



North of Superior Healthcare Group (NOSH)

The McCausland Hospital
&
Wilson Memorial General Hospital



Strategic Plan 2015 - 2018

Introduction

The North of Superior Healthcare Group (NOSH) is a multi-site healthcare provider, serving communities on the north shore of Lake Superior, stretching from Pays Plat First Nation in the west to Pic Mobert First Nation in the east.

With approximately 180 employees, 12 active physicians, 200 volunteers, 66 inpatient beds and a total operating budget of \$15 million, we provide emergency, acute, chronic, long term care, rehabilitation, diagnostic and numerous outpatient and community services through our facilities – The McCausland Hospital and Wilkes Terrace Long Term Care in Terrace Bay and Wilson Memorial General Hospital in Marathon.

Our communities are rapidly evolving; demographics are shifting, populations are declining and overall health status remains below provincial levels. Faced with these challenges, the NOSH Group remains committed to providing exceptionally safe and quality healthcare services, while keeping our patients and their families at the centre of all of our efforts.



Planning for the Future

A strategic plan is our formalized roadmap that will help guide our organizational efforts for the next three years. Our plan will focus our time, energy and resources to ensure everyone in our organization is working towards the same common goals.

The development of our 2015 – 2018 strategic plan has been led by an Ad Hoc Committee of the Board of Directors, with membership including Directors, administrative staff and two patient advocates. This committee facilitated engagement sessions in each of the communities in our catchment area, at a major regional employer and internally via staff and physician departmental meetings. In total, the committee received direct feedback from 120 community members who represented health care, Municipal and Band administration, education, senior's groups and local residents.

Feedback was compiled and analyzed and has become the basis for the Vision, Mission, Values and Strategic Directions outlined in the following Plan.



Our Environment

The NOSH group does not operate in isolation, but is part of a large system of organizations tasked with supporting population health and wellness. Our system partners include providers of primary care, public health, education, emergency services, regional hospitals, mental health agencies, and care coordination.

Our organization is primarily funded by and legally accountable to the Northwest Local Health Integration Network (NWLHIN), on behalf of the Ontario Ministry of Health. The NWLHIN is responsible for setting priorities and coordinating health care service delivery for Northwestern Ontario.

System partners are operating in an increasingly difficult environment. Changing technology, ongoing funding restrictions and complex care challenges, are faced by all providers. While each system partner's goals are unique, common themes are present: safety, quality, partnerships, human resources, fiscal accountability and health promotion. The NOSH Group's strategic directions for 2015 – 2018 are in alignment with and supportive of these themes, ensuring the most effective, efficient and seamless delivery of healthcare provision to our clients.

Our Commitment

NOSH's strategic plan reflects the shared input of our stakeholders, both internally and externally and reflects our understanding of our communities' health care needs. We are committed to fulfilling the promises of our vision, mission, values and strategic directions.

Through the support of our staff, physicians, volunteers and community partners, we will monitor and measure the progress of our strategic directions and regularly report back to the communities we serve.

Our communities will continue to change and the healthcare environment in which we operate will evolve. Throughout all these changes, we will strive towards ***Healthy Communities, Now and in the Future.***



North of Superior Healthcare Group – Strategic Framework

Vision

Healthy Communities, Now and in the Future

Mission

Our rural hospitals will provide high quality health care services in a learning environment to improve the health of our communities, in collaboration with other service providers.

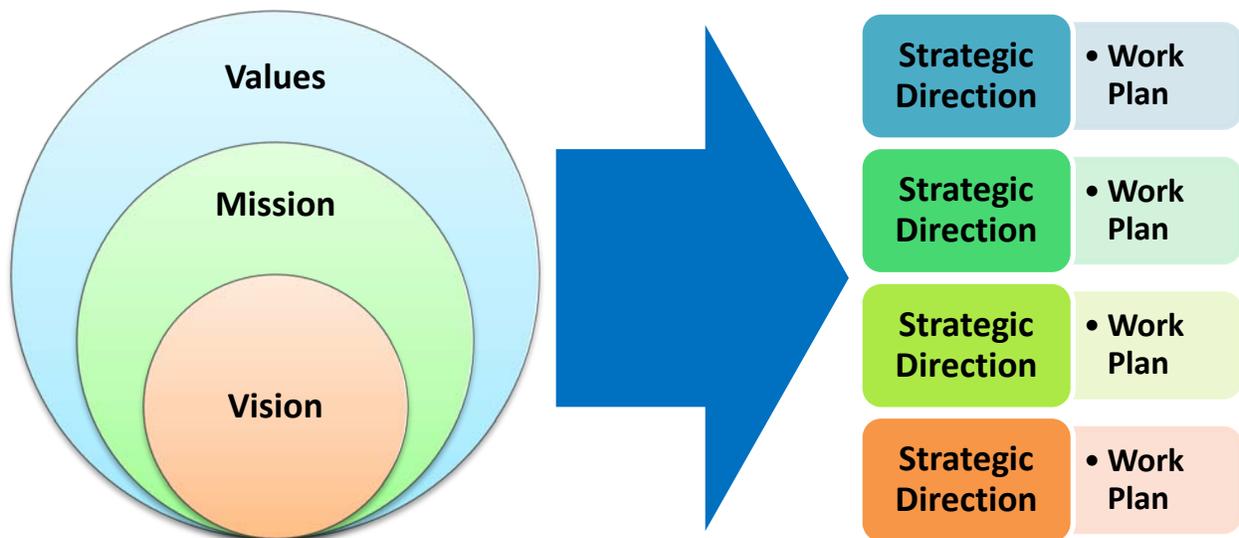
Values

We are accountable to the communities we serve.

We will achieve high quality care through the adoption of best practices and innovation.

We respect the changing and diversifying natures of our communities.

We value compassion, fairness, integrity and teamwork.



North of Superior Healthcare Group – Strategic Directions

Quality Care and Safety

We will continually improve quality and safety by:

- promoting and supporting continuing education for all our team members.
- committing to the transparency of our quality and safety results and improvement initiatives.
- implementing evidence-based best practices.

Health Promotion

We will enhance our health promotion efforts by:

- advocating for timely and appropriate mental health and addictions services in our regional system.
- supporting community treatment and education efforts which support chronic disease prevention and management.
- leading the development of formalized networks which improve the continuity of care for clients.

Sustainability

We will enhance the long term sustainability of services by:

- advocating for and delivering rurally appropriate comprehensive healthcare services as close to home as possible.
- developing and implementing strategies to ensure the recruitment and retention of the highest quality staff, volunteers and physicians to our communities.
- improving financial stability through prudent resource allocation and progressive funding improvements.

Partnerships

We will nurture and expand existing and new partnerships by:

- collaborating with community partners to improve the cultural awareness of our team and safety of our care.
- formalizing networks with community service providers to share experience, expertise and resources in support of sustainable and safe health and social service delivery.
- assuming a leadership role for integration efforts within the Northwest Local Health Integration Network.

North of Superior Healthcare Group – Strategic Directions



Acknowledgements

The development of the North of Superior Healthcare Group 2015 – 2018 Strategic Plan was a collaborative effort, led by the passion and expertise of our Ad Hoc Planning Committee, comprised of members of the Joint Board of Directors, Administration and local patient advocates. Particular thanks are offered to patient advocates, Joanne Taniwa of Terrace Bay and Brian Matte of Marathon, who provided their unique perspectives.

The NOSH Group is comprised of The McCausland Hospital and Wilkes Terrace Long Term Care Home, both located in Terrace Bay, and Wilson Memorial General Hospital, located in Marathon. The Ad Hoc Planning Committee was pleased to have received input from well over 100 community leaders and residents in our combined catchment area stretching from Pays Plat First Nation to Pic Moberg First Nation. We trust the communities’ voices have been heard and this Strategic Plan provides us guidance towards **Health Communities, Now and in the Future.**

On behalf of the Board of Directors

Jason Nesbitt
Chair – The McCausland Hospital

Ken McIntyre
Chair – Wilson Memorial General Hospital