12/13/2011

SYNERGY WEST
better care through community collaboration GTA

STRATEGY SYNERGY – FINDING THE COMMON THREAD

Planning Session Results

A Collaborative Project of

ccac casc
Community Care Access Centre
Centre d'accès aux soins communautaires
Connecting you with care
Mississauga Halton

Metamorphosis

ccac casc
Community Care Access Centre
Centre d'accès aux soins communautaires
Connecting you with care
Central West

Strategy Synergy – Finding the Common Thread is a project of Synergy West GTA; a collaboration of the Mississauga Halton Community Care Access Centre, Metamorphosis and the Central West Community Care Access Centre. Together, the agencies seek out opportunities to leverage and find innovative ways to build on strategic planning activities undertaken by all three organizations in the best interest of improving the quality of care in the community.

For additional information on the work of Synergy West GTA, please contact:

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Executive Summary

Strategy Synergy – Finding the Common Thread is a project of Synergy West GTA; a collaboration of the Mississauga Halton Community Care Access Centre, Metamorphosis and the Central West Community Care Access Centre. The collaboration seeks out opportunities to leverage and find innovative ways to build on strategic planning activities undertaken by all three organizations in the best interest of improving the quality of care in the community.

The project identified fifty-three (53) areas of strategic focus within the three plans of the agencies. Working as a group, they identified areas where the work of one or more of the agencies could significantly enable the overall work of the other participating agencies. Working with the fifty-three areas of strategic focus, they identified the following eight areas of strategic synergy:

- Communicating Partnership Principles
- Generating Efficiencies for Community Investment
- Ensuring Coordination of the Electronic Client Record Initiatives
- Sharing Planning for Diverse/ Marginalized Populations
- Building System Leadership through Collaboration and Integration
- Building an Engaged and Supportive Employee Pool
- Sharing Quality Improvement and Best Practices
- Improving and Building Services Transition for Clients

The group identified one activity they could start working on in each of the eight areas, to start to build strategy synergy. The group also explored the alignment of the work with the Central West LHIN and Mississauga LHIN Integrated Health Service Plan, to identify the areas of alignment with the broader system plan.

Overall, the group identified twenty-three (23) strategies from the fifty-three (53) strategies as a starting point for strategic synergy. Appendix 5 is a table summary of the strategies that would service as a point of synergy for the participating organizations.

Additional work will be done to share the results of the session with governance leaders, Local Health Integrated Networks (LHINs) and individuals involved with the twenty- three identified strategies.

Table of Contents

Introduction

Strategy Synergy – Finding the Common Thread is a project of Synergy West GTA; a collaboration of the Mississauga Halton Community Care Access Centre, Metamorphosis and the Central West Community Care Access Centre. The three agencies provide extensive services to people living in the community. The project focused on achieving the following three objectives:

- Conduct an interview with, and work closely with the Joint Project Steering Committee to finalize objectives for a half day planning session
- Review existing strategic plans for each of the participating agencies before the session
- Hold a half day workshop of key members from participating agencies, to identify priority opportunities based on strategic plans[1]

About the Participating Organizations

The project engaged the following three organizations:

The Mississauga Halton CCAC, which is aligned with the boundaries of the Mississauga Halton Local Health Integration Network (LHIN) and services the areas of South Etobicoke, Mississauga, Oakville, Milton, Georgetown and Halton Hills.

The Central West CCAC, which is aligned with the boundaries of the Central West LHIN and services the areas of Brampton, Caledon, Dufferin, West Woodbridge, Malton and North Etobicoke.

The Metamorphosis Network, is an independent network of the Community Sector (Community Support Services and Mental Health & Addiction Health Service Providers) serving people living in the Mississauga Halton and Central West LHINs. The Metamorphosis Network was formed in 2005, including representatives from the following three founding networks and new members who attended the Metamorphosis inaugural conference.

- Community Sector of Peel
- Dufferin County Community Sector Network
- Halton Health & Community Sector Network

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[1] Request for Proposal, page 5

Key goals of the network are to work with service providers to achieve enhanced client service, knowledge transfer across agencies, service integration and meaningful engagement of health providers.

Project Methodology

The following is a summary of the six steps that guided the overall project:

Part 1 – Project Requirement: Identify Resources and Project Objectives

1. The three organizations formed a Joint Project Steering Committee to coordinate the project.

2. A detailed Request for Proposal[2] was circulated to seek submissions from various consulting firms to assist with the project. ICA Associates Inc. was selected.

3. Senior leadership members were invited to a half day planning session on December 13th. Coordination and support for the event was provided by the Mississauga Halton CCAC. Appendix 1 lists the invited participants[3].

Part 2 – Project Requirement: Conduct an interview with, and work closely with, the project Leadership Team, to finalize objectives and review existing strategic plans for each organization.

4. The Joint Project Steering Committee and ICA Associates Inc. reviewed three strategic plans and prepared an executive summary for those participating in the half day facilitated session. The summary reviewed the following plans:
   a. Mississauga Halton Community Care Access Centre
   b. Central West Community Care Access Centre
   c. Metamorphosis

   Appendix 2 is the Executive Summary of the Strategic Priorities.

Part 3 – Project Requirement: Facilitate a workshop of key members from each organization to identify priority opportunities based on strategic plans

5. Members of the participating CCACs and senior leadership staff from Health Support Service Providers (HSPs) participated in a half day planning session held Tuesday, December 13th in Mississauga. Appendix 3 is the meeting agenda.

6. The results of the planning session are included in this report.

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[2] The Request for Proposal is available from the Mississauga Halton CCAC.
[3] Forty four people were invited with a total of twenty three people participating in the session.

Meeting Results

INTRODUCTION

The half day planning session focused on the opportunity for the participants to identify synergy points between the three strategic plans. For the purpose of the day, a strategy synergy was defined as:

- The strategic activity of one or two agencies that can benefit the other agencies
- Work that can create and support better experiences for clients
- Being respectful of existing strategic plans while exploring the work needed, to make the best use of everyone's time and resources

IDENTIFYING STRATEGY SYNERGIES

The group reviewed the three Strategic Plans (Appendix 2) to identify the strategy synergies. When asked, *"What activities have the potential to create synergy?"*, the group identified forty-two areas of strategy synergy between the three plans. The group organized the forty-two items into the following eight strategic activities that have the potential to create synergy for the participating organizations[4]. Figure 1 is a summary of the eight strategic activities.

The following is the list of the strategic activities and supporting ideas identified by the group.

1. Communicating Partnership Principles

- Partnership
- Communications

2. Generating Efficiencies for Community Investment,

- Make additional investment in community
- Pursue efficiencies for targeted, joint program growth
- Be financially accountable
- Identify common operational stewardship/ sustainability elements
- Optimize resources for sustainability
- Optimize business processes

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[4] The ToP Workshop Method was used by the group to identify and organize the ideas into the eight strategic activities. Consult The Workshop Book by Brain Stanfield for additional details on the methodology.

Figure 1 - Eight Strategic Activities that Create Synergies for the Participating Agencies

- Integrate shared back office functions
- Develop a shared innovation framework
- Increase system capacity – new linkages, re-engineering

3. Ensuring Coordination of the Electronic Client Record Initiatives

- System optimization through IT
- Shared Client Record
- Common Information management

4. Sharing Planning for Diverse/ Marginalized Populations

- Share diversity education
- Foster communities of practice
- Plan with difficult to serve clients

- Meet needs of diversity community
- Plan for common marginalized populations

5. Building System Leadership through Collaboration and Integration

- Share governance recruitment and training resources
- Provide system leadership
- Formalize collaboration to achieve integration
- Create a culture of accountability – components that are shared
- Build leadership in/ for community sector

6. Building an Engaged and Supportive Employee Pool

- Engage Employees
- Become employers of choice
- Nurture healthy workplaces

7. Sharing Quality Improvement and Best Practices

- Identify common quality and best practice opportunities
- Transfer knowledge through linkages
- Ensure appropriate clinical execution
- Improve performance
- Focus on client safety and quality improvement
- Share best practices
- Share quality improvement examples/ experiences

8. Improving and Building Services Transition for Clients

- Achieve smooth client transition
- Implement seamless transitions
- Establish seamless care for specific client populations
- Align services
- Improve the model of client care
- Assist clients with navigation

Appendix 4 is a detailed list connecting each of the strategic opportunities with specific strategic goals and notes from the three plans.

Identifying a Starting Point

The group reviewed the eight activities that have the potential to create synergy and identified opportunities for working together. The group agreed that the goal was to build on existing work identified in the three strategic plans, rather than to create new levels of work or activity. Using the existing strategic plans and the eight activities to create synergy, the group answered the following three questions for each activity:

1. What activities in this strategic synergy activity will benefit all the participating agencies?
2. What future accomplishment from the strategic activity would accelerate or "make simple" the work for all the participating agencies?
3. What process or project from this activity will provide a learning experience for all the participating agencies?

The group then chose the one answer with the most interest and potential as a starting point for their collaborative work. Appendix 5 is a summary table illustrating the relationship between the proposals for early work by the group, and which strategies from the strategic plans serve as the collaboration opportunities.

The following summarizes the eight areas (one per synergy point) which will serve as the starting point for collaboration work. Each area is referenced numerically from the original list of fifty-three (53), and is also identified as either an activity, a future activity, or a process/project

1. Communicating Partnerships Principles

   Build better relationships built with primary care [49] to accelerate the work of other organizations by strengthening our work related to primary care. [Future Activity]

2. Generating Efficiencies for Community Investments

   Explore, optimize and implement business processes [44],   to support financial accountability and performance improvement opportunities [16]. [Activities]

3. Ensuring Coordination of the Electronic Client Record Initiative

   Optimize information management systems to enable integration of our clients' health records with our LHIN partners [22], in order to provide real time access to client information, smoother client transitions and better care. [Activities]

4. Shared Planning for Diverse/ Marginalized Populations

Organize annual diversity training/shared education provided by the Diversity Network. [Process or Project]

5. Building System Leadership through Collaboration and Integration

Implement a dynamic, responsive, agile leadership model [29] that will support effective and timely systems level work and also enable appropriate organizational capacity building. [Activities]

6. Building an Engaged and Supportive Employee Pool

Ensure understanding and appreciation of the strengths and skills of the collective community sectors, so that all staff feels valued in their roles. [Process or Project]

7. Sharing Quality Improvement and Best Practices

Share best practices [18], in order to build trust with clients and confidence in each other's capabilities; enable measureable service and outcome quality standards; and provide evidence for successful business cases regarding investment into community care. [Activities]

8. Improving and Building Service Transition for Clients

Ensure seamless transitions for clients navigating the health care system, as they receive the right care at the right time in the right place from the right provider [21]; this will require the development of strong relationships and partnerships between all providers. [Activities]

The work identified-twenty three (23) of the fifty-three (53) strategic activities from the three planning documents areas as points of collaboration and leverage for strategic synergy. The twenty-three (23) identified strategies can be found in Appendix 5. All of the activities identified by the group can be found in Appendix 6.

Exploring the Link to System Planning

The project utilized materials from the LHIN planning process to explore how the work of the project aligns and supports the overall health system planning for both the LHINs. The Degrees of Integration Framework and LHINs IHSPs were reviewed to see how the completed a preliminary review of the alignment. The following is a combined and integrated summary of the planning documents and the planning session.

A Framework – Degrees of Integration

The Framework provided by the LHINs through the Governance to Governance (G2G) meetings has six opportunities to support effective integration activities by agencies in the LHINs. The following illustration outlines the six degrees of integration:

The work completed through the project addressed "Planning – Planning Together" and "Harmonizing – Alignment or transferring". The half-day session represented "Planning Together" and the ability to find strategy synergies represented "Alignment".

Alignment with LHIN Integrated Health Services Plans (IHSP)

The Central West and Mississauga Halton LHINs have long range plans, called Integrated Health Services Plans. These IHSPs outline strategic priorities, and guide the work of Health Service Providers. Appendix 7 reflects some early work on understanding how the work of the group aligns, supports and advances the system wide priorities outlined in the IHSPs. Extracting examples from the IHSPs using the eight areas identified by the group illustrates how the work aligns with the IHSPs' priorities and activities.

Next Steps

The group identified the following next steps for the consideration of the joint project steering committee.

1. The project report should contain project development information, the core resource materials and the results of the planning session. It should stress the number of commonalities in the plan and the excellent opportunities for the organizations to leverage these. The report should be presented to the following groups:
   - The Mississauga Halton LHIN and the Central West LHIN
   - The Community Sector providers in both LHINs who are engaged with Metamorphosis and/or agencies who have an interest in the project
   - Metamorphosis leadership. In addition, copies of the report should be shared with the Boards of Directors of the invited agencies and other Metamorphosis agencies

2. The joint project steering committee is encouraged to explore the structure that will best help provide stewardship of the work generated through this project. A proposed framework to help continue the work should be shared with the participants for their feedback and support.

3. It is important to encourage everyone to "sell" the value of the work completed today, and highlight how the work can enable and support strong client based services in the community without creating duplication of work and effort.

4. The work identified the strategies providing the best opportunities for leverage and synergy. Project Leads for each of the strategies are encouraged to contact their counterparts and begin the process of sharing information and exploring methods to leverage the work and resources for the identified strategies.

5. Board members are encouraged to use the report to demonstrate how the project is a living example of utilizing and applying the document, "A Framework – Degrees of Integration" from KPMG and TNG 2008. The work from the project illustrates how strategy synergy leverages Planning and Harmonizing through shared strategy thinking and dialogue.

6. The images generated from the workshop should be refined to help create a logo or picture for the work created by the group (Appendix 8).

References

"Strategic Directions for our local health system in Mississauga Halton LHIN." In *Integrated Health Services Plan: 2010 -2013*, 26-44. Oakville: Mississauga Halton Local Health Integrated Network, 2009.

"Priorities and Strategic Directions for the local health system, including specific goals and rationale." In *It's about you and your health? Integrated Health Service Plan 2* , 17-30. Brampton: Central West Local Health Integrated Network, 2010.

Stanfield, Brian. "The Structure of the Focused Conversation Method." In *The art of focused conversation: 100 ways to access group wisdom in the workplace*, 22-29. Gabriola Island, B.C.: New Society Publishers, 2000.

Stanfield, Brian. "Two Approaches to the Consensus Workshop." In *The Workshop Book: from individual creativity to group action*, 27-15. Gabriola, B.C.: New Society Publishers, 2002.

Williams, Bruce R.. "Cooperative Writing Workshop." In *More than 50 ways to Build Team Consensus*, 127-129. 2nd ed. Thousand Oaks: Corwin Press, 2007.

Appendix 1 – Participating Agencies

The following is a list of individuals invited to participate in the session.

Invitee	Organization
Al McMullan	Peel Halton Dufferin ABI Services
Angela Brewer	Acclaim Health
Bladev Mutta	Punjabi Community Health Services
Caroline Brereton	MH CCAC
Caroline Countryman	VON
Cathy Hecimovich	CW CCAC
Cathy Tufts	CNIB
Chris Rawn-Kane	Alzheimer's Peel
Christine Nuernberger	CW CCAC
Dawn Wilson	Adult Day Program Network
Donna Leavens-Van West	Central West Palliative Care Network
Gord Gunning	CANES
Hugh Stewart	Independent Living Halton
Ian Stewart	Halton Alcohol Drug & Gambling Assessment Prevention & Treatment
Janet Robinson	MH CCAC
Jim Hardman	CHS
Joyce Temple-Smith	Malton Community Services
Jutta Schafler Argao	MH CCAC
Karen Parsons	PAARC
Laurence Wolfson	William Osler
Lisa Mudie	Richview Community Care Services
Lorena Smith	Senior Life Enhancement Centres
Lynn Petrushchak	Dixie Bloor
Marilyn Daley	March of Dimes
Maureen Riedler	Hospice Dufferin
Mayo Hawco	Bramalea Community Health Centre
Mike Valkima	Senior Ride Connect
Monty Laskin	Caledon Community Services

Invitee	Organization
Nancy Kula	MH CCAC
Nancy Saini	VON
Nicole	East Mississauga Community Health Centre
Priti Patel	Trillium Health Centre
Ray Applebaum	Peel Senior Link
Sandy Milakovic	CMHA Peel
Scott McNabb	Home Watch Caregivers
Sue Archibald	Balance
Sunita Mandi	VON
Sushil Sharma	India Rainbow
Theresa Greer	Heart House Hospice
Valerie Cooke	Red Cross
Nancy Gale	MH CCAC
Ann Stirling	MH CCAC
Kathrine Hewitte	MH CCAC

Appendix **2** – Executive Summary of Strategic Priorities

Metamorphosis

Our Mission	Our Vision
A collaborative forum of community based health service providers working together to achieve knowledge transfer, system integration and shared planning with other sectors of the health system.	**A network of health service providers sharing their expertise and knowledge to support the health and well-being of individuals in the community.**

Strategic Direction	Measureable Result
Governance Leadership Model	1. Written roles and responsibilities clearly defined and shared with the network 2. Formal Communication process 3. Strong Governance Team 4. Viewed by those outside the group as a creditable group 5. Financial accountability 6. Strategic Plan in place and list of accomplishments 7. Plan to bring people and organizations on board

System Engagement	8. Community Support Services is an integral part of the health care system
	9. The network is:
	  • consulted prior to decision making
	  • an integral part of the IHSP implementation process
	  • a valued partner with provincial associations
	10. The accountability process is clearly defined
	11. Well defined formal linkages with other networks/ collectives within the LHINs.

Communication and Knowledge Transfer	12. Small agencies will feel involved and valued 13. Linkage between organizations e.g., SHRTN, LHINs, OHQC Strong peer to peer network
Quality Organizations	14. CSS Portal 15. Methods to best utilize the CSS Portal 16. Performance Improvement 17. Shared Strategies to support agencies completing their first Accreditation 18. Sharing best practices

Mississauga Halton Community Care Access Centre

Our Mission	Our Vision
To deliver a seamless experience through the health system for people in our diverse communities, providing equitable access, individualized care coordination and quality health care.	**Outstanding care – every person, every day**

Strategic Direction	Goals to Achieve by 2014
Quality Community Care	19. Evidence of a quality improvement and a client safety culture across the organization. 20. Programs of clinical excellence for our major client populations (complex elderly and children, chronic diseases, and palliative) 21. Clients navigating the health system so they receive the right care at the right time in the right place, by the right provider 22. Optimized information management systems to enable us to integrate our clients' health records with our LHIN partners. 23. Safety and quality designed into services. Standards set for community-based health care outcomes. New evidence based models of care for targeted populations
Client & Family Focus	24. A new client service model implemented. 25. A customer service culture embraced throughout the organization. 26. A comprehensive diversity plan which addresses the needs of our clients and families. 27. Care and compassion demonstrated. Clients' and families' expectations exceeded. Seamless transitions through collaborations with clients, families and informal caregivers.
Exceptional People	28. Highly engaged people and teams with the right skills in place 29. A dynamic, responsive, agile leadership model 30. Hospital and community-based teams that are key enablers of access to acute care services for those who need them. 31. Committed people retained. Healthy and productive work environments. Staff recognized as experts in care coordination and health system navigation
Operational Stewardship	32. A strategic business model that drives identification and allocation of resources to ensure sustainable programs and services 33. Increased funding and investments in community care as a result of solid business cases and advocacy. 34. A culture of accountability for resource optimization. 35. Resource advocacy for health needs of community. Effective financial and resource stewardship. Community care investments leveraged.
Leadership & Innovation	36. An Innovation Framework that supports a culture of critical thinking and strategic innovation 37. Increased Community capacity to meet the changing client needs in our community 38. Effective execution of our strategies 39. Leadership in innovative community care best practices. Learning culture, creativity supported

Central West Community Care Access Centre

Our Mission	Our Vision
To deliver a seamless experience through the health system for people in our diverse communities, providing equitable access, individualize care coordination and quality health care.	**Outstanding care – every person, every day.**

Strategic Directions	Supporting Notes
Leadership	40. Strong health system leadership role in promoting integration. 41. Servant leadership demonstrated as a partner of choice for other organizations. 42. Leadership provided as navigator of the health system for clients of the Central West LHIN.
Excellence and Quality	43. Leading-practice, client centered, outcome driven organization which ensures quality, safety and excellence for all clients and employees. 44. Business process optimization explored and implemented. 45. Align the organization to the principals of the Excellent Care for All Act.
Sustainability	46. Efficient financial structures, controls and reporting, achieving internal sustainability. 47. Additional investment attracted to sustain and build services. 48. Employer of choice.
Continuum of Care	49. Better relationships built with primary care. 50. Integrated care experience and seamless transitions supported for clients. 51. Hard to reach and marginalized populations supported through strategies of meaningful information and community expertise.
Innovation	52. Research partnerships with academic health and other institutions. 53. Improvements to the client experience through innovations beyond health care sector.

Appendix **3 –** Planning Day Agenda

You are invited to a Community Support Services strategy synergy session hosted by Metamorphosis, Mississauga Halton CCAC and the Central West CCAC.

Strategy Synergy –
Finding the Common Thread

The half-day session will explore how existing strategic priorities in strategic plans can align and support ongoing and emerging needs of clients in the community. The session will look at the existing priorities, opportunities to work together and topics for further conversation amongst the participating agencies.

Date: Tuesday December 13, 2011

Time: 8:00 AM Light Breakfast
                8:30 AM – 12:00 Noon

Location: Hotel Novotel Toronto Mississauga Centre, Amsterdam B Room
                3670 Hurontario Street (Hurontario & Burnhamthorpe)
                L5B 1P3 Mississauga

                Parking $12

RSVP: Please confirm your attendance by Dec. 9th, 2011, Richelle Komes,
                Mississauga Halton CCAC
                416-780-7871 or Richelle.komes@mh.ccac-ont.ca

Agenda

8:00   Networking

8:30   Opening Remarks – Leadership Team

         Learn about the collaborative work of Metamorphosis and the CCACs in Mississauga Halton and Central West.

8:45   Inside the Strategic Directions

         A facilitated workshop to learn about the various strategic directions, how they align and what are the opportunities for the agencies to work together.

10:00   Networking Break

10:15   Identifying Strategic Conversations

A facilitated workshop to identify topics for future conversations between the participating agencies.

11:15   Next Steps

A working session to explore how to continue the work together as a group, share the results of the morning with others and identify the next steps for a future opportunity to meet.

11:45   Closing Remarks

12:00   End of Meeting

We look forward to seeing you at the session!

Appendix 4 – Identify Activities for Synergy
FOCUS QUESTION – WHAT ACTIVITIES HAVE THE POTENTIAL TO CREATE SYNERGY?

The following table contains:

- ✓ The identified synergy between the three strategic plans – bold and shaded. An example would be "Communicating Partnership Principles"
- ✓ The supporting points (bullets) and a reference to the strategic plan and specific strategy. An example would be "Partnerships" and the supporting strategies found in the Metamorphosis, Mississauga Halton CCAC Plan and the Central West CCAC Plan. The text for the numbers can be found in Appendix 2.
- ✓ The table was constructed by the group using the ToP™ Workshop Method. Figure 1 is a photograph of the table created by the group during the session.

The activities that have the potential to create synergy include: (in bold type)	Metamorphosis	Mississauga Halton CCAC	Central West CCAC
Communicating Partnership Principles			
• Partnership	8,9,11,13	21,30	41,49,50,51,52
• Communications	2,12		
Generating Efficiencies for Community Investment			
• Additional investment in community	11	33	47
• Pursue efficiencies for targeted, joint program growth	5	34	46
• Financial Accountability	5	32	46
• Identify common operational stewardship/ sustainability elements	5	32- 25	46
• Resource Optimization for sustainability	5, 12	34	46
• Optimize business processes	18	34	44
• Shared back office integration	5	34	46
• Innovation Framework	13	36	53
• System Capacity – new linkages, re-engineering	11	37	53
Ensuring Coordination of the Electronic Client Record Initiatives			
• System optimization through IT	14, 15	22	
• Shared Client Record	14, 15	22	
• Common Information management	14,15	22	
Sharing Planning for Diverse/ Marginalized Populations			
• Shared diversity education	26		51
• Foster Communities of practice			51
• Planning with difficult to serve clients	13	20	43
• Meeting needs of diversity community		26	51
• Plan for common marginalized populations	9	37	51
Building System Leadership through Collaboration and Integration			
• Shared governance Training and Recruitment	13	40	39
• System Leadership	2,3,4,9	39	40,42

The activities that have the potential to create synergy include: (in bold type)	Metamorphosis	Mississauga Halton CCAC	Central West CCAC
• Formalized collaboration to achieve integration	3	29	40
• Create a culture of Accountability – components that are shared	10	34	45,47
• Build leadership in/ for community sector	7	28	40
Building an Engaged & Supportive Employee Pool			
• Engaged Employees		28	48
• Employer of choice	4	31	48
• Nurture Healthy workplaces		28,30	48
Sharing Quality Improvement and Best Practices			
• Identify common Quality and Best Practice Opportunities	18,19		43
• Knowledge transfer through linkages	11,13	36	52
• Clinical Execution	16,20	38	43
• Performance Improvement	16	19	
• Client safety, Quality Improvement	17,18,20,		43,45
• Shared Best practices	18		
• Shared Quality Improvement	18,19		45
Improving and Building Service Transition for Clients			
• Achieve smooth client transition	8	21	42
• Implement seamless transitions		27	50
• Establish seamless care for specific client populations	13		
• Alignment of services	8,9,11	21	49,50
• Enable seamless transitions	8,9	21,27	49,50
• Creating smooth transition between clients	11,16	21	51
• Improved client care model	15	24	43
• Client Navigation	18	21	42

Figure 2 - Bill Staples reviewing the eight activities for potential synergy developed by the group.

Appendix **5 –** Synergy Opportunities Summary Table

The following table contains:

- ✓ The proposed collaboration areas of interest as a starting point for the participating organizations.
- ✓ The numbers in the remaining three columns (e.g., Metamorphosis) represent the identified strategic activities from the planning documents found in Appendix 2.

A core activity to start the synergy process includes for each of the activities (bold type) include:	Metamorphosis	Mississauga Halton CCAC	Central West CCAC
Communicating Partnership Principles			
Better relationships built with primary care [49] will accurate the work of other organizations by strengthening our work related to primary care. [Future Activity]			49
• Other focus areas include: Formal Linkages Hospital and Community Based Teams	11	22, 30	
Generating Efficiencies for Community Investment			
Business process optimization explored and implemented [44] will benefit all of the groups because it will support financial accountability and meet performance improvement opportunities [16] [Activities]	16		44
• Other focus areas include: Resource Advocacy/ Innovation Framework and Linkages	8, 11	21	53, 42
Ensuring Coordination of the Electronic Client Record Initiatives			
Optimized information management systems to enable us to integrate our clients' health records with our LHIN partners [22] will benefit all of the groups because it will provide real time access to client information and it will provide smother client transitions and better care. [Activities]		22	
• Other focus areas include: CSS Portal/ Shared Client Best Practices	15, 18		
Sharing Planning for Diverse/ Marginalized Populations			
Once a year have diversity training/shared education from Diversity network. [Process or Project]			
• Other focus areas include: Shared Diversity Training, Cultural Competency Resources		26	51

A core activity to start the synergy process includes for each of the activities (bold type) include:	Metamorphosis	Mississauga Halton CCAC	Central West CCAC
Building System Leadership through Collaboration and Integration			
A dynamic, responsive, agile leadership model [29] will benefit all of the groups because it will at a systems level provide effective execution on opportunities and at an organization level, enables capacity building for right work to be in right hands. [Activities]		29	
• Other focus areas include: Communicating the Planning Session Outcomes/ Distribution Results			
Building an Engaged & Supportive Employee Pool			
Understanding and appreciating the strengths and skills of the collective community sectors in order that all staff feels valued in their role. [Process or Project]			
• Other focus areas include: Strategy to Engage Staff		28, 31	48
Sharing Quality Improvement and Best Practices			
Sharing best practices [18] will benefit all groups because it will build clients trust, confidence in each other's capabilities, enable measureable quality standards of service and outcomes provide evidence for successful business cases for investment into community care. [Activities]	18		
• Other focus areas include: Innovation Framework on Critical Thinking/ Research Partnerships		36	
Improving and Building Service Transition for Clients			
Clients navigating the health care system as they receive the right care at the right time in the right place by the right provider will benefit all the groups because it will insure seamless transitions for clients; it will require development of strong partnerships and relationships between all providers. [Activities]		21	
• Other focus areas include: CSS Portal, Client Navigation	8, 14		

Appendix 6 contains a complete set of all of the answers for each of the strategic themes.

Twenty three Strategies and the Strategic Synergy Activities

The following table highlights the twenty three strategic areas in the rows and the strategic synergy activities in the columns.

	Communicating Partnership Principles	Generating Efficiencies for Community Investment	Ensuring Coordination of the Electronic Client Record Initiatives	Sharing Planning for Diverse/ Marginalized Populations	Building System Leadership through Collaboration and Integration	Building an Engaged and Supportive Employee Pool	Sharing Quality Improvement and Best Practices	Improving and Building Services Transition for Clients
Metamorphosis								
8. Community Support Services is an integral part of the health care system		**						**
11. Well defined formal linkages with other networks/ collectives within the LHINs.	**	**						
14. CSS Portal								**
15. Methods to best utilize the CSS Portal			**					
16. Performance Improvement		**						
18. Sharing best practices			**				**	
Mississauga Halton CCAC								
21. Clients navigating the health system so they receive the right care at the right time in the right place, by the right provider		**						**
22. Optimized information management systems to enable us to integrate our clients' health records with our LHIN partners.	**		**					

	Communicating Partnership Principles	Generating Efficiencies for Community Investment	Ensuring Coordination of the Electronic Client Record Initiatives	Sharing Planning for Diverse/ Marginalized Populations	Building System Leadership through Collaboration and Integration	Building an Engaged and Supportive Employee Pool	Sharing Quality Improvement and Best Practices	Improving and Building Services Transition for Clients
26. A comprehensive diversity plan which addresses the needs of our clients and families				**				
28. Highly engaged people and teams with the right skills in place						**		
29. A dynamic, responsive, agile leadership model					**			
30. Hospital and community-based teams that are key enablers of access to acute care services for those who need them.	**							
31. Committed people retained. Healthy and productive work environments. Staff recognized as experts in care coordination and health system navigation						**		
35. Resource advocacy for health needs of community. Effective financial and resource stewardship. Community care investments leveraged.		**						
36. An Innovation Framework that supports a culture of critical thinking and strategic innovation							**	
Central West CCAC								
42. Leadership provided as navigator of the health system for clients of the Central West LHIN.		**						
44. Business process optimization explored and implemented.		**						
48. Employer of choice.						**		
49. Better relationships built with primary care.	**							

	Communicating Partnership Principles	Generating Efficiencies for Community Investment	Ensuring Coordination of the Electronic Client Record Initiatives	Sharing Planning for Diverse/ Marginalized Populations	Building System Leadership through Collaboration and Integration	Building an Engaged and Supportive Employee Pool	Sharing Quality Improvement and Best Practices	Improving and Building Services Transition for Clients
50. Integrated care experience and seamless transitions supported for clients								**
51. Hard to reach and marginalized populations supported through strategies of meaningful information and community expertise.				**				
52. Research partnerships with academic health and other institutions.		**						
53. Improvements to the client experience through innovations beyond health care sector.		**						

Appendix **6 –** Synergy Opportunities Proposals

The following is a set of answers provided by the group regarding how to best work collectively to create synergies around the eight strategic activities. The three questions included:

1. What activities in this strategic synergy theme will benefit all the participating agencies?
2. What future accomplishment from the strategic activities identified in this cluster would accelerate or "make simple" the work for all the participating agencies?
3. What process or project will provide a learning experience for the other participating agencies?

The groups used the ideas generated and named in each of the thematic areas to answer the questions. The number in the square bracket (e.g., [25]) is referenced to a strategy from Appendix 2.

The following is a summary of the proposals from the group.

Communicating Partnerships Principles

ACTIVITIES

Question: What activities in this strategic synergy theme will benefit all the participating agencies?

1. Well defined formal linkages with other networks/ collectives within the LHINs (#11) will benefit all of the groups because it will:
   - Clarify priorities
   - Transparency of transition
   - Knowledge transfer

FUTURE ACTIVITY

Question: What future accomplishment from the strategic activities identified in this cluster would accelerate or "make simple" the work for all the participating agencies?

2. Hospital and community –based teams that are key enablers of access to acute care services for those who need them [30] will benefit all of the groups because it will enable
   - More appropriate referrals
   - Improved service access
   - Enhanced awareness and utilization of existing resources
3. ☺[5] Better relationships built with primary care [49] will accelerate the work of other organizations by strengthening our work related to primary care.

PROCESS OR PROJECT

What process or project will provide a learning experience for the other participating agencies?

4. An optimized information management system to enable us to integrate our clients' health records with our LHIN partners [22] is a great future learning opportunity because it strengthens IT and IM.

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[5] The ☺ marks the activity recommended by the group as the first area of work within the strategy activity.

Generating Efficiencies for Community Investments

ACTIVITIES

Question: What activities in this strategic synergy theme will benefit all the participating agencies?

1. ☺Business process optimization explored and implemented [44] will benefit all the groups because it will
   - Support financial accountability
   - Meet performance improvement opportunities [16]
2. Resource advocacy for health needs of the community. Effective financial and resource stewardship. Community care investments leveraged [35] will benefit all of the because it will:
   - [21] Provide right care, right place
   - [16] Meet performance improvement
   - [42] Support CWCCAC navigation

FUTURE ACTIVITY

Question: What future accomplishment from the strategic activities identified in this cluster would accelerate or "make simple" the work for all the participating agencies?

3. Improvements to the client experience through innovations beyond health care sector [53] and an innovation framework that supports a culture of critical thinking and strategic innovation could accelerate the work of the other groups because it will:
   - Identify opportunities for quality improvement and efficiencies

PROCESS OR PROJECT

What process or project will provide a learning experience for the other participating agencies?

4. Community Support Services is an integral part of the health care system [8] and well defined formal linkages with other networks/ collectives within the LHINs [11] is a great future learning opportunity because everyone can share in the learnings.

Ensuring Coordination of the electronic client record initiative

ACTIVITIES

Question: What activities in this strategic synergy theme will benefit all the participating agencies?

1. ☺ Optimized information management systems to enable us to integrate our clients' health records with our LHIN partners [22] will benefit all of the groups because:
   - o It will provide real time access to client information
   - o It will provide smother client transitions and better care

FUTURE ACTIVITY

Question: What future accomplishment from the strategic activities identified in this cluster would accelerate or "make simple" the work for all the participating agencies?

2. Future education session on methods to best utilize the CSS Portal [15] will benefit all groups because:
   - It will help to understand how to best utilize CSS portal

PROCESS OR PROJECT

What process or project will provide a learning experience for the other participating agencies?

3. Sharing best practices [18] is a great future learning opportunity due to sharing client information e.g., IAR, GRA connects, GoldCare, CSS Portal

Sharing Planning for Diverse/ Marginalized Populations

ACTIVITIES

Question: What activities in this strategic synergy theme will benefit all of the participating agencies?

1. Shared Diversity Education by India Rainbow, CHC, Yee Hong, etc. [26, 51] will benefit all the groups because it will improve the cultural competency of staff and create more resources.

FUTURE ACTIVITY

Question: What future accomplishment from the strategic activities identified in this cluster would accelerate or "make simple" the work for all the participating agencies?

2. Improve cultural competency and increase staff resources

PROCESS OR PROJECT

What process or project will provide a learning experience for the other participating agencies?

3. ☺ Once a year have diversity training/shared education from the Diversity Network.

Building system leadership through collaboration and integration

ACTIVITIES

Question: What activities in this strategic synergy theme will benefit all the participating agencies?

1. A dynamic, responsive, agile leadership model [29] will benefit all the groups because it will:
   - At a systems level, support effective execution on opportunities
   - At an organization level, enable capacity building for the right work to be in the right hands

FUTURE ACTIVITY

Question: What future accomplishment from the strategic activities identified in this cluster would accelerate or "make simple" the work for all the participating agencies?

2. Accelerate effort by communicating outcomes of this session internally and externally (networks, partners, etc.) to increase engagement (scope & depth)

PROCESS OR PROJECT

What process or project will provide a learning experience for the other participating agencies?

3. Distributed MHCCAC leadership Model

Building an Engaged and Supportive Employee Pool

ACTIVITIES

Question: What activities in this strategic synergy theme will benefit all the participating agencies?

1. Highly engaged people and teams with the right skills in place [28]. Committed people retained. Healthy and productive work environments. Staff recognized as experts in care coordination and health system navigation will benefit all the groups because they can share the strategies they used to reach these goals with other partners.

FUTURE ACTIVITY

Question: What future accomplishment from the strategic activities identified in this cluster would accelerate or "make simple" the work for all the participating agencies?

2. The development of a toolkit with strategies they used to engage and retain highly skilled staff [28,31,48,]

PROCESS OR PROJECT

What process or project will provide a learning experience for the other participating agencies?

3. ☺ Understanding and appreciating the strengths and skills of the collective community sectors in order that all staff feels valued in their roles.

Sharing Quality Improvement and Best Practices

ACTIVITIES

Question: What activities in this strategic synergy theme will benefit all the participating agencies?

1. Sharing best practices [18] will benefit all groups because it will
   - Build clients' trust ☺
   - Confidence in each other's capabilities
   - Enable measureable quality standards of service and outcomes
   - Provide evidence for successful business cases for investment into community care

FUTURE ACTIVITY

Question: What future accomplishment from the strategic activities identified in this cluster would accelerate or "make simple" the work for all the participating agencies?

2. An Innovation Framework that supports a culture of critical thinking and strategic innovation [36] will benefit all groups because:
   - It will expedite the spread of innovation approaches
   - It will optimize resource utilization
   - It will retain and attract leaders

PROCESS OR PROJECT

What process or project will provide a learning experience for the other participating agencies?

3. Research partnerships with academic health and other institutions could offer many lessons, such as navigating complex academic institutions; determining value-added research; leveraging student placements

Improving and Building Service Transition for Clients

ACTIVITIES

Question: What activities in this strategic synergy theme will benefit all the participating agencies?

1. Clients navigating the health care system as they receive the right care at the right time in the right place by the right provider will benefit all the groups because it will ensure seamless transitions for clients; it will require development of strong partnerships and relationships between all providers. ☺
2. Community Support Services/ Mental Health and Addiction agencies are an integral part of the health care system [8]. Activity by Metamorphosis will benefit all the groups because it will act as a clearing house / information exchange and also raise the profile of community services and expertise that is available in the community

FUTURE ACTIVITY

Question: What future accomplishment from the strategic activities identified in this cluster would accelerate or "make simple" the work for all the participating agencies?

1. The CSS Portal [14] will benefit all of the groups because it provides one place to plan and coordinate community based client activities.

PROCESS OR PROJECT

What process or project will provide a learning experience for the other participating agencies?

1. Clients navigating the health system so they receive the right care at the right time in the right place, by the right provider [21] is an opportunity for shared learning for all the agencies because it provides everyone with a different perspective on how best to support and align client services in the community.

2. Integrated care experience and seamless transitions supported for clients is an opportunity to identify opportunities to make care seamless and strengthen coordination between providers.

Appendix 7 – Preliminary System Alignment Table

- ✓ The purpose of the table is to provide a preliminary look at how the work of the group aligns and support the broader system work as outlined in the two (2) LHINs' IHSPs.
- ✓ The middle column contains the eight strategic synergy activities identified by the group. The left hand column contains outcomes, goals and strategic enablers from the Mississauga Halton LHIN IHSP. The right hand column contains outcomes, goals and strategic enablers from the Central West LHIN IHSP
- ✓ To read all of the planning materials from the IHSP, the reader is encouraged to review the LHINs' IHSPs for full details on all the planning activities.

Mississauga Halton LHIN	Strategy Synergy	Central West LHIN
Transformation the health system, improve outcomes, and ensure sustainability with a focus on:	Strategy Synergy	Key outcomes identified in the LHIN Integration Health Service Plan include:
Maximize capacity across the MH LHIN Improve the use of resources to achieve patient care goals Improve access to family health care Increase family physicians' use of electronic medical records	Shared Planning for Diverse/ Marginalized Populations	Increase in access by members of the Aboriginal community to services developed to meet their specific needs. Increase in the number of health services available to members of the francophone community provided in French. Increase the number of residents with a primary care physician
Reduce ER Wait times for treatment and improve patient satisfaction Reduce unnecessary hospital stays Improve access to specialize services across the LHIN Improve management of patients/ clients movement through the system Improve access to integrated diabetes services Improve access to a range of chronic kidney disease services Enhance supports for people with chronic conditions to help them manage their own health Improve access to key mental health and addictions clinical services and improved quality of care across the LHIN	Improving and Building Service Transition for Clients	The reduction in ER wait times and ALC days to meet, or exceed, LHIN Accountability agreement targets. An increase in the number of clients enrolled in diabetes education teams and an improvement in clinical outcomes, based on clinical guidelines. Reduced rates of inappropriate emergency room visits and rates of hospitalization for mental health and addiction related conditions. Reduction in waiting times for provincial priority areas (cancer, cataract, hip, knees, MRI, CT) and improved local access to integrated regional programs services (improved localization index across services areas).

Mississauga Halton LHIN	Strategy Synergy	Central West LHIN
Transformation the health system, improve outcomes, and ensure sustainability with a focus on:	Strategy Synergy	Key outcomes identified in the LHIN Integration Health Service Plan include:
Improve community mental health supports to reduce ER visits and hospital stays Improve access to early diagnosis and treatment Achieve the best combination of home and community services for "at risk" seniors Improve access to and coordination of services for seniors Support seniors in managing their own health, wellness and quality of life.		
Strategic Enabler: Health Human Resources - The Health Professional advisory Committee advises the LHIN on health human resource issues and we will continue to work with them.	Building an Engaged & Supportive Employee Pool	Increase in the number of culturally competent health service providers. Higher per capita rates for health professionals and an increased number of inter-professionals collaborations and working arrangements
Strategic Enabler – Transportation – We will build on our partnership with community agencies and volunteers as well as seek partnerships with municipal governments and other associations.	Communicating Partnership Principles	An example is the area of Back Office Services. Sharing resources and collaboration will result in more consistent business processes, especially among smaller health service providers, which should result in improved efficiencies.
Strategic Enabler: Transportation – look for opportunities to improve access to medical programs and health services.	Generating Efficiencies for Community Investment	Higher rates of use of group purchasing initiatives by health service providers and an increase in the number of collaborations among health services providers that enhance capacity within back office functions
Strategic Enabler: eHealth – align with the provincial eHealth Strategy, support implementation of eHealth in diabetes management, medication management and wait times. Put technology systems in place to support information management	Ensuring Coordination of Electronic Client Record Initiatives	To implement a number of provincial and local initiatives to improve and link information

Strategic Enabler: Partnerships for Collaboration – collaboration with other LHINs and beyond the health care sector.	Building System Leadership through Collaboration and Integration	One example of a specific action is:
		• Develop good governance across the LHIN, including:
		  o Holding-on-going dialogue with health service provider Board Memberships
		  o Developing governance orientation and training
		  o Maintaining the governance portal

Strategic Enabler: Engaging Public about their Health – Programs and services are "patient/client driven". Key areas of focus include: • Empowering people to maintain their	Sharing Quality Improvement and Best Practices	Principle outlined in the plan – "It is our vision that the Central West LHIN residents will access more standardized, consistent, best practice care. This will mean the right care, at the right time, in the right place, by the right provider. Our priorities

Mississauga Halton LHIN	Strategy Synergy	Central West LHIN
Transformation the health system, improve outcomes, and ensure sustainability with a focus on:		Key outcomes identified in the LHIN Integration Health Service Plan include:
good health • Focus on health promotion rather than disease management • Responding to changing health care needs		are aimed at increasing access to quality services across the continuum of care.

Appendix **8 –** Early Images for the Project

The following is a collection of images identified by group for the results of the project.