



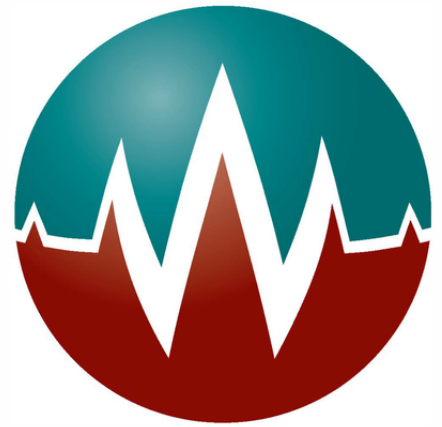
WOODSTOCK HOSPITAL

STRATEGIC PLAN

2020-2025



YOUR VOICE YOUR VISION
CREATING GREAT CARE TOGETHER



MISSION

Community-oriented, personalized, and quality care.

VISION

Working collaboratively to advance the health and well-being of our community.

VALUES



VALUES STATEMENT

We strive to serve others; building on our collective strengths, expertise, and shared values; for the betterment of our patients, their families, and our community.



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CONTENTS

- 01. MESSAGE FROM OUR LEADERS
- 02. OUR NEXT CHAPTER
- 03. OUR HOSPITAL
- 04. OUR SERVICES
- 05. OUR COMMUNITY
- 06. OUR HEALTHCARE TRENDS
- 07. OUR ENGAGEMENT PROCESS
- 08. OUR STRATEGIC PILLARS
 - Caring
 - Empowering
 - Growing
 - Connecting
- 13. GOING FORWARD

A MESSAGE FROM OUR LEADERS

Woodstock Hospital is pleased to present its new Strategic Plan for 2020-2025. Strategic plans act as a road map for hospitals by detailing our vision for the future and how we plan to get there.

In developing this strategic plan, emphasis was placed on engaging the community we serve – those who live and work in the Oxford County area, as well as our local partners who provide care or other community services. That is why we called the engagement phase of the strategic planning process, *Your Voice, Your Vision: Creating Great Care Together*. We wanted to ensure the plan reflects the needs, perspectives and ideas of those served by the hospital.

We also created a variety of opportunities for our physicians, staff and volunteers to share their experiences, values and aspirations for Woodstock Hospital in the years to come. With the feedback we gathered, we discovered common themes that helped shape Woodstock Hospital's new Mission, Vision and Values statement, along with four strategic pillars - **Caring, Empowering, Growing and Connecting**.

The hospital's Board of Directors endorse this plan and look forward to building on the relationships the hospital has already established with the people we serve, our dedicated and caring staff, and the care partners in Woodstock and Oxford County. These relationships have never been stronger. The arrival of novel coronavirus (COVID-19) underscored the importance of community collaboration, as Woodstock Hospital worked alongside Long-Term Care Homes, Southwestern Public Health and other community partners towards a common goal of slowing the spread of the virus to keep the health care system from becoming overwhelmed.

This unprecedented time also reinforced that we can accomplish more when we are working together. Because this was a collaborative effort with our patients, caregivers and families, staff, physicians, and community partners, we are confident the hospital will fulfill our vision of working collaboratively to advance the health of the community.



Perry Lang
President & CEO



Rick Shaheen
Hospital Board Chair



OUR
COMMITMENT
TOWARDS A
SHARED
VISION
FOR OUR
HOSPITAL

OUR NEXT CHAPTER: CREATING GREAT CARE TOGETHER

Since moving into our new hospital in 2011, we have experienced many successes and growth in the range and volume of services offered. In addition, we have increased staffing and specialists to support the growing needs of the community. As demand for our services grow, we are pleased to present our new strategic plan as we look towards the future.

Developing a new strategic plan gives our hospital an opportunity to pause and reflect on what we are proud of, where we have come from, and where we see ourselves going. It allows us to come together with the people we serve to share what matters - now, and in the future. It helps guide decision-making and ensures that all of us, no matter what role we play, are all pulling in the same direction towards a better future.

Throughout this document, we will outline how we built the plan and what we considered as we look towards the future. First, we will provide an overview of our hospital and our services. Then we will provide an outline of our community and health care trends that we factor into how we plan for and deliver care. We will also provide an overview of how we built our plan by listening to those who we care for, those who provide care, and those we provide care with. Finally, we will outline the four strategic pillars that will guide our organization through the next five years.

OUR HOSPITAL



Woodstock Hospital is a full-service community hospital, providing care to a population of 55,000 people and offering specialized care to nearly 110,000 people within Oxford County and area.

Our hospital is dedicated to delivering the highest quality care by:

- Delivering patient care in a compassionate, ethical, and respectful manner.
- Encouraging creativity and innovation, while being fiscally responsible.
- Striving for personal growth and work-life balance.
- Actively collaborating with our community partners.
- Being a regional hub of expertise with demonstrated and trusted leadership.
- Taking pride in environmental stewardship and reducing our environmental footprint.

We are proud of who we are, what we do, and how we do it.

OUR FACILITY



- Established in 1895, our new hospital opened November 20, 2011.
- 350,000 square foot facility designed to promote healing.
- 178 beds with 70% private patient rooms.
- 133 million dollar annual budget.

OUR PEOPLE



- Over 1000 dedicated staff.
- Approximately 125 doctors.
- 135 volunteers.
- 10 patient advisors.

OUR ENVIRONMENTAL FOOTPRINT

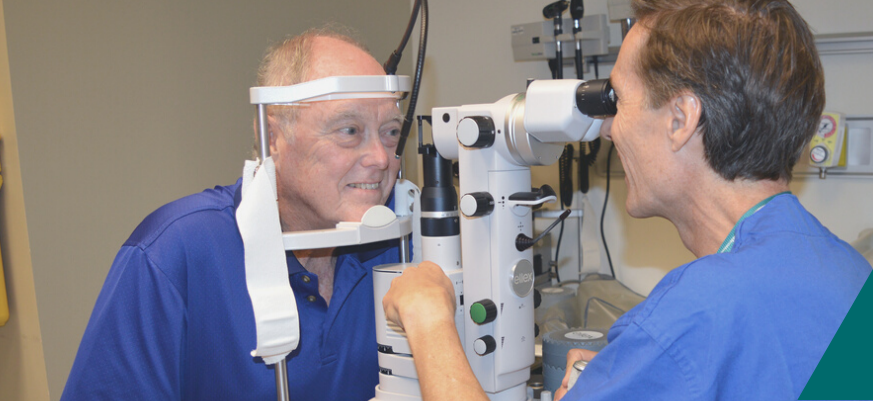


- Over the past 5 years, energy conservation resulted in:
 - 4% reduction in electricity.
 - 16% reduction in natural gas consumption.
 - 14% reduction in greenhouse gas.
 - 12% increase in waste diversion.
- Completion of a 1 megawatt combined heat and power plant.
- Installation of 21 car charging stations.
- Commitment to install 535kW of solar power.

OUR ACCOMPLISHMENTS



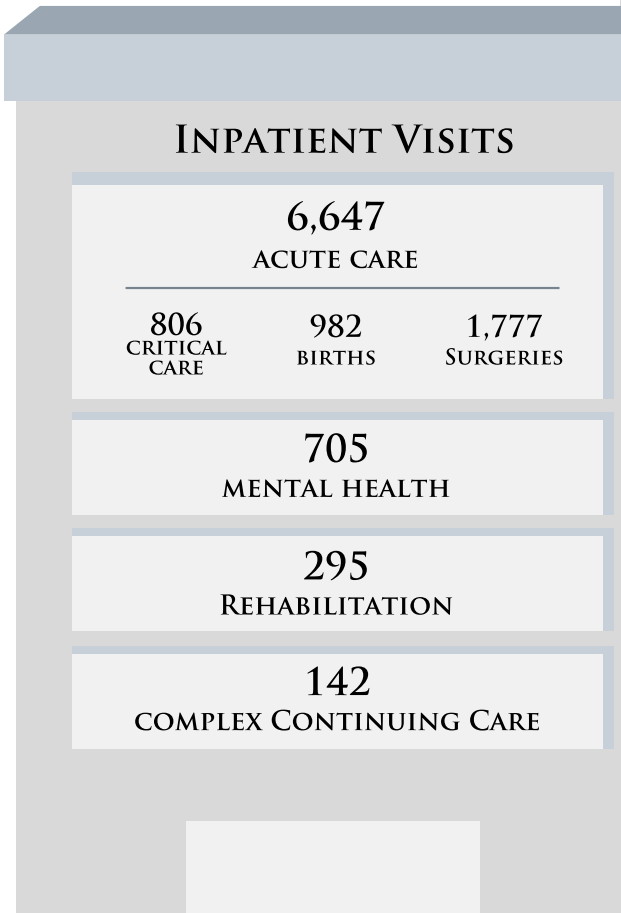
- Accredited with Exemplary standing.
- Top Emergency Room Wait Time performance in 2019 for Pay For Results hospitals across Ontario.
- First hospital in Ontario to be awarded a Leadership in Energy and Environmental Design (LEED) Silver Certification.



OUR SERVICES



2019-2020



OUR COMMUNITY

POPULATION

The population we serve is growing.

- By 2046, the population of Oxford County is projected to grow by 47,200 residents, for a total of 161,000.

DEMOGRAPHICS

The population we serve is becoming more diverse.

- Historical diversity has been from people identifying as Mennonite, Low German Speaking, and Dutch Reform, with visible minority populations increasing over 15% from 2011 to 2016.
- We have a larger youth and elderly population than the Canadian average.
- There is a blend of 36.4% urban and 63.6% rural residents.

HEALTH NEEDS

The community we serve has lower levels of activity and faces mental health and addiction challenges.

- There are higher rates of obesity and inactivity than the Ontario average for adults and children.
- There are higher rates of alcohol consumption, smoking and drug use than the Ontario average (resulting in 4,666 hospitalizations per year).
- Mental Health Case Management wait times are highest in Oxford County compared to all other areas in the previous South West Local Health Integration Network.

SOCIAL DETERMINANTS OF HEALTH

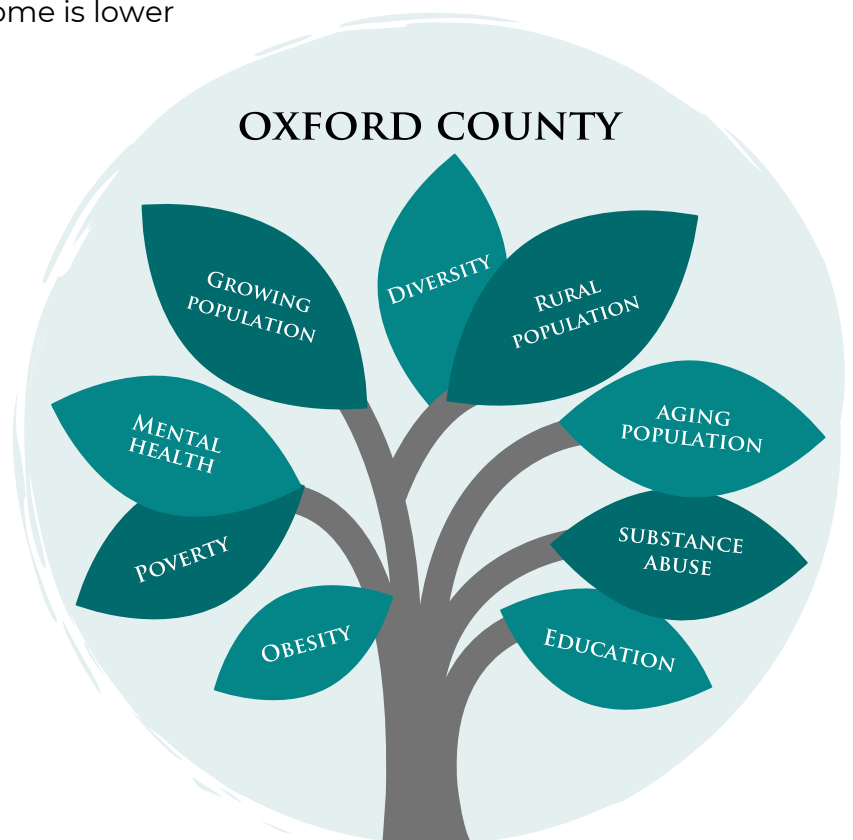
Income and education levels play a role in our community's health.

- The median and mean household income is lower than the Ontario average with higher poverty rates than the Canadian and Ontario average.
- High school graduation rates and people with a university degree are lower than the Canadian average.

HEALTH SYSTEM

Our community faces health care system challenges.

- Lack of primary care providers and options for walk-in, urgent care.
- Shortage of personal support workers and nurses to provide home care.
- Wait lists for long-term care homes.



OUR HEALTHCARE TRENDS



PATIENT-CENTRED CARE

More deeply involving patients and caregivers to participate in care improves their experience and outcomes, such as improved safety, reduced medication errors, and enhanced discharge planning.

GLOBAL PANDEMICS

Emergency preparedness and infection prevention and control require redesign of processes and continuous adaptation of services.

MENTAL HEALTH

Access, navigation, stigma, and support for caregivers are issues faced by patients. Design of care requires managing conditions and not just dealing with crises.

ONTARIO HEALTH TEAMS

There is increasing expectation for all health care organizations to work collaboratively to place patients at the centre of care.



MEDICAL INNOVATION

Technological advancements push the boundaries of what is possible but can come with increased cost to obtain and maintain.

DIGITAL HEALTH

Digital tools and platforms are helping to coordinate the collection, tracking, storing, and sharing of information within health settings and between care providers and patients.

CHRONIC DISEASE

Chronic diseases, combined with demand on homecare and long-term care, can result in patients having longer stays in hospital (known as Alternate Level of Care).

SOCIAL DETERMINANTS OF HEALTH

There is growing appreciation that factors beyond health impact ability to access and participate in healthcare, including income, education and housing.

OUR ENGAGEMENT PROCESS



To inform the development of our Strategic Plan, from November 2019 to January 2020 we wanted to understand what matters to the people we serve, the staff who work at the hospital, and the community organizations we partner with. For that reason, we held a campaign called “Your Voice, Your Vision: Creating Great Care Together” to inspire people to share with us what they care about and their expectations for care in this community.



OPPORTUNITIES FOR PEOPLE TO SHARE THEIR INPUT

- in-person meetings
- surveys
- feedback cards
- community sessions
- open houses
- phone calls
- emails

WE HEARD FROM 950 INDIVIDUALS ACROSS OUR COMMUNITY:

125	230	45	525	25
PATIENTS, FAMILIES AND CAREGIVERS	COMMUNITY MEMBERS	COMMUNITY PARTNER LEADERS	STAFF & MANAGEMENT	VOLUNTEERS

We structured our inquiry across three broad areas: Care, Culture, and Community. The feedback was compiled into a report called “What We Heard”. By thoughtfully reviewing these themes in relation to the context of our community and broader healthcare trends, we have developed four strategic pillars to support our new 2020 to 2025 Strategic Plan.



OUR STRATEGIC PILLARS

CARING

WE WILL CONTINUE TO ADVANCE A CULTURE OF QUALITY, SAFE, AND TIMELY CARE THAT IS COMMUNITY ORIENTED AND PLACES PATIENTS AT ITS HEART



EMPOWERING

WE WILL ENSURE THAT PATIENTS, FAMILIES AND CAREGIVERS ARE SUPPORTED TO ACTIVELY PLAY A ROLE IN THEIR CARE WHILE IN HOSPITAL, AND BEYOND, AND THAT STAFF HAVE WHAT THEY NEED TO PROVIDE EXCEPTIONAL CARE



GROWING

WE WILL GROW AS AN ORGANIZATION AND PROGRESS TO REFLECT THE EVOLVING NEEDS OF OUR COMMUNITY



CONNECTING

WE WILL COLLABORATE WITH OUR COMMUNITY PARTNERS TO ENHANCE THE QUALITY OF LIFE OF OXFORD AND AREA RESIDENTS





WE WILL CONTINUE TO ADVANCE A CULTURE OF QUALITY, SAFE, AND TIMELY CARE THAT IS COMMUNITY ORIENTED AND PLACES PATIENTS AT ITS HEART.

CARING

VISION:

BY 2025, PATIENTS WILL EXPERIENCE MORE EXCEPTIONAL CARE THAT IS HIGH QUALITY, SAFE, TIMELY AND FULLY CENTERED ON THEIR VALUES.

To achieve our vision, we will:

- Continually pursue the safest possible care for our patients.
- Ensure a safe and healthy workplace for our staff.
- Further our commitment to Service Excellence so that we provide a warm, friendly, and personalized care experience to the community we serve.
- Offer team-based care that is culturally safe and judgement-free where patients and their families are part of the care team.
- Partner more deeply with patients, families and caregivers with patient-centered care as a guiding principle.
- Bolster the range and depth of quality improvement initiatives by engaging patients and staff.



WE WILL ENSURE THAT PATIENTS, FAMILIES, AND CAREGIVERS ARE SUPPORTED TO ACTIVELY PLAY A ROLE IN THEIR CARE WHILE IN HOSPITAL, AND BEYOND, AND THAT STAFF HAVE WHAT THEY NEED TO PROVIDE EXCEPTIONAL CARE.

EMPOWERING

VISION:

BY 2025, PATIENTS AND STAFF WILL BE MORE KNOWLEDGEABLE AND CONFIDENT IN WORKING TOGETHER TOWARDS THE BEST POSSIBLE OUTCOMES AND EXPERIENCES OF CARE.

To achieve our vision, we will:

- Help patients, families and caregivers be more active in their care while in hospital and prepare them for discharge and care beyond their stay.
- Enhance the ability for patients, families, caregivers and staff to share feedback and be informed of progress made.
- Assist staff with work-life balance, enhance recognition and help them through compassion fatigue.
- Invest in staff through enhanced training and access to tools, equipment, techniques and coaching to help them work to the best of their ability.
- Boost communication and teamwork across the hospital, between units, and within units.



WE WILL GROW AS AN ORGANIZATION AND PROGRESS
TO REFLECT THE EVOLVING NEEDS OF OUR COMMUNITY

GROWING

VISION:

BY 2025, WE WILL HAVE DEVELOPED OUR SPACE & SERVICES AND
OUR DIGITAL & TECHNICAL CAPACITY TO MEET THE HEALTH
NEEDS OF OUR GROWING COMMUNITY.

To achieve our vision, we will:

- Build a forward-looking plan to invest in capital projects, IT infrastructure and equipment needs that allows for sustainable growth.
- Leverage virtual care and redesign patient flow to enhance patient experience while promoting community health through physical distancing, where appropriate.
- Continue to advance our energy conservation management through sustainable use of energy and waste reduction.
- Anticipate and use digital technology that can help automate tasks and optimize productivity.
- Recruit and retain a highly skilled workforce and advocate for an increased range of services and specialists to serve the community.
- Continue to engage the community so we understand needs, report on progress and adapt.
- Continue with sound fiscal management, lean organization structure, and ethical financial investments made.



WE WILL COLLABORATE WITH OUR COMMUNITY PARTNERS
TO ENHANCE THE QUALITY OF LIFE OF OXFORD AND AREA RESIDENTS

CONNECTING

VISION:

BY 2025, WE WILL HAVE WORKED CLOSELY WITH OUR COMMUNITY PARTNERS
RESULTING IN INTEGRATED HEALTH CARE AND
MORE COORDINATED PUBLIC SERVICES.

To achieve our vision, we will:

- Work towards care integration with our community partners through developing an Oxford and Area Ontario Health Team and actively participate at various community groups.
- Enhance discharge planning and information sharing to support patients going back home into the community.
- Work to enhance patient access to care and improve interactions between hospital and community services.
- Work with our community partners to create pathways for priority populations and further understand and address how social determinants of health impact patients' health, ability to access health care, and manage self-care.
- Collaborate to build a sense of community among health providers in this region while mapping their available services to enhance patient navigation.
- Work with community health partners on a series of public sessions to promote wellness, navigation, and access while explaining the role of the hospital and other community health partners.



GOING FORWARD

Our Strategic Plan is only the first step in delivering community-oriented, personalized, and quality care. Our Tactical Plan will demonstrate the actions we will take, and measures we will use, to ensure success. We look forward to reporting back, being accountable, and continuing to listen to the changing needs of our patients, families, caregivers, staff & community partners.

Photography by Alyssa Bistonath, David Ellerby & City of Woodstock