

**One team, here when
you need us most.**

PRHC STRATEGIC PLAN 2024-2029





With a focus on supporting and enabling growth, innovation, people, technology and data to improve the care we provide at Peterborough Regional Health Centre (PRHC), our 2024-2029 Strategic Plan sets out ambitious goals for the future.

Through our partnerships, a commitment to quality, and a dedication to providing the best patient and provider experience, PRHC will improve the health of the population we serve and shape the future of healthcare in our region.



MESSAGE FROM THE BOARD CHAIR AND CEO

Peterborough Regional Health Centre (PRHC) is at a pivotal point in its evolution, poised and ready to achieve great things. The commitments we have set out in this strategic plan are key steps in our journey as a provider of acute, tertiary care services for a region that is rapidly growing and expanding, and we are excited to move this work forward.

The people of PRHC have always found innovative solutions to address our most pressing challenges. Today, hospitals and the provincial healthcare system as a whole are faced with significant issues that continue to have an impact on operations – including higher patient volumes and acuity, financial constraints, and health human resource pressures. At PRHC, we are seeing unprecedented increases in demand for our services, and those demands are expected to grow.

Our 2024-2029 Strategic Plan reflects the inspiration, talent, and willingness of our people to work toward a bright future for PRHC and the patients and families we serve. It defines and guides us toward who we aspire to be, and sets our path for the next five years. And while we continue to innovate, we will not lose sight of the most important thing – maintaining the foundation of excellent care and support we provide.

We want to thank everyone – our staff, physicians and volunteers, our partners, patients and families – for their insights as we’ve worked together over the last year to develop our plans for the future.

Our goal is to provide the people of our community with access to the care they need, closer to home, in the years and decades to come. Ongoing investment by the provincial government and the support of generous donors through the PRHC Foundation will continue to be vital as we pursue the commitments outlined in this strategic plan.

Now is the time to build for a future that will be as caring and supportive as the past.

One team, here when you need us most.



Robert Gibson
Chair, Board of Directors
Peterborough Regional Health Centre



Dr. Lynn Mikula
President & CEO
Peterborough Regional Health Centre

OUR COMMUNITIES ARE GROWING. THE HEALTH SYSTEM IS CHANGING.

Many factors influenced the development of our 2024-2029 Strategic Plan

POPULATION

PRHC is a regional acute-care hospital providing tertiary services to a population of 600,000 people, which includes the residents of Peterborough City and County, Northumberland, the City of Kawartha Lakes, Haliburton, and three First Nations – Curve Lake, Hiawatha and Alderville.

The geographic region we serve at PRHC is rapidly changing in terms of size, age and other key demographic factors.

Our population is growing, and is expected to increase by 24 per cent over the next two decades. Our patient population is also aging rapidly; a quarter of our population is aged 65 and older today, and the number of seniors in this age range is projected to increase by 40 per cent over the next 20 years, which creates unique health needs. Further adding to these growing needs are the limited access to primary care services, the high rate of homelessness, and the dramatic increase in demand for mental health and addictions care.

To meet the evolving needs of the regional population we serve, there is a need for increasingly specialized services at the hospital. It will be important for PRHC to strategically allocate its resources to develop the necessary services and infrastructure to meet these needs, while collaborating with and supporting local healthcare partners to fill existing gaps in the healthcare system.

HOSPITAL AND SYSTEM CHANGES

PRHC has undergone considerable transformation in recent years, as has the healthcare system as a whole. Today, we find ourselves in a complex and demanding operational environment:

- Access to primary care is limited; while a great deal of work is underway to increase primary care resources in Peterborough – including the addition of a new Community Health Centre (CHC) – as of the time of this writing, there are thousands of “unattached” patients in the community who do not have reliable access to this level of care.
- Hospitals are expected to have a greater role in coordinating care beyond their walls to create more seamless transitions for patients.
- PRHC is facing physical space constraints that affect our ability to provide the best possible care.
- The healthcare sector remains particularly vulnerable to ongoing trends in human resources, with a universal shortage of frontline staff, placing additional strain on a critical workforce.
- The post-pandemic environment has had an impact on morale within the healthcare system; building and maintaining a strong culture at PRHC will be critical over the next several years.

- Patients and families are more engaged in their care than ever before.
- Technological advances hold the promise of improving quality of care and patient outcomes.

HOSPITAL CAPACITY

The dramatic increase in our community's need for hospital services has already outstripped our existing facility's capacity. At the time this strategic plan is being launched, the hospital is regularly caring for more than 500 inpatients at a time, although we are equipped with only 460 inpatient beds. One of our most significant challenges at this time is the number of patients who have been admitted through the Emergency Department but do not have an inpatient bed to move to, due to high hospital admission volumes.

Too many people are waiting too long for care. And in the case of our community, many still have to travel out of region to access it. We are just far enough away from the GTA that members of our community are reluctant to travel to Toronto to receive care, or find it very difficult to do so. Growth and expansion of healthcare services outside the GTA is essential to alleviate these pressures.

We know that there are real people behind these numbers, and we are committed to doing everything in our power to ensure

they get the care they need as soon as possible – now and in the future.

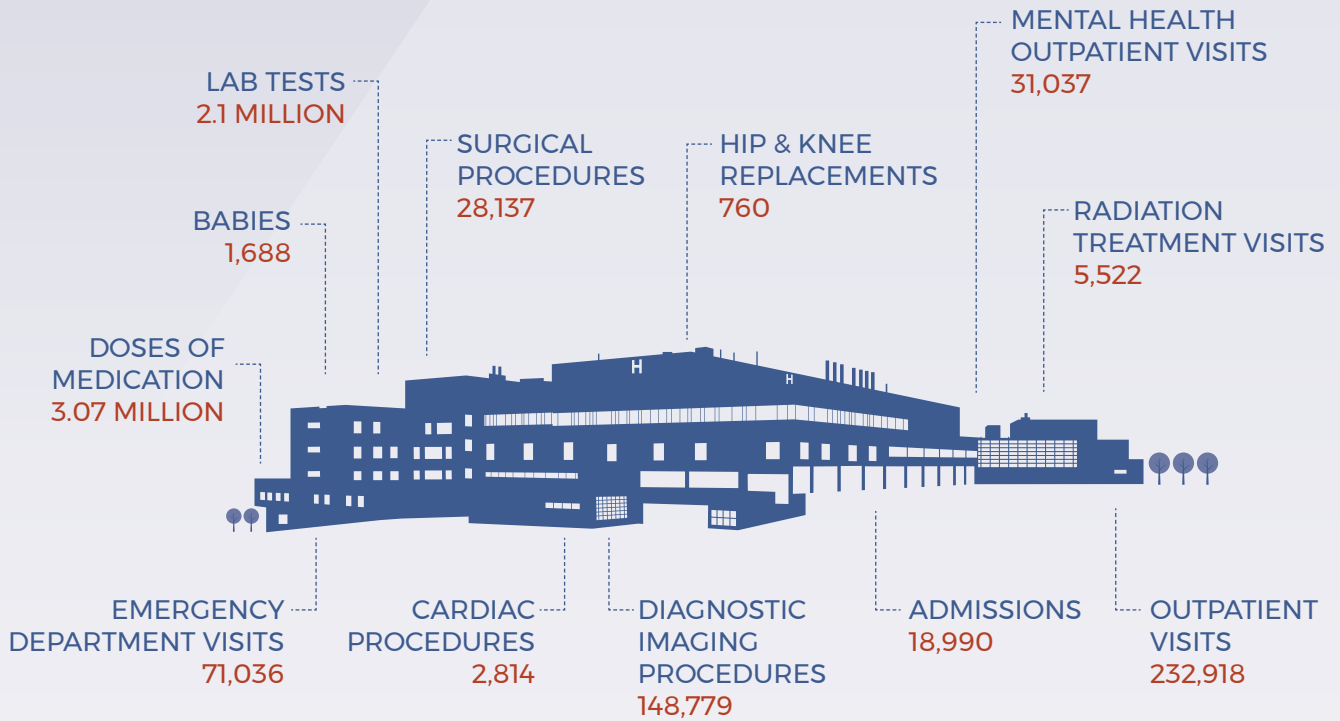
The 2024-2029 Strategic Plan provides a path forward to improving the care and support we provide to the population we serve, meeting our mandate as a regional acute care hospital.

HEALTH EQUITY, DIVERSITY & INCLUSION (HEDI)

Within the current landscape of healthcare, the need for hospitals to champion health equity, diversity and inclusion commitments is greater than ever before. Given the growth of our population and the Indigenous communities served by PRHC, we must continue to prioritize embedding HEDI principles into the work we do, while also undertaking distinct efforts to improve the health and experience of Indigenous patients and families. The well-being of our community is intertwined with each individual's ability to receive equitable access to healthcare resources, and to feel that their health journey is met with respect.

Through deliberate efforts to bridge gaps in our understanding of HEDI needs and culturally safe care, forge and strengthen partnerships with marginalized and vulnerable individuals and communities, and promote culturally-sensitive training and care delivery, we can provide equitable care to our community and build trust.

PRHC BY THE NUMBERS 2022/2023



WE ENGAGED BROADLY TO DEVELOP OUR STRATEGIC PLAN

Our 2024–2029 Strategic Plan was inspired by and developed with the input of both our internal and external stakeholders, including staff, physicians, volunteers, patients, families and partners.

Over an eight-month period in 2023, we consulted with a wide range of stakeholders, and a number of key themes emerged from those conversations:

1. Stakeholders value the calibre of care PRHC brings to the region. The hospital is widely viewed as a core pillar of the community, and there is respect for the commitment of the hospital to provide excellent, patient-centred care grounded in quality improvement and compassion.
2. The region we serve is rapidly changing in terms of size, age, and other key demographic factors, leading to gaps in care. PRHC should explore specialized services and innovative and progressive partnerships to help serve the changing community needs, remaining nimble in the evolving environment.
3. PRHC has undergone considerable transformation in recent years. As the hospital continues to adapt, evolve, and grow, optimizing our systems and processes will be essential for enhancing organizational efficiency.
4. Stakeholders acknowledge that we are constrained by ongoing health human resource challenges and want to see the hospital take meaningful action to address these challenges.

5. PRHC has the right foundation for a strong and evolving culture. As we move forward, stakeholders are excited by recent changes and would like to see initiatives targeted at developing and unifying our team.
6. There is an opportunity to further embed health equity, diversity, and inclusion commitments in our work to help advance the health of our community and the region.

METHODOLOGY

The following were used to inform our research.

37

INTERNAL AND EXTERNAL FOCUS GROUPS

1

ONLINE SURVEY FOR EXTERNAL STAKEHOLDERS

1

ONLINE SURVEY FOR INTERNAL STAKEHOLDERS

4

INTERNAL AND EXTERNAL INTERVIEWS

65

DEPARTMENTAL POSTERS FOR BROAD ENGAGEMENT

OUR PURPOSE

**One team, here when
you need us most.**





Our Purpose statement is a promise to patients, staff, physicians, volunteers, partners, and our communities about the impact PRHC aspires to have. It expresses our identity and describes both our ultimate goal and how it will be achieved.



OUR VALUES

Our values represent a shared set of enduring beliefs that are demonstrated by everyone at PRHC. They shape our culture and set the standard that patients, families and colleagues can expect.

Act with courage

We work with purpose and passion to make a difference in the lives of others.

Embrace our community

We treat everyone with compassion, openness and respect.

Find common ground

We all come together to serve PRHC patients and families.

Lead and learn

We build and share expertise, supporting collective and individual growth.

Recognize and appreciate

We are proud of our team and celebrate our efforts and achievements.

STRATEGIC COMMITMENT ONE

Provide timely and excellent care

ACTIONS

Partner with patients and families as we deliver care and develop programs

Improve the quality of patient care using a systematic approach

Make it easier for patients to access care using virtual and rapid-access models

Increase safety and efficiency of care through a Command Centre model

Investigate implementing a reactivation care centre to help patients recover faster



STRATEGIC COMMITMENT TWO

Be a workplace where people can thrive

ACTIONS

Implement a workplace well-being strategy

Create development opportunities for our people

Build a comprehensive workforce plan for today and tomorrow, for all staff and physician groups

Promote inclusion, welcoming perspectives to inform decision-making, service delivery, leadership and partnerships

Strengthen our focus on environmental stewardship





TOGETHER WE ARE
PRHC
STRONG

STRATEGIC COMMITMENT THREE

Expand tertiary services to support our region

ACTIONS

Implement an integrated care mental health & addictions model with our partners

Enhance regional maternal and pediatric care

Bring new cardiovascular care services to the region

Expand our seniors' centre of excellence

Continue to expand cancer care services





STRATEGIC COMMITMENT FOUR

Transform data, analytics and technology to support people today and into the future

ACTIONS

Use data and analytics to improve quality of care

Use technology to advance care

Embed data and analytics into all operational decision-making

Make data, analytics and technology user-friendly



STRATEGIC COMMITMENT FIVE

Build our teaching and research focus

ACTIONS

Increase medical learner training through formal partnerships

Explore new training programs for patient care and support roles

Cultivate our research and innovation partnerships





PRHC

Peterborough Regional
Health Centre

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