



2020-2021 Annual Business Plan



Streamlining exceptional healthcare, focused on community





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Purpose: *To provide quality healthcare to our culturally and linguistically diverse population*

Commitment: *To put patients first with equitable and accessible health care*

Values

- *Respect*
- *Patient Centered*
- *Communication*
- *Team Work*
- *Compassion*
- *Social Accountability*



MESSAGE FROM THE PRESIDENT & CEO

As we enter into a new decade, we recognize and appreciate our past but acknowledge change is in the air as we look at our future. In 2019, we focused on safe quality patient centered care that was filled with compassion and respect. The patient comes first!

Flexibility, agility and adaptability are key components to a sustainable small rural hospital in today's ever changing healthcare. The 2019-2024 Strategic Plan will set direction for the next five years at the WNGH. As we steer into the future we will focus on five (5) strategies:

1. Patients/Clients/Residents “nothing about me without me”.
2. People/staff/physicians/learners/volunteers “partnerships with a purpose”.
3. Safe work environment “physical and psychological safety for all”.
4. Capital Planning.
5. Organizational Agility “flexibility to meet community issues of the day”.

Our Strategic Plan is very much in keeping up with trends in health care and associated with Ontario Health and Ontario Health Team legislation. With an aging population and increasing expectations from our patients, we are pleased to obtain approval for a CT scanner at the WNGH. We anticipate another exciting year with bringing this project across the finish line in the fall of 2020. Our programs and services are built on patient and community needs with various specialists coming to our community to serve our patients.

A (ongoing) challenge in the community of West Nipissing and at WNGH is the opioid crisis! We are in unprecedented times with this challenge. We are working closely to ensure patients and staffs are safe, with proper PPE and ongoing communication regarding the drugs of choice. We have established a safe need exchange program in collaboration with the Nipissing Parry Sound Public Health Unit, the municipality and health unit, a safe needle drop box has been installed in center town and at the Alliance Centre.

We have completed several years of exceptional HIRF funding to ensure the hospital building and associated systems are modern and in good condition. As we enter into system transformation with the new Ford government, it is anticipated that our Capital Plan is coming to an end with major infrastructure renewals and upgrades. We are truly grateful for the confidence put into our



organization by the NELHIN, Ontario Health, and the MOHLTC to ensure our hospital is a better, safer and a more efficient place for our patients, staff, physicians, learners, and volunteers.

Despite challenges, changes and the unknown we continue to perform strong fiscally. Going into our 12th year in a balanced position; we must acknowledge the hard work and diligence of all hospital employees. Staffs are innovated in ways to perform more efficiently and effectively and managers lead by example. Our balanced budget over the years affords us to pay for the CT scanner that is hospital owned and operated.

It is a pleasure to acknowledge another successful year with the WNGH Foundation, with strong leadership and dedicated board members. We welcome our new Foundation Board Members, Alexandre Laferriere as well as Leo Malette and Mary Willemsen to the Board of Directors. We continue to work collaboratively with the community raising awareness and achieving great success with our fundraising events. It is equally a pleasure to recognize the tremendous leadership of our skill based hospital Board of Directors. Under their governance and direction the hospital has flourished. The WNGH Board of Directors is very influential, forward thinking, agile and a leader of small rural hospitals.

As the President and CEO of the WNGH, I acknowledge and recognize the hard work, due diligence and challenges everyone makes at the WNGH, putting patients first. Success is subjective and often measured differently but without a doubt we have grown with 270 employees, 75 credentialed physicians, 99 beds, new programs, a progressive Board of Directors, dedicated Foundation board members and enormous community support. It is a pleasure to be part of this team!!

Best regards,

Cynthia Desormiers RN BScN MHA



A YEAR IN REVIEW (2019-2020)

2019-2020 was a year filled with lots of change, and much success. Over the past year we have seen our five (5) year Strategic Plan come to an end, we were successfully awarded “ Accreditation” status with Accreditation Canada, we received funding for a Behavioural Support Worker, we began pet therapy in partnership with Red Cross , we partnered with the West Nipissing Fire Service for Pink T-shirt fundraiser, we worked with community and EMAT on the forest fires , our endoscopy suite receives quality recognition, we implemented a respirology clinic, and the WNGH pharmacy received Accreditation.

Significant milestones:

- WNGH is one of the largest employer in the community, with **270 employees**,
- Over 75 physicians are credentialed at WNGH as active, associate, courtesy or as consultant members,
- We have established a solid skilled based Board of Directors, with a quality agenda, and a continuous improvement focus. Our board provides over **600 volunteer** hours per year,
- We have a solid and vibrant hospital Foundation with members committed to fundraising for hospital equipment,
- Succession planning is underway with an aging workforce and years of knowledge at risk with upcoming retirements,
- Foundation events included Casino Night, Run4Health, Golf Tournament, Pink T-shirts and the Christmas Tree raffle,
- CT Scanner application approved by the MOHLTC Capital Branch,
- We successfully maintain three (3) accountability agreements with the NELHIN:
 - Hospital Service Accountability Agreement (H-SAA),
 - Multi-Sector Service Agreement (M-SAA),
 - Long-Term Care Home Service Accountability Agreement (L-SAA).
- We continue to partner with the North Eastern Ontario Network (NEON) and utilize the Meditech software while preparing for Meditech Expense Wave 2,



- Enhanced IT security locally has served us well with the malware and ransomware attacks,
- WNGH is enhancing privacy and security of health information and addressing cyber security risks with regular audits and tighter controls to ensure Personal Health information (PHI) is protected,
- Working in collaboration with Mental Health & Substance Abuse team, OPP, Public Health Unit and municipality police on the Opioid Crisis,
- Health & wellness events; Staff Pub Party, WNGH Staff and Physician Tailgate Party, Summer BBQ, Traditional Holiday Meal, Leisure Farms, Wellness Breaks with the dietitian, and Christmas dance,
- Community events including Kids' Safe Halloween at complex, Remembrance Day ceremony, Hot chocolate booth for Christmas parade,
- New modern and comfortable furniture and patient room renovation,
- Strong focus on violence in the workplace through policies, programs and education sessions,
- New partnerships with EMAT for recent forest fires and community emergency situations.



Hôpital général de Nipissing Ouest
West Nipissing General Hospital

STRATEGIC PLAN 2019-2024



PURPOSE

To provide quality healthcare to our culturally and linguistically diverse population.



VALUES

- Respect
- Patient Centered
- Communication
- Teamwork
- Compassion
- Social Accountability



COMMITMENT

To put patient's first with equitable and accessible healthcare

• Our Direction •

Patients Residents Clients	"Nothing about me without me"
People Staff Physicians Learners Volunteers	"Partnership with a purpose"
Safe Work Environment	"Physical and psychological safety for all"
Organizational Agility	"Flexibility to meet community issues of the day"
Capital Planning	"Building with our future in mind"



STRATEGIC PLAN 2019-2024

1. *Patients/residents/clients “nothing about me without me”.*

- Family and patient involvement
- Transition of care with a personal touch
- Need to support family physicians with complex patients whom are older and sicker
- Need a full time internal medicine to support family doctors
- Time to action
- Metered parking
- Increase multidisciplinary rounds with staff
- Effective discharge planning
- General planning for patients
- Include mental health and addictions team in rounds & planning
- Address confidentiality in the ED

2. *People/staff/physicians/learners/volunteers “partnerships with a purpose”*

- Integration between partners
- Communication
- Positivity & positive feedback
- Celebrating our success with our people
- HR management
- Recruitment and Retention
- Healthy Dialogues
- Leadership- we are all leaders and need to manage self



- 360 degree leadership - lead yourself
- Be accountable
- Succession planning with aging workforce
- Respect, collaboration
- Cohesiveness, team environment- multitier
- Take time to listen
- Better communication between departments
- Showcase a department in monthly newsletters
- Utilize & evaluate feedback from exit interviews
- Multidisciplinary rounds
- Wellness training for employees
- Education on mental health/addictions

3. *Safe work environment “physical and psychological safety for all”*

- Healthcare leadership
- Health promotion and prevention
- Mental health/addictions
- Panic buzzers
- OPP transition
- ED police coverage
- Ergonomic workstations
- Occupational health
- Safe equipment i.e. wheelchairs with brakes



4. Capital Planning

- CT Scanner
- Infrastructure
- Equipment
- Enhance our public relations/marketing
- Wheelchairs with foot rests
- Signage at front hospital entrance on Coursol Rd
- Emergency Layout-triage desk
- Formal approach to maintenance
- Equipment evaluations

5. Organizational agility “flexible to meet the community issues of the day”.

- Achieve and maintain flexibility
- Be nimble
- Stay close to the community and address emerging issues
- We need to be able to adjust our priorities to meet crisis i.e. opioid crisis
- Affordable housing
- Work with DSSAB – in progress
- IT virus- cyber security
- Network systems
- Forest fires, Meditech/computer Virus, Outbreaks
- Safe needle exchange program - done
- Mental Health walk in clinic - done



SETTING THE STAGE FOR 2020-2021

As a publicly funded hospital in Ontario, the West Nipissing General Hospital recognizes the importance of being a cooperative, transparent, collaborative and accountable partner locally, regionally and provincially. As we begin a new fiscal year, there is still many unknowns with Ontario Health. As a small hospital that is resilient, innovative and progressive, we look forward to working with the government with system transformation that will be sustainable. We recognize we need to be efficient with government funding as we continue to explore efficiencies through back office services, third party health benefits and extended health for employees. We are addressing ALC and surge capacity challenges and we fully recognize that small hospitals are the crucial safety nets that fill the gaps in health care services to ensure patients are cared for. As health care providers and funders seek new and innovative ways to reduce costs, increase efficiencies and manage the number of people seeking services, there is a renewed focus on prevention as well as health and wellness. This pursuit of sustainability has results in new, updated models of care, standards of care, use of best practices, increased use of technology and virtual care. We look forward to what 2020-2021 brings the WNGH.

Global Health Care Trends

Recruitment challenges associated with aging population and lack of community resources, escalating opioid crisis, as well as escalating mental health and addictions issues. The growing global demands and expectations for health care create enormous pressures to control health care spending. Promoting sustainability is evident as our population ages with chronic and complex diseases. Our population of 65+ is currently 2.5M and will be 3.6 M in 2028. In 2018, 4,635 patients were designated ALC and occupying acute or post-acute hospital beds in Ontario. At an alarming rate behavioural issues in our Long-term care settings and a need to increase capacity for patient with dementia has created news challenges for hospitals.



MOHLTC

The provincial government is clear about their commitment to Ontario Health and Ontario Health Teams transformation but without specifics. Ending hallway medicine is a top priority for the government. Many of the solutions lie outside hospitals, however it will take time to transform the health system to ensure there is capacity outside hospital walls. Over the past 7 years, government funding to hospitals has only increased by 3.5% in total on a per capita basis - as a result many hospitals are struggling to balance their budgets. With an aging population, our patients now need us more than ever. The government's commitment to 15,000 new long-term care beds over the next 5 years and investing \$1.9 billion over the next 10 years for mental health and addictions services is most welcome.

Community Providers

The WNGH enjoys a great variety of partnerships that enhance patient care, the organization, people and of course the community as a whole. Our partnerships are valuable to us and include; the NELHIN, Ontario Health, Home and Community Care, MOHLTC, physicians, municipality of West Nipissing, OPP, WNFS, CHC, FHT, Parry Sound & District Health Unit, NBRHC, HSN, NEON, and other service providers in the district and region to meet the needs of our patients.

The WNGH continues to partner with the North Bay Regional Health Centre (NBRHC) and Health Sciences North (HSN) for medical specialists that bring care closer to the home. We truly recognize that no one agency can do it all!



MEASURING SUCCESS

2020-2021 Quality Improvement Plan

Overview

The purpose, commitment and values of the West Nipissing General Hospital serves as the foundation for the development of our Quality Improvement Plan (QIP) and as a guide to move our organization forward to ensure excellent quality patient care through the allocation of strategic priorities. A QIP is:

- A commitment that a health care organization makes to its patients, staff, and community and to the public to improve quality through strategic planning and direction.
- A way to focus organizations, sectors and the system as a whole on key local and provincial priorities
- A way of harmonizing dialogue and encouraging peer-to-peer sharing and benchmarking.
- A means to help entrench quality improvement culture as a system-wide effort.

The WNGH has identified five (5) areas for our strategic planning and direction as follows:

1. Patients, residents, clients: “nothing about me without me”;
2. People, staff, physicians, learners, volunteers: “partnerships with purpose”;
3. Safe work environment: “physical and psychological safety for all”;
4. Capital Planning; and
5. Organizational agility: “flexible to meet the community issues of the day”.

Moving forward, the hospital is committed to new tag line “**streamlining healthcare, focused on community**”. This clearly demonstrates our exceptional quality care with the patient in the center of the healthcare system and a strong focus on our community.

Despite our best efforts, there are several factors that are provincial in nature and out of our control locally, yet significantly impact our patient outcomes:

- LHIN Home and Community Care access to care and staffing challenges;
- Decreased access to primary care
- Ontario Health Changes
- Coronavirus COVID-19



Our partners in primary care and LHIN Home and Community Care play a huge role with a coordinated care approach and planning, which significantly impacts our discharge planning process, length of stay and associated costs. Despite the above factors being out of our control, we remain committed to working with the NELHIN Home and Community Care and primary care to improve health care outcomes for our patients.

Note: This QIP is applicable to our 50 bed Acute Care and Complex Continuing Care unit as well as our 48 bed Interim Long-Term Care unit.

QIP Objectives to Improve Quality of Service and Patient Care

The West Nipissing General Hospital has developed the Quality Improvement Plan with a strong focus on improvement indicators while continuing to focus on the five key attributes of quality care; access, effectiveness, integration, patient centered care and safety. The QIP is regularly monitored by the Quality Committee, Board of Directors, Medical Staff, President and CEO, senior team and management team along with front line staff and patient representatives. The Hospital’s Executive Compensation is linked to the achievement of quality improvement goals.

The West Nipissing General Hospital has chosen targets according to the following algorithm:

- The best theoretical results (ex. 100% or 0)
- At least equivalent to the best result obtained
- Reduce or eliminate waste (ex. 50%)
- Median or average
- The equivalent of the improvement made elsewhere

Over the next fiscal year, we plan to address the following initiatives for improvement:

Quality Factor	Objective	Change Initiative	Priority
Effectiveness	Repeat ED visits – Mental Health	<ul style="list-style-type: none"> • Increase awareness for mental health issues and services available • Increase services offered in our mental health program (Alliance Centre) • Increase access to alternative services after hours 	Improvement



Efficient	Average # of inpatients receiving care in unconventional spaces	<ul style="list-style-type: none"> Enhance repatriation to improve on the flow of patients from one healthcare facility to another 	Improvement
Safe	Workplace Violence	<ul style="list-style-type: none"> Enhance safety to reduce incidences 	Improvement
Timely	ED wait time for inpatient bed	<ul style="list-style-type: none"> Ensure the department is always 'bed ready' Increase communication for bed availability Increase availability 	Improvement
Patient Centered	Patient experience- did patients receive enough information when discharged from hospital	<ul style="list-style-type: none"> Improve patient involvement in decisions about their care Enhance family meetings and case conferencing to include patient and family 	Improvement
	Complaints acknowledged in a timely manner	<ul style="list-style-type: none"> Ensure patient complaints are acknowledged within 7 days verbally, via email or in writing Ensure patient complaints are investigated and dealt within 30 days 	Improvement

West Nipissing General Hospital Quality Culture

The model for improvement used to effectively analyze and implement changes is the Deming Cycle “Plan, Do, Study, Act” (PDSA) Model. This model is used to address and mitigate our potential and actual challenges.

Methodology:

A questionnaire was developed using a modified version of the Accreditation Canada patient satisfaction survey.

The criteria used were:

- Evidence based practices
- Team work
- Security
- Accessibility
- Tools and methods



- Evaluation by indicators
- Efficiency, Effectiveness
- Continuity of Care
- Work-life balance
- Population Focus
- Financial Incentives
- Leadership and Governance

Improvement strategies:

- Staff must greet patients/ resident/ clients with respect
- Patients/residents/clients must treat staff and physicians with the same respect
- Educate the population on the ways to access the services offered at the WNGH and identify support groups in the community
- Bilingualism with front line staff is strongly encouraged
- Improve communication, coordination and continuity between departments
- Continuing education on quality provision of care
- Use of evidence based practices
- Review the quality improvement process
- Decrease the wait times to access visiting specialists
- Improve the internal signage system
- Address ethical issues as they occur
- Maintain confidentiality and privacy of Personal Health Information (PHI)

Communication of the improvement strategies occurs by:

- Publication of the QIP on Quality bulletin board for employee and public to access
- Publication of the QIP on WNGH website for public access
- Publication of the QIP on the intranet for employee access

Front line workers are informed of initiative progress by:

- Discussions at staff meetings (general and departmental)
- Staff and managers will develop initiatives within their departments to meeting the QIP
- Publication of the QIP Progress Report on Quality bulletin board for employees



- Publication of the QIP Progress Report on the intranet for employee access
- Periodically report on progress to all staff

QI Achievements from the Past Year

The past year has proven successful for quality improvement throughout the organization as we thrived in achieving the following list of goals:

- Improved our medication reconciliation at time of discharge to a 100% performance rating
- We completed a preliminary review of the number of patients receiving care in unconventional spaces. Now that we've collected our baseline statistics, we will be able to assess potential solution, as required.
- Completed our awareness campaign surrounding workplace violence and subsequently, encouraged staff to report any incidents. In addition, training and additional supports have been providing to staff.
- Improved communication hospital-wide in order to improve patient flow and decrease time to inpatient bed.
- Improved discharge planning process to ensure sufficient information is given to patients upon discharge.

Population Health & Equity Considerations

The West Nipissing General Hospital serves the residents of West Nipissing and surrounding areas. Home to approximately 14,364 residents. West Nipissing is a culturally diverse community having 67.5% of its population fluent in French and English as well as 16.5% of its population identified as aboriginal (2016 census).

The primary diagnoses for inpatients include Pneumonia, General Debility, Congestive Heart Failure (CHF) and Chronic Obstructive Pulmonary Disease (COPD) and Urinary Tract Infections (UTI). The WNGH is unique in that we offer acute care through the ED and inpatient and outpatient care, with a 48 bed Interim LTC unit, Crisis Intervention program and a Mental Health & Substance Abuse program. At the West Nipissing General Hospital, we strive for the health care equity for all patients; as well we strive for equitable treatment of employees and clinicians. All public material is offered in both official languages – French and English, which includes memos, public announcements, information brochures, hospital requisitions, forms, hospital signage, publicly posted minutes, etc. In addition, WNGH offers sensitivity training to staff and clinicians to provide cultural awareness and educate employees on the impact of cultural differences.



Collaboration & Integration

The West Nipissing General Hospital QIP is directly linked to the daily operations and governance of the hospital. The QIP for the WNGH aligns with our Accreditation Canada requirements as well as the H-SAA, M-SAA and L-SAA which ensures the hospital is accountable for access, financial health, security, integration, effectiveness, transparency and quality care indicators. The following links will further validate our commitment to excellence, quality, safety and patient care:

West Nipissing General Hospital web site <http://www.wngh.ca/>

Patient Safety web site http://www.health.gov.on.ca/patient_safety/index.html

Hand Hygiene http://www.health.gov.on.ca/patient_safety/public/hh/hh_pub.html

OHA website <http://www.myhospitalcare.ca>

The West Nipissing General Hospital integrates the QIP with other plans/agreements such as:

- The Hospital Service Accountability Agreement (H-SAA) with the Northeast Local Health Integration Network (NELHIN)
- Agreements with:
 - the Health Science North Cancer Program
 - Ontario Laboratory Accreditation
 - Accreditation Canada
 - and all other agreements with financial obligations and/or quality indicators to meet
 - HAPS
 - LAPS
 - CAPS
- Human resources plan
- Information system plan
- Capital plan
- Professional development and continuing competency plan



Access to the Right Level of Care – Addressing ALC Issues

In order to address the ongoing issues with ALC challenges, the West Nipissing General Hospital continues to include the LHIN Home and Community Care in weekly rounds and notifies them in a timely manner for planned discharges. Barriers for managing ALC patients are also identified through the Client Transition Advisory Committee. WNGH is involved with Health Link, which is addressing the hard to serve population and ALC/discharge planning issues.

WNGH has completed its pilot program as a Senior Friendly Hospital and has received the NICHE designation, both of which focus on preventing functional decline and increasing mobility, therefore decreasing length of stay in hospital and expediting the discharge process. The discharge process is beginning at admission in order to improve the process.

Engagement of Leadership, Clinicians and Staff

The West Nipissing General Hospital engages clinical staff, the management team and the Board of Directors in an ongoing manner with respect to quality. Our board agenda is comprised with greater than 25% of the agenda focusing on Quality. Our Quality Committee of the Board of Director is solid, strong and focused on quality improvement at all levels.

The West Nipissing General Hospital senior leadership is involved with quality initiatives such as Health Link and IDEAS training, patient order sets, best practices, Choosing Wisely Canada, all which focus on quality improvement and quality patient care.

Clinical staff and medical staff are involved in quality issues and quality solutions. Our QIP coincides nicely with our 2019-2024 Strategic Plan which reinforces our initiatives, our goals and objectives to provide quality patient centered care.

The medical staff members are engaged through Board meetings, medical staff, credentials and MAC meetings and by means of the implementation of QBPs, Patient Order Sets and with the QIP and Strategic Planning.

We ensure quality is a top priority at all levels within West Nipissing General Hospital.



Resident, Patient, Client Engagement and Relations

The West Nipissing General Hospital initiated the recruitment and selection process of a community representative to assist in the development of our Quality Improvement Plan and as a member of the Quality Committee. We are pleased to have Diane Legace join our Quality Committee and Suzanne Pilon join our Ethics Committee.

The voice of the community representative will ensure we have a strong community voice and an advocate for inpatient and outpatient programs and services.

The West Nipissing General Hospital has implemented an ILTC Family Council, where family members, friends and caregivers of our residents were invited to take part in this membership. Together we strive to improve the overall quality of life in our ILTC Department by sharing stories and experiences, discussing issues and collaboratively developing potential solutions.

Opioid Prescribing for the Treatment of Pain and Opioid Use Disorder

Given the current challenges with prescription of opioids in today's society, the West Nipissing General Hospital is taking a proactive approach to dealing with the treatment of pain. The Alliance Centre is a hospital program that deals with patients who suffer from mental health and addictions. These employees see patients during regular business hours and our crisis intervention office is conveniently located near the Emergency Department to accommodate in patients and outpatients after hours. We have recently implemented a walk in clinic one day per week and a safe needle exchange program in partnership with the North Bay Parry Sound Public Health Unit.

With the help of our Chief of Staff, physicians are encouraged to "de-prescribe" medications when they are no longer medically necessary. WNGH is continually working to improve medication reconciliations.

Our Emergency Department has revised its policies to ensure preparedness should patients with opioid use disorders present themselves in the Emergency Department. Additional medication has been purchased to reverse the effects of opioids and ED staffs have received education for readiness and ensure their safety while attending to patients with addictions.



Workplace Violence Prevention

Policies and procedures exist at the West Nipissing General Hospital with respect to safety and workplace violence. WNGH has a zero tolerance for workplace violence.

Monthly safety inspections and executive walkabouts are a standard at WNGH. Occupational Health and Safety plays a big role with safety for everyone. Workplace Violence has been added to the West Nipissing General Hospital's 2019-2020 QIP as an indicator and change initiatives are being monitored to track improvements throughout the hospital. Workplace safety has been identified as one of the top strategies to be addressed over the next five (50) years at WNGH.

Linking Compensation to the Quality Improvement Plan

Our 2020-2021 Pay for Performance Plan complies with ECFAA and the Public Sector Compensation Restraint to Protect Public Services Act, 2010.

For the following executives, **5%** of their current base salary is **at risk** and linked to the WNGH Quality Improvement Plan as applicable.
President & Chief Executive Officer

- Chief Nursing Officer
- Chief Financial Officer
- Chief of Staff

The Pay for Performance is specifically linked to the following quality dimensions and objectives:

Effective	Repeat ED visits for mental health	1.25%
Efficient	Average number of inpatients receiving care in unconventional spaces	1.25%
Safe	Number of Workplace Violence incidents	1.25%
Timely	Time to inpatient bed	1.25%



PERFORMING OBJECTIVES

Board of Directors Goals and Objectives 2019-2020

The West Nipissing General Hospital (WNGH) is the major health care provider in the community of West Nipissing and one of the largest employers with 270 employees. Accessible and sustainable health care is achieved as a result of the organizational goals and objectives as well as our efficient and effective operational processes.

Care and treatment is evidenced based, with a focus on patients obtaining timely access and appropriate quality health care at the WNGH.

We remain committed to health equity identifying that Indigenous people, Franco-Ontarians and people with mental health and addiction challenges are not always well served by the health care system. Acknowledging these inequities is a first step in improving their health status.

In alignment with the NELHIN Integrated Health Service Plan (IHSP), MOHLTC “Patients First” discussion paper and the WNGH Quality Improvement Plan (QIP), we must focus on: improving access to health care; decreasing wait times; improving mental health and addiction services, and engaging First Nation, Metis and Francophone population while striving for a sustainable system.

In an effort to meet the above needs, our plan is to put patients first through the proposed 2019-2020 goals and objectives that will drive the organization at all levels in accordance with our 2019-2024 Strategic direction as follows:

1. Patients/Clients/Residents: “nothing about me without me”.
2. People/staff/physicians/learners/volunteers: “partnership with a purpose”
3. Safe work environment: “physical and psychological safety for all”
4. Capital Planning “building with our future in mind’
5. Organizational Agility: “flexibility to meet community issues of the day”