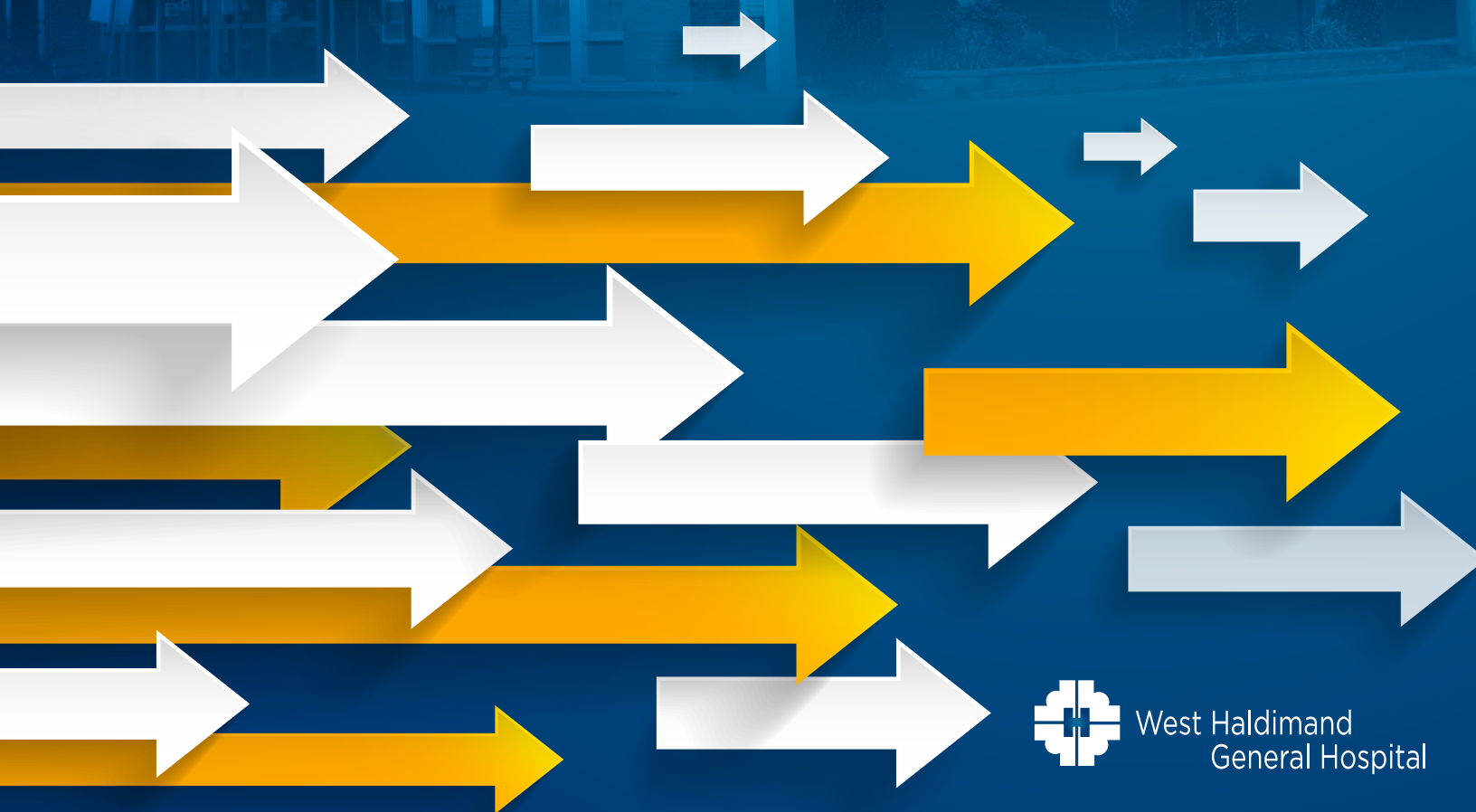




West Haldimand General Hospital Strategic Plan 2018



West Haldimand
General Hospital

MESSAGE FROM THE BOARD CHAIR



Migdalia Lowry
Chair of the Board of Directors

This is a time of change for West Haldimand General Hospital. Over the past few months we have engaged our staff, clinicians, partners and communities in our strategic planning process. This has been a collaborative effort that guided the development of our strategic directions.

We would like to thank everyone who took part in the extensive consultation that informed our strategic plan. We are grateful to our communities who continue to support us, our staff who bring their hard work and resilience every single day, and our partners who collaborate with us in delivering on our Vision.

The objective of our strategic planning process was to gather a diverse and comprehensive understanding of our hospital and the surrounding environment. The consultations that led to the directions in our strategic plan were honest and thorough.

Our focus for the next four to five years will be to:

- provide the best possible care by continuously monitoring and improving our clinical outcomes
- facilitate an exceptional experience for everyone coming to our hospital by creating an environment of support and empathy
- design our physical space in a way that promotes comfort and access in our hospital for everyone.

This is an exciting time for our communities, sector and hospital. As we continue on our path towards becoming a High Reliability Hospital we will work collaboratively with our patients and their families, partners, community members, clinicians, staff and volunteers to serve the people in our region.

MESSAGE FROM PRESIDENT AND CEO



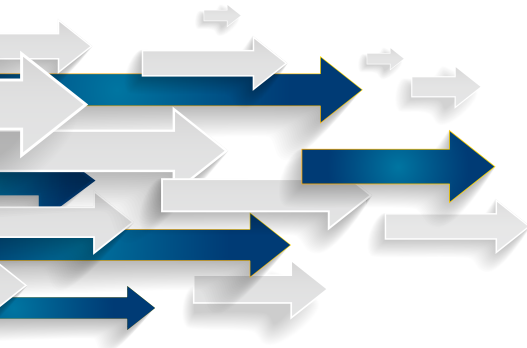
Kelly Isfan
President and CEO

Over the past few years, Norfolk General Hospital and West Haldimand General Hospital have successfully embarked upon on a new approach to collaboration. In April of 2015, the Boards of each hospital believed that greater collaboration would be in the best interests of both hospitals. What started as a plan for sharing a President and CEO expanded to the full senior team, and now includes shared positions from both organizations.

We are all very proud of this relationship, and how well it has been working for the people of our communities. The partnership began with a focused emphasis on efficiency and effectiveness, and has grown to become highly productive.

In 2016, the two hospitals began holding Board Committee meetings together, which have allowed both Boards to learn from each other and grow together. From governance policies to quality improvement plans, the spirit of collaboration has allowed each hospital to learn, adopt best practices, and improve. Our two hospitals also hold a joint Board Retreat each year, which helped shape the development of this strategic plan.

The people of our region can be very proud of this collaboration, and the results it will deliver in terms of higher-quality care in our communities. We have important work to do to deliver on our plan, and continue building upon our efforts to become a ***High Reliability Hospital.***



EXECUTIVE SUMMARY

To ensure access to quality health care for everyone who enters our doors

Our Vision

To be the best rural hospital, through partnerships and integration

Our Mission

To ensure access to quality health care for everyone who enters our doors

Our Strategic Objectives and Priorities

High Reliability Healthcare

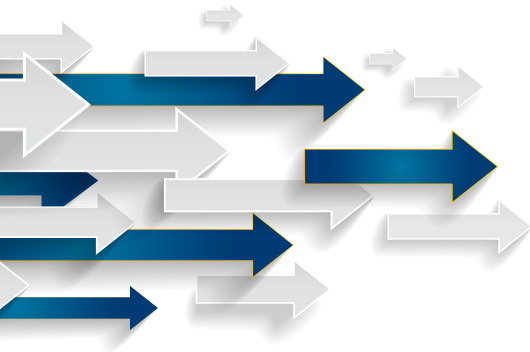
- Fostering Continuous Improvement
- Anticipating Tomorrow's Needs

Exceptional Experience

- Leveraging our Aspirational Culture
- Nurturing Powerful and Purposeful Partnerships

Exceptional Environment

- Re-thinking and Refreshing our Facilities
- Redeveloping our Emergency Department
- Optimizing and Upgrading our Equipment and Technology

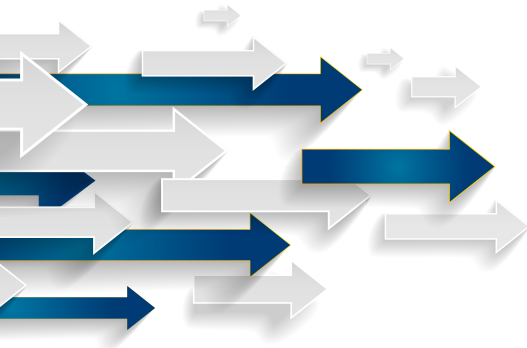


Engaging
patients and
their families
throughout
healthcare
planning and
delivery

In addition to physician, staff, volunteer and community input, our future directions have also been informed by priorities at both the provincial and Local Health Integration Network (LHIN) levels. Within the provincial context, some factors which have informed this strategic plan include the formation of “sub-regions” within LHINs that provide a geographic foundation for integrated pathways of care.

Some other provincial factors which we should consider through the life of this strategic plan include the various elements of the health system transformation that are currently taking place. These elements include:

- Engaging patients and their families throughout healthcare planning and delivery
- Continuing to coordinate between healthcare and social service providers to enable seamless transitions for patients
- Collaborating to provide timely and accessible care
- Embracing transparency, accountability and efficiency in how clinical outcomes are met and service is provided
- Consistently improving quality and outcomes-based delivery; and
- Ongoing changes to the provincial funding formulas.



PROVINCIAL CONTEXT

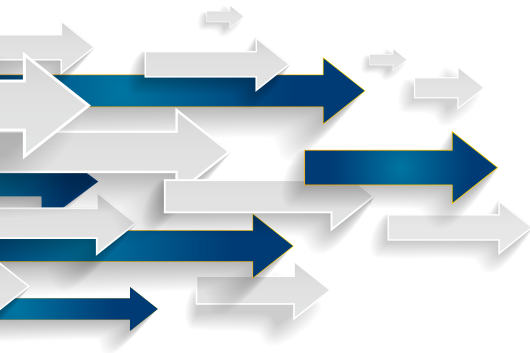
Continued
collaboration
with our
hospital and
community
partners

Hamilton Niagara Haldimand Brant LHIN Context

Our direction forward will ensure alignment with the overall aim and objectives of the HNHB LHIN and continued collaboration with our hospital and community partners.

Compared to provincial averages, the HNHB LHIN is characterized by:

- A high proportion of senior citizens and a population that will continue to age
- A high number of low income households
- Low levels of education
- Significant transportation issues and lack of easy access to health and social service providers - particularly in rural areas
- Indigenous populations report lower incomes, lower life expectancy and higher rates of illness than HNHB LHIN and Canadian averages.



Our primary research through interviews focus groups and surveys with internal and external stakeholders

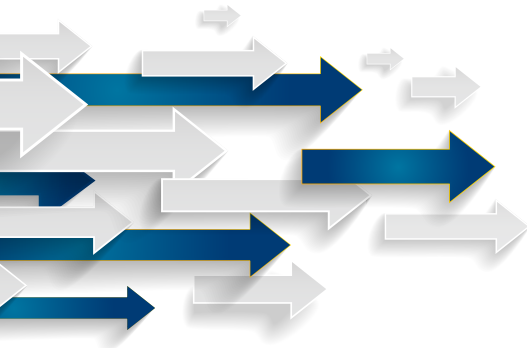
Our strategic plan was developed based on a thorough environmental scan and stakeholder engagement process. We are grateful for the support and constructive input we have received throughout this process and would like to thank everyone who contributed to the development of this strategic plan.

Our primary research through interviews, focus groups and surveys with internal and external stakeholders helped provide a deeper understanding of local needs, the progress we have made toward meeting those needs and the work still to be done.

Our external research groups included municipal leadership, First Nations communities and leaderships, and hospital and community partners. Internally we consulted with our physicians, staff, volunteers, foundation representatives, and members of the management and leadership teams.

Some key conclusions that emerged through the research include:

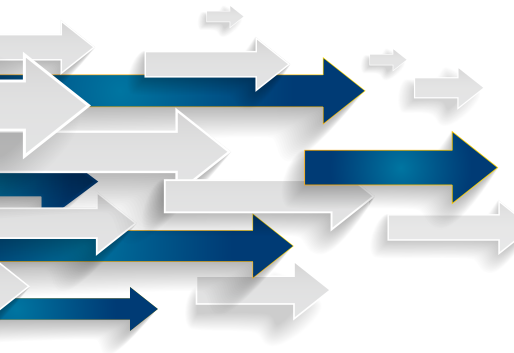
- There is a shared feeling of gratitude towards “our local hospital” among the communities we serve, due to the quick and easy access to care made available by our hospital. The support from our communities can be clearly seen through the impact and dedication of our volunteers and donors.
- We have a recognized strength in fostering relationships today. We are actively pursuing strategic partnerships and should continue to nurture and build upon them with our community and hospital partners.



STRATEGIC PLANNING PROCESS

We are grateful for the support and constructive input we have received throughout our planning process

- While we have made progress in serving neighbouring First Nations communities, there is an opportunity for further dialogue and incorporating Indigenous perspectives in our hospital.
- The on-going relationship between our hospital and Norfolk General Hospital is viewed as a very positive step taken by the two hospitals. This relationship allows the hospitals to continue to serve our communities efficiently and with excellence. It was encouraged that the hospitals continue to maintain and build upon the relationship.
- Various internal initiatives such as leadership rounding and the enhanced culture of accountability were highly commended by internal stakeholders. There is an opportunity to further engage our staff, volunteers and physicians in strategic conversations and live our values every day.



To be the best rural hospital, through partnerships and integration

Our Vision

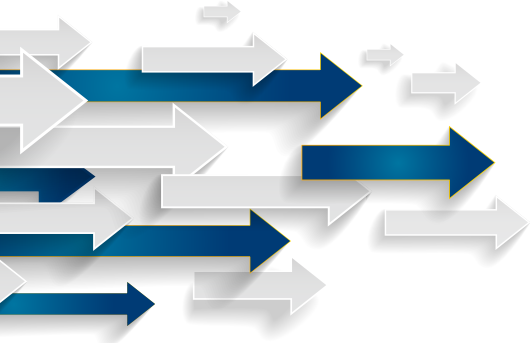
To be the best rural hospital, through partnerships and integration

Our Mission

To ensure access to quality health care for everyone who enters our doors.

Our Values

Innovation, Compassion, Accountability, Respect, Excellence



Our mission is to ensure access to quality health care for everyone who enters our doors.

Innovation Compassion
Accountability
Respect Excellence



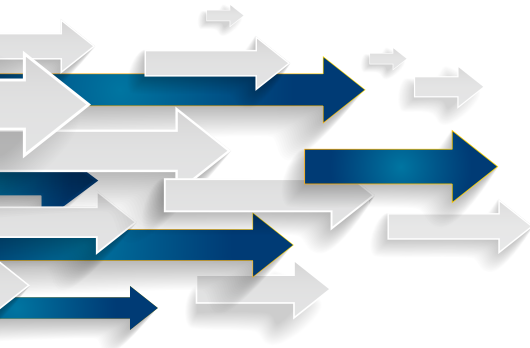
West Haldimand
General Hospital

OUR SHARED PHILOSOPHY

Nurturing
a culture of
empathy to
provide an
engaged care
experience for
our patients
and families

Our shared philosophy builds upon our values and describes how they manifest themselves culturally and attitudinally. It exists through our actions, our ethos, and our work with one another and our patients and their families. We believe in:

- Nurturing a culture of empathy to provide an engaged care experience for our patients and families
- Inspiring each other to be our best selves and exuding warm professionalism through our resourcefulness and positive interactions
- Taking pride in our everyday victories, while giving credit to our peers and partners. We value each other's strengths, learn from each other continuously and work together to build resilience; and,
- Deferring to expertise, rather than hierarchy, to ensure that all voices are heard and genuine collaboration takes place.



OUR STRATEGIC OBJECTIVES AND PRIORITIES

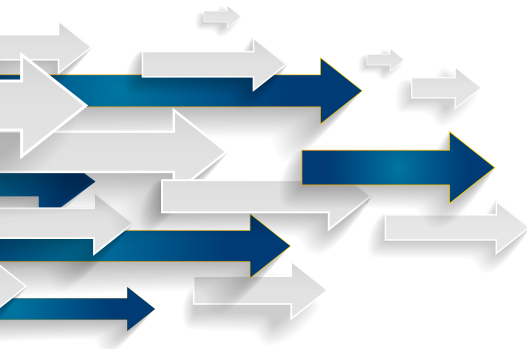
Our Strategic Objectives are the main areas of focus for our hospital over the duration of this strategic plan

Our Strategic Objectives and Priorities seek to address the needs of our various communities while understanding the priorities of the Ministry of Health and Long-Term Care and the Hamilton Niagara Haldimand Brant Local Health Integration Network.

Our Strategic Objectives are the main areas of focus for our hospital over the duration of this strategic plan. They describe, at a high level, our broad area of focus. Our Priorities describe in more detail what must be done to advance Our Strategic Objectives.

Our Strategic Objectives are:

- I. HIGH RELIABILITY HEALTHCARE**
- II. EXCEPTIONAL EXPERIENCE**
- III. EXCEPTIONAL ENVIRONMENT**



OUR STRATEGIC OBJECTIVES AND PRIORITIES

I. HIGH RELIABILITY HEALTHCARE

Our hospital will deliver high reliability healthcare to our patients. By adhering to the principles of High Reliability Organizations (HROs) we will be positioned to deliver consistently high quality clinical outcomes.

PRIORITIES

1.1 Fostering Continuous Improvement

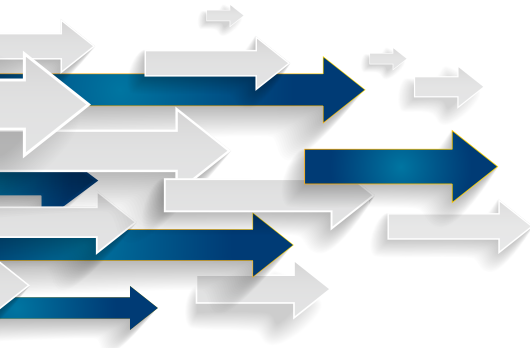
We will continuously seek to improve the quality of our clinical outcomes by evaluating our processes, measuring our outcomes and turning our data into clear, actionable insights to deliver the best patient care.

We know improving health outcomes for our patients requires a coordinated effort. This will require us to use collaborative and interdisciplinary approaches to problem solving – both within the hospital and with our partners. Enhancing the consistency, accuracy and speed of our patient-specific communications will also ensure we are continuously improving health outcomes.

1.2 Anticipating Tomorrow's Needs

Understanding and preparing for the changing needs of our communities will be critical as our population evolves. We will develop approaches to understand the changing needs of our communities to determine how to best meet them in collaboration with our partners.

In particular, we will deepen our understanding and support of neighbouring First Nations communities. Through open and honest dialogue, relationship building and incorporation of Indigenous voices, we can develop sincere respect throughout our hospital and work toward providing culturally safe care.



OUR STRATEGIC OBJECTIVES AND PRIORITIES

II. EXCEPTIONAL EXPERIENCE

Our hospital will offer a first-class experience to our patients and their families by creating an atmosphere of support and collaboration internally and with our partners. This means truly anticipating the needs of those who depend on us, acting with empathy and compassion, and displaying a commitment to service. In particular, this means treating all our patients, and each other, with the highest level of respect and dignity.

PRIORITIES

2.1 Living our Aspirational Culture

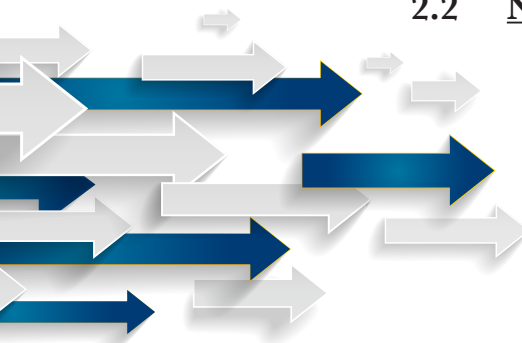
The wellbeing and development of our staff and clinicians will continue to be a key area of focus. When our team feels supported and empowered, we are able to more effectively serve our patients. By creating environments that facilitate engagement, we will foster a culture of open conversation, learning, and accountability.

Living our shared philosophy and values will support our team in making the greatest impact, and will help us realize our vision of becoming a High Reliability Hospital.

2.2 Nurturing Powerful and Purposeful Partnerships

We will support the development of an increasingly coordinated and integrated health care experience for our patients. By continuing to build strategic partnerships, and by being a catalyst for strategic conversations, we will be able to deliver first-rate, seamless care for our communities.

In particular, developing relationships with neighbouring First Nations' healthcare, social and community organizations will be increasingly critical to our success in delivering seamless care for our communities. By creating and leveraging these partnerships, we will be better equipped to support First Nations patients and their families both while they are in our hospital, and in their transition back to their communities.



OUR STRATEGIC OBJECTIVES AND PRIORITIES

III. EXCEPTIONAL ENVIRONMENT

We will improve the physical experience of care in our hospital by creating spaces that promote an atmosphere of healing. By ensuring our spaces are designed with both function and comfort in mind, we will create a welcoming environment for our patients and families, while supporting the well-being of our staff, clinicians and volunteers.

PRIORITIES

3.1 Re-thinking and Refreshing our Facilities

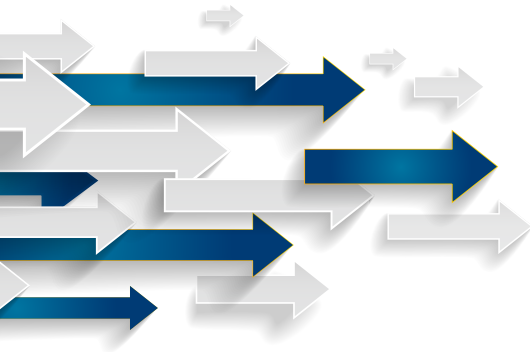
Our hospital is a space for healing, where our team, our patients and their families work together as partners in the healthcare journey. We will create a welcoming space where our patients and their families feel comfortable, and where our team can work, collaborate and feel energized. Privacy, ease of navigation, availability and accessibility of care, and aesthetics will be evaluated and prioritized for improvement.

3.2 Redeveloping our Emergency Room

For many patients, the gateway to our hospital is our emergency room. That makes it a critical first point of contact with our communities, and a proxy for the quality of service and level of care we provide.

We will re-develop our emergency room for improved access, usability and comfort.

By emphasizing and continually seeking to improve the experience in our emergency room, we will gain new insight which can help to transform other areas of our hospital.



OUR STRATEGIC OBJECTIVES AND PRIORITIES

3.3 Optimizing and Updating our Equipment and Technology

Leveraging and maintaining our equipment, technology, and infrastructure is a key factor in being able to provide quality care to our patients. By regularly assessing the condition of our resources, creating processes to consistently maintain them, and considering opportunities for future upgrades, we will ensure that we are optimizing our capabilities.

LOOKING AHEAD

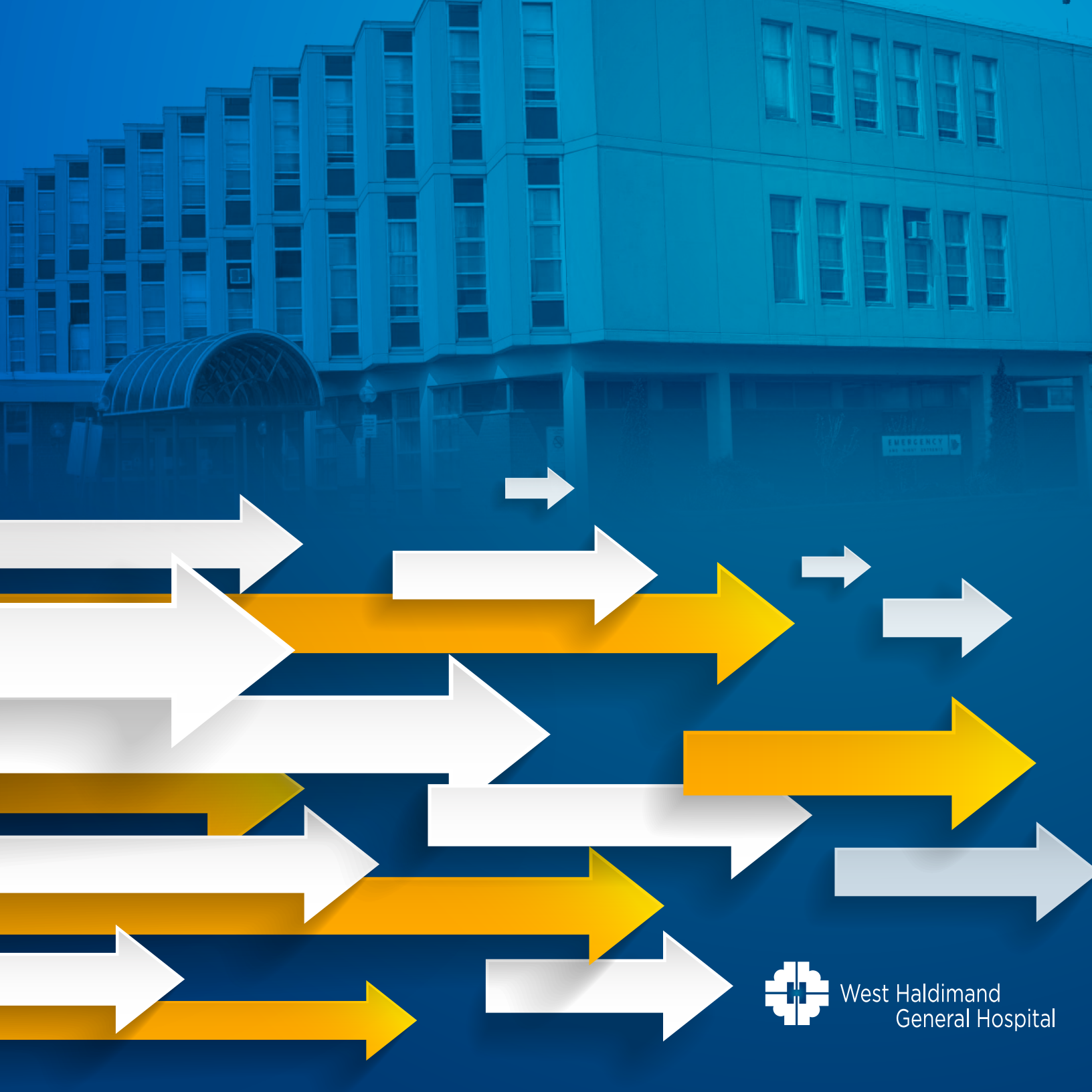
West Haldimand General Hospital has been serving our communities for over five decades. Throughout this time, the support and involvement of community members has been indispensable.

The nature of a small town is such that our nurses are also our patients, doctors are also family members and staff are also donors. To continue to serve the needs of our communities, we will continue to strengthen our relationships, and ensure that every interaction with our hospital inspires community members to become ambassadors.

This strategic plan was developed with guidance from our communities, partners, team members and Board of Directors and provides fresh direction for our hospital to continue in the journey to becoming a High Reliability Hospital. Our Strategic Objectives mark our path to becoming a High Reliability Hospital through emphasis on:

- Providing High Reliability Healthcare by fostering continuous improvement and anticipating tomorrow's needs
- Facilitating an Exceptional Experience for everyone in our hospital by living our aspirational culture and nurturing powerful and purposeful partnerships; and
- Creating an Exceptional Environment by rethinking and refreshing our facility, redeveloping our emergency room and optimizing and updating our equipment and technology.

Collaboration, communication and support have been key in the development of this strategic plan, and will continue to play a crucial role in its successful implementation.



West Haldimand
General Hospital