

Rouge Valley Health System and The Scarborough Hospital Facilitated Integration Process

Due Diligence Process:

A Guiding Framework for Patient Care and Back Office Working Groups

A Facilitated Process of the Central East LHIN



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1. Introduction

1.1 Shared Vision & Guiding Principles

The Integration Leadership Committee (ILC) identified a shared vision and principles that will guide their shared activities and support the evaluation process of integration opportunities.

Shared Vision:

We wish to create an integrated system of health services that is responsive to the needs of the population, provides appropriate access, delivers an outstanding experience for patients and their caregivers, and uses our resources efficiently so that these services are sustainable into the future.

Guiding Principles:

COLLABORATION <i>We believe that collaboration will lead us to better solutions.</i>	<ul style="list-style-type: none">• We will collaborate and engage with our community and patients, as well as other health service providers to enhance care outcomes and increase service efficiencies.• We will be transparent and honest in our relationships; in doing so, we will share information and knowledge, promote teamwork and fairness, and ultimately work towards providing patients with timely, effective, and efficient care.
ACCESSIBILITY <i>We believe in providing accessible patient care to our community.</i>	<ul style="list-style-type: none">• Services and patient care are accessible if they are delivered in a timely manner, are seamless for patients to navigate, and address other barriers such as culture, language and transportation.• User-friendly patient care can be achieved through streamlined processes throughout the continuum of care.• We strive to ensure timely diagnosis, treatment, and follow-up care.
SUSTAINABILITY <i>We believe that we must find new solutions to sustain our health care system.</i>	<ul style="list-style-type: none">• Services are sustainable if they respond to the community's health care priorities while achieving best use of public funds.• Sustainability requires our hospital corporations to pursue partnerships with each other and with other health providers whenever it is appropriate and possible.• Sustainability also requires engaged stakeholders and the appropriate human and technical resources to provide high-quality services.
EXCELLENCE <i>We believe that we must never waver from our responsibilities to provide quality patient care and to be accountable to our stakeholders.</i>	<ul style="list-style-type: none">• Quality has many dimensions, and for this planning exercise we define it to include effectiveness, safety and high standards. Services are considered effective if they lead to best possible patient care outcomes, safe if they are responsive to patients' needs while minimizing risks, and of a high standard if they use leading practices, the right information and the most appropriate technology.• To be accountable, our hospital corporations must report to their stakeholders, in a transparent fashion, the performance achieved relating to our stated goals and targets.

1.2 Overview of Due Diligence Approach

As illustrated in the diagram below, the due diligence approach is structured in three distinct stages. The Working Groups will complete the activities within each of the stages of work.



1.3 Evaluation Framework

The Guiding Principles are important guideposts for the Integrated Planning Process. Each principle has been clearly defined by the ILC to focus on key outcomes. As such, these principles will be used as the **evaluation framework** for integration opportunities. As the Working Groups identify opportunities and assess integration opportunities through the due diligence and stakeholder engagement process, each opportunity will be evaluated against the four Guiding Principles.

The purpose of the evaluation is to validate that the opportunities support the Guiding Principles. Specifically, the recommended integration opportunities must clearly **articulate a rationale that describes the degree to which the integration opportunities support each of the Guiding Principles**. In building this rationale, the Working Groups should use the most relevant measures/indicators based on the service/program.

2. Working Group Expectations & Outcomes

2.1 Role & Responsibilities of Working Groups

Each Working Group is a key group of individuals representing RVHS and TSH that are focused on completing the due diligence process for an identified patient care program or back office service. The role of the Working Groups is **to provide information to allow the ILC and the hospital Boards to determine what benefits a merger of two hospitals will provide to the Scarborough community.** (Note: As aligned with the June 19, 2013 motions passed by the RVHS and TSH Boards of Directors, stating that the Boards believe that TSH and RVHS should proceed with stakeholder engagement and due diligence in order to determine what benefits a merger of two hospitals will provide to the Scarborough community).

Leadership, coordination and oversight of the Working Groups will be provided by one of two Task Groups - Patient Care Task Group and Back Office Task Group (refer to appropriate Task Group Terms of Reference for additional information).

The responsibilities of the Working Groups are to:

- Complete the three stages of the due diligence approach documented in Section 1.2 for identified patient care program or back office functions by completing the Due Diligence Workbook provided The Due Diligence Workbook contains the following sections:
 - Current state assessment (high level), including service/program profile and key metrics, patient profile, strengths/weaknesses/opportunities/threats (SWOT) analysis, environmental scan and leading practice review [Note: KPMG support will be provided for the leading practice review]
 - Integration opportunities, including assessment against the guiding principles, identification of benefits and risks, required investments, estimated timeline for benefit realization and key metrics to measure benefits
 - Recommended integration opportunities, including supporting rationale articulating degree of alignment to guiding principles
- Completing all analyses as may be necessary to complete the Due Diligence Workbook
- Communicate to the Working Group Executive Sponsor the appropriate organizational supports required to complete the Due Diligence Workbook, including but not limited to facilitation and analytical supports
- Plan, inform and/or participate in the stakeholder engagement process
- Upon direction of the Task Group, consider stakeholder engagement findings in the assessment of opportunities and recommended integration opportunities
- Provide regular status updates to the designated Working Group Executive Sponsor (Note: Executive Sponsor will be a member of the Task Group; it is at the discretion of the Task Group as to whether the Executive Sponsors will participate in each of the Working Group meetings.)

2.2 Stakeholder Engagement – Input and Feedback

As the Working Groups are completing the due diligence process, internal and external stakeholders will have the opportunity to review draft Due Diligence Workbook sections

and provide their input and feedback to the Working Groups. Specifically, at the completion of each section, the Workbooks will be posted on the website and Intranet. This sharing of the work completed to date will trigger two types of engagement activities:

Broad Stakeholder Input/ Feedback (Internal and External)

- *Coordinated by the Communication and Stakeholder Engagement Task Group*
- Standard Feedback Forms will be available to all stakeholders to document their input (Note: Feedback will not be anonymous)
- Feedback will be collected for 1 week following the posting of the workbook section
- All feedback received will be collated by the Communication and Stakeholder Engagement Task Group and distributed to the relevant Working Group

Targeted Stakeholder Input/ Feedback

- *Coordinated by the Working Group*
- Working Group will identify the key stakeholders that should be engaged for additional input/feedback on specific topics
- The Co-Leads of the Working Group will schedule and facilitate meeting(s) with stakeholders within 1 week following the posting of the workbook section (Note: Facilitation guidelines will be provided through the Communication and Stakeholder Engagement Task Group)
- All feedback received will be collated by and responded to by the Working Group. This review will be documented according to the CE LHIN guidelines.

In addition to the stakeholder feedback received related to the Due Diligence Workbook Sections, the Working Groups will also be receiving a **weekly Stakeholder Engagement Briefing Note** that includes key findings and insights gathered from stakeholder engagement activities being coordinated through the Communication and Stakeholder Engagement Task Group. These briefing notes will be developed by the Communication and Stakeholder Engagement Task Group based on the ongoing stakeholder engagement activities (refer to the Stakeholder Engagement Plan for additional information related to stakeholder engagement activities and timing).

IMPORTANT: All of the input and feedback from the stakeholder community that is received by the Working Group must be reviewed and appropriately considered as part of the due diligence process. Each Working Group will retain a **Stakeholder Engagement Summary** (template to be provided by the Communication and Stakeholder Engagement Task Group) that documents the

- specific input/feedback item;
- stakeholder who provided the feedback; and

- Working Group's disposition/decision related to how the input/feedback will be considered in the due diligence process, including supporting rationale.

2.3 Key Outcomes

- Completion of Due Diligence Workbook
- Stakeholder Engagement Summary

3. Timelines & Key Dates

3.1 Timelines for Completion of Due Diligence Workbook & Related Stakeholder Engagement Activities

Back Office Working Groups:

The following table provides an overview of the key dates for the Back Office Working Groups.

Stage	Completion of Draft Workbook Section	Posting to Website and Intranet	Completion of Stakeholder Engagement Activities
High-level Current State Assessment & Leading Practice Review	Jul 24 – Aug 9 (TG review Aug 12 – Aug 16)	Aug 21	Aug 22 – Aug 29
Assess Portfolio of Opportunities	Aug 12 – Aug 30 (TG review Sep 2 – Sep 6)	Sep 11	Sep 12 – Sep 19
Evaluation of Recommended Opportunities	Sep 2 – Sep 20 (TG review Sep 23 – Sep 27)	Oct 2	Oct 3 – Oct 10

Patient Care Working Groups:

To support the Patient Care Working Groups in the completion of draft workbook sections, a facilitated meeting schedule has been designed. In this schedule, Working Groups have been clustered as follows:

Cluster #1	Cluster #2
Cardiology Laboratory Services Maternal Child Mental Health Post-acute Care	Diagnostic Imaging Nephrology Oncology Pharmacy Palliative Care

The following table provides an overview of the key dates for each cluster of Working Groups.

Working Group Cluster	Session	Facilitated Session to Complete Draft Workbook Section	Posting to Website and Intranet	Completion of Stakeholder Engagement Activities
Cluster #1	High-level Current State Assessment	Aug 13	Aug 14	Aug 15 - 22
	Assess Portfolio of Opportunities & Leading Practice Review	Aug 27	Sep 3	Sep 4 – Sep 12
	Evaluation of Recommended Opportunities	Sep 24	Sep 25	Sep 26 – Oct 3
Cluster #2	High-level Current State Assessment	Aug 15	Aug 16	Aug 17 – Aug 23
	Assess Portfolio of Opportunities & Leading Practice Review	Aug 29	Sep 5	Sep 6 – Sep 13
	Evaluation of Recommended Opportunities	Sep 26	Sep 27	Sep 28 – Oct 4

Roles and Responsibilities:

During the Facilitated Sessions, each of the Working Groups will be assigned a Facilitator and Administrative Support. The Facilitator will guide the Working Group through the required Workbook content and the Administration Support will be transcribing the discussion by completing the relevant Workbook sections in real time. Immediately following the sessions, the Facilitator and Administrative Support will review the Workbook section and forward to the Working Group Co-Leads and Executive Sponsor for Review.

For Sessions 1 and 3, the Working Group Co-Leads will meet with the Executive Sponsor the day after the session to review the Workbook and ensure the material is suitable for public engagement. After this joint review meeting, the draft Workbook section will be forwarded to the Communication & Stakeholder Task Group by 4pm the same day for posting to website and intranet. For Session 2, additional time has been provided for the Co-Leads to meet with the Executive Sponsor regarding content of the Workbook.

Note: Decision Support/Analytics resources will provide support to the Working Groups through the due diligence process.