



Alexandra Hospital Ingersoll
Tillsonburg District Memorial Hospital
Partnering to keep healthcare close to home.

Alexandra Hospital Ingersoll and Tillsonburg District Memorial Hospital Strategic Plan 2016 – 2020 Process and Outcomes

June 2016

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Purpose of this Document

In the summer and fall of 2015 and winter of 2016, Alexandra Hospital Ingersoll and Tillsonburg District Memorial Hospital embarked on a robust strategic planning journey with high engagement from leaders, patients, team members, physicians, community leaders and partners and residents in our communities. The process generated a clear compelling vision for the future, three meaningful strategic directions, and clear goals and milestones to guide the future development of the hospitals. This document outlines our strategy process, the emerging vision, mission, strategic focus areas and priorities and the initial focus areas.

Executive Summary

AHI and TDMH embarked on this strategy initiative looking for a clear vision and set of priorities for the future. One of the goals of the process was to help clarify the role of community hospitals in a time where technology has been advancing and complex acute care is centred more and more in larger tertiary care centres. The communities of Ingersoll and Tillsonburg place huge value on their hospitals and it was essential that we find a meaningful vision and path forward for the future.

Through a dynamic and robust engagement effort, team members, leaders, community members and key healthcare partners in the region came together to create a new vision for the community hospitals as pivotal regional health hubs that keep care close to home. The process generated an explosion of collaborative opportunities that are now seeing many community partners playing an active role in the 2 campuses of care enabling patients and families to be even more connected to the services they need. There are still a great many challenges ahead but, there is no question that AHI and TDMH are better prepared than ever to lead the transformation of what a community hospital can and should be.

The Strategy Process – Key Steps



ENVIRONMENTAL SCANNING AND INITIAL COMMUNITY INTERVIEWS

As a starting point for this project, we met with the Integrated Leadership team to to scope the overall approach to the strategic planning exercise. In these discussions we decided to engage the broad community of team members, physicians and leaders in a Strategy Core Team that would help guide the engagement and consultation approach and participate in interviewing stakeholders from within and around the hospitals and community.

As part of this initial phase we also reviewed key relevant strategies and initiatives at the system level (LHIN, MOHLTC) and at the local level to help inform the strategic directions and areas to inquire into with stakeholders. We also took the opportunity to interview key leaders from the community and funders / partners (LHIN CEO, CEO LHSC, CAO Tillsonburg, Mayor Ingersoll, CEO Woodstock Hospital, Chiefs of Staff). These conversations, along with a review of population health data, helped to inform core needs and directions for our strategy work.

LAUNCH SESSIONS WITH THE BOARDS AND A CORE PLANNING TEAM

In late August 2015, we met with the joint board of directors to provide an overview of the planning process and gather their hopes for what this planning journey could achieve.

We also brought together a meeting of the Core Team made up of leaders, team members, physicians and other key internal voices to launch the process and engage them in conducting interviews with peers and members of the broader community. The core team also had an opportunity to set goals for the process and shape the questions we would use in the broader engagement process.

The core team was given an interview guide and set off to have their conversations with the following types of people:

- Other team members and leaders from both AHI and TDMH
- Physicians
- Local healthcare partners (CHC, family practices, nursing homes etc.)
- Patients and Families
- Local community members (neighbours, friends or others)
- People from surrounding rural communities
- Seniors
- Youth
- Local Politicians

STAKEHOLDER ENGAGEMENT / CONSULTATIONS

Between August and October, we engaged multiple groups at AHI and TDMH, community partners and patients and families in focus groups, while at the same time, the core team interviewed colleagues and peers across the system. In the end, over 175 people helped to inform the strategy process and future directions. The process included:

- 19 Interviews with Key Informants (CAOs, Mayors, CEOs and Our Leadership Team)
- Over 80 consultation interviews with team members and community members conducted by our core planning team
- Focus groups with community partners in Ingersoll and Tillsonburg (10 people)
- Focus groups with patients and families in Ingersoll and Tillsonburg (18 people)
- Focus groups with team members at AHI and TDMH (40 People)
- Consultations with Physicians at AHI and TDMH

Key Questions We Explored Included:

1. Thinking about the region at large, where would you say the community is best served with healthcare resources and services? What makes you say that?
2. Thinking about all of the aspects of healthcare in Ingersoll, Tillsonburg and the region at large, where are two or three areas that MOST need to be enhanced?
3. From your experience, where do the Ingersoll and Tillsonburg hospitals now best contribute to the health of the community? Can you give examples or real stories of times where you felt care in either of these hospitals was at its best?

4. How would you describe what these hospitals do well now? What role do they serve in the community?
5. From your point of view, where is the greatest potential to make the two hospitals even better? What do you feel the community needs from these hospitals? Where could the hospitals enhance their care, programs or services that would better meet community needs?

AHI & TDMH INTEGRATED SUMMIT

On November 13, leaders, team members, physicians, community partners and our funders came together for a full day planning retreat to share the learning from the consultation process and craft a vision and a set of strategic priorities for the future. The day included a mix of context presentations (from the LHIN and from our community consultations), visioning exercises and in depth planning and goal setting about emerging themes. The process also enabled internal team members and external partners to collaborate share perspectives and build relationships.

Context Elements:

Themes from the Consultation:

- High value for having community-based, accessible general hospitals
- Reliance on TDMH and AHI emergency departments to fill in substantial primary care gaps
- High value that emergency departments are close triage/stabilization for serious issues
- Worry about erosion of services in every community based on regionalism, finances
- Significant gaps in services, especially seniors (sustaining health and supportive housing), mental health, pediatrics and gynaecology
- Transport between sites/Woodstock a critical challenge for many patients/families.
- High need to support transitions back home, out of ED, into long-term care.
- Desire for more out-patient clinics and services.
- Concerns about staffing and retention in both hospitals.

Strengths to Build Upon:

- Active, 24/7 ER close to home that provides faster, well-connected access to tertiary care
- Committed, skilled team members
- Strong Foundation and volunteer base at each hospital
- Available, accessible clinic space
- Use of Telemedicine
- Technology – HUGO – records that follow you
- Established success in creating focused, clustered specialties such as endoscopy and cataracts

- Relationships with Woodstock, LSHC and others

Quotes from Patients and Families:

- “I like how the hospitals are interconnected. I had a knee replaced in London, but had therapy here. Once you’re in the system you’re there.”
- “Cataract surgery was so well organized. Everything was on time. I chose this hospital because while it’s the same distance for us they are really friendly here.”
- “I had kidney stones twice. I got in right away to see the specialist in Woodstock. Everything was just lined up. I was treated like a princess. The team members couldn’t do enough.”
- “There has been a dissolution of services over time but there is a real sense of pride of having a hospital here. The emergency department is really important. There is a community and there is a small town feeling here. To have somebody right here is great.”
- “When my husband had to go to emergency we had to wait for 3 hours. There were people that came from outside the region because their doctors had retired and they couldn’t get prescriptions. They were having a great old time, while a lot of people were sick.”
- “They found something in my mammogram. I went to see different people at the hospital and before I could cry they told me it was nothing.”
- “We are fortunate to have great Doctors here they are straight to the point. They don’t mess around. They get you a referral the next day. No beating around the bush.”

Context Shared About the System:

Trends in the Role of Community Hospitals

- Hospitals funded for and focused on acute care/treatment, people treated in ambulatory models as much as possible
- Small full service hospital model not viable long term
- Hospitals as health system hubs in close partnership with health promotion, primary care, community providers, long term care
- Regional system view with specialist programs consolidated in clusters, regional clinics
- Community hospitals evolving to provide care close to home in partnership with tertiary/specialist care – “provider goes to the patient”

LHIN Strategy and Priorities

South West LHIN Integrated Health Service Plan 2016–2019

VISION:

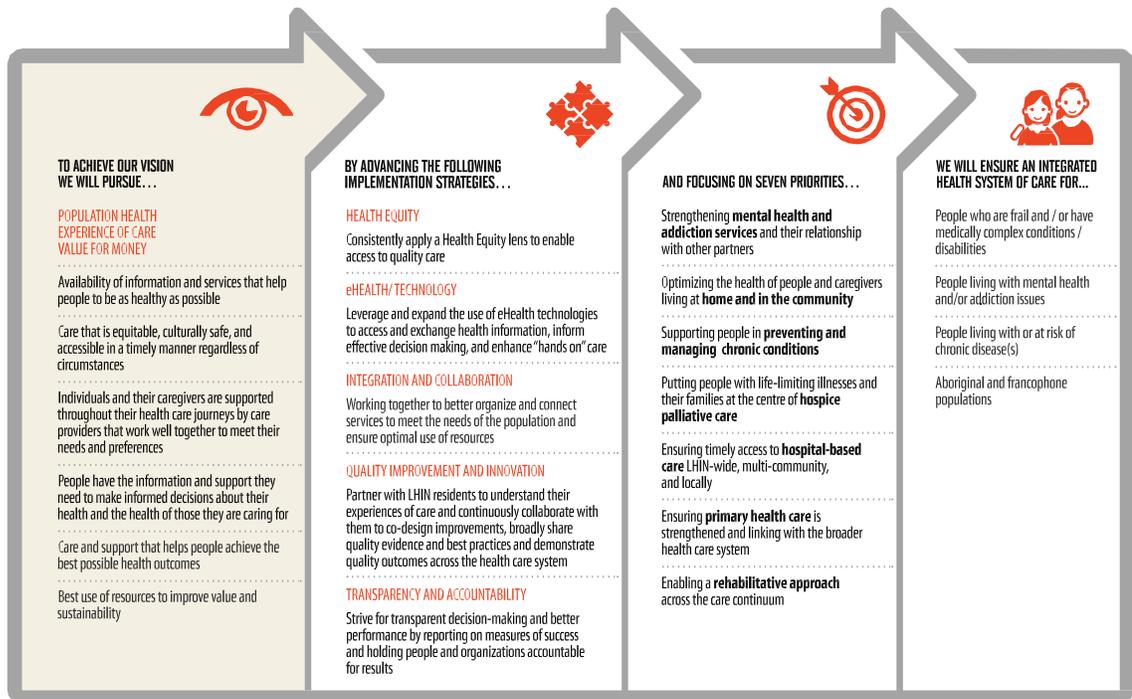
A health system that helps people stay healthy, delivers good care to them when they get sick and will be there for their children and grandchildren

MISSION:

The South West LHIN is accountable for bringing people and organizations together to build a health system that balances quality, access and sustainability to achieve better health outcomes

VALUES:

Compassion, Courage, Evidence-Informed, Innovation, Integrity, Trust and Respect, Culture and Diversity



7 SW LHIN Priorities – Nov 2015

1. Strengthening mental health and addiction services
2. Optimizing the health of people living at home and in their communities
3. Preventing and managing chronic conditions
4. Hospice and palliative care
5. Timely access to hospital care
6. Strengthening primary care
7. Rehab approach across the spectrum

Emerging 2020 Vision for TDMH and AHI

We are a regional health hub, supporting a vibrant, healthy community by providing everyone in the region with a patient and family centred experience that provides excellent core care and access to integrated, specialized care through entry points close to home.

We are recognized as the model for innovative small community hospitals providing high quality care, supporting recovery and promoting health.

Strategic Priorities 2016-2020

- A.** Create an Integrated Health Hub Patient Experience
- B.** Build for Connectivity, Innovation and Sustainability
- C.** Support Our People to Provide the Best Care and Create Connections

COMMUNITY ROUND TABLES TO EXPLORE STRATEGIC PRIORITIES

In January 2016 we invited our key community partners and leaders from across our organizations to a detailed exploration of priorities within our 3 core areas of focus. This robust conversation yielded many ideas for partnerships and collaborations to better meet the needs of patients and families in our communities.

Through this conversation we generated key priorities as follows:

A. Work with Our Partners to Create an Integrated Accessible Regional Health Hub Patient Experience

- Create fully integrated campuses of care with expanded specialty clinics and partnerships with community providers that provide access to targeted specialized care
- Improve access and connections to specialized care available outside the local community leveraging technology and transport
- Support improved primary and continuing care for our communities by matching patients to the right care, streamlining processes in our EDs and developing unique partnerships
- Collaborate to integrate services and care for seniors in the region

B. Build for Connectivity, Innovation and Sustainability

Continue to innovate to enable care connectivity and the long term sustainability of our regional health hub

- Implement technological solutions and clinical projects that improve patient connectivity across the region

- Explore innovations that enable us to fully use our resources and support our financial health
- Capital development and renovation that ensures we have the physical and technological space and infrastructure to deliver on regional health hub needs

C. Support Our People to Provide the Best Care and Create Connections

- Continue to improve quality of care within our walls through quality improvement initiatives, care optimization projects and integration of patient and family-centred care in every interaction
- Ensure our people have the information and skills they need to provide and be advocates for highest quality patient and family-centred care and to support patients and families to access care and make connections
- Engage volunteers and volunteers as care supporters, connectors and ambassadors
- Attract learners for placements in our settings to learn and experience our regional hub model
- Build leadership capability to support innovation and integration

REFINING THE STRATEGY AND PLANNING IMPLEMENTATION

As a final step in the planning process, we worked with our Integrated Leadership Team, front line managers and all of our team members to translate the priorities into tangible concrete focus areas and goals for the 2016 and 2017. Each program / unit/ department had an opportunity to set goals and define their own priorities in alignment with the strategy. In the end, we have prioritized 20 key focus areas in the first phase of implementation of our strategic plan:

A. Work with Our Partners to Create an Integrated Accessible Regional Health Hub Patient Experience

1. Attract new clinics and services to our Campuses of Care
2. Work with our partners to coordinate services in the region
3. Support Our Patients and Families to Navigate the System
4. Participate in Regional Transportation Strategy
5. Enhance Our Connections to Primary Care Providers in the Region to Ensure Continuity of Care and Service for Our Patients
6. Work with Our Partners to Educate the Public About the Full Suite of Services Accessible Through Our Regional Health Hub
7. Create Clear Vision for Our EDs and How Best to Serve the Volumes We Want to Attract
8. Continue to Participate / Lead Primary Care Provider Recruitment
9. Enhance Coordination of Care for Seniors at Highest Risk

B. Build for Connectivity, Innovation and Sustainability

- 10. Readiness for New Clinics and Partners (including virtual) and Community Partner Integration in Our Sites
- 11. Cerner System Optimization
- 12. Clinical Documentation
- 13. Investigate Power Saving Opportunities
- 14. Redevelopment and Infrastructure Renewal

C. Support Our People to Provide the Best Care and Create Connections

- 15. Improve Access and Flow
- 16. Enhance Care for Seniors in Our Hospitals
- 17. Ensure Our Team Members Have the Skills They Need to Provide the Best Care (PFCC and More)
- 18. HR Coordination Between Sites to Enable Greater Flexibility in Staffing and Retention
- 19. Educate Team Members About Hospital and Community Resources Available for Our Patients and Families
- 20. Attract Learners for Placements

Alexandra Hospital Ingersoll receives funding from the South West Local Health Integration Network. The opinions expressed in this publication do not necessarily represent the views of the South West Local Health Integration Network.



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Partnering to keep healthcare close to home.

Our Mission

To be a key partner in supporting the health of our communities with excellent patient care and accessible specialized services

Our Values

- Quality
- Accessible Care
- Innovation
- Collaboration
- Community

Our Vision

Your regional health hub providing excellent patient care and access to integrated, specialized care through entry points close to home.



Strategic Priorities