

# Executive Director

Update



Ashnoor Rahim  
Executive Director

# NOVEMBER

Report to Steering Committee  
December 6, 2022



# General Updates

## OUR KW4 OHT TEAM

November has been another busy month for the team. We've been working on events, leadership meetings, and budget planning.

On November 10, 2022, the OHT team held a joint meeting with the year 1 project Co-Leads. The agenda included updates from the working groups and provided us with an opportunity to discuss our continued joint initiatives. As part of our new project structure, we also took the opportunity to discuss the creation of Reference Groups based on year 1 working groups. The goal of the Reference Group will be to provide advice, feedback, and general input into the work of the KW4 OHT. This is an important component of our commitment to co-design and building on past work and experience.

As previously reported, we had decided to utilize the services of an agency for the Operations Manager position. This position includes responsibilities related to finance, human resources, and day-to-day operations of the OHT. To that end, we welcomed Dawood Amjad to our team earlier this month. Dawood will be attending the upcoming Steering Committee meeting. We are very appreciative of the support we have received from Courtney Dunn to manage our financial and budget planning.

We are also thrilled to welcome Aderonke (Ronke) Saba to our team. Ronke holds a postgraduate degree in Clinical Research, Pharmacovigilance and Regulatory Affairs and a Bachelor of Pharmacy. Ronke is a Certified Scrum Master (CSM), a Certified Clinical Research Professional (CCRP), and is currently pursuing her Project Management Professional (PMP) certification. Ronke brings a wealth of project management experience from her roles at DoctorKK Health, Dialogue Group, and Evans Medical PLC where she demonstrated her ability to understand complex customer needs and turn them into detailed solutions, including in the area of application development and implementation. Ronke's first day was November 28, 2022. Ronke will be supporting the Newcomer App Project.

Alice Knight has decided to leave the KW4 OHT to pursue a Director of Strategy and Operations position at one of our local organizations. While her time with us has been short, Alice has been instrumental in providing project management leadership on the Neighbourhood Integrated Care Team (NICT) Project. Alice's last day will be December 7, 2022. Recruitment for a replacement Project Manager is currently underway.

# General Updates



## GOVERNANCE

In late November Ashnoor Rahim provided presentations to the Grand River Hospital Board of Directors and to St. Mary's Leadership Team about the work of the OHT. This was an opportunity to provide an overview of the OHT, our work plan, and how we fit and are aligned with Ontario Health's and hospital priorities.

## COMMUNICATION HIGHLIGHTS

We understand that communication is essential to bringing awareness and connection with the region and townships, which is why we have partnered with Grand River Hospital Foundation to leverage their support on getting this off the ground. We will be exploring the means of merging the KW4 Primary Care to integrate under one domain.





# General Updates

## COMMUNITIES AND STAKEHOLDERS WORK

Team members visited YW KW on November 9, 2022. This was a wonderful opportunity to learn more about the support YW KW offers women and their children living with homelessness and also briefly about their training and employment, early learning and childcare, youth, and community leadership programs. We shared KW4 OHT's priority areas of focus and agreed that there is alignment and the potential to further engage.

On November 23, 2022, we met with the Community Council Design Committee (CCDC). As we prepare for our first community town hall, we solicited their feedback to understand the best approach to connect and engage with community members. We will continue to co-design this event with members' feedback and advice as we plan for a January town hall session. We also sought their guidance about the concepts and principles of a stipend framework to guide us as we develop a policy for compensation and reimbursement for patients, caregivers, and community members. The draft policy will be brought to the Steering Committee for review in January 2023.

On November 30th, over 30 clinicians from the Primary Care Council, Specialist Council, and additional interested clinical community members met for the first annual KW4xClinicians event. This year's theme was "Taking Healthcare Further". The event was a joint effort between the KW4 OHT, the Primary Care, and Specialists Councils, and its goal was to provide networking and learning opportunities. We covered a wide variety of topics from centralized intake to the creation of care pathways to SCOPE. We conducted three breakout tables with lively discussions around Clinical Pathways, on the work currently underway in our region on Congestive Heart Failure, and a group problem-solving exercise focusing on challenges found in centralized referrals. We are planning on integrating the discussions and work generated during this event into our initiatives moving forward. This event would not have been possible without the support of many of our partnered members including, Grand River Hospital Foundation, eCentre of Excellence, Hospice Waterloo Region, SCOPE, and KW-Academy of Medicine. We thank our event host, the City of Waterloo Recreation Centre. We appreciate the use of their space and would like to acknowledge and thank all their staff for this event. Post-event surveys have been positive and we will look forward to planning another summit for summer 2023.

We are looking forward to our upcoming Sanguen Health Centre visit on December 7, 2022. This visit will provide us with an opportunity to tour a few of their outreach locations including those served by Sanguen's Primary Care Bus and Harm Reduction Van.





# General Updates

## HEALTH SYSTEM UPDATES

On November 8, 2022, Ontario Health provided us with 2022/23 – 2023/24 Ontario Health Team Continued Implementation Supports Agreement (formally known as the “TPA”). As a team, OHTs work towards a common vision of more integrated and better-coordinated care across the province and are enabled to achieve shared improvements according to the principles of the Quadruple Aim: improved health outcomes, patient and provider experience, and value. The funding provided through the Agreement will support the continued advancement of Cohort 2 OHTs in order to provide a full and coordinated continuum of care to their attributed populations. An overview of the Agreement and reporting requirements will be part of the upcoming Steering Committee meeting materials. Information related to the funding and financial impacts will also be included as part of the OHT budget discussion at the Steering Committee meeting.

## DIGITAL HEALTH UPDATE

The OHT met with the Online Appointment Booking OH-West delivery partner, eHealth Centre of Excellence, in early November as a mid-point project check-in to review the current state, risks/issues, and next steps with the initiative. Between KW4 and CND, there were 164 licenses that have been allocated to sites throughout the two OHTs. The eCE is supporting these clinics to implement the online booking solution in their practice. Due to the pressures felt throughout primary care, clinic response/communication time has been longer than expected and it has taken longer for clinics to complete associated solution set-up tasks. The eCE has mitigated these delays by engaging more clinics at once to counterbalance the wait time and have set deadlines for tasks assigned to clinics to help maintain project momentum while staying flexible to accommodate the clinics' needs. We identified approximately 20 licenses that had not been allocated to any sites between the two OHTs. As such, the eCE provided marketing-communication materials about the benefits of OAB for the OHT's to spread the word about the additional license availability. Our Primary Care champion, Dr. Neil Naik, sent these messages to the clinician chat groups, promoting awareness of the available licenses among the primary care community. In addition, online appointment booking was discussed at the Nov 30 KW4 Clinician Summit, which helped drive more interest in the available licenses and the initiative.



# General Updates

## DIGITAL HEALTH UPDATE (CON'T)

The OHT met with the SCOPE program in November to discuss strategies for improved usage and innovative approaches to creating awareness and buy-in for KW4 clinicians. The KW4 SCOPE program was added to the regional popular listings on the Ocean Health map. This means that all Ocean users from this region will be able to see the SCOPE listing when the map is open which increases awareness and enhances easy access to SCOPE through eReferral. This a great example of how digital health solutions can help improve workflows and support clinicians. Grand River began sending out tweets about the SCOPE program through their Twitter account, with St. Mary's re-tweeting to help generate even more interest and knowledge about the program. Through these collaborative marketing and communications efforts, the SCOPE program received 10 referrals in the first few weeks of November. One of these referrals was a GIMRAC phone consultation which is our first pathway for the program. A big thank you to the SCOPE Nurse Navigator, Kim Marshall, for providing exceptional support to our community, and to both Grand River and St. Mary's for supporting the program and promoting the program, alongside OHT.

The OHT began initial conversations with the Ontario eServices Program and a specialist's champion to understand how we could collectively support improving specialists' use of eReferral and potentially develop a centralized intake model for a select care pathway through eReferral in KW4. We will continue with these discussions and brainstorming over the coming months, using best practices and lessons learned as identified by the Ontario eServices Program team and the specialist's direct input. This initiative may be added to our workplan in FY 2023/2024 work.

# General Updates

## DIGITAL HEALTH UPDATE (CON'T)

St. Mary's General Hospital's Heart Failure program received approval through Ontario Health Digital Health funding for remote care monitoring and surgical transitions on Nov 1st. The current program monitors heart failure patients from the heart failure clinic. This funding will help expand the program to include patient's post cardiovascular surgery with complications of heart failure post-procedure (Left ventricular ejection fraction (LVEF) <40% post-surgery). The program kicked off in November with an enrollment target of 100 patients by March 31st, 2023. The overall goals/objectives of the program include:

1. Improved patient self-management –keeping patients healthy at home
  2. Mitigate medical complications through early intervention
  3. Reduce ED Visits post-surgery
  4. Reduce hospital readmissions post-surgery
  5. Improve patient experience
- Annual report is a comprehensive report on a company's activities throughout the preceding year. Annual reports are intended to give shareholders and other interested people information about the company's activities and financial performance.







# Progress and Results

## CONNECT TO CARE UPDATE

On November 30, 2022, the Ministry of Health and Ontario Health hosted a webinar entitled "Accelerating Ontario Health Team Impact and Next Steps for OHTs". There were five main topics discussed; consistent collaboration in decision-making, common clinical pathways to improve patient care, creating consistency in OHT led public communications, common structure to progress to full implementation (incorporation to a new not-for-profit corporation created for the purpose of managing and coordinating OHT activities) and the selection of an operational support provider. Specific timelines and other concrete information on the next steps were not provided on the webinar, however, the Ministry and Ontario Health committed to working collaboratively with the OHTs as they develop direction or guidance to move these forward. The Ministry and Ontario Health also reiterated their commitment to integrating home and community care within the OHT model and will be sharing additional information in the coming months related to the modernization of home and community care models. We will continue to share new information with our Members and Steering Committee as we receive it from the Ministry and Ontario Health.

## COLLABORATIVE QUALITY IMPROVEMENT PLAN (CQIP)

In our last report, we shared that in order to support the 2023-24 cQIP cycle, OntarioHealth would be hosting a webinar on November 23, 2022, which KW4 OHT had registered to attend. This launch event was subsequently delayed until after the Accelerating Ontario Health Team (OHT) Impact: Next Steps for OHTs webinar was hosted by The Ministry of Health, in collaboration with Ontario Health. The 202-23 cQIP launch webinar has now been rescheduled to January 16, 2023. In the interim, we did receive confirmation from Ontario Health that the cQIP priorities and indicators remain the same for 23/24.

## BUDGET PLANNING

As reported in the October Executive Director report, the 2023/24 budget assumptions will be presented for discussion at the upcoming Steering Committee meeting.

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# Project Status Updates

## OUR PRIORITY PROJECTS:



**Create Neighbourhood Integrated Care Teams (NICT) in priority neighbourhoods**



**Develop a Newcomer App for use by recent newcomers**



**Support Primary Care Integration and Evolution of a Governance model**

## GENERAL UPDATE

In November, several meetings with the project's Executive Sponsor and Co-Leads have been held to discuss the project scope, budget, and high-level timelines. Initial drafts of the Project Charters for two of our projects have been endorsed by the Executive Sponsor, pending Leadership Action Committee review and approval. Memorandums of Understanding between KW4 OHT and the Executive Sponsor organizations are being developed to allow for the transfer of funds and opportunities to potentially tap into research and grant funding are also being explored.

Terms of Reference for the Leadership Action Committee and the Implementation Team have been drafted and discussions regarding appropriate membership on these committees is continuing. Project Management recruitment continues and recruitment of a Community Co-Lead as well as other Community Members to sit on the Implementation Team is also underway.

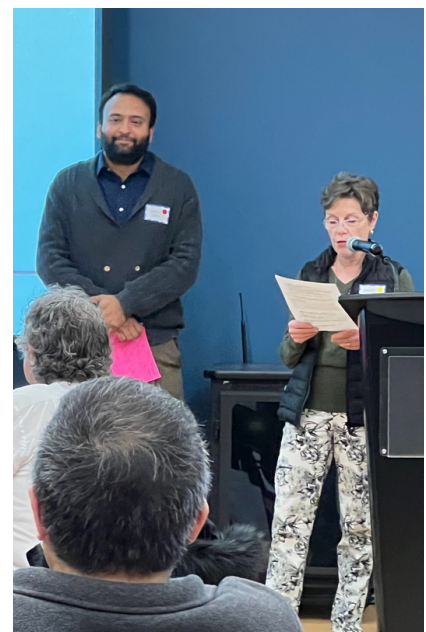
We have also started an environmental scan to collect project-related data and better understand the needs and resources in our priority neighbourhoods.

And finally, one of our projects held its first Leadership Action Committee Meetings with the other two project inaugural meetings planned for December.

# Project Status Updates

## NEXT STEPS

During the month of December, we will engage in onboarding project leadership. We will also work towards identifying membership for the project Implementation Teams.



Images: KW4xClinicians Event