

HILLS *of*
HEADWATERS
COLLABORATIVE

ONTARIO HEALTH TEAM

2024-2027 STRATEGIC PLAN

A healthy and supportive community for all.



PREPARED BY

Hills of Headwaters Collaborative
Ontario Health Team (HOHC OHT)
2023

We acknowledge that HOHC OHT and its partners work within the traditional territories and ancestral lands of the Tionontati (Petun), Attawandaron (Neutral), Haudenosaunee (Six Nations) and Anishinaabe peoples.



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A MESSAGE FROM OUR CO-CHAIRS

Hills of Headwaters Collaborative Ontario Health Team (HOHC OHT) is proud to present its 2024-2027 Strategic Plan: *A healthy and supportive community for all.*

Since its inception in 2019, HOHC OHT has been working in partnership with patients, physicians, health, social and municipal agencies with the shared purpose of creating one community, working together to improve the health and well-being of everyone in Dufferin and Caledon.

HOHC OHT is honoured to serve the people of Dufferin and Caledon in creating a connected care system, where local people experience high-quality services, from health, community and social care providers who share responsibility for the outcomes of their care.

The 2024-2027 strategic plan builds on HOHC OHT's work thus far, which includes the implementation of HOHC OHT's Community Wellness Council, the establishment of the Caregivers in The Hills program, the creation of the Dufferin/Caledon Community Help Line, educational campaigns around 'Where to Go for Care,' and the launch of a cancer prevention information website created specifically for this community.

The successes of the past few years have reinforced just how much impact a connected health and social care system can have on community and population health and well-being.

Looking forward, the new plan continues to focus on the Quintuple Aim, five objectives critical in the delivery of world-class health care services, which include enhancing patient experience, improving population health, improving provider experience, improving value and advancing health equity. It also lays out a renewed mission and values to guide and ground the OHT's work. The HOHC OHT strategic plan aims to enhance our local health care system, focusing on:

- increased early detection of chronic diseases,
- improved chronic disease outcomes,
- reduced acute care utilization,
- increased access to primary care services for unattached patients,
- improved system navigation support to find and access care,
- and increased access to integrated team-based models of care.





The implementation of the strategic plan will enable our journey to become a “designated OHT” under the *Connecting Care Act, 2019* with guidance from the Ministry of Health and Ontario Health.

Over the next three years, we will continue to listen to residents, community, and health care providers to understand what is needed to improve services and health outcomes as we work to build “a healthy and supportive community for all”.

On behalf of the HOHC OHT, we are excited to see what the future has in store and look forward to working together and executing this strategic plan to achieve our collective goals.



Annette Jones

Collaboration Council Co-Chair, HOHC OHT
Vice President, Patient Experience and CNE,
Headwaters Health Care Centre



Lesley Nagoda

Collaboration Council Co-Chair, HOHC OHT
Chief Executive Officer, Services and
Housing In the Province



COMMUNITY WELLNESS COUNCIL

About Us

A critical component of HOHC OHT's work is the involvement of individuals from our community. Formed in the fall of 2019, the Community Wellness Council (CWC) is made up of individuals with an interest to create and improve health and social care systems in Dufferin/Caledon. The CWC has a shared purpose, a term of reference and a workplan to continue making progress within the broader HOHC OHT.

I joined the Community Wellness Council (CWC) in November 2019 to help improve the local health care system and enhance communication between those creating services and those using those services. From the start, CWC members have been welcomed and valued by the HOHC OHT. We participate as equals in working groups and take an active role in the creation and evaluation of care projects and decision-making, including through our participation in the Collaboration Council.

It has been very exciting to see the impact we have been able to have on the community already. From the Caregivers in the Hills program, to supporting an alternate destination for paramedic services, from the collaboration in hospice services, to the creation of community solutions to help navigate local health and social care resources.

My commitment to HOHC OHT extends beyond our ability to improve current services. As someone with my fair share of lived experience using our local system, my vision for what is possible through HOHC OHT is much more ambitious. I see Dufferin/Caledon as a vibrant community with a local health and social care service that is committed to work together to improve the lives of all residents. And I am proud to say we are well on our way.



Carol Lee Hubert

Community Wellness Council Co-Chair, HOHC OHT

ABOUT US

WHAT IS AN OHT?

In 2019, Ontario Health Teams (OHTs) were introduced by the Ontario government to provide a new way of organizing and delivering care that is more connected to patients in their local communities.

HOHC OHT GEOGRAPHIC AREA

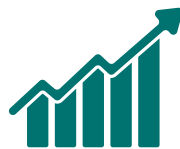
The Hills of Headwaters Collaborative Ontario Health Team (HOHC OHT) is the OHT working with Community Partners to improve the health and well being of the 142, 838 people living in the Dufferin/Caledon community.

COMMUNITY DEMOGRAPHICS

The Dufferin County and Town of Caledon community has a combined population of 142,838 (Statistics Canada, 2021 Census).

40

Average age of population.



195,309

Population is expected to grow to an estimated 195,309 by 2031.

23%

Percentage of people who identify as immigrants in Dufferin/Caledon, with 1.6% identified as recent immigrants.

44.6

Population density per square km in Dufferin County.

111.2

Population density per square km in Town of Caledon



COMMUNITY PARTNERS

- Alzheimer Society Dufferin
- Bethell Hospice
- Caledon Community Services
- Caledon Meals on Wheels
- CMHA Peel Dufferin
- Community Living Dufferin
- Dufferin Area Family Health Team
- Dufferin Child and Family Services
- Dufferin County
- Dufferin County Paramedics
- Family Transition Place
- Headwaters Health Care Centre
- Home and Community Care Support Services Central West
- Hospice Dufferin
- Region of Peel
- Services and Housing In the Province
- Wellington-Dufferin-Guelph Public Health



STRATEGIC PLAN

HOHC OHT is committed to the execution of the new strategic plan, and our enhanced Mission, Vision and Values.

OUR VISION

A healthy and supportive community for all.

OUR MISSION

As community leaders, together we improve the health and well-being for everyone in Dufferin & Caledon.

OUR VALUES

Inclusion

We value the diversity of our community and are committed to ensuring easy access to care, especially those who face the greatest barriers.

Collaboration

We value our partnerships, learn from each other, listen to our community's voice, communicate openly, and strive for outcomes where everyone in the community succeeds.

Integrity

We trust and respect each other and do what we say. We are accountable to the people we serve, our partners and our funders. We report our performance widely.

Innovation

We seek solutions using evidence and lived experience, we challenge the status quo and are committed to doing things better.



EQUITABLE HEALTH AND WELL-BEING

HEALTH AND SOCIAL CARE INTEGRATION

SHARED RESOURCES

PARTNERSHIP

ACCOUNTABILITY



STRATEGIC GOALS



EQUITABLE HEALTH AND WELL-BEING



SUMMARY

We are committed to decreasing inequity and disparity in health and social care delivery to the Dufferin/Caledon community. Using Ontario Health's Equity, Inclusion, Diversity and Anti-Racism Framework, we look to design systems that deliver equitable care to everyone in the Dufferin/Caledon community, especially those who are currently underserved and facing inequity. Through a data-informed and collaborative decision-making approach, we are committed to enhancing our delivery of care and improve population health outcomes.

To achieve this strategic goal, we will:

- Decrease inequity and disparity in the Dufferin-Caledon community.
- Deliver person-centered care and understand our communities' needs.
- Use a 'social determinants of health' lens and decision-making framework.
- Ensure representation our changing populations to understand and address all health and social care needs.
- Make evidence-based decisions to ensure equity and guide action.

Our aim is to shift systemic attitudes among HOHC OHT partners to ensure a reduction of disparity and inequity in how services are delivered and simplify overall access to health and social care in order to improve population health outcomes.

"CMHA Peel Dufferin is very excited about the new Hills of Headwaters OHT strategy. We see it as a fantastic vehicle to move forward equitable health and social care in Dufferin/Caledon. We are particularly excited for the opportunities to move forward better collaborative mental health care with our valued OHT partners."

David Smith, CEO, Canadian Mental Health Association - Peel Dufferin



HEALTH AND SOCIAL CARE INTEGRATION

SUMMARY

Building on a strong collaborative nature, create systems of integration to deliver person-centred health and social care effectively and efficiently to the Dufferin/Caledon community in order to improve user access, experience, and health outcomes.



To achieve this strategic goal, we will:

- Work together to ensure the seamless delivery of person-centered care.
- Practice continuous improvement and refinement of care models/pathways.
- Identify opportunities to reduce duplication, fill gaps, improve access and deliver high-quality integrated care, while respecting partner organizations' mandates and autonomy.

Through this work we aim to enhance current resources, transitions in care and delivery of services and look to improve overall user experience, health and social care outcomes, and health measures in our community using a 'social determinants of health' lens.

"As one of the community service provider members of HOHC OHT, it was critically important to me that issues of equity (including gender-based violence, housing, poverty, mental health, and addictions) were incorporated throughout the strategic planning process. Those of us working in social services are all too aware of how the social determinants of health impact the health and well-being of both individuals and the community. HOHC OHT's working towards the health and well-being of all those who live and work here. Therefore, embedding issues of equity into the foundations of the strategic plan was – and remains – a priority."

Norah Kennedy, Executive Director, Family Transition Place



SHARED RESOURCES

SUMMARY

We value opportunities that stem from our collaborative nature, and look to enhance our ability to strengthen current partnerships by sharing resources to improve care delivery. The objective is to create opportunities for partners, regardless of size, to access collective resources.

Partners will in turn have created a supportive network where demands and pressures can be resolved collectively.



To achieve this strategic goal, we will:

- Share collective resource demands and pressures to find synergistic solutions.
- Identify opportunities to use resources effectively through a 'shared resource' lens.
- Collaboratively find opportunities to build resource sustainability through advocacy with funders and ensure a strategic approach to resource sharing.
- Establish agreements to share information and resources.

We aim to increase the number of opportunities to share resources (human, infrastructure and financial), and create efficiencies in our current local system that lead to improvements in our delivery of care.



PARTNERSHIP



SUMMARY

As an Ontario Health Team, partnership is one of our most valued tenets. We look to leverage existing relationships with community partners, as well as neighbouring OHTs and related health organizations, to ensure comprehensive health and social care integration.

To achieve this strategic goal, we will:

- Use our relationship charter to guide our work together.
- Share responsibility to improve health and community services systems.
- Co-create and problem-solve to attain positive system health and social care outcomes.
- Engage with each other fully to understand each other's perspectives.
- Include community organizations and service providers in care delivery to ensure comprehensive social and health care integration.

Through our commitment to integrated partnership, we look to augment efforts to achieve stronger relationships among key community partners and service providers, based in trust and a shared responsibility to improve population outcomes.

"Our commitment as an OHT partner is unwavering as we strive to build a healthier and more connected future for all. Together, with our OHT partners, we are not just treating illnesses; we are building a foundation in our area supporting a sustainable and integrated healthcare system that prioritizes the well-being of our community members."

Kim Delahunt, President & CEO, Headwaters Health Care Centre



ACCOUNTABILITY

SUMMARY

We demonstrate our commitment to our work and our priority populations through the delivery of timely, accurate and efficient reporting to keep us accountable to our partners, our funders and the community we serve. We look to build shared accountability systems to improve outcomes, refine key performance indicators and improve communications among key partners.



To achieve this strategic goal, we will:

- Commit to joint accountability for shared system outcomes.
- Create a culture of accountability between partners and the community.
- Engage in shared reporting of performance indicators, to drive continuous learning and improvement.
- Make evidence-based decisions which consistently include, best practices and lived experience.

Through improved, evidence-based decision-making and transparency, we look to build upon our existing reporting structures and continue to provide effective reporting to keep us accountable to our partners and our community.

"I would like to assure those living in Dufferin/Caledon that the health and social partners in your community are focused on making health and social care more accessible to everyone. As a community representative, I can tell you that the patient focus is at the centre of every process improvement and that the patient/client voice is both encouraged and valued."

Louise Pietrzyk, Community Wellness Council Member



STAY CONNECTED



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