



# OHT Impact Fellows Program

Please complete this form to indicate your OHT’s interest in hosting an Impact Fellow. Refer to the [Call for Hosts](#) for instructions.

**The deadline for EOIs is May 25, 2021.**

Interested OHTs are encouraged to [reach out to program staff](#) early on to discuss potential ideas. OHTs may submit more than one EOI but may only host one Impact Fellow at a time.

Please note that submitting an EOI does not guarantee that the OHT will be matched with a fellow.

**1. OHT Name** Niagara Ontario Health Team - Équipe Santé Ontario Niagara (NOHT-ESON)

**OHT Location** Niagara

**OHT Website (if applicable)** <https://www.niagarahealth.on.ca/site/ontario-health-team>

**2. OHT Primary Contact** Jim Borysko

**Primary Contact Email** jborysko@wellandmcmasterfht.com

**Are you willing to be contacted by prospective Fellows to discuss projects?**  Yes

**3. Host Mentor** Kelly Cimek

**Position / Title** Director, Planning at Ontario Health (West)

## 4. OHT Priority Areas

The NOHT-ESON is implementing our roadmap to maturity. In Year 1, we have identified five year one populations of focus that target 1) the top 5% population, 2) people who would benefit from a palliative approach, 3) people requiring stroke care, 4) children and youth mental health and addictions, and 5) the caregiver perspective with the goal of strengthening the supports for caregivers in order to keep individuals at home. In addition, we recognize the unique barriers to health for Indigenous, Francophone or otherwise marginalized people and as such Indigenous and Francophone people are identified as priority populations.

## 5. OHT Goals

The NOHT-ESON has identified three indicators for year one: 1) A reduction in avoidable ED visits for all identified year one priority populations, 2) A reduction in hospital readmissions for all identified year one priority populations, and 3) Improve how Indigenous and Francophone people and their families experience the healthcare system.

We will achieve our goals by increasing access to integrated care pathways, improved ability to provide culturally safe and competent care and building trusting relationships with Indigenous and Francophone

populations. The goals will be assessed through measurement of implementation of care pathways across the five year one population groups.

## **6. Proposed Projects**

The NOHT-ESON is working towards creating connections between services and programs across partners to improve care for its population. Furthermore, it is continuing to monitor emerging issues related to the changing patient population capacity and infrastructure needs.

The proposed project will address the NOHT-ESON's Year 1 priorities through the following objectives: 1) understand the existing care pathways, 2) identify unmet care needs and service delivery gaps for the five Year 1 populations, and 3) develop recommendations for changes and improvements. This will be achieved through a two-part project:

### **Part 1: Data Analysis and Interpretation**

Using administrative data from Integrated Decision Support (IDS) Business Intelligence Solution and locally collected data (in conjunction with OHT partners), the fellow will gain a better understanding of the care pathways currently in existence and will identify unmet needs and service delivery gaps experienced by the five Year 1 populations. Using advanced data analytics, such as population segmentation and risk stratification techniques, the fellow will provide recommendations for system improvement and change. In addition, the fellow will leverage and adopt a population health approach that incorporates the social determinants of health by leveraging the 45+ partner organization Planning Table and sub-working groups. Each year 1 population sub-working group is at different stages of development so the fellow will be oriented by the mentor and leads of each working group on the progress to date and background.

A sub-working group has been created for each Year 1 population. The working groups have developed work plans that are focused on care pathway development and improvement opportunities. The fellow would be connected to each working group to inform and guide the data analysis.

IDS includes a multi-organization (80+) unified data architecture for a longitudinal patient journey, a library of on-demand reports and dashboards to access both aggregate and patient journey information, and ability for analysts to build custom ad hoc reports. IDS provides access to linked data from across the healthcare system, including community health centres and family health teams, emergency medical services, and acute and post-acute hospital services. IDS includes a learning network of health care service providers and other partners (e.g. public health, provincial bodies). The short video provides a high-level background of IDS <https://www.viddler.com/v/195041e?secret=82754967>. IDS training is available for analysts and there are local IDS users within Niagara with whom the fellow will be connected.

### **Part 2: Focus on Priority Populations**

During year one, the NOHT-ESON identified improving how Indigenous and Francophone people and their families experience the healthcare system as one of its priorities. To achieve this, the fellow will assist with developing and implementing indicators and data collection methodologies for this priority utilizing the available data. The year one measurement for this metric includes: identification of the number of Indigenous people served, the number of Francophones identified, increase in Cultural Safety training, and reduction in complaints and incidents of racism.

## **Project Summary**

The project will include two parts: 1) using administrative data from Integrated Decision Support (IDS) Business Intelligence Solution and locally collected data, the fellow will gain a better understanding of the care pathways currently in existence and will identify unmet needs and service delivery gaps experienced by the five Year 1 populations, and 2) focusing on Indigenous and Francophone priority populations, the fellow will assist with developing and implementing indicators and data collection

methodologies across the five Year 1 populations to advance measurement for the priority populations.

## 7. Desired Competencies

The following competencies are identified:

- Advanced understanding of health and social systems in Ontario and other jurisdictions
- Demonstrated broad understanding of the social determinants of health and population health management
- Advanced statistical training and familiarity with large data sets (experience with IDS an asset)
- Experience with analysis of administrative and locally collected data to identify service gaps and unmet needs
- Ability to summarize information for non-technical audience to inform rapid cycle improvement
- Experience with engagement and presentation with impacted and affected parties.
- Cultural safety training and experience working with Indigenous and Francophone populations
- Bilingual proficiency preferred (not required)

**Does Your OHT Require a Fellow with Bilingual Proficiency?**

No

## 8. OHT Environment

The NOHT-ESON is ready to embed and engage a fellow to expedite the progress of year one as identified in the roadmap to maturity. The NOHT-ESON has a Planning Table where the 45+ partners participate and make decisions through consensus decision making. As appropriate the fellow will be included in Planning Table meetings and connected to the NOHT-ESON backbone support team which is in progress of being hired.

To support year one populations, five sub-working group structures have been mobilized to focus on integrated care pathway development. The fellow will be connected to each of these working groups to support rapid cycle learning as the year progresses. Each working group operates with a co-lead model; the fellow will be connected to each group with the support of the Mentor. The expertise of the fellow as well as their knowledge exchange across other OHTs pursuing similar goals will be a valuable contribution to the year one work. Data analysis and methodological expertise would assist with measurement and evaluation of care pathways, unmet care needs and service delivery gaps.

NOHT-ESON has 45+ partners who have endorsed the fellowship project. The Mentor for this project is part of the Planning Table and Working Groups as appropriate. In addition, the Mentor has experience mentoring a CIHR Health System Impact fellow for a two-year project and understands the requirements and approach to supporting the success of the fellow. The Mentor has confirmed capacity to and interest in mentoring the OHT fellow. Our Mentor is from a Partner organization of the NOHT-ESON and has vested interest in health system improvement in Niagara.

**Preferred Work Arrangement for Fellow**

Hybrid

## 9. Opportunities for Professional Growth and Development

A range of opportunities including:

- Consensus Decision-Making Governance Structure: Learning about the Governance Structure used by NOHT-ESON, rooted in building trust among diverse health and social service organization partners who have not historically collaborated (diverse in size and scope).
- Expanded training, knowledge and cultural sensitivity of priority populations through a commitment by our OHT partners.
- Patient Story and Partner Education Moments: Every meeting begins with a patient focus. These moments are instrumental in sharing the mandates of various partners, forging new organizational-level partnerships and enhancing the understanding of the impacts on improving the patient/client and family experience. The fellow would have opportunities to engage with a large table of 45+

organizations and learn about a broad range of sectors and perspectives.

- Engagement Framework: The NOHT-ESON is committed to engagement and has adopted the IAP2 Framework for Engagement. Resources are available to support learning for new partners.

### **File Upload**

