



2016 – 2019 Clinical Services Plan

EXCEPTIONAL CARE BY EXCEPTIONAL PEOPLE



Middlesex Hospital Alliance

Strathroy Middlesex General Hospital site
Four Counties Health Services site



A critical road map

Welcome to the Middlesex Hospital Alliance (MHA) – Clinical Services Plan. We are committed to providing innovative and high quality care close to home. Our new Clinical Services Plan provides a critical road map to strengthen and enhance clinical programs and services at Strathroy Middlesex General Hospital (SMGH) and Four Counties Health Services (FCHS).

Aligned with our 2015-2019 Strategic Plan, this plan was developed with input and engagement from hospital staff, physicians, partners, and community stakeholders. Ongoing input from all our key stakeholders will remain of utmost importance as we move forward with implementation.

As always, we will balance our commitment to quality services with a commitment to maintaining a strong financial position through balanced operating budgets. This will mean ongoing reviews of the

efficacy and efficiency of all our services as we set priorities among and within our clinical program areas.

This is an exciting time for our organization as we plan and realize our future of exceptional care by exceptional people. We extend our sincere thanks to all those who participated in and supported this important process.

Sincerely,

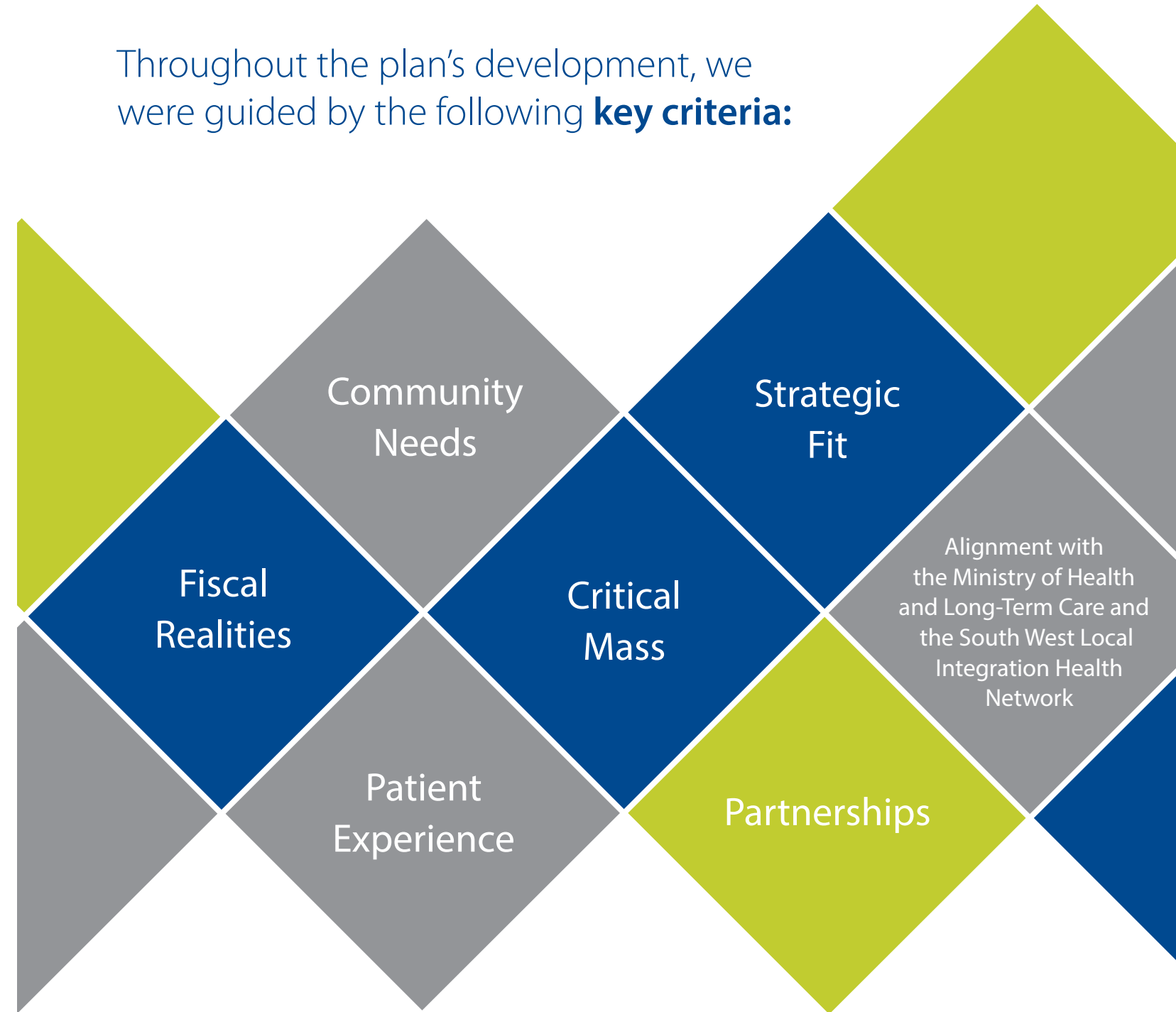
Dawn Butler
MHA Board Chair

Todd Stepanuk
MHA President & CEO

Dr. Gary Perkin
MHA Chief of Staff

On behalf of the
Board of Directors

Throughout the plan's development, we were guided by the following **key criteria**:





A transparent and **inclusive approach**

From the outset, we were committed to a highly consultative, evidence-based, transparent and inclusive process. This included the establishment of four clinical program advisory panels – Medicine, OR, ED/Ambulatory Care and OB – whose work was overseen by the MHA Board’s Clinical Services Steering Committee.

Chaired by a MHA Board Member and composed of physicians, staff, community partners and community members, each panel worked to:

Review current programs and utilization statistics

Review population forecasts and projected program growth

Recommend short term improvements for patient access and experience

Create a long term future vision including program changes and enhancements

While ultimate oversight rested with the MHA Board, ongoing decision-making and approval of project deliverables were accomplished through the Clinical Services Steering Committee.



Providing the best care for **our patients**

Our new clinical services plan will ensure that we provide our patients with the healthcare we would expect for our own families at both Strathroy Middlesex General Hospital (SMGH) and Four Counties Health Services (FCHS) sites.

Emergency Care

Vision:

Increase patient satisfaction by striving for exceptional patient care through respectful service and reduced wait times.

Key priorities:

- Maintain 24/7 ER coverage
- Improve patient experience through access, patient flow and length of stay
- Develop collaborative care strategies



Surgical Program

Vision:

Provide quality care that is customer focused in a timely manner in order to provide relief from pain and suffering.

Key priorities:

- Maintain six surgical specialties
- Expand general surgery at the SMGH site as resources permit
- Provide additional day surgeries at the FCHS site
- Pursue surgical innovation and excellence



Ambulatory Care

Vision:

Increase patient access and care closer to home for non-urgent patients best seen in an ambulatory care setting.

Key priorities:

- Provide rapid follow up for urgent and semi-urgent patients
- Ensure greater use of telemedicine
- Review and reconfigure ambulatory care model
- Add new outpatient clinics to better support our patients' needs



Medical Program

Vision:

Collaborate with our patients, families, community and academic partners to provide coordinated services to meet patients' immediate and future health needs.

Key priorities:

- Strengthen hospitalist program
- Provide better access to mental health resources
- Develop a standardized approach to palliative care



Obstetrics Program

Vision:

Ensure high quality obstetrical care for low-risk deliveries is available 24/7/365 for women who would like to have care closer to home.

Key priorities:

- Expand obstetrics team to include full time obstetrician, and midwives
- Ensure 24/7 C-section coverage



Moving forward

The ongoing implementation of this plan will be guided by evidence-based clinical practices, business plan development, cost analysis benefit and planning. Critical success factors include medical staff engagement, communications and the alignment of budgets to clinical priorities.

With input from the program advisory panels, the following priorities were identified based on the potential to address current service gaps and improve patient access and experience:

- Maintain 24/7 Emergency Care coverage at both sites
- Grow the Obstetrics program
- Ensure greater use of telemedicine
- Introduce new outpatient clinics
- Explore providing additional day surgeries at the FCHS site
- Strengthen our Hospitalist program

In addition, we developed a comprehensive list of no cost or low cost short-term strategies. These include increased community awareness and education, patient experience enhancements, wait time and patient flow strategies and ongoing advocacy with the South West LHIN.



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Moving forward, we remain optimistic about our future and look forward to the successful implementation of this plan. Throughout this process we will stay focused on day-to-day operations and providing the very best care for our patients and their families close to home.



For more information and to download a copy of the full MHA Clinical Services Plan, please visit www.mhalliance.on.ca

Middlesex Hospital Alliance

Clinical Services Plan 2016-2019

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Images throughout this brochure are of patients, staff and physicians from the MHA.