



Almonte General Hospital

Strategic Planning

“Charting a Course for The Future”

Community Meeting: January 17, 2017

Tonight's Agenda

1. Overview of strategic planning
2. Stakeholder engagement process
3. Transformation of the health system – challenges & opportunities
4. Explore ***your*** perspectives
 - i. What's working well? What needs to change?
 - ii. Gaps in service, unmet needs?
 - iii. Key issues/priorities for new plan?
5. Questions & Answers



Strategic Planning Defined

- **A systematic process for:**
 - Deciding how best to anticipate and respond to external challenges and build on current strengths
 - Determining how best to position the organization for future success
 - Creating some excitement about a preferred future



Strategic Leadership

Strategy is about **choice**.

Leadership is about having the **insight** and **courage** to make the best choices and to see them through.



Role of the Hospital Board

- **Responsible for:**
 - making sure that there is a robust consultation and analysis process to create the strategic plan;
 - for setting key priorities and approving the plan;
 - overseeing the implementation of the plan.
- **Answering the question, “*What are the big things we have to get right over the next few years to ensure continued success?*”**

Characteristics of a Strong Strategic Plan

1. Predominantly a “what” document (identifies strategic vs. operational priorities)
2. Useable as working document in ongoing Board and Operational decision making
3. Key and contributing stakeholders can understand it and hear their “voice” within it
4. Priorities provide clear and “actionable” direction to Operations
5. Priorities advance the organization in a “balanced” way
6. Priorities have reasonable prospect of success and outcomes that can be measured
7. Has a planning horizon and lifespan of 3-5 years
8. Is a ‘living’, flexible document





Key Planning Steps

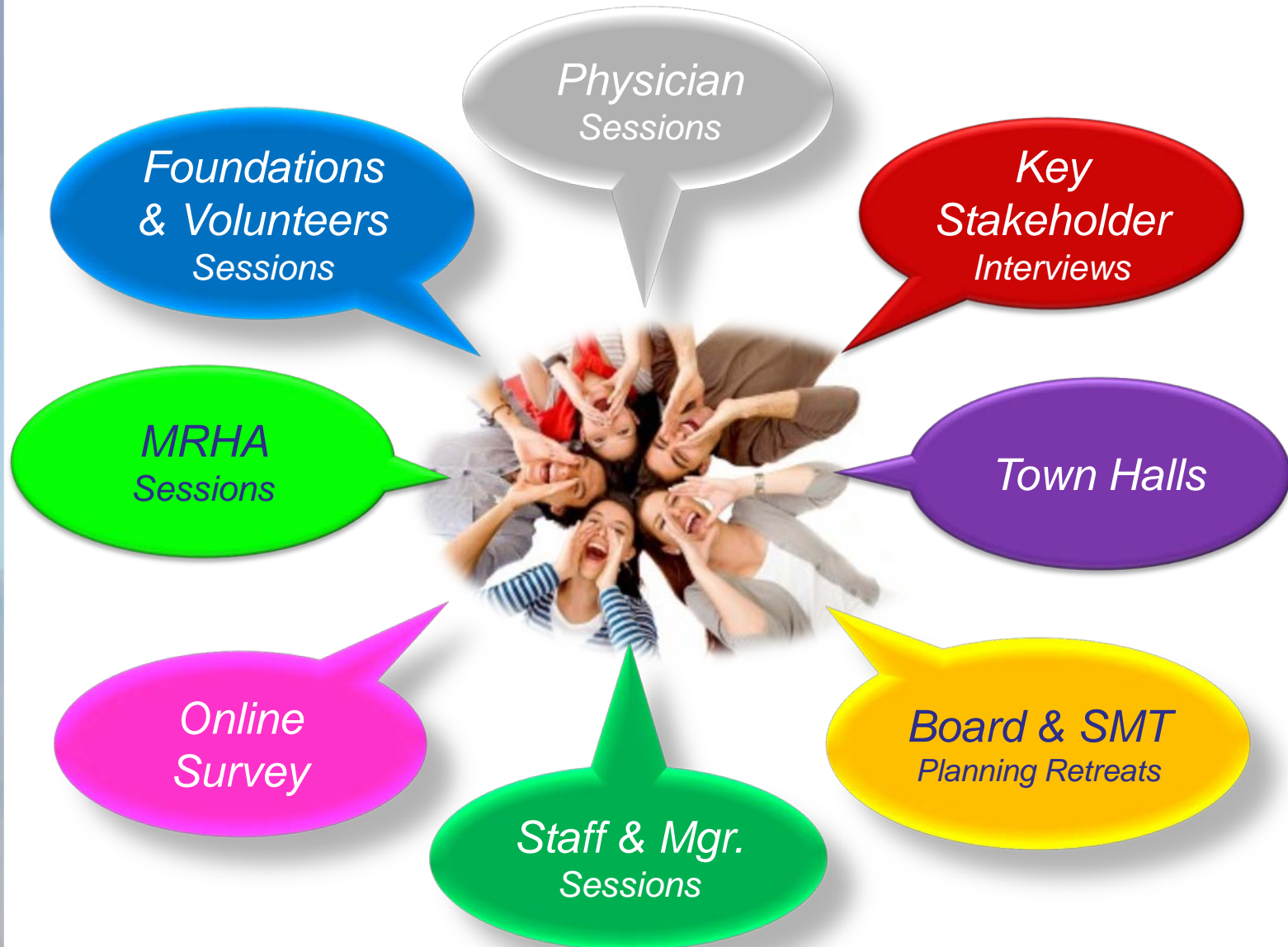


Separate Plans with an Opportunity to Coordinate



“Working Together for the Very Best Care”

Critical Engagement & Input



Stakeholder Engagement Process

- We are collecting ideas, suggestions from hundreds of people in forums, focus groups, telephone interviews, online survey
 - **Your role tonight is to provide constructive input about what you see as the key issues the hospital needs to address as it plans for the future**
- We will synthesize this all this input in terms of key themes/issues and present to the hospital board
- We are also collecting and analyzing information about local demographics, population health and utilization of hospital services
- Hospital Board has to take ALL this information and determine key priorities for next few years

Health System Transformation Agenda – *a decade of change*

- ***Local Health System Integration Act (2006)***
 - Creation of LHINs
- ***Excellent Care for All Act (2010)***
 - Quality Improvement Plans
- **Action Plan for Health Care (2012)**
 - Health Links
- **Patients First (2016)**

Health System Transformation

- As small hospitals plan for the future, they are having to do so at time when there are significant changes happening in the health care system:
 - Health System Funding Reform
 - Greater Emphasis on Home Care, Community Care and Primary Care
 - E-Health and New Technologies

Challenges

- Fiscal constraints
- Recruitment and retention
- Lack of critical mass to develop local services
- LHIN planning & approval processes
- Aging communities & aging workforce
- Access challenges for rural residents

Opportunities

- Partnerships between hospitals and other service providers
 - Shared patients, shared staff, shared services
- Telemedicine and Telehomecare to improve access
- Repatriation of services from larger hospitals

Consultation Questions

1. What's the hospital doing well? What needs to change?
2. What are the most important service gaps or key unmet needs? What services are people travelling to Ottawa for that could be provided locally?
3. What non-hospital services could be added to strengthen the local campus of care?
4. What do you think should be the key issues/priorities for the hospital's new plan?
 1. Programs/services?
 2. Human resources?
 3. Partnerships?
 4. Sustainability?



Closing Thoughts / Questions

