

2016 Strategic Plan 2020





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A Message from the Board of Directors and Executive Team

The health care system in Ontario is undergoing dramatic and disruptive change as the demand for services outstrips available resources. Competition for resources among health care providers is intensifying. Tough decisions lie ahead at all levels of the system – the Federal and Provincial governments that fund the system; the Local Health Integration Networks and other oversight bodies, like Cancer Care Ontario, that allocate resources through the system; and, the health care providers who deliver the care to our patients.

Grey Bruce Health Services (GBHS) exists to provide quality health care to the residents of Grey and Bruce Counties and our many visitors. While the purpose of our organization may not change appreciably over time, the way in which we provide that care must reflect changing circumstances and expectations within the health care system. To flourish within this system and continue serving Bruce and Grey counties effectively, we must anticipate and embrace change, find innovative and collaborative ways to use available resources wisely, and add greater value to the patient experience while exceeding ever higher expectations for quality outcomes. This is a tall order. It requires us to think strategically and to act with clarity of purpose. We are confident that this new Strategic Plan will enable the organization to do just that. The new plan is a clear blue print for the journey ahead; a nimble plan rooted in strong organizational values, a clear sense of mission and an aspirational yet realistic vision for the organization's future.

Building on a well-earned reputation for high performance and a legacy of providing quality care, this plan outlines four Strategic Directions that set a dynamic course for the organization to stretch, grow and accept greater leadership responsibilities within the regional health care system.

Succeeding as an organization and achieving the goals that are set out in this plan will require a collaborative effort at all levels of the organization and within the health care system - our staff, volunteers and physicians; our patients and their families; our community care partners; the many communities we serve; the South West LHIN, Cancer Care Ontario, the Ministry of Health and Long-term Care and other key stakeholders. We must be genuinely invested in each other's success, the success of the system, and providing the best outcomes for our patients.

This Strategic Plan is just the first step on this exciting journey. To be effective, the plan must be activated, with progress monitored and adjustments made as necessary. This will be done through a multi-year corporate operating plan that will outline our corporate priorities and implementation details, and form the basis for departmental action plans to follow. This strategic management framework will be reviewed on an annual basis to ensure its continued relevance within the fast changing health care environment.

We look forward to reporting our progress to our internal and external stakeholders, and working together to achieve our vision of *Exceptional Care. Strong Partnerships. Healthy Communities.*

Context

GBHS operates six hospitals and a regional withdrawal management and addictions services centre serving Grey and Bruce counties. The Grey Bruce region is largely rural and for the most part is experiencing slow growth. Rural does not simply mean “not urban.” Rural communities are unique in the characteristics and values they embody. This rural reality has significant bearing on the health status of the population and need for and delivery of health care services.

This Strategic Plan builds on the reputation of GBHS and its people as leaders in healthcare. It emphasizes the importance of partnering with patients and families to actively engage them in the design, delivery and management of their care. It also emphasizes the need to push forward collaboratively with health system partners to improve health outcomes and overall care experiences. Instrumental in the development of this new Plan was the collective insight and perspective gained through an extensive outreach to stakeholders; illustrated in the graphic below (Figure 1).

Figure 1

Summary of the extensive stakeholder contribution to our strategic planning process.

<p>690 GBHS physicians, staff and volunteers completed the Internal Survey</p>	<p>9 External health system leaders / partners shared their insights for GBHS' future</p>	<p>12 Physician leaders critically reviewed the draft strategy and provided feedback</p>
<p>219 Residents and community partners / providers completed the Community Survey</p>	<p>54 Managers from Corporate Leadership Council developed early opportunities for GBHS</p>	<p>17 Strategic opportunity themes were developed by participants at the Strategic Planning Retreat – including members from the GBHS Board of Directors, Planning Committee, Medical Advisory Committee, Corporate Leadership Council, and Five Foundations</p>
<p>19 Patients and family members informed the development of the strategy</p>	<p>8 Leaders from Five Foundations provided perspectives on behalf of the community towards the draft strategy</p>	

Greater detail of GBHS program areas and key findings from the strategic planning process is provided in the Appendix.

Mission

Quality Health Care, Right Here

Vision

Exceptional Care. Strong Partnerships.
Healthy Communities.

We CARE. We LEAD.

Collaboration

Accountability

Respect

Excellence

Lead by Example

Empower

Achieve Results

Develop Others

Directions for the Future

This Plan is organized around four Strategic Directions that collectively will focus and steer the organization’s efforts over the next five years. Numbering of the Directions is for convenience of reference only and does not denote intended priority.

Figure 2
Strategic Directions for GBHS







The following section expands upon the Strategic Directions, describing each in more detail and outlining expectations for achievement over the life of the Plan.

Table 1 (below) summarizes four key Organizational Enablers considered to be critical to the success of the Strategic Directions. The Enablers are: change leadership/management; continuous improvement; financial sustainability; and, information management and communication. Activities related to the Organizational Enablers are highlighted in blue font throughout the description of the Strategic Directions.

Table 1

Organizational Enablers critical to the success of the strategic directions

Enabler	Description
 <p>Change Leadership/Management</p>	<p>An ability to effectively support and build capacity in our people to execute, realize and sustain strategic goals. This is supported by the development of key organizational tools, processes and training to support our people.</p>
 <p>Continuous Improvement</p>	<p>A rigorous and systematic approach to proactively and routinely assess processes, programs, services, behaviours and care models to maximize performance outcomes.</p>
 <p>Financial Sustainability</p>	<p>A mindset and approach committed to making decisions that ensure the long-term success of our organization. These choices will be guided by our commitment to the patients and communities we serve, evidence and best practice and demonstrated value for money.</p>
 <p>Information Management and Communication</p>	<p>A practice to ensure that clinical, administrative and educational information is available across the organization and broader health system to inform decision-making, reduce duplication and ensure that providers, patients, families and communities have the information they need, when they need it.</p>

Strategic Direction 1: Achieve the Best Outcomes

We will set a new standard of rural and regionally based health care by building excellent partnerships, sharing resources, and delivering the best care.

Our partners look to GBHS to contribute its organizational capability, capacity and creative thinking to generate ideas and collaborate to accelerate improved quality and outcomes for our shared patient populations and communities. Enhanced coordination and planning with our partners will become increasingly important as we collectively deal with the challenges of an aging population, rural and isolated communities, increasing prevalence of chronic diseases and an evolving funding landscape that is increasingly tied to quality outcomes across multiple care settings and providers.

Goals to advance this strategic direction include:

1.1 Advance the health and wellbeing of our communities

Our efforts and commitment to health system planning will be expanded beyond current collaboration tables, such as the Grey Bruce Health Network and Grey Bruce Integrated Health Coalition, in order to [maximize the value of collective resources](#) across the broader region and advance the physical, mental, social, environmental and economic health of our communities.

1.2 Lead efforts to coordinate regional strategies and resources across our shared health system in Grey and Bruce.

We will demonstrate our responsibility as a regional leader by taking ownership to define and communicate the services we will deliver, striking the appropriate balance of quality, access and financial sustainability for the greatest benefits to our shared communities.

This will include working with our partners to ensure [evidence-based care models](#) that optimize access, quality, health outcomes and efficiency. To achieve this aim, [information management initiatives](#) will improve the quality, safety and access of our services and expertise. [Approaches to change leadership/ management](#) will better support our people and partners.

1.3 Enhance outcomes and eliminate preventable harm of our patients

We will [continue to deliver better value and care outcomes](#) for our patients and their families by providing care that is leading practice, safe and appropriate. This includes a focus on eliminating preventable harm, implementing evidence-based care pathways and improving access to and transitions between care providers.

Organizational Enablers that support Strategic Direction 1



Continuous Improvement



Change Leadership/
Management



Financial Sustainability



Information Management
and Communication

Strategic Direction 2: Create Positive Experiences

We will advance a culture of service excellence with our patients and partners that is kind, respectful and inclusive.

Consistent with the Province’s health care plan, “Patients First: Action Plan for Health Care (2015)” and the sentiment expressed across our stakeholder engagement sessions, GBHS will continue to build a responsive and “service-oriented” mindset in our interactions with patients, partners and each other. This means a renewed focus on working closely with patients, primary care practitioners and other provider partners to develop a shared understanding of the needs of our patients and communities; co-designing new service delivery models to improve quality and transitions of care; and, actively engaging patients as partners in their care and ongoing health management.

Goals to advance this strategic direction include:

2.1 Engage our patients and their families / caregivers to co-design patient-centred care models and inform priorities for performance improvement

Closer relationships and engagement with patients and their families / caregivers will better support our understanding of the elements of a positive care experience and the services that are meaningful and relevant to our communities’ needs. Initiatives will be undertaken to enhance [two-way sharing of health information and dialogue](#) with our partners and patients, and support [continuous improvement](#) across our organization.

2.2 Advance our culture and commitment to service excellence

Operating with an organizational mindset that is welcoming, kind, responsive and open to delivering care that is respectful, thoughtful and non-judgmental. We want every experience with GBHS to be exceptional, whether you are a patient, visitor, service partner, staff, physician or volunteer. To maintain our commitment and accountability to this aim we will also develop a set of [well-defined service principles, core behaviours, as well as training and education opportunities](#) for our people in the areas of cultural competency and service excellence.

2.3 Develop integrated care models within and across care settings

Leading practices in patient engagement and experience will be explored, tailored and implemented with our partners and across our organization. Lessons learned from recent initiatives will be scaled to guide further opportunities. Successfully executing these initiatives will rely on [thoughtful approaches to change leadership and management](#).

The [seamless transfer of information](#) and coordination of care for patients before, during and after transitions across care settings will be embedded in these improvements.

Organizational enablers that support Strategic Direction 2



Continuous Quality
Improvement



Change
Management



Information
Management and
Communication

Strategic Direction 3: Secure Our Future

We will align our services in a sustainable manner that is responsive to changing healthcare needs, expectations and evidence-based standards.

The health system transformation agenda being driven by the Ministry of Health and Long-term Care, the South West LHIN, Cancer Care Ontario and Health Quality Ontario is seeking to provide higher quality health care within the financial means available. As a multi-site organization that supports a wide complement of services across Grey and Bruce counties, GBHS must optimize the use of its assets and resources to demonstrate value for money in providing access to innovative and high quality health services.

Goals to advance this strategic direction include:

3.1 Appropriately scale and align our services and resources with community needs while maintaining the critical mass required to ensure quality and efficiency

Opportunities for service improvements will be explored to maximize [quality of care and efficiency of delivery](#). As a matter of priority this will include an examination of surgical services, cancer care and cardiac care to ensure continued excellence through the optimization of hospital capacity and investments.

3.2 Enhance organizational capacity to lead, plan for and manage change

We will strengthen our organizational capacity to support innovation and enhance performance by expanding our capabilities in change leadership, data analytics, and quality improvement. [Transfer of information](#) will be enhanced across providers and care settings through various initiatives, such as optimizing the utilization of enabling technology to better connect providers dispersed across a vast geography. These optimizations will include maximizing our yield from current funding models and revenue generation opportunities in order to secure a [sustainable future](#).

3.3 Continue to invest strategically in information technology

We see [information management and technology](#) as a key enabler to our strategic plan. Through our leadership role in the Georgian Bay Information Network we will expand and strengthen services in alignment with eHealth Ontario directions. We will continue to invest in technologies that support our patients, physicians and staff with the secure, timely and comprehensive information they need to make treatment decisions. We will strengthen our infrastructure ensuring that the safety and security of information is paramount.

Organizational enablers that support Strategic Direction 3



Continuous
Improvement



Financial Sustainability



Information
Management and
Communication

Strategic Direction 4: Inspire Passion in Our People

We will recruit, retain and inspire talented people to champion exceptional care.

Ontario's aging population is reflected in our patient populations as well as our workforce. This trend will continue to challenge our organization in retaining a highly skilled and well-trained talent base. The short to medium term impact of retiring talent across GBHS will be substantial given that 63% of our workforce is between the ages of 45 – 65 years¹.

When asked about areas for organizational improvement, our physicians, staff and volunteers reported the need to continue building a more unified organization spanning our six geographic sites – while respecting the nuanced needs and differences of the geographic make up of GBHS. Additional areas of focus and development identified include the need to increase our capacity for professional development, team building, leadership and advancing our approach to inter-professional practice.

We will support people in their career aspirations and equip them with the skills needed to manage, lead and solve problems within an increasingly dynamic and complex regional health care setting.

Goals to advance this strategic direction include:

4.1 Engage and empower our people in meaningful ways

Training and development opportunities that are relevant and meaningful to our people will be enhanced in order to increase our [collective competency and capacity](#) as an organization. This may include areas such as leadership development, inter-professional care models, and leadership training to support emerging ethical issues posed by rapidly changing health care practices and technologies. Initiatives that are important to our people will be supported including recognition and celebration practices, wellness programs and academic pursuits such as research and leading practice development.

4.2 Promote a more unified and team-oriented organization

Internal relationships will be enhanced through team development and [a focus on change leadership and management](#) to create a more cohesive organization.

4.3 Enhance our competitive position in recruiting and retaining talent

Key initiatives, such as advancing relationships with targeted educational / training institutions and maximizing the supply of full-time positions, will be undertaken to secure our competitive position as a workplace of choice and ensure the necessary recruitment and retention of talent.

Organizational enablers that will support Strategic Direction 4



**Change Leadership/
Management**



Continuous Improvement

¹ Lance Thurston. *Making the Transition, From Early Impressions to Action*. January 2015

Implementation through a Strategic Management Framework

Animating the Strategic Plan and actively focusing the organization's energies over time in pursuit of the four Strategic Directions set out in the Plan will require the adoption of a management framework that: skillfully implements the elements of the Plan in a sequenced and coordinated manner; tenaciously manages and monitors progress against expectations; and, nimbly adjusts focus and efforts in response to changing circumstances. This means aligning decision-making processes, management systems, resource allocation and operations in a manner consistent with the stated Vision, Mission and Values of the organization.

To do this, a high level multi-year corporate operating plan will be developed to address “what” strategic initiatives the organization is pursuing and intends to pursue over the life of the Strategic Plan. The corporate operating plan will, over a three year rolling timeline, set out in detail the sequencing of strategic activities, assignment of accountabilities, key achievements expected and the status of initiatives.

The corporate operating plan will inform the development and coordination of more specific departmental action plans and project work plans that will outline the “how” and the “who” of each department's involvement in the strategic initiatives being pursued.

Performance against the goals and objectives of the Strategic Plan will be reported quarterly to the Board of Directors, the organization, our partners and communities. This reporting will be aligned with processes now in place for developing and reporting on the Board Score Card and the corporate Quality Improvement Plan.

Appendix

Our Strategic Planning Context

Evolving Health System

Driven by the commitment of the Ontario government to put the needs of patients at the centre of the provincial health system, the Ministry of Health and Long-term Care has been tasked with transforming towards “a sustainable, accountable system that provides coordinated quality care to people, when and where they need it.”² In order for health care providers across the system to advance this aim, and deliver higher quality care through an exceptional experience, key priorities were established by the Ontario Premier in her mandate letter to the Minister.

- **Putting patients at the centre** – and ensuring that patients are able to access the right care and services, in the right care setting, and at the right time
- **Moving forward on accountability and transparency** – in concert with providing the highest quality of care, and all while limiting expenditure growth
- **Collaborating on shared responsibilities across government** – in targeted areas of health care, including Aboriginal health and wellness, and mental health and addictions, and towards broader mandates, such as poverty reduction and caring for seniors

To put this transformation into action, the Minister developed Ontario’s renewed *Action Plan for Health Care* (2015) with four clear aims characterized by: Access, Connect, Inform and Protect³. Improving access will provide faster entry into the right care; with focused attention on enhancing primary care, access to specialists, and accessibility to mental health and addiction services. Connecting services will deliver better coordinated and integrated care in the community, and closer to home. Informing people and patients with the education, information and transparency will enable patients to make the right decisions about their own health. Finally, protecting the universal public health care system by making decisions based on value and quality will sustain the system for generations to come.

Closer to home, the South West Local Health Integration Network (LHIN) has prioritized its approach to transformation through focusing on initiatives with hospitals and other health services providers that support people to live “healthy, independently, and safely at home”⁴. The initiatives are aligned to four strategic areas of focus, which consist of improving timely access to family health care, enhancing coordination and transitions of care for those most dependent on health services, driving safety through evidence-based practices and increasing the value of our health care system.

In addition to priorities of the health system at both the provincial and regional levels – the strategic planning process considered a number of broader trends in health care that serve to influence ongoing planning and decision-making of our leadership, clinical and administrative teams. Some influential

² A letter from Premier Kathleen Wynne to the Honourable Dr. Eric Hoskins. September 25, 2014

³ Ministry of Health and Long-term Care. *Patients First: Action Plan for Health Care*. February 2015

⁴ South West LHIN. *Integrated Health Service Plan 2013 – 2016: Living Healthy, Independently and Safely at Home*

trends that emerged and informed our strategic thinking included the need to: develop a more detailed understanding of patient populations, particularly populations that are poorly served in today's health system with a high degree of unmet care and support needs; the need to further integrate and coordinate care models across multiple providers and health care settings; the need to continue to respond to policies and funding models that are increasingly driven by evidence; and, the evolving role of technology in enabling information sharing and the development of innovative ways to deliver clinical and non-clinical services. Finally, the increasing ability and desire of patients to access information and self-direct aspects of their own care – requiring health care organizations to transform the way that they view and engage patients in their care journey.

Our Communities. Our Health Care Challenges.

GBHS serves the needs of a permanent population of over 165,000 residents, in addition to thousands of seasonal residents and over 2 million short stay visitors. The growth rate among permanent residents is low and anticipated to continue at 1% annually. The demographics of our communities continue to age and we are already home to the highest percentage of residents over the age of 65 in the province⁵.

Grey and Bruce counties serve an aging population, with 50% living in a rural setting; which is important to note for health service planning. The health status of residents in rural settings tends to be considerably poorer than that of residents in urban settings. Unhealthy behaviours and unfavourable health outcomes that have been identified by Statistics Canada and Public Health for our region are highlighted in **Table 3**, and represent potential impacts on the demand for health care services at GBHS.

Table 3
Provincially Comparative Unhealthy Behaviours and Unfavourable Health Outcomes for Residents in Grey and Bruce⁶

- Higher rate of smoking
- Higher rate of heavy drinking among those 20 years and older
- Higher rate of high blood pressure
- Significantly higher rate of overweight and obesity
- High and increasing rate of reported mood disorders
- Higher rate of hospitalization due to unintentional injury, with the main contributors being falls, motor vehicle accidents and poisoning
- Higher rates for other causes of death, including: ischemic heart disease, cerebrovascular disease, and colorectal cancer

Taken together, the environmental context coupled with the strategic and health challenges faced by our shared communities present a compelling case for collective action and strategies in how best to meet the demands for health and health services for the region.

⁵ Lance Thurston. *Making the Transition: From Early Impressions to Action*. January 2015

⁶ Statistics Canada and Public Health data available in: Lance Thurston. *Making the Transition: From Early Impressions to Action*. January 2015

Our Hospital

Our organization is comprised of six hospitals and a regional withdrawal management centre. The hospital are situated across Grey and Bruce Counties (Owen Sound, Meaford, Markdale, Southampton, Lion's Head, and Wiarton), as illustrated in **Figure 3**, with the Owen Sound location serving as the regional secondary care centre for residents within both counties.

Figure 3
Hospital sites of GBHS located across Grey and Bruce Counties.



Supported by our team of 250 physicians, 1,600 employees, and 1000 volunteers, GBHS provides 24/7 emergency services at each of the six sites, along with 12,500 day surgery visits per year across four sites. Taken together, our hospital administers 57 programs and services to support the needs of our patients and communities – which include:

- Administration and Support Services
- Ambulatory Care Clinics
- Cancer Care
- Cardiac Care
- Complex Continuing Care
- Critical Care
- Diabetes Grey Bruce
- Diagnostic Imaging
- Dialysis
- Electrodiagnostic Services
- Emergency Departments
- Family Medicine
- Internal Medicine
- Hospitalist Medicine
- Laboratory
- Mental Health and Addictions Services
- Patient Relations
- Pharmacy
- Rehabilitation and Restorative Care
- Respiratory / Sleep Lab
- Sexual Abuse / Partner Abuse Care
- Stroke Prevention and Care
- Surgery
- Withdrawal Management Services
- Women and Child Care

Supplementing this portfolio of services are our leadership roles and active participation in initiatives with strategic partners that aim to collectively address regional issues – and include:

- **The Grey Bruce Health Network** – a network of five corporations, including GBHS, Hanover and District Hospital, South Bruce Grey Health Centre, Grey Bruce Health Unit and South West Community Care Access Centre (CCAC)
- **The Georgian Bay Information Network** – a network of hospital corporations, including GBHS, Hanover and District Hospital, South Bruce Grey Health Centre, Muskoka Algonquin Health Centre and Orillia Soldiers’ Memorial Hospital that share a single information technology platform to support staff and physicians with seamless, fast access to electronic patient records
- **Mental Health Grey Bruce** – a partnership between GBHS, the Owen Sound branch of the Canadian Mental Health Association and Hope Grey Bruce that pools our resources to deliver streamlined access to adult mental health and addictions programs across the region⁷
- **North Grey Bruce Health Link** – a developing initiative to serve residents living in North Grey Bruce with high care needs that are defined as patients falling within the top 5% of the most unscheduled ED visits and non-elective hospital discharges⁸

Through the Strategic Plan, GBHS will build on its portfolio of services and leadership roles across the region to effectively position itself to best meet the evolving needs of its patients and communities.

⁷ Mental Health and Addictions Services in Grey Bruce < <http://www.mhagb.ca/> >, 2014

⁸ North Grey Bruce Health Link - Business Plan, 2014