

## ***Espanola Regional Hospital and Health Centre 2025- 2030 Strategic Plan***



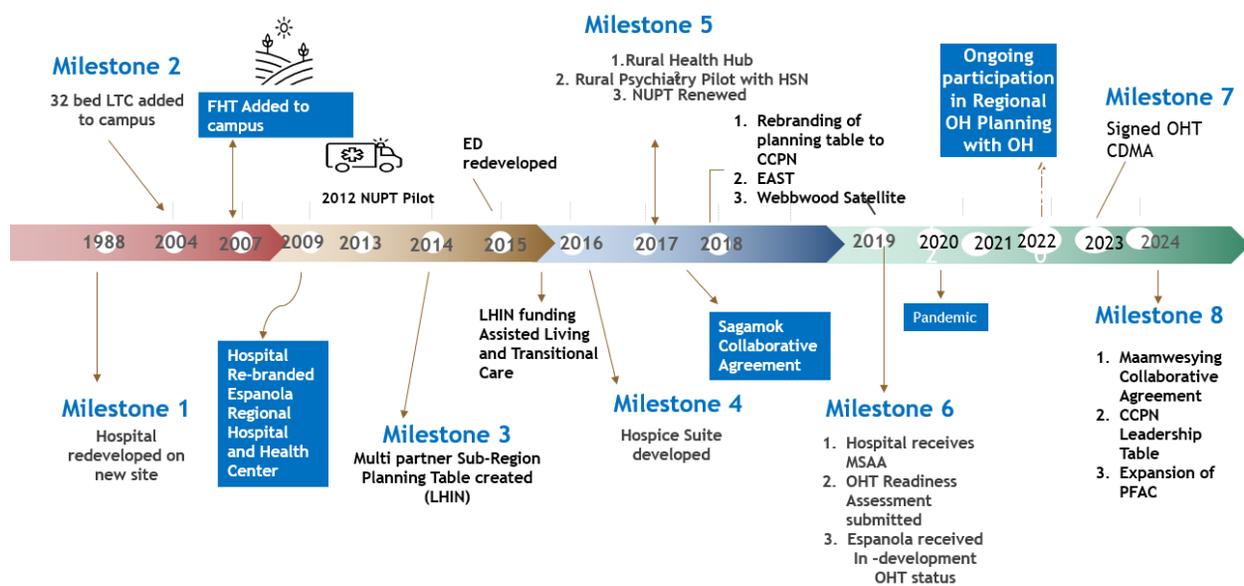
*Today the Espanola Regional Hospital and Health Centre operates on land that has been the traditional territory of the Anishnaabe for over thousands of years, and within the Robinson Huron Treaty of 1850. We acknowledge that this land is home to diverse Indigenous, Inuit and Metis peoples. We are grateful and humbled to have the opportunity to live, work and come together on this land.*



## Introduction

*Espanola Regional Hospital and Health Centre has a rich history of caring for the health of our community and over the last 36 years has seen much growth and development across ERHHC's health campus and within our team. As a forward-thinking and innovative board of directors, clinicians, administrative leaders, and frontline staff, we have been early adopters in patient focused initiatives and excelled in system planning and expansion of services across multiple sectors of care. As trusted partners in the delivery of care and services to our patients, families, and community stakeholders, we have made significant strides to ensure equity and access to services to the rural communities we serve. As the health care system & patient needs evolved, we have creditably responded and will continue to do so accordingly to meet those health care demands through our 2025-2030 Strategic Plan.*

## Espanola's Journey to Integrated Healthcare



## ***Our Opportunity***

*Our 2025-2030 Strategic Plan presents many opportunities to build upon historical accomplishments and strong governance to further our journey as system leaders in comprehensive quality care, and to live out our continued mission of leading the way to health and well-being.*

*This strategic plan is grounded by four strong pillars and a steadfast commitment to: enhancing and integrating patient and family centred care, empowering our workforce, expanding our resources and community engagement, and becoming a Rural Centre of Excellence.*

*Key initiatives will ensure patients and families are central to health care design and decision making, and that partnerships remain strong, collaborative and effective to support system expansion and transformation. Our advocacy efforts to pursue growth and innovation to further develop and enhance the capacity of our health campus, will remain constant throughout this plan. Our focus on strengthening and empowering our workforce will encompass enhancing education, training, and skills development to inspire and engage the ERHHC team, and to celebrate the successes of the heart of our organization, our people.*

## ***Our Strategic Outcomes***

*Our organizational journey is rich in collaboration and partnerships within our community and across all sectors of care. These critical relationships have allowed us to achieve the best outcomes for those we serve and continue to build an even better local health care ecosystem. Across our departments, health campus, and community we will lean on building and restoring relationships to achieve the best health care outcomes and embrace the contribution of all.*

*As health care leaders in our community, we know we cannot do this alone. We have accomplished much with the support and guidance of our patients, families, staff, and community partners. These inclusive voices are integral to our impact in supporting our vision of a strong, healthy and vibrant community.*

*We are dedicated to living the values that guide our strategic plan and embracing those in our day-to-day work to support the best experience, outcomes and environment for patient-family centred health care delivery.*

## **Our Future**

*We look forward to the next five years guided by a strategic plan that was co-designed with patients, families and community stakeholders. This plan energizes our commitment to accountability and advocacy, with a great focus on the collective impact of our team and our organization within the community we serve. This plan is central to ensuring rural health care inequities are addressed and capacity building at the local, regional and provincial level remains a focal point of our leadership. This strategic plan supports an environment of inclusivity and celebrates the gifts, perspectives, and contribution of all as we work collectively to make our health care system a better one. We are excited to embark on this strategic journey and are energized to be part of further system integration and capacity building. Our mission, vision and values capture the essence of the work ahead and the commitment of our team. As we strive to improve quality, equity and access to care and services, we will continue to put patients and the health and wellbeing of our community first.*

## **Our Strategic Plan**

### **Mission:**

***Leading the way to health and well-being***

### **Vision:**

***A strong, healthy and vibrant community for all***

### **Values:**

***Advocacy, Collaboration, Accountability, Inclusivity, Growth, Innovation***

## **Our Values and Commitment**

**Advocacy:** *We strive to transform health systems with a focus on patients, families and partners.*

**Collaboration:** *We believe in harnessing the collective impact of teamwork.*

**Accountability:** *We honor what is entrusted to us through integrity and the wise use of resources.*

**Inclusivity:** *We commit to an environment where equity, diversity and inclusion is celebrated.*

**Growth:** *We foster a culture of learning and growth to empower the full potential of our teams.*

**Innovation:** *We inspire innovation through new technologies and creative solutions to enhance patient care.*

## **Our Strategic Pillars**

### **Enhance**

#### **Enhance and Integrate Patient and Family Centred Care**

*We will enhance patient and family-centred care and integrate our care pathways to improve our services and create excellent patient experience.*

### **Empower**

#### **Empowering our Workforce for Success**

*We will empower our workforce to make their best contributions and create and create an environment that fosters exceptional employee experience.*

### **Expand**

#### **Expand our Resources and Community Engagement**

*We will develop and diversify our resource base as well as strengthen our community engagement to deepen partnerships that improve health and well-being.*

### **Excel**

#### **Become a Rural Healthcare Centre of Excellence**

*We will become a recognized Rural Healthcare Centre of Excellence to help northern centres gain specialized healthcare expertise and expand their capacity to serve their communities.*



## **Our Strategic Outcomes**

### **Enhance Pillar**

- *Patients and families become central to all healthcare activities, design and decisions.*
- *New and improved integrated care pathways and services that improve accessible, efficient and connected care.*

### **Empower Pillar**

- *Strong, collaborative partnerships and effective leadership for process and project implementation.*
- *Enhanced skills and capabilities for all employees.*
- *An inspired and engaged workforce.*
- *Strengthened Board governance and capabilities.*

### **Expand Pillar**

- *Growth in base operational funding and project-specific funding.*
- *Increase Foundation funding year over year.*
- *Increased community engagement and awareness.*
- *Expand physical campus and technology infrastructure.*

### **Excel Pillar**

- *Gain formal recognition as a Rural Healthcare Centre of Excellence*
- *The development of highly skilled rural healthcare specialists for northern health care centres.*
- *Innovation and expanded capacity for norther healthcare.*

## Our Strategic Framework

Pillar 1 Enhance	Pillar 2 Empower	Pillar 3 Expand	Pillar 4 Excel
<b>Enhance and Integrate Patient and Family-Centred Care</b>	<b>Empower our Workforce</b>	<b>Expand our Resources and Community Engagement</b>	<b>Become a Rural Centre of Excellence</b>
<b>OUTCOMES</b>	<b>OUTCOMES</b>	<b>OUTCOMES</b>	<b>OUTCOMES</b>
<ul style="list-style-type: none"> <li>Patients and families become central to all health care activities, design and decisions</li> <li>New and improved integrated care pathways and service that improve accessible, efficient, and connected care</li> </ul>	<ul style="list-style-type: none"> <li>Strong, collaborative partnerships and effective leadership for process and project implementation. Enhanced skills and capabilities for all employees</li> <li>An inspired and engaged workforce</li> <li>Strengthen Board governance capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Growth in base operational funding and project-specific funding</li> <li>Increase foundation funding year over year</li> <li>Increase community engagement and awareness</li> <li>Expanded physical campus and technology infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Gain formal recognition as a Rural Healthcare Centre of Excellence</li> <li>The development of highly skilled rural healthcare specialists for Northern Healthcare centres</li> <li>Innovation and expanded capacity for northern healthcare</li> </ul>
<b>KEY INITIATIVES</b>	<b>KEY INITIATIVES</b>	<b>KEY INITIATIVES</b>	<b>KEY INITIATIVES</b>
<ul style="list-style-type: none"> <li>Implementation and execution of the integrated quality and safety plan</li> <li>Improve communication and education with patients and families</li> <li>Develop and implement DEI and anti-racism program</li> <li>Continue development of patient and family navigation</li> <li>Develop more targeted recruitment plan and improve engagement model for PFAC</li> <li>Master plan for patient and family-centred integrated and cross-sector care pathways</li> <li>Maintain strong OHT engagement for a focus on population health</li> <li>Strengthen integration and access to digital platforms for EMR</li> <li>Improve access and connection to local healthcare services (e.g. CT scanner)</li> </ul>	<ul style="list-style-type: none"> <li>Develop a comprehensive learning and development strategy</li> <li>Develop robust end-to-end plan for HHR to support the attraction, recruitment, and retention of staff</li> <li>Fully developed orientation and onboarding program</li> <li>Create health and wellness program</li> <li>Develop internal communication strategy</li> <li>Define project management and change management processes, tools and resources</li> <li>Board governance training and succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement advocacy plan for appropriate level of provincial health funding</li> <li>Support Foundation growth and philanthropic network increase financial resources</li> <li>Develop public relations and engagement plan</li> <li>Develop a financial innovation strategy to support new revenue streams and opportunities to partner resources</li> <li>Develop new masterplan that includes capital planning, infrastructure and technology expansion</li> </ul>	<ul style="list-style-type: none"> <li>Create a Rural Centre of Excellence Program together with our partners and stakeholders</li> <li>Develop and mature innovation capabilities at ERHHC with our partners</li> <li>Expand partnerships with educational institutions in Northern Ontario to showcase our rural model of care</li> <li>Develop a strong integrated communication platform for all patients, providers and stakeholders</li> <li>Create an external marketing communications and brand strategy for our health campus</li> </ul>

## Our Performance Dashboard

### Leading the way to health and well-being

Advocacy, Collaboration, Accountability, Inclusivity, Growth, Innovation

<b>ENHANCE:</b> By 01/04/2026, we will enhance access to safe, equitable, timely patient-centered care 	Develop Indigenous Cultural Program (Progress)	%	100%
	Decrease MHA re-presentations into the ED	%	10%
	Decrease % of unattached patients	%	1%
<b>EMPOWER:</b> By 01/04/2026, we will empower and improve employee experience to support attendance and retention 	Develop standardized Onboarding and Orientation Program (Progress)	%	100%
	Develop Employee Engagement Plan (Progress)	%	90%
	Increase Employee Recognition events	%	10%
<b>EXPAND:</b> By 01/04/2026, ERHHC leaders will build upon their knowledge to expand funding opportunities 	Increase revenue for services	%	3%
	Increase ministry trust and funding	%	3%
	Train and equip leaders in budget/funding	%	70%
<b>EXCEL:</b> By 01/04/2026, we invest in the development of a Rural Health Care Program to empower staff and serve our community 	Develop Masterplan for Rural Health Care Training Program (Progress)	%	25%
	Increase number of formal outreach with educational partners	%	100%
	Increase number of HCP in ED & Acute Care trained in rural simulation	%	50%

## Our Year One Activities

Year One Focus	Q1	Q2	Q3	Q4
<b>Enhance</b> <b>Key Initiatives:</b> <ul style="list-style-type: none"> <li>DEI Framework (Indigenous Focus)</li> <li>MHA local / OHT pathway development</li> <li>Palliative Clinical Coach Program (PCCP) implementation</li> </ul>	<ul style="list-style-type: none"> <li>RFP for support of Indigenous Cultural Program (ICP)</li> <li>Indigenous Community Engagement</li> <li>Establish Local MHA Leadership Table</li> </ul>	<ul style="list-style-type: none"> <li>Development of ICP</li> <li>Staff ICP Training</li> <li>Complete MHA Service Analysis (SWOT) local/regional</li> <li>Collect statistical data MHA</li> <li>Establish PCCP workplan</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with OHT partners</li> <li>Determine priority work for MHA and PCCP Programming</li> </ul>	<ul style="list-style-type: none"> <li>Develop MHA workplan and outcomes</li> <li>Communication to stakeholders for Year 1 focused programs</li> </ul>
<b>Empower</b> <b>Key Initiatives:</b> <ul style="list-style-type: none"> <li>Orientation and onboarding program redevelopment</li> <li>Manager onboarding &amp; education program development</li> <li>Develop an employee engagement strategy</li> <li>Board Training Program</li> </ul>	<ul style="list-style-type: none"> <li>Review current state of General Orientation</li> <li>Work with Leadership Team to develop scope of general orientation</li> <li>SWOT Surge Orientation Education requirements</li> <li>SWOT Board Orientation and Training</li> <li>Quality and Safety Framework Review with SWOT Surge LMS, P&amp;P, QRM &amp; BI Tools</li> </ul>	<ul style="list-style-type: none"> <li>Create General Orientation Prgm Passport</li> <li>SURGE orientation alignment</li> <li>Develop Manager Education Plan</li> <li>Develop Board orientation and training Plan</li> <li>Develop a Quality and Safety Framework Enhancement Workplan</li> <li>SWOT of current employee engagement and recognition strategy</li> </ul>	<ul style="list-style-type: none"> <li>Implement General Orientation Prgm Passport</li> <li>Dept Leaders to review departmental &amp; role specific orientation needs</li> <li>SURGE orientation alignment</li> <li>Implementation of Board Development Program</li> <li>Design and collaborate on Safety Framework activities</li> <li>Develop a robust employee engagement and recognition strategy</li> </ul>	<ul style="list-style-type: none"> <li>Create Dept. specific orientation program / passports to include GRPI (goals/roles accountability &amp; process)</li> <li>Implement Manager Education Plan</li> <li>PDSA / Evaluation of Board Training Program</li> <li>Communicate and begin implementation of Quality and Safety Framework activities</li> <li>Communicate and begin implementation of employee engagement and recognition strategy</li> </ul>
<b>Expand</b> <b>Key Initiatives:</b> <ul style="list-style-type: none"> <li>Communication plan scope</li> <li>Foundation plan support</li> <li>Advocacy for CT funding</li> <li>Budget training &amp; finance education for managers</li> </ul>	<ul style="list-style-type: none"> <li>HR Plan for Foundation and Public Relations (role clarity)</li> <li>Support Foundation Strategic and Yr 1 Operational Planning</li> <li>Contingency Plan for CT build</li> </ul>	<ul style="list-style-type: none"> <li>Support Foundation Yr 1 Operational Plan</li> <li>Continued Advocacy for CT modality and infrastructure expansion</li> <li>Budget/ funding training curriculum development</li> </ul>	<ul style="list-style-type: none"> <li>SWOT current state of communication plan</li> <li>Support Foundation Yr 1 Operational Plan</li> <li>Continued Advocacy for CT modality and infrastructure expansion</li> <li>Budget / funding education and training implementation</li> </ul>	<ul style="list-style-type: none"> <li>Scope communication plan &amp; develop a staged workplan</li> <li>Support Foundation Yr 1 Operational Plan</li> <li>Continued Advocacy for CT modality and infrastructure expansion</li> <li>Budget / funding training evaluation</li> </ul>
<b>Excel</b> <b>Key Initiatives:</b> <ul style="list-style-type: none"> <li>Creation of SIM Lab</li> <li>MD/NP Recruitment and Retention Plan</li> </ul>	<ul style="list-style-type: none"> <li>Project Plan SIM Lab</li> <li>Formal creation of SIM space</li> <li>SIM Program development</li> </ul>	<ul style="list-style-type: none"> <li>Formalize SIM Program Partnerships</li> <li>SIM Program development</li> <li>Advocacy for rural training funds</li> </ul>	<ul style="list-style-type: none"> <li>SIM room launched</li> <li>Pilot rural education and training with small cohort</li> </ul>	<ul style="list-style-type: none"> <li>Evolve and scale rural education and training</li> <li>Additional equipment and tools for SIM room</li> </ul>



## ***Our Leadership Team***

*Dr. Aidan Wharton, Chief of Staff*

*Jane Battistelli, President and Chief Executive Officer*

*Anna Love, VP Clinical Services / Chief Nursing Officer*

*Jennifer Stanton Smith, VP Corporate Affairs / Chief Financial Officer*

*Marlo Desjardins, VP Corporate Affairs / Chief Human Resources Officer*

*Martin Lees, Director of System Integration and Primary Care*

*Julie Toulouse, Executive Assistant*

