

Scarborough Ontario Health Team's Strategic Plan 2025 - 2028

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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.

Background

Since 2019, the Scarborough Ontario Health Team (SOHT) has been fostering system integration which addresses the needs of residents and individuals seeking care in Scarborough. This strategic plan builds upon five years of dedicated work and collaboration of our 40 partners.

Ontario Health Teams

Ontario Health Teams (OHTs) were launched in 2019, mandated by the Connecting Care Act¹. Currently there are 58 OHTs across the province, at various stages of development and with unique features reflective of the local community served. At maturity, OHTs will be integrated health care delivery systems that aim to provide patients with a full and seamless continuum of care. OHTs organize and deliver services in local communities. They will provide people with better connected and more convenient care. The teams bring together health care providers from across health and community sectors as well as client/family advisors, to work as one collaborative team to better coordinate care and share resources.

OHTs are made up of client and family advisors, service providers and organizations from:

- primary care
- hospitals
- home care
- community support services
- mental health and addictions services
- long-term care

The strategic priorities in this plan align with the Ontario Health 2025/26 directions that have been provided to all OHT's in the Spring of 2025, including alignment with the Ministry of

¹ [Ontario Health Teams | ontario.ca](https://ontario.ca/gov/ontario-health-teams)

Health and Primary Care Action Team's priorities by advancing the goal of primary care attachment, to increase focus on standardized clinical priorities and to enable continued OHT and Primary Care Network development and maturity.

Scarborough Ontario Health Team

The Scarborough Ontario Health Team (SOHT) is a collaborative network of 40 partner organizations dedicated to providing integrated health and community services across Scarborough. Established in 2020, SOHT has an attributed population of approximately 836,000 people that goes beyond the residents of Scarborough (631,945) and includes neighbouring communities that have made Scarborough their healthcare destination of choice. SOHT is one of the largest OHTs in the province, based on attributed population.

Since its inception, SOHT has demonstrated impact to our communities through collaboration across sectors. Examples include our successful pandemic response, the implementation of a first of its kind integrated model of palliative care, development of diabetes care pathways, creation of an equity, diversity, inclusion and anti-racism framework and the development of our primary care network. SOHT is supported by a team of approximately five staff, a robust governance structure, a client and family advisory council, in-kind back-office services and several partner engagement forums for planning and co-design.

Strategic Planning Process

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 included gathering perspectives from across the 40 partners, consulting with other stakeholders, 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 alignment with the Government of Ontario's mandates for Ontario Health Teams. Over 200 perspectives were obtained via surveys, interviews, and focus groups.

As part of the strategic plan refresh process, SOHT partners have reaffirmed their commitment to the shared vision, values, and guiding principles that have defined SOHT. These will serve as the foundation for collective efforts over the next three years. Together, SOHT is committed to meeting the expectations of the community and of one another. Partners will hold themselves accountable for the principles that have been endorsed, as they work toward better health outcomes for the people of Scarborough and beyond. SOHT will focus on reducing health disparities, advancing integrated care, and applying equity-driven population health approaches to improve access to high-quality, connected services. The vision, values and strategic directions that will guide this work over the next three years are described below.

Vision and Values

The SOHT's strategic plan is built around the following vision and values, adopted in 2022 and which our partners remain committed to achieving.

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

Values: Providing 'EPIC CARE' in Scarborough

Equity – We aim to create fair opportunities for people to attain their optimal health by advancing collaborative strategies to address the disadvantages impeding the achievement of their full potential. Equity is the absence of avoidable, unfair and remediable differences among groups of people because of their age, race, citizenship, ethnic origin, creed, disability, family status, marital status, sex, gender identity, sexual orientation, language, immigration and/or social economic status.

Person-centered – We focus care on the needs of each person, ensuring that peoples' preferences, needs and values guide service decisions, providing care, services and supports that is respectful of and responsive to them.

Innovation – We will innovate with a focus on new ideas and processes that always add value for the people we serve, our community and service providers.

Compassion – We will provide care, services and supports with empathy, kindness and compassion. We will listen to people's stories, keep them informed of what they can expect, and share in their joys and sorrows.

Collaboration – We embrace collaboration as a cooperative and inclusive process of working together that nurtures trust, broadly engages one another, shares information and power, and draws on collective expertise to work through change and towards shared goals.

Accountability – We are jointly accountable for the delivery of innovative, cost-effective care, services and supports.

Respect – We treat everyone equally with transparency and integrity to earn their trust.

Excellence – Excellence is the goal of everyone involved in our Ontario Health Team. We provide high quality, evidence-based care, services and supports.

Strategic Directions

The following three connected strategic directions aim to improve health outcomes and health equity for the people of Scarborough. They define SOHT's priorities over the next three years, from fiscal year 2025/2026 to 2028/2029.

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.

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.

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.

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.