

North Shore
Health Network



Réseau Santé
Rive Nord

STRATEGIC PLAN

2024 - 2026

IMPROVE

STABILIZE

CLARIFY

BACKGROUND

In 2013 the Blind River District Hospital expanded to include the Thessalon and Richards Landing-Mathews hospitals formerly operated the Sault Area Hospital. In 2016 the three-site small rural hospital rebranded to become the North Shore Health Network. Integration across three sites has been on-going for a decade, but there is still work to be done to truly be “one organization, three sites.”

This is the first strategic plan of the NSHN, the post amalgamation one having run from 2014-17, before the rebranding. With a high level of turnover in the executive ranks since 2017, including Chief Executive Officer, Chief Nursing Executive, and Chief Financial Officer, NSHN has been without a strategic plan since 2017.

As this plan is being developed, the most acute phase of the COVID-19 pandemic has passed, but the lasting effects on the health of our communities, our health human resources, and financial position can be acutely felt. NSHN has concluded an external review process in May 2023, giving recommendations and advice for how to increase the productivity of the organization and reduce costs. With this report NSHN is engaged with the funder, Ontario Health North and the Ministry of Health, to correct historical inequities in base funding and support a three-year improvement plan to return to a balance as required under the Public Hospitals Act. There are incredible pressures faced by the health system at this time, and virtually every public hospital in Ontario is faced with similar staff and financial challenges. NSHN is not immune to these as some unique challenges of its own. This context makes this particular strategic plan even more important for us to move through the next three years in a mission focused, values-based way.

Integration across three sites has been on-going for a decade, but there is still work to be done to truly be “one organization, three sites.”





VISION

One team providing equitable, high quality, integrated, rural health and wellness services for everyone.



MISSION

We provide effective compassionate healthcare.



VALUES

Living our mission and vision is underscored by our values through the acronym NSHN C.A.R.E.S.

Compassion

Responding with humility and humanity to those in need.

Accountability

Taking ownership of our words, actions, and results.

Respect

Valuing everyone with dignity and professionalism.

Equity

Practicing fairness, embracing diversity, and ensuring everyone feels seen and heard.

Sustainability

Committing to a sustainable future, financially, socially, and environmentally.



Given the position that the NSHN as an organization finds itself in, with many system pressures, unique local challenges, and a strong desire to continue to provide the best local services possible, we need to focus on our foundations over the term of this plan. So that we can grow into our vision, we need to shore-up our foundations with a phased approach:

Stage 1

CLARIFY

Getting clear about who we are is an important part of this plan, with renewed mission and vision statements, as well as values.

Stage 2

STABILIZE

Making sure our tank is full, so we can continue to serve our communities.

Stage 3

IMPROVE

Building on our foundation of safe, quality care to do better for those we serve.





“The three stages, as well as our renewed Mission, Vision, and Values give us a frame to work on tangible actions with measurable outcomes.”

-Tim Vine, President & Chief Executive Officer

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Stage 1

CLARIFY

Getting clear about who we are is an important part of this plan, with renewed mission and vision statements, as well as values.

CLARIFY

Communicate this strategic plan to NSHN community, including partners, First Nations, and municipality.

Use public townhall, Chief and Council, and municipal council meetings to spread awareness of the plan.

Embed the NSHN C.A.R.E.S. values.

Invest in branded items to distribute to staff; displace values and acronym in prominent places through NSHN sites; embed values in on-boarding; tie values to annual performance appraisals; integrate into external communications and social media presence.

Ensure capacity and capability of the Board, Senior Leadership, and the broader Leadership Team to execute the Hospital/Performance Improvement Plan.

Provide Board training and regular education sessions as part of the annual work plan; invest in target skills development for Senior Leaders; support in-service learning, invest in target skills development (like financial management for non-financial managers), and support medium to long-term education planning at the manager level.

Conclude a Hospital/Performance Improvement Plan with Ontario Health.

Continue to work through the Hospital Services Accountability Agreement process with Ontario Health.

Identify and articulate NSHN's role in the Algoma Ontario Health Team.

Continue to participate at the Governance Committee and Leadership Committee to ensure a rural voice.



Stage 2

STABILIZE

Making sure our tank is full, so we can continue to serve our communities.

STABILIZE

Establish a sustainable multilevel provider hospitalist program.

Work with the local physician group and staff nurse practitioners to establish a sustainable rotation given local resources.

Fully establish the Geriatric Program.

Continue recruitment for vacant positions and apply for reallocations of funding where needed for recruitable positions that fit the program and patient needs.

Continue to build flexibility into practices.

Ensure cross training and succession planning for key positions.

Identify gaps in care in our service area.

Work collaboratively with Trefry Centre and Dr. McLeod's program for western catchment.

Move to a truly participatory budget process within the Leadership Team.

In addition to the annual budget refreshers, Finance will work directly with the department manager and their senior manager to establish a realistic budget to be held accountable to through an iterative process.

Implement the Performance Improvement Plan (PIP).

Working with the Implementation Committee, Senior Leadership, and the Board, we will make the changes identified and committed to in the PIP, working towards a financially sustainable NSHN that has a balanced budget

Renew/build partnerships.

Sign the partnership agreement with Maamwesying; sign the protocol agreement with Nogdawindamin; formalize service level agreements for support of Huron Shores Family Health Team; engage with First Nations leaders and communities to be an ally in reconciliation; and engage municipal leaders to support local health advocacy.



Stage 3

IMPROVE

Building on our foundation of safe, quality care to do better for those we serve.

Improve

Create cultural safety throughout NSHN.

Invest in multimodal cultural safety training; commit to action on #22 of the Calls to Action of the Truth and Reconciliation Commission of Canada (and other Calls that are reasonably actionable by NSHN); develop better pathway for culturally competent community based care post-discharge; develop partnership for in-patient/LTC culturally appropriate care; identify and create a space for multi-use spiritual care; explore and if appropriate implement tri-lingual wayfinding signage; tie cultural learning to National Indigenous Peoples Day and National Truth and Reconciliation Day; work towards “economic reconciliation” by procuring items from Indigenous businesses; identify other diverse communities and work collaboratively on strategies to create cultural safety.

Collaborate with Maamwesying Ontario Health Team.

Establish relationship envisioned in Partnership Agreement; collaborate on shared areas of importance such as community-based care and mental health and addictions.

Be a full participant in the Algoma Ontario Health Team.

Continue to contribute to Leadership Council and Governance Committees; leverage OHT for local integration and service extensions/improvements.

Implement ONE/Meditech Expanse digital health transformation.

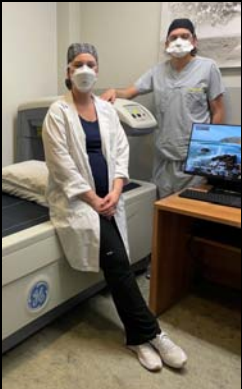
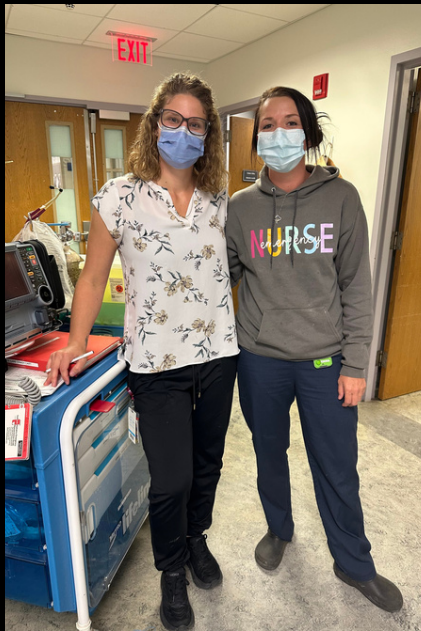
Allocate sufficient resources for smooth go-live; optimize post go-live environment to maximize patient benefit.

Become better environmental stewards.

Identify and eliminate single use plastics; substitute single use plastics for single use sustainable materials; reduce packaging waste; where feasible transition to reusable products; reduce energy consumption; use environmentally sustainable products.

Reach for a unified culture of one team at multiple sites.

Encourage regular leadership (especially Senior Leadership Team) presence at all three sites; common staff events (when and where safe and appropriate); align non-clinical services along service rather than by site; standardization across sites for services, products, and practice.



This plan isn't just a set of actions; it's a shared commitment to excellence. Together, we will navigate these stages, overcome challenges, and emerge stronger, more united, and true to our mission.

