

Municipality Of Chatham-Kent
Community Human Services
Recommendation Report

To: Mayor and Members of Council
From: April Rietdyk, General Manager, Community Human Services
Date: July 28, 2019
Subject: Municipal Involvement in the Ontario Health Team

Recommendation

It is recommended that:

1. The Corporation of the Municipality of Chatham-Kent participate as a phase one community partner in the Chatham-Kent Ontario Health Team full application process.

Background

Following the 2018 Provincial Election, the government moved forward on their promise to improve the health care system and end hallway medicine in part through the introduction of Ontario Health Teams. In recent history, health care services and health care providers have provided mandated programs and services, typically funded all or in part through the Ministry of Health and Long-Term Care, with limited coordination and collaboration between agencies. According to the Ministry's website and the Ontario Health Team Guidance document (2019), Ontario Health Teams are groups of providers and organizations that are clinically and fiscally accountable for delivering a full and coordinated continuum of care to a defined geographic population.

The Ministry website explains that,

“Ontarians expect a health care system that:

- is designed to ensure patients experience seamless transitions across different care providers and settings;
- promotes the active involvement and participation of primary care providers throughout a person's care journey;
- takes care of a person's complete physical and mental health needs, and not just one condition at a time;
- encourages and enables healthy behaviours and activities, and self-care that promote physical and mental health and well-being;

- is interconnected, so that patients don't have to repeat their health history over and over again or take the same test multiple times for different providers;
- is easy to access and provides navigation when patients, families, and caregivers have questions or need assistance;
- provides the appropriate level of care in the appropriate setting, at the right time;
- achieves better value by delivering better quality for the same or lower cost; and
- is built on collaboration, partnership, trust, communication, and mutual respect between patients, families, caregivers, providers, and communities.”

Through Ontario Health Teams, the government plans to integrate care delivery and funding, which will enable patients, families, communities, providers, and system leaders to better work together, innovate, and build on what is best in Ontario's health care system (MOHLTC website).

There are several phases involved in becoming a designated Ontario Health Team with the final goal of all health care providers eventually becoming part of an Ontario Health Team. Early adopters do so as voluntary partners; eventually, the government will mandate all health care providers to join a designated Ontario Health Team. The first step in the Ontario Health Team process involves a detailed self-assessment. This phase allows community partners to come together and assess their current state of readiness to move forward through the application process. Following ministry review, teams demonstrating a high level of readiness will be invited to submit a full Ontario Health Team application. The full application process requires the partnership to demonstrate through documentation and evidence, their ability to deliver on the key components and outcomes of Ontario Health Teams. Successful applications will then receive a community site visit. This visit will allow the Ministry to complete a final assessment of the community partnerships ability to implement the Ontario Health Team vision. Recommendations following site visits will move successful partnerships into full implementation. Those not deemed ready at this stage will continue to receive Ministry support and will remain “in development” until they successfully move forward to implementation.

At full maturity (timeline not fully defined yet) the Ontario Health Teams will:

1. Provide a full and coordinated continuum of care for a defined population within a geographic region;
2. Offer patients 24/7 access to coordination of care and system navigation services and work to ensure patients experience seamless transitions throughout their care journey;
3. Improve performance across a range of outcomes linked to the 'Quadruple Aim': better patient and population health outcomes; better patient, family and caregiver experience; better provider experience; and better value;

4. Be measured and reported against a standardized performance framework aligned to the Quadruple Aim;
5. Operate within a single, clear accountability framework;
6. Be funded through an integrated funding envelope;
7. Reinvest into front line care; and
8. Take a digital first approach, in alignment with provincial digital health policies and standards, including the provision of digital choices for patients to access care and health information and the use of digital tools to communicate and share information among providers.

At full maturity (once again, no timeline identified) Ontario Health Teams will offer a full and coordinated continuum of services including but not limited to:

- primary care (including inter-professional primary care and physicians);
- secondary care (e.g., in-patient and ambulatory medical and surgical services – includes specialist services);
- home care;
- community support services;
- mental health and addictions;
- health promotion and disease prevention;
- rehabilitation and complex care;
- palliative care (e.g., hospice);
- residential care and short-term transitional care (e.g., in supportive housing, long-term care homes, retirement homes);
- long-term care home placement;
- emergency health services;
- laboratory and diagnostic services;
- midwifery services; and
- other social and community services and other services, as needed by the population.

Community self-assessments, completed by community partnerships were due to the Ministry on May 15, 2019. Chatham-Kent Ontario Health Team partnership met this deadline. The Municipality signed letters of support that were submitted with the self-assessment. On July 18, 2019, Chatham-Kent received notification of a successful self-assessment and an invitation to complete a full Ontario Health Team application. This application is due to the Ministry on October 9, 2019.

Comments

The Chatham-Kent Ontario Health Team self-assessment contained input from multiple community agencies, organizations, and users of the health care system.

At the time of the self-assessment submission, the following Chatham-Kent organizations signed on as full partners:

- Chatham-Kent Health Alliance

- Chatham-Kent Community Health Centres
- St. Andrews Residence
- Chatham-Kent Hospice
- March of Dimes Canada
- Thamesview Family Health Team
- Westover Treatment Centre
- Tilbury District Family Health Team
- Chatham-Kent Family Health Team
- Transform Shared Service Organization

The following organizations provided support and consultation for the self-assessment with the potential to become full partners as the process evolved:

- ESC LHIN Home & Community Care
- Alzheimer Society of Chatham-Kent
- Canadian Mental Health Association Lambton-Kent
- Chatham-Kent Children's Services
- Children's Treatment Centre
- New Beginnings, ABI & Stroke Recovery Association
- Revera, Village on the Ridge
- St. Clair College, Thames Campus
- Walpole Island First Nation, Addictions Program
- Walpole Island First Nation, Health Centre
- Walpole Island First Nation, Home and Community Care Program
- Municipality of Chatham-Kent (CK EMS Community Paramedic Program, Public Health, Riverview Gardens)

At maturity, the Chatham-Kent Ontario Health Team partnership hopes the following organizations will engage and join the partnership on their own:

- ACT Team, Hotel Dieu Grace Hospital
- Adult Language and Learning
- Delaware First Nation
- Lambton Elderly Outreach
- Remaining Long-Term Care Homes
- Rest & Retirement Homes
- School system
- Municipality of Chatham-Kent (Housing Services, Employment & Social Services, Child Care & Early Years)
- Walpole Island First Nation (Social Services)

Since receipt of the invitation to complete a full application, the following organizations have now signed on as full phase one partners:

- Alzheimer Society of Chatham-Kent

- Behavioural Supports Ontario Chatham-Kent
- Canadian Mental Health Association Lambton-Kent
- Municipality of Chatham-Kent

Moving forward, the partnership will complete the full application and submit it on behalf of the Chatham-Kent Ontario Health Team by October 9, 2019. The full application covers seven distinct areas that must be addressed in detail:

1. Description of the Chatham-Kent Population. In this section, the team will be tasked with describing the Chatham-Kent population and who will be accountable for what at maturity of the Ontario Health Team. The year one population (older adults living with multiple chronic diseases) must be explained and reviewed in greater detail than during the self-assessment. Finally, the team must identify any specific equity considerations within Chatham-Kent's population.
2. Description of the team including membership composition, current service provisions, nature of working relationships, and approach used to develop the full application.
3. Identification, in detail, of how the team will transform health care including, but not limited to, improvements in health care system performance, redesign of care pathways, better coordination of care, improved navigation of the health care system, and use of virtual health care.
4. Development of strategic goals, values, and practices along with a proposed governance and leadership structure.
5. Identification of opportunities for continuous improvement including performance indicators, digital health tools, patient experience input, community input, and health care spending efficiencies.
6. Implementation planning and risk analysis including a change management plan, identification of barriers, and beneficial non-financial resources and supports. A risk analysis must address compliance, resource, partnership, and patient care risks.
7. Membership approval with signatures from all partner agencies. Board approvals are required on the full application.

Chatham-Kent has a proud history of collaboration and integration and now has the opportunity to be a provincial leader in the development of a successful rural Ontario Health Team. As indicated in the self-assessment, "the Chatham-Kent Ontario Health Team will be nimble and responsive with a geography and population that are large enough to have impact on outcomes and small enough that relationships matter and flexibility is possible."

In recent years, increasing emphasis on the importance of the social determinants of health within the health and health care continuum has changed the face of health care planning. The importance of early child development, employment, housing, and community belonging are only a few of the social determinants of health that shape overall wellness, quality of life, health status, and access to health care. The municipality supports and/or directly provides many of the programs and services that have influence over the social determinants of health. By the very nature of municipal

work, the municipality is a partner in the planning and delivery of health care programs and services in Chatham-Kent. Joining the Chatham-Kent Ontario Health team as a phase one partner is a logical step to ensure municipal representation and involvement in health and health care planning for the community.

Areas of Strategic Focus and Critical Success Factors

The recommendation in this report supports the following areas of strategic focus:

Economic Prosperity:

Chatham-Kent is an innovative and thriving community with a diversified economy

A Healthy and Safe Community:

Chatham-Kent is a healthy and safe community with sustainable population growth

People and Culture:

Chatham-Kent is recognized as a culturally vibrant, dynamic, and creative community

Environmental Sustainability:

Chatham-Kent is a community that is environmentally sustainable and promotes stewardship of our natural resources

The recommendation in this report support the following critical success factors:

Financial Sustainability:

The Corporation of the Municipality of Chatham-Kent is financially sustainable

Open, Transparent and Effective Governance:

The Corporation of the Municipality of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership

Has the potential to support all areas of strategic focus & critical success factors

Neutral issues (does not support negatively or positively)

<http://www.chatham-kent.ca/Council/councildirections/Pages/CKPlan2035.aspx>

Consultation

Several municipal employees have been involved with the Chatham-Kent Ontario Health Team self-assessment and several will continue to be involved in the development of the full application. The Chief Administrative Officer and General Manager, Community Human Services are supportive of the recommendation. Consultation will continue as development of the full application unfolds.

Financial Implications

There are no financial resources available from the province for the development of the self-assessment and/or full application. There are no financial resources required to be a phase one partner in the Ontario Health Team application process. Partner agencies come together in consultation and collaboration through in-kind staff time directed towards the project.

Prepared by:

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