



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 Hills of Headwaters Collaborative Ontario Health Team

OHT Location Dufferin-Caledon

OHT Website (if applicable) <https://hillsofheadwaterscollaborative.ca>

2. OHT Primary Contact Stephanie Coulson

Primary Contact Email scoulson@headwatershealth.ca

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

3. Host Mentor Tracy Coffin

Host Position / Title Executive Director, Hills of Headwaters OHT

4. OHT Priority Areas

The priority area of relevance for HOHC OHT that would benefit from a fellow’s expertise is our Integrated Care Project (ALC cQIP). This initiative is one of Ontario Health’s Collaborative Quality Improvement Plans (cQIP) for alternative level of care (ALC) days and it deals with one of our priority populations, frail/complex older adults.

Additionally, this project is in alignment with four strategic priorities for the HOHC OHT; reimagining home care to enable integration of care across our community, better connecting other health services to primary care, implementing priority improvements for seniors, and decreasing the health equity gap across our community.

5. OHT Goals

The purpose of the Intergrated Care Project (ALC cQIP) is to improve access to care in the most appropriate setting for frail/complex older adults as measured by ALC (alternate levels of care) days in hospital. Currently, many older adults are struggling to stay in their own homes and even minor illnesses can result in a hospital admission. We aim to create an integrated care model, co-designed with patients/families/caregivers and representatives from health, community and social care providers, which will reduce ED visits, improve admissions and support the most appropriate

transitions from hospital to home or other location.

6. Proposed Projects

The Intergrated Care Project (ALC cQIP) is led by co-sponsors from our local hospital and home and community care support services provider. Co-Leads have also been identified, from the same organizations, who work closely with the project manager (executive director of the OHT) and the OHT backbone staff to deliver on project objectives. The project has been fully scoped out and includes a detailed charter, work breakdown and schedule.

The project also includes a cross-sectoral advisory group who will inform project direction and outputs. The project is made up of a series of interrelated deliverables working towards the primary goal of creating an integrated care model which will support frail/complex older adults to receive the right care in the right place. Some deliverables are in the initiation phase while others are still in planning and design.

The fellow would be engaged in all aspects of the project alongside the project leadership, and would engage in work related to co-design, implementation, evaluation, and development of a fulsome performance framework. Key to their role, the fellow would be involved in the advisory group consisting of key community partners as well as community members with lived experience to guide the team who will be implementing this improvement work. The project will use system design thinking to develop the integrated pathway and the opportunity to participate in this work is substantial. This would include establishing a robust evaluation approach for the co-design work and the project as a whole. Timing is excellent, as stated above the project is underway, but still early enough to make a significant impact through their efforts.

Project Summary

The purpose of the Intergrated Care Project (ALC cQIP) is to improve overall access to care in the most appropriate setting for frail/complex older adults. One of the primary areas of focus for HOHC OHT is to improve access to integrated care in the most appropriate setting for frail older adults. The primary goals and objectives of this project include:

Refresh the “Home First” Philosophy across all HOHC OHT member agencies and physicians.

To optimize hospital capacity and patient flow by using a risk assessment tool to identify patients at risk for complex discharge.

To optimize hospital capacity and patient flow by applying best practices in admission avoidance and facilitating removal of obstacles to discharge.

7. Desired Competencies

The project will involve the work of the full backbone team of the OHT, community partners as well as patients and their families. It is important for a fellow to have experience with stakeholder engagement to support the project effectively. The project kicked off in November and has undergone the design and creation of a project plan, with a timeline of January 2023-to March 2024. At key identified points throughout the project, we will be evaluating the project and would benefit from a fellow who has experience in assessment and evaluation to measure impact. Another key competency required is data and statistical training to support in the work. Additionally, as a part of the project we will be working with key stakeholders to strategize and design care pathways, checklists, education materials etc. A fellow who could support the project with strategy, co-design and the development of a fulsome performance framework would also be beneficial. Lastly, across all the work we do within the OHT, we apply a population health management and equity lens. A fellow who has experience with population health management and equity would be an asset.

Does your OHT Require a Fellow with Bilingual Proficiency?

No

8. OHT Environment

HOHC OHT is committed to creating one community, working together to improve the health and well-being of everyone who lives and provides care across Dufferin-Caledon. The OHT is comprised of a group of dynamic and passionate community health care partners from various pockets of the health care system, including primary care, mental health supports, child and family services, hospital, paramedic services, social services, long-term care, housing, municipalities, etc.

HOHC OHT has developed a backbone OHT team to operationalize the work of the OHT with all partners within the past 6 months. The team comprises an Executive Director, Project Manager, Marketing and Communications Specialist and two Executive Assistants. The fellow would have the support of and would be working with the OHT team in the project's implementation. The Executive Director of the HOHC OHT would be the mentor for the fellow and would support the integration of the fellow within the OHT and the OHT team and collaborative partners. The Executive Director has diverse experience and background in organizational development, transformational change management and project management across diverse sectors including municipal sector, social care, health care and health system planning at the NHS in the UK. The Executive Director has a long history of coaching and mentoring students, interns, and team members.

The support of a fellow in the project outlined above would be a mutually-beneficial opportunity for both HOHC OHT and the chosen fellow, being able to make a real impact in the Dufferin-Caledon community and the way care is provided.

Preferred Work Arrangement for Fellow

Virtual only

9. Opportunities for Professional Growth and Development

Through the proposed project work, a fellow would gain accelerated learning and experience within the health care system in a highly collaborative and innovative OHT. We would support them in their learning about the communities we serve, our partner organizations and how we work together to drive positive health outcomes for our communities. A fellow would have the opportunity to experience the impact their work has on our community, and learn alongside us as we implement and evaluate our project. As we work with the fellow and understand their areas of interests, there are opportunities to include the fellow in additional working groups, discussions and key learning sessions offered to OHTs as a member of the HOHC OHT.

10. Additional Information

See attached for more information about our OHT.

File Upload



Fellow Application HOHC OHT.pdf