

WEST TORONTO
ONTARIO HEALTH TEAM

2023-2024 Operating Plan

MESSAGE FROM OUR DIRECTOR

This upcoming year is about continuing to build a foundation for collaboration and partnership in West Toronto. After the success of our 'Cold & COVID-19' Clinic and the launch of two change initiatives for our priority populations, it is clear that collaboration is what drives our system integration and transformation forward.

Looking ahead to fiscal year 2023-24, it will be the partnerships with our member organizations, Partners for Better Care Council and the West Toronto Primary Care Network that will increase the speed and scale of our impact. Whether it is the launch of new mental health and addictions workshops or expanded cancer screening, we know we will achieve more together. I am excited to work together with all of you in the year ahead!

Kashtin Fitzsimons, Director, West Toronto Ontario Health Team



GOVERNANCE

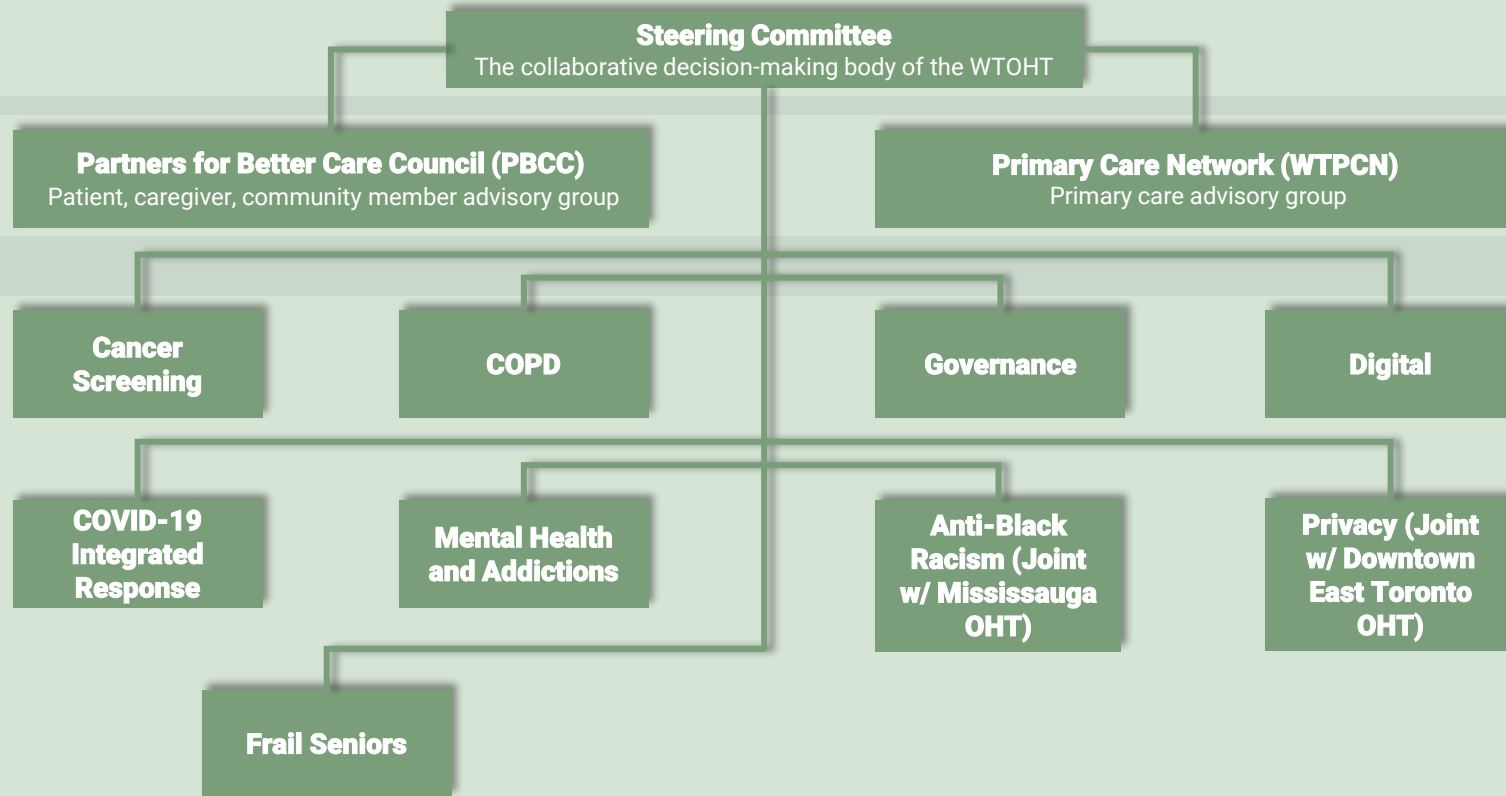
We are on a path towards incorporation and are ensuring all stakeholders are equitably engaged in the process.

WTOHT STRUCTURE

Decision-making

Advisory

Working Groups



Population-specific

Foundational



PARTNERS FOR BETTER CARE COUNCIL

The Partners for Better Care Council (PBCC) is a dedicated group of community members with a diverse set of experience in our healthcare system. Our goal is to improve the overall healthcare experience in West Toronto through the perspective of the community members who access health and social care. The council will continue to develop active relationships with healthcare providers to ensure the patient and caregiver 'lived experience' is influential in the pursuit of the West Toronto OHT's work. We want to create meaningful change, and crucial to this is our partnership between patients and caregivers in leadership, advisory, co-design and consultation environments where they can provide insight through their 'lived experience.'

We, Marcia Diakun and Dipti Purbhoo, bring extensive and combined experience in healthcare and publicly funded systems to our roles as co-chairs of the council. We are grateful to our members who generously volunteer their time and share their expertise to help enable our advisory and outreach efforts. We will continue to equitably engage our community through the West Toronto OHT avenues such as website, engagement platform, bi-monthly meetings and newsletters.

We also look forward to hosting more events where we will showcase our partnerships, how we enable community involvement and our efforts to make healthcare more accessible for all.

Marcia Diakun, Co-chair, PBCC

Dipti Purbhoo, Executive Director, Dorothy Ley Hospice, and Co-chair, PBCC



Marcia Diakun
PBCC Co-chair



Dipti Purbhoo
PBCC Co-chair



PRIMARY CARE NETWORK

The West Toronto Primary Care Network (WTPCN) will continue to focus on growth among West Toronto family physicians by:

- Continued information sharing and engagement through monthly newsletters and virtual meetings
- Increased registration for the PCN through individual outreach and in-person engagement events
- Ensuring a collective voice of primary care representation at all levels of the WTOHT
- Identifying tangible ways to make practice easier for family physicians
- Developing a robust leadership structure with the Primary Care Council to support sustainability
- Expanding efforts to gain a greater understanding of the landscape of primary care West Toronto utilizing population health data and surveying



Dr. Nicole Nitti, Lead West Toronto Primary Care Network



HIGH-PRIORITY COMMUNITIES

Work focusing on high-priority communities is designed to transform how healthcare is delivered in communities while striving for health equity. The following goals have been set for 2023-24:

- Increase reach among West Toronto communities identifying new and existing health concerns to build upon an existing set of care protocols
- Continue to meet community needs and provide accessible services, health fairs and programs prioritizing:
 - health education
 - general access to care
 - healthcare system navigation
 - disease prevention
 - developing trust
- Expand network of community members for health and social service guidance, involvement opportunities, and outreach



OUTREACH

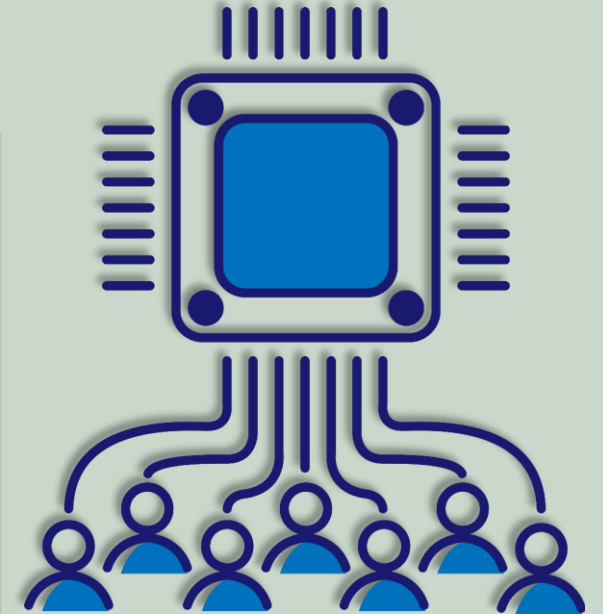
The WTOHT is committed to reaching a diverse range of patient and family voices to shape healthcare solutions and identify community needs to inform our work. In cooperation with the PBCC, we have set the following goals:

- Increase participation in and awareness of EngageWTOHT, our online hub for virtual engagement
- Execute and deliver 1-2 health fairs for fiscal year 2023-24 establishing a safe space to connect community members with health and social services in West Toronto
- Embed continuous patient and family voices in OHT work through working group participation and through the PBCC
- Increase capacity of OHT patient partners through ongoing recognition, education and team building
- Continue to partner, collaborate and learn from member organizations to develop a deep knowledge of community practices to shape our work and engagement



DIGITAL AS AN ENABLER

- The Digital Working Group (DWG) is collaborating with our Primary Care Network (PCN) leaders to identify digital priorities for the PCN and inform the development of a primary care digital strategy for 2023-24. Up to now, discussions have focused on eReferral adoption and the implementation of an online appointment booking system for patients and/or clients.
- The DWG is conducting a digital needs assessment with WTOHT member organizations to understand the use of existing digital assets, and to identify opportunities to promote meaningful digital adoption. The goal of this work is to understand and improve the WTOHT's digital maturity and implement a digital plan.
- The DWG continues to collaborate with seven other Toronto OHTs to deliver a regional patient navigation solution.
- The DWG continues to work with WTOHT priority population working groups and support their change initiatives where digital solutions are implemented and evaluated.
- In coalition with other OHTs, we are developing a framework and plan for how population health management is delivered within an OHT model of care.



OUR PRIORITY AREAS

The image displays four priority areas in a row, each within a colored, rounded rectangular frame. From left to right: 1. A blue frame with a white icon of a human digestive system and a magnifying glass over a hexagonal cell, labeled 'Cancer Screening'. 2. A dark blue frame with a white icon of human lungs, labeled 'Chronic Obstructive Pulmonary Disease'. 3. A green frame with a white icon of a heart containing silhouettes of an elderly person and a caregiver, labeled 'Seniors and Frailty'. 4. A dark blue frame with a white icon of two human heads in profile, one with a brain inside, labeled 'Mental Health and Addictions'.



CANCER SCREENING

- The Cancer Screening Quality Improvement Working Group was formed in the Fall of 2022 and has engaged partner organizations, as well as primary care physicians in West Toronto.
- The working group has identified a need to increase cancer screening rates in West Toronto for unattached patients (patients that do not have a family doctor, or a regular primary care provider)
- The working group will narrow its focus to colorectal cancer screening rates in the area and develop ways to increase screening rates and support primary care.



Chronic Obstructive Pulmonary Disease (COPD)

- The COPD Working Group is revitalizing their project charter and gathering business requirements to inform a planned implementation of a collaborative care model (CCM).
- We continue to identify and engage stakeholders to strategize the implementation of the CCM for the COPD population, identifying gaps and opportunities in care, along with analyzing data to build a case for change.
- We are developing a plan for clinical practice change, engaging patients to define eligibility criteria, and securing buy-in from primary care providers for a referral program. We are assessing the feasibility of adding a care coordinator to develop an engagement plan and an evidence-based model of work.
- We will measure clinical outcomes to identify opportunities for program growth, improve the care pathway for patients and expand enrollment of patients.



FRAILITY AND AGING

- We will support West Toronto's senior population placing special attention on those at rising risk, those with chronic conditions and those who move in and out of stability with their conditions.
- We will continue to advance our test of change in the neighbourhood of Mimico, establishing a consistent way for primary care providers to refer elderly patients and/or clients to appropriate health, community and social services.
- We will expand our test of change to other neighbourhoods with a high number of seniors and engage primary care providers in those areas.
- We will ensure an equitable approach to identifying patients and/or clients, ensuring different primary care models are used in our clinical improvement work and using a 'Health Equity Impact Assessment Tool' to guide this work.



MENTAL HEALTH AND ADDICTIONS

- We will ensure a basket of mental health and addiction services are available and equitably meet the needs of residents within West Toronto.
- We will continue to advance our test of change in the South Parkdale neighbourhood, engaging primary care physicians to identify patients and/or clients to refer to [West Community Connect](#). We will assess lessons learned in establishing an 'integrated care team' to evaluate the test of change and analyze patient and/or client trends.
- We will establish a plan to expand the change initiative to other West Toronto neighbourhoods based on highest rates of Emergency Department (ED) visits and address gaps in services to create equitable access to these services for vulnerable populations.
- We will continue partnerships with local community health organizations to coordinate added value offerings, such as our educational workshops.

