



Winchester
District
Memorial
Hospital

Winchester District Memorial Hospital

Strategic Plan
2013 - 2018

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Note: Additional information and data used to develop this strategic plan is available upon request.

Our Strategic Planning Process

Strategic Planning Overview

At Winchester District Memorial Hospital (WDMH), we undertake a strategic planning process every three to five years to determine:

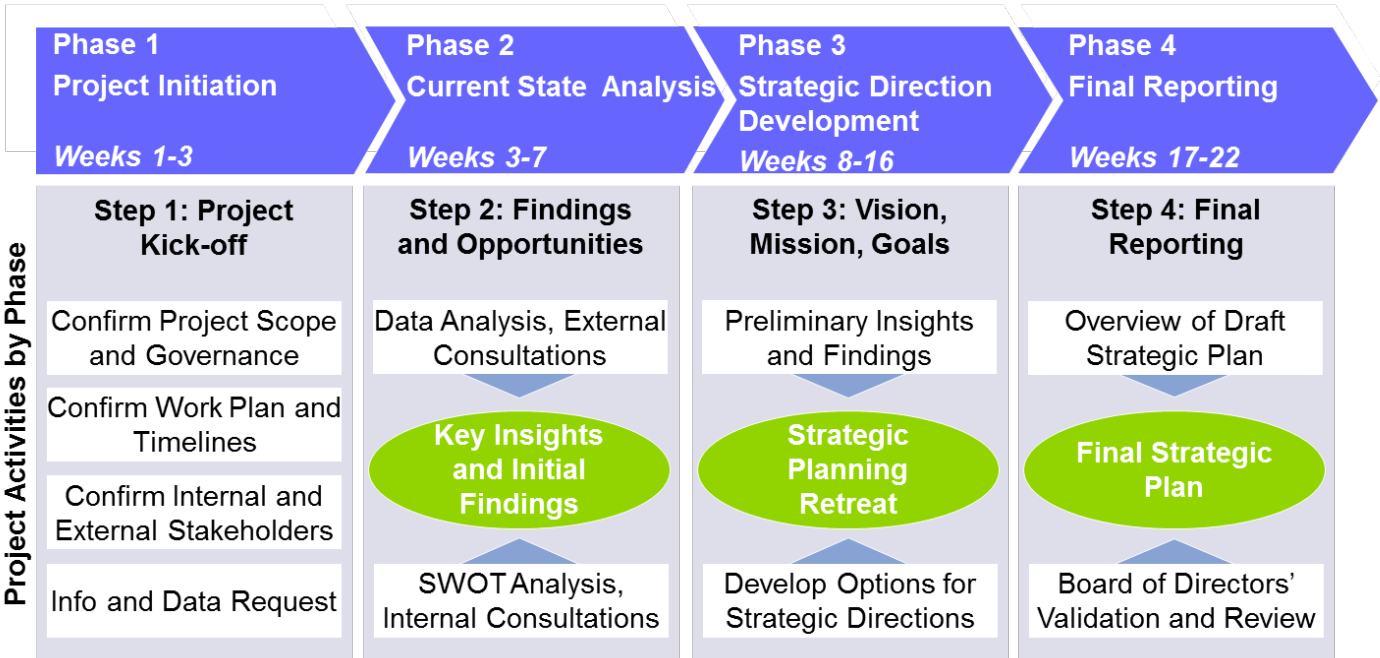
- How we are doing now
- Where we would like to be in the future
- How we intend to get there

This new strategic plan will help us focus our efforts and resources over the next five years.

WDMH’s Strategic Planning Process

Our strategic planning process was led by the Board of Directors and the Strategic Planning Steering Committee. The Steering Committee included a cross-section of physicians and staff. The goal was to refresh WDMH’s strategic plan, while recognizing the hospital’s role as part of the *Centre of Excellence for Rural Health and Education*.

The strategic planning process took place from January to June 2013 with input from numerous internal and external stakeholders. The process included data analysis and a literature review of health care trends and government policy.



The strategic plan was developed through a thoughtful and inclusive process. It brought together many stakeholders to review available data and information, share ideas and develop the plan over several planning sessions. The WDMH Strategic Planning Steering Committee and Board of Directors were pleased with the level of engagement and high participation rate among internal and external stakeholders throughout this process.

Highlights of our strategic planning process include:

- A survey of 24 hospital leaders who offered their assessment of WDMH's Strengths, Weaknesses, Opportunities and Threats (SWOT)
- 15 individual interviews and focus groups that included 40 internal stakeholders from throughout the hospital, including the Medical Advisory Committee and Medical Staff Organization
- 14 individual interviews with external stakeholders, including neighbouring hospitals, the Champlain LHIN, CCAC, community agency partners, municipal leaders and academic/research partners
- Analysis of 117 web-based survey responses from both internal WDMH stakeholders and the broader public
- Analysis of key demographic characteristics and trends in local communities
- Analysis of the number of people cared for by WDMH
- Analysis of patients' place of residence to understand where patients are coming from
- An assessment of key industry trends through an environmental scan
- A facilitated Strategic Planning Workshop with Board of Directors and Steering Committee members
- A series of Strategic Planning Steering Committee meetings to develop and refine WDMH's strategic directions, priorities and keys to success

Note: Additional information and data used to develop this strategic plan is available upon request.

An Overview of WDMH and the Communities We Serve

Who We Are

WDMH serves a broad group of communities. We share a strong history and commitment with the people we serve. We recognize that much of our growth has been possible because of support from our local communities.

Our services include a 24/7 Emergency Department, inpatient medical and surgical services and obstetrics/newborn care. We have a wide range of day surgery services and outpatient clinics, including cardiology, obstetrics and urology, among others. Our laboratory, diagnostic imaging and pharmacy services support our clinical programs. We are a partner in several regional programs, including operating as a key site for cancer care (breast cancer screening, surgery and chemotherapy); chronic kidney disease (dialysis); and other specialty clinics. Our services are provided by a strong base of family physicians, specialists, staff and volunteers.

WDMH has worked hard to develop a number of unique strengths that set us apart from other rural hospitals. These include a well-recognized rural health education program; strong skills and resources in information technology; and a leadership role in the development of the *Centre of Excellence for Rural Health and Education*.

Our Values

The work that we do is driven by our values, namely:

Commitment to Quality

- We aim to meet or exceed recognized standards for quality and excellence in the delivery of patient care
- We value our ability to learn from each other and to continuously improve

Working Together

- We are committed to working as a team to grow, change and exceed expectations
- We believe that collaboration and teamwork together are essential to excellent healthcare
- We value the opinions and perspectives of all members of the health care team

Compassion

- We value the physical, emotional and spiritual health of our patients and staff
- We care for our patients and their loved ones with dignity and concern

Respect

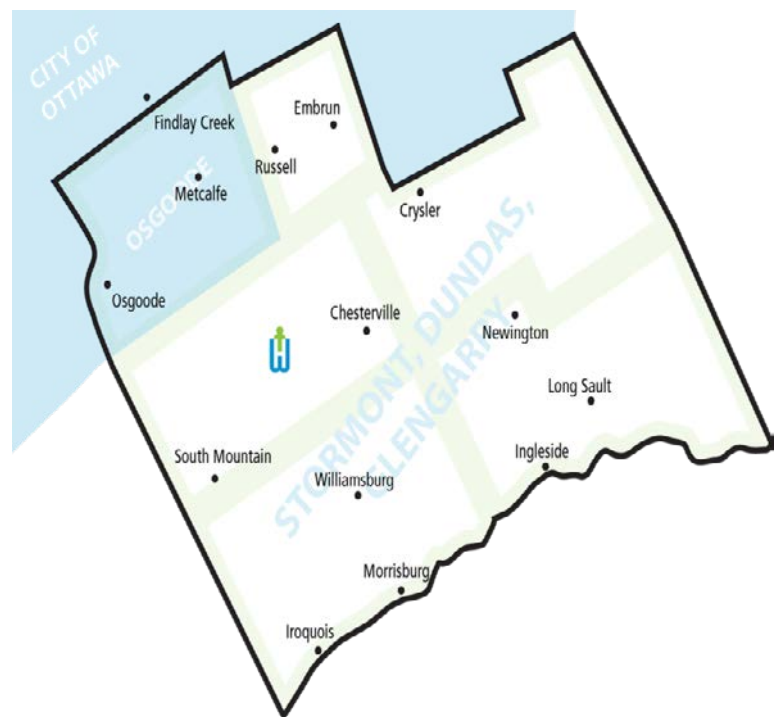
- We promote informed participation in decisions related to care, quality of life and optimal level of wellness
- We respect the privacy rights of all persons and realize the importance of maintaining the confidentiality of the situations encountered and of the people involved and by always keeping other persons' confidences
- We communicate honestly and openly and treat everyone at Winchester District Memorial Hospital with equity and fairness

Who We Serve

Our local communities are within the broader areas of Dundas, Stormont, Glengarry and Russell Townships. As well, we increasingly serve a growing population in the Ottawa South area.

Key Statistics:

Population Demographics at a Glance (Dundas, Stormont Glengarry)	
Land Area (2011)	3,309 sq km ¹
Population (2011)	111,164 ¹
Population Projection (2012-2036)	5.1% decline ²
Age Trend (2012-2036)	74% increase in population aged 65 years+ ²



¹ Statistics Canada. 2011. NHS Profile, Stormont, Dundas and Glengarry, UC, Ontario, 2011. Retrieved from <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=3501&Data=Count&SearchText=Stormont,%20Dundas%20and%20Glengarry&SearchType=Begins&SearchPR=01&A1=All&B1=All&TABID=1>

² Calculated based on 2006 Census data as reported in the following document: Ontario Ministry of Finance. 2012. Ontario Population Projections Update, 2011-2036.

Considerations in Our Planning

An Evolving Health System

We recognize that WDMH is operating within a complex and changing health system. In our strategic planning, we considered some of the major changes that may impact how we operate today and over the next five years. Several trends within the broader health system were taken into consideration, including:

- **Health system transformation** – There is interest in finding opportunities for increased collaboration between health services providers. Recent initiatives launched by the Ministry of Health and Long-Term Care build on the concept of bringing various health and social services providers together to improve the health and care of those individuals with complex health needs, such as through *Health Links*. It has also been suggested that rural and northern hospitals can play a role in the creation of “health hubs” by connecting providers across the continuum under a single funding model. The shared vision of WDMH and its partners in developing a *Centre of Excellence for Rural Health and Education* is very much in line with this general trend.
- **A strong focus on quality and efficiency to make the most of available health care resources** – The growing provincial deficit has increased pressures for accountability in how we provide care. There is greater emphasis on making decisions based on evidence and linking hospital funding to both patients and to quality of care. Hospital funding models continue to evolve (e.g. Health Based Allocation Model (HBAM), Quality Based Procedures). Building on our strong track record to date, it will become even more important that we deliver care that can be shown to be of high quality and efficiency.
- **Changing expectations of the level of involvement and role that patients, families and caregivers expect to play in their care** – Patients, families and their caregivers are becoming more informed and involved in their health care. Expectations are changing for hospitals and other health care providers in how they interact with those they serve. Expectations regarding the role that patients and families play in taking care of their own health needs are also changing.

Community Health Profiles

The communities that WDMH serves can be summarized in two groups:

- **The hospital's long-time local community** – These communities have changed over the years and are now home to populations where the proportion of seniors (65 years of age and older) is increasing significantly. While the number of seniors will increase in the local areas, the total population is projected to decrease over the next 20 years. However, it is important to note that new development plans in North Dundas suggest this area may experience growth.
- **A younger and growing population based in Ottawa South and Russell Township areas** – We have seen growth in the number of people that we serve from the Ottawa South and Russell Township areas due to our growing reputation; the quality of our services; and the short distance from Ottawa (i.e. 35 to 45 minute drive). These areas are projected to have an increasing population with a higher proportion of younger people, including many young families.

Our local communities are within the Eastern Counties population, which has health and social characteristics that will place pressure on WDMH and other health services providers in the future. Specifically, our communities have a need for health education and affordable tools given the:

- **Higher rates of chronic disease** such as asthma and chronic obstructive pulmonary disease
- **Higher rates of health and lifestyle risk factors** such as smoking and being overweight

A Rural Teaching Hospital and a Key Part of the *Centre of Excellence for Rural Health and Education*

WDMH is committed to excellence as a rural teaching hospital. The Board of Directors and Steering Committee focused on ensuring that this strategic plan provides the necessary direction for the organization to strengthen its place in our local health system. In doing so, our goal is to better meet the needs of our communities.

In addition, this plan has been developed with the understanding that WDMH continues to play an important role as part of the *Centre of Excellence for Rural Health and Education*. While this vision is not solely ours, we recognize that we play a key role in its development.

The *Centre of Excellence for Rural Health and Education* includes health and community care providers, educators and researchers (see below). This collaborative focuses on building partnerships to support healthy rural communities.

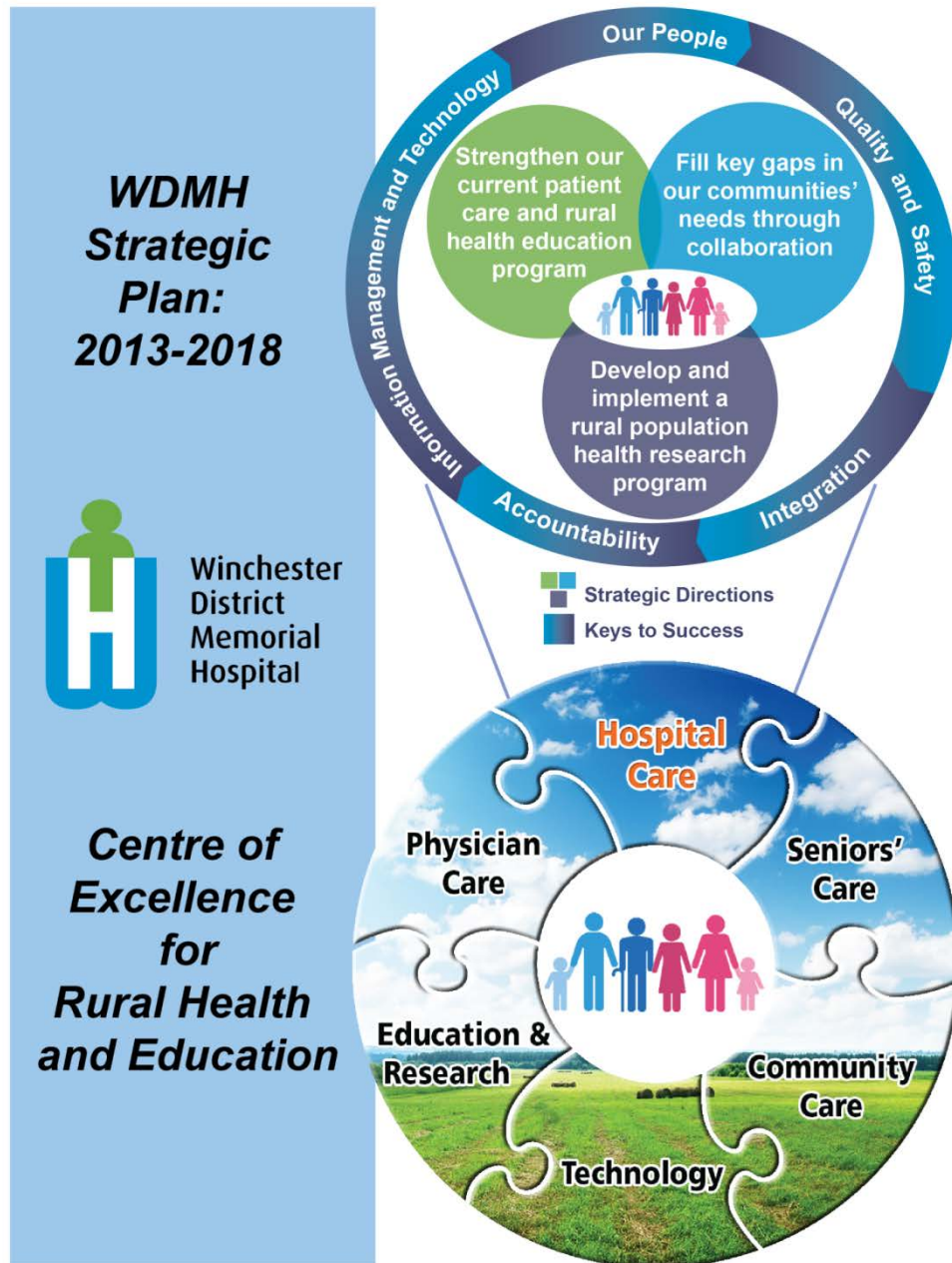


With our partners, WDMH is committed to:

- **Excellence in rural care** – WDMH is a rural teaching hospital with committed, compassionate staff, physicians and volunteers who have a strong desire to do what is right for our communities. To best serve our communities, we will focus on necessary clinical services and selected specialty areas. To achieve excellence, we will continuously improve the quality of our care, build partnerships and lead in innovation.
- **Leadership in education** – A cornerstone of WDMH is the ongoing development of our staff, physicians, volunteers and those who train and develop their skills as future health care professionals.
- **Innovation and quality improvement through rural health research** – We will work to become active participants in research that supports our vision and improves quality of care. We will develop a strong understanding of how best to apply evidence to support our decision making.
- **Financial sustainability** – WDMH has a long history of fiscal responsibility that has enabled the hospital to continue to thrive while many other health care organizations have struggled. We remain committed to acting in a fiscally-responsible manner.

Strategic Directions and Priorities

At the heart of our plan is a commitment to our communities. Each of the three strategic directions is focused on improving the health of our communities. These strategic directions are inter-related and each one will advance us as a rural teaching hospital and as a leader within the *Centre of Excellence for Rural Health and Education*. Supporting our strategic directions are five *Keys to Success*.



This plan represents our focus over the next five years to improve our hospital and how we work with others to contribute toward the vision of the *Centre of Excellence for Rural Health and Education*. Within each strategic direction, priorities have been identified. The following provides an overview of each strategic direction and supporting priorities.

STRATEGIC DIRECTION #1 - Strengthen our current patient care and rural health education programs

Strategic Priority - Strengthen the volume, quality and efficiency of our current clinical services and enhance our academic programs

WDMH is recognized for the quality of care it provides. The current patient care programs include an emergency department, obstetrics/newborn care, surgical care, inpatient medical care and outpatient clinics, among others. Strengthening the volumes of our current services will support quality and efficiency. We recognize that a portion of local patients who could be served at WDMH are going to other hospitals. As such, we will focus on expanding selected services and strengthening our current programs by:

- **Providing care to people in our communities who are currently going elsewhere for their health care needs** – These targeted areas will be identified and initiatives will be undertaken to attract patients to WDMH. Examples of such targeted areas may include obstetrics/newborn care, gynaecology, general surgery, urology, and ear nose and throat (ENT) services, among others.
- **Expanding our current outpatient services in selected areas to better meet the health needs of our communities and ensure we use our resources wisely** – To better meet the needs and provide services closer to home, we will further develop our outpatient services in targeted areas that may include ENT, nephrology and urology.
- **Continuing to identify and support the needs of people living with chronic diseases by expanding our specialized clinics and services** – Many people in our communities are dealing with the challenges of managing their chronic diseases. Some chronic diseases are preventable or manageable with the right care and support. As such, it is important to support people as early as possible to identify these conditions and provide necessary care and education.

WDMH is already a well-recognized satellite site for clinics that support some of these chronic diseases (e.g. dialysis). Building on this foundation, we will work with our partners to expand these services. In doing so, we would be able to bring specialized care closer to

home for more patients. As well, we will explore opportunities to expand our specialized clinics and services to better support our communities' needs related to chronic kidney disease (e.g. pre-dialysis clinics); cancer (e.g. community navigator role); heart health (e.g. cardiac rehabilitation); and links with the Ontario Telemedicine Network (OTN). A key part of this strategy will be to better support patients' abilities to effectively manage their own health.

- **Continuing to develop awareness of WDMH's services in high growth communities outside of the Stormont Dundas areas** (e.g. Ottawa South and Russell Township) – Our population mix is shifting and increasingly includes people from the Ottawa South and Russell Township areas. Building on the hospital's reputation for high quality care, there are opportunities to attract more patients from these areas who could benefit from the services offered at WDMH. Over the next five years, we will target our outreach and communication to these communities to extend the reach of our services to those who can most benefit. In doing so, we will strengthen the volume and quality of our services.
- **Continuing to improve the quality of our rural health education program** – We value rural health education. We work with many schools to provide clinical education to a wide range of disciplines including medicine, nursing, midwifery, paramedics, pharmacy, community service and physiotherapy, among others. We have a strong family medicine residency program which is well-respected and in high demand. Building on our success to-date, we will continue to improve how we work with our partners and schools to enhance the experience of learners. Examples of how learning experiences may be enhanced include developing opportunities for existing students to be part of our research and campus development initiatives; enhancing education for our preceptors to build on their skills in supervision and feedback; and increasing how students learn from other professions on the team.

Strategic Priority - Continue to support the ongoing professional development needs of our staff, physicians and volunteers

We will continue to explore and create new ways for people to learn and apply these learnings in their day-to-day responsibilities. Examples of different learning models that could be considered may include leveraging shared educational opportunities and resources with peers in rural health; distance education; and mentorship opportunities.

STRATEGIC DIRECTION #2 – Fill key gaps in our communities’ needs through collaboration

Strategic Priority - Develop and improve coordination, access and quality of palliative care services by working with key partners

There is a need to better support the needs of those who are dealing with end-of-life issues. WDMH will focus on improving the coordination, accessibility and quality of end-of-life services within and outside the hospital. At WDMH, this may take different forms, such as developing educational opportunities for patients and staff or developing a mobile team to support palliative patients and hospital staff. Outside of WDMH, we will improve linkages with our partners (e.g. hospice) to enable our community members to have improved access to services.

Strategic Priority - Develop an integrated approach to meet the health needs of seniors and improve their quality of life

Seniors continue to be a large part of WDMH’s communities. WDMH already has several supports for seniors, including a dedicated Vice President of Seniors’ Services, a strong link with Dundas Manor and initiatives to make WDMH a more senior-friendly hospital (e.g. improving care for those with dementia). Over the next five years, we will improve how we care for seniors and also collaborate to better meet the health and social needs of seniors – the overall goal being improved support for a healthy and high quality life while living as long as possible on their own. Development of key services and resources to support this goal may include:

- **Specialized geriatric clinical resources** that support families/caregivers, the hospital and other community resources’ ability to care for seniors
- **Resources and services** that address needs related to improving individuals’ ability to function independently, prevent falls and address cognitive and behavioural challenges

Strategic Priority - Continue to collaborate with local and regional partners to support the broader health and care needs of our communities

A key part of the vision for a *Centre of Excellence for Rural Health and Education* is to collaborate with local and regional partners who are committed to supporting the development of healthy rural communities. Over the next five years, WDMH will work with our partners to focus on:

- **Improving the connection between health and social services providers to improve the flow of patients as they move among different services and care providers** – This is an important part of our everyday work and it will become more prominent as we evolve

toward a campus model. In particular, Dundas Manor is a key partner and we will ensure that there are excellent transitions between WDMH and Dundas Manor.

- **Collaborating to advocate for improved access to other community needs** – As a health leader, we are committed to advocating for services needed by our community members. For example, we will advocate for better access to counseling and outreach supports for people living with mental health and addictions challenges.
- **Continuing to develop a campus with co-located and coordinated services** – Several key partners have already come together as part of the *Centre of Excellence for Rural Health and Education*, including the Champlain Community Care Access Centre, Eastern Ontario Health Unit, Job Zone d’emploi and Ontario Early Years Program. A key part of our strategic plan will be the ongoing coordination across our campus partners to ensure easy access to services that our communities may need now and in the future. Coordination may take place in various forms and may include improving efficiency of referrals across partners; improving our knowledge of each other’s services; or exploring opportunities for shared services such as information technology.

STRATEGIC DIRECTION #3 – Develop and implement a rural population health research program

Strategic Priority – Develop and implement a plan to advance WDMH’s research program and increase our research capabilities

We are committed to research activities that reflect the rural health needs of our communities and will improve the quality and overall excellence of our care. We envision linking these activities with people and academic/research centres that share similar interests in rural population health and who are able to help us increase our internal capacity for research. These are key activities that we will complete to implement this priority:

- **Develop a clear vision for our research program** – From this vision, we will create a plan that outlines our research and capacity-building activities. WDMH will work closely with selected partners to develop our internal capabilities. As such, we will confirm key research partners and initiate projects in areas of shared interest in rural population health research. Our focus will be on increasing participation, awareness and knowledge of the research process by being part of existing teams and projects.
- **Confirm our focus on specific research areas within rural population health** – As part of our plan, WDMH will further refine its research focus. Initial areas of focus suggested by potential WDMH partners include investigating chronic diseases that lead to historically high rates of hospitalization and self-reported problems such as asthma, COPD, heart disease and diabetes. We will focus on research that is relevant to our patients and communities.
- **Confirm key partners and initiate projects in areas of shared interest in rural population health research** – Our research program will aim to initiate projects within the next five years in collaboration with our partners. There are other academic/research centres that can suggest a wide range of potential projects in which WDMH could be involved. Our priority will be to finalize partnerships and begin implementing projects in areas of shared interest in rural population health, such as: chronic disease management, cardiovascular health awareness, rural senior rehabilitation and others.

Strategic Priority - Enhance capabilities to understand and apply evidence to support quality decision making

WDMH will develop an organization-wide understanding of the value of applying the results of research activities. We will increase our ability to apply evidence. This may include activities such as strengthening access to professional literature; enhancing internal decision-support capabilities; accessing training; and creating opportunities to share research.

KEYS TO SUCCESS

These keys to success will enable us to achieve our strategic goals:

I. Quality and Safety

WDMH will build upon its current commitment to quality and safety. We will work to make measurable improvements within WDMH, and in collaboration with our partners.

II. Our People

Our people are at the heart of WDMH's success. We will ensure that our people are engaged and supported to reach their goals, while contributing to WDMH's priorities. We will continue to improve the workplace and plan for future human resources needs.

III. Integration

Each of our strategic directions and priorities relies on WDMH's continued collaboration with others in the health system. WDMH requires the cooperation of our new and existing partners to further develop the *Centre of Excellence for Rural Health and Education*; move forward with our research strategy; and improve how patients flow through the system.

IV. Accountability

Accountability is a component of each of our strategic directions. Financial accountability and transparent outcomes reporting will ensure that WDMH remains accountable to our patients, staff, physicians, volunteers and our communities.

V. Information Management (IM) and Technology (IT)

WDMH is fortunate to have advanced IM/IT capabilities. IM/IT is essential to improve the quality of our care, improve our decision-making and support our education and research projects. Potential opportunities may include completion of the electronic health record; sharing of electronic records between WDMH and partners; and further automated data collection and reporting.

Concluding Thoughts

This strategic plan is a clear message to the organization, our communities and our partners that WDMH is committed to safety, quality and being a leader in the *Centre of Excellence for Rural Health and Education*. This strategic plan builds on WDMH's strong track record and represents the next stage in improving the hospital's support of community needs.

We now have a plan to:

- Strengthen our current patient care and education programs
- Address key gaps in care that are being experienced by our communities
- Improve our capabilities in rural health research

Implementation of this plan will enable us to continue our selected growth as an organization and allow us to meet the current and future needs of the people we serve.

In doing so, we will work to:

- Strengthen the working relationship with our partners
- Advance the development of the *Centre of Excellence for Rural Health and Education*
- Support the health and social services needs of our communities
- Improve the flow of patients across the system
- Continue to be fiscally responsible

The successful implementation of this plan will strengthen WDMH's position as a leader who works with others to build a strong, integrated health system that improves quality, safety and access to health services.