



# Strategic Plan

June 13, 2019 – March 31, 2024

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## 1.0 A Letter from the Chair of the Board and CEO

As Muskoka Algonquin Healthcare continues along an exciting path that builds on our strengths and embraces future opportunities, we celebrate our accomplishments and look forward to what's next.

Our Strategic Plan serves as a forward-looking plan of action and a roadmap to enhance the care provided at Muskoka Algonquin Healthcare today and for our future generations. On behalf of the Board of Directors and Senior Leadership, thank you to the hundreds of stakeholders both within the organization and externally in our communities who participated in the numerous engagement sessions to develop this Plan. Your feedback was not only valuable and appreciated, but also essential to establishing our Mission and Vision, and strengthening our Values. Furthermore, we were able to build upon our five areas of focus. To implement this strategic direction and its many components including capital redevelopment, key operational priorities will be developed to help us realize our Mission and Vision, with a commitment to live our Values and Behaviours every day.

As we adapt to the changing landscape of health care in Ontario, we are proud of where we have come from, and are excited to work together with our partners to provide outstanding integrated health care to our communities, delivering best patient outcomes with exemplary standards and compassion.

Philip Matthews, Board Chair and Natalie Bubela, CEO

## 2.0 Introduction

### Who Are We

Muskoka Algonquin Healthcare (MAHC) provides emergency health care, ambulatory, and inpatient care at two acute care sites in Huntsville and Bracebridge. Patient care is also supported through a number of outpatient programs at the Almaguin Highlands Health Centre in Burk's Falls.

Our outstanding team of staff, physicians, volunteers and Foundations provide high-quality, excellent health care for our communities, as well as to the many others who vacation in the region. We also collaborate with a variety of educational institutions to provide a supportive teaching environment at MAHC utilizing the expertise of our highly trained staff and physicians.

### Why a Strategic Plan?

To best serve the community and develop a clear and sustainable path forward, Muskoka Algonquin Healthcare and the Board, in consultation with staff and community members, have developed this Strategic Plan. The new Strategic Plan supports our Vision, Mission and Values and reflects input from a diverse group of internal and external stakeholders.

Through our Strategic Planning process, we have defined a path for achieving our goals and where we will focus our efforts going forward. Our planning efforts will ensure our future success and will maintain our ability to quickly respond to changes in the health care environment.

Muskoka Algonquin Healthcare is committed to the Vision, Mission, and Values of our Strategic Plan. We will also continue our focus on building a strong organizational foundation and developing our people and culture.

This document describes the key elements of the plan.

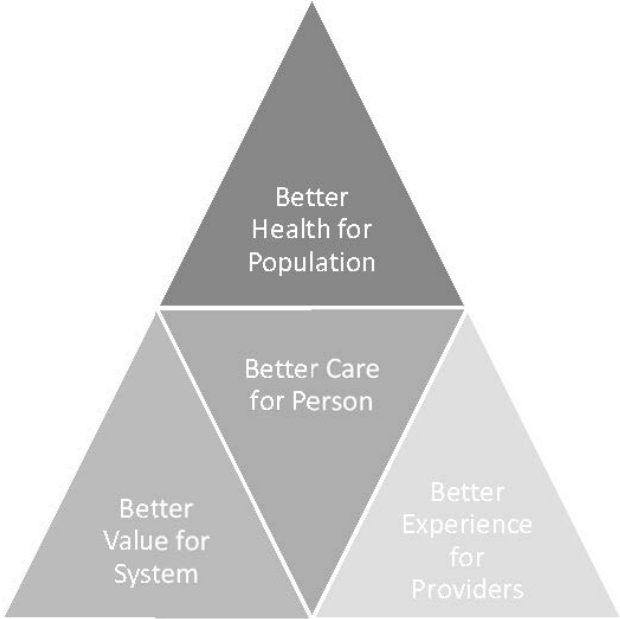
### 3.0 How We Developed Our Plan

The Strategic Plan was developed by the Strategic Planning Committee and Senior Leadership of Muskoka Algonquin Healthcare with the assistance of healthcare strategic planning experts on behalf of the Board of Directors. In developing it, we engaged with both internal and external stakeholders and partners. Over the course of six months, we heard from our staff and volunteers, Board members, representatives of our medical leadership, the Patient and Family Advisory Committee, our Foundations, and leaders from the other health service providers we work closely with every day. We also received input and feedback from members of the public through our online survey. This information, together with a review of environmental factors that influence our operations, was used to identify our organization’s areas of strength and opportunities for improvement. We also heard best practices that we can learn from and apply at Muskoka Algonquin Healthcare.

Consulting with internal and external stakeholders was a priority for the development of the Strategic Plan. We heard the need to ensure our financial sustainability; invest in and improve our infrastructure and technology; support the integration and coordination of health care to benefit our patients; and promote a culture of collaboration across the organization.

Our Strategic Plan contains five strategic themes that we must focus on to achieve our Mission and Vision as well as the initiatives that we will undertake in the years ahead. Our approach also embraces the Quadruple Aim to promote continued focus on creating positive experiences for patients and providers alike.

Figure 1 - Quadruple Aim



## 4.0 Our Current Environment

During our assessment of the environment we operate in, we reviewed the evolving provincial health care context and Ministry priorities, local health system needs, and the socio-demographic challenges of the Muskoka and area region.

Through this work, we identified specific themes to be considered in the development of the Strategic Plan. These include both trends that are being seen globally, as well as those specific to our communities.

### **Global Healthcare Trends**

- Aging populations and increasingly complex patient needs will require the implementation of new integrated models of care, preventative health promotion, patient engagement, and technological innovations to help reduce the rising cost of healthcare.

### **Provincial Healthcare System Strategy**

- Recent changes include major organizational amalgamations, the Ontario Health Team model, and a renewed focus on a centrally administered but locally operated integrated health care system.
- There is a greater emphasis on partnering, integration, the elimination of overlaps and additional costs, and system navigation for both providers and patients.
- Limited system resources and resource constraints

### **Local Demographic and Disease Prevalence**

- The rising elderly population and fluctuating seasonal population impacts the type and level of care MAHC is expected to provide in the Muskoka sub-region. A continued focus on chronic care will be needed in order to support the aging population.
- Economic insecurity due to below-average income levels in the population poses as a complex barrier to wellness and social determinant of health, and requires a solution involving cross-sectoral partnerships between health and social services.
- An increasingly older population and decreasing youth population reduces available workforce and resources needed to support the community.
- Improved linkages with partners is needed to provide seamless care and ease of transitions among providers and services.

Our Strategic Plan has been developed to build on the opportunities and address the challenges we've identified.

## 5.0 Our Strategic Plan

### Our Mission

*Working together to provide outstanding integrated health care to our communities, delivering best patient outcomes with exemplary standards and compassion.*

Our Mission defines what is ours to do with, and for, our stakeholders and represents what we will accomplish to make our Vision a reality. We seek to understand the diverse views and perspectives of the communities. Key elements of our mission are to:

- Deliver exemplary quality of community hospital acute care
- Provide and support chronic disease management
- Partner with other health care providers to deliver integrated care
- Support seamless access across acute care, primary care and community care
- Provide leadership to the health care system
- Provide select regional services
- Provide a supportive learning environment

### Our Vision

*As a trusted partner, we strive to improve the delivery of health care to our communities and to be known as an outstanding place to work, learn, live and be cared for*

We want to continue to give patients and families the best experience as a leading health provider in the communities.

## Our Values

Our primary aim is to ensure the individuals we serve are provided with exceptional care and the best experience possible. Our Values underpin our commitment to this aim:

Values	Behaviours
Accountability	<p><b>We will maintain accountability by:</b></p> <ul style="list-style-type: none"> <li>• Taking personal responsibility</li> <li>• Being honest and transparent in actions and communication</li> <li>• Doing the right thing the right way with integrity</li> </ul>
Respect	<p><b>We will demonstrate our respect by:</b></p> <ul style="list-style-type: none"> <li>• Showing compassion for patients, families, and our colleagues</li> <li>• Treating others as they want to be treated</li> <li>• Thoughtfully making difficult choices</li> <li>• Expressing kindness and empathy</li> </ul>
Optimism	<p><b>We will demonstrate our optimism by:</b></p> <ul style="list-style-type: none"> <li>• Understanding that together, almost anything is possible</li> <li>• Seeking to achieve outcomes that will be positive and desirable</li> <li>• Seeking opportunities and a better path forward</li> </ul>
Leadership	<p><b>We will demonstrate leadership through:</b></p> <ul style="list-style-type: none"> <li>• Acting with integrity and building trust</li> <li>• Communicating effectively while guiding and providing support</li> <li>• Being a role model and motivating colleagues to be their best</li> <li>• Encouraging diversity, inclusion, innovation and championing change</li> </ul>
Engagement	<p><b>We will engage by:</b></p> <ul style="list-style-type: none"> <li>• Collaborating with our colleagues and partners</li> <li>• Use systems approaches that incorporate MAHC's health system partners</li> <li>• Including stakeholders representative of diverse perspectives in planning and decision making</li> </ul>



## Our Strategic Themes

To fulfill our Mission and achieve our Vision, we will focus on these five strategic themes:

- Quality Care and Safety
- Partnerships and Collaborations
- Sustainable Future
- People
- Innovation and Technology

Each of the Strategic Themes have clear Strategic Initiatives identified, 14 in total across the five themes, to be monitored by the Board of Directors. Management will develop the Key Operational Priorities for each of the Strategic Initiatives that will collectively move MAHC toward realization of the Vision.

## Quality Care and Safety

Every day we strive to excel in the safe delivery of high-quality clinical care. Through continual improvements and engagement with our Patient and Family Advisory Committee (PFAC) we are committed to providing a safe and caring patient experience.

### **For Muskoka Algonquin Healthcare, this means we will:**

- Provide exemplary patient and family-centered care.
- Focus on ensuring smooth transitions of care by collaborating with partners, patients and families to support empowered and informed decision-making.
- Strive for continuous improvements in quality and safety.

### **Strategic Initiatives:**

**Ensure a common understanding of Quality across the organization and identify quality improvement projects for each service/department**

**Develop a plan to expand the role of PFAC to further integrate the patient and family voice**

**Develop a plan to improve patient transitions through the system**

## Partnerships and Collaborations

Health Service Providers should not operate in isolation. The patients and families we care for are often seen by other health care providers in the community. Experiences are best when care providers are working together. We acknowledge this, and we are more effective and efficient when we work together with our peers who are also dedicated to providing the best care possible for the community. Through an increased focus on partnerships and collaboration we will achieve better outcomes for the patients and families we care for.

### **For Muskoka Algonquin Healthcare, this means we will:**

- Collaborate with the Ministry and other health system providers and partners to support the delivery of the best care possible for our communities.
- Actively support system integration to build seamless interactions across the health care continuum.
- Take a leadership role in supporting and enabling our partners across the health care continuum.

### **Strategic Initiatives:**

**Develop a strategy and plan for building relationships with key service providers through the Muskoka and Area Ontario Health Team**

## Sustainable Future

Muskoka Algonquin Healthcare is committed to using the resources we have available in the most appropriate manner possible to support the long-term viability of the hospital. We are focused on fulfilling the long-term development and investment needs of Muskoka Algonquin Healthcare while also remaining flexible enough to respond to new and emerging funding environments and challenges. Our team is dedicated to finding opportunities to increase our funding and act as sound financial stewards of the resources we have.

### **For Muskoka Algonquin Healthcare, this means we will:**

- Invest in, and build our infrastructure as part of the capital development planning process.
- Provide support to provincial, regional and local stakeholders to raise the funds we need to support the capital plan.
- Manage operations based on a sustainable revenue and cost model.
- Optimize hospital resources to achieve critical mass and reduce duplication and waste.

### **Strategic Initiatives:**

#### **Capital Redevelopment Plan**

**Support the development of a plan for raising the local share of capital**

**Develop a plan to identify revenue generation opportunities**

**Optimize resources, improve efficiency and reduce waste**

## People

Our staff, physicians and volunteers are the core of Muskoka Algonquin Healthcare. They are passionate, engaged and committed to achieving our collective goals to deliver the best care. They are the people behind everything that the organization achieves. To be successful in the years to come we must support our people by providing them with the tools, training, support and environment that reflect our Vision and culture.

### **For Muskoka Algonquin Healthcare, this means we will:**

- Retain, develop and attract the right people for the right roles.
- Develop and maintain a culture that supports our Vision and engages people to support cohesion and alignment across departments, disciplines and sites.
- Foster a safe and healthy workplace.

### **Strategic Initiatives:**

**Develop contemporary approaches to recruitment and retention**

**Identify initiatives that support transitioning students to staff following education placements.**

**Develop a focused plan to support the four key focus areas outlined in the Equity, Diversity and Inclusion Policy:**

- i. Delivering an exemplary patient experience**
- ii. Embracing our community**
- iii. Empowering our people**
- iv. Ensuring health equity**

## Innovation and Technology

New technologies provide us with opportunities to increase access to care, enable better coordination across the health care continuum and improve the patient experience. However, we must be selective in where we invest our resources, pursuing those opportunities that will truly have positive impacts on our communities.

### **For Muskoka Algonquin Healthcare, this means we will:**

- Implement new models of care and delivery methods to increase access, capacity and coordination of care delivery in the communities.
- Implement technology to improve efficiency, enable remote consultation and digital health support.
- Seek opportunities to further enhance and integrate the delivery of health care.

### **Strategic Initiatives:**

**Implement new models of care and delivery methods to improve patient outcomes**

**Implement appropriate technology to enhance care and support providers**

## 6.0 Moving Forward

Muskoka Algonquin Healthcare has established a clear strategic direction and outlined key priorities in this Strategic Plan to signify our ongoing commitment to serving our communities and patients with the highest quality of care and the best patient outcomes.

Measuring progress on an ongoing basis will be critical to ensure we remain on track to accomplish our goals. We will develop a comprehensive Action Plan with Key Indicators to implement the initiatives outlined in this Strategic Plan and will report on our progress. We will continue to monitor and evolve this Strategic Plan while considering input from our stakeholders as we move forward.