

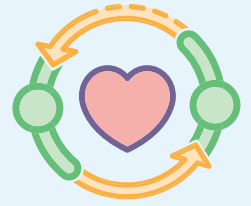
Transforming Care

Niagara Health Strategic Plan

2023 - 2028

niagarahealth

Purpose, Vision and Values



As we embark on a period of transformation, it is more critical than ever to be inspired and guided by our Niagara Health identity.

Our Purpose: Extraordinary Caring. Every Person. Every Time.

Our Vision: *A Healthier Niagara*

Our Values:



Compassion in Action

Our compassionate and respectful culture is one in which we quickly take action to meet the needs of those we serve and to make healthcare better. We treat each other well.



Driven by Optimism

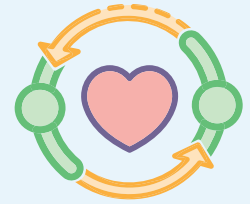
We are hopeful and optimistic in tackling our challenges. In partnership we accomplish more. We are resilient through change and drive innovation.



Achieving Ambitious Results

We hold ourselves to the highest standards. We are accountable for high-performing, high-quality, sustainable and innovative healthcare. We are transparent about performance and commit to improve.

Our Future



Niagara Health is the hospital system for the region, serving nearly 500,000 residents and counting. Together, we are designing modern and co-ordinated care around the needs of patients and their caregivers. We are making it easier to access quality healthcare services that meet patient needs and improve their experiences and outcomes.

By 2028, Niagara Health will:

- Ensure a positive patient experience with a focus on the increasing demands of our aging community and work with specific patient populations, beginning with Indigenous partners, to improve care;
- Deliver consistent, high-quality care across all sites, using technology and data, which will get easier with the implementation of our new hospital information system;
- Fully transition to a regional model with three hospital sites, including the St. Catharines hospital and the opening of the new South Niagara hospital, as well as the redevelopment of the Welland hospital, which will specialize in same-day surgical procedures; and
- Continue to build an inclusive and collaborative workplace with a focus on diversity, equity and inclusion.

Where we are coming from is just as important as where we are going. Experiencing the pandemic together and working as a team at Niagara Health has taught us a lot. To continue this collaboration and learn from these experiences, we need to be ambitious while staying focused on what matters most.

We must come together to build the future Niagara Health and be the best for our patients and each other. Collaboration within and across our teams at Niagara Health, as well as working on specific projects with our partners, will be integral to making this happen. Our plan will help us get there, together.

This plan aims to improve the patient experience by:

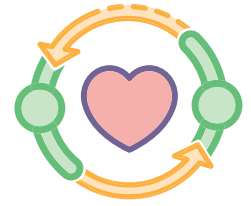
Ensuring patients receive the right care based on the best evidence.

Building interprofessional teams across all parts of Niagara Health.

Improving communication and connections.

Facilitating smoother transitions in and out of the hospital.

Letter from the CEO and Board Chair



We are excited to share with you Niagara Health’s 2023-2028 Strategic Plan, Transforming Care. Our ambitious and realistic plan will provide a clear focus to unite us over the coming years.

Our people have worked tirelessly to not only keep our services running but also to respond and adapt, ensuring our community receives the essential care it needs. We are immeasurably grateful for the resilience and perseverance demonstrated each day by our Niagara Health team members — employees, physicians, volunteers and patient partners.

At Niagara Health, we know our plan must be carefully tailored to our patients’ needs. We want to be a trusted carer, a welcoming and supportive workplace, and a strong partner. Our people — and our region — are unique, and although implementing solutions that address our challenges and the demands in our specific context may take time, it is essential work.

We have ambitious goals in the coming years. At the end of this plan, we will be an integrated, patient-centred health system operating across three sites, including a new hospital. We will operate as a unified team, with seamless communication and collaboration within and across our organization, ensuring patients and the community have access to high-quality hospital care when they need it in a way that works for them.

This plan is not about adding priorities or reaching for a radical new goal. Rather, our plan is about focusing our efforts on key areas and initiatives that strengthen the care we provide across our organization. We will only succeed in making our shared vision for a future Niagara Health a reality through true collaboration within our organization, with our patients and their families, and with our community partners. Our plan will serve as a roadmap to guide our decisions, align our efforts, and hold us accountable to drive execution and monitor our progress on the path to real, meaningful transformation and a culture of achievement.

We also know we need to stay flexible. As we execute our plan, and as the environment we are operating in continues to evolve, we will reflect and adapt. We know where we are going, and we look forward to doing this challenging and exciting work together.

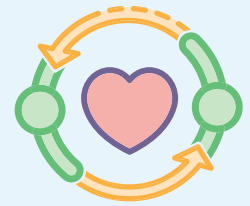


Lynn Guerriero
President and CEO



Bernice (Bunny) Alexander
Board Chair

Creating Our Strategic Plan



This Strategic Plan builds on our past planning with important input provided by Niagara Health team members, patient partners, healthcare partners, regional and community representatives, leadership and the Board of Directors.

We collected input through:

More than **20 focus groups**
across all sites

Dozens of **one-on-one**
interviews

More than **600 survey**
responses

Drop-in sessions at each site

Information sharing at
rounds and huddles

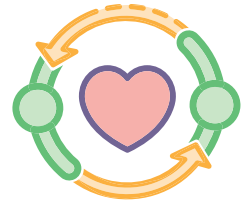
10+ Leadership and Board
meetings

Reaching more than 1,000 members of the Niagara Health team

We heard about your experiences, discussed our greatest challenges, and imagined the possibilities for the future Niagara Health we can create together. After several challenging years, we heard clearly that we need a plan that aims to change how we work by focusing inward to heal, rebuild our teams and lay the groundwork for our future.

We are humbled, inspired and driven to continue collaborating in the interest of a future in which Niagara Health meets and exceeds the needs of our patients, the Niagara Health team and our community partners.

The discussions and feedback have been considered at each level of this plan, including our priorities and the tactics needed to meet them. In each section, you'll see the key themes we heard and how this feedback is reflected in our plan.

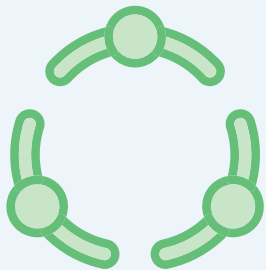


Our Purpose: Extraordinary Caring. Every Person. Every Time.

Our Vision: *A Healthier Niagara*

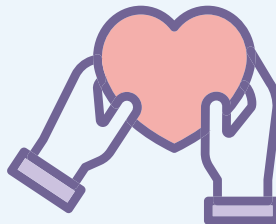
Our Values:  **Compassion in Action**  **Driven by Optimism**  **Achieving Ambitious Results**

People First



- **Strengthening** our patient-centred culture
- **Building** an inclusive and collaborative workplace
- **Equipping** our team members for success

Safe and Quality Care

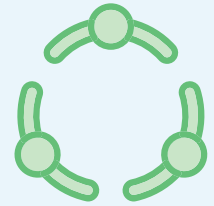


- **Improving** how patients move across Niagara Health
- **Integrating** data and research
- **Embedding** continuous quality improvement

How We Work



- **Refining** our regional model
- **Implementing** interprofessional team best practices
- **Enhancing** and leveraging technology



Putting People First

People are the basis of everything we do at Niagara Health — both patients and our team members. Caring for patients is the reason Niagara Health exists. Connecting with our community and building partnerships with other organizations serving our patients help us deliver better care. Nothing can happen without our team.

To put people first, we are:

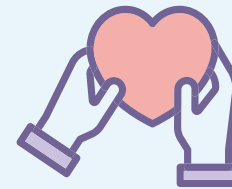
Strengthening our patient-centred culture: Decisions will be made to optimize patient experience and patient care with initiatives across all levels of the organization being co-designed with patient partners. We will also work with specific patient populations, beginning with Indigenous partners, to improve care.

Building an inclusive and collaborative workplace: Every team member should feel supported, valued and engaged, understanding how their individual role contributes to the broader vision and culture of Niagara Health. Programs, policies and decisions at Niagara Health will be designed to reflect and enhance diversity, equity and inclusion using the Ontario Health Equity, Inclusion, Diversity and Anti-Racism Framework.

Equipping our team members with the tools for success: Programs will be implemented to support the mental health and wellness of all team members. We will provide greater access to education and training opportunities for growth and development.

What We Heard

- Team members truly feel supported by their colleagues and feel like there is more that could be done to engage them in the organization and its work.
- Supporting mental health and wellness is essential and will contribute to feeling valued and cared for by the organization.
- Team members value training and education opportunities and are eager for growth and development.
- When other community health services are strong and accessible, team members can focus their attention on the people who truly need the services provided by the hospital.
- Diversity, equity and inclusion efforts should continue and must be part of all aspects of the organization.



Delivering Safe and Quality Care

Our purpose is clear that every person who comes to Niagara Health should receive the best care, every time. We must use all resources available to us to ensure people can access hospital services when they need them, that these services and experiences are consistent, and that we are always striving to do better.

To deliver safe and quality care, we are:

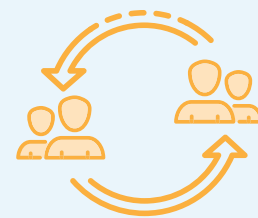
Improving how patients move across Niagara Health: Drawing on sector best practices, we will improve our ability to serve people when they need it and enhance how patients access services. We will also focus on creating seamless care for patients as they move in and out of our hospitals.

Integrating data and research: As we implement our new hospital information system, we will apply the data and analytics generated to help us make better decisions. We will embed research into our work, using the outcomes to enhance the care we provide.

Embedding continuous quality improvement: Niagara Health will build continuous quality improvement capacity and capability across the organization. We will standardize our care and empower our team to deliver the best care to our patients.

What We Heard

- Improving care delivery, especially in the Emergency Department, will require rethinking flow of patients throughout the organization.
- Connecting the hospital to other health services in the community helps team members do their jobs well, especially connections to long-term care as well as home and community care.
- Sharing more information and better data can help increase transparency in decision making.
- To improve patient care experiences, our frontline workers are a critical source of insight.
- We are all accountable for quality improvement and this must be nurtured in a learning environment.



Transforming How We Work

As the needs of Niagara Health's patients, community and team members change, we must transform how we work. We will become one truly regional system, functioning seamlessly across sites. We are updating our physical structures, including building a new hospital, but we are also changing how we organize ourselves and how we use technology to work together and to serve our patients.

To transform how we work, we are:

Refining our regional model: As we open the new South Niagara Site, we will shift how and where we work to function as one team serving the entire Niagara region. Patients will know they will get the same standard of care across all of Niagara Health.

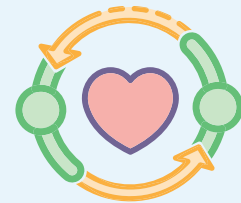
Implementing interprofessional team best practices: To best use the capacity of our team members and deliver care as efficiently as possible, we will implement best practices for how we set up our teams and how each team member performs in their scope of practice.

Enhancing and leveraging technology: We will use technology to enhance how we communicate across teams and with our patients, offering new options for how we provide care virtually.

What We Heard

- Divisions between the current sites and differences in resourcing of different departments lead to inconsistencies.
- There are opportunities to improve how we share information within and across our teams.
- Team members want to work to their full scope and would like to see more models that include interprofessional collaboration and more allied health professionals.
- Virtual care is a valuable tool to improve patient care and its use should be expanded where appropriate.
- New and creative solutions are required to address human resource pressures.

Positioning Ourselves for Success



Our efforts to **put people first, deliver safe and quality care, and transform how we work** will rely on strong clinical teams. Organization-wide priorities will support our clinical work through:

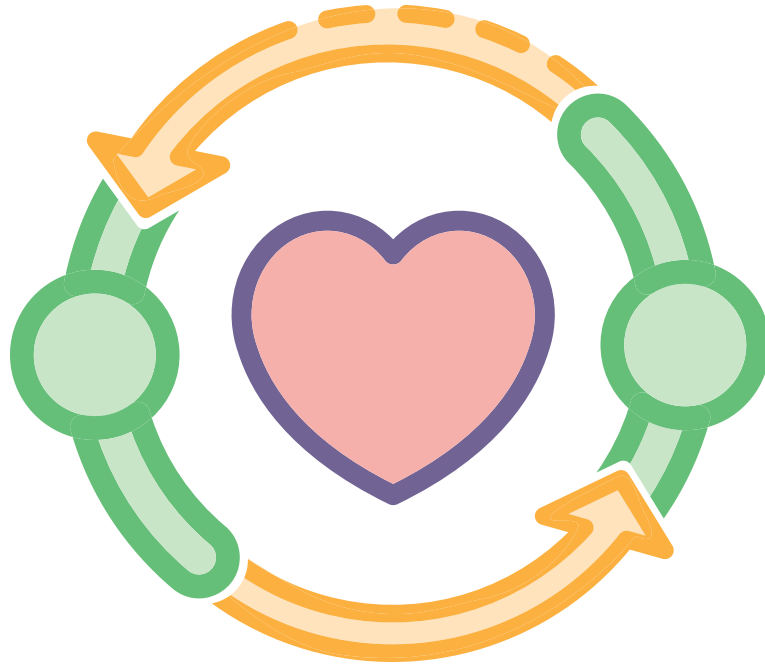
- Retention of existing staff and recruitment of new team members;
- Strategic partnerships to advance care journeys;
- Communication with our team and community alongside public education;
- Education and growth opportunities for team members;
- Comprehensive, transparent and sustainable project and performance management.

What Comes Next

For true progress, we will rely on our **entire team** to rally behind the vision for the future of Niagara Health. We need your input, guidance and engagement – and our collective commitment to achieve our purpose.

Every priority outlined in our strategy will have project plans that support its execution. As we implement this plan over the next five years, these projects will evolve, and yet, our commitment to ensuring we advance our priorities will not change.

We will use our plan to measure progress and make informed decisions as we navigate the path forward. Our strategy will be a roadmap for all of us, guiding where we place our energy and focus. We look forward to working together to shape these efforts and bring this plan to life.



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