



Interlake–Eastern
Regional Health Authority

STRATEGIC PLAN

2013- 2016



Interlake-Eastern
Regional Health Authority

Provincial Health Priorities & Interlake-Eastern RHA Strategic Plan

STRATEGIC PRIORITIES

IERHA VISION

IERHA MISSION

IERHA VALUES

IERHA
Strategic Focus

Operational Strategies

Program and Service
Action Plans

Performance
Measures

CAPACITY BUILDING

Building Today for Tomorrow

We are committed to making the most of our human and financial resources to ensure that we are in the best position possible to serve our communities today and into the future. All decisions are based on evidence, ethics and efficiency.

Our strategic focus is...

- To plan operations to ensure a healthy and sufficient workforce now and into the future.
- To connect all of our programs and services so we can serve our clients and patients seamlessly and to the best of our capabilities.
- To develop and sustain a comprehensive human resources plan to ensure our organization is ready to meet client and patient needs now and into the future.
- To establish workplace readiness by advancing knowledge, research and best practice.
- To remain true to our commitment to providing quality care and service at all times in safe and secure places.
- To seek out new and improved service delivery models to make client and patient experiences even better.
- To measure our performance as part of everything we do.

EXAMPLES OF PERFORMANCE MEASURES...

- *Client Experience Survey Results*
- *Improved safety indicators – infection rates, hand hygiene compliance rates, Staff Work Life Survey results, Culture of Safety results*
- *Human Resources – improved recruitment (especially for hard to recruit positions) and retention rates, reduced absentee rates, reduced WCB rates*
- *Financial Reports*
- *Multi-year Business Plan outcomes*

HEALTH SYSTEM INNOVATION

Innovation, Learning and Growth

We embrace new ideas, explore opportunities, focus on innovation, and build and strengthen partnerships.

Our strategic focus is...

- To lead the development of new models of care and service.
- To develop an engaging culture of innovative and creative 'thinking'.
- To work as partners with our communities to grow an even stronger network so we can ensure a vibrant and responsive health system.
- To support a collaborative learning network across the region, within Manitoba and beyond our borders.
- To evaluate and prioritize innovative ideas.
- To embrace new, evidence-based ideas and turn them into practice.
- To work today to conserve our environment for tomorrow.

EXAMPLES OF PERFORMANCE MEASURES...

- *Use and integration of available technology*
- *Research and program development funds acquired through grants and contracts*
- *New models of care implemented with measureable outcomes for improved service*
- *Partnership Experience Survey results*

HEALTH SYSTEM SUSTAINABILITY

Keeping it Going

We will meet the needs of our clients and patients by sustaining our current levels of care and service delivery. We will choose wisely, have the courage to address challenges, focus on our priorities and take action to provide the best care possible.

Our strategic focus is...

- To encourage and implement transformational leadership to enable the organization to grow and develop work force talent and capabilities.
- To create a new vision for the financial planning cycle and influence change to current provincial policy.
- To advance our technological capacity.
- To explore new streams of revenue.
- To promote a healthy well balanced lifestyle and disease prevention.
- To develop a comprehensive and forward-thinking Human Resources Plan.

EXAMPLES OF PERFORMANCE MEASURES...

- *Long Term Care – Improved management of client placement and those waiting to be placed*
- *Reduced wait times for Home Care, Ambulatory Care, and Emergency Department services*
- *Acute Care – Reduced admission rates, reduced average length of stay and expected length of stay rates, reduced occupancy rates*
- *Increased % of staff demonstrating transformational leadership capabilities*
- *Consistently positive Client Experience and Staff Work Life Survey results*
- *Increased capacity and use of web-based learning technologies*

IMPROVED ACCESS AND PRIMARY CARE

Expanding Opportunities

We welcome all people we serve with approachable, accessible and appropriate care and services by providing the right care, in the right place, and at the right time. We want to contribute to the vibrancy and health of the communities we serve.

Our strategic focus is...

- To strengthen and integrate new service delivery models to advance and enhance access to services.
- To be a provincial leader in the development of client-centered Primary Health Care services.
- To continue to build Physician Clinic capacity in tandem, and integrated with, our Primary Health Care model.
- To develop and implement an integrated Emergency Medical Service Plan.
- To reduce and better manage wait times for placement of clients into Long Term Care resulting in fewer clients awaiting placement in hospital beds and therefore building Acute Care capacity.
- To improve the Cancer Patient Journey through faster diagnosis, referral, testing and treatment.
- To meet the mental health needs of our communities.
- To build capacity for our senior population to 'Age In Place' so they continue to live comfortably and safely for as long as possible in their homes, and have the choice to seek alternative supportive care.

EXAMPLES OF PERFORMANCE MEASURES...

- *% decrease in hospital stay for clients waiting Long Term Care placement*
- *% of increased hours for Primary Care Clinics*
- *Wait time measures met/exceed provincial and national standards*
- *EMS response times meet provincial guidelines*
- *Cancer Patient Experience Survey Results*
- *# of new affordable and alternative care Housing Units available for clients*
- *Decreased wait time for Physician visits*
- *Increased immunization and Baby First visit rates*

IMPROVED SERVICE DELIVERY

The Best We Can Be

Each healthcare experience is as unique as the person being cared for. We will deliver quality and safe care by doing it right and doing it well through a person-centered experience. We will be accountable for using human and financial resources wisely.

Our strategic focus is...

- To create a workplace culture for all staff to be as healthy as possible, engaged in their work, and fulfilled by achieving our organizational goals.
- To be an organization that is truly the provider of 'excellent' customer service.
- To transform the client and patient experience through exceptional care and service that exceeds their expectations and is consistent with best practices.
- To integrate a culture of client safety into all that we do.
- To be transparent and accountable to the public by regularly looking at indicators and milestones to gauge how we are doing.
- To take care of our buildings through good maintenance and, when required, new construction so we are adequately prepared for the future.
- To ensure our readiness should an emergency disaster situation occur.

EXAMPLES OF PERFORMANCE MEASURES...

- *Successful accreditation through Accreditation Canada*
- *Staff Safety reports*
- *Staff Work Life Survey Results*
- *Financial and Capital Planning reports*
- *Increased numbers of staff recruited and retained*
- *A rationalized and balanced budget*
- *Improved operational efficiencies in internal corporate functions such as food service, materials management, and facility maintenance*

IMPROVING HEALTH STATUS & REDUCING HEALTH DISPARITIES AMONGST MANITOBANS

Getting Better, Staying Healthy

Challenges related to education, income, culture, and social factors can make it harder to stay healthy. It is important to us to work with everyone to improve their health. We plan to do this through strong partnerships and by working together to find new ways to improve the health and well-being of everyone we serve. We will create a legacy of health and wellness for generations to come.

Our strategic focus is...

- To be advocates for Healthy Public Policy.
- To connect with our communities to listen and learn about their health needs and work together to meet those needs.
- To build strong partnerships with First Nations and Métis Communities, regional business and economic development sectors, and regional education and social services organizations to further develop and promote health and well-being for all communities.
- To provide strong leadership to develop innovative Public Health Programming based on needs assessments and other evidence.
- To expand our Chronic Disease Management Program to meet the needs of our communities.

EXAMPLES OF PERFORMANCE MEASURES...

- *Increased immunization rates*
- *Reduced mortality rates*
- *Reduced infant death rates*
- *Reduced rates of chronic disease*
- *Positive and measurable outcomes from collaborations and partnerships*
- *Reduced smoking rates*



Interlake-Eastern
Regional Health Authority

OUR VALUES...

COLLABORATION, ACCESSIBILITY, RESPECT, EXCELLENCE, INNOVATION, and QUALITY CUSTOMER SERVICE

OUR VISION

Connecting people and communities to excellent health services - Today and Tomorrow

OUR MISSION

In Partnership with our communities and through a culture of quality customer service, we are dedicated to delivering health services in a timely, reliable and accessible manner. We achieve our success through an engaged and empowered staff.

OUR STRATEGIC FOCUS

*Building for Tomorrow
Innovation, Learning and Growth
Keeping it Going
Expanding Opportunities
The Best We Can Be
Getting Better, Staying Healthy*

Manitoba Health Priorities and Goals...

Capacity Building, Health System Innovation, Health System Sustainability, Improved Access to Care, Improved Service Delivery
Improved Health Status & Reducing Health Disparities Amongst Manitobans

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Innovation, Learning and Growth: We embrace new ideas, explore opportunities, focus on innovation, and build and strengthen partnerships.

Keeping It Going: We will meet the needs of our clients and patients by sustaining our current levels of care and service delivery. We will choose wisely, have the courage to address challenges, focus on our priorities and take action to provide the best care possible.

Expanding Opportunities: We welcome all people we serve with approachable, accessible and appropriate care and services by providing the right care, in the right place, and at the right time. We want to contribute to the vibrancy and health of the communities we serve.

The Best We Can Be: Each healthcare experience is as unique as the person being cared for. We will deliver quality and safe care by doing it right and doing it well through a person-centered experience. We will be accountable for using human and financial resources wisely.

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