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# REACHING OUT CONNECTING CARE INNOVATING TOGETHER

## 2018-2021 STRATEGIC PLAN

[sjhc.london.on.ca](http://sjhc.london.on.ca)



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# MESSAGE FROM BOARD CHAIR AND CEO

For nearly 150 years, St. Joseph's Health Care London has been a leader and forward thinker in providing care – body, mind and spirit – to our community and the region. Through monumental change, we have maintained a steadfast focus on those we serve. This is core to our success. It is who we are.

In health care, change is the only constant, and the pace of change continues to accelerate. There has never been a more critical time to plan for the future; to lay down an aspirational path that ensures continued success for years to come.

We are pleased to introduce you to St. Joseph's 2018-2021 corporate strategic plan – a bold and clear plan that outlines where we're going, how we'll get there and what it means to you. The five strategic priorities and three key principles will keep us focused on our future direction, as well as our day-to-day work.

More than 2,000 voices helped to shape this plan. Throughout a robust engagement and planning process, we heard from staff, physicians, learners, volunteers, patients, residents, family caregivers, Board members, researchers, donors, community and academic partners, and representatives from St. Joseph's Health Care Foundation.

In building this blueprint for the future, we remained true to what we heard and hope you see your voice reflected here. And, we are committed to receiving your ongoing input and feedback as we journey through this plan and its priorities together.

Throughout this plan, you will see how we are drawing upon our legacy from the Sisters of St. Joseph, empowering our staff and physicians to be ambassadors of this plan and our organization, strengthening our partnerships with patients, residents and family caregivers, building collaborative relationships with our research, academic and community partners, and leveraging technology – all to continue earning the complete confidence of those we serve.

As always, our emphasis is on providing the excellent compassionate care that you have come to expect at all of our sites. We will also strengthen our efforts to ensure easier access to care and smoother transitions to care within the community, and extend the provision of and access to care beyond our walls. Based on your feedback, these aspirations have helped us reshape our vision as we look to the future – reaching out to people, partnering with others in the community and ensuring the right care is provided to the right person in the right place.



On behalf of St. Joseph's Health Care London, we would like to thank all those who shared their wisdom, thoughts and vision in the development of this strategic plan. We asked challenging questions, you answered and we were inspired. Together, we are creating the St. Joseph's of tomorrow.

**Margaret Kellow**  
Chair, Board of Directors

**Dr. Gillian Kernaghan**  
President and CEO

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# BACKGROUND

One of the guiding forces of all of the work of St. Joseph's Health Care London (St. Joseph's) is building complete confidence in every care interaction and in the knowledge developed and shared across the hospital and beyond. Inspired by this, people across the organization have undertaken countless innovations and improvement initiatives to create novel partnerships in order to support our patients, all while providing compassionate care during every interaction. These initiatives and interactions are being noticed as both patient satisfaction and employee and physician engagement results have been steadily rising.



Increasingly, the community across the region has been looking to St. Joseph's to enhance its legacy of caring for the most vulnerable people both inside the hospital and in supporting care across the region. This need arises from the fact that the health "system" consists of a series of health providers who are only loosely linked – or from the patient perspective, not linked at all. This contributes both to a fragmented, often unsupported patient experience, and to less than optimal outcomes. On the global rankings of the health care systems of 11 leading countries, Canada ranks 9th, with particularly low scores on access to care, equity and outcomes.

Against this global backdrop, health care leaders in Ontario, including the province, the South West Local Health Integration Network (South West LHIN) and Health Quality Ontario, have set a strategic agenda to work toward a more integrated system of care that elevates patient needs, quality, safety, measurable effectiveness of processes and care, equity and access. More care planning is taking place at the local level, especially in sub-regional planning tables, to ensure that patient needs in every local area are appropriately met.

The South West LHIN has identified five priority populations: francophones, indigenous people, people living at risk of chronic disease, people who are frail or have medically complex conditions, and people living with mental health or addiction issues. The London and Middlesex sub-region integration table (SRIT) has created a draft strategic agenda that focuses on improved transitions, ensuring care can take place in appropriate and supported residential settings, access to and collaboration with primary care, culturally safe and appropriate care, and access to specialized geriatric care.

Over the past several years, St. Joseph's has taken a leadership role in many of these areas. Throughout our strategic planning process, people paid focused attention to how we are being called to contribute more fully toward the creation of a more interconnected, accessible, high quality system, particularly for the most vulnerable people in the region.

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## Created by Many Voices

St. Joseph's has increasingly integrated the experience and knowledge of many voices into our work. We have now built a foundation of partnerships with community providers and patient and family councils, found many innovative ways to generate ideas, and have drawn on the potential of everyone who works in the organization. As we move forward, it will be essential to plan, work and communicate in ways that ensure everyone's voice shapes and improves what we do.

In fact, over four months, more than 2,000 voices helped to develop this plan. Our aim was to create a guiding plan for St. Joseph's that reflects the input and feedback we received and captures what matters most to everyone involved: patients, residents, family caregivers, donors, community members, community health and service providers, everyone who works at St. Joseph's, and our partners at London Health Sciences Centre, the South West LHIN and the Ministry of Health and Long-Term Care.



## What Matters to the St. Joseph's Community

St. Joseph's plays seven major roles in multiple contexts – Direct Care, Home, Advocate, Global Innovator, Capacity Builder, Regional Leader and System Connector. Playing all of these roles – and doing so with excellence – is central to the work of our organization. At the same time, there is a widespread recognition that St. Joseph's cannot be the leader in all of these areas, and that strategic choices about where to lead will help achieve greater impact.

Across all of the planning conversations, people expressed a deep need to continue strengthening and building on the profound legacy of St. Joseph's as a provider of compassionate care, twinned with its historical strength of technological and clinical innovation. Everyone connected to St. Joseph's sees our primary roles as a leader and partner in providing care and working with patients, residents, and family caregivers to improve the health and quality of life of the most vulnerable people across the region we serve. Everyone recognizes that for so many of the people St. Joseph's serves – people with mental illness and addiction, aging and frail adults, people with multiple health conditions, people living with complex rehabilitation needs of all kinds – it is not enough to provide excellent care. To really support the quest to live fully, good health care must be integrated with social supports, housing, economic resources and community connections. And, to support good health care, there must be a continued focus on philanthropy and a continued focus on fostering a culture of giving, ensuring donors are engaged and inspired by the work we do.

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The greatest opportunity for the next three years is to propel St. Joseph's current strengths to new heights of not just caring for vulnerable people, but identifying and shining the light on gaps in care and people at the greatest risk, connecting people and providers in new ways, and providing previously untested solutions, both relational and technological, to improve life and health.



This kind of work is already happening across St. Joseph's – but to truly transform care, the organization and all of its partners will need to build a more intentional network to create a more connected system of care and services. For patients and family caregivers, this ideally will not feel like a series of

different organizations they are discharged and readmitted to, but a supportive interlacing of the right services, where everyone is continually engaged in reaching their own goals. As this work is brought to the next level, St. Joseph's has the potential to become a true leader in partnering with patients, residents and family caregivers to invent new solutions and create evidence for wraparound care for vulnerable people.

In parallel, one of the distinctive qualities of St. Joseph's is our ability to recognize that everyone who connects with us for care has a unique history, social context, set of needs and personal goals. We have the potential to improve health and quality of life in every interaction – this is central to the foundation of compassionate care already deeply rooted throughout the organization. Over the next several years, we want to take this strength to the next level and ensure that providers consider the needs of every patient and family caregiver in all episodes of care.

The next evolution of our work will be to begin to move toward the next generation hospital: where care happens, not just inside our walls, but also where we reach out through technology and other innovative

partnerships to bring care to people where they need it. Everyone at St. Joseph's will be involved in learning, connecting and spreading the many existing pockets of excellence and innovation.

Our full community – including patients, residents, family caregivers, donors, staff, physicians, and learners – will be mobilized to generate and participate in research to improve and innovate care. This involves finding ways to include all patients in research in some form, and creating a stronger, more supportive infrastructure to increase capacity for research and innovation across all programs.

Over the next three years, St. Joseph's will continue on its current path of earning complete confidence, of relentlessly pursuing safety and excellence, and of supporting everyone in their quest to live fully. On this foundation, we will mobilize everyone in our community to become a regional and national leader in distributed, integrated care that leaves everyone who encounters our organization healthier and with a better quality of life.

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# MISSION, VISION, VALUES



## Our Vision:

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 a better health care system.

## Our Values:

Values are the means by which we work together and serve others. We do our best to demonstrate these values in all actions and decisions, no matter how large or how small. We measure our individual and collective performance in relation to 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 our 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

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# STRATEGIC PRIORITIES

## REACHING OUT TO THE PEOPLE WHO NEED US MOST



**STRATEGIC GOAL:** We will be active partners in building regional coalitions for health equity, in a compassionate, collaborative and kind way, to reach out and close gaps in care. Collaboratively, we will work to ensure that excellent care, as affirmed by our community, is accessible to everyone.

### WHAT WE HEARD FROM STAKEHOLDERS

The feedback that we received from those who participated in our strategic planning engagement process was bold and broad. Participants recognized that St. Joseph's already has foundational strength when it comes to reaching out. They urged that we leverage these organizational strengths and build on existing processes to identify the most significant regional health equity gaps, seeking to resolve, and ideally proactively avoid, resulting crises.

Within that, participants would like St. Joseph's to support individuals who are marginalized and/or at risk to navigate health care options and solutions to address unmet needs. We also heard that St. Joseph's could play leadership and partnering roles by building on current collaborations across the region and fostering the creation of regional coalitions to address health equity needs in identified populations. This could also include supporting health care and social determinants of health, as appropriate; thereby collectively creating an "all doors are the right doors" philosophy to align services to priority populations for consistent quality of care across the region.

Participants also suggested that we intentionally use data, evidence and patient/caregiver input throughout this work to inform and anticipate needs to determine how to best serve as an organization.

### WHAT WE WILL ACCOMPLISH BY 2021

- Collaboratively, with our partners, and with a particular focus on frail seniors, mental health, and people living with complex health needs, we will have developed a regional strategy that enhances access, quality, and continuity of care, improves health equity and advances advocacy.
- In partnership with Indigenous leaders, we will have established a South West Indigenous Pathway to Mental Wellness.



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# STRATEGIC PRIORITIES

## CONNECTING CARE TO SUPPORT BODY, MIND AND SPIRIT



**STRATEGIC GOAL:** We will welcome every patient, resident and family caregiver as a person with a unique set of strengths, support networks, spirituality, physical and psychological conditions, and personal goals. We will create linkages across our programs and partner across the region to connect care and services to meet whole person needs.

### WHAT WE HEARD FROM STAKEHOLDERS

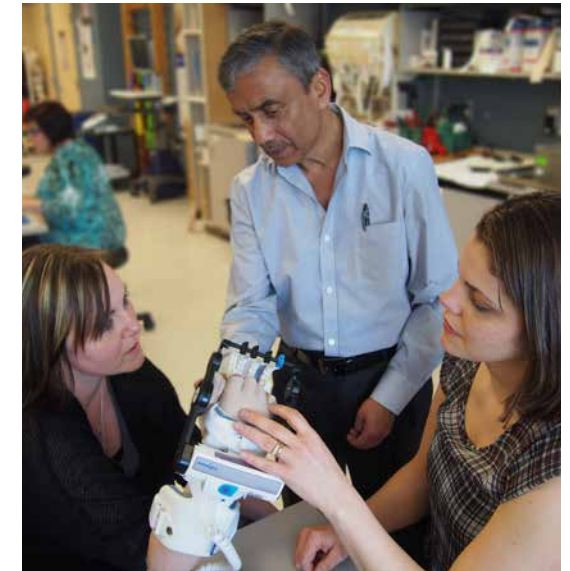
Participants in the strategic planning engagement sessions told us that they liked the approach we were taking with our patients, residents and family caregivers and have asked us to continue to pay attention to and respond to the unique needs of our patients, residents, family caregivers, focusing on body, mind and spirit.

They also recognized our strengths in integrating programs and services and building partnerships. As a result, they suggested that we build on these pockets of strength to create more integrated pathways for prioritized groups with the most complex conditions, and to continue our work to integrate programs and services to allow for a seamless flow for patients, residents, and family caregivers that meet whole person needs. With respect to partnerships, we heard that it is important for St. Joseph's to partner with regional health care collaborators and funders to create links, funding models, networks and knowledge sharing that enable smooth, connected transitions in care.

We also heard participants identify a need for St. Joseph's to focus on data and measurement of patient outcomes. To accomplish this, they suggested that we begin to measure meaningful patient outcomes related to whole person recovery and quality of transitions, and partner to build foundations for an interconnected system for patient information and data analytics across the region (ensuring that information is accessible, collaborative, seamless and meaningful for caregivers, clinicians and patients).

### WHAT WE WILL ACCOMPLISH BY 2021

- We will have strengthened our relationships with London Health Sciences Centre (LHSC) and other partners to ensure patients are cared for in the right place and transitions between providers are smooth and supported.
- We will evolve future-state regional health care that blends specialized in-person care with distributed and virtual approaches, where needed, to bring care to where people are.





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# STRATEGIC PRIORITIES

## INNOVATING AND BUILDING NEW KNOWLEDGE TOGETHER



**STRATEGIC GOAL:** We will mobilize everyone at St. Joseph's as part of a collaborative force for continual innovation, research and learning, driven by patient-centred needs. There will be an embedded expectation that improving what we know about our work and its effectiveness is part of everyone's job in a thriving environment for innovation.

### WHAT WE HEARD FROM STAKEHOLDERS

There were strong themes of innovation, education/learning and research that arose in multiple engagement sessions from many different participants.

We heard from participants that everyone who works at St. Joseph's should play a role in continuous innovation, knowledge development and learning. As a result, they see innovation and improvement in everyone's

job description. In keeping with that, they would like everyone at St. Joseph's to embed the question, "How could this be done better?" in their work, and all innovation work to include the question, "Is this informed by the patient experience and what patients, residents and family caregivers value?" To nurture this, participants would welcome an internal hub for innovation, research and learning that would provide access to skills and resources needed to generate research questions, build practice-based programs, and strengthen the capacity for innovation and adoption of new knowledge and leading practices.

Continuing with the theme of education/learning, participants encouraged St. Joseph's to strengthen partnerships with academic institutions, industry and disruptors to ensure and evaluate care that best supports patients for quality of health and life, and deepen the role that we have across the region to become a key knowledge developer, disseminator and capacity builder. As part of this work, participants advised St. Joseph's to grow our capacity to teach unique models of interprofessional, whole person, connected care to prepare the health care providers of the future. In addition, they advocated for the co-creation of useful, accessible knowledge and information resources for patients, residents, family caregivers and community partners.

With respect to research, participants saw a role for patients, residents and family caregivers in this area whereby every patient at St. Joseph's, through Lawson Health Research Institute, could be invited to contribute their data for research, continuous improvement and knowledge development, and there could be more opportunities for patients, residents and family caregivers to engage in research.

We also heard about the importance of partnering with donors to enhance both research and innovation.

### WHAT WE WILL ACCOMPLISH BY 2021

- Our patients, residents and family caregivers and community members will be active partners in research and quality improvement efforts.
- We will redesign and enhance the existing infrastructure to foster research and innovation that provides access to skills and resources needed to generate research/innovation questions, and build practice-based research and innovation programs.
- We will build on our research and further develop and teach boundary-pushing models of specialized ambulatory care and complex recovery and rehabilitation.

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LEVERAGING TECHNOLOGY TO TRANSFORM CARE AND KNOWLEDGE



**STRATEGIC GOAL:** Fully utilize the digital health technologies of clinical documentation and the patient portal to support better care and services for patients, residents and family caregivers and strengthen the pathways for adoption of innovative and integrated technologies to support caring for the whole person.

## WHAT WE HEARD FROM STAKEHOLDERS

With new advances in technology, especially in the field of health care, participants in the strategic planning engagement sessions felt strongly about St. Joseph's focusing on technology as a strategic priority. We heard about the need for St. Joseph's to fully leverage the foundational technologies now underway (e.g., clinical documentation) to enable better care and advanced analytics for the future.

We heard from participants that we could strengthen the connected system by working with regional partners on patient engagement through the patient portal and using local and provincial technology assets for virtual care, regional capacity building, partnering and education. In order to accomplish this, participants suggested that we grow the capabilities of staff and physicians and structures for measurement-based care, and strengthen pathways for evaluation and adoption of innovative care technologies (e.g., virtual care, e-referrals, imaging and surgical technologies etc.). To support the currency, education and adoption of these foundational and innovative technologies, participants advised that we develop a sustainability strategy.

## WHAT WE WILL ACCOMPLISH BY 2021

- We will transform our care processes for patients, residents and family caregivers through the implementation of the electronic health record to improve the quality and safety of our health services.
- We will have implemented a patient portal pilot in the Breast Care Centre and developed a plan for further patient and resident access to their health information electronically.
- Through the innovation strategy, we will strengthen pathways for evaluation and adoption of innovative care technologies.



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## EMPOWERING PEOPLE



**STRATEGIC GOAL:** We will enhance our thriving, inclusive environment where wellness is fostered and the potential of everyone is fully mobilized. We will build a shared understanding that everyone's voice matters and that staff, physicians, volunteers and learners have a significant role in improving the experience and care outcomes of those we serve.

### WHAT WE HEARD FROM STAKEHOLDERS

We heard from participants in the strategic planning engagement sessions that the St. Joseph's family – staff, physicians, volunteers and learners – is valued throughout the organization. At the same time, their input in this area was to ensure that we build on the people focus. From their perspective, we need to strengthen the “leadership from where you serve” philosophy where everyone who works and volunteers at St. Joseph's is emboldened to improve care and share knowledge. As part of this approach, participants would like to see a spirit of inquiry and co-leadership throughout St. Joseph's where staff and physicians would be supported to work to full scope and generate and initiate action on improvement ideas across the organization.

We also heard that there is a real need to advance our safety and wellness frameworks to improve physical and psychological safety and resilience, create structures to support continuous professional development for staff, build on our leadership excellence to include talent management and succession planning programs, and create and embed a framework for sharing knowledge and innovation across all programs.

### WHAT WE WILL ACCOMPLISH BY 2021

- We will be known as a leading work environment where staff, physicians, volunteers and learners are engaged and feel they are physically and psychologically safe.
- Staff and physicians will be supported in generating and initiating action on improvement ideas across the organization.
- We will continue our focus on leadership excellence to achieve the vision and strategic goals.



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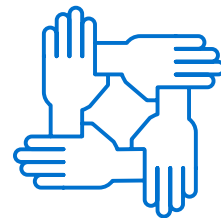
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# KEY PRINCIPLES



Interwoven throughout all of our work in this strategy are three overarching key principles.



## UNCOMPROMISING QUALITY AND SAFETY

We have set a strong foundation and commitment across our organization, creating a culture where quality and safety are at the centre of every aspect of our work and the care we provide. As we look to the future, everyone at St. Joseph's will be fully engaged as an active agent of improving quality, resource use and equity. We will continue to earn the complete confidence of our patients, residents, family caregivers and our staff and physicians as we relentlessly pursue quality and safety by implementing a new framework for safe, reliable and effective care with quality structures and approaches that create high reliability in everything we do. Annually, through an engaged and collaborative process, a Quality Improvement Plan will be established that focuses on the areas of highest priority as an organization.



## PARTNERSHIPS WITH PATIENTS, RESIDENTS AND FAMILY CAREGIVERS

Over the next three years, we will purposefully partner with patients, residents, and family caregivers in their direct care, the design of our programs and services, and our advocacy efforts. We will be a leading example of patient, resident, and family caregiver partnerships focused on improved patient experience and outcomes. We will leverage our Changing Care initiative to create best practices of partnering with patients, residents, and family caregivers in direct care and the co-design of services. We will enhance the role of our patient, resident and family caregivers on program and organizational councils, initiatives and advocacy efforts to truly draw on the wisdom and lived experience of our patients and their families. We will integrate a philosophy of "caring with" in all interactions.

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## ADVOCACY AND COLLABORATIONS FOR INNOVATION AND SYSTEM CHANGE

We know that part of our ability to reach out, meet needs and transform care will depend greatly on our ability to advocate and create novel partnerships to create fundamental change in our system. Over the next three years, it is our intention to work with diverse partners to identify and advocate for novel funding models and the most important systemic and policy changes that will make the biggest differences for care and resources.

Together with our partners, we will strategically identify the system and policy changes that will improve health, quality of life and the capacity to live well. We will work to advocate for system and policy changes to enable technology, roles and compensation models to support shared, virtual and integrated care. We will seek out non-traditional partners to create disruptive ideas that will transform resources, care and the possibilities for our work. And, we will measure patient outcomes related to whole person recovery and transitions.

We also recognize that our success is directly tied to the generous support we receive from donors committed to this strategy of *Reaching Out, Connecting Care, Innovating Together*. Philanthropy is viewed as an important enabler at St. Joseph's. Over the next three years, we will continue to engage our donors as key partners in this effort.

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St. Joseph's Health Care London  
PO BOX 5777, STN B  
London, ON N6A 4V2  
519 646-6100  
[sjhc.london.on.ca](http://sjhc.london.on.ca)

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