



STAFF REPORT
Community Programming & Outreach Services

Title: City of Waterloo Strategic Member of KW4-OHT
Report Number: COM2020-032
Author: Jim Bowman, Director, Community Programming & Outreach Services
Meeting Type: Council Meeting
Council/Committee Date: December 7, 2020
File: N/A
Attachments: None
Ward No.: All

Recommendations:

1. That Council approve report COM2020-032.
2. That Council authorizes staff to support the City of Waterloo in becoming a Strategic Member of Kitchener, Waterloo, Wellesley, Wilmot and Woolwich Ontario Health Team (KW4-OHT).
3. That Council approve \$25,000 each year for 2020 through 2022, funded from Council's Community Priority and Contingency Reserve to financially support the City of Waterloo's Strategic membership in KW4-OHT.
4. That the Mayor and Clerk be authorized to sign the Collective Decision Making Agreement, and other documents related to this project subject to the satisfaction of City's Solicitor.

A. Executive Summary

The government of Ontario, through the Ministry of Health, has introduced a new model of Health Care, designed to integrate care delivery and funding. From a place of trust, and collaboration KW4-OHT has been approved, as the government lead for Ontario Health Teams (OHT) for this geographical area. The direction of KW4-OHT is to enable health care relationships that empower people to achieve health and wellbeing. The City of Waterloo recognizes the importance of this direction, and identifies the need to be a strategic community partner in this framework of a new health care direction for our community.

B. Financial Implications

An annual financial contribution of \$25,000 is necessary for the City of Waterloo to become a Strategic Member of KW4-OHT. This financial support will enable the OHT to accomplish its mandate, and our proposed membership will ensure we play an important role in the development and evolution of the KW4-OHT model. The KW4-OHT model is funded by contributions from the various Strategic Partners as outlined in the funding plan developed by the Steering Committee.

Staff are recommending that the contribution of \$25,000 annually for 2020-2022 be funded from Council’s Community Priority and Contingency Reserve. Currently, there is a projected 2020 ending balance of \$276,000 available in the reserve, with additional allocations received annually of \$170,500, and as such, the reserve has sufficient balance to accommodate this \$25,000 funding request each year for 2020 through 2022. Future annual contributions will be brought forward as an operating pressure in the development of the 2023 Budget for council’s consideration.

C. Technology Implications

None at this time

D. Link to Strategic Plan

(Strategic Objectives: Equity, Inclusion and a Sense of Belonging; Sustainability and the Environment; Safe, Sustainable Transportation; Healthy Community & Resilient Neighbourhoods; Infrastructure Renewal; Economic Growth & Development)

(Guiding Principles: Equity and Inclusion; Sustainability; Fiscal Responsibility; Healthy and Safe Workplace; Effective Engagement; Personal Leadership; Service Excellence)

Healthy Communities is a strategic pillar of the Strategic Plan and the work of KW4-OHT will position the city in the future of health care services from a coordinated community based model.

The Guiding Principle of Equity and Inclusion will be in the forefront of this project whereby the whole person is considered, along with life circumstances, in the planning for care. This is a community based model of care.

E. Previous Reports on this Topic

None

F. Approvals

Name	Signature	Date
Author: Jim Bowman		November 16, 2020
Director: Jim Bowman		
Commissioner: Mark Dykstra		
Finance: Filipa Reynolds		

CAO



**City of Waterloo Strategic Member of KW4-OHT
COM2020-032**

The Government of Ontario, through the Ministry of Health, introduced a new model of Health Care, designed to integrate care delivery and funding. The intent of this model to enable patients, families, communities, providers, and system leaders to work better together, innovate and build on what is best in Ontario's health care system. This goal is to provide, better more connected care across the province. This new model of care is called "Ontario Health Teams" (OHT).

Ontario Health Teams (OHT) are hubs where health care providers and organizations come together for the provision of a continuum of healthcare services for an attributed population geographical area. They are responsible both clinically and fiscally for the delivery of these services. The focus is on a better and more positive patient experience and a model that works toward ending "hallway medicine".

The Ministry's intention for the Ontario Health Team Model is to allow providers to deliver better, more coordinated and a patient-centred care to achieve efficient and improved health outcomes for the patient and user that is a valued experience.

Since February 2019, teams from across the province have come together to co-design innovative and progressive models of care that reflect the local geographical community. The journey for KW4-OHT began in April when a group of KW4 health care providers began an assessment of the services, provided in Kitchener, Waterloo, Wilmot, Wellesley, and Woolwich. As KW4-OHT, the purpose is to enable a collaborative health care relationship, where all people are empowered to achieve health and well-being. The design framework of KW4-OHT is to build a strong, community-focused relationship for its members, whereby partners and affiliates will support the goals and objectives of the OHT, as ambassadors to the overall community.

The KW4-OHT group, through a transformational lead, has targeted and identified **frail elderly, refugees, and the precariously housed**, as priority populations for year 1.

The focus is on patients who are at high risk, and rising risk, requiring care across a continuum of services, provided by health care, community and other organizations who have committed to this new model as signatories.

The City of Waterloo is currently providing non-health services through its senior programs, and recognizes the importance of health care for its citizens and community. Other organizations that have partnered in the development of this model include: St. Mary's Hospital, Grand River Hospital, House of Friendship, City of Kitchener, Hospice of Waterloo Region, Region of Waterloo, University of Waterloo, Community Support Connections, The AIDS Committee, Lutherwood, CMHA, Centre for Family Medicine, and The Working Centre to name but a few of the 31 members. This list demonstrates the interagency work already existing within our communities.

KW4 submitted an application to become an OHT to the Province. Approval of this application was granted in October 2020 and KW4 is an OHT.

The Steering Committee of KW4-OHT has identified three membership categories, which are Partner Members, Strategic Members, and Affiliates.

Partner Members will collaborate with other partners, working on projects and initiatives that will further the quadruple aim, and the health and wellness care experience of specific populations. Partner Members will be required to actively participate in the work of the OHT as determined by the Steering Committee, which includes a financial contribution and commitment to join, initiatives of mutual benefit to the Strategic membership and KW4-OHT. The Executive Director/CEO represents partner members at meetings.

Strategic Members are those organizations that share the KW-OHT vision and whose principal mandate is not in the delivery of health and welfare services of the OHT. Strategic members recognize the importance of a community-based health care system, but the focus of this group is to support KW4-OHT.

Affiliate Members are those anticipating being partner members, when plans coincide with their own organizations strategic priorities.

The benefits of members is to inform future plans for OHT as it builds to maturity and as it develops new target populations and services. The opportunity also exists to share resources and knowledge with other agencies, in order to create synergies and overall better care for the residents and the community. As OHT receives funds and has a single funding envelope, there is an opportunity to share in the funding model. The KW4-OHT membership makes decisions, based on input from all Members, Steering Committee and Operations teams.

Municipalities have a responsibility for a variety of services that are not related to primary health care, but have a responsibility to a number of strategic initiatives and guiding principles for the betterment of the community. As such, municipalities are committed to providing service that meets the needs of citizens, stakeholders and customers. Therefore, municipalities are considered Strategic Members of KW4-OHT. Municipalities can play an important role in the development of the KW4-OHT model, in addition to the provision of services beyond health to the community. It is important that municipalities

play a strategic role in the development and success of community health through the goals and objectives of KW4-OHT.

To facilitate this direction of a new opportunity for health care in KW4-OHT, Partner Members, Strategic Members, and Affiliates will be required to sign a Collaborative Decision Making Agreement. This Agreement enables all organizations to demonstrate that they actively support the goals and objectives of KW4 and support the design framework and that all organizations have equity in KW4-OHT.

This opportunity to restructure our health system and to work collaboratively with community organizations will enable our community to receive and deliver quality health care now and in the future. KW4-OHT is a group of providers that are accountable for the delivery of care attributed to a community-based model in a geographical area.