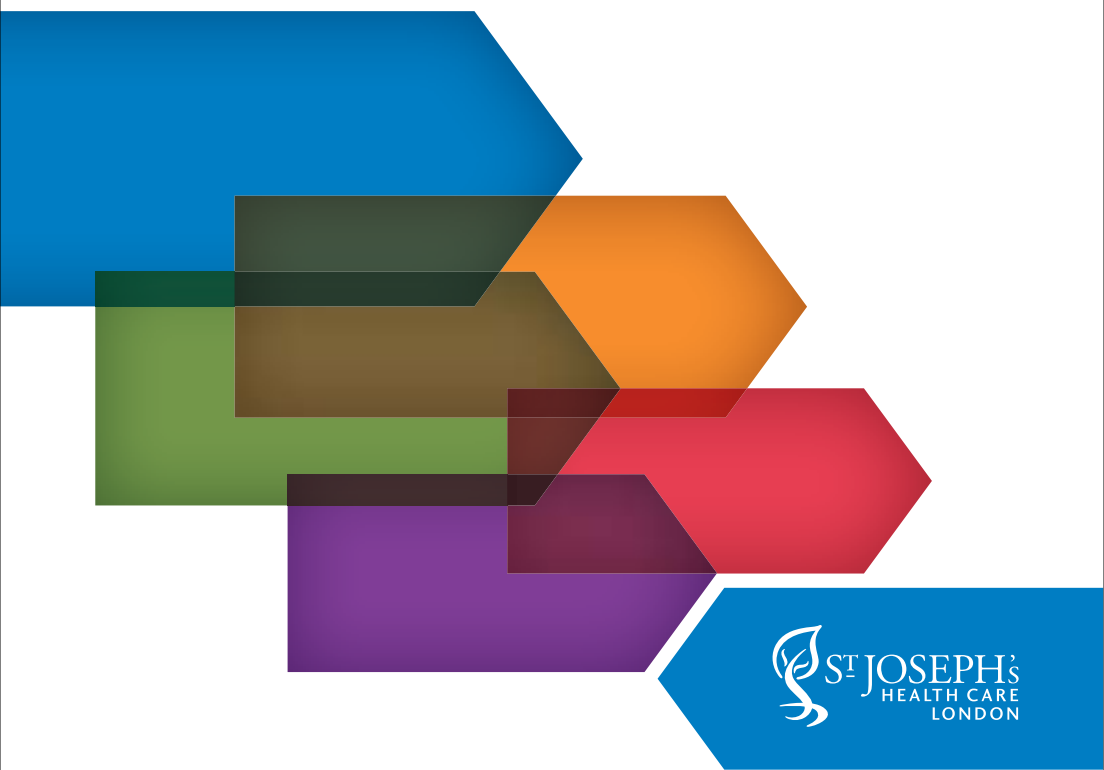


# REACHING OUT CONNECTING CARE INNOVATING TOGETHER

## 2018-2021 STRATEGIC PLAN



# YOUR COMPLETE CONFIDENCE MATTERS HERE

For nearly 150 years, St. Joseph's Health Care London has been a leader and forward thinker in providing care – body, mind and spirit – to our community and the region. Through monumental change, we have maintained a steadfast focus on those we serve. This is core to our success. It is who we are.

*In health care, change is the only constant, and the pace of change continues to accelerate. There has never been a more critical time to plan for the future; to lay down an aspirational path that ensures continued success.*

We are pleased to introduce St. Joseph's 2018-2021 corporate strategic plan – a bold and clear plan that outlines where we're going, how we'll get there and what it means to you. The five strategic priorities and three key principles will keep us focused on our future direction, as well as our day-to-day work. This plan reflects input received from more than 2,000 voices across our organization and community and we thank all those who shared their wisdom with us.

Drawing upon our legacy from the Sisters of St. Joseph, this plan is about strengthening our partnerships with patients, residents and family caregivers, building collaborative relationships with our research, academic and community partners, empowering our staff and physicians and leveraging technology – all to continue earning the complete confidence of those we serve. Together, we are creating the St. Joseph's of tomorrow.



# 2018-2021 STRATEGIC PRIORITIES



QUALITY & SAFETY  
CARE PARTNERSHIPS  
ADVOCACY & COLLABORATIONS

**EARNING COMPLETE CONFIDENCE**

## **REACHING OUT TO THE PEOPLE WHO NEED US MOST**

We will be active partners in building regional coalitions for health equity, in a compassionate, collaborative and kind way, to reach out and close gaps in care. Collaboratively, we will work to ensure that excellent care, as affirmed by our community, is accessible to everyone.

## **CONNECTING CARE TO SUPPORT BODY, MIND AND SPIRIT**

We will welcome every patient, resident and family caregiver as a person with a unique set of strengths, support networks, spirituality, physical and psychological conditions, and personal goals. We will create linkages across our programs and partner across the region to connect care and services to meet whole person needs.

## **INNOVATING AND BUILDING NEW KNOWLEDGE TOGETHER**

We will mobilize everyone at St. Joseph's as part of a collaborative force for continual innovation, research and learning, driven by patient-centred needs. There will be an embedded expectation that improving what we know about our work and its effectiveness is part of everyone's job in a thriving environment for innovation.

## **LEVERAGING TECHNOLOGY TO TRANSFORM CARE AND KNOWLEDGE**

Fully utilize the digital health technologies of clinical documentation and the patient portal to support better care and services for patients, residents and family caregivers and strengthen the pathways for adoption of innovative and integrated technologies to support caring for the whole person.

## **EMPOWERING PEOPLE**

We will enhance our thriving, inclusive environment where wellness is fostered and the potential of everyone is fully mobilized. We will build a shared understanding that everyone's voice matters and that staff, physicians, volunteers and learners have a significant role in improving the experience and care outcomes of those we serve.

# OUR SERVICES

Across five major sites and through some 50 distinct programs and services, many of which extend into our community and region, St. Joseph's has emerged as a specialty hospital organization in key areas of our health system.

## CARE, RECOVERY AND REHABILITATION

Programs and teams focused on return to maximum function – body, mind and spirit – cut across the sites of St. Joseph's. Our central hub for community and regional recovery and rehabilitation programs is at Parkwood Institute. Here, the clinical and research synergies in mobility and activity, cognition, brain and mental health have converged.

## SPECIALIZED MENTAL HEALTH CARE

St. Joseph's now leads regional specialty mental health services, including adolescents and adults of all ages. We receive patients requiring specialized care from acute care hospitals and provide assessment and treatment services for people whose mental illness has brought them in contact with the legal system.

## DIAGNOSTIC AND SURGERY SERVICES

St. Joseph's diagnostic and surgery programs are at the forefront of technology, education and research with recognition nationally and internationally. In keeping with health care advancements, these services are primarily delivered on an outpatient basis from a broad regional referral base.

## CHRONIC DISEASE MANAGEMENT

While the label of chronic disease is not well understood by the public, this area of care is the largest and fastest growing health care need of our time. People dealing with long-term health issues related to inherited, psychosocial, lifestyle and/or aging come to St. Joseph's for a range of comprehensive diagnostic, treatment and, when needed, inpatient care.

## CARE OF THE ELDERLY

Always part of the distinct histories of our founding organizations, St. Joseph's is devoted to the special care needs of aging populations. This focus transcends our sites and includes long-term and residential care settings, specialized geriatric programs and teams, and a host of outpatient and research initiatives focusing on mobility and activity, cognition, mental health, restoration and all activities that enable independence and quality of life.

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St. Joseph's Health Care London receives funding from the South West Local Health Integration Network. The opinions expressed in this publication do not necessarily represent the views of the South West Local Health Integration Network.

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# KEY PRINCIPLES

Interwoven throughout all of our work are three overarching key principles:

## UNCOMPROMISING QUALITY AND SAFETY

- We have created a culture where quality and safety are at the centre of our work and the care we provide.
- We will continue to earn complete confidence as we relentlessly pursue quality and safety by implementing a new framework for safe, reliable and effective care.
- A Quality Improvement Plan will be established annually, focusing on the areas of highest priority.

## PARTNERSHIPS WITH PATIENTS, RESIDENTS AND FAMILY CAREGIVERS

- We will purposefully partner with patients, residents and family caregivers in their direct care, the design of our programs and services and our advocacy efforts, focused on improved patient experience and outcomes.
- We will enhance the role of our patient, resident and family councils and increase the representation of patients, residents and family caregivers in shaping initiatives and advocacy efforts to draw on their wisdom and lived experience.
- We will leverage our Changing Care initiative to create best practices of partnering with patients, residents and family caregivers in direct care and the co-design of services.

## ADVOCACY AND COLLABORATIONS FOR INNOVATION AND SYSTEM CHANGE

- It is our intention to work with diverse partners to identify and advocate for systemic and policy changes that will make the biggest differences for care and resources, that will improve health, quality of life and the capacity to live well.
- Together with our partners, we will advocate for system and policy changes to enable technology and support shared, virtual and integrated care. And, we will measure patient outcomes related to whole person recovery and transitions.
- We recognize that our success is directly tied to the generous support we receive from donors. Philanthropy is viewed as an important enabler at St. Joseph's and we will continue to engage our donors as key partners.

# MISSION, VISION, VALUES

## OUR VISION

We earn complete confidence in the care we provide, and make a lasting difference in the quest to live fully.

## OUR MISSION

We help all who come to us for care to maintain and improve their health. We work with people to minimize the effects of injury, disease and disability. We do this by pursuing excellence in care, research and education in a wide range of hospital, clinic, long term and community-based settings.

In the spirit of our founders, we care in the example of Jesus Christ and in keeping with our values. We attend to the wholeness of each person – body, mind and spirit. We are a life-affirming community, nurturing a living spirituality through all stages of life, health, suffering and death. We ensure ongoing ethical reflection.

We advocate for those who are vulnerable and without a voice. We actively pursue and build partnerships to create a better health care system.

## OUR VALUES

Values are the means by which we work together and serve others. We do our best to demonstrate these values in all actions and decisions, no matter how large or how small. We measure our individual and collective performance in relation to our values.

**RESPECT | EXCELLENCE | COMPASSION**



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