



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 Western York Region Ontario Health Team

OHT Location Richmond Hill, Vaughan, King

OHT Website (if applicable) N/A

2. OHT Primary Contact Julianne Chow

Primary Contact Email julianne.chow@mackenziehealth.ca

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

3. Host Mentor Altaf Stationwala

Position / Title President and CEO, Mackenzie Health

4. OHT Priority Areas

Western York Region (WYR) OHT was created as an integrated care model to serve residents in Vaughan, Richmond Hill, and King. Given our large and growing seniors population, medically complex frail older adults are our priority population. Our preliminary focus is people with COPD, CHF, dementia and/or palliative needs. This population is high-cost has a high potential to benefit from wraparound services. Ontario has experienced an increase in mental health burden from COVID-19 with vulnerable populations accessing mental health services at a high rate. Recognizing this rising need, our priority population will expand to those with mental health needs.

5. OHT Goals

Our primary goal is to build upon the work that we have accomplished already in integrated care and utilize the Fellow’s expertise in evaluation to validate the results and propose recommendations for ongoing improvement and scalability. Our achievements include:

- a) Implementing early integrated care models focused on our priority populations of frail seniors and mental health.
- b) Organizing primary care in the region through formation of a WYR Physician Network and engage in integrated care planning and implementation.

c) Rolling out our robust electronic medical record (EMR) tools to facilitate one coordinated care plan accessible to patients and enable self-management.

6. Proposed Projects

The early focus of this role will be to evaluate our early integration projects that support frail seniors and make recommendations that will inform the broader expansion of related projects that continue to provide exceptional care and engage patients to improve their experience. Our patient-facing success projects for frail seniors include:

- i. MackenzieHelps – an ALC transitions program that supports patients with complex needs transitioning from hospital to home sooner through a joint partnership between Mackenzie Health (hospital), SE Health (home care), CHATS - Community & Home Assistance to Seniors and March of Dimes Canada (community support services) to deliver coordinated care at home.
- ii. Community Outreach LTC/Congregate setting supports – partnership between Mackenzie Health and the 117 congregate care and long-term care homes in WYR to support the COVID response for vulnerable individuals through redeployment of resources, a dedicated community support team hotline, mobile swabbing, virtual care to nurse practitioners and general internal medicine. Mackenzie Health and UniversalCare (LTC) are now partnering to integrate Epic and PointClickCare EMRs to facilitate integrated care delivery across the following pathways: acute exacerbation avoidance, outpatient visits, and chronic kidney disease management.
- iii. Remote Care – partnership between Mackenzie Health, primary care, York Region community paramedicine to expand their community outreach and provide remote monitoring to patients at home, enabling self-management of care through monitoring tools, education, virtual care, and appointment reminders. This program is currently active for the COVID population and will expand to chronic populations, starting with COPD.

Early results will be available across all project areas when the Fellow starts in September 2021. Given our robust EMR capabilities and our plan to expand digital health capabilities across our OHT to achieve interoperability between different technology platforms, this opportunity will provide the Fellow with access to comprehensive data sets across a longitudinal health record to support the evaluation process. There may be additional opportunities to perform data gathering through interviews with primary care physicians, interdisciplinary team, community providers and patients and caregivers. Through this opportunity, an examination of inter-organizational and horizontal service integration – the success of implementation and the effectiveness of integration can be evaluated within the context of a complex health care environment. Actual functional integration of each project (cooperation, pooled resources, clinical guidelines, etc.) and perceived integration or experience of the project by patients and providers can also be evaluated. The findings will summarize actionable recommendations and be presented to the OHT stakeholders to determine the applicability of the learnings to the planning of future related projects (e.g., insights on how to utilize our WYR Physician Network in a leadership role). Future initiatives will advance EMR integration among our OHT partners with the implementation of a population health tools that will help providers identify subsets of patients and manage their care using analytics, clinical tools, and patient insights.

Project Summary

The WYR OHT is focusing on the growing seniors population of medically complex older adults as our priority for integrated care and are considering people with mental health needs in our expanded scope. We have three early integration projects with data available for analysis and evaluation. These projects support the goal of seniors remaining healthy in place longer through coordinated care and patient engagement that is digitally enabled and sustained across providers. The focus of this role will be to evaluate our integration projects that support frail seniors and make recommendations that will inform the broader expansion of related projects.

7. Desired Competencies

Essential and desired competences of the Fellow include:

- a) Experience with evaluation design in complex environments (e.g., able to explore multiple impacts

from different perspectives).

- b) Statistical training, experience managing, analyzing, interpreting, and generating findings from large datasets.
- c) Health system integration thinking, understanding of service delivery models within the provincial health system.
- d) Ability to communicate effectively, present evaluation results visually, and transfer knowledge to others in plain language where needed.
- e) Experience in project management, stakeholder engagement, and working in cross-functional teams.
- f) Technical proficiency in Microsoft Office Suite – Excel, Word, PowerPoint, Visio.

Assets: Interests in economic evaluation, change management, and quality improvement (PDSA); familiarity with community-based services; passion for public health promotion and enhancing patient outcomes; interest in digital health solutions and/or experience with EMRs.

Does Your OHT Require a Fellow with Bilingual Proficiency?

No

8. OHT Environment

Our OHT is built upon strong relationships between 16 partners in the WYR from the hospital, primary care, community services, home care, long term care, hospice, mental health, and the municipality of York. We have the ability and capacity to scale up and add more providers from our collective networks to contribute towards delivering a coordinated continuum of care to our priority populations. As part of the Office of Strategy Management at Mackenzie Health, the Fellow will be able to enhance their leadership and project management skills working in close collaboration with the Manager of Strategy, the OHT Project Manager, and the experienced Strategy team. This fellowship program will operate under a well-established co-op program and mentoring model that provides access to a broad array of learning opportunities at different levels of the organization. Our OHT offers access to early integrated program data where the Fellow can test evaluation frameworks and develop actionable recommendations that can be implemented and assessed during the year. There will be mentorship opportunities from OHT Co-Chairs (CEOs of Reena and Mackenzie Health) and ability to expand their professional network by connecting with senior leaders from OHT partners and external stakeholders. Our OHT has a unique opportunity in the province to leverage Epic EMR data to provide patients with access to their digital record and interaction with providers. The Fellow will have access to comprehensive data sets available through the Epic EMR which has a wealth of reporting and analytical capabilities across a longitudinal health record. They will further develop their analytical skills supported by the Clinical Utilization analytics team to define data requirements, extract data, and complete analysis. There will also be opportunities to inform the build of real-time dashboards to support ongoing evaluation and monitoring strategies for the projects.

Preferred Work Arrangement for Fellow

Virtual /hybrid

9. Opportunities for Professional Growth and Development

Our OHT is a valuable learning environment and offers the following professional growth and development opportunities through experience gained from working on our projects addressing the needs of frail seniors:

- a) Evaluate early integrated programs where evaluation frameworks can be tested and refined over one year.
- b) Increase understanding of provincial health initiatives through participation in regional networking forums and information sharing with other OHTs.
- c) Contribute to a technologically interconnected health system through Mackenzie Health's capacity for leading and enabling smart health care delivery.
- d) Learn about the Privacy Act, information sharing agreements, privacy policies, and contracts.
- e) Gain a competitive advantage through exposure to the senior leadership of OHT partners in acute

care, primary care, home and community care, long-term and residential care, and palliative and hospice care.

f) Improve and showcase effective communication at Council and Working Group meetings and refine skills to be an impactful leader.

10. Additional Information

Additional information about our OHT:

- Mackenzie Health – Cortellucci Vaughan Hospital is Canada’s first smart hospital and Vaughan’s first residential hospice opened this year.
- Reena supportive housing (Lou Fruitman Reena Residence) opening July 6, 2021.
- The Collaboration Council is the overarching governing body comprised of senior leadership representatives from our 16 partner organizations.
- Active working groups include: Integrated Care Delivery, Primary Care Council, Digital Health, and Patient & Caregiver Engagement.
- We will be recruiting diverse patient and caregiver representatives for the OHT who will be involved in various capacities. This provides a unique opportunity for the Fellow to interact and engage with patient and caregivers in activities including working group meetings, sharing findings, and obtaining feedback for future implementation recommendations.
- We are pleased to provide additional information on our projects upon request.