

Response to the MH LHIN Draft Strategic Plan 2019 – 2025 (6 Year)

As a key service provider in the MHLHIN organization, Peel Senior Link (PSL) shares MH LHIN's dedication to the goal of ensuring delivery of quality and valued health care services to our community. The organization's Board of Directors and CEO have been engaged in the MH LHIN's Strategic Plan consultation (Vision, Mission, and Strategic Directions) through a variety of sessions including G2G's; Community Sector Quarterly Meetings; and the June 1st Strategic Planning Retreat (Board Vice-Chair and CEO). In addition, we have also registered for the upcoming August 21st Open House.

In response to the MHLHIN's invitation to attend an Open House and provide feedback, the PSL Board of Directors formed a special working group to develop this response in collaboration with the PSL Board. In reviewing each entity's current strategy, we were pleased to see that PSL's 2016-2020 Strategic Plan aligns well with the LHINs multi-year plan. This is particularly so under two key directions:

1. Investing in People Care
2. Strengthening Person Centred Care

We hold the MHLHIN organization and its' Board in very high regard and recognize the efforts that are made on behalf of all HSP's. We appreciate the opportunity to share our observations and concerns with you, and have also included some important questions regarding the current draft of the LHIN Strategic Plan.

Our feedback centres on 3 key areas:

- 1. The approach by the LHIN and the Province to long-term strategy development**
- 2. The importance of feedback and communication on the strategic focus**
- 3. The need for setting clear priorities and definitions to enhance the strategic plan**

APPROACH TO LONG-TERM STRATEGY DEVELOPMENT (LHIN/PROVINCIAL)

Individual strategic plans are inefficient

It appears that LHINs across Ontario are developing individual strategic plans and directions. Fourteen different strategic plans across the province could create the potential for:

1. inconsistency across LHINs with varying directives and priorities (particularly for bordering LHINs)
2. duplication of resources
3. ineffective integration of the provincial health system

It is of importance that all LHIN's in the province promote a uniform strategic plan to ensure consistency and efficiency in the delivery of health services.

Integration of health services is the key to success

The LHIN strategies and directives should be focused on supporting the successful integration of the health system in the Mississauga-Halton Community and in Ontario. Successful integration can only occur if there are common strategic directions.

Length of the strategic plan should be practical

A six-year strategic plan may be too long given the uncertainties in the health system; particularly given the recent election of a new provincial government.

FEEDBACK/COMMUNICATION ON STRATEGIC FOCUS

Determine the cost of a 6-year strategic plan

Has the LHIN taken into account the development costs associated with the 6-year strategic plan with respect to implementation and integration with service providers?

Implementation timeline may be too aggressive if the strategy is complex

Strategic directions are aggressive (too much, too fast) and adequate infrastructure and support may not be sufficient to address major change in a short timeline with health system partners.

More focus should be on the Health Service Providers (HSPs)

The LHIN should focus on enabling HSP's to deliver on expectations and service capacity.

HSP's benefit from leveraging and sharing each other's strengths.

We believe that sharing existing expertise and applied research will accelerate innovation amongst providers. Many key initiatives have been undertaken within sectors of the health system. By reviewing and considering what has been achieved we may be able to efficiently grow and spread successful programs/initiatives with proven results and leverage current investments. We may also be able to leverage successes across LHINs and other provincial organizations.

Promote volunteering and invest more in care providers

Enhance the focus on volunteerism and invest in people to address resource shortfalls (governance boards, service volunteers, and caregivers).

CLEAR PRIORITIES AND DEFINITIONS COULD ENHANCE THE PLAN

Provide common goals and objectives in the plan

Goals and objectives should be high-level with clear definitions and timelines to manage priorities, strengthen focus and enhance success.

Clearly defined and measurable directives are essential

Directions need stronger definitions and clearly stated outcomes and deliverables that can be measured. These need to be communicated to avoid duplication of efforts and resources across health system sectors and amongst HSP's.

Keep the strategy and its message straightforward

Language in the strategic plan should be simple and easily understood across all sectors of the health system.

PSL Offer:

Peel Senior Link proposes the sharing of applied research findings and program/service excellence/innovation, measurement and reporting.

Proposed MH LHIN Action Item:

We request the development of Sector Specific Committees to finalize the Strategic Plan deliverables to facilitate synergy and enhanced relationships between the LHIN and its health service partners.

About Peel Senior Link

PSL is a not-for-profit, charitable, community-based organization enabling seniors and people with physical disabilities to remain independent living in their own homes and communities. The organization provides personal support and homemaking services, and is one of the few agencies in Ontario that provides a comprehensive medication management program to our seniors. Our core services are complemented by a broad range of other programs and services PSL has developed in partnership with organizations in the communities we serve to address client needs for coordinated and integrated wellness, active living, affordable housing, and complex and end-of-life care and support. PSL is proud to have participated as a leader in the development of the Supports for Daily Living program in collaboration with our service partners and the MH LHIN. (7 Hub & Spoke providers and the Mobile Program).

PSL has been an active participant in the Metamorphosis Network partnership with the Ontario Community Support Association. We have worked in collaboration with the Mississauga-Halton (MH) and Central West (CW) LHINs since 2005 engaging the broader home and community support and MH&A sectors to define key initiatives in support of the transformation agenda. This has included: Accreditation, Quality and Improved Performance (Community Quality Network), Integrated Health Service Planning, E-Health One Mail Connectivity, Model for Collaborative System Partnership, etc. We are also proud of steps we have taken to advance the level of safety and service offerings through employee led innovation and projects that have been recognized in a number regional, provincial, and national awards (Awards & Innovations can be viewed on our website).

For further information: www.peelseniorlink.com

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