

2024 - 2027
STRATEGIC
PLAN



THE NIAGARA ONTARIO HEALTH TEAM – ÉQUIPE SANTÉ ONTARIO NIAGARA (NOHT-ÉSON) IS A COLLABORATIVE NETWORK DEDICATED TO ENHANCING THE HEALTH AND WELL-BEING OF NIAGARA RESIDENTS.

WITH A COMMITMENT TO SYSTEM TRANSFORMATION AND IMPROVED HEALTH OUTCOMES, THE NOHT-ÉSON HAS CRAFTED ITS INAUGURAL STRATEGIC PLAN, SHAPING A VISION FOR THE NEXT THREE YEARS.

BEGINNING IN EARLY 2023, THE NOHT-ÉSON ENGAGED INTERESTED AND AFFECTED PARTIES, INCLUDING COMMUNITY GROUPS AND THOSE WITH LIVED EXPERIENCES, TO ASSESS STRENGTHS, WEAKNESSES, AND OPPORTUNITIES.

THIS INCLUSIVE PROCESS HAS CULMINATED IN A STRATEGIC PLAN STRUCTURED AROUND SIX PILLARS, EACH WITH CLEAR GOALS AND MEASURABLE OBJECTIVES.

THE NOHT-ÉSON WISHES TO ACKNOWLEDGE THE EFFORTS AND COLLABORATION OF THE MANY PATIENT/CLIENT AND FAMILY/ CAREGIVER ADVISORS, PARTNER REPRESENTATIVES, STAFF, AND MEMBERS OF THE COMMUNITY IN DEVELOPING THIS STRATEGIC PLAN.



PILLAR ONE

TO ENSURE THAT OUR HEALTH AND SOCIAL CARE SERVICES REFLECT INDIGENOUS VALUES, PRIORITIZE INDIGENOUS VOICES IN DECISION-MAKING, AND INTEGRATE COMMUNITY PERSPECTIVES INTO ALL LEVELS OF PLANNING.

Health and social care services must prioritize Indigenous Peoples, focusing on their needs, rights, values, and aspirations. It is of the utmost importance to ensure that Indigenous Peoples have timely access to the care they choose through practices grounded in identity-affirming approaches and cultural humility. The NOHT-ÉSON has made it a priority to build and strengthen trusting relationships with Indigenous Peoples in Niagara.

OBJECTIVE 1: Ensure that people are the first priority in all aspects of health and social care services. Strive for optimal fulfillment of Indigenous individuals' needs, aspirations, and rights, placing their well-being at the forefront of decision-making and resource allocation.

OBJECTIVE 2: Enhance cultural competency, practices, and policies within health and social care services to reduce the risk of mistreatment and premature death among Indigenous Peoples.

OBJECTIVE 3: Redirect funds to prioritize optimal care that aligns with Indigenous values and preferences, ensuring that services are tailored to the unique needs and inherent rights of Indigenous Peoples.

OBJECTIVE 4: Foster partnerships with Indigenous communities, organizations, and leaders to actively involve them in decision-making processes, strategic planning, and service delivery. Conduct community outreach and education initiatives to enhance understanding of disparities and promote culturally-sensitive care.

OBJECTIVE 5: Develop integrated health, social and community services that address the holistic needs of Indigenous Peoples, considering factors such as cultural traditions, language, and spirituality. Ensure that services are accessible, responsive, and respectful of Indigenous identities and experiences. This may involve the creation of new agents.

OBJECTIVE 6: Acknowledge the paramount importance of Indigenous data sovereignty across all phases of data collection, utilization, storage, and interpretation. Commit to supporting Indigenous Peoples and communities in asserting control over their data, ensuring that data practices honour Indigenous rights, knowledge systems, and self-determination. Ensure that asserting control over data does not impede Indigenous participation in health and social care programs and services.



PILLAR TWO

TO BUILD AND SUSTAIN AN INTEGRATED SYSTEM THAT PROVIDES SEAMLESS CARE, SERVICES AND SUPPORTS.

The NOHT-ÉSON will develop a coordinated approach to care that brings together health, social, and community service providers to collaborate on the design and delivery of services for patients with specific clinical issues and chronic conditions. Integrated care means a high degree of collaboration and communication between service providers so that patients can transition through and navigate the system with ease.

OBJECTIVE 1: Further develop and implement integrated clinical care pathways, inclusive of social and community services, for priority populations, with a focus on transitions and service navigation.

OBJECTIVE 2: Improve shared access to patient- and client-level information and care plans by all providers involved in a person's circle of care, including the patient, while ensuring accuracy of information, and respecting the principles of ownership, control, access, and possession.



PILLAR THREE

TO ENSURE OUR HEALTH AND SOCIAL CARE SYSTEM EMBRACES AND RESPECTS EVERYONE IN OUR COMMUNITY THROUGH SAFE AND INCLUSIVE SERVICES. THIS IS ABSOLUTE.

We will ensure that all Niagara residents have easy access to safe, respectful, and excellent care regardless of race, ethnicity, disability, gender identity, socioeconomic status, preferred language, or other factors. The ultimate goal is attainment of the highest possible level of health for all people in Niagara, where everyone has a fair and just opportunity to attain optimal health.

OBJECTIVE 1: Improve access to and experience with the health care system for Francophone populations.

OBJECTIVE 2: Improve access to and experience with the health care system for other equity-deserving populations.



PILLAR FOUR

TO ENSURE THAT EVERY PERSON IN OUR ATTRIBUTED POPULATION HAS TIMELY AND EQUITABLE ACCESS TO PRIMARY HEALTH CARE SERVICES.

All Niagara residents must have quick and easy access to a family doctor or other primary care provider/team. Primary care serves as the patient's entry point into the health care system, and it is central to a person's health and well-being.

Primary care addresses a majority of personal health care needs, in partnership with patients, in the context of family and community. The NOHT-ÉSON is endeavouring to increase the number of practitioners and build upon team-based primary care in Niagara, and to increase access to the providers already working in Niagara.

OBJECTIVE 1: Support efforts to increase the number of practitioners and team-based primary health care providers in the NOHT-ÉSON catchment area.

OBJECTIVE 2: Support efforts to increase the number of equity-deserving people attached to/accessing primary care (e.g. physicians, nurse practitioners, PAs, RPNs, pharmacists, and health care teams).





PILLAR FIVE

TO BUILD AND SUPPORT A STRONG, HEALTHY, AND DIVERSE WORKFORCE TO MEET THE NEEDS OF OUR ATTRIBUTED POPULATION.

Canada is facing a significant health human resource crisis in many disciplines across the continuum of care, and Niagara is no exception. Health worker shortages may lead to increased wait times and service closures, and may seriously constrain the achievement of health goals.

The NOHT-ÉSON will employ a collaborative approach to workforce planning in Niagara. The network seeks to increase recruitment and retention efforts of health workers, and to develop strategies to improve provider satisfaction and experience.

OBJECTIVE 1: Develop and support system strategies to increase recruitment and retention rates in Niagara.

OBJECTIVE 2: Develop and support system strategies to improve provider experience and satisfaction.



PILLAR SIX

TO BUILD AND SUSTAIN A CULTURE OF TRUST, TRANSPARENCY, AND ACCOUNTABILITY.

Aiming to improve the way organizations of the NOHT-ÉSON work together as a system, we will increase trust, transparency, and accountability in the Ontario Health Team space. The NOHT-ÉSON will endeavour to improve communications between partners, promoting respectful and open forums, for the ultimate benefit of patients. The network is also developing and implementing evaluation and reporting frameworks to monitor performance, hold ourselves accountable, and make improvements where necessary.

OBJECTIVE 1: Following Ministry of Health and Ontario Health timelines, become a legal, not-for-profit corporation, while maintaining a consensus decision-making model.

OBJECTIVE 2: Create culturally safe forums and mechanisms for clear, respectful, and open communication among members, partners, collaborators, and staff.

OBJECTIVE 3: Establish clear expectations to ensure mutual accountability for performance, deliverables, and active participation.



 info@noht-eson.ca

 www.noht-eson.ca



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