



Sault Area Hospital

Strategic Plan | 2022-2025

What We Plan to Do in 2023-2024

This document is intended as a complement to SAH's approved 2022 – 2025 Strategic Plan.

Although the foundation of the Strategic Plan remains the same over its three-year horizon, as part of the planning process, we committed to updating and publishing the specific work we intend to do in each year of the plan.

This document provides a summary of those specific activities planned for the fiscal 2023 – 2024 year. The “What we plan to do for 2023 – 2024” section lays out specific tactics that will help us achieve our Vision of “Trusted Partner. Outstanding Care.”

Reflecting the layout of the full Strategic Plan 2022 – 2025, this document is organized using the three main strategic directions of “Compassionate Person-Centred Care,” “Healthy and Supportive organization,” and “Strengthening Our Operations.”

This document, when used in combination with the 2022 – 2025 Strategic Plan, will clearly show you the work we have chosen to do that will help our organization move forward in the coming years.

Lisa Bell-Murray
Board Chair

Ila Watson
President & Chief Executive Officer

1 Compassionate Person-Centred Care

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

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 Work Plan 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 2023 -2024

- Follow through and execute on actions in our Indigenous Health Work Plan and survey partners for feedback.
- Implement the Diversity, Equity and Inclusion Committee's action plan, monitor completed actions for sustainment, and gather REGAL (race, ethnicity, gender, age, language) data.
- Expand diversity, equity and inclusion training beyond priority departments and include partner organizations in the community.
- Support the hiring process, onboarding and integration of internationally-trained healthcare workers at SAH. Provide additional training to leaders to focus on the reduction of unconscious bias/racism and ensure a positive experience for workers of all backgrounds/cultures at SAH.
- Explore the development of an Indigenous Advisory Committee.

1 Compassionate Person-Centred Care

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

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 to improve access to acute care resources.

What we plan to do in 2023 -2024

- Implement Geriatric Rehabilitation model of care with targeted population in Post Acute Care.
- Complete Phase One, the relocation of Residential Withdrawal Management Facility, and begin Business Case and Planning for Phase Two, the co-location and consolidation of outpatient/community-based Mental Health & Addictions related services.
- Continue implementation of action plan to reduce Mental Health and Addictions visits to the Emergency Department.
- Develop and implement Emergency Department redesign and process improvement.
- Explore partnerships/options to reduce the impact of community challenges in accessing primary care.
- Collaborate with partners to implement actions to improve ambulance offload performance.
- Be a leader in ensuring the Algoma Ontario Health Team evolves in alignment with the Provincial vision.

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.

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 have the tools and skills they need to manage their people and achieving results.

What we plan to do in 2023 -2024

- Continue to support and reinforce our new approach to support employees in being healthy and well at work.
- Implement a multi-faceted approach aimed at leadership development and standards.
- Follow through on our commitment to the new performance review process.
- Achieve an understanding of what optimal staffing looks like and implement new tools and processes to achieve/maintain.
- Leadership training focused on supporting and managing people.
- Reinforce evidence-based leadership practices.

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.

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.
- ✓ Enhance measures and practices to reduce overall incidents of workplace violence, musculoskeletal disorders (MSDs) and sharps injuries.

What we plan to do in 2023 -2024

- Implement new and improved management system related to policies, procedures and standard operating procedures.
- Provide training and reinforce policy, process and tools to support reliable and standardized practices related to hazard identification and mitigation.
- Continue to identify additional opportunities related to the prevention of workplace violence and implement new practices to reduce overall incidents.
- Continue to reinvigorate the safety culture.

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.

What we plan to do in 2023 -2024

- Ensure projects requiring capital or organizational investments have demonstrated project management governance and are tracked and monitored.
- Develop a service analysis and explore collaborative partnership opportunities for areas without direct funding.
- Utilize information from the leader business acumen needs analysis to address skills and knowledge opportunities.
- Identify potential financial, funding or revenue risks throughout the organization and act on plans to reduce or mitigate where possible.

3 Strengthening our Operations

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

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 2023 -2024

- Advance our use of Choosing Wisely Canada's best practices and principles.
- Integrate the dimensions of quality as outlined in the revised Quality Framework into improvement initiatives across the organization.
- Expand our Research and Knowledge Translation plan to broaden the scope of research categories, address local needs, partner with regional research networks, and promote evidence-informed practice.
- Gain Canadian Institutes of Health Research approval to administer grant funding that supports local research in areas such as health promotion, developing treatments, and improving quality of life.
- Continue Remote Care Monitoring in Surgical Services and spread implementation to Mental Health and Addictions and other service areas.

3 Strengthening our Operations

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

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 2023 -2024

- Implement the multi-year recruitment and retention strategy.
- Develop and sustain safe, effective staffing and workload practices for Acute Care.
- Operationalize pandemic work and adjust resources to deliver the required services.