



Central West

ONTARIO HEALTH TEAM

SERVING BRAMPTON, NORTH ETOBICOKE, WEST WOODBRIDGE, MALTON AND BRAMALEA

2024-25 Annual Business Plan

January 2024

2024-25 Annual Business Plan

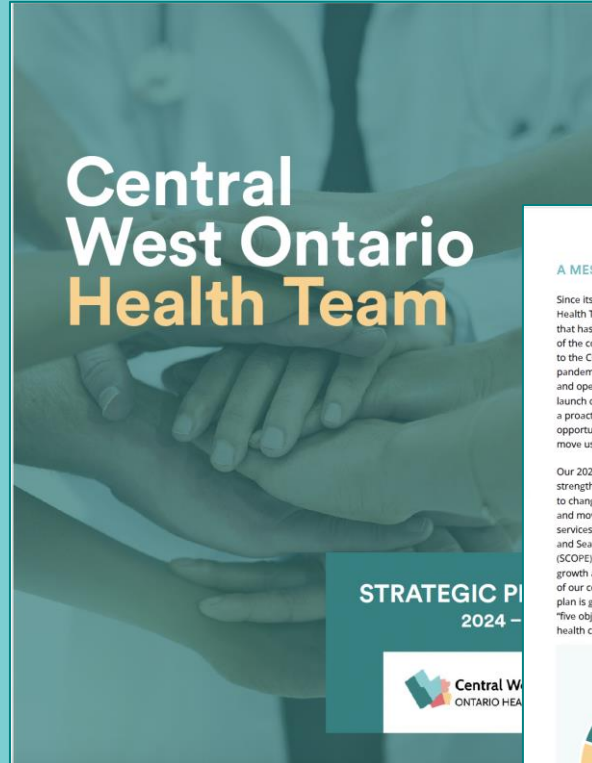
The Central West Ontario Health Team (CW OHT) recently released its inaugural 2024-27 Strategic Plan. In order to operationalize the Strategic Plan, the CW OHT has committed to developing an actionable, realistic, and living Annual Business Plan (ABP) for each year.

The 2024-25 ABP identifies priority goals and initiatives that cascade from the Strategic Plan, are based in the Quintuple Aim, and act as a roadmap to guide the CW OHT in effectively achieving its Vision.

Strategic Plan

At a Glance

The strategic plan is accessible here:
<https://centralwestoht.ca/about/strategic-plan/>



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:"¹

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 are the bedrock of our commitment to foster a culture of safety, trust, and confidence amongst our patients 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 every individual has equitable access to healthcare that meets their individual needs. We wholeheartedly encourage the expression of diverse voices, ensuring that perspectives of clients, patients, families, caregivers, and communities are not just heard, but truly understood to build a more compassionate healthcare 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 our 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

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

1: Ontario Health | About Us

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.

Central West Ontario Health Team | Strategic Plan 2024-2027

Strategic Plan

2024–2027



VISION

People-first health with trust and compassion.

MISSION

Collaborative partners building a healthier community.

VALUES

Together we are:

Innovative

Compassionate

Accountable

Responsive

Equitable



Our Strategic Directions

At a Glance

1. CO-CREATE BARRIER FREE, PEOPLE CENTRED MODELS OF CARE
2. DEMONSTRATE LEADERSHIP THROUGH EXCELLENCE
3. PROMOTE AND PRIORITIZE COOPERATIVE, PREVENTATIVE, COMMUNITY BASED HEALTH CARE
4. ENABLE A HEALTHY WORKFORCE

Emerging Trends Shaping the Future of the CW OHT



Path to Maturity for OHTs

- Consolidation of HCCSS into a single shared service organization and modernization of the Home Care Contracting Process
- Expectation for 12 OHTs to move toward incorporation and others to follow suit



A Growing, Diverse Community

- Second largest OHT and serves 6% of Ontario's population
- Diverse population with a large proportion of recent immigrants and high representation within lower income quintiles
- Increased prevalence of moderate to high comorbidities and diabetes



Collaborative and Established Growth to Date

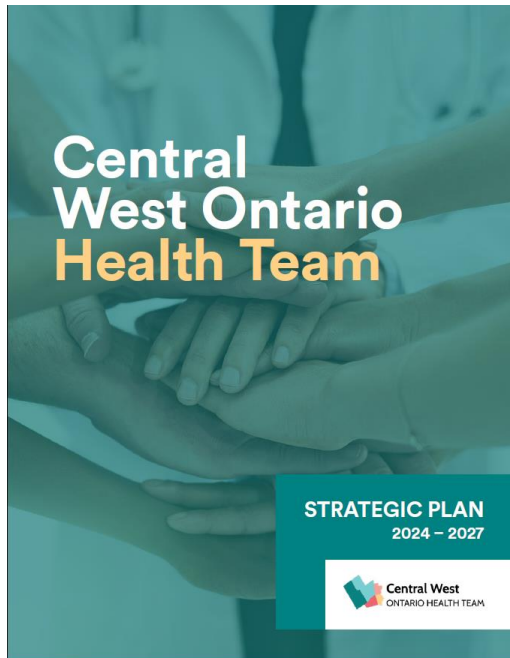
- Successful launch of multiple community-focused projects and clinical programs since inception [i.e., SCOPE, Lower-Limb, cQIPs, CARE]
- Data-driven development guided by collaborative decision-making with community partners



Commitment to the Future of the OHT

- Diverse make up of over 22 OHT partners, over 225 PCPs, and 7 PFAC members
- Robust Strategic Plan to guide further development over the next 3 years to meet health system goals

Operationalizing the Strategic Plan



Approach to Annual Business Planning

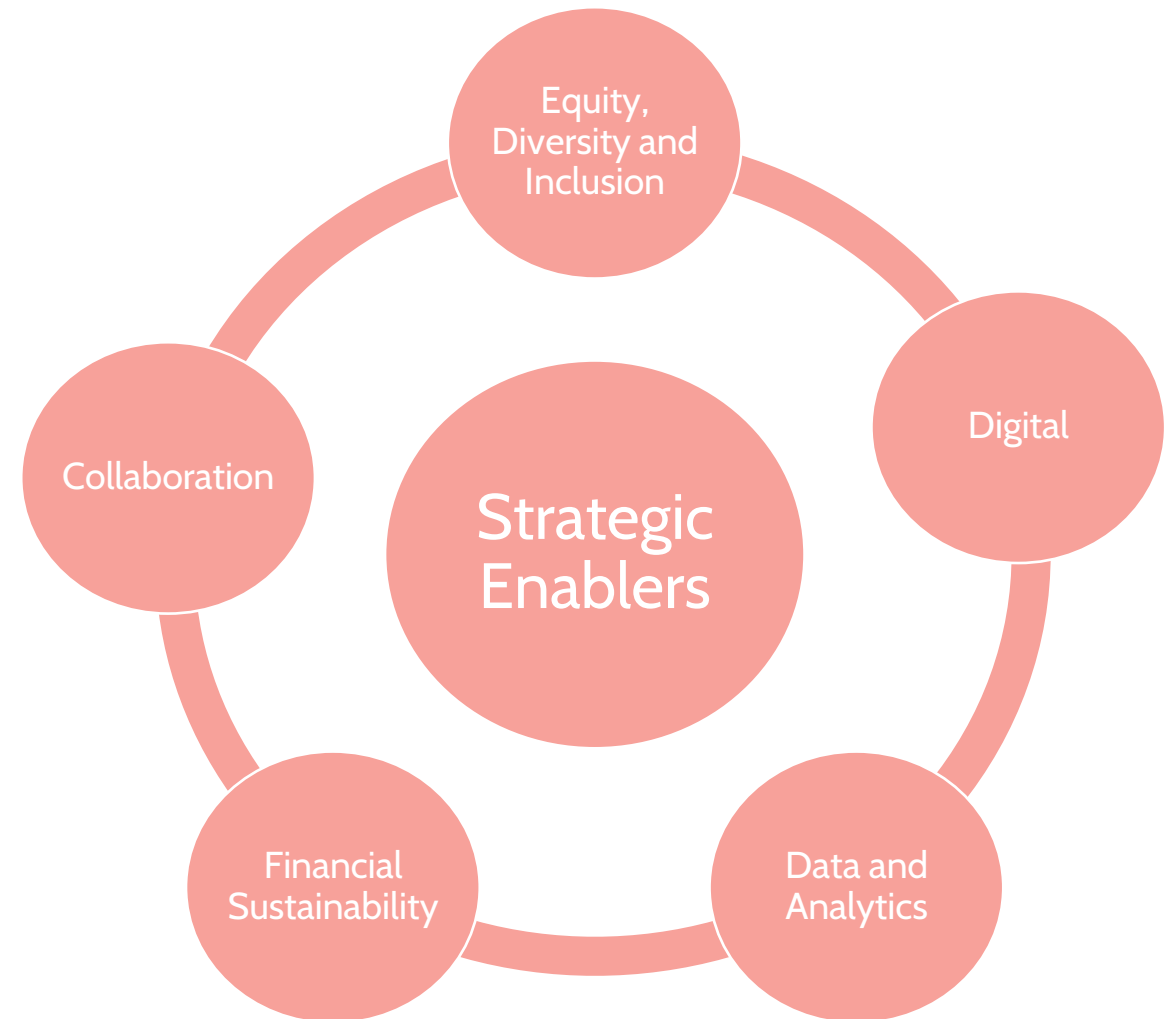


Annual Business Plan (ABP) Guiding Principles

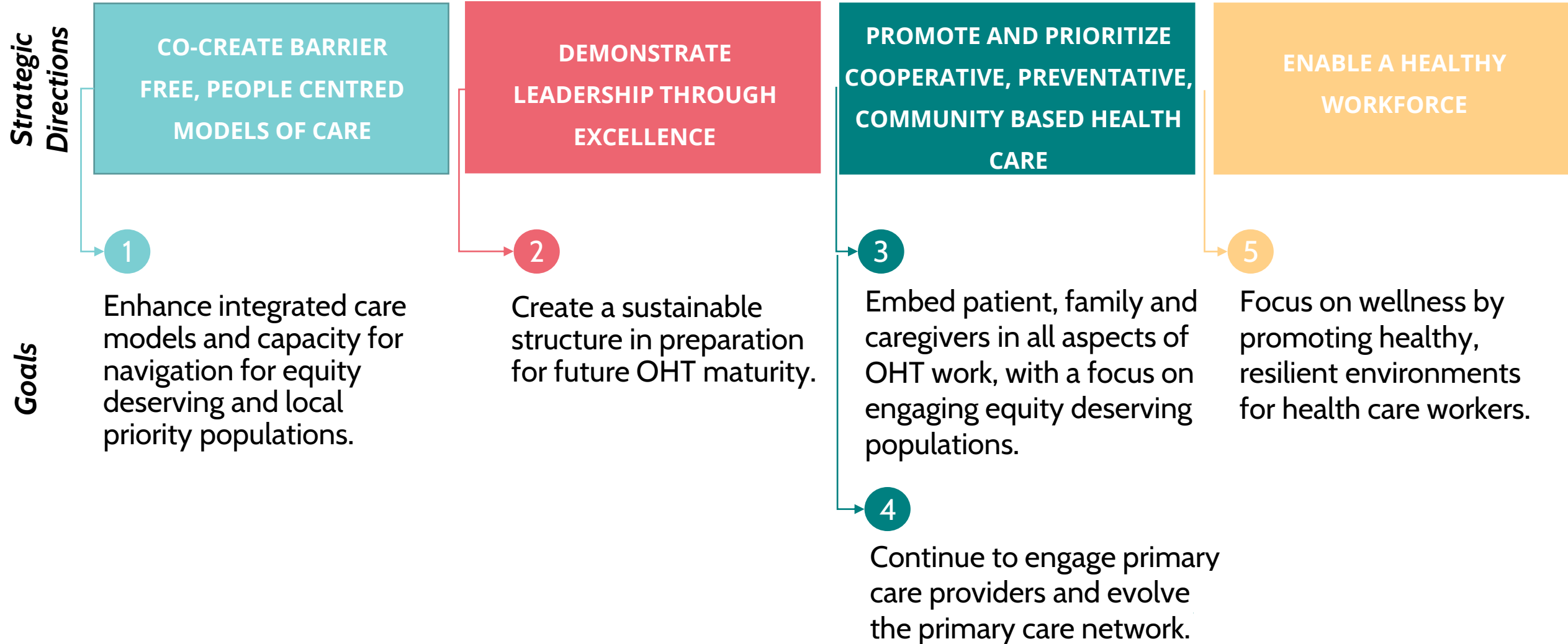
1. Includes actionable goals that move us towards achieving our Strategic Directions and Vision
2. Reflects a continued commitment to current CW OHT initiatives / priorities
3. Maintains flexibility for alignment with OHT Acceleration, Home Care Modernization and community needs.
4. Aligns with Ontario Health priorities (*as outlined in the Transfer Payment Agreement*):
 - Priority Area 1: Integrated Care through Population Health Management & Equity Approaches
 - Priority Area 2: Patient Navigation and Digital Access
 - Priority Area 3: Collaborative Leadership, Decision-Making and Governance
 - Priority Area 4: Primary Care Engagement & Leadership
5. Highlights priority initiatives, and is not an exhaustive list of all operations of the OHT

ABP Strategic Enablers

- Capabilities, capacities, and resources that contribute to the operating effectiveness of the OHT
- Needed to effectively execute the Strategic Plan and Annual Business Plan and support decision-making
- Improve and guide planning (*e.g. embed Equity, Diversity and Inclusion principles in all OHT Initiatives*)



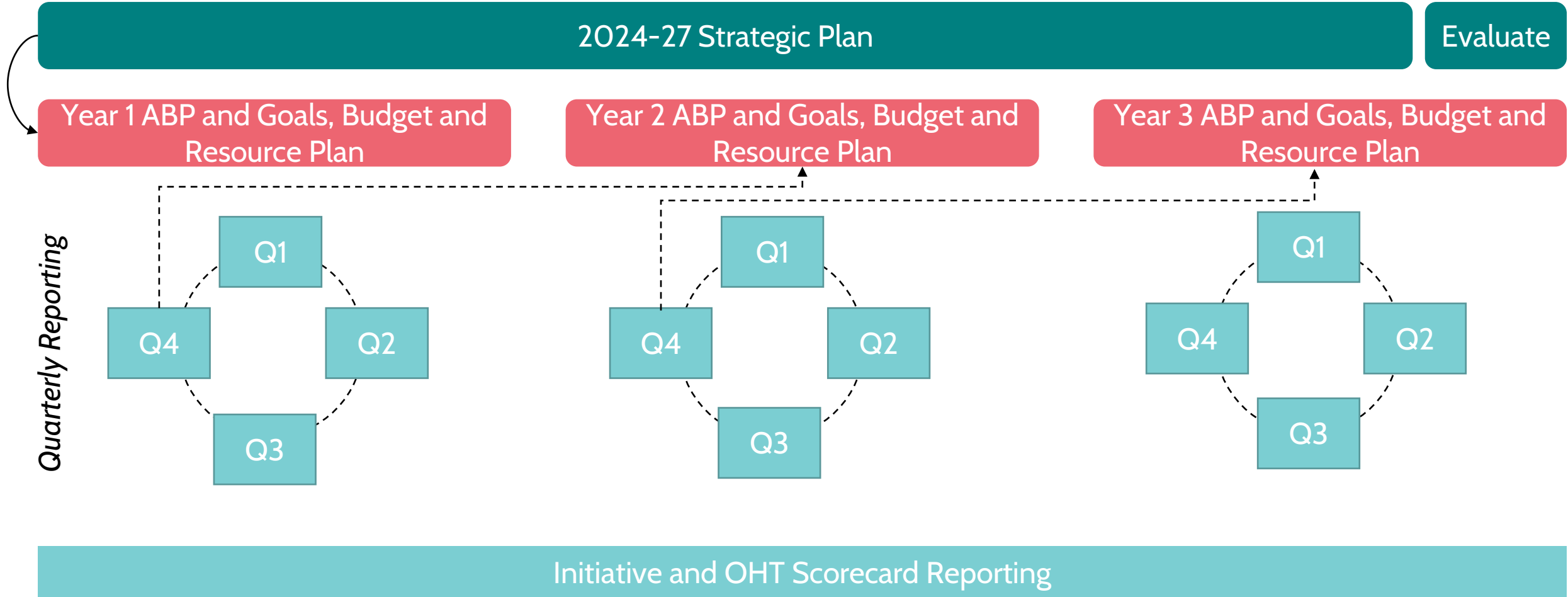
FY 2024-25 ABP Goal Cascade



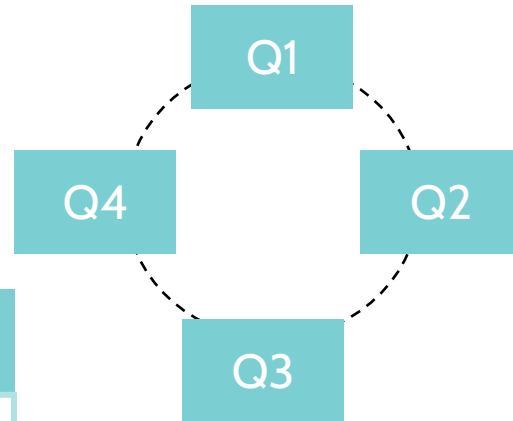
2024-25 ABP Goals and Priority Initiatives

Goal	Priority Initiative
<p>1 Enhance integrated care models and navigation supports for equity deserving and local priority populations.</p>	<p>Evaluate and expand OHT-led clinical programs, such as CARE program (initial priority population), Lower Limb Preservation Pilot, and SCOPE.</p>
	<p>Evaluate the impact and outcomes of the FY2023-24 Collaborative Quality Improvement Plan (cQIP), and develop and implement the FY 2024-25 cQIP workplan using the learnings from FY2023-2024.</p>
	<p>Enhance access to navigation supports by developing the Integrated Care Hub concept, other initiatives to support equity deserving populations including the Black Afro-Caribbean Health Hub (BAC), and surge response planning.</p>
<p>2 Create a sustainable structure in preparation for future OHT maturity.</p>	<p>Develop a plan for OHT incorporation and designation, including a plan for back office support and governance, leveraging Ontario Health guidance and insights.</p>
<p>3 Embed patient, family and caregivers in all aspects of OHT work, with a focus on engaging equity deserving populations.</p>	<p>Develop patient, family and caregiver engagement strategy with a focus on recruitment and evaluation of patient experience.</p>
<p>4 Continue to engage primary care providers and evolve the primary care network.</p>	<p>Develop primary care strategy with a focus on recruitment and engagement of primary care providers, and collaboration with specialists and academic partners including Toronto Metropolitan University School of Medicine</p>
	<p>Establish a model for centralized pathways and intake as a proof of concept for future models for the OHT.</p>
<p>5 Focus on wellness by promoting healthy, resilient environments for health care workers.</p>	<p>Identify and promote wellness strategies, including work life balance, across all OHT partners and provide access to training including equity, diversity and inclusion (EDI).</p>

Building Blocks to Operationalize the Plan



Strategic Quarterly Reporting



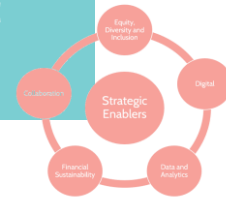
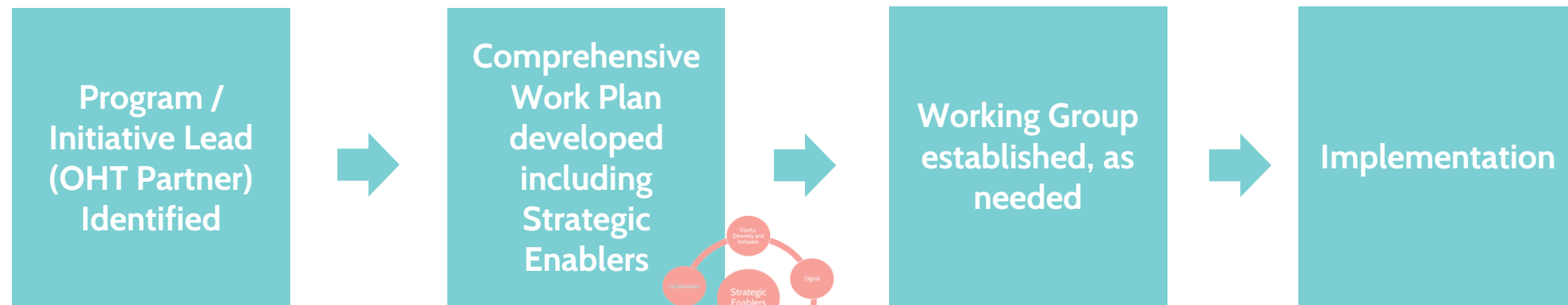
Initiative Reporting

- Standardized process to regularly assess, measure and communicate progress and risks by Program Lead
- Leverage a Quarterly Initiative Dashboard tailored for Council with appropriate level of information
- Supports strategic decision-making

OHT Scorecard Review

- The OHT Scorecard will help track progress against the strategic directions and overarching vision
- Review of quarterly progress against targets of OHT Scorecard metrics
- OHT Scorecard will be refreshed each year to align with the ABP

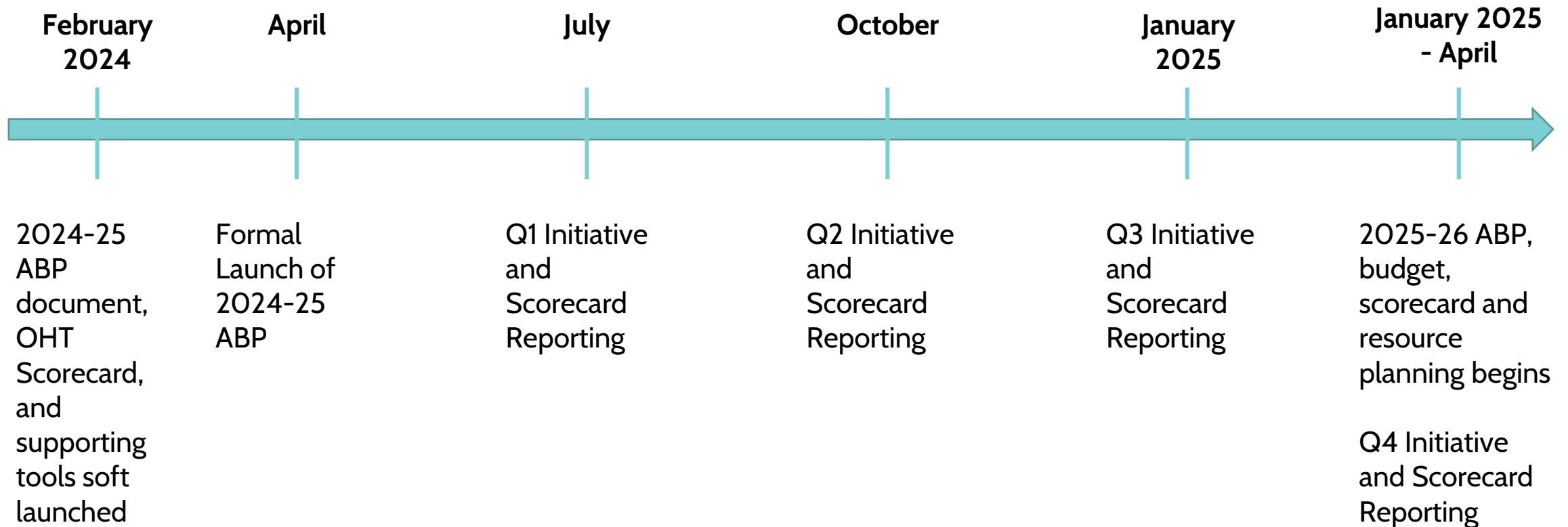
Priority Initiative Implementation Overview



Strategic Oversight



2024-25 ABP Timeline





Central West
ONTARIO HEALTH TEAM