



Your Hospital - Your Healthy Future

Strategic Plan 2016 -2019





Message from Frank Vassallo and Karen Cooper

We are proud to present Kemptville District Hospital (KDH)'s Strategic Plan 2016 – 2019, and renewed Mission, Vision and Values.

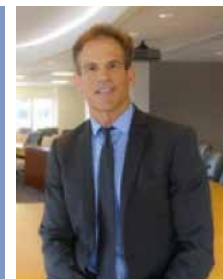
We are grateful for the input of patients and families, community partners, and our staff, physicians and volunteers.

Our new Strategic Plan was developed by taking into account what we learned from in-depth consultation sessions with members of the community, our partners, and staff, physicians and volunteers as well as interviews with school principals and superintendents and addictions and mental health leaders, online surveys, and postage paid feedback cards.

Through our Strategic Planning process, 'Your Hospital – Your Healthy Future', we engaged with the public, our current and potential partners, and our staff, like never before.

We heard what people value most about KDH, and your collective hopes and aspirations for your hospital, today and tomorrow.

The Strategic Plan defines where we want to go over the next three years and how we expect to get there. Our underlying commitment to exemplary care and service for our patients, families and growing communities guides us every step of the way.



Frank J. Vassallo
Chief Executive Officer



Karen Cooper
Chair, Board of Directors

What you told us:
KDH's strengths according to our stakeholders



Mission:

Building Healthier Communities



A renewal of KDH's Mission, Vision and Values was an important component of our Strategic Planning process. Stakeholders reached consensus that our Mission remains the same: **Building Healthier Communities.**

This commitment to building healthier communities, made several years ago, led to KDH's transformation from a typical small rural hospital into an integrated health services organization with deep community partnerships.

As we move forward to realize 'Your Healthy Future', we will continue to build partnerships and host more services on and off our Kemptville complex, and we will be directing even more of our energy and momentum into the important work of population health.



Vision:

Your leader and partner for healthy communities



During our Strategic Planning Process, we developed an expanded vision:

We imagine a future in which KDH is more than a place for treating illness – it is at the centre of our healthy communities.

We envision KDH as a leader and partner in our thriving communities, supporting our individual and collective health and wellness.

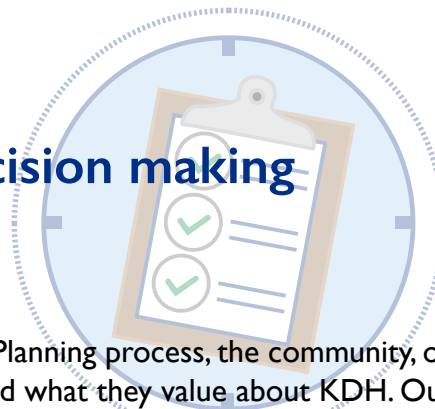
Through living our values, KDH emerges as the compassionate face of a larger, integrated health system, supporting each of us to strive for mental, physical and social health and wellness.

Our services are grounded in our belief that patients and families, and the communities we serve, are our valued partners.



Values:

Our values guide our decision making and our behaviours



Through our Strategic Planning process, the community, our partners and staff shared what they value about KDH. Our Board of Directors heard and confirmed our Core Values:

- **Patients and families at the centre of coordinated care**
- **An environment of compassion, respect and accountability**
- **Quality, safe, efficient, evidence-driven care**
- **A culture of collaboration, professionalism, and innovation**



Our areas of focus



Strategic Directions

1

Make care seamless for patients and families

By being a leader in building and facilitating partnerships between health service organizations in our region, KDH will help make coordinated care a reality for our patients and their families

INITIATIVES

- Work with healthcare partners to make care seamless for people receiving services from more than one healthcare provider
- Coordinate care for people with both complex and non-complex needs
- Take a leadership role in the Ontario government's Health Links program to provide coordinated care for people with complex needs
- Work with partners to increase wellness and health programs both on and off the KDH campus
- Initiate a community wellness collaboration with our partners

What this means for our patients and families

- Better coordination of care and transitions between healthcare providers
- More support for people with complex conditions
- Better health for people in our area
- A Healthier Community built by the Community in partnership with KDH



Strategic Directions

2

Specialize to meet the needs of patients and families

KDH will focus on specialization to meet the changing health needs of its communities while supporting individuals to achieve their best personal health

INITIATIVES

- Improve access to Mental Health and Addictions services
- Provide additional chronic disease programming (examples: Diabetes, Chronic Obstructive Pulmonary Disease (COPD), Paediatric and Youth Services)
- Become a regional Centre of Excellence for Day Surgery
- Explore new inpatient programs

What this means for our patients and families

- Access to specialized services in our outpatient clinics and operating rooms
- Care close to home
- Enhanced inpatient care

Strategic Directions

3

Partner with patients and families for the best healthcare experience

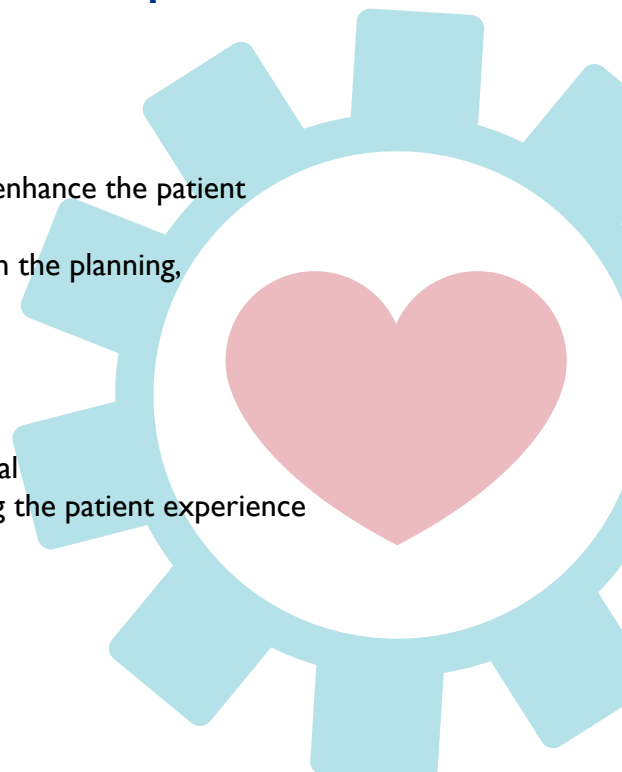
You know what a positive experience in healthcare means. KDH will partner with you to achieve quality, safe and compassionate care centred on patients and families

INITIATIVES

- Use the feedback received from patient surveys to enhance the patient and family experience
- Engage with volunteer Patient and Family Advisors in the planning, design, delivery, and evaluation of KDH services
- Establish a Patient and Family Advisory Committee

What this means for our patients and families

- An improved experience in every area of the hospital
- An opportunity to collaborate on decisions affecting the patient experience



Strategic Directions

4

Focus on our people

KDH will make sure that the culture of excellence demonstrated by our staff, physicians and volunteers remains strong now and into the future

INITIATIVES

- Work with KDH physicians to identify and develop medical leadership for the future
- Put in place an education plan for staff and volunteers that provides opportunities for both professional and personal development and mentoring
- Continue to engage staff, physicians and volunteers in the development of KDH as an organization
- Make sure KDH remains a healthy and safe place to work

What this means for our patients and families

- A full complement of physicians ensures a wide range of services for KDH patients
- A highly skilled, professional workforce that invests in continuous learning results in the highest quality care
- A strongly engaged workforce leads to an enhanced patient experience

Strategic Directions

5

Make the best use of our resources

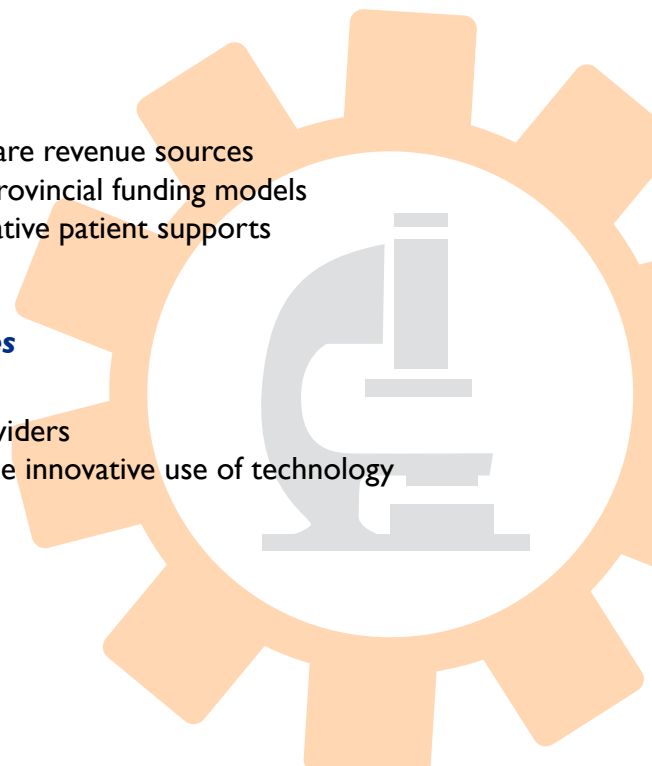
KDH will make the most effective use of resources to finance core services and new strategic initiatives while maintaining high quality, diverse patient care

INITIATIVES

- Identify non-Ministry of Health and Long-Term Care revenue sources
- Work with partners to identify and secure new provincial funding models
- Work with patients as partners to develop innovative patient supports through technology

What this means for our patients and families

- More efficient and effective health services
- Smoother transitions to other health service providers
- Better access and support for patients through the innovative use of technology



What does this mean for you and your family?

This new Plan will guide KDH for the next three years as we work toward achieving our strategic objectives.

But what does it mean for the people in the communities we serve? How will it make a difference in your life?

Read the following patient stories for examples of why the Strategic Plan matters.



Meet 'Emma'

Emma is a 14 year old who has entered high school this past year and is increasingly feeling anxious.



Her parents notice that Emma is shyer and more reserved now that she is in high school but assume it is an adjustment phase. Over the past few weeks, Emma has been worrying about many things including her marks, her teachers, whether her friends still like her, and is having difficulties 'shutting her mind off' to sleep at night. Emma no longer seems to hang out with friends. The past two weeks, Emma has been complaining about a constant upset stomach. Her parents are concerned and are wondering what to do to help their daughter.

For Emma and her parents, we are working with our partners to ensure that KDH can provide the answers that they need. These include —

- Rapid access to mental health services, which may include self-referral
- Access to a parents' lifeline service to better support parents and caregivers of children and youth
- A KDH Health Coach/Transitions in Care Navigator who can be contacted if patients or families have questions about how to access these services
- Mental Health Service information that is readily available on the KDH website
- A Decision Tool for Emergency Room and Primary Care Physicians to ensure that all children and youth are referred to the right level of service
- Multi-agency Speaker Forums that bring parents and youth together to learn about resiliency and mental wellness
- Use of technology to access services or self-management applications

Meet 'Paul'

Paul is a 76 year old who has Chronic Obstructive Pulmonary Disease (COPD) and Congestive Heart Failure (CHF).



Paul works as a carpenter and feels that his health is starting to interfere with his work. Paul wishes that he was less winded whenever he walks to and from job sites. Paul's wife, Marlene, is concerned that they are not 'on top' of his breathing and heart problems. Marlene wonders if there are new medications, including inhalers, that may help Paul and is starting to look online for resources in the community.

For Paul, KDH is working to ensure that our communities have access to —

- Chronic condition education and self-management resources
- Rehabilitation and exercise programming within the community
- A KDH Health Coach/Transitions in Care Navigator to help Paul achieve his self-management goals and ensure he and Marlene are aware of which services are available
- COPD and CHF information that is readily available on the KDH website
- Use of technology to assist with self-management applications and communication with a Health Coach

Meet 'Lisa' and 'Mason'

Lisa and Mason represent everyone in the communities served by KDH.



They may be young children, teenagers, middle-aged adults or seniors. They may be long-time residents of our communities or new to our area. Lisa and Mason will require health services from KDH now and in the future. What can they expect?

KDH will —

- Ensure every interaction is based on respect and compassion
- Co-plan and coordinate care with Lisa and Mason
- Provide quality, safe and efficient care that is based on leading practices and evidence
- Partner with other agencies that interact with Lisa and Mason so that care is coordinated and transitions of care are smooth
- Use technology to allow better access to services or more options for care within Lisa's or Mason's homes
- Listen to feedback, whether positive or negative, from Lisa or Mason, and improve our services to better respond

We wish to thank the community, our partners, staff, physicians and volunteers for being part of the development of the new Strategic Plan. Your input has made a difference.





Building healthier communities

Do you have any questions about your Kemptville District Hospital Strategic Plan 2016-19? Please contact Frank Vassallo, CEO, at 613.258.6133 ext. 132, or fvassallo@kdh.on.ca.

