

# LHIN Community Engagement Guidelines and Toolkit

Approved by: Ministry of Health and Long-Term Care

February 2011



Community



Ontario  
Local Health Integration  
Network

## Table of Contents

<b>1. Introduction</b> .....	3
1.1. Background.....	3
1.2. Strategic Objectives .....	4
<b>2. Defining Community Engagement</b> .....	5
2.1. Definition of Community Engagement .....	5
2.2. Definition of “Community” .....	5
2.3. The Core Principles for LHIN Community Engagement.....	5
<b>3. Community Engagement Toolkit</b> .....	7
3.1. LHIN Annual Community Engagement Strategy Worksheet.....	8
3.2. Community/Stakeholder Assessment Worksheet .....	10
3.3. LHIN Community Engagement Planning Worksheet - Small Projects.....	12
3.4. Community Engagement Planning Worksheet – Large Projects.....	14
3.5. Performance Measurement Indicators for LHIN Community Engagement.....	18
<b>4. Engagement Strategies and Best Practices</b> .....	20
4.1. Goal: Educate & Inform .....	20
4.2. Goal: Consult .....	20
4.3. Goal: Involve .....	21
4.4. Goal: Collaborate .....	21
4.5. Goal: Empowerment .....	22
<b>5. Appendices</b> .....	23
5.1. Appendix A - Community Stakeholder Assessment Worksheet.....	23
5.2. Appendix B – (Sample) Community Stakeholder Assessment Worksheet.....	24
5.3. Appendix C – (Sample) LHIN Community Engagement Planning Worksheet – Small Project .....	27

# 1. Introduction

---

In this document, you will find several worksheets and templates to assist in planning Community Engagement activities. These documents are considered the **Guidelines for Community Engagement**. This document is intended to be used for all LHIN community engagement activities in an effort to promote consistency across the province. These documents contain the minimum core requirements for LHINs community engagement and may be supplemented by adding more material so long as the existing minimum specifications remain the same.

## 1.1. Background

The Local Health Systems Integration Act, 2006 (LHSIA) references community engagement as a LHIN requirement. Community Engagement was established as a core function of the LHINs, with the understanding that regional planning is a more appropriate method for assessing and interpreting the local needs of a community. Community engagement needs to be purposeful, accessible and its products transparent to the public and LHIN decision makers.

- In 2008, the North West, South East and Central LHINs in cooperation with the MOHLTC, undertook a project resulting in the MASS LBP report *Engaging with Impact: Targets and indicators for successful community engagement by Ontario's Local Health Integration Networks*.
- In the summer of 2009, the Ombudsman, considering complaints associated with the community engagement practices of a particular LHIN, provided the MOHLTC with a draft report and recommendations regarding LHIN community engagement practices.
- In response, referencing the *Engaging with Impact* project, MOHLTC agreed to the creation of a set of performance measurement indicators for LHIN public reporting and a set of best practices and guidelines to which LHINs would adhere and agreed to work with the LHINs in their development.
- The Ministry in partnership with LHINs moved forward to develop a set of performance measurement indicators and a guideline toolkit for LHINs. A Steering Committee was established with North West, South East and Central LHIN CEOs and MOHLTC senior management, including representation from the Health System Strategy Branch and the LHIN Liaison Branch. A Working Group was also established with representation from LHINs and MOHLTC staff. The working group worked closely with the LHIN Community Engagement Network to develop the toolkit.
- A final draft of the Guidelines was approved by the LHIN Community Engagement Steering Committee on July 14<sup>th</sup> followed by LHIN CEO approval on July 16<sup>th</sup> which was achieved through an email vote sent out by the Central LHIN.

- In late June 2010, the Ombudsman shared his final report with the ministry and in August 2010 released the report to the public.

## **1.2. Strategic Objectives**

- To achieve and sustain high quality community engagement across all LHINs by establishing a set of minimum specifications for community engagement.
- To improve public accountability and transparency of community engagement practices and products.

## **2. Defining Community Engagement**

---

### **2.1. Definition of Community Engagement**

Community engagement refers to the methods by which LHINs and HSPs interact, share and gather information from and with their stakeholders.

The purpose of community engagement is to inform, educate, consult, involve, and empower stakeholders in both health care or health service planning and decision-making processes to improve the health care system.

Community engagement activities can be ongoing or project specific, outbound or inbound.

### **2.2. Definition of “Community”**

Section 16.2 of LHSIA defines “Community” as patients and other individuals in the geographic area of the network, health service providers and any other person or entity that provides services in or for the local health system, as well as employees involved in the local health system.

Stakeholders are individuals, communities, political entities or organizations that have a vested interest in the outcomes of the initiative. They are either affected by, or can have an effect on, the project. Anyone whose interests may be positively or negatively impacted by the project, or anyone that may exert influence over the project or its results is considered a project stakeholder. All stakeholders must be identified and managed/involved appropriately.

### **2.3. The Core Principles for LHIN Community Engagement** *(Adopted from the National Coalition for Dialogue and Deliberation)*

These seven recommendations reflect the common beliefs and understandings of those working in the fields of public engagement, conflict resolution, and collaboration. In practice, people apply these and additional principles in many different ways.

#### **1. Careful Planning and Preparation**

Through adequate and inclusive planning, ensure that the design, organization, and convening of the process serve both a clearly defined purpose and the needs of the participants.

#### **2. Inclusion and Demographic Diversity**

Equitably incorporate diverse people, voices, ideas, and information to lay the groundwork for quality outcomes and democratic legitimacy.

### **3. Collaboration and Shared Purpose**

Support and encourage participants, government and community institutions, and others to work together to advance the common good.

### **4. Openness and Learning**

Help all involved listen to each other, explore new ideas unconstrained by predetermined outcomes, learn and apply information in ways that generate new options, and rigorously evaluate public engagement activities for effectiveness.

### **5. Transparency and Trust**

Be clear and open about the process, and provide a public record of the organizers, sponsors, outcomes, and range of views and ideas expressed.

### **6. Impact and Action**

Ensure each participatory effort has real potential to make a difference, and that participants are aware of that potential.

### **7. Sustained Engagement and Participatory Culture**

Promote a culture of participation with programs and institutions that support ongoing quality public engagement.

### **3. Community Engagement Toolkit**

---

The LHIN Community Engagement Guidelines and Toolkit and attached templates are tools to be used for all LHIN community engagement activities in an effort to promote consistency across the province. These documents contain the minimum core requirements for planning community engagement and may be amended so long as the existing minimum specifications remain the same.

The Community Engagement Network will, on an annual basis review and recommend amendments to the guidelines based on updated information, user feedback and other factors. The following documents comprise the Guidelines for Community Engagement Toolkit:

- 1. Annual Community Engagement Strategy Worksheet**
  - A tool to help LHINs develop their annual Community Engagement strategy
- 2. Community / Stakeholder Assessment Worksheet**
  - A tool designed to enable community engagement planners to identify all relevant stakeholders and how they relate to a specific plan or project (with a populated sample)
- 3. Community Engagement Planning Worksheet – small project**
  - A planning tool for small community engagement undertakings (with a populated sample)
- 4. Community Engagement Planning Worksheet – large project**
  - A planning tool for larger and more complex community engagement undertakings
- 5. LHIN Community Engagement Performance Indicators**
  - A set of indicators that each LHIN will report on annually through their annual report and on both ministry and LHIN websites.

### **3.1. LHIN Annual Community Engagement Strategy Worksheet**

LHINs are required to publish an annual community engagement plan that will be shared publicly. It is updated on an annual basis to reflect specific in year needs.

The plan contains an overview of the ongoing engagement activities within the LHIN. These activities are implemented to:

- Provide information and education to stakeholders
- Solicit input when required for decision-making
- Encourage two-way dialogue.

These guidelines will assist the LHIN in the development of an annual plan by identifying topic areas that should be included and are useful to stakeholders in their efforts to align their own plans and activities with those of the LHIN.

Annual Community Engagement Plans should include the following components:

#### **1. Describe your LHIN**

- In this section identify the unique aspects and challenges, related to community engagement, that exist within your LHIN (i.e. rural vs. urban, ethno-cultural diversity).
- It is recommended that you provide this description to assist stakeholders in understanding the context within which you present your plan.

#### **2. Where will the LHIN focus their capacity building engagement efforts/activities this year?**

- Describe the engagement activities planned for the year that are not related directly to the development of a specific project but are intended to expand both the LHINs and the community's capacity to know and understand each other.
- In this section you might identify the communities (i.e. Aboriginal, homeless) or special interest areas (i.e. stroke, maternal/newborn care) that you will engage on in the coming year.
- Describe these communities.
- Why does this plan focus on these communities at this time? (i.e. strengthen ties with the Aboriginal community, learn more about health-related issues from the perspective of the street-involved).

- Describe how you hope to engage these communities (i.e. sponsor a gathering of the local Aboriginal community, partner with the organizations that serve street involved people).
- You may also describe your plan for educating and informing LHIN stakeholders generally about the LHINs accomplishments and forward looking plans (i.e. actively solicit opportunities to present to local service clubs, we will present to municipal councils, hold a series of public information nights).

**3. How will LHIN stakeholders be informed of opportunities to participate in engagement activities?**

- How, where and when will you publicize planned activities?

**4. How do LHIN stakeholders provide input or comment to the work of the LHIN – its plans or activities? How do they contact the LHIN?**

- What are the optional feedback mechanisms made available?
- What is a reasonable expectation for stakeholders in relation to response time? (i.e. acknowledgement of receipt within 48 hours?)

**5. How will the LHIN evaluate the success of this engagement plan?**

**6. How will the LHIN share the results of the engagement activities identified in this plan with stakeholders?**

## 3.2. Community/Stakeholder Assessment Worksheet

### **Purpose of this Worksheet:**

This worksheet is a tool to support LHIN community engagement project planning. It will assist project leads in early identification of stakeholders and is the first step in developing a community engagement plan to inform the project going forward. The tool is best used in the early stages of project development and is meant to inform internal senior team discussion and approval processes.

### **Identification of Stakeholders:**

Section 16.2 of LHSIA defines “Community” as patients and other individuals in the geographic area of the network, health service providers and any other person or entity that provides services in or for the local health system, as well as employees involved in the local health system.

Stakeholders are individuals, communities, political entities or organizations that have a vested interest in the outcomes of the initiative. They are either affected by, or can have an effect on, the project. Anyone whose interests may be positively or negatively impacted by the project, or anyone that may exert influence over the project or its results is considered a project stakeholder. All stakeholders must be identified and managed/involved appropriately.

For the purpose of stakeholder identification, “communities” can be interpreted to mean geographic locations (i.e. Cambridge, Proton Station), communities of interest or communities of practice.

**Community of Interest (COI)** - An informal, self-organized, network of individuals brought together around a common interest, issue, concern or opportunity. They need not meet physically and may only ever connect with one another on an ad hoc basis, around that common element.

**Community of Practice (CoP)** - An informal, self-organized, network of peers with a common area of practice or profession. Such groups are held together by the members' desire to help others (by sharing information) and the need to advance their own knowledge (by learning from others).

**Political Entity:** For the purpose of stakeholder identification, “political entity” is an individual, organization or group with known political interests or public responsibility. This may include officials in public office, or organized labour or citizens groups.

## **Assessing Impact & Outcomes**

At the time of preparing this initial assessment, in the view of the project lead or planning team, how will stakeholders be affected by the project, if implemented? Impact on stakeholders can be categorized as “low”, “moderate”, “high” or “unknown” at this stage of planning.

**Level of Outcomes Impact:** Indicates the degree to which you anticipate a stakeholder will be affected by the outcome, if implemented, of the idea you propose (i.e. by the decision being made, service being changed etc.)

**Level of Influence on Outcomes:** Indicates the degree to which you anticipate a stakeholder may influence or affect change on the outcomes you propose if your idea is implemented. For example, does this stakeholder have to agree to the change? Is their cooperation important to successful implementation?

**Level of Concern or Interest:** Indicates the degree to which stakeholders are aware or care about how they are impacted by the outcomes of your proposed idea, if implemented. Will they know how they might be affected or perceive themselves to be adversely or positively affected?

**Issue of Greatest Concern or Opportunity:** Building on what is identified as the level of concern or interest on the part of stakeholders, what is the single greatest idea, concern or concept to require communication?

**Low Impact/Influence:** Stakeholder is unlikely to be aware of how they may/will be impacted, if implemented and are unlikely to show interest in influencing the direction of the idea or project – as judged by project lead or planning team at time of writing.

**Moderate – High Impact/Influence:** Stakeholders will be aware and will know/feel the impact on themselves and would have interest in influencing the direction of the idea or project, to varying degrees – as judged by project lead or planning team at time of writing.

**Unknown Impact/Influence:** More work needs to be done by the project lead or planning team to understand the potential impact, influence or level of concern that a stakeholder may have in relation to the project under contemplation. This may be explored by connecting with contacts in the community, organizing a focus group, conducting a survey or other creative means.

*See Appendix A (pg. 23) for sample document.*

### **3.3. LHIN Community Engagement Planning Worksheet - Small Projects**

This worksheet is meant to complement the **Stakeholder Assessment Worksheet** in planning community engagement activities. For larger and more complex activities, please also see the **Community Engagement Planning Template – Large Projects**.

**Project Name:**

**Engagement Activity:**

**Proposed Date/Time/Location:**

**Project Description:**

Provide a brief overview of the main project, plan or decision this plan for community stakeholder engagement is designed to support. Please provide enough detail so that any new person not familiar with the project will have the necessary information to understand the project's context.

**Purpose:**

Why are you conducting this engagement activity?

**Alignment with IHSP:**

Describe how this engagement plan/activity supports the delivery of the LHIN Integrated Health Service Plan.

**Objectives:**

Describe what you hope to attain or accomplish through this engagement activity. It is possible to have more than one objective. List in order of priority (i.e. identify as primary or secondary).

**Engagement Approach:**

Describe the process by which you will engage. Why is this approach recommended?

**Outcomes:**

Describe what you expect the end result achieved through your engagement activities will be. It is possible to anticipate more than one outcome. List in order of priority (i.e. identify as primary or secondary).

**Outputs/Deliverables:**

What product or material will the engagement activity yield? (Published report, results posted on website, notes transcribed from activities, etc.)

**Evaluation:**

**Outcomes Evaluation:**

What are your factors for success? How will you evaluate success?

**Process Evaluation:**

What are your factors for success? How will you evaluate success?

**Impact Evaluation:**

What are your factors for success? How will you evaluate success?

**Logistics:**

### 3.4. Community Engagement Planning Worksheet – Large Projects

This plan is a working document for large or complex engagement issues. It will provide detail on the process for engaging stakeholders first identified in the LHIN CE Stakeholder Assessment Worksheet and approved by the LHIN Senior Team or the project’s executive sponsor.

**Project Name:**

**Date:**

**Version #:**

**Lead Author:**

**Project Description:**

Provide a brief overview of the main project, plan or decision this plan for community stakeholder engagement is designed to support. Please provide enough detail so that any new person not familiar with the project will have the necessary information to understand the project’s context.

**Purpose:**

What is the main purpose for conducting community engagement in support of this project? What is the desired result or outcome?

**Timelines:**

*Describe the timeframe in which community engagement will take place within the context of key project milestones.*

<b>Detailed Deliverables</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	D e c
<i>Specify deliverable</i>												

**High Level Engagement Objective:**

Describe what you hope to attain or accomplish through your engagement activities. It is possible to have more than one objective. List in order of priority (i.e. identify as primary or secondary).

If this plan identifies multiple community stakeholders, is the objective the same for all? If it varies from one community stakeholder to another, how are they different and why? List the objectives alongside the community stakeholder they are associated with.

<b>Objectives</b>	<b>Stakeholder</b>	<b>Stakeholder</b>	<b>Stakeholder</b>
<i>Describe objectives here</i>	<i>Identify stakeholders and their interests</i>	<i>Identify stakeholders and their interests</i>	<i>Identify stakeholders and their interests</i>

**High Level Output:**

What product or material will the engagement activity yield?

**High Level Outcome:**

Describe what you expect the end result achieved through your engagement activities will be. It is possible to anticipate more than one outcome. List in order of priority (i.e. identify as primary or secondary).

If this plan identifies multiple community stakeholders, will the outcome be the same for all? If it varies from one community stakeholder to another, how are they different and why? List the expected outcomes alongside the community stakeholder they are associated with.

**Stakeholder Identification:**

The Community Stakeholder Assessment Worksheet provided an initial staff assessment of stakeholders relevant to the project, plan or decision under consideration.

Steps should be taken to ensure that the staff assessment is accurate - particularly when the initial assessment worksheet indicates that the level of outcomes impact, influence on outcomes, greatest concern or interest, or their ability to contribute were identified as “unknown”.

This can require additional research which may include some limited consultation directly with the stakeholder “community” in order to better understand their issues, concerns or ability to help the project succeed. This may also help to identify stakeholders “champions” who can help facilitate engagement within their communities.

**Stakeholder:**

**Primary Contact:**

**Size of this Stakeholder Community:**

How many individuals are estimated to be associated with this stakeholder group?

**Key Issues, Concerns or Opportunity:**

What do you see as the main area to be addressed through community engagement?

**Opportunity for Inclusion:**

How can this stakeholder contribute? (i.e. define the issue, contribute data, establish decision criteria, develop options, evaluate options, make recommendations).

**Stakeholder Engagement Objective, Output & Outcome:**

Describe the key objective for engagement of this stakeholder. What will be the specific output? How will it be used in project development, planning or decision-making? How will it be shared back with participants?

**Stage in the Project:**

Where in the continuum of project implementation will the engagement occur (development, execution, evaluation including timelines).

**Engagement Approach:**

Describe the process by which you will engage. Why was this process chosen?

**Logistics:**

Date, time, location.

**Evaluation:**

How you will evaluate the success of your engagement activities? Evaluation should reflect success relative to identified success factors for process, outcomes and impact of engagement.

**Process measures:** will look at whether the method(s) used were the most appropriate to gain the involvement of the community stakeholder.

**Outcome measures:** will look at whether the engagement activity achieved its desired outcome.

**Impact measures:** will look at how the outputs of the engagement activity contributed to the final results. (How will contributors to this process see themselves reflected in the project plan or decision?)

Stakeholder	Engagement Method	Key Objective	Process Measures <i>What are the factors for success?</i>	Process Evaluation <i>How will you assess your success?</i>	Outcome Measures <i>What are the factors for success?</i>	Outcome Evaluation <i>How will you assess your success?</i>	Impact Measures <i>What are the factors for success?</i>	Impact Evaluation <i>How will you assess your success?</i>

### 3.5. Performance Measurement Indicators for LHIN Community Engagement

The following is a set of indicators that each LHIN will report on annually through their annual report and on both ministry and LHIN websites.

1. An annual LHIN community engagement strategy or plan (i.e. a method or series of activities leading to a specific goal or result) consistent with the [Annual Community Engagement Strategy Worksheet](#) publicly available and reviewed on an annual basis.

**Requirements:**

- *The strategy document can stand alone or be combined with a LHIN's annual communications plan document.*
  - *The strategy document is aligned with IHSP priorities.*
  - *The LHIN's Annual Community Engagement Strategy document will be posted visibly on the LHIN's website (i.e. linked from the home page). The LHIN will ensure the document is available to the public in alternate formats when requested in keeping with the LHIN's Accessible Customer Service Policy.*
  - *An internal annual review process will be clearly defined and documented to allow for evaluation and future improvement of the strategy.*
  - *Performance against the plan will be reported in each LHIN's Annual Report.*
2. The LHIN uses the community engagement guidelines to support project planning and decision making.

**Related Issues:**

- *The Guidelines for Community Engagement Toolkit, with attached templates are intended to provide LHINs with a consistent approach to community engagement for planning and documentation.*
3. Participant evaluation must be integrated into every community engagement plan and inform future engagement planning.

**Related Issues:**

- *Participant evaluation of community engagement processes is defined as opportunities for participants to provide feedback on:*
  - i. The appropriateness of the engagement technique (to the stated objectives of the session/meeting).*
  - ii. Participant satisfaction with the engagement technique, location, timeframe etc.*
  - iii. And suggestions on how to improve any of the above.*
- *Participant evaluation is intended to provide the LHIN with feedback on the chosen approach or process to community engagement.*
- *Is the evaluation process documented and tracked to allow for improved future engagement activities?*

4. Each LHIN will establish an evaluation committee including external reviewers to which it will submit its completed community engagement templates at least once within every three-year planning cycle. Existing committees that have non-LHIN representation can be leveraged for this purpose or an ad-hoc committee can be created exclusively for this purpose.

***Related Issues:***

- *The community engagement completed templates will be measured against the Guidelines for Community Engagement Toolkit documents provided and updated by the LHIN Community Engagement Network in consultation with the Ministry to ensure alignment and consistency with the guidelines, principles and best practices.*
  - *The size and makeup of the committee, while at the discretion of the LHIN, should reflect the unique diversity of the LHIN's community and provide a balance of LHIN representatives and non-LHIN members. Non-LHIN members are people who are not employees or board members of the LHIN.*
  - *The committee can be ad-hoc (i.e. struck for this purpose alone on a time limited basis) or the LHIN may enlist the services of an existing committee where the requirements for diversity and balance will be met.*
5. The LHIN demonstrates how community engagement results have been tabled to LHIN decision-makers, including the Board for planning, funding and any decision-making process. Engagement can be rolled-up, where appropriate.

***Related Issues:***

- *LHINs will develop a feedback process to communicate results of community engagement activities to LHIN decision makers, including the Board.*
- *The LHIN can support with documentation where and when community engagement results were communicated to decision makers.*

## 4. Engagement Strategies and Best Practices

---

The following lists provide engagement strategies appropriate to different levels of involvement.

### 4.1. Goal: Educate & Inform

- **Web Site or Other Web Based Tools**
  - Reaches people who don't come to meetings.
  - Creates an information repository available anywhere and anytime to anyone with an Internet connection.
  - Reaches people across large geographic areas.
- **Offering a Central Information Contact**
  - This is a designated person who serves as a single point-of-contact for inquiries about the project.
  - Provides reliable access for interested parties to get information and have questions answered.
- **Briefings**
  - Presentations to organized groups to raise awareness, share information, answer questions and generate greater interest in participation.
  - Effective early in the process to create awareness, build rapport and trust.
- **Fact Sheets, Progress Reports, Newsletters, Email Updates**
- **Open Houses**
- **Fairs and Events**
- **Information Repositories/Kiosks**
  - ( i.e. information provided at library sites, shopping malls – places that are convenient for community access).
  - Provides access to project background materials and ensures that project materials are available for interested parties.

### 4.2. Goal: Consult

- **Invite Public Comment**
  - Comment cards, encourage correspondence.
- **Focus Groups**
- **Delphi Processes**
  - Participants respond to a questionnaire or survey, responses are compiled and the compilation is returned to participants who have opportunity to add or alter their responses.
  - The process is repeated until additional interaction no longer results in significant changes.
  - Provides an opportunity to develop agreement without the need for face to face meetings.

- **Surveys**
  - Online, print, other.
- **Public Meetings/Symposia**
  - Including presentation of facts and specifics of which aspects of the project/decision to which input can be invited.
- **Feedback Registers**
  - Randomly selected participants are sent briefing materials and asked to provide feedback by a specific date/method (i.e. by telephone, one week later).
  - Can be used as a recruiting mechanism to identify parties interested in further involvement.
- **Interviews**
  - Would require a scripted and planned approach to ensure consistent approach.

#### 4.3. **Goal: Involve**

- **Workshops**
  - Where participants work in small groups on defined assignments.
- **Computer Assisted Processes**
  - i.e. Expert Choice Decision support software.
- **World Café**
- **Open Space Meetings**
  - Participants create and design their own agenda and work groups around a specific theme.
- **Focused Conversations**
  - Allows for group involvement in a structured discussion on specific issues.
  - Can be used to explore potentially contentious issues.  
Conversation/questions take four stages:
    - Objective – review facts
    - Reflective – review emotional response
    - Interpretive – review meaning
    - Decisional – consider future action

#### 4.4. **Goal: Collaborate**

- **Advisory Committees**
- **Consensus-Building Activities**
  - Working through options/solutions to find common ground or agreement.
- **Deliberative Forums**

- Bring people together to make choices about difficult, complex issues where there is a lot of uncertainty about solutions and there is high likelihood that people will be polarized on the issue.
- The goal of deliberative forums is to find where there is common ground for action.
- A moderator who is specifically trained in this technique is important.
- **Deliberative Polling**
  - Structured means to measure informed opinion on an issue.
  - Process requires a statistically valid sample group and incorporates information presentation so that participants can offer informed opinions.
  - Group discussion takes place and then participants vote on the questions put before them.

#### **4.5. Goal: Empowerment**

- **Citizen Jury**
  - A representational group of participants is selected to consider a set of facts and relevant information leading to a decision.
- **Voting by Ballot**
  - Options are put to a vote the results of which are binding.
- **Delegated stakeholder decision-making**
  - Final decision-making authority, leading to action is assigned to a committee (ad hoc, standing) or other organized body (project-related work group or task).

## 5. Appendices *(as approved by the Ministry of Health & Long-Term Care)*

### 5.1. Appendix A - Community Stakeholder Assessment Worksheet

Stakeholder	Level of Outcomes Impact and Relationship to Project None*, Low, Mod, High, Unknown Positive? Negative?	Level of Influence on Outcomes None*, Low, Mod, High, Unknown	Level of Concern or Interest None*, Low, Mod, High, Unknown	Issue of Greatest Concern or Opportunity to Stakeholder	How can Stakeholder Contribute? Help define the issue? Contribute data? Help to establish decision criteria? Help to develop options? Help to evaluate options? Make recommendations or decisions?	Level of Involvement Recommended <b>Educate/Inform</b> (i.e. provide balanced and objective information to assist with understanding the problem, alternatives, opportunities and/or solutions) <b>Consult</b> ( i.e. obtain feedback on analysis, alternatives and/or decisions) <b>Involve</b> (i.e. work directly throughout the project to ensure that concerns and aspirations are consistently understood and considered) <b>Collaborate</b> (i.e. partner in the decision process including the development of alternatives and identification of preferred solutions) <b>Empower</b> (i.e. to allow final decision-making)
1.						
2.						
3.						
4.						
5.						
6.						
7.						

\*NB – “none” may still result in a plan to educate communities relative to the purpose of the project and how they are affected by outcomes.

Contents within are based on the best available information at the time of planning.

## 5.2. Appendix B – (Sample) Community Stakeholder Assessment Worksheet

Stakeholder <i>Presented in no particular order</i>	Level of Outcomes Impact and Relationship to Project None*, Low, Mod, High, Unknown Positive? Negative?	Level of Influence on Outcomes None*, Low, Mod, High, Unknown	Level of Concern or Interest None*, Low, Mod, High, Unknown	Issue of Greatest Concern or Opportunity to Stakeholder	How can Stakeholder Contribute? Help define the issue? Contribute data? Help to establish decision criteria? Help to develop options? Help to evaluate options? Make recommendations or decisions?	Level of Involvement Recommended <b>Educate/Inform</b> (i.e. provide balanced and objective information to assist with understanding the problem, alternatives, opportunities and/or solutions) <b>Consult</b> ( i.e. obtain feedback on analysis, alternatives and/or decisions) <b>Involve</b> (i.e. work directly throughout the project to ensure that concerns and aspirations are consistently understood and considered) <b>Collaborate</b> (i.e. partner in the decision process including the development of alternatives and identification of preferred solutions) <b>Empower</b> (i.e. to allow final decision-making)
1. Local Hospitals	-Moderate to high depending on the hospital as may lead to realignment of current services -Impact will vary	-Unknown at this time	-High	-Concern related to how current services may change --Opportunity to improve service and clinical outcomes for stroke patients	-Contribute data. -Help to develop/evaluate options	-At minimum involve/ Ideally will collaborate

2. Regional Stroke Centre	-High – outcomes of this project may lead to redesign of service delivery model -Changes to clinical outcomes will be positive	-Moderate to High	-High	-Concern related to how this review will affect current service delivery model - Opportunity to improve service and clinical outcomes for stroke patients	-Contribute data -Develop decision -Criteria and options reflective of best practice in hospital-based stroke care	-At minimum involve/Ideally will collaborate
3. CCAC	-Moderate to High – outcomes of this project may lead to redesign of service delivery related to stroke care in the community -Changes to clinical outcomes will be positive	-Unknown at this time	-High	-Concern related to how this review will affect current service delivery model. - Opportunity to improve service and clinical outcomes for stroke patients	-Contribute data -Develop decision -Criteria and options reflective of best practice in community-based stroke care	-At minimum involve/Ideally will collaborate
4. Stroke patients/residents	-High – the overall purpose of this project is to improve the 30 day mortality rates and 30 day readmission rates for stroke -Change will result in positive impact on clinical outcomes	Low	High	-Concern related to deviating from the familiar -Opportunity to benefit from improvements to service delivery model and care provided leading to improved 30 mortality rates and 30 day readmission rates	-Help define the issues or concerns from a patient perspective – provide insight into “lived experience” of stroke survivors	-Educate/Inform/Consult
5. EMS Providers	-Moderate to High – outcomes of this project may impact scheduling, prioritization and timelines of service	High - EMS is not a LHIN funded service so cooperation is possibly key contributor to successful revision of service delivery model	High	-Concern related to how changes in service delivery models impact their ability to provide service	-Help define the issues or concerns from the perspective of EMS service provision – provide insight into the limits and impacts of proposed changes on their ability to provide the required services	-At minimum involve/Ideally will collaborate

6. Municipal Councils	Moderate to High – EMS services are municipally-funded services and any proposed changes to hospital or community-based services may be seen as negative	-High – EMS services are funded by municipal budgets	-High	-Concern related to deviating from the familiar -Concern related to how changes in service delivery models impact their ability to provide service -Opportunity for their communities to benefit from improvements to service delivery model and care provided leading to improved 30 mortality rates and 30 day readmission rates	-Help define the issues or concerns from the elected municipal leadership perspective – provide insight into the limits and impacts, concerns related to proposed changes/impact on residents of their respective municipalities	-Educate/Inform/Consult
7. Physicians	-Moderate to high – likely to perceive mix of positive and negative benefit to their community of practice	-High	-High	-Concern related to how changes will support better clinical outcomes -Concern related to how changes impact their interaction with patients (i.e. privileges, distance to treatment centre etc.)	-Help define the issues or concerns from the physician’s perspective – provide insight into their view of best practice and patient care management	-At minimum involve/Ideally will collaborate

\*NB – “none” may still result in a plan to educate communities relative to the purpose of the project and how they are affected by outcomes.

### 5.3. Appendix C – (Sample) LHIN Community Engagement Planning Worksheet – Small Project

*This worksheet is meant to complement the **Stakeholder Assessment Worksheet** in planning community engagement activities. For larger and more complex activities, please also see the **Community Engagement Planning Template**.*

**Project Name:** Rural Health Care Review

**Engagement Activity:** Discussion with Rural Residents

**Proposed Date/Time/Location:** March 5, 2009, 7 – 9 p.m., Lion’s Hall, Elmira ON

#### Project Description

*Provide a brief overview of the main project, plan or decision this plan for community stakeholder engagement is designed to support. Please provide enough detail so that any new person not familiar with the project will have the necessary information to understand the project’s context.*

As part of an overarching review of clinical services in the WWLHIN, a Rural Health Care Working Group (RHCWG) has been formed as a sub-group providing input to the WWLHIN Clinical Optimization Steering Committee.

The mandate of the WG is to review Rural Health Care in the WWLHIN with the goal of developing and recommending an overall vision for rural health service provision. The WG is comprised of individuals from various perspectives and provides a forum for discussion of the unique health care issues faced by rural residents. The goal of the WG is to draft a rural health care plan that will be used to guide overall WWLHIN planning and future investment of health care funding.

#### Purpose:

*Why are you conducting this engagement activity?*

To consult with rural residents - provide education on the current state of rural health service provision and engage them in an exploration of ideas for future state service provision.

This engagement activity supports the informational needs of the WG. It is an early stage scoping activity to gain insight of the community vision for health care in rural settings.

#### Alignment with IHSP:

*Describe how this engagement plan/activity supports the delivery of the LHIN Integrated Health Service Plan.*

This activity will support the delivery of the IHSP 2010 – 2013 by contributing to a plan for rural health care that will inform WWLHIN strategies and action plans to address “improved access to primary care”.

**Objectives:**

*Describe what you hope to attain or accomplish through this engagement activity. It is possible to have more than one objective. List in order of priority (i.e. identify as primary or secondary).*

1. Present current state overview from the perspective of the WWLHIN and rurality-based service providers
2. Conduct a facilitated dialogue with rural residents

**Engagement Approach:**

*Describe the process by which you will engage. Why is this approach recommended?*

An education session will be held followed by a small group, facilitated discussion.

An education session is recommended to provide rural residents with a basic understanding of local rural health care and address any questions or concerns or misconceptions they may have.

A facilitated discussion, with a short list of questions common to all groups, will ensure that the discussion stays focused on items of group concern with respect for limited time frames. Small groups will increase comfort level for individual participants and encourage contribution from each. The facilitator can encourage an appreciative inquiry (i.e. encourage elaboration or further discussion) with the full group to explore concepts, ideas or questions put forward by individuals.

**Outcomes:**

*Describe what you expect the end result achieved through your engagement activities will be. It is possible to anticipate more than one outcome. List in order of priority (i.e. identify as primary or secondary)*

1. Session participants have an increased awareness of the current state of rural health care services and the differences between rural and urban health care service provision.
2. Session participants have an increased understanding of the need to think differently about how service is provided and how consumers access services going forward.
3. Given context, session participants identify their issues and ideal future state for health care service provision.

**Outputs:**

*What product or material will the engagement activity yield?*

1. Feedback from session participants is captured and organized by “theme” for consideration by the RHCWG.
2. Questions and answers are documented for posting on the WWLHIN website.

**Evaluation:**

**Outcomes Evaluation:**

*What are your factors for success? How will you evaluate success?*

Factors for success:

1. Participants have an increased awareness of the issues related to rural health service provision.
2. Participants have an increased awareness of the current state of rural health service delivery.
3. Participants are able to share their experiences and comments and hear those of others.
4. Participants are actively engaged in identifying their issues and vision for an ideal future state for health care service provision.

Method: Email survey

Session Participants will be asked to volunteer their email addresses as they register and pick up their information packages. Survey link will be emailed out the day following the event. This survey will be combined with process evaluation survey questions.

**Process Evaluation:**

*What are your factors for success? How will you evaluate success?*

Factors for success:

1. Participants report satisfaction with the manner in which the session was organized (i.e. time, location, method for presenting information were conducive to participation).

Method: Email survey

Session Participants will be asked to volunteer their email addresses as they register and pick up their information packages. Survey link will be emailed out the day following the event. This survey will be combined with the outcomes evaluation survey questions.

**Impact Evaluation:** *What are your factors for success? How will you evaluate success?*

1. The RHCWG can demonstrate where and how participants' feedback was used in the development of the Rural Health Care Plan.

**Logistics:**

1. Lion's Hall, Elmira (booked/confirmed)
2. Audio visual required (sound system – outsourced, booked, screen - onsite, projector - LHIN, laptop - LHIN)
3. Minimal hospitality (booked/confirmed)
4. Theatre style plus – registration table, note taker's table, table for speakers, podium (LHIN staff setup)
5. Speakers – WWLHIN CEO, Woolwich CHC, Groves Memorial Hospital – confirmed
6. Presentation for CEO required, Woolwich & Groves will provide their own

