Serving Ontario’s hospitals to build a better health system.

**OUR VALUES**

- **Humility**: We listen to and respect the views of others.
- **Discovery**: We explore new ideas and possibilities.
- **Passion**: We bring energy and enthusiasm to what we do.
In developing the OHA’s strategic plan, we sought to learn as much as we could about the needs and expectations of a strong, diverse and evolving membership.

One core insight, reaffirmed throughout this process, was that we are fundamentally an association. This means service to hospitals, with their varied roles, must come first. As Ontario’s hospitals transform to serve their communities and regions in new and innovative ways, the OHA is also adapting in response to member needs.

We have listened to hospitals and have positioned our service to them at the heart of our strategic plan.

Hospitals also said that it is essential for the OHA to maintain a system orientation on the strategic questions facing the future of Ontario’s health care system. We know the attributes of a high-performing health care system from our research with the University of Toronto. The OHA is committed to ensuring Ontario’s hospitals have a voice in reshaping the health care system so that their full potential can be realized in the years ahead.

The innovation and fundamental resilience of Ontario’s hospitals has prepared them exceptionally well to play a leadership role in building a better health system. The OHA will continue to engage our members on their emerging needs and changes to our health care system. With that commitment, and the new strategic plan, we are confident that we will deliver the leadership and service that our members have come to expect from their association.

On behalf of the OHA Board of Directors, we want to thank our members, staff and system partners for their contributions and support in shaping this strategic plan and OHA’s aspirations for the future.
The OHA’s new strategic plan was created under the careful guidance of its Board of Directors and a Special Committee of the Board for Strategic Planning.

The 18-month process included an extensive environmental scan, which gathered more than 700 inputs from members, staff and system partners.

**Members**
- Consultations at Provincial Leadership Council meetings
- Analysis of Member Satisfaction Survey feedback – 2016, 2017
- Facilitated discussions at OHA Board and Special Committee meetings
- One-on-one hospital CEO outreach

**Staff**
- Discussions at staff forums and division meetings
- Senior management planning sessions
- Facilitated workshop sessions
- Interviews with strategic area leads

**System Partners**
- Discussions with provincial and national organizations
- Insights from national and international thought leaders
- Conversations with academia
By listening to our members, system partners and staff, we gained a deeper understanding of how Ontario’s hospitals are changing and the issues that matter most to them.

We then took a critical look at our previous strategic plans and advocacy role throughout the years. We examined our current areas of focus, core services, aspirations, and internal culture to better define our role in supporting hospitals as they evolve.

After months of consultation, analysis, and planning, a core concept emerged that helped form the foundation of our plan —

We need to be a strong and healthy association to serve hospitals so that they can change and evolve as organizations within Ontario’s health system.

Our system, member and organizational mandates form the strategic pillars of the OHA’s plan to serve Ontario’s hospitals to build a better health system.
Our Members

At the OHA, our members are at the heart of everything we do. Through advocacy, learning and engagement, labour relations and improved access to data and analytics, the OHA is enhancing the direct services it provides to members.
The OHA will serve and actively support its diverse membership.
ADVOCACY

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

Governments today operate in a demanding and politicized environment, where decision-making can be complex and difficult to navigate. Political conflict and short-term wedge issues increasingly have the power to distract from multi-year planning and dispassionate, evidence-based decision-making.

In light of these challenges, the OHA has a responsibility to work with its diverse membership to ensure that government has a full perspective on the issues that matter to hospitals. Effective advocacy requires an ongoing working relationship with government, our partners, and other organizations across Ontario’s health care system.

Through our advocacy efforts in the lead-up to provincial budgets, shaping legislative and regulatory changes, providing advice and guidance on a diverse range of policy matters, and communicating the hospitals’ message to government and the public when needed, we will be proactive on the core issues affecting hospitals most.
We will use learning and engagement to support professional growth and development, improve organizational excellence, and influence system transformation.

The demands on the people who work in Ontario’s hospitals and across our health care system have never been greater. The OHA is committed to providing its members and their partners with relevant and high-impact learning and engagement opportunities. We’ll achieve this by partnering with our members and applying deep design and learning expertise to support effective knowledge transfer and sharing, develop innovative approaches to complex challenges, and build even greater capacity for change within Ontario’s hospitals.

The anchors of our approach to learning and engagement are:

**Design** – Provide high-value programs based on a deep analysis of member and system needs, while leveraging the OHA’s knowledge and expertise.

**Delivery** – Offer outstanding learning experiences in different formats to make learning relevant and enable member networking and collaboration.

**Innovation** – Generate and bundle knowledge, programs and other resources to improve access and application by our members and the broader health system.
We will help shape the hospital workplace of the future.

Ontario’s hospitals are rapidly evolving organizations, with people at the heart of everything they do. Through collective bargaining and effective labour relations, the OHA seeks productive relationships with Ontario’s health care unions, while facilitating the innovative and sustainable approaches needed to shape the hospital of the future.

Changing expectations around quality, escalating cost pressures, the role of technology and other kinds of innovation are forcing hospitals to rethink the way care is delivered.

With the direct involvement and leadership of our members, we aim to deliver strategic, high-impact collective bargaining and labour relations. This will contribute to multi-year predictability, and better position hospitals to meet their own long-term planning objectives.

Today, group benefit plans across the province are under significant pressure. The OHA will enhance the value and services of the OHA-sponsored plan, while working to ensure the sustainability of group benefits across the sector.
We will improve the availability and effective use of data and analytics to help support better performance.

Ontario’s health care system is producing increasing volumes of data. Analytics offers the potential to decipher this data and turn it into insights. This approach should be a strategic imperative for any health organization or system that wishes to enhance quality and patient experiences while managing scarce resources.

The OHA already provides hospitals with comparative data in finance, human resources, patient experience and information technology. Building on this experience, the OHA will help hospitals further embrace the power of analytics by improving access to linked data, tools and skills to put it to work within their organizations. The results will enable our members to identify patterns, communicate opportunities, benchmark against similar organizations and inform critical decisions.
Our System

Hospitals are changing. The OHA will take a long-term view of their evolution and the path to create a high-performing system by conducting evidence-based research, proposing ideas, convening members and partners, and encouraging responsible dialogue about change.
The OHA will be a key influencer of health policy in Ontario.
We will help shape the design and evolution of health system funding methodologies to improve system performance.

As hospitals continue with their efforts to change and redefine themselves, and the push to create new models of care accelerates, it is essential to establish new funding approaches.

The OHA is uniquely positioned to champion practical policy solutions and advance the hospital role in integrating care to improve outcomes and patient experiences. We’ll broaden our focus to take a health system view, expand the body of evidence on funding methodologies and translate that into implementation in the Ontario context. In addition, the OHA will continue the existing strong collaboration on changing HSFR, provide educational programming and supports, and remain responsive to hospitals’ unique needs.

For 20 years, the Government of Ontario has used different funding methodologies for hospitals and other health care providers. More recently, the OHA has established a renewed collaboration with the Ministry of Health and Long-Term Care and LHINs. Together, we are examining the strategic and methodological design issues associated with Ontario’s existing funding methodologies.
We will be a leading contributor in the health policy dialogue by generating and sharing ideas to improve the system.

Across Ontario, many hospitals are redefining themselves far beyond their traditional roles. Their evolution as service providers drives the OHA’s long-term thought leadership objective – to begin to examine and define the hospital of the future within Ontario’s health system.

The OHA’s research with the University of Toronto on the 12 attributes of a high-performing health care system provides the responsible and evidence-based foundation for our thought leadership efforts. We will focus on specific attributes where there is a clear mandate for the OHA to play a leadership role, and examine critical questions such as: What is the future relationship between hospitals and physicians? How does governance need to change and evolve within hospitals and across wider health care communities? How should accountability relationships change into the future? Through funding methodologies, technology and changes in clinical practice, what new models of care can better meet the needs of patients?

Our thought leadership will examine these and other relevant areas by bringing members, partners, government, academia and our internal expertise together to engage in new research, share learnings, and shape the exciting work already underway in Ontario.
Our Organization

To deliver on our mandates, the OHA will cultivate its culture, relationships and practices.
The OHA will grow its core organizational strengths.
The OHA is committed to providing value for members by bringing the strategic plan to life through our annual budget and operating plans, strengthening our business-planning efforts, deepening our culture of collaboration, and enhancing our reporting practices.

We will relentlessly pursue business-planning excellence in executing our core services.

We will foster and strengthen our highly engaged employee culture.

In addition to our members, the OHA is comprised of a large group of passionate and highly dedicated professionals focused on serving Ontario’s hospitals and their partners.

We are proud to have strong employee engagement at the OHA, and continually look for new ways to enhance our culture. By encouraging learning and development, employee well-being and creativity, we will maintain our high level of employee engagement into the future.

The OHA strives to build strong, trusting relationships with government, other provider partner associations and leaders across different policy spheres. We’re committed to maintaining healthy, mutually respectful and constructive relationships with all of our partners.

Over its 95-year history, the OHA has also created many different organizations that have gone on to fulfil their mandates very successfully as independent entities. As a result, three organizations continue to have a direct relationship with the OHA: Healthcare of Ontario Pension Plan (HOOPP), The Change Foundation, and the OHA Legacy Fund (the successor organization to Greystone Trust).

The OHA, and specifically its Board of Directors, is committed to exercising its duties and obligations to ensure effective stewardship of these three important organizations into the future.
For more information about the OHA’s strategic plan – including our performance metrics, alignment with our budget and operating plan, enterprise risk management framework, and research on the attributes of a high-performing health care system – visit oha.com/strategicplan