



City of Hamilton
BOARD OF HEALTH ADDENDUM

Meeting #: 19-004
Date: April 15, 2019
Time: 1:30 p.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

Loren Kolar, Legislative Coordinator (905) 546-2424 ext. 2604

5. COMMUNICATIONS

- *5.4 Correspondence from the Association of Local Public Health Agencies respecting the 2019 Provincial Budget

Recommendation: Be received.

10. DISCUSSION ITEMS

- *10.3 Ontario Health Teams (BOH19020) (City Wide)

Dear alPHa Members,

Re: 2019 Ontario Budget, Protecting what Matters Most

Unlike previous recent budgets, the 2019 Ontario Budget contains a section devoted specifically to Modernizing Ontario's Public Health Units, so the traditional chapter-by-chapter summary of other items of interest to alPHa's members will be delayed as our immediate focus will be need to be on the significant changes that are being proposed for Ontario's public health system.

It appears that the Government intends to create efficiencies through streamlining back-office functions, adjusting provincial-municipal cost-sharing, and reducing the total number of health units and Boards of Health from 35 to 10 in a new regional model. As details about how they will do this are scarce, verbatim excerpts from the two areas that are directly relevant are reproduced here (*comments added in italics*):

VERBATIM EXCERPT FROM CHAPTER 1, A PLAN FOR THE PEOPLE: MODERNIZING ONTARIO'S PUBLIC HEALTH UNITS (P. 119)

"Ontario currently has 35 public health units across the province delivering programs and services, including monitoring and population health assessments, emergency management and the prevention of injuries. Funding for public health units is shared between the Province and the municipalities.

However, the current structure of Ontario's public health units does not allow for consistent service delivery, could be better coordinated with the broader system and better aligned with current government priorities. This is why Ontario's Government for the People is modernizing the way public health units are organized, allowing for a focus on Ontario's residents, broader municipal engagement, more efficient service delivery, better alignment with the health care system and more effective staff recruitment and retention to improve public health promotion and prevention.

As part of its vision for organizing Ontario public health, the government will, as first steps in 2019-20:

- Improve public health program and back-office efficiency and sustainability while providing consistent, high-quality services, be responsive to local circumstances and needs by adjusting provincial-municipal cost-sharing of public health funding (*ed. Note: what this means is not spelled out, i.e. it is not clear how such an adjustment would contribute to efficiency and if they are considering a change to the relative share, they have not revealed what it will be*).
- Streamline the Ontario Agency for Health Protection and Promotion to enable greater flexibility with respect to non-critical standards based on community priorities (*ed. Note: again, not spelled out*).

The government will also:

- Establish 10 regional public health entities and 10 new regional boards of health with one common governance model by 2020-20 (*based on the excerpt from chapter 3 below, it is likely that this means consolidation and not the establishment of another regional layer*);
- Modernize Ontario's public health laboratory system by developing a regional strategy to create greater efficiencies across the system and reduce the number of laboratories; and
- Protect what matters most by ensuring public health agencies focus their efforts on providing better, more efficient front-line care by removing back-office inefficiencies through digitizing and streamlining processes.

VERBATIM EXCERPT FROM CHAPTER 3, ONTARIO'S FISCAL PLAN AND OUTLOOK (HEALTH SECTOR INITIATIVES, P. 276-7):

Health Sector expense is projected to increase from \$62.2B in 2018-19 to \$63.5B in 2021-22, representing an annual average growth rate of 1.6% over the period...Major sector-wide initiatives will allow health care spending to be refocused from the back office to front-line care. These initiatives include:

- Modernizing public health units through regionalization and governance changes to achieve economies of scale, streamlined back-office functions and better-coordinated action by public health units, leading to annual savings of \$200M by 2021-22.

Gordon Fleming and Pegeen Walsh (ED, OPHA) were able to ask a couple of questions of clarification of Charles Lammam (Director, Policy, Office of the Deputy Premier and Minister of Health and Long-Term Care), and he mentioned that strong local representation and a commitment to strong public health standards will be part of the initiative, and the focus of the changes is more on streamlining the governance structure. He also indicated that many of the details (including the cost-sharing model) will need to be ironed out in consultation with municipal partners and hinted that there is a rationale behind the proposed number of health units though he couldn't share that level of detail at this time.

Please [click here](#) for the portal to the full 2019 Ontario Budget, which includes the budget papers, Minister's speech and press kits.

alPha's Executive Committee will be holding a teleconference at 9 AM on Friday April 12 to begin the formulation of a strategic approach to obtaining further details about the foregoing and responding to the proposals. As always, the full membership will be consulted and informed at every opportunity.

We hope that you find this information useful.

Loretta Ryan,
Executive Director



INFORMATION REPORT

TO:	Mayor and Members Board of Health
COMMITTEE DATE:	April 15, 2019
SUBJECT/REPORT NO:	Ontario Health Teams (BOH19020) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Thomas Piggott (905) 546-2424 Ext. 7892
SUBMITTED BY:	Dr. Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health Public Health Services
SIGNATURE:	

COUNCIL DIRECTION

Not Applicable.

INFORMATION

The *People's Health Care Act, 2019* was introduced in the Legislative Assembly of Ontario in February and is now undergoing third reading debate. The act will introduce health care system reforms in Ontario. The reforms centre on consolidating health care oversight agencies into a 'super-agency' called Ontario Health, and the development of Ontario Health Teams to integrate health and social service organizations at a regional level for improved delivery of services. The reforms will aim to achieve the 'quadruple aim' set out by the Institute for Healthcare Improvement, which includes:

1. Better patient and caregiver experience;
2. Better patient and population health outcomes
3. Better value and efficiency; and,
4. Better provider experience.

The government has indicated that there will be approval of 30 to 50 Ontario Health Teams (OHTs), each with clinical and fiscal accountability for a specific geography and the care of approximately 300,000 patients. The OHTs will have a single accountability

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

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agreement with Ontario Health. Members of the OHTs could include diverse organizations from hospital and primary care, to social and community service providers. The government has indicated that teams should be developed around the health needs of communities. There is also an emphasis on 24/7 access to navigating the health system and digital tools and choices for patients to access care.

The Ministry of Health and Long-term Care (MOHLTC) has now presented the process for an open invitation for OHT applications. The first step in the process will be a self-assessment of prospective OHTs on their readiness to work towards the goals of the health system reform. The self-assessment form submission was opened April 3, 2019 and the deadline to submit is May 15, 2019. The second step in the process for OHT applicants selected based on the self-assessment will involve the submission of a full application by July 12, 2019. The government has indicated that approved OHTs will be announced in the fall of 2019.

The OHTs will have important relevance to the work of the Healthy and Safe Communities Department (HSC). HSC has been actively engaged in provincial and local discussions on OHTs, with great interest to the role that the many programs in HSC can play in one or more Ontario Health Teams that will serve Hamilton. HSC already has deep existing partnerships with health and social services community partners. These reforms present an opportunity to deepen our connections to community partners to improve the coordination of care for Hamilton residents.

HSC is a service provider, service system manager and funder of many program areas identified as possible partners for the reforms including primary care clinical activities, recreation, housing, mental health services, long-term care and community support programs. Further, there are roles that have been identified to support OHT work in population health assessment and the evaluation of both individual and population health outcomes. There is an emphasis in the government's framing of OHTs on accountability to local needs of patients served, and HSC sees these reforms as an opportunity to further emphasize the importance of addressing health equity in Hamilton.

Ongoing discussions with health and social services partners, including hospitals, primary care, and a number of other community agencies are expected to lead to HSC participating in one or more OHT applications, beginning with the self-assessment form that is due for submission by May 15, 2019. The process is evolving rapidly, and HSC will keep the Board of Health updated on developments.

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APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report BOH19020: Ontario Health Team Application Process and Deadlines

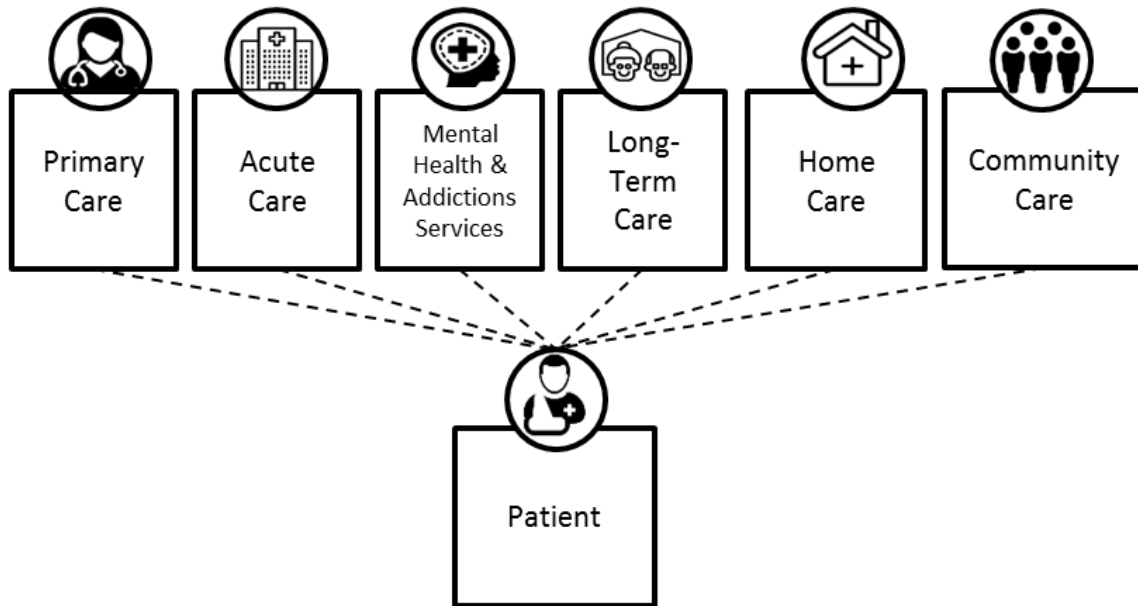
Appendix "B" to Report BOH19020: Infographic of Health System Reform

Ontario Health Team Application Process and Deadlines

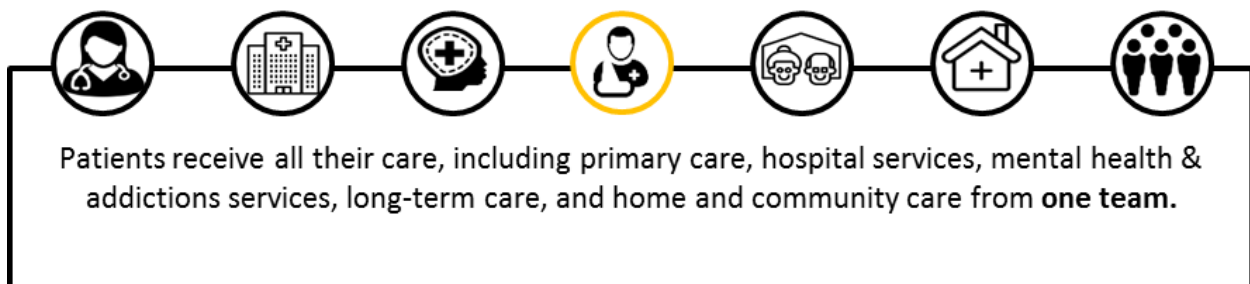
Assessment process	Dates
Open call for self-assessments	April 3, 2019
Deadline to submit self-assessments	May 15, 2019
Selected groups will be invited to submit a full application	June 3, 2019
Deadline to submit full applications	July 12, 2019
Announce Ontario Health Teams	Fall 2019
The ministry will continue to accept, assess and evaluate groups interested in becoming an Ontario Health Team	Future deadlines will be announced

Infographic of Health System Reform

Current State



Ontario Health Teams



Reference: <http://health.gov.on.ca/en/pro/programs/connectedcare/ohi/>