



CITY OF HAMILTON
Public Health Services
Medical Officer of Health Division
Community and Emergency Services
Neighbourhood and Community Initiatives

TO:	Mayor and Members Board of Health
COMMITTEE DATE:	June 16, 2014
SUBJECT/REPORT NO:	Extension of Community Nurse Networker Pilot Project and Public Health Nurse Secondment - BOH14016 (Ward 4) Neighbourhood Development Strategy - Community Networker Pilot Project - CES14031 (Ward 4)
WARD(S) AFFECTED:	Ward 4
PREPARED BY:	Brent Browett (905) 546-2424, Ext. 2230 Suzanne Brown (905) 546-2424, Ext. 4711
SUBMITTED BY: SIGNATURE: SUBMITTED BY: SIGNATURE:	Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health Public Health Services Department Joe-Anne Priel General Manager Community & Emergency Services Department

RECOMMENDATION

- (a) That the City of Hamilton continue its partnership with the Hamilton Family Health Team, the McQuesten Community Planning Team and the Hamilton Community Foundation, to extend the Community Nurse Networker pilot that works with residents in the McQuesten community and a neighbourhood family practice to improve the health and social outcomes of individuals and families;

- (b) Subject to the continued financial support by the Hamilton Family Health Team and the Hamilton Community Foundation for the Community Nurse Networker until September 2015, that the General Manager of Community and Emergency Services be authorized to fund \$25,750 from the Neighbourhood Strategy Fund (Project ID 2051255204) to the Hamilton Family Health Team to assist in the delivery of this initiative for an additional 12 months from September 2014 to September 2015 inclusive;
- (c) That the Medical Officer of Health be authorized to extend the existing agreement between the City of Hamilton and the Hamilton Family Health Team in a form satisfactory to the City Solicitor that supports a secondment of a Public Health Nurse to the Hamilton Family Health Team as a Community Networker; and
- (d) That the Medical Officer of Health be directed and authorized to continue with the approved increased complement in the Healthy Living Division program by 0.8 FTE Public Health Nurse.

EXECUTIVE SUMMARY

The Neighbourhood Action Strategy (NAS), a partnership initiative of the City of Hamilton and the Hamilton Community Foundation, was established in 2010 to work with residents and local leaders to make neighbourhoods better and healthier places for all residents. In October of 2010, Hamilton City Council approved the earmarking of \$2 million to support the NAS.

The NAS has engaged with 11 identified neighbourhoods to develop individual neighbourhood action plans and the McQuesten Community Planning Team completed their plan in 2012. The McQuesten Neighbourhood Action Plan identifies the need to enhance community health and well-being (Goal C) by “improve[ing] access to primary health care providers (i.e. nurse practitioner) within or close to the neighbourhood (2012).”

September 2013 marked the introduction of a Community Nurse Networker (CNN) to the McQuesten neighbourhood based on approval for a pilot project at the April 3, 2013 GIC [Report CM13001(b)]. The intended outcomes were to:

- build bridges between primary care and community supports by assisting individuals to engage with the broadest range of services to enhance their health and well-being;
- understand how primary care can contribute to neighbourhood health renewal;

- understand the responsibility of the Hamilton Family Health Team (HFHT) regarding social and health inequities; and
- determine how the introduction and addition of a CNN would change the ability of the HFHT and the McQuesten Community to meet the needs of patients and families.

With Council's approval of the report, the City of Hamilton entered into a partnership with the McQuesten Community Planning Team, the HFHT and the Hamilton Community Foundation. As a result, residents from the neighbourhood are now assisted by a CNN to access various community resources while building their capacity to engage those services to improve their determinants of health. The CNN builds on successes of the Public Health Services (PHS) Community Health Educator Navigator (CHEN) and the connection with neighbourhoods and the determinants of health.

The initial findings of the pilot project have shown promising results, as outlined in this report. To validate these preliminary findings, the team requires additional time to collect further data, make adjustments and evaluate the project against the intended outcomes. The final results will inform whether the CNN role would be valuable as a permanent position.

Staff recommends continuing the partnership between the McQuesten Community Planning Team, the HFHT and the Hamilton Community Foundation by extending the McQuesten CNN pilot project and the Public Health Nurse (PHN) secondment to September 2015 (currently scheduled to end in September 2014).

A City of Hamilton PHN was the successful applicant for the temporary CNN position and was seconded to the HFHT as approved by the Board of Health. Having a PHN directly involved in this project has allowed PHS, the HFHT, Hamilton Public Library and Community and Emergency Services to work more collaboratively on multiple initiatives.

Currently, the City of Hamilton is contributing \$25,000 from the Neighbourhood Strategy Fund, to leverage investments of \$50,000 from the HFHT and \$25,000 from the Hamilton Community Foundation. The current funding for this project ends in September 2014. To extend the pilot to September 2015, the financial contribution for the City of Hamilton is \$25,750 from the Neighbourhood Strategy Fund; and PHS will need to continue the additional temporary 0.8 FTE for the PHN secondment. The key agencies conducting this pilot project formulated agreements with each other and the end date to those agreements will need to be modified.

Alternatives for Consideration – See Page 9

FINANCIAL – STAFFING – LEGAL IMPLICATIONS (for recommendation(s) only)

Financial: As outlined above, the City's financial contribution would be \$25,570 from the existing Neighbourhood Strategy Fund.

Staffing: PHS would continue the additional temporary 0.8 FTE for the duration of the pilot. When the secondment ends, the PHN complement will be decreased in accordance with the applicable collective agreement.

Legal: Legal Services assisted in establishing the development of the original agreements with the HFHT. Any modifications to the agreements will be reviewed and approved by Legal Services.

HISTORICAL BACKGROUND (Chronology of events)

The NAS, a partnership initiative of the City of Hamilton and the Hamilton Community Foundation, was established in 2010 to work with residents and local leaders to make neighbourhoods better and healthier places for all residents. In October of 2010, Hamilton City Council approved the earmarking of \$2 million to support the NAS.

Since its inception in 2010, the NAS has engaged with 11 identified neighbourhoods to develop individual neighbourhood action plans with 10 neighbourhoods completing plans by 2013. Early successes have built momentum with endorsement of the action plans, early quick wins and growing interest from key stakeholders across the City of Hamilton to support the implementation of the plans.

The McQuesten Neighbourhood Action Plan identifies the need to enhance community health and well-being (Goal C) by "improve[ing] access to primary health care providers (i.e. nurse practitioner) within or close to the neighbourhood (2012)."

On April 3, 2013 at GIC, the recommendations of Report CM13001(b) were approved permitting the City of Hamilton to enter into partnership with the McQuesten Community Planning Team, the HFHT and the Hamilton Community Foundation to pilot an innovative approach to improve both health and social outcomes for McQuesten residents. Currently, the City of Hamilton is contributing \$25,000 from the Neighbourhood Strategy Fund, and leveraging investments in the pilot project of \$50,000 from the HFHT and \$25,000 from the Hamilton Community Foundation.

A City of Hamilton PHN was the successful applicant for the CNN position, and was seconded to the HFHT as approved by the Board of Health. The CNN secondment started in September 2013 with Dr. Keith Lummack's neighbourhood family practice.

Having a PHN directly involved in this project has allowed the City of Hamilton and the HFHT to work more collaboratively on multiple initiatives and coordinate activities and services.

Under this pilot project the patients/clients and/or families from the neighbourhood have a skilled nurse (the CNN) assisting them to articulate a range of needs, based on the determinants of health. The CNN then develops and implements a plan to assist the clients to access resources while building their capacity to engage those services in the future.

The recommendations in this report include continuing the PHN secondment agreement. The City of Hamilton benefits from the PHS` secondment by continuing opportunities to influence partner agencies to consider the determinants of health in their delivery of client services, improving the health and well-being of the citizens, supporting staff development and engagement, and further enhancing the objectives of the NAS and capacity building.

To contain the impact of contributing to the CNN initiative required that the PHS Healthy Living Division school program continue the backfill of 0.8 FTE. Based on the existing secondment agreement with the HFHT all wages, benefits and other work related expenses such as mileage reimbursement for the CNN will continue to be reimbursed by the HFHT.

Evaluation to Date

Based on the initial Report CM13001(b) regarding this pilot project McMaster School of Nursing (MSN) is leading the evaluation of the pilot project.

In Report CM13001(b) it was noted one of the desired outcomes of the CNN pilot project is; "building bridges between primary care and community supports by assisting individuals to engage with the broadest range of services to enhance their health and well-being". In addition, it was noted that during the pilot project there was to be evaluation and research conducted regarding the following elements:

- What can Primary Care contribute to neighbourhood health renewal?
- What is the responsibility of the HFHT regarding social and health inequities?
- How the introduction and addition of a Community Networker changes the ability of the HFHT and the McQuesten Community to meet the needs of patients and families.

In Report CM13001(b) the MSN is evaluating, three distinct components. The first phase involved development of the CNN model, the second phase will focus on the

narratives or stories of participants utilizing this service; and the third phase on the interactions of the CNN in relation to implementation and impact on health care professionals, primary care and community service providers.

The literature review has been conducted and the final version will be completed by MSN and the results integrated into the other findings.

The work of the second phase of the evaluation to collect stories and/or narrative has been started with interviews conducted by MSN with residents and service providers. Some encouraging accounts from those sessions are as follows;

- Neighbour 1
“The Nurse Networker has been helping direct my family to get the help we need...She knows where to direct me for the avenues I need. She has definitely made an impact on the life of me and my family. If it wasn't for her I would probably still be stuck with all the same problems. I really think this nurse idea is really great.”
- Neighbour 2
“Because I have struggled in my own life when she (Nurse Networker) asks me “How can I help you or how can I assist you” it brings me to tears. She has helped me with navigating Ontario Works when I am feeling paralyzed by intense stress and has given me support on a number of occasions”.
- Neighbour 3
“The Nurse Networker is a necessity for help with accessing services. I've had a couple of issues that have come up [interpersonal, parenting, financial, health] and I go to her. The community centre is a great location; she is really close to everyone here. I just think it's a necessity having a nurse around the neighbourhood”.
- Service Provider
“The Nurse navigator (networker) is part of the team, she is an integral part of the McQuesten community... and the whole is greater than the sum.”

Some of the highlights of initiatives and/or accomplishments that the HFHT has identified related to the CNN role since the pilot program started are as follows:

- A pilot program to have youth transported during the summer to the Literacy Camp at Cathy Weaver school.

- Working with the Ontario Works Program to link with the Hillcrest School breakfast program to find a sustainable solution to needed volunteers.
- Provided parent information sessions regarding community resources.
- Completed a Summer Program Audit that is being used by agencies to plan and develop programs.
- Created the Clothing Closet at the community centre and is collaborating with the McQuesten Community Planning Team to develop a sustainable strategy.
- Addressing access and equity and health disparities at the level of the individual by linking individuals to community agencies and services that address social determinants of health.
- Connected five families to primary care.

PHS staff sought feedback from the McQuesten community. At a recent McQuesten Community Planning Team meeting, the residents were asked to state their preference for one of the two options:

1. To continue to fund the CNN position; or
2. Fund another initiative of their choice.

Of the residents present, all indicated their preference would be to continue with the CNN pilot project.

The extension of the pilot project will allow the MSN, the HFHT, staff and the community partners the opportunity to collect further data to enhance the reliability of this and other data that has been collected and to assess the inputs for their alignment with the pilot project objectives, available resources, and validation. Once the pilot project is complete all the results will be shared with community stakeholders, municipal decision-makers and health care practitioners.

The following areas to consider for continuous improvement as the pilot project continues were received from the MSN interviews:

- Facilitating the neighbourhood to identify and maximize internal and external assets
- Increasing resident engagement
- More defined hours of accessibility
- A desire for off-hours crisis support

The third phase of the evaluation continues by the MSN to assess, “the interactions of the CNN in relation to implementation and impact on health care professionals, primary care and community service providers”.

In addition to evaluation explicitly required of MSN, City staff and the HFHT are collecting data and MSN is assisting where appropriate with this process and data sharing.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

No policy implications.

RELEVANT CONSULTATION

Finance and Administration reviewed the financial content of the report.

Julie Shott, Labour Relations Officer was consulted on the implications of extending the secondment agreement. If the recommendations are approved, further consultation will take place to secure the appropriate agreements necessary with the Ontario Nurses Association representatives to facilitate the secondment extension.

Legal Services was consulted on the original pilot project agreement and the original secondment agreement.

ANALYSIS AND RATIONAL FOR RECOMMENDATION **(Include Performance Measurement/Benchmarking Data if applicable)**

Continuing to support this pilot project and the secondment allows the City and partner agencies the necessary time to gather sufficient information to assess the results of the pilot project and give robust advice on the future of the project.

During the extension of the pilot project the following activities that have been beneficial to the community will continue:

- The PHN will continue to have opportunities to facilitate three-way knowledge transfer, collaboration, service coordination between PHS, the Neighbourhood Action Strategy Team, school boards, McMaster School of Nursing, and the HFHT.
- The PHN will continue to have opportunities to advocate with the residents and the HFHT to give further consideration to the determinants of health; applying a health equity lens to initiatives; and enhanced resident health and wellness.
- The PHN will continue to reinforce community partnerships with the HFHT, the Hamilton Community Foundation, and the McQuesten Neighbourhood Planning Team.

ALTERNATIVES FOR CONSIDERATION

(Include Financial, Staffing, Legal and Policy Implications and Pros and Cons for each alternative)

The Board of Health could direct the Medical Officer of Health to end the City's support for the pilot project including financial contributions and the secondment.

Financial: No further financial contributions by the City would be required.

Staffing: The PHN secondment request would be denied and PHS would be directed to eliminate the temporary FTE.

Legal: All related agreements would be terminated, in accordance with the provisions of the agreements.

Policy: The changes to the FTE will be addressed in accordance with the City's Complement Policy.

Pros: The direct cost to the City associated with maintaining the project would be avoided.

Cons: Ending a project early that has had positive findings will negatively influence City relations with the community and partner agencies involved in this project including the Hamilton Family Health Team, McQuesten Community Planning Team, Hamilton Community Foundation, and, McMaster University School of Nursing. Insufficient good quality data/intelligence would be available for decision-making about the long-term effect of such a model.

Ending the project at this stage would also be inconsistent with the City values of innovation, excellence and cost-consciousness, as well as its strategic vision and goals, and would compromise staff engagement and empowerment.

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN

Strategic Priority #1

A Prosperous & Healthy Community

WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Objective

- 1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

APPENDICES AND SCHEDULES ATTACHED

Not Applicable