

Great
RIVER
ONTARIO
HEALTH TEAM



ÉQUIPE SANTÉ
ONTARIO DU
Grand
FLEUVE

Kaniatarowanéhne Kaniatarí:io Ata'karitéhtshera Raotinèn:ra



Annual
Report

2023-2024



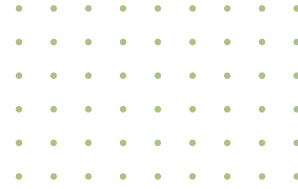
WHERE EVERYONE'S HEALTH AND WELL-BEING MATTER.

WWW.GROHT.CA



@GreatRiverOHT

2023-2024 Year in Review



Christine Penney
Collaboration Council
Co-Chair



Erin Killoran
Collaboration Council
Co-Chair



A Message From Our Collaboration Council Co-Chairs

The Great River Ontario Health Team (GR OHT) is a collective of health and social service providers who plan and work together, as one coordinated team, to provide integrated services and supports to meet the health needs of people who seek care in the City of Cornwall, Stormont, Dundas & Glengarry, Akwesasne and parts of rural Southeast Ottawa and Russell Township. Our goal is to provide a new way of coordinating and delivering care that is better connected to patients and providers in their communities to improve patient outcomes. As a collective, we will become accountable for the care experiences, population-health outcomes and costs of care for the people and communities we serve. Through our work together, we value collaboration, innovation, person-centeredness and equity and remain mindful of our vision:

Where everyone's health and well-being matter!

This past year, the Great River Ontario Health Team experienced meaningful collaboration and significant growth, marked by an increase in work groups and project tables that have enhanced the services we provide to our community. From community-wide cancer screening events to impactful equity, diversity, and inclusion trainings, and a successful funding proposal that will bring 26 new healthcare staff to our area, the benefits of these partnerships are clear. We have engaged in challenging yet respectful conversations, witnessed the emergence of new perspectives, and seen organizations collaborate in unprecedented ways. We are just getting started and are incredibly optimistic about the future of the Great River OHT!

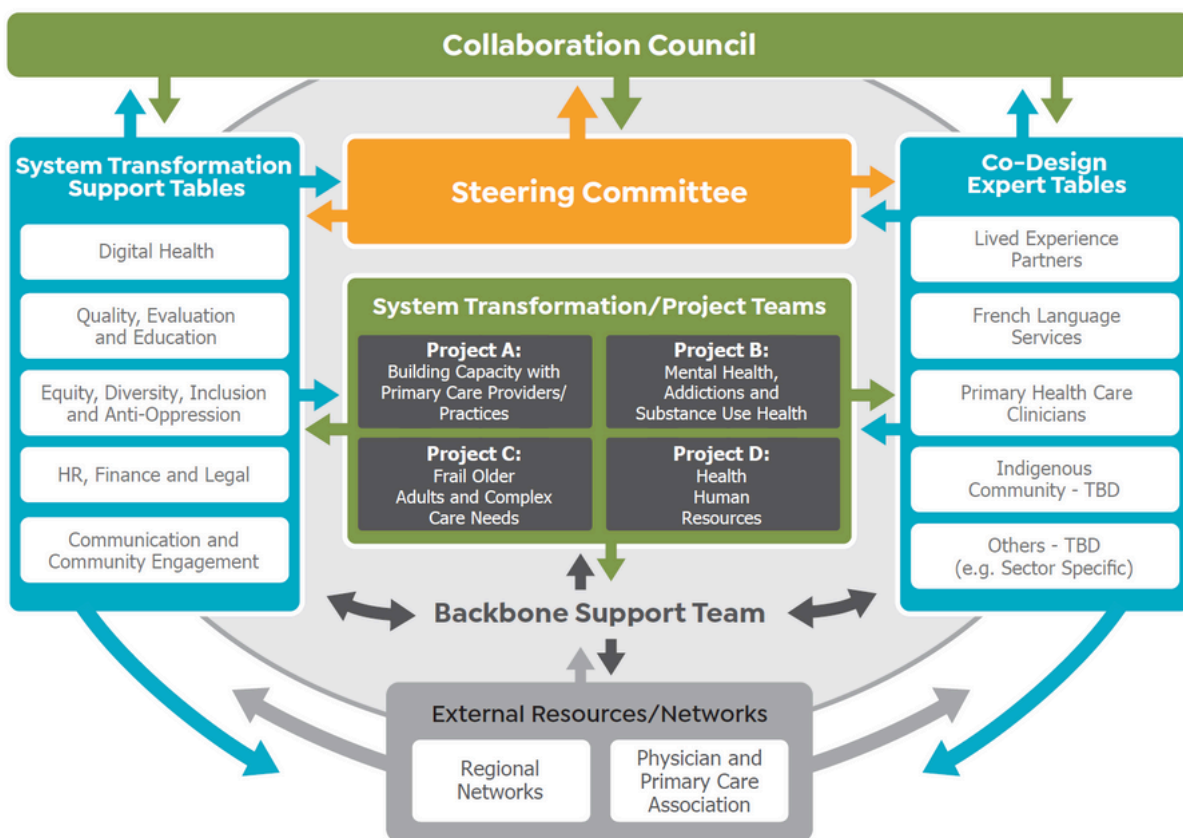
Respectfully,

Christine and Erin

Great River Ontario Health Team

Collaborative Structure

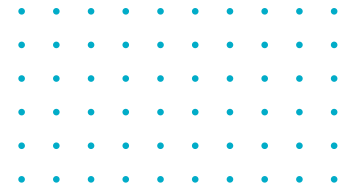
At this time, the GR OHT has an overarching Collaboration Council, a Steering Committee, three co-design expert tables, five system transformation support tables with varying key roles, as well as four project teams that each focus on a specific priority population. Meetings for the GR OHT are typically monthly and conducted either virtually or hybrid. The GR OHT is fortunate to have such committed participants involved in the work of the OHT. Currently, the GR OHT has over 240 active participants regularly attending meetings, ranging from healthcare providers, hospital staff, primary care providers, community support services organizations, people with lived experience, local government staff, etc.



Unity is strength...when there is teamwork and collaboration, wonderful things can be achieved.

Mattie Stepanek, American Poet

Meet the Backbone Support Team



Coming together is a beginning, keeping together is progress; working together is success!

Henry Ford



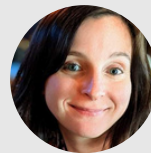
Diane Plourde

Executive Transformation Lead



Sarah Good

Engagement and Population Health Specialist



Sophie Cadorette

Communication and Administration Agent



Dr. Marilyn Crabtree

Clinical Lead



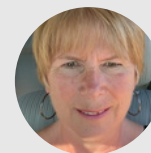
Munro Ross

Digital Health Lead



Tracy Crowder

Project Manager



Brenda Toonders

Navigation Specialist

Collaboration and Engagement Initiatives

Expanding and Enhancing Interprofessional Primary Care Teams



A great achievement has come from the innovative collaboration between the four team-based primary care models to co-design the Expanding and Enhancing Interprofessional Primary Care Teams (IPC funding).

As a result of the hard work to overcome differences in funding and reporting structures, differing styles of practice and competing priorities facing all primary care, the IPC Project Team succeeded in being awarded one of the largest funding envelopes given to any proposal across the province.

This collaborative project proposal required transparency, openness to difficult conversations, and a willingness for the team-based models to listen and respond to each other's needs, as well as the needs of providers outside of their organizations.

Our OHT is very proud of this innovative shift in how team-based care will be provided across our OHT. This level of collaboration sets a precedent for future collaborative projects and ways of working across our OHT partners and communities and will potentially influence similar collaborative thinking beyond the Great River OHT.

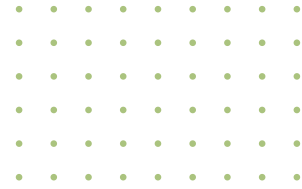
Indigenous Partnerships

Over the past year, the GR OHT has continued to work towards building relationships with the Mohawk Council of Akwesasne. Through consultation, we were successful in modifying the referral stream in our cancer screening clinics to accommodate the Akwesasne residents from Quebec. We have sought guidance from Denise Graham, Lead Indigenous Health with Ontario Health East, on effective strategies for engagement. Additionally, members were offered trainings on Land Acknowledgement and Indigenous Perspectives of Truth and Reconciliation in Health Care.



Collaboration and Engagement Initiatives

Lived Experience Partners Table (LEPT)



Patient Experience Survey

The Patient Experience Survey, which ran from July to October 2023, was initiated following the recommendation of the Lived Experience Partners Table to better understand the needs of our population, and to foster ongoing collaboration and awareness of the GR OHT. Through this survey, the GR OHT surveyed 499 individuals in our region across a wide diversity of populations. Key objectives of the survey included fostering relationships for ongoing collaboration, connecting with individuals in the region to hear diverse perspectives, identifying issues, obtaining data to ensure public policies reflect public values, and better understanding the needs of the population.



Engaging Patients, Families and Caregivers in Our Work

LEPT members participate in all of our co-design tables and across nearly all project teams and working groups. We have great interest and feedback from them around co-designing changes that will improve experiences for patients, families and caregivers. LEPT members establish their own priority projects, which included the Patient Experience Survey, website navigation and redesign, and review of all materials produced for public consumption.

Get Involved!

Want to make a difference in the healthcare system? Opportunities for participation in various tables, project teams and working groups are available for people with lived experience. We continue to recruit, with preference for people from equity-deserving groups, on our LEPT Table. If you are a patient, family or caregiver with significant experience with the healthcare system, we encourage you to sign up to become involved using our expression of interest form.

Primary Health Care Clinicians Table (PHCCT)



Primary Care Town Hall With Elected Officials Addresses Healthcare Crisis

On November 7, 2023, a key Primary Care Town Hall convened family physicians, nurse practitioners, senior administrators, and elected officials to address the pressing issue of the primary care crisis affecting our region.

The event was jointly sponsored by the United Counties of Stormont, Dundas and Glengarry, the Social Development Council of Cornwall and Area, the Great River Ontario Health Team, and the Ontario Medical Association (OMA), with a shared commitment to fostering collaboration and finding solutions to the healthcare challenges facing our communities.



Online Appointment Booking (OAB)

GR OHT undertook an initiative to roll out OAB across 7 clinics in our region. By the end of the year, there were 48 schedules available online (27 physician, 10 nurse practitioner, and 11 allied health provider schedules).

OAB improves access to care by removing time barriers often experienced when booking by phone call. The OHT will look to further expand OAB schedules in the region over the coming year.

Primary Care Network (PCN)

The development of a PCN will be mandatory for OHTs as they progress toward maturity. Completion of the template is optional for this year but is likely to be mandatory for fiscal 2025-26. How our PCN will evolve and mature will require input from everyone to meet the needs of all types of practices and the patients/clients we serve. For now, the OHT's Primary Health Care Clinicians Table is acting as the executive committee for the PCN.

Equity Deserving Groups

French Language Services (FLS) Table



We have an active French Language Services Table and have committed to participation in the Kids Come First Winning Strategies initiative for French Language Services.

We have also rolled out a FLS survey to our members to determine the level at which they offer French services.

Please stay tuned for more information on how you can be supported in the implementation of the six Winning Strategies in the 2024-2025 fiscal year.

- Identify one or more champion
- Empower staff members
- Identify staff members able to provide services in French
- Identify francophone clients
- Match francophone clients with staff members able to provide services in French OR refer francophone clients to another provider offering equivalent services of equal quality in French
- Measure results

Inclusion, Diversity, Equity and Anti-Oppression (IDEA) Table



Our IDEA Table held its first meeting in April 2023 and finalized the Terms or Reference in February 2024.

The IDEA Table has offered relevant free trainings to GR OHT members (see next page).

In addition, each month our News Review contains opportunities for trainings, community events, holidays and other days of recognition in order to raise awareness and enhance the knowledge base of our members.

Furthermore, we have worked to participate in community initiatives around EDI, and in March 2024, we signed on to join the IDEA Community Coalition and formally committed to actively embrace and uphold equity, diversity, inclusion and anti-oppression in our operations and interactions within the community.

WINNING STRATEGIES

FOR SERVING FRANCOPHONE CLIENTS



Great River Ontario Health Team Training Opportunities

In December 2023, in partnership with the Eastern Ontario Health Unit and the United Way/Centraide SDG, Great River OHT was happy to help coordinate and participate in anti-oppression and equity framework training provided by the Prairie Centre for Racial Justice.



JUNE 2023

Stigma Ends with Me: Core Principles

In June, we offered four sessions of CAPSA's Stigma Ends with Me: Core Principles training to OHT partner organizations and LEPT members.

SUMMER/FALL 2023

Developing Your Personal Land Acknowledgment

Three workshops to develop a personal land acknowledgment were offered during the summer and fall 2023.

SEPTEMBER 2023

Data Webinars

Two webinars were held to learn about the data that is available from the OHT Data Dashboard and from HSPN/RISE.

NOVEMBER 2023

Status of Mental Health Presentation

This presentation focused on the results of the Eastern Ontario Health Unit (EOHU) survey, the process undertaken for the data collection and dissemination, and next steps.

DECEMBER 2023

Anti-Racism and Equity Training

In December, we co-organized a two-day anti-oppression and equity framework training provided by the Prairie Centre for Racial Justice.

FEBRUARY 2024

2SLGBTQ+ Training for Health and Wellness Professionals

This 2-hour virtual training by Diversity Cornwall offered a local perspective on topics affecting the 2SLGBTQ+ community.

MARCH 2024

Indigenous Perspectives on Truth and Reconciliation in Healthcare

In March 2024, we hosted an Indigenous training based on the Truth and Reconciliation in Healthcare calls to action.

The 2023-2024 fiscal year was a busy and productive one for the project teams. Each of the project teams met biweekly to establish a list of change ideas and used SMART goals and population health management to further define and choose projects that would positively impact the healthcare system. Thank you to the 21 GR OHT member organizations and many individuals who have participated in these projects!

Project Teams

Building Capacity with Primary Care Providers/Practices (Primary Care Team)

Cancer Screening Walk-in Clinics

Increase overall access to preventative care, specifically PAP test, FIT test, colonoscopy or mammogram

Two walk-in cancer screening clinics were held on November 18, 2023 and February 3, 2024 with online appointment booking available for the second event.

100 people attended, 78 were unattached and 4 did not have a health card and were given information on how to apply for one. 45 PAP tests were completed and 75 referrals for FIT tests, mammograms and/or lung cancer screening were completed.

These events were very successful, and in the 2024-2025 fiscal year, the project team working group will work towards embedding cancer screening for unattached patients across the GR OHT.



Photo: Todd Hambleton/Standard-Freeholder



Diabetes

Develop defined integrated care pathways for Diabetes

The diabetes education providers from across the OHT came together to develop a stepped care model for diabetes care.

The work of this group will be ongoing in 2024-2025 fiscal, as they identify gaps and opportunities to improve diabetes care and outcomes.

Mental Health, Addictions and Substance Use Health (MHASUH Team)

Access MHA.ca

Navigation

Identify organizations/services that are not currently linked to AccessMHA and facilitate an introduction between the organizations and AccessMHA

The MHASUH Team, in collaboration with Ottawa West Four Rivers OHT, identified 65 organizations/services across the two OHTs that offer MHASUH services or supports but may not be linked to AccessMHA.

The information was shared with AccessMHA and work will continue in 2024-2025 fiscal year.

Solution Focused Therapy



Develop a regional approach to Solution Focused Therapy

In early 2024, this new therapy approach was brought to the MHASUH Team for consideration.

81 staff members from 5 organizations completed the training at the end of the fiscal in preparation for offering this new therapy model.

The working group will continue work in 2024-2025 to define common data collection metrics, develop guidelines for identifying clients who would benefit from this approach, engage people with lived experience and evaluate the success of the project.

Expected outcomes include reduced waitlists and improved client and staff experience.



The MHASUH Project Team also formed a Substance Use Health Working Group at the end of the fiscal year. The 2024-2025 annual report will reflect the transformational work this group will do.

Frail Older Adults and Complex Care Needs (Frailty Team)



Essential Caregiver Program Pilot

Establish a referral pathway from other sectors to Cornwall Community Hospital (CCH) for caregiver education and Caregiver ID badge distribution

Carefor and possibly a long-term care home will be the pilot organizations referring caregivers to the CCH Essential Caregiver program. Once training is completed and the caregiver receives their ID badge, Carefor, the long-term care home, CCH, Winchester District Memorial Hospital (WDMH) and Glengarry Memorial Hospital (HGMH) will accept the badge and understand the training the caregiver has received. As this project rolls out in summer 2024, organizations will promote staff training on the Essential Caregiver Program and the importance of including caregivers as part of the circle of care for patients/clients/residents. Work to implement the pilot will continue into 2024-2025 fiscal.

Enhanced Remote Care Monitoring

Provide enhanced remote care monitoring for people discharged from hospital who have a diagnosis of COPD or CHF and also those patients who may be designated as ALC who qualify



Expanding on the Enhanced RCM program implemented by Archipel OHT and led by the Montfort Hospital and Home and Community Care Support Services, the three hospitals (CCH, HGMH, WDMH) and St. Joseph's Continuing Care Centre are joining forces to complete a joint proposal for continued and expanded funding of Enhanced RCM to the GR OHT. This work will continue with full implementation across all GR OHT hospitals in the 2024-2025 fiscal. Expected outcomes include lowering emergency department visits and readmissions for patients enrolled in the program.

Project Teams

Health Human Resources (HHR Team)

HHR Recruitment and Retention Project

With the help of Cassandra Mayville-Fortin, a Master of Health Administration student doing her residency with the Cornwall Community Hospital, a HHR Recruitment and Retention Project was undertaken to gather some important baseline data for our area. Selected OHT member organizations were contacted to complete a Vacancy Survey and a Staff Recruitment and Retention Survey.

On December 19, 2023, more than 30 members attended her summary of findings presentation. A copy of her presentation and final report were provided to all members.

It is anticipated that the results of this project will help to inform the work of the HHR Project Team.



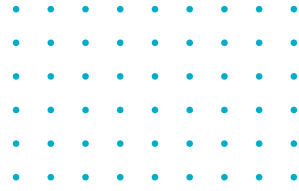
Great River Ontario Health Team Navigation

GR OHT was first to implement a 24/7 online, public, self-supporting navigation search tool (Caredove), eReferral, and online appointment booking system in Ontario Health East.

Organized by "Needs Categories", the Caredove navigation tool became a model for many other OHTs during their development. The Lived Experience Partners contributed to the tool's organization, structure, wording and content, with more activities planned in new fiscal to improve. Numerous resources with navigation responsibilities have registered user accounts on our Caredove navigation tool, which allows for status notifications that enable improved coordination and/or awareness of navigation and care plans. The tool has been implemented in Hospital Discharge Planning, ER and Social Work and Chronic Disease Support programs. The tool has also been implemented into some of our primary care organizations to support navigation performed by multidisciplinary teams. Furthermore, work was initiated to integrate navigation supports into Integrated Care Planning clinical pathways for diabetic disease management, with more development and outcomes to be realized in 2024-2025.



Great River Ontario Health Team More photos!



Next Steps

The upcoming fiscal year will be an exciting one for the Great River OHT. We have many committed partners who are working on a variety of projects and initiatives with great enthusiasm and momentum. In the 2024-2025 fiscal year, the GR OHT will look to accomplish the following:

- Implementation of the Expanding and Enhancing Interprofessional Primary Care Team initiative to increase patient attachment and access to services.
- Develop a Strategic Plan with identified strategic directions, priorities, high level outcomes and the activities that will be undertaken to achieve our goals.
- Begin developing our Primary Care Network (PCN) and increase primary care engagement.
- Increase engagement with our community and communication about the work of the OHT.
- Seek additional qualitative feedback from equity deserving groups, people with lived experience related to specific healthcare conditions and caregivers.
- Ensure diversity in representation on the Steering Committee to strengthen decision making.
- Provide relevant training opportunities to partners to support their work and the work of the OHT.
- Increase access to French language services and capacity for French service provision.
- Advance OHT navigation strategy.
- Work collaboratively to help address HHR related challenges.



Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

Andrew Carnegie

Thank you to all our partners for another wonderful year. We value your time and commitment and look forward to what can be accomplished in the upcoming fiscal year.

Great River Ontario Health Team is supported by funding from the Government of Ontario.