



Our strategy for the future

Draft strategic directions, June 2018



Hôpital
Hotel Dieu
Hospital

KGHI Hôpital Général de
Kingston General
Hospital

Kingston Health
Sciences Centre

Centre des sciences de
la santé de Kingston

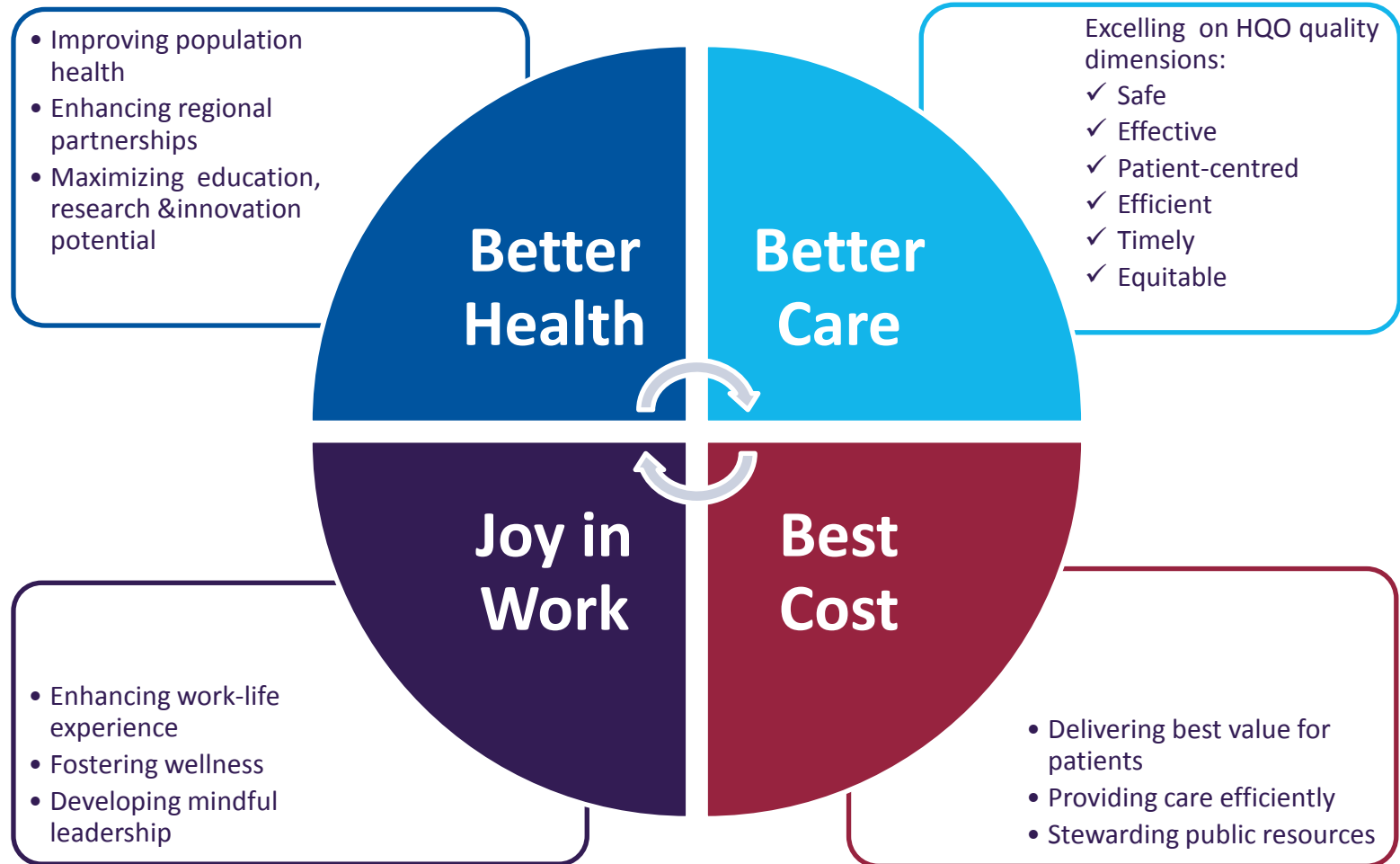
Our strategy for the future

Since last fall we have made great strides in the development of KHSC's first strategic plan. This work has involved many hours of engagement across all levels of the organization.

Paired with an environmental analysis of our organization and the populations we serve, the feedback you shared laid the foundation for our new strategic directions.

This document presents an overview of these key findings, and then lays out the draft directions for our future.

Quality care, research and teaching will be the foundation of all that we do. Our strategy is rooted in this quadruple aim framework, and pieces of each can be seen throughout our directions.



Based on the Institute for Healthcare Improvement (IHI) Quadruple Aim

SOAR for strategy selection

Capabilities we can leverage, build on, grow to take us toward our vision.



External circumstances that could improve our odds of success

The vision for what KHSC can be & the impact we can have



Outcomes that we will see as a result of achieving our aspirations

The next few slides present the key findings that were used to select our strategic directions for the future



Building on our strengths



Hôpital
Hotel Dieu
Hospital

KGHI Hôpital Général de
Kingston General
Hospital

Kingston Health
Sciences Centre

Centre des sciences de
la santé de Kingston



Providing excellent patient- and family-centred care.



Delivering **quality** in everything we do.



Building and sustaining **positive relationships** with partners, staff, patients and families.



Seizing opportunities



Hôpital
Hotel Dieu
Hospital

KGHI Hôpital Général de
Kingston General
Hospital

Kingston Health
Sciences Centre

Centre des sciences de
la santé de Kingston



Responding to **population health needs** in our region and forces of change in health care.



Making our care accessible.



Build an engaged workforce.





Ensuring our tertiary care is **affordable** and **sustainable**.



Managing complex change and being adaptive in the **rapidly changing** healthcare environment.



Realizing our aspirations



Hôpital
Hotel Dieu
Hospital

KGHI Hôpital Général de
Kingston General
Hospital

Kingston Health
Sciences Centre

Centre des sciences de
la santé de Kingston

Making our community
healthier.





Integrating all parts of our **system.**

A man with glasses and a blue suit is standing behind a wooden podium in a lecture hall. He is looking towards the audience. On the podium, there is a computer monitor on a stand, a microphone, and some papers. The background is a plain white wall with the letters 'KHSC' faintly visible. In the foreground, the backs of several audience members' heads and shoulders are visible, showing they are seated and facing the speaker. A purple text box is overlaid on the left side of the image.

Realizing our
academic potential.



Our strategic directions

KHSC's strategic directions

1. Create a great patient experience

2. Nurture our passion for caring, leading and learning

3. Improve the health of our community through partnership and innovation

4. Establish KHSC as a leading centre for research and education

1

Create a great patient experience

Goals

Make quality the foundation of everything we do.

Objectives

Build a quality roadmap that prioritizes and supports quality improvement and cost efficiency in every aspect of our daily work

Embed processes to align our quality improvements to the high priority needs identified in collaboration with community partners across the SE LHIN

Outcomes

KHSC has a robust culture of quality where staff have the support they need to make quality improvement a part of their daily work

KHSC sustains high performance on Health Quality Ontario's dimensions of quality

KHSC benchmarks as a high performer amongst peer organizations

1

Create a great patient experience

Goals

Ensure smooth transitions in care for patients and families across our regional health-care system.

Objectives

Develop regional care pathways with our partners for our sickest and most vulnerable patients and families

Work with community, health and social service providers to build the capacity to care for patients in the environment that best suits their needs

Outcomes

Regional care pathways are aligned to all priority population health demographics in our LHIN

Patients and families, including those who are marginalized, have better access to and transitions in care

1

Create a great patient experience

Goals

Lead the evolution of patient engagement and patient- and family-centred care.

Create the space for better care.

Objectives

Activate patients and families as partners in designing new models of care, research and teaching

Strengthen services and supports for Francophone and Indigenous populations

Build safe, modern facilities for complex, acute and specialty care, research and teaching

Outcomes

Patients and families are fully activated as partners in our innovation, quality improvement and design initiatives

KHSC offers a culturally safe care environment that values and respects diversity

Our community provides philanthropic support for our facilities renewal

2

Nurture our passion for caring, leading and learning

Goals

Foster a safe, healthy, innovative working environment that inspires and motivates the people who work, learn and volunteer at KHSC.

Objectives

Implement innovative 'people practices' that attract and retain the best people

Enhance the safety of staff, learners and volunteers at KHSC

Create a positive, engaging environment for our people

Outcomes

KHSC has a stable, engaged work force where people find meaning in their work

KHSC has a strong culture of safety

Our people report improved wellness at work

2

Nurture our passion for caring, leading and learning

Goals

Maximize our time spent caring for patients and families.

Objectives

Pursue quality improvement initiatives that streamline processes to create more time for care, teaching and research

Outcomes

Our people have time to provide the highest quality care, teaching and research

2

Nurture our passion for caring, leading and learning

Goals

Empower and develop our people.

Develop confident, caring and capable leaders.

Objectives

Enhance resources for corporate education

Provide time, support and continual opportunities for leaders to learn, develop and grow

Outcomes

Our people are equipped to do their best work

Our leaders are highly engaged

3

Improve the health of our community through partnership and innovation

Goals

Be a hospital without walls that delivers complex, acute and specialty care where and when it is needed most.

Objectives

Lead the development and adoption of new models of care that include community health and social service partners as active partners in our interprofessional care, research and teaching teams

Take our care outside the walls of KHSC by placing our experts and services where they are needed most in the community

Enable clinical transformation through the implementation of a regional Health Information System

Outcomes

Community care partners are active members of our interprofessional care teams

Care is delivered in flexible locations and modalities to optimize access across the region

For the patient and care providers, we have one information system that supports a coordinated patient journey



Hôpital
Hotel Dieu
Hospital



Hôpital Général de
Kingston General
Hospital

Kingston Health
Sciences Centre

Centre des sciences de
la santé de Kingston

3

Improve the health of our community through partnership and innovation

Goals

Discover and apply innovations that improve patient outcomes and make our community healthy.

Objectives

Establish an innovation portfolio that responds to the unique health needs of our regional population

Outcomes

Patient-outcome focused innovations that align with regional population health needs

KHSC identifies several key areas of excellence that align with regional population health needs

4

Establish KHSC as a leading centre for research and education

Goals

Foster a culture of teaching, learning, research and scholarship.

Objectives

Establish an organizational learning portfolio

Create structures with our partner health sciences faculties that help us to better plan and deliver high quality education together

Engage the population of southeastern Ontario as the 'living laboratory' for patient-oriented research in partnership with the Queen's Health Partners Research Institute

Lead the evolution of interprofessional education.

Outcomes

KHSC has a strong brand as a centre of teaching, learning and scholarship

Learners report high satisfaction with the learning environment at KHSC

Research discoveries that align with regional population health needs are translated into clinical practice

Patient-centred curriculum and placement opportunities that align with our region's population health needs are in place

Stay tuned for the launch of our strategy for the future in September 2018



Kingston Health
Sciences Centre

Centre des sciences de
la santé de Kingston