



Wellington Health Care Alliance

Groves Memorial Community Hospital | Palmerston and District Hospital | Louise Marshall Hospital

Strategic Plan
2023-2028



Introducing Our 2023–2028 Strategic Plan

Health care is undergoing significant transformation, and while it presents us with unique challenges, it also gives us opportunities to innovate. With the current and future environment in mind, the Wellington Health Care Alliance (WHCA) began a discovery process to develop a strategic plan that allows adaptability in a rapidly changing environment. Utilizing an iterative approach to create a shared vision and a collective commitment to strategic directions was paramount to the Boards of Directors.

“The new strategic plan captures the essence of who we are and is integral to guiding our teams as we embark on the next steps in our local healthcare system evolution,” states Dale Small, Board Chair, North Wellington Health Care.

Our new strategic plan builds on the strengths of our rural hospitals with clear goals and objectives for the next five years,” said Gilles Madore, Board Chair, Groves Memorial Community Hospital.

After a months-long process involving numerous engagement sessions with partners, patients, families, direct care providers, and the Boards, we are proud to launch our 2023-2028 WHCA strategic plan. Our shared vision, mission, and values strongly reflect our proud history and future direction. Our strategic pillars articulate our commitment to providing a system of health care that keeps our patients and families at the centre of everything we do, strengthens the Alliance's commitment, fosters meaningful relationships with our partners and our communities, and cultivates the growth and wellness of our care providers.

We want to thank all that took the time to participate in and contribute to this journey. Your insights, challenges, and thoughtfulness supported developing a plan to serve us well over the next five years, establishing a healthy foundation for sustainable change.



Angela Stanley
WHCA, President & CEO



Gilles Madore
GMCH, Chair and JEC Chair*



Dale Small
NWHC, Chair and JEC Vice Chair*

What Did We Discover?



Area population projected to grow significantly

For example, the population of Centre Wellington is expected to increase >70% by 2051



Human resource recruitment and retention challenges

Average turn-over rate has doubled since 2017



Regional population continues to age

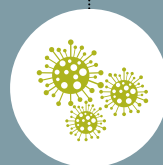
75+ years currently 9% of population will be 14% by 2051

Older adults are the highest consumers of health care resources



Aging and soon to be obsolete electronic medical record (EMR)

Current system >20 years old does not meet the needs of the patient and health care providers



Continuing impact of the global pandemic



Primary care needs

Estimated 16,000 residents in GWOHT are without a primary care provider

Has significant impact on emergency department volumes and supporting patients experiencing chronic disease

Our Journey to Discovery

100+

staff and professional
staff touchpoints

140

survey responses from staff,
professional staff, volunteers,
patients, community and
partners

80+

patient and
community partner
touchpoints

22

working
session/interviews

Vision

Rooted in Wellness - Growing Together -
Cultivating Health

Mission

Together, elevating quality to achieve
excellent care, empowering all to thrive on our
journey of wellness

Values

Teamwork
Respect
Accountability
Compassion
Kindness



Together, empowering
a meaningful patient
journey

WE WILL DO THIS BY:

- Growing relationships with our patients and families, involving them in care and operational decision-making
- Cultivating quality, yielding excellent care
- Transforming how we collect and use information to drive quality and support the patient journey



Together, advancing
a culture of
team wellness

WE WILL DO THIS BY:

- Fostering a team engaged in quality care
- Promoting and supporting continuous growth, empowering problem-solvers in developing creative solutions
- Cultivating the leaders of the future



Together, nurturing
our Alliance
ecosystem

WE WILL DO THIS BY:

- Maintaining sustainable finances
- Strengthening the Alliance
- Nurturing corporate social responsibility
- Sustaining and growing clinical services



Together, enriching
partnerships and
growing community
relationships

WE WILL DO THIS BY:

- Committing to active participation as a member of the Guelph Wellington Ontario Health Team (GW OHT)
- Collaborating with partners to support quality patient care
- Planning for the impact of future community growth

Champion diversity, equity, and inclusion in everything we do.

Our Vision

Rooted in Wellness - Growing Together - Cultivating Health

Our Mission

Together, elevating quality to achieve excellent care, empowering all to thrive on our journey of wellness

Our Values

Teamwork

We recognize that everyone contributes toward the patient's journey in different ways. We work together with the patient and family, trusting each other, collaborating respectfully for the best possible health care experience.

"People working together to achieve more than they could alone"

Accountability

We are responsible to our patients, families, and team, to work collaboratively, and professionally while embracing our shared values.

"It's how we forge a better place to work and leads to trust between us as well as the community we support"

Compassion

We seek to understand; to listen without judgement. We work together to support an environment of inclusivity for patients, families and each other.

"We empathize with our patients and their families AND are understanding with each other"

Kindness

We act with empathy, courtesy, and patience in all our interactions.

"Kindness is intentional, without expectation, not only when it's easy, but more so when it's hard"

Respect

We recognize the inherent value of everyone we interact with. We treat all with dignity while appreciating individual choice and uniqueness.

"Respect celebrates all abilities, qualities, or achievements"



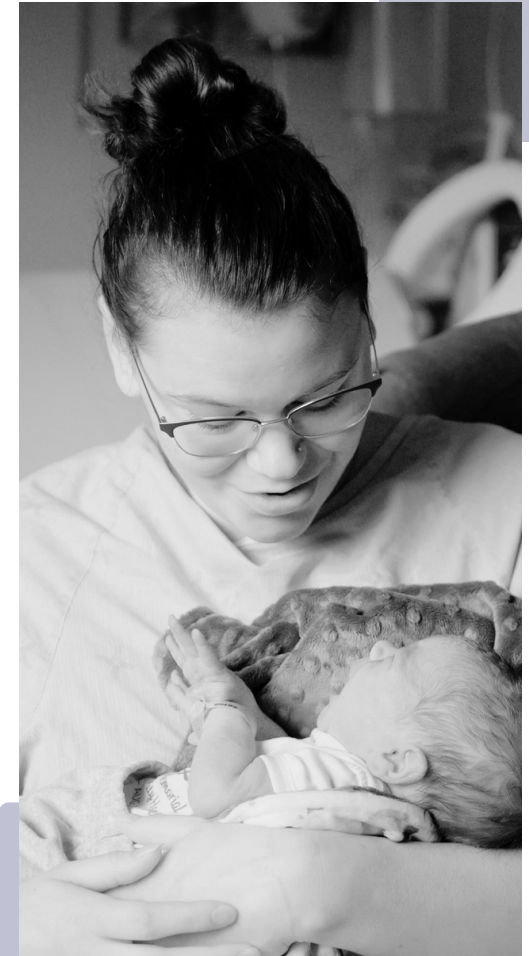
Together, empowering a meaningful patient journey

Why is this important?

- Places patients at the centre of each unique journey
- Recognizes that quality drives care
- Empowers patients and families as partners in care

We will do this over the next 5 years by:

- ✓ Growing relationships with our patients and families, involving them in care and operational decision-making
- ✓ Cultivating quality of care, yielding outcomes for our patients
- ✓ Transforming how we collect and use information to drive quality and support the patient journey.





Together, advancing a culture of team wellness

Why is this important?

- A culture of wellness creates belonging and engagement
- Wellness of care providers is a key enabler to quality care for our patients

We will do this over the next 5 years by:

- ✓ Fostering a team engaged in quality care
- ✓ Promoting and supporting continuous growth, empowering problem-solvers in developing creative solutions
- ✓ Cultivating the leaders of the future





Together, nurturing our Alliance ecosystem

Why is this important?

- Investing in systems and environmental infrastructure will meet our needs for today and the future

We will do this over the next 5 years by:

- ✓ Maintaining sustainable finances
- ✓ Strengthening the Alliance
- ✓ Sustaining and growing clinical services





Together, enriching partnerships and growing community relationships

Why is this important?

- Valued partnerships and community supports are required to grow a seamless system of care for our community
- Collaboratively responding to changes will prepare the Alliance to meet future needs

We will do this over the next 5 years by:

- ✓ Committing to active participation as a member of the Guelph Wellington Ontario Health Team (GW OHT)
- ✓ Collaborating with partners to support quality patient care
- ✓ Planning for the impact of future community growth





Champion diversity, equity and inclusion in everything we do

Why is this important?

- Diversity, equity and inclusion (DEI) supports equitable access to healthcare for our patients, families and community
- Embedding DEI into our values, vision, mission and strategic pillars plays a crucial role in creating a culture where everyone has the opportunity to thrive

We will do this over the next 5 years by:

- ✓ Including DEI as the foundational enabler of each strategic pillar
- ✓ Committing to co-design and advance a health equity plan in alignment with our communities and people we serve





Join
Our Team

Volunteer

Join
PFAC

Donate

Groves Hospital Foundation
Palmerston and District Hospital Foundation
Mount Forest Louise Marshall Hospital Foundation

Get Involved

Learn more by visiting: gmch.ca | nwhealthcare.ca