



EXECUTIVE DIRECTOR REPORT

JULY/AUGUST 2023

Ashnoor Rahim
Executive
Director



GENERAL UPDATES

OUR KW4 OHT TEAM

Co-op Students Hannah Bolton and Tianna Dip

We want to extend our sincere appreciation for the exceptional dedication Hannah and Tianna exhibited throughout their time with us. The undeniable impact on our small but mighty Communications and Community Engagement team and organization is truly remarkable.

Their infusion of fresh perspectives, creativity, and a resolute work ethic enhanced our projects. The seamless collaboration, adaptability, and receptiveness to innovative ideas stand out as commendable traits. A steadfast commitment to exceeding targets and consistently delivering high-quality output has established a noteworthy benchmark. The infectious enthusiasm and unwavering passion have effectively inspired a culture of excellence among peers.

The adeptness in communication and insightful contributions have considerably enriched our discussions, leading to the creation of effective strategies. The proactive assumption of ownership and an eager embrace of learning opportunities reflect attributes worthy of admiration.

As their co-op term comes to an end, the value of their hard work remains deeply acknowledged. Their influence will undoubtedly resonate in the projects ahead. We extend best wishes as they return to the University of Waterloo in September.

GOVERNANCE

Strategic Planning

The KW4 OHT is developing its first-ever Strategic Plan, which is a road map that will set goals to guide our work over the next five years. It articulates the ‘what’ and ‘why’ of our existence and helps us to identify priorities within the healthcare system.

A Strategic Planning Working Group has been established and will begin to meet in September to facilitate the strategic plan development. We are grateful to those who have volunteered to be a part of this important work.

Community member input is crucial in planning for the future of health and wellness in the KW4 Region. To ensure that all voices are heard, we have invited a diverse group of contributors to provide input into the Strategic Plan. As part of this process, we have launched a survey in seven different languages.

The KW4 is committed to being inclusive in our engagement process. As we recognize that a survey may not reach all community members, this is only one of many ways we will be engaging the community.





GENERAL UPDATES

COMMUNICATION HIGHLIGHTS

In an era where information plays a pivotal role in healthcare, the KW4 Ontario Health Team's commitment to transparency shines through its recent website update. Transparency in healthcare organizations not only fosters trust but also empowers patients, caregivers, and the community at large. The refreshed website serves as a testament to KW4's dedication to open communication and accessibility.

The updated website of KW4 Ontario Health Team reflects their proactive approach to sharing essential resources, information, and updates. With user-friendly navigation and comprehensive content, visitors can easily access valuable insights into the team's initiatives, services, and community involvement.

Transparency is crucial and it allows patients and their families to make informed decisions about their health, treatment options, and providers.

Beyond patient-centric benefits, transparency also strengthens partnerships and collaborations within the healthcare ecosystem. By openly sharing their goals, progress, and challenges, KW4 Ontario Health Team encourages other healthcare providers and organizations to collaborate, learn from their experiences, and collectively work towards improved healthcare delivery.

In an ever-evolving landscape, the KW4 Ontario Health Team's commitment to transparency through their website update sets a positive example for the industry. By embracing openness, they pave the way for a more informed, engaged, and empowered healthcare community. As the website continues to serve as a dynamic platform for information exchange, the team is committed to continuing the website evolution.



GENERAL UPDATES

COMMUNITIES AND STAKEHOLDERS WORK

Community Safety and Wellbeing Plan Symposium

On August 8th, the KW4 OHT staff attended a Community Safety and Wellbeing Plan Symposium: Sharing progress and taking actions, hosted by the Region of Waterloo. The symposium served as a wellspring of hope and motivation with the region, striving to combat hatred, address mental health needs, and foster inclusivity. Amidst the dialogues, the pivotal term "action" resonated, a testament to the united resilience and determination that courses through our community, propelling us towards tangible transformation.

Numerous participants expressed their appreciation for the enriching conversations and collaborative opportunities. The valuable insights will play a pivotal role in enhancing future symposium experiences, as we collectively continue our journey towards enhancing communal safety and well-being.

The wealth of information and ideas collected are being consolidated, with the intention of sharing the outcomes with all involved. This collective effort will ensure the sustained advancement of the mission, both individually and collectively. Establishing a synchronized impact and momentum across sectors, communities, municipalities, and partners stands as a vital stride forward.

GENERAL UPDATES

COMMUNITIES AND STAKEHOLDERS WORK

Fall Preparedness Respiratory Exercise

73 people attended the Waterloo Wellington fall preparedness respiratory event in August including the KW4 OHT and over a dozen representatives from our member organizations. Similar events are being held across Ontario.

The purpose of this exercise was to strengthen health and non-health sector collaborative networks and bolster system and community-level readiness and resiliency for future pandemics and infectious disease threats. This event was hosted by Ontario Health West and presented by our two Regional Public Health Units.

The objectives for the tabletop respiratory exercises, included:

- To validate roles and responsibilities related to respiratory season readiness planning and/or response.
- To identify readiness planning gaps to mitigate risks ahead of respiratory season.
- To confirm response structures, including clarify on coordination, communication, and issues management mechanisms related to respiratory season readiness planning and/or response.

In September, Ontario Health and Public Health Units will submit session reports to the Ministry. Draft fall readiness plans, developed for Ontario Health West, will be validated through broadscale engagement with the system. The Fall Readiness Plan, and the Regional Surge Readiness and Response Plan will then be communicated to system partners.





GENERAL UPDATES

COMMUNITIES AND STAKEHOLDERS WORK

Ground-breaking ceremony – Making Home

On August 28, the KW4 OHT attended The Working Centre's official ground-breaking ceremony of Making Home project. The construction phase begins as 97 Victoria transforms into 44 supported living units with expanded community support. Campus model includes healthcare, mental health, daily meals, employment services, and shared courtyard. Redevelopment features new dining area for St. John's Kitchen, forming a gathering space with housing project. St. John's Kitchen's 38-year legacy continues: nutritious meals, health services, harm reduction, laundry, showers, washrooms, community connections. September marks construction commencement.

KW4 OHT and Mobility Clinic Resource Abilities Council

The KW4 OHT was invited to present at the Mobility Clinic Resource Abilities Council on August 29, 2023. This council is a group of individuals who have significant experience with severe physical disabilities, including both patients and caregivers. They are actively involved in advocating for the needs and rights of people with disabilities. The council plays a crucial role in shaping the activities of the CFFM (Center for Functional and Family Medicine) Mobility Clinic, which operates in the Waterloo-Wellington region. This clinic focuses on providing clinical services, conducting research, and offering education related to mobility and physical disabilities.

The involvement of patients and caregivers in informing the clinic's work ensures that the services provided are well-suited to the needs and challenges faced by individuals with severe physical disabilities. This kind of collaboration between healthcare professionals and those directly impacted is essential for creating patient-centered and effective care. The Mobility Clinic Resource Abilities Council is an excellent example of a patient advocacy group contributing to the improvement of healthcare services and research in the field of mobility and disabilities.

Learn more: <https://www.mobilityclinic.ca>



GENERAL UPDATES

COMMUNITIES AND STAKEHOLDERS WORK

The Models of Care Innovation Fund Expressions of Interest

The KW4 OHT community responded enthusiastically to the latest call from Ontario Health and submitted 5 innovative proposals to expand and enhance healthcare in our region. The [Models of Care Innovation Fund](#) will help organizations implement innovative ways of maximizing the skills and expertise of their current health care workers. Over 40 organizations from across the KW4 region collaborated to bring together perspectives from primary care, community-based services, hospitals, and private sector professionals to create responsive, innovative, and sustainable solutions to shared challenges. Proposals included collaborative, cross-sectoral clinics, cross-OHT resource sharing, and expansion of current successful models of care. We are grateful to our partners for their incredible commitment and support to the health and wellness of our communities.

The Primary Care Network Development Committee

As part of the Primary Care Integration and Governance project, a report was completed on primary care governance in the KW4 OHT region, what that could look like, and provided recommendations for next steps. The Leadership Action Committee reviewed the report and decided to begin recruiting participants for a Primary Care Network Development Committee to carry out the next phase of the local physician governance in the form of a Primary Care Network (PCN). The PCN will enable regional primary care providers to advocate to the OHT with a unified voice, to inform change development, and to be the conduit for earmarked funds and opportunities for primary care. The role of the Development Committee is to conduct the activities necessary to incorporate the Primary Care Network as a legal not-for-profit entity.



GENERAL UPDATES

COMMUNITIES AND STAKEHOLDERS WORK

Support for Primary Care Providers - Poppy Bot

To increase preventative cancer screening with pap tests, mammograms, and FIT (Fecal Immunochemical stool Test) kits, the Cancer Screening Implementation Team is pursuing a pilot project in partnership with the eHealth Centre of Excellence. This pilot project will implement a virtual assistant called “Poppy Bot” within 3 clinics. The bot will relieve some of the administrative burden faced by our primary care providers when it comes to preventative care and patient communication. This team will be working on this pilot from September to March 2024.

Process Improvements

Over the last few months, we have experienced an influx of funding opportunities from a variety of sources, outside of the anticipated funding streams through Ontario Health. With these additional opportunities often comes short timelines and the need to quickly collaborate with members to submit proposals. KW4 OHT has been working on process improvements behind the scenes to better support the OHT and its members with applying to these funding opportunities. The OHT has been updating and modifying what was once a digital health opportunity gating form (static email submission process using a word document) to support the triage of all future funding opportunities in a more streamlined, efficient process (moving to dynamic, online forms). As we work through the administrative form builds and refinement, we are working through improving the logistics and flow of how collaborative opportunities are brought forward and approved locally in our OHT. We aim to have this process and these forms live in the coming months to better support our OHT and its members with an improved application experience.



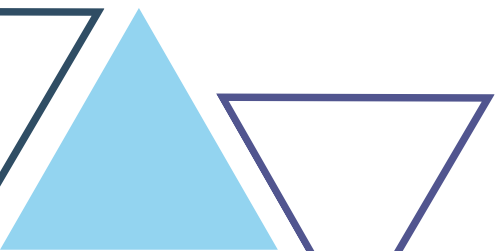
HEALTH SYSTEM UPDATES

DIGITAL HEALTH UPDATES

Provincial Digital Health Funding Updates

Great news was received in July for KW4 partners and patients as both the St. Mary's General Hospital Heart Failure Remote Care Monitoring (RCM) proposal and the KW4 OHT Online Appointment Booking (OAB) proposal received approval from the Ontario Health Digital and Virtual Care Secretariat!

Kick-off meetings with Ontario Health Provincial and Ontario Health West were held July 31st for the RCM project and August 15th for the OAB project to review the Transfer Payment Agreement deliverables and expectations for both projects. Delivery of the Transfer Payment Agreement for fund holder signatures are still pending from Ontario Health for both projects. While awaiting TPAs, the SMGH project team and KW4 OHT are preparing behind the scenes locally for these two projects to begin roll out in the fall.



DIGITAL HEALTH UPDATES

Navigation Updates

As previously shared, Ontario Health Teams will have an OHT section on the Health811 website where patients will type in their postal code to find more information about the program and services near them. A sample of the community section is seen below in Figure 1. This is the information that would be displayed after a patient has input their postal code and selected their area.

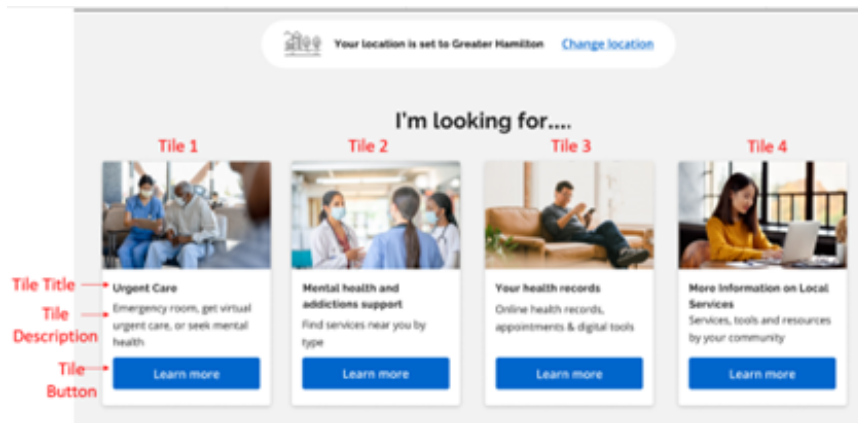


Figure 1. Sample community (OHT) section landing page.

This sample provides a patient with local services in the Greater Hamilton area.

In July, we received a request from OH West to provide the local services we would like patients to have access to when searching the KW4 section of Health811. We shared out this request for feedback with KW4 OHT members and patients and over the summer months, worked on synthesizing feedback, refining the local content selected, and providing recommendations to Ontario Health regarding areas of opportunity to improve the language used in the provincial facing content.

The OH-W will review all submitted content and then submit the content to the Ontario Health Provincial Health811 team for final review and approval, alongside the Ministry of Health. The expectation is that OHT content will be made available on Health811 on November 19, 2023.

Thank you to everyone who took the time to review and provide valuable feedback to help improve our community's health and wellness navigation experience! Over the summer months, KW4 OHT continued to participate in the System Navigation Working Group with CND OHT and members that support patients across the two OHTs.









Performance Report

As part of KW4's September 2020 application to become an OHT, we were required to describe how our team will measure and monitor our success. Members endorsed the measures shown in the snapshot of our performance below, which we now report on quarterly.

We have seen an improvement in three of our performance measures since the last quarterly report (caregiver distress among home care clients, hospitalization for ambulatory care sensitive conditions and alternate level of care (ALC) days, and one measure has seen a decline in performance (frequent emergency room visits for mental health and addictions)

The full report can be found here [Link](#)

Here you will find additional analysis on each measure along with some commentary on contributing factors and work underway.

#	Indicator	Unit of Measure	Reporting Period	Proposed Target	Current Performance	Status	Change since last report
1	Caregiver distress among home care clients	%	Jun 2023	<= 56%	50.9%		 Improvement from 52.3%
2	Hospitalization rate for conditions that can be managed outside hospital (asthma, diabetes, chronic obstructive pulmonary disease, heart failure, hypertension, angina and epilepsy)	Rate per 100,000 population	May 2023	<= 20.4 monthly (61.2 quarterly) (244.8 annually)	20.8		 Improvement from 21.0
3	Total ALC (Acute and Non-Acute)	%	Jun 2023	<=16.7%	13.7%		 Significant Improvement from 20.4%
4	Frequent Emergency Room Visits for Help With Mental Health and/or Addictions	%	Jun 2023	<=10.0%	15.5%		 Slippage from 12.8%

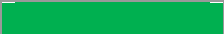


Performance Corridors:  Greater than 10% of Target  Within 10% of Target  Meets Target














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

The Neighborhood Integrated Care Team (NICT) project seeks to develop and implement a NICT model to improve access to health services and proactively support community members thereby preventing unnecessary emergency department visits and potential hospitalizations. The main objectives of the project are:

- Determine use of resources in the communities we serve to improve health outcomes
- Develop and implement NICT model to improve access to health services and support high-risk seniors and adults
- Improve overall access to community Mental Health & Addiction services

Executive Sponsor: John Neufeld, House of Friendship
 Project Lead: Dauda Raji, House of Friendship
 Project Manager: Aderonke Saba
Report Due Date: August 31, 2023

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.		2023/05/31	NA	50%	Pending finalization of budget and benefits measures.	
2	Formalize memorandum of Agreement between KW4 and project sponsor, House of Friendship.		2023/02/01	NA	100%	Completed	
3	Establish project Leadership Advisory Committee (LAC)		2022/12/01	NA	100%	Completed	
4	Develop Patient Personas, Journey Maps, and Integrated Care Pathways (ICPs).		2023/06/20	2023/07/14	100%	3 Integrated Care Pathways and final report completed.	
5	Develop a Neighborhood Integrated Care Team Model for Newcomers and Residents in priority neighborhoods		2023/12/31	NA	40%	Conversation is ongoing with various stakeholders in the 3 ICPs to identify gaps and measures that could be rolled out to promote seamless flow through the pathways to achieve outcomes as stipulated in the performance framework.	
6	Develop Social Prescribing model for the project.		2023/12/31	NA	40%	Social Prescribing model to be incorporated into the 3 Integrated Care Pathways developed.	
7	Deployment of digital enablers for use by service providers to efficiently and effectively coordinate patient care on the project.		2023/12/31	NA	50%	Progress with this milestone dependent on formation of project implementation teams.	
8	Establish project implement team(s).		2023/06/23	NA	0%	Dependent on completion of ICPs	
9	Complete detailed implementation plan		2023/07/07	NA	10%	Dependent on completion of ICPs.	
10	Complete project logic framework including indicator matrix and performance measures.		2023/07/07	NA	90%	Final draft developed. Awaiting validation and approval.	
11	Develop a communication strategy for the project.		2023/08/28	NA	10%		
12	Conclude evaluation of effectiveness and efficiency of the NICT model.		2024/03/08	NA	0%		
13	Initiate formal closeout processes.		2024/02/05	NA	0%		

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

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: August 31, 2023

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 University of Waterloo	✓	2023/03/01	NA	100%	Completed	
4	Ethics Approval	✓	2023/05/03	NA	100%	Completed. Ethics Amendment form was submitted to include University of Waterloo students in the study sample for a wider range of perspectives. Approval for the Amendment was received on 24th July, 2023.	
5	Interview data findings/ outcomes		2023/10/31	NA	90%	Interview sessions held with 48 Newcomers in 9 different languages. Interview sessions were also held with 11 organizations that provide services to Newcomers across various sectors. Data from the sessions are being collated and analyzed in preparation for the co-design session.	
6	Co-design findings/ Design document		2023/12/30	NA	10%	Initial planning is underway for the co-design session.	
7	Initial Prototype design		2024/01/31	NA	0%		
8	Prototype Evaluation report		2024/04/30	NA	0%		
9	Revised Prototype design		2024/05/31	NA	0%		
10	Hire Software development company/Programmer		TBD	NA	0%		
11	App Development		TBD	NA	0%		
12	Quality Assurance and Testing		TBD	NA	0%		
13	Deployment and Support		TBD	NA	0%		
14	Field Evaluation of App		TBD	NA	0%		
15	Project Closeout		TBD	NA	0%		

PROJECT 3: SUPPORT THE CREATION OF A PRIMARY CARE COUNCIL AND GOVERNANCE MODEL

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: July and August 2023

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		2023/04/30	2023/09/19	98%	Pending formal adoption vote from the Leadership Action Committee.	
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	98%	Pending formal adoption vote from the Leadership Action Committee.	
4	Environmental Scan Complete		2023/04/30	NA	75%	Ongoing.	
5	Primary Care Network Development/ Governance Consulting report complete		2023/04/30	2023/07/30	100%	Report completed and reviewed by project leadership and Leadership Action Committee.	
6	Preventative Cancer Screening initiatives implemented		2024/01/31	NA	50%	Poppy Bot team moving forward with pilot project. Public Outreach team determining Fall 2023/Winter 2024 activities and connecting with potential partners.	
7	Clinician Engagement initiatives implemented		2024/01/31	NA	50%	Clinician newsletter engagement metrics received. Review of metrics and planning for next steps has commenced.	
8	Primary Care Network developed		2024/03/31		5%	Recruitment of Primary Care Network Development Committee has begun.	
9	Care pathways initiatives implemented		2024/01/31	NA	25%	Iron Deficiency Anemia Pathway completed, published on Grand River and St. Mary's General Hospital websites. Published on GIMRAC Ocean e-health map.	
10	Interim Evaluation Report complete		2024/02/29	NA	0%		
11	Sustainability Plan developed		2024/02/29	NA	0%		

12	Identify opportunities to scale and spread to other providers and to other neighbourhoods		2024/02/29	NA	0%	
13	Project Closure/Lessons Learned		2024/03/31	NA	0%	
14	Final Evaluation Report complete		2024/04/30	NA	0%	