



TRANSITION TO ONTARIO HEALTH (CENTRAL REGION) AND ONTARIO HEALTH TEAMS (OHT'S) INFRASTRUCTURE

Background

Metamorphosis Network is an independent network of the Community Sector (Community Support Services and Mental Health & Addiction, Health Service Providers) serving people living in the Mississauga Halton and Central West LHINs.

The Metamorphosis Network was formed in 2005, including representatives from the following three founding networks, and new participants who attended the Metamorphosis inaugural conference.

- Community Sector of Peel
- Dufferin Country Community Sector Network
- Halton Health & Community Sector Network

Key goals established by the network participants are to work with service providers to achieve enhanced client service, knowledge transfer across agencies, service integration, and meaningful engagement of health providers.

The Community Support Services and Mental Health and Addictions (CSSMHA) provide a wide variety of services in the community to support people living in their community. The organizations' cover a range of services from care services in the home, mental health and addictions programs to transportation needs. Working together as Metamorphosis, to address meeting the needs of clients and patients in the community throughout Mississauga Halton Local Health Integration Network (MH LHIN) and the Central West Local Health Integration Network (CW LHIN).

The Metamorphosis Network has engaged Board governors, Staff, Clients/Family Caregivers, and volunteers of Health Service Providers and other health and human service partners in key topics and projects over the years including:

- Integrated Health Services Planning – Collaborative Response
- Accreditation
- One Mail Connectivity
- Bringing governors together for shared development opportunities, collaborative governance and learning

- Governors and senior leaders got together to affect change at the MHLHIN in terms of providing support and input for LHIN quarterly meetings
- Quality Improvement
- Community Quality Network
- Ontario Government Transition Strategy Session
- Base Increase for CSS and CMHA 2018-2019

For further information visit: <http://communitymetamorphosis.org>

Ontario Health Teams – Brampton/Etobicoke and Mississauga

The Mississauga OHT invited the Metamorphosis Network to provide two or three representatives to serve on the Interim Governing Council. As an outcome of a meeting held with 5 members of the Metamorphosis Network Leadership Team: Karen Parsons (PAARC), Theresa Greer (Heart House Hospice), Raymond Applebaum (Peel Senior Link), Baldev Mutta (Punjabi Community Health Services), and Heidi Yerxa (Seniors Life Enhancement Centres), the Leadership Team agreed to put forward Theresa, Karen and Ray to serve on the Mississauga-OHT Interim Governing Council.

In the Brampton/Etobicoke OHT during preparation of the OHT application a number of members of the Metamorphosis Leadership Team signed on as partners through their organizations, and in addition, the Metamorphosis Network indicated its commitment as a collective without a legal structure, as discussed with the Leadership Team.

The Metamorphosis Network reached out to Connecting Care Halton and Hills of Headwaters OHT's, who participated in the network forum held on November 20th, 2019. These two OHT's chose to select their governance steering committee members through agency partners that joined their OHT's, rather than utilizing a network representative process.

Metamorphosis Network Survey

The aggregate survey results were administered and compiled by Punjabi Community Health Services. A response rate of 30% of the Metamorphosis Network participant directory was noted, and highlights of the survey results were discussed. Two specific areas of focus of the survey were:

- What should the structure of the Metamorphosis Network and the Leadership Team look like moving forward?
- How can Metamorphosis help to organize the community to select rotational representatives on the OHT governance committee(s), should OHTs wish to use Metamorphosis to accomplish this?

The team noted there was a preference based on survey results for Metamorphosis to adopt a more formal structure, but to remain unincorporated. There was a mix of opinions for the structure of the Metamorphosis Leadership Team, from geographic representation to sector representation to a general call for interest.

With respect to representation on the OHTs, the survey results indicated close results for two options. The team agreed that a blend of the two could best satisfy respondents and avoid potential pitfalls of either option in isolation.

The team agreed that a clear and concise Terms of Reference is needed to support individuals representing community-based organizations. This would encourage a strong two-way communication system between representatives and the communities they represent, that is responsive and meets the needs of all organizations represented by the Metamorphosis Network, and is not dominated by large or heavily represented organizations or sectors.

The first step in the creation of the ToR would be to agree on the principles of representation. The leadership team shared initial thoughts with respect to those principles, including:

- The ToR for representative should mirror the terms of the ToR for the governance structure of the OHT(s), for consistency and cohesion.
- Representation should be rotated, in accordance with the terms of the ToR, to ensure a stronger degree of overall representation across the community, and to optimize the strengths of the multiple people who represent the community.
- The team can explore the idea of ‘sub-groups’ of Metamorphosis with a ‘coming together’ at a system level, to further support the wide variety of interests amongst community organizations.
- Primarily, the overall purpose of the Metamorphosis Network should remain the same, with representation from the community sectors on OHTs as a secondary purpose.
- Very strong two-way communication structures, to and from the community, and between representatives and the community, are critical for success.

Transition Change Process

In 2005, the Metamorphosis Network was formed as a collective voice to better prepare ourselves as CSS and MH&A providers in response to the transition of the health care system from regional offices to Local Health Integration Networks, and educate LHIN Boards, CEO’s and Senior Management to the critical role of community services within the broader health and human service system.

Here we are once again 15 years later finding ourselves facing another substantive health system transformation with the advent of Ontario Health and Ontario Health Teams taking responsibility for the oversight of Health Service Providers and Ontario Health Teams in a new integrated care and coordinated health & human service system.

We have an opportunity to leverage experience gained as a well respected network with demonstrated capacity to achieve significant advancement of our sector, and collaborate with our health system partners for the best interests of our community. A few examples include: Accreditation, Base Funding Increase, Quality Improvement, and Community Quality Network.

As a collective voice for providers, large and small, single and multi-purpose agencies, we can offer OHT’s an opportunity to utilize our shared network to acquire community support and mental health & addiction provider representation on newly formed Collaborative Councils for those OHT’s who choose to do so at this time. Two of the 4 local OHT’s have expressed an aspirational goal to utilize networks in

the current development of their Decision-Making Framework Agreements. It is our hope that local OHT's will engage the Metamorphosis Network for the selection of sector representatives as they plan to do so with Primary Care Networks and others.

Draft Models

Utilizing the feedback from the surveys, the following represents options for network representation with local OHT's, and a proposed organizational structure for the Metamorphosis Network Leadership Table for discussion purposes.

A) Network representation with OHT's

OHT application partners to be selected (suggest 3 per OHT) on a two-year rotating basis to serve on the governing or collaborative council/steering committee of OHT's and carry responsibility to participate actively in OHT leadership and provide ongoing communication with the Metamorphosis Network participants.



Figure 1 illustrates three representatives (blue) dots on a single OHT team.

Figure 1 - Metamorphosis Representatives on an OHT

It is our hope that the four approved OHT's namely: BE OHT; Mississauga OHT; Hills of Headwaters OHT; and Connected Care Halton OHT, will be engaged with the Metamorphosis Network for network representation discussions.

Figure 2 illustrates the four Ontario Health teams with a maximum of three representatives from Metamorphosis. The blue dots represent the Metamorphosis representatives.

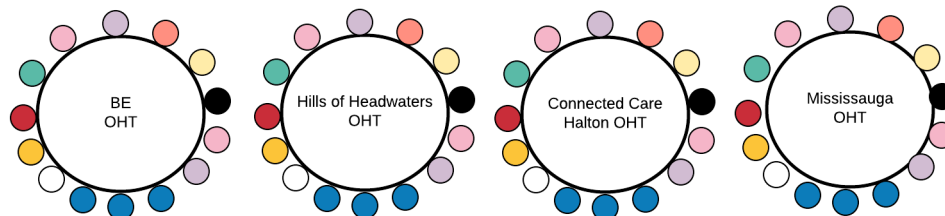
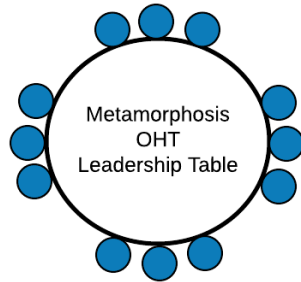


Figure 2 - Maximum of three representatives on each of the approved OHT Teams

B) Network organizational structure



The 12 representatives to form a OHT leadership table to share information, challenges, and opportunities with their CSS and CMHA partners.

Figure 3 illustrates the three representatives from each of the four OHT tables forming the Metamorphosis Ontario Health Team Leadership table.

Figure 3 - Metamorphosis OHT Leadership Table

Summary

The purpose of the forum is to:

- ✓ Share survey results
- ✓ Discuss and determine a desired role for the Metamorphosis Network in offering an opportunity to CSS and MH&A network participants, and OHT's for the selection of Collaborative Council representation as a collective voice
- ✓ Discuss and determine the proposed Leadership Table infrastructure for the Metamorphosis Network in alignment with health system transition