

► Realizing our Vision

► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

► STRATEGIC PLAN 2015 TO 2018

► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1 2 3**

► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1 2 3**

► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1 2 3 4**

► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

► St. Joseph's Culture

► Advocacy

► Academic Mission

TEACHING

RESEARCH

► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

# Strategic Plan 2015 to 2018



## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

# Realizing our Vision

At St. Joseph's, we aspire to achieve a vision of earning the complete confidence of all who look to St. Joseph's for care, education and research, and to fulfill the breadth and scope of our mission. Earning complete confidence stretches us to listen harder, to learn more, to be better. It is about the quality of our presence as we touch the lives of others; body, mind and spirit.

This strategic plan reflects and embraces the passionate and innovative input received from across our community and we thank all who shared their wisdom with us in the development of this plan. Through this plan, we establish our strategic goals and priorities building on our successes, recognizing our unique contributions to the health care system while being responsive to the changing needs of our community and region.

It gives us focus and yet recognizes the scope and complexities of our mission within the health care system. It calls us to listen, to reach across and beyond our teams, program and organizational boundaries, to continuously improve, to build strong relationships - to be our best. It offers clarity about priorities and provides the space for annual review.

Realizing this plan will take a community of compassionate and devoted people. After 150 years we are blessed to experience the knowledge and skills of each new generation as they take up service here. We remain committed to being responsible stewards of the talents, resources and legacy we hold.

As we navigate through turbulent waters with this new compass, it is imperative that we continue to engage others in conversations about planning St. Joseph's future. We look forward to fostering new innovative approaches to care guided by the voices of our founders, the Sisters of St. Joseph, our patients, residents and their families. As a powerful, dedicated and gifted team, we will bring life to every word in this strategic plan in our daily work at the service of others.

As with all plans, we must be prepared for change when prevailing winds change. We will make adjustments together. We will measure and share our results.

We look forward to the journey.

Dr. Gillian Kernaghan  
President and CEO

Margaret McLaughlin  
Chair, Board of Directors



## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

### ► St. Joseph's Culture

### ► Advocacy

### ► Academic Mission

TEACHING

RESEARCH

### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

# St. Joseph's Vision, Mission and Values

## OUR VISION

From the shortest visit  
to the longest stay,  
we earn complete  
confidence in the care  
we provide, and make  
a lasting difference in  
the quest to live fully.

## OUR MISSION

We help all who come to us for care to maintain and improve their health. We work with people to minimize the effects of injury, disease and disability. We do this by pursuing excellence in care, research and education in a wide range of hospital, clinic long term and community-based settings.

In the spirit of our founders, we care in the example of Jesus Christ and in keeping with our values. We attend to the wholeness of each person – body, mind and spirit. We are a life-affirming community, nurturing a living spirituality through all stages of life, health, suffering and death. We ensure ongoing ethical reflection.

We advocate for those who are vulnerable and without a voice. We actively pursue and build partnerships to create better health care system.

## OUR VALUES

### Respect

- Honour the people we serve
- Appreciate the work of others
- Welcome the contributions of all
- Celebrate diversity
- Be truthful, honest and open

### Listen

### Excellence

- Give our best each day
- Be creative and resourceful with gifts, skills and talents
- Build on our proud past
- Work as a team to seek the new, the undiscovered

### Learn

### Compassion

- Be with others
- Understand their needs, realities and hopes
- Give from the heart
- Sustain the spirit
- Make a difference

### Care

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

# Strategic Plan 2015 to 2018

Imagine reaching the end of a journey that took seventeen years to complete – one in which you added thousands of people to your community; where you went from two geographic locations to 23, and then back to 17; where you then said goodbye to upwards of 25 different parts of your community and welcomed a dozen more; where you built two new buildings, renovated approximately 1,080,000 square feet of existing space; and, while on the way, you addressed emerging cost pressures in a constrained economic environment. Now, picture all this done. Who are you now? Who needs your care and service? What is your purpose? What will you do next?

This is St. Joseph's time to pause, to celebrate the accomplishments and to look forward. The emergence from the hospital restructuring journey – ours the most complex of any in Ontario – began in our last strategic plan (2012 to 2015).

Today, we re-set our goals and priorities for 2015-2018 in this strategic plan. We do not do this alone. We are part of the fabric of a hospital and academic health care system that can now only thrive in close relationship and mutual dependency.



We are part of a system where too many people continue to encounter long waits, poor transitions between care providers, and experiences that impact their outcomes and overall journey. Our system is facing extraordinary pressures, including financial constraint and the growing needs of an aging population. There are continued tensions on where and how to invest limited resources. The system is struggling between the needs and issues of today and the need to take a longer view, including government support for education, research, technology, and system planning.

Thankfully, much is right too, starting with people who make a difference. At St. Joseph's, our attention to people and culture has held us in good stead. We have learned from our founders and all those who followed that our presence matters as we touch the hearts and lives of our good neighbours.

As an academic hospital organization, we hold a mandate to teach the next generations and to invest in research and leading practices to help overcome the challenges of today and tomorrow.

This plan builds on our strengths in culture, service, leadership and partnership. It deepens our mission of health and healing. Our vision remains the same – earning the complete confidence of those who come to us for care, learning, discovery and as a volunteers. Our values of respect, excellence and compassion, as established when our legacy hospital organizations came together between 1997 and 2001 to form today's St. Joseph's Health Care London, remain the bedrock on how we lead and serve.

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

## Strategic Plan 2015 to 2018

This plan establishes a mandate for all teams to wrap our care around patients where and when they need our specialized expertise. It establishes priorities for the development and strengthening of care approaches that transcend the boundaries of programs and buildings. This plan lays a foundation for greater integration of education and research within care teams to drive knowledge mobilization and best practice. This plan calls for higher levels of performance and greater overall accountability for achieving results.

This plan reconfirms our focus on safe, responsive care and work environments. It continues the work of strengthening excellence in leadership practice and building highly engaged, highly performing teams.

This plan sets a new bar for how we engage patients, residents and families, with a focus on a stronger partnership approach in their own care planning and meaningful involvement in the organization's design of care and services. It reconfirms our commitment to strong partner relationships with care providers, funders and donors.

Building on our last strategic plan, we have once again identified three areas for clinical, teaching and research excellence. Each of these areas is where we will provide strong corporate focus in order to break new ground and seize opportunities for leadership in care, teaching and research. Having this focus is important in our continued alignment of vision and purpose with Lawson Health Research Institute (Lawson) and St. Joseph's Health Care Foundation.

The imperative to build and nurture strong relationships is evident throughout this plan. Relationships are the essence of our mission. Partnerships are key to the achievement of our vision and to the contributions we make to the health care system as a whole. We recognize that in partnerships, there is a time to lead, a time to collaborate and a time to follow. This approach includes actions of advocacy, for example, where we may join with others or take up a leadership voice and role.

We have once again framed the strategic plan within a three-year planning cycle, with strategic priorities reviewed and renewed each year, along with our measures of success. We know that the major themes of this plan, however, set in place a longer horizon – goals to strive for as we continue the chain of mission first established in 1869.



## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

### ► St. Joseph's Culture

### ► Advocacy

### ► Academic Mission

TEACHING

RESEARCH

### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

# Our Patients, Residents and Families

## GOAL

### GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

Grounded in our culture of compassionate care and building on the establishment of patient and family councils, we will enhance the patient experience through active two-way engagement with patients, residents and families. We will establish aggressive targets for quality and safety improvement to earn the complete confidence of all those to come to us for care. While people provide care, technology enables safer and more efficient and effective care. From personal health aides to population enhancements, technology will be an integral part of health care design, led by clinicians, leveraged by researchers and facilitated by technical experts.

By 2018 we will have earned the complete confidence of patients and families

- as partners in care and program design
- in safe patient care
- by improving access in innovative ways
- by providing coordinated care within St. Joseph's and in collaboration with our partners.



## STRATEGIC PRIORITY 1

*Ensure patients and families are full partners in their care, and in the design, measurement and improvement of care.*

This strategic plan calls for us not only to listen and respond to the people at the heart of our mission, but to be **guided by their voices**, deepening the philosophy of “nothing about me without me”, and following a renewed **Patient, Resident and Family Statement of Values**.

We will create a corporate-wide framework for patient, resident and family partnership, embracing their involvement in all aspects of care and service planning. The framework itself will be developed in collaboration with patients, residents and families, physicians, leaders and care teams. It will include important initiatives such as Senior Friendly Hospital, cultural diversity enrichment and the review and redevelopment of all current feedback mechanisms.

The framework will identify measures and evaluation of levels of partnership and engagement across St. Joseph's.

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

## Our Patients, Residents and Families

### STRATEGIC PRIORITY 2

*Embrace the relentless pursuit of safety – everywhere.*

Ensuring a safe environment for all must be relentless work for all, starting with leaders. St. Joseph's has been investing in continuous learning, environmental improvements, technology enhancements and leadership practices aimed at the prevention and/or reduction of risk.

We will further this work, including focusing on patient and staff safety in a more integrated way over the next three years. We will continue to build a culture of trust and shared leadership in which everyone has both a right and a responsibility to identify and speak up about issues that may impact safe, effective practice. This includes patients, residents, families and volunteers, along with physicians, staff and care teams. Our focus on safety will continue to be strengthened through leadership and teams using demonstrated practices, such as hourly rounding, best practice assessments, continuous improvement, and knowledge mobilization.

From patient, resident and family satisfaction feedback, and from quality and safety outcomes, priorities for the **St. Joseph's Quality Improvement Plan** and the **Mount Hope Quality Improvement Plans** will be determined annually. Some priorities, such as hand hygiene and medication reconciliation, have an organization-wide focus and other safety priorities, such as falls with injury and seclusion and restraint, are specific to unique patient and resident populations.

### STRATEGIC PRIORITY 3

*Optimize transitions through the care system with and for patients, residents and families.*

We believe we are uniquely poised to play a stronger role and achieve better results in both access to care and assisting people to navigate through the care system. Our focus on integrated complex chronic disease management and our emerging focus on integrating recovery and rehabilitation at Parkwood Institute offer new opportunities to bring our specialized services to where patients and residents need them.

Our significant roles now include helping the people in our community and region avoid a hospital or health care residential stay or to successfully return to home and community living after an inpatient stay. We are a bridge for the 854,000 individuals we care for as part of our outpatient and outreach activity, in addition to all those who receive inpatient care. We provide extensive regional outreach for and with community care providers. We are also strengthening the use of technology in home and community.

To improve access to care, we will continue to employ innovative ways to engage patients waiting for care, for example in group settings. We will work with more of our specialists as we adopt technology and practices to improve the management of wait lists. We will work with our partners across the region as we grapple with changing volumes. We will employ best practices to affect length of stay, improve our wait times and prevent readmissions.

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

### ► St. Joseph's Culture

### ► Advocacy

### ► Academic Mission

TEACHING

RESEARCH

### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

# Clinical, Education and Research Excellence

## GOAL

### DRIVE THE BEST PRACTICES OF TOMORROW

We serve many groups of people at St. Joseph's. Every program and service matters; and we strive to be our best, to earn complete confidence in all we do. This is a privilege and also a challenge. The privilege is to share our gifts and our calling with so many – to thrive in diversity and opportunity to make a difference in people's lives and to work in relationship with many partners and donors.

Through research and a spirit of inquiry, questions regarding care today can be answered tomorrow. As new knowledge is implemented in the care environment, it engenders new questions that capture the minds of researchers, and the cycle continues. It is the intentional integration of those who answer the questions and thoughtful implementation into care that drives the best practices of tomorrow.

Building on our research strengths and our unique roles within the academic health care system, the 2015 to 2018 strategic plan identifies three strategic foci:

- integrated complex, chronic disease management
- recovery and rehabilitation – body, mind and spirit
- innovations in ambulatory surgery.

Establishing key areas gives clarity to where we will build on strengths and work to become even stronger, recognized leaders in academic health care. These are areas where much has been achieved and where much is now expected.

Excellence in these areas calls for achievements that surpass current standards. Not only will evidence-based practice be demonstrated, but will be discovered and evaluated. These areas are called to be leaders in integrated and interdisciplinary education and research working collaboratively with our academic partners

## STRATEGIC PRIORITY 1

### *Integrated complex chronic disease management.*

Building on the work of the last three years, integrated complex chronic disease management remains a priority. This priority reflects two key developments: substantive and growing health system needs, recognizing that people experiencing chronic diseases do not have a single health issue but rather multiple needs as a result of their condition; and secondly, that St. Joseph's now holds a major leadership role in this growing area of health care for the future.

Much has been accomplished. Physicians, teams and partners were engaged in the development of a comprehensive blueprint to guide the path and priorities for how we will wrap specialty care and teams around the multiple, complex and like needs of patients in an effort to achieve improved outcomes and a better overall patient experience.

Implementation of the blueprint and indeed, integration of care and services in a number of areas has been successfully launched at our St. Joseph's Hospital site, but it will not be exclusive to this location. While team integration efforts, particularly with health system partners, continues in many ways across the organization, the intent is to gradually engage and extend the work of the blueprint across sites, following the needs of patient groups. One example of this broader integration is in dementia care. The blueprint's next steps are in Diabetes and Cardiac Rehabilitation; Asthma, Chronic Obstructive Pulmonary Disease (COPD) and Allergy; and then Rheumatology and Pain Management.

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

## Clinical, Education and Research Excellence

By 2018, we will be recognized as leaders in integrated chronic disease management for those living with complex chronic disease. Patients will experience a convergence of specialty care around them. Instead of multiple visits and interactions through our system, patients will be at the centre of care processes. As an academic health care system, we will have a learning environment in which our own teams and the students of the multiple disciplines we teach are continuously benchmarking and implementing best practice approaches. We will have strengthened the integration of research and knowledge translation within care delivery through the addition of the clinical trials unit at St. Joseph's Hospital.



Chronic diseases are not, by definition, curable and they require ongoing management by care providers and adaptation by patients. Most individuals with chronic disease have more than one of these diseases (e.g. the triad of diabetes, cardiovascular disease and depression.)

It is increasingly recognized that care for individuals with chronic diseases tends to be fragmented into specialty "silos" each managing their "piece" of the patient with little coordination across the spectrum of chronic diseases. Although primary care providers do their best to coordinate care for their patients, the lack of overall coordination often results in care fragmentation and frustration for them and their patients.

**Toward Integrated Chronic Disease Management Services, St. Joseph's Health Care London**

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

## Clinical, Education and Research Excellence

### STRATEGIC PRIORITY 2

#### *Recovery and Rehabilitation – body, mind and spirit.*

Parkwood Institute was established in November 2014 when our new Mental Health Care Building opened on the same geographic location and next to Parkwood Hospital. The patient and resident populations served at this one geographic location include rehabilitation, specialized geriatrics, complex care, veterans care, and specialized mental health care. Bringing these teams together presents us with the potential to leverage and create new synergies to achieve new breakthroughs in care, recovery and rehabilitation.

We are at an important crossroad where we can fully embrace and renew the ageless knowledge that care of the body, mind and spirit go hand-in-hand.

The development of Cognitive Vitality and Brain Health has enabled us to bring together clinical and research leaders in areas of rehabilitation, geriatrics, dementia care, acquired brain injury and mental health care - many already nationally and internationally recognized leaders in their individual fields - to explore new ground in advancing collaborative, interdisciplinary research, education and clinical care. Their work continues as they offer interdisciplinary team learning opportunities and identify a set of collaborative research and care projects to further together.

Lawson Health Research Institute has recently led the development of a **Research Strategic Plan for Parkwood Institute** which will be vital to building Parkwood Institute's overall academic reputation. The St. Joseph's Health Care Foundation is also well aligned and supporting the priorities within this plan.

As our new future emerges, St. Joseph's regional and provincial role as a leader in recovery and rehabilitation models will grow. This priority will now come alive through the development of a comprehensive blueprint in addition to articulating the overall care, teaching and research priorities to achieve the vision of Parkwood Institute.

By 2018, **Parkwood Institute** will be regarded as the provincial leader in integrated recovery and rehabilitation models of care, built on leveraging knowledge and synergies across programs and through interdisciplinary teaching and research.



In November 2014, two of Ontario's longstanding health care facilities—Regional Mental Health Care London and Parkwood Hospital—came together in one location under a new name: Parkwood Institute.

As part of the St. Joseph's Health Care London family of services, Parkwood Institute is a vibrant academic health care community that is collaborating in physical and mental health care, teaching and research and advancing the understanding that conditions of the body and mind go hand-in-hand.

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

## Clinical, Education and Research Excellence

### STRATEGIC PRIORITY 3

#### *Innovation in ambulatory surgery.*

Our St. Joseph's Hospital site is one of few hospitals to transform from a traditional inpatient community teaching hospital to one where the vast majority of visits, procedures and surgeries do not require an overnight stay.

This is a remarkable change within a decade or so as the site continues to be the care, teaching and research home of five major surgery-focused programs: The Roth & McFarlane Hand and Upper Limb Centre is internationally recognized for advanced surgery, technology research and teaching; St. Joseph's Urology Centre is renowned for innovation in surgery and teaching around the world; the Norton and Lucille Wolf Breast Care Centre is a unique ambulatory clinic model where diagnostic imaging and surgical care combine in one space to provide screening, assessment, diagnostics and surgical care and advances breast care teaching and research; The Ivey Eye Institute is home to more than 18 ophthalmologists providing medical and surgical eye care, teaching and research. The Ivey Eye institute includes an extensive ophthalmic diagnostic unit featuring 18 different testing modalities. The Otolaryngology Head and Neck Program specializes in care and treatment including surgical procedures for sleep apnea, sinus and ear conditions.

A range of other surgical procedures occur at St. Joseph's Hospital. Ten state-of-the-art operating rooms are supported by teams ensuring effective pre-screening, admission, post surgery care and when necessary, inpatient care. Teams have developed innovative yet consistent practices to ensure safety in our unique ambulatory care environment. We believe our experience positions our teams to continue to innovate and shape best practices for the future. We believe we have the opportunity to build on our experience by identifying new procedures and approaches for the future.

By 2018, St. Joseph's will be recognized as leaders in ambulatory surgery increasingly shifting toward increased outpatient care through innovation and care process redesign.



St. Joseph's has a leading reputation in surgical care and has created a unique environment for ongoing innovation to advance surgical practice around the world.

St. Joseph's is accountable for a number of **surgical firsts** that have changed surgical technique and process worldwide.

High-tech innovations in robotic surgery, use of laser and shock waves in the treatment of kidney stones, and the design of surgical implants in specialized hand and upper limb surgery are among some of the advancements for which St. Joseph's is known.

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION  
OUR MISSION  
OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL  
GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS  
STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL  
DRIVE THE BEST PRACTICES OF TOMORROW  
STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL  
WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE  
STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES  
PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING  
RESEARCH

#### ► Our Services

CARE OF THE ELDERLY  
CARE, RECOVERY AND REHABILITATION  
COMPLEX CHRONIC DISEASE MANAGEMENT  
SPECIALIZED MENTAL HEALTH CARE  
DIAGNOSTIC AND SURGERY SERVICES

# Our People

The people of St. Joseph's are called to serve and to create a rich, innovative tapestry of compassionate, excellent care. We know that in order to bring health, healing and peace to others, we must strive to be our very best in body, mind and spirit. The quality of our presence matters.

Our leaders are accountable for creating strong working environments and, with us, improve the conditions of our work and service. They strive to lead by example and to foster strong individual and team performance. By building strong relationships and mechanisms for input, we are encouraged to speak out about concerns or issues that affect the quality and safety of care and impact the quality of our work environment.

Together, we all live St. Joseph's values of respect, excellence and compassion.



## GOAL

### WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

Each person will feel a deeper connection between their role and the achievement of our vision. Each person will have a better sense of how their team is performing and they will have been engaged in activities to improve performance and provide their input. Individuals will report a stronger sense of personal accountability for the quality of their work and that they experience St. Joseph's as a place where everyone lives our values.

We will also become a stronger organization in safety and wellness. This will occur through collaborative efforts to look at both staff and patient safety through a more integrated lens. We will design and implement safety improvement initiatives that cut across teams and sites and we will implement additional wellness programs.

While it is noted as a strategic priority, leadership excellence is regarded as the key to achievement of this goal. It is only through higher levels of consistent leadership practice that we will take St. Joseph's to the next levels of great performance.

By 2018 we will

- be an organization that values and recognizes staff, medical staff and leaders and provides a work environment focused on wellness and physical and psychological safety
- be known as a workplace of choice for staff, medical staff and leaders where each person lives the values of the organization and takes personal accountability for the quality of their work

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION  
OUR MISSION  
OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL  
GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS  
STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL  
DRIVE THE BEST PRACTICES OF TOMORROW  
STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL  
WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE  
STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES  
PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING  
RESEARCH

#### ► Our Services

CARE OF THE ELDERLY  
CARE, RECOVERY AND REHABILITATION  
COMPLEX CHRONIC DISEASE MANAGEMENT  
SPECIALIZED MENTAL HEALTH CARE  
DIAGNOSTIC AND SURGERY SERVICES

# Our People

## STRATEGIC PRIORITY 1

### *Achieve leadership excellence.*

We will build on the Leadership Excellence Framework to recruit, evaluate and develop consistent leadership excellence across the organization. Expectations of leaders will be clear through clarity of priorities and goals in addition to behavioural expectations grounded in LEADS in a Caring Environment framework and our values based behaviours. Leaders will be supported in their development through leadership training, coaching and mentoring.

## STRATEGIC PRIORITY 2

### *Enhance staff well-being and safety.*

Staff and physicians need to feel physically and emotionally safe at work. We will continue to focus on listening to our staff and physicians, engaging them in an environment where they are both accountable and recognized for safe, effective practice. This focus includes enhanced emphasis on overall environment where people feel both safe and accountable to report errors and safety issues. We will implement the national standard for workplace psychological wellness.

## STRATEGIC PRIORITY 3

### *Become leaders in staff and physician engagement.*

There is evidence that engaged staff leads to greater work satisfaction and improved outcomes for those we serve. In addition to having a responsive, challenging and satisfying work environment, research demonstrates better patient care is provided when people feel ownership for their own and their team's results and have a say in decisions that affect their work.

Through excellence in leadership, transparency in communication and program-based strategies, we will achieve and surpass the 75th percentile for staff and physician engagement as measured by staff surveys and provincial benchmarking.

## STRATEGIC PRIORITY 4

### *Develop high performing teams.*

We will renew and strengthen shared leadership practice and integrate research in a stronger way through clinical teams. We will embed integrated knowledge translation and exchange within and across teams. Emphasis will be placed not only on the practice within teams but the practice between teams. At the heart of this work is the recognition that effective teams are made up of members who take accountability for their individual performance and are committed to the results of the team as a whole.

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION  
OUR MISSION  
OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL  
GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS  
STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL  
DRIVE THE BEST PRACTICES OF TOMORROW  
STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL  
WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE  
STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES  
PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING  
RESEARCH

#### ► Our Services

CARE OF THE ELDERLY  
CARE, RECOVERY AND REHABILITATION  
COMPLEX CHRONIC DISEASE MANAGEMENT  
SPECIALIZED MENTAL HEALTH CARE  
DIAGNOSTIC AND SURGERY SERVICES

# Strategic Enablers

Through the consultation process, key enablers were identified that are foundational to the achievement of our goals and priorities. We are stewards of these resources and gifts of time and money entrusted to us.

## FINANCIAL RESOURCES

Financial resources underpin our capacity to not only carry out our mission, but to invest in strategies and priorities that will contribute to our care, teaching and research vision, mission and goals. St. Joseph's is blessed to have a legacy of farsighted financial management, especially now at a time when we are adjusting to new provincial hospital funding formulas and changing needs in other areas, including long term care and veterans care. We will continue to address the impacts of funding changes, working closely with leaders, teams, and government representatives to identify and address issues.

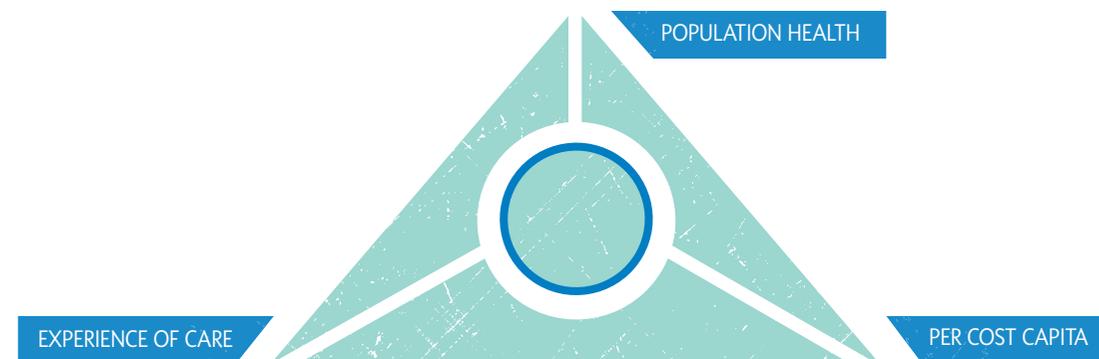
Our mandate is to balance the challenges of multiple, changing funding sources and constraints with our own accountability for ensuring maximum value for the dollars we spend. The Institute for Healthcare Improvement's Triple Aim model is a reference we use when considering our overall financial stewardship – our role in the health care system, the connection to each person's experience of care, and the cost.

## PHILANTHROPY AND VOLUNTEERISM

Giving and volunteering are essential ingredients that contribute to our "difference" at St. Joseph's. Part of the unique culture of philanthropy at St. Joseph's is how it is as much about what donors and volunteers want to personally achieve, as it is about the needs they wish to support.

We recognize that donor gifts in particular are a tangible expression of how we've earned the confidence of our community, and that such support will be more vital than ever to our strategic directions.

St. Joseph's Health Care London is committed to fostering an environment that both champions and celebrates the impact of philanthropy, and strongly supports the work of the St. Joseph's Health Care Foundation and its strategic plans for growth.



Difficult decisions, however, remain part of the picture. The more we can do to make improvements within our control, the more we can continue to invest in our future.



## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

# St. Joseph's Culture

"It's different here." We hear this frequently from patients, residents, families, staff, physicians, donors and students. Woven through more than 145 years is a **charism** – a gift given to us through a chain of mission and faith. From the first three Sisters who opened Mount Hope Orphanage to the founders of the Women's Christian Association of London who visited people in prison and took care of frail elderly people, to the men and women who spearheaded care at our region's first mental health hospitals, we are built on the convergence of roots of love for one another.

Despite decades of change, revolutionary advances in care, and seismic shifts in our roles, St. Joseph's roots in the calling and devotion to serve remains. While propelled always by emerging needs, new ways to improve care, and the boundless possibilities of science and technology, St. Joseph's is also committed to preserving and enriching its culture, which has anchored the organization through times of tremendous change.

It is a culture with fine nuances and robust practices, leading to continuously improved results. The cornerstone is a set of core values – respect, excellence and compassion – aligned with the principles of Canadian Catholic health care and a can-do attitude where ideas are solicited and explored, learning is embraced and feedback is continually sought and shared.

As in the founding story of Catholic health care, the Parable of the Good Samaritan, we do not do this alone. We seek the wisdom of others. We act in relationship with other organizations and our community as a whole.

We recognize that everyone has a leadership role to play in their own service and accountability, and as part of a high performing team. For us, a workplace of choice is a place where we feel personally fulfilled by the work we do and where gratitude is expressed and milestones celebrated.

***Culture outperforms strategy every time... and culture with strategy is unbeatable.***

**Quint Studer**

"It is evident to all of us, and the patients especially, what an incredible place St. Joseph's is. We are surrounded by incredibly kind, compassionate, skilled individuals who we truly love to work with...There is a history and standard this hospital has maintained that is unlike most other places, and that we are lucky to step into and experience briefly and to learn from...It is our hope that, where ever we end up, we bring this passion with us and share it with those we work with and our future patients."

Dr. Golnaz Naderkhami

Dr. Siobhan Telfer

Dr. Marie Dion

Medical Residents

St. Joseph's Urology Centre

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION  
OUR MISSION  
OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL  
GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS  
STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL  
DRIVE THE BEST PRACTICES OF TOMORROW  
STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL  
WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE  
STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES  
PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING  
RESEARCH

#### ► Our Services

CARE OF THE ELDERLY  
CARE, RECOVERY AND REHABILITATION  
COMPLEX CHRONIC DISEASE MANAGEMENT  
SPECIALIZED MENTAL HEALTH CARE  
DIAGNOSTIC AND SURGERY SERVICES

# Advocacy

A core part of our mission as a Catholic health organization is to lend our voice in advocating for others and for system change. We recognize that our staff do this kind of work on a daily basis as they seek supports for patients returning home with new health care needs or to other community care, as they encounter people struggling to find affordable, supportive housing, and as they work to help people find meaningful activities and social supports of many kinds.

Through this strategic plan process we had rich conversations about our responsibility to raise our voice as an organization to advocate for compassionate end of life care, care for the vulnerable members of society, for gaps in service and for the sustainability of the unique services provided by St. Joseph's to the community and region.

We take this step in honour of the Sisters of St. Joseph, who by their example, encourage respectful dialogue for a better world for all.



## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

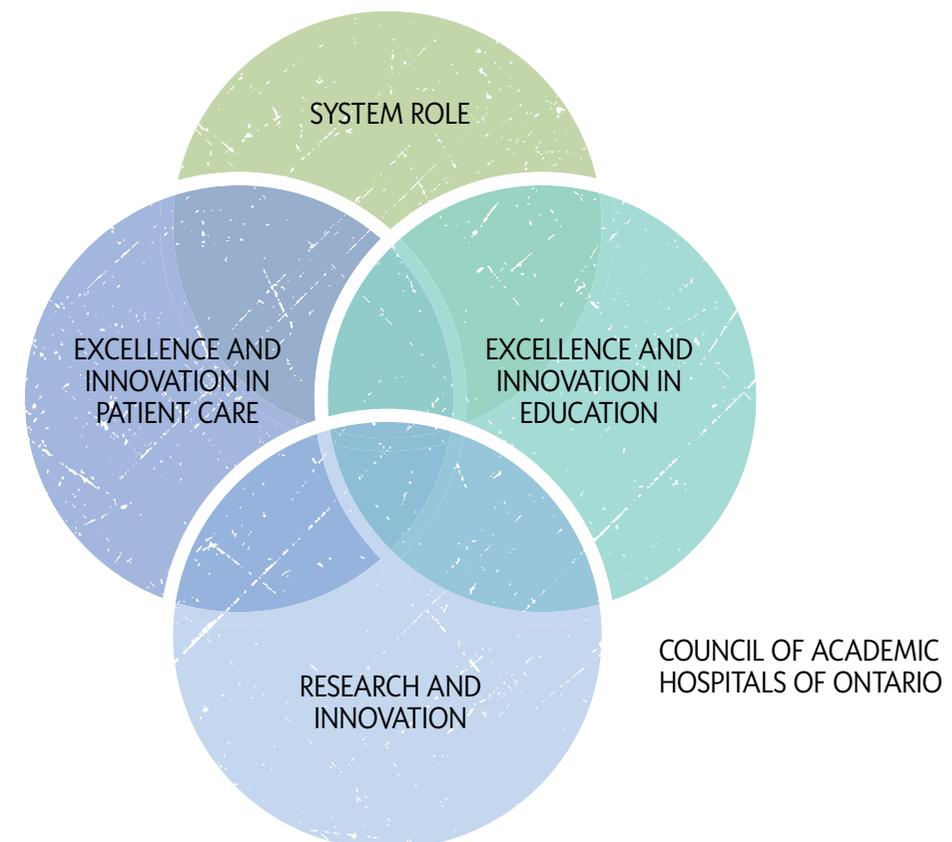
# Academic mission

St. Joseph's is a leading academic health care organization in Canada and one of Ontario's 24 academic hospitals that comprise the Council of Academic Hospitals of Ontario.

Fully affiliated with Western University, St. Joseph's is committed to the pillars that distinguish academic hospitals:

- teaching the next generation of experts
- leading-edge research and innovation
- excellence in patient care; and
- with our partners, stimulating change and building capacity in the health care system.

With regional academic and care partners, St. Joseph's will continue its commitment to the achievement of the Strategic Plan of the Southwest Academic Health Network (SWAHN). With Western, London Health Sciences Centre and the city of London we will strive to achieve the vision of the London Medical Innovation and Commercialization Network.



## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

## Academic mission

### TEACHING

Each year across St. Joseph's, more than 2,000 students and trainees come to learn from the best. Through technology, learning is also extended to teaching hospitals around the world. Students include medical students, residents and fellows, and health disciplines such as nursing, physiotherapy, psychology, social work, nutrition, therapeutic recreation and spiritual care. Other areas of learning include health administration and a range of corporate and human resource services. The organization annually coordinates placements with more than 70 schools, hospitals and community agencies around the globe.

Those who come for learning are supported by interdisciplinary teams who encourage learning and collaboration guided by the values of respect, excellence and compassion. Our students/trainees are drawn by outstanding care, teaching and research environments across the organization. Indeed, one cannot exist without the other. By integrating excellence and innovation in patient care, education and discovery, St. Joseph's, in collaboration with our partners, is attracting the best, retaining the best and producing the best. All serve to strengthen the health care system overall and create world-class programs here at St. Joseph's to provide an exceptional care journey for patients - body, mind and spirit. We will continue to uphold our multi-faceted role as an academic health care organization.

### RESEARCH

**Lawson Health Research Institute** (Lawson) is the research institute of London Health Sciences Centre and St. Joseph's Health Care London. As one of the largest hospital-based research institutes in Canada, Lawson is committed to furthering scientific knowledge to advance health care around the world.

Lawson's mission is to understand the basis of wellness and the dysfunctions of the body and mind that result in disease. Lawson works in collaboration with Western University and other research organizations across Canada and internationally.

Within the Institute, a 'bench to bedside' approach to medical research is encouraged. This means our researchers focus their efforts on the development of new knowledge that can be applied directly to patient care within the hospitals. Through collaboration and the sharing of their discoveries, Lawson researchers make a difference in patients' lives every day.

## ► Realizing our Vision

### ► St. Joseph's Vision, Mission and Values

OUR VISION

OUR MISSION

OUR VALUES – RESPECT, EXCELLENCE, COMPASSION

### ► STRATEGIC PLAN 2015 TO 2018

#### ► Our Patients, Residents and Families

GOAL

GUIDED BY THEIR VOICES; EXCELLENCE ALWAYS

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Clinical, Education and Research Excellence

GOAL

DRIVE THE BEST PRACTICES OF TOMORROW

STRATEGIC PRIORITIES **1** **2** **3**

#### ► Our People

GOAL

WE ARE PASSIONATE AND FULFILLED IN OUR SERVICE

STRATEGIC PRIORITIES **1** **2** **3** **4**

#### ► Strategic Enablers

FINANCIAL RESOURCES

PHILANTHROPY AND VOLUNTEERISM

#### ► St. Joseph's Culture

#### ► Advocacy

#### ► Academic Mission

TEACHING

RESEARCH

#### ► Our Services

CARE OF THE ELDERLY

CARE, RECOVERY AND REHABILITATION

COMPLEX CHRONIC DISEASE MANAGEMENT

SPECIALIZED MENTAL HEALTH CARE

DIAGNOSTIC AND SURGERY SERVICES

## Our Services

Across five major sites and through some 50 distinct program and services, many of which extend into our community and region, St. Joseph's has emerged as a specialty hospital organization in key areas of our health system.

### CARE OF THE ELDERLY

Always part of the distinct histories of our founding organizations, St. Joseph's is devoted to the special care needs of aging populations. This focus transcends our sites and includes long term and residential care settings, specialized geriatric programs and teams, and a host of outpatient and research initiatives focusing on mobility and activity, cognition, mental health, restoration and all activities that enable independence and quality of life.

### CARE, RECOVERY AND REHABILITATION

Programs and teams focused on return to maximum function – body, mind and spirit – cut across the sites of St. Joseph's. Our central hub for community and regional recovery and rehabilitation programs is at Parkwood Institute. Here, the clinical and research synergies in mobility and activity, cognition, brain and mental health, have converged.

### COMPLEX CHRONIC DISEASE MANAGEMENT

While the label of chronic disease is not well understood by the public, this area of care is the largest and fastest growing health care need of our time. People dealing with long term health issues related to inherited, psychosocial, lifestyle and/or aging come to St. Joseph's for a range of comprehensive diagnostic, treatment and, when needed, inpatient care.

### SPECIALIZED MENTAL HEALTH CARE

St. Joseph's now leads regional specialty mental health services, including adolescents and adults of all ages. We receive patients requiring specialized care from acute care hospitals and provide assessment and treatment services for people whose mental illness has brought them in contact with the legal system.

### DIAGNOSTIC AND SURGERY SERVICES

St. Joseph's diagnostic and surgery programs are at the forefront of technology, education and research with recognition nationally and internationally. In keeping with health care advancements, these services are primarily delivered on an outpatient basis from a broad regional referral base.