

Stakeholder Engagement Session: System Recovery

Ontario Health West

June 16, 2021

For Discussion Purposes - V1 June 16 2021



Welcome and Thank You!



COVID Crisis

- Managing Outbreaks
- Caring for critically and acutely ill
- Preventing disease and reducing spread
- Administering Vaccinations

System Response

- OH West COVID Response Structure “G15”
- Triads and teams focused on hospital, community, public health in each of 4 geographies (Sub-Regions)
- Hospital IMS
- Regional Working Groups (e.g. RTAC, RAC)

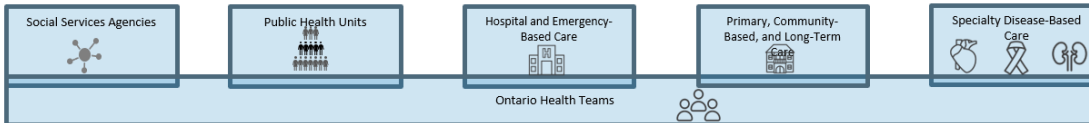
Opportunities Realized

- Unified health system across OH West Region
- Increased knowledge and fostered relationships among sectors
- Built processes for rapid innovation, action and implementation
- Commitment to collaboration and shared outcomes

Ontario patients, long-term care residents, community clients, caregivers, volunteers, and diverse communities including Indigenous, Francophone, Black community, and persons with disabilities



Health Providers and Ontario Health Teams



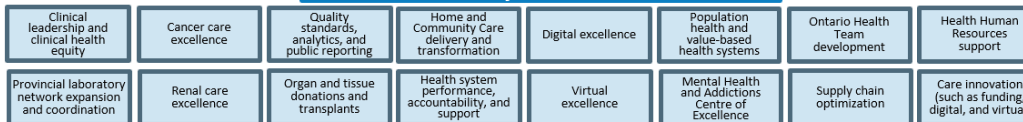
Ontario Health Functional Service Structure

Patient, Caregiver, Community, and Provider Partnering (Engagement)
 Focus on improving population health outcomes, improving patient experience, improving front-line and provider experience, and achieving better value (Quadruple Aim)

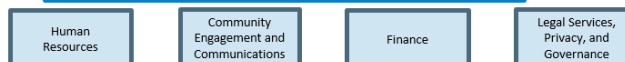
Regional functions



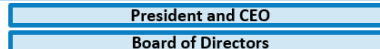
Health system functions



Corporate support functions

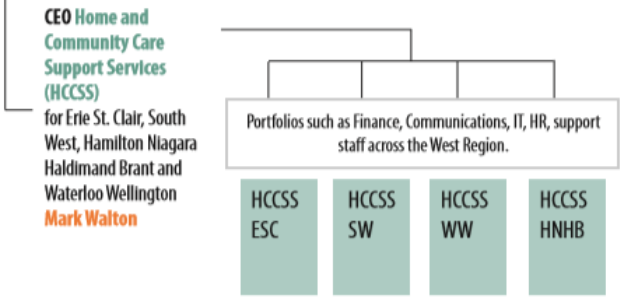


Executive Leadership, Strategy, and Governance



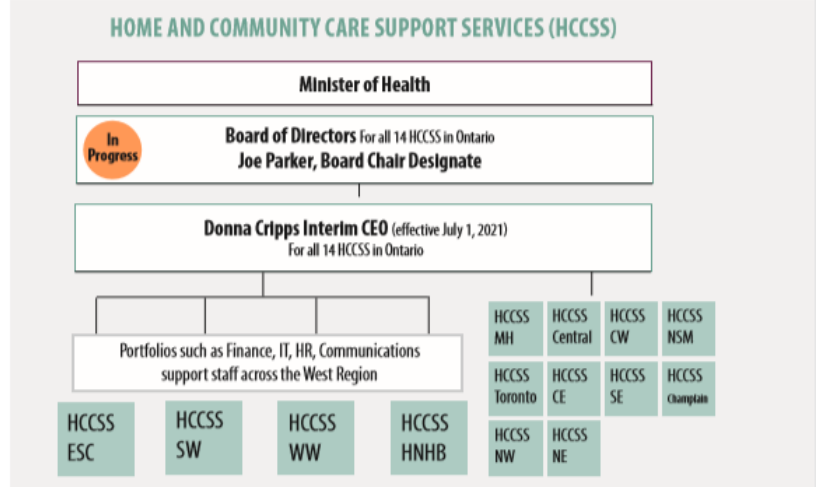
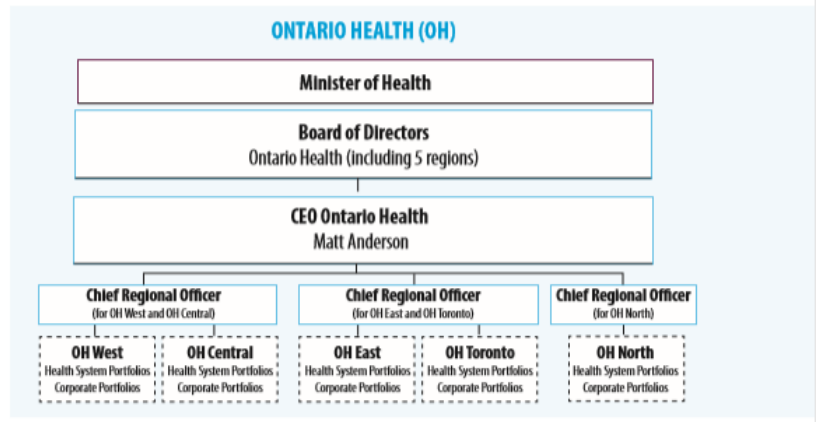
Ontario Health

CURRENT STATE

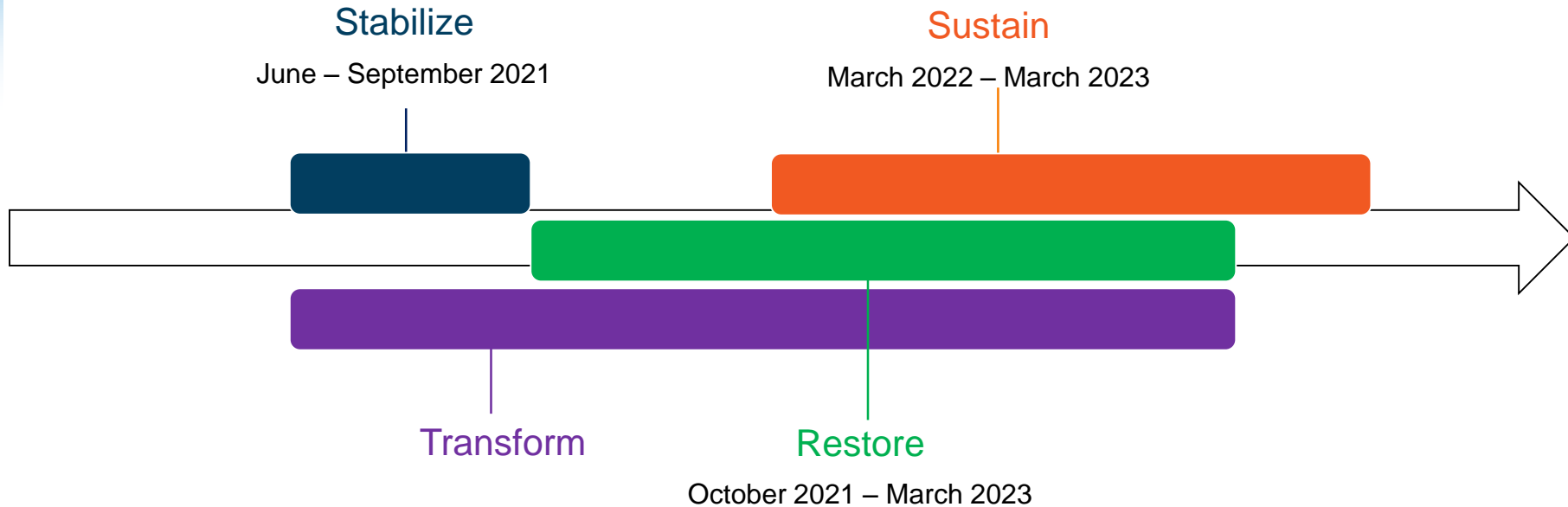


NEW NAME Local Health Integration Network ➔ Home and Community Care Support Services

SUMMER 2021



Provincial Approach to System Recovery



Stabilize health system and workforce to ensure available capacity to recover from COVID-19. Lifting temporary and emergency measures in place to manage the urgent capacity needs.

Restore functionality in areas where pandemic adversely affected care and services (while addressing pre-existing health inequities, prioritizing populations and communities disproportionately impacted by COVID-19).

Sustain positive changes that have been effective.

Transform the system to adopt new processes, care pathways, and structures in areas where fundamental change is required.

Recovery Vision and Goals

Vision: To optimize access to patient care, seizing our best opportunities to work better and differently to achieve a fairer, more integrated, appropriate and sustainable health system.

Simultaneously and in a balanced way

- i. Continue to prevent, monitor and respond to COVID outbreaks and transmission, providing access to appropriate COVID care at all levels
- ii. Resume and sustain clinical care services using an integrated, coordinated and values based, patient centred approach that achieves access and addresses the deferred care deficit including:
 - a) Increased access to preventative care
 - b) Improved access to community mental health and addictions services
 - c) Improved flow of patients between care settings
 - d) Increased access to scheduled surgeries, procedures and diagnostic services
- iii. Optimize the lessons learned and successful strategies, processes and partnerships to rebuild the health system in a way that supports an equity-driven quadruple aim: population health, patient experience, workforce well-being and resource stewardship

Health System COVID Response

Goal: Continue to prevent, monitor and respond to COVID outbreaks and transmission, providing access to appropriate COVID care at all levels

- Coordinate COVID response across West Region and align with other regions/provincial activities as appropriate
- Sustain efforts on functions, adapting as required and according to identified capacity needs
- Prepare to respond to future waves
- Develop and support care pathways for COVID and post-COVID patient needs across the continuum



Testing and
Assessment



Capacity



LTC and
Congregate Care



HHR
Redeployment



Vaccination



IPAC

Health System Recovery

Goal: Resume and sustain clinical care services using an integrated, coordinated and values based, patient centred approach that achieves access and addresses the deferred care deficit

- Develop tactics, initiatives and strategies to identify and address access to care barriers, including load-balancing activities
- Address issues of equity related to access and health outcomes across region, including high priority communities
- Reallocation and realignment of services and service volumes
- Monitor key metrics at a system level that reflect quadruple aims
- Respond to system recommendations arising from COVID related reviews (audits, commissions, inquiries)



Primary and
Preventative Care



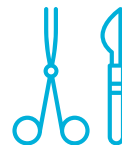
Acute Care and
Post-acute Care



LTC, Congregate Care,
Community



Diagnostics and
Laboratory



Surgeries and
Procedures



Mental Health and
Addictions

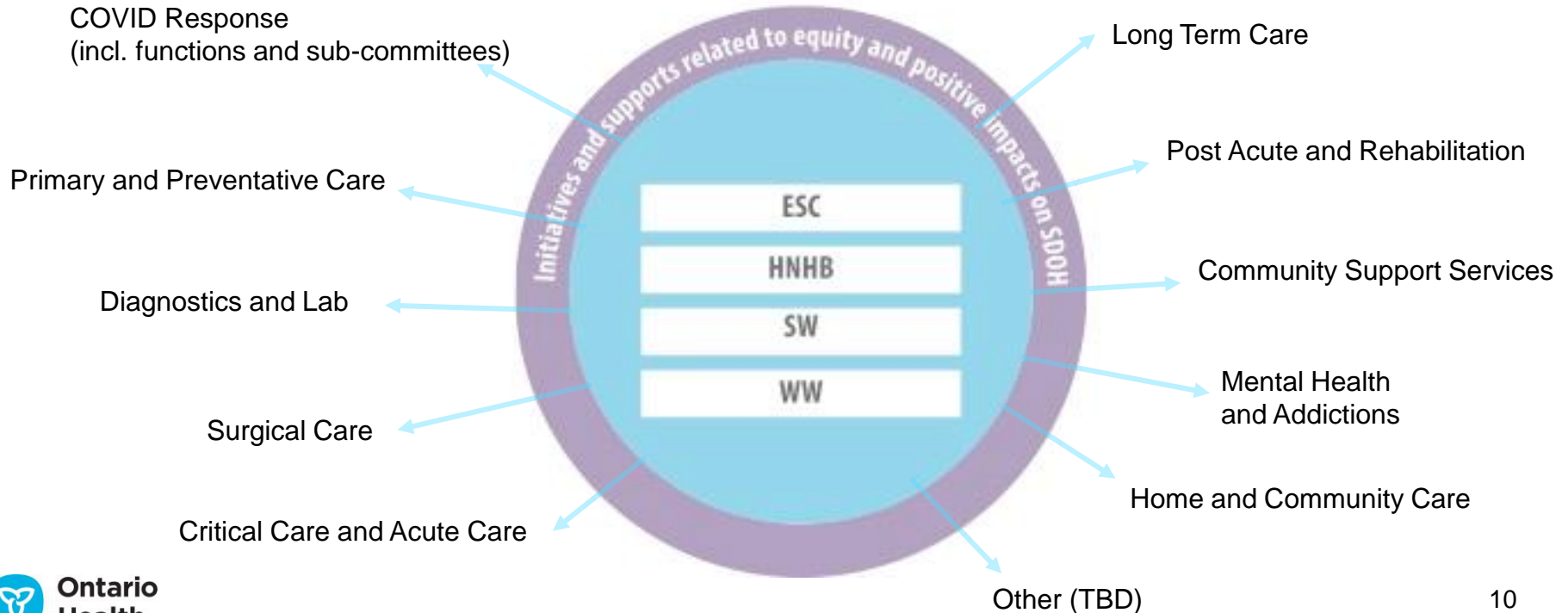
Health System Optimization

Goal: Optimize the lessons learned and successful strategies, processes and partnerships to rebuild the health system in a way that supports an equity-driven quadruple aim: population health, patient experience, workforce well-being and resource stewardship

- Commit to new and continued opportunities to improve the health system based on experiences through COVID- including
 - continuous collaboration with partners within and beyond the health system (e.g. social services, municipalities)
 - a relentless focus on supporting our communities and our patients/residents/clients
 - recognition, celebration, and support for our workforce
 - flexible allocation/reallocation of resources at a regional level to areas of greatest need and/or initiatives with the most potential impact

Provincial Tables

OH West Health System Recovery Table



Proposed Provincial Tables



**OH Preventive Care/Screening
Work Group**



**Access & Flow
Work Group**



**Mental Health & Addictions
Work Group**



**OH Surgical/Diagnostic Recovery
Work Group**

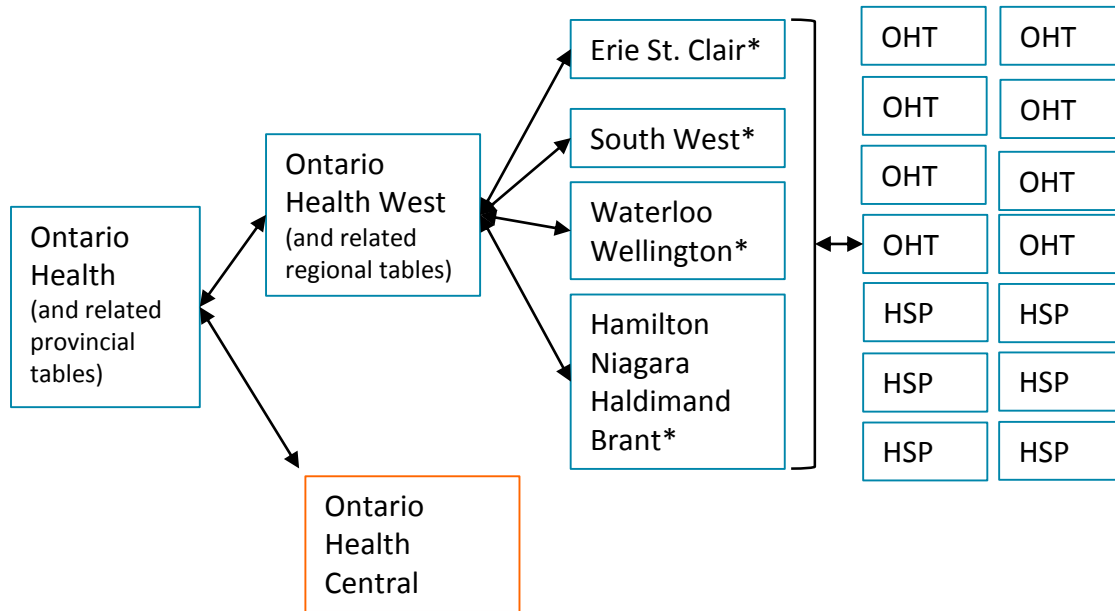
OH West Health System Recovery Table

- Purpose: To advise and actively guide achievement of the recovery vision and goals. To serve as a bi-directional conduit of information and a point of connectivity between the provincial and local health system recovery efforts.
- Accountability: To patients, families and communities of the West Region with dotted line accountability to Ontario Health
- Membership: Sub-region triads from the four geographies, Erie St. Clair (ESC), SouthWest (SW), Waterloo Wellington (WW) and Hamilton Niagara Haldimand Brant (HNHB). Other members will be added to support and augment the triad leadership.
- Duration: Time limited, but unknown. Membership and triad leadership in each sub-region will have staggered term limits and be reviewed after one year. Membership may be adjusted based on the evolving needs of the COVID-19 response and recovery.
- Meeting frequency: minimum once per week

Sub-Region Recovery Structures

- Triads will remain in place to provide support and leadership through recovery phase
- Common deliverables and expectations related to areas of focus, but approach and structures can differ
- Leverage committees, tables, working groups built for COVID response to address recovery areas of focus
- Sub-region recovery will also leverage and work collaboratively with OHTs and Health Service Providers (HSPs)

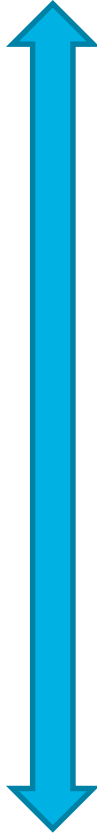
Collaborative Approach to Recovery



Successful health system recovery contingent on:

- Collaboration
- Communication
- Clear deliverables
- Monitoring of key metrics
- Innovation and change, not resumption of status quo

	Organization	Description of Role	Possible Functions
1	Ontario Health	“Frame, Strategize and Inform”	<ul style="list-style-type: none"> • Development of Provincial Health System Strategies • Development of Key Provincial Metrics and Outcomes • Identification and Dissemination of Leading Practices
2	Ontario Health Regions (West and Central)	“Coordinate, Engage and Monitor”	<ul style="list-style-type: none"> • Communication of provincial strategies • Identify regional recovery goals, outcomes and issue mandate • Lead regional coordination of strategy deployment • Monitor Region’s progress toward provincial goals • Facilitate identification of systemic barriers and opportunities on behalf of Regions and escalate, where necessary • Report on Regional progress
8	Geographies (Sub-Regions)	“Prioritize, Communicate and Coordinate”	<ul style="list-style-type: none"> • Communication of Provincial and Regional Strategies • Regional Coordination of strategy deployment • Facilitate identification of local barriers and opportunities on behalf of sub-regions • Report on sub-regional progress
28	Ontario Health Teams (28 approved)	“Operationalize, Report and Adjust”	<ul style="list-style-type: none"> • Execution of Provincial Strategies • Local Coordination of strategy deployment • Facilitate identification of local barriers and opportunities • Report on local progress
500+	Health Service Providers	“Deliver, Quality Improvement, Alignment”	<ul style="list-style-type: none"> • Deliver care in alignment with regional and sub-regional tactics, strategies, and processes identified • Work collaboratively with system partners



Next steps

- Triads identifying what sub-regional structures will address various areas of focus
- Key recovery deliverables related to areas of focus will be determined by region in alignment with provincial direction
- Establish regular stakeholder information sessions to enhance connection and communication (Date of next session TBD)

Questions

