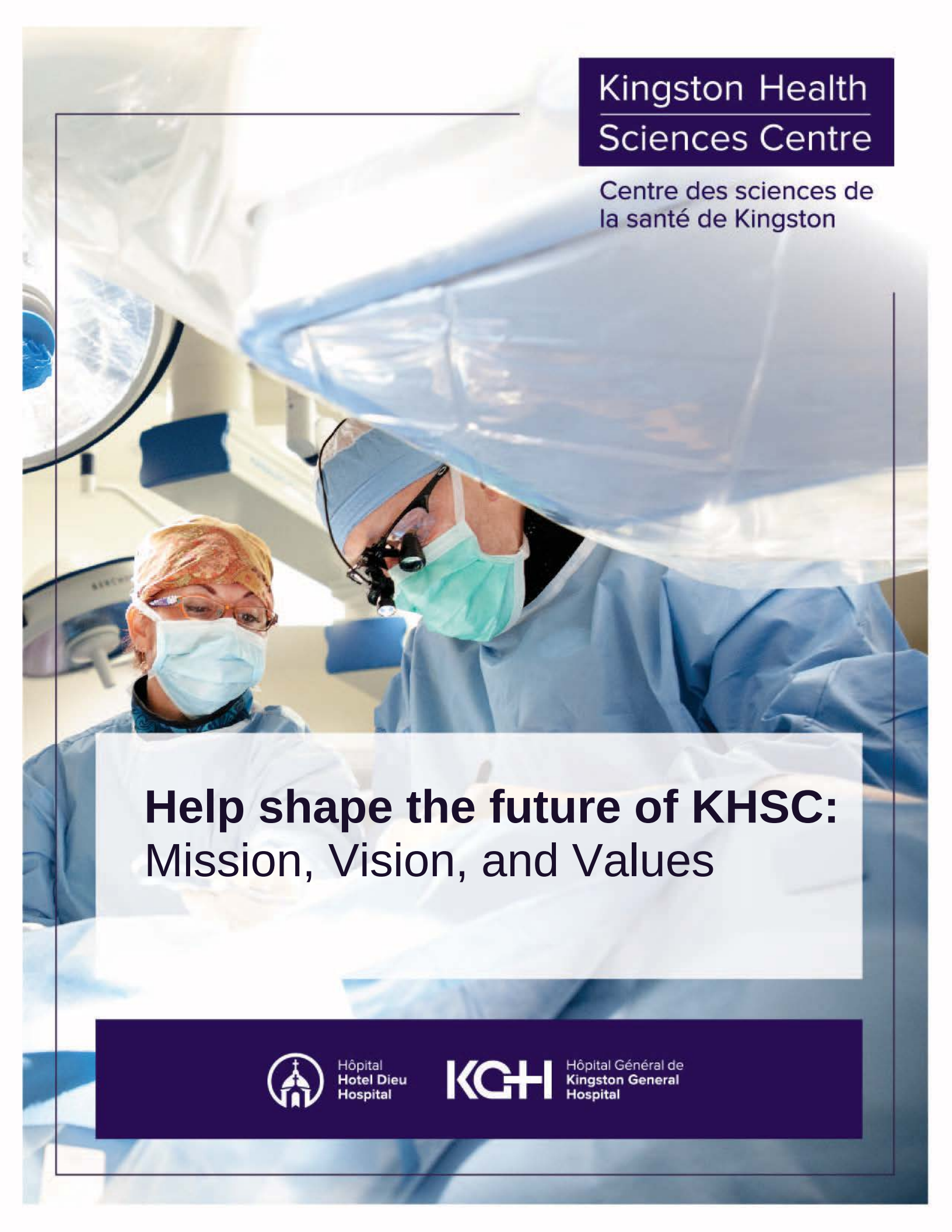


A photograph of two surgeons in an operating room. The surgeon on the right is wearing a blue surgical cap, a green face mask, and a blue surgical gown. The surgeon on the left is wearing an orange surgical cap, a blue face mask, and a blue surgical gown. They are both looking down at a patient who is covered with a blue surgical drape. The background shows the operating room environment with various medical equipment.

Kingston Health Sciences Centre

Centre des sciences de
la santé de Kingston

**Help shape the future of KHSC:
Mission, Vision, and Values**



Hôpital
Hotel Dieu
Hospital



Hôpital Général de
Kingston General
Hospital

Introduction

As we embark on the process of creating our first strategy for the future of KHSC, we must first define who we are as a health sciences centre. As the foundation of our strategy, it is important that we craft a mission, vision and set of values that articulates the common purpose of everyone who works, learns, volunteers, partners with and receives care here at KHSC. During the fall we started this conversation with the KHSC community to hear their thoughts about what our mission, vision and values should look like. This document provides a summary of what they said and the key concepts based on the emerging themes from our engagement.

Mission

A mission statement is a declaration of an organization's purpose and describes why we do what we do. This is a foundational statement that explains who we are and why we exist, and generally transcends organizational changes in what we do because it's about 'why', not 'what' or 'how'. The mission helps to guide day-to-day activities and acts as a foundation for decision making and can help to inspire the community, particularly those within the organization.

Where we're coming from

While we have committed to preserving the HDH and KGH hospital site missions and cultures, this is our opportunity to consider what the overarching mission of KHSC should be. The questions that follow ask you to consider what KHSC's purpose is, and what should be in our mission.

Legacy mission statements

Hotel Dieu site: The mission of Hotel Dieu Hospital in Kingston, rooted in the Gospel of Jesus Christ, is to make visible the compassionate healing presence of God to all persons. We share in this Mission by being a caring and just community. This is expressed through the pursuit of excellence in health service, education and research.

KGH site: We are a community of people dedicated to transforming the patient and family experience through innovative and collaborative approaches to care, knowledge and leadership.

Themes from engagement

Question: KHSC provides high quality care, research and teaching. Why is important? What drives us to do this work? Are there key words, concepts, statements that are so important that we should include them in KHSC's mission statement?

Who do we serve?

- People who have healthcare needs in SE Ontario and beyond.
- Our patients and families, our community, each other, the region.
- Patients/families, learners, researchers, care partners

What do we do?

- Provide high quality holistic care
- Individualized, coordinated, interdisciplinary seamless care

- Organization of leadership, learning, discovery and innovation
- Compassionate care for everyone
- Secondary, tertiary and quaternary care
- Discover, innovate, teach and learn
- Excellence in care, teaching and research
- Attract talent
- Invest in the future

What difference do we want to make?

- Improve health outcomes
- Provide a better quality of life to those in our care
- Sustainable system of seamless care
- Empower community to be actively involved in their care
- Strengthen our healthcare system
- Drive change, advance healthcare
- Be a leader
- Striving for/driving excellence
- Collaborating with our partners
- Discovery, innovation, education
- Transforming care/health
- Train the health care providers of tomorrow

Terms frequently used in describing our mission:

- Care (providing, improving, advancing)
- Collaboration
- Community
- Compassion
- Improving health
- Innovative
- Leadership
- Partnership
- Patient
- People [centered]
- Quality
- Research and teaching

Key concepts to include in our mission statement

- Our commitment to **caring** and **compassion** for all individuals who count on KHSC
- Our role in **advancing healthcare**, conducting research and preparing the healthcare providers of the future; being **knowledge driven**
- Improving care through **partnerships** (with patients, families, staff, providers, system. i.e.: Transforming care, together)

Values

Values are deeply held convictions that guide our actions, behaviours and interactions. An effective set of values clearly delineate the principles of an organization and how we want to behave and interact with patients, families and each other. Just as values guide us in our family lives, organizational values help us to adhere to agreed principles of behaviour that feel right to all of us.

Themes from engagement

Question: What key values guide our actions, behaviours and interactions with patients, families and each other?

How we provide care	Behaving like a community	How we partner and work together
Respect	Respect	Collaboration
Compassion	Trust	Teamwork
Integrity	Open mindedness	Communication
Transparency (Open, Honest, Trustworthy)	Equity	Efficiency
Kindness	Inclusive	Stewardship
Empathy	Acceptance	Accountability, responsibility
Dignity	Diversity	Leadership
Caring	Partnership	Empowerment
Honest	Social justice	Engagement
Understanding	Adaptable	Knowledgeable/ competent
Safe	Committed	Professionalism
	Awareness	Courage
		Knowledge driven
		Inquisitive

Key concepts to include in our values

- Compassion/caring*
- Respect
- Partnership/collaboration*
- Curiosity
- Excellence/quality*
- Justice/equity*

*Additional testing will allow us to finalize recommended terms

Vision

A vision statement provides a picture of what the organization will look like in five to ten years. The vision outlines a desired state and describes where we want to go. This should be a stretch statement, bold or “lofty goal” that inspires everyone who works, learns, volunteers, partners with and receives care at KHSC to help shape our future.

Themes from engagement

Question: What do we aspire to be as a health sciences centre? What do you want the most impressive ‘tweets’ and ‘hash-tags’ to say about KHSC in the next five to ten years?

Trusted partner

- With each other
- Patients and families
- Our community
- Our partners
- Supportive, sustainable, efficient partnerships

Healthiest community

- Improve health outcomes
- Empower patients to be engaged in their care
- Healthiest place to live

Inspired place to work

- Best place to work
- Healthy, happy workplace
- Staff are valued and empowered
- Hard work is recognized and validated
- Sustainable, environmentally friendly, greenest hospital in Ontario

Leader

- Nationally recognized
- In collaborating with partners
- In patient and family centered care
- In creating a seamless system
- In research, innovation and teaching

Seamless, integrated, coordinated care

- Best patient experience, best outcomes
- In collaboration with our partners
- Leadership role
- First in Ontario, in Canada

Transforming care

- In our region
- The health of the community

- In collaboration with partners, each other, patients and families
- Through collaboration, innovation and discovery
- Improving health care today and tomorrow
- Using technology and virtual care to break down barriers to access
- Hospital design innovates patient flow
- Seamless transitions in care, leading edge research, outstanding teaching

Key concepts to include in our vision statement

- Our role in creating a **healthy community** and **high functioning health care system** (defining community as both within KHSC as well as the external population in our region, the province and beyond)
- Being a **great place** to receive care, to work, learn, conduct research and volunteer