

MOHLTC/LHIN Joint Review Framework for Early Capital Planning Stages

**Presentation to: Ministry and LHIN Staff
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Joint MOHLTC/LHIN Capital Review Framework - Toolkit

- The MOHLTC-LHIN Joint Review Framework for Early Capital Planning Stages: *Toolkit* includes the following:
 - Component 1: *Process Guide* for Pre-Capital; Stage 1 Proposal; Stage 2 Functional Program Submissions
 - Component 2: *Guidelines* for Pre-Capital; Stage 1 Proposal; Stage 2 Functional Program Submissions
 - Component 3: *Checklists* for Pre-Capital; Stage 1 Proposal; Stage 2 Functional Program Submissions
 - Component 4: *LHIN Review Guide* for Pre-Capital; Stage 1 Proposal; Stage 2 Functional Program Submissions

Joint MOHLTC/LHIN Capital Review Framework - Communications

- The *Framework* includes the following Communications Materials:
 - Bulletin
 - Backgrounder
 - Questions & Answers
 - Slide Presentation
- The *Toolkit* and Communications Materials will be posted on each of the LHIN websites prior to their formal release at the OHA Health Achieve in November

Background

A new framework for Capital Planning Submissions in the early planning stages

- The Ontario Ministry of Health & Long-Term Care's Capital Planning Manual – in place since 1996 – defines the processes, policies and procedures for capital projects. This remains in effect today.
- To ensure local needs are better linked to the early stages of capital planning, the MOHLTC/LHIN Capital Working Group (CWG) was established in 2007 in response to the MOHLTC/LHIN Accountability Agreement (MLAA).
- Among its goals, the CWG aims to better align LHIN planning and prioritization with the early stages of the capital planning process.

Background (cont'd)

A new process for Capital Planning Submissions in the early planning stages

- In 2010, a *Toolkit* was developed to ensure LHIN advice is incorporated in the early capital planning stages, and that the ministry and LHINs are working jointly in the review and approval of a health service provider's submission.
- While the content of capital planning submissions in the early planning stages will remain the same, the process by which those submissions will be reviewed has changed.

New Joint Review Framework for Early Capital Planning Stages Formal Launch – November 2010

About the Framework

- Under the new Joint Review Framework for early capital planning stages, LHINs play a critical role in advising on, and endorsing, the program and service elements of all capital projects in the early planning stages.
- The new Framework has been developed in consultation with stakeholders and was developed to fulfill the Ministry-LHIN Accountability Agreement (MLAA) which requires local needs to be considered in capital planning.

About the Framework (cont'd)

- The new framework recognizes that LHINs and the ministry should work together to ensure that projects reflect the reality of a community's health needs and priorities.
- The new Joint Review Framework places greater emphasis on local planning and ensures capital projects align with community needs.
- The framework is consistent with the principle that community-based care is best planned, coordinated and funded in an integrated manner at the community level, because local people are best able to determine their health service needs and priorities.

About the Framework (cont'd)

- The framework applies to all Health Service Providers that are eligible under the MOHLTC Health Capital Program. This includes:
 - Public hospitals (including own funds projects as per legislation);
 - Community Health Centres;
 - Community-Based Mental Health Programs;
 - Community-Based Substance Abuse (Addiction) Programs, and;
 - Long-term Care Supportive Housing Providers (typically supporting programs for the frail elderly, acquired brain injury, physically disabled and HIV/AIDS).

Note: The Long-Term Care Home Renewal Strategy is undertaken through a Call for Applications and involves LHIN review and recommendations regarding applications.

About the Framework (cont'd)

- The Framework applies to Pre-Capital, Stage 1 Proposal and Stage 2 Functional Program capital submissions.
- The new Joint Review Framework is now formally in effect, although the ministry and LHINs have been requiring joint review for a few years.
- The MOHLTC/LHIN CWG will work to ensure all stakeholders understand the new process. The group will provide ongoing communications support for this initiative.
- We continue to welcome and encourage feedback as we roll out the new Framework.

Key Features

Separation of existing submission components into two parts

Part A: Program and Service Elements

- LHINs now review *Part A* (Program & Service elements) submissions in the context of local health system planning priorities.
- LHINs develop recommendations and advice for consideration by the ministry.

Part B: Physical and Cost Elements

- The Ministry of Health and Long-Term Care reviews *Part B* (Physical & Cost elements) submissions along with the formal advice from the LHIN.
- The ministry reviews Part A of Stages 1 and 2 from a provincial perspective.

Principles for Working Together

Key principles for the Framework:

- The planning process must support review of capital submissions in the context of provincial and local health system plans, solid business cases, and LHIN priorities for investment
- The planning process has to be flexible enough to incorporate changes to ministry planning strategies, tools, and guidelines
- Accountability for the quality of the capital submission and the success of the project rests with the HSPs

Role of LHINs

LHIN involvement in the early stages of capital planning is critical in:

- Developing / confirming program and service needs for the local health system;
- Providing direction for program and service integration, collaboration, and alternate service delivery models including key support functions;
- Setting program and service priorities for implementation;
- Supporting process re-engineering initiatives.

LHIN Advice and Board Endorsement

- As part of the framework, LHIN advice and Board endorsement is required at each of Pre-Capital, Stage 1 Proposal and Stage 2 Functional Program stages.
- LHIN advice and Board endorsement to consider the following:
 - Part A (Programs and Services elements) of HSP capital proposal
 - Degree of risk in proceeding with HSP proposal (i.e., operating cost implications)
 - Consistency with IHSP, ASPs, Clinical Service Plans, and agreement with Provincial Agencies (Cancer Care Ontario, Ontario Renal Network), as required

Implementation

- The full implementation and formal launch of the Joint Review Framework for Early Capital Planning Stages commences in November 2010.
- Recognizing that the Joint Review Framework is a significant change in the field, the MOHLTC/LHIN CWG will support stakeholders in implementing and understanding the changes.
- Presentations will be made to impacted stakeholder groups over the course of the coming months.
- Communications tools have been developed to assist stakeholders in making the transition to the new framework.

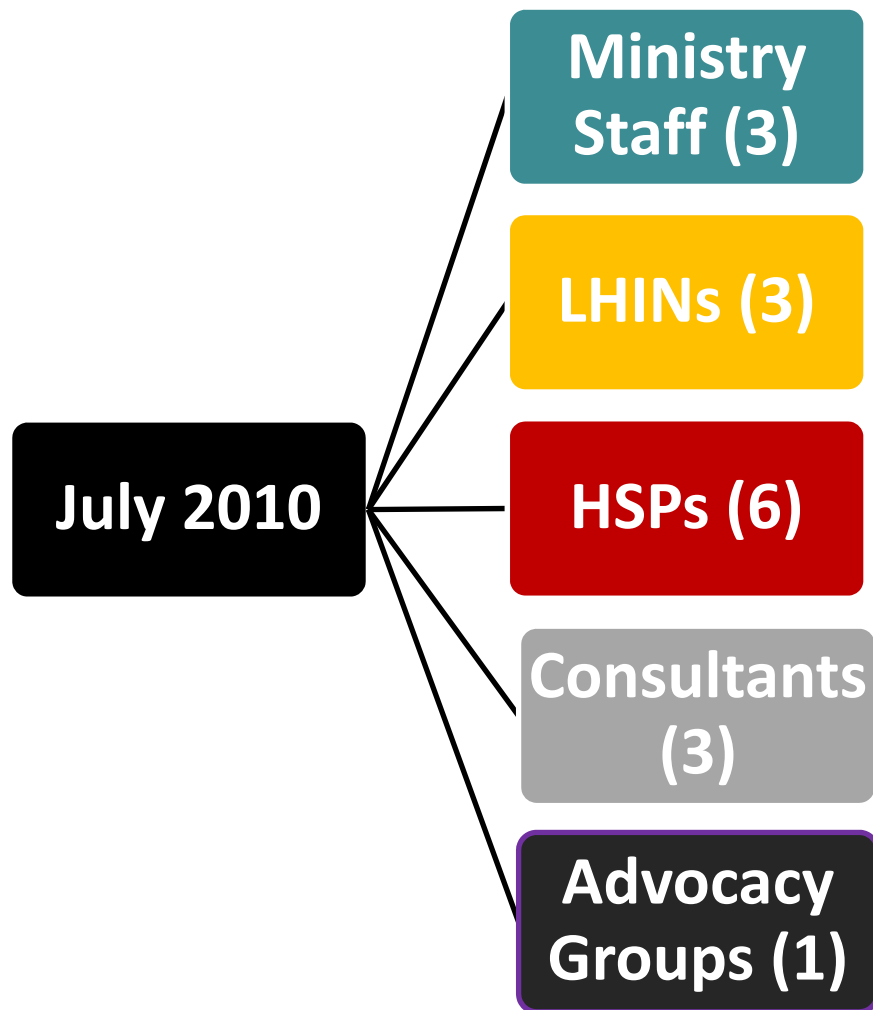
Developing the new Joint Review Framework

Timeline and Process

Timeline

Date	Status
Sept. 4, 2009	<ul style="list-style-type: none">• Stakeholder Consultation held May 7, 2009• Draft discussion document published
Dec. 1, 2009	<ul style="list-style-type: none">• MMC/LHIN CEOs endorsed the Framework and recommendations outlined in the Draft Discussion Document<ul style="list-style-type: none">• Principles for ministry and LHINs working together• Proposed roles and responsibilities for ministry and LHINs in the early stages of capital planning• Implementation plan
June 2010	<ul style="list-style-type: none">• MOHLTC/LHIN CWG retains Prism Partners & Argyle Communications<ul style="list-style-type: none">• Assist in Framework development and communications

Stakeholder Consultation



GOAL: Review communications needs, priorities to support new Joint Review Framework

PROCESS: Confidential interviews conducted by Argyle and PRISM.

Stakeholder Consultation Feedback

- Major themes:
 - Any revisions to current planning process must be well understood and communicated to LHINs, HSPs, and ministry staff
 - There needs to be standardization of approach for review and approval of HSP submissions across all LHINs
 - Each stage of early planning for review should be distinct to ensure that there is no unnecessary duplication of effort
 - Consideration should be given to HSP Proposal submissions on an annual planning cycle and identified as part of HSP accountability agreements
 - The planning, review, and approvals process needs to be flexible to deal with the size of submission (major vs. minor proposals) and the range of HSPs submitting proposals (hospital and community providers).

New Joint Review Framework

Overview

Overview

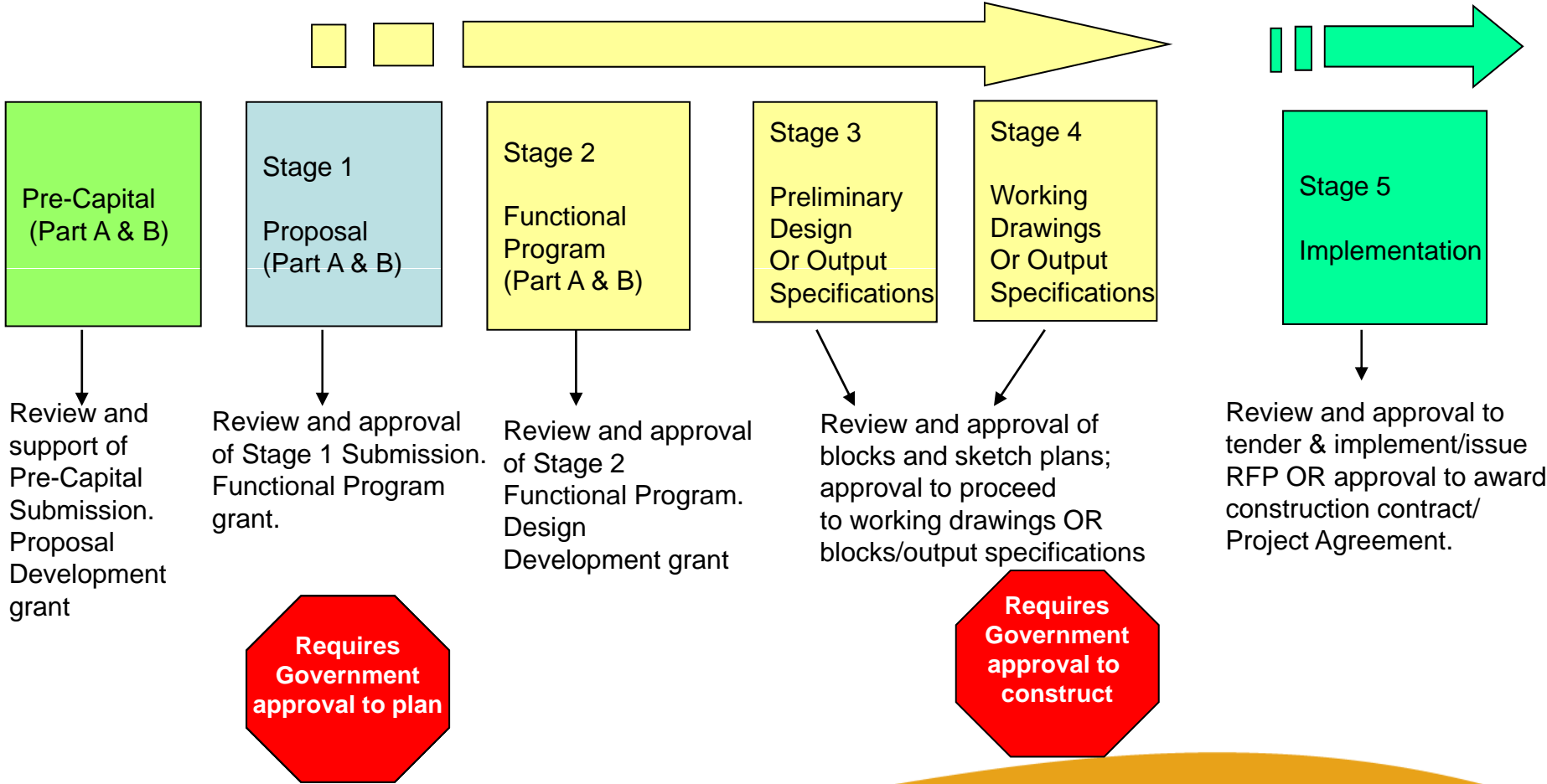
- This presentation is an overview of the new joint review process formally launched in early November 2010 for the early capital planning stages:
 - Pre-Capital
 - Stage 1 Proposal
 - Stage 2 Functional Program

Overview of Capital Planning Process

Planning Grants:

3 possible approval milestones: proposal development, functional program, design development

Construction Grant



Pre-Capital

- **Reference Documents:**

1. Pre-Capital Submission Form (PCSF)
2. Pre-Capital Guidelines
3. LHIN Review Guide – Pre-Capital Submission

- **Process Steps:**

1. HSP completes Part A (Program and Service Elements) of the PCSF Form for capital initiatives for LHIN review
2. The LHIN will acknowledge receipt of the submission to the HSP in writing within 15 working days
3. If LHIN Board endorses Part A, the LHIN will provide written rationale and advice to the ministry and request HSP complete and submit Part A and Part B to the ministry.
4. Ministry reviews Part A and Part B, and if ministry supports full submission, formal ministry support for the Pre-Capital Submission and approval to proceed to Stage 1 Proposal may be provided to the HSP.

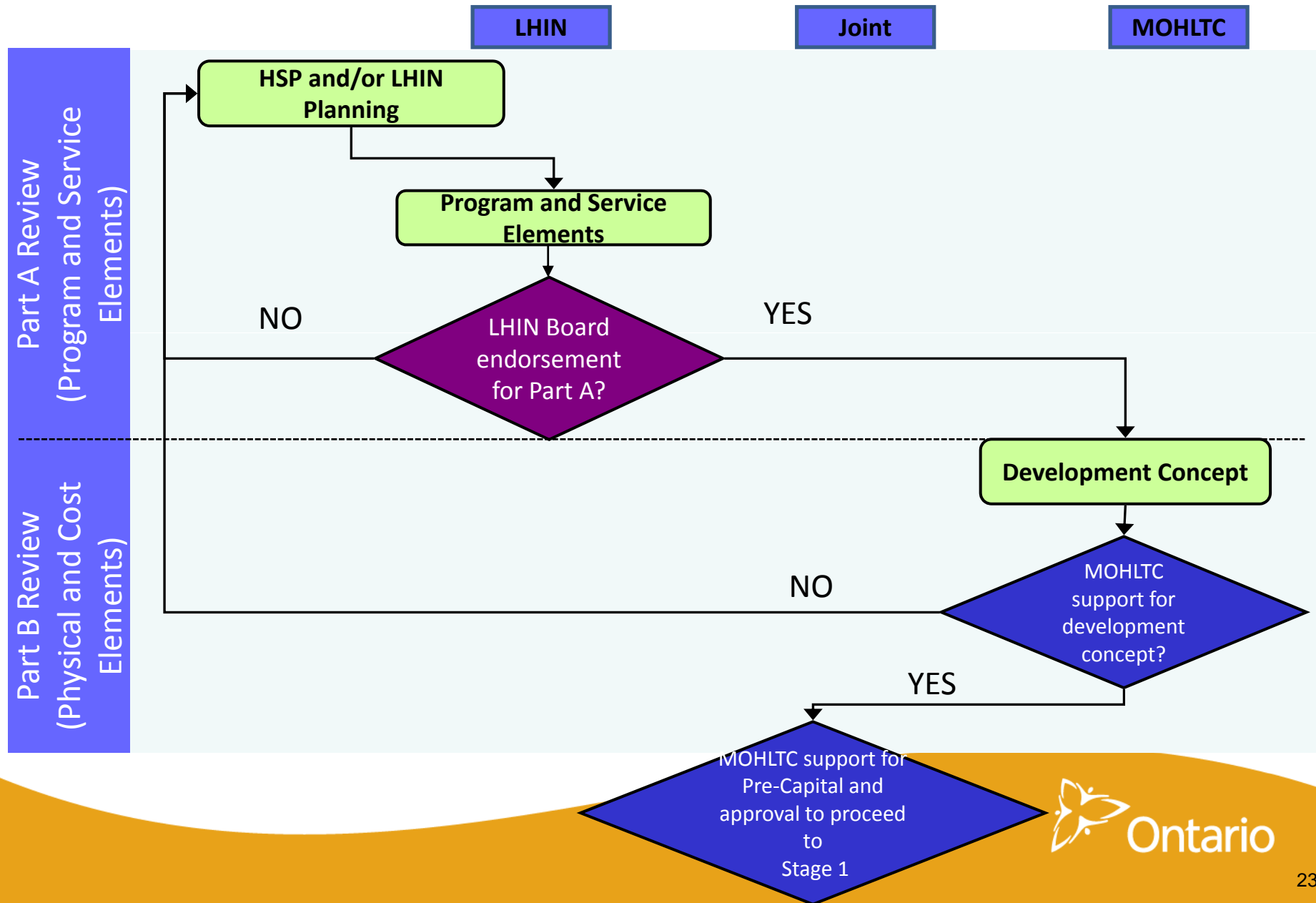
Pre-Capital (cont'd)

Purpose:

- For the purposes of pre-capital planning, *A Pre-Capital Submission Form (PCSF)** has been developed with two main components:
 - Part A – Program and Service Elements (LHIN Review)
 - The program proposal provides a high level description of the role of the HSP in the local health system and describes the initiative being proposed, including program rationale and evidence of alignment with local health system priorities.
 - Part B – Development Concept (Ministry Review)
 - The development concept provides a high level description of the physical changes being considered to support the program proposal
- To allow the LHINs and ministry the opportunity to review the HSPs intent regarding planning for a proposed capital redevelopment. Following LHIN Board endorsement of program and service elements (Part A), and if the ministry determines that the development concept (Part B) has merit, the ministry may approve the HSP to prepare a full *Stage 1* Proposal submission.
- The first point of contact for any HSP with a capital redevelopment proposal would be its LHIN (single point of entry).
- Coordination required when proposal affects more than one LHIN and multiple LHIN Boards

*Note: The PCSF replaces the Capital Project Request Form

Pre-Capital Review Process



Confidentiality

- LHINs will be required to manage the confidential and proprietary nature of early capital planning submissions from HSPs. All three submissions contain information regarding proposal cost estimates which must be kept confidential to ensure the public tendering process is not compromised.
- Other information in the submissions may also be considered commercially sensitive such as plans and designs. The submissions at Stage 1 Proposal and Stage 2 Functional Program may be considered proprietary by the consultant engaged to prepare the submission and require the consultants' agreement prior to any sharing of the submission.
- LHIN staff will need to exercise sound judgement with respect to sharing of information from HSP capital submissions with their Board.

Alignment

PROGRAM ALIGNMENT

- At the Proposal Stage 1 and Functional Program Stage 2, it is important that LHIN and ministry program reviews are coordinated, including alignment with provincial planning and strategies, prior to LHIN Board endorsement.

ALIGNMENT of PROGRAM with PHYSICAL SOLUTION

- At the Proposal Stage 1 and Functional Program Stage 2, it is important that the programs and services supported by the LHIN can be accommodated through a viable physical solution (facility development plan at the Proposal stage and design and spatial requirements at the Functional Program stage), prior to ministry approval to proceed.

Stage 1 Proposal

- **Reference Documents:**

1. Capital Planning Manual (1996)
2. Stage 1 Checklist
3. Stage 1 Guidelines
4. OASIS: MOHLTC Planning and Design Objectives
5. Master Plan Bulletin

- **Process Steps:**

1. Upon completion by HSP of the complete submission (both Part A and Part B), the HSP will submit to the LHIN: Executive Summary and Part A; and to the Ministry: Complete Submission (Executive Summary, Part A and Part B)
2. Upon receipt of submission, the ministry lead consultant will prepare correspondence to HSP, on behalf of ministry and LHIN, within 15 working days.

Stage 1 Proposal (cont'd)

- **Process Steps (cont'd):**

3. If LHIN Board endorses Part A, it will communicate its rationale and advice with regard to the program and service elements in the Part A submission to the ministry including a summary of its review. The LHIN will determine communication with the HSP regarding its rationale and advice on the Part A program and service elements
4. Ministry will conduct concurrent review of Part A and B
5. Upon completion of its review of Part B and LHIN advice regarding Part A, the ministry will finalize its review and advise the LHIN of its findings and expected next steps regarding the Stage 1 submission. The ministry may seek government approval to plan for the proposal to proceed to Stage 2 Functional Program

Stage 1: Proposal (cont'd)

Purpose:

- The HSP and its integrated consultant team complete a comprehensive long-term plan and business case analysis for programs, facility, and site within health system context to determine potential capital project(s)
- Sufficient planning to inform LHIN planning and prioritization and ministry decision making on candidates for further planning and potentially to inform government decisions on candidates for implementation.

Components:

- **Part A: Service Delivery Model Report (LHIN & Ministry Review)** - Focuses on service and program planning
 - Master Program (except spatial requirements)
 - Preliminary Operating Cost Estimate
 - Service Delivery Options Analysis
 - Human Resources Plan
- The intent of Part A is to provide the LHIN opportunity to review and provide support for the service component of the proposed redevelopment. Following LHIN & ministry program alignment, and upon LHIN Board endorsement and advice of Part A, the ministry reviews Part B, focused on the physical and cost elements.

Stage 1: Proposal (cont'd)

- **Part B:**
 - Service Support Infrastructure Report: Evaluates the condition and potential use of existing buildings and defines long-term development strategies for specific sites (includes Master Program spatial requirements/ Master Plan)
 - Business Case / Options Analysis
 - Facility Development Plan
- Following ministry/LHIN alignment to ensure viability of the program physical solution with the proposed program and upon satisfactory resolution to Part B requirements, the ministry may seek government approval to plan. Government approval is required prior to proceeding to Stage 2 Functional Program.

Stage 1- Proposal Review Process

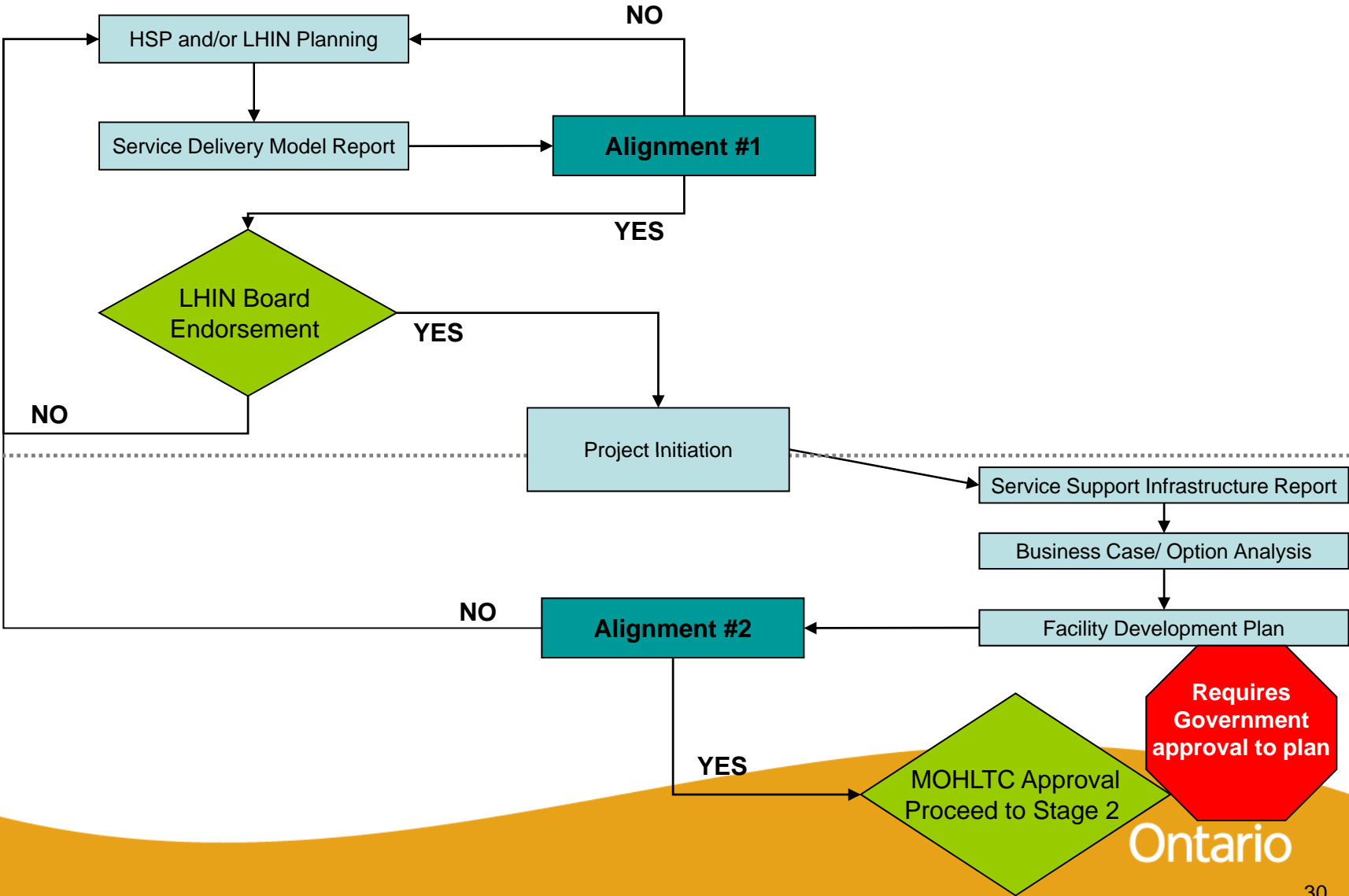
LHIN

LHIN and MOHLTC

MOHLTC

Part A- Program & Service Elements

Part B- Physical and Cost Elements



Stage 2 Functional Program

- **Reference Documents:**

1. Capital Planning Manual (1996)
2. Stage 2 Checklist
3. Stage 2 Guidelines
4. OASIS: MOHLTC Planning and Design Objectives

- **Process Steps:**

1. Following ministry approval to proceed to Stage 2, the HSP and its integrated consultant team will engage in planning to complete all Stage 2 submission requirements – Part A and Part B.
2. Upon completion of all Stage 2 requirements, the HSP will submit the complete Stage 2 FP Submission (Part A and Part B) to both the ministry and LHIN.
3. Upon receipt of submission, the ministry lead consultant will prepare correspondence to HSP, on behalf of ministry and LHIN, within 15 working days.

Stage 2 Functional Program (cont'd)

- **Process Steps (cont'd):**

4. If LHIN Board endorses Part A, it will communicate its rationale and advice with regard to the program and service elements in the Part A submission to the ministry including a summary of its review. The LHIN will determine communication with the HSP regarding its rationale and advice on the Part A program and service elements.
5. Ministry will conduct concurrent review of Part A and B.
6. Upon completion of its review of Part B and LHIN advice regarding Part A, the ministry will finalize its review and advise the LHIN of its findings and expected next steps regarding the Stage 2 submission. The ministry may provide approval for the proposal to proceed to Stage 3 Preliminary Design Development.

Stage 2: Functional Program (cont'd)

Purpose:

- The HSP defines its proposed project and the scope of proposed programs and services within the context of the plans developed at the Proposal stage (Stage 1)
- Sufficient planning to inform LHIN planning and prioritization and ministry decision making on candidates for further planning. Following Government approval to plan, the HSP will engage in planning to develop Stage 2 Functional Program requirements.

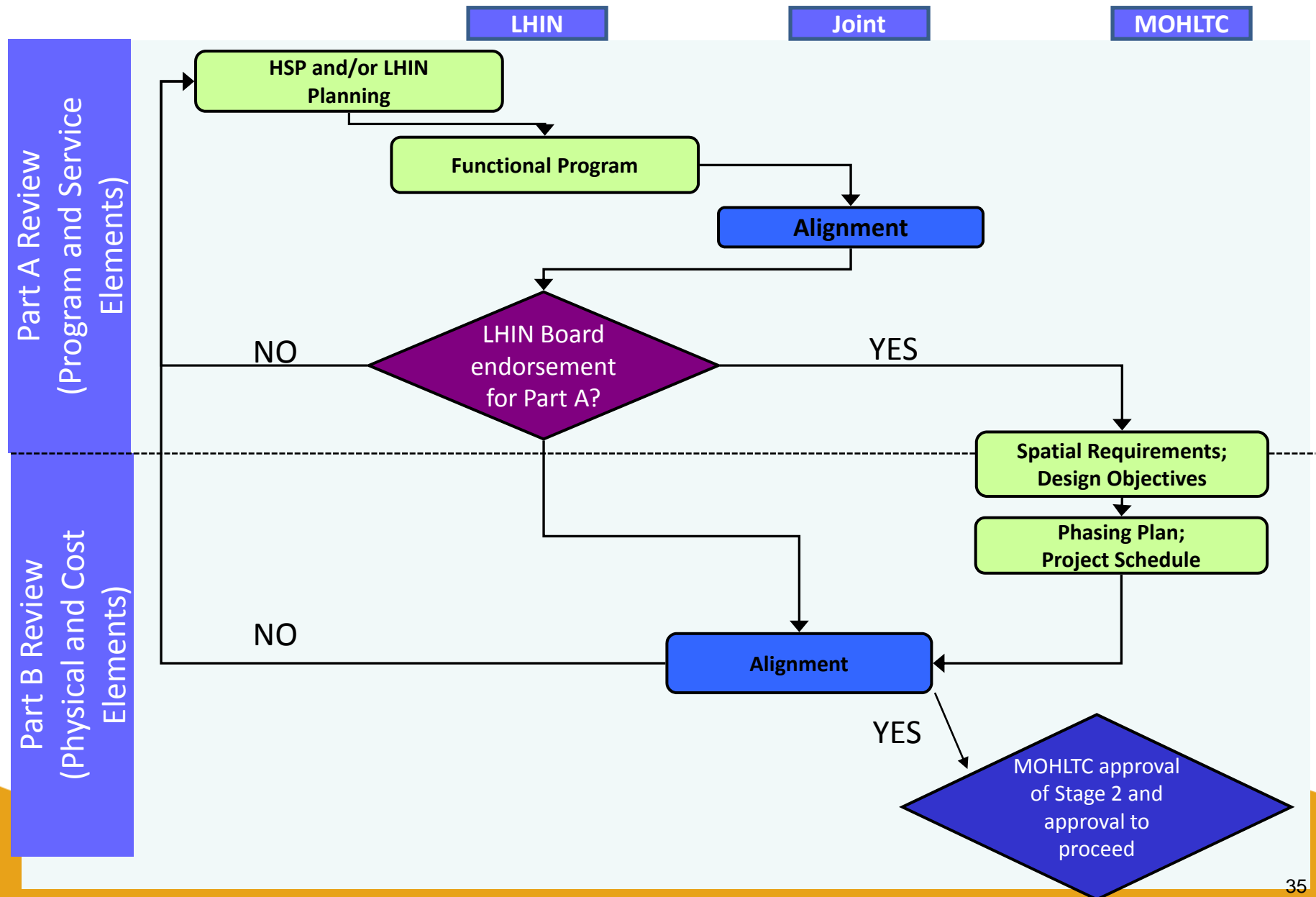
Components:

- **Part A (LHIN & Ministry Review):** Review of Program parameters and much of what is contained in a FP.
 - Program Parameter Report (if required)
 - Functional Program (Summary, Program Requirements).
- The LHIN will review Part A with consideration to local health system planning requirements (e.g. clinical services plan) and industry standard criteria. Following LHIN & ministry program alignment, and upon LHIN Board advice and endorsement on Part A, the ministry completes its review of Part B, focused on the physical and cost elements.

Stage 2: Functional Program (cont'd)

- **Part B (Ministry Review):** Review of specific spatial requirements and other design objectives identified as being important to the project.
 - Functional Program
 - Design and spatial requirements
 - Block Diagrams
 - Phasing Plan
 - Project budget
 - Project Schedule
 - Local Share Plan
- Following ministry/LHIN alignment to ensure viability of the program physical solution with the proposed program and upon satisfactory resolution to Part B requirements, the HSP would advance its project through the design stages (Stages 3 and 4) under the ministry's review and approvals process.

Stage 2 Functional Program Review Process



Questions?

Appendix

MOHLTC/LHIN CWG Membership

- **LHINs**

- Michael Barrett (Co-Chair) SW
- Pat Stoddart – CW
- Deborah Hammons – CE
- Bill Campbell – MH
- Victoria van Hemert - Central
- Cheryl Faber - NSM
- Kyle Johansen - SE

- **Ministry**

- Meryl Hodnett (Co-Chair) - HCIB
- David Clarke - HCIB
- Elaine Bishop - HCIB
- Linda D. Hunter - HCIB
- Lorne Langdon - LLB