand the scope of services over time
- Enhance the efficiency of operations to direct more resources to serving clients
- Strengthen our leadership in community services

2.3 Establish Leadership Group

- A small joint committee is often created with
 - Each CEO/ED
 - 1 or 2 Board members from each agency
 - Any other Board or management with specific expertise
- Legal counsel is engaged by each party at this point

2.3 Negotiate Key Transaction Terms

- Negotiation outcomes are captured in two common documents:
 - Confidentiality and Non-Disclosure Agreement
 - Non-binding Memorandum of Understanding (MOU)
- Topics in a standard MOU show what is discussed at this stage:
 - Purpose of the transaction
 - Shared commitment to due diligence
 - Nature of the integration (merger/asset transfer or amalgamation)
 - High level description of clients services post-integration
 - High level description of employees, in transition and post-integration
 - Statement about volunteers
 - Details of governance transition and post-integration governance model
 - Timeline for the transaction
 - High level plans for stakeholder engagement
 - Agreed process for transaction approvals (Boards, members, funders etc)

Outcomes of Phase 2

By the end of Phase 2 you should have:

- ✓ A shared Vision agreed by the integration partners that will be used to guide the integration process
- ✓ A small leadership team/committee established and legal counsel engaged
- ✓ A Confidentiality Agreement signed by all partners
- ✓ Key terms of the transaction documented in an MOU signed by all partners

In Your Workbooks

- Integration Process diagram
- Links to resources
- Integration Assessment Readiness tool
- Exercise to take back to your Board
- Final Reflections on Today (last page)

Questions?

Thank you