

Community Group	Description
Residents/public	Individuals who reside within the LHIN boundaries. The general public is the largest community group and must be involved in the community engagement process. Members of the public have a strong desire to be involved in the health care system and take responsibility for their own health and decisions.
Clients/patients/consumers/advocacy groups	Individuals who receive programs or services from health service providers have a keen interest in changes to the health system. This should also take into consideration the cultural diversity of the LHIN, such as our Aboriginal and Francophone populations.
Transfer payment providers (agencies that will be funded directly by the LHIN)	<ul style="list-style-type: none"> • Community Care Access Centres • Community Health Centres • Community Support Services • Hospitals • Long-Term Care Homes • Mental Health and Addictions Services
Other service providers	<ul style="list-style-type: none"> • Ambulance Services • Human Services Providers (e.g., children's mental health, police, education) • Nurses/Nurse Practitioners • Physicians (family physicians and specialists) • Public Health • Other (e.g., private retirement homes)
Local networks	<ul style="list-style-type: none"> • Cancer Services Networks • Dementia Networks • Long-Term Care Provider Networks • Mental Health Coordination Networks • Palliative Care Networks • Rehabilitation Networks • Social Planning Councils
Provincial networks	<ul style="list-style-type: none"> • Cancer Care Ontario • Cardiac Care Network • Stroke Strategy

Community Group	Description
Cross-LHIN initiatives	<ul style="list-style-type: none"> • Cancer Services • Cardiac Care • Stroke Strategy
Stakeholders outside the LHIN geographic boundaries	<ul style="list-style-type: none"> • Academic Health Science Centres in surrounding LHINs • Regional Geriatric Programs in surrounding LHINs • Tertiary-Level Services in surrounding LHINs • Tertiary Psychiatric Services in surrounding LHINs • Universities and Community Colleges • Other LHINs
Ministry of Health and Long-Term Care	<ul style="list-style-type: none"> • Minister of Health and Long-Term Care • Ministry of Health and Long-Term Care <ul style="list-style-type: none"> Health System Investment & Funding Public Health & the Chief Medical Officer of Health Health System Strategy Health System Accountability & Performance Health System Information Management
Other government	<ul style="list-style-type: none"> • Municipality of Chatham-Kent • City of Sarnia • City of Windsor • County of Essex • County of Lambton • Ministry of Children and Youth Services • Ministry of Community and Social Services • Ministry of Health Promotion • MPPs • Municipalities and Mayors
Other	<ul style="list-style-type: none"> • Funders <ul style="list-style-type: none"> United Way • Associations <ul style="list-style-type: none"> Provincial Associations Professional Associations Regulatory Colleges Health Care Industry Associations • Business Community <ul style="list-style-type: none"> Chambers of Commerce Large employer groups • Organized Labour

Proposed Community Engagement Framework

Our job is to develop and maintain positive relationships with you, the groups and individuals involved in health care. We encourage community involvement in all activities, so that we can develop a health care system that truly meets the needs of our citizens.

Planning Assumptions

In developing this strategy, we have assumed that:

Planning Assumption	Description
The Community Engagement Framework is a living document.	The document will change based on the feedback received throughout the community engagement process.
Community engagement and planning will occur in the community.	This means at the community level, at Erie St. Clair LHIN level, across other LHINs and at the provincial level.
The levels and approaches of community engagement will vary.	A variety of engagement tools will be used depending on the issue to be addressed and the most appropriate means to engage the community.
All health care providers will be actively engaged.	Providers' input is critical to help develop an understanding of the system and any emerging issues that will impact health or health care delivery.
Partners will be committed to the community engagement process.	Partners will participate actively in engagement activities.
The Community Engagement Framework will reflect the cultural and linguistic diversity of the community.	Erie St. Clair is home to 645,200 people, or 5.2 per cent of the population of Ontario. Two per cent of Erie St. Clair's population is Aboriginal and almost four per cent of the population is Francophone.

Goals and Objectives

The goals of *Health Care Matters* are to:

Focus on patients and their families – We will place patients and their families at the centre of care and engage directly with those who are most knowledgeable

about their experience and degree of satisfaction with health care services – the citizens themselves.

Enhance local accountability – We will enhance accountability at the local level by providing opportunities for direct input into decision-making.

Balance priorities – Informing and engaging the public is the best approach to address community needs and community responsibilities. We will also foster a shared sense of responsibility for achieving balance among 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 build sustainable, long-term solutions.

Our objectives are to:

Provide the community with balanced and objective information to assist in understanding the role and mandate of Local Health Integration Networks and the responsibilities and expectations of all involved.

Obtain feedback and make recommendations on service gaps and opportunities for service coordination and integration in the Erie St. Clair LHIN.

Work directly with the community throughout the process to **ensure that all concerns are consistently understood and considered.**

Partner and build relationships at each level in the LHIN community engagement process, including the identification and development of preferred integrated service delivery solutions.



Principles of *Health Care Matters*

We are committed to ongoing dialogue with all partners affected by or involved in the health care system. To build productive, long-term relationships in the community, the Erie St. Clair LHIN commits to the following five basic principles:

Principles of Community Engagement	Description
Shared Vision	Working with the community to develop and implement plans that are consumer-centred, focused on population health, and consistent with legislative and regulatory requirements.
Mutual Respect	Respecting and including all of our partners. We will build relationships and engage communities using methods and levels of engagement that are appropriate to the groups and to the objectives that the LHIN is trying to achieve.
Accountability	Establishing a community engagement approach that enables timely and meaningful discussions based on relevant, accurate information and support for a mutual learning environment. Through ongoing evaluation, we will ensure that community engagement efforts are meeting established objectives.
Transparency	Using an open process and clearly stating our purpose, goals, objectives, and expectations. We will be transparent about how engagement activities will influence our decision-making.
Commitment	We are dedicated to working with community partners to achieve a patient-centred, sustainable health care system.

Techniques for Community Engagement

We propose to use the following continuum of engagement techniques, depending on the complexity of the issue at hand. As illustrated, the more complex the issue, and the greater the need for community involvement in decision-making, the more multi-faceted the engagement activities become.

The Community Engagement Continuum

LESS COMPLEXITY OF ISSUE GREATER



LESS DEGREE OF PARTICIPATION IN DECISIONS GREATER

<p><i>To provide accurate, timely, relevant and easy-to-understand information.</i></p> <p>This level of engagement provides opportunities for community members to understand the problems, alternatives and/or solutions.</p> <p>There is no potential to influence outcomes as this is one-way communication.</p>	<p><i>To seek out and receive input on analyses, alternatives and/or solutions.</i></p> <p>This level of engagement provides opportunities for dialogue with stakeholders.</p> <p>Consultation <i>may</i> result in changes to the final outcome.</p>	<p><i>To work with stakeholders ensuring that concerns and aspirations are consistently understood and considered.</i></p> <p>This level of engagement ensures that stakeholder concerns and aspirations are incorporated into outcomes of the process.</p> <p>Stakeholder involvement will influence the final outcome.</p>	<p><i>To partner with stakeholders in all aspects of the issue including issue analysis, and development of alternatives and/or solutions.</i></p> <p>This level of engagement ensures that there is direct involvement of stakeholders in all aspects of the process.</p> <p>Stakeholder involvement will significantly impact the final outcome.</p>	<p><i>To ensure that decisions are made by stakeholders.</i></p> <p>This is the most significant level of engagement whereby the accountability for decision-making resides with stakeholders.</p> <p>Stakeholder involvement will direct the final outcome.</p>
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Adapted from the IAP2 2000 Public Participation Spectrum & Arnstein, S. (1969) A ladder of citizen participation. Journal of the American Institute of Planners, 35: 216-224.

Approaches to Community Engagement

Effective community engagement involves a wide range of approaches. We believe that choosing the appropriate approach depends on the context of the situation, and the best ways to accommodate the range of interests in a community and to enhance community expression. The following chart illustrates some potential methods for engaging the community.

Engagement Level	Community Groups	Engagement Approaches
INFORM AND EDUCATE	<ul style="list-style-type: none"> • All stakeholders 	<ul style="list-style-type: none"> • Fact/information sheets • Newsletters/brochures • Open houses • Web sites • Open forums or town hall meetings • Public service announcements • Paid advertisements • Media coverage
CONSULT	<ul style="list-style-type: none"> • Residents/Public • Clients/Patients/Consumers/Advocacy groups • Providers • Other selected stakeholders as required 	<ul style="list-style-type: none"> • Surveys or questionnaires (print, phone, or web-based) • Focus groups • Written submissions • Community or stakeholder research
INVOLVE	<ul style="list-style-type: none"> • Clients/Patients/Consumers/Advocacy groups • Providers • Other selected stakeholders as required 	<ul style="list-style-type: none"> • Small group workshops • Focus groups • Surveys • Online consultations • Public meetings • Deliberative polling • Stakeholder/public roundtables
COLLABORATE	<ul style="list-style-type: none"> • Clients/Patients/Consumers/Advocacy groups • Providers • Other selected stakeholders as required 	<ul style="list-style-type: none"> • Action planning events • Negotiation tables • Collaborations • Panels • Community advisory committees
EMPOWER	<ul style="list-style-type: none"> • Clients/Patients/Consumers/Advocacy groups • Providers • Other selected stakeholders as required 	<ul style="list-style-type: none"> • Citizen panels • Search conferences

A Proposed Approach to Community Engagement in Erie St. Clair LHIN

This engagement strategy has been developed with the specific demographics and geographic diversity of the Erie St. Clair LHIN in mind. Our LHIN encompasses the Municipality of Chatham-Kent, the County of Lambton, and the County of Essex.

Recognizing the diversity within each of the geographic communities, we propose an initial approach of establishing teams in each of the three geographic areas of Essex County, Lambton County, and the Municipality of Chatham-Kent. The teams will include health care providers and members of the community at large. They will be responsible for reviewing and analyzing the information regarding population needs and use of services, as well as identifying gaps and opportunities for improvement within their geographic area. The teams will help identify the health care priorities for their geographic areas. By working within these established boundaries, we believe that participants will see the discussions as pertinent to their communities. Ideally, this approach will maximize participation since people are more likely to become involved if they feel the issue is directly related to them. This approach could also alleviate some of the transportation concerns that may be a barrier to participation.

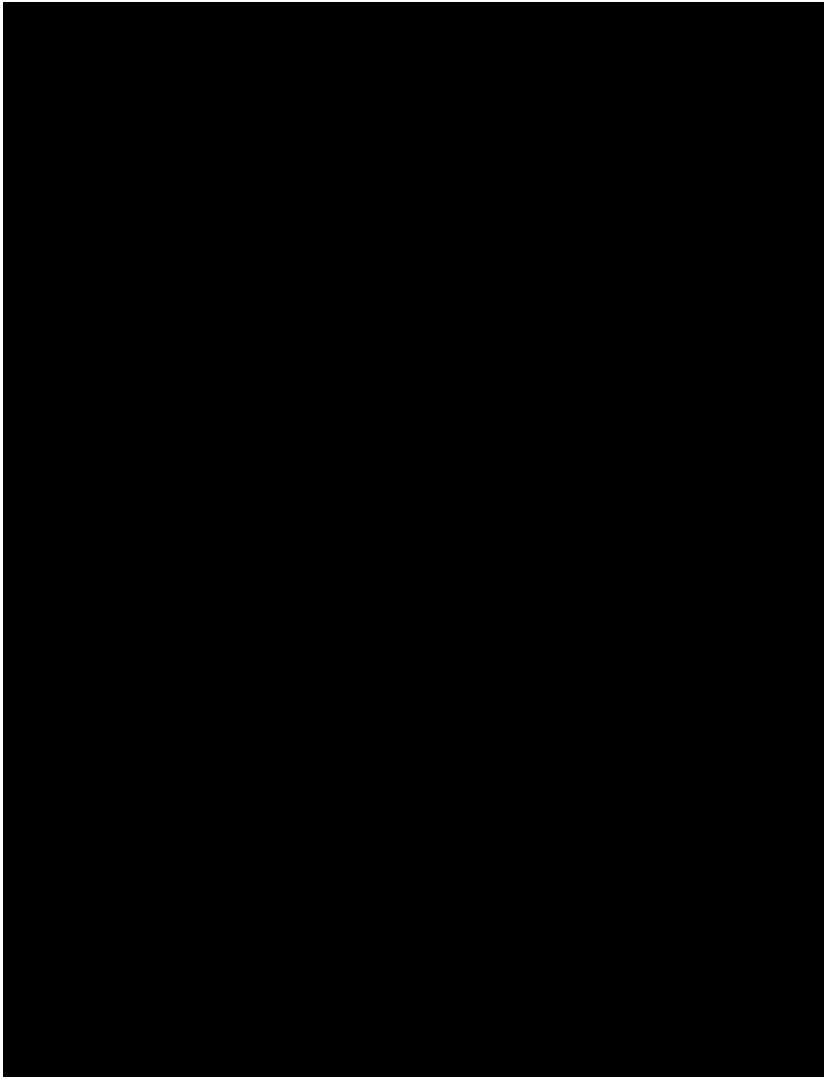
These community engagement areas have been identified to provide ease-of-access to engagement activities. However, it is understood there will be considerable flexibility in the engagement process and participants will not be excluded from consultation based on location.

The differences in population demographics will naturally lead to different health care needs and demands on the health care system. There may also be differences in the health status, access to services, and needs of these communities.

Health Care Matters will also address issues across county/municipal boundaries, since patients often cross boundaries to access care. By working across boundaries, there may be opportunities to learn about and possibly adapt solutions that other communities have developed to creatively address health care needs. For example, health sector-specific groups could be established across our LHIN.

There are also many existing groups and networks within Erie St. Clair that are focused on specific health issues — for example, mental health or palliative care. We intend to work with established groups/networks and to encourage the establishment of other networks to assist in identifying, developing and implementing strategies to improve health care.

About the LHIN



Lambton County

- population declined 1.6% between 1996 & 2001
- median age is 3 years older than Ontario's
- 3 Aboriginal communities: Aamjiwnaang, Chippewas of Kettle and Stony Point, and Walpole Island

Chatham-Kent

- population declined 1.8% between 1996 & 2001
- designated bilingual under the *French Language Services Act*
- shorter than average life expectancy for Ontario
- 1 Aboriginal community: Moravian of the Thames

Essex County

- population grew by 7% between 1996 & 2001, compared with 6.1% for Ontario
- higher growth partially due to higher rates of immigration
- designated bilingual under the *French Language Services Act*

Total Population: 645,200

Evaluating *Health Care Matters*

To ensure our community engagement framework meets its objectives, we will work to achieve each of the following goals as activities are designed and implemented:

Participants have a clear understanding of the goals and objectives of the engagement, including the level and method of engagement.

Participants are clear about the scope of the engagement and have a shared understanding of each others' roles, responsibilities and authority.

The engagement takes place when there is a real opportunity to influence the outcome.

Sufficient resources (time, budget, technology, etc.) and expertise are invested to achieve success.

Accessible opportunities are available that embrace the broad diversity of community interests.

The process is responsive to the input and needs of participants (access, information, etc.).

Relevant and credible information is gathered and distributed to participants in a timely manner and in a manner suitable to the intended audiences (language, culture, geography, etc.).

The communication leads to a mutual understanding of the process and an understanding and acceptance of outcomes.

Why LHINs are Good for Your Health

1. Patient-Focused Approach

Everything we do will be patient-focused to improve outcomes for them and their families. Every discussion we have, every decision we make, will centre around improving the health of the residents of Erie St Clair. After all...that's why *Health Care Matters*.

2. LHINs are Local

The Erie St. Clair LHIN is governed locally by a Board of Directors with broad geographic representation from within the LHIN and a range of sector and skills experience relevant to our community. Our office, staff and leadership are local to our region.

3. Community Engagement is Critical

We are committed to community engagement. By ensuring two-way communication with you, our plans will reflect the needs and priorities of our LHIN. Seeking input, listening to our community, and building plans together gives everyone in Erie St. Clair a say in their health care.

4. Borders Do Not Mean Boundaries

LHINs are "boundaryless." Our "borders" allow us to look at the specific needs of our region. LHIN borders will not impact doctor referral patterns. Patients will continue to receive care from the doctor of their choice, even if that means travelling to another LHIN. By integrating our service plans within our region, everyone will become more aware of the choices that are

available to them and should work with their doctors to determine the best location and doctor to meet their needs.

5. Best Practices Benefit Everyone

We can leverage the networks within our LHIN, and those that span across the province to other LHINs, to learn about and customize best practices that will work for our community. Sharing best practices across LHINs will assist in rapid deployment of new procedures to improve patient outcomes and increase efficiencies that reduce costs.

Next Steps

Health Care Matters is intended to be an inclusive strategy reaching out to as many partners as possible. We recognize that it will be a living document that will expand over time as the community provides ongoing feedback and the LHIN evolves and gains more knowledge and expertise.

We look forward to working with the community to make the changes that are necessary to improve the health care system so that it is responsive to patients and promotes the overall health of residents.

Your feedback and suggestions for improvement on the proposed Community Engagement Framework are welcome. A feedback form is included at the end of this document and we encourage you to complete and return it to us. Your input at this early stage of engagement is essential for ensuring our engagement process is as complete and inclusive as possible. With comprehensive insight from the community, we can create a tailored Integrated Health Services Plan for Erie St. Clair.

Alternatively, you can contact Gary Switzer, CEO, Erie St. Clair Local Health Integration Network at (519) 351-5677 *201 or 1-866-231-5446 or via email at gary.switzer@lhins.on.ca.

Thank you for your commitment to improving health care in our community.

Feedback Form

Your feedback is essential to our engagement process. Please take a moment to provide us with your thoughts on the Erie St. Clair LHIN's proposed Community Engagement Framework **Health Care Matters**. Your feedback will help us target our outreach and engage the community in meaningful discussions. Please note that all responses will be considered confidential. To subscribe to the LHIN's mailing list, please provide your contact information at the end of this form.

1. Please circle the response that most closely reflects your opinion:

	Strongly Agree	Agree	Neutral/ Indifferent	Disagree	Strongly Disagree
a) The Community Engagement Framework's goals are appropriate.	1	2	3	4	5
b) The Community Engagement Framework's principles are appropriate.	1	2	3	4	5
c) The Community Engagement Framework provides an overview of various community engagement approaches.	1	2	3	4	5

2. How could this Community Engagement Framework be improved?

3. If you represent a health care services group or community organization, please indicate if the LHIN could share information through any of your organization's existing activities. Please circle all that apply:

Newsletter
 Regular or Special Meetings
 Email Distribution
 Conference Calls
 Other: _____

4. Please rank your preferred method of receiving information from the Erie St. Clair LHIN (where 1 is the preferred method and 9 is your least preferred method).

Open Houses _____
 Small Meetings _____
 Direct Mail _____
 Newsletter _____
 Web site _____
 Email Distribution _____
 Radio _____
 Cable TV _____
 Newspapers _____

5. Please rank your preferred method of engaging with the LHIN (where 1 is the preferred method and 4 is your least preferred method).

Open Houses _____
 Small Meetings _____
 Surveys _____
 Email _____
 Other: _____

Contact information: Please check the community group which best describes you:

Residents/public _____
 Clients/patients/consumers/advocacy groups _____
 Transfer payment providers _____
 Other service provider _____
 Local networks _____
 Stakeholders outside the LHIN geographic boundaries _____
 Ministry of Health & Long-Term Care _____
 Provincial networks _____
 Other government _____
 Other: please specify _____

To subscribe to the Erie St. Clair LHIN's circulation list, please complete the following information:

Name: _____
 Name of Organization (if applicable): _____
 Street Address: _____ City: _____
 Postal Code: _____ Email: _____

Thank you for your feedback. Your contributions to the development of an inclusive engagement process are essential for the development of a tailored Integrated Health Services Plan for Erie St. Clair. Please return this completed form by **May 19, 2006** via fax to 519-351-9672, or by mail to the Erie St. Clair LHIN 180 Riverview Drive, Chatham, ON N7M 5Z8. You may also email your responses to eriestclair@lhins.on.ca.