

Annual Operating Plan (2023-2024)

Continual Excellence	
Directions	Objectives
<ul style="list-style-type: none"> • Commit to meeting or exceeding safety and quality standards. • Continually provide person-centred and person-driven care. • Continue to pursue strategies for providing consistent and dependable care for all. • Reinforce coordination and collaboration with our health partners to develop a more integrated care journey for our community. 	<ul style="list-style-type: none"> • Engage in evidence-informed leadership and decision-making. • Continually improve systems, process, procedures, policies, and accountabilities to enable our people to perform at their best. • Ensure our patients feel comfortable and safe in coming to us with their health needs. • Continually collaborate with and engage our Patient & Family Advisory Council (PFAC) to ensure patient experiences and incorporated into decision-making. • Deliver optimal outcomes and experience for our patients through seamless transitions in care, enhanced collaboration with partners (internal and external), and continual process improvement.

2023-24 Objectives

- Be an active North Simcoe Ontario Health Team (NS-OHT) with demonstrated improvements in collaboration to support our community.
- Implementation of aggressive strategies to reduce the number of falls and risk of falls occurring
- Ensure ALC best practices are in place to support good patient flow and ensuring patients have access to the right services at the right time
- Increase the engagement of the Patient and Family voice in decision-making around clinical program design and other aspects that impact the patient experience and journey
- Achieve Accreditation with Exemplary Standing
- Roll out of the new Patient Experience Survey collection method
- Launch of the GBGH @ Home program
- Continued advancements in surgical program growth to reduce wait times for local residents
- Development of a multi-year clinical services plan

GBGH Values

Inspire Dedication, Patients First, Empower Others, Lead with Empathy, Think Forward

Trust & Belonging

Directions	Objectives
<ul style="list-style-type: none"> • Strive to build a deeper sense of belonging and community amongst our people, patients, and partners. • Partner to address health gaps and inequities in our community. • Proactively engage and deepen relationships with Indigenous peoples and communities, with full commitment to making changes and creating an environment of culturally safe and sensitive care. • Ensure a focus on Diversity, Equity, Inclusion, and Belonging through providing services in a safe way for all, as we grow our services. • Continue to instill confidence in and awareness of our healthcare services. 	<ul style="list-style-type: none"> • Leverage trauma informed care practices to create a culturally safe hospital environment. • Practice active listening and empathetic approaches to understand individual patient healing goals. • Serve as a community leader through external communication and partnerships that build trust and reliability. • Continue to see engagement and consult with the community. • Recognize our role in delivering care to our Francophone community and acknowledge their specific care needs. • Develop a deeper understanding of the distinct health needs of Indigenous individuals and other vulnerable groups in our community. • Actively seek an increased representation of Indigenous voices and other marginalized groups in decision-making and planning conversations. • Use purposeful language (e.g., Our People) to further ingrain our team culture.

2023-24 Objectives

- Expand the Patient & Family voice within the organization to ensure all persons feel welcomed and supported when in our care
- Enhance and further develop meaningful relationships with local First Nations, Metis and Inuit persons and communities
- Host multiple DEIB forums to support staff, community, volunteer and professional staff engagement with the intent of increasing all community members feeling of belonging at GBGH
- Remove barriers from the GBGH website to increase its accessibility to all
- Enhance access to services such as ECRP to support indigenous population that have an increased prevalence of gallbladder conditions

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Dedicated Team

Directions	Objectives
<ul style="list-style-type: none">• Be an engaged, collaborative, and inclusive team.• Value, grow, invest in, and retain our talent.• Promote an environment of continuous learning and growth.• Highlight our strong internal culture, and ingrain our values in all processes and systems.• Celebrate our successes.• Support our people to perform at their highest potential.	<ul style="list-style-type: none">• Enhance communication channels, create more recognition opportunities, and foster increased staff appreciation to drive retention.• Invest in learning opportunities for our people.• Cultivate collaboration and inclusivity amongst our people.• Actively listen to our people.• Encourage a culture of positivity and building strong relationships.• Inspire a growth mindset in our people.

2023-24 Objectives

- Completion of an employee experience pulse survey
- Develop an approach to support employee education and development
- Transition to new e-learning platform to support single source for policy review and employee education
- Reduction of employee turnover through enhanced communication and connection (including performance conversation, huddles, executive rounding)
- Implement standard leadership development days
- Continued development of action plans to support positive and continuous learning environment
- Development of internal highlights to celebrate successes and comprehensive recognition program to support retention

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Sustainable Growth

Directions	Objectives
<ul style="list-style-type: none"> • Be an organization of choice for talented people. • Grow our services to align with current and anticipated needs of our community. • Invest in our physical infrastructure and environmental stewardship. • Leverage technology to improve patient experience, patient outcomes, health equity and team effectiveness. • Enhance our partnership networks and reshape our processes to support patient needs throughout their health journey. • Continue to achieve financial sustainability. 	<ul style="list-style-type: none"> • Listen to and engage with our people to build upon our valued culture and remain an organization of choice. • Address recruitment in a way that accents our positive and supportive culture. • Enhance advocacy and strategic efforts to grow our services and programming, specifically in the areas of women's health services, mental health, seniors' health, surgical services, and diagnostic imaging. • Identify and secure innovative and relevant technology to support our people in performing their work. • Seek creative funding and savings opportunities. • Act in a fiscally responsible way through efficient use of resources. • Support community driven changes that improve health and healthcare delivery to the residents we serve.

2023-24 Objectives

- Work towards a balanced fiscal operating position without compromising safety, quality and access of patient care
- Invest in the GBGH Crew and support the growth and development of all team members
- Completion of the planning and Ministry of Health approvals for the new MRI service
- Advance GBGH's acute mental health program
- Purchase and install a fire suppression system
- Work with local municipal partners to advance the planning for a new hospital
- Redevelop two new X-Ray rooms
- Develop plan for a new comprehensive mammography program

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