
HALDIMAND COUNTY

Report CSS-01-2021 Haldimand Health Team – Membership

For Consideration by Council in Committee on February 9, 2021



OBJECTIVE:

To seek direction from Council related to Haldimand County's participation on the Haldimand Health Team.

RECOMMENDATIONS:

1. THAT Report CSS-01-2021 Haldimand Health Team – Membership be received;
2. AND THAT Haldimand County participation on the Haldimand Health Team be approved;
3. AND THAT the General Manager of Corporate & Social Services and the General Manager of Community & Development Services be authorized to execute the Haldimand Health Team Memorandum of Understanding.

Respectfully submitted: Cathy Case, General Manager of Corporate & Social Services

Approved: Craig Manley, MCIP, RPP, Chief Administrative Officer

EXECUTIVE SUMMARY:

The provincial government introduced the Ontario Health Team model of all encompassing community health care in 2019. Council was delegated by two separate proposals to create Health Teams covering Haldimand. At that time Council did not formally participate in either proposed team but agreed to support both with staff resources. In the interim both local hospitals have joined the Haldimand Health Team. The Haldimand Health Team submitted a proposal to the province and has been advised by the Ministry of Health to investigate partnership opportunities with the Hamilton Health Team. Discussions are currently in progress. Staff have met with representatives from the Haldimand Health Team and are recommending to Council that Haldimand County formally participates on the team in various capacities, including representation on the Executive Leadership Team. Participation is mutually beneficial in that it lends the support of the local municipality to discussions taking place with the Hamilton Health Team, of which the City of Hamilton is part of, and it also provides Haldimand County with a degree of influence over future decisions related to the health care spectrum in the community; in particular, regarding Emergency Services and Long Term Care. To formalize this recommended participation, staff are recommending the execution of the Haldimand Health Team Memorandum of Understanding. At this time, there are no costs involved in participation other than staff time, however, once a more established decision making framework is known, staff will report back with any fiscal impacts or recommendations, for Council consideration.

BACKGROUND:

The People's Health Care Act, came in to effect in April 2019 introducing health care system reforms centred on consolidating health care oversight agencies into a 'superagency' called Ontario Health,

and the development of Ontario Health Teams to integrate health and social service organizations at a local level for improved delivery of services.

This new model of patient-focused care is intended to bring health care providers together to work as one coordinated team to improve patient outcomes. Through an Ontario Health Team, patients will experience easier transitions from one provider to another, including, for example, between hospitals, home care providers or long-term care homes, with one patient record and one care plan.

In early 2019, a group of local health care providers, led by Haldimand War Memorial Hospital representatives, launched the Haldimand Health Team (Haldimand HT) and began preparing a submission to the province. Likewise, a group of healthcare workers within Norfolk and the western portion of Haldimand (encompassing West Haldimand General Hospital) formed the Haldimand Norfolk Health Team (Haldimand Norfolk HT) with plans to also submit a proposal to the province. The first group of approved Ontario Health Teams was identified by the province in the latter part of 2019, with one of those teams being the Hamilton Health Team (Hamilton HT). Most of the initially approved health teams are from larger centres. At that time, both Haldimand related submissions were accepted as “in development” and basically deferred for approval, to allow more information.

At approximately the same time, the Haldimand HT made a presentation to Haldimand County Council to introduce their proposal to the municipality and seek interest in participation. The Haldimand Norfolk HT was asked to attend a subsequent meeting to do the same. At that time, a decision was not made regarding participation on either health team. The Haldimand HT requested a follow up meeting with staff and Council directed the General Manager of Community & Development Services and the General Manager of Corporate & Social Services to meet with the Haldimand HT for further discussion.

In January 2020, staff met with Haldimand HT representatives. Subsequent meetings were delayed due to the pandemic until fall of 2020. Attachment #1 is an update from the Haldimand HT since the last meeting with staff.

Since January 2020, some changes occurred with respect to approval of other Ontario Health Teams, the province’s position on the Haldimand HT and current participation on the Haldimand HT. On July 23, 2020, the Province announced five new Ontario Health Team approvals and on November 18, 2020, an additional thirteen teams were announced, bringing the total number of Ontario Health Teams to 42. In recent months, the Ministry of Health reached out to the Haldimand HT, strongly encouraging them to enter into partnership discussions with the already approved Hamilton HT. The basis for this direction is that the Ministry’s optimal attributed population model is based on a population of 500,000. Since the patient referral patterns within the Haldimand HT geography align most with Hamilton, it makes sense to explore this partnership. The Ministry has appointed a third party to facilitate these discussions. An initial meeting has taken place as an exploratory introduction to a potential partnership, with Haldimand HT representatives emphasizing the need to support the sub-urban/rural health care needs of Haldimand communities. More meetings are scheduled in the coming months.

Additionally, the Haldimand HT participation has grown and now includes the following:

- Alzheimer Society of Brant, Haldimand, Norfolk, Hamilton, Halton
- Canadian Mental Health Association, Brant-Haldimand-Norfolk Branch
- Community & Mental Health Services of Haldimand and Norfolk
- Edgewater Gardens Long Term Care
- Haldimand Family Health Team
- Haldimand War Memorial Hospital
- Midwives of East Erie
- Thrive Group (Capability Support Services)
- True Experience Supportive Housing & Community Work Program

- West Haldimand General Hospital
- Young Caregivers

As noted above, the West Haldimand General Hospital in Hagersville is now a participating member of the Haldimand HT. Information provided to staff indicates that the Haldimand Norfolk HT is momentarily on hold, however, there is a possibility that this Health Team will consider partnering with Hamilton or Brantford. At this time, there is no formal request for participation by Haldimand County.

ANALYSIS:

The key premise of Ontario Health Teams is that they are all encompassing in terms of the various patient-centred services offered in a geographic area, and in the case of Haldimand, the tertiary services offered outside of the area. Based on this premise, the Haldimand HT will play a significant role in emergency services/paramedicine, as well as long term care, and these County services will undoubtedly be impacted by the Health Team(s) that presides over our County.

The Haldimand HT has developed a structure that is comprised of an Executive Leadership Team and a number of working groups. The Haldimand HT is requesting that Haldimand County formalize its membership on the Team by executing a Memorandum of Understanding (MOU), included as Attachment #2, and appointing representative(s) to the Executive Leadership Team. Staff participation on the Executive Leadership Team would be required from the General Manager, Corporate & Social Services and the General Manager, Community & Development Services. There may also be participation required on the working groups from the County managers responsible for EMS and long term care, as necessary.

The intent of all Ontario Health Teams is that at maturity, they will be clinically and fiscally accountable for delivering a full and coordinated continuum of care to a defined population. Although specific details are not yet known as to the fiscal or operational relationship between the local health team and the municipality, it is expected that there will be implications for future funding distribution to municipalities respecting the relevant services under the scope of the new model. For this reason, staff believe it is prudent to formalize participation on the Haldimand HT, allowing the County to remain informed and aware, maintaining an appropriate level of influence on decisions impacting healthcare in the community and directly related to EMS and Grandview Lodge and the impacts to the overall municipal corporation.

Staff believe it is the appropriate time for the municipality to formalize its participation on the team. The Haldimand HT has stated that having all health and social services organizations at the table, including the voices of Grandview and EMS, will assist in creating a comprehensive health approach for Haldimand. Additionally, having a Haldimand County voice at the discussions with the Hamilton HT would be beneficial. Staff is recommending that Council approve the County's participation on the Haldimand HT and authorize execution of the Haldimand HT MOU. The attached MOU outlines the principles of the Haldimand HT, the current structure of the Haldimand HT and the roles and responsibilities of the Executive Leadership Team.

FINANCIAL/LEGAL IMPLICATIONS:

Partnership in the Haldimand HT will be a commitment to continue engagement and participation in shaping the new model of local health planning and delivery for the benefit of Haldimand and Grandview Lodge residents. At the current time, there is not yet an established framework for funding and decision-making within the Haldimand HT or within anticipated partnership model with the Hamilton HT. Once the terms and conditions are fully developed and the relationship to County services is even more

defined, a report will be brought back to Council for consideration if it is determined there are financial implications or support required.

The attached MOU outlines the preliminary objective of the Haldimand HT, however, it is expected that there will be modifications necessary once a partnership with Hamilton is solidified. At the current time, to formalize the County's participation on the Haldimand HT, it is recommended that authority be given to the General Manager of Corporate & Social Services and the General Manager of Community & Development Services to execute the MOU on behalf of Haldimand County.

STAKEHOLDER IMPACTS:

Not applicable.

REPORT IMPACTS:

Agreement: Yes

By-law: No

Budget Amendment: No

Policy: No

ATTACHMENTS:

1. Haldimand Health Team Update – December 2020
2. Haldimand Health Team Memorandum of Understanding