

Operating Plan
2021/2022

Stabilizing and Strengthening Ontario's Health Care System

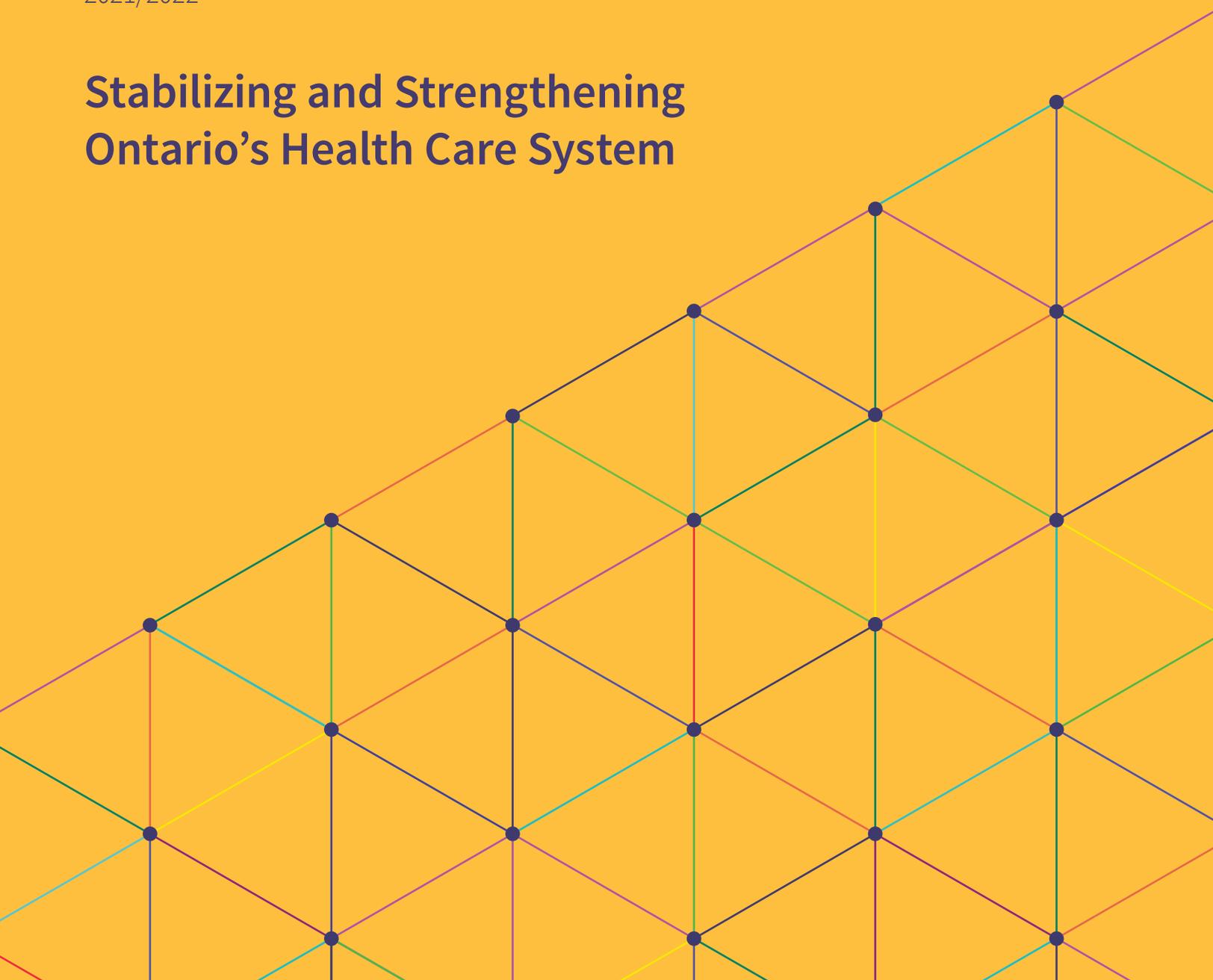


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Stabilizing and Strengthening Ontario's Health Care System

President and CEO's Message

In the covering note of last year's operating plan, I described Ontario's hospitals as the backbone of their communities – and that has certainly proven true during the COVID-19 pandemic. Facing our most difficult health challenge in decades, hospitals responded with remarkable resilience and commitment. Under extraordinary pressure, they have provided lifesaving care to their own patients and also stepped up to support long-term care homes, assessment centres, research to better understand the virus, and the vaccination effort.

As our members put everything they had into their communities, the OHA was honoured to do our part to support them. Thankfully, our recent focus on modernization and flexibility under our strategic plan enabled us to quickly and seamlessly adapt and respond to the most pressing needs of hospitals and the health system. This included providing advice to government and support to hospitals on a wide range of finance, legal, policy and labour relations issues, as well as assertive public advocacy to encourage action for the protection of all Ontarians. We will proudly continue to serve hospitals and the public interest in this way until vaccines have been fully deployed.

But even once this crisis is behind us, we know that COVID-19 has fundamentally changed Ontario's health care system – and we can't afford to go back to business as usual. In May, the OHA Board of Directors approved an extension of the current strategic plan for up to one year to allow us to incorporate lessons learned. In the coming year, our team will examine the impact of COVID-19 on key policy research and service areas. We will also undertake a full review of the member engagement and knowledge translation function of the OHA, with a focus on modernizing and enhancing these offerings. This work will inform the strategic planning process, which has already begun under the guidance of a special committee of the Board.

One of the keys to success battling the pandemic has been working together to find solutions to our shared challenges. We are pleased to continue progress on several groundbreaking sector-wide initiatives over the next year:

- We will fully represent the interests and concerns of all hospitals – including the research and academic mandates that previously fell under the Council of Academic Hospitals of Ontario.
- We will continue our transformative work with the Healthcare Insurance Reciprocal of Canada Management Limited to explore a new model for the more sustainable delivery of employee group benefits.
- We will drive integrated care forward following our acquisition of Integrated Decision Support (IDS) – Ontario's leading collaborative solution for sharing health partner data.
- We will work with The Change Foundation to realize our shared vision of growing and enhancing Leadership Development and Change Leadership.

Together with our members and system partners, we are charting a course that not only stabilizes the health system during and in the aftermath of the pandemic, but actually builds it back stronger so it can withstand future threats and provide the best possible care to all Ontarians. 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.



During the most difficult health challenge our province has faced in decades, hospitals played a crucial anchor role – caring for their own patients and reinforcing other parts of the health care system. As the COVID-19 vaccines are deployed and recovery begins, the OHA will continue our comprehensive and responsive efforts to support our members through advocacy, public policy, and strategic communications.

The courageous and resilient efforts of hospitals during the pandemic have led to a heightened awareness among decision-makers, health system stakeholders, and the general public of the value of hospitals, and of the OHA as the organization representing them. Going forward, we will use this visibility to strengthen our reputation as a solution-based organization as we provide advice and recommendations to elected representatives, political staff, and the public service at the Ministry of Health and Ontario Health, among others.

Our advocacy will be rooted in the lessons we have learned during the pandemic and the cracks in Ontario's health care system it has laid bare. It will be based on extensive engagement with OHA members and will require broader and deeper collaboration with our partners in other sectors, including primary care, long-term care, and home and community care.

Together with our members, the OHA will:

- Continue to call for investment in hospitals for all costs incurred during the pandemic, tackling the backlog of surgeries and procedures, and addressing chronic capacity, operational and health human resources challenges the sector has faced for years.
- Using lessons learned during COVID-19, continue to articulate the importance of hospital-based health research in Ontario, advocate for necessary funding, and carve out a strategy for deeply embedding research and innovation in Ontario's health system.

- Inform advocacy efforts with evidence-based research from Ontario and other jurisdictions, and share learnings with members, including exploring emerging issues through building relationships with health system influencers, researchers, policy makers, and academic institutions.
- Build on our public-facing communications momentum in digital, social and traditional media to tell powerful stories about hospital leadership and innovation and the challenges and opportunities facing the sector and the broader health care system.
- Drawing on experiences from and alliances strengthened during the pandemic response, work closely with partners in other sectors to share best practices and advance system integration across the continuum of care.
- Provide analysis, advice, and resources to members on a range of legal, policy and regulatory topics, including pandemic-related issues, privacy, health care professionals, and governance.
- With the advice of the OHA's Provincial Leadership Councils (SRN, MSH, MHA and CCC/Rehab), and the Academic Hospital, Education, and Research and Innovation committees, influence policy development and advocate for changes that address unique needs of member groups.
- Through the Physician Provincial Leadership Council, influence policy development to strengthen the relationship between hospitals and community physicians.



Learning and Engagement



Over the span of the current strategic plan, the OHA has successfully transformed its learning and engagement function with a complete shift toward organizational and system learning and an emphasis on proprietary value creation for members using learning as a lever. These advancements have been significant and valued greatly by the OHA's membership.

Unfortunately, the COVID-19 pandemic had a direct impact on the delivery of the OHA's learning interventions. As hospitals and their system partners continue to manage the complexities of the pandemic, the OHA was required to take a deliberate pause from offering many of its established learning opportunities. This pause over the next several months will allow the OHA to reflect on and carry out a complete review of its learning and engagement portfolio.

We have already begun work with The Change Foundation to transition the Leadership Development and Change Leadership portfolio and will collaborate with them on future projects as appropriate. The rest of the review process will be led by an internal matrix team with expertise from across the organization and will modernize the OHA's important knowledge translation and member engagement work. The team aims to identify which learning and engagement interventions to keep and improve, as well as new opportunities for collective learning.

Further, the team will provide recommendations for an enhanced engagement strategy based on key informant interviews with hospital CEOs and leaders from health service and trade associations in Ontario, Canada, and other international jurisdictions. The review process will be aligned with the OHA's strategic planning process, which is underpinned by comprehensive member engagement and scheduled to run through the 2021/22 fiscal year.



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.



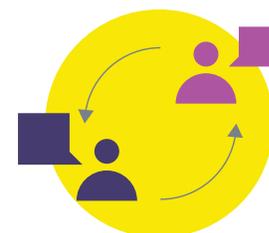
Dedicated front-line health professionals are the core of health service delivery, and staffing costs make up the bulk of a hospital's budget. In the coming year, we will continue to deliver enormous benefit to the health system by bringing hospitals together to negotiate on a province-wide basis. The 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 2021 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 2021 round of negotiations for renewal collective agreements with CUPE, SEIU, and Unifor and coordinate the arbitration process for resolving disputes arising from the local bargaining process on behalf of Participating Hospitals.
- Commence preparations for the negotiation of a renewal collective agreements with OPSEU.
- Conclude the negotiation of a renewal collective agreement with PARO. Prepare for and engage in arbitration proceedings, if necessary.
- Continue to coordinate and lead central pay equity projects for ONA and OPSEU with the assistance of the Steering and Job Evaluation Committees.

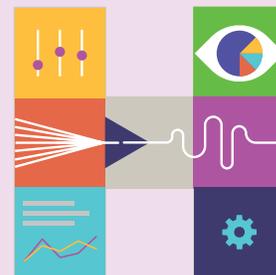
Benefits

- Continue our groundbreaking work to seek long-term and viable solutions to address hospital concerns about the sustainability of the current model for the delivery of employee group benefits. We will work with the Healthcare Insurance Reciprocal of Canada Management Limited to jointly develop a true, evidence-based, province-wide model based on a robust data set from hospitals. In collaboration with a Hospital Advisory Group, this work will also address key structural, regulatory, legal, governance and other operational considerations.
- Govern and manage the OHA Benefits Plan, in collaboration with the Benefits Plans Advisory Committee.
- Provide value-add services to Benefits Plan Members to ensure we continue to provide high value products and services that meet the needs of our members.



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.



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 are taking pragmatic steps to expand and strengthen our suite of practical and relevant applications. A major milestone in this journey was the acquisition of Integrated Decision Support (IDS) in early 2021.

Launched in 2009 by Hamilton Health Sciences, IDS is a leading collaborative solution for creating and sharing integrated health data for analytics to facilitate health delivery planning and quality improvement. A valuable asset for the sector, IDS responds to a critical data gap identified by the OHA’s hospital members, namely, readily available access to timely, integrated health data that provides greater visibility into the patient journey across the continuum of care. The acquisition of IDS helps the OHA deliver on its commitment to strengthen and broaden its data and IT assets, opening new opportunities to support integration while improving analytics opportunities within the OHA and across participating health organizations.

This year, the OHA will:

Grow the IDS platform

- Integrate the IDS assets and team into the OHA.
- Work to expand the community of IDS subscribers to include organizations from across the province and from across sectors. Growth in IDS subscribers means richer data for clients and improved economies of scale to sustain IDS as a shared-cost data sharing network.

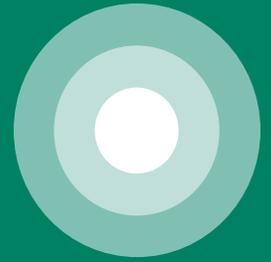
Refresh and evolve the Patient Experience Measurement offering

- Conduct an RFP for a new group contract for Patient Experience (Px) Measurement services, with a focus on delivery of faster, more cost-effective delivery of Px results that will more-readily translate into quality improvement insights.
- Lead the identification and adoption of fresh approaches and technologies to help hospitals move to real-time capture and reporting of patient experiences.

Continue to enhance the Data and Analytics base offering

- Release several new health finance applications, including an updated OHRS indicator dashboard and explorer tool, and a year-end financial review toolset.
- Develop a new dashboard for hospital HR departments that contextualizes employee benefits data for a more meaningful picture of their workforce’s health.
- Release new online salary/compensation dashboards for non-hospital consumers.
- Pursue new data sources to support a broader range of integrated analytics applications such as a comparative balanced scorecard and more robust diagnostics of financial health.
- Build closer relationships with our user community to inform improvements, including an “incubation” process for identification of ideas and opportunities for new analytics solutions.
- Provide regular training on analytics tools to grow user skillsets.

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.



Recently, the OHA's thought leadership efforts have focused on initiatives that advance system integration and support health care professionals and workplace culture. COVID-19 has shifted our collective understanding of our fragmented health system, which has expanded our focus. It is clear that we cannot afford to return to the status quo and must instead use the hard lessons of the pandemic as a catalyst to think differently about Ontario's health care system.

In the summer of 2020, the OHA struck an internal, cross-divisional COVID Policy and Research Steering Committee to examine the challenges the pandemic has brought to light and identify targeted opportunities for us to play a leadership role. We have identified a number of preliminary key themes for the next year. This work is comprised of a combination of short-term actions we know are necessary to stabilize hospitals post-pandemic, and longer-term opportunities for system-level improvement and evolution. Because we are continuing to learn, our work on these longer-term possibilities will be exploratory in nature and subject to change. It will be based on ongoing consultation with members and system partners and guided by the OHA's Strategic Planning Committee.

Clinical and Financial Recovery

With the financial and clinical pressures arising from COVID-19 expected to continue for the foreseeable future, the OHA will continue to advocate for action and investment to support the financial recovery of hospitals. In collaboration with government and other system stakeholders, we will also inform a strategy for addressing the clinical backlog created by the pandemic.

Population Health and Health Equity

Marginalized populations, as well as those historically and systemically underserved by our health and social systems, have been more negatively impacted by COVID-19. The OHA will highlight work hospitals were doing to address inequity prior to the pandemic, as well as examples that have emerged since, encouraging their continued adoption. We will also begin work to develop an equity lens that will overlay the OHA's policy work going forward.

System Integration: Ontario Health Team Model

Though the government has credited nascent OHTs with improving the pandemic response, COVID-19 also brought to light ways the model could be strengthened. The OHA will develop recommendations on improvements or enhancements to the model in areas such as collaborative governance, linkages to public health, and labour mobility – recognizing that there is no one-size-fits-all solution.

System Integration: Long-Term Care Reform

The OHA will leverage hospital experiences supporting homes during the pandemic to consider opportunities for long-term care reform as part of a broader exploration of future of health services integration, including consideration of other congregate settings that meet the cognitive behavioural and mental health needs of seniors. As discourse evolves, including through the work of Ontario's Long-Term Care COVID-19 Commission, we will focus on areas where hospital sector expertise would be valuable, including quality improvement and accountability, medical oversight, and the inspection model.

System Integration: Health Human Resources

Building on the success of our internationally adopted physician engagement, culture and well-being survey tool, our collaboration with IHPME will bring together Ontario hospital administrators and physician leaders to identify proven strategies to improve engagement and well-being.

COVID-19 brought to light significant concerns related to health human resources, including recruitment, retention, and scope of practice. The pandemic also exacerbated serious challenges with burnout and mental health experienced by health care workers. Through the strategic planning process, the OHA will analyze this system challenge and crystalize our role and future work in this area, including the potential for partnerships with other stakeholders facing these challenges.

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.



In 2020, the OHA created a new unit, Research and Analysis, to inform OHA management and members on strategic and operational issues facing Ontario's health system, a major focus of which is funding methodologies to incentivize high-quality care. As COVID-19 magnifies funding pressures, formulae must be carefully developed and applied to prevent unintended consequences.

As the role of hospitals evolves within integrated models of care, new funding approaches are required to support those models. In the coming year, the OHA will continue our strong collaboration with the Ministry of Health and Ontario Health to examine strategic and methodological design issues associated with Ontario's current and future funding methodologies. We will focus on addressing challenges related to COVID-19, hallway medicine and the expectation that hospitals continuously improve their operational efficiency and clinical effectiveness.

To continue to improve health system performance through influencing the design of funding methodologies, the OHA will:

- Provide evidence-based advice on patient-based funding methodologies that establish efficient prices for effective, high-quality care; appropriate patient case mix systems; robust costing and weighting methodologies; and explore funding approaches for mental health to incentivize integration of care and quality.
- Develop a white paper on concepts and principles to be considered for integrated care which can be used to begin a generative discussion on methodological considerations for funding in Ontario's health system.
- Support the renewed Hospital Advisory Committee (HAC) as they seek to implement a new strategy for improving patient-based funding models, including quality-based procedures and bundled care.
- Contribute technical staff and consulting resources to address key funding challenges like reimbursement approaches for COVID-19, funding stability, transparency and knowledge transfer to the field.
- As part of HAC, organize a symposium featuring international experts for a discussion on funding methodologies to enhance integrated care in Ontario post-pandemic.
- Advance HAC priorities that are most important to OHA members, including developing a plan for mental health hospital funding, updating the rehabilitation case-mix system, exploring funding methods to incentivize appropriateness and innovation, and establishing research methods to determine efficient pricing based on best practices for bundled care.
- Provide advice on data systems required to ensure reliable and valid data to be used in funding systems including OHRS, OCDM, OCC and InterRAI assessment tools focusing on the pandemic year.
- Analyze the impact of announced financial planning targets, survey members, produce summary information, and provide individual support to hospital CEOs and CFOs, as required.

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.



The pandemic has tested the OHA's internal operations and practices like no other environmental event in the organization's history. Fortunately, it emerged on the heels of the current strategic plan, which has focused on modernizing our operations and practices over the last three years. This foundation has allowed us to adjust to changes in the environment and continue to support our members when they need it most. With the day-to-day remote working environment running smoothly, we are looking ahead with a focus on maintaining staff resiliency and strong culture, implementing a new workplace strategy, and continuing to evolve our IT infrastructure.

People

- Support the evolution of our future work strategy with a strong focus on culture and employee engagement and how to develop, grow, and retain talent.
- Deepen our wellness strategy focused on sustainable health and well-being.
- Strengthen our learning strategy to support staff at all levels in areas including anti-racism and allyship, mindfulness, resilience and grit.
- Infuse diversity, equity and inclusion across all current and future programs (well-being, recruitment and selection, training and development, benefits).
- Amplify the OHA's support for anti-racism and anti-black racism and the importance of inclusive language and develop strategies for the prevention and resolution of unconscious bias within the work and learning environments.

Relationships

- 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.

- Support a smooth transition of the OHA's traditional leadership development and change leadership portfolio to The Change Foundation and identify areas for future collaboration between the two organizations.
- Actively explore enhanced alignment on key advocacy matters and, in some cases, consider optimal levels of strategic and operational alignment with select system partners and stakeholders. The work of building new partnerships will be grounded in trust and clear expectations and aim to prevent unreasonable stresses on resources and staff.
- 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

- Complete the roll-out of the new OHA CRM, ensuring a successful merge of existing data/functionality, implementation of new upgrades, and a seamless transition for OHA staff.
- Continue to expand financial and other services into the organization's newly established Azure Cloud.
- 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, carry out the work of building the OHA's next strategic plan that effectively accounts for the future of system change, lessons learned from the pandemic, our new health research and academic mandates, and enhancing our service to an evolving membership.

2021/22 Budget and Three Year Forecast

With the extension of the current strategic plan, the 2021/22 Budget reflects the growth and development of major initiatives including the acquisition of IDS, which will have an impact on revenues and operational costs.

The 2021/22 budget also includes notable work to modernize and enhance the OHA's offerings. This includes a review of the current member engagement and knowledge translation approach, the continued exploration of a potential new benefits model, and the integration of the new health research and academic mandates into the OHA's operations.

2021/22 BUDGET

Revenues	
Membership Revenue	9,332,000
Investment Income	2,775,000
Programs & Partnership	2,825,000
Learning & Engagement	68,000
Data & Analytics	2,207,000
Other Revenue	3,067,000
Total	20,275,000

Expenses	
Salaries and Benefits	13,040,000
Staff Travel & Education	381,000
Board and Committee	279,000
Rent and Occupancy	2,804,000
Office Expenses	1,497,000
Professional Fees	3,697,000
Total	21,698,000

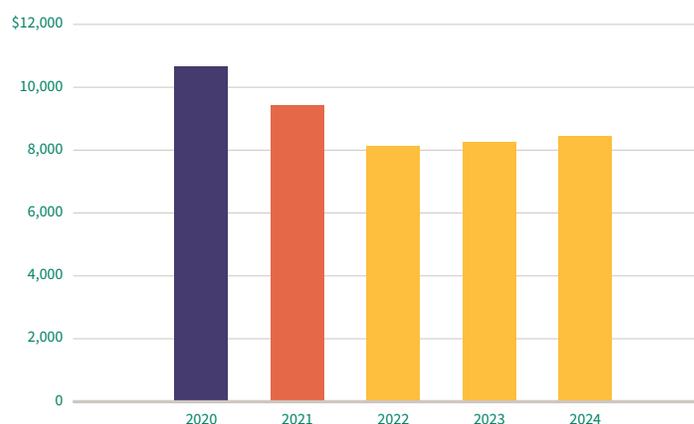
THREE YEAR FORECAST

Revenues	2021/22	2022/23	2023/24
Unrestricted	14,151,000	15,306,000	15,513,000
Internally Restricted	3,299,000	3,637,000	3,715,000
Externally Restricted	2,825,000	2,516,000	2,643,000
	20,275,000	21,459,000	21,871,000

Expenses	2021/22	2022/23	2023/24
Salaries and Benefits	13,040,000	13,431,000	13,794,000
Staff Travel & Education	381,000	404,000	396,000
Board and Committee	279,000	304,000	304,000
Rent and Occupancy	2,804,000	2,865,000	2,908,000
Office Expenses	1,497,000	1,994,000	2,026,000
Professional Fees	3,697,000	2,408,000	2,365,000
	21,698,000	21,406,000	21,793,000

**As the OHA develops its next strategic plan, these forecast may change.*

RESERVE BALANCE



- Actual
- Estimate
- Budget and Forecast

The OHA will draw on reserves and investments in 2021/22 to fund the initiatives planned in the year. The OHA reserve is used to enhance the value to hospitals for strategic initiatives and targeted work, preserving our autonomy and limiting financial volatility 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 during the 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 - ON PAUSE 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 – 2020/21

