

4.0 Strategic Directions of the Board of Directors

Board Ends

Version Number	Description of Changes	Effective Date
1	Initial release	2019-10-23
2	Update – New Strategic Plan	2025-09-24
3	Editorial revision (gender-inclusive language)	2026-07-27

Purpose

State the intended outcomes that the Board of Directors seeks to achieve for the community, expressed in the form of strategic directions. These strategic directions define HGH's long-term priorities and guide the organization in its mission to provide bilingual, accessible, innovative, and patient-centred care.

This policy applies to the Board of Directors and guides all governance and management activities of HGH.

Guiding Principles

The Board of Directors establishes the following **five strategic directions**:

4.1 Provide personalized, inclusive, and patient-centred care

Focus on the activities that we do best. Providing care tailored to everyone's needs, preferences, and values. Ensure that care is accessible, inclusive and respects diverse backgrounds, aiming to improve patient outcomes and satisfaction.

4.2 Empower our people and foster a thriving workforce

Care for our employees and physicians so they can care for our patients. Invest in employees' and physicians' professional development, well-being, and engagement to create a supportive and collaborative work environment. Promote a culture of growth, innovation, and teamwork to ensure the workforce is motivated and capable of meeting organizational goals.

4.3 Foster sustainability and responsible business/financial practices

Implement responsible business, fiscal and operational practices across all areas, including financial management, social responsibility, and long-term sustainable growth that benefit the organization and the broader community.

4.4 Strengthen collaborative partnerships across sectors

Build and enhance collaborative partnerships with various sectors, including healthcare, education, government, community organizations and the private sector, to improve service delivery and meet regional healthcare needs. Focus on sharing knowledge, resources, and expertise to optimize an integrated and responsive care system.

4.5 Leverage technology and continuous improvement

Utilize technology, education, new ideas and data-driven insights to streamline processes, improve patient care, and enhance service delivery. Foster a continuous improvement and innovation culture by regularly evaluating and refining practices for higher efficiency and effectiveness.

Monitoring

The Board will monitor the achievement of these strategic directions through:

- Analysis of performance indicators related to the 2025–2029 Strategic Plan.
- Quality and safety reports presented by senior management.

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- Ongoing evaluation within the framework of Accreditation Canada.

Definitions

Board Ends: Statements that define what HGH must accomplish, for whom, and for what purpose. They represent the long-term priorities set by the Board and guide all strategic decisions.

Intended Outcomes: The desired effects for the community, resulting from the implementation of strategic directions.

Strategic Directions: Key priorities defined in the 2025–2029 Strategic Plan that translate the Board Ends into concrete actions.

References

- ❖ **HGH Strategic Plan:** A document that defines the vision, mission, values, and strategic directions for a given period.

Appendix A – HGH 2025-2029 Priorities

1. Facilitate Seamless Patient Flow and Reduce Wait Times
2. Enhance Our Unique Personalized Approach
3. Embrace Inclusive, Culturally Adapted Policies and Services that Reflect the Diversity of our Community
4. Prioritize a Thriving Employee and Physician-Focused Environment and Attract Top Talent
5. Build a High-Performing, Accountable Team of Leaders
6. Ensure Financial Stability and Discipline
7. Drive Investment in Cutting-Edge Technology and Artificial Intelligence
8. Expand Services Closer to Home, Recognizing the Evolving Needs of Our Aging Population
9. Facilitate Access to Short- and Long-Term Housing
10. Adopt Eco-Friendly Practices
11. Integrate into our practice Research, Education and Expand Quality Initiatives
12. Build Regional Capacity Through Targeted Partnerships