



# Strategic Plan

## 2010 - 2013

Date: May 5, 2010

### MESSAGE FROM THE CHAIR

Sunrise Regional Health Authority is a collection of ordinary people who live in local communities and care about this area of Saskatchewan. The direction we have provided in this document was not arrived at by the board alone; it is the sum of intelligence collected from employees and interactions with our community. It builds on provincial direction and aligns closely with the Saskatchewan provincial plan for health care.

At the heart of the plan is the core direction to improve the customer experience each and every time a person needs to access the health system.

Customer engagement, safety and positive outcomes are the areas of greatest focus over the next 3 years. Our Strategic Plan is *more about people* and *less about structures*. This fundamental shift in thinking has been challenging and the development of the plan was not easy. It is far simpler to set direction for physical structures than to set direction resulting in healthier people.

The Goals and Objectives of this plan will be constant for the next 3 years, but this is not a static exercise. The Key Actions will evolve each year as gains are made or as better ways of achieving the goals are explored. Ultimately the Strategic Plan is more than a document; it will generate dialogue and human interaction to improve our society. I invite you to be a part of that journey.



### MESSAGE FROM CEO

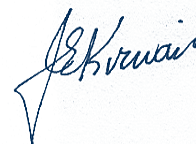
What is a strategic plan?...ideas, words, actions, measurements? A strategic plan is all of these and will only be realized through continued progression. Ideas need to be put into words to explain desired actions; actions that must be measurable and measurements that gauge success and generate new questions and future ideas.

The 2010-2013 Strategic Plan for Sunrise Health Region is our guidebook for the next 3 years. It will be referenced daily for direction and will be expanded by operational plans to fulfill its lofty goals. This is ambitious and will be difficult to attain, as it must be, since mediocrity is not our aim.

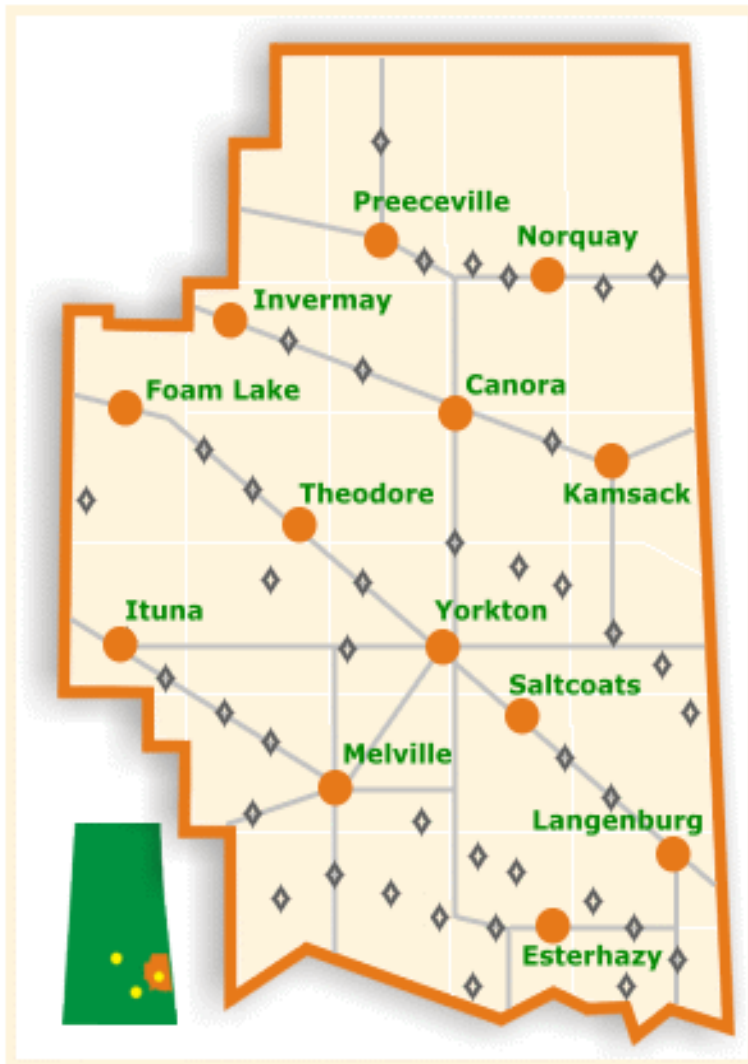
Sunrise Health Region customers expect and deserve better, and your health care providers want to proudly excel in their professions and in their service to you. It is the staff of Sunrise Health Region who will breathe life into this document. Their commitment and compassion will drive this organization to achieve excellence.

The Sunrise Health Region is dedicated to turning into reality our Vision of “Working Together... for healthy people in healthy communities”.

As Chief Executive Officer, I will embrace this vision, our mission and our values and will support Sunrise Health Region staff and stakeholders as they work to improve health care services over the next 3 years.



## OUR STRATEGIC CONTEXT



The Sunrise Health Region serves a population of 56,300. The region's population has a growing number of aboriginal people as well as the "oldest" population in the province. On one front, it presents unique challenges, yet on the other, it provides opportunity.

Together we can build upon the historical triumphs and learning's and move forward with renewed enthusiasm and vigor to meet the health needs of our communities. Collaboratively, we can create a strengthened system for all Saskatchewan people and specifically for the people in Sunrise Health Region.

These are exciting, yet very changing times. We are influenced by, and part of, a global economy. We have a wealth of untapped natural resources and human capital that is the envy of many.

Sustainability has been a provincial topic of discussion and it is our intent to continue to work together with our internal and external stakeholders to ensure our services are accessible for the population we serve.

Optimal health and an outstanding health care system will be pivotal to a bright and brilliant future for Saskatchewan. The time is right for renewal... together we will collaborate, create and commit. It is then that we will realize our preferred future of: **working together for healthier people in healthy communities.**

**OUR PURPOSE = VISION, MISSION AND VALUES**

**VISION:**

Working Together... For Healthy People  
...In Healthy Communities

## **MISSION:**

To improve the health and well-being of individuals and communities through leadership, collaboration and the provision of high quality health services.

## VALUES:

Our public must trust us to provide them with the right care, at the right time, and at the right place, to achieve the best health possible. To ensure we consistently live up to needs and expectations, we foster a motivated, high-integrity work environment based on a strong set of organizational values. These values empower our employees to provide superior care and service with our customers. These values guide our individual decision making and represent a call to action in all of our interactions.

### **“C” ING OUR VALUES....**

#### **Collaboration...**

We act as one united team providing the best care possible

#### **Courage...**

We act courageously in relentless pursuit of safety and excellence

#### **Compassionate and Caring...**

We listen to customers and then act and deliver services with compassion, care and respect

#### **Creativity...**

We strive for innovation

#### **Commitment...**

We commit to integrity, honesty and accountability

## **STRATEGIC CONTEXT:**

### External Opportunities

- Patient First Review recommendations
- Provincial Strategy to work as a collective health system
  - Surgical experience
  - Four pillars/goals
  - Accountability document
- Provincial Distributed Learning Nurse and Health Professional training strategy
- Enhance community engagement and involvement
  - Increase in partnerships within the community
  - Increase desire to be involved
- In-migration of health professionals to the province-nationally/internationally
- Growing local population due to increases in business and new families

### Threats

- Increases in the population within the Region creating pressure on “already inadequate” infrastructure
- Rising financial pressures within the health sector balanced with the increased public expectations
- Shortage of Health Professional supply-recruitment challenges
- Uncertain and unpredictable funding - inadequate long-range planning
- Increase in Chronic Diseases

Strengths to Leverage

- Strong ability to take advantage of new initiatives
- Loyal, devoted, innovative, proactive staff
- Board willingness and ability to look at new and fresh ideas
- Our People

Weaknesses to Mitigate

- Need a paradigm culture shift within the organization
  - Morale issues
  - Negative culture impacting customer experience
  - Need better understanding of culture issues
- Aging, ineffective Infrastructure
  - Capital
  - Technology
- Moving from annual planning focus to 3-year or long-range planning
- Board and Executive Leadership Team communication with staff and medical staff to build trust
- Financial department issues

**STRATEGIC GOALS:**

- 1) Our strategic goals align Sunrise Health Region to the provincial health system and identify priorities for the next 3 years.
- 2) The strategic goals represent our strategic destination which is to improve the health care experience across the continuum.
- 3) Our strategic goals are aligned with the Provincial 4 strategic planning pillars.
- 4) Working together with internal and external stakeholders, we will strive to become the Regional Health Authority we have envisioned in our Vision, Mission and Values.

## SUNRISE HEALTH REGION: STRATEGIC PLAN 2010 – 2013

### GOAL #1: HEALTH OF THE INDIVIDUAL

#### OBJECTIVE:

**1.1 The health system and its employees/providers are focused on providing high quality excellent service for every customer that is consistent with provincial goals, best practice and customer expectations.**

Key Action 1.1	Measures:	Targets:
To develop, implement and publicly release by December 31, 2010, a Board approved plan for engaging the customer that includes clear service delivery expectations and region-specific targets for improved customer engagement and satisfaction.	<ul style="list-style-type: none"> <li>• % of RHA staff who have received orientation on the RHA's service delivery expectations by March 31, 2011.</li> <li>• % of patients who rate service as excellent or exceptional.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of new staff receives orientation on an ongoing basis.</li> <li>• 100% of existing RHA staff has received orientation on the region's service delivery expectations by March 31, 2011.</li> <li>• The majority of patients rate service as excellent or exceptional by March 31, 2012.</li> </ul>
To develop an action plan in response to the recommendations contained in the Patient First Review that is supported by the Ministry.	<ul style="list-style-type: none"> <li>• TBD.</li> </ul>	<ul style="list-style-type: none"> <li>• TBD.</li> </ul>

## SUNRISE HEALTH REGION: STRATEGIC PLAN 2010 – 2013

### OBJECTIVE:

#### 1.2 People have timely access to evidence-based and quality health services and supports

Key Action 1.2	Measures:	Targets:
To improve the appropriateness, efficiency and effectiveness of processes involved in the delivery of diagnostic imaging.	<ul style="list-style-type: none"> <li>RIS/PACS implementation by January 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Full implementation by February 2011.</li> </ul>
Implement the Saskatchewan Surgical Initiative to transform the patient surgical experience and reduce surgical wait times to 3 months in 4 years.	<ul style="list-style-type: none"> <li>Implement Lean initiative focused on surgical continuum.</li> <li>Surgical volumes compared to target.</li> <li># and % of patients waiting 12+ months for surgery.</li> <li>CT scan - # and % of exams and elective patients services within 90 days compared to targets.</li> <li>Implement surgical safety checklist by March 31, 2011.</li> <li>Full implementation of all components of the Surgical Site Infections Bundle from SHN.</li> </ul>	<ul style="list-style-type: none"> <li>Full implementation of future state surgical value stream by October 2010.</li> <li>100% of 3,400 expected surgical cases completed.</li> <li>0% of patients wait 12+ months for surgery.</li> <li>100% of expected 3,750 patient exams for CT.</li> <li>Complete one audit in YRHC indicating 100% implementation of the Safer Healthcare Now Surgical Safety Checklist for all surgeries by March 31, 2011.</li> <li>100% implementation of all components of binder by March 31, 2011.</li> </ul>
	<ul style="list-style-type: none"> <li># of patients classified as awaiting long-term care placement in an acute care bed by facility as of June 30, 2009 and March 31, 2010.</li> </ul>	<ul style="list-style-type: none"> <li># of patients classified as awaiting long-term care placement in an acute care bed is less than 2% of total # of acute care beds.</li> </ul>

## SUNRISE HEALTH REGION: STRATEGIC PLAN 2010 – 2013

Key Action 1.2	Measures:	Targets:
To support development of a Stroke Prevention Clinic and Integrated Stroke Rehabilitation Pilot Program.	<ul style="list-style-type: none"> <li>Status of Sunrise Health Region Stroke Pilot Project.</li> </ul>	<ul style="list-style-type: none"> <li>Pilot is in place, including plan for evaluation and baseline measure of potentially preventable strokes and patient outcomes by September 30, 2009.</li> </ul>
Increase Lean implementation throughout region.	<ul style="list-style-type: none"> <li># of Lean initiatives underway.</li> </ul>	<ul style="list-style-type: none"> <li>One Lean initiative underway by April 2010.</li> </ul>
Increase Releasing Time to Care to medical and surgical wards in regional site.	<ul style="list-style-type: none"> <li># of medical and surgical wards participating in RTC.</li> </ul>	<ul style="list-style-type: none"> <li>Medicine and Surgery to be participating in RTC by end of 2011.</li> </ul>

### OBJECTIVE:

#### 1.3 The system works to continuously improve health care safety and minimize risks.

Key Action 1.3	Measures:	Target:
To develop and implement a Board approved plan for ensuring the region is in compliance with Accreditation standards for infection control.	<ul style="list-style-type: none"> <li>Compliance with Accreditation Canada required organizational practices for infection control, including hand washing and equipment sterilization.</li> </ul>	<ul style="list-style-type: none"> <li>100% compliance by March 31, 2011.</li> </ul>
Address and minimize Risk management plans top 5 risks.	<ul style="list-style-type: none"> <li>Risk Management Action plans.</li> </ul>	<ul style="list-style-type: none"> <li>100% compliance by September 30, 2010.</li> </ul>
Track and analyze all incidents in region.	<ul style="list-style-type: none"> <li>Board report.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-year and end of year report.</li> </ul>
Implement Medication Reconciliation Plan across the region.	<ul style="list-style-type: none"> <li>Implementation of plan.</li> </ul>	<ul style="list-style-type: none"> <li>100% compliance with Medication Reconciliation Required Organization Practice by 2012.</li> </ul>

**GOAL #2: HEALTH OF THE POPULATION**

**OBJECTIVE:**

**2.1 Health promotion/protection and disease prevention initiatives improve the health of the population and reduce disparities.**

<b>Key Action 2.1</b>	<b>Measures:</b>	<b>Target:</b>
To improve immunization rates for the community, long-term care and health workforce.	<ul style="list-style-type: none"> <li>• % of children with up-to-date immunization:                             <ul style="list-style-type: none"> <li>- 2 year olds</li> <li>- Grade 6 – HPV</li> </ul> </li> <li>• % of long-term care residents who receive flu vaccine.</li> <li>• % of health workforce who receive flu vaccine.</li> </ul>	<ul style="list-style-type: none"> <li>• Board approved target.</li> <li>• Board approved target.</li> <li>• Board approved target.</li> </ul>

**OBJECTIVE:**

**2.2 Long-term strategies that address the social factors that impact people’s health.**

<b>Key Action 2.2</b>	<b>Measures:</b>	<b>Target:</b>
Address factors that impact mental wellbeing. Social factors such as gambling and how this is impacting our health and mental health.	<ul style="list-style-type: none"> <li>• TBD.</li> </ul>	<ul style="list-style-type: none"> <li>• TBD.</li> </ul>

**OBJECTIVE:**

**2.3 Community involvement and engagement fosters a culture of individual responsibility for one’s health.**

<b>Key Action 2.3</b>	<b>Measures:</b>	<b>Target:</b>
Encourage awareness of individual’s responsibility for one’s health.	<ul style="list-style-type: none"> <li>• TBD.</li> </ul>	<ul style="list-style-type: none"> <li>• TBD.</li> </ul>

## SUNRISE HEALTH REGION: STRATEGIC PLAN 2010 – 2013

### OBJECTIVE:

#### 2.4 Interagency/intersectoral collaboration focuses on improving children's health.

Key Action 2.4	Measures:	Target:
Increase programming in children's health.	<ul style="list-style-type: none"> <li># of enhancements to children's programs annually.</li> </ul>	<ul style="list-style-type: none"> <li>At least one new initiative per year.</li> </ul>

### GOAL #3: PROVIDERS

### OBJECTIVE:

#### 3.1 Health service providers, leaders, managers and staff have a personal commitment and ownership in creating and working in a caring, respectful and high performance environment.

Key Action 3.1	Measures:	Target:
Increase worklife culture.	<ul style="list-style-type: none"> <li>Worklife Pulse Survey Tool redeployment by December 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Increase worklife satisfaction from baseline by 20% by December 2011.</li> </ul>
Reduce the number of falls and injuries from falls for residents by implementing the Safer Health Care Now! (SHN) Falls Prevention Bundle.	<ul style="list-style-type: none"> <li># of falls per site.</li> <li>status of implementing SHN Falls Prevention Bundle.</li> <li># of residents receiving surgery as a result of a fall.</li> </ul>	<ul style="list-style-type: none"> <li>100% implementation of Falls Prevention Bundle in all LTC sites by 2013.</li> </ul>
To establish partnerships with First Nations and Métis communities and organizations to effectively attract, recruit, retain and promote First Nations and Métis employment and participation in the region.	<ul style="list-style-type: none"> <li>To develop a Board approved strategy and targets for increasing First Nations and Métis representation in the region's workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Board approved strategy and targets by March 31, 2011.</li> </ul>

## SUNRISE HEALTH REGION: STRATEGIC PLAN 2010 – 2013

### OBJECTIVE:

#### 3.2 The health system has safe, supportive and quality workplaces.

Key Action 3.2	Measures:	Target:
To reduce absenteeism through improvements to workplace safety and improvements in time management and staff scheduling processes.	<ul style="list-style-type: none"> <li>• % reduction in overtime.</li> <li>• % reduction in WCB time lost claims/days lost.</li> <li>• % reduction in employee sick time.</li> </ul>	<ul style="list-style-type: none"> <li>• 5% reduction in overtime hours from 2008-09 by March 31, 2011.</li> <li>• 10% reduction in the number of WCB time lost claims/days lost by March 31, 2011.</li> <li>• 7% reduction in employee sick time hours by March 31, 2011.</li> </ul>
Improve scheduling process, attendance support and workplace safety to reduce wage driven premium and injury costs.	<ul style="list-style-type: none"> <li>• # of sick time hours per FTE.</li> <li>• # of wage-driven premium hours per FTE.</li> <li>• # of lost-time WCB claims per 100 FTEs.</li> <li>• # of lost-time WCB days per 100 FTEs.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed provincial targets.</li> </ul>

### OBJECTIVE:

#### 3.3 The health sector has a highly skilled, professional and diverse workforce with a sufficient number and mix of service providers, leaders, managers and staff.

Key Action 3.3	Measures:	Target:
To improve staff engagement and inform the development of retention strategies by undertaking, analyzing and acting on the results from regular and ongoing staff surveys and by establishing Board approved targets for improvement in the areas of concern identified by staff.	<ul style="list-style-type: none"> <li>• Achievement of SUN Partnership targets.</li> <li>• Comprehensive staff survey by December 31, 2010.</li> </ul>	<ul style="list-style-type: none"> <li>• 75% of SUN FTE (straight time) recruitment targets achieved by March 31, 2010 to provide total SUN straight time FTEs of: 370.03 FTE.</li> <li>• Board approved plan for targeted improvements by March 31, 2011.</li> </ul>

**GOAL #4: SUSTAINABILITY**

**OBJECTIVE:**

**4.1 There is strategic and operational alignment of priorities within the health system and with the goals and priorities of Government.**

<b>Key Action 4.1</b>	<b>Measures:</b>	<b>Target:</b>
Work collaboratively with regional health authorities, the Ministry and other Stakeholders to develop a shared services model.	<ul style="list-style-type: none"> <li>TBD.</li> </ul>	<ul style="list-style-type: none"> <li>TBD.</li> </ul>

**OBJECTIVE:**

**4.2 The health region has the required operating resources, equipment, capital and electronic infrastructure.**

<b>Key Action 4.2</b>	<b>Measures:</b>	<b>Target:</b>
Address priorities in capital maintenance identified in the VFA study.	<ul style="list-style-type: none"> <li>Status of capital improvement projects as of March 31, 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Progress on/completion of the following approved capital projects:                             <ul style="list-style-type: none"> <li>- Life Safety/Emergency and Infrastructure Projects.</li> </ul> </li> </ul>