

## Expression of Interest – Primary Care Network Governance Structure, Scarborough Ontario Health Team

### Company Biography:

Scarborough Ontario Health Team (SOHT) is one of the largest OHTs in the province and based in one of Canada's most vibrant and diverse communities. We are a network of over thirty partner organizations with a rich history of collaboration providing health and community services across the continuum of care. Our OHT's attributed population of almost 900,000 goes beyond the residents of Scarborough to include residents of neighbouring communities that have made Scarborough their health care destination of choice.

SOHT partners are working together with hundreds of physicians within Scarborough and our active Client and Family Advisory Committee (CFAC) to co-design innovative, integrated solutions for providing care. SOHT is governed by a 24-member "Collaboration Council" that includes individuals from Scarborough Family Physicians Network (SFPN), CFAC, and partners from across all health sectors. The Collaboration Council is co-chaired by a representative of the lead agency (Scarborough Health Network) and a primary care physician representative from SFPN.

We are strongly committed to reducing health and social inequities to achieve improved population health. SOHT's 2025-2028 Strategic Direction supports this objective through a commitment to:

### 1. Primary Care Transformation

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

### 2. Integrating Clinical Services and Supports

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

### 3. Evolving the SOHT

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

SOHT is guided by the following Vision and Values:

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

*Our Values lead to EPIC CARE: Equity, Person-centered, Innovation, Compassion, Collaboration, Accountability, Respect and Excellence*

### About the opportunities:

SOHT has been working since Summer 2024 to establish its Primary Care Network (PCN) through the PCN Taskforce, which is comprised of members from various member organizations including leadership from Scarborough's Community Health Centres, Family Health Teams as well as Scarborough Family Physicians Network, Chief of Paediatrics at Scarborough Health Network as well as Community Paramedicine from City of Toronto. To build SOHT's PCN, the Taskforce has been meeting regularly and is recruiting **ten primary care providers** of the Primary Care Network Governance Structure (Appendix A).

- Family Physician practicing in enhanced fee-for-service (FHG/CCM)
- Family Physician practicing within the Family Health Team (FHT)
- Family Physician practicing within a Family Health Organization that is not affiliated with the FHT
- Family Physician practicing within a Family Health Group
- Family Physician practicing in a Community Health Centre



- Family Physician serving unattached patients (e.g., practicing in a walk-in clinic model)
- Family Physician serving in a specialty focus (e.g., LTC)
- Physician practicing in the Emergency department
- Nurse Practitioner practicing in comprehensive primary care

**Position Overview:**

The SOHT PCN Governance members (please see Appendix A for Governance Structure) will advance the development of the Primary Care Network and deliver upon the mandates of the Scarborough Ontario Health Team as well as the Primary Care Network by carrying out these functions:

- Connects primary care within Scarborough Ontario Health Team including primary care providers, specialist clinicians, and community services providers
- Serves as a vehicle for information gathering, providing input, and providing the local primary care sector's voice in SOHT decision-making
- Identifies gaps and opportunities in the delivery of local primary care in the SOHT community and attempts to respond to these
- Supports clinical change management and population health management approaches
- Facilitates access to clinical and digital supports and improvements for primary care
- Supports local primary care health human resource planning within SOHT

These positions require a minimum commitment of 5 hours per month, which may include meetings during business hours as well as flexibility to cover occasional weekend and evening commitments.

These positions will offer a monthly stipend.

Recruitment will take place in the weeks of November 17 and 24 with on-boarding during the weeks of November 27 and December 3.

**Position Term:**

One year term with subject to renewal.

**How to apply:**

Interested applicants, please write to [ScarboroughOHT@shn.ca](mailto:ScarboroughOHT@shn.ca) by **5pm, October 27, 2025**.

1. Submitting an Expression of Interest (Eoi) outlining your reasons and qualifications for why you should be considered for the role
2. Specify the primary care provider position you are applying for from the list above
3. Curriculum Vitae

Please state in the subject line "PCN Governance".

**Responsibilities:**

- **Clinical Leadership**
  - Contribute to the development of PCN and HHR planning for Scarborough
  - Contribute to improvement to access and attachment to comprehensive primary care, with a focus on equity-deserving populations
  - Support implementation of integrated chronic disease prevention and management strategies, with a focus on equity-deserving populations, as above
- **Strategic Development and Systems Thinking**
  - Collaborate with PCN leadership to align services with SOHT and Ontario Health strategic goals

- Identify opportunities for innovation and service improvement including digital interoperability
- Support the development and implementation of integrated care and clinical pathways
- **Advancing Equity, Inclusion, and Digital Health**
  - Attend and contribute to project and workstream meetings
  - Leverage digital health fluency advance primary care capacity
  - Support identification and implementation of additional local priorities as defined by the SOHT and PCN.
- **Stakeholder Engagement**
  - Build strong relationships with members and support recruitment of new members.
  - Willingness to engage, and work with the new models of care, for example the Primary care action table
  - Expectation to undergoing training as identified (e.g., Indigenous Cultural Safety Training)

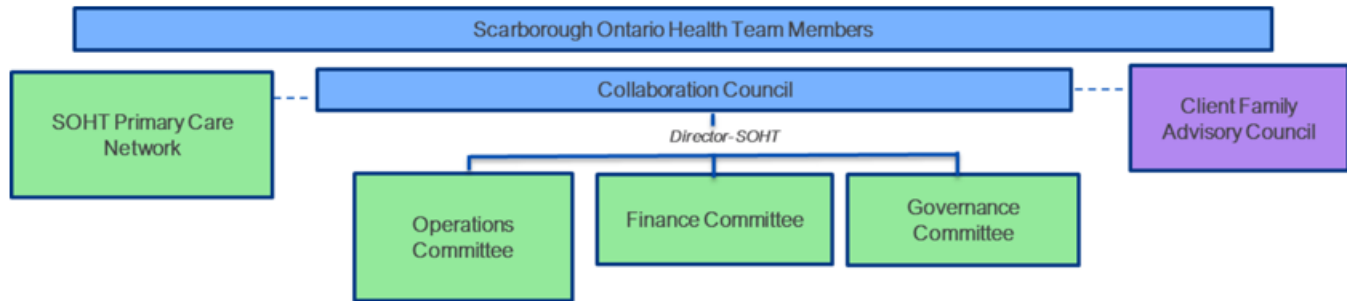
**Education, Qualification and Experience Requirements:**

- Licensed and practicing comprehensive care family provider in Scarborough
- Minimum of five years of experience working in a primary care setting
- Demonstrated excellence in interpersonal skills including ability to demonstrate tact and diplomacy with diverse groups of stakeholders, including patients, front-line healthcare providers, community agencies, and healthcare administrators
- Proven leadership and change management skills
- Minimum of one year of experience in service redesign or quality improvement
- Understanding of population health and integrated care systems
- Understanding of PCN and OHT
- Exceptional written and verbal communication skills, as well as attention to detail
- Critical thinking and strong ability to work independently and proactively anticipate needs of the SOHT and PCN
- Exceptional organizational skills
- Attention to detail and high level of accuracy
- Maintain a high degree of confidentiality

**Accommodation Statement:**

SOHT embraces and celebrates our community's unique multicultural heritage and diversity. SOHT is an equal opportunity employer, dedicated to a culture of inclusiveness and diversity reflecting our diverse clients, staff and community alike. We are committed to providing barrier-free and accessible employment practices in compliance with the Accessibility for Ontarians with Disabilities Act (AODA). Should you require accommodation through any stage of the recruitment process, please make them known when contacted and we will work with you to meet your needs.

## Appendix A: PCN Governance Structure



### Proposed Voting Members:

There would be 16 votes in total. Of these, 10 of the 16 votes are community primary care providers.

- Family Physicians (FHG, FHO, CHC, FHT, CCM, solo/focused): 8
- Nurse Practitioner: 1
- Administrative Leader: 2
- Indigenous/Traditional Healer: 1
- Primary Care Pediatrician: 1
- Emergency Department Physician Lead: 1
- Client and Family Advisory Council members: 2

### Proposed Non-Voting (Ex-Officio) Members:

- PCN Clinical Lead (i.e., OHT Primary care Clinical Lead)
- SOHT Director
- Chief of Family Medicine (hospital-based)
- SOHT Staff Secretariat

### Leadership and Operations:

- Co-chair model (one physician, one non-physician), both voting members
- Staggered 1-year term for all members for continuity and the optional provision of an additional 1-year term during renewal
- Consensus-based decision-making is the standard approach, and voting is used only as a last resort
- Secretariat support from SOHT