
STRATEGIC PLAN

ROCK LAKE HEALTH DISTRICT
and
PRAIRIE VIEW LODGE



2021 - 2026



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*The 2021-2026 plan was prepared and presented by:
Chief Executive Officer*



ROCK LAKE HEALTH DISTRICT

OUR VISION

For now and the future - Working together for quality healthcare and wellness for all.

OUR MISSION

Rock Lake Health District, together with our stakeholders, will provide sustainable, excellent health care that promotes wellness to all who live and work here.

OUR CORE VALUES

Our values impact who we are, how we operate, whom we hire and how we interact with the people we care for and work with.

Integrity....

Doing what we say and saying what we do.

Caring....

Showing compassion, empathy and advocating for those we serve for the whole person, body, soul and mind.

Accountability....

In how we manage our resources, recognizing that each person has a choice and a responsibility for their healthcare and lifestyle choices.

Accessibility...

We are here for all.

Respect....

We show respect to all.

Dignity...

We preserve dignity in the presence of living and dying.

These values support our beliefs in professionalism, teamwork, strong human resources, lifelong learning and responding ethically in all we do.

*Rev. March 28, 2012, Jan. 2014, 2015, Feb. 2016 ,
Feb 2021*



PRAIRIE VIEW LODGE

OUR VISION

A compassionate home, providing excellent care.

OUR MISSION

Prairie View Lodge, sponsored by the United Church of Canada, supported by the Christian faith community, will provide an innovative, safe and caring home for the wellness of all who live and work here.

OUR CORE VALUES

Our values impact who we are, how we operate, whom we hire and how we interact with the people we care for and work with.

Integrity....

Doing what we say and saying what we do.

Personal Faith...

*Each person has the right to express and practice their beliefs and faith.
Each person can access a spiritual leader of their choosing.*

Caring....

Showing compassion, empathy and advocating for those we serve for the whole person, body, soul and mind.

Accountability....

In how we manage our resources, recognizing that each person has a choice and a responsibility for their healthcare and lifestyle choices.

Accessibility...

We are here for all.

Respect....

We show respect to all.

Dignity...

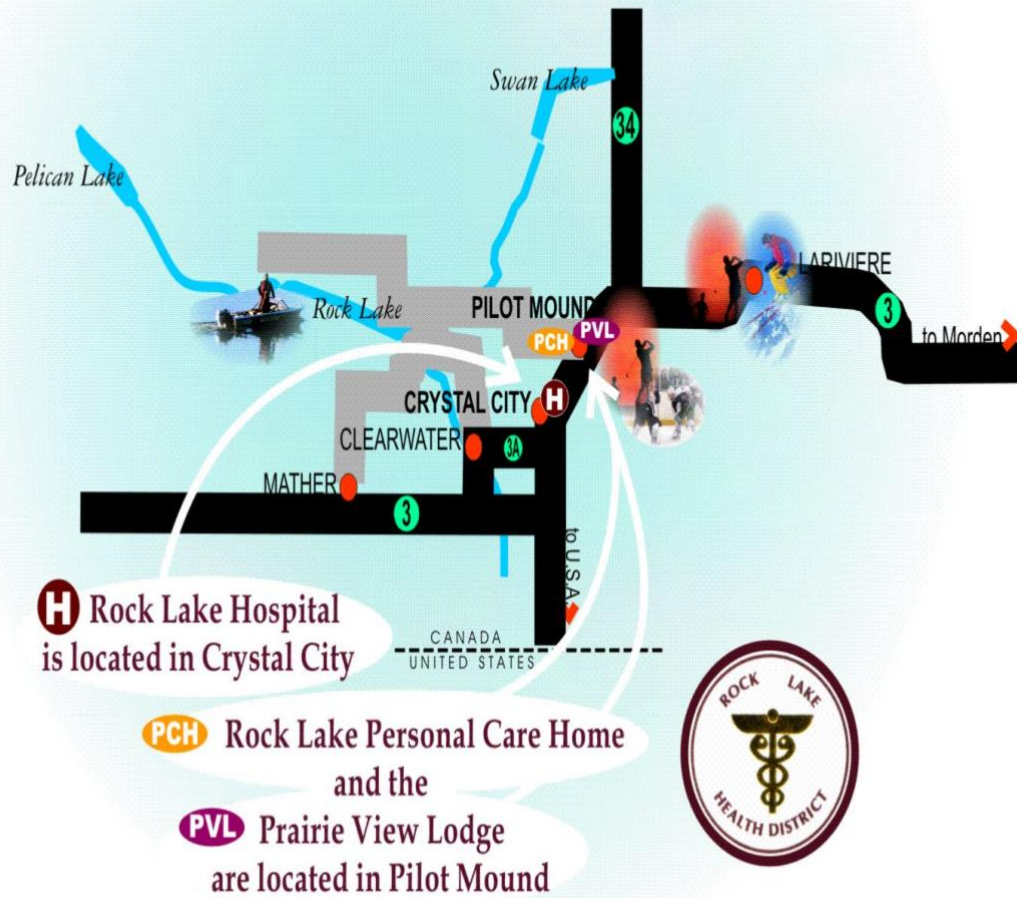
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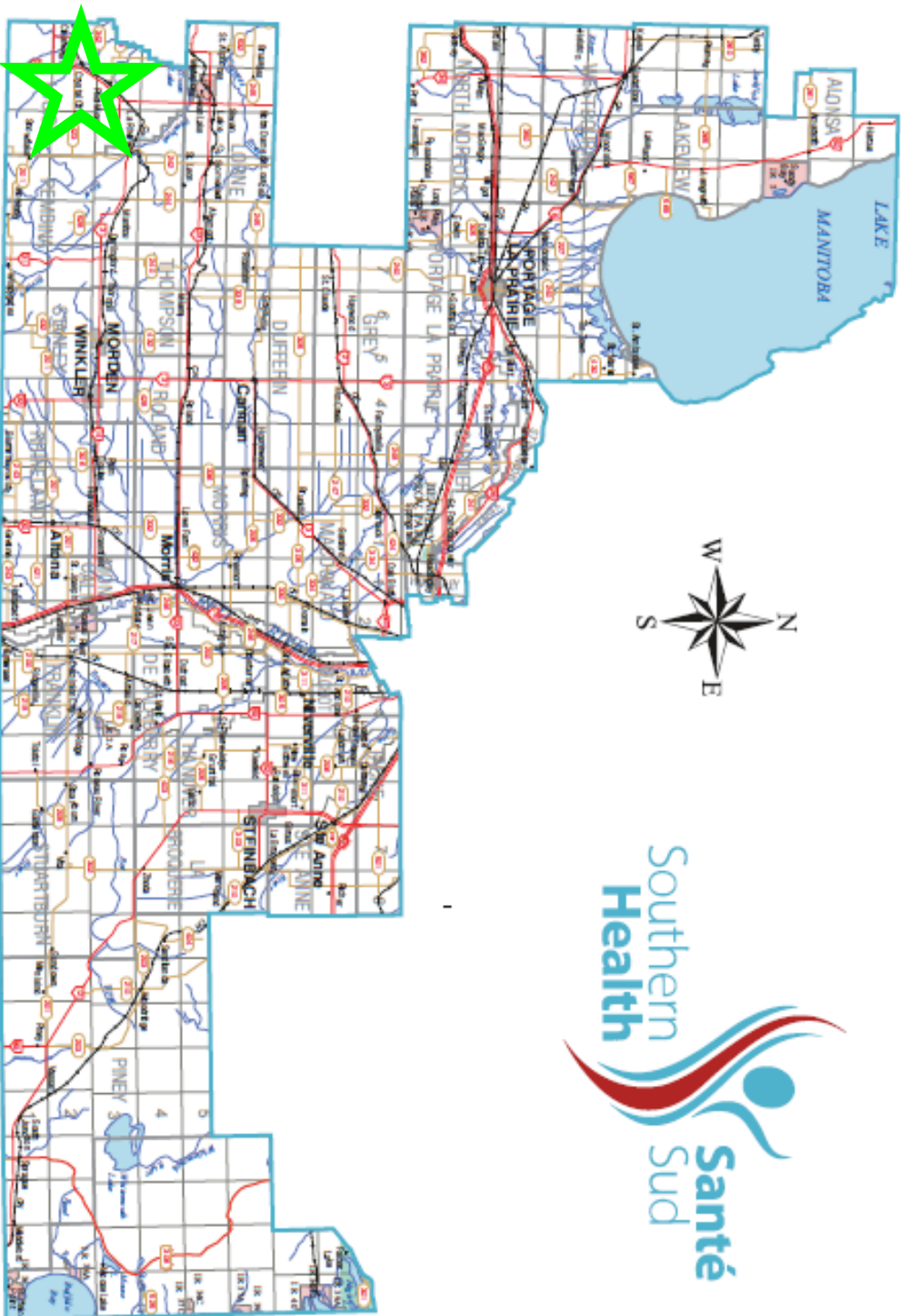
Rev. April 27, 2011, March 2014, February 2016, Feb 2021



Geographical Area of Service



OVERVIEW of the REGION



Rock Lake Health District (RLHD) & Prairie View Lodge (PVL) Strategic Plan 2021 – 2026

Rock Lake Health District and Prairie View Lodge Board of Directors and Leadership Team, are pleased to once again present our vision for providing programs and services to our stakeholders and are committed to reaching those goals in an effective, efficient and timely manner. This strategic plan has been established through visioning and in collaboration with community members, Board of Directors, Southern Health-Santé Sud (SH-SS), RLHD staff and clients. Our strategic direction is also based on the outcomes of our Board visioning day held Feb 2021, as well, open public annual meetings, quality reports, occurrence and complaint management processes and general input gathered from groups represented through the Board of Directors.

As in the past, we remain engaged with our communities through strong partnerships with a variety of stakeholders. In keeping with our Mission, Vision and Values, this plan is dedicated to the provision of safe, sustainable and excellent Health Care that promotes wellness to all who work, receive care and live within our communities. This plan supports our beliefs in professionalism, teamwork, strong human resources and responding ethically in all we do.

The Board of Directors have chosen initiatives based on identified Organizational and Community needs.

As a contract site within Southern Health Sante-Sud, Rock Lake Health District and Prairie View Lodge also contributes to SHSS strategic success by actively participating on regional teams, partnering to reflect SHSS vision “Together leading the way for a healthier tomorrow.”

Our Strategic Direction 2016-2021 has served as a catalyst to promote growth within the RLHD and PVL organizations. We are proud to have achieved a major milestone in 2020



We look forward to working together with our stakeholders as we move toward achieving our goals and dreams throughout 2021-2026
Strategic Directions 2021-2026

Our primary mandate is to:

- **Maintain present programs and services offered by RLHD and PVL including:**
 - Long Term Care Services in RLPCH and PVL
 - Independent Living Suites at PVL
 - Acute care Services at RLH
 - 24-hour Emergency Medical Services
 - Primary Care Clinic with permanent primary care providers including physicians.
 - Integration and reasonable Access to Regional services such as Mental Health, Rehabilitation, Home Care and Public Health
 - Health Promotion and Disease Prevention Initiatives as resources allow

These programs and services are to be provided within a reasonable cost and continued support for these will be negotiated through a budgetary process that reflects our actual needs.

This mandate, while driven by the RLHD & PVL Boards of Directors, CEO and Leadership Team, relies on the support and commitment of our valued and dedicated staff, volunteers and community to achieve the goals and objectives outlined within these pages.

The strategic direction plan for RLHD and PVL includes our primary mandate and the following specific strategic directions:

- *To maintain a full compliment of Human Resources including Physicians.*
- *To foster and nurture a culture of Quality, Safety and Risk Management throughout Rock Lake Health District and Prairie View Lodge*
- *To explore initiatives to enhance care close to home aligning with provincial priorities*



Strategic Direction # 1:

Goal: To maintain a full complement of Human Resources.

Objective #1: To recruit and retain all healthcare staff, including Physicians that practice in Rock Lake Health District and Prairie View Lodge

1. Recruitment of staff:

1. Continue securing recruitment funding from RLHD/PVL Foundations for the purpose of offering Physicians, RN and LPN's recruitment grants upon hire that are provided with a return of service contract.
2. Continue to advocate for funding grants through the Foundations for all staff who wish to further their ongoing education and whom make funding requests to Foundations.
3. Continue to explore opportunities for training courses offered locally, for HCA's and LPN's.
 - a. Work with Colleges to offer another full HCA Course and/or challenge course
4. To increase public awareness of our Health District staffing needs and programs available through reports at Annual Meetings, in newsletters, on RLHD website and in general communication to community organizations through staff and board members.
5. Identify people who have a desire and ability to learn and develop new skills consistent with our program needs and to encourage development.
6. Continue to be involved with the local community high school program CTS (Career and Technology Studies) in all departments to encourage healthcare careers.
7. Continue to follow up with students in accredited professional programs who may be potential recruits
8. To be aware of professional college schedules for graduation in order to be in contact with potential recruits
9. To develop a scholarship for high school students in the catchment area entering health related professions with condition that payment is provided, when practicum is completed in one of the RLHD or PVL sites.

2. Retention of Existing staff:

1. Staff Appreciation events throughout the year
 - a) Continue to implement Board of Director's policy # HR-r-05 Recognition of Staff and Volunteers. Summer staff appreciation events and Christmas and new/years baskets
 - b) "thank you" culture
 - c) Supervisors to use Intentional praise; "Catch them doing good" and acknowledge
 - d) Continue to offer free parking at all facilities and erect a sign Re: free Staff parking provided annually by Rock Lake Health District & Prairie View Lodge Board of Directors
2. To foster a learning environment
 - a) Continue to foster a positive, respectful and responsive organizational culture
 - b) Promote & monitor ongoing education
 - c) Maintain current job descriptions for each department that will ensure we are hiring staff with appropriate credentialing to be successful in their position [S:\Human Resources\Job Descriptions](#)
 - d) To provide untrained staff with the tools required to be successful in their positions i.e. HCA Untrained Aide, on the job training



- e) Enhance staff awareness and growth in person centred language with required education, monthly leadership reporting and analysis through lens of what matters to stakeholders and support of dementability team to promote best practice in senior care.
- 3. To maintain an effective attendance management program for all staff
 - 1. Supervisors and CEO report monthly on progress in attendance management.

3. Recruitment / Retention of Primary Care Providers

- 1. To support and retain Physicians
 - i. Medical Manpower to meet at least twice a year with the Physicians, providing opportunity to voice concerns/kudos
 - ii. To maintain contact with possible future recruitment candidates to support and encourage the development of expanding the clinic service to include a third Physician.
 - iii. To request regional funding for 3rd contract physician to share 1:3 call for ED
 - iv. To continue to advertise for Fee for Service physician
- b. To work with Southern Health-Santé Sud to ensure RLHD has opportunity to be involved in regional Physician recruitment opportunities in order to fill future vacancies.
- c. To review structure of clinic to include a Nurse Practitioner
 - i. CEO to work with SH-SS Regional Director Primary Health Care Integration to ensure RLHD has opportunity to apply for positions as Mb. Health establishes same
 - ii. Explore opportunities to mirror the My Health Team and incorporate the use of the Primary Care Nurse and or Nurse Practitioner model of care in conjunction with Physicians. (Two Physicians are required to maintain ER services.)
 - iii. community services in the clinic setting and continue to provide office space for Dietitian and Mental Health, Diabetic Educator
 - iv. Available space for SHSS chronic disease nurse to practise
- 2. To provide incentive and support for Physicians to work and live in Rock Lake Health District
 - a. Continue with Recruitment and Retention incentives as outlined in Physician contracts
- 3. To collaborate with stakeholders to pursue physician recruitment consultant if needed.

4. Succession Planning

- a) Maintain implementation of a Succession Planning Program
 - o Maintain informal departmental manuals for each leadership position which includes details not found in the job description including information such as supplier information, daily/weekly/annual processes needed to complete to achieve success in ones position. <S:\Human Resources\Departmental & Position Manuals>
- b) Monitor the human resource plan annually with Leadership Team so we can predict and prepare replacements in the future. <S:\Quality Management & Accreditation\Quality Tracking\Staffing review.rtf>
- c) Dedicate leadership time for performance discussions, analyse annually with Quality Management Report.
- d) Utilize information gathered throughout Staff Performance discussions to identify potential candidates for positions within the organization, provide encouragement, and support appropriately.



Strategic Direction # 2

Goal: To foster and nurture a culture of quality, safety and risk management throughout Rock Lake Health District and Prairie View Lodge.

Objective #1: To provide continued support to patient and staff quality and safety initiatives through the designation of a mandate to Rock Lake Leadership Team.

- 1. To nurture a “No blame” / “Non punitive” culture to the reporting of errors:**
 - a. Maintain the Occurrence reporting as per policy
 - b. Semi - annual investigation and follow up of all Occurrence reports, for all RLHD/PVL facilities by Clinical Resource Nurses
 - i. Reports are shared with appropriate teams including, RLHD Leadership Team and Rock Lake Health District and Prairie View Lodge Boards of Directors, Policy Programs and Standards Committee, LTC Continuing Improvement Teams, Medical Administration, Workplace Health and Safety, Southern Health-Santé Sud
 - c. Maintain the Complaint Management Process as per policy
Analysis is shared regionally and locally to policy program and standards committee (PPS)
2. The CEO and RLHD Leadership Team to provide an annual safety dashboard report to the RLHD/PVL Boards of Directors based on Audits and quality reports completed and will make recommendations for change based on analysis

Objective # 2: To enhance the existing Workplace Safety and Health Program for the purpose of building and maintaining a positive safety culture within RLHD & PVL

1. Expand existing workplace safety and health program ensuring staff is working within the safe work procedures as set out.
 - a) Track, analyze and evaluate workplace related injuries by workplace health and safety committee and report to Programs Policies and Standards committee
 - b) Strengthen culture of safety, empowering staff to take responsibility for working in a safe environment, providing workplace safety concern forms as communication tool follow up by Workplace Health and Safety team.
 - c) Consult SHSS disability management team for timely graduated returns to work
 - d) Participate in HIROC risk assessment program for annual analysis and develop practise changes as needed.
 - e) promoting SHSS Respectful workplace complaint form completion and formal follow up by leadership



Strategic Direction # 3

GOAL:

To investigate the expansion of service delivery close to home working with local, regional and provincial partners

Objective # 1

1. Identify specialized services/care that could be pursued to be available at Rock Lake Hospital such as but not limited to: select chemotherapy, dialysis, labor and delivery
 - a. Explore physician interest and ability to add to practice
 - b. Explore liability considerations and cost of equipment and education.
 - c. Advocate regionally and provincially
 - d. Increase knowledge of clinical preventative services plan and seek meaningful consultations and discussion regionally and provincially.

Objective # 2

1. Identify efficiencies and enhancements to current services provided
 - a. Explore cost of electronic charting, acute and PCH
 - b. Upgrade snowblower to larger width for preparing for helicopter
 - c. Prepare to fund heli-pad if identified in provincial plan as a heli-site
 - d. Explore purchase of facility owned or leased vehicle to transport supplies such as laundry between facilities daily.
 - e. Partner with community to increase availability and accessibility of community owned handi-van.
 - f. Seek provincial funding for telehealth as Foundations are temporarily funding.

Conclusion:

The RLHD and PVL Strategic Plans are consistent with our partners in healthcare, Southern Health-Santé Sud Strategic Health Plan and Board Ends of:

- Healthy people and Healthy Environment
- Sustainable, accountable and responsive Organization
- Accessible Health Services
- Safe People-Centred Quality HealthCare

Rock Lake Health District and Prairie View Lodge is confident that the action outlined in this strategic plan exemplifies the intent of RLHD and PVL to move forward, maintaining present services as well as looking towards future needs of the community through the specific strategic directions.

Achievement of the Strategic Plan will result in our ability to provide sustainable, excellent health care that promotes wellness to

rocklakehealthdistrict.ca

References:

Southern Health-Santé Sud Strategic Health Plan 2016-2021

RLHD and PVL Strategic Plan 2010 – 2016

RLHD and PVL Strategic Plan 2006 – 2010

Southern Health Sante Sud Community Health Assessment

Accreditation Canada: Guide for Developing Qmentum Plans and Frameworks

