



Rouge Valley Health System's Change Agenda

A vision for our future

*It is not the strongest
of the species that survive,
nor the most intelligent,
but the one most
responsive to change.*
— Charles Darwin

*Become a student of
change. It is the only thing
that will remain constant.*
— Anthony J. D'Angelo

*Perfect is the enemy
of the good.*
— Voltaire

OUR VISION FOR Rouge Valley Health System

A vision for Rouge Valley Health System as a whole has emerged from the work completed in recent months. This vision has been endorsed by a number of key Rouge Valley stakeholders, and will form a backdrop for decision-making in the months and years to come. It also formed the basis for the service delivery model that has been developed. It is as follows:

RVHS is one organization serving a community comprising a diverse geography, growing populations, and a spectrum of needs.

- We have a service delivery model that balances access and quality of care, fiscal account-

ability, and our regional role.

- We serve catchment areas including Ajax, Pickering, Scarborough and Whitby – and beyond—for certain Regional Services.
- We have integrated and sited our services so as to balance feasibility, community access, human resources, and fiscal means.
- We are well-positioned to operate both competitively and cooperatively within the LHIN.
- We are partners with others in our communities to ensure that patient needs are met.
- We are delivering a set of services that are sustainable over time.





OUR VISION FOR Rouge Valley Ajax and Pickering

Rouge Valley Ajax and Pickering needs to be a strong, dynamic general hospital focused on providing acute services, including community level obstetrics and paediatrics, to the residents of Ajax, Pickering, Whitby and beyond. Building on existing strengths and expertise, we will also offer a select number of specialized services that will attract patients from beyond our immediate catchment area. We will also work with our healthcare partners in the Central East LHIN to ensure that the residents of this community have access to the best healthcare services possible.

As availability of primary health care and a shortage of family doctors continues to be a significant challenge in Durham, we will make Rouge Valley Ajax and Pickering a family practice training site, and work hard to attract (and keep) new physicians in this community.

Our immediate priorities for Rouge Valley Ajax and Pickering include working to strengthen services that support our high emergency department volumes.

*The one unchangeable certainty
is that nothing is unchangeable or certain.*

– John F. Kennedy

*We must all obey the great law of change.
It is the most powerful law of nature.*

– Edmund Burke

OUR VISION FOR Rouge Valley Centenary

Building on the strengths and expertise that already exist at Rouge Valley Centenary, we will continue to expand our tertiary care services including cardiac, mental health, paediatrics and obstetrics to serve patients throughout the Central East LHIN and beyond.

Working co-operatively with other healthcare providers, we will also take advantage of existing capacity at the site and pursue opportunities to create high volume centres of excellence for selected elective services.

Recognizing that primary care providers are essential to the healthcare system, we will create a number of family practice clinics, including a specialized clinic with a new immigrant health focus.

Other hospital services, including emergency services, will be aligned to support this vision, recognizing a continued commitment to the cardiac program, which plays a leadership role both in our LHIN and in the Province of Ontario.

Our immediate priorities for Rouge Valley Centenary include growing volumes in key elective services, and working to gain the final approvals and raise the local share for the family birthing centre so that we can fulfill our regional role in obstetrics and paediatrics.



How the vision was developed

Key Signposts:

STRATEGIC PLAN

In 2003, Rouge Valley Health System undertook a comprehensive strategic planning process to help set directions for the future. As part of that process, RVHS conducted consultation sessions with a number of stakeholder groups.

Seven strategic directions were developed during this process, as were a new Mission, Vision and Values. The new service delivery vision for RVHS that was developed is consistent with these directions and our overall Mission, Vision and Values.

STRATEGIC DIRECTIONS

1. Implementation of a Family Centred Care model at Rouge Valley.

2. Standardization of clinical processes between our two sites.
3. Building value-added relationships and partnerships.
4. Aligning the information management strategic plan with the corporate strategic plan.
5. Creating and delivering a plan to ensure we recruit and retain our staff, physicians and volunteers.
6. Balancing operational needs with the need to renew and replace medical equipment, capital equipment and renovations to sustain a modern day hospital.
7. Having a continued focus on patient and staff safety.

ENGAGING MEDICAL/ CLINICAL LEADERSHIP

The medical/clinical leadership at RVHS, including physicians,

nurses and other clinicians and staff, have been involved at all stages of the development of the vision. Recognizing the key role that physicians must play in ultimately delivering care, groups like the Medical Advisory Committee, the Medical Staff Society and the Leadership Council were intrinsic to the process.

COMMUNITY CONSULTATION

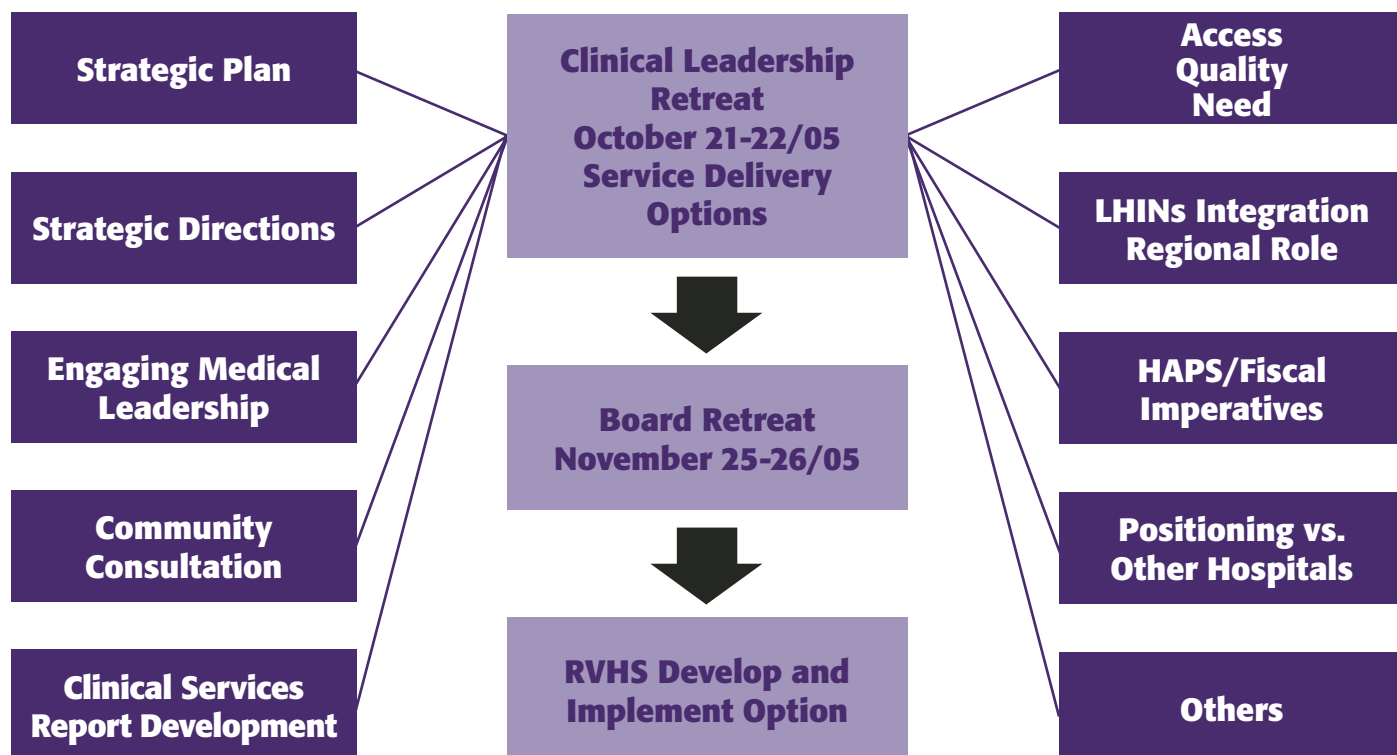
Rouge Valley Health System is committed to involving the community in planning for the future, in a fashion that is open and accessible as possible.

The original strategic planning exercise conducted in 2003 included significant community involvement.

Later, in the spring of 2004, RVHS

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The chart below illustrates some of the major inputs into the development of the vision.



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conducted one of the most extensive community consultation processes ever undertaken by a hospital. Seventeen formal sessions were held, and over 600 individuals participated in the process. The results of that process were summarized in a document entitled "A Report on the Rouge Valley Health System Consultation Process on Service Delivery, February – May 2004", which is available on the hospital's website at www.rougevalley.ca. This document was distributed to those participating in the recent Clinical Services Plan process as a key background document that should help guide their thinking as they proceeded.

From the beginning, the Clinical Services Planning process was conducted in as open a fashion as possible. Key documents were posted on the hospital's website, and participants were told that they were free to share their information with whomever they felt was appropriate. The process was mentioned in numerous public forums, and in all hospital publications during the spring of 2005, including paid advertisements in the local newspapers, newsletters, and Rouge Valley Health System Foundation

publications.

The program-based teams were asked to include past-patients and/or community members as part of their planning teams. Many did this by working through their community and family advisory committees. Additionally, members of the community were invited to participate on the committees and to work on the Clinical Services Plan through newspaper ads in Ajax, Pickering, Whitby and Scarborough; the hospital's community newsletter, two public meetings, the foundation's donor newsletter and the hospital's website.

When the first draft of the Clinical Services Report was completed in September of this year, a series of community-based focus groups were held. The purpose of these sessions was to review the document, gather feedback that will become part of the final report, and seek advice on how to better communicate the many changes in the healthcare system as a whole and Rouge Valley Health System in particular.

RVHS will continue to move forward in a spirit of openness that welcomes community input. Patients, community members and other key stakeholders will continue to be asked for their help and input as Rouge

Valley evolves to meet our vision.

Next Steps

Plans are now being drafted to help achieve our new vision. Key goals in the coming months include the following:

- **Integrated clinical governance.** To create a stronger, overall organization, internal divisions must be eliminated, and our scarce resources must be allocated in a way that maximizes our ability to serve our patients. Integrated clinical governance is one way in which to make better use of our scarce human and financial resources, and this will be pursued.
- **Implement the Clinical Services Report** in light of this model to find funding to make key investments. A detailed implementation plan is being drafted based on the Clinical Services Report. This will involve strengthening key services, and divesting ones that are not essential to be provided in a hospital, as per the government's direction/agenda.
- **Working with the Central East LHIN and other providers.** Realizing our vision for RVHS can only be done in co-operation with the other providers in our community, and working within the new LHIN structure. This work is already underway, and will continue to be a strong focus going forward.



Rouge Valley Health System Values, Vision and Mission

Values

Every day at Rouge Valley we are:

- Responsive and caring;
- Respectful and collaborative; and
- Committed to learning and innovation.

Vision

Leaders in family centred care.

Mission

To provide the best patient care experience for you and your family, and to improve the health of our community.



It's in our nature to care.

*You must be the
change you wish to
see in the world.*

—Mahatma Gandhi