



YOUR LOCAL HEALTH
INTEGRATION NETWORK:
**MAKING HEALTH
EASIER**

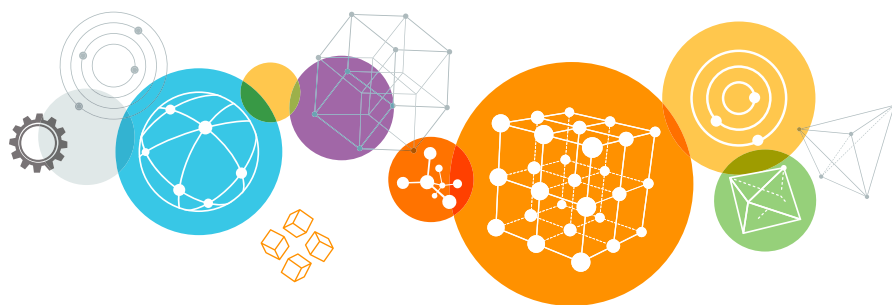


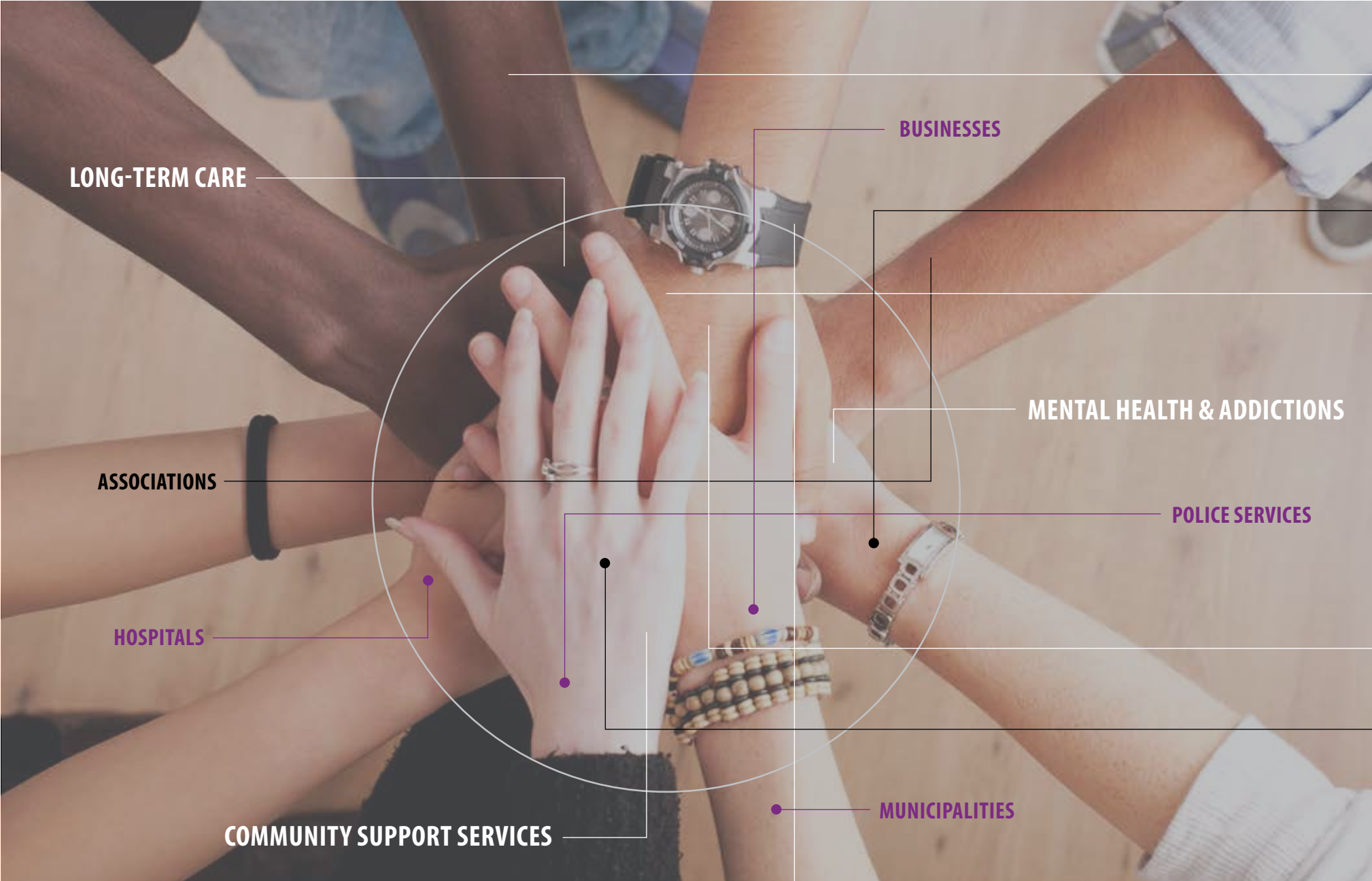
“I am inspired by the LHIN’s desire to incorporate the patient perspective into processes, programming, and campaigns. By making the simple and important change of incorporating the patient and caregiver voice into the broader functioning of the organization, I can already see it having an impact.”

Coreen Duke Carroll,
Chair, WWLHIN Patient and Family Advisory Committee

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WHO WE ARE

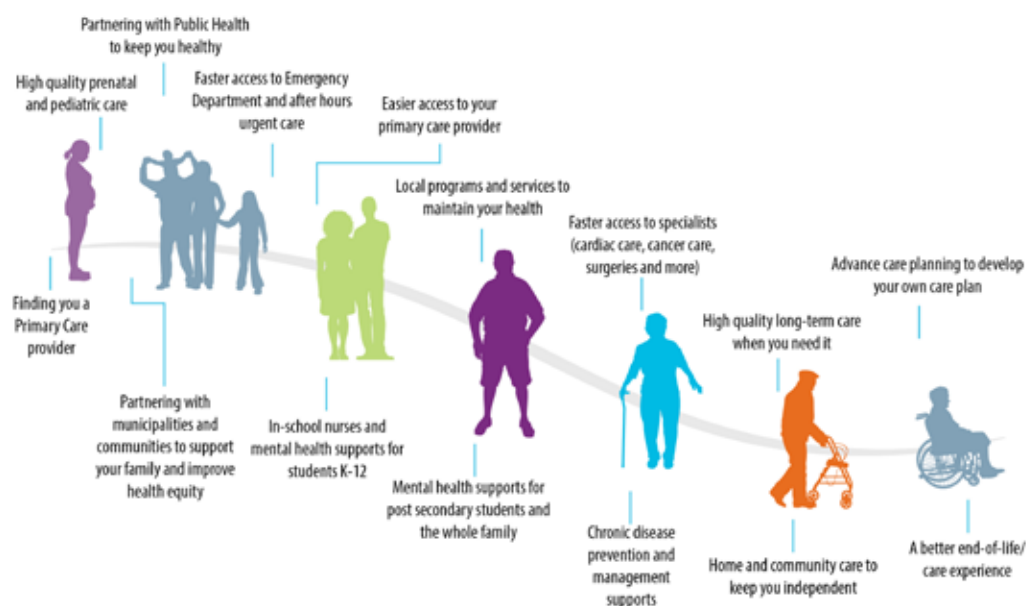
Your Local Health Integration Network

Over the past decade, we have worked to significantly improve the quality and availability of local health care. Now, we're focused on making it easier. Easier for you to be healthy. Easier for you to get the care and support you need. Easier for you and your family to live the healthiest lives possible.

We connect you with care, at home and in the community, and better connect your health system to improve your care experience.

As a crown agency of the Government of Ontario, we invest \$1.2 billion annually in local health services to improve the health and wellbeing of the almost 800,000 residents we serve across Waterloo Wellington.

Your Local Health Integration Network: Making Health Easier



We're listening: Our plan was developed based on the experiences of those who live, work, and receive care here and the priorities they want us and our health service providers to address. It is also based on the Minister's Mandate for LHINs, which reflects the needs and priorities of residents across the province. Thank you to all of the patients, clinicians, staff, community members, and organizations who have reached out and shared their stories.



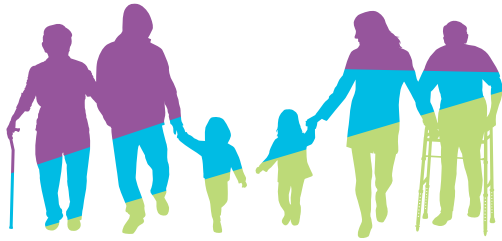
PRIMARY CARE

EDUCATION

HOME & COMMUNITY CARE

RESIDENTS

COMMUNITY ORGANIZATIONS



MISSION, VISION, CORE VALUE

OUR MISSION IS: TO MAKE IT EASY FOR YOU TO BE HEALTHY, AND TO GET THE CARE AND SUPPORT YOU NEED.

We know the first word that comes to mind when thinking about your health might not be “easy.”

Over the past decade, the quality and availability of local health care has greatly improved. You can now receive highly specialized care such as cardiac care, close to home. We have recruited almost 200 more family physicians and specialists. We have some of the shortest emergency department wait times in Ontario. Our hospitals are among the safest in Canada and if you have a stroke here, you have a much better chance of surviving and thriving than just five years ago. Our hospitals used to be full of patients waiting for care in a more appropriate place. Now with expanded home and community care, better access to rehabilitative care, new and expanded long-term care homes, and more – patients are able to receive the right care, in the right place, at the right time.

Despite this, residents and health care professionals tell us that navigating and accessing the local health care system can be hard. We need to make it easier.

Your health is our number one priority. We believe that regardless of how complex your health needs are, being healthier and getting the care and supports you need should be easy – and we’re committed to making that a reality.

OUR VISION IS: HEALTHY PEOPLE. THRIVING COMMUNITIES. BRIGHT FUTURES.

Imagine a future where all people have the health they need to reach their full potential. We believe that regardless of who you are or where you’re from, you should have everything you need to live the fullest life possible. Many residents need support from more than just one organization or one sector. It can’t be the sole responsibility of the patient to navigate the complexities of multiple systems – that’s why we all need to work together to make it easier.

OUR CORE VALUE IS: ACTING IN THE BEST INTEREST OF OUR RESIDENTS’ HEALTH AND WELLBEING.

This is our reason for being – the one principle that drives all we do. If it isn’t improving the health and wellbeing of those we serve – it needs to change. It’s as simple as that.

STRATEGIC DIRECTION



**STARTING WITH THE
PATIENT EXPERIENCE**



**IGNITING INNOVATION
AND CREATIVITY**



**EMPOWERING CLINICAL
LEADERSHIP**



**DRIVING THROUGH
COMMUNITY LEADERSHIP**

**CREATING A GREAT
PLACE TO WORK**

**“Make it easier to access programs.
Reduce government red tape.”**

Local Caregiver





STARTING WITH THE PATIENT EXPERIENCE

We will listen, learn, and be relentless in making improvements to the patient experience.

It starts with the patient experience – these are the stories you hear and tell your friends and family about when you interact with the health system. Only by listening and acting on the patient experience can we truly make it easy for people to be healthy and to get the care and support they need.

Most residents are able to get, not just good care, but great care when they need it. But it's not true for all. Residents tell us that getting the care and support they need to be healthy isn't always easy. Local residents needing hip or knee replacement surgery wait longer here than anywhere else in Ontario. While 97% of residents have a primary care provider, more than 50% aren't able to get in to see them when they need to. In addition, our most vulnerable residents have different primary care needs that we are seeking to address. Residents are waiting far too long for mental health supports, especially housing supports. And the home and community care experience isn't always as great as it could be – while more and more residents are relying on this needed care. These are just some of the examples of areas within the health system that need to be improved.



HOW WILL WE KNOW WHEN WE GET THERE?

Every program and service in the health system is designed and delivered based on patient input. You have your own care community designed to support your individual needs. This means regardless of who you are or where you live, if you want a primary care provider, you have one. When you need to see them, you can easily get an appointment. For some, particularly the vulnerable, having an “appointment” could look different than having to travel to a primary care provider.

You and your provider work together to keep you healthy through prevention. When you need a diagnostic test or specialty care, you are able to get the care you need quickly, as close to home as possible. Your care reflects and respects your cultural and spiritual needs. Your provider has all of your health information at their fingertips, digitally. If you need mental health and addiction supports, they are easy to access and well-coordinated. When you need home and community care, your care is consistent and meets your individual needs, allowing you to live independently as long as possible.

When you need long-term care, the home is modern, delivers high-quality care, and makes you feel as at-home as possible. At the end of your life, you and your family are well supported and you are able to die in the place of your choice, whether at home, hospice, or in hospital.

“We are committed to putting the patient experience at the heart of our health care system - we know that the greatest opportunities for improvement and positive change will come when we listen to our patients/residents and learn from them.”

Karen Scian,
WWLHIN Board Member



A FOCUS ON POPULATION HEALTH

The WWLHIN's mandate has expanded to focus on improving population health, not just health care.

“Population health is an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups...the health of populations is correlated with factors that fall outside the health system or established health sector. This...calls for innovative and interconnected strategies that give due consideration to the full spectrum of social, economic, and environmental health determinants.”

— Public Health Agency of Canada





STARTING WITH THE PATIENT EXPERIENCE

We will listen, learn, and be relentless in making improvements to the patient experience.

What Does Success Look Like In 2018-19?

- A patient-created declaration of values will be adopted by all health service providers
- Patients have a primary care provider and can see them when they need to
- Mental health services are connected to primary care and are easy to access
- Patients have easier access to high-quality long-term care
- Patients receive better coordinated and more consistent Home and Community Care
- More patients have access to a palliative approach to care
- Patients can access more emergency specialty care in Waterloo Wellington

CORPORATE OBJECTIVE

Embed the Patient Voice across the health system.

PLAN FOR 2018-19

- Engage the Patient and Family Advisory Council in specific projects to improve the patient experience, focusing on communications (e.g., patient declaration of values)
- Continue to build a patient experience program to engage patients in the design and delivery of health services

CORPORATE OBJECTIVE

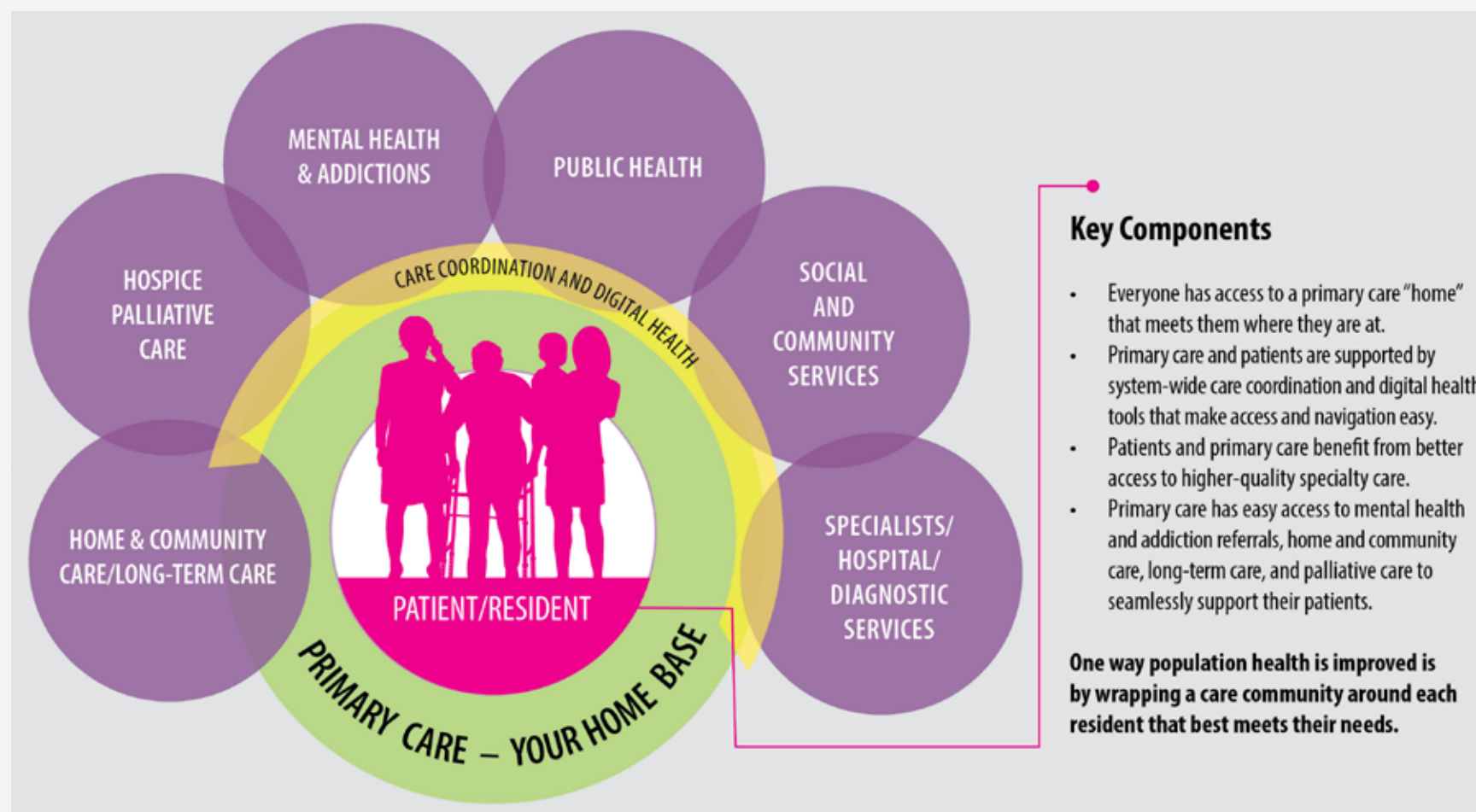
Continue to build the Care Community Model.

PLAN FOR 2018-19

- Improve access and meaningful attachment to primary care (especially for the vulnerable/complex)
- Improve access to quality, coordinated mental health and addictions services in each sub-region
- Increase long-term care capacity and improve quality of care and facilities
- Improve consistency and coordination of Home and Community Care:
 - Align care coordinators to primary care
 - Increase Personal Support Worker capacity
 - Improve the Patient Experience (e.g., more consistency, improve nursing clinics, etc.)
- Bring more speciality care closer to home including through electronic consultation and referral (e.g., cardiac, vision care)
- Implement the Ontario Palliative Care Network plan to increase access to a palliative approach to care for all residents
- Facilitate planning and integration at the sub-region level by implementing effective sub-region leadership



Waterloo Wellington LHIN Care Community Model





DRIVING THROUGH COMMUNITY LEADERSHIP

We will be recognized as a trusted, credible, and influential system leader in the community.

The largest issues facing the health and wellbeing of our communities today cannot be solved solely by one organization, system, or sector alone; nor will they be solved through passive leadership.

The WWLHIN will continue to increase its leadership role advocating for and supporting an agenda that is community-focused, innovative, and results-oriented. The LHIN will continue to be a catalyst for improvement, breaking down institutional silos, and challenging self-serving agendas and the status quo.

The WWLHIN will lead in its communities, giving voice to those unable to speak for themselves and supporting and strengthening those ready to focus on prevention to create healthy people, thriving communities, and bright futures for all. We will lead by example – paving the way for others – by innovating, reducing red-tape, taking risks, and always focusing on what's in the best interest of our residents.



HOW WILL WE KNOW WHEN WE GET THERE?

When someone mentions the Waterloo Wellington LHIN, residents know who they are talking about. Residents think of the WWLHIN as a champion of community health and wellbeing; a strong community leader who brings partners together; and understand the WWLHIN's role in leadership of the local health system. Institutionalized silos are eliminated in order to achieve the best results possible for patients. The major health issues facing our communities are tackled together with partners in health and social services, policing, education, business, and more. Those who don't yet see the value of a collective impact approach are influenced to understand and join together to ensure the brightest futures possible for local residents. Our community benefits from collective advocacy for decisions in the best interest of advancing the health and lives of those living across Waterloo Wellington.

"When we look at the health challenges facing our community, the need for community leadership and collective impact has never been greater. People don't live in silos. Their health needs, employment needs, and social needs don't exist in isolation from one another. We need to work together to make it easier for everyone."

Peter Sweeney,
WWLHIN Board Member



A FOCUS ON SUB-REGIONS

Sub-regions are local geographies within Waterloo Wellington that allow us to better identify and capture diverse population needs – be they linguistic, cultural or others – and to help our health care system better respond to these needs. This helps us to better plan, integrate, and improve the performance of local health services.

Our local sub-regions are: Wellington (including Centre and North Wellington, Guelph-Eramosa, and a small part of Grey County), Guelph & Puslinch, Cambridge & North Dumfries, and KW4 (Kitchener, Waterloo, Wilmot, Woolwich, and Wellesley).

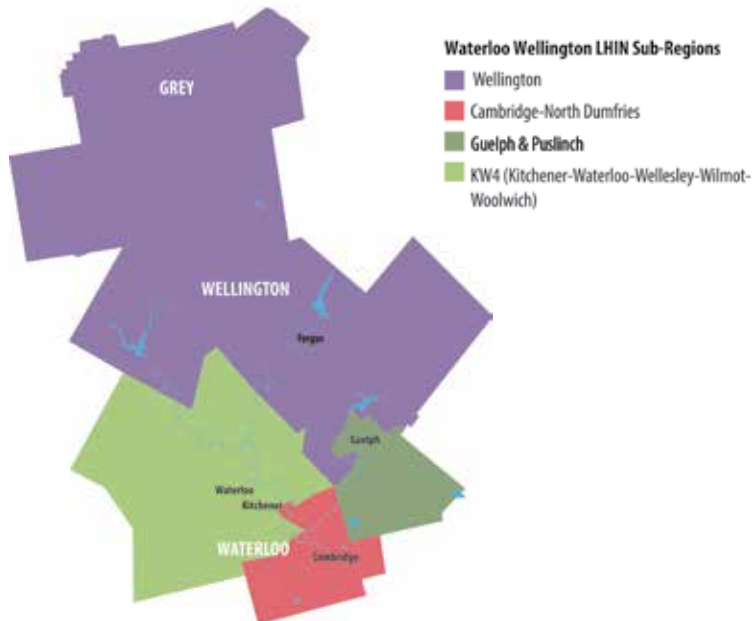


IMPROVING POPULATION HEALTH WITH SUB-REGIONS

Sub-regions are a crucial lens through which to identify specific actions to address health inequities and improve health outcomes in care communities to deliver on the system plan.

With a focus on improving population health, sub-regions:

- Bring together health system and community partners, including clinical leadership, at the local level to implement the health system plan including planning, improvement, and integration.
- Enable more focus on assessing population health needs/equity and service capacity based on data and information that reflects the health of the population of the sub-region.
- Leverage existing tables, including Health Links, which are a solid base for the evolution to the planning of care communities within sub-regions.



"Our focus as a health system has to be on health equity. People have different needs. Communities have different needs. One size fits all won't cut it."

Bruce Lauckner, CEO, WWLHIN





DRIVING THROUGH COMMUNITY LEADERSHIP

We will be recognized as a trusted, credible, and influential system leader in the community.

What Does Success Look Like In 2018-19?

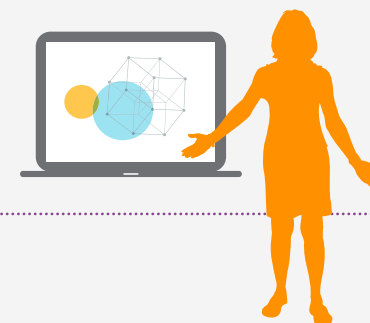
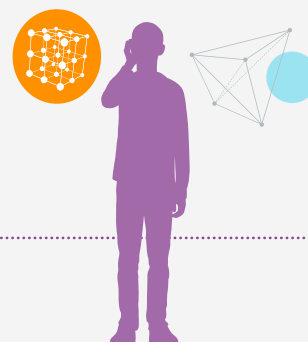
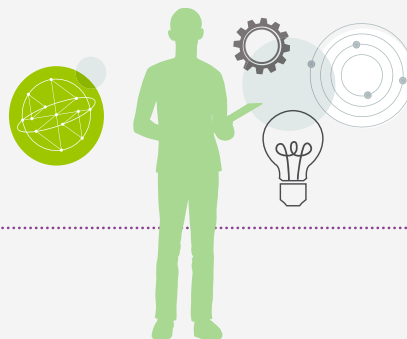
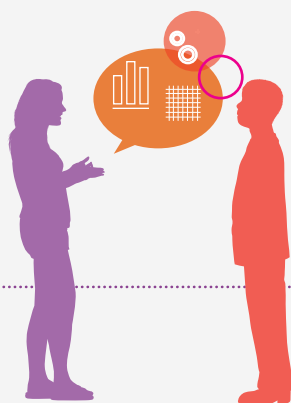
- Residents will experience impactful change due to the collective impact of community-based initiatives which include: improving women's health and wellness, Opioid Strategy, Wellbeing Waterloo Region, Child and Youth Mental Health, Supportive Housing Strategy, and the Compassionate Communities Approach.
- Improved health and wellbeing of the most vulnerable residents across Waterloo Wellington.
- Meaningful French language and culturally appropriate services available for Francophone and Indigenous residents.

CORPORATE OBJECTIVE

Improve the health and wellbeing of our community.

PLAN FOR 2018-19

- Action an influencer strategy (with traditional and non-traditional partners) to advance delivery on the Annual Business Plan.
- Lead and support collective impact initiatives to improve the health and wellbeing of our community.
- Work with public health and other partners on health promotion, prevention, and health equity.
- Improve Indigenous health and wellbeing through collaboration with Indigenous leaders, providers, and patients.
- Improve the health and wellbeing of French-speaking residents.





IGNITING INNOVATION AND CREATIVITY

We will ignite innovation and creativity to exponentially impact the patient experience.

There is nothing more frustrating than hearing things are the way they are because they always have been that way or there is no easy solution. Waterloo Wellington communities are known for their social and technology innovations. We need to apply more of that innovation and creativity in our health system to tackle the issues that remain.

The problems that remain in health care are too complex for traditional approaches. Instead, we need to tap into the collective wisdom of patients, clinicians, and staff to find solutions. We will continue to ignite innovation and creativity in the system and spark new ways of doing things that lead to better outcomes.

Innovation and creativity are not something that work well with templated approaches. Too often, opportunities arise that are not specific projects or they are out of sequence with planned activities. We will be open, flexible, and nimble with an entrepreneurial spirit that will allow patients to benefit from a culture that supports continuous improvement.



HOW WILL WE KNOW WHEN WE GET THERE?

Staff and clinicians working in the WWLHIN, and across the health system, automatically default to trying new things and innovating to deliver a better patient experience.

Everyone is solution-focused and phrases like “we can’t do that because” are replaced with “we could do that if.”

Waterloo Wellington has one of the most recognized and robust health and social innovation ecosystems in Ontario, and is a major supporter of economic growth by eliminating barriers that start-ups face in trialing new technologies to improve care for patients. Digital health innovations in Ontario are modelled after the work in Waterloo Wellington with electronic solutions that improve patient safety, reduce wait times, and empower patients with access to their own health information.

A FOCUS ON PARTNERSHIPS

Health and social innovation is more than cool technology it’s the power of collective impact that drives true innovation.

That’s why you see the WWLHIN at various community meetings and collective impact tables to solve community health challenges like opioid use, housing, equity, and more.

It’s also why you see the WWLHIN leading and partnering with the broader community on exciting community-based initiatives to improve the vitality and wellbeing of the entire region; projects like Smart Cities, and Innovation and Economic Development tables.

“Digital health and innovation is about making things easier and safer for patients, so that we can improve their experience at all points of their health journey.”

Mohamed Alarakhia, BSc(Hons), MD, CCFP,
Chief Clinical Information Officer





IGNITING INNOVATION AND CREATIVITY

We will ignite innovation and creativity to exponentially impact the patient experience.

What Does Success Look Like In 2018-19?

- The WWLHIN will be a recognized centre for social and health technology innovation and adoption
- Patients will have more health information digitally and referrals will be easier and faster
- Staff will have more time to spend with patients by freeing-up administrative capacity

CORPORATE OBJECTIVE

Make it easier for staff, clinicians, and patients by empowering staff to do things differently in the best interest of our residents.

PLAN FOR 2018-19

- Free-up capacity through reducing red-tape and executing big impact ideas through the WWLHIN's Continuous Improvement Taskforce
- Increase efficiency to ensure resources are optimized to support staff and delivery of care for our patients and residents

CORPORATE OBJECTIVE

Make WWLHIN a recognized hub for social and tech innovation.

PLAN FOR 2018-19

- Lead development of an innovation hub for Waterloo Wellington
- Further the WWLHIN Innovation ecosystem through engagement and helping to serve as an innovation catalyst and broker

CORPORATE OBJECTIVE

Make more health information available digitally for patients and clinicians and improve quality and efficiency through digital health tools.

PLAN FOR 2018-19

- Implement the digital health plan to make more information available to patients and improve referrals





“By creating an ecosystem that connects exceptional researchers and entrepreneurs, and by better integrating discoveries and innovations, there is a profound and real opportunity to bring improved patient centricity into the health care system.”

Kithio Mwanzia,
WWLHIN Board Member and President & CEO, Guelph Chamber of Commerce





EMPOWERING CLINICAL LEADERSHIP

We will work hand-in-hand with clinicians to improve quality and the care experience.

In recent years, the greatest progress in improving local health care has been through the Waterloo Wellington LHIN working closely with clinicians and empowering clinical leadership to help drive meaningful improvements.

Clinicians understand their patients' needs best. They also know where there are opportunities for improvement and how to make change at the clinical level. Listening to and supporting clinicians to make it easier for them and their patients has resulted in significant improvements to care – being the first LHIN in Ontario to make mental health care records available electronically is but one example. Improvements to clinical care are best led by clinicians. The WWLHIN will intentionally shift to empowering clinical leaders to have more influence in decision-making, creating more opportunities for clinical leadership across the health system.



HOW WILL WE KNOW WHEN WE GET THERE?

Every decision made in the local health system reflects the input of clinicians, their patients, and their patients' formal and informal caregivers. Clinicians and individuals in other roles who provide support to patients and their families feel engaged and able to influence the priorities of the local health system. Clinicians can name barriers that have been removed for them and ways that the health system has become easier for them and their patients. Clinicians and all providers of care are empowered to provide programs and services that are evidence-based, grounded in the principles of experience-based design, and offer equitable access and consistency across communities with the flexibility to tailor to the needs of a specific community or individual.

"A high-functioning health system 'gives deference to clinical expertise. That is, we must send a clear signal to the health system that clinical leadership must continue to be fostered and clinical quality improvement capacity needs to be built up."

Dr. Kunuk Rhee,
VP Clinical, WWLHIN and Chief of Staff,
Cambridge Memorial Hospital



A FOCUS ON QUALITY

Patients expect that when they receive care it's of the highest quality and grounded in evidence-based best practice.

While we work to improve the patient and staff/clinician experience, we are also committed to continuous quality improvement to deliver the best possible outcomes for patients.

Working closely with Health Quality Ontario, a government agency devoted to quality improvement in health care, we will be implementing new quality standards that will help to consistently ensure the best care possible regardless of who you are, or where you receive care.





EMPOWERING CLINICAL LEADERSHIP

We will work hand in hand with clinicians to improve the care experience and quality of care.

What Does Success Look Like In 2018-19?

- System-wide quality improvement, led and influenced by clinicians and patients, that improves equity, access, and outcomes for patients

CORPORATE OBJECTIVE

Empower Clinical Leadership to Improve Quality Across the Health System, both at the Regional and Sub-region levels.

PLAN FOR 2018-19

- Advance regional integration and quality improvement by expanding and empowering physician leadership of integrated clinical programs
- Increase clinician engagement and input into decision-making across the health system
- Make it easier for clinicians to help their patients by increasing access to services, and supporting clinician wellbeing
- Provide input to and implement HQO Quality standards
- Implement a one-team approach to improve how people move through the health system
- Reduce hospital wait times, focusing first on hip and knee surgery, cataract, MRI, and CT



ACCOUNTABILITY

As a crown agency of the Government of Ontario, the Waterloo Wellington LHIN takes its role as a public servant to heart. Central to improving government services are transparency, accountability, and efficiency. These factors are also fundamental to the success of the health system. Residents deserve to know how their health system is performing and improving to meet their needs. The Minister's mandate letter has also addressed the public's call for more transparency and accountability in the health system.

We are also committed to making it easier by cutting red-tape, increasing efficiency to redirect more resources to front-line care, and removing non-value added work to improve our capacity to better serve patients. We will do this through fiscal responsibility, balancing available resources with meeting the diverse needs of the almost 800,000 residents we serve.



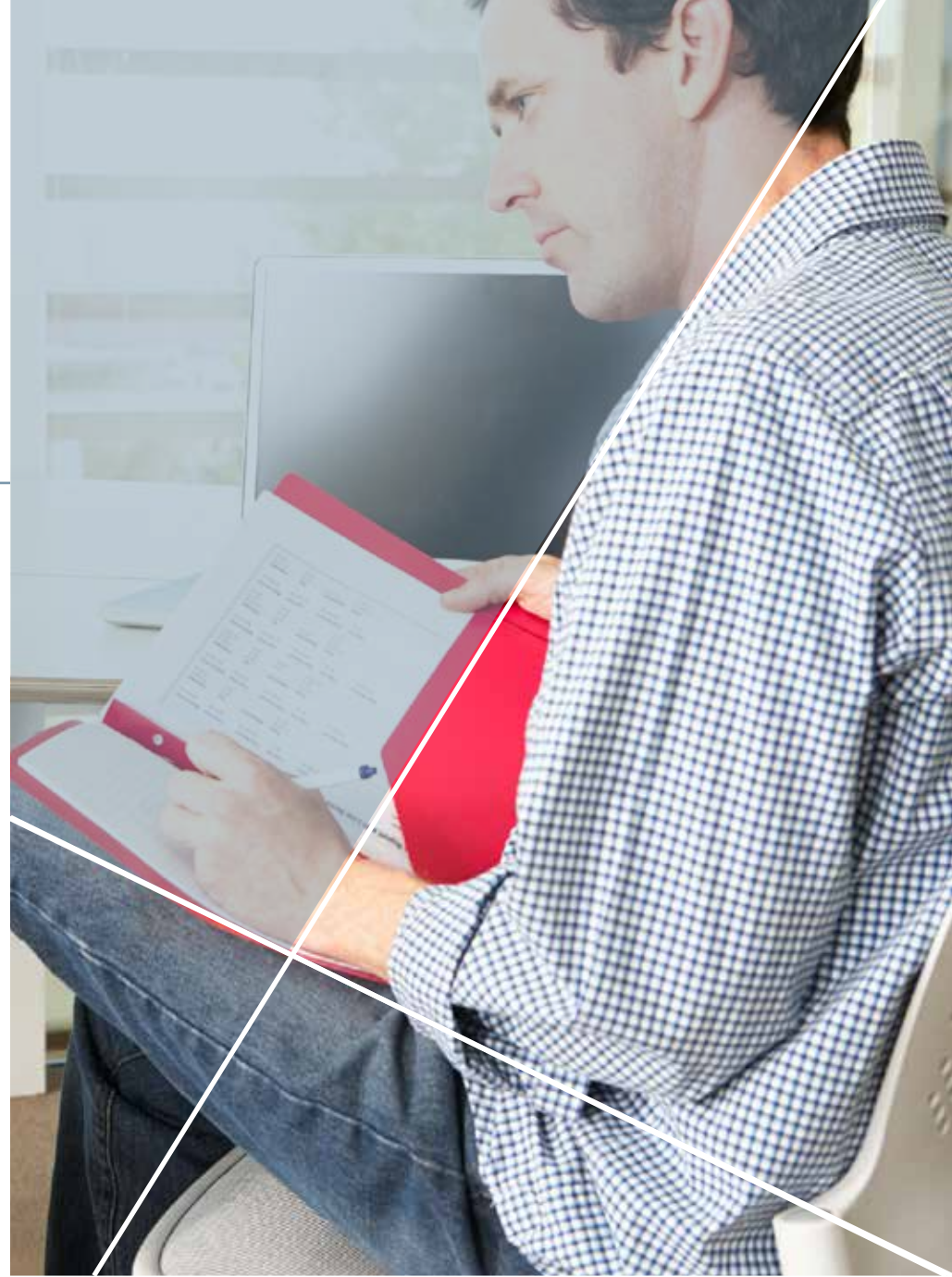


CREATING A GREAT PLACE TO WORK

Great staff experience = Great patient experience

Our people are our greatest asset. The Waterloo Wellington LHIN is made up of a diverse and dedicated workforce passionate about the patient experience. Most of our staff are clinicians directly supporting patient care, others are respected experts with health care experience in planning, finance, decision support, engagement, and other professions to support care delivery and the improvements needed to transform local health care.

A direct correlation can be drawn between the experience of staff in an organization and achieving outcomes for patients. There is also a correlation between low clinical engagement and clinician burnout and lowered patient satisfaction, poor outcomes, and higher costs. Care of the patient requires care of the provider. This is why many, including the WWLHIN are shifting from the triple aim of improving the patient experience of care (including quality and satisfaction); improving the health of populations; and reducing the per capita cost of health care to include the fourth aim of care of clinicians. In fact, the Institute for Healthcare Improvement (IHI) recognizes that this aim must extend to all providers of care, regardless of role or profession.



HOW WILL WE KNOW WHEN WE GET THERE?

Every person who works in the Waterloo Wellington LHIN, spreading to the entire health system, shares a common set of values that support the delivery of an exceptional patient and staff experience. Patients and stakeholders report positive experiences when interacting with LHIN staff, describing our people as caring, compassionate, responsive, respectful, and passionate. Staff feel empowered to think outside of the box and use their skills and judgment to deliver an exceptional experience for patients. Our people love what they do, understand their value individually and collectively to improve the health of our community and our organization, and are known for their collaboration, determination, and dedication to those we serve.

“Only by creating safe, compassionate workplaces can we ensure safe and compassionate care for patients. As has been said many times, take care of your employees and they will take care of your clients.”

Rita Westbrook,
WWLHIN Board Member



A FOCUS ON HEALTH & SAFETY

Workplace violence and harassment in the health care sector is among the highest in Ontario and of significant concern to the health and wellbeing of not only our staff, but our patients and families.

We need to take concrete steps to change attitudes, provide support for prevention, and make health care workplaces safer and more responsive to incidents of violence.

The Waterloo Wellington LHIN has a zero-tolerance policy for workplace violence and harassment and we are making a bold commitment to the safety of those working within our organization and across the health system – that we will be the most physically and psychologically safe place to work.





CREATING A GREAT PLACE TO WORK

Great staff experience = Great patient experience

What Does Success Look Like In 2018-19?

- Being known as the most physically and psychologically safe place to work

CORPORATE OBJECTIVE

Address the quadruple aim in improving the work-life of staff and clinicians across the health system.

PLAN FOR 2018-19

- Make the WWLHIN the most physically and psychologically safe place to work
- Implement strategies to improve employee health and wellness
- Build a culture within the LHIN that enables staff to act in the best interest of residents' health and wellbeing



“Quality starts with our people. Improving the staff and clinician experience has a direct impact on the quality of care we deliver and the overall patient experience across the health system.”

Mike Delisle, Chair, WWLHIN





OUR COMMUNITY

The Waterloo Wellington Local Health Integration Network serves almost 800,000 residents in Waterloo Region, Wellington County, the City of Guelph, and the southern part of Grey County.

This covers about 4,800 square kilometres, stretching from Proton Station in the north to Ayr in the south; Clifford at the most westerly point and Erin to the east. It also encompasses the major urban centres of Waterloo, Kitchener, Cambridge, and Guelph. While 90% of our geography is rural, 90% of our population lives in urban areas.

We are fortunate to be part of one of Canada's most diverse and unique areas, home to a world-class college and universities, farmers' markets, innovation hubs, and a stunning landscape pairing bustling urban centres with picturesque rural communities. The best of everything is in Waterloo Wellington.



A GROWING ECONOMIC FORCE

The reality is, we're not little Waterloo Wellington anymore.

We have a rapidly growing innovation economy spreading across our communities.

Our health system can be a booming economic driver in the province with a rapidly expanding agri-food/health/bio-medical/social innovation sector.

Given the right support and conditions for growth, this region could rival other health and bio-med innovation centres around the globe - like the Boston bio-medical corridor whose estimated economic impact of the 1,000 plus health and bio-med companies and 50,000 plus employees tops nine billion dollars. Imagine if we could do that right here.

HEALTH CARE FOR OUR FUTURE

Not only do we need to focus on improving health care today, but also on intentionally designing and building a sustainable health system for generations to come – one that anticipates your needs 10, 20, 30 years in the future.

OUR POPULATION IS
PROJECTED TO REACH
OVER 870,000
RESIDENTS BY 2026.





RICH IN DIVERSITY

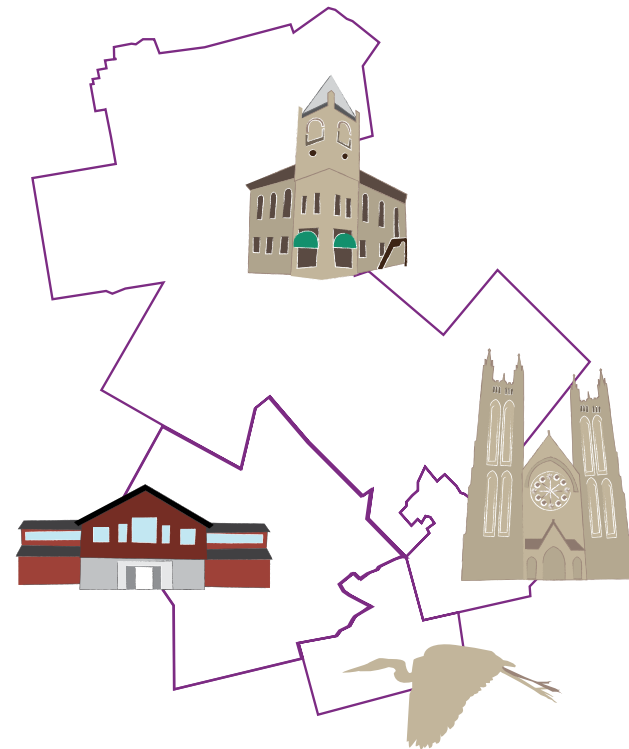
One of our community's greatest assets is its diversity. We have residents who have just moved here, many of them newcomers to Canada, alongside families that have lived here for generations.

We are home to some of North America's most successful entrepreneurs, a thriving arts and culture community with our own symphony and the renowned Drayton Theatre. We have some residents with multiple doctoral degrees, and others without any formal education. We have residents living in beautiful neighbourhoods, quaint or bustling downtowns, and others who are experiencing homelessness. Some of our residents live comfortably, while others live with low-income.

Not all these people have the same starting point when it comes to health. Those who are most vulnerable, marginalized, and who experience barriers within the health system may have equal access to care but they don't have the same outcomes because of a variety of factors known as social determinants of health. In plain language – how you live, work, and play affects how healthy you are.

We believe everyone should have the same opportunity to be healthy; live in a thriving, supportive community; and have the brightest future possible.

To reduce health disparities as a result of the social determinants of health, the Waterloo Wellington LHIN and local health service providers are committed to improving access to health services for all residents, including local French-speaking and Indigenous residents.



FRANCOPHONE RESIDENTS

The local Francophone population is a diverse community that includes some groups who may be more likely to experience health disparities than others. This year, the WWLHIN in collaboration with the local French Language Planning Entité (FLPE), will work to implement a Joint Annual Action Plan, including:

- Sub-region planning will reflect the variation in the density of the French-speaking population. The priorities will focus on populations in which the impact of the language barrier is more severe; for example, seniors living in isolation, new immigrants, and patients with mental health issues. The new provincial tool will be used to assess the current capacity of Health Service Providers (HSPs). This tool will also support designated, identified agencies and Service Provider Organizations (SPOs) in their planning process for FLS.
- Implementing a multi-year comprehensive plan to align with the *French Language Services Act*, including services directly provided to the public by Home and Community Care.
- The active offer is the clear and proactive offer of services in French to individuals from the first point of contact, without placing the responsibility of requesting services in French on the individual. The FLS plan for the WWLHIN incorporates elements of active offer and is being implemented in the following domains:
 - Communication
 - Information and referral
 - Third-party service providers

INDIGENOUS RESIDENTS

The local Indigenous population is unique and diverse, living primarily within our urban communities. Indigenous residents can experience inequitable health outcomes due, in part, to historic disparities in access to health services. We work in partnership with local Indigenous communities to identify and address gaps.

As we do not have any Indigenous health service providers, the WWLHIN is working with the community to evaluate any project or program on the ability of the service providers to have Indigenous services that are safe and culturally appropriate. To support our current health service providers, the WWLHIN has sponsored local Indigenous Cultural Safety training in each sector of the health care system over the last four years, and the plan is to offer this training to the hospital sector in 2018. In addition, the WWLHIN offers the Ministry's sponsored Indigenous Cultural Safety training to service providers on a yearly basis.

Indigenous health and wellness workers in Waterloo and Wellington, with the support of the Aboriginal Health Centre in Hamilton, assist Indigenous residents to navigate the health care system. They also coordinate traditional healing services for the community.

With over 20,000 Indigenous residents in Waterloo Wellington, the WWLHIN recognizes that having access to an Indigenous HSP would be in the best interests of this community. Establishing a partnership with the Aboriginal Health Centre in Hamilton is one example of how better support could be provided to Indigenous residents living in Waterloo Wellington.



SUB-REGION DEMOGRAPHICS



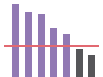
WELLINGTON



TOTAL
POPULATION
92,884



AVERAGE
HOUSEHOLD INCOME
89,389



LOW-INCOME
POPULATION
7,885



SENIORS AGE 65+
15,517



RURAL AREA
POPULATION
44,062



IMMIGRANT
POPULATION
9,115



ABORIGINAL
POPULATION
1,385



POPULATION WITH
FRENCH AS
MOTHER TONGUE
960

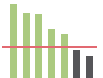
KW4 KITCHENER- WATERLOO- WELLESLEY- WILMOT- WOOLWICH



TOTAL
POPULATION
397,271



AVERAGE
HOUSEHOLD INCOME
86,540



LOW-INCOME
POPULATION
43,600



SENIORS AGE 65+
55,609



RURAL AREA
POPULATION
22,837



IMMIGRANT
POPULATION
84,935



ABORIGINAL
POPULATION
4,320



POPULATION WITH
FRENCH AS
MOTHER TONGUE
5,365

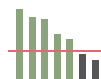
GUELPH & PUSLINCH



TOTAL
POPULATION
137,980



AVERAGE
HOUSEHOLD INCOME
85,251



LOW-INCOME
POPULATION
14,885



SENIORS AGE 65+
19,839



RURAL AREA
POPULATION
7,476



IMMIGRANT
POPULATION
25,950



ABORIGINAL
POPULATION
1,985



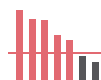
POPULATION WITH
FRENCH AS
MOTHER TONGUE
2,045

CAMBRIDGE-
NORTH DUMFRIES

TOTAL
POPULATION
145,240



AVERAGE
HOUSEHOLD INCOME
82,710



LOW-INCOME
POPULATION
15,625



SENIORS AGE 65+
19,790



RURAL AREA
POPULATION
4,954



IMMIGRANT
POPULATION
26,560



ABORIGINAL
POPULATION
2,495



POPULATION WITH
FRENCH AS
MOTHER TONGUE
2,145

WATERLOO WELLINGTON LHIN



TOTAL
POPULATION
773,375



AVERAGE
HOUSEHOLD INCOME
85,910



LOW-INCOME
POPULATION
81,995



SENIORS
AGE 65+
110,755



RURAL AREA
POPULATION
79,329



IMMIGRANT
POPULATION
146,560



ABORIGINAL
POPULATION
19,285



POPULATION WITH
FRENCH AS
MOTHER TONGUE
10,515



“Improve the communication between care providers so that it is easy to find out what services a patient is receiving, what they are entitled to, and where and how to access those services.”

Local caregiver



Waterloo Wellington LHIN

LOCAL HEALTH STRATEGY

OUR WHY:

Improving population health.
Healthy People.
Thriving Communities. Bright Futures.

WHERE:

Population health varies.
Sub-regions help us to better
understand and address health
inequities in each community.

WHAT:

To improve population health,
we need to make it easy for people
to be healthy, and to get the care
and support they need.

OUR STRATEGIC APPROACH:

Key enablers to creating a care community model that will
make it easy and improve the health of the population.



Starting with the Patient Experience

We will listen, learn, and be relentless in making
improvements to the patient experience.



Igniting Innovation and Creativity

We will ignite innovation and creativity to
exponentially impact the patient experience.



Empowering Clinical Leadership

We will work hand-in-hand with clinicians to
improve the care experience and quality of care.



Driving through Community Leadership

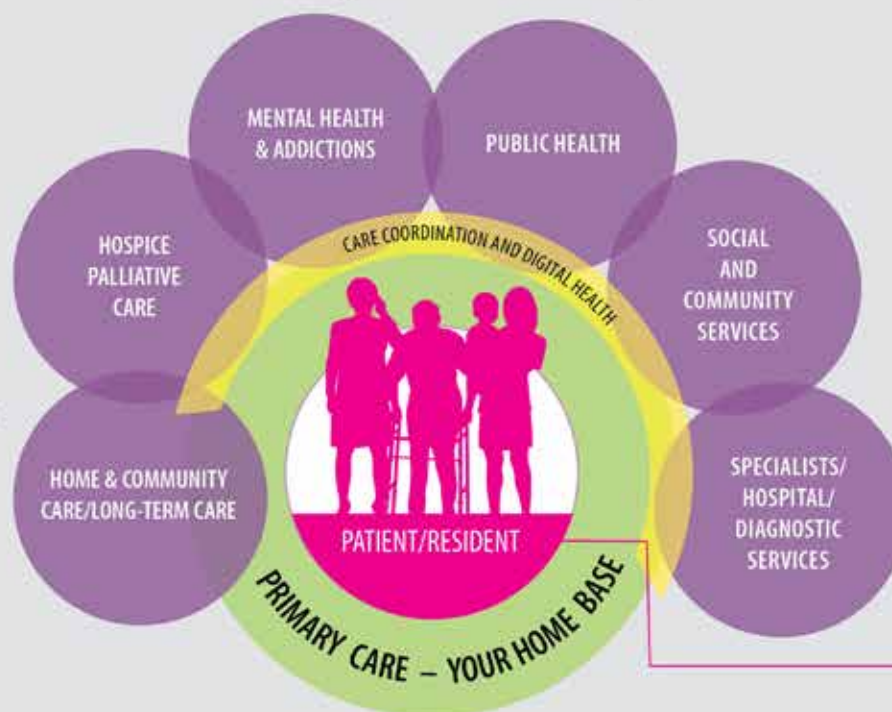
We will be recognized as a trusted, credible, and
influential system leader in the community.



Creating a Great Place to Work

Great staff experience = Great patient experience.

HOW: Waterloo Wellington LHIN Care Community Model



Key Components

- Everyone has access to a primary care "home" that meets them where they are at.
- Primary care and patients are supported by system-wide care coordination and digital health tools that make access and navigation easy.
- Patients and primary care benefit from better access to higher-quality specialty care.
- Primary care has easy access to mental health and addiction referrals, home and community care, long-term care, and palliative care to seamlessly support their patients.

One way population health is improved is
by wrapping a care community around each
resident that best meets their needs.



Waterloo Wellington Local Health Integration Network

Local: 519-748-2222 • Toll-Free: 1-888-883-3313

Website: www.wwlhlin.on.ca • Email: waterloowellington@lhins.on.ca

Cambridge Office
73 Water Street North, Suite 501
Cambridge, ON N1R 7L6
519-748-2222

Waterloo Office
141 Weber Street South
Waterloo, ON N2J 2A9
519-748-2222

Guelph Office
450 Speedvale Avenue West, Suite 201
Guelph, ON N1H 7G7
519-823-2550

Fergus Office
(By appointment only)
181 St. Andrew Street East, Unit #10
Fergus, ON N1M 1P9
519-748-2222

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