

Huron Perth & Area Ontario Health Team 2023-26 Strategic Plan Summary

HPA-OHT Vision A sustainable people driven system that strives to provide a positive experience for all.

April 16, 2026

Purpose: To provide a brief summary of the work completed that supported achievement of the Huron Perth & Area Ontario Health Team (HPA-OHT) 2023 – 2026 strategic plan objectives.

Strategic Direction: Optimize Access and Integrated Care

Priority 1: Optimize access and movement through the healthcare system to achieve the right care, at the right time, by the right provider.

- An integrated care strategy was developed to support continuing to take a strategic integrated approach to system transformation to further improve access, coordination and communication across the system.
- Physician Advisory Council transitioned into a new Clinical Leadership Council (CLC) that leads the Primary Care Network (PCN). This structural shift supports ensuring continued clinician engagement, increasing number of clinicians engaged and ensuring clinicians are embedded in leadership for OHT decision making.
- To support primary care access, attachment and enablement a discovery process was completed to gain a deeper understanding of primary care within our OHT. This discovery process supported informing a primary care access and enablement plan that has multiple aims, including attaching all patients within Huron Perth and Area to a primary care provider and providing unattached patient supports in the interim.

- The heart failure program was advanced considerably to improve patients' quality of life, redirect family doctor visits to other health care partners closer to home, and reduce hospital readmissions. Over the past three years, member involvement and contributions have significantly supported the maturation and expansion of this key program.
- Over the past three years, digital tools have been implemented in numerous areas to strengthen access, connection and communication. Some key digital tools that have been implemented include Hypercare, online appointment booking (OAB) and e-Referral.

Matrix Elements

- **Equity & Reconciliation:** Primary care access planning increasingly applied an equity lens, with targeted attachment supports for unattached patients and proactive identification of population-level access barriers.
- **Relationships, Generosity & Innovation:** The transition to a Clinical Leadership Council (CLC) strengthened clinician-led system stewardship and supported more integrated, cross-sector models. The Heart Failure Spoke–Hub–Node model advanced right care, right place delivery through streamlined clinical pathways.
- **Citizen Voice:** Patient, family, and caregiver input directly informed access initiatives and pathway design, grounding system improvements in lived experience.
- **Communication & Engagement:** Coordinated partner engagement aligned priorities across primary care access, attachment strategies, and integrated planning.
- **Technology & Digital Strategies:** Hypercare, eReferral, and online booking improved navigation, coordination, and system access for citizens and providers.

Strategic Direction: Reimagine Community Based Care

Priority 2: Emphasize and support health promotion, prevention and patient self management and deliver robust and integrated early healthcare interventions, at home and in the community for citizens.

- A Health System Performance Measurement Framework and accompanying data sets, including a baseline data set, were developed to support HPA-OHT in achieving its goal of a high-performing health system that improves citizen and population health outcomes, patient and provider experience, value and health equity for patients/clients in Huron, Perth and Area.
- Thinking has evolved over the past three years to better support chronic disease prevention and management. With the successful implementation of the heart failure spoke, hub, node model, a tremendous amount has been learned and can now be applied to implementation of other care pathways to advance integrated care within the system.
- HPA-OHT has supported facilitating opportunities and forums for organizations to deepen connections and understanding of each other and support opportunities for organizations to be able to work better together.
- Numerous data tools have been utilized over the past three years, including the implementation and expansion of Integrated Decision Support (IDS) has supported increasing HPA-OHT capacity to share, integrate and respond as a system with greater access to data.

Matrix Elements

- **Equity & Reconciliation:** A system-wide Performance Measurement Framework and baseline datasets strengthened visibility into population health needs and inequities across Huron, Perth, and Area.
- **Relationships, Generosity & Innovation:** Expanded partnerships with community and non-acute providers increased capacity for prevention, chronic disease management, and early intervention outside hospital settings.

- **Citizen Voice:** Citizen perspectives informed community-based approaches to chronic disease prevention and self-management, including learning from integrated pathways such as Heart Failure.
- **Communication & Engagement:** Cross-sector forums supported shared learning, alignment, and coordinated system responses.
- **Technology & Digital Strategies:** Enhanced use of Integrated Decision Support (IDS) enabled shared data analysis, trend monitoring, and collective action on population health priorities.

Strategic Direction: Revitalize the HPA-OHT Workforce

Priority 3: Ignite recruitment, retention and well being strategies of health care staff as well as advance leadership and workforce integration.

- Developed a regional health human resource (HHR) strategy that outlines a systematic and comprehensive approach to managing all aspects of the healthcare workforce including recruitment, retention, training, development and performance management.
- An equity, inclusion, diversity and anti-racism (EIDA-R) foundations course was developed to support fostering more equitable and inclusive environments and encourage a culture of continuous learning and improvement.

Matrix Elements

- **Equity & Reconciliation:** Implementation of the EIDA-R Foundations course advanced more inclusive and equitable workplace practices across member organizations.
- **Relationships, Generosity & Innovation:** Collaborative workforce planning strengthened relationships with frontline providers and system leaders.
- **Citizen Voice:** Workforce strategies increasingly recognized the link between provider experience, care quality, and community outcomes.

- **Communication & Engagement:** A regional Health Human Resources Strategy aligned recruitment, retention, training, and well-being efforts across the system.
- **Technology & Digital Strategies:** Foundational progress supported coordinated access to shared training, development, and workforce resources.

Strategic Direction: Advance the HPA-OHT Model

Priority 4: Advance collaboration through a strong HPA-OHT structure, systems and processes.

- An Impact and Investment Framework was developed to support allocation of resources to various projects and programs within HPA-OHT to ensure limited resources are utilized in the best manner.
- HPA-OHT Patient, Family and Caregiver Advisory Council contributed significantly over the past three years in a variety of ways to ensure citizen voices and lived or living experiences are reflected in all of the work of HPA-OHT. A key piece of work was the development of the HPA-OHT Patient, Family and Caregiver Engagement Framework to support members, working groups and advisory councils when engaging patients, families, caregivers and community members.
- In 2024, HPA-OHT Accreditation Collaborative was the first Ontario Health Team and multi-governed collaboration in Canada to achieve accreditation from Accreditation Canada with exemplary standing. This process led to the development of 20 harmonized policies and this work continues to advance with planning and collaboration underway for the next accreditation survey.

Matrix Elements

- **Equity & Reconciliation:** Evaluation and engagement tools were strengthened to systematically embed equity into planning and decision-making.

- **Relationships, Generosity & Innovation:** Governance maturation and collaborative accreditation reinforced trust, shared accountability, and cross-sector collaboration.
- **Citizen Voice:** Patient, Family, and Caregiver voices were embedded through an active Advisory Council and a formal Engagement Framework supporting co-design.
- **Communication & Engagement:** System-wide communication and shared recognition of achievements—including accreditation outcomes—reinforced collective ownership and alignment.
- **Technology & Digital Strategies:** Digital enablement and policy harmonization supported deeper system integration, reinforced through Accreditation Canada collaborative processes.

Conclusion

Since 2023, HPA-OHT members, physicians, patient, family, caregiver representatives and collaborating partners have remained committed to progressing the work of HPA-OHT forward and achieving the objectives outlined within the strategic plan. As we begin the process to develop the next iteration of our strategic plan, we thank you all for your significant contributions and look forward to continuing to advance this important work.