

Nipigon District Memorial Hospital
125 Hogan Road
Nipigon, ON P0T 2J0



**STRATEGIC PLAN
2012 – 2015**

Amendment – March 25, 2013

Introduction

Nipigon District Memorial Hospital is a 37 bed facility providing health care and wellness promotion services to the residents of the Nipigon catchment area. The Hospital provides services through in-patient and out-patient programs originating from its central site in the town of Nipigon. The Hospital site has 15 acute care beds, 15 long term care beds, and 8 chronic care beds – one of which is a short-stay respite bed. The Beardmore Regional Health Centre is administered by the Hospital and provides primary care to residents of the Beardmore area, approximately one hour from the town of Nipigon.

The Hospital provides:

- In-patient acute care, long term and chronic care services;
- 24 hour emergency department services;
- Cardiac care – including telemetry, cardiac rehabilitation and stress testing;
- Palliative care;
- Assisted living program;
- Emergency labour and delivery services;
- Diagnostic services (laboratory, radiography, ultrasonography, pulmonary function testing);
- Rehabilitative services [physiotherapy, occupational therapy (contract), dietician];
- Cancer care (in partnership with the Regional Cancer Program); and
- Specialist clinics and services – both on-site and via videoconference

Our communities were heavily involved in forest product industry in the past. This has changed significantly with mill closures and we are now primarily a service based economy. There are many people living in the District who work and commute to Western Canada and to remote mining sites in other parts of the country. We have a higher proportion of those aged 45 and older remaining in our communities. The NDMH is the largest employer in our communities.

Small hospitals in rural areas have a role beyond simply caring for the sick. Opportunities to expand health care services beyond the traditional hospital role are facilitated through integrative and collaborative partnerships with local and regional health care providers, stakeholders, the communities and the public. Primary care, health promotion, chronic disease management, and specialty care services can be provided through innovative service delivery methods developed through partnerships.

Family Health Team

We were approved for a Family Health Team in 2010 and it is now operating at approved staffing and capacity. They provide diabetic services, nursing, dietary counseling, social work services and work closely with the physician group. They are well integrated in the community and provide health teaching and educational programs.

Our Strategic Plan outlines the Vision, Values and Strategic Directions that will guide our decisions moving forward. It describes, at a high level, our current initiatives and the plans we will put in place to build a sustainable, high quality, health system. The Plan was developed with input from many individuals and groups. It also reflects the knowledge gained through ongoing monitoring of the external environment, including the Ministry of Health and Long Term Care and North West Local Health Integration Network priorities.

Vision

Excellence in rural health care and wellness promotion.

Mission Statement

The Hospital provides excellent health care and wellness promotion services in order to improve the health of the population and the quality of life of all residents in our communities.

Values

Nipigon District Memorial Hospital is . . .

Accountable to the people we serve to provide

Accessible health care through

Collaboration with community and health service partners in a

Safe environment that promotes

Personal and professional growth, recognizing that

People are our most important resource.

Strategic Directions

NDMH will be guided by five Strategic Directions in the period 2012-2015. These Strategic Directions have been developed utilizing population data, including a scan of the healthcare status of the district population; survey input from consumers, health care partners, staff and the North West Local Health Integration Network; as well as a review of internal hospital data.

The Mission, Vision and Values of the organization have guided the development of the Strategic Directions and all are intended to move us closer to our vision of "Excellence in rural health care and wellness promotion". Together, focused strategies in each of these five Strategic Directions will create a solid foundation for delivering high quality, safe and integrated health services to the residents of the communities served by Nipigon District Memorial Hospital.

For each Strategic Direction, goals that reflect the desired end points for the future have been articulated.

Performance in relation to goals is measured using objectives and key performance indicators. These goals are established to provide guidance to senior administration, supervisors, department heads and staff for the preparation of annual plans and budgets for the Board's consideration and to provide a framework within which progress will be assessed.

Strategic Directions

1. Safety

Prioritize safety, quality and the patient experience in everything we do.

2. Partnerships

We will take a leadership role in developing an efficient health care hub in the Nipigon District.

3. Resources

We will continue to manage our resources effectively and efficiently.

4. Staff Resources

We will maintain an appropriate mix of staff now, and in the future, to serve the health care and wellness promotion needs of the district residents.

5. Model of Care

We will implement and integrate a model of care to more effectively meet the needs of the residents of our communities, with an emphasis on frail seniors and patients with chronic, mental health and /or substance abuse conditions.

Action Planning

Detailed action planning (attached) and accountabilities have been completed for each Strategic Goal and Objective. These short, medium and long-term action plans represent the roadmap for the efforts of the Board, Senior Management team and Staff over the next three years.

Conclusion

In January 2012, the Board of Directors of Nipigon District Memorial Hospital embarked on a Strategic Planning process that was inclusive, comprehensive and reflected best practices. The Strategic Plan is a document, to be reviewed on an ongoing basis and updated as required. The Plan is meant to be reflective of community and stakeholder needs. It sets the broad direction for the organization, while being responsive to changes in the health care and community environment.

Achieving the five Strategic Goals identified in this Strategic Plan will result in a Hospital that:

- Is responsive to patient and community needs,
- Improves access to quality care,
- Provides for a sustainable hospital and health care system for the Nipigon district,
- Continues to use resources effectively, and
- Improves the way hospital and health care services are organized and delivered to the residents of the catchment area.

The revitalized Mission, Vision and Values of the organization guided the development of the Strategic Directions and the Goals, Objectives and Action Plans are intended to move the Hospital closer to the vision of "Excellence in rural health care and wellness promotion".

Acknowledgements

The Board of Directors would like to thank all those who participated in the development of this Strategic Plan. Hospital and medical staff, stakeholders, health care partners and members of the community have all provided valuable input.