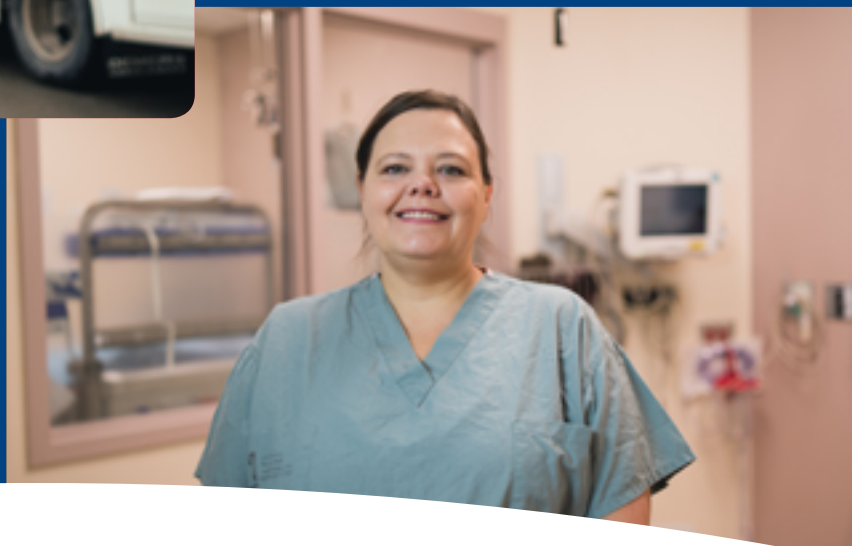


# 2019-2024 HSN and HSNRI Strategic Plan




Health Sciences North  
Horizon Santé-Nord



Health Sciences North  
Research Institute

Institut de recherches  
d'Horizon Santé-Nord

An abstract graphic on a dark blue background. It features a large, light blue circle in the center. Surrounding this central circle are several smaller, darker blue shapes, including circles and elongated, pill-like forms, arranged in a circular pattern. The overall design is clean and modern.

This **2019-2024 strategic plan** for Health Sciences North (HSN) and the Health Sciences North Research Institute (HSNRI) was developed by engaging patients, families, employees, medical staff, learners, volunteers, health, social service, primary care and academic partners, partnering hospitals and funders.

In 2018, we gathered over 3,100 stakeholder views and validated the plan with 730 of these same participants.

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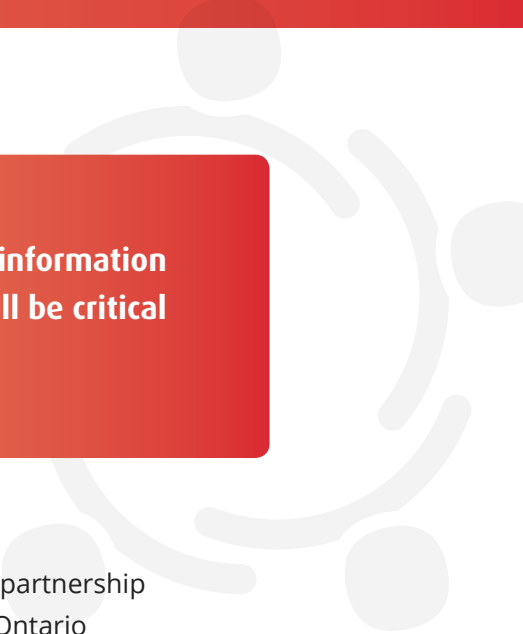
# Strategy is about making choices that bring value to stakeholders

You have told us what is important.

We have listened and learned about what matters most to Northerners.

Stakeholders told us that HSN and HSNRI play important roles in Northeastern Ontario and in Ontario's health care system, as the regional tertiary care centre, as a teaching hospital and through the research and innovative practices we generate. Northeastern Ontario looks to HSN and HSNRI for leadership and for support in planning, partnering and delivering services. It is the people of HSN and HSNRI, the 4,000 dedicated and resilient employees, 500 highly-skilled medical staff and scientists, 2,100 learners and 700 active volunteers who bring this value to Northerners in partnership with others.

We heard stories about how we support and influence care for over 571,000 Northerners across a region of 400,000 square kilometers and how we can do better. With 13 sites in Greater Sudbury and an additional 25 sites across the region where our staff provides care and information technology supports, we heard how important seamless flow of information and care delivery is to patients and families, community-based and regional partners.



**Nurturing trusting relationships, seamless transfer of information and collaborative models of care across all settings will be critical to providing positive patient and family experiences.**

As a relatively new academic health science centre working in partnership with Laurentian and Lakehead Universities and the Northern Ontario School of Medicine, HSN and HSNRI have a unique opportunity and, as our consultations reinforced, an obligation to focus efforts on addressing priority health concerns of Northerners. Patients are living longer and with more complex health and social issues, often in rural and remote communities. Historically, academic health science centres have focused on three overlapping missions: patient care, teaching and research. By incorporating social accountability, we want to improve health at a population level.

Regional and academic partners, primary care and community partners, and patients and families are asking us to consistently engage them in the planning and delivery of services, by inviting and supporting their active inclusion and participation in all areas of care, teaching and research activities.

In this spirit, we acknowledge that we are providing services in Robinson-Huron Treaty territory on the traditional lands of the Anishinabek, the original Peoples of this land. Through this plan, we will strengthen relationships with Anishinabek, Métis, Cree and Moose Cree Peoples.

We proudly remain committed to actively offering French-language health services and meeting the needs of diverse populations in culturally safe and inclusive ways.

We are replacing our previous mission and vision statements with a purpose statement for HSN and HSNRI. We are renewing our values and making new commitments. We will focus on achieving five key goals and 19 specific outcomes by 2024, while sustaining balanced budgets.

# Our Purpose

To provide high quality health services, support learning and generate research that improves health outcomes for the people of Northeastern Ontario.

HSN sites across Northeastern Ontario



## Our Commitments

**We will** carry out our patient care, teaching and research responsibilities with integrity, ensuring patients and families remain the focus of all we do.

**We will** partner with humility, valuing each person's and each community's strengths and ideas to bring the best care, education and research solutions forward.


**We will** provide a physically, psychologically and culturally safe environment that promotes a positive care, working and learning experience.

## Our Values

We believe in and will model:

<b>Respect</b>	Showing positive regard for each person's strengths, qualities and values
<b>Quality</b>	Providing patient and family-focused services that are safe, reliable, accessible (timely), efficient, effective and equitable
<b>Transparency</b>	Sharing information that is timely and truthful, working within the limits of law and policy
<b>Accountability</b>	Taking personal responsibility for our actions, behaviours and decisions
<b>Compassion</b>	Responding to the needs of others, showing kindness and empathy



A portrait of Jessica Grenier, a woman with long blonde hair and bangs, wearing glasses and a black blazer over a patterned top. She is smiling and standing in front of a blurred background that appears to be a hospital or office setting with informational displays.

**"A better wayfinding system will allow patients and families to focus on what matters most."**

**Jessica Grenier**

Patient and Family Advisor,  
Health Sciences North  
Strategic Plan Steering Committee Member



## Key Goal



### Be Patient and Family-Focused

The health care system is complex. We will make it seamless for patients and families.

## By 2024, we will:

### Outcome 1

Begin implementation of a capital plan: creating new bed spaces, meeting future space demand in particular for mental health and addictions care, clustering programs for kids and youth and reducing where we can their need to travel outside the region for care, reducing our number of sites in Greater Sudbury, improving way-finding and 24/7 access to healthy retail food options for outpatients and visitors.

### Outcome 2

Learn through simulation and implement communication approaches that improve satisfaction of patients and families about their involvement in decisions about their care. We will ensure that patients understand their medical condition, expected health trajectory and prognosis and that we understand their goals and values. Plans of care will be developed and documented with patients and families, involving primary and community care partners where appropriate.

### Outcome 3

Reduce wait times for medical imaging through acquiring a second MRI. We will adopt provincial best practices with other hospitals in the region to reduce wait times for procedures and for CT, MRI and PET scans.

### Outcome 4

Expand virtual care models and remote patient monitoring with our patients and their primary and community care partners to reduce patient travel. Our focus will be in mental health, addictions, pediatric care and chronic disease programs.

### Outcome 5

Make patient, family, employee and medical staff engagement visible in our daily pursuit of continuous quality improvement across the continuum of care. Inter-professional proactive external reviews will take place in a majority of our 13 Medical Departments. We will secure “Accreditation with Exemplary Standing”, achieving the highest rating of hospital quality in Canada.

### Outcome 6

Improve patient satisfaction with admission and discharge, involving primary and community care partners to support effective care transitions.

## Key Goal



### Be Digitally-Enabled

We will expand the use of technology, data and analytics to improve care.

#### By 2024, we will:

##### Outcome 7

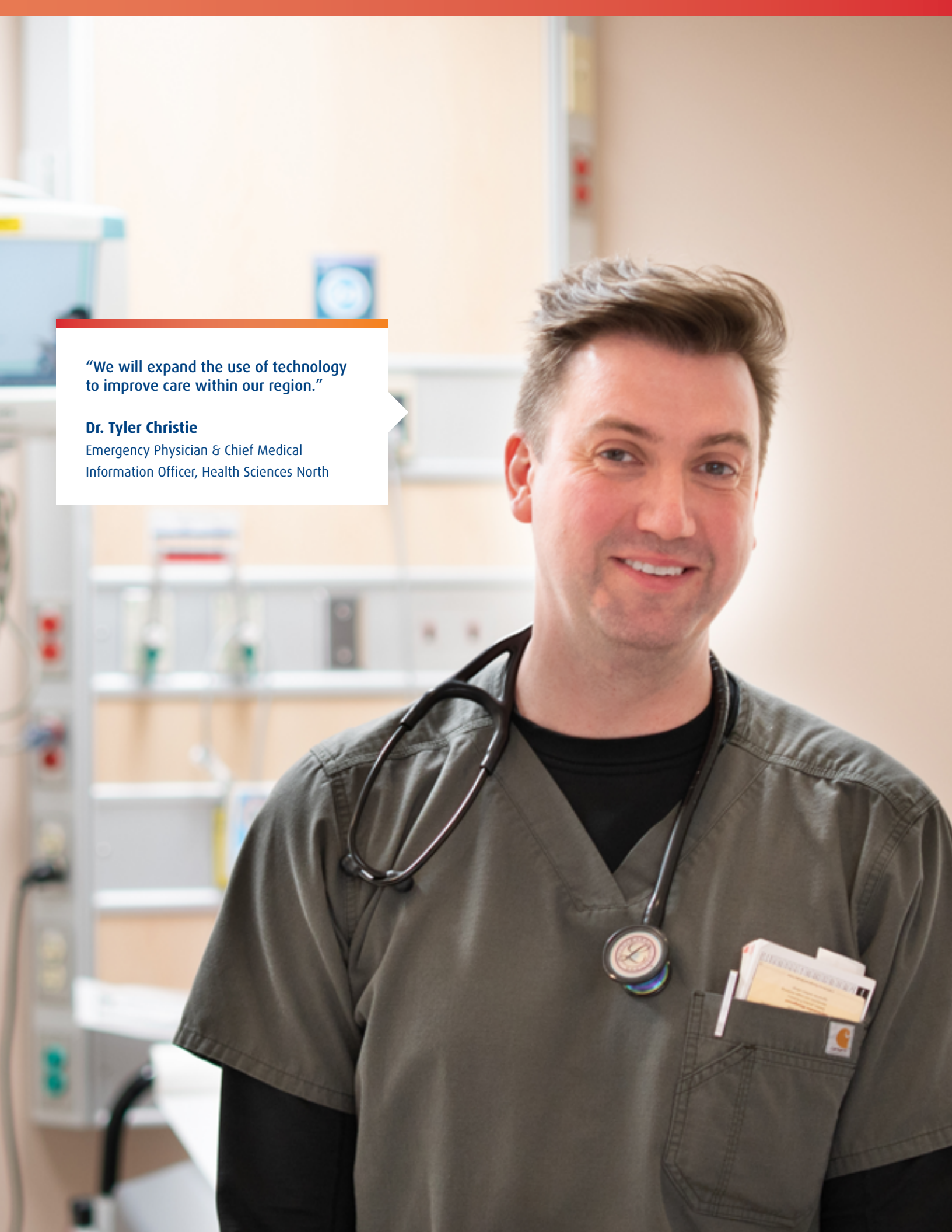
Implement and sustain an integrated regional electronic medical record (EMR). This will make care safer, make health information available to health providers throughout Northeastern Ontario and reduce the need for patients to re-tell their stories or repeat tests.

##### Outcome 8

Launch a secure Patient Portal, putting patients' information in their own hands. The portal will provide access to test results, health education tools and scheduling for follow-up care.

##### Outcome 9


Implement a Human Resource Information System (HRIS) that forecasts staffing and leadership gaps, streamlines scheduling and supports succession planning. We will gain reliable data to balance front-line staff and managers' workloads, meet service expectations and be proactive in recruitment and retention.



**"We will expand the use of technology to improve care within our region."**

**Dr. Tyler Christie**

Emergency Physician & Chief Medical  
Information Officer, Health Sciences North



“Maan-da-wii-zhi-tchi-gaa-dek:  
Anishinabe Me-kwa-tag-zi-jig wii-jin-  
do-win, osh-mi wiin-sas-to-wind-waa  
anishnaabek miin-a-waa ji-naa-kiit-ming,  
waa-naak-ni-ge-yang wiin kwesh-maang  
e-ji-daa-wen-daa-gog eji-ni-kadeg  
Calls to Action ga-bii-doot Truth and  
Reconciliation Commission.”

—

“Through the formation of and active  
participation in an Indigenous Advisory  
Council, we will have a deeper  
understanding of Indigenous peoples  
and a mutually established action plan,  
formed by the calls to action from the  
Truth and Reconciliation Commission.”

**Rosella Kinoshameg**

Board Member,  
Health Sciences North  
Strategic Plan Steering Committee Member



## Key Goal



### Be Socially Accountable

We will seek and value community engagement and stakeholder participation to address the priority health concerns and health equity gaps for Northerners.

#### By 2024, we will:

##### Outcome 10

Adopt and promote the Regional Geriatric Programs of Ontario's Senior Friendly Care Framework prioritizing improvements for hospitalized seniors. Staff will gain knowledge and skills to deliver evidence-based care, improving outcomes for seniors while they are in hospital and when transitioning home.

##### Outcome 11

Improve access to mental health and addictions care at HSN and in the community. Timely consultation and treatment support will be made available regardless of where patients are located at HSN, with clear pathways for follow-up in the community upon discharge. Mental health and addictions practitioners will develop the capacity of care providers in the use of evidence-based guidelines to treat mental illness and reduce the harms of alcohol and substance use.

##### Outcome 12

Provide cultural safety and diversity training programs for our employees, medical staff, learners and volunteers to meet the needs and expectations of disadvantaged and diverse populations (including Indigenous, Francophone, multicultural, LGBTQ2S, street-involved and homeless people). Individuals from these populations will co-design and deliver these training programs.

##### Outcome 13

Develop and implement, with our care partners and the support of our funders, innovative models that offer alternatives to hospitalization.

##### Outcome 14

Be an active participant in bringing health and social service partners together with Indigenous communities and organizations for the shared purpose of improving health outcomes of Indigenous Peoples. Through the formation of, and active participation in an Indigenous Advisory Council, we will have a deeper understanding of Indigenous Peoples and a mutually established action plan framed by the Calls to Action from the Truth and Reconciliation Commission.

## Key Goal



### Support and Develop our People

We will invest in our staff so that we can be there when you need us most.

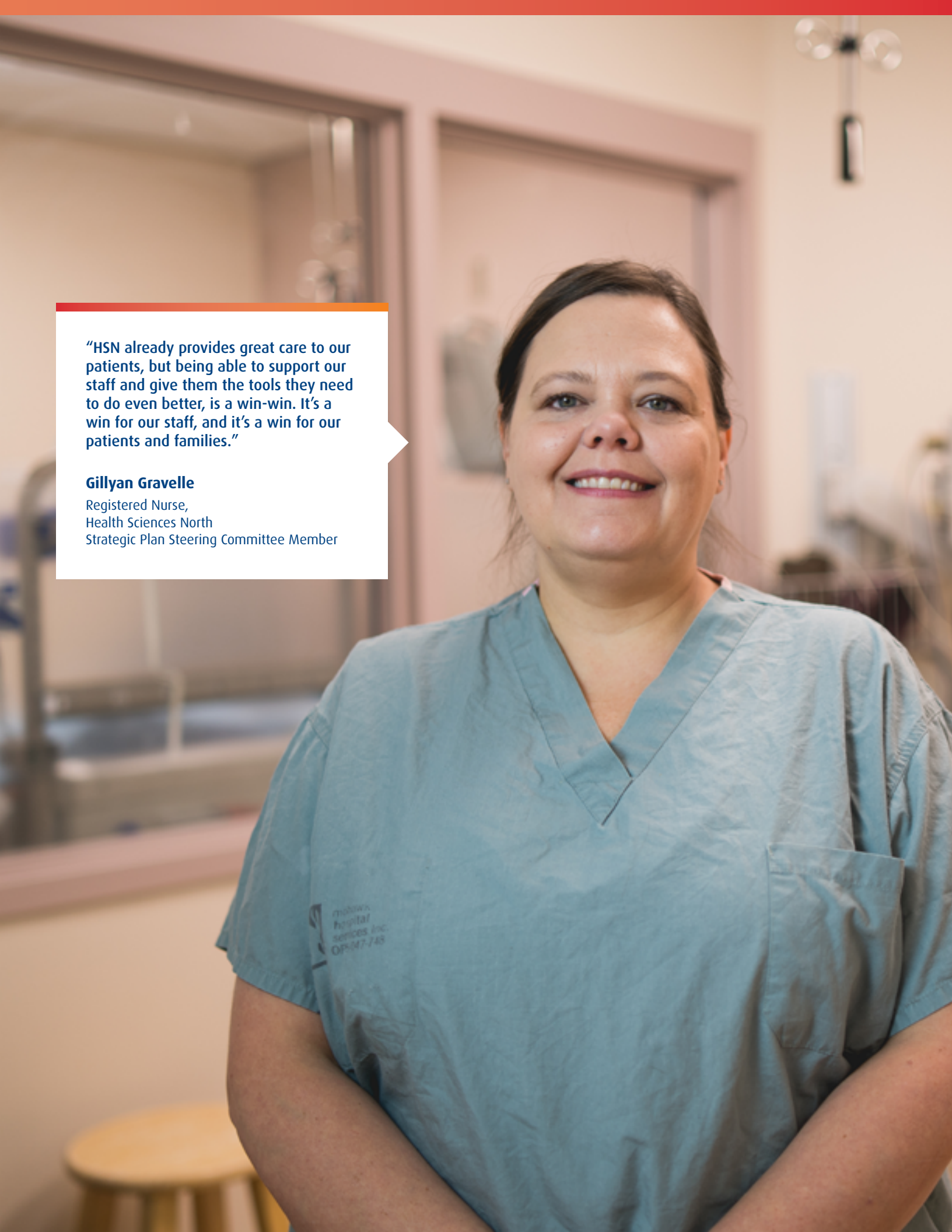
#### By 2024, we will:

##### Outcome 15

Implement a staff and physician wellness program, with particular focus on promoting good mental health, daily physical activity and healthy choices, resulting in a resilient, energized workforce.

##### Outcome 16

Double our annual investment in staff and leadership development. We will engage employees in allocating these investments to maximize their impact.

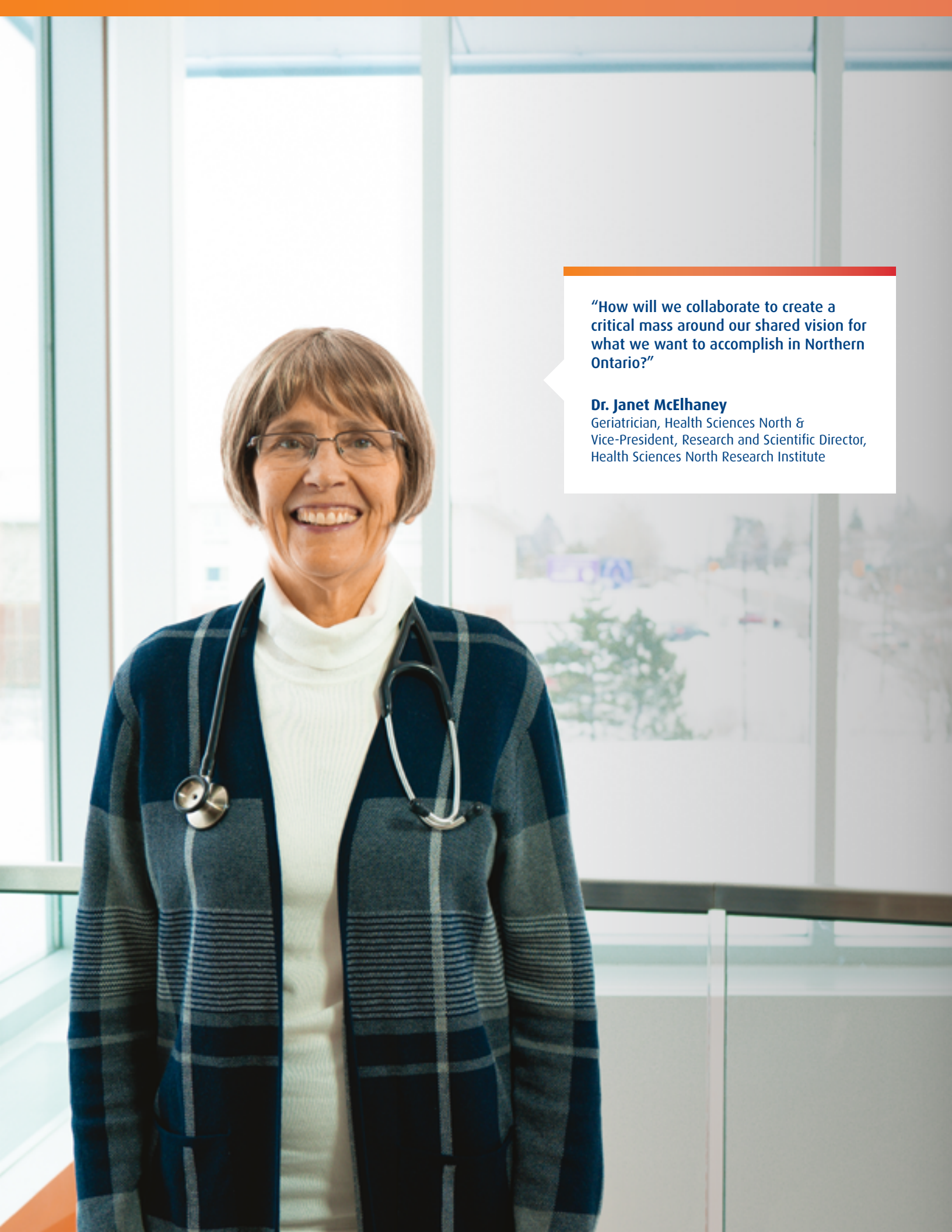
A woman with dark hair, smiling, wearing teal scrubs. She is standing in a hospital or clinical setting with a doorway and medical equipment visible in the background. A white text box with an orange top border is overlaid on the left side of the image.

"HSN already provides great care to our patients, but being able to support our staff and give them the tools they need to do even better, is a win-win. It's a win for our staff, and it's a win for our patients and families."

**Gillyan Gravelle**

Registered Nurse,  
Health Sciences North  
Strategic Plan Steering Committee Member





**“How will we collaborate to create a critical mass around our shared vision for what we want to accomplish in Northern Ontario?”**

**Dr. Janet McElhaney**

Geriatrician, Health Sciences North &  
Vice-President, Research and Scientific Director,  
Health Sciences North Research Institute

## Key Goal



### Strengthen our Academic and Research Impact

We will progress as an academic health science centre, through regional, provincial, national and international collaborations.

#### By 2024, we will:

##### Outcome 17

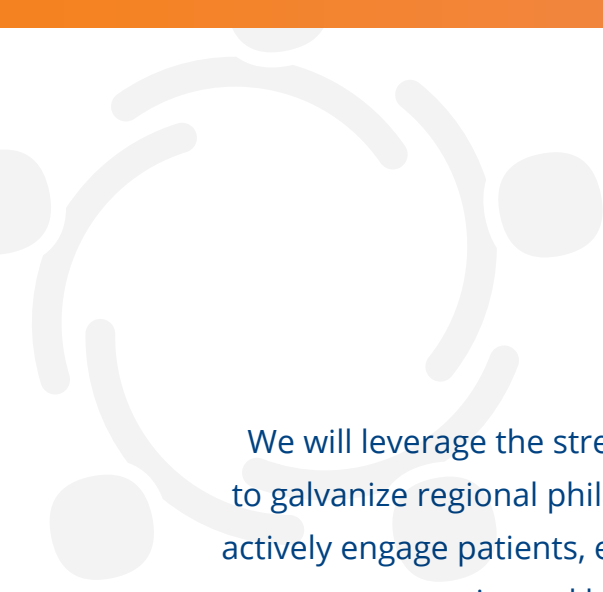
Foster an inter-professional learning culture where every learner is welcomed and supported. Expectations around patient care, teaching and research will be embedded in all relevant performance plans and job descriptions. Medical leadership roles will have a dual accountability to the Northern Ontario School of Medicine.

##### Outcome 18

Champion a regional health innovation cluster starting with Laurentian University, Lakehead University, the Northern Ontario School of Medicine, Thunder Bay Regional Health Sciences Centre, Thunder Bay Regional Health Research Institute and the newly-launched Institute for Clinical Evaluative Sciences (ICES) North.

##### Outcome 19

Support research efforts of researchers and medical staff that are favourably peer-reviewed, partially funded through external sources and involve collaborations. Support will include space and access to HSNRI scientists, inclusive of ICES North, statisticians, grant-writers and administrative staff. Collaborative research towards Cancer Solutions, Cardiovascular Health, Healthy Aging and Indigenous Health will be advanced.



We will leverage the strengths of our Foundations and Volunteer Association to galvanize regional philanthropic support to achieve these outcomes. We will actively engage patients, employees, medical staff, learners, volunteers, primary care, community and hospital partners and funders to deliver on this plan.

**We are counting on your support.**

**Your Voice. Your Vision.**  
#YourHSN #YourHSNRI

A stylized graphic in a dark blue color on a lighter blue background. It depicts two human figures, one larger and one smaller, positioned within a circular frame. The figures are composed of simple, rounded shapes for heads and torso, with curved lines for limbs, suggesting a sense of movement or interaction. The overall composition is minimalist and modern.

Your **Voice.** Your **Vision.**  
#YourHSN #YourHSNRI