Hanover and District Hospital

2012 Strategic Plan

Prepared By: the President/CEO and the Board of Directors
With input from Senior Staff, Employees, Physicians, and the Community
Created June 2011- February 2012

For 2012-2015
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Introduction

This Strategic Plan represents the collective work of the Board of Directors of the Hanover and District Hospital (HDH) and includes input received from our physicians, staff and stakeholders. The retreat session held October 20, 2011 set the stage for the committee work session from which the organization’s strategic direction is defined. The Strategic Planning Committee is the Quality Governance Committee. This Committee met to reflect on the mission, vision, core operating values and assumptions underlying the organization’s approach to its work after the Board retreat. The staff helped coordinate the planning process and provided important support and analysis to complete this plan.

Throughout the retreat and planning of the Strategic Document it was obvious all stakeholders need a clear understanding of the roles and responsibilities of Hanover & District Hospital.

The senior staff needs direction via a Strategic Plan to lead Board Directors, Staff and Community toward the future. This plan will guide the creation of a safe, seamless, responsive and sustainable acute care (urgent/emergent) system for the Hanover and District Hospital catchment area. This document will strive to set out clear directional statements of what business this hospital is in (Mission), where it wants to be (Vision), and what beliefs and behaviors will enable it to get there (Values). Furthermore, the document will outline the five revised Strategic Success Factors ~ Goals for the organization, and the proposed measurement outcomes that will demonstrate the monitoring of progress. It concludes with the governance and leadership processes that will be put in place to ensure that all aspects of the Strategic Plan are achieved.
Executive Summary

Hanover and District Hospital is an independent corporation but is not a standalone facility. It is independent in name only. Hanover and District Hospital has evolved and intricately woven its web of partnerships to become well integrated and sustainable. The Board believes in partnering with the other health care services to support the continuum of care and not create a hospital silo. Instead we have developed a continuum of care, offering a variety of programs and services. Our patients experience firsthand the significant advantage of having all sectors such as the Hanover Family Health Team, Victorian Order of Nurses, Community Care Access Centre, acute care services, surgical services, hemodialysis, psychiatry, specialist clinics, Medical Day Hospital, Home and Community Support Services Day Away program, physiotherapy, pedorthics, and palliative care, all within the same organization. The horizontal continuum of services has evolved around the needs of the population across our local communities – a lot of work has been completed with the added bonus of having our physicians be part of the solution.

The vision of Hanover and District Hospital is to be a rural acute care center of excellence, and its primary goal is to promote and maintain the best health for all the people it serves. The catchment area of approximately 18,000 people includes the Town of Hanover, certain areas of The Municipality of West Grey (formerly Bentinck Township, Normanby Township, Neustadt, Ayton), and certain areas of the Municipality of Brockton (formerly Brant Township and Elmwood).

Hanover and District Hospital is officially an 80 bed facility operating currently as a 28 bed acute care organization with an Emergency Department (ED) open 365 days a year. The reduction of beds being staffed has occurred over time as the types of surgeries and the provision of care has evolved over the years with more informative diagnostic tests and therapies, and evidence demonstrating safe outcomes with day surgeries or a reduced length of hospital stay. Best Practice evidence verifies that individuals do not require lengthy hospital stays for illnesses and many surgeries are successfully performed on a day surgery basis.

In today’s rapidly changing political environment, many external challenges continue to impact the efforts of the hospital. These include current funding, uncertainty of future funding and sustainability of meeting the needs of all programs and services we strive to continue providing. Added to these challenges include the demographics of the patient population, recruitment of physicians to care for the population and staff the emergency department, the operating room, and other specialty areas.

The Strategic Plan 2012-2015, reaffirms the Hospital’s long-standing commitment to accessible quality patient care, partnering, and being fiscally accountable. The Hanover and District Hospital has a long history of being collaborative, innovative, and committed to providing quality health programs and services to the communities served. Its primary goal is to promote and maintain the best health for all the people it serves through being innovative, accountable, and respectful, with integrity and resilience. This Strategic Plan sets the direction that the Board of Directors, staff and physicians support, for the future. It will ensure that the hospital maintains and enhances its leadership position in rural acute health care through its core strengths:

1. a strong surgical program,
2. obstetrics (OBS),
3. 24/7 emergency department, and
4. outpatient clinics.
Authorization

Approved by the Board of Directors at a meeting of the Board held March 2013.

Brad Holman, Chair of the Board
Organizational Description

Hanover and District Hospital (HDH) provides a full range of primary-care hospital services and selected secondary-care services to the population of Hanover and the surrounding rural townships located in Southern Grey Bruce. The original hospital was established in 1923 and a new acute care hospital was built in 1973. The current facility is a well maintained state-of-the-art facility with a 24 hour emergency department.

Hanover & District Hospital is well known for having: a busy Emergency Department; a strong surgical program with a skilled in-house surgeon and several itinerant surgeons; excellent administrative support; and well respected staff. The organization is currently, and has been for many years, financially stable. The organization has been able to afford and maintain the necessary services for "quality care" by creating partnerships and proactive initiatives with other hospitals or organizations to improve service delivery in the following ways:

- By being a long standing member of the Inter-hospital Lab Partnership (IHLP) which is a partnership with eight other area hospitals in Huron Perth and Wellington Counties. The Labs of each hospital share a pathologist, bulk purchasing of equipment, and reduced lab unit costs.
- By actively participating with the Grey Bruce Health Network (GBHN). The Grey Bruce Health Network is a network of five corporations: Grey Bruce Health Services (GBHS), Hanover and District Hospital (HDH), South Bruce Grey Health Centre (SBGHC), Grey Bruce Health Unit (GBPHU), and the South West Community Care Access Centre (CCAC), which provides home healthcare for the Grey Bruce region. Within this Network, Hanover & District Hospital (HDH) has been the driver for the integration of the Grey Bruce Information Network. Other projects include:
  - Integration of the information system (Cerner) through the creation of the Grey Bruce Information Network (GBIN)
  - Shared Pictorial Archive Communication System (PACS) [this now links with London]
  - Evidence-Based Care Program that creates evidence-based clinical care pathways and order sets.
  - Diabetic Education
  - Common Credentialing process for physicians throughout Grey Bruce
  - Common Pharmacy procedure, policies standards, pharmacist
  - Shared Data Analyst with GBHS & SBGHC

With Grey Bruce Health Services (GBHS)

- Share bed board to assist with repatriation and overflow/surge management
- Contract Nursing education sessions
- Network with physicians in Owen Sound regarding specialist services ie:
  - Pediatrician – Outpatient clinic
  - Orthopedics – Operating room times
  - Endocrinologist - Outpatient clinic
  - Orthopaedics - Outpatient clinic and operating room time
  - Anesthesia Services – Operating room
  - Oculoplastic surgery providing outpatient clinics and OR time
- Link with the Grey Bruce Religious and Spiritual Health Care Council-Owen Sound
- Share Human Resources, Payroll, and Accounts Receivable systems with Grey Bruce Health Services

**GBPHU**—Offer space for Speech Pathology services

**London**
- Link our Material Control Centre with Health-Care Materials Management Services in London to enable a stockless inventory at Hanover and District Hospital
- Link Full and Self Care Dialysis Unit as a satellite unit of University Hospital

**Participate with the Perinatal Outreach Program in London**
- Work with the Regional Stroke Strategy Program/Service with GBHS through London
- Participate in the South Western Ontario London project for digital imaging
- Share storage of Pictorial Archive Communication System (PACS)
- Link with London X-Ray Associates for Radiology Coverage
- Partner with University Western Ontario Residency Program.

**OTHER**
- Guelph urologist - outpatient clinic
- Participate with the surrounding communities for Physician Recruitment and Retention strategies
- Partnership with the Town of Hanover in the building of the Physicians’ Clinic

**Offer space for:**
- Psychiatry
- Surgeon
- Chaplaincy Program
- Victorian Order of Nurses for clinic space
- CCAC office space
- Evidenced-Based Care Program
- The Hanover Family Health Team Regional
- Diabetes Education Program

Throughout the retreat and information sessions, we confirmed that HDH is and will continue to be a leader in rural acute care offering 24/7 emergency services, surgical programs, obstetrics and strong linkages with community programs. This path will ensure a seamless delivery of health care to our catchment area.
### Hanover and District Hospital Strategic Plan

#### At a Glance:

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<th><strong>Vision</strong></th>
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<td>We are a rural acute care center of excellence.</td>
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<th><strong>Mission</strong></th>
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<td>To be a collaborative and innovative team, committed to providing quality health programs and services to our community in partnership and coordinated with the health care delivery system.</td>
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<th><strong>Values</strong></th>
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<td>Accountability and Transparency</td>
<td>Respect and Integrity</td>
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<th><strong>Success Factors</strong></th>
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<td>Patient Centered</td>
<td>Empower Others</td>
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<th><strong>Goals and Objectives</strong></th>
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<td>Achieve organizational excellence in patient safety and care closer to home with identified core services.</td>
<td>Provide a healthy and safe workplace that reflects our values and encourages staff involvement and open communication.</td>
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Belief Statements:

Accountability and Transparency – HDH fosters an environment that promotes accountability and transparency.

Advocacy – HDH educates the public and advocates for the long term best interests of patients with illness, and their families.

Best Practice – HDH aims for excellent, high quality, state-of-the-art approaches that people with illness, or disabilities, and their families, can always count on to be there.

Financial Sustainability – HDH believes its work as a service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Integrity – HDH has the highest level of integrity throughout the administration and all the services provided, including all the partners in care. We coordinate the services with our mission, vision and values.

Individualized Support – HDH staff know that people’s needs vary significantly and can change over time. We seek to understand the individual needs and provide the right care, at the right time, with the right service.

Partnerships – HDH works with a wide variety of partners and advocates for quality service.

Respectful – HDH honors the choices of people with illness, the elderly, and those with disabilities, encouraging each person to take control over his/her own health care, based on what is needed and important to each consumer. We respect the role that families have in helping to shape these choices as well. The Board and staff fully embrace sustainability, energy management, and strive to have a positive impact on the environment and society.

Responsive – HDH finds solutions that meet the needs and preferences of people and families with illness or disabilities, through direct service or referrals to other providers.
**Governance and Leadership Moving Forward**

Having confirmed these strategic directions for the period 2012-2015, the Board of Directors of Hanover and District Hospital will allow the directions to form a basis for performance management objectives.

The President / CEO will translate these directions and component goals into annual operational objectives for the organization and ensure they are embedded in the performance planning and management processes for the broader leadership team and, as appropriate, in the goal setting for individual employees.

The President/CEO, in conjunction with the Board of Directors, will regularly review progress against these goals, objectives, and directions as part of the normal governance process and will report annually on progress to the broader community.

As part of normal governance process, the Board will also review the Strategic Plan on an annual basis to ensure it remains relevant to the changing health care environment within which the Hospital operates.

In this way, maximum focus and effort will be maintained on making significant progress in the achievement of this Strategic Plan.