



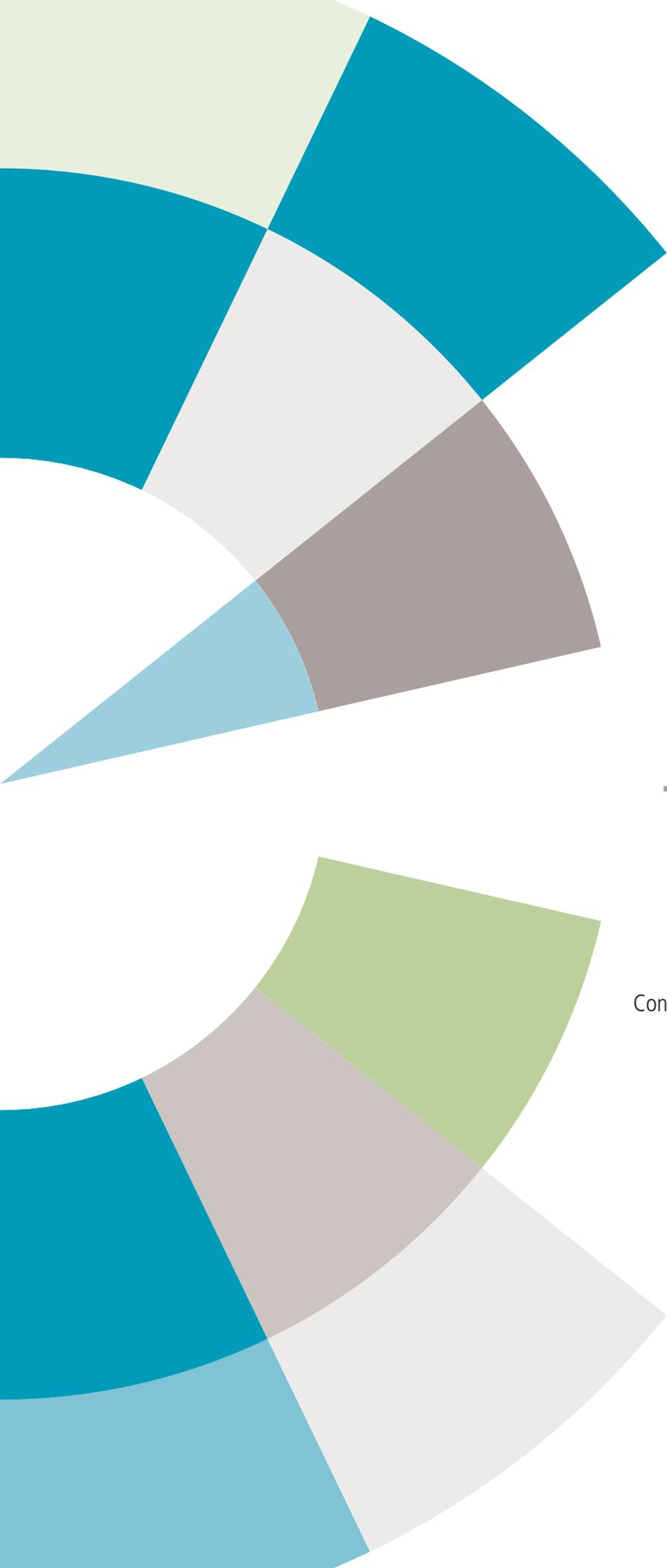
# Continuous learning-based strategic planning

An innovative approach to  
meet health challenges

July 2023







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## An innovative approach to meet health challenges

To meet the health challenges before us – including the aging of the population generating increased demand for services and the human resources shortage limiting the system’s ability to deliver services – Vitalité Health Network is committed to conducting continuous learning-based strategic planning.

This is an innovative and more adaptive and dynamic approach that will make us more productive by allowing us to continuously measure our progress, regularly review our priorities and make needed adjustments on an annual basis.

This learning approach embodies the Network’s values of curiosity, collaboration and accountability. It also includes integrating patient partners into the development and improvement of services, recognizing the importance of research and training, being willing to learn from mistakes, and increasing standards and stakeholder empowerment.

As indicated in the Network’s recently released Consolidated Performance Report, consulting firms Raymond Chabot Grant Thornton and Ernst & Young identified strengths and improvement opportunities related to the Network’s operations

and capacity to satisfactorily meet the public’s health care and service needs.

Based on our lived experience and in-depth analysis of our observations, we have revised our Purpose and Values and identified our major directions and strategic priorities. We have also adopted a culture of performance excellence based on improvement projects prioritized and conducted over 90-day cycles. This document presents the priorities identified through our continuous learning-based strategic planning.

I am firmly convinced that you will be pleased with this planning model because it engages all stakeholders and gives us the necessary flexibility to meet people’s needs more effectively.

**Dr. France Desrosiers**  
President and CEO, Vitalité Health Network



## The transformation of the health system – a societal project

At the close of a year of transformation, Vitalité Health Network presents the thinking behind its strategic plan and vision for the future and how to make this vision a reality.

The Network has had the courage to explore other strategic planning models that use an innovative approach to meet objectives more effectively.

The teams involved have accomplished a colossal task in adopting the organization's learning model in order to give our teams on the ground and patient partners a voice in the search for solutions and effort to implement improvements.

For the health system to satisfactorily meet our communities' health needs – today and tomorrow – its transformation is everyone's business. The support and collaboration of all stakeholders, including health workers, physician groups and communities are key to the success of this societal project.

As I conclude my term as trustee, I confidently approve this continuous learning-based strategic planning model that is perfectly aligned with Vitalité Health Network's move to a culture more focused on learning, transparency, accountability, engagement and progress.

Congratulations, and I wish the Network's teams much success!

**Gérald Richard**  
Trustee, Vitalité Health Network

# Purpose, values and strategy

This year, we revised our Purpose and Values to align with our commitment to serve people better by optimizing the care and services provided in hospitals and in the community and to recognize and support the teams working in the field.

Resulting from extensive discussions with our teams and our communities, the new Purpose statement and Values convey a common, unifying plan in which our actions inspire confidence and nurture hope in teams, people and communities for the future of health care and services.





## Continuous learning-based strategic planning

**Continuous learning-based strategic planning is a systemic approach that identifies organizational priorities and fields of action and remains adaptive to issues and the environment.**

The successful implementation of continuous learning-based strategic planning depends on the engagement of all members of the organization and their adherence to the priorities adopted.

To ensure that this engagement occurs, we must, as an organization, be more attentive, inclusive and agile in the process of identifying strategic priorities.

We must have a good understanding of the realities on the ground and of our organization's performance as well as of the needs of the communities we serve while at the same time being future oriented, aware of future needs and equipped with innovative practices.

This is how we will adopt this strategic planning process that is learning-based and continuous and that takes elements both inside and outside Vitalité Health Network into account.

# Continuous learning-based strategic planning: success factors



## 1. Quarterly updates and key performance indicators

We publish a Quarterly Report to the Community outlining the progress we have made and challenges we have encountered. As well, we update the Performance Report on our website at the end of each quarter, i.e. at the end of March, June, September and December. The report contains a detailed table summarizing the Network's performance in health outcomes, employee experience, patient and family experience and organizational excellence as measured by key indicators.

**For each key indicator, the report gives:**

- The benchmark (national or international figure for the same indicators);
- Vitalité Health Network's target for the current quarter;
- The result for the current quarter;
- The trend over recent quarters.

**The colour code shows the progress made.**

- **Green** – Better than target
- **Yellow** – Meets target (+/- 5%)
- **Red** – Fails to meet target

The items measured are chosen based on the improvements to be made. It is therefore normal to see yellow and red, which flag gaps between the current performance and desired performance.

## 2. Modelling of our population's needs

A modelling exercise is now conducted annually, based on the historical use of our services and on the aging of the population, demographic variations, the incidence and prevalence of various conditions and illnesses, and the early onset of conditions or illnesses related to, for example, a sedentary lifestyle or obesity. This exercise generates projections over the next ten years.

## 3. Risk assessment

A risk assessment is also conducted annually based on a thorough analysis of the data collected within the organization. This data may be related to human resources, to quality and patient safety, to the condition of infrastructure or to accreditation standards (Accreditation Canada, training program accreditation, etc.).

## 4. Engagement of teams

The engagement of our teams on the ground is essential to the learning approach. It is integral to the operations of learning client programs and of departments. Teams participate in selecting projects and finding solutions. Patient partners bring the client's perspective into the process. Finally, workshops and working sessions are planned at strategic points within the Network's annual planning cycle to gather input from our various stakeholders.





## 1. Community Health Needs Assessment

A community health needs assessment (CHNA) is an ongoing, dynamic process aimed at identifying the assets, strengths and needs of communities in order to establish health and wellness priorities and improve the population's health status. The main objective of a CHNA is to compile a list of priority health and wellness needs that will assist decision-makers in planning resources in the community.

## 2. Health innovations and trends

Vitalité Health Network remains on the lookout for new health trends and innovative practices in order to explore new options and enhance efficiency and performance by:

- Seeking best practices originating from the highest performing health facilities in the world along with innovative health trends;
- Continuously reviewing best practices and innovations (with involvement by research professionals, researchers and other specialists).

## 3. Priorities of partners involved in delivering health care and services

The Network proactively maintains open communication and fruitful collaboration with health partners to remain aligned with priorities and initiatives. The organization plays an influencer and leadership role with partners and demonstrates a strategic and forward-looking approach.



# Our tools

## Ten-year forecast

Projections are used to set top-level priorities over the next ten years based on the future needs of our patients and communities.

These projections are based on demographic studies and the analysis of expected health needs (e.g. aging of the population, increases in chronic illnesses, more sedentary lifestyle among youth, mental health needs, etc.).

## Roadmap for next four years

Our learning client programs (nine programs targeting specific clienteles), crosscutting clinical areas (professional services, nursing, medical services, diagnostic services, pharmacy services, etc.) and enabling areas (performance, university mission, quality and patient safety, information technology, human resources, communications, finance, etc.) have a roadmap to follow with specific actions to reach their respective strategic objectives.

The planning over the first two years is more detailed, with actions sequenced over 90-day cycles, while the planning over the last two years sets out the major upcoming initiatives and projects.

With transparency being integral to the approach, our internal and external communications, delivered both periodically and continuously, document the progress being made on the projects and initiatives underway.

# Initiatives

## for the period 2023–2026

Vitalité Health Network's three major directions include employee experience, patient experience and building closer ties with communities. The Network also aligns its major directions with two strategic priorities, namely improving access to primary health care and improving patient flow and hospital performance. Enabling factors must be in place and optimized to support the Network in achieving its organizational objectives. To accomplish these, the organization has set specific objectives for its priorities, initiatives and measurements.



### Objectives

- Improve access to primary health care
- Build closer ties with our communities while evaluating and supporting their health needs
- Improve access to mental health and addiction services
- Facilitate a continuum of care and services for seniors

### Initiatives

- Implement the integrated primary health care model
- Optimize access to community pediatric rehabilitation care
- Engage communities through a learning and co-design approach
- Improve access to care for youth needing acute child psychiatry care by optimizing the care team and the safety of the environment
- Establish integrated mental health and addiction services
- Optimize the mental health and forensic psychiatry care continuum
- Establish geriatric wellness clinics
- Develop virtual care

### Measurements

- Percentage of level 4 and 5 visits to Emergency
- Rate of repeat hospitalizations for mental illness
- Ambulatory care sensitive conditions (hospitalizations per 100,000 residents)
- Number of days before the third next appointment available in the primary health care provider's schedule.

## 2 Improving patient flow and hospital performance

### Objectives

- Optimize patient flow and hospital capacity management
- Implement innovative and high-performance systems with the Network's partners to enhance our hospitals' performance
- Optimize the surgical experience

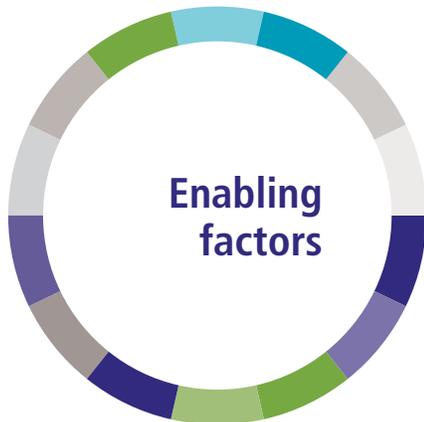
### Initiatives

- Optimize the operation of the Network's surgical suites
- Implement the Public Health Laboratory
- Modernize our Laboratory Department
- Modernize the clinical information system
- Include patients and families in care
- Optimize the support services sector along with the clinical and medical sectors
- Optimize patient services
- Implement the collaborative care model

### Measurements

- Percentage of hip and knee surgeries performed within 182 days
- Percentage of hip and knee surgeries waiting > 365 days
- Percentage of surgeries waiting > 365 days
- Percentage of level 4 and 5 visits to Emergency
- Percentage of alternate level of care (ALC) patients in acute care
- Actual versus Canadian Institute for Health Information (CIHI) expected length of stay ratio
- Overall hospital readmission rate





### **Objectives**

- Develop and implement an integrated human resources strategy that factors in recruitment, retention, succession planning and organizational priorities
- Optimize the Network's sectors to support organizational priorities

### **Initiatives**

- Implement a mentorship program for students and new physicians in the Network
- Develop and implement a strategy to recruit members for our teams
- Implement employee recognition strategies
- Optimize the employee intake, orientation and integration process
- Optimize employee experience and learning experience
- Establish continuous integrated learning-based strategic planning based on projections and innovative practices
- Establish a strategy to reduce organizational risks
- Establish strategic and aligned communications
- Prioritize infrastructure projects

### **Measurements**

- Improvement rate
- Difference between actual expenses and operating budget
- Turnover rate
- Average paid sick days per employee
- Work accident rate with lost time
- Percentage of vacant positions



## Publications to consult

- [Regional Health and Business Plan](#)
- [Performance reports \(Network's Performance | Vitalité \(\[vitalitenb.ca\]\(http://vitalitenb.ca\)\)\)](#)
- [Quarterly Reports to the Community](#)
- [Annual Reports](#)







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