

Effectiveness Review Action Plan

January 2009

1. Introduction

The 2007-10 Ministry/LHIN Accountability Agreement (MLAA) required the Ministry and LHINs to evaluate their effectiveness in carrying out the transition and devolution of authority provided for in the agreement. The process was designed to be a vehicle to move the transformation of the health system forward. The final report was released on November 7, 2008. The Effectiveness Review found that the transition of authority to the LHINs has been successful overall and identified recommendations to maintain the momentum.

During the 2008 refresh of the MLAA the Ministry and LHINs added the requirement to develop an action plan within 90 days of receiving the report to address the 28 recommendations arising from the effectiveness review. This commitment signified the importance placed on the review and the commitment to ensure that action was taken to continue to shape Ontario's new Local Health Integration Network model.

2. Developing the Plan

In fall 2008, the Effectiveness Review Action Plan (ERAP) Steering Committee was created and tasked with developing a response to the recommendations of the Effectiveness Review report. This Ministry-LHIN joint working group consists of senior Ministry staff, LHIN Board Chairs and LHIN CEOs; it is co-chaired by Ken Deane, ADM of Health System Accountability and Performance Division and Gary Switzer, CEO of Erie - St. Clair LHIN.

The devolution of authority and transition of roles and responsibilities has represented a significant change management process without precedent in other jurisdictions. The Effectiveness Review was an important snap shot in time during a massive restructure process. As such, recommendations were analyzed with a view to strengthening and accelerating the transformation of the health system within the principles of change management including: consultation, problem-solving orientation, flexibility, accountability, strategic alignment and evolutionary process.

From this analysis, the ERAP Steering Committee grouped the recommendations into common areas of work as follows:

- **Authority/ Policy/ Relationships** – issues around roles and responsibilities for shared authority, and mechanisms and enablers to operationalize this vision.
- **Processes** – recommendations focused on streamlining existing processes and facilitating the stewardship model in practical terms.
- **Capacity** – recommendations that would enhance the capacity of both LHINs and Ministry to fulfill their respective roles.
- **Knowledge Management** – recommendations on the development of mechanisms for continuous knowledge sharing and information management.
- **Performance Management** – recommendations that will enable LHINs and Ministry to work together to best evaluate and measure system progress and outcomes.
- **Governance** – recommendations on how to strengthen the LHINs authority and competency as local health system managers.

The recommendations under each of these groupings were then sorted according to who was best suited to address the issue (i.e., Ministry, LHIN or both) and the resources required to complete the work. Consideration was given to existing processes or work that was already underway to ensure that duplication of effort was minimized; as well as who had the ultimate authority to make the changes recommended within the report. From this analysis, project leads and supporting members, including membership from both Ministry and LHINs as appropriate, were identified.

Timing for the majority of the work is to be undertaken within the first year, although it was acknowledged that some work would be on-going. For example, it was recognized that knowledge transfer between the Ministry and the LHINs would be an on-going process. Each work plan incorporates anticipated deliverable due dates to ensure that work aligns with existing processes while meeting action plan timing expectations.

The resulting action plan has maximized opportunities to support and guide the collaborative actions of the Ministry and LHINs as they continue to evolve.

3. Implementing the Plan

The work of the action plan involves many different parts of the Ministry, as well as the LHINs. The project leads for each working group will report their efforts to a project manager who, in turn, is accountable to the ERAP Steering Committee. In all instances, the ERAP Steering Committee has maintained responsibility for the implementation phase of the work resulting from the Effectiveness Review.

The ERAP Steering Committee has endorsed the following key implementation success factors:

- Strong Steering Committee leadership, participation and support
- Clarity on roles and responsibilities of the Working Groups
- Collaboration within various Divisions and Branches of the Ministry, LHINs, e-Health Office and other complementary initiatives and committees
- Ability to leverage investments, structures and processes developed
- Change champions in Ministry and LHINs
- Appropriate and timely resources
- Active involvement of all working groups
- Maintaining pace of implementation to demonstrate progress on deliverables

Through the co-chairs the ERAP Steering Committee is accountable to a senior Ministry/LHIN leadership table.