**Test of Change Program**

**Proposal Template 2021-22**

Template Ver 0.1 September 20, 2021

# Project Funding Objectives

The Ministry of Health (MOH) has approved up to $4.5M each year in FY2021-22 and FY2022-23 to support approved Ontario Health Teams (OHTs), In Development Teams, and other health care organizations that want to design and test a digitally enabled innovation that has the potential to improve patient access, experience, and health care outcomes. This funding is intended to support the recovery of the health system by transforming how care is delivered and building OHT digital maturity. It is targeted at health care innovators within OHT and In Development Teams that have the capacity and willingness to lead a transformational project with the potential for spread and scale.

Ontario Health (OH) is inviting proposals for innovative two-year projects up to March 31, 2023, that align with one or more of the following health system recovery and OHT priorities:

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| **Innovation Theme** | **OHT Priorities** |
| Population Health | * Design a proactive program based on risk stratification for a population cohort e.g., mental health and addictions, chronic disease, or frail seniors)
* Design upstream engagement strategies, such as a screening, prevention, and disease self-management program, for a target population
 |
| Next Generation Health Care | * Increase patient access to the appropriate level of care
* Improve patient safety and quality of care
* Transform care coordination, transitions, and recovery at home
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| Person-Centred Digital Health | * Enable patient self-management
* Improve patient-reported experience and outcome measures
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Proposals will be evaluated according to their degree of alignment with and impact on OHT priorities, innovativeness, cost, potential for scalability and implementation risk.

The objectives of this funding include:

* Supporting OHT-led projects that align with health system recovery and OHT development priorities.
* Creating opportunities for health system innovators that are committed to transformative change.
* Testing digitally enabled innovations that have the potential to significantly improve patient access, experience, and population health outcomes.
* Measuring and evaluating innovations against Quadruple Aim objectives to determine potential for spread and scale.
* Facilitating collaboration and knowledge exchange across OHTs and regions.

# Completion Instructions

* Before completing this template, interested health service providers should work with their Ontario Health Regional Digital Health Lead to discuss whether a potential initiative meets the criteria and the needs of their OHT and community.
* Health care organizations that are members of an Approved OHT, In-development OHT or Multi- OHT proposals must complete the OHT section below.
* Ontario Health can be engaged during proposal development as a subject matter expert on program and care model design.
* All proposals must be approved by the appropriate Ontario Health Region prior to being submitted to the Ontario Health Digital and Virtual Care Secretariat for proposal funding review and funding approval.

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| Enter Title of Proposal Here |

## Applicant Information

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| **Ontario Health Region submitting Proposal**(check more than one for multi-region proposals): | [ ]  **Toronto Region** (Toronto Central LHIN)[ ]  **Central Region** (Central, Mississauga Halton, Central West, and North Simcoe Muskoka LHINs)[ ]  **East Region** (Champlain, South East, Central East LHINs)[ ]  **West Region** (Waterloo Wellington, South West, Erie St. Clair, Hamilton Niagara Haldimand Brant LHINs)[ ]  **North Region** (North East and North West LHINs) |
| **Ontario Health Regional Transitional Lead:** | Enter Name |
| **Submitted by:** (Name of Ontario Health Regional Digital Lead) | Enter Name |
| **Submitting OHT and/or Heath Service Provider** | Enter OHT or HSP Name |
|  | Enter Key Contact Name and email |
|  |  |
| **Transfer Payment Recipient**All proposals must have a health service provider organization sponsor that the region deems suitable to manage the project, and to which the funding can be flowed from Ontario Health according to existing financial processes. For OHT proposals, the funding recipient should be the OHT fundholder or designate. The health service provider organization identified below is agreeing to enter into an agreement with Ontario Health to manage and flow the funds to any other organizations and vendors involved in this project. Any vendor agreements will be between the health service provider organization and the vendor. |
| **Legal Name of Transfer Payment Recipient:** | Enter Legal name of Sponsoring organization to be named in the Notice of the Transfer payment Agreement |
| **Executive Contact at Sponsoring Organization to be named in the Notice of the Funding Agreement.** | Enter Name, Position |
| Enter email address |
| Enter phone |
| **Senior Financial Contact (CFO, CAO) at Sponsoring Org to respond to required requests related to the Funding Agreement.** | Enter Name, Position |
| Enter email address |
| Enter phone |

## OHT Guidelines

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| **OHT Guidelines (if not applicable, move to next question)**Submissions from one or more approved OHTs or in development teams must demonstrate that their proposals align with the OHT model. Examples of ways proposals can demonstrate alignment with the OHT model include the following. Please check all that apply. |
| [ ]  Has the proposal been developed by the OHT according to processes outlined in their Collective Decision-Making Arrangement(s) and submitted with the OHT as signatory (e.g., leadership council)?[ ]  Does the proposal align with OHT priorities and OHT-specific performance indicators?[ ]  Does the proposal involve an active collaboration between OHT members? [ ]  Will the funds be flowed to and managed a fundholder nominated by the OHT on behalf of all beneficiary OHT members? [ ]  Does the proposal align with ministry direction to In Development teams, if applicable, (e.g. to join with other teams)? |
|  |
| **Please describe how the program aligns with OHT Model, including names of OHTs involved (max. 2 paragraphs).** |
| Summarize here |
|  |

## Proposal Details

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| Summarize in 3-4 paragraphs the scope and objectives of your proposal including how your proposed program meets the program requirements (see Appendix A and B). In your summary, please describe the problem you are trying to solve and your proposed plan (“theory of change”) to transform how health care is delivered using technology, data and/or clinical process re-design, including any supporting evidence that has informed your planning. Please include a funding request for FY2021-22 and FY2022-23 (maximum 4 paragraphs). |
| Describe here  |
|  |
| Describe your target patient population and how you will engage them in your project. Please provide an estimated number of patients and caregivers that will benefit from the project by March 31, 2023 (maximum 2 paragraphs).  |
| Describe here |
|  |
| Describe your implementation plan and key milestones by phase up to March 31, 2023 (see Section F). Please identify partners that you will engage in the design phase of the project and how you will use innovation principles (rapid iteration, prototyping). Please propose one or more measurable performance measures that you will use to test your innovation (maximum 3 paragraphs). |
| Describe here |
|  |
| Describe how you will collaborate with OHTs across your region to share knowledge and build capacity throughout your project (maximum 2 paragraphs)  |
| Describe here  |
|  |
| ☐ Indicate if you will be offering French language services |
| [ ]  Indicate agreement to participate in an evaluation |
| [ ]  Acknowledge funding is for up to March 31st, 2023 |

## In-Kind Support

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| **Identify the value of in-kind support received from OHT, Health Care Organization or the regions. Clinical staffing requests must be matched with clinical in-kind contributions.** |
| **Type of Contribution** | Name of the Organization/ Contributor of In-Kind Resources | Value of the Contribution in the upcoming fiscal year during until March 31, 2022. |
| Change Management | Enter name here | Enter Total ($) |
| Project Management | Enter name here | Enter Total ($) |
| Clinical Staffing Costs | Enter name here | Enter Total ($) |
| Other | Enter name here | Enter Total ($) |
| Other | Enter name here | Enter Total ($) |
| Other | Enter name here | Enter Total ($) |
| **Total – In-Kind Contributions** | Enter name here | **Enter Total ($)** |

## Funding Request to Ontario Health for 2021/2022

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| --- |
| **Funding request to Ontario Health for 2021/22** |
|  | **One time funding requested**  | **Comments/Assumptions** |
| **Infrastructure Costs:** |
| **Solution licensing costs** | Enter Total ($) | Comments here |
| **Technical services** (e.g., technical support) | Enter Total ($) | Comments here |
| **Project Management** | Enter Total ($) | Comments here |
| **Change Management** | Enter Total ($) | Comments here |
| **Marketing / Communications / Web design** | Enter Total ($) | Comments here |
| **Hardware costs** | Enter Total ($) | Comments here |
| Other | Enter Total ($) | Comments here |
| Other | Enter Total ($) | Comments here |
| Other | Enter Total ($) | Comments here |
| **Operating Costs:** |
| **Staffing costs** (with assumptions) - i.e., payment for backfilled clinical resources Clinical staffing requests must be matched with clinical in-kind contributions. | Enter Total ($) | Comments here |
| **Administrative costs** | Enter Total ($) | Comments here |
| Other | Enter Total ($) | Comments here |
| Other | Enter Total ($) | Comments here |
| Other | Enter Total ($) | Comments here |
| **Total – Expenditures** | **Enter Total ($)** |  |
| **Comments:** | Comments here |

## Timing & Milestones/Deliverables

The funding will be available for FY 2021-23 following approval and the signing of an agreement with Ontario Health. Note your earliest start date and the deliverables and timelines within the funding period. Please deliverables and milestones for an 18-month period (to March 31, 2023)

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| --- | --- |
| **Describe Milestones/Deliverables** | **Timeline (i.e. 2 weeks, 4 weeks)** |
| Phase 1: Design (by March 31, 2022) |  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Phase 2: Test (by September 30, 2022) |  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Phase 3: Expand (by March 31, 2023) |  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |
| Milestone/Deliverable | Describe here  |

**Appendix A – Program Requirements**

To be considered, all successful proposals **must**:

* Be led by an OHT, In Development Team or health care organization who would agree to signing a funding agreement with Ontario Health that includes performance targets and reporting requirements. See OHT proposal guidelines below;
* Demonstrate alignment with one or more health system or OHT priorities outlined in Section 1 (Introduction);
* Propose a new or enhanced program or service that involves an innovative use of technology, data, or clinical process re-design to transform health care delivery;
* Provide a theory of change that describes what problem your proposed innovation is intended to solve (see Section 4 for examples). Applicants should include any available primary or secondary evidence supporting the change theory;
* Provide one or more quantifiable performance measure and associated targets (see Section 4 for examples);
* Provide a proposed 18-month implementation plan up to March 31, 2023, with key milestones for each project phase. See project implementation guidelines below;
* Provide a proposed budget for FY2021-22 and FY2022-23;
* Provide an estimate of the number of patients and caregivers that can be supported;
* Be willing to participate in an evaluation;
* Be reviewed, submitted, and endorsed by the OH region; and
* Acknowledge that funding is only available for FY 2021/22 and FY 2022/23.

**Appendix B – Additional Criteria**

All proposals **should** align and demonstrate strong potential for making an impact on one or more of the following provincial priorities when scaled. Ontario Health welcomes comprehensive proposals that align with multiple priorities.

***Population Health Management***

OHTs are responsible for improving the health of their attributed populations. The goal of projects in the population health management stream is to design and implement an innovative approach to managing an attributed population or population segment through **proactive engagement**. The proposal should demonstrate:

* Collect and/or consolidate strategic data assets (specifically non-traditional health/clinical data such as social or behavioural) to better understand population characteristics and anticipated care needs
* Explore and apply risk-based stratification methodology to segment attributed population or an OHT priority population
* Develop a solution to support identification, profiling and service design for attributed or targeted population (if applicable)
* Develop universal assessments or surveys across various care settings for screening, prevention, and health promotion (if applicable)
* Develop process for individual care plans, ideally led by a care coordinator or incorporating shared care accountability, or services stratified with risk-stratified population segments
* Leverage population health data to inform neighbourhood level interventions based on social determinants of health (if applicable)
* Measure and monitor the impact to population health indicators e.g., screening rates, life expectancy, or disease prevalence

OHTs are encouraged to review available OHT resources and on-the-ground supports prepared by the [Rapid Improvement Support and Exchange (RISE)](https://www.mcmasterforum.org/rise) team to help approved OHTs re-design care for their target populations using population health management approaches.

OHTs can use the Year 1 Design Phase to lead data enabler initiatives such as their Harmonized Information Management Plan (HIMP) to support population health analyses. Similar activities may include strategic data acquisition, data integration, data sharing agreements, or population segmentation methodologies.

The Ministry is also considering additional policy tools that would enable health information custodians within a designated OHT to share personal health information with one another for planning and analytic purposes that meet OHT objectives.  Interested OHTs who are ready to act as system leaders in meeting the objectives for better integrated care would be asked, as part of this project, to work with the ministry and Ontario Health to inform these policy tools as we work towards leveraging personal health information for secondary uses such as population health, pending the regulation and meeting requirements for information sharing.

***Next Generation Health Care***

OHTs are responsible for transforming how care is coordinated and delivered to their attributed population. The goal of next generation health care projects is to demonstrate how digital solutions and data can be used to transform clinical processes, quality of care, care coordination, transitions and recovery at home. The proposal should demonstrate how their innovation intends to:

* Leverage data or technology to enhance clinical decision making (diagnosis, assessment, or treatment); or to offer a safer or more efficient alternative or reduce error
* Measure and monitor quality improvement (QI) indicators such as health outcomes, wait times, accuracy, associated costs, or avoidable visits/revisits.

Examples of next generation solutions that can be leveraged include (but are not limited to) artificial intelligence, IoT (‘Internet of Things’), machine learning, or image recognition for screening and detection; virtual reality or video games for recovery or rehabilitation; or augmented reality to support diagnostics and patient monitoring.

***Person-Centered Digital Health***

OHTs are responsible for measuring and improving the patient experience, including enabling patient self-management of their care planning and overall health. The goal of person-centered digital health projects is to increase patient autonomy and empowerment to take a more active role in their health. The proposal should demonstrate how their innovation intends to:

* Leverage personal devices or apps to promote targeted healthy behaviours e.g., reduce substance abuse, encourage health eating, or fitness and wellness goals; or
* Leverage wearable devices for biometric data collection or self-reported assessments to enable self-care/monitoring or symptom management, supported by the proper education
* Measure and monitor the impact on health outcomes such as quality of life or avoidable visits

**Technology and Data:**

* Proposals can include requests for funding for reasonable digital health technology costs, including development, testing, hardware and/or software, solution licenses, set-up, or configuration costs, as well as data acquisition and integration costs that will directly support and enable the proposed health care innovation.
* Digital solutions used to support eServices (eReferral or eConsult) or surgical wait list management as well as life science innovations and non-digital medical devices are ineligible for funding.
* Requests for funding for commercial off-the-shelf solutions that are commonly used, e.g., virtual care video or secure messaging, in Ontario must clearly demonstrate how the solution will be used to support a health or clinical process innovation.