

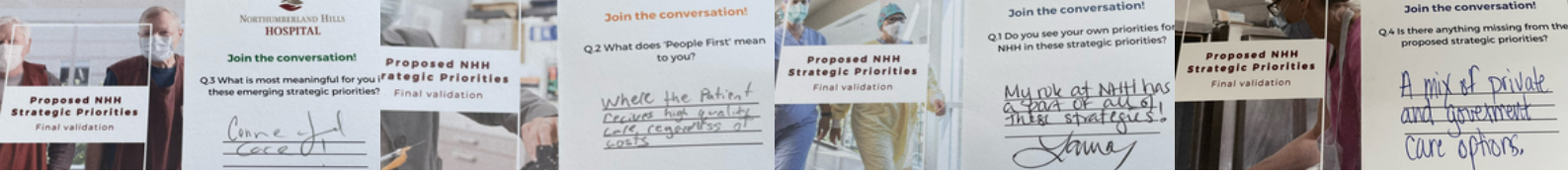


NORTHUMBERLAND HILLS HOSPITAL



Strategic Plan Framework People First Our Shared Purpose





The Strategic Planning Process

The journey to refresh NHH’s strategic plan—a multi-year document that guided the organization since 2017— began in February 2022, with the creation of a Strategic Planning Collaborative Action Team (SPCAT).

This 23-member multi-disciplinary team included senior leadership, representatives from the Board of Directors (including Community Members of the Board), Patient and Family Advisory Council (PFAC) partners, physicians, and other front-line care providers drawn from acute and post-acute services, as well as members of the NHH Foundation and the NHH Auxiliary.

Guided by the strategic planning process tagline, “Growing Together, our Future is Your Future,” this engaged group met every two weeks to analyze qualitative and quantitative data, make meaning of clinical, demographic, and socioeconomic data, and explore ideas.

A generative session was held with NHH’s Board of Directors in March to gain their insights into the strengths of NHH and the future priorities envisioned at the governance level.

A unique part of NHH’s 2022 strategic planning was the opportunity to align community consultation with the Ontario Health Team of Northumberland (OHT-N)’s regional strategic planning process, collaborating on external engagement to identify, at a high-level, the health and wellbeing priorities perceived by area residents and service providers. This offered a chance to hear, at a County-wide level, what these priorities are while also cross-sharing information to inform and align multiple strategic plans.

Together with community members and OHT-N partners, NHH’s SPCAT participated in five OHT-N strategy “hive” conversations in May along with our own strategy intensives before coming together to identify key themes important to the community at large and define calls to action.

Additionally, SPCAT members directly engaged over 200 individuals in conversations through a series of high-level strategic questions to identify what we should pay attention to as we plan for the future.

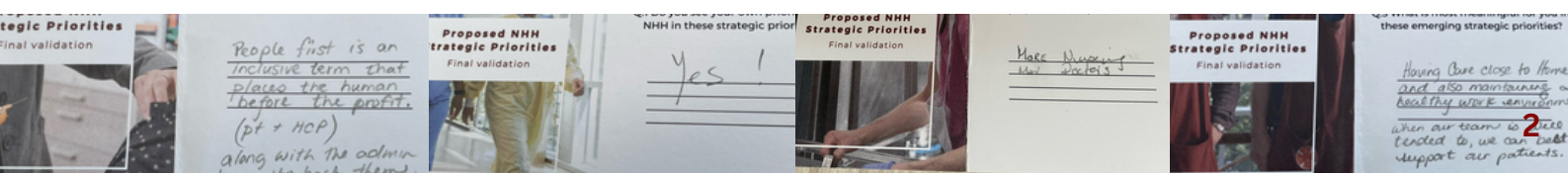
At each point during a process that looked both within the organization and well beyond, information was distilled and consolidated. Key themes emerged to inform draft strategic priorities.

Through the month of June, separate discussions were held with senior leadership, the NHH Leadership Network, the Medical Advisory Committee, staff and SPCAT to reflect and fine-tune a proposed strategic framework that culminated with a high-level presentation at the June 28th Annual Meeting of the Board.

The process of validating feedback from all staff and members of the community on the proposed strategic priorities and new shared purpose, “People First” was completed in August.

This innovative journey to engage, plan, and co-design the next priorities for NHH within the context of a broader network has strengthened NHH’s strategic plan immensely and set the stage for an exciting and increasingly collaborative future ahead.

Set out here, at a high-level, are the four strategic priorities that emerged from that work, specific goals for each of these priorities, and the values and shared purpose that guide us.





NHH Strategic Plan Framework

People First Our Shared Purpose

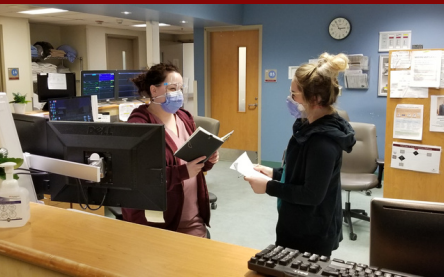
Connected care close to home

Build inclusive and integrated care pathways to secure a foundation for sustainability and growth



Accountable care

Unleash the power of technology, information, and innovation to improve experiences, efficiency, and outcomes, including quality and safety



Responsive and healthy work environment

Create and sustain a work environment and culture that engages, empowers, and promotes positive morale

Exceptional care, every time, for every person

Build a culture where each person receives high-quality, reliable, whole-person care, service, and support



Core Values

Quality | Integrity | Respect | Teamwork | Compassion

Connected care close to home

Build inclusive and integrated care pathways to secure a foundation for sustainability and growth

- Collaborate with our care partners to co-design and implement creative solutions to deliver care close to home.
- Grow and expand hospital services to meet the needs of the community.
- Refresh physical infrastructure roadmap to address current and future growth needs.

Accountable care

Unleash the power of technology, information, and innovation to improve experiences and efficiency, including quality and safety

- Optimize NHH's clinical information system, other technologies, and innovation to maximize benefits.
- Use data to inform clinical and non-clinical decision-making.
- Create a Non-urban Innovation & Collaboration Effort (NICE) platform to enable new partnerships between healthcare and industry to solve problems.



Responsive and healthy work environment

Create and sustain a work environment and culture that engages, empowers, and promotes positive morale

- Create the conditions that promote a working environment that is physically, culturally and psychologically safe and inclusive.
- Attract, retain, and recognize people by investing in professional and personal growth and development.
- Invest in leaders to sustain a responsive and healthy work environment for staff, physicians, midwives, and volunteers.



Exceptional care, every time, for every person

Build a culture where each person receives high-quality, whole-person care, service, and support

- Deepen NHH's partnership with patients and caregivers, to enhance delivery and experience of person-centred care.
- Stabilize Health Human Resources for core services and supports.
- Redesign services to improve access and experience for vulnerable or marginalized populations.



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