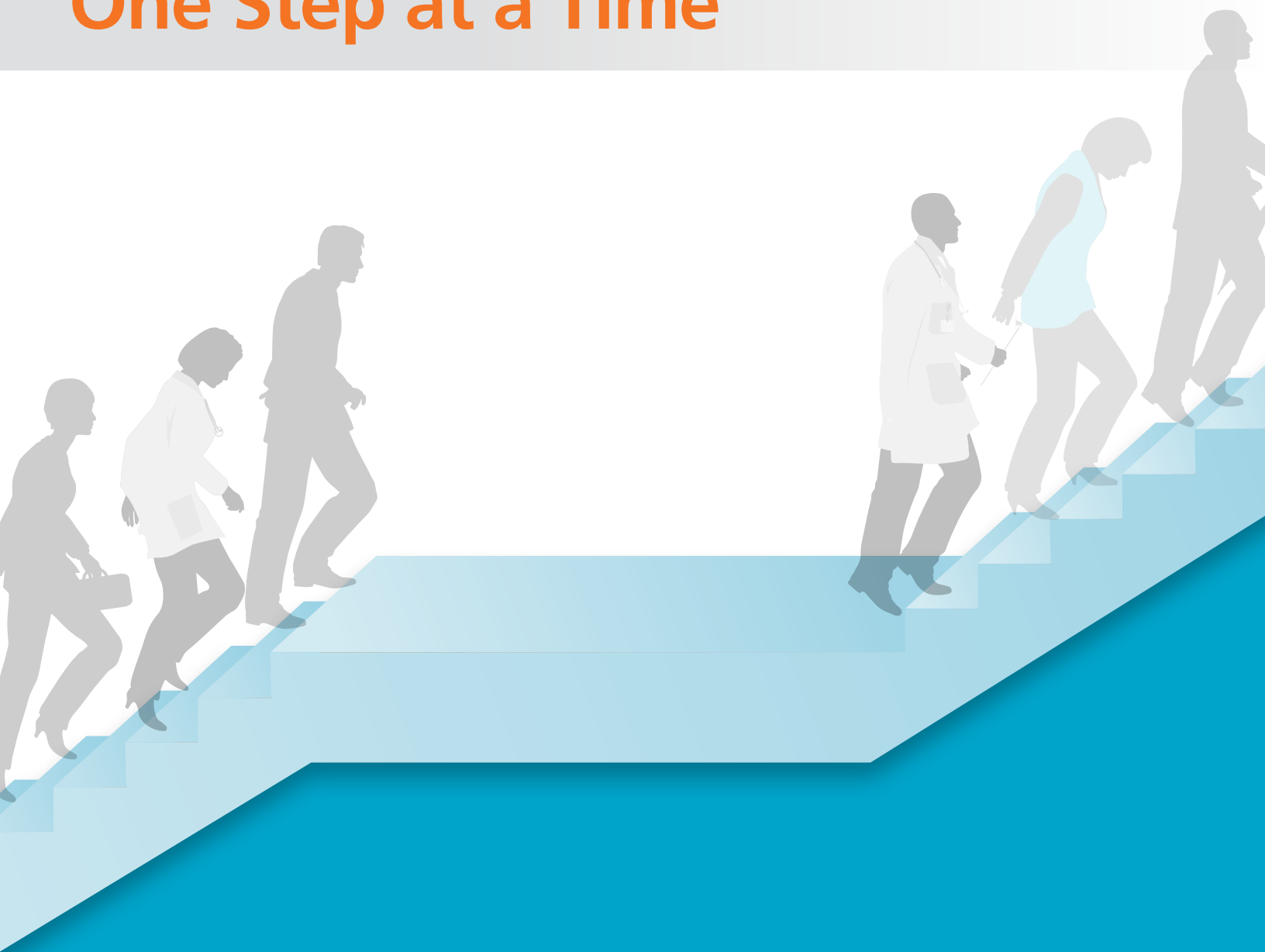


Joseph Brant Hospital Strategic Plan 2017-2022

**Together Building Our Future –
One Step at a Time**





Message From The President and CEO:

I am extremely proud to be introducing our new five-year **Joseph Brant Hospital Strategic Plan, Together, Building Our Future – One Step At A Time.**

Our strategic plan has been a truly collaborative endeavour involving our entire hospital team. Strong physician participation was a key focus in creating our new strategic plan together with broad based staff and community engagement playing an essential role in the development of our new strategic plan.

To gain community input we conducted a community survey, ran focus groups



and completed individual interviews with key community health care partners.

We also asked staff to participate in completing the survey. In addition to this for a three month period 'strategic wallpaper' was put up in all departments and service areas in the hospital. On the 'strategic wallpaper' staff were asked for their opinions through weekly questions about JBH and the future direction of JBH.

Building on our achievements over the past five years, Joseph Brant Hospital's new Strategic Plan, **Together Building Our Future – One Step At A Time** speaks to our continuous improvement journey

to become a leading practice, community teaching hospital. Key to our new strategic plan is our three strategic directions:

1. Relentlessly pursue excellence in quality and patient safety.
2. Inspire and empower a culture of caring.
3. Collaborate to deliver an outstanding care experience.

These three strategic directions build off and complement one another to collectively drive our organization to work more closely with our patients to ensure that we provide compassionate care, exemplary service, every time.

In early 2018, and in conjunction with our new strategic plan, we will be releasing an Action Plan document that will outline our hospital goals on a yearly basis. These goals have been directly developed through consultations with our staff and physicians over the last few months.

Please enjoy reading the following pages of our strategic plan to learn more about our vision and strategic direction for the upcoming five years.

Eric Vandewall

TOGETHER BUILDING OUR FUTURE – ONE STEP AT A TIME

OUR VISION

Compassionate Care. Exemplary Service. Every Time.

OUR MISSION

Exemplary health care. Clinical excellence, quality and patient safety. Passion for service.

OUR VALUES

Compassion. Accountability. Respect. Excellence.



13,040
Inpatient admissions

634
Volunteers





169

Physicians,
Dentist,
Midwives



100,851

Diagnostic imaging
exams



1,563

Employees



3,209

Inpatient
and

13,177

Day Surgeries



42,723

Emergency visits
each year



Evolving to Meet Our Community's Needs

Since 1961, Joseph Brant Hospital has been providing the Burlington and area community with a wide range of health care programs and services. We recognize that we will need to continue to evolve our approach to offering care and working with others in order to provide an outstanding care experience, and deliver on the expectations and needs of our growing and ever changing community.

- We serve a growing and thriving community – of approximately 180,000 people whose demographic profile and health needs are continuously evolving.
- Our demographic is aging and has a growing complexity of health conditions – the average age is 41.5 and is expected to increase to 43.5 by year 2026.
- Our community increasingly faces challenges with leading a strong quality of life while managing chronic diseases – such as diabetes, obesity, cancer, heart disease, chronic obstructive pulmonary disorder, and mental health and additions.

Healthcare Clinics



Nina's Place



Laboratory



Mental Health

Ophthalmology

Diagnostic Imaging



Emergency Services



Cancer Clinic



Intensive Care Unit



Maternal & Child



Surgery



Pharmacy

Inpatient Palliative Care

What We've Accomplished Over the Last Five Years

Recognizing Our Achievements and Looking Forward

Over the past five years our physicians, people, patients, public and partners have worked hard to advance the five strategic directions set out in the *Joseph Brant Hospital Strategic Plan 2011 and Beyond*. A summary of our key highlights is shared below:



Quality and Safety

- Introduced Quality Safety Wall
- New patient identification labels
- Introduced process improvement initiatives using LEAN methodology
- Awarded 'Accreditation with Exemplary Standing' from Accreditation Canada

Leading Performance

- Commitment to the Burlington Health Link
- New Vascular Surgery Partnership
- Most improved provincial ranking for wait time performance in the Emergency Department
- Reduced Alternative Level of Care (ALC) patient rates

Exceptional Customer Service

- Construction of the new Halton McMaster Family Health Centre
- New Mental Health Advisory Committee
- Renovated Special Care Nursery and level 2 Neonatal Intensive Care Unit (NICU)
- Introduced Patient Courtesy Shuttle for elderly patients / visitors





Inspired People and Teamwork

- Hamilton Niagara Top 15 Employer (2016, 2017 & 2017)
- Introduced Gemba Time
- Initiated Leadership Walkabouts
- Staff and physician recognition events
- Workplace survey and engagement results

Innovation

- New digital mammography system
- Introduced the General Internal Medicine Rapid Assessment Clinic (GIMRAC)
- Introduced paperless pharmacy system
- Modernization and expansion of our physician facility

Patient Tower

- New Emergency Department and Intensive Care Unit
- 172 acute inpatient beds
- 9 new Operating Rooms and a new Post-Anaesthetic Care Unit
- New and expanded medical, surgical and outpatient services
- New and expanded Cancer Care Clinic
- New, expanded and modernized Laboratory
- 70 per cent single-patient rooms across the hospital



Strategic Directions

Strategic Direction #1

1 Relentlessly pursue excellence in quality and patient safety.

Strategic Direction #2

2 Inspire and empower a culture of caring.

Strategic Direction #3

3 Collaborate to deliver an outstanding care experience.

We will continue to meet and exceed our ambitious goals to advance towards the highest level of quality and safety, provide for exceptional patient and family / caregiver experiences, and meet the needs for operational efficiency and effectiveness.

We succeed through the unwavering dedication of our physicians, staff, learners and volunteers, and their ability to understand and share in the experiences of our patients and their families / caregivers. As a community teaching hospital, we remain committed to continuously enhancing our culture of care that is innovative and focused on building on the strengths of our people and working with those we serve.

We will enhance coordination of our internal patient care activities to improve our overall delivery of services. As well, we will engage in collaborative planning efforts with our local and sub-region partners across the continuum of care to provide more streamlined and patient-oriented services to realize better health outcomes for our patients and community.

Strategic Enablers

Three foundational supports transcend each of our strategic directions and are critical to providing the necessary resources and capabilities to achieve success.

Innovation

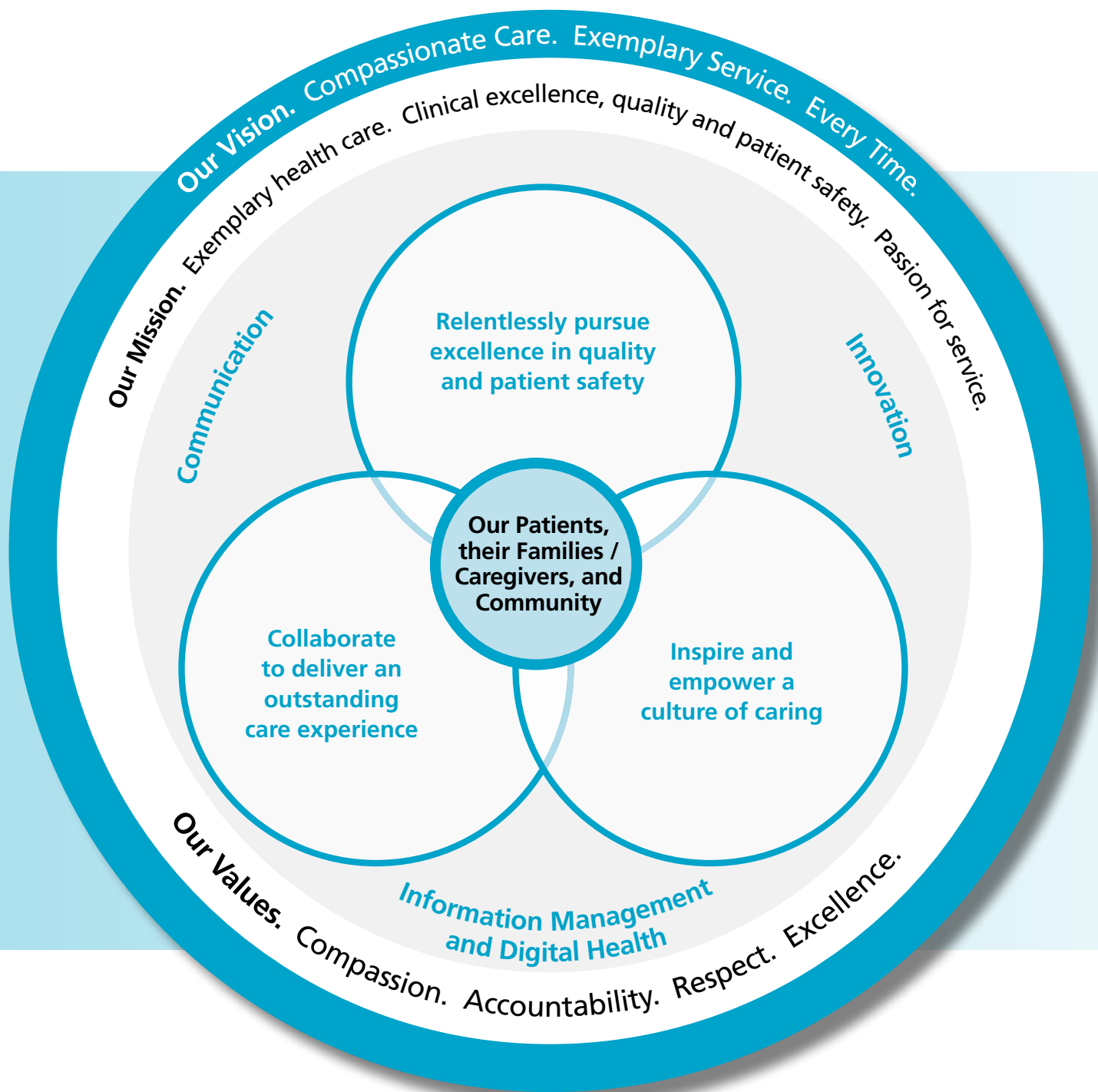
- In collaboration with patients, their families and health system partners, leverage our investments in Lean quality improvement and the creativity of our people to innovate and lead change across our organization to deliver greater value for the people we serve.

Communication

- Engage in effective and meaningful interactions with our patients, people, public and partners every day to build the collective understanding and awareness of Joseph Brant Hospital, what we do, and how we are progressing in our efforts to be a leading community teaching hospital.
- Make appropriate clinical information and education secure and accessible across our organization and with our health system partners to ensure that our patients, their families / caregivers and partners have the information they require and when they require it.

Information Management and Digital Health

- Build our ability to effectively integrate insights from our organizational information into decision making and enhance the capacity of our people to assess progress against strategic initiatives and investments.
- Explore new approaches with technology to provide tools and information that empower our patients, people, public and partners to transform and improve how care is delivered at Joseph Brant Hospital.



Patient and Fa

“It was an uplifting experience to see what happy attitudes at work can accomplish together. Each person I was in contact with made me feel personally cared for and my health was of their utmost importance”

– AIMEE UJIYE-VICTORIA

“My husband and I were so impressed with the care and communication that we received while my husband was having tests and diagnosis today. Everyone was wonderful, but you could tell for them it was business as usual. No hospital can claim better care for patients!”

– GRATEFUL FAMILY MEMBER



“When we arrived at the Emergency Department it was very busy and my son had to wait four hours after being triaged to see a doctor.”

– JBH PATIENT FAMILY MEMBER



“The assessment and care was prompt, kind, thoughtful, professional, calming and attentive. All of the nurses I met – right from the time I came through the door – made me proud to be a nurse.”

– HELEN KEARNS

Family Feedback

"The professionalism and level of care given by all the staff is very impressive. I felt that I was in good hands by a caring group of people at all times. I wanted to say that all doctors and staff made my procedure a success."

– GRATEFUL JBH PATIENT

"I have spent much time in many Ontario hospitals and must admit I have never encountered a hospital with the concentration and excellence of volunteer staff that we saw at JBH."

– GUILLAUME BISSENETTE



"Please communicate better with your patients and their family. When my mother was a patient at JBH she did not receive the information that she needed from your health care providers to help her make informed decisions about going home or exploring discharge options."

– JBH PATIENT FAMILY MEMBER

"There are so many reasons to be proud to be Canadian. One of the biggest is the invaluable resource of highest quality health care – available to me any time, just for the asking."

– DEBORAH GRAY





JBH is keeping **me** at the heart of everything they do.

