



Strategic Plan
2025–2030

FROM THE SMALLEST SEED



The mustard seed symbol within St. Joseph's logo speaks to the organization's Catholic heritage while also offering a powerful metaphor for the organization's mission and vision. The Parable of the Mustard Seed, which appears in the Gospel of Matthew, tells of a tiny seed that, once planted, grows into a large tree where birds can nest. It symbolizes how something small and humble can grow into something great and far-reaching.

This symbol is steeped in our enduring commitment to compassionate care, growth, innovation and transformation. Representing the visionary spirit of our founders, it continues to inspire our future, reminding us that simple moments and the most modest beginnings can lead to profound and lasting change.

ANCHORED IN CURIOSITY, INNOVATION AND COLLABORATION

With a unique culture, deeply rooted heritage and compassionate workforce, St. Joseph's is well known as a leader, connector and anchor in our community.

As the health care landscape continues to evolve, we are ready to reach higher, be bolder and continue to build on our legacy of caring for the body, mind and spirit of those we serve. It's on this premise that we embarked on a path to revisit and refresh our mission, vision and values.

With in-depth and inclusive engagement from staff, clinicians, researchers and volunteers from across the organization as well as community partners and stakeholders, our refreshed mission and vision reaffirms our unwavering commitment to compassionate and holistic care, honours our Catholic roots, reflects our focus on inclusivity and strengthens our mandate of care, teaching and research.

Our values of respect, excellence and compassion have stood the test of time and will continue to guide us each day, reminding us that how we care for others and each other is just as important as what we do.

This process was key in developing this Strategic Plan – a roadmap for the next five years where we will continue to listen, learn and lead as we address the most pressing health care needs of our community.

We will do this work with health care, academic and research partners across the sector, locally, nationally and around the world.

As we move forward, we are committed to sustainability in its many forms—whether financial, environmental, or operational—ensuring that our resources are used responsibly to support the long-term health and well-being of our community.

Like the small mustard seed, reflected in our organization's logo, that grows into the largest tree, providing shelter and respite to all that nestle in its branches, our organization will continue to grow and extend its reach to those who need us most.

At the heart of this plan are three core commitments: excellence in care, powered by discovery; a vibrant workforce; and partnering for impact. Across them all, we will remain anchored in curiosity, innovation and collaboration.

We know we can't do this work alone. Every day we are inspired and encouraged by the dedication of our staff, clinicians, volunteers, learners, researchers, partners, donors and members of our community.

Together, we will realize our vision for exceptional care, stronger communities and a healthier world. Thank you for joining us on this journey.



ROY BUTLER, PhD
President and CEO



NAWAZ TAHIR
Chair, Board of Directors

OUR MISSION, VISION AND VALUES

Our new mission and vision connect to our legacy of delivering compassionate care without distinction while ensuring that all people can see themselves reflected in our organization. It is the result of a deliberate and thoughtful process that engaged all who work, volunteer and learn at St. Joseph's including the Sisters of St. Joseph and the St. Joseph's Health Care Society, in exploring our history, our aspirations, challenges and possibilities for the future. We are proud of this mission, vision and values – shaped by many voices, grounded in a shared purpose.



OUR MISSION

Inspired by our heritage of compassion, we attend to the body, mind and spirit of all people. We are driven by a dedication to partnership and excellence in care, teaching and research.



OUR VISION

Exceptional care, stronger communities, a healthier world.



OUR VALUES

RESPECT: We ensure everyone is heard, valued and treated with dignity.

EXCELLENCE: We innovate and learn continuously to elevate quality in everything we do.

COMPASSION: We support every person in their unique journey with empathy, understanding and kindness.

ST. JOSEPH'S HEALTH CARE LONDON'S 2025-2030 STRATEGIC PLAN

Our Focus for the Next Five Years:

Excellence in Care: Powered by Discovery



Throughout our engagement process, St. Joseph's was continuously described as a leader in providing exemplary care to everyone we serve, without distinction. Across every program and service, people shared positive experiences about our team and our approach to wholistic care and innovation. We will build on this foundation and through discovery in research, we will transform and improve care.

A Vibrant Workforce



We have exceptional people delivering compassionate care. With a strong and unique workplace built on humility and respect, we will continue to support our people and help our culture flourish. We are dedicated to creating a workplace that supports the well-being of our staff, clinicians, volunteers and students—helping them thrive in body, mind and spirit.

Partnering for Impact



As an anchor organization in Southwestern Ontario, St. Joseph's plays an important role in promoting a seamless patient experience across our region. Our internal and external communities recognize the depth and breadth of our partnerships in support of a better, more integrated care experience for those we serve.

Shaped by the voices of many



This plan was shaped by the voices of more than 1,000 individuals from across our community. This includes our staff, clinicians, researchers, volunteers, learners, care partner (patients, residents, families), Indigenous partners, Sisters of St. Joseph, health care leaders, St. Joseph's Health Care Society and partners from academic and community organizations. We are privileged that they shared their time, knowledge and experience with us.



EXCELLENCE IN CARE: POWERED BY DISCOVERY

We will continue to work closely with community partners and use the best information available to shape the future of health care at St. Joseph's. With research, education and innovation—supported by Lawson Research Institute—we are proud of our role in caring for our community members and will continue to evolve to meet their changing needs—in body, mind and spirit.

WHAT WILL WE DO?

With this goal, we are reinforcing our promise to meet the health care needs of people in Southwestern Ontario while also leading locally and globally in the delivery of compassionate care. To succeed, we will address the needs of both the people we serve, and those whose needs are unmet by us today.

This means better understanding the needs of vulnerable, equity-seeking and Indigenous communities. We will also rely more on data to guide our decisions and make sure our services and skills are focused in the right areas to have the greatest impact.

OBJECTIVES

- Incorporate knowledge from our diverse communities and Indigenous ways of knowing to respond to the holistic needs of our community and improve care for the most vulnerable.
- Accelerate and elevate clinical care and health system impact through research.
- Leverage data analytics and artificial intelligence to support the redesign of care.
- Predict, optimize and enhance our services and models of care.

BY 2030

- We will deliver measurably improved outcomes for vulnerable, equity-deserving and indigenous populations.
- We will have developed new models of care that improve access and will continuously improve on meeting the needs of our communities.
- Our patients, residents and caregivers will have improved timely access to the benefits and outcomes of research and innovation.
- Patient, resident and caregiver satisfaction scores will align to the top quartile provincially.
- We will have a trusted, scalable data and AI ecosystem – anchored in strong governance, ethical standards and innovation processes – to identify, evaluate and adopt high-impact analytics and AI solutions.





A VIBRANT WORKFORCE

Making our workforce one of our three main priorities demonstrates an ongoing commitment to being an exceptional place to work.

WHAT WILL WE DO?

With this goal, we are committed to fostering a culture of learning, knowledge translation and collaboration grounded in a focus on well-being. We will improve access to learning and teaching opportunities, elevate research collaborations and bolster the resources and tools needed to ensure a healthy work environment.

Most importantly, we will strengthen our efforts to keep St. Joseph's a safe, supportive and inclusive place to work.

OBJECTIVES

- Cultivate a culture of inquiry among all staff, clinicians and learners to ensure a dynamic and engaging learning environment.
- Foster a work environment that promotes comprehensive well-being for all staff, clinicians, learners and volunteers.
- Advance our organizational commitment to equity, diversity, inclusion and belonging.
- Develop the leaders of tomorrow.

BY 2030

- We will be recognized as an employer and hospital of choice by staff, clinicians and learners.
- We will lead the province in employee, clinician and volunteer engagement.
- We will increase the number of opportunities for staff and clinicians to participate in research, learning, development and knowledge sharing.
- We will foster a culture where equity, diversity, inclusion and belonging are integrated into every part of our organization.





PARTNERING FOR IMPACT

Over the next five years, we will focus on forming new and nurturing existing collaborations and partnerships with those who share our vision for innovative, connected health care.

WHAT WILL WE DO?

Our goal is simple: to partner, collaborate and cooperate across the health care system and other community sectors in creating a sustainable and innovative system of care. This will require us to support our community partners, working together to meet the needs of the people we serve, both inside and outside of our organization. With our patients, residents and caregivers at the forefront of all that we do, we will continue to ensure their voices and lived experiences inform the design and delivery of our programs and services.

OBJECTIVES

- Enable a more seamless patient experience by working with our care delivery partners across the health care continuum.
- Lead planning efforts in partnership across the health, community and social care sectors to build system capacity.
- Develop new and expanded partnerships in research, academia, education and philanthropy to amplify impact.
- Elevate the voice of patients, residents and caregivers as partners in all we do.

BY 2030

- We will continue to strengthen and grow health partnerships to advance integrated models of care for more seamless patient experiences.
- Successful partnerships and resulting initiatives will improve the overall health of our community.
- Patient, resident, learner and caregiver engagement will be embedded across all areas of organizational decision-making and service design.
- We will enhance our capacity to address complex health care challenges through strategic alliances, collaborative research, innovative education programs and meaningful philanthropy.



