

TRUE NORTH

QCH STRATEGIC PLAN

2023 TO 2028



Queensway Carleton
Hospital





OUR MISSION

Queensway Carleton Hospital provides high-quality, compassionate, and coordinated care for the people and communities we serve.

OUR VISION

We are trusted as one of Canada's most caring and innovative health partners, fostering vibrant, healthy communities.

A NEW DIRECTION

Some might think that trying to plan for the future during a pandemic is challenging. At Queensway Carleton Hospital, we felt it was vital.

We began the 'True North' strategic planning process, by engaging multiple stakeholders to examine our current challenges and opportunities, and to look ahead at future possibilities. We took an opportunity to take a step back, and really evaluate who we are, who we want to be, and what we believe is most important for the future.

COVID-19 put the project on hold several times, but re-engaged stakeholders to validate the plan, and will continue to make it a priority as we move from pandemic response to recovery.

Pandemic recovery won't be easy – staff are tired and we face significant staffing shortages, like hospitals across the province. The QCH team has shown resilience and hope in navigating a world-wide pandemic that has tested each one of us.

The timing is right for a new strategic plan -- we need to look to the future. We will recover and rebuild, using this strategic plan as a beacon to guide us. We call it True North. It gives us direction. It will guide the decisions we make, the work we do, and where we spend our energy and resources.

QCH is no longer a small community hospital. Over the last 20 years we have grown into a highly respected regional healthcare leader – we have grown from 1,300 employees to 2,700. The time is right to appreciate and preserve the core of QCH – our culture – and at the same time look toward our future and envision where we want to be and how we will get there.

True North highlights our mission of delivering high-quality, compassionate, and coordinated care. It represents our true purpose and direction.

We want to move forward together. Our thanks to everyone who has been part of this collaborative process.

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THE BIG PICTURE

Located in fast-growing west Ottawa, Queensway Carleton Hospital (QCH) has built its reputation as a leading acute care facility by seeing the individual in each of the nearly 500,000 people who turn to us for care each year. QCH's agility and collaborative culture enable us to respond quickly to the most pressing healthcare challenges facing its vibrant and growing communities - through advanced programs that reinvent models of patient care.

To meet the current and future needs of patients and their families, we need a plan. QCH must set a course and ensure a clear vision to guide our journey. True North provides that clarity.

The True North strategic planning process provided an opportunity to take a pause and survey the every-changing healthcare landscape. It allowed us to create a foundation for our decision-making; one that keeps us moving forward and on track:

- We have a new Mission, Vision and Values to build our work upon
- We have identified four True North Goals:
 - Seamless System of Care
 - Exceptional Care Experience
 - Positive Work Life
 - Stewardship and Sustainability
- Five Strategic Directions will advance our plan:
 - Pandemic Response and Recovery
 - Integrated Care
 - Connected Care
 - Diversity, Equity, and Inclusion
 - Learning Culture
- A Foundational Commitment statement anchors the entire plan.





Queensway Carleton Hospital

MISSION To provide high-quality, compassionate and coordinated care for the people and communities we serve

VISION Trusted as one of Canada’s most caring and innovative health partners, fostering vibrant, healthy communities

TRUE NORTH GOALS	Seamless System of Care	Exceptional Care Experience	Positive Work Life	Stewardship & Sustainability
	We will coordinate care beyond the walls of the hospital & improve population health	We will provide high-quality patient- and family-centred care	We will create a healthy, safe & engaging work experience for our staff, volunteers and physicians	We will make the best use of resources for patients and families, & foster sustainable healthcare

STRATEGIC DIRECTIONS	Pandemic Response and Recovery - Respond to the pandemic, then recover, learn, and emerge more resilient and prepared for the future
	Integrated Care - Create enhanced partnerships and service delivery models to provide a more coordinated continuum of care for patients and families
	Connected Care - Optimize digital health solutions in support of enhanced patient care outcomes, patient, family and provider experience, and efficiency
	Diversity, Equity and Inclusion - Foster an environment of trust in which everyone feels valued, respected and supported
	Learning Culture - Develop the leadership, culture, and systems required for continuous learning and performance improvement

VALUES Collaboration Accountability Innovation Respect

Foundational Commitment Excellence in the provision of patient- and family-centred care

A COLLABORATIVE EFFORT

More than 1,500 perspectives were gathered through focus groups, meetings, workshops, surveys, and retreats.

The strategic plan was developed under the guidance of the QCH Board. To begin, they created a Steering Committee, co-chaired by the Board Chair and QCH's President and CEO.

The planning team developed core guiding principles to lead the strategic planning process:

- Patient and Family-Centred
- Inclusive
- Open Minded and Innovative
- System Focused
- Agile and Iterative
- One Cohesive Plan
- Aspirational

And then we listened. During phase one - we had multiple conversations with many stakeholders to get their input. In fact, more than 1,500 perspectives were gathered through focus groups, meetings, workshops, surveys, and retreats. We started with QCH's staff, physicians, management, and leadership. Then we moved outward, talking to patients, families, and caregivers; QCH volunteers, primary care providers, community organizations, municipal services, City Council representatives from across the Ottawa region, educational institutions, and other healthcare delivery partners.

In addition, a comprehensive environmental scan helped us to consider the current healthcare trends; performance and patient data; as well as projected future trends for everything from patient demographics to healthcare technologies.

We analyzed key themes and identified strengths, challenges, and opportunities. Additional environmental scans related to COVID-19, as well as emerging issues related to diversity and inclusion, were also performed.

From there, the process moved on to phase two – Design. A multi-disciplinary co-design team looked at the discovery findings and envisioned the future plan. The team included the Steering Committee as well as additional internal, community, and healthcare representatives. Patients and families, as well as front-line staff played a key role. Together, we drafted QCH's new Mission, Vision, Values, Strategic Priorities and Strategic Directions.

The co-design approach allowed all our stakeholders to be part of the process. It ensured that we had the right knowledge, perspectives, and skillsets at the table. The result is a strategic plan built on equitable, inclusive input and true collaboration.

In phase three, we once again validated the findings and the draft strategic plan was endorsed by QCH Leadership, Executives, and the Board. After approval of a high-level Strategic Planning Framework by the QCH Board and Steering Committee, the final phase went on to expand on the framework, identifying True North goals and key performance indicators to measure our journey.

OUR MISSION

To provide high-quality, compassionate, and coordinated care for the people and communities we serve.

Our new, shorter mission statement encompasses four key messages:



HIGH QUALITY

This is our overarching goal and an expectation of our stakeholders.



COMPASSIONATE

This is part of what sets QCH apart as we continue and build on our foundation of kindness.



COORDINATED

We have a commitment to reach out beyond our own walls and to engage our health and community partners to ensure coordinated, integrated, and patient-focused care.



SERVING COMMUNITIES

We have a role to play in contributing to overall community health, where everyone feels valued, respected, and supported. QCH is West Ottawa's only full-service hospital, helping almost 500,000 people each year in one of the fastest growing catchment areas in Canada. As an acute care provider, we care for patients far beyond West Ottawa, into the Ottawa Valley and surrounding communities.

OUR VISION

Trusted as one of Canada's most caring and innovative health partners, fostering vibrant, healthy communities.

Our new, memorable vision statement will inspire and direct our efforts. It speaks to where we want to be 10 years from now and beyond.



CANADA'S

We have a strong history of high-performance, and we want to inspire ourselves and our staff to continue growing and building upon these successes. QCH was ranked the top 20 hospitals in Canada, according to Newsweek magazine's 'World Best Hospitals' rankings.



CARING AND INNOVATIVE

These are our core competencies and represent the strengths we want to build upon. They are also what patients, partners and providers want to see from QCH. We want to be accountable, resulting in better outcomes.



HEALTH PARTNER

We want to be a partner to patients and families, a partner to primary care, and a partner to other health providers.



VIBRANT, HEALTHY COMMUNITIES

We want to connect people to our broader, selfless purpose: creating healthy communities.

OUR VALUES

Accountability | Innovation | Respect | Collaboration

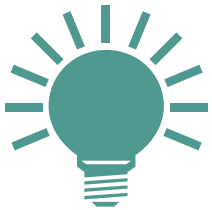
Our core values define the heart and soul of QCH.



ACCOUNTABILITY

We take responsibility.

We actively contribute to problem-solving and take responsibility for our choices. We uphold our commitments to each other, to our partners, and to our patients. We do what we say we will do.



INNOVATION

We continuously learn, adapt, and improve.

These are our core competencies and represent the strengths we want to build upon. They are also what patients, partners and providers want to see from QCH. We want to be innovative, learning from and striving towards better outcomes.



RESPECT

We treat everyone with kindness and appreciation.

We want to be a partner to patients and families, a partner to primary care, and a partner to other health providers.



COLLABORATION

We work together to achieve common goals.

This is a new QCH value that further highlights the importance of working with our patients and families, colleagues, and our partners to deliver a better patient experience and foster healthy communities.

OUR TRUE NORTH GOALS

SEAMLESS SYSTEM OF CARE

We will coordinate care inside and beyond the walls of the hospital and improve population health.

EXCEPTIONAL CARE EXPERIENCE

We will provide high-quality, patient-and-family-centred care.

POSITIVE WORK LIFE

We will create a healthy, safe, and engaging work experience for our staff, volunteers, and physicians.

STEWARDSHIP AND SUSTAINABILITY

We will make the best use of resources for patients and families, fostering sustainable health care.

SEAMLESS SYSTEM OF CARE

We will coordinate care inside and beyond the walls of the hospital and improve



Why We Chose This

- Patients are most vulnerable during care transitions. Coordinated care during transitions helps to ensure those patients are accessing the appropriate level of care, in the appropriate setting, at the right time.
- Getting patient the care they need: By optimizing patient flow within our hospital, we can ensure patients get access to the care they need faster, in the area that is best optimized to meet their needs.
- The Ontario healthcare landscape has been shifting significantly in recent years – first driven by the government direction toward integration and Ontario Health Teams, and more recently by the need to work together on pandemic response. There is a significant opportunity for change that can benefit patients and communities.

Our Desired Impact

We want to ensure a quality care experience regardless of where QCH patients are located (at QCH, in local communities, through home care, etc.). We want patients to feel confident, respected and understood in their care. We will strengthen our transition processes and partnerships to create truly seamless care for our patients and families. As the Ontario health care landscape evolves, so will QCH.

TELLING OUR STORY

Lucille Kennedy - Hip Replacement

A Well-Oiled Machine

More than 1,500 patients have knee or hip replacements at QCH each year – but Lucille Kennedy felt like she was the only one. From her initial assessment to the follow-up care, she says the experience was amazing. She even posted a thank-you note on Facebook to say so!

"I can't get over how well everything was coordinated, and I can't say enough about the QCH team," she says. "Everyone was so helpful, respectful, and patient – even during the COVID-19 pandemic."

Lucille was nervous about the surgery and wanted to know as much as possible in advance. The Total Joint Replacement program put her at ease and each step increased her confidence. It started with an assessment to confirm if Lucille was a good candidate for surgery. Once confirmed, a Physiotherapist sent videos to review in advance, and then met with Lucille virtually to answer all her questions. The in-person pre-operative appointment involved the entire team, including the surgeon and anesthetist. After her surgery, the care continued with ongoing virtual physiotherapy and follow-up visits.

Perhaps most importantly, Lucille says she was supported through the entire journey by QCH's Integrated Care Coordinator Malissa Girdzius. "Malissa kept everything on track and even gave me her card to call if I needed anything. It was amazing."

Looking forward: This type of bundled service is an example of how QCH is working to create a seamless system of care for patients. In 2018, QCH stepped up to be one of the pilot hospitals in the province for "bundled care", carefully guiding each patient through the healthcare system to ensure they were comfortable and informed. As part of True North, QCH would like to roll out more integrated care pathways to improve the patient experience.

"A picture of me and my favorite nurse following my knee surgery. I want to thank the wonderful staff of the Queensway Carleton Hospital's Day Surgery Unit for their amazing care last Monday. The Nurses, Dr. Brown, Anesthetist and Physiotherapists were awesome!! Their compassion, kindness, teamwork, and true commitment to patient care was outstanding!! Thank you, thank you, thank you!!"



EXCEPTIONAL CARE EXPERIENCE

We will provide high-quality, patient and family-centred care.



Why We Chose This

- Patients are healthier and happier when involved in their care. Putting patients and families at the centre of their care ensures their voices are heard and their personal goals are taken into account. Every patient wants to receive great care and every healthcare worker wants to provide it. This simply must be central in QCH's strategy, in every decision we make, and in the work that we do.
- Patients' needs are evolving. The needs of patient populations are growing more complex. We need to look at building resilient systems to achieve patient safety and a positive care experience, even under varying and complex conditions.

Our Desired Impact

We want every patient, family, or caregiver to have an exceptional experience at QCH – resulting in their best possible outcome. We want to create an atmosphere of respect, collaboration, and trust to deliver excellent patient care while prioritizing safety within this complex, high-risk environment. We will create a culture of listening, learning and striving for improvement. Staff will work to provide the safest, highest quality care for patients. The desired impact is a sense of pride in continually improving and addressing any gaps to meet this goal.

TELLING OUR STORY

Michael Weedmark

A vision for our patients' care

Registered Nurse Michael Weedmark is a good listener. As QCH's Nurse Specialist for Acute Pain Services (APS), it is his job to hear and respond to the needs of each surgical patient at QCH who then receives a specialized method of pain control. In fact, Michael meets with almost every one of them following surgery to provide rapid assessment and response to any pain concerns.

As the pain consultant, Michael worked alongside the surgical nurses to proactively prepare and explain pain to each patient. This ensured timely intervention and ongoing follow-up, providing specialized knowledge for patients whose pain may be challenging to treat.

Jose Winners saw the benefit of this unique role first-hand following extensive gastrointestinal surgery. He spent 23 days at QCH. "I was stressed and scared. For the first few days, the nurse came every day to see how I was doing, ask how my pain was, and get me the help I needed," he explains. "After that, the other nurses continued to take very good care of me."

"It's a win-win," says Michael, who just joined QCH in the fall. "When you develop a plan to help manage any pain, each patient can get moving sooner and prepare to go home knowing what they need to do to be comfortable. It's about working with each patient to meet each one's personal goals and to tailor the pain management plan to each one's needs."

Jose says his surgeon Dr. Joel Weaver and the entire QCH team helped to make a difficult procedure as painless as possible: "I feel much better and I have no pain. Plus, I know they are all there if I need them."

Looking forward: This pioneer program will be extending to other units of the hospital to provide this type of personalized support and exceptional care experience to even more patients over the course of the year as Michael gets settled into his new role.

"When you develop a plan to help manage any pain, each patient can get moving sooner and prepare to go home knowing what they need to do to be comfortable. It's about working with each patient to meet each one's personal goals and to tailor the pain management plan to each one's needs."



POSITIVE WORK LIFE

We will create a healthy, safe, and engaging work experience for our staff, volunteers, and physicians.



Why We Chose This

- QCH staff, volunteers, and physicians have a history of collaboration and teamwork. We want to focus on growing and enhancing this positive work experience. It is the right thing to do for our team.
- We know that a healthy and safe environment for the QCH team results in an exceptional experience for patients, families, and caregivers.
- We need to care for the caregivers. This True North goal is especially vital coming out of two years of fear and uncertainty. It saw the team take on new responsibilities and extra shifts, and delay vacations. In the face of the pandemic, they have shown enormous resilience and teamwork.

Our Desired Impact

We will build upon QCH's amazing culture. We will continue to listen to staff to understand their needs. There are increasing pressures on the workforce, and QCH is determined to be proactive. We want to foster a healthy, inclusive, and resilient workforce that feels it is making a positive difference every day. As a team, we will recover from the difficulties of the pandemic and build on what we love best about QCH and each other. Our desired impact is an organization where staff are proud that they are QCH Strong.

TELLING OUR STORY

Zuhur Hirad

A Collaborative Place to Work

For Zuhur Hirad, it's all about collaboration. And, at QCH she says the collaborative environment is second to none: "I chose nursing because it is a rewarding, diverse, and flexible career. I chose Queensway Carleton Hospital because I discovered numerous opportunities to expand my career."

In fact, Zuhur has worked in critical care, acute medicine, and childbirth. She has also had many different roles, starting off as an administrative control clerk, then as a Registered Nurse in critical care, and more recently in clinical education. "I've learned from so many experienced and talented health care providers working in a variety of clinical backgrounds," she says.

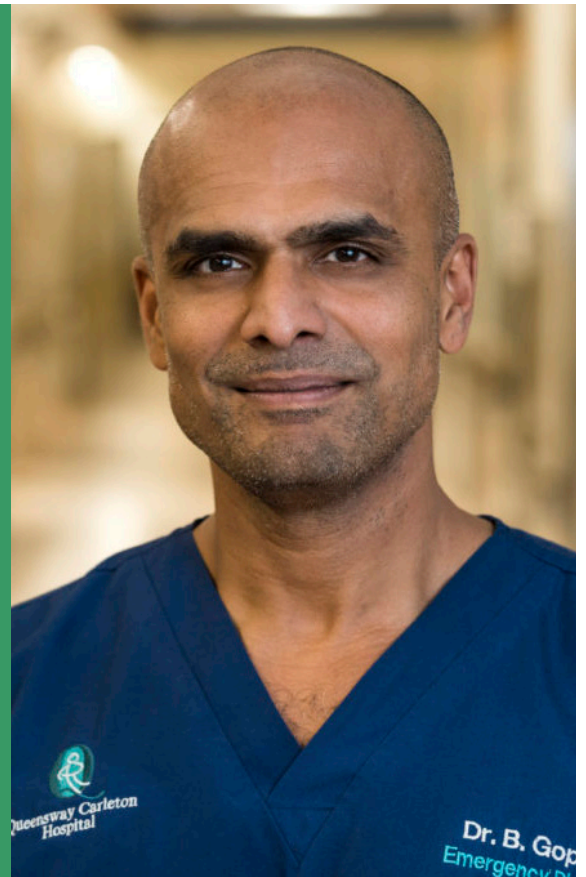
At QCH, professional and academic growth is made easy due to a variety of learning and development funds, and support from leadership. Zuhur sums up the benefits: "For me, obtaining my post-graduate degrees while implementing various QCH projects to enhance clinical practice has diversified my experience. There is a tangible satisfaction in helping others achieve their goals - whether it be in clinical practice, nursing education, or meeting corporate objectives. Having an influence on patients, nurses, students, and the community as whole is the ultimate reward. Thanks QCH!"

"I chose nursing because it is a rewarding, diverse, and flexible career. I chose Queensway Carleton Hospital because I discovered numerous opportunities to expand my career."



STEWARDSHIP AND SUSTAINABILITY

We will make the best use of resources for patients and families, and foster sustainable health care.



Why We Chose This

- We want to focus on resource stewardship. The public has made an investment in health care and we have a duty to ensure we are optimizing our utilization of resources to deliver the best value.
- In a Commonwealth report, Canada ranked 10th out of 11 countries for the performance of its healthcare system. In recent years, the provincial government has increased its focus on value-for-money and the achievement of specific quality outcomes for dollars invested. In short, funding goes where work is done efficiently and well.
- The pandemic has exposed further vulnerabilities in healthcare and long-term care. We all have a role to play in finding the solutions – government, primary care, communities, hospitals, and healthcare workers.

Our Desired Impact

This goal addresses a core reality of health care, financial oversight. But it also goes beyond that and focuses on efficient resource utilization and delivering value to patients. QCH is committed to applying lean principles to provide quality, sustainable care for patients. We will make wise decisions about resource utilization and engage our team in finding operational efficiencies and removing waste from the system.

By fostering QCH's culture of learning and wellness, QCH will continue to provide a systematic and sustainable approach to enhance quality of care. We will look at quality for the individual patient, but also for the population. We will examine financial stewardship, but also look at the environmental and social impacts of health care decisions. In doing so, the result will be better outcomes for patients – today and into the future.

TELLING OUR STORY

Kim Roach, Food Aide

Simple Fixes

There is a saying that two heads are better than one. What about even more? QCH believes in the power of the entire team – working together to use resources wisely and come up with the best solutions. Here's a great example.

Kim Roach is a Food Aide at QCH and one of her daily jobs is to empty the garbage cans at the back of the kitchen. She noticed that one of the bags was always incredibly heavy and she could barely lift it. So, she decided to find out why and ask her colleagues for help.

At one of its daily huddles, the team discussed the problem. "It turned out that all of the scraps from the fruit that was cut up every morning was going into the garbage," explains Kim. "Someone suggested that we just change the bag more often, but when we started brainstorming together, we looked at the whole process and came up with a better idea."

In the end, the process was changed so that all the fruit scraps went into the pulper. It removes the water from the food. The result is reduced waste – by about 80% - and a better work experience for Kim.

"It's great to have everyone's perspectives," sums up Kim. "When you are always there, it can be hard to see. The eureka moment sometimes comes from someone who can look at it another way. It's important to involve everyone so we don't miss an opportunity to improve."

Looking forward

Stewardship and sustainability are all about delivering value to patients – by using resources efficiently and effectively. Small things can make a big difference and we want to continue to look for ways to provide quality care for our patients.

"It's great to have everyone's perspectives. When you are always there, it can be hard to see. The eureka moment sometimes comes from someone who can look at it another way."



OUR STRATEGIC DIRECTIONS

PANDEMIC RESPONSE AND RECOVERY

Respond to the pandemic, then recover, learn, and emerge more resilient and prepared for the future.

INTEGRATED CARE

Create enhanced partnerships and service delivery models to provide a more coordinated continuum of care for patients.

CONNECTED CARE

Optimize digital health solutions in support of enhanced patient care outcomes, patient and provider experience, and efficiency.

DIVERSITY, EQUITY, AND INCLUSION

Foster an environment of trust in which everyone feels valued, respected, and supported.

LEARNING CULTURE

Develop the culture, systems, and leadership required to enable continuous learning and improve performance.

PANDEMIC RESPONSE AND RECOVERY

Respond to the pandemic, then recover, learn, and emerge more resilient and prepared for the future.

How we will do this to advance our goals

The COVID-19 pandemic has impacted every aspect of health care – from how it is delivered to the resources required. The pandemic will continue to impact our work going forward, as we prepare, respond, recover, learn, and ultimately thrive. Each step is crucial to a positive outcome.

As part of the recovery phase, QCH will examine all facets of the organization from human resource to surgical schedules. Lessons learned will be embedded in future planning. We will emerge from the pandemic more resilient and prepared, including planning for future crises.

The pandemic has fostered increased communication and collaboration between sectors to provide better care. This collaboration will help to develop and strengthen relationships to deliver a seamless system of care for patients.



INTEGRATED CARE

Create enhanced partnerships and service delivery models to provide a more coordinated continuum of care for patients.

How we will do this to advance our goals

We must foster partnerships and enhanced service delivery models beyond QCH. We are committed to improving partnerships in the local communities and across the continuum of health care to provide better support and continuation of services for patients.

QCH is committed to addressing barriers to information sharing and collaboration. Our work with Ontario Health Teams will help to build a connected and sustainable health care system centred around the needs of patients. We will strengthen partnerships between existing and new partners, with a particular emphasis on our colleagues in primary care, homecare, community services, and long-term care. The goal is to enable patients to receive the right care, at the right time, in the right place.



CONNECTED CARE

Optimize digital health solutions to support enhanced patient care outcomes, patient and provider experience, and efficiency.

How we will do this to advance our goals

Digital health solutions enhance patient care and experience. They significantly reduce the risk of medical error, and they save lives. Advances include everything from electronic medication verification to a portal for patients to access their medical records.

Current gaps and challenges are being addressed and QCH has identified opportunities to improve the usability and integration of current systems. Leveraging technology will better enable service delivery.

QCH is committed to developing an overarching digital health strategy to support QCH in achieving our true north goals.

Our Connected Care approach focuses on making technology work – for patients and the people that care for them. Our desired impact is high staff satisfaction, better patient outcomes, and a truly seamless system of care where everyone is on the same page.



DIVERSITY, EQUITY, AND INCLUSION

Foster an environment of trust in which everyone feels valued, respected, and supported.

How we will do this to advance our goals

We will foster an environment of trust. QCH recognizes the importance of supporting and valuing diversity, equity, and inclusion, including within our staff, board, and leadership.

QCH should reflect the communities it serves. We will increase the value placed on racialized and minoritized staff. In addition, we will promote a diverse and anti-racist culture. We will also focus on equity, ensuring fair access to opportunities. And we will foster inclusion where everyone feels valued and welcomed.

We will strengthen programs and initiatives to support this direction. Strategies may include ensuring fair representation of racialized minority groups in management, leadership, and board positions; implementing cultural competency training; and other mechanisms to help foster an environment of trust in which everyone feels valued, respected, and supported. We understand the need to better listen and learn how we can be the institution we aspire to be.



LEARNING CULTURE

Develop the culture, systems, and leadership required to enable continuous learning and performance improvement.

How we will do this to advance our goals

Culture is a recognized strength of QCH. We want to preserve it and do more. In fact, we believe it is key to achieving breakthrough performance gains across all the True North Goals.

As an organization, we are dedicated to continuous improvement. Our team is made up of creative and hard-working problem-solvers who are committed and empowered to find innovative solutions (big and small) to whatever challenges we face. This culture creates a highly motivated and collaborative environment for staff to excel.

QCH will support this culture through its continuous performance improvement systems and leadership development. We want to reinforce these strengths: further support staff's learning and growth through education and work experience, amplify staff recognition and engagement activities, and foster the wellness of the QCH Team. The result will be a better place to work and receive care.



PUTTING IT ALL TOGETHER

We are committed to excellence in the provision of patient and family-centred care.

Underpinning the strategic plan is the Foundational Commitment. It is the core of our work that guides us every day. Patients and families are at the centre of everything we do at Queensway Carleton Hospital.



THE ROAD AHEAD

The collaborative approach that created this strategic plan will continue as we move forward. It's a team effort. True North is our compass. It points us in the right direction and pulls us forward. We know where we are headed and why.

Key Performance Indicators for each of the True North Goals will allow us to monitor our progress against performance targets. Annual reviews of the strategic initiatives will identify and recommend ways that we can improve. We will continue to work with stakeholders to ensure we are on track.

Our thanks to everyone who contributed and participated in the strategic planning process. This new compass will guide QCH over the next five years.

We are committed to providing high-quality, compassionate, and coordinated care for the people and communities we serve.



KEEP LOOKING UP

THERE MAY BE A

rainbow

WAITING FOR YOU





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