



Sault Area Hospital

**TRUSTED PARTNER.
OUTSTANDING CARE.**

Strategic Plan | 2022–2025



About Sault Area Hospital

Located at the hub of the Great Lakes in beautiful Sault Ste. Marie, Ontario, across from our sister city of Sault Ste. Marie, Michigan, Sault Area Hospital (SAH) is a vital cornerstone in our community with a long, storied and proud history.

SAH began as two community hospitals, both situated on the St. Mary's River in downtown Sault Ste. Marie—the Sault Ste. Marie General Hospital (Catholic hospital founded by the Sisters of the Cross in 1898) and the Plummer Memorial Public Hospital (founded in 1919). In 1993, the two formed a partnership becoming Sault Area Hospital. Then, in March 2011, we opened a spectacular one-site, state-of-the-art hospital.

With a total annual budget of \$225 million and operating up to 300 beds, SAH provides primary, secondary and select tertiary services to residents in Sault Ste. Marie and the District of Algoma. We provide core services in Emergency and Critical Care; Cardiac; Medicine; Surgery; Obstetrics, Maternity and Pediatrics; Mental Health and Addictions; Complex Continuing Care; and Rehabilitation.

Our regional programs include the Algoma Regional Renal Program (ARRP), which provides comprehensive renal services and is one of 26 regional renal programs across Ontario. The Algoma District Cancer Program (ADCP) offers comprehensive cancer treatment services to residents of the Algoma District. Additionally, SAH operates several programs and services in locations throughout the community.

SAH works collaboratively with our local educational institutions to provide a training site for nurses and many other allied health disciplines. We are also a training site for the Northern Ontario School of Medicine (NOSM), supporting the learning of our medical learners and residents.

Sault Ste. Marie is a growing hub for health research. There are approximately 30 studies being spearheaded by physicians at SAH. In addition, SAH has a thriving Clinical Trials Department that works out of our Algoma District Cancer Program. There are approximately 30 clinical trials active at any given time, giving patients access to novel treatments for their care.

We are incredibly proud of our approximately 1967 dedicated staff, 162 active physicians and 450 volunteers who provide exemplary service to a catchment population of approximately 114,000 in the Algoma District.

SAH is a proud member of the Algoma Ontario Health Team, supporting an integrated health system focused on the unique needs of Algoma residents.





Vision

Trusted Partner. Outstanding Care.

Mission

Exceptional people working together to provide outstanding care in Algoma.

iCare Values

Integrity: We say what we mean and we mean what we say.

Compassion: We show concern and care for others.

Collaboration & Partnership: We promote teamwork.

Accountability: We are answerable for our actions and decisions.

Respect: We care about the well-being, dignity and uniqueness of everyone.

Excellence: We deliver our best every day and encourage innovation to continuously improve.

Letter from our Board Chair and President & CEO



Sharon Kirkpatrick

Board Chair



Ila Watson

President & Chief Executive Officer

As we prepared to launch Sault Area Hospital's 2022-2025 Strategic Plan, outlining our vision and plan to move our organization forward in the coming years, we reflected on the period of immense change and challenges that have faced our globe, our nation and our hospital.

Over the past two years since the COVID-19 Pandemic was declared, our hospital has been in a constant state of change, and the Pandemic has challenged each of us in our own unique ways. Through our ongoing COVID-19 response, we have seen the strength and resilience of our society, our communities, our families, and in each of us who works in the healthcare system.

Our resilience has made us stronger. We have learned, adapted, re-created and innovated in ways that will expand and improve the ways we provide care in the future. Those lessons learned are reflected in our new strategic plan.

In the development of our strategic directions and priorities for the next three years, we consulted with our communities, partner organizations, patients and families, our staff, physicians and volunteers. What we heard in our consultation has reinforced the importance of the vital work we do.

We have developed two key strategic directions to help move us forward and one to help us ensure and reinforce the solid foundation that will help support us as we move into the future. Our first strategic direction focuses on compassionate person-centred care. Compassion, listening, and ensuring our patients, their families and caregivers are at the centre of the care team is of the utmost importance. This means we will focus on recognizing diversity, access and inclusion, and providing equity in the provision of health care for all. As part of this work, we will move forward with a primary focus on Indigenous Health Care. Additionally, we will continue to



collaborate with all our partners and work toward a stronger and more integrated health system. For our staff, physicians and volunteers, we have developed a strategic direction to ensure we foster a healthy and supportive organization. We know that by continuing to improve our workplace by ensuring that our staff, physicians, learners and volunteers are happy, healthy, well and safe at work and are empowered and supported to do their best work, they will be able to provide the best care to our patients, their families and caregivers.

In order to achieve these two strategic directions, we know that we must continue strengthening our operations, ensuring we build a solid foundation. We continue to focus on providing excellent, high-quality care, which includes exploring innovative and digital solutions to enhance the care we already provide. Our organization also continues to seek out opportunities to expand our research

activity to help advance health care for our community. In an ever-changing environment, it is also important to maintain financial stability so we can continue to provide excellent health care into the future.

We were inspired by the feedback and input that our communities and partners provided us as we developed our new strategic plan. That input helped us plan our future to ensure healthy communities across the Algoma District.

We are excited to share the 2022-2025 Sault Area Hospital Strategic Plan. As your trusted partner in health, we are confident that we have developed a plan that will ensure outstanding care for you and your family.

Strategic Directions

1 Compassionate Person-Centred Care

We will ensure our patients and their families feel heard and empowered to be active participants in their care.

2 Healthy and Supportive Organization

Our leaders will enable their teams to do their best and ensure staff, physicians, and volunteers are healthy, well and safe at work.

3 Strengthening Our Operations

We will ensure that our organization can best meet the health and care needs of the population we serve.

PRIORITY INITIATIVES

→ **DIVERSITY, EQUITY & INCLUSION** - We will provide inclusive and culturally safe care to all, beginning with a focus on Indigenous health and continuing to improve overall access, equity and respect for diversity.

→ **INTEGRATED HEALTH CARE** - We will meet the health and care needs of those we serve through continued collaboration with community and regional partners.

→ **SUPPORTIVE ENVIRONMENT** - We will enable good health and attendance and invest in the development of people focused leaders.

→ **SAFE WORKPLACE** - We will ensure a healthy and safe environment by working together to reduce incidents of workplace violence and worker injury.

→ **HIGH QUALITY CARE** - We will continue our commitment to quality, research, innovation and digital solutions.

→ **FINANCIAL HEALTH** - We will drive financial sustainability.

→ **PANDEMIC RECOVERY** - We will stabilize, transform, sustain and restore health and care services for those in our communities.

MEASURES OF SUCCESS

Improve Patient Experience

Reduce Hospital Length of Stay

Improve Engagement

Improve Attendance

Reduce Workplace Incidents

Reduce Wait Times

Improve Patient Safety

Meet Budget Objectives



Why did we develop a Patient, Family and Caregiver Perspective?

The Patient, Family and Caregiver Perspective was developed by Sault Area Hospital patient and family advisors to demonstrate what meeting our strategic goals would look like for community members accessing healthcare services.

Sault Area Hospital is committed to creating an environment that actively partners with Patients, Families and Caregivers across their journey with the healthcare system. Patient, family and caregiver engagement is defined as patients, families or their representatives, and health professionals working in active partnership at various levels across the healthcare system—individual care, organizational design and governance, and system-level policy-making—to improve health and health care.

We recognize that this commitment also needs to be demonstrated informally through daily interactions such as being greeted with a smile, open communication with your healthcare team and enhancing your active involvement in your health care. The Patient, Family and Caregiver Perspective is one way that we uphold that commitment to our community.

Patient, Family & Caregiver Perspective

Our vision is that the team at Sault Area Hospital (SAH) is highly skilled at what they do. They always acknowledge and greet us with a smile and ask, “How can I help?” They see and treat patients as people and not a diagnosis. In addition, they are passionate about caring for all people. They enjoy their roles, feel safe and supported and are proud to work at the hospital.

Health care in Algoma will look and feel like one system. When we visit different hospital departments or go from the hospital to home or elsewhere in the community, the transition is seamless and smooth. Providers have access to accurate and up-to-date information when and where they need it.

SAH works within available resources to provide top-notch care. We need to travel to other cities for care only when it is in our best interests. When possible, care is provided at home, virtually or in the community rather than in the hospital.

We can always get information, have our questions answered, and feel empowered to have a voice in our health care. The team at SAH considers and respects our wishes. We make decisions about treatment together, considering individual identity, beliefs, values, history, culture, and ability.

Finally, we are confident that SAH will apply lessons learned to improve healthcare services for patients and families, both under ordinary and exceptional circumstances.

*Us, We and Our: includes patients, clients, families, caregivers, people with lived and/or living experience, traditionally underrepresented voices, and/or other citizens and community members.

1 Compassionate Person-Centred Care

We will ensure our patients and their families feel heard and empowered to be active participants in their care.

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Compassionate, person-centred care means my healthcare team sees me as a person rather than an illness, takes the time to be welcoming and kind, listens to me carefully, and respects my wishes and individual needs.

SAH Patient & Family Advisor



Diversity, Equity and Inclusion

We will provide inclusive and culturally safe care to all, beginning with a focus on Indigenous health and continuing to improve overall access, equity and respect for diversity.

Our Approach

- ✓ Design and implement an Indigenous Health Strategy in collaboration with our partners.
- ✓ Develop and implement a data strategy related to Diversity, Equity and Inclusion to understand opportunities, enhance sharing with partners and ensure our ability to measure improvements.
- ✓ Develop and implement a Diversity, Equity and Inclusion education plan to support our workers.

What we plan to do in 2022 -2023

- Develop an overall Indigenous health strategy
- Support the Diversity, Equity and Inclusion Committee in developing and delivering an action plan
- Complete diversity, equity and inclusion training for priority departments

Integrated Health Care

We will meet the health and care needs of those we serve through continued collaboration with community and regional partners.

Our Approach

- ✓ Improve patient confidence and reduce vulnerability by working with community partners to improve co-ordination and integration of hospital care and community services.
- ✓ Implement a model of mental health and addictions care and a care environment that is evidence-informed, purposefully promotes safety, and embraces diversity, equity and inclusivity.
- ✓ Strengthen the continuum of emergency care by working with care partners and improving access to acute care resources.

What we plan to do for 2022 -2023

- Achieve Choosing Wisely - Level 2 Designation
- Complete Rehab Care Alliance Frail Elderly Gap analysis
- Complete relocation of Residential Withdrawal Management Facility - Phase One
- Reduce Mental Health and Addictions visits to the Emergency Department
- Develop an Emergency Department improvement project charter

2 Healthy and Supportive Organization

Our leaders will enable their teams to do their best and ensure staff, physicians and volunteers are healthy, well and safe at work.



Wellness can mean something different to each of us. It is important to create an environment that supports our differences to ensure everyone's well-being. Understanding and respecting that we work different shifts and have different approaches to wellness drives our committee to lead initiatives that can be flexible and adaptable to the needs of staff, physicians and volunteers across SAH.

Wellness Committee Chair

Supportive Environment

We will enable good health and attendance and invest in the development of people-focused leaders.

Our Approach

- ✓ Develop and implement a new approach, including training, tools and resources, to support our leaders and staff in improving overall attendance.
- ✓ Foster a supportive environment and develop operational excellence by defining our standard for people-focused leadership and ensuring leaders are supported in managing their department.

What we plan to do for 2022 -2023

- Implement a new approach to support employees in being healthy and well at work
- Implement a multi-faceted approach aimed at leadership development and standards



Safe Workplace

We will ensure a healthy and safe environment by working together to reduce incidents of workplace violence and worker injury.

Our Approach

- ✓ Ensure safety best practice fundamentals are in place, reliable and checked often.
- ✓ Engage stakeholders to enhance measures and practices to reduce overall incidents of workplace violence, musculoskeletal disorders (MSDs) and sharps injuries.

What we plan to do for 2022 –2023

- Improve and modernize our management system related to policies, procedures and standard operating procedures
- Enhance and standardize our safety practices related to hazard identification and mitigation
- Identify additional opportunities related to the prevention of workplace violence and implement new practices to reduce overall incidents



3 Strengthening our Operations

We will ensure that our organization can best meet the health and care needs of the population we serve.

Financial Health

We will drive financial sustainability.

Our Approach

- ✓ Utilize the project management process, framework and tools to evaluate, select and measure initiatives.
- ✓ Seek collaborative partnerships to provide the best care using the most effective service delivery model.
- ✓ Encourage innovative, nimble and responsive decision making.
- ✓ Develop and implement a proactive and systematic risk management framework across the hospital.

What we plan to do in 2022 –2023

- Ensure all projects have a financial review/analysis
- Develop a funding repository and explore identified opportunities
- Conduct a leader business acumen needs analysis
- Identify potential risks throughout the organization and act on plans to reduce or mitigate where possible

High Quality Care

We will continue our commitment to quality, research, innovation and digital solutions.

Our Approach

- ✓ Evolve our quality framework to drive an improvement culture and better outcomes for patients and clients.
- ✓ Enhance participation in research, secure and hold grant funding, and increase the number of active research projects.
- ✓ Further implement remote care monitoring across multiple sectors.

What we plan to do in 2022 -2023

- Enhance and integrate our quality framework
- Enhance and integrate our Research and Knowledge Translation Plan
- Seek approval from the Canadian Institutes of Health Research to become a research fund holding agency
- Continue the implementation and expansion of Remote Care Monitoring

Pandemic Recovery

We will stabilize, transform, sustain and restore health and care services for those in our communities.

Our Approach

- ✓ Recover system wide wait times as we emerge from the pandemic.
- ✓ Adapt, change and transform the way we provide care to match future staff availability and classification composition.
- ✓ Efficient alignment of resources to recover clinical and patient needs.

What we plan to do in 2022 -2023

- Restart programs and services to full capacity, prioritizing patients cancelled/delayed due to COVID restrictions
- Restart elective procedures and surgeries
- Initiate and sustain Trans Esophageal Echo service
- Develop a multi-year recruitment and retention strategy
- Ensure the right people with the right skills are available when needed
- Meet the provincial benchmark for acute care Length of Stay
- Meet Length of Stay targets for post acute patients

Are you ready?

I ski because iCare.



Sault Area Hospital by the Numbers 2021-2022

114,000+

Community members

8,809

Hospital admissions

151,143

Outpatient visits

2,500+

Staff, physicians & learners

12,114

Surgical cases

7

Locations providing
programs & services

450+

Volunteers

103,290

Diagnostic imaging exams



SAULT AREA
HOSPITAL
HÔPITAL DE
SAULT-SAINTE-MARIE

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