

2021-22

Strategic Priorities Progress Report

At Eastern Health, we are guided by our Strategic Plan 2020-2023, 'Putting Excellence into Action'. This plan is a roadmap to help guide us toward our vision of **Healthy People, Healthy Communities**.

The strategic plan identifies Eastern Health's five strategic priority areas:

- ▶ Priority Area 1: Access
- ▶ Priority Area 2: Quality & Safety
- ▶ Priority Area 3: Population Health
- ▶ Priority Area 4: Healthy Workplace
- ▶ Priority Area 5: Sustainability

Please click on the priority areas above to learn more about the progress made during the 2021-22 fiscal year.



Priority Area

1

Access

Goal: By March 31, 2023 Eastern Health will have improved access to services in identified program areas.

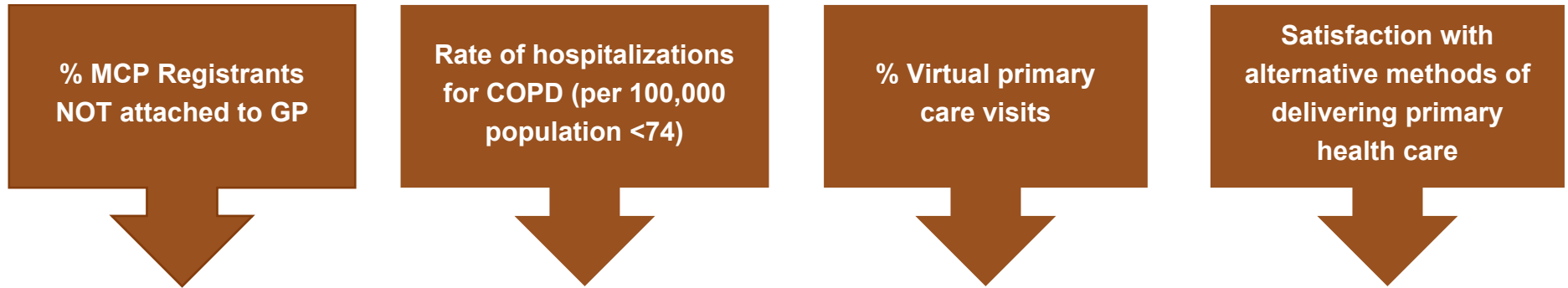


Objective 1	Objective 2	Objective 3	Objective 4
<p>Improve access to primary health care</p>	<p>Improve access to mental health and addictions services</p>	<p>Help seniors stay healthy and independent at home for as long as possible</p>	<p>Deliver acute care and tertiary-level services efficiently</p>
<p>Indicators:</p> <ul style="list-style-type: none"> ◆ Increase attachment to a primary healthcare provider ◆ Better management of chronic disease with a focus on COPD¹ ◆ Increase utilization of virtual care ◆ Increase patient and provider satisfaction with alternative methods of delivering primary health care 	<p>Indicators:</p> <ul style="list-style-type: none"> ◆ Decrease wait times for outpatient child psychiatry ◆ Decrease wait times for outpatient adult psychiatry ◆ Decrease wait times for child and adolescent counselling services 	<p>Indicators:</p> <ul style="list-style-type: none"> ◆ Increase number of seniors with an annual assessment completed ◆ Increase number of seniors with a support plan completed 	<p>Indicators:</p> <ul style="list-style-type: none"> ◆ Decrease Alternate Level of Care (ALC) days in acute care ◆ Decrease length of stay for typical acute care inpatients ◆ Resumption of services to volumes appropriate for the current COVID-19 Alert Level with established backlog plan

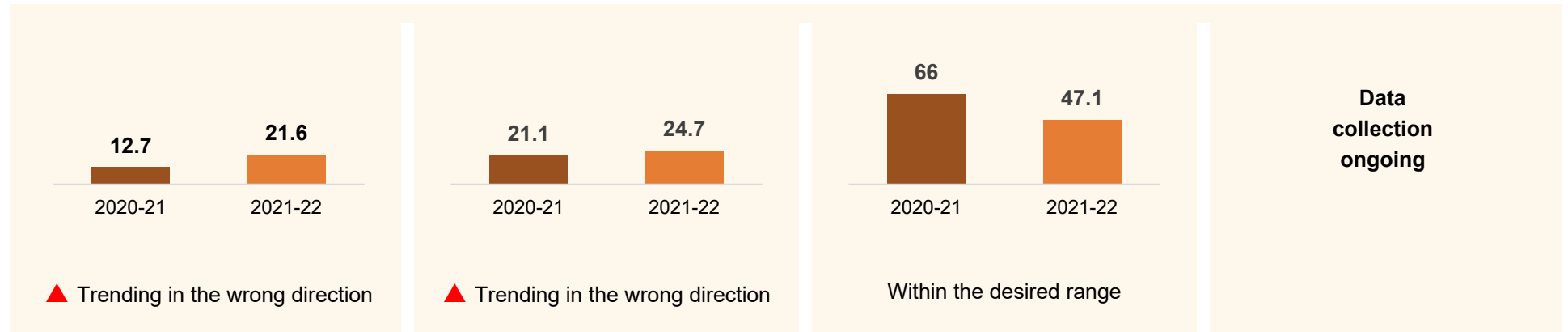
¹ Chronic Obstructive Pulmonary Disease

Objective 1: Improve access to primary health care

Measurement



Progress



Objective 2: Improve access to mental health and addictions services

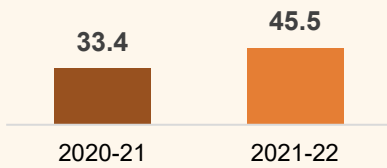
Measurement

% New referrals seen by outpatient child psychiatry within access target

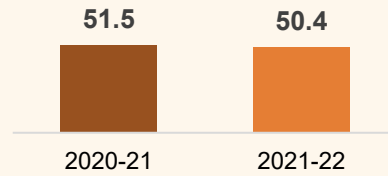
% New referrals seen by outpatient adult psychiatry within access target

% New referrals seen by outpatient adult psychiatry within access target

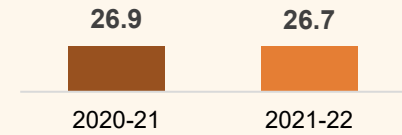
Progress



▲ Trending in the right direction



▼ Trending in the wrong direction



▶ Remained stable

Objective 3: Help seniors stay healthy and independent at home for as long as possible

Measurement

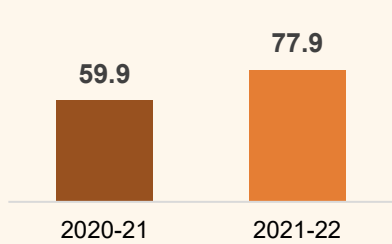
% Clients in receipt of home support services with an annual assessment completed



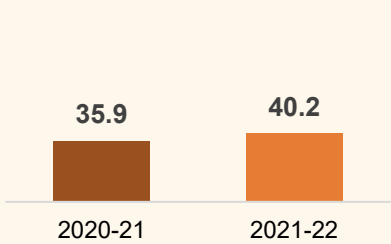
% Clients in receipt of home support services with a documented support plan in place



Progress



▲ Trending in the right direction



▲ Trending in the right direction

Objective 4: Deliver acute care and tertiary-level services efficiently

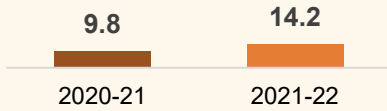
Measurement

% Alternate level of care (ALC) days in acute care

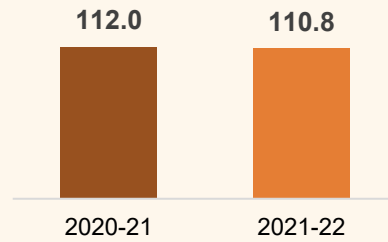
% Length of stay / expected length of stay in days

% Variance in resumption of services for COVID-19 alert level

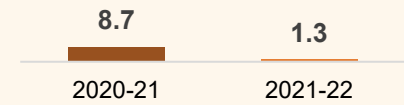
Progress



▲ Trending in the wrong direction



▼ Trending in the right direction



▼ Trending in the right direction

Priority Area

2

Quality & Safety

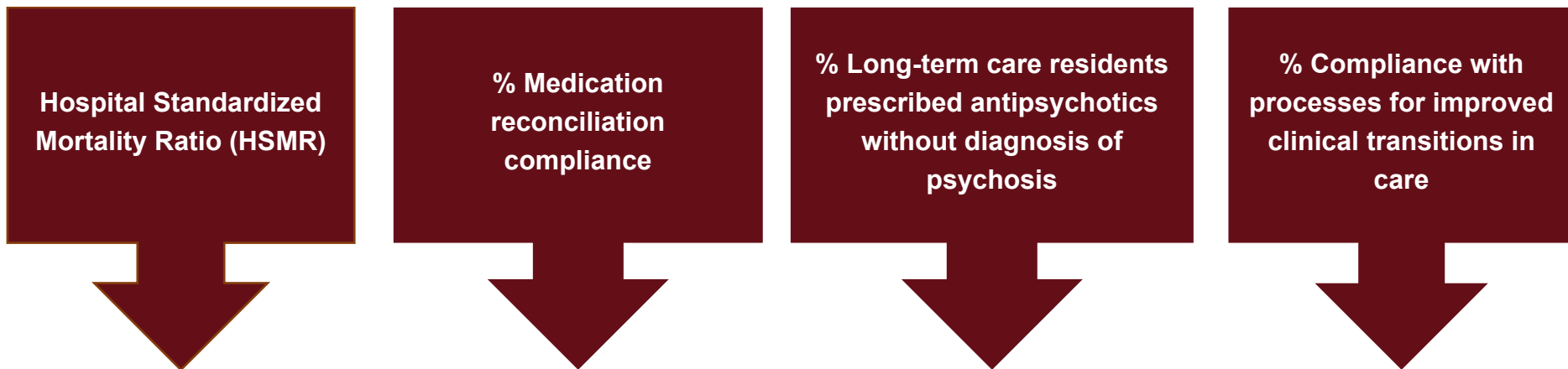
Goal: By March 31, 2023, Eastern Health will have improved outcomes and client experiences by focusing actions and resources on excellence in care.



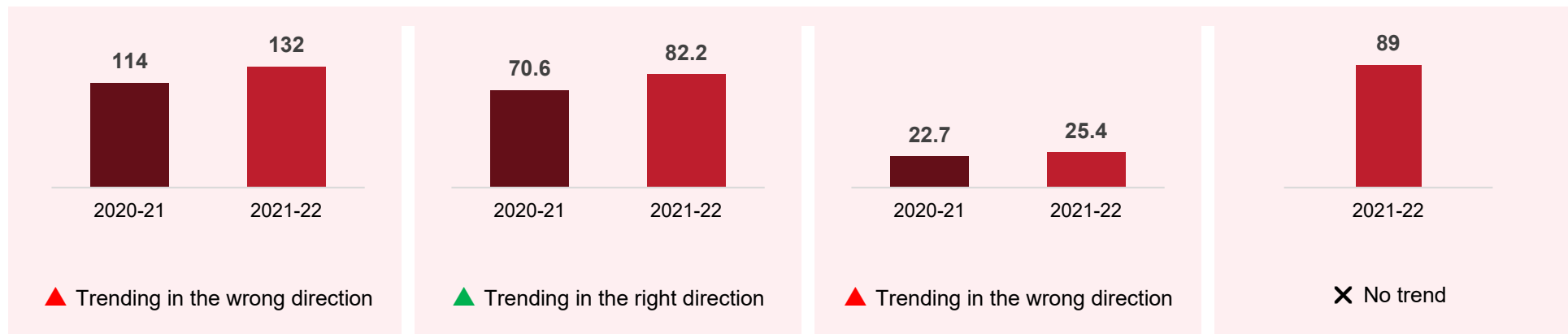
Objective 1	Objective 2	Objective 3
<p>Foster a culture of safety and reduced the risk of harm</p>	<p>Engage clients and families in service and care planning and delivery to ensure that their needs, values, beliefs and preferences were respected</p>	<p>Facilitate communication and collaboration among employees and physicians to ensure the delivery of safe and effective care</p>
<p>Indicators:</p> <ul style="list-style-type: none"> ◆ Improve Hospital Standardized Mortality Ratio (HSMR) ◆ Increase medication reconciliation compliance rates ◆ Reduce potentially inappropriate use of antipsychotics in long-term care ◆ Improve clinical transitions in care 	<p>Indicators:</p> <ul style="list-style-type: none"> ◆ Improve client experience ◆ Increase meaningful involvement of client and family advisors ◆ Increase meaningful involvement of families 	<p>Indicator:</p> <ul style="list-style-type: none"> ◆ Increased number of teams using visual management in their improvement huddles

Objective 1: Foster a culture of safety and reduced the risk of harm

Measurement



Progress



Objective 2: Engage clients and families in service and care planning and delivery to ensure that their needs, values, beliefs and preferences were respected

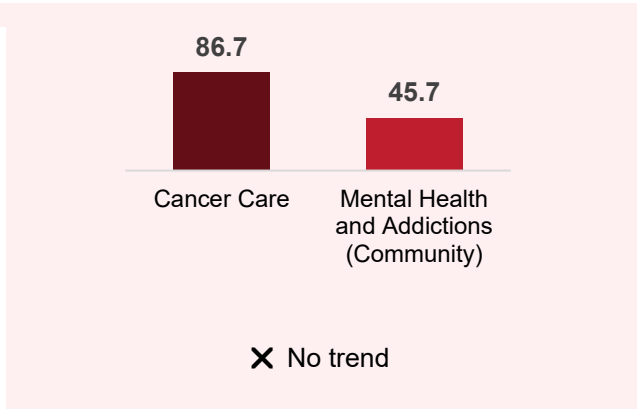
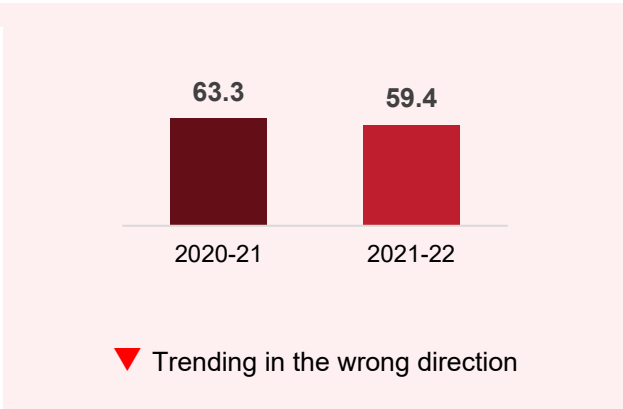
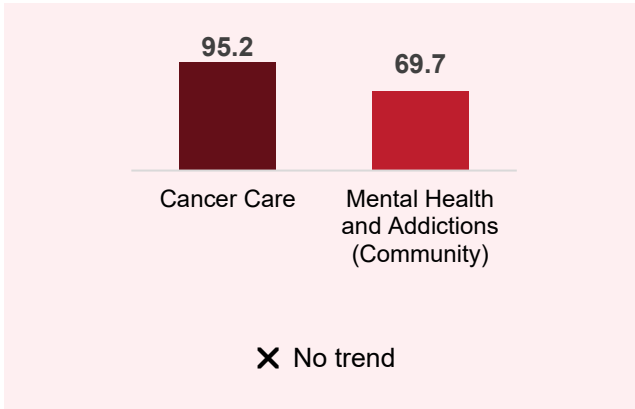
Measurement

% Clients who rated their care has high quality (8 or above out of 10)

% Client and family advisors who reported meaningful involvement

% Clients who reported family members or support persons were 'always involved' in decisions about their care

Progress



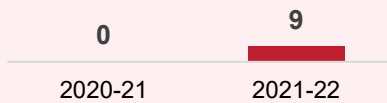
Objective 3: Facilitate communication and collaboration among employees and physicians to ensure the delivery of safe and effective care

Measurement

Number of teams using visual management in their improvement huddles



Progress



▲ Trending in the right direction

Priority Area

3

Population Health

Goal: By March 31, 2023, Eastern Health will have improved health outcomes and reduced health inequities in the populations it serves.



Objective 1

Embed smoking cessation within clinical practice to ensure smoking cessation efforts were coordinated, systematized and integrated into all healthcare settings within Eastern Health

Indicator:

- ◆ Increase reach of smoking cessation program

Objective 2

Strengthened the systems that support public health and well-being

Indicator:

- ◆ Increase percentage of the Public Health e-health digital innovation strategy implemented

Objective 3

Partner intersectorally to secure increased investments in population health

Indicator:

- ◆ Increase collaboration with partners on population health initiatives

Objective 1: Embedded smoking cessation within clinical practice to ensure smoking cessation efforts were coordinated, systematized and integrated into all healthcare settings within Eastern Health

Objective 2: Strengthen the systems that support public health and well-being

Objective 3: Partner intersectorally to secure increased investments in population health

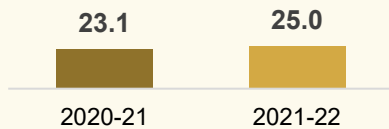
Measurement

Estimated percentage of hospitalized smokers who receive smoking cessation services

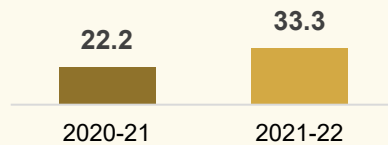
Percentage of the Public Health e-health digital innovation strategy implemented

Number of population health initiatives implemented in collaboration with partners

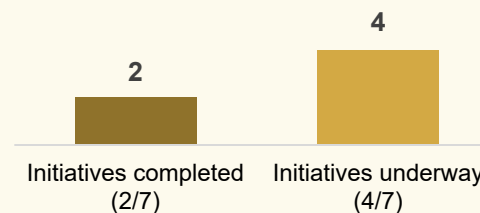
Progress



▲ Trending in the right direction



▲ Trending in the right direction



▲ Trending in the right direction

Priority Area

4

Healthy Workplace

Goal: By March 31, 2023, Eastern Health will have created a healthier workplace.



Objective 1

Improve the physical and psychological health and safety of employees, physicians and volunteers

Indicators:

- ◆ Decrease employee lost time injuries
- ◆ Increase support for psychological self-care
- ◆ Improve psychological job fit
- ◆ Increase civility and respect
- ◆ Increase clarity of leadership and expectations
- ◆ Increase protection of physical safety

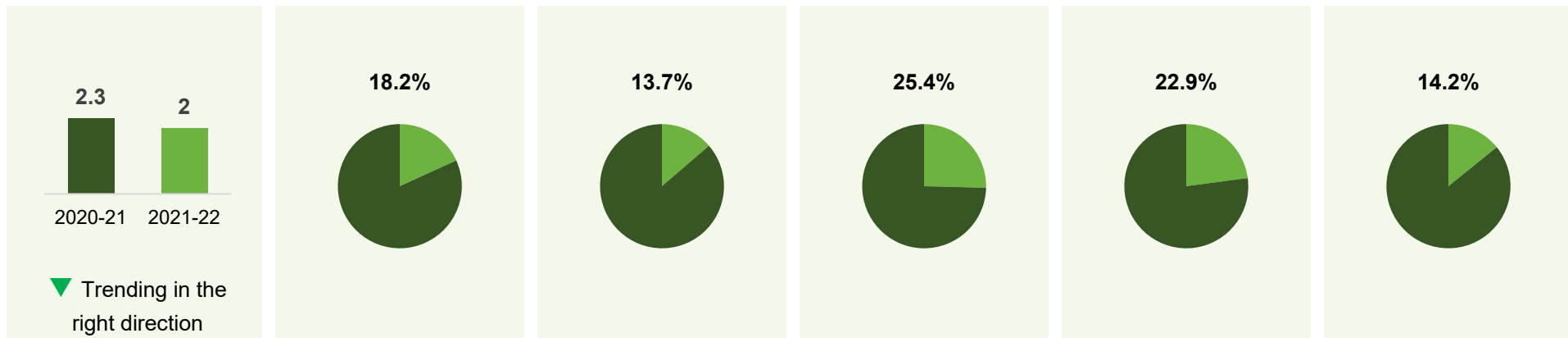
National Standard of Canada for Psychological Health and Safety in the Workplace

Objective 1: Improve the physical and psychological health and safety of employees, physicians, and volunteers

Measurement



Progress



Priority Area

5

Sustainability

Goal: By March 31, 2023, Eastern Health will have improved the sustainability of the organization.



Objective 1	Objective 2	Objective 3	Objective 4
<p>Remain within the annual approved government operating expenditure limit</p>	<p>Enhance clinical efficiencies and improved appropriateness of care</p>	<p>Reduce the environmental impact of the organization</p>	<p>Harness innovation to improve patient care and to elevate Eastern Health as a leader in the Canadian health innovation sector</p>
<p>Indicator:</p> <ul style="list-style-type: none"> ◆ Decrease variance from operational expenditure budget 	<p>Indicators:</p> <ul style="list-style-type: none"> ◆ Reduce potentially inappropriate use of antibiotics ◆ Reduce potentially inappropriate use of biochemistry testing ◆ Reduce potentially inappropriate use of opioids 	<p>Indicators:</p> <ul style="list-style-type: none"> ◆ Reduce carbon emissions ◆ Reduce energy consumption ◆ Reduce waste 	<p>Indicators:</p> <ul style="list-style-type: none"> ◆ Increase number of patients involved in health technology clinical trials ◆ Increase economic development

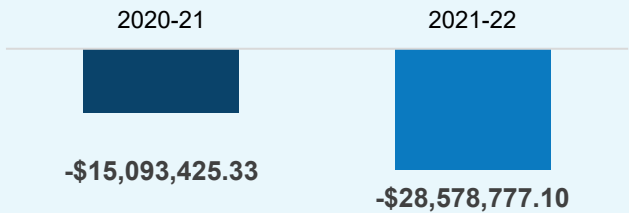
Objective 1: Remain within the annual approved government operating expenditure limit

Measurement

**Year to date budgeted expenses –
Year to date actual expenses (in dollars)**



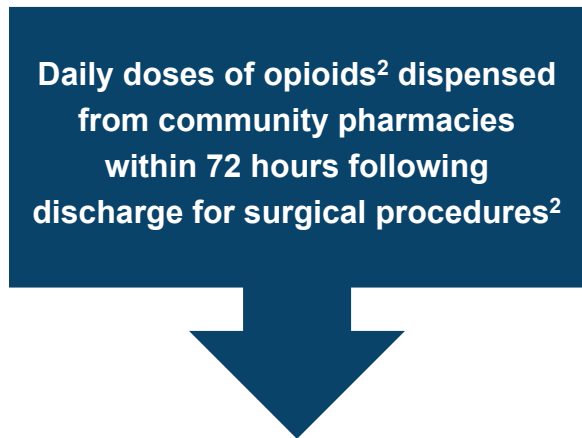
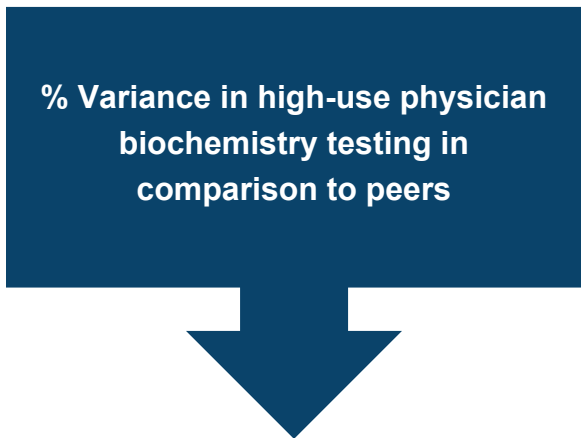
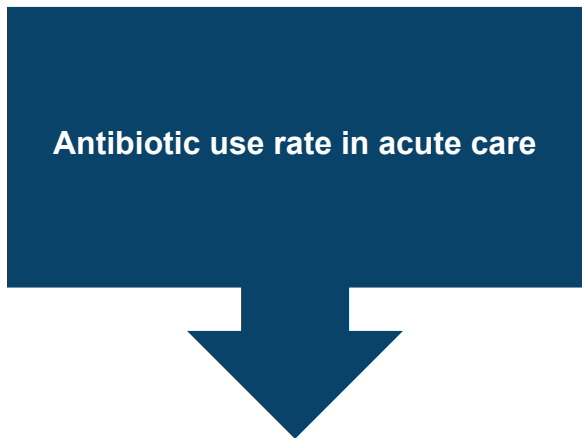
Progress



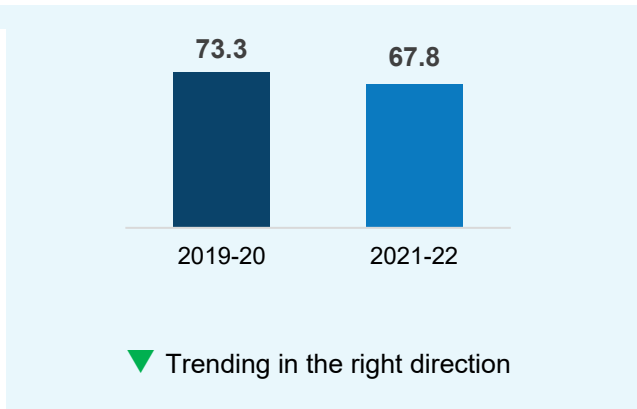
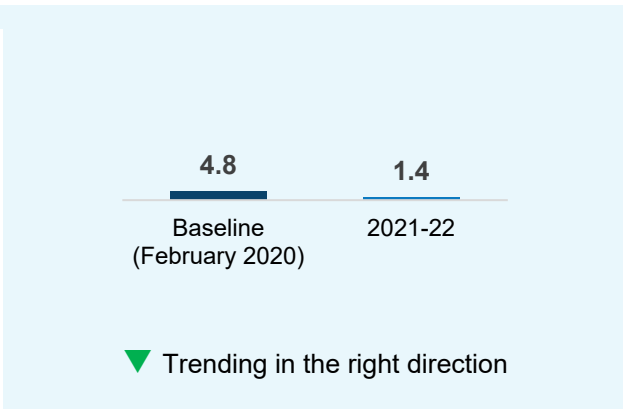
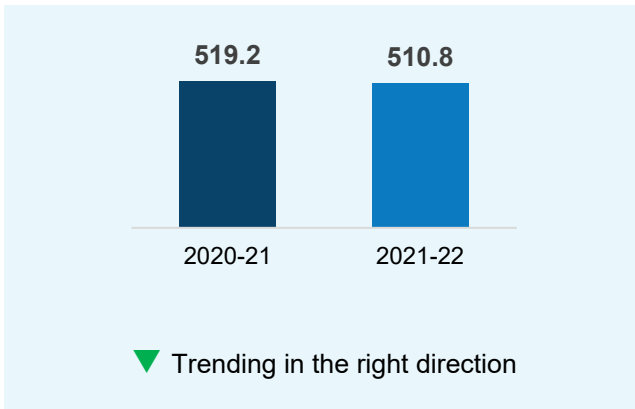
▲ Trending in the wrong direction

Objective 2: Enhanced clinical efficiencies and improved appropriateness of care

Measurement



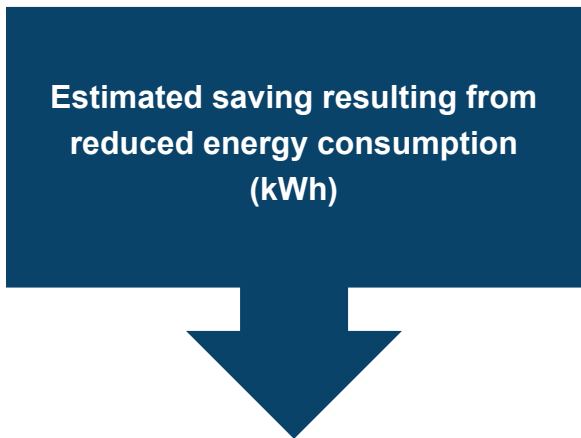
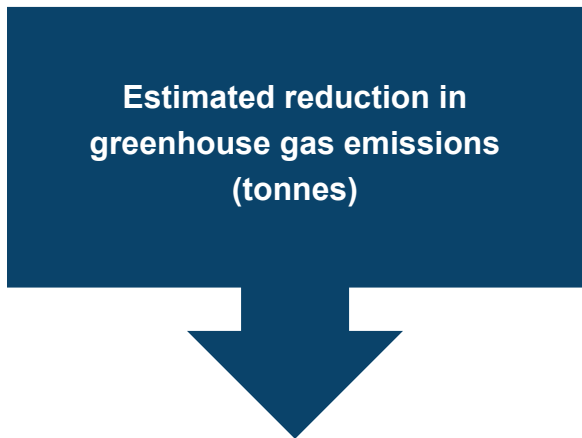
Progress



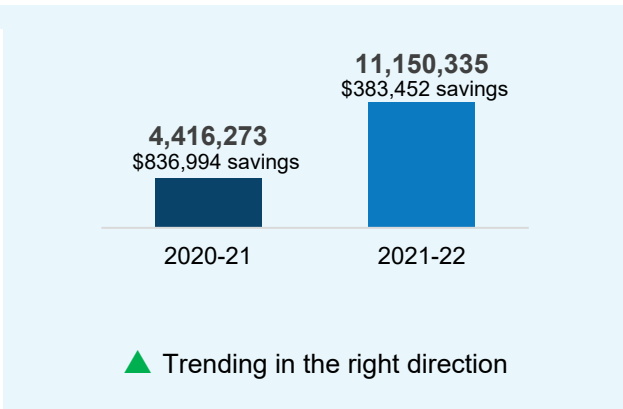
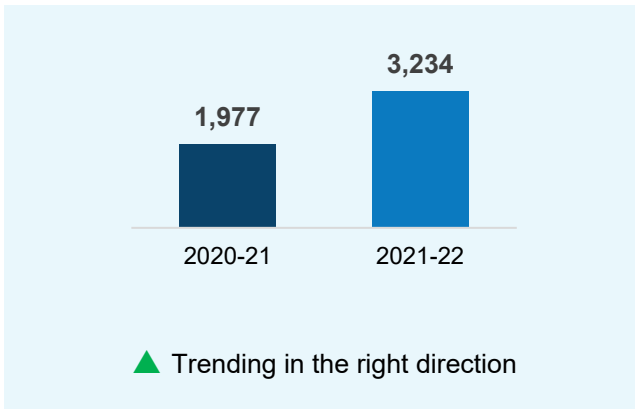
² Reporting on this indicator is one year delayed due to the need to link hospital discharge data to community prescription dispensing.

Objective 3: Reduce the environmental impact of the organization

Measurement



Progress



Project completed and target was met. New waste reduction project to be reported on in the next fiscal year.

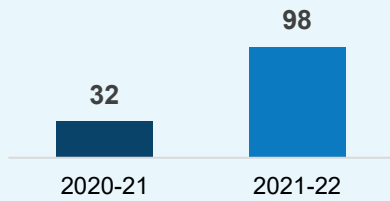
Objective 4: Harness innovation to improve patient care and to elevate Eastern Health as a leader in the Canadian health innovation sector

Measurement

Number of clients enrolled in health technology clinical trials

Estimated GDP growth invested within the province as a result of increased innovation within Eastern Health (per \$M)

Progress



▲ Trending in the right direction

