



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	Scarborough Ontario Health Team (SOHT)
OHT Location	Scarborough, Ontario
OHT Website (if applicable)	Pending
2. OHT Primary Contact	Michele James
Primary Contact Email	mjames@shn.ca
Are you willing to be contacted by prospective Fellows to discuss projects?	Yes
3. Host Mentor	Dr. Ilan Fischler
Position / Title	Corporate Chief and Medical Director, Psychiatry, Scarborough Health Network

4. OHT Priority Areas

SOHT's Year One Population is 'Frail Elderly with chronic illnesses living with mental health and addictions (MHA) challenges.' Our focus here is on MHA services because SOHT partners - family physicians, FHTs/CHCs, long-term care, hospital, home care and community support - agree that COVID has exacerbated and increased the MHA challenges for our priority population. Although services are available, they have gaps and are not integrated, easily accessible or well-known. Our concern is the need to find and reach frail seniors with MHA challenges and their caregivers, many from racialized, non-English-speaking and newcomer communities, who have fallen through the cracks.

5. OHT Goals

The overall goal is to improve mental health and addictions services and access to those services for frail seniors and their caregivers in Scarborough. Project outputs to achieve this goal are: 1) a 'current state' map/directory of mental health and addictions services focused on or accessible to seniors/caregivers in Scarborough; 2) identification of gaps/improvement opportunities through the mapping exercise and engagement with OHT partners, clients and families; 3) identification and analysis of 'best practice' models for outreach in an urban context of high diversity requiring culturally-safe solutions; 4) several rapid tests of change and evaluation; and 5) a summary report.

6. Proposed Projects

1: Create a map and directory of current mental health and addictions services for seniors in Scarborough (including languages of service, catchment areas, referral process). The Fellow can begin at SOHT's MHA Sector Table where senior managers from agencies providing those services are committed to working together on this project and existing service inventories can be leveraged.

2: Engage with providers, clients and caregivers to understand and document gaps and opportunities for improvement, especially through streamlining, integration/coordination and outreach. Again, the Fellow can begin with the partners from every sector (including 500 family physicians organized in one group) on the SOHT Collaboration Council who are all committed to this project, SOHT's Client Family Advisory Committee, the client and caregiver advisories of SOHT partners and service users. The Fellow can also leverage CMHA's Partnership Evaluation Team, the members of which are individuals with research backgrounds along with lived experience. They have deep knowledge of qualitative research in the MHA sector.

3: Research and document relevant models of outreach to and identification of seniors and caregivers who have mental health and addiction challenges but have not received services. There are models from urban centres around the world that can be translated to the Scarborough context. The Fellow may also find models from other OHTs that would translate well to Scarborough.

4: Work with SOHT's Mental Health Sector Table to begin tests of change based on the foundational work above in rapid improvement cycles with evaluation built in at the start. The Fellow would document the 'test of change', design, execute and communicate the evaluation, and then help to develop the next iteration and test. Learnings, successes and failures will be shared within the SOHT and then across OHTs as desired. We are hoping for at least two or three tests of change and documentation of next steps in the improvement process.

SOHT partners will be working closely with the Fellow to inform the work but also intend to shadow and learn some of the QI skills, such as engagement, project planning, and rapid cycle improvement processes.

SOHT hopes to continue the work of the Fellow in 2022-23 by sustaining the improvement processes begun and taught by the Fellow to local QI staff (including modifying the map/directory as changes are solidified), and by designing and launching similar processes for youth and young adults in Scarborough who have also suffered an increase in mental health and addictions issues during the COVID pandemic period.

Project Summary

This project focuses on Scarborough's frail seniors living with MHA challenges. Scarborough OHT is asking for help to: 1) map 'current state' MHA services for seniors in Scarborough, 2) identify

gaps/improvement opportunities through analysis of the 'current state' and through engagement with healthcare and support providers, clients and families/caregivers; 3) research 'best practice' models of care; and 4) lead us through defining, implementing and evaluating rapid cycle tests of change. SOHT has an MHA Table representing Scarborough's MHA service providers and a Client Family Advisory Committee. We are committed to improvement and a successful year.

7. Desired Competencies

- Experience with stakeholder engagement (professional provider stakeholders, clients/caregivers/family stakeholders, ethnically diverse stakeholders) and the implementation of innovative approaches to engage vulnerable populations.
- Experience working with diverse ethnic communities is preferred.
- Skilled in meeting facilitation and interview techniques.
- Excellent communication skills.
- Skilled in quantitative and qualitative data collection and analysis.
- Experience in designing, implementing and evaluating rapid tests of change.
- Demonstrated understanding of diversity, equity inclusion and the social determinants of health.
- Familiarity with processes to achieve the quadruple aim.
- Skilled in creating user-friendly, plain language summaries and reports of project findings.

Does Your OHT Require a Fellow with Bilingual Proficiency? No

8. OHT Environment

Now is the right time for this Impact Fellow to work in our OHT:

- SOHT partners have built trust by working together for 2 years.
- SOHT believes that MHA is such an important issue in Scarborough that, in our governance structure for this year, we have created sector tables but only one 'type of service' table, the MHA table, that crosses all sectors - attesting to SOHT's commitment to MHA and its critical importance.
- The partners have seen a huge increase in MHA challenges in their own service areas, clients and communities during COVID. We need to make progress now.
- Senior leaders of MHA services in Scarborough are at the Table. They are excited about this proposal, dedicated to its success and able to make the necessary changes at their agency.
- The project is aligned with our Year 1 Population, therefore, there will be rich interplay between the Fellow, the MHA Table and the team working on system co-design for the Year One population.
- We have momentum together. We have learned to be nimble through this year of building our OHT structure while dealing with the COVID-19 pandemic, collaborating in testing and vaccinating and sharing resources in a community

with one of the highest COVID-19 burdens.

- SOHT partners have both provincial data and local data developed during COVID that will be useful to the Fellow.
- We are one of the largest and most diverse OHTs – and we have enthusiastic and collaborative representatives from all sectors working together and committed to change.
- This is a sustainable enduring project. SOHT will be using what we learn to pivot to a similar project for youth and young adults in Year 2, using the foundation laid by the Fellow.

Preferred Work Arrangement for Fellow Hybrid

9. Opportunities for Professional Growth and Development

- Having developed solutions in one of the largest OHTs in Ontario, the Fellow would be uniquely positioned to spread the learnings/solutions to other OHTs with MHA issues.
- The Fellow will benefit from a robust onboarding program, and will meet and work closely with senior leaders and managers from all healthcare sectors. This will solidify an enormously useful set of contacts for future work.
- Scarborough is known as the gateway community to Toronto and Canada, the rich ethnic and linguistic diversity offers unique insights into health equity and opportunities for further professional research and growth. SOHT partners have deep expertise in health equity and culturally-safe care.
- Scarborough Health Network (SHN) is launching a new Research and Innovation Centre where further research on topics uncovered through this project can be brought forward for development.
- The Fellow will be invited to participate in SHN’s Health Equity Certificate Program.

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