



NORTH OF SUPERIOR
HEALTHCARE GROUP

2018 – 2021
Strategic Plan

November 2018

Hello, Bonjour, Boozhoo!

Over the past few years, the North of Superior Healthcare Group (NOSH) has emerged as one of the North West Local Health Integration Network's leading integrated care systems. Through close cooperation with our valued healthcare system partners, we have started to tackle some of the bigger challenges in community-based health today. While the integration between Wilson Memorial General Hospital in Marathon and The McCausland Hospital and Wilkes Terrace Long Term Care facility in Terrace Bay on April 1, 2016, marked the end of three very important stories, we have now started writing new entries for future chapters together in our new book.

The foundational essence of our current strategic planning process is one that taps into the talents of a most valuable resource: the people who work and live along the North Shore. Clinicians, staff, volunteers, health and social service system partners and patient representatives from our exceptional communities have come together to look toward the future of healthcare in our area: how best to care for each other. This strategic plan is the result of extensive and mutual collaborative efforts where:

- As a whole, NOSH will continue to emphasize resiliency both on an interagency level as a multi-site healthcare provider and as well as a partner healthcare provider in the communities that we serve. Furthermore, NOSH will continue to remain at the forefront of progression in a world where the landscape of healthcare remains inconsistent.
- Health and social service partners will collaborate with intent and conviction to defragment the systems of care in our communities that foster health and wellness for the North Shore of Lake Superior, including special focus on achieving health equity with the rest of the province: longer life expectancy, reduction in injury and disease, and improved quality of life.
- Collectively, we will take a whole-person and a patient-centred approach in providing services that support each person and their families across the various stages of their lives, from staying and remaining healthy, to addressing injury and disease, to end-of-life care.

The new plan recommits NOSH to our longstanding core strengths: quality and patient safety, health promotion, sustainability and partnership; and then goes further. It recognizes that to continue our success, we need to achieve sustainability by building resiliency within our organization. Additionally we must continue to collaborate – locally, regionally and provincially – in areas well beyond those traditionally linked to hospitals. Finally, to further total population health, we must continue to make changes at an individual patient level, but also identify and begin to address issues on a community level as well.

We also need to provide care in environments that are culturally appropriate to those who live in our area. While we are preparing our health system for the future, we must also take the best possible care of those who came before us and who now require our help.

We will always appreciate your input and insight into this plan that will help guide us through the challenges and strengthen our role as an innovative, rural health and social service leaders.

Thank you – Merci – Miigwech.

Darryl Skworchinski
Board Chair

Adam Brown
Chief Executive Officer

Dr. Sarah Newbery
Chief of Staff

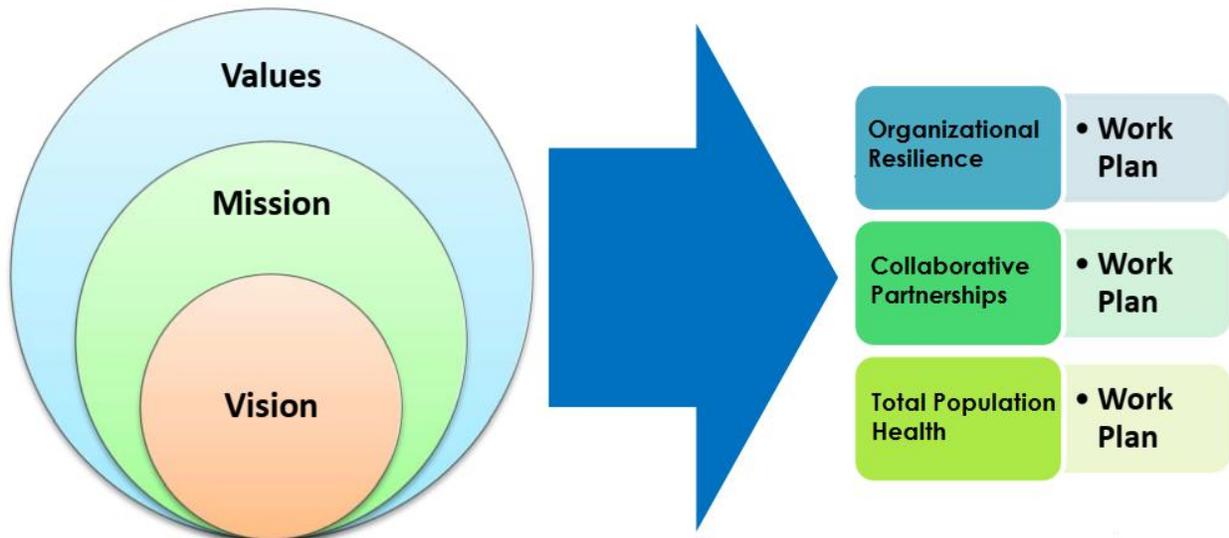


Strategic planning is recognized as a key governance responsibility for all health care boards by both funders and external accreditation bodies. The plan helps the organization to set priorities and anticipate future community needs while providing an accountability framework for management to report to the board on key strategic issues.

The 2015-18 NOSH strategic plan had four directions: quality care & safety; health promotion; sustainability; and partnerships.

For the 2018-21 strategic plan, the NOSH Board considered a host of local socio-demographic data, and population-based health care utilization information. This was then projected against a comprehensive assessment of provincial and regional health system planning context and complemented with considerable consultation with key internal and external stakeholders along the North Shore.

As a result of this consolidated picture, the 2018-21 NOSH strategic plan decided to build on the success from the previous three years and condense the four directions into three strategic themes: organizational resilience, collaborative partnerships, and total population health.



Organizational Resilience

At first read, it may sound like Organizational Resilience is just a fresh way of saying Sustainability. While they both deal with the same subject area, there is an intrinsic difference between the two. Sustainability relies on the assumption that resources are inexhaustible and is defined as:

1. *Able to be used without being completely used up or destroyed.*
2. *Involving methods that do not completely use up or destroy natural resources.*
3. *Able to last or continue for a long time.*¹

Resilience, on the other hand, implies that something has aspects of strength and (more importantly) the ability to adapt in a changing environment to survive. Resilience is defined as:

1. *The ability to become strong, healthy, or successful again after something bad happens.*
2. *The ability of something to return to its original shape after it has been pulled, stretched, pressed, bent, etc.*²

This definition more accurately reflects the current landscape of our healthcare system. NOSH is often faced with tremendous challenges, but as an organization we consistently overcome and succeed.

Collaborative Partnerships

In NOSH's 2015-18 strategic plan, the categories of *Health Promotion & Partnership* shared many similar objectives. Both included a large amount of investigation, planning, and collaboration with our partner healthcare providers in the region. The term Collaborative Partnerships is defined as:

*Agreements and actions made by consenting organizations to share resources to accomplish a mutual goal. Collaborative partnerships rely on participation by at least two parties who agree to share resources such as finances, knowledge, and people. Organizations in a collaborative partnership share common goals and the essence of collaborative partnerships is for all parties to mutually benefit from working together.*³

Collaborative Partnerships more appropriately encapsulates all of NOSH's continuing involvement within our communities and emphasizes that our partnerships will lead to more "action".

Total Population Health

NOSH's previous strategic direction – *Quality Care & Safety* is inherent in all of our planning and actions. NOSH's Mission, Vision, and Values indicate that we provide high quality health care services in a learning environment to improve the health of our *communities* in collaboration with other service providers, we strive for healthy *communities* now and in the future, and that we are accountable to the *communities* that we serve. Quality Care & Safety doesn't implicitly reflect all of the work NOSH does in our communities. Total Population Health on the other hand, captures the essence of our Mission, Vision and Values more accurately.

¹ Merriam-Websters Collegiate Dictionary 11th ed. Springfield, MA: Merriam-Webster, Incorporated, 2003

² Merriam-Websters Collegiate Dictionary 11th ed. Springfield, MA: Merriam-Webster, Incorporated, 2003

³ Saltiel, I. M., *Defining Collaborative Partnerships: New Directions for Adults & Continuing Education*. 1998

ORGANIZATIONAL RESILIENCE

- **Financial Resiliency**

NOSH is financially responsible for Wilson Memorial General Hospital, The McCausland Hospital & Wilkes Terrace Long Term Care Home. To ensure the survival and continuity of the organization, NOSH is required to have an efficient financial plan that utilizes resources appropriately and has the resiliency to deal with any unforeseen variances.

NOSH PRIORITY: Continue to explore additional funding streams, complete HIROC organizational risk assessment, & undergo an external operational review to investigate further efficiencies.

- **Human Resource Management**

Proper human resource management is paramount to the success of any organization. This includes ensuring NOSH's continuity should changeover in staff take place at any level. Additionally, it is important to strive to keep staff both physically and mentally healthy through organizational practices that focus on health promotion.

NOSH PRIORITY: Ensure appropriate workload distribution among staff to achieve resiliency (succession planning), continue to make improvements that keeps NOSH an employer of choice in the region (staff retention) & develop strategies to maintain health of staff members (workplace mental health plan, counseling services & opportunities to promote physical health).

- **NOSH Culture Development**

Officially amalgamated on April 1st 2016, Wilson Memorial General Hospital, The McCausland Hospital and Wilkes Terrace Long Term Care Home under the umbrella of NOSH, we want to continue to cultivate a shared sense of NOSH across all 3 sites.

NOSH PRIORITY: Work on facilitating a shared NOSH culture at all sites through celebrating successes, increasing brand visibility, inter-site staff work experience and department collaboration.

- **Proactive Planning**

Successful organizations do not look to achieve zero risk, but rather to experience zero trauma⁴.

There are a number of industry trends coming forward in the next few years that NOSH will have to prepare for.

NOSH PRIORITY: Develop strategies to help NOSH remain resilient through the following trends: economic pressure, increased senior population, greater requirements of staff (leading to burnout), longer wait periods for treatment, ability to retain staff, provincial government changeover, increased information technology requirements, increase in mental health service utilization, ALC rates on the rise, volunteer shortages and indigenous relations (reconciliation).

⁴ Denyer, David. *Organizational Resilience: A Summary of Academic Evidence, Business Insights and New Thinking*. Cranfield:BSI & Cranfield School of Management. 2017

- **Community Programs Enhancement**

Community Programs are essential to NOSH’s vision: *Healthy Communities, Now and in the Future!* Our organization runs a number of programs out of each site, all with the goal of improving an aspect of community health.

NOSH PRIORITY: To continue enhancing existing community programs (assisted living program, meals on wheels, day away program, seniors’ service van) through expansion and other means, as well as exploring opportunities to create new programs.

- **Integrated Care Education**

As part of NOSH’s focus on defragmenting our healthcare system – staff will need to be trained in new methods of integrated care.

NOSH PRIORITY: Train and educate new and existing staff in methods of integrated care to support a local integrated healthcare system that eliminates fragmentation.

COLLABORATIVE PARTNERSHIPS

- **Formalize Collaboration Agreements**

NOSH has a number of agreements with other healthcare providers in the north shore region. Many of these agreements are handshake, verbal or otherwise between members of organizations rather than between the organizations themselves.

NOSH PRIORITY: Formalize all outstanding agreements between our partners and consolidate them into a shared database that all signing partners can have access to.

- **Enhance Collective Initiatives**

NOSH conducts the majority of its health promotion in the communities it serves through partnerships with local health providers. It is important to continue this practice moving forward.

NOSH PRIORITY: Continue joint ventures in health promotion with partner health providers in our region.

- **Increase Communication**

Communication is one of the keys to the success in any organization. It’s certainly possible for patients to “fall between the cracks” due to a lack of communication, leading to heavier strain on healthcare systems in the future and a negative patient experience.

NOSH PRIORITY: Facilitate proper communication between and within agencies in order to ensure continuity throughout the patient treatment process. Reduce “working in silos” and promote information sharing to better connect our patients with services, improving the patient experience.

- **Mental Health Consolidation**

There continues to be increased focus on Mental Health among all of our collaborative partners. As a result, some of the stigma previously associated with Mental Health disorders is increasingly being lifted and people are becoming more willing to seek Mental Health services and support.

NOSH PRIORITY: Work with partners to consolidate mental health services and ensure adequate support is available to members of our community. Additionally, aim to lower barriers for entry when procuring these services.

- **Client / Patient Scheduling Project**

One of the major projects that NOSH will aim to undertake in upcoming years will be the implementation of a universal schedule with our healthcare partners. Its goal is to reduce fragmentation and drastically improve the patient experience. A patient visiting NOSH should be able to address multiple needs in a single visit.

NOSH PRIORITY: Pilot the new universal scheduling project with our partner healthcare providers. Create a development roadmap, and start by incorporating only a few departments to start. Work out any issues with the system before continuing implementation.

- **Community Nursing Initiative**

Community nursing programs in both Marathon and Terrace Bay/Schreiber through the Northwest Local Health Integration Network are being fulfilled by third party contracted care providers. Some of these contract care providers are utilizing current NOSH staff which creates sustainability issues.

NOSH PRIORITY: Engage Marathon Family Health Team & North Shore Family Health Team to reconsider a community nursing partnership between all three organizations and the Northwest Local Health Integration Network.

TOTAL POPULATION HEALTH

- **Patient First Practices**

Patient First Practices is the concept of putting the patient (and their family) at the centre of their care and involving them in all health related decisions. Furthermore, it is also the practice of respecting patient wishes and trying best to accommodate any reasonable requests (improving patient experiences).

NOSH PRIORITY: Continue to involve patients & their families in all healthcare decisions, stay up to date with best practices to lower the burden of chronic disease and illness, recognize and respond to patient requests, and regularly seek *Patient, Resident, and Family Advisory Council* input.

- **Patient Experience**

Improving the overall patient experience also requires asking the right questions and finding ways to make hospital visits more efficient and convenient for the patient and their families.

NOSH PRIORITY: Explore avenues and ideas that can lead to additional defragmentation of our healthcare system improving the overall patient experience.

- **Indigenous Cultural Competency**

Cultural competency must be an ongoing process that includes respect, recognition and understanding of indigenous culture.

NOSH PRIORITY: To maintain continued respect for indigenous practices (such as smudging ceremonies, spiritual services, and alternative care) in our changing healthcare environment.

- **Advocating for Services Close to Home**

Having the ability for citizens residing in our rural towns to receive care in their own home communities relieves a tremendous amount of stress on the patient, caregivers, friends and families. Transportation to city centers is costly and we have the technology and expertise to provide some of these services in our home communities.

NOSH PRIORITY: Advocate for utilization of services such as Ontario Telehealth Network in order to increase local medical appointments for the patients in our communities. Additionally, continue to find ways to expand upon programs that are deliverable out of our hospital sites.

- **Improve Palliative Care Services**

As rural communities, we continue to face unique challenges with regards to delivering good palliative care. While some of these challenges are tied to the landscape of our region or available funding, others can be changed from within.

NOSH PRIORITY: Work with our partners and staff to help both identify palliative patients earlier and connect them with services. Continue to advocate for night community supports for palliation at home and explore opportunities to open a hospice bed at both NOSH sites.

- **Accreditation**

Accreditation Canada is a non-for profit organization that works with patients, policy makers and the public to improve the quality of health and social services for all.⁵ NOSH will be completing an Accreditation review in 2020. During the last review, Accreditation Canada indicated a few areas where NOSH can improve to ensure that we continue to provide the north shore with exceptional healthcare and the most up to date best practices.

NOSH PRIORITY: As an agency we will work together at addressing high priority areas that are central to quality and safety.

⁵ Accreditation Canada – Healthcare Accreditation Body. <https://accreditation.ca/>

North of Superior Healthcare Group 2018-2021 Strategic Plan Art

For the 2018-21 strategic plan, NOSH wanted to create a visual art piece to represent our goals and objectives. To that end, NOSH collaborated with a local artist to create a visual roadmap of our 2018-21 work plan. The final product (located on the following page) came to life in the form of a tree. The roots of the tree can be seen representing NOSH's mission, vision and values. Moreover, the three main branches protruding north, west and east each represent one of this plans strategic themes: *Organizational Resilience, Collaborative Partnerships, and Total Population Health* (respectively). Finally, the individual leafs growing from each branch portray all of our strategic objectives.

Special Thanks & Recognition

This strategic plan would not have been possible without the input and support from numerous individuals and organizations. NOSH would like to thank the Marathon Family Health Team, North Shore Family Health Team, and North of Superior Counseling Programs for their participation in the *North Shore of Lake Superior Collaboration Report*, as well as all of the internal and external stakeholders from Pays Plat First Nation, Schreiber, Terrace Bay, Marathon, Biigtigong Nishnaabeg, and Pic Moberg First Nation that helped shape the final report. We would also like to thank our Board of Directors, the Patient, Family and Resident Advisory Committee, and all NOSH staff who gave their input throughout the course of this strategic plans creation.

NOSH 2018 to 2021 Strategic Plan

