



Association of Canadian Academic Healthcare Organizations
Association Canadienne des Institutions de Santé Universitaires

THE ABC'S OF AFPs ALTERNATIVE FUNDING PLANS AND CANADIAN ACADEMIC HEALTH SCIENCE CENTRES

An ACAHO Member Survey

June 2005



WHO WE ARE...

The Association of Canadian Academic Healthcare Organizations (ACAHO) is the national voice of Teaching Hospitals, and Regional Health Authorities who have overall responsibility for the academic mission (i.e., service provision, education & training, and research & innovation).

The Association is a member-based association that represents more than 40 teaching centres - which are a combination of teaching hospitals, and Regional Health Authorities who have jurisdictional responsibilities for teaching institutions. Members range from single hospital organizations to multi-site, multidimensional regional facilities.

The distinguishing characteristic of the members of ACAHO is that they have overall responsibility for the following activities:

- Providing Canadians with timely access to quality specialized health care services (and some primary care services).
- They represent all of the principal teaching sites for Canada's health care professionals. This includes all sixteen faculties of medicine (physicians), and other faculties of health (nursing, pharmacy and dentistry), and many colleges with technical and professionals in health including physiotherapy, rehabilitation therapists, laboratory technicians, respiratory therapists, speech therapists and social workers.
- They provide the large majority of infrastructure to support and conduct health research, medical discovery, knowledge creation and innovation.

OUR MISSION...

The mission of ACAHO is to provide effective national leadership, advocacy and policy representation in the three separate, but related, areas of:

- The funding, organization, management and delivery of highly specialized tertiary and quaternary, as well as primary health care services.
- The education and training of the next generation of Canada's health care professionals, and
- Providing the necessary infrastructure to support and conduct basic and applied health research, medical discovery and innovation.

THE ABC'S OF AFPS: ALTERNATIVE FUNDING PLANS AND CANADIAN ACADEMIC HEALTH SCIENCE CENTRES

PURPOSE

In an ongoing effort to keep members apprised of specific policy initiatives across the country, ACAHO regularly conducts informal member surveys on topics of strategic importance at the local level. This report contains the results of a March 2005 member survey on the topic of Alternative Funding Plans (AFPs).

BACKGROUND AND SURVEY METHODOLOGY

Recently, ACAHO received a request for information on the status of Alternative Funding Plans in Canadian Academic Health Science Centres. With this in mind, we surveyed members to develop a clearer understanding by asking the following three questions: 1) Do AFPs exist within your Teaching Hospital or Regional Health Authority? 2) If an AFP exists within your Teaching Hospital or Regional Health Authority, which departments or specialties are involved? and, 3) Has a formal evaluation been undertaken to measure the impact of AFPs in your Teaching Hospital or Regional Health Authority? If yes, what were the key findings of the evaluation?

Twenty-one ACAHO members responded to the survey:

*Vancouver Coastal Health Authority
Provincial Health Services Authority (British Columbia)
Capital Health (Edmonton)
Calgary Health Region
Saskatoon Health Region
London Health Sciences Centre
St. Joseph's Health Care (London)
St. Joseph's Healthcare (Hamilton)
Hospital for Sick Children
Sunnybrook & Women's College Health Sciences Centre
Baycrest Centre for Geriatric Care
Toronto Rehabilitation Institute
Kingston General Hospital
SCO Health Service (Ottawa)
Children's Hospital of Eastern Ontario
The Ottawa Hospital
McGill University Health Centre
Atlantic Health Sciences Corporation (New Brunswick)
IWK Health Centre (Halifax)
Capital District Health Authority (Halifax)
Eastern Regional Integrated Health Authority (Newfoundland)*

Please note that this survey employs the terminology "alternative funding plan". In the case where a comparable physician remuneration arrangement has been established but is otherwise recognized under a different name, the local title has been noted and any disparities described as available.

QUESTIONS, COMMENTS & FEEDBACK

Should you have any questions or comments regarding the content or methodology of this survey, please contact Emily Gruenwoldt, Senior Advisor, Research and Policy Development by telephone at 613-730-5818 ext. 324, or alternatively, via email at gruenwoldt@acaho.org.

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1) Do Alternative Funding Plans exist within your Teaching Hospital or Regional Health Authority?

| Teaching Hospital or Regional Health Authority | Yes/No | Comments |
|---|--------|---|
| Vancouver Coastal Health Authority | ✓ | Clinical Academic Service Contracts and Alternate Payment Programs exist at VCHA. |
| Provincial Health Services Authority (British Columbia) | ✓ | Both comprehensive academic clinical (clinical academic service contracts) and primary clinical contracts (alternate payment contracts) exist. |
| Capital Health (Edmonton) | ✓ | |
| Calgary Health Region | ✓ | The Alberta term for AFP is “alternative relationship plan” (ARP). It is the alternate funding and payment methodology for clinical insured patient services accompanied by a clear service agreement between the physician group and the regional health authority. Three ARPs have been established: sessional, contractual, and capitation. |
| Saskatoon Health Region | ✓ | <p>A variety of separate funding arrangements have been implemented over time in response to various “crises”. These are ad hoc and typically represent a conversion of FFS funding, in addition to academic funding. Some overhead items including CMPA may be rolled into the agreements. There are also some ‘non-academic’ areas where the region has been providing a variety of supplemental stipends to address FFS inadequacies.</p> <p>Most clinical areas in the academic environment have clinical practice plans that function as Alternative Payment Plans.</p> <p>An AFP is forthcoming for the Primary Health Centres. The first AFP to be developed in Saskatoon will be served by the Academic Department of Family Medicine. The provincial template contract for primary care physician services is currently being finalized.</p> |
| London Health Sciences Centre | ✓ | |

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| Teaching Hospital or Regional Health Authority | Yes/No | Comments |
|--|---------------|--|
| St. Joseph's Health Care (London) | ✓ | St. Joseph's is part of the London Academic AFP Phase 1 for all academic physicians. In addition there are AFPs for Neonatology, Geriatrics, and Paediatric Surgery. |
| St. Joseph's Healthcare (Hamilton) | ✓ | Physicians from St. Joseph's (Hamilton) participate in the Hamilton Academic Health Sciences Organization AFP Phase 1. |
| Hospital for Sick Children | ✓ | <p>HSC has one AFP that covers all pediatric specialties with the exception of Diagnostic Imaging and Paediatric Laboratory Medicine. There is one contract with the Alternative Funding Branch of the MOHLTC that covers the Departments of Paediatrics, Surgical Services and Psychiatry. Although there is one contract, the governance structure for the Department of Paediatrics and the Surgical Services is different.</p> <p>Additional details on the Department of Paediatrics AFP are available with the Career Development and Compensation Program (CDCP) document (including references to published articles) which can be found at www.sickkids.ca/paediatrics/ (follow the CDCP link).</p> |
| Sunnybrook & Women's College Health Sciences Centre | ✓ | Sunnybrook & Women's College Health Sciences Centre has a combination of full and partial AFPs. Full AFPs infer a defined income is guaranteed for a predetermined volume of work and that office support arrangements are included. |
| Baycrest Centre for Geriatric Care | ✓ | Baycrest physicians are participating in Phase 1 AFPs which include only funds for academic work (teaching and research that is not otherwise remunerated through other sources). |
| Toronto Rehabilitation Institute | ✓ | Toronto Rehab is participating in Ontario's Phase 1 AFPs. |
| Kingston General Hospital | ✓ | |
| SCO Health Service (Ottawa) | ✓ | |
| Children's Hospital of Eastern Ontario | ✓ | |

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| Teaching Hospital or Regional Health Authority | Yes/No | Comments |
|---|--------|---|
| The Ottawa Hospital | ✓ | Physicians at the Ottawa Hospital are participating in Ontario's Phase 1 AFPS. |
| McGill University Health Centre | ✗ | |
| Atlantic Health Sciences Corporation (New Brunswick) | ✗ | AFP and APP frameworks will be developed in the new round of physician compensation negotiations which are currently underway. |
| IWK Health Centre (Halifax) | ✓ | The IWK Health Centre's experience with alternative funding plans began in 1994 with the Department of Paediatrics. In 1998, other large medical disciplines joined alternative funding plans. |
| Capital District Health Authority (Halifax) | ✓ | <p>Nova Scotia has negotiated alternate funding arrangements with 40% of physicians across the province. There is some degree of variability around each arrangement. Many are akin to service contracts which guarantees income and re-negotiated with a small group of family practitioners (often in rural settings).</p> <p>The others are academic AFPS which are negotiated among a large group of specialty practitioners. In CDHA there are currently 8 groups of specialists on academic AFPS and 3-4 family physician groups.</p> |
| Eastern Regional Integrated Health Authority (Newfoundland) | ✓ | <p>A number of Alternative Payment Plans have been established, mostly in the area of Child Health.</p> <p>NB: Newfoundland's Medical Care Plan (MCP) uses the terminology <i>Alternative Payment Plan</i> to reflect alternative funding arrangements for physicians, using the existing fee-for-service funding within the physician services budget. <i>Alternative Funding Plans</i> require supplemental funding from the provincial government to add to the base physician services budget.</p> |

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2) If an AFP exists within your Teaching Hospital or Regional Health Authority, which departments or specialties are involved?

| Teaching Hospital or Regional Health Authority | Departments or Specialties involved in AFP |
|--|---|
| Vancouver Coastal Health Authority | Anaesthesia Arthritis Treatment Programs Cardiovascular Emergency Geriatrics Hematology Metabolic Diseases Neurosurgery Obstetrics/Gynaecology Orthopaedic Reconstruction Orthopaedic Trauma Pain Clinic Primary Care Rehabilitation Spine Student Health Services Thoracic Surgery |
| Provincial Health Services Authority (British Columbia) | Oncology Medical Genetics Paediatric and Obstetrical Anesthesia Critical Care Neonatology Perinatology Subspecialty paediatrics Paediatric surgery |
| Capital Health (Edmonton) | Paediatrics Medicine Neurosurgery Geriatrics Palliative Care |

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| Teaching Hospital or Regional Health Authority | Departments or Specialties involved in AFP |
|--|--|
| Capital Health (Edmonton) ...cont'd | Paediatric Intensive Care Neonatal Intensive Care |
| Calgary Health Region | <p><i>Sessional:</i></p> <ul style="list-style-type: none"> -Geriatrics -Family Medicine -Neurology -Psychiatry <p><i>Contractual:</i></p> <ul style="list-style-type: none"> -Neurosurgery -Paediatric sub-specialties -Internal Medicine sub-specialties -Cardiology -Psychiatry -Family Medicine <p><i>Capitation:</i></p> <ul style="list-style-type: none"> -Family Medicine |
| Saskatoon Health Region | Paediatrics Critical Care Emergency Medicine Neurosurgery Geriatrics Physiatrist |
| London Health Sciences Centre | <p>Paediatric Medicine Paediatric Surgery Trauma Team Leaders</p> <p><i>Phase 1 AFP Departments:</i></p> <ul style="list-style-type: none"> Anaesthesia Clinical Neurological Sciences Diagnostic Radiology & Nuclear Medicine |

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| Teaching Hospital or Regional Health Authority | Departments or Specialties involved in AFP |
|--|--|
| <p>London Health Sciences Centre...cont'd</p> | <p>Family Medicine Medicine Obstetrics & Gynaecology Ophthalmology Otolaryngology Pathology PMR Psychiatry Surgery</p> <p>Other Alternative Funding Arrangements: Neurosurgery, Emergency Medicine, and Gynaecologic Oncology. These specialties participate in the Phase 1 AFP as well. For the Phase 1 AFP, LHSC uses the University Department structure in the contract. In most cases the Chair of the Department is also the <i>city-wide</i> Chief (at both LHSC and SJHC).</p> |
| <p>St. Joseph's Health Care (London)</p> | <p>All academic physicians except Radiology in Phase 1 AFP Geriatric Medicine Neonatology Paediatric Surgery</p> <p>For the Phase 1 AFP, SJHC uses the University Department structure in the contract. In most cases the Chair of the Department is also the <i>city-wide</i> Chief (at both LHSC and SJHC).</p> |
| <p>St. Joseph's Healthcare (Hamilton)</p> | <p>Anaesthesia Family Medicine Laboratory Medicine Medicine Obstetrics and Gynaecology Psychiatry Surgery Paediatrics</p> |
| <p>Hospital for Sick Children</p> | <p>All paediatric specialties <i>but</i>: Diagnostic Imaging Paediatric Laboratory Medicine</p> |

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| Teaching Hospital or Regional Health Authority | Departments or Specialties involved in AFP |
|---|---|
| <p>Sunnybrook & Women's College Health Sciences Centre</p> | <p>Medical Oncology Gynaecologic Oncology Radiation Oncology Emergency Medicine Neurosurgery Regional Geriatric Program Trauma Team</p> <p><i>Phase I AFP Departments:</i> Anaesthesia Critical Care Medicine Family Medicine Laboratory Medicine (pending) Medicine and its subspecialties Newborn & Developmental Paediatrics Obstetrics & Gynaecology Ophthalmology Otolaryngology Psychiatry Surgery and its subspecialties</p> |
| <p>Baycrest Centre for Geriatric Care</p> | <p>Medicine Psychiatry Family Medicine</p> |
| <p>Toronto Rehabilitation Institute</p> | <p>All</p> |
| <p>Kingston General Hospital</p> | <p>All specialties <i>but</i> Radiology</p> |
| <p>SCO Health Service (Ottawa)</p> | <p><i>General Practitioners:</i> Complex Continuing Care Care of the Elderly Rehabilitation Palliative Care</p> |

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| Teaching Hospital or Regional Health Authority | Departments or Specialties involved in AFP |
|--|--|
| SCO Health Service (Ottawa) ...cont'd | <i>Specialists:</i> Physiatrists Internal Medicine |
| Children's Hospital of Eastern Ontario | All Departments |
| The Ottawa Hospital | Medicine Surgery ENT Anaesthesia Critical Care Emergency Medicine Lab Medicine Family Medicine Obstetrics and Gynaecology Psychiatry Rehabilitation Therapy Medical Oncology is part of the provincial Medical Oncology AFP; Radiation Oncology is part of the provincial Radiation Oncology AFP. |
| McGill University Health Centre | N/A |
| Atlantic Health Sciences Corporation (New Brunswick) | N/A |
| IWK Health Centre (Halifax) | Paediatrics Surgery Anaesthesia Diagnostic Imaging Dentistry |

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| Teaching Hospital or Regional Health Authority | Departments or Specialties involved in AFP |
|--|---|
| IWK Health Centre (Halifax) ...cont'd | Psychiatry Emergency Medicine (Only the Departments of Obstetrics and Gynaecology and Pathology are not included in the AFP) |
| Capital District Health Authority (Halifax) | Surgery Neurosurgery Otolaryngology Anaesthesia Critical Care Psychiatry Pathology Medicine |
| Eastern Regional Integrated Health Authority (Newfoundland) | A number of subspecialties within the Child Health area including: Paediatric Orthopedics Paediatric General Surgery Paediatric Ophthalmology Neonatology Paediatric Anaesthesia |

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3) Has a formal evaluation been undertaken to measure the impact of alternative funding plans in your Teaching Hospital or Regional Health Authority? If yes, what were the key findings of the evaluation?

| Teaching Hospital or Regional Health Authority | Yes/No | Comments |
|--|--------|--|
| Vancouver Coastal Health Authority | ✗ | Evaluations have been conducted on an informal basis. <ul style="list-style-type: none"> - AFPs assist with recruitment and retention - Academic productivity has been increased or at least maintained - Clinical services have been maintained - Continuity of service through physician job action provincially |
| Provincial Health Services Authority (British Columbia) | ✓ | Clinical Academic Service Contracts: <ul style="list-style-type: none"> - Assist with recruitment and retention - Academic productivity of already productive groups increased but remained constant for unproductive groups - Clinical services maintained Alternate Payment Contracts: <ul style="list-style-type: none"> - 85% of services are not workload driven (most are time based) - Academic productivity varies with clinical demands and ability to recruit - Generally not as successful as CASCs as they have not been competitive in contracted amounts |
| Capital Health (Edmonton) | ✓ | The Medicine AFP has been formally evaluated, although the findings have not yet been released. Informally, the overall impression is very positive. This AFP has increased recruitment and allowed greater support for academic activities. |
| Calgary Health Region | ✗ | Informally, the AFP improved: <ul style="list-style-type: none"> - physician satisfaction - physician recruitment and retention |
| Saskatoon Health Region | ✗ | |

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| Teaching Hospital or Regional Health Authority | Yes/No | Comments |
|--|---------------|---|
| London Health Sciences Centre | ✓ | While LHSC has not conducted a formal evaluation, the MOHLTC in Ontario completed an evaluation for all Phase 1 AFPs in the Fall of 2004. The Trauma Team Leader AFP was evaluated in 1996-97 and was highlighted as being successful in stabilizing Trauma manpower. This was found to be the case province-wide. |
| St. Joseph's Health Care (London) | ✓ | While SJHC has not conducted a formal evaluation, the MOHLTC in Ontario completed an evaluation for all Phase 1 AFPs in the Fall of 2004. |
| St. Joseph's Healthcare (Hamilton) | No response | |
| Hospital for Sick Children | No response | |
| Sunnybrook & Women's College Health Sciences Centre | × | |
| Baycrest Centre for Geriatric Care | × | Informally, AFPs have shown: <ul style="list-style-type: none">- satisfaction with remuneration- increased ability to recruit and retain physicians |
| Toronto Rehabilitation Institute | In process | Key findings are expected in December 2005. |
| Kingston General Hospital | ✓ | AFPs were a successful innovation in funding for AHSCs, creating financial stability, and positive effects for education and research. |
| SCO Health Service (Ottawa) | × | Informally, AFPs have: <ul style="list-style-type: none">- increased academic (mostly teaching) activities by the physicians- not shown a significant impact on recruitment or retention- increased clinical activity over the duration of the agreement |

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| Teaching Hospital or Regional Health Authority | Yes/No | Comments |
|--|---------------|---|
| Children's Hospital of Eastern Ontario | × | Informally, AFPs are very popular amongst the physicians. |
| The Ottawa Hospital | ✓ | The MOHLTC in Ontario completed an evaluation for all Phase 1 AFPs in the Fall of 2004. |
| McGill University Health Centre | × | |
| Atlantic Health Sciences Corporation (New Brunswick) | × | |
| IWK Health Centre (Halifax) | × | No formal evaluation framework is in place. |
| Capital District Health Authority (Halifax) | ✓ | Over the past year, the Nova Scotia Department of Health commissioned an audit of the Medicine agreement; the findings were quite favourable. |
| Eastern Regional Integrated Health Authority (Newfoundland) | No response | |

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CONTACTS:

| Teaching Hospital or Regional Health Authority | Contact Name | Coordinates |
|--|--|---|
| Vancouver Coastal Health Authority | Wendy Lo Analyst, Strategic Initiatives and Special Projects Medical and Clinical Innovation | 601 West Broadway Vancouver, BC V5Z 4C2 Ph: 604-875-4864 Fax: 604-875-4388 Wendy.Lo@vch.ca |
| Provincial Health Services Authority (British Columbia) | D.D. Cochrane VP, Medical Affairs and Quality | 700-1380 Burrard St, Vancouver, BC V6H 2H3 Ph: 604-875-3181 Fax: 604-875-3456 dcochrane@phsa.ca |
| Capital Health (Edmonton) | Tom Feasby VP, Health Research | 8440 112 th Street Edmonton, Alta T6G 2B7 Ph: 780 407 8004 Fax: 780 407 7481 TomFeasby@cha.ab.ca |
| Calgary Health Region | Rollie Nichol Associate Chief Medical Officer | 10101 Southport Road Sw Calgary, Alta T2W 3N2 Ph: 403-943-1282 Fax: 403-943-1294 rollie.nichol@calgaryhealthregion.ca |
| Saskatoon Health Region | Barry Maber Physician VP | 410 - 22nd Street East Saskatoon, SK S7K5T6 Ph: 306-655-3379 Fax: 306-655-3394 barry.maber@saskatoonhealthregion.ca |
| London Health Sciences Centre | Patricia Telfer Executive Director of AMOSO & Project Manager, AFP Project (London) LHSC/SJHC/UWO | Commissioner's Road East London, ON N6A 4G5 Tel: 519-685-8500, ext. 77714 Fax 519-667-6844 patricia.telfer@lhsc.on.ca |
| St. Joseph's Health Care (London) | Gillian Kernaghan VP Medical & Professional Affairs | 268 Grosvenor Street London, ON N6A 4V2 Ph: 519 646 6100 ext 62096 Fax: 519 646 6054 gillian.kernaghan@sjhc.london.on.ca |

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| Teaching Hospital or Regional Health Authority | Contact Name | Coordinates |
|--|--|---|
| St. Joseph's Healthcare (Hamilton) | Susan C. Hollis VP, Therapeutics and Corporate & Chief Financial Officer | 50 Charlton Avenue East Hamilton, ON L8N 4A6 Ph: (905) 522-1155 ext. 3884 Fax: (905) 521-6140 shollis@stjosham.on.ca |
| Hospital for Sick Children | Christine Van Klaveren Director Surgical Services and Medical Affairs | 555 University Avenue Toronto, ON M5G 1X8 Ph: 416-813-6398 Fax: 416-813-7369 Christine.vanklaveren@sickkids.ca |
| Sunnybrook & Women's College Health Sciences Centre | Peeter Poldre VP, Education & Medical Affairs | 2075 Bayview Avenue Toronto, ON M4N 3M5 Ph: 416 480 4112 Fax: 416 480 6033 Peeter.Poldre@sw.ca |
| Baycrest Centre for Geriatric Care | Tricia Staples Manager, Special Projects Medical Services | 3560 Bathurst Street Toronto, ON M6A 2E1 Ph: 416-785-2500 x2113 Fax: 416-785-2491 tstaples@baycrest.org |
| Toronto Rehabilitation Institute | Gaetan Tardif | 550 University Ave., Room 1009 Toronto, ON M5G 2A2 Ph: 416-597-3422 x 3009 Fax: 416-597-7090 Tardif.Gaetan@torontorehab.on.ca |
| Kingston General Hospital | Samuel K. Ludwin VP Research Development | 76 Stuart Street Kingston, ON K7L 2V7 Ph: (613) 549-6666 ext.3344 Fax: (613) 548-6042 ludwins@kgh.kari.net |
| SCO Health Service (Ottawa) | Frank-D. Knoefel Chief of Staff, VP, Affaires médicales, | 43 Bruyere Street Ottawa, ON K1N 5C8 Ph: (613) 562-4262 x4050 Fax: 613 562 6333 fknoefel@scohs.on.ca |

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| Teaching Hospital or Regional Health Authority | Contact Name | Coordinates |
|--|--|--|
| Children's Hospital of Eastern Ontario | Garry Cardiff President and CEO | 401 Smyth Road Ottawa, ON K1H 8L1 Ph: 737 2201 Fax: 613 738 4801 g.cardiff@cheo.on.ca |
| The Ottawa Hospital | Yawar Khan | 501 Smyth Road Ottawa, ON K1H 8L6 Ph: 613 761 4201 Fax: 613 761 5331 ykhan@Ottawahospital.on.ca |
| McGill University Health Centre | Henri Elbaz Directeur Generale | 3755 Cote St. Catherine Road Montreal, Que H3T 1M5 Ph: (514) 340-8222 ext. 5111 Fax: (514) 340-7530 helbaz@adm.jgh.mcgill.ca |
| Atlantic Health Sciences Corporation (New Brunswick) | Dora Nicinski President & CEO | 400 University Ave Saint John, NB E2L 4L4 Ph: 506-648-6700 Fax: 506-648-6364 nicdo@reg2.health.nb.ca |
| IWK Health Centre (Halifax) | Brian D. MacDougall VP, Operations and Support Services | 5850/5980 University Avenue Halifax, NS B3J 3G9 Ph: 902-470-6953 Fax: 902-492-1446 brian.macdougall@iwk.nshealth.ca |
| Capital District Health Authority (Halifax) | Susan E. Smith Director, Medical Services Administration | 1278 Tower Road Halifax, NS B3H 2Y9 Ph: (902) 473-4125 Fax: (902) 473-4315 SusanE.Smith@cdha.nshealth.ca |
| Eastern Regional Integrated Health Authority (Newfoundland) | Bob Williams VP Quality, Diagnostics, and Medical Services | Waterford Bridge Rd. St. John's, NL A1E 4J8 Tel: 709-777-1308 Fax: 709-777-1302 Hcc.wilr@hecsj.nf.ca |