



Navigating Implementation

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**Funding Models to Support
Quality and Sustainability**
A Pan-Canadian Dialogue
» November 25 and 26, 2010



Perspective from Ontario

- Hospitals independent entities
- Regional body – LHIN's do not “own” hospitals
- But MOH funds LHIN's
- Policy from Ministry can be influenced by LHIN in funding Hospitals, LTC and Homecare



Lakeridge Health

- Multi-site, mini system with clinics/outreach
 - 4 hospitals (20 beds to 300)
 - 20+ locations
 - 150,000 emergency visits
 - 3500 staff
 - MD's independant
 - Face in 8 municipalities



Ontario Funding

Majority global funding

- Volume funding
- Wait time funding
- Efficiency rewards (expected cost)
- Rate and Volume
- HBAM
- Patient Based



Ontario Funding

Result

Hospitals treated differently

Be careful what you ask for

Now pushing quality



Ontario Funding

My hospital

- Volumes for dialysis, radiation, systemic, surgery, ER, cataracts
- Caped ER, Mental health, addictions, stroke
- Building issues separate

- Different data, different people



Implementation: Lessons Learned

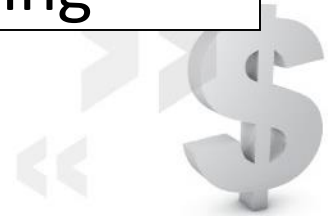
- Concern over impact:
 - Inability to duplicate
 - Timeliness
- Must develop ability to:
 - Assess impact
 - Perform predictive modeling
 - Educate





Implementation:
Creating Buy-in

- Doctors do not want to under-perform
 - Emphasize relation to providing quality care
- Management does not want bad publicity
 - Use as leverage
- Create:
 - Understanding
 - Interest
 - Benefits of improving vs cost of implementing



Implementation:

Addressing Negative Consequences

- Assessing and preparing
- Developing strategies to adjust
- Evaluate one-time vs. permanent impact
- One-time
 - Attempt to recover next year



Implementation: Ongoing Monitoring

- Improve analytical capabilities
- Regular reporting
- Improve tools
- “Real” impact helps subsequent engagement

Leadership



Implementation: Impact of Funding Systems

- Potential tension between maximizing **quality** and maximizing funding
- May require
 - shift in **culture**/philosophy
 - Resourcing
 - **Staff** to act/think in a different way
- Impact on **sustainability /bottom line** depends on performance within funding model

