



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 Oxford OHT

OHT Location Oxford and area

OHT Website (if applicable) oxfordoht.ca

2. OHT Primary Contact Teresa Martins

Primary Contact Email tmartins@oxfordoht.ca

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

3. Host Mentor Teresa Martins

Host Position / Title Executive Project Lead

4. OHT Priority Areas

The Oxford OHT priority populations, identified during the OHT application process, are: Chronic Disease at-risk of hospitalization; Mental Health and Addictions; and Palliative Care. The OHT is committed to improving navigation services starting with those priority populations, increasing awareness and access to preventative cancer screening to those eligible, and supporting initiatives that target transitions of care to prevent and divert ALC. Our OHT is looking to create a balanced scorecard that links initiative level metrics to the scorecard to inform and track progress against our OHT goals and support collaborative discussions and evidence based decision-making.

5. OHT Goals

There are a number of priorities and goals provincially, regionally, and locally. It is important for the collaborative partnership to not only redesign patient care but use data to benchmark, monitor, and evaluate successes and challenges, either to scale/spread or address issues collectively. Goals in the next 10 months include:

- creating a balanced scorecard, including metrics that reflect our local priorities and illustrate how collective action is making improvements. Achieving this goal will result in focused collaborative discussions rooted in data
- Utilizing population health management to improve health outcomes, specifically related to the

mental health & addictions population.

6. Proposed Projects

The fellow would be a key contributor to the evolution and maturity of the Oxford OHT by establishing and implementing performance measurement processes and tools to be used at all levels of OHT initiatives and tables. The Oxford OHT is a rural OHT with community-level organizations. These smaller organizations do not have the decision support nor performance measurement infrastructure found in larger communities. Having a fellow join the Oxford OHT would provide much needed dedicated focus, support skills development of the Operations Team, and support the development of a business case of the value of such expertise locally.

At the macro level, the fellow will lead the development of an Oxford OHT balanced scorecard. A scorecard in which each of our members see themselves as an active contributing partner. The aim will allow OHT leaders to see how the OHT goals link to each organization and highlight the collaboration opportunities. We hope that by having such a tool it will support leaders in communicating the OHT mandate effectively to their Boards of Directors and organizational staff thereby strengthening the value of collaboration. Creating a balanced scorecard may include a review of best practices, a literature review, facilitating data sessions to ultimately identify what to track, how to use the data effectively to effectively measure OHT performance.

At the meso level, the fellow will work closely with the OHT Operations Team to support the Performance Measurement and Quality Working Group and implementation of cQIP tests of change. The fellow will work closely with the OHT Executive Lead and be supported by the OHT Operations Team (which includes a past Impact Fellow to offer additional mentorship) to strengthen the connection to project management documentation and to establish a process for population segmentation. will highlight gaps and decision support and performance needs across the OHT.

At the micro level, the fellow will be contributing team member on multiple OHT projects to support the development of specific, measurable, achievable, relevant and time-bound key performance indicators. They will facilitate discussions to define the metrics, identify how the data is collected, who is responsible for collecting the data, as well as flagging any risks. The fellow will also support the project coordinator in collating the data across partners to create a story about the segmented population targeted for the project.

If the fellow has expertise and interest in the Mental Health and Addictions sector there are a couple potential projects for them to spearhead. The first redesigning an existing walk-in / talk-in counselling program offered by five different organizations. There is opportunity to co-design program improvements to be patient-centred and increase access and improve business processes such as the referral, intake/scheduling, data collection, and data analysis to inform continuous improvements across the partners. The second opportunity is supporting a population health management approach to a new Transition House in Tillsonburg. This exciting project focuses on providing supportive housing to vulnerable and marginalized individuals, with coordinated supports to stabilize and thrive in the community.

Project Summary

The fellow would be a key contributor to the evolution of the Oxford OHT by establishing and implementing performance measurement processes and tools for use across the OHT. The fellow will be an integral member of the Operations team, lead the development of a balanced scorecard, and support multiple projects by defining performance indicators. The fellow may have the opportunity to measure the collective impact of an innovative collaboration providing supportive transitional housing to vulnerable and marginalized individuals and improve access to single session counselling for Oxford residents creating more efficient, patient-centred business and clinical processes across multiple partnering organizations.

7. Desired Competencies

The fellow should have strong a desire to transform the health care system in Oxford and ideally has interest and experience in the mental health and addictions sector. They would have familiarity with working with large data sets, current best practices in health system performance measurement frameworks (Quadruple/Quintuple aim), and have experience conducting best practice literature reviews and environmental scans in the area of decision support. Other skills that the fellow should have include:

- Strong understanding of balanced scorecards
- Familiarity with various data sources in the health system
- Ability to put data into action and use data to create a powerful story
- The ability to work independently, and in a team
- Excellent communication skills (presentation, verbal, written, active listening)
- A strong desire to participate, in a meaningful way, with community health leadership and initiatives
- eager to learn and share their knowledge

Does your OHT Require a Fellow with Bilingual Proficiency?

No

8. OHT Environment

Our OHT is an attractive environment for a fellow because the Operations Team consists of individuals with diverse skill sets and expertise because different perspectives often result in better and innovative decisions. We collectively put effort into building out a team charter that outlines that we lead and respond with curiosity, set each other up for success, and focus on transforming health care locally. We believe that every achievement begins with a decision to try and that perfection can be the enemy of good enough. We have established a safe, non-judgmental working environment where ideas are welcome, communication is transparent, and value the practice of retrospective learning. We believe that community and physician / provider engagement is not just a checkbox to tick but focus on fostering meaningful participation from our partners at every stage of the process.

The timing of this third round of fellow recruitment aligns well with where the Oxford OHT is in its journey. In the first year, we did not apply for a fellow as it was premature. The second year we were focused on improving our governance and increasing the depth and breadth of our partner participation. Today, we have started to implement multiple projects and are looking to assess sustainability and expansion possibilities. As such, there is a number of opportunities for the fellow to gain hands-on experience, right from the early stages of some exciting joint health and social initiatives.

In addition to mentorship from the Executive Project Lead and multiple council/committee co-chairs from across multiple organizations, we have recently hired a former OHT Impact Fellow on the OHT Operations team as a project coordinator who is interested in playing a strong role in mentoring and professionally strengthening the successful fellow, based on their own personal fellow experience.

Preferred Work Arrangement for Fellow

Hybrid

Flexible depending on candidate needs

9. Opportunities for Professional Growth and Development

The Oxford OHT is a welcoming professional environment that values critical thinking, data driven decision making and innovation. The OHT collaborative will benefit from the skills and competencies a fellow will bring and allow the fellow an opportunity to apply their knowledge locally. There is great opportunity in the Oxford OHT to make impactful changes and lasting influence on the OHT's maturation. The strong partnerships found in the Oxford OHT will benefit the fellow significantly as they move from academia to first-hand work in the health and social sectors.

Oxford OHT is a growing community with unique characteristics not found in larger city centres. The population is diversifying, many older individuals with chronic disease and a desire for comprehensive and connected mental health and addiction services in the community. Mental Health and Addictions improvement work provides a fellow with experience and great insight in a much needed area of care.

10. Additional Information

Thank you for the opportunity to apply. Looking forward to learning more about the candidates.

Attached are the following:

Infographic - Existing Project - Hypercare for Palliative Care

Primary Care Info Card

Engagement - Community and Physicians

Oxford OHT - 2023/24 Overview

File Upload



2023.02.22 Engagement Slides.pdf



Hypercare Infographic.pdf



Oxford OHT slides.pdf



Physician card 2023.pdf