

'Exemplary
patient
experiences,
always.'

PATHWAY
2020
STRATEGIC
PLAN

TRANSFORMING THE
COMMUNITY HOSPITAL
EXPERIENCE





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A MESSAGE FROM LEADERSHIP

WELCOME TO HALTON HEALTHCARE'S STRATEGIC PLAN, PATHWAY 2020.

Whether you visit Milton District Hospital, Georgetown Hospital or Oakville Trafalgar Memorial Hospital, you will see signs of our vision to transform the community hospital experience through the delivery of 'Exemplary patient experiences, always'.

Pathway 2020 clearly articulates our vision, mission, values and strategic priorities, and will guide us on our journey of leveraging our facilities, technology and equipment.

This path for the future outlines three strategic priorities – Innovate, Collaborate, Empower – that identify where we will focus our time, talent and resources, in pursuit of our vision. These priorities have been incorporated into detailed action plans that will help us achieve our strategic objectives and stay on the path.

We will empower our staff, physicians and volunteers to ensure that they have the right tools, skills and resources to deliver excellent patient care. By fostering an environment of learning and curiosity, our team will be able to more effectively adapt to the ever-evolving needs of our patients and their families. Similarly, we will collaborate in new and meaningful ways to ensure that our patients and families experience a seamless health care system with fewer barriers to access and quality care. Finally, we will seek out and celebrate innovation throughout our organization.

Our core values of Compassion, Accountability and Respect reinforce the behaviours and attitudes that we will manifest and celebrate within our organization. With a caring heart, we will seek to understand the

perspectives and viewpoints of our patients and families, and ensure they are an active partner in their care. As a publicly-funded organization we are accountable to act with honesty and integrity toward all of our stakeholders and ensure that we are effective stewards of our resources. We will ensure that respect is the foundation of all of our interactions when it comes to our patients, families and our colleagues.

We have developed this strategic plan with a high level of thoughtful involvement from our staff, our physicians, our volunteers, our partners in government, our Foundations, and of course, our patients and families. They each play a key role in our future success, as we work together to embrace new opportunities and seek new partnerships over the next several years to achieve our strategic objectives.

We endeavor to continue to improve our organization wherever possible, and develop a high quality, integrated health care system in Halton that gives our residents the right care, at the right time, in the right place.

Our work will continue to bring forward the voice of the patient to inform and shape the way we work, as we travel along this path together.



DENISE HARDENNE
PRESIDENT & CEO



LORENZO BIONDI
CHAIR, BOARD OF DIRECTORS



DR. LORNE MARTIN
CHIEF OF STAFF

OUR STORY

AT HALTON HEALTHCARE, OUR PATIENTS ARE AT THE CENTRE OF ALL WE DO.

Our three community hospitals hold a rich history and provide round-the-clock care to patients in an emergency, having a baby, in need of mental health support, needing surgery, in need of complex and specialized chronic and rehabilitation care, and more. Together, our hospitals provide the residents of Halton improved access, more choices, and better coordination of services to meet their healthcare needs, close to home.

Halton Healthcare is a Gateway hospital through which new models of care, leading practices, specialized services and programs, and technology can be assessed, adopted, adapted and accessed for our patients and the community hospital sector.

In response to the ever-increasing need for hospital services in the Halton region, major capital and redevelopment projects continue to enhance the delivery of patient care, and new technologies are rapidly changing the way hospital care is delivered within each of our community hospitals. Significant capital investments continue to be made at each of our hospitals to keep pace with explosive population growth (and aging demographic) – from the expansion of the Emergency and Diagnostic Imaging Departments at Georgetown Hospital, to the opening of the new Oakville Trafalgar Memorial Hospital, and the major expansion of the Milton District Hospital anticipated to open for patient care

in the fall of 2017. It is now time to leverage these investments to help us implement our Pathway 2020 strategic plan.

Our vision – to transform the community hospital experience – reflects our intention to leverage the investments we have made in recent years, and inspires the overall outcome we're working toward: exemplary patient experiences, always.

As an innovative and forward-thinking healthcare organization, we take great pride in providing quality, compassionate and respectful healthcare services to our fast growing communities. Together with our Foundations and Volunteer Associations, we are driven to provide the best possible care for the people and families we serve to maximize our patients' health outcomes in the most effective and efficient ways possible.



MISSION

For the communities we serve, Halton Healthcare provides compassionate, quality, community hospital care as part of an integrated system.

VISION

Transforming the community hospital experience. 'Exemplary patient experiences, always.'

VALUES

THREE VALUES GUIDE OUR INDIVIDUAL BEHAVIOURS AND ATTITUDES:

Compassion

We will seek to understand the circumstances and viewpoints of others, and cultivate an environment that is caring and supportive for our patients, their families and each other.

Accountability

We are committed to acting with honesty and integrity and to the proper stewardship of the resources entrusted to us. To our patients, their families and each other, we are committed to enabling informed and transparent decisions and to honouring our commitments.

Respect

We know that an environment of mutual respect creates a supportive environment for the best possible care. Patient-centered healthcare is a partnership where all parties, including patients, their families and the caregiver team, are due courteous and respectful attention.



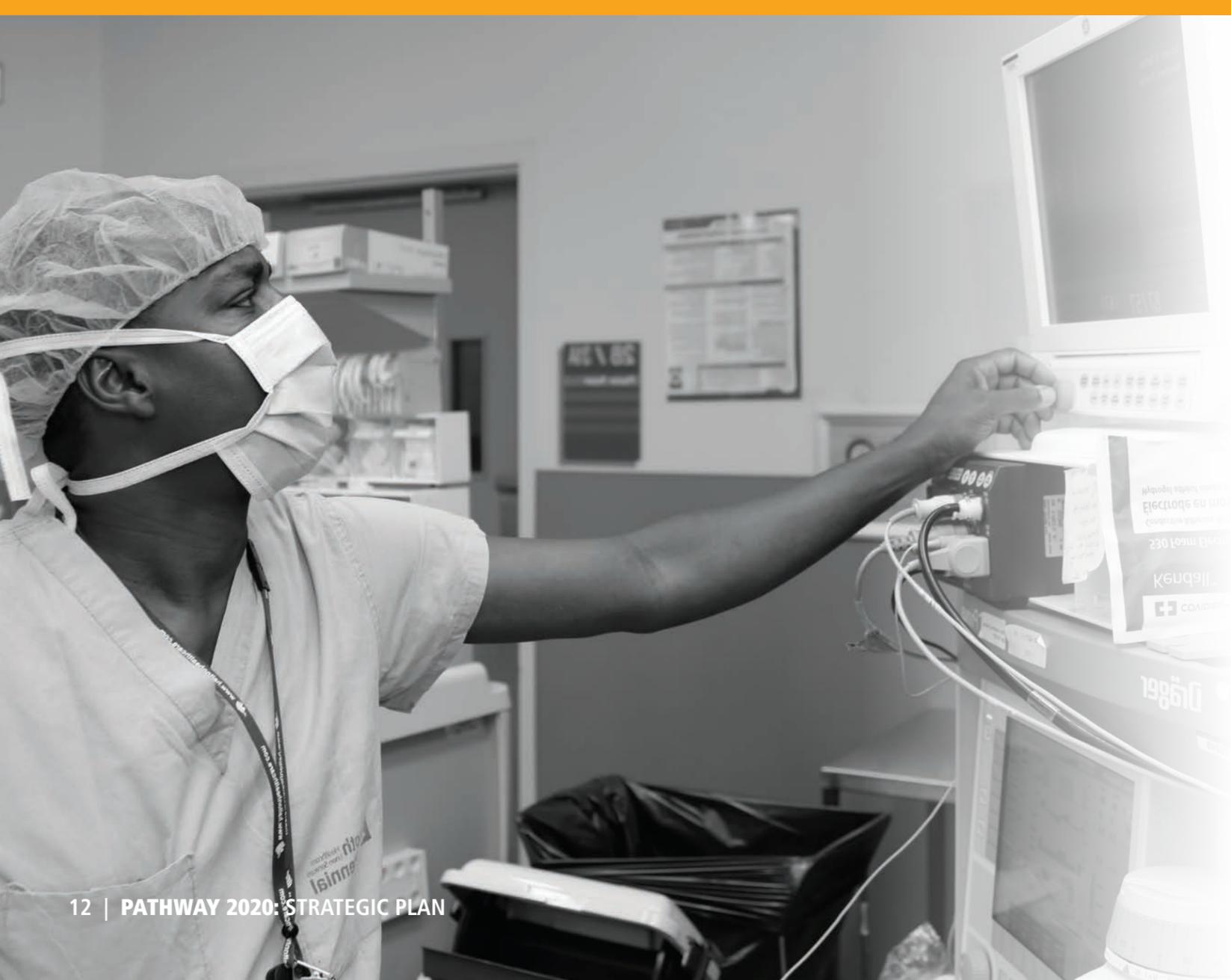
STRATEGIC PRIORITIES

WE HAVE IDENTIFIED THREE STRATEGIC PRIORITIES WHERE WE WILL FOCUS OUR TIME, TALENT AND RESOURCES, IN PURSUIT OF OUR VISION TO DELIVER EXEMPLARY PATIENT EXPERIENCES, ALWAYS.

These priorities have been incorporated into detailed action plans that will help us achieve our strategic objectives and stay the course.



INNOVATE



HALTON HEALTHCARE WILL COMMIT ITSELF TO FOSTERING AN ENVIRONMENT OF CONTINUOUS LEARNING AND INNOVATION AND EMBRACE A SPIRIT OF DISCOVERY.

We will serve as a Gateway hospital through which new models of care, leading practices, specialized services, and technology can be assessed, adopted, adapted and accessed for our patients and the community hospital sector.

When we are successful in our commitment to innovation, by 2020 Halton Healthcare will look different in the following ways:

- » Demonstrated commitment to safety, quality, the patient experience and excellence in patient care
- » Intensified focus on patient and family-centered care where our patients and their families are active and engaged
- » Demonstrated ability to efficiently and effectively identify, adopt, adapt, develop and implement emerging models of care and leading practices that have a meaningful impact on our delivery of exemplary care
- » Demonstrated ability to leverage and optimize our investments in state-of-the-art facilities, technology and equipment
- » Confirmed understanding of our role as a Gateway hospital, particularly with respect to the delivery of patient care

SMARTRACK

Knowledge is power. SmarTrack technology is used at all three hospitals to keep families informed about their loved ones throughout the surgical process. The system collects and sends all patient data to a screen in the waiting area on which families can follow the progress of a patient's surgery.

Keeping our patients' families updated about their loved one's whereabouts alleviates their anxiety and provides a more patient and family-focused experience.

CANCER CARE CLINIC

OTMH, in partnership with Cancer Care Ontario and the Regional Cancer Program at Trillium Health Partners, recently opened a Cancer Clinic that provides pre and post radiation therapy consultation, and all the services necessary to provide systemic therapy (chemotherapy) for patients with Hematological, Breast and Colon Cancers. Opening our own Cancer Care Clinic was a natural step toward our goal to bring care closer to home for our communities.

COLLABORATE

HALTON HEALTHCARE WILL PURSUE PURPOSEFUL PARTNERSHIPS AND COLLABORATIONS THAT IMPROVE OUR PATIENTS' EXPERIENCE AND THE OVERALL PERFORMANCE AND EFFECTIVENESS OF THE BROADER HEALTH SYSTEM.

When we are successful in our commitment to collaboration, by 2020 Halton Healthcare will look different in the following ways:

- » Establish Halton Healthcare as a leader and strategic partner that enables meaningful, efficient change in our health system
- » Create strong links with our community partners and primary care providers for the coordination and provision of effective and efficient care
- » Enable coordination and provision of seamless care through meaningful links with our partners who provide care in the health system
- » Creation and evolution of partnerships with learning and academic health organizations to optimize access to human resources, specialized clinical services and applied research

MCMASTER UNIVERSITY

Oakville Trafalgar Memorial Hospital, Milton District Hospital and Georgetown Hospital are designated Clinical Education Campuses for the Michael G. DeGroot School of Medicine, McMaster University. Halton Healthcare's collaboration with McMaster University allows us to help shape the future of healthcare for the Halton community as we train and mentor the physicians of tomorrow.

At the onset of our partnership in 2011, a goal of 60 placements per year was set. Our three hospitals have now surpassed 300 placements annually with many of our trainees becoming practicing physicians within our hospitals or within the Halton community following graduation.

ONE-LINK

One-Link is a single point of access for referrals to 10 addiction and mental health service providers funded by the Mississauga Halton Local Health Integration Network. Halton Healthcare staff connects those in need of mental health and addictions support through a centralized, simple and efficient e-referral system that is free and confidential to those seeking services and supports.

Getting the right care at the right time and in the right place is vital to mental health and addictions support. One-Link currently receives upwards of 70 new referrals a day, and peer mentors stay connected with clients to provide skills, support and hope until the right care is available.

EMPOWER



HALTON HEALTHCARE WILL ENABLE OUR STAFF, PHYSICIANS AND VOLUNTEERS TO ADDRESS THE UNIQUE AND DIVERSE NEEDS OF OUR COMMUNITIES THROUGH THE EFFECTIVE STEWARDSHIP OF THE RESOURCES ENTRUSTED TO US.

As a single organization comprised of three hospitals, we will enable our staff to provide excellent patient care wherever care is provided.

When we are successful in our commitment to achieving empowerment, by 2020 Halton Healthcare will look different in the following ways:

- » Evolved communication, coordination and integration between sites, clinical programs and services resulting in excellent clinical care
- » An established learning culture that supports the development of staff, clinicians and volunteers in alignment with our strategic priorities
- » Evidence of commitment to sustaining continuous quality improvement through knowledge transfer and adoption of methodologies and tools in support of our people and the patients and families they care for
- » Increased recognition and celebration of individual and collective accomplishments at Halton Healthcare

- » Evolution of a culture of partnership with patients and families at every level
- » We are seen both individually and collectively as effective stewards of our resources

NICHE

For the third year in a row, we have received “Exemplar” status for our dedication to the international NICHE (Nurses Improving Care for Healthsystem Elders) program. This award reflects our commitment to delivering exemplary patient experiences by offering a specialized approach to geriatric care in all three of our hospitals.

At Halton Healthcare, the NICHE program fosters an environment of continuous professional development as our nurses enrich their skills and gain invaluable expertise in elder care.

NATIONAL SURGICAL QUALITY IMPROVEMENT PROGRAM

Halton Healthcare is one of 34 Ontario participants in the American College of Surgeons’ National Surgical Quality Improvement Program (NSQIP). At Oakville Trafalgar Memorial Hospital, we are currently working to evaluate and reduce the incidence of urinary tract infections (UTIs) and surgical site infections (SSIs) following surgical procedures in the hospital.

PROVINCIAL QUALITY WORKPLACE AWARD

Halton Healthcare was awarded a GOLD Quality Healthcare Workplace Award by the Ontario Hospital Association (OHA) and the Ministry of Health and Long-Term Care.

Our organization was one of 46 healthcare organizations that applied for the award and one of 19 recognized for achieving GOLD status in late 2015. The award recognizes the organization’s on-going commitment to improving its workplace in ways that contribute to the quality of work-life, care and services delivered.

PATHWAY

Pathway 2020 outlines our priorities and strategic directions for the future. It is the roadmap that will help us to stay the course. Our key strategic initiatives are large projects requiring a significant investment of time and resources.

These strategic initiatives have the ability to impact each of our hospitals, our programs and our services and relate directly to the accomplishment of Halton Healthcare's mission and vision.

Key Strategic Initiative

Strategic Priority

PATIENT EXPERIENCE PROGRAM

Halton Healthcare is committed to providing high quality clinical care, but we recognize that a high quality patient experience encompasses not just the technical aspects of care but attention to the dimensions of physical comfort, communication and the emotional and spiritual needs of patients and families. Over the next four years, we are committed to building the capacity and skills of our staff, physicians and volunteers to deliver on our commitment to *Exemplary patient experiences, always*.

EMPOWER

PEOPLE STRATEGY IN ALIGNMENT WITH PATHWAY 2020

With a renewed Mission, Vision and Values, Halton Healthcare will work to review and align its performance management, rewards & recognition, succession planning and other key organizational development programs with Pathway 2020.

EMPOWER

COMPLETE MILTON DISTRICT HOSPITAL EXPANSION

We are committed to ensuring that each of our communities has access to state-of-the-art facilities, technology and equipment. In 2017, the Milton District Hospital will be expanded by 330,000 square feet to ensure that our hospital is capable of meeting the ever-growing demands of Canada's fastest growing community.

INNOVATE

EVOLVE HALTON HEALTHCARE PROGRAM / DEPARTMENTAL STRUCTURE AND PLANNING PROCESSES

We recognize the delivery of healthcare is continually evolving and that our hospitals, programs and teams must find new ways to work together to deliver more effective and efficient care. Over the next four years, Halton Healthcare will look to evolve our leadership structures and planning processes to ensure that we are delivering and coordinating care in the most effective and efficient ways possible.

COLLABORATE

HALTON HEALTHCARE PARTNERSHIP STRATEGY

We recognize that Halton Healthcare is part of a larger, integrated system. As such, we must define how we will create deliberate, purposeful partnerships that will enable better patient care and experiences.

COLLABORATE

Key Strategic Initiative

Strategic Priority

GATEWAY HOSPITAL AND INNOVATION STRATEGY

Halton Healthcare will commit to fostering an environment of continuous learning and innovation and embrace a spirit of discovery. Over the next four years, we will define our role as a Gateway hospital through which new models of care, leading practices, specialized services, and technology can be assessed, adopted, adapted and accessed for our patients and the community hospital sector.

INNOVATE

ACCREDITATION PROCESSES & COMMITMENTS

Halton Healthcare is committed to achieving the highest level of care in comparison to industry standards. Over the next four years we are committed to undertaking a comprehensive series of accreditation processes to demonstrate our commitment to standards and adoption of leading practices in care and service.

COLLABORATE

GEORGETOWN HOSPITAL CAPITAL PLANNING

We are committed to ensuring that each of our communities has access to state-of-the-art facilities, technology and equipment. Over the next four years we will work to develop the next phase of capital planning for the Georgetown Hospital.

INNOVATE

OPTIMIZE FUNDING & RESOURCE ALLOCATION

The healthcare system is undergoing significant reform, particularly with respect to how it is funded and resourced. Halton Healthcare must understand, assess and adapt to these funding shifts to ensure that we are optimally positioned to be effective stewards of our resources.

EMPOWER

EXECUTE INFORMATION & COMMUNICATIONS TECHNOLOGY PLAN (ICT)

Delivering excellent clinical outcomes and exemplary patient experiences requires state-of-the-art information and communications technology. Over the next four years, Halton Healthcare will work to implement an ambitious ICT plan that delivers upon exemplary patient experiences, always.

INNOVATE

OUR PLANNING PROCESS

As we undertook our strategic planning efforts, we acknowledged that we needed to be mindful of our ever-changing health system. At Halton Healthcare, we constantly monitor trends and priorities that have the potential to impact the healthcare services in the communities we serve. The information derived from this environmental scanning was used by our Senior Leadership Team and Board of Directors in 2014 to develop working hypotheses that would serve as the basis for a conversation around our new strategic plan.

2015

MARCH

In March 2015, we took those conversation starters to our internal and external communities when we launched a comprehensive and inclusive strategic planning exercise that resulted in the creation of Pathway 2020.

Over several months, we hosted retreats, launched internal and external surveys, conducted focus groups, visited local coffee shops, presented to large community groups, and gave presentations to key groups in government, to healthcare partners and to various community members.

MAY

In total we had over 4,000 interactions and touch points with staff, physicians, volunteers, community members and other key stakeholders.

JUNE

Pathway 2020 yielded our mission, vision, values and strategic priorities that will guide our three community hospitals until the year 2020.

On June 11, 2015 the strategic components of our Plan were presented to and approved by the Halton Healthcare Board of Directors.

NOVEMBER

In late 2015, work focused on developing detailed action plans and performance measures that will ensure we stay the course and monitor our performance against our strategic goals. We are committed to constantly reviewing and monitoring our progress to ensure we remain on the path.

We believe 'what gets measured, gets done'

CORPORATE BALANCED SCORECARD

Pathway 2020 outlines our key strategic objectives, priorities, and initiatives, and includes specific, measurable actions for each that will allow Halton Healthcare to track, measure and report on our progress to key stakeholders in a transparent manner. We believe that 'what gets measured, gets done'.

Halton Healthcare has identified a core set of strategic measures that we will track over the course of our strategic plan that will help us to monitor and understand our progress toward our vision. We believe that this will make us more responsible and accountable for our health service planning, delivery and overall performance.

Ultimately our patients and communities will benefit – accessing services and achieving better integration across the healthcare continuum.

MEASURING OUR PERFORMANCE: STAYING ON THE PATH

To measure our progress, Halton Healthcare has identified a core set of strategic indicators that will be monitored and regularly reported on to our Board of Directors. These, along with operational measurement systems already in place, will ensure that we continually monitor our progress.

On an annual basis, our departmental scorecards will be reviewed to ensure they remain current, along with the key performance indicators (KPI) that support the measurement, monitoring and management of each of our strategic directions; it should be noted that our scorecards will be populated from core strategies currently in place at Halton Healthcare and across the Ontario Health System. This includes elements such as our Quality Improvement Plans (QIP) and specific program and department quality and operating plans.

Our organization is committed to ensuring that we continually monitor our progress. Our Corporate Balanced Scorecard will be reviewed regularly and updated annually by our Senior Leadership Team and Board of Directors. We are determined to achieve our vision, and with a focus on measurement, we will have a good sense as to how well we are attaining our strategic priorities.

PROGRAMS AND SERVICES

Halton Healthcare is well positioned to meet current healthcare needs and to grow to satisfy future demand. This past year, the Ontario government issued *Patients First: An Action Plan for Health Care*.

We believe this Action Plan is aligned with our strategic plan and is built on the very same principles, which we have codified in our mission, vision and values and in our strategic priorities.

Our three community hospitals provide healthcare services to residents in the communities of Halton Hills, Milton and Oakville.

Some of our services and programs include:

- » Emergency Care
- » Surgery
- » Medicine and Intensive Care
- » Mental Health
- » Rehabilitation & Geriatrics
- » Maternal Newborn and Paediatrics
- » Nephrology (Renal)
- » Cancer Care and Medical Day Care
- » Ambulatory Care, Cardiorespiratory and Neurodiagnostic
- » Clinical Information/Health Records
- » Diagnostic Imaging
- » Halton Diabetes Program
- » Laboratory
- » Infection Prevention and Control
- » Medical Education
- » Volunteer Services

Please visit our website for more information about our programs, services and clinics www.haltonhealthcare.com

ABOUT HALTON HEALTHCARE

Halton Healthcare is a healthcare organization comprised of three exemplary community hospitals - Georgetown Hospital, Milton District Hospital and Oakville Trafalgar Memorial Hospital. Together, these hospitals provide healthcare services to more than 325,000 residents in the communities of Halton Hills, Milton, and Oakville. Halton Healthcare hospitals have been recognized for their best practices in a number of patient safety and patient care initiatives.

Reflecting the dynamic communities we serve, we take pride in offering some of the finest technology and healthcare expertise available in southwestern Ontario

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 Halton Healthcare

 HaltonHlthcare



A proud partner in the delivery of healthcare in the Mississauga Halton Local Health Integration Network (MH LHIN).

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