

Stability Innovation Evolution

Operating Plan
2023/2024

Today the Ontario Hospital Association operates on land that has been the traditional territory of many Indigenous Nations over thousands of years – including the Huron-Wendat, the Haudenosaunee Confederacy and the Mississaugas of the Credit. This land is covered by Treaty 13 with the Mississaugas of the Credit.

We also acknowledge that this land – and the land on which hospitals across Ontario operate – is home to diverse First Nations, Inuit and Métis. We are grateful and humbled to have the opportunity to live, work and come together on these lands.

President & CEO's Message

The COVID-19 pandemic has left a deep mark in the memories of people around the world.

In Ontario, it tested our health system's resilience and exacerbated its weaknesses and inequities. The pandemic response also demonstrated the extraordinary skill and dedication of hospital teams, and it motivated partners from across the system to innovate and collaborate in new ways.

At the OHA, we were prepared to serve our members effectively thanks to a strategic plan which focused on modernizing our organization.

This will be the first year under our Strategic Plan 2023-2027, which represents an evolution of our previous plan and incorporates our learnings from the past few years. The pandemic experience has proven that hospitals must play a key role in building a reliable health care system for all Ontarians. Over the four years of the plan, the OHA will therefore focus on effecting positive change for our members, the health system, and our own organization.

This operating plan outlines the work our team will undertake this year to bring the new strategic priorities to life.

It will build on our core mandates and further enhance the services members have long relied on us to provide. Following several years of change, recalibration and adaptation to unanticipated opportunities and events, we have reached a state of organizational stability and predictability that will be a strong foundation for serving our members effectively.

At the same time, our strategic planning process established new priorities that fit our mandates and capabilities and align with the changing needs of our members and the health system. In some of these areas, such as High-Performing Health Care System, we will approach work we have already championed for many years with increased focus and resources. Other priorities, such as Indigenous Health, require fresh attention by the OHA, and will involve listening and learning as we find our role and contribute to reconciliation.



PICTURED: William Osler Health System staff and patient. Photo courtesy of William Osler Health System's Annual Report.

Interwoven through the entire plan are our renewed focus on member engagement and knowledge transfer, and key themes such as health human resources, governance, and equity, diversity, inclusion, and anti-racism.

In the coming year we will also continue several important initiatives which began under the previous strategic plan and have now entered exciting execution phases:

- Implementing ambitious new visions in Hospital-Enabled Research and Education, now fully embedded into the core functions of the OHA.
- For Integrated Decision Support, a shift from transition and expansion to offering concrete solutions for the delivery of integrated care.
- Entering the startup phase for Collaborative Benefits, which would allow hospitals to work together towards the development of sector-wide solutions for delivering employee group benefits.

- Aligning closely with Proximity Institute as they enable effective leadership in Ontario hospitals.

We look forward to beginning this new phase of the OHA's nearly 100-year history and welcome your ongoing feedback and counsel as we evolve to serve you better, as you serve your patients and communities in turn. If you have any questions, please contact me at adale@oha.com or Hazim Hassan, Vice President, Business Planning and Strategy, at hhassan@oha.com.



Anthony Dale
President and CEO
Ontario Hospital Association

Member Engagement and Knowledge Transfer

We will modernize the ways in which we convene our members and support them in the application of knowledge to their unique environments.

Our members are at the heart of our work. They inspire us to innovate and create positive change in pursuit of a healthier Ontario. As part of the OHA's new strategic plan, we have committed to a refreshed focus on member engagement and knowledge transfer. As the increasing complexity of the hospital sector demands change, we will empower and embolden hospital leaders to lead

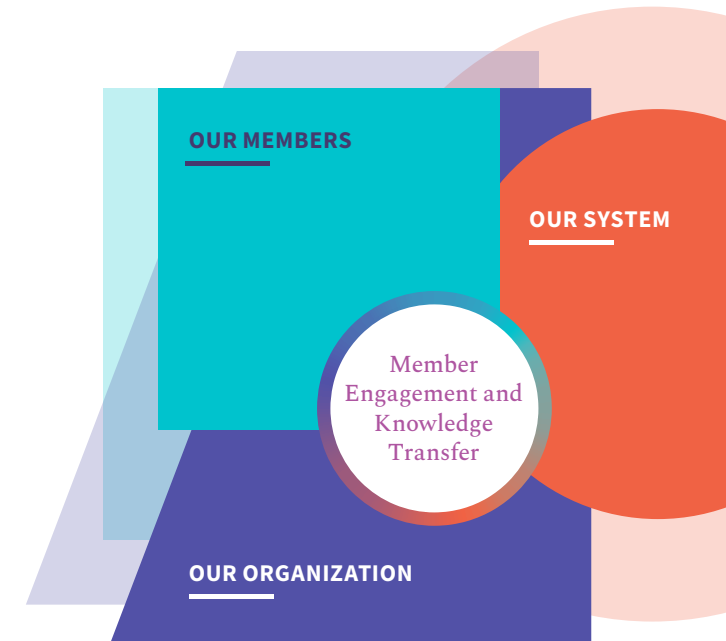
and influence health care priorities, and ensure they are prepared with the system knowledge they need to drive positive change.

Opportunities for members to share their on-the-ground insights and experiences with the OHA and one another also help us to fully understand the challenges hospitals face and do our part to facilitate actionable solutions. For this reason, this function will inform all areas of the OHA's ongoing work.

IN THE COMING YEAR, WE WILL FOCUS ON SEVERAL CORE OUTPUTS:

- Continue to offer high-quality and timely member sessions to fully engage with members and keep them informed on key developments, including through regional or other targeted sessions as required.
- Relaunch our flagship OHA Health Care Leadership Summit in May 2023, bringing together hospital CEOs and Board Chairs in-person for the first time in three years.
- Resume and enhance in-person member engagement through hospital visits, regional tours, and presentations to hospital Boards of Directors.

- Offer core programming to members in support of building effective organizations, including the Ontario Health Care Reporting Standards Course and Ontario-specific leadership development opportunities for physicians.
- Support independent, collaborative hospital governance best-practices by distributing resources including a revised *Guide to Good Governance (2023)* and the OHA Board Self-Assessment Tool, facilitating the hospital governance professionals network, and offering learning interventions such as the Governance Essentials and Governance & Health System Fundamentals programs.
- Continue to understand the evolving needs of our membership through annual Member Satisfaction Survey, a vital tool that helps us align our work with the priorities of our members and the communities they serve.



Our Pillars

Our member, system and organizational mandates form the strategic pillars of the OHA's plan to serve hospitals to build a better health system for Ontarians.

[OUR MEMBERS >](#)[OUR SYSTEM >](#)[OUR ORGANIZATION >](#)

- > Policy and Advocacy
- > Labour Relations and Benefits
- > Data and Analytics

Our Members

Our direct services to members are anchored in enhancing our core mandates of advocacy, labour relations and benefits, and data and analytics.



Policy and Advocacy

We will ensure that hospitals have a strong and respected voice in their relationship with the Ontario government, partners and the public.

In a complex and ever-changing political environment, it is our responsibility to ensure decision-makers have a full perspective on the issues that matter most to our members. As pandemic and health human resources recovery continues in the coming year, our advocacy on provincial budgets, legislative and regulatory changes, and a range of policy issues will focus on the needs of hospitals, while seeking opportunities for strategic collaboration with partners across the continuum of care. We will be a thoughtful, candid, and constructive partner with the government as they pursue system change, encouraging a Team Ontario approach to the challenges of today and tomorrow.

Our policy and advocacy recommendations will be firmly rooted in research, data and evidence and based on deep consultation with our members. We will continue to proudly represent the strong, collective voice of hospitals, encouraging action in the best interests of patients, caregivers, and the health system.

ALONGSIDE AND ON BEHALF OF OUR MEMBERS, IN 2023/24 WE WILL:

- Continue to call for investments that keep hospitals financially whole and address pressing needs in areas such as the backlog of surgeries and procedures, health human resources, and chronic capacity challenges.
- Work closely with the Ministry of Health and Ontario Health to track and analyze hospital costs and financial operating challenges, and strongly advocate for stability and transparency.
- Provide analysis, advice, and resources to members on a range of legal, policy and regulatory topics, including privacy, system integration, health human resources, and governance.
- Provide training and government relations support to OHA members, increasing their capacity and confidence to advocate for change at the local level.
- With the advice and guidance of the OHA's networks and committees, influence policy development and advocate for changes that address the unique needs of member groups.
- Through the Physician Leaders Network, shape the implementation of the Physician Services Agreement and policy and legal developments to strengthen the relationship between hospitals and physicians.
- Continue to provide evidence-based advice and support to the Hospitals Advisory Committee on funding-related issues important to hospitals, including the development and implementation of funding methodologies for integrated care, bundled care, quality-based procedures, and mental health.
- Use an adaptive and multi-faceted communications strategy to keep members, system stakeholders, and the public informed about issues affecting hospitals and the

broader health system, including refreshing our website to make it more user-friendly and assessing and adjusting our other digital communications vehicles as needed.



PICTURED: Image from OHA's *Here to Care* campaign created to remind Ontarians that against adversity and beyond challenges, Ontario's hospitals have and will continue to be there for their communities.

Labour Relations and Benefits

We will deliver sustainable, sector-wide labour relations and benefits solutions that help hospitals support employees and meet their health human resources needs.

Hospital services rely on a highly skilled and dedicated workforce. Funding realities have long necessitated hospitals be as agile as possible, using hyper-efficient health human resources models while maintaining high standards of care, an approach that was severely disrupted by the COVID-19 pandemic.

It’s more important than ever that the OHA continue to deliver enormous value to the health system by bringing hospitals together

to negotiate on a province-wide basis. The Board’s Standing Committee for Labour Relations will guide our efforts to seek affordable and responsible collective agreements.

Because supporting employee health and wellness is a critical issue for hospitals, the OHA will also leverage our experience building system-wide solutions to cultivate and grow group benefits solutions that address the complex issues of viability and sustainability of current models.

IN 2023/24, WE WILL:

Labour Relations

- Conclude the 2023 round of negotiations for a renewal central collective agreement with ONA and coordinate the arbitration process for resolving disputes arising from the local bargaining process on behalf of Participating Hospitals.
- Conclude the 2023 round of negotiations for renewal collective agreements with CUPE and SEIU and coordinate the arbitration process for resolving disputes arising from the local bargaining process on behalf of Participating Hospitals.

- Conclude the 2021 round of negotiations for renewal collective agreements with Unifor and coordinate the arbitration process for resolving disputes arising from the local bargaining process on behalf of Participating Hospitals.
- Conclude the 2023 round of negotiations for a renewal collective agreement with PARO and prepare for and engage in arbitration proceedings, if necessary.
- Conclude the negotiation of reopened collective agreements with ONA, OPSEU, CUPE, SEIU, and PARO following the judicial overturning of Bill 124, the *Protecting a Sustainable Public Sector for Future Generations Act, 2019*.
- Continue to coordinate and lead the development of a central pay equity plan for ONA and assist hospitals with the implementation and ongoing maintenance of the OPSEU central pay equity plan, with the assistance of the respective Steering and Job Evaluation Committees.

Benefits

- Effectively govern the OHA Benefits Plan and provide value-add services to current Benefits Plan Members.
- In collaboration with HIROC Management Limited, support the governance of Healthcare Collaborative Benefits Inc. as a province-wide model for the delivery of hospital employee group benefits is implemented.

PICTURED: William Osler Health System staff. Photo courtesy of William Osler Health System’s Annual Report.



Data and Analytics

We will support hospitals with accurate, timely and insightful data and tools to enable evidence-informed decision-making.

Ontario's health care system experiences continuous evolution, rapid growth, and frequent innovations in data and analytics solutions. At the OHA, we will continue to respond to this rapid innovation with a suite of foundational data and benchmarking platforms in finance, health human resources, and patient experience to meet the evolving needs of hospitals. Through regular user engagement, we continuously seek to build new tools and provide hospitals with access to new and refreshed datasets to meet their emerging needs.

By pairing innovative solutions with strategic insights, we empower members to make evidence-informed decisions and generate positive change in their organizations and communities.

IN 2023/24, WE WILL:

- Continue to support hospitals as they transition to our recommended patient experience measurement and reporting solution, with emphasis on change management, establishment of peer benchmarking, and transitions to digital patient outreach.

- Launch a new Clinical Placement Capacity in Nursing and Research dashboard to provide insight on nursing clinical placements in hospitals.
- Launch a new Research Data and Impact Survey dashboard to enable hospitals to benchmark research revenue and spending in relation to other institutions.
- Build new salary and compensation dashboards available to support other industry and sectoral HR analytical needs.
- Pursue new data sources that would allow us to support a broader range of integrated analytics applications.
- Provide regular training opportunities for users of our analytics tools so they can grow their skillsets and translate data into action.



PICTURED: William Osler Health System's Operational Command Centre. Photo courtesy of William Osler Health System's Annual Report.

- > High-Performing Health Care System
- > Indigenous Health
- > Hospital-Enabled Research and Education
- > Integrated Health Data

Our System

Building on the leadership of the hospital sector, the OHA works with our partners to improve the broader health system.



PICTURED: Client and staff member at the Geriatric Assessment and Rehabilitative Care Unit of St. Joseph's Care Group, St. Joseph's Hospital, Thunder Bay.

High-Performing Health Care System

We will collaborate with our members and partners to build a reliable, high-performing health care system with enough health services capacity to serve all Ontarians.

COVID-19 tested the limits of Ontario's health care system, highlighting the importance of charting a new way forward that recognizes its shortfalls and leverages its strengths. The OHA is committed to advancing a vision in which hospitals serve as an anchor and an ally to partners as we work together to create a better-connected system for patients, the health workforce, and communities across

the province. We are especially committed to enhancing our work in hospital and health system governance, funding and performance, hospital-physician relationships, and other areas where the OHA has specialized knowledge.

As thousands wait in hospital beds for more appropriate care elsewhere, we must be part of building a stronger health system – one with enough capacity and health human resources to meet the current and future needs of Ontario's growing and aging population. As leaders within Ontario's civil society, hospitals and the OHA must also contribute to a new vision of our health system through enhanced applied research that develops and connects evidence to policymaking.

There are several components to this work, all of which complement our direct support to members, in addition to supporting the broader health system and the public interest.

IN 2023-24, WE WILL:

- Begin a phased approach to building a cross-organizational applied research and health policy strategy focused on research that recognizes the vital role hospitals play in health system improvement for the benefit of society.

- Engage with members, health system influencers, researchers, policy makers, and academic institutions in the production of research products, and disseminate learnings to members.
- Support the development of a provincial needs-based capacity plan and appropriate health human resources planning, and advance policy focused on increasing capacity across the continuum for historically underserved populations through the application of an equity lens.
- Work closely with members, system partners and stakeholders to champion solutions to improve integrated care delivery, with a particular focus on high-needs older adults.
- On behalf of the Hospitals Advisory Committee, organize a symposium focused on funding methodologies to enhance and accelerate integrated care in Ontario.
- Deepen our awareness of emerging factors that may impact health care in Ontario and identify opportunities to improve preparedness for economic, environmental, societal, and technological threats.

- Expand access and uptake of the physician engagement, culture and well-being survey to enhance opportunities for organizational learning and improvement and explore opportunities to enhance leadership skills of new physician leaders within hospitals.



PICTURED: Southlake Regional Health Centre staff transports patient.

Indigenous Health

We will work to become a trusted ally of Indigenous communities to address inequities in the health system and foster improved health access and outcomes for Indigenous Peoples.

The OHA is committed to responding to the Truth and Reconciliation Commission of Canada's calls to address health disparities and support the wellbeing of Indigenous Peoples. In the first year of this strategic priority we will focus on listening, learning and reflecting as we work to establish respectful relationships with Indigenous communities and leaders, support member hospitals as they engage at all stages of this work, and build our own internal capacity.

IN 2023/24, WE WILL:

- Develop an engagement process to establish relationships with Indigenous organizations, leaders and communities.
- With the help of experienced and knowledgeable external advisors, determine how OHA can best play a substantive and appropriate role in helping address Indigenous health inequities.

- Support and amplify the leading practices of hospital members engaged in advancing Indigenous health and help share that knowledge among hospitals.
- Build internal capacity for OHA staff by developing an extensive learning program to embed the Indigenous health perspective across the organization and in all areas of our work.



PICTURED: Smudging ceremony for staff and attendees during a National Indigenous Peoples Day celebration at Thunder Bay Regional Health Sciences Centre.

Hospital-Enabled Research and Education

We will elevate Ontario's health system by more deeply integrating hospital-enabled research and education.

The OHA's strategic plan embeds a focus on academic matters so we can support members through sector-wide collaboration in health research and education. In the coming year, we will begin to implement two forward-thinking and actionable visions, in close consultation and partnership with our members.

Research

The OHA's research vision is a fully integrated health research and care delivery system across Ontario that drives sustainable and transformational science, clinical excellence, health equity, and an agile, diverse workforce of scientists and innovators.

IN 2023-24, WE WILL:

- Foster collaboration and facilitate resource-sharing across and on behalf of the hospital-based research community, including by enhancing our Research Data and Impact (RDI) data collection for member benchmarking and advocacy purposes.
- Spotlight the key achievements of Ontario's hospitals and continue strong provincial advocacy efforts in areas such as integrating research priorities into clinical care planning and funding, as well as advancing Ontario's Life Sciences Strategy.
- In partnership with our members, build relationships and trust with the federal government and national organizations to highlight the critical role Ontario hospitals play in Canada's research and innovation agenda.

Education

The OHA's education vision is to collaborate inside and outside hospital walls to educate and train health professionals that Ontario needs to deliver exceptional patient care and build a high-performing health care system.

IN 2023-24, WE WILL:

- Increase our understanding of the costs of educating future health professionals and the importance of investment in hospitals for training purposes, beginning by conducting a study to determine the cost of undergraduate preceptored nursing education in hospital environments.
- Support hospitals as they seek to grow their nursing preceptorship capacity, including through our annual Clinical Placement Capacity in Nursing survey and advocacy for a centralized data collection tool that will support nursing student placements across hospitals.
- Support an improved learner experience by evaluating the potential to streamline and reduce duplication in eLearning modules when they move between hospital sites.



PICTURED: Post-doctoral research fellow in a Princess Margaret Cancer Research Tower lab at University Health Network.

Integrated Health Data

We will optimize the ways in which health data is shared and used by the health provider community to enable collaboration in support of integrated care solutions for patients.

Building a healthier Ontario requires that health care providers have access to integrated health data from across the continuum of care. Acquired by the OHA in early 2021, Integrated Decision Support (IDS) is Ontario's leading collaborative solution for sharing integrated health partner data for analytics and planning. IDS is uniquely positioned to provide curated analysis and insights by collecting and linking standardized data sets across settings.

As IDS becomes established across the sector and its number of data sources grows, the team is focusing on delivering practical value in the form of tailored dashboard and analytics solutions, including to support the integrated data planning needs of Ontario Health Teams and other integrated care providers.

IN 2023/24 WE WILL:

- Consult with stakeholders as we update IDS' strategic objectives with a vision of continued growth and innovation that practically supports provider and system priorities.
- Given a renewed provincial focus on Ontario Health Teams, expand the IDS community of subscribers across the province to include the major sectors engaged in OHTs, with focused work on meeting their data integration, planning, performance monitoring, and reporting needs.
- Actively support users to make full and effective use of Tableau software, a leading data insights and visualization tool which was added to the IDS platform in 2022.



PICTURED: Staff and student collaboration. Photo courtesy of Holland Bloorview Kids Rehabilitation Hospital.

- > People
- > Practices
- > Relationships

Our Organization

Embedding equity, diversity, inclusion and anti-racism into our core organizational strengths equips the OHA to deliver on our mandates most effectively.



PICTURED: Ontario Hospital Association staff celebrating the launch of their 2023-2027 Strategic Plan.

People

We will strengthen our highly engaged culture with a strong commitment to care for our people while fostering a positive employee experience.

- Establish experiential learning opportunities focused on diversity, equity, and inclusion to deepen staff knowledge and understanding as it relates to anti-Black and anti-Indigenous racism.
- Conduct a Diversity, Equity, and Inclusion survey to understand the experiences of our people today and support our future programming.
- Evolve employee engagement opportunities to best support the hybrid work structure and a culture that allows our team members to thrive.
- Mobilize digital human resources transformations to support employee well-being and enhance the overall employee experience through engagement and innovation.



PICTURED: Ontario Hospital Association staff.

Practices

We will be responsive to the evolving work environment as we continue our relentless pursuit of business-planning excellence.

- Apply an inclusive, matrix program approach to cross-organizational initiatives including governance and the long-term health policy and applied research strategy.
- Continue to apply project management principles and practices to build a culture of collaboration that supports a matrix approach and provide resources to increase individual staff project management capacity and effectiveness in their day-to-day work.
- Restructure to enable the Research and Discovery and Strategy and Member Relations teams to work together on shaping the future of the OHA's long-term health policy and applied research mandates.
- Leverage OHA's cloud infrastructure to further enhance OHA's technology framework.
- Continue review and planning of OHA's long-term office environment strategy.



PICTURED: Ontario Hospital Association staff in a hybrid meeting.

Relationships

We will continue to cultivate and nurture healthy relationships with our related entities and strategic partners.

- Through the OHA's HOOPP Secretariat, the Board and management will strengthen our stewardship of an independent Healthcare of Ontario Pension Plan. This includes strategically aligning with HOOPP and the Settlor organizations on the pension accounting treatment of the Plan and supporting the recruitment and retention of executive and investment leaders to the HOOPP Board to enable the continued growth and success of the Plan.
- Draw upon Proximity Institute's work and value creation in enabling effective leadership as additive to and aligned with OHA's purpose.
- Work with OHA Legacy Fund to support the implementation of our new strategic plan.



PICTURED: Ontario Hospital Association and Proximity Institute staff working together.

Budget and Performance

The 2023/24 budget represents a key milestone as OHA begins to bring our Strategic Plan 2023-2027 to life. In the coming year, we will continue to strengthen the OHA's core functions, while also bringing renewed focus to fresh priorities such as member engagement and knowledge transfer and Indigenous Health.

We will work to more deeply integrate hospital-enabled research and education into Ontario's health system, continue the transition to a new patient experience measurement solution, and continue to review and plan our long-term office environment strategy.

- > 2023/2024 Budget and Three Year Forecast
- > How We Track Our Performance

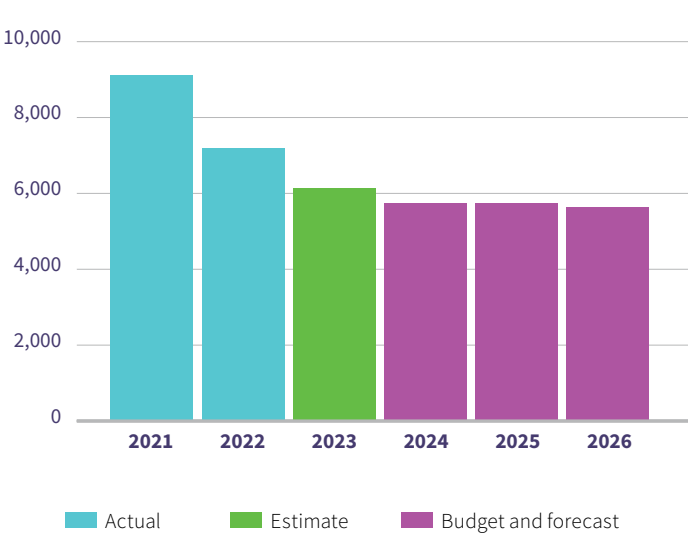
2023/24 Budget

REVENUES	2023/24
Membership Revenue	9,934,000
Programs & Partnership	3,581,000
Investment Income	2,832,000
Data & Analytics	2,905,000
Strategic Investment	1,000,000
Member Engagement and Knowledge Transfer	808,000
Other Revenue	2,475,000
Total	23,535,000
EXPENDITURES	
Salaries and Benefits	14,322,000
Staff Travel & Education	399,000
Board and Governance	156,000
Committee & Networks	127,000
Rent and Occupancy	2,922,000
Office Expenses	1,950,000
Professional Fees	3,246,000
Direct Member Engagement Expenses	804,000
Total	23,926,000

Three Year Forecast

REVENUES	2023/24	2024/25	2025/26
Unrestricted	16,799,000	16,206,000	16,525,000
Internally Restricted	3,530,000	3,369,000	3,427,000
Externally Restricted	3,206,000	3,141,000	3,547,000
Total	23,535,000	22,716,000	23,499,000
EXPENSES	2023/24	2024/25	2025/26
Salaries and Benefits	14,322,000	14,836,000	15,340,000
Staff Travel & Education	399,000	385,000	388,000
Board and Committee	156,000	156,000	156,000
Committee & Networks	127,000	46,000	131,000
Rent and Occupancy	2,922,000	2,975,000	3,024,000
Office Expenses	1,950,000	1,955,000	1,948,000
Professional Fees	3,246,000	2,623,000	2,882,000
Direct Member Engagement Expenses	804,000	756,000	731,000
Total	23,926,000	23,732,000	24,600,000
<i>*Subject to change due to new opportunities or events</i>			

Reserve Balance



The OHA will draw on reserves and investments in 2023/24 to fund new strategic initiatives and system projects. The OHA reserve is used to enhance value to hospitals for targeted work, preserving our autonomy and limiting the financial impact on members.

How We Track Our Performance

Our strategic indicators provide opportunities to regularly measure and evaluate progress as it relates to achieving the goals of the strategic plan.

Over the past several years, the OHA has modernized the process, turning to a modified balanced scorecard approach to capture performance across many facets of the organization, in two streams:

- Core indicators: a set of sentinel indicators that includes metrics such as the annual member satisfaction score, employee engagement, and net actual over budget.
- Developmental indicators: a set of indicators focused on targeted areas of growth to show progress on key strategic projects identified in the strategic plan over a multi-year horizon.

This structure has been an effective way for the OHA to measure progress and clearly report back to members.

As we reach a pivotal point in transition from the previous strategic plan to the Strategic Plan 2023 – 2027, indicators will be developed for each priority within our member, system and organization pillars. With the guidance and support of the OHA Board of Directors, these metrics will be shared and implemented beginning in late Spring 2023.



Key Successes 2022/23

96%
Overall Member
Satisfaction

8 consecutive years over 90%

93%
Advocacy –
Member Satisfaction

6 consecutive years over 80%

97%
Communications –
Member Satisfaction

8 consecutive years over 90%

95%
Labour Relations –
Member Satisfaction

6 consecutive years over 90%

94%
Engagement with the
OHA – Member Satisfaction

6 consecutive years over 90%

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