



2022 – 2027 Strategic Plan

September 30, 2022

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1. Land Acknowledgment

The Temiskaming Hospital acknowledges it is located upon the traditional territory of the Algonquin (Omàmìwininiwag); Anishinaabe (Anishinabewaki ᐱᐿᓂᓴᓴᐃᐱᐅᐃᐱ); and Cree people. We have the privilege and responsibility to serve First Nations, Métis and Inuit people. We also acknowledge the traditional knowledge and healing that has been developed over countless generations.

We are privileged to provide care on lands that Indigenous peoples have called home for thousands of years and we recognize their contributions both in shaping and strengthening this community in particular, and our province and country as a whole.

We commit to supporting the improved access by First Nation, Inuit and Métis individuals to Indigenous healing practices and to treatments that are provided in collaboration with Indigenous healers and elders whenever possible and when this is requested.

2. Strategic Context

2.1. Executive Summary

For over forty years, Temiskaming Hospital has been providing primary care for the citizens of Temiskaming Shores and its neighbouring communities. Offering care to communities from Temagami to Earleton, we are passionate advocates for healthcare across Northern Ontario. Together with our valued partners, we are navigating the evolving Ontario health landscape to ensure our communities receive the support and services they need to lead healthy lives.

“There are many excellent things the hospital is doing. It provides the best it can with what it has. Continuing to seek opportunities for growth is the best way forward.” - *Survey Respondent*

From March to July 2022, Temiskaming Hospital engaged Laridae, a leading management consulting firm, to guide the Board of Directors through a strategic planning process, leading to the adoption of a five-year strategic plan.

The strategic planning approach - based on best practices for non-profit organizations - supported the Board of Directors throughout the process as they championed the planning and provided oversight in developing the final strategy.

The planning process included qualitative research, a document review, an environmental scan to situate Temiskaming Hospital in the larger context, stakeholder engagement, and ongoing meetings with the Board and senior leadership team to work toward the development of the final strategy.

Strategic Directions

In direct response to what we heard from our communities - in addition to the internal and external considerations that shaped the planning process - our strategy is focused on:

People: Resilient Team, Sustainable Organization

Patients: Consistent Experience, Healthy Outcomes

Partners: Valued Partners, Strong Communities

Processes: Digital Capacity, Enhanced Connection

Temiskaming Hospital is committing to a five-year strategic plan. As such, these directions are broad and oriented to the future—providing a clear focus and direction while still allowing us to respond and adapt as circumstances evolve over the years.

These directions will provide a strong framework for developing annual operational plans with measurable goals and achievable objectives.

3. Strategic Foundations

3.1. Mission

To be a partner and leader in quality, people-centred care, improving health and wellbeing in northern rural Ontario.

3.2. Vision

Driving positive health outcomes for our communities.

3.3. Values

In everything we do, Temiskaming Hospital values...

Adaptability:

We are committed to finding innovative solutions, remaining responsive, and continuously learning in an ever-changing health care environment.

Inclusivity:

We lead with respect, engage in reciprocal dialogue, and consider diverse circumstances, ensuring equitable access to the services you need.

Accountability:

We know that we are leaders who are responsible to make decisions with integrity, transparency, and in the best interest of the people we serve.

Collaboration:

We believe that healthy relationships and working together are key to ensuring better person-focused, northern-based solutions for quality health care.

Quality:

We proactively engage evidence-informed approaches while exploring creative solutions to improve patient experience and health outcomes.

4. Strategic Directions

An effective **strategic plan** sets the foundation for a clear and focused future, uniting the organization under a common purpose and strategy.

Our strategic plan is shaped by our strategic directions, which provide clear focus and direction while allowing us to respond and adapt as circumstances evolve over the coming years.

Each of our strategic directions includes a corresponding set of tangible **commitments**.

Taken together, our strategic directions and commitments will provide a strong framework for developing **annual operational plans** with **measurable goals** and **achievable objectives**.

4.1. People: Resilient Team, Sustainable Organization

We know our impact is only as strong as our organization and people. Building on a strong foundation and our history of educational excellence, we need to make sure that we continue to be resilient, responsive and that we retain and recruit a great team to sustain our operations. Ensuring we are financially adaptable, environmentally responsible and that our staff are set up for success will strengthen our overall efficiency, our effectiveness, and ease future succession. We aim to prioritize wellness, enhance diversity, and continue to foster a positive and inclusive culture at Temiskaming Hospital.

By 2027, we will have implemented strategies securing financial sustainability and a full, healthy, and diverse team. Using all the information, data, and resources at our disposal, we will make financial decisions that put our community's needs first while being mindful of fiscal responsibility. We will achieve environmental efficiencies by reducing our carbon footprint. Our hospital will continue addressing current and future health human resource needs and be known as an employer of choice and attract talent to continue our high standard of care.

Commitments

*Over the next five years, we are committing to a **resilient team, sustainable organization** by ...*

- **Retaining our best people:** Investing in continuous learning, broadening staff experiences, ensuring knowledge transfer, creating opportunities for advancement and successful transitions, and ensuring a culture of succession.
- **Strengthening our hiring processes:** Enhancing our hiring processes by implementing leading practices, engaging in learning partnerships,

investing in the proper tools, and applying lessons learned; ultimately, engaging great, diverse candidates.

- **Embedding environmental stewardship:** Identifying opportunities and implementing environmentally conscious initiatives to reduce our overall footprint and enhance sustainability.
- **Enhancing financial health and stability:** Leveraging the collection and analysis of financial data and integrating effective forecasting and models that bolster our sustainability while ensuring we meet the changing healthcare demands.

4.2. **Patients: Consistent Experience, Healthy Outcomes**

Above all, we know that our patients' health and experiences are what matter most. Responding effectively to the changing demographic and its needs remains a priority. We aim to expand our care, ensure culturally responsive and accessible services, and offer increased specialization at the hospital to strengthen our 'Care Close to Home' model. We also recognize that we cannot be all things to all people. We will continue to work hard to make sure our patients receive quality care within the hospital and leverage external resources to continue a high standard in the community.

By 2027, Temiskaming Hospital will have continued improving consistent patient experiences by implementing strategies to address gaps in service, ongoing communication, and feedback loops. We will make sure all stakeholder voices are heard through the careful and considerate monitoring of assessment surveys. Using the information gathered, we will respond and adjust our services appropriately, keeping all considerations in mind when making decisions. We will commit to the continued integration of services that will provide greater access to care, responding to where the community needs it most.

Commitments

*Over the next five years, we are committing to **consistent experience, healthy people by...***

- **Ensuring consistent patient experience:** Focusing on effective internal and external communication, patient feedback, and consistent use of policies, we will make sure we do everything we can to set clear expectations, enhance understanding, and drive positive patient experiences.
- **Expanding our specialized services:** Strategically expanding our services and specializations in response to emerging needs to increase access to care and where we can offer the biggest impact for offering “care close to home.”
- **Maximizing and coordinating the use of space:** Understanding that we have limited beds available, we will consider the evolving use of space and reallocate beds as they become available to help address other community pressures. We will also continuously explore how spaces are used to ensure efficient service delivery.
- **Designing culturally responsive and barrier-free access to care:** Continuing to actively engage and apply feedback to inform service and deepen our understanding of the growing diversity and cultural perspectives, accessibility standards, emerging trends, and possible barriers to service.

4.3. Partners: Valued Relationships, Strong Communities

We value collaboration and how it can strengthen health care in our communities and across northern Ontario. We recognize and celebrate our role as a leader in healthcare in Temiskaming Shores and value our unique position as a partner across northern Ontario. We are proud to be an organization that is always ready to step up and address the evolving challenges facing our communities. Together, we will

continue to explore responsive ways to adapt to our ever-changing landscape.

By 2027, we will enhance our circle of influence by leaning into our growing role as a leader while prioritizing our role as a strong partner across northern Ontario. We will engage our role as a leader to facilitate and promote community-wide improvements in the healthcare sector. As an active participant in community-wide discussions, we will encourage collaborative solutions to meet community needs. We will also contribute to fully implementing an operational Ontario Health Team in the district.

Commitments

*Over the next five years, we are committing to our **valued partners, strong communities** by ...*

- **Engaging meaningful advocacy:** Leaning into our growing circle of influence and working with partners to serve and advocate for the changing healthcare needs of our community and the North.
- **Partnering to streamline patient care:** Facilitating opportunities for a community-wide perspective of the patient journey and ensuring the patient remains at the center of their care.
- **Facilitating effective access to healthcare services:** Collaborating with healthcare and community service providers to enhance coordinated access, create clarity for service pathways, and explore opportunities for integrated services.
- **Leading the implementation of our Ontario Health Team (OHT):** Leveraging our circle of influence, we will continue driving progress for Ontario Health Team and the North-East OHT Collaborative towards maturity, bringing these teams to an operational base with success.

4.4. Processes: Digital Capacity, Enhanced Connection

The world is always changing. With the continuous shifting, we need to make sure we adapt along with it, providing relevant, high-quality healthcare services to our community while streamlining our ability to share resources and information. We will leverage systems and networks to enhance our communications and information-sharing to better reflect patients' needs and ensure our collaborative efforts remain efficient. We will learn from our partners and our experiences as we navigate the continuum of care in our communities.

By 2027, Temiskaming Hospital will have fully integrated the ONE project across our organization while investing in relevant technology and streamlining our ability to share information with other partners. We aim to use the ONE project as a catalyst for change in our organization to streamline access to information. We are committed to continuously adapting as technology changes to improve our services and programming. These measurable outcomes will ultimately lead to seamless patient-centred care.

Commitments

*Over the next five years, we are committing to **digital capacity, enhanced connection** by...*

- **Implementing the ONE project:** Enhancing cross-hospital information sharing of patient records by fully implementing the ONE project while considering effective change management and engaging early adopters for lessons learned to inform our approaches.
- **Investing in systems and processes:** Ensuring the necessary technology, systems, and procedures are in place to support staff, volunteers, and alternative caregivers in their work, bolstered by clearly communicated processes and training.

- **Enhancing communication and information sharing:** Implementing effective methods of communication across partners to enhance connectivity, deepen our understanding, and remain up to date on the complexities of each person's healthcare journey.
- **Increasing overall accessibility:** Regularly exploring opportunities to use the available data and resources to make the hospital more accessible, and its services and programs more equitable and inclusive to all stakeholders.

What is the ONE Project?

The ONE project is a clinical initiative involving 23 hospitals across Ontario North East (ONE) in implementing a shared health information system. This shared system will improve the delivery of patient and family-centred care through a single electronic integrated record that promotes collaborative care and timely decision-making. Shared resources will facilitate standardized care through the most accurate information available and using evidence informed standards to enhance patient safety and outcomes and reduce harm.

For more information, please visit <https://necare.ca/>

5. Appendix: Stakeholder Engagement

5.1. Why Engage?

Leadership Through Genuine Engagement

Strategic plans that provide meaningful direction over the course of their stated duration rely on an authentic engagement process that genuinely seeks input and allows those invested in an organization's success to provide ideas, input, and feedback.

Properly conducted, stakeholder engagement is in no way an abdication or devolution of leadership.

It's the opposite.

Leaders who reach out to and seek the input of the people delivering or receiving services daily are far more likely to craft future strategic directions that will resonate with those they affect and those who must implement them.

The Multiple Purposes of Engagement



Listen

To listen to stakeholders by gathering input, ideas, and suggestions.



Include

To include stakeholders in the planning process, helping to generate buy-in.



Educate

To educate stakeholders about the great work you do.

5.2. Engagement Process

Engagement served as the foundation for the process, informing subsequent discussion, deliberation, and decision-making.

The engagement process—developed and facilitated by Laridae in March and April 2022—was designed to engage with and listen to the individuals who interact with Temiskaming Hospital on a regular basis.

As a result of this engagement, our strategic plan is informed by experience, evidence, and the most broadly held perceptions of all those we serve.

Audiences

During the engagement process, we engaged Temiskaming Hospital's primary stakeholders.

Patients	Patients' Family Members	Staff (Frontline & Management)	Board Members
Health Care Providers	Volunteers	Community Service Partners	Community Members

Stakeholder Participation

Participation during the engagement process was enthusiastic and honest.



5.3. Common Themes

The following themes capture some of the common sentiments we heard during the stakeholder engagement process.

Collaboration and Partnerships: Strong relationships with partners characterized by leadership, collaboration, and a willingness to share and leverage limited resources to ensure quality care. Community partners agreed that the hospital should continue to be a strong partner and band together with other organizations to pool resources and create more capacity for care.

Communications and Awareness: The hospital's perception is generally well received. Increased awareness of Temiskaming Hospital since the pandemic as the hospital has become a "catch-all" for the community. Appreciation for strong external communication (e.g., town halls, CEO updates) helps manage expectations and effectively collaborate between partners. Leadership is accepting feedback and actively engaging different stakeholders. One participant noted the strong advocacy role of Temiskaming Hospital's leadership not only for the hospital but for all Northern Ontario.

Quality Services: Appreciation for staff’s empathy, passion, and commitment. Some participants noted a “genuine kind of caring that you do not always see in a bigger center”, and their experiences at the hospital hold the “warmth of the hometown.” During discussions, it was suggested that there is a lot of pressure on the emergency department. There is an opportunity to explore alternate options for care for those not requiring emergent care, such as access to certain specialists or walk-in clinics.

Facilities and Resources: Many participants discussed the need to leverage the hospital’s facilities and resources to support ER service delivery, alleviate pressure, and reduce wait times. Some respondents noted that although welcoming, the hospital should consider ongoing aesthetic updates to maintain its welcoming atmosphere.

Workplace Culture and Resilience: Appreciation for the level of teamwork to ensure the hospital’s high standards of care. The weight of staffing shortages and the nature of work on current staff were mentioned, but it was also noted that not all work is heavy. A continued focus on workplace culture will ensure staff feel supported and appreciated.

Consistency in Patient Experience: Opportunities for growth and development were identified to help the hospital increase consistency in quality care. These areas included the current food and nutrition available at the hospital, miscommunication and delayed responses between departments, and consistency of quality care for long-term care patients.

Community Needs: Participants commented that the hospital does a pretty good job in health care and is necessary for everyone they serve. Some individuals noted the challenge of providing service to a small population that is widely distributed. Stakeholders addressed concern for the increasing demand for community needs and their growing complexity; specifically, the aging population, changing demographic, mental health & addictions, and the opioid crisis.

Sector Changes and Pressures: The Ontario Health Team’s impact and maturity was identified as an uncertainty for the hospital. There may be challenges keeping up with technological advances and easing access to information across the district; in ensuring access to an equitable range of services; and with delivering quality without knowing what the new normal

will be in care and regulation. Enhancing collaboration to keep up with the increasing demand of complexities in health care and expanding services to treat more patients “in-house” will be important. Last, supporting staff in meetings with additional demands and reducing burnout was noted.

Recruitment and Retention: There were broad concerns regarding retaining Human Health Resources while acknowledging a need for more staff. Recruitment challenges were discussed through COVID, low candidate pools, and competition for certain positions. There is an opportunity to rebuild and build strong relationships between staff, teams, and leadership. The top priorities for the hospital over the next three to five years were identified in the survey as Attraction and Retention (69%) and Workplace Culture (44%).