



Inspiring Excellence.
Healthier Together.

STRATEGIC PLAN
2021-2026



Proud member of the St. Joseph's Health System

VISION 2026

A Pledge from Our Leaders

While simultaneously fighting the impacts of COVID-19, our progressive teams at St. Mary's General Hospital have been planning with our community to chart a course for our future. The pandemic has prompted an historic level of cross-sector partnership in Waterloo Region, Canada's fastest growing urban area and tech market. It has galvanized our resolve to build on the compassion and excellence that defines St. Mary's, and grow stronger and healthier together within our organization and with our rapidly expanding, diverse and innovative community.

With this backdrop, we are excited to introduce St. Mary's Strategic Plan, a vision for the next 5-7 years, with two-year objectives to propel us forward. We thank all who helped shape it - our staff, physicians, patients and families, local partners within and outside healthcare, and the broader community.

Their input helped us develop a new Mission, a new set of Values and a new Vision: Inspiring Excellence. Healthier Together.

As we implement this strategic plan, we will gauge progress and adjust to meet new challenges. We will enhance our role as providers of regional programs, and within a broader health system, as a member of the St. Joseph's Health System and a partner in the new KW4 Ontario Health Team.

Together with our regional partner hospitals, St. Mary's will accelerate collaboration with our region's post-secondary institutions and with Communitech, an innovation hub that supports local companies, some of which have a significant interest in advancing excellence in health care. Together we will consider the future of health care through these innovations and learnings.

Five strategic priorities will guide our actions: **expand equitable access to high quality, empowered care; transform connected care with our partners and community; develop our team of today and the future; embrace new ways to innovate healthcare; and build for growth.**

All of this will bring focus to the diverse community we serve and ensure equity in care. Please join us as we evolve to serve you better.



Lee Fairclough
President
St. Mary's
General Hospital



Scott Smith
Chair
St. Mary's
Board of Trustees





Our **MISSION**

LIVING THE LEGACY: COMPASSIONATE CARE. FAITH. DISCOVERY.



Our **VISION**

INSPIRING EXCELLENCE. HEALTHIER TOGETHER.



Our **VALUES**

COMPASSION. RESPECT. INCLUSION.
INTEGRITY. COLLABORATION. INNOVATION.



Our **STRATEGIC PRIORITIES**



Expand equitable access to high quality, empowered care



Transform connected care with our partners and community



Develop our team of today and the future



Embrace new ways to innovate health care



Build for growth

ENABLERS:



Ensure our future fiscal sustainability.



Create a safe, healthy & supportive place to work.

CONSIDERATIONS

Influencing our Plan



Canada's 2nd fastest growing census metropolitan area and fastest growing tech market.

Strong interest by non-health tech sector supported by the Communitech hub to partner with St. Mary's on solutions to health care challenges.



Creating a healthcare system centred on patients, families and caregivers. Builds on St. Mary's experience in integrated care as part of the St. Joseph's Health System.

Regional Cardiac Care Centre

Offers specialized services and produces outcomes that are among the best in Canada. The footprint for clinical services has not substantially changed since 2008 despite huge growth that includes:

55% Volume Increase since 2005

28
Referring Hospitals

43%
Growth by 2033/2034

Centre of Excellence for Respiratory Care and Level One Thoracic Surgery Centre

Dedicated team of respiratory & thoracic experts providing care onsite and in the community. The program features:

13 Respiriologists

38 Respiratory Therapists

100+
Surgeries per year for lung & esophageal cancer

28%
Of COVID-19 admissions in Waterloo Wellington

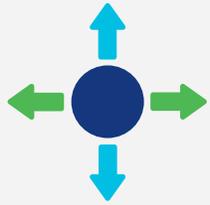


POPULATION GROWTH BY 2046*

40% ↑
OVERALL

100% ↑
IN AGES 65+

*Projected for Waterloo Region



STRATEGIC PRIORITY 1

Expand Equitable Access to High Quality, Empowered Care

As the demand for services increases with growth in our community, we will ensure access and excellent quality care across our programs. Our regional Cardiac and Chest programs will be among the country's best and we will extend our reach so that all people in our growing and diverse communities feel safe, included and empowered in their care.

IN THE NEXT 5 TO 7 YEARS, WE WILL:

- Ensure patients know that they come first, and feel safe and empowered in their care, with each interaction.
- Expand the reach of our regional Cardiac and Chest programs to meet the needs of our growing and diverse communities.
- Introduce innovative quality programs to keep outcomes on par with the best in Ontario and Canada.

IN THE NEXT 24 MONTHS, WE WILL:

- Establish reliable means to ensure the most current evidence drives quality care, including COVID-19 care.
- Elevate quality of care with greater use of data and advanced analytics to inform cardiac care planning and delivery.
- Develop a robust approach to quality improvement across programs, initially focusing on equity and ensuring that all feel safe in our care.
- Expand and raise the profile of our regional Cardiac and Chest programs.
- Enhance patient engagement and incorporate feedback.



Measures of **SUCCESS**

- ✓ Increase organization-wide quality improvement initiatives, such as reducing the time that admitted emergency patients wait for an inpatient bed.
- ✓ Develop performance measures and demonstrate progress in care equity and safety, regardless of race, gender, orientation, etc.
- ✓ Increase the number of patients served by our Cardiac and Chest programs.
- ✓ Fully implement a comprehensive quality program, first with cardiac care, to compare with leading North American programs.
- ✓ Increase the number of Patient and Family Advisory Council participants contributing to program development.



STRATEGIC PRIORITY 2

Transform Connected Care with Our Partners and Community

A better connected care experience will be a joint goal with health system and other partners, particularly for those experiencing inequities. By reaching beyond our walls we will support an improved continuum of care.

IN THE NEXT 5 TO 7 YEARS, WE WILL:

- Strengthen partnerships within and beyond the health system to advance cohesive, inclusive, respectful and high-quality care, particularly for those where inequities exist.
- Sustain behaviour that promotes a spirit of collaboration.
- Leverage our technology to support better connected care and more modern ways of improving daily interaction with patients, staff and physicians.

IN THE NEXT 24 MONTHS, WE WILL:

- Provide leadership as partners in the KW4 Ontario Health Team (OHT) to develop integrated care strategies for the elderly, homeless, refugees, care coordination and home care.
- Explore collaboration to improve care in regional programs spanning multiple OHTs.
- Draw on experience in our Integrated Comprehensive Care (ICC) program to make care more accessible and connected.
- Further optimize the use of digital assets in our health information system and other enablers of virtual care to improve access to information for community partners.
- Explore increased use of virtual tools and connected care for remote patient consultations.
- Continue to optimize resources and capacity for our regional pandemic response.



Measures of **SUCCESS**

- ✓ Participate or lead with our resources in KW4 OHT steering, operations, and key working groups, and demonstrate progress on identified performance metrics.
- ✓ Realize identified benefits of reduced ED visits, readmissions, and improved patient/provider care experience.
- ✓ Achieve preferred agency designation for the ICC population and align the level of service with the St. Joseph's Health System ICC program.
- ✓ Increase adoption of virtual tools and new ways of working, such as working from home or offsite.
- ✓ Consistently assist the community with proactive support for implementing infection control practices and reactive response to crisis situations.



STRATEGIC PRIORITY 3

Develop Our Team of Today and the Future

Our people are the heart of our hospital. We are committed to focusing on wellness, resilience, inclusion and skill development so our teams feel safe, respect one another, have opportunities for skill development and remain passionate about providing unparalleled care.

IN THE NEXT 5 TO 7 YEARS, WE WILL:

- Strengthen our focus on staff safety, wellness and resilience.
- Support the growth and development of our leaders.
- Create new opportunities for learners.
- Have the right skills and people for immediate needs and develop plans for future needs.

IN THE NEXT 24 MONTHS, WE WILL:

- Provide supports, particularly through the pandemic, to address staff safety, mental health and overall wellbeing.
- Promote and support continuous learning opportunities for our staff and create a leadership development program to develop current and emerging leaders.
- Create a diversity and inclusion program in conjunction with St. Joseph's Health System and the Canadian Centre of Diversity and Inclusion.
- Develop a strategy to enhance learners' experiences at St. Mary's and strategically expand our partnerships with local universities, colleges and medical schools.
- Remove barriers to establish a robust education program with dedicated teaching spaces and supportive staff structures.



Measures of **SUCCESS**

- ✓ Set targets to increase broad participation in staff mental health and wellness activities.
- ✓ In staff engagement surveys, increase the score by 5% to 41% of staff indicating they have good career development opportunities.
- ✓ Through a collaborative consultation process, understand the organization's strengths and opportunities for ensuring a diverse and inclusive workplace that provides safe, accessible and equitable care for all.
- ✓ Increase numbers of students for targeted program areas, including medical residents, that aligns with our plan for health human resources.
- ✓ Implement a leadership onboarding program to mentor new and emerging leaders.
- ✓ Develop and initiate a strategy to enhance the learner experience, and consider creating a clinical teaching unit in the future.



STRATEGIC PRIORITY 4

Embrace New Ways to Innovate Health Care

During the COVID-19 pandemic we have benefitted from historic levels of cross-sector partnerships, including with our non-healthcare innovation community. Building on this momentum, and working closely with our post-secondary institutions, we will leverage significant opportunities to be leaders in supporting high quality care and a healthier community through innovation, research and teaching.

IN THE NEXT 5 TO 7 YEARS, WE WILL:

- Work with hospital and community partners to establish a foundation for effective collaboration with the tech to non-healthcare innovation community.
- Build capacity to support increased involvement in research.
- Connect these efforts to produce other innovations in care at St. Mary's.

IN THE NEXT 24 MONTHS, WE WILL:

- Respond nimbly to COVID-19 and other challenges by advancing our partnerships with Communitech and business leaders.
- Initiate development of an innovation collaborative to address the future of healthcare in conjunction with Grand River Hospital, Cambridge Memorial Hospital, the Communitech community, University of Waterloo and McMaster University's regional campus.
- Work with McMaster University and Grand River Hospital to enhance our core capabilities to support those interested in leading research at our hospital.



Measures of **SUCCESS**

- ✓ Initiate development of a formal innovation collaborative, including membership and governance, with Communitech, McMaster University, University of Waterloo, and our hospital partners.
- ✓ Establish a clear path and process for health-tech companies to partner and engage with St. Mary's, and increase the number of collaborations using this path and collaborative.
- ✓ Support those interested in doing their own research and initiate discussions with partners to establish shared infrastructure and/or resources, common processes and procedures.



STRATEGIC PRIORITY 5

Build for Growth

Faced with an aging infrastructure, we will ensure we have resources in place to meet the needs of our rapidly expanding population and leverage creative strengths in our community to reimagine care beyond our walls.

IN THE NEXT 5 TO 7 YEARS, WE WILL:

- Have infrastructure and equipment plans in place to support the growing needs of our community, including new, innovative ways of providing care beyond the traditional “4 walls”.
- Build flexibility into our space to face the changing and long-term needs of the community.

IN THE NEXT 24 MONTHS, WE WILL:

- Actively manage and optimize the current space of the hospital and explore offsite alternatives to address ongoing demands for service and the pandemic.
- Complete current major capital planning projects.
- Develop a master plan in close collaboration with Grand River Hospital and the community, in alignment with strategic opportunities and future clinical footprint.
- Develop a 5-7 year equipment plan to understand current state and future requirements.
- Continue to stabilize and further optimize our health information system to realize the full benefit of these investments.



Measures of **SUCCESS**

- ✓ Implement the COVID capacity plan and proactively identify necessary changes.
- ✓ Develop a 2-5 year capacity and facility management plan with clear accountabilities and maximization of clinical capacity.
- ✓ Complete master planning stages 0 and 1 and submit to the Ministry of Health within 18 months.
- ✓ Develop and implement a 5-7 year capital and equipment plan, including facility management and current projects.
- ✓ Actively collect and use our electronic medical record system and other data to inform planning, service delivery and quality improvement.

ENABLERS

Supporting our Plan

Across all of our strategic priorities there are foundational enablers that will be critical in supporting the achievement of our 2026 strategic plan. Enablers are key elements that St. Mary's must have in place to ensure successful implementation, sustainability and measurement of the strategy.



Ensure our future
fiscal sustainability



Create a safe, healthy & supportive
place to work for all staff, physicians
and volunteers

LONG-TERM OBJECTIVE

- Ensure financial sustainability of St. Mary's now and in the future in order to meet the growing needs of our community.

24 MONTH OBJECTIVES

- Develop a robust financial strategy to address current gaps in funding.
- Identify new funding avenues with partners particularly in areas such as innovation.
- Implement a reinforcing management system that aligns with our vision and supports deployment and sustainment of strategic priorities.
- Measure performance in achieving the strategic plan and priorities.

LONG-TERM OBJECTIVES

- Build inspiring places to work that empower dedicated and healthy staff by ensuring sustainable support, care and growth opportunities.
- Increase our focus on diversity and inclusion in the way we work and do things.

24 MONTH OBJECTIVES

- Develop a strategic Health Human Resources plan.
- Improve the team retention rate.

OUR VALUES



*Photos taken pre-pandemic

BRING COMPASSION:

A culture founded in empathy and hope.

RESPECT AND INCLUSION IN ALL WE DO:

Heal, comfort, teach and promote health for each other, our patients and our community.



OPERATE WITH INTEGRITY:

Based on foundations of trust, transparency and accountability.

COLLABORATION AND INNOVATION:

Finding strength and creativity in each other.



Coming to St. Mary's for a placement sealed my decision to become a cardiologist at this organization.

“ Dr. Amelia Yip
CARDIOLOGIST



**JOIN
OUR TEAM**



**VOLUNTEER
WITH US**



**BECOME
A PATIENT &
FAMILY ADVISOR**



**WAYS
TO GIVE**

*Some photos taken pre-pandemic

GET INVOLVED

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