



The Ottawa
Hospital | L'Hôpital
d'Ottawa



The Ottawa Hospital Strategy 2015–2020

We are pleased to present you with The Ottawa Hospital 2015-2020 strategy, which builds upon the momentum of our successes to date in providing high-quality, compassionate care to every patient, every time. It is our hope that this strategy will guide the growth of our clinical, research and educational programs and enable revitalized commitment, ownership and energy across the hospital towards achievement of our five strategic directions:

Quality: Become a top 10 percent performer in quality and safety of patient care in North America

People: Become a workplace of choice

Academics: As Ottawa's principal academic health-sciences centre, we will align with the education and research missions of our key academic partners to deliver world-class care by:

- *Education:* leading education, learning and professional growth opportunities
- *Research:* leading discovery and practice-changing research, designed to improve the patient experience, quality of care and clinical outcomes

Our community: Create a healthier community through leadership in health equity, health promotion and disease prevention

Finance: Create the financial strength and flexibility to enable world-class care

In establishing our revitalized strategy, our board members, physician leaders and Senior Management Team collaborated to review our successes and key accomplishments to date. The team then examined the various long- and short-term pressures facing our provincial health-care landscape and, ultimately, our hospital. As such, the strategy positions us well to build on our existing strengths, while addressing the current and future health-system challenges, including: increasing focus on patients with the highest needs and the delivery of high-quality, patient-centred care; shifts in funding models and increasing focus on performance measurement and accountability; increasing the sustainability and value of our health system; increasing

emphasis on the importance of interprofessional education; and the translation of health research to improve quality and safety of patient care. We recognize that these influences will continue to evolve and shape our strategic and operating context. As such, we will evaluate our strategy on an ongoing basis, to ensure continued success in serving the health needs of our community.

Central to the success of our strategy is our continued commitment to an exceptional and compassionate patient experience and the provision of high-quality care, both of which are reflected in all of our strategic directions. In addition, our hospital continues to be guided by our core values, ethical principles and steadfast commitment to high integrity.

Building on our strengths as a leading academic health-sciences centre serving Eastern Ontario, our strategy will bring us closer to our vision of providing each patient with the world-class care, exceptional service and compassion that we would want for our loved ones.

Sincerely,



Dr. Jack Kitts
President and CEO



James G. McCracken
Chair, Board of Governor

Our mission

Patient Care

The Ottawa Hospital is a provider of compassionate, patient-centred care with an emphasis on tertiary-level and specialty care, primarily for residents of Eastern Ontario.

Education

The Ottawa Hospital educates future health-care professionals in partnership with the University of Ottawa and other affiliated universities, community colleges and training organizations.

Research

The Ottawa Hospital develops, shares and applies new knowledge and technology in the delivery of patient care through world-leading research programs in partnership with the Ottawa Hospital Research Institute.

The Ottawa Hospital also plays an active role in promoting and improving health within our community. The Ottawa Hospital collaborates with a wide range of partners to address the needs of the community and build a strong, integrated system for regional health-care delivery. The Ottawa Hospital functions in English and French while striving to meet the needs of the culturally diverse community we serve.

Our vision, goal and values

Our strategy builds on our existing corporate mission and goal and continues to advance us towards our corporate vision. Our core values are infused throughout the strategy and will continue to underpin all of the work that we do.

Our vision to provide each patient with the world-class care, exceptional service and compassion that we would want for our loved ones.

Our goal to become a top 10 percent performer in quality and safety of patient care in North America.

Our values

- Respect for the individual
 - Compassion
 - Commitment to quality
 - Working together
-

Our strategy

Our corporate strategy consist of three key components, consistent with the triple aim as described by the Institute for Healthcare Improvement: **Better patient experience, better quality at less cost, healthier populations.**

Our strategy will enable us to achieve our goal of becoming a top 10 percent performer in quality and safety of patient care in North America. No one person, department, or group is accountable for all three components of the corporate strategy. For the health of our patients and communities, we need to address all dimensions of the triple aim at the same time. As such, our new strategic directions have been developed in line with the corporate strategy and will contribute towards achievement of the triple aim.

Our response to Ontario's shifting health-care system

As a leading academic health-sciences centre serving the residents of Eastern Ontario, The Ottawa Hospital continues to be exposed to a number of pressures resulting from trends and shifts in the provincial health-system landscape. In order to allow us to continue to serve the needs of our patients and communities effectively, we must consider these changes when revitalizing our strategic directions.

To this end, we have refined our strategic directions to align our work efforts to the needs of our communities and patients, and position our hospital to effectively manage changes in the health system. Our new strategy provides a way to achieve our vision while navigating a continuously evolving health-system landscape.

Given that Ontario's health system functions in a dynamic operating environment, there are a number of health-system trends that The Ottawa Hospital has taken into account in developing its strategy:

Health-system transformation

There is an increased emphasis on addressing patients with complex needs and exploring approaches to population health. Integrated health-system structures

are being developed to improve the quality and reduce the total cost of care and the provision of care is shifting to lower cost settings, including home and community care. In addition, there is increased focus on health promotion and disease prevention to proactively prevent disease onset, thereby reducing the demand on limited health-care services and health-care human resources.

Consumerism and patient engagement

The health system is shifting towards empowering patients to improve their health outcomes and increase patient satisfaction through the delivery of patient-centred care. Hospitals are engaging patients in the design of the patient experience and are being increasingly sensitive to the unique needs and differences from one patient to the next.

Policy, economics and sustainability

There is increasing government and health-system focus on value-for-money and the achievement of quality outcomes for dollars invested – as such, funding formulas are evolving to better reflect this concept. Consequently, policies and practices are shifting to better align with funding.

Evolving health human resources

The changing landscape for health-care human resources is being molded by the expanded scope of responsibilities of clinicians, enabling nurses and other health professionals to deliver more services. In addition, shifting expectations of the workforce mandates changes in recruitment and retention tactics, the creation of healthier workplace environments and the need to create and implement programs to support employee development and succession planning.

Health education

Health-care systems are adopting new models of interprofessional

education and placing a higher emphasis on management skills and competencies of health human resources to manage within new funding models. In addition, hospitals and other health-care providers are placing focus on increasing access to patient and family education to allow patients to better understand and manage their health issues.

Health research

There is an increased emphasis on translating health-system and practice-changing research findings to the bedside to improve the quality and safety of patient care and reduce costs. In line with this, the Canadian Institutes for Health Research

(CIHR) invested new research funding in health systems, health services, and population and public health.

We recognize that these health-system trends and pressures will continue to evolve and shape our strategic and operating context. As such, we will evaluate our strategy on an ongoing basis, to ensure we continue to be well-positioned to address these challenges.

The Ottawa Hospital's strategic directions

Through the strategic planning process, we sought to understand the current strengths and areas of opportunity facing The Ottawa Hospital and examined a number of emerging health-system pressures and priorities facing our provincial health-system landscape.

Based on this work, we have identified five strategic directions that will enable achievement of our corporate strategy and ultimately advance us towards our vision of providing each patient with the world-class care, exceptional service and compassion that we would want for our loved ones:

Quality

Become a top 10 percent performer in quality and safety of patient care in North America

People

Become a workplace of choice

Academics

As Ottawa's principal academic health-sciences centre, we will align with the education and research missions of our key academic partners to deliver world-class care by:

- *Education:* leading education, learning and professional growth opportunities
- *Research:* leading discovery and practice-changing research, designed to improve the patient experience, quality of care and clinical outcomes

Our community

Create a healthier community through leadership in health equity, health promotion and disease prevention.

In addition to the strategic directions, four enablers have been identified. Each of the enablers plays a critical role in supporting the realization of each of our strategic directions: **Technology, Engagement, Process, Capital**

Finance

Create the financial strength and flexibility to enable world-class care.

Vision	To provide each patient with the world-class care, exceptional service and compassion that we would want for our loved ones				
Goal	To become a top 10 percent performer in quality and patient safety in North America				
Strategy	Better patient experience	Better Staff experience	Better quality at less cost	Healthier populations	
Strategic directions	Quality	People	Academics (education and research)	Our community	Finance
Enablers	Technology	Engagement	Process	Capital	
Core values	Respect for the individual	Compassion	Commitment to quality	Working together	

Quality



The Ottawa Hospital will continue to maintain a focus on providing the highest quality of care and patient/family experience, in order to achieve our strategic goal of becoming a top 10 percent performer in quality and safety of patient care in North America.

We are committed to ensuring truly patient-centred care in an environment that is safe and respectful. Our hospital will be responsive to individual patient preferences, needs, cultural traditions and values, thereby providing each patient with an exceptional experience.

In order to achieve our strategic goal and advance us towards our vision, we will:

Enhance the patient experience through active, two-way engagement with patients and families, and ongoing implementation of evidence-based behaviours amongst all staff (employees, physicians, trainees and volunteers)

Establish annual performance benchmarks, provide relevant and timely performance data, and develop a centre of excellence

in health-care quality to drive continuous quality improvement

Establish a culture focused on patient safety wherein every member of the hospital continuously identifies and closes gaps in patient care through evidence-based interventions

Create an environment that promotes and sustains continuous quality improvement by constantly evaluating processes and developing quality improvement capacity among the workforce

Maximize efficiency of resource utilization through the use of operations management to optimize patient flow, technology to inform investment decisions and data to improve care processes

Establish service lines for all major patient populations and optimize value for money across all quality-based procedures

People

We will continue to drive a transformation in the work experience and create a safe and healthy workplace in order to achieve our strategic goal of becoming a workplace of choice.

We will increase our focus on building leadership capacity across the hospital and empower all members of the hospital to be leaders in their respective functions. We will embrace all members of the health-care team in the collaborative and joint provision of interprofessional care and foster a culture of mutual respect.

We believe that when our staff are engaged, our patients and families benefit – as such, we will continue to promote an employee culture and workplace that inspires each individual by connecting people to purpose.



In order to achieve our strategic goal and advance us towards our vision, we will:

Increase physician and staff engagement by fostering a culture of continuous improvement, creating opportunities for people to connect and developing performance structures to increase the level of accountability amongst all staff (employees, physicians, trainees and volunteers)

Promote the development of interprofessional teams

Create a healthy workforce and a safe physical environment by promoting a culture of mutual respect, supporting the physical and mental health of the workforce and taking steps to reduce the number of workplace injuries

Create strong leaders by actively engaging all staff in committed leadership and increasing the level

of mentorship and coaching for individuals across all levels of the hospital

Attract, recruit and retain top performing staff (employees, physicians, trainees and volunteers)

Develop and sustain the right behaviours by promoting a high standard of professionalism and rewarding behaviours that align with our values and enable the highest quality care

Academics: Education



We will continue to drive towards achievement of our strategic goal of delivering world-class care by leading education, learning and professional growth.

Our strong commitment to education will equip our clinicians with the most current knowledge and leading practices to employ in providing the highest quality care for our patients. Recognizing that trainees are the future leaders of our care-delivery teams, we will continue to work closely with the University of Ottawa to inform and guide the delivery of medical and other health professional training. To ensure continuous improvement and professional development of our workforce, we will provide ongoing education for staff (employees, physicians, trainees and volunteers).

In addition, to support the creation of interprofessional teams, we will establish interprofessional education at the trainee level and within the workforce. We will also develop the necessary partnerships, tools and resources to improve the level of patient and family education. We believe that by increasing the health literacy of the local population, we enable patients to make informed decisions about their care, participate in their care delivery and improve the overall patient experience.

In order to achieve our strategic goal and advance us towards our vision, we will:

Provide a leading clinical education environment for the development and retention of our future health professionals trained in the TOH way

Promote interprofessional education through the creation of a common registration process for all students, a cross-functional structure to support interprofessional activities and a common student space to support interprofessional collaboration

Enhance learning through the use of technology and the University of Ottawa Skills and Simulation Centre (uOSSC)

Provide education and professional development opportunities for all staff (employees, physicians, trainees and volunteers)

Create educational opportunities and resources to enable effective and ongoing leadership development

Improve patient and family education by increasing community access to evidence-informed resources and developing new and culturally-sensitive educational resources

Academics: Research

The Ottawa Hospital and the Ottawa Hospital Research Institute are jointly committed to delivering world-class care through leading innovation and research.

Given that research is a critical driver to improve the patient experience, we will work towards our strategic goal of delivering world-class care by leading discovery and practice-changing research, designed to improve the patient experience, quality of care and clinical outcomes. Together, we will elevate our research profile internally and externally, establish sustainable research funding and recruit, retain and train top-performing scientists to enable us towards research excellence. We will create a research-conducive environment across the hospital and promote a culture that embraces, reflects and rewards research.



In order to achieve our strategic goal and advance us towards our vision, we will:

Increase the impact of health-system and practice-changing research on patient safety and quality by embedding research into day-to-day operations and increasing patient enrolment in clinical trials

Enable access to appropriate infrastructure and equipment to

support the development of leading research and create a research-conducive environment

Lead the development of collaborative research partnerships and continue to exercise leadership in research excellence

Improve process efficiency for approval and initiation of clinical research studies

Establish sustainable research funding and secure unrestricted research donations through The Ottawa Hospital Foundation to support research excellence and enable continued growth

Translate advances in biomedical research into better approaches for diagnosis, prevention and treatment of disease

Our community



We are committed to supporting the creation of healthy people and healthy communities through an accessible health system that delivers quality care.

We will strengthen our partnerships with local community health-service providers to establish a robust continuum of care that will allow us to provide the right care, in the right place, at the right time, to better serve patients in our community. Recognizing the need to increase the sustainability of our health system and maintain the health and well-being of our community, we will leverage our local and provincial partners to establish programs that enable achievement of our strategic goal of creating a healthier community through leadership in health equity, health promotion and disease prevention.

In order to achieve our strategic goal and advance us towards our vision, we will:

Leverage partnerships to develop and implement programming to better serve priority populations and drive health equity

Increase access to health-care services for our community

through partnerships with local health-service providers, Health Links and other Champlain Local Health Integration Network (LHIN) regional initiatives

Advocate for health promotion and disease prevention to proactively support and manage the health of our community

Establish the infrastructure and resources required to build the new Civic Campus to better serve our community

Finance

The Ottawa Hospital will continue to focus on building financial agility and capacity to enable better patient care.

We will effectively manage our resources to improve productivity and decrease costs. In addition, we will promote a culture of cost-effectiveness and cost-awareness across the hospital. We will strategically invest in modern technology, equipment, facilities and research to enable better safety and quality of patient care. We believe that in doing so, we will achieve our strategic goal of creating the financial strength and flexibility to enable world-class care.



In order to achieve our strategic goal and advance us towards our vision, we will:

Strive for organizational excellence by strategically managing available resources and promoting operational stewardship

Evaluate, streamline and improve existing processes on an ongoing

basis to enable increased operational efficiency

Strategically invest in medical and non-medical equipment and information systems to support continuous improvement and maximize productivity

Establish adequate funds to support implementation of the 2020

master plan and ensure successful completion of the new hospital

Ensure philanthropy is an organizational priority and continue to inspire our community to place The Ottawa Hospital at the top of their philanthropic priority list

Looking Ahead

The Ottawa Hospital's revitalized 2015—2020 strategy builds on the momentum and successes from our previous 2012—2015 strategic directions and pushes us forward, enabling us to continue to serve the community's needs despite ongoing changes in the provincial health-system landscape. We recognize that, due to the nature of our dynamic health-care system, the strategy cannot present an irrevocably fixed set of directions. Instead, we will need to continually evaluate our strategy to ensure continued success in serving the health needs of our community and the Ontario health system.

The Ottawa Hospital strategy will serve as a guide, enabling us towards achievement of our vision. As such, it is important that the hospital understands and feels accountable to achieve the strategy. To this end, our Senior Management Team will work with clinical and non-clinical staff to translate the strategy into everyday operations, making it increasingly tangible and relevant to every member of the hospital.

As we move forward, we will continue our focus on providing the highest quality care, with the patient at the centre of everything we do. We will work to become leaders in the quality and safety of care and establish a strong workforce. We will translate research

findings to maximize the impact on quality and the patient experience, and lead education, learning and professional growth. Our efforts will advance health equity, health promotion and disease prevention and create the financial capacity to enable better safety and quality of patient care.



The strategy expresses our commitment to provide high-quality, patient-centred care. It will serve as the framework to which we align our priorities and focus over the next few years to advance our vision of providing each patient with the world-class care, exceptional service and compassion that we would want for our loved ones.

The Ottawa Hospital

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