

## Together – be the model of excellence in rural healthcare

2025 Strategic Directions	2025-26 Annual Goals	2028 Targets
<b>1. Deliver compassionate, high-quality person-centred care.</b>		
1.1 With our patients and residents, annually select at least two focus areas to leverage <b>evidence-based best practices</b> and processes to enhance safe quality care for our patients and residents.	<p>With our patients and through Nursing Advisory Committee, using evidence-based best practices, we will optimize the <b>scope of practice</b> for RPN's in acute care.</p> <p>With our residents and families and through the newly established LTC Quality Improvement (QI) Committee, using evidence-based best practices, we will review and enhance the <b>Falls Prevention Program</b>.</p>	HHHS has a robust culture of co-design and safe quality care where adherence to standards and evidence-based practices drive decision making in every program and service.
1.2 With our clients, review and optimize all community support services and programs.	With client input and using Lean Six Sigma methodology, we will complete a <b>services assessment</b> and develop a <b>centralized intake</b> process to improve access for Community Support Services clients.	Our clients have improved access to community support services and programs.
1.3 Using knowledge transfer, best practices and guidelines, implement technology to enhance the delivery of care.	<p>Using best practices and guidelines from ENHANCE Ontario, we will implement <b>iECG</b> in ED and Acute Care to enable Internal Medicine reporting allowing ECGs to be filed in the appropriate location in the electronic medical record (Epic) which enables trending, access and improved patient care.</p> <p>We will implement a <b>Laboratory Quality Management System</b> that meets ISO 15189 Standards, as evidenced by successful completion of an external accreditation audit performed by Accreditation Canada Diagnostics.</p>	HHHS enhances delivery of care through use of leading technology.
<b>2. Nurture and support a thriving team culture.</b>		
2.1 With our staff and physicians, implement and embed the Human Resources Plan Principles into our culture. <ul style="list-style-type: none"> <li>a. Engage and communicate.</li> <li>b. Provide resources to achieve excellence.</li> <li>c. Treat each other with respect and integrity.</li> </ul>	<p>We will <b>engage and communicate</b> with HHHS employees by expanding our recognition program. We will support management to complete performance evaluations on active employees.</p> <p>We will complete Stay Interviews to learn important information about what employees need to be successful. In actioning this information, we will provide the <b>resources to achieve excellence</b>.</p>	<ul style="list-style-type: none"> <li>a. Our people are heard and recognized. <b>Expand Recognition Program = 3 new recognition methods (new)</b></li> <li>b. Our people are equipped to do their best work. <b>Outcomes of Stay Interviews actioned = 100% (new)</b></li> <li>c. Our people report improved wellness at work.</li> </ul>

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<p>d. Recruit and retain quality team members.</p> <p>e. Work together to face challenges.</p>	<p>To enhance our success in treating each other with respect and dignity, we will train our people on <b>Diversity, Inclusivity, Indigeneity, and Belonging</b>. We will continue to advance a <b>Just Culture</b> through targeted education to leadership.</p> <p>Working with academic centres, we will provide <b>opportunities for learners</b> and promote HHHS at Job Fairs to enhance staff <b>recruitment</b>. We will monitor and react to retention and turnover rates.</p> <p>We will work together to face the challenge of equipping our employees to achieve excellence by completing a quality audit of our <b>education and orientation programs</b> and provide educational opportunities for staff.</p>	<p><b>Retention Rate = 90% (2024/25 = 84%)</b></p> <p>d. HHHS has a committed and engaged work force. <b>Performance Reviews completed on active employees = 50% (2024/25 = 25%)</b></p> <p>e. HHHS is recognized as a great place to work. <b>Survey response to “Overall HHHS is a great place to work” = 85% positive (2023/24 = 28%, 2024/25 = 75%)</b></p>
<p>2.2 With our volunteers, leverage their enthusiasm and expertise to improve their experience and engagement.</p>	<p>With volunteer input and using Lean Six Sigma methodology, we will simplify the volunteer <b>onboarding process</b> and <b>promote</b> the many opportunities to volunteer.</p>	<p>Volunteers are committed and fully integrated into our care teams.</p> <p><b>Survey response to “The HHHS volunteer onboarding process was easily accessible.” = 85% positive (new)</b></p>
<p>2.3 With our community, leverage the communications strategy to engage and promote timely and transparent dialogue.</p>	<p>As part of the audit of our existing communications materials, we will include the community in <b>focussed engagement sessions</b> to improve HHHS communications strategy and materials.</p>	<p>Our community receives transparent and timely information and contributes at engagement forums.</p>
<h3>3. Cultivate partnerships to strengthen care delivery.</h3>		
<p>3.1 With the Kawartha Lakes Haliburton Ontario Health Team and our community partners, collaborate to improve seamless, integrated care for patients with chronic conditions.</p>	<p>With the KLH-OHT develop, we will enhance and promote the <b>Palliative Care Community Team (PCCT)</b> to connect unattached/poorly attached people in the community with providers and service to simplify their journey.</p>	<p>HHHS is the anchor organization for healthcare for our County, delivering high-quality, integrated care with our partners.</p>
<p>3.2 With municipal and provincial partners, collaborate to provide local, accessible care.</p>	<p>With Trillium Lakelands District School Board, we will partner to implement a <b>High School Co-operative</b> education program for the September 2025 school year.</p> <p>With Haliburton EMS, we will explore creative care options for the ED including the possibility of integrating a <b>Primary Care Paramedic</b> in the ED.</p>	<p>Municipal partners support HHHS’s <i>Future of Care</i> plans. Provincial partners support local primary care for unattached patients.</p> <p><b>Positive response to “Would you recommend this program?”</b></p>

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4. Build the future through sustainable and responsible resource management and innovation.		
4.1 With our community, advance the master plans to expand our hospital and long-term care capacities including current asset management to deliver the highest level of services.	Upon receiving ministry feedback on submitted plans, we will engage the community to advance <b>early design</b> .	Our community and care partners are active contributors to the design of expanded hospital and long-term care that meets the growing and changing needs of our population.
4.2 With our funding partners, make responsible decisions to achieve financial stability.	<p>We will implement a new <b>Human Resources Information &amp; Financial System</b> and <b>Just-In-Time</b> ordering system.</p> <p>We will develop and submit the <b>Sustainability Plan</b> to the Ministry of Long-Term Care by June 1.</p> <p>We will develop and submit the <b>Digital Plan</b> to Ontario Health by June 9.</p>	<p>HHHS will be financially positioned for growth. <b>Positive Net Working Capital position.</b> <b>2023/24 = (\$6.5M), 2024/25 = (\$4.8M)</b></p> <p>Successfully launched a Human Resources Information &amp; Financial System that has reduced risk, improved reporting and controls.</p>
4.3 With our community, Foundation and Auxiliary, partner to support current and future plans through ongoing volunteering and philanthropy.	<p>In partnership, we will promote the <b>expansion of the Auxiliary's reach</b> beyond Minden Hills to support current capital needs.</p> <p>In partnership, we will align the HHHS future of care plans with the <b>Foundation's future plans</b> to develop the next capital campaign.</p>	Our community is inspired to provide volunteer and philanthropic support for hospital and long-term care modernization.
4.4 Within our organization, adopt environmentally sustainable practices.	<p>Through the newly established Environmental Committee, we will complete a <b>waste audit</b> and formalize waste reduction plans.</p> <p>Through the Medical Advisory Committee, we will investigate the feasibility of adopting and implementing a <b>Choosing Wisely and Climate Action</b> recommendation.</p> <p>Through Product Evaluation and Standardization Committee (PESC), we will investigate and implement at least one <b>environmentally friendly product</b> across the organization.</p>	<p>Focus on sustainability priorities including:</p> <ul style="list-style-type: none"> <li>• Facility maintenance and management</li> <li>• Leveraging environmentally preferred procurement</li> <li>• Transitioning to renewable energy sources</li> <li>• Developing and formalizing waste reduction plans</li> <li>• Adopting the <i>Choosing Wisely &amp; Climate Action</i> strategies</li> </ul>