



NOR-MAN Regional Health Authority

2011 - 2016 Strategic Plan *Summary Report*



Personal Care Home Outdoor Patio



Misipawistik Pow Wow - 2010



Norman the Safety Moose



Strategic Framework 2011 - 2016

Our Vision

Healthy People in Healthy Communities

Our Mission

Working Together to Improve our Health

Our Values

We believe in a people centred health system based on the values of:

- *Respect*
- *Compassion*
- *Integrity*
- *Teamwork*
- *Leadership*

Our Strategic Directions

We will strive for:

- *Healthy People*
- *Healthy Communities*
- *Healthy Workplace*
- *Healthy Organization*



Setting our Direction

Our Strategic Plan (2011-16) continues to build upon the excellent work we have done since the NOR-MAN Regional Health Authority was created in 1997. It is the culmination of an extensive community health assessment process, including a comprehensive understanding of our shifting demographics, future health care trends, as well as regional and provincial government directions. It reflects the voices of internal and external stakeholders, an in-depth understanding of the community we serve and the health issues that are impacting our residents.

Our **Vision** speaks to the important role we all play in improving the health of ourselves, our families and our communities. There are things each one of us can do everyday that will make a difference and help us strive for our vision of becoming healthier.

Our **Mission** recognizes that the only way we will be able to accomplish our vision is by working together. Because of the diversity of our region, our challenge is to ensure that all Norman residents have access to a seamless health care system. This can only be accomplished through strong partnerships and effective communications.

Our **Values** guide the way we work everyday with each other, with our patients and with our many stakeholders.

Our four **Strategic Directions** are based on our strong belief in a holistic view of health. They reflect the importance of individual and collective responsibility for achieving optimal health and that in order to provide a quality health care system, we must strive for a healthy workplace and a sustainable organization that is committed towards excellence and innovation.

Our plan builds upon a strong foundation of past achievements and lessons learned. The voices of our staff, our community residents and partners have been instrumental in helping to establish the directions that will shape our future as we move forward into some exciting and challenging times.



NOR-MAN Regional Health Authority

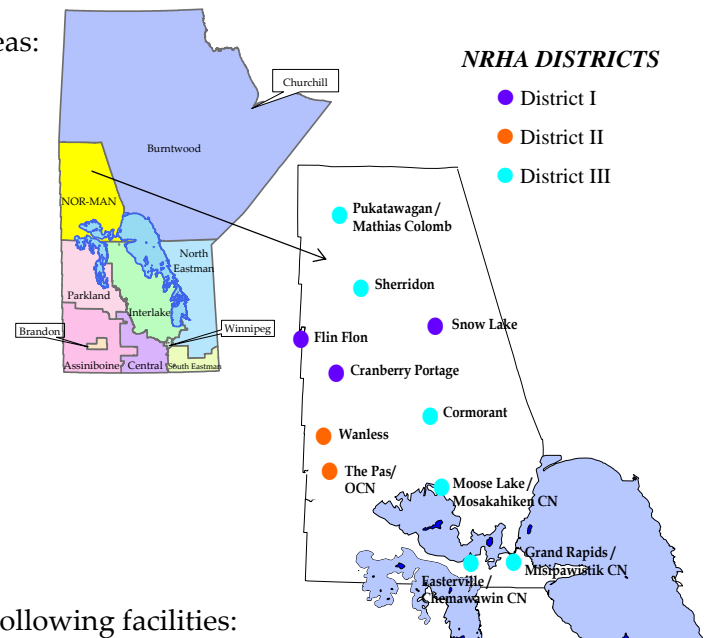
About NRHA

The NOR-MAN Regional Health Authority (NRHA) was established April 1, 1997 under the provisions of *The Regional Health Authorities and Consequential Amendments* (Bill 49). Bill 49 created Regional Health Authorities with the responsibility for delivering and administering health services in specific parts of Manitoba. We are one of eleven Regional Health Authorities in Manitoba.

Our Services

We provide a broad range of services in the following areas:

1. Prevention & Community Health Services
2. Health Promotion / Education
3. Health Protection
4. Mental Health Services
5. Substance Abuse / Addictions
6. Home-Based Care Services
7. Long Term Care Services
8. Palliative Care
9. Development & Rehabilitation Support Services
10. Treatment, Emergency & Diagnostic Services
11. Physician Services



Our Facilities

We have approximately 1000 employees working in the following facilities:

- | | |
|--------------------------------------|--|
| Hospitals - | Flin Flon General Hospital (42 beds), St. Anthony's General Hospital (40 beds) and Snow Lake Health Centre (2 acute care beds and 4 long term care beds) |
| Personal Care Homes - | St. Paul's Residence (60 beds), Northern Lights Manor (36 beds), Flin Flon Personal Care Home (30 beds) |
| Addiction Centre - | Rosaire House (20 beds) |
| Primary Health Care Centres - | The Pas Primary Health Care Centre, Flon Flon Primary Health Care Centres, Cranberry Portage Wellness Centre, Cormorant Health Centre, Sherridon Health Centre |
| Emergency Medical Services - | The Pas, Flin Flon, Snow Lake, Grand Rapids, Cranberry Portage |



Our Region

Norman Region

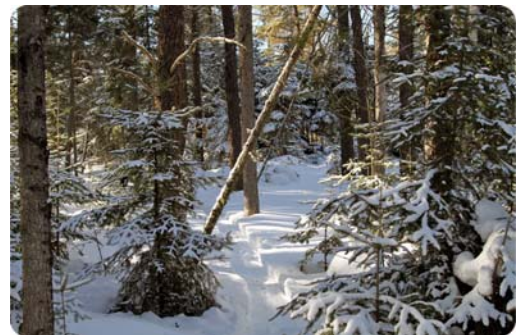
The Norman Region is situated in the northwestern part of Manitoba. The region covers a vast area of land of approximately 72,000 square kilometers extending from Grand Rapids/Misipawistik Cree Nation in the southeast corner to Pukatawagan/ Mathias Colomb Cree Nation in the north end of the region. Our major tertiary centre is in Winnipeg which is located six to ten hours driving time south. The region has a diversified economic base including mining, forestry, agriculture, education, tourism and service industries.

With a combination of pristine wilderness and northern rural and remote settings, the people and communities that make up our region display considerable diversity in origin, government structures, economic bases, service availability and interconnectedness.

Our People

We are home to 2.1% of the total Manitoba population, with just over 24,000 people living in the region. We are a young population with 26% of residents under the age of 15 (MB rate is 19%) and 47% being under the age of 30 (MB rate is 40%). Only 9% of our residents are over the age of 65 (MB rate is 14%). 50% of our residents have claimed Aboriginal identity of which 17% are Métis. In addition to our Manitoba population, we also provide acute care services to approximately 8,300 people from north eastern Saskatchewan.

We have observed a 3% decrease in our population since our last Strategic Plan. According to the Manitoba Bureau of Statistics, our population is projected to see a 14% decrease by 2036. Based on these projections, we are projecting fewer children age 0-14 years, fewer adults age 20-54 years and a slight increase in adults 65 years and over.



Factors affecting our Health

During our consultations, community members spoke about how many factors are affecting their health including:

- **Rural and Remoteness** - the region's rural and remoteness and the number of widely scattered communities impacts resident's access to services.
- **Jurisdictional Issues** - as we are not the only provider of health services in the region, this causes challenges for our residents as they are unsure about who and how to access services.
- **Education** - we have lower education levels than other Manitobans with a higher percentage of residents with less than high school or only a high school diploma.
- **Unemployment** - we have almost double the unemployment rates compared to the province as a whole.
- **Lone Parent Families** - 23% of our families are lone parents and they make on average almost one-third less of what a two parent family makes.
- **Housing** - issues of affordability, quality and shortage of housing is a concern in particular in our outlying communities.
- **Healthy Foods** - access to affordable nutritious food is a concern in particular in our outlying communities.



Cormorant School - 2010



Grand Rapids - Cooking Demonstration



Strategic Directions

Our Strategic Directions

Our Strategic Directions were established based on our strong belief in a holistic view of health which reflects the notion of individual and collective responsibility for achieving optimal health. We also believe that in order to provide a quality health care system in our region, we must strive for a healthy workplace and a sustainable organization that is committed towards excellence and innovation.

We will strive for:

- *Healthy People*
- *Healthy Communities*
- *Healthy Workplace*
- *Healthy Organization*



The Pas Healthy Baby Clinic

Healthy People

There were many good news stories in our Community Health Assessment findings. We continue to see improvements in our Premature Mortality Rate meaning we are living longer. We have seen a decrease in our Ischemic Heart Disease (IHD), heart attack and stroke rates. Our mammography screening rates are improving faster than the Manitoba time trend. Our childhood and adult immunization rates are higher than the Manitoba average and the percentage of former smokers continues to increase.

The bad news is that we continue to be one of the unhealthiest regions in the province. We die three years earlier than other Manitobans. We have higher rates of chronic disease relating to unhealthy lifestyle choices. Lack of access to physicians and other health care providers was identified as a concern as was the cost related to seeing a specialist.

We need to continue our focus on health promotion and prevention initiatives and to coordinate services to provide the right service, at the right place, at the right time. While everyone strives for excellence in care, errors do occur and there are always opportunities to do things better. We are committed to promoting a culture in which staff feels safe to report so that we can learn and work to improve the safety and quality of patient care for all.

We are committed to:

Providing quality health care and services that enable all individuals to pursue optimum health.

We will accomplish this through:

1. Applying an evidence-based holistic approach to services that are centered on the client and his or her family.
2. Coordinating services to provide the right service, at the right place, at the right time.
3. Fostering an environment of client safety.

We know we will be successful when we see evidence of:

- Improved health status and reduction in disparities in the rates between districts.
- Improved coordination of services across the continuum of care.
- Reduction in chronic and communicable disease rates and the disparities in rates between districts.
- Expanded health services available in the region where appropriate.
- A culture of client safety where staff feel safe to report.
- Client satisfaction with NRHA services.
- Organizational standards being met.



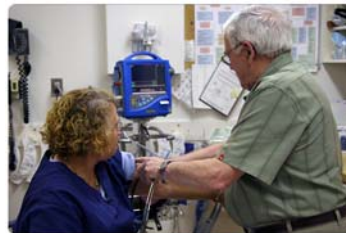
Telehealth Clinic



Speech Language



CT Scan



Snow Lake ER



Retinal Screening

Healthy Communities

Our health is affected by many factors that together contribute to the overall health of our region and our communities. Adequate income, access to affordable food and safe housing, safe water, clean air, meaningful work, learning opportunities and social supports are just some of the prerequisites for good health. Mental health and addictions were identified as a concern in all of our community and staff consultations. Health is broader than just health care and we all have a role in improving our own health, as well as that of our families and our communities. By continuing to foster relationships and working collaboratively with others, we can make the most of our limited human and financial resources to deliver the services our communities need.

We are committed to:

Partnering with our communities in addressing the broader influences of health.

We will accomplish this through:

1. Engaging citizens as partners to support healthy living, self management and advocacy.
2. Creating healthy communities through collaborative partnerships.

We know we will be successful when we see evidence of:

- A better informed public, with a greater understanding of their role in improving their health.
- Ongoing community consultation and engagement.
- Collaborative partnerships.
- Effective Aboriginal Health Strategy



Container Gardening Project - The Pas



P.A.R.T.Y Program - Flin Flon



Cross Country Skiing

Healthy Workplace

Being a northern RHA, a huge challenge we experience every day is our ability to recruit and retain qualified staff and physicians. Our ability to positively impact the lives of those we serve rests solely in the hands of the people who work and volunteer at NOR-MAN Regional Health Authority. Our staff are our most important resource. We will continue to support our staff to reach their full potential by providing opportunities for continuous learning and rewarding innovation and creativity. We will continue to strive for a healthy and safe work environment and focus on recruitment and retention of the best people that reflect the diversity of our region.

We are committed to:

Striving to be an employer of choice.

We will accomplish this through:

1. Recruiting and retaining the best people that reflect the diversity of our region.
2. Building a healthy, safe, respectful and supportive work environment.
3. Providing opportunities for education and development to strengthen leadership in all.

We know we will be successful when we see evidence of:

- A positive organizational culture.
- A vibrant workplace.
- Inspired employees who are supported to reach their full potential.



NRHA Strategic Planning Session at Primary Health Care



NRHA Strategic Planning Session in Snow Lake



IMT Strategic Planning Session



Sticky Wall Session - CHA Research Team

Healthy Organization

Funding and infrastructure issues have been identified as a significant challenge due to our ongoing funding levels and deficit situation we have experienced the past several years. This is a challenge across Canada in our current tight fiscal times. Over the next several years, we will be required to make some hard choices and set priorities in order to be fiscally responsible and good stewards of our resources. Our future requires innovative thinking and actions related to people, infrastructure, technology and research. In times of fiscal and economic uncertainty, we know how important it is that we are open and transparent and make the most of the limited human and financial resources we have so that we can continue to deliver quality health care services.

We are committed to:

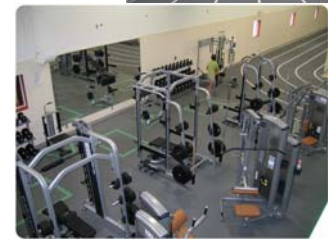
Having sustainable and innovative systems that support healthy people, healthy communities and healthy workplaces.

We will accomplish this through:

1. Building a sustainable organization that balances resources with the needs of the clients we service.
2. Aligning resources (people, processes and technology) to foster creativity and innovation.
3. Strengthening accountability and transparency.

We know we will be successful when we see evidence of:

- Effective resource management.
- Creative and innovative solutions.
- Our values guiding the way we conduct our business everyday.



The Pas Wellness Centre



Energy Project - 2010



Technology Solutions

NOR-MAN Regional Health Authority

2011 - 2016

Strategic Plan Summary Report

May 2011

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