

Strategic Plan 2016-2021



Our mission is to promote health and provide compassionate care for our communities through the cycle of life.

VISION: DEDICATED PEOPLE PURSUING HEALTHCARE EXCELLENCE

THROUGH TEAMWORK, INNOVATION AND LEADERSHIP.

Build regional access to health programs and services

Assume a leadership role in health system integration in the region



Advance our clinical service delivery and interprofessional models of care

Foster a strong culture of quality and safety, performance and accountability

In order to build regional access to health programs and services, we will:

- operate as a full-service bilingual regional hospital;
- increase our clinical service offering, expand our outreach and improve access to care across our catchment area;
- grow the clinical service capacity of HGH in terms of the programs and key specialties offered;
- invest in and strengthen the strategic relationship with community-based and primary care providers;
- provide seamless care centered on the patient and their family and improve patient experience;
- improve the efficiency of business processes by incorporating best practices;
- improve overall service delivery, namely requisition processing, booking and result transmission;
- focus on delivering a positive experience for patients and referring physicians and meet the requirements of community-based partners;
- build stronger relationships across all of HGH's communities;
- strengthen and promote HGH's profile across the region.

In order to assume a leadership role in health system integration in the region, we will:

- collaborate, innovate and be a catalyst for change;
- co-create integrated health services delivery models that optimize the capabilities of all providers to meet the needs of our communities;
- advance the development of integrated care delivery models;
- maintain strong engagement in the Health Links initiative;
- develop linkages with primary care providers across the expanded service area;
- lead in the development of new models of care in the community to increase services provided at home and in the community;
- pursue opportunities to further collaborate and partner with different organizations;
- enable a senior care strategy along the continuum of care;
- further strengthen relationships with tertiary care centres;
- complete the Redevelopment Project, improve infrastructure and install new state-of-the-art equipment;
- improve clinical informatics and integrated clinical systems to enable greater system integration with key partners, such as Telemedicine.

In order to advance our clinical service delivery and interprofessional models of care, we will:

- encourage every member of our interprofessional teams to practice to their full scope, and continuously improve their abilities to provide the best care possible;
- implement patient-centered interprofessional and care delivery models across HGH programs;
- improve productivity and effectiveness of resources by having team members work to the full scope of their practice;
- standardize clinical skill mix and grow clinical competency across the organization to better align with the growing and evolving complexity and needs of patients;
- introduce clinical management tools and approaches to support staff and achieve quality indicator targets;
- implement clinical and process improvement measures to achieve wait time targets;
- implement a process to engage patients and their families and integrate their perspectives into the evaluation of service delivery;
- actively engage and work with the medical practice groups to further strengthen the medical foundation of HGH;
- improve specialist capacity to support and work with primary care physicians;
- elevate HGH's role as a key partner and teaching site for future healthcare professionals.

In order to foster a strong culture of quality and safety, performance and accountability, we will:

- enable our physicians, employees and volunteers to work together and engage patients and their families to provide high quality, safe and efficient care;
- continue to build capacity to support organizational excellence;
- build our leadership team's capabilities through the ongoing implementation of evidence-based and best practice methods;
- support ongoing learning and growth of HGH's people through the implementation of employee and physician development plans;
- progress on efforts to build employee and physician engagement platforms based on best practices;
- continue to improve data collections, financial and performance measurements and reporting;
- improve quality and safety along with cost management to achieve service and operational excellence;
- continue to implement risk management programs and develop a formal framework to integrate risk management throughout the organization;
- communicate and engage physicians, employees, volunteers, patients and the community on key performance indicators, results and quality improvement activities;
- integrate into HGH's overall quality and performance management framework indicators that reflect patients and their families' experience.