



Strategic Plan

2021-2024

REVISED: OCTOBER 2022



Mission



- To be a progressive rural health system, dedicated to improving the health of our patients and our communities.

Vision



- Working together to build a healthy community.

Values



- Integrity
- Excellence
- Innovation
- Respect
- Patient Centeredness
- Collaboration



Message from our Board Chair

The Board of Directors and staff of the Lennox and Addington County General Hospital are pleased to present our 2021-2024 Strategic Plan.

Lennox and Addington County General Hospital is a growing, evolving health care provider, with the goal of increasing the quality and scope of services that we provide for our local community.

While working collaboratively with our newly created Ontario Health Team, we look forward to the prospects of delivering cost effective, patient centered care.

Building a healthy community as we face the aging demographics of our population, is a challenge that we look forward to both meeting and exceeding.

I have the utmost trust and confidence in the people of our organization and community, as we embark on the journey that lies ahead.

Sincerely,



Allan MacGregor, Board Chair



INTRODUCTION

In modeling our 2021-2024 Strategic Plan, we broadly drew from the Province of Ontario's new bold vision for health care. Incorporated in the Province's vision are several initiatives that are currently underway, including Ontario Health Teams. Ontario Health Teams expect to create a system that is integrated, innovative, efficient, and able to respond to patients' and families' short and long-term needs. The government has a clear commitment to end hallway health care by building a modern, sustainable, and integrated health care system that starts with the patient.

This new vision for health care in Ontario is well-aligned with the 'Quadruple Aim', an internationally recognized framework that designs and delivers an effective health care system. The four objectives of the Quadruple Aim are:

- 1) Improving the patient and caregiver experience;
- 2) Improving the health of populations;
- 3) Reducing the per capita cost of health care; and
- 4) Improving the work life of providers.



INTRODUCTION - continued

At a high level, this document sets forth Lennox and Addington County General Hospital's course over the next three years. It articulates a shared mission and vision as the system, and its local health partners, work together towards common goals. It explains our organization's strategic priorities, offers direction for ongoing planning, and supports the critical decisions we need to make regarding capital and human resource allocations.



This strategic plan outlines a clear path for advancing our vision for the future and provides the framework for establishing our annual objectives.

While the participating players may have changed, the statement of interest we introduced in our previous strategic plan remains as meaningful today as it was then.

INTRODUCTION - continued

STATEMENT OF INTEREST

We want to improve our local health care system for our residents. To do this we need to examine what we have now, what works, and what needs improvement. We must discuss these truths openly and honestly with everyone.

This won't always be easy to do, or easy for some people to hear or accept – it is human nature to resist change. Ontario Health and our seven hospitals are working together to “renovate” how we currently provide accessible, consistent and high quality health care services to our residents.

INTRODUCTION - continued

The shared overarching principles with our regional partners continue to be value drivers in helping each of us succeed.

These principles include:

- Ensure that hospital care is responsive to legitimate needs of the population.
- Improve consistent equitable access to quality hospital care across the south east region.
- Improve outcomes of hospital care.
- Provide for hospital care delivered within financial constraints.
- Ensure continued support to and from the academic health sciences enterprise.
- Clearly delineate the role each hospital should play within this regional system.

INTRODUCTION - continued

As regional partners, we show a common commitment to support a sustainable acute care system in the face of significant challenges facing hospitals in our region, challenges such as,

- An aging population and patients with an increasing number of chronic diseases; and
- Fiscal restraints on all government funded health care programs, especially hospitals.

With the emergence of Ontario Health Teams and our local success in developing the Frontenac, Lennox and Addington Ontario Health Team (FLA-OHT), we are optimistic in being able to share in the benefits of being an active member of the Ontario Health Team. It will be necessary for all members of the OHT to understand what role, function and the style in which we participate in this system wide approach to caring for our populations.

Population

CHANGE IDEA: TO ENABLE WRAP-AROUND CARE IN THE COMMUNITY.

Our Plan

- Connect in-house expertise and local up-and-coming innovators to create a novel learning pathway that creates solutions to keep people out of Hospital.
- Use available data and apply a population health lens to focus our strategic efforts on addressing equity domains, such as material deprivation, so that fewer people require emergent and acute services.
- Increase access to preventative care through screening diagnostics.
- Work together through the OHT model to ensure every patient who is discharged from LACGH has a way and a plan to connect with, and stay connected with, primary care.



VALUE

We will reduce health risks by providing accessibility and convenience.

We drive the integration of data and analysis for improved decision making and better patient outcomes.

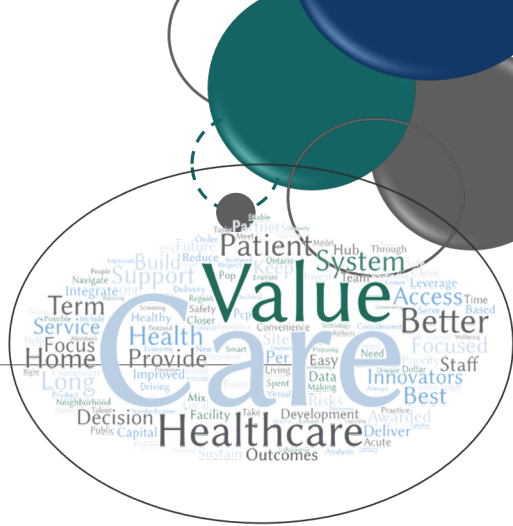
We support our local economy.

We will recruit, train and retain outstanding talent that reflects the diversity of our communities to keep us at the forefront of discovery and innovation.

We will engage in capital development to support and sustain our healthy neighborhood.



Value



GOAL: BE A HEALTHY HOSPITAL WITH HAPPY PEOPLE, WORKING TOGETHER TO MAKE THE COMMUNITY HEALTHIER.

Our Plan

- Align value propositions into each strategic priority to ensure that the “why” is meaningful and relevant to the “who”.



OPERATIONAL PLAN

Road Map

Healthy Hospital.
Happy People.
Healthier Community.

A Campus Built to Connect Patients to Care

People Empowered to be Difference Makers

Wrap-Around Care, Created with the Hospital and Community

- Appropriate Care
- Connected Environment
- On-Demand Care
- Senior Living (Aging in Place)
- Continuous Learning
- Engagement in Change
- Wellness Environment
- Partnerships
- Community Connection
- Primary Care Follow-up
- Comprehensive Palliative Care
- Diagnostics & Specialty Care

- Assure a reduction in over testing/treating by becoming a designated Choosing Wisely Hospital
- Fully clinically and cyber safe connected environments with the integration of software, smart beds and vital devices
- A new HIS with a Patient Portal
 - Access to wearable monitor results
 - Website development/LACGH App
- Reach 100% occupancy in Supportive Living
 - Complete construction of 128-bed LTC Home
 - Complete application for senior living that meets the restorative or retirement needs
- Formal mentoring and career track planning process for staff; develop skills inventory
 - Develop core leadership courses to all supervisory staff
- Co-develop role clarity, accountabilities, staffing compliments
 - Establish a "walk a mile" job shadowing program
- Develop "respectful workplace committee"
 - Optimize Security Coverage
- Leverage opportunities for efficiencies and effectiveness
 - Create Centralized Outpatient Surgical Space
- Connect in-house expertise and local up-and-coming innovators
 - Optimize Health Hub Facilities
- All patients will leave LACGH with a connection to primary care.
- Patients on a palliative trajectory will be connected to a holistic package of services
- Double the access to screening and diagnostic tests (PFT, mammography, BMD, colonoscopy) and apply for access to new service (MRI)
 - Create Specialist Space at Lenadco

OPERATION PLAN - OVERVIEW



People

	2021-22												2022-23												2023-24											
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Continuous Learning	[Dark teal bar spanning all months]																																			
Mentorship Program	[Light teal bar from June 2022 to August 2023]																																			
Skills Inventory	[Light teal bar from February 2022 to March 2023]																																			
Core Leadership & Lean Course Offerings	[Light teal bar from May 2022 to October 2022]																																			
Engagement in Change	[Dark teal bar from August 2021 to August 2023]																																			
Role Clarification	[Light teal bar from August 2021 to October 2022]																																			
Walk-a-mile Program	[Light teal bar from August 2022 to August 2023]																																			
Wellness Environment	[Dark teal bar from October 2021 to May 2023]																																			
Respectful Workplace Committee	[Light teal bar from June 2022 to July 2022]																																			
Wellness Strategy	[Light teal bar from October 2021 to May 2023]																																			
Central Surgical Clinic	[Light teal bar from March 2022 to April 2022]																																			
Security Coverage	[Light teal bar from August 2021 to October 2022]																																			
Partnerships	[Dark teal bar spanning all months]																																			
OHT Collaboration	[Light teal bar spanning all months]																																			

OPERATION PLAN - OVERVIEW



Population

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	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Community Connection													[Active throughout 2022-23 and 2023-24]																							
Post-Secondary Schools													[Active throughout 2022-23]																							
Secondary Schools													[Active throughout 2023-24]																							
Primary Care Follow-up													[Active throughout 2021-22 and 2022-23]																							
Discharge Attachment													[Active throughout 2021-22 and 2022-23]																							
Comprehensive Palliative Care													[Active throughout 2021-22, 2022-23, and 2023-24]																							
Early Assessment													[Active throughout 2021-22]																							
Holistic Follow-up													[Active throughout 2022-23 and 2023-24]																							
Diagnostics & Specialty Care													[Active throughout 2021-22, 2022-23, and 2023-24]																							
BMD/Mammo Access													[Active throughout 2021-22 and 2022-23]																							
PFT Access													[Active throughout 2021-22, 2022-23, and 2023-24]																							
MRI Application													[Active throughout 2021-22]																							
Colonoscopy Access													[Active throughout 2022-23 and 2023-24]																							
Specialists Space on													[Active throughout 2021-22]																							

