

STRATEGIC THEMES AND GOALS FOR BSC 2019/20

STRATEGIC THEME 1

Operational & Clinical Excellence

5 YEAR GOALS (2019-2024)

- Clinical Excellence
 - Fully compliant with evolving Accreditation Canada patient safety standards
 - Clinical performance is consistently positively rated as confirmed through recognized performance standards (e.g., Accreditation Canada, Ministry of Health and Long-Term Care, mandated Quality Improvement Plan and benchmarking surveys)
 - Clinical transformation will improve patient outcomes and enable the facilitation of clinical workflow that supports quality of care (e.g., Hospital Standardized Mortality Ratio, medication administration errors).

- Operational Excellence
 - Operational performance is consistently positively rated as confirmed through Accreditation, other recognized performance standards and benchmarking surveys
 - Compliant with governance policies and MOHLTC/LHIN requirements as confirmed through recognized performance standards (e.g. Excellent Care for All Act, Hospital Services Accountability Agreements, patient volumes, balanced budget, etc.)
 - Continue to balance the operating budget without negatively impacting patients and staff safety.
 - Continue renewal and enhancement of our infrastructure, 1976 Building and Mental Health, equipment and information systems within available resources and working capital parameters
 - Foundation will continue collection and disbursement of community share funding required for redevelopment and capital equipment
 - To be a positive work environment and be recognized as a workplace of choice.
 - To have a continuous improvement culture that focuses on learning and harnessing the power of our people to help improve performance.
 - To have a culture of health and safety in which our people make healthy and safe choices and speak up about incidents, and in which the Hospital works diligently to design safe systems and help people make safe and healthy choices.

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STRATEGIC THEME 2

Patient/Family-Centered Care & Service

5 YEAR GOALS (2019-2024)

- Overall satisfaction score (e.g.: Would recommend to family/friends) will be in the top quartile on the OHA Patient Satisfaction Survey.
- Care for patients is enhanced through evidence based best practices, care partner engagement, improved facilities, environment, sensitivity to vulnerabilities and partnerships to ensure optimal outcomes. (Rationale – ACE has been functional for 2 years and now spreading the principles to our general Medicine and Surgery units.)
- Care of patients requiring Mental Health services is enhanced through comprehensive strategies (e.g., improved facilities, care processes, staffing resources and internal/external partnerships).

STRATEGIC THEME 3

Integrated Care & Service

5 YEAR GOALS (2019-2024)

- Lead innovative strategies with the LHIN to support delivery of integrated programs and initiatives, commensurate with proportional activity in the Region (e.g., Orthopedic Network, Champlain Association of MediTech Partners (CHAMP), Diagnostic Imaging Network, Healthy Foods in Champlain Hospitals Initiative, Regional Shared Services, Sub-acute capacity planning, Mental Health regional inpatient planning).
- Chronic disease management (e.g. COPD, CHF, Diabetes, Stroke, Mental Health) is enhanced across the continuum of care through increased coordination internally and externally with community and hospital partners (e.g., admission/readmission avoidance, improved discharge planning and processes, Health Links).

STRATEGIC THEME 4

Responsiveness to Care & Service Needs Through Alignment With System Priorities

5 YEAR GOALS (2019-2024)

Within the capability and capacity of QCH resources, improve access to care, reduce wait times and build sustainability of the health system in our community by:

- Continuing to make process and program improvements to serve more people (e.g., Mental Health, Emergency, Peri-Operative).
- Advocating for improved healthcare system policies and capacity by enlisting the support of other key leaders to influence positive action (e.g.,

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- increased long term care capacity, champion employing unused capacity in small hospitals to reduce wait times).
- Through partnerships, achieve an integrated electronic patient record that improves the patient's ability to navigate the health system (e.g., CHAMP partnerships, Connecting Ontario, Diagnostic Imaging Repository).
 - Population health care priorities are reflected in the hospital's clinical services planning and programming and are responsive to the needs of the community (e.g., Mental Health).