

Central East Local Health Integration Network

Voluntary Integration Process and Requirements Guide

June 2009

Engaged Communities.
Healthy Communities.

Central East LHIN: Voluntary Integration Process and Requirements

Feedback related to this Guide can be forwarded to:

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Central East LHIN: Voluntary Integration Process and Requirements

Purpose

The purpose of this document is to describe:

1. The process for Central East LHIN funded health service providers intending to voluntarily integrate services.
2. The requirements for preparing and submitting a Notice of Intended Voluntary Integration.

Introduction

A health service provider may take the initiative to integrate services. If the intended integration involves services that are at least partially funded by the Central East LHIN, the health service provider must provide the Central East LHIN with “notice” before taking further action toward the integration. In response to the notice, the Central East LHIN is given the authority under the Local Health Services Integration Act, 2006 (LHSIA) to decline all or part of the health service provider initiated voluntary integration if it is considered to be in conflict with the Integrated Health Services Plan (IHSP) or the public interest.

All health service providers funded by the LHINs are subject to integration. These service providers include hospitals, Community Care Access Centres, Community Health Centres, mental health and addictions agencies, community support services agencies, long-term care homes, etc.

The LHSIA (Section 24) provides that each local health integration network and each health service provider shall separately and in conjunction with each other identify opportunities to integrate the services of the local health system to provide appropriate, co-ordinated, effective and efficient services.

Defining Integration and Affected Services

Under the LHSIA, which forms the legal framework for LHINs, the definition of “integrate” includes:

- Coordinating services and interactions between different persons and entities.
- Partnering with others in providing services or in conducting operations.
- Transferring, merging or amalgamating services, operations, or entities.
- Starting or ceasing to provide services.
- Ceasing to operate, dissolving or winding-up operations.

The LHSIA (Section 23) broadly defines a “service” to include all services or programs provided by health service providers to the public. Health care services affected by integration can include:

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- A service or program offered directly to people (e.g., home care services)
- A service or program that supports a direct service (e.g., laundry services in a hospital)
- A function that supports an organization that provides either a direct or a supporting service or program (e.g., payroll services provided to nursing homes).

A formal request of the Central East LHIN to voluntarily integrate services is called a **Notice of Intended Voluntary Integration**. A positive response to one or more of the following questions is an indication that a Notice may need to be prepared:

- Is the service to be integrated funded at least in part by the Central East LHIN?
- Does the integration involve starting a new service, ceasing to operate, dissolving or winding up existing services/operations by a health service provider?
- Is there one or more Central East LHIN funded health service providers involved in the intended integration?
- Does the contemplated integration have an impact on patient/client care?
- Does it have an impact on the population of the Central East LHIN in terms of access, choice equity, quality, timeliness, continuity and coordination of services, or health outcomes?
- Does it have an impact on the goals of the Central East LHIN IHSP?
- Does the proposed integration have an impact on the health service provider's accountability agreement with the Central East LHIN?
- Does the proposed integration have an impact on the health service provider's governance or a service/program it is delivering?

Process for Voluntary Integration

Typically, health service providers considering an integration of services are first required to submit to the Central East LHIN a Health Service Integration Pre-proposal (HSIP). The review of the HSIP enables a preliminary assessment of any request or activity contemplated by a health service provider that requires the Central East LHIN's approval. The Central East LHIN will use the HSIP to obtain a basic understanding of the proposed integration and provide assistance to the health service provider with the specific process and requirements to formally proceed with a voluntary integration that commences with a formal Notice of Intended Voluntary Integration.

Completion and submission of a HSIP does not constitute formal "notice" of a proposed integration as contemplated by Section 27 of the LHSIA. For the HSIP form and instructions on completing the form, please go to the Central East LHIN website at: <http://www.centraleastlhin.on.ca/Page.aspx?id=1856>

For voluntary integration proposals that have their origins in a Central East LHIN endorsed report, i.e. Hospital Clinical Services Plan, Emergency Department Task Group Report,

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Alternate Level of Care Systems Issues and Recommendations, etc., there will already be a preliminary understanding of the proposed integration. In these voluntary integration cases health service providers are not required to submit a HSIP and can commence the integration process with the Notice of Intended Voluntary Integration.

To formally notify the Central East LHIN of a voluntary integration a health service provider will prepare a Notice of Intended Voluntary Integration and submit it to the Chief Executive Officer (CEO) of the Central East LHIN.

Upon receipt of a complete Notice of Intended Voluntary Integration, the LHIN is required to follow the detailed procedural requirements set out in Section 27 of LHSIA. Depending on the outcome of its review of the Notice of Intended Voluntary Integration, the LHIN has two options.

1. The LHIN may agree within 60 days of receipt of a complete Notice of Intended Voluntary Integration that the voluntary integration may proceed, at which point the process initiated by being served notice by the health service provider stops. The LHIN may notify the health service provider that it does not intend to issue a decision opposing the integration. If the health service provider does not hear from the LHIN it may, after 60 days following the date it gave the notice, proceed with the integration.

A LHIN's decision not to stop an intended integration does not prevent the LHIN from becoming involved in facilitating or negotiating the integration, nor does it prevent the LHIN from issuing a decision requiring the parties to undertake certain integration activities in relation to the intended integration.

2. The LHIN may conclude within 60 days of receipt of a complete Notice of Intended Voluntary Integration that it opposes part or all of the voluntary integration and can take steps to prevent the integration. At this point, the LHIN is required to notify the health service provider that it proposes to issue a decision opposing all or part of the intended voluntary integration, and share copies of the proposed integration decision with the health service provider and the public.

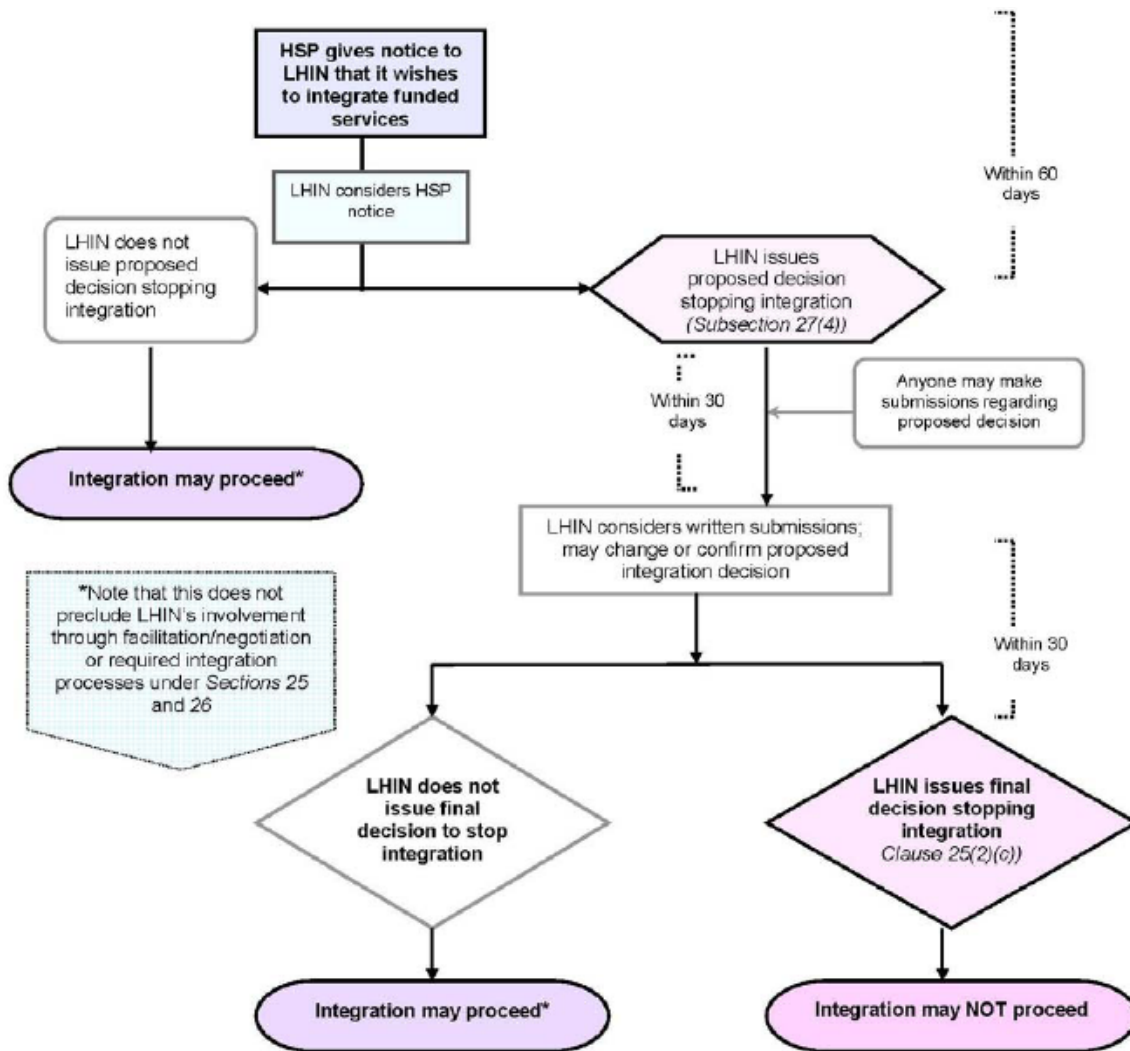
The LHIN is then obligated to receive written input about the proposed integration decision from all interested parties for a period of not less than 30 days from the date copies of the LHIN's decision is made public.

The LHIN has a further 30 days to review written input and may change or confirm its proposed integration decision. The LHIN may, if it considers it in the public interest to do so, exercise one of two options.

- It may issue an integration decision ordering the health service provider not to proceed with the intended voluntary integration.
- It may approve the health service provider to proceed with the intended voluntary integration.

If the LHIN does not issue a further decision within 60 days from the date the LHIN made copies of its proposed decision public (30 day period for public input and 30 day period to make a decision), the health service provider may proceed with the integration.

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Notice of Intended Voluntary Integration

A Notice of Intended Integration is requested to ensure the Central East LHIN has sufficient information to enable it to determine whether the proposed integration should proceed. The following requirements collectively form the Central East LHIN's requirements for a Notice of Intended Voluntary Integration:

1. Letter of Intention to Voluntarily Integrate *(sample letter provided in Appendix A)*

- Represents a formal notice of intended voluntary integration.
- Summarizes the intended voluntary integration.
- Identifies each of the health service providers involved.
- Provides the date of the notice, name of contact for further information.
- Signed by the health service provider CEO or other binding authority.

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2. Approval Letter from Boards

- Letter from the Board of Directors of each affected health service provider and, if applicable, any third party (non-health service provider), indicating approval of the intended voluntary integration.

3. Community Engagement/Consultation Report

- Description of the community consultation/engagement that has taken place and the outcomes.
- Evidence of community/stakeholders' support and listing of relevant concerns (risks) arising from the process.

4. Audited Financial Statements

- Most recent audited financial statements for each funded HSP involved in the integration.

5. Business Case *(sample Business Case template provided in Appendix B)*

- A comprehensive description, rationale and due diligence of options considered to arrive at the recommended intended voluntary integration. The business case should include the following:
 - Executive Summary – Description of the voluntary integration – approach recommended through the business case process. Identification of the health services providers involved, specific timing and implementation dates.
 - Environmental Scan - Profile of the population health relevant to the intended voluntary integration, provide an inventory of the available resources in the LHIN related to the integration, and assess need and system capacity as they relates to the integration.
 - Situational Assessment – In-depth analysis of the background - SWOT analysis (strengths, weaknesses, opportunities and threats) on all the issues identified through the environmental scan.
 - Desired Outcome – Description of the vision of the preferred end-state, goals, objectives and performance measures to demonstrate achievement of the desired end-state, alignment and support of the goals outlined in the Central East LHIN Integrated Health Services Plan.
 - Options Analysis – Description and analysis of all options considered including impacts on the population of the Central East LHIN and specific sub-populations (per community engagement process and other sources), labour and employment relations, volunteers, other health service providers, etc.
 - Recommendation – Recommended course of action based on the options analysed.

6. Project Charter *(sample Project Charter template provided in Appendix C)*

- A description of the key features of the plan to implement the recommended intended voluntary integration including:
 - Scope - Work that must be done to complete the project.

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- Goals, Objectives and Performance Measures – Details of what the integration is intended to accomplish.
- Timelines - A preliminary estimate for the duration of the integration initiative achieved by documenting the target completion dates for high-level project milestones.
- Costs/Resources – A preliminary estimate of the cost of the intended voluntary integration.
- Implementation Approach/Team – Identify who is needed to complete project deliverables and achieve its goals and objectives.
- Stakeholders – Identify the interests, needs of stakeholders and specific management strategies.
- Change management - Identify the impacts this intended voluntary integration will have on both the people and structures of the affected organizations.
- Communications management – Identify the communications needs of all parties/stakeholders associated with the integration.
- Risk analysis - Document high-level risks that could either positively or negatively impact the achievement of the integration.
- Critical success factors - Define key factors critical to the success of the integration.
- Key Assumptions/Constraints – Document external factors considered true, real or certain (assumptions) and factors outside the control of the project team, that restrict or regulate the integration (constraints).
- Sign-off - Once completed & signed-off, the charter forms the basis for detailed planning and future decision-making.

Contact for More Information

For additional information on the voluntary integration process and notice requirements please contact:

Barry Hyde, Lead - Central East LHIN Project Management Office
The Scarborough Hospital - Grace Division, 3030 Birchmount Drive, Toronto M1W 3W3

Tel: (289) 200-1062 e-mail: bhyde@tsh.to

Appendix A: Sample Letter - Notice of Intended Voluntary Integration

Date

[Prefix and name of CEO]
Chief Executive Officer
Central East Local Health Integration Network
Harwood Plaza, Suite 204A,
314 Harwood Ave. South,
Ajax, Ontario L1S 2J1

Dear *[Prefix and name]*,

Re: Notice of Intention to Voluntarily Integrate Services

Please accept this letter as formal notice of our intention to voluntarily integrate the *[describe the services to be integrated at a summary level]*. These services are provided by *[identify the names of the health service provider(s) currently involved in providing the services]*.

Included with this letter are the following additional documents which comprise the complete formal notice package:

- **Approval from the Board(s)** of each affected health service provider.
- **Community Engagement/Consultation Report** describing the process and results of community input.
- **Audited Financial Statements.**
- **Business Case** describing the intended/recommended voluntary integration and its rationale.
- **Project Charter** describing the key features of the plan to implement the intended voluntary integration.

For further information regarding this notice of intended voluntary integration please contact:

[name and title]
[business address]
[telephone and fax number]
[e-mail address]

Yours sincerely,

[Signature of health service provider CEO or other binding authority]

[Name of health service provider CEO or other binding authority]

Appendix B: Central East LHIN Business Case Template

Business Case

Add Subtitle Here

Note: This Business Case document is provided as a base template and may be adjusted as required to capture the points relevant to the specific voluntary integration opportunity. The Business Case pages can be extracted to a separate file or a separate template can be obtained from the Central East LHIN Project Management Office at <http://www.centraleastlhin.on.ca/Workspaces/Dynamic.aspx?id=6126&taxonomyid=6526> or by contacting Barry Hyde, Lead - Central East Project Management Office at (289) 200-1062 or bhyde@tsh.to

Table of Contents

Insert a Table of Contents based on the key headings in the document.

Executive Summary

This section (which should be written last) contains a clear and concise outline of the integration proposal, including the rationale for proceeding with your recommended option. It should be able to stand alone as logical, clear, and concise summary of the document and highlight key issues of which the reader should be aware. Focus on presenting the results of the analysis rather than the reasoning behind them; however, be sure to explain the purpose of the business case and the business justification behind the initiative.

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Background (Environmental Scan, Situational Assessment, etc.)

Environmental Scan

Profile of the population health relevant to the intended voluntary integration, provide an inventory of the available resources in the LHIN related to the integration, and assess need and system capacity as they relates to the integration. Also, analyze the current situation in all the following categories

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Political Environment

Emphasize government priorities and direction as it relates to the organization.

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Economic Environment

Describe the funding priorities and constraints.

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Organizational Environment

Describe current values, attitudes and beliefs in your organization. Describe the existing organizational vision or mission statements, as applicable. Document existing organizational structures affected by the proposed initiative.

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Social Environment

Describe the social needs currently being addressed by your organization. Describe in what way your organization's programs or services are vital to other organizations, or to the general public. Describe the current situation with respect to social aspect of service delivery. Identify the impact on the general public.

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Other Initiatives

Look at other similar initiatives within your organization, similar organizations and across jurisdictions.

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Business Processes

Examine the existing business processes that relate to your initiative.

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Technology

Examine the existing and needed technology as they could affect your initiative.

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Labour Relations

Examine the labour environment for trends or issues that may affect your initiative.

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Related Documentation

Ensure that you attach as an appendix (and refer to directly in the body of your analysis) any documentation that may be of use to the reader in understanding the background situation, i.e. organizational chart, supporting data, etc.

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Situational Assessment

Analyse the background in depth, by performing a SWOT analysis on all the issues identified through the environmental scan.

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Strengths

What are the specific strengths or advantages that your integration has? What does the unit likely to implement this project, do well? What relevant resources are available? What do you think stakeholders see as your strengths?

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Weaknesses

What could be improved? What are we less than great at? What limits are we aware of? What weaknesses will our stakeholders see? Which staff skills or interests are not being fully utilized?

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Opportunities

What are the positive opportunities given this integration project or change? What trends may impact this change?

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Threats

What specific obstacles will this integration effort face? Could any weaknesses or negative stakeholder perception threaten the integration?

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Stakeholder Assessment

Stakeholder List

List all potential stakeholders in the space below. A stakeholder can be defined as a group or individual:

- Who is critical to the achievement of the integration
 - Who is affected by the integration
 - Who has special knowledge or is part of networks related to the service being integrated
 - Who may be facing a similar issue as that proposed integration initiative
-
- [Bullet point]
 - [Bullet point]

Stakeholder Map

After determining all potential stakeholders, analyze and list each of them in a Stakeholder Map chart (next page) according to their perceived level of support and ability to impact the initiative.

Stakeholder Map

After determining all potential stakeholders, analyze and list each of them in the chart below according to their perceived level of support and ability to impact the initiative.

		← Level of Support for Initiative		
		High	Moderate	Low
↑ Impact on Initiative	High	•	•	•
	Neutral	•	•	•
	Low	•	•	•

Desired Outcome

Need, Problem or Opportunity Statement

The background analysis should have helped you identify needs, problems and opportunities arising out of the environment that should be addressed.

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Vision Statement

The vision statement should describe the future desired end state. Ensure your vision is tangible, desirable, feasible, flexible, focussed and simple. The vision should be aligned with and support the goals outlined in the Central East LHIN Integrated Health Services Plan.

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Goals, Objectives & Performance Measures

*Goals are high-level outcomes of your project that specify accomplishments to be achieved. Goals are broken down into objectives and deliverables. Objectives are clear statements of specific activities/tasks that must be performed to achieve the goals. Deliverables are tangible, verifiable outcomes that signify completion of objectives. Performance measures are used to determine if objectives have been completed. They check if the expected results have been successfully achieved. Ensure goals are **Specific Measurable Achievable Results-focused Time-bound** and a **Stretch**. Define your high and lower level desired outcomes for the project. State the performance measures which will be used to determine whether the objectives have been achieved.*

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Goals	Objectives/Deliverables	Performance Measures
1.	A.	•
2.	B.	•

Goals	Objectives/Deliverables	Performance Measures
3.	C.	•
4.	D.	•

Alignment of Goals to Organizational Strategies

Prove that the goals and objectives identified align to organizational strategies and the Central East LHIN Integrated Health Services Plan.

Body text Body text

Goals & Objectives	Organizational Strategies	Explanation of Alignment
1.	•	•
2.	•	•
3.	•	•
4.	•	•

Decision(s) Required

Clearly define the decision(s) to be made regarding the issue, need, problem or opportunity outlined above, and who will make these decisions.

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Options Analysis

Identify available options and analyze each option along the provided sections. Description and analysis of all options considered including impacts on the population of the Central East LHIN and specific sub-populations (per community engagement process and other sources), labour and employment relations, volunteers, other health service providers, etc.

Options Identification

Each option should outline a strategy that will fulfill the vision and goals of the initiative. Generally three to four different options are presented. Describe the strengths and weaknesses of each option outlined.

Option 1

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Option 2

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Option 3

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Option 4

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Program/Policy Analysis

Policy Issues

Analyze whether each option is aligned with the government's and CE LHIN strategy and objectives. Determine whether there is an impact on the achievement of the goals of the CE LHIN Integrated Health Service Plan. Determine if there is an impact on the province and the current manner in which programmatic service is being provided?

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Program Delivery/Service

Examine the program and service implications of each option. Consider the following questions, ideally as part of an engagement of the community.

- *What is the impact of the proposal on patient/client care and on the population of the CE LHIN in terms of access, choice, equity, quality, timeliness, continuity and coordination of services, and health outcomes?*
- *What is the impact of the proposal on specific subpopulations, diverse communities and any vulnerable populations in the CE LHIN?*
- *What are the downstream impacts of the proposal on health service providers and other entities in terms of capacity, services provided, continuity and coordination of services, population(s) served, and governance?*
- *What is the impact of the proposal on relationships, collaboration, and partnerships?*

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Performance Measures

Describe how each option will be monitored and reported on and against which standard(s) its success will be measured.

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Accountability/Governance

Describe the governance model and who will be accountable for each option.

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Infrastructure Analysis

Human Resources

Develop a workforce plan for each option and outline the relevant issues.

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Information Technology

Describe how IT will be used in each option.

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Accommodations

Describe the accommodations situation for each option.

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Cost/Benefit Analysis

Service Related Benefits

Describe all the service related benefits associated with implementing each option. Attach a financial figure to each benefit where possible, or describe the general financial impact.

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Cost Related Benefits

Describe all the cost related benefits associated with implementing each option. Quantify the benefits where possible.

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Additional/Other Benefits

Describe all the service related benefits associated with implementing each option. Attach a financial figure to each benefit where possible, or describe the general financial impact.

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Costs

Describe all the costs associated with implementing each option. Attach a financial figure to each cost where possible, or describe the general financial impact. You should also:

- *Identify separate costs related to managing the project, including:*
 - *Project management information systems*
 - *Accommodation for project management staff*
 - *Up to 6 months of transition funding—salaries & benefits for key project staff to facilitate proper project close-out*
 - *Transition to operations*
 - *Lessons learned & after action review*
 - *Sufficient funding for staff time to complete start-up and hiring*
 - *Legal costs*

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Impacts Analysis

Risk Analysis

Analyze the possible risks associated with each option.

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Communications

Analyze the communication implications of each option.

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Inter/Intra Government

Analyze the impacts of implementing each option on your organization, the CE LHIN and other organizations.

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Program Benefits

Describe the most important benefits associated with each option.

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Decision Factors

Briefly describe the factor(s) that most impact on the decision of which option will best provide a solution to the problem or need identified.

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Comparison of Options

Summarize the strengths and weaknesses of each option and how each option performs when looked at against the important decision factor(s). Clearly explain the costs, benefits and risks associated with each option.

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Recommendations

Recommendations

Based on your options analysis, recommend the course of action. It should logically flow from the comparison of options and reflect government priorities.

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Constraints

Make a list of all the constraints for the recommended option. Constraints are factors that are outside the control of the project team, that restrict or regulate the project. They limit available options and affect performance of the project.

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Assumptions

Make a list of all the assumptions for the recommended option. Assumptions are external factors that, at the time of writing the charter, are considered true, real or certain for purposes of planning. Certain unverified or unknown aspects that are likely to happen must be assumed as facts to proceed.

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Implementation Strategy (Optional)

(Optional: This section is not required if a Project Charter is completed. It is recommended that the Project Charter document is used as it provides a more comprehensive outline of requirements).

Outline the key features of the plan to implement the recommended option along the following categories.

Project Organization

Identify the project sponsor, project manager, steering committee, etc. overseeing and providing direction to the integration initiative.

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Scope

Scope describes project boundaries by defining what the project will and will not deliver. It identifies high-level goals and the work required to accomplish them. Provide detail as to ‘what is’ and ‘what is not’ included under the “IN Scope” and “OUT of Scope” sections. Describe what will be performed to accomplish the goals and objectives in accordance with the recommended option.

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“IN” Scope	“OUT” of Scope
<i>Describe specific items that WILL be included as part of the work performed by this project.</i>	<i>Describe specific items that WILL NOT be included as part of the work performed by this project.</i>
<ul style="list-style-type: none">•	<ul style="list-style-type: none">•

Project Deliverables

Based on the recommended approach and scope of the project, list the expected project deliverables. Deliverables are tangible, verifiable outcomes that signify completion of objectives. Performance measures are used to determine if objectives have been completed. They check if the expected results have been successfully achieved.

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Project Deliverables	Performance Measures
<ul style="list-style-type: none">•	<ul style="list-style-type: none">•

Project Timelines

Indicate when the project will take place. Provide a preliminary estimate for the duration of the project by documenting the target completion dates for high-level project milestones. Milestones are significant project events that usually signify completion of project phases or major deliverables. The milestones and target dates are typically used as the starting point for the development of the Project Schedule.

High-Level Milestones	Target Completion Dates
<i>List key milestones below. State milestones in past tense to signify achievement and completion. Include target dates for project kick-off and project end.</i>	<i>Provide preliminary estimates. Use 'Month, Year' format.</i>

Project Schedule & Budget

Based on the analysis of the recommended option, indicate the preliminary estimates for the duration and cost of the project. Indicate the source of funding. Identify the financial requirements based on the cost/benefit analysis and what impact this will have on expenditures and revenues. State any known or critical constraints.

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Project Stakeholders

Stakeholders are individuals or organizations that have a vested interest in the initiative. They are either affected by, or can have an effect on, the project. Anyone whose interests may be positively or negatively impacted by the project or anyone that may exert influence over the project or its results is considered a project stakeholder. All stakeholders must be identified and managed appropriately. Ensure recipients of and those impacted by change are also identified. Refer to 'Stakeholder Map' for more details'.

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Stakeholders	Interests & Needs	Management Strategies
•	•	•

Project Partners

Is this project carried out in partnership with other groups/organizations? Are there dependencies with other initiatives or projects? If yes, identify your partners below. Partners are individuals, groups or organizations who work together towards a joint interest to achieve common goals. Partnership involves shared objectives that are beneficial to two or more parties, but in which the parties play different roles. Keep in mind that effective partnering requires committed leadership, shared purpose and culture, clear governance and accountability, integrated planning, and on-going relationship management.

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Partners	Common Interests & Priorities	Roles & Responsibilities
•	•	•

Project & Change Management Approach

Determine the right project management approach to be taken based in its size and complexity. Also, define how the organization will approach and manage the changes brought about as a result of this project. How will the associated impact on people and the organization be managed?

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Legislative/Regulatory Changes

Describe any impacts the recommended option will have on existing or future legislation.

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Transition & Knowledge Management

Describe how the information and knowledge created and accumulated throughout the project will be managed, archived and/or transferred to operations. Describe specific strategies that will be implemented to manage transition of information, materials, staff and/or clients.

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Post Implementation Review

Describe how the recommended option will be evaluated and managed once the project is complete.

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Acceptance & Sign-Off

Identify the decision making body that will approve/reject this project. Obtain the appropriate signatures. Attach any conditions or requested changes to the information contained in the business case.

Prepared By:			
	<i>Name & Title</i>	<i>Signature</i>	<i>Date</i>
Approved By:			
	<i>Name & Title</i>	<i>Signature</i>	<i>Date</i>
Approved By:			
	<i>Name & Title</i>	<i>Signature</i>	<i>Date</i>

Appendix C: Central East LHIN Project Charter Template

Project Charter

Add Subtitle Here

Note: This Project Charter document is provided as a base template and may be adjusted as required to capture the points relevant to the specific voluntary integration opportunity. The Project Charter is required (recommended) if the Implementation Strategy section is not completed as part of the Business Case. The Project Charter pages can be extracted to a separate file or a separate template can be obtained from the Central East LHIN Project Management Office at <http://www.centraleastlin.on.ca/Workspaces/Dynamic.aspx?id=6134&taxonomyid=6528> or by contacting Barry Hyde, Lead - Central East Project Management Office at (289) 200-1062 or bhyde@tsh.to

Project Name:		Project Acronym or No.:	
Project Sponsor:	Project Coordinator:	Target Project Completion Date: YYYY/MM/DD	
Project Lead/Project Manager:		Version No.: x.x	Version Date: YYYY/MM/DD

Project Background

*Outline the context for the project by briefly explaining the current organizational environment. Provide necessary background to understand **why** the project was started. Under what circumstances was it initiated? Focus on relevant facts about the surrounding situation that are of importance to the project team, i.e. provide references to appropriate sections of the **Business Case** if one has been developed.*

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Project Scope

Project scope describes the work that must be done to complete the project. Define the scope of this project by documenting the project's purpose, benefits, as well as specific goals, objectives and deliverables in sections below. The information provided here will serve as the basis for making future project decisions and for confirming or developing common understanding of project scope among the stakeholders.

Project Purpose

*Explain the purpose of this project by describing, at a high-level, **what** will be done. What is this project aiming to achieve? What is its vision? What need or opportunity will it address? What problem will it solve?*

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Strategic Alignment

*Provide an indication of the project's strategic importance by describing the **linkages** to the Central East LHIN Integrated Health Service Plan (IHSP,) strategic directions, any emerging Ontario government/ministry priorities or other organizational strategies. Any association with other strategic projects or initiatives can also be referenced. Also, show how this initiative is supported.*

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Project Benefits

*Identify specific **results-based** benefits that can be expected as a result of completing this project. List specific metrics and targets to be achieved, if known.*

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Goals, Objectives & Performance Measures

Provide the details of **what** this project aims to accomplish by listing its specific goals, objectives and deliverables. State the goals in terms of high-level outcomes to be achieved. Identify specific objectives/deliverables for each goal listed. Objectives are clear statements of specific activities/tasks that must be performed to achieve the goals. Identify both project product/service and people/organization change objectives. Deliverables are tangible, verifiable outcomes that signify completion of objectives.

Performance measures are used to determine if objectives have been completed. They check if the expected results have been successfully achieved. Define goals and objectives in SMARTS terms. Effective goals are:

- Specific - the staff member should know exactly what is expected
- Measurable - measurements are established so both the manager/ staff can monitor performance or progress toward meeting goals
- Achievable - the goal is not just a wish, it has a basis in reality
- Results Focused - the goal is focused on accomplishments, not activities
- Time Bound - the goal has a specific deadline or time frame for accomplishment
- Stretch - the goal will be a challenge to meet, not an automatic accomplishment

Goals	Objectives/Deliverables	Performance Measures
<p>List all goals to be achieved by the project – ensure alignment with project purpose. Goals should expand on your Vision Statement, specifying the accomplishments to be achieved if the vision is to become real.</p>	<p>For each goal, list specific objectives and/or deliverables that will signify achievement of goal when finished.</p>	<p>For each objective/deliverable, list the measures that will be used to evaluate success of results achieved.</p>
<p>EXAMPLE <u>GOAL:</u> Improved accessibility of quality health care services for seniors with 2 years</p>	<p><u>OBJECTIVE:</u> Open/relocate seniors services along public transportation routes <u>DELIVERABLE:</u> Seniors rehabilitation services relocated closer to public transportation stops</p>	<p><u>PERFORMANCE MEASURE:</u> Increase in the number of seniors services relocated within 100M of public transportation stop</p>

Project Costs

Indicate how much will it cost to complete the project. Provide a preliminary estimate of the project's budget by listing key expense categories and providing target cost figures. Indicate the fiscal years during which these costs will be incurred. Adjust budget categories to match the needs of your project. Note: benefits and ODOE are expressed as an estimated percentage of salaries and wages.

Project Budget.

Category	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	TOTAL
Salaries and Wages				
Benefits (% of S&W)				
ODOE (% of S&W)				
Materials/Equipment				
Office Space/Facilities				
Training/Development				
Consultants				
TOTALS				

Funding Source

Identify source of funding for this project (i.e. ongoing base funding, one-time, special allocation, etc.). Indicate whether project costs will be absorbed by an existing organization (i.e. covered by current organization budget) or if separate source of funding is required. Where known identify any alternate or non-traditional sources of funding (i.e. cost recovery, special initiative funding, etc.).

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Project Team

Identify who is needed on the core project team to complete project deliverables and achieve its goals and objectives. What skills, knowledge and experiences are required? Consider the need for special expertise to deal with people and organization change challenges. Use table below to indicate who will be part of the core project team and who will be brought-in as required. Further details, including the source of resources and an explanation of how they will be recruited, hired, trained, developed and managed can be provided in a separate Human Resource Management Plan.

Team Member, Organization <i>(Examples inserted, try to be specific with the name of the person if possible)</i>	Role on the Project	Required Involvement	
		Estimated Duration	Level of Effort
<ul style="list-style-type: none"> • Members (or designates) of relevant Central East LHIN Networks or Planning Partnerships • Other HSP Networks • Family Physician • Specialist Physician • HSP Agencies • Consumer/Caregiver • LHIN Communications Team • MoHLTC Representatives 			

Project Partners

*Is this project carried out in partnership with other groups/organizations? Indicate **who else**, in addition to those listed as project team members above, committed to contributing to this project. Partners are individuals, groups or organizations who work together towards joint interests to achieve common goals. Identify shared, mutually beneficial objectives below and the contributions of each partner. Details of each partnership are typically provided in a separate document, such as a Memorandum of Understanding (MOU) or Service Level Agreement (SLA).*

Partners	Common Interests & Priorities	Roles & Responsibilities
<i>Identify your partners. List names, groups or organizations.</i>	<i>State shared objectives and identify priorities for each partner listed.</i>	<i>List roles. What commitments have been made? Have MOUs or SLAs been signed?</i>

Project Stakeholders

Stakeholders are individuals or organizations that have a vested interest in the initiative. They are either affected by, or can have an affect on, the project. Anyone whose interests may be positively or negatively impacted by the project, or anyone that may exert influence over the project or its results is considered a project stakeholder. All stakeholders must be identified and managed appropriately.

Stakeholders	Interests & Needs	Management Strategies
<i>Identify your stakeholders. List names, groups or organizations.</i>	<i>Why are they stakeholders? How are they involved? List interests.</i>	<i>How will the project manage expectations & meet their needs and requirements?</i>

Other Related Projects & Initiatives

Project/Initiative	Interdependency & Impact
<i>List the project or initiative.</i>	<i>State the dependency and indicate how the dependency impacts your project.</i>

People & Organization Change Impacts

Identify the impacts this project will have on both the people and structures of the affected organizations. Who will be impacted (both positively and negatively) as a result of or during the execution of this project? Will there be changes to the current staffing levels, reporting structures or position classifications? What impact will this project have on current organization core values, standards, business processes, policies, procedures, technology and finances? Are there any security, legal or privacy implications that need to be considered? Will the project result in the creation of a new organization?

Description of Impact	Impact Management Strategies
<i>List the people and organization change impacts this project will have. Identify who/what will be impacted and provide a description of that impact.</i>	<i>List the strategies that will be adopted on this project to minimize the negative and maximize the positive change impacts of this project.</i>

Project Communications

Identify information needs of steering committee, project sponsor, project manager, team members, working groups, partners, stakeholders and others. List strategies for ensuring that the right information is provided to right audience in the most suitable and timely manner. Be sure to identify format and frequency of communication between the project manager and project sponsor regarding project status, performance, risks, issues, etc. Provide further details and describe how project information will be generated, collected, stored and communicated both internally within project team and externally with partners and stakeholders in a Communications Management Plan.

Audience	Information Needs	Format & Timing	Responsible
<i>To Whom? List recipients of the information.</i>	<i>What? State what information will be communicated.</i>	<i>How? When? How often? Explain method & frequency.</i>	<i>Who? Identify who will provide information.</i>
•			
•			
•			
•			

Project Risks

Consider what if... Document high-level project risks apparent at this point that could either positively or negatively impact the achievement of project goals and objectives. Indicate initial likelihood and impact. Focus on risks that are likely to happen and have significant affect on project success. Be sure to consider risks associated with people & organization change, knowledge management and transition to operations. Further details and a description of the approach that will be taken to identify, assess and respond to project risks can be outlined in a Risk Management Plan.

Risk	Likelihood	Impact	Risk Response
<i>List high-level risk events that pose threats or opportunities to the project.</i>	<i>Indicate Low/Moderate/High</i>	<i>Indicate Low/Moderate/High</i>	<i>Explain what will be done to avoid, transfer, mitigate or accept risks listed.</i>

Critical Success Factors

Define key factors that are critical to success of the project. These conditions must be satisfied to enable successful completion of project objectives and deliverables. Include significant events or decisions that need to take place. Whenever possible, ensure factors you list are measurable.

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Assumptions & Constraints

Assumptions	Constraints
<i>List the assumptions made to date. What did you have to assume to be true to complete the charter?</i>	<i>List project constraints. Consider time, budget, scope, quality, availability/skills of resources, priorities, etc.</i>

Sign-Off

The Project Charter must be approved & signed-off by the project sponsor before the project Definition Phase can be completed. The project manager, partners and team members also sign-off the charter. Once completed & signed-off, the charter forms the basis for detailed planning and future decision-making. It cannot be modified. Any changes to information contained in the charter must be documented using a formal Project Change Request and the associated process.

Project Sponsor

Sign-off by sponsor signifies that there is clear commitment on behalf of the sponsor to provide guidance & support and contribute necessary resources to complete project goals & objectives as outlined in the charter. By approving the project charter, the sponsor has understood what will be delivered and is in agreement with performance measures and success factors identified.

Name & Organization	Signature	Date

Project Lead/Project Manager

Sign-off by project manager signifies a commitment on behalf of the manager to plan, execute, monitor, control and complete the project in accordance with goals, objectives, requirements, assumptions and constraints outlined in the charter. By signing the charter, project manager has understood what needs to be done, what resources will be available, and how success of the project will be measured.

Name & Organization	Signature	Date

Project Partners

List names of project partners or representatives of partner organizations. Obtain appropriate signatures. Sign-off by project partners signifies that they have understood their roles & responsibilities as outlined in the 'Project Partners' section and there is joint commitment and agreement to proceed.

Name & Organization	Signature	Date

Project Team Members

List names of project team members. By signing the charter, team members confirm that they have understood their roles & responsibilities on this project and are committed to its successful completion.

Name & Organization	Signature	Date