

EXECUTIVE DIRECTOR

MAY 2024

Ashnoor Rahim
Executive
Director



STRATEGIC AND ANNUAL PLAN

We are excited to announce that the KW4 OHT strategic plan was approved by Members on April 15, 2024. The strategic plan is a forward-thinking and aspirational 5-year plan that is inspired by our Members and the communities we serve.

Engagement

As we developed our strategic plan, we remained committed to a robust and informed process, one that included engaging with a range of patients/clients/residents, families, care partners, health and wellness service providers, partners, and members of our community. In total, we had 1,441 engagement points including:

- 329 Survey Responses
- 773 Conversations
- 149 Focus Group Participants
- 190 Planning Session Participants

Understanding our Landscape

To help inform our strategic plan KW4 OHT completed an environmental assessment. This included a PESTEL analysis to understand Political, Economic, Social, Technological, Environmental, and Legal influences. Over 160 documents were analyzed in the preparation of this analysis. Documents ranged from official government publications such as briefings, legislation, publications from professional associations and bodies, official reports, relevant media releases, municipal census data, etc. We also conducted a SWOT analysis to understand our Strengths, Weakness, Opportunities, and Threats and we analyzed local demographic and health outcome data.

STRATEGIC AND ANNUAL PLAN

Vision, Mission, Values, Pillars

KW4 OHT's vision describes what we strive to become or accomplish in the future. It defines where we are heading and our long-term aspirations. Our mission describes our purpose and reason for existing and defines what we will do to achieve our vision. Our values are the important beliefs and principles that guide how we behave and make decisions. And our pillars represent the crucial elements required to deliver on our shared vision and overall strategy in the long term. These elements are not stand-alone deliverables and instead will be embedded in all our work.



**2024-2028
STRATEGIC PLAN**
Vision, Mission Values
and Strategic Pillars

VISION A community where everyone receives integrated health and social care, delivered by providers who share responsibility for the outcomes of their patients/client's care.	PILLARS Co-design person-centered models of care by ensuring the diverse perspectives of clients, patients, families, care partners and community are heard, valued, and understood.
MISSION Advance health and social care services to maximize collective impact, optimize patient, family, and care partner experiences, improve provider experience, and achieve better health and wellbeing for those accessing services in our community.	Integrate equity-driven approaches by embedding an equity, inclusion, diversity and anti-racism lens into our work to reduce health disparities, particularly for underserved populations.
VALUES Partnerships Prevention Inclusivity Adaptability Accountability	KW4 ONTARIO HEALTH TEAM TRANSFORMING TOGETHER STRATEGIC PLAN 2024-2028

STRATEGIC AND ANNUAL PLAN

Priorities and Goals

KW4 OHT's has identified 3 strategic priorities and associated goals which provide general direction on what the KW4 OHT will focus on over the next 5 years to achieve our vision.

Achieving our vision will require the collaborative effort of every Member as we incrementally work towards achieving our goals over the next five years.



Our full strategic plan can be found [here](#) and a link to a short video can be found [here](#).

STRATEGIC AND ANNUAL PLAN

Annual Business Plan

Annually, KW4 OHT will develop a business plan, aligned to the strategic plan, to articulate in more detail the planned work that will be undertaken in collaboration with our partners in that specific year. We are excited to share that Members approved our 2024/25 annual plan on May 22, 2023.

The KW4 OHT 2024/25 annual business plan has been developed with the following considerations:

- Includes carry-forward initiatives from the 2023/24 annual business plan as applicable
- Includes first year strategic plan initiatives with performance indicators/milestones and targets
- Considers the 2024/25-2026/27 Ontario Health Team Agreement Objectives and Deliverables

Our annual business plan can be found [here](#)

We would like to extend our sincere gratitude to patients/clients/residents, families, care partners, health and wellness service providers, partners, and members of our community who have contributed to the development of the strategic plan and the annual business plan and look forward to transforming together to create a community where everyone receives the integrated care and support they need.



GENERAL UPDATES

PRIMARY CARE NETWORK – BOARD RECRUITMENT

The KW4 Primary Care Network (PCN) is currently recruiting for its inaugural board of directors to provide governance oversight, strategic insight, and leadership to advance primary health care in our region. The PCN Board will work also in collaboration with the KW4 OHT on shared goals.

The PCN is looking for diverse personal experiences, expertise, and backgrounds. They are seeking applicants who have demonstrated the highest personal and professional integrity and significant achievement in their field. Directors may also have an opportunity to join subcommittees to advance PCN initiatives depending on availability, interest, and skills.

Initial directors will be selected by the Nomination Committee composed of members of the Primary Care Network Development Committee and the KW4 OHT.

If you or someone in your network would like to learn about this opportunity, you can access the Board of Directors applications package here: [PCN Board of Directors Application Package](#). Applications are due by June 15, 2024.

Any questions can be directed to Rebecca Petricevic – rebecca.petricevic@kw4oht.ca



GENERAL UPDATES

Our KW4 OHT Team

Welcome to Lou Reidel

Lou Reidel joined the KW4 OHT as our Director of Finance and Corporate Affairs. With over 40 years in healthcare, most recently as Chief System Planning and Performance Officer at the Ontario Hospital Association, Lou strived to advance hospital funding and planning strategies and identify hospital funding annual needs for discussions with government. He was responsible for OHA's Thought Leadership Mandate on System Re-Configuration. This included an aggressive advocacy position of moving hospital funding for ALC beds to other healthcare settings (specifically home care) to improve hospital operations, emergency room performance metrics, system cost efficiency and most importantly, patient outcomes and experiences. He oversaw several OHA hospital member councils and was an OHA representative on over 100 committees that interacted with the Ministry of Health, Ontario Health, LHINS and other Association Providers.

Lou has lived in Waterloo, Kitchener, and Cambridge for most of his career.

HEALTH SYSTM UPDATES

Palliative Care Coach Funding Update

As mentioned in the February ED Report, Ontario Health encouraged organizations interested in adding a Clinical Coach role to existing palliative care teams to submit an expression of readiness. The KW4 OHT submitted a proposal under the leadership of Hospice Waterloo Region and other partners.

We are pleased to inform you that the KW4 OHT was successful in the application and has received one-time, multi-year (2024-2025 & 2025-2026) funding for the role of a Clinical Coach. The coach will guide the implementation of the Palliative Care Health Services Delivery Framework in the community, driving practice change with a focus on improving access to and quality of clinical care among participating community organizations (e.g., primary care, community health centers, retirement homes, etc.). This will align with the provincial directions established by Ontario Health.

Newcomer App FINAL Project Status Report

The objective of the Newcomer App project is to develop an app to improve Newcomer's ability to self-navigate local health and social services with accurate, up to date information. Our goal is to empower Newcomers to better participate in their own health and wellness journey and help guide them to the most appropriate care and support for their given circumstance, 24 hours a day, 7 days a week, in the language of their choice.

Executive Sponsor: Dr. Charmaine Dean, University of Waterloo
 Project Lead: Dr. Catherine Burns, University of Waterloo
 Project Manager: Aderonke Saba
Report Due Date: May 24, 2024

Overall Status	
Status	Comments (Comments required for a Yellow or Red Status)
Scope	
Schedule	
Budget	
Quality	
Legend	On Track At Risk Serious Concerns

Milestones		Legend	On Track	At Risk	Overdue	Complete	
#	Project Milestone	Status	Target Due Date (yyyy/mm/dd)	Revised Date (yyyy/mm/dd)	% Complete	Comment	
1	Approval of Project Charter	✓	2023/05/18	2023/06/30	100%	Completed.	
2	Project Kickoff	✓	2023/01/23	NA	100%	Completed.	
3	Project Agreement/ signed MOU by KW4 OHT and UW	✓	2023/03/01	NA	100%	Completed.	
4	Ethics Approval	✓	2023/05/03	NA	100%	Completed.	
5	Interview data findings/outcomes	✓	2023/10/31	NA	100%	Completed.	
6	Co-design findings/ Design document	✓	2023/12/30	NA	100%	Completed.	
7	Initial Prototype design	✓	2024/01/31	NA	100%	Completed.	
8	Prototype Evaluation report	✓	2024/04/30	NA	100%	Completed.	
9	Revised Prototype design	✓	2024/05/31	NA	100%	Completed.	
10	Hire Software development company/Programmer	✓	2024/01/01	NA	100%	Completed.	
11	App Development	✓	2024/04/30	NA	100%	Completed.	
12	Quality Assurance and Testing	✓	2024/05/31	NA	100%	Completed.	
13	Deployment and Support		2024/12/30	NA	0%	Not applicable given the modified scope of Phase 2. Will be a part of Phase 3.	
14	Field Evaluation of App		2024/12/30	NA	40%	Ethics extension was received for the project however ethics amendment to include the field study is under development.	
15	Phase 1 and 2 Project Closeout	✓	2024/04/21	NA	100%	Transition plan to Phase 3 (field evaluation) completed. The Project Closeout meeting is scheduled for May 30, 2024. Some achievements on the project include: PHASE 1. Needs Assessment and Requirement Gathering Environmental Scan of available apps in the market.	

					- Ethics Submission to the University of Waterloo Ethics and Waterloo Wellington Research Ethics Board Interview and Co-design Sessions. - Design of recruitment posters. - Translation of research materials to top languages spoken by newcomers to KW4. - Recruitment of newcomers to Canada in the last 5 years and organizations that serve newcomers for interview sessions. - Conducted interview sessions with 50 newcomers in 5 different languages and 13 organizations across different sectors. - Analyzed data from interview sessions to identify top needs of newcomers. - Recruitment of participants (newcomers and organizations) for co-design session. - Conducted a co-design session with 30 participants to design potential features of the app. Translation services were available during this session. - Analyzed data from the co-design session to identify top three features important to newcomers on the app. Visual Prototype Development and Evaluation - Developed a visual prototype (wireframe) of the app based on the data from the interviews and co-design sessions. - Recruitment of participants (newcomers and organizations) for prototype evaluation. - Conducted prototype evaluation sessions. - Iterations to the visual prototype based on feedback from evaluation sessions. PHASE 2- Modified - Developed and tested a working prototype for field evaluation. - Connected with organizations across various sectors for collaboration on the working prototype. - Showcased the working prototype at the World Summit AI conference in Montreal. The sustainability plan after the in-field evaluation of the working prototype will involve: - Promoting the value and impact of the app from the in-field evaluation to health and social service providers inclusive of settlement agencies and CHCs, Ontario Health, Think Tank at the University of Waterloo, and the Region of Waterloo through advertising and presentations, with the hope that one or more of these groups might be interested in pursuing it further. - Knowledge translation of findings about newcomer connections, co-design with newcomers and organizations, and newcomer interactions. - Publication based on the findings and lessons learned from an OHT perspective. We would like to thank the University of Waterloo for their leadership on this project, and all the organizations on the Leadership Action Committee for their contributions in making the project a success.
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Primary Care Integration and Governance FINAL Project Status Report

The Primary Care Integration and Governance Project aims to support primary care providers to better lead, participate and co-design health system integration activities with a patient-first focus. This project also aims to increase overall access to preventative care with a focus on reducing inequities for individuals in our priority populations.

Executive Sponsor: Dr. Sarah Gimbel, New Vision Family Health Team
 Project Lead: Dr. Neil Naik, Regional Primary Care Lead
 Project Manager: Rebecca Petricevic
 Report Due Date: May 24, 2024

Overall Status	
Status	Comments (Comments required for a Yellow or Red Status)
Scope	
Schedule	
Budget	
Quality	
Legend	On Track At Risk Serious Concerns

Milestones	Legend	On Track	At Risk	Overdue	Complete	✓
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#	Project Milestone	Status	Target Due Date (yyyy/mm/dd)	Revised Date (yyyy/mm/dd)	% Complete	Comment
1	Approval of Project Charter	✓	2023/04/30	2023/09/19	100%	
2	Project Agreement/MOU signed by KW4 OHT and New Vision FHT.	✓	2023/01/10	NA	100%	
3	Project Planning and Project Kick-off	✓	2023/04/30	NA	100%	
4	Environmental Scan Complete	✓	2023/04/30	NA	100%	
5	Primary Care Network Development/ Governance Consulting report complete	✓	2023/04/30	2023/07/30	100%	
6	Preventative Cancer Screening initiatives implemented	✓	2024/03/29	2024/04/19	100%	
7	Clinician Engagement initiatives implemented	✓	2024/01/31	2024/03/29	100%	
8	Primary Care Network developed		2024/03/31	2024/06/14	75%	PCN Board and Membership recruitment is progress. The Development Committee is reviewing the current version of the PCN Bylaws.
9	Care pathways initiatives implemented	✓	2024/01/31	NA	100%	
10	Community Support Service Navigation		2024/03/31	2024/08/31	80%	Pilot project will move into Operations over the coming months. The team will continue to develop the integration points with Home and Community Care Services, SCOPE, and existing local initiatives.
11	Interim Evaluation Report complete	✓	2024/02/29	NA	100%	
12	Sustainability Plan developed	✓	2024/03/29	NA	100%	
13	Identify opportunities to scale and spread to other providers and to other neighbourhoods	✓	2024/02/29	NA	100%	

Primary Care Integration and Governance FINAL Project Status Report

#	Project Milestone	Status	Target Due Date (yyyy/mm/dd)	Revised Date (yyyy/mm/dd)	% Complete	Comment
14	Project Closure/ Lessons Learned	✓	2024/03/31	2024/04/30	100%	Completed. The Leadership Action Committee held its closeout meeting on March 13, 2024. Some of the achievements during the project include: • Primary Care Network ○ Hired a consultant and worked with focus groups to create a Primary Care Network Report. ○ Defined deliverables, goals, and recruited a PCN Development Committee. ○ Engaged legal counsel to support incorporation. ○ Developed draft bylaws. ○ Developed and initiated Board and Member recruitment strategy • Primary Care - Specialist Connection ○ Encouraged consistent, ongoing connections between primary care and specialist providers through activities like SCOPE, the Clinician Summits, the newsletters, and clinical pathway participation. • Cancer Screening Awareness ○ Supported a collaborative partnership with the Waterloo Wellington Regional Cancer Centre. Increased access to preventative care information in multiple languages. ○ Estimated reach: 700+ interactions in person, 7.5M non-unique views of GRT ads in our priority neighbourhoods. ○ Supported a pilot implementation of a population health management robotic processing automated bot currently focused on cancer screening • Primary Care Connection Points ○ The development and growth of the SCOPE program in KW4 ○ Engagement with the Congestive Heart Failure pathway ○ Increasing information sharing through newsletters, Signal, and WhatsApp group chats ○ Increasing awareness of mental health programs, resources, and supports for primary care ○ Increasing understanding across the healthcare system through discussions ○ Engagement with digital health technology like secure messaging and awareness of the MyConnectedCare patient portal. • Local Initiatives ○ SCOPE expansion ○ Community Support Service Navigation Team at The Boardwalk ○ Secure Messaging pilot ○ Creation of the Iron Deficiency Anemia Pathway ○ Submission of 10 Expressions of Interest totaling \$14.5M in funding requested. ○ The Rapid Access to Primary Care Clinic (proof of concept). The foundational work completed through this project will be continued through the 2024-25 Kw4 OHT Annual Business Plan and through the Primary Care Network. We would like to thank New Vision Family Health Team for their leadership on this project, and all the individuals on the Leadership Action Committee for their contributions in making the project a success.