



2023 OHT Impact Fellows Program

Please complete this form to indicate your OHT’s interest in hosting an Impact Fellow.

Interested OHTs are encouraged to [reach out to program staff](#) early on to discuss potential ideas. OHTs may submit more than one project idea in their EOI, but may only host one Impact Fellow at a time.

Please note that submitting an EOI does not guarantee that the OHT will be matched with a fellow. The Program Team will follow-up with OHTs once Expressions of Interest are submitted to confirm necessary details before sharing these with potential applicants via the program website.

1. OHT Name Elgin Ontario Health Team

OHT Location South West (St. Thomas, Elgin County)

OHT Website (if applicable) elginohht.ca

2. OHT Primary Contact Deanna Huggett

Primary Contact Email deanna.huggett@elginohht.ca

Are you willing to be contacted by prospective Fellows to discuss projects? Yes

3. Host Mentor Deanna Huggett

Host Position / Title Executive Director, Elgin OHT

4. OHT Priority Areas

Elgin’s initial focus is individuals with multiple chronic conditions, starting with COPD. Compared to the provincial average, Elgin has higher prevalence, rates of hospitalization, emergency department visits, and mortality rates due to COPD. Elgin’s population is aging rapidly and nearly 50% live with the highest levels of material deprivation. We are starting our care model co-design work with those at rising risk to address upstream opportunities to improve the health of the population with COPD, and address barriers to equitable access to care, particularly for our Low German, Indigenous, and homeless populations, and those with mental health and addictions concerns.

5. OHT Goals

We are currently establishing our 12–18-month priorities, with expected completion by early April. We are also initiating care model co-design activities, which will drive the completion of an improvement charter. The fellow will help build the OHT’s evaluation capacity and embed performance measurement and continuous quality improvement approaches into the selection and testing of our care model change concepts. They will act as a catalyst to advance our population health work at a critical time in the OHT’s development, by leading the establishment of our OHT’s performance measurement and evaluation framework and building a foundation for future expansion plans.

6. Proposed Projects

The fellow will lead a series of initiatives that contribute to the maturation of the OHT performance evaluation framework and building a culture of continuous quality improvement. First, the fellow will gain an understanding of the OHT vision, guiding principles, operating and collaborative decision-making structures, and partners. The fellow will become particularly familiar with available datasets that informed our work to date, collaborative quality improvement plan and population health management activities, as well as the newly established strategic priorities.

The fellow will lead and/or support work in the following areas (which may take place in parallel):

- a) Analysis of equity considerations for Elgin's attributed population: We need to better understand how social determinants of health impact our community and health outcomes to inform our population health approach, including care model design and change efforts. The fellow will review existing literature and data and conduct quantitative and qualitative analysis to fill gaps in our understanding of the necessary equity-related considerations to improve health outcomes and care experiences for our population (e.g., neighborhoods with the greatest material deprivation, current and anticipated future access to primary care, food security, etc.). 47% of Elgin's population live with the highest levels of material deprivation compared to the provincial average of 37%. Elgin's immigrant population is also expected to increase significantly in the next five years. This foundational work, which may include heat mapping, will facilitate decision-making using an equity lens, generation of a related indicator or narrative within the balanced scorecard, and identification of opportunities to partner with a broader range of non-health related services. OHT partners are particularly interested in the mental health and addiction challenges of Elgin's population, which may factor into this equity-related analysis and the selection and testing of change ideas.
- b) Performance measurement framework: The fellow will lead us in establishing a balanced set of key performance indicators by which to measure the success of our change initiatives in advancing the OHT's vision and priorities. They will support partners to identify relevant data sources and collection processes, develop a balanced scorecard, and establish a process through which partners will contribute data to the scorecard.
- c) Capacity building: The fellow will support capacity building on data quality and decision support tools and processes that will be used consistently across our work and established as the foundation for future work of the OHT. This will allow the fellow to work with other data-focused individuals such as Quality Improvement Decision Support Specialists and partners using different data systems. The fellow will also help establish a culture of collaborative and continuous quality improvement within the OHT, facilitating regular improvement cycles, contributing to data sharing discussions, and identifying opportunities to align organizational and collaborative quality improvement initiatives.
- d) Ongoing evaluation and strategic planning: The fellow will help monitor and maintain the OHT's collaborative quality improvement plan, actively contribute to the development of either the next set of strategic priorities or a more formal strategic plan, depending on timing of provincial OHT direction and guidance.

Project Summary

The overall aim of the fellow will be to lead a series of initiatives that contribute to the maturation of the OHT decision support and performance measurement framework and a culture of continuous quality improvement. This includes establishing key performance indicators and foundational decision support tools and processes such as the creation of a balanced scorecard. The fellow will conduct a literature and data analysis of the equity-related considerations to improving health outcomes and care experiences for Elgin's attributed population. The fellow will help build the OHT's capacity for data-driven decision-making in the context of a population health approach, support improvement of data quality across member organizations working with different platforms, and help partners understand how to measure collective impact.

7. Desired Competencies

Essential Competencies:

- Knowledge of and practical experience with current evaluation best practices
- Solid understanding of the OHT model and the unique challenges and opportunities in a predominantly rural environment

- Comprehensive understanding of population health management and current best practices in health system performance measurement frameworks (Quintuple Aim)
- Familiarity working with large data sets and an understanding of the various data sources in the health system
- Excellent verbal communication skills and the ability to engage relevant stakeholders, such as health service providers, community members, and regional and provincial officials
- Excellent written skills for report preparation, including the ability to synthesize large amounts of complex information into impactful, plain language summaries
- Experience conducting best practice literature reviews and environmental scans in the area of decision support
- Passion for and competence in equity-based, data-driven decision-making
- A strong desire to be involved, in a meaningful way, with community health leadership and strategies
- The ability to work both independently as well as in a health team environment

The following are considered asset competencies:

- Knowledge of and practical experience with implementation science
- Knowledge of the principles of Ownership, Access, Control and Possession (OCAP), as well as Engagement, Governance, Access, and Protection (EGAP)
- Familiarity with the establishment of data sharing agreements
- Working knowledge of provincial health objectives/strategies, various health systems, and primary care models
- Processes related to large-scale population health data analysis (including health care costs analysis)

Does your OHT Require a Fellow with Bilingual Proficiency?

No

8. OHT Environment

The Elgin OHT is a partnership of 18 organizations, as well as physician and community partners, with membership expected to expand. Elgin includes significant rural areas as well as small, urbanized regions. St. Thomas, Elgin's largest city, hosts the region's only hospital. Elgin's population is growing rapidly, with a substantial portion of seniors, and an aging physician workforce. Uniquely, Elgin has a relatively large population of Low German-speaking Mennonites.

The Elgin OHT was announced in the fall of 2021. In fiscal year 2022-2023, partners focused on establishing the OHT's foundation, including standing up four sub-committees and several working groups. We are currently establishing our strategic priorities for the next 12-18 months. Once complete (April 2023), we will have the fundamental building blocks in place for the fellow to apply their research and expertise in the development of the OHT's performance measurement framework and balanced scorecard, connecting performance metrics with our long-term vision. While some partners previously worked closely together, many are developing new relationships in advancing a population-based approach to local health system integration. Partners are motivated to work together and momentum from collaborative work throughout the pandemic is propelling further partnership opportunities. Partners are eager to see community-facing impacts of the OHT's work, making this an ideal time for a fellow to support measured outcomes.

Throughout the fellowship, we commit to providing the fellow with a robust mentorship program. The fellow will be integrated into the OHT staff team. Opportunities to work with the Coordinating Council, subcommittees, working groups, and broader community networks will allow the fellow to work across all aspects of the OHT, grow both personally and professionally, understand career opportunities in the health and social systems, and obtain "hands on" experience that will be invaluable as the fellow furthers their career in population-based community health.

Preferred Work Arrangement for Fellow

Flexible depending on candidate needs

9. Opportunities for Professional Growth and Development

Our diverse population and geography, and initial population of focus (COPD), makes the Elgin OHT a desirable choice for fellows interested in integrated chronic disease management, accessibility, and health equity. We strive to create a culture of ongoing learning, continuously looking to engage speakers and host working sessions to build capacity and enhance the OHT's collective skill set. The fellow will work alongside local partners with a range of expertise from which to learn. The fellowship also offers extensive opportunities to engage with and learn from regional and provincial organizations and other OHTs. In addition to networking and visibility, this will allow the fellow to balance local needs with provincial standards and approaches, particularly in terms of advocating for unique rural needs. Finally, the fellowship will allow the individual to connect measurement frameworks and metrics to program delivery and collective impact, providing practical experience in the health sector.

10. Additional Information

Attachments:

- Elgin OHT Vision
- Elgin OHT Collaborative Decision-Making Structure
- Elgin OHT Full Application

File Upload



Elgin OHT Collaborative Deci... .pdf



Elgin OHT Vision.pdf



OHT Full Application - Elgin O... .pdf

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