

# Corporate Strategic Plan 2018-19

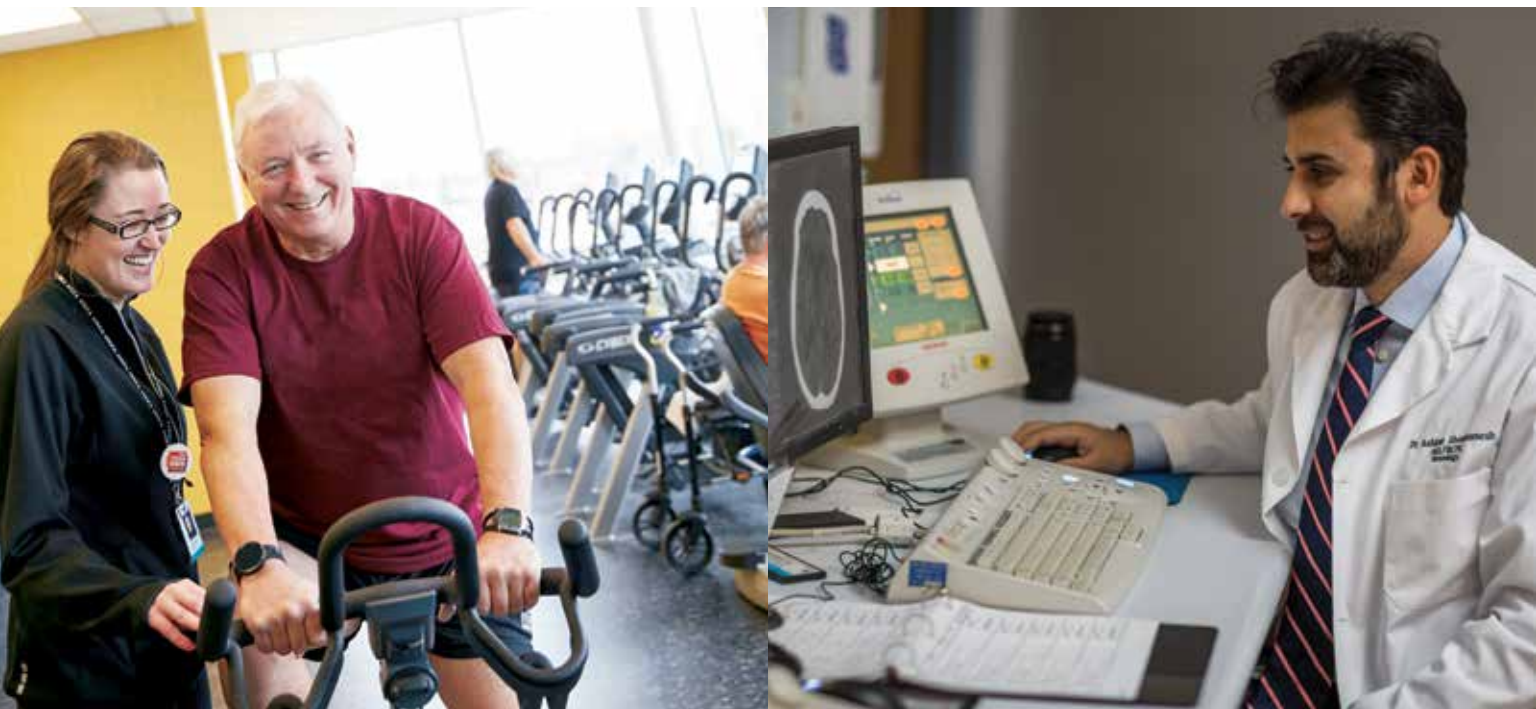


**Hamilton  
Health  
Sciences**





## Message from the CEO



Hamilton Health Sciences' Strategic Plan is our North Star. It guides the decisions we make every day about how to invest our precious time and resources, helping us deliver unparalleled value to the communities we serve, now and for years to come.

Our strategy is making it possible for HHS to be: a hospital where everyone is a problem-solver; a hospital that operates as one seamless system, both within and beyond our walls; a hospital that contributes to a healthier community; and, a hospital that is synonymous with innovation and collaboration.

As we continue to evolve to adapt to an ever-changing environment, so will our strategy. Our 2018/19 strategy includes new initiatives and strengthened metrics to mark our progress. For the first time, we have also identified four strategic directions, which represent the most important transformations we are pursuing as an organization. What has not changed are the pillars that drive our collective efforts. These are:

### **PATIENTS**

Provide an excellent patient and family experience every time.

### **PEOPLE**

Engage, empower and enable our people to deliver on our mission.

### **SUSTAINABILITY**

Meet the healthcare needs of the communities we serve now and in the future.

### **RESEARCH, INNOVATION AND LEARNING**

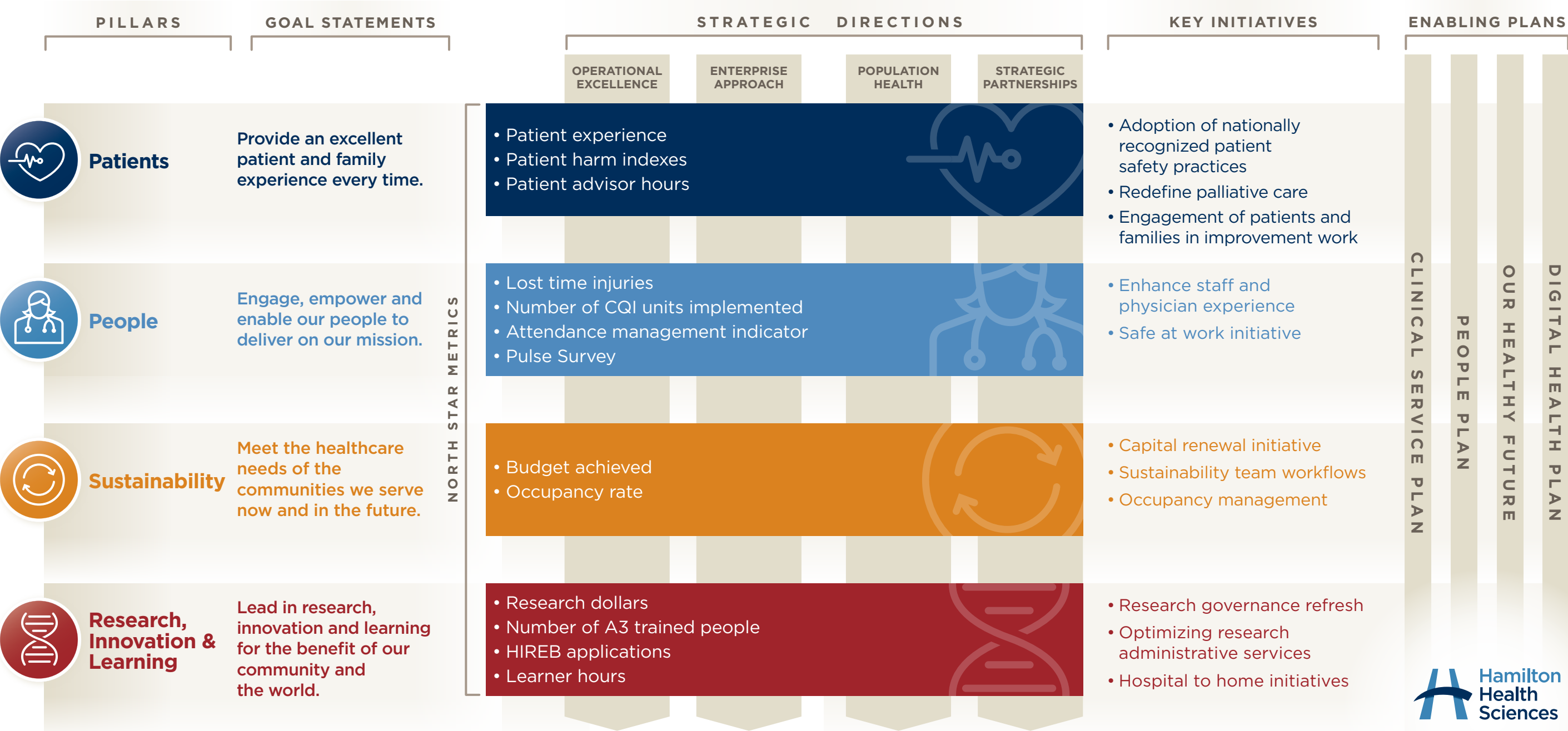
Lead in research, innovation and learning for the benefit of our community and the world.

Together, with focused attention on these pillars and the strategic directions we are pursuing, we will continue to set new standards in health care and deliver excellence to the people we serve.

**Rob MacIsaac**  
*President and CEO*



# Strategy at a Glance



# Strategic Directions

These are the most important transformations that we are pursuing as an organization.

# Enabling Plans

These key plans are guiding our transformative work.

## Operational Excellence

Operational excellence is the outcome of our relentless determination to align Hamilton Health Sciences' strategy, systems, tools and culture in the pursuit of improved value for our patients and families.

## Enterprise Approach

Our enterprise approach is the ways in which we think, act and problem-solve together as a well-coordinated system of hospital services, proving Hamilton Health Sciences is greater than the sum of its parts.

## Strategic Partnerships

Our strategic partnerships are those we have forged to find solutions to the big, complex challenges that Hamilton Health Sciences simply cannot tackle alone. These partnerships are based on the mutual belief that partners who share resources and risks will achieve better results.

## Population Health

Population health is about creating a healthier community. It takes into account the factors that determine a person's well-being – such things as income level, housing stability, education and more. It guides our work with health and social service providers to support people who are most at risk of disease or preventable hospital stays.



## Digital Health Plan

Our Digital Health Plan identifies the digital solutions that we are investing in over the next three to five years to support innovations that improve our operations and further enhance the quality and safety of the care we deliver.

## People Plan

Our People Plan encompasses the direction of the work to be undertaken across Hamilton Health Sciences over the next three years to ensure that our people are engaged, empowered and enabled to deliver on our mission and vision.

## Clinical Services Plan

Our Clinical Services Plan is being developed to ensure that the services provided by HHS are aligned with community and regional needs, and that we have the resources required to provide this care. We are taking a system perspective, enabling greater collaboration with our partners and contributing to healthier communities.

## Our Healthy Future

Our Healthy Future is Hamilton Health Sciences' long range vision for the evolution of the care we provide and the required redevelopment of our facilities over the next 20 years, based on population growth and changing healthcare needs.





PILLAR

# Patients

Provide an excellent patient and family experience every time.



PILLAR

# People

Engage, empower and enable our people to deliver on our mission.



## NORTH STAR METRICS

1

Overall patient experience

2

Patient harm indexes

- Sepsis
- CAUTI (Catheter Acquired Urinary Tract Infection)
- CLE (Central Line Infection)
- SSI (Surgical Site Infection)

3

Patient advisor hours



## NORTH STAR METRICS

1

Lost time injuries (LTI)

2

Number of CQI units implemented

3

Attendance management indicator  
(reported rate of sick time)

4

Pulse survey



PILLAR

# Sustainability

Meet the healthcare needs of the communities we serve now and in the future.



## NORTH STAR METRICS

1

Budget achieved

2

Occupancy rate



PILLAR

# Research, Innovation and Learning

Lead in research, innovation and learning for the benefit of our community and the world.



## NORTH STAR METRICS

1

Research dollars

2

Number of A3 trained people (innovation)

3

Hamilton Integrated Research Ethics Board (HIREB) applications

4

Learner hours





[hamiltonhealthsciences.ca](https://hamiltonhealthsciences.ca)

