



Your **Voice.** Your **Vision.**  
#YourHSN #YourHSNRI

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Votre **Voix.** Votre **Vision.**  
#VotreHSN #VotreIRHSN

## Strategic Plan 2019-2024

Draft #3

For validation by HSN and HSNRI Stakeholders

September 18, 2018

## OUR PURPOSE

To provide responsive and expert health care, stimulate learning and offer research solutions for Northeastern Ontario.

## OUR COMMITMENT

1

We will carry out our responsibilities with integrity, putting patients and families first.

2

We will humbly partner with you, combining our collective strengths to bring about the best care, education and research solutions forward.

3

We will promote a physically, psychologically and culturally safe environment where you can recover, work, volunteer and learn.

## OUR VALUES

Respect, Compassion, Quality, Accountability, Transparency

## OUR STRATEGIC GOALS



### Patient & Family Friendly

#### Aspiration:

We know the health care system is complex. We will be more proactive in making it work for you and your family.



### Socially Accountable

#### Aspiration:

We will improve the health of northerners, directing our efforts to people and groups in greatest need. Everyone deserves quality health care.



### Supporting our People

#### Aspiration:

We will invest in our people so that we can be there when you need us most.



### Academic & Research Impact

#### Aspiration:

We will strengthen our role as Northern Ontario's largest academic health sciences centre. You deserve to be cared for by a health care team at the forefront of knowledge and innovation.



### Digitally Enabled

#### Aspiration:

We will expand the use of technology, data and analytics to improve your care.

## **2019-2024 Strategic Plan - Draft #3 – September 18, 2018**

Health Sciences North (HSN) and Health Sciences North Research Institute (HSNRI) provide expert health care, teaching and innovative research as the regional referral centre for Northeastern Ontario. We serve a population of 571,000 people across a region of 400,000 square kilometers, offering services at 13 sites in Greater Sudbury and in more than 25 other locations throughout the Northeast. We are supported by 4,000 dedicated employees, 500 highly-skilled medical staff and scientists, and 700 active volunteers.

At HSN and HSNRI, we honour the traditional lands on which we serve: the territorial lands of the Anishinabek, Cree, Métis, Moose Cree, Haudenosaunee and Huron-Wendat and we partner with our Indigenous communities to provide specialized services and focused research. As the second largest hospital designated under Ontario's French Language Services Act, we are committed to actively offering French-language health services.

Each year, HSN and HSNRI support over 2,000 learners through our collaborations with Laurentian University, the Northern Ontario School of Medicine, Cambrian College, Collège Boréal and over thirty other academic partners. We actively participate in the Council of Academic Hospitals of Ontario (CAHO), as the 11th largest of Ontario's 23 teaching hospitals and consistently rank among Canada's Top 40 research hospitals in terms of research spending. We are also home to one of Canada's largest health information technology clusters, providing infrastructure and support to 21 hospitals and three independent health facilities in Northeastern Ontario and housing digital imaging for more than 70 hospitals across the province. HSN and HSNRI play a vital role in Ontario's health care system.

We focus daily on continuous quality improvement and were awarded "Accreditation with Commendation" during our last accreditation survey in 2015. HSN's excellence in providing high quality Surgical Care has been recognized with our ranking in the top 10% of 680 North American hospitals (ACS NSQIP®). Regionally and provincially we are recognized for high quality Cancer Care, Laboratory and Critical Care services.

This strategic plan was developed by engaging with patients, families, members of the public, community partners, employees, physicians, learners, volunteers and partnering hospitals. We gathered over 3,100 stakeholder views, and then validated this plan with an additional XXXX individuals. You have told us what is important to you and we have listened. This is #yourHSN and #yourHSNRI.

Our 2019-2024 strategic plan will focus our efforts and our investments and guide us in an increasingly complex health care system and competitive research environment. By 2024, we will have achieved five key goals and 23 outcomes, while sustaining balanced budgets. We will have focused the collective strengths of our Foundations and Volunteer Association to galvanize regional philanthropic support and will have secured at least \$40 million in new private gifts and pledges to support this plan, addressing equipment, capital, IT and research needs. And we will have actively engaged with our partners and our funders to deliver on this plan.

**Our Purpose:** To provide responsive and expert health care, stimulate learning, and offer research solutions for Northeastern Ontario

### **Our Commitment:**

- We will carry out our responsibilities with integrity, putting patients and families first.
- We will humbly partner with you, combining our collective strengths to bring the best care, education and research solutions forward.
- We will promote a physically, psychologically and culturally safe environment where you can receive care, work, volunteer and learn.

## **Our Values - We believe in and will model:**

- **Respect** - Showing genuine regard for your feelings, rights, wishes, and values. We will proactively engage with patients, families, our employees, medical staff, and partners in decision-making.
- **Compassion** - Attending to your needs, and showing kindness and concern. We will care, listen and support.
- **Quality** - Providing patient and family-focused services that are safe, reliable, accessible (timely), efficient, effective and equitable.
- **Accountability** - Taking personal responsibility for our actions, behaviours and decisions.
- **Transparency** - Sharing information that is timely and truthful, within the limits of law and policy.

## **Our Key Goal: We will be more Patient and Family-Friendly.**

### **Aspiration: We know the health care system is complex. We will be more proactive in making it work for you and your family. By 2024, we will have:**

1. Launched a secure Patient Portal, in partnership with other providers, giving you direct access to your health information. You will have accessed test results and health education tools to learn more about your health condition, and used self-scheduling features for appointments, providing you convenience and choice.
2. Achieved higher ratings than the Ontario academic hospital average on our Patient Experience Surveys for our *admission and discharge processes*. Way-finding at the Ramsey Lake Health Centre will have improved, and we will have better prepared you with information during the admission process and helped you learn how to use 211 to support you in navigating and accessing services that are closest to home before you leave HSN.
3. Achieved higher ratings than the Ontario academic hospital average on Patient Experience Surveys about *being involved in decisions about care*. We will have learned, practised through simulation and implemented communication approaches that ensured that you and your family felt safe, respected, informed, empowered and supported. You will have understood the state of your health condition and we will have worked with you to develop a plan of care that reflected your goals and wishes.
4. Received approval and begun implementing a patient and family-informed capital master plan (facilities plan). We will have consolidated and redesigned our sites in Greater Sudbury to break down silos between services, making it easier for you to navigate our system. The capital master plan will have addressed projected service and space needs including overcrowding in the Emergency Department and on our inpatient units, meeting the demands for mental health and addictions care and improved access for children and youth who currently have to go outside Northeastern Ontario for care.
5. Reduced your wait times for medical imaging through acquiring a second MRI and coordinating and triaging CT, MRI and PET scans with our care partners. We will have leveraged provincial best practices for wait time management to make services more accessible to you.
6. Enhanced access to healthy food options for patients, families and visitors at the Ramsey Lake Health Centre (24/7) and at the Sudbury Outpatient Centre.
7. Submitted compelling proposals to our funders to expand virtual care models and remote patient monitoring, specifically in mental health, addictions, pediatric care and chronic disease programs. This will have reduced your need to travel and meant less disruption to you and your family where virtual care was offered.

8. Achieved the highest rating of hospital quality in Canada by securing "Accreditation with Exemplary Standing". Continued patient, family and staff engagement will have been visible in our daily pursuit of continuous quality improvement across the continuum of care.

**Our Key Goal: We will be more Socially Accountable.**

**Aspiration: We will improve the health of northerners, directing our efforts to people and groups in greatest need. Everyone deserves quality health care. By 2024, we will have:**

9. Implemented actions from our Reconciliation Action Plan, which will be developed in 2019 after further consultations with Indigenous communities and organizations from across Northeastern Ontario.

10. Adopted and promoted the Senior Friendly Care Framework and prioritized improvements for the acute care of seniors. Guided by an organization-wide action plan, our staff will have gained knowledge and skills to deliver evidence-based seniors care and improved outcomes while you were in hospital and during your transition home.

11. Improved access to mental health and addictions care at the hospital and in the community by submitting compelling proposals to our funders. Investments will have been proposed for an inpatient mental health and addictions consultation service focused on reducing the harms of alcohol and opioid use, and on improving access to consistent mental health and addictions consultation in the hospital and in the community.

12. Provided cultural safety training to all employees, medical staff, volunteers and learners to better meet expectations of Indigenous, Francophone, multicultural, LGBTQ2S and homeless patients.

13. Developed and implemented innovative models that are alternatives to hospitalization, through community partnerships and physician engagement, endorsed and supported by our funders.

**Our Key Goal: We will support our people.**

**Aspiration: We will invest in our people so that we can be there when you need us most. By 2024, we will have:**

14. Increased our investment in professional development spending from 0.4% of staff payroll to 1%. We will have engaged with our employees in processes that fairly allocate these investments and maximize their impact.

15. Implemented a staff and physician wellness program, with particular focus on promoting mental health and healthy lifestyle choices, resulting in a resilient, energized workforce.

16. Engaged our medical and professional staff proactively in constructive external peer reviews of the majority of our 10 Medical Departments, and acted on the resulting recommendations to strengthen clinical expertise and support continuous development. These cyclical reviews will have produced the key quality drivers for program areas, ensuring we continue to provide expert interprofessional care and be the best we can be.

17. Implemented a Human Resource Information System (HRIS) to better forecast staffing and leadership gaps, streamline scheduling and support succession planning. Through the HRIS we will have gained reliable data that can be used to adjust front-line staff and managers' workloads, to meet service expectations and proactively address recruitment and retention of all staff including medical staff.

## **Our Key Goal: We will grow our Academic and Research Impact.**

**Aspiration: We will strengthen our role as Northern Ontario's largest academic health science centre. You deserve to be cared for by a health care team at the forefront of knowledge and innovation. By 2024, we will have:**

18. Engaged with employees and medical staff in affirming their patient care, teaching and research responsibilities and embedded these expectations in all relevant job descriptions and annual performance plans. An inter-professional learning culture will have been fostered where every learner is welcomed and supported. HSN will be held in high regard by our health care and academic partners because of our continued role in sharing our skills and knowledge and mentoring others throughout Northeastern Ontario.
19. Integrated HSN's medical leadership positions with the Northern Ontario School of Medicine and fostered partnerships with our post-secondary partners to create a minimum of 50 new cross appointments for a variety of disciplines. Through these alignments, a more collaborative interprofessional learning and teaching culture will have developed.
20. Appointed at least one research chair in each of HSN's 10 Medical Departments, to strengthen research activity and alignment with HSNRI. Research chairs will have been provided with space and support from statisticians, grant-writers and administrative staff. We will have engaged patients and the community in articulating research priorities and accelerating adoption of research results.
21. Leveraged the strengths of HSN and HSNRI and the newly-launched Institute for Clinical Evaluative Sciences (ICES) North to champion the creation of a regional health innovation cluster starting with Laurentian University, Lakehead University, the Northern Ontario School of Medicine, Thunder Bay Regional Health Centre and Thunder Bay Regional Health Institute.

## **Our Key Goal: We will be more Digitally-Enabled.**

**Aspiration: We will expand the use of technology, data and analytics to improve your care. By 2024, we will have:**

22. Implemented an integrated regional electronic medical record (EMR) and secured the resources to support and sustain it. This will have made care safer, making your health information immediately available to your health providers throughout Northeast Ontario, and by reducing the need for you to re-tell your story or repeat tests. Quality and safety will have improved through the implementation of standardized regional order sets and care protocols as part of the EMR and through the data the EMR generates.
23. Added secure and internally-safeguarded mobile devices in care areas enabling their use by the inter-professional teams that support you, and making personalized health teaching, online education and team communication instantly accessible to you and our learners, staff and physicians.

We look forward to partnering with and serving you in improved and focused ways in the coming years. Your HSN and Your HSNRI will harness the collective strengths of highly skilled, passionate and resilient professionals working throughout our communities. We are counting on your support.

This is #yourHSN and #yourHSNRI.