

# Central West Ontario Health Team

**STRATEGIC PLAN**  
2024 – 2027



**Central West**  
ONTARIO HEALTH TEAM

## A MESSAGE FROM OUR CO-CHAIRS

Since its inception in 2019, the Central West Ontario Health Team (CW OHT) has built a strong collective that has come together to meet the emerging needs of the communities we serve, as seen in the response to the COVID-19 pandemic. Having emerged from the pandemic more resilient and with strong governance and operational capabilities, we are well-positioned to launch our inaugural strategic plan. This will promote a proactive approach to our priorities, align new opportunities with our Strategic Directions, and move us closer to achieving our Vision.

Our 2024-2027 strategic plan builds on the CW OHT's strength in partnerships, collaboration, commitment to change, focus on equity, diversity, and inclusion, and movement toward innovative resourcing and services like the Home-Based Primary CARE program and Seamless Care Optimizing the Patient Experience (SCOPE) program. It also identifies areas of further growth and opportunity to meet the evolving needs of our communities. Additionally, our strategic plan is guided by the Quintuple Aim which are "five objectives critical in the delivery of world-class health care services."<sup>1</sup>



To implement the plan, we will maintain our collaborative approach, based on our core values of being innovative, compassionate, accountable, responsive, and equitable (ICARE). These values serve as the bedrock of our commitment to foster a sense of safety, trust, and confidence amongst our partners and the communities we serve.

At the core of our work, we prioritize equity, diversity, and inclusion. This commitment is driven by our determination to build bridges, break down barriers, and co-create a healthcare system where everyone has equitable access to healthcare that meets individual needs. We wholeheartedly encourage the expression of diverse voices, ensuring that the perspectives of clients, patients, families, caregivers and communities are not just heard, but truly understood to build a more compassionate health system. By leveraging technology and utilizing research, data, and evidence-based practices, we can better understand and meet the needs of our communities. Additionally, we will foster an environment of continuous learning and growth.

On behalf of the Central West Ontario Health Team Collaboration Council, we are excited to share this inaugural strategic plan and look forward to our continued partnership with the community to achieve our collective goals. Together, we are shaping a future where healthcare in our communities becomes a symbol of unity, safety, and confidence to establish people-first health with trust and compassion.

**Dr. Shane Teper**

Collaboration Council Co-Chair, CW OHT, Deputy Chief of the Department of Family & Community Medicine, William Osler Health System, Board Chair, Queen Square Family Health Team

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Collaboration Council Co-Chair, CW OHT, CEO, Canadian Mental Health Association Peel Dufferin

<sup>1</sup> Ontario Health | About Us

# Who We Are

As the Central West Ontario Health Team (CW OHT) launches our new strategic plan, we do so with a renewed commitment to our Vision, Mission, and Values.

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**Our Vision** is the statement of the value we want to provide to the community.

**Our Mission** is about why we exist and who we work for.

**Our Values** guide how we behave.

This Strategic Plan reinforces the commitment we have to the people we work with and for and articulates our intention to meet the opportunities and overcome the challenges that we see across the sector.

## OUR VISION

### People-first health with trust and compassion.

We are committed to providing the best possible health care for our Central West communities, covering Brampton, Bramalea, Malton, North Etobicoke, and West Woodbridge. Our approach to achieving this is placing the people within our diverse community at the centre of everything we do. We understand that providing and receiving health care is a vulnerable experience, one in which trust must be developed and compassion is necessary. Our vision is to co-create a health system that builds trust at every opportunity and is compassionate to the needs of the people we serve and those that provide care.

## OUR MISSION

### Collaborative partners building a healthier community.

Our mission is to work with partners—including the organizations we work with and the people we serve—to build a healthier community. By engaging and collaborating with all our partners, we are able to develop strategies that enable specific initiatives, programs and broader systemic integration that best address the needs and challenges our communities face.

## OUR VALUES

### Together we are: Innovative, Compassionate, Accountable, Responsive and Equitable (ICARE)

CW OHT's work is guided by a set of values that reflect our strong commitment to supporting our partners in providing health care to a growing community. These values inform both how we work and the nature of our work, grounded in empathy, respect, and inclusivity. We embrace collaborative approaches to engage, collect, and incorporate the experience and knowledge present in our community to improve health outcomes wherever possible. CW OHT's work is intrinsically informed by the following set of behavioural values:

#### Innovative

We are committed to using our collaborative partnerships to create new paths sensitive to the needs of the community in our health system.

#### Compassionate

We treat every individual in a sensitive manner, respecting individual needs, and we believe in developing a people-centred health care system.

#### Accountable

We build trust among the people we serve and our partners by acting in an open, transparent, and ethical manner. We take responsibility for and ownership of our actions in delivering quality care.

#### Responsive

We connect authentically with the community we serve and our partners, actively listening and responding to needs for continuous sharing, learning, and growth.

#### Equitable

We embrace and celebrate the diversity of our community and commit to building a health system that promotes trusted care for all.

## COMMUNITY DEMOGRAPHICS

The Central West OHT accounts for 6% of Ontario's overall population, totaling 885,633 individuals, positioning it as the second-largest OHT in the province.

**6%**

OF ONTARIO'S POPULATION

**885,633**

INDIVIDUALS

Of this population, about 563,000 (64%) reside within the CW OHT's geography and around 323,000 individuals (36%) live outside of it. These individuals access and receive care within the Central West OHT.

The population of the CW OHT has an average age of 40 years, which is four years younger than Ontario's average age of 44 years. While urban concentration is higher than Ontario based on the rurality index, the CW OHT sees a larger proportion of recent immigrants and a higher representation within lower income quintiles compared to the Ontario population.

In terms of health marginalization factors, the Central West OHT has a higher percentage of its population in the highest deprivation quintiles, though faces lower dependency and residential instability factors than the province. Moreover, the region stands out for its notable proportion of residents in areas with the highest ethnic concentrations. Despite its younger population, the Central West OHT faces an increased prevalence of moderate to high comorbidities and diabetes compared to Ontario. In terms of primary care attachment, the OHT demonstrates an 89% primary care attachment rate which is higher than the average in Ontario.

# Introduction

Ontario Health Teams are “a new way of organizing and delivering care that is more connected to patients in their local communities.”<sup>2</sup> At maturity, Ontario Health Teams will “be responsible for delivering a full and coordinated continuum of care to a defined population of Ontario residents and will be accountable for the health outcomes and health care costs of that population.”<sup>3</sup>

Since its inception in 2019, the Central West Ontario Health Team (CW OHT) has been actively serving the communities of Brampton, North Etobicoke, West Woodbridge, Malton, and Bramalea. With a growing population of about 900,000 individuals, the Central West catchment area is home to a wide range of diverse backgrounds and healthcare needs.

There is complexity in providing care to a wide range of individuals. However, this complexity increased over the last three years because of the COVID-19 global pandemic. During this time, the CW OHT responded courageously to the needs of the community. The health system is only now beginning to recover as demands on providers, staff, and patients normalize. It is important to acknowledge this period as it lays the foundation and provides important context for future health system planning.

Over the next three years, the demand for health services in the Central West communities is expected to expand as the region continues to grow and thrive. The CW OHT strategic plan responds to this growing demand and offers a proactive, people-centred approach to planning, resourcing, implementation and evaluation of outcomes. By continuing to prioritize recovery and growth, the CW OHT can better prepare for the future and meet the needs of our communities.

Ultimately, the individual and their community is at the heart of a care experience, a service, and a system. They possess the expertise, knowledge, creative power, and empowerment to contribute to redesign now and into the future. Effective and meaningful insight comes from interacting with people with lived and living experience who are welcomed to share power and co-create change collectively.

At the CW OHT, this strategic planning process has provided us the opportunity to truly engage in partnership to better understand the needs of the people we serve and the providers we collaborate with. Today, we share an optimism about our ability to bridge gaps in our wider system to impact communities in a meaningful way. This sense of optimism will propel us as an organization throughout our day-to-day operations, inspire a shared vision, while collectively meeting the priorities that have been set out in this plan.

<sup>2</sup> [Ontario Health Teams | Overview](#)

<sup>3</sup> [Ontario Health Teams | Full Application](#)



## The Process of Engagement and Strategic Planning

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As part of our strategic planning process, we sought out the voices of many interested and critical collaborators: partner organizations, practitioners, clients, patients, families, and caregivers. Through five stakeholder labs and a distributed survey we were able to hear from a diverse set of participants to surface key insights. We asked questions to understand how people see the current state and future direction of the Central West health system, challenges and opportunities, and the role we can play both now and in the future.

Equipped with insights from our collaborators, the CW OHT's areas of strength, weaknesses, opportunities,

and threats were identified. This formed a basis for the CW OHT Collaboration Council, Secretariat, and partners to begin a collaborative and consensus-building process for the co-creation of the strategic plan. As we move ahead, the strategic plan is designed to be flexible and responsive to changing contexts and environments.

Our strategic plan is important and will help us connect the work that we do now to the bigger health system goals, purpose, and vision for our future. The strategic planning process drew out the pathways of where we want to go in the future so that we can create and operationalize a plan for how we will get there.

## EMERGING TRENDS AFFECTING OUR SECTOR

As an organization dedicated to supporting partners in providing the best care for members of our community, understanding emerging trends and their influence on our work, communities, and the broader landscape is an important consideration in creating a durable strategic plan. The following trends were identified through this process as important considerations for facilitating discussion and generating ideas that led to the finalization of our strategic priorities.

### Effects of the Economy on Health Outcomes

As inflation climbs and interest rates increase to offset its negative effects, the downstream implications of rising costs during unstable economic times are far reaching. On an individual level, during periods of economic instability, individuals will prioritize their spending to meet basic needs, such as: housing, food, and other bills. As individuals scale back and spend less, they typically spend less on their health and wellbeing, for example, canceling gym subscriptions or purchasing less expensive and less nutritious food.<sup>4</sup> Depending on the underlying health conditions, this can have lasting negative effects on an individual's health, putting more strain on the health system. At a system level, inflation can drive up costs on service provisions, such as: equipment, materials, gas or exacerbate supply chain issues. Furthermore, periods of high inflation can have detrimental effects on resourcing, with employees demanding higher salaries, or negatively impacting budgets in general, with dollars not stretching as far to cover costs.<sup>5</sup> It's important that health systems keep inflation related considerations in mind while planning to understand the additional stress placed on the community and health system during periods of economic instability.

### Population Growth and Health

Communities are much like a living organism, one that grows and evolves over time. With this in mind, community social determinants of health and population growth will come to affect the health and wellbeing of the larger community. This being the case, as a population grows it must be factored into short, medium, and long-term planning for proper allocation of resources and effective system design. Based on projections, Ontario's population is set to expand by 35.6% over the next quarter century. During this time, Central Ontario, including Peel Region and the majority of CW OHT's catchment area, is

expected to grow by 40%.<sup>6</sup> In addition to these projections, it is reported that individuals will be living on average 3.5 years longer by 2046. With this population data known, the CW OHT can begin planning for an expanding and longer living population. This information also provides the CW OHT the opportunity for advanced planning with providers, various levels of government, and the community as a whole to ensure collaboration and improved health outcomes.

### Changing Societies - Trends to Be Aware Of

The lasting impact of social and economic change is difficult to know. However, as our society continues to change at an accelerated rate, individuals are left to navigate the complexities of change on their own. Changes to socioeconomic circumstances will ultimately come to impact the health and wellbeing of individuals over time. Some additional identified trends to be aware of are:

**Precarious Employment:** Remote-first work environments and destabilized employment structures (insecure work) may negatively impact health outcomes of individuals. If stable employment opportunities are reduced and replaced with more short-term or sporadic employment, the health of the general population may be affected through stress and worry. With a reduction of sustainable and consistent income, less resources can be allocated to invest in individual health and wellbeing over time.

**Cultural Considerations in Health:** As populations change through immigration and migration, different cultural understandings of health become relevant for proactive and upstream capacity building. Many ethno-cultural and Indigenous groups have different views around health, prevention, and traditional Western approaches to treatment. Health providers will need to understand and respect these viewpoints to gain trust and engagement of these changing populations.

**Stable and Secure Housing:** Access to secure, affordable, and safe housing has long been established as one of the most critical social determinant of health. With increased housing insecurity, people cannot prioritize health and well-being. As access to housing continues to be a challenge in communities across Ontario, it will ultimately come to negatively affect the health and well-being of populations.

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<sup>4</sup> [When Inflation Rises Health Outcomes Fall](#)

<sup>5</sup> [Health Care Financing in Times of High Inflation](#)

<sup>6</sup> [Ontario's Longer-Term Report on the Economy](#)

# Strategic Directions

## Strategic Directions At-a-Glance

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Emerging from the strategic planning process are four distinct strategic directions. These directions articulate CW OHT's priorities for its work over the next three years. They provide a flexible platform to achieve our organizational goals and adjust to ever-changing community needs and emerging contexts.

**The four Strategic Directions are:**

- Co-create Barrier-free, People-centred Models of Care
- Demonstrate Leadership Through Excellence
- Promote and Prioritize Cooperative, Preventative, Community-based Health Care
- Enable a Healthy Workforce



# Co-create Barrier-free, People-centred Models of Care

Using an equity, diversity, and inclusion (EDI) lens, co-create models of care with people and their care partners that prioritize their health, well-being, and ability to navigate the health system with ease.

We prioritize people-centred models of care created alongside OHT clients, patients, families and caregivers. We are dedicated to working and collaborating with people and partners using an EDI approach. Our goal is to design compassionate experiences, address barriers, and improve system navigation, thereby advancing population health.





# Demonstrate Leadership Through Excellence

Deliver safe and high-quality care through innovation and best practices that focus on excellence.

We demonstrate leadership by providing strong coordination and navigation for excellent care in the Central West communities. The CW OHT leverages technology and uses a data-informed and collaborative decision-making approach to enhance the patient and provider experience, improve population health, and advance health equity. We use the provincial health quality framework to create a culture of safety, effectiveness, efficiency, timeliness, equity, and patient focus. The CW OHT shares learnings, methods, and approaches with other Ontario Health Teams to support the larger provincial health system.



# Promote and Prioritize Cooperative, Preventative, Community-based Health Care

Prioritize prevention and collaborative partnerships to support evidence-based practice and community-based service delivery, while driving awareness of the CW OHT at the community level.

We are committed to building a healthier community with an additional focus on prevention, early detection and intervention, and promoting quality of life and well-being as key pillars. This includes partnerships with academic institutions and service providers to bring more resources and education to the community. We increase organizational visibility, establish seamless points of access, and provide accessible healthcare and support services close to home for the people we serve.



# Enable a Healthy Workforce

Work with providers, practitioners, staff, and partners to co-create healthy, stable, environments and workloads to prioritize the health and well-being of providers, while also meeting the needs of the community.

We support partners by developing strategies to encourage internal professional growth, resiliency, and healthy working. We will work to enable and protect positive and supportive physical and emotional work environments that attract and retain talent. By focusing on this priority, we are not only supporting our partner organizations, practitioners, and staff, but also positioning the CW OHT to elevate the excellent work our health system delivers to clients, patients, families, and caregivers in the Central West communities.

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**This Strategic Plan has been developed collaboratively with  
Central West Ontario Health Team and Overlap Associates.**

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absolutely  
possible.**

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