



Mission, Vision, Values & Strategic Plan

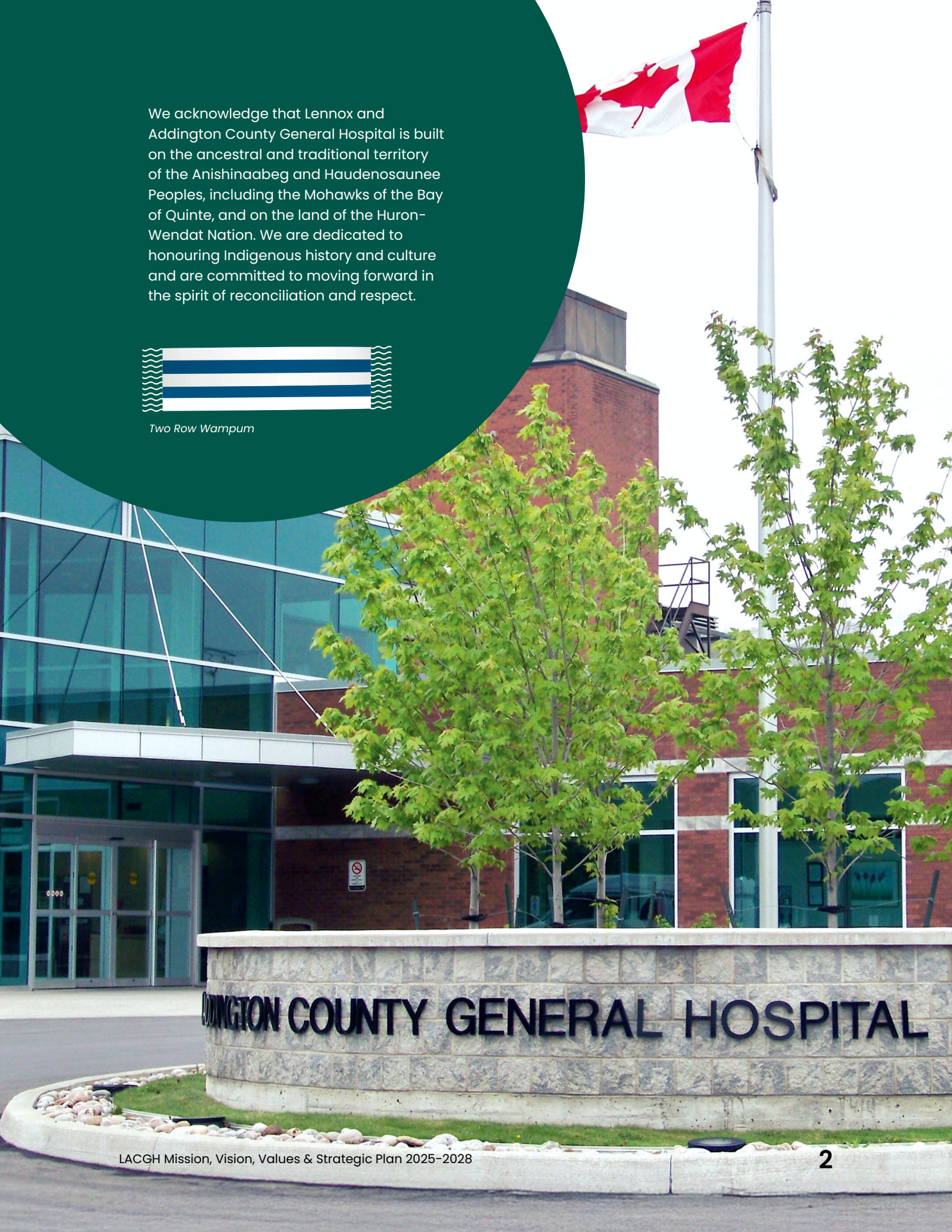
2025-2028



We acknowledge that Lennox and Addington County General Hospital is built on the ancestral and traditional territory of the Anishinaabeg and Haudenosaunee Peoples, including the Mohawks of the Bay of Quinte, and on the land of the Huron-Wendat Nation. We are dedicated to honouring Indigenous history and culture and are committed to moving forward in the spirit of reconciliation and respect.



Two Row Wampum



Introduction

The LACGH Board of Directors would like to thank everyone who contributed to the development of this exciting new Strategic Plan. We made a concerted effort to engage broadly, resulting in thoughtful ideas and aspirations from many voices across the organization and across communities. A detailed overview of the planning process is available in the appendix.

This plan marks a new chapter for LACGH, bringing renewed focus and direction, along with a refreshed visual identity through our logo and communication materials. As pressures on the healthcare system persist, this document equips us to respond proactively and build the most effective systems possible.

Situational Analysis

The path forward has many opportunities and also stark realities regarding the demands that will be placed on Ontario's Healthcare system over the next 10 years. A new study conducted by the Dalla Lana School of Public Health at the University of Toronto, in partnership with the Ontario Hospital Association (OHA), reveals critical challenges ahead for Ontario's health system—challenges with direct and significant implications for LACGH.

As the most comprehensive public analysis to date on chronic disease and multi-morbidity in the province, the report forecasts **a sharp rise in the burden of illness over the coming decades**. This escalating wave of chronic conditions will place unprecedented strain on hospitals, due to growing healthcare needs within a resource-constrained system. **The findings underscore a stark reality: Ontario's health system is approaching a tipping point. LACGH must create transformative change and innovative care models to meet the growing and complex needs of our communities.**



Voices from Our People – Reflections From Staff, Physicians, Volunteers, Patients and Partners

Theme 1: Advance Clinical Excellence

There's a need to:

- Advance clinical excellence with quality improvement tools.
- Create a digital health/digital transformation strategy that helps expand the use of novel technologies.
- Reduce wait times, starting with emergency and diagnostic services.
- Closely manage patient access, flow and capacity for optimal service outcomes.
- Review outpatient services.

Theme 2: Build our Workplace Culture and Family Identity

There's a need to:

- Foster pride in the hospital's "family feel" and strengthen a culture of empathy, inclusivity and authenticity.
- Invest in performance management systems that support our people in alignment with hospital goals.
- Use our brand identity and workplace culture to refresh marketing efforts and attract talent.
- Attract and retain the best health human resources, especially as the organization grows into long-term care.

Theme 3: Seize Opportunities Related to Growth

There's a need to:

- Continue building LACGH's rural healthcare system and further develop our connected healthcare hub.
- Launch and integrate the new 128-bed long-term care home.
- Support housing options for older adults.

Theme 4: Manage Resources and Infrastructure

There's a need to:

- Embrace innovation as the only means to meet the growing needs for healthcare services.
- Optimize resources by working with applicable Ministries, FLA OHT, municipalities and the Foundation.
- Reduce or proactively prevent unnecessary use of hospital services.
- Review how space is used and identify opportunities for better utilization.
- Enhance LACGH's scheduling and payroll systems.

Theme 5: Advance Community Health Through Partnership

There's a need to:

- Partner with other hospitals, health service providers and the FLA OHT, to accelerate innovation and improve health close to home.
- Consider our role as an anchor institution and support partners (e.g. primary care, municipalities, and community care providers).
- Work with municipalities and community partners to improve social determinants of health and access to care.



Responding to pressures for growth with balance, stability and innovation ...

A key principle guiding strategy development at LACGH is balancing future growth with organizational stability. Embracing cutting-edge technologies—such as artificial intelligence—offers opportunities to improve patient and resident outcomes, streamline clinical workflows, and enhance person-centered care.

Our Mission

We are a forward-looking community hospital and health hub, serving people and communities in partnership.

What We Do

As a leading partner in a progressive rural health system, we provide exemplary community hospital services in Lennox & Addington County to support the best health of our patients, residents and communities.

We host a connected health hub of healthcare providers and complimentary services to meet related needs of our patients beyond the traditional scope of hospital acute care. We will be mindful of the needs of the most vulnerable, including Indigenous, rural and isolated communities as well as all those facing financial barriers.

We will accomplish our mission by empowering people to be difference-makers, supported in a culture of kindness and respect, teamwork and authentic identity. We will have to harness new tools of technology, data analysis and process innovation. While being focused as a hospital on providing all the essential services our community may need, we will embrace partnerships to address social determinants of health and equitable access to services.

We will grow at a pace that is sustainable in the years ahead.



Our Vision

To be a leading rural health hub where hospital and community services work together to provide exceptional care, close to home.

Good health is a lifelong journey that begins before birth and involves a wide range of service providers across the continuum of care—from primary care and hospitals to long-term care, diagnostics, supportive housing, and mental health, social, and community services.

Social determinants of health—such as poverty, housing, food security, transportation, and education—play a critical role. Achieving a shared vision of health for our community will require many committed partners working together, ideally within an integrated hub.



Strategic Organizational Values



Togetherness

We work as a team with partners to strengthen the health of the community.



Empowerment

We support people in making informed choices and driving positive change.



Adaptability

We embrace challenges and opportunities to ensure our services meet evolving needs.



Our Strategic Focus Priorities for 2025-2028

LACGH strategies for 2025-2028 will be anchored by three areas of focus.



1. Exceptional Care

LACGH will invest in a Quality Improvement transformation, annually identifying 1-2 areas or units that require special focus.



2. Trusted Relationships

LACGH actively fosters inclusion and respect through a systemic anti-racism framework, including Indigenous People.



3. Relentless Communications

LACGH will pursue a robust multi-channel communications/ engagement strategy to enhance patient experiences, improve patient care, enhance teamwork, help attract staff, and maintain our strong reputation in the community.

“Strategy is about **deliberately making choices to do some things and not others in order to deliver a unique mix of value.**”

— Roger Martin, *Playing to Win*

Priority Objectives: Transforming Strategies into Action

Here are six Priority Objectives for LACGH 2025–2028:

- 1. Reduce wait times for patients,** especially for Emergency Department and Diagnostic Imaging services.
- 2. Advocate for more acute care and surgical services** to provide immediate and comprehensive care for a variety of medical emergencies and illnesses that cannot be managed by primary or community care.
- 3. Implement a comprehensive workforce development program** to help effectively manage health human resources — recruitment, retention, development, succession, diversity and active growth in staff size. This would include building on a strong workplace culture and staff recognition.
- 4. Advance health equity** with Indigenous, economically disadvantaged, and vulnerable senior communities.
- 5. Supporting team-based primary care** (“Health Homes”) across Lennox & Addington County by fostering strong interprofessional collaborations, providing access to specialized resources and expertise, and ensuring seamless communication with clear protocols for referrals and transitions of care.
- 6. Explore expansion of supportive living**—an integrated model of housing and support services that enables individuals, including seniors and people with disabilities, to live independently while receiving assistance with daily activities.

Operational Imperatives

Over the life of this strategic plan, the hospital will focus on important operational projects, which may be revised and updated as progress is made. Commencing in 2025, they are:



- 1 Invest in a new Daily Management System (DMS),** a framework of key metrics, regular check-ins, and problem-solving to improve daily operations. This is part of our Quality Improvement journey that emphasizes operational efficiency, collaboration, and continuous improvement.
- 2 Refine our performance dashboard** of Key Performance Indicators (KPIs) and Balanced Score Card used to track and manage the organization's performance against its strategic goals. This is dependent on improving the ways we collect and use data.
- 3 Optimize the new Lumeo system,** a regional health information system used by the six hospitals in the southeastern region. It enables secure sharing of patient data (e.g. medical records, test results and appointments).
- 4 Develop a new policy framework** (including a complete revamp of all Policies and Procedures) to adapt to changing healthcare landscapes, comply with regulations, and support the hospital's strategic objectives.
- 5 Create a management development program** to enhance the skills and knowledge of managers, equipping them with the competencies needed to provide leadership and effectively manage teams.
- 6 Enhance the hospital's payroll and scheduling systems.**
- 7 Optimize the hospital's billing process** to minimize invoicing errors, missing data and delays and improve customer relationships.

- 8 **Conduct a space review to resolve space constraints** in multiple areas within the hospital and make use of opportunities to use external spaces.
- 9 **Review and expand parking capacity** to accommodate visitors and staff, improve accessibility and reduce stress for those visiting the hospital.
- 10 **Develop and implement a communications and social media plan** to improve patient and family awareness of services offered by LACGH, help attract and retain new staff, and build a positive reputation with other hospitals, healthcare providers, municipalities and partners in the community.

**“Our family,
caring for yours.”**



Appendix:

Development of the LACGH Plan

The LACGH Board kicked off the strategic planning process with a facilitated “commissioning” session on Feb. 4th, 2025, with follow-up “drill-down” discussions on March 4th, April 1st and May 6th. It also benefited from a Q&A briefing session with Anthony Dale, CEO of the Ontario Hospital Association, on Feb. 25th.

Leadership for the planning work involved Senior Leadership Team sessions on Jan. 28th, March 18th & 25th, and also with Management Team on Feb. 12th and March 20th and the Medical Advisory Committee Feb. 13th and March 20th. The CEO consulted directly with the LACGH Foundation, Volunteer Services, the Patient & Family Advisory Council, supervisors and frontline staff, primary care in L&A, and CAOs for the County of Lennox & Addington.

A unique feature for this strategy development project was coordination with concurrent initiatives – one involving quality improvement for clinical processes and a parallel process to refresh the hospital’s brand positioning and visual identity.

Overall, the process gave consideration to operational goals, risk assessments, financial and human resource requirements, infrastructure (space, equipment, technology), marketing communications, partner relationships and governance.

This plan was presented to the Board for approval on May 6th, 2025.



Strategic Commitments at a Glance

- Exceptional Care
- Trusted Relationships
- Relentless Communication

Core Values

- Togetherness
- Empowerment
- Adaptability

Framework for Implementation

Strategy is activated through operational plans that provide more specific direction for the work and identify responsibilities and timelines – detailing who will do what by when. Note that these interconnected initiatives all influence one another during implementation – they may overlap, advance through different stages with varying timelines, and many will be on-going priorities.

- **The Board** will have its own unique responsibilities and accountabilities with respect to governance, board development and succession.
- LACGH success depends on its **people**, transformational leadership and progressing as an entrepreneurial, adaptive learning organization.
- **Decision-making** will be data and evidence based.
- Activity focused on growing **organizational capabilities and practices** and optimizing resource allocations may receive more attention in the early stages of implementation, since they support other objectives.
- **Leading practices** in quality improvement, financial management, talent recruitment and retention, change management, and community/partner relationships would also be part of operational planning.
- Roll-out of this plan will require effective **communications** to ensure understanding of the implications – by patients, residents and their families, funders, service providers, FLA OHT and community partners.
- Progress on these strategic priorities will be **reviewed regularly**, and operational plans will be updated when necessary (as will the strategic plan itself, as appropriate from time to time as conditions change).



Getting the Job Done

Hospital leadership, physicians, staff, volunteers and board members will implement these strategies through specific operational plans with identified timelines and deliverables that respond to the organization's future challenges and opportunities, translating priorities outlined in this strategic plan into ongoing activities and initiatives.

They will also ensure the organization continues to anchor activities in its vision and mission, adapt to the latest evidence and best practices, and respond effectively to circumstances as they may change through 2028 and beyond.

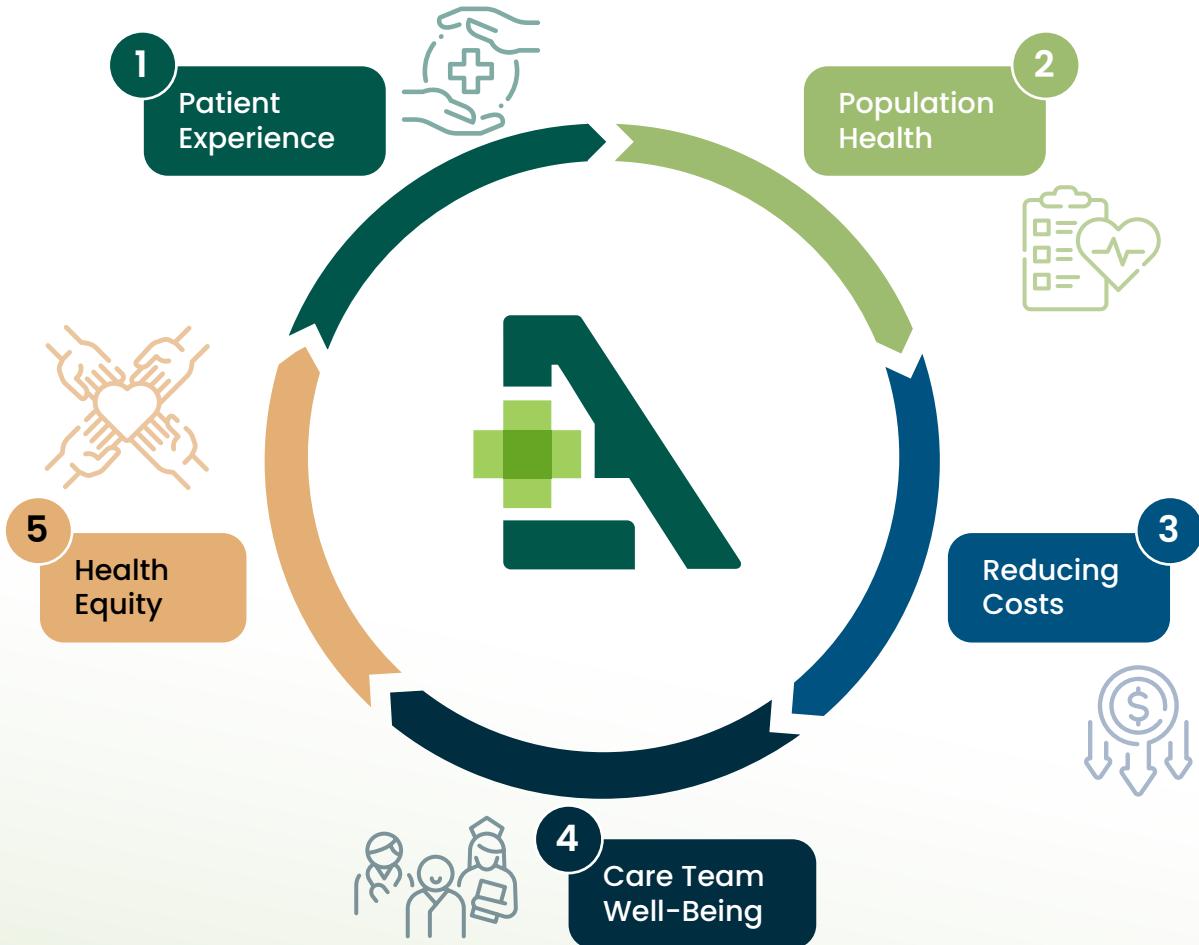
The Quintuple Aim Framework

The Quintuple Aim for health care in Ontario is a framework that guides the delivery of world-class health care services. It focuses on five key objectives:

- Enhancing patient experience: Ensuring that patients receive high-quality, compassionate, and person-centered care (including quality, safety and service).
- Improving the care team experience: Supporting health care providers to reduce burnout and enhance their work satisfaction.

- Improving population health: Promoting better health outcomes for the entire population.
- Improving value: Delivering cost-effective care that maximizes resources and outcomes.
- Advancing health equity: Addressing disparities in health care access and outcomes to ensure fairness and inclusivity.

This framework aims to create a more efficient, equitable, and effective health care system for everyone in Lennox & Addington County.



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