



Committed to Excellence.
Dedicated to Discovery.

Strategic Plan
2025 Vision



 Leading

 Learning

 Building

 Caring

St. Joseph's
Healthcare  Hamilton

Proud member of the St. Joseph's Health System

 St. Joseph's
HEALTH SYSTEM

stjoes.ca/strategicplan



Joanne Powell, RN, with Clayton Henry, a patient at the St. Joe's Six Nations Satellite Dialysis Centre.



Mission

Our mission is simple, Living the Legacy: Compassionate Care. Faith. Discovery. Every day the thousands of people who work, learn and volunteer at St. Joe's live this mission in pursuit of our vision.

Vision

"On behalf of those we are privileged to serve, we will deliver an integrated, high quality care experience, pursue and share knowledge, and respect our rich diversity, always remaining faithful to our Roman Catholic values and traditions." We commit ourselves to demonstrate in all that we undertake - the values instilled in our organization by our Founders, the Sisters of St. Joseph of Hamilton.

Values

Dignity. Respect. Service. Justice. Responsibility. Enquiry.



Message From Our Leaders

We are excited to introduce St. Joe's strategic plan. This charts our direction through the next five years, enabling us to take bold and innovative steps to lead St. Joe's through the healthcare challenges of today and to build a healthier community for tomorrow.

This plan reflects the extensive consultation with St. Joe's staff and physicians, the voices of patients and families, community engagement and input from our healthcare and community partners. It is built on the foundation of our mission, vision and values, and the legacy of our courageous founders, the Sisters of St. Joseph of Hamilton.

Strategic plans are not static documents. This plan sets a course for St. Joe's, defines where we will focus our energy and resources, and is a catalyst for action. Goals and outcomes will be assessed along the way to adjust our course to ensure we are successful in a changing landscape. As an integral member of St. Joseph's Health System, this plan will also play an important role in the broader healthcare system.

This is our promise and our challenge to each other and to our patients and community for the next five years: *We are Committed to Excellence. Dedicated to Discovery.*

We will meet the challenge through four clear directions: **Leading. Learning. Building. Caring.** Through these directions, we will work with our community to transform patient care, discover life-saving pathways to create a healthier community, embrace and engage our diverse, talented and dedicated workforce, and partner with patients to deliver state-of-the-art care with compassion, dignity and respect, every time.

We invite you to join us on this journey.

#WeAreStJoes

Ms. Melissa Farrell
President, St. Joseph's
Healthcare Hamilton

Dr. Thomas Stewart,
President and CEO,
St. Joseph's Health System;
CEO, Niagara Health

Mr. Adriaan Korstanje,
Chair, St. Joseph's
Hamilton Joint Boards
of Governors





From left to right:

Mr. Adriaan Korstanje, Chair, St. Joseph's Hamilton Joint Boards of Governors;

Ms. Melissa Farrell, President, St. Joseph's Healthcare Hamilton;

Dr. Thomas Stewart, President and CEO, St. Joseph's Health System, and CEO, Niagara Health



Tanirose Guaio, RN (left) and Olena Moher, Social Worker (right) work together to care for patients on Clinical Teaching Unit (CTU) Central, Charlton Campus.



Shaping Our Strategy

St. Joe's has built this strategic plan through an extraordinary engagement and consultative process.

It begins, as do past strategic plans, on the foundation of a rich legacy of care carved out by the founding Sisters of St. Joseph, and embracing St. Joe's mission, vision and values: Compassionate Care, Faith, Discovery.

It builds on the experience and gains of past strategic plans, ones in which we have seen concrete achievements, such as the creation of the Research Institute of St. Joe's Hamilton, breaking down barriers with the opening of the Youth Wellness Centre, and pioneering new ways of providing care with Integrated Comprehensive Care.

In 2017, we began our first consultations with leaders. That was followed up in 2018 with an interactive lightbox survey that travelled to 170 teams across St. Joe's, with more than 1,200 staff, physicians, learners, researchers and volunteers sharing their opinions on compassionate care, innovation, and workplace engagement. We went out into the community with the St. Joe's Check-up Booth, taking it to seven community events, and gathering the voices of more than 1,300 members of our community.

In late 2018, to promote a greater feedback loop as the plan was being developed, a Strategy Ambassador program was created to bring frontline staff into the process. More than 85 staff participated, creating a collaborative process in which leadership had the opportunity to listen to the frontline voices of ambassadors and their team members.

Patients were given a voice in strategic planning, including embedding a Patient and Family Advisory Council member into the steering committee as a partner in planning.

We reached out to our academic, research, hospital, community, government and union partners in the consultation process. All of this engagement was integral to understanding what is most important to our staff, patients, partners and community.

It was important to align the next five years to the environment of today, and the changing landscape of tomorrow. Aging demographics, vulnerable populations and increasing concerns about mental health and addictions must be considered. We know care shouldn't always take place in hospitals, and strong partnerships are necessary to ensure patients are cared for in the best environment that suits their needs. Coordination of care and smooth transitions of care are essential ingredients to success.

Our strategic plan is a reflection of all of this.





Our high engagement approach to developing our strategic plan:

2017

- Initial consultations with leaders.

2018

- **Community Check-up Booth** at seven community events, gathering the voices of over 1,300 people.
- **Lightbox Survey** visited more than 170 teams, with more than 1,200 staff, physicians, learners, researchers and volunteers participating.

2018 – 2019

- **Strategy Ambassador Program** of more than 85 frontline staff holding group sessions, workshops, focus groups and communicating with their teams.
- **Patient and Family Advisor** co-design via 41 participating in workshop and one embedded in the planning committee.
- **Consultations** with academic, research, hospital, community, government and union partners.
- **Environmental scans** and data analysis.

November 2019



Launch of St. Joseph's Healthcare Hamilton's
Strategic Plan | 2025 Vision



Laura Cooper, RPN, Surgery Centre at King Campus.



Committed to Excellence.
Dedicated to Discovery.

Welcome to St. Joseph's Healthcare Hamilton's (SJHH) strategic plan.
Our plan has four directions to guide us in our commitment to
compassionate care and innovative healthcare solutions:

Leading Learning Building Caring

This is our promise.



Leading

Leaders in Innovation

Together with the people we serve we will lead a movement to transform the entire experience of care by connecting a community of healthcare providers: one team, one record, one number to call 24/7.



Learning

A University Research Hospital

We are a teaching hospital where life-changing research and innovation benefits patients, where we educate the world's best and create a healthier community.



Building

An Inspiring Place to Work and Learn

Our people are the heart of our organization. Together we learn, grow, and do extraordinary work to make a positive difference in the lives of those we serve.



Caring

Excellent Care

We are committed to providing state-of-the-art care, delivered with compassion, dignity and respect, every time.



Jessy Ho, Redevelopment Project Facilitator designed a colourful mural for the Charlton Campus Emergency Department entrance.



Ana MacPherson, Integrated Care Coordinator, connects with her patient, Georgia Carbary, through virtual visits on MyDovetale.



Leading

Leaders in Innovation

Together with the people we serve we will lead a movement to transform the entire experience of care by connecting a community of healthcare providers: one team, one record, one number to call 24/7.

2025 Vision

We will distinguish ourselves through the wide implementation of integrated care by collaborating with our patients and community partners.

Initiatives: How will we achieve our vision?

- Continue expansion of the Integrated Comprehensive Care (ICC) program across the three St. Joseph's organizations in Hamilton (St. Joseph's Healthcare Hamilton, St. Joseph's Home Care, St. Joseph's Villa).
- Fully engage as partners in the Hamilton Health Team (HHT) implementation.
- Help our community expand and implement integrated health services by:
 - Leveraging the design principles of integrated care.
 - Enhancing access of health information between St. Joe's, primary care, and Home Care providers.
 - Empowering patients and families to improve self-management and self-care through increasing access to digital tools including MyDovetale and virtual care.
- Continue to build a culture of Disruptive Innovation: create, test and spread innovations that radically improve patient, caregiver and provider experiences and outcomes.

Measurement: Examples of how we will track our progress.

- Wide recognition as leaders in innovation.
- Patients who need it will have access to their own records online, through the use of MyDovetale, a portal for patients.



Learning

A University Research Hospital

We are a teaching hospital where life-changing research and innovation benefits patients, where we educate the world's best and create a healthier community.

2025 Vision

We will:

- Strengthen our research leadership, particularly in the areas of Mental Health & Addiction, Kidney & Urinary, Respiratory health and Integrated Comprehensive Care.
- Develop internationally recognized research that influences the provision of care.
- Provide an outstanding educational experience to all of our learners.

Initiatives: How will we achieve our vision?

- Align recruitment with areas of research excellence.
- Increase capacity to use big data and artificial intelligence for research.
- Recognize and recruit healthcare professionals who are outstanding educators.
- Support our learners and staff in their preparation to work in an integrated system.

Measurement: Examples of how we will track our progress.

- Number of published articles increases.
- Number of new clinical trials increases.



Dr. Parameswaran Nair, Professor of Medicine at McMaster University and a respirologist and researcher at St. Joe's Firestone Institute for Respiratory Health, with Dr. Sarah Svenningsen, Banting post-doctoral research fellow.



Michelle Smith, Food Service Helper
in the kitchen at Charlton Campus.



Building

An Inspiring Place to Work and Learn

Our people are the heart of our organization. Together we learn, grow, and do extraordinary work to make a positive difference in the lives of those we serve.

2025 Vision

We will attract and retain individuals who are engaged in highly successful teams.

Initiatives: How will we achieve our vision?

- Strengthen our culture of feeling valued, respected, recognized and connected.
- Develop a structure that supports professional growth for staff.
- Implement a leadership development program that advances integrated care by enhancing skills in flexibility, agility, influence and partnership.
- Strengthen our focus on ensuring a safe and well workplace.
- Develop an equity, diversity, and inclusion strategy to support our people, physicians, patients and families.
- Improve processes to make work easier.

Measurement: Examples of how we will track our progress.

- Staff engagement scores increase.
- Physician engagement scores increase.



Caring

Excellent Care

We are committed to providing state-of-the-art care, delivered with compassion, dignity and respect, every time.

2025 Vision

We will be widely admired for outstanding care and patient experience.

Initiatives: How will we achieve our vision?

- Partner with patients and families to improve the quality of care by:
 - Strengthening our performance using evidence informed best practice and digital tools, in line with the Health Quality Ontario Framework and Choosing Wisely.
 - Adopting a standard so that new clinical initiatives at St. Joe's are co-designed with patients and families.
 - Ensuring we support our mission and vision through a health equity lens so that new and existing programs meet the needs of all of our patients including vulnerable populations.
- Develop and implement a Community Advisory Committee (CAC) to foster a strong partnership and collaboration with our community.

Measurement: Examples of how we will track our progress.

- Patient satisfaction scores increase.
- Number of Quality Improvement Plan metrics that meet or exceed target.

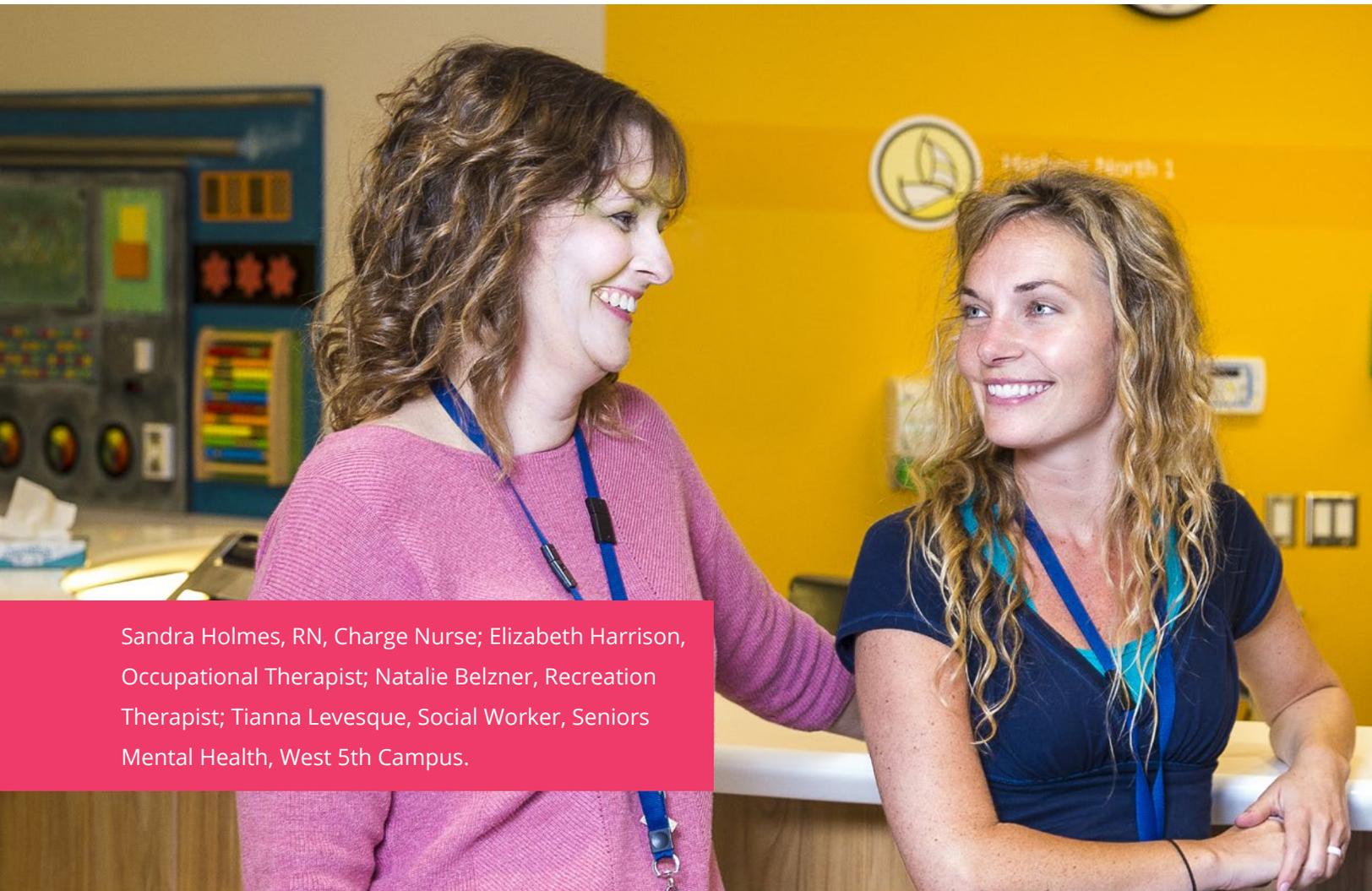


Sandra Holmes, RN, Charge Nurse on the Seniors Mental Health Unit at West 5th Campus.

Sharing Our Progress

Part of our promise is to report on the progress of our plan. Over the next five years, our teams will strive to achieve the future we've envisioned by Leading, Learning, Building and Caring together. The way we rise to the challenge and succeed in the initiatives we've identified will be told in a multitude of voices and stories as we push forward. Small victories, uncharted territories and lessons learned will be part of this journey. We will share these stories with our teams, our patients and our community along the way.

Join us online at stjoes.ca/strategicplan for the latest updates.



Sandra Holmes, RN, Charge Nurse; Elizabeth Harrison, Occupational Therapist; Natalie Belzner, Recreation Therapist; Tianna Levesque, Social Worker, Seniors Mental Health, West 5th Campus.

Share Your Feedback

St. Joe's strategic plan was built in collaboration with the people who work at our organization and in dialogue with the community we serve.

Continue the conversation by sharing your feedback at stratplan@stjoes.ca





St. Joseph's Healthcare Hamilton

A proud member of the St. Joseph's Health System



Committed to Excellence.
Dedicated to Discovery.

Learn more by visiting stjoes.ca/strategicplan

#WeAreStJoes

