

STRATEGIC PLAN

MISSION	VISION	VALUES
To coordinate and deliver quality, caring services that promote health and well-being.	Healthy People. Vibrant Communities. Equitable Care for All.	<p>DIGNITY - as a reflection of the self-worth of every person</p> <p>CARE - as an unwavering expectation of every person</p> <p>RESPECT - as a measure of the importance of every person</p> <p>EQUITY - promote conditions in which every person can achieve their full health potential</p> <p>ACCOUNTABILITY - as being held responsible for the decisions we make</p>

STRATEGIC DIRECTION	DEFINITION	OPERATIONAL STRATEGIES	KEY PERFORMANCE INDICATORS
Enhance Patient Experience	Enhance the experience of those we serve by striving to provide outstanding, compassionate, dignified care in everything we do.	<p>IMPROVE PATIENT FLOW</p> <ul style="list-style-type: none"> Deliver the right healthcare, in the right place, and at the right time. Engage the public in helping to shape health system design opportunities and potential solutions. Work with other Regional Health Authorities on provincial system flow. Review the role of individual hospitals, taking into account how they function within the context of the broader healthcare system. Advocate for and enable staffing models for service delivery 7 days/week in all sectors. Explore new models of enhancing health service delivery to the elderly. Further integrate programs and service areas within and between health sectors (e.g. chronic disease, care of the elderly, cancer patient journey, priority populations, mental health, and maternal/child health), and improve care between transition points. Identify strategies, collaborations and other approaches that will demonstrate an impact in improving health equity and the consequential use of the health care system, including emphasis on health promotion strategies. Foster a working environment that creates new knowledge through research and innovation, and encourages collaboration amongst health decision makers, policy makers, researchers, and academics in the application of new knowledge. <p>MANAGE RESOURCES</p> <ul style="list-style-type: none"> Create an accountable financial management culture where financial implications are considered in operational decision making. Establish a transparent resource (re)allocation methodology that includes a health equity lens. Seek public feedback regarding resourcing priorities and choices. Reduce waste and improve productivity in delivery of programs and services. Implement business technologies, improve business processes, and enhance reporting that support managers in their roles. Link population health, health system utilization, outcome, and quality data to resources so we can become better informed in our resource (re)allocation and quality improvement efforts. Address resource issues through effective prioritization of work in order to relieve overburden throughout the health care system. <p>IMPROVE ENGAGEMENT</p> <ul style="list-style-type: none"> Provide support and leadership development for managers toward meeting employee needs and fostering a work environment of engagement and accountability at all levels. Alleviate the manager span of control problem. Continually conduct root cause analysis of lowest engagement-scoring organizational units and resolve the root cause problems. Involve service providers to ensure they can contribute to efforts at improving flow, managing resources and improving the overall quality of service. Participate in provincial workforce planning efforts to ensure adequate supply of healthcare staff in anticipation of abnormally high volume of retirements. Initiate measurement of physician engagement and develop action plans responsive to the findings. 	<ul style="list-style-type: none"> Wait Times for Non-Admitted patients Wait Times for Admitted patients Non-Emergent ED Visits Average Length of Stay: Estimated Length of Stay (ALOS:ELoS) % Alternate Level of Care (ALC) ED visitation disparity rate ratio¹ Average Resource Intensity Weight Adjusted Cost per Equivalent Patient Day – Total Sites costs/ Patient Day Equivalents Cost per Weighted Case – Cost of Standard Hospital Stay Service provider engagement scores Employee attendance
Improve Quality and Integration	Continuous efforts to improve the services we provide, with specific emphasis on population health, access, patient safety, clientcenteredness, continuity, effectiveness, efficiency, and addressing health inequities.		
Involve the Public	Work with the community, patients and families to improve health and well-being by forging partnerships and collaborating with those we serve. We will listen to those we serve to engage them in our improvement efforts.		
Advance Research and Education	Partner with research and academic stakeholders to provide innovative, evidenceinformed, sustainable programs and services. We will further evolve the academic health sciences network where clinical and population health education and research activities are aligned and integrated.		
Build Sustainability	Balance the provision across the continuum of healthcare services within available resources (fiscal, human, infrastructure) to ensure a sustainable healthcare system. Deliver the right health services in the right place and at the right time.		
Engage Service Providers	Create a work environment that is engaging to service providers, enhancing their contribution to achieving priorities on a cost-effective basis, and striving to meet the needs of those we serve.		

¹ Disparity Rate Ratio: Ratio of a health indicator rate for the least affluent income quintile (Q1) to the rate for the most affluent income quintile (Q5) or comparing the most and least affluent Community Areas or Neighbourhood Clusters. It provides a summary measure of the magnitude of the socio-economic inequity for a health indicator when comparing the least affluent to the most affluent group in a jurisdiction. The disparity ratio can be reported for a specific period of time, or can be monitored for changes over time. This is equivalent to health inequality measures in the WRHA Community Health Assessment 2014.