

Framework for Strategic Action & Alignment with Key Priority Projects

Association of Family Health Teams of Ontario (AFHTO)

February 25, 2015

Susan Fitzpatrick

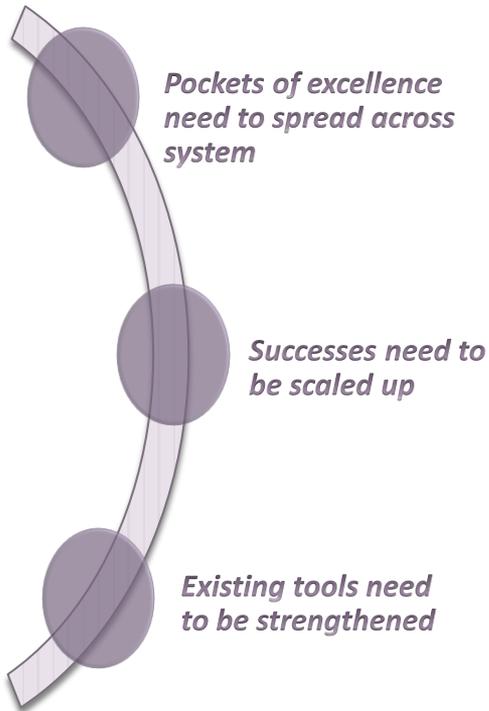
Associate Deputy Minister
Health System Delivery and Implementation
Ministry of Health and Long-Term Care

Dialogue with the Association of Family Health Teams

- Overview of Key Priorities for Transformation
- Dialogue with a specific focus on primary care role in health system transformation

Bridging To The Next Phase of Transformation

*While progress has been made, there is much more to do.
We are deepening our efforts in certain areas to drive results.*



Home and community care focus on enhancing capacity to drive transformation and meet the needs of Ontarians.

Quality and evidence based funding in the acute sector has become a cornerstone of system transformation. We will expand this culture of quality and evidence to all parts of the health system.

Integrated coordinated care has taken hold in pockets of excellence. We will intensify efforts to enhance integrated services across the province.

Patient engagement is gaining strength as an important component of care. We will empower Ontarians through education and collaboration, allowing them to make informed choices about their **health and wellness**.

Mental health and addictions focus to better meet client needs. We will drive structural change to increase access and quality for Ontarians.

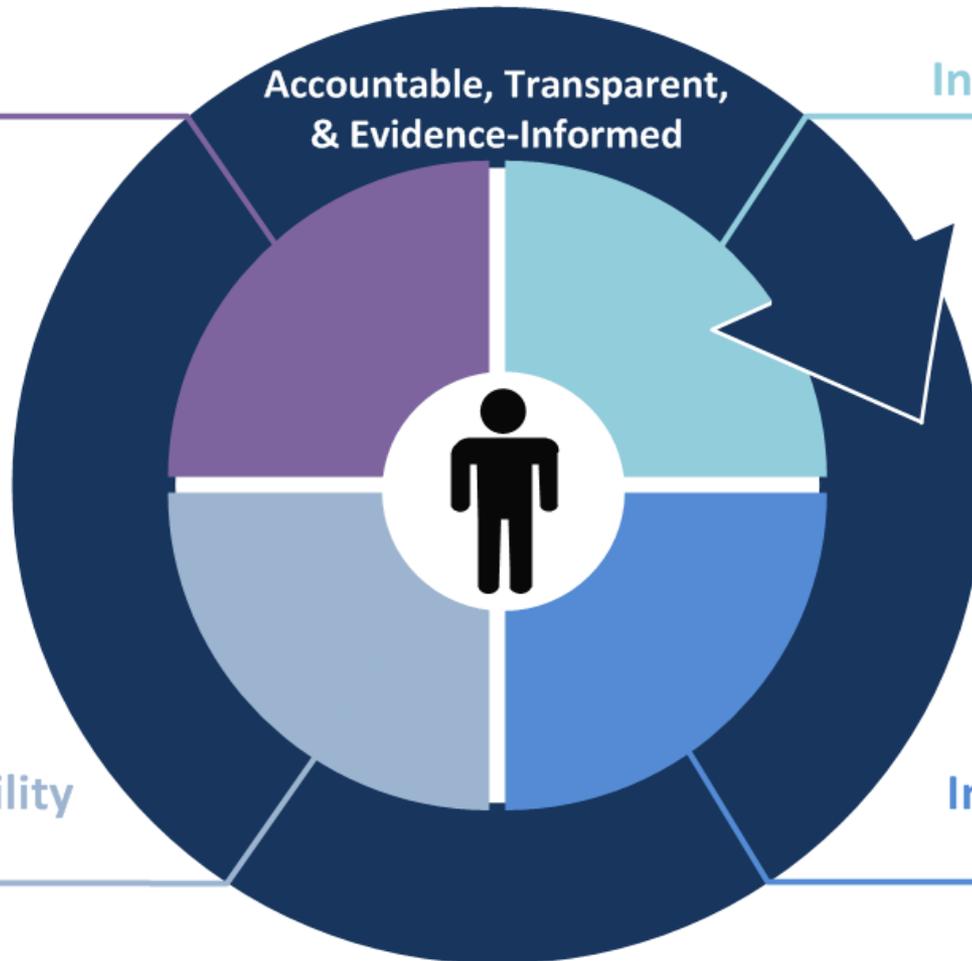
We will continue to advance links between **quality, value and performance** through greater **accountability** for results and **transparency** in decision making.

Further fiscal restraint will require structural changes to the way we think of and deliver services. Maintaining system **growth at 2%** requires innovative approaches to delivery and a relentless focus on value for money.

Framework for Strategic Action

Home and
Community Care

Improve System
Integration, Accessibility



Ensure Sustainability
and Quality

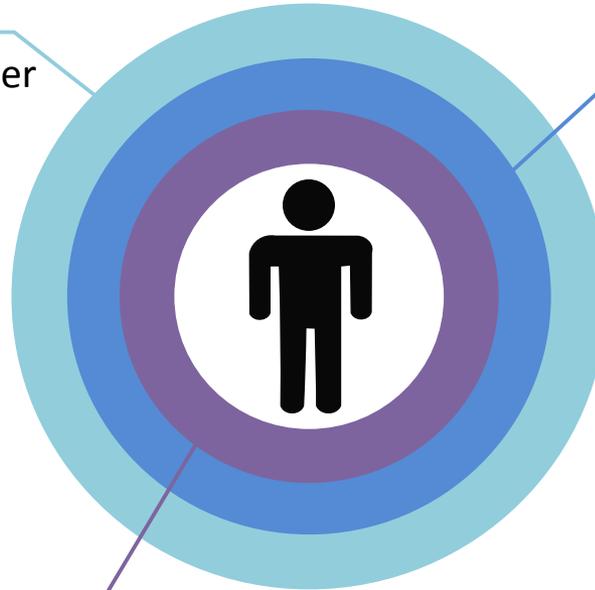
Increase the Health and
Wellness of Ontarians

Improving the Experience for Ontarians

Person-Centred Care

Key Initiatives and Areas of Focus

- Patient Engagement/Charter
- Patient Ombudsman
- Excellent Care for All
- Health Links



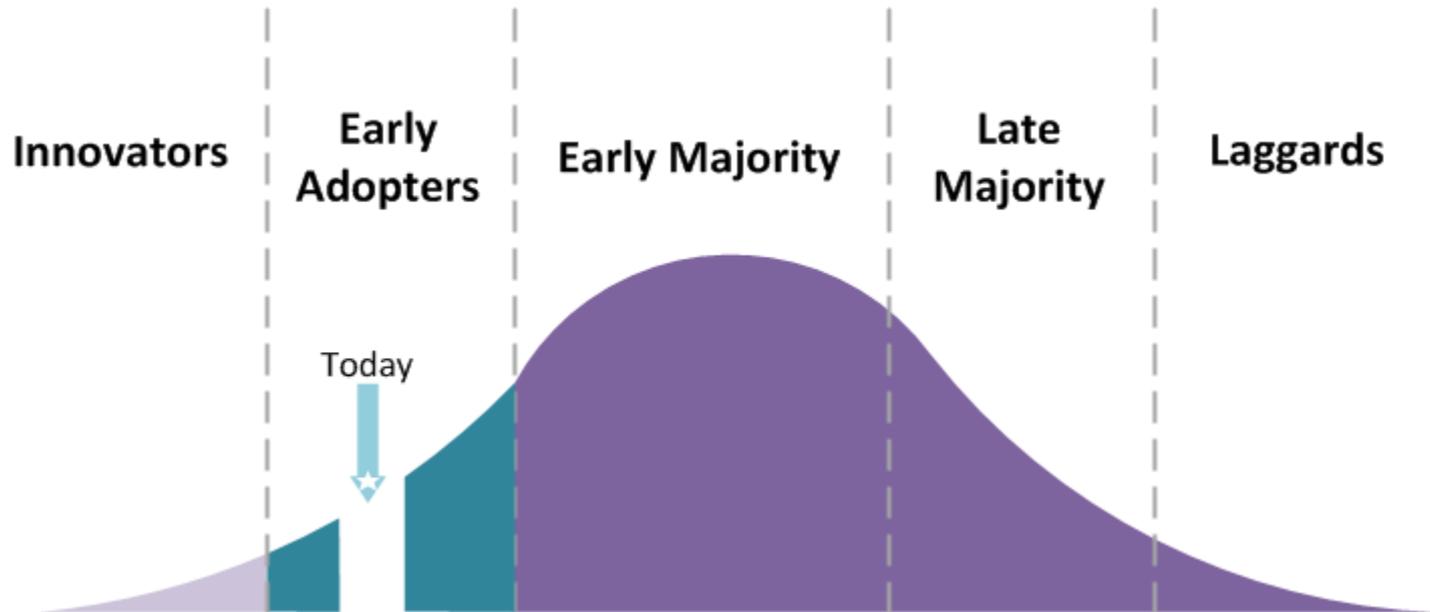
Expected Results

- Move Ontario's health care system towards a culture of patient empowerment
- Improve equity of access across Ontario
- Patient complaints are streamlined and dealt with efficiently

Patient Benefits

- *I understand how the system works better and what my options are*
- *I'm engaged in the decision making process about my health*
- *I have more confidence in the system*
- *I have access to my information and records*
- *If I need it, the avenue for recourse is clear and in place*

Sector Leadership and Excellence are Critical



- To bridge from pockets of excellence, existing tools need to be strengthened to support greater spread:
 - **Meaningful patient engagement** to co-design transformation
 - **Expand quality improvement** efforts beyond acute sector
 - **Scale up initiatives** where investments have shown results
 - **Deepen funding reform** and review benefits
 - **Strengthen accountability** agreements and oversight to drive results
 - **Manage pace** of change by ensuring change supports are in place
 - **Leverage champions** from the sector
 - **Position strong leaders** at the forefront who can deliver on the vision

What Does Success Look Like?

Performance Measurement

Sustainable

- Manage within 2% growth
- Invest >2% in key areas
- Hold mature areas at 0%

Healthier

- More days at home
- More years of healthy life
- Reduce unnecessary visits

Integrated

- More days at home
- Care in appropriate setting
- Smoother transitions
- Improve coordinated care

Accessible

- Better availability / more effective drugs
- Shared clinical best practices
- Up-to-date appropriate technology

Innovative

- 100% patients with primary care provider
- Increase same day/next day
- Reduce wait times

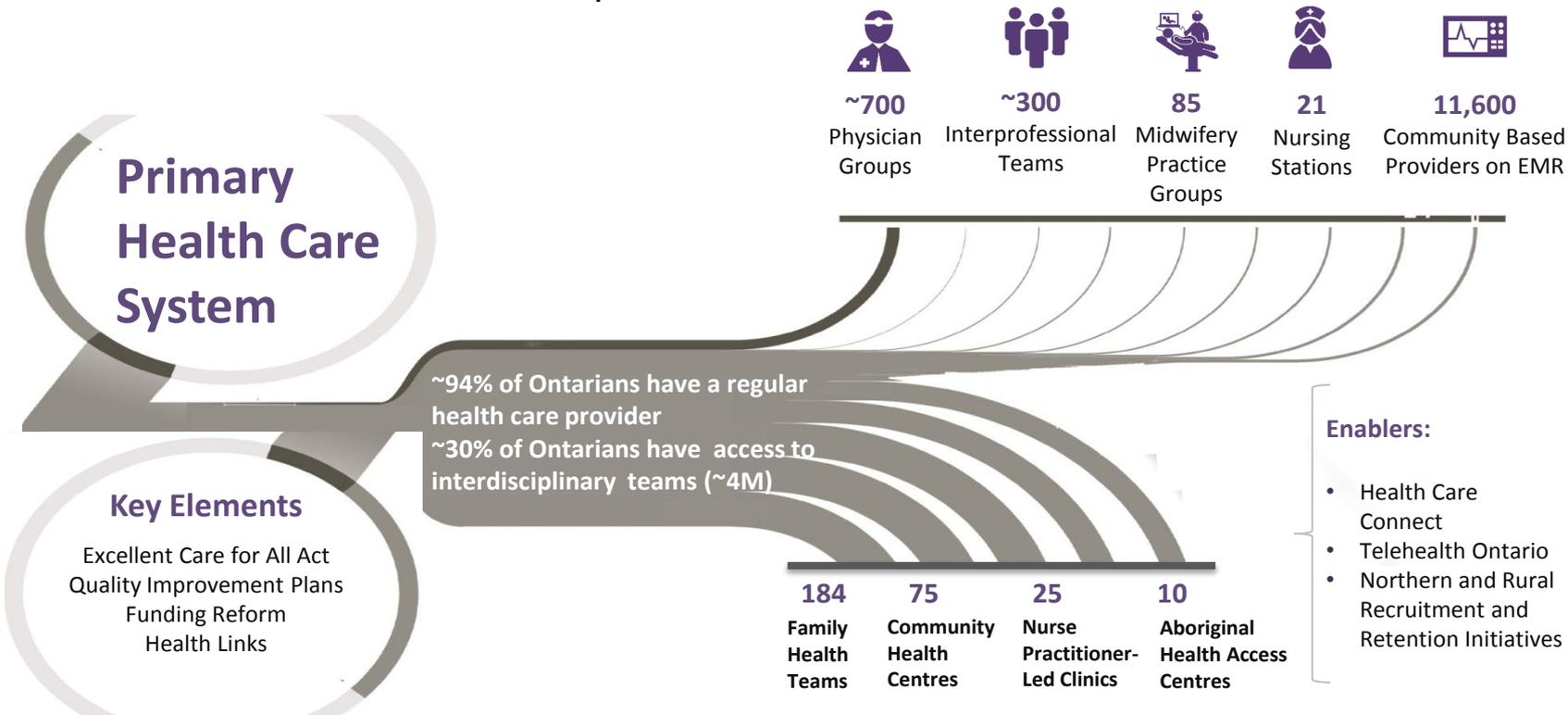
High Quality

- Improve patient satisfaction
- Improve patient knowledge and education in decision making

Primary Care: Key Role in Health System Transformation

Through ten years of primary health care reform, primary care in Ontario has evolved from a predominantly fee-for-service system of solo physicians to a sector that consists of a **range of practice models**.

This **practice-level** reform has manifested itself in numerous models of care tailored to specific needs of communities and providers.



Family Health Teams

By the numbers

184

Family Health Teams



206

Communities served, including 68 in rural and 42 in northern Ontario.



4,700
+

Health care providers, including:

- over 2,700 physicians
- more than 2,000 interprofessional providers, including nurses, social workers, dietitians, pharmacists, etc.

3.1

Million enrolled patients, or 23 % of all Ontarians, including over 900,000 who were previously unattached



Family Health Teams: Advancing Transformation

2005-2011

2011-14

2015 and beyond

FHTs Established

- Established 200 FHTs over 5 waves of implementation
- FHTs vary in size (small and large); designed around health care need of urban or rural populations
- Three governance models for FHTs: Provider-Led, Community Sponsored and Mixed Governance
- Each governance model is associated with a unique funding agreement, outlining the terms and conditions of FHT funding

Transforming Primary Care

- Same Day/Next Day Access to Physicians and IHPs: over 95% of FHTs offer appointments within 48 hours
- Serving unique and vulnerable populations: First Nations & Inuit, homeless/inner city, special religious groups
- Care for complex patients: 96 FHTs participating in Health Links, 18 of 67 Health Links led by FHTs
- Quality Improvement: 100% of FHTs submitting Quality Improvement Plans (QIPs); province-wide Quality Improvement Decision Support program; improved governance

The Road Ahead

- Patients First: Action Plan for Health Care:
 - Access
 - Connect
 - Inform
 - Protect
- Deliver comprehensive regionally governed, population-based primary health services for Ontarians

Family Health Teams: Advancing Transformation Cont.

... challenges still remain

Access

- Over half of Ontarians have difficulty getting same day/next day access to primary care
- Some regions and population groups continue to have high rates of unattachment compared to the provincial rate

Quality

- Only ¼ of the primary care sector is formally engaged in QIPs
- Opportunities for increased physician participation will need to occur within new Managed Entry provisions (areas of high need) and in partnership with LHINs

Fiscal

- Constrained fiscal environment will require innovation, local partnerships and maximize existing resources
- Opportunities for growth and expansion limited

Integration

- Primary care engagement in Health Links remains a challenge
- Variety of practice models and interprofessional teams makes it difficult to coordinate care in many communities

Accountability

- Measurement in primary care is in early stages compared with other sectors, with fragmented approaches
- Difficult to demonstrate value for patients and value for money

Moving Forward: Patients First Action Plan

In February 2015 the ministry released Patients First: Ontario's Action Plan for Health Care as the next phase of health system transformation.

Key priorities for FHTs include:

Quality Primary Care

- Population health based programs and services with focus on access, integration and patient experience
- Collect community-specific data to improve performance and quality of primary care for its population

Access

- Continue progress in expanding availability of same day/next day appointments and after-hours
- Continue to provide access to integrated health care teams for Ontarians who need it
- Establish policies to improve Quality Improvement indicators (e.g. post-hospital discharge visits, readmission rates, ED visits)

Integration

- Participation in HealthLinks and other local initiatives (e.g. Physiotherapy reform)
- Leveraging full scope of practice and improving team functioning
- Strengthening and expanding local partnerships and care coordination

Expert Advisory Committee on Strengthening Primary Care in Ontario

The Committee's vision for primary health care states that within three years every Ontarian will identify with a primary care provider from whom he/she will receive high quality care that will be:

- Timely
- Provided by interprofessional teams
- Comprehensive and coordinated
- Of good value
- Committed to continuous quality improvement

Now

The Committee has proposed a regionally governed, population-based system for primary care

All providers participate in a regionally organized model responsible for the primary health care of their population

A robust performance measures and accountability framework in place

What's Next

At this time the government has not endorsed the Committee's recommendations

Further analysis and discussion over the Committee's recommendations are currently underway

Part of this process includes consultation with stakeholders including AFHTO in the near future

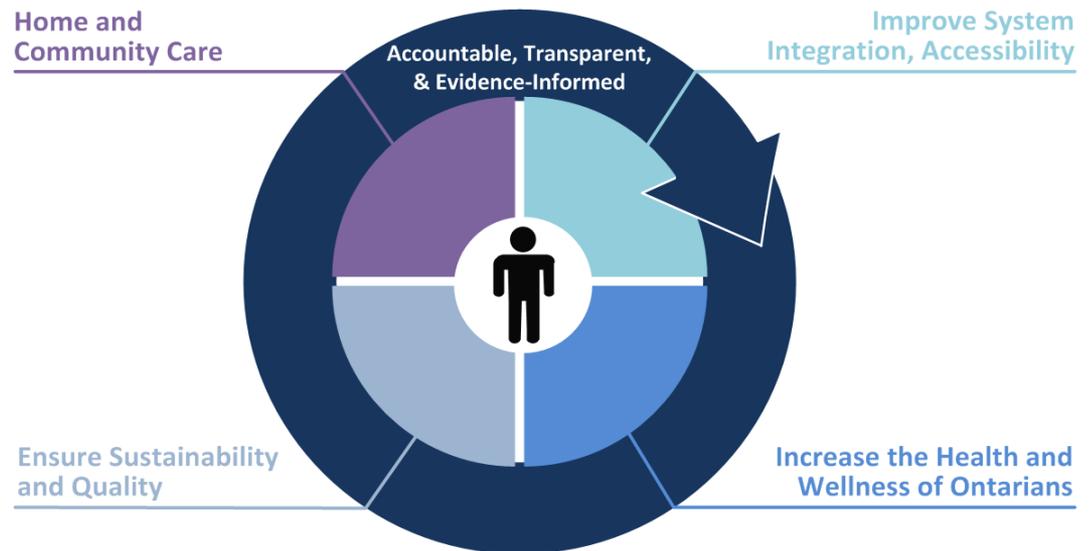
Ongoing Dialogue

Common elements of **high performing health systems** include:

- **Primary care teams at the centre of the delivery system**
- Integration of care promotes seamless **sharing of care** and/or transitions
- Professional cultures that support **teamwork, continuous quality improvement, and patient and family engagement**

Primary care will play a key role in all areas of system transformation:

- Integration with **home and community care**
- Integration with **Health Links**
- Strengthened use of **technology** to support coordinated and innovative community-based care delivery



Over-arching Principle: Prioritizing Patient Centred Care

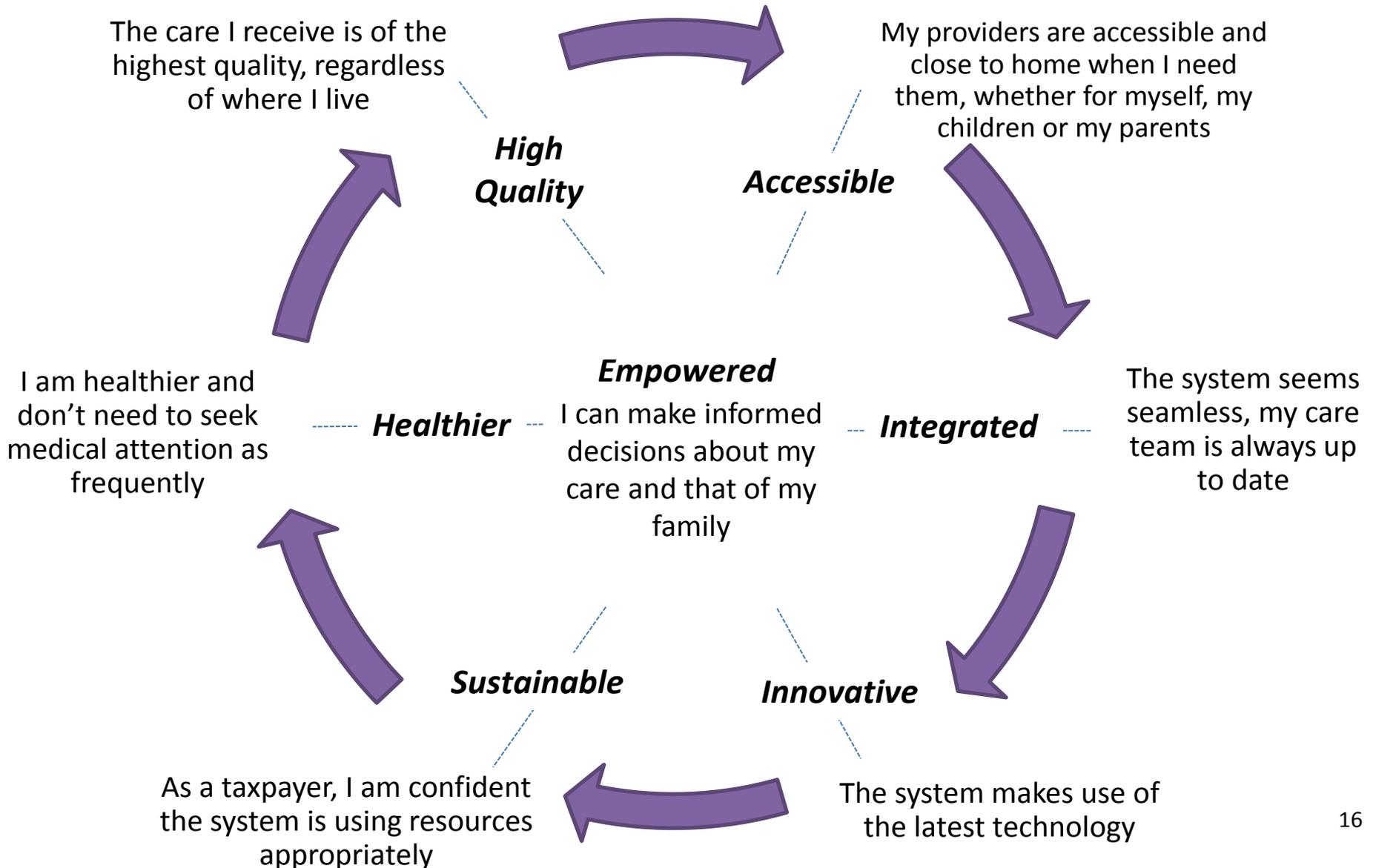
The next opportunity:

How should we engage patients and their families in system design for quality?



What Does Success Look Like?

Patient Perspective



What role will AFHTO play?

