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Hospital Service Accountability Agreement *Update*

Joint LHIN/OHA HSAA Review Task Force Update

As you know, the Joint LHIN/OHA HSAA Review Task Force (Task Force) will be reviewing and providing recommendations on the leading practices and processes of the 2008-10 Hospital Services Accountability Agreement (HSAA) negotiations. There are two parts to this review, a Process Review and a Leading Practices Review.

1. Process Review

The Process Review will examine education/communications and negotiations to identify “lessons learned” for the development and negotiation of future HSAA. It will also assess the extent to which HSAA processes are being utilized to monitor and move forward with scenarios where one or both parties are not meeting a performance obligation.

KPMG consultants [Joe Bornstein](#) and [Amanda Pieris](#) will conduct the Process Review based on data from an online survey, interviews and focus groups.

Today, Local Health Integration Network (LHIN) and hospital leaders will receive an email with more information and a link to a short online survey. The purpose of the survey is to gather high-level information about the various phases of the Hospital Annual Planning Submission (HAPS) and HSAA processes including:

- Communications and education;
- Planning, submission and review;
- Negotiations process;
- HSAA monitoring; and
- Overall perspectives.

Completed surveys are due **November 7th**, although late responses will be accepted until November 20, 2008.

Aggregated information from the survey will inform the content of the day-long meetings to be held at each LHIN from November 14 to 28, including:

- One-hour interviews with the LHIN Chair, Chief Executive Officer (CEO) and Senior Director of Performance, Contracts and Allocations to probe their view of the HAPS/HSAA experiences further; and
- Two-hour focus groups with hospital CEOs/Chief Financial Officers (CFOs) and other leaders. Although no LHIN representatives will be present, these meetings will be held at the LHIN offices. Videoconference/teleconference will be available to accommodate participants from as many hospitals as possible.

Separate teleconferences will be held for hospital and LHIN governors involved in the HSAA negotiations.

We are currently working with KPMG and the LHINs to confirm the dates of these sessions. Details will be communicated next week.

2. Leading Practices Review

The Leading Practices review is being conducted by a work group composed of LHIN and hospital members, including:

Co-chairs

- [Mark Brintnell](#), Senior Director, Performance, Contract and Allocation (Acting), South West LHIN
- [Susan Hollis](#), CFO, St Joseph's Healthcare, Hamilton

Members

- [Suzanne Dionne](#), Senior Director, Performance, Contract and Allocation, Champlain LHIN
- [Bill Manson](#), Senior Director, Performance, Contracts and Allocations, Toronto Central LHIN
- [Tomi Nieminen](#), Senior Financial Policy Analyst, Health Finance and Research, OHA
- [Mike Prociw](#), CFO and Vice President (VP) Informatics and Diagnostics, Quinte Healthcare Corporation, Belleville
- [Mary Wilson Trider](#), VP, Finance and Information Services, Halton Healthcare Services, Oakville

The group is currently in the process of reviewing all the signed 2008-10 HSAAs, including the language in the agreement and appended documents allowing for re-openers or renegotiations; the extent to which growth in services is addressed, and hospital and LHIN-specific obligations in the Schedules. It will also be following up with hospitals that have not signed agreements, and their respective LHINs.

This information will be used to prepare a best/worst/most likely estimate of each hospital's financial situation, and likely impact at the regional and provincial levels.

LHIN senior directors and hospital leaders will also be tapped to nominate exemplary practices being used to help balance budgets, improve efficiency and enhance quality of care (e.g., initiatives related to the HAPS Prioritization Framework; LHIN-specific-planning initiatives related to Alternate Levels of Care, funding, etc.).

The results of these reviews will be summarized in a report to be released to the field in late December 2008. For more information, please do not hesitate to contact us.

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Hospital Service Accountability Agreement Update is published by [Ontario's Local Health Integration Networks](#), in collaboration with the [JPPC](#), [Ministry of Health and Long-Term Care](#) and the [OHA](#). It is intended to keep senior executives in Ontario hospitals informed of new developments related to the LHIN's ongoing negotiations with hospitals towards achieving balanced budgets and the signing of service accountability agreements.