



North West LHIN 2016-2019 Strategic Plan

October, 2016

1.0. Executive Summary

The North West Local Health Integration Network (LHIN) is responsible for planning, integration and funding of 92 local health service organizations in Northwestern Ontario including hospitals, the Community Care Access Centre, Community Health Centers, Long-term Care Homes, Community Support Services and Community Mental Health and Addiction Services.

The North West LHIN Board of Directors is dedicated to serving its mandate and at the same time recognizes the limited resources across its rural, remote and northern geography. The North West LHIN also recognizes that longer range planning is essential to fulfill its broad mandate given the current fiscal and economic climate. The North West LHIN has laid the foundation for health system transformation in Northwestern Ontario through the Board's Strategic Plan 2016-2019, the Integrated Health Services Plan 2016-2019 and the North West LHIN Health Services Blueprint. The Health Services Blueprint is a 10-year plan to reshape, integrate, strengthen and sustain the health care system in Northwestern Ontario by *Transforming and Building an Integrated Health System*.

The North West LHIN's Health Services Blueprint will ensure a health care system that is truly person-centered, provides better coordinated care for patients, clients and families, has improved quality standards and best practices in place for patients, clients and families, and continues to be sustainable for our children and grandchildren.

The desired outcomes to be achieved through this system transformation include:

- Strong focus on population health and improving health outcomes
- Improving the patients, clients and family care experience – right care, right time, right place
- High quality care
- Increased accountability and transparency
- Increased communication, partnerships and integration
- System sustainability and,
- Value for money.

Preparing for the North West LHIN Board of Director's 2016-2019 Strategic Plan

The North West LHIN Board held its annual strategic planning session on October 26, 2015. The focus of this session was to engage in a process to prepare the North West LHIN Board's Strategic Plan for 2016- 2019. Part of this process was to complete a self-assessment of all governance processes and policies including a review of the Strategic Directions of the Board to ensure alignment with a policy governance approach.

Through this process, the North West LHIN reaffirmed the use of its Policy Governance approach.

The session provided an opportunity for new board members to engage in a discussion regarding the North West LHIN's Mission, Vision and Values, Strategic Directions, and ENDS Policy (EN100). The Board reaffirmed that no changes would be made at this time to the

Mission, Vision, Values, ENDS and sub-END statements. In particular, the Board noted that the Strategic Directions were well aligned with the *Patients First Act*, and were flexible enough to adapt to the proposed changes and priorities of the Ministry of Health and Long-Term Care. A current environmental scan was presented to the Board, and it was noted that the North West LHIN Board remains very optimistic about the successes the North West LHIN has experienced with implementation of its Integrated Health Services Plan and the Health Services Blueprint model.

In preparation for this Board planning session individual Board members completed a discussion of each END statement at regular board meetings throughout the fiscal year. In particular, the Board focused discussion on information attained through community engagement, evidence presented through data and information sharing and these discussions focused on “what good for whom” and at what cost? This reflective process was intended to inform future Board planning processes and the development of the 2016-2019 Strategic Plan.

The Board generated a discussion about the role of Governors in transition with the pending implementation of the Patient First Act. The following items were noted:

- There is a need to clearly articulate values,
- Remain future focused,
- Need to understand emerging contexts, and
- Acknowledge the Policy Governance approach be sustained as it keeps the Board focused on strategies and strategic governance issues.

The Board also noted that as changes occur to the LHIN mandate, there may be a need to change the ENDS or sub-end statements in future. As the session progressed the North West LHIN Board members identified the following values that must remain intact during any change and these include:

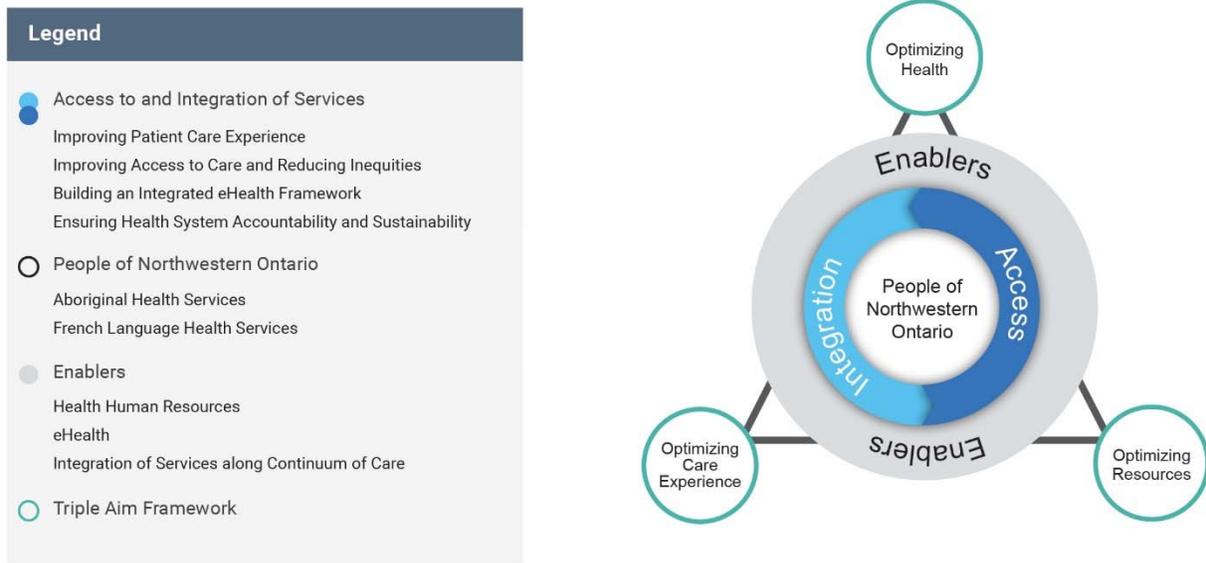
- Diversity,
- Transparency and Integrity,
- Accessibility,
- Responsiveness,
- Respect and Trust.

As LHIN Renewal occurs, the North West LHIN Board expressed the need to remain strategic and future focused, continue to build their capacity to address system changes and be vigilant about the health human resources available across the region.

The North West LHIN Board of Director's anticipates that future changes will be a positive step towards evolving an Integrated Health Care System in line with the Board approved Health Services Blueprint model.

The 2016-2019 North West LHIN Board of Director's Strategic Plan has been built upon the Triple Aim Framework that focuses on three key elements: Optimizing Health; Optimizing Care Experience and Optimizing Resources.

Figure 1



The Board sought input from Health Service Provider organizations regarding the appropriateness, relevance and challenges to build an integrated health care system, in particular, the bold leadership that is required to advance the model outlined in the North West LHIN Health Services Blueprint. Input was attained through governance to governance engagement sessions with Health Service Provider Boards and other key stakeholders. The Strategic Plan articulates the desired outcomes that further define the vision and mission of the North West LHIN and focuses the North West LHIN's efforts on important system outcomes that continues to build from the 2010-2013, 2013-2016 Strategic Plan. The 2016-2019 Strategic Plan includes the following information:

- Strategic Framework: Mission, Vision, Values of the North West Local Health Integration Network
- Strategic Directions, Critical Success Factors and Planning Principles
- System Alignment with Ontario Action Plan; Patient First; Provincial Priorities and pan-LHIN System Imperatives
- Nine attributes of a quality health system as identified by Health Quality Ontario and,
- Leading Practices Review: System Governance

The North West LHIN Board has made every effort to ensure that the Strategic Plan addresses the many influencing perspectives including cultural diversity with the Aboriginal and Francophone population and has been shaped by understanding the health system strengths, needs and challenges in the Northwest. It is understood that to successfully transform the health care system

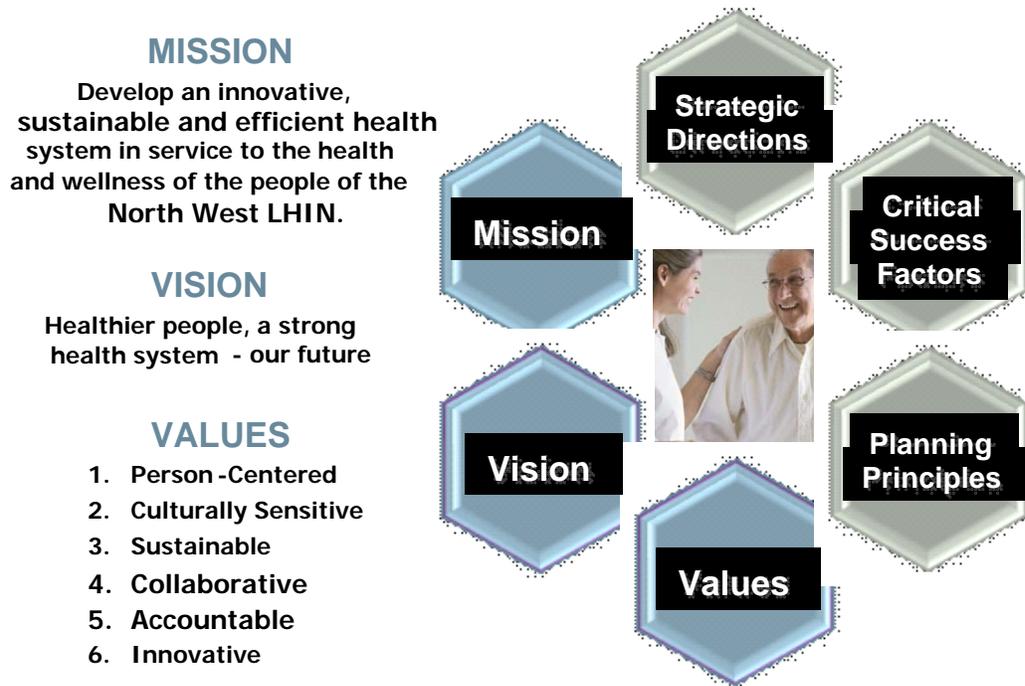
In Northwestern Ontario, the North West LHIN will need to continue to build momentum with health care governors and leaders to create a sense of urgency and commitment to system change. The North West LHIN is committed to continue to work closely and collaboratively with the LHIN funded health service providers, and key non-LHIN funded stakeholders such as the public, other Ministries, Health Canada; Public Health; Aboriginal communities; Municipalities and Business Leaders to achieve the strategic directions and its vision - *Healthier people, a strong health system-our future*.

In summary, the 2016-2019 North West LHIN Strategic Plan is based on learnings from community engagement and data and information reports and builds on work that has been underway for the past ten years. The North West LHIN Board of Directors feels prepared to address its new mandate and recognizes that some adjustments may need to be made to its Strategic Directions over time, to align to the broader mandate of the organization.

2.0. Strategic Framework: Mission, Vision, Values

The North West LHIN strategic framework was reviewed and its mission, vision and values reflected below were reconfirmed.

Figure 2



The Board discussed each value statement to ensure application to the current context of the LHIN and its mandate; all board members agreed that the values remain relevant.

The Board also examined opportunities to thread the values into the policies of the Board; examples how values are incorporated were provided and are noted below:

- Person-centered and culturally sensitive seem to be related and are included in CEO monitoring of two policies Treatment of Staff and Treatment of External Stakeholders
- Sustainability is already included and addressed in Financial Conditions and Activity
- Collaborative and innovative is focused on "how the organization does its work" and,
- Accountable is sufficiently included in the Board policy GP 103 Board Job Description.

Over the course of the Strategic planning session, the Board outlined the priority topics for Board capacity building in 2016-2017 which included:

- Trends in population health in the North West LHIN
- Understand healthcare issues and challenges in the system
- Develop a better understanding of the Care Experience as it relates to access to care and,
- What is the value statement, how do we improve health outcomes and at what cost?

This pre-planning session led to a review of policies developed by the Board, with a recommendation for some minor changes. The proposed changes will help to clarify the evidence required to monitor the policies on an annual basis. The Governance and Nominations Committee of the Board were charged to lead this process, in the preparation for the 2016-2019 Strategic Directions of the Board.

3.0. Strategic Directions

The strategic directions, critical success factors and planning principles outlined in the 2010-2013 and 2013-2016 North West LHIN Strategic Plan were reviewed, deemed to be relevant and reconfirmed for 2016-2019, as outlined below in Figure 3.

Figure 3

Strategic Directions	
Population Health	1. Improved health outcomes resulting in healthier people.
Care Experience	2. Access to health care that people need, as close to home as possible. 3. Continuous quality improvement.
System Cost	4. A system-wide culture of accountability.
Critical Success Factors	
	1. Integration and redesign of health system 2. A spirit of engagement and collaboration 3. Learning, innovation, and research capacity 4. A system-wide culture of accountability

Planning Principles

1. The right care is delivered at the right place, by the right provider, at the right time.
2. Creative solutions are developed to improve the Northwest health system.
3. The Triple Aim Framework which links population health, care experience, and system cost in relation to each other, underlies the work of the North West LHIN.
4. Health system planning and integration will be undertaken recognizing that the determinants of health are much broader than the health delivery systems. We endeavor to understand the determinants of health of the diverse populations in the Northwest.
5. We have a special interest in the diverse health needs of the Aboriginal population as this is one of our largest and fastest growing population groups.

4.0. System Alignment

The North West LHIN Board assessed its alignment to the Ontario Action Plan and Provincial Priorities; the Patient first Act; Pan-LHIN System Imperatives; the four priorities for change identified in the North West LHIN Integrated Health Services Plan 2016 -2019; the North West LHIN Health Services Blueprint desired outcomes and, feedback received through governance to governance engagement sessions and other community engagement sessions. The Board confirmed that it is necessary for the Board and stakeholders to understand this level of alignment and relationship between provincial policy to LHIN strategy and planning and how the ENDS “outcome” of the strategic directions will be executed via the Integrated Health Services Plan; Annual Business Plans and the Health Services Blueprint model.

The highlighted initiatives within the Ontario Action Plan 2012 include:

1. Better integration of the healthcare system and across the continuum of care, including family health care, acute care and community care;
2. Enhanced community-based services;
3. Services for Seniors;
4. Childhood Obesity;
5. Mental Health, including children and adolescent;
6. Management of Chronic Disease, including Diabetes and Health Disease as well as Health Promotion and Prevention;
7. Reducing Emergency Department wait times and Alternate level of care days;
8. Health System Funding Reform and,
9. The Wait strategy for Surgical and Diagnostic Imaging procedures.

The provincial priorities include:

- Emergency Department Wait times
- Alternate Level of care
- Diabetes
- Mental Health and Addictions and,
- eHealth.

Four pan-LHIN System Imperatives highlight broader health system alignment at the provincial level across and between LHINs - Figure 4.

Figure 4



The desired outcomes to be achieved through this system transformation include:

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5.0. Attributes of a Quality System

The North West LHIN Board continues to support the nine attributes of a quality health system identified by Health Quality Ontario through the implementation of the North West LHIN's Integrated Health Services Plan, its Annual Business Plans and the Health Services Blueprint model and its recommendations.

Figure 5

The nine attributes of a quality health system identified by Health Quality Ontario include:

<p>Accessible</p> <p>People should be able to receive the right care at the right time in the right setting by the right healthcare provider.</p>	<p>Effective</p> <p>People should receive care that works and that is based on the best available scientific information.</p>	<p>Safe</p> <p>People should not be harmed by an accident or mistakes when they receive care.</p>
<p>Patient-centered</p> <p>People should be able to receive the right care at the right time in the right setting by the right healthcare provider.</p>	<p>Equitable</p> <p>People should receive the same quality of care regardless of who they are and where they live.</p>	<p>Efficient</p> <p>The health system should continually look for ways to reduce waste, including waste of supplies, equipment, time, ideas and information.</p>
<p>Appropriately resourced</p> <p>The health system should have enough qualified providers, funding, information, equipment, supplies and facilities to look after people's health needs.</p>	<p>Integrated</p> <p>All parts of the health system should be organized, connected and work with one another to provide high-quality care.</p>	<p>Focused on population health</p> <p>The health system should work to prevent sickness and improve the health of the people of Ontario.</p>

The North West LHIN Board has observed that there is willingness and readiness of the LHIN funded health service provider boards, to transition to a more strategic role and work collaboratively with the North West LHIN Board to achieve health system transformation. The North West LHIN Board will continue to focus on building governance capacity and leadership capabilities to achieve health system transformation in Northwestern Ontario.

6.0. Leading Practices Review: System Governance

The North West LHIN Board remains committed to working with LHIN funded health service provider leadership (governors and senior executives) to advance the leading practices related to high performing system governance as noted in the reading "The Challenges of System Governance, Centre for Healthcare Governance, (Orlikoff & Totten, 2006)". The comparison of a single entity board to a system board and how this applies within the Ontario context will continue to be a topic of discussion at future governance to governance sessions. (See Figure 6 Below).

Figure 6

Single Entity Board	System Board
<ul style="list-style-type: none"> ▪ Single Board - clear accountabilities ▪ Oversees a single entity ▪ Information requests are more linear ▪ Oversight and authority are generally straight forward ▪ Requirement for single entity CEO to integrated different businesses, align units towards an organization strategy ▪ Responsible for board effectiveness and continuous improvement for single Board ▪ Requirement to develop and cascade a common vision throughout the organization 	<ul style="list-style-type: none"> ▪ Multiple Boards - hierarchical governance ▪ Oversees subordinate boards ▪ Information requirements are different ▪ Oversight and authority requires clear assignment of responsibilities ▪ Requirement for system Board or CEO to integrate different businesses, align purposes toward a system strategy ▪ Responsible for alignment and effectiveness of all boards in the system ▪ Requirement to develop and cascade a common vision throughout the system

7.0. Conclusion

To advance the 2016-2019 North West LHIN Strategic Plan, the North West LHIN Board in their role as system governors will continue to work closely with LHIN-funded Health Service Provider Boards and other key stakeholders to achieve a broader system approach to governance with the goal to ambitiously advance health system transformation and achieve its vision for Northwestern Ontario - *Healthier people, a strong health system-our future.*

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