



# *Guysborough Antigonish Strait Health Authority*





## Guysborough Antigonish Strategic Plan Working Document 2011-2016

<b>Strategic Direction: <i>Improve the health and quality of life of our population</i></b>			
Action Area: Advocate for and implement policies that promote the health and wellness of the people living in communities that we serve.			
Initiative	Proposed Completion	Indicator	Status
Advance Baby Friendly Initiative	2016	Meet BFI criteria and achieve BFI designation	In progress
Implement the policy to improve access to palliative medication in emergent circumstances across the District	2011	Policy approved and enacted	In progress
Develop and implement a policy requiring the use of a health equity / social justice lens when planning new or evaluating existing services and programs	2016	Policy developed and implemented	Not started
Develop and implement a policy on cultural safety training for GASHA employees	2012	Policy developed and implemented	Not started
Analysis of GASHA policies to determine and address gaps in health promoting workplace policies, for example: <ul style="list-style-type: none"> <li>• District Food Policy</li> <li>• District Smoke and Scent Free Policy</li> <li>• Employee Assistance Program</li> <li>• Critical Stress Debriefing</li> </ul>	2013	Analysis complete and a list of recommended new policies or changes to existing if required	In progress
Advocate for improvements to dental care for seniors as recommended in the CHB Community Health Plan	2013	Letter of advocacy forwarded to Department of Health and Wellness	Not started
<b>Action Area: Continue to promote a population health approach to service delivery.</b>			
Initiative	Proposed Completion	Indicator	Status
Ongoing implementation of population health strategies including: <ul style="list-style-type: none"> <li>• Alcohol Strategy</li> <li>• Tobacco Strategy</li> <li>• Growing Up Healthy (Child Obesity Prevention)</li> <li>• Poverty Strategy (Antigonish)</li> </ul>	Ongoing	-Incidence and prevalence measures alcohol consumption in general population, in youth, in pregnancy -Incidence and prevalence measures exposure to smoke, tobacco use in population, in youth	In progress  In progress

<ul style="list-style-type: none"> <li>Physical Activity Promotion through local networks</li> <li>Food Security (Voices)</li> <li>Gaming Strategy</li> <li>Bone Mineral Densitometry</li> <li>Breast Screening Mammography</li> <li>Colon Cancer Screening</li> </ul>		<ul style="list-style-type: none"> <li>-Rates physical activity in children and youth</li> <li>-Rates of overweight and obesity in children and youth/ other measures as per strategy</li> <li>-Evidence of participation in and evaluation of local networks which have been established to address physical activity, food security, poverty</li> <li>-Trends in screening rates</li> </ul>	<p>Not started yet</p> <p>In progress</p>
Utilize population health needs approach when planning to enhance/develop and implement primary health care teams	2011-2016	Team members reflect population planning method as developed by the Department of Health and Wellness	In progress
Participate in Department of Health and Wellness population funding methodology development for district budgets	2011-2016	Appropriate population funding methodology is implemented i	In progress
Develop and implement a Public Health Services work plan to meet the new Public Health Standards and Renewal	2011-2015	Plan developed and implemented as evidenced through an evaluation report	In progress
<b>Action Area: Foster individual and community resiliency.</b>			
<b>Initiative</b>	<b>Proposed Completion</b>	<b>Indicator</b>	<b>Status</b>
Increase access to programs and services of which the goal is to increase resiliency and coping within individuals, families and communities Public Health, Addiction Services and Mental Health will continue to integrate a developmental assets approach to child and youth programming	2011-2016	Number of programs offered, participation rates, evaluation reports Eg. Inspire, Strengthening Families, Roots of Empathy, Community Gardens, Mind Your Health, Health, Adult Mental Health Literacy	In progress
Engage partners in the Strait Area to explore interest in taking action on issues of poverty and inequity	2016	Report of meetings and resulting actions	Not started
Establish community centric models of health service delivery with outreach to neighboring communities	2016	Report on model development and implementation	In progress
Use the provincial community development policy as a guide to implementing collaborative emergency care centres	2013	Evaluation report on implementation of CEC	In progress
Develop a plan for continued funding of the parish nursing or outreach model in Upper Big Tracadie, Sunnyville and Lincolnville	2016	Evidence of continued service in targeted communities	In progress
Assist Potlotek, Paqtnekek and Acadian communities as necessary in the use of their Community Health Impact Assessment Tools	Ongoing	Report on activities or initiatives	In progress
Participate in activities and initiatives for integrated community sustainability <ul style="list-style-type: none"> <li>Antigonish Sustainable Development</li> </ul>	Ongoing	Report on activities or initiatives	In progress
Continued integration of the CHB community health plans into the District Strategic and Business Planning Processes	Ongoing	Reports back to CHBs on integration of Community Health Plan	In progress

<b>Action Area: Measure and act on health status indicators.</b>			
<b>Initiative</b>	<b>Proposed Completion</b>	<b>Indicator</b>	<b>Status</b>
Carry out Understanding Our Health III if there is not a provincial initiative to collect population based data for planning	2015	Demonstrate use of Understanding Our Health 2015	In progress
Regularly report and demonstrate use of program and service data that profiles the health status of district residents	Ongoing	Demonstrate use of annual reporting of program and service data for planning and evaluation purposes	In progress
Participate in provincial health status indicator reporting <ul style="list-style-type: none"> <li>• CDPC Surveillance</li> <li>• Provincial Program Data Reports (Diabetic Care Program, CVHNS, RCP)</li> </ul>	2016	Demonstrate use of provincial and national population health/ health status data for planning and evaluation purposes	In progress

**Strategic Direction: *Engage with partners across a variety of sectors***

**Action Area: Increase collaboration with “non-health” sectors in government and at the community level.**

Initiative	Proposed Completion	Indicator	Status
Managers and staff responsible for programs and services will consider opportunities for new collaborations as appropriate	2016	Evidence of collaboration in initiatives	In progress
Embrace & participate in the newly formed Atlantic Collaborative	2012-2013	Evidence of partnership	In progress
Strengthen collaboration for all hazards (EMO) responses across the District	2012-2016	Evidence of partnership, tests, plans	In progress

**Action Area: Maintain and build on existing partnerships.**

Initiative	Proposed Completion	Indicator	Status
<p>Conduct regular partnership focused evaluations (meetings, workshops etc) for those organizations and agencies involved in regular partnership with GASHA to determine ways to maintain and improve partner relations, for example:</p> <ul style="list-style-type: none"> <li>• Physicians, RCMP, municipalities, First Nations</li> <li>• School boards, universities and community colleges</li> <li>• Continuing Care Sector</li> <li>• NGOs</li> </ul>	2011-2016	Evaluation reports	In progress in certain areas

**Action Area: Cultivate strong partnerships that are guided by GASHA values and the principles of community development.**

Initiative	Proposed Completion	Indicator	Status
Develop and implement a plan to improve and enhance partnerships based on the partnership focused evaluation reports	2014	Plan developed and implemented	Not started
Provide training on community development principles for staff and managers who work in community health to support the application of the principles of community development	2012-2016	Rate of participation in community development training	Not started

**Strategic Direction: *Focus on leadership, quality and patient safety***

Action Area: Foster excellence in leadership at all levels of the organization.

Initiative	Proposed Completion	Indicator	Status
Provide ongoing education and opportunities to support personal, team and formal leadership within the organization;, examples include: <ul style="list-style-type: none"> <li>• BBT Program Planning and Evaluation</li> <li>• LEAN</li> <li>• LEAD</li> <li>• Models of Care</li> <li>• EXTRA, EXTRA II as approved</li> </ul>	2016	Persons participating in training Case studies of leadership demonstrated	In progress
Explore distributed/ participatory leadership models for implementation within the District	2014	Evidence of model selected and implemented	Not started

Action Area: Encourage and support a culture of learning.

Initiative	Proposed Completion	Indicator	Status
Expand E-learning to include physicians and all staff	2016	Physicians and additional staff have access	Not started
Increase use of technology to enable cost-effective learning/ sharing opportunities	2016	Expanded list of available options	In progress
Expand opportunities for collaborative learning, for example: <ul style="list-style-type: none"> <li>• Continued to offer BBT education</li> <li>• MORE-OB</li> <li>• CREW</li> </ul>	2016	#BBT Sessions offered # Teams and individuals participating in modules Evaluation results	In progress

Action Area: Undertake workforce development, recruitment and retention to promote continuous quality improvement and system change

Initiative	Proposed Completion	Indicator	Status
Provide education on team functioning : <ul style="list-style-type: none"> <li>• MORE-OB</li> <li>• CPSI will be releasing a Framework on Team building in the near future</li> <li>• BBT</li> <li>• CREW</li> </ul>	2016	Evaluation of education including number participating and evaluation results, patient satisfaction	In progress

Rejuvenate performance appraisal system	2013	Trend in PAs complete, Satisfaction rating	In progress
Participate in provincial physician services plan	2011-2012	Plan available including implementation strategy for GASHA	In progress
Continued participation in the WCB/PEP and Return (transit) to Work Program	Ongoing		In progress
Continued participation in partnerships targeting workforce development and education <ul style="list-style-type: none"> <li>Provincial HR Group</li> <li>Provincial Health Academic Partnership Table</li> <li>Partnerships with universities for education and practice opportunities for students</li> </ul>	Ongoing	Evidence of participation Students and others recruited through education experience, fairs etc	In progress
Ongoing implementation of Model of Care	Ongoing	Evaluation results	In progress
Provide leadership and support to “Nursing, the Future”	2012	Initiative in place	In progress
Action Area: Ensure safe and healthy work environments where staff are valued, informed and empowered to make decisions related to their duties.			
<b>Initiative</b>	<b>Proposed Completion</b>	<b>Indicator</b>	<b>Status</b>
Renew Occupational Health and Wellness Program <ul style="list-style-type: none"> <li>Education for managers and staff</li> <li>Committee structure is achieving its purposes</li> </ul>	2013	Workforce evaluation Results of labor inspections Annual OHS report	In progress  Not Started
Continue to support Workplace Health Program	Ongoing	Workplace/force satisfaction surveys	In progress
Action Area: Continuously improve services through measurement, monitoring and evaluation and share results with the people we serve.			
<b>Initiative</b>	<b>Proposed Completion</b>	<b>Indicator</b>	<b>Status</b>
Establish & Support measurement systems (Decision Support) for compliance with standards of excellence and outcomes.	2016	Reports available and relevant	In progress
Conduct a business intelligence assessment with a plan to improve District capacity to generate evidence to support operations and quality improvement	2016	Evidence from assessment Evidence of implementation of plan Readily available relevant data/ evidence	In progress
Participate in provincial program data monitoring for quality improvement purposes <ul style="list-style-type: none"> <li>Diabetic Care Program</li> <li>Cancer Care Nova Scotia</li> <li>Reproductive Care</li> <li>Cardiovascular Health Nova Scotia</li> </ul>	Ongoing	Data reports of good quality	In progress

<ul style="list-style-type: none"> <li>• Public Health Nova Scotia</li> <li>• Addiction Services Program</li> <li>• Continuing Care Program</li> </ul>			
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Action Area: Support quality, safety and clinical sustainability through practices that are informed by evidence.			
Initiative	Proposed Completion	Indicator	Status
Implement the Patient Safety Plan	2012	Indicators as defined in Patient Safety Plan	In progress
Continued participation Safer Health Care Now	Ongoing	Initiative indicators	In progress
Continued implementation of Hand Hygiene Initiative	Ongoing	Hand Hygiene Audit Reports	In progress
Continued deployment of LEAN approaches	Ongoing	Evaluation of LEAN initiatives	In progress
Continued implementation of pharmacy automation	2014	Decrease waste Decrease cost Reduce medication errors reported	In progress
Partner with Department of Health and Wellness for continued expansion of the inter-professional electronic health record/ documentation	2016	Evidence of increased implementation and expansion	In progress
Partner with Department of Health and Wellness and other Districts: <ul style="list-style-type: none"> <li>• Clinical Services plan</li> <li>•</li> </ul>	Partner with Department of Health and Wellness	Partner with Department of Health and Wellness	Partner with Department of Health and Wellness
Action Area: Enhance the involvement of patients and families to improve quality and patient safety.			
Initiative	Proposed Completion	Indicator	Status
Designate a Patient Representative/ advocate for GASHA	2012	Patient Representative/ advocate participating as appropriate	In progress
Expand patient satisfaction surveys to include additional community programs	2016	Reports of patient / client satisfaction surveys	Not started

• Primary Care, Continuing Care			
Increase patient/family participation on Quality Teams/ committees	2012	Representatives participating on teams/ committees	In progress
Increase knowledge of and practice in a culturally safe manner	2011-2016	Rate of staff trained Patient survey	In progress
Promote access of ethics support and consultation for patients, their significant others and health providers	2012	Increased referrals for ethics consultation	In progress
Action Area: Build capacity in GASHA Quality Teams to achieve safety and excellence in patient care – every patient, every time.			
<b>Initiative</b>	<b>Proposed Completion</b>	<b>Indicator</b>	<b>Status</b>
Implement the new Quality Framework	2012	Indicators as outlined in the Quality Framework	In progress
Increase unit quality team participation	2012	Unit and site teams are established and functioning as consistent with Quality Plan	In progress
Participate in Accreditation Canada evaluation	2011, 2015	Accreditation results	In progress
Provide a calendar of courses and tools in Quality Improvement, evaluation and monitoring	2012-2013	Calendar in place	In progress
Provide a structure that will align quality & patient safety accountability from front line to the Board	2012	Structure in place and evaluated	In progress

**Strategic Direction: *Enhance access to programs and services***

Action Area: Deliver appropriate, safe, accessible, efficient and effective health services and programs.

Initiative	Proposed Completion	Indicator	Status
Consider health equity when planning services	2016	Evidence of application of health equity social justice lens	Lens not started
Participate in provincial clinical service planning: <ul style="list-style-type: none"> <li>• Mental Health and Addiction Strategy</li> <li>• Provincial Clinical Service Plan</li> <li>• Enhance Community Care Plan</li> <li>• Provincial Bed Utilization Management Project</li> <li>• Provincial Waitlist Management</li> </ul>	22011-2016	Indicators as outlined in plans	In progress
Implement Better Care Sooner <ul style="list-style-type: none"> <li>• Emergency Standards</li> <li>• Collaborative Care Centre Standards</li> </ul>	2016	Standards audit	In progress
Integrate the CHB Community Health Plan in the planning and implementation of services	2011	Report back to CHB on integration of the Community Health Plan	In progress
Implement best practice in Diagnostic Imaging specialty modality booking , scanning allocation and workflow (LEAN Workflow analysis and process design	2015	Evaluation report including utilization	In progress
Build a Diagnostic Imaging performance management culture by ongoing communication and collaborative decision making	2016	CIHI Indicators of Acceptability, Appropriateness, Continuity, Safety and through tracer audits MIS data reviews Monitor monthly wait times in real time Satisfaction survey	In progress
Continue development and implementation of a palliative care wing at St. Martha's Regional Hospital	2012-2016	Wing operational	In progress
Increase access to services through waitlist management, providing more group therapies and implementation of self management	2016	Evaluation report	In progress
Integration and Enhancement of Chronic Disease Management <ul style="list-style-type: none"> <li>• Integrate Complex Chronic Condition Specialty Clinics at the District service level</li> <li>• Transition Hearts in Motion to a chronic disease rehabilitation service</li> <li>• Enhance integrated chronic disease management through primary health care team expansion, training, electronic health record implementation and re-alignment of existing services</li> </ul>	2016	Transition to one door access to multiple complex care specialty clinics Accreditation Survey results , 2011, 2015 Re-admission Rates comparisons Ambulatory Care Sensitive Cases comparisons Patient and provider satisfaction surveys	In progress

Action Area: Optimize the continuum of care.			
Initiative	Proposed Completion	Indicator	Status
Implement Home First <ul style="list-style-type: none"> <li>Care Coordinator in ER</li> <li>Responsive Behavior</li> <li>Shift to Home First philosophy</li> <li>PaTH Training</li> <li>Provincial and local redesign placement workflow</li> <li>Strengthen discharge planning to facilitate improved quality of appropriate care and transition from hospital to home</li> </ul>	2016	Indicators to be outlined in Home First Plan	In progress
Continued implementation of Health Connections to facilitate access to information about GASHA services and programs	2011	Evaluation of Health Connections Website	In progress
Redesign of Guysborough Memorial Hospital	2014-2016	Redesign completed, facilitating a continuum of health care services delivered	In progress
Develop and implement a plan for enhancing the continuum of care provided for mental health in keeping with the Mental Health and Addiction Services Strategy. Existing business priorities include: <ul style="list-style-type: none"> <li>Crisis response team</li> <li>Improved access to a continuum of child, youth and family mental health services</li> <li>Development of an expanded seniors mental health program</li> <li>Mental health promotion</li> </ul>	2012-2016	Indicators as developed in keeping with strategy	In progress
Action Area: Ensure that access to programs and services is equitable (fair and just) for all population groups.			
Initiative	Proposed Completion	Indicator	Status
Work in partnership to address health needs of diverse populations and/ or those who are vulnerable <ul style="list-style-type: none"> <li>First Nations, African Nova Scotia, Acadian and those challenged by poverty and low income</li> </ul>	2016	Reports / audits of work/ agreements	In progress

<b>Strategic Direction: <i>Promote stewardship and innovation</i></b>			
Action Area: Continue to create system efficiencies.			
<b>Initiative</b>	<b>Proposed Completion</b>	<b>Indicator</b>	<b>Status</b>
Participate in provincial EMI, Shared Services and PBMA initiatives	2013-2015	Measured as per initiatives	In progress
Achieve efficiencies when opportunities arise or through innovation and creativity (eg) <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Physical plant</li> <li>• Service delivery</li> </ul>	2011-2016	# Reported efficiency related initiatives	In progress
Enhance District knowledge in and application of LEAN	2011-2016	Evaluation reports	In progress
Action Area: Ensure accountability for the people and resources entrusted to us.			
<b>Initiative</b>	<b>Proposed Completion</b>	<b>Indicator</b>	<b>Status</b>
Ongoing monitoring , evaluation and quality improvement related to financial and human resources: <ul style="list-style-type: none"> <li>• Performance Appraisals</li> <li>• Managing Sick and Overtime</li> <li>• Variance Management</li> </ul>	2011-2016	Reports on financial, human resource indicators	In progress
Continue annual reports to the public and regular public meetings	Ongoing	Annual reports and meeting minutes	In progress
Action Area: Explore and employ technology for improved communications, collaboration, efficiencies and decision-making.			
<b>Initiative</b>	<b>Proposed Completion</b>	<b>Indicator</b>	<b>Status</b>
Develop and implement a Business Intelligence Plan for the District	2011-2014	Plan and its implementation evaluation	In progress
Partner with Provincial IT, Districts or local partners to improve our use of technology to support District operation and patient care efficiencies	2011-2016	Evidence of collaboration and improvements related to this	In progress
Action Area: Develop evidence-based processes to guide investment and disinvestment.			
	Mid-range	Long-term	Who
Review the provincial PBMA process and adapt it or a similar process for business planning and investment/disinvestment approaches	2012-2014	Results of application	In progress