




Welcome!

PCN Leadership Peer-Learning Session

December 4, 2025

While colleagues join the session, please introduce yourself in the chat! (e.g. Name, OHT, practice location organization)



Land Acknowledgement

We wish to acknowledge this land on which the University of Toronto is situated.

For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Meet the ALIGN Team



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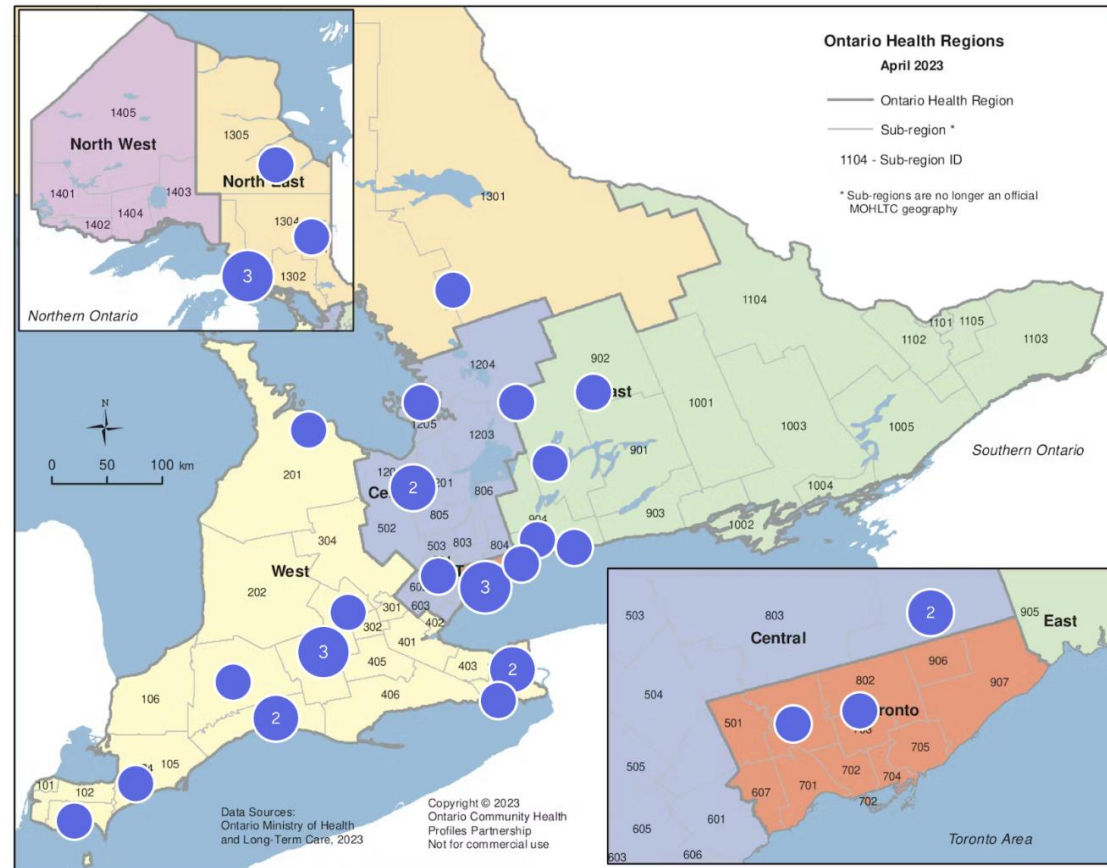


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Where are you joining from today?



Here's what we heard from you!

PCN structure and models

PCN roles and functions, operational support

Membership

Representation, voice and processes

Processes

Decision making, selecting leaders

Engagement

Building and maintaining engagement among diverse members

OHT:PCN

Relationships, structures, understandings, tensions

PCNs in broader system

Provincial-level PCN, guidance

Primary Care Networks as OHT Foundation

- PCNs provide an organized mechanism for primary care voices in OHT decision-making
- Primary care providers are organized in different models so PCNs need to develop a range of approaches to engage practitioners and participate in OHT planning
- Without broad-based PCN participation, OHTs risk misalignment with primary care needs

PCNs Must Balance Two Critical Functions:

- Engage and represent local primary care in OHTs
- Mobilize providers to connect within and across OHTs for system priorities

Requirements:

- Strong internal PCN leadership
- Partnership and participation with OHT leadership structures
- Network leadership competencies and boundary spanning skills
- Systems thinking and collaborative mindsets
- Capacity to manage dual accountabilities

Framing Concepts for Today's Conversation

Adaptive Leadership: Complex challenges have no technical fixes—they require experimentation, learning, and adjustment over time. Effective PCN leadership develops solutions to problems through insight and experimentation

Integrative Thinking: Effective solutions often emerge from embracing tensions rather than choosing sides: PCN autonomy AND OHT integration; representing members AND advancing system priorities; preserving primary care identity AND building new collaborative relationships.

Leading in Uncertainty: PCN leadership structures are emerging as OHTs are evolving. You're making decisions with sometimes incomplete or shifting information, adapting as you learn, and staying oriented to purpose amid ambiguity.

These concepts remind us: While there are successful models, there are no blueprints that apply across a complex environment like Ontario. Leadership here is about thoughtful navigation, not perfect answers.

Peer Learning Principles

What is Peer Learning? Learning WITH each other, not FROM an expert. Your experience is the curriculum.

How We'll Work Together Today:

Experience as Teacher • Real challenges and solutions from your work are our primary learning tools

Questions Over Answers • No single "right" model exists—we're surfacing good questions and approaches

Local Solutions • What works in one PCN/OHT may not transfer directly—adapt, don't just adopt

Practical Focus • Primary care providers are practical. Keep it grounded in Monday morning application: What can you actually use?

Collective Wisdom • The group's combined knowledge exceeds any individual's—we're smarter together

Today's Commitment: Listen generously • Share honestly • Leave with ideas you can try

Our Role Today: Critical Friends

We are NOT here to:

- Tell you how to structure your PCN
- Recommend a specific leadership model
- Provide expert solutions or best practices as plug and play options

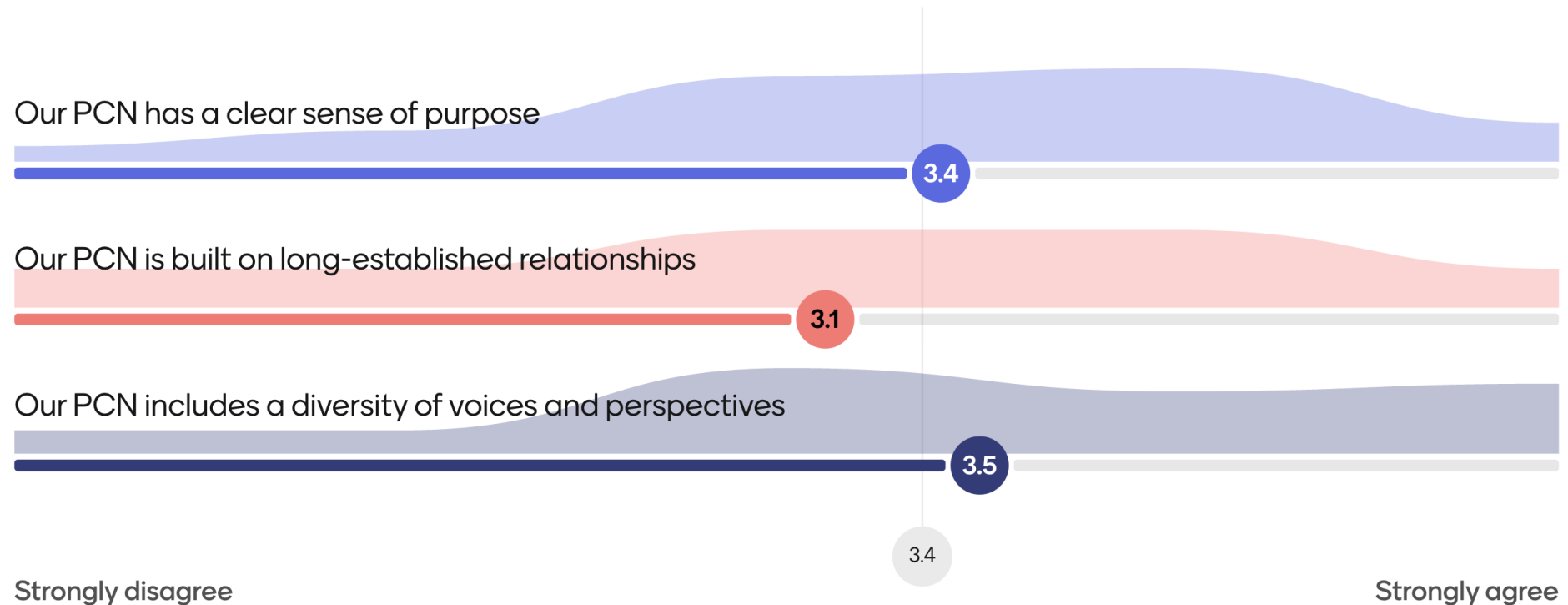
We ARE here to:

- **Ask generative questions** that open up new thinking
- **Support your reasoning** as you work through complex decisions
- **Help contextualize** what might work in YOUR OHT
- **Think alongside you** as you navigate local realities

Critical friendship means: Offering honest reflection, thoughtful questions, and supportive challenge—while respecting that you know your context best and will make your own decisions.

Your PCN leadership structure must fit your local reality. Our job is to help you think it through.

How would you describe your PCN?



What does engagement look like with your PCN?

Our PCN has engaged almost all primary care providers in our OHT

3.3

Engagement covers all groups of primary care providers, not just physicians

3.3

Engagement with primary care providers has been meaningful and fulsome

3.4

Strongly disagree

Strongly agree



→ Next slide



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How aligned are your PCN and OHT?

The goals of the OHT and PCN are well aligned

3.5

PCN members have a good understanding of what the OHT is doing (and vice versa)

3.3

There is good communication between the PCN and OHT

3.6

Strongly disagree

Strongly agree



→ Next slide



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