

Contemplating the
way we change
Changing the way
we think



The Change Foundation is an independent charitable organization focused on health system integration and patient outcomes.

INTRODUCTION

After a decade of funding a diverse array of research on health care in Ontario, The Change Foundation has set a new and ambitious goal. As a respected health policy think tank, it will provide unique and timely research, analysis and leadership on emerging health-care issues, starting with the integration of health-care services in Ontario.

The Change Foundation was established by the Ontario Hospital Association in 1996 as an independent, charitable organization with a mandate to promote, support and improve health and the delivery of health care in Ontario. Ten years later, the Foundation Board renewed its commitment to that mandate, while creating a new mission, vision, and clarity of purpose that is embedded in its strategic plan for 2007-2010.

A JOINT MESSAGE FROM THE CHAIR AND THE PRESIDENT



The Change Foundation is changing. After a decade of funding a diverse array of research projects on how best to change health-care delivery in Ontario, The Change Foundation has refined its focus and realigned its activities to support its evolution into a health-care policy and research think tank. Our new strategic plan, *Contemplating the Way We Change; Changing the Way We Think*, details how The Change Foundation will dedicate its efforts and resources over the next three years to providing unique and timely research, analysis and leadership on key health-care issues, starting with the integration of health-care services in communities across Ontario.

The Change Foundation's strategic directions outlined later in this document revolve around health integration; they seek to fill a fundamental need for data and informed discussion, for expertise and understanding, around what constitutes an integrated, transformed health system in the province. This is new territory for Ontario, and The Change Foundation intends to help with the transition by becoming the place to turn to for the latest research synthesis, policy expertise and practical advice on how health integration can strengthen the health-care system and the health of Ontarians.

We will tap the top minds on this issue and create opportunities to engage with leaders charged with planning, deciding and delivering health care in a better way; we will collect, create and evaluate information about health integration inside and outside Ontario; and we will provide useful evidence-based tools and materials to help guide integration.

The need is real and the timing perfect. On April 1, 2007, the province's 14 Local Health Integration Networks (LHINs) assumed full responsibility for planning, funding and integrating local health services, overseeing fully two-thirds of the province's health-care budget. There are many questions about essential elements of integration to answer and analyse – funding, governance, information management and patient outcomes to name a few – and there will be more as the LHINs mature and evolve. At the same time, the need for quality improvement and performance evaluation in community-care sectors in the new world of integrated health care is also pressing. The Change Foundation intends to help fill those gaps and answer those questions.

We believe that supporting health integration and improving patient outcomes through quality improvement are a fitting focus for The Change Foundation as it moves into its new role, directing the development of research to fill gaps in data and knowledge. If the Foundation can contribute relevant and useful information on health-care integration to decision-makers over the coming years, we will have made a good start to living up to our new potential as an organization and instrument for positive change.

You will be hearing and seeing more from The Change Foundation over the coming months and years as we build on and roll out this strategic plan. To reflect the renewal underway, The Change Foundation will be getting a new look, a new logo, and new communications tools, including a new website. It will take a while to get there, but we are committed to keeping you in the loop as we work together to make the most of the opportunity that integration offers.

The Change Foundation was established by The Ontario Hospital Association in 1996 with a mandate to promote, support and improve health and the delivery of health care in Ontario. Ten years later, we begin a second decade of Foundation activity with a renewed commitment to that core mandate, and with the focus, the freedom, and the funds to help fulfill it.

TONY DAGNONE
CHAIR, BOARD OF DIRECTORS

CATHY FOOKS
PRESIDENT AND CEO

THE CONTEXT



Ontario's health-care system is undergoing significant transformation. Fourteen Local Health Integration Networks (LHINs) have been created to plan, integrate and fund local health services. Simultaneously, the government has dedicated resources and made efforts to:

- reduce wait times for specific diagnostic and surgical services;
- improve access to health-care professionals, particularly doctors and nurses;
- reorganize primary health-care delivery with a focus on interprofessional collaboration;
- improve the health of Ontarians through increased health promotion and prevention efforts.

Despite these efforts, uncertainty about pending changes and gaps in information and services persist. Many questions remain unanswered; and much good work remains to be done. For instance:

- more discussion is required about essential elements of integration as the LHINs mature and evolve – this includes issues of funding, governance, information management and patient outcomes;
- systematic performance and quality reporting provincially and regionally are underdeveloped;
- access to services and health-care professionals remains uneven across the province;
- experience and evidence from elsewhere could be brought to bear on Ontario's efforts to deliver timely, high quality health care.

As Ontario's health-care system evolves, The Change Foundation can play an important role as a trusted source of information, evidence and experience.

THE PLAN



The Change Foundation was established in 1996 by the Ontario Hospital Association with a mandate to promote, support and improve health and the delivery of health care. Ten years later, we begin a second decade of Foundation activity with a renewed commitment to that core mandate, and with a new mission, vision, and clarity of purpose that emerged from a strategic planning exercise undertaken by the Board.

The Foundation will direct its efforts and resources:

- To become a respected think tank by focusing on research synthesis, policy analysis and informed debate about the renewal of health care in Ontario with a specific focus on the theme of integration;

- To become a credible source of evidence-based information about health-care delivery by creating in-house analytic capacity and partnering with expert research organizations and researchers;
- To contribute to improved patient outcomes through quality-improvement projects targeted at system integration efforts;
- To create opportunities for Ontario decision-makers to interact with provincial, national and international experts and thought leaders.

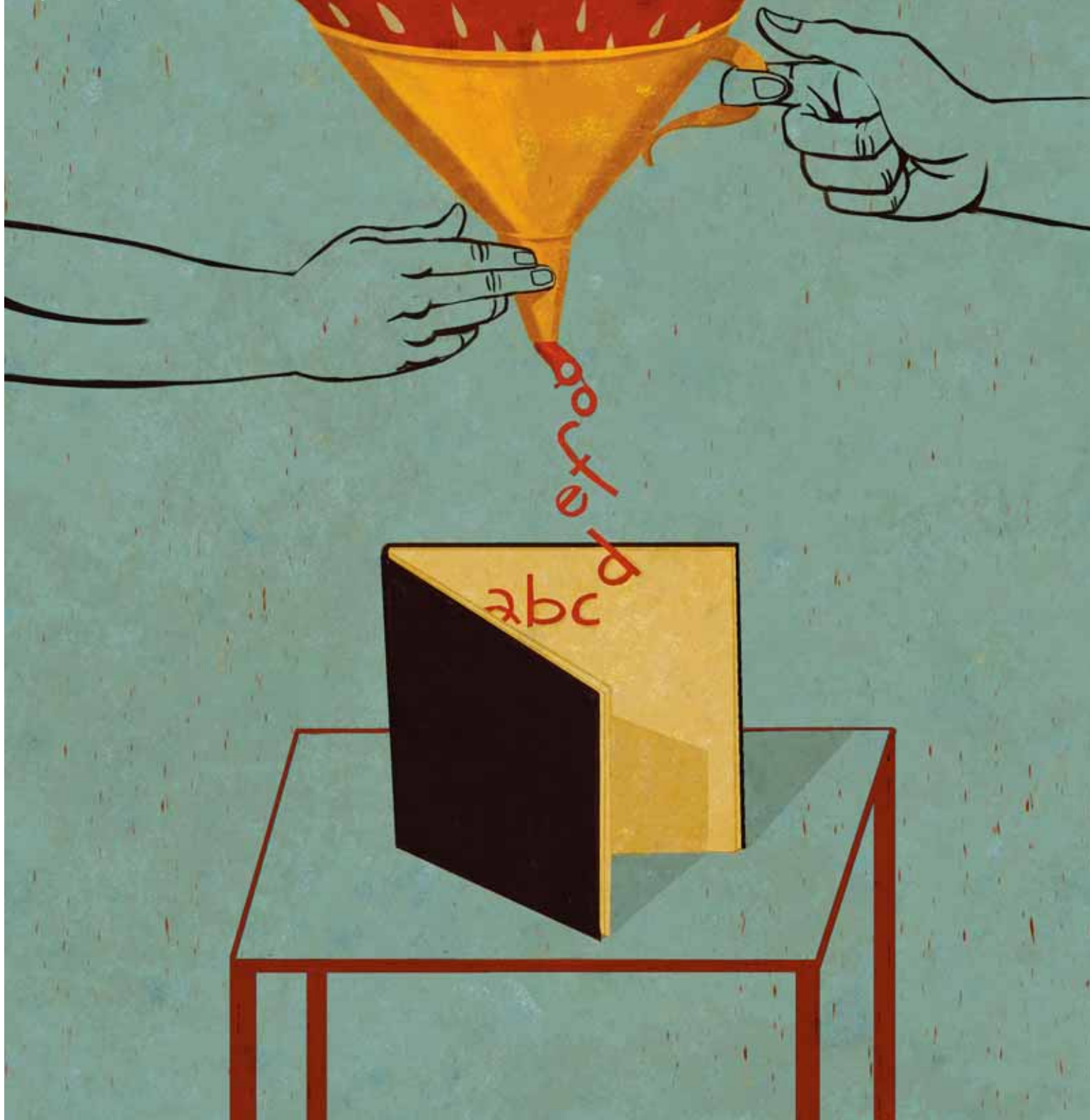
The integration theme is key to all that the Foundation does over the next three years.



The Change Foundation's strategic directions for 2007– 2010 are:

- To support the implementation of an integrated health system in Ontario through evidence-based policy and research;
- To improve patient outcomes through integration-related quality improvement projects;
- To drive informed public debate through active engagement with decision-makers and health-care leaders.

We will support the implementation of an integrated health system in Ontario through evidence-based policy and research.



ADVANCE



The current transformation process will reshape Ontario's delivery system, change the culture and decision-making structures, and affect patient outcomes. We need a better understanding of what constitutes a transformed, integrated health system.

The Change Foundation will become a "go to resource" on health system integration.

Drawing upon provincial, national and international experience and expertise, the Foundation will compile the relevant evidence, research and lessons learned to advance understanding and inform policy and practice. Questions will include issues about design, funding models, governance structures, barriers and facilitators.

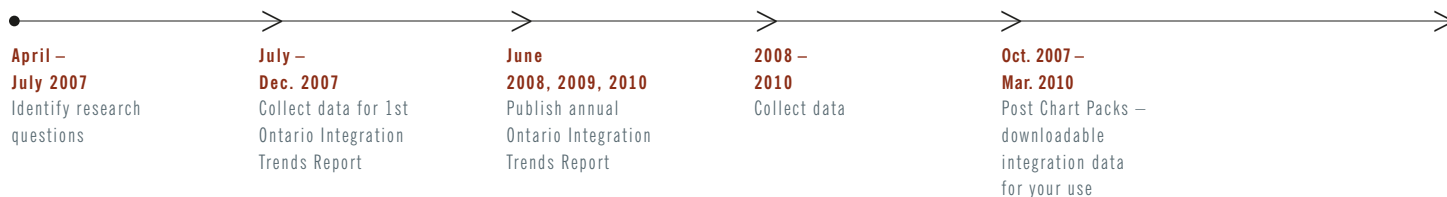
WHAT WILL WE DO?

- Gather evidence, information and insights about implementing integration
- Translate evidence, information and insights for the Ontario context
- Establish a regular trends report on integration issues targeted to decision-makers and health-care leaders
- Develop, measure and report a set of integration indicators

WHAT WILL WE DELIVER?

- Research syntheses
- Policy briefs
- Chart Packs – downloadable data bites – available on the Foundation website
- Integration indicators
- The Ontario Integration Trends Report

TIMELINE FOR DELIVERING STRATEGIC DIRECTION 1





We will improve patient outcomes through integration-related quality improvement projects.

IMPROVE

2

Parts of Ontario's health-care system generate quality-related reports on a regular basis. For example, Ontario's hospitals regularly produce the Hospital Report Card which contains a set of quality indicators, and Cancer Care Ontario produces an annual quality index. However, other parts of the system have not yet developed the capacity to produce this kind of information. This will become very important as integration efforts proceed and decisions are required about resources and patient care.

An important area for development and growth is the integration of in-home care with other parts of the system. We will focus on two areas for development: home-care services and informal caregiving.

In partnership with community providers, the Foundation will launch a province-wide quality improvement initiative to enhance patient care, developing a data and reporting system and embedding a continuous quality improvement approach into the home-care system.

As well, the Foundation will use its granting capacity to fund targeted research on informal caregiving.

WHAT WILL WE DO?

- Develop quality improvement methodologies tailored to CCACs and home-care providers
- Pilot test the methodology for application at the provincial level
- Facilitate the implementation of the approach at the provincial level
- Establish a granting program focused on informal caregiving

WHAT WILL WE DELIVER?

- Demonstrable improvements in three patient-care areas (for example, medication errors)
- Standardized performance and quality measures for use by the sector
- Train-the-trainer modules for using a quality improvement approach in the delivery of home-care services
- Ontario-based data on informal caregiving

TIMELINE FOR DELIVERING STRATEGIC DIRECTION 2





We will drive informed public debate through active engagement with decision-makers.

DRIVE



Disseminating printed and electronic reports is one way of providing information to decision-makers but research is clear that personal, active engagement with people is likely to have a greater and more lasting impact.

The Foundation will build upon its existing provincial, national and international partnerships to develop focused opportunities for learning exchanges in Ontario.

The Foundation will develop a set of opportunities to bring together health-care leaders in Ontario with provincial, national and international experts focused on key integration issues, dilemmas, and solutions.

These exchanges will provide useful and practical insights for Ontario leaders while contributing to the policy syntheses and trends reports mentioned earlier.

WHAT WILL WE DO?

- Identify key experts based on issues of interest from whom we can learn
- Design innovative methods of exchange
- Build the international evidence into the Foundation's trends reports

WHAT WILL WE DELIVER?

- Ontario-based national and international exchange events twice a year
- Policy syntheses on issues flowing from the exchange
- An international component to the Ontario Integration Trends Reports

TIMELINE FOR DELIVERING STRATEGIC DIRECTION 3



The Change Foundation is well positioned to advance change in Ontario's health-care system as we enter our second decade of operation. The Foundation is backed by a secure endowment of \$65 million, a renewed Board of Directors, and a small group of energetic staff.

The Foundation has the funding, the freedom and the focus to take the next step in its evolution – using research and expertise to contemplate the way we change, and to change the way we think.

MANDATE

To promote, support and improve health and the delivery of health care in Ontario.

VISION

To be Ontario's trusted advisor advancing innovative health policy and practice.

MISSION

To promote independent analysis and informed debate of current and emerging health issues.

To support outstanding research and policy analysis about health system integration.

To improve patient outcomes through innovative approaches to quality improvement and knowledge transfer.

VALUES

EXCELLENCE

We strive for excellence in all we do.

INNOVATION

We take innovative approaches in developing new ideas.

COLLABORATION

We work in partnership with others to achieve success.

BOARD OF DIRECTORS

MAY 2007

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