



**SCARBOROUGH**  
ONTARIO HEALTH TEAM

## Strategic Plan 2025-2028

# Land Acknowledgement

- We acknowledge that the Scarborough Ontario Health Team is situated on the traditional territory of many nations, including the Anishinaabeg, Haudenosaunee, Huron-Wendat, and the Mississaugas of the Credit, under Treaty 13. This land is part of the Dish With One Spoon Wampum Belt Covenant.
- Scarborough Ontario Health Team recognizes the enduring presence of Indigenous Peoples and is committed to reconciliation through facilitating culturally safe, inclusive, and equitable health care.



# About Ontario Health Teams



- Ontario Health Teams (OHTs), introduced in 2019, organize and deliver services in local communities. They provide people with better connected and more convenient care. The teams bring together health care providers from across health and community sectors to work as one collaborative team to better coordinate care and share resources.
- Ontario Health Teams are made up of providers and organizations including:
  - primary care
  - hospitals
  - home care
  - community support services
  - mental health and addictions services
  - long-term care

# About OHTs and your OHT

Ontario Health Teams (OHTs) are groups of health care providers working together to deliver coordinated care that improves patient experience and outcomes across the health and community care system.

Approved as a OHT in 2020, SOHT is a network of over forty partner organizations with a rich history of collaboration providing health and community services across the continuum of care.

Our OHT supports a populations of almost 900,000 that goes beyond the residents of Scarborough and includes residents of neighbouring communities that have made Scarborough their health care destination of choice.

All partners play a critical role in Scarborough OHT development, ensuring community voices are heard and that the work is equitable and culturally responsive.

# Our current reality

20%+ of residents live below the Low-Income Measure.

High rates of precarious housing and rental burden.

Elevated rates of diabetes, hypertension, and mental health issues.

Barriers to care: language, transportation, cultural responsiveness.



# SOHT's 2025-2028 Strategic Plan



- The SOHT's Collaboration Council (CC), the governing body, determined in 2024 to conduct a refresh of the SOHT's inaugural Strategic Plan, approved in July 2022.
- This refresh that started in February 2025 and concluded in June 2025, included:
  - gathering perspectives from across all 40 partners
  - consulting with other stakeholders, e.g., Ontario Health
  - reviewing population health data
  - developing an environmental scan including a 'PESTLE' (Political, Environmental, Social, Technological, Legal, Economic) analysis
  - reviewing relevant SOHT and OH documentation, and
  - aligning with the Government of Ontario's mandates for Ontario Health Teams.
- **Over 200 perspectives were obtained via surveys, interviews, and focus groups.**

# Scarborough OHT's Vision



- People will have optimal health and positive experiences through an accessible, equitable and integrated system of care, services and supports.



# SOHT's Values

- SOHT partners have re-committed to delivering **EPIC CARE**
  - Equity
  - Person-centredness
  - Innovation
  - Compassion
  - Collaboration
  - Accountability
  - Respect
  - Excellence





# Vision

People will have optimal health and positive experiences through an accessible, equitable and integrated system of care, services and supports.

01

## Primary Care Transformation

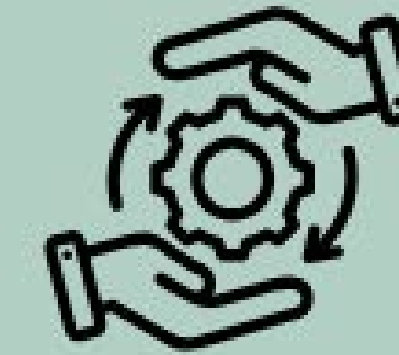
Strengthening access to equitable, team-based primary care through leadership, co-design, and data-driven planning.



02.

## Integrating Clinical Services and Supports

Advancing coordinated care for people with complex needs, with a focus on mental health, chronic conditions, and cross-sector collaboration.



03

## Evolving the SOHT

Building a mature, resilient organization with refreshed governance, performance measurement, and sustainable operations.



EPIC  
CARE

EQUITY | PERSON-CENTREDNESS | INNOVATION | COMPASSION |  
COLLABORATION | ACCOUNTABILITY | RESPECT | EXCELLENCE

# SOHT's 2025-2028 Strategic Directions

## Strategic Direction 1: Primary Care Transformation

We will achieve primary care transformation through:

- Engaging **patients/clients and caregivers in co-designing** care models.
- Creating leadership structures to govern and guide primary care system development.
- Investing in **interprofessional primary care teams** to support patient attachment and continuity of care and increase access to **equitable, person-centred, team-based primary care**.
- Strengthening partnerships across primary care partners with all SOHT partners.
- Addressing **upstream determinants of health**.
- Increasing participation in **preventive screening**, with a focus on unattached and underserved populations.
- Implementing **population health data tools** to proactively identify and address health needs.
- Expanding **digital tools and navigation supports** to ensure seamless system access and continuity of care.

# SOHT's 2025-2028 Strategic Directions

## Strategic Direction 2: Integrating Clinical Services/Supports

We will achieve integration of clinical services/supports through:

- **Co-designing care pathways with patients and caregivers to reflect local needs.**
- Advancing integrated clinical care for people with complex, chronic needs, for example diabetes, which is widespread in Scarborough, to support primary care and reduce avoidable hospital use.
- **Prioritizing those with multiple chronic conditions and those experiencing barriers to access,** through cross-sector collaboration and person-centred care planning.
- Expanding focus on the **integration of mental health and addictions services.**
- **Strengthening partnerships** across primary care, hospitals, home care, community support services, long-term care and community-based mental health organizations.



# SOHT's 2025-2028 Strategic Directions

## Strategic Direction 3: Evolving the Scarborough Ontario Health Team

We will evolve the SOHT by:

- Creating a **mature, integrated and resilient SOHT organization** that is structured to facilitate a **seamless system of health care services**.
- Refreshing the governance structure of the SOHT.
- Implementing a performance measurement framework to track progress and improvements in patient and provider experiences.
- Ensuring sustainable and efficient operational capacity that will enhance innovation, and improve experience and well-being for staff, patients, clients, and providers.
- Advocate for **increased equitable funding** to meet the needs of the attributed population size.

# What's next?

- In 25/26 fiscal year, SOHT has committed to delivering projects which are addressing strategic directions. Select examples of the work happening includes:
  - To advance Strategic Direction 1 of Primary Care Transformation by Fall 2025 SOHT's Primary Care Network will be established.
  - To advance the Strategic Direction 2 of Integrating Clinical Services/Supports, SOHT has established a Homecare Modernization Taskforce that will start its intersectoral work by focusing on ALC prevention and management beginning Summer 2025.
  - To advance the Strategic Direction 3, in Fall 2025 SOHT will issue an Expression of Interest to identify a Transfer Payment Recipient and back office supports for the SOHT.



# Our promise

- The Scarborough Ontario Health Team's (SOHT) partners are united in their commitment to implementing this strategic plan and advancing its shared vision for integrated, person-centred care.
- As government directions, health system priorities, and community needs continue to evolve, we will remain responsive and flexible, reassessing our focus and adapting our strategies and actions as required to ensure we continue to meet the diverse and growing needs of the people who seek health care in Scarborough.

