



L'HÔPITAL
DU DISTRICT DE
GERALDTON
DISTRICT
HOSPITAL
GERALDTON
OODENA AAKOZIIWIGAMIG

Strategic Plan 2028



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We acknowledge that we are on the traditional territory of the Anishnaabe peoples, in the Treaty Nine and Robinson Superior areas. We recognize the long history of First Nations and Metis People in Ontario and wish to respectfully acknowledge our working relationship in promoting health care for all.



Setting the Stage

Geraldton District Hospital is a rural, northern hospital located in Geraldton, Ontario. The hospital is a fully accredited healthcare institution that is dedicated to delivering top-quality services to the residents of the Municipality of Greenstone, which includes nine different communities of which four are First Nations communities.

The hospital serves approximately 5,700 residents each year from the ten different communities in its catchment area, and features 23 acute care beds, 26 long-term care beds, and a 24-hour emergency department. Its services encompass clinical nutrition, diagnostic imaging (x-ray and ultrasound), laboratory, outreach chemotherapy, rehabilitation (physical and occupational therapy), social work, and telemedicine.

The hospital also manages the Nakina Clinic, which is located in the community of Nakina approximately 65 km north of Geraldton. Located next to the hospital is the Northern Horizon Health Centre which offers a wide variety of centralized health services for the community.

The closest full-service regional tertiary hospital is in Thunder Bay, Ontario, which is 273 kilometres away by road or approximately an hour by air ambulance for emergency travel.



Demographics

- The Municipality of Greenstone population was 4,309 in 2021, representing a decrease of 7.1% from 2016. This compares to the Thunder Bay District that saw a very slight increase over the same period and Ontario which saw a 6% increase in its population.
- The population decreased 7.1% in the 0-14 age group and 12% in the 15-64 age group from 2016 to 2021
- The population aged 65 and older increased 10.9% from 2016 to 2021
- 32.9% of Greenstone's population self-identified as Indigenous in 2021, which is much higher than the provincial average. The majority of Indigenous people in Greenstone were under the age of 35 in 2021
- In 2021, 29.3% of Greenstone's population speak both English and French, although only 1.8% identified speaking French only
- Population projections for the Thunder Bay District (which includes the Municipality of Greenstone) expect steady growth between 2023 and 2045. The largest area of growth is expected to be in the 65+ age group, which is expected to grow from 946 in 2022 to 1,411 in 2030 (a nearly 50% increase)



Health Services Utilization

- Emergency department visits have increased at Geraldton District Hospital from 6,000 in 2020 to 8,500 in 2023 and this trend is expected to continue with population growth
- A high percentage of emergency department visits are from residents within the hospitals' catchment area, as very few area residents head outside of the region for emergency health care
- Use of acute care beds at GDH is high, as is the rate of acute inpatient days
 - From 2020 to 2022, the top 20 lead causes accounted for 80% of the hospital length of stay
 - The highest categories were predominantly attributed to seniors, such as failure to cope, rehabilitation, convalescent care, and dementia, among other categories
 - Approximately one-third of acute care bed use is related to Alternate Level of Care ("ALC"), which is high by Ontario standards but in-line with Northwestern Ontario rates
 - It is anticipated that population aging in the Greenstone area will put pressure on acute care beds



Community Consultations

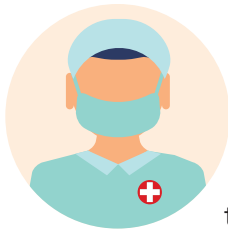
To assist with and inform the development of Strategic Plan 2028, various interested and affected parties were engaged with across the Municipality of Greenstone during the Spring of 2024 via facilitated interviews, focus group sessions, a comprehensive survey campaign and a Board of Directors retreat.

Interviews & Focus Groups

Several interviews and focus groups were held with both internal groups (i.e., Board of Directors, hospital leadership team, and staff) and external groups (i.e., area health care service provider organizations, the Municipality of Greenstone, Ontario Health, and the Ontario Provincial Police). In total, 9 external organizations were directly consulted via interviews/focus groups.

During the interviews and focus groups, three key themes emerged:

Health Human Resource Challenges



Every group engaged with identified the recent challenges with recruitment and retention of human resources in the Greenstone area, particularly in the health care sector. It was noted that those challenges have been exacerbated in recent years with the Covid-19 pandemic and creative and innovative solutions will be required to address this challenge.

Mental Health and Substance Use Challenges



Challenges with mental health and substance use were frequently discussed during engagement activities. Organizations noted the lack of capacity to manage the overwhelming demand for these services that has worsened in recent years due to a myriad of factors such as the Covid-19 pandemic, recruitment and retention challenges, the increase in transient workers for mining development, etc.

Collaboration Opportunities



Many of the external providers that were interviewed expressed a desire to strengthen collaboration and partnership opportunities with GDH to improve care for patients.



Community Consultations

Greenstone Digital Survey

GDH surveyed community members across the Municipality of Greenstone in March and April of 2024 to get feedback on patient's experiences, perspective and preferences for how they receive health care services at GDH now and in the future.

The survey was primarily advertised digitally through Meta social media platforms, yielding a total of 297 responses, although the survey was also available in paper form for those unable to complete the survey digitally.

Some key highlights:

- There were respondents from each of Greenstone's six wards, with the majority of respondents from Geraldton (58%) and Longlac (27%)
- The vast majority of respondents were aged 25 or older (98%), with more than half (55%) aged 55+
- The vast majority of respondents had to travel outside of Greenstone to receive healthcare at some point over the last four years (91%)
- Respondents rated the overall quality of service at GDH as 3.9 out of 5 stars, with 78% rating either a 4 or 5 out of 5



Purpose, Vision, and Values

The Board of Directors developed a refreshed Purpose, Vision, and Values for the organization as part of Strategic Plan 2028.

GDH Strategic Plan 2028



Purpose

We're Here
for You



Vision

A Healthy
Greenstone



Values

Trust, Safety,
Innovation

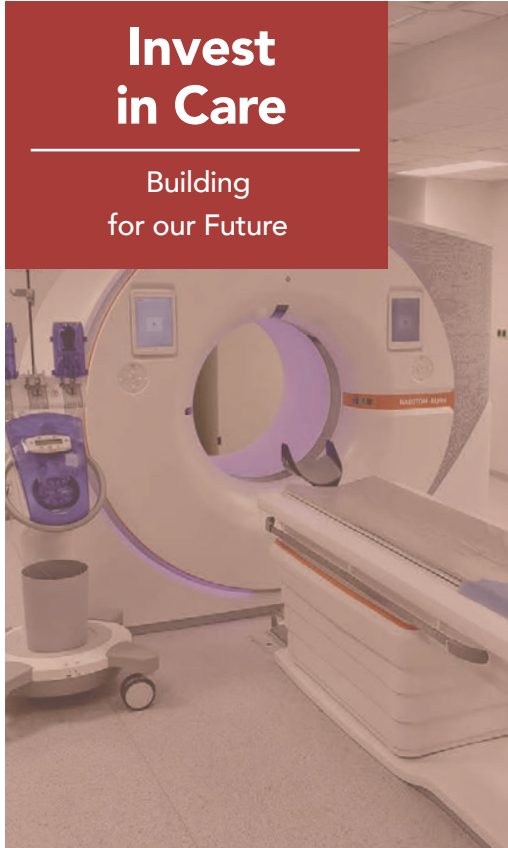


Strategic Planning Priorities

Based on evaluating health data and demographic information; reviewing and evaluating the previous strategic planning goals, and soliciting input and feedback from various individuals and groups, the following strategic priorities have been developed by the GDH Board of Directors

Invest in Care

Building for our Future



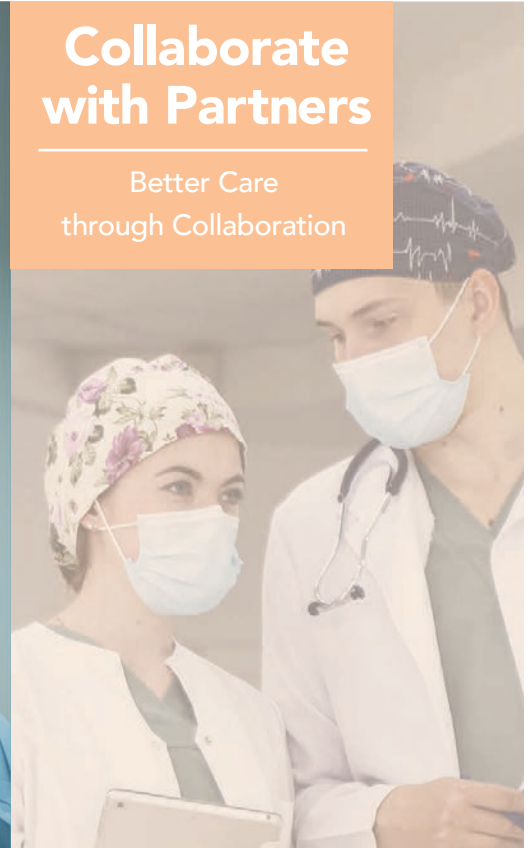
Unleash our Potential

Innovation & Creativity to Empower our People



Collaborate with Partners

Better Care through Collaboration



Priority 1 • Invest in Care

Goals & Objectives:

- Reduce the need to travel outside of Geraldton for health services
- Modernize the facilities at GDH
- Invest in medical imaging and diagnostic equipment (i.e., CT scanner)
- Focus on clinical integration opportunities (i.e., Hospital Information System upgrade)
- Redevelop the first floor of the hospital
- Invest in health services to accommodate the growing seniors' population



Strategic Planning Priorities

Priority 1 • Invest in Care

What Does Success Look Like?

- A reduction in the prevalence of community members traveling outside of Geraldton for health services
- A CT Scanner is purchased and in use at GDH
- GDH has upgraded to Meditech Expanse and tailored their clinical processes to optimize the software
- Redevelopment of the first floor of the hospital is complete
- Additional and/or expanded health services have been implemented to address seniors' health care needs

Proposed Timelines

Goal/Objective	2024/25	2025/26	2026/27	2027/28
Reduce the need to travel outside of Geraldton for health services		▶		
Modernize the facilities at GDH		▶		
Invest in medical imaging and diagnostic equipment	▶			
Focus on clinical integration opportunities	▶			
Redevelop the first floor of the hospital			▶	
Invest in health services to accommodate the growing seniors' population		▶		



Strategic Planning Priorities

Priority 2 • Unleash Our Potential

Goals & Objectives:

- Seek opportunities for healthcare workforce innovation
 - Aim to fully staff the hospital; no more agency staffing
 - Focus on succession planning and leadership development
- Develop creative recruitment and retention strategies
 - Recruit families and communities
 - Work with Municipalities and Townships

What Does Success Look Like?

- Staff vacancy rates are reduced and agency staffing usage has significantly declined from current state
- A succession and leadership development plan is in place, with demonstrated progress on leadership development
- A recruitment and retention strategy has been developed, which may include:
 - Partnership/engagement with local municipalities/townships to attract and retain staff
 - Considers opportunities to recruit families and communities
 - Optimizes the use of technology

Proposed Timelines

Goal/Objective	2024/25	2025/26	2026/27	2027/28
Aim to fully staff the hospital; no more agency staffing			▶	
Focus on succession planning and leadership development	▶			
Recruit families and communities			▶	
Work with Municipalities & Townships	▶			



Strategic Planning Priorities

Priority 3 • Collaborate with Partners

Goals & Objectives:

- Strengthen our relationships with Greenstone health service providers
- Work with area First Nations communities
- Look for ways to work with partners

What Does Success Look Like?

- GDH has formalized partnerships/collaborative committees with relevant area health service providers, which may include:
 - Formalized agreements to partner on specific health services
 - Strategic partnerships to improve specific health indicators/outcomes for the Greenstone area
- GDH has formalized relationships with area First Nations communities, which may include:
 - Plans to improve specific challenges experienced by First Nations people in the Greenstone area
 - Plans to address cultural safety and culturally-appropriate care
- GDH forms partnerships as needed to address specific challenges/issues

Proposed Timelines

Goal/Objective	2024/25	2025/26	2026/27	2027/28
Strengthen our relationships with Greenstone health service providers	▶			
Work with area First Nations communities	▶			
Look for ways to work with partners	▶			



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Collaborate with Partners

Better Care
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