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# STRATEGIC PLAN

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## ROCK LAKE HEALTH DISTRICT and PRAIRIE VIEW LODGE



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2016 - 2021



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***The 2016-2021 plan was prepared and presented by:  
Ginger Collins – Chief Executive Officer***



# **ROCK LAKE HEALTH DISTRICT**

## **OUR VISION**

For now and the future - Working together for quality healthcare and wellness for all.

## **OUR MISSION**

Rock Lake Health District, together with our stakeholders, will provide sustainable, excellent health care that promotes wellness to all who live and work here.

## **OUR CORE VALUES**

Our values impact who we are, how we operate, whom we hire and how we interact with the people we care for and work with.

### ***Integrity....***

*Doing what we say and saying what we do.*

### ***Caring....***

*Showing compassion, empathy and advocating for those we serve for the whole person, body, soul and mind.*

### ***Accountability....***

*In how we manage our resources, recognizing that each person has a choice and a responsibility for their healthcare and lifestyle choices.*

### ***Accessibility...***

*We are here for all.*

### ***Respect....***

*We show respect to all.*

### ***Dignity...***

*We preserve dignity in the presence of living and dying.*

These values support our beliefs in professionalism, teamwork, strong human resources, lifelong learning and responding ethically in all we do.

*Rev. March 28, 2012, Jan. 2014, 2015, Feb. 2016*



# **PRAIRIE VIEW LODGE**

## **OUR VISION**

**A compassionate home, providing excellent care.**

## **OUR MISSION**

Prairie View Lodge, sponsored by the United Church of Canada, supported by the Christian faith community, will provide an innovative, safe and caring home for the wellness of all who live and work here.

## **OUR CORE VALUES**

Our values impact who we are, how we operate, whom we hire and how we interact with the people we care for and work with.

### ***Integrity....***

*Doing what we say and saying what we do.*

### ***Personal Faith...***

*Each person has the right to express and practice their beliefs and faith.  
Each person can access a spiritual leader of their choosing.*

### ***Caring....***

*Showing compassion, empathy and advocating for those we serve for the whole person, body, soul and mind.*

### ***Accountability....***

*In how we manage our resources, recognizing that each person has a choice and a responsibility for their healthcare and lifestyle choices.*

### ***Accessibility...***

*We are here for all.*

### ***Respect....***

*We show respect to all.*

### ***Dignity...***

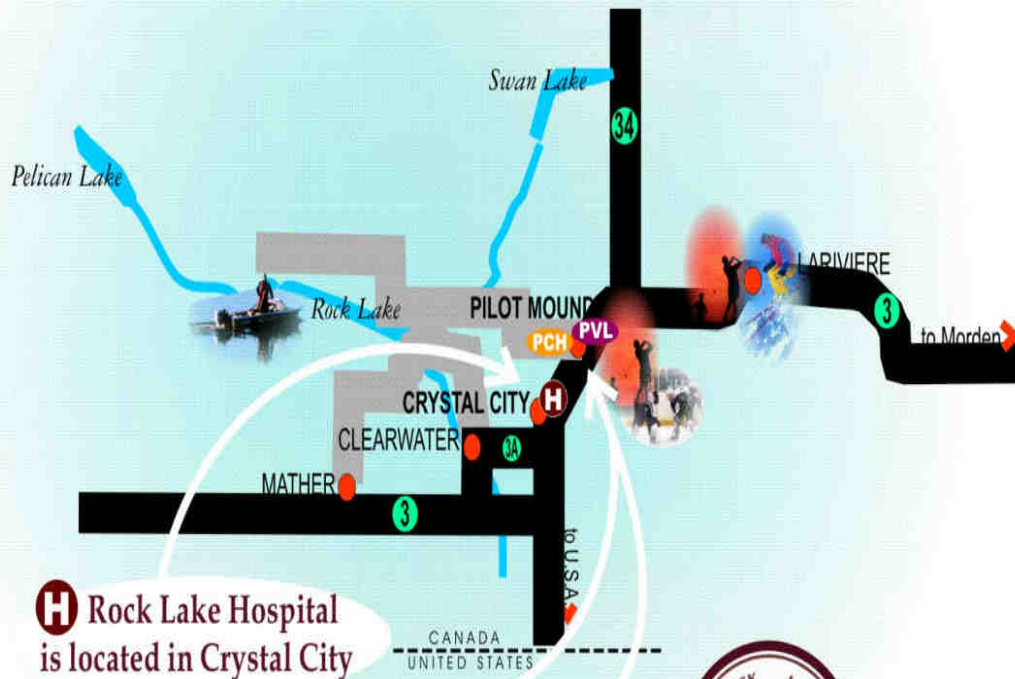
*We preserve dignity in the presence of living and dying.*

These values support our beliefs in professionalism, teamwork, strong human resources, lifelong learning and responding ethically in all we do.

Rev. April 27, 2011, March 2014, February 2016



# Geographical Area of Service

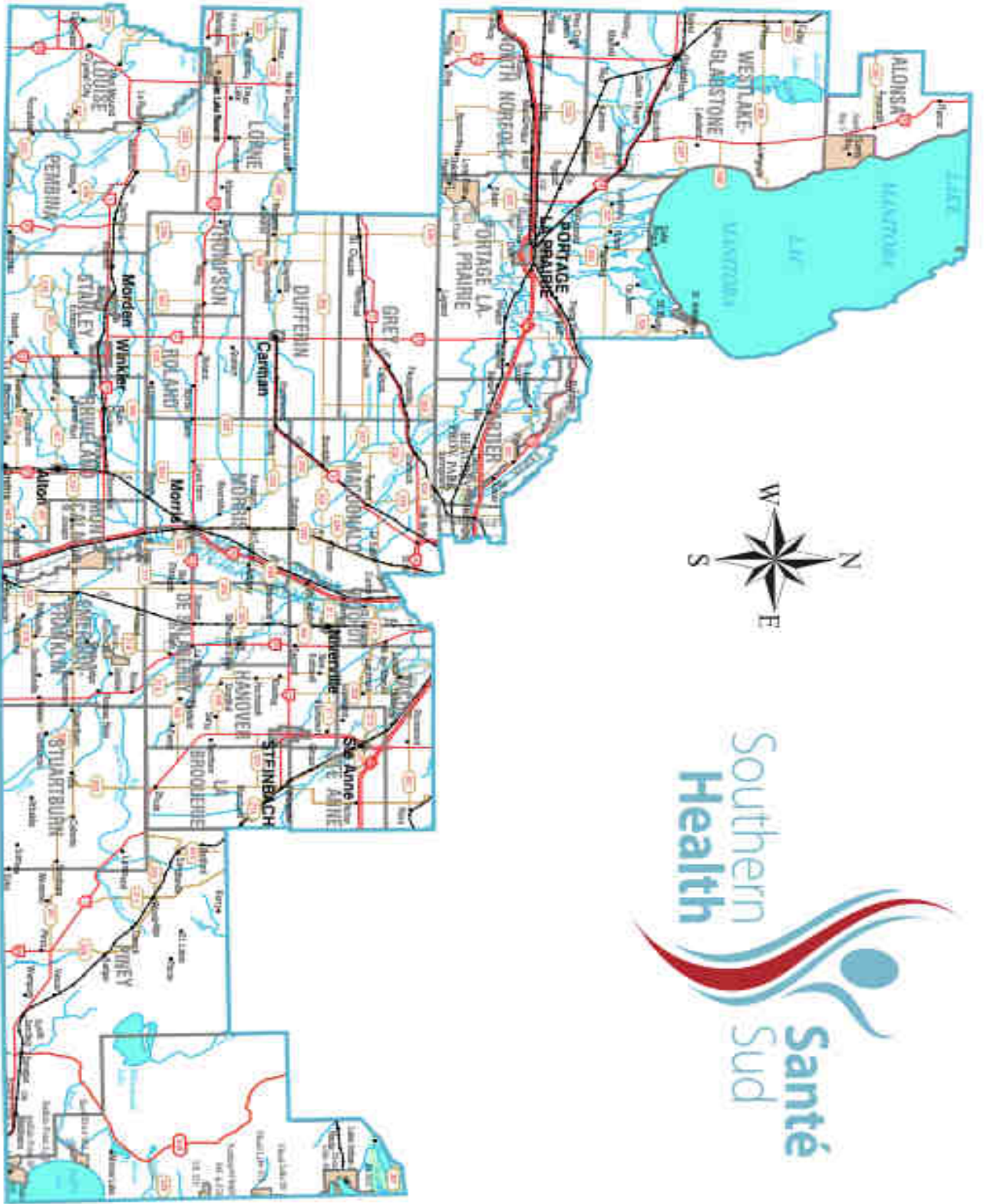


**H** Rock Lake Hospital is located in Crystal City

**PCH** Rock Lake Personal Care Home and the

**PVL** Prairie View Lodge are located in Pilot Mound





**REPRMAP**

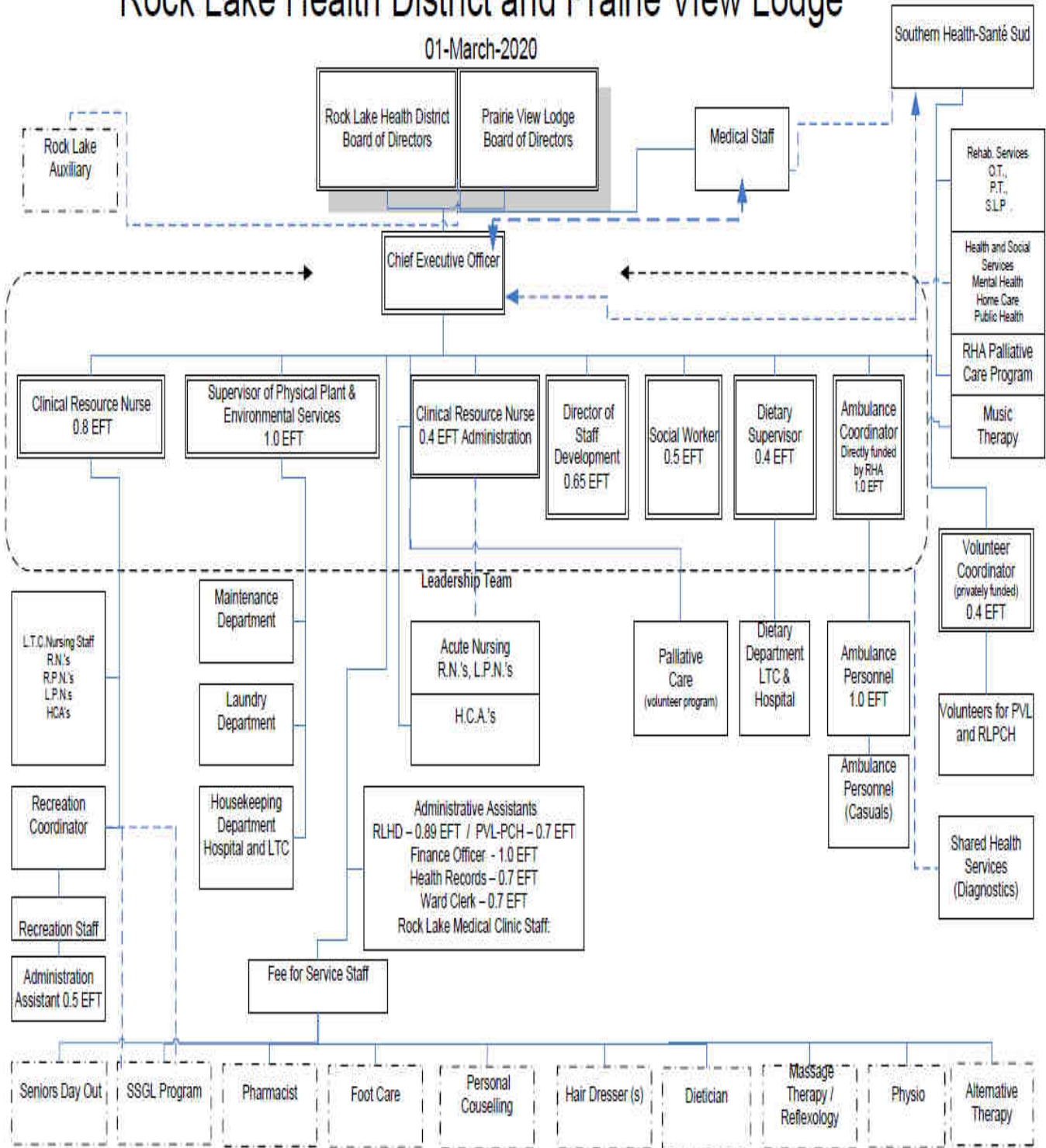
The 2016-2021 Strategic Plan for the Rock Lake Health District is available at: [www.rocklakehealth.ca](http://www.rocklakehealth.ca)





# Rock Lake Health District and Prairie View Lodge

01-March-2020



Reviewed

March 2020



## **Rock Lake Health District (RLHD) & Prairie View Lodge (PVL) Strategic Plan 2016 – 2021**

*Rock Lake Health District and Prairie View Lodge Board of Directors and Leadership Team are pleased to once again present our vision for providing programs and services to our area residents and are committed to reaching those goals in an effective, efficient and timely manner. This strategic plan has been established through visioning and in collaboration with community members, Board of Directors, Southern Health-Santé Sud (SH-SS), RLHD staff and clients. Our strategic direction is also based on the outcomes of our Board visioning days held in 2015, as well as through various survey results, quality reports, occurrence and complaint management processes and general input gathered from groups represented through the Board of Directors.*

*As in the past, we remain engaged with our communities through strong partnerships with a variety of stakeholders. In keeping with our Mission, Vision and Values, this plan is dedicated to the provision of safe, sustainable and excellent Health Care that promotes wellness to all who work, receive care and live within our communities. This plan supports our beliefs in professionalism, teamwork, strong human resources and responding ethically in all we do.*

*In keeping with the mandate of the Southern Health-Santé Sud., Rock Lake Health District (RLHD) and Prairie View Lodge (PVL) have taken the initiative to gather information on the needs of our communities through the comprehensive Community Health Assessment as well as the SH-SS Strategic Directions. The Board of Directors have chosen initiatives based on identified Organizational and Community needs.*

*In collaboration with SH-SS, the Board of Directors, as appointed representatives of the communities they serve, strive to assist in meeting the SH-SS mandate of promoting and protecting the health of the population within the Region through initiatives which will develop and implement measures for the prevention of disease and injury and the promotion of healthy lifestyle practices. We also continue to strive to reach for the overarching goal of insuring the population we serve is “As Healthy As Can Be, at a Reasonable Cost to the Community.”*

*Our Strategic Direction 2011 – 2016 has served as a catalyst to promote growth within the RLHD and PVL organizations. We are proud to have achieved a major milestone in 2015 with the grand opening of the long awaited Alternative Care Unit. With the full support of the community, both financially and emotionally, RLHD and PVL will provide quality services to those living with Dementia, now and long into the future.*





**We look forward to working together with our stakeholders as we move toward achieving our goals and dreams throughout 2016- 2021!**  
**Strategic Directions 2011-2016**

***Our primary mandate is to:***

- **Maintain present programs and services offered by RLHD and PVL including:**
  - Long Term Care Services in RLPCH and PVL
  - Independent Living Suites at PVL
  - Acute care Services at RLH
  - 24-hour Emergency Medical Services
  - Management of Physicians Clinic and Reasonable access to Physicians
  - Integration and reasonable Access to Regional services such as Mental Health, Rehabilitation, Home Care and Public Health
  - Health Promotion and Disease Prevention Initiatives as resources allow
  - Continued support and promotion of the Alternative Care Unit

*These programs and services are to be provided within a reasonable cost and continued support for these will be negotiated through a budgetary process that reflects our actual needs.*

*This mandate, while driven by the RLHD & PVL Boards of Directors, CEO and Leadership Team, will require the support and commitment of our valued and dedicated staff, volunteers and community to achieve the goals and objectives outlines within these pages.*

***The strategic direction plan for RLHD and PVL includes our primary mandate and the following specific strategic directions:***

- *To maintain a full compliment of Human Resources including Physicians.*
- *To foster and nurture a culture of Quality, Safety and Risk Management throughout Rock Lake Health District and Prairie View Lodge*
- *To investigate the expansion of the Palliative Care Space at Rock Lake Hospital*



## Strategic Direction # 1:

**Goal: To maintain a full complement of Human Resources.**

**Objective #1:** To focus on the recruitment and retention of all healthcare staff, including Physicians that practice in Rock Lake Health District and Prairie View Lodge

### **1. Recruitment of staff:**

1. Continue securing recruitment funding from RLHD/PVL Boards/Foundation for the purpose of offering RN and LPN's recruitment grants upon hire that are provided with a return of service contract.
2. Continue to advocate for funding grants through the Foundations for all staff who wish to further their ongoing education and whom make funding requests to Foundations.
3. Continue to explore opportunities for training courses, offered locally, for HCA's and LPN's.
  - a. Work with Colleges to offer another HCA Course
  - b. Work with Colleges to offer a HCA Challenge Course as necessary
  - c. Work with Colleges to offer a Rural LPN Course within our Health District
    - i. Possibly link with Pilot Mound Collegiate for classroom space
    - ii. Connect with Pilot Mound Collegiate in regards to HCA Course through school hours
4. To increase public awareness of our Health District staffing needs and programs available through reports at Annual Meetings, as well as newsletters, RLHD website as well as general communication to community organizations through staff and board members.
5. Identify people who have a desire and ability to learn and develop new skills consistent with our program needs and to encourage development.
6. Continue to be involved with the local community high school program CTS (Career and Technology Studies) in all departments to encourage healthcare careers.
  - a. Develop a brochure for CTS Credit and Volunteer Hours (Heather to complete and return to leadership)
  - b. Organize a career table at Parent Teacher Days to allow parents to understand career options
  - c. Create a career information table at the school (Kim to speak with Principal)
7. Continue to follow up with students in accredited professional programs who may be potential recruits
8. To be aware of professional college schedules for graduation in order to be in contact with potential recruits
9. To fully utilize RLHD/PVL website for recruitment, keeping data and advertisements current
  - a. Endeavour to keep Web Site current
    - i. Ginger to review and update with Administrative Assistant by September 2016
    - ii. Ginger to put a process in place for Administrative Assistant and CEO to keep current
10. Continue to have Leadership Team members available to present to schools, organizations, career symposiums and community as opportunities arise. A presentation was developed in 2008 and can be utilized as required.



## 2. *Retention of Existing staff:*

1. Planning of Appreciation events throughout the year
  - a) Continue to implement Board of Director's policy # HR-r-05 Recognition of Staff and Volunteers. One event per year for staff Appreciation i.e. BBQ
  - b) Provide a token of appreciation at Christmas time to each staff member i.e. hats, cups approximately a \$5.00 gift value per staff member
  - c) Just say "thank you" in real time when you are present with staff
  - d) Supervisors to use Intentional praise; "Catch them doing good" and acknowledge
  - e) Continue to offer free parking at all facilities and erect a sign Re: free Staff parking provided annually by Rock Lake Health District & Prairie View Lodge Board of Directors
2. To expand current Human Resource Plan
  - a) Continue to foster a positive, respectful and responsive organizational culture
  - b) Leadership Team to deal with concerns and complaints within the workplace and bring about timely resolutions.
    - i. Leadership Team to work on issues of discipline in a timely manner
    - ii. Follow up with initial complainant, without giving details, ensuring that issue has been dealt with. Continue to follow through.
  - c) Continue to support the regular paid education every two years
  - d) Promote & monitor ongoing education consistent with discipline need
    - a. CEO to continue to advocate regionally for budget to include educational funding for mandatory required education for staff
  - e) Maintain strong job descriptions for each department that will ensure we are hiring staff with appropriate credentialing to be successful in their position [S:\Human Resources\Job Descriptions](#)
  - f) To provide untrained staff with the tools required to be successful in their positions i.e. HCA Untrained Aide shadow program
    - a. Review current on the floor orientation patterns to better integrate staff into all departments
      - i. CEO and Supervisors to review orientation process for each department by October 2016
      - ii. Develop a formal/informal interdepartmental mentorship program within departments to assist staff in succeeding at their job
3. To maintain performance evaluation process to include future planning
  - a) Discuss future plans and offer encouragement for advancement from within and follow up
  - b) Offer encouragement for ongoing learning opportunities.
4. To maintain an effective attendance management program for all staff
  1. Enforce Attendance Management program process [S:\POLICIES & PROCEDURES ADMIN MANUAL\USE THIS ONE\) POLICIES & PROCEDURES ADMIN MANUAL\HR POLICIES\ATTENDANCE AT WORK POLICY HR-a-20\ATTENDANCE AT WORK POLICY - HR-a-20.doc](#)
  2. Supervisors to prioritize those staff who have a sick time absenteeism greater than 4%
  3. Supervisors to set up meetings and Attendance Plans in place by October 2016
  4. Continue to monitor attendance and follow up as required



### 3. *Recruitment / Retention of Physicians*

1. To work with Physicians as they build and manage their client base.
  - a. Continue to track clinic patient counts to determine the need for a third Physician in a fee for service structure.
    - i. Continue to evaluate patient flow and availability of appointment times.
    - ii. Medical Manpower to meet at least twice a year with the Physicians, providing opportunity to voice concerns/kudos
    - iii. To maintain contact with possible future recruitment candidates to support and encourage the development of expanding the clinic service to include a third Physician.
  - b. To work with Southern Health-Santé Sud to ensure RLHD has opportunity to be involved with their Physician recruitment opportunities in order to fill future vacancies.
  - c. Medical Manpower committee and CEO to review structure of clinic to include a Nurse Practitioner or a Primary Care Nurse:
    - i. CEO to work with SH-SS Primary Care Coordinator to ensure RLHD has opportunity to apply for positions as Mb. Health establishes same
    - ii. Explore opportunities to hire a Fee for Service Physician
    - iii. To evaluate the effectiveness to convert one Contract Physician position into a Nurse Practitioner position
    - iv. Explore opportunities to mirror the My Health Team and incorporate the use of the Primary Care Nurse and or Nurse Practitioner model of care in conjunction with two Physicians. (Two Physicians are required to maintain ER services.)
    - v. Create opportunity to move community services into the clinic setting to increase exposure and develop relationships with Physicians i.e. Dietitian, Mental Health, Diabetic Educator
2. To provide incentive and support for Physicians to work and live in Rock Lake Health District
  - a. Continue with Recruitment and Retention incentives as outlined in Physician contracts

### 4. *Succession Planning*

- a) Maintain implementation of a Succession Planning Program
  - o Maintain informal departmental manuals for each leadership position which includes details not found in the job description including information such as supplier information, daily/weekly/annual processes needed to complete to achieve success in ones position. (Leadership Team to Review Annually in January) <S:\Human Resources\Departmental & Position Manuals>
  - o Develop departmental manuals for key positions including: Administrative Assistant at RLH , PCH/PVL, Medical Records, Rock Lake Clinic Reception, Finance Officer ( To be completed in 2016)
- b) Monitor the human resource plan annually with Leadership Team so we can predict and prepare replacements in the future. <S:\Quality Management & Accreditation\Quality Tracking\Staffing review.rtf>
- c) Utilize information gathered throughout Staff Performance Evaluations to identify potential candidates for positions within the organization and provide encouragement and support appropriately.



## **Strategic Direction # 2**

**Goal: To foster and nurture a culture of quality, safety and risk management throughout Rock Lake Health District and Prairie View Lodge.**

**Objective #1:** To provide continued support to patient and staff quality and safety initiatives through the designation of a mandate to Rock Lake Leadership Team.

### **1. To nurture a “No blame” / “Non punitive” culture to the reporting of errors:**

- a. Maintain the Occurrence reporting system of sentinel events, adverse reactions and near misses
  - i. Semi - annual investigation and follow up of all Occurrence reports, including Disclosure, for all RLHD/PVL facilities with Resident Care Coordinator (LTC) and Clinical Resource Nurse (Acute Care)
  - ii. Reports are shared with appropriate teams including, RLHD Leadership Team and Rock Lake Health District and Prairie View Lodge Boards of Directors, LTC Continuing Improvement Teams, Medical Administration, Workplace Health and Safety, Southern Health-Santé Sud
  - iii. Support to staff is provided by Leadership Team through encouragement and assistance in filling out reports, sharing findings and championing change through the reporting of errors.
- b. Maintain the Complaint Management Process.
  - i. Ensure the complaint policy is being followed and complaints are followed through
  - ii. Track and evaluate all complaints through the Southern Health-Santé Sud Reporting system

### **2. Provide support, including financial, to programs involving quality, safety and risk management initiatives; as well as monitor audit results and quality reports provided by Leadership Team:**

- a. Provide leadership to safety and Injury Prevention programs including:
  - a. Safe Client handling
  - b. Wound care management
    - i. Provide payment for staff time utilized as outlined in [S:\POLICIES & PROCEDURES ADMIN MANUAL\(USE THIS ONE\) POLICIES & PROCEDURES ADMIN MANUAL\HR POLICIES\HR-e-02 EDUCATIONAL ASSISTANCE - STAFF & COMMUNITY\EDUCATION ASSISTANCE - STAFF COMMUNITY HR-e-02.doc](#)
    - ii. Leadership team to track injuries related to safe client handling
      - a) Supervisor will investigate each incident on an individual basis as soon after the incident as possible
      - b) Leadership team will develop and implement a consistent managers guide to ensure follow up is detailed and looks at solutions (to complete in December 2016 by CEO)



- b. Review and analyze statistical information gathered through audits and quality reports as well as develop, monitor and evaluate Quality Improvement Plans.
  - iii. The RLHD Leadership Team will analyze data, develop plans for improvement as well as evaluate outcomes of such plans.
  - iv. RLHD Leadership Team will make recommendations for change based on the analysis and report to the RLHD and PVL Boards annually through the safety quality report <S:\Quality Management & Accreditation\Dashboard for CEO safety2013.docx>

**3. The CEO and RLHD Leadership Team to provide a semi - annual report to the RLHD/PVL Boards of Directors based on Audits and reports completed during the identified time frame**

- **Supervisors will update stats in Safety report as they compile stats**  
<S:\Quality Management & Accreditation\Dashboard for CEO safety2013.docx>
- **Leadership team will develop proposed action plans and report outcomes**
- **This report will be shared with Board in November and May of each year.**

**Objective # 2:** To enhance the existing Workplace Safety and Health Program for the purpose of building and maintaining a positive safety culture within RLHD & PVL

- 1. Expand existing workplace safety and health program ensuring staff is working within the safe work procedures as set out.
  - a. Complete a Job Hazard inventory for each Job Description , including safe work procedures
    - a. Each Supervisor will complete the Job hazard Inventory for their departments by October 2016
    - b. Safe Work procedures will be completed for each task identified as a M-H risk by December 2016
  - b. Develop Physical capabilities Form for each department job as required
  - c. Track, analyze and evaluate workplace related injuries
    - a. Decrease the use and cost impact of WCB and LTD among staff
    - b. Ensure appropriate education is accessible to staff and staff are complying with safe work procedures
    - c. Follow up with all staff whom are not following established work procedures
  - d. Strengthen culture of safety, empowering staff to take responsibility for working in a safe environment
  - e. Encourage acceptance and commitment for all staff towards working in a safe environment
    - a. To Develop and implement a detailed investigative process for all injury related occurrences including follow up and closing upon resolution





### Strategic Direction # 3

#### **GOAL:**

*To investigate the expansion of the Palliative Care Space at Rock Lake Hospital*

#### Objective # 1

- 1) Develop a team, Palliative Care Enhancement Team, including 2 RLHD Board Members, Kim Anderson, CRN, 1 each RN, LPN, HCA, Mark Cesmystruck, Maintenance, Ginger Collins,
  - a. Investigate the feasibility and availability of increasing the space used by Palliative Care at Rock Lake Hospital
  - b. Consult with the Rock Lake Palliative Care Committee
  - c. Obtain rough drawings and cost estimates to present to the RLHD/PVL Boards by January 2017.

#### Conclusion:

The RLHD and PVL Strategic Plans are consistent with our partners in healthcare, Southern Health-Santé Sud and their Strategic Health Plan 2016-2021 Board Ends of:

- Healthy people and a healthy environment
- Sustainable, accountable and responsive Organization
- Accessible health services
- Safe people-centred quality healthcare

**Rock Lake Health District and Prairie View Lodge is confident that the action outlined in this strategic plan exemplifies the intent of RLHD and PVL to move forward, maintaining present services as well as looking towards future needs of the community through the specific strategic directions.**

Achievement of the Strategic Plan will result in our ability to provide  
sustainable, excellent health care that promotes wellness to  
all who live in and work for  
Rock Lake Health District & Prairie View Lodge.



**References:**

Southern Health-Santé Sud Strategic Health Plan 2016-2121

RLHD and PVL Strategic Plan 2010 – 2016

RLHD and PVL Strategic Plan 2006 – 2010

Connecting the Dots - Regional Health Authority Central Manitoba Inc. Community Health Assessment: November 2009

Kathy McPhail CEO and Jane Curtis VP Planning - Regional Health Authority Central Manitoba Inc., Presentation March 2010

Vision 2016, Together, Making a Difference – RHA - CM

"The Journey Ahead" - Strategic Health Plan 2006 – 2011

RLHD Community Needs Assessment: July 2006

