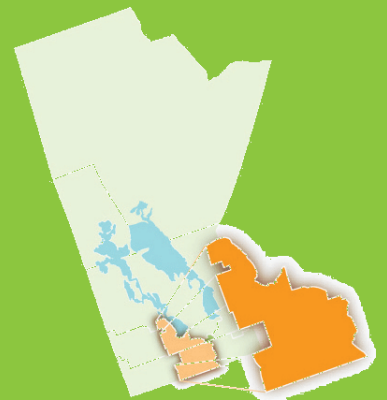




# Strategic Health Plan 2011–2016



Vision 2016: Together, Making a difference



**T**he Regional Health Authority — Central Manitoba Inc. exists so that people in our Region are as healthy as they can be at a reasonable cost to the community.

Integrity  
Integrity

Excellence  
Excellence

Caring  
Caring

The world is moved along, not only by the mighty shoves of its heroes, but also by the aggregate of tiny pushes of each honest worker.

~ Helen Keller

# Vision 2016: Together, Making a Difference

Regional Health Authority  
Central Manitoba Inc.



Office régional de la santé  
du Centre du Manitoba inc.



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# Vision 2016: Together, Making a Difference



Denise Harder, Chair



Norbert Delaquis, Vice-Chair



Kathy McPhail, CEO

The Regional Health Authority - Central Manitoba Inc. (RHA Central ) is pleased to share with you its 2011-2016 Strategic Plan. We invite you to join us in making a difference.

"The Regional Health Authority - Central Manitoba Inc. exists so that people in our Region are as healthy as they can be at a reasonable cost to the community."

Our statement of purpose is indeed an expression of our commitment to making a real difference in the health and well-being of our communities. While Central Region's population is expected to grow by over 54% in the next quarter century, it is critical that together we attend to the changing health needs of a growing and diverse community in a sustainable and timely fashion. How far we will go depends on us all. A collective approach certainly affords us more meaningful opportunities. Outlining key areas of focus for the next five years, "Vision 2016: Together, Making a Difference" presents a blueprint for engaging each other in translating strategies into reality.

We can look back with satisfaction and draw strength from what has been accomplished and what we have learned from the previous Strategic Health Plan 2006-2011. Acknowledging that the plan was designed as a "living document" to be revisited and adjusted throughout the planning period, the RHA Central indeed actively revisited and refined some key strategic elements to meet new and emerging challenges and opportunities.

In the same way, we understand that "Vision 2016: Together, Making a Difference" will also be a dynamic and evolving strategic plan. Guided by our values of Integrity, Caring and Excellence, our ongoing planning efforts will continue to reflect the priorities raised in our dialogue with the community, staff, physicians and other stakeholders.

While describing the preferred future, "Vision 2016: Together, Making a Difference" will serve as an important accountability tool to monitor progress and inform the work of the annual component of the health plan. Furthermore, it will guide us all in our daily decision-making, in supporting community engagement and partnership initiatives and in promoting innovation and collaborative teamwork. As we move forward, we hope to see glimpses of that future and find that together we are making a difference.

# Who we Are

Central Region extends across more than 17,025 square kilometres of south-central Manitoba, stretching from the Red River Valley in the east to the Pembina escarpment on the western edge. From the U.S. border the Region reaches up to Winnipeg in its northeast corner, and then follows the South-western edge of Lake Manitoba.

Today, just over 105,000 people live in Central Region and boast a distinct mixture of rich cultural resources. With 8.5% of Manitoba's total population, Central Region is the most populous of the province's rural and northern Health Authority regions. At 6.0 persons per square kilometre, our population density is higher than both Manitoba and Canada and is the highest of all rural Regional Health Authorities. There are 37 municipalities in Central Region and many towns and villages as well as 6 First Nation communities.

Almost 1 in 3 of our residents is under the age of 20. According to the 2006 Census, the median age of RHA Central residents is 36 years, slightly younger than for Manitoba overall with a median age of 38.1 years. In 2008, the population over the age of 65 is very similar to the rest of Manitoba at 13.2% of all residents.

Central Region employs over 3,700 team members. By integrating all health care services, we plan and coordinate our resources to provide the best and most cost-efficient range of services where they are most needed within a dynamic working environment.



## Our mandate

Within a provincial policy framework, the RHA Central is responsible for the governing, planning, delivery and evaluation of Central Region's health care system according to regional health needs and priorities. As an organization, RHA Central was established April 1, 1997 with the following mandate:

- promoting and protecting the health of the population of the Region and developing and implementing measures for the prevention of disease and injury;
- assessing health needs of the Region on an ongoing basis;
- developing objectives and priorities for the provision of health services which meet the health needs in the Region consistent with provincial objectives and priorities;
- preparing and implementing a regional health plan;
- managing and allocating resources;
- providing for the delivery of health services;
- ensuring 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.

For information on how to access programs and services available in Central Region, visit: [www.rha-central.mb.ca](http://www.rha-central.mb.ca) or speak with your local physician or public health nurse.

# Programs & Services

In collaboration with the community and partners, RHA Central endeavours to provide access to appropriate services in the appropriate setting as demonstrated by the many programs and services delivered in Central Region. We strive to deliver a seamless continuum of care that supports our clients at every stage of their lives.

## Community-Based Services

### Communications/Media Relations

- personal health information access

### Dietitian Services

### Disaster Management

### Emergency Medical Services (Ambulance)

### Healthy Living

- *Healthy Living Together* program
- Regional Diabetes Program
- *Get Better Together*

### Home Care Services

- personal care at home
- adult day programs
- respite care
- handivan services
- *Meals on Wheels*
- home equipment loan
- personal care home assessments and applications
- Services to Seniors - congregate meal programs
- *Supports for Seniors in Group Living*

### Mental Health

- adult counselling services
- adult inpatient psychiatric treatment (Eden Mental Health Centre)
- out-patient psychiatry services
- child & adolescent services
- mental health crisis team services
- safehouse
- employment support services
- housing support services
- intensive case management services
- self-help services (MB Schizophrenia Society, Canadian Mental Health Assoc., Anxiety Disorders Assoc., Mood Disorders Assoc.)
- seniors mental health services

### Midwifery

### Nurse Practitioners

### Palliative Care

### Patient Safety Services

### Pharmacy

### Physician Services

- family physicians
- physician specialists
- Medical Officer of Health

### Public Health Services

- public health nursing services
  - communicable disease prevention & control
  - immunizations/child health clinic
  - postpartum & breastfeeding support
  - prenatal education
  - reproductive health
  - school health
  - travel health/occupational health
- *Families First* home visiting program
- *Healthy Baby* services (*Growing with Mom*)
- Teen Clinic

### Rehabilitation

- audiology
- occupational therapy
- physiotherapy
- speech language therapy

### Support Services

## Facility-Based Services

### Acute Care

- emergency and intensive care
- medical care
- obstetrical care
- surgery
- transitional care (for clients who are waiting for placement in a long term care facility)

### Ambulatory Care

- chemotherapy
- dialysis (hemodialysis)
- child development clinic
- ostomy clinic

### Lab & Imaging Services

- breast screening
- mammography
- computed tomography (CT Scans)
- electrocardiogram (ECG)
- magnetic resonance imaging (MRI)
- ultrasound
- x-ray
- laboratory

### Long Term Care Services - Personal Care Homes

## Contract Health Corporations

### Eden Health Care Services

### Eden Mental Health Centre

### Prairie View Lodge

### Rock Lake Health District Hospital

### Rock Lake Health District Personal Care Home

### Salem Home Inc.

### Tabor Home Inc.

# The Context for Change

When planning for the future, it is important to understand the current operating environment as well as the trends that may impact on delivery of services. We must respond to a changing landscape to ensure RHA Central continues to meet the needs of people in Central Region.

In terms of overall health status, the 2009 Community Health Assessment demonstrated that Central Region is comparable in many ways to the rest of Manitoba. Life expectancy in Central Region is one of the highest in the province. As well, among Central Region residents, the premature mortality rate, which is considered to be the best single health status indicator, is significantly better than the Manitoba average. However, while overall regional rates appear average or better, we also observe some significant disparities.

RHA Central identified some key themes that have led to greater overall understanding of areas for improvements to the health of people in Central Region. Each theme presents unique features that warrant particular attention in our planning efforts.

## Key themes from the 2009 Community Health Assessment

### A Growing Population

Our current population is 105,000 people. By 2036, Central Region will be home to nearly 160,000 people

Between 1996 and 2008, our regional population grew by 8.3%, compared to the provincial growth rate of 4.7%, and the Manitoba Bureau of Statistics projects that, by 2036, the population will grow by over 54%.

With a projected increase of 104% in the rate of international migration by 2036, Central Region will be home to many newcomers. Immigration enriches the ethnic and cultural diversity of the Region, but also brings complex and often unpredictable needs.

Almost twice the number of today's population over the age of 65 will live in Central Region in 2036. While seniors in Central Region are living longer, healthier lives and with fewer disabilities than ever before, the majority of seniors have at least one chronic disease or condition. Although older residents account for the highest hospitalization rates, more and more seniors are staying in their homes longer and living in the community.



### *Doing a scan of the environment*

**Shifting from Illness Care to Living Well:** It is said that half the population in Canada lives with an underlying major illness. We need to increase our focus on prevention of disease to enhance the quality of life and to encourage **Healthy Public Policy** across Sectors.

Rising demands and **people's expectations** about the health care system will become more prominent. People increasingly request **System Navigation** and **Access to the Right Services** and the **Right Professionals**.

Emerging new costs will arise from medical, technological and pharmaceutical innovation itself.

## *Doing a scan of the environment*

### 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.

### 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 different/increased expectations from employers and employees.

RHAs will become more environmentally friendly.

**Sustainability** of resources will become a key focus. Protection of the environment demands our ongoing attention.

We will need to respond to increasingly pressing international **public health** issues and increased attention to **disaster preparedness**.

## Need to support high-risk families

The health care system accounts for only 25% of people's health, the other 75% of health is comprised of other social and economic factors.

High-risk families 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 Central Region residents have completed high school compared to the rest of Manitoba. Fewer males than females graduate from high school. High-risk families need more community support.

Families are at greater risk for poorer health status in certain districts of Central Region.

## Many people are still at risk for chronic disease due to preventable causes

Chronic illnesses are among the most common and costly health problems facing Canadians, but they are also among the most manageable and preventable.

Only 1 in 5 RHA Central adults qualifies as "physically active." This is lower than the provincial average of 1 in 4.

One in four RHA Central adults is a smoker and this rate is not falling as significantly as is hoped.

Adult diabetes rates are increasing in every district of our region. Central Region wants to create strong partnerships between individuals, communities and the RHA to minimize the impact of this and other chronic diseases.

## Mental health

Of the 3.4 million Canadians affected by depression and anxiety, more than two-thirds don't seek help. Within Central Region, approximately 1 in 5 adults have been diagnosed with a serious mental health illness.

Central Region would like to integrate mental health with other health issues to decrease and eventually eliminate the stigma attached to mental health illnesses.

## Aboriginal residents of Central Region are less healthy than other residents

Aboriginal residents of Central Region are three times more likely to be hospitalized.

11.3% of RHA Central residents are Aboriginal, compared to 3% of the Canadian population.

A large proportion of the aboriginal population is young with relatively smaller numbers in the older age groups.

Aboriginal people have a high rate of diabetes.

## Access continues to be an important issue

Access to health care in Central Region is good, but barriers such as low income, geography and culture may prevent some groups from accessing care.

Language can also be a barrier to access. Almost 13% of RHA Central residents speak a non-official language, compared to the provincial average of 9.5%.

RHA Central promotes culturally sensitive health care so immigrants and others of different cultures get the health care they need.

Navigating the health care system is still a complex and difficult process often resulting in delays in providing health care.



## *Doing a scan of the environment*

An ageing capital infrastructure in our facilities across the region is a consideration as to future sustainability.

Increasing regulatory demands and legislative changes will have an impact on professional practices. This will promote increased Interactive Communication with the public.

Advances in research and evidence-informed practices and increased complexity of care will increase pressure to improve quality, safety and access. More than ever health challenges that impact our health status will exceed well beyond the traditional boundaries of the health sector.

Funding-related issues will impact all sectors of the health care system. Global economic conditions will add financial pressures on all aspects of health care.

To support common objectives, Partnerships will become 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.

# Our Planning Framework

Our Statement of Purpose remains at the heart of why RHA Central exists. Derived from this statement, four Board ENDS provide a visionary framework for elaborating our Strategic Plan.

The Strategic Priorities outline the key issues to be addressed in developing operational strategies and actions guiding the organization for several years thereafter. Collectively, these fundamental elements of our Strategic Plan provide direction in the pursuit of our commitment to achieving our purpose, with *integrity, caring and excellence*.

The Regional Health Authority — Central Manitoba Inc. exists so that people in our Region are as healthy as they can be at a reasonable cost to the community.

Board ENDS	<b>A</b> Healthy people & a healthy environment	<b>B</b> A healthy, responsive and innovative organization	<b>C</b> Access to the most appropriate care in the most appropriate settings	<b>D</b> A sustainable, safe & integrated client-centred health care system
Strategic Priorities	<b>A1</b> Reduce incidences of health risk factors preventable illness, death and injury	<b>B1</b> A healthy workplace in RHA Central	<b>C1</b> Culturally sensitive health care in RHA Central	<b>D1</b> A culture of safety throughout the RHA Central
	<b>A2</b> Awareness and demonstration of healthy lifestyle behaviours	<b>B2</b> An appropriate and skilled workforce	<b>C2</b> Timely and effective access to care	<b>D2</b> Quality health care in RHA Central
	<b>A3</b> Individuals independent and active as long as possible	<b>B3</b> Healthy Public Policy in RHA Central	<b>C3</b> Collaboration across jurisdictions	<b>D3</b> Organization-wide accountability
	<b>A4</b> A supportive network within the community	<b>B4</b> Timely access to information	<b>C4</b> Client satisfaction	<b>D4</b> Continuity of care
	<b>A5</b> Individuals supported in their care-giving roles		<b>C5</b> Community engagement and partnership	



# How will we get there?



## MANITOBA 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.

### GOALS:

1. Optimize the health status of all Manitobans through prevention and health promotion
2. Improve quality, accessibility and accountability of the health system
3. Achieve a sustainable health system.

“Vision 2016: Together, Making a Difference” is the product of teamwork with the community, our staff and our partners. It is a rich tapestry of wisdom and experience woven by countless people and groups. Serving first as an important backdrop for the process, Manitoba Health’s Vision, Mission and Goals continues to provide a foundation for developing RHA Central’s Strategic Plan.

In the spring of 2010, the Board and staff participated in a future state visioning process and identified several priority outcomes (as listed on this page), which validated the Board’s Strategic Priorities.

In addition to its strategic work on Board ENDS and Board Strategic Priorities, and Priority Outcomes, the Board of Directors assigned itself two focused governance strategies: “Engaged Communities... Strong Partnerships” and “A Culture of Safety, Quality and Risk Management”.

The Strategic Plan provides a high-level description of our goals and strategic priorities to guide us as we move forward. Operational strategies are consistent with, but provide additional or more specific detail leading to the achievement of goals.



## A Governance Strategy

The RHA Central Board of Directors understands that engaged communities and strong partnerships are key to having “people in Central Region as healthy as can be”. Setting high standards for clear accountability, the Board remains committed to providing meaningful opportunities for engaging and working collaboratively with the community. In giving effect to that commitment, the community engagement governance strategy is contained within the Board ENDS.

### *Our Communities*

- Geographic communities
- Non-geographic communities based on age, gender, ethnicity, disability
- Users of services which are patients or clients with similar needs
- Special interest and community groups or associations
- The general public
- Service providers including volunteers and other government or professional associations.

## *Engaged communities ... Strong Partnerships*

### Healthy people and a healthy environment

Responding to findings from the Community Health Assessment (CHA), the Board of Directors will dialogue with individuals and groups of people on matters affecting the well-being of their community. In particular, RHA will explore issues regarding, chronic disease, the ageing population, youth health, mental health and high-risk groups identified in the CHA. Collaboratively with the community, we will talk about:

- balancing expectations and capacities
- the social determinants and key wellness factors to focus on how individuals and communities can accept and take greater responsibility for health
- shifting the continuum from illness to wellness
- creating readiness for future generations and considering sustainable options.

### A healthy, responsive and innovative organization

Using meaningful public consultation and deliberative dialogue with its partners, the RHA Board of Directors will generate an innovative and dynamic agenda for advocacy related to social health determinants and healthy public policy.

The Board will also entertain opportunities to engage with the workplace community for a beneficial exchange of knowledge on staff wellness, as well as quality service experiences.



## Our Commitment\*

- We will keep you informed
- We will listen to and acknowledge concerns and aspirations and provide feedback on how your input influenced decisions
- We will work with you to have your concerns and aspirations reflected in the alternatives developed
- We will look to you in formulating solutions and incorporate your advice to the extent possible
- We will empower.

*\* adapted from the International Association for Public Participation Spectrum of Public Participation.*

## Access to the most appropriate care in the most appropriate setting

From information sharing to community empowerment, the RHA Board of Directors will seek to better understand the client perspective on issues to accessing health services and navigating the health system as enunciated in the Community Health Assessment:

- language and disability barriers
- jurisdictional issues
- timely services and wait times
- accessing the right services at the right times
- Aboriginal health
- French language services

## A sustainable safe and integrated client-centred health care system

As stated in our Safety, Quality and Risk Management governance strategy on the following page,

- We will seek opportunities to relate and engage with all health care providers and partners in exploring improved ways of providing sustainable, safe and integrated client-centred health care.
- Committed to being a transparent organization, we will create greater awareness of patient safety and quality in our organization. We will implement timely and culturally competent communication strategies to share information with all stakeholders.



## A Governance Strategy

Building upon our core values of caring, integrity and excellence, the RHA Central Board of Directors is committed to its leadership role in providing sustainable, safe and integrated client-centred health care. While mindful of the responsibility that every stakeholder has, this governance strategy sets a new course in fostering and supporting a just culture of quality and safety within Central Region.

# A Culture of Safety, Quality and Risk Management

- The RHA Central Board of Directors recognizes and values its oversight role in patient safety, quality and risk management. Through our governance agenda, we will generate leadership capacity and competency in safety, quality and risk management. We will further define quality and develop governance core principles to guide and support organizational performance.
- Within our accountability framework, we will purposefully measure and monitor performance on standards and best practices for safe, quality care and service delivery with meaningful reporting and valid information.
- We will seek opportunities to relate and engage with all health care providers and partners in exploring improved ways of providing sustainable, safe and integrated client-centred health care.
- We will support a learning environment that promotes innovation and the development of quality improvement competency, skills and processes in RHA Central.
- Committed to being a transparent organization, we will create greater awareness of patient safety and quality in our organization. We will implement timely and culturally competent communication strategies to share information with all stakeholders.



# *Operational Strategies*



*Together we will strive for ...*

## Healthy people and a healthy environment

The 2009 Community Health Assessment demonstrated that, in terms of health status, Central Region is comparable in many ways to the rest of Manitoba with overall rates generally appearing average or better. We also observed some important key themes as well as regional disparities. With the goal of achieving optimal health for our entire population we support people in making healthier choices.

### KEY PERFORMANCE MEASURES

- Premature Mortality Rate
- Breastfeeding Initiation Rates
- Number of Alternate Levels of Care Patients
- Chronic Disease Rates

### Strategic Priorities for this Board END are:

- Reduced incidences of health risk factors, preventable illness, death and injury
- Awareness and demonstration of healthy lifestyle behaviours
- Individuals independent and active as long as possible
- A supportive network within the community
- Individuals supported in their care-giving roles

### Operational Strategies ... To achieve our Strategic Priorities,

#### *We will:*

- Increase wellness and health equity focusing on the determinants of health through advocacy, healthy public policy, partnerships, primary prevention and community development.
- Increase the effectiveness of perinatal, parenting and early child development health services through enhanced communication, integration and evidence-informed practice.
- Enhance the standardization and efficiency of services for the management of chronic diseases and injuries across the continuum from prevention to rehabilitation, collaborating and integrating with other programs, providers and stakeholders.
- Support a comprehensive integrated palliative care program to care for palliative clients and their families in the community.
- Enhance the provision of a continuum of mental health services that are evidence informed, integrated, collaborative, and recovery- orientated.
- Incorporate and actively seek Environmentally Friendly initiatives to ensure a "greener" RHA Central.



*Together we will strive for ...*

## A healthy, responsive and innovative organization

A healthy, responsive and innovative organization underpins all of the RHA Central's goals and strategies. The very nature of what we do affirms that people are our greatest resource in achieving positive health outcomes and experiences and in making a difference. A healthy and skilled workforce will provide a strong foundation for quality services in all its dimensions.

While taking stock of the environment we work in, we realize that innovations in technology, and system innovation support improves access to services across the continuum and assists health care practitioners in making evidence-informed decisions.

### KEY PERFORMANCE MEASURES

- Percentage of sick time
- Vacancy rates
- Employee satisfaction
- Access to physicians
- Number of new technology initiatives completed

### Strategic Priorities for this Board END are:

- A healthy workplace in RHA Central
- An appropriate and skilled workforce
- Healthy public policy
- Timely access to information

### Operational Strategies ... To achieve our Strategic Priorities,

#### *We will:*

- Improve health and safety of the workforce.
- Reduce workforce vacancies.
- Enhance orientation and training strategies.
- Strengthen and sustain leadership capacity.
- Design a regional Medical Human Resource strategy.
- Enhance the use of technology for integrating, managing and supporting health information.
- Continue to develop a secure, stable and sustainable Information Technology infrastructure.
- Develop a central Statistical and Indicator Repository for enhanced data accessibility to support evidence-informed decisions.



*Together we will strive for ...*

## Access to the most appropriate care in the most appropriate settings

Our discussions with the community during the CHA process revealed that accessibility to health services is important to people in Central Region. There are many dimensions of access relating to cultural beliefs, linguistic barriers, degree of trust in the system, and differing viewpoints regarding responsibilities and jurisdictional issues. The RHA Central will continue to plan and build capacity for improved access through strong collaboration with community partners.

### KEY PERFORMANCE MEASURES

- Client satisfaction
- Wait times
- Staff culture training
- Partnerships across jurisdictions
- Stakeholder and community engagement

### Strategic Priorities for this Board END are:

- Culturally sensitive health care in RHA Central
- Timely and effective access to care
- Collaboration across jurisdictions
- Client satisfaction
- Community engagement and partnership

### Operational Strategies ... To achieve our Strategic Priorities,

#### *We will:*

- Enhance the provision of culturally appropriate care and services to the Aboriginal people.
- Build system capacity to support delivery of Active Offer and bilingual health care services.
- Enhance client access to services by maximizing capacity and efficiency of programs.
- Enhance intake and navigation processes to facilitate access to services.
- Enhance programs and services through community engagement, collaboration and partnerships.



*Together we will strive for ...*

## A sustainable, safe and integrated client-centred health care system

People in Central Region are familiar with our core values of integrity, caring and excellence. The community expects that, above all, the RHA Central will consistently lead the way in establishing and providing high standards of care using evidence-informed practices. People who seek care are indeed entitled to a sustainable, safe and integrated client-centred health care system.

### KEY PERFORMANCE MEASURES

- Quality audits
- Number of infections
- Number of readmissions
- Number of disaster readiness exercises
- Innovative practices implemented
- Critical Incident Reports

### Strategic Priorities for this Board END are:

- A culture of safety throughout the RHA Central
- Quality health care in RHA Central
- Organization-wide accountability
- Continuity of care

### Operational Strategies ... To achieve our Strategic Priorities,

#### *We will:*

- Lead and support an evidence-informed regional approach to provide safe, standardized, high quality care efficiently and effectively.
- Ensure consistent evidence-informed practices in providing a safe environment.
- Improve operations readiness and management of emergency and disaster situations.
- Promote and design innovative and sustainable systems and practices.
- Promote an integrated spiritual health program.
- Enhance and promote processes for monitoring Quality & Risk.
- Promote the integration of ethics into processes, policies and procedures.



# Building for the Future - Strategic Capital Needs

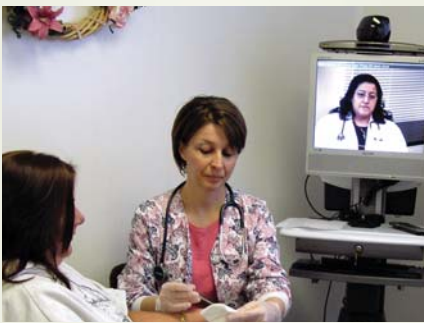
## Infrastructure

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, RHA Central capital needs address both infrastructure renewal and expansion and/or replacement of existing facilities.



## Planning Assumptions

- Central Region is experiencing an unprecedented population growth. With an expected increase of over 50% in the next quarter century, this is higher than the provincial projection of 41%. Notably, there are significant geographical differences in population patterns that are occurring, for example, between 1996 and 2008, the Morden/Winkler area has shown tremendous growth at 39%. With more people, volume pressures are evident as more health care “spaces” are accessed. Stresses on facilities and maintenance budgets continue to be experienced.
- A very strong growth of our population over the age of 65 is also projected with a rate of over 90% from the years 2006 to 2036. This will impact on how we plan for the continuum of service delivery for seniors.
- The potential increases in acuity levels have an effect on the need for long term care. For example, the wait time for personal care home (PCH) admissions for residents in acute care facility hospital beds increased in our Region and is much higher than the provincial wait time.
- As well, the Region has the second-highest length of home care cases in the province. In addition to long term care beds, we need to look at other housing options.
- With advancing age, we see varying degrees of disability and dementias and the requirement for different safe and secure environments.
- On the other hand, it is also noteworthy that in the same time period (2006-2036), the 20-54 age group in Central Region will increase by approximately 54% in contrast to the province’s 35%. Therefore, although there will be pressures in seniors’ services, we will simultaneously be required to address increasing pressures across the system such as obstetrical services, public health and others.
- With chronic diseases being a key driver in “The Third Frontier” of health care, the focus will be on a network of facilities and services along the continuum of health care within an overall context of wellness. People in Central Region expect to access quality health care services. Access Centres with a wellness component located in specific communities will also assist in navigating through a complex system. Remote wellness monitoring technologies that provide 24-hour vigilance could provide an outreach component to more isolated areas.



- Centres of excellence and innovation in two regional centres will build capacity across the continuum. The patient flow in both the Portage District General Hospital and the Boundary Trails Health Centre needs to be looked at in the context of new programs and services and increasing volumes.
  - Wait times in some locations and programs
  - In the context of the demographics, increased volumes and emerging evidence of care practices may impact on capital needs.
  
- 11.3% of RHA Central residents self-identified as Aboriginals in 2006 , an increase of 38% in a decade. This 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. RHA Central needs to explore opportunities in access, use and appropriateness of facilities for the Aboriginal population.
  
- To overcome human resource challenges, RHA Central has been proactive in developing human resource strategies. The capital needs of the human resources development plan are necessary elements of the plan. With the advent of in-region training, community-based learning and distance learning, clinical training units and additional educational spaces will be essential.
  
- Technology in healthcare, especially those supporting electronic health records, assists in providing for quality and safer health care. There is an increasing dependency on technology in health care therefore such resources also attract professionals to the Region. With appropriate capital infrastructure, RHA Central would be able to maximize opportunities in electronic patient information systems as well as other innovative approaches such as, e-Chart, Emergency Medical Response, Tele-Care, Telehealth, Lab Information Systems as well as specialized capital equipment which enhances innovations and procedure modalities.
  
- RHA Central Board ENDS speak to a healthy environment and a sustainable system. It is understood that building and environmental operations will consider and address criteria for "greening" our region.



In partnership with the community, a new wellness centre, Centre Albert-Galliot in Notre Dame de Lourdes, 2007.

## Capital Projects

Over the past few years, a few notable capital projects have been completed, are operational or are being planned:

- A new \$700,000 emergency medical services (EMS) station in Altona, 2010.
- New Telehealth sites in Gladstone, Notre Dame de Lourdes, St. Jean Baptiste, St. Claude and Swan Lake.
- A \$5 million improvement to the Portage District General Hospital Emergency Room and Intensive Care Units, 2009.
- Boundary Trails Health Centre Post Anaesthetic Care Unit/Same Day Surgery renovations
- Magnetic Resonance Imaging (MRI) Centre at Boundary Trails Health Centre, November 2007.
- In partnership with the community, a new wellness centre, Centre Albert-Galliot in Notre Dame de Lourdes, 2007.
- A new emergency medical services (EMS) station in Carman.
- Announcement of the impending construction of a new expanded personal care home, Tabor Home, for Morden-Winkler area, 2010.



A \$5 million improvement to the Portage District General Hospital Emergency Room and Intensive Care Units, 2009.



A new \$700,000 emergency medical services (EMS) station in Altona, 2010.

The overall aim of the strategic capital plan is to be a means of achieving our goal of having people in Central Region as healthy as they can be at a reasonable cost to the community. The RHA Central endeavors to provide suitable infrastructure for the provision of safe, effective client services across the continuum of care.

The RHA constantly assesses its facility infrastructure using the following criteria:

- utilization of services
- standards to support scope of services
- community needs
- efficient and effective use of available resources
- safe and functional environment for clients and staff
- demographics
- protection of assets
- cost avoidance.

In order to achieve the strategic goal, the magnitude of the projects proposed in each annual plan will include:

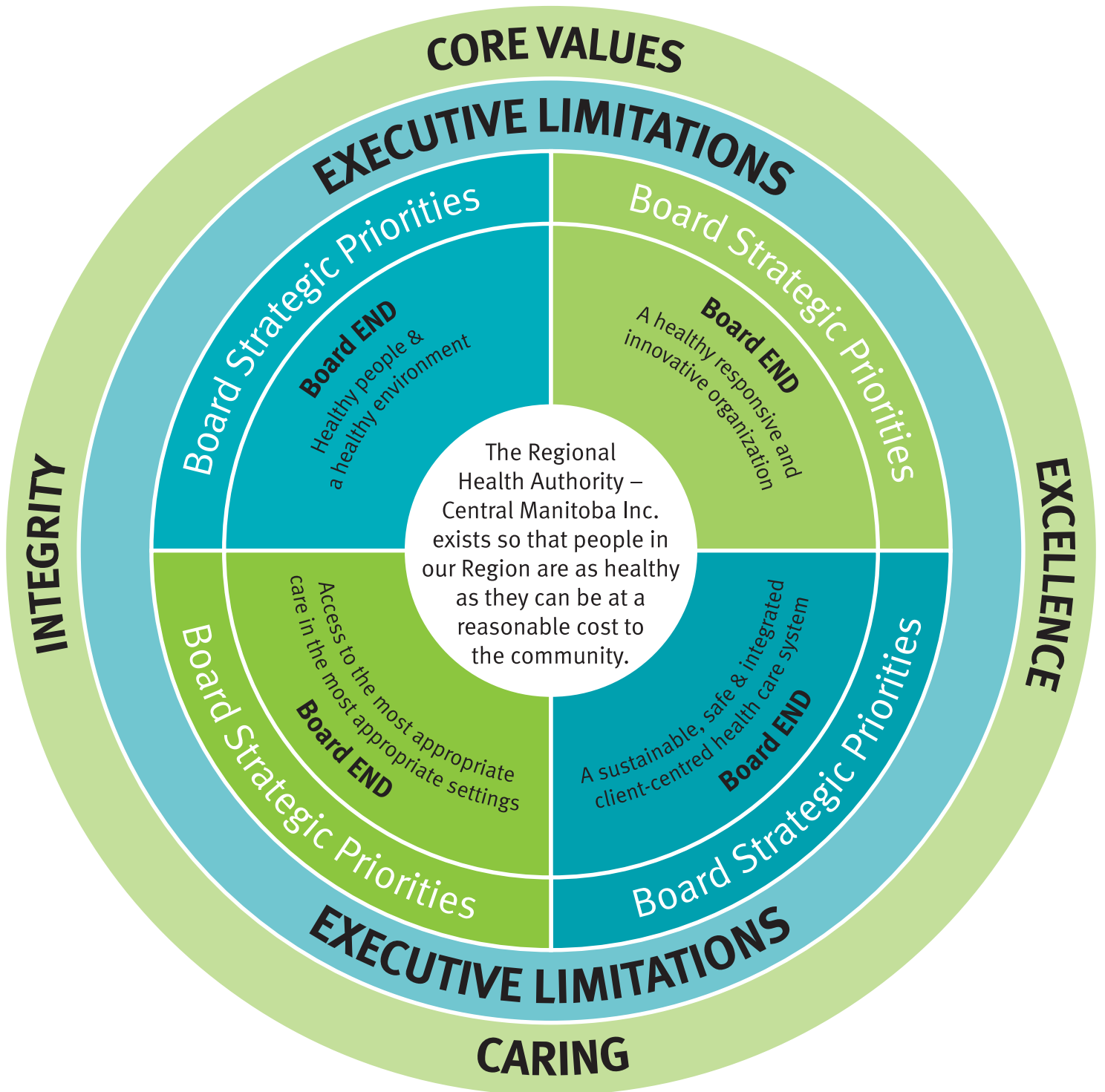
- annual safety and security projects, i.e. repairs to maintain or achieve a safe environment
- conversion projects, i.e. adapting an existing facility to a more suitable function or environment for the assigned scope of services
- expansion projects, i.e. enhancing existing facilities to accommodate additional volumes from existing services or for new services
- renovation projects, i.e. modifying an existing facility to a more functional state for existing services
- major new projects, i.e. the replacement of existing functionally deficient and time-expired buildings with new facilities in a format and location to meet current needs within RHA Central's overall service structure.



Announcement of the impending construction of a new expanded personal care home, Tabor Home, for the Morden-Winkler area, 2010.

**INTEGRATED STRATEGIC PERFORMANCE AND ACCOUNTABILITY WHEEL**

The Integrated Strategic Performance and Accountability Wheel is a conceptual framework that depicts strategy, balance and integration among key dimensions of organizational performance.



<p><b>STATEMENT OF PURPOSE</b></p>	<p>At the very heart of the circle is the Statement of Purpose declaring our organization’s reason for being - why it exists. As articulated by the Board of Directors, The Regional Health Authority - Central Manitoba Inc. exists so that people in our Region are as healthy as they can be at a reasonable cost to the community.</p>
<p><b>BOARD ENDS</b></p>	<p>From this central purpose, radiate our Board ENDS which prescribe organizational achievement in four focused yet comprehensive quadrants:</p> <p>Healthy people and a healthy environment</p> <p>A healthy, responsive and innovative organization</p> <p>Access to the most appropriate care in the most appropriate setting</p> <p>A sustainable, safe and integrated client-centred health care system.</p>
<p><b>BOARD STRATEGIC PRIORITIES</b></p>	<p>On the basis of the four Board END quadrants, the Board further establishes broad-level control by defining specific Board Strategic Priorities for each. While addressing a long-term perspective, Board Strategic Priorities create an agenda for action that reflects areas of primary concern within the current environment. They are therefore subject to constant review by the Board.</p> <p>The CEO and staff are then empowered to translate the Board’s Strategic Priorities into Action Plans, strategic initiatives and to align their operational practices to these priorities. To enhance accountability in this planning process, specific performance measures are identified and set according to desired targets of achievement. Organizational performance is then reported based on the identified measurements and targets in relation to the Board’s Strategic Priorities.</p>
<p><b>EXECUTIVE LIMITATIONS</b></p>	<p>The Board’s Executive Limitations policies delineate the broad limits within which the Action Plans and Strategic initiatives can be designed and operationalized across the organization. Applicable to all practices and activities in the organization, the Executive Limitations are embedded into the overall risk management process.</p>
<p><b>CORE VALUES</b></p>	<p>The outermost circle illustrates the RHA Central core values of integrity, caring and excellence. Figuratively, the core values circle embraces the whole organization and establishes the ethical foundation upon which strategic decision-making rests. Through the journey from the inner to the outer circle, our core values guide our behaviour and shape the strategies pursued and influence what we do, why we do it and how we do it.</p>



*As healthy as can be!*  
*As healthy as can be!*

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