

A Summary of CMH's 2019–21 Strategic Plan



We have a new strategic plan that will guide us to 2021. While seemingly short on 'time', it is packed with ambition.

This plan was purposely conceived this way because of the environment we found ourselves in over the short term:

- 1** Moving into the new build and growing our services;
- 2** Navigating a changing health care landscape; and
- 3** Keeping focus on urgent 2019 priorities that needed to be accomplished, like Accreditation.

The Strategic Planning Committee was co-led by the Chair of the Patient and Family Advisory Committee (PFAC), who also provided a community perspective to the planning process. Committee representation included staff in both clinical and service areas, physicians, CMH's Board of Directors, Foundation, Volunteer Association and hospital leadership.

The new plan is called **Ensuring Continued Success**. It connects to and acknowledges the great work we have done in the past while keeping the door open for new opportunities. To learn more, download the plan in its entirety from www.cmh.org or CMHnet.



How did we do with the last plan?

We did very well because of our collective hard work. Here are some of our shared successes:

Formed a Staff Council to enhance employee engagement:

- They initiated the 360 degree leader feedback survey and helped produce our first staff engagement strategy.

Integrated the voice of Patients, Patient and Family Advisors and Mental Health Family Advisors:

- Co-led the 2019–21 Strategic Planning Committee.
- Participated in interviews for management positions.
- Developed and shaped the content for the Person Centred Care Best Practice Guideline on-line learning module.
- Attended *Structured Interdisciplinary Bedside Rounds* (SIBR) evaluation.
- Organized a wildly successful community mental health fair.

Started implementing the Clinical Services Strategy:

- Introduced bundled care for hip and knee surgery easing patient transitions from hospital to home.
- Opened a Neurology Clinic bringing this specialized care closer to home.
- Introduced CPAP technology and training in Paediatrics, reducing the need to send babies to other communities for treatment.
- Collaborated to open the region's Orthopedic Central Intake program to improve access to consults through orthopedic assessment clinics.
- Introduced electro-convulsive therapy to treat people with depression that do not respond to regular treatments.

Enhanced quality and safety:

- Implemented a rapid referral process for Emergency Department patients to get timely ultrasound tests.
- Initiated CoHealth app in all clinical services, providing patients with quick and easy access to needed patient information.
- Made personal health information accessible for patients through MyChart™.
- Partnered with community program 'Breastfeeding Buddies' to help support new mothers.
- Rolled out the ED Wait time clock.

Strategic Priorities and Corporate Initiatives



What's new with the 2019–21 plan?

Although we are building on the successes of past efforts, there are a number of new initiatives that promise to be transformative:

- With 31 local health care and service agencies — 16 of which have signed on as full partners with CMH — we are applying to be an Ontario Health Team.
- There is a new, three-year Staff Engagement Strategy to increase joy in the workplace.
- We are working to further integrate the patient voice into our being and the way we work

We also made a commitment to start planning for the next strategic plan much earlier to help reflect what our people and our community want from their hospital. To this end, we will be going to staff, physicians and volunteers to review our *mission, vision* and *values* to ensure they still resonate with who we are, what we do and what we want to be as an organization. The goal will be to build our next strategic plan into one that will guide our hospital for five or more years.

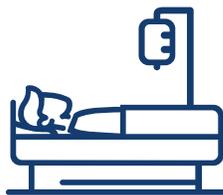
What is a driver?

A 'driver' is a new way to describe a top priority. It is something we want to improve that requires significant effort to achieve.

Drivers are not meant to be worked on by everyone. Teams only focus on those drivers where they can influence the outcome.

Six drivers are being worked on this year (2019–20):

- 1 Improve the percentage of patients that would 'definitely recommend' our care and services to friends and family.
- 2 Decrease the time for a patient to be admitted to a hospital bed.
- 3 Improve the percentage of staff who rank CMH as either 'excellent' or 'very good' place to work.
- 4 Reduce average overtime hours per pay period.
- 5 Apply to become an Ontario Health Team.
- 6 Grow our services in targeted areas.



Strategic Pillar: Prove Patients Matter Most

Focus on Patients

We will achieve this by: *(page 14 of the plan)*

- Building our patient experience culture.
- Designing care together.
- Growing our services to better align with the needs of our community.

How will we 'design care' together?

As the first hospital to form a PFAC in our region, we are very proud to further our collaboration with patients and their family members. This year, we are doing much more.

Patients and staff will be working together on quality initiatives; patients are already taking CMH's Quality Improvement course that will provide a solid, common framework for this collaboration. We will recruit and integrate more patients and family members to take part in program level quality committees, like what is being done in the Medical Day Clinic. Patients and family members are also being sought to make improvement suggestions to existing digital assets (e.g., MyChart™, CoHealth) and to evaluate future digital platforms that might enhance the patient experience.

Patients will continue to provide input into annual Quality Improvement Plans, plus have a voice into policy development. They will also continue to be part of critical incident reviews and participate as interviewers in leadership hires.

How are we growing services?

We need to first move into the new build because we are at capacity with our current infrastructure. Once we do, Mental Health, ICU, Women and Children and Medicine will grow as part of plan that we submitted to the Ministry. This increase in beds is only a step towards a larger expansion. When Wing B is refurbished, we will be in the enviable position to further grow and expand our services.



**Strategic Pillar:
Increase Joy in Work**

Focus on Joy at Work

We will achieve this by: *(page 15 of the plan)*

- Creating joyful and enabling work environments.
- Enhancing staff participation into quality and safety.

See back page of this summary.



**Strategic Pillar:
Lead Boldly**

Focus on Leading

We will achieve this by: *(page 16 of the plan)*

- Providing leadership in defining how care is provided to our community.
- Preparing for our changing role.

What is an Ontario Health Team?

The Ministry is reorganizing the health care system. The Ontario Health Team (OHT) is being introduced to provide a new way of organizing and delivering services to communities. CMH, alongside primary care providers and others will work as one coordinated team. This team will deliver primary care, hospital care, community support, long-term care and mental health and addictions services.

At this time, CMH and 31 partner agencies have made an application to become an OHT for Cambridge-North Dumfries.



Other Strategic Priorities

For targets and timing, see the CMH Priorities Tracker visit CMHnet.



Medication errors are one of the largest contributors to potential and actual patient safety events in healthcare.

To improve medication safety we will:

- A** Implement and evaluate narcotic diversion software.
- B** Implement medication reconciliation at all points of transfer with 100% compliance.
- C** Implement and evaluate an automated medication transfer cart.



Patient oriented discharge is essential to ensure patients going home understand the information they need to manage their health. We will improve the percentage of medical and surgical patients who definitely feel they received enough information at discharge to know what to do if they were worried.



Patient and staff safety is foundational to an exceptional healing environment. We will decrease the number of lost time hours from workplace violence incidents.



A standard approach and a common understanding of quality improvement will increase capacity for quality improvement. To do this, we will Increase the percentage of leaders, staff and physicians receiving quality improvement education.

Continued from Increase Joy at Work

CMH's Employee Engagement Strategy



Why 'joy' in work?

We feel when we are successful with and fulfilled by meaningful work. Working without joy or meaning is the same as not working to our potential. Joy and meaning allow an individual to be their best for themselves and the team they belong. Joy is going home at the end of the day knowing you've participated in something worthwhile. An environment with 'joy' is one that foresees and addresses patient and caregiver safety, clinical outcomes and patient experience. It creates resilience and reduces burnout. It is the foundation for an engaged workforce — one where an employee's heart and mind is connected to a purpose. It is for these reasons CMH formed a Staff Council and made a commitment to increase joy in work by adopting the Institute for Healthcare Improvement's (IHI) Joy in Work framework.

What matters to you most?

The 'Joy in Work' framework focuses on nine core dimensions (see graphic below), with responsibilities articulated for senior leaders, managers and staff. In reviewing staff surveys, the Staff Council aligned four key components of the framework to what staff perceived as opportunities for improvement: **Physical & Psychological Safety (P&PS)**, **Meaning & Purpose (M&P)**, **Camaraderie & Teamwork (C&T)** and **Choice & Autonomy (C&A)**.



FIGURE 1
IHI Framework
Improving Joy in Work

The full strategy is available at www.cmh.org and CMHnet.

What are some of the things we working on for 2019–20?

P&PS: Addressing staffing challenges in a meaningful and sustained way.

C&T: Implementing mechanisms at huddles for strengthening interdependencies (e.g. cross participation, recognition stories etc.).

C&T: Continuing the spread of QI training and application.

M&P: Implementing person centred best practice guideline.

Visit CMHnet or www.cmh.org to read the entire strategy, including our commitments over a three-year period.

Meet your Staff Council

Kathryn Allan
Anthony Ansah
Dr. Anita Bane
Catherine Bednarowski
Louise Burbidge
Kailin Campbell
Nicole Craven
Jackie Evans
Krysta Garton
Patrick Gaskin
Katie Gibbons
Amanda Hyjek
Fred Kay
April McColloch

Deanne Mullis
Ellen Otterbein
Brenda Parrott
Brenda Pugh
Mike Prociw
Chantal Ramnanan
Dr. Kunuk Rhee
Linda Rodrigues
Eva Ostryzek
Kelly Scott
Angela Taylor
Susan Toth
Barbara Verrall

Many thanks to past Staff Council members for their time and effort in helping to create the Employee Engagement Strategy:

Chris Blagg
Gillian Dyck
Kawa Ibrahim
Sarah Kreller
Kathy Krupa

Ruth McIntryre
Brenda Michi
Nancy Riddell
Cassandra Vedder