

From: Teresa Martins, Executive Project Lead
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Subject: Board of Directors – Oxford OHT Update

For those that I have not had the pleasure of meeting, let me introduce myself. My name is Teresa Martins, the Executive Project Lead for the Oxford OHT. I have been in this role for just over one year and since starting in this position I have taken the time to observe, listen, and learn about each organization, the interactions between organizations, and connect with the Oxford's leaders as best as possible during a pandemic. What I saw was that Oxford OHT's partner organizations coming together, focused on a common agenda and leveraging existing collaborations to support each other and the community. Examples including sharing staff to operate vaccination centres, securing and distributing PPE, and having important dialogue about the value of consistent vaccination requirements for health care staff in Oxford.

As each organization moves collectively to a new normal – the definition of which seems to continue to change – it is more important than ever for organizations to rally around the Oxford OHT's shared purpose:

Working together to build a stronger, healthier community for all

As we transition into autumn and soon into a new funding agreement with the province, I am pleased to provide a standard and consistent report to each parent organization's respective Board of Directors.

For those new Board members, it is important to understand that Ontario Health Teams are a new model of integrated care delivery that will enable patients, families, communities, providers, and system leaders to work together, innovate, and build on what is best in Ontario's health care system. The Oxford OHT is a collaboration of more than 20 organizations – together with providers and patients – that at maturity will be clinically and fiscally accountable for delivering a modern, coordinated continuum of care to the community and where patients will experience easier transitions from one provider to another.

Our OHT is still in its infancy, but as we mature we have been focusing on the following four pillars:

1. Engagement and Participation
2. Business Transformation and Enabling Technology
3. Integrated Care through Population Health Management
4. Building a Foundation of Good Governance

While we have made gains in all four areas, attention over this past year has been on “Building a Foundation of Good Governance”, acknowledging that to be successful we need a strong, trusting base on which to grow.

Recent Governance modifications:

- Refreshed governance structure predicated on defined roles and responsibilities
- Agreed to consensus decision-making process focused on transparency
- Rightsizing each committee’s membership to ensure the right people are at the right tables, including patients and caregivers at every level
- Developed Rules of Engagement to support healthy dialogue and problem-solving

Of most importance, our OHT now has a Leadership and Strategy Council where each partner organization’s leader (i.e. CEO, ED), from across all health care sectors, come together to take a strategic and collective approach to addressing issues that transcend the ability of any one organization or person to tackle.

Each organization, the one that you govern included, provides critical services for the Oxford community and I look forward to supporting the collective in providing an environment where all of you bring your unique knowledge and expertise to the table.

Forthcoming in Q3

The Oxford OHT’s current transfer payment agreement (TPA) was recently extended to December 31, 2022 (originally set to expire September 30, 2022). New TPAs will be transitioned from the Ministry to Ontario Health, which will set a path forward and outline the province’s expectations into the next year. Additionally, it is expected that all OHTs will receive new provincial guidance on evolving OHT governance towards maturity.

As such my future updates will focus on significant OHT achievements and challenges, events, and activities. Please share with your leadership feedback on these reports especially should you require additional information to support your discussion and future engagement.

Many thanks in advance for supporting the work of the Oxford OHT.

Teresa Martins

What is an Ontario Health Team?

Ontario Health Teams (OHT) are a new way of organizing and delivering care that is more connected to patients, families, and caregivers in their local communities. An Ontario Health Team is the commitment between health care providers (including hospitals, primary care, Community Support Services, Home and Community Care Support Services, etc.) and social service providers to collaboratively make decisions and work as one team to ensure their community's health needs are met. At full maturity OHTs will be clinically and fiscally accountable for delivering a full and coordinated continuum of care.

How will this change patient care?

The goal of an Ontario Health Team is to make a patient's journey through the health system easier to navigate. As such engaged patients are crucial partners in the design and delivery of care, helping make services more navigable and in line with patient's experiences and values. Those with lived and living experience are at the centre of all OHT work and decision-making. This means that meaningful patient/client, caregiver, and family engagement is embedded at every level within the OHT governance structure.

Vision for OHTs

At maturity, every Ontarian will have access to an OHT that will:

- Provide a full and **coordinated continuum of care** for an attributed population within a geographic region
- Offer patients **24/7 access to coordination of care and system navigation services** and ensure patients experience seamless transitions throughout their care journey
- Be measured, report on and improve performance based on the '**Quadruple Aim**'
- Operate within a single, clear **accountability framework**
- Be funded through an **integrated funding envelope**
- **Reinvest into front line care**
- **Improve access to secure digital tools** – a 21st century approach to health care

Oxford OHT

The Oxford OHT is still in its infancy – focusing on establishing and strengthening foundational building blocks for successful governance such as trust, transparency, and accountability. The aim is to transform systems through proactive engagement at all levels across partnering organizations and establish a joint culture of teamwork, collaboration, and adaptability across the partnering organizations.



Since official Ministry approval in November 2020, the Oxford partners have been working together to respond to the COVID-19 pandemic and are working collectively towards COVID recovery.

Oxford OHT Members and Shared Purpose

All of the OHT partners listed below are committed to:

Working together to build a stronger, healthier community for all

- Alexandra Ingersoll / - Tillsonburg District Memorial Hospital	- Patients and Caregivers
- Alzheimer Society Southwest Partners	- peopleCare Tavistock
- CarePartners	- PHSS
- CBI Home Health	- Physicians, Nurse Practitioners, Clinicians
- Cheshire Independent Living	- SE Health
- CMHA Thames Valley Mental Health and Addiction Services	- Southwestern Public Health
- Dale Brain Injury	- Thames Valley Family Health Team
- Home and Community Care Support Services	- Tillsonburg District Multiservice Centre
- Indwell	- VON Oxford
- Ingersoll Nurse Practitioner Led Clinic	- Wellkin
- Oxford County Paramedic Services	- Woodingford Lodge
- Oxford County Human Services	- Woodstock Hospital

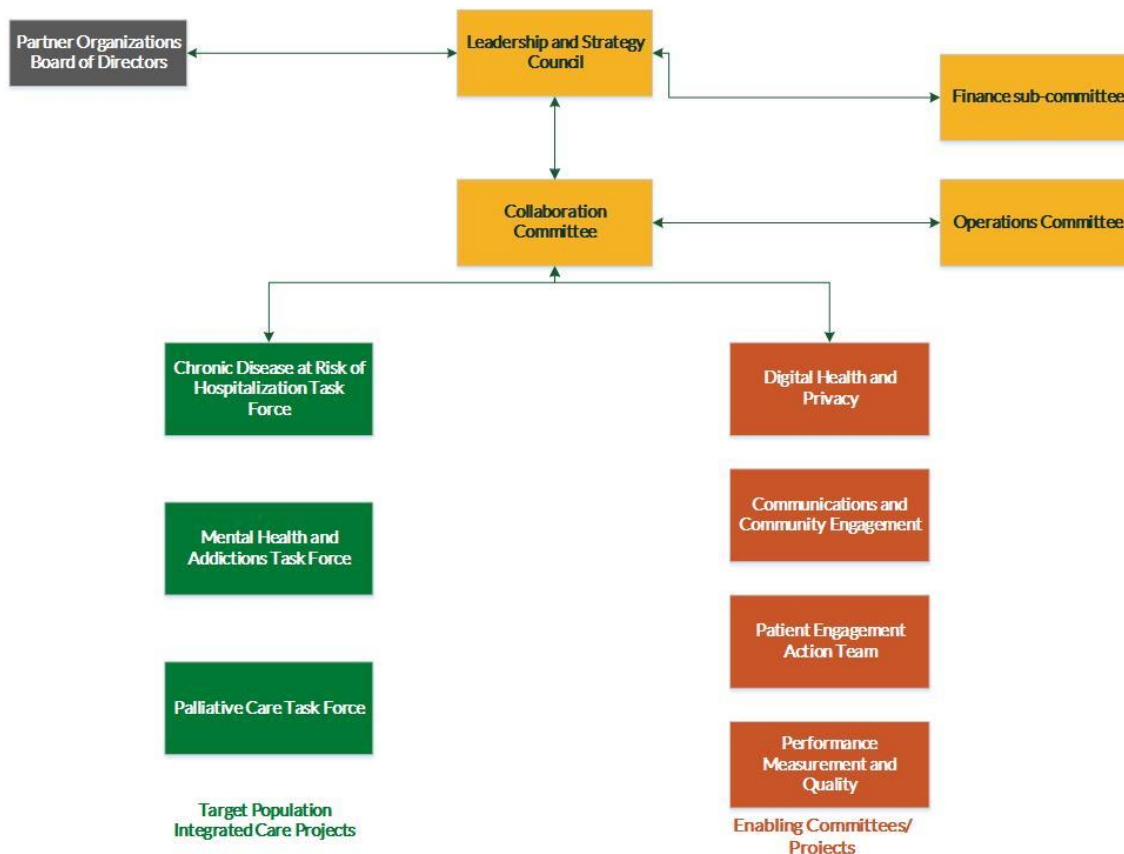
Priority Populations

The Oxford OHT identified three priority populations based on the needs of the community. At maturity, the OHT will be accountable for all those who seek care from our providers however, in the early stages we are focused on improving the care journey specifically for those who:

- are at risk of hospitalization due to **Chronic Disease**
- would benefit from **Palliative Care**
- are experiencing challenges related to **Mental Health and Addictions**

Governance Structure

To move our priorities forward and incorporate a stronger link to each organization’s Board of Directors, our Governance Structure has recently been refreshed to ensure purpose, roles and responsibilities are transparent and understood by all.



How will you stay informed about OHT progress?

Each quarter the Executive Project Lead will draft a board report that will be included in the Board packages of the OHT partner organizations.

The Oxford OHT Operations Team sends out a weekly email called the “Week in Review” in effort to improve transparency in the planned and accomplished work across the working groups, increase accountability, and promote information sharing and collaboration. To be added to the mailing list, connect with your CEO/ED or email info@oxfordoht.ca

For more information on the Oxford OHT, please visit www.oxfordoht.ca.