

DRAFT

Appendix A

Waterloo Wellington LHIN Integrated Health Service Plan

About Your WWLHIN

Local Health Integration Networks

Background:

In March 2006, the Government of Ontario passed The Local Health System Integration Act, 2006 which will forever change the way our health system is managed and delivered. The vehicle for doing that is through Local Health Integration Networks, or LHINs.

Local Health Integration Networks

There are 14 LHINs across the Province, each with its own specific geographic boundaries. The legislation gives the networks the power to plan health services in each community, and will help eliminate barriers that people face in accessing services at the local level. LHINs will be responsible for planning, coordinating and funding local health care services within their boundaries. LHINs will concentrate on the management of quality health services in each community, focusing on patient needs and improving patient access to services. In addition, each LHIN will ensure accountability through the introduction of service accountability agreements with local health service providers. LHINs will also engage the local community to determine local needs and priorities. The Ministry of Health and Long-Term Care will continue to set out principles, goals, and baseline requirements for the LHINs to ensure that all Ontarians have access to consistent, reliable and sustainable health care services. An Memorandum of Understanding between each LHIN and the Ministry will govern the relationship.

While LHINs will not directly provide services, the government is giving them the mandate for planning, integrating and funding health care services. LHINs will oversee nearly two thirds of the health care budget in Ontario - \$21 billion. They have been specifically mandated to engage people and providers in their communities about their needs and priorities. As LHIN roles evolve over the next few years, the immediate benefits will be unprecedented opportunities for community input into health care planning. In the years to come, we expect to see better access to patient care.

By 2007-2008:

- LHINs will have developed and implemented accountability and performance management agreements with local providers to improve the way health care services are planned and delivered across the province
- They will have developed and will be carrying out strategies to respond to community concerns and requirements, and will be working with local providers to specifically address local health needs
- They will be responsible for evaluating and reporting on their local health system's performance
- They will be providing funds to local health providers, as well as advice to the Ministry about local capital needs.

Relationship with the Ministry of Health and Long-Term Care

The Ministry of Health and Long-Term Care will continue to set priorities for improving the health care of all Ontarians. The ministry will outline the principles, goals and requirements for all LHINs to ensure that all Ontarians have access to a consistent set of health care services. At the same time, LHINs will have the flexibility to address unique local health needs and priorities.

The relationship between the government and each LHIN (including operational, financial, auditing and reporting) is outlined in a Memorandum of Understanding and an annual performance agreement between each LHIN and the Ministry of Health and Long-Term Care.

Benefits of LHINs

Health care choices by the community, for the community

Under LHINs, community health care priorities will be identified at the local level, by people closer to what is really going on.

We're all in this together

The health care system belongs to the people of Ontario; they're the ones who depend on it and who pay for it. LHINs will, for the first time, involve Ontarians in the health care conversation, giving them a chance to participate in decisions about the health care system in their communities.

Transparency, accountability and responsibility

LHINs will ensure that health care dollars are spent in the most efficient and effective way possible, yielding the best results possible. Accountability agreements between health care providers and LHINs, and between LHINs and government, will ensure the responsible use of precious health care resources, and the sustainability of the health care system for generations to come.

A system with patients at the centre

The health care system has not always been an easy one to navigate. LHINs will change that, breaking down the barriers that patients face and ensuring that decisions are made in the interests of patient care.

Accountability

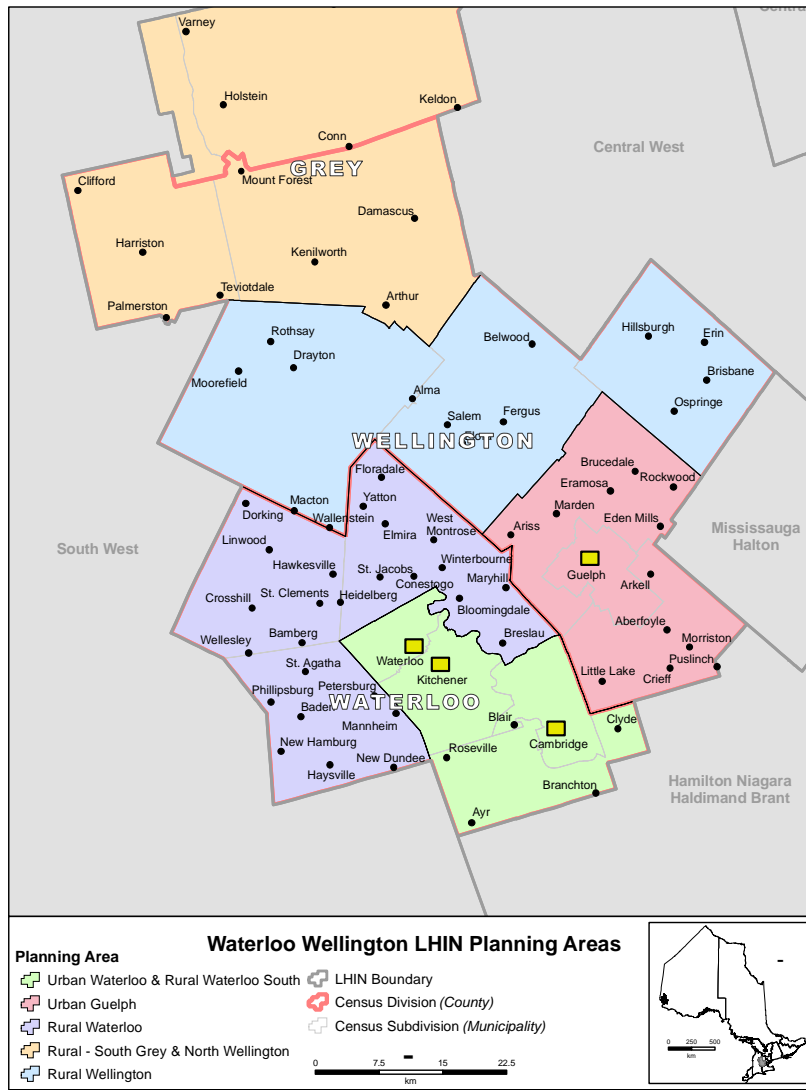
The WWLHIN is accountable to local residents as well as, the Ministry of Health and Long-Term Care.

About the WWLHIN

What is the WWLHIN?

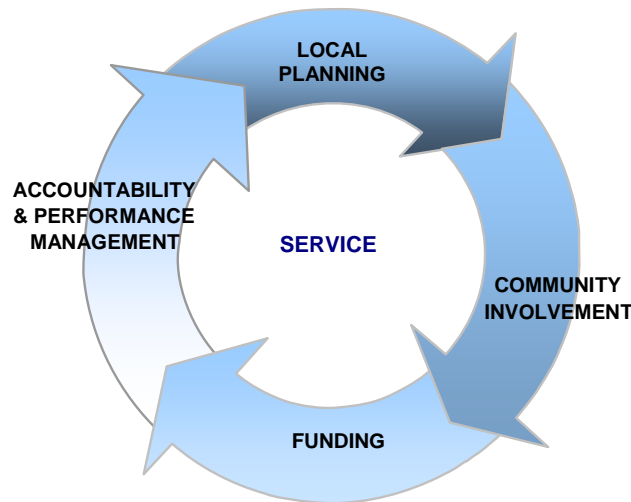
WWLHIN is the short form of Waterloo Wellington Local Health Integration Network. It is a not-for-profit organization funded by The Government of Ontario, through the Ministry of Health and Long-Term Care. It is one of fourteen local health integration networks established in Ontario, each with specific geographic boundaries.

The WWLHIN includes the Region of Waterloo, the County of Wellington and the southern portion of Grey County. For the purposes of health system planning within the area, the WWLHIN has defined five planning areas:



Responsibilities

Within our specific geographic area, the WWLHIN is responsible for local health system planning, community engagement, funding of hospitals, community care access centres, home care, long-term care, mental health, community health centres, addiction and community support services, and ensuring health system accountability and performance management. The WWLHIN is not responsible for physician remuneration, ambulance services (emergency and non-emergency), private laboratories, or provincial drug programs.



Governance

The WWLHIN is a not-for-profit organization governed by a board of nine (9) directors selected by the Lieutenant Governor in Council and appointed through Order in Council following a rigorous skill and merit-based selection process.

The WWLHIN Board is bound by agreements with the Ministry of Health and Long-Term Care and is responsible for overseeing the activities of the Waterloo Wellington Local Health Integration Network. The Board is a skills based board drawing on the expertise of individuals from our local communities who bring a wide variety of experiences and expertise to the Board table.

The WWLHIN Chief Executive Officer (CEO) was selected after an extensive search and selection process. The CEO reports directly to the WWLHIN Board.

Community Centered Health Care Planning

A New Model – A New Approach – A New Discussion

The WWLHIN Integrated Health Service Plan

The Integrated Health Service Plan (IHSP) is the first Waterloo Wellington Local Health Integration Network (WWLHIN) document to publicly set out priorities and strategies for the 3-year period beginning April 2007. The IHSP describes the vision, sets the direction, and identifies the integration priorities and initiatives to be delivered.

The IHSP represents a new approach for planning our local health system. It is based on the following principles:

- Community Engagement – A set of processes and activities designed to get local groups of individuals, agencies and organizations involved in the development of the IHSP. Engagement will continue through the delivery and ongoing evaluation of health care services.
- Be the foundation for future plans – Each year the WWLHIN will review, refine and revise the IHSP. By building on experience and the knowledge gained, the WWLHIN will continue the process of improving our local health system.
- Identify priorities for integration - The first IHSP will communicate key integration opportunities and local priorities.
- Demonstrate achievement of Ministry strategic directions. – The WWLHIN will work with the Ministry of Health and Long-Term Care to ensure the IHSP is aligned with the common goals and objectives to be identified in the Ministry's 10-year strategic plan.
- Optimize available resources – The IHSP will set out ways to use available local health care resources to their fullest potential.

The IHSP has been developed using input from the general public as well as from health care providers. It will also incorporate data analysis of local population health demographics and trends. The IHSP sets the baseline for measuring health system performance at the local community level.

Your WWLHIN Board of Directors

Kathryn (Kathy) Durst was appointed Chair, through Order in Council effective June 2005 for a three year term. She recently retired as Director of Human Resources/assistant Chief Administrative Officer at the City of Waterloo after a 30 year career with the city administration. She is a member of several professional organizations and is presently involved in a number of community organizations including Habitat for Humanity (Waterloo Region), and the St. Louis Out-of-the Cold Homeless Program. Until recently, Kathy also served as a member of St. Mary's Hospital Board Resource Planning and Utilization Committee and the Catholic Family Counselling Centre.

Jay Paul Truex was appointed Director through Order in Council effective June 2005 for a three year term. He serves also as Vice Chair of the Board. Paul is retired from Johnson & Johnson. His 33-year career included leadership positions in information management, finance, and talent management. Paul has a long history of community engagement, having served as president of the Rotary Club of Guelph, president of Family & Children's Services for Guelph -Wellington, board chair of the River Run Centre, board chair for Crime Stoppers of Guelph and Wellington County, and board member of the Wellington-Dufferin Community Care Access Centre. He currently chairs the Guelph Hydro Inc. board of directors.

Paul Holyoke was appointed Director through Order in Council effective June 2005. Paul was the General Counsel and Vice-President of Legal Services of the Workplace Safety and Insurance Board (WSIB) of Ontario until September 2003. Prior to that, he held several other executive roles with the WSIB. Paul is currently pursuing a PhD in Health Policy at the University of Toronto. He is a Fellow in the Medicare to Home and Community Research Unit and holds a Doctoral Research Award from the Canadian Institutes for Health Research. He previously chaired the Community Stakeholders Group for Health Professional Recruitment and Retention in Fergus/Elora, and is a former member of the Board of Directors, Redwood Shelter for Abused Women, Toronto.

William (Bill) Blackie has been appointed as a Director through Order in Council effective January 5th 2006 for a thirteen month term. Bill is a retired educator. Through out his career he held many teaching and administrative positions with the Upper Grand District School Board. He has a BSc in Biology from the University of Toronto and a MEd (Computer Applications) from OISE/ U of T.

Bruce Schieck has been appointed as a Director through Order in Council effective January 5th 2006 for a two year term. Bill is the owner/operator of a 350 head dairy and cash crop farm. He has served as a Trustee on the Upper Grand District School Board for over 10 years. In addition he has served on many local and Provincial Agricultural Committees and Task Teams.

Kenneth (Ken) Whyte has been appointed as a Director through Order in Council effective May 17, 2006 for a one year term. Ken is currently the Chief Operating Officer and a shareholder/partner in Quarry Integrated Communications of Waterloo. Ken has been with the Quarry organization for the past 15 years, in various strategic planning, communication and leadership roles. Prior to that, Ken held various marketing and management roles with London Life Insurance Company and Canada Trust (both in London head offices). Ken holds an Honours Bachelor of Business Administration degree from Wilfrid Laurier University. His past community volunteer work includes various church boards and committees, the Scouting organization, and other community organizations.

Mary D'Alton has been appointed as a Director through Order in Council effective May 17, 2006 for a one year term. She is currently President of the Waterloo Inn and Conference Centre. An active community leader, Mary currently serves on the Board of Governors for Wilfrid Laurier University, K-W YMCA Foundation and Hospitality Industry Training Organization of Ontario (Smart Serve), and is a member of the Waterloo Economic Development Committee. Mary was the recipient of the Governor General's Medal for Community Service 1992, and K-W Citizen of the Year 1998. Mary has an extensive history of community engagement, having served as a director of the CAA (Midwestern Ontario), K-W Art Gallery, K-W Community Foundation, St. Mary's General Hospital Board of Trustees, Ontario Hospital Association Task Force, St. Agatha Notre Dame Foundation Campaign, a founding board member of Waterloo Region Hospice, and a member of Zonta International. Mary holds an Honours Bachelor of Arts from St. Michael's College, University of Toronto.

Glenna Heggie has been appointed as a Director through Order in Council effective May 17, 2006 for a two year term. Glenna is a retired educator who holds a Bachelor of Arts degree from Lakehead University. Throughout her career, she held a variety teaching positions with the Waterloo Region District School Board. Glenna's community involvement includes Scorer-Cambridge School Skating Races, Teacher-Strong Start Literacy Program, Cambridge Federation of University's Women's Club, and a Chamber Member Cambridge East Optimist Club. She is a Member of the Retired Teachers of Ontario, Retired Women Teachers of Ontario, and the Cambridge and Probus Club Kitchener Heritage.

Donald (Don) Ross has been appointed as a Director through Order in Council effective June 1, 2006 for a two year term. Don is the owner/operator of a 550 acre dairy, beef and cash crop farm. He is the former Mayor of Wellington North, former Reeve of Arthur Township, and served on Wellington County Council. He has served on Wellington Terrace Committee, North Wellington Health Care Corporation, Upper Grand District School Board, Wellington County Federation of Agriculture, Ontario Federation of Agriculture, and Wellington North Power. Don currently serves on the Saugeen Valley Conservation Authority.

Your WWLHIN Staff

Sandra Hanmer is the CEO of the Waterloo Wellington Health Integration Network. Throughout her career, Sandra has held a number of senior leadership positions in health care organizations including COTA Health, the Victorian Order of Nurses Waterloo-Wellington-Dufferin Branch, Stratford General Hospital; Kitchener-Waterloo Hospital; Hospital for Sick Children and The University of Toronto. Sandra holds a Bachelor of Arts Degree from McGill University and a Master's in Health Sciences from the University of Toronto. Sandra is a Certified Health Executive with the Canadian College of Health Services Executives. She is an affiliate with the American College of Health Care Executives and a surveyor with the Canadian Council of Health Services Accreditation. Sandra is Co-Chair of the Quality Health Network, Board member of the Canadian Home Care Associations, Past President of the Board of Directors for Conestoga College of Applied Arts and Technology. In addition, she is involved in numerous professional association and community activities. Sandra can be reached at 519-822-6208 ext 201 or email sandra.hanmer@lhins.on.ca.

Staci Bartlett, Office Manager joined WWLHIN on November 22nd, 2005 She is responsible for coordinating the set up and management of our office. Staci holds a BA from the University of Western Ontario and a Certificate in Human Resources Management from Conestoga College. She brings to our organization a wealth of experience in coaching and community leadership as well as office administration. Staci can be reached at 519-822-6208 ext 222 or e-mail staci.bartlett@lhins.on.ca.

Sue Southwell, Executive Assistant joined WWLHIN on December 19th, 2005. She provides executive support to the Board and Sandra Hanmer. Sue holds a Municipal Administration Certificate from McMaster University and a Certificate in Human Resources Management from Conestoga College. She has extensive experience as an Executive Assistant and has worked in a variety of different sectors including municipalities, regional government, conservation authorities and health care. Sue can be reached at 519-822-6208 ext 209 or e-mail sue.southwell@lhins.on.ca.

Donnamarie Dunk, Senior Director Planning, Community Engagement and Integration joined WWLHIN on January 9th 2006. She will provide leadership in the development and implementation of the Integrated Health Services Plan and Community Engagement Strategies for our LHIN. Donnamarie's skills include planning and analysis, CPM (Balanced Score Card) Corporate alignment, Continuous Improvement, Relationship Management, Change Integration and Management, Project Management and Organizational Development. She is an entrepreneurial business leader with over 20 years experience building collaborative relationships between groups, developing management capacity, leading change initiatives and assisting organizations in achieving optimal performance. She has provided leadership to a number of for profit and not for profit organizations within and outside the health care sector. Donnamarie can be reached at 519-822-6208 ext 206 or e-mail donnamarie.dunk@lhins.on.ca.

Bruce Lauckner, Senior Director Performance, Contracts and Allocations joined WWLHIN on January 9th 2006. He will provide leadership in the development and implementation of the Performance Monitoring Framework including contract negotiations with health care stakeholders in our LHIN area. Bruce holds an Honours BA in Political Science/English from the University of Western Ontario and a Master of Arts in Public Administration and Policy from the University of Guelph. He brings expertise in performance measurement, strategic planning, and contract management, operations improvements coupled with over 13 years progressive consulting and leadership experience in financial services, management consulting, and government sectors to our organization. Bruce can be reached at 519-822-6208 ext. 205 or e-mail bruce.lauckner@lhins.on.ca

Maria van Dyk, Senior Integration Consultant, joined the WWLHIN on August 22, 2006. She will be responsible for identifying barriers to integration and coordination and developing and implementing strategies to promote efficiencies and high quality system and client outcomes. She will also develop partnerships across health care sectors and provide local leadership to foster a culture of collaboration to achieve integration goals. Maria has a background as a physical therapist, graduating with a Bachelor of Science in Physical Therapy from the University of Western Ontario as well as holding a Masters of Public Administration with a Health Policy Specialization from Queens University. She comes to us from the Ministry of Health and Long Term Care, where she worked as a Hospital Consultant in the Regional Office. Maria can be reached at 519-822-6208 ext. 219, or email maria.vandyk@lhins.on.ca

John Douglas, Senior Planner, joined the WWLHIN on September 5th, 2006. John will be responsible for managing complex planning projects or activities and providing expert advice to the executive team regarding planning and research. He will also provide project management and strategic direction to the planning group. John holds an Honours BA in Geography from Wilfrid Laurier University, and a Certificate in Environmental Management from Ryerson Polytechnic University. John has many years of experience in various branches of the Provincial Government including 5 years with the Ministry of Health and Long Term Care. He has participated in planning projects in both the public and private sectors, as well as being a member of the Canadian John can be reached at 519-822-6208 ext. 218, or by email at john.douglas@lhins.on.ca.