



HSJCC Review Final Report

Presentation to the Provincial HSJCC
January 22, 2009



Agenda

1. Deliverables
2. Project Process
3. Results
4. Suggested Directions
5. Discussion



Deliverables

To provide answers to the following questions:

1. What activities and projects are currently carried out by regional and local HSJCCs?
2. How do committee leaders and key stakeholders perceive their committee's role and effectiveness?
3. What are the key issues facing HSJCCs over the next 2-3 years?
4. Is the funding formula adequate to support the work of the committee(s)?
5. Is the current three-tier structure effective?



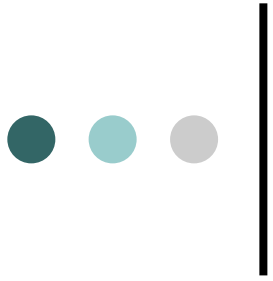
Project Process

- Three questionnaires:
 - Committee Chairs (Data Request)
 - Members of the Provincial Committee
 - Members of Local/Regional Committees
- Review of committee work plans, Terms of Reference, other material
- Regional Consultations
- Key Informant Interviews
- Review of Budget Data



Regional Consultations

1. What are the most important functions of the committee at present?
2. What do you anticipate the most important functions will be in the next three years?
3. Are the 'right people' at the table to fulfill those functions?
 - If not, who's missing?
 - What needs to be done to engage them?
4. What *is* the role of consumers and families at your committee?
 - What *should* their role be?
5. What innovative strategies or solutions have helped you to address the most pressing issues?
6. Are there issues you're struggling with?
7. If your committee is used for individual case conferencing/ problem solving, how are you handling confidentiality issues?
8. Ideally, what role should the provincial committee play in supporting the functions of local and regional committees?



Results



Results

- Summary Observations
- Activities and Projects
- Role and Effectiveness
- Key Issues
- Funding Formula
- Effectiveness of 3-tier structure



Summary Observations - Strengths and Accomplishments

HSJCCs:

- Engage diverse stakeholders in addressing common concerns
- Generate commitment among members
- Build on a culture of collaboration
- Benefit committee members and the broader community through:
 - education
 - networking
 - relationship-building
 - problem solving
 - cross system coordination



Summary Observations - Challenges and Issues

- Lack of consistent role definition, responsibilities and accountability mechanisms among local, regional and provincial committees
- Lack of funding for administrative support and coordination – which limits effectiveness of some committees
- Lack of clear role/relationship/visibility with LHINs
- Lack of clear pathways to address and resolve system-level issues
- Lack of clear and consistent criteria for funding of local committees



Activities and Projects

12 regional and 16 local committees reported:

- Areas of Focus:
 - Service Coordination and Access
 - Gap Identification, Planning and Advocacy for Service Improvement
 - Knowledge Exchange, Awareness, Education and Training
 - Committee, Policy and System Issues
- Both ongoing activities and time-limited projects
- Significant variations in scope and level of complexity
- Variations in type and quality of documentation



Role and Effectiveness: Regional and Local Committees

- 70% of respondents rated regional and local committees as “successful” or “very successful”, across all functions
- Perceived success varies by function:
 - Knowledge Transfer (80%)
 - Linkages and Liaison (75%)
 - Coordinating Services (70%)
 - Planning and Problem Solving (53%)
- Committees also appear to be used for “Service Coordination” at the individual level, but:
 - PHIPA limits capacity to share information





Role and Effectiveness: Local Committees

- Clearly focused on local service delivery issues and conditions
- Effective vehicles for “on-the-ground” problem-solving
- Cross-sectoral networking is highly valued and effective
- Inter-agency relationships allow many issues to be resolved informally
- Local HSJCCs view themselves as highly effective mechanisms for service resolution
- In some cases, success is limited by:
 - absence of key stakeholders at the local level
 - lack of administrative support
 - lack of effective processes for “escalating” issues that can’t be resolved locally



Role and Effectiveness – Regional Committees

- Some also serve as local committees
- Some have sub-committees based on:
 - location
 - subject area
- Others focus on cross-regional issues raised by local committees
- Definitions of target population vary:
 - SMI only
 - SMI + ABI + DD + addictions only
- Some are struggling with role/focus following implementation of SEI programs
- Many have questions about:
 - How to become “visible” and credible to their LHIN
 - Implications of the current MOHLTC structure



Role and Effectiveness – Provincial Committee

- 51% of respondents rated the provincial HSJCC “successful” or “very successful” overall
- Perceived success varies by function:
 - Knowledge Transfer (85%)
 - Linkages and Liaison (54%)
 - Coordinating Services (33%)
 - Planning and Problem Solving (31%)
- Leadership and Advocacy is the most important role for the Provincial HSJCC





Role and Effectiveness – Provincial Committee

- Excels at knowledge exchange and information sharing
- 2007 conference was valued for the educational and networking opportunities it provided and the visibility it created
- Website is well received, but **must** be kept current
- Effectiveness is limited by a number of factors, including:
 - lack of buy-in from ministries other than Health
 - lack of mechanisms for forwarding recommendations to the appropriate ministries and other bodies
 - lack of benchmarks and clear deliverables



Key Issues



Key Issues (1)

- Incomplete inventory of committees:
 - may create confusion among stakeholders
 - reduces potential for collective impact
- Inconsistent definition of committee mandate:
 - based on variable understanding of the target population (i.e. SMI only or SMI + ABI, DD and/or addictions?)
- Significant variability in reporting relationships:
 - creates challenges re: accountability and demonstration of success
- Lack of representation from key stakeholders:
 - committee composition influences target activities and shapes mandate
- Concentration of leadership in mental health sector:
 - may constrain focus and limit effectiveness



Key Issues (2)

- Devolution of authority to the LHINs:
 - has resulted in loss of clear role and perceived legitimacy of Hsjccs
- Lack of effective processes for “escalating” issues that can’t be resolved at local or regional level:
 - perceived “black hole” at the top
- Use of local committees for case conferencing/case coordination:
 - perceived as important function by some
 - raises confidentiality concerns re: PHIPA
- Inadequate local services:
 - “You can’t coordinate what doesn’t exist”
- Currency of the website:
 - required to fully support knowledge transfer function



Funding Formula

- Original funding “formula” appears to be inconsistently applied:
 - budgets for regional committees range from ~\$16,000 to ~\$61,000
 - budgets for local committees range from ~\$2,000 to ~\$7,000
- Criteria for funding allocations is unclear:
 - lack of clarity creates concerns about equity on part of “underfunded” committees
- Lack of funding for administrative support for some local committees reduces their effectiveness and places undue burden on committee chairs



Effectiveness of 3-tier structure

- HSJCC is strongest “on the ground”:
 - role and mandate are clear
 - issues are both more urgent and more readily resolved
- HSJCCs appear to function more as independent entities than as an integrated whole
- Communication flow and processes between levels of the HSJCC is less than ideal
- The apparent “disconnect” between the Provincial HSJCC and the relevant Ministries impairs its effectiveness



Effectiveness of 3-tier structure

- Funding and accountability relationships are complex and confusing:
- In the absence of standards and benchmarks, none of the three levels can demonstrate effectiveness
- Provincial Committee does not appear to have necessary authority to set standards or impose benchmarks



Suggested Directions



Suggested Directions – Provincial Committee

- Committee Role, Mandate and Membership:
 - Confirm breadth of mandate – *Human Services and Justice* or *Mental Health and Justice*?
 - Clarify role of regional and provincial committees
 - Adjust or reaffirm guidelines for committee membership at all levels, based on role and breadth of mandate
 - Clarify role of HSJCC vis a vis LHINs



Suggested Directions – Provincial Committee

- Funding Formula:
 - Confirm current allocations for each regional and local committee
 - Identify minimum annual funding requirements for provincial, regional and local committees based on confirmed role and mandate
 - Establish criteria for funding allocations in excess of minimum amount
 - Recommend that MOHLTC/LHINs adjust allocation where necessary to reflect adjusted formula



Suggested Directions – Provincial Committee

- Provide leadership and support for local and regional committees:
 - Serve as clearinghouse for information exchange among committees
 - Develop tools, standards and benchmarks to support consistent reporting, communication and accountability across HSJCCs
 - Provide tools, protocols and/or resources to support evaluation of committees and of their projects and activities
 - Disseminate best practices and highlight successful programs
 - Provide information about government policy and new directions
 - Represent the HSJCC and its issues in discussions with other sectors



Suggested Directions – Provincial Committee

- Serve as a forum for discussion of collective issues
- Ensure equitable attention to issues presented by each region
- Develop clear, consistent processes to resolve or escalate provincial issues
- Develop mechanisms to improve information flow “up” and “down”
- Be the HSJCC’s “Voice” at Queen’s Park:
 - Engage decision makers from all relevant ministries
 - Develop processes for forwarding recommendations to appropriate ministries and “pushing the envelope”
 - Advocate for changes in policy that present barriers to service coordination
 - Advocate for enhanced resources to support services for the target population
 - Raise the profile of the HSJCC and the population it serves with LHINs, other ministries and other relevant stakeholders and decision makers



Questions?



For Your Consideration

1. HSJCC Mandate
2. Role of Provincial Committee
3. Committee Composition and Leadership
4. Relationship with LHINs
5. Reporting and Accountability Relationships
6. “Voice” at Queen’s Park
7. Funding Formula
8. Internal Communication
9. Demonstrating Effectiveness
10. Case Coordination/Case Conferencing