



BLANCHE
RIVER HEALTH

SANTÉ RIVIÈRE
BLANCHE

Operational Plan

2024-2029



We envision Blanche River Health as an established leader in northern rural health care and we achieve this through our **Mission** Making healthcare work for you.

BRH also values **People and Continuous Improvement.** We demonstrate this through our **ARC Values:**

Accountability

- We are mindful of our biases and prejudices that may impact how we respond to people;
- We communicate timely, using multiple strategies, making sure people are aware of what is going on that may affect their work;
- We observe privacy and confidentiality at all times, not participating in conversations that malign another person's character, or passing on hearsays;
- We are responsive to people's needs to the best of our abilities;
- We own our words, actions, decisions, and the role that we play in every circumstance;
- We make sure we do what we say we will do, we "close the loop" on what we committed to do;
- We acknowledge when we make mistakes
- We engage appropriate individuals / groups when initiating projects, implementing changes, and when resolving issues;
- We ensure that decisions are made based on strong ethical guidelines and rooted in equity and fairness;
- We finish what we started;

Respect

- We actively listen to what matters to our patients, our employees, our partners and communities. We listen with an open mind;
- We are respectful at all times in our words and in our actions;
- We make sure that people actively participate in their own care decisions understanding that there should be "Nothing About Me Without Me";
- We are inclusive, consulting timely, and actively seeking feedback on changes and decisions that impact our people;
- We treat others as we would like to be treated;
- We communicate with our audience in mind, avoiding acronyms and jargons, and we communicate to understand not just to be understood;
- We value people's strengths, recognizing that every individual has inherent worth and dignity;
- We share our "why" – our reasons for our decisions and actions as appropriate;
- We respond to questions and concerns in a timely manner;
- We treat patients and families as units and not separate entities from each other;

Courage to Excel

- We learn from our mistakes. We continue to reflect on our words and actions towards self-improvement.
- We actively contribute to a people-centered culture – creating processes that serve people instead of people serving processes;
- We actively address barriers that are not supporting our values;
- We tirelessly invest on people’s growth and success;
- We actively seek and create opportunities for people to learn and thrive;
- We actively contribute to better team relationships;
- We provide timely feedback with the intent of giving the other person the opportunity to improve;
- We are open to receiving constructive feedback as opportunities to learn from;
- We encourage ways to generate fearless ideas for quality improvement and excellent patient care;
- We use best practice guidelines in managing projects and changes, being mindful of impact to staff’s day to day work;
- We sustain strong partnerships through trust-based collaboration and effective communication;
- We measure our progress and using data and standard processes to make decisions;
- We invest in new equipment, technology, and infrastructure;
- We conduct regular audits, using data and results for quality improvement;
- We practice flexibility, adapting to changes, understanding the reason for the changes, and actively participating in the process;
- We learn from our past, focusing on moving us forward;
- We are not scared to change directions when evidence shows better outcomes with the change;
- We never give up on pursuing excellence in everything that we do.

Our Strategic Pillars are:

● **System Integration**

BRH believes that each organization has strength and capacity to provide excellent services and by working together, actively removing barriers, we can respond to people’s holistic needs timely, we can prevent people needing help falling through the cracks, and we can uphold a world-class healthcare system for all.

● **People Centered-Care**

BRH believes that the system should work for the people and not the people trying to figure out how to navigate the complex system. We see individuals as a whole person, with worth and dignity, and are deserving of the best care possible at the right place, the right time, the right provider, and as close to home as possible.

- **Infrastructure**

In order to provide the best care possible, BRH believes in having the right infrastructure to support the work that we do - physical, technological, data, equipment, and processes. We believe in proactive maintenance and advocacy to maintain the resources that are needed to provide the best care possible.

- **Health and Human Resources**

The backbone of our services is our people. Our employees, our leaders, our physicians, our partners, our volunteers. Our people's welfare is our priority. BRH believes in fair and equitable treatment, in providing a safe and welcoming work environment where people thrive and pursue continuous growth, and where people are valued.

- **Communication**

The heart of what we do is dependent on the quality of our communication, BRH believes in timely, responsive, transparent, and clear communication as the vehicle to get our work done and to serve effectively. BRH is committed to ongoing improvement and to ensuring that our people, our community members, our partners, are well-informed and proactively engaged with our organization.

- **Fiscal Accountability**

BRH believes in managing our resources effectively so we can continue to provide excellent services, we can continue to think outside the box, and we can continue to invest in the future of healthcare in our communities.

Our Strategic Priorities

System Integration	
Goals	How we measure success
Advance standardization between sites	<ul style="list-style-type: none"> • Policies, processes, procurement, equipment, supplies are reviewed and streamlined for both sites. • Appropriate committees are formed and sustained to support standardization (eg. product evaluation, signage).
Stronger and sustained collaboration with partners	<ul style="list-style-type: none"> • Forum that gets partners together (eg. Health huddle) are supported / co-established. • Common platforms such as policies, Meditech Expanse, bulk purchasing, bulk subscriptions are explored with partners. • Explore ways to collaborate meaningfully, creating seamless pathways in providing care. • Team members are actively supported in representing BRH at regional committees and leading the creation of such committees if not existing (eg. environmental, maintenance). • An up to date resource map that can support recruitment and retention is made available.
Actively support the Temiskaming and Area Ontario Health Team and Cochrane and District Ontario Health Team	<ul style="list-style-type: none"> • Representation at meetings and events are active and consistent. • TAOHT / CDOHT maturation is fully supported through sharing of BRH resources.
Continue exploring conversations around service expansion and opportunities to meet the needs of the population	<ul style="list-style-type: none"> • Opportunities toward service integration that can better serve our communities are actively pursued.

People-Centered Care

Goals	How we measure success
Integrate Equity, Diversity, and Inclusive (EDI) principles in BRH Culture	<ul style="list-style-type: none"> ● Assessment for baseline SWOT is completed and an EDI work plan is established. ● EDI training made accessible to all staff and physicians. ● Strengthened services for Francophone, Indigenous citizens, and other marginalized groups. ● Integrated principles in BRH culture.
Relentless pursuit of excellence in care and service using data, out of the box thinking, and person-centered principles	<ul style="list-style-type: none"> ● Baseline data and comprehensive indicators are collected and utilized for QI. ● Improved access and wait time, data regularly monitored to gauge strategies that effectively advance targets. ● Incidents and feedback are used to make improvements ● Patient safety is prioritized by tracking data and creating system improvements to eliminate risks involving medication, falls, hospital acquired infections, and other preventable safety incidents. ● A system of innovation is established where everyone has a chance to share ideas, participate, learn, and lead innovative practices / programs.
Integrate people’s voices in organizational processes through various committees including the Patient Experience Partners (PEP)	<ul style="list-style-type: none"> ● Strategic Planning with PEP conducted to identify strategies that fully incorporate patients and families’ voices in BRH processes. ● Patients’ and families’ voices are integrated in BRH processes and feedback is actively solicited. ● Committees / Groups / Meetings are streamlined across the organization for efficiency and strategic use of time towards accomplishing organizational goals
Actively support individuals and families’ holistic needs	<ul style="list-style-type: none"> ● Improved access to Mental Health, spiritual and cultural support including language services ● Improved access to follow-up care post-discharge and systems navigation for ● Relentless pursuit of best practices and out of the box thinking to improve care and access. ● Embed partnership-based culture when determining support for individuals and families ● Gaps are identified and programs evaluated for continuous effectiveness ● Implement quality improvement systems such as mapping out patients’ journeys to identify barriers, quality case reviews, and creating comprehensive scorecards.

Infrastructure

Goals	How we measure success
Successfully implement Meditech Expanse, continuous exploration of automation opportunities that support efficiency and better data support	<ul style="list-style-type: none"> ● Average satisfaction rating or higher from staff and physician regarding their transition to Expanse experience. ● Staff supported 24/7 during Go Live date and at least 6 months post Go Live. ● Workflow optimization post Go-Live ● Electronic Scheduling system implemented in 2025 ● Other opportunities to automate are explored, existing systems merged and optimized
ED/ICU renovations advanced to the extent possible, along with other infrastructure projects for quality improvement	<ul style="list-style-type: none"> ● ED/ICU: Ministry-funded application submitted, project completed up to pre-tender stage. ● Fund-Raising expertise leveraged and fund-raising plan implemented. ● Projects are prioritized and advanced through for Ministry and public support ● Strengthened Foundation support and optimization
Establish key internal controls that provide clarity in processes and expectations	<ul style="list-style-type: none"> ● Policies / frameworks are created: communication, partner engagement, decision-making, capital project approval, procurement. ● Regular operations review, data access
Advance accessibility framework	<ul style="list-style-type: none"> ● CNIB Guidelines incorporated in all documents and electronic sites. ● Accessibility Framework reviewed and approved. ● Accessibility assessment completed and projects based on risks and resources are prioritized. ● Accessibility committee established with strong patient and frontline participation. ● Ongoing assessments to measure progress and ensure responsiveness to people's needs.
Establish a Culture of Quality Improvement and Excellence	<ul style="list-style-type: none"> ● Evidence in people culture, resource management, adaptive processes, strong leadership and partnership

Health and Human Resources

Goals	How we measure success
Stabilize the workforce through effective recruitment and retention programs	<ul style="list-style-type: none"> ● HR Strategy launched and reviewed annually or as needed. The strategy includes recruitment and retention strategies, talent management, succession, ● A formal Professional Development Program including promotion of leadership competencies and mentorship, and regular performance appraisals are developed and sustained ● Scopes of practice are optimized ● Robust recognition system for contributions and stellar value-based attributes is implemented
Employee safety and wellness are prioritized	<ul style="list-style-type: none"> ● Employee and physician mental health are supported timely. ● Wellness initiatives and safety are prioritized. ● Critical Incident Stress Debriefing available 24/7 ● Ergonomics assessment and equipment are available to all staff ● Incidents and near misses are addressed with risks identified mitigated and safety groups / committees established.
Stronger labour relations rooted in respect, openness, transparency, fairness, and consistency	<ul style="list-style-type: none"> ● Policies and expectations are established and clearly communicated. ● Fair procedural processes are adhered to as per collective agreements and organizational policies
Create a thriving volunteer-based support for BRH	<ul style="list-style-type: none"> ● Volunteer Program is created / implemented with clearly outlined contributions and recognitions
Support and empower the physicians / NPs, and all clinical care providers in consistently upholding people-centered care	<ul style="list-style-type: none"> ● Physicians / NPs have access to tools and training that enhance clinical leadership, excellent people-centered care, and ground-breaking initiatives specifically responding to the needs in the North. ● Standard processes are established that support consistency, fairness, and equitability ● Recognition and incentive programs are implemented.

Communication

Goals	How we measure success
A comprehensive communications framework / strategy is implemented	<ul style="list-style-type: none"> • The communication framework established include principles, strategies, processes, and BRH tools that are being utilized to communicate
Effective internal communication strategies are utilized in the organization	<ul style="list-style-type: none"> • Multiple ways of communicating internally are utilized (Town halls, newsletters, mass messaging for emergency and non-emergency announcements, huddle boards, feedback boards, emails) • Intranet and a document management system are set-up and well-utilized • Effective communication is gauged based on feedback, surveys, and interpersonal connections • Accomplishments / milestones are celebrated • An operational “macro agenda” calendar is created and shared
Effective partners communication strategies are implemented	<ul style="list-style-type: none"> • TAOHT and CDOHT are fully supported to maturity • Regular participation in forums with partners that promote dialogue, focusing on improving the health of the communities we serve
Effective public communication strategies are implemented	<ul style="list-style-type: none"> • A variety of media is used to communicate and reach out to the general public (radio, newsprints, social media) • Regular community updates are shared
Effective communication is integrated in all aspects of work and is assessed regularly	<ul style="list-style-type: none"> • Feedback / incident management policies and processes are re-established • Employees, physicians, partners have a well-established system where they can provide ideas / feedback and are recognized for their contributions • Patient / family communications are established for clear service navigation, expectations before, during, and after receiving services, understanding of resources available and opportunities for advocacy

Fiscal Accountability

Goals	How we measure success
Regular operations review are held annually or as needed	<ul style="list-style-type: none"> ● Revenue generation streams are regularly identified and fully optimized (OH, federal, municipal, for profit) ● Regular reconciliation of staffing / budget / resources / changes ● Contracts are actively managed and updated to ensure BRH receives market value or better deals
Establish committees that promote transparency, accountability and efficient use of resources	<ul style="list-style-type: none"> ● Revive fiscal advisory committee with representation as per legislation / by-laws, focusing on budget processes, transparent processes ● Product evaluation, Process committee, space committee, and other groups that can promote transparency, efficiency, and active staff participation are established
Data-driven decision making with clear processes in place is established	<ul style="list-style-type: none"> ● Scorecard enhanced and shared appropriately ● Staff, physician, partners have opportunities to contribute to processes towards quality and efficiency ● Clear processes with clear accountabilities are established (requesting capital equipment, renovations, changes) ● Clear reporting structures and accountabilities are adhered to. ● Processes that create bottlenecks are identified and actively eliminated
Support and strengthen BRH Foundation	<ul style="list-style-type: none"> ● Close partnerships between the governance and foundation boards are supported towards common goals ● Streamline foundation goals and strategies with the organization's ● BRH Foundation's presence in the community is reinforced ● Stronger connection with external sources of support (mines, private citizens, factories, rails) are nurtured
BRH resources / finances are managed well	<ul style="list-style-type: none"> ● BRH has a balanced budget by 2029 ● BRH has a healthy capital reserve and funding application processes that allow for active maintenance and preservation of buildings and resources ● BRH healthy cash flow ensures timely payments and ability to cover operational needs