

WORKING TOGETHER FOR YOUR CARE

THE STRATEGIC PLANNING PROCESS

The direct involvement of front-line staff, physicians and key stakeholders formed the basis of the Board of Directors' process to develop the new Strategic Plan.

A workshop to set the context for the new plan was held in January of 2005. Physician leaders, Board members and hospital managers reviewed GBHS' progress since 2000 and the emerging environmental issues at the local, provincial and national level which could have an impact on future health care delivery in our region. The group created draft strategic goals to set the stage for the planning process in early 2005.

The goals were then shared with 15 clinical and support teams across Grey Bruce Health Services. Data specific to each team were provided regarding current performance and trends. Teams were then provided with a customized workbook to guide them through this process. Each team reviewed the draft goals, provided direct feedback on those goals, provided suggestions for additional goals and determined what they could do as teams of front line staff, physicians and volunteers to implement those goals. They consulted with patients, other staff and stakeholders who are impacted by their services to get feedback on the team's proposed response to the plan. This was an intensive process and the dedication, thought and hard work of those teams was instrumental in the development of the strategic plan.



The wealth of information generated by the teams was shared with them as a group and sent back to the physician leaders, Board Members and hospital managers in July. Armed with that information the group revisited and revised Grey Bruce Health Services' **vision, mission** and **values**.

An extensive process of consultation with Grey Bruce Health Services stakeholders took place throughout the summer and included interaction with our Staff, Physicians, Auxiliaries, Foundations, Community Advisory Committee members, and Municipal Leaders. Their insight into the health care needs of

the community was invaluable and resulted in some important changes to the Plan as it has taken shape.

An expert panel of reviewers was enlisted. The panel included Hilary Short, President and CEO, Ontario Hospital Association, Tom Closson, consultant and past President of the University Health Network, and Wendy Nicklin, President and CEO of the Canadian Council on Health Services Accreditation. These health care leaders have expertise in one or more of the best practices in the hospital sector, the operation of multi-site organizations, their experience with regionalized health care delivery models and insight into emerging issues in health care at the national level.

Each member of the panel reviewed both the design and the output of the planning process and offered their insight, advice and encouragement to our work. Their expertise has also shaped the final content of the strategic plan.

Grey Bruce Health Services' second strategic planning process is complete. The organization can now move forward toward the realization of our **vision** and **strategic goals**.

Strategic Plans represent the finest efforts of those who create them to predict their best future from the knowledge and lessons of the past. As such they are not without risk and the organization

will continue to manage those risks as the Plan is implemented. Grey Bruce Health Services will be guided by Henry Mintzberg's wise counsel regarding the need to adapt strategic plans to an uncertain future:

"Perfect realization implies brilliant foresight, not to mention an unwillingness to adapt to unexpected events, while no realization at all suggests a certain mindlessness. The real world inevitably involves some thinking ahead as well as some adaptation en route."*

*Mintzberg: Strategy Safari: A Guided Tour Through The Wilds of Strategic Management

STRATEGIC GOALS

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The Board of Directors has determined **seven** strategic goals to fulfill GBHS' **vision, mission** and **values**. Each strategic goal focuses on a specific priority for the organization. The goals are interdependent. They link the organization internally and externally and are responsive to the organization's accountability to its patients, the community and the government.

A number of initiatives have been drafted to achieve these goals and these initiatives will inform our annual goal-setting process in the coming years. The initiatives were developed by our Clinical and Support Teams, drawn from our leadership retreats, Strategic Planning Committee members, our research on rural hospitals, current goals and objectives and feedback from our most recent CCHSA survey.

Appropriate access for patients to the health care system is a priority for Grey Bruce Health Services.

◆ *Care is offered locally and systems are in place to ensure patient access to more complex care in other settings when needed. Repatriation of care for increased patient convenience and to support 24/7 access to specialists is a priority.*

◆ *We support the integration of Family Health Teams with the hospital and the Community Care Access Centre to support their sustainability in our communities.*

◆ *The range of services across our hospitals is determined using an ethical resource allocation system based on the greatest good for the entire community the hospital serves.*

◆ *Decisions to provide or withdraw a program or service are made in accordance with standards of best practice and the duty to maintain fiscal accountability.*



Grey Bruce Health Services is accountable to its patients, its community and the provincial government.

◆ **We are accountable through our commitment to:**

- ◆ *Continuous improvement in patient care.*
- ◆ *Achievement of accreditation standards.*
- ◆ *Meeting the terms of our accountability agreements with the Ministry of Health and Long Term Care.*
- ◆ *Transparency in our actions to our stakeholders using proactive communications to support our actions.*
- ◆ *Embracing change to ensure our patients are receiving best practice in the care we deliver.*



Grey Bruce Health Services is dedicated to the effective, efficient allocation and use of its resources and will seek out new and innovative sources of funding to support emerging patient care and facility needs.

Grey Bruce Health Services is committed to ensuring that our staff, physicians and volunteers work in a viable, healthy environment.

◆ *We will develop a creative human resources plan that supports and recognizes all of our human resources in the vital work they do.*

◆ *Ongoing communication with our staff on the issues that affect their working lives and impact our patient care goals is central to our success.*



Through partnerships we will work to provide patients with timely access and enhanced quality of care.

- ◆ **We will continue to work with the community and our care partners in order to:**
- ◆ *Target where services are best provided.*
 - ◆ *Concentrate on those areas where our staff and resources can make the most impact on improving the health of the community.*
 - ◆ *Focus on the health problems of our clients, using pathways and standardization to meet their needs.*



Grey Bruce Health Services will strive to create a culture of safety for both our patients and our staff.

- ◆ **A culture of safety includes an organization-wide approach that:**
- ◆ *Emphasizes prevention not punishment.*
 - ◆ *Encourages constant questioning as to whether we can do things better and more safely.*
 - ◆ *Ensures a safe and secure environment.*



Grey Bruce Health Services will utilize technology as it becomes available if it improves efficiency and safety, and enhances our service.

- ◆ *We will investigate all opportunities to use technology to capture information once.*
- ◆ *We will create mechanisms to share information to support a seamless care experience for the patient and to improve system efficiency.*

