

# Northern Health Strategic Plan: 2004-2008

---

Approved by the Board of Directors on January 24 2005



**northern health**



This plan presents a series of goals and objectives developed through Board and Executive discussion from an assessment of the Environmental Scan. During the spring and summer of 2004, Northern Health sought the views of residents of the Region through a public consultation. The results of that consultation have informed the priorities expressed in this plan. The goals and objectives of this plan will provide strategic direction to Northern Health in the years 2004-2008. The Board will review and if necessary revise this plan annually taking into consideration provincial policy initiatives, views of Region residents and changes in the environment which will affect Northern Health's activities.

### **Vision, Mission and Values**

The Vision of Northern Health is: **to be a model of excellence in rural health care.**

The Mission of Northern Health is as follows:

**Northern Health will build and strengthen the health of communities, relationships, and all people in Northern British Columbia.**

### **Values**

Northern Health is committed to improving the health of all the people of Northern British Columbia.

- ***This will be achieved through:***
  - **A spirit of collaboration and**
  - **Strengthening of communities.**
- ***It will be done with:***
  - **Honesty and integrity**
  - **Accountable decision making, and**
  - **A culture of respect.**
- ***There will be a commitment to:***
  - **Learning and innovation, and**
  - **Continuous improvement.**

### **Goals**

Northern Health will be guided by seven goals in the period 2004-2008. These goals have been established to provide guidance to staff for the preparation of annual plans and budgets for the Boards consideration and to provide a framework within which progress will be assessed. The first goal of Better Health is the overarching goal and theme of this plan. The subsequent goals and objectives all contribute to achieving Better Health.



Primary Goal:

**Better Health**

**The health of all people in northern British Columbia will improve during the period 2004 –2008.**

Supporting Goals:

- Goal 1        **Responsiveness**  
Northern Health will be responsive to the people and communities it serves and will seek partnerships with communities in achieving better health for northern people.
  
- Goal 2        **High Quality Health Services**  
Residents and visitors to northern British Columbia will have access to high quality health services in an appropriate setting.
  
- Goal 3        **Integration**  
We will create a single health care organization to better meet individual needs through integrating services and resources.
  
- Goal 4        **Work Life**  
Northern Health staff and medical staff members will enjoy a high quality of work life including significant opportunity for learning.
  
- Goal 5        **Academic Health Care**  
Northern Health will work with partners to expand the teaching of the health professions and to support research within northern British Columbia.
  
- Goal 6        **Sustainability**  
Northern Health will operate within the public and private revenues available to it without depleting the financial, physical or human resources required for the future.



Northern Health has identified a series of objectives to further define each of the seven goals.

Annual business plan and budget submissions are expected to identify activities designed to achieve these goals and to specify measures and performance targets to support evaluation of performance. The Board will monitor selected performance measures on a regular basis to assess the alignment of operations with Northern Health's Strategic Plan.

This section restates each goal and identifies the objectives associated with it.

**Goal 1            Responsiveness**

Northern Health will be responsive to the people and communities it serves and will seek partnerships with communities in achieving better health for northern people.

Objective 1 – Working Partnerships

Northern Health will strengthen its role and partnerships in programs directed to support health at all stages of life. Northern Health will develop programs and strategies to work in partnership with communities in areas such as injury reduction, child health, senior's health, mental health and addictions, chronic disease management, palliative care, health promotion and disease prevention.

Objective 2 – Consultation

Northern Health will have formal mechanisms by which the values and priorities for their health system are sought from residents of the region and considered in setting the strategic direction for Northern Health. This will include a region wide formal public consultation in alternate years.

Northern Health will contribute knowledge and ideas to community development activities which seek to improve the determinants of health through improving the economic, social, or physical environment of Northern British Columbia.

Objective 3 –Community Liaison

Northern Health will seek to maintain a formal mechanism for ongoing liaison with each Municipal Government, with Tribal Councils and other First Nations organizations, and to use the agreed mechanism for ongoing two-way consultation on health related issues.

Objective 4– Communication

Our public consultation has identified a need for improved communication on individual concerns.

Northern Health will respect the needs of people for timely and accurate information on matters affecting health and health services and will establish mechanisms to manage, measure and improve responsiveness in communications to stakeholders.



Objective 5 – Information

Northern Health will provide residents of the Region with ready access to information of health and health services through the coordinated use of staff contact, websites, newsletters, media communications and news releases.

Objective 6– Ensuring Decisions Respond to Priorities

Northern Health’s Board will review each years proposed business plan and budget against these goals and objectives.

**Goal 2**

**High Quality Health Services**

Residents of Northern British Columbia will have access to high quality health services, in an appropriate setting.

Objective 1 – Better Access to Care in Northern Communities

Northern Health, through the use of new technologies, program redesign, recruitment initiatives, transportation programs and partnerships with other service providers will improve service accessibility for residents of this region. Northern residents have asked that this be a strategic priority for their health system.

Objective 2 – Emergency Service

Northern Health Authority will provide access to emergency care at least the standards established by the Ministry of Health Services.

Objective 3 – Access to Care for Aboriginal People

Northern Health recognizes that access to health services for Aboriginal people is made more difficult by jurisdictional issues, cultural barriers, geography, poverty and other issues. Northern Health will seek to improve access to services within relationships that are accepted by aboriginal communities.

Objective 4 – Specialized Medical Care

Within each Health Services Delivery Area, residents will have access to specialized medical care in the areas of obstetrics, pediatrics, general surgery, orthopedic surgery, internal medicine and psychiatry.

Objective 5 – Inpatient Hospital Care

Northern Health will provide access to inpatient hospital care at a greater rate than the provincial average to respond to the poorer health status of our population, but will not exceed 120 per cent of the provincial average after adjustments for age and movement across Health Authority boundaries.



Objective 6 – Chronic Disease Management

Northern Health will enhance the prevention and management of chronic diseases, especially diabetes, through active partnerships with physicians and application of the model of chronic disease management.

Objective 7 – Supporting Independence

People assessed as being at risk of losing capacity for independence will have timely access to home support services and home care nursing in their place of residence and access to additional support services within their community.

Objective 8 – Access to Residential Care

Residents of each community cluster will have access to residential care and independent living facilities within that cluster of communities consistent with their assessed needs.

Objective 9 – Community Service

Within each HSDA services in the areas of addictions, mental healthcare, public and population health services will be provided. Mental Health Services including prevention, counselling, community treatment, inpatient treatment, and emergency care will be provided within each HSDA. Core public health functions including food safety, air and water quality and other health protection services will be provided. Population health programs including immunization, child health, public health nursing, and communicable disease management will be provided within each HSDA.

Objective 10 – Tobacco Control

Northern Health will support a comprehensive tobacco reduction strategy to address the single greatest cause of preventable illness, tobacco use.

Objective 11 – Motor Vehicle Accidents

During the period 2004-2008, a downward trend in Potential Years of Life Lost due to motor vehicle accidents will be established.

Objective 12 – Improvement Through Evidence

Northern Health will use research findings and best practices to improve the quality and safety of services we deliver and measure these changes in ongoing work to improve our services.

**Goal 3            Integration**

We will create a single health care organization to better meet individual needs through integrating services and resources



Objective 1 – Planning Based on Integrated Services

Beginning with the 2006/07 year, Northern Health will prepare its business plan in a structure that is based upon service objectives for specific population/client groups rather than organizational units within Northern Health. Managers will be challenged to meet service objectives that cross established program and departmental boundaries.

Objective 2 – Resource Allocation

Resource allocation decisions will be based upon transparent standards or objectives that enable the equity in resource allocation among communities to be examined. Northern Health will increase the proportion of its operating budget spent on population health, public health, mental health, addictions and home care services each year during the plan period.

Objective 3 – Integration Through Information

Northern Health will invest in information technologies that support the coordination of services to individuals across sites and programs.

**Goal 4**

**Work Life**

Northern Health staff and medical staff will enjoy a high quality of work life including significant opportunity for learning.

Objective 1 – Respect

Northern Health will adopt and actively promote policies that support respect for individuals in the workplace.

Objective 2 – Learning at Work

Northern Health Authority will invest in staff education and development as a means of strengthening our organization, developing future leaders from our staff and providing individual employees with opportunities to enhance their careers through learning.

Objective 3 – Wellness at Work

Northern Health will establish workplace health processes that are employee driven and support wellness in addition to accident and injury prevention. Northern Health will achieve measurable improvement in attendance and in time lost to work related injuries and illness each year.

Objective 4 – Organizational Culture

Northern Health Authority will foster an organizational culture which values measurement of results, high performance and which enables employees to make improvements in the safety, quality and effectiveness of the services they provide.



Improving job satisfaction and effective two-way communication will be measurable characteristics of the desired Northern Health culture.

Objective 5 – Medical Staff Participation

Achieving the goals of Northern Health requires the active inclusion of the medical staff in organizational decision-making. Northern Health will support professional self-governance through the medical staff organization and seek medical staff participation in operational decision-making.

**Goal 5 Academic Health Care Development**

Objective 1 – Leadership in Rural Health

Northern Health will participate nationally, and internationally as a leader in the creation of new knowledge in the delivery of health services to rural, remote, and aboriginal communities.

Objective 2 – Partner in Education

Northern Health will be accepted as an active partner in the education of Health Professionals in British Columbia.

Objective 3 – Academic Health Strategy

Northern Health will work closely with Educational Institutions in the Region to develop by 2005, a formal strategy for the further development of health related teaching and research programs within northern British Columbia.

Objective 4 – Fostering Research

Northern Health will actively support participation of staff and medical staff in research and demonstrate a growth in participation in research activities. Research will be viewed as a vehicle to create change in our region and encourage excellence in our staff as well as to provide knowledge.

**Goal 6 Sustainability**

Objective 1 – Financial Sustainability

Northern Health will operate with budgets that are balanced annually.

Objective 2 – Strategy for Facilities

Northern Health will develop by the end of 2006/07 year prioritized master facility development plan addressing all accommodation needs to support effective long range physical and financial planning. To achieve this objective Northern Health will develop greater internal capacity in facility and capital planning and in project management.



Objective 3 – Capital Financing

Northern Health will develop a long-term capital financing strategy addressing funding, borrowing and public private partnership strategies to meet capital equipment, facility, and information technology requirements.

Objective 4 – Human Resource Strategy

Northern Health will establish by the end of 2005 a strategic human resource plan and demonstrate the alignment of operating plans with human resource forecasts.

Objective 5 – Human Capital

Northern Health will develop measurable annual objectives in the area of staff education and development and incorporate these in annual business plans.

Objective 6 – Leadership Development

Northern Health will establish, by the end of 2005, a formal program to identify future leaders within Northern Health and foster their professional development.

Objective 7 – Advocacy for Rural Health in Canada

Northern Health will monitor discussion between federal and provincial governments on the future evolution of publicly funded health services, and where appropriate, advocate for the interests of northern, rural, and remote communities.

Objective 8 – Sustainable Management

Northern Health recognizes that longer-term management functions such as planning, policy development, program evaluation, and management development are necessary to sustain the organization. Northern Health will increase capacity in these areas while maintaining administrative costs comparable to or below peer organizations. Administrative costs will be maintained in the 6.5 per cent to 7.0 per cent range in the period 2004/05 to 2007/08.