



Strategic Plan

2019 to 2022

*Getting Better Together:
Focus on Integrated Care*



EMBRACING THE HEALTH AND HEARTS OF THE COMMUNITY

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Overview

Every three years, Haldimand War Memorial Hospital (HWMH) and Edgewater Gardens Long-term Care home (EG) embark on a new strategic planning cycle. As part of this process we examine our performance, study the health care environment, determine where we should build on past successes, and ask our stakeholders - including our community - for their advice. This Strategic Plan is for the three-year period from 2019 to 2022.

Strategic Plans typically include:

- Vision – our long-term goal
- Mission – our purpose and why we exist
- Values – the personal ethics that guide our actions
- An assessment of our strengths, weaknesses, opportunities and threats (SWOT)
- Strategy – our game plan
- Strategic Initiatives – our priorities and how are we going to accomplish what needs to be done

Our vision and mission were reviewed by the Board of Directors in March 2019 in the context of significant feedback suggesting staff, patients, residents and the general public liked them just the way they are. As a result, they remain unchanged. We have added the new value of “service” to reflect our desire to go above and beyond for our patients, residents and families. Lastly, we have updated our “Philosophy of Care” based on a provincial “Patient Declaration of Values” published by the Ministry of Health and Long-term Care earlier in 2019.

Our Strategic Plan is based on a number of assumptions, including the following:

- We will play a major role in a new Ontario Health Team (OHT) for Haldimand County to be created during this three-year strategic plan;
- Fiscal resources will continue to be strained, but we will find ways of breaking even;
- We will be able to attract and retain the talent necessary to execute this Strategic Plan; and
- There will be ongoing government and community support necessary to achieve our strategic directions.

Given our strengths, we believe that these assumptions are reasonable. Our strengths and opportunities will be kept in focus throughout the next three-year period while we implement strategies to mitigate weaknesses and threats.

We will continue to build collaborative relationships consistent with the goals of Ontario Health Teams. Through improvements in integrated care, we will help to fundamentally change how patients, residents, families and caregivers experience the health care system. These improvements will be designed to increase access and quality, and maximize patient and resident satisfaction.

Vision, Mission, and Values

Vision

Best care, every person, every time.

Mission

Our excellence in health care is guided by our patients and residents, their families, research and our highly skilled team of professionals. We provide that care in a safe and supportive environment, within a vibrant, rural community.

Our Values

- **Compassion** - We are known for exceptional caring and compassion.
- **Respect** - We respect the dignity of every person under our care and with whom we work.
- **Honesty** - We act with honesty, integrity and transparency.
- **Teamwork** - We value the knowledge, opinions and diversity of our team.
- **Service** – We will take the time to listen, respond and show courtesy to everyone in everything we do.

Philosophy of Care

- We will introduce ourselves and identify our role in your care.
- We will communicate openly, and consult with you in all aspects of your care.
- We will treat you, your family and friends with dignity, respect and compassion.
- We will collaborate with you to create an individualized care plan that acknowledges your unique physical, mental and emotional needs.
- We will promptly address any issues and concerns that are brought to our attention.
- We will respect your wishes about treatment choices, including refusing treatment.
- We will keep your personal health information private, respected and protected.
- We will respect your individual identity, beliefs, history, culture and ability as part of your care.
- We will treat you in a manner that is free from stigma and assumptions.

Strengths, Weaknesses, Opportunities, and Threats

An analysis of an organization's strengths, weaknesses, opportunities and threats (SWOT) is a standard and critical component of any strategic plan. It helps an organization to focus on where it can best advance its mission and vision. The following is what we came up with in today's environment.

STRENGTHS

- Dedicated staff, volunteers, and physicians
- Excellent core services (e.g., Lab, DI, ED, IPU)
- Strong community ties
- Excellent reputation
- One of the lowest ED wait times in Ontario
- Significant, recent investment in high-tech equipment and infrastructure
- Strong governance
- Strong community communication through HeartBeats, Board committees, open houses, patient surveys
- Free parking
- Managerial efficiencies through shared positions
- Good relationships with partners
- Flexible and adaptable
- Long list of visiting specialists so patients don't need to travel

OPPORTUNITIES

- Support system transformation
- Ensure our strengths are well leveraged to put ourselves in a strong position within a transformed health care system.
- Leverage new Emergency Department to attract physicians and nurses
- Expand Edgewater Gardens to better serve the community and greatly diminish pressure on HWMH.
- Take full advantage of a new Education Centre. Look to health care partners to provide their education sessions or grand rounds in our new education centre.
- Create an outpatient village in the old Emergency Department space
- Coordinated Care Management (formerly known as Health Links)
- Explore opportunities for use of vacant land

WEAKNESSES

- Lack of essential hospital roles such as Social Work, Discharge Planning, Respiratory Therapy, mental health workers, etc.
- Limited capital resources
- Space limitations
- Lack of organizational capacity
- Information technology, e.g., no electronic medical record
- Too paper based
- Old technology, e.g., PACS, RIS, HIS
- Resistance to change

THREATS

- Our main hospital building is old (1961)
- Shortage of long-term care, assisted living and respite care in the community
- Shortage of RN and other staffing
- Shortage of Emergency physicians
- Shortage of family physicians in Haldimand
- Lack of funding (hospital base and EG CMI)
- Absenteeism
- Uncertainty within the health system
- Cyber attacks

Strategic Directions and Action Plan

Our Strategic Plan for 2019-2022 includes five strategic directions, or main themes, that will guide our actions over the next three years. Each direction is approached through the lens of Ontario Health Teams. They are:

- I Enhancing the patient/resident experience
- II Supporting and developing those who serve
- III Engaging the community
- IV Ensuring a sustainable future
- V Partnering to create an Ontario Health Team

Each of our five strategic directions has a set of specific strategic goals. These goals are outlined below.

I Maximize the Patient/Resident Experience and improve access

Strategic Goals:

- A. Create new services and enhance existing ones;
 - i. Create an Outpatient Village;
 - ii. Explore the creation of a walk-in clinic;
 - iii. Open a Lions Club Eye Clinic;
 - iv. Establish a series of reliable services, e.g., cardiology, orthopaedics
 - v. Double the size of Edgewater Gardens;
 - vi. Continue to focus on Coordinated Care Management;
 - vii. Plan for a new model for our inpatient unit;
 - viii. Introduce an electronic health record;
 - ix. Introduce new allied health services such as Social Work, mental health and addictions, etc.
- B. Embed a culture of quality and safety;
 - i. Introduce new policies and practices that support cultural safety;
 - ii. Ensure we achieve smooth transitions of care for patients
- C. Develop new strategies for seniors that:
 - i. Keep people from requiring hospital care;
 - ii. Help them stay healthy and keep from becoming frail;
 - iii. Help them remain in their homes as long as possible

Create new services and enhance existing ones:

The opening of our new, state-of-the-art Emergency Department in February of 2019 created a number of additional opportunities for space allocation. The most important of these is the creation of an **Outpatient Village**. We will renovate our former Emergency Department to create a space for outpatient care that is easy to access, particularly for the older person living at home. This space will feature specialty care in geriatrics, psychiatry, cardiology, rheumatology and much more both in person and via telemedicine. PharmaSave, our on-site retail pharmacy, will be re-locating adjacent to the Outpatient Village, making it easier for patients to access after they visit one of our specialists.

Many in our community have suggested over a number of years that the hospital explore the creation of a **walk-in clinic**, particularly for after-hours care. Access to primary care in our community has improved over the last few years but at times, patients still come to our emergency department for issues best addressed with a family physician. As our health care role in the community expands and pressures on the Emergency Department increase, we find ourselves serving various groups of patients who may prefer to come to a walk-in clinic for service. Working with our primary care partners, we will explore the option of an on-site, walk-in clinic to meet the needs of the community.

Through the generosity of local Lions Clubs and Lions Clubs International Foundation we have received a financial equipment grant and donations of other pieces of equipment necessary to establish a **Lions Club Eye Clinic** within the hospital. Developing tailored space for an Eye Clinic will expand upon our existing cataract service and allow people to receive care closer to home. We estimate that approximately 1,000 people per year will benefit from visiting this new clinic.

Dr. Jesh Sharda has been instrumental in planning the Lions Club Eye Clinic. To date, he has performed over 3,000 cataract surgeries at our hospital.



Our outpatient clinics help to ensure the local community receives specialty care close to home. These outpatient services will be reviewed and new opportunities explored to ensure that our community is served by a series of **reliable services**. The creation of an outpatient village in the former ED will result in patients having easier, more direct access to services and the hospital able to free up additional space for other services in the future. In the summer of 2019 we will begin partnering with St. Leonard's Community Services to provide a Rapid Access Addiction Medicine Clinic, a best-practice approach to serving people with substance use disorders.

In March 2018, we submitted a proposal to the Ministry of Health and Long Term Care to **double the size of Edgewater Gardens**. This will help alleviate the long waitlist for long-term care beds in Haldimand County, as well as relieving inpatient pressures within our hospitals. Land for this expansion has been purchased and we are ready to proceed with tendering the project once approval is granted.

We have been leaders in promoting and implementing **Coordinated Care Management (CCM)** (previously known as "HealthLinks") in our region and we will continue to make that a priority. This is an approach that optimizes sustainable and person-centred care for patients living with complex conditions. CCM occurs when all health care providers work together to ensure that a coordinated care plan is created for each patient, and

that the patient's goals are paramount. It's a highly effective tool in avoiding unnecessary trips to the hospital.

Traditional inpatient nursing care has served our patients well for many years. With the prospect of additional long-term care beds, along with trends to more outpatient and ambulatory services, the opportunity exists for a **new model for our inpatient unit**. The inpatient unit requires some physical upgrades in areas such as the nursing station, as well as some IT upgrades, to allow for a more modern and coordinated approach to our inpatient care. Opportunities to provide care in a different way will be reviewed and implemented.

Consistent with the Province's priority of taking a "digital first" approach, we will explore adopting a fully digital **electronic health record**. At maturity, Ontario Health Teams will provide a coordinated continuum of care, offer system navigation services and ensure patients experience seamless transitions. An electronic health record will be vital to achieve this.

We will align our strategy with provincial digital health policies and standards, and strive to provide digital choices for patients to access their care and health information. MyChart.ca will play a pivotal role in allowing patients to access their own health information and in sharing this information with OHT partners.

We will work closely with our digital health partner to implement a cost-effective system that makes the most sense. This will include acquiring an advanced Picture Archiving and Communication System (also known as PACS) and making our recently digitized patient charts available in *ClinicalConnect*, North America's largest patient-specific electronic health database.

Health care teams function best with a diverse group of professionals. In order to provide holistic, interdisciplinary care able to respond to our population's ever-changing needs, adding **new allied health professions** will be a top priority over the next three years. The first staffing addition will be a Social Worker to help us address a variety of societal issues affecting our patients - including those with substance use disorders, mental health challenges, etc.

While our hospital has not provided a labour and delivery service for many years due to the low number of births, interestingly, in one month during the spring of 2019, we had the honour of delivering two babies in our Emergency Department. With the Midwives of East Erie having offices across the street from our hospital we will partner with them to explore ways they can improve access to care for the families they serve.

Embed a culture of quality and safety:

The Truth and Reconciliation Commission of Canada identified serious barriers for indigenous people to receive appropriate health care. Health disparities for indigenous peoples keep growing, with higher suicide rates, higher rates of incarceration, poorer health and higher numbers of children in care. We will work with indigenous groups and provide training to employees to help us transition to **cultural safety**, where all

people will feel respected and safe when interacting with the health care system. We will know we have achieved cultural safety when indigenous people tell us this.

Smooth **transitions of care** support improved health outcomes for our patients. Patient Oriented Discharge Summaries (PODS) and Coordinated Care Management (CCM) are tools designed to promote smooth care transitions. Both have been introduced at HWMH and include essential elements such as the warm hand-off, written information for the patient/caregiver, a current medication list, teach-back techniques that helps to improve patients' health literacy, and identification of a patient's care team and goals. We will continue to support this approach to transitions across Haldimand County.



A large crowd assembled for the ground-breaking ceremony for our new Emergency Department (ED). In February 2019, we invited the public back again for the ribbon-cutting on our state-of-the-art ED (photo on cover).

Develop new strategies for seniors:

Various strategies will be used to prevent seniors from needing hospital care. Working within the Haldimand Ontario Health Team, providing clinical education on the care of seniors, linking with primary care to ensure adequate in home supports are available, and working with our community to provide health related education on the care of seniors will be a priority. For example, Coordinated Care Management and the Patient Oriented Discharge Summary (PODS) are known to reduce emergency visits, hospital admissions and lengths of stay. We will continue to promote such practices and models of care.

To help **keep seniors from becoming frail**, the hospital and Haldimand Ontario Health Team will strengthen existing links and create new ones to help older adults remain as healthy as possible. For example, we will more formally link with existing groups such as the Chronic Non Cancer Pain Management Program (CNCMP), which has a “walk and talk” group for those who live with pain. This type of self-management program facilitates conversation and an improved sense of well-being, and can be used as a model to generate new programs for older people at risk for becoming frail.



Edgewater residents enjoy a therapeutic activity.

Having the right care team around a patient is essential to helping people **stay in their homes as long as possible**. Using the Coordinated Care Management model of care and other strategies such as community and staff education, and examining in home support options, we will take the necessary steps to help seniors stay in their homes as long as possible.

II Supporting, developing and recruiting those who serve

The phrase “those who serve” includes many people. Anyone who works to support the health and hearts of people in our community is covered by this phrase. Specifically, we mean employees, medical staff, visiting professionals, board members, our strategic partners, volunteers, students, and the friends and family of our patients and residents.

Strategic Goals:

- A. Recruit, retain and develop people to support excellence in service delivery
 - i. Ensure we are able to recruit the right professions to help deliver the goals described in this plan
 - ii. Promote maximum scope of practice for each profession
 - iii. Continue to emphasize the importance of customer service and provide relevant training
 - iv. Provide more computers so employees may become more comfortable with digital health care
 - v. Develop new strategies to show gratitude, and give recognition and rewards to staff
 - vi. Develop future leaders

- vii. Explore the addition of an on-site clinical educator, with a focus on education related to the care of seniors
- viii. Provide more emphasis on recruitment, such as career days and outreach to secondary schools
- ix. Foster the safest working environment possible
- B. Promote our campus as a teaching centre for rural health
 - i. Develop a program for residents in Emergency Medicine
 - ii. Maximize utilization of the new Education Centre

Recruit, retain, and develop people to support excellence in service delivery:

We will need to **recruit the right professions** to deliver on this strategic plan. We will continue to work with our health care partners to recruit physicians. We will also look at roles we have not had in the past, such as social work, discharge planning and community care.

Our employees are extremely well trained and highly skilled. Health care funding is limited and this creates the need to maximize the use of our valuable people resources. In addition, because of our various processes and scheduling patterns, our staff are not always able to use the skills they've been trained to do, particularly for registered nurses, registered practical nurses, and nurse practitioners. Maximizing the use of a profession's **scope of practice** will improve staff retention and quality of care. Therefore, we will review the scope of practice for each profession, as well as reviewing our processes, to ensure everyone is given the chance to use all the skills for which they've been trained.

Early in 2019 we provided "**customer service**" training to all employees and many of our physicians. In addition to delivering optimal health care, providing excellent customer service is now a requirement of every person working on our health campus. We will continue to promote the best possible customer service and provide our staff with the necessary training and tools to excel. We will also introduce a new staff award for customer service.

Our work environment is becoming increasingly digital with clinical work stations on wheels, campus-wide email communication, online educational programs, and the development of an intranet that will soon make policies and pay stubs available electronically. Since it's essential that all staff have access to **computers**, we will invest in more desktop computers to ensure that each department has a workstation dedicated to use by front-line staff and physicians. We will also promote the use of computers for email, policy review and communication purposes.

For many years now, we have used a variety of ways to **show gratitude and recognize** the people who serve our patients and residents in a variety of ways. We will continue to organize special events to say thank you, in particular our Annual Awards Dinner, which has been occurring for over 25 years. We will seek staff input and introduce additional ways of providing recognition in more formal ways.

We are fortunate to have many skilled people serving our campus. To assist with succession planning and staff retention, we will introduce a formal mentorship program through both training and opportunity help **develop future leaders**.

To keep on top of best practice guidelines and support staff in their day to day work, the addition of an **on-site clinical educator** will be explored. An example of the education to be provided is specialized training to serve the unique needs of the older adult.

Attracting people into health care careers requires long-term planning. We will place greater **emphasis on recruitment** through strategic attendance at career days and job fairs, and will seek to develop partnerships with schools in our community.

Every day our staff and management strive to create the **safest work environment possible**. We will continue to do so through:

- Continuing to promote safety education and training;
- Setting safety targets to monitor, assess and evaluate performance;
- Educating staff on violence in the work place and providing training in the “gentle persuasive approach” to care and “non-violent crisis intervention”;
- Educating staff on musculoskeletal disorders and respiratory hazards - future focus areas of the Ministry of Labour - along with educating new staff on slips, trips and falls;
- Continuing to replace and add new cameras to increase security of the hospital and home;
- Using the Joint Occupational Health and Safety Committees to identify workplace hazards, track incident occurrences and create solutions to real and potential issues.

Promote our campus as a teaching centre for rural health:

We will explore providing our new Emergency Department (ED) as a teaching unit for family practice residents and for training candidates seeking Certification in the College of Family Physicians, with a focus on **Rural Emergency Medicine**. This would require a direct affiliation with a medical school that would incorporate our ED into its staffing rotation.

Opportunities for education in our new **Education Centre** are endless. Working with local educational partners, a coordinated plan will be developed for ongoing educational activities. The hospital will also provide ongoing staff educational opportunities. Many of these organizational activities can be promoted throughout Ontario Health and Ontario Health Teams.

Partnering with other local non-profit agencies, education programs will also be offered to our local community. Encouraging our community to take charge of their own health, these programs will focus on health promotion and be provided free of charge to patients, families and caregivers.

III Engaging the Community

Strategic Goals:

- A. Maximize effective communication with all community organizations and stakeholders;
 - i. Organize multiple celebrations for the hospital's 100th birthday in 2020
 - ii. Continue with our quarterly newsletter, HeartBeats
 - iii. Expand patient and community participation and feedback opportunities
 - iv. Work with the community to identify gaps in care
- B. Ensure the best possible relationships with all of our health care partners;
 - i. Seek to collaborate with all health providers in Haldimand County
 - ii. Seek to cross-appoint directors with partner boards
 - iii. Develop new strategies for transparency to develop trusting relationships
 - iv. Continue to maintain strong partnerships with Dunnville Hospital & Healthcare Foundation and Dunnville Health Centre Volunteer Association
- C. Take strategic steps to educate the public about taking charge of their own personal health.
 - i. Partner with other organizations to provide education sessions in personal health care
 - ii. Optimize input from - and activity with - the Patient and Family Advisory Team

Maximize Effective Communication

The formal Opening Ceremonies of Haldimand War Memorial Hospital took place on February 3, 1920. To celebrate our **100th birthday** and the outstanding patient care that has taken place for a century, we will host a series of events throughout 2020 to which all staff, volunteers and the public will be invited.

To date, we have published over 20 successful editions of **HeartBeats**, our quarterly newsletter for staff, volunteers and the general public. This has, and continues to be, our key communication tool that provides important updates and information on how to maximize personal health, shares news about our hospital and long-term care facility, and tells readers how they can participate in making decisions about how health care is delivered. Given the significant changes being made to our health care system, the involvement of our community is more important than ever. We will be providing additional opportunities over the next few years for **patient and community participation** through surveys and focus groups to engage the public in planning for the future of our health care system.

Working with community partners to identify **gaps in care** supports both healthier outcomes for patients and the coordinated care management model of care. Through the development of a Haldimand Ontario Health Team, we will work with our partners to focus on all gaps and work as a system to eliminate them. We have created a Haldimand team that includes organizations that provide hospital and long-term care, primary care, dementia care, housing, and services in mental health and addictions.

We will ensure we focus on creating a system of integrated care that builds on the strengths of each partner organization.

Ensure the Best Possible Relations

We will fully collaborate with all **health care providers** in Haldimand County and will build on existing partnerships and establish new ones. We will continue to work with our partners to promote care for the older person, coordinated care management, mental health and addictions services, cultural safety, and other initiatives across our region.

With stronger partner relationships being developed for a Haldimand Ontario Health Team, we will work with our partners to create **cross-appointments** with their governing boards. This will strengthen governance and - through synergy - will develop more system-based strategies.

We publish documents on our website that we feel the general public would be interested in seeing, such as our audited financial statements, Board Governance Manual, Quality Improvement Plan, executive expense reports, etc. We will continue to develop **new strategies for transparency**, including the publication of board minutes on our website.

We are fortunate to work with two outstanding organizations: the **Dunnville Hospital & Healthcare Foundation** and the **Dunnville Health Centre Volunteer Association**. The foundation raises funds for large capital projects and the volunteer association promotes patient and resident comfort through an endless list of volunteer roles. We greatly appreciate the work of these organizations.



Volunteers at the annual Volunteer Appreciation Luncheon.

Maximizing Personal Health

Further to the strategic goal of helping people take charge to maximize their own personal health, we will partner with other organizations in hosting **public education sessions**. Topics will support other strategic priorities, such as minimizing the need for seniors to require hospital services and helping them stay strong and healthy.

Our **Patient and Family Advisory Team** (PFAT) meets monthly and provides an essential voice in realizing our vision of “best care, every person, every time.” The team’s activities include determining how best to gather patient feedback; identifying ways of providing clear, easy to understand discharge information; reviewing some new initiatives and reviewing new policies. There is room for the PFAT to have more influence on policy updates, hiring and other quality initiatives, and we will continue to enhance their role for the benefit of patients.

IV Ensuring a Sustainable Future

Strategic Goals:

- A. Maintain balanced budgets and ensure we live within our means into the future;
 - i. Explore all funding opportunities, including unconventional sources
 - ii. Budget for operational sustainability for more than just the next fiscal year
 - iii. Ensure our budgets clearly demonstrate our value proposition
- B. Develop resource allocation strategies that maximize our opportunity for success as part of an Ontario Health Team.
- C. Establish an Environment Committee to fight climate change and reduce our carbon footprint, reduce or eliminate waste, reduce and/or eliminate our use of single-use plastic and carry out other such initiatives that will be good for the earth and sustain our planet for future generations.

Balanced Budgets:

Our primary funding source is global funding from the Ministry of Health and Long-term Care. Funding increases of less than 2% will not support inflationary pressures on our operational requirements and growing capital requirements. Therefore, we must **explore all funding alternatives**. We will network within the industry and be proactive to gain and implement new ideas.

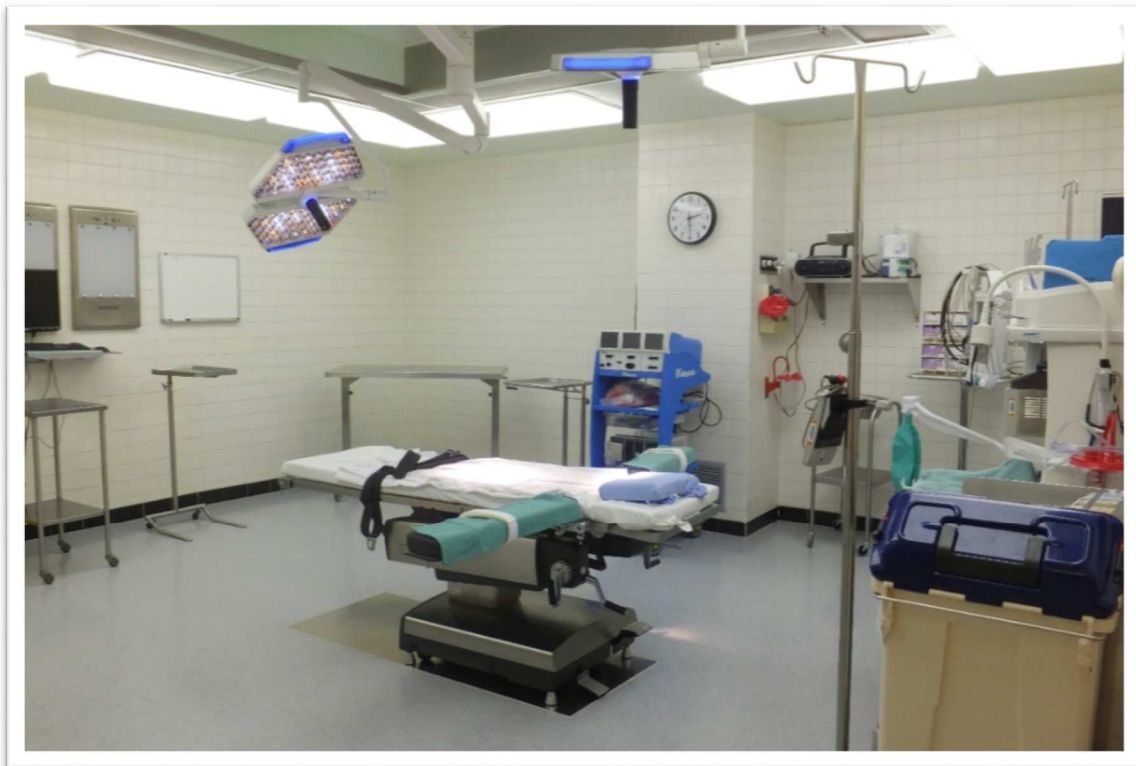
We must ensure there is sufficient cash and resources to address a growing list of multi-year capital projects, such as an outpatient village and an upgraded health information system. We will develop a three-year financial plan that generates surpluses for our planned capital expenditures while maintaining **operational sustainability**.

The implementation of a Haldimand Ontario Health Team will enable us to broaden the view of our operating budget with a new lens to clearly set out our **value proposition**. Our budgets will highlight how our services must align with our vision. We will

implement a business case template for large and small decisions alike that will encourage management to think in terms of the future, improved health outcomes, and potential partnerships and alternative strategies.

Resource Allocation:

We will review our current list of services and related **resource allocation** in the context of planning for an Ontario Health Team. The aligned budget and business case template discussed earlier are some of the tools to assist us in this initiative.



A view inside the Dr. Kenneth Mustard Family Operating Room.

Fighting Climate Change:

The World Health Organization notes that “**climate change** is the number one health issue of the century.” We have an opportunity and a responsibility to make a difference. We have already taken a lead in reducing our impact on the planet, such as being the first hospital in Ontario to introduce LED lighting throughout our building, converting water-cooled chillers to air-cooled, manufacturing our own oxygen and ensuring all new HVAC equipment is high-efficiency. We will create a Sustainability Committee to help us do more to protect the planet.

Our Sustainability Committee, with a diverse membership representing all areas of our health campus, will strive to align all aspects of health care operations with the values of ecological sustainability and social responsibility.

V Partnering to Create a Haldimand Ontario Health Team

Strategic Goals:

- A. Advancing the Ontario government's plans for health system transformation by helping to create a Haldimand County Ontario Health Team;
 - i. Engage employees, physicians, volunteers, and the general public in the development of OHT goals
 - ii. Educate the public in OHTs
- B. Engage in partnerships that will improve care, advance our systems, and create efficiencies;
 - i. Develop Memorandums of Understanding with all health care partners
 - ii. Be bold with integration and alliances
- C. Introduce cost-saving technologies that enhance our processes and improve the health care system for patients and residents.

Health System Transformation:

We are part of a critical journey toward the creation of a Haldimand Ontario Health Team. As two partners in a large partnership of multiple organizations, Haldimand War Memorial Hospital and Edgewater Gardens will play a key role in mapping out how health care will be delivered in Haldimand County in the future. To do that we need to **engage** employees, physicians, volunteers, and the general public for their advice and support. We will also join with our partners to actively **educate the public** about the nature and benefits of a health system governed by Ontario Health Teams.

Partnerships:

In the development of plans to create a Haldimand Ontario Health Team, we have become official partners with other local health care organizations. Building on our excellent reputation as a community leader, we will work to strengthen and grow these partnerships through **memorandums of understanding**, honesty and transparency, teamwork and mutual respect. We will also be bold in developing **integration and alliances**, using creativity and innovation to ensure we are acting in the best interests of patients, residents and their families.

Technologies:

We will continue to research and implement **technologies** to reduce costs and enhance health outcomes for our community. Of chief significance is the decision to proceed with a new or upgraded health information solution. We will work with our digital health provider and Ontario Health Team partners to ensure the solution includes the broader requirements of a transformed health system. One health information system for our population will enable cost savings and improved health with more complete information available to both providers and patients.

Conclusion

Haldimand War Memorial Hospital and Edgewater Gardens are proud of our accomplishments and committed to living up to our vision of “Best care, every person, every time.” Our partnership in a Haldimand Ontario Health Team will not only help with achieving this vision, but allow for a level of care we could not accomplish acting on our own.

Our five strategic directions will be carefully monitored and reported on throughout each year. While this strategy is specific to our two organizations, we will work with our Ontario Health Team partners to not only integrate care, but integrate our overall strategy. Management will work with staff at all levels of the organization and with all our stakeholders to assist them in learning about this Strategic Plan and how their individual roles support its successful outcome.

We are confident we have the necessary governance, management team, employees and physicians, volunteers, physical plant and determination to make this Strategic Plan a success.



We're very proud of our beautiful gardens,
as well as the dedicated Volunteers who maintain them.

(Note that any patients & residents appearing in this document have provided the appropriate consents).

Land Acknowledgement

We wish to acknowledge that the land on which we provide our health services is also part of what is known as the *Haldimand Tract*, which is part of the traditional territories of the Anishinabek, Haudenosaunee, and Neutral peoples. We honour and respect these nations and commit ourselves to walking together gently upon this land.

Contact

Please contact the office of the President and CEO, at jmiller@hwmh.ca or (905) 774-7431, extension 1269 should you wish to ask questions about this Strategic Plan or provide feedback. Your voice matters!



The above mural was painted by Mr. Anthony Forsey (1926 – 2004) in 1961 and given to Haldimand War Memorial Hospital. At only 13, Mr. Forsey began to attend an art school in Gloucestershire, England and later graduated from the Birmingham School of Art and the Royal College of Art in London. In 1951 he immigrated to Canada to teach at the then Ryerson Institute of Technology in Toronto. In 1957, he and his wife Pat, along with sons David and Steven, chose to settle in Dunnville. Mr. Forsey shared his love of art with students at Dunnville Secondary School until his retirement in 1984. His mural masterfully places the patient and family at the very centre of what we do.



EMBRACING THE HEALTH AND HEARTS OF THE COMMUNITY