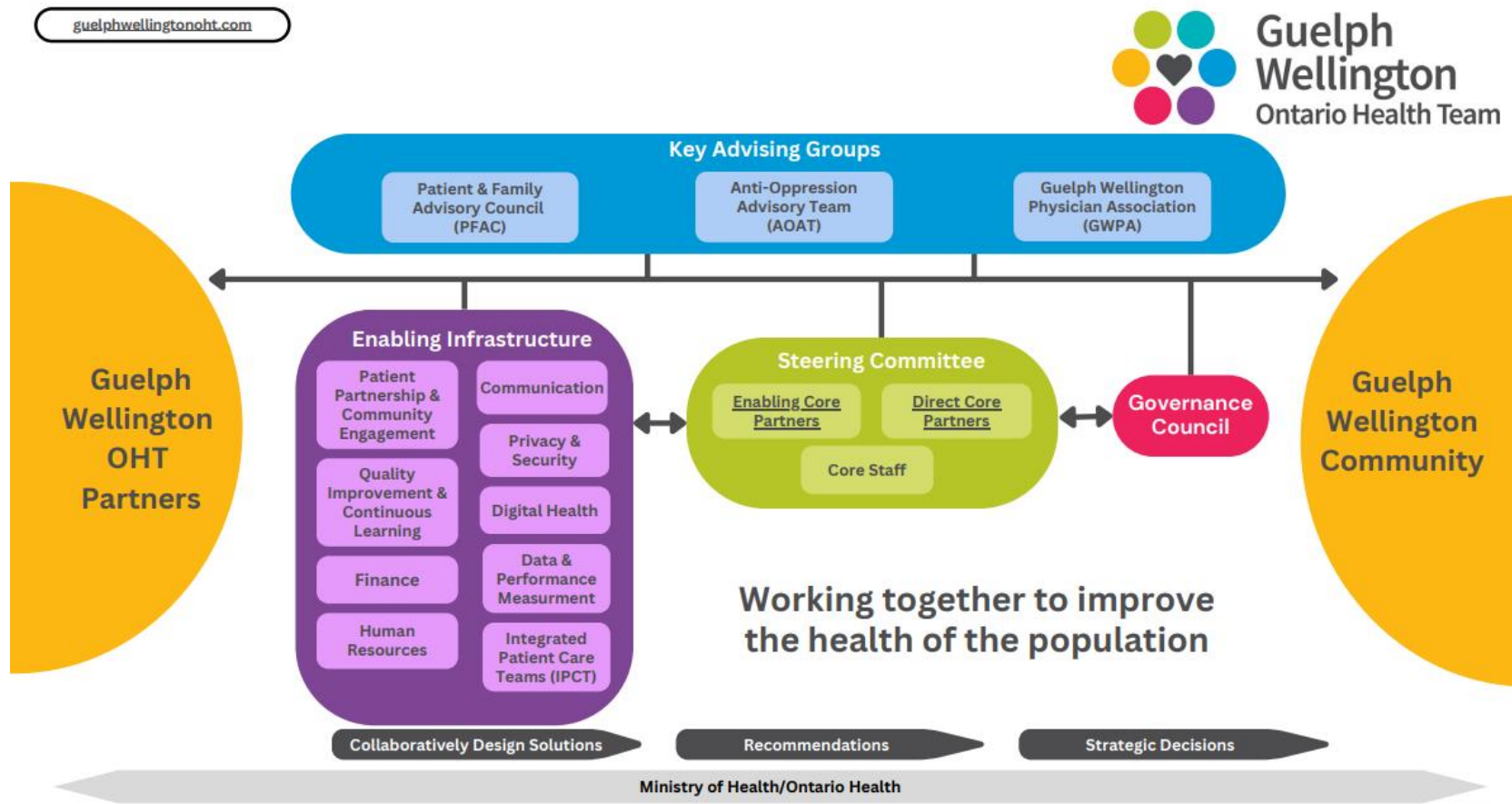


This GW OHT Decision Making Framework describes the roles and responsibilities of the GW OHT Governance Council, Steering Committee, Director of Transformation and Working Groups. It is intended to provide ‘guideposts’ for GW OHT partners about which OHT decisions get made by each key structure/role within the GW OHT Decision Making Structure (see below) based on each group’s respective roles and responsibilities. The framework describes the roles and responsibilities of each group related to the themes/categories of Collaboration, Funding & Resources, Governance & Accountability, Strategic Planning and Quality and Risk. It also includes a section that describes the role of each group in providing endorsement to letters of support, proposals etc. that are requested from the OHT.

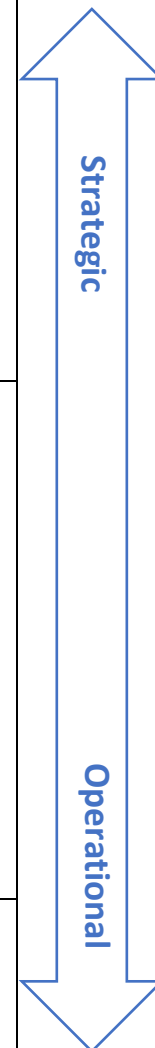
Once approved/finalized, this document will be used to guide the development of the GW OHT Steering Committee Terms of Reference, Collaborative Decision-Making Arrangement and other key documents. This framework will evolve over time as we experience our decision-making framework/structure and mature as an Ontario Health Team.



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Section 1: Organized by Theme/Category

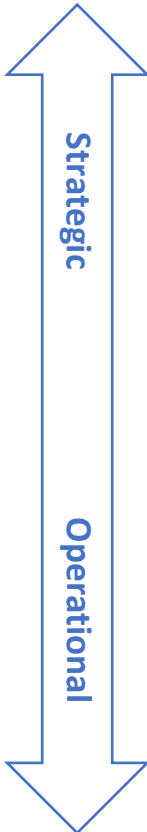
A. Governance & Accountability	
<p style="text-align: center;">Governance Council The Governance “What”</p> <p style="text-align: center;"><i>Create the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> Oversee the development of and approve GW OHT mission, vision and strategy statements as recommended by Steering. Oversee the development of and approve GW OHT Governance Council policies. Develop governance level processes to support GW OHT partner accountabilities toward achieving OHT priorities, including equity, diversity and inclusion benchmarks. Contribute to the development of the governance related components of “Commitments of Partnerships”, MOUs and project/service agreements. Oversee Steering Committee collaborative performance and achievement of shared priorities. Review and approve Collaborative Quality Improvement Plan (cQIP) (if mandated by Province). Hold the Steering Committee accountable for ensuring compliance with all legislative and reporting requirements. Develop governance structures for the mature state of the GW OHT including working with the Ministry of Health/Ontario Health on the creation of a mature-state OHT.
<p style="text-align: center;">Steering Committee The Operational “What”</p> <p style="text-align: center;">Enable Operationalization of the Shared Vision and Purpose/Dream</p>	<ul style="list-style-type: none"> Participate with the Governance Council to review and update the GW OHT mission, vision and strategy statements Develop the statement of annual shared Alliance initiatives toward achievement of the strategic statements, including each partner agency’s participation in shared Alliance initiatives, working groups, projects and data management (staff resources, \$, time, etc) Develop and implement mechanisms to ensure the strategic direction and operational performance are moving forward and remain) aligned with the strategic priorities and mission, vision and values Model, promote and embed GW OHT values into all OHT activities Provide executive support to the Governance Council Evaluate and identify opportunities for improvement as it relates to the leadership and governance functions and structure of the GW OHT. Develop policies and processes to address disputes, complaints and conflicts of interest. Ensure decisions are made according to the Ethical Decision-Making Framework endorsed by the Governance Council Ensure Equity, Diversity and Inclusion is considered when planning and decision making Ensure compliance with all legislative and reporting requirements
<p style="text-align: center;">Director of Transformation Direct the “How”</p> <p style="text-align: center;"><i>Direct/manage available resources to achieve the</i></p>	<ul style="list-style-type: none"> Embed the strategic priorities and the mission, vision & values to all OHT activities Design structures / processes, in collaboration with system partners, while to achieving compliance with all legislative, and funding requirements along with other deliverables Model GW OHT values and integrate/embed these into all OHT activities In collaboration with working groups and other system partners, develop, monitor and evaluate annual goals and objectives for the GW OHT



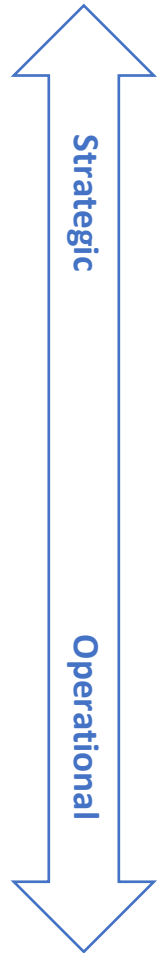
<p>Shared Vision and Purpose/Dream</p>	<ul style="list-style-type: none"> • Support the development of system solutions/improvements and recommendations according to the Ethical Decision Making Framework endorsed by the Governance Council • Operationalize innovative and transformational system improvements with GW OHT staff and working groups leads • Contribute to learning and collaboration at the regional and provincial levels.
<p>Working /Enabling Groups <i>Operationalize the Dream</i></p>	<ul style="list-style-type: none"> • Develop, monitor and evaluate annual goals and objectives for the working group • Report quarterly performance and progress towards annual goals to the Director • Seek opportunities to develop and operationalize innovative and transformational system improvement and recommend them to the Steering Committee • Identify clinical problems issues, identify potential solutions through collaboration/engagement and implement the solutions. (Seek Steering Committee endorsement if solution has potential impact on organizational resources • Develop system solutions/improvements and recommendations for decisions according to the Ethical Decision Making Framework endorsed by the Governance Council • Participate in external partnerships/activities to improve integrated systems of care

B. Funding & Resources

<p>Governance Council The Governance “What”</p> <p><i>Create the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> • Approve GW OHT annual operational budget and achievement of funding accountabilities • Provide governance oversight on GW OHT budget and projects as recommended by Steering Committee. • Approve GW OHT Partner Cost Sharing Methodology Policy. • Appoint a Direct Core partner organization to receive and disburse funds for the GW OHT.
<p>Steering Committee The Operational “What”</p> <p><i>Enable Operationalization of the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> • Develop guidelines for sharing of costs and resources, including funding earmarked for GW OHT, including human resources, capital, facilities, and costs related to supporting the work of the GW OHT. • Recommend OHT budget to GC for approval • Work together on financial performance of the GW OHT, resource sharing and use, best practice, and innovation. • Develop and implement clinical and financial accountability standards and best practices. • Facilitate and oversee the development of a digital health strategy for the GW OHT. • Develop an approach to monitoring and evaluating OHT financial performance and risk management (as recommended by the Finance Working Group)
<p>Director of Transformation Direct the “How”</p> <p><i>Direct/manage available resources to achieve the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> • Develop an annual operational plan with rationale for resource allocation • Maximize opportunities for revenue generation and cost mitigation • Manage GW OHT funds as per approved budget and Transfer Payment Agreement (TPA) deliverables according to approved GW OHT processes • Approve and process all expenditures (as per Transfer Payment Agency finance processes) and ensure a balanced budget
<p>Working / Enabling Groups <i>Operationalize the Dream</i></p>	<ul style="list-style-type: none"> • Develop an annual work plan for working groups activities and including prioritization and rationale for resources requests • Work with Director to achieve working group annual goals/objectives within approved budget



C. Collaboration	
<p>Governance Council The Governance “What”</p> <p><i>Create the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> • Approve GW OHT annual report for the community and Ontario Health. • Develop processes and implement a joint board engagement plan annually. • Monitor the need for and facilitate implementation of on-going education related to governance development. • Advocate, as needed, to the Ministry of Health and Ontario Health to support governance issues related to the transfer of health services and/or funding to the GW OHT (e.g., home and community care).
<p>Steering Committee The Operational “What”</p> <p>Enable Operationalization of the Shared Vision and Purpose/Dream</p>	<ul style="list-style-type: none"> • Understand the health of the GW OHT attributed population including health equity and social determinants of health • Identify and oversee system change in support of enhanced care and health outcomes for all the residents of the OHT’s attributed population. • Identify opportunities to collaborate with GW OHT partners to co-create and innovate/transform existing systems of care • Develop and support the brand equity and value proposition of the GW OHT. • Provide executive leadership and support to the GW OHT Working Groups
<p>Director of Transformation Direct the “How”</p> <p><i>Direct/manage available resources to achieve the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> • Provide opportunities and support to partner organizations in aligning their work to the common agenda • Identify and develop means to collect the data required to understand the health of the GW OHT attributed population This data will be used to understand and address opportunities to improve the health of the attributed population. • Contribute process and content leadership for and among the various working groups and the GWOHT Steering Committee, ensuring patients are central to planning, decision-making, monitoring and evaluation. • Develop, nurture and maintain relationships with partners to advance the OHT towards maturity: <ul style="list-style-type: none"> ○ within and across the Steering Committee and Working Groups ○ patients and families ○ providers ○ diverse sectors and communities ○ Ontario Health/Ministry of Health
<p>Working/Enabling Groups</p> <p><i>Operationalize the Dream</i></p>	<ul style="list-style-type: none"> • Complete working group activities (including decision-making, planning and design processes), ensuring these are informed by engagements with local communities, patients, families and caregivers, physicians and other clinicians. • Develop recommendations for required decisions regularly informed and endorsed by GW OHT Patient, Caregiver and Family Advisory Committee (PFAC), Anti-Oppression Advisory Team (AOAT) and Guelph Wellington Physician Association (GWPA))



D. Strategic Plan	
<p style="text-align: center;">Governance Council The Governance “What”</p> <p style="text-align: center;"><i>Create the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> ● Approve and monitor performance & risk and enable implementation of the GW OHT Strategic Priorities (click here) (as defined by GW OHT digital health plan, quality plan/cQIP, annual work plan etc). <ul style="list-style-type: none"> ○ Approves the Key Performance Indicators (KPIs) that will be used to evaluate/monitor progress towards achieving the priorities. ○ Is informed of and reviews plans for the management/mitigation of the risks anticipated or encountered while making progress towards achieving the priorities. ○ Provides governance oversight of OHT projects as required by Steering Committee.
<p style="text-align: center;">Steering Committee The Operational “What”</p> <p style="text-align: center;">Enable Operationalization of the Shared Vision and Purpose/Dream</p>	<ul style="list-style-type: none"> ● Establish an overall strategic plan and priorities for the GW OHT ● Develop and oversee (i.e., measure, monitor, evaluate and track/report progress of) an annual work plan consistent with the common strategic plan ● Ensure key actions of working groups continuously align with the strategic plan; and support course correction as necessary. ● Oversee the development of, monitor and report Key Performance Indicators (KPIs) that will demonstrate improvements to the health of the population. ● Identify and remove barriers to progress.
<p style="text-align: center;">Director of Transformation Direct the “How”</p> <p style="text-align: center;"><i>Direct/manage available resources to achieve the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> ● Create and execute the structures and processes to achieve the strategic priorities, KPIs and annual work plan objectives. This includes planning and sequencing of work ● Provides strategic and operational support and direction (as required) for the working group leads to ensure coordination and alignment between and across the working groups.
<p style="text-align: center;">Working /Enabling Groups</p> <p style="text-align: center;"><i>Operationalize the Dream</i></p>	<ul style="list-style-type: none"> ● Develop annual work plan in support of the GW OHT strategic priorities ● Ensure working group activities remain aligned with GW OHT strategic priorities ● Achieve goals, targets and outcomes within annual work plan and strategic priority work plans.

E. Quality and Risk	
<p>Governance Council The Governance “What”</p> <p><i>Create the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> • Governance-level oversight and mitigation of GW OHT quality and risks • Approve and monitor annual Collaborative Quality Improvement Plan (cQIP) KPIs
<p>Steering Committee The Operational “What”</p> <p>Enable Operationalization of the Shared Vision and Purpose/Dream</p>	<ul style="list-style-type: none"> • Provide oversight for quality and risk within/across GW OHT activities, including ensuring processes are in place to receive information and effectively support: <ul style="list-style-type: none"> ○ Advancement of evidenced-based and best/leading practices across the GW OHT ○ Identification and mitigation of risk issues for GW OHT activities ○ Review, monitor and collaborate on achievement of safety and quality standards as well as performance and quality improvement for the GW OHT • Endorse cQIP for approval by the Governance Council and monitor progress towards goals
<p>Director of Transformation Direct the “How”</p> <p><i>Direct/manage available resources to achieve the Shared Vision and Purpose/Dream</i></p>	<ul style="list-style-type: none"> • Promote and adopt a CQI approach, a culture of rapid learning and use of improvement skills • Develop viable, proactive systems to identify and mitigate risks and/or concerns about GW OHT development/ activities • Manage active risks and communicate, as appropriate, to the GW OHT Steering Committee • Work with system partners to develop, monitor and report the GW OHT cQIP
<p>Working Groups</p> <p><i>Operationalize the Dream</i></p>	<ul style="list-style-type: none"> • Operationalize and evaluate small tests of change to solve well defined patient care/quality issues • Adopt a Continuous Quality Improvement (CQI) approach (as developed by the GW OHT Quality Improvement and Continuous Learning Working Group) • Adopt a culture of rapid cycle learning and support use of improvement skills to improve the health of our shared population • Develop a work plan to achieve and report progress towards cQIP targets

F. Letters of Support/Endorsement	
Governance Council The Governance “What” <i>Create the Shared Vision and Purpose/Dream</i>	Will approve/endorse if the issue is of a governance nature, and poses a risk to the GW OHT
Steering Committee The Operational “What” Enable Operationalization of the Shared Vision and Purpose/Dream	Will endorse/approve if the issue is outside of current strategic priorities and/or if the issue is potentially contentious/sensitive and/or has potential political implications
Director of Transformation Direct the “How” <i>Direct/manage available resources to achieve the Shared Vision and Purpose/Dream</i>	Will approve/endorse on behalf of the GW OHT, if issue: <ul style="list-style-type: none"> ▪ is operational /not governance-related, ▪ aligns with/supports a GW OHT Strategic Priority/ies AND has incorporated a health equity lens in prioritizing greatest need ▪ poses no obvious risk to the OHT ▪ is not a duplication of or otherwise in competition with an OHT partner service • has followed due process including engagement/ consultation according to the ‘GW OHT Decision-making Structure’
Working Groups <i>Operationalize the Dream</i>	No role

B. Section 2 - Organized by Group

Governance Council	
Governance & Accountability	<ul style="list-style-type: none"> • Oversee the development of and approve GW OHT mission, vision and strategy statements as recommended by Steering. • Oversee the development of and approve GW OHT Governance Council policies. • Develop governance level processes to support GW OHT partner accountabilities toward achieving OHT priorities, including equity, diversity and inclusion benchmarks. • Contribute to the development of governance related components of “Commitments of Partnerships”, MOUs and agreements. • Oversee Steering Committee collaborative performance and achievement of shared priorities. • Review and approve Collaborative Quality Improvement Plan (cQIP) (if mandated by Province). • Hold the Steering Committee accountable for ensuring compliance with all legislative and reporting requirements. • Develop governance structures for the mature state of the GW OHT including working with the Ministry of Health/Ontario Health on the creation of a mature-state OHT. • Ensure decisions are made according to the Ethical Decision Making Framework endorsed by the Governance Council
Funding and Resources	<ul style="list-style-type: none"> • Approve GW OHT annual operational budget and achievement of funding accountabilities • Provide governance oversight on GW OHT budget and projects as recommended by Steering Committee. • Approve GW OHT Partner Cost Sharing Methodology Policy. • Appoint a Direct Core partner organization to receive and disburse funds for the GW OHT.
Collaboration	<ul style="list-style-type: none"> • Approve GW OHT annual report for the community and Ontario Health. • Develop processes and implement a joint board engagement plan annually. • Monitor the need for and facilitate implementation of on-going education related to governance development. • Advocate, as needed, to the Ministry of Health and Ontario Health to support governance issues related to the transfer of health services and/or funding to the GW OHT (e.g., home and community care).
Strategic Plan	<ul style="list-style-type: none"> • Approve and monitor performance & risk and enable implementation of the GW OHT Strategic Priorities (click here) (as defined by GW OHT digital health plan, quality plan/cQIP, annual work plan etc). <ul style="list-style-type: none"> ○ Approves the Key Performance Indicators (KPIs) that will be used to evaluate/monitor progress towards achieving the priorities. ○ Is informed of and reviews plans for the management/mitigation of the risks anticipated or encountered while making progress towards achieving the priorities. ○ Provides governance oversight of OHT projects as required by Steering Committee.
Quality & Risk	<ul style="list-style-type: none"> • Governance-level oversight and mitigation of GW OHT quality and risks • Approve and monitor annual Collaborative Quality Improvement Plan (cQIP) KPIs
Letters of Support /Endorsement	Will approve/endorse if the issue is of a governance nature, and poses a risk to the GW OHT

Steering Committee	
Governance & Accountability	<ul style="list-style-type: none"> ● Participate with the Governance Council to review and update the GW OHT mission, vision and strategy statements ● Develop the statement of annual shared Alliance initiatives toward achievement of the strategic statements, including each partner agency's participation in shared Alliance initiatives, working groups, projects and data management (staff resources, \$, time, etc) ● Develop and implement mechanisms to ensure the strategic direction and operational performance (Statement of Shared Alliance Initiatives are moving forward and remain) aligned with the strategic priorities and mission, vision and values ● Model, promote and embed GW OHT values into all OHT activities ● Provide executive support to the Governance Council ● Evaluate and identify opportunities for improvement as it relates to the leadership and governance functions and structure of the GW OHT. This includes establishment of a standardized process to include additional partners to the GW OHT, moving towards sectoral representation as appropriate. ● Develop policies and processes to address disputes, complaints and conflicts of interest ● Ensure Equity, Diversity and Inclusion is considered when planning and decision making ● Ensure decisions are made according to the Ethical Decision Making Framework endorsed by the Governance Council ● Ensure compliance with all legislative and reporting requirements
Funding and Resources	<ul style="list-style-type: none"> ● Develop guidelines for sharing of costs and resources, including funding earmarked for GW OHT, including human resources, capital, facilities, and costs related to supporting the work of the GW OHT. ● Recommend OHT budget to GC for approval ● Work together on financial performance of the GW OHT, resource sharing and use, best practice, and innovation. ● Develop and implement clinical and financial accountability standards and best practices. ● Facilitate and oversee the development of a digital health strategy for the GW OHT. ● Develop an approach to monitoring and evaluating OHT financial performance and risk management (as recommended by the Finance Working Group)
Collaboration	<ul style="list-style-type: none"> ● Understand the health of the GW OHT attributed population including health equity and social determinants of health ● Identify and oversee system change in support of enhanced care and health outcomes for all the residents of the OHT's attributed population. ● Identify opportunities to collaborate with GW OHT partners to co-create and innovate/transform existing systems of care ● Develop and support the brand equity and value proposition of the GW OHT. ● Provide executive leadership and support to the GW OHT Working Groups
Strategic Plan	<ul style="list-style-type: none"> ● Establish an overall strategic plan / priorities for the GW OHT ● Develop and oversee (i.e., measure, monitor, evaluate and track/report progress of) an annual work plan consistent with the common strategic plan ● Ensure key actions of working groups continuously align with the strategic plan; and support course correction as necessary.

	<ul style="list-style-type: none"> • Oversee the development of, monitor and report Key Performance Indicators (KPIs) that will demonstrate progress towards the strategic goals and improvements to the health of the population. • Identify and remove barriers to progress.
Quality & Risk	<ul style="list-style-type: none"> • Provide oversight for quality and risk within/across GW OHT activities, including ensuring processes are in place to receive information and effectively support: <ul style="list-style-type: none"> ○ Advancement of evidenced-based and best/leading practices across the GW OHT ○ Identification and mitigation of risk issues for GW OHT activities ○ Review, monitoring and collaboration on achievement of safety and quality standards as well as performance and quality improvement for the GW OHT • Endorse cQIP for approval by the Governance Council and monitor progress towards goals • Identify risk issues and consider risk allocation, mitigation, and corrective actions for GW OHT activities • Develop a complaints and significant event process for issues that affect more than one partner. • Develop a risk management framework (e.g., risk registry) for issues that could negatively affect the GW OHT and its residents
Letters of Support /Endorsement	Will endorse/approve if the issue is outside of current strategic priorities and/or if the issue is potentially contentious/sensitive and/or has potential political implications

Director of Transformation	
Governance & Accountability	<ul style="list-style-type: none"> • Embed the strategic priorities and the mission, vision & values to all OHT activities • Design structures / processes, in collaboration with system partners, while to achieving compliance with all legislative, and funding requirements along with other deliverables • Model GW OHT values and integrate/embed these into all OHT activities • In collaboration with working groups and other system partners, develop, monitor & evaluate annual goals/objectives for the GW OHT • Support the development of system solutions/improvements and recommendations according to the Ethical Decision-Making Framework endorsed by the Governance Council • Operationalize innovative and transformational system improvements with GW OHT staff and working groups leads • Contribute to learning and collaboration at the regional and provincial levels.
Funding and Resources	<ul style="list-style-type: none"> • Develop an annual operational plan with rationale for resource allocation • Maximize opportunities for revenue generation and cost mitigation • Manage GW OHT funds as per approved budget and Transfer Payment Agreement (TPA) deliverables according to approved processes • Approve and process all expenditures (as per Transfer Payment Agency finance processes) and ensure a balanced budget
Collaboration	<ul style="list-style-type: none"> • Provide opportunities and support to partner organizations in aligning their work to the common agenda • Identify and develop means to collect the data required to understand the health of the GW OHT attributed population. This data will be used to understand and address opportunities to improve the health of the attributed population. • Contribute process and content leadership for and among the various working groups and the GWOHT Steering Committee, ensuring patients are central to planning, decision-making, monitoring and evaluation. • Develop, nurture and maintain relationships with partners (including the Steering Committee and Working Groups, patients and families, providers, diverse sectors and communities, Ontario Health/Ministry of Health) to advance the OHT towards maturity
Strategic Plan	<ul style="list-style-type: none"> • Create and execute the structures and processes to achieve the strategic priorities, KPIs and annual work plan objectives. This includes planning and sequencing of work • Provides strategic and operational support and direction (as required) for the working group leads to ensure coordination and alignment between and across the working groups.
Quality & Risk	<ul style="list-style-type: none"> • Promote and adopt a CQI approach, a culture of rapid learning and use of improvement skills • Develop viable, proactive systems to identify and mitigate risks and/or concerns about GW OHT development/ activities • Manage active risks and communicate, as appropriate, to the GW OHT Steering Committee • Work with system partners to develop, monitor and report the GW OHT cQIP
Letters of Support /Endorsement	<p>Will approve/endorse on behalf of the GW OHT, if issue:</p> <ul style="list-style-type: none"> - is operational/not governance-related - poses no obvious risk to the OHT - aligns with/supports a GW OHT Strategic Priority(s) AND has incorporated a health equity lens in prioritizing greatest need - is not a duplication of or otherwise in competition with an OHT partner service - has followed due process including engagement/ consultation according to the 'GW OHT Decision-Making Framework'

Working Groups	
Governance & Accountability	<ul style="list-style-type: none"> • Develop, monitor and evaluate annual goals and objectives for the working group • Report quarterly performance and progress towards annual goals to the Director • Seek opportunities to develop and operationalize innovative and transformational system improvement and recommend them to the Steering Committee • Identify clinical problems/issues, identify potential solutions through collaboration/engagement and implement the solutions. (Seek Steering Committee endorsement if solution has potential impact on organizational resources) • Develop system solutions/improvements and recommendations for decisions according to the Ethical Decision Making Framework endorsed by the Governance Council • Participate in external partnerships/activities to improve integrated systems of care
Funding and Resources	<ul style="list-style-type: none"> • Develop an annual work plan for working groups activities and including prioritization and rationale for resources requests • Work with Director to achieve working group annual goals/objectives within approved budget
Collaboration	<ul style="list-style-type: none"> • Complete working group activities (including decision-making, planning and design processes), ensuring these are informed by engagements with local communities, patients, families and caregivers, physicians and other clinicians. • Develop recommendations for required decisions regularly informed and endorsed by GW OHT Patient, Caregiver and Family Advisory Committee (PFAC), Anti-Oppression Advisory Team (AOAT) and Guelph Wellington Physician Association (GWPA)
Strategic Plan	<ul style="list-style-type: none"> • Develop annual work plan in support of the GW OHT strategic priorities • Ensure working group activities remain aligned with GW OHT strategic priorities • Achieve goals, targets and outcomes within annual work plan and strategic priority work plans
Quality & Risk	<ul style="list-style-type: none"> • Operationalize and evaluate small tests of change to solve well defined patient care/quality issues • Adopt a Continuous Quality Improvement (CQI) approach (as developed by the GW OHT Quality Improvement and Continuous Learning Working Group) • Adopt a culture of rapid cycle learning and support use of improvement skills to improve the health of our shared population • Develop a work plan to achieve and report progress towards CQIP targets
Letters of Support /Endorsement	No role