



What is/are the main objective (s)/purpose(s) of the community engagement that your organization is trying to achieve in relation to your annual business or strategic plan (Example: Develop and implement new health promotion campaign for clients.)

To better align the services we offer at Southlake with the current funding model for hospitals, as well as to honour the commitments outlined in our 2013-2018 Strategic Plan, our focus for the 2014-2015 fiscal year will be to operate within our financial means and to perfect the acute care services we offer—care that requires the technology and expertise that only exists in a hospital setting.

To assist us in this regard, we are currently in the process of reviewing all inpatient and out-patient services offered at Southlake. We fully anticipate that some ambulatory clinic closures and service reductions for unfunded procedures will be identified. Although too soon to confirm at this time, it may be necessary to also reduce within our funded programs if alternate services are available in the community for our patients to access.

As such, our community engagement activities for the 2014-2015 fiscal year will be to inform affected stakeholders of any service reductions and to assist them in accessing similar outpatient services within the community or to refer them to a Toronto hospital that is funded to provide the required acute care service.

Throughout the year, we will continue our tradition of conducting various engagement activities with a wide range of stakeholder groups to evaluate and seek out opportunities to improve the funded programs/services we offer and strengthen the positive working relationships we have with Our Patients, Our People, and Our Partners.

How do you plan to engage the segment of the community/population concerned? (Example: information sharing, public consultation, direct engagement, focus groups and client surveys, etc.)

As decisions about service reductions are made, Southlake's objective for community engagement will be to inform affected stakeholders in advance through direct engagement, public forums, and via various other channels of distribution (e.g., personalized letters, website postings, social media, etc.).

In an effort to continuously improve upon the funded programs/services we offer, as well as to evaluate the effectiveness of the relationships we have with Our Patients, Our People, and Our Partners, we will use various methods of engagement, including but not limited to individual and group meetings/forums, sharing personal stories, surveys, focus groups, and other effective channels of distribution (e.g., personalized letters, website postings, social media, etc.).

Who is your key target audience? (Example: clients/patients, caregiver, partner agencies, stakeholders, community, staff, etc.?)

Depending on the affected service, target audiences would include: patients and family members involved in their care plan (e.g., family physicians, specialists, members of their family); staff and physicians affected by the service reduction; community-based providers, Toronto-based referral centres, and the Central LHIN.

When do you expect to implement this initiative and what are the key milestones? (Examples: Campaign plan to be developed by winter 2014 and implemented in spring 2014. Focus groups to be held this fall, surveys will be developed and disseminated based on focus group feedback.)

December 2013:

- Complete review of all services and develop a plan to phase in service reductions throughout the 2014-2015 fiscal year.

January 2014:

- Begin to engage with internal stakeholders affected by identified service reductions (e.g., healthcare providers, union reps)
- Begin to engage with external healthcare providers and community partners to explore opportunities to transition affected patients to their care/service/business.

February 2014:

- Begin to engage with affected patients and family members involved in their care plan.

Note: stakeholder engagement is expected to occur throughout the 2014-2105 fiscal year, as service reductions are expected to be identified and announced in phases.

The goal is to start phasing in service reductions in the first quarter of the 2014-2015 fiscal year.

What are the top risks in regards to your community engagement and how do you plan to address them? (Example: Participation may be an issue. Plan to mitigate by promoting early and providing incentive for focus group participants.)

Stakeholder participation, particularly with patients, tends to be an issue due to the vast geographical area served by Southlake (i.e., all of York Region, Simcoe County, and, at times, southern Muskoka) and the fact that many people work outside of our Hospital's immediate service area. The issue of distance is further compounded when the audience is elderly seniors (e.g., average TAVI patient is 83 years old).

We would attempt to mitigate this issue by promoting early and providing incentives for stakeholders to attend (e.g., free parking, refreshments, and in some cases, reimbursement of mileage). We would also explore the feasibility of using technology to encourage participation (e.g.,

webcasts) and Southlake representatives could travel to other communities, if it would help to ensure greater stakeholder participation.

Media and local MPP involvement is anticipated in some cases, depending on the topic of engagement. We need to ensure that fact sheets are prepared and readily available and that a hospital spokesperson is available to address any questions that may come from media/local MPPs' offices.

What are the expected results of the engagement activities? (Example: Develop plan for how best to implement the new health promotion campaign. Plan will outline new programs and education seminars to be provided for clients. Aim to have active client participation in the 2014 campaign.)

As a high reliability organization, dedicated to service excellence and the delivery of safe, quality healthcare, Southlake's plan is to focus on what we do best – deliver acute care services – in a fiscally responsible fashion (i.e., achieve a balance budget). As such, we anticipate the need to reduce services in areas that are unfunded and for that can be accessed within the community.

Through effective community engagement, we will keep the appropriate stakeholders informed early on in the planning process and work with our community-based providers and Toronto hospitals to help ensure that patients are aware of other options that they can access to support their healthcare needs.

Outline the method and frequency with which your organization enables participants to provide feedback on your community engagement activities. Please also describe the feedback process to communicate the results of the engagements to all stakeholders involved, including decision makers.

Providing feedback is an essential component of effective communications and community engagement. As such, Southlake will solicit and share feedback using a variety of methods, including:

- Using both online and hardcopy evaluation tools/sharing results via email, web postings, etc.
- Minute taking and circulating them to stakeholders
- Including question and answer period during group sessions and open forums
- Videotaping forums and posting links on corporate website
- Media relations, as required

How will you evaluate the success of your engagement activities?

Reduction in services occurs with minimal disruption to patients, and Southlake meets its obligation to the Central LHIN to balance its budget for the 2014-2015 fiscal year.

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