



DEEP RIVER &
DISTRICT HEALTH

Strategic Plan

2023-2027



Our Vision for the Future of DRDH

A Letter from Our President & CEO and Board Chair

We are pleased to share with you **Deep River & District Health's 2023-2027 Strategic Plan**. As we look forward, our new plan sets exciting and ambitious goals for DRDH over the coming years and will guide us well into the future.

The last five years brought many challenges, including a pandemic. However, we were able to stay the course and achieve the goals we set for ourselves in our previous Strategic Plan. Our team came together to continue to deliver quality, person-centered care and services for our patients, residents and community. More than anything, we supported our community and each other through the most challenging time in health care in recent memory.

With our refreshed 2023-2027 Strategic Plan, we will continue to advance our vision of an “excellent, compassionate care experience, every time”. We are excited to have a new name that reflects our dedication to delivering integrated and person-centred care while expanding, innovating, and modernizing to care for our community today and tomorrow.

Looking ahead, our health campus is evolving to continue to meet the needs of our community now and into the future.



With an ongoing focus on providing care closer to home, there are many exciting projects on the horizon at DRDH over the next five years. By 2026, we will have a new long-term care home with 96 beds on our site, as well as a new building for our family health team. These new physical spaces will support our team to grow and provide care in modern state-of-the-art facilities.

New buildings alone will not be enough to meet the needs of our community for the years to come.

We recognize that people are at the core of what we do, and our team is one of DRDH's greatest strengths. Supporting and growing our staff, physicians, and volunteers will be a major focus of our work over the next five years.

Together, our purpose is to care for every person like a loved one, within a connected system. Now, more than ever before, this will require strong collaboration with our many partners, including our Auxiliary, Foundation, Ottawa Valley Ontario Health Team, and our community. In the ever evolving health care landscape, we recognize that our partnerships and projects may evolve, however, our focus on advancing our strategic goals collaboratively will remain.

In this new plan, we will be guided by our values of caring, excellence, safety, innovation, partnering and integrity to ensure we are delivering excellent, compassionate care for our community. Together, as Deep River & District Health, we look forward to a bright future and building a healthier community.

Sincerely,



Janna Hotson
President and Chief
Executive Officer



David Cox
Board Chair

Deep River & District Health is grounded in a connection to the land and to those we serve across the Upper Ottawa Valley.

We acknowledge that DRDH is located on the unceded, traditional territories of the Algonquin Nation, and that we are privileged to live and work on land that has been stewarded for generations by Indigenous peoples.

We are grateful for the opportunity to provide care on this land and deeply appreciate Indigenous peoples' historic connection to this place, as well as their traditional knowledge and healing developed over generations.

We make a collective commitment to continue to establish meaningful relationships with Indigenous communities, and to furthering the promise of truth and reconciliation.





Our Evolution to Deep River & District Health

To reflect our organization's growth into a truly connected health campus in our community, we have updated our name from the Deep River and District Hospital to Deep River & District Health.

This new name brings together the **Deep River and District Hospital**, the **Four Seasons Lodge Long-Term Care Home**, and the **North Renfrew Family Health Team**.



Deep River & District Health is excited about this important milestone in our history and looks forward to continuing our commitment to excellent care under our new unified name and brand. Deep River & District Health represents us working together as one unified health campus to care for every person like a loved one, within a connected system.



**DEEP RIVER &
DISTRICT HEALTH**

Our **new logo** captures the distinctive natural environment of our region and reflects not only the health campus and our services, but also the communities that we care for.

Our **new look** is a symbol of our togetherness while recognizing each of the important services provided at the Deep River and District Hospital, the Four Seasons Long-Term Care Home, and the North Renfrew Family Health Team.

Deep River & District Health is a leading health care campus comprised of the Deep River and District Hospital, the Four Seasons Lodge Long-Term Care Home, and the North Renfrew Family Health Team. Deep River & District Health provides a variety of programs and services, as well as care and supports provided together with our health and community partners.

Deep River & District Health provides care for over 24,000 people residing from Rapides-des-Joachims and Head, Clara and Maria, past Pembroke, including Deep River, Laurentian Hills, Petawawa, Pembroke, and more.

Deep River & District Health is dedicated to delivering integrated and person-centered care, serving the needs of our local communities while expanding, innovating, and modernizing for a thriving future. With a focus on care and compassion, Deep River & District Health strives to provide excellent care and services that promote the health and well-being of our community.



Our programs and services include:

**Deep River &
District Hospital**

Emergency and
inpatient care

**Four Seasons Lodge
Long-Term Care Home**

14 bed long-term
care home (*growing
to 96 beds*)

**North Renfrew
Family Health Team**

Primary care clinic

Diabetes education program

Vaccination clinics

24/7 Emergency Department

Diagnostic Imaging services

Palliative care support

Clinical nutrition and
Dietitian services

Pre-school speech therapy

Inpatient and community
laboratory services

Auxiliary Gift Shop

Telemedicine suites

Ontario Breast Screening Program

Community preventative care programs



Our Accomplishments Across DRDH in 2018-2022

65,200

Emergency
Department Visits

48,900

Diagnostic
Imaging Tests

36,000

Primary Care
Appointments

1,400

Inpatient
Admissions



Our People

- Grew staffing equal to **10 full-time positions**
- Welcomed **3 new local physicians**
- Coordinated hospital care with over **50 physicians**
- **Increased staff satisfaction** by 24% to an outstanding 85%!



Our Services

- **Adjusted care provision and service delivery** to meet community needs
- Provided over **3,500 COVID-19 vaccines** at community clinics for **high-risk health care workers**
- Provided over **12,000 COVID-19 vaccines to our community**
- Shifted primary care visits to provide **4,900 virtual appointments**
- **Increased Medical Bed Capacity by 67%**



Our Partnerships

- **\$7.4M in Capital Investments**
- **Joined the Atlas Alliance as a new partner**, integrating our electronic health information system with other hospital partners across our region
- **Fostered regional partnerships** across our area
- **Increased supports for critical care provision** through virtual partnerships
- Supported **Ontario Health Team integration and development**
- Advanced relationships in the **Primary, Acute & LTC sectors** regionally and provincially

In our efforts to bring care closer to home, DRDH has significant development projects ongoing. One project includes building a **brand new 96 bed long-term care home**, anticipated to open in 2026, and another includes **expanding our campus with a brand new building** to support our family health team.

DRDH is a proud partner of the **Ottawa Valley Ontario Health Team**, in collaboration and partnership with more than 90 groups of health care providers including hospitals, physicians, as well as home and community care providers, who work together to deliver a **full and coordinated system of care for patients**.



Creating our Strategic Plan

The 2023–2027 Strategic Plan was developed with the support of our staff, physicians, volunteers, patients, residents, families, caregivers, as well as health and community partners.

Thank you to everyone who provided us with their time, thoughts, feedback, and insights on how DRDH can serve our community in the years to come.



Who we heard from

through focus groups, interviews and online surveys

314 individuals

▼
204 patients, families, caregivers and residents

81 DRDH staff, physicians and volunteers

29 health and community partners

What we heard

Alignment to the previous Strategic Plan

We heard from all stakeholders that alignment remains with the mission, purpose, and values of the organization and they are able to see the goals of our Strategic Plan in the work that they do every day.

Strengths are the team and exceptional care provided, the welcoming environment, the adaptability and growth opportunities.

- DRDH Staff Member

Positive Experiences

97.9%

of patients, family, caregivers and residents are **satisfied with the services provided by DRDH**

The staff always tries to understand me — when you are nervous, scared they are there for you.

- Four Seasons Lodge Resident

I have been working here for 10 years, I have attachment to the patients, my practice, and my family is part of the community.

- DRDH Physician

DRDH as a health partner

88.9%

of health system and community partners are **satisfied with DRDH as a partner**

DRDH is **viewed as a leader** for partners in the community.

It is a changing landscape. We want to continue to be invited to have discussions and to build the relationship with DRDH.

- Health System Partner

Strategic Plan 2023-2027

OUR VISION

An excellent, compassionate care experience, every time.

OUR PURPOSE

Caring for every person like a loved one, within a connected system.



People



Growth



Community

OUR VALUES

Caring • Excellence • Safety • Innovation • Partnering • Integrity

People

We will retain, recruit and grow our team to provide care for today and tomorrow.



What does this mean to DRDH?

People are at the core of all we do. Our DRDH team of staff, physicians and volunteers are committed to caring for patients, residents and our community. We will support our people to grow and develop at DRDH, while also bringing in new team members to care for our community.

We commit to...

- ▶ Fostering a culture where our DRDH team feels valued and safe.
- ▶ Retaining and recruiting team members to operate our current and future services.
- ▶ Providing opportunities for learning, growth and development.
- ▶ Nurturing an inclusive environment where people want to work, learn and grow.

Growth

We will responsibly build and advance our capabilities to provide safe, quality care and services.



What does this mean to DRDH?

We are committed to continuing to provide quality care and services while we expand our facilities, services and teams. As we grow, we will be fiscally responsible to ensure we can serve our community for today and tomorrow.

We commit to...

- ▶ Partnering with patients, residents and family to provide quality, person-centered care and services.
- ▶ Managing growth and operations responsibly.
- ▶ Enhancing our physical space to meet community, patient, resident and team member needs.
- ▶ Leveraging and embedding existing and emerging technology into operations to connect people to care.

Community



We will foster partnerships and opportunities for engagement to improve the health of our community.

What does this mean to DRDH?

We will strive to better understand our community’s changing needs and adapt our services to build a healthier community.

It is important to us to embed evidence into future planning and work towards impactful and sustainable program development and delivery. We will continue to build an environment where everyone feels welcome and safe at DRDH.

We commit to...

- ▶ Engaging with our community to understand their needs, including seniors and equity-deserving* populations.
- ▶ Exploring existing and new ways to provide access to care and services.
- ▶ Leveraging evidence and data to help shape services.
- ▶ Establishing DRDH as an inclusive and safe place where everyone can access care.

*Equity-deserving populations are communities that experience significant collective barriers in participating in society. This could include attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc.



As We Move Forward

Our refreshed Strategic Plan will be a roadmap to guide all of us as we strive to deliver an excellent, compassionate care experience every time for our patients, residents, and community.

We know that we cannot achieve our goals alone, and we will rely on the collective commitment of our entire team and partners in the execution of our Strategic Plan over the next five years. We will continue to listen and build on the conversations we had to inform this plan. We will continue to seek engagement, input, and guidance to better understand our community's changing needs as we implement this plan.

Our future is bright. Together, as Deep River & District Health, we look forward to working together to build a healthier community and bring the 2023-2027 Strategic Plan to life.

