

STRATEGIC PLAN

2022-2025

EARNING COMPLETE CONFIDENCE



A MESSAGE FROM OUR BOARD CHAIR AND CEO

As we navigate the changing landscape of our health care system, this strategic plan will ensure St. Joseph's position as a leader in developing seamless pathways that enhance care, access and the patient experience.

This plan reflects the voices and lived experiences of more than 2000 members of our community. The honest and bold feedback from our partners, team members and those we serve reinforced the key tenets of our previous strategic plan and provided insight to help us refine our goals and set new priorities.

We know the impact of the COVID-19 pandemic has been profound. However, there have been silver linings. Our pandemic response taught us to be agile, responsive, creative and innovative and we have used these learnings to enhance our vision statements for the next three years.

The engagement and support of our community is core to our work at St. Joseph's. We recognize the important role our community will play in many of the strategic initiatives outlined in this plan. Generous donations to St. Joseph's Health Care Foundation enables better patient care, research and teaching. Donors help bridge the gap to achieve work that otherwise would not be possible.

Threaded throughout each part of this plan is our foundational approach, which focuses on; care partnership; excellence in quality and safety; and equity, diversity, inclusion and belonging. Work in these areas will be informed by our patients, residents, caregivers, staff and physicians.

Going forward, it is clear that our commitment to the people we serve is unwavering. Our culture of resiliency and inclusion has room to grow and our dedication to the values of respect, excellence and compassion is hardwired across our workforce.

We are excited to share this refreshed strategic plan for 2022-2025 which builds on the strengths of our mission and lays the groundwork for ambitious and novel possibilities both within and beyond our walls.



L-R: **Jonathan Batch**, Chair, Board of Directors;
Roy Butler, President and CEO

Jonathan Batch

Chair, Board of Directors

Roy Butler

President and CEO





OUR FOUNDATIONAL APPROACH

In all we do, we will:

- Commit to uncompromising excellence in **QUALITY AND SAFETY** being at the centre of our work.
- Purposefully **PARTNER WITH PATIENTS, RESIDENTS AND CAREGIVERS** in their direct care and in the design and delivery of our programs and services.
- Actively seek out partnerships that enable opportunities for **COLLABORATION, ADVOCACY, KNOWLEDGE EXCHANGE** and philanthropy to meet the needs of those we serve in our community and the region.
- Advance our competency in **EQUITY, DIVERSITY, INCLUSION AND BELONGING** with cultural humility and sensitivity.



STRATEGIC PRIORITIES

► REACHING OUT TO OUR COMMUNITY

Agility, responsiveness, community connection and a focus on purposeful partnerships.

Our stakeholders told us that our agility, responsiveness, community connections and focus on purposeful partnerships were key ways our organization lives its mission. They challenged us to be more proactive in developing effective and sustainable solutions to respond to the needs of our community. They want us to work with, learn from and support our community partners to break down systemic barriers for equity deserving individuals and build on our mission, vision and values to create interconnected and healthier communities.

Our goal: We will build regional alliances in a collaborative and inclusive way to foster equity, health and well-being of our community and those in our care.

By 2025... We will be a leading anchor organization, partnering with others to enhance the economic and social health and well-being of our community.



STRATEGIC PRIORITIES (continued)

▶ **ADVANCING EXCELLENCE IN CARE TOGETHER**

One integrated system, a shared purpose and the concept of health care without walls.

Those we serve see our role as a leader in bridging gaps and improving care, access and efficiencies. They want us to fit the care system around the patient and encouraged us to honour the lived experiences of patients, residents and caregivers, facilitating whole person care within the context of their life. This approach should be enabled by partnerships, integration, seamlessness and trust.

We were asked to envision the possibilities. To be innovative, less risk averse and seek out new connections. To break down barriers that impair the patient experience and ensure the right balance of virtual versus in person care.

We heard that while we need to build back better by decreasing silos and strengthening linkages, we also need to stay nimble, intentional and focused. Our stakeholders also identified a need to reframe care, research and teaching across a continuum that considers impacts to the wellness and recovery of those we serve.

Our goal: We will welcome every patient, resident and 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 partners across our region to connect care and services to meet whole person needs.

By 2025... In partnership with our patients, residents and family caregivers, we will innovate and build a sustainable system to achieve excellence in the delivery of integrated, quality and safe care that is focused on the whole person.

We will improve access, quality and continuity of health services for our community with a specific focus on underserved populations and equity deserving individuals.

We will strengthen the future of our clinical programs and work with our partners to create systems that will meet emerging population health needs of our community.



STRATEGIC PRIORITIES (continued)

► LEADING IN RESEARCH AND INNOVATION

Using courage and creativity to build new knowledge.

Courage, agility and creativity were the themes of the feedback and discussions on innovating and building new knowledge. Our stakeholders encouraged us to create and support health systems that are interconnected, drive individualized care and empower our people to co-design care and services with patients and caregivers.

Their input also reinforced the need to increase opportunities for interprofessional research at every level and develop more adaptable and flexible processes to transfer research into clinical care. By creating space and capacity to be innovative, we will contribute to a culture where we have the time and courage to quickly adopt new processes that improve patient care.

Our goal: We will mobilize everyone at St. Joseph's as part of a bold collaborative force to develop new knowledge enabled through research and teaching and driven by the lived experience of patients, residents and caregivers.

By 2025... We will foster growth and leadership in our priority research programs on an international stage and create an integrated learning environment that brings together care providers, researchers, educators, patients, residents and caregivers to generate knowledge, strengthen teaching and improve care.



STRATEGIC PRIORITIES (continued)

▶ **LEVERAGING TECHNOLOGY**

Designing personalized care and access to information.

Our stakeholders are passionate about the ongoing opportunities for technology and information to transform care and improve how we work. We were challenged to be purposeful in our design of virtual care within the context of overall care and to recognize that the virtual care experience is highly personal and individualized both for patients and providers.

We heard that patients want better access, choice and ownership of their health information and data. We have a responsibility to create and support health systems that are interconnected, drive individualized care, fuel research and enable continuous quality improvements.

Digital equity especially for those with communication and accessibility issues was identified as a key area of focus. We need to meet our patients within the context of their experience and keep patient choice at the forefront of planning, design and delivery of technology-based solutions such as virtual care.

Our goal: We will promote and advance digital health technologies with an ongoing focus on interconnected and individualized care to improve digital equity and access.

By 2025... Our patients, residents and caregivers will have enhanced choice and access to digital solutions in support of improved health, including optimized virtual care.

We will strengthen the availability and use of information and advanced analytics tools to improve quality and safety of care, research and teaching.



STRATEGIC PRIORITIES (continued)

► EMPOWERING PEOPLE

Fostering resiliency, well-being, equity, diversity, inclusion and belonging.

There was consistent acknowledgement by our stakeholders that St. Joseph's existing culture and strong sense of shared purpose is what sets us apart and bolsters our people during challenging times.

However, we also heard that we have much work to do in honouring this culture. We need to recognize our unconscious biases, increase our competency in equity, diversity and inclusion and listen to the experiences of our workforce to identify barriers and create solutions. It was also evident in the feedback that our staff and physicians are steadfast in their commitment to the wellbeing and resiliency not just of each other, but also of those we serve.

Be it flexible work environments, meaningful recognition of staff or investment in leadership, we are encouraged to extend the same compassion we provide to our patients, to our employees and volunteers.

Our goal: We will enhance our thriving culture where wellness, diversity and a sense of belonging is fostered and the potential and capacity of everyone is supported.

By 2025... We will deepen our knowledge and lead in equity, diversity, inclusion and belonging practices focused on our staff and physicians.

We will support the wellness of our staff and physicians by continuing to build foundational health and psychological wellness practices in the workplace.

With our educational and academic partners, we will have a robust human health resources strategy to recruit, retain and develop the work force of the future.

We will strengthen the capacity and development of our leaders with a particular focus on new and emerging leaders.





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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