



Report to  
Steering Committee

# EXECUTIVE DIRECTOR

JUNE - AUGUST 2025

The background of the cover is a dark grey puzzle piece. Overlaid on it are several 3D-rendered geometric shapes: a purple parallelogram, a light blue parallelogram, a teal parallelogram, and a white rectangle. These shapes are arranged in a way that suggests they are being assembled or interlocked.

Ashnoor Rahim  
Executive  
Director

# PRIMARY CARE ATTACHMENT AND ACCESS PLAN

As part of the 2025/26 Transfer Payment Agreement (TPA) with Ontario Health, the KW4 OHT was required to submit a Primary Care Access and Attachment Plan for review by OH and the Ministry of Health (PCAT) by July 30, 2025.

The Plan was developed by the OHT in collaboration with the KW4 Primary Care Network (PCN). The Plan describes the actions KW4 OHT, PCN and member organizations are taking and/or plan to take to:

**Identify existing primary care capacity to attach patients,**

**Facilitate matching and attachment of patients on the Health Care Connect waitlist (as of Jan 1, 2025) by spring of 2026,**

**Achieve 100% attachment of our local population by 2029, and**

**Provide clinical services to unattached patients while they await attachment to primary care.**

The plan was endorsed by the KW4 OHT Steering Committee and approved by the KW4 PCN Board of Directors and the KW4 OHT Partner Members. The plan will be posted on our website shortly.

# PCAP EOI ANNOUNCEMENT - \$4.1M INVESTMENT TO EXPAND ACCESS TO PRIMARY CARE IN KW4

KW4 OHT is thrilled that on August 5, 2025, the Ontario government announced that it is investing **\$4.1 million** this year to support our efforts in connecting more residents to a family doctor or primary care provider.

This investment is part of the province's broader strategy to connect more Ontarians to a family doctor or primary care provider. The funding will enhance interdisciplinary care, support team-based models, and improve access for those facing barriers to care, including seniors, newcomers, and individuals with complex health and social needs.

Through collaboration with local partners including Community Health Centres (CHCs), Nurse Practitioner-Led Clinics (NPLCs), Family Health Teams (FHTs), and Family Health Organizations (FHOs) we are proud to support the government's plan to attach more Ontarians to primary care. Together we will be able to build more accessible, people-centered care in KW4 and advance our shared goals around health equity, access, and system navigation through:

- Stronger primary care teams and enhanced coordination in the cities of Kitchener-Waterloo and our rural townships, including Wellesley, Wilmot and Woolwich
- Improved access to family doctors and nurse practitioners for residents without a current provider
- More integrated, person-centred care in collaboration with local partners

## COMMUNICATIONS & ENGAGEMENT

# CLINICIAN/SPECIALIST SUMMIT - CONNECTED CARE: BRIDGING PRIMARY AND SPECIALTY HEALTH

On June 5, 2025, KW4 OHT was pleased to host over 80 healthcare leaders and clinicians who came together to strengthen collaboration between primary care providers, specialists, and hospital leadership.

A big thank you to all participants and partners for their commitment to building a more connected and patient-centered healthcare system. A report from the summit can be found – insert link to report.



## COMMUNICATIONS & ENGAGEMENT

# WATERLOO REGIONAL HEALTH NETWORK (WRHN) COMMUNITY TOWNHALL

The KW4 OHT was proud to join our system partners from WRHN, Region of Waterloo Paramedics and WRHN Board of Directors on June 17, 2025, to share updates, listen to community voices, and highlight how we're working together to improve healthcare in our region.



It was an engaging evening of collaboration, shared learning, and meaningful conversations which will help shape a stronger, more connected health system.

# EMERGENCY DEPARTMENT (ED) INNOVATION CHALLENGE

In an effort to improve ED flow and transform patient care, the Waterloo Regional Health Network (WRHN) has partnered with the University of Waterloo through the Care Next Coalition, to launch an ED Innovation Challenge.



By partnering with innovators, solution developers, and industry partners, the Care Next Coalition aims to co-design and test innovative system-wide solutions in a carefully designed pilot, ensuring safety, feasibility, and real-world impact that will transform ED flow and inform public policy.

KW4 OHT is honoured to be part of the team evaluating solutions and excited that our region has an opportunity to lead the way in transforming ED flow across the province. Stay tuned for future updates.

COMMUNITIES AND STAKEHOLDERS WORK

# KW4 WEBSITE REDEVELOPMENT UPDATES

Our website redevelopment is nearly complete. All major design and functionality updates are in place, with a few minor content edits being finalized.

The refreshed site is expected to launch in the coming months, offering an improved, user-friendly experience for members, partners, and the community.



COMMUNITIES AND STAKEHOLDERS WORK

# NEWSLETTER UPDATES- HIGHLIGHTING OUR COMMUNITY PARTNERS

In our KW4 OHT community newsletter, we have been continuing the *Member Highlights* section, which features interviews with leaders from our partner organizations. This section provides an opportunity to share their work, priorities, and perspectives directly with the KW4 community.

Over the past few months, we've highlighted:



Through these highlights, we hope to build greater awareness of the important work our partners are leading, and to strengthen connections across the OHT. By sharing their voices and experiences, we aim to recognize contributions, encourage collaboration, and show the impact of our partners in the community.

# COLLABORATIVE QUALITY IMPROVEMENT PLAN (CQIP) PROJECT UPDATE:

## ALTERNATIVE LEVELS OF CARE (ALC)

### Objective:



The Transitions in Care Quality Improvement Plan initiative seeks to improve transitions and access to integrated team-based care, including home and community care, for older adults in order to reduce Alternate Level of Care (ALC) days.

### OHT Members Involved:



Alzheimer Society Waterloo Wellington, Community Care Concepts, Community Healthcaring KW, City of Waterloo, KW Habilitation, Ontario Health atHome, ProResp, Region of Waterloo Paramedic Services, Sunbeam, Waterloo Regional Health Network (WRHN), Woolwich Community Health Centre.

### Update:



The project officially kicked off in June 2025. The project team has two working groups – one focused on improving referral and navigation in the community and primary care in the early identification and intervention of ALC, and the other focused on improving communications and coordination in hospital to home transitions.

# COLLABORATIVE QUALITY IMPROVEMENT PLAN (CQIP) PROJECT UPDATE:

## BREAST CANCER SCREENING

### Objective:



The Breast Screening Quality Improvement Plan initiative seeks to increase mammography rates in KW4 with a focus on our priority neighbourhoods through public outreach and provider education.

### OHT Members Involved:



Community Care Concepts, Community Healthcaring KW, City of Waterloo, KW Habilitation, Independent Living WR, Immigration Partnership, New Vision Family Health Team, Waterloo Wellington Regional Cancer Program, Waterloo Regional Health Network (WRHN), Woolwich Community Health Centre.

### Update:



The project officially kicked off in May 2025 and there are two streams, one focused on increasing public outreach and the other on provider education.

# COLLABORATIVE QUALITY IMPROVEMENT PLAN (CQIP) PROJECT UPDATE:

## CHRONIC DISEASE

### Objective:



The Chronic Conditions Quality Improvement Plan initiative seeks to improve early detection, intervention and outcomes for people with chronic conditions in KW4 including heart failure, chronic obstructive pulmonary disease (COPD), and diabetes.

### OHT Members Involved:



Amplify Care, Bloom Care Solutions, CFFM Family Health Team, City of Kitchener, City of Waterloo, Community Care Concepts, KW Habilitation, Independent Living Waterloo Region, K-W Seniors Day Program, New Vision Family Health Team, Ontario Health at Home, ProResp, Region of Waterloo Public Health and Paramedic Services, Regional Coordination Centre, Waterloo Regional Health Network, Woolwich CHC, and Community Advisors

### Update:



The project officially kicked off in May 2025. The project team has three working groups – Asset Mapping, Referral & Navigation Coordination, Community Outreach, and Primary Care Follow-up.

# PALLIATIVE MODELS OF CARE UPDATE

The Health Services Delivery Framework is comprised of three Models of Care (MOCs) and serves as a guide for transformational change to improve palliative care in Ontario. The Model of Care approach rethinks the organization, integration, and delivery of health services for a patient population as they progress along a care pathway.

The first Palliative Model of Care focuses on community settings and applies to individuals in their usual place of residence, including: Adults living in the community; Residents of long-term care homes (LTCHs); and Indigenous communities

## **2025-26 Progress:**

- Since the start of this fiscal year, our Clinical Coach, Ellen Cronin-Irwin, has onboarded six organizations and completed six Community Organization Assessment Tools (COATs). These assessments help identify competency gaps, determine education needs, and support practice change through coaching, mentorship, and quality improvement approaches. The goal is to strengthen local teams and transform the delivery of palliative care in the community.
- Additionally, seven organizations have already completed their second follow-up COAT since the beginning of the fiscal year.

# BLACK HEALTH INITIATIVES

## **SCOPE BLACK HEALTH INITIATIVE (BHI) UPDATE**

The Seamless Care Optimizing the Patient Experience – Black Health Initiative (SCOPE BHI) is a multi-year Ontario Health funded effort to improve access to care for Black communities by equipping primary care providers and specialists with streamlined navigation to local health resources. The initiative also prioritizes co-designing culturally responsive care pathways with the Black community, grounded in local needs and identified service gaps.

In July 2025, SCOPE BHI launched a Mental Health Pathway for Black Youth. This pathway connects youth to regional mental health supports, including Kind Minds Family Wellness (KMFW), Inner Compass Well-being, and Camino Wellbeing + Mental Health. Primary care providers and patients are supported by a dedicated team- Nurse Navigators and a Social Worker - who create a safe, caring environment and help ensure access to services.

### **Next Steps**



Continue to expand pathway awareness among primary care providers. To date, more than 70 PCPs have been reached through on-site visits, with information also shared via secure messaging platforms used by physicians.



Strengthen community partnerships to broaden service reach.



Monitor and evaluate uptake, outcomes, and community feedback to inform future care pathways.



Co-develop the Second Pathway focused on Maternal Health

# BLACK HEALTH INITIATIVES

## ***PEDIATRIC RECOVERY FUND - MENTAL HEALTH SUPPORTS FOR BLACK CHILDREN AND YOUTH PROJECT***

Community HealthCaring-KW (CHC-KW) received Ontario Health funding to expand mental health supports for Black children and youth in KW4. This initiative builds on existing services by increasing focus on Black populations and community organizations, while ensuring access to the mental health and addictions expertise required to support these patients in a culturally responsive and sensitive way.

Through partnerships with local hospitals, mental health and addictions providers, and community organizations, CHC-KW is working to strengthen care pathways and reduce barriers to timely, appropriate support for Black children and youth and their families.



# **COMMUNITY ADVISORY COMMITTEE MEETING – JUNE 4TH 2025**

In June, our Community Advisory Committee held an in-person meeting to share ideas and experiences that will help shape the OHT's Collaborative Quality Improvement Plan (CQIP).

Members shared perspectives on chronic disease prevention, healthy lifestyle supports, and system navigation, highlighting opportunities to strengthen community connections through initiatives like walking groups, cooking classes, and culturally responsive outreach.

The CAC's input is helping to ensure the CQIP reflects the real needs and priorities of our community.

# WOOLWICH COMMUNITY HEALTH CENTRE ANNUAL GENERAL MEETING (AGM)

On June 17, 2025, KW4 OHT participated in the Woolwich Community Health Centre's (WCHC) Annual General Meeting, held at the Bill Gies Recreation Centre in Wellesley.

We had the privilege of hearing from Dr. Dominik Nowak, President of the Ontario Medical Association, who shared valuable insights on healthcare leadership and system priorities. Attendees also learned about WCHC's programs and initiatives across Woolwich, Wellesley, and Wilmot, gaining a closer understanding of the organization's impact on local health and wellbeing.

The session provided an opportunity to connect with community members, explore WCHC's current operations and future plans, and reflect on ways to strengthen local healthcare partnerships. It highlighted the importance of community engagement in supporting holistic health outcomes and promoting collaboration between providers, organizations, and residents.

