

Campbellford Memorial Hospital

Strategic Plan: 2014 - 2017

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Introduction & Methodology

Introduction: Our 2014 to 2017 Strategic Plan

Campbellford Memorial Hospital (CMH) has embarked upon a strategic planning update process. This process was undertaken to review the existing strategy, and revise it where appropriate, to position our hospital on a path to success from 2014 to 2017. This document is an update - and not a reinvention of CMH's strategy - as there continues to be widespread support for the direction the hospital is headed among staff, and key community opinion leaders. The overall objectives of this update process are to:

- Analyze the changing environment facing CMH;
- Revisit CMH's strategic objectives; and
- Update CMH's priorities.

The following document describes the revised and updated versions of each of these areas, which will allow us to move forward with an actionable plan for the future - and continue to build upon our success as a recognized centre of excellence in smaller community and rural health care.

Our Approach

Campbellford Memorial Hospital engaged MacPhie to support its strategic plan update. MacPhie began by facilitating a May 27, 2013 Board meeting, which was attended by the CMH Board, hospital management, and representatives from key community partners (Campbellford Memorial Multicare Lodge, Campbellford Memorial Hospital Foundation, Central East Regional Specialized Geriatric Services, Northumberland Hills Hospital, Trent Hills Family Health Team, Central East Community Care Access Centre [CCAC], and Community Care Northumberland).

Integration was the major focus of the retreat, given its implications on other strategic objectives and priorities, while a high level discussion on strategic themes gave guidance for the next stage of the update process - consultation with internal and external stakeholders.

The process used to engage with these stakeholder groups occurred in two streams:

- Internal Consultation - Internal consultation was lead by CEO Brad Hilker, and involved facilitated discussions with the following internal departments and audiences:
 - Managers
 - Mental Health staff members
 - Nursing, Pharmacy, Physiotherapy
 - Operating Room
 - Health Records, Admitting and Bookings
 - Finance, Materials Management and Systems
 - Dietary Staff

All staff were also invited to participate in an anonymous, online survey.

□ External Consultation - External consultation is ongoing as the strategic plan update continues to be developed. MacPhie will be leading external conversations with the following audiences:

- Politicians (Municipal, Provincial, Federal)
- Community and business leaders
- Community health providers and organizations

External audiences will be invited to participate in an anonymous, online survey.

Environmental Context

Internal Environment

Opportunities

Staff Have Pride in CMH

We consistently heard that our staff members are proud of our hospital, and the role it plays in our community. An anonymous survey of 30 staff showed that over 90% of those surveyed would recommend CMH to someone who needed to access health care.

Throughout our consultation we consistently heard our employees are proud of the work we do, and that they enjoy being able to support Campbellford, the Trent Hills community, and the surrounding region.

Our Strategic Direction Resonates with Employees

Our employees told us that they are pleased with the direction the hospital is headed, and with the goals we have developed to move forward. Staff understood and appreciated that the strategic objectives form a whole that is greater than the sum of their parts, and those consulted were able to see themselves present in some - if not all - of the objectives.

Our staff members have stated their commitment to the direction we are headed, and they believe that it is the right path for CMH. This unity of purpose is something we can leverage moving forward, as we continue to work towards our strategic objectives.

Staff Support a Sustainable, Independent CMH

There is great demand among staff to keep CMH as an independent entity and as an organization that leads integration, as opposed to one that is enveloped into another health system. This passion was evident in how often staff referenced 'Sustainable Hospital' as the strategic objective that resonated most with them. This can be linked to the belief in our culture and the desire to maintain and nurture this organizational strength.

The hospital-wide interest in leading integration, and retaining identity, are key drivers that will inspire our staff to actively pursue our strategy, and work to achieve its goals.

Risks

Employee Retention

Campbellford Memorial Hospital staff members want to deliver great patient care. Within that broad context, internal audiences expressed their concern with the ongoing amount of staff turnover. The feeling that people only come to CMH to train, and then leave to another site, is disruptive. This risk is further pronounced by the number of staff eligible for retirement in the near future.

Staff noted and appreciated the training provided by our hospital. This is another key strength that makes our staff proud, in part because it helps maintain our reputation as a smaller hospital that delivers cutting-edge care. That being said, some staff felt that more could be done to provide training locally, and that all staff, from management to front-line, would benefit from ongoing training.

Telling our Story Internally

At times of change, demand for communication increases. The interest in more, and clearer, communication included top-down communication about the integration process, and greater functional and operational communication among teams and their managers.

That there are anxieties about the integration agenda is no secret, and demand for communication - even if it is simply to say that there is no news - is welcome. Staff are interested in knowing what's going on as it pertains to CMH, and this includes knowing what's happening across the LHIN.

On an individual basis, we can break down barriers between different departments within CMH by encouraging interaction between staff. From having Brad do weekly walkarounds, to connecting our volunteers with our clinical staff, there are numerous opportunities for us to link our internal stakeholders to one another, reinforcing what's special about our hospital, and entrenching the qualities that truly make us a centre of excellence.

Loss of our Desired Culture

When it is at its best, our culture is a source of tremendous advantage and pride. Any governance change that could jeopardize what makes CMH special - and desirable for patients and their families - was seen as a significant risk.

We are known for the great relationships we build between our staff and patients, and for the sense of community we have developed. Our community feels ownership in our hospital, and that has led to so many great benefits - beyond obvious fundraising boosts.

However, we need to ensure that we lead by example, and don't attempt to 'force' culture. Our culture is about showing who we are through what we do, and everyone

needs to be accountable for demonstrating what it means to live our values and our culture every day.

External Environment

Opportunities

Maintain our Strong Reputation

CMH is receiving accolades from the likes of the Ontario Hospital Association, which sees CMH as having a great collaborative model within a health campus that includes a Family Health Team, Housing Units with Supportive Services, Community Mental Health services as well as a variety of community health care agencies. This leadership positioning and reputation as a respected centre of excellence will be useful throughout the integration process and beyond as we deliver on what the vision of a small, rural hospital can become.

Benefits of Community Demographics

The demographics of our community - and catchment area as a whole - mean that there will be increases in the acuity of patients living with multiple chronic diseases and who will require acute care services as part of their overall healthcare plan. Within the context of the Health Links initiative focusing on the 1% of patients whose needs consume 33% of the health care budget, we can leverage our considerable experience delivering care to the elderly and people with chronic diseases.

Continue Building on Integration Successes

The fact that so many local community health partners came to our May retreat is noteworthy. Positive suggestions and ideas related to entrenching regional integration, such as back-office efficiencies, were raised as opportunities for further collaboration.

Our close partnerships with local and regional health care agencies and providers has allowed our region to deliver care closer to home while helping to reduce the duplication of services provided. We can further build on this strength by providing that linkage and communication between our various agencies and organizations - specifically in the form of Electronic Health Records - that will allow us to over-deliver on patient expectations.

There is a clear opportunity for us to build existing relationships and to collaboratively drive integration among local agencies and organizations. Aside from large-scale integration, if we focus on building locally, we will be in a better position to promote CMH's leadership and model as broader integration discussions unfold.

Build the CMH Brand and Grow Volumes

There is an opportunity to continue building the CMH brand and reputation for efficient, high-touch care among patients and their families across our Local Health Integration Network - and beyond. This opportunity is focused on building the positive perceptions of CMH among both health care entities and the public.

If we can establish ourselves as the community partner that delivers faster, quality care, then not only will we enter integration discussions from a position of strength, but we can anticipate an increased number of procedures and patients using our services, as we have already seen with our CT and OR numbers. This will allow us to reiterate our story to people across our Local Health Integration Network, and it establishes CMH as the hospital of choice, potentially drawing patients from across the province for diagnostics or surgical procedures.

Educate and Involve our Community

There are care-related benefits and goodwill-related benefits to community outreach and education.

Through education, we can increase the number of patients who access health care at the correct entry point, which leads to greater quality and efficacy of care. We can also work with community partners to encourage wellness and prevention, and support patient navigation and a seamless patient experience.

Further, by closely interacting with our community, we can continue to build social capital that will help with our integration strategy. By being the best listeners to patient and family needs, we can help make health care a positive experience for our community, instead of a challenging system that is difficult to navigate.

Risks

At the Board and Senior Management levels - and at the Local Health Integration Network level - we have had a number of discussions related to the importance of independent governance. It was generally acknowledged that while maintaining independent governance would be the preference of the Board, there were more prominent risks that needed to be mitigated regardless of the long-term governance structure:

Changes in Services and Losing Funding Control

We remain in a funding environment that is very challenging. It is likely that throughout the duration of this strategic plan, CMH will see ongoing funding freezes, if not continued reductions to funding. Further, the integration planning process that is underway is creating a higher level of uncertainty than usual, which makes some aspect of long-term planning more difficult.

Within that funding and operational context, we will seek first and foremost to maintain - if not grow - our key services. The success of our hospital and health care campus is, in part, based on the fact that the services we offer form a whole that is greater than the sum of its parts.

Additional issues included the potential loss of control over funding, and for the requirement of incremental funding to execute and implement any new model or approach to care - both from the perspectives of potential human resource costs, and change management implementation costs. We have experienced falling funding, such as the loss of Health Infrastructure Renewal Funds, which has implications for the way we operate, and deliver care.

Key System-Wide Issue

Unintended Consequences and Perverse Incentives

Within the context of integration, we are facing risks that we are only beginning to understand and consider. For example, if our emergency department is diverting patients to the CCAC, will this reduce our emergency funding? What are the implications of our successful reduction of Alternate Level of Care (ALC) wait times - in accordance to government set priorities - such as related reductions in ALC funding? This is designed to help people who can be more appropriately cared for in other settings to receive that care outside the hospital, but will reducing the number of days patients are spending in beds, result in the closing of beds at CMH? And do we risk increased variable costs without corresponding funding if we continue to attract patients from around the region who choose to come to CMH based on our reputation and excellent care?

Ideally, we see this as an opportunity to help shape and influence funding formulas and help ensure that key drivers within the system are designed to deliver optimal outcomes across the entire system, understanding that this will require both hard work from senior management, and close support from the Board.

Mission, Vision, Values and Culture

Mission

Campbellford Memorial Hospital is dedicated to the relief of illness, pain and suffering, and to the promotion of health for the communities we serve.

Vision

Campbellford Memorial Hospital's vision is to be a recognized leader in rural health care, creating a healthy community through service excellence, effective partnerships, and the development of innovative hospital services.

Values

Compassion

Compassionate care is a commitment we make to patients and their families. We understand that the art of care is often just as important as whatever technical expertise we bring to our jobs. We also understand that compassion is something that staff members give of themselves to our patients and their families.

Learning and Innovation

A commitment to opportunities for learning and personal growth for all staff members is essential to maintaining a vibrant and dynamic organization. We will also promote an organizational culture of innovation - one that encourages advancement of knowledge and experience - in order to make continual improvements in patient care, and in our services across the organization.

Excellence

We must not only meet, but also exceed, the needs and expectations of our patients. Excellence means that we will not only provide highly skilled patient care, but that we understand the human dynamics involved in providing care and services. Excellence means a commitment to maintaining the best equipment and facilities that we can possibly afford. It means a commitment to assisting professionals in furthering their education and skills. It also recognizes that each CMH staff member plays a key role in ensuring that every patient has the best experiences possible while in our hospital.

Accountability

We acknowledge our responsibility to provide the best possible quality of care by managing our resources effectively. We also recognize our responsibility to act as advocates for our community to secure needed resources.

Respect

This value encompasses how we treat our patients, and their families, and how we relate to each other. We value the rights of our patients and their families to be treated with dignity and to have their individual values and decisions appreciated. We recognize and value the unique contributions of staff members, physicians, volunteers, and supporters.

Culture

This single idea is designed to represent a distilled and focused articulation of the essence of the desired culture of the organization. The statement that crisply and elegantly captures the culture at Campbellford Memorial Hospital is:

People looking after people.

This is a very powerful statement. It is honest, welcoming, down-to-earth, and sends a positive message to staff, funders, and the community. The concept of 'looking after' has a double meaning: staff and volunteers look after one another, in addition to serving the patients and members of the public. This implies that every staff member and volunteer at the hospital is charged with the wellbeing of the hospital's patients.

The CMH Attitude

The "Attitude" is what we would want people to say when describing the culture of the hospital. Some of the words and phrases that CMH senior managers wanted people to use when describing the culture of the hospital included:

- Craftsmanship with an eagerness to improve.
- Passion and drive for excellent care.
- Genuine empathy for the patient experience.

With these attributes in mind, the following "Attitude" statement was created:

We passionately pursue excellence, and create a better experience by putting our best selves forward every day.

Cultural Manifestation Statements

Cultural manifestation statements describe the ways in which our hospital's culture "shows up" in how employees work with one another, and with people from the community who come to the hospital. Below are the values manifestation statements:

1. *We put patients first.*
2. *We smile.*
3. *We call people by name.*

4. *We talk about our mission, and share the story of what makes our hospital different.*
5. *We say "Thank you."*
6. *We always take the time to help visitors to our hospital.*
7. *We trust each other implicitly.*
8. *We invest in our people.*
9. *We never say, "That's not my job."*
10. *We are good at what we do, but remain humble.*

Strategic Objectives and Corresponding Priorities

Our strategic objectives and their corresponding priorities were revised as part of this process. We consulted with our stakeholders to determine what revisions, if any, needed to be made to our overarching objectives.

CMH's 2010-2013 strategic plan had four objectives, but a fifth objective was added for this update, "Ensure CMH is sustainable as a hospital." This update was deemed relevant due to the increasing focus on integration in our LHIN, and across the province. Our revised strategic objectives for the next three years are:

1. Ensure CMH is sustainable as a hospital.
2. Ensure safe quality care and service excellence for our patients - both now and in the future.
3. Recruit and retain the best people.
4. Share the CMH story with our community and the broader health care community.
5. Enhance our physical plant, clinical equipment, and technological infrastructure.

The following sections provide further detail regarding each of the objectives, and their corresponding priorities. Each objective is broken down into priorities, which are further supported by tactics - many of which were gathered from our consultations. Our detailed strategic objectives are:

1. Ensure CMH is sustainable as a hospital.
 - a) Continue to pursue organizational efficiency, ensuring we are fiscally sustainable, and make key investments in areas that lead to greater returns.

- Invest in initiatives that create a positive rate of return (ie. IT projects, energy projects).
 - Electronic Medical Records and/or Electronic Health Records are the way of the future for hospital records - and already CMH's SAM autofaxing is reducing the amount of paper we use. Electronic records help streamline patient care, and a cost-benefit analysis should be conducted to determine whether CMH is in a position to change to electronic records systems.
 - To optimize efficiency in the surgical suite use LEAN methodology in order to achieve our wait time obligations and to provide access to quality surgery closer to home.
 - Consider the costs and benefits of increasing volumes in our Operating Room
 - Complete financial analysis of organizational models to determine the most cost-effective operating and governance approaches for CMH.
 - Demonstrate the low-cost, high-quality care that CMH provides
- b) Develop partnerships for better sharing of resources and competencies.
- Implement practices and develop partnerships that promote collaboration during the transitions in care.
 - Continue efforts to maintain strong relationships with local family physicians.
 - Communicate the roles of the Community Care Access Centre and of community support services to patients, so they know what services can be accessed where.
 - Pursue vertical and horizontal integration to improve quality, value for money, and service levels.
 - Review opportunities for resource sharing with community health care providers.
 - Educate RPNs to broaden their scope of services, as this will help balance workload with, and access to, Registered Nurses.
 - Using Telemedicine technology we will promote access to services and education for our patients, physicians, staff, and community partners.
- c) Seek new funding sources and continue to advocate to government for fair and reasonable funding.
- Participate with key partners in advocacy for a funding model that works in a rural setting.
 - Work with the Foundation in fostering partnerships to create a healthier community and to create investments for hospital priorities.
 - Build upon existing partnerships, such as Flourish and Relay for Life, and use these as success models when developing new collaborative opportunities.
 - Mobilize Foundation campaigns to target specific departmental needs.
 - Encourage staff to lead by example, and donate to the Foundation.
 - Develop relationships with all levels of government.

2. Ensure safe quality care and service excellence for our patients - both now and in the future.

- a) Develop and implement a senior friendly plan for our hospital and health campus.
- Connect with and engage seniors to determine what they need, want, and expect from CMH.
 - Meet with regional partners to explore internal and external opportunities to collaborate for optimum patient outcomes.
 - Implement assessment tools like the Barthel Tool for Functional Decline to ensure patients at risk get the most appropriate care.
- b) Create an integrated palliative care program.
- Our new Palliative Care initiative will see all patients who present to CMH receiving optimum palliative treatment.
 - The hospital is partnering with the Community Care Access Centre, Trent Hills Family Health Team, Community Care Northumberland, and Bridge Hospice to provide a "wrap around" service to provide the best support for people who are approaching end of life.
 - This program will ensure our community members have access to a multidisciplinary team of health care professionals that can deliver the care and support they require.
- c) Implement best practices to enhance the safety and quality of services provided by CMH.
- Work with others within and across our LHIN to implement provincial initiatives - such as Health Links - which will enhance our capacity and ability to deliver quality patient care
 - We focus on continuous quality initiatives that will ensure quality care and provide a safe environment for our patients. We are a dedicated professional team that continuously monitors our chosen indicators to ensure best practice. Our indicators are:

Safety

- To ensure we have 100% compliance to our antibiotic steward program, which reduces the chances of patients acquiring hospital acquired Clostridium Difficile associated diseases.

Effectiveness

- To improve our organizational financial health and ensure balance and recovery.
 - Ensure we identify targets, and communicate our plans to reach these goals.
 - Drive data quality, as this is becoming increasingly important to funding.

Access

- To reduce our wait time in the Emergency Department to the 90th percentile for length of stay for non-complex patients or minor uncomplicated patients. We are doing this by employing a nurse practitioner (February 2013) to see these patients with a "fast track methodology".
- Consider acquiring Ear, Nose, and Throat and Obstetrician-Gynaecologist specialties, and new equipment to support further growth in staff resources.
- Revisit known opportunities such as making greater use of the Ontario Telemedicine Network, a dialysis study, and assessing the feasibility of offering sleep studies.

Patient Centred

- To improve acute care patient experiences to exceed the results of high performing hospitals in Ontario by improving processes.
 - Provide multiple touchpoints with patients, especially when they are waiting for service.

3. Recruit and retain the best people.

- a) Increase clinical placements and play a part in training future health care providers.
 - Work with the colleges and universities to offer additional clinical placements for a variety of health care providers.
 - Continue to strengthen our high school co-op program to build stronger ties with youth in our community, and to encourage their interest in CMH and health services in our local community through exposure to the diverse range of professions that make health care service delivery possible.
 - Use training to draw new employees to CMH, and to help minimize risks associated with a potential 'retirement bubble' facing certain departments at CMH (ie. 6 of 15 ED nurses; 6 of 11 managers are 55+ years old).
- b) Develop our employees to improve retention.
 - Focus on staff development and maintain a quality environment where people want to work by offering learning opportunities both internally and externally (eg. Diversity training).
 - Determine CMH's ability to fund staff development, and publicize this. Continue using Foundation funds to fund education.
 - Provide enriching opportunities to staff to help them grow their skills, and their role at CMH.
 - Establish wellness and staff recognition programs that drive towards and promote our ideal culture.
 - Foster a work-life balance among our staff.
 - Celebrate, acknowledge and expand the great work of our volunteers - who are integral to the success of our hospital.
- c) Strengthen our internal culture.

- Focus on internal communications and ensure we understand expectations so that we can deliver on needs and explain realities.
 - Encourage individuals to become the 'face of' their departments.
 - Praise success and offer feedback on a regular basis.
- Incorporate culture 'measurement' into our performance management system.
- Continue to celebrate our culture, and get our staff and community talking about it.
 - Remind staff that our patients are consistently happy with the service they receive.

4. Share the CMH story with our community and the broader health care community.

a) Communicate our story, our people's successes, and our achievements.

- Develop and execute a communication strategy that celebrates our successes and partnerships in the community.
 - Communicate the strengths and stories of all aspects of the hospital - not just front line care, but also what happens in the background, such as lab work.
- Focus on becoming the hospital of choice in our region.
- Demonstrate our leadership and talents by promoting the innovation and service that CMH delivers.
- Sustain and deepen the strong relationships and high level of engagement we have with members of our community.

b) Lead and advocate for change in health care in small and rural communities.

- Continue working with the OHA to advocate for funding models that work in small and rural communities.
- Focus on driving conversations with the Local Health Integration Network and the Ministry of Health and Long-Term Care to ensure they are aware of the unique needs - and advantages - of community hospitals.

c) Help support marketing the attractiveness of Northumberland and surrounding communities.

- Work with local governments and our community to highlight the importance of CMH to the community.
- Highlight the service, support, and opportunities CMH provides to Northumberland and the surrounding area.

5. Enhance our physical plant, clinical equipment, and technological infrastructure.

- a) Develop our five-year infrastructure plan and funding model.
 - Approve and implement a five-year investment plan for the hospital's diagnostic, patient care equipment and technology infrastructure.
 - Ensure CMH is up to date with equipment and services, so that it can provide for the needs of our community while helping to relieve the stresses of other hospitals in our region.

- b) Create and implement a strategy for updating the current physical plant across our integrated health services campus.
 - Update the master plan to ensure CMH is prepared for the next evolution of the Ontario hospital system.
 - Begin with less expensive, noticeable, aesthetic changes, such as new paint for patient rooms and hallways.
 - Look for government grants to support improvements, such as energy-saving credits for window replacements

The Way Forward

This is an exciting time for Campbellford Memorial Hospital and for the health system in general. As we move forward, this strategic plan will continue to serve as our guide, as a prism for decision-making, and as a source of inspiration.

Operationally, the details of each priority will be assigned to a member of our team who will be accountable for developing more detailed implementation plans - including key milestones, timelines, and deliverables.

Progress on those priorities, and on the strategic plan as a whole, will then be reported to our Board of Directors on a regular basis.