

KW4 OHT Strategic Planning Working Group (SPWG)
Terms of Reference:

Background:

In February 2019, the Ontario Ministry of Health (MOH) announced a plan to restructure the health system, involving the formation of a new central agency (Ontario Health) and Ontario Health Teams (OHTs). The vision for OHTs as set out by the Ministry is to create integrated care systems in Ontario to improve health outcomes, patient and provider experience, and value (also known as the Quadruple Aim).

In October 2020, KW4 received formal approval from the Ontario Ministry of Health to become an OHT. The Kitchener, Waterloo, Wellesley, Wilmot, Woolwich Ontario Health Team (KW4 OHT) is a group of 40 organizations that work together to improve healthcare in the region. These organizations come from primary care (doctor/nurse practitioners' offices), home care, hospitals, community agencies, long-term care, mental health, Indigenous health services, local government, and educational institutions.

The 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 Strategic Plan will articulate the 'what' and 'why' of our existence and help us to identify priorities within the healthcare system.

Mandate

The Strategic Planning Working Group (SPWG) is established on a short-term basis and is responsible for facilitating the development of a Strategic Plan.

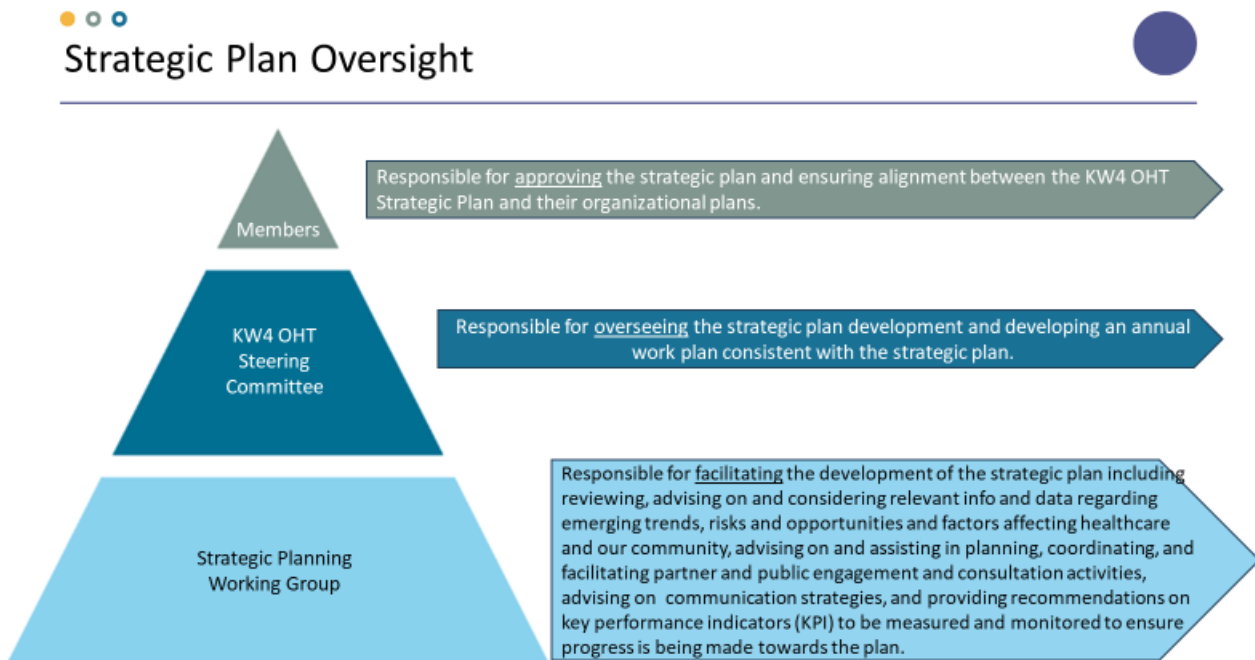
Roles and Responsibilities

- Provide guidance, direction and input on advising the strategic planning process throughout the plan development and offer support to successfully complete the work where possible.
- Review, advise on, and consider material developed by OHT staff including relevant information and data regarding emerging trends, risks and opportunities and factors affecting healthcare and our community to inform the KW4 OHT Strategic Plan, including but not limited to an Environmental Scan, the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis, and the Strength, Weakness, Opportunity and Threat (SWOT) analysis.
- Advise on and assist in planning, coordinating, and facilitating public engagement and consultation activities related to the Strategic Plan in an inclusive manner, that is reflective of the diversity of our community.
- Advise and assist in planning, coordinating, structuring, and facilitating partner consultations.
- Ensure ideas and recommendations obtained during consultation and engagement activities are captured and considered during the plan development.
- Advise on the development of a communication strategy, and serve as ambassadors throughout the strategic planning process, ensuring effective communication with partners and the community.
- Oversee the development, validation, and finalization the strategic plan, including outcome mapping for monitoring and evaluation.

- Provide recommendations on key performance indicators (KPI) to be measured and monitored to ensure progress is being made towards the plan.
- Oversee the development of a multi-phased launch strategy to share and reinforce key messages.
- Participate in regular meetings.

Accountability

The SPWG has direct accountability and reporting responsibility through the chair of the Working Group to the KW4 OHT Steering Committee.



Membership

The SPWG is comprised of volunteers from KW4 OHT Member Organizations, from the KW4 OHT Steering Committee, and from community representatives. The SPWG shall strive to ensure diverse representation, which may include consulting with or adding additional Working Group Members as the work unfolds. Members will maintain their terms on the Working Group until the completion of the specified goals.

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
Nicole Naccarato	KW4 OHT
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

Frequency of meetings

Meetings will be held every month for a period of one and a half hours, or at the call of the Chair in order to achieve the specific goal of developing the strategic plan. Meetings may be held virtually or in person as determined by the Chair. Time outside of meetings will also be required to complete assigned tasks.

Staff Support

The KW4 OHT Operations Team will complete all documentation and proposed plans, schedule SPWG meetings, prepare and circulate the agenda, document meeting minutes, and circulate meeting minutes to group members.

Decision Making

Recommendations will be made based on consensus using patient impact as the first lens. The Chair will use the OHT decision making framework as outlined in the CDMA.

Quorum

A quorum will be required for any significant decisions. The majority (i.e. greater than 50%) of the committee must be in attendance to meet the quorum requirement.

Confidentiality

SPWG Representatives shall respect the confidentiality of information received by, and discussions of the SPWG.

Conflict of Interest Policy

SPWG members have a duty to ensure that the integrity of the decision-making processes are maintained by ensuring that they and other members of the SPWG are free from conflict or potential conflict in their decision-making. SPWG members have an ongoing duty to recognize and make full disclosure of any potential, perceived or real conflicts of interest to the Chair.

Version Control

Initial creation – August 14, 2023

Last reviewed/revised –

Last Approved –