



2025-26

ANNUAL

REPORT

OUR MISSION:

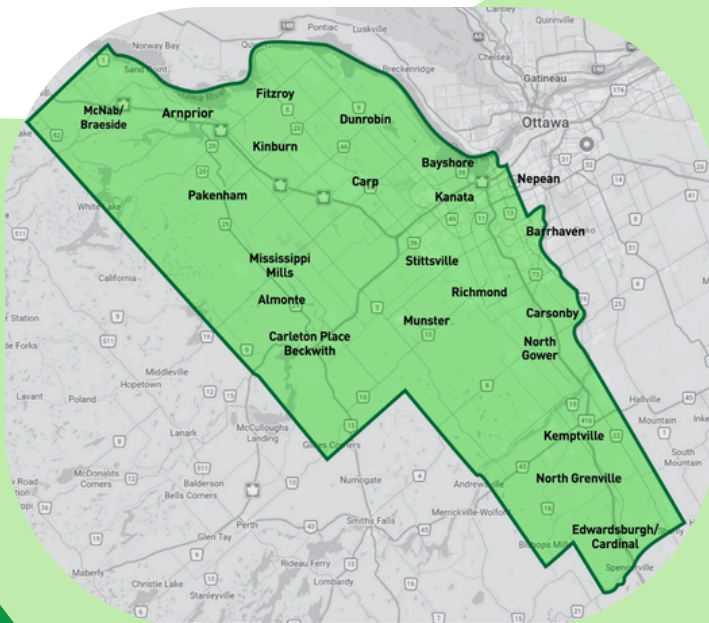
Together, Building
Healthier
Communities

OUR VISION:

A simplified and
coordinated health
and community
support system for all
members of our
diverse Population

OUR VALUES:

Accountability
Collaboration
Respect
Sustainability
Transparency



CONTACT: INFO@OWFR.CA

Visit: www.ottawawestfourrivers.ca

Message from Ottawa West Four Rivers OHT Leadership

Stronger together - that's the foundation of Ottawa West Four Rivers (OWFR) Ontario Health Team (OHT)! Our partners are working together to enhance and grow health care for the region, and this collaborative spirit is what defines our OHT.

Our partners understand the importance of working together and thinking outside the box to come up with creative solutions that will benefit the people we serve. Whether it's a hospital, primary care clinician, community or social service provider, or lived experience partner, we all have the same goal – delivering coordinated, safe, and high-quality care for the people we serve in a timely manner.

Our OHT strives to build health and community resources for people, and deliver them in a way that ensures equitable access for all. Our partners are taking steps to attach thousands of patients to primary care in their communities, expanding resources for people seeking support with their substance use health and housing stability, and ensuring that all newborns and their families are well-connected to primary care.

Those are some of our big projects as an OHT, but what doesn't get mentioned often enough are the connections that lead us to these impactful results. Our partners are networking and having critical conversations that are driving meaningful change across the region. Care providers and our lived experience partners are incredibly resourceful, and by coming together regularly to discuss opportunities and challenges, we're leaning on one another to move forward collectively toward our vision.

We'd like to express our heartfelt appreciation for all of our partners and recognize the work you're all doing to improve health services within our OHT!

Thank you,

Leigh Couture and Pamela McDonald Kuhne

Co-chairs of OWFR OHT Collaborative Leadership Committee (CLC)



OUR STRATEGIC DIRECTIONS

1



Connect people to the care and support they need

2



Support primary care as the core of our system

3



Build healthier, more equitable communities

4



Building our foundations for integrated care

Our Impact



5,066 patients attached to primary care

- 3 newly funded programs
- \$4 million provincial investment
- up to 30 new team members
- 2,022 Health Care Connect referrals



300+ newborns connected
(includes family members)

- 1 clinical nurse navigator hired
- ensured 100% of newborns attached
- strong partnership with 35+ family physicians participating



primary care waitlist reduced by 3,268

- cleared 84% of the initial HCC waitlist
- 42 family doctors & nurse practitioners
- 1 new supported attachment program
- this work continues in 2026-27



improving links between psychiatry and primary care

- 53 family physicians and 16 psychiatrists engaged in this work with us
- 16 community leaders validated results
- 1 quality improvement plan for 2026



improved referral processes by 14%

- eConsult adoption grew 7% to 54%
- eReferral adoption grew 7% to 87%
- 3 tip sheets, 1 resource site → 130 primary care and specialists engaged



24 student placements

- students supported from 3 universities (uOttawa, Queen's, St. Mary's)
- 6 OWFR OHT projects benefited from these volunteer supports



160K patients with online booking access

- 4 new clinics onboarded → 16 clinics and over 180 licenses participating
- 2,733 patient experience responses
- 82% positive across 5 domains



supporting 4 new integrated clinical programs

- 131 Hospital2Home admissions
- 54 diabetes patients screened with new EyeArt® system including specialists referrals
- 2 CSS partners adopt SHIP, improving information access and timely service



1 new HART Hub operating

- Open in Bells Corners and Carlington
- 7 core partners lead service delivery
- Interim mobile services in partnership with Kemptville District Hospital

OWFR OHT Leadership Impact Stories



Platform for Impactful Health System Transformation Initiatives:

Frank Vassallo, Kemptville District Hospital

Frank offered a reflection on OWFR OHT's impact as it relates to Kemptville District Hospital (KDH), and the strong value of partnerships. He noted that OWFR provides an excellent venue to connect with regional partners to discuss important challenges and opportunities, such as voluntary integration encouraged by the Ministry of Health and Ontario Health, in accordance with the Connecting Care Act, 2019. Frank highlighted that OWFR provides an exceptional platform to advocate for local and regional change initiatives, including the following: surgical programming (surgical networks), primary care expansion, maintenance of 24/7 emergency medicine, and mental health services. He emphasized that OHTs in general have played an essential role in mobilizing partners, as demonstrated during the COVID pandemic where we showed that we are collectively stronger than our individual parts within the system. KDH looks forward to continued partnership within OWFR OHT as we strive for meaningful and impactful health system transformation initiatives.



Relationship Building:

Joanne Grozelle, Richmond Medical Clinic

Richmond Medical Clinic (RMC), represented by Joanne, joined OWFR OHT at its inception. Joanne has been an active member of the Primary Care Network (PCN) and Mental Health, Addictions and Substance Use Health (MHASUH) Network. Through the OHT, RMC has established strong relationships with many partners, including Western Ottawa Community Resource Centre (WOCRC) – a partnership that led to the launch of a social prescribing pilot program. Being an active member of the PCN resulted in RMC joining an Interprofessional Primary Care Team (IPCT), led by West Carleton Family Health Team, which received funding to attach more people to primary care. Together, RMC and WOCRC leveraged learnings from the social prescribing project, and are extending their approach with support of IPCT funding, to develop a formal mental health program, which will benefit patients, physicians, and their team. Joanne noted that without the relationships formed within the OHT, these opportunities would not have materialized.



Broader Community Engagement Project:

*Susanne Storm, Gamal-Eddin Shakshouki, and Margaret Dunn - LEPs
Meghann Darroch, OWFR OHT Engagement and Capacity Building Lead*

The Lived Experience Partner (LEP) Council of the Ottawa West Four Rivers OHT is taking steps to engage with the broader community in a meaningful way. The project, led by the LEP Council, is exploring how best to engage with people to build thoughtful and true partnerships. University of Ottawa MBA students collaborated with the group to create a framework for engagement, resulting in a handbook that lays the foundation for this impactful work.

The principles speak to understanding the purpose prior to engagement, the importance of hearing and listening, and recognizing what you hope to give and gain through the process.

Building on this foundation, the LEP Council is rolling out these principles of intentional and thoughtful engagement across our region. This project will also be guided by a community engagement map to track and identify key relationship opportunities between Ottawa West Four Rivers OHT and community partners. The LEP Council hopes these authentic moments will turn into more – without an ask - resulting in meaningful connections and strong relationships built on trust. An example of this work in action was the OHT's participation, with LEP Council support, in the Ottawa Black Mental Health Coalition's Community Expo in March, where conversations led to valuable information sharing. The LEP Council noted that this project will enable them to stay true to their intent as they work towards broader community engagement.



**Arnprior & District
Family Health Team**



Strong Communication, Clear Strategy, and Supportive Leadership:

Emily Van de Klippe, Arnprior & District Family Health Team

Emily shared her experience entering the OWFR environment, coming from a background working with the LHINs, and was impressed by the OHT's emphasis on collaboration, strong communication, clear strategy, and supportive leadership. Emily highlighted the cohesive culture of OWFR that lends itself to building meaningful relationships. From a partner leadership perspective, Emily feels connected, supported, and informed. She noted the educational and training opportunities generated through OWFR over the past few years, which have benefitted the Arnprior and District Family Health Team. Emily has also been supported to better understand and navigate electronic systems through the Digital Health leadership of the OHT. She emphasized the benefit of participation with the OWFR OHT - and sitting at the Leadership Committee - in fostering connections with other partners and feeling more informed and connected to our local health system.

OWFR OHT Projects: Together, Building Healthier Communities

Queensway Carleton Hospital program connects newborns with family doctors



Queensway Carleton Hospital (QCH) is hosting a new pilot program to ensure newborn babies are connected to a family doctor as early as possible. The Newborn Primary Care Attachment Initiative identifies babies born at QCH or Almonte General Hospital who do not have a family doctor – and works to ensure they have hands-on support during the critical first 24 months of life. This program is developed in partnership with Almonte General Hospital and with funding from the Ottawa West Four Rivers Ontario Health Team.

Each year, hundreds of newborns discharged from QCH and Almonte General Hospital leave hospital without having access to a family doctor. Families often face delays in routine immunizations and developmental screening and may turn to emergency departments for non-urgent newborn care. This pilot program is run by a nurse care coordinator at QCH who triages, coordinates referrals, and works to connect these babies with family physicians in the community. The pilot launched in January and has already built a network of more than 35 primary care clinicians accepting patients and has attached over 300 patients in total (newborns and their family members).

The Newborn Primary Care Attachment Initiative is a collaborative effort with:

- Family doctors and primary care providers
- Almonte General Hospital
- Kids Come First
- Healthy Babies, Healthy Children (Ottawa Public Health)
- Pinecrest-Queensway Community Health Centre
- ConnectWell Community Health
- Ottawa West Four Rivers Ontario Health Team



“This initiative is about giving newborns the best possible start and supporting families when they need it most,” said Ashely Malloff, Vice President Quality & Chief Nursing Executive. *“By identifying and supporting unattached families early, we can reduce stress for parents and help ensure babies get the best possible start in life.”*

West Ottawa HART Hub offers care for substance use and housing related precarity



The West Ottawa HART Hub is open for individuals seeking care for substance use, as well as housing related precarity. The West Ottawa HART Hub, in partnership with Pinecrest-Queensway Community Health Centre, just opened its main site in Bells Corners. It’s a free, confidential walk-in clinic, for anyone 16 or older looking for support, as well as their family members.

HART Hubs are a new provincial model of care that connect people to a range of comprehensive treatment and recovery services such as primary care, mental health services, addictions care, social services and employment support.

The West Ottawa HART Hub operates two sites - one in Bells Corners and another in Carlington - and offers outpatient services, including a RAAM (Rapid Access to Addiction Medicine) clinic, counselling services, social work, system navigation, case management, and inpatient programs, such as withdrawal management, stabilization, and long-term treatment. Starting in the fall, the West Ottawa HART Hub - in collaboration with paramedic services - is expected to offer emergency diversion from hospital.

Walk-ins are welcome, even if you’re not sure what kind of help you need; the HART Hub team will listen without judgment, answer your questions, and help you explore care options that fit your needs and goals. The HART Hub team includes doctors, nurse practitioners, nurses, counsellors, social workers, peer support workers, and other care providers. No referrals are required to access services at West Ottawa HART Hub.

“Our care team is here to serve people looking for support with substance use and housing related precarity,” said Anthony Desloges, Clinical Manager & Prescriber Lead of the West Ottawa HART Hub. *“Walk-ins are welcome – you don’t need a referral, and our team provides a wide variety of services including system navigation.”*

“The work we’re doing is making a difference in people’s lives, and we’re grateful to our partners and team for their continued support,” said Dawn Lyons, Director of the West Ottawa HART Hub.

The HART hub is open weekdays from 8 a.m. to 8 p.m. For more information about the West Ottawa HART Hub, visit: www.wohh.ca
Our OHT is proud to support the West Ottawa HART Hub as it works to expand services through partnerships with regional providers.



HART Hub
West Ottawa

In partnership with Pinecrest-Queensway CHC



Carrefour AIDE
Ottawa Ouest

En partenariat avec le CSC Pinecrest-Queensway

OWFR OHT Projects - Together, Building Healthier Communities

Social Prescribing model aims to better support rural communities



Social Prescribing is an innovative way to connect people with a range of local, non-clinical services, to address the social determinants of health using the familiar process of writing a prescription. The Western Ottawa Community Resource Centre (WOCRC) said their leadership role within the OHT created space for them to enhance their relationships with health partners across the region. WOCRC's Social Prescribing program was created through reciprocal learnings as they shared their work and learned about the priorities of health partners, including Primary Care, Public Health, Hospital and Home care.

"Being part of the OHT leadership group created an opportunity for us to work together with local Primary Care and health leaders with the shared goal to improved health outcomes for the communities we serve," noted Angela Lorusso, WOCRC Health Promotion Team Supervisor. Through WOCRC's work on the mental health action team, they met the team at Richmond Medical Clinic (RMC). That relationship - built within the OHT - brought the two organizations together to explore how they could better serve people living in their rural community through partnership.

Year 1: WOCRC relocated a Social Prescribing Counsellor into RMC to launch an exploration into Social Prescribing as a model to better support their rural community. Supported by a 1-year municipal grant from the City of Ottawa, WOCRC collaborated with the Canadian Institute for Social Prescribing, and the Social Prescribing team at the Alliance for Healthier Communities who provided support for the implementation, along with coaching, mentoring, and training resources. The project included an evaluation which was later published in the [journal of integrated care](#).

Year 2: In the second year of the project, the promising model was expanded by a provincial investment of the Interprofessional Primary Care Team (IPCT) funding. The success of the proposal allowed WOCRC to continue the pilot at Richmond Medical Centre and expand the model into four additional clinic sites within the OHT, including West Carleton FHT, Arnprior & District FHT, and 2 clinics with the Ottawa Valley FHT.

Some of the early results included:

- Majority of clients accessing WOCRC's Social Prescribing services were connected to community services that aligned with their identified needs.
- Clients reported improvements in overall well-being and reduced feelings of loneliness.
- Reduced hospital admissions, emergency department visits, and use of emergency medical services
- This partner-led program helped to inform OWFR OHT's supported attachment program model.



In the coming year, the rural partners are focused on exploring new ways to support patient mental health and better integrate social prescribing into primary care clinic workflows.

"We never would have been able to navigate this on our own." ~ WOCRC Social Prescribing client.

Success of 3 new programs leads to new patients with access to primary care



This past year, OWFR OHT partners celebrated the approval of all three of our Interprofessional Primary Care Team (IPCT) proposals submitted in spring 2025. These three new programs all began operating in summer 2025 and are part of the more than \$2.1 billion that the province is investing to support Ontario's [Primary Care Action Plan](#), which aims to connect everyone in the province to primary care by 2029. Together, these programs will expand equitable access to coordinated and community-based primary care services in communities across OWFR OHT.

The three new IPCT programs are led by West Carleton Family Health Team, Pinecrest-Queensway Community Health Centre and Greenbelt Family Health Team deliver services in partnership with Arnprior & District Family Health Team, Ottawa Valley Family Health Team, Richmond Medical Clinic, Rideauwood Addiction and Family Services, Western Ottawa Community Resource Centre, Rideau Valley Health Services, IDEAL Health Group, and Nepean Rideau Osgoode Community Resource Centre.

Collectively, these programs led to 5,066 new patients attached to primary care and 2,202 Health Care Connect referrals made in 2025-26. Leads from these partners also helped to co-design the supported attachment program that OWFR OHT has extended to additional primary care practices with our network. At the end of March, IPCT and supported attachment programs resulted in 3,268 patients referred from Health Care Connect to local primary care practices - and this work continues.

OWFR OHT also supported the development of four strong proposals in the fall of 2025, which resulted in two new IPCT teams proposals - a Kemptville Nurse Practitioner Led Clinic and primary care hub and a new family health team that will deliver primary care in French in Ottawa's west end. As primary care expansion continues in the year ahead, OWFR is proud to continue to support our partners as they work together to grow primary care services within our OHT.

We thought you might like to hear from our partners directly...

"As an OWFR OHT member, I have had the opportunity to meet many new regional partners. I have had the pleasure of being involved in meaningful projects, including participating as one of the pilot sites for the testing of the EDIA-R toolkit. It has been an absolute pleasure to work with Nadia and Meghann; they both bring such knowledge and passion to their work."

~ *Lise Laframboise, Executive Director, Pathways Alcohol and Drug Treatment Services*

"My time with the OWFR OHT was incredibly valuable, providing me with hands-on research experience on a project focused on improving integration and alignment across health services. Through consistent mentorship and support, I was able to contribute to key aspects of a multi-phased project while developing skills in project coordination, data analysis, and knowledge translation."

~ *Julia Menary, University of Ottawa Student*

"As a student supporting the (OWFR OHT) and CareTeam project, I had the opportunity to contribute to a central goal of social justice: reducing social inequalities. My experience with (OWFR OHT) in this project allowed me to better understand the complex challenges faced by older adults, many of whom live alone and on modest incomes. The mentorship and openness allowed me to develop practical skills while contributing to meaningful system improvements."

~ *Marie-Dominique Kouakou, University of Ottawa student*

"I would like to extend my deep appreciation to the LEP Council, the Primary Care Council, and the OHT Implementation Team. Your guidance, collaboration, and steady support have been instrumental in shaping a productive and meaningful first year as an LEP. The collective commitment, patience, and shared expertise across the team have made our contributions both practical and impactful as we work toward strengthening the health system in Canada."

~ *Gamal Shakshouki, Lived Experience Partner*


"Being part of the OWFR OHT has been a valuable opportunity to connect and network with other primary care providers. In my role as NP Lead for the OVFHT Gender Affirming Care Program, I've had the chance to collaborate with clinicians who either provide or are interested in offering affirming care within their practices. I look forward to continuing to build capacity for gender-affirming care in collaboration with OWFR OHT members and partners."

~ *Krista Kennedy, Nurse Practitioner Ottawa Valley Family Health Team*

"I'm a PFAC co-chair at Queensway Carleton Hospital. I found it very exciting to be part of the Ottawa West Four Rivers Ontario Health Team at the earliest stages; to be involved in and contribute to the evolution process. It's been an amazing journey! I'm also a member of PFAC on Ontario Health East, and as a patient, family member of patients, and translator for patients with diverse backgrounds, I have a multifaceted interest in healthcare and being part of the solution to the situation we are facing with healthcare. It's great to be here."

~ *Maria Sabaye, Lived Experience Partner*

**For a full list of our partners, or to learn more about becoming a partner,
visit: www.ottawawestfourrivers.ca**



"Working with OWFR OHT was a truly exciting experience for me. The team was so welcoming and supportive. They gave me a space to speak up, practice new skills, and contribute to a real-world toolkit development. It was inspiring to see how their work creates a better, more connected health care system." ~ *Belise Ashimwe Sangwa, University of Ottawa student*

"Engaging with the Ottawa Four Rivers OHT has deepened my understanding of our healthcare community and strengthened my sense of connection to it. It has also given me the opportunity to contribute meaningfully while further developing my leadership and project management skills." ~ *Dr. Daniel Chapman, Family Physician*

"This placement with OWFR OHT completely reframed how I understand impact. After more than twelve years in financial operations, I discovered that real success does not live in spreadsheets, but in the everyday wellbeing of the communities we serve." ~ *Herve Lubaki Akan, University of Ottawa student*

"Through our partnership with the Ottawa West Four Rivers Ontario Health Team, Hôpital Montfort and Santé Montfort have been able to pursue its goal of improving access to French-language primary care for francophones in Ottawa's west end. This collaboration will help improve access to care for Francophones and strengthen the health of our communities." ~ *Stéphanie Bossé, Santé Montfort*

"My experience volunteering for the OWFR OHT was extremely enlightening, showing me the importance of collaboration and interdisciplinary participation in clinical research. The team was fully supportive in every step, and encouraged me to develop a professional skillset that will last a lifetime. The projects from the OWFR directly impact and benefit the region, and I am proud to have been part of such an amazing team." ~ *Sarah Whalen, University of Ottawa student*

"Being part of the OWFR OHT has been a valuable opportunity to collaborate with regional partners around integrated, community-based care. Through OWFR OHT, we've strengthened relationships, shared learning, and worked collectively to improve how seniors and adults with complex needs are supported closer to home." ~ *Arvind Mohandoss, Executive Director J.W. MacIntosh Community Support Services*

"The Ottawa West Four Rivers Ontario Health Team (OWFR OHT) has proven to be an invaluable and interconnected network of passionate and progressive healthcare organizations. Since its inception, Ottawa Paramedic Service has been an active member of this OHT and as a direct result of this membership we have seen increased awareness of, and participation in, broader local and provincial health initiatives. We have found ourselves embedding deeper into the fabric of the healthcare system, from being included in far-reaching collaborative initiatives, receiving support in provincial funding submissions for important patient-centered programming, and engaging in professional relationships that promote the advancement of our profession and service delivery. When Ottawa Paramedic Service first began its journey with OWFR OHT we had just implemented our Mental Wellbeing Response Team, a first of its kind for the Service. The OWFR OHT swiftly picked this initiative up and promoted it through partners and even featured it in the first edition of *The Currents*. As a direct result of relationships made through this OHT and its support, the Service has made several system changes which all directly improve the care our community receives. Relationships through OWFR have led to partnerships and to the implementation of substance use health specific initiatives such as the delivery of Suboxone for painful withdrawal symptoms, connection to local addictions medicine experts and Rapid Access Addictions Medicine clinics. The Paramedic Service was directly involved in the OWFR Mental Health, Addictions, Substance Use Health Urgent Care Clinic proposal, which in time has led to the development and implementation of a local HART Hub. Soon the Ottawa Paramedic Service will be able to offer more individuals in our community more autonomy in their healthcare journey with more appropriate, trauma-informed and patient centered care options." ~ *Logan Martin, Commander, Clinical Programs | Ottawa Paramedic Service*

Who We Are

Lived Experience Partners



Lived Experience Partners (LEPs) are key partners in our health system transformation! The OWFR OHT works with LEPs - patients, clients, residents, families, and caregivers - through our adopted philosophy of 'nothing about me, without me,' and guided by our community engagement framework.

Members of our LEP Council contribute to the design, development, and evaluation of OWFR OHT projects. They provide invaluable input through meaningful engagement with OWFR OHT and its partners, which helps to shape and transform health care regionally.

Primary Care Leadership Team



Dr. James Fullerton



Dr. Colby Burns



Dr. Karen Ferguson



Dr. Aqeel Degani



Chris LeBouthillier

OHT Team



Nadia Prescott is the
**Executive
Transformation Lead**



Meghann Darroch is the
**Engagement and Capacity
Building Lead**



Matthew Graveline is the
**Digital Health Project
Manager**



Raine Hindley is the
**Performance
Measurement Lead**

To learn more about our LEPs, Primary Care Leadership Team and OHT Team, visit:
www.ottawawestfourrivers.ca