

*Timmins and District Hospital
L'hôpital de Timmins et du district*

Strategic Plan



REVISED & UPDATED – 8 September 2009

2006-2010

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HEALTHY CARE TEAM(S) + HEALTHY PARTNERSHIPS = HEALTHY COMMUNITIES

T&DH STRATEGIC PLAN: 2006-2010

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STRATEGIC PLAN: 2006-2010

1. EXECUTIVE SUMMARY

This Strategic Plan has been developed in order to guide the Timmins and District Hospital through the next 5 years.

It is understood that many of the strategic initiatives identified in this document are dependent on the availability of necessary resources. In that context, annual review of this Strategic Plan is imperative to set hospital-wide priorities for implementing continuation.

The new vision and mission/role statements in the revised plan are:

VISION Timmins & District Hospital will be a leader in patient care delivery, health services enhancement and health system integration in Northeastern Ontario.

MISSION

As the Level C referral and teaching hospital, serving the residents of the City of Timmins and Cochrane District as well as adjoining areas of the Temiskaming, Sudbury and Algoma Districts, our Hospital will do the following within available resources:

- Promote and provide accessible, high quality health care in both official languages that meets the population health needs of our referral communities, and Aboriginal peoples.
- Lead in the provision of clinical services and in the advancement of related health technology.
- Lead and partner in the development of an integrated Northern Health System.
- Partner actively in learning, teaching, research and service provision.

VALUES

The Health Care Team values:

- Compassion/Empathy
- Collaboration & Teamwork
- Integrity/Honesty
- Fairness
- Respect
- Accountability
- Continuous Learning & Quality Improvement
- Individual Balance & Organizational Harmony

A total of eight (8) key strategic issues have been identified for action. A new Quality Framework and an Ethical Decision-Making Framework have been developed.

Arising from these issues, the Health Care Team has developed a comprehensive list of strategic initiatives that should be addressed during the next 4 years. These are categorized under four (4) strategic directions:

1. Patient Care Improvement & Enhancement;
2. Recruitment & Retention;
3. Hospital Effectiveness & Efficiency; and
4. Partnerships/Collaboration & Integration

The Strategic Plan will provide direction for the Health Care Team to enhance health care provision and organizational effectiveness and to collaborate/partner/integrate health services in order to improve the health status of our Hospital's referral population.

The success of this plan is dependent upon the continued support and commitment of our Hospital's internal and external stakeholders and the availability of resources to accomplish its many strategies.

2. Background

Timmins and District Hospital (T&DH) was incorporated in 1988 following the amalgamation of the two existing hospitals (St. Mary's General and Porcupine General) within the City of Timmins. In November 1993, the newly constructed T&DH opened with the transfer of all patients and staff from the St. Mary's site. In March 1996, the chronic care/rehabilitation services of T&DH, provided at the Porcupine General site, were moved to the new site of T&DH. Since April 1996, all services provided by T&DH have been available at one site.

According to the Ontario Health Services Restructuring Commission's (1998) definitions and directions related to Rural and Northern Rural Health Care Networks, Timmins & District is a **"Level C Hospital"*** serving the Network 13 referring hospitals.

Our Hospital is centrally situated in Network 13 under the Northeast LHIN (#13) and is the referral hospital for the other Network 13 hospitals and neighbouring communities for special medical (i.e. oncology, dialysis), special surgical (i.e. orthopedics, gynecology, otorhinolaryngology, ophthalmology) advanced diagnostic (i.e. Nuclear Medicine, CT, MRI) Schedule One psychiatric and critical care services.

T&DH serves a local community population of approx. 45,000 and is also the referral hospital for a number of specialty services (as noted above) for the entire Network 13 area and adjacent communities, which includes an additional 60,000 residents. This area of the province is not expected to experience growth in its population base.

* **Level C Hospitals** – These full-service emergency hospitals will offer 24-hour a day coverage by on-site or on-call physicians, have more advanced technological and diagnostic capabilities, and offer additional specialty services such as orthopaedics, cardiac care, obstetrics, gynaecology, paediatrics and psychiatry. Level C hospitals will have acute care and specialty care beds. Their services will vary according to community needs, service volumes, and the availability of health care providers. Each Rural and Northern Health Care Network will contain at least one designated Level C hospital.

Despite the lack of growth, however, the area will continue to experience a shift in the age structure of the population with a growing proportion of elderly residents. The combination of the aging population and resource-based employment is a significant factor in the general health of the Northeastern Ontario population.

Our Hospital’s Health Care Team developed a strategic plan in the year 2000. This was entitled: STRATEGIC PLAN: 2000-2005 and had the theme: “LIVE THE VISION..... SUCCESS THROUGH TEAMWORK AND PARTNERSHIPS”. Most of the initiatives outlined in the earlier document have been achieved and this new Plan provides further direction for the future.

This second Strategic Plan was developed in 2005 and 2006 for the period 2006-2009 and has been revised to update it to the year 2010.

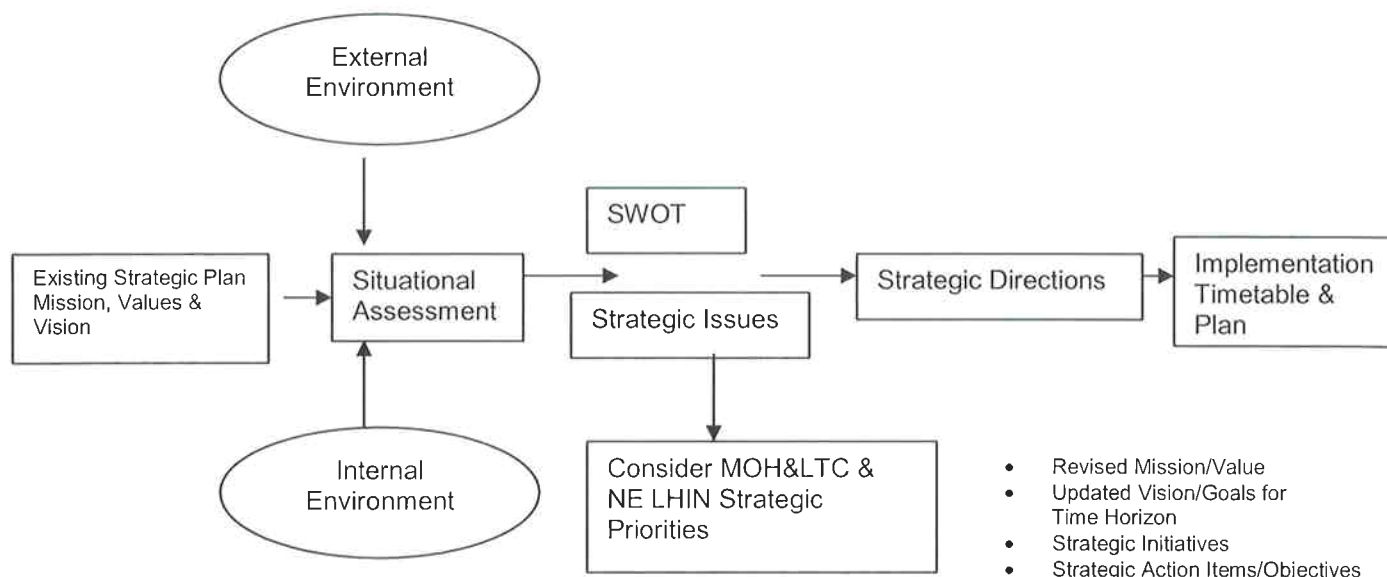
3. T&DH Strategic Planning Process & Assumptions

The Timmins and District Hospital’s strategic planning process is outlined in the diagram below. A consultative approach was followed.

Timmins and District Hospital’s Strategic Plan establishes priorities and describes how the Health Care Team will achieve the Mission and Vision. The directions outlined in this document will allow our Hospital to realize its vision and its values.

Through the development of an implementation plan, corporate objectives and operating plans, our Hospital will work towards the successful implementation of its Mission and Vision. Finally, in light of the increasingly uncertain and changing health care environment, there will be annual reviews of this strategic plan.

Strategic Planning Process



4. ASSUMPTIONS UNDERLYING THE 2006-2009 T&DH STRATEGIC PLAN

- a) This 2006-2010 Strategic Plan will enhance/update based upon the 2000-2005 Strategic Plan and be consistent with the revised Vision and Mission Statements and our Hospital's strategic assumptions.
- b) The Strategic Plan will support Ontario Ministry of Health & Long Term Care and other legislated initiatives as well as best practices in the provision of care.
- c) Timmins and District Hospital will continue to serve as the Level C referral hospital for the Network #13 hospital communities and adjoining areas and will support the development and implementation of the Network 13 Strategic Plan.
- d) Timmins and District Hospital will continue its formal development as a teaching hospital in affiliation with the Northern Ontario School of Medicine.
- e) Timmins and District Hospital will continue to play a leadership role in the local, Network #13, North East LHIN * and pan-Northern health systems.
- f) Partnerships, collaboration and integration in health services provision will remain a key strategic driver**.
- g) Our Hospital's Master Plan and its implementation with respect to physical facility needs will be consistent with this Strategic Plan and Vision.
- h) The Timmins and District Hospital will progress in Informatics development/ implementation (i.e. IS/IT, Decision Support, etc.)
- i) The Timmins & District Hospital will invest in our Health Care Team's professional development to support our Hospital's strategic initiatives.
- j) The Timmins & District Hospital is accountable to its patients, to the broader Community that it serves, to the North East LHIN and to the Ontario Ministry of Health & Long Term Care.

* North East LHIN Strategic Priorities (2006):

- Aboriginal/First Nation/Metis Services
- Chronic Disease Prevention Management
- Coordinated Information and Communication Technology System and Information Management
- French Language Health Services