

**A Healthier Tomorrow:  
Norfolk General Hospital's  
New Strategic Plan**



<b>TABLE OF CONTENTS</b>	<b>PAGE NO.</b>
The Norfolk General Hospital’s Vision Mission, Values and Philosophy	1
Our Process: A New Approach to Strategic Planning	4
Our Context: What We Learned from our Consultation and Analysis that Will Shape our Strategy	6
Strategic Plan Details: Our Strategic Objectives and Corresponding Priorities	10

## A Different Kind of Hospital

At Norfolk General Hospital (NGH), we are a different kind of hospital. A place where the highest-quality clinical expertise and a warm and friendly manner naturally go together. We believe that being a smaller hospital ideally positions us for excellence.

That is the thinking we bring to work every day. And these are the beliefs from which we started when we embarked upon the development of this strategic plan.

Our new strategic plan combines innovative and fresh thinking with a clear appreciation of our current realities. By understanding fiscal realities and the overall direction of our provincial healthcare system, and consulting extensively with our staff and local community, we have built an ambitious but realistic vision to keep our hospital and our community strong and healthy.

Many of us – as staff, clinicians, Board members, volunteers, and senior administrators – were actively involved in this process. Openly sharing what is working, what could be improved, and what could be done to make things better. We are excited about what this strategic plan will deliver, which includes:

- Capturing our philosophy based on our mission, vision, and values to guide not simply *what* we do, but *how* we do things;
- Working even more closely with our community partners, building both the quality and efficiency of our patients' experience;
- Becoming famous for our communications with patients and their families;
- Building best-in-class approaches to chronic disease management, mental health and addiction services, and care for our seniors; and
- Providing continuous learning and training opportunities for our staff and volunteers.

For people reading this beyond Simcoe and Norfolk County, we hope that this plan gives you a sense of just what a great hospital and healthcare community we are creating. Ours is a quiet confidence, but it is one that comes from knowing that we are really good at what we do – and moving forward to help redefine what great health quality and service means within communities our size.

For the people of our community, take pride in knowing that your hospital is not resting on its laurels, but thinking creatively about ways of improving our health. Together, we will be part of our success. So get involved as volunteers. Help organize hospital fundraising events through our Foundation. And spread the word about the exciting things going on at Norfolk General Hospital today.

For prospective clinicians or staff thinking about opportunities within our hospital and community, if you are seeking a work environment focused on delivering cutting-edge, modern, evidence-based clinical practice – with a high level of personalized customer service to patients and families – our hospital might be right for you.

This is a time for building on our strengths, improving further on what we do best, and focusing on excellence. It is a time to build upon our culture and to make our patients and their families feel more welcome and comfortable at our hospital. And it is a time to show our province and the world what it means to be a different kind of hospital.

# The Norfolk General Hospital's Vision, Mission, Values, and Philosophy

At Norfolk General Hospital, our vision, mission, values, and philosophy are more than simply words on a page. We believe in them, and live by them. Taken together, they are more powerful and meaningful than they are individually.

## Our Vision

Developed by staff, physicians, and Board members working together, our vision defines our broad and aspirational image of the future. Our vision is:

**To be an inspiring model of what an exceptional healthcare experience should be.**

## Our Mission

The mission of our hospital is timeless, and captures the fundamental reason for our existence. Our mission is:

**To relieve illness and suffering, and to help people live healthier lives.**

## Our Values

Our values are the core beliefs that shape the way we act and make decisions. Our values are:

### **Compassion**

*Compassionate care is a commitment we make to patients and their families. We understand that the art of care is just as important as whatever technical expertise we bring to our jobs and that compassion is something that we as staff members are called to give of ourselves every day.*

### **Excellence**

*We must not only meet, but also exceed the needs and expectations of our patients. Excellence means that we will not only provide highly skilled patient care, but also that we understand the human dynamics involved in providing care and services. Excellence means a commitment to maintaining the best equipment and facilities that we can possibly afford. It means a commitment to assisting professionals in furthering their education and skills. It also recognizes that all staff members play key roles in ensuring that patients have the best experience possible in our hospital.*

## **Accountability**

*We are accountable to each other, the people we serve, the Ministry of Health & Long-Term Care, the Local Health Integration Network (LHIN) and our community. We measure our processes and the outcomes of our work and are transparent in sharing them. We are stewards of the resources entrusted to us to deliver safe, effective, and efficient health care.*

## **Respect**

*This value encompasses how we treat our patients and their families, and how we relate to each other. We value the rights of our patients and their families to be treated with dignity and have their individual values and decisions appreciated. We recognize the value and unique contributions of staff members, physicians, volunteers, and supporters. We listen to each other and work together with dignity and consideration.*

## **Empowerment**

*We are committed to sharing information with staff members so that everyone can understand and make decisions that positively influence the hospital's direction and performance. Patients and families are empowered through having all the information they need to make informed decisions, and to have the right to make their own choices and the ability to act on them.*

## **Collaboration**

*We will foster collaborative relationships with our partners, sharing values and goals, building trust, respecting each other's skills and expertise, maximizing utilization of resources, and fostering communication to ensure an integrated response to patient and community health needs.*

## **Our Philosophy**

Our philosophy builds upon our values and describes how they manifest themselves culturally and attitudinally. It exists through our actions, our ethos, and our work with one another. Our philosophy is as follows:

We believe that achieving our vision – to be an inspiring model of what an exceptional healthcare experience should be – is a never-ending ideal to which we constantly aspire and seek to achieve. To that end, we believe:

- In providing **an exceptionally caring, warm and friendly experience** for patients and their families, especially those who are more vulnerable or who may feel marginalized or stigmatized by others.
- That positive interactions among staff, clinicians, and volunteers of our hospital **inspire each of us to be our best selves**. We don't blame, but do encourage one another to do better. By encouraging each of us to commit to personal growth, and by actively reducing harm or risks in our hospital, we create an environment of healing and happiness for our patients.

- In the **leadership we provide as a model community hospital**, which means never thinking small, and sharing our story with others around our province, and around the globe.

## Our Process: A New Approach to Strategic Planning

The strength of a strategic plan is in part a function of the approach used to develop it. Our approach was based on a new vision of how strategic plans could be developed – by engaging with more people than ever before and asking important and challenging questions. Taking that input, we then analyzed the data and factual realities within our external and internal context to build strategic directions that are bold, workable, and realistic.

The process began with a Board, Management, and NGH Foundation retreat in October of 2012. With our new CEO in place, we began to ask: how can we re-think what we can become as a hospital? And how can we ensure that our community is mobilized and excited about where we are heading together?

Retreat participants were asked to define criteria for a successful strategic plan. Retreat participants coalesced around these concepts:

- “We need a plan that’s patient focused, embraced, and inspiring.”
- “The strategy needs to guide decision-making at all levels of the hospital.”
- “Achievable, realistic and measurable – no more pie in the sky.”
- “It should increase patient, community and staff confidence in us.”
- “The strategy should be simple and alive in all aspects of the hospital – *we should never have to dust it off.*”

### Success Criteria

We also determined what success looks like for Norfolk General Hospital more broadly. Criteria for success that was established include the following, which will be reflected and within and guide the development of more concrete measurements and metrics in our operational plans:

- Exceeding Ministry benchmarks
- Leadership within our Local Health Integration Network
- A healthier community
- Increased donations and a balanced budget
- Community pride in NGH
- Increased partnerships and collaborations with other organizations

## The Most Extensive and Comprehensive Consultation in our History

Led by our Chief Executive Officer (CEO) herself, we embarked upon the most extensive and comprehensive consultation in the history of our hospital – reaching out to key external stakeholders, and listening to our staff, physicians, and volunteers as well.

### **Listening to our Community**

Our hospital is an important contributor to, and participant within, the broader healthcare system within our community. That's why we've reached out and worked with neighbouring hospitals, community health care provider organizations, and local doctors to help shape this plan, and ensure we are coordinating and enhancing the overall patient experience.

Beyond our partners in the health care community, we have also consulted with local business and political leaders, donors to our hospital, and perhaps most importantly – our patients and their families. We asked questions that they may not have thought about before – such as what makes exceptional healthcare? And what do they see as the strengths we have as a hospital that we need to build upon within the context of a changing health system? Their answers played an important role in shaping the details of our strategic directions and priorities.

### **Ensuring Staff, Physician, and Volunteer Involvement in the Process**

The passion and dedication that our physicians, staff and volunteers have for our hospital are second to none. In all, we estimate that over one quarter of Norfolk General Hospital staff have directly participated in the strategic planning effort through focus groups and other opportunities to provide input and shape our strategy.

We asked important questions that we had never asked before. They included “If we are successful, what will NGH look like in 3 years? And what can you and your team do to help us achieve those goals?” The honest feedback we received helped uncover the aspirational future state for our hospital. We wanted to hear first hand where we can build on strengths, and where we need to improve, and what we heard helped us to inform our strategy as a whole while providing specific tactical recommendations that will help us drive towards success.

Our process culminated in a Leadership retreat in September 2013 – which brought together our Board, Foundation Board and Staff, and staff from our hospital. This opportunity allowed us to validate and confirm an exciting and clear direction for our hospital, at a time of great change throughout our healthcare system.



# Our Context: What We Learned from our Consultation and Analysis that Will Shape our Strategy

## A Focus on Quality, Integration, and Value

Providing for the best possible care for our patients means working closely and collaboratively with our partners across our region. A key input and consideration that will help shape our own strategy is the Hamilton Niagara Haldimand Brant LHIN strategic plan for 2013-2016, which was released this past April.

The overall aim of this plan will be to **dramatically improve** the patient experience through **quality, integration, and value.**<sup>1</sup> With the ongoing economic and fiscal challenges our province continues to experience, integration and value for money are key levers that system leaders are looking to activate to effectively deliver on improved patient care – and **our hospital is committed to show leadership in this transformation.**

Regardless of with whom we partner, or in what way we partner moving forward, our key question will always be this: what is in **the best interest of our patients** and our community? Our thinking and decisions will be based on facts and data-based feasibility studies. We will look for the best solutions to provide the **highest quality, most accessible care.**

Within this broad context, the following summary provides more detail regarding our context at the provincial level, the regional level, and internally within NGH.

## Provincial Funding and System Management

The way hospitals are funded in Ontario is changing. New approaches for hospital funding are focused on driving **efficient delivery of quality** outcomes with higher volumes. The more efficiently a hospital delivers higher-volume services with better results for patients, the more funding they get. The new model being proposed aims to reward successful hospitals by increasing their budgets so that they can continue to develop the high level of care they provide – at a low cost. **This is what value means** in the system of tomorrow.

For now, the funding system is in transition. The direction and intent of hospital funding reform in Ontario certainly makes sense. In the first few years of implementation, however, and until all hospitals are performing adequately, **we continue to face inconsistency in our funding.** This unpredictability means that it is challenging to plan, or to make investments that require multi-year funding.

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<sup>1</sup> Hamilton Niagara Haldimand Brant LHIN Integrated Services Plan 2013-2016, 2.

## Our Region: An Aging Population with Increasingly Complex needs

Over the long-term, trends indicate that the demand and need for hospital services in our County and region are only going to increase. Consider the following:

- Our LHIN has the highest proportion of seniors across the province, and almost 20% of Norfolk is 65 or older.
- The majority of residents in Haldimand-Norfolk are rural and most patients in our region receive care at the hospital that's closest to home.
- Last year 12 patients alone accounted for 283 Emergency Department visits – or 24 per person – while 2 patients represented 1% of all acute inpatient days.
- In 2012-13 45 patients were classified as 'high users' of Norfolk General Hospital, based on their visits to the ED and/or numbers/length of stay of their inpatient admissions. While about one fifth of these patients had serious recurrent mental health problems, the majority of the 'high user' patients were dealing with multiple chronic diseases.
- On top of high user statistics, our top CMG remains Deliveries at 13.2%.
- And of our 28,500 Emergency visits, 54% of which were CTAS levels 1 to 3.

Based on these demographics, NGH is uniquely positioned to **lead the evolution of health care** in Ontario. The communities we serve make us a model for the province's aging population, while our rural geography means access – both geographically, and to broad services from obstetrics to palliative care – is a default priority for our community and our hospital.

## Improving Regional Care

### Seek Collaborative Opportunities

We are actively participating in opportunities to find efficiencies and improve care through the integration of programs, services, and administrative functions.

Our progress to date on this front has included the **integration of our back office system with Community Addiction and Mental Health Services of Haldimand & Norfolk**, resulting in **system savings** which translates into a significant reinvestment in front-line care at both CAMHS and NGH. To us, integration means doing things collaboratively, formally or informally, to make patient care better, faster, and in less expensive ways.

## Attract More Patients to Our Hospital

Since 2009 we have been experiencing declining numbers of patients in key areas of our hospital. Obstetrics and newborn care, adult medicine, and adult surgery have all experienced a decrease in numbers since 2009. Our commitment to our community as a full service hospital means we need to determine why we have been experiencing these declines, and what we can do to grow our numbers. We want to be **the preferred source of care** within our region – specifically for our existing services – and our Strategic Objectives will ensure NGH builds its reputation, and grows its numbers.

## Our Hospital

### Promoting Our Strengths

#### An Engaged Community

One of the great things about living where we do is our community. The values of **caring and kindness** that we share throughout our community are the same values that we demonstrate within our hospital every single day.

Being in a less populous part of the province means we are a focal point for our community, and are proud to be one. As a major employer, and as the primary provider of care for those near us, we **capture the compassion in our community** and translate it into meaningful care for our patients.

**Our donors continue to support us with enthusiasm**, and this enthusiasm only becomes more pronounced by the amount of **time and passion that our volunteers give to NGH**. The annual events hosted by our Foundation continue to be successful – not only as fundraising opportunities, but as a way for us to connect with our community and to further develop them as active partners in the care we deliver together. At a time of limited funding from government sources, the commitment we have experienced, and the support our organization has received – which plays a major role in helping us maintain modern equipment and facilities – is something that makes all of us proud.

#### The Service We Need

With roughly 1,100 staff, volunteers, and physicians, Norfolk General Hospital is able to provide **comprehensive care to our community**. We are a full service hospital, and our position is further strengthened by our successes, as we are consistently there **for our older, sicker, high-risk patients** – considering our Intensive Care Unit (ICU) sees the highest acuity across all level 2 ICUs.

The success we have experienced within our hospital is matched by the **unique programs we offer to our region**. Holmes House provides detox and withdrawal services for the entire county, while our Diabetes Education Program is well respected and serves both Norfolk and Haldimand. With a growing number of specialists under our roof, **NGH exemplifies what sophisticated community hospital based care looks like**.

## Opportunities for the Future

### Sharing Our Story

We do good work, and **we are successful**. But we need to do more to share our story and promote the incredible successes that we are already achieving. From our internal staff, to local family doctors, to those in our community, people need to know about the great things happening at NGH – and how they’ve played an active role in that success. By sharing our story, we can promote our culture and demonstrate that compassion and care that is present both in NGH and in our community. We have the opportunity to build our reputation as a leader not only in health care, but in community engagement and customer service.

### Building Our Services

We offer a high level of service, but our ageing population means we need to grow as an organization to meet the coming demand for care. Our **focus needs to be on those services where we excel**, and on **improving those necessary services** where we struggle. Concurrently, we also need to think about where care can best be delivered, and what the best way is for our patients to access that care.

### Delivering More Care

Beyond offering more services, **we want to meet the needs of more people in our community**. Our experience with declining numbers is something we have taken to heart as needing our support – not something that needs to be hidden.

We are committed to **improving and maintaining those essential services** that our community needs. Likewise, we are looking to become the specialized provider of care for those services where we excel. But understanding that specialization is a good thing, we also need to see **where we can be a regional provider**, and where – perhaps – other hospitals may be better suited to be the primary care provider for a given service.

We are ready to work with our partners to ensure our patients get the best care – at the best value for the system. We recognize this means that some of our services may change over time, but we are also confident that if we deliver care in those areas where we are experts, that it will be for the **betterment of our community, our region, and the province as a whole**. In short, we are focused on further building trust between our hospital, our community, our local family doctors, and our local health care partners.

# Strategic Plan Details: Our Strategic Objectives and Corresponding Priorities

Our strategic objectives define the areas of focus that contribute to the achievement of our mission, within the broader context of our external environment and internal strengths. They represent the major themes and priorities that we will be focusing on in the coming years. The strategic objectives we are pursuing are:

1. Improved Access
2. Incredible Experience
3. Passionate Team
4. Effective Enablers

These strategic objectives and their corresponding priorities build upon one another – creating a whole that is greater than the sum of its parts. There are some priorities within a strategic objective that could have been categorized or placed within a different priority. This is a sign of the strength of this plan, and shows how integrated and focused our overall strategy truly is.

Our strategic objectives and their corresponding priorities reflect **the leadership we will show** – both locally and at the provincial level – as we deliver on our vision of becoming an inspiring model of what an exceptional healthcare experience should be.

The following sections provide further detail regarding each of the strategic objectives and their corresponding priorities.

## 1. Improved Access

How can we reduce wait times and help people get the care they need?

This strategic objective is about ensuring that the people of our community have easy access to high-quality care. It includes working to reduce wait times – especially in our Emergency Department. It includes having a good understanding of our patients as they come into our hospital, and ensuring they're going to be looked after when it comes time for them to leave. And it includes understanding our clinical strengths and determining how we can best work with others within our region to ensure that each provider organization is focusing on its areas of clinical strength.

Priorities:

### A. **Improve wait times.**

Better access to care begins with reducing the amount of time our patients need to wait for the important services they need. We have invested significant time and resources into reducing ED wait times, and there is more to be done in order to successfully drive down wait times across the hospital. We will examine the ways in which our intake systems and processes are organized to help reduce the length of time patients need to wait for the care

they need. This will include examining our own data and comparing it to other hospitals. One specific initiative will be:

- **Ensuring a positive and timely experience within our Emergency Department.** We have invested significant time and resources into reducing ED wait times, and there is more work to be done in order to be successful. We will focus on not only ways to improve the speed with which our patients move through our Emergency Department, but also the overall experience they have once they walk through our doors seeking emergency services. This will include exploring opportunities to reduce ED wait times, and looking for ways to better address less-urgent patients.

**B. Ensure successful admissions into our hospital, transfers within our hospital, and departures when it is time for people to leave.**

Across Ontario, too many patients and their families face challenges when it comes to the process of coming into hospitals, being transferred within them, and moving out. This is an area where we can show leadership and develop best practices to be re-applied across the province and across Canada. Specific initiatives include:

- **Health Links.** Working with others across our LHIN, we will continue the implementation of our Health Links plan that will improve how we care for elderly patients and people with chronic diseases. An early step in establishing our Health Links plan will be to connect with local family physicians to develop a plan that ensures our patients follow up with GPs following discharge.
- **Patient flow within the hospital.** Ensuring that the right information moves with each of our patients as they transfer from one part of our hospital to another – every single time.

**C. Build on our strengths.**

We can all be proud of the quality care we provide at our hospital. This priority is about building on our areas of greatest strength, and working with our LHIN and regional partners to determine site program specialization. Specific initiatives include:

- **Assessing the needs of our community now and in the future.** This includes looking ahead to consider the future needs of people in our community given the changing demographics in our community.
- **Work with community partners to determine where services can be delivered most effectively and efficiently** Assess strong programs to determine which care providers to approach to build collaborative relationships that improve quality of care or access to services.

**2. Incredible Experience**

How can we constantly improve the experiences our patients have, and quality of their health outcomes?

This strategic objective is about delivering on our mission through unparalleled customer service. It means knowing what we're doing well, and standardizing our best practices across the

hospital. And it is about developing strategies for chronic disease management and for mental health and addictions to help improve the overall health and wellness of the people of our community.

## **Priorities:**

### **A. Developing a customer service strategy.**

What does excellence mean to our patients? It means listening to them. Addressing their questions or concerns promptly – and being attentive to them. And being kind and empathetic. For us, these measures matter as much as “harder” clinical outcome numbers because they contribute to harder clinical outcome numbers. If a patient is feeling cared for, listened to, and senses that their family is happy with their care, that patient has a better chance of success. Specific initiatives will include:

- **Establishing best practices in service excellence, and entrenching them throughout our hospital.** From how we communicate with patients and their families to remembering to call people by name, we will reinforce and build upon the phenomenal service experiences that people already get within our hospital, and entrench them into the DNA of our hospital. There are no short-cuts, but we can help our staff to develop consistency in the content and manner of their communication, in order to perpetuate our desired culture. We will also remember the power of recognition, and build on our collective skills and satisfaction by acknowledging great work across the organization wherever we see it.
- **Developing and implementing plans focused on eliminating preventable harm.** This will include documenting and entrenching approaches to harm reduction that we already use, and introducing new protocols that have worked in other organizations. We will strive for 100 percent compliance on hand hygiene and other patient safety indicators.
- **Becoming famous for our communications with patients and their families.** Our patients and their families already tell us how much they appreciate the clarity and frequency of communication that we provide. We will ensure a more standardized approach to communication with our patients and their families, and explore the use of new and innovative technologies – like smart phone applications – to provide updates about their loved ones on a timely basis. Patients value knowing where they are in the process, and we should update them when something happens, such as a when their doctor is running behind.

### **B. Building best-in-class approaches to chronic disease management, mental health and addiction services, and care for our seniors.**

Serving our aging population more effectively will mean ensuring that our patients with chronic diseases are cared for in new and different ways – including through the use of monitoring technology that helps people stay at home. We will also ensure we are providing the best possible service and care for people who come to our hospital with challenges with mental health and addictions. Specific initiatives will include:

- **The creation of an integrated approach to chronic disease management.** In conjunction with our Health Links initiative and identified key partners, we will develop a chronic disease management strategy.
- **Caring for people with mental health and addictions.** This will include training for staff that will reduce stigma, help us care for people with mental health challenges, and ensure that we deliver care to them in ways that reduce risks of harm to our other patients and colleagues.
- **Ensuring that our hospital is designed – and our people trained – to better support seniors.** Beyond becoming “seniors-friendly” we will ensure that all decisions around the physical layout and signage in our hospital make things easier for elderly patients and their families. We have a wealth of people who volunteer for us. By investing in them with training and education, we can serve our patients even better and cost-effectively.

C. **Become recognized as a welcoming and friendly hospital.**

We believe in providing a welcoming and comforting experience to everyone – regardless of their age, race, or particular needs or circumstances. This priority is about making our hospital more welcoming – in tangible and intangible ways – especially for those who may feel marginalized or who are older. Specific initiatives include:

- **Affordable, high impact improvements.** From ensuring that we have more comfortable furniture that is suitable for all of our patients and visitors, to diversity awareness or training for our staff and volunteers, we will entrench efforts to ensure that our mission and values are translated into action for everyone entering the doors of our hospital. We have a highly-supportive community, and our great relationships can help us to attract the resources and upgrades we need.

3. Passionate Team

What opportunities are there to entrench our positive culture and grow our team?

This strategic objective is about supporting our most important strategic asset, our people. It is also about ensuring that the ways in which staff and volunteers interact with one another, with our patients, and with visitors to our hospital reflect our values and philosophy. Entrenching and growing our passion for our work within our culture will not only make our hospital a more satisfying place for everyone to work, but over time it will build our reputation as a hospital of choice for staff, patients, and volunteers.

Priorities:

A. **Recruit and partner with clinicians to build on our strengths.**

We will continue to recruit the physicians and other health professionals that we need. Our recruitment strategy will identify why Norfolk General Hospital should be the hospital of choice for clinical staff – not only because of the sophistication of the care we provide, but because of the compassionate culture that we continue to build, both in our hospital and across our community.



## B. **Improving internal communications.**

We will share best practices to ensure patient information is protected, but shared appropriately and consistently. We will also work to ensure staff understand more clearly what's happening in our hospital, and on a local, regional, and provincial basis. And we will work to ensure that we communicate with one another in ways that are consistent with our values. Specific initiatives could include:

- **Constant and consistent communications.** From ensuring that all new staff members are introduced to our team, to standardizing the informational whiteboards in rooms across our hospital, there are opportunities for us to break down silos while entrenching best practices related to knowledge-sharing and communications.
- **Promote interaction between volunteers, staff, management, and the Board.** We want everyone involved with our hospital to know each other, and to communicate. By promoting interaction outside the workplace – such as less formal Board and management leadership retreats – we can build stronger bonds between our people.

## C. **Entrenching our aspirational culture.**

We already have a strong culture at Norfolk General Hospital – that allows us to work well together to ensure that our patients have as positive an experience as possible. This initiative is about capturing what's best about our culture, communicating it, and perpetuating it through all of our actions and our words. Specific initiatives will include:

- **Set clear expectations and monitor progress.** We know our performance appraisal system needs modernizing. We also need to build a culture where day-to-day feedback and cross-departmental feedback are the norm.
- **Staff recognition.** When our people do great things, we want to consistently acknowledge them in meaningful and positive ways. In short, we want to create a culture of praise at Norfolk General Hospital where we acknowledge one another for our excellent work.

## D. **Continuous learning and training for staff and volunteers.**

We believe in life-long learning, and in the value of both formal and informal training opportunities. Specific initiatives will include:

- **Personal development plans for staff.** Every member of our team will have the opportunity to learn and grow professionally – through formal courses and training and informal opportunities within our hospital. One specific priority is continuing to improve the service experience of our patients, families and visitors. We want to ensure that the excellence our people exhibit in completing their tasks and achieving results is matched by the compassion and friendliness we offer to everyone who walks through our doors.

- **Leadership training.** We have tremendously talented leaders at all levels of our staff. Helping them to grow their leadership skills through training opportunities and internal programs will benefit not only our staff, but ultimately our patients as well.
- **Volunteer development and growth.** We will also develop opportunities for our volunteers to learn and grow so that they can contribute in new and different ways.

E. **Using LEAN methodologies and approaches to make our jobs more satisfying and productive.**

We will work to create a more efficient hospital workplace that seeks to eliminate unnecessary and wasteful tasks on the one hand, and increased focus on helping more patients on the other.

F. **Initiatives to reduce preventable harm.**

Not only will we take action to reduce the chance of our patients being harmed through accidents or preventable incidents, but we will also ensure a safe working environment for our staff as well.

4. Effective Enablers

How can we ensure that we are able to provide our clinicians with what they need to be successful – both today and tomorrow?

At Norfolk General Hospital, if you aren't helping a patient you need to be helping someone who is. Much of the work and effort that will go into delivering on our strategic plan comes from equally important efforts that will ensure we achieve our objectives, and then ultimately deliver on our vision. These are not ends in themselves, but the enablers that allow us to achieve our other three strategic objectives more effectively.

This strategic objective is about ensuring that we have the physical plant and equipment, financial stability, workplace environment, and technological support to help our clinical staff to the very best job they can of taking care of our patients. Specific initiatives will include:

A. **Modernizing our equipment to support our chosen areas of excellence.**

Just because we are a smaller hospital doesn't mean we can't have the most modern, up-to-date, and cutting-edge equipment and tools to ensure our clinicians are able to deliver the highest levels of service to their full scope of practice. Working with our Foundation, we will identify specific initiatives to modernize our physical plant and equipment.

B. **Investing in our workplace environment.**

This priority is about thinking creatively about our physical space and amenities to improve employee satisfaction and well-being. This could include fundraising initiatives to create an exercise space within our hospital, and promoting healthy options within our cafeteria.

- **Build a friendly, comfortable environment.** There are many initiatives we can undertake quickly and easily to make Norfolk General Hospital a nicer place to be. For example, new furniture and paint would require minimal investments of time and money, but would improve the atmosphere of our hospital.

#### C. **Ensuring long-term financial stability.**

When our financial position is at its strongest, our hospital can be at its strongest. Specific initiatives will include:

- **Finding savings and efficiencies.** As a key part of our initiative to focus on our strengths clinically, we will identify ways in which our limited funds can be spent more efficiently. We will also seek creative and fresh ways of thinking about how we deliver care to improve service and save money.
- **Supporting our Hospital Foundation.** We will provide our Foundation with the support it needs to work with the incredibly generous members of our community, and identify key fundraising opportunities to support the initiatives and priorities of this strategic plan.
- **Innovative funding solutions.** We have already successfully become the back office for one local agency, resulting in greater efficiency for our system. Not only can we seek out more opportunities in this area, but also explore fresh, new ideas, such as corporate sponsorship of education programs that connect local students with learning opportunities within our hospital.

#### D. **Improve our patients' experiences and outcomes through technology.**

Many aspects of our lives have been made simpler and easier through technology. Health services should be no different. Specific initiatives will include:

- **Using new and existing technology to build our team and deliver higher quality care.** For example, we already have the opportunity to reduce wait times and dramatically reduce the amount of time patients and their families need to travel for specialist care through the use of safe and secure videoconferencing technology. Technology can help make our staff more efficient and effective. Initiatives from introducing automatic medication dispensing to updating our nursing call system will also be explored to ensure we are operating as efficiently and effectively as possible.

#### E. **Sharing our good news.**

To support all of the strategic objectives, and the enablers, NGH needs to communicate about what we are doing. Specific initiatives will include:

- **Building a strategic communications plan.** The hospital's communication plan will be driven by the strategic initiatives, and a key objective of the plan will be to build on the momentum and excitement generated internally and externally by our bold new vision for the future. We will engage with local news outlets, and share our story on the provincial stage through vehicles such as the Ontario Hospital Association.