



Ontario Health Team of Northumberland • 2022-2026

Strategic Plan

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Land Acknowledgement

Ontario Health Team of Northumberland (OHT-N) partners respectfully acknowledge that Northumberland County is located on the traditional territory of the Mississauga Anishinaabeg. We respectfully acknowledge that the Mississauga Nation are the collective stewards and caretakers of these lands and waters in perpetuity, and that they continue to maintain this responsibility to ensure their health and integrity for generations to come.



Message From Our Co-Chairs and Lead, Experience Partner Council

It is our pleasure to present the first strategic plan for the Ontario Health Team of Northumberland. This plan sets our direction for shaping, together, the future of care and services for our community.

In December 2019, we were thrilled to be recognized as one of the first 24 Ontario Health Teams (OHTs) in the province. Partners were united around a common purpose to achieve the province's vision of a better connected, people-centered health care system. And since that time, our work has been rooted in the belief that the most creative and most sustainable thinking evolves when those directly affected are part of the decision-making process.

This strategic plan is a testament to this belief. Developed based on lessons learned through the cohesive community response to COVID-19 and the OHT-N's initial priority projects, it incorporates feedback gathered during extensive community consultation. The result is collectively defined priorities that we will pursue, together.

As we move forward with implementation of this plan, our sincere thanks to everyone who has contributed to advancing the goals of this collaboration – from those who completed surveys and joined focus groups to inform this plan, to the patients, caregivers, and providers around the table, working to improve health outcomes in our community. We are excited to continue this important work, together, for a vibrant and healthy Northumberland.



Adrienne Bell-Smith

Executive Director,
Northumberland
Family Health Team,
Co-Chair, OHT-N



Trish Baird

CEO,
Community Care
Northumberland,
Co-Chair, OHT-N



Lisa van der Vinne

Interim Chair,
OHT-N Experience
Partner Council

About the OHT-N

In February 2019, the Ontario government introduced the Ontario Health Team (OHT) model of care. In December 2019, the province confirmed the Ontario Health Team of Northumberland as one of the first 24 OHTs in the province.

OHTs are a new way of organizing care to plan and deliver health and community services.

The vision is to better connect different health care and community services by bringing partners together as one team to deliver more coordinated care. Drawing on a strong history of collaboration, patients, caregivers, health care and community service providers from across Northumberland County have come together to improve:



**patient and
caregiver
experience**



**health
outcomes**



**provider
work-life
balance**



**value to the
community**



Community Partners

The 20 partners here form the collaborative decision-making body accountable for moving work forward.

Northumberland Family Health Team

Adrienne Bell-Smith, Executive Director
Co-Chair, OHT-N

Community Care Northumberland

Trish Baird, CEO
Co-Chair, OHT-N

OHT-N Experience Partner Council

Lisa van der Vinne, Interim Chair

Alderville First Nation

Family Physician

Dr. Erin Pepper

The Bridge Hospice

Kerri-Anne Kidd, Executive Director

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HKPR District Health Unit

Dr. Natalie Bocking,
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Home and Community Care Support Services

Sandra Armstrong, Director



Lakeview Family Health Team

Wendy Parker, Executive Director

Northumberland County

Jennifer Moore,
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Northumberland County

Kate Campbell, Director of Communications

Northumberland Hills Hospital

Susan Walsh, President & CEO

Northumberland Hills Hospital

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Patient Experience, Public Affairs
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Northumberland Paramedics

Susan Brown, Chief

Rebound Child & Youth Services

Carol Beauchamp, Executive Director

Seniors Care Network

Stacey Hawkins, Director,
Research & Evaluation

Streamway Villa Long-Term Care

Kylie Morton, Administrator/Director of Care

Trent Hills Family Health Team

Delayne Donald, Executive Director

About Northumberland County

Located one hour east of Toronto, Ontario, Northumberland County spans 2000 sq. km: east-west from Brighton to Port Hope and north-south from Trent Hills to Lake Ontario. With many small towns and villages – and an overall population of 86,000 people – Northumberland is a vibrant and growing community. It offers business and career opportunities, outdoor recreation, arts and culture.

Northumberland County has a population with more seniors than the rest of Ontario. Many residents live in rural areas.

As a result, the initial focus for the OHT-N has been to coordinate health care services for older adults living with complex conditions and rural populations – specifically those who experience barriers to care.



Community Demographics

Aging population, more older adults and seniors compared to the rest of the province



Higher rates of chronic disease, specifically: arthritis, diabetes, asthma, hypertension, mood disorders and COPD

Lower than average income levels



Higher rates of smokers than average

Fewer adults with a post-secondary education



Higher rates of overweight persons

Higher rates of individuals describing their health as “poor” or “fair”



Higher rate of Emergency Department (ED) visits than average

Higher rate of premature death than average (under age 75)



OHT-N Impact to Date



Rural Outreach Clinic in Colborne

How:

OHT-N partners working with the Township of Cramahe.

Impact:

Increasing access to health services for rural residents in the region through this clinic in Colborne, opened in April 2021.



Community Paramedicine Program

How:

OHT-N partners working with Northumberland Paramedics.

Impact:

Greater support for older adults living with complex conditions in rural areas of Northumberland, including a focus on elderly, mental health and homelessness.



COVID-19 Response

How:

OHT-N partners working with HKPR District Health Unit and community volunteers.

Impact:

Communicating vital and consistent information to the community and delivering COVID-19 assessment, testing, vaccination and infection prevention services.



Volunteer Peer Support Program

How:

OHT-N partners working with Community Care Northumberland.

Impact:

Training volunteers who will be matched with older adults living with complex conditions, enhancing the client's well-being and independence by improving social supports and access to community resources.



Collaborative Quality Improvement Plan (cQIP)

How:

OHT-N partners working within this new partnership.

Impact:

Implementing new team-based models that accelerate improvements and enhance decision-making in key areas such as cancer screening, mental health and addictions and advanced care planning, and measure progress.

OHT-N Impact – One Example

The OHT-N opened a Rural Outreach Clinic in Colborne on April 6, 2021 offering:

- Primary care with a Nurse Practitioner (for patients who do not currently have a local primary care provider, or those who may need specific temporary support closer to home)
- Adult and youth mental health supports
- Foot care with a Chiroprapist
- Diabetes education



Residents surveyed said, if the services at the Rural Outreach Clinic were not available, they would seek care or support in the following way:

Go to a hospital emergency room

36.5%

Attend a walk-in clinic

23.2%

Go to a family physician

29.9%

Would not seek services

10.4%



“Awesome to have this service in Colborne [.....] were professional, thorough and compassionate. Wonderful experience and I am so glad I came. Felt all my concerns were dealt with more than adequately and I am very pleased this service is available in Colborne.”



The Planning Process

To shape the future of care and services in Northumberland, in 2022, the OHT-N launched a local first: a county-wide, cross-sector, collaborative community conversation and data gathering exercise around local health and well-being priorities.

The input gathered has been key for the OHT-N Strategic Plan, as well as the individual organizational plans of OHT-N partners.



What this Process Included



500 touch points with patients, caregivers, community members, health care and community service providers through survey submissions, focus groups, and stakeholder interviews.



Five 'Strategy Hives' with over 170 participants exploring challenges and opportunities around specific themes including:

- Inclusion, systemic inequity and social determinants of health
- Primary care solutions
- Aging well at home
- Supporting mental health and addictions care
- Navigating a simpler connected system



A review of data collected by community partners, including:

- Ontario Health population data
- Housing and homelessness statistics
- Primary care access data
- Local Emergency Room Canadian Triage and Acuity Scale (CTAS) data
- Alternate Level of Care statistics
- Utilization of community paramedicine
- Long-term care wait list statistics
- Mental health service availability locally and regionally

Further details are in the OHT-N Strategic Plan: Data and Outputs Report, which summarizes the data and feedback used to inform the development of this plan – available at www.OHTNorthumberland.ca

Core Areas of Focus

Over the next four years, OHT-N partners will advance health and well-being priorities for Northumberland, with a collective focus on:



Improving access to primary and specialty care and services in our region



Supporting older adults with complex conditions to live and age well at home



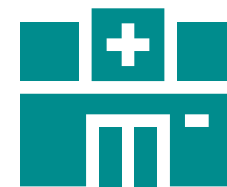
Improving access and services for those who have mental health and addiction needs

These areas of focus will be enabled by five supporting pillars:

1. Advocating together and coordinating county-wide solutions
2. Helping people navigate the system to find the care and support they need
3. Empowering our community of health and well-being supporters
4. Creating safe spaces for whole-person care and support where everyone is welcome
5. Creating the building blocks for a robust Ontario Health Team of Northumberland (OHT-N)



Primary and Specialty Care



Improve access to primary and specialty care and services in our region.

2022 – 2026 Objectives

- Create a county-wide approach to addressing Health Human Resources needs and challenges.
- Engage in joint advocacy to grow options for primary and specialty care and services in the county that improve access to care and prevention.
- Design, implement and promote local health care navigation resources and link with provincial resources as this unfolds; recruit and train natural navigators in the community to guide people to health and well-being resources.

Action items

- Create a single working group focused on promoting Northumberland as a great place to work (for both Health Human Resources and other Human Resources needs).
- Align primary care recruitment efforts across Northumberland and create a common advocacy agenda.
- Connect existing system navigation initiatives across the county to identify collaborative opportunities; implement a navigation resource guide and create and promote a navigation road map for Northumberland.
- Connect and create the seeds of partnership with libraries and allied health providers across the region for patient navigation and support.
- Explore expansion of OHT-N partnerships to include other key health and well-being players in the region.
- Improve overall access to care in the most appropriate setting through upstream approaches, such as Advance Care Planning (ACP) and increased preventative cancer screening.
- Increase overall access to preventative care, namely cancer screening, through targeted outreach, education, and service availability for the unattached patient population.

Older Adults with Complex Conditions



Support older adults with complex conditions to help them live and age well at home.

2022 – 2026 Objectives

- Expand and raise awareness about programs for seniors, palliative patients, and those with complex health needs for more intensive case management, home monitoring and support.
- Grow and nurture peer support for seniors and those with medical complexities.

Action items

- Continue leveraging the Colborne Rural Outreach Clinic and engaging with Northumberland Paramedics' Community Paramedicine Program to support those in more remote areas of the county.
- Leverage OHT-N navigation resources to expand awareness of existing health, housing and social services programs.
- Explore development of programs/services focused on improving the experience of seniors and their caregivers.
- Grow and nurture peer support programs for seniors.

Mental Health and Addictions



Improve access and services for those who have mental health and addictions needs.

2022 – 2026 Objectives

- Establish a county-wide approach to connecting local mental health and addiction resources.
- Expand local care options and navigation support for those with mental health and addiction needs.
- Engage in collective advocacy to improve local mental health and addiction resources.

Action items

- Create a common advocacy agenda for Northumberland for mental health and addiction services based on data about needs and gaps, and in partnership with larger centres like Ontario Shores.
- Explore pilot programs for those with complex mental health and addiction needs for more intensive case management, home monitoring and support.
- Expand crisis response for those with mental health and addiction needs.
- Improve navigation for patients with mental health and addiction needs and their providers, such as linking to provincial central access initiatives, and grow and link existing peer support programs in Northumberland.
- Grow capacity across all service providers to welcome and support clients with mental health and addiction needs.

Moving Forward

Planning for Community Health & Well-Being

We are focused on excelling in the key areas established by the Ontario Ministry of Health:

Patient Care and Experience:

Offering patients, families and caregivers the highest quality care and best experience possible.



Leadership, Accountability and Governance:

Operating through a single accountability framework, which includes financial management and controls.

Patient Partnership and Community Engagement:

Following an engagement framework driven by the needs of patients, families, caregivers, and the communities they serve.



Performance Measurement, Quality Improvement and Continuous Learning:

Aligning with the Ontario Ministry of Health's "Quadruple Aim" to measure and report performance.

Defined Patient Population:

Planning for the health outcomes of targeted populations within Northumberland County.



Funding and Incentive Structure:

Accessing an integrated funding envelope based on the care needs of Northumberland's patient populations.

In-Scope Services:

Providing a full and coordinated continuum of care for all but the most highly-specialized conditions.



Digital Health: Supporting effective health care delivery using a digital first approach for patients and providers.



Addressing Provincial Clinical Standards for Specific Populations:

Congestive heart failure; diabetes; chronic obstructive pulmonary disease; stroke.

A Commitment that is Locally Driven

With this strategic plan, OHT-N partners are setting priorities and actions for the next phase of our work together. We will build on what has worked, embark on new areas of focus recommended by the communities we serve, and look for more opportunities to bring the intentions of our OHT to life.

We remain committed to:

- Continually listening to our community.
- Advancing the promise of a locally-driven Ontario Health Team.
- Finding creative ways of serving the people of Northumberland to the best of our ability.





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