



# Clinical Services Growth Plan 2022-2027

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# Agenda

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## Objectives

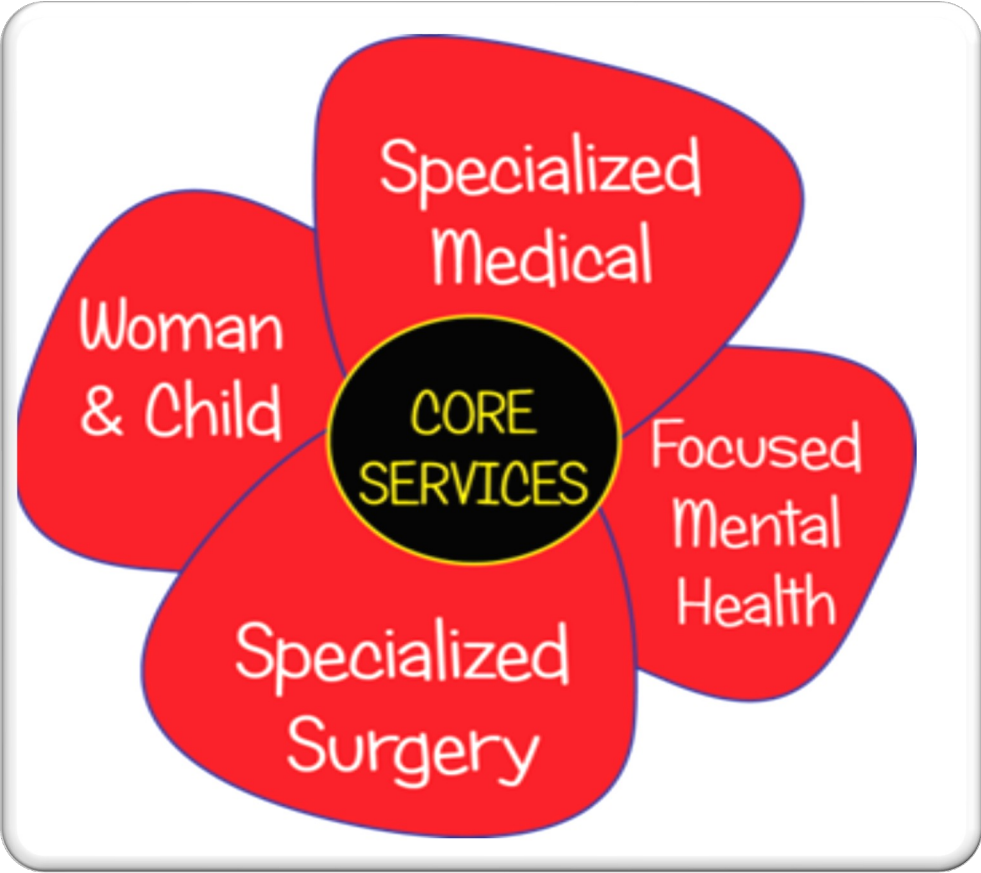
- To articulate the clinical services that will be required in the future for the community
- To provide the framework and direction of future infrastructure requirements to enable changes to service provision and provide for the community in the future
- To outline a roadmap or way forward

***An evolution and iterative process that continues to refine over time***



CMH Clinical Services Strategy: 2017-2021

Petals of Care



# CMH Strategic Plan 2022-2027

## Vision

Creating healthier communities, together.

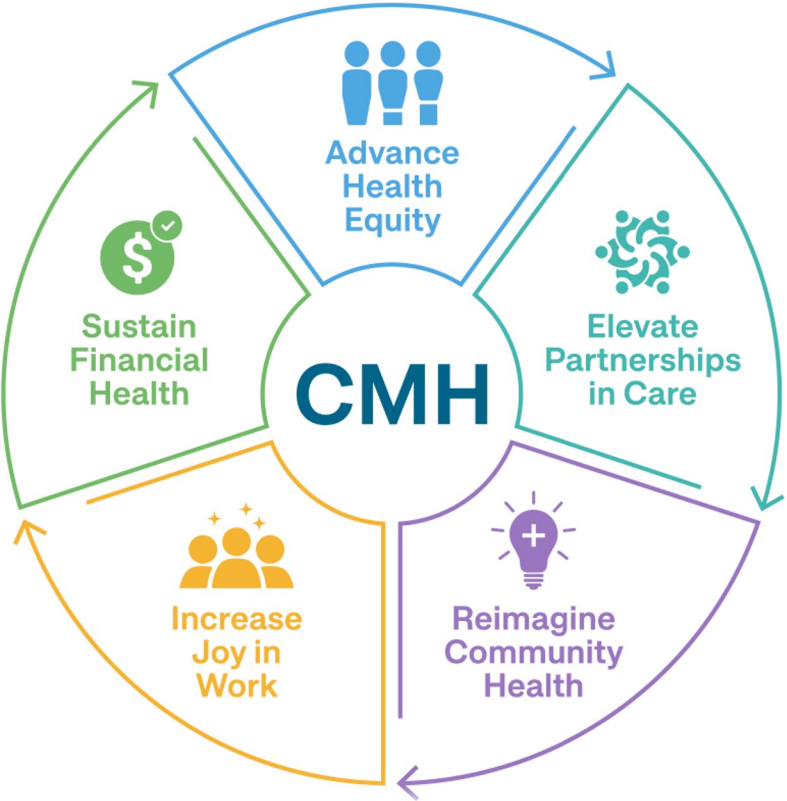
## Mission

An exceptional healthcare organization keeping people at the heart of all we do.

## Values

- Caring
- Collaboration
- Accountability
- Innovation
- Respect

## Strategic Pillars

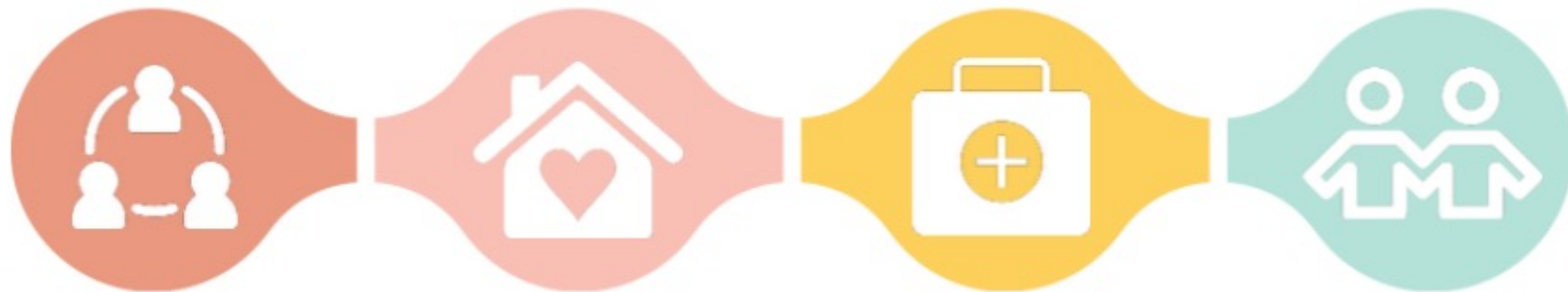


# Aligning with the Strategic Plan



Clinical Services Growth Plan

# Guiding Principles



## One System of Care

Clinical pathways and processes that cross specialties, departments and care units.

## Care Closer to Home

Clinical pathways that enhance care delivery closer to home

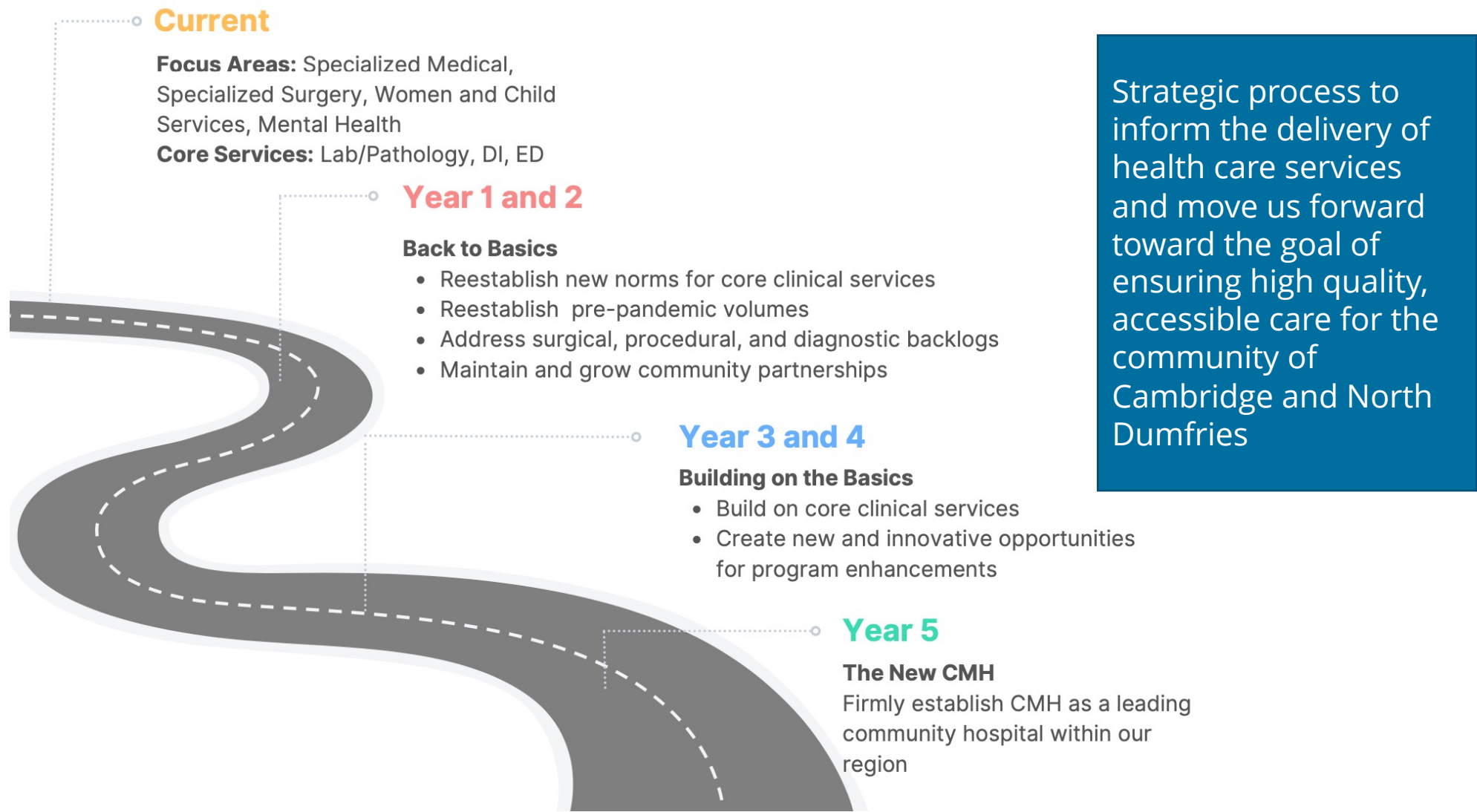
## Right Place, Right Person, Right Time

Access to clinical services that meet the needs of the community, supported by the right workforce and right equipment

## Better Together

Collaborate with partners to build a network of clinical services that meet the needs of the community

# CSGP Roadmap



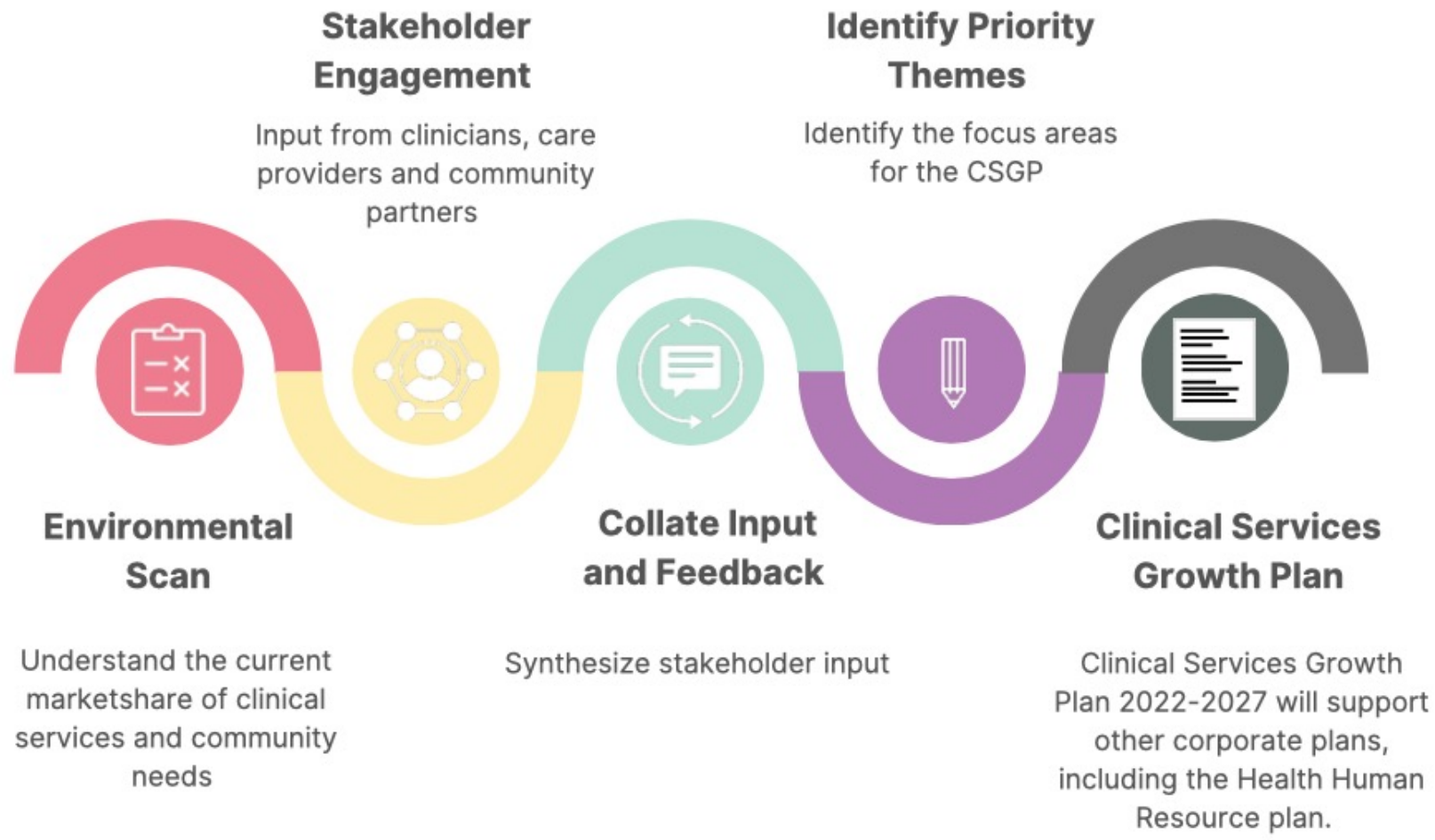


Our Vision - CSGP Priority

*Creating Healthier Communities, together*



# Helping to build CMH, together....



## Building CMH, together...

# Have your say!

- ❑ How do you view your Department/Program today?
- ❑ How do you see your Department/Program in the future?
- ❑ How do you envision your Department/Program reaching that future?
- ❑ What is the “wish list” of programs/clinical services for your Department/Program?
- ❑ What partnerships or divestments do you envision for your Department/Program?
- ❑ General feedback/comments



# Building CMH, together



**MAC**

- Advance Preparation
- Environmental Scan
- MAC Presentation, Feedback and Updates

**Dyad Leadership**

- Attend leadership meetings
- Program/Department data review
- One-on-one feedback sessions

**Programs & Beyond**

- Department meetings, Surgical Council from Nov '22 to Feb '23
- PFAC, NAC, CMHVA
- Operations

**Collate Feedback**

- Identify priority themes

***Care reimagined***

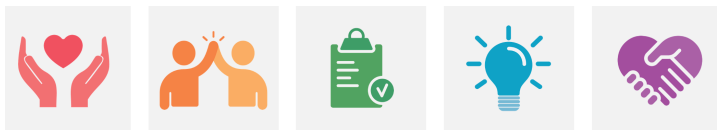
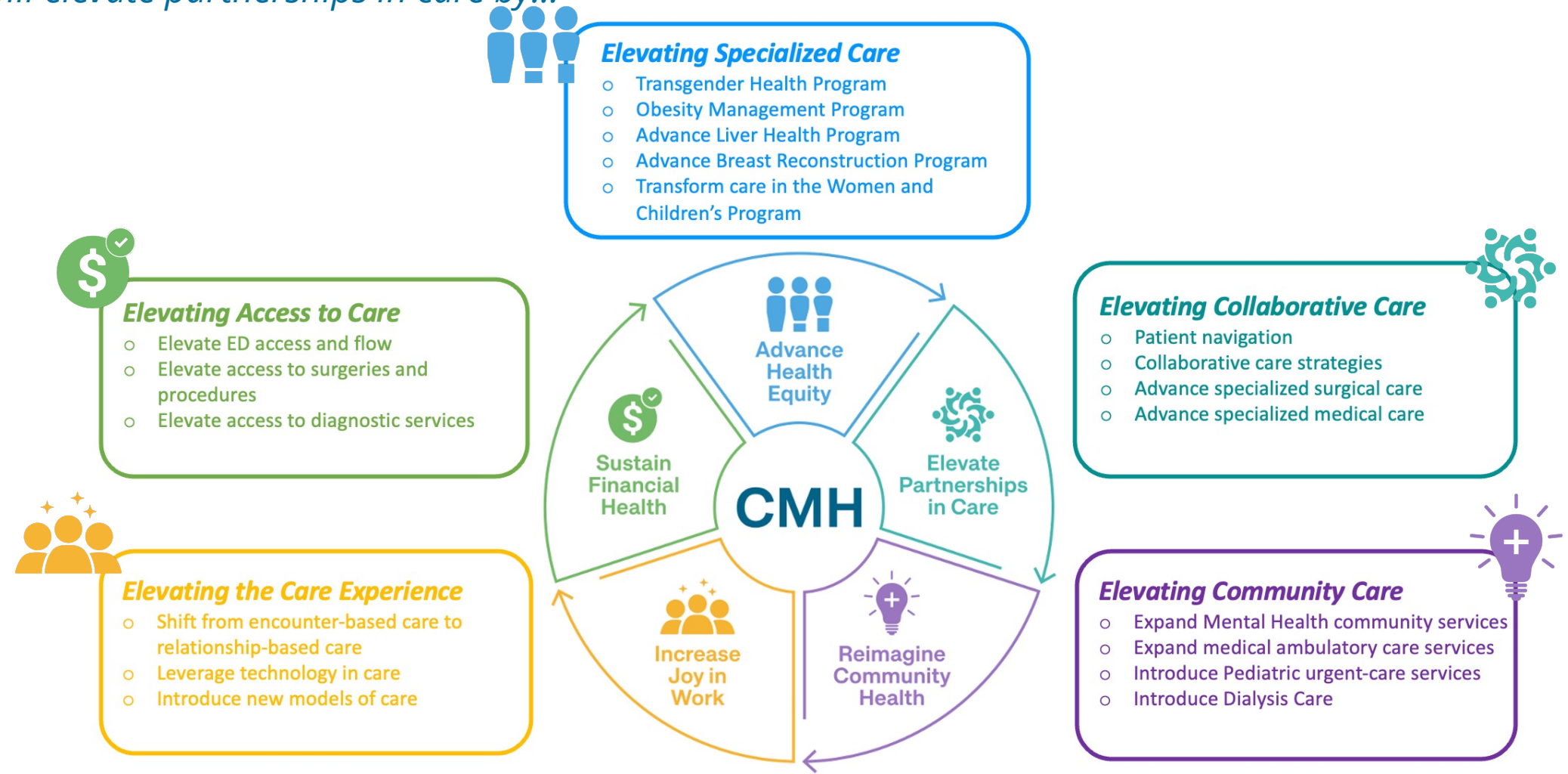
- Draft CSGP
- Follow-up engagement with Programs and Departments





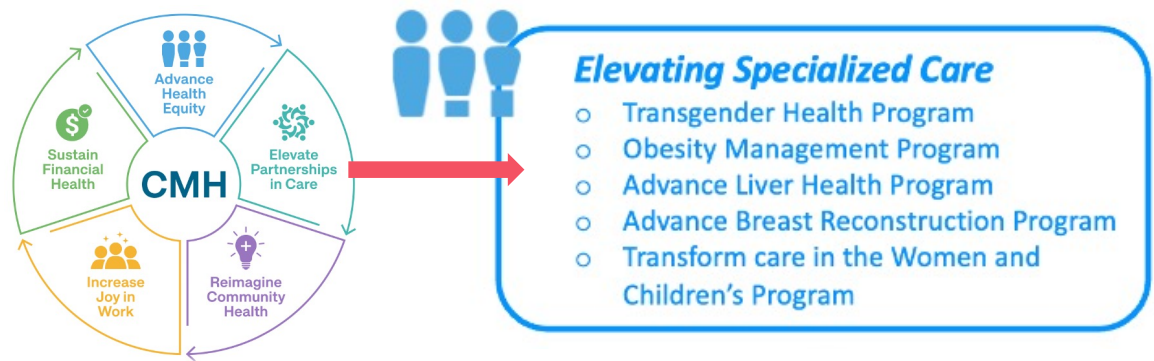
# Care reimagined

We will elevate partnerships in care by...



# Elevating Specialized Care

*We will elevate partnerships in care by...*

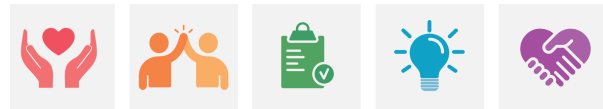


## Why does this matter?

Everyone deserves equitable access to care. As our diverse community continues to grow, it is important that we work together to understand their healthcare needs and remove barriers in their care experiences.

## What does this look like?

We have a diverse community that has increasingly complex needs. We will adapt to support the health care needs of our community by creating inclusive and integrated care experiences that support the well-being of our patients.

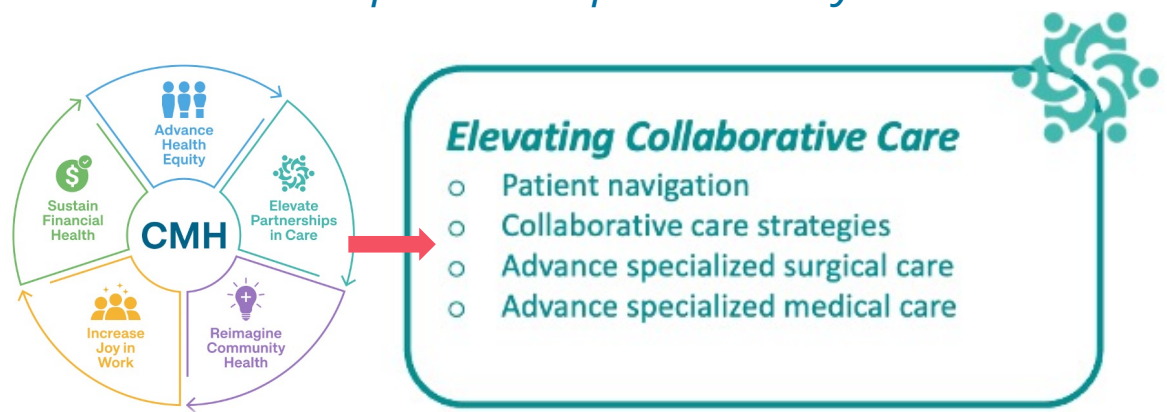


## Over the next 5 years we will...

- ✓ Develop an integrated multi-disciplinary **Transgender Health Program** with an affirming approach to gender identity and care. It will support individuals in their journey **with care closer to home**. We will create collaborative networks with community partners and beyond to support wrap-around medical, surgical and mental health services as we strive for **one system of care**. It will be a “first” at CMH that continues our commitment to health equity.
- ✓ Develop a multi-disciplinary **Obesity Management Program** that supports well-being, helping the community stay healthy, and encouraging preventative care. Our ambition is to provide integrated care, offering the **right place, right person, and right time, working better together** with community partners to provide comprehensive weight management care. It is our commitment to population health management.
- ✓ Continue to advance our **Liver Health Program** with increased access to specialized medical care, new and innovative treatments and diagnostics, including integrated ultrasound services, supporting **care closer to home**.
- ✓ Continue to grow our **Breast Reconstruction Program** that has brought **care closer to home** for our breast cancer patients - the only program of its kind in the Waterloo Wellington Region that has also supported the **right care, right person at the right time**.
- ✓ We will transform our **Women's and Children's Program**, supporting all stages of maternity care. This is fundamental to a healthy mother and baby. Our ambition is to work **better together** to proactively provide care at the **right place, with the right person at the right time**. This gives children the best start in life, supporting them to be safe and healthy. We know that caring for children takes us working together as **one system of care** for their mental, social, economic, and physical well-being.

# Elevating Collaborative Care

*We will elevate partnerships in care by...*

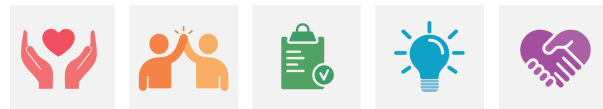


## Why does this matter?

Healthcare involves everyone. It requires collaboration and partnerships within and beyond our walls to ensure everyone's healthcare needs are met. This involves patients, their families, and care partners by providing them with the information, tools, and resources to be active partners in their care.

## What does this look like?

Adapting and developing ways to organize our services around pathways of care with community partnerships and innovative opportunities.



## Over the next 5 years we will...

- ✓ Introduce **patient navigation** pathways for patients and their care providers, focused on efficiently delivering care. The aim will be to organize services to simplify the patient journey, offering access to care **closer to home** and as **one system of care**.
- ✓ Adopt a multidisciplinary model that supports patients with increasingly complex health needs while being aligned with the different levels of care in each pathway (i.e. preventative care, surgical care, diagnostic care). This provides **care in the right place, with the right person, at the right time**.
- ✓ Enable care providers to be flexible in personalizing care to individual needs, as we provide care **better together**.
- ✓ Build and improve **collaborative care strategies** to elevate partnerships between patients and the clinical teams, streamlining access to care through referrals, co-production of patient navigation pathways, expanding diagnostic capability and access, and building digital integration and fluidity to support these pathways.
- ✓ Adapt our clinical service offerings to meet the needs of the community through **advancing specialized surgical and medical care**. This will involve monitoring health trends to continually identify needs and opportunities, such as expanding Minimally Invasive Surgery (MIS) while building upon the 2017-2021 Clinical Services Strategy. We will actively develop service offerings in-line with these shifting needs, coordinating with partners to maximize the healthcare system's ability to meet the needs of the community while we continue to bring **care closer to home** and **provide one system of care**. This includes bringing Electromyography (EMG) diagnostic testing to CMH and establishing our Breast Assessment Centre as part of the Ontario Breast Screening Program.

# Elevating Community Care

*We will elevate partnerships in care by...*



## Why does this matter?

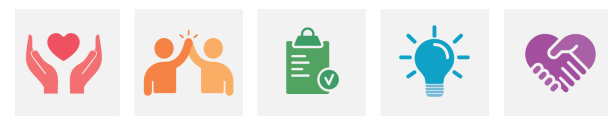
We know we must use innovation and embrace transformation to provide comprehensive and integrated care to our community. It means a connected system that supports seamless transitions in care. It means strong collaborations and partnerships, bringing care closer to home with the aim of improving access to care in our community.

## What does this look like?

Addressing the increased complexity of healthcare needs of our growing community that encompass physical, social, and mental health needs. This means expanding and introducing clinical services that align with our patient's needs.

*Over the next 5 years we will...*

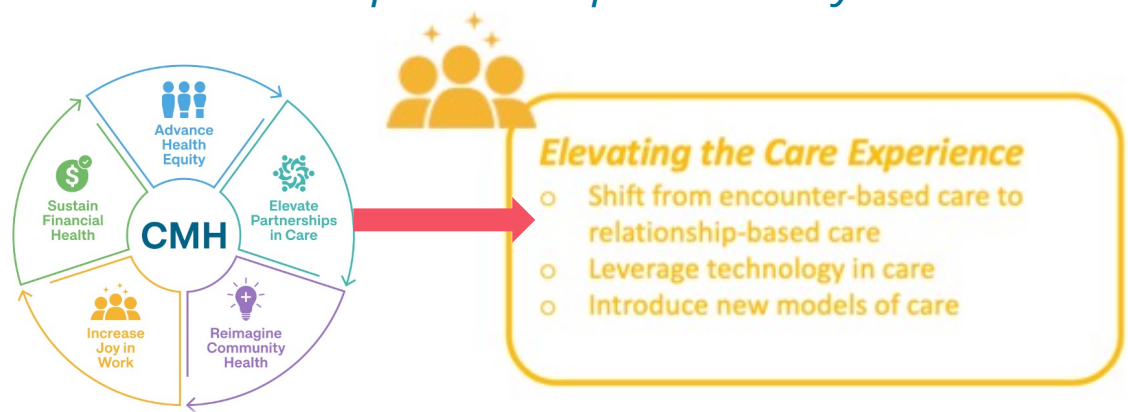
- ✓ Respond to the growing need for **mental health services** in the community, particularly in the context of the COVID-19 pandemic, with collaborative and innovative care pathways to enhance availability of mental health services. It supports building resilience and promoting well-being at a community level. It supports providing care in the **right place, at the right time, with the right person.**
- ✓ Expand our **medical ambulatory care services** to meet a growing need for community-based medical care and neurology care. It means working **better together** with our primary care and Ontario Health Team (OHT) partners to ensure care access.
- ✓ Introduce an **urgent-care pediatric service** to ensure we are always ready to respond to the care needs of our youngest patients. The pandemic has shown us that we need to build our capacity now to ensure we can meet the needs in the future. It will support **care closer to home.**
- ✓ Introduce **dialysis care** for our community, supporting **care closer to home** and supporting optimized care for our patients. It means providing **one system of care** with the expertise at CMH while partnering with system partners to deliver dialysis care.





# Elevating Innovative Care

*We will elevate partnerships in care by...*



## Why does this matter?

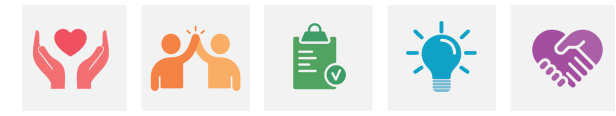
We are committed to improving the human experience. Innovation will enable our staff to focus on value-add activities for our patients...Increasing Joy in Work.

## What does this look like?

A more modern system of care that leverages technology, data and analytics to improve healthcare delivery. It will drive a more efficient system that supports cross-boundary clinical pathways, optimal care settings, seamless transitions, population health management, information flow, cancer and specialized clinical networks. We will engage in opportunities to drive innovation, research, quality improvement, and clinical service development with the aim of improving the human experience.

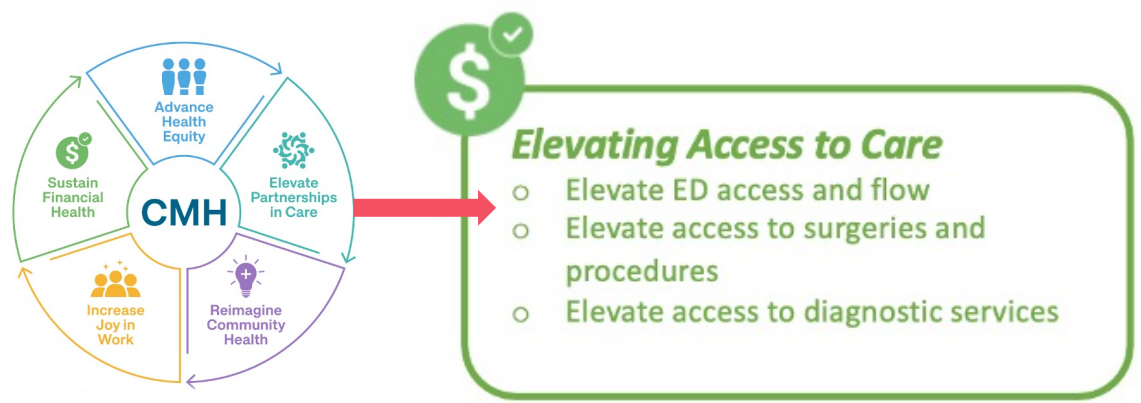
## Over the next 5 years we will...

- ✓ We will **leverage technology** to its full potential. It will be a core component of our services, accelerating our ability to provide care effectively and efficiently. Digital solutions will become an enabler to delivering all four of our guiding principles of **one system of care, care closer to home, right place with the right person at the right time, and allowing us to be better together.**
- ✓ Technology will enhance our capacity to deliver longitudinal care. It will be a core component of our services. It will unlock new ways of creating value for our patients, from virtual home-monitoring, data analytics to support population health management, expanded ways to access care.
- ✓ It will allow patients to be more involved in managing their care, including patient-initiated follow-up, patient portals, and self-booking / check-in. It will improve quality and safety with digital systems integrated in clinical care and operational management.
- ✓ Digital strategies mean better access to care, **new care models**, and expanded options for care. It will build capacities in the organization with real-time insights about our performance, embrace predictive and prescriptive analytics, artificial intelligence and intelligent automation to allow staff the time to spend on value-add activities and optimize clinical pathways.
- ✓ Technology will allow us to approach every encounter as an opportunity to promote healthy behaviours, empowering patients to co-manage their health and well-being. It will allow us to **shift from a model of encounter-based care to relationship-based care.**



# Elevating Access to Care

*We will elevate partnerships in care by...*

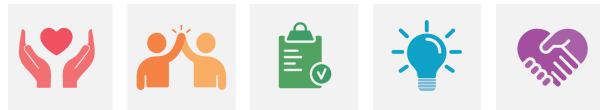


## Why does this matter?

We are dedicated to not only keep a balanced budget but also build a strong foundation for investment and growth in our clinical services.

## What does this look like?

Fiscal responsibility allows us to continue to provide exceptional care now and in the future. This means optimizing our patient access and flow and demonstrating our ability to meet the healthcare needs of our community.

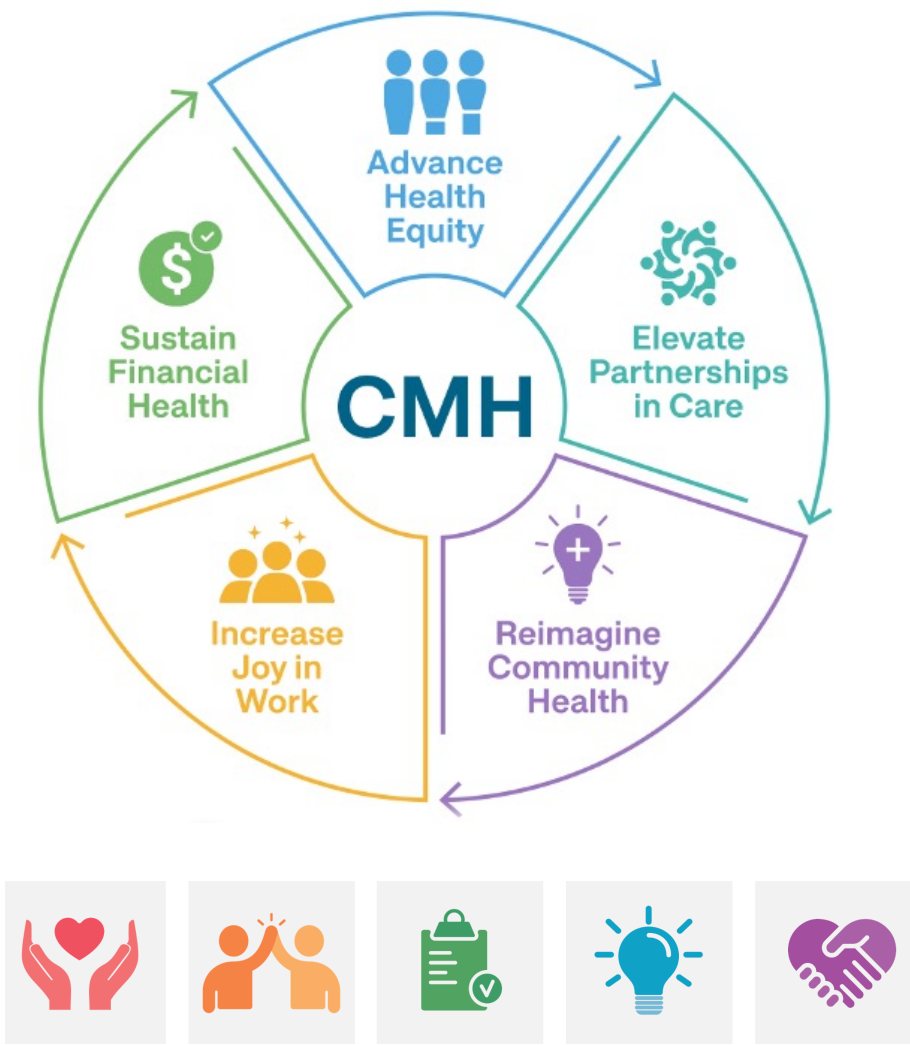


## Over the next 5 years we will...

- ✓ Develop new strategies to improve the **Emergency Department access and flow**. This starts at home with individuals and families feeling confident in knowing how to access the **right care, at the right place, at the right time**.
- ✓ Effective emergency care means people know when emergency care is needed and where to access it. Our approach will include strengthening partnerships within our Ontario Health Team (OHT) to support the community to find care when they need it. When emergency hospital care is needed, we aim to respond and work **better together** to coordinate their care in and out of hospital.
- ✓ Access and flow in the hospital will be enabled by innovative specialized care and collaborative care pathways and streamlined processes enabled by technology, that will allow us to work as **one system of care**.
- ✓ We will continue to address the impacts of the COVID-19 pandemic through improved **access to surgeries, procedures, and diagnostic services**, ensuring our patients have **care closer to home**. Addressing the backlogs as a result of the pandemic will be a priority as we promote well-being and adopt a posture of prevention in our community. This will involve strengthening how we work with our Ontario Health Team (OHT) partners to co-deliver goals around prevention, chronic disease management and care transitions from acute care. Curated digital tools such as patient portals and electronic referrals will enable us to collaboratively address the needs of our community.

# How we will deliver on the CSGP

*We will elevate partnerships in care by...*



Achieving the five Pillars of the 2022-2027 Strategic Plan includes delivery of the Clinical Services Growth Plan (CSGP). It will support all five Pillars of the Strategic Plan with a focus on “Partnerships in Care”. To deliver on the ambitions of the CSGP, we will support our clinicians and staff to lead service change with education, quality improvement skills, planning supports, and financial investments, as relevant to the scope of the change. The goal will be improve patient quality, safety and value for our patients. We know that outcomes matter to people and we want to do that effectively and efficiently.

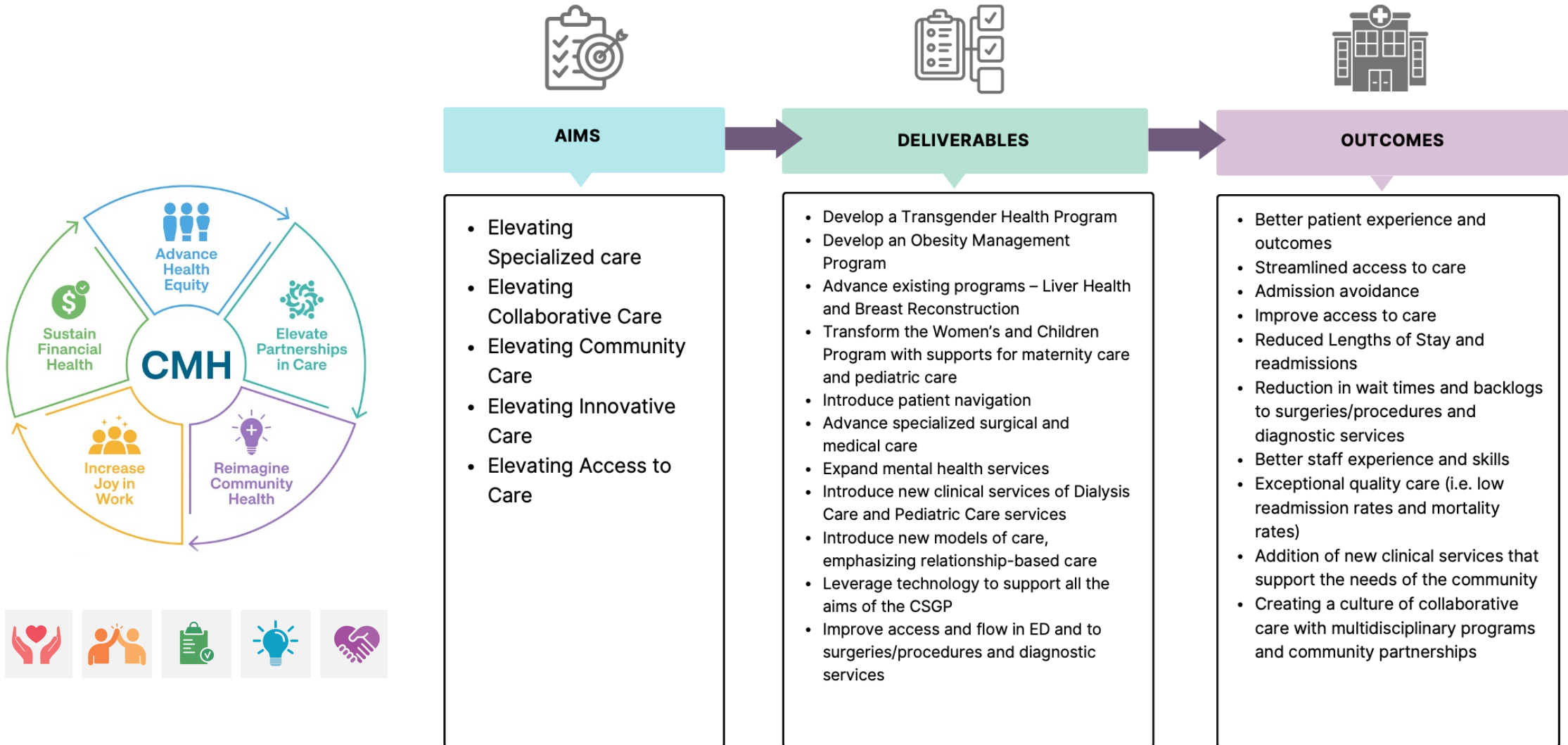
The CSGP will shift our mindset to be innovative, creating new approaches and clinical pathway redesign. We will be transformed with technology as an enabler to standardizing our practices while offering patients and staff the ability to be partners in the care journey. It will support relationship-based care, reaffirming our commitment to the human experience. We will aim to accomplish this with the principle of fiscal responsibility, seeking funding opportunities and community support whenever possible. The scale of our ambitions with the CSGP will require ongoing staff and stakeholder engagement, as it is an evolution, and iterative process that continues to refine over time to meet the needs of our community.

Implementing the CSGP will therefore need all our staff to work **better together**, to bring **care closer to home**, as we work as **one system of care** to offer care **in the right place with the right person at the right time**. This will be our path forward as we firmly establish CMH as a leading community hospital within our region.

# Measuring our Success

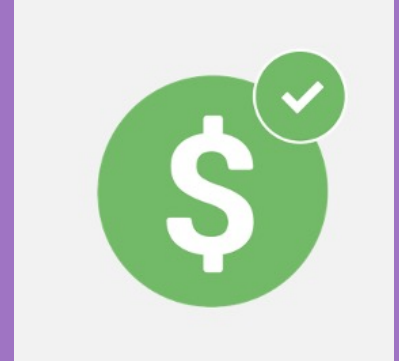
*We will elevate partnerships in care by...*

*reimagined care*

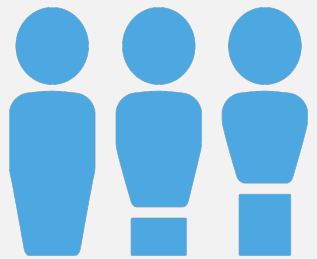




# Questions?



# Thank you



[www.cmh.org](http://www.cmh.org)