



Strategic Plan 2026-2029

- Huron Health System (HHS) includes the Alexandra Marine and General Hospital (AMGH) in Goderich and South Huron Hospital (SHH) in Exeter governed by a common board of directors which oversees hospital governance and operations.
- Each hospital partners with a separate fundraising foundation governed independently by its own board of directors, the Alexandra Marine and General Hospital Foundation (AMGHF) in Goderich and South Huron Hospital Foundation (SHHF) in Exeter.

In 2026:

- The combined revenue for the two hospitals is just under \$55 million.
- Across the two hospitals there are approximately 500 employees, more than 35 physicians and specialists, and more than 200 volunteers.
- Our hospitals receive approximately 30,000 Emergency Department visits annually and support more than 19,000 patient days each year.

About Huron Health System

To provide excellent person-centred care.



Mission

To provide excellent person-centred care.

Vision

A quality-driven regional health care system focused on meeting the changing needs of our communities.



To provide excellent person-centred care.

Values



Integrity

Integrity is acting with honesty, ethical conduct and professionalism at all times.

Consistently build trust through transparency, accountability and feedback.



Equitable

Equitable is ensuring everyone receives quality care without barriers.

Commit to access, fair treatment, learning, opportunity and advancement.



Respectful

Respect is essential to trust, collaboration, and quality care.

Honour every individual by listening with openness, communicating with clarity, and treating everyone with courtesy and professionalism.



Compassionate

Compassion is fundamental to health care and healing.

Lead with empathy and kindness in every interaction by understanding the individual's physical and emotional well-being.

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Our Strategic Priorities



**Partnering with Patients
and Communities**



**Ensuring Operational
Excellence**



**Innovating Through
Partnership**

Partnering with Patients and Communities

Key Objectives	Key Performance Indicators (KPIs)
Strengthen the patient and family voice in care planning and service design.	• $\geq 75\%$ of patient-related committees and major projects include at least one patient/family advisor. • Establish and maintain an active Patient Experience Panel with a minimum quarterly meetings. • Implement 3 - 5 service improvements annually that are directly driven by patient feedback.
Improve the overall patient experience across the continuum of care.	• Achieve year-over-year improvement in patient satisfaction scores (e.g., +5% in "overall experience"). • Reduce formal RL6 patient complaints by 10% annually.
Enhance community engagement and transparency.	• Conduct structured community engagement sessions for each community annually. • Publish an annual community impact report with publicly reported quality indicators. • Grow our digital presence by 5%.

Ensuring Operational Excellence

Key Objectives	Key Performance Indicators (KPIs)
Improve patient flow and efficiency	• Reduce Emergency Department length of stay by 10%. • Decrease Alternate Level of Care (ALC) days by 15%. • Achieve 95% compliance with standardized discharge planning processes.
Strengthen financial stewardship	• Maintain annual operating budget spend within 10% of budget. • Deliver minimum 2–3% in productivity or cost-avoidance initiatives annually. • Reduce overtime hours by 5% without negative impact on patient care.
Increase staff engagement and organizational capability	• Conduct two semi-annual pulse surveys to gauge staff engagement. • Identify and retain key talent through formal succession planning. • Ensure 90% of staff complete bi-annual performance and development plans.

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Innovating Through Partnership

Key Objectives	Key Performance Indicators (KPIs)
Expand collaborative models of care with system partners	• Implement at least 3 new formal partnerships or shared service initiatives. • Demonstrate measurable impact from partnerships (e.g., reduced wait times, improved access). • Identify and advance cross-system opportunities for cost savings initiatives that will enable re-investment.
Leverage technology and innovation to improve operational and care delivery	• Launch at least 2 new digital health or virtual care initiatives per year. • Standardize the Electronic Medical Record (EMR) across hospitals. • Implementation of Human Capital Management system. • Reduce paper-based processes by 20% through digital transformation projects.
Strengthen partnership with hospital foundations to improve & advance patient care	• Work collaboratively with the foundations to communicate hospital capital and equipment priorities to support philanthropic opportunities annually. • Ensure alignment between hospital capital priorities and each foundation's fundraising goals. • Maintain regular communications and planning discussions (e.g. joint hospitals and foundations leadership meetings to be held at least quarterly per year).

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