



Haliburton Highlands Health Services

Strategic Plan 2018-2021



TABLE OF CONTENTS

MESSAGE FROM OUR BOARD CHAIR AND CEO	3
INTRODUCTION	4
VISION, MISSION, AND VALUES	5
STRATEGIC PRIORITIES	6
CONCLUSION	11

MESSAGE FROM OUR BOARD CHAIR AND CEO

Message from our Board Chair

Haliburton Highlands Health Services continues to be governed by the broad values defined in the 2014-17 Strategic Plan and thus the 2018-21 Plan is a refresh, establishing new goals and objectives. Under the leadership of CEO Carolyn Plummer the corporation has transformed the internal management structure and financial management system enabling HHHS to continue offering high quality health care to our community. HHHS will continue to explore new services and new partnerships with other health care providers to meet the evolving health service needs of the community. We are confident that HHHS will remain the model for rural health care delivery.

Dave Bonham

Chair, Board of Directors

Message from our President and Chief Executive Officer

Our new strategic plan will support us in continuing the journey of being leaders in innovative rural health care. Through collaboration with our staff, physicians, volunteers, community members, and our many stakeholders and partners we have developed a plan to help guide us on this journey over the next three years. Advancing our partnerships will help us provide more services locally for the people of Haliburton County. Focusing on our people will help us continue to have a strong, committed team to achieve our goals. Building on the strong and stable foundation will help us plan for a sustainable future. And embedding quality in everything we do will help us continue to provide the best possible care and service for all of our patients, residents, and clients. We are proud to be working together for the health of the Highlands.

Carolyn Plummer

President & Chief Executive Officer

INTRODUCTION

Haliburton Highlands Health Services (HHHS) has been an integral part of Haliburton County and surrounding communities for many decades, dating back to the opening of the original Red Cross Outpost in Wilberforce close to a century ago. Over the years our staff, physicians, Board of Directors, and many volunteers have developed deep relationships with the individuals we serve, their friends and families, and the community as a whole. As providers of high quality Hospital Care, Long-Term Care, and Community Programs for residents and visitors of the area, we take pride in the critical role we play – in partnership with many others – to help support this community to thrive.

Our 2014-2017 Strategic Plan provided us the direction we needed to help expand the range of services we offer in a coordinated and sustainable way. We have made significant progress in this regard, and have many accomplishments to celebrate. We are more than a hospital; HHHS has truly become a hub of health services, and we pride ourselves in being able to provide personalized, individualized care. This is a core part of our mission, and a strength of our organization. We have also undergone periods of turbulence and uncertainty over the past few years, and have emerged as a more stable organization – demonstrating our resilience and our continued commitment to overcome challenges in order to remain a pillar in the community. Our achievements would not have been possible without the ongoing efforts of our staff, volunteers, and physicians, as well as our many partners in our local and regional communities, and the support provided by the Haliburton Highlands Health Services Foundation, Haliburton Hospital Auxiliary, and Minden Health Care Auxiliary.

Although we have much to be proud of, we recognize that there are still many opportunities for us to continue growing and evolving as an organization. With that in mind, we have undertaken a review and revision of our Strategic Plan to provide us renewed direction for the next three years.

To help us understand how best to build on our accomplishments and ensure we continue to provide high quality care and service to meet the needs of our community, our leadership team and Board of Directors, in consultation with staff and community members, have developed this refreshed Strategic Plan. It reflects stakeholder input from a diverse group including community members, partner organizations, staff, leadership, physicians, and health system experts. We completed an environmental scan (which included a review of population health data as well as an overview of strategic plans of our regional partners), extensive stakeholder engagement in conjunction with our Rural Health Hub initiative, and a strategic plan refresh retreat to establish strategic priorities for the next three years.

We remain committed to our existing Vision, Mission, and Values; they will inform us as we move ahead with our refreshed Strategic Plan.

VISION, MISSION, AND VALUES

Our Vision:

To be Leaders in Innovative Rural Health Care

This Vision statement continues to guide and inform our strategic directions. It reflects our ongoing journey as well as our successes to date, and is aligned with what we continue to hear from our community and our stakeholders about the critical role we play locally and regionally. It also reflects our expanding role as a provincial leader of rural health care.

Our Mission:

Haliburton Highlands Health Services, working with partners and accountable to our community, promotes wellness and provides access to essential, high quality health services, including:

- *Primary Care*
- *Hospital (Acute Inpatient and Emergency Care)*
- *Long-Term Care*
- *End-of-Life Care*
- *Mental Health and Addictions Services*
- *Community Support Services*

This Mission continues to represent our core responsibilities and mandate as an organization and is the focal point for how we will achieve our Vision.

Our Values:

Compassion | Accountability | Integrity | Respect

These Values continue to guide everything we do; they inform how our team members work with one another, and how we work collaboratively with all of our partners and our community as a whole.

STRATEGIC PRIORITIES

Four strategic priorities have been identified, and are depicted in the following strategic framework, along with our Vision and Values:

Leaders in Innovative Rural Health Care



Each of the four priority areas is accompanied by a set of strategic goals that we aim to achieve over the next three years; we have also identified some examples of planned initiatives to help us achieve our goals. These are outlined on the next few pages.

Advancing Partnerships

Strategic Goals:

- Strengthen local and regional partnerships with service providers, funders, government, and citizens to meet the changing health needs of the community
- Drive service level integration across the continuum of care to improve access to services
- Continue development and implementation of Rural Health Hub model to support seamless service access and navigation, and to ensure services are in place not only to meet the needs of the growing aging population but also to create a healthy foundation for the next generation.

Examples of Planned Initiatives:

- Partner with Point in Time and other service providers in the community to establish a Youth Wellness Hub
- Articulate our role in supporting housing initiatives within Haliburton County
- Engage in collaborative governance activities with regional health service provider partners
- Work collaboratively with local government to advocate for health service resources and support in our community
- Work collaboratively with Haliburton County EMS to broaden access to the Community Paramedicine program
- Participate in sub-region planning with the Central East Local Health Integration Network
- Continue to collaborate with the Haliburton Highlands Health Services Foundation, Haliburton Hospital Auxiliary, and Minden Health Care Auxiliary to support critical fundraising efforts and ensure we have the equipment and facilities needed to meet the needs of our community

Investing in our People

Strategic Goals:

- Cultivate a healthy, positive work environment to enable our teams to excel at delivering top quality care and service
- Recruit the best possible staff, physicians, leaders, and volunteers to ensure a stable and sustainable team
- Transform the performance evaluation process

Examples of Planned Initiatives:

- Engage staff across the organization in change and improvement efforts, and provide education and training to support staff to participate in and/or lead quality improvement initiatives
- Continue to develop and implement a comprehensive physician recruitment and retention strategy
- Develop a long term physician human resource plan, in collaboration with regional partners
- Revise policies and procedures to prevent violence in the workplace
- Provide ongoing education to support best practice in all areas
- Implement the LEADS framework for managers, and incorporate this into the performance evaluation process
- Incorporate a process for 360 degree feedback in performance evaluations

Building our Capacity to Thrive

Strategic Goals:

- Develop Long-Term Master Program and Facility Plan to meet the future health service needs of the community
- Maintain positive operating position and invest in point of care and service to enable organizational stability and sustainability
- Develop decision support and data management capacity to help monitor performance and inform ongoing improvements

Examples of Planned Initiatives:

- Develop and issue a Request for Proposals for Long-Term Master Program and Facility Plan with a focus on population health, incorporating a senior friendly focus, informed by our multi-year accessibility plan, and rooted in extensive community engagement
- Continue to support and work collaboratively with our leadership team to ensure we are optimizing all resources available to us and maximizing opportunities to access additional resources as they become available
- Reinvest any available surpluses directly back to point of care and service
- Engage with regional partners to explore available resources to support an integrated approach to data management and decision support

Transforming the Health Services Experience

Strategic Goals:

- Maintain a relentless focus on quality through continuous improvement strategies and best practices to enhance outcomes for those we serve
- Acquire a shared Clinical Information System in partnership with regional health service providers to enable clinical transformation
- Develop and implement a person-centred care framework informed by patients, residents, clients, families, and the community to enhance outcomes and improve satisfaction
- **SEE ADDENDUM ON NEXT PAGE; THIS WAS APPROVED BY THE BOARD OF DIRECTORS ON JANUARY 30, 2020**

Examples of Planned Initiatives:

- Develop and implement a quality improvement framework informed by evidence and best practices
- Participate collaboratively with regional health service providers to identify, evaluate, and acquire a shared Clinical Information System that will meet our collective needs
- Develop an implementation plan for the Clinical Information System
- Revise tools and processes for evaluating patient, resident, and client satisfaction in all areas
- Evolve the Community Advisory Committee to take on the role of patient, resident, client, family, and community advisors to inform improvements to care and service from the perspective of those receiving the care and service
- Support staff across the organization to learn about culturally sensitive care and service
- Develop a plan to enable a more seamless approach to transitions in care

January 30, 2020:

ADDENDUM FOR STRATEGIC PRIORITY OF

“TRANSFORMING THE HEALTH SERVICES EXPERIENCE”

Inherent in our strategic priority area of transforming the health services experience is a particular focus on safety; it is integral to our relentless focus on quality, our pursuit of a clinical information system to help transform care, and our efforts to establish and implement a person-centred framework. As such, HHHS recognizes patient safety as a strategic priority; it has been and will continue to be embedded in our organizational goals and objectives, quality improvement plan, accessibility plan, policies and procedures, and in our overall approach to care and service.

CONCLUSION

Through this 2018-2021 refreshed Strategic Plan, Haliburton Highlands Health Services has embarked on a journey for a sustainable future in which we can continue to grow in response to the changing needs of our community and the broader health care system, while playing a leadership role in defining the rural health care model of the future. We look forward to working with all of our partners over the next three years and beyond.



HHHS ADMINISTRATIVE OFFICE

7199 Gelert Rd., P.O. Box 115, Haliburton, ON K0M 1S0
Tel: (705) 457-1392 Fax: (705) 457-2398

HOSPITAL SERVICES

Haliburton - Acute & Emergency Hospital

7199 Gelert Rd., P.O. Box 115, Haliburton, ON K0M 1S0
Tel: (705) 457-1392 Fax: (705) 457-2398

Minden – Emergency Hospital

6 McPherson St., P.O. Box 30, Minden, ON K0M 2K0
Tel: (705) 286-2140 Fax: (705) 286-6384

LONG-TERM CARE

Highland Wood

7199 Gelert Rd., P.O. Box 115 Haliburton, ON K0M 1S0
Tel: (705) 457-1392 Fax: (705) 457-2081

Hyland Crest

6 McPherson St., P.O. Box 30, Minden, ON K0M 2K0
Tel: (705) 286-2140 Fax: (705) 286-3722

COMMUNITY PROGRAMS

7185 Gelert Rd., P.O. Box 956
Haliburton, ON K0M 1S0

Tel: (705) 457-2941 Fax: (705) 457-5077

Mental Health

14 IGA Rd. – Suite 201, Minden, ON K0M 2K0



Leaders in Innovative Rural Health Care