



Waterloo Wellington LHIN

Annual Community Engagement Plan 2012-2013

WWLHIN Annual Community Engagement Plan

2012-2013

Introduction

This plan is an overview of how the Waterloo Wellington Local Health Integration Network (WWLHIN) will engage our communities and stakeholders over the next year. The document outlines what community engagement is, who our communities are, how we plan to engage them, and how we track our success.

This plan is a guideline for our broader community engagement goals for the year. There will be community engagement plans and activities that are not outlined in this plan that will be identified throughout the year on a project-specific basis. Please visit our website (www.wwlhin.on.ca) for more information on these specific projects.

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LOCAL HEALTH CARE PLANNING TO MEET THE LOCAL NEEDS OF OUR RESIDENTS

What are LHINs?

Prior to the formation of the Local Health Integration Networks (LHINs), health care services in Ontario were fragmented and funded centrally by the Ministry of Health and Long-Term Care (MOHLTC). The Local Health System Integration Act, 2006, created 14 LHINS in Ontario to manage the health care system at the local level.

The LHINs were created in recognition that a community's health care needs and priorities are best understood and managed by people who live in the community and are familiar with the needs of that community.

LHINs are responsible for planning, coordinating, integrating and funding health care services in our community. LHINs do not directly provide services, but work with local service providers to further integrate the health care system in Ontario and improve access to care for Waterloo Wellington residents.

Get to know the Waterloo Wellington LHIN

The Waterloo Wellington Local Health Integration Network (WWLHIN) is a crown corporation dedicated to leading the health care system in Waterloo Wellington.

With a Board of Directors of local residents, we set the direction and make decisions regarding local health care services, integrations, and funding to meet the needs of the residents of Waterloo Region, the city of Guelph, Wellington County and south Grey County.

We are responsible for investing over \$982 million in health care services delivered by almost 80 health service providers. Our health service providers include: health care, home care and mental health and addictions resources in the community, long-term care facilities, community health centres and all area hospitals.

The Waterloo Wellington LHIN is here to bring collaboration, common sense, and momentum for better solutions to help you be well and healthy over your lifetime. The Waterloo Wellington LHIN is responsible for funding and integrating 77 health care providers in the local community including:

- 1 Community Care Access Centre
- 4 Community Health Centres (with 4 satellites)
- 9 Community Mental Health and Addictions Agencies
- 21 Community Support Service Agencies
- 8 Hospital Corporations (10 hospital sites)

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- 34 Long Term Care Homes

Waterloo Wellington is also home to 9 Family Health Teams, 3 Public Health Units and more than 1,000 doctors, including family doctors and specialists.

These services make up the health care system in Waterloo Wellington and serve approximately 750,000 residents across 4,800 square kilometers.

The Waterloo Wellington LHIN boundaries include all of the County of Wellington, the Region of Waterloo, and the City of Guelph. This LHIN also includes the southern portion of Grey County.



ENGAGING WITH OUR RESIDENTS IN A MEANINGFUL WAY

What is community engagement?

The WWLHIN recognizes that improvements to the health care system must directly reflect the needs of the communities we serve. To better understand what those needs are, the WWLHIN engages our communities in order to inform, educate, consult, involve and empower stakeholders to participate in the planning and decision making processes that will improve the local health care system.

What does all of that really mean? It means that the WWLHIN talks to our communities before making decisions. It means that if you have concerns or ideas about improving the health care system in Waterloo Wellington, you can tell us, and we will listen.

What community engagement does not mean is that everyone will always agree on the decisions that are made within the health care system. Waterloo Wellington is made up of a diverse population of people with very different interests and approaches to what health care is and how to improve it. What we will do, is listen to all of those different opinions and incorporate them into the decision making process as best as we can.

What are the principles of community engagement?

These seven recommendations reflect the common beliefs and understandings of those working in the fields of public engagement, conflict resolution, and collaboration. In practice, people apply these and additional principles in many different ways.

1. Careful Planning and Preparation

Through adequate and inclusive planning, ensure that the design, organization, and convening of the process serve both a clearly defined purpose and the needs of the participants.

2. Inclusion and Demographic Diversity

Equitably incorporate diverse people, voices, ideas, and information to lay the groundwork for quality outcomes and democratic legitimacy.

3. Collaboration and Shared Purpose

Support and encourage participants, government and community institutions, and others to work together to advance the common good.

4. Openness and Learning

Help all involved listen to each other, explore new ideas unconstrained by predetermined outcomes, learn and apply information in ways that generate new options, and rigorously evaluate public engagement activities for effectiveness.

5. **Transparency and Trust**

Be clear and open about the process, and provide a public record of the organizers, sponsors, outcomes, and range of views and ideas expressed.

6. **Impact and Action**

Ensure each participatory effort has real potential to make a difference, and that participants are aware of that potential.

7. **Sustained Engagement and Participatory Culture**

Promote a culture of participation with programs and institutions that support ongoing quality public engagement.

What tools will the WWLHIN use to engage our communities?

In 2010, the LHINs worked together to create a set of shared community engagement guidelines and tools. The guidelines and toolkit are meant to achieve and sustain high quality community engagement across all LHINs by establishing a set of minimum specifications for community engagement.

The community engagement guidelines include the following tools:

1. Annual Community Engagement Strategy Worksheet
 - A tool to help LHINs develop their annual Community Engagement strategy.
2. Community/Stakeholder Assessment Worksheet
 - A tool to enable community engagement planners to identify all relevant stakeholders and how they relate to a specific plan or project.
3. Community Engagement Planning Worksheet – small project
 - A planning tool for small community engagement undertakings.
4. Community Engagement Planning Worksheet – large project
 - A planning tool for larger and more complex community engagement undertakings
5. LHIN Community Engagement Performance Indicators
 - A set of indicators that each LHIN will report on annually through their annual report and on both ministry and LHIN websites.

The community engagement toolkit is our map for planning effective and meaningful engagement activities with our communities. The toolkit also creates accountabilities and transparency for the work that we do.

For more information about community engagement, and the shared guidelines and toolkits that we use, please visit our website at www.wwlhin.on.ca and click on the “Engaging our Communities” section.

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OUR JOBS AS LEADERS OF THE LOCAL HEALTH SYSTEM

Strategic Context

Early in 2012, the Waterloo Wellington Local Health Integration Network Board of directors revisited its mission statement, vision and values. This work was completed in order to better align those statements with the expectations our residents have for the Network and Network's health service providers, clinicians and staff.

Our work was grounded in extensive research on international leading practices of health systems around the globe who have achieved results for their local residents. Our mission, vision, and values are the foundation upon which our strategic planning is built and will be the driving force behind all we do.

MISSION

To lead a high-quality, integrated health system for our residents.

VISION

Better Health – Better Futures

CORE VALUE

Acting in the best interest of our resident's health and well-being.

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BUILDING A THREE-YEAR-PLAN BASED ON THE VOICES OF OUR RESIDENTS

Building the Three-Year Plan for our Health Care System

Every three years, the Local Health Integration Networks (LHINs) are required to develop and implement an Integrated Health Service Plan (IHSP) as legislated in the Local Health System Integration Act, 2006.

The IHSP is a three-year strategic document which identifies the health care needs of the people in our community as we work with local health service providers to transform the local health system to one that is truly integrated.

This health system strategic plan ensures all providers in the health care system are working together to improve access to quality care for the residents of Waterloo Wellington.

This community engagement plan outlines the engagement strategy that will support the development of the Waterloo wellington Local Health Integration Network's (WWLHIN) IHSP for 2013 to 2016, and serve as our Annual Community Engagement Plan for 2012 – 2013.

Purpose

The purpose of this plan is to engage in meaningful dialogue with our residents, governors, and leaders in our local health system. We will partner with key health system stakeholders including networks and care providers to develop IHSP initiatives that will advance high-quality integrated care for local residents. We will build momentum for change in the local health system, and enable health service providers to lead and implement the IHSP initiatives.

In addition to the specific activities outlined below, we engage extensively with all our stakeholders on an ongoing basis throughout the year. These interactions, formal and informal, also augment the structured engagement outlined in the following pages to create a more well-rounded input to all that we do at the WWLHIN.

Objective

There are three high-level engagement objectives within this plan.

1. To engage with key informants and stakeholders including the WWLHIN Board of Directors, health service provider leaders (through local health networks), local physicians and local residents to guide the overall development of IHSP initiatives. These stakeholders will collaborate with the LHIN to identify required system change initiatives.
2. To facilitate a large-scale survey, providing residents the opportunity to share with the WWLHIN their experiences with the health system, current health system usage and overall health status. This survey will be provided in multiple formats and in both English and French.

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3. The third component to this engagement strategy is to successfully launch the IHSP to the community and local health system partners. This is the health system's plan and will be adopted by all local health service providers.

High-Level Outputs

Engagement activities will provide:

1. Resident survey results (telephone collection)
2. Resident survey results (web collection)
3. Physician survey results (web/mail collection)
4. Current state analysis from surveys that can be compared to indicators from the survey completed during the previous IHSP Planning.
5. Greater clarity of primary care perspectives
6. Greater clarity of local health status, usage and needs of residents

High-Level Outcomes

Local Residents: Increased understanding of the local health system, and how their care providers are working to provide high-quality, patient-centred care. This includes all populations, including French speaking, Aboriginal, LGBTQ, multicultural and other groups of residents.

WWLHIN Board of Directors: Increased awareness and understanding of local health priorities and community perspectives, further enabling and educating their roles as governors of the local health system.

Primary Care Providers: Increased knowledge of the WWLHIN and its work, the local health system, the IHSP and current integration activities.

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Stakeholder Identification

Stakeholder: WWLHIN Residents (including priority population groups of Aboriginal, Francophone, and Seniors)

Size of Stakeholder Community: Total population: 750,000. Aboriginal population: 9,900. Francophone population: 1.3% of total population. Seniors: 12% of population.

Key Issues, Concerns, and Opportunities

Local residents in Waterloo Wellington and the identified priority populations have great concern about their health care, the availability of services and the quality of care they get when they access services.

However, local residents are more likely to have a lower understanding of the planning work across our local health system that delivers that high-quality care when they need it. We also know that the three identified priority population groups including Aboriginal residents, Francophone residents, and seniors, have unique needs within our health system, and that their experiences, views and needs will be different. We must be inclusive in our engagement activities to all of these voices.

Opportunity for Inclusion

This stakeholder group has an opportunity to contribute their patient experiences within the health system through a large-scale resident survey that will be conducted both by phone and online. Feedback will be focused on overall patient experience and quality as well as access to primary care.

Stakeholder Engagement Objective, Outputs & Outcomes

The main objective for this stakeholder group is to give local residents an opportunity to provide qualitative data that will contextualize the quantitative inputs throughout the development of the IHSP. Outputs from engagement activities with local residents will include roll-up reports of both the telephone and web surveys. The anticipated outcome of our engagement activities for local residents is an increased understanding of the local health system, and how their care providers are working to provide high-quality, patient-centred care.

Stage in the Project

Initial consultations will be composed of inputs from key informant stakeholders including health service providers and primary care practitioners. Our residents will then have the opportunity to contribute patient experiences and qualitative information to better tell the story of the health system from an obsessively patient-centred perspective after the initial inputs have been collected.

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Engagement Approach

The recommended engagement approach includes the following components:

1. Telephone survey open to all residents
2. Online survey open to all residents (French and English)

Stakeholder Identification

Stakeholder: WWLHIN Board of Directors

Size of this Stakeholder Community: 9

Key Issues, Concerns, and Opportunities

The WWLHIN Board of Directors' key interest is in developing an IHSP that results in better health and better futures for local residents, and better value for taxpayer dollars.

Opportunity for inclusion

During the initial planning phases of the IHSP, the WWLHIN Board of Directors will lead the development of the strategic direction that will ultimately guide the health system priorities within the IHSP. The Board will contribute to validating the system priorities that are developed and will also approve the final plan before submission to the Ministry of Health and Long-Term Care in November 2012.

The Board will also be involved in engaging the community and health service providers regularly during the roll out of the finished IHSP.

Stakeholder Engagement Objective, Outputs & Outcomes

Objectives:

1. To develop a strategic direction to support IHSP planning.
2. To provide input to the IHSP development.
3. To review and approve the IHSP
4. To share the IHSP with the community and health service provider governors.

Expected outputs from Board sessions will include the strategic direction that will guide the IHSP and the operational work of the WWLHIN for the next three years.

Expected outcome from Board engagement sessions is an increased understanding of community health concerns and priorities, better enabling and educating the Board in their ongoing decision making as governors of the local health system.

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Stage in the Project

The Board will be engaged from the very outset to guide strategic directions. The Board will continue to be engaged throughout IHSP development through regular updates as well as at the conclusion of the project to approve the final IHSP. The Board will also be part of the roll-out of the finished IHSP to the community.

Engagement Approach

The Board will be engaged at Board meetings and Board retreat sessions, as well as at community education sessions and governor to governor meetings to share the finished IHSP.

Stakeholder Identification

Stakeholder: Local Health Service Providers

Size of this Stakeholder Community: 77 service providers in the WWLHIN, including:

- 1 Community Care Access Centre
- 4 Community Health Centres (with 4 satellites)
- 12 Community Mental Health and Addictions Agencies
- 18 Community Support Service Agencies
- 8 Hospital Corporations (10 hospital sites)
- 34 Long-Term Care Homes

This stakeholder group also includes the following networks:

- Acute Services Network
- Addictions and Mental Health Network
- Clinical Services Network
- Community Support Services Network
- Diabetes Regional Coordination Centre Steering Committee
- Emergency Services Network
- Geriatric Services Network
- Health Professionals Advisory Committee
- Hospital Palliative Care Advisory Committee
- Long-Term Care Home Network
- Regional Renal Steering Committee
- Regional Stroke Steering Committee
- Rural Health Network
- System Leadership Council

Key Issues, Concerns, and Opportunities

Local health service providers (HSPs) in the WWLHIN have a high level of concern and interest in the development of the local IHSP. Individual HSPs are committed to ensuring that this plan

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is obsessively patient-centred within the scope of patients they serve, and to implementing the IHSP as a collective health system.

Opportunities for HSPs include contributing to a plan that will improve the health of their patients.

Opportunity for inclusion

HSPs will be engaged throughout the development of the IHSP through the local System Leadership Council and networks. Discussions at network meetings will form important inputs into the plans for the coming 3 years.

Stakeholder Engagement Objective, Outputs & Outcomes

Objectives: For HSPs to contribute meaningfully to the development of health system priorities in the IHSP.

Outputs from engagement activities will include notes and reports from network meetings as well as documentation of meetings.

Engagement outcomes for local health service providers include increased participation in the development of the local health system's plan and increased understanding of provincial and local priorities, strategic direction of the WWLHIN and how they fit within the plan.

Stage in the Project

WWLHIN health service providers will be engaged early and throughout the development of the IHSP.

Engagement Approach

WWLHIN staff will engage with networks to discuss and get feedback on IHSP content. Also, the broader HSP community will be engaged toward the end of the process through roll-out education of the finished IHSP.

The governors of local HSPs will also be engaged through a governor to governor engagement Strategy developed with the WWLHIN Board of Directors after the public launch of the IHSP.

Stakeholder Identification

Stakeholder: Primary Care Providers

Size of this Stakeholder Community: More than 1,000 doctors, including family doctors and specialists.

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Key Issues, Concerns, and Opportunities

Local physicians likely have limited knowledge and history of the WWLHIN, the IHSP and the nature of the LHIN's work. Engagement with this stakeholder group will need to include a basic educational component that covers the history, purpose and strategic direction of the WWLHIN as well as information about the IHSP so that they can provide informed feedback.

Opportunities to engage successfully with this stakeholder group include relationships with the Ontario Medical Association, as well as the WWLHIN's new Primary Care Physician Lead and a new Primary Care Advisory Council.

Opportunity for Inclusion:

Local physicians will play a key role in the development of the IHSP. In 2011, the WWLHIN developed an initial physician engagement strategy. However, we still have had limited exposure and consultation opportunities with our local physicians and will require much greater input from this group as we develop our 2013 – 2016 priorities. For this reason, physicians need to be engaged early in the IHSP process. Local physicians will have the opportunity to contribute to the development of the IHSP.

Stakeholder Engagement Objective, Outputs & Outcomes

Objectives: To provide primary care providers an opportunity to contribute to the development of the IHSP health system priorities.

Outputs from engagement activities with primary care providers will include survey responses and feedback collected from Dr. Sabrina Lim Reinders, WWLHIN Primary Care Lead.

The anticipated outcome from engagement activities with primary care providers will be an increased knowledge of the WWLHIN and its work, the local health system, the IHSP and current integration activities.

Stage in the Project

Local physicians will be engaged early through the IHSP process. The primary care survey will be facilitated early in the process and connect with key initiatives related to the work of the WWLHIN's Primary Care Lead.

Engagement Approach

Physicians will be engaged primarily through an open survey to all primary care providers. This survey will be facilitated by mail as well as online. Feedback will also be received through the Primary Care Advisory Council.

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How you can get involved

To find more information on the WWLHIN's community engagement activities and current projects please visit www.wwlhin.on.ca and go to the "Engaging our Communities" section.