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Rapid-Improvement Support and Exchange



Leading PCN change: Advancing the PCN and local environment through shared purpose and local clinical leadership

14 October 2026

Recording: https://youtu.be/OUMN1BW3hsk

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onrise.org

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Trillium Health Partners
INSTITUTE FOR BETTER HEALTH

RISE facilitated primary care shared space

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Stay connected!

1. Visit the Quorum platform and click the "Sign Up" button.

2. Join the RISE facilitated primary care shared space by clicking on the "Request"

3. Click "**Subscribe to Updates**" to stay up to date on events and resources

For any questions, please feel free to reach out to your coach or Leslie McGeoch (Leslie.McGeoch@outlook.com)

For more resources, you can also join Ontario Health PCN Knowledge Exchange Hub

BENEFITS

- ✓ **Group** for those engaged in primary care improvement or those at OHTs/PCNs participating in PC working groups responsible for PC TPA deliverables (e.g. PC AA)
- ✓ Receive email **notifications on sessions**
- ✓ Access and share **resources and templates**
- ✓ **Watch recordings** of previous sessions and discussions
- ✓ **Post questions** to peers and experts



Land acknowledgement

"As we meet here today, we are in solidarity with Indigenous Peoples of Turtle Island and would like to begin by acknowledging that the land on which we gather is part of the Treaty Lands and Territory of the Mississaugas of the Credit, and before, the traditional territory of the Haudenosaunee, Huron and Wendat. We also acknowledge the many First Nations, Inuit, and Métis Peoples who call this area their home. We are grateful for the opportunity to be working on this land".

We invite you to visit the link provided, to learn more about treaties.

https://www.ontario.ca/page/treaties

Overview of RISE Fall/Winter 2026/27 PCN advancement and clinical leadership supports

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Rapid Improvement Support and Exchange (RISE)

RISE provides **evidence-based support** to Primary Care Networks (PCNs) and Ontario Health Teams (OHTs) as they **develop and mature,** using a **'rapid learning and improvement' lens.**

PCN advancement and clinical leadership supports program: Historically, provided population-health management supports and primary care system improvement supports, now providing PCN enablement supports with a focus on clinical leadership development

RISE supports are a free resource for PCNs and OHTs

One-stop for all OHT events : [OHT supports events calendar (mcmasterforum.org)]

Supports program focus for fall/winter 2026/27

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- **Focus:** PCN advancement and clinical leadership

- **Audience:** PCN Clinical Leads and others leading PC work to achieve OHT TPA deliverables (including PCN members and those on PCN-related working groups)

- **Program aim:** To develop leadership capabilities as it relates to:
  - Identifying and engaging other PC clinical leaders in your PCN
  - Deepening engagement methods through effective communications (individual and organizational levels)
  - Achieving results through change and implementation enablement (e.g., cancer screening, attachment, digital solutions)
  - Coordinating and integrating systems through teamwork (PCN Clinical Lead, executive director, Collaboration Council), coordination and system integration

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How RISE supports complement other supports in the PC leadership space

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Domain	Time-limited system supports explicitly tied to achieving OHT deliverables and PCN expectations	'Permanent' system supports
PCN Clinical Leads	• **RISE** with new implementation supports for PCN Clinical Leads	• OCFP with family physicians (Leadership Academy) • OMA leadership program that is open to both family physicians and specialists (Physician Leadership Program) • CMA's (LEADS-based) Physician Leadership Institute program
PCN leaders and OHT executive directors	• **ALIGN and RISE** with new jointly developed implementation supports related to how councils (below), PCN leaders (here) and PCN Clinical Leads (above) work together	• AFHTO with FHT executive directors (leadership mentoring) • AHC with community-governed IPCT executive directors (Leadershift)
PCN councils and OHT collaboration councils	• **ALIGN** with new implementation supports for PCN councils and ongoing implementation supports for OHT collaboration councils	• AFHTO with FHT boards of directors (governance excellence) • AHC with community-governed IPCT boards of directors (governing for health equity, Leadershift project)

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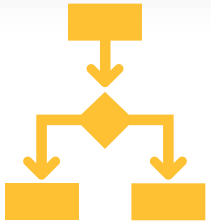
RISE PCN advancement and clinical leadership supports for second half of 2026-27

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Peer sharing and learning sessions

- **When:** Monthly (3rd Thursday, 12-1pm)
- **Who**: Open to all
- **What:**
  - Didactic overview of core concepts and principles
  - 'Case' based approach with illustrative examples of 'how to' from peer clinical leaders and/or dyads



Peer problem-solving sessions

- **When:** Monthly (4th Thursday, 12-1pm)
- **Who**: Session just for Clinical Leaders and key PCN/OHT members
- **What:** Interactive session driven by PCNs focused on solving specific problems related to the peer sharing and learning session topic



Online shared space (Quorum)

- For sharing resources and posting questions between sessions.



Regional group coaching (in development)

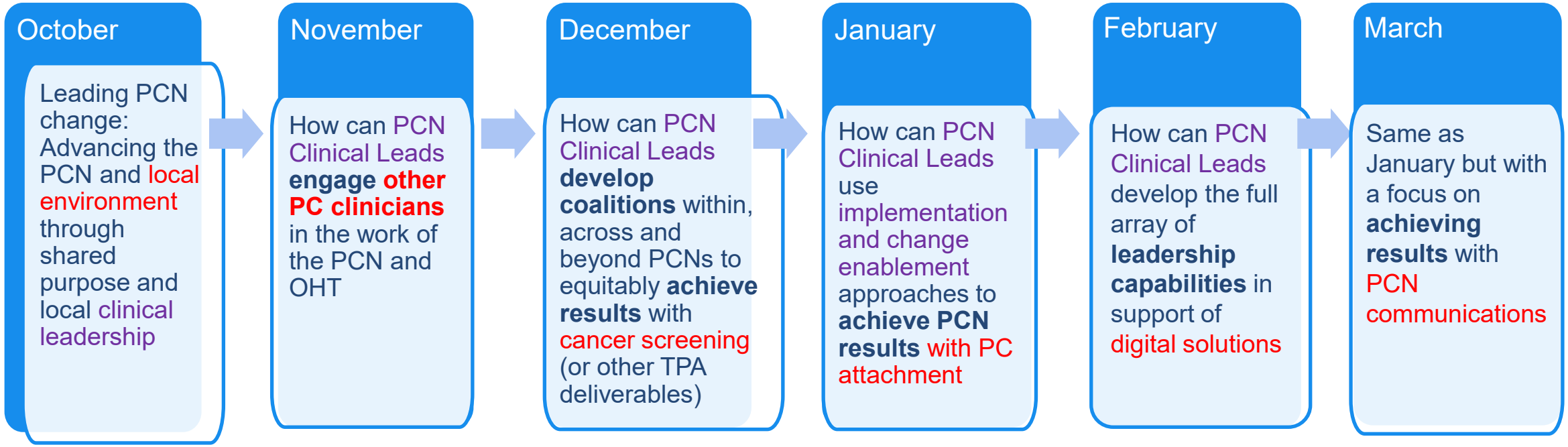
- **When:** Frequency determined jointly with OH regions, if desired
- **Who:** Regional groups of PCN Clinical Leads convened by OH
- **What:** Interactive session driven by regional PCN priorities
- **Complements**: Ad hoc sessions with individual PCNs as capacity permits

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* Please note, to accommodate other PCN/OHT events some sessions may shift to alternative dates.

Curriculum 2026-27 (deliverables, capability **and LEADS framework element**)

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Objectives for Today

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Two-part miniseries on leading PCN change - advancing the PCN and local environment through shared purpose and local clinical leadership

Session 1 (peer sharing & learning session): TODAY!

- ✓ Create a shared purpose and values for your PCN that achieves the TPA deliverables (e.g., attachment, cancer screening, PC engagement)
- ✓ Develop approaches to identify local PC leaders and change agents
- ✓ Develop skillsets for PCN Clinical Leads to align priorities with the OHT including to address local inequities in achieving the TPA deliverables
- ✓ Understand the importance of self reflection in enabling effective PCN leadership

Audience: open to all (no registration required)

Session 2 (problem-solving session): October 22, 12pm-1pm

Audience: Session just for PCN Clinical Leads, PCN members, and other colleagues leading PC to achieve OHT TPA deliverables.

- Please register by October 19th here

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PCN purpose and vision

Vision: *PCNs will connect, integrate, and support primary care providers within OHTs to improve the delivery and coordination of care for patients.* [1]

Core Functions
1. Connects primary care within the OHT
2. Brings primary-care voice in OHT decision-making
3. Advances clinical change and population-health management
4. Facilitates access to clinical supports and improvements
5. Supports local health human resource (HHR) planning

Sources

1) Primary Care Networks in Ontario Health Teams: Guidance Document | Supports for Ontario Health Teams | ontario.ca
2) Overview of PCN functions derived from the PCN readiness assessment released by Ontario Health

Clinical leadership enabling the achievement of core PCN functions

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What are attributes of an effective clinical leader to achieve the five PCN core functions?

Please place your answers in the chat box

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Leveraging change leadership to advance your PCN



Bill Tholl
Former CMA CEO,
RISE senior leadership
fellow

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A Common Language of Leadership

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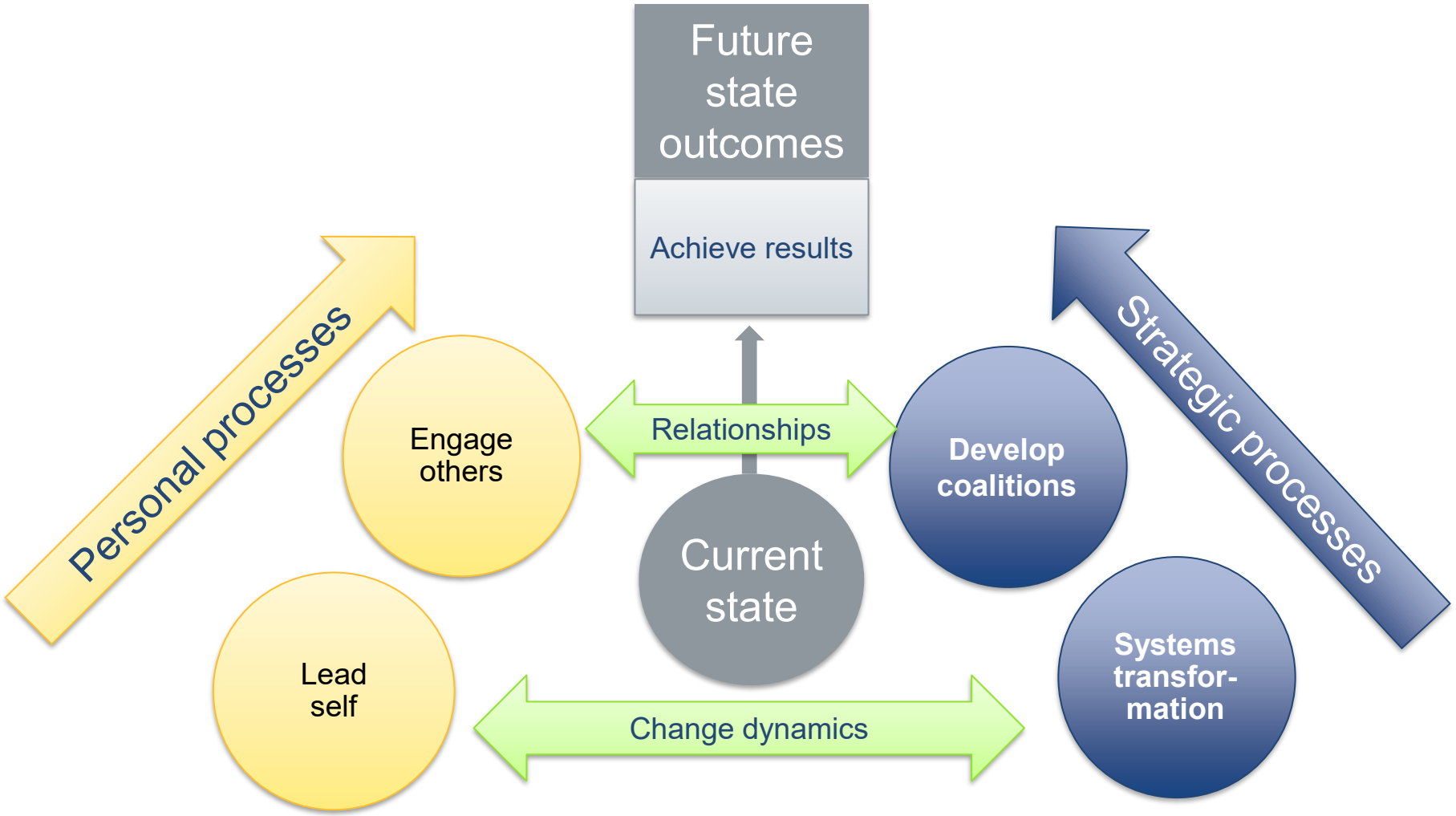


Leads Self
Engages Others
Achieves Results
Develops Coalitions
Shape Systems

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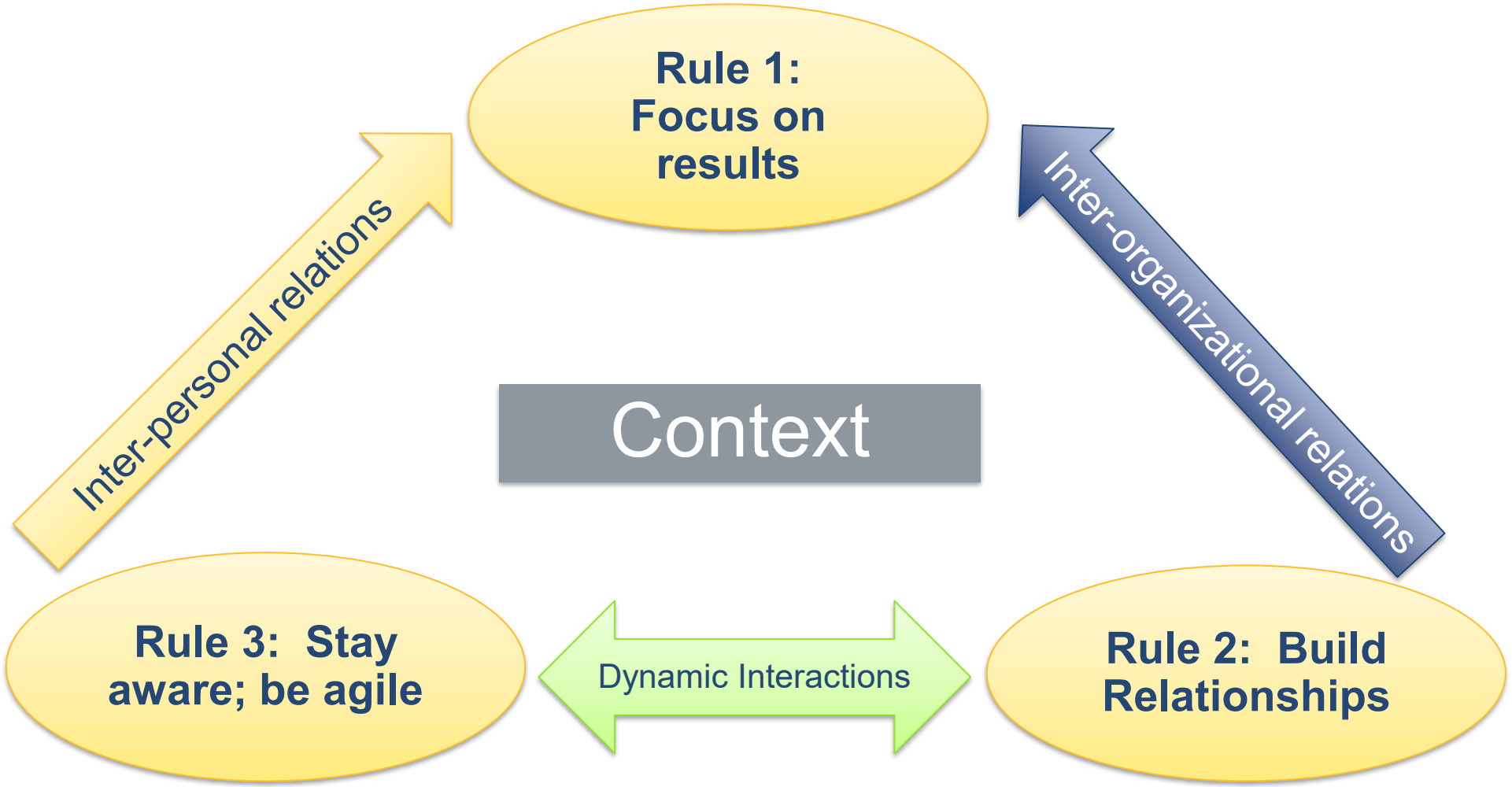
Dickson and Tholl (2020) LEADS in a Caring Environment
Resource: LEADS FRAMEWORK

LEADS as a Change Model



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LEADS: Three Simple Rules



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Case studies

Learn from peer PC Clinical Leaders ‘how to’ lead through:

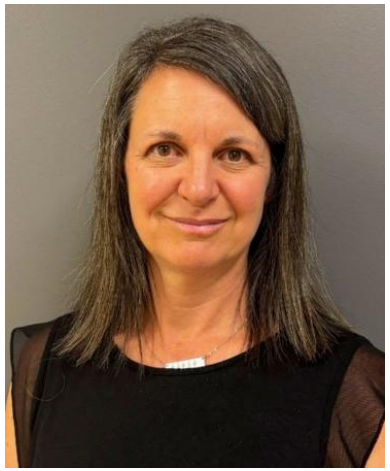
- ✓ Creating a shared purpose and values for your PCN that achieves the TPA deliverables (e.g., attachment, cancer screening, PC engagement)
- ✓ Developing approaches to identify local PC leaders and change agents
- ✓ Developing skillsets for PCN Clinical Leads to align priorities with the OHT including to address local inequities in achieving the TPA deliverables
- ✓ Understanding the importance of self reflection in enabling effective PCN leadership

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Case studies



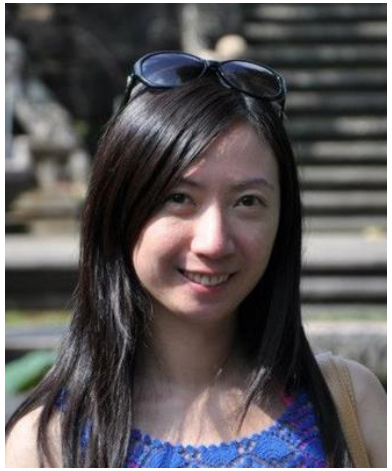
Algoma OHT
Victoria Aceti Chlebus
Director, Integrated Care



Algoma OHT PCN
Dr. Jodie Stewart,
OHT PCN chair
FMP Group Health Centre



Eastern York Region North Durham PCN
Dr. Dharmendra Doobay
EYRND PCN co-lead,
FMP, Uxbridge Health Centre



Eastern York Region North Durham OHT
Mandy Lau, Manager,
Health Systems and Community Strategy

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LEADs at a glance



LEAD SELF

Self-directed leaders…

- Are self-aware
- Guide themselves
- Develop themselves
- Demonstrate character

ENGAGE OTHERS

Relational leaders…

- Communicate effectively
- Facilitate collaboration
- Foster development of others
- Nurture healthy workplace cultures

ACHIEVE RESULTS

Outcome-oriented leaders…

- Bring vision to life
- Strategically align decisions
- Take action and create conditions for implementation
- Assess and improve

DEVELOP COALITIONS

Collaborative leaders…

- Purposefully build coalitions of diverse voices
- Demonstrate a commitment to service
- Mobilize knowledge
- Navigate socio-political environments

SHAPE SYSTEMS

Systems-oriented leaders…

- Practice adaptive systems thinking
- Create conditions for continuous learning and innovation
- Orient themselves strategically to the future
- Champion and contribute to sustainable change

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Dickson and Tholl (2020) LEADS in a Caring Environment
Refreshing the LEADS in a Caring Environment Framework

Self Reflection

What strengths do you have to lead this change work (e.g., identifying other PC leaders, creating a shared purpose and values and aligning priorities)?

- At an individual level, what strengths do you have to lead this work?
- At a community level, what strengths does your community bring to enable this work?

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NEXT WEEK

Session 2 (peer problem-solving session): October 22, 12pm-1pm

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Building on the key insights emerging from Session 1, this session is meant to help PC clinical leaders to:

- ✓ Discuss with peer PCN/OHT clinical leaders at similar stages what has worked well as they lead through identifying other local PC leaders, creating a shared purpose and values and aligning priorities
- ✓ Problem solve with RISE coaches and peer teams on challenges encountered in this work (e.g., creating a compelling value proposition)
- ✓ Gain ideas about how to lead through change to enable the achievement of PCN deliverables

Please be prepared to share through discussion one or all of the following:

- Your strengths as you lead through this change work
- How you're overcoming challenges
- Questions you have for your peers

Audience: A session just for PCN Clinical Leads, those leading PCN/OHT PC working groups and their members including those leading PC clinics and others engaged in PC improvement
(**please register by October 19th)**

Participants can attend one or both sessions. For those attending session 2, it is highly recommended to attend/watch the recording of session 1.
For questions or feedback on these sessions, please contact Leslie.McGeoch@outlook.com or your RISE coach.

ALIGN

ALIGNING LEADERS. ALIGNING SYSTEMS

Institute of Health Policy, Management and Evaluation
UNIVERSITY OF TORONTO

Education and Support for PCN and OHT Leaders

Collaborative Leadership and Governance

- Workshops
- Coaching
- Resources

Scan to learn more

Dr. Michelle Nelson
mla.nelson@utoronto.ca

Dr. Ross Baker
ross.baker@utoronto.ca

hspn.ca · ALIGN Program of Supports

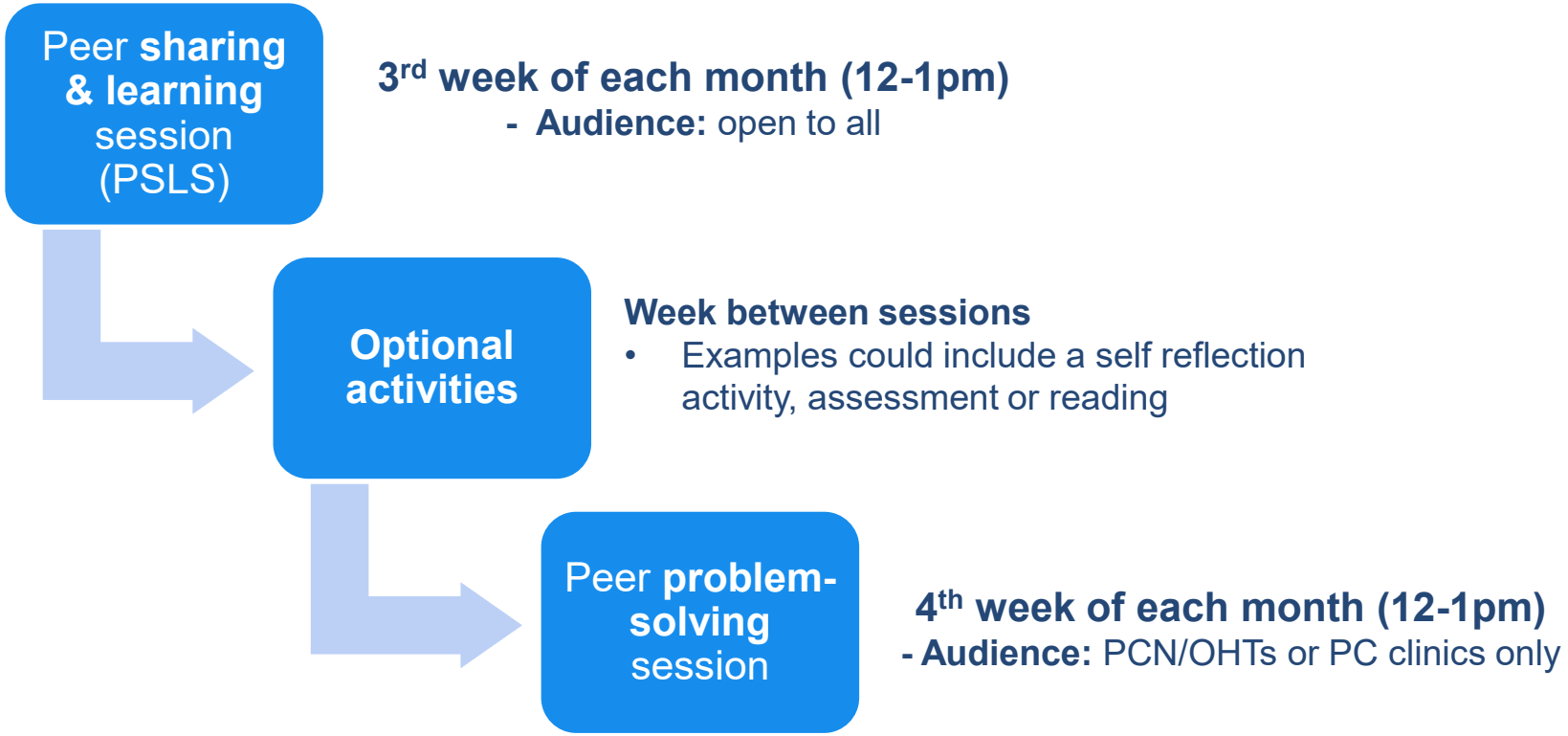
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Thank you

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Approach to sessions



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PCN purpose and vision

Vision: *PCNs will connect, integrate, and support primary care providers within OHTs to improve the delivery and coordination of care for patients.* [1]

Functions	Operationalizations
Overarching	• Foundational PCN documents (e.g., terms of reference) • Collaborating with patients, families, caregivers and the community (e.g., OHT Patient, Family, Caregiver Council) • Operational staff (e.g., non-clinical roles)
1. Connects primary care within the OHT	• Membership composition (e.g., Family physicians, nurse practitioners, Indigenous organizations • Membership recruitment and tracking (e.g., mechanism to track engagement) • Communications (e.g., outgoing and incoming communications processes)
2. Brings primary-care voice in OHT decision-making	• Clinical leadership selection (e.g., reflects membership composition) • Voice (e.g., in OHT decision-making • Leadership training (e.g., in EDI, anti-racism and Indigenous cultural safety)
3. Advances clinical change and population-health management	• Data and population-health management (e.g., analyzes data in equity-focused ways for population segmentation • Access and attachment (e.g., clinical leaders and working group leading this work and leveraging Health Care Connect) • Integrated chronic disease prevention and management (e.g., clinical leaders planning ICPs) • Local primary-care priorities (e.g., reducing administrative burden)
4. Facilitates access to clinical supports and improvements	• Digital interoperability (e.g., ability to implement digital initiatives across all EMR platforms) • Clinical supports (e.g., roles and programs like BestCare, SCOPE, OAB)
5. Supports local health human resource (HHR) planning	• Local HHR planning (e.g., implementing a primary care HHR plan, including sharing HHR resources)

Sources
1) Primary Care Networks in Ontario Health Teams: Guidance Document | Supports for Ontario Health Teams | ontario.ca
2) Overview of PCN functions derived from the PCN readiness assessment released by Ontario Health

LEADS framework as it applies to PC enablement

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- **Lead self**
  - Self-motivated to lead their practice while also now leading improvements that benefit all practices in their community
  - Develop the leadership capabilities required to do so
- **Engage others**
  - Communicate effectively in their **PC engagement** role
  - Build a PCN / OHT executive team [**Teamwork** (clinical lead, executive director, Collaboration Council), coordination and system integration]
- **Achieve results**
  - Set direction & take action on **PC engagement** and **clinical leadership** (e.g., attachment, screening, digital solutions)
  - Assess & evaluate with metrics, quarterly performance reviews, etc. [Improvement (**implementation & change enablement**)]
- **Develop coalitions**
  - Build the PCN to create results while demonstrating a commitment to 'customers' (FPs/NPs and practices) and service [**PC engagement, teamwork, and implementation & change enablement**]
  - Network of PCNs
- Shape systems (local and provincial)
  - Work as part of a network PCNs to champion and orchestrate change at the system level [Teamwork (clinical lead, executive director, Collaboration Council), **coordination and system integration**]

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