

LeaderShift: Webinars for Health System Leaders

April 26th, 2018

Webinar Two: Making Sense of the Policies Behind Healthcare Reform



Addictions &
Mental Health
Ontario

Dépendances &
santé mentale
d'Ontario

afhto
association of family
health teams of ontario



Canadian Mental
Health Association
Ontario
Mental health for all



OCSA
Ontario Community
Support Association

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AGENDA

- A closer look at the politics of Ontario's healthcare (20 minutes)
 - Questions and discussion (10 minutes)
- Trends and system drivers in Ontario (30 minutes)
 - Questions and discussion (10 minutes)
- Looking ahead – alternative political priorities for the Ontario healthcare system and what you can do (10 minutes)
 - Questions and discussions (10 minutes)

A closer look at the politics of Ontario healthcare

Healthcare is political

Ontario election will be won or lost on health care

87.9% of Ontarians say health care is an important issue to them personally.

Source: Nanos Research, May 2014

During the 2014 election, **67.6%** of Ontarians said that having a strong platform on health care would likely have an impact on their likelihood of voting for a party.

Source: Nanos Research, May 2014

Health care challenges a priority as provincial election approaches

83% of Canadians believe mental health must be a top funding priority for the new Health Accord.

Source: CMA 16th Annual National Report Card on Health, August 2016

Wynne targets healthcare spending in throne speech



In a final push before the provincial election, the Liberal government used a throne speech to promise new spending in health care.

Healthcare is political... particularly at election time



The 42nd Ontario general election is scheduled to be held on or before **June 7, 2018**.

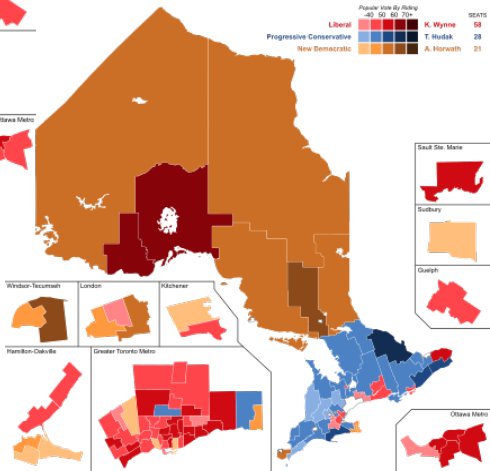
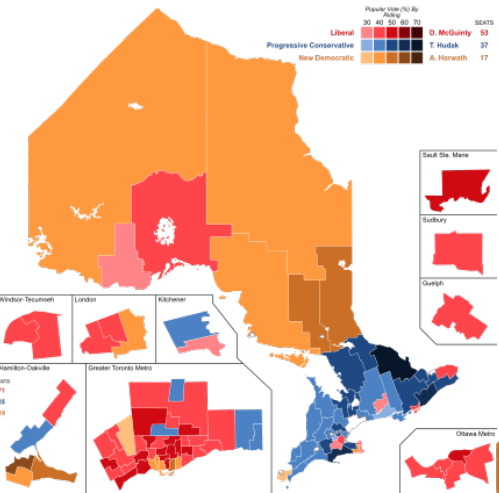
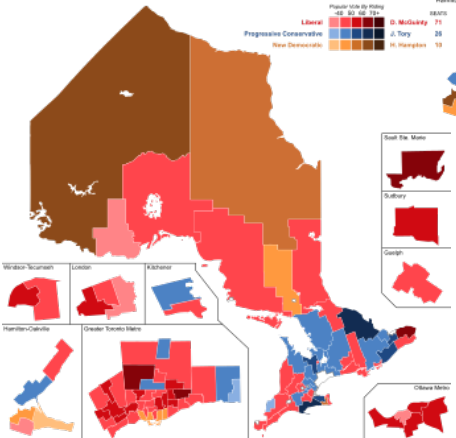
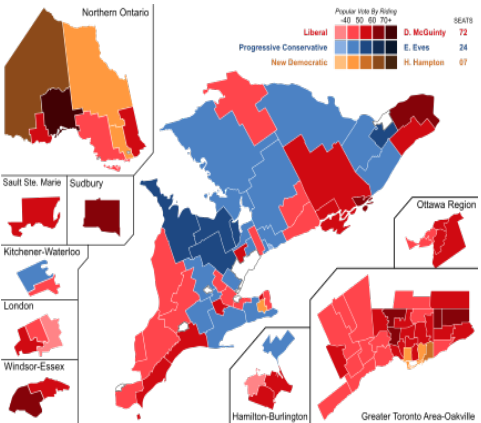
Ontario Government

2011: Liberal Minority

2003: Liberal Majority

2007: Liberal Majority

2014: Liberal Majority



Key political players



Kathleen Wynne
Premier of Ontario

Premier since: 2013
MPP, Don Valley West (since 2006)



Dr. Helena Jaczek
Ontario Minister of Health and Long-Term Care

Appointment to Minister of Health, Ontario: 2018
MPP, Oak Ridges – Markham (since 2007)



Key political players



Doug Ford

Leader of the Official Opposition

Leader since: 2018

Toronto City Councillor for Ward 2 – Etobicoke North



Jeff Yurek

PC Critic for Health

MPP, Elgin—Middlesex—London (since 2011)



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Key political players



Andrea Horwath

Leader of the Third Party

Leader since: 2009

MPP, Hamilton Centre (since 2004)



France Gélinas

NDP Critic for Health and Pharmacare

MPP, Nickel Belt (since 2007)



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Federal role in Ontario's health landscape



Justin Trudeau

Prime Minister

Prime Minister since: 2015



Dr. Ginette Petitpas Taylor

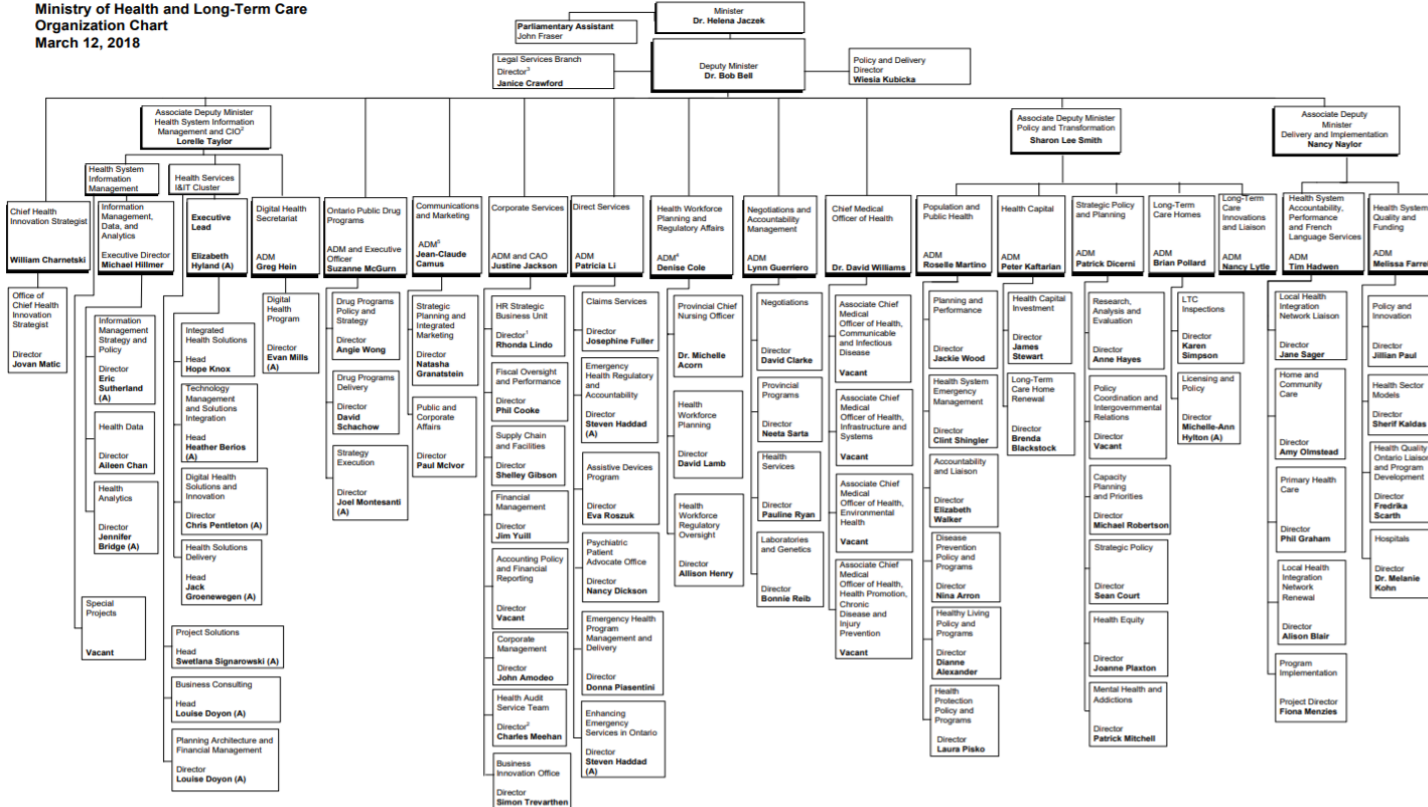
Minister of Health and Long-Term Care

Appointment to Minister of Health: 2017

MP, Moncton – Riverview – Dieppe (since 2015)

Understanding the Civil Service: Ministry of Health and Long-Term Care

Ministry of Health and Long-Term Care
Organization Chart
March 12, 2018



Key Ministry Players



Dr. Bob Bell

Deputy Minister of Health and Long-Term Care

Appointed in: 2014



Nancy Naylor

Associate Deputy Minister, Delivery and Implementation

Appointed in: 2015



Lorelle Taylor

Associate Deputy Minister, Health System Information Management & CIO

Appointed in: 2010



Sharon Lee-Smith

Associate Deputy Minister, Policy and Transformation

Appointed in: 2015

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Key Ministry Players

Nancy Naylor
Associate Deputy Minister,
Delivery and Implementation

Sharon Lee-Smith
Associate Deputy Minister,
Policy and Transformation

Amy Olmstead

Phil Graham

Patrick Mitchell

**Home and Community Care
Director**

Primary Health Care Director

**Mental Health and Addictions
Director**

Scenario



CCAC **CASC**
Community
Care Access
Centre Centre d'accès
aux soins
communautaires

afhto association of family
health teams of ontario

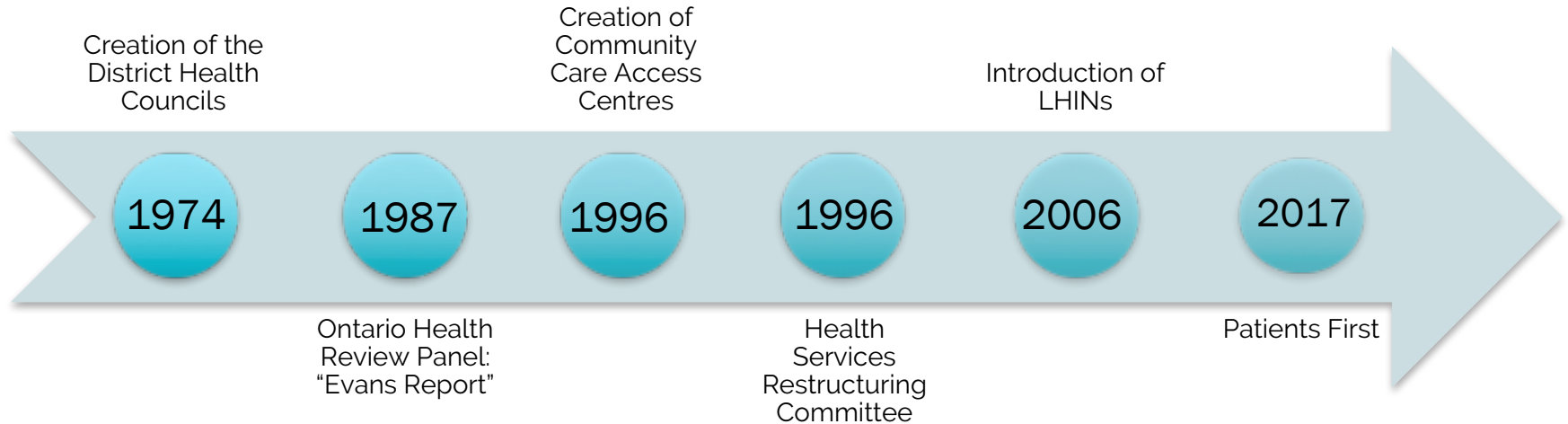


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Questions and Discussion

Trends and System Drivers in Ontario

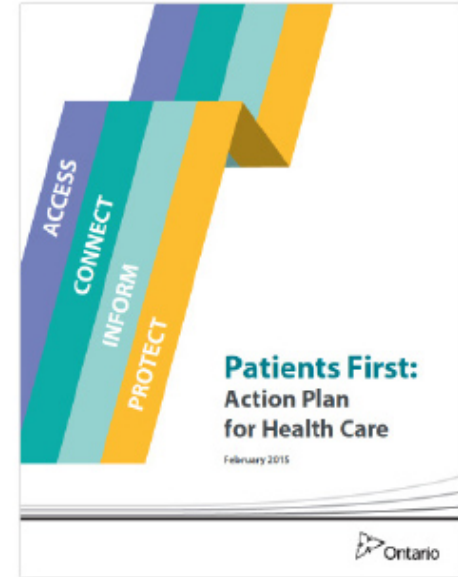
Ontario's Transformation Journey



Patients First – Bill 41

Five Proposals:

- 1 Single point of accountability for service integration under the LHINs; **sub-regions** focal point for service provision planning.
 - 2 **Integration of primary care** into LHIN and sub-regions, better coordination among primary care, home and community care and other providers.
 - 3 More **consistent and accessible home care and CSS**
 - 4 Stronger **links with public health.**
 - 5 Better health care planning **for indigenous people and Francophones.**
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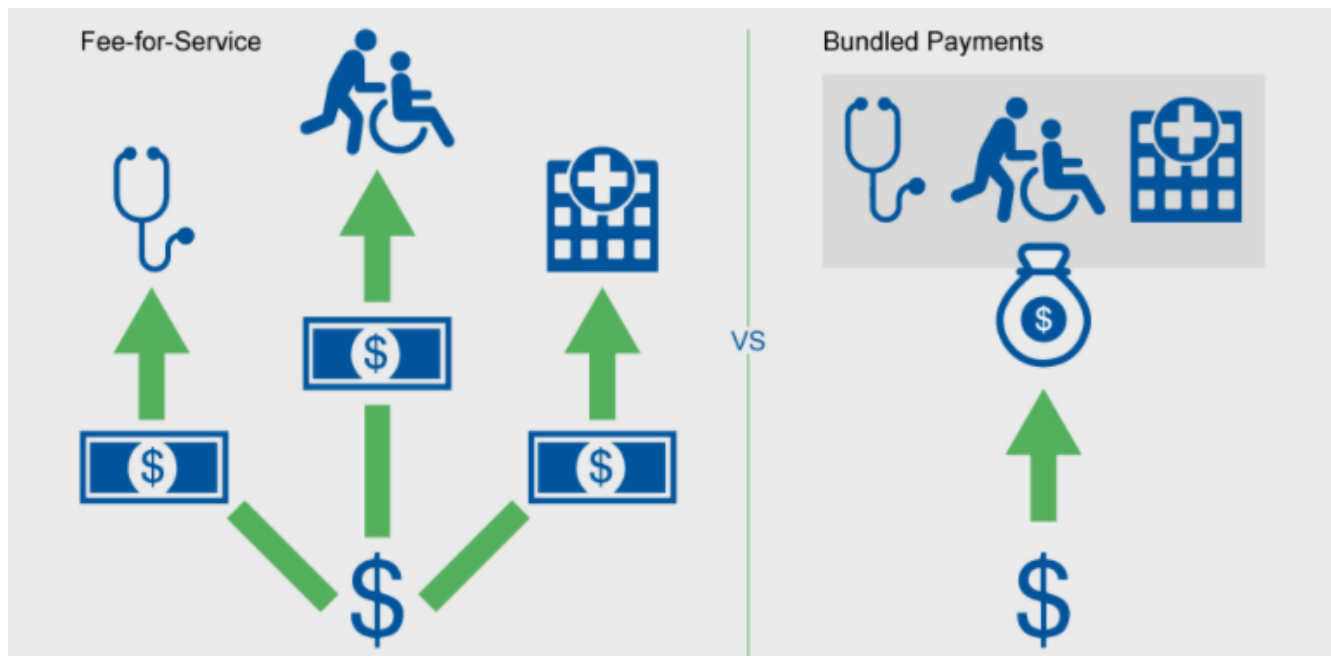


1. A focus on outcomes, not just outputs



Policymakers and funders are increasingly looking at evidence of outcomes to allocate health care dollars

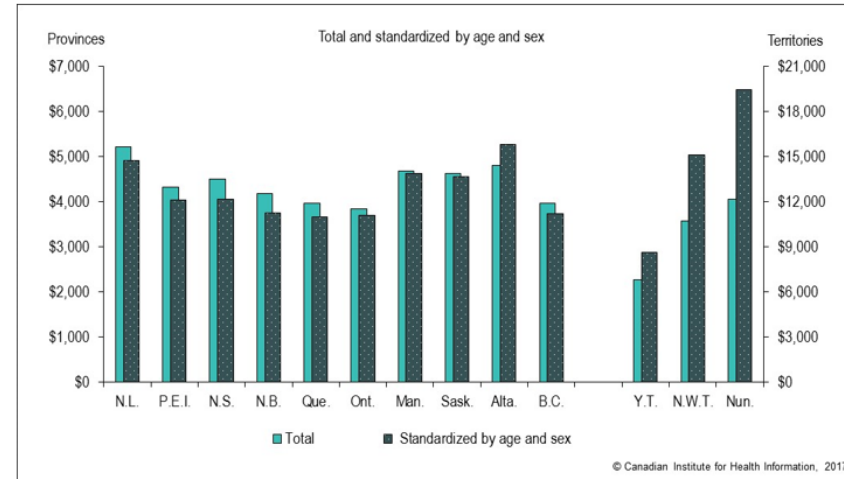
Example: Bundled Care for Care Improvement; LHIN-Targeted Funding



2. Cost containment and efficiency

- Drive for efficiencies has intensified.
- Providers have absorbed years of no base increases – diminishing returns in the search for efficiency.
- Organizations looking to collaboration and integrated care to meet client needs.
- Investment in primary and community care and prevention more cost-efficient in long run.

Provincial/territorial government–sector standardized health spending per capita, 2015

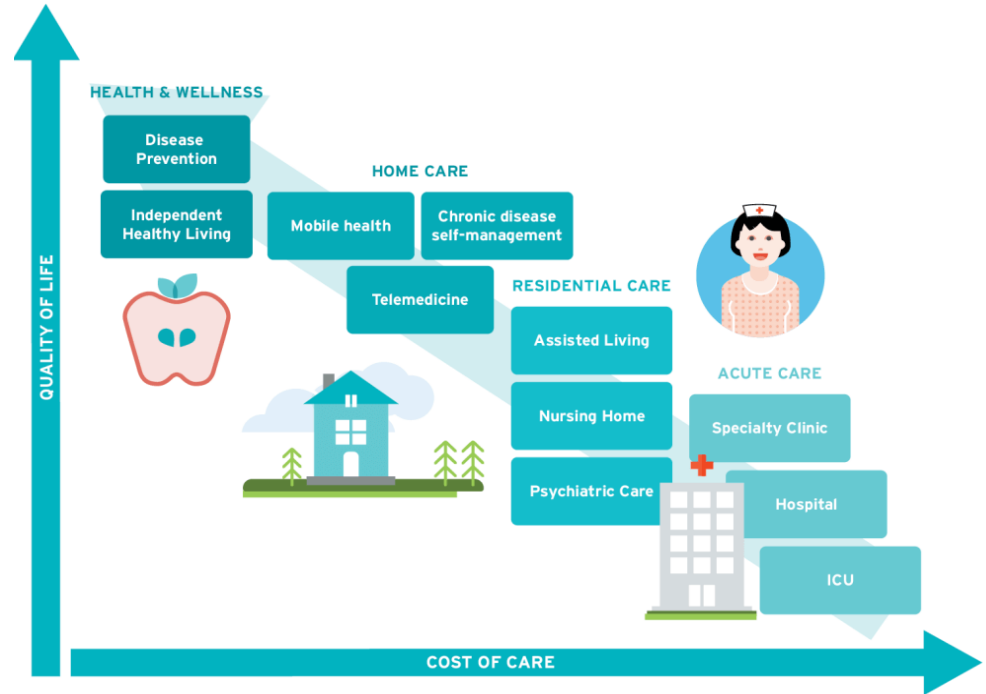


Sources
Tables B.4.2 and B.4.6 (Series B), National Health Expenditure Database, CIHI; CANSIM Table 051-0001, Statistics Canada.

CDN average: \$5543

3. Shifting healthcare delivery out of hospitals and institutions

Shifting care from traditional healthcare settings and into people's communities and homes - key driver of improving value and outcomes.



Source: Intel Across Healthcare 2013, MaRS Market Intelligence 2014

4. Data-driven decision-making and digital health

- Data and digital health are hallmarks of high-performing systems...but Ontario's progress has been uneven.
- Significant EMR and digital health adoption in each sector... but portability of records, consumer/client engagement in digital health lagging.

Ontario has 'dropped ball' on e-health records, now a national 'laggard'

NEWS Apr 12, 2016 by Desmond Devoy Smiths Falls Record News

New digital health solution for remote patient care demonstrated at Sioux Lookout Meno Ya Win Health Centre

November 24, 2017

New digital platform for mental health support demonstrated at Stella's Place

November 9, 2017

The specialist is (always) in with the eConsult program

5. Emphasis on population health management

“Population health is an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups.”

Dutton et al., 2018: population-level health outcomes could benefit from a **reallocation of government dollars** from health **to social spending**, even if total government spending were left unchanged.

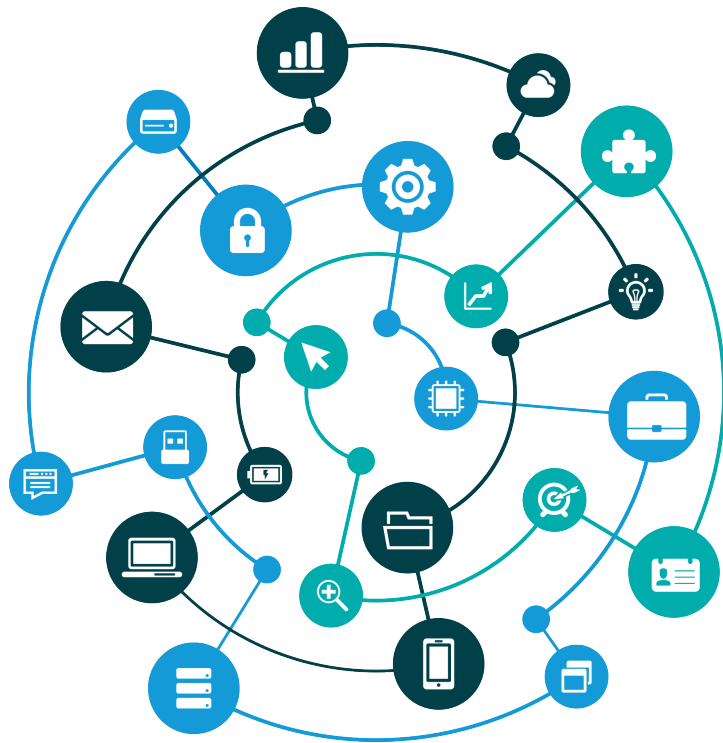


6. Integration

Integration is a primary strategy to improve the client experience, quality and efficiency.

It is a means, not an end.

Desire to integrate community and primary care sectors to improve capacity and reduce complexity.



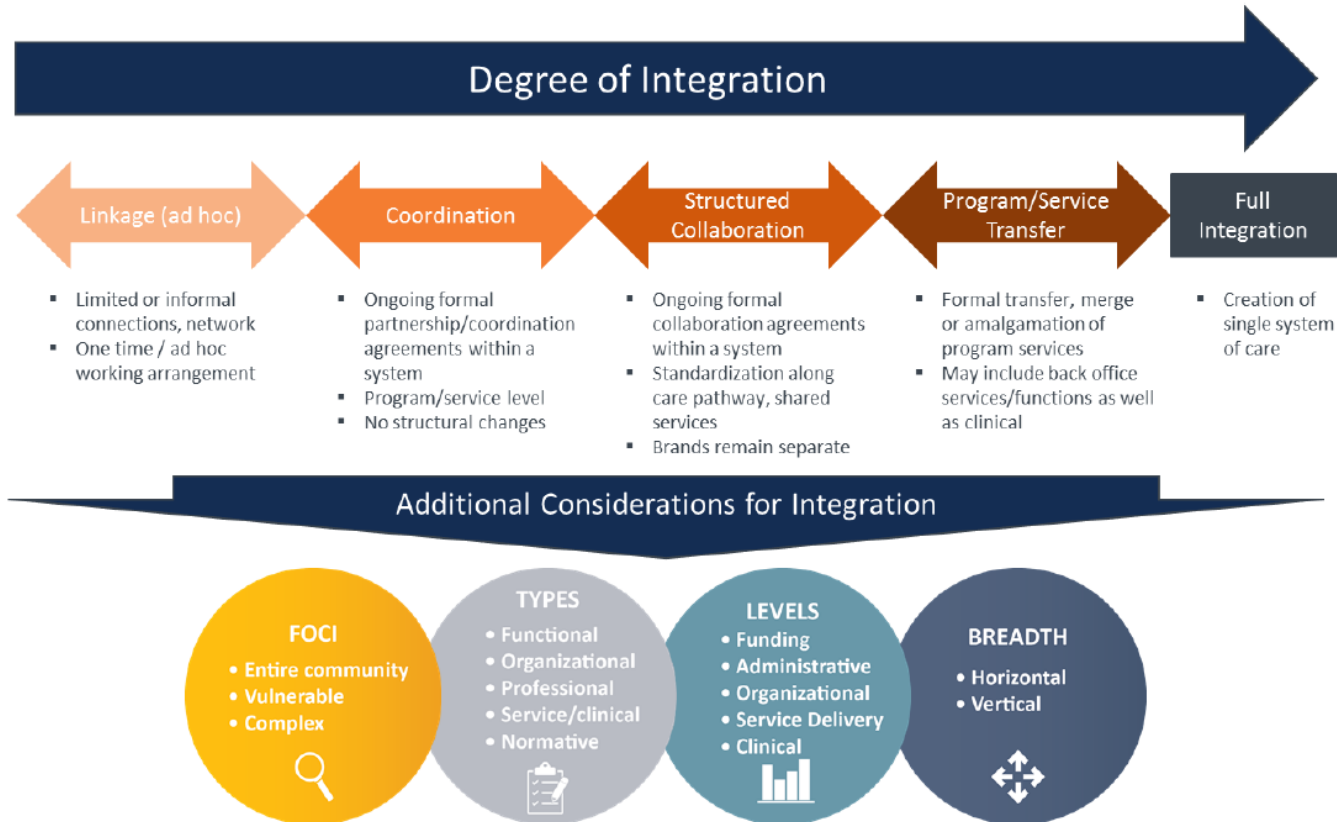
What is integrated service delivery?

“Actively managing all elements of the continuum of health and care services required by individuals and communities in order to achieve a seamless care pathway for the individual or client group.”

Key types of integration:

- Vertical integration: integrate different types and levels of service
- Horizontal integration: integration of providers of same sector
- Collaborative, interdisciplinary care
- Clinical programs and services
- Back office
- Standardization and harmonization
- Resource-sharing

Integration in Ontario context is a spectrum



Integrated Service Delivery Models

Ontario is moving towards regional integrated service delivery networks:



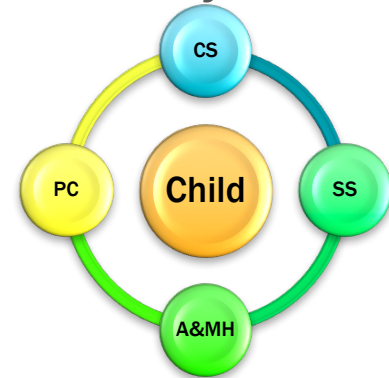
**Circle
of Care**

Sinai Health System

Mount Sinai, Bridgepoint Active Healthcare and Circle of Care forming Sinai Health System – integrating rehabilitation, complex, primary, and community care



MAHST Council appointed by NSM LHIN to engage health, social and community services to help design region's health system to meet the needs of Muskoka residents.



Youth Wellness Hubs Ontario: integrating addictions and mental health, primary care, and community and social services

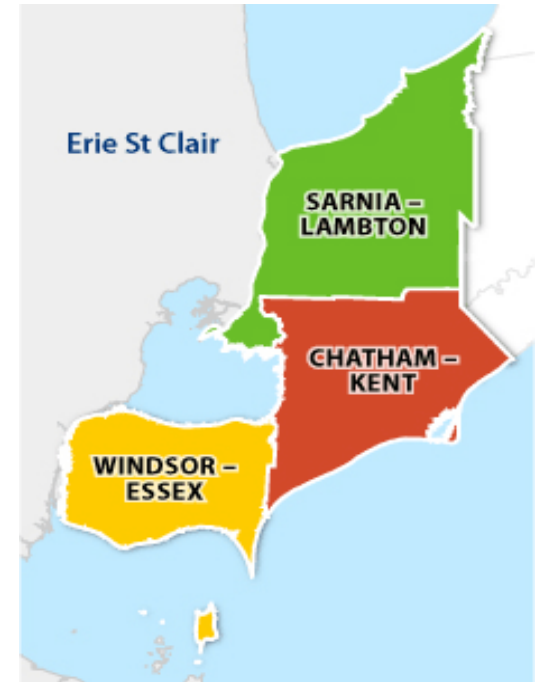
LHINs' evolving role in driving integration

Local Health System Integration Act
(2006):

Legislative Integration Powers

- (a) funding
- (b) facilitating and negotiating integration;
- (c) issuing a decision regarding a voluntary integration

Sub-regions – locus of integration



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Questions and Discussion

Looking ahead – alternative political priorities for the Ontario healthcare system and what you can do

Liberal Priorities

Highlights of the Liberal 2018 Budget:

- Free prescription drugs for seniors through OHIP+
 - Ontario Drug & Dental Program
 - \$822M investment in Ontario hospitals for 2018-19 year
 - \$2.1B over four years for mental health and addictions, including structured psychotherapy, increased community and school-based supports
 - 30,000 new LTC beds in 10 years
 - \$650M for home and community care over three years
-



NDP Priorities

Includes:

- Creation of a Mental Health and Addictions Ministry
- Universal Dental Care and Pharmacare
- At minimum, maintaining hospital spending at inflation
- Placing a moratorium on layoffs of frontline healthcare professionals until a healthcare human resources plan has been created



PC Priorities

Continuing to be identified, but includes:

- Providing help and resources to the healthcare system
- Listening to front-line workers to find efficiencies and better delivery of services
- Reducing “hallway healthcare” by providing more access to timely care
- Focus on drug treatment as opposed to harm reduction



Questions and Discussion

How to stay ahead in today's rapidly-changing healthcare system?

- **Understand** the evidence and environment
- **Define** your value proposition
- **Collaborate and self-organize**
- **Know** the decision-makers and influencers.
- **Stay on the side of clients and communities**
- **Leverage** your provincial association
- **Don't wait** for permission!



Questions and Discussion

Thank you