

Strategy	Goal	Objective/Action Plan	Executive Lead	Timelines	Status	
1 Clinical Service Profile and Role						
1.1	Assess the current service profile and actively seek opportunities to adjust/enhance it.	Review options related to governance, funding and facilities of the South Huron Medical Centre (SHMC) (*Exclusive of the Walk-in Clinic).	Establish a working group to assess the current and future status of the SHMC including an appropriate physician funding model.	Heather Klopp	11/12 Q1	Working group established March 2011. Meeting monthly.
			Initiate fundraising for "purpose built" SHMC facilities.	Heather Klopp	12/13 Q1 - Onward	Met with SH Foundation Board June 8/11 to present idea
		Maximize utilization of short term Rehab Beds.	Work with partners to ensure effective repatriation of Rehab patients.	Sandra Albrecht	Ongoing	Ongoing
			Investigate reallocation of internal resources necessary to maximize utilization i.e. Occupational Therapy.	Sandra Albrecht	11/12 Q3 - 14/15 Q1	To commence 11/12 Q3
		Continue to review and strengthen Outpatient Services provided at SHHA.	Investigate additional Outpatient Services that can be offered i.e. Pain Management, Mammography, Orthopedic, Paediatrics.	Heather Klopp, Sandra Albrecht, Bonnie Neeb	11/12 Q1 - 14/15 Q1	Actively investigating paediatrics
1.2	Identify and strengthen partnerships for enhanced service delivery.	Work with partners to review current Social Work and Psychiatry Services in the area.	Investigate need to increase Inpatient and introduce Outpatient Social Work services.	Heather Klopp, Sandra Albrecht	1.2 to 8 months	Social Work services increased to 4 days/week April 1, 2011.
			Investigate need of Psychiatry services to assist with Mental Health services in this area.	Heather Klopp	11/12 Q1 & Q2	Psychiatry services to commence Fall 2011
		Continue to work with GBCHC to address health lifestyle issues and chronic disease management in the community.	Investigate additional programs or services which address management of chronic disease i.e. COPD, Mental Health, Diabetes.	Cheryl Pfaff, Sandra Albrecht	11/12 Q1 - Ongoing	Ongoing collaboration with shared Health Promoter and GBCHC
			Work with GBCHC Health Promoter to educate and promote healthy lifestyles i.e. Healthy Heart Program in the local community.	Cheryl Pfaff, Sandra Albrecht	11/12 Q1 - Ongoing	Initiated relationship March 2011.
		Build and foster strong relationships through Public Relations and partnerships.	Engage partner organizations in planning initiatives and actively participate in regional and/or planning initiatives led by partner organizations.	Cheryl Pfaff	Ongoing	Ongoing

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			Enhance Board relationships with various provider organizations.	Cheryl Pfaff	Ongoing	Municipal Council meetings commenced September 2011. September 2011 - BBQ with SHHA and GBCHC Board of Directors.
			Participate in and support LHIN-wide plans, initiatives and committees.	Cheryl Pfaff	Ongoing	Ongoing
			Provide more opportunities to meet with the public i.e. forums and open sessions to hear their concerns. Enhance current patient relations process.	Cheryl Pfaff	Ongoing	Ongoing
			Provide more opportunities to promote SHHA within the community i.e. monthly newsletters, social networking, etc.	Cheryl Pfaff	11/12 Q3	Working with Foundation Coordinator to implement regular communications to media
			Work on developing affiliation agreement between SHHA and GBCHC.	Glenn Bartlett, Board of Directors	next 12 months	To Commence immediately
2 Organizational Infrastructure and Effectiveness						
2.1	Improve the health status of our patients by developing patient-centered programs and services that are responsive to identified community needs and that meet national quality standards.	Enhance current Volunteer program.	Identify current and future activities and services that can be introduced that will positively impact SHHA patients and families during their hospital stay.	Glenn Bartlett	3 months	Program development initiated July 2011.
			Seek opportunities to introduce a Part-time Volunteer/Activities coordinator who is responsible for coordinating patient activities during their stay.	Glenn Bartlett	6 months	Volunteer program in development. Coordinator to be hired fall 2011.
		Enhance current patient lounge, palliative care and garden area.	Establish a working group to assess the current and future needs of the patient lounge, palliative care room and external garden area.	Glenn Bartlett	6 months	Capital approved for lounge furniture and palliative care room face-lift

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2.2	Exhibit a positive, innovative and collaborative work environment that positively impacts staff and patients.	Continue to create a healthy work life and physical environment that supports the safe delivery of care.	Enhance current Employee Wellness Program with a focus on staff engagement.	Kim Killens, Cheryl Pfaff	11/12 Q3 - 12/13 Q1	Review of plan commenced July 2011.
		Continue to provide Orientation to new staff, physicians, Board, Volunteers and Students.	Enhance current Orientation process to include all new staff, physicians, Board, Volunteers, and Students. Ensure that the orientation provides information based on SHHA goals and objectives.	Kim Killens	11/12 Q1 - Ongoing	Orientation re-development initiated May 2011.
			Provide a forum to introduce all new staff, physicians, Board, Volunteers and students to the general staff.	Kim Killens	11/12 Q1 - Ongoing	Initiated
		Educate and motivate all internal stakeholders.	Provide adequate resources for staff education and support i.e. ACLS, Leadership courses, Customer Service. Survey staff needs regularly.	Kim Killens	11/12 Q1 - Ongoing	Nursing Education Day planned for fall 2011
		Provide an electronic forum whereby staff can obtain timely and up-to-date organizational updates and communications.	Work with local partners to plan for and implement an Intranet which contains an E-Learning module.	Kim Killens	12/13 Q2	To commence 12/13 Q2
2.3	Secure SHHA's financial future.	To maintain budget with allocated resources	Continue to be fiscally responsible.	Darlene Borland	11/12 Q1 - Ongoing	Ongoing
		Continue to plan for and acquire required equipment.	Work with Foundation to establish a capital planning process.	Darlene Borland	11/12 Q1 - Ongoing	Have begun peer consultation
		Continue to manage contracts.	Work with vendors and group purchasing groups to maximize our savings.	Darlene Borland	11/12 Q3 - Ongoing	Ongoing
		To maximize revenues obtained from external sources.	Review current fees applied to external services i.e. self-pay and contracts i.e. rental, service and assess if current revenue is meeting current expenses.	Darlene Borland	11/12 Q3 - Ongoing	To commence 11/12 Q3
2.4	Plan for and remain current with technology while working with our partners.	In alignment with our partners and IHLP, clinical applications to enhance EMR, PACS, and lab interfaces and equipment will be implemented.	Continue to plan for and implement Cerner, PACS, and lab interface components and lab equipment as fiscally appropriate.	Darlene Borland	11/12 Q2 - Ongoing	Regional RFP for Laboratory equipment to commence Fall 2011

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		Continue to develop EMR for South Huron Medical Centre in alignment with partners.	Continue to work with LHIN partners in implementing interface from Cerner to EMR.	Heather Klopp	11/12 Q2	Meditech interface complete June 2011. SPIRE pilot began June 2011.
2.5	Ensure that the physical plant meets all building codes and legislative requirements.	Ensure adequate heating and ventilation in lower level of facility	Secure funding to purchase HVAC system.	Kim Spearin, Board of Directors	11/12 Q1 - 12/13 Q1	LHIN proposal submitted. Approval pending.
			Follow through on external recommendations received regarding HVAC system in lower level.	Kim Spearin	11/12 Q1 - 12/13 Q1	LHIN proposal submitted. Approval pending.
		Ensure that enough space is available to provide the appropriate Inpatient and Outpatient services and programs.	Complete a facility review to determine current and possible future allocation of space.	Kim Spearin	11/12 Q1 - 11/12 Q3	In process
3 Quality & Risk Management						
3.1	Foster a culture of quality improvement and safe patient-centered services.	Adopt and implement a Quality Framework.	Implement and educate staff on SHHA Quality Framework.	Cheryl Pfaff	11/12 Q1 - 12/13 Q3	Process Initiated
			Ensure that SHHA strives to meet evidence-based best practices.	Cheryl Pfaff	Ongoing	Ongoing
			Adopt and implement all components outlined in the Excellent Care for All Act.	Cheryl Pfaff	11/12 Q1 -12/13 Q1	Employee surveys last component to be implemented by April 1/12
		To ensure maximum patient safety.	Strive to ensure that we continually address the practices related to patient safety equipment and training.	Leadership Team	Ongoing	Ongoing
		Complete a Corporate Risk Assessment	Participate in HIROC's Risk Management Self-Appraisal Modules (RMSAM)	Cheryl Pfaff	Initiate 12/13 Q2	To commence 12/13 Q2