

## 6.0 Action Plan – GO!

### 6.1 Enabling Future Initiatives

Community consultations, environmental scanning and literature reviews have helped us identify and clarify health system integration priorities for the WWLHIN. These priorities were developed using the 18 themes identified by the community during our community consultation process (see Appendix C). Four of these themes are recognized to be enablers to successful health system integration.

#### ***Health System Integration Enablers***

- e-Health
- Health Human Resources
- Funding
- System Coordination

The health system integration enablers have been incorporated within the priorities, focus areas and activities of the IHSP Action Plan. Work on these enablers, in the early stages of the IHSP implementation, will assist the WWLHIN in its role of system integrator. This work will contribute to the development of the infrastructure required for WWLHIN to move forward on identified community priorities.

#### ***The IHSP Action Plan***

Together with our community partners, a comprehensive three-year plan to address the WWLHIN health system priorities has been developed.

The activities outlined in the Action Plan provide the guidance for moving towards a sustainable integrated health system. As you will note, the leads for the various activities outlined in the plan have not yet been identified. It is expected that leadership for undertaking the activities will be determined in collaboration with community partners.

#### ***WWLHIN Health System Integration Priorities***

- Improve access to health services
- Improve the health of the population
- Enhance system effectiveness
- Build community capacity to achieve a sustainable health system

The first page of Section 6.2 provides an overview of the Goals and Focus Areas of each of the Priorities. The remaining pages detail the activities over the three-year planning period commencing April 1, 2007.

## 6.2 Action Plan

### Improve Accessibility to Health Services

Promote access to appropriate services

Improve timeliness of service delivery

Ensure availability of appropriate services

#### Goals

- Improve access to health services as reflective of community needs
- Reduce wait times for acute care and long-term care services

### Improve the Health of the Population

Promote healthy living choices

Facilitate coordinated preventative care & services

Increase capacity of programs that enhance an individual's health

#### Goals

- Increase availability of programs that enhance an individual's health
- Increase community awareness and participation in preventative practices and behaviours

**WWLHIN MISSION**  
Inspiring people to improve quality of life now and in the future through collaborative relationships and health system integration.

### Enhance System Effectiveness

Ensure best practices for operational processes & clinical practice

Enhance user-friendliness of the system

Improve coordination & integration of services & programs

#### Goals

- Ease of use of the health care system
- Increase ability to identify and apply well researched methods and tools for health system planning and service delivery

### Build Community Capacity to Achieve a Sustainable Health System

Enhance system performance management & funding models

Increase Health Human Resources

Build an information & technology foundation

Build partnerships & alliances

#### Goals

- Build partnerships and alliances to enhance community capacity
- Measure and report on system wide achievements
- Utilize technology to ensure people have the right information in the right place at the right time
- Stable healthcare workforce
- Transparent and accountable health system

# Improve Accessibility to Health Services

## GOAL

2007 - 2008

2008 - 2009

2009 - 2010

### Improve access to health services as reflective of community needs

Improve access to Primary Care Services	Identify current needs, gaps, barriers and opportunities to increase accessibility to primary care services in the WWLHIN	Develop and initiate the implementation of a plan to build capacity for Primary Care Services	Continue to implement the plan to build capacity for Primary Care Services
	Identify specific access needs for seniors, people with mental health issues and individuals dealing with chronic diseases	Develop and initiate a plan for seniors, people with mental health issues and individuals dealing with chronic diseases	Evaluate the effectiveness of the plan and community satisfaction
Improve access to Emergency Department Services	Identify, plan and initiate a coordinated, integrated common approach to delivering emergency department services	Continue implementation and evaluation of the plan to coordinate emergency department services	Continue evaluation of the plan
Improve access to Mental Health and Addiction Services	Develop plans to address mental health and addiction service gaps related to emergency crisis services, people with disabilities, older adults and adolescents	Implement the mental health and addictions plans for emergency crisis services and the identified targeted populations	Continue to implement and evaluate the mental health and addictions plans
Improve access to Critical Care Services	Review critical care needs, identify priorities and develop a plan to address the critical care priority areas	Implement and evaluate the plan to improve access to critical care priority areas	Continue implementation and ongoing evaluation of the plan
	Develop and execute a local implementation plan to support the Critical Care Strategy		
Improve access to health services for Specific and Vulnerable Populations	Develop an approach to identify and address access issues of specific and vulnerable populations	Identify and address access issues of targeted specific and vulnerable populations	Continue to identify and address access issues of targeted specific and vulnerable populations
	Ensure cultural sensitivity is incorporated into system planning and implementation approaches		

### Reduce wait times for acute care and long-term care services

Reduce wait times for Acute Care	Implement solutions that increase capacity, quality and efficiency in priority wait time areas	Evaluate and assess progress towards Wait Time reductions in priority areas	Evaluate and assess progress towards Wait Time reductions in priority areas
		Continue to implement solutions that increase capacity, quality and efficiency in priority wait time areas	Continue to implement solutions that increase capacity, quality and efficiency in priority wait time areas
Reduce wait times for Long-Term Care	Develop a mechanism to monitor wait times for acute care services	Report on wait times for acute care services	Report on wait times for acute care services
	Review recommendations from the Waterloo Wellington Long-Term Care Planning Steering Committee and determine next steps for implementation of appropriate solutions to reduce wait times for long-term care	Implementation of next steps to address long-term care accessibility challenges	Ongoing implementation and evaluation of next steps

# Improve the Health of the Population

## GOAL

Increase availability of programs that enhance an individual's health

	2007 - 2008	2008 - 2009	2009 - 2010
	<p>Conduct a needs assessment of local system issues related to chronic disease management (CDM)</p> <p>Develop a local CDM strategy aimed at the top CDM needs in the WWLHIN</p>	<p>Initiate implementation of the local chronic disease management strategy, focusing on the top Chronic Diseases in the WWLHIN</p>	<p>Continue implementation of the local chronic disease management strategy</p> <p>Assess and evaluate progress of chronic disease management strategy</p>
	<p>Collaborate with existing networks to identify needs, service gaps and priorities for hospice and palliative care needs</p>	<p>Develop and begin implementation of a plan to improve hospice palliative care services</p>	<p>Continue implementation of plan to improve hospice palliative care services</p>
	<p>Evaluate the health system capacity for Respite care and create a plan to ensure access to services</p>	<p>Initiate implementation of plan to improve access to Respite care</p>	<p>Monitor and evaluate the implementation of the plan</p>
	<p>Collaborate with existing networks to identify needs, service gaps and priorities for the needs of older adults and those with disabilities</p>	<p>Develop a plan to address the needs of the targeted populations</p>	<p>Implement plan to improve services for older adults and those with disabilities</p>
	<p>Assess and identify rehabilitative care needs and service gaps in order to improve access to services</p>	<p>Develop a plan to improve rehabilitative services</p>	<p>Implement the plan to improve rehabilitative services</p>
	<p>Identify collaborative opportunities that promote healthy lifestyles and address factors that influence people's health</p>	<p>Develop a plan to support collaborative opportunities identified</p>	<p>Implement the plan identified</p>

Increase community awareness of, and participation in, preventative practices and behaviours

# Enhance System Effectiveness

## GOAL

Ease of use of the health care system

Increase ability to identify and apply well researched methods and tools to health system planning and service delivery

	2007 - 2008	2008 - 2009	2009 - 2010
Ease of use of the health care system	<p>Identify current needs, gaps and barriers for streamlined and effective health system use</p> <p>Create a plan to address health system usability</p>	<p>Implementation of plan to improve health system usability</p>	<p>Continue implementation of plan to improve health system usability</p>
Increase ability to identify and apply well researched methods and tools to health system planning and service delivery	<p>Work with community partners to ensure a common understanding of evidence-based approaches to health service delivery</p>	<p>Facilitate information sharing to ensure access to and utilization of evidence-based information</p>	<p>Facilitate information sharing to ensure access to and utilization of evidence-based information</p>
	<p>Develop communication mechanisms for reporting quality outcomes and indicators</p>	<p>Plan and begin to implement identified service delivery enhancements</p>	<p>Continue implementation of service delivery enhancements</p>
	<p>Identify and implement potential economies of scale opportunities across the WWLHIN health system (e.g. Cross-LHIN Health Care Supply Integration strategy for supply chain management and back office integration)</p>	<p>Begin implementation of identified economies of scale initiatives</p>	<p>Assess effectiveness of economies of scale initiatives</p> <p>Continue implementation of emerging economies of scale initiatives</p>

# Build Community Capacity to Achieve a Sustainable Health System

## GOAL

Build partnerships & alliances to enhance community capacity

2007 - 2008

Create strategic partnerships & alliances to increase the community capacity for service delivery

Evaluate current and future infrastructure needs to support increased community capacity

Assess the supportive housing needs and opportunities within WWLHIN and develop a plan to enhance supportive housing services

Collaborate with community partners and existing networks to identify needs, service gaps and priorities and develop a plan to enhance Transportation Services

Create a health system planning forum with community partners to increase WWLHIN planning capacity and knowledge exchange

Design and implement a population health based approach to health system planning that considers the full continuum of appropriate services necessary for improved health

Review and evaluate current health planning activities across the WWLHIN

2008 - 2009

Evaluate the effectiveness of the partnerships & alliances, and agreements

Initiate implementation of supportive housing plans with community and provincial partners

Initiate implementation of transportation plan

Monitor and evaluate the effectiveness of the health system planning forum

Research and identify other potential approaches and tools for effective health system planning

2009 - 2010

Continue to work with community to identify opportunities for strategic partnerships/ alliances to increase community capacity to deliver services. Continue to evaluate the effectiveness of the partnerships & alliances, and agreements

Continue implementation of supportive housing plans with community and provincial partners

Continue implementation of transportation plan and evaluate

Monitor and evaluate the effectiveness of the health system planning forum

Research and identify other potential approaches and tools for effective health system planning

Measure and report on system-wide achievements within the health system

Develop a system-wide approach and tools for measuring the performance of the WWLHIN health system

Begin monitoring and reporting on system performance

Implement and evaluate the performance management tools and approach

Monitor and report on WWLHIN system performance

Utilize technology to ensure people have the right information in the right place at the right time

Implement the e-Health Council's local strategy and implementation plans

Continued implementation and evaluation of e-Health strategies

Continued implementation and evaluation of e-Health strategies

Stable healthcare workforce

Create a WWLHIN-wide health human resources (HHR) strategy to examine capacity and determine needs

Commence implementation of HHR strategies

Continued implementation and evaluation of HHR strategies

# Build Community Capacity to Achieve a Sustainable Health System

## GOAL

Transparent and accountable health system

### 2007 - 2008

Continue discussions to align health service provider accountability agreements with IHSP projects

Develop and implement a plan which includes seed, incentive and shared funding to accomplish goals of the IHSP

Based on any revisions to the provincial funding formula, determine how funding will be allocated on a go-forward basis

### 2008 - 2009

Ensure health service provider accountability agreements are consistent with the IHSP goals

Implement any new funding allocation methods

### 2009 - 2010

Ensure health service provider accountability agreements are consistent with the IHSP goals

Refresh funding allocation methods and measures based on the revised IHSP

## 6.3 Key Success Factors for IHSP Implementation

### ***Factors for successful implementation of the IHSP will include:***

- Population health approach to health system planning
- Community engagement
  - Community collaboration, cross-LHIN and cross-ministry partnerships
  - Health System Planning Forum
  - Communities of Interest (COIs)
  - Health Related Networks
  - Recognition of unique needs of WWLHIN populations
- Defining outcomes and measures of performance
- Resourcing strategies

A number of key factors for successful implementation of the IHSP were identified during our consultations with the community and during the development of the IHSP.

### ***Population Health Approach to Health System Planning***

Health system planning requires a clear vision for service delivery and the support of local service providers across the continuum. The return on the investment in health system planning can be enormous in terms of improved population health and higher quality service and care delivery. The WWLHIN recognizes that a population based health planning approach will contribute to achieving our local health system goals.

Population health focuses on the dependencies between the conditions and factors that influence the health of populations over the course of their lives. The ultimate goal of adopting a population based health system planning approach is to improve health across the community and reduce disparities that may exist due to factors such as social determinants of health.

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### ***Community Engagement***

Community engagement includes opportunities for sharing information, exchange of knowledge and expertise, as well as education. It will also serve as an important foundation to the WWLHIN's approach to health system planning. The WWLHIN broadly defines "community" to include health service providers, other community service providers, patients, caregivers, elected officials, and the general public. As previously described, extensive engagement activities were undertaken to identify local themes and priorities related to the health system. Moving forward, ongoing community involvement will be necessary as efforts are made to deepen the collective understanding of specific issues, validate our decision making processes, inform and communicate changes and challenges for health system transformation.

By encouraging the right conversations among the right people, and building shared accountability between providers, a solid foundation for enhancing our health system will be established. This supports our community's strong belief that by developing community, cross-LHIN and cross-ministry partnerships, enhancements can be made to the local health system.

- ***Community collaboration, cross-LHIN and cross-ministry partnerships***

As mentioned in Section 5.0, the WWLHIN recognizes that there is a great deal of work currently underway to make improvements to health services within our community. Building on these initiatives, will be a key starting point for implementing the action plan.

In its role as system integrator, the WWLHIN sees community collaborations and cross-ministry partnerships as an essential approach for improving local health system coordination. The community has been very supportive of this collaborative approach to system improvement.

It is also recognized that there will be a need for continued collaboration between LHINs. Cross-LHIN collaboration will improve sharing of information and best practices, and will be necessary to jointly address health system issues that cross LHIN boundaries.

- ***Health System Planning Forum***

An early initiative that will be undertaken by the WWLHIN will be the development of a Health System Planning Forum. The purpose of this forum will be to bring together representatives from (but not limited to) health system networks, municipal government, appropriate planning bodies, and other LHINs, to share research and information, discuss best practices, and explore potential directions for system planning.

The Health System Planning Forum will play a significant role in the evolution of a people centred health system. The voices of this group will contribute to shaping the future of local health service delivery.

- ***Communities of Interest (COI) Roundtables***

A key vehicle for addressing locally and provincially identified system integration priorities will be the development of Communities of Interest roundtables. These project oriented strategic planning roundtables will bring together individuals and provider agencies with diverse perspectives, multi-disciplinary expertise and cross-sectoral practice areas to develop systemic solutions to identified challenges and address system priorities. The WWLHIN will have a leadership role in the

The return on the investment in health system planning can be enormous in terms of improved population health and higher quality service and care delivery.



identification, membership selection, development and performance measurement of these COI tables. By adopting a dynamic COI approach to system integration, the WWLHIN will ensure that a vehicle exists for proactively and responsively working through identified health system initiatives and challenges in a cohesive and timely manner. Examples of COIs currently underway locally include the e-Health Council and Wait Time Strategy Steering Committee.

- **Health Related Networks**

In addition to setting up the Health System Planning Forum and COI Roundtables, WWLHIN will collaborate with both new and existing health related provider networks.

- **Recognition of Unique Needs of WWLHIN Populations**

As discussed above, the adoption of a population health planning approach is concerned with conditions and factors that influence the health of populations over the course of their lives. The WWLHIN will continue to consult with members of the community that have unique needs as a result of geographic (e.g. rural/urban issues), cultural, and socio-economic factors.

### **Defining outcomes and measures of performance**

For any plan to be successful, clear and measurable outcomes need to be defined and measured.

The WWLHIN IHSP sets out initial strategies and activities for addressing local health system priorities. COI Roundtables will be tasked with developing and completing projects for each proposed focus area. As project plans are confirmed, we will work with the COIs to define meaningful and measurable outcomes. (See Appendix G for more details on our approach to developing measurable outcomes.)

Once outcomes are established and validated, indicators to monitor the achievement of those outcomes will be created. Results will be reported to the community. Based on analysis and discussion of results, actions will be modified or added to ensure outcomes are achieved and a cycle of continuous improvement embedded in the system.

The achievement of the WWLHIN's IHSP outcomes will be a significant step in the creation of a sustainable, integrated local health system. Our collective success is critical as we build enablers for a sustainable health system, improve accessibility to health services, enhance system effectiveness and improve the health of our population.

#### ***What will a locally integrated health system look like?***

Our success will be evident when we have put in place a health system that

- is easy to use and access,
- is coordinated and effective,
- promotes health and wellness,
- ensures the highest quality of care and service,
- recognizes and leverages the contributions of all stakeholders,
- encourages innovation, partnership and excellence,

*and*

will be there for us today and tomorrow.

To monitor our success, in addition to reporting on IHSP outcomes, the WWLHIN will report on our overall health system performance. This will provide the community with an understanding of the impact their efforts are having on our local health system as a whole. This information, in turn, will encourage dialogue on gaps and will identify opportunities for future IHSP focus.

The Province will be focused on progress towards each of its five strategic directions (identified in Section 1.0). The Ministry of Health and Long-Term Care will monitor the collective impact of the efforts being carried out in each of the local health integration networks across the Province.

### ***Resourcing strategies***

Focusing our resources on local health system priorities will require innovative approaches and solutions in order to realize our 3-year action plan activities outlined in this IHSP. At the same time, we must acknowledge the resource constraints and realities under which our health system operates. WWLHIN networks and providers have an opportunity to play a key role in developing solutions to achieving our local IHSP priorities.

As a starting point, a joint provincial/LHIN steering committee has been created to examine funding methodologies and approaches to allocating dollars to various provider organizations. Several working groups will be created with representation from the province, LHINs and provider organizations. Recommendations will be developed around issues that include the need to:

- align funding to the priorities outlined in the IHSP,
- align funding with performance and accountability mechanisms,
- develop models that provide necessary flexibility to create more integrated service delivery,
- develop models that are sustainable, and
- develop models that reward innovation and efficiency.

Equally important is the need to align our existing and future health professional human resource strategies towards the priorities outlined in this IHSP.

### ***Moving Forward***

Our ability to implement the outlined integration success factors will ultimately determine the success of our IHSP action plan. More importantly, the outcomes of our planned activities will shape our individual and collective health system experiences locally, over the short and long term. By working together, and building on a foundation of these success factors, we can make significant strides towards transforming our local health system.

We recognize that the WWLHIN plans for health system transformation are ambitious. To be successful they will require the dedicated participation and ongoing engagement of our public and provider communities. Moving forward we will be faced with both challenges and opportunities. On an ongoing basis, priorities will need to be set and progress will need to be measured.

This Integrated Health Service Plan demonstrates our commitment to developing local solutions for local issues through the involvement of our local community. Together we can ensure that our community continues to **Live and Live Well in Waterloo Wellington**.