



Executive Director

Update



OCTOBER

Report to Steering Committee
October 4, 2022

Ashnoor Rahim
Executive Director

General Updates



OUR KW4 OHT TEAM

The KW4 OHT team is introducing a new format for reporting on priorities and activities to the Steering Committee, Members and the public. The report will be generated monthly for the Steering Committee and posted on the KW4 OHT website for public viewing after the meeting. The team will look forward to feedback on the report at the October 4th meeting.

The KW4 OHT team meets weekly in person to move the priority projects planning and implementation forward and details are included in the report under Project Updates.

We are also moving forward with the recruitment of an evaluation lead and one more project manager to support our work. We hope to have these positions filled by the end of October.

COMMUNICATIONS HIGHLIGHTS

In addition to shifting to a monthly Executive Director Updated Report document, we have begun the process of transitioning the Primary Care newsletter and website to our team. There will be consultations with the KW4 Primary Care Editorial Committee and Council to further understand the step-by-step process and lessons learned. The aim is to have the transition completed by early January.

We are exploring additional support to execute the implementation of the communication outlets. Meetings have been scheduled in the month of October to seek and examine the opportunities. We hope to have a decision made by early November to begin implementation.

General Updates



COMMUNITY ENGAGEMENT

We consulted individually with members of the CCDC to better understand their expectations and get their input as we evolve our community engagement framework. We also had a productive conversation on the design of a new community engagement framework at September's CCDC meeting. We will continue to consult with stakeholders, including the Steering Committee, KW4 OHT member organizations, and Community Partners as we co-design a new engagement framework that supports our focus and maintains an ongoing relationship with the rest of our region.

COMMUNITIES AND STAKEHOLDERS WORK

On September 28, 2022, Ashnoor Rahim visited and toured Victoria Hills. This was a wonderful opportunity for us to visit one of our priority neighbourhoods and meet with some community members and staff. Team members are planning more visits to other priority neighbourhoods to gain a sense of and better understanding of the neighbourhoods and where health and other culturally appropriate services are that our newcomer populations are needing to access.

Also, on September 9, 2022 team members and our primary care lead, Neil Naik had an opportunity to visit and tour Sanctuary Refugee Health Centre. This provided us an opportunity to meet with the Sanctuary team and see firsthand the amazing work that they are doing.

We have planned a visit and tour of Innisfree House on October 12, 2022, and we are very much looking forward to learning about their hospice program.

General Updates



DIGITAL HEALTH UPDATE

Patient navigation and access to health information and services are a top priority for KW4 OHT. The KW4 OHT has been engaging with Ontario Health to learn about the provincial vision and future functionalities of digital navigation services and whether they will allow us to meet the needs put forward by patients, caregivers, and OHT members. A digital front door is being established in order to support patients' access to such things as a patient portal that contains health information from acute care, home care, diagnostic imaging, and laboratory data.

Continuing the work that started in early 2022, KW4 OHT received funding through Ontario Health to support primary care clinicians' implementation of online appointment booking with the work kicking off over the last month. Online appointment booking can support patients' access to their primary care provider and improve office efficiencies.

Two of our member organizations recently received approval through Ontario Health funding for remote care monitoring and surgical transitions programs; St. Mary's General Hospital's Chronic Obstructive Pulmonary Disease (COPD) patients and Grand River Hospital's elective colorectal surgical patients. The hospital's utilization of virtual and remote care solutions can improve the patient's experience and reduce the need for hospital visits.

Key and Emerging Issues



SCOPE PROJECT

SCOPE is a virtual interprofessional initiative that supports primary care clinicians through a single point of access, which can be accessed through their eReferral solution or by phone. As part of the program, clinicians have access to a Nurse Navigator to help navigate the system and connect them to the appropriate specialists and other community and/or hospital resources. While this program has many benefits, diverting hospital visits is the primary one.

The project is primarily funded by Ontario Health and it has come to our attention that the funding agreement ends on November 30, 2022. (As background information, UHN has received discretionary funds from the UHN Foundation ("Sponsor") for the project titled: "Seamless Care Optimizing the Patient Experience (SCOPE)" ("Project"). UHN and Women's College Hospital ("WCH") are the co-leads of the Project and have joint leadership in administering funds and consultation. The Project is primarily funded by Ontario Health ("OH") through an agreement with WCH titled: "2021/22 Seamless Care Optimizing the Patient Experience (SCOPE) Agreement", with an effective date of April 1, 2021. OH funds were subsequently provided to Institution by WCH through a sub-agreement ("Original Agreement"). Through this Agreement, UHN is providing additional financial support with Sponsor funds to supplement the expenses incurred for the Project at Institution).

Work is underway to secure base funding and we are hopeful that the funds will be available and any outstanding payments will be reimbursed by year-end. At this time neither SMGH nor GHR are able to support ongoing payment for the SCOPE navigator and the risk is the position and initiative will be terminated. To ensure the short-term sustainability of this role, we are suggesting that the OHT hold funds for this role as it directly supports primary care and aligns with OH goals related to ED diversion. The OHT will continue to work with hospital partners and Dr. Pauline Pariser to secure permanent funding for this role. In the meantime, the KW4 OHT is recommending that the Steering Committee approve holding funds for the SCOPE nurse position in the amount of \$43,355 for the four-month period from December to March 31, 2023. This approval request is on the Steering Committee agenda for discussion.

Key and Emerging Issues



FUNDING OPPORTUNITIES AND URGENT PRESSURES

On September 16, 2022, members of the KW4 OHT, hospital, and community leaders met with ParaMed Home Health Care to learn about their provincial programs that support a reduction in ALC by providing care in the community to vulnerable seniors. The goal of the meeting was to introduce hospital and community partners to examples of integrated community programs being led by home care agencies across the province. A follow-up meeting with ParaMed will occur in October to determine if hospital and community partners are interested in pursuing a joint funding opportunity.

ALC AND ER/HOMELESSNESS AND PRECARIOUSLY HOUSED

An issue has recently been elevated by the Region and partners related to after-hours care for our homeless population. We have been struggling with providing after-hours care for this population and current dollars (from COVID funds) are no longer available. There is concern that these individuals will be sent to the hospital by paramedics or the shelter system rather than managing them in the community. Discussions are underway with community leaders to strategy options and discuss possible next steps. We will keep the Steering Committee updated as this work moves forward.

UPCOMING REPORTING

We have been informed that the Final Report for the Transfer Payment Agreement is due October 31, 2022. Templates will be shared with Cohort 2 teams shortly and the format will be similar to our quarterly reports, such as submitting a narrative report, financial expenditure statement, and a performance indicator report. We will prepare the draft report and it will be shared with Steering and Members for feedback prior to the due date.

Progress and Results



BUDGET PLANNING

Our budget planning has started and the Steering Committee will be presented with the 2023/24 budget assumptions at our meeting in December.

OHT CENTRAL EVALUATION

Early findings from the Organizing for OHTs Survey were released this month with more detailed OHT-specific reports expected at the end of October. The report will describe the extent to which critical success factors for the implementation of integrated care are presently based on the survey responses of our Members between March and May of 2022. The Operations Team will analyze the report in November and present our finding to Steering Committee and Members in December.

COLLABORATIVE QUALITY IMPROVEMENT PLAN (CQIP)

In June 2022, KW4's 2022/23 Collaborative Quality Improvement Plan (cQIP) was approved. The cQIP aligns provincial and local health system priorities designed to support KW4 in advancing our collaborative work to improve care at the OHT-system-level. The three areas of focus include improving overall access to care in the most appropriate setting, increasing overall access to community mental health and addiction services, and increasing overall access to preventative care. As part of Ontario Health (OH) and the Ministry's commitment to providing OHTs with data and analytics support in the most streamlined manner possible, OH is updating its OHT Data Dashboard to include cQIP indicators. The updates are expected by the end of October at which time we will be happy to share our current performance. Based on these updates, OHT may choose to submit an optional cQIP mid-years report by the end of October, however, after discussion with OH West and since we have no new information to provide at this time we have opted not to submit a report.

Progress and Results



RESEARCH TALKS SERIES

The KW4 OHT is invited to co-present with researchers from the University of Waterloo at a Research Talks session on October 25, 2022. The purpose of the collaborative event is to highlight opportunities for health and research collaboration to improve the lives of our communities. The topic of this event is the importance of the social determinants of health in improving the overall health and success of our communities. More information will be shared with members and the broader community once available.

Project Status Updates



PROJECT 1: CREATE NEIGHBOURHOOD INTEGRATED CARE TEAMS IN PRIORITY NEIGHBOURHOODS (NICT)

INTRODUCTION

The objective of this project is to develop and implement Neighbourhood Integrated Care Teams (NICT) to address disparities that limit access to health and wellness services for residents in our four priority neighbourhoods (N2G, N2H, N2M, and N2C). Our goal is to improve overall access to community mental health & addiction services and improve overall access to care in the most appropriate setting. Through an integrated model of care, we will strive to prevent emergency department visits and hospitalizations through enhanced support.

GENERAL UPDATE

Meetings with the project's Executive Sponsor and Co-Lead Provider from The House of Friendship have been initiated to discuss the project scope, budget, and high-level timelines. A first draft of the Project Charter has been developed and will continue to be refined.

NEXT STEPS

In October, we will aim to finalize the Terms of Reference for the Leadership Action Committee and the Implementation Team including determining appropriate membership as well as finalizing the Project Charter and Memorandum of Understanding. We will also consider community engagement strategies given the importance of co-developing and implementing the NICT model focused on Newcomers and residents in our four priority neighbourhoods. To support these strategies, we will identify a Community Member Co-Lead.

Project Status Updates



PROJECT 2: DEVELOP A NEWCOMER APPLICATION (APP) FOR USE BY RECENT NEWCOMERS

INTRODUCTION

The objective of this project is to develop an app to improve Newcomer's ability to self-navigate local health and social services with accurate, timely, and up-to-date information. This technology will 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, all from the comfort of their own home.

GENERAL UPDATE

Meetings with the project's Executive Sponsor and Co-Lead from the University of Waterloo have been initiated to discuss the project scope, budget, and high-level timelines. A first draft of the Project Charter has been developed and will continue to be refined.

NEXT STEPS

In October, recruitment of a Project Manager will continue. We will also aim to finalize the Terms of Reference for the Leadership Action Committee and the Implementation Team including determining appropriate membership as well as finalizing the Project Charter and Memorandum of Understanding. We will also consider community engagement strategies given the importance of co-designing the app with the end users and identifying a Community Member Co-Lead.

Project Status Updates



PROJECT 3: PRIMARY CARE INTEGRATION AND GOVERNANCE MODEL

INTRODUCTION

Primary care participation (PCP) and integration into the OHTs are essential and a priority of the KW4 OHT. The goal of this initiative is to support primary care providers to better lead, participate and co-design health system integration activities in the KW4 OHT. By working closely with primary care providers in our priority neighbourhoods (N2G, N2H, N2M, and N2C), this project seeks to co-design a sustainable model for connection and capacity building. This project seeks to improve provider experience by better understanding the needs of PCPs to support their patients and by building collaborative models of care between PCPs, community providers, and specialists. Finally, we aim to increase overall access to preventative care with a focus on reducing inequities for individuals in our priority populations.

GENERAL UPDATE

Meetings with the project's Executive Sponsor and Co-Leads have begun. We have reviewed a draft of the Project Charter that contains the project scope, budget, and high-level timeline. The Charter will continue to be refined. The Executive Sponsor and Co-Leads have been reaching out to different existing primary care groups to build connections across the community.

NEXT STEPS

In October, we hope to complete the recruitment of the Leadership Action Committee and the Implementation Teams supported by the completion of the Terms of Reference for both groups. When those teams are in place, we will work towards finalizing the Project Charter, and the Memorandum of Understanding.