

Northumberland Hills Hospital

Creating our Future Together

Draft Strategic Plan Elements for Validation

February 22, 2017 to March 8, 2017

Draft Strategic Plan Elements



Northumberland Hills Hospital

Creating our Future Together

Input to inform Northumberland Hills Hospital's next strategic plan has been received from all corners of the communities served, thanks to a collaborative strategic planning process called Creating our Future Together.

Launched in November, 2016, our process involved community conversations, staff and physician consultations, individual surveys (electronic, hard copy and face-to-face) and meetings with area municipal leaders, partner organizations and interest groups. In total, more than 450 internal and external stakeholders have provided input.

At a working session with area partners in January, 2017 our NHH Board, medical leads and senior management team received and reviewed the information obtained through the various consultations, as well as the findings of a recent environmental scan that provided key information regarding future trends in patient needs and volumes.

With support from MacPhie, the consultancy assisting us in the process, what has now emerged is this high-level summary document—Draft Strategic Plan Elements—that will form the basis for our 2017-2020 Strategic Plan.

For purposes of further validation, this document sets out proposed “key elements” mapping out the following:

- *an updated Mission and Vision (now consolidated into one statement, “Our Shared Purpose)*
- *draft Values (current and proposed – these will be finalized and given further context in a series of internal discussions planned for the coming weeks);*
- *draft Strategic Enablers (supports that were identified as necessary in order for the hospital to achieve its strategic priorities); and*
- *draft Strategic Objectives and Priorities.*

Following validation, which will take place between February 22nd and March 8th, these elements will be further developed and assembled into the final 2017-2020 Strategic Plan scheduled for completion in April 2017.

Our Shared Purpose

Through discussion and deliberation, the NHH Board of Directors and senior leadership agreed with internal and external stakeholder input that indicated that one statement would be more representative of the Hospital's purpose than two separate Mission and Vision statements. They agreed that NHH's current Mission, as set out below, should be the Shared Purpose of the hospital moving forward.

Exceptional patient care. Every time.

DRAFT

Our Current Core Values

Traditionally, NHH has used single words to describe its Core Values. However, the idea of enhancing those words by creating additional context for each emerged through our recent discussions. The next step in this process is to finalize the preferred values from the list below, and develop the context for each further through consultation and discussion within the hospital.

- ☐ Integrity
- ☐ Quality
- ☐ Respect
- ☐ Collaboration
- ☐ Compassion? (Empathy could be an alternative)

Potential Additional Core Values

- ☐ Teamwork
- ☐ Innovation/ Creativity

Draft Strategic Enablers

Not priorities in their own right, strategic enablers are nevertheless things or supports we need in order to do the work identified in our new strategic plan. Three themes emerged in the course of our consultation with regard to necessary supports. They are as follows:

Technology

We must work with local partners to create and sustain efficient, integrated services.

Communication

We will engage internal and external stakeholders effectively about the hospital's services and future direction.

Education

We will continually enhance and promote knowledge across all disciplines and work to ensure safe, quality service delivery at the bedside and across hospital operations.

Draft Strategic Objectives and Priorities

Strategic Objectives are the main areas of focus of an organization over the duration of its strategic plan. They describe, at a high level, what an organization will do to fulfill its Shared Purpose.

Priorities describe in more detail what must be done to advance the Strategic Objectives. They are often associated with functional areas and can be linked to owners, timelines and metrics.

Further, our consultations validated the overarching NHH Service Mandate established in March 2010 and documented in our previous Strategic Plan as follows:

NHH is a community hospital providing acute care services to the west Northumberland community. In addition, when financially feasible and appropriate, in order to improve local access, our Hospital partners with other health service providers to deliver advanced or specialized health services.

NHH is committed to continuously explore and implement delivery models that will integrate services across the health care system in order to enhance quality of care, improve access to services and ensure effective use of resources.

A high-level synthesis of what emerged through the Creating our Future Together discussions, the draft Strategic Objectives and Priorities listed below, together with the NHH Service Mandate, seek to address and highlight the community's needs while also, where appropriate, being cognizant of the priorities of the Ministry of Health and Long-Term Care and, closer to home, the Central East Local Health Integration Network.

Proposed Strategic Objectives:

- I. Quality Care
- II. Great Place to Work and Volunteer
- III. Collaborative Community Partnerships
- IV. Operational Excellence

I. Quality Care

Guided by our community's needs and NHH's Service Mandate to deliver acute care services to west Northumberland, we will continue to provide access to and invest in core in-patient and out-patient programs. Further, we will continue to provide safe, top-quality health care services and an outstanding patient and family experience by tracking our successes against clinical and patient-reported outcomes. Through consultation and engagement with patients and families, we will create an experience that is second to none.

As we continue to provide and deliver comprehensive programs and services consistent with our Service Mandate, we will build upon our existing strengths through the delivery and emphasis of the following priorities.

Priorities

- 1.1 Improve patient and family experience
 - Proactively engage patients and families, and evaluate experiences over time
 - Seek and apply leading practices to continuously improve patient and family experience, with a particular focus on the Emergency Department
 - Enhance discharge communication and patient education materials
 - Enhance hand-off communication to improve the efficiency and safety of patient transfers within and out of our hospital
- 1.2 Build upon our leadership in seniors' care in preparation for rising community needs
 - Continue to be innovative in our approach to seniors' care delivery, to ensure seniors receive the best possible care at the right place, in the right time
 - Demonstrate broader system impact of innovative approaches to seniors' care
- 1.3 Expand palliative care capacity in our community
 - Work with partners to expand our community's capacity in palliative care services
 - Share our core competency and expertise
 - Support the establishment of a new residential hospice in our community
- 1.4 Advance mental health supports in our community
 - Work with community partners to continuously improve access to, and meet the growing need for, mental health supports in our community
 - Build mental health best practice capacity across all areas of our hospital

II. Great Place to Work and Volunteer

Through our shared commitment to exceptional patient care, we will build an organizational culture that attracts and supports outstanding professionals and volunteers. We will actively engage each other in conversations that promote a healthy, safe and energizing environment. Further, we will create and grow opportunities that allow every member of our team to reach the full potential of their skills and interests.

Priorities

- 2.1 Invest in our culture
 - Actively support and promote an internal culture that is guided by our values in ways that respect each other's differences and appreciate the unique perspective each of us bring to the table
 - Proactively engage staff, physicians, management and volunteers in dialogue on our respective priorities and concerns, and listen to one another
- 2.2 Support ongoing staff training and development
 - Provide targeted training and continued education for staff to help them meet increasingly-diverse patient needs and maximize practice capabilities
 - Offer opportunities for staff to learn about leading practices and evidence-based developments in working with people with mental health needs
- 2.3 Maximize the potential impact and experience of our volunteers
 - Continue to provide meaningful opportunities for our diverse range of volunteers, and leverage their talents and skills
- 2.4 Enhance physician engagement on hospital and system priorities
 - Continue to engage physicians in developing the future direction of our hospital, and addressing potential opportunities in the local health care system

III. Collaborative Community Partnerships

Acting as a catalyst for conversations, where appropriate, we will seek to enhance and promote health services and capacity within our community. Working with our community partners we will provide comprehensive care through collaboration and innovation.

Priorities

- 3.1 Support the development of a more integrated health care experience for patients in our community
 - Collaborate with partners to create more seamless and integrated care pathways
 - Work with community partners to identify and address service gaps in our hospital and across our region
- 3.2 Explore innovative local partnership opportunities
 - Support the development of efficient information and resource sharing to maximize efficiencies among partner organizations
 - Address health care needs in our communities through innovative governance collaborations with local care provider organizations

IV. Operational Excellence

We believe in continuous improvement and working to make our great hospital even better. That means taking proactive steps to ensure the highest possible quality of care, in an environment that is both safe and efficient. It means maintaining a culture of accountability. And it means looking confidently to the future, ensuring that we are planning ahead to meet the increased demands and future needs of our community.

Priorities

- 4.1 Enhance decision-support resources
 - Better leverage knowledge and data through optimized decision-support and planning methods to ensure local health care preparedness to meet increasing community needs
 - Continue to build our human resources capacity and expertise
- 4.2 Seek new and alternate sources of funding
 - Explore opportunities that build upon our capacity and financial strength, including opportunities to grow our services, where appropriate
- 4.3 Prepare for and adapt to future service needs related to changing demographics
 - Build our capacity to ensure our ongoing ability to deliver against our service mandate and provide quality care close to home
 - Be creative and innovative in the use of our physical, technological, and human resources
- 4.4 Seek and implement innovative approaches to managing our operations
 - Proactively streamline processes while improving the patient and staff experience
- 4.5 Advocate
 - Continue to advocate at regional and provincial tables to ensure the long-term sustainability of medium-sized hospitals in the context of ongoing Health System Funding Reform

Next Steps

As summarized above, the proposed key elements reflect the input received and, as such, will form the basis of NHH's 2017-2020 Strategic Plan. Thank you to all who have provided input to date. From Wednesday, February 22nd to Wednesday, March 8th, NHH will receive feedback on the draft elements proposed. Feedback should be directed to the hospital via email at info@nhh.ca or phone (905-377-7757.) NHH is working toward a finished 2017-2020 Strategic Plan in April, 2017. The full and final version of the document will be shared via the hospital's communication channels at that time.