

ACCOUNTABILITY AGREEMENT AMENDMENT

This Amending Agreement No. 6, effective as of the 1st day of April 2019

Between:

**Her Majesty the Queen in right of Ontario
as represented by
the Minister of Health**

(the “Ministry”)

- and -

**Ontario Health Quality Council
operating as
Health Quality Ontario**

(the “Agency” or “HQO”)

WHEREAS:

1. The Ministry and the Agency entered into an agreement effective as of April 1, 2015 which describes the many projects and programs that are to be carried out by the Agency using Ministry funding (the “**Accountability Agreement**”); and
2. The Parties wish to amend the Accountability Agreement in accordance with its terms for the purpose of adding to and revising the list of Deliverables;

NOW THEREFORE the Parties hereto agree as follows:

1. This amending agreement (“Amending Agreement No. 6”) shall be effective as of the first date written above.
2. Except for the amendments provided for in this Amending Agreement No. 6, all provisions in the Accountability Agreement shall remain in full force and effect.
3. Accountability Agreement is amended by deleting all Schedules to the Accountability Agreement and replacing them with the following Schedules which are attached hereto as Appendix “A”:
 - Schedule 1 – Health Quality Ontario deliverables
 - Schedule 2 – Office of the Patient Ombudsman deliverables
 - Schedule 3 – Performance Measures
 - Schedule 4 – Approved Budget

The Parties have executed the Amending Agreement No. 6 as of the date on which it is executed by the Ministry.

Ontario Health Quality Council operating as Health Quality Ontario

William Hatanaka
Board Chair

Date

**Her Majesty the Queen in right of Ontario as represented by the
Minister of Health**

Mike Heenan
Assistant Deputy Minister
Hospitals and Capital Division

Date

Appendix “A”

Attached to and forming part of the Accountability Agreement entered into between the Ministry and HQO dated the 1st day of April 2015.

SCHEDULE 1 **Health Quality Ontario deliverables**

FUNCTION	DELIVERABLE	DATE DUE
Quality Standards	Produce at least eight HQO Ontario Quality Standards Committee approved quality standards.	March 31, 2020
Quality Standards	Monitor and report on the status and uptake of quality standards program to the Ontario Quality Standards Committee, including implementation activities and progress.	March 31, 2020
Quality Improvement (QI)/ Quality Standards	Produce implementation supports for eight quality standards topics, including Transitions in care, that assist health service organizations and providers in improving care in alignment with the standards.	March 31, 2020
QI/ Quality Standards	Initiate a process with Continuing Professional Development Ontario to routinely develop programs to support the knowledge translation of Quality Standards.	March 31, 2020
QI Clinical Improvement and Informatics	Working with health system partners the Ontario Telemedicine Network, to develop evidence-based guidance documents for the field on the appropriate application of virtual visits.	March 31, 2020
QI Clinical Improvement and Informatics	Working with health system partners, deliver a series of supports for the management of pain and appropriate prescribing of opioids to Ontario clinicians, with an emphasis on clinicians in the Northwest Region. Measure and report on uptake of supports.	March 31, 2020
Health System Performance Measurement	Continue to release <i>MyPractice</i> suite of reports through regular data refreshes. Maintain the primary care report reach to 35% of the Ontario family physician population.	March 31, 2020
Health System Performance Measurement	Ontario Primary Care Reporting Alliance to develop integrated distribution platform for primary care practice reports. Pilot a proof of concept dashboard with indicators from both Cancer Care Ontario’s Screening Activity Report and Health Quality Ontario’s <i>MyPractice</i> Primary Care report.	March 31, 2020
Public Reports	Complete (ready for publication) yearly report: Measuring Up.	November 2019
	Refresh data and/or performance indicators online as available (home care, primary care, long-term care, patient safety, wait times: surgical, Diagnostic Imaging and Emergency Department, sub-regional). Continue to add enhancements to improve user experience.	March 31, 2020
Health Technology Assessments	Produce thirteen Ontario Health Technology Advisory Committee approved health technology funding recommendations, at least three of which shall focus on a genetics topic.	March 31, 2020
Clinical Efficiency and Payment Modernization	Support the Ministry in the design of at least one new payment innovation (evidence-based volume model for non-cancer hysterectomy) for implementation in 2020-21 and continue the design and refinement of bundled care models, as well as other payment model redesign efforts to be determined.	March 31, 2020

FUNCTION	DELIVERABLE	DATE DUE
QI Integrated Care	In collaboration with the Ministry and other partners, support the scale up of the bundled care funding methodology for selected orthopedic surgical episodes of care with 56 bundle holders in Ontario.	March 31, 2020
QI Integrated Care	Deliver an open online community to exchange best practices with the field, support priority QI programs, and grow the active user membership by 10%.	March 31, 2020
QI Integrated Care	Maintain the database to make available to the eligible service providers Quality Improvement Plans (QIPs) from organizations based on guidance from HQO.	April 30, 2020
	Release guidance for QIPs for organizations and Ontario Health Teams in alignment with the current environment.	December 30, 2019
	Deliver a virtual educational series on timely and efficient transitions, including minimum four webinars and four Quorum posts on QIP priorities.	March 31, 2020
QI Integrated Care	Produce report to summarize findings of the close-out of the Adopting Research to Improve Care (ARTIC) program with a focus on impact to date and ongoing implementation plans.	December 31, 2020
QI Integrated Care	Produce report to summarize findings of the close-out of the Improving & Driving Excellence Across Sectors (IDEAS) program with a focus on impact to date and ongoing implementation plans.	March 31, 2020
QI Integrated Care	Develop and execute implementation plan related to Quality Based Procedure for non-cancer Hysterectomy.	March 31, 2020
QI Clinical Improvement and Informatics	Implement a campaign designed to reduce the number of opioid pills prescribed at discharge among participating hospitals in the Ontario Surgical Quality Improvement Network by 30%.	March 31, 2020
QI Clinical Improvement and Informatics	Continue supporting the existing sites implementing Diagnostic Imaging Peer Learning and develop a maintenance/sustainability plan for the community of practice.	March 31, 2020
	Submit complete report of the Diagnostic Imaging Peer Review Program.	March 31, 2020
QI Integrated Care	Publish the annual summary of the Emergency Department Return Visit Quality Program findings.	January 31, 2020
QI Clinical Improvement and Informatics	Deliver at least five Quality Rounds Ontario.	March 31, 2020
QI Clinical Improvement and Informatics	Build and distribute the second <i>MyPractice</i> : General Medicine audit and feedback reports at existing seven hospitals with each site initiating QI efforts on at least one measure and initiate onboarding of up to two new sites.	March 31, 2020
QI Clinical Improvement and Informatics	Convene a working group to plan for and support the implementation of recommendation four of the Ontario Primary Care Reporting Alliance "Offer coordinated capacity building and support for quality improvement".	March 31, 2020
Patient and Public Partnering	Refresh patient engagement resource hub with additional best practice resources.	March 31, 2020
	Convene partners within Ontario Health who focus on patient partnering in order to integrate, improve and sustain efforts across new entity. Identify resources to share and build capacity with a mechanism to share and improve adoption.	March 31, 2020

FUNCTION	DELIVERABLE	DATE DUE
	Convene the Health Quality Ontario Patient, Family and Public Advisors Council four times per year to guide system work in embedding patient partnering in all of our activities.	Annually by March 31
QI Integrated Care	Deliver three quarterly reports which include new measures and the regular assessment of the maturity of the Health Links Approach to Care. The final report will close out the program.	Approximately one report per quarter
	Deliver a final report to the Ministry outlining the progress of Health Links.	March 31, 2020
	In collaboration with the Ministry, and in consultation with stakeholders, develop an evaluation rubric and related process for evaluators to assess the Ontario Health Team Full Application submissions.	October 31, 2019
	Initiate support to Ontario Health Teams in alignment with broader Ontario Health plan.	March 31, 2020
QI Clinical Improvement and Informatics	Establish a Community of Practice and deliver monthly webinars aimed to support the improvement efforts of the community of over 600 providers who selected the quality improvement plan indicator on early identification and assessment of palliative patients.	March 31, 2020
QI Integrated Care	Complete Musculoskeletal (MSK) Rapid Access Clinic implementation by end of Q1. Sustain the MSK community of practice	March 31, 2020
QI Clinical Improvement and Informatics	Maintain a community of practice for HQO's clinical leads to support provincial initiatives	March 31, 2020

CORPORATE DELIVERABLES

PROGRAM/ SUB PROGRAM	DELIVERABLE	DATE DUE
Corporate Planning	Align internal transition activities for HQO functions and conduct due diligence under direction from Ontario Health to support smooth transfer of agency. Conduct all requested audits and asset inventory requests. Dissolve HQO as an agency and perform appropriate transfer of assets.	March 31, 2020
Corporate Planning	Submit to the Ministry a final, Board-approved Annual Report for the previous fiscal year.	Annually by July 31
	Submit Attestation to the Ministry for the previous fiscal year	Annually as determined by Treasury Board Secretariat (TBS)
	Submit Risk Reports to the Ministry	As requested by the Ministry
	Submit a Quarterly Financial Report, for the previous quarter, to the Ministry	Quarterly, 35 days following each quarter
	Submit Quarterly Performance Report, for the previous quarter, to the Ministry	Quarterly, 35 days following each quarter
	Submit Annual Business Plan, for the next three fiscal years, to the Ministry	Annually by October 31

SCHEDULE 2: Patient Ombudsman

PROGRAM/ SUB PROGRAM	DELIVERABLE	DATE DUE
Patient Ombudsman	Submit to the Minister an Annual Report	Annually by March 31

SCHEDULE 3: Performance Measures

Program	Indicator	Measure Type
Strategic Reporting		
Quality Standards	% of respondents who indicate that they intend to use a Quality Standard to support quality improvement	Use
	Total # visits, downloads, and views of QS reports and pages	Reach
QI Integrated Care	% of organizations that have improved on one or more priority indicators	Impact
QI Clinical Improvement and Informatics	% reduction in the # pills prescribed at surgical discharge by hospitals participating in the Cut the Count Campaign	Impact
Health System Performance Measurement	% of targeted Ontario physicians/targeted hospital organizations with an Audit and Feedback report	Reach
	% of those surveyed who would recommend the reports to their colleagues	Usefulness
QI Clinical Improvement and Informatics	# primary care clinicians participating in one or more opioid partnered programs	Reach
Public Reports	# of public report interactions	Use
Health Technology Assessments	total # of HQO recommendations endorsed or accepted by the Ministry since April 1, 2013 for which the Ministry has provided a response.	Use
QI Clinical Improvement and Informatics	% NSQIP-ON hospitals that show improvement in rate of infections (SSI, UTI, Pneumonia) from the last reporting period	Impact
QI Integrated Care	% eligible QIPs submitted	Reach
	% of organizations that improved on one or more priority indicators	Impact
QI Integrated Care	Cumulative # of Quorum 30-day active users	Reach
Quality Improvement	# of targeted QI community who access QI products, platforms and events	Reach
	% of respondents who indicated that the relevance of a (product/platform/event) was 'very relevant' or 'extremely relevant'	Usefulness
	% of respondents who indicated that they were 'likely' or 'very likely' to implement or apply at least one QI idea or concept	Use
Patient and Public Partnering	% of HQO patient partners surveyed agreeing or strongly agreeing they can identify examples of how patient and caregiver partners are influencing HQO's work	Use
	% of HQO staff agreeing or strongly agreeing they can identify examples of how patient and caregiver partners are influencing HQO's work	Impact
	% of participants (patients or health professionals) in a learning activity who say they are likely or 'very likely' to use at least one concept /piece of advice/new resource in their work	Use
Corporate Reporting		
Corporate	% Accountability Agreement budget variance	Finance
	% Accountability Agreement base salary variance	
	% Accountability Agreement base direct operating expense (DOE)	

Program	Indicator	Measure Type
	Variance	
	% Accountability Agreement project variance	
	% Projected year End Spend	
	% Base administrative overhead	
	# Total headcount	Human Resources
	% Temporary positions	
	# Total vacancies	
	% Total vacancies	
	# Total turnover	
	% Total turnover	
	% Deliverables completed	Deliverables
	% Deliverables completed to baseline	
	% Mitigation Targets met	Risk
	# of HQO website sessions	Communications
	# of social media impressions made during the quarter (a sum of Facebook, Twitter and linkedin impressions)	Communications

**SCHEDULE 4:
APPROVED BUDGET**

Health Quality Ontario (HQO) BASE FUNDING	
Expenditure Categories	2019-20
Salaries, Wages & Benefits	
Salaries & Wages	22,111,368
Benefits	4,121,420
Total Salaries, Wages & Benefits	26,232,788
HST Estimated Recovery	
Net Salaries, Wages & Benefits	26,232,788
Operating Expenses	
Leases	1,902,590
Leasehold Improvements Amortization	190,620
Finance/Payroll Services	244,620
Board/OHTAC/OGAC/OQSC Mtg & Support	20,700
IT Support & Telecom	961,739
Audit, Legal, Compliance, Evaluation & Other Advisory Services	358,544
Digital & Data Infrastructure to Support Wait Times, Quorum & Other Provincial Platforms	150,000
Analytics Tools & Resources	126,289
Communications & Publishing to Support Public Reporting, Quality Standards & Other Programs	161,240
Events including Health Quality Transformation	25,455
Travel	67,140
Staff Development & Membership Dues	3,160
Supplies & Equipment	155,400
Total Operating Expenses	4,367,497
Payments to Organizations	
Quality Standards Partners	175,000
Institute for Clinical Evaluative Studies (ICES)	566,470
Canadian Institute for Health Information (CIHI)	11,100
Better Outcomes & Registry Network (BORN)	5,000
CIHR - CDN Institute for Health Research	112,500
ONSQIN (Surgical Quality Improvement Network) Partners	426,700
Total Payments to Organizations	1,296,770
TOTAL HQO BASE FUNDING	31,897,055
TOTAL Patient Ombudsman (PO) BASE FUNDING (see details in table below)	3,296,045
TOTAL HQO & PO BASE FUNDING	35,193,100

Patient Ombudsman (PO) BASE FUNDING	
Expenditure Categories	2019-20
Salaries, Wages & Benefits	
Salaries & Wages Management	504,004
Salaries & Wages Non-Management	1,336,498
Benefits	346,015
Net Salaries, Wages & Benefits	2,186,517
Operating Expenses	
Lease	162,600
Finance/Payroll Services	14,640
IT Support & Telecom	267,700
Audit, Legal, Compliance, Evaluation & Other Advisory Services	85,000
Digital Support	46,669
Analytic Tools & Resources	65,000
Communications & Publishing	57,000
Events	11,000
Travel	45,000
Staff Development	22,500
Supplies & Equipment	44,360
HQO Back Office Support: human resources, finance, procurement and IT support	288,059
Total Operating Expenses	1,109,528
TOTAL PO BASE FUNDING	3,296,045

Payment Schedule for 2019-20

The Ministry will provide the Agency with their 2019-20 Fiscal Year funding according to the following schedule.

2019-20 Payment Schedule	
<i>Month</i>	<i>Total Amount (\$) per month</i>
April 2019	\$4,090,457.00
May 2019	\$4,090,457.00
June 2019	\$4,090,457.00
July 2019	\$4,090,457.00
August 2019	\$4,090,457.00
September 2019	\$4,090,457.00
October 2019	\$4,090,457.00
November 2019	\$1,311,976.00
December 2019	\$1,311,976.00
January 2020	\$1,311,976.00
February 2020	\$1,311,976.00
March 2020	\$1,311,997.00
Total Funds:	\$35,193,100.00