



Chair's Report

News and Insights for Board Chairs

From: **Dominic Giroux**, Board Chair
Ontario Hospital Association

May 2024

I am pleased to report on the recent meeting of your OHA Board of Directors on May 14th and 15th.

The Board's evening session welcomed Matthew Anderson, President and CEO of Ontario Health for a discussion about the healthcare system and the potential for hospitals and their Boards to support improvements to patient care. It had been over a year-and-a-half since your Board last met with Matt and this dialogue with an important hospital partner was appreciated.

Sometimes a theme emerges to our Board meetings. At this meeting, the theme woven throughout our deliberations was leadership of and by hospitals in health care in Ontario. Your Board recognized and considered the current environment and challenges being experienced by hospital leaders.

Hospital Leadership Recruitment and Retention

Earlier this week, the OHA shared its policy brief, [*Driving System Transformation through Sustainability of Hospital Leadership*](#). The brief was developed by the Board's Special Committee on Hospital Leadership Recruitment and Retention – a committee of Hospital Trustees providing perspectives from the diversity of Ontario's hospitals. The Board approved this policy brief as part of the sector's reasonable and appropriate approach to recruitment and retention challenges. Hospital CEOs who serve on the OHA Board recused themselves from deliberations on the matter to avoid any perception of a potential conflict of interest.

Proximity Institute Engagement

Building on the successful session at the Leadership Summit, the Board engaged with Annie Tobias, President and CEO, and Gary Newton, Board Chair, to learn more about Proximity Institute's initiatives in support of its long-term ambition to work collaboratively with Ontario hospitals to identify, develop, and ready a quality pipeline of emerging CEO talent. Through discussions, the board affirmed the value of Proximity's current programs and provided suggestions for consideration in their evolution. The conversation affirmed Proximity's role to contribute and add value in support of the independent responsibility of hospitals to identify and develop leaders.

Weeneebayko Area Health Authority

On behalf of your Board of Directors, I want to thank every hospital that has participated in advocacy to support the development of the Weeneebayko Area Health Authority hospital and related facilities in Moosonee. Well over 100 hospitals have reached out to federal and provincial government officials, individually and collectively, to demand action to ensure that the construction of this critical project which will support access to care for the 12,000 people (many of whom are Indigenous) living along the Western James Bay and Hudson Bay Coast. The leadership by our sector in overwhelmingly and quickly supporting WAHA, while not surprising, has been inspiring to witness and much appreciated by colleagues at WAHA, First Nations leadership and Deputy Premier and Health Minister Jones.

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Hospital-Enabled Research and Innovation

Your Board continues to guide the OHA's commitment to elevate Ontario's health system by more deeply integrating hospital-enabled research and education. The Research and Innovation Committee, comprising Vice Presidents of Research, and the Academic CEO Committee, recently discussed opportunities for both groups to inform the ongoing development of the OHA's advocacy reposition. Management also has convened a small group of artificial intelligence (AI) experts in January and April for two Technology and AI Roundtables to better understand current hospital AI initiatives, identify potential synergies amongst Members, and discuss strategic areas where the OHA may be most impactful at the hospital and system levels.

Your Association efforts in direct advocacy with the federal government were reflected in research investments included in the recent federal budget. On April 16th, the OHA issued a [news release](#), welcoming these new investments in Canada's federal granting councils and in the number and value of graduate scholarship and post-doctoral fellowships. The Board endorsed the OHA's continued advocacy efforts related to hospital-enabled research and education.

OHA Advocacy Activities

Your Board continues to guide efforts to secure financial and operational stability for hospitals. While the provincial budget included an expected increase of 4% (\$965 million) in base funding for hospitals, this percentage reflects a sector-wide average which typically varies among hospitals. Your Association continues to encourage officials to communicate individual hospital allocations to support hospital operations and enable them to plan for the current year. The Board endorsed the OHA's continued advocacy efforts related to hospital financial and operational stability.

The OHA continues to seek further details regarding the reconciliation process for Bill 124 reimbursement funding since the reconciliation will have an impact on hospitals audited financial statements. The details are expected to be released in the coming weeks and the OHA will host a technical webinar with the Ministry and Ontario Health to provide Members with clarity on the process, requirements and deadlines for any data submission, if required.

Your Association also has commissioned a third-party review of the working capital health of Ontario's hospitals to better understand their underlying financial health.

OHA Board 2024/25

The Board nominated Julia Hanigsberg, President and CEO, Holland Bloorview Kids Rehabilitation hospital, and Jasmine Tehara, Trustee, Centre for Addiction and Mental Health, for renewal as Board Vice Chairs for the year starting after the annual members' meeting on September 26th. Melissa Farrell, President and CEO, Halton Healthcare, was selected as Board Chair-nominee at the Board's March meeting. The Board's nominations for committee leadership include five people who will be new to their role, four who did not hold leadership positions in the current year, seven women and three men, and a mix of Trustees, hospital CEOs and others.

The Board also nominated Julia Hanigsberg, Patrick Johnston, Gary Newton, and Donna Wellington for re-election to the Board, each for a three-year term and set the board size at 20 Directors.

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Member Satisfaction

The annual Member Satisfaction Survey is a key tool in assessing the OHA's success in meeting Member expectations and provides important data to guide efforts to improve Member engagement. The 2024 survey was released to hospital CEOs in April. Key results of the 2024 survey include:

1. Overall satisfaction for 2024 is 93%. This is the tenth consecutive year in which overall satisfaction has been over 90%.
2. Members reported high satisfaction, at 93%, with opportunities to engage with the OHA.
3. The overall satisfaction with the OHA's effectiveness as an advocate to the provincial government is 89%.

More results, including the top issues identified by hospital CEOs, will be considered by the Board at its next meeting in August.

Other Business

The Board:

- Approved a [policy statement](#) on hospital COVID-19 vaccination requirements that was released on May 17th (login to the OHA's website required).
- Reviewed the results of management's enterprise risk assessment and confirmed that the enterprise risk management program had identified and assessed significant risks that could affect the Association.
- Reviewed the 2023/24 organizational results against the board-approved Strategic Indicators.
- Completed the 2023/24 Annual Performance Review of the President and CEO of the OHA.
- Received an update on the implementation by Collaborative Benefits of the provincial hospital employee benefits strategy.
- Received an update on the termination of the OHA Benefits Plan with Desjardins Financial Security Life Assurance Company.
- Received the Q4 financial results.
- Reviewed the Chair's Report to the Board and progress report on the Board's 2023-2024 Work Plan.
- Ratified minor amendments to the OHA's budget for 2024/25.
- Approved the ceiling rate for membership dues.
- Approved revisions to governance policies.
- Approved its meeting schedule for 2025-2026.
- Issued Associate Memberships to: Community Care North Hastings Inc.; Community Head Injury Resource Services of Toronto; Jubilee Centre; Hospice Muskoka; LOFT Community Services; Nucleus Independent Living; Osgood Care Centre; Ottawa Inner City Health Inc.; St. Joseph's - Hospice of London; Wiigwas Elder and Senior Care.
- Issued Affiliate Memberships to Bryan Gray Pharmacist Professional Corporation, and Ottawa Academic Cardiology Management Corporation.
- Received draft minutes of recent standing committee meetings.
- Received the evaluation of the March Board meeting.

President's Report

The attached President's Report to the Board provides information on activities related to the OHA's current year Operating Plan.

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Next Board Meeting

The next regular meeting of the Board will be held on August 14, 2024.

If you have any questions or comments, please don't hesitate to contact me at dgiroux@oha.com or Anthony Dale, President and CEO, OHA, at adale@oha.com.

Dominic Giroux

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I am pleased to present a brief report of key activities undertaken within the months of March through May 2024. This report supplements items included on the agenda for the Board meeting.

OPERATING PLAN UPDATE

The information below provides progress reports on the initiatives included in the Operating Plan 2023/24 to bring to life the Strategic Plan 2023-2027. Aligned with the intention of the Strategic Plan, reports of Member Engagement activities and Knowledge Transfer initiatives are included throughout the report.

OUR MEMBERS

Policy and Advocacy

Bill 60, *Integrated Community Health Services Centres Act*. The OHA has been actively shaping the Integrated Community Health Service Centres (ICHSCs) framework since early 2023. As of April 1, 2024, Accreditation Canada has replaced the College of Physicians and the College of Midwives of Ontario as the prescribed inspecting body for ICHSCs.

In anticipation of these changes, the OHA advocated to the Ministry of Health (MOH) by making a [written submission](#) to ensure that ICHSCs meet the same oversight and quality standards as public hospitals, and emphasizing consistency in patient safety and transparency across the healthcare sector.

On April 19, 2024, the OHA attended the first of several webinars dedicated to explaining next steps and details with respect to ICHSC Call for Applications. The April webinar, led by the MOH, covered application timelines, eligibility requirements, and the application process. Calls for Applications over the coming months will be divided among specific services through the following timeline:

- MRI/CT: Spring 2024
- GI Endoscopy: Summer 2024
- Orthopedics: Fall 2024

The MOH has indicated that there are no plans at this time to extend calls for applications for any other services.

Connecting Care Act, Ontario Health Team Designation Written Submission. On February 23, 2024, the provincial government posted a regulatory proposal which outlined the proposed requirements that must be met to be eligible for the Ontario Health Team (OHT) designation. According to the *Connecting Care Act, 2019 (CCA)*, OHTs must be designated for the OHT to be eligible to receive health and non-health service funding from Ontario Health (OH) to provide integrated services and enter into an accountability agreement with OH.

On April 8, 2024, the OHA provided a [written submission](#) to OH on the proposed requirements for OHT designation. This submission

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emphasized the importance of not adding unnecessary red tape or administrative burden for OHT members (referred to in the regulation as “constituent members”). The submission also stressed that the requirements must be clearly articulated to minimize the need for constituent members to devote limited resources to achieve legal compliance. The OHA recommended the development of centralized supports for constituent members, such as guidance or best practice documents and a suite of optional templates, highlighting the importance of considering the privacy implications of OHTs.

Bill S-211, the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, Guidance Document and Webinar. On January 1, the Canadian government enacted the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the Act, formerly known as Bill S-211). The Act imposes an annual reporting obligation on applicable Canadian entities regarding their policies and steps to mitigate the risk of forced or child labour in their supply chains. The first report is due by May 31, 2024.

To support members, the OHA, in collaboration with Borden Ladner Gervais (BLG), hosted a webinar on the legislation on February 20, 2024. This webinar allowed members to ask specific questions about the Act's requirements. Additionally, the OHA and BLG developed a comprehensive [Guidance Document](#) to assist members in determining the Act's applicability to their operations and outline the necessary steps to comply with the reporting requirements. The Guidance Document includes a detailed reporting checklist to ensure thorough preparation for the upcoming submission deadline.

Understanding Your Legal Accountabilities: A Guide for Ontario Hospitals (2024 Edition). In March 2024, the OHA released the fifth edition of “[Understanding Your Legal Accountabilities: A Guide for Ontario Hospitals](#),” which has been developed in collaboration with BLG. The Guide is intended to assist hospitals in addressing the numerous areas in which statutory liability can be imposed on directors as well as managing various periodic reporting requirements. The fifth edition incorporates a variety of legislative and regulatory changes, including:

- New reporting requirements and potential director liability under the *Fighting Against Forced Labour and Child Labour in Supply Chains Act, 2023* (Bill S-211);
- Increased penalties under the *Occupational Health and Safety Act, 1990* and *Personal Health Information Protection Act, 2004*;
- Amendments to the offence provisions of the *Laboratory & Specimen Collection Centre Licensing Act, 1990*;

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- Amendments to the reporting obligations under the *Electricity Act, 1998*; and
- An update on the status of the *Protecting a Sustainable Public Sector for Future Generations Act, 2019* (Bill 124).

Release of the Fall/Winter Legislative Round-Up. Throughout Fall 2023 and Winter 2024, the OHA has been actively engaged in various legislative and regulatory areas. These areas included medical assistance in dying (MAID), OHTs, ICHSCs, not-for-profit corporations, forced and child labour, and health profession regulation. To capture all these updates, the OHA has compiled them in summary, which offers a detailed overview of all the legislative and regulatory activities in these months. The Fall 2023 and Winter 2024 Legislative Round-up can be found [here](#).

Updates on Ongoing Cybersecurity and Ransomware Issues. The OHA continues to engage with OH and the Healthcare Insurance Reciprocal of Canada (HIROC) to discuss ransom threats and cybersecurity incidents and ways in which the sector can be protected from ransom threats, including opportunities for policy guidance or regulatory activity in this area. The OHA will continue monitoring these issues and updating members on cybersecurity policy developments. The OHA will also continue collaborating with OH and HIROC to explore the most effective ways to respond to cybersecurity threats and ensure preparedness across the sector.

Small, Rural and Northern (SRN) Advocacy Day: On Thursday May 16, following the OHA's Board Meeting on May 15 in Toronto, five hospital CEOs from small, rural and northern (SRN) hospitals will attend an Advocacy Day at Queen's Park with their local Members of Provincial Parliament (MPPs). The CEOs include: Andrew Williams, President and CEO, Huron Perth Healthcare Alliance; Doreen Armstrong-Ross, President and CEO, Dryden Regional Health Centre; Lynne Innes, President and CEO, Weeneebayko Area Health Authority; Mike Baker, President and CEO, Temiskaming Hospital; and Sue Lebeau, President and CEO, West Nipissing General Hospital.

The OHA has invited the Hon. Sylvia Jones, Deputy Premier and Minister of Health, as well as the MPPs of each of the local CEOs. The hospital CEOs will be attending Question Period in the morning, meeting with the Minister of Health (TBC) and Progressive Conservative MPPs during a lunch roundtable meeting and the meeting with Opposition MPPs in the afternoon. The hospital CEOs will be raising three key recommendations regarding alleviating financial pressures and enabling long-term planning;

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addressing health human resources challenges; and providing flexibility to allow hospitals to deliver non-clinical services.

SRN Communications Strategy. The OHA is developing a proactive communications strategy to highlight the unique challenges, opportunities and successes of SRN hospitals. The strategy will focus on highlighting SRN members in the public domain, and the communications strategy would be executed in parallel with ongoing advocacy efforts, including the SRN Advocacy Day on May 16. The key tactics include public forum speaking opportunities; profiling unique SRN stories and successes; spotlighting the unique work of SRN members for knowledge-sharing and collaboration; and additional tailored communications support through key messages, templates, and FAQ documents.

Celebrating 100 Years of Service and Showcasing Hospitals. The OHA is developing a special website section as part of its 100th anniversary to showcase content supporting the adapted strategy to position hospitals as change leaders.

These areas of content development will cover current and future research initiatives, showcase collaborations and integrated models of care, and individual contributions from board members about why they serve, from health care workers about why they love working in health care, and from health care leaders on their vision for the next 100 years of health care.

Curated Stories from the Field. The OHA news microsite, Health System News (HSN), is one of the most visited sections of the corporate website. With news and information that is updated every 3-4 weeks, it is a hub of news and information for the sector. This year, the OHA has created thematic issues of the Health System News e-newsletter to support curated content. To date, the OHA has released issues on Hospital-Based Research, Women in Leadership, and Patient Experience. Additional issues planned for the remainder of 2024 include Indigenous Health, Seniors Care, and Integrated Care Delivery.

Rehabilitation and Complex Continuing Care (Rehab-CCC) Network. A sub-committee of the Rehab-CCC Network is working on a position paper to articulate the unique value of Rehab-CCC hospitals in the health system. The Network met on March 4th, 2024, where members provided feedback on the position paper, received updates on the OHA's advocacy pivot and the government's plan to retire and discontinue supporting the RAI-MDS 2.0 as of 2026. The next meeting is being planned for June 2024. During the initial quarter of the year, there will be significant shifts in network membership due to retirements and other career transitions, including a change to the network lead.

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Large Community Hospital Network. Based on interest from the membership, the OHA is forming a new network for CEOs of large community hospitals. This Network will be co-led by Altaf Stationwala, President and CEO, Mackenzie Health, and Lynn Mikula, President and CEO, Peterborough Regional Health Centre. The goal of the Network is to provide high-value engagement that keeps members well-informed and balances flow of information among the Network, OHA members, system stakeholders, and government and its relevant ministries. The first meeting will be on June 14th, 2024.

Education Committee. The Education Committee convened on April 3rd, and covered various topics, including discussions around the Committee's workplan that sets out the different areas of work which help to advance the Committee's strategic priorities, the provincial budget, the use of physician extenders/interprofessional training, and Professional Association of Residents of Ontario (PARO) negotiations. The Committee also discussed the possibility of an emergent project to be framed by the OHA aimed at investigating the funding of learners in hospitals.

The Education Committee co-leads also attended the Small, Rural, and Northern (SRN) in-person meeting in May to discuss potential areas of collaboration, particularly as it relates to supporting the training and education of health human resources in SRN communities.

Finally, the Committee will be conducting its annual clinical placement capacity in nursing survey in late May/early June to better understand the placement capacity across hospitals. Results of the survey will be shared to all hospitals through the Nursing Placement Capacity Dashboard, once available.

Physician Leadership Committee (PLC). At the end of March, the PLC welcomed a new chair, Dr. Virginia Roth, Chief of Staff at The Ottawa Hospital, who previously has served as the Committee's Vice-Chair. Dr. Sarah Jarman, Chief of Staff and Vice President of Medical and Academic Affairs at St. Joseph's Healthcare Hamilton, has stepped in as the Committee's Vice-Chair.

Research and Innovation Committee (RIC). The RIC convened on March 28th, 2024. Holly McCracken, Director for Innovation, Science and Economic Development (ISED) Canada, presented to the group on the new government policy on Sensitive Technology Research and Affiliations of Concern (STRAC). This STRAC policy includes publishing a list of sensitive research areas and a list of named research organizations (NROs) of concern, and states that researchers with named roles on grant applications (e.g., co-applicant, principal investigator) must sign attestations stating they are not affiliated with NROs. Colleen Hogan

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provided an update from the Ministry of Colleges and Universities, including a corresponding update and memo from the provincial government on the provincial safeguarding of research. The RIC also provided feedback on the OHA's advocacy pivot and the important role of research and innovation in Ontario's hospitals.

Small, Rural and Northern (SRN) Network. The SRN Network convened on March 26th. Donna Duncan, CEO of the Ontario Long Term Care Association (OLTCA) presented on long-term care home capacity and core issues facing the sector including redevelopment required to meet upcoming changes to fire code requirements. Many long-term care homes are at risk of closure due to not meeting these new fire code requirements. The potential reduction in long-term care beds likely will impact hospitals' ability to discharge patients requiring long-term care. Management provided a financial update and an overview of the advocacy pivot. An update was also provided from the SRN Emergency Department (ED) Strategy Advisory working group and included an overview of the advisory group's action plan.

The SRN Network had an in-person meeting on May 1st at the OHA offices. Management presented an SRN communications strategy as well as an update on the key messages for the SRN provincial mini-advocacy day planned for May 16th (see SRN communications strategy and SRN mini advocacy day for more details). There was also a discussion of the financial challenges the network is facing, including leadership recruitment and retention. The OHA's Education Committee's co-leads presented on potential areas of collaboration, and three SRN members presented success stories from their hospitals.

Temporary Locum Program Extension (TLP). On March 21st, the OHA received confirmation from the Assistant Deputy Minister that the Temporary Locum Program (TLP) was, once again, being extended from April 1st to September 30th, 2024. TLP was set to expire on March 31st. Considering the valuable support and respite TLP offers to some OHA members, particularly those in rural and northern communities, the OHA has advocated for the continuation of TLP until such a time that the Ministry has implemented a longer-term solution to address physician shortages. The OHA continues to advocate to the Ministry for a more robust and sustainable solution.

Hospital Governance Matrix Team. An OHA cross-divisional team has been working to map out a modernized, member-focused hospital governance strategy that targets governance matters currently faced by hospitals and encourages hospital boards to expand their thinking of fiduciary duties to encompass broader social responsibility to local communities. Redefined objectives have been established for the

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	<p>program, that directly align with the OHA’s strategic priorities. Work planning and resourcing are currently under review. In tandem, several workstreams are continuing in service to members.</p> <ul style="list-style-type: none"> • <u>Leadership Summit: Board Chairs Engagement Session</u>. The OHA hosted a facilitated discussion on key hospital governance issues for Board Chairs at the 2024 Leadership Summit. The session began with a brief presentation, acknowledging the current landscape of hospital governance in Ontario and the opportunities for leadership and change in Ontario’s health care system. Frank Vassallo and Jeff Nolan, from Kemptville District Hospital, and Altaf Stationwala and Fay Lim-Lambie, Mackenzie Health joined Melissa Prokopy, Vice President, Policy and Advocacy, and Sundeep Sodhi, Chief, Strategy, Member Relations, and Long-Term Health Policy, for a conversation exploring their own experiences leading and working with their hospital boards on innovative opportunities. • <u>Board Self-Assessment Tool</u>. The OHA’s Board Self-Assessment tool is offered twice a year to hospital members – the spring iteration was available until May 10th and, at the time of writing, 49 hospitals had signed up to participate. Participating organizations have access to an online dashboard to view their organization’s information on the board’s average scores across various performance areas and a handbook with guidance on how to develop a governance action plan based on the results. A comprehensive review and update of the tool is anticipated for 2024/2025.
<p>Labour Relations and Benefits</p>	<p>CUPE Central Bargaining. On April 18th, a board of arbitration issued its decision for a renewal collective agreement between the Participating Hospitals and Canadian Union of Public Employees (CUPE) for the term September 29, 2023 – September 28, 2025. The award provided for wage increases of 3% in each year of the two-year term, as well as increases to premiums and benefits to match levels contained within the ONA central collective agreement.</p> <p>In addition to monetary increases, the award also included amendments addressing hospital priorities. In particular, the award eliminated the requirement to offer payments to employees to resign their employment where such payments would not eliminate the need to engage the layoff process, as well as introducing language permitting innovative staffing initiatives such as weekend worker schedules and utilization of the government’s Nursing Graduate Guarantee program.</p>

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	<p>SEIU Central Bargaining. On April 18th, a board of arbitration issued its decision for a renewal collective agreement between the Participating Hospitals and Service Employees International Union (SEIU) for the term January 1, 2024 – December 31, 2025. The award provided for wage increases of 3% in each year of the two-year term, as well as increases to premiums and benefits to match levels contained within the ONA central collective agreement.</p> <p>In addition to monetary increases, the award also included amendments addressing hospital priorities. In particular, the award eliminated the requirement to offer payments to employees to resign their employment where such payments would not eliminate the need to engage the layoff process, as well as introducing language permitting innovative staffing initiatives such as weekend worker schedules and utilization of the government's Nursing Graduate Guarantee program.</p>
Data and Analytics	<p>Hospital Analytics. The results of the 2024 Spring OHA Health Human Resource (HR) Workforce Survey were released in early May and are available through the Data Analytics portal to those with authorized access. Participation included 81% of hospitals, representing 93% of hospital full-time equivalents (FTEs). This survey has been conducted since 2021 to capture vacancy and turnover data from hospitals to inform the OHA's advocacy approach. High-level results from previous survey years continue to be available to all survey participants.</p> <p>The 2023 HR Benchmarking Survey results were released in March. The results included participation from 74% of hospitals, representing over 195,000 employees. An improved, user-friendly dashboard of the survey results was introduced in May.</p> <p>In April, the OHA launched the 2024 Research Salary Survey, which gathers compensation information for 40 research positions within the hospital and broader university academic communities. The OHA also launched the 2024 Administrative Physician Compensation Survey, which examines hospital compensation practices as they pertain to the administrative component of administrative physician positions. The deadline to complete these surveys is in June.</p> <p>The OHA launched a new Local Registration Authority (LRA) online portal in April to streamline and enhance access control for the OHA's Data Analytics tools. The new portal allows LRAs independently to manage the access request authorization and user permissions processes, leading to greater efficiency.</p> <p>Due to ongoing Member interest, in March and April the OHA delivered four Ontario Healthcare Reporting Standards (OHRS) practical application workshops, attended by approximately 100 hospital</p>

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	<p>participants. Designed for health finance analysts, this training explored how to leverage OHRS data to support decision-making and complete information requests.</p> <p>Patient Experience. Strong uptake of the OHA’s patient experience measurement program continues. The majority of acute academic (17 of 18), large community (21 of 22) and medium community hospitals (20 of 23) are program participants. Over the next few months, the OHA anticipates participation to grow to over 100 hospital corporations.</p> <p>In March 2024, the OHA partnered with Critical Care Services Ontario (CCSO) to adapt and operationalize their Family Satisfaction in the Intensive Care Unit (FS-ICU) survey under the OHA-led program. This partnership is a stride towards efforts to consolidate care experience measurement, a growing preference across hospitals. Leveraging the success of the OHA’s program, this collaborative initiative aims to improve response rates to help inform improvements to the ICU care experience.</p> <p>A pilot with four hospitals is underway to test the engineered benchmarking solution. Lakeridge Health is the first hospital successfully to complete the transfer of data to the OHA’s repository. The provincial benchmarking initiative is anticipated to launch in Summer 2024.</p> <p>In response to a CEO Connection (April 11) seeking feedback on the prospects of the OHA initiating plans for public reporting of patient experience results, Members have been sharing their perspectives with management. The OHA will seek additional input as the benchmarking program matures.</p> <p>Efforts to develop a short-form outpatient care experience survey have begun. A committee representing over 30 hospitals will work collaboratively over the summer, following which efforts to develop a short-form ambulatory survey will commence.</p>
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OUR SYSTEM

<p>High Performing Health Care System</p>	<p>Hospitals Advisory Committee (HAC). The Hospitals Advisory Committee (HAC) met in March to review recommended updates to the Chronic Kidney Disease (CKD), Congestive Heart Failure (CHF) , and Chronic Obstructive Pulmonary Disease (COPD), Quality Based Procedures (QBPs) as well as the Kidney Transplant Integrated Funding Model. HAC heard from Ontario Health, who, together with Ministry, is initiating work to develop an objective and standardized platform, metrics and process to analyze and benchmark hospital performance, and implement strategies that will enable improved clinical operations. A</p>
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comprehensive engagement is underway to gather advice, including ongoing discussions at HAC.

HAC Data Advisory and Funding Methodologies Sub-Committees.

The Funding Methodologies Sub-committee finalized their workplan for FY2024-25 at their April meeting. Priorities are aligned with the current HAC strategic pillars and include updates to the Growth and Efficiency Model (GEM) inpatient rehab unit cost model, GEM growth component and QBP Case Mix Indexes (CMIs), updates to QBPs and Bundled Care, to support financial health and stability while reforming funding models.

The group also discussed options presented by the Ministry for updating the COPD and CHF QBP funding toward an Integrated Care Pathway (ICP) funding model. In FY2024/25, the Ministry will initiate a no-loss payment model as they work through the transition of these funding envelopes. Further discussion on these approaches will be shared with HAC and details will be provided to hospitals in the coming months.

The GEM allocation process is underway at the Ministry. No date can be confirmed at this time for release of the workbooks, but the current estimate for delivery is late-May to early-June.

The Patient-Based Funding Data Advisory Sub-Committee received updates on the Ontario Hospital Reporting System (OHRS) as well as the IntelliHealth Expansion. Members discussed hospital priorities for FY2024/25 and preparations required for the decommissioning of the Continuing Care Reporting System (CCRS) in March 2026. Further planning is underway with the Hospitals Advisory Committee.

Financial Leaders Network. On March 5th, the OHA's Financial Leaders Network met to discuss updates impacting hospital financial position, the new reporting requirements from the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (S.C. 2023), Network priorities for FY2024/25, and the ongoing financial and Health Human Resources pressures facing Ontario's hospitals. The Network finalized their workplan and priorities for discussion in FY2024/25.

MOH Alternative Health Facilities (AHF) Webinar. In follow-up to the March 1, 2024 and March 4, 2024 memos from the Ministry regarding 2024/25 funding approaches to AHFs and Ontario Building and Fire Code B2 US Classification Requirements, the OHA supported the Ministry in delivering a technical webinar to Members on March 7, 2024.

Ontario Budget Member Call. On March 28th, the OHA hosted a webinar on the 2024 Provincial Budget that was released by the Government of Ontario. Management provided insights and clarifying details that were discussed with the government post-release. More

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	<p>information will be available when hospital funding packages are distributed in the coming months.</p> <p>The OHA will be monitoring the financial position of hospitals at the end of 2024/25 Q1 as well as the YE forecast. This information continues to be valuable for OHA advocacy purposes.</p> <p>Hospital Operated Long-Term Care Beds. A Hospital Operated Long-Term Care Homes Consultation Group and a CFO working group have been struck to provide advice to the OHA regarding operational and capital expense issues faced by hospitals that operate long-term care homes. The OHA conducted a survey in March to assess the gap between funding and operating expenses for these organizations. Survey results are being reviewed by the CEO and CFO groups and an advocacy plan is being developed.</p> <p>Finance Forum. The OHA is exploring approaches to be considered for funding for discussion at HAC Sub-Committees, the Financial Leaders Network, and other OHA Networks in the coming months. A proceedings document of the Finance Forum, held in October 2023 is being used to plan for other events. The next Finance Forum is being planned for Fall 2024.</p>
<p>Indigenous Health</p>	<p>Indigenous Health Outreach. The OHA’s cross-organization matrix team identified approximately 30 hospital members leading Indigenous health initiatives and are on track to complete outreach by end of Q2. These initial calls focus on information-gathering and sharing and establishing working relationships. The OHA anticipates a convening event or conference in late 2024, to facilitate shared learning, and establish ongoing engagement, knowledge-sharing, and advisory capacity between the OHA and hospital-based Indigenous leads.</p> <p>The OHA team also visited and toured Centre for Addiction and Mental Health’s Shkaabe Makwa centre as part of its ongoing engagement.</p> <p>The OHA team engaged with Dr. Lisa Richardson, Strategic Lead for Indigenous Health at the Centre for Wise Practices, on her research and application of a “rights-based” approach to Indigenous health, recognizing the inherent sovereign rights of Indigenous people to self-determination and access to culturally safe care within the healthcare system. The OHA is actively exploring collaboration opportunities with TAHSN, the Centre for Wise Practices, and Shkaabe Makwa.</p> <p>Guided by Lynne Innes, the OHA will meet on May 24 with Grand Chief of Nishnabe Aski Nation (NAN) Ontario on system-level issues where the OHA can work in allyship to support efforts to strengthen sovereignty of Indigenous Health in Ontario.</p>

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	<p>The OHA is also completing an environmental scan of approaches to resolution of patient complaints from an Indigenous lens, examining the mechanisms currently in place through patient ombudsperson offices in various provinces. Over the coming months, staff will meet with representatives from Ontario, British Columbia, and Saskatchewan to inform ongoing research on the patient complaints process.</p>
<p>Integrated Health Data</p>	<p>Integrated Decision Support (IDS). IDS continues to expand across the province, adding more hospitals, home and community care support services (HCCSS), community health centres (CHC), and other sectors' data to the platform. During a busy March and April, the IDS team completed new implementations for:</p> <ul style="list-style-type: none"> • Collingwood General & Marine Hospital • Royal Victoria Regional Health Centre • Stevenson Memorial Hospital • Chatham-Kent CHC • Windsor Essex CHC • Oxford County CHC • West Elgin CHC <p>In the South East (SE), Providence Care has signed on for hospital with Long-Term Care (LTC) data and work now underway. In the South West (SW), West Perth and Exeter LTCs as well as four Family Health Teams (FHT) and one Family Health Organization (FHO) have signed on. Promising discussions with select hospitals in both the North East (NE) and North West (NW) have occurred. Toronto Paramedics/EMS leadership has agreed to move forward with IDS and the work with the City of Toronto approval process is underway. Additionally, a number of hospitals in the Champlain region are considering IDS.</p> <p>HCCSS implementation for remaining provincial homecare is progressing well with planned completion for SE, Central, North Simcoe Muskoka and NE for May 11 and for Central West, Central East, NW and Champlain for June 28.</p> <p>IDS's Proof of Concept work testing a new data submission for Community Support Services (CSS) continues, with interest from a few agencies (Indwell, Nucleus, New Path, HANDS, LOFT) as well as engagement with CSS sector vendor EMHware. Creating a 'once for many' process will drive adoption and ease of implementation for this sector.</p> <p>In partnership with Guelph Wellington OHT, which worked with IDS to add primary care and CHMA data to their already existing hospitals, HCCSS and CHC data sets, IDS is supporting the showcase of that</p>

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	region's success and how shared data within IDS can provide actionable insights right down to the family physician roster level.
OUR ORGANIZATION	
People	Employee Engagement Surveys. The OHA has modernized its employee engagement approach over the past year, integrating pulse surveys to capture the perspectives of employees at regular intervals. With a 77% response rate, results of the March 2024 survey reflect a net promoter score of 67, representing a high engagement score. The average score of 9/10 indicates that employees are highly engaged with the OHA. For those respondents with 10-20 years of service at the OHA, 100% indicated 10/10 on the statement, 'how likely are you to recommend the OHA to a friend or family member'. The survey assessed four additional focus areas which included equity, diversity, and inclusion in the workplace, psychological safety, emotional safety, and the perception on the meaningfulness of the OHA's internal Equity, Diversity, and Inclusion programming. These additional results reflect an overall high satisfaction at 5.6/6.
Relationships	Leadership Summit Sponsorship. This year, BLG and HIROC were joined as sponsors of the Summit by Medavie Blue Cross and Manulife under the banner of Co (Healthcare Collaborative Benefits). HOOPP. The Settlers will meet, facilitated by Tony Dean, on June 3 rd to continue discussions about Trustee compensation. The OHA Caucus has not yet selected its Lead Trustee successor to Gerry Rocchi who will complete his term in December. It is possible that Anthony Dale, longest serving among the OHA appointees, could need to step into that HOOPP leadership role.
Practices	Integrated Decision Support (IDS) Integration to OHA Systems. Over the past few months, the OHA has been working on an in-depth assessment of a full environment migration of the IDS infrastructure from an HHSC on-premises environment to the OHA's cloud infrastructure utilizing the Microsoft Azure platform. As part of this, the team is assessing the feasibility, cost savings, efficiencies, performance, and risks of moving to the new cloud environment, as well as the impact on applications and security set-up of IDS services. This work is being completed with the support of Microsoft and the OHA's security solution providers. Additionally, management is conducting a review of the IT governance associated with the IDS application/infrastructure and the resulting changes to services/support responsibilities, while assessing the expected impact to the OHA's operations.

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	<p>San'yas Foundational Training. The OHA achieved 100% staff participation in San'yas foundational training to increase capacity, knowledge, and understanding of Indigenous Health. Staff will participate in a mandatory second round of Bystander to Ally training to be completed by the end of the fiscal year. Experiential learning with guest speakers, visits, and other exposure to Indigenous perspectives and culture is an important element of the OHA staff learning program.</p>
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MEMBER OUTREACH

Member Satisfaction Survey. The annual OHA Member Satisfaction Survey is provided to Hospital CEOs with the goal of assessing overall satisfaction with the OHA's performance, satisfaction with six key elements of the association's work, and top issues facing member hospitals.

The 2024 survey was released on April 3rd and available until May 3rd. With a high response rate of 75%, initial results show 93% overall satisfaction with the OHA's performance, the tenth consecutive year that overall satisfaction has been above 90%. Member satisfaction with OHA advocacy remains high at 89%, including preliminary commentary outlining their support for a bold path forward.

Hospital Visits and Board Presentations continue to be a priority for management since they resumed in early 2023. These offer an opportunity for the OHA to learn and more deeply appreciate the unique challenges of each hospital and region, as well as give Members the space to ask direct questions of and share feedback with the OHA. These engagements also offer opportunities to begin to socialize the OHA's emerging advocacy directions.

- On March 27th, Anthony Dale, President and CEO, and Melissa Prokopy, Vice President, Policy and Advocacy, presented to The Ottawa Hospital Board of Directors for an engaging conversation on the OHA's emerging advocacy directions and their Board's role in innovation and new partnerships.
- On April 11th, Anthony Dale, Melissa Prokopy, and Sundeep Sodhi, Chief, Strategy, Member Relations, and Long-Term Health Policy, visited Halton Healthcare Services to speak at their Board of Directors meeting. They also joined Halton's leadership team for a visit to various areas of the hospital.
- On April 25th, Sundeep Sodhi and Rebecca Kelsey, Manager, Strategy and Member Relations, attended Winchester District Hospital's Board of Directors Meeting to share information on the OHA's advocacy strategy. The Board response following the presentation was highly encouraging.
- On April 26th, Anthony Dale and Melissa Prokopy presented to the Ontario Shores Centre for Mental Health Sciences Board of Directors Meeting. The Board was highly receptive to the OHA's emerging advocacy directions, encouraging further discussion and engagement with Hospital Boards to advance this work.

The OHA's engagement with Hospital Leadership Teams and their Boards continues to be a priority with several engagements planned for the coming months.

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Member Meetings

Date	Member and Reason	Participants
April 17, 2024	Brant Community Health System, New CEO Introductory Call	Anthony Dale, Bonnie Camm
April 23, 2024	Lennox & Addington County General Hospital, New CEO Introductory Call	Anthony Dale, Mike Bell

OUTREACH MEETINGS, OTHER MEETINGS

Outreach to Government

Date	Topic	Participants
March 7, 2024	Introductory call with new MOH DM	Anthony Dale, Deborah Richardson
March 7, 2024	Meeting with Minister Bethlenfalvy regarding 2024 Ontario Budget	Anthony Dale, Dominic Giroux, Melissa Prokopy
March 11, 2024	Governance Discussion with MOH ADM	Anthony Dale, Melissa Prokopy, Catherine Wang
March 25, 2024	Pre-Budget Call with MOH	Anthony Dale, Alex Millier
March 28, 2024	Clinical Operations Benchmarking Discussion with MOH and OH	Anthony Dale, Melissa Prokopy, Imtiaz Daniel, Catherine Wang, Anna Greenberg
April 4, 2024	Monthly Meeting with MOH DM	Anthony Dale, Deborah Richardson
April 10, 2024	Integrated Funding and OHTs with Minister's Office, MOH	Anthony Dale, Melissa Prokopy, Chris Dacunha
April 18, 2024	Discuss AI with MOH and OH	Anthony Dale, Hazim Hassan, Melissa Prokopy, Deborah Richardson, Michael Hillmer, Matt Anderson, Stephanie Lockhart
April 29, 2024	Monthly Meeting with MOH DM	Anthony Dale, Deborah Richardson

Outreach to Partners

Date	Topic	Participants
April 22, 2024	OPCN Oversight Council	Anthony Dale
May 10, 2024	Presentation to VON Board	Anthony Dale, Melissa Prokopy

Events

Date	Topic and Sponsor	Attendees/Participants
March 21, 2024	Empire Club hosted event with Minister Bethlenfalvy re Budget	Anthony Dale
March 26, 2024	2024 Ontario Budget Speech at Queen's Park	Anthony Dale