

North West **LHIN**
RLISS du Nord-Ouest



North West LHIN Board Strategic Plan 2013-2016

Transforming and Building an Integrated Health System

April 2, 2013

Table of Contents

1.0. Executive Summary	3
2.0. Strategic Framework: Mission, Vision, Values.....	5
3.0. Strategic Directions	5
4.0. System Alignment.....	6
5.0. Attributes of a Quality System	8
6.0. Leading Practices Review: System Governance	9
7.0. Conclusion.....	9

1.0. Executive Summary

The North West Local Health Integration Network (LHIN) is responsible for planning, integration and funding of 93 local health service organizations in Northwestern Ontario including hospitals, the Community Care Access Centre, Community Health Centers, Long-term Care Homes, Community Support Services and Community Mental Health and Addiction Services.

The North West LHIN Board of Directors is dedicated to serving its mandate and at the same time recognizes the limited resources across its rural, remote and northern geography. The North West LHIN also recognizes that longer range planning is essential to fulfill its broad mandate given the current fiscal and economic climate. The North West LHIN has laid the foundation for health system transformation in Northwestern Ontario through the Board's Strategic Plan 2013-2016, the Integrated Health Services Plan 2013-2016 and the North West LHIN Health Services Blueprint. The Health Services Blueprint is a 10-year plan to reshape, integrate, strengthen and sustain the health care system in Northwestern Ontario by *Transforming and Building an Integrated Health System*.

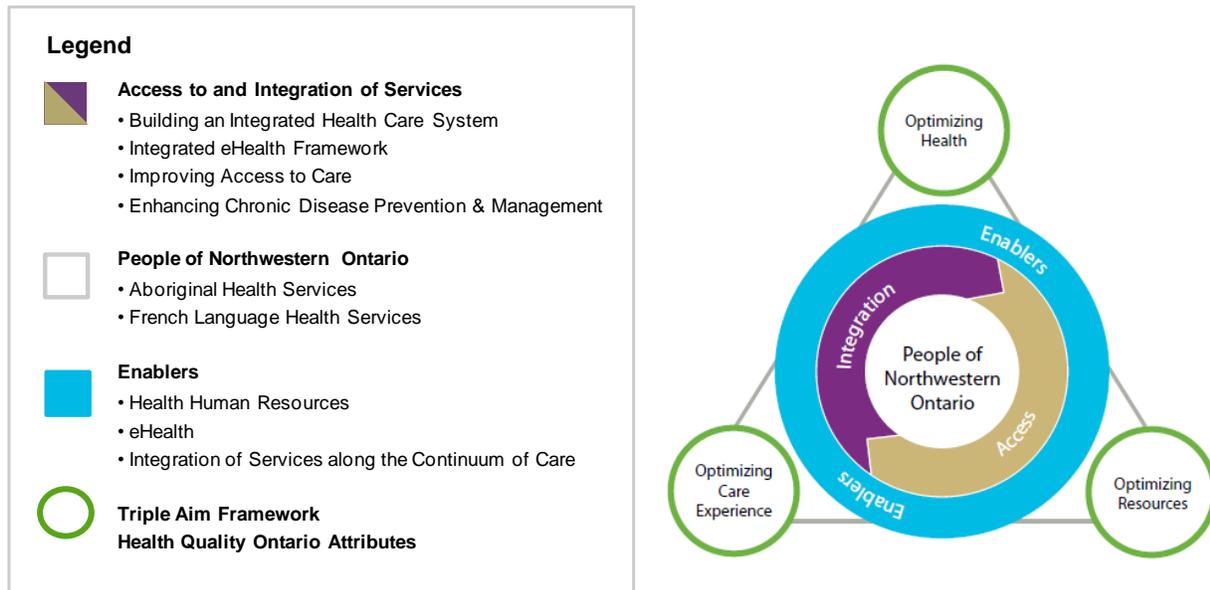
The North West LHIN's Health Services Blueprint will ensure a health care system that is truly person-centered, provides better coordinated care for patients, clients and families, has improved quality standards and best practices in place for patients, clients and families, and continues to be sustainable for our children and grandchildren.

The desired outcomes to be achieved through this system transformation include:

- Strong focus on population health and improving health outcomes
- Improving the patients, clients and family care experience – right care, right time, right place
- High quality care
- Increased accountability and transparency
- Increased communication, partnerships and integration
- System sustainability and,
- Value for money.

The North West LHIN Board of Directors and the Senior LHIN Team worked collaboratively to refresh the 2013-2016 North West LHIN Strategic Plan. This Plan has been built upon the Triple Aim Framework that focuses on three key elements: Optimizing Health; Optimizing Care Experience and Optimizing Resources.

Figure 1



The Board sought input from Health Service Provider organizations regarding the appropriateness, relevance and challenges to build an integrated health care system, in particular, the bold leadership that is required to advance the model outlined in the North West LHIN Health Services Blueprint. Input was attained through governance to governance engagement sessions with Health Service Provider Boards and other key stakeholders. The Strategic Plan articulates the desired outcomes that further define the vision and mission of the North West LHIN and focuses the North West LHIN's efforts on important system outcomes. The Strategic Plan includes the following information:

- Strategic Framework: Mission, Vision, Values of the North West Local Health Integration Network
- Strategic Directions, Critical Success Factors and Planning Principles
- System alignment with Ontario Action Plan; Provincial Priorities and pan-LHIN System Imperatives
- Nine attributes of a quality health system as identified by Health Quality Ontario and,
- Leading Practices Review: System Governance

The North West LHIN Board has made every effort to ensure that the Strategic Plan addresses the many influencing perspectives including cultural diversity with the Aboriginal and Francophone population and has been shaped by understanding the health system strengths, needs and challenges in the Northwest. It is understood that to successfully transform the health care system in Northwestern Ontario, the North West LHIN will need to build momentum with health care governors and leaders to create a sense of urgency and commitment to system change. The North West LHIN will work closely and collaboratively with its health service providers, and key non-LHIN funded stakeholders such as the public, other Ministries, Health Canada; Public Health; Aboriginal communities; Municipalities and Business Leaders to achieve the strategic directions and its vision - *Healthier people, a strong health system-our future*.

2.0. Strategic Framework: Mission, Vision, Values

The North West LHIN strategic framework was reviewed and its mission, vision and values reflected below were reconfirmed.

Figure 2



3.0. Strategic Directions

The strategic directions, critical success factors and planning principles outlined in the 2010-2013 North West LHIN Strategic Plan were reviewed and reconfirmed for 2013-2016, as outlined below in Figure 3.

Figure 3

Strategic Directions	
Population Health	1. Improved health outcomes resulting in healthier people.
Care Experience	2. Access to health care that people need, as close to home as possible. 3. Continuous quality improvement.
System Cost	4. A system-wide culture of accountability.
Critical Success Factors	
1. Integration and redesign of health system 2. A spirit of engagement and collaboration 3. Learning, innovation, and research capacity 4. A system-wide culture of accountability	

Planning Principles

1. The right care is delivered at the right place, by the right provider, at the right time.
2. Creative solutions are developed to improve the Northwest health system.
3. The Triple Aim Framework which links population health, care experience, and system cost in relation to each other, underlies the work of the North West LHIN.
4. Health system planning and integration will be undertaken recognizing that the determinants of health are much broader than the health delivery systems. We endeavor to understand the determinants of health of the diverse populations in the Northwest.
5. We have a special interest in the diverse health needs of the Aboriginal population as this is one of our largest and fastest growing population groups.

4.0. System Alignment

The North West LHIN Board assessed its alignment to the Ontario Action Plan and Provincial Priorities; Pan-LHIN System Imperatives; the four priorities for change identified in the North West LHIN Integrated Health Services Plan 2013-2016; the North West LHIN Health Services Blueprint desired outcomes and, feedback received through governance to governance engagement sessions. It is necessary for the Board and stakeholders to understand this level of alignment and relationship between provincial policy to LHIN strategy and planning and how the ENDS “outcome” of the strategic directions will be executed via the Integrated Health Services Plan; Annual Business Plan and Health Services Blueprint model.

The highlighted initiatives within the Ontario Action Plan 2012 include:

1. Better integration of the healthcare system and across the continuum of care, including family health care, acute care and community care;
2. Enhanced community-based services;
3. Services for Seniors;
4. Childhood Obesity;
5. Mental Health, including children and adolescent;
6. Management of Chronic Disease, including Diabetes and Health Disease as well as Health Promotion and Prevention;
7. Reducing Emergency Department wait times and Alternate level of care days;
8. Health System Funding Reform and,
9. The Wait strategy for Surgical and Diagnostic Imaging procedures.

The provincial priorities include:

- Emergency Department Wait times
- Alternate Level of care
- Diabetes
- Mental Health and Addictions and,
- eHealth.

Four pan-LHIN System Imperatives highlight broader health system alignment at the provincial level across and between LHINs - Figure 4. For a more detailed description of each imperative refer to the Integrated Health Services Plan 2013-2016.

Figure 4



The desired outcomes to be achieved through this system transformation include:

- Strong focus on population health and improving health outcomes
- Improving the patient, client and family care experience – right care, right time, right place
- High quality care
- Increased accountability and transparency
- Increased communication, partnerships and integration
- System sustainability and,
- Value for money.

5.0. Attributes of a Quality System

The North West LHIN Board discussed the nine attributes of a quality health system identified by Health Quality Ontario and identified the importance of achieving quick wins within the nine attributes through implementation of the Health Services Blueprint model and its recommendations.

Figure 5

The nine attributes of a quality health system identified by Health Quality Ontario include:

<p>Accessible</p> <p>People should be able to receive the right care at the right time in the right setting by the right healthcare provider.</p>	<p>Effective</p> <p>People should receive care that works and that is based on the best available scientific information.</p>	<p>Safe</p> <p>People should not be harmed by an accident or mistakes when they receive care.</p>
<p>Patient-centered</p> <p>People should be able to receive the right care at the right time in the right setting by the right healthcare provider.</p>	<p>Equitable</p> <p>People should receive the same quality of care regardless of who they are and where they live.</p>	<p>Efficient</p> <p>The health system should continually look for ways to reduce waste, including waste of supplies, equipment, time, ideas and information.</p>
<p>Appropriately resourced</p> <p>The health system should have enough qualified providers, funding, information, equipment, supplies and facilities to look after people's health needs.</p>	<p>Integrated</p> <p>All parts of the health system should be organized, connected and work with one another to provide high-quality care.</p>	<p>Focused on population health</p> <p>The health system should work to prevent sickness and improve the health of the people of Ontario.</p>

The North West LHIN Board noted that there is willingness and readiness of the health service provider boards to transition to a more strategic role and work collaboratively with the North West LHIN Board to achieve health system transformation. The North West LHIN Board will continue to focus on building governance capacity and leadership capabilities to achieve health system transformation in Northwestern Ontario.

6.0. Leading Practices Review: System Governance

The North West LHIN Board was provided with an analysis and overview of insights gained from leading practices of features of high performing system governance as noted in the reading “The Challenges of System Governance, Centre for Healthcare Governance, (Orlikoff & Totten, 2006)”. The comparison of a single entity board to a system board and how this applies within the Ontario context led to a rich discussion about how the features of high performing system governance board compared with the features of the North West LHIN Board.

Single Entity Board	System Board
<ul style="list-style-type: none"> ▪ Single Board - clear accountabilities ▪ Oversees a single entity ▪ Information requests are more linear ▪ Oversight and authority are generally straight forward ▪ Requirement for single entity CEO to integrated different businesses, align units towards an organization strategy ▪ Responsible for board effectiveness and continuous improvement for single Board ▪ Requirement to develop and cascade a common vision throughout the organization 	<ul style="list-style-type: none"> ▪ Multiple Boards - hierarchical governance ▪ Oversees subordinate boards ▪ Information requirements are different ▪ Oversight and authority requires clear assignment of responsibilities ▪ Requirement for system Board or CEO to integrate different businesses, align purposes toward a system strategy ▪ Responsible for alignment and effectiveness of all boards in the system ▪ Requirement to develop and cascade a common vision throughout the system

7.0. Conclusion

The North West LHIN Board in their role as system governors will continue to work closely with LHIN-funded Health Service Provider Boards and other key stakeholders to achieve a broader system approach to governance with the goal to ambitiously advance health system transformation and achieve its vision for Northwestern Ontario - *Healthier people, a strong health system-our future.*