



Hôpital général de Nipissing Ouest
West Nipissing General Hospital

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Annual Business Plan 2017-2018



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2013-2018 Strategic Directions and Priorities



MESSAGE FROM THE PRESIDENT & CEO

As we continue to look forward to a future filled with excellence and quality patient experiences, we always reflect on our past and use our past experience as an opportunity. In 2017, it is no different; we must strive for quality patient care with a strong sense of patient centeredness that is filled with compassion. The patient comes first! We continue to focus on a positive patient experience, a renewed sense of cultural sensitivity, health equity and wellness.

We do recognize that renewal is the key ingredient to sustain a successful future in health care and in the provision of quality patient care. A significant accomplishment for the hospital was the development of a 5 year Strategic Plan in September 2013. The WNGH is setting direction for renewal based on the following four pillars:

1. Capital Planning
2. Investment in the organization and its people
3. Enhance quality of work life and patient experience
4. Partnership for excellent patients/customer/client experience.
5. Over the next year, our strategic plan will see a refresh

With an aging population and increased expectations by patients for a quality of life, we are redirecting our focus to a “patient centered approach”. Our 2017 Quality Improvement Plan (QIP) has a strong focus on outcomes, quality patient care and quality patient indicators. Quality Improvement is a priority at WNGH. Our patient satisfaction results measured that “100% of patients surveyed would recommend WNGH to other patients and families” is the key to a sustainable future.

We are listening to patients stories and looking to meet the needs of our patients. A positive patient experience and a positive community experience is our focus as evidenced by the implementation of a hospice suite, a new nursing model of care, Quality Improvement Plan (QIP), on line patient satisfaction surveys, a business Facebook page, white boards, unit dosing, medication reconciliation, patient order set, patient stories and stronger public reporting. The most important voice in healthcare is that of the patient!

In 2016, we successfully sustained our progress and services. We’ve implemented a hospice suite, we begin planning for our Long-Term Care Courtyard and secured the required funding. It was a busy year for capital investments in infrastructure at WNGH. This

past year, similar to previous years, we have been building a capital redevelopment plan with several major projects completed in 2016-2017. – roof, back-up chiller, electrical, doors, windows, new x-ray suite.

A strong fiscal performance is vital in today's environment. Through prudent and responsible budget management, the WNGH has enjoyed a strong financial position over the past 8 years. Finishing the year in either a balanced position is remarkable given today's environment. Our financial outcome this year was good however, lower than desired as a result complex patient care needs and capacity issues. As the largest employer in the community, we need to use our resources wisely.

It has been another successful year for the WNGH Foundation. Under their strong leadership with a focused strategy and generous donations from the community, we are reaching greater heights in commitment and we are beginning to solidify significant fundraising activities. We are extremely proud to share the outstanding progress on our fundraising programs through our vibrant foundation. Last year alone, the Foundation donated more than \$50,000 towards our new digital x-ray suite.

As the President and CEO of the WNGH, I would like to extend a thank you to all our valuable employees, management team and physicians. Building and sustaining a hospital is a joint venture and it would not be possible without a solid team. The WNGH has over 260 employees, 23 volunteers, 65 credentialed physicians, a skill based Board of Directors, a solid Foundation and wonderful community support.

Together we can make a difference; this is our community hospital.



President & CEO

YEAR IN REVIEW 2016-2017: A YEAR OF SIGNIFICANT PROGRESS

In 2016-2017, The West Nipissing General Hospital (WNGH) continued the journey towards the achievement of the four pillars that are the foundation for the 2013-2018 Strategic Plan. The Strategic Plan is very focused on quality patient care, positive patient experiences, enhanced quality of work life, investment in the organization and the human resources and the continuation of a solid capital plan. We are confident that our five year plan will fulfill our vision to improve the health and wellness of our culturally diverse community while continually striving to attain our vision of delivery quality primary healthcare. The employee driven values are most appropriate and conducive to an environment of quality patient care and a quality work environment. We certainly recognize that many of our goals will be established and solidified over the next few years.

- Succession planning is underway and recruiting new employees whom are young in their careers, which will assist WNGH with many upcoming retirements.
- WNGH, as the largest employer in the community, employes well over 260 employees.
- We have established a solid skilled based Board of Directors, with a quality agenda, and a continuous improvement focus. Our board provides over 600 volunteer hours per year.
- Over 65 physicians are credentialed at WNGH in either active, associate, courtesy or in a consultative capacity.
- Three (3) new Return of Service Agreements for future Medical Staff
- We have a solid and vibrant hospital Foundation with members committed to fundraising for the hospital and equipment fund.
- We have an IT Intern hired to assist us as we implemented 125 new PC's, networking mapping and advancing our IT blueprint.
- We are planning to recruitment of a Fundraising Intern.
- We maintain three (3) accountability agreements with the NELHIN:
 - Hospital Service Accountability Agreement (H-SAA),
 - Multi-Sector Service Agreement (M-SAA), and

- Long-Term Care Home Service Accountability Agreement (L-SAA).
 - We continue to partner with the North Eastern Ontario Network (NEON) and utilize the Meditech software.
 - CT Scanner application has been presented and submitted to the Northeast Local Health Integration Network (NELHIN).
 - WNGH is enhancing privacy and security of health information and addressing cyber security risks
 - WNGH is strengthening the patient centered approach with 24/7 visiting hours.

Our 2013-2018 Strategic Plan and our Quality Improvement Plan will highlight on the following pages in details, the exceptional activities that are occurring at the West Nipissing General Hospital.

Strategic Plan

2013-2018



STRATEGIC PLAN 2013-2018

Capital Planning

- Develop a 1 million dollar capital plan to meet infrastructure needs.
- Continue to invest strategically to maintain a healthy financial position.
- Develop a 5-10 year infrastructure plan for an aging building.
- Implement effective measures to make the building operate more efficiently (electricity, water, heating & cooling).
- Enhance & support the WNGH Foundation.

Invest in the Organization and its People

- Enhance employee satisfaction & pride
- Implement strategies to motivate staff to commit to the organization and build long standing careers
- Become a Centre of Excellence (endoscopies, CT scanner....)
- Develop mutual respect, trust, collaboration and professionalism at all levels
- Improve communication amongst staff with active listening
- Integrate WNGH goals and objectives into staff work-life
- Continue with employee recognition events and enhance staff appreciation events with board involvement
- Provide opportunity for continued education
- Encourage mentorship and role modeling
- Succession planning, recruitment and retention strategies
- Enhance and celebrate the differences between the generations of employees
- Ensure we have the right people/right fit for the organization
- Manage yourself as everyone is a leader

Enhance Quality of Work Life and Patient Experience

- Review and refresh Wellness Committee with the mandate to engage staff
- Empower and challenge staff
- Staff to be accountable for actions and take ownership
- Ensure every staff member is treated as a valued team member
- Build on successes, celebrate and communicate successes
- Aim for improvement to quality patient care and patient/staff safety
- Empower patients to take ownership and responsibility for their health

Partnership for Excellent Patient-Customer-Client Experience

- Develop relationship with the people you deal with everyday
- Explore and leverage technology and innovations
- Enhance partnerships with physicians
- Continue to partner with local, district and regional partners
- We are all customers of healthcare
- Address the stigma associated with Mental Health and Substance Abuse
- Engage the community
- Communicate and share success stories

SETTING THE STAGE FOR 2017-2018

As a publicly funded hospital in Ontario, the West Nipissing General Hospital recognizes the importance of being a cooperative, transparent, collaborative and accountable partner in the larger health care system. Each year, we monitor significant pressures, trends and changes at local, provincial and national levels to take into account the influences these environmental factors have on our operations. Our plans are aligned with the priorities of our funders, including the Ministry of Health and Long-Term Care (MOHLTC) and NELHIN. The following are some of the environmental factors that we took into consideration in the development of the 2017-2018 ABP.

Global Health Care Trends

The growing global demands and expectations for health care creates enormous pressures to control health care spending. Promoting sustainability is evident as our population ages with chronic and complex diseases. As health care providers and funders seek new and innovative ways to reduce costs, increase efficiencies and manage the number of people seeking services, there is a renewed focus on prevention and wellness. This pursuit of sustainability has results in new, updated models of care, use of best practices, increased use of technology and virtual care.

MOHLTC

The provincial government has made significant shifts in how it funds hospitals in Ontario to transform delivery of health care services and stem the annual growth of health care spending. Ontario's funding allocation for hospitals has been status quo with a 0-1% increase for the past several years.. We continue to see competitions for scarce provincial dollars and patient cases. Health care providers are seeking ways to effectively operate within the funding envelope through integration, formal and informal partnerships and innovative health care delivery models at the community level.

Partnerships with community providers

The WNGH partners with the NELHIN and other service providers in the district and region to meet the needs of patients. The WNGH is the lead agency for Health Links for the Nipissing East Parry Sound region. The WNGH continues to partner with the North Bay Regional Health Centre (NBRHC) and Health Sciences North (HSN) for medical specialists that bring care closer to the home. We truly recognize that no one agency can do it all!

In developing our 2017-2018 ABP and operating budget, the West Nipissing General Hospital used a conservative approach to planning assumptions including a zero base budget approach. WNGH is well positioned to meet the financial challenges of the year ahead, based on deliberate decisions made in 2016-2017 to improve effectiveness and sustainability for our patients and hospital.

MEASURING SUCCESS

2017-2018 Quality Improvement Plan

Overview

The mission, vision and values of the West Nipissing General Hospital serves as the foundation for the development of our Quality Improvement Plan (QIP) and as a guide to move our organization forward to ensure excellent quality patient care through the allocation of strategic priorities.

The WNGH has identified four pillars of excellence as our strategic planning focus – Capital Planning, Invest in the organization and in its people, Enhance quality of work life and patient experience, and Partnership for excellent patient/customer/client experience.

Moving forward, the hospital is committed to our tag line “Together we can make a difference; this is our Community Hospital”, which clearly demonstrates our pledge to the key attribute of quality care and shifts the patient to the center of the health care system – a patient centered approach!

Despite our best efforts, intentions and commitments to Patient’s First, we feel obligated to comment on several factors that are provincial in nature and out of our control, yet significantly impact our patient outcomes. External factors beyond our control include:

- CCAC issues;
- decreased access to community support services;
- decreased access to primary care

Our partners in primary care and at CCAC play a huge role with coordinated care planning and this significantly impacts our discharge planning process. With all of the above factors, despite being out of our control, we remain committed to working with the LHIN, CCAC and primary care to improve health care outcomes.

Note: The QIP is applicable to our 50 acute care and complex continuing care beds as well as our 48-bed Interim Long-Term Care unit.

Note: Indicators not applicable to the West Nipissing General Hospital (WNGH) include:

- HSMR: WNGH does not have 1000 deaths/year thus does not qualify for this calculation
- VAP rate per 1,000 ventilator days: WNGH patients requiring ventilator are transferred to other facility
- Rate of central line blood stream infection per 1,000 central line days: WNGH does not insert/manage central lines
- Rate of 5-day in-Hospital mortality following major surgery: WNGH does not perform major surgery

Note: The following indicators are not included in the 2017-18 QIP since they are either not applicable to our hospital or we have been maintaining, improving or exceeding these goals set by the organization, provincial average and/or peer performance:

- Reduce wait times in the ED
- Reduce unnecessary hospital readmission (patients with COPD, CHF, stroke, mental health and addictions or selected HIG conditions)
- Improve patient satisfaction (within the Hospital and LTC)
- Increase proportion of patients receiving medication reconciliation upon admission and discharge
- Reduce incidence of new pressure ulcers
- Avoid patient falls
- Reduce rates of deaths and complications associated with surgical care
- Reduce use of physical restraints
- Decrease Inventory of stocked items
- Implement a Senior Friendly Program
- Reduce medication administration errors
- Home support status of palliative patients
- Reducing the number of ED visits for modified list of ambulatory care sensitive conditions
- Reducing unnecessary antipsychotic medication

Note: As a result of the OHA Bulletin dated December 22, 2016 WNGH will begin to gather data on the following three new indicators with the intention of being able to report on them in 2018-2019:

- Behavioural Symptoms of Dementia
- Schizophrenia Care for Adults in Hospitals

- Major Depression Care for Adults and Adolescents

Note: The following indicator is included in the 2017-18 QIP, however due to numerous external factors beyond our control, targets are not expected to be met this year. As per the “Patients First” white paper, changes with the NELHIN and CCAC governance as well as roles and initiatives with Health Links, we believe the following indicator may improve in future years but certainly not anticipated in the next 1-2 years:

- Reduce unnecessary time spent in acute care

QIP Objectives to improve quality of service and patient care

The West Nipissing General Hospital has developed the Quality Improvement Plan with a strong focus on improvement indicators while continuing to focus on the five key attributes of quality care; access, effectiveness, integration, patient centered care and safety. The QIP is regularly monitored by the Quality Committee, Board of Directors, Medical Staff, President and CEO, senior team and management team along with front line staff and patient representative involvement. The Hospital’s executive compensation is linked to the achievement of quality improvement goals.

The West Nipissing General Hospital has chosen targets according to the following algorithm:

- The best theoretical results (ex. 100% or 0)
- At least equivalent to the best result obtained
- Reduce or eliminate waste (ex. 50%)
- Median or average
- The equivalent of the improvement made elsewhere

Over the next fiscal year, we plan to address the following initiatives for improvement:

Quality Factor	Objective	Change Initiative	Priority
Effectiveness	Increase efficiencies in information given to patient upon discharge	<ul style="list-style-type: none"> • Improve quality/quantity of information provided in discharge package 	Improvement

		<ul style="list-style-type: none"> • Improve communication after discharge with a call back system • Involve Senior Management with communicating proper information to patients 	
	Increase the number of patients being offered Health Link Services	<ul style="list-style-type: none"> • Increase the hospital's involvement with Health Link initiatives • Increase number of referrals • Increase agency partnerships 	Improvement
	Increase the percentage of discharge summaries sent to primary care within 48 hours	<ul style="list-style-type: none"> • Decrease amount of time required for completing discharge summaries • Simplify completion of discharge summaries for specialists • Engage physicians in process 	Improvement
Integrated	Reduce unnecessary time spent in acute care	<ul style="list-style-type: none"> • Engage CCAC to identify and resolve barriers for early discharge • Work with CCAC and Health Link for Coordinated Care Plans 	Improvement
Patient Safety	Reduce medication administration errors	<ul style="list-style-type: none"> • Implement Medication Administration review and remedial programs • Investigate Meditech module for Medication Administration 	Improvement
Equitable	Improve Health Equity	<ul style="list-style-type: none"> • Increase bilingualism as per hospital policy • Improve communication at a staff/physician level • Decrease complaints related to cultural sensitivity 	Improvement

West Nipissing General Hospital quality culture

The model for improvement used to effectively analyze and implement changes is the Deming Cycle “Plan, Do, Study, Act” (PDSA) Model. This model is used to address and mitigate our potential and actual challenges.

Methodology:

A questionnaire was developed using a modified version of the Accreditation Canada patient satisfaction survey.

The criteria used were:

- Evidence based practices
- Team work
- Security
- Accessibility
- Tools and methods
- Evaluation by indicators
- Efficiency, Effectiveness
- Continuity of Care
- Work-life
- Population Focus
- Financial Incentives
- Leadership and Governance

Improvement strategies:

- Staff must greet clients with respect
- Educate the population on the ways to access the services offered at the WNGH and identify support groups in the community
- Bilingualism with front line staff is strongly encouraged
- Improve communication, coordination and continuity between departments
- Continuing education on quality provision of care
- Use of evidence based practices
- Review the quality improvement process
- Decrease the wait times to access the in-house specialists
- Improve the internal signage system
- Address ethical issues as they occur
- Maintain confidentiality and privacy of personal health information

Communication of the improvement strategies occurs by:

- Publication of the QIP on Quality bulletin board for employee and public to access
- Publication of the QIP on WNGH website for public access
- Publication of the QIP on the intranet for employee access

Front line workers are informed of initiative progress by:

- Discussions at staff meetings (general and departmental)
- Publication of the QIP Progress Report on Quality bulletin board for employees
- Publication of the QIP Progress Report on the intranet for employee access
- Periodic report of progress to all staff via e-mail

QI Achievements from the Past Year

The past year has proven successful for quality improvement throughout the organization as we thrived in achieving the following list of goals:

- Developed and maintained processes that effectively gathers data on departmental inventory
- Implemented a document handling software, trained staff and begun the transfer of paper documents to online archiving
- Gathered data on ALC and implemented ongoing initiatives to closely monitor the situation
- Implementation of best practices for prescribing antibiotics in order to assist with reducing hospital acquired infections, which includes the establishment of an Antimicrobial Stewardship Committee.
- Overall improvement of internal processes associated with reducing occurrences of employee incidents due to lifts, transfers and/or carries.

Integration & Continuity of Care

The West Nipissing General Hospital QIP is directly linked to the daily operations and governance of the hospital. The QIP for the WNGH aligns with our Accreditation Canada requirements as well as the H-SAA, M-SAA and L-SAA which ensures the hospital is

accountable for access, financial health, security, integration, effectiveness, transparency and quality care indicators. The following links will further validate our commitment to excellence, quality, safety and patient care:

West Nipissing General Hospital web site <http://www.wngh.ca/>

Patient Safety web site http://www.health.gov.on.ca/patient_safety/index.html

Hand Hygiene http://www.health.gov.on.ca/patient_safety/public/hh/hh_pub.html

OHA website <http://www.myhospitalcare.ca>

The West Nipissing General Hospital integrates the QIP with other plans/agreements such as:

- Operating Plan and the Hospital Service Accountability Agreement with the Northeast Local Health Integration Network (NELHIN)
- Agreements with:
 - the Health Science North Cancer Program
 - Ontario Laboratory Accreditation
 - Accreditation Canada
 - and all other agreements with financial obligations and/or quality indicators to meet
 - HAPS
 - LAPS
 - CAPS
- Human resources plan
- Information system plan
- Capital plan

Engagement of Leadership, Clinicians and Staff

The West Nipissing General Hospital engages clinical staff, the management team and the Board of Directors in an ongoing manner with respect to quality. Our board agenda is comprised with greater than 25% of the agenda focusing on Quality. Our Quality Committee of the Board of Director is solid, strong and very focused on quality improvement at all levels.

The West Nipissing General Hospital senior leadership is involved with quality initiatives such as Health Link and IDEAS training, all which focus on quality improvement and quality patient care.

Clinical staff and medical staff are involved in quality issues and quality solutions. Our QIP coincides nicely with our 2013-2018 Strategic Plan which reinforces our initiatives, our goals and objectives to provide quality patient care.

The medical staff members are engaged through Board meetings, medical staff and MAC meetings and via the implementation of QBPs, Patient Order Sets and with the QIP and Strategic Planning.

We ensure quality is a top priority at all levels within West Nipissing General Hospital.

“Together we can make a difference; this is our community hospital.”

Patient/Resident/Client Engagement

The West Nipissing General Hospital initiated the recruitment and selection process of a community representative to assist in the development of our Quality Improvement Plan. The successful candidate, Mrs. Pauline Pilon, is a consumer of our services and a previous Board of Directors member representing the 'Ladies Auxiliaries' of the West Nipissing General Hospital.

Her keen interest and inquiries regarding our operational practices have inspired us to create a 'Frequently Asked Questions' section on our Facebook page to inform consumers of the various aspect of health care delivery at the West Nipissing General Hospital. We are pleased to have Mrs. Pilon join us; she has a strong voice in our community and is a great advocate for both patients and quality care.

Accountability Management

Performance-based compensation is related to the Excellent Care For All Act (2010) which drives accountability for the delivery of Quality Improvement Plans. Performance-based-compensation can help organizations to achieve both short and long-term goals. By linking achievement of goals to compensation, the West Nipissing General Hospital increases motivation to achieve these goals.

Performance-based compensation will enable the WNGH to:

1. Drive performance and improve quality
2. Establish clear performance expectations
3. Create clarity about expected outcomes
4. Ensure consistency in the application of performance incentives
5. Drive transparency in the performance incentive process
6. Drive accountability with respect to the delivery of the Quality Improvement Plan
7. Enable team work and a shared purpose

Organizational positions for which performance-based compensation applies includes:

- President & Chief Executive Officer
- Chief Nursing Officer
- Chief Financial Officer
- Chief of Staff

Linking compensation to the Quality Improvement Plan

Our 2017-2018 Pay for Performance Plan complies with ECFAA and the Public Sector Compensation Restraint to Protect Public Services Act, 2010.

For the above executives, **5%** of their current base salary is **at risk** and linked to the WNGH Quality Improvement Plan. The Pay for Performance is specifically linked to the following quality dimensions and objectives:

Quality Dimension	Objectives	Percentage of at risk pay
Effectiveness	Improve information provided to patients	1.25%
	Increase number of patients offered Health Link services	1.25%
	Increase amount of discharge summaries sent in 48 hours	1.25%
Integrated	Reduce unnecessary time spent in acute care	0%
Equitable	Improve Health Equity	1.25%

Health System Funding Reform

As a small rural hospital, it is vital that we embrace HSFR which ensures evidence based quality patient care. Although West Nipissing General Hospital is currently exempt from QBP's (Quality Based Procedures) and HBAM (Health Base Allocation Model), we are applying and utilizing evidence based practices to meet the needs of our population, improve access and improve outcomes in a fiscally responsible manner.

Although as a small rural hospital, we are often not able to realize the same efficiencies as larger organizations, we have maintained a balanced budget without service or program reductions for the past several years.

We are adopting Best Practices, Patient Order Sets and QBP data to further improve our medical procedures, medical treatments and endoscopy services. We are currently adopting recommendations for COPD (Chronic Obstructive Pulmonary Disease), CHF (Congestive Heart Failure), GI (Gastro-Intestinal) Endoscopies and TIA (Transient Ischemic Attack). Our Board of Directors and Medical Staff are supportive of quality patient care that is standardized for our patients. HSFR shifts culture and behavior through change management and data, which meets our goals to provide quality patient care and improve the patient experience.

PERFORMING OBJECTIVES

Board of Directors Goals and Objectives 2017-2018

The West Nipissing General Hospital (WNGH) is the major health care provider in the community of West Nipissing and one of the largest employers with 260 employees. Accessible and sustainable health care is achieved as a result of the organizational goals and objectives as well as our efficient and effective operational processes. Care and treatment is evidenced based, standards of practice are utilized, with a focus on patients obtaining timely access and appropriate health care at the WNGH.

We remain committed to health equity identifying that Indigenous people, Franco-Ontarians and people with mental health and addiction challenges are not always well served by the health care system. Acknowledging these inequities is a first step in improving their health status.

In alignment with the NELHIN Integrated Health Service Plan (IHSP), MOHLTC “Patients First” discussion paper and the WNGH Quality Improvement Plan (QIP), we must focus on: improving access to health care; decreasing wait times; improving mental health and addiction services, and engaging First Nation and Metis while striving for a sustainable system. In an effort to meet the above needs, our plan is to put patients first through the proposed 2017-2018 goals and objectives that will drive the organization at all levels:

1. **Enhance continuous quality improvement through:**
 1. WNGH 5 year Strategic Plan (2013-2018).
 2. Quality Improvement Plan 2017-2018.
 3. Hospital Service Accountability Agreement (H-SAA), Multi-Sector Service Agreement (M-SAA) and Long-Term Care Home Service Accountability Agreement (L-SAA).
 4. Quality Committee of the board.
 5. Patient and employee satisfaction survey results.

6. Complaints and patient stories.
7. Accreditation Canada standards.

2. Commitment to patient centered care:

1. Patients and family will be treated with respect and dignity.
2. WNGH will understand and respect the diversity among our patient population with sensitivity to individual needs and preferences.
3. 24/7 visiting policy.
4. Support & operate a Hospice Suite for quality end of life care.
5. Continue to pursue a CT scanner for WNGH.
6. Incorporate patient and family perspectives into quality.
7. Critical incidents will be shared quarterly with the Board of Directors.

3. Support Health and Safety at all levels:

1. Participation on the OHA Safety Group.
2. Support Ministry of Labour/Health & Safety legislative requirements.
3. Support ongoing improvements to enhance health, safety, infection prevention and control measures.
4. Adopt a smoke free hospital by January 1, 2018.

4. Support integration:

1. Optimizing health human resources while addressing high priority needs in our community.
2. WNGH is the lead agency for Nipissing East Parry Sound District Health Link.
3. Develop partnerships to complement services locally, in the district and regionally through Health Hub initiatives.
4. Support collaboration between health care providers, patients, families, LTC homes, homecare and community support systems.

5. Provincial representation on: OHA (SRN) Provincial Leadership Council, French Language Services (FLS), le Réseau du mieux-être francophone du Nord de l'Ontario (RMEFNO), OHA Physician Provincial Leadership Council and Health Force Ontario Marketing & Recruitment Agency Board of Directors.
6. Improve Ontario Telemedicine Network (OTN) Virtual Critical Care to enhance access to care.

5. Accessible and sustainable health care:

1. Support and promote our Mental Health & Substance Abuse programs and Crisis Intervention program.
2. Respect the indigenous people's traditions and culture.
3. Ensure our hospital is culturally sensitive and readily accessible to our francophone population.
4. Ensure our organization recognizes and meets the challenges of culturally diverse groups of patients and families.

6. Supporting a healthy community:

- .1 Smoke free by January 1, 2018.
- .2 Partner with external agencies for a healthier community within West Nipissing.
- .3 Promote and enhance our health and wellness programs.
- .4 Nicotine replacement therapy for patients
- .5 Offer and encourage smoking cessation programs for staff.