

## Report

### Opportunities to Strengthen Patient-centered Care in Lanark, Leeds and Grenville

**LLG Collaborative Governance Forum Meeting – November 22, 2019**  
**Free Methodist Church Hall, 573 Hwy 29, Smiths Falls**

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#### Summary

This report provides highlights of the meeting of members of Boards of Directors and Executive Directors of health, social service and community agencies; clinicians; and municipal representatives working within Lanark, Leeds and Grenville. The purpose of the meeting was: *to build a shared vision and strategy for implementing Ontario Health Teams in Lanark, Leeds, and Grenville.*

Approximately 85 participants attended the workshop. The participants had positive comments about the learning opportunity. There continues to be a strong interest in defining the governance role of local boards regarding the Ontario Health Teams.

In addition, at the end of the meeting, there was a suggestion that it may be appropriate for a couple of board members, from each of the organizations participating in the OHTs, to meet with the executive directors on a periodic basis to keep informed, and to contribute to the development of the OHTs through its various stages of development.

The three **slide presentations** used during the Forum meeting are available on the website of the Rideau Community Health Services, Health Links<sup>1</sup>.

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<sup>1</sup>[www.rideauchs.ca/index.php?option=com\\_content&view=article&id=135&Itemid=417](http://www.rideauchs.ca/index.php?option=com_content&view=article&id=135&Itemid=417)

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### 1. Opening Remarks

Janet Cosier welcomed participants. She indicated that she and Cait Maloney were the co-chairs of the Forum. Janet noted that the Forum, comprised of Board members and Executive Directors of local agencies, had been meeting for the last six years – two times each year, once in the Spring and once in the Fall.

The purpose of the meeting was: ***to build a shared vision and strategy for implementing Ontario Health Teams in Lanark, Leeds, and Grenville.***

Janet reviewed the agenda, noting that the first part of the meeting was to learn about: I) the status of Ontario Health Teams from a provincial, municipal, and local perspective; II) the experience of the Northumberland Ontario Health Team, which had submitted its full application to the Ministry of Health for consideration; and III) the role of local Boards of Directors in the OHT processes.

The second part of the morning was designed for a break-out group session to discuss three questions, which the participants were given at the beginning of the meeting.

### 2. Update on the status of Ontario Health Teams – *a provincial, municipal, and local perspective*

**Adrianna Tetley, CEO of the Alliance for Healthier Communities** provided highlights of *The People’s Health Care Act, 2019*, and the *Connecting Care Act, 2019*. She noted the requirement of health service providers and Ontario Health Teams to:

“separately and in conjunction with each other identify opportunities to integrate the services of the health system to provide appropriate, coordinated, effective and efficient services”.

Adrianna provided a high-level overview of the “full applications” submitted by 31 Ontario Health Teams to the Ministry, including priority populations, health equity, indigenous, and Francophones. She also talked about the importance of engaging various stakeholder groups, including physicians; patients, clients, families, and caregivers; the community; and local boards of directors in the OHT processes.

**Doctor Barry Guppy, CEO of the Perth & Smiths Falls District Hospital, and Michele Bellows, CEO of the Rideau Community Health Services,** provided high-level remarks on the status of the three local OHT proposals for Lanark, Leeds, and Grenville. They noted that the leadership teams of the three OHTs have been meeting together to determine areas of shared interest, and to assess the viability of three OHT applications going forward.

**Peter McKenna, Chair of the Ontario Health Team Working Group,** reviewed the activities of the working group. He provided insights into the current role that Ontario municipal governments play in supporting public health and health care services in the community. To ensure co-ordination and integration of service delivery, Peter emphasized the need to include municipal representatives in the local OHT discussions.

3. **Northumberland Ontario Health Team, Duff Sprague, Executive Directors, Community Health Centres of Northumberland**

Duff Sprague indicated that the Northumberland OHT has submitted its full application to the Ministry of Health; and the Ministry staff had recently visited the Northumberland leadership team as part of the assessment process.

Duff noted that the partners had a history of collaboration, which they were able to build on. He shared their journey in developing the full application, including engagement strategies with primary care and communities; and the implementation plan for providing 24-hours/7-days-a-week service co-ordination and navigation.

To govern the OHT, Duff explained the role of the Governance Advisory Committee and the three sub-committees – Patient and Family Advisory Committee; Collaborative Planning Committee; and Clinical Advisory Committee.

4 **Leadership role of local Boards of Directors in collective/collaborative governance to support Ontario Health Teams**

Adrianna Tetley reviewed different definitions of collaborative governance. She emphasized the importance of “building and nurturing a culture of trust” among the members of the OHT.

Adrianna also presented an evolving “collaborative governance framework” for Ontario Health Teams, which included a steering committee and backbone support staff. Action Teams with diverse membership are also established to address

specific issues and opportunities to improve the delivery of care. She noted the important roles of boards of directors and the community in governance of the OHT.

In addition, Adrianna suggested that a “constellation-type” model may be an appropriate OHT design for Lanark, Leeds, and Grenville. During the discussion period, there appeared to be general support for considering this model in the upcoming discussions of the three OHT leadership teams.

## **5 Break-out Group Responses to Questions**

### **How should governors and local boards be engaged in the OHT activities (e.g. OHT full application, vision, goals, governance, etc.)?**

- board to board meetings to set vision & goals,
- learn from experience of the first 30 OHT applications
- facilitate/encourage collaboration rather than competition
- focus on key priorities
- build relationships with other boards

Comment:

- Boards in our area have not been involved – they need to be informed and provide feedback. Once OHT has been decided, boards should be represented because they are the ears of the community

### **How do we ensure the OHT is accountable to the community? How should the voices of clients, patients, family, caregivers, and clinicians be incorporated into the OHT processes?**

- identify benefits of OHT to each rural community - respond to “what does OHT mean to me/my family/my HSP etc.?”; “will my local HSP be there when I need it?”
- Public Health create vision for community
- be more methodical & engage communities and municipal government
- town hall meetings to inform and respond to questions
- paid facilitator (or ambassadors) to meet various community organizations
- set up advisory groups asap
- involve service providers (PSWs, transportation, food services, emergency response) & community groups (service organizations, seniors and youth groups etc.)
- set up network/social media to communicate to entire community
- internet survey
- make sure people with lower education are consulted effectively (navigators)
- OHT governance body establish OHT evaluation plan and report against it

Comments:

- slow process down to allow for community engagement – take the year to ensure all community partners are on board
- ensure Nurse Practitioners are recognized, included and valued in the OHT

**What would be an effective governance relationship between the OHT and the local boards of the organizations in the OHT (once the OHT is established)?**

- Need municipal representation on OHT (United Counties)
- Members from local boards meet with OHT steering committee quarterly or semi-annually to discuss progress on priorities to improve health care delivery, and any challenges and barriers at the local level
- Engagement and accountability to the community that the OHT serves.

## **Appendix A: Agenda**

**LLG Collaborative Governance Forum Workshop –  
*for Healthcare, Community Support, Social Service, Public Health & Municipal Leaders***

**Date:** Friday, November 22, 2019

**Time:** 8:30 am (registration) – 12:30 pm

**Place:** Free Methodist Church Hall, 573 Hwy 29, south of Smiths Falls, K7A 4S8

***Purpose: to build a shared vision and strategy for implementing Ontario Health Teams in Lanark, Leeds, and Grenville***

### **Agenda**

- 1. 8:30 am to 9:00 am – Registration**
- 2. 9:00 am to 9:05 am – Welcome Remarks & Objectives**
- 3. 9:05 am to 10:00 am – Update on the status of Ontario Health Teams – *a provincial perspective, and a local perspective for Lanark, Leeds, and Grenville***
  - **Presenters:**
    - Adrianna Tetley, CEO, Alliance for Healthier Communities (20 minutes)
    - Leads/spokespersons for the Ontario Health Team proposals “in development” in Lanark, Leeds, and Grenville (*individuals being confirmed*); (15 minutes)
    - Peter McKenna, Chair, Ontario Health Teams Working Group, Lanark County (10 minutes)
  - **Questions and Answers** (10 minutes)

4. **10:00 am to 10:35 am – Northumberland Ontario Health Team** (25 minutes for presentation and 10 minutes for Q&A session)

- **Presenter:** Duff Sprague, Executive Director, Community Health Centres of Northumberland; member of Northumberland Ontario Health Team

5. **10:35 am to 10:55 am – Health Break**

6. **10:55 am to 11:35 am – Leadership role of local Boards of Directors in collective/ collaborative governance to support Ontario Health Teams** (30 minutes for presentation and 10 minutes for Q&A session)

- **Presenter:** Adrianna Tetley, CEO, Alliance for Healthier Communities

7. **11:35 am to 12:15 pm – Workshop Activity & Report Outs**

8. **12:15 pm to 12:30 pm – Closing Remarks & Networking**

## **Appendix B: Participant Evaluation Feedback**

### **1. The goals of this forum were to provide:**

- update on the status of Ontario Health Team bids (from provincial, municipal and local perspectives);
- a summary of “lessons learned” from an OHT team which has submitted its final bid;
- examples of collective/collaborative governance roles for local Boards of Directors to support Ontario Health Teams;
- an opportunity for group discussion on some aspects of governance in the OHT context; and
- offer a meaningful networking opportunity

### **Did we achieve our goals?**

Session	Average of 29 responses
Status of OHT bids	4.2
Northumberland OHT bid	4.7
Collective/collaborative roles	4.4
Group discussion	3.9
Networking	4.0

### **2. What I found most useful from today’s session:**

- information on effective collaboration and governance models
- shared experience from real life example (Northumberland OHT bid)
- status of OHT bids
- municipal perspective

**3. What would make future forums even better:**

- more time for discussion and networking/whole day
- updates on OHT bid journey
- invite patient and family council representatives
- discussion of best practices
- keep public informed of next steps

**4. Topics I would like addressed at future forums:**

- Tamarack workshop on trust and collaboration
- updates on status of local bid(s)
- collective impact
- evolving role of governors
- role of Public Health in OHT's
- how to effectively engage community
- how one organization can fit within multiple OHT's
- transportation/rural/LGBTQ communities/mental health/housing/social isolation