KW4 OHT Strategic Plan
Workshop #3 with Members and Invited Guests

March 20, 2024
12:00-1:30 p.m.

Project Overview

KW4 OHT is developing its first strategic plan and has engaged Dr. Rebecca Sutherns of Sage Solutions to facilitate three engagement sessions with KW4 OHT members to gather input on the emerging strategy. 57 members and invited guests attended the third session, which was a 90-minute digital meeting to review and refine the revised draft strategy, the participant list can be found in Appendix A (page 10).

Cathy Harrington, Chair of the Strategic Planning Working Group, provided opening remarks and an overview of the agenda. Brenda Vollmer, KW4 OHT's Director of Project Management and Project Support, then provided an update on the process to date to identify the various components of the strategic plan, and walked the group through the current draft version of the strategic plan. Presentation slides can be found in Appendix B (pages 11-28).

Rebecca then used Mentimeter and Mural to gather feedback on the current draft strategy (see page 23). Full results have been documented in the notes that follow, with the number of participants that responded noted in brackets.

What specific changes would you recommend to make the strategy stronger? (29 respondents)

Love it/Looks good/No changes (17)

- Love it. Thanks so much to those who worked on the develop of the strategy.
- Things have come along nicely
- Really like the structure
- Great start. Looking forward to see where it goes!

- Love it! Great work everyone!
- Love it. The engagement was excellent
- Looks great! Love the detail.
- Excellent engagement
- It has been very well thought thru and is excellent.
- No changes are required
- I have no suggested changes.
- No change!

Simplify/less wordy (5)

- Less wordy and should we remove the numbering? Is it a 1, 2 and 3 priority
- Yes it needs to be eventually less wordy 🤪
- Shorten the verbiage, otherwise no suggestions
- Good encapsulation of planning to date but if it can be streamlined/simplified it would be easier to digest
- Even though wordy, is there a way to add "what this will look like" so that people can understand what they should expect

Accessible (5)

- Keep the details, as they're important to ensure success. But would be good to have a more accessible and user-friendly document that is inclusive to all.
- Working on translating the excellent work to concise concepts will be welcomed
- When we are done, can we have this available in an accessible document?
- Make sure there are different versions for different audiences and reading levels
- Understood that it needs to be trimmed for visual appeal but the detail is helpful. Will this version be accessible by all along with the more streamlined target population focused versions?

Vocabulary changes (3)

- More language on cultural safe care along with health equity
- Very traditional health system focus — can there be more language around a wider determinants of health approach?
- Can we look at verbs to ensure they drive action as much as possible vs generic

Other suggestions

- Have edgier Values that are unique to our OHT.
    - Examples — Barn raising, community before brand….
- A visual pathway especially as there are 3 priorities … stepwise process
- Add strategic goal under Priority 3 of "Grow the number of initiatives where the OHT is the sponsor, holder and director of funds."
- Talented people instead of Human Resources as an enabler?
- Decrease % of people considered most deprived as per the Material Deprivation Index.
- Increase patient recorded outcome measures
- Making sure our goals apply to ALL in the community not just those with OHIP coverage.
- Priority #3 applies to people who are housed and could pay more attention to people who are not.

Strategic Goals

Using Mural, participants were asked to review the strategic goals listed for each of the three priorities. Each organization was then asked to indicate if their organization's work contributes directly to each goal by placing a 'thumbs up' icon in the corresponding goal area. Large icons were used to indicate a strong focus in that area, and smaller icons indicate more limited work being done that would contribute towards that goal. Organizations were also asked to indicate provisionally if they were "willing to lead" in a specific goal area.

The intent was to assess the degree of overlap between what members are already doing and what's in the OHT strategy. Results from the Mural Board are captured below and can also be found in Appendix C (page 29); please note that some members provided responses via the Chat instead. That feedback has been captured in the tables below but may not be reflected in the Mural board.

Priority 1: Keep People Well

Goal	Health/ Social Care		Community Allies		Patient & Family Advocates		Willing to lead
	👍	👍	👍	👍	👍	👍	
1.1 Promote culture-based healthy lifestyles and preventative measures to empower individuals to make informed health decisions	10	5		4		1	WCHC, CHCKW, CCCWWW
1.2 Enhance community-based healthcare, beginning in priority neighbourhoods	10	6	2			1	CHCKW, CCCWWW, Camino
1.3 Reduce the incidence and impact of chronic diseases through evidence-based prevention, early detection, and effective management	6	5	1			2	CFFM FHT, CHCKW
1.4 Collaborate with community organizations to address local social determinants of health challenges (i.e., housing/shelter, food insecurity, etc.)	18	5	2	2		3	C of K, CSC, CHCKW, CCCWWW, Camino

Priority 2: Access to Care

Goal	Health/ Social Care		Community Allies		Patient & Family Advocates		Willing to lead
	👍	👍	👍	👍	👍	👍	
2.1 Improve access to primary care and team-based models of care	10	4		1			WRNPLC, CFFM FHT, CHCKW, SMGH, WCHC

Goal	Health/ Social Care		Community Allies		Patient & Family Advocates		Willing to lead
	👍	👍	👍	👍	👍	👍	
2.2 Optimize care coordination and system navigation among providers and services	13	7					CCCWWW, CSC
2.3 Streamline processes and address bottlenecks to reduce wait time for services	10	6					CCCWWW, CHCKW
2.4 Support the ongoing implementation of online appointment booking, electronic referrals and centralized intake	11	5					WRNPLC, SMGH, CCCWWW, CFFM FHT

Priority 3: Integrate Services

Goal	Health/ Social Care		Community Allies		Patient & Family Advocates		Willing to lead
	👍	👍	👍	👍	👍	👍	
3.1 Build and foster creative partnerships that enable integrated care and system excellence	16	7	1				CCCWWW, GRH, CHCKW, CFFM FHT
3.2 Spearhead the development of new and innovative approaches to care delivery, using a system thinking approach and leveraging local partnerships	14	5				1	SMGH, GRH, CHCKW, CFFM FHT, CCCWWW
3.3 Implement new innovative models of integrated home care	11	3				1	SMGH, CHCKW, CCCWWW, CSC, GRH

Comments about "willing to lead"

- Reluctance to lead as I need to consult with team. Willing to consider, but can't make a formal commitment.
    - Assume that willing to lead means we'll explore this/have a conversation about it
    - Maybe should say "willing to collaborate"
    - Not clear what's involved — a few meetings, an ongoing commitment?
    - Looking for members with expertise in certain areas (i.e. mental health and addictions) to "lead" — guide, direct or influence. KW4 to support through resources, time etc.

Analysis

While we can't distinguish the number of distinct people/organizations that contributed to the Mural Board, responses indicate that 10 of the 28 organizations in attendance noted their provisional willingness to lead a specific goal area. Responses also indicate strong overlap of members'/partners' work with the OHT strategy, especially in the areas of addressing local social determinants of health challenges (goal 1.4) and enabling integrated care system excellence (goal 3.1).

Strategic Measures

Using Mentimeter, participants voted for the strategic measure that KW4 OHT should be MOST and LEAST ambitious about achieving under each Priority. This will guide the OHT in developing performance targets and allocating resources appropriately.

Priority 1: Keep People Well

Where should we be MOST ambitious? *(28 participants)*

Strategic Measure	# of Votes
Decrease emergency department visits as the first point of contact for mental health and addictions care	**13**
Reduce acute care utilization	9
Reduce ambulatory care sensitive conditions best managed elsewhere	3
Increase early detection of chronic disease	2
Increase Patient Reported Outcome Measures (PROMS)	1

Strategic Measure	# of Votes
Increase % of people up to date with mammogram, colorectal and pap tests	0
Improve chronic disease outcomes	0
Decrease the % of people considered most deprived as per the Material Deprivation Index	0

Where should we be LEAST ambitious? *(30 participants)*

Strategic Measure	# of Votes
Decrease the % of people considered most deprived as per the Material Deprivation Index	**13**
Increase % of people up to date with mammogram, colorectal and pap tests	8
Increase Patient Reported Outcome Measures (PROMS)	5
Improve chronic disease outcomes	2
Decrease emergency department visits as the first point of contact for mental health and addictions care	0
Reduce acute care utilization	0
Reduce ambulatory care sensitive conditions best managed elsewhere	0
Increase early detection of chronic disease	0

Priority 2: Access to Care

Where should we be MOST ambitious? *(31 participants)*

Strategic Measure	# of Votes
Increase access to primary care services for unattached patients	**14**
Improve system navigation support to find and access care	7
Increase access to integrated team-based models of care	6
Reduce wait times	4
Increase % of positive provider experience survey responses	0
Increase # of providers offering Online Appointment Booking	0

Where should we be LEAST ambitious? *(30 participants)*

Strategic Measure	# of Votes
Increase # of providers offering Online Appointment Booking	**15**
Increase % of positive provider experience survey responses	9
Increase access to primary care services for unattached patients	2
Improve system navigation support to find and access care	2
Increase access to integrated team-based models of care	1
Reduce wait times	1

Priority 3: Integrate Services

Where should we be MOST ambitious? *(34 participants)*

Strategic Measure	# of Votes
Increase the number of integrated care pathways developed and implemented	**20**
Decrease Caregiver distress among home care clients	10
Increase the number of partners participating in OHT initiatives	4

Where should we be LEAST ambitious? *(30 participants)*

Strategic Measure	# of Votes
Increase the number of partners participating in OHT initiatives	**25**
Decrease Caregiver distress among home care clients	5
Increase the number of integrated care pathways developed and implemented	1

Comments

- "When looking at the strategic goals in the previous exercise I could see myself in those. But I can't see myself in strategic measures." e.g. Support Goal 1.1 (Promote culture-based healthy lifestyles and preventative measures…) is relevant, but the metric doesn't apply to me or seem to match the goal. The measures become very medical.
    - Goals were developed through community engagement activities whereas the OHT has been given measures for which they are accountable to Ontario Health. These may not currently match well in

all areas, for all partners. Might be worth adding in what members most want/need to measure to meet the strategic goals.
    - Great point
    - Very-MOH centric KPIs
    - Great comments. It's important that we think about our local goals and how best to include. It's not only about OH/MOH goals and we need to think about how to include those.
    - Agree. There is a heavy focus on clinical care and not as much on community and how we may be able to contribute to these measures.

Wrap-up/Next Steps

Ashnoor Rahim, KW4 OHT Executive Director, thanked everyone for participating in today's session, and also for the time, energy and input given over the past six months. Special thanks was also given to the Strategic Plan Working Group. Feedback from this session will be used to finalize the plan which will be shared with members in April for approval. Finalizing the launch of the strategic plan will take place in May and June.

Cathy also thanked everyone for their time and support, and encouraged members to reach out with any further feedback.

Appendix A

KW4 OHT Strategic Plan
Meeting #3 Attendees

Ben Hesch
Berry Vrbanovic
Brenden Cote
Catherine Burns
Cathy Harrington
Dawood Amjad
Deanne Gillies
Ernest Osei
Elaine Shantz
Elliott McMillan
Eric Philip
Fauzia Baig
Helen Fishburn
Hsiu-Li Wang
Janet Redman
Jenn Metzloff
John Colangeli
Judy Nairn
Kathy Payette
Kristina Eliashevsky
Leanne Terry
Lee-Ann Murray
Lisa Gill
Linda Brooks
Lori Palubeski
Lori Payne
Maria Empringham
Mary D'Alton
Michelle Martin
Modesty Sabourin
Moses Tetui
New Vision FHT
Region of Waterloo
Rhonda Nicholls
Ron Gagnon
Rosslyn Bentley
Roy Cameron
Sarah Farwell
Sonia Dennis
Stephanie Mancini
Stephanie Watson
Tara Bedard
Tiffany Smith
Toby Harris
Tracy Elop
Wajma Attayi
Will Pace

OHT Staff: Ashnoor Rahim, Brenda Vollmer, Jessica Lemon, Nicole Naccarato, Rebecca Petricevic, Ronke Saba, Shaz Rahaman, Suellen Robertson

Sage Solutions: Rebecca Sutherns, Laurie Watson

Appendix B

KW4 OHT Strategic Planning Event

March 20, 2024

Welcoming and Opening Remarks

KW4
ONTARIO HEALTH TEAM

Today’s Agenda

- Welcome and Opening Remarks
- Review the plan. Identify specific revisions.
- Assess participant alignment with and leadership of the plan
- Identify where to be most ambitious
- Closing Remarks and Next Steps

Review the Plan

KW4
ONTARIO HEALTH TEAM

Engagement

329 Surveys

773 Conversations

149 Focus Group Participants

133 Planning Session Participants

1,384 Engagement Points and Counting!

Understanding our Landscape

- PESTEL Analysis
- SWOT Analysis
- Data Analysis
- MoH/OH Key Document Review
- Review of Member and Partner Strategies

Envisioning our Future

Vision

Mission

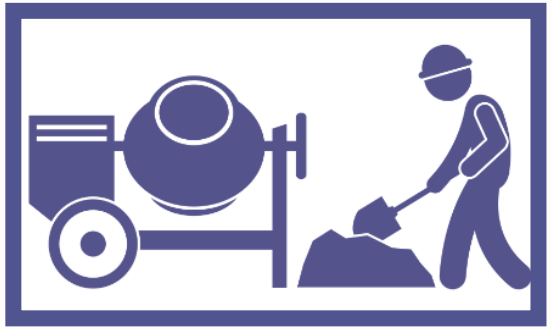
Values

Draft Vision - *A community where everyone receives integrated health and social care, delivered by providers who share responsibility for the outcomes of their patients/ client's care.*

Draft Mission - *Advance health and social care services to maximize collective impact, optimize patient, family, and care partner experiences, improve provider experience, and achieve better health and wellbeing for those accessing services in our community.*

Draft Values – *Partnerships, Inclusivity, Prevention, Adaptability, Accountability*.

Starting with the Foundation



Governance

Incorporation
Primary Care Network
Operational Support Provider
Designation
Advocacy

Tools

Digital Health Strategy
Interoperability
Data Governance
Data Stewardship

Human Resources

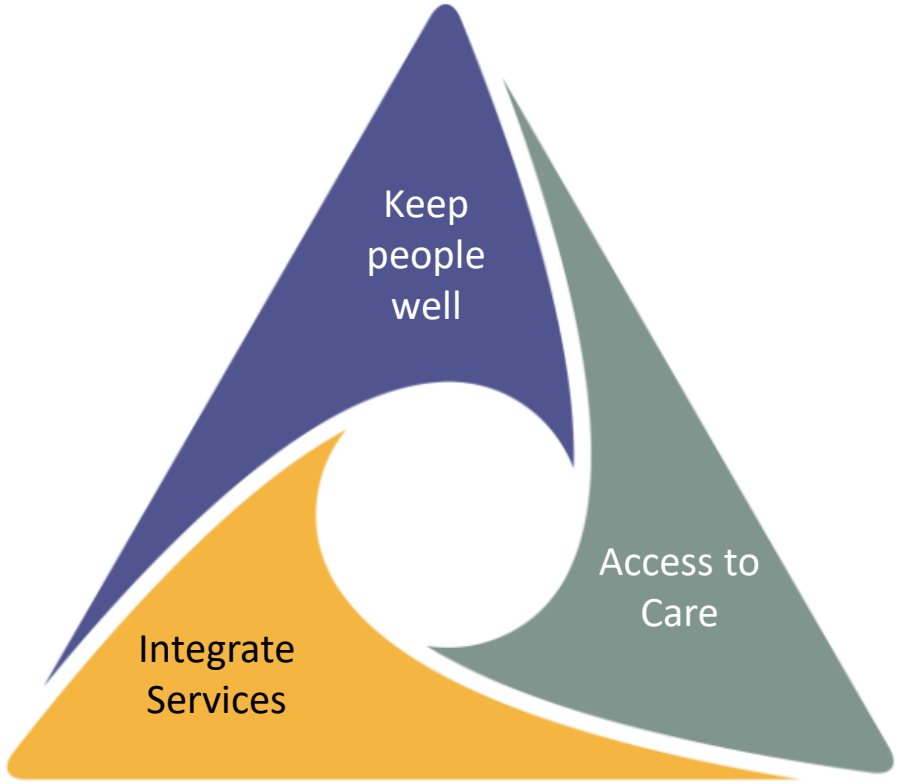
Wellbeing
Recruitment and Retention
Training and Development
Succession Planning

Building the Pillars

Co-design

Equity-driven approach

Setting our Strategy



KW4 ONTARIO HEALTH TEAM
KITCHENER | WATERLOO | WELLESLEY | WILMOT | WOOLWICH

TRANSFORMING TOGETHER
STRATEGIC PLAN 2024-2028

VISION
A community where everyone receives integrated health and social care, delivered by providers who share responsibility for the outcomes of their patients/client's care.

STRATEGIC PILLAR

Co-design person-centered models of care by ensuring the diverse perspectives of clients, patients, families, care partners and community are heard, valued, and understood.

MISSION
Advance health and social care services to maximize collective impact, optimize patient, family, and care partner experiences, improve provider experience, and achieve better health and wellbeing for those accessing services in our community.

VALUES
Partnerships | Inclusivity | Prevention | Adaptability | Accountability

STRATEGIC PRIORITY # 1
Keep people well by implementing strategies that focus on wellness, prevention and early interventions

STRATEGIC GOALS:
1.1 Promote culture-based healthy lifestyles and preventative measures to empower individuals to make informed health decisions
1.2 Enhance community-based healthcare, beginning in priority neighbourhoods
1.3 Reduce the incidence and impact of chronic diseases through evidence-based prevention, early detection, and effective management
1.4 Collaborate with community organizations to address local social determinants of health challenges (i.e., housing/shelter, food insecurity, etc.)

STRATEGIC PRIORITY # 2
Transform our health and wellness system to ensure people, can access the right care, at the time, and in the right place

STRATEGIC GOALS:
2.1 Improve access to primary care and team-based models of care
2.2 Optimize care coordination and system navigation among providers and services
2.3 Streamline processes and address bottlenecks to reduce wait time for services
2.4 Support the ongoing implementation of online appointment booking, electronic referrals and centralized intake

STRATEGIC PRIORITY # 3
Integrate services across health and social partners to serve the needs of our community

STRATEGIC GOALS:
3.1 Build and foster creative partnerships that enable integrated care and system excellence
3.2 Spearhead the development of new and innovative approaches to care delivery, using a system thinking approach and leveraging local partnerships
3.3 Implement new innovative models of integrated home care

STRATEGIC PILLAR

Integrate equity-driven approaches by embedding an equity, inclusion, diversity and anti-racism lens into our work to reduce health disparities, particularly for underserved populations.

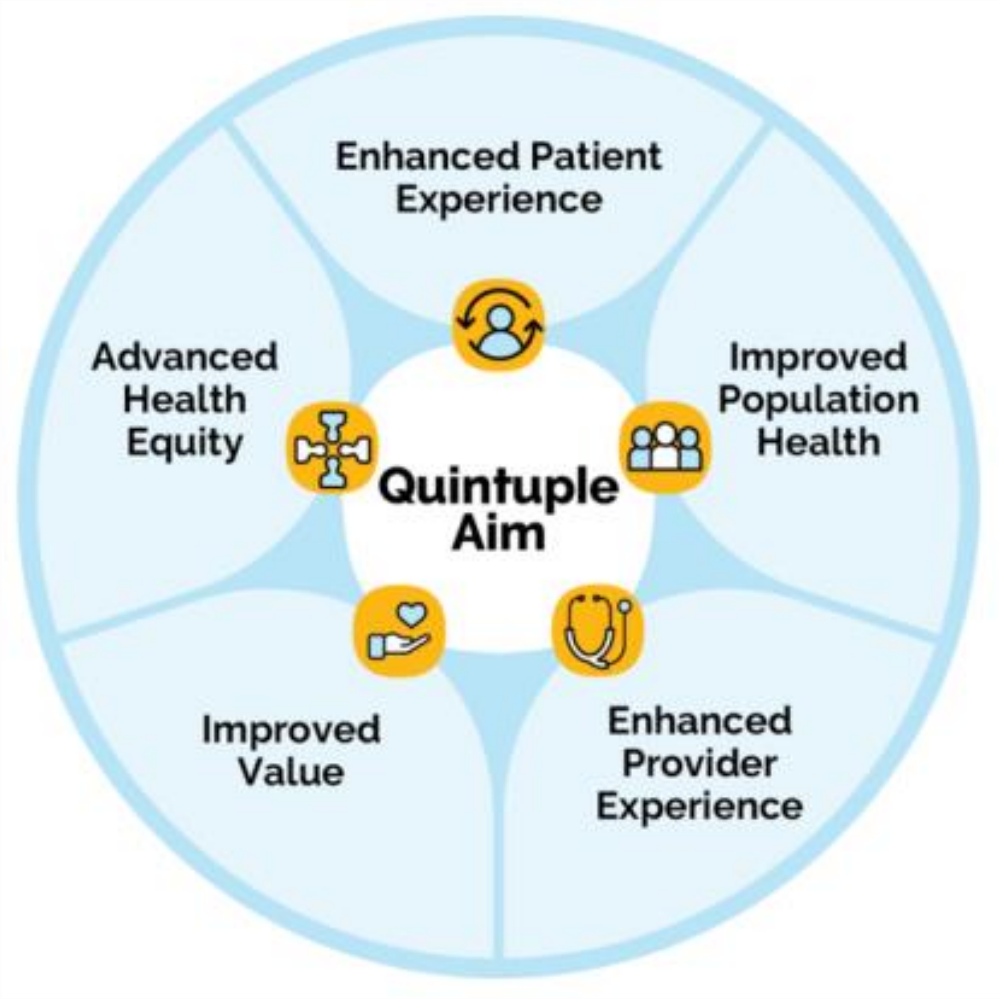
STRATEGIC ENABLERS:

Governance
- Incorporation
- Primary Care Network
- Formalize operation support provider
- OHT Designation

Tools
- Digital health strategy
- Data governance and data stewardship

Human Resources
- Recruitment and retention
- Succession planning
- Wellbeing
- Training and development

Measuring our Progress



KW4 Ontario Health Team

TRANSFORMING TOGETHER STRATEGIC PLAN 2024-2028

VISION

A community where everyone receives integrated health and social care, delivered by providers who share responsibility for the outcomes of their patients/client's care.

MISSION

Advance health and social care services to maximize collective impact, optimize patient, family, and care partner experiences, improve provider experience, and achieve better health and wellbeing for those accessing services in our community.

VALUES

Partnerships | Inclusivity | Prevention | Adaptability | Accountability

STRATEGIC PILLAR

Co-design person-centered models of care by ensuring the diverse perspectives of clients, patients, families, care partners and community are heard, valued, and understood.

STRATEGIC PRIORITY # 1
Keep people well by implementing strategies that focus on wellness, prevention and early interventions

STRATEGIC GOALS:
1.1 Promote culture-based healthy lifestyles and preventative measures to empower individuals to make informed health decisions
1.2 Enhance community-based healthcare, beginning in priority neighbourhoods
1.3 Reduce the incidence and impact of chronic diseases through evidence-based prevention, early detection, and effective management
1.4 Collaborate with community organizations to address local social determinants of health challenges (i.e., housing/shelter, food insecurity, etc.)

STRATEGIC MEASURES:
1.1 Increase % of people up to date with mammogram, colorectal and pap tests
1.2 Decrease emergency department visits as the first point of contact for mental health and addictions care
1.2 Reduce acute care utilization
1.3 Increase early detection of chronic disease
1.3 Improve chronic disease outcomes
1.3 Reduce ambulatory care sensitive conditions best managed elsewhere
1.4 Increase Patient Reported Outcome Measures (PROMS)
1.4 Decrease the % of people considered most deprived as per the Material Deprivation Index

STRATEGIC PRIORITY # 2
Transform our health and wellness system to ensure people, can access the right care, at the time, and in the right place

STRATEGIC GOALS:
2.1 Improve access to primary care and team-based models of care
2.2 Optimize care coordination and system navigation among providers and services
2.3 Streamline processes and address bottlenecks to reduce wait time for services
2.4 Support the ongoing implementation of online appointment booking, electronic referrals and centralized intake

STRATEGIC MEASURES:
2.1 Increase access to primary care services for unattached patients
2.1 Increase access to integrated team-based models of care
2.1 Increase % of positive provider experience survey responses
2.2 Improve system navigation support to find and access care
2.2 Increase % of positive patient experience survey responses
2.3 Reduce wait times
2.4 Increase # of providers offering Online Appointment Booking

STRATEGIC PRIORITY # 3
Integrate services across health and social partners to serve the needs of our community

STRATEGIC GOALS:
3.1 Build and foster creative partnerships that enable integrated care and system excellence
3.2 Spearhead the development of new and innovative approaches to care delivery, using a system thinking approach and leveraging local partnerships
3.3 Implement new innovative models of integrated home care

STRATEGIC MEASURES:
3.1 Increase the number of partners participating in OHT initiatives
3.2 Increase the number of integrated care pathways developed and implemented
3.3 Decrease Caregiver distress among home care clients

STRATEGIC PILLAR

Integrate equity-driven approaches by embedding an equity, inclusion, diversity and anti-racism lens into our work to reduce health disparities, particularly for underserved populations.

STRATEGIC ENABLERS:

Governance | Tools | Human Resources

Facilitated Discussion

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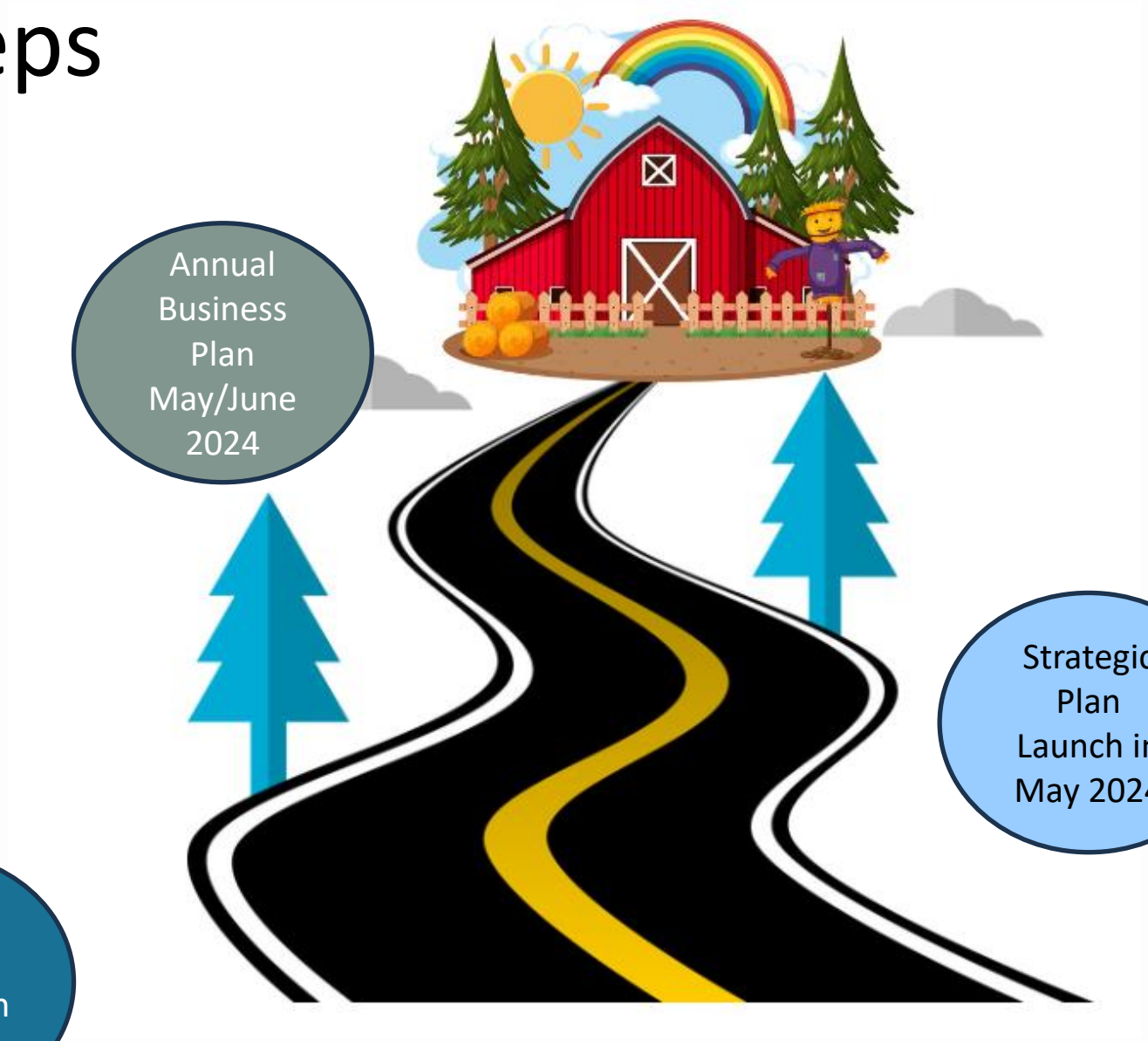
Next Steps

KW4
ONTARIO HEALTH TEAM

Next Steps



KW4 ONTARIO HEALTH TEAM

Strategic Planning Working Group

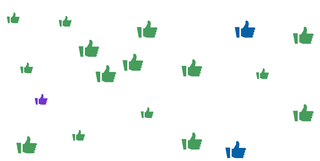
Name	Organization
Aaron Willmott	Traverse Independence
Ann Bilodeau	KW Habilitation
Ashnoor Rahim	KW4 OHT
Bonnie Camm	Grand River Hospital
Brenda Vollmer	KW4 OHT
Cathy Harrington (chair)	Community Care Concepts
Elliott McMillan	Grand River Hospital
Helen Fishburn	CMHA WW
Jenny Flagler-George	University of Waterloo
Kathy Payette	Community Member, CCDC
Leanne Terry	Waterloo Region Nurse Practitioner Led Clinic
Lee-Ann Murray	Home & Community Care Support Services WW
Neil Naik	Primary Care
Sarah Farwell	St. Mary's General Hospital
Steve Keczem	Patient and Family Advisory
Tara Groves Taylor	Community Healthcaring KW
Wajma Attayi	Centre for Family Medicine
Will Pace	Community Support Connections
Supports	
Suellen Robertson	KW4 OHT
Nicole Naccarato	KW4 OHT

THANK YOU!

KW4
ONTARIO HEALTH TEAM

KW4 ONTARIO HEALTH TEAM Strategic Plan

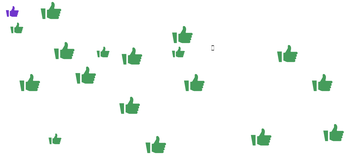
Strategic Priority #1: Keep people well by implementing strategies that focus on wellness, prevention and early interventions

Strategic Goals	"Our work contributes directly to achieving this goal"	Willing to lead
1.1 Promote culture-based healthy lifestyles and preventative measures to empower individuals to make informed health decisions		
1.2 Enhance community-based healthcare, beginning in priority neighbourhoods		
1.3 Reduce the incidence and impact of chronic diseases through evidence-based prevention, early detection, and effective management		
1.4 Collaborate with community organizations to address local social determinants of health challenges (i.e., housing/shelter, food insecurity, etc.)		

Strategic Priority #2: Transform our health and wellness system to ensure people can access the right care, at the right time and in the right place

Strategic Goals	"Our work contributes directly to achieving this goal"	Willing to lead
2.1 Improve access to primary care and team-based models of care		
2.2 Optimize care coordination and system navigation among providers and services		
2.3 Streamline processes and address bottlenecks to reduce wait time for services		
2.4 Support the ongoing implementation of online appointment booking, electronic referrals and centralized intake		

Strategic Priority #3: Integrate services across health and social partners to serve the needs of our community

Strategic Goals	"Our work contributes directly to achieving this goal"	Willing to lead
3.1 Build and foster creative partnerships that enable integrated care and system excellence		
3.2 Spearhead the development of new and innovative approaches to care delivery, using a system thinking approach and leveraging local partnerships		
3.3 Implement new innovative models of integrated home care		