



2020-24

# STRATEGIC PLAN

EXEMPLARY CARE • TRUSTED PARTNER



HAWKESBURY AND DISTRICT GENERAL HOSPITAL  
HAWKESBURY • CASSELMAN • CLARENCE-ROCKLAND

[HGH.ca](https://www.hgh.ca)





A dark blue background featuring a stethoscope and medical forms. The forms include fields for 'FAMILY MEDCENTER - PR', 'Address:', 'Ext/Dept:', 'Emergency (Friend or Relative not listed above. ONE M...', 'Address:', and 'Relation:'.

To promote health and  
to provide compassionate  
care for our communities  
through the cycle of life.

— OUR MISSION



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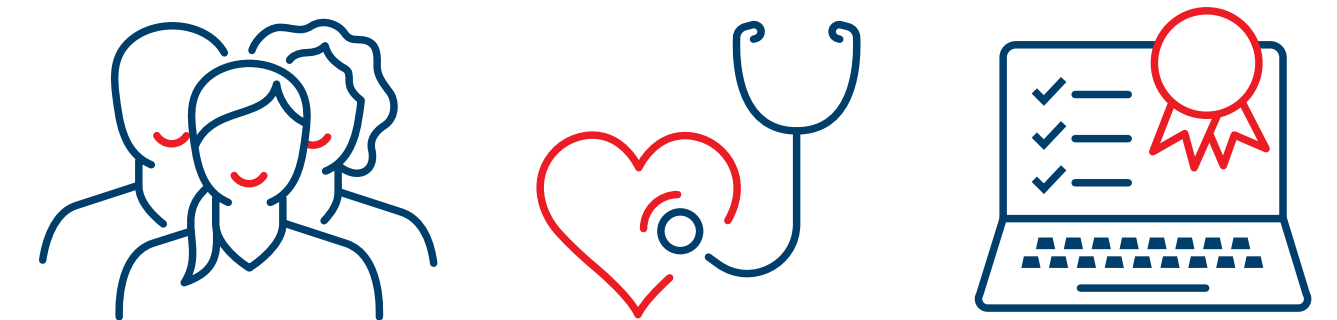
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# Building on Our Achievements

Since the launch of our major redevelopment project in 2014, HGH has been on a path of expansion with the goal of providing our patients with a wider range of programs and services, closer to home.

From 2020 to 2024, we will pursue our journey of excellence by focusing on **three major pillars**:



## Our People

- Invest in the education and training of our professionals and staff to ensure the application of best practices.
- Foster an organizational culture in which people are inspired to embody our values and excel in the delivery of quality services.

## Service

- Engage patients and families in all phases of care to deliver a positive patient experience and optimal outcomes.
- Better integrate our operations with community partners to ensure a seamless continuum of care.

## Performance

- Reach even higher to achieve consistent levels of quality, performance and patient satisfaction in all programs and services.
- Expand our digital system and tools to enable patients, providers and partners to more quickly and comprehensively access the information they need.



# Proof of Excellence

Our efforts to provide exemplary care and services were formally recognized in 2019, when HGH received again the highest accreditation status for a hospital in Canada: *Accredited with Exemplary Standing.*

Dedicated people pursuing healthcare excellence through teamwork, innovation and leadership.

— OUR VISION





# Official Teaching Site

Remaining at the forefront of healthcare modernization is a tangible benefit of our affiliation with the Faculty of Medicine of the University of Ottawa. Medical education and training combined with the development of new care programs and services are enablers for realizing our ambitions.

For many years, excellence has been the cornerstone of our efforts and has become an integral part of our fabric.

*Official teaching site  
affiliated with*



**uOttawa**

Faculté de médecine  
Faculty of Medicine





# A New Bilingual Regional Hospital for Prescott-Russell

From its main campus in Hawkesbury and two satellite centres, the New HGH offers a full range of programs and services as well as medical care programs for outpatients, including consultation and treatment, diagnostic, surgical and rehabilitation services in multiple key specialties.

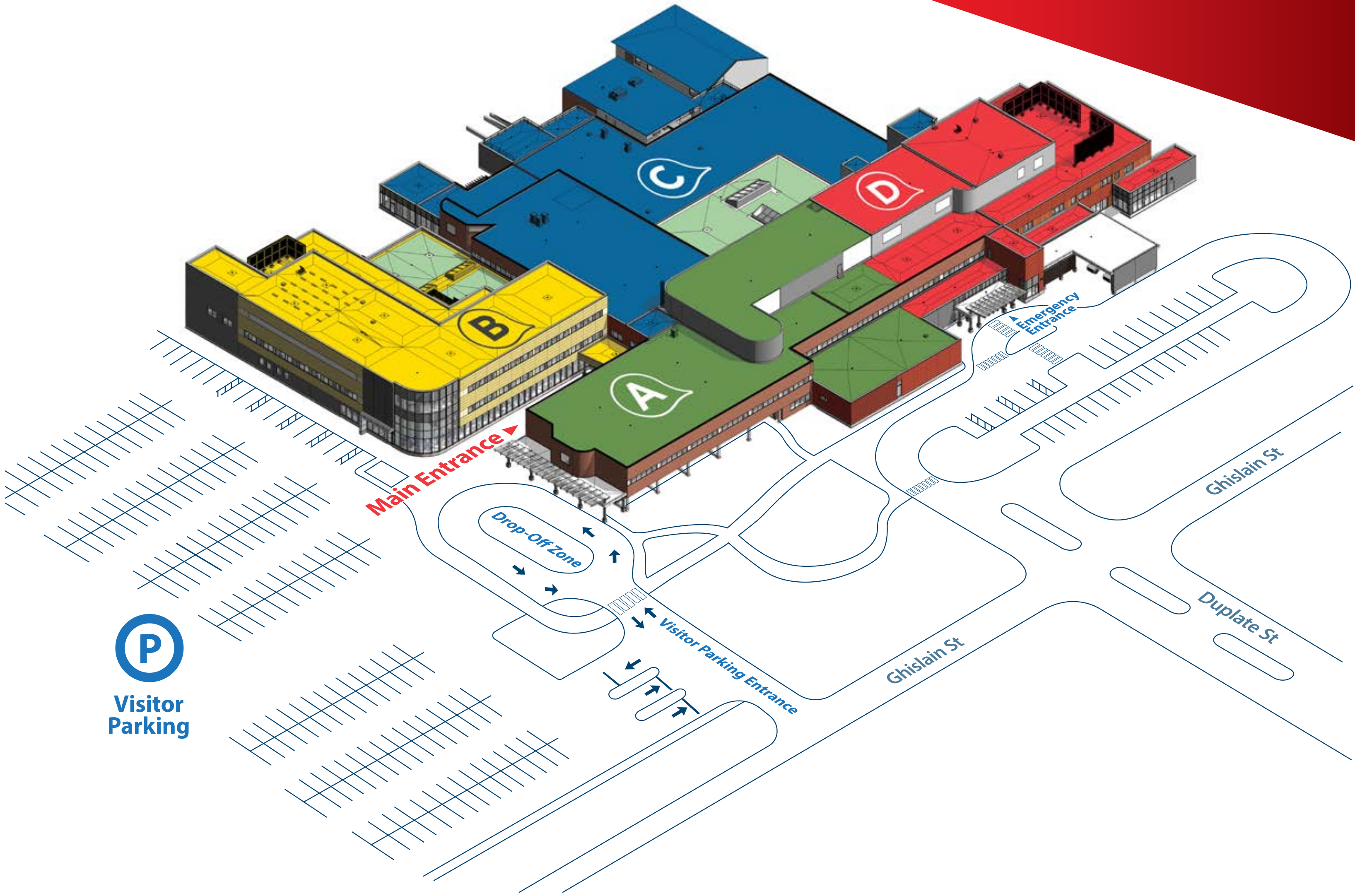
Patients benefit from advanced technology, equipment and procedures delivered in modern, comfortable and efficient purpose-built facilities.





# THE NEW HGH

DEPARTMENT	BLOCKS	LEVEL
Administration	B <span></span>	3
Ambulatory Clinics	B <span></span>	1
Cafeteria	C <span></span>	1
Cardiology	A <span></span>	1
Complex Continuing Care	B <span></span>	2
Diabetes Clinic	B <span></span>	1
Emergency	D <span></span>	1
External Rehab	B <span></span>	0
Family Birthing Centre	D <span></span>	2
Foot Care Clinic	B <span></span>	1
Hemodialysis	B <span></span>	1
Human Resources	B <span></span>	3
Intensive Care Unit	D <span></span>	1
Laboratory	D <span></span>	0
Medical Day Unit	B <span></span>	1
Medical Imaging	A <span></span>	1
Medical-Surgical Unit	A-C <span></span> <span></span> <span></span>	2
Obstetrical Clinic	D <span></span>	2
Perioperative Services	C <span></span>	1
Specimen Collection Centre	A <span></span>	1



The New HGH after an investment of \$200 M in infrastructure, equipment and information technology.



Respect  
Quality  
Collaboration  
Integrity  
Compassion

— OUR VALUES

## Our Team

**750**  
employees

**150**  
physicians

**130**  
volunteers





# Overview of Annual Activities

at March 31, 2020

**100**  
 beds



Visits



**48,700**

Ambulatory Care

**48,135**

Emergency Department/  
 Intensive Care Unit

**34,037**

Mental Health/Therapeutic  
 Outpatient Services

Services

**432,692** lab tests

**6,962** perioperative services  
*(surgical procedures, including day surgery)*

**29,946** inpatient days of care

**3,989** patient admissions

**65,858** medical  
 imaging procedures



**\$94 M**  
 operational  
 budget



**\$2 M**  
 capital  
 expenditures



**477** newborns  
 at our Family  
 Birthing Centre

Ambulatory  
 Care

**41** specialty clinics

**19** consultation rooms

**16** treatment stations  
*(medical day unit, chemotherapy,  
 hemodialysis)*

**8** cardiology  
 consultation rooms

**4** surgical/endoscopy  
 rooms

**2** minor surgery rooms

**2** telemedicine rooms

**1** fracture room

**1** urogynecology room



# A Broad Range of Medical Care, Treatments and Surgeries

HGH patients, adults and children, have access to specialty ambulatory care, close to home.

## Ambulatory Clinics

- Allergy
- Cardiac Prevention and Rehabilitation
- Cardiology
- Chemotherapy/Oncology
- Dermatology
- Diabetes
- Ear, Nose and Throat
- External Rehab
- Foot Care and Chiropody
- Gastroenterology
- Geriatrics
- Gynecology
- Internal Medicine
- Nephrology
- Neurology
- Obstetrics and Prenatal Care
- Orthopedics
- Pain Management
- Pneumology and Respiratory Therapy
- Pre-op Clinic
- Sleep Lab
- Telemedicine
- Urogynecology
- Urology

## Day Surgery

- Carpal tunnel release
- Colposcopy
- Dental Surgery
- Endoscopy (colonoscopy and gastroscopy)
- General Surgery
- Gynecology
- Minor Surgery
- Otolaryngology (ENT)
- Orthopedics
- Urogynecology
- Urology

## Medical Imaging

Full range of exams and screening tests using state-of-the-art equipment, including new MRI and CT scanner:

- Bone mineral density
- Cardiac ultrasound
- CT scan
- Fluoroscopy
- Mammography
- MRI
- Obstetrical ultrasound
- Radiography
- Ultrasound
- Virtual colonoscopy

## Medical Day Unit and Hemodialysis

Medical treatment for patients admitted for periods ranging from 3 to 12 hours.

**Most common treatments include:**

- Administration of intravenous medication
- Blood transfusion
- Installation and care of PICC Lines
- Medical procedures such as paracentesis and joint injections



# Mental Health and Addiction Regional Centre

Our approach considers the whole person: **emotions, body and thoughts**, as well as other aspects playing a role in mental health such as loved ones and social surroundings.

We collaborate with community partners and other healthcare professionals to ensure **the best outcomes for our clients**. We refer our clients to one of our **five main programs** or the appropriate resource through our Centralized Access.

## We help people going through difficult situations related to:

- Depression, stress and anxiety
- Substance abuse and problem gambling
- Crisis and trauma
- Grief and relational problems
- Schizophrenia and dementia
- Sexual assault and domestic violence

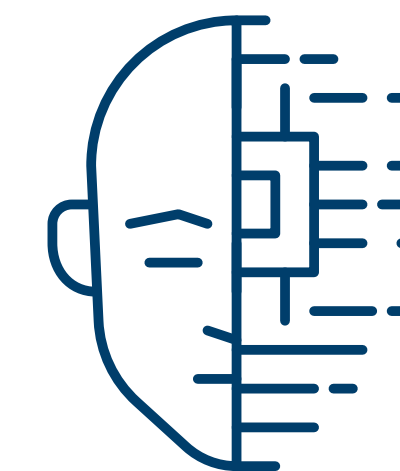
Team of **65**



including 6 psychiatrists and 55 healthcare professionals

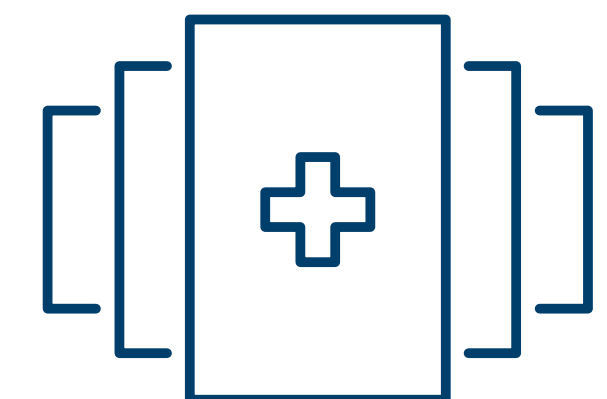
**25,000**  
visits per year

**3,250**  
clients



**1**  
cyber psychology lab

**5**  
main  
programs







# Technological Advances: A Modern Way of Delivering Care





# Epic Health Information System

Implemented in 2019, Epic is a computer software and network that connects HGH, The Ottawa Hospital and four other regional health partners.

Such connectivity brings **significant benefits** for hospitals, physicians, referring care providers, patients and families.



Electronic medical record accessible to care providers and patients through *MyChart* from anywhere and on any device.



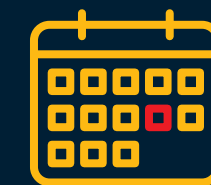
Real-time access to test results and patient medical information, allowing care providers to make timely, informed decisions based on the most comprehensive and connected information.



Increased patient safety through standard care protocols, medication reconciliation and physician alerts for critical test results.



Increased patient satisfaction: no more need for patients to repeat their medical history, no more lost test results or unnecessary duplication of tests.



Increased patient engagement in their own care through their appointment calendar and results.



Considered the gold standard  
in North America for health  
information technology,  
Epic brings patient-centred  
care into the digital age.





# New High-Functionality CT Scanner

Since December 2019, HGH physicians and patients have access to the latest technology in medical imaging.

The new CT scanner brings **significant benefits** for patients, physicians and referring care providers:

**For physicians:** better visualization of the smallest details to better discriminate between tissues and detect pathologies. The 128-slice scanner meets the highest standards of performance in terms of cross-sectional images, reconstruction, vascular imaging techniques and radiation protection.

**For the hospital and referring physicians:** increased capacity and short wait times. Projection of 10,000 exams per year.

**For patients:** prompt appointments, faster results and better outcomes. The machine can accommodate bariatric patients. Specialty care close to home.





# Magnetic Resonance Imaging (MRI)

Since July 2020, patients no longer need to travel to Ottawa for MRI exams. This additional technological advance brings new exams never possible before at HGH, namely in brain with clinical indication; angio, spine, pelvis and abdomen specialty imaging.

**New!**

MRI is a painless medical imaging test that uses magnetic fields, radiofrequency waves and an information system to make detailed three-dimensional pictures of the organs, bones and tissues inside the body.





# HGH, a Modern and Efficient Hospital

Four **strategic directions** will guide the future development of our hospital for the 2020-24 period. They will reinforce our commitment to delivering accessible, high-quality, patient-centred and well-coordinated healthcare, as close to home as possible.



**Better  
Access**



**Better  
Health**



**Positive  
Experience**



**Seamless  
Transitions**



# Better Access

Our communities rely on a **wide range of bilingual** and highly **accessible healthcare services**.

## Strategic Goals

- The scope and depth of services offered are reflective of a regional hospital mandate and community needs.
- Area residents and system providers are fully aware of evolving HGH programs and services and their accessibility.
- Processes and systems used for facilitating access and information sharing are effective and efficient (reception, registration, booking, reporting, etc.)
- Wait times in major program areas are monitored and meet or exceed provincial benchmarks.







# Better Health

Patient **recovery**, state of **health** and **wellness** are **optimized** through high quality, person-centred and effective care and services.

## Strategic Goals

- HGH establishes high standards of care reflective of continuous quality improvement and evidence-based best practices.
- Recruitment, retention, continuous education and evaluation systems are in place to ensure an optimal level of professional competence.
- The *Framework for Patient and Family Centred Care* is integrated across the organization and reflects ongoing patient engagement.
- Patient care and services are delivered through effective systems, processes, optimal use of resources and interdisciplinary models of care.

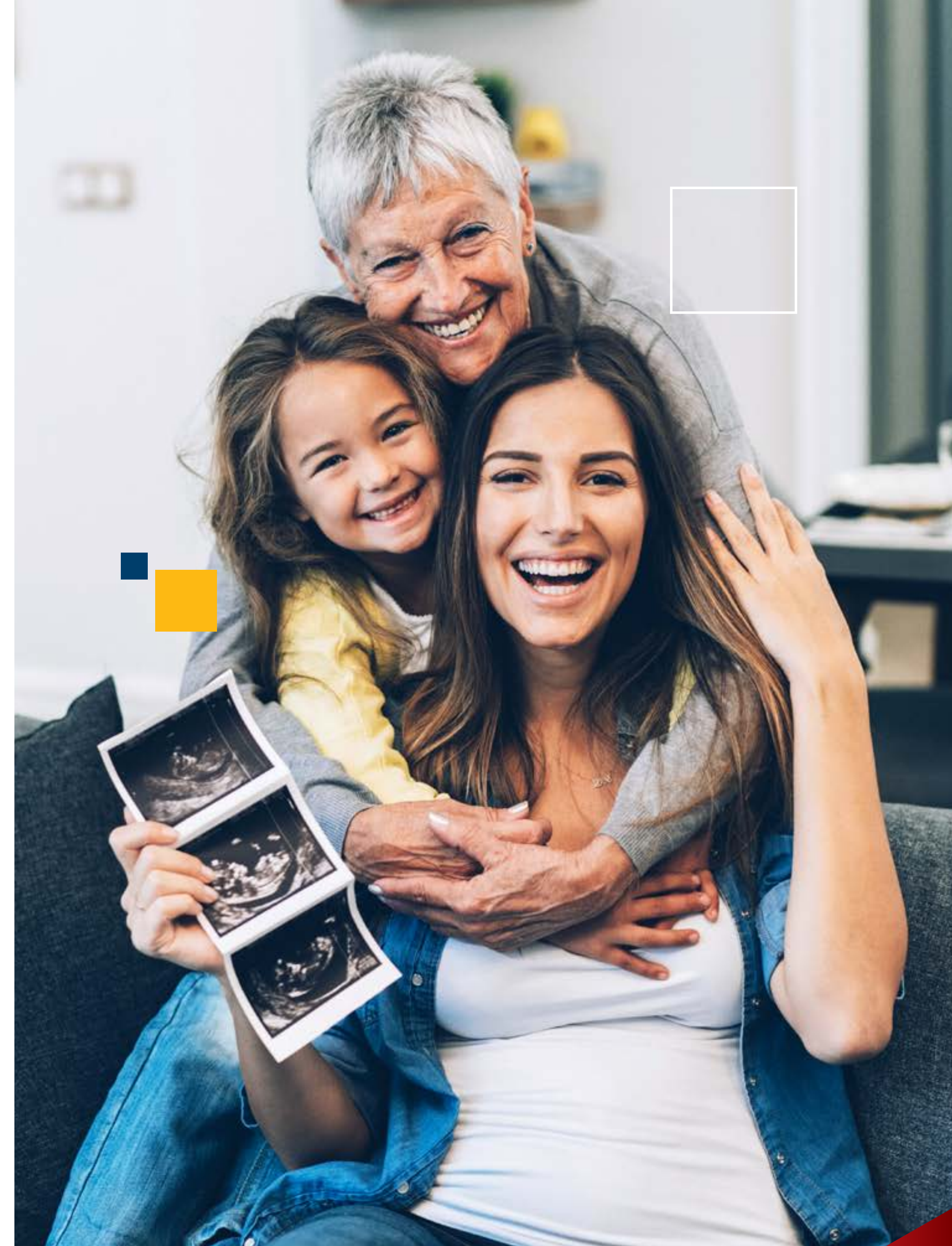


# Positive Experience

**Compassionate care and exemplary service in a modern, safe and healing environment** contribute to a positive experience for patients and their loved ones.

## Strategic Goals

- Compassionate care and exemplary service are achieved when management, employees, physicians and volunteers integrate HGH values into everything they do.
- Patients and loved ones are aware that mechanisms are in place to provide input regarding their hospital experience.
- HGH has effective and well communicated patient relations processes in place aimed at improving the patient experience.
- HGH has standards in place to ensure a patient environment that is modern, safe and healing.





# Seamless Transitions

Patients experience **seamless transitions of care** through effective **practices** and **partnerships**.

## Strategic Goals

- HGH adopts an “open door” approach whereby patients are engaged and connected to the appropriate service.
- HGH staff support patients and loved ones throughout the transition process including at the admission and discharge/transfer planning stages.
- HGH adopts a “warm hand-off” approach whereby patients are appropriately connected with the next level service provider.
- HGH applies innovative approaches to facilitate and complete transitions of care in the most effective manner.



# Our Way Forward

The successful implementation of our Strategic Plan 2020-24 and improvement to our operations implies the implementation of concrete changes and the execution of realistic work plans. These major initiatives have been lumped under three pillars of intervention.

## Major projects planned for 2021-22:

### Our People

- **Workplace of Choice:**  
We will create a work environment that positions HGH as an employer of choice.
- **Recruitment and Education Plan:**  
We will develop a medium-term plan for professional orientation and education.

### Service

- **Consolidation of clinical programs and service offerings** through the implementation of Lean methodology and streamlining processes.
- **Development of Prescott-Russell Health Team** in collaboration with 22 regional partners.

### Performance

- **Operational Optimization Plan** aiming to achieve financial stability through corporate initiatives such as Patient Access and the Optimization Plan.
- **Enhancement of the Health Information System** functionality to expand our digital systems and tools to patients and providers, and facilitate access to health services and information for patients and referring physicians.



# With the Future in Mind for Prescott-Russell

**Develop a functional design.  
Complete technical planning.  
Build a new health hub facility,  
centered on community care.**

Planned for 2022-23, the **Prescott-Russell Community Health Service Hub** in Casselman will accommodate the needs of community health care and mental health and addiction services in the geographic area of Casselman. The new building, located near the downtown, will also provide sufficient space capacity for a range of community health programs and services complementary to existing services in the immediate district. Additional space is planned for the relocation of three partner organizations:

- the Canadian Mental Health Association - Champlain East (Casselman area);
- the Prescott-Russell Emergency Services currently located in Casselman;
- the Dementia Adult Day Program and First Link Family Program operated by the Alzheimer Society of Cornwall and District.





# In Conclusion

We are committed to achieving the intended results of this collective effort that will bring our growing community to view, adopt and promote HGH as an exemplary community hospital and a trusted partner, one that is recognized for its culture of **compassion**, its spirit of **innovation** and its commitment to **excellence**.



COMPASSION  
INNOVATION  
**EXCELLENCE**



