



**THE REGIONAL MUNICIPALITY OF PEEL
HEALTH SYSTEM INTEGRATION COMMITTEE**

AGENDA

HSIC - 2/2019

DATE: Thursday, October 17, 2019

TIME: 1:00 PM – 2:30 PM

LOCATION: Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

MEMBERS: J. Downey; A. Groves; C. Fonseca; N. Iannicca; C. Parrish; P. Saito;
P. Vicente

ADVISORY MEMBERS: B. Carr; M. DiEmanuele; S. McLeod; S. Smith

Chaired by Councillor Fonseca or Vice Chair Councillor Vicente

1. DECLARATIONS OF CONFLICTS OF INTEREST

2. APPROVAL OF AGENDA

3. DELEGATIONS

4. REPORTS

- 4.1. Update on Health System Transformation and Regional Health Advocacy Priorities (For information)
Presentation by Brain Laundry, Director, Strategic Policy and Performance, Health Services and Donna Kern, Director, Senior Services Development, Health Services
- 4.2. Progress Update on Local Ontario Health Teams (For information)

5. COMMUNICATIONS

6. IN CAMERA MATTERS

7. OTHER BUSINESS

8. NEXT MEETING

Thursday, February 20, 2020, 9:30 a.m. - 11:00 a.m.
Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

9. ADJOURNMENT

For Information

DATE: October 9, 2019

REPORT TITLE: **UPDATE ON HEALTH SYSTEM TRANSFORMATION AND REGIONAL HEALTH ADVOCACY PRIORITIES**

FROM: Cathy Granger, Acting Commissioner of Health Services

OBJECTIVE

To provide an overview of recent developments in Ontario's health transformation, including key implications for Regional advocacy priorities for Health Services and the broader local health system.

REPORT HIGHLIGHTS

- The enactment of *The People's Health Care Act, 2019* established the framework for transforming Ontario's Health System. Since the last update to Council, the Province has advanced several milestones with a vision to end hallway healthcare.
- After strong sector response, the Minister of Health hired a special advisor to oversee and guide the Public Health and Paramedic Services modernization. Details on the advisor and future consultations were to be announced in mid-September.
- Regional advocacy continues in the midst of the health system transformation with several priority areas of focus including Public Health, Paramedic Services, Mental Health, and Seniors Services.
- Staff continue to engage in consultations with the Province to support the best interest of Peel's residents and demonstrate areas of strength and innovation in the delivery of Regional Health Services.
- Staff will continue to monitor the progress of the health system transformation and work collaboratively with local system partners to mitigate impacts and optimize opportunities from pending changes that will impact Peel and support a Community for Life.

DISCUSSION

1. Background

Since the passage of *The People's Health Care Act, 2019*, the Provincial Government has embarked on substantial changes to transform Ontario's Health Care System and build a more integrated system that will improve patient experience, strengthen local services and ultimately eliminate hallway healthcare.

On April 25, 2019 Regional Council received a report from the Commissioner of Health Services, titled "Overview of Health System Transformation – A Region of Peel Perspective" which detailed potential impacts based on early details about the proposed transformation of the health system. Highlights included announcements that Public Health and Paramedic

4.1-2

UPDATE ON HEALTH SYSTEM TRANSFORMATION AND REGIONAL HEALTH ADVOCACY PRIORITIES

Services would be undergoing transformation and integration, and Ontario Health Teams would be developed which (at maturity) are intended to integrate all local health services within a single administrative structure. Since then, staff have continued to monitor for additional information and identify implications for Regional health services and programs, including the Region's key advocacy priorities.

Since the last report to Committee, the Provincial government has advanced several milestones, notable developments include:

- On June 20, 2019 the Provincial government announced the separation of Long-Term Care from the Ministry of Health into a new Ministry and the addition of Mental Health and Addictions as a separate portfolio under the Ministry of Health. These changes along with changes to Ministry portfolios will impact the policy direction and delivery of health services in the Province.
- Also in June, The Premier's Council on Improving Healthcare and Ending Hallway Medicine (Premier's Council) released its second report titled "A Healthy Ontario: Building a Sustainable Health Care System". The report provides advice to the Premier, Minister of Health, and Minister of Long-Term Care, on ten strategic policy recommendations aimed at ending hallway healthcare and building a new health care system in Ontario.
- Under the leadership of Board Chair, Bill Hatanaka, and Interim CEO, Susan Fitzpatrick, Ontario Health has begun to take steps to design and support a new direction for Ontario's health system. In the mean time, the transition of the Local Health Integration Networks (LHINs) into a fully integrated Ontario Health agency continues to slowly unfold, with the LHINs supporting local coordination at this time.
- With direction from Ontario Health, three local Ontario Health Teams (OHTs) based in Peel Region are in the process of establishment. As local OHTs pursue integrated and coordinated care, the Ministry of Health along with Ontario Health continue to define their role in providing governance, oversight and funding. Additional details on local OHTs is provided in the accompanying report "*Progress Update on Local Ontario Health Teams*".

2. Health System Transformation & Regional Advocacy

Given the Region's role within the local health system and level of influence as a municipal government, advocacy plays an important role in shaping changes in the health system to better serve the residents of Peel. Provincial changes to the structure and funding of Regional health services have continued to shape and determine Regional advocacy efforts. The following summarizes current health service advocacy priorities and the latest developments.

a) Public Health Services

Since the initial announcements in April 2019 of realignment of Public Health Units across Ontario and cuts to funding, the Region has actively advocated for adequate funding to maintain public health services in Peel and for comprehensive provincial

4.1-3

UPDATE ON HEALTH SYSTEM TRANSFORMATION AND REGIONAL HEALTH ADVOCACY PRIORITIES

consultations to inform changes to the current governance structure and geographic boundaries for a revised Regional public health entity, including the recent social media campaign addressing cuts to funding.

During the Association of Municipalities of Ontario (AMO) Annual Conference, Minister of Health, Christine Elliott, provided an update on direction for public health funding and sector modernization, including:

- i. The cost sharing arrangement in 2020 will be at 70-30 provincial-municipal split and those public health units already contributing 30 per cent or more will not be impacted.
- ii. In the first year, no public health unit will experience an increase over 10 per cent of current public health costs as a result of this cost-sharing change.
- iii. The Ministry will soon launch renewed consultation on the province's proposed larger regional public health structure approach, undertaken by a special advisor.

Staff continues to monitor provincial direction on changes to public health restructuring and funding to ensure a Regional voice on the process to prepare for a pending transition to a future Regional Public Health Entity as presented at the October 10, 2019 Regional Council meeting in the report from the Acting Commissioner of Health, titled "Public Health Transformation Update".

b) Paramedic Services

While the Province has indicated an intention to consolidate and integrate paramedic and dispatch services across the Province, there are limited details or updates on consultations to inform the modernization of paramedic services. The Region's advocacy campaign against funding cuts was one vehicle to communicate concerns and raise awareness.

Relevant updates at the recent AMO conference provided more details on changes to paramedic services' funding and system modernization:

- Due in part to municipal advocacy efforts, the Province reversed its previous decision to freeze Paramedic funding at 2017 service levels. At the recent AMO Conference, the Province announced it would provide an additional 4 per cent in funding to land ambulance across Ontario for each of 2019 and 2020.
- A further increase to funding in 2020 can be expected, subject to the next provincial budget but currently there is no information given regarding the percent increase for funding in fiscal year 2020-2021.
- Consultation on paramedic services restructuring will also be supported by the same special advisor retained to support the public health transformation. Currently no further details are available on timelines for consultation to inform the integration of dispatch and paramedic services

The Ministry of Health has also engaged paramedic services providers in consultations to develop standards for new models of care such as 'treat and release', 'treat and refer', and transport to alternate destinations. Timelines for implementation have not been shared, but these measures are intended to expand the options for paramedic services

4.1-4

UPDATE ON HEALTH SYSTEM TRANSFORMATION AND REGIONAL HEALTH ADVOCACY PRIORITIES

to care for specific types of patients. Regional staff continue to monitor the developments in parallel to researching new models of care and dispatch models to ensure paramedic services are responsive to local needs. Continued commitment to sustainable Provincial funding and Regional oversight will ensure responsive service delivery and mitigate risks to Peel residents' health.

c) Mental Health Services – Integration and Funding

The Provincial government has committed \$3.8 billion over 10 years to build a mental health and addictions system. For 2019-2020, the Province announced \$174 million in funding, of which \$30 million has been allocated for child and youth mental health services and programs across Ontario, as well as more than \$27 million to fund mental health supports in Ontario's education system.

It is unclear what funding will be directed to Peel but to date, only \$3.8 million was allocated to agencies in the Central West LHIN to support programs for priority populations, mobile crisis response units, opioid addiction treatment and services and peer support services for transitioning from the hospital. In addition, over \$2.6 million was flowed from the Mississauga Halton LHIN to agencies within Peel region to support priority populations, mobile crisis, safe beds and opioid addictions treatment.

On May 27, 2019, the Provincial government tabled Bill 116: *Foundations for Promoting and Protecting Mental Health and Addictions Act*, which if passed will enact two schedules, one of which is the *Mental Health and Addictions Centre of Excellence Act*. The Act would create a Mental Health and Addictions Centre of Excellence to improve oversight and quality as well as access to mental health and addictions services which is currently funded by a number of different ministries. Further, a new strategy for mental health and addictions is expected to be released, once Bill 116 has passed.

The focus and investment by the Province on mental health and addiction services is promising, however, Peel has experienced historical underfunding and challenges with system integration that remain relevant. As a result, staff continue to seek opportunities to enhance Peel's community mental health and addictions services working in partnership with local stakeholders in support of advancing community safety and well-being so Peel residents have access to necessary supports and services.

Furthermore, through the Office of the Regional Chair, the Region confirmed a meeting with the Associate Minister of Mental Health and Addictions. This opportunity was discussed during the Peel delegation at the AMO conference and will provide the Region of Peel and its community partners with an opportunity to discuss mental health and addictions priorities in Peel.

As part of the Term of Council priority to "Enhance Community Safety & Well-Being", the Region is developing a Community Safety and Well-Being Plan for Peel Region that will consider the needs of people impacted by mental health and addictions issues. In collaboration with partners from local municipalities, police, health, social services, education and community organizations, the Region's Community Safety and Well-Being Plan will enhance working relationships, advance existing priorities, and ensure greater funding and integration of services to meet local need.

UPDATE ON HEALTH SYSTEM TRANSFORMATION AND REGIONAL HEALTH ADVOCACY PRIORITIES

d) Seniors Services

The Province continues to demonstrate a commitment to seniors including recent announcements of new and redeveloped long term care beds for Mississauga and Brampton (not municipally-run homes). As enhancing senior's supports and services has been identified as a Term of Council Priority, the Region has been advocating to the Province for their support and recent visits from Ministry staff have resulted in great discussions on the innovative and high-quality services the Region's Long Term Care homes provide, in particular the Butterfly Model of Care. Recent visits included:

- Minister of Seniors and Accessibility, Raymond Cho, visited Malton Village Long Term Care Home on June 11, 2019.
- Ministry of Long-Term Care staff visited Peel Manor and Malton Village on August 28, 2019 and Minister Fullerton attended the ground breaking for the Seniors Health and Wellness Village on October 2, 2019.
- Ministers of Seniors and Accessibility and Long Term Care (Ministers Cho and Fullerton) visited Malton Village on September 18, 2019 to announce funding for the Finding Your Way program run by the Alzheimer's Society.

In June 2019, the Province released a consultation for the development of a new Provincial Seniors Strategy to which the Region submitted a response highlighting previous council-endorsed advocacy positions including:

- Fiscal support for the redevelopment of Peel Manor into a Seniors Health and Wellness Village;
- Addressing infrastructure gaps and pressures across the long term care sector;
- Support for person-centered care models and specialized dementia supports; and
- Exploring alternative models and innovative approaches to long term care and home care.

The Region continues to engage and work with the provincial government to address the capacity challenges of a growing aging population with complex care needs and support innovative approaches to allow seniors to safely age in place for as long as possible while having their care needs met.

CONCLUSION

The Region of Peel plays an important role in ensuring health services are locally-informed, evidence-based, and integrated with community services to ensure residents in Peel receive the highest level of care. Sustainable funding, implementing innovative approaches to care, and exploring integration opportunities are important in maintaining a patient-centred approach, alleviating key system pressures, and addressing hallway healthcare. The Region will continue to collaborate with stakeholders throughout the Peel community as health system transformation evolves and update Regional Council on any advocacy and consultation opportunities to inform and influence potential restructuring and funding changes that will directly impact health services for the residents of Peel.

**UPDATE ON HEALTH SYSTEM TRANSFORMATION AND REGIONAL HEALTH
ADVOCACY PRIORITIES**

Cathy Granger

Cathy Granger, Acting Commissioner of Health Services

Approved for Submission:

Nancy Polsinelli

N. Polsinelli, Interim Chief Administrative Officer

For further information regarding this report, please contact Brian Laundry, Director, Strategic Policy and Performance, ext. 2514, brian.laundry@peelregion.ca.

Authored By: Kassandra Masley and Niyati Salker

Health System Integration Committee

Thursday, October 17, 2019

Health System Transformation & Region of Peel's Role in Local Ontario Health Teams

Brian Laundry, Director
Strategic Policy and Performance
Health Services

Donna Kern, Director
Seniors Services Development
Health Services

Overview

- Updates on Health System Transformation
- Local integrated service delivery – Ontario Health Teams in Peel
- Regional Advocacy Priorities
- Regional Role & Next Steps



Recent Updates on Health System Transformation ^{4.1-9}

Timeline	Milestone
Jan 2019	Premier's Council releases 1 st report: identifying key system challenges
Feb 2019	Bill 74, The People's Health Care Act introduces changes to the health system including establishing Ontario Health, Ontario Health Teams, and dissolution of the LHINs
Mar 2019	Ontario Health Board of Directors announced
Apr 2019	Ontario Health Team assessment process commences and Province tables 2019-2020 budget indicating modernization of public health, land ambulance dispatch & delivery; The People's Health Care Act passes into law.
May 2019	First round of Ontario Health Team assessment submission closes
Jun 2019	Premier announces cabinet shuffle sees addition of Minister of Long Term Care and Associate Minister of Mental Health and Addictions; Premier's Council releases 2 nd report: with 10 recommendations to improve the health system; Ontario Health Interim CEO appointed
Jul 2019	Local Ontario Health Teams selected to submit full applications in fall 2019: Mississauga OHT; Brampton, Bramalea, North Etobicoke, Malton and West Woodbridge OHT; and Dufferin-Bolton-Caledon OHT.
Aug 2019	AMO 2019: Minister Elliott confirms plans for public health modernization and consultation (including shift to 70:30 cost sharing model) for 2020; and also confirms a nearly 4% funding increase for all paramedic services in the Province in 2020 and upcoming consultation on the integration of emergency services and dispatch.

Ontario Health (Agency)

- Consolidates 20 agencies and responsibilities into a single agency with oversight of health care delivery
- Board of Directors appointed and interim CEO assigned
- Key Responsibilities:
 1. System Management and Performance
 2. Population-based Programs, and Clinical and Quality Standards
 3. Back Office Support
 4. System Oversight

Recent Transitions & New Ministries



Hon. Christine Elliott
Minister of Health



Hon. Michael Tibollo
Associate Minister of Mental
Health & Addictions
(Under Minister of Health)



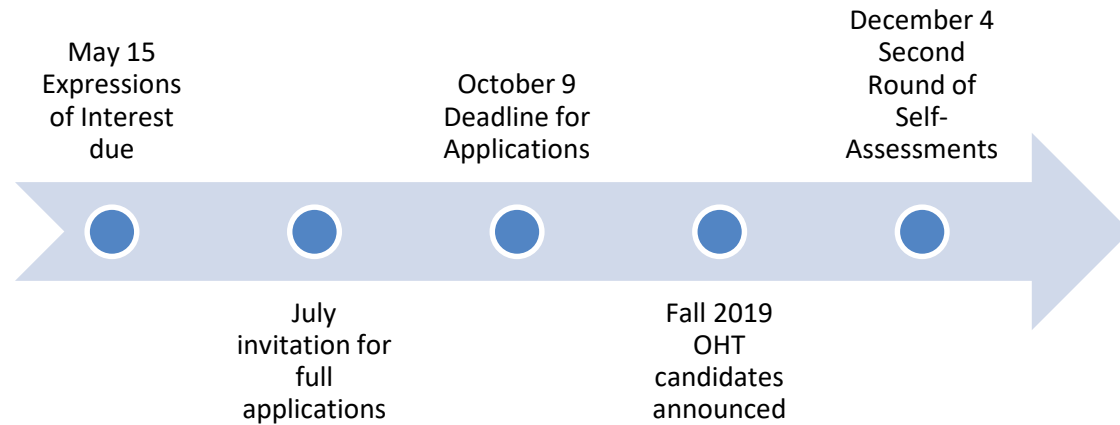
Hon. Merrilee Fullerton
Minister of Long-Term
Care

- Improved System Integration & Navigation
- Innovation

- Efficiency & Alignment
- System Capacity
- Ending hallway health care

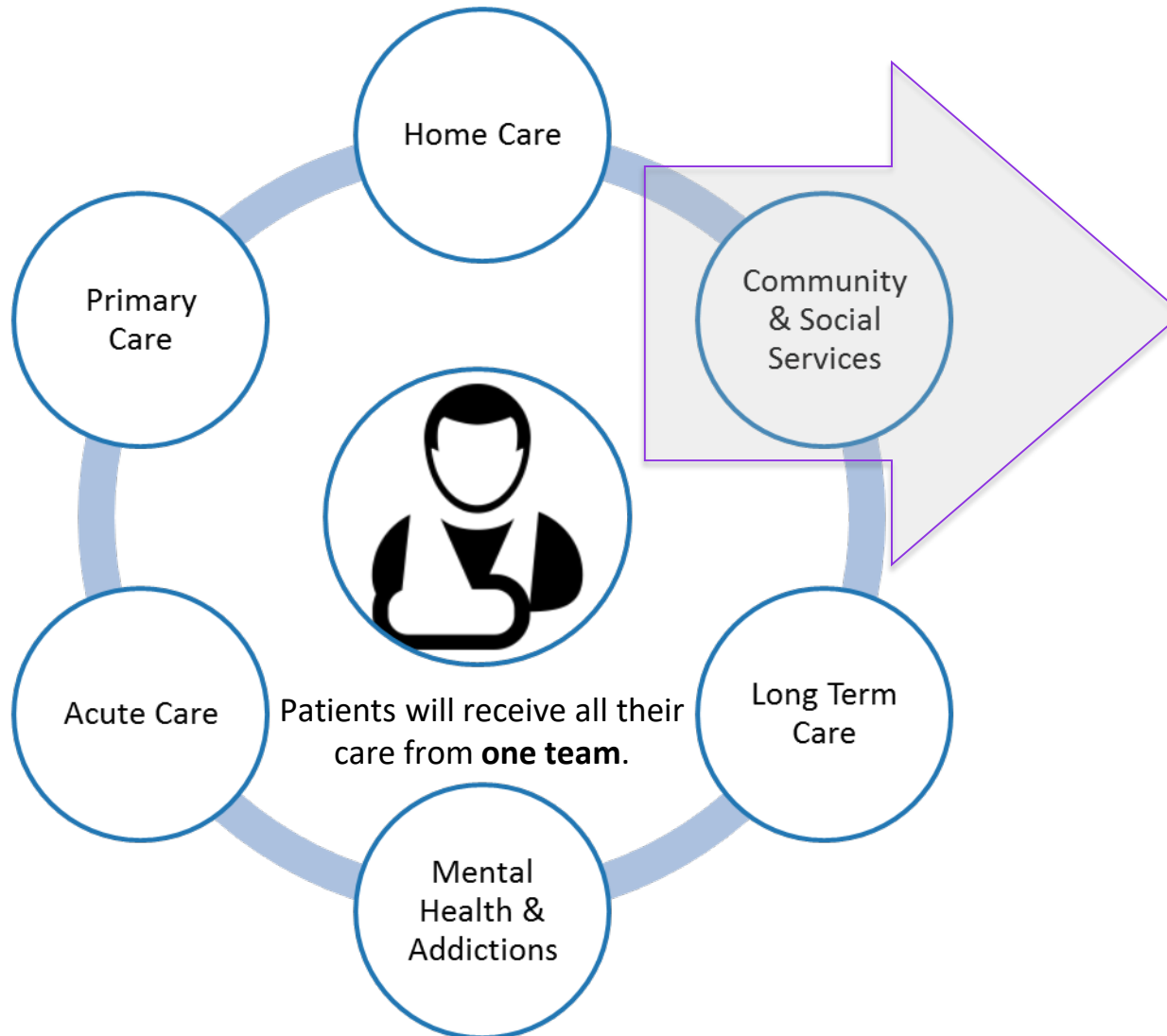
Local Ontario Health Teams

- Timelines



- Local Ontario Health Teams (Anchor Partners)
 - Headwaters: Dufferin-Bolton-Caledon OHT
 - Trillium Health Partners: Mississauga OHT
 - William Osler Health System: Brampton and Area OHT

Ontario Health Teams



Potential Opportunities for Regional Role:

- Adult Day Services
- Paramedic Services
- TransHelp
- Social Services for Children and Families
- Supportive Housing – Mental Health & High Needs (Frail Seniors)
- Community Support Services
- Long Term Care

Local Needs



- Rapid growth and diverse & aging population
 - Population increased by 19% over the past 10 years
 - By 2031, expected to exceed 1.7 million
 - By 2041, the number of senior expected to be 415,000
 - Peel has the highest proportion of visible minorities (62.26%) of any service area in Ontario

- Increasing burden of chronic disease
 - Diabetes (Type 2) incidence rate (20-49 yrs) almost doubled in the past two decades
 - 2 out of 3 residents in Region of Peel Long Term Care homes are impacted by dementia
 - Dementia prevalence has increased for those aged 85 years and older; almost doubling from 2005-2015.

- Using the accepted 1 in 5 ratio, over 275,000 of current Peel residents will experience mental illness or substance use disorder in their lifetime¹

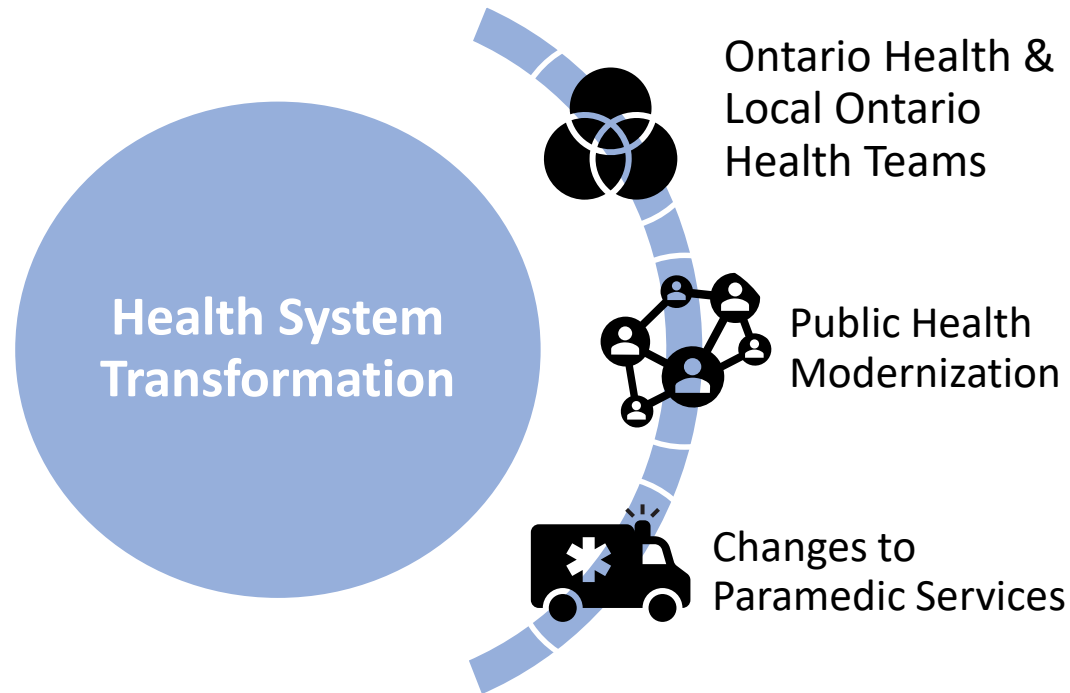
¹ Population projection based on rate of 1 in 5

System Pressures



- Wait Lists and Access to Care
 - Currently 1,418 people on waitlist for a Region of Peel, Long Term Care home
 - Approximately 400 people waiting for placement in one of the Region's 5 Adult Day Services programs
 - Mental health per capita funding well below provincial average
 - 44% of children and youth (aged 0 to 24 years) did not receive mental health care from a family doctor, pediatrician or psychiatrist prior to a visit to the emergency department (compared to 41% for Ontario)

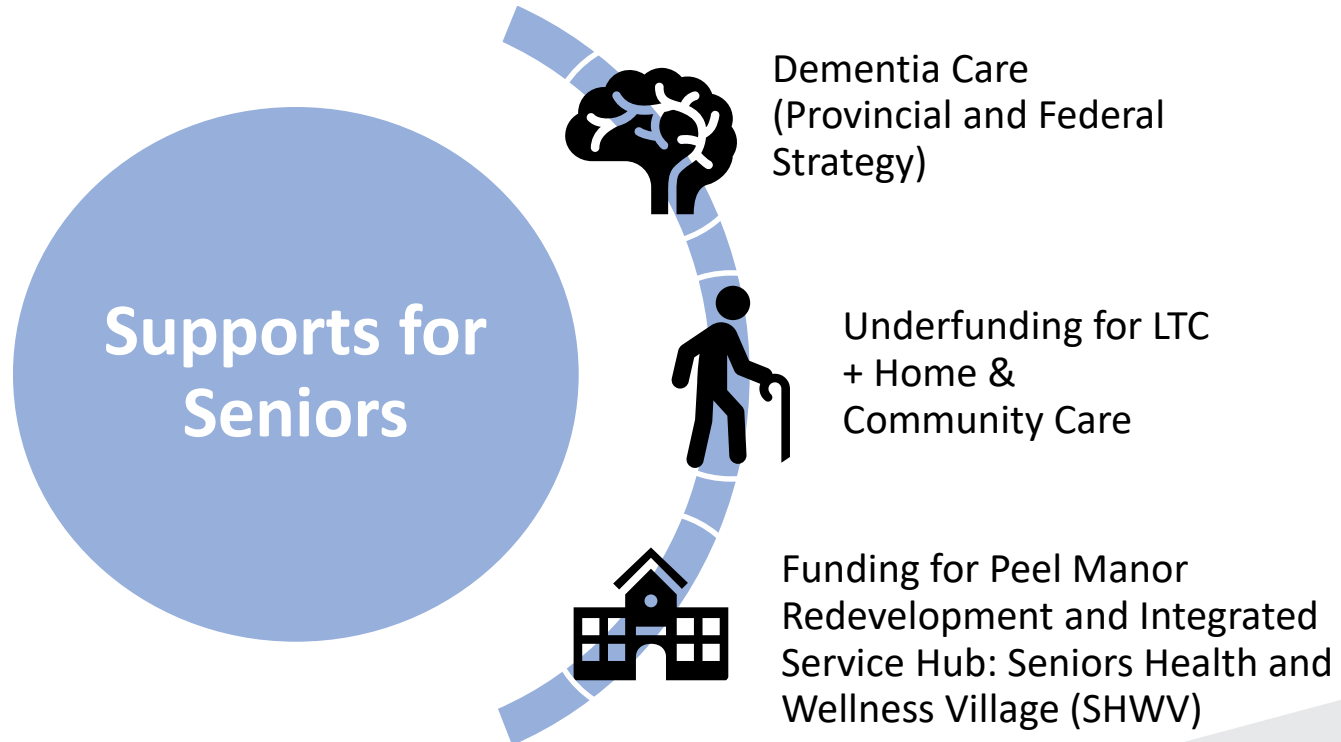
Regional Advocacy Focus Areas



Opportunities:

- Support and partner on the **emerging model of OHTs** in Peel
- Work with Ministry and partners to ensure **public health and paramedic service delivery** connected to the local needs in Peel
- Advocate for **sufficient funding** for public health and paramedic services to support local community needs

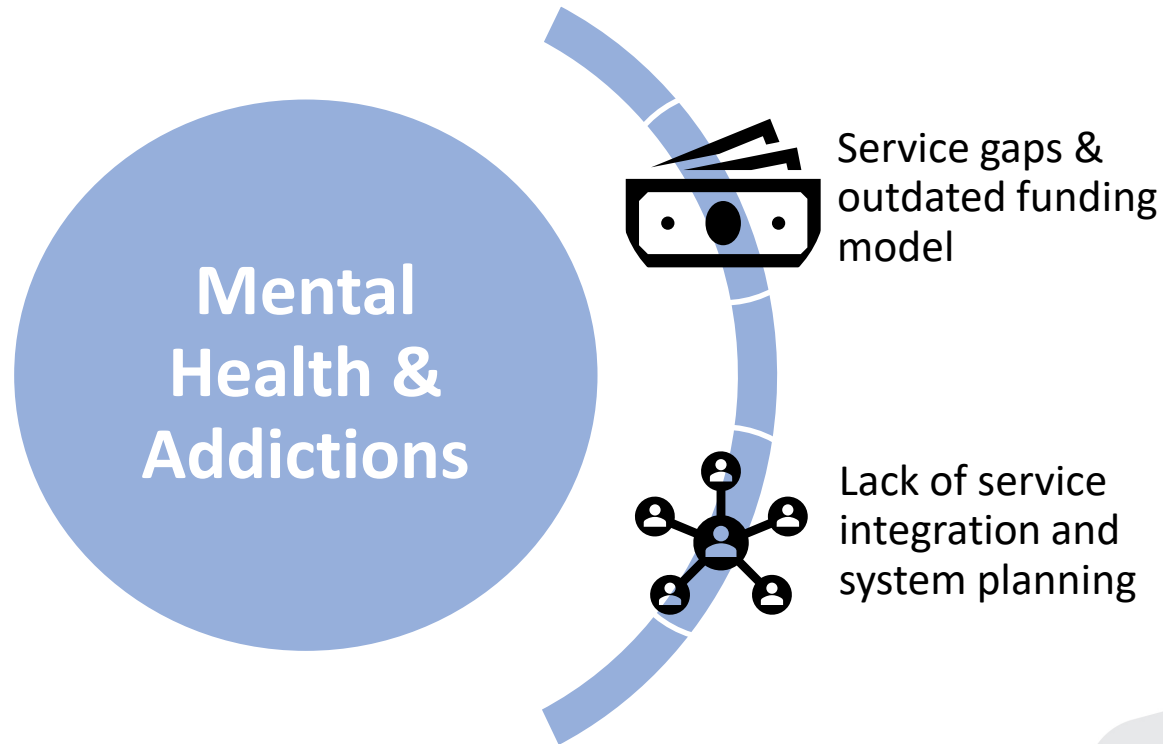
Regional Advocacy Focus Areas



Opportunities:

- Support and partner for **sector improvements and innovations** in dementia care
- Leverage opportunities to support progress with the **Seniors Term of Council Priority** to support seniors to **age in place** with their care needs met

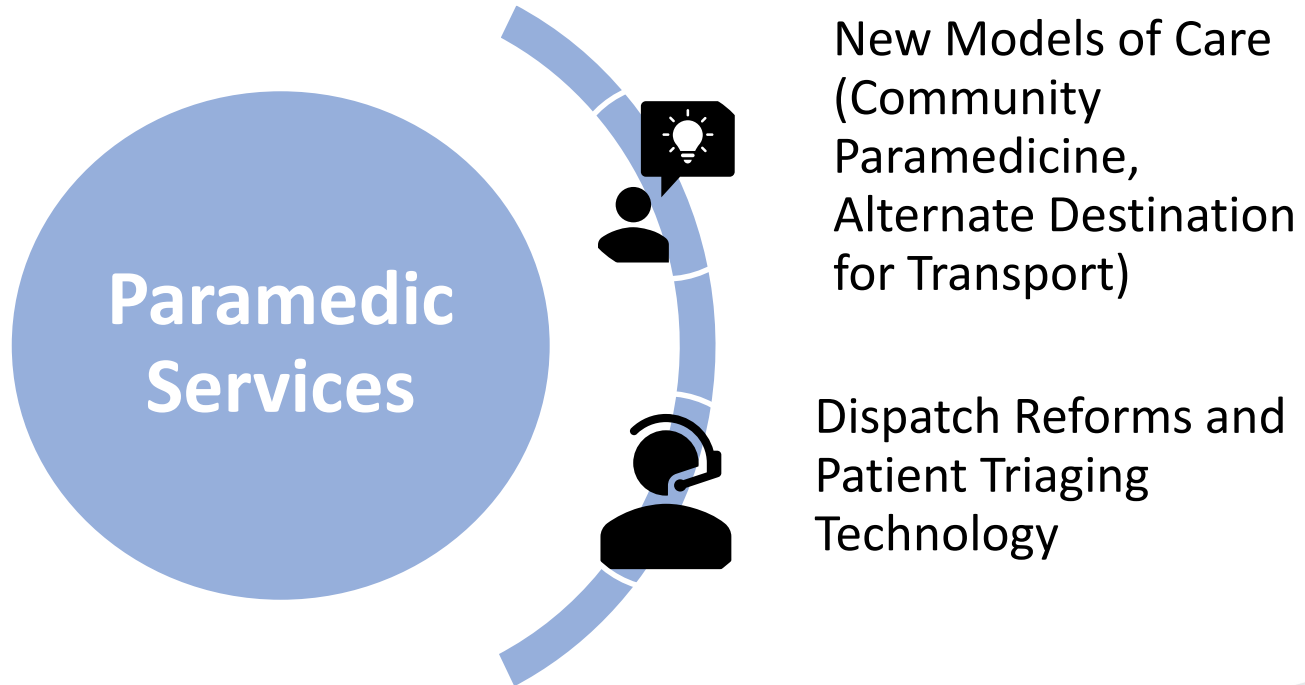
Regional Advocacy Focus Areas



Opportunities:

- Support local partners by building a coordinated effort to identify impacts of MH&A underfunding and **advocate for investments** to ensure community **funding matches local system needs**
- Leverage opportunities to improve the **integration** of mental health and addictions services and mental health promotion

Regional Advocacy Focus Areas



Opportunities:

- Support evidence informed policy recommendations regarding **new models of care** and the future of **integrated service delivery**
- Continue to encourage the Province's attention to **dispatch reform and technology** as an essential improvement

Regional Role & Next Steps

- Community engagement with mental health & addictions providers, Community Safety and Well-Being partners and seniors' services.
- Active role in development of local OHTs
- Ministry engagement (consultation opportunities for Mental Health & Addictions, Public Health, and Paramedic Services)
- Advocate on behalf of Peel residents & Region of Peel services
- Next HSIC Meeting: Feb 20th, 2020



4.1-21

Thank you!

For Information

DATE: October 9, 2019

REPORT TITLE: **PROGRESS UPDATE ON LOCAL ONTARIO HEALTH TEAMS**

FROM: Cathy Granger, Acting Commissioner of Health Services

OBJECTIVE

To provide an update on the progress of local Ontario Health Teams and the Region of Peel's role in local Ontario Health Teams.

REPORT HIGHLIGHTS

- Bill 74 enacted the *Connecting Care Act, 2019* which provides for the designation of integrated care delivery systems which have come to be referred to as Ontario Health Teams ("OHTs").
- Within Peel, three local and separate OHT applications were submitted that were supported or co-sponsored by hospital systems - William Osler Health System, Trillium Health Partners and Hills of Headwaters Collaborative - during the self-assessment phase; all three have been selected by the Ministry of Health to submit a full application to become an OHT.
- The Region of Peel continues to be engaged as a member in the development of a full application of the Brampton, Bramalea, North Etobicoke, Malton and West Woodbridge OHT and, further, as a member of both the Mississauga OHT and the Dufferin-Bolton-Caledon OHT.
- While, the Ministry does not specify a standard governance model for OHTs, OHT governance is expected to be self-determined, demonstrate capacity (i.e. financial and infrastructural) and meet requirements (at maturity), so that patients, physicians and clinical leaders are included.
- Staff will report back to Council to provide an update on successful OHT applicants to be announced in the Fall 2019 and advise of next steps for continued development of local OHTs and the Region's role.

DISCUSSION

1. Background

On July 11, 2019, Regional Council approved the report from the Commissioner of Health Services, titled "The Region of Peel's Role in Local Ontario Health Teams" to pursue the development of one or more Ontario Health Teams (OHTs) with other health service providers and to authorize the Commissioner of Health Services to negotiate the terms of one or more joint venture agreements for the establishment of OHTs. As previously reported, William Osler Health System, Trillium Health Partners and Hills of Headwaters Collaborative all coordinated the development of three local and separate OHT applications

4.2-2

PROGRESS UPDATE ON LOCAL ONTARIO HEALTH TEAMS

during the self-assessment phase. As of July 18, 2019, all three local OHT applications – Brampton, Bramalea, North Etobicoke, Malton and West Woodbridge; Mississauga; and Dufferin-Bolton-Caledon – were invited by the Ministry of Health to submit a full application which is due to the province by October 9, 2019.

Schedule one of Bill 74, *The People's Health Care Act, 2019*, enacts the *Connecting Care Act, 2019*, which has led to the creation of a centralized Provincial agency known as Ontario Health. With direction and funding from Ontario Health, OHTs will include groups of providers and organizations that are clinically and fiscally accountable to the health outcomes and health care costs for delivering a full and coordinated continuum of care to an attributed population (the total population that the OHT is clinically and fiscally accountable for at maturity).

At maturity (estimated to be at least 2024), it is anticipated that there will 30-50 OHTs across Ontario. It is the Provincial vision that eventually all health service providers will become part of an OHT.

2. Update on Ontario Health Teams Readiness Assessment

Through the first round of application, the Ministry received over 150 readiness self-assessments reflecting broad geographic coverage and sector representation. A total of 72 teams demonstrated the core components to become a successful OHT, of which 31 teams were invited to complete a “Full Application” and 41 were identified as being “In Development” and working towards Full Application. In addition, nine teams are considered “Innovative Models” (see Appendix I for full list). Remaining providers/teams are “In Discovery” and will work with the Ministry to become and/or integrated into an OHT.

Successful OHTs are expected to be announced in Fall 2019. Lessons learned by initial OHTs will help to refine the model and implementation approach as well as provide valuable information on how best to support future teams. The first set of OHTs will be evaluated by third-party reviewers and the Ministry of Health based upon their readiness and capacity to successfully execute the model and meet Year 1 expectations, as set out in the Ministry's Guidance Document, as well as their willingness to champion the model for the rest of the province.

Following the evaluation of teams' full applications, OHTs will either be: 1) invited to move to the final stage of evaluation and considered OHT applicants, or 2) continue to work towards readiness as a team 'in development'.

The second round of self-readiness assessments are due December 4, 2019.

3. Current Status of Ontario Health Team Applications in Peel

In addition to the three Peel-based OHT's, other OHTs proceeding with a Full Application within the vicinity of the three local OHTs include: Connect Care Halton, Burlington OHT, North Toronto (East) OHT, North Toronto (West) OHT and East Toronto Health Partners.

a) Brampton, Bramalea, North Etobicoke, Malton and West Woodbridge OHT

The Brampton, Bramalea, North Etobicoke, Malton and West Woodbridge OHT propose to improve access, transitions and coordination of care with “one door” through the

4.2-3

PROGRESS UPDATE ON LOCAL ONTARIO HEALTH TEAMS

creation of an Integrated Care Hub. This 24/7 system access model will connect clients, patients and providers with more comprehensive care to improve client/patient/provider experiences, health outcomes and cost savings. Furthermore, this model will:

- Connect people to appropriate health and related social services based on individual needs, which includes next-day appointments, virtual care, emergency services, digital tools (mobile apps/monitoring) and evidence-based care pathways;
- Connect providers to interprofessional advice and resources on-demand using evidence-based models, e.g. Seamless Care Optimizing the Patient Experience (SCOPE);
- Enable client and patient access to their data; and
- Provide more equitable effective and efficient services region-wide.

SCOPE, is a multi-faceted model which provides a virtual interdisciplinary health team to primary care providers in the community. Components of this model are rooted in proven strategies including access to an interdisciplinary team and strong integration of primary-specialist care which has been linked to improved patient outcomes, decreased emergency department visits, and reduction in overall health care resource use.

It is anticipated that, at maturity, the OHT will serve an attributed population of approximately 871,000 individuals of which 579,102 Peel residents live within the OHT community. Implementation in Year 1 will focus on a target population that includes rosters of member primary care providers that access the Integrated Care Hub, have complex care needs with diabetes and who utilize SCOPE.

b) Mississauga OHT

The Mississauga OHT will be accountable for an attributed population of approximately 878,000 people at maturity. The short and long-term focus is driven by the needs of the community as determined by an opportunity to make an impact, feasibility in the prescribed area and opportunity for system collaboration. To date, planning has included the whole person, including mental health and social determinants of health.

The focus of the proposed OHT includes a population health approach to support holistic mental and physical health needs rather than solely disease-specific health needs. At maturity, the Mississauga OHT will serve as an integrated health system through implementation of an integrated primary care model, the team will look to standardize same-day access to primary care and access to 24/7 care coordination, expand use of virtual care, enhance integration across primary care, acute and home and community care as well as provide a digital portal for patients to access their health records across the continuum.

In Year 1, focus will be placed on implementing existing regional prototypes of continuous care pathways which includes: people at end of life, and people presenting with minor acute genitourinary and/or gastrointestinal issues. Seniors with dementia are a future area of focus. Additional care pathways will be developed based on the needs of the population.

PROGRESS UPDATE ON LOCAL ONTARIO HEALTH TEAMS

c) Dufferin-Bolton-Caledon OHT

At maturity the Dufferin-Bolton-Caledon OHT will be accountable for the care needs across eight municipalities and eleven communities of Dufferin, Bolton and Caledon. The Team's application furthered their work on supporting the integration and reorganization of palliative care to establish a single team and determination of a bundle of care. The Year 1 population will focus on developing an integrated pathway for palliative care, integrating care for patients with complex care needs as well as mental health and addictions. Through ongoing measurement and segmentation of the patient population, additional integrated care pathways and teams will be defined, implemented and measured to evaluate outcomes.

The foundational sectors of care and associated partnerships include, but are not limited to, acute care, interprofessional care offered through Family Health Teams, home and community care, primary care providers as well as palliative care specialists, community and hospice residence, community paramedics, social services and others.

As the work matures, a distributed model of leadership involving other system partners will be adopted to address the root causes of population and social determinants of health inclusive of Social Services, Services and Housing in the Province (SHIP), Family Transitions Place, Dufferin Children and Family Services and Public Health.

4. Regional Role

The Region of Peel continues to be engaged through a non-binding Memorandum of Understanding and signing member with the William Osler Health System and a multitude of other partners and is actively involved in a variety of capacities and roles in the development of a full application of the Brampton, Bramalea, North Etobicoke, Malton and West Woodbridge OHT.

The Region of Peel is also engaged through a letter of support with Trillium Health Partners (Mississauga OHT) and has recently joined working groups to support the Hills of Headwaters Collaborative OHT (Dufferin-Bolton-Caledon OHT).

While the Ministry does not specify a standard governance model for OHTs, they have provided minimum requirements for consideration. OHTs are expected to build "fit-for-purpose" governance models so that at maturity, patients, physicians and clinical leaders are included. Additional requirements include a governance model that is conducive to coordinated care delivery, supports performance, ensures accountability, and strong financial management and reflects a central brand. The governance framework will continue to evolve as the OHT matures.

Staff will report back to Council following the Ministry's identification of successful OHT applicants in the Fall 2019 to advise Council of next steps for continued development of local OHTs and the Region's role.

As the development of OHTs across Peel continues to evolve and the OHTs mature, additional system partners will be invited to participate including those that address social determinants of health including social services, housing, public health and other community supports. The presence of the three current OHTs creates opportunities to better integrate Regional services with health services offered through OHTs.

4.2-5
PROGRESS UPDATE ON LOCAL ONTARIO HEALTH TEAMS

CONCLUSION

The development of the local OHTs are envisioned to offer residents of Peel with accessible and appropriate services that are responsive to community needs. The Region of Peel's leadership and involvement in the full application for the Brampton, Bramalea, North Etobicoke, Malton and West Woodbridge Ontario Health Team supports the vision for a Community for Life through the integration of health and human services to meet the needs of Peel's residents. The Region remains open to enhanced collaborative opportunities throughout the evolution of Ontario Health Teams.



Cathy Granger, Acting Commissioner of Health Services

Approved for Submission:



N. Polsinelli, Interim Chief Administrative Officer

APPENDICES

Appendix I - Ontario Health Teams: List of Teams Invited to Full Application, In Development and Innovative Models

For further information regarding this report, please contact Brian Laundry, Director, Strategic Policy and Performance, ext. 2514, brian.laundry@peelregion.ca.

Authored By: Kirsten Barnes, Marley Budreau, and Niyati Salker

APPENDIX I **4.2-6**
PROGRESS UPDATE ON LOCAL ONTARIO HEALTH TEAMS

Ontario Health Teams: List of Teams Invited to Full Application, In Development and Innovative Models

Location	Team Name (Provisional)
Full Application	
Huntsville	Muskoka and Area OHT
Oakville	Connected Care Halton OHT
Orangeville	Hills of Headwater Collaborative
Toronto - North West	North Toronto OHT
Richmond Hill	West York OHT
Toronto/North York	North York Central Health System OHT
Newmarket	Southlake Community OHT
Orillia	Couchiching OHT
Markham	Eastern York Region and North Durham OHT
Barrie	Great Barrie Area OHT
Guelph	Guelph and Area OHT
Mississauga	Mississauga OHT
Brampton	Brampton, Bramalea, North Etobicoke, Malton and West Woodbridge OHT
Peterborough	Peterborough OHT
Ottawa	Ottawa Health Team/Équipe Santé Ottawa
Cobourg	Northumberland OHT
Ottawa - East	ÉSO Ottawa-Est/Ottawa East OHT
Oshawa	Durham OHT
Kenora	All Nations Health Partners OHT (Kenora)
North Bay	Near North Health and Wellness OHT
Sault Ste. Marie	Algoma OHT
Sudbury	Équipe Santé Sudbury and Districts OHT
Toronto - North East	North Toronto OHT
Toronto/East York	East Toronto Health Partners
Hamilton	Hamilton OHT
Burlington	Burlington OHT
Stratford	Huron Perth and Area OHT
London	Western OHT (London)
Chatham-Kent	Chatham Kent OHT
Cambridge	Cambridge OHT
Niagara Falls	Niagara OHT
In Development	
Kitchener Waterloo	Kitchener, Waterloo, Wellesley, Wilmot and Woolwich (KW4) OHT
Vaughan	Vaughan Community OHT
Milton	The Milton Primary and Community Care OHT
New Tecumseth /Alliston	South Simcoe
Hagersville	Haldimand-Norfolk
Collingwood	South Georgian Bay Alliance OHT
Pembroke	Upper Ottawa Valley OHT
Winchester	Upper Canada Health Link OHT

APPENDIX I **4.2-7**
PROGRESS UPDATE ON LOCAL ONTARIO HEALTH TEAMS

Hawkesbury	Équipe Santé Prescott Russell OHT
Cornwall	Cornwall and Area
Arnprior	Three Rivers
Lanark County	Lanark County
Deep River	North Renfrew Health
Haliburton	Haliburton Highlands
Renfrew	Highway 60 Health Team
Brockville	Lanark, Leeds, and Grenville OHT
North Grenville	North Rideau Health Alliance
Hastings County/Belleville	Rural Hastings OHT
Kawartha Lakes	City of Kawartha Lakes OHT
Merrickville	Rideau Community Health Services OHT
Espanola	Espanola and Area OHT
Temiskaming Shores	Temiskaming Health Team
Kapuskasing	Kapuskasing OHT
Hearst	Équipe Santé Ontario (ESO) Hearst OHT
Parry Sound	West Parry Sound OHT
Blind River	East Algoma OHT
Chapleau	Services de sante de Chapleau Health Services OHT
Timmins	Nord-North-Keewaytin-Giwwedin
Thunder Bay	Northwestern
Wawa	North Algoma
Toronto	Downtown East
Toronto	West Toronto
Toronto	Mid West OHT
Scarborough	Scarborough OHT
Elgin	Elgin County
Windsor	Windsor Essex OHT
Ingersoll	Oxford OHT
Haldimand	Haldimand OHT
Brantford	Brantford Brant OHT
Kingston	South East Ontario Health Team
Napanee	Rural Frontenac, Lennox and Addington (RFLA) OHT
Innovative Models	
N/A	Canadian Addiction Treatment Centre
N/A	Early Psychosis Intervention (EPI)
Greater Toronto Area	Connected Kids
South West Region	SW Maternal, Newborn, Child and Youth
Ottawa and Region	To be named by Kids
N/A	Central Ontario Regional Specialized Care for Vulnerable Populations
N/A	Connected Journey - Palliative Care
N/A	Specialty Group - Chronic Disease
N/A	Chronic Pain Management

**ADDITIONAL MATERIALS
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MEETING DATE YYYY/MM/DD 2019/10/17	MEETING NAME Health System Integration Committ
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Attention: Regional Clerk
Regional Municipality of Peel
10 Peel Centre Drive, Suite A
Brampton, ON L6T 4B9
Phone: 905-791-7800 ext. 4582
E-mail: council@peelregion.ca

DATE SUBMITTED YYYY/MM/DD 2019/10/16
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NAME OF INDIVIDUAL(S)

Kim Delahunt; Kiki Ferrari; Karli Farrow; Dr. Mira Backo-Shannon

POSITION(S)/TITLE(S)

Interim President & CEO Headwaters; Executive VP WOHS; Senior VP, Strategy THP; VP Mississauga Halton LHIN

NAME OF ORGANIZATION(S)

Headwaters Health Care Centre; William Osler Health System; Trillium Health Partners; Mississauga Halton LHIN

E-MAIL

TELEPHONE NUMBER

EXTENSION

REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED)

To provide progress update on Ontario Health Teams (OHTs) for the Hills of Headwater Collaborative OHT, Brampton and area OHT, and Mississauga OHT.

A formal presentation will accompany my delegation Yes No

Presentation format: PowerPoint File (.ppt) Adobe File or Equivalent (.pdf)
 Picture File (.jpg) Video File (.avi,.mpg) Other

Additional printed information/materials will be distributed with my delegation : Yes No Attached

Note:

Delegates are requested to provide an electronic copy of all background material / presentations to the Clerk's Division at **least seven (7) business days prior** to the meeting date so that it can be included with the agenda package. **In accordance with Procedure By-law 9-2018 delegates appearing before Regional Council or Committee are requested to limit their remarks to 5 minutes and 10 minutes respectively (approximately 5/10 slides).**

Delegates should make every effort to ensure their presentation material is prepared in an [accessible format](#).

Once the above information is received in the Clerk's Division, you will be contacted by Legislative Services staff to confirm your placement on the appropriate agenda.

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