

***Appendix 5:***

***Detailed Implementation Plan***

***Detailed Implementation Plan***

The following appendix provides a detailed plan for the implementation of the proposed Integrated Health System Model. The implementation plan includes recommended timelines, along with an identification of the stakeholder group (s) at the Regional, District and Local / Community level who should be involved in each of the implementation activities.

The detailed implementation plan includes an overall risk rating for the implementation. Risk has been determined based on an assessment of the potential financial, reputational and delivery of care implications. Mitigation strategies have been recommended for activities with a risk rating of medium or greater.

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***Implementation Plan: Years 1- 6***

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The tables below describe the pre-implementation activities that will need to be accomplished in Q3 & 4 of 2011-12 as well as high level implementation activities through to year 6.

***Phase 1 - Year 1 to Year 2***

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**Health Services Blueprint – Implementation Plan Year 1 and 2**

**Phase 1: Planning and Pilot Implementation**

**Y0 Q3**

**Y0 Q4**

**Y1 Q1**

**Y1 Q2**

**Y1 Q3**

**Y1 Q4**

**Y2 Q1**

**Y2 Q2**

**Y2 Q3**

**Y2 Q4**

**LHIN/**

**Region Level Imp.**

**District Level Imp.**

**Local/ Community Level**

**Imp.**

**Risk Rating**

**Mitigation Strategy**

Conduct Community Engagement at the District and Local Level

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* Ensure consistent, clear messaging with a compelling case for change.

Conduct Internal (NW LHIN) Readiness Check to align internal performance management, roles and responsibilities and status reporting with the intended outcomes of this project

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Develop and Execute Internal Education Training and Capacity Building Activities

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Develop strategy to improve quality of data at the community level across all community HSPs

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* Establish performance measurement group to develop system level metrics

Develop Detailed Communications Plan

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* Implement internal communication activities to ensure NW LHIN staff have a full and working understanding of the proposed model
* Conduct a full analysis of HSPs across all districts and broader stakeholder groups to understand who is a supporter, detractor, or “on the fence”.

Execute Detailed Communications Plan

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* See communication strategy
* Tailor key messages to the audience, appropriate delivery mechanism.
* Ensure clear, consistent and frequent messaging
* Provide a mechanism for feedback and ongoing evaluation of communications effectiveness

LHIN to establish the IDN planning expectations

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Establish consistent governance model for LHH, IDNs and Regional

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* Ensure engagement of key leadership

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**Health Services Blueprint – Implementation Plan Year 1 and 2**

**Phase 1: Planning and Pilot Implementation**

**Y0 Q3**

**Y0 Q4**

**Y1 Q1**

**Y1 Q2**

**Y1 Q3**

**Y1 Q4**

**Y2 Q1**

**Y2 Q2**

**Y2 Q3**

**Y2 Q4**

**LHIN/**

**Region Level Imp.**

**District Level Imp.**

**Local/ Community Level**

**Imp.**

**Risk Rating**

**Mitigation Strategy**

Programs

HSPs to complete the first plan for IDNs (see detailed design implementation plan template)

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* Identify key milestones and process to track plan vs. actual and a mechanism for course correction

Planning for Local Health Hubs and District Hospitals

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* Identify key milestones and process to track plan vs. actual and a mechanism for course correction

Detailed Design of Regional Programs (see attached template)

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H

* Identify key milestones and process to track plan vs. actual and a mechanism for course correction

**Pilot Implementation**

Conduct Execution Strategy Assessment

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Select Execution Strategy

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* Ensure engagement and support of key stakeholders

Phased Implementation of Regional Programs

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* Identify mechanism to track plan against actual and a mechanism for course correction
* Identify clear roles and responsibilities for stakeholders in implementation

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* Identify LHIN level point person for direction and support of implementation

Begin Pilot Implementation of a Local Health Hub

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* Identify mechanism to track plan against actual and a mechanism for course correction
* Identify clear roles and responsibilities for stakeholders in implementation
* Identify LHIN level point person for direction and support of implementation

Begin Phased Implementation of IDNs

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H

* Identify mechanism to track plan against actual and a mechanism for course correction
* Identify clear roles and responsibilities for stakeholders in implementation
* Identify LHIN level point person for direction and support of implementation

***Phase 2 – Year 3 to 4***

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**Health Services Blueprint – Implementation Plan Year 3 and 4**

**Phase 2: Phased Implementation**

**Y3 Q1**

**Y3 Q2**

**Y3 Q3**

**Y3 Q4**

**Y4 Q1**

**Y4 Q2**

**Y4 Q3**

**Y4 Q4**

**LHIN**

**Level Imp.**

**District Level Imp.**

**Local Level Imp.**

**Risk Rating**

**Mitigation Strategy**

Ongoing and consistent communication

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* See communication strategy
* Tailored messaging
* Centralized review to ensure clear and consistent messaging
* Ensure clear expectations and accountability

Preliminary Evaluation of Pilots

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Phased Implementation of additional Local Health Hubs (see template)

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* Identify mechanism to track plan against actual and a mechanism for course correction
* Identify clear roles and responsibilities for stakeholders in implementation to ensure clear expectations and accountability
* Identify LHIN level point person for direction and support of implementation

Select Execution Strategy for Full Implementation

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* Complete an assessment of the magnitude of change and change duration

Phased Implementation of District Hospitals

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* Identify mechanism to track plan against actual and a mechanism for course correction
* Identify clear roles and responsibilities for stakeholders in implementation to ensure clear expectations and accountability
* Identify LHIN level point person for direction and support of implementation

Phased Implementation of Integrated District Networks

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* Identify mechanism to track plan against actual and a mechanism for course correction
* Identify clear roles and responsibilities for stakeholders in implementation to ensure clear expectations and accountability
* Identify LHIN level point person for direction and support of implementation

Phased Implementation of Regional Programs

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* Identify mechanism to track plan against actual and

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**Health Services Blueprint – Implementation Plan Year 3 and 4**

**Phase 2: Phased Implementation**

**Y3 Q1**

**Y3 Q2**

**Y3 Q3**

**Y3 Q4**

**Y4 Q1**

**Y4 Q2**

**Y4 Q3**

**Y4 Q4**

**LHIN**

**Level Imp.**

**District Level Imp.**

**Local Level Imp.**

**Risk Rating**

**Mitigation Strategy**

a mechanism for course correction

* Identify clear roles and responsibilities for stakeholders in implementation to ensure clear expectations and accountability
* Identify LHIN level point person for direction and support of implementation

***Phase 3 – Year 5 to 6***

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**Health Services Blueprint – Implementation Plan Year 5 and 6**

**Phase 3: Full Implementation**

**Y5 Q1**

**Y5 Q2**

**Y5 Q3**

**Y5 Q4**

**Y6 Q1**

**Y6 Q2**

**Y6 Q3**

**Y6 Q4**

**LHIN**

**Level Imp.**

**District Level Imp.**

**Local Level Imp.**

**Risk Rating**

**Mitigation Strategy**

Full Implementation of Integrated District Networks

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* Identify mechanism to track plan against actual and a mechanism for course correction
* Identify clear roles and responsibilities for stakeholders in implementation to ensure clear expectations and accountability
* Identify LHIN level point person for direction and support of implementation

Full Implementation of Regional Programs

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* Identify mechanism to track plan against actual and a mechanism for course correction
* Identify clear roles and responsibilities for stakeholders in implementation to ensure clear expectations and accountability
* Identify LHIN level point person for direction and support of implementation

Execute Ongoing Evaluation Plan

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* Identify mechanism to track plan against actual and a mechanism for course correction
* Identify clear roles and responsibilities for stakeholders in implementation to ensure clear expectations and accountability
* Identify LHIN level point person for direction and support of implementation

***Implementation Plan:***

***Regional Program / Local Health Hub***

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***Detailed Design Implementation Plan: Regional Program / Local Health Hub***

**Regional Program/Local Health Hub – Detailed Design Implementation Plan (template)**

The following template outlines the detailed design implementation steps for the design of a local health hub. It can also be used for the detailed design of a Regional Program

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**Detailed Design Implementation Template for Local Health Hubs**

**M 1**

**M 2**

**M 3**

**M 4**

**M 5**

**M 6**

**M 7**

**M 8**

**M 9**

**M 10**

**M 11**

**M 12**

**LHIN/Region Level Imp.**

**District Level Imp.**

**Local/ Community Level**

**Imp.**

**Risk Rating**

**Mitigation Strategy**

**Detailed Design - Local Health Hub/Regional Program Template**

Establish Detailed Design Local Health Hub/Regional Program Working Group

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Review the purpose of Detailed Design

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Assumptions - Consider the Assumptions for Detailed Design

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**Cluster #1 - Target Population and Guiding Statements**

Determine the need to gather additional data or qualitative evidence to describe the target population to be served by the Local Health Hub/Regional Program

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Collect and analyze additional data and qualitative evidence on the specific target population within the Local Health Hub/Regional Program

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Describe the size, geographic distribution and other characteristics of the target population within the Local Health Hub/Regional Program

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**Cluster #2 - Scope of Services**

**Design Scope of Services**

Utilize the future state patient journey maps from the Blueprint Project to describe the ""patient journey"" through the Local Health Hub

/Regional Program in the future state.

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Identify and assess the range of potential services to be provided in the Local Health Hub/Regional Health Hub

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Determine who will offer each service/program in the Local Health Hub/Regional Health Hub

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Determine levels of care required for each service/program in the Local Health Hub/Regional Health Hub

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Determine how services/programs will be distributed across the Local Health Hub/Regional Health Hub

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Determine the structure of the Local Health Hub model /Regional Health Hub including types of integrated units, degrees of integration and components of integration

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**Detailed Design Implementation Template for Local Health Hubs**

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**M 4**

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**M 9**

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**M 11**

**M 12**

**LHIN/Region Level Imp.**

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**Local/ Community Level**

**Imp.**

**Risk Rating**

**Mitigation Strategy**

**Design Scope of Services - Service Level**

Launch service level Local Health Hub/Regional Program design teams

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Agree on patient centred approach to service level design that responds to drivers of patient satisfaction and customer expectations

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**Service Delivery Processes**

Use process mapping and/or other techniques to describe the key service delivery processes for the services/programs in the Local Health Hub/Regional Program

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**Health Human Resources**

Develop clinical team integration models

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Identify roles, responsibilities within the hub/regional program

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Assess human resource impacts and identify strategies to address implications

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Identify leadership roles and needs

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Identify training and development needs

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**e-Health**

Link to LHIN e-Health strategy and identify opportunities to leverage eHealth for service delivery and information management

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Describe IT and IM support

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**Detailed Design Implementation Template for Local Health Hubs**

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**M 4**

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**M 8**

**M 9**

**M 10**

**M 11**

**M 12**

**LHIN/Region Level Imp.**

**District Level Imp.**

**Local/ Community Level**

**Imp.**

**Risk Rating**

**Mitigation Strategy**

**Costing**

Conduct detailed financial analysis to estimate costs for each Local Health Hub service over the next 3 to 5 years

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**Cluster #3 - Flow of Consumers and Information through the Local Health Hub**

**Points of Entry/Access**

Identify strategies for building awareness of the Local Health Hub model/Regional Program services and programs

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Determine philosophy of access and develop access approach

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Identify number and location of Local Health Hub/Regional Program entry points

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Identify service/program access channels

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Identify approach to information, referral and intake upon entry to the Local Health Hub/Regional Program and for each service

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**Approach to Assessment**

Identify approach to Local Health Hub/Regional Program level assessment including types of assessment tools that will be used, multidisciplinary involvement and information sharing

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Determine how the needs of special populations will be addressed (e.g. linguistic diversity, cognitive impairment, etc)

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**Detailed Design Implementation Template for Local Health Hubs**

**M 1**

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**Risk Rating**

**Mitigation Strategy**

**Care Coordination (PA4 and WS3)**

Determine the types of care coordination approaches that will be used, who will offer them and the tools (e.g. guidelines, protocols, pathways, case conferences, etc.) that will be used

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Identify the role of patients/families in care coordination

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Identify the role of other service providers in care coordination

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**Information Requirements and Flow (PA4 and WS3)**

Identify the information that needs to be shared amongst service providers

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Identify mechanisms for facilitating the flow of information amongst service providers working in different organizations, services and programs

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Identify the information needs of patients/families and mechanisms for improving the information flow to patients

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**Service Linkages Across the Continuum (PA4 and WS3)**

Identify the linkages that are required across the continuum of care

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Identify the strategies and tools that will facilitate linkages across the continuum

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**Cluster #4 - Oversight and System Performance (PA5)**

Identify the structure and role of a joint oversight group (WS5 and WS6)

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**Detailed Design Implementation Template for Local Health Hubs**

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**M 11**

**M 12**

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**District Level Imp.**

**Local/ Community Level**

**Imp.**

**Risk Rating**

**Mitigation Strategy**

Develop a performance management framework including performance indicators that relate to the goals

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Identify strategies and indicators for monitoring the transition from the current state to the future state

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Identify approaches to monitoring financial performance

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**Cluster #5 - Validation and Change Analysis**

Retesting and Validation

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Conduct community engagement to test and validate the future state Local Health Hub design

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Analyze feedback received

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Revise future state design Local Health Hub design as required

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Assessing the Magnitude of Change

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