



# Background

## Land Acknowledgement

KW4 OHT acknowledges that the land on which we live and work today is located on the Haldimand Tract of 1784, a formally ratified agreement acknowledging six miles on either side of the Grand River as treaty territory belonging to Six Nations of the Grand River and is within the territory of the Haudenosaunee (Hoden-o-show-nee), Anishinaabe (Ah-nish-nah-bey), and Neutral Peoples. In this territory, Indigenous peoples continue to endure inequality, violence, and oppression due to colonialism. This is magnified by the historical and ongoing widespread failure by settlers and institutions to uphold their responsibilities within the Dish With One Spoon wampum. KW4 OHT acknowledges the enduring presence and deep traditional knowledge, laws and philosophies of the Indigenous Peoples with whom we share this land today, their achievements and their contributions to our community. We are committed to understanding the impact of settler colonialism on the Indigenous experience in order to envision and co-create collaborative, respectful paths together in mutuality and reciprocity. (adopted with gratitude from GRH Indigenous Employee Circle)

## About KW4 OHT

The KW4 Ontario Health Team (KW4 OHT) is a collaboration of health, wellness and social care partners from all sectors in Kitchener, Waterloo, Wellesley, Wilmot and Woolwich, including primary care, hospitals, community agencies, long-term care, mental health, Indigenous health, municipalities and post-secondary education, who are working together with a goal of providing coordinated care for residents.



Together with patients and families, the KW4 OHT is working towards co-designing a health and wellness system for our approximately 500,000 residents. This system will offer seamless, interconnected care and continuity across providers.

## Strategic Plan Process

In June 2023 KW4 OHT began developing its first strategic plan, which included activities in six phases:



# Introduction

The KW4 OHT Strategic Plan is a forward-thinking and aspirational 5-year plan that is inspired by our Members and the communities we serve.

## Engagement

As we developed our strategic plan, we remained committed to a robust and informed process, one that included engaging with a range of patients/clients/residents, families, care partners, health and wellness service providers, partners, and members of our community. In total, we had **1,441 engagement points** including:



329 Survey Responses



773 Conversations



149 Focus Group Participants



190 Planning Session Participants

## Barn Raising

KW4 OHT used the “barn raising” analogy during our planning sessions. Barn raising is not a new concept in our community, both literally and figuratively. Back in 2008, Waterloo Region began celebrating outstanding leadership through the annual barn raising award, recognizing an individual or an organization who demonstrated the barn raising philosophy of working collaboratively to enable change.

A key component of barn raising is the entire community coming together to build a barn for a neighbour in need. This practice not only helps the individual in need, but also strengthens the bonds between community members and reinforces the values of cooperation and mutual support.



## Understanding our Landscape



To help inform our strategic plan KW4 OHT completed an environmental assessment. This included a PESTEL analysis to understand Political, Economic, Social, Technological, Environmental, and Legal influences. Over 160 documents were analyzed in the preparation of this analysis. Documents ranged from official government publications such as briefings, legislation, publications from professional associations and bodies, official reports, relevant media releases, municipal census data, etc.

We also conducted a SWOT analysis to understand our Strengths, Weakness, Opportunities, and Threats. We analyzed local demographic and health outcome data. We reviewed key documents such as [The Path Forward](#), [A Plan for Connected and Convenient Care](#), and [Ontario Health’s Annual Business Plans](#). And finally, we reviewed Member and Partner organization strategies.

## 2024-2028 Strategic Plan

KW4 OHT’s strategic plan has been built by our Members and the communities we serve. The plan identifies how we will transform together over the next five years for everyone’s benefit.

## Vision

KW4 OHT’s vision describes what we strive to become or accomplish in the future. It defines where we are heading and our long-term aspirations. It will guide the decisions we make.



*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






KW4 OHT’s mission describes our purpose and reason for existing and defines what we will do to achieve our vision.



*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.*

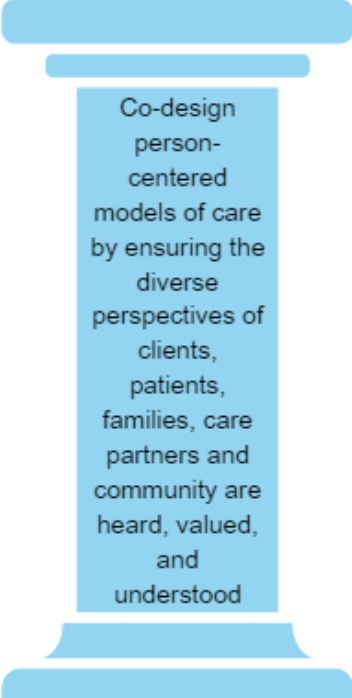
# Values:

KW4 OHT has identified five values. These values are the important beliefs and principles that guide how we behave and make decisions. These values are brought to life each day through actions. They represent who we are today and who we need to be in the future to achieve our Vision.

| Value   | How we will demonstrate this value   |
|---|--|
| Partnerships<br>     | <ul style="list-style-type: none"> <li>We will value partnerships as collectively we can achieve more</li> <li>We will work collaboratively to enable change, remove silos, and act as one</li> <li>We will be client-driven, ensuring our team includes those with living or lived experience</li> <li>We will include patients, families, care partners, and the community in a shared-decision making model</li> <li>We will include service providers from various sectors as part of our team</li> <li>We will build a culture based on collaboration, empathy, and trust which will be demonstrated through our decisions and actions</li> </ul> |
| Inclusivity<br>      | <ul style="list-style-type: none"> <li>We will centre the knowledge and experience of our diverse population</li> <li>We will work with equity-deserving populations in our urban and rural communities</li> <li>We will use an equity-based, population health approach to deliver better health outcomes and provide a better patient experience</li> <li>We will practice humility, self-reflection, and embrace continuous learning to ensure we respect culture and identity and enrich culturally safe care.</li> </ul>  |
| Prevention<br>      | <ul style="list-style-type: none"> <li>We will view health in its broadest terms and acknowledge, understand and positively impact the social determinants of health</li> <li>We will take an up-stream approach to care and remain committed to prevention and health promotion activities</li> </ul>   |
| Adaptability<br>   | <ul style="list-style-type: none"> <li>We will be courageous in our efforts to positively disrupt and transform our system</li> <li>We will be innovative and welcome new ways of thinking while also remaining evidence-informed</li> <li>We will challenge the status quo and look for opportunities to progress our work</li> <li>We will have an ongoing focus on quality and safety improvement</li> </ul>  |
| Accountability<br> | <ul style="list-style-type: none"> <li>We will be accountable for improving value in the health and wellness system</li> <li>We will apply a local lens in the delivery of provincial priorities</li> <li>We will work together, aligning OHT and organizational priorities, and collectively sharing responsibility for the deliverables set out in this plan</li> <li>We will keep our word</li> <li>We will own the decisions we make and embrace mistakes as opportunities for growth and learning</li> </ul>  |

# Pillars

KW4 OHT has identified two pillars which represent the crucial elements that are required to successfully deliver on our shared vision and overall strategy in the long term. These elements are not stand alone deliverables and instead will be embedded in all of our work.



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

The inclusion of patients, families and care partners will enable KW4 OHT to benefit from the diverse expertise and lived/living experience as we create a patient-centered health system. This will require:

- Authentic and meaningful engagements and partnerships with patients, families, care partners, and communities, based on a robust patient partnership model and community engagement strategy
- Embedding patient, family and care partners within collaborative decision-making structures
- Providing patients, families and care partners with ongoing training, support, tools, and resources to enable them to meaningfully contribute in their role as partners/advisors



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

KW4 OHT will promote health equity by reducing or eliminating health disparities, recognizing the impact of social determinants of health, and respecting the diversity of communities. This will require:

- Understanding the characteristics of the population including social, economic and health inequities including intersectionality, to inform care and service delivery and identify gaps in care and/or disparities in outcomes
- Engaging patients, families and care partners through the lens of health equity and understanding the unique needs of marginalized and vulnerable communities
- Exercising an equity-based, population health approach to deliver better health outcomes and provide better patient experience
- Establishing equity measures and measuring and reporting on progress

Providing opportunities for diversity, equity, and inclusion (DEI) training to establish a culture that promotes health equity, diversity of opinion and inclusion of ideas and values of the communities we serve.

# Priorities and Goals



KW4 OHT's has identified 3 strategic priorities which provide general direction on what the KW4 OHT will focus on over the next 5 years to achieve our vision. These priorities are subject to change as the environment evolves.

Under each priority, KW4 OHT has identified several goals. Our goals identify actionable steps and initiatives that will be undertaken over the next 5 years to achieve our strategic priorities. These are influenced by our capacity to deliver and therefore guide our decision-making as it relates to resource allocation.

Annually, KW4 OHT will develop a business plan, aligned to the strategic plan, to articulate in more detail the planned work that will be undertaken in collaboration with our partners in that specific year.

| Priorities   | Goals   |
|--|---|
| Keep people well by implementing strategies that focus on wellness, prevention and early interventions                   | <ul style="list-style-type: none"> <li>Promote culturally appropriate healthy lifestyles and preventative measures to empower individuals to make informed health decisions</li> <li>Enhance community-based healthcare, beginning in priority neighbourhoods</li> <li>Reduce the incidence and impact of chronic diseases through evidence-based prevention, early detection, and effective management</li> <li>Collaborate with community organizations to address local social determinants of health challenges (i.e., housing/shelter, food insecurity, etc.)</li> </ul> |
| Transform our health and wellness system to ensure people can access the right care, at the time, and in the right place | <ul style="list-style-type: none"> <li>Improve access to primary care and team-based models of care</li> <li>Optimize care coordination and system navigation among providers and services</li> <li>Streamline processes and address bottlenecks to reduce wait time for services</li> <li>Support the ongoing implementation of online appointment booking, electronic referrals and centralized intake</li> </ul>   |
| Integrate services across health and social partners to serve the needs of our community                                 | <ul style="list-style-type: none"> <li>Build and foster creative partnerships that enable integrated care and system excellence</li> <li>Spearhead the development of new and innovative approaches to care delivery, using a system thinking approach and leveraging local partnerships</li> <li>Implement new innovative models of integrated home care</li> <li>Grow the number of integrated care model initiatives where the OHT is the central administrator of funds on behalf of our Members.</li> </ul>  |

# Enablers

KW4 OHT has identified three enablers which represent foundational capabilities, capacities, or resources that contribute to our ability to effectively execute our strategic plan, along with a description of the work that will be undertaken to strengthen these enablers.



## Governance

- Strengthen our leadership capacity to drive collaborative success by creating a not-for-profit organization
- Establish a primary care network that:
  - connects primary care members within the OHT
  - acts as a unified primary care voice in OHT decision-making
  - supports primary care members to advance clinical change management and population health management
  - facilitates access to clinical supports and improvements
- Formalize our operational support provider (OSP) arrangement for back-office functions in support of OHT activities (i.e. communications, project management, procurement and contract management, financial management, decision support and analytics, human resources)
- Increase awareness of the success of the OHT, expand advocacy efforts in order to secure new and sustained funding, and broaden our level of influence



## Tools

- Develop a comprehensive digital health strategy which outlines how KW4 OHT will:
  - Leverage digital health to improve healthcare accessibility, efficiency, and effectiveness
  - Implement solutions to ensure patients can access their health information, and providers can access a shared medical record
  - Support the ongoing implementation of online appointment booking for primary care providers
  - Support the ongoing implementation of eReferral to allow clinicians to send a referral electronically rather than by fax, putting patients before paperwork and improving wait times
  - Enhance the Harmonized Health Information Management Plan (HIMP) with an emphasis on data governance and data stewardship, to facilitate integrated care and evaluation, while protecting privacy
  - Utilize a holistic approach to data to enable evidence-based decision making
  - Align with provincial direction/solutions



## Talented People

- Attract and retain skilled health human resources
- Create a system that addresses burnout
- Support employee wellbeing
- Develop succession planning strategies
- Encourage training and development