



# Your Hospital, Your Community: Growing Together

Kemptonville District Hospital  
Strategic Plan

**2022-2026**



*Building healthier communities*



# Background

Building on the foundation and success of our previous strategic plan, our 2022-2026 plan sets out strategic directions and priorities to ensure the best possible care for patients, their families, and the broad and diverse communities we serve. To do so, we place the utmost value on the support for and dedication of our people, as well as on the importance of our partnerships with other healthcare providers and organizations.

The pandemic has shown how important it is for care organizations to be continuously nimble and responsive. We commit to ongoing monitoring of our directions and priorities to ensure that they address need effectively.

This plan was developed in collaboration between Kemptville District Hospital (KDH) and over 800 of *you* — our patients, staff members, partners, and neighbours. We interviewed key internal and external stakeholders, held workshops, and conducted a mixed-method survey (using phone and internet) of Kemptville area residents. This engagement allowed us to better understand what our community wants to see grow, change, and improve in the coming years.

## Term of Plan

This Strategic Plan will guide KDH from 2022 through 2026. The KDH Board will revisit the plan at the outset of each year, pivoting as necessary depending on the current environment, to ensure that the plan continues to best support KDH's patients, their families, its care teams, and valued partners.





# Vision

The KDH vision is a hospital that is much more than a place for treating illness: it is a vital and compassionate part of a larger, integrated health system, supporting the mental, physical and social health and wellness of the people and communities we serve.

# Mission

The KDH mission is to be an excellent leader and partner in meeting people's diverse health needs and helping to build healthier communities.



# Values

Our values have not changed and are core to all that we do.

Individuals and their families at the centre of integrated and coordinated care.



An environment of compassion, respect, and accountability.

Quality, safe, efficient, evidence-driven care.

A culture of collaboration, professionalism, and innovation.



KDH is looking ahead to how we can best anticipate, prepare and respond to future challenges amidst a rapidly changing environment. For this, we add a fifth value:

Organizational resilience, agility, and responsiveness to need.



# Strategic Directions

Continually strengthen an organization-wide culture that places the importance of the patient, family, caregiver, team, and partner experience at the heart of everything that we do.

## 1. Person- Centered Care

## 2. Service Excellence and Innovation

Be a rural health care facility that is differentiated, innovative, and able to provide excellent, safe care to meet diverse health needs.

Continue to build a culture of organizational resilience, growth, and sustainability.

## 5. Sustainability and Growth

Support our vital and dedicated care team and volunteers to be excellent at what they do, to have a healthy work life balance, and be assured of a safe and supportive workplace.

## 3. Team KDH

## 4. Strong and Vital Partnerships

Optimize our collaborations with current partners and look to new partnership opportunities to build a more integrated and seamless health service ecosystem.



# 1. Person- Centered Care

Continually strengthen an organization-wide culture that places the importance of the patient, family, caregiver, team, and partner experience at the heart of everything that we do.



## Key Priorities to Support This Strategic Direction

1. Ensure an excellent experience in all service areas with each staff member knowledgeable and committed to respecting the people we treat and their families
2. Meaningfully engage with individuals and their families in their wellness and care
3. In collaboration with our partners, promote health and wellbeing across the lifespan considering the social determinants of health in every service that we provide
4. Embed a focus on health equity, diversity, and inclusivity in all we do



*"Patient experience is driven by two factors. One is on the technical side, but the other side of it is driven very much based on how people's values and behaviours affect patients."*





## 2. Service Excellence and Innovation

Be a rural health care facility that is differentiated, innovative, and able to provide excellent, safe care to meet diverse health needs.



*"KDH has competent staff,  
high quality of care, an  
excellent reputation, good  
management, and excellent  
partners."*

## Key Priorities to Support This Strategic Direction

1. Be a rural health innovator in driving transformation and continuous improvement in health care delivery
2. Provide superior facilities, as well as leading-edge diagnostic imaging and surgical technologies, to enable KDH to attract and maintain needed outpatient/inpatient clinical programs
3. Adopt and adapt new technology and innovations to improve person-centred care such as electronic medical records, virtual care, and remote patient monitoring
4. Continue to build up robust infrastructure in technologies and processes to support connectivity across the system, protect patient privacy and security, and build system resilience

### 3. Team KDH

Support our vital and dedicated care team and volunteers to be excellent at what they do, to have a healthy work life balance, and be assured of a safe and supportive workplace.



*"You can never invest too much in your people. It is strategic, operational, and always provides value. Whether it's greater recognition, education, support of wellbeing - that would always be my default investment."*



### Key Priorities to Support This Strategic Direction

1. Be a destination for talent and an employer of choice through proactive and innovative recruitment, mentoring, and retention strategies
2. Encourage and grow opportunities for career growth and development, professional value, and high-quality service provision across our entire team
3. Implement ongoing training and skill development to care for each individual with sensitivity
4. Continuously strengthen best practice processes and capabilities that enable a strong culture of quality and safety for our staff and in their care of the people we serve



#### 4. Strong and Vital Partnerships

Optimize our collaborations with current partners and look to new partnership opportunities to build a more integrated and seamless health service ecosystem.



*"What works well is communication and collaboration where everybody is involved in some form of decision-making. People have great ideas, and many minds together make wonderful things."*



#### Key Priorities to Support This Strategic Direction

1. Facilitate strategic partnerships with other leading high quality healthcare organizations to enable and advocate for each other and to reinforce each other's capabilities and capacities to meet health needs
2. Actively explore how to grow and enrich our ecosystem of regional health partners, examining partnership opportunities to better meet population health needs (e.g., women's health, rural geriatric care, mental health and addictions outreach, LGBTQ2S+ services, Indigenous health)
3. Develop and build community-led health and wellness capacity through primary and community care engagement and support (e.g., specialized and ambulatory clinics and other supports we are uniquely equipped to provide)
4. Continue to grow the Ontario Health Team (OHT) concept by aligning with OHT priorities and strengthening OHT-related partnerships with citizens, community agencies, municipalities, Ontario Health, and others

## 5. Sustainability and Growth

Continue to build a culture of organizational resilience, growth, and sustainability.

### Key Priorities to Support This Strategic Direction

1. Foster an environment that values and encourages innovation and creativity at every stage
2. Continuously drive sustainable operating efficiencies
3. Maximize funding across all programs and service areas, and diversify revenue generating opportunities
4. Provide value-based reporting and accountability to our funders



*"The key ingredient to success is great leadership, as well as a willingness to evolve, innovate and try different models of care, all built on a fabric of trust."*





# What We Heard From Our Community

This plan, and our vision to grow together, was created based on the feedback, perspective, and voices of Kemptville area residents.

Two thirds of Kemptville area residents **give the healthcare services in the community a very good or good rating** on meeting the community's healthcare needs, their family's healthcare needs, and their own.



When it comes to **top-of-mind healthcare issues** in their community Kemptville area residents point to wait times, the COVID-19 pandemic, and accessibility of healthcare services, professionals, and resources.



The majority of respondents said that healthcare will change in the future, with **31%** saying it will change a lot.



When asked what that change looks like, most point to **virtual care** (49%). Other changes including structural changes to staffing/coordination of care (13%), funding changes (11%), and more technology integrations (10%).



Kemptville District Hospital is a 40-bed acute care hospital located in the rapidly growing Eastern Ontario municipality of North Grenville, 40 minutes south of Ottawa.

Our services include 24-hour emergency care, inpatient care, orthopaedic surgery, and a wide variety of outpatient clinics. Committed to building healthier communities, we are an integrated health services organization with deep partnerships in our community and region. With our partners in the Ottawa West Four Rivers Ontario Health Team, we are collaborating on a new model of health care delivery that puts patients, families and caregivers at the centre of the healthcare system.

To learn more about our Strategic Plan, please visit **[kdh.on.ca](http://kdh.on.ca)**

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