Excellence, Improved Outcomes and a Better System for Rehabilitative Care in the GTA
2019–2023 Strategy for the GTA Rehab Network

Context and Overview

Health care delivery in Ontario is in the throes of significant transformation with the first Ontario Health Teams (OHTs) poised to launch in the next few months. With these new structures aimed at generating coordinated care and better outcomes, rehabilitative care will be a critical element in ensuring a robust, efficient system that supports health and functionality across the lifespan.

Over the first half of 2019, the GTA Rehab Network undertook a high engagement strategic planning process to work with its members, partners, researchers and others to define their desired future for rehabilitation and to articulate the Network's role in contributing to that vision. A sub-committee of the Network's Coordinating Council led this work with the assistance of the Network secretariat and The Potential Group.

The new strategy reflects consultation with over 52 individuals from member organizations through interviews, insights explored with the Coordinating Council and the outcomes of two "strategy hives" (focused intensives on both visionary and operational questions) held with members and others. These conversations identified the most significant concerns of people across the rehabilitation community, their shared hopes for the evolution of rehabilitative care in the regional context and specific priorities for the Network to undertake over the next three years.

The most powerful theme of the new strategy is that rehabilitation is a fundamental health system solution, a necessary driver for goals of provincial health reform. As the Network looks to the future, it is clear that success will depend on taking a 'quadruple aim' approach that prioritizes the patient experience, health outcomes, system efficiency and cost, and the engagement of health care providers. In a rehabilitation context, the quadruple aim goals for system changes are translating into: evidence-based pathways for key conditions, deployment of different service delivery models at different points in the continuum based on evidence and data, integrating pre-hab and other practices into upstream care for better downstream outcomes, and acknowledging that high complexity needs require specific approaches and funding models.

With these factors as the backdrop, the GTA Rehab Network and its members have a critical role to play in evaluating, innovating, recommending and advocating for the most effective, efficient rehabilitative care practices and delivery models.

Note:

Over the next three years, the GTA Rehab Network will continue its highly valued work of fostering high quality, accessible, cost-effective rehabilitative care through data and evidence, identifying and promoting emerging best practices and models of care, and advocating for rehabilitation as a core element of a thriving health care system.

At the same time, the Network will prioritize the need to respond to, and align with, changes within Ontario's health system in the near- and mid-term. The Network's Coordinating Council and Secretariat will monitor changes in the system and their impact on rehabilitative services (and members providing those services) and adjust the plan as necessary.

The Network will also work with existing members and other emerging partners to determine the ideal structure and membership for the Network in the context of the province's emerging regional structure and the introduction of OHTs.

Vision for Rehabilitation within the Ontario Health System

Throughout the strategy process, participants articulated their desired vision for rehabilitation. This high-level vision represents the ultimate intentions of everyone working to improve rehabilitative care across the system and will be infused as a shared aspiration into the work of the GTA Rehab Network.

Vision for rehabilitation in a coordinated, quadruple aim health system

- Rehab is integrated into health planning at all points of care and recognized as a key contributor to overall function and good health across the lifespan

- Patients and caregivers have timely access to rehabilitative care that is preventative and/or restorative from multiple sources, including primary care teams, home care, and social service agencies

- Patient outcomes and economic efficiencies related to effective rehab are both considered when budgetary decisions are made

- The health system recognizes the spectrum of complexity for conditions that benefit from rehab and implements funding models that enable integrated complex care

- Integrated care models are designed and orchestrated in collaboration with primary care, community, rehab and acute care settings to reflect patient choice and support best patient outcomes

- All settings are working toward the highest quality of rehabilitative care and holistic best practices

GTA Rehab Network Vision, Mission and Strategic Priorities

Our Vision
Excellence, improved outcomes and optimal quality of life for people who need rehabilitative care in the GTA.
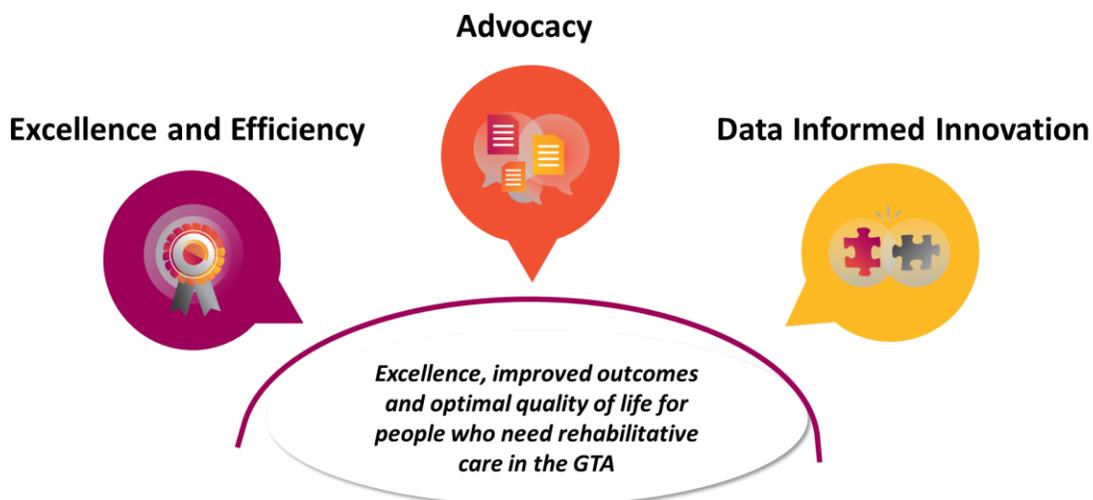
Our Mission
Evaluate, innovate, and recommend best practices for high quality and efficient rehabilitative care and support collaboration among members and partners to create the most effective, coordinated system.

Three Strategic Priority Areas

- **Excellence and Efficiency:** Support members to adopt leading practices and collaborate to ensure an optimal system of rehabilitative care

- **Advocacy:** Champion rehabilitation as a core system solution

- **Data Informed Innovation:** Advance the use of meaningful Network data to inform and promote progressive high quality, evidence-informed models of rehabilitative care

The strategy can be summarized in the following graphic:

Strategic Priority Areas 2019-2023

Advocacy

Excellence and Efficiency

Data Informed Innovation

Excellence, improved outcomes and optimal quality of life for people who need rehabilitative care in the GTA

Strategic Priorities, Goals and Objectives

Excellence and Efficiency: Support members to adopt leading practices and collaborate to ensure an optimal system of rehabilitative care

Goal: By 2023, the GTA Rehab Network will successfully influence the implementation of models of integrated rehabilitative care and service delivery to support high quality, efficient care and best outcomes.

Three-year objectives:
- Conduct impact analyses and make recommendations on existing and proposed changes to rehabilitative care and services
- Evolve approaches for identifying, sharing and fostering standardized approaches to best and leading practices
- Continue to identify and promote effective models of rehabilitative care

Focus to March 31, 2021:
- Actively review impact of initial bundled care implementation on referral patterns and resource utilization and make recommendations for improvement
- Develop and make recommendations for bundled care outpatient rehabilitation pricing
- Conduct environmental scan of transitional care programs to map if, where and how rehabilitation is integrated; conduct a comparative analysis based on best practices and make recommendations as needed
- Continue to assess, scale and spread leading models of care (e.g., through Best Practices Day)

Advocacy: Champion rehabilitation as a core system solution

Goal: By 2023, the GTA Rehab Network will build strong cases to demonstrate the value of rehabilitation as a quadruple aim health solution that can be used by members to influence policy and practice.

Three-year objectives:
- Build evidence and create advocacy resources that assert the value of rehabilitation as a system solution across the lifespan
- Create resources to support members of the GTA Rehab Network to be a strong, collective public voice for rehabilitation as a health system solution
- Strengthen the role of Coordinating Council members as change leaders and advocates for rehabilitation

Focus to March 31, 2021:
- Translate learning from analyses of bundled care and transitional care programs into advocacy recommendations and tools
- Identify partners and work with them to develop two or three cases (based on new analysis of existing data, emerging evidence and comparative service pathways) to demonstrate that investing in rehab will transform both patient outcomes and system costs

- Develop and share resources to support members as advocates, including talking points, an advocacy toolkit, and alerts for opportunities and key decision points
- Create a guide for OHTs to illustrate the role of rehabilitation in achieving quadruple aim results

Data Informed Innovation: **Advance the use of meaningful Network data to inform and promote progressive, high quality, evidence-informed models of rehabilitative care**

Goal: By 2023, the GTA Rehab Network will be the hub for robust, comprehensive shared data from Network members and others that informs the development and dissemination of emerging models of rehabilitative care, and innovations within the context of health system changes.

Three-year objectives:
- Work to expand member participation in data-sharing for analyses to strengthen the transparency and performance of the rehabilitative care system
- Identify desired performance metrics that reflect the goals of the changing health system/OHTs (e.g., outpatient rehab data, performance, admission wait times, access, flow, etc.) and strengthen processes for mining data for impact reporting and performance improvement
- Collaborate with OHTs and other partners to influence the development of emerging rehabilitative care service delivery models and practices
- Identify, assess, scale and spread effective innovations in rehabilitative care, including for patients with complex needs
  Elevate health innovations and emerging practices through knowledge-sharing

Focus to March 31, 2021:
- Develop a rehabilitative care performance framework/scorecard for rehab leaders to use to monitor performance within their programs and better understand what to focus on to achieve desired quadruple aim results
- Continue to provide and improve quarterly data reporting on hip fracture and outpatient rehab
- Work with emerging OHTs to support the development and sharing of innovative approaches for rehabilitative care across the full continuum of care
- Explore the value of technological solutions, including virtual care, in the delivery of rehabilitative care and make recommendations for use in the region

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