

Appendix C - SWOT Analysis

A SWOT Analysis reflects consideration of the organization's Strengths and Weaknesses (SW), along with the Opportunities and Threats (OT) identified in relation to the environment in which the organization exists.

Manitoulin Health Centre's Strategic Planning Committee met on March 6, 2013, to consider both the environment in which the organizations exists as well as its own operations. As a result of this work, the Strategic Planning Committee identified the following strengths, weaknesses, opportunities and threats.

Manitoulin Health Centre's Strengths

- Stable physician/provider resources - currently only one vacancy in one of the FHT; recruitment efforts are successful
- Good range of services
- Good track record for service provision
- Low ER waiting times
- Strong leadership
- Strong, effective Board
- Leadership and communication styles are transparent, open and honest
- Organization is a positive change driver
- Public education
- Close community relations
- Community is supportive - e.g. Fundraising is successful
- Good networks with other health care organizations (CEO - OHA, COS - OMA)
- Strong financial position - both operating and capital
- Regional information systems connectivity

Manitoulin Health Centre's Weaknesses

- Vulnerable to changes in funding that affect operating revenues and capital funds
- Operating two sites results in additional costs and issues relating to organizational culture
- Lean management structure with full reporting requirements
- Insufficient parking (although it's free!)
- The fact that there are many separate communities creates challenges in communication and makes it more difficult to make positive change
- Aging workforce
- Aging infrastructure
- Inaccuracies in health records coding

Opportunities Arising from the Environment

- Capital plan for Manitoulin Central FHT
- Leading and partnering with other Manitoulin Island health service organizations to share information, enhance or streamline services, source funding, etc.
- Shared information services and information technology opportunities (e.g. POS.com, PCS)
- Potential to address disconnects between First Nations communities and MHC
- Joining, partnering, linking with communities
- Build on successful fundraising experiences - expand and build on newly established relationships (not for fundraising purposes)
- Potential to generate revenue through fee for service opportunities (e.g. Diagnostic Imaging modalities)

Threats Arising from the Environment

- Politics creates 'hot potato' issues and has an impact on funding
- Declining ministry funding and changes to funding models create challenges in relation to operational and capital funding
- Increasing costs
- Physician population overall is aging and has long tenure
- Population is geographically dispersed and sometimes remote; transportation can be an issue
- Changes/issues with other health care organizations have an impact on MHC (e.g. availability of LTCH spaces or home care)
- The population served is aging, while remaining constant in number
- The area is attracting older retirees but young people are leaving
- Population's lifestyle choices (e.g. obesity, smoking, drinking)
- Privatization
- Multi-tier health care
- Lack of assisted living in the community