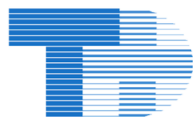




# Strategic Plan



TIMMINS AND DISTRICT HOSPITAL  
L'HÔPITAL DE TIMMINS ET DU DISTRICT

# OUR PATH FORWARD

## A MESSAGE FROM OUR LEADERS

The Timmins and District Hospital is pleased to present its Strategic Plan for 2022-2027. Strategic plans act as a road map, detailing the vision for our future and how we plan on achieving our goals. The past several years have continued to reinforce what is possible and what we can accomplish when we work together, providing **exemplary care for Northerners**. Together we responded to unprecedented challenges, doing what was required to keep each other, our families and our community safe. Creating new opportunities for accessing care, we opened several new services in the hospital and community. These included: COVID-19 Assessment Clinic, TADH offsite facility for alternate level of care (ALC) patients, Safe Health Site Timmins, withdrawal treatment beds, Mobile Crisis and Rapid Response Team and the Community Withdrawal Management Service, to name a few.

The 2022-2027 Strategic Plan has been informed by over a thousand voices - patients, families, our staff and physicians and healthcare and community partners. Your feedback was gathered through interviews, surveys, virtual community visits and focus groups with staff, physicians, patients and Indigenous and Francophone leaders. Throughout this process we were inspired by the amazing stories, perspectives and experiences of the diverse individuals in the communities we serve. We heard about our collective strengths and where our hospital and our district excel. We heard stories of resilience, compassion and collaboration. These themes and stories are what has helped shape our plan for the next five years.

We would like to extend our sincere appreciation to all those who provided their feedback and input throughout this process. **Your voice is valued and essential to our success.**

**"We are dedicated to seeing the vision of exemplary care for Northerners, realized for all Northerners. We know that the work we do plays an important part in health and success of the communities and districts that we serve.**

**With the dedication and expertise of our healthcare team at TADH, our amazing partners and the new relationships we will make in the coming years, we know we will create a healthier Northern Ontario."**

**Kate Fyfe**  
President and CEO



**"The strategic goals TADH has outlined for the next five years will be instrumental in strengthening health care for our district.**

**All Northerners deserve access to high-quality, equitable care. On behalf of the Board of Directors at TADH, we look forward to working with our community and district to accomplish these goals."**

**Kraymr Grenke**  
Chair, Board of Directors





# A SOCIALLY ACCOUNTABLE APPROACH

We are incredibly fortunate to work, live and play in such a diverse community and district. When setting the path for the next five years and beyond, we took the time to listen to the stories, experiences and perspectives of the people we serve. Overwhelmingly we heard a desire for our organization to continue to be a leader in our community, embracing principles of equity and social accountability in our actions and decision making.

The plan that we have created allows us to look to the future with a broader equity lens, embedding these values and actions into every facet of the work we do. We are dedicated to seeing the vision of **exemplary care for Northerners** realized for **all** Northerners. We know that the work we do plays an important part in health and success of the communities and districts that we serve. With the dedication and expertise of our healthcare team at TADH, our amazing partners and the new relationships we will make in the coming years, we know we will create a healthier Northern Ontario.

Through our plan, we have set out what success looks like for our organization over the next five years. While we have outlined our strategic goals and how we plan to achieve them, our Strategic Plan remains a living, breathing document, reflecting the needs of our community and district. By wrapping social accountability and equity around every strategic dimension, we aim to ensure that the thousands of important voices that informed this plan, continue to play an important role in its delivery. Like the community and district we serve, we're dedicated to ensuring that this plan evolves to reflect the needs of our population.

Through the entire process of creating this strategic document, we paid close attention to the history of our organization, community, province and country. Through the guidance of our partners, community and district, we created goals that build on our strengths and leverage partnerships to become an even stronger health care system.

The past few years have continued to reinforce that our community and district's resilience, kindness, strength and compassion. We look forward to you joining us over the next five years as we **work together with our partners to improve the health of Northerners.**



# OUR MISSION, VISION & VALUES

## MISSION

WORKING TOGETHER WITH OUR PARTNERS TO IMPROVE THE HEALTH OF NORTHERNERS

## VISION

EXEMPLARY CARE FOR NORTHERNERS

## VALUES

### QUALITY

We encourage a culture of excellence and continuous improvements in line with our Quality Framework.

### COMPASSION

We are accepting of individual needs and choices. We advocate for our patients, professions and hospital.

### RESPECT

We strive to meet the needs of our patients, staff and partners. We respect ethnic, gender, sexual orientation, language and cultural diversity of the people we serve.

### ACCOUNTABILITY

We ensure that decisions are based upon trust, integrity and transparency.

### RESPONSIVENESS

We anticipate the needs of our patients and community.

### COLLABORATION

We recognize that patient experience is seamless in our health care system when we work as a team and develop strong partnerships.



# GUIDING PRINCIPLES

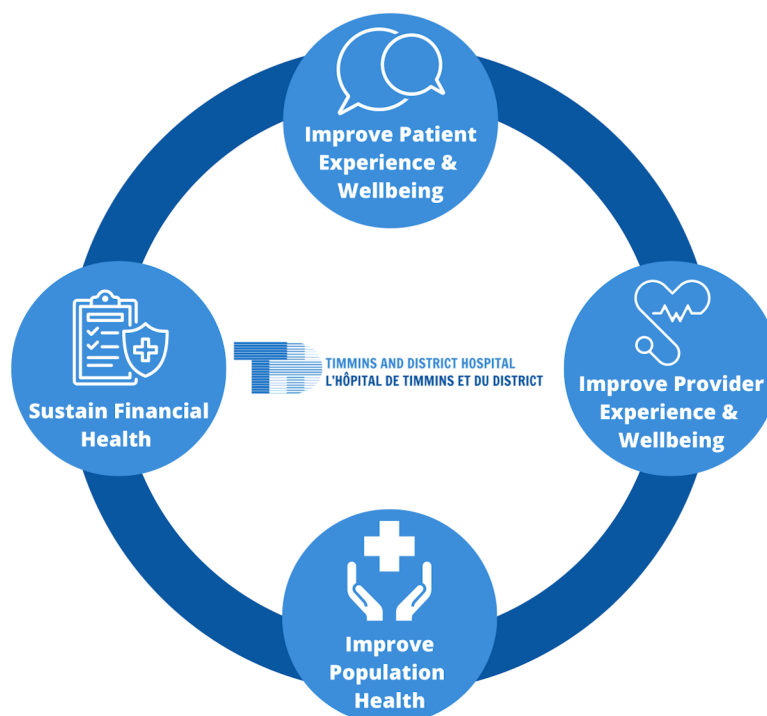
ALONGSIDE THE VOICES OF OUR PATIENTS, FAMILIES, STAFF, PHYSICIANS AND PARTNERS, OUR HOSPITAL LEVERAGED THE QUADRUPLE AIM, A HEALTHCARE SYSTEM DESIGN FRAMEWORK TO GUIDE THE DEVELOPMENT OF OUR PLAN.

## WHAT IS THE QUADRUPLE AIM?

THIS INTERNATIONALLY RECOGNIZED FRAMEWORK 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.

EACH OF OUR STRATEGIC DIMENSIONS AND STRATEGIC GOALS FOCUSES ON ONE OR MORE OF THE QUADRUPLE AIM OBJECTIVES AND FOLLOW THE PATH SET OUT IN ONTARIO'S, A HEALTHY ONTARIO: BUILDING A SUSTAINABLE HEALTH CARE SYSTEM.





# HOW WE GOT HERE



## 184 COMMUNITY SURVEY RESPONSES

THESE SURVEYS WERE PROVIDED IN BOTH ENGLISH AND FRENCH IN TIMMINS AND ACROSS THE COCHRANE DISTRICT.



## 17 STAFF ENGAGEMENT SESSIONS

OVER 600 STAFF AND PHYSICIANS WERE ENGAGED.



## 12 PARTNER ENGAGEMENT SESSIONS

OVER 65 DISTRICT PARTNERS PARTICIPATED IN THESE SESSIONS.



## 3 PATIENT AND FAMILY ADVISORY MEETINGS

INCLUDING ONGOING FEEDBACK SESSIONS.



## 3 STEERING COMMITTEE MEETINGS

COMMITTEE IS MADE UP OF 25 INDIVIDUALS REPRESENTING PATIENTS, HEALTH AND SOCIAL PARTNERS.



# WE WILL IMPROVE THE EXPERIENCE OF OUR PATIENTS

## WHY IS THIS IMPORTANT?

WE VALUE THE HEALTH AND WELLNESS OF ALL NORTHERNERS AND AIM TO MAKE A POSITIVE DIFFERENCE IN THEIR LIVES. TOGETHER WITH OUR COMMUNITY AND DISTRICT PARTNERS WE WILL WORK TO IMPROVE THE EXPERIENCE AND HEALTH OF NORTHERNERS.

## HOW ARE WE GOING TO BUILD EQUITY?

MAKING SURE THAT OUR PROGRAM AND SERVICE DELIVERY IS DEVELOPED FOR AND BY THE POPULATIONS WE SERVE IS VITAL. THE WORK THAT WE DO WILL BE REFLECTIVE OF THE DIVERSE POPULATION WE SERVE IN TIMMINS AND THE COCHRANE DISTRICT.

## STRATEGIC GOALS

- 1 - WE WILL HELP LEAD THE IMPLEMENTATION OF THE ÉQUIPE SANTÉ ONTARIO COCHRANE DISTRICT ONTARIO HEALTH TEAM**
- 2 - WE WILL PLACE THE PATIENT VOICE AT THE CENTRE OF ALL PROGRAM DESIGN, DELIVERY AND REVIEW**
- 3 - WE WILL LEAD AND IMPLEMENT KEY PROJECTS AIMED AT IMPROVING PATIENT SAFETY, QUALITY OF CARE AND REDUCING SERVICE WAIT TIMES**



"NORTHERNERS DESERVE TO HAVE ACCESS TO SAFE, QUALITY HEALTH CARE CLOSE TO THEIR HOME. PROVIDING THE BEST POSSIBLE EXPERIENCE TO OUR PATIENTS IS ONE OF THE MOST IMPORTANT PARTS OF MY JOB."

**JOHN WRIGHT**  
MANAGER, DIAGNOSTIC IMAGING



# WE WILL IMPROVE THE EXPERIENCE OF OUR PATIENTS

## **WE WILL HELP LEAD THE IMPLEMENTATION OF THE ÉQUIPE SANTÉ ONTARIO COCHRANE DISTRICT ONTARIO HEALTH TEAM**

WE WILL ACCOMPLISH THIS THROUGH:

- THE DEVELOPMENT OF A POSITION WITHIN OUR ORGANIZATION TO SUPPORT THE COLLABORATIVE LEADERSHIP AND IMPLEMENTATION OF THE ONTARIO HEALTH TEAM (OHT) WITH OUR DISTRICT, INDIGENOUS AND FRANCOPHONE PARTNERS.
- ADOPTING A DECISION-MAKING FRAMEWORK DEVELOPED FOR AND BY THOSE WE SERVE; INDIGENOUS, FRANCOPHONE AND RURAL AND REMOTE POPULATIONS.
- ENSURING THE OHT GOVERNANCE, LEADERS, PROVIDERS AND TEAM REFLECT OUR COMMUNITY AND DISTRICT.

## **WE WILL PLACE THE PATIENT VOICE AT THE CENTRE OF ALL PROGRAM DESIGN, DELIVERY AND REVIEW**

WE WILL ACCOMPLISH THIS THROUGH:

- STRATEGICALLY GROW OUR PATIENT AND FAMILY ADVISORY COMMITTEE (PFAC) TO REFLECT THE DIVERSE POPULATION IN THE COCHRANE DISTRICT.
- IDENTIFY AND CONNECT A PFAC REPRESENTATIVE WITH PROGRAMS, SERVICES, COMMITTEES AND WORKING GROUPS WITHIN TADH.
- THE CREATION OF A SIMPLE, SOLUTIONS-FOCUSED PATIENT FEEDBACK PROCESS, MAKING IT EASIER FOR THOSE WITH FEEDBACK TO CONNECT AND SPEAK TO THE RIGHT PERSON.

## **WE WILL LEAD AND IMPLEMENT KEY PROJECTS AIMED AT IMPROVING PATIENT SAFETY, QUALITY OF CARE AND REDUCING SERVICE WAIT TIMES**

WE WILL ACCOMPLISH THIS THROUGH:

- LEADING AND IMPLEMENTING THE MEDITECH EXPANSE ONE (HEALTH INFORMATION SYSTEM - HIS) INITIATIVE AT TADH, IN PARTNERSHIP WITH ALL 22 NORTHEAST HOSPITALS. THIS WORK WILL CREATE AN ELECTRONIC MEDICAL RECORD, ALLOWING FOR A SEAMLESS PATIENT JOURNEY, THROUGH THE SUPPORT OF DISTRICT PARTNERS.
- DEVELOPING, LEADING AND IMPLEMENTING YEARLY QUARTERLY IMPROVEMENT PLANS AND INCREASING STAFF LEADERSHIP AND ENGAGEMENT TO LEVERAGE OPTIMUM PATIENT QUALITY AND SAFETY OUTCOMES.
- IMPROVING MODELS OF CARE TO SUPPORT TIMMINS AND THE COCHRANE DISTRICT FOR ACCESS TO SPECIALITY MEDICAL SERVICES.
- ADVOCATING FOR THE DESIGN AND IMPLEMENTATION OF A PSYCHIATRIC INTENSIVE CARE UNIT AT TADH, INCREASING CAPACITY AND ACCESS TO MENTAL HEALTH SERVICES FOR TIMMINS AND THE COCHRANE DISTRICT.



# WE WILL IMPROVE THE EXPERIENCE AND WELLBEING OF OUR HEALTH PROVIDERS



## WHY IS THIS IMPORTANT?

TOGETHER WE ARE STRONGER. THROUGH COLLABORATION WITH OUR STAFF, PHYSICIANS, PARTNERS, PATIENTS AND FAMILIES WE WILL HELP CREATE A HEALTH CARE SYSTEM THAT PROMOTES EQUITY, WELLNESS AND ATTRACTS HEALTH CARE WORKERS TO THE NORTH.

## HOW ARE WE GOING TO BUILD EQUITY?

WE ARE GOING TO SEEK AND VALUE THE DIVERSE EXPERTISE, EXPERIENCES AND STORIES OF OUR STAFF, PHYSICIANS, VOLUNTEERS AND PARTNERS TO CREATE AN ORGANIZATIONAL CULTURE THAT SUPPORTS WELLNESS AND EQUITY.

## STRATEGIC GOALS

- 1 - WE WILL LEAD THE FACILITATION OF THE RETENTION & RECRUITMENT OF HEALTH HUMAN RESOURCE (HHR) FOR THE NORTH**
- 2 - WE WILL CREATE A CULTURE OF SUPPORT AND WELLNESS WITHIN OUR HOSPITAL AND ACROSS THE DISTRICT**
- 3 - WE WILL AMPLIFY THE VOICE OF OUR STAFF AND OUR PHYSICIANS**

"HEALTH CARE WORKERS AND PRACTITIONERS IN OUR DISTRICT PLAY A VITAL ROLE IN THE OVERALL HEALTH AND WELLNESS OF OUR COMMUNITY. I AM EXTREMELY PROUD OF THE TEAM AT THE TIMMINS AND DISTRICT HOSPITAL, WHO CONTINUE TO PROVIDE EXEMPLARY CARE TO NORTHERNERS."

**DR. DOUG ARNOLD**  
CHIEF OF STAFF AND VP MEDICINE





# WE WILL IMPROVE THE EXPERIENCE AND WELLBEING OF HEALTH PROVIDERS

## WE WILL LEAD THE FACILITATION OF THE RETENTION & RECRUITMENT OF HEALTH HUMAN RESOURCE (HHR) FOR THE NORTH

WE WILL ACCOMPLISH THIS THROUGH:

- THE DEVELOPMENT OF A PROCESS TO PROVIDE EDUCATIONAL, CLINICAL SKILL AND LEADERSHIP DEVELOPMENT OPPORTUNITIES AND SUPPORT LADDERED EDUCATIONAL PROGRAMS FOR NURSING, ALLIED HEALTH AND SUPPORT STAFF.
- IN COLLABORATION WITH NOSM UNIVERSITY, STRENGTHEN LEARNING OPPORTUNITIES FOR PHYSICIANS IN THE NORTH AND BECOME A PLACEMENT AND RESIDENCY DESTINATION OF CHOICE.
- LEADERSHIP IN WORKING GROUPS WITH OUR COMMUNITY COLLEGES, UNIVERSITIES AND DISTRICT HEALTH CARE PARTNERS TO DESIGN AND IMPLEMENT NEW MODELS OF HEALTH CARE DELIVERY, THAT ENHANCE LEARNING CAPACITY IN THE NORTH.
- THE DEVELOPMENT OF SPECIFIC SHARED STRATEGIES FOR HHR RECRUITMENT AND RETENTION IN COLLABORATION WITH DISTRICT, REGIONAL AND PROVINCIAL HHR TABLES AND OUR DISTRICT HEALTH AND LONG-TERM CARE FACILITIES.
- ENHANCING PHYSICIAN RECRUITMENT CAPACITY FOR TIMMINS AND THE COCHRANE DISTRICT.

## WE WILL CREATE A CULTURE OF SUPPORT AND WELLNESS WITHIN OUR HOSPITAL AND ACROSS THE DISTRICT

WE WILL ACCOMPLISH THIS THROUGH:

- THE DEVELOPMENT OF AN IMPROVED STAFF WELLNESS COMMITTEE, FOCUSING ON SUPPORT FOR A HOLISTIC MODEL OF HEALTH, INCLUDING SOCIAL AND MENTAL HEALTH SUPPORTS AND WELLNESS PROGRAMMING.
- THE ENHANCEMENT OF FRONTLINE FEEDBACK IN THE DEVELOPMENT AND ENHANCEMENT OF PROGRAM AND SERVICE DELIVERY ACROSS OUR HOSPITAL.
- THE CREATION OF SHARED WELLNESS RESOURCES AND TRAINING OPPORTUNITIES FOR HEALTH CARE PARTNERS ACROSS THE DISTRICT.

## WE WILL AMPLIFY THE VOICE OF OUR STAFF AND PHYSICIANS

WE WILL ACCOMPLISH THIS THROUGH:

- THE FLATTENING OF REPORTING STRUCTURES THAT REFLECT FORM FOLLOWING FUNCTION AND INCREASING STAFF-LED DECISION-MAKING FRAMEWORKS.
- REDEVELOPING OUR STAFF RECOGNITION PROGRAM, LEVERAGING THE IMPORTANT CONTRIBUTIONS TO CLINICAL PRACTICE, PATIENT EXPERIENCE, EDUCATION, TRAINING, RESEARCH AND SAFETY BY OUR STAFF AND PHYSICIANS.
- THE DEVELOPMENT OF A STRATEGIC COMMUNICATIONS PLAN THAT FOCUSES ON HIGHLIGHTING THE IMPORTANT CONTRIBUTIONS TO PATIENT CARE, INNOVATIVE HEALTH CARE AND RESEARCH BY THE TADH TEAM.



# WE WILL IMPROVE POPULATION HEALTH

## WHY IS THIS IMPORTANT?

WE ALL HAVE A PART TO PLAY IN HELPING TO IMPROVE THE HEALTH OF OUR NORTHERN POPULATION. THIS DIMENSION ALLOWS US TO IMPROVE THE QUALITY OF CLINICAL CARE AND TREATMENT THROUGH THE PROMOTION OF BETTER PATIENT OUTCOMES.  
**WE WANT TO SEE A HEALTHIER NORTHERN ONTARIO.**

## HOW ARE WE GOING TO BUILD EQUITY?

WE ARE DRIVEN TO ENSURE THAT THOSE LIVING IN OUR COMMUNITY AND DISTRICT HAVE FAIR ACCESS TO THE HEALTH SERVICES THEY NEED, WHEN AND WHERE THEY NEED THEM. COLLABORATIVELY, WE WILL FOCUS ON ENSURING THAT OUR HEALTH SYSTEM PROVIDES EVERYONE WHAT THEY NEED TO BE THEIR HEALTHIEST SELVES.

## STRATEGIC GOALS

- 1 - WE WILL WORK COLLABORATIVELY WITH OUR PARTNERS TO DEVELOP AND IMPLEMENT INNOVATIVE WAYS TO IMPROVE HEALTH AND HEALTH SERVICE DELIVERY IN THE NORTH**
- 2 - WE ARE GOING TO ENHANCE OUR ABILITY TO PROVIDE EQUITABLE, EVIDENCE-BASED AND QUALITY PATIENT CARE**
- 3 - WE WILL TAKE A PROACTIVE APPROACH AND CONNECT WITH OUR COMMUNITY, DISTRICT AND LEADERSHIP TO PINPOINT THE MOST PREVALENT POPULATION HEALTH ISSUES**



**"ALL NORTHERNERS DESERVE ACCESS TO EQUITABLE, QUALITY HEALTH CARE. I AM VERY PROUD OF THE TEAM AT THE TIMMINS AND DISTRICT HOSPITAL, WHO CONTINUE TO EXPAND WHAT IT MEANS TO BE AN ACUTE CARE FACILITY IN THE NORTH."**

**JOAN LUDWIG  
CHIEF NURSING EXECUTIVE & VP CLINICAL**



# WE WILL IMPROVE POPULATION HEALTH

## **WE WILL WORK COLLABORATIVELY WITH OUR PARTNERS TO DEVELOP AND IMPLEMENT INNOVATIVE WAYS IMPROVE HEALTH AND HEALTH SERVICE DELIVERY IN THE NORTH**

WE WILL ACCOMPLISH THIS THROUGH:

- CONTINUED WORK WITH OUR PARTNERS TO ADVANCE HEALTH CARE RESEARCH AND GUIDE INNOVATION AND EXPERTISE IN THE NORTH.
- WORKING COLLABORATIVELY WITH OUR PARTNERS TO DEVELOP AND IMPLEMENT A COCHRANE DISTRICT RESEARCH INSTITUTE.
- THE COLLABORATIVE LEADERSHIP OF EXPANDED ADDICTIONS MEDICINE PROGRAM ACCESS AND DEVELOPMENT ACROSS TIMMINS AND THE COCHRANE DISTRICT.
- EXPANDING OPPORTUNITIES FOR TIMELY LEADERSHIP SECONDMENT APPOINTMENTS, LEVERAGING EFFICIENCIES BETWEEN TADH LEADERSHIP AND COMMUNITY HEALTH CARE FACILITIES AND PARTNERS.

## **WE WILL TAKE A PROACTIVE APPROACH AND CONNECT WITH OUR COMMUNITY, DISTRICT AND LEADERSHIP TO PINPOINT THE MOST PREVALENT POPULATION HEALTH ISSUES**

WE WILL ACCOMPLISH THIS THROUGH:

- REDEFINING WHAT IT MEANS TO BE AN ACUTE CARE HOSPITAL, SUPPORTING POPULATION HEALTH PROMOTION, PREVENTION AND PROTECTION AND EXEMPLARY PATIENT CARE IN TIMMINS AND ACROSS THE COCHRANE DISTRICT.
- LEVERAGING OUR LOCAL AND DISTRICT PATIENT DATA TO UNDERSTAND, COLLABORATIVELY PLAN AND IMPROVE HEALTH OUTCOMES AND REDUCE HEALTH INEQUITIES IN THE NORTH.
- THE COLLABORATIVE UNDERSTANDING OF CURRENT BARRIERS TO ACCESSING CARE AND THE DEVELOPMENT OF CO-DESIGNED CARE PATHWAYS AND SERVICES THAT ALLOW FOR EQUITABLE ACCESS TO CARE FOR EVERYONE.
- WE WILL COLLABORATIVELY DEVELOP IMPROVED PREVENTATIVE HEALTH SERVICES AND PREVENTATIVE HEALTH BEHAVIOURS, IMPROVE QUALITY CARE AND PATIENT SAFETY, AND ADVANCE THE CARE COORDINATION ACROSS THE CONTINUUM.



# WE WILL IMPROVE POPULATION HEALTH

## WE ARE GOING TO ENHANCE OUR ABILITY TO PROVIDE EQUITABLE, EVIDENCE-BASED, CULTURALLY SAFE AND QUALITY PATIENT CARE

WE WILL ACCOMPLISH THIS THROUGH:

- SHIFTING FROM A REACTIVE HEALTH CARE PLANNING MODEL TO A PROACTIVE HEALTH PROMOTION, PREVENTION AND TREATMENT MODEL, IMPLEMENTED AT THE INDIVIDUAL AND POPULATION LEVEL.
- IDENTIFYING SYSTEMIC VARIATIONS AND PATTERNS IN HEALTH CARE AND DEVELOPING SERVICES AND POLICIES TO IMPROVE THE HEALTH AND WELLBEING OF NORTHERNERS.
- INVESTING AND ADVOCATING FOR THE CREATION OF A STATE OF THE ART EMERGENCY DEPARTMENT THAT WILL CREATE ADDITIONAL CAPACITY AND ENHANCE PATIENT SAFETY, TRAUMA-INFORMED AND CULTURALLY SAFE SERVICE DELIVERY.
- INCREASING PARTNERSHIPS TO CREATE AND MAINTAIN OFFSITE CAPACITY FOR ALTERNATIVE LEVEL OF CARE (ALC) PATIENTS, ENSURING THEY RECEIVE CARE IN THE MOST APPROPRIATE CARE SETTING FOR THEIR NEEDS.
- INTEGRATION OF HOME AND COMMUNITY CARE PROGRAMMING IN TIMMINS, WITH SPREAD TO THE REMAINDER OF THE DISTRICT.
- STRENGTHENING OF CHRONIC DISEASE MANAGEMENT PROGRAM DELIVERY WITHIN THE HOSPITAL, COMMUNITY AND DISTRICT.



**"IMPROVING POPULATION HEALTH MEANS A HEALTHIER COMMUNITY FOR OUR FRIENDS, OUR CHILDREN AND OUR LOVED ONES.**

**OVER THE NEXT FIVE YEARS, OUR TEAM AT TADH WILL WORK CLOSELY WITH OUR PARTNERS TO ENACT MEANINGFUL CHANGE WITHIN OUR HEALTH SYSTEM."**

**DR. SONAL ZILKA  
EMERGENCY PHYSICIAN & PRESIDENT OF MEDICAL  
STAFF**



# WE WILL SUSTAIN THE FINANCIAL HEALTH OF OUR HOSPITAL

## WHY IS THIS IMPORTANT?

ENSURING THAT OUR HOSPITAL IS FINANCIALLY SUSTAINABLE TO MEET THE CURRENT AND FUTURE NEEDS OF OUR COMMUNITY AND DISTRICT IS VITAL. OUR HOSPITAL WILL CONTINUE TO BE LEADERS IN THE CREATION OF SUSTAINABLE HEALTH CARE SYSTEM TRANSFORMATION.

## HOW ARE WE GOING TO BUILD EQUITY?

THROUGH THE CREATION OF SUSTAINABLE HEALTH CARE SYSTEM TRANSFORMATION, WE AIM TO ENSURE THAT THE PROGRAM AND SERVICE DELIVERY REFLECTS THE NEEDS OF OUR COMMUNITY.

## STRATEGIC GOALS

- 1 - WE ARE GOING TO BE LEADERS IN DEFINING WHAT IT MEANS TO BE AN ONTARIO HEALTH TEAM IN THE COCHRANE DISTRICT**
- 2 - WE ARE GOING TO INVEST AND ADVOCATE FOR INVESTMENT OF PROVINCIAL HEALTH SPENDING IN THE NORTH**



"THE TIMMINS AND DISTRICT HOSPITAL IS INCREDIBLY LUCKY TO HAVE AN EXTENSIVE NETWORK OF SUPPORT.

WE WILL CONTINUE TO INVEST AND ADVOCATE FOR INVESTMENT IN HEALTH SPENDING FOR THE NORTH WHILE SUSTAINING THE FINANCIAL HEALTH OF OUR HOSPITAL. "

**MARC DEMERS**  
CHIEF FINANCIAL OFFICER & VP CORPORATE



## **WE WILL SUSTAIN THE FINANCIAL HEALTH OF OUR HOSPITAL**

### **WE ARE GOING TO BE LEADERS IN DEFINING WHAT IT MEANS TO BE AN ONTARIO HEALTH TEAM IN THE COCHRANE DISTRICT**

WE WILL ACCOMPLISH THIS THROUGH:

- LEADING THE WAY IN FISCAL ACCOUNTABILITY AND TRANSPARENCY WITH THE DESIGN AND ADOPTION OF AN ONTARIO HEALTH TEAM DECISION MAKING FRAMEWORK AND GOVERNANCE MODEL THAT GIVES VOICE TO OUR NORTHERN COMMUNITIES.
- LEADING THE INTRODUCTION OF AN INNOVATIVE FUNDING STRUCTURE TO SUPPORT ACUTE CARE, PRIMARY CARE, HOME AND COMMUNITY CARE AND A BROAD RANGE OF COMMUNITY PARTNERS AS THE DISTRICT TRANSITIONS INTO A NEW INTEGRATED ONTARIO HEALTH TEAM FRAMEWORK.
- LEVERAGING A UNIQUE ONTARIO HEALTH TEAM MODEL WITHIN A MEDIUM-SIZED HOSPITAL AND SMALLER FEEDER HOSPITALS, LINKING COMMUNITY PARTNERS TOGETHER, SHIFTING FUNDS TO MEET THE PRIORITY NEEDS OF THE POPULATION.

### **WE ARE GOING TO INVEST AND ADVOCATE FOR THE INVESTMENT OF PROVINCIAL HEALTH SPENDING IN THE NORTH**

WE WILL ACCOMPLISH THIS THROUGH:

- LEADING AND ADVOCATING FOR PROVINCIAL CONVERSATIONS AROUND EFFECTIVE, AFFORDABLE RURAL AND NORTHERN HEALTH CARE, OPTIMIZED PHYSICIAN FUNDING MODELS AND STAFFING AND HEALTH CARE DELIVERY COSTS.
- LEVERAGING OUR CLOSE HEALTH CARE PARTNERSHIPS ACROSS THE DISTRICT TO ENHANCE THE PROGRAM AND SERVICE DELIVERY.
- CONTINUING TO DEVELOP AND LEVERAGE UNIQUE AND INNOVATIVE PARTNERSHIPS TO INCREASE POTENTIAL FUNDING OPPORTUNITIES ACROSS THE ENTIRE HEALTH CARE CONTINUUM.



**“A SUSTAINABLE HEALTH SYSTEM IS VITAL TO ENSURING OVERALL HEALTH AND WELLBEING OF OUR NORTHERN COMMUNITIES. I AM EXCITED FOR THE WORK THAT OUR TEAM IS UNDERTAKING OVER THE NEXT FIVE YEARS AS WE WORK TO BUILD A HEALTHIER NORTHERN ONTARIO.”**

**JOSÉE JEAN  
DIRECTOR OF CLINICAL SERVICES**



# WE WILL FOCUS ON EQUITY AND SOCIAL ACCOUNTABILITY

## WHY IS THIS IMPORTANT?

CREATING A HEALTH SYSTEM THAT IS EQUITABLE FOR ALL THOSE ACCESSING IT IS INCREDIBLY IMPORTANT. IN ADDITION TO EMBEDDING EQUITY WITHIN ALL ASPECTS OF OUR PLAN, WE HAVE OUTLINED SPECIFIC, MEASURABLE GOALS RELATING TO DIVERSITY, EQUITY AND SOCIAL ACCOUNTABILITY.

## HOW ARE WE GOING TO BUILD EQUITY?

WE ARE GOING TO SEEK AND VALUE THE DIVERSE EXPERTISE, EXPERIENCES AND STORIES OF OUR STAFF, PHYSICIANS, VOLUNTEERS AND PARTNERS TO CREATE AN ORGANIZATIONAL CULTURE THAT SUPPORTS WELLNESS AND EQUITY.

## STRATEGIC GOALS

- 1 - WE WILL ADVANCE SOCIAL ACCOUNTABILITY, BE LEADERS FOR CHANGE AND AMPLIFY THE VOICES OF THE MARGINALIZED IN OUR COMMUNITY**
- 2 - WE WILL EMBED EQUITY, DIVERSITY AND INCLUSION INTO ALL OF THE WORK WE DO AND PROVIDE OPPORTUNITIES FOR GROWTH AND LEARNING FOR OUR TEAMS AND PARTNERS**



"EVERY PERSON HAS THE RIGHT TO ACCESS SAFE, EQUITABLE HEALTH CARE WHEN AND WHERE THEY NEED IT. OUR NEW STRATEGIC PLAN UTILISES THE EVIDENCE-BASED PRINCIPLES OF HARM REDUCTION AND TRAUMA-INFORMED CARE TO ENSURE THAT ANYONE ACCESSING OUR SERVICES ARE SUPPORTED."

**PATRICK NOWAK**  
MANAGER, ADDICTIONS AND OUTPATIENT MENTAL  
HEALTH





# WE WILL FOCUS ON EQUITY AND SOCIAL ACCOUNTABILITY

## **WE WILL ADVANCE SOCIAL ACCOUNTABILITY, BE LEADERS FOR CHANGE AND AMPLIFY THE VOICES OF THE MARGINALIZED IN OUR COMMUNITY**

### **WE WILL ACCOMPLISH THIS THROUGH:**

- LEVERAGING THE EXPERTISE OF OUR INDIGENOUS ADVISORY COMMITTEE TO CREATE ADDITIONAL OPPORTUNITIES FOR THE PROVISION OF CULTURALLY SAFE AND TRAUMA-INFORMED PROGRAM AND SERVICE DELIVERY AND DEFINE WHAT ACTIVELY SEEKING TRUTH AND RECONCILIATION LOOKS LIKE FOR OUR HOSPITAL.
- DEVELOPING THE DIVERSITY, EQUITY AND SOCIAL ACCOUNTABILITY COMMITTEE, COMPRISED OF PARTNERS FROM THE COMMUNITY AND DISTRICT, STAFF AND PHYSICIANS, TO GUIDE THE CREATION OF A ROADMAP FOR ACTIONS AND IDENTIFY MEASURES OF SUCCESS.
- INTRODUCING A DIVERSITY, EQUITY AND SOCIAL ACCOUNTABILITY CLINICAL PORTFOLIO TO PLAN, IMPLEMENT AND EVALUATE SPECIFIC CLINICAL PROGRAMMING TO ENSURE THE PRINCIPLES OF DEI ARE EMBEDDED IN ALL PATIENT-FACING PROGRAMMING.
- INCORPORATE THE DIVERSE VOICES OF OUR COMMUNITY AND DISTRICT INTO ALL ASPECTS OF PROGRAM AND SERVICE DELIVERY.
- LEADING THE DEVELOPMENT OF AN EQUITABLE, EVIDENCE-BASED CUSTOMIZED MODEL OF CARE – THE ÉQUIP SANTÉ COCHRANE DISTRICT ONTARIO HEALTH TEAM.

## **WE WILL EMBED EQUITY, DIVERSITY AND INCLUSION INTO ALL OF THE WORK WE DO AND PROVIDE OPPORTUNITIES FOR GROWTH AND LEARNING FOR OUR TEAMS AND PARTNERS**

### **WE WILL ACCOMPLISH THIS THROUGH:**

- DEVELOPING TARGETED EDUCATIONAL AWARENESS CAMPAIGNS AND TRAINING AND DEVELOPMENT OPPORTUNITIES TO ENHANCE LEARNING ON ANTI-RACISM, DIVERSITY, EQUITY AND SOCIAL ACCOUNTABILITY.
- REVIEWING AND SEEKING OPPORTUNITIES TO MEET NATIONAL ACCREDITATION STANDARDS FOR DIVERSITY AND EQUITY INITIATIVES.
- PARTICIPATING AND PROVIDING GUIDANCE ON LOCAL, DISTRICT AND PROVINCIAL WORKING GROUPS, TASK FORCES AND COMMITTEES PERTAINING TO DIVERSITY AND EQUITY AND SOCIAL ACCOUNTABILITY.



2022-2027

# Strategic Plan