



Listowel
Wingham

HOSPITALS ALLIANCE

Enriching Life's Journey Together

Introduction

- The plan outlines the priorities for the organization for the next two years and refreshes the values that will guide our decisions and actions.
- It strives to solidify the role the hospitals play in the larger health care delivery system, the services it can delivery locally to meet needs and identifies centers of excellence.
- It also reinforces the importance of creating services that are sustainable and demonstrate stewardship of our resources, recognizing the uncertain and volatile economic outlook for the short term.
- The plan positions us well to further expand on our master services planning with our partners.

Enriching Life's Journey Together

VISION



QUALITY CARE
that is patient centred,
timely, efficient,
effective, equitable
and safe.

A SUSTAINABLE
AND RESILIENT
ENVIRONMENT
that is here for
future generations.

MISSION

A WORKPLACE
that nurtures
individual and
collective potential.

MEANINGFUL
PARTNERSHIPS
to offer a seamless
patient experience.

VALUES

Respect
Teamwork
Communication
Professionalism
Compassion/Caring

Why Strategy Re-refresh

Intended – to assist with bridging CEOs

To facilitate a common understanding & alignment ➡ ➡ ➡

To assist with implementation and operational planning for the next 12-18 months.

Scope

- Review Strategy
- Discuss Emerging Changes in the Environment
- Confirm Strategic Goals
- Confirm Objectives for 2025/26 forward
- Develop scorecard(s)
- Cascade into:
 - QIP
 - Operational/department plans
 - Department scorecards
 - Meeting frameworks



Environmental Scan

Within

- Resource constraints
- Deficit position
- Commitment to Master Service Planning.
- Recovery and catch up fatigue
- Unused capacity

External

- OH West Priorities
 - ED wait times
 - Surgical capacity
 - Primary care attachment
 - ALC
- Equity, Inclusion, Diversity, Anti-racism.
- Growing population – []
- OHT and integrated clinical pathways and population health.
- Master Services Planning and SWESS planning.
- Insufficient Capacity

Purpose — *Why do we exist? - Why*

Provide rural health care with excellence.

Vision — *Where we aspire to go! What we want to be! – Where /What*

Current

Enriching Life's Journey Together

Proposed

- Exceptional **Patient** and **Staff** experience.

Mission – *Defines our business. “How”*

Previous

- **Quality Care** that is **patient centred, timely, efficient, effective, equitable and safe.**
- A **sustainable and resilient Environment** that is here for future generations.
- A **Workplace** that **nurtures** individual and collective potential
- **Partnerships** to offer a **seamless** patient Experience.

Proposed

Embrace **innovation** and **leading practices** to provide health services that meet the **evolving** needs of **our** communities.

Values – creates foundation for decision making, behaviours,

*Our core values guide our decision making and actions, as we work together and with our partners **to serve** our patients, their families, our communities and each other.*

Respect

Teamwork

Communication

Professionalism

Compassion/Caring

Compassionate Care

Safety

Transparency

Integrity

Innovation

Professionalism



Goals

desired outcomes/conceptual/achieve our mission

&

Objectives

smart/measure progress

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Services

Transform and grow our services to meet the needs of the community and greater catchment area.

1. Fully utilize the existing resource capacity in the OR and Diagnostics by:
 - a) Increase OR utilization hours by 20% by March 31, 2026.
Target = 88 hours/month LMH; 28 hours / month WDH
 - b) Increase Diagnostic Imaging annual volumes by 15%, by March 31, 2026.
Baseline = 38,001
2. Update the Master Services Plan, identifying the Centers of Excellence for a) our sites and b) in relation to the broader region by March 2027.

Quality (&Risk)

Provide **Quality Care** that is patient centered, timely, efficient, effective, equitable and safe

3. To achieve accreditation in the November 2025 process.
4. Implement the HIROC RAC program by 2027 by completing the risk assessment component by March 31, 2026 .
5. To achieve full electronic documentation.
 - Physician documentation in the ED, Oncology and In-patient unit by December 2025
 - All program documentation in the ED, Oncology and in-patient programs by March 2026
 - All program documentation in the, surgical services and LWHA Physician lead Ambulatory/Outpatient Clinics by December 2026.
6. To implement the OHA patient satisfaction survey for the emergency department and inpatient unit, utilizing the Qualtrics platform, to identify an area of opportunity by March 31st 2026



Human Resources

A Workplace that nurtures accountability, individual and collective potential and a culture of kindness and inclusion.

6. To achieve 85% of regular active staff, patient partners, and board members, completing the unconscious bias training and inclusive language modules by March 31, 2026.

Baseline = 0

8. Improve staff engagement by decreasing the leaders scores on the following Accreditation Canada Staff Engagement Survey questions by March 31, 2027:

- a) Decrease by 30%, leaders who report their days as being quite or extremely stressful.

Baseline = 60%

Finance (& Resources)

A sustainable and resilient Health Organization that is here for future generations.

9. To achieve a balanced budget within 2% of revenues in 2025/26 and a balanced within 1% in 2026/27.
Baseline= revenues for 2025/26 and 2026/27
10. To achieve 10% supply chain reductions by March 31,2027.
Baseline= LMH = \$5,934,085 & savings target of \$225,000
WDH - \$5,207,927 & savings target of \$225,000

Stewardship & Partnerships

Harness **Innovation** and **Partnerships** to deliver a **quality, expanded, integrated network of sustainable regional** care, demonstrating **responsible use** of public funds.

10. Increase access to primary care through the recruitment of primary care providers and exploration of alternative care models to better meet the primary and acute care needs of the community by December 2026.

Targets:

- ✓ Recruit 2 physicians with focused practices as outlined in the recruitment targets.
- ✓ Recruit 2 physician specialists as outlined in the recruitment targets.
- ✓ Explore one alternative care model in partnership.

Next Steps

- Create Strategic Oversight Scorecard
- Operational/QIP for each department aligned with the strategic Goals & Objectives
- Update departmental scorecards.
- Review practices, processes & budgets to support accountability for G & O.
- ID and Approve Projects
- Update visuals
- New full strategic planning process

Questions

