

Greater
Hamilton
Health
Network



*Building community
health together.*

GHHN ENGAGEMENT STRATEGY

September, 2021



LAND ACKNOWLEDGEMENT

The work of the Greater Hamilton Health Network and its Partnership Council members takes place on traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee, and Mississaugas. Indigenous people who have lived here since time immemorial and have deep connections to these lands.

This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississauga of the Credit First Nation.

The GHHN catchment area continues to be home to vibrant, diverse Indigenous communities who have distinct and specific histories and needs, as well as a constitutionally protected treaty. The GHHN is located next to Six Nations of the Grand River and Mississaugas of the Credit but most Indigenous peoples in the GHHN catchment area live in urban Hamilton. We honour this diversity and respect the knowledge, leadership, and governance frameworks within Indigenous communities.

We are grateful for the opportunity to live, meet, work, and are committed to engaging and building meaningful relationships and partnerships with the Indigenous communities, Six Nations of the Grand River, Mississaugas of the Credit and Urban Indigenous populations on this territory.

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Welcome

“Co-designing innovative ways to transform services and systems to better serve people.”




Sarah Precious
Manager of Engagement
and Communications

The GHHN is committed to engaging patients, families, care partners, organizations, our communities, and primary care in co-designing and transforming the healthcare system at the personal, program, and system levels in the greater Hamilton area.

We know that services, programs, and systems are significantly improved when they are co-designed with those who are using the services. They are more fiscally responsible, more likely to be utilized, promote ownership of care, strengthen the patient-service provider relationship, and promote a culture of inclusion and diversity.

Foundational to our engagement work is the GHHN Health Equity framework that was developed to serve as a guide on issues of equity as well as a complement to the governance report by Ernst and Young that was completed in early 2021. The GHHN Health Equity Report was the culmination of substantial community consultation and was overseen by the GHHN Health Equity Steering Committee. The GHHN engaged the lived experiences, leadership, and expertise of our communities to understand our history and develop a bold vision and action plan to build a connected health care system centered in health equity.



The supplementary report contains a thorough description of experiences in the health care system and barriers that exist for the following Hamilton communities: Indigenous people, immigrants and refugees, the Francophone population, the Black communities, 2SLGBTQIA+, people who use drugs, and people who live in rural areas. We are committed to continuing to build meaningful relationships and partnerships with these communities. The GHHN supports Indigenous health in Indigenous hands and looks forward to opportunities to learn and work together.

The GHHN is committed to engaging patients, families, and care partners as leaders throughout the governance structure, and has embedded patients in leadership roles on their Executive Council from its inception. As we continue on our new governance journey we look forward to expanding and developing these important roles.


The GHHN is committed to being open, transparent and accountable, and to meaningfully engage and empower our communities, patients, families, and care partners across all GHHN activities.



Please visit greaterhamiltonhealthnetwork.ca to view learn more about our Health Equity work or email info@ghhn.ca for more information.

TERMINOLOGY

We respect and appreciate that there are many terms to describe those who receive health care services. Please note that for the purposes of this document, patient, client, and persons with lived/living experience are interchangeable.



WHAT IS AN OHT?

The Ontario government is building a connected health care system centered around patients, families, and care partners to:

- strengthen local services
- make it easier for patients to navigate the system
- create seamless transitions between providers

Ontario Health Teams are being introduced to provide a new way of organizing and delivering care that is more connected to patients in their local communities. Under Ontario Health Teams, health care providers (including hospitals, doctors, and home and community care providers) work as one coordinated team – no matter where they provide care.

Ontario Health Teams are groups of providers and organizations that are clinically and fiscally accountable for delivering a full and coordinated continuum of care to a defined geographic population.



SERVING THE GREATER HAMILTON AREA

**NIAGARA
NORTH WEST**

HAMILTON

HALDIMAND



ACKNOWLEDGEMENT

The GHHN Engagement Strategy was co-created in partnership with patients, families, and care partners.

A special thank you to:

Barbara Dolanjski
Bernice King
Bonnie Pataran
Cindy Machida
David Cooke
Ike Agbassi
Janice Duda-Kosar
Jodi Rock
John Fleming
Kimberly Ritchie
Kirsten Culver
Leila Ryan
Neil Johnston
Phyllis Fehr
Susan Tkachuk

Please direct all inquiries to:
Greater Hamilton Health Network
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greaterhamiltonhealthnetwork.ca



This report has been endorsed and approved by the GHHN patient advisors and the GHHN Executive Council.

ABOUT THE GHHN

The Greater Hamilton Health Network (GHHN) is one of the first Ontario Health Teams to be established in the province, with the purpose of transforming healthcare in partnership with patients, families, care partners, primary care, local organizations, and the community. The GHHN represents healthcare leadership across the Greater Hamilton area.

“*Building integrated healthcare is a shared responsibility*”



Melissa McCallum
Director

GHHN VISION

A healthier community that provides an equitable and seamless continuum of care that actively improves population health and meets the individual needs of our community. A population that is:

- Healthier, with lower rates of chronic illness;
- Activated, informed, and empowered to navigate the system; and
- Treated equitably

2021 STRATEGIC PILLARS



STRATEGY

Vision

A healthier community that provides an equitable and seamless continuum of care that actively improves population health and meets the individual needs of our community. A population that is healthier, with lower rates of chronic illness; activated, informed and empowered to navigate the system; and treated equitably.

STRATEGIC PILLARS

Health Equity	Governance	Living Healthy in Congregate Care	Digital/Virtual Care	Engagement
<ul style="list-style-type: none"> Adopt a commitment to health equity signed off by all partners in the GHHN Adopt a health equity framework that will guide the work of the GHHN to meet the needs of the populations and communities we serve 	<ul style="list-style-type: none"> Strengthen the core GHHN governance structure by defining roles, memberships and councils. Incorporate the broader GHHN Unify the primary care sector by developing a primary care governance structure 	<ul style="list-style-type: none"> Create interconnected systems of support for those living in congregate care Year 1 focus on 4 streams of work: women's homelessness, residential care facilities, retirement homes and long-term care homes 	<ul style="list-style-type: none"> Expand patient and provider access to virtual care technologies Improve information sharing amongst patient and providers Design virtual care programs that improve efficiency, experiences and population health outcomes 	<ul style="list-style-type: none"> Develop Declaration of Patient Values Develop an Engagement Strategy Develop Engagement Models Develop an online platform for broader community engagement Ongoing engagement with Patients, Families and Care Partners



Interested in learning more about the GHHN?
visit: greaterhamiltonhealthnetwork.ca

ENGAGEMENT MISSION

The GHHN will form active partnerships with patients, families, and care partners and meaningfully engage them as decision makers in their own care, as well as at the program and system levels. The GHHN is engaging patients, families, and care partners, community organizations, the community and primary care to co-design an equitable and culturally safe health care system in the Greater Hamilton area that is connected and patient centred.

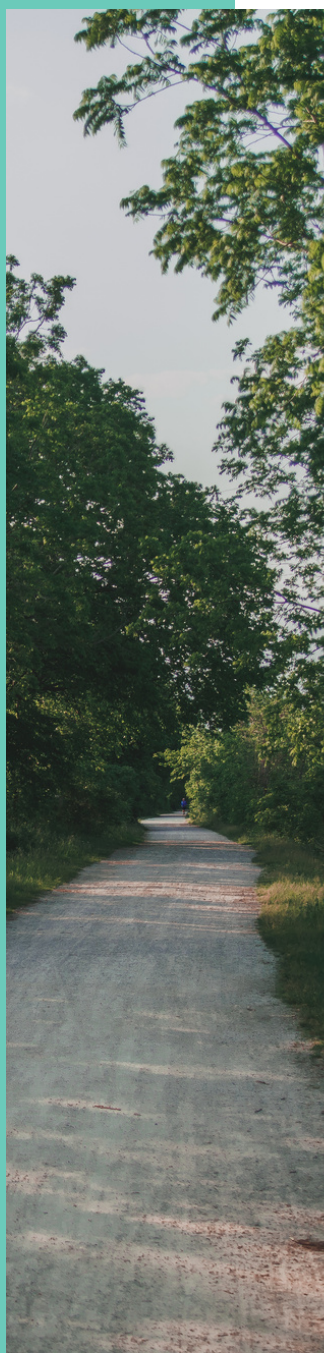
PURPOSE

The transformation of health care in the Greater Hamilton Area will be driven by the needs of patients, families, and care partners.

The development of the GHHN Patient, Family and Care Partners, Partnership and Engagement Strategy will be an integral step in creating an equitable, culturally safe, patient-centered health care system.

The Engagement Strategy will set out the overarching principles needed to guide and embed these essential partners in all work of the GHHN.

This strategy will serve as an ongoing demonstration of our commitment to patients, families, and care partners, and support a culture and health care system that is connected, strengthened, and patient centered.



COMMUNITY ENGAGEMENT

WHAT IS IT?

“

is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of all individuals. It will be a powerful vehicle that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices.

CDC, 1997 (6)

”

PATIENT ENGAGEMENT

WHAT IS IT?

“

means patients, family members, and other informal caregivers, and health care professionals actively collaborating to improve health care quality in Ontario. It includes individual health care professionals, health care organizations, and the province partnering with patients and their loved ones in different ways to understand their experiences, preferences, and needs, and respond to them.

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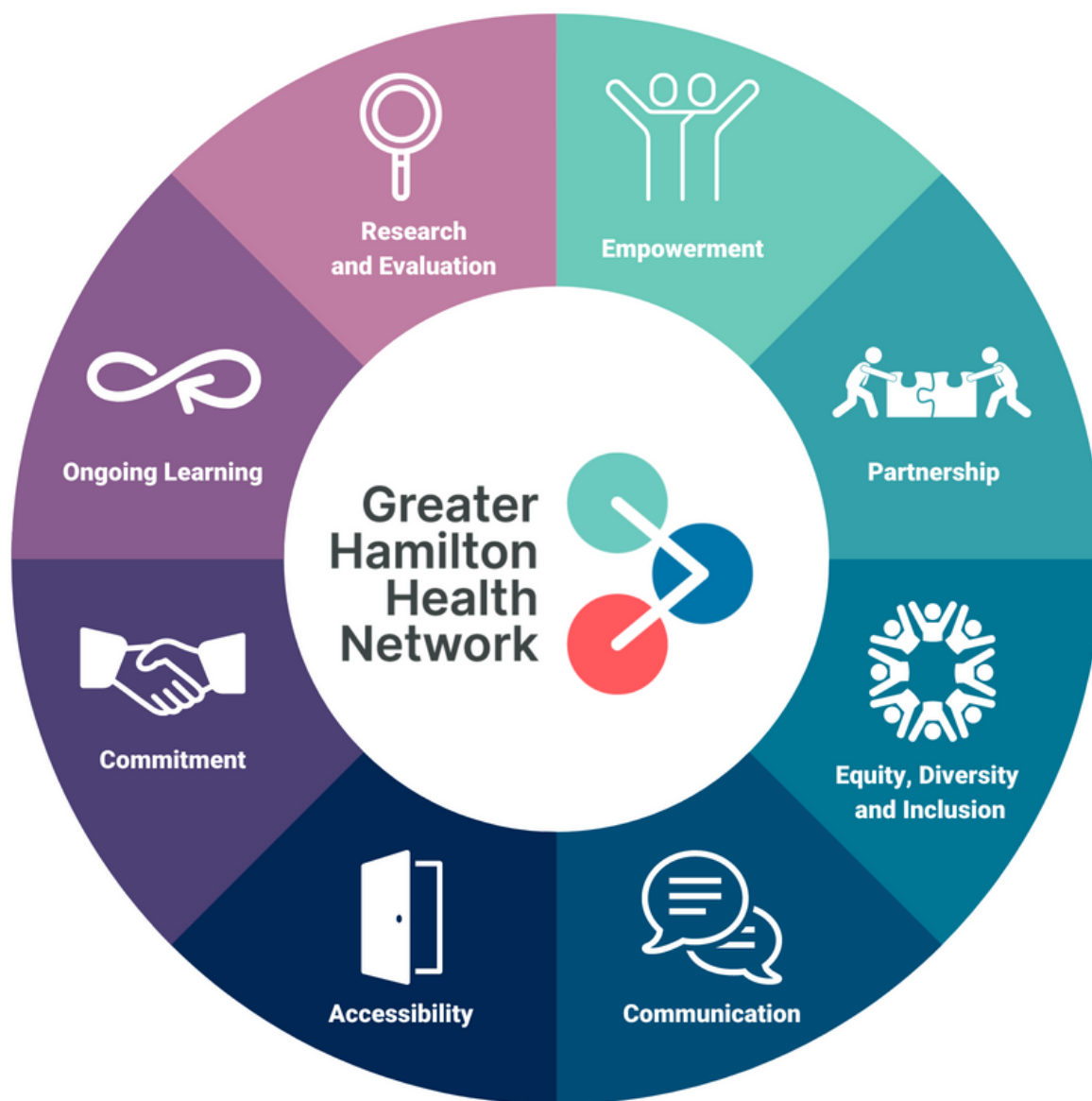
Ontario's Patient Engagement Framework, 2017 (4)

PATIENT, FAMILY, AND CARE PARTNER DECLARATION OF VALUES

Coming Winter 2022



GHHN ENGAGEMENT PRINCIPLES



Engagement Principles are essential when co-designing a system that is accountable and constantly improving. These principles outline the elements needed for the community to work together effectively, respectfully, and intentionally to transform healthcare in the greater Hamilton area. These statements do not stand alone, they work together to form a comprehensive standard for engagement in healthcare.

The GHHN Engagement Principles were developed in part based on the work of the Ontario Centre of Excellence for Child and Youth Mental Health, Quality Standard for Family Engagement (5)

GHHN ENGAGEMENT PRINCIPLES



Empowerment

Partners share trusting, respectful relationships that enable experience, expertise, and perspectives to be clearly reflected in system planning and improvement efforts.



Partnership

Partners are fully engaged in the change process and those in system leadership roles are accountable for embedding this commitment in system planning and improvement efforts.



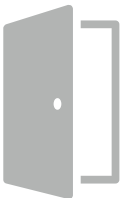
Equity, Diversity, and Inclusion

Engagement practices are impartial and inclusive. The diversity of partners is valued and is representative of the communities served.



Communication

Communication among all partners is timely, clear, inclusive, and respectful.



Accessibility

People with lived experience and their healthcare partners work together to identify and address barriers to participation.



Commitment

Partners are fully engaged in the change process and those in system leadership roles are accountable for embedding this commitment in system planning and improvement efforts.



Ongoing learning

Participants in patient engagement learn about each other's perspectives and experiences, the issues at hand, and how the healthcare system may be improved.



Research and Evaluation:

People with lived experience and healthcare partners jointly research, evaluate and make ongoing quality improvements in healthcare.

CO-DESIGN

WHAT IS IT?

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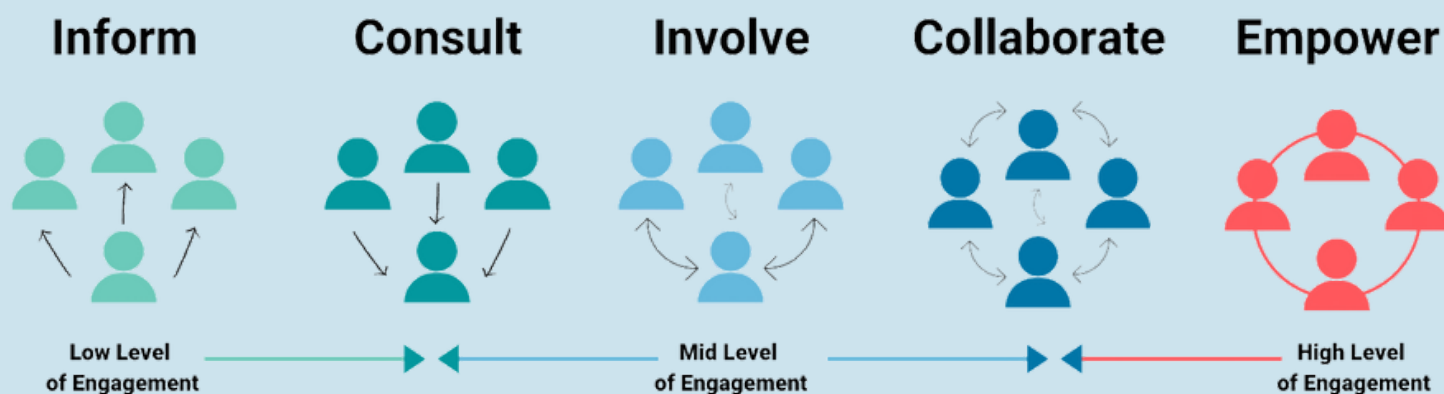
Co-design in healthcare involves the equal partnership of individuals who work within the system (healthcare staff), individuals who have lived experience of using the system (patients and their families/care partners) and the ‘designers’ of the new system to improve health systems.

Int J Environ Res Public Health. (2)

”

ENGAGEMENT CONTINUUM

The content below has been adapted from the International Association for Public Participation (IAP2) (1)




Level of Engagement	Inform	Consult	Involve	Collaborate	Empower
Who	GHHN Initiated	Predominantly GHHN Initiated	Patients, Families, Care Partners, Primary Care, Organizations and Community	Patients, Families, Care Partners, Primary Care, Organizations and Community	Predominantly GHHN Initiated
What	-Website -Newsletter -Social Media -Media -Partnership meetings	-Online engagement -Focus Groups -Interviews -Surveys -Public Meetings	-Workshops -Online Engagement	-committees -co-design -co-decision making	-leadership roles -co-decision making
Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis and alternatives.	To work directly with the public Throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Commitment	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are considered and evaluated and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and look to incorporate your advice and Recommendations into the decisions to the maximum extent possible.	We will implement what you decide.



Roger Harts Ladder of Participation (3) offers additional insight into the non-participation levels of engagement that are sometimes misrepresented as engagement, please refer to Appendix 2 for additional information.

LEVELS OF ENGAGEMENT

THERE ARE THREE DISTINCT LEVELS OF ENGAGEMENT THAT WE ARE WORKING TOWARDS AS A GHHN.



Personal Care and Health Decisions– Engaging in the domain of personal care and health decisions means health care professionals partner with patients, families, and care partners in processes of shared decision-making and care. (4)

Program and Service Design– Engaging in the domain of organizational program and service design means that the GHHN initiates engagement activities that partner with patients, families, and care partners for the purpose of improving specific health programs, services, or other organization-wide projects such as quality and safety improvement initiatives.(4) These activities may be ad-hoc or time-limited and draw upon the unique experiences of patients, families, and care partners in relation to the service being redesigned.

Policy, Strategy, and System Level Discussions– Engaging in broad domains of policy and strategy means the GHHN and its members work together with patients, families, and care partners to enable system-level changes. This can include driving more accountable health priorities, plans and policies.(4) By embedding patient, family, and care partners within collaborative decision-making structures, the GHHN will be enabled to foster a culture of system co-design that is more likely to be long-standing and effective.

MODELS OF ENGAGEMENT

The GHHN will incorporate various models of engagement to best support the needs of the greater Hamilton area, to ensure that engagement is inclusive, equitable, and accessible taking place at the personal, organizational, and system levels.



Patient, Family and Care Partner Leadership Network

The leadership network is made up of 14 members and one Chair.

The network will:

- advise the GHHN on key health care priorities that have an impact on patient care and experiences
- drive meaningful changes to local programs and policies
- help inform health care plans in the Greater Hamilton Network

The leadership network has identified areas of focus to include integrated and coordinated care, system navigation, access to care and information, health literacy, and patient partnership. The GHHN and the Chair of the leadership network maintain regular contact with members, including quarterly meetings.

Patient Engagement Network

A diverse group of patient advisors will be identified and supported through onboarding and training to further engage existing groups in the community who are already meeting and/or engaging individuals with lived/living experience.

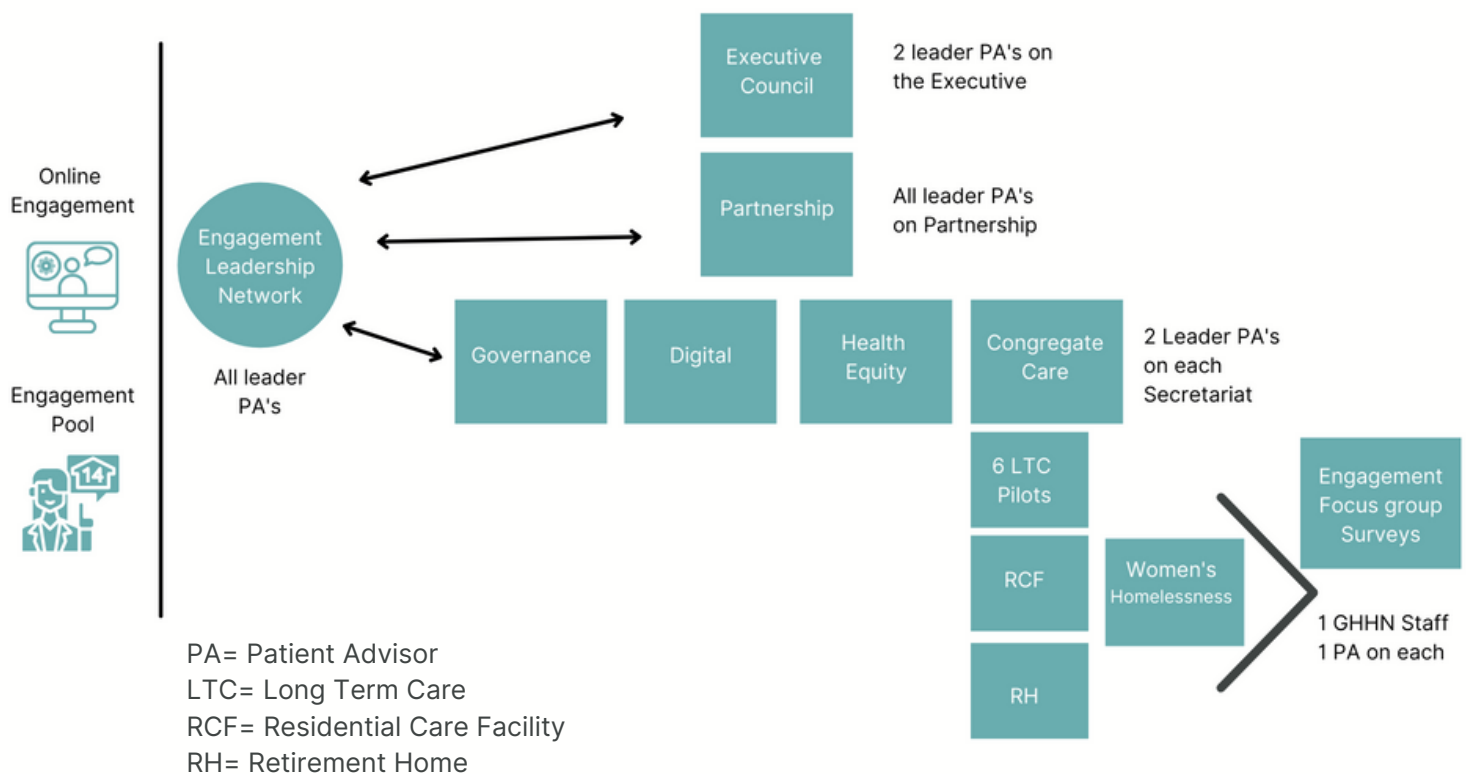
Patient Engagement Pool

The pool will consist of patients, families, and care partners (people with lived/living experience) who don't want to lead engagement work but want to support project-specific work, provide input via surveys, etc., and want to be kept in the know of GHHN work.

Engage GHHN- Online Engagement

Engage the broader community through an online engagement platform (Bang the Table).

- ongoing engagement
- communication opportunities
- broader base of participants
- diverse community representation
- various levels and forms of engagement
 - survey
 - mapping
 - story telling
 - forum
- private project platforms



Are you a local patient, family, care partner, primary care provider, or community organization looking to get involved with the GHHN? If yes, please contact us at info@ghhn.ca

PARTICIPATION GUIDELINES

- *Be respectful of all participants;*
- *Be open-minded to all ideas;*
- *Communicate respectfully and in a timely fashion;*
- *Follow the process and time frame;*
- *Allow everyone the opportunity to speak;*
- *Allow people to speak without interruption;*
- *Be aware of your own power and privilege;*
- *Try to include everyone; and*
- *Turn cell phones off/mute.*

PATIENT ADVISOR ROLES AND RESPONSIBILITIES

The advisors for the Greater Hamilton Health Network have been selected because they come with lived/living experience as service users within the health care or social services system. Engagement is foundational to building a connected health care system centered around patients, families, and care partners to strengthen local services, make it easier to navigate the system and create seamless transitions between providers.

We recognize that everyone comes with different skills and experiences and we celebrate that which makes us individuals!



Roles and Responsibilities

- Work in partnership with the GHHN to co-design a connected health care system
- Participate in design, quality improvement, and program development
- Ensure that Patient/Client voices are heard, considered, and included
- Keep the patient/client as the focal point of our health/social services systems
- Provide constructive feedback, when and where appropriate
- Maintain confidentiality of patient/client and organizational information
- Attend all scheduled meetings and come prepared having read the material provided prior to meetings
- Provide feedback to the Project Management Office when unclear about the role and/or contributions

Skills

- Ability to advocate effectively
- Ability to support others and work from a strengths-based perspective
- Ability to build rapport with others
- Ability to work collaboratively with patients, families, care partners (people with lived experience), and health care providers
- Able to use their personal experience constructively and look beyond their own experience
- Strong communication and facilitation skills
- Open to feedback and direction

Characteristics

- Respectful of others and their perspective
- Good Listener
- Team player
- Non-judgmental, Positive attitude with a desire to bring about meaningful change

ROLE OF STAFF AND GHHN PARTNERS

The Greater Hamilton Health Network will serve as leaders/allies in guiding the engagement work. Staff is expected to provide continuous support and encouragement to all people with lived/living experience and ensure the program environment is emotionally and physically safe for all participants. They will be available to provide direction, support, and connect those with lived/living experience to resources, services, and people as needed.



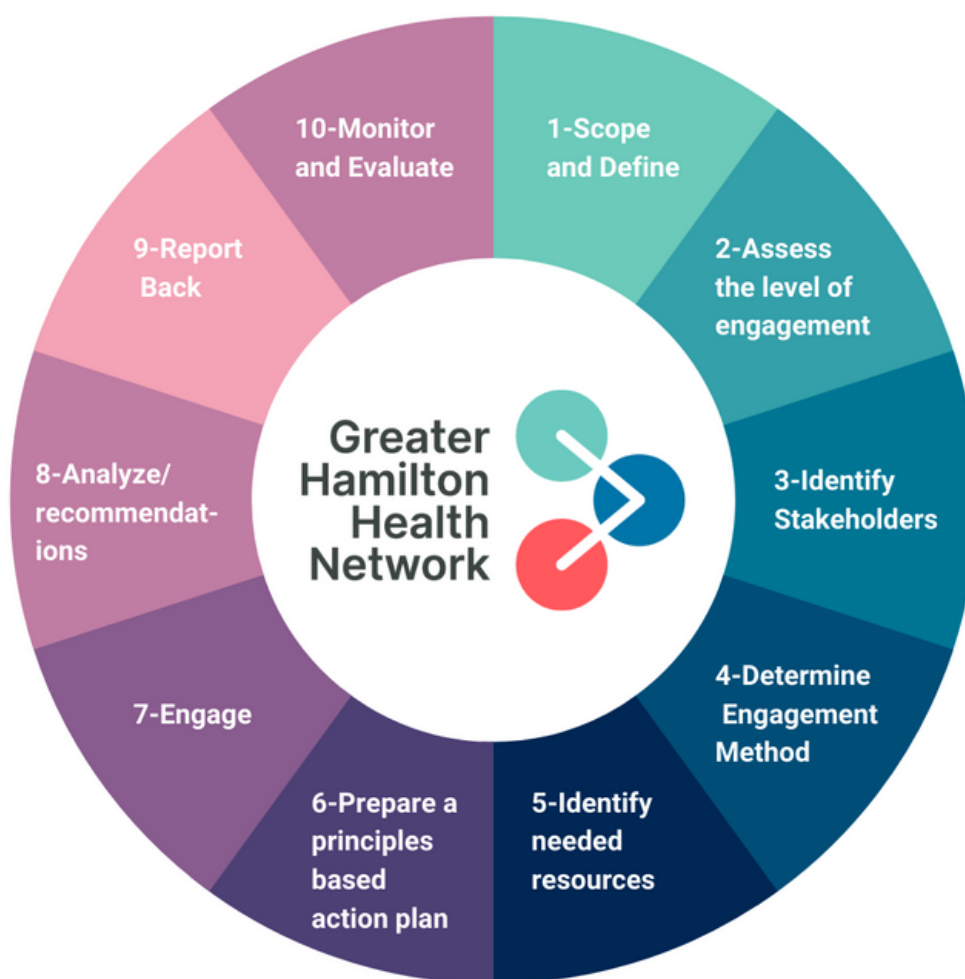
Staff role and responsibility

- Work in partnership with Patient Advisors to co-design a connected health care system
- Ensure that Patient/Client voices are heard, considered, and included
- Keep the patient/client as the focal point of our health/social services systems
- Attend all meetings
- Keep meeting minutes
- Provide leadership opportunities
- Provide opportunities for capacity building through workshops/guest speakers/projects/leadership development
- Work with Patient Advisors as partners
- Provide constructive feedback, when and where appropriate
- Be aware of how their own role, power, and privilege can impact others
- Maintain the confidentiality of patient/client and organizational information

Characteristics

- Respectful of others and their perspective
- Good Listener
- Able to consider others' personal experiences and look beyond their role as a health care professional
- Advocate on behalf of the collective voices and communities of the Greater Hamilton areas
- Non-judgmental, Positive attitude
- Desire to bring about meaningful change
- Ability to work collaboratively with people with lived experience, families, and health care providers

ENGAGEMENT PLANNING PROCESS



The GHHN Engagement Planning Process provides a clear outline of how engagement initiatives will be developed, implemented, and evaluated.

Regardless of the level of community engagement that occurs, the GHHN's approach to community engagement will seek to follow the GHHN Engagement Planning Process.

ENGAGEMENT PLANNING PROCESS

1. Scope and define the engagement project- determine what information is needed to start the project and develop a clear definition of the project.
2. Assess the level of engagement- determine what level (inform, consult, involve collaborate, empower) of engagement the project will require.
3. Identify the stakeholders- determine who needs to be involved in the project.
4. Determine the engagement method(s)- determine what engagement methods will be needed (Patient, Family, Care Partner Leadership Network, the Network Model, Patient Pool, online engagement) and the type of strategies that will best support the project (focus group, interviews, surveys, etc).
5. Identify needed resources- what personnel, fiscal and community resources are needed to support this project.
6. Prepare a Principles-based Engagement Action Plan- a concrete work plan that outlines measurable inputs, activities, and timelines and is used to support the implementation process.
7. Engage- begin implementation of actions and strategies.
8. Analyze and make recommendations/decisions- summarize the work done and develop recommendations, decisions, and next steps.
9. Evaluate and Monitor- develop tools and key performance indicators to measure, track and evaluate engagement.
10. Report Back- hold a follow-up session with all individuals involved in the engagement process to share findings, request feedback, and provide next steps.



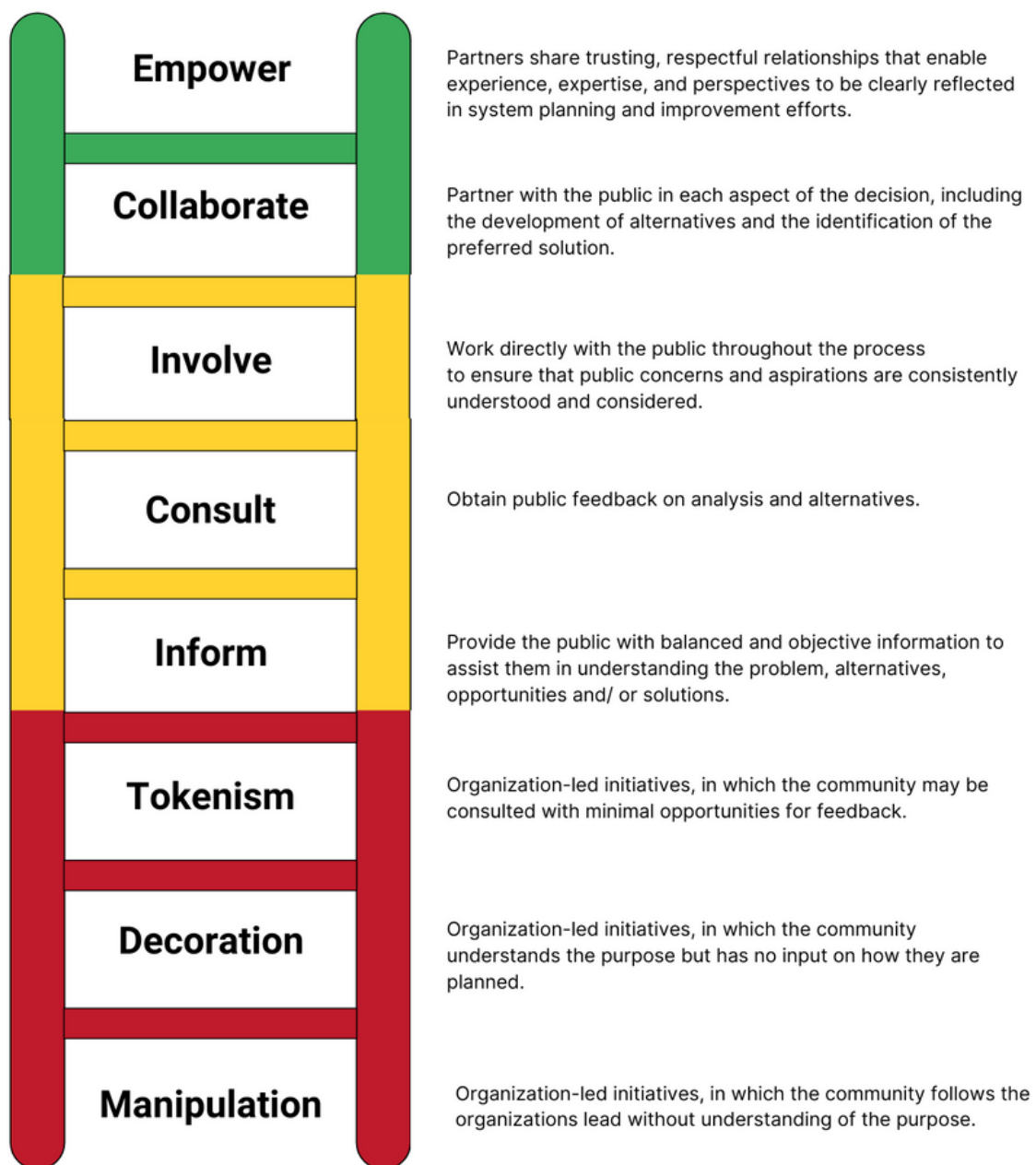
Are you a local organization looking to engage with the GHHN Patient, Family, Care Partner Leadership Network on a project? If so, please review this document and contact us at info@ghhn.ca

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APPENDIX 1

Ladder of Engagement



Please note that this is an adaptation from IAP2 Spectrum of Participant Participation and Roger Harts Ladder of Participation (1) (3)





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