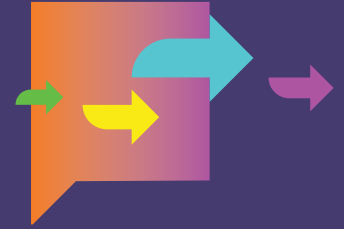


Update on the OHA's Response to COVID-19

September 2020



Dear OHA Members,

When the OHA released our 2020-21 Operating Plan in the spring under the title *Building Momentum for Change*, little did we know the magnitude of the change that was coming our way. The COVID-19 pandemic has upended our day-to-day lives and fundamentally changed Ontario's health system.

Thankfully, the OHA's recent focus on modernization, flexibility, and service to members positioned us well to adjust to the rapidly changing environment. Since the release of this operating plan, we have responded in the following ways:

- The OHA immediately adapted every aspect of our **services to members** to respond to pressing needs of hospitals and the broader health system. During the height of the crisis, we directed around-the-clock attention to influencing decision-making in key policy and labour relations areas, supported data collection and analysis, and bridged communications gaps to keep hospitals and the public informed and engaged as the pandemic unfolded.
- The pandemic has also affected the OHA's **organizational operations**, including a necessary shift to a remote work environment and virtual member engagement and learning opportunities. Because the need to ground our policy and advocacy work in evidence has never been more important, we have created a dedicated research and analysis unit within our Policy and Public Affairs division. Through it all, we have continued progress on the major new initiatives and alignments with affiliated entities described in this operating plan.
- In May, the OHA Board of Directors approved an extension of the current **strategic plan** for up to 12 months to allow us to reflect on the lessons learned during the pandemic. These extraordinary circumstances have drastically altered the Ontario health system, and a return to "business as usual" is not likely. A cross-organizational team within the OHA has begun examining the impact of COVID-19 on a number of key policy, research and service areas. This work will inform the strategic planning process, which will begin in late 2020 or early 2021 under the guidance of a special committee of the Board.

The OHA has been honoured to serve and support hospitals and the health care system during this unprecedented time. Hospital teams have demonstrated impressive resilience, leadership and commitment to patients both inside and outside hospital walls. We look forward to continuing to work with you to meet your changing needs in the coming months and years.

Sincerely,

Altaf Stationwala
Board Chair

Anthony Dale
President and CEO

Building Momentum for Change

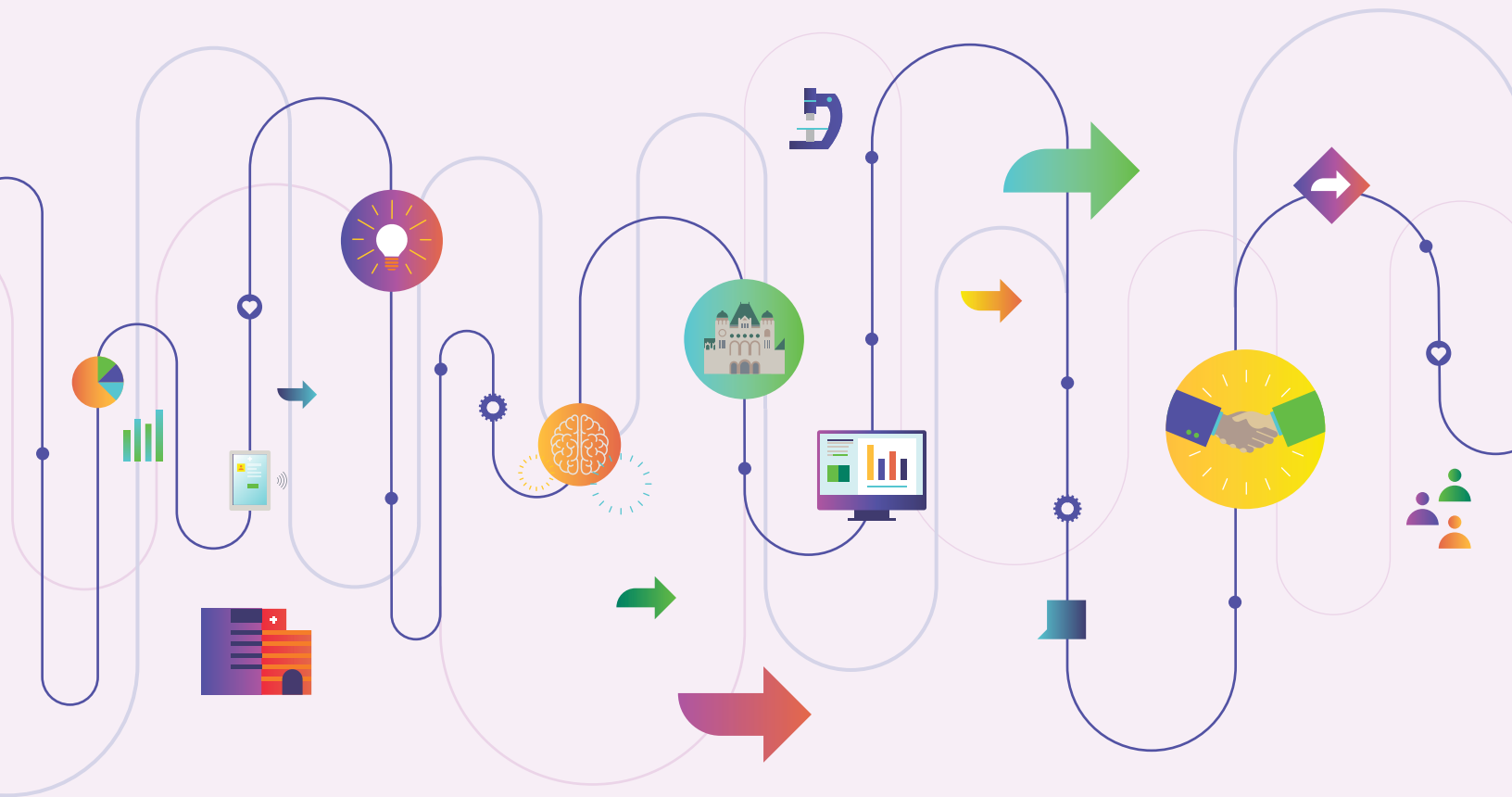


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Building Momentum for Change

President and CEO's Message

Ontarians count on the health system to be there for them when they need it. Across the province, hospitals are the backbone of their communities. But during the most disruptive period of system change in a generation, they face new and serious challenges to delivering care, including unprecedented levels of overcrowding.

But change also brings opportunities. Now in our 95th year, the OHA is proud to represent hospitals and collaborate with health system partners, and we're determined to leverage our collective knowledge and energy to build a high-performing health system that delivers better outcomes for patients and families.

Our 2020/21 Operating Plan takes full advantage of the momentum of the past two years. As we enter the final year of a strategic plan that modernizes every aspect of our work, we are in an exciting position. We are entering into the most significant period of change within the OHA in twenty years. It is an evolution that is just beginning, and which members will see and feel in the year ahead and those that follow.

Through a flexible and nimble **advocacy** strategy, the OHA will continue to be a valued advisor to members, partners and government in an ever-changing political environment. Using digital, traditional, and social media, we will draw particular attention to the capacity and fiscal challenges facing hospitals.

At the same time, Ontario needs a sustainable health care system beyond hospital walls. Through a renewed focus on **thought leadership** in partnership with The Change Foundation we will champion positive change, supporting Ontario Health Teams (OHTs) and integrated models of care.

We will focus on **leadership** and building capacity for change, including work to help increase **trust** between hospitals and their partners. We'll support current and emerging leaders as they balance today's pressures against longer-term strategies. We will also dive into the hospital-physician relationship and examine **burnout** and **building resiliency** within organizational culture.

We will work with the Institute for Healthcare Improvement (IHI) toward evidence-based solutions to the longstanding **capacity and flow** challenges plaguing hospitals. Participating teams will develop made-in-Ontario strategies for addressing key drivers of hallway health care.

We are particularly excited to advance three groundbreaking new initiatives which continue the OHA's proud legacy of bringing the sector together to build solutions to some of our biggest shared challenges:

- We will work with the Healthcare Insurance Reciprocal of Canada (HIROC) to explore a more sustainable, sector-wide strategy for delivering **employee group benefits**.
- As shared data solutions become ever-more important, especially in **population health**, we will explore a solution to gather and analyze data on patient conditions, behaviours, and utilization patterns across the continuum of care.
- By integrating the Council of Academic Hospitals of Ontario (CAHO) into the OHA, we will take a unified approach to supporting all hospitals, including Ontario's **research-intensive organizations**.

In the coming year the OHA team will begin mapping out our next strategic plan, focused on the growth and possibility of these initiatives, among others. As always, collaboration with our members and system partners is the heart of our success. 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.

Sincerely,



Anthony Dale
President and CEO,
Ontario Hospital Association

Our Members



Service to members is at the very heart of the OHA's strategic plan. As Ontario's hospitals transform to serve their communities and regions in new and innovative ways, the OHA is enhancing the direct services it provides to members: advocacy, learning and engagement, labour relations and group benefits, and data and analytics.

Advocacy

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



Ontario has embarked upon the most disruptive period of health system change in a generation. An ever-changing environment requires a nimble and flexible approach to advocacy, public policy and strategic communications.

The OHA will continue its outreach to elected representatives, political staff, and public service officials, serving as a trusted stakeholder and providing advice, direction and support on a wide range of issues. Against the backdrop of rising demand for care and ongoing capacity challenges, we will highlight the unprecedented need for investment in hospitals and encourage positive system change.

The OHA will continue to modernize its communications and build policy and research capacity for strategic initiatives. As system change requires hospitals to reimagine how care is delivered, we'll work with members and partners to support progress towards a better-integrated health care system. The OHA will:

- Continue to call for increased investment in hospitals to protect access and quality of care during pre-budget advocacy, and as part of a bridge strategy while system restructuring takes place and capacity increases in other parts of the health system.
- Using digital, social and traditional media, publications, and other tools, tell stories of the pressures facing hospitals and highlight hospital efficiency and innovation.
- Work with home and community care and other health system partners to accelerate integration by advocating for reductions to red tape and barriers to collaboration and supporting innovative models of care.

- Support restructuring efforts through advocacy about barriers and enablers to integration, and by facilitating knowledge-sharing.
- Informed by member input, provide analysis, advice and resources to members on legal, policy and regulatory issues, including health care professionals, quality, workplace violence prevention, occupational health and safety, and executive compensation.
- With the advice of the OHA's Provincial Leadership Councils (SRN, MSH, MHA and CCC/Rehab), influence policy development and advocate for changes that address the unique needs of member groups.
- Through the Physician Provincial Leadership Council and OHA/OMA Physician Hospital Issues Committee, influence policy development to further the hospital-physician relationship.

Integrating the Research and Academic Mandates into the OHA



The OHA Board of Directors and the Council of Academic Hospitals of Ontario (CAHO) have agreed to move forward with full integration of CAHO into the OHA. This will result in a single approach to managing and delivering association services to Ontario's hospitals. During a time of change in the health system, there is tremendous opportunity to better-serve a strong, diverse, and evolving hospital sector. Research and teaching mandates are at the core of Ontario's research-intensive hospitals, and by embedding these into a modern, diverse and thriving OHA, we can make more effective use of member resources and enhance value and service to all hospitals.

Learning and Engagement

As hospitals and their partners work to create new models of care, the OHA will strengthen the capacity for change across the sector.



The OHA is leveraging its Learning and Engagement division to catalyze and accelerate system change in the areas of leadership and integration and tackle some of the health system's biggest challenges. Examples include:

- Addressing inequities and power imbalances for marginalized communities in the Ontario health system;
- Enhancing the agility of hospital board chairs and directors to govern in disruptive times;
- Building leadership capacity over the next five to ten years; and
- Understanding patient navigation across an integrated care system, and its associated pain points.

The OHA collaborates closely with members to identify purposeful, high-value organizational and system outcomes and then designs learning interventions to support, share and accelerate learning to achieve them.

There are several ways we achieve these goals:

- Convene groups working in the sector to co-problem solve in a structured and planned way
- Foster collaborative learning networks to share next practices and disseminate innovative thinking
- Identify breakthrough thinkers, including academics and practitioners across sectors, to challenge familiar approaches and ways of doing things
- Leverage evidence-based frameworks, approaches and methodologies that advance system change
- Invest in original research in the areas of leadership, transformation and integration with leading minds from respected institutions, for the benefit of hospitals and the broader health system

In brief, the Learning and Engagement division is not an end unto itself. Working in concert with members, and aligned with the strategic mandates of the OHA, it is a powerful mechanism to drive change within hospitals and the wider health system.



Labour Relations and Benefits

With direct involvement and leadership from members, the OHA, through collective bargaining and effective labour relations, seeks multi-year predictability that better positions hospitals to meet their own long-term planning objectives in a highly unpredictable labour relations environment.



Dedicated front-line health professionals are the core of health service delivery, and staffing costs make up the bulk of a hospital's budget. In the coming year, we will continue to deliver enormous benefit 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. The OHA will:

Labour Relations

- Conclude the 2020 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.
- Prepare for the negotiation of renewal collective agreements with CUPE, SEIU, and Unifor.
- Prepare for and engage in the negotiation of a renewal collective agreement with PARO, including arbitration proceedings, if necessary.
- Coordinate and lead central pay equity projects for ONA and OPSEU, with the assistance of the Steering and Job Evaluation Committees.

Benefits

- Govern and manage the OHA Benefits Plan, in collaboration with the Benefits Plan Advisory Committee.
- Enhance the value-add services of the Benefits Plan to ensure we continue to provide high-value products and services that meet the needs of members.

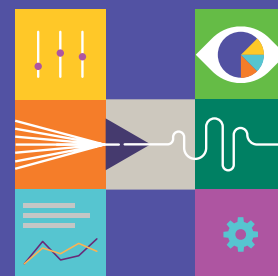


Enhancing Benefits Best Practice for Ontario Hospitals

In September 2018, the OHA undertook an in-depth study of benefits best practices in Ontario hospitals. The report was released in May 2019 and concluded that a provincial model would allow hospitals to leverage risk pooling and purchasing power to improve the overall sustainability of employee group benefits. In collaboration with the Healthcare Insurance Reciprocal of Canada (HIROC), over the coming year the OHA will work with industry stakeholders and members to move this opportunity forward by assessing the impact on individual hospitals and co-designing a new structure and model.

Data and Analytics

The effective use of data and analytics is a strategic imperative for any health organization or system that wishes to enhance quality and patient experience while managing limited resources.



The OHA is continuing to develop as a provider of data and analytics services to members. Guided by a strategic focus on insights based in comparative analytics and derived from common data models that can be built “once for many,” we’re taking pragmatic steps to establish a suite of practical and relevant applications. Last year, we introduced our data and analytics platform, with a focus on transparent, comparative data in financial performance and health, and human resources and compensation benchmarking. We will increase the number of platform users by continuing to grow the breadth and value of our data and analytics tools.

This year, the OHA will:

- Enhance and grow Data and Analytics services and tools, building on the initial work in finance, HR, digital health, and patient experience.
- Pursue new data sources, including clinical data, to support a broader range of integrated analytics applications such as a comparative balanced scorecard and more robust diagnostics of financial health.
- Release a new online dashboard and analytics tools for OHA Benefits Plan Members (e.g., Sick Leave Scorecard).
- Develop a robust “incubation” process for continuous member engagement and identification of opportunities for new analytics solutions.
- Provide regular training on analytics tools to grow user skillsets.
- Lead the identification and adoption of fresh approaches and technologies to help hospitals move to real time capture and reporting of patient experiences.

Data and Analytics for Integrated Care Planning



The provincial health system is rapidly integrating, as evident in the acceleration of bundled care programs, the introduction of OHTs, and the rise in interest in population health management. The result is data gaps as health service providers seek information about the conditions, behaviours, and utilization patterns of their patients across the continuum of care. One goal of the OHA’s data and analytics strategy is greater independence and self-determination for hospitals when it comes to access to and use of data critical to service planning and delivery.

The OHA has recently extended this thinking to the data access gaps that a more integrated system faces, and has identified Integrated Decision Support Business Intelligence Solution (IDS), a solution created by Hamilton Health Sciences, as a promising data repository and business intelligence platform. The OHA is in active discussions to acquire IDS and expand its reach geographically across hospitals and vertically across providers.

Our System



Members feel that it is essential for the OHA to maintain a system orientation on the strategic questions emerging for the health care system. Our work at the system level will be approached through the lens of an evolving hospital sector and in specific areas where the OHA can be a key influencer of health policy in Ontario.

Thought Leadership

OHA's thought leadership will examine and define the hospital of the future by exploring areas where there is a clear mandate to play a leadership role.



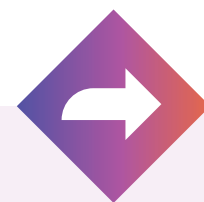
The OHA will continue to pursue a vision for thought leadership that's focused on enhancing system leadership, capacity and change management in support of positive system change. The following initiatives leverage our strengths and address emerging needs of members and the broader sector:

Accelerating Integration

- A longitudinal research study will examine the evolution of trust across integrated care teams. It will seek to understand key factors involved in building, compromising and repairing trust as health care organizations form OHTs and begin to deliver in a shared accountability model.
- A multi-year project in collaboration with academia will provide qualitative, real-time evaluation and examine emerging practices and barriers to implementing successful OHTs.
- We will support the development of OHTs by providing supports as collaborative governance models evolve.
- With academia, we will review the literature on integrated care funding models, establish funding policy and methodological considerations for integrated health systems, and develop reports, fact sheets, and a learning series and symposium.
- In collaboration with the Institute for Healthcare Improvement (IHI), the OHA will launch an innovative, long-term initiative to address patient flow and capacity challenges inside and outside of hospital walls. Participating hospitals will work as a collective to leverage the IHI's proven methodology towards province-wide solutions.

Supporting Health Care Professionals and Workplace Culture

- Through a Health System Impact Fellowship awarded by the Canadian Institute of Health Research, the OHA will work with a doctoral candidate to complete a scoping review, survey and interviews with CEOs on burnout in hospital health care professionals. We will examine the organizational supports currently in place to prevent and manage burnout, and their effectiveness.
- We will act on imminent findings of research facilitated by the Yale Center for Emotional Intelligence with five Ontario hospitals on emotional intelligence and engagement, and amplify learnings for all hospitals.
- We will build on the success of our multi-year collaboration with IHPME to create a unique physician engagement wellbeing survey tool. Leveraging our provincial and national survey results of more than 1200 physicians across 9 provinces, we will work with members to develop strategies to improve engagement and wellbeing of physicians within their organizations.
- We will bring together members and system partners to have a structured dialogue around hospital-physician models in Ontario and the challenges and opportunities presented by system restructuring. We will facilitate an expert review, disseminate findings to system partners and hold a symposium to share collective knowledge.



Aligning with The Change Foundation

For the past year, OHA and The Change Foundation, under the guidance of their joint board committee, have explored opportunities for tighter alignment between the two organizations and a shared vision for thought leadership. In the year ahead, our organizations have agreed to collaborate on initiatives that support system integration.

Funding Methodologies

We will work closely with the Ministry of Health, Ontario Health and system partners to shape the design and evolution of Ontario's funding methodologies and improve system performance.



The government and the OHA have been collaborating for a number of years to examine the strategic and design issues associated with Ontario's existing funding methodologies. As hospitals work and partner to redefine care to improve integrated care journeys for patients, it is essential to research and establish new funding approaches that support those models of care. This is even more critical as the government works to restructure health care in an OHT environment.

- The OHA will continue an ongoing, strong collaboration with the Ministry of Health and Ontario Health to understand and reshape funding methodology and provide learning and engagement supports that are responsive to hospitals' unique needs.
- We will advise on patient-based funding methodologies that establish efficient prices for effective, high-quality care, appropriate patient case mix systems, robust costing and weighting methodologies.
- The OHA will continue to provide leadership and serve as a supportive partner by contributing technical staff and consulting resources to address key funding issues.
- We will support the renewed Hospital Advisory Committee (HAC) and its subgroups as they implement a new strategy for improving patient-based funding (PBF) models. This includes research and education regarding risk-adjusted capitation funding, improving bundled care by linking funding to quality and improving clinical infrastructure, and contributing to the Ministry of Health's efforts to define specialized services for all aspects of hospital care.
- The OHA will analyze the impact of announced financial planning targets, survey members, produce summary information, and provide individual support to hospital CEOs and CFOs, as required.
- Finally, we will advance funding methodology thought leadership by creating a forum to engage international expertise and create learnings around resourcing best practices and patient classification systems for mental health. We will also continue a national/international collaboration with Germany, Australia, the UK, CIHI and others to investigate if a funding mechanism will support the quality standards developed by HQO.

Our Organization



For the OHA to be successful in delivering on our member and system mandates, we need to ensure a strong organizational foundation for years to come. The activities included in this section are designed to help the OHA achieve our goal of growing our core organizational strengths – people, relationships and practices.

People, Relationships, Practices

The OHA's ability to deliver on our mandates is contingent on the effective performance of our people, internal business practices, and relationships with affiliated entities. This year the OHA is paying particular attention to optimizing this internal capacity to effectively and support hospitals as they navigate through major system change.



People

- Leverage technology to improve effectiveness and remain competitive in our compensation framework, including job design and evaluation.
- Develop capacity and understanding of mindfulness, emotional intelligence and neuroscience to support the broader vision of wellbeing within the OHA.
- Design and implement a leadership development strategy that empowers current and potential leaders to effectively support stakeholders in an ever-changing environment.
- Support a learning culture, refine our learning strategy and leverage learning technologies that meet unique learning styles.

Relationships

- As the joint committee of the OHA and The Change Foundation boards winds down, the organizations will examine new options for tighter alignment and move forward with jointly supported thought leadership initiatives that strengthen system integration.
- Through the OHA's HOOPP Secretariat, the Board and management will strengthen the Association's 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 HOOPP and working with the HOOPP Board to fulfil recruitment needs and establish a pension observer strategy.
- We will work with the OHA Legacy Fund in implementing a coordinated active management strategy and continue to use this resource to support the operations and evolving strategic plans of the OHA.

Practices

- Merge and evolve the existing corporate and e-commerce CRMs into one consolidated, member-focused system to meet the OHA's member relations needs.
- Redesign the internal intranet portal to better leverage the latest technology platforms while streamlining content, functionality and accessibility.
- Ensure the safety and security of corporate IT by proactively monitoring and actioning any cyber threats to the organization's systems.
- Under the guidance of the Board of Directors, begin work on the OHA's next strategic plan that effectively accounts for the future of system change, our new health research and academic mandates, and enhancing our service to an evolving membership.

2020/21 Budget and Three Year Forecast

2020/21 BUDGET

Revenues	
Membership Fees	8,360,000
Investment Revenue	2,710,000
Partnership Program	2,764,000
Learning & Engagement	2,609,000
Data and Analytics	1,035,000
Other Revenue	2,771,000
Total	20,249,000

The OHA is entering the final year of our 2018-2021 strategic plan, which focused on delivering member support in Data and Analytics and Learning and Engagement. The OHA will continue to stabilize and evolve these services while supporting thought leadership and capacity in the health system through new projects and partnerships as highlighted throughout this plan.

Expenditures	
Salaries & Benefits	13,060,000
Travel & Education	556,000
Board & Committees	326,000
Rent & Occupancy	2,711,000
Office Expenses	1,211,000
Professional Fees	3,294,000
Learning & Engagement	1,168,000
Other	10,000
Total	22,336,000

The OHA has made a considerable effort over the first two years of the strategic plan to optimize its operations to the right size and scale and focus its resources on high value-add initiatives. This effort for greater efficiency is also demonstrated in 2020/21 through an increase in resource sharing with affiliated organizations, and a reduction in office space footprint.

The budget also includes additional expenses for the analysis and review of major new initiatives that are currently planned for the upcoming year. These major initiatives include, but are not limited to, the CAHO integration, exploring a new benefits model for Ontario hospitals, and the addition of IDS to the Data and Analytics offering.

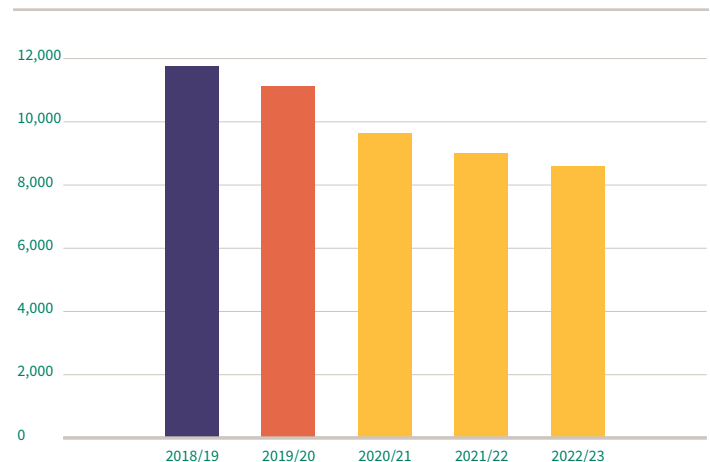
THREE YEAR FORECAST

Revenue	2020/21	2021/22	2022/23
Unrestricted	17,485,000	18,711,000	19,208,000
Externally Restricted	2,764,000	3,006,000	2,889,000
	20,249,000	21,717,000	22,097,000

Expenses	2020/21	2021/22	2022/23
Salaries & Benefits	13,060,000	13,260,000	13,586,000
Travel & Education	556,000	571,000	521,000
Board & Committees	326,000	428,000	357,000
Rent & Occupancy	2,711,000	2,888,000	2,988,000
Office Expenses	1,211,000	1,191,000	1,157,000
Professional Fees	3,294,000	2,925,000	2,800,000
Learning & Engagement	1,168,000	1,168,000	1,168,000
Other	10,000	10,000	10,100
	22,336,000	22,441,000	22,587,000

**As the OHA develops its next strategic plan and explores the major new initiatives outlined in this plan, these forecasts may change.*

RESERVE BALANCE



- Actual
- Estimate
- Budget and Forecast

The OHA will draw on reserves and investments in 2020/21 to fund the continued innovation of member services and system projects. The OHA reserve is used to enhance the value to hospitals for strategic initiatives and targeted work, preserving our autonomy and limiting the financial impact on members.

How We Track Our Performance

The OHA is committed to tracking the performance of its “core” member services as well as the “developmental” areas it plans to enhance or add over the 3 year strategic plan. With the support of the OHA Board, the following 12 performance metrics have been created to track performance and guide the direction of the OHA over the next year.

	 Member	 System	 Organization
CORE	<ol style="list-style-type: none"> 1. Member Satisfaction 2. Advocacy Effectiveness 3. Labour Relations Satisfaction 4. Benefit Plan Satisfaction 	<ol style="list-style-type: none"> 7. Funding Methodologies Satisfaction 	<ol style="list-style-type: none"> 9. People - Employee Engagement 10. Practices - Financial Performance
DEVELOPMENTAL	<ol style="list-style-type: none"> 5. Learning & Engagement 6. Data & Analytics Adoption 	<ol style="list-style-type: none"> 8. Thought Leadership 	<ol style="list-style-type: none"> 11. Relationships - Milestones 12. People - OHA Values

Key Successes – 2019/20

