

PRH's Strategic Goals/Objectives for April 2019-March 2020

(Based on Board Retreat held Oct. 19-20, 2018)

Context for PRH's Strategic Plan:

Strengths (Reported by the Board)

- Serving the vulnerable (“those most in need”) remains a tenet of Catholic health mission.
- Partnership focus is proving useful and is leading to impact and greater collaboration.
- Staff engagement and pride in PRH is perceived to be high.
- Opportunities are taken to talk about good and bad – the positive culture is ‘in the air’.
- The community has a good feel about the hospital - positive community spirit.
- PRH is providing efficient and quality care close to home.
- Lean management in the hospital is having a positive impact on accreditation.
- Formation programs are contributing to strengthening of internal leadership values.
- Investment in people is positive.

Opportunities & Challenges

- Socioeconomic status and social support are both very low in the sub-region, which are two core factors that correlate to poor health and comorbidities of patients.
- Community partnerships are required to tackle social determinants of health that are contributing to burden of disease.
- Population health status in Renfrew County is not good in terms of prevalence of various chronic diseases and this is correlated with unhealthy lifestyle decisions (smoking, alcohol, diet and lack of exercise). Strengthening relationship between the LHIN and public health units may assist planning, but too early to tell.
- Primary care in Renfrew County is not well organized and this is contributing to inappropriate hospital utilization (e.g. non-urgent ER visits, re-admits etc.) A key factor in this is that 60% of primary care physicians are solo practitioners in the sub-region. This equates to very little team based interdisciplinary care.
- Coordinated care planning for complex patients (Health Links) remains a top priority for Ministry/LHINs

System changes and external threats

- Financial context – PRH is experiencing an unprecedented challenge in its working capital position limiting its ability to respond to key financial challenges.
- Uncertainty remains about sub-regional LHIN accountability requirements and level of guidance. The LHIN has low resources for coordination, meaning the emphasis is on local leadership, of which PRH is currently seen and is positioning itself as a leader.

- PRH continues to indicate to the Champlain LHIN that it is prepared to play a leadership role in the sub-region.
- A Provincial emphasis is on ending “hallway medicine”. This, coupled with a problematic funding formula for mid-sized hospitals, puts PRH in a precarious situation because PRH is at its limit of how much more efficiency can be achieved to address ‘hallway medicine’. Advocacy is underway to address funding challenges of mid-sized hospitals across the province, but no solution is yet evident.

Aspirations & Desired Results

- The Board wishes to balance an alignment toward Provincial priorities and Champlain LHIN priorities, meeting the needs of the region, and setting a long-term vision for PRH. Provincial emphasis is on four areas that may impact PRH most strongly:
 - Caring for people with serious health issues.
 - Access to care for mental health and addictions.
 - Access and connection between primary and acute care.
 - Ending “hallway medicine”.

Strategic Plan Structure

Vision, Mission and Values



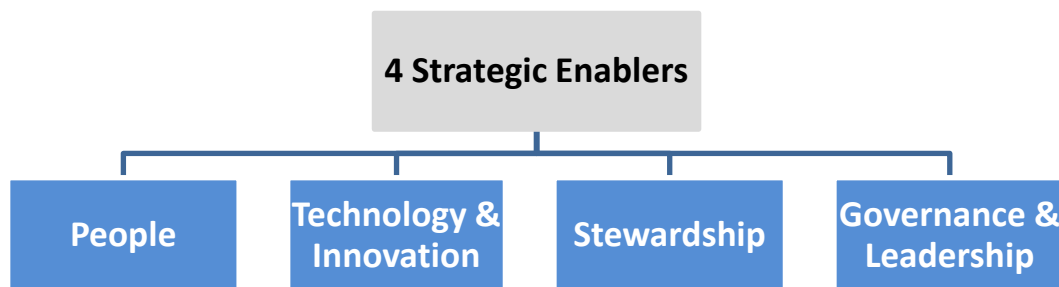
Strategic Framework



The plan contains a set of goals and objectives/core strategies for each of the above Strategic Pillars. In addition, there are four strategic enablers that are considered vital to ensuring success at PRH. In this year's plan, the Board requested that every objective and strategy consider how it correlates to the Enablers. This is reflected in the directions below.

Strategic Enablers

Enablers are quite literally, four areas that enable success. This year, the enablers will be made more explicit in the plan, and each strategy will be linked to one or more enabler, ensuring that the Board is able to track progress against the enablers as key success factors.



Drivers

Finally, there are four 'drivers' that drive the operationalization of the strategy from year to year:

- Patient and family-centred care.
- Quality & safety: Culture of safety.
- Staff engagement.
- Improve value per patient day / visit.

While these are primarily an operational tool, it is important to ensure that the Drivers align with the Strategic Plan.

STRATEGIC PILLAR 1 – PATIENT-FOCUSED

Under this pillar, three overarching goals guide the objectives and core strategies:

1. Providing care closer to home.
2. Exceeding patient’s expectations.
3. Sustainable funding for PRH that enables patient-focused care.

	Objectives / Core Strategies	Why this is important	How we are driving change
1.1	<p>Facilitate the repatriation of complex care /critical care services to our PRH community which would include:</p> <ul style="list-style-type: none"> • dedicated ICU with structured admissions and dedicated medical staff • improved efficiency • increase surgical procedures 	<p>Repatriation of complex cases brings increase in funding, provides services for patients closer to home and builds capacity and skills among our health care professionals.</p> <p>Requires the following Enablers:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Stewardship <input checked="" type="checkbox"/> People <input type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership <p>Supports the following Drivers :</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Patient and family-centred care <input type="checkbox"/> Staff engagement <input checked="" type="checkbox"/> Improve value per patient day / visit <input type="checkbox"/> Culture of safety 	<ul style="list-style-type: none"> <input type="checkbox"/> QIP <input checked="" type="checkbox"/> Strategic Initiative : Increasing Weighted Cases
1.2	<p>Pursue partnerships with relevant health care and social service partners to advance integrated care in the following priority areas:</p> <ul style="list-style-type: none"> • Mental health • Primary care • Pediatrics • Palliative care 	<p>The focus of the CLHIN and MOHLTC is for Health Service Providers to work on collaboration and integration to deliver a seamless system of care and ensure patients experience transitions from one system to another in a coordinated approach.</p> <p>Requires the following Enablers:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Stewardship <input checked="" type="checkbox"/> People <input checked="" type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership <p>Supports the following Drivers :</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Patient and family-centred care <input type="checkbox"/> Staff engagement <input type="checkbox"/> Improve value per patient day / visit <input type="checkbox"/> Culture of safety 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> QIP (PFCC-1,2,3,5,6,7) <input checked="" type="checkbox"/> Strategic Initiative: Ontario Health Team Development

1.3	Continue to implement innovative approaches that will advance patient and family-centered care and include the patient voice in everything we do.	<p>The patient and family have to be at the core of everything we do in the delivery of health services. We will find new and innovative ideas on how to include the patient in care delivery, service design, and planning.</p> <p>Requires the following Enablers:</p> <p><input type="checkbox"/> Stewardship <input checked="" type="checkbox"/> People <input type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership</p> <p>Supports the following Drivers :</p> <p><input checked="" type="checkbox"/> Patient and family-centred care <input type="checkbox"/> Staff engagement <input type="checkbox"/> Improve value per patient day / visit <input checked="" type="checkbox"/> Culture of safety</p>	<input checked="" type="checkbox"/> QIP (Q&S 2,3,8 PFCC 1,2,3,4,7) <input type="checkbox"/> Strategic Initiative
1.4	Develop initiatives for regional models and systems approach to support mental health and addictions.	<p>By taking a leadership role in a system change in mental health and addictions in the region, PRH can support growth of mental health resources that aim to support a seamless transition for patients from one level of care to another</p> <p>Requires the following Enablers:</p> <p><input type="checkbox"/> Stewardship <input checked="" type="checkbox"/> People <input checked="" type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership</p> <p>Supports the following Drivers :</p> <p><input checked="" type="checkbox"/> Patient and family-centred care <input type="checkbox"/> Staff engagement <input type="checkbox"/> Improve value per patient day / visit <input type="checkbox"/> Culture of safety</p>	<input checked="" type="checkbox"/> QIP (PFCC 2) <input checked="" type="checkbox"/> Strategic Initiative: Ontario Health Teams
1.5	Continue to lead financial stewardship to gain greater efficiency in the delivery of care to patients.	<p>Improving working capital will provide stability and ability to implement key strategic priorities and provide patient-centred care close to home. Effective use of available resources is vital to this goal.</p> <p>Requires the following Enablers:</p> <p><input checked="" type="checkbox"/> Stewardship <input type="checkbox"/> People <input checked="" type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership</p> <p>Supports the following Drivers :</p> <p><input type="checkbox"/> Patient and family-centred care <input checked="" type="checkbox"/> Staff engagement <input checked="" type="checkbox"/> Improve value per patient day / visit <input type="checkbox"/> Culture of safety</p>	<input checked="" type="checkbox"/> QIP (FS 1,2,3) <input type="checkbox"/> Strategic Initiative

STRATEGIC PILLAR 2 – QUALITY AND SAFETY

Under this pillar, two overarching goals guide the objectives and core strategies:

1: Provide services with the highest quality & safety.

2: Exceptional health and wellness as a quality and safety driver.

	Objective / Core Strategies	Why this is important	How we are driving change
2.1	Advance and promote a culture of safety for staff and patients.	<p>PRH will continue driving both patient safety and staff safety best practices. Medication reconciliation/ teaching , patient falls, and pre-printed orders will address patient safety issues ; work on musculoskeletal injuries, violence prevention, and timely follow up of incident reports will support staff safety.</p> <p>Requires the following Enablers:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Stewardship <input checked="" type="checkbox"/> People <input checked="" type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership <p>Supports the following Drivers :</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Patient and family-centred care <input checked="" type="checkbox"/> Staff engagement <input type="checkbox"/> Improve value per patient day / visit <input checked="" type="checkbox"/> Culture of safety 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> QIP (Q&S 1- 11) <input type="checkbox"/> Strategic Initiative
2.2	Continue to advance Health Links / Integrated care for complex patients and build sustainability plans to hardwire the model as the way to coordinate care for all patients.	<p>Coordinated, integrated care that focusses on the goals of the patient has demonstrated a reduction in hospital utilization. Advancing the number of patients who are treated with this approach and working on sustaining the model for the future is going to help us to meet ever increasing health care demands.</p> <p>Requires the following Enablers:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Stewardship <input checked="" type="checkbox"/> People <input checked="" type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership <p>Supports the following Drivers :</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Patient and family-centred care <input checked="" type="checkbox"/> Staff engagement <input type="checkbox"/> Improve value per patient day / visit <input checked="" type="checkbox"/> Culture of safety 	<ul style="list-style-type: none"> <input type="checkbox"/> QIP <input checked="" type="checkbox"/> Strategic Initiative: Ontario Health Team Development

2.3	Increase the focus on occupational health and wellness in the workplace as a quality and safety driver.	<p>Workplace health and wellness, including psychological health, is vital to keeping our people healthy so they can provide quality care.</p> <p>Requires the following Enablers:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Stewardship <input checked="" type="checkbox"/> People <input type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership <p>Supports the following Drivers :</p> <ul style="list-style-type: none"> <input type="checkbox"/> Patient and family-centred care <input checked="" type="checkbox"/> Staff engagement <input type="checkbox"/> Improve value per patient day / visit <input checked="" type="checkbox"/> Culture of safety 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> QIP (WT 1-7) <input type="checkbox"/> Strategic Initiative
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STRATEGIC PILLAR 3 – WORKING WITH OTHERS

Under this pillar, two overarching goals guide the objectives and core strategies:

1. Working collaboratively with the LHIN and sub-LHIN partners to successfully implement the Champlain LHIN Integrated Health Services Plan (IHSP).
2. Ongoing relationship building with relevant partners.

	Objectives / Core Strategies	Why this is important	How we are driving change
3.1	Continue to demonstrate leadership/ influence/advocacy for the Champlain LHIN sub-region.	<p>Greater leadership and responsiveness to provincial and local priorities will position PRH strategically for further funding and assist patients in receiving quality care closer to home.</p> <p>Requires the following Enablers:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Stewardship <input type="checkbox"/> People <input type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership <p>Supports the following Drivers :</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Patient and family-centred care <input type="checkbox"/> Staff engagement <input type="checkbox"/> Improve value per patient day / visit <input type="checkbox"/> Culture of safety 	<ul style="list-style-type: none"> <input type="checkbox"/> QIP <input checked="" type="checkbox"/> Strategic Initiative: Ontario Health Team Development and Increasing Weighted Cases

3.2	<p>Strengthening key community partnerships for example:</p> <ul style="list-style-type: none"> • Primary Care Providers • Carefor • CLHIN Home & Community Care • Long Term Care and Retirement Homes • Deep River Hospital • Public Health Units • Garrison Petawawa • Kids Health Alliance 	<p>PRH recognizes the need to be an active participant and leader in a regional system of care. When opportunities for collaboration with key partners are understood and mapped, this will lead to increased efficiency, better care and stronger leadership.</p> <p>Requires the following Enablers:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Stewardship <input type="checkbox"/> People <input type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership <p>Supports the following Drivers :</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Patient and family-centred care <input type="checkbox"/> Staff engagement <input type="checkbox"/> Improve value per patient day / visit <input type="checkbox"/> Culture of safety 	<p><input type="checkbox"/> QIP</p> <p><input checked="" type="checkbox"/> Strategic Initiative: Support Primary Care System and Ontario Health Team Development</p>
3.3	<p>Strengthen relationships with Algonquins of Pikwakanagan First Nation and the local Indigenous community.</p>	<p>The relationship between Indigenous people and other Canadians is a national priority and as health care leaders within our region we can support and improve this relationship.</p> <p>Requires the following Enablers:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Stewardship <input checked="" type="checkbox"/> People <input type="checkbox"/> IT and Technology <input checked="" type="checkbox"/> Governance and leadership <p>Supports the following Drivers :</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Patient and family-centred care <input type="checkbox"/> Staff engagement <input type="checkbox"/> Improve value per patient day / visit <input type="checkbox"/> Culture of safety 	<p><input type="checkbox"/> QIP</p> <p><input checked="" type="checkbox"/> Strategic Initiative: Support of Indigenous Population through Ontario Health Team Development</p>