



North Renfrew  
Family Health Team

# THE ZINGER

Newsletter for the Deep River and District Hospital  
Four Seasons Lodge and North Renfrew Family Health Team

May 2019

## Inside This Issue:

STRATEGIC PRIORITIES FOR 2018—2022	2
GOALS AND OBJECTIVES FOR 2018—2022	3
GOALS AND OBJECTIVES FOR THIS FISCAL YEAR	4, 5
PROJECT HIGHLIGHTS: CORPORATE	6
PROJECT HIGHLIGHTS: RISK ASSESSMENTS	6
PROJECT HIGHLIGHTS: HUMAN RESOURCES	6
PROJECT HIGHLIGHTS: QUALITY	7
PROJECT HIGHLIGHTS: FINANCE	7



# STRATEGIC PRIORITIES and OPERATIONAL PLANS

## Deep River and District Hospital Four Seasons Lodge North Renfrew Family Health Team

*Our Vision*

An excellent, compassionate health care experience, every time.

*Our Mission*

Caring for every person like a loved one,  
within an integrated health system

### PEOPLE

*Continue to provide excellent compassionate services.*

We will continuously enhance physician and staff recruitment, retention, engagement and opportunities for growth.

### SUSTAINABILITY

*Ensure sustainability of services into the future.*  
We will balance financial stewardship with the delivery of positive outcomes through the provision of organizational objectives.

### INTEGRATION

*Develop and expand internal and external partnerships and collaboration.*

We will create an integrated organization with a single identity (including Mission, Vision & Values).

### SENIORS

*Strengthen services for Seniors.*

We will seek opportunities to support in our aging population as it grows over the coming years.

Caring

Excellence

Safety

Integrity

Partnering

Innovation

Our four strategic priorities, shown above, combined with

+

defined goals and objectives, lead us towards

=

our vision of an excellent, compassionate health care experience, every time.

## STRATEGIC PRIORITIES: GOALS AND OBJECTIVES FOR 2018—2022

Below are goals and objectives that have been established under each of our four strategic priorities for the next few years:

STRATEGIC PRIORITIES	OBJECTIVES: 2018-2022
<b>PEOPLE</b>	<ol style="list-style-type: none"> <li>1. Maintain a healthy and supportive work culture that will support improved employee engagement, retention and recruitment.</li> <li>2. Develop and implement a medical manpower plan.</li> <li>3. Work collaboratively with our volunteers and fundraisers to advance our joint agenda.</li> </ol>
<b>SUSTAINABILITY</b>	<ol style="list-style-type: none"> <li>1. Develop and operate within an effective balanced budget.</li> <li>2. Explore new and creative revenue opportunities.</li> <li>3. Ensure focus on quality embedded throughout the organization by undertaking various initiatives such as accreditation, updating policies etc.</li> <li>4. Develop a plan for capital and infrastructure resource requirements for the Hospital, Family Health Team and Long-Term Care services.</li> </ol>
<b>INTEGRATION</b>	<ol style="list-style-type: none"> <li>1. Creation of a single Mission, Vision, Values and Brand across the spectrum of services for the Family Health Team, Hospital and Long-Term Care services.</li> <li>2. Develop strategic and operational levers that support organizational unity.</li> <li>3. Strengthen partnerships with referral hospitals and OTN to enhance availability and access to specialist services in our community.</li> <li>4. Strengthen partnerships with other community based organizations such as Home and Community Care, Long-Term Care and the Primary Care community to ensure better coordination and integration for our community.</li> </ol>
<b>SENIORS</b>	<ol style="list-style-type: none"> <li>1. In partnership with other providers, develop a strategy to strengthen and improve our focus on Seniors' Services with a particular emphasis on long-term care and more integrated community services.</li> </ol>



**Operational planning is about taking these strategic level goals and turning them into operational tasks (objectives). We also recognize that most of the strategic goals outlined here will take multiple years to accomplish. As such, a set of sub-goals to focus on under each of the four priorities for this fiscal year have been developed (see the next 2 pages).**

**Over this fiscal year, our investments in time, resources and funds are aligned to strategic planning processes and with the organization's budgeting process, organizational responsibilities, and strategic timelines.**

## STRATEGIC OBJECTIVES FOR 2019—2020

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E**PEOPLE**

- **Leadership**
  - ◇ Initiate monthly management meetings (hold a minimum of 9 meetings throughout the year)
  - ◇ Professional development plan (develop a professional development plan for direct reports of the Chief Executive Officer, Chief Financial Officer, and Chief Nursing Executive)
- **Orientation**
  - ◇ Update orientation policy and supporting materials by May 31, 2019
  - ◇ Host an orientation program at least every 2nd month when there are more than 3 new staff members
- **Staff**
  - ◇ Host a Healthcare of Ontario Pension Plan (HOOPP) education session
  - ◇ Host an Employee and Family Assistance Provider (EFAP) education session
- **Volunteers**
  - ◇ Maintain a file for each person who volunteers in the organization
  - ◇ Ensure each volunteer has completed required education

**INTEGRATION**

- **Electronic Medical Record Advancement**
  - ◇ Change management
    - ⇒ Form implementation team and develop Terms of Reference
  - ◇ Communication Strategy
    - ⇒ Establish and communicate Electronic Health Record (EHR) goals and priorities
  - ◇ Implementation Plan
    - ⇒ Establish action plan/implementation strategies based on available information from The Ottawa Hospital
  - ◇ Workflow and process changes
    - ⇒ System configuration - IP addressing transition to 10.XXX completed

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## STRATEGIC OBJECTIVES FOR 2019—2020

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S**SENIORS**

- **Develop and introduce The Lodge at Home Plan, in order to foster a home-like environment in Long-Term Care.**
  - ◇ Communication Strategy
    - ⇒ Education to staff on Resident Centered Care philosophy
    - ⇒ News Release in newspaper/Zinger/website
    - ⇒ Discussion and stakeholder input at Residents' and Family Council
  - ◇ Entry to Home
    - ⇒ Physical Entrance refreshed to reflect a more home-like entry
    - ⇒ Entry flow to Long-Term Care via front entrance, rather than through Medical Floor
  - ◇ Dining Experience
    - ⇒ Pleasurable dining experience implemented according to Resident preferences
  - ◇ Resident Centered Staffing Patterns
    - ⇒ Inter-departmental shift routines established and implemented to provide continuity of care and support for Residents

**Budget**

- **Budget**
  - ◇ Financial position at the end of year. Provision of services in fiscally responsible manner in keeping with accountability agreements
    - ⇒ Achieve balanced budget (within \$10,000)
- **Quality**
  - ◇ Improve health care and services through adoption and adherence to Accreditation Canada standards focusing on increasing efficiency, quality, safety, improved communication with staff and reduction of risk and variances.
    - ⇒ Accreditation status

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## OTHER ACTIVE PROJECTS FOR 2019—2020

**CORPORATE**

- **Primary Care Building**
  - ◇ Business Case submission underway
- **Diagnostic Imaging**
  - ◇ Procurement of new X-ray and ultrasound equipment
- **Ontario Health Team**
  - ◇ Compose a submission for our local communities

**RISK ASSESSMENT**

- **Risk Assessment Checklist**
  - ◇ Complete risk assessment checklist with our liability insurance provider, HIROC, and include strategies to mitigate the identified risks into the Operational Plan
- **Legislative Review**
  - ◇ Address any identified gaps in legislative compliance using the Ontario Hospital Associations legislative review tool
  - ◇ Build legislative reporting requirements into the Corporate Score Card to track compliance on an annual basis

**HUMAN RESOURCES**

- **Joint Health and Safety**
  - ◇ Ensure Committee continues to meet legislative requirements
- **Recognition Program Development**
  - ◇ Develop policy and Committee to oversee annual events to recognize and engage staff
- **Labour Relations**
  - ◇ Ensure regular meetings of union and management Committees to promote collaboration
- **Review of current staff resources and job descriptions**
- **Implement performance appraisal framework for all-staff**
- **Absence Management Program**
  - ◇ Implement and maintain program to support employees to return to work in a safe and timely manner

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## OTHER ACTIVE PROJECTS FOR 2019—2020

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Y**QUALITY**

- **Failure Mode Effect Analysis (FMEA)**
  - ◇ Complete a FMEA to identify improvement measures on a chosen process
- **Patient Safety Plan**
  - ◇ Continue to progress with identified items on the Patient Safety Plan
- **Accessibility Plan**
  - ◇ Continue to progress with identified items on the Accessibility Plan
- **Emergency Preparedness**
  - ◇ Complete review and revision of emergency codes
- **Policy Reviews**
  - ◇ Continue to progress through reviews and revisions to all policies and procedures

**FINANCE**

- **Capital Planning**
  - ◇ Complete an inventory of all capital assets, including lifespan and replacement cost estimates.
- **Procurement Directives**
  - ◇ Update policy and procedures to remain in compliance with the Ministry's Interim Procurement Directive

**The previous four pages highlight activities that are planned for this current 2019-2020 fiscal year in order for us to advance our Strategic Plan!**



*Is there something you would like to see appear in the next issue of the Zinger?  
Please submit photos and information to [amy.joyce@drdh.org](mailto:amy.joyce@drdh.org).*

*The Deep River and District Hospital receives funding from the Champlain Local Health Integration Network (LHIN). The opinions expressed in this publication do not necessarily represent the views of the Champlain Local Health Integration Network.*

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