



A Healthier Niagara

WE DID.

STRATEGIC PLAN 2016-2026

niagarahealth

Extraordinary Caring. Every Person. Every Time.

A Healthier Niagara

A stylized sun icon with a blue circular center and white triangular rays, positioned behind the word 'Niagara' in the main title.

#HealthierNiagara



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Design layout and photography by Anna Cobian



- 4 Imagine a Healthier Niagara. We did
- 6 Our Purpose Vision Values
- 10 Meet Brian Sammy Winston and Maria
- 12 Our Areas of Focus
- 14 Extraordinary Care
- 16 Extraordinary Teams
- 18 Extraordinary Future
- 20 Extraordinary Innovation
- 22 ...the Stories Continue



Registered Nurse Deny Thomas
lends a helping hand and a smile
to patient Joyce MacKay at our
Douglas Memorial Site in Fort Erie.

IMAGINE

A Healthier Niagara. We did.

We are proud to present our bold new Purpose, Vision and Values and our 10-year Strategic Plan.

Over the past year we have heard from our staff, physicians, volunteers, partners and communities about what matters. The extent and quality of the input we have received as a result of over 100 engagement sessions and thousands of interactions with individuals from inside our organization and across our region has been nothing short of incredible. We listened and we learned what we're doing well and where we can improve. Thank you for inspiring us to imagine a Healthier Niagara.

Niagara Health is entering an era of great opportunity and the inspiration behind this is one, unifying goal: To provide all of our patients, families, staff, physicians, students, learners and volunteers extraordinary experiences. And by focusing on specific areas – quality and safe care, great people and teams, innovations in care, investing in the future, and leveraging partnerships – our goal will be an achievable one.

While acknowledging our history, our recent Exemplary Status Award from Accreditation Canada and our solid financial stewardship, this plan builds on our strengths and identifies our challenges and opportunities. As a learning organization and to ensure our strategy stays focused and relevant, we will review our plan and directions every three years.

Our vision for a Healthier Niagara is about partnering to support people to stay healthy, get better, live well with disease and cope with end of life. This plan sets out key areas where we can be leaders and where we need to connect to or support our partners in health, community and academia.



It's an exciting time for us and we thank you for being a part of it.

NOW IMAGINE.

What you shared with us inspired our

PURPOSE VISION VALUES



**Community
Engagement**



**Partner
Engagement**



**Staff, Physician & Volunteer
Engagement**

This is what you told us mattered!



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OUR PURPOSE Extraordinary Caring. Every Person. Every Time.

At Niagara Health, Extraordinary Caring is what our patients, their families, our volunteers, our teams, and our community need and deserve. Caring is so much more than care. Both the physical and emotional part of caring is at the heart of our purpose.

We know that the most advanced equipment in the world isn't enough, it takes more to put a smile on a lonely face or warm the spirit of someone fighting overwhelming odds. It takes a personal and genuine commitment to caring, a true belief that we can really make a difference in people's lives.

Caring is about attitudes, behaviours and actions – not only for our patients and their families, but also for each other as care providers and team members. It includes attentive listening, being respectful and sensitive, providing comfort, being patient and more. It's why we take the time to say hello, to stop and listen, to be kind to one another. Why we give a little extra care and attention when it's needed most.

This is our community. And in the face of every person, we see reflections of our own families – our sons and daughters, parents and grandparents.

Extraordinary Caring. Every Person. Every Time.
That's exactly what we're working so hard to do.

OUR VISION A Healthier Niagara



We are Niagara Health.

And we're helping build A Healthier Niagara by contributing to the overall health of our region in more ways than one:

- In population health by helping people to stay healthy, get better, live well with disease and cope with end of life.
- In the economic health of our communities as one of the largest employers in Niagara and in leading and promoting health innovations that will contribute to broader economic prosperity in the region.
- In the health of our environment through our efforts in green, sustainable initiatives.
- In being good partners, creating and maintaining healthy and productive partnerships.

OUR VALUES

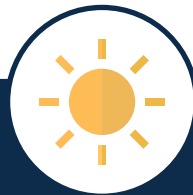
Our values guide our decision making and behaviours.

Our **CORE** Niagara Health values are:



Compassion in Action

Our compassionate and respectful culture is one in which we quickly take action to meet the needs of those we serve and to make healthcare better. We treat each other well.



Driven by Optimism

We are hopeful and optimistic in tackling our challenges. In partnership we accomplish more. We are resilient through change and drive innovation.



Achieving Ambitious Results

We hold ourselves to the highest standards. We are accountable for high-performing, high-quality, sustainable and innovative healthcare. We are transparent about performance and commit to improve.

EXTRAORDINARY

MEET

Brian

Brian has come to Niagara Health because he is experiencing stomach pains. He is waiting in our Emergency Department, is scared and unsure about what to expect...

Sammy

Sammy is a Charge Technologist who has been working at Niagara Health for the last eight years. She gives her all to her patients but sometimes her work environment does not help her be her best self...

Winston

Winston has been a porter at Niagara Health for 28 years. He recently injured his hand at work and has been off for a few weeks. He feels he is now ready to return but there is one problem. He needs to wash his hands frequently to keep our patients and himself safe. The splint that he needs to wear is not washable and he isn't sure how he is going to manage this coming back to work...

Maria

Maria is a 72-year-old woman who lives independently. Though she has managed her diabetes quite well for 40 years, Maria's cardiac bypass surgery took a toll on her three years ago. With slowly declining vision, she is no longer able to drive. The past year has been a difficult one. Maria has experienced several episodes of shortness of breath and has had to go to the Emergency Department and each time was admitted for heart failure. Maria is very motivated to stay well and remain at home...

We are excited to show how our plan will help make the experiences of people like Brian, Sammy, Winston and Maria...



EXTRAORDINARY

OUR AREAS OF FOCUS

Extraordinary
TEAMS



Extraordinary
CARE



Extraordinary Caring. Every



Compassion in Action



Driven by Optimism



Extraordinary
FUTURE

Extraordinary
INNOVATION

A Healthier
Niagara

Person. Every Time.



Achieving Ambitious Results



Extraordinary Care

We provide the highest level of quality care by advancing a culture of safety and service excellence. And what truly sets us apart is the level of collaboration, compassion and respect experienced by patients, families and team members. We pride ourselves on providing the safest and most effective care possible for every person we serve. And we promise to prevent harm and eliminate risk wherever we can. Through our innovations and partnerships, we provide our patients with access to leading edge care.



Dr. Seyed Alireza Mohajerani cares for young patient Luca Moschella in the Welland Emergency Department.

DIRECTIONS

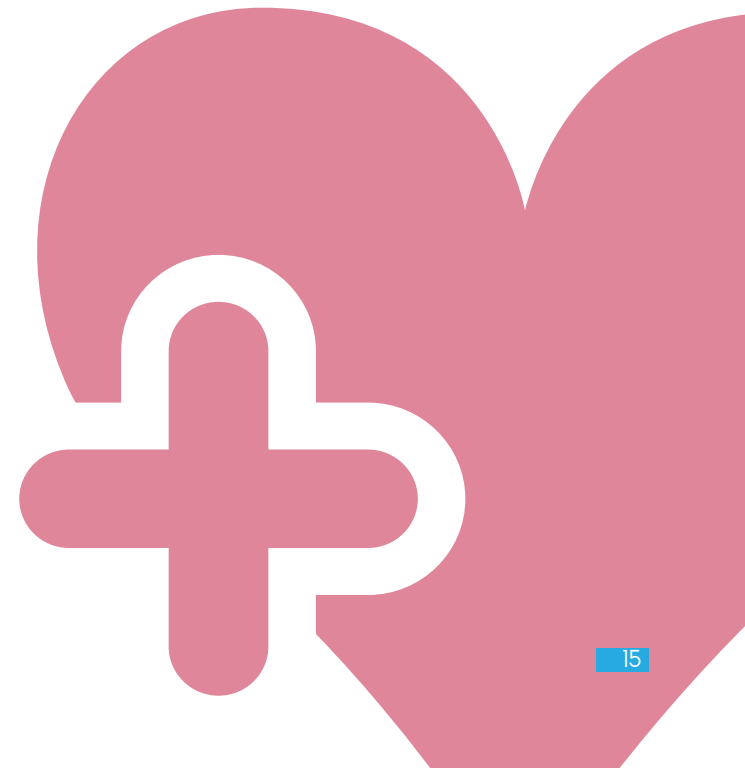
- Ingrain a culture of patient safety.
- Eliminate preventable harm.

Initiatives

- Expand the Critical Care Response Teams (CCRT) to the Welland and Greater Niagara General sites.
- Develop structured approaches to improve the safe sharing and exchange of information between all of our healthcare providers and teams, especially during care transitions. We will collaborate with patients and their families as part of this process.
- Implement the Best Possible Medication History process to ensure accurate and comprehensive medication information is communicated during care transitions.
- Improve timely access to care by enhancing patient flow within and across the region through shared performance accountability and development of new regional partnerships.

This will be **Extraordinary** because

- Patients will have immediate access to Critical Care Response Teams (CCRT) when needed.
- Preventable harm will be eliminated from incidents such as falls and pressure ulcers.
- Patients and families will be included in the exchange of information.
- Patients will experience care that is respectful and responsive to their individual preferences, needs and values.
- Patients and families will be more satisfied and there will be fewer complaints.
- Admitted patients will spend less unnecessary time in the Emergency Department.
- Patients and families will participate in safety learning events.
- Team members will promote a safety culture by speaking up.
- Team members will openly share experiences and learn from events where “things didn’t go as planned.”





Extraordinary Teams

We count on our extraordinary teams to deliver extraordinary caring and we are proud to work with the absolute best. Our teams are given the support and opportunity they need to continually learn and improve, helping them to be the critical thinkers we require and our patients need. Our respectful culture supports teams of problem solvers who think big, are innovative, adaptive and resilient.



Marina Stegne, Decision Support Analyst, Kevin Cline, Senior Financial Analyst, Amanda Fyfe, Regional Manager Accounting and Budgets, Emile Penner-Cloutier, Manager Organizational Development and Zeau Ismail, Manager Quality & Patient Safety collaborate at our St. Catharines Site.

DIRECTIONS

- Develop our people.
- Develop collaborative work teams that creatively deliver results.

Initiatives

- Create a healthy team by building a culture of mutual respect.
- Develop our emerging and experienced leaders.
- Establish unit-based teams to develop the ability of staff, physicians and leaders to undertake improvement action in their respective work areas.
- Advance our academic programs and strengthen our research activities.

This will be **Extraordinary** because

- Our work environment will be positive, respectful and everyone will have a vital role to play.
- Team members will be accountable for their performance.
- Team members will speak up and take action when necessary.
- Team members will be more engaged at work.
- Teams will be using research to inform care and inspire innovation.
- There will be a decrease in peer to peer workplace complaints.



Extraordinary Future

By investing in our hospitals – through people, equipment and technology – and working strategically in our community, we will create the future our patients deserve. Investment needs will be balanced with using available resources wisely.

Niagara Health works with educational institutions which are vital in training the healthcare professionals of tomorrow, like Brock University Nursing student Kelsey Levesque.



DIRECTIONS

- Support the physical and mental health of our people while helping them make informed personal health choices and be engaged and fully contributing at work.
- Enhance systems and methods for sharing information and protecting health information.
- Invest in care, research and education.
- Identify and act on improvement opportunities to use our resources wisely.
- Plan and design our facilities to support the future needs of our communities.

Initiatives

- Actively manage our Attendance Program to ensure our people have the right supports to be at work consistently and regularly.
- Identify and implement prevention initiatives to keep people healthy and safe at work.
- Create environments of collaborative learning and research where people learn together and teach one another.
- Implement evidence-based approaches to clinical utilization.
- Prepare for implementation of an Electronic Medical Record (EMR).
- Support our teams to plan for and design our new facilities.

This will be **Extraordinary** because

- Patients will experience standardized approaches to care based on best evidence.
- We will have reduced sick and overtime to the benchmark.
- The number and severity of workplace injuries will be at or below the provincial hospital average.
- Teachers, learners and researchers will experience creative and collaborative environments.
- Our teams and our communities will be engaged in the design of our new facilities.
- We will retain and recruit the best and the brightest.





Extraordinary Innovation

We will collaborate and try new ways to deliver the best care to our patients and their families where needed. We will support safe transitions of our patients between the hospital and community. We will influence the health of Niagara residents and will partner to support people to stay healthy, get better, live well with disease and cope with end of life. We will develop and share ideas, expanding our reputation as a region where partnership and innovation comes to life.



Niagara Health is proud to provide the public with access to real-time Emergency Department and Urgent Care Centre wait times.

DIRECTIONS

- Accelerate partnerships with patients and primary and community care providers.
- Transform care for people who would benefit from integrated and comprehensive care.

Initiatives

- Partner to develop and implement models of care that will transform where and how we provide care safely in primary, ambulatory, geriatrics and palliative care.
- Implement Integrated Comprehensive Care for patients who have Congestive Heart Failure (CHF) and Chronic Obstructive Pulmonary Disease (COPD).
- Create a patients and families as partners strategy.
- Maximize our opportunities to develop innovative programs.

This will be **Extraordinary** because

- Patients and families will help shape future care and service experiences.
- Patients with COPD and CHF will experience coordinated care and improved health outcomes.
- Communities will provide input into our strategy for primary, palliative, geriatric and ambulatory care.



..the Stories Continue



For Brian this means

Brian spent less than 28 hours in the Emergency Department before being moved to an inpatient unit. Within 24 hours of his admission, Brian and his family met with the care team to talk about what was important to him and his family. The team paid close attention to Brian and his family, speaking with them daily, updating the communication board in his room and acting upon their concerns. Brian and his family knew who his team of providers were on a daily basis and knew how to reach the team when they thought of new questions they hadn't already asked. The team safely exchanged information about Brian and his plan of care was fully understood by all.

When it came time to leave the hospital, Brian's team ensured a smooth transition back home which included providing him with a list of medications that were explained in depth. Brian recognized how the care team's kindness and understanding, positive and open communication, respect and patience made his experience extraordinary. Two days later, Brian was delighted to receive a call from one of his team members checking in to make sure that he had everything that he needed, including a follow-up appointment with his primary care provider.



For Sammy this means

Although Sammy was initially reluctant to be part of a multidisciplinary unit-based team, through the coaching and training offered, she has led the way in being a creative problem-solver in her area. This has given her the confidence to look for ways to improve things for patients and her colleagues. She is even more engaged and motivated by working in an environment where she feels respected, valued and free to speak up.

She has recently mentored three students who have shared that the experience they had learning from Sammy was one of the best yet. Sammy got involved and excited about participating in applied health research aimed at improving patient satisfaction. And finally, Sammy has recently taken on the role of facilitator for her unit-based team and has been identified as an emerging leader who will be participating in our new leadership development program.



For Winston this means

Working in partnership with his union and our Occupational Health and Safety team, Winston meets Krystle, Niagara Health's Safe Patient Handling Consultant who has recently been thinking about this very question – why isn't there a washable hand-splint out there? Krystle worked with a number of partners and together they led the way in developing an innovative prototype for a washable hand-splint.

Very eager to try it out, Winston returned to work safely and in record time. His colleagues were excited to welcome him back because they count on him every day. Krystle's work is being recognized as leading edge and she is motivated more than ever to find solutions to help our people transition back to work in a safe way.



For Maria this means

Maria is enrolled in the Integrated Comprehensive Care program. Still living on her own, Maria connects with Judy, her Care Coordinator on a weekly basis. Together they stay updated on any changes in her health and celebrate Maria's accomplishments no matter how small. Maria is supported by a multidisciplinary team that works closely with her and her family to coordinate her care and help her anticipate and manage her symptoms.

With the team's help and guidance, Maria is making healthier lifestyle choices, so she can stay on top of her chronic illnesses and, better yet, stay at home. Take our partnership with the YMCA's Cardiac Rehabilitation program, for example. Maria uses a volunteer transportation program to get there three times weekly, so she can exercise, get tips on heart-healthy living, and access her team of care providers when she starts to experience symptoms in order to stay out of hospital.

Maria is very active in directing her personalized care plan. She's thrilled that her care team is connected to her in many ways, including on her smart phone. It makes her healthcare experiences personal, convenient and coordinated.

ORDINARY

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