



# Strategic Plan

*Looking to 2021*



**northern health**

*the northern way of caring*





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# Introduction to the Plan

In 2009, Northern Health developed a Strategic Plan that outlined an ambitious vision for health services in the North.

The Plan included the following four strategic priorities:

- Northern people will have access to integrated health services, built on a foundation of primary health care.
- Northern Health will create a dynamic work environment that engages, retains and attracts staff and physicians.
- Northern Health will lead initiatives that improve the health of the people we serve.
- Northern Health will ensure quality in all aspects of the organization.

Over the last six years, significant progress has been made in each of these priority areas and much has been learned about what changes are needed to achieve the vision. These learnings, together with the feedback gained through a 2015 consultation process with staff, physicians and external partners, informed the development of the 2016-2021 Strategic Plan.

The 2016-2021 Strategic Plan describes the path Northern Health will take over the next five years to continue the transformation of health services in Northern BC in order to improve the health of the people we serve. The Plan recommits Northern Health to this vision for health services in the North and outlines the work necessary to achieve it.









# Vision, Mission, and Values





## Vision

Northern Health leads the way in promoting health and providing health services for Northern and rural populations.

## Mission

Through the efforts of dedicated staff and physicians, in partnership with communities and organizations, we provide exceptional health services for Northerners.

## Values

Value statements guide decisions and actions.

We will succeed in our work through:

### Empathy

Seeking to understand each individual's experience.

### Respect

Accepting each person as a unique individual.

### Collaboration

Working together to build partnerships.

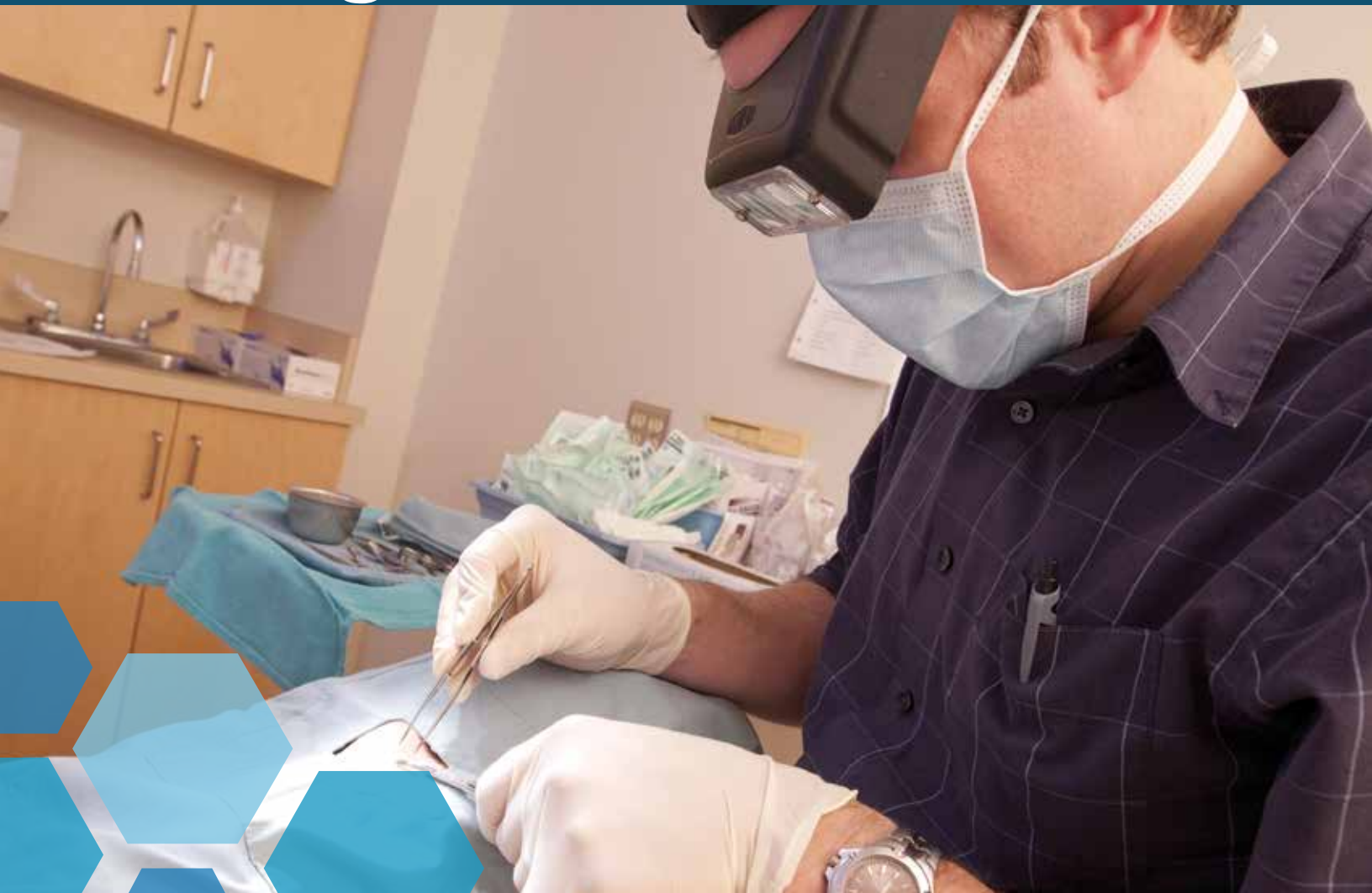
### Innovation

Seeking creative and practical solutions.

“I put myself  
in the patient's  
shoes and ask,  
'Would this help me  
recover?'”

— Debbie Bernard,  
Food Service Worker II

# Strategic Priorities







## Priority 1: Healthy People in Healthy Communities

Northern Health will partner with communities to support people to live well and to prevent disease and injury.

We will:

1. Seek to understand the health assets and needs of each community, including the rural areas in Northern BC, and use this information to address health inequities and improve health outcomes.
2. Partner with First Nations and Aboriginal peoples to develop and implement the First Nations Health and Wellness Plan.
3. Partner with communities, industry, and other organizations to respond to the health and health service impacts of shifts in economic development.
4. Align population health activity with the Primary Care Home to address health risk factors and support healthy living.
5. Address the needs of a growing senior population by supporting age-friendly communities, identifying frail seniors as early as possible, and taking a rehabilitative approach.
6. Partner with communities and organizations to improve the health and wellbeing of Northern children and families.
7. Promote and protect healthy environments.

“I get to witness community-born projects that are driven to enhancing cultural safety and respect.”

— Jessie King  
Lead, Research & Community  
Engagement,  
Indigenous Health





## Priority 2: Coordinated and Accessible Services

Northern Health will provide health services based in a Primary Care Home and linked to a range of specialized services which support each person and their family over the course of their lives, from staying healthy, to addressing disease and injury, to end-of-life care.

We will:

1. Embed a person- and family-centred approach in everything we do.<sup>1</sup>
2. Implement interprofessional teams to support Primary Care Homes in providing health services for people and their families over the course of their lives.
3. Implement specialized services teams connected to specialist physicians, with service pathways for the person and their family between the Primary Care Home and these specialized services.
4. Partner with First Nations communities and the First Nations Health Authority to establish culturally safe pathways between First Nations services and Northern Health services.
5. Describe and establish the rural and Northern network of services, built on the foundation of Primary Care Homes, balancing local access and quality.
6. Improve systems and methods for sharing and protecting health information. Each person will be known across the system and will be able to access their own health information.

<sup>1</sup>Person- and family-centred care is an approach to the planning, delivery, and evaluation of health services grounded in mutually beneficial partnerships among health care providers, patients/clients, and families. It redefines the relationships in health care and leads to better health outcomes, wiser allocation of resources, and greater individual and family satisfaction.





## Priority 3: Quality

Northern Health will ensure a culture of continuous quality improvement in all areas.

We will:

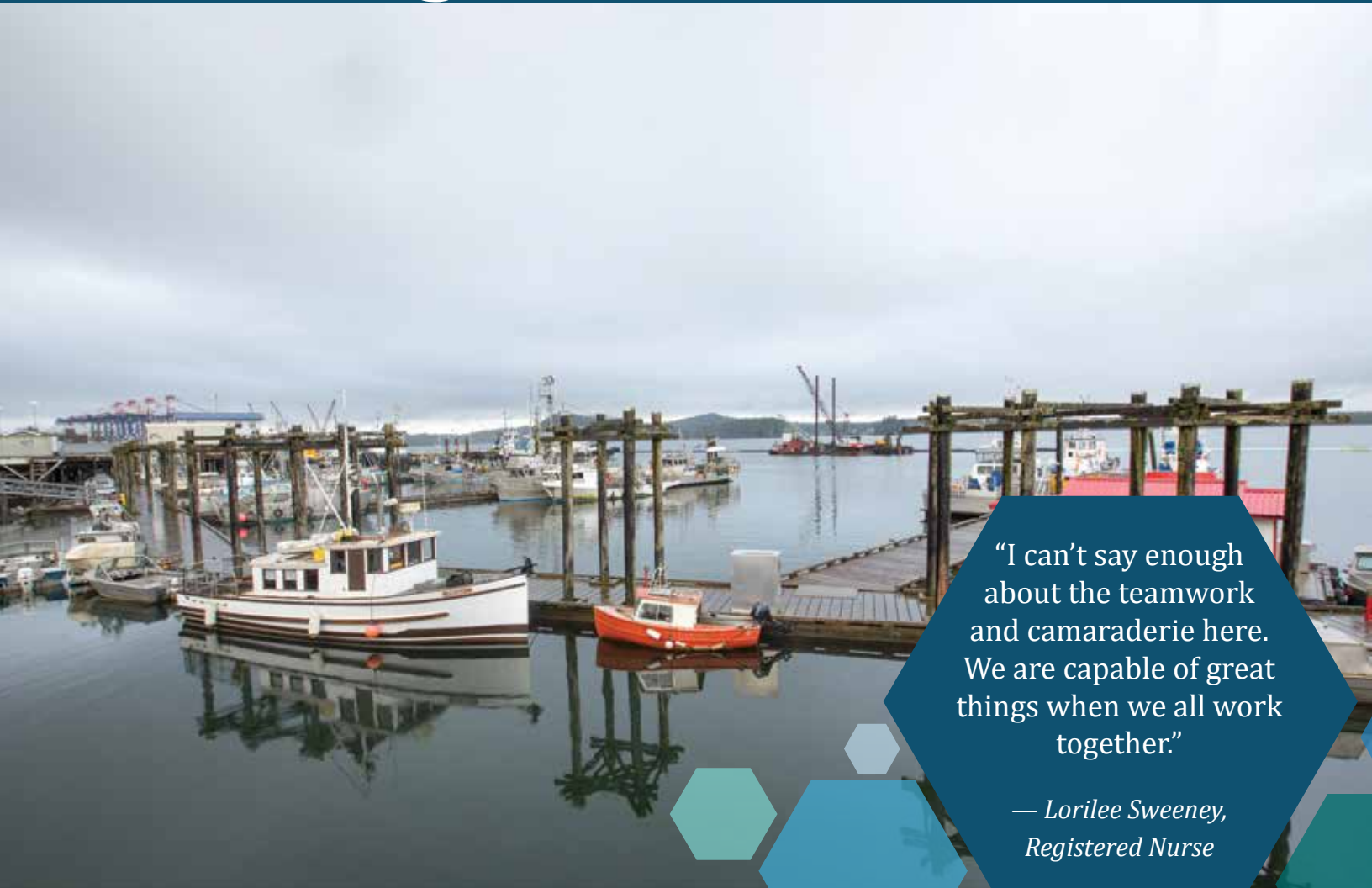
1. Develop the ability of staff, physicians, and managers to undertake continuous quality improvement action at the service delivery level.
2. Establish quality improvement goals and continuously measure, monitor, and improve performance.
3. Encourage and enable local teams and departments to design and test innovative solutions.
4. Engage in research, education, and quality improvement partnerships with academic organizations to create a learning environment throughout Northern Health.
5. Identify and manage risks to the organization and to service delivery.

“I believe that Northern Health is at the forefront of innovative health care delivery with the integrated approach that we are moving towards.”

— Dale Chen,  
Public Health Technical  
Support



# Enabling Priorities



“I can’t say enough about the teamwork and camaraderie here. We are capable of great things when we all work together.”

— Lorilee Sweeney,  
Registered Nurse



## Enabling Priorities

These two priorities cut across all parts of the health care system and are critical for enabling Northern Health to achieve its Strategic Priorities.

### Enabling Priority 1: Our People

Northern Health provides services through its people and will work to have those people in place and to help them flourish in their work.

We will:

1. Understand our workforce and plan for future needs within the context of the Northern population.
2. Design and implement an innovative recruitment and retention strategy that addresses current and emerging workforce needs in Northern and rural communities.
3. Improve our capacity to support each other through change, with particular attention to the changes required to implement interprofessional teams linked closely with the Primary Care Home.
4. Foster a workplace culture of health and safety.
5. Implement processes that enable Northern Health's staff to be more culturally reflective of Northern communities.





## Enabling Priorities

### Enabling Priority 2: Communications, Technology, and Infrastructure

Northern Health will implement effective communications systems, and sustain a network of facilities and infrastructure that enables service delivery.

We will:

1. Create innovative approaches for engaging communities in two-way communication, and for building meaningful relationships with staff, physicians, the public, and community partners.
2. Continue to use traditional communication methods and tools while enabling staff, physicians, and the public to leverage emergent methods that are appropriate to our Northern and rural region.
3. Use technology to reduce the impacts of distance and time in bringing health services to people and their families.
4. Implement electronic health records to improve continuity of care from the Primary Care Home to specialized services, and to increase people's access to their own information.
5. Using technology, deliver a range of clinical and diagnostic services to support primary care, community services, and specialized services.
6. Build, maintain and manage facilities and infrastructure in support of service delivery.



“The culture  
of continuous  
improvement empowers  
me to constantly innovate,  
delivering more with less.”

— *Andreas Hirt,*  
*Regional Manager,*  
*Corporate Application Services, IT*



