



Hôpital général de Nipissing Ouest
The West Nipissing General Hospital
725 ch. Coursol Rd., Sturgeon Falls, ONTARIO P2B 2Y6
TEL: (705) 753 - 3110 • FAX: (705) 753 - 0210



Communication Plan

Senior Administration Team

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INTRODUCTION

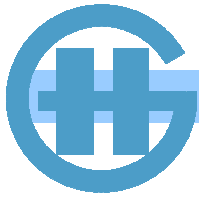
The West Nipissing General Hospital's Senior Management Team has developed a «Communication Plan» for the purpose of outlining how information will be shared within the hospital as well as with external stakeholders.

This plan serves as a guideline to ensure that information is shared in an organized, efficient and respectful manner.

COMMUNICATION PLAN OBJECTIVES

The Communication Plan at the West Nipissing General Hospital is to inform all stakeholders, both internal and external of:

- The strategic directions of the MoHLTC, NELHIN and the West Nipissing General Hospital,
- Pertinent changes in Healthcare,
- The challenges inherent within changes that are either needed or directed,
- New developments within the West Nipissing General Hospital,
- Services available at the West Nipissing General Hospital,
- Program and services changes at the West Nipissing General Hospital.



MISSION AND VISION STATEMENTS

Our Vision

To improve the health and wellness of our culturally diverse community.

Our Mission

The delivery of quality primary healthcare to the population of West Nipissing and surrounding areas.

Core Values

Respect and Dignity

Patients First

Communication

Compassion

Team Work

Safe Environment

Accountability

GOALS AND OBJECTIVES

Board of Directors

2014-2015

The West Nipissing General Hospital is a health care leader in our community and within our district. As a small hospital we are open and ready to assess and confront the challenges for today and tomorrow. Our overarching goal is to be a high performing health care system meeting the needs of our patients in a safe and quality fashion while remaining conscious of our ever changing fiscal and political environment.

1. Realizing high quality care through strategic direction:
 1. Continue to support the 5 year Strategic Plan (2013-2018)
 2. Support the Quality Committee of the board
 3. Monitor compliance with the Excellent Care for All Act (ECFFA) through Quality Improvement Plan (QIP)
 4. Review, analyze and trend Big Dot indicators through Quality Committee
 5. Review and discuss patient satisfaction survey results
 6. Review and discuss employee satisfaction survey results
 7. Discuss complaints and patient stories
 8. Aim for a Gold Quality Healthcare Workplace Award, which acknowledges three years of awards (1 bronze, 2 silvers)
 9. Support Accreditation Canada and surveying process to achieve 2014 Accreditation Award

2. Support Health and Safety at all levels within the organization:
 1. Encourage membership and participation on the OHA Safety Group
 2. Support meeting Ministry of Labour work orders as per legislative matters

3. Commitment to patient and family centered care with a positive patient experience:
 1. Patients and family will be treated with respect and dignity
 2. WNGH will understand and respect the diversity among its patient population (race/ethnicity/language)



3. Support changes implemented by management that foster patient and family centered care
 4. Incorporate patient and family perspectives into quality
 5. Review and discuss patient survey results annually
 6. Patient stories will be shared at the board level regularly
 7. Critical incidents will be shared at the board level quarterly or as needed
4. Support integration opportunities:
1. Support WNGH as the lead agency for Health Links in Nipissing
 2. Optimizing health human resources while addressing high priority needs in our community
 3. Support collaboration between health care providers, patients, families, LTC homes, home care and community supports
 4. Support and encourage a collaborative model of care

STRATEGIC DIRECTIONS FOR CHANGE AND TRANSFORMATION

Provincial

Provincial priorities for health care and hospitals in Ontario include:

1. Patient safety
2. Quality of Care
3. Implementation of Health Links
4. Improve access to a Family Doctor and Primary Care Practitioner
5. Clinical, financial and administrative indicators
6. Reduction in ALC numbers
7. Reduce wait time for surgery, MRI's and CT's

“The West Nipissing General Hospital fully supports the priorities announced by the MoHLTC and will strive to meet these initiatives”

Strategies that support both the NELHIN and MOHLTC directions can be referenced as follows:

1. Alternate Funding Agreement (AFA)
2. Hospital On call Coverage (HOCC)
3. Hospital Annual Planning Submission (HAPS)
4. Hospital Accountability Agreements - Hospital Service Accountability Agreement (H-SAA), Multi-Sector Service Accountability Agreement (M-SAA), and Long-Term Care Home Service Accountability Agreement (L-SAA).
5. Patient Transition Program
6. WNGH Accessibility Plan
7. WNGH Annual Business Plan (ABP)
8. WNGH Emergency Response Plans
9. WNGH Human Resource Plan
10. WNGH Information Management Plan
11. WNGH Nursing Strategy Plan
12. WNGH Strategic Plan
13. WNGH Quality Improvement Plan (QIP)



THE CHALLENGE FOR CHANGE

Hospitals are the most visible symbol in health care and the most complex. 'Change' is one of the words most frequently used in health care today. The challenge lies within the delivery of quality service, at the right time, within the allotted budget and utilizing the proper resources. We need to be efficient, effective and transparent as we remain fiscally responsible to our patients and the community. It is imperative that we communicate changes, challenges and issues both internally and externally. We must partner with other health care providers to ensure a seamless patient care approach, a no-wrong door approach to patient care and improved access to health care for all residents of Ontario. To ensure success, proper and timely communication is vital. Our communication plan demonstrates our commitment to open and transparent communication internally and externally.

STAKEHOLDERS GROUPS

Several sector specific messages will be delivered through a variety of communication tools including, but not limited to; general staff meetings, monthly CEO newsletter, Annual General Meeting, press releases to the media, regular articles in the local paper; the West Nipissing General Hospital website; and special presentations to service clubs and community groups as needed. In addition, letters and releases will be sent to government officials, network partners and the local Physician Recruitment and Retention Committee as needed. The following stakeholders are part of our information continuum:

Internal

1. WNGH Board of Directors
2. WNGH Foundation Board
3. Staff – Hospital and Medical
4. Volunteers
5. Students / Learners
6. Patients

External

1. Member of Provincial Parliament
2. Ministry of Health and Long-Term Care
3. NELHIN
4. Municipalities
5. West Nipissing Family Health Team (FHT) / FHO
6. Network partners
7. Central LHIN hospitals
8. North Bay Regional Health Centre (NBGH & NEMHC)
9. Health Sciences North (HSN) West Nipissing Recruitment & Retention Committee
10. Au Château, Home for the Aged
11. Near North Community Care Access Centre
12. West Nipissing Community Health Centre
13. North Bay Parry Sound & District Public Health Unit
14. Ontario Hospital Association (OHA)
15. Community Groups
16. Réseau de santé en français du Moyen Nord
17. Société santé en français – Health Canada
18. West Nipissing Police Service, WN Fire Department and North Bay and District Ambulance Service



19. Service Clubs (Knights of Columbus, Club Richelieu, Chamber of Commerce, etc.)
20. Schools, Universities, Colleges, NOSM
21. Media
22. Hospital Auxiliary
23. Other stakeholders, as needed

The following tables illustrate the who, how, when and the frequency of communication sharing with internal and external stakeholders.

Internal Communication

WHO	WHEN & HOW	Hospital Representative
All Staff	Monthly general staff meetings	CEO or delegate
Department Heads	Monthly at Department meetings	Senior Management
All Staff	Newsletters & Memos	Administration
Senior Mgmt Team, Staff, Managers	Frequency as needed, by e-mail	CEO
Patients / Community	Brochures/displays as needed	Administration, Infection Control
Staff	In service sessions	Administration, Managers
Auxiliary	Frequency through monthly meetings and events as needed	CEO
Foundation	Fundraising events, as needed	CEO, Foundation Assistant
Board of Directors	Monthly meetings, e-mails as needed	CEO, Senior Mgmt Team

External Communication

WHO	WHEN & HOW	Hospital Representative
MP	Media releases and invitations to attend special events.	CEO, Board Chair
MPP	Media releases and invitations to attend special events	CEO, Board Chair
Municipalities	Media releases, Board of Governors membership, Emergency Planning Committee, Recruitment & Retention Committee	Board Chair, CEO
MoHLTC	Frequently through media releases and meetings	CEO and Senior Mgmt Team
LHIN Board	Frequently through media releases and meetings	CEO and Senior Mgmt Team
Community Partners	HAPS Consultations Process	CEO, CFO, CNO, HR
Recruitment & Retention Committee	Meetings with Community Stakeholders	CEO, Board Chair
Nursing Homes	Press releases and invitation to an annual meeting @ WNGH	CEO, Senior Mgmt Team
Community Groups & Service Clubs	Annual meetings Requests to speak at group/club meetings.	CEO, Managers
Media	Media releases, interviews and regular articles. Annual General Meeting, Hospital website	CEO, Board Chair
WNGH Corporation Membership	Newsletter	CEO, Board Chair
General public	Media releases and notices, Annual General Meeting, WNGH website	CEO, Board and Senior Mgmt Team
General public	Displays	Managers, Senior Mgmt Team



CONCLUSION

- The Hospital is responding to the needs of the community.
- Change is constant and often mandated by the MoHLTC, NELHIN, legislation and other regulatory bodies.
- Consultation has been and is an important part of the process.
- West Nipissing General Hospital has been proactive, not reactive. It has anticipated the issues and RESPONDED to the current and future needs of the community.
- New technology allows medical care to be implemented and completed in a faster and more efficient way.
- Extensive and ongoing researches, as well as innovative and creative methods, have resulted in a better utilization of bed occupancy and services.
- Increasing demand for outpatient services.
- Innovative and creative methods have resulted in better utilization of human resources.
- Key successes have been :
 - * Long-Term Care Unit with 48 beds as of April 1, 2011
 - * Visiting Specialist Clinics are based on patient needs
 - * Day / Evening shift – 7 days/week in Diagnostic Imaging and Laboratory
 - * Cardiac Rehabilitation Program and education
 - * Expansion of Crisis Intervention Program in Mental Health and partnership with the North Bay Regional Health Centre
 - * Establishment of linkages and partnerships in many programs with other hospitals, health care agencies, Community Health Centre and Family Health Team.
 - * Ongoing recruitment of physicians and health professionals in collaboration with the West Nipissing Municipality, Nipissing First Nation and Community Health Centre
 - * Implementation of many Quality Improvement Initiatives, Quality Improvement Plan
 - * Part of the CritiCall Ontario Registry Program
 - * Partner in Stroke Program Education
 - * Infant/child Development Services through Children's Aid Society
 - * COPD Education Clinics in partnership with Kingston General Hospital
 - * OBSP
 - * NEORC Cancer Care
 - * Narcotics Program
 - * Live reporting with PHU for surveillance

***TOGETHER WE CAN MAKE A DIFFERENCE; THIS IS OUR
COMMUNITY HOSPITAL***

APPENDIX 1

WNGH STRATEGIC COMMUNICATION CONTINUUM

