

RLMCMH OPERATIONAL PLAN, YEAR 2: 2025-2026

Objective	Our Goals	Action	Priority Initiative	Responsibility	Timeframe	Resource Requirement	Indicators
PATIENT EXPERIENCE: <i>Provide patient-centred care</i>							
Safe, evidence-based care	<i>We will Improve patient experience in the ED through adoption of consistent and rigorous standards and making quality improvement an underpinning of ED culture</i>	Implement the electronic Canadian Triage and Acuity Scale (e-CTAS) decision support tool, part of the Pay for Results (P4R) program	Train nurses to adopt e-CTAS	Taylor	Implement the electronic Canadian Triage and Acuity Scale (e-CTAS) decision support tool	Train RNs to adopt e-CTAS	% RNs trained in e-CTAS by Q3
		Participate in the ED Return Visit Quality Program (P4R)	Chart audits, sentinel diagnosis – 10 charts	Taylor	March 2026	Access to I-Port information	10 chart audits completed by Q4
			Identify adverse events and quality issues: develop action plans	Taylor Heather	March 2026		Monitor
		Monitor input of key data requirements for public reporting of ED metrics (P4R)	ED Chart audits for required data elements <ul style="list-style-type: none"> Share audit results at MAC 	Akhil	Quarterly		% ED charts that have all required elements documented for P4R
		Collect patient experience data using prescribed survey format	Transition to on-line patient satisfaction survey using Qualtrix	Amanda	June 2025	Purchase Qualtrix: \$10,000	% of surveys completed for all ED and IP
	<i>Meet Accreditation Canada Standards for patient safety in the programs we deliver</i>	Address ROPs and high priority standards across programs	Action plans/frameworks submitted to AC before deadline Standards reviewed; gaps addressed	Amanda Leadership team	September		Exemplary status
	<i>We will improve our Palliative Care Program by adopting best practices</i>	Re-establish the Palliative Care Committee with community partners, family partners and Regional Palliative Care Network	Palliative care committee to develop a work plan to address policies, training, patient information and processes.	Taylor	Q3		Committee established Work plan developed
		Redevelop a room for palliative care/end-of-life patients	Renovate one large patient washroom to create 2 smaller rooms, one for the palliative care committee	Angie Palliative Care Committee	Q4	Funds	Capital Branch approval Construction completed

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Compassionate and respectful care	<i>We will advance Indigenous health outcomes</i>	Develop/implement a workplan to ensure that care is provided in a culturally safe environment	Indigenous cultural safety training for leadership; Ontario Health on-line modules: <ul style="list-style-type: none">•Indigenous History and Political Governance•Cultural Competence in Healthcare•First Nations, Inuit and Métis Culture, Colonization and the Determinants of Health	Angie Leadership team:	December 2025	Ontario Health e-learning platform	10 leaders will have completed 3 modules by Q3
			Indigenous cultural safety training plan for the Board	Angie	June 2025	Training funds	# training opportunities for Directors
			Policy development: Indigenous Cultural Safety	Indigenous Working Group	April 2025		Policy approved by Indigenous Working Group
				CEO and Board of Directors approval	May 2025		Policy approved by Board of Directors
			Frontline care providers, training and awareness: <ul style="list-style-type: none">• OH e-learning module	Managers	December 2025	Ontario Health e-learning platform	% of front-line care providers who have completed the module
			Present ‘Anishinaabe Engagement’ Seven Generations: Board, leaders, front line	Angie	June 2025	Funds	Number of participants Satisfaction survey results
			Development and adoption of a hospital specific land acknowledgement	Indigenous working group	December 2025		Land acknowledgement approved by Board
				Board approval and adoption	March 2026		Land acknowledgement at all Board and public meetings
		Full participation in the Community Safety and Well-Being committee	Adoption of the RL/Ear Falls Diversity and Inclusion Accord	Board approval	September 2025		Accord ratified and posted on public facing website

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TEAM EXPERIENCE: <i>Foster a collaborative, supportive team</i>							
Objective	Our Goals	Action	Priority Initiative	Responsibility	Timeframe	Resource Requirement	Indicators
Strong and resilient team	<i>Support and encourage learning and development</i>	Annual education plan	Annual mandatory training for all staff	Simran	Q4		% of FT and PT staff who have attended training
		Departmental annual education plans	Nursing education plan: ACLS Fetal Surveillance	Managers	Q4		Department plans approved by June 30
		Leadership development	Facilitated leadership workshop, aligned with Ontario Health Improvement Plan <ul style="list-style-type: none"> Project charter Request for quotes On-site workshop 	Angie	December 2025	Funding	Leadership workshop on site
A healthy work environment	<i>Support positive Mental health in the workplace</i>	Access ‘Your Health Space’ program, sponsored by the MOH	‘Your Health Space’ workshops for front line employees	Angie	April 2025 October 2025		# employees attending
			‘Your Health Space’ leadership development workshop		April 2025		# leadership team attending – feedback
		Promote Telus EFAP	Monthly email blasts promoting EFAP	Simran	Monthly		# employees accessing EFAP
	<i>Provide an inviting outdoor space for employees, patients/families</i>	Develop an outdoor gathering area for staff/patients	Establish a working group to develop a plan for an outdoor space including patio and shelter/gazebo <ul style="list-style-type: none"> Quotes from local contractors Award the contract 	Angie	September 2025	Contractor availability	Outdoor accessible area for staff and patients
			Patio furniture	Angie	September	Furniture availability	
			Landscaping	Angie		Contractor availability	
	<i>We will embed the principles of Equity, Diversity and Inclusion in the workplace</i>	Advance equity, inclusion, diversity in the workplace	Participate in the OHA equity survey	Board and leadership	September		# participating Directors, leaders
			Conduct workforce diversity survey Employee assessment of EDI culture	Simran			Workforce scan completed

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PARTNERSHIPS WITH PURPOSE: <i>Collaborate with stakeholders for a positive impact</i>							
Objective	Our Goals	Action	Priority Initiative	Responsibility	Timeframe	Resource Requirement	Indicators
Collaborate with stakeholders for a positive impact on RLH priorities	<i>Strengthen our partnerships within the Red Lake Health Hub to advance care for identified patient populations</i>	Develop a plan with our partners and Northwest Regional Seniors Care Program to address transitions in care for ED and inpatients over the age 65	Reducing Alternative Level of Care <ul style="list-style-type: none">Mapping care processesDevelop project charterIdentify tools for early identification of frailtyAssessment and care planningIntegration with community supports	Angie Taylor Family Health Team	Q4	Funds for shared Geriatric Assessor position	Routine frailty screening in ED for patient 75+
			<ul style="list-style-type: none">Proposal for shared Geriatric Assessment Lead	Angie	Q4	Ontario Health funds	Proposal accepted
		Enhance plan to support patients with alcohol and substance abuse who come through the ED	<ul style="list-style-type: none">Safe Beds Program – fully operationalRecruit for vacant CCAS positions	Simran Manager, Safe Beds	Q3	Human Resources	Safe Beds program: # client days, LOS # CCAS vacancies
	<i>Updated health information system, regional project</i>	Implement Meditech Expanse Project – work with regional partners	<ul style="list-style-type: none">Establish internal team and subject matter experts	Taylor	Q3		SME positions filled by employees
			<ul style="list-style-type: none">Change management training for leadership team	Leadership team	June 2025		# leaders completed change management training
			<ul style="list-style-type: none">Develop change management strategy	Taylor			
	<i>Alignment with NWO Laboratory Regionalization Program</i>	New chemistry analyzer installed in laboratory	Partner with the RLMCH Foundation for funding	Angie	June 2025	\$175,000	% of Funding secured
		Renovations to laboratory to accommodate new equipment	Develop renovation plan with vendor Request for quotes to contractors Proceed with renovations and installation	Angie Jen	March 2026	TBD	Renovations completed; equipment installed

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SUSTAINABILITY AND GROWTH: <i>Manage resources responsibly and pursue opportunities to improve service delivery</i>							
Objective	Our Goals	Action	• Priority Initiative	Responsibility	Timeframe	Resource Requirement	Indicators
Ensure a strong resilient team	<i>All leadership positions are filled</i>	Recruitment for CEO	• Develop recruitment plan with Board	Board Simran, Angie	6 – 12 months	Funds	CEO in place
		Recruitment for Director of CCAS	• Recruit/ letter of offer	Simran	July 2025		CCAS Director in place
	<i>We will strengthen Board Governance through learning and development</i>	Board development for stronger governance	• OHA Board governance training, via Teams	Angie Board	Sept 2025		# Directors completing the training
			• 4 sessions in September				
			• Governance learning with Accreditation Consultant	Angie	April 2025	Funds	# participants Overall Satisfaction
			• OHA Guide for Good Governance, new edition	Alisha	Sept 2025	Funds	Access to new edition for Directors
			• Expert governance consultation, as per OH Operational Improvement Plan	Board Steering Committee	Sept 2025	Funds	# Directors attending the training
			• Board chair and CEO attendance at Leadership Summit	Angie Trevor	May 2025	Funds	Feedback to Board
Prepare for the needs of the changing community	<i>Health services plan to address anticipated growth</i>	In partnership with Ontario Health North, Kinross Gold, Municipality of Red Lake: develop health services strategy	Bring partners together to build awareness of the need, review the evidence, develop options	Angie	Dec 2026	Time	Strategy in development
		Facilities Master Plan	Develop project charter for a Facilities Master Plan Request for quotes Engage a consultant to complete the plan	Angie	Dec 2025	Funds	Consultant hired
	<i>We will strengthen relationships with Pikangikum Health Authority</i>	Seek opportunities to meet with PHA, develop partnerships	CEO to attend PHA quarterly meetings, at their invitation CEO to visit Pikangikum FN	Angie	Ongoing		Number of interactions with PFN
			Seek support from PFN for CT scan project and PFN data related to CT scans	Angie	May 2025		Letter of support CT data

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Strategic Objective	Our Goals	Action	Priority Initiative	Responsibility	Timeframe	Resource Requirement	Indicators
Fiscal sustainability	<i>Nursing positions</i> are filled, including part-time	Recruit for RN vacant positions to eliminate reliance on agency nurses	Create a new F/T RN line; eliminate 2 part-time lines	Taylor Simran	September 2025	Union agreement for change to part-time lines	RN recruited to full-time
	Ensure all <i>one-time funding</i> is accessed and managed	Access all applicable funding opportunities		Brooke	Ongoing		% of OTF that is unused at year-end
	<i>Capital Plan</i> is funded	2025-2026 Capital plan is shared with Foundation and Auxiliary	Foundation and Auxiliary support for laboratory and patient care equipment	Angie	March 2026	Financial support	% of capital plan funded by third parties
Longterm planning and advocacy for identified future needs	<i>CT scanner</i>	Application to Ontario Health and Ministry of Health for approval to install a CT scanner	Meet with potential CT vendors on-site Confirm location	Angie	May 2025		Location confirmed Initial quotes received
			Business plan developed for MOH and OH; includes request support for operational funding from MOH	Angie	July 2026		Plan submitted to Health Capital Branch and OH
			Develop fundraising strategy, including Foundation, business partners	Angie	December 2026	Community partners	Fundraising strategy developed
Environmental Stewardship	<i>Energy conservation and management</i>	Energy audit	Energy audit conducted Funding opportunities identified	Angie	September		Energy audit completed Funding identified
		Energy Conservation and Management Plan	Develop Energy Plan Post on website	Angie	October		Energy Conservation Plan posted
		Environment audit	Review procedures for re-cycling, reducing waste, energy conservation	Amanda	July		Framework complete