

# Putting the Pieces Together: St. Joseph's Health Centre Strategic Plan 2008-2011



# St. Joseph's Health Centre, Toronto Strategic Plan 2008/2011 Summary

This document outlines the process that we used to develop our 2008-2011 Strategic Plan and presents a brief overview of the plan itself for your information. Our plan has its roots in the legacy of The Sisters of St. Joseph who founded the hospital over 80 years ago. The Sisters shaped our Mission, and the Values that we live by, and through us, they continue to influence the health of the communities that we are privileged to serve today. Our strategic plan is grounded in our Mission, Values, Vision and Role.

St. Joseph's Health Centre is a community teaching hospital<sup>1</sup> affiliated with the University of Toronto. We are located in the Southwest of Toronto and serve a diverse population of almost 500,000 persons living in a large number of culturally distinct neighbourhoods. Our strategic Plan takes our Mission, Values, Vision and Role and translates them into an action plan for our work from 2008-2011.

## Our Mission

Our Mission defines our core purpose. It tells others what we do and provides the compass that guides us.

- We are a Catholic community teaching hospital providing health care services that reflect the Gospel values of respect, dignity and compassion. We are committed to fostering a healthy community for all. Working in partnership with our community, we reach out with the healing ministry of Christ to the sick, the disenfranchised and the disadvantaged.

## Our Values

Our Values provide the framework for how we work together and how we make decisions. As a Catholic hospital, we believe that life is sacred from the moment of conception until death, because God has given life to us in trust. Recognition

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<sup>1</sup> What do we mean when we say we are a community teaching hospital? We mean that we:

- provide an appropriate scope and range of primary, secondary and selected tertiary programs and services designed to meet the health care needs of the communities served
- are committed to continuous quality improvement and the acquisition and integration of knowledge to improve the performance of the health system
- are affiliated with a University and we contribute to the education of the next generation of health care professionals by providing:
  - a unique interprofessional collaborative practice environment
  - learning opportunities based on core services and recognized areas of clinical expertise
  - a learning environment reflecting excellence and enthusiasm for teaching and a commitment to the goals of the educational program
  - a richness and diversity of clinical experience sufficient to meet the educational goals of the learners
  - experiences that provide a foundation for entry to practice and specialization.

of the gifted nature of human life has profound implications for the ways in which we treat each other and how we care for every patient while maintaining the integrity and courage to remain faithful to ourselves. For those who are not part of the Catholic religion or do not believe in God, this belief translates into respect, dignity and compassion – universally accepted human values that can be practices regardless of religion. The Values that guide us are:

- **Human Dignity:** Each person is valued as a unique individual with a right to respect and acceptance.
- **Excellence:** A commitment to strive for the best in care, education, research and quality of work life.
- **Compassion:** A quality of presence and caring that fosters healing and wholeness.
- **Social Responsibility:** Actions that promote the just use of resources entrusted to us for the enhancement of human life, both personally and corporately.
- **Community of Service:** Communities of people working together in a climate of mutual support that enable healing and the fulfillment of human potential.

## **Our Vision**

**Our Vision** defines where we want to be in the future. At St. Joseph's Health Centre, our Vision is to be **Canada's best community teaching hospital.**

## **Our Role**

Our Role defines our place in the health care system. Consistent with our Mission, Vision and Values:

- We reach out in partnership with our community partners to address the health needs of our community. In these partnerships, we draw upon those services that are uniquely available in the hospital related to our specialized technology and the specialized skills of our staff.
- We provide primary and secondary inpatient and ambulatory hospital services in response to the acute care needs of the population in our catchment area. We work with other providers to facilitate access to a full continuum of care.
- We identify and define processes for preventing recurrence of ill health for our patients. We implement these processes collaboratively with, and through, appropriate community providers.
- We offer selected tertiary level services as needed by the population of our catchment area and in support of our academic role.
- We introduce sophisticated diagnostic and therapeutic services into the community hospital setting.

- We serve as a unique setting for academic activities including the education and training of health care professionals and research.

## Our Strategic Plan

### The Process

The 2008-2011 strategy was developed through a consultation process that we called “Listening for Direction: Engaging the Wisdom of Crowds”. Through this process, members of the Senior Management Team conducted “Coffee Break Strategy” sessions in every work area in the Health Centre. Similar sessions were held with every Medical Staff Department. In addition, focus group sessions were conducted with members of our Population Panels and community partners. Key stakeholders were consulted during one-on-one interviews<sup>2</sup>. The planning process was further informed by an environmental scan and risk assessment, as well as analysis of the priorities of the provincial government, the Ministry of Health and Long-Term Care<sup>3</sup>, and the Toronto Central Local Health Integration Network<sup>4</sup>. A review of population demographics and service characteristics of our local and secondary catchment area was completed<sup>5</sup>. Two separate strategy planning processes were carried out to inform our plan: the Primary Care strategy review<sup>6</sup> and the Academic Review<sup>7</sup>. An analysis developed in partnership with Toronto East General Hospital on the Role of Community Teaching Hospitals in the Toronto Central LHIN<sup>8</sup> was also incorporated into the planning. Finally, the results of our organizational culture survey<sup>9</sup> completed in December of 2006 informed our process.

The consultation demonstrated that we needed to:

- clearly articulate our Vision
- improve our understanding of how our success factors, strategic priorities and operating objectives support achieving our Vision
- ensure that our Mission is fully expressed and communicated internally and to our partners in care
- align strategy, priority and action plans across the organization
- explicitly align operating and capital planning to the yearly refresh of the strategy
- align all phases of the annual planning cycle
- communicate the plan using plain language to the extent possible

<sup>2</sup> See Consultation results (October 2008) Appendix A

<sup>3</sup> See Ministry of Health and Long Term Care Vision and Draft Strategic Directions. 2007-2010 Integrated Health Service Plan TCLHIN available at [www.lhins.on.ca](http://www.lhins.on.ca)

<sup>4</sup> See the Toronto Centre LHIN Integrated Health Services Plan available at [www.lhins.on.ca](http://www.lhins.on.ca)

<sup>5</sup> See SJHC Strategic Planning Data and Market Share (October 2008) Appendix B

<sup>6</sup> See Primary Care Strategy (July 2008) Appendix C

<sup>7</sup> See Academic Strategy (July 2008) Appendix D

<sup>8</sup> See “The Role of Community Teaching Hospitals in the TCLHIN: Appendix E

<sup>9</sup> See Mindsets and Capabilities Assessment (January 2008) Appendix F

- ensure that there is an explicit process for the hospital to make mid course corrections to the plan in order to capitalize on opportunities
- cascade the plan through all levels of the organization
- ensure that changes in programs and services are tied to the strategy
- conduct a yearly refresh of the strategy
- focus on our strengths and celebrate our accomplishments

## **Our Strategy: Moving Forward from 2008 to 2011**

The result of our strategic planning process has provided us with a roadmap for moving forward over the next three years. Our strategy is designed over a three year planning horizon with an annual refresh aligned with the operating planning cycle. Our strategic plan is expressed by:

- five success factors
- fifteen strategic priorities
- a number of annual operating objectives and action plans
- a performance plan including performance targets and a monitoring system

## **Our Success Factors**

Our success factors will help us to translate our Vision into reality by focusing our attention on those activities that we believe have the highest likelihood of ensuring that we will be successful in achieving our Vision. Each success factor is supported by a small number of strategic priorities to further focus our work, energy and action on what has to be done to achieve the Vision. Each strategic priority is supported by specific corporate objectives, action plans, and a performance plan.

Moving forward from 2008 to 2011, we have identified that we will be successful if we:

- **Put patients first**
- **Enhance the health of the communities we serve**
- **Inspire our people**
- **Create a culture of inquiry and innovation<sup>10</sup>**
- **Use resources wisely**

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<sup>10</sup> What do we mean by a culture of inquiry and innovation: It incorporates organizational mindsets and capabilities that demonstrate:

- openness to asking questions about all aspects of our work
- careful consideration of all answers
- a commitment to considering change and a willingness to learn
- a willingness to take risks
- a commitment to evidence informed practice
- a commitment to developing leading practices
- a commitment to continuous improvement
- a commitment to a just and blame free environment  
(adapted from W.K. Kellogg Foundation)

In our plan, we have defined what each of the success factors means to us:

- To **Put Patients First** means that patient and family centered care is our core business and the focus of our work
- To **Enhance the health of the communities we serve** means that we engage our communities and link with our partners to support equitable access to health care services
- To **Inspire our people** means that we create and foster an environment that recognizes the intrinsic worth of all those who serve with us
- To **Create a culture of inquiry and innovation** means that we create and foster a culture that supports interprofessional collaboration and the acquisition of new knowledge to improve health outcomes
- To **Use our resources wisely** means that we are transparent, innovative, and accountable stewards of the resources entrusted to us

### **Our Strategic Priorities:**

Our five success factors are supported by 15 strategic priorities that will direct our work over the next three years. Our strategic priorities are organized under each of our success factors. The strategic priorities that support our success factors are:

#### **Put Patients First:**

- Provide the safest care
- Deliver exceptional quality and service
- Deliver on the e-health promise

#### **Enhance the health of the communities we serve:**

- Provide secondary and selected tertiary services to meet the current and emerging needs of the communities we serve
- Facilitate equitable access to primary care
- Engage with our communities, partner agencies and the Toronto Central LHIN to foster a seamless continuum of care

#### **Inspire our people**

- Invest in our people
- Develop our leaders
- Create a healthy work environment

#### **Create a culture of inquiry and innovation**

- Celebrate and enhance our unique areas of expertise
- Enable interprofessional collaborative practice
- Partner to educate the next generation of health care professionals

#### **Use our resources wisely**

- Demonstrate efficient and effective use of resources
- Provide a care environment that meets the known and emerging needs of patients and staff, while reducing our ecological footprint
- Foster continuous improvement

## **Our Corporate Objectives:**

Following approval of our plan, we completed Year 1 corporate objectives that are aligned to our strategic priorities. The Year 1 corporate objectives were developed by our leaders and include detailed action plans, targets and performance metrics<sup>11</sup>. These corporate objectives have been cascaded throughout the organization and clear accountability for each priority, objective and performance target has been assigned to the Leadership Teams and Point of Care and Service Level teams.

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<sup>11</sup> See 2008/2009 Operating Objectives Appendix F