



Brandon
Regional
Health
Authority

2011-2016
Strategic
Plan

A telescope is positioned in the bottom left corner, pointing towards the sky. The telescope is silver and black, and its lens is directed at the sun and clouds. The sky is a vibrant blue with scattered white clouds. The sun is a bright, glowing orb in the upper right quadrant, creating a lens flare effect. The overall scene is a clear, sunny day.

**Improved Health Status
of the Population We Serve**

Brandon Regional Health Authority (Brandon RHA) is pleased to present the 2011–2016 Strategic Plan.

This document outlines the key areas of focus for the RHA over the next five years. This will move us in the direction to achieve our vision of “Improved Health Status of the Population We Serve”.

The Brandon RHA Board of Directors is accountable for the overall direction of the organization. In addition to determining the vision, mission and values for the Brandon RHA, the Board provides direction to the management team by developing strategic priorities.

We strive to fulfill our vision by supporting healthy choices and delivering health services using partnerships and strategies that focus on the factors that determine health. We are guided by our values of accessibility, integrity, continuous improvement, respect and dignity, teamwork, partnerships and shared decision making.

In January 2010, the Brandon RHA Board of Directors held a data review and strategic planning forum. Invited were representatives from the Provider Advisory Committee, Medical Advisory Committee, Executive Management Team, Quality Improvement Team Leaders and various community stakeholders.

The data that was reviewed at this forum assisted us in developing the overall direction for the Brandon RHA.

Key sources of information included:

- 2009 Community Health Assessment
- Statistics Canada data pertaining to our region local demographic data
- community level data from Manitoba Centre for Health Policy reports
- other miscellaneous data sources

The outcome of this planning forum was the creation of a vision and mission statement, set of values and a list of strategic priorities for the Brandon RHA for 2011-2016.

Quality Framework

The four dimensions of quality in the Brandon Regional Health Authority as experienced by our “customer” (patient/client/resident, or service delivery partner) in contact with our organization are access, safety, effectiveness and satisfaction. Quality is a balance of these four dimensions. All are interrelated and must be addressed, although in different circumstances one dimension may be emphasized over another.



ACCESS:

The right care at the right time by the right provider.

SAFETY:

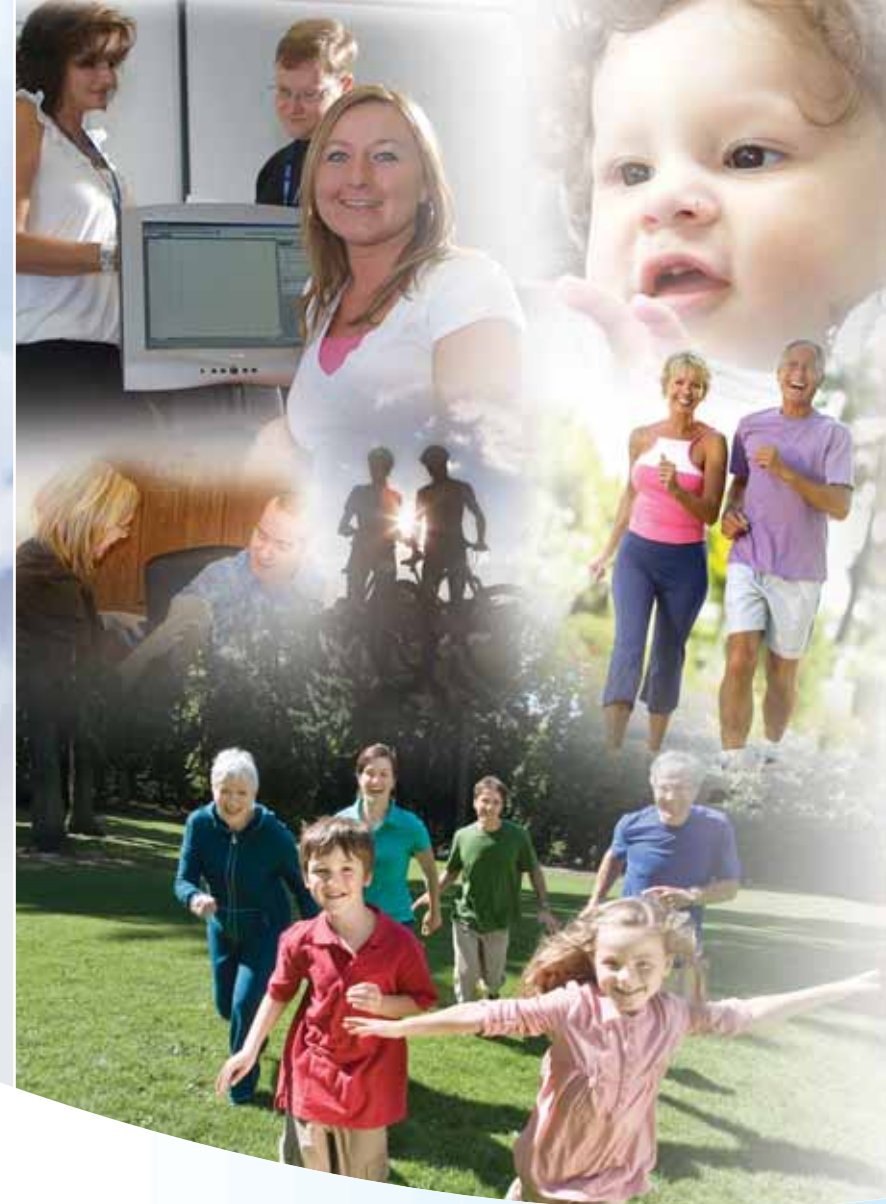
Patients should not be harmed by the care that is intended to help them.

EFFECTIVENESS:

Health services are provided based on scientific knowledge to achieve desired outcomes.

SATISFACTION:

Health services are respectful and responsive to user needs, preferences and expectations.



BRANDON REGIONAL HEALTH AUTHORITY



2011-2016 Brandon RHA Strategic Priorities

- 1. People-centered and evidence-based programs and services that are supported and sustained by effective resources. (Patient's needs are our top priority. We plan our programs and services using data and evidence around the needs of the population.)**
- 2. Health system integration with partnerships that enhance access and minimize duplication. (The people we serve are able to move smoothly through our programs and services; for example from hospital to Home Care services.)**
- 3. An organizational culture that champions transparency, a culture of safety, ethical decision-making, learning, improvement and innovation.**
- 4. An organization that attracts and retains employees and provides an environment, in which employees feel safe, valued and supported.**

Under the direction of the CEO, a number of actions were drafted to accomplish our four strategic priorities. Twenty-one focus groups were held throughout the region to seek feedback on the draft plan. These groups consisted of front line staff, managers, partners and stakeholders. Strategic actions and performance measures were then further developed through the portfolio and program levels. All these steps and consultations have developed a comprehensive and accountable foundation on which to work towards achieving the Brandon RHA's vision.

Improved Health Status of the Population We Serve

People-centered and evidence-based programs and services that are supported and sustained by effective resource utilization.

In the current economy, the Brandon RHA is aware of the need to be careful on where and how we spend your dollars. This environment of fiscal restraint challenges the health care system. Ethical decision-making based on current data and evidence guides our actions. Recent data shows an increase in diabetes and kidney related disease in our region. Our actions are shaped by changing demographics in the region including an increase in the population of people of Aboriginal descent as well as an increase in immigrants to Canada. Increasing complexities of care along with an aging population create space and program pressures in our inpatient units. Limitations within our working environment influence our ability to respond to the increasing demand for service and changing standards of care. The aging infrastructures in many of our buildings cause us concern and are in need of attention.

EFFECTIVENESS:

- Monitor and evaluate the success of the restructured Chronic Disease and Health Promotion Teams.
- Develop and implement a plan to address the needs of individuals with unique long- term placement needs.
- Develop and implement measures to address the needs of culturally diverse groups in our region.
- Conduct a review of the Surgical Program. This would include looking at the whole system to improve the flow, from the time the booking is received to when the surgery is performed to when a patient is discharged.
- Conduct a review of all obstetrical services.
- Review and revise staffing ratios and complements in all areas. Ensuring we have the right number and type of staff for all areas.
- Along with community partners advance Health Promotion activities and education.
- Expand process improvement training and projects to areas of high utilization and demand for services while considering access, patient safety, effectiveness and satisfaction.
- Explore alternative funding opportunities and sources, including cost-sharing and ways of working with other regions for better service delivery.
- Analyze the data in the Manitoba Centre for Health Policy (MCHP) and other relevant research reports to identify areas where Brandon RHA could benefit from exploring “best practices” to achieve improvements.

ACCESS:

- Continue development and implementation of an Aboriginal-specific health strategy (based on a population health framework which means all the factors that determine a person’s health such as educational level, income, gender, social status etc and in consultation with Aboriginal groups).
- Develop and maintain a plan for expanding the renal (kidney) program to meet the needs of the population served (in collaboration with the Manitoba Renal Program and Manitoba Health).
- In collaboration with Manitoba Health, develop and implement a plan to increase the capacity of the Gastro-intestinal unit (GI Unit) where such procedures as colonoscopies or endoscopies are performed to view areas like the colon and stomach.
- In collaboration with the Acquired Brain Injury Interest Group

(Westman), continue to develop community- based programming for this unique population.

- Enhance our plan to best look after patients with both short and long-term medical problems when all of the medical beds are full.
- Develop functional programs and capital construction plans to address aging and/ or inadequate infrastructure for services that are located at Brandon Regional Health Centre and in the community.





2011-2016 Brandon RHA
Strategic Priorities:

Health system integration with partnerships that enhance access and minimize duplication.

In order for patients/clients/residents to move through the health care system, we need to make sure our programs are connected. The Brandon RHA strives to enhance access to primary care providers and promote the development of primary care networks in our region. Innovative planning and service delivery built on strong partnerships is essential to promote population health while reducing redundancies in the system. Data supports the need to promote health providing more preventive measures and reduce the burden of chronic disease.

EFFECTIVENESS:

- Complete development, implementation and evaluation of a physician/clinical assistant model for the surgical program, and enhance in accordance with need.
- Develop and implement a long term strategy to support primary care delivery models (this is when a group of health care experts share the responsibility of care and treatment for a group of patients).
- Develop and implement an Advance Care Strategy. Advanced care planning refers to decisions made ahead of time regarding a person's care and treatment options if they become no longer able to do so.
- Develop strategies to address addictions in all age groups, in collaboration with Addictions Foundation of Manitoba.
- Enhance partnerships with educational institutions.
- Enhance use of the Health Resource Centre (library) located at the Brandon Regional Health Centre.

SAFETY:

- Expand the Brandon RHA's injury reduction strategy with a focus on children, seniors and older adults.

ACCESS:

- Expand access to health services in school settings.
- Continue partnerships that support recruitment of primary care physicians.
- Implement measures to sustain the Hospitalist model of care delivery at BRHC. (A hospitalist is a doctor that specializes in looking after patients while in hospital.)
- Continue partnerships that monitor and address the needs for safe and affordable housing, including support for access.



2011-2016 Brandon RHA
Strategic Priorities:

An organizational culture that champions transparency, a culture of safety, ethical decision-making, learning, improvement, and innovation.

Providing safe, quality health care is a fundamental priority in the Region. The Brandon RHA's quality and patient safety strategy emphasizes the reporting, analysis and prevention of adverse events. The region embraces innovative ideas and best practices to promote, coordinate and facilitate activities that have a positive impact on patient safety. A variety of programs and activities are undertaken to transform patient safety based on ethical decision-making through continuous learning and improvement. Communication failures are the primary reason for occurrences and critical incidents in our region. As such, many of our strategic actions focus on improvements in this regard.



EFFECTIVENESS:

- Continue regional rollout of the Electronic Health Record (EHR). EHR is like an electronic version of a patient's chart. It includes clinical information including laboratory results and any problems they may have had.
- Provide education and encourage region-wide use an ethical decision-making framework.
- Continue to standardize and streamline clinical documentation in all programs.
- Develop a systematic framework and tools for evaluation.
- Develop and implement a plan for standardizing patient education materials that promote health literacy.

SAFETY:

- Continue to advance patient safety initiatives throughout the region by developing focused safety staff education and communication strategies to achieve this goal.
- Develop a strategy to increase community awareness and self-advocacy related to safe health practices.
- Ensure ongoing engagement of the Board in supporting quality and patient safety.





valued
supported

EFFECTIVENESS:

- Continue with enhanced retention and recruitment strategies for difficult-to-fill positions.
- Develop succession plans for management workforce.
- Develop and implement region-specific models for staffing that define ratios.
- Continue development and roll-out of a regional staff education program that clearly defines the organization, coordination and access to ongoing and required education.
- Develop and implement support systems for managers including mentorship support and the Management Development Program (MDP).

SATISFACTION:

- Provide education on generational differences in the workplace.
- Continue funding employee wellness initiatives and consider opportunities for expansion.
- Provide a comprehensive guide to access professional development education external to the RHA.

2011-2016 Brandon RHA
Strategic Priorities:

An organization that attracts and retains employees and provides an environment in which employees feel safe, valued, and supported.

Demographic data on the region's current workforce indicates that there are a significant number of staff members eligible for retirement in the next several years. Chronic shortages of staff in certain program areas and job classifications have been identified. Additionally, there has been an increase in our sick-time utilization and overtime rates. Employee safety is an important aspect of retention of employees as is reduction in overtime.

SAFETY:

- Establish equivalent full-time (EFT) positions for Home Care Attendants (HCA) and Mental Health program Proctors.
- Review orientation and mentoring programs (regional, site-specific program).
- Continue to develop and implement a staff injury reduction framework/strategy that includes the Workplace Violence Strategy, current related initiatives and innovative strategies.



teamwork
integrity supported
respect
accessibility
valued
innovation
partnerships
safety



Brandon Regional Health Centre



Midwifery Services



Center for Adult Psychiatry



Public Health Services



Child & Adolescent Treatment Centre



Rideau Park Personal Care Home



Crisis Stabilization Unit



Western Manitoba Cancer Centre



Fairview Home Inc.



7th Street Health Access Centre



Mental Health Services



BRANDON REGIONAL HEALTH AUTHORITY



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