



Bermuda Hospitals Board



STRATEGIC PLAN 2016-2021

Corporate Annual Plan FY2016/17

CARE



Meeting the needs of our patients.
Achieving service excellence.
Accountable to the
highest standards.

PEOPLE



Respected.
Engaged.
Empowered.
Supported.

PERFORMANCE



Enabling performance
through financial and
operational excellence.

COMMUNITY



Building a healthier community
and a stronger system through
partnerships and relationships.

Exceptional Care. Strong Partnerships. Healthy Community.

CARE						
Goal	Major Initiative	Activity Lead	Accountable Executive	Launch	End	
Patient Experience	Empower patients / families as partners in care	Norma Smith	Judy Richardson	Q1	Q3	
	Develop and/or update patient education materials	Anna Nowak	Anna Nowak	Q1	Ongoing	
Quality / Safety	Enhance Antimicrobial Stewardship Programme	Michael Ashton	Keith Chiappa	Q1	Ongoing	
	Implement Quality Improvement Projects for DI	Renee Butterfield	Scott Pearman	FY16	FY18	
Service Offerings / Delivery	Implement Point of Care lab device at MWI	Glenn Caisey / Kathy Stephens	Scott Pearman	Q2	Q3	
	Clinical Services Planning	Preston Swan	Judy Richardson	Q3	FY18	
	Optimize Outpatient Processes	Harlean Saunders	Keith Chiappa	Q1	Q4	
Teamwork	Refresh Professional Practice Model	Loretta Santucci	Judy Richardson	Q2	Q3	

PEOPLE						
Goal	Major Initiative	Activity Lead	Accountable Executive	Launch	End	
Accountability / Performance	Performance Management Programme	Angela Fraser-Pitcher	Scott Pearman	FY18	FY19	
Communication / Engagement	Upgrade, restructure and redesign BHBCConnect	Alison Shadbolt	Anna Nowak	Q1	FY18	
	Improve use of high visibility, visual and audio communications	Alison Shadbolt	Anna Nowak	Q1	Q4	
	HR Workforce Data and Information Sharing	Angela Fraser-Pitcher	Scott Pearman	FY18	Ongoing	
Culture / Morale	Change Management Programme	Angela Fraser-Pitcher	Venetta Symonds	Q2	FY19	
	Health & Wellness Programme	Angela Fraser-Pitcher	Scott Pearman	Q2	FY18	
Leadership / Management	Manager and New Manager HR 101 Training	Angela Fraser-Pitcher	Scott Pearman	Q3	FY18	
Roles / Responsibilities	Organization Functional Assessments	Angela Fraser-Pitcher	Scott Pearman	Q3	FY18	
Training / Development	Learning & Development Needs Assessment	Angela Fraser-Pitcher	Scott Pearman	Q4	FY18	
Workforce	Create a Organization-wide Competency Framework (Succession Planning)	Angela Fraser-Pitcher	Scott Pearman	Q2	FY18	
	Optimise Recruitment and On-boarding Process	Angela Fraser-Pitcher	Scott Pearman	Q1	Q3	

Notes:

Financial year (FY) is from 1 April to 31 March. Launch and end dates are in the current financial year (FY17) unless otherwise noted.

Business cases will be completed prior to the release of funding.

All initiatives to be reported to Executive Team. **Initiatives in bold** to be reported to the Board.

* denotes a Policy Initiative/Relationship.

PERFORMANCE						
Goal	Major Initiative	Activity Lead	Accountable Executive	Launch	End	
Finance / Sustainability	Modernization Project	James Campbell	Venetta Symonds	FY16	FY18	
	Optimize support services revenue (Lab & DI)	Kathy Stephens	Scott Pearman	Q3	FY18	
	Enhance pharmacy strategic sourcing (PAHO) / improve cost effectiveness of therapeutic strategies	Anthony Hunter/ Kareema Sharrieff	Scott Pearman	FY16	FY18	
	Facilities Capital Investment - Project Management	Marshall Minors	Scott Pearman	FY16	Ongoing	
	Managing external revenue contracts (e.g. Bermuda Cancer & Health)	Charmaine Thomas	David Thompson	Q1	FY18	
	Set up BHB charity account (i.e. BHB Hardship Fund)	Charmaine Thomas	David Thompson	Q1	Q3	
	Establish new funding models / mechanisms (BHB) *	Roedolf van der Westhuizen	David Thompson	Q3	FY18	
Information Management & Technology	Implement reminder email system for bookings (hospital-wide)	Renee Butterfield	Scott Pearman	Q2	FY18	
	Upgrade DI information systems	Renee Butterfield	Scott Pearman	Q3	FY18	
	Upgrade laboratory information systems	Kathy Stephens	Scott Pearman	Q3	FY18	
	Optimize Pharmacy Equipment	Kareema Sharrieff	Scott Pearman	Q1	Q4	
	Implement a DFM (Dietary Food Management) system	Jerome Swainson	Scott Pearman	Q3	FY18	
	IT Strategy - Complete System Upgrades (Business & Clinical)	Lloyd Holder	David Thompson	FY16	Ongoing	
	IT Strategy - Implement an EHR system (BHB) *	Lloyd Holder	David Thompson	Q3	Ongoing	
	IT Strategy - Enhance IT Security & Business Continuity	Lloyd Holder	David Thompson	FY16	Ongoing	
	IT Strategy - Implementation of Modernization Initiatives	Lloyd Holder	David Thompson	FY16	Ongoing	
	Implement Enterprise Performance Management/BI	Roedolf van der Westhuizen	David Thompson	Q2	Ongoing	
	Optimize Procurement Function	Anthony Hunter	David Thompson	FY16	FY18	
Physical Environment / Resources	Create an Estate Master Plan	James Campbell	Venetta Symonds	Q1	FY18	
	Develop solutions for laundry & kitchen	Jerome Swainson	Scott Pearman	Q3	Ongoing	
	Life Safety Plan	Valerie Sherwood	Scott Pearman	FY16	FY18	
Reputation	Upgrade BHB's website (Interim solution)	Alison Shadbolt	Anna Nowak	Q1	Q2	
	Redesign, and restructure BHB's website (Long-term)	Alison Shadbolt	Anna Nowak	FY18	FY18	
Policies / Processes	Refresh processes pertaining to Strategic Planning	Preston Swan	Venetta Symonds	FY16	Ongoing	

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COMMUNITY						
Goal	Major Initiative	Activity Lead	Accountable Executive	Launch	End	
Partnerships / Collaboration	Improve outreach to stakeholders (internal department surveys and external)	Cathy Stovell	Anna Nowak	Q1	Ongoing	
	Preferred Provider Status	* Scott Pearman	Scott Pearman	Q1	FY19	
Health / Care Continuum	Patient Centred Medical Home	* Norma Smith	Venetta Symonds	Q1	FY18	
	Improving Access to Long-Term Care Beds	* Granville Russell	Judy Richardson	Q1	FY19	
	Forensic Mental Health	* Chantelle Simmons	Chantelle Simmons	Q1	FY19	
	Mental Health Act	* Bettadapura Ashim	Venetta Symonds	Q1	Q4	
	Mental Health Plan / Operational Plan	MWI	Venetta Symonds	Q2	Q4	
Transitions / Integration	Optimize Patient Flow / Transitions	Lynnette Bean	Judy Richardson	Q1	Q4	
Health Promotion	Deliver a health promotion programme to educate about BHB services and improve community health by tackling top priority issues	Cathy Stovell	Anna Nowak	Q1	Ongoing	
	Improve availability and use of screens for Digital Signage	Anna Nowak	Anna Nowak	Q1	FY18	
Access to Care	Clinical Affiliation Agreement	* Michael Weitekamp	Venetta Symonds	Q1	Q4	

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