

*North West*  
**LOCAL HEALTH INTEGRATION NETWORK**

# **North West Local Health Integration Network Community Engagement Strategy**

**August 2006**



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## 1.0 Executive Summary

### Background

The mandate of Local Health Integration Networks (LHINs) is to improve access to, and the quality of, health services for residents of Ontario through strengthened integration and coordination of health services. To achieve this mandate, LHINs will actively engage in open communication and broad, inclusive consultation.

LHINs will provide leadership for community engagement in keeping with the government's broader commitment to be responsive to health needs at the local level. LHINs aim to keep all community stakeholder groups informed, engaged, and working together to strengthen local health services. In this way, we will build community acceptance and commitment to common goals, respective responsibilities, and mutual accountability.

### Proposed Community Engagement Strategy

The North West LHIN is working to develop and foster positive community stakeholder relationships and encourage active involvement in our activities. We are working on a plan for a Community Engagement Strategy (CES) based on the government's proposed LHIN legislation. It may be refined pending final LHIN legislation and community stakeholder input.

The North West LHIN is committed to ongoing engagement with stakeholders and communities that have an interest in or will be affected by its actions. This includes members of the public, clients, service providers, and others. The objectives of the CES are to provide stakeholders with balanced and objective information; obtain feedback and make recommendations on service gaps and opportunities for coordination and integration; ensure that concerns are consistently understood and considered; and build relationships. To do so, we have developed CES principles upon which we propose to operate and to be accountable. The CES principles are designed to be transparent, timely, inclusive, appropriate, accessible, balanced, and accountable.

### North West LHIN Approach to Community Engagement

To carry out the Community Engagement Strategy, the North West LHIN proposes using the following three geographic planning areas as well as a focus on Aboriginal/First Nations as an initial approach to planning and community engagement.

**North West LHIN Planning Areas**

Kenora/Rainy River District

Thunder Bay District (excluding the City of Thunder Bay)

City of Thunder Bay and immediate surrounding areas

Aboriginal/First Nations

In addition to the community engagement activities within the four proposed planning areas, the North West LHIN will also engage stakeholders across the planning areas in order to facilitate linkages among the various geographic areas, program and service areas. In order to facilitate the comprehensive and multi-faceted engagement strategy, time limited focus groups/advisory groups from across the region, or similar groups that are geographically based or that focus on a particular health interest, may be engaged. These groups will help facilitate the engagement process and assist in the design and implementation of effective community consultation processes.

**Community Engagement – Evaluation and Input**

The North West LHIN will evaluate the success of achieving its objectives throughout the community engagement process. This Community Engagement Strategy is intended to be an inclusive strategy reaching out to as many stakeholder groups as possible. The strategy will involve communities and stakeholders in different ways in advising the North West LHIN. The development of this Community Engagement Strategy is an ongoing process that will continue to evolve, as the community stakeholder activities and the development of the Integrated Health Service Plan (IHSP) take place.

We are requesting feedback of our proposed Community Engagement Strategy and have provided a feedback form with this document.

## 2.0 Introduction

The mandate of the Local Health Integration Networks (LHINs) is to improve access to, and the quality of, health services for residents of Ontario through strengthened integration and coordination of health services. To achieve this mandate, the North West LHIN will actively engage in open communication and broad, inclusive consultation.

The North West LHIN will provide leadership for community engagement locally in keeping with the government's broader commitment to be responsive to health needs at the local and regional level and LHIN wide. The North West LHIN aims to keep all community stakeholder groups informed, engaged, and working together to strengthen local health services. In this way, we will build community stakeholder commitment to common goals, respective responsibilities, and mutual accountability. To carry out this commitment, we are working to develop strategies and foster positive community stakeholder relationships and encourage involvement in our LHIN activities.

As part of their mandate, LHINs are required to produce an Integrated Health Services Plan (IHSP) addressing the health needs of the local population by developing and implementing integration and coordination strategies. The credibility and durability of the IHSP will be enhanced by the degree to which community stakeholders are involved in the plan's development. The Community Engagement Strategy (CES) that follows is designed to address the requirements of the IHSP development and subsequent LHIN activities and has been developed based on the proposed LHIN legislation. This strategy may be refined depending on the finalization of the legislation and based on community stakeholder input.

## 3.0 Background for Community Engagement for the North West LHIN

The North West LHIN is home to 242,500 people or two percent of the population of Ontario. As well, the North West LHIN covers the largest geographic area of all Ontario LHINs. The North West LHIN is comprised of many small towns and First Nation communities that includes urban, rural, and remote communities and is large and diverse in terms of its geographic, cultural, and socioeconomic characteristics. Our community engagement strategy will reflect and acknowledge the diversity of our population.

From 1994 to 2004, the population of the North West decreased on average, by 0.4% each year. Compared to the provincial population, the North West has a slightly higher proportion aged 65 years and older, the percentage of residents who are Francophone (i.e. who claim French as their mother tongue) is similar to the province (4.1% versus 4.7%) and the percentage of the population of Aboriginal identity is substantially greater in the North West (13.9%) than the province (1.7%). At the same time, the percentage of immigrants and visible minorities is far smaller in the North West as compared to the province (0.5% versus 4.8%).

Close to 49% of the North West is concentrated in the Thunder Bay census subdivision (CSD) (population of approximately 109,000). Kenora (15,800) and Fort Frances (8,300) are the next most populous areas (6.9% and 3.6% of the population respectively). The remainder of the North West is made up of CSDs ranging in population size from 40 people to approximately 8,100 (Dryden).

The population distribution, presents challenges for community engagement as service utilization patterns are multi-dimensional based on population density, service availability and geographical distances. Referral patterns for service exist among providers in the region as well as to Manitoba, southern Ontario, and the United States.

Experience has shown that it is difficult to plan for a small population in a large geographical area based on aggregated population characteristics and need, because this approach often obscures the disparities in health status, access and the needs of population subgroups. **Therefore, in order to keep stakeholder engagement meaningful and relevant, we are planning to engage stakeholders across the region as well as in different parts of the catchment area.**

In the absence of existing planning data, the North West LHIN will use *three geographic planning* areas [Kenora/Rainy River District, Thunder Bay District (excluding the City of Thunder Bay) and the City of Thunder Bay and surrounding areas] as an **initial** approach to stakeholder engagement. It is understood that this approach does not assume that the populations in those areas have similar needs or characteristics rather, they are in close proximity to one another. The designation of these geographical planning areas is an interim strategy, one which may be modified in the future, once a more thorough analysis of population characteristics and service utilization patterns can be conducted.

An *Aboriginal Engagement Strategy* will also be employed. This strategy will span the region ensuring community engagement strategies with Aboriginal/First Nation peoples (e.g. Métis, Nishnawbe Aski Nation, the Northern Tribal Chief, and the Chiefs Committee on Health) as well as engaging representatives from the four Treaty areas in the North West LHIN: Treaty 3, Treaty 5, Treaty 9 and the Robinson-Superior Treaty. The North West LHIN will seek advice from Aboriginal leaders in the development of this strategy.

In addition to community stakeholder engagement activities within the three geographic planning areas and with Aboriginal people, the North West LHIN will also engage with stakeholders across the planning areas in order to facilitate linkages across the region.

These stakeholder engagement areas have been identified to provide ease of access to engagement activities. However, it is understood that there will be considerable flexibility in the engagement process and participants will not be excluded from consultation based on their location. In fact, the North West LHIN supports a regional approach to the community engagement strategies, where there is cross-over between and among services and geographical areas that can enhance stakeholder engagement.

## 4.0 Goals of Community Engagement

One of the fundamental responsibilities for LHINs is the engagement of community stakeholders. Our definition of community stakeholder is broad and includes anyone who will be affected by, or that has an ability to affect, the activities of the LHIN. This includes the general public, patients, clients, residents, consumers, service providers, and others. For the remainder of this document, the term “client” will be used; which is meant to include patients, residents, consumers, and advocacy groups. *(A detailed list of stakeholders is provided later in this document.)*

The goals of the North West LHIN community engagement strategy are to:

- **Focus on the people who use health care:** We will place the client at the centre and engage directly with those who are most knowledgeable about their experience and satisfaction with health care services – the residents themselves.
- **Enhance local accountability:** We will enhance accountability at the local level by providing direct opportunities for input into decision-making.
- **Balance priorities:** Informing and engaging the public is the best approach to address community stakeholder needs and responsibilities. We will create a shared sense of responsibility for achieving balance amongst competing priorities.
- **Develop system capacity and sustainability:** Communities are the best source of knowledge about their own needs and their own solutions. We will draw on this knowledge and capacity, to identify needs and gaps, and help build sustainable, long term solutions.

## 5.0 North West LHIN Community Engagement Objectives

Community engagement is the broad array of approaches used to generate two-way interactions between the North West LHIN and communities.

**Specific objectives are:**

- To provide community stakeholders with balanced and objective information to assist them in understanding the role and mandate of Local Health Integration Networks and the responsibilities and expectations of all stakeholders;
- To obtain feedback and make recommendations on service gaps and opportunities for service coordination and integration in the North West LHIN;

- To work directly with community stakeholders throughout the process to ensure that all stakeholder concerns are consistently understood and considered;
- To partner and build relationships at each level in the LHIN community engagement process including the identification and development of preferred integrated service delivery solutions.

## 6.0 North West LHIN Principles of Community Engagement

The North West LHIN is committed to ongoing engagement with community stakeholders that have an interest in, or will be affected by, its actions. The following principles will guide our LHIN engagement activities:

### 6.1 Transparent

We will engage community stakeholders in an open process, with transparent purpose, goals, accountabilities, expectations, and constraints. The North West LHIN will be open about how the community engagement will be used in decision-making.

### 6.2 Responsive

We will be respectful of, and responsive to, stakeholder input. Wherever appropriate, plans and actions will be modified to reflect stakeholder input.

### 6.3 Timely

Where feasible, we will engage community stakeholders early and often in the planning process, allowing sufficient time for meaningful dialogue, consultation and plan modifications.

### 6.4 Inclusive

Where appropriate, we will engage with the full diversity of consumers, providers, and communities who have a stake in, or will be affected by our actions/plans. We will consider supports to engage with 'hard to reach' and marginalized populations. Where feasible and appropriate, strategies will be put into place to reduce barriers to access caused by factors such as language, culture, and physical limitations.

### 6.5 Appropriate

We will endeavour to use levels and methods of engagement with stakeholders that are appropriate to the purpose of the engagement, i.e. that suit both the group being consulted and the goals of the engagement.

### **6.6 Accessible**

We will provide clear, accessible and comprehensive information to community stakeholders in order to facilitate their involvement with planning and priority setting.

### **6.7 Balanced**

We will balance the participation and influence of community stakeholder groups and be mindful of engagement approaches that overcome power imbalances to give equal voice to participants.

### **6.8 Accountable**

We will monitor the effectiveness of our community engagement strategies.

## **7.0 North West LHIN Community Engagement Planning Assumptions**

This is our first attempt at framing a Community Engagement Strategy. In framing this strategy, we have assumed that:

1. The North West LHIN Community Engagement Strategy is a living document and changes to it will be ongoing, in response to input from stakeholders.
2. Planning will occur at micro (community), meso (local LHIN) and macro levels (with other LHINs and province-wide). It would also include those who provide services to people who live in the LHIN region.
3. Different levels and approaches to engagement are appropriate for different stakeholder groups. As a result:
  - a. Where issues are closest to clients and communities, engagement activities will involve a higher degree of participation in service planning, implementation, and evaluation.
  - b. Stakeholders that are not directly affected by LHIN, decisions will have a lesser degree of involvement than those directly affected.
4. Input from stakeholders will be critical to the North West LHIN who will have ultimate responsibility for determining how best to incorporate this input into the decision making process.
5. We do not, at this time, have access to all planning data and tools. Therefore, we will be working with the information that is currently available and will continue to use the most current information in the planning process as it becomes available.

6. Stakeholders will be committed to the engagement process, and they will participate actively in community engagement activities.
7. The Community Engagement Strategy will reflect the cultural and linguistic diversity of the community.

## 8.0 North West LHIN Community Stakeholders

The North West LHIN is committed to an inclusive Community Engagement Strategy, and to achieve this objective, the following questions will guide our process:

- Who should be consulted?
- Who is likely to be affected?
- Who is likely to be interested?

All individuals, groups of individuals, or organizations who will either be affected by the North West LHIN activities or have the ability to affect LHIN activities will be considered to be community stakeholders. It is understood that not all stakeholders will necessarily be located within the North West LHIN geography. Existing networks and local partnerships will continue and these will be included in the engagement process. The following Table provides a general overview of community stakeholder groups to be considered within the North West LHIN.

Community Stakeholder Group	Description (*)
<b>Residents/Public</b>	Individuals who reside within the LHIN boundaries. The general public is the largest community stakeholder group and must be involved in the Community Engagement Strategy. Members of the public have a strong desire to become involved in the health system and take responsibility for their own health and health decisions.
<b>Clients/Patients/Consumers/ Advocacy Groups</b>	Individuals who receive programs or services from health service providers have a vested interest in changes to the health system. This should also take into consideration the cultural make up of the LHIN.
<b>Transfer Payment Providers (agencies that will be funded directly by the LHIN)</b>	<ul style="list-style-type: none"> <li>• Community Support Services</li> <li>• Mental Health and Addictions</li> <li>• Hospitals</li> <li>• Long Term Care Homes</li> <li>• Community Care Access Centres (Thunder Bay and Kenora/Rainy River)</li> <li>• Community Health Centres</li> </ul>

Community Stakeholder Group	Description (*)
<b>Other Service Providers</b>	<ul style="list-style-type: none"> <li>• Family Health Teams</li> <li>• Physicians (family physicians and specialists)</li> <li>• Nurses/Nurse Practitioners</li> <li>• Allied Health Professionals<sup>1</sup></li> <li>• Health Care Workers</li> <li>• Public Health (Thunder Bay District Health Unit, Northwestern Health Unit)</li> <li>• Other (e.g. Private retirement homes)</li> <li>• Human Service Providers (e.g. Education, Police)</li> </ul>
<b>Local Networks</b>	<ul style="list-style-type: none"> <li>• Mental Health and Addiction Networks</li> <li>• Social Planning Councils</li> <li>• Palliative Care Network Northwest</li> <li>• North West Infection Control Network</li> <li>• Alliance of Community Support Services</li> <li>• Dementia Networks</li> <li>• Northwest Health Network</li> <li>• Northwestern Ontario Regional Steering Committee (e-health)</li> <li>• District Social Services Administration Board</li> <li>• NORTH Network</li> <li>• Northwestern Ontario Regional Stroke Program</li> <li>• Other (e.g. Telehealth)</li> </ul>
<b>Provincial Networks</b>	<ul style="list-style-type: none"> <li>• Cardiac Care Network</li> <li>• Cancer Care Ontario</li> <li>• Stroke Strategy</li> <li>• Other (e.g. Pandemic Planning)</li> </ul>
<b>Cross LHIN Initiatives</b>	<ul style="list-style-type: none"> <li>• Aboriginal Health Strategy</li> <li>• Other</li> </ul>
<b>Stakeholders Outside the LHIN Geographic Boundary</b>	<ul style="list-style-type: none"> <li>• Academic Health Science Centres</li> <li>• Mental Health/Psychiatric Programs in surrounding LHINs</li> <li>• Universities and Community Colleges</li> <li>• Manitoba Health</li> <li>• Winnipeg Regional Health Authority</li> <li>• Other LHINs</li> </ul>

<sup>1</sup> Definition of Allied Health Professionals at [http://www.hc-sc.gc.ca/hcs-sss/ehealth-esante/res/thesaurus/index\\_e.html](http://www.hc-sc.gc.ca/hcs-sss/ehealth-esante/res/thesaurus/index_e.html)

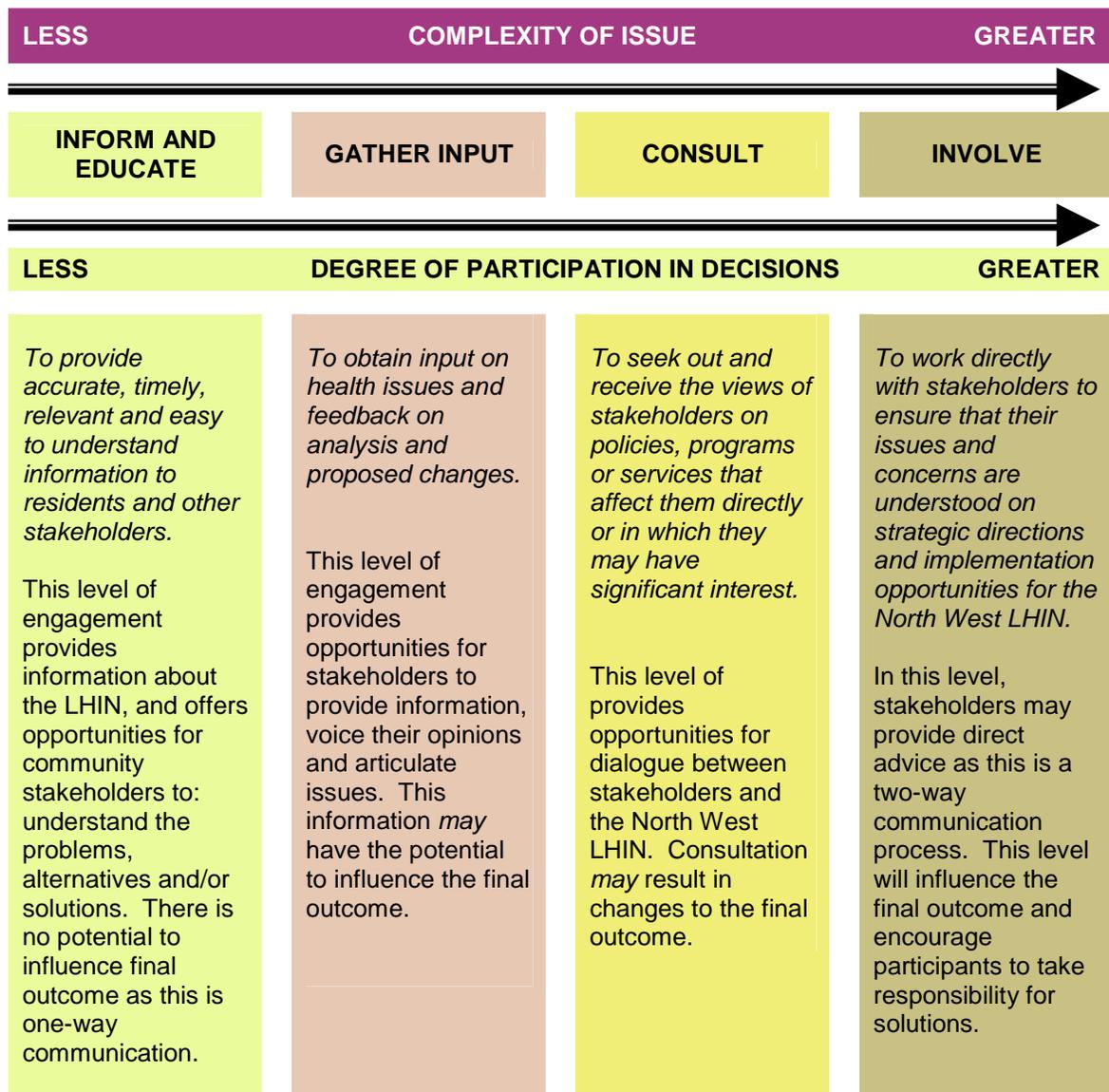
Community Stakeholder Group	Description (*)
<b>Ministry of Health and Long-Term Care</b>	<ul style="list-style-type: none"> <li>• Ministry of Health and Long-Term Care                             <ul style="list-style-type: none"> <li>! " System Integration</li> <li>! " Wait List Strategy</li> <li>! " Family Health Teams</li> <li>! " Information Management</li> </ul> </li> <li>• Regional Offices</li> <li>• Health Services and IT Cluster</li> <li>• Public Health</li> <li>• Health Human Resources Strategy</li> </ul>
<b>Other Government</b>	<ul style="list-style-type: none"> <li>• Ministry of Children and Youth Services</li> <li>• Ministry of Community and Social Services</li> <li>• Ministry of Health Promotion</li> <li>• Ministry of Northern Development and Mines</li> <li>• Aboriginal Health Services</li> <li>• Municipalities and Mayors</li> <li>• MPPs</li> <li>• Health Canada</li> <li>• MPs</li> <li>• Municipal Councils</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Funders</li> <li>• Associations                             <ul style="list-style-type: none"> <li>! " Provincial Associations</li> <li>! " Professional Associations</li> <li>! " Regulatory Colleges</li> <li>! " Health Care Industry Associations</li> </ul> </li> <li>• Universities and Community Colleges                             <ul style="list-style-type: none"> <li>! " Lakehead University and Northern Ontario School of Medicine</li> <li>! " Confederation College</li> </ul> </li> <li>• Unions</li> <li>• Business Community                             <ul style="list-style-type: none"> <li>! " Chamber of Commerce</li> </ul> </li> <li>• Service groups</li> </ul>

*Note:: the description list is not exhaustive and will be updated or revised as required.*

## 9.0 Levels of Community Engagement for the North West LHIN

The North West LHIN recognizes that different approaches may be appropriate for achieving different engagement outcomes. We will need to engage different stakeholder groups for different purposes.

The North West LHIN envisions a continuum of community engagement activities, detailed in the following diagram. As depicted below, in the continuum, the more complex an issue and the greater the need for community stakeholder input in decision making, the more multi-faceted the engagement activities become. A description of the different levels of engagement is provided in the following diagram:



## 10.0 Approaches to Community Engagement

Community engagement involves a wide range of techniques. Experience has shown that no method is absolutely right to meet the variety of situations that may occur. Choosing the most appropriate method depends on the context of the situation. In some instances, more than one method may be needed to accommodate the range of interests in a community and to enhance stakeholder expression. The following chart illustrates some potential methods for engaging the community.

Engagement Level	Stakeholder Groups	Engagement Approaches
<b>Inform and Educate</b>	<ul style="list-style-type: none"> <li>All Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Fact/Information Sheets</li> <li>Newsletters/brochures</li> <li>Open Houses</li> <li>Websites</li> <li>Open Forums or Town Hall meetings</li> <li>Public Service Announcements</li> <li>Paid advertising</li> <li>Media Publicity</li> </ul>
<b>Gather Input</b>	<ul style="list-style-type: none"> <li>Residents/Public</li> <li>Clients/Patients/Consumers /Advocacy Groups</li> <li>Providers</li> <li>Other selected stakeholders as required</li> </ul>	<ul style="list-style-type: none"> <li>Surveys or questionnaires (print, phone, or web-based)</li> <li>Focus groups</li> <li>Written submissions</li> <li>Community or stakeholder research</li> </ul>
<b>Consult</b>	<ul style="list-style-type: none"> <li>Clients/Patients/Consumers /Advocacy Groups</li> <li>Providers</li> <li>Other selected stakeholders as required</li> </ul>	<ul style="list-style-type: none"> <li>Small group workshops</li> <li>Focus groups</li> <li>Online consultations</li> <li>Public meetings</li> <li>Stakeholder/public roundtables</li> </ul>
<b>Involve</b>	<ul style="list-style-type: none"> <li>Clients/Patients/Consumers /Advocacy Groups</li> <li>Providers</li> <li>Other selected stakeholders as required</li> </ul>	<ul style="list-style-type: none"> <li>Action planning event</li> <li>Negotiation tables</li> <li>Collaborations</li> <li>Panels</li> <li>Community engagement groups/other similar structures</li> </ul>

**Note:** where appropriate telecommunications will be used to enhance engagement (e.g. videoconferencing, Internet, e-mail etc.)

## 10.1 Community Engagement Groups

To facilitate the comprehensive and multi-faceted engagement strategy that is outlined here, the North West LHIN proposes to establish a variety of approaches that will facilitate the engagement process. These approaches will assist in the design and implementation of effective community consultation processes. Initially, several community engagement groups may be considered, (see the attached list); this list is not exhaustive. The proposed LHIN legislation may require modification of this plan.

**Health Interest Groups:** The North West LHIN recognizes there are currently many groups that have particular health interest or focus, both formally and informally, and still others that may evolve over time. It is our intent to leverage these groups and ensure they have ample opportunity to be actively engaged, as appropriate in the IHSP process and for other North West LHIN initiatives.

**Stakeholder Focus Groups:** It is anticipated that on-going conversations with our stakeholders throughout the development of the IHSP process will occur. The development of focused stakeholder groups, maintaining similar interests (such as providers, consumers and family members, volunteers and the general public), will facilitate input and feedback on a short term basis. These focused groups may also guide other activities of the North West LHIN.

**Targeted Sample Group:** Groups of individuals across sectors and/or geographic areas may be selected to provide advice and suggest ideas throughout the planning process. A targeted group of individuals may be invited to the table to help plan who should be involved in a particular engagement strategy.

**Advisory Groups or Networks:** The North West LHIN may develop advisory groups or networks that are representative of all stakeholder groups and communities within the LHIN. These could provide direct advice and innovation in formulating solutions and recommendations into the decision-making process.

**Aboriginal/First Nation Groups:** The North West LHIN recognizes that there are a number of Aboriginal/First Nation groups in the region. We will work with these groups and others that may emerge over time, as appropriate, in the LHIN process and for other LHIN initiatives. Input from Aboriginal/First Nation people is necessary for regional and joint planning initiatives. An Aboriginal/First Nations Community Engagement Strategy will be developed.

Adopted individually, each approach is not without its limitations, but used collectively as a comprehensive strategy to engage our community stakeholders, there is a much greater opportunity for ownership and commitment and ultimate success.

Another approach that we would like to implement is a media outreach program that covers the entire geography of the North West LHIN, and beyond, including public service announcements, media releases in local newspapers, flyers, newsletters and websites to solicit input and feedback on LHIN activities through feedback forms, phone, email, mail etc. We would use this approach to solicit

feedback on the Community Engagement Plan, the development of the IHSP and other LHIN activities.

Input from stakeholders will continue to be critical to LHINs who will have the ultimate responsibility for determining how to incorporate this input into the decision making process.

## 11.0 North West LHIN Stakeholder Engagement Planning

We are committed to engaging stakeholders throughout the development of the Integrated Health Services Planning (IHSP) process and for other North West LHIN initiatives. At various stages of the development of the IHSP, stakeholders will be informed, consulted and involved, as appropriate, in the planning process. Following the development of the IHSP, we will build on stakeholder engagement approaches that proved successful during the IHSP process to use in its ongoing community engagement strategy. Based on the success and feedback from the LHINs first Community Engagement Strategy, a comprehensive Community Engagement Plan will be developed.

### 11.1 Potential Stakeholder Engagement Opportunities

Stakeholder Group	Purpose	Approaches/Timelines
Residents/Public	<ul style="list-style-type: none"> <li>Inform and Educate</li> </ul>	<ul style="list-style-type: none"> <li>Website – monthly update</li> <li>Annual Open House</li> <li>Public Service Announcements as required</li> </ul>
Clients/Patients/Consumers/ Advocacy Groups	<ul style="list-style-type: none"> <li>Inform and Educate</li> <li>Gather Input</li> <li>Consult</li> <li>Involve</li> </ul>	<ul style="list-style-type: none"> <li>Website – monthly update</li> <li>Annual Open House</li> <li>Quarterly Newsletters/Fact Sheets</li> <li>Focus Groups as issues arise</li> <li>Quarterly Stakeholder Advisory Meetings</li> </ul>

Stakeholder Group	Purpose	Approaches/Timelines
Transfer Payment Agencies	<ul style="list-style-type: none"> <li>• Inform and Educate</li> <li>• Gather Input</li> <li>• Consult</li> <li>• Involve</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Quarterly Newsletters/Fact Sheets</li> <li>• Annual Open House</li> <li>• Bi-annual small group workshops</li> <li>• Annual Action Planning event</li> <li>• Collaboration as required</li> <li>• Ad hoc sector – specific issues group meetings</li> </ul>
Other Service Providers	<ul style="list-style-type: none"> <li>• Inform and Educate</li> <li>• Gather Input</li> <li>• Consult</li> <li>• Involve</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Quarterly Newsletters/Fact Sheets</li> <li>• Annual Open House</li> <li>• Focus Groups as issues arise</li> <li>• Collaborations as required</li> <li>• Ad Hoc sector specific issues group meetings</li> </ul>
Stakeholders Outside the LHIN Geographic Boundaries	<ul style="list-style-type: none"> <li>• Inform and Educate</li> <li>• Gather Input</li> </ul>	<ul style="list-style-type: none"> <li>• Website – monthly update</li> <li>• Quarterly Newsletters/Fact Sheets</li> <li>• Annual Open House</li> <li>• Collaborations as required</li> </ul>
Ministry of Health and Long-Term Care		<ul style="list-style-type: none"> <li>• Website – monthly update</li> <li>• Quarterly Newsletters/Fact Sheets</li> <li>• Annual Open House</li> <li>• Collaborations as required</li> </ul>
Other Government Ministries and Agencies	<ul style="list-style-type: none"> <li>• Inform and Educate</li> <li>• Gather Input</li> </ul>	<ul style="list-style-type: none"> <li>• Website – monthly update</li> <li>• Quarterly Newsletters/Fact Sheets</li> <li>• Annual Open House</li> <li>• Collaborations as required</li> </ul>

Stakeholder Group	Purpose	Approaches/Timelines
Other	<ul style="list-style-type: none"> <li>• Inform and Educate</li> <li>• Gather Input</li> </ul>	<ul style="list-style-type: none"> <li>• Website – monthly update</li> <li>• Quarterly Newsletters/Fact Sheets</li> <li>• Annual Open House</li> <li>• Collaborations as required</li> </ul>

## 12.0 North West LHIN Community Engagement Strategy Evaluation Plan

A Community Engagement Strategy is only useful if it achieves its objectives. We will evaluate the success of its community stakeholder engagement efforts throughout the engagement process by conducting an evaluation of its effectiveness and asking the following questions:

1. Did we meet our objectives?
2. What worked well with the process?
3. How could it have been done better?
4. What might be done next time to improve the outcomes?

### 12.1 LHIN Community Engagement Strategy Evaluation Measures of Success

In evaluating the effectiveness of our community engagement strategy, we will consider a variety of metrics, for example:

- Degree of accessibility of engagement activity
- Proportion of attendees to invitees to the engagement activity
- Degree of engagement of attendees
- Degree to which engagement activity was responsive to the needs of the population being served
- Degree to which participants developed a better understanding of the issue(s) being discussed at the engagement activity
- Interest in future participation in the LHIN consultations or planning activities

## 12.2 LHIN Community Engagement Strategy Evaluation Process

The North West LHIN will plan each community stakeholder engagement activity with a view to achieving the overall goals of community engagement. As well, the North West LHIN Community Engagement Strategy Evaluation Plan will:

- Set objectives for each engagement activity
- Include participant evaluation components in each activity
- Design evaluation techniques that are appropriate to each activity
- Hold post-evaluation debriefing sessions after each stakeholder engagement activity to:
  - ! " Discuss evaluation data collected from participant evaluations
  - ! " Identify strengths and weaknesses of activity
  - ! " Evaluate if activity met set objectives
  - ! " Use results to improve the design of future community engagement activities

## 13.0 Next Steps

The North West LHIN Community Engagement Strategy is intended to be an inclusive strategy reaching out to as many stakeholder groups and individuals as possible within relevant timeframes and geographic realities. This strategy will involve stakeholders in different ways advising the North West LHIN and in facilitating commitment to decisions of the North West LHIN. It is recognized that the development of this Community Engagement Strategy is an ongoing process that will continue to be modified as the LHIN evolves and gains more knowledge and expertise.