



KW4 OHT Strategic Planning Engagement Survey Results



Strategic Planning Working Group

October 13, 2023



Background



KW4 OHT is developing its first-ever Strategic Plan, which is a road map that will set goals to guide our work over the next five years.



The plan will articulate the ‘what’ and ‘why’ of our existence and help us to identify priorities within the healthcare system.



Community member input is crucial in planning for the future of health and wellness in the KW4 Region.



To ensure diverse perspectives are considered, KW4 OHT invited organizations and community members to provide input into the Strategic Plan through an engagement survey.



This report provides a summary of the findings from the engagement survey, which closed September 15, 2023.

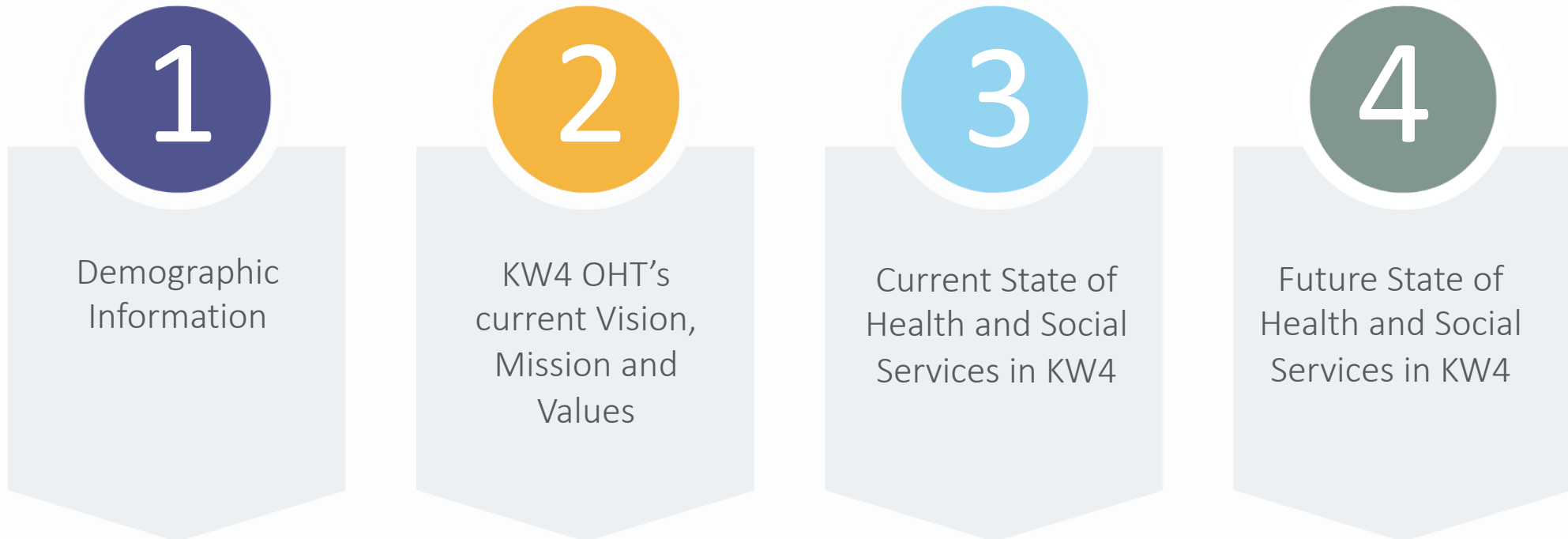


About the survey

The purpose of this early engagement survey was to get a sense from our community about what they think about KW4 OHT's current vision, mission and values, as well as their current experience with health and social services in KW4, and finally what they think we should be focusing on in the future.

This information will augment the knowledge we have gained during our environmental scan process and will help inform upcoming Member engagements.

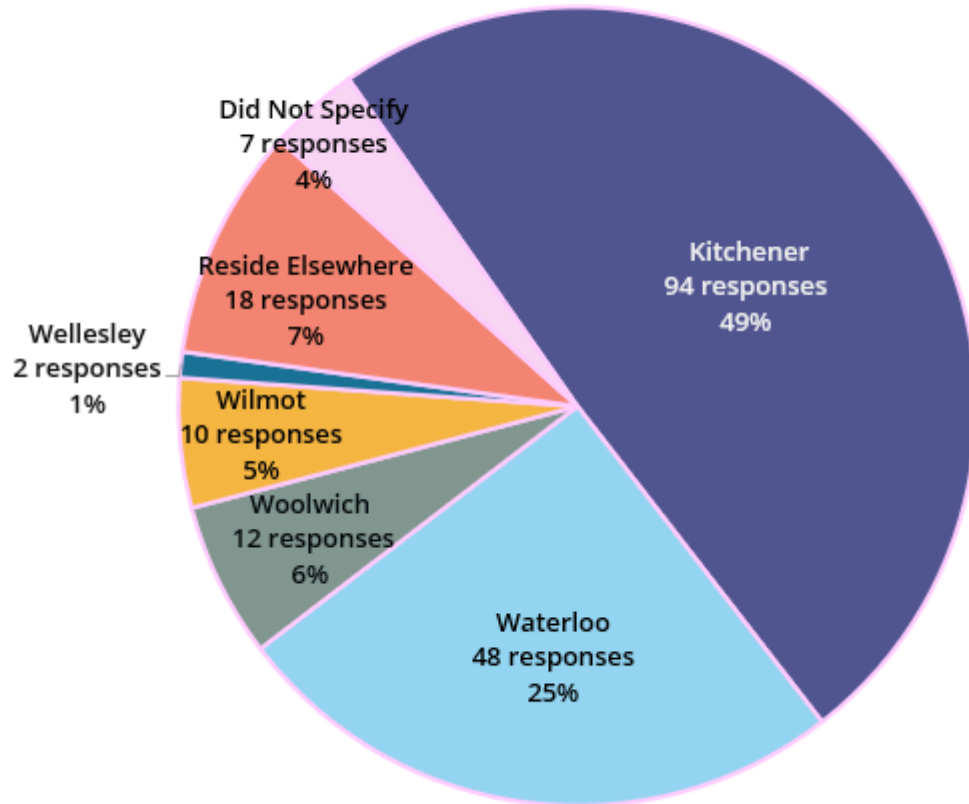
The survey was available in 8 different languages.





Who completed the survey – where respondents reside

Number of Responses by City/Township



191 people completed the survey, representing a 0.04% completion rate, based on a total population of 438,065 residents of KW4 (2021 census).

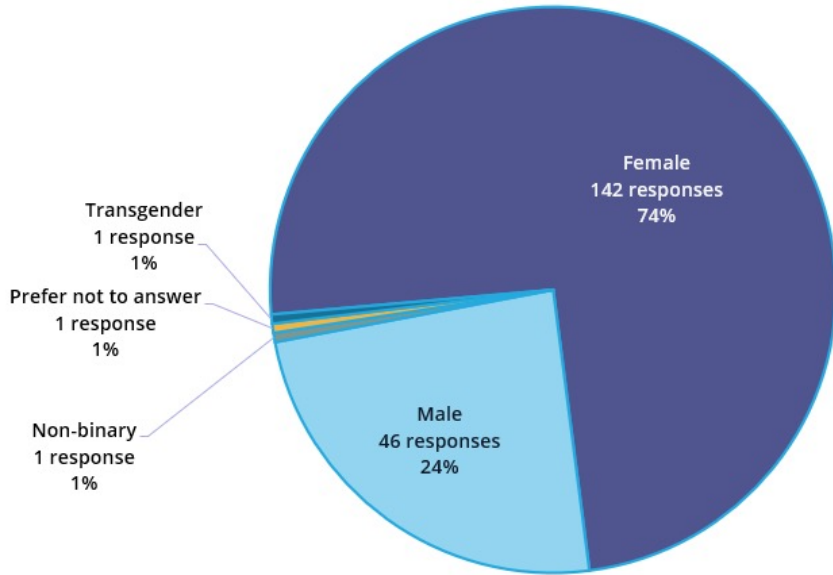
Of the 191 respondents, 166 (87%) reside in KW4.

When comparing the number of responses from the two cities and three townships comprising KW4, we see a proportionate representation based on population size. For example, the Township of Wilmot represents 5% of KW4's population and 5% of the responses.



Who completed the survey – gender identity and age

Gender You Identify As

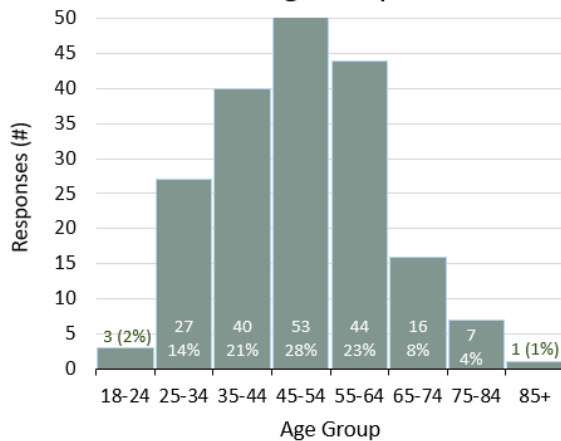


Of the 191 responses, 142 (74%) identify as female, 46 (24%) identify as male, 1 (1%) identifies as non-binary, 1 (1%) identifies as transgender and 1 (1%) preferred not to answer.

Based on the 2021 census, 50.1% of KW4 residents are female and 49.9% are male. As KW4 OHT undertakes additional engagement we will look for opportunities to obtain additional feedback from those who identify as male.

Based on the 2021 census, 1,880 (0.3%) residents of Kitchener, Cambridge, Waterloo (larger area than KW4) identify as transgender and non-binary.

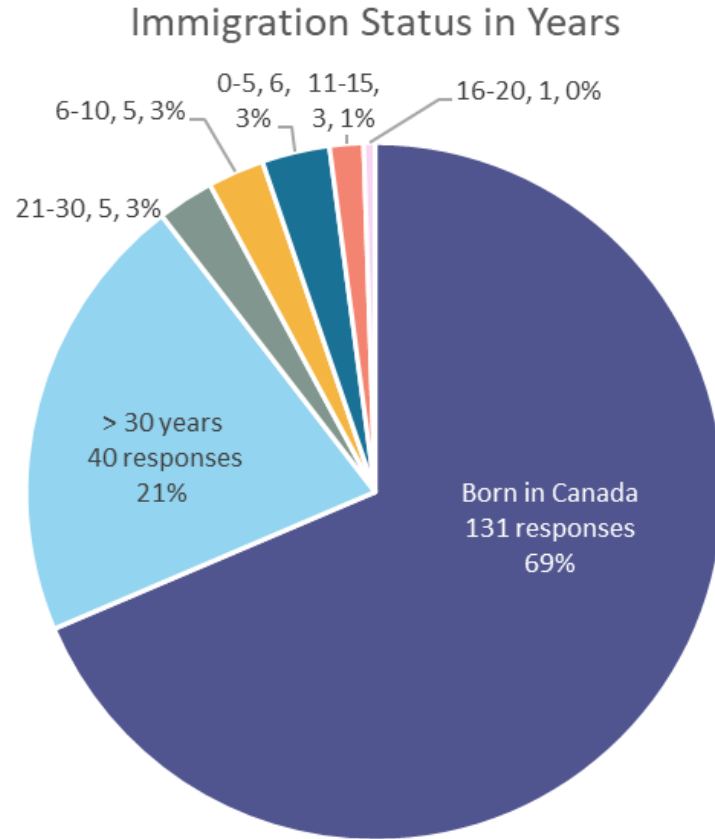
Age Group



Based on the 2021 census, 30% of KW4 residents are under the age 25 yet we had no responses from those under the age of 17 and only 3 responses from those 18-24. As KW4 OHT undertakes additional engagement we will look for opportunities to obtain additional feedback from the youth and young adult population.



Who completed the survey – immigration status



Of the 191 responses, 131 (69%) were born in Canada and 60 (31%) immigrated to Canada. The response rate is representative of KW4’s population, as based on the 2021, 69% of residents were born in Canada.

Categories	Total	%
White	137	64.0%
Eastern European	11	5.1%
South Asian	9	4.2%
United Kingdom	8	3.7%
Western European	7	3.3%
Black	7	3.3%
Caribbean	6	2.8%
Chinese	6	2.8%
Francophone	6	2.8%
Northern European	4	1.9%
Arab	3	1.4%
North African	3	1.4%
West Asian & Middle East	2	0.9%
Indo-African	1	0.5%
Indo-Fijian	1	0.5%
Indo-Caribbean	1	0.5%
Latino/a/x	1	0.5%
Southeast Asian	1	0.5%
Total	214	100.0%

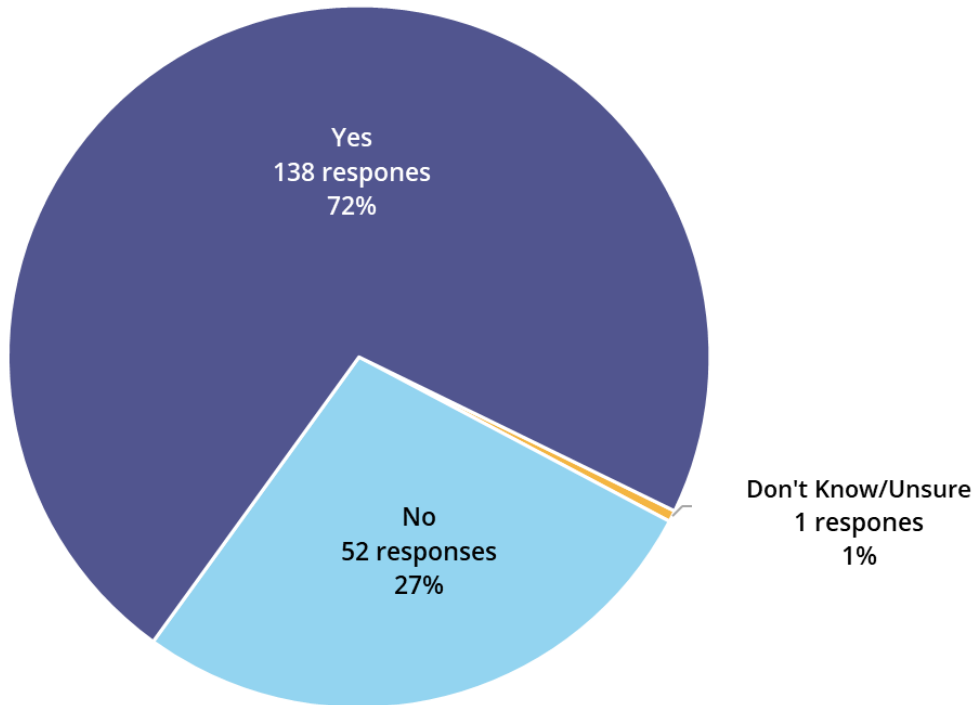
A very diverse population responded to the survey with several respondents identifying themselves in more than one category. It is important to note that no respondents identified as Indigenous. As KW4 OHT undertakes additional engagement we will look for opportunities to engage this population.



Awareness of KW4 OHT



Have you heard of the KW4 Ontario Health Team?



Of 191 respondents, 138 (72%) indicated that they were aware of KW4 Ontario Health Team, 52 (27%) indicated they were not aware, and 1 (1%) didn't know or were unsure.

This highlights the opportunity to increase community awareness of the purpose and work of the KW4 OHT. Some of the comments shared in this regard include:

"I don't know much about KW4, but I've assumed it provides Health Services to people in its catchment area."

"Visibility is not strong yet in the community as to what the KW4 OHT is and how this benefits them. This is key and getting out there in plain language for the community members is pivotal."

"I think informing the public about the existence of KW4 would help achieve an increased level of equity and trust amongst the region."

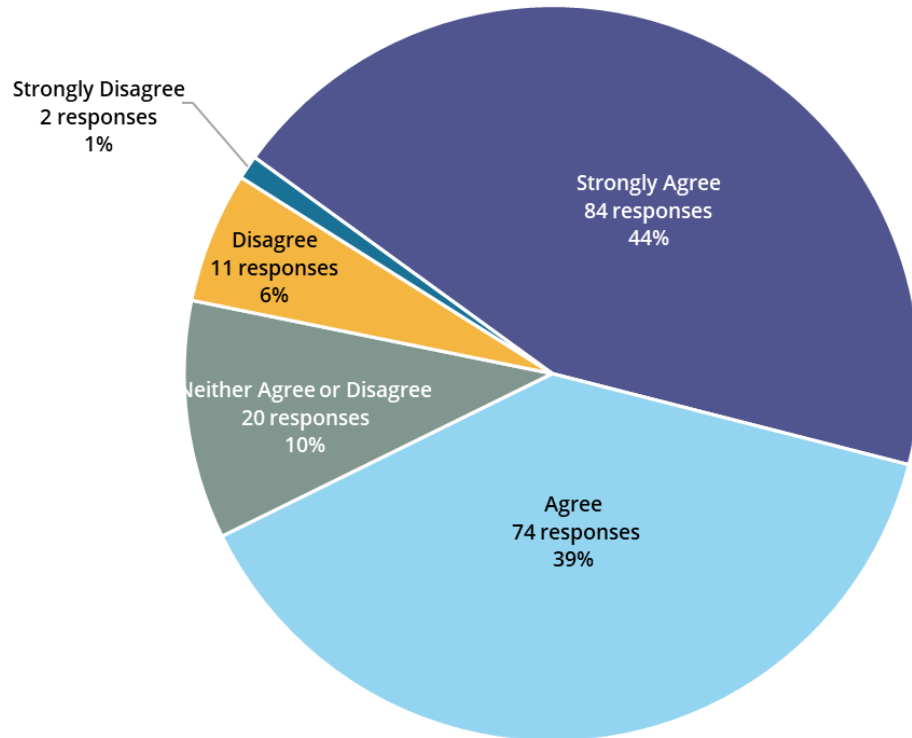
"Explain what an OHT is and demonstrate how it makes life better for patients and caregivers."



Connection with current vision statement

A **Vision** describes what an organization wants to become or achieve in the future. It defines where the organization is heading and their long-term aspirations. The KW4 OHT's current Vision statement is: **"A community where everyone thrives, and no one is left behind."**

I strongly connect with the Vision statement, and I believe it represents what the KW4 OHT should aim for as an organization.



83% of respondents feel connection with the current vision.

The most common themes from those who did not agree include:

- The vision is too general and should be more specific to the OHT, health and/or wellbeing.
- 'No one left behind' is negative and redundant if everyone is thriving.
- What does thrive really mean from an OHT perspective and is thriving the bare minimum – what about quality of care, and optimal health
- Too aspirational and involves elements outside of the OHTs control (i.e., poverty, housing)



Vision statement – suggested changes

When asked what words survey respondents would use to describe KW4 OHTs future goals and aspirations, several themes emerged with the most notable being **Inclusive** (44), **Equitable** (20), **Health** (20), **Caring** (15).

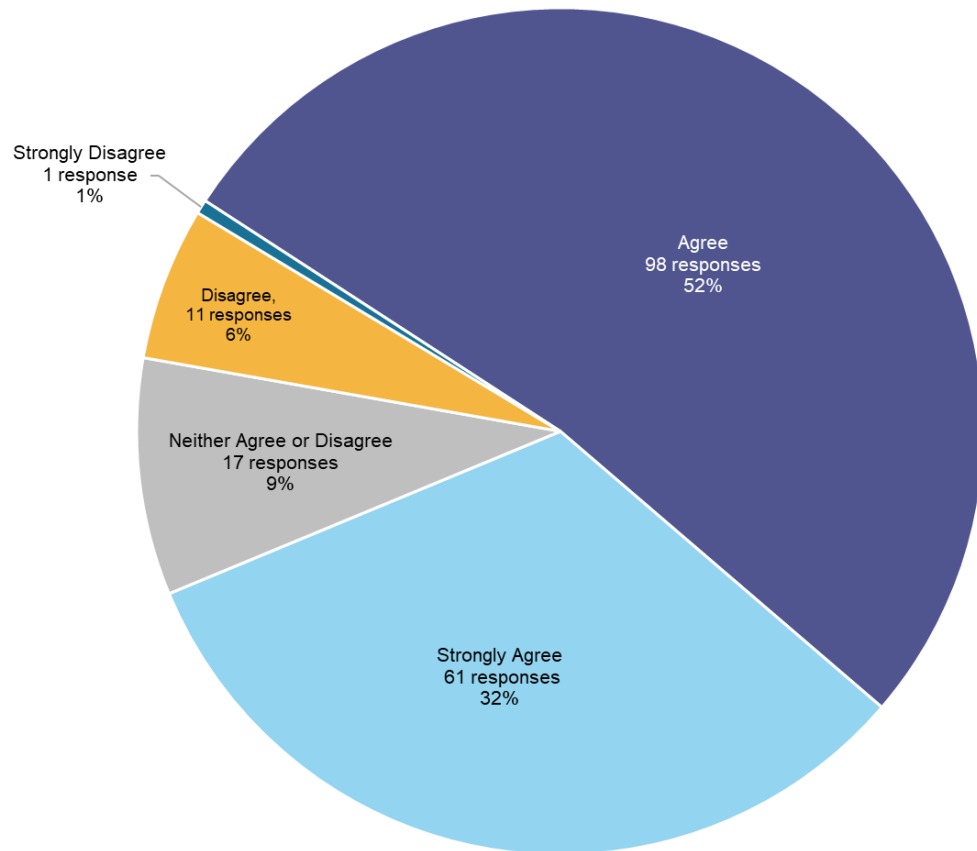




Connection with current mission statement

A **Mission** is an organization's purpose and reason for existing. It defines what the organization will do to achieve their vision. KW4 OHT's current Mission or purpose statement is: **"We enable collaborative healthcare relationships. All people are empowered to achieve health and wellbeing"**.

I strongly connect with the mission statement, and I believe it represents what the main purpose of KW4 OHT should be.



84% of respondents feel connection with the current mission.

The most common comments from those who did not agree were:

- Unclear what 'collaborative healthcare relationships' are.
- Relationship building is not enough, need to focus on seamless healthcare across the continuum.
- Mission should be about more than healthcare it should include the social determinants of health.
- The word empower implies that it is all up to me to achieve health and wellness verses being supported.
- The first part of the statement seems very internally focused and not community focused.
- Ambiguous, vague, not measurable.



Mission statement – suggested changes

When asked what words survey respondents would use to describe the core purposes and motivating force behind KW4 OHT's day-to-day work, several themes emerged with the most notable being **collaboration** (36), **accessible** (18), **health** (14), **wellbeing** (13), **inclusive** (13).

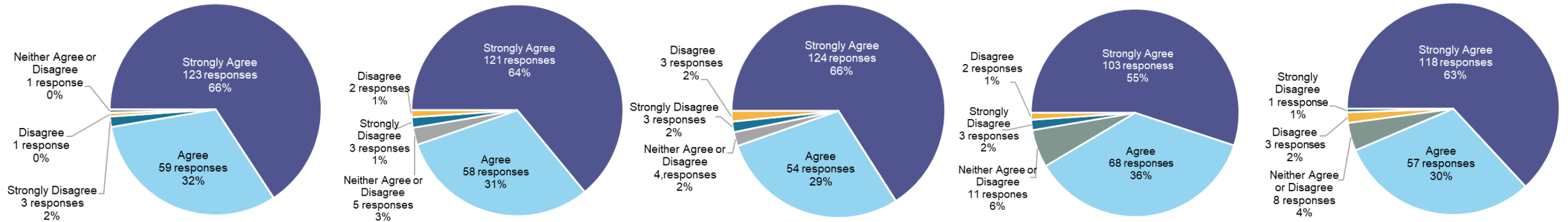




Connection with current value statements

Values are the important beliefs and principles that guide how an organization behaves and makes decisions. These values are brought to life each day through actions. They represent who organizations are today and who they need to be in the future to achieve their Vision. **The KW4 OHT currently has five Values.**

We will be partners . Our team includes patients, families, caregivers and the community in partnership with health and social service providers.	We will be inclusive . We work with diverse populations and urban and rural communities.	We will pay attention to the social determinants of health . A focus on them begins in infancy to prevent illness and promote health.	We will achieve excellence . We are adaptable, courageous and innovative.	We will value relationships. Our culture is built on empathy and trust .
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On average 94% of respondents agreed that they would like to see these value in action when they interact with the KW4 OHT. ‘Partnerships’ had the highest rate of agreement at 98%, followed by ‘Inclusivity’ and ‘Focus on the social determinants of health’ at 95%. There was a 93% agreement with ‘Empathy and Trust’ with ‘Excellence’ trailing at 91%.



Connection with current value statements

In addition to rating how strongly they wanted to see each value in action when they interact with the KW, respondents also had the opportunity to provide specific feedback.

<p>We will be partners. Our team includes patients, families, caregivers and the community in partnership with health and social service providers.</p>	<ul style="list-style-type: none"> Partners may imply an equal voice however, this may not always be the case - we need to respect the expertise and knowledge of clinical as well as the patient and family's experience, voice and right to make decisions while being safe and respectful for all.
<p>We will be inclusive. We work with diverse populations and urban and rural communities.</p>	<ul style="list-style-type: none"> The term 'inclusivity' by default determines 'exclusivity.' There must be a better term to imply including and welcoming everyone, with the intention to continually grow, instead of terms that create in-groups and out-groups by their very definitions. We will be inclusive. We will work with disadvantaged populations and communities, to improve longstanding health inequities. We will support all vulnerable populations, the best we can.
<p>We will pay attention to the social determinants of health. A focus on them begins in infancy to prevent illness and promote health.</p>	<ul style="list-style-type: none"> Should begin prenatally, not in infancy
<p>We will achieve excellence. We are adaptable, courageous and innovative.</p>	<ul style="list-style-type: none"> Complete excellence is not practical Excellence is too strong an initial goal Excellence means risking things and sometimes failing It takes a lot of training, education, motivation, value etc. to achieve excellence. This would need a lot of work considering the current situation. Excellence and perfection are subjective terms, implying the ultimate peak, whereas when the terms are put in context of adaptability, growth, and movement, these goal posts also move. This requires perpetual motion, and not a finite "we have reached it" definition. The intentions in this value is wonderful, it would be better served by clarification and gentle reframing. Value and use research evidence in all decisions Willingness to admit failures, learn from them, accept responsibility and improve. I think 'informed and educated' should also be included here This should include evidence-informed planning
<p>We will value relationships. Our culture is built on empathy and trust.</p>	<ul style="list-style-type: none"> We will be trustworthy and demonstrate this through our decisions and actions.



Value statements – suggested additional values

When asked how we could improve on our values, several themes emerged with the most notable being **accountability** (6) and **navigation** (3).

ACCOUNTABILITY

PATIENT EFFICIENT BRIDGE **NAVIGATION**

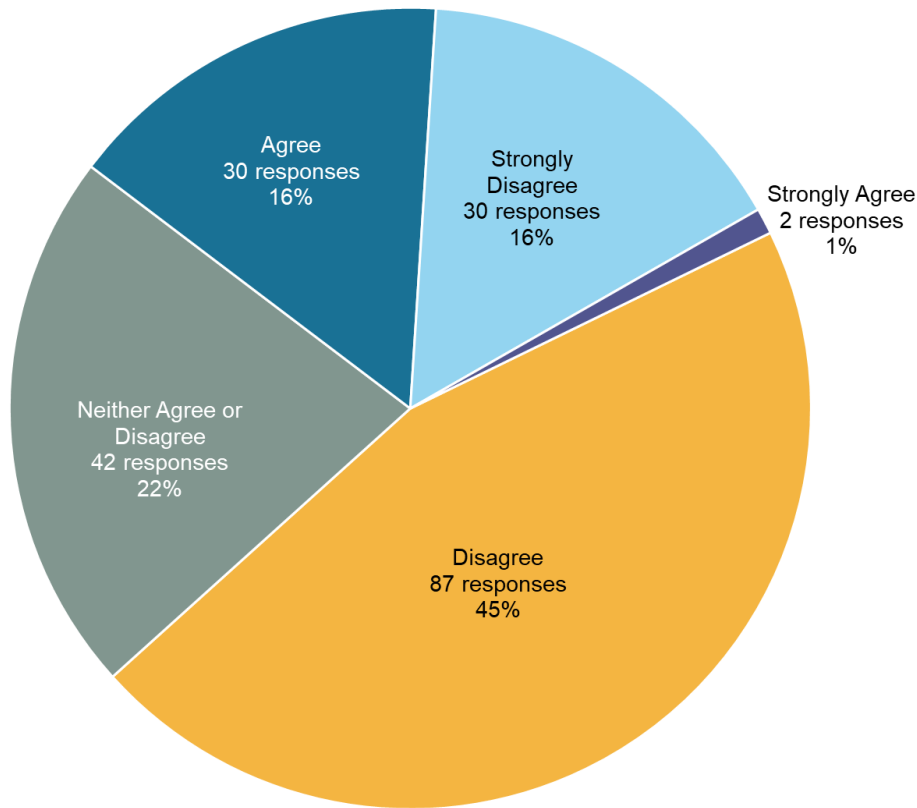
FOCUSSED **RESPECTFUL** **QUALITY** STEWARDSHIP SAFE

TRANSPARENT SUSTAINABLE COLLABORATION



Current health services in KW4 – meeting needs

When asked if the health care services in the KW4 Region (Kitchener, Waterloo, Wellesley, Wilmot, Woolwich) currently meet the needs of the residents, only 17% agreed.



The most common comments from those who did not agree were:

- | Comments | Count |
|---|-------|
| • Lack of timely access to care, imaging, specialists, support care services, MH&A | • 56 |
| • Insufficient Primary Care resources | • 34 |
| • Service gaps specific to marginalized communities | • 27 |
| • Insufficient health human resources | • 17 |
| • Disjointed system that is not streamlined and hard to navigate | • 16 |
| • Inadequate hospital physical infrastructure | • 11 |
| • Inconsistent and insufficient availability of funded interpretation services | • 7 |
| • Lack of mental health training across all providers | • 4 |
| • Inability to access unfunded services (physio, optometry, mental health services) | • 3 |
| • Lack of regionalization - should amalgamate KW4 and CND OHTs | • 1 |



Current experience in KW4 – specific characteristics

When asked to rate their current health care experience in the KW4, the results for excellent/good varied between 26% and 58% for the seven different characteristics with timely access to care, ease of transition/navigation, and communication across health service providers ranking the lowest.

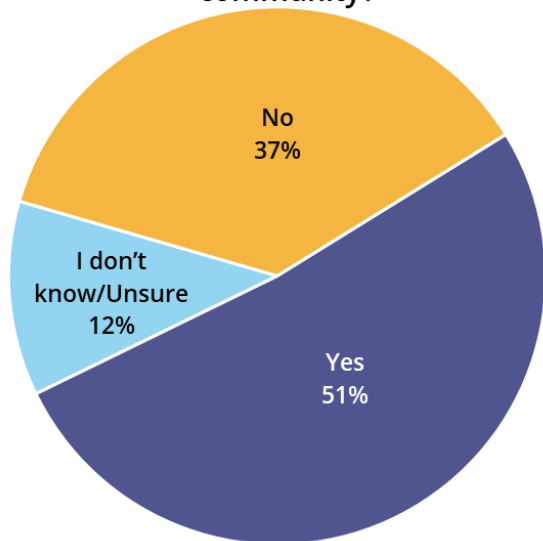
Characteristic:	5 Excellent	4 Good	Combined - Excellent and Good	3 Average	2 Fair	1 Poor
Care close to home (i.e., I do not need to travel outside of KW4 for services, health care services are close to where I live)	17%	41%	58%	22%	14%	6%
Quality and compassionate care (i.e., I receive high quality health care provided by caring staff)	17%	41%	58%	26%	15%	1%
Welcoming, equitable and inclusive care (i.e., I have access to culturally appropriate services and resources necessary to achieve my health potential)	13%	40%	53%	29%	14%	4%
Range of services (i.e., There are sufficient health care choices available to meet my health needs)	9%	38%	47%	30%	14%	9%
Communication across health service providers (i.e., I am not having to continually share my story, and my family doctor/nurse practitioner is aware of the services being provided by others)	10%	18%	28%	27%	26%	18%
Ease of transition and navigation across health service providers (i.e., It is easy to find the health care service I require and have more than one health care provider involved in my care)	6%	22%	28%	28%	31%	12%
Timely access to care (i.e., I am able to secure an appointment and obtain services quickly)	6%	20%	26%	27%	22%	25%



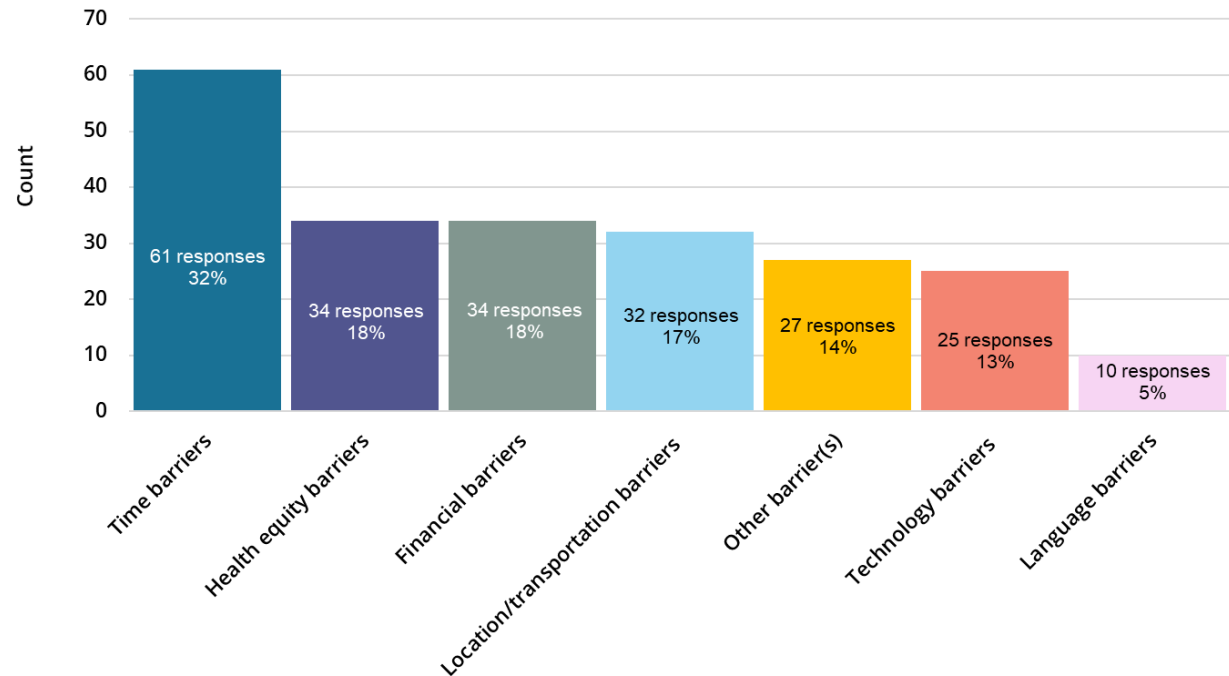
Current experience in KW4 – barriers

When asked if respondents experienced any barriers that made it hard to access health care in their community, 51% answered yes. The most identified barrier was 'Time' (i.e., time of day services are offered do not work for me) which was selected by 32% of respondents. This was followed by 'Health equity' (i.e., services are not: equal, inclusive, culturally safe, sensitive or non-judgmental) and 'Financial' (i.e., service required are not covered and are not affordable), which were selected by 18% of respondents. Of those who selected 'Other' the most common barrier identified was wait times.

Have you experienced any barriers that made it hard to access health care in your community?



Which health care barriers have you experienced in your community?





Looking to the future - priorities

When asked what priorities respondents believe KW4 OHT's should focus on in the future, 6 priorities were selected as important or very important by over 90% of respondents including increasing access to primary care, improving healthcare in the community, increasing access to specialists, improving coordination, navigation and integration of services, recruiting and retaining health professionals, and improving health promotion and illness prevention.

I believe the following priority should be an area of focus for KW4 OHT over the next 5 years:	5 Very Important	4 Important	Combined - Important and Very Important	3 Neutral	2 Less Important	1 Not Important
Increase timely access to Primary Care services (family doctors or nurse practitioners) and provide alternative service options for those without a primary care provider (e.g., other than the ED or urgent clinics)	77%	20%	97%	3%	0%	0%
Improve healthcare in the community and reduce the number of unnecessary trips to the Emergency Department and hospital admissions	67%	29%	96%	4%	1%	0%
Increase timely access to specialist services	67%	29%	96%	3%	1%	0%
Improve the coordination, navigation, and integration of services among all partners to ensure patients experience smooth transitions throughout their care journey.	54%	40%	94%	4%	2%	0%
Create strategies to recruit and retain dedicated and skilled health professionals in the community.	69%	25%	94%	5%	1%	1%
Support opportunities and initiatives for improved health promotion and illness prevention in the community	46%	44%	90%	7%	3%	0%
Enhance the distribution and use of resources to achieve the best possible health outcomes for both individuals and the healthcare system. Use resources effectively and efficiently , ensuring that everyone receives the care they need to improve their health while making the most of available resources.	50%	39%	89%	10%	1%	0%
Support opportunities to improve health equity and access to inclusive, culturally safe health care services and resources	45%	39%	84%	14%	1%	1%
Reduce the number of times people transition between services and provide clear and helpful guidance when they do to make the process smoother	34%	44%	78%	19%	3%	1%
Strengthen genuine community engagement in the co-design of health services for KW4	34%	44%	78%	20%	2%	0%
Improve healthcare system experiences and outcomes for KW4 OHT priority populations using a data-driven approach called population health management to better understand their unique needs	40%	36%	76%	20%	2%	1%
Take a digital first approach and encourage the exploration and adoption of creative ideas and the use of health technology	32%	43%	75%	19%	6%	1%
Become a leading organization in integrated, person-centered health and social services by implementing best practices and continually improving our services based on the OHT Integration Maturity Index. This index helps us evaluate our level of integration and is part of our accreditation process to ensure we provide high-quality services to the community.	38%	36%	74%	19%	6%	1%
Determine required changes to health services to address the impacts of climate change and environmental effects on health	30%	35%	65%	25%	8%	3%



Looking to the future - priorities



Respondents provided several comments regarding other priorities not previously mentioned.

Public vs. Privatization

- *“Work to keep public healthcare public, not private”*
- *“I would like to see KW4 OHT have more direction/input/choice in how our share of dollars associated with provincial initiatives are spent in our local region”*

Fresh Approach vs. Refining Existing

- *“Need a different approach/ fresh thinking moving forward, not the 'same old'; our health care system is broken and needs creative ideas and real change to meet the needs of an ever-growing population. Get different perspectives at the table, e.g., tech sector to see how tech can add value.”*
- *“I think health system needs to be reverse engineered and to look to other sectors for best practice.”*
- *“Try thinking outside the box”*
- *“Don't reinvent the wheel! Use the resources available and fund them appropriately. Don't need another plan, we need action to make health care equitable”*

Actionable and Focused

- *“Focus on action, not platitudes”*
- *“KW4 cannot be everything to everyone.”*
- *“Ensure the strategic plan is actionable, results-oriented, gets implemented according to plan, and that leaders are held accountable for results. Needs to be more than a paper/bureaucratic exercise; needs to move the needle forward on better care.”*
- *“Develop meaningful measures to monitor, assess and communicate progress of KW4 Strategic Plan.”*
- *“What will be indicators to know if you are doing a good job? How will you communicate these factors to the public? What is KW4 accountability to public and to patient/clients? What will be the continuous improvement cycle.”*



Summary of Key Findings



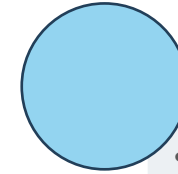
Demographics

- 191 people completed the survey
- There was good representation from each of the 2 cities and 3 townships
- KW4 OHT should seek opportunities to obtain additional feedback from the youth and young adult population, those who identify as male, and those who identify as indigenous



Health and Social Services

- Most respondents felt health and wellness services do not currently meet the needs of KW4 residents.
- The greatest opportunities for improvement identified were timely access to care, ease of transition and navigation across health services and communication.
- The most identified barrier was 'Time' (i.e., time of day services are offered do not work for me)



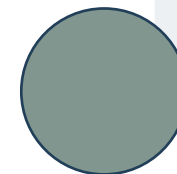
Vision, Mission, Values

- KW4 OHT should focus on increasing community awareness regarding their purpose and their work
- Respondents felt a connection to KW4 OHT's current Vision, Mission, and Values, especially when viewed together, but there may be opportunities to strengthen them.



Priorities

- Most respondents felt the priorities suggested were important with 6 priorities scoring over 90% including increasing access to primary care, improving healthcare in the community, increasing access to specialists, improving coordination, navigation and integration of services, recruiting and retaining health professionals, and improving health promotion and illness prevention.





Thank you!



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