

ACCESS HEALTHCARE SERVICES INC.

Strategic Plan

2023 - 2027

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## **INTRODUCTION**

Access Healthcare Services Inc. (AHSI) is a fully accredited, home and community healthcare organization serving the Ottawa and Champlain region. The 2023-2027 AHSI Strategic Plan has been developed with input from staff, clients, caregivers, community partners and government and provides a five year roadmap for growth, services and organizational development.

## **EXECUTIVE SUMMARY**

Access Healthcare Services Inc. (AHSI) is a privately owned Canadian corporation and has been providing home health care services to clients in the local community since 1998. The organization has also been accredited with Accreditation Canada since 2014. AHSI services are provided by registered nurses, registered practical nurses, personal and home support workers and are primarily funded by Home and Community Care Support Services Champlain LHIN) as well as Veterans Affairs, the City of Ottawa and private institutions and individuals.

In the last 5 years, AHSI has seen a 52% increase in growth and projects 100% growth in the next 12-24 months.

Despite the challenges faced during the Covid-19 pandemic, AHSI maintains an excellent reputation as a quality service provider in the home health sector and has increasingly strengthened relationships with external stakeholders, including our primary funding body Home and Community Care Support Services (HCCSS).

AHSI envisions being a service provider to additional HCCSS LHINs within Ontario in the next 5 years.

## **VISION**

To provide an enhanced client experience through the delivery of innovative, high quality, person-centered care.

## **MISSION STATEMENT**

The central purpose and role of Access Health Care Services Inc. is defined as:

Access Healthcare Services Inc. is a client and family centred, socially responsible healthcare organization dedicated to respectful, compassionate and skilled nursing and home health care supported by a progressive and positive corporate culture.

## **CORPORATE VALUES**

- Access Health Care Services Inc. respects the dignity, uniqueness, autonomy, and privacy of each individual.
- Access Health Care Services Inc. promotes the importance of quality of life.
- Access Health Care Services Inc. maximizes potential and encourages professional growth.
- Access Health Care Services Inc. utilizes a dynamic management process approach that includes consistency, open communication, active participation, professionalism and respect.
- Access Health Care Services Inc. strives to consistently meet and exceed best practice standards.
- Access Health Care Services Inc. utilizes resources creatively and responsibly.
- Access Health Care Services strives to provide individualized, collaborative and client centred care at all times.

## STRATEGIC DIRECTION

### ***Strategic Objective #1: To Improve Quality of Care***

AHSI will continue its efforts in delivering the best care possible to clients and recognizes the importance of identifying quality care as an ongoing strategic objective.

AHSI is committed to developing and supporting a culture of continuous quality improvement to facilitate positive outcomes and an overall enhanced client and caregiver experience.

Key areas within each of the programs will be identified and regularly reviewed for compliance and/or specific program improvements or initiatives that may be required. Areas of focus include but are not limited to; client centred care planning, enhanced communication, patient advocacy, competent care provision and interdisciplinary collaboration. Priority areas will be continuously evaluated and initiatives implemented based on ongoing client and care giver feedback.

### ***Strategic Objective #2: To Improve Client Safety***

Improving client safety continues to be a key focus area for AHSI. Current best practices, safety plans, incident reporting structures and various initiatives aimed at preventing incidents and improving client safety are identified as priority objectives for the Organization.

Client safety initiatives will be determined and evaluated based on an analysis of actual or potential risk events and will directly align with the AHSI *Integrated Quality and Risk Management Framework* and relevant organizational policies. Identified focus areas will include, but are not limited to, ongoing trending themes such as medication management, pain and symptom management and prevention of falls.

### ***Strategic Objective #3: Human Resources Excellence***

#### 3.1 Recruitment and Retention

Recruitment and retention of a dedicated and skilled workforce is a common challenge across the home and community health sector. Given the ongoing and increasing healthcare staffing shortage, AHSI will look to creative initiatives to support sustained recruitment and retention including international recruitment and innovative employment benefits unique to the Organization.

AHSI will attract, develop and retain the best employees who are engaged, deeply knowledgeable, and live our mission and values daily through a supportive and effective team culture.

AHSI staff will be provided the tools and resources needed to achieve positive outcomes for clients and overall organizational success.

Robust systems and metrics, including clear performance expectations on roles and responsibilities will support our team and ultimately facilitate an enhanced client and caregiver experience.

Equity, diversity and inclusion will form the framework for a workforce that is productive and valued.

### 3.2 Knowledgeable and Skilled Workforce

Developing and retaining a team of confident, prepared and competent staff is crucial to both client and employee satisfaction and organizational success. Ongoing training opportunities and professional development remains an AHSI strategic objective and will be guided by best practice standards based on the needs of the community of which we serve.

#### **Strategic Objective #4: Build Operational Capacity and Growth**

### 4.1 Organizational Performance and Reporting

To create further integration and simplify internal business processes, AHSI continues to identify the need to standardize policies, procedures and reporting practices. Standardization will identify expectations and ultimately enhance the Organization's ability to communicate performance metrics to external stakeholders. Furthermore, improved reporting capabilities will identify demands on the sector and/or the Organization allowing AHSI to respond and/or pivot accordingly.

### 4.2 Investment in Quality and Compliance

AHCS recognizes there is a very real cost to quality and risk management in terms of regulatory compliance. Furthermore, funding expectations with respect to quality and reporting continues to increase. The Agency is committed to building operational bench strength by enhancing service quality, reducing risk and maintaining a sustainable and satisfied client base.

### 4.3 Process Efficiencies

Improvement of system sustainability and efficiencies through a streamlined approach to operational processes and appropriate allocation of resources remains a focus point for AHSI. Innovative human resources models, evidence-based care solutions, continued implementation of digitalization, virtual care models, optimized use of resources and enhanced accountability form the framework for business optimization and process efficiencies. AHCS will continuously review service delivery and administrative processes for improved efficiency and effectiveness and identifies operational streamlining as key to client satisfaction, cost management and capacity for building growth.

### 4.4 Financial Management and Increased Capacity

AHSI continues to recognize the financial constraints experienced by the healthcare sector and more specifically the potential financial risks for individual agencies. In response to the increasing risks associated with healthcare service provision, AHSI has identified the following elements as crucial strategies in managing and mitigating risk to the Organization:

#### 4.4.1 Financial Stewardship

As a small for-profit organization operating in a rapidly changing healthcare sector, AHSI understands the need to operate within a balanced financial position. Given the various Provincial and Federal healthcare initiatives, increasing costs, and changing partnerships and contractual obligations, AHSI is committed to financial stewardship through moral, ethical and prudent financial decision-making to ensure organizational sustainability and security.

#### 4.4.2 Increase Scope of Services and Corporate Citizenship

An organized and integrated health care delivery system through a multi-business approach is recognized as a fundamental corporate strategy in increasing revenue, meeting community needs and reducing risk associated with siloed business models. During the next 5 years, AHSI will continue to pursue existing conventional funding sources, while simultaneously investing in alternate and non-traditional revenue streams.

AHSI has changed its strategic direction which previously focussed on reducing dependency on Government funded healthcare. Alternatively, the Organization has identified the need to meet the increasing needs of the local community and beyond by expanding

geographically and strengthening partnerships with municipal and provincial Government agencies. Increased community awareness and involvement, along with a continued investment in our human workforce will better place AHSI in a position to meet the growing healthcare demands of the community as a whole. This will provide a framework for ensuring sustainable working relationships, increased revenue sources and overall organization success.

***Strategic Objective #5: To Ensure a Safe and Healthy Work Environment***

AHSI is committed to fostering a healthy workplace for all employees, which encompasses physical and mental health, social connections, professional development and work-life balance. It recognizes that individual health practices, as well as the workplace environment, collectively contribute to each staff member's personal success and positive contribution to the Organization's mission.

AHSI will continue to develop and maintain policies, practices and programs that contribute to a physically and psychologically safe and healthy workplace based on the following guiding principles;

- 1) Both the Organization and the individual play key roles in promoting and maintaining a physically and psychologically safe and healthy workplace
- 2) A physically and psychologically safe and healthy workplace is based on a culture of respect, trust, honesty, fairness and inclusivity
- 3) Workplace health and well being initiatives are based on best practices and are regularly reviewed and evaluated in order to sustain a supportive and collaborative corporate culture.

***Strategic Objective #6: Cybersecurity***

Cutting edge technologies and the introduction of innovative products and services reduce operational costs, maximize business optimization and provide a better client and employee experience. The need for remote working, including virtual care provision, became increasingly apparent during the Covid-19 pandemic, creating efficiencies and greater sustainability within an increasingly resource stretched sector.

With the increased use of digitalization and information technology, cybersecurity threats have become a more significant risk to organizations, with cyber events having the potential to severely impact an organization both financially and reputationally.

The healthcare sector increasingly relies on the confidentiality, data integrity and accessibility of a collaborative digitalized system. Given the positive aspects of e-health and the rapid evolution the sector is experiencing, AHSI will continue to focus on automation, digital transformation and establishing a security-focused organizational culture.