



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
General Manager's Office

TO:	Mayor and Members Board of Health
COMMITTEE DATE:	September 16, 2019
SUBJECT/REPORT NO:	Ontario Health Teams Update (BOH19020(b)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Aisling Higgins (905) 546-2424 Ext. 2643
SUBMITTED BY:	Paul Johnson General Manager Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That the General Manager of Healthy and Safe Communities be authorized and directed to continue to participate in the local planning and development of Hamilton's Ontario Health Team application including the goals, principles, and objectives of Year 1 in accordance with the application;
- (b) That staff be directed to report back to Board of Health with any updates on Hamilton's Ontario Health Team (OHT) proposal development including updates on the Ministry's process, future agreements, proposed changes to the provision of services, reallocation of resources related to the local Ontario Health Team planning; and,
- (c) That the Mayor and City Clerk be authorized and directed to execute the Hamilton Health Team application in advance of the October 9, 2019 deadline to the Ministry of Health (MOH).

EXECUTIVE SUMMARY

Hamilton, like communities across Ontario, has been given an opportunity to transform and shape the future of local health service delivery and coordination by proposing new models of care to the Ministry of Health (MOH) through the development of local Ontario Health Teams (OHT). OHTs are groups of providers and organizations that, at maturity,

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will be clinically and fiscally accountable for delivering a full and co-ordinated continuum of care to a defined geographic population. The Ministry's goal is for all health service providers to eventually join or become an Ontario Health Teams at maturity.

Through "OHT Readiness Assessment" process, the MOH established a multi-stage application and review process that enables local health care providers and organizations to self-organize and plan towards the development of an OHT. The implementation of full scale operational Ontario Health Teams will be incremental and will take many years to achieve full maturity. The OHT Model from Readiness to Maturity Summary document (attached as Appendix "A" to Report BOH19020(b)), outlines the Ministry's readiness criteria and expectations for the implementation of this transformative model of care and local health service delivery.

Over the summer, Hamilton's OHT Project Team worked through a period of intense planning and development of the OHT Full Application proposal in keeping with the Ministry's October 9, 2019 submission deadline. In Year 1, the Hamilton Health Team's initial focus will be on improving care for seniors with multiple chronic conditions, adults with mental health and addictions concerns, and children and youth with mental health and addictions concerns. For these initial priority populations there will be three levels of intervention building on proven strategies and methods focused on a proactive system of care that identifies concerns early and provides right supports and right time to change trajectory for the individual; targeting geographic clusters where improved service delivery could make a significant impact on health and health care use; and seamless transitions from hospital to the community.

This next step in the Ontario Health Team (OHT) Readiness Assessment process requires Hamilton's proposed OHT to demonstrate to the MOH that it is capable of successfully implementing the OHT model, and that the team has completed further development around the Year 1 objectives.

At this stage in the review and application process organizations are required to receive Board/Governing Body level sign off on the Full Application proposal as part of the submission. While at maturity Ontario Health Teams will operate under a single accountability framework and an integrated funding envelope, at this stage of the Ontario Health Team planning there are no changes to governance and decision-making related to local health services. By signing off on the OHT Application proposal the City is committing to continue engagement and participation in shaping this local health system planning process for the benefit of the health of residents into Year 1. At such a time that the Hamilton Health Team moves towards a single accountability framework for funding, decision-making, the terms of that relationship to City services will be brought back to Council for consideration.

Alternatives for Consideration – See Page 7

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Staff will report back with a plan and associated costs related developing this model.

The intent of Ontario Health Teams is that at maturity this will be a single clinical and fiscal accountability that will operate under an integrated funding envelope. At this stage there are no changes to funding and accountability, though at such a time that there are changes to funding, accountability, and service delivery relative to City services those terms will be brought back to Council for consideration.

Staffing: There are no staffing implications associated with Report BOH19020(b).

Legal: At this stage in the review and application process organizations are required to obtain authorization to submit the Full Application proposal as part of the submission. While at maturity Ontario Health Teams will operate under a single accountability framework and an integrated funding envelope, at this stage of the Ontario Health Team planning there are no changes to governance and decision-making related to local health services. The OHT Application Process is not intended to create any contractual or other legally enforceable obligation on the Ministry, the applicant (the Hamilton Health Team) or the City of Hamilton¹.

By signing off on the OHT Application proposal the City is committing to continue engagement and participation in shaping this local health system planning process for the benefit of the health of residents into Year 1. At such a time that the Hamilton Health Team moves towards a single accountability framework for funding, decision-making, the terms of that relationship to City services will be brought back to Council for consideration.

HISTORICAL BACKGROUND

Chronology of Events

2016: a formalized group of health and social service providers, named The Hamilton Community Health Working Group (HCHWG) which was born out of Hamilton’s Anchor Institution Leadership Group (HAIL), began working together to examine how to improve health and well-being of the population in Hamilton through better coordination of services, with a view to making patient care experiences more seamless and integrated.

¹ Source: Ontario Ministry of Health. Toronto, ON: Queen’s Printer for Ontario; 2019. Available from: http://health.gov.on.ca/en/pro/programs/connectedcare/ohr/docs/OHT_Full_Application_EN.pdf.

February 2019: As outlined in Report BOH19020, the Ministry of Health and Long-Term Care (MOHLTC) (now the Ministry of Health (MOH)) announced reforms earlier this year intended to better connect the health care system by implementing local Ontario Health Teams (OHTs). *The People's Health Care Act, 2019* introduced health care system reforms centred on consolidating health care oversight agencies into a 'super-agency' called Ontario Health, and the development of Ontario Health Teams to integrate health and social service organizations at a local level for improved delivery of services.

April 2019: *The People's Health Care Act, 2019* receives Royal Assent and the MOH releases a prescribed, multi-phased "OHT Readiness Assessment" process for formal applications by health and social service agencies seeking to be selected as an early implementer of the OHT concept.

May 15, 2019: A group of over 20 health and social service providers from across Hamilton, including hospitals, family medicine and primary care, home care, the City's Healthy and Safe Communities Department and other community agencies, co-chaired by two patient advocates, submitted an expression of interest (a self-assessment proposal) to be considered as an early implementer of the Ontario Health Team (OHT) model.

July 18, 2019: Upon review of self-assessment proposals from across the province, the HHT self-assessment submission was selected as one of 31 teams identified to move immediately ahead in the next phase of the "OHT Readiness Assessment" process amongst a group of over 150 applicants from communities across Ontario. The Ministry established a deadline of October 9, 2019 for Full Application proposal submission.

Summer 2019: Hamilton's OHT Project Team worked through a period of intense planning engaging over 200 individuals representing local health and community service providers, family medicine and primary care, and patient representatives in the development of the OHT Full Application proposal.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The People's Health Care Act, 2019 introduced health care system reforms centred on consolidating health care oversight agencies into a 'super-agency' called Ontario Health, and the development of Ontario Health Teams to integrate health and social service organizations at a local level for improved delivery of services. The MOH has articulated vision for all health services providers to eventually join or become an Ontario Health Team at maturity. The implementation of full scale operational Ontario Health Teams will be incremental and will take many years to achieve full maturity. The OHT Model from Readiness to Maturity Summary document outlines the Ministry's readiness criteria and expectations for the implementation of this transformative model of care and local health service delivery across eight domains. Successful applicants at

this next stage may be invited by the Ministry to participate in a community visit and may become chosen to become an OHT Candidate. The process for becoming a designated OHT is outlined in The Maturation of Ontario Health Teams document (attached as Appendix “B” to Report BOH19020(b)).

RELEVANT CONSULTATION

Legal Services was consulted and provided input to this Report.

Hamilton Health Team Partnership Council:

- Alzheimer Society of Hamilton
- Canadian Mental Health Association – Hamilton Branch
- City of Hamilton Healthy & Safe Communities Department
- De Dwa Da Dehs Nye>s Aboriginal Health Centre
- Department of Family Medicine, McMaster University
- Good Shepherd Centres
- Hamilton Family Health Team
- Hamilton Health Sciences
- Indwell
- Lynwood Charlton Centre
- McMaster Family Health Team
- McMaster University (Digital Health focus, School of Nursing)
- Ontario Telehealth Network
- Patient Representatives (co-chairs)
- St. Joseph’s Health Care Hamilton
- St. Elizabeth’s Health Care
- Thrive Group
- Wayside House of Hamilton
- Wesley Urban Ministries

Through the OHT Full Application proposal development, over 200 individuals representing local health and community service providers, family medicine and primary care providers, and patient representatives have been engaged in this process.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

A. Provincial vision for health system reforms

The province and community is moving forward with the development of OHT’s. As indicated by the province, at maturity all health services in Ontario will be part of an Ontario Health Team. At present, local teams have the opportunity to self-organize to be early adopters of this model. Early adopters of this model, like the Hamilton Health Team, have the opportunity to shape the development of local care transformation and serve as a model for the rest of the province.

B. Alignment with City Vision and Healthy and Safe Communities Department Priorities

Local OHT development and implementation will contribute to overall improvements in the health, well-being, and quality of life of populations that are important to the City of Hamilton and directly contribute to the City’s Vision to be the best place to raise a child

and age successfully. The Healthy and Safe Communities Department (HSC) is a service provider, service system manager and funder of many program areas identified by the MOH as partners for these reforms including primary care clinical activities, long-term care, paramedic services, housing, addiction and mental health services, and community support programs.

HSC has been actively engaged in local OHT planning, with great interest in the role that the many programs in HSC can play in the Hamilton Health Team and improvements in care coordination, experience, and outcomes for populations that are a priority for the City. The Hamilton Health Team Full Application proposal commits to planning toward long-term improvements in overall health and well-being of the whole community, and balancing a short-term Year 1 focus on redesigning how care is connected, coordinated, and delivered to better serve three priority populations:

- Adults with mental health and addiction concerns
- Children and youth with mental health and addiction concerns
- Older adults with multiple chronic conditions

Recognizing the significant influence of the social determinants (including housing, income, public health, and the early years) in preventing illness and keeping people healthy, continued involvement of HSC in OHT planning will ensure the broader health needs and critical social supports are considered in local health system and service coordination planning and implementation. Better coordination of services could contribute to fewer ambulance offload delays, better home and community care coordination and supports in housing for vulnerable seniors, and better access to and coordination of the full continuum of mental health and addictions services and supports.

The Hamilton Health Team is taking a comprehensive approach to its Year 1 targeted population and goals supported by local population health data. Improvements in the delivery of care will be focused in three areas:

Early Identification:	Develop a proactive system of care that identifies concerns early and intervenes before issues/illness begin to take hold.
Geographic Clusters:	A place-based approach in areas where strengthened service coordination and service delivery will make a significant impact on the health of populations, and health care utilization.
Transitions from Hospital:	Seamless transitions from hospital for patients with complex mental illness and addiction conditions, and seniors with chronic conditions.

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Continued participation in this process presents an opportunity to deepen connections to community partners to improve the coordination, delivery, and care experience for Hamilton residents, and in the long term contribute to improving population health.

C. Digital Transformation and Smart City Vision

These improvements in local health and social service coordination will be supported and enabled by new digital health tools, including virtual care, better information sharing that will ensure patients/clients don't have to tell their story time and time again to different care providers as they transition to different care settings. City participation in local OHT planning, development, and implementation also contributes to Hamilton's digital transformation which enables government to modernize services in a way that makes delivery both more efficient, effective and more client-centred.

ALTERNATIVES FOR CONSIDERATION

The City of Hamilton could abstain from further engagement and participation in the local Hamilton Health Team planning process and not sign-off on the OHT Full Application.

This is not recommended given these health care reforms are enshrined in provincial legislation and the MOH's vision. The MOH has indicated through new legislation the vision for local health system delivery and transformation and that all services are expected to join an OHT at maturity.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to BOH19020(b): Ontario Health Teams Model from Readiness to Maturity Summary

Appendix "B" to BOH19020(b): The Maturation of Ontario Health Teams