

St. Francis Memorial Hospital

Strategic Plan 2007 - 2010



May 2007

St. Francis Memorial Hospital

✧ Mission ✧

St. Francis Memorial Hospital is the leading contributor in the provision of optimal health care for residents and visitors of the communities we serve. In partnership with others we provide access to high quality healthcare services and programs

✧ Vision ✧

St. Francis Memorial will be a leader in rural health care delivery and foster the enhancement of community well being.

✧ Values ✧

The people of St. Francis Memorial are committed to the core values of:

- ✦ Respecting People
- ✦ Improving Patient/Client Safety
- ✦ Achieving Excellence
- ✦ Striving for Innovation
- ✦ Demonstrating Leadership and Accountability
- ✦ Promoting Team Work and Professionalism

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Summary

When the MOHLTC announced the “transformation health care agenda” in 2004 it introduced fundamental changes to the structure of the system in which we currently operate. The key concepts of the change emphasized that the new model must be patient focused, results driven, integrated, and sustainable.

In the strategic planning exercise of May 2007, SFMH Board Members, Staff, Medical Staff, and Management reflected on and discussed the strengths, weaknesses, opportunities, and barriers the Hospital faced within this new environment.

Fundamental to the Planning decisions made were three principles:

1. SFMH will seek partnerships opportunities within the Champlain LHIN, Region and Community to advocate, plan and secure health services for the residents of the Madawaska Valley and Area.
2. In today’s increasingly competitive labor market the focus will be to develop unique people programs and services that will support our staff and celebrate their strengths and successes.
 1. SFMH promotes a culture of quality practice, safety, and leaning

The new Strategic Plan reflects these principles and establishes priority directions. It is intended to be flexible and provide a guiding framework that can be evaluated and updated throughout the period of 2007 to 2110 as the changing health care environment evolves.



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Strategic Priorities:

The strategic priorities identified in the 2007 planning session are:

- **Building Partnerships**
- **Safe and High Quality Services**
- **A Healthy Workplace**
- **Efficient and Effective Service Delivery**
- **Effective Communication**

The Strategic direction and accompanying strategies recognized are:

⇒ Building Partnerships

Strategic Direction :

Develop strategic partnerships to enhance planning and delivery of health services for clients of the Madawaska Valley and Area.

- Engage the Champlain LHIN in planning for the needs of the SFMH catchment and advocate for adequate health care resources
- Collaborate with other health care organizations to plan, develop, and support hospital and community services
- Work with community partners to plan and support community services
- Work with the Foundation and Auxiliary and other potential sources to encourage partnerships with other organizations and volunteer participation

⇒ Safe and High Quality Services

Strategic Direction :

Enhance SFMH's capacity to provide high quality and safe patient care.

- Plan, measure and monitor patient safety to address internal objectives and meet industry standards.
- Continue to refine and enhance quality improvement initiatives in all areas.
- Promote and communicate risk management initiatives.
- Support a no-blame approach to error reporting.
- Commit adequate resources for infection control strategies and emergency preparedness and planning

⇒ A Healthy Workplace

Strategic Direction :

Establish a work environment that allows SFMH to attract and retain high quality staff and improve personal and organizational performance.

- Develop recruitment strategies and provide for succession planning.
- Refine the Human Resource Framework and Plan
- Create and reinforce a work environment that supports work life balance and good health, is physically safe and helps reduce illness and injury.
- Foster a learning organization in which knowledgeable workers have an opportunity to grow professionally within a team environment.

⇒ Efficient and Effective Service Delivery

Strategic Direction:

Seek out opportunities to leverage on partnerships or secure funding to support efficient and effective health service delivery.

- Monitor the effectiveness, efficiency, and relevancy of existing programs and services
- Take actions to support and sustain Emergency Services
- Assess and implement financial incentives available through the LHIN's, other levels of government or organizations related to operating, education, investment, recruitment and capital purchases.
- Assess infrastructure needs secure funds, and develop plans for implementation.

⇒ **Effective Communications**

**Strategic Direction:
Strengthen SFMH profile within the hospital, local community, and with regional and provincial partners**

- Ensure the Hospital maintains a positive profile in the community through education of the public about services and personal health issues
- Reinforce an internal communication system that is engaging and effective.

Continue to develop and maintain an IT infrastructure that will support both internal and external demands