

## Partnering for Excellence in Rural Health Care

### Strategic Plan Quality Goals & Objectives 2023-24

STRATEGIC DIRECTION #1 DELIVER SAFE AND EFFECTIVE PATIENT CARE RESPONSIVE TO THE NEEDS OF OUR REGION	Providing excellent care to patients is at the core of everything we do. We must stay apprised of the changing needs in our community and ensure our services are adaptable to meet patients' current and future needs.		
For HDH, delivering safe and effective patient care means:			
WE WILL...	ANNUAL PRIORITIES 2023/2024	METRICS	LEADERSHIP
<b>1. We will deliver high quality care</b>	<ul style="list-style-type: none"> <li>• <b>***BIGDOT***</b> Monitor/improve ED length of stay for non-admitted high acuity patients</li> </ul>	Provincial Target: 8 hours	VP of Patient Care Services/CNE
	<ul style="list-style-type: none"> <li>• <b>***BIGDOT***</b> Monitor/improve ED length of stay for non-admitted low acuity patients</li> </ul>	Provincial Target: 4 hours	VP of Patient Care Services/CNE
	<ul style="list-style-type: none"> <li>• <b>***BIGDOT***</b> <b>QIP Initiative:</b> Ensure patients receive enough information about if they were worried about their condition/treatment after leaving the hospital</li> </ul>	95-100% of respondents who responded “Yes” to the following question: Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital?	VP of Patient Care Services/CNE
<b>2. We will provide a safe physical environment for our patients and staff.</b>	<ul style="list-style-type: none"> <li>• <b>***SCORECARD***</b> Monthly Hand Hygiene Audits</li> </ul>	95 to 100% compliance on Hand Hygiene before and after patient contact	Senior Leadership Team
	<ul style="list-style-type: none"> <li>• <b>***SCORECARD***</b> <b>QIP Initiative:</b> Medication Reconciliation at discharge</li> </ul>	100% completion of medication reconciliation upon discharge	VP of Patient Care Services/CNE

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	<ul style="list-style-type: none"> <li><b>***SCORECARD***</b> Report/Track number of falls that occur causing significant harm.</li> </ul>	# of falls reported causing significant harm.	VP of Patient Care Services/CNE
	<ul style="list-style-type: none"> <li><b>***SCORECARD***</b> <b>QIP Initiative:</b> Continue to encourage reporting of workplace violence incidents</li> </ul>	Report on the number of workplace violence incidents reported by hospital workers	Senior Leadership Team
	<ul style="list-style-type: none"> <li><b>***BIGDOT***</b> Ensure timely follow-up, resolution and communication of incident reports (i.e. RL6s)</li> </ul>	95% of all RL6s resolved and communicated on within thirty (30) days of submission (less needle stick/WSIB)	Senior Leadership Team
	<ul style="list-style-type: none"> <li>Continue to promote a “Just Culture of No Blame” to encourage open learning and a safe patient environment.</li> </ul>	Increase reporting of incidents	Senior Leadership Team
<b>3. We will use technology and updated equipment proactively.</b>	<ul style="list-style-type: none"> <li>Completion of planned phase of the GBIN 5-Year Roadmap including Clinical Documentation and Optimization, CPOE and Cerner Professional Services projects</li> </ul>	Report back on status of integration projects as led by GBIN	Senior Leadership Team
	<ul style="list-style-type: none"> <li>Continue to look for opportunities to apply for enhanced technology that will support patient care</li> </ul>	Report back on opportunities pursued	Senior Leadership Team
<b>4. We will work with others to help our patients navigate the health care system.</b>	<ul style="list-style-type: none"> <li>Continue to work with partners to become a designated Grey-Bruce Ontario Health Team</li> </ul>	Status update on OHT development	Senior Leadership Team
	<ul style="list-style-type: none"> <li>Continue to be an active partner with hospitals and other health sectors to be responsive to emerging needs</li> </ul>	Report back on specific initiatives	Senior Leadership Team
<b>STRATEGIC DIRECTION #2 STRENGTHEN PARTNERSHIPS AND COMMUNITY ENGAGEMENT</b>	For HDH to be successful, it is critical that we are open to working together and collaborating with other health care providers as well as our patients. We must work to eliminate silos, which currently exist in the Grey Bruce area and improve coordination and communication.		

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For HDH, strengthening partnerships and community engagement means:			
WE WILL...	ANNUAL PRIORITIES 2023/2024	METRICS	LEADERSHIP
1. We will treat patients as partners and involve them in hospital planning.	<ul style="list-style-type: none"> <li>Monitor Patient &amp; Family Advisor involvement/interactions with hospital committees/projects.</li> </ul>	Report back on involvement/interaction	VP of Patient Care Services/CNE
	<ul style="list-style-type: none"> <li>Will work jointly with the Hanover Family Health Team on Health Equity Initiatives.</li> </ul>	Report back	Senior Leadership Team
2. We will communicate and promote the health care services available to patients and residents.	<ul style="list-style-type: none"> <li>Communication and Social Media Plan will be reviewed annually and updated to promote health care services and the hospitals as a place to work</li> </ul>	Report back	Senior Leadership Team
	<ul style="list-style-type: none"> <li>Alternative level of care (ALC) days expressed as a percentage of all inpatient days in the same period</li> </ul>	Quarterly report back on the % of inpatient days where a physician has indicated that a patient occupying an acute care hospital bed has finished the acute care phase of their treatment	VP of Patient Care Services/CNE
3. We will pursue and maintain partnerships with other health care providers to enhance patient care.	<ul style="list-style-type: none"> <li><b>***BIGDOT***</b> Enhance local long term care (LTC) transitions through joint quality improvement (QI) initiatives and communication</li> </ul>	Complete one QI initiative and report back	VP of Patient Care Services/CNE
4. We will engage with our community to improve health outcomes, and be responsive to emerging needs.	<ul style="list-style-type: none"> <li>Utilize opportunities to create a visible HDH presence in the broader community regarding programs, services and future opportunities.</li> </ul>	Qualitative report back	Senior Leadership Team

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	<ul style="list-style-type: none"> <li>Participate in community initiatives</li> </ul>	Report back on initiatives as appropriate	Senior Leadership Team
<b>STRATEGIC DIRECTION #3</b> <b>ENSURE THE FINANCIAL SUSTAINABILITY OF THE HOSPITAL</b>			
HDH prides itself on our track record of solid financial status and we will work to continue this recognition moving forward.  For HDH, ensuring the financial sustainability of the hospital means:			
WE WILL...	ANNUAL PRIORITIES 2023/2024	METRICS	LEADERSHIP
<b>1. We will advance our strategic priorities in a financially responsible way.</b>	<ul style="list-style-type: none"> <li>Endeavour to align with HSAA financial indicators</li> <li><b>***BIGDOT***</b> Align financial performance with planned Hospital Annual Planning Submission (HAPS)</li> </ul>	Reported actual budget compared to planned budget. (All variances greater than 10% will be reviewed by the Senior Team monthly; action plans will be developed as needed)	VP of Operations and Chief Financial Officer
<b>2. We will explore revenue opportunities, funding and operational efficiencies.</b>	<ul style="list-style-type: none"> <li>Advocate for continued support for COVID-19 expenses</li> </ul>	Report back on funding received and efforts	VP of Operations and Chief Financial Officer
	<ul style="list-style-type: none"> <li>Advocate for funding due to operational financial pressures in conjunction with Ontario Hospital Association, SRN, regional partners</li> </ul>	Report back on funding received and efforts	VP of Operations and Chief Financial Officer
<b>3. We will invest in equipment and infrastructure.</b>	<ul style="list-style-type: none"> <li>Apply for Exceptional Circumstance (ECP) grants through Health Infrastructure Renewal Fund (HIRF) to leverage funding for larger infrastructure projects</li> </ul>	Report back on ECP applications, HIRF infrastructure projects, funding opportunities as they present.	VP of Operations and Chief Financial Officer
	<ul style="list-style-type: none"> <li>Apply for one time operating funding opportunities</li> </ul>	Report back on opportunities.	VP of Operations and Chief Financial Officer
<b>4. We will pursue partnerships to make the best use of resources.</b>	<ul style="list-style-type: none"> <li>Identify operational partnership opportunities to make the best use of resources.</li> </ul>	Report back on opportunities.	VP of Operations and Chief Financial Officer

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STRATEGIC DIRECTION #4 SUPPORT OUR CURRENT AND FUTURE HEALTH CARE TEAM			
Our staff and physicians are critical to care delivery. We are committed to investing in our staff and physicians to ensure they have the required support, training and resources to deliver the best care possible.			
For HDH, supporting current and future health care teams means:			
WE WILL...	ANNUAL PRIORITIES 2023/2024	METRICS	LEADERSHIP
<b>1. We will support training and ongoing education.</b>	<ul style="list-style-type: none"> <li>Continue utilizing a clinical education plan and monthly calendar</li> </ul>	Report on actions quarterly.	VP of Patient Care Services/CNE
	<ul style="list-style-type: none"> <li><b>***BIGDOT***</b> Monitor the number of reported phish emails by staff utilizing the report phish function</li> </ul>	Number of reporting phish emails utilizing the report phish function	VP of Operations and Chief Financial Officer
	<ul style="list-style-type: none"> <li>Explore the development of alternative learning modalities/delivery models for learning and development (virtual)</li> </ul>	Report back on the development and activity of this initiative	Senior Leadership Team
	<ul style="list-style-type: none"> <li>Continue to identify opportunities for internal trainers</li> <li>Collaborate with community partners in developing shared learning opportunities</li> </ul>	Report back on the progress of this initiative as completed	Senior Leadership Team
<b>2. We will recruit and retain staff, physicians and volunteers to meet the current and future needs of our patients.</b>	<ul style="list-style-type: none"> <li><b>***BIGDOT***</b> Develop a succession plan to review on an annual basis to prepare for future recruitment needs</li> </ul>	Complete by end of fourth quarter	Senior Leadership Team
	<ul style="list-style-type: none"> <li><b>***SCORECARD***</b> Maintain/Improve staff and physician overall satisfaction scores on the Work-Life Pulse Survey.</li> </ul>	Achieve rating of 80% or greater for the question, "Overall how would you rate your organization as a place to work?" for "Excellent", "Very Good" & "Good".	Senior Leadership Team

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		Maintain rating of 80% or greater for the question, "How would you rate this organization as a place to practice medicine?"	
3. We will promote a positive work culture and strive for work life balance.	<ul style="list-style-type: none"> <li>• <b>***BIGDOT***</b> Support staff and physicians in post pandemic recovery by providing free mental health &amp; wellness sessions</li> </ul>	Complete four sessions (one per quarter)	
	<ul style="list-style-type: none"> <li>• Continue to develop a staff wellness plan</li> </ul>	Plan completed by end of the first quarter	Senior Leadership Team
4. We will recognize and appreciate our staff, physicians and volunteers.	<ul style="list-style-type: none"> <li>• Launch staff recognition program.</li> </ul>	Complete by the end of the fourth quarter	Senior Leadership Team