



# Understanding the process

# Terms of reference

## Purpose

To provide advice to the NHH Board of Directors in their development of a contingency plan to bring the Hospital's operating budget into a balanced position through service changes, in the event the Hospital is unable to balance through other means such as operating efficiencies and/or other revenues.

## Responsibilities

Develop a Decision Making Framework for Service Prioritization ("Framework"). The Framework will guide the decision making process by identifying principles, values and considerations that should be applied when prioritizing Hospital services that are provided to the community.

Apply the Framework in determining which services are "core" and "non-core" for purposes of providing strategic direction to the Hospital.

Apply the Framework to develop contingency plan models / scenarios.

Consider how new services may be introduced in the Hospital in the context of the Framework and contingency plan.

Provide advice on potential service integration strategies for Hospital services with other health service providers.

Provide a formal report to the Board of Directors outlining the Panel's advice and recommendations.

# Terms of reference

## **Membership**

One member of the NHH Board of Directors will act as the Moderator

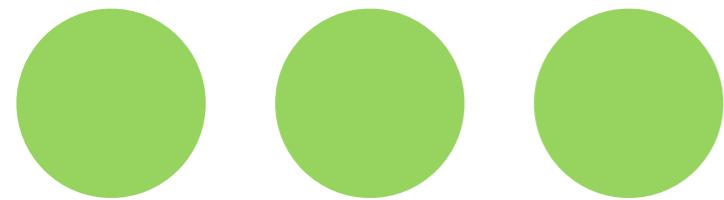
Twenty-eight (28) members of the west Northumberland County community that have been selected using a civic lottery. The Panel shall have an equal number of men and women, and is balanced for age and geography. At least fifty percent (50%) shall have been a patient at NHH in the recent past (or have had an immediate member of their family as a patient).

The Panel shall be supported by members of the Hospital's senior executive team as required throughout the process.



# Process overview

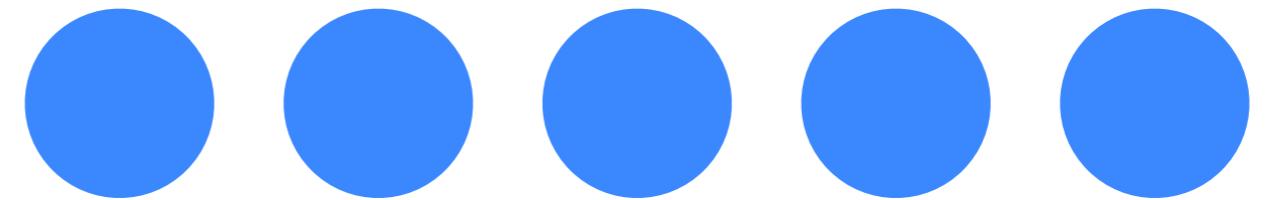
Refining the decision-making framework



Board workshop  
Physician workshop

Staff /  
stakeholders  
workshop

Learning and deliberation



CAP1: Orientation  
CAP2: Services / framework  
CAP3: Public meeting  
CAP4: Deliberation  
CAP4: Recommendations

Report to  
the NHH  
Board

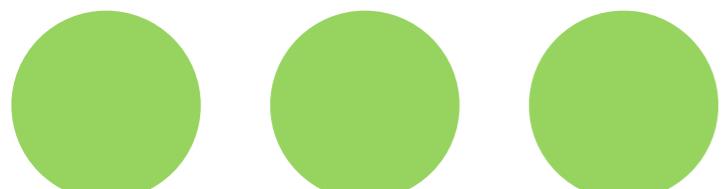
October

November

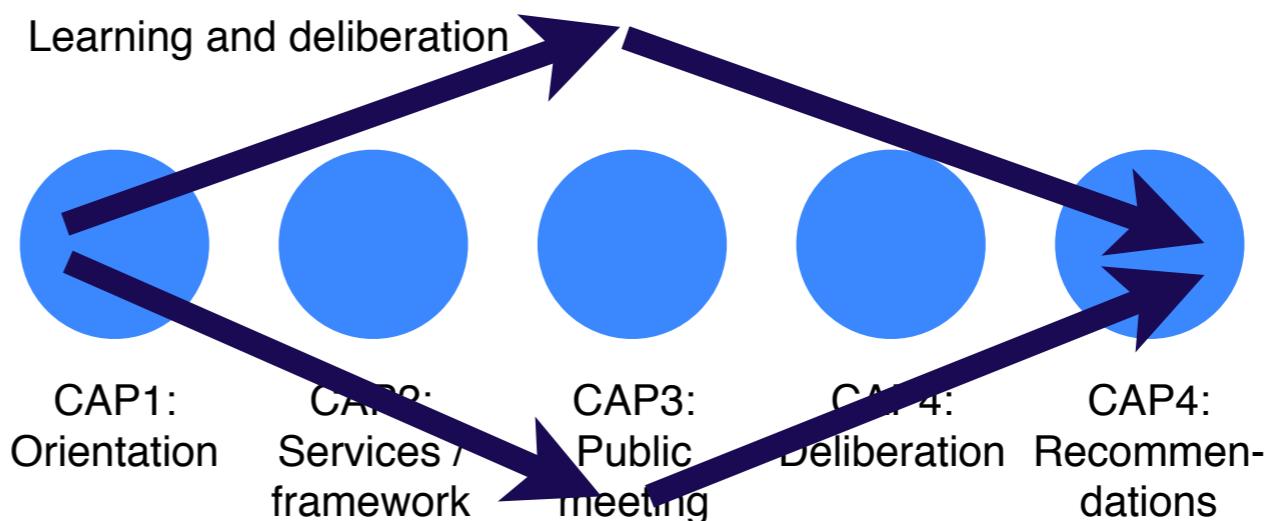
December

# Process overview

## Refining the decision-making framework



Board workshop      Physician workshop      Staff / stakeholders workshop



Report to the NHH Board

October

November

December



**MASS**



**MASS**





## Citizens' Reference Panels on Health Priorities

**MASS**





# Learning about the decision-making framework

# Decision-making framework

What is the basis for the decision I am making?

Family holiday...      Canada Health Act...

Restful  
Fun  
Adventurous  
Educational

Universality  
Comprehensiveness  
Accessibility  
Portability  
Public Administration

# 103 members of Ontario's Citizens' Assembly

Evaluate the existing alternative electoral systems and make a recommendation

## Ontario

- Accountability
- Effective parliament, effective parties
- Fairness of representation
- Legitimacy
- Stable
- Effective government
- Stronger voter participation
- Voter choice
- **Simplicity and Practicality**

## British Columbia

- Fair election results through proportionality
- Effective local representation
- Greater vote choice



## The Frameworks

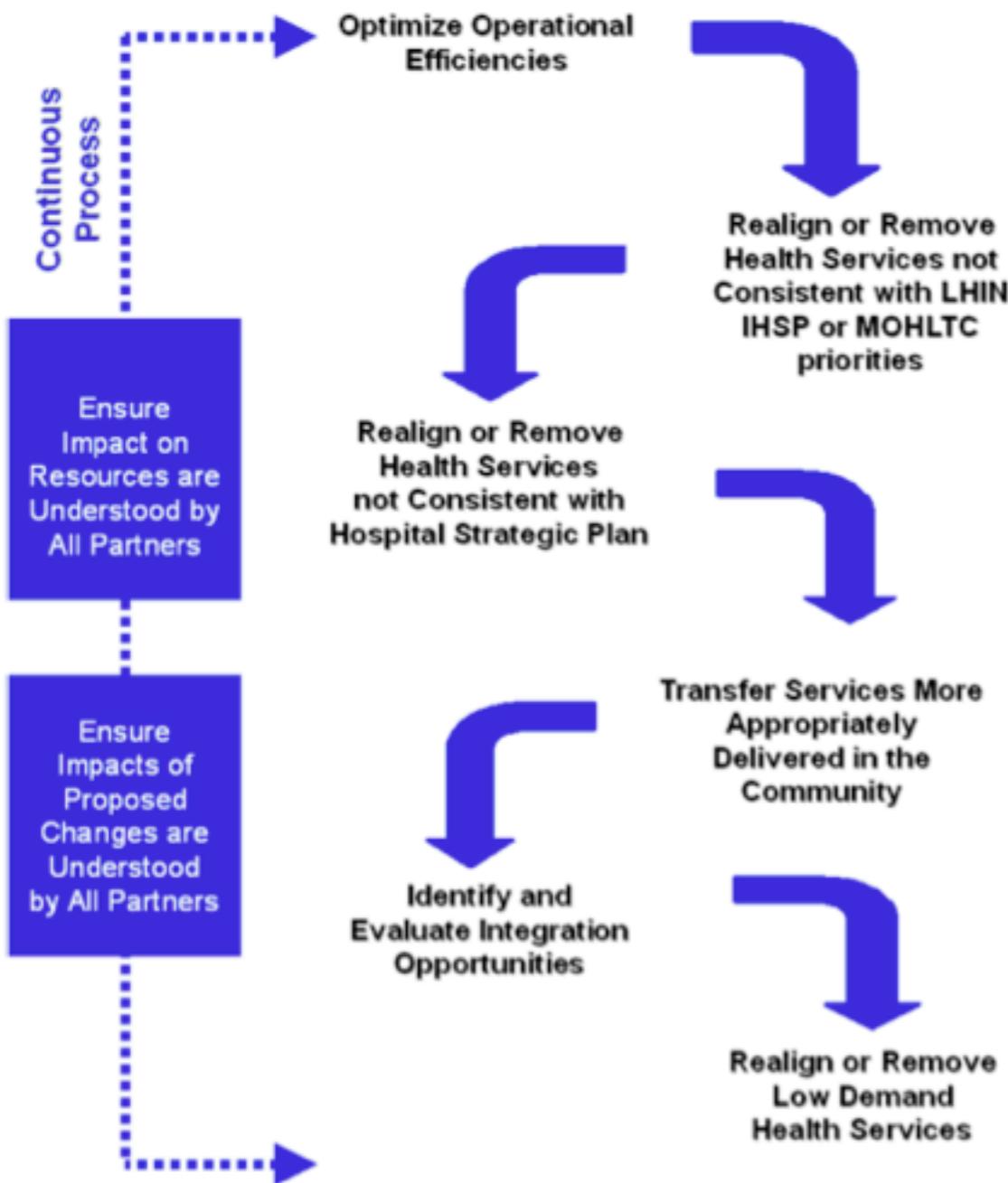
**The MOH Making Choices Framework:**  
Ensures alignment with Ministry and LHIN priorities  
Provides direction on when to realign, transfer or remove services

**The CE LHIN Framework:**  
Provides a method for evaluating the alignment of health services with the principles and values of the LHIN, or another organization.

# MOH Making Choices Guide



# MOH Making Choices Guide



**“Ensure high quality, safe, accessible and sustainable hospital services within the resources available”.**

The HAPS Guidelines are designed to increase the clarity of expectations between the hospitals and the LHINs, to support consistency across the province wherever appropriate and to ensure that information requested will add value to the submission. Hospitals and LHINs will work together to ensure that there are no surprises for anyone upon submission of a HAPS.

# Decision Making Framework for the Central East LHIN

CRITERIA	5 Point	3 Points	1 Points	0 Points	Weight	Score = Pts X weight
<b>1. Alignment &amp; Accountability</b>						
Degree of support for: 1. advancing the strategic priorities and goals of the LHIN IHSP and CE LHIN Board Strategic Directions	<ul style="list-style-type: none"><li>The idea clearly aligns with and supports multiple strategic priorities and goals of the LHIN</li></ul>	<ul style="list-style-type: none"><li>The idea clearly aligns with and supports a strategic priority and goal of the LHIN</li></ul>	<ul style="list-style-type: none"><li>Not aligned to the strategic priorities and goals of the LHIN but has importance to the region</li></ul>	<ul style="list-style-type: none"><li>Not aligned to the strategic priorities and goals of the LHIN and importance to the region is not defined.</li></ul>		
2. meeting the performance targets as set out by the Ministry LHIN Accountability Agreement (MLAA)	<ul style="list-style-type: none"><li>The idea directly supports the achievement of performance goals set out by the MLAA</li></ul>	<ul style="list-style-type: none"><li>The idea somewhat or indirectly supports the achievement of performance goals set out by MLAA</li></ul>	<ul style="list-style-type: none"><li>Unclear alignment to performance goals set out by the MLAA</li></ul>	<ul style="list-style-type: none"><li>No alignment to performance goals set out by the MLAA</li></ul>		
<b>perspective of the client</b>						
	satisfaction	independence and client satisfaction	independence and client satisfaction	independence and client satisfaction		

The CE LHIN Decision Making Framework establishes understandable and objective criteria by which funding proposals or integration opportunities will be evaluated in the Central East LHIN.

The Framework is intended to be used by the CE LHIN Organization and its Planning Partners in assessing the impact and merits of proposals brought forward for decision. It may also be used by local health service providers as part of their own decision making process.

**...The Framework is an iterative tool that may require some adaptation and ongoing evaluation over time.**

# Decision Making Framework for the Central East LHIN

CRITERIA	5 Point	3 Points	1 Points	0 Points	Weight	Score = Pts X weight
<b>1. Alignment &amp; Accountability</b>						
1. Degree of support for: 1. advancing the strategic priorities and goals of the LHIN IHSP and CE LHIN Board Strategic Directions 2. meeting the performance targets as set out by the Ministry LHIN Accountability Agreement (MLAA)	<ul style="list-style-type: none"><li>The idea clearly aligns with and supports multiple strategic priorities and goals of the LHIN</li><li>The idea directly supports the achievement of performance goals set out by the MLAA</li></ul>	<ul style="list-style-type: none"><li>The idea clearly aligns with and supports a strategic priority and goal of the LHIN</li><li>The idea somewhat or indirectly supports the achievement of performance goals set out by MLAA</li></ul>	<ul style="list-style-type: none"><li>Not aligned to the strategic priorities and goals of the LHIN but has importance to the region</li><li>Unclear alignment to performance goals set out by the MLAA</li></ul>	<ul style="list-style-type: none"><li>Not aligned to the strategic priorities and goals of the LHIN and importance to the region is not defined.</li><li>No alignment to performance goals set out by the MLAA</li></ul>		
<b>perspective of the client</b>						
<b>satisfaction</b>						
<b>independence and client satisfaction</b>						
<b>independence and client satisfaction</b>						
<b>independence and client satisfaction</b>						

## Alignment & Accountability

### Accessible

People should be able to get the right care at the right time in the right setting by the right healthcare provider.

### Effective

People should receive care that works and is based on the best available scientific information.

### Safe

People should not be harmed by the care that is intended to help them.

### Person-Centered

Healthcare providers should offer services in a way that is sensitive to an individual's needs and preferences.

# Decision Making Framework for the Central East LHIN

CRITERIA	5 Point	3 Points	1 Points	0 Points	Weight	Score = Pts X weight
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<b>perspective of the client</b>						
	satisfaction	independence and client satisfaction	independence and client satisfaction	independence and client satisfaction		

## Focus on Population Health

The health system should work to prevent sickness and improve the health of the people of Ontario.

## Equitable

People should get the same quality of care regardless of who they are and where they live.

## Integrated

All parts of the health system should be organized, connected and work with one another to provide high quality care.

## Appropriately Resourced (Sustainability)

The health system should have enough qualified providers, funding, information, equipment, supplies and facilities to look after people's health needs.

# Decision Making Framework for the Central East LHIN

CRITERIA	5 Point	3 Points	1 Points	0 Points	Weight	Score = Pts X weight
<b>1. Alignment &amp; Accountability</b>						
Degree of support for: 1. advancing the strategic priorities and goals of the LHIN IHSP and CE LHIN Board Strategic Directions  2. meeting the performance targets as set out by the Ministry LHIN Accountability Agreement (MLAA)	<ul style="list-style-type: none"> <li>The idea clearly aligns with and supports multiple strategic priorities and goals of the LHIN</li> </ul>	<ul style="list-style-type: none"> <li>The idea clearly aligns with and supports a strategic priority and goal of the LHIN</li> </ul>	<ul style="list-style-type: none"> <li>Not aligned to the strategic priorities and goals of the LHIN but has importance to the region</li> </ul>	<ul style="list-style-type: none"> <li>Not aligned to the strategic priorities and goals of the LHIN and importance to the region is not defined.</li> </ul>		
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# Decision Making Framework for the Central East LHIN

CRITERIA	5 Point	3 Points	1 Points	0 Points	Weight	Score = Pts X weight
<b>2. Accessible</b> <i>People should be able to get the right care at the right time in the right setting by the right healthcare provider.</i>						
Degree of support for: 1. promoting improved access to services	<ul style="list-style-type: none"> <li>The idea has significant potential to enhance access to services</li> </ul>	<ul style="list-style-type: none"> <li>The idea appears to have some potential impact on improved access</li> </ul>	<ul style="list-style-type: none"> <li>The idea has limited impact on access to services</li> </ul>	<ul style="list-style-type: none"> <li>No demonstrated impact on access to services</li> </ul>		
2. improving timeliness - provision of services at the most appropriate time from the perspective of the client	<ul style="list-style-type: none"> <li>increased access where time delay highly affects independence and client satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>increased access where time delay moderately affects independence and client satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>increased access where time delay minimally affects independence and client satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>minimal access where time delay minimally affects independence and client satisfaction</li> </ul>		

# Principles and values

Population Health  
Equitable  
Integrated  
Appropriately Resourced / Sustainability  
Alignment & Accountability  
Accessible  
Effective  
Safe

Capacity building  
Complementarity  
Integration  
Consistency  
Ease of navigation  
Clear Communication  
Person-Centered  
Timeliness  
Value for money  
Impact

Fairness  
Distinctiveness  
Practicality  
History  
Engagement  
Demographic change  
Innovation  
Geography  
Simplicity  
Stability  
Choice  
Public interest  
Public expectation  
Consensus  
Credible results  
Medical excellence  
Research Merit  
Equality  
Diversity  
Performance



# Sources of pride (Board)

Comprehensive services  
Esteem in community  
Quality of facility  
Commitment of community and staff  
Location  
Passion  
Friendly  
Patient-centred care

Tightly knit family  
Multidisciplinary teamwork  
Diversity of med expertise  
Accessibility  
Cont. Striving for excellence  
Innovation and growth  
Accountability  
Fiscal responsibility

Creative  
Responsive to community  
Strong management and board  
Strong focus on best practice  
Recognized as good partners  
Strong linkages in community  
Reputation  
Trust  
Positive organization culture

# Sources of pride (Stakeholders)

Caring  
Care close to home  
Safety  
Sense of ownership  
Accessibility of staff / collaboration  
Connecting with patients  
User-friendly  
Exceed expectations  
Small hospital / cottage hospital feel with big city services  
Clean  
Cheerful  
Attractive  
Smiles!  
Not institutional

Family-centred  
Less of hometown feel  
Standards should be high  
Focus on the frontline  
Clinical expertise  
Friendly  
Great facility  
Range of services  
Timely services  
Strong relationship with community  
Future and forward oriented  
Responsiveness to community needs  
Reputation  
Sense of community inside NHH  
Cooperation between staff  
Equipment / physical space  
Sense of community support

Generosity of spirit  
Inclusive decision-making  
Sense of coherence and unity  
Shared vision  
Volunteers!  
Resourcefulness  
Dedication  
Innovative  
Emphasis on mental health

# Board Consensus on Principles and values

## **Sustainability**

In partnership with other health providers, when it is appropriate, sustainability means our ability to respond to the communities needs as they change. In order to do this, we need to maintain the following resources:

- Fiscal
- Human
- Technical and Physical
- Relationships with other health care providers, highlighting the importance of local provision within the LHIN
- Relationship with the community
- Our ability to be adaptable and responsive

## **Effectiveness and safety**

Effectiveness and safety are about providing quality care using leading practices. Effectiveness means being adequately resourced and responding to patients' needs in a timely manner, resulting in best possible patient outcomes. The environment must be one where staff and patients are safe.

## **Community Needs and Responsiveness**

Establishing and using mechanisms that allow the hospital to gather and use information about the community to deliver services that proactively respond to the present and future community health needs.

# Board Consensus on Principles and values

## **Collaboration**

Working with others both internally and externally to make responsible (wise) decisions that result in positive patient outcomes and increased efficiencies.

## **Accessibility**

To provide user-friendly patient care within scope and resources, in a timely manner, and in a safe environment.

## **Relationships and Public Trust**

Community members believe that they will receive the best care possible through a hospital that is approachable, respectful, strives to keep up to the highest standard and engages highly-trained staff and state-of-the-art equipment.