



Strategic Health Plan 2013-2016





CORE Values



VISION

Together leading the way for a healthier tomorrow.

MISSION

To support people and communities in achieving optimal health by providing innovative, sustainable and quality health services.

We will strive for ...

Healthy people and healthy environment

Strategic Priorities:

- Promote wellness initiatives
- People supported to take responsibility for their own health and well-being
- People supported throughout their health journey.

Accessible health services

Strategic Priorities:

- Access to appropriate care in appropriate settings
- The health needs of a diverse population are addressed

Safe, people-centred, quality health care

Strategic Priorities:

- Safe health care
- Quality innovative health care
- People-centred health care

Sustainable, accountable and responsive health organization

Strategic Priorities:

- Skilled, healthy and safe workforce
- Responsive and innovative organization
- Sustainable and accountable organization
- Communities are engaged

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NEW Beginnings - The First Chapter

Just one year after the merger of South Eastman Health\ Santé Sud-Est Inc. and the Regional Health Authority– Central Manitoba Inc., we are proud to share with you Southern Health–Santé Sud’s 2016 Strategic Health Plan. With a renewed sense of responsibility and a new definition of community, we begin the first chapter of a new course for health care in southern Manitoba.

As we honor the achievements of the past reflected in the incredible depth and breadth of our programs and services, we agree that we are not turning away from the former – we are drawn by the future and the possibilities. In developing the Strategic Health Plan, we acknowledged and integrated the Regional Health Authorities’ previous planning efforts in light of Manitoba Health priorities and objectives and in the context of the changing landscape.

In simple but meaningful terms, our vision, “*Together leading the way for a healthier tomorrow*” will compel us to create synergy in our work in making a real difference in the health and well-being of our communities across a vast region. To achieve this, we know that we need to transition and evolve as a new organization — and we know that this is not easy. The challenges however do not belong to Southern Health–Santé Sud alone, but to all of us. We will go further if we go together.

The core values, vision and mission elaborated in the inside cover are a manifestation of our strategic intentions. In addition, Board ENDS or goals and strategic priorities have been developed that outline and focus the direction for the organization to strive for.



Denise Harder, Chair
Southern Health–Santé Sud

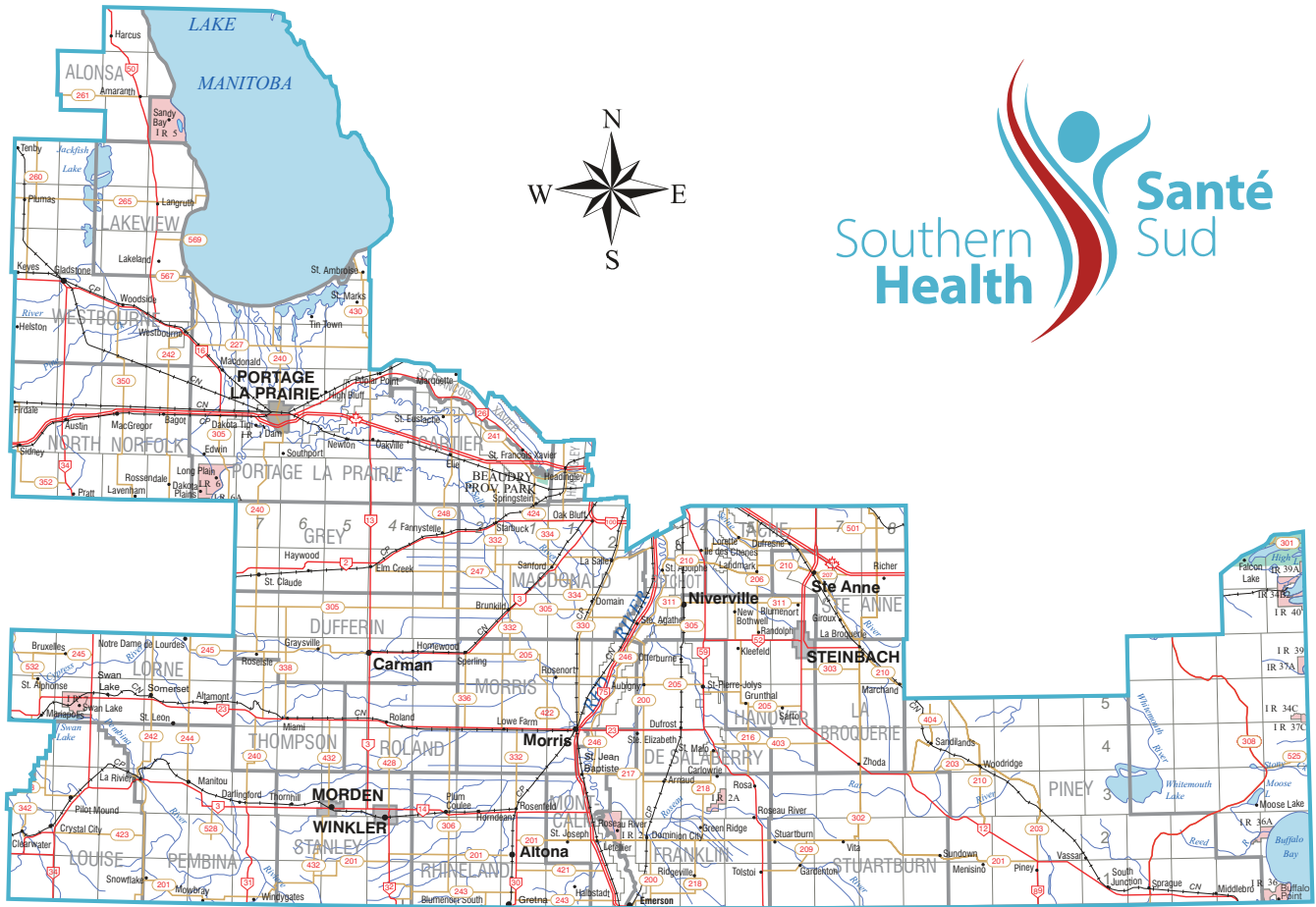


Guy Levesque, Vice-Chair
Southern Health–Santé Sud



Southern Health–Santé Sud: Kathy McPhail, CEO, Denise Harder, Chair and Guy Levesque, Vice-Chair

OVERVIEW of the REGION



Southern Health–Santé Sud is a rural health authority in Manitoba which covers 27,025 square kilometers. It is a designated bilingual region, with a growing and culturally diverse population.

Today, over 183,000 people live in Southern Health–Santé Sud. It is the most populated health authority outside of Winnipeg and accounts for just under 15% of the provincial population. In the past ten years, the region has experienced 19% population growth, contributing to approximately 25% of the total growth in Manitoba.

- 29 rural municipalities (13 RMs belong to the Association of Manitoba Bilingual Municipalities)
- 4 cities, 12 towns, 5 villages, 100+ communities, 1 unorganized territory
- 7 First Nation communities and large Métis population
- 66+ Hutterite colonies
- Large Mennonite population
- 70% of rural French-speaking Manitobans live in the region
- Growing German immigrant population
- Culturally diverse immigrant population from around the world

HISTORY and MANDATE

In 2012, Manitoba government made changes to the structure of regional health authorities (RHAs) in the province reducing their number from eleven to five. Effective May 30th, 2012, South Eastman Health/Santé Sud-Est and the Regional Health Authority – Central Manitoba Inc. amalgamated into a single health authority and through a process of name selection it became called Southern Health–Santé Sud.

Under Manitoba's Regional Health Authorities Act, and within a provincial policy framework, Southern Health–Santé Sud administers and delivers health services within the region based on the following mandate:

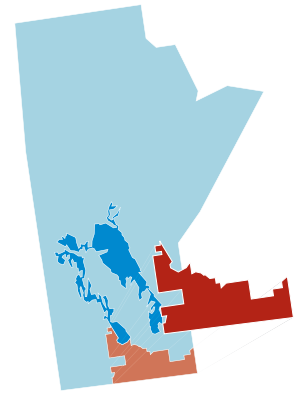
- promote and protect the health of the population of the region, and develop and implement measures for the prevention of disease and injury;
- assess health needs of the region on an ongoing basis;
- develop objectives and priorities for the provision of health services which meet the health needs in the region consistent with provincial objectives and priorities;
- prepare and implement a regional health plan;
- manage and allocate resources;
- provide for the delivery of health services and in so doing:
 - ensure that the prescribed health services are provided or made available,
 - comply with, and ensure compliance with, prescribed standards, and
 - ensure that there is reasonable access to health services;
- ensure that health services are provided in a manner which is responsive to the needs of people and communities, and which coordinates and integrates health services and facilities;
- monitor and evaluate the delivery of health services and compliance with prescribed standards and provincial objectives and priorities.

As a designated bilingual region, and in accordance with the Manitoba Government's French Language Services (FLS) Regulation, Southern Health–Santé Sud is legislatively responsible to provide bilingual health care services (English and French) within, but not limited to, designated bilingual areas. The FLS Regulation (46/98) under the Regional Health Authorities Act (C.C.S.M. c. R34) requires that designated Regional Health Authorities in the province of Manitoba develop FLS Plans. To this end, an FLS Strategic Plan has accordingly been developed aligning with overall strategies of Southern Health–Santé Sud located at this link: <http://www.southernhealth.ca/publications.php?cat=2>

QUICK FACTS

- 27,025 km²
- 3 regional hospitals
- 9 acute care facilities
- 5 transitional care facilities
- 1,152 personal care home beds
- 19 ambulance stations
- 21 Mental Health Service sites
- 24 Public Health sites
- 21 Home Care sites
- 12 Telehealth sites
- 5,600 employees

Southern Health–Santé Sud PROGRAMS and SERVICES



- Elderly Persons Housing
- Emergency Medical Services (Ambulance)
- Healthy Living
 - Get Better Together program
 - Health Corners
 - Healthy Communities Conference
 - Healthy Living Together Program
 - TeleCARE Manitoba
- Home Care Services
 - Adult Day Programs
 - Meals on Wheels
 - Personal Care at Home
 - Respite Care
- Medical Clinics
- Medical Officer of Health
- Mental Health
 - 450 Main (Crisis Stabilization Unit) Steinbach
 - Adult Counselling Services
 - Adult Inpatient Psychiatric Treatment (Eden Mental Health Centre)
 - Child & Youth Services
 - Employment Support Services
 - Housing Support Services
 - Intensive Case Management Services
 - Mental Health Crisis Services
 - Psychiatric Services
 - Safehouse
 - Seniors Mental Health Services/Mental Health Service for Older Adults
- Midwifery
- Nutrition Services
- Palliative Care
- Pharmacy
- Primary Health Care
 - Chronic Disease Self-Management (Diabetes)
 - Medical Clinics
 - Primary Health Care Centres
 - QuickCare Clinic
 - Teen Clinic
- Public Health Services
 - Families First
 - Healthy Baby (Growing with Mom & Super Start)
 - Public Health Nursing Services
 - Communicable Disease Prevention & Control
 - Immunizations / Child Health Clinic
 - Postpartum & Breastfeeding Support
 - Prenatal Education
 - Reproductive Health
 - School Health
 - Travel Health
 - URIS- Unified Referral Intake System

- Rehabilitation
 - Audiology
 - Occupational Therapy
 - Physiotherapy
 - Speech Language Therapy
- Services to Seniors/
Congregate Meal Program
- Supports for Seniors in Group Living

Other Services

- Aboriginal Program
- Communications/Media Relations
- Disaster Management
- Finance
- French Language Services
- Handivan Services
- Human Resources
- Information Technology
- Quality of Care & Patient Safety
- Spiritual Health Care
- Support Services
- Telehealth

Facility-Based Services

- Acute Care
 - Chemotherapy
 - Emergency Care
 - Extended Treatment / Rehabilitation
 - Hemodialysis
 - Intensive Care
 - Medical Care
 - Obstetrical Care
 - Respiratory Services
 - Surgery / Surgical Care
- Affiliate Health Corporations
- Lab & Imaging Services
 - Cardiac stress testing
 - Computed Tomography (CT Scans)
 - Electrocardiogram (ECG)
 - Laboratory
 - Magnetic resonance imaging (MRI)
 - Mammography
 - Ultrasound
 - X-ray
- Personal Care Homes
- Transitional Care

ENVIRONMENTAL Scan

Southern Health–Santé Sud is firmly committed to health planning and decision-making that is informed and directed by evidence. The Environmental Scan summarizes information presented in the 2009 Community Health Assessments, as well as the 2011-16 Strategic Health Plans in both former regions. This work reports a wide range of regional, provincial and national statistics. In addition, findings from extensive community consultations were analyzed to further validate the key themes, and ensure that the voice of the community is always at the forefront when planning health services.

The 2009 Community Health Assessment demonstrated that, overall, the health status of those living in Southern Health–Santé Sud remains among the best in Manitoba. Life expectancy is also above the provincial average. As well, the premature mortality rate – the rate of death before 75 years—is significantly better than the Manitoba average. This indicator is considered to be the best single measure of health status. Nevertheless, relatively good health status is not shared equally across the region and significant disparities exist. Information at the district level, as well as the regional level, became very important in understanding the health needs of the population.

The voice of the community is important. Extensive community consultations were analyzed such as District Health Advisory Councils, stakeholder groups, targeted focus groups (aboriginal, immigrants, seniors, francophones), and Board community engagement activities.

KEY THEMES

In assessing the communities' health, Southern Health–Santé Sud identified the following key themes:

Growing Population: Seeing a net gain of over 28,000 residents, Southern Health–Santé Sud has experienced remarkable population increase over the past decade. At 19%, its growth rate is almost double the provincial average. Growth has resulted in part from natural increase, with birth rates consistently above Manitoba averages. Nevertheless, a principal driver of population growth is migration into the region, both from overseas and from other areas of the province. The region's population increase accounts for 25% of the total growth in Manitoba's population. Immigration enriches the ethnic and cultural diversity of the region, but also brings complex and often unpredictable needs. As a result, all Southern Health–Santé Sud programs and services are experiencing significant and steady volume increases.

Ageing Population: As population ageing gathers momentum, Southern Health–Santé Sud, like all Canadian jurisdictions, faces rising needs for senior care services. These services include acute care (as older residents account for the highest hospitalization rates), as well as, increased need for personal care home beds. Use of Home Care Services has risen steadily each year. While most future seniors will likely prefer living arrangements with greater autonomy and options in services, the complex care of the physically and mental challenged seniors will require new strategies as people choose to remain in their communities and live in their own homes.

Continuity of Care: A top priority for residents is achieving greater continuity of care from practitioners who know and understand them. There is strong support from among all stakeholder groups for moving forward on new and different delivery models that integrate the range of primary health services around client needs. Residents and health providers alike are highly supportive of greater use of nurse practitioners and other providers as alternatives to primary care physicians. People increasingly request help to navigate the health system, and to have access to the “right service by the right professional”.

Promoting Mental Health: Mental Health was identified as an issue throughout all community consultations conducted for the CHA 2009. Within the region, approximately 1 in 5 adults have been diagnosed with a mental illness, with depression and anxiety being among the most common. Communities call for more information to raise awareness of the mental health services available, more services of a preventive nature, more community based services, improved access and help in dealing with the stigma of mental illness, as well as, better communication between the mental health program and primary care physicians.

Promoting Wellness: Chronic illnesses are among the most common and costly health problems facing Canadians, but they are also among the most manageable and preventable. Southern Health–Santé Sud wants to create strong partnerships between individuals, communities and the health authority to minimize the impact of chronic diseases. Consultations with communities have underscored residents' very strong desires to understand their own health and be in charge of their own health decision-making. Community members recognize that many health care visits could be avoided if people had basic health knowledge and access to direction and support. They want to be “informed” health care consumers. Moving from illness care towards living well is a shift for the healthcare system, as we continue to increase our focus on prevention of disease to enhance the quality of life and to encourage Healthy Public Policy across Sectors.

Culturally Competent Care: Barriers such as low income, geography, culture and language may prevent some groups from accessing care. Consequently, navigating the complex healthcare system can become even more challenging and difficult, resulting in delays in providing health care.



Aboriginal people in the region represent 10% of the overall population, and are relatively young. They have a high rate of diabetes and are three times more likely to be hospitalized. Addressing the health and health needs of this population group is of particular importance.

Some other distinct population groups have unique health issues and health care needs. These include new immigrants, those living in remote communities, and high-risk families who are at greater risk for poor health. Risks increase with such factors as low education levels, poverty, and being from a single-parent family. Fewer residents living in Southern Health–Santé Sud have completed high school compared to the rest of the province.

Following amalgamation, staff from a variety of program areas were brought together to identify specific issues relevant to the changing landscape of health care. In addition to the above key themes, the following areas require focused attention.

Human Resources Shortages across the spectrum are of concern. Recruiting and retaining sufficient personnel in areas demanding highly specialized technological skills will continue to challenge us during a time of global shortage. The future workforce will be more diverse and will have increased expectations from employers and employees. Increasing regulatory demands and legislative changes will have an impact on professional practices.

Changing Expectations about the healthcare system will become more prominent. Advances in research, evidence-informed practices and increased complexity of care have changed care delivery methods. More than ever challenges that impact our health status will exceed well beyond the traditional boundaries of the health sector.

Technology will be increasingly significant. Rapid changes in technology will continually change the face of health care, and the services provided and how people will work. Technology is also changing the way people access and exchange information. Electronic systems and records will become a part of daily life at work.

Sustainability of Resources will become a key focus. Protection of the environment demands our ongoing attention. Creating surge capacity to be responsive to emerging health threats and disasters is also critical. Funding-related issues will impact all sectors of the healthcare system, especially in the following areas:

- ageing capital infrastructure across the region;
- new and increasing costs from medical, technological and pharmaceutical innovation;
- changing global economic conditions that add financial pressures on all aspects of health care;

Partnerships will become even more prominent and key to building capacity in the system. A shift in thinking on jurisdictional issues will enable this to happen on a bigger scale and in urgently needed areas. To support common objectives and really see an improvement in health status requires many partners working together leading the way for a healthier tomorrow!

Amalgamation of the regions require focused attention in the following identified areas:

- the development of region-wide service delivery models within a provincial health context;
- maintaining connectivity given our new geographical distances;
- engaging with the communities as our new entity;
- regionalizing practices and standards.



The JOURNEY Forward

Based on the accumulated body of evidence summarized in the Environmental Scan, as well as 2011-16 Strategic Health Plans in both former regions, the Board of Directors came together to determine the strategic direction and priorities that will guide the health authority over the next couple of years. Two techniques worked especially well to help prioritize the values process: core values assessment matrix exercise, and affinity clustering activity. During this process, additional care was taken to assure that the process aligned well with provincial priorities, goals and health objectives.

What do we stand for? These are the core values – what you believe at a deep level and can be applied everywhere, all the time. Core values are a hallmark of great organizations.

What do we aim for? This is the vision – our preferred future or ideal hope. It is our vision of what success will look like.

What do we do? The mission describes the organization's business and its reason for being. It expresses our mandate, why we exist, and what we promise to do.

In concert, our vision and mission weave a picture of Southern Health- Santé Sud's aspiration for the future. Derived from both these statements, four Board ENDS (or goals) provide a framework for elaborating key Strategic Priorities to be addressed by further developing Operational Strategies. Collectively, these fundamental elements of the Strategic Health Plan give focus and direction in alignment with Manitoba Health's Vision, Mission and Strategic Priorities and Objectives.



VISION

Together leading the way for a healthier tomorrow.

MISSION

Our mission is to support people and communities by providing innovative, sustainable and quality health services to achieve optimal health.

VISION

Healthy Manitobans through an appropriate balance of prevention and care

MISSION

To meet the health needs of individuals, families and their communities by leading a sustainable, publicly administered health system that promotes well-being and provides the right care, in the right place, at the right time.

We will strive for ...

Healthy People and Healthy Environment

Strategic Priorities:

Promote wellness initiatives

Includes strategies such as healthy public policy, health promotion, mental wellness promotion

People supported to take responsibility for their own health and well-being

A people-centred approach with a focus on equity, particularly for vulnerable populations.

People supported throughout their health journey.

Ensuring people are supported in their care giving roles, and throughout different stages of life.



We will strive for ...

Accessible Health Services

Strategic Priorities:

Access to appropriate care in appropriate settings

Helping people navigate the health system and its services

The health needs of a diverse population are addressed

A focus on strategies that address the aging population, aboriginal health and population growth.

We will strive for ...

Safe, People-centred, Quality Health Care

Strategic Priorities:

Safe health care	A culture of safety for patients and staff
Quality innovative health care	Strategies that focus on efficiencies (eg LEAN projects), standards, best practices and consistency
People-centred health care	Integrated, multi-disciplinary care across the continuum of the health journey

We will strive for ...

Sustainable, Accountable and Responsive Health Organization

Strategic Priorities:

Skilled, healthy and safe workforce	Focus on recruitment and retention of health care professionals, recognizing diversity of the region.
Responsive and innovative organization	Strategies focus on innovation such as LEAN projects, Releasing Time to Care, E-Health, Primary Health Care initiatives and Cancer Journey
Sustainable and accountable organization	Ensuring resources are in place to deliver health services
Communities are engaged	Ensuring resources are in place to deliver health services

The table on the next page demonstrates how the Strategic Priorities will align with provincial priorities, goals and health objectives and will be monitored and measured (Key Performance Measures).

BOARD END (Themes)	STRATEGIC PRIORITIES	KEY PERFORMANCE MEASURES	LINK TO PROVINCIAL PRIORITIES, GOALS & HEALTH OBJECTIVES
A) Healthy People and healthy environment	<ul style="list-style-type: none"> Promote wellness initiatives People supported to take responsibility for their own health and well-being People supported throughout their health journey 	<ul style="list-style-type: none"> Breastfeeding initiation rates Immunization rates Screening rates (breast, colon, cervix, diabetes) Premature mortality rate Self-reported risk factors (smoking, diet, exercise - caveat - off reserve and only every two years) 	<p>Priority/Goals 6 - Improving health status and reducing health disparities among Manitobans</p> <p>Objective – Continuing Care Strategy</p>
B) Accessible health services	<ul style="list-style-type: none"> Access to appropriate care in appropriate settings The health needs of a diverse population are addressed 	<ul style="list-style-type: none"> Attachment rate ER levels for non urgent issues % people who are Alternate Levels of Care (ALC) Wait times for programs Wait times for long term care Wait times for diagnostics Wait times for surgeries Diabetes referral wait times EMS volumes Disparity in hospitalization rates between residents living on and off-reserve Ambulatory Care Sensitive Conditions Hospitalization rates Facility volumes – average Length of Stay Facility volumes – occupancy 	<p>Priority/Goals 4 – Improved access to care</p> <p>Objective – Family Doc for all by 2015</p> <p>Priority/Goals 6 - Improving health status and reducing health disparities among Manitobans</p> <p>Objective – Continuing Care Strategy</p> <p>Objective – Cancer Patient Journey</p> <p>Objective – Access/Wait Times</p>
C) Safe, people-centred, quality health care	<ul style="list-style-type: none"> Safe health care Quality innovative health care People-centered health care 	<ul style="list-style-type: none"> Founded client abuse by Protection for Persons in Care Office (PPOC) Critical incidents Infection rates Re-admission rates Number of statement of claims 	<p>Priority/Goals 5 – Improved service delivery</p> <p>Objective – Family Doc for all by 2015</p>
D) Sustainable, accountable and responsive health organization	<ul style="list-style-type: none"> Skilled, healthy and safe workforce Responsive and innovative organization Sustainable and accountable organization Communities are engaged 	<ul style="list-style-type: none"> Vacancy rates Sick time Workplace accidents Client Experience French Language capacity 	<p>Priority/Goals 1– Capacity building</p> <p>Priority/Goals 2 – Health system innovation</p> <p>Priority/Goals 3– Health system sustainability</p> <p>Objective – Cancer Patient Journey</p>

CAPITAL Planning

Building for the Future Strategic CAPITAL NEEDS

The Planning Assumptions for future project needs are as follows:

- A very strong growth of our population over the age of 65 is also projected. This will impact how we plan for the continuum of service delivery for seniors.
- With advancing age, we see varying degrees of disability and dementias and the requirement for different safe and secure environments.
- With chronic diseases being a key driver in health care, the focus will be on a network of facilities and services along the continuum of health care. Southern Health–Santé Sud needs to provide timely access to quality health care services, in accordance with provincial health objectives.
- Southern Health–Santé Sud Aboriginal population continues to experience poorer health than the rest of the population: the rate of individuals who were hospitalized at least once is approximately three times higher. Southern Health–Santé Sud needs to explore opportunities in access, use and appropriateness of facilities for the Aboriginal population.

Infrastructure

A healthy infrastructure is one of the pillars upon which much of our planning is based upon. It is a means of supporting our current and future core health delivery functions. To avoid costly emergency expenditures due to system failures, Southern Health–Santé Sud capital needs address both infrastructure renewal and expansion and/or replacement of existing facilities.

- Technology in healthcare, especially those supporting electronic health records, assists in providing for quality and safer health care. There is an increasing focus on technology in health care therefore, such resources also attract professionals to the Region. As we gain capital infrastructure, Southern Health–Santé Sud, will maximize opportunities in electronic patient information systems, as well such as, e-Chart, Tele-Care, Telehealth and Lab Information Systems,

Capital Projects

Over the past few years, a few notable capital projects have been under construction or have been completed:

- Bethesda Regional Health Centre Emergency Room
- Hôpital Ste. Anne Hospital Surgical Department Redevelopment
- Île des Chênes Emergency Medical Services Garage
- Niverville (Personal Care Home)
- Hôpital Notre Dame Hospital
- Centre de bien-être St. Claude Wellness Centre
- Tabor Home Inc. (Personal Care Home)

*Together leading the way for a healthier tomorrow.
Ensemble vers un avenir plus sain.*



Southern **Health–Santé** Sud

1-800-742-6509

www.southernhealth.ca

info@southernhealth.ca

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