Trends and Themes in Ontario Healthcare: The New Context for CMHO Member Boards

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Our Approach To Today’s Workshop

• Workshop is interactive
  • Opportunities for questions after each presentation
  • Time built in for discussion with your table colleagues

• Use your workbook
  • Designed to help you record your own reflections, learning and ideas to take back to your Board

• There is no one size fits all in governance
  • Everything we discuss today is intended to be used with and adapted for your own Board.
Getting Started:
The current challenges for your Board

• Open your workbook to page 3.

• Identify two governance challenges for your Board related to the topics being discussed today.

• Write one in each of the two boxes provided.

• Leave the notes section blank for now. Fill in as we go.
Trends and Themes in Ontario Healthcare: Implications for Governance in Child and Youth Mental Health
A New Ontario Government

• New government, new faces, new philosophy

• Key election themes continue into governing
  • ”For the People” is a driving philosophy
  • Demonstrating that Ontario is “Open for Business”
  • Achieving better “value for money”
  • Reducing administration and red tape
  • Getting government out of the way

• Some decisions and directions clear early on
  • Commitment for significant investments in mental health and addictions
  • Child and Youth Mental Health moving to MOHLTC
  • Line-by-line audit results were telling

• New priorities and directions but little detail is yet known
Ontario Healthcare

• Ministry of Health and Long-Term Care
  • Experienced and respected Minister Christine Elliott
  • Ministry restructured

• Premier’s Council on Improving Healthcare and Ending Hallway Medicine
  • Chair, Dr. Reuben Devlin
  • Council membership

• Expected focus to include:
  • Streamlining system-level structures
  • Cutting hospital wait times
  • Integration and consolidation throughout the system
  • Increased requirements to demonstrate outcomes and value for money
What To Do in the Absence of Certainty?
Challenges Facing Healthcare Require Long-Term Solutions

- Aging population
- Addressing the social determinants of health
- Shifting focus from acute to better chronic disease management and keeping people healthier longer
- Differential access and health outcomes of certain population groups
- Rapid pace (and cost) of technological innovation
- Breaking down silos between sectors and care providers
Ontario’s Healthcare Transformation
A long-term journey

- District Health Councils Created 1974
- Community Care Access Centres Created 1996
- LHINs Established 2005
- Patients First 2017
- ?? 2019+
Trends and Themes in Healthcare

*That we can expect to continue*

- Progressive shift from centralized to regional and sub-regional) planning, organization and funding of services

- Focus on better care coordination to connect people to services and smooth transitions

- More focus on organizing primary care and interfacing it with the rest of the system
Trends and Themes in Healthcare

More of what we can expect to continue

• Shift from the medical model to a focus on population health and overall health outcomes

• Sectoral definitions increasingly less relevant

• Continued pressure to achieve operational efficiencies and demonstrating value for money
Trends and Themes in Healthcare

Continued focus on quality

- Quality is essential part of providing good and safe care
- Systematic approach to quality improvement in Ontario healthcare for more than 10 years
- Integrated system of quality standards, performance metrics and reporting requirements
  - At the provincial “systems level”
  - For individual healthcare organizations
Trends and Themes in Healthcare

Every healthcare provider has a systems role

- Contributing to an “integrated system of care” is a strategic imperative for every healthcare organization.

- Every healthcare provider must look beyond their four walls and align services and priorities to the broader system.

- Ensuring your organization meets these requirements is part of the Board’s fiduciary duty.
Trends and Themes in Healthcare

*Significant focus on integration and consolidation*

- Reduce duplication and increase alignment of services
- Move beyond collaboration and informal partnerships
- Reduce the number of transfer payment agreements
- Increased focus on cross-sectoral integrations
What This Means for Governance

• Every healthcare provider Board is required to provide governance leadership to their organization and to broader system change.

• Boards are expected to ensure that contributing to an integrated system of care is a strategic imperative of their organization.

• Boards are required to understand and lead their organizations in a range of specific system improvement priorities such as quality.

• Boards are expected to function at a high level of governance effectiveness.
Questions?