



# The Ottawa Hospital Strategy 2019 - 2022



The Ottawa  
Hospital

# The Ottawa Hospital Strategy 2019 - 2022

We are pleased to present to you The Ottawa Hospital's strategy 2019–2022. It builds upon the momentum and successes to date in providing better quality, compassionate care to our patients. It is our hope that this revitalized strategy will guide the growth of our clinical, research, and educational programs, and enable a renewed commitment, ownership and energy across the hospital towards achieving our four strategic goals:

- **Better Patient Experience** by providing quality and compassionate care to every patient, every time.
- **Better Staff Experience** by becoming a workplace of choice.
- **Better Value** by achieving better outcomes per dollar spent where outcomes represent benefits to patients and/or the system.
- **Better Health of Populations** through leadership in health equity, health promotion and disease prevention.



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. Some of our considerations included:



- Increasing focus on patients with the highest needs and delivering high-quality, patient-centred care
- Managing 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
- Translating health research and innovation to improve quality and safety of patient care.

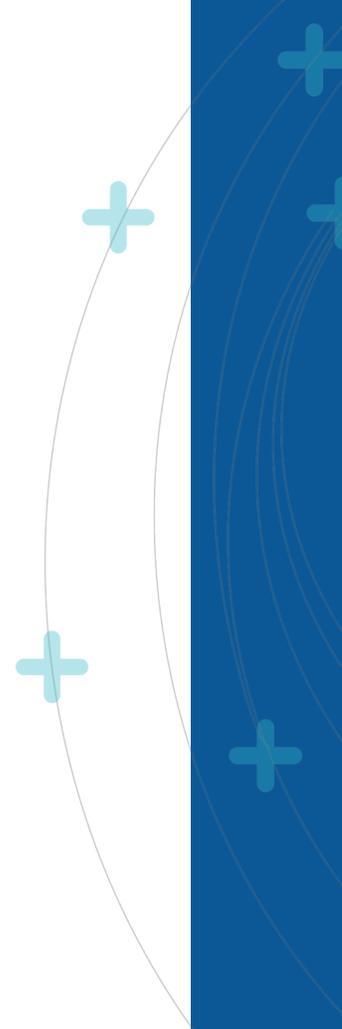
We recognize that various influences will continue to evolve and shape our strategic and operating context. As such, we will keep evaluating our strategy to ensure continued success in serving the health needs of our community. Central to the success of our strategy is our continued commitment to an exceptional and compassionate patient experience and the provision of high-quality care, both of which are reflected in our strategic goals. 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 research hospital serving the National Capital Region, Eastern Ontario and Nunavut, 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,

Katherine Cotton  
Chair, Board of Governors

Dr. Jack Kitts  
President and CEO



# Our response

## to Ontario's shifting health-care system

As a leading research hospital serving the residents of the National Capital Region, Eastern Ontario and Nunavut, 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 enable us to continue to serve the needs of our patients and communities effectively, we must consider these changes when revitalizing our strategic plan.

To this end, we have refined our strategy to align our work efforts with the needs of our communities and patients, and position our hospital to effectively manage changes in the health system. Our renewed 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, The Ottawa Hospital has taken a number of health-system trends into account in developing its renewed strategy:**

### **Improving health care through system integration**

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 value of care provided by ensuring that patients receive the right care, at the right time, in the right environment. 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.

### **Patient and family engagement**

There is an increasing societal expectation that health-care organizations demonstrate a commitment to honouring patients and families as experts and partners in creating processes to improve not just health outcomes, but also their overall experiences with the health system. Hospitals are engaging patients and families in the planning, delivery, and evaluation of clinical care, research and education.



### **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, health funding allocations 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 safer and healthier workplace environments and the need to create and implement programs to support staff wellness, personal development and succession planning.

### **Health education**

Health-care systems are adopting new models of interprofessional education. They are placing a higher emphasis on leadership and management skills and competencies of health human resources to operate within new funding models. In addition, hospitals and other health-care providers are focusing 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 to reduce costs.

### **Innovation**

Health-care funders and decision-makers are increasingly looking to innovation and spread as key components of a high performing, sustainable health system. The Ottawa Hospital defines innovation as an idea or discovery that, when implemented, creates value – better outcomes per dollar spent.

### **Information systems and technology**

There is an increasing expectation by health-care funders, providers, patients and families to use information systems and technology as a tool to effectively manage care in an integrated system while respecting patient privacy.

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

# The Ottawa Hospital strategy

## Vision

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

## Mission

- **Patient Care** - to provide compassionate, patient-centred care with an emphasis on tertiary level and specialty care, primarily for residents of the National Capital Region, Eastern Ontario and Nunavut.
- **Education** - to educate future health-care professionals in partnership with the University of Ottawa and other affiliated universities, community colleges and training organizations.
- **Research** - to develop, share and apply new knowledge and technology in delivering patient care through world-leading research programs in its Research Institute and in partnership with Ottawa's universities and colleges.

## Strategic Goals

- **Better Patient Experience** by providing quality and compassionate care to every patient, every time.
- **Better Staff Experience** by becoming a workplace of choice.
- **Better Value** by achieving better outcomes per dollar spent where outcomes represent benefits to patients and/or the system.
- **Better Health of Populations** through leadership in health equity, health promotion and disease prevention.

## Values

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



## The Ottawa Hospital's strategic goals

In revitalizing our corporate strategy, we sought to understand the current strengths and areas of opportunity facing The Ottawa Hospital. We examined a number of emerging health-system pressures and priorities facing our provincial health-system landscape.

Based on this work, we have identified four strategic goals that will enable us to achieve our mission and propel 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.

- **Better Patient Experience** by providing quality and compassionate care to every patient, every time.
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## The Ottawa Hospital Strategy



# Better Patient Experience



The Ottawa Hospital will continue to maintain a focus on providing the highest quality of care, patient and family experience.

We are committed to providing a safe and respectful environment for patients and their families. They are experts on their health-care experiences and partners in creating systems and processes to improve care. To optimize patient experience, we will engage patients and families as active partners in planning, delivering and evaluating patient care, research and education.

## Key strategies:

- **Engage** patients and families as active partners in decision-making related to strategic directions and process changes that impact patient care, research and education.
- **Create** a safe and respectful environment of patient centered care:
- **Ensure** that all staff continue to model evidence-based behaviours that are proven to enhance the patient and family experience.
- **Create** an environment that promotes and sustains continuous quality improvement.
- **Improve** patient flow in an effort to provide patients with the right care, at the right time, in the right environment.
- **Enhance** health research and discovery by engaging patients in research activities and embedding research into day-to-day clinical operations.

# Better Staff Experience

The Ottawa Hospital will continue to focus on improving staff engagement by creating a healthy workforce and a safe environment. We will continue supporting the physical and psychological health of our staff and take responsible steps to prevent workplace injuries and illnesses.

We are committed to creating an atmosphere of mutual respect and professionalism that aligns with our values and enables us to become a workplace of choice.

We will foster a culture where all staff are empowered to identify gaps, waste and errors, learn from them and take action in ways that support continuous improvement.

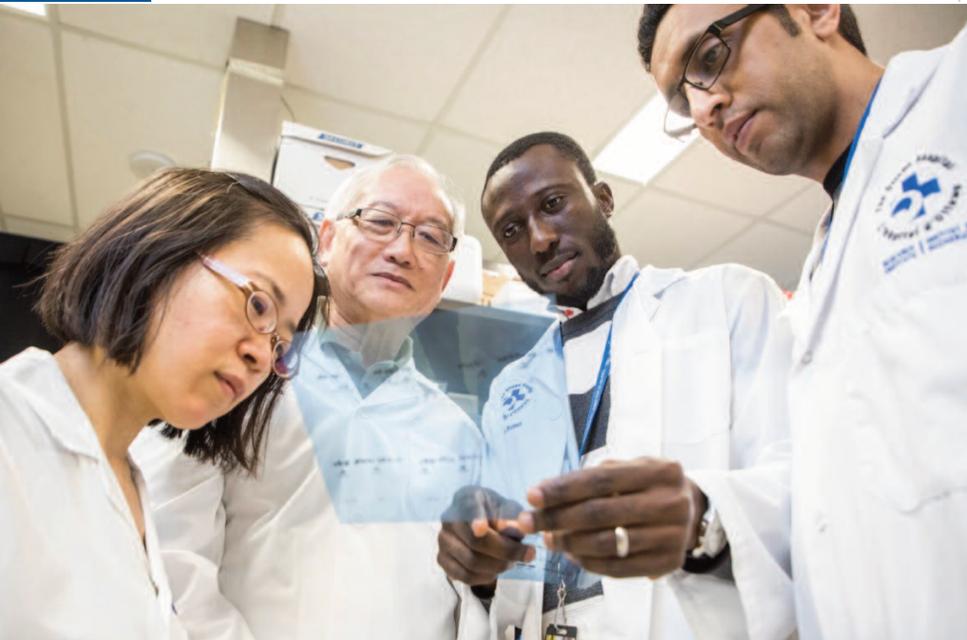
We will continue to support leadership development to enhance staff engagement and enable us to attract top talent.



## Key strategies:

- **Continue** to build on our leading practices in staff wellness and safety programs.
- **Continue** to focus on improving employee, physician and resident engagement.
- **Continue** to review safety incidents and errors using "Just Culture" methodology.
- **Promote** the development of interprofessional teams in partnership with Ottawa's universities and colleges.
- **Provide** a learning environment that enhances the resident, student and staff experience.

# Better Value



The Ottawa Hospital will continue to build financial strength and flexibility to enable us to deliver world-class care.

We are committed to achieving better outcomes per dollar spent (value) through our practice-changing research discoveries and by enhancing our capacity to innovate.

We will build on our strengths in data analytics and evidence-based decision-making by creating a center for Innovation and Quality at The Ottawa Hospital (IQ@TOH).

## Key strategies:

- **Create financial strength and flexibility** by managing available resources and promoting financial and operational stewardship.
- **Create capacity for innovation** through a centre of excellence in Innovation and Quality (IQ@TOH)
- **Create a culture of continuous improvement** by continuously evaluating existing processes and streamlining them to achieve maximum value.
- **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.

# Better Health of Populations

The Ottawa Hospital will continue to leverage its local and provincial partners to create healthier populations.

We are committed to working with partners to create a health system that provides a better experience for patients because they receive the right care, in the right place, at the right time.



## Key strategies:

- **Transition to service line management**, an organizational structure that aligns the accountability of health-care teams with the care needs of specific patient populations.
- **Create partnerships** across the continuum of care to provide a better patient experience.
- **Lead system integration** to create value by improving patient outcomes and reducing costs.
- **Invest** in information systems and technology to help effectively manage care in an integrated system.

# Looking ahead



The Ottawa Hospital's 2019–2022 strategy builds on the momentum and successes from our previous 2015–2020 strategic directions and drives us forward in continuing to serve the community's needs in an ever-changing health-system landscape.

We recognize that, due to the nature of our dynamic health-care system, this strategy cannot present an irrevocable or rigid set of directions. Instead, we will need to continually evaluate our strategy to ensure it is responsive to the health needs of our community and the Ontario health system.

To help us achieve our strategy, we are committed to implementing a state-of-the-art digital health network, build an environmentally friendly 21<sup>st</sup>-century hospital campus and drive digital innovation.

The Ottawa Hospital strategy will serve as a guide, propelling us toward achieving our vision. As such, it is important that we all understand and feel accountable to achieving the strategy. To this end, our Senior Management Team will work with clinical and non-clinical staff to translate the strategy into everyday operations through the annual corporate workplan, making it increasingly tangible and relevant to every member of the hospital.

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 provides services in English and French while striving to meet the needs of the culturally diverse community we serve.**



**The Ottawa  
Hospital**