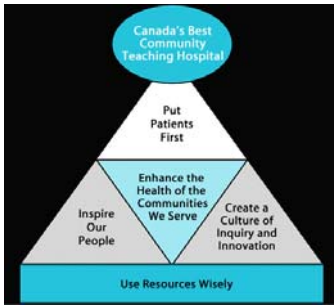


# St. Joseph's Health Centre

## Strategic Plan 2011-2014





## *Our Vision* To be Canada's Best Community Teaching Hospital

### Our Strategic Plan 2011-2014

#### **The Strategic Planning Process: What we did and how we did it.**

Our strategic planning process was broad and inclusive. We:

- Consulted broadly with internal and external stakeholders – approximately 1000 individuals (staff, physicians, volunteers, population panels, partners, members of the community etc) were involved in providing input to inform the development of the strategy.
- Reviewed population demographics, current clinical service statistics, market share information completed
- Reviewed future trends and implications completed including:
  - Nothing about me without me: Patient and family centered care
  - The Health Care Pac Man: Health Care sustainability
  - Accountability and Transparency: Too Goofy for Health Care?
  - The business case for Quality – The Magic Bullet
- Reviewed LHIN, Ministry, Government strategic plans and priorities
- Reviewed government legislative agenda and priorities
- Reviewed health policy platforms for the provincial political parties'
- Reviewed the University strategic plans and priorities related to integrated education
- Reviewed results of all recent surveys including recent report on Values Integration Survey process
- Presented the strategic plan Gallery to our internal and external publics to provide an opportunity to review the full scope of the feedback received and inform the strategy further.

- Hosted a Strategy Retreat for Board, Senior Leadership, Medical Advisory Committee, Program Directors to review trends and receive feedback on key deliverables for strategy 2011-2014
- Categorized all feedback into themes to further inform the process and all feedback from Gallery and Strategy session reviewed and incorporated where relevant.
- Reviewed the status of 2008-2011 strategy with specific reference to accomplishments and work in progress
- Completed a 10 year look back.

### **Key Messages from the Strategic Planning Process:**

The complete record of all of the feedback and review materials used in the strategy development is archived. The key messages arising from the process included:

- Our Vision is still relevant BUT there is a need to refine the vision to define what “best” means
- No major shift in core strategy (success factors) from 2008-2011 is necessary but strategic priorities need to reflect changing priorities in the broader system and incorporate future trends
- The strategy should give consideration about how to situate the health centre within the community and the broader system in order to strengthen our position
- The strategy should be attentive to the rapidly changing landscape and build in the capacity to anticipate the future and make course corrections more frequently to adjust to changes as they happen. In particular, the strategy needs to be flexible enough to address potential changes driving from the rapidly changing political environment and potential changes arising from any change in the provincial government based on the upcoming election.

# St. Joseph's Health Centre 2011-2014 Strategic Plan

## Achieving Our Vision: What does the Best mean?



- The best care
- Delivered by the best people
- Provided at the best value
- Creating the best student experience

## Our Success Factors and Strategic Priorities for 2011-2014 We will:

### PUT PATIENTS FIRST

#### **Patient and Family Centered Quality\* Care is our core work**

- Provide the safest most reliable\*\* care
- Deliver on critical enablers of quality, safety and reliability
- Build genuine partnerships with patients and family members

### ENHANCE THE HEALTH OF THE COMMUNITIES WE SERVE

#### **We engage our communities and system partners to improve health outcomes and reduce health disparities\*\*\***

- Enhance our capacity to provide secondary and selected tertiary services
- Leverage partnerships with the LHIN and our communities to develop system level solutions for integrated care
- Collaborate with the community to improve access to primary health services

### INSPIRE OUR PEOPLE

#### **We create and foster an environment which recognizes the intrinsic worth of all those who serve with us**

- Partner with our Board, staff, physicians and volunteers to enable a work environment grounded in our mission and values
- Lead with our values
- Enable leadership at every level
- Collaborate with the Foundation to support the Spirit of Giving

## CREATE A CULTURE OF INQUIRY AND INNOVATION

### We co-create a culture that learns, innovates, educates, and uses new knowledge to improve care

- Learn from the best and share our success
- Innovate from the ground up
- Teach the next generation
- Strengthen interprofessional collaboration

## USE OUR RESOURCES WISELY

### We are transparent and accountable stewards of the resources entrusted to us

- Optimize value\*\*\*\* to support long term health system sustainability
- Advance our redevelopment to ensure an environment of care that meets the needs of our patients into the future
- Reduce our environment footprint

## Making the Strategy Real:

We make our strategy “doable” through strategic and operating objectives and all of our Corporate Plans. These objectives help us to answer the following questions: How will we do what we said we should do? Who will do it? How will we know that it is done? How will we know that we have been successful? We ensure that we clearly define leadership accountability to deliver on the plan and we cascade these accountabilities to Programs and Services and the Point of Care and Service. We identify key indicators and performance measures to assess how we are doing and we track these indicators regularly. We have a rigorous performance monitoring program and risk mitigation strategy to keep us on track...and we have a clear process to regularly review, revise and refresh the plan at regular intervals. The Strategic Plan drives all of our other planning processes.

#### DEFINITIONS:

\* **What is Quality?** Care and service that is safe, patient centered, efficient, effective, accessible, equitable, integrated, appropriately resourced and focused on population health. (Source: Ontario Health Quality Council; ECFAA 2010).

\*\* **What is reliable care?** Care produced by a system, structures, processes, and people that successfully provides the intended functions (Source Weick and Sutcliffe)

\*\*\* **What are health disparities?** Differences in health experienced by various groups in society that can result from differences in access to care for the same need, differences in utilization for the same need and differences in quality. These can be the result of genetic and biological factors, choices made or by chance and circumstance. Inequities may be deemed to be unfair or stemming from some form of injustice (unfair or unjust)...Science alone cannot determine which disparities are also inequitable, nor what proportion of an observed disparity is unjust or unfair.” Questions to determine the existence of disparities include: Is there same access to care for the same need, the same utilization for the same need and the same quality of care for all? (Source CIHI)

\*\*\*\* **What is Value?** Value depends on results and is defined as the health outcomes relative to costs (achieved per dollar spent). If value improves, patients benefit and the sustainability of the system is enhanced. Value encompasses efficiency.