



Strategic Plan 2021-2022

*Approved by the Board of Directors
May 2021*

MESSAGE FROM OUR BOARD CHAIR AND CEO

Message from our Board Chair

This strategic plan update comes at a critical time in the history of Haliburton Highlands Health Services. With the COVID-19 pandemic still on-going, there can be no more important priority for the organization than its people. The Board of Directors recognizes and is deeply appreciative of the efforts made by the entire organization—staff, frontline workers, physicians, and administrators—to address the pandemic, and keep our community safe. We will re-dedicate ourselves to supporting and investing in the people of HHHS, while continuing to work towards the new Ontario Health Teams model, and adapting and responding to the evolving health services needs of our community.

David Gray

Chair, Board of Directors

Message from our President and Chief Executive Officer

With our sights still firmly set on our vision of becoming leaders in innovative rural health care and a re-commitment to our mission, values, and strategic priorities, this refreshed plan focuses on our people as we continue to navigate these difficult times together. Our team rises to the challenge every day, and makes a critical difference in the lives of patients, residents, clients, and in the community. Our renewed focus on our people will help ensure that we continue to provide the best possible health care and services for the Highlands.

Carolyn Plummer

President & Chief Executive Officer

INTRODUCTION

In the midst of a challenging time for the organization and the healthcare sector, Haliburton Highlands Health Services (HHHS) sought to update and extend its strategic plan, which was set to expire at the end of 2021. With so much uncertainty, particularly in the midst of the COVID-19 pandemic, the organization determined that a one-year extension to its current plan would be prudent. Looking ahead, the Board is aware that this uncertainty and the operational pressures created by the pandemic will likely extend into 2023, and that this plan may possibly need to be extended again until a more comprehensive planning process can occur.

In launching this extension process, HHHS recognized that many of its community partners and the community-at-large were also facing significant challenges during the pandemic. With that in mind, HHHS focused its strategic planning engagement activities on the people who truly make HHHS what it is today – the staff. Through a series of engagement sessions and informed by other engagement activities (including a January 2020 worklife survey and CEO visits to departments), research into the external and internal pressures facing the organization, and after deliberations by the leadership team and the Board of Directors, a number of updates were identified and are reflected in this refreshed strategic plan.

Most notably and in light of the extreme stress and pressure healthcare workers have been under during the pandemic, HHHS has updated its strategic framework to recognize that in order to continue to provide Haliburton County residents with the high-quality care and services they depend on, the organization must focus on investing in our people. It is the people – the staff, physicians, volunteers, and managers – who make HHHS all that it is, and they need our support and encouragement now more than ever.

HHHS will pursue this updated strategic framework through the refreshed goals identified under each priority area, while striving to fulfil our vision and mission, and while living our values, each and every day.

VISION, MISSION, VALUES

HHHS remains committed to and continues to be guided by our vision statement (the future we are working towards), our mission (our core responsibilities and mandate as an organization), and a set of values (guiding our everyday work and how our team members work with each other, our community partners, and the community at large.)

Our Vision:

To be Leaders in Innovative Rural Health Care

Our Mission:

Haliburton Highlands Health Services, working with partners and accountable to our community, promotes wellness and provides access to essential, high quality health services, including:

- Primary Care
- Hospital (Acute Inpatient and Emergency Care)
- Long-Term Care
- End-of-Life Care
- Mental Health and Addictions Services
- Community Support Services

Our Values:

Compassion | Accountability | Integrity | Respect

STRATEGIC PRIORITIES

Four strategic priority areas continue to guide the work of HHHS, and are depicted in an updated strategic framework, along with our Vision and Values:

Leaders in Innovative Rural Health Care

Advancing
Partnerships

Building our
Capacity to
Thrive

Transforming the
Health Services
Experience

Investing in Our People

Compassion – Accountability – Integrity – Respect

Each of the four priority areas is accompanied by a set of strategic goals that we will continue to work towards over the next year. Some goals have been refreshed since our last strategic plan; others remain the same.

Priority	Goals
Investing in Our People	<ol style="list-style-type: none"> 1. Cultivate a healthy, positive work environment to support staff and ensure they have a meaningful work experience. 2. Strive to ensure all staff, physicians, leaders/managers, and volunteers have the tools and supports they need to excel at delivering top quality care and service. 3. Attract, recruit, and retain the best possible staff, physicians, leaders/managers, and volunteers to ensure a stable and sustainable team.
Advancing Partnerships	<ol style="list-style-type: none"> 1. Strengthen local and regional partnerships with service providers, funders, government, and citizens to meet the changing health needs of the community. 2. Drive service level integration across the continuum of care and within HHHS to improve access to services. 3. Align with the Ontario Health Team model to deliver more connected care and access funding opportunities that meet the needs of our growing aging population, while creating a healthy foundation for the next generation.
Building Our Capacity to Thrive	<ol style="list-style-type: none"> 1. Work through the Ontario Health Team model to stabilize and prepare for longer-term master and facility planning, with a focus on meeting the future needs of the community in a post-pandemic world. 2. Maintain positive operating position and invest in point of care and service to enable organizational stability and sustainability. 3. Develop decision support and data management capacity to help monitor performance and inform ongoing improvements.
Transforming the Health Services Experience	<ol style="list-style-type: none"> 1. Maintain a relentless focus on quality and patient safety through continuous improvement strategies and best practices to enhance outcomes for those we serve. 2. Implement the shared Clinical Information System in partnership with regional health service providers to enable clinical transformation. 3. Develop and implement a person-centred care framework informed by patients, residents, clients, families, and the community to enhance outcomes and improve satisfaction.

IMPLEMENTING THE STRATEGIC PLAN

The Haliburton Highlands Health Services is pleased to launch this refreshed strategic plan for the organization.

Within four months of approval of this plan by the HHHS Board of Directors, an operational plan with measurable goals, timelines, roles, and responsibilities will be developed by HHHS staff in consultation with the Board. The operational plan will be the means through which the strategic plan is implemented.

To ensure the success of the refreshed strategic plan and to ensure there is accountability for the priorities set out in the plan, the Board commits to the following actions:

1. Support the Chief Executive Officer in the creation of measurable annual operational plans.
2. Monitor and measure the effectiveness of the operational plan on a semi-annual basis.
3. Communicate progress to stakeholders on an annual basis.
4. Complete a review of the strategic plan by the end of the year, at which time the plan may be amended if needed, and ensure any changes are reflected in the annual operational plans and budgets.