

Strategic Plan

Prepared for:

St. Joseph's General Hospital Elliot Lake

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Prepared by:



1 Strategic Plan

1.1 Overview of the Strategic Planning Process

1.1.1 Philosophy and approach

Without a known starting point and an agreed upon destination, charting the course for any journey would be a difficult task. The same principle holds for organizations.

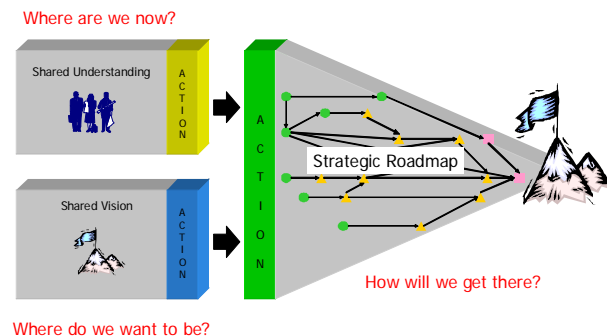
The reason why organizations develop strategies and plans is to generate positive results. It's about making things better. Strategy is the roadmap to positive change.

The three fundamental questions in developing an effective strategic plan are:

- Where are we now?
- Where do we want to be?
- How will we get there?

The questions correspond with three phases of a strategic planning initiative:

- Current state assessment
- Future state visioning
- Strategy development



1.1.2 The SJGHEL Strategic Planning Process

A project kick-off session was held on September 26th, 2005 involving both the Board and the Senior Management Team. We introduced the strategic planning process and initiated a group-discussion. The discussion focused on building a shared understanding of the current context.

A follow-up session was held on October 24th to refine the work done in September. This session involved only the Senior Management Team.

Further Board sessions were held on November 30th and December 15th. The November discussion focused on identifying opportunities for positive change. The December discussion focused on core strengths and assets as the foundation to build upon.

The January Board session focused on developing a preferred vision of the future state. The Board session addressed customer and external stakeholder perspectives. A follow-up session was held with the Senior Management Team that focused on internal stakeholders.

The strategy development began with the Board sessions in April and May 2006. Further detail and refinements were added in a series of intensive sessions with the

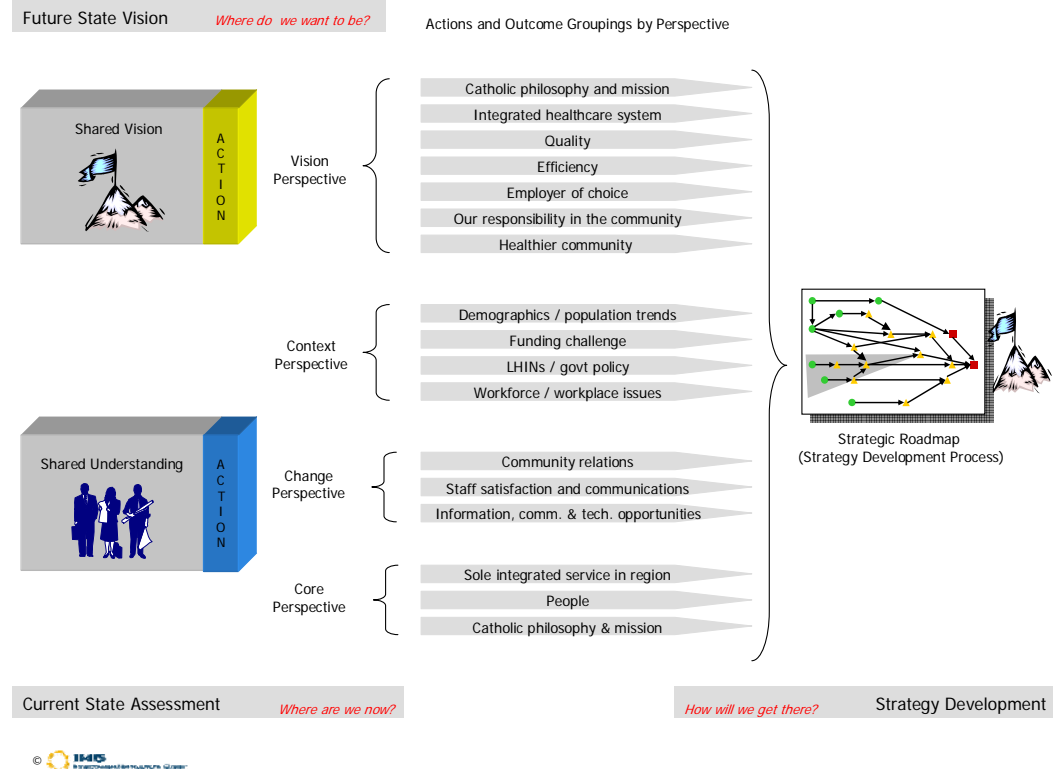
Senior Management Team. These sessions resulted in the development of a draft strategic plan that was presented to the Board for discussion.

1.1.3 Overview of strategic plan

Before any organization can begin to develop a strategic roadmap to guide their development, they must have a shared understanding of where they are today; and a shared vision of where they want to be in the future.

Key perspectives - current and future state

Several key ideas formed the basis of the current state assessment and future state vision. These are summarized in the following model.

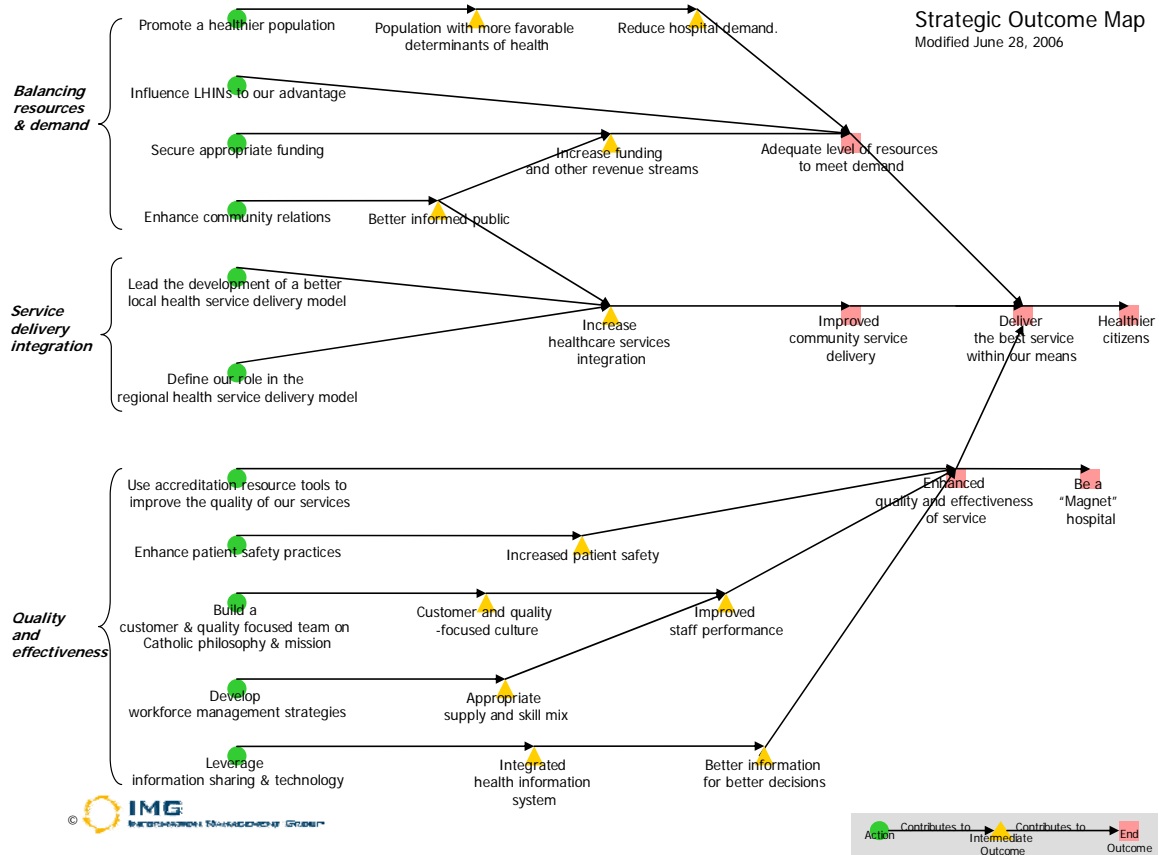


Strategic roadmap

Three major strategy themes emerged as the foundation of the strategic plan:

- Balancing resources and demand;
- Service delivery integration; and
- Quality and effectiveness.

The following strategic outcome map illustrates the strategic themes, strategies and outcomes.



Details of the strategies within each strategic theme are provided in subsequent sections.

1.1.4 Execution of the strategic plan

Once the draft strategic plan is amended and approved, the next phases will involve additional SJGHEL staff. These individuals will be responsible for turning the strategies into action.

This will involve:

- an orientation of key staff to the strategic plan;
- the development of individual project definitions (projects charters), outcome measurement targets, timelines and workplans;
- the development of an overall integrated workplan; and
- the development of an overall strategic management process for tracking and monitoring overall progress and results.

1.2 Current State Assessment and Future State Vision Overview

The current state assessment answers the question "**Where are we now?**" from three perspectives.

- The **context** perspective identifies external factors which may influence our decisions.
- The **change** perspective examines opportunities for positive change.
- The **core** perspective focuses on strengths and assets as the foundation to build upon.

The future state vision perspective answers the question "**Where do we want to be?**" It considers stakeholders and seeks to understand and clarify the benefits they would seek from positive change.



1.2.1 Context Perspective – Key External Factors

Demographics / population trends

Our population has the same type of demands but the determinants of health that tend to increase demand are disproportionately higher in our community.

Funding challenge

Our share of government funding is limited and this limits the services we can provide. MOHLTC infrastructure renewal funding is inadequate, but changes announced in June 2006, whereby the MOHLTC will fund 90% of construction costs makes infrastructure renewal possible.

The Public Hospitals Act (PHA) requires us to provide service to everyone when life or limb would be jeopardized if we did not provide the service.

Local Health Integration Networks (LHINs) / government policy

This will bring undetermined change. LHINs may provide an opportunity to get a fairer share of the resources.

Workforce / workplace issues

Recruitment and retention of health professionals is a challenge. The 'revolving door' is an issue. New nurses aren't staying. Employee and physician retirement are issues that must be managed.

1.2.2 Change Perspective – Opportunities for Positive Change

Community relations

The information people receive about SJGHEL can affect our relationship with the community. People need to get the right message. Establishing good community relations is important for many reasons (from healthy behaviors to donations).

Staff satisfaction and internal communications

Staff satisfaction and communications issues are difficult to quantify. Improved communication between groups may help to avoid or diffuse potential problems before

they can become issues that affect staff. Improved satisfaction contributes to a positive image of SJGHEL in the community.

Information, communication and technology opportunities

As technology comes on board it changes how all employees and healthcare providers practise. Improved communication of health information amongst agencies and providers will improve patient care. Information Technology (IT) must be exploited to improve healthcare outcomes. In the future, a regional and provincial health information system will be in place.

The increased use of technology might help with the retention and recruitment of healthcare professionals. We must have the technology to keep up-to-date. This is expensive and takes money away from other priorities.

1.2.3 Core Perspective – The Foundation to Build Upon

Largest integrated service provider in region

SJGHEL provides a broad range of integrated services.

This includes:

- Inpatient services;
- Outpatient services;
- Rehabilitation;
- Long-term care;
- Chemical dependency.

We are the largest integrated service provider in our geographic area. SJGHEL provides some services that are not available elsewhere in our geographic area.

We have expertise in managing an integrated health system. Our integrated model is consistent with public policy. This should position us well for future changes.

People

SJGHEL has exceptional people.

- Our staff are dedicated.
- We have a good leadership team with our CEO and managers.
- We have a good mix of physicians.
- Our volunteer system is excellent.

We are viewed positively by our community.

Catholic philosophy & mission

The Sisters of St. Joseph of Sault St. Marie founded our hospital. Our Catholic philosophy, mission and values guide our decisions and work. The public have a higher expectation of a Catholic facility. We should continue to meet their expectations.

Risks to faith-based organizations posed by government policy changes are being managed by CHCO and CHAO.

1.2.4 Vision Perspective – Where We Want To Be

Catholic philosophy and mission

The care provided is founded on the Judeo-Christian tradition and a belief in the dignity of each person.

SJGHEL strives to provide the best possible healthcare for all residents of Elliot Lake and the North Shore and others who seek our care.

These values support our mission:

Dignity of the person fosters an atmosphere of respect and compassion for each other and all those we serve.

Spirituality nurtures the experience that God dwells among us by our actions, attitudes and values.

Collaboration requires us to work together as well as with other agencies, organizations and groups committed to healthcare.

Creativity commits us to proactive stances in health delivery.

Social responsibility requires us to continually seek ways to deliver the unmet needs of the people we serve through direct services and advocacy and within our given resources.

Sacredness of life ensures dignity and respect for life from conception to natural death.



Integrated healthcare system

SJGHEL will be an integral part of a cost-effective, integrated healthcare system. As part of the continuum of care, we will meet the needs of patients as close to home as possible.

Quality

Our people have a passion for the work they do and the people they serve. We will provide a complement of funded health services for the citizens of our community.

Efficiency

The health-care system will have the resources, finances, technology and human resources that enable us to meet the healthcare needs of our patients, residents and clients.

We will be in tune with changes in the industry and be willing and able to adapt. We will work collaboratively with other healthcare providers to provide an integrated, cost-effective healthcare system.

Employer of choice

Our people will be empowered to make us a better organization by rethinking work and creating better value. Staff will be committed to continually improving the quality of the services we provide.

We will have a state-of-the-art hospital which meets the needs of our patients and is an attractive place to work. SJGHEL will be an attractive place for the best and brightest in our region.

Our responsibility in the community

Our reputation will be a marketing tool to enable stakeholders to attract businesses, residents, and healthcare professionals. We will collaborate with community stakeholders to help Elliot Lake thrive.

Healthier community

The ultimate goal of our strategies is to improve the health of the people we serve by delivering the best possible service within our means.

1.3 Strategy Development Overview

The strategy development phase considers the question **"How will we get there?"**

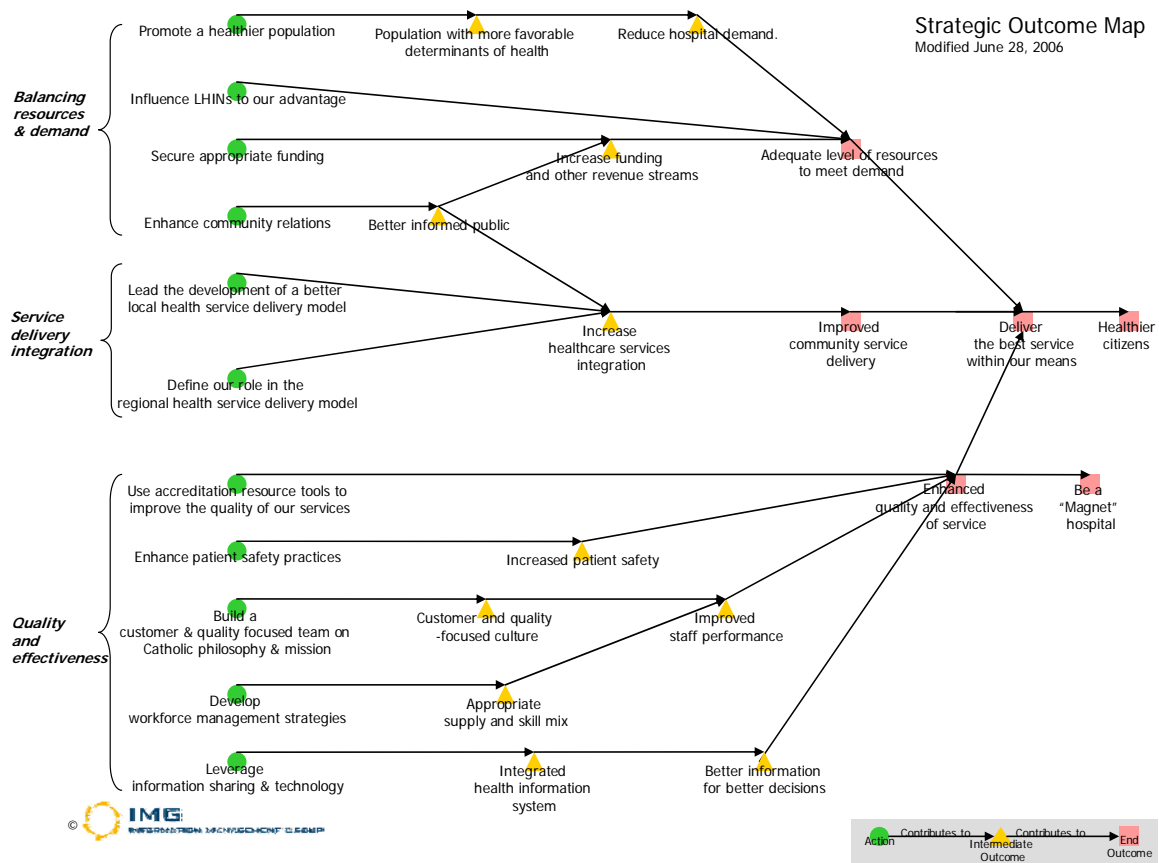
The development of strategies builds on the current state assessment and future state vision.

Strategic themes, strategies, actions and outcomes are identified and refined. The intent of strategies is clarified through dialogue and debate. This is synthesized in the meaning of each strategy.

Three major strategy themes emerged as the foundation of the strategic plan:

- Balancing resources and demand;
- Service delivery integration; and
- Quality and effectiveness.

The following strategic outcome map illustrates the strategic themes, strategies and outcomes.



Details of the strategies within each strategic theme are provided in subsequent sections.

1.4 Strategy Theme: Service Delivery Integration

1.4.1 Lead the development of a better local health service delivery model

Meaning

(What does it mean? Why is it significant? Are there alternative perspectives?)

Demand and community expectations of SJGHEL exceed our resources. It is important to keep core hospital services in SJGHEL to serve local people locally. We will deliver on our mandate and moral obligations while living within our means.

We need to find creative ways to divest of unfunded hospital services to community providers. We will collaborate with local health partners on decisions on how to realign health services.



Action

(Is there any action that we should take? ... and what outcomes would we desire?)

Establish focus groups of local health partners to review and make recommendations on improvements to local health services.

Support implementation of family health team (FHT).

Support a periodic health services review within our catchment area.

Outcome

(What outcomes would we desire?)

Meet standards of care; Provide funded services; Increase healthcare services integration.

1.4.2 Define our role in the regional health service delivery model

Meaning

(What does it mean? Why is it significant? Are there alternative perspectives?)

SJGHEL provides a broad range of integrated health services. The LHIN will provide guidance in the improvement of regional health service delivery. We will proactively participate with the LHIN to define the health services model and our future role in it.

Action

(Is there any action that we should take? ... and what outcomes would we desire?)

Develop win-win relationships with health and social services providers.

Develop a process to ensure that the benefits outweigh the risks in any change to health service delivery.

Work within the LHIN framework.

Outcome

(What outcomes would we desire?)

Improve efficiency of healthcare services in the region; Improve the effectiveness of healthcare services in the region; Improve healthcare delivery; Increase healthcare services integration.

1.5 Strategy Theme: Quality and Effectiveness

1.5.1 Use accreditation resource tools to improve the quality of our services.

Meaning

(What does it mean? Why is it significant? Are there alternative perspectives?)

We will maximize the use of the accreditation process and tools to improve our services.

Action

(Is there any action that we should take? ... and what outcomes would we desire?)

- Implement quality improvement plan.
- Implement risk management plan.
- Implement ethics plan.
- Implement communications plan.
- Implement human resource plan.
- Implement disaster and emergency measures plan.

Outcome

(What outcomes would we desire?)

Enhance the quality and effectiveness of our service.

1.5.2 Enhance patient safety practices.

Meaning

(What does it mean? Why is it significant? Are there alternative perspectives?)

We will support and enhance patient safety by making it a priority.

Action

(Is there any action that we should take? ... and what outcomes would we desire?)

- Implement CCHSA patient safety goals and required organizational practices.

Outcome

(What outcomes would we desire?)

- Increased patient safety.
- Enhanced quality of service.



1.5.3 Build a customer & quality focused team on Catholic philosophy & mission

Meaning

(What does it mean? Why is it significant? Are there alternative perspectives?)

The Sisters of St. Joseph of Sault St. Marie founded our organization and provided us with a philosophy of care and mission that guides our decisions.

The public have a higher expectation of a Catholic facility especially in the areas of compassion and sensitivity. We embrace these traditions because they add quality.

We will continue to apply the CCHSA quality standards in building a customer and quality focused team.

Action

(Is there any action that we should take? ... and what outcomes would we desire?)

Publicize and champion our philosophy and mission.

Maintain the level of volunteerism from the clergy to provide spiritual services to our patients, clients, residents and families 24/7.

Introduce "Mission Week" to highlight mission values, i.e., St. Joseph's Day, to celebrate being a faith-based organization.

Conduct bi-annual performance appraisals.

Develop mechanisms to recognize exemplary performance (including realtime recognition).

Develop mechanisms to improve internal communications.

Engage staff in the accreditation process to focus on ethics, patient safety, risk management, CQI change initiatives to build a customer focused culture.

Outcome

(What outcomes would we desire?)

Improved communications.

Improved stakeholder understanding.

Customer and quality focused culture.

Competent, courteous staff.

Critical thinkers who take initiative.

Improved staff performance.

1.5.4 Develop workforce management strategies

Meaning

(What does it mean? Why is it significant? Are there alternative perspectives?)

We are at or beyond full employment. There are more healthcare jobs than qualified healthcare professionals in our market.

There are several specific problems:

- The revolving door is an issue. New nurses aren't staying.
- Retirement is an issue that needs to be managed.
- The ability to recruit part time healthcare professionals is a problem.
- We do not have other industry in Elliot Lake which would employ the spouses of healthcare professionals.

We need to develop approaches to address these issues.



Action

(Is there any action that we should take? ... and what outcomes would we desire?)

Develop a nurse and allied healthcare professional recruitment and retention strategy.

Develop physician recruitment strategy.

- Develop a medical manpower plan.
- Develop strategies to fill vacancies.

- Engage Northern Ontario School of Medicine (NOSM) as proactive partners in recruitment.
- Engage partners.
- Execute the plan.

Maintain succession plan.

Outcome

(What outcomes would we desire?)

Reduced employee turnover.

Appropriate supply and skill mix.

1.5.5 Leverage information sharing & technology

Meaning

(What does it mean? Why is it significant? Are there alternative perspectives?)

As technology comes on board it changes how all employees and healthcare workers' practise. The development of integrated health information systems are in their infancy.

In the future, healthcare providers will have access to complete, real-time patient information. The increased use of technology may contribute to the recruitment and retention of healthcare professionals.

We are in the process of executing our IT strategy.

The demand for IT \$ is overwhelming. The provincial government does not support IT spending, capital or operational.

Action

(Is there any action that we should take? ... and what outcomes would we desire?)

Implement information management plan.

Participate in pan-northern technology initiatives.

Continue to execute on our existing IT strategic plan.

- Continue investment in staff IT training.
- Continue investment in IT capital.
- Promote IT strategies to other care providers.
- Consult with other care providers on new IT projects and developments.

Develop strategies to overcome the operational funding shortfall for IT.

Outcome

(What outcomes would we desire?)

Integrated health information system.

Better information for better decisions.

Improve quality and efficiency of care.

1.6 Strategy Theme: Balancing Resources and Demand

1.6.1 Promote a healthier population

Meaning

(What does it mean? Why is it significant? Are there alternative perspectives?)

Our population has the same type of demands but the determinants of health that tend to increase demand are disproportionately higher in our community.

Community wellness will be the focal point to make this a success.

Improved education and health promotion will result in a healthier population and fewer demands on our services.

We will undertake certain activities at SJGHEL and support others where it is within their mandate.

Action

(Is there any action that we should take?)

Maintain and enhance staff education programs

- This education will help us to avoid in-patient and out-patient encounters.
- Staff responsibilities and process will be reviewed and reinforced. For example: providing written instructions to the clients.
- This may be a CQI-type hospital initiative.

Support community health promotion and disease prevention

- Health promotion is the mandate of public health.
- We will work collaboratively with public health and other agencies in their health promotion and disease prevention programs.
- SJGHEL will assist with its available resources.

Exert influence on Elliot Lake Retirement Living and the City of Elliot Lake to diversify their target market.

- This will tend to improve some of the determinants of health in our population.

Outcome

(What outcomes would we desire?)

Population with more favorable determinants of health.

Healthier citizens.

Reduce demand on hospital resources.

A community that leads in the wellness of seniors.

1.6.2 Secure appropriate funding

Meaning

(What does it mean? Why is it significant? Are there alternative perspectives?)

In order to serve our referral population we must have adequate financial resources. The accountability agreement and service agreements prescribe certain levels of services.

Funding formulae are constantly being updated over time. SJGHEL is obligated to meet these. We must find ways of securing an adequate level of funding to provide these services for all facilities.

Action*(Is there any action that we should take? ... and what outcomes would we desire?)*

- Develop a mechanism to continually assess the level of funding on a program specific basis.
- Develop revenue strategies for specific programs.
- Support groups that advocate for appropriate funding in northern hospitals.
- Educate the community about planned giving.
- Establish a foundation.

Outcome*(What outcomes would we desire?)*

- Increase funding and other revenue streams.

1.6.3 Influence LHINs to our advantage**Meaning***(What does it mean? Why is it significant? Are there alternative perspectives?)*

- It will bring undetermined change. LHINs will not force denominational organizations to do anything that is inconsistent with their mission.
- We must work within the system to influence LHINs for the benefit of our patients, clients and residents.

Action*(Is there any action that we should take? ... and what outcomes would we desire?)*

- Get and maintain representation from Elliot Lake on LHIN Board of Directors to have a voice at the table.
- Actively participate in LHIN based initiatives.
- Inform MPP of the position of Catholic Health Corporation of Ontario (CHCO) to garner his support for faith-based healthcare.

Outcome*(What outcomes would we desire?)*

- Secures an adequate level of resources to meet demands.

1.6.4 Enhance community relations**Meaning***(What does it mean? Why is it significant? Are there alternative perspectives?)*

- If there is misinformation about the current state of affairs and SJGHEL, it can affect our relationship with the community.
- Establishing good community relations is important for many reasons:
 - To encourage healthy behaviors;
 - To increase donations; and
 - To facilitate health service realignment.
- People need to get the right message.

Action*(Is there any action that we should take? ... and what outcomes would we desire?)*

Develop an effective communications strategy.

- We must do a better job of "telling our story".
- Get the right message out to the right people.
- Monitor and measure the effectiveness of the communications strategy.

Influence the City and Elliot Lake Retirement Living to support our strategic plan.

- Continue to build a better relationship with the City and Elliot Lake Retirement Living.
- Communicate our funding challenges to the City and Elliot Lake Retirement Living.
- Persuade them that it is in their best interests to have healthcare services enhanced (win/win).
- Communicate with their board.



Outcome

(What outcomes would we desire?)

Better informed public.

Enhanced perception of SJGHEL as a community and healthcare leader.

Increased fundraising opportunities.

Contribute to health services realignment.