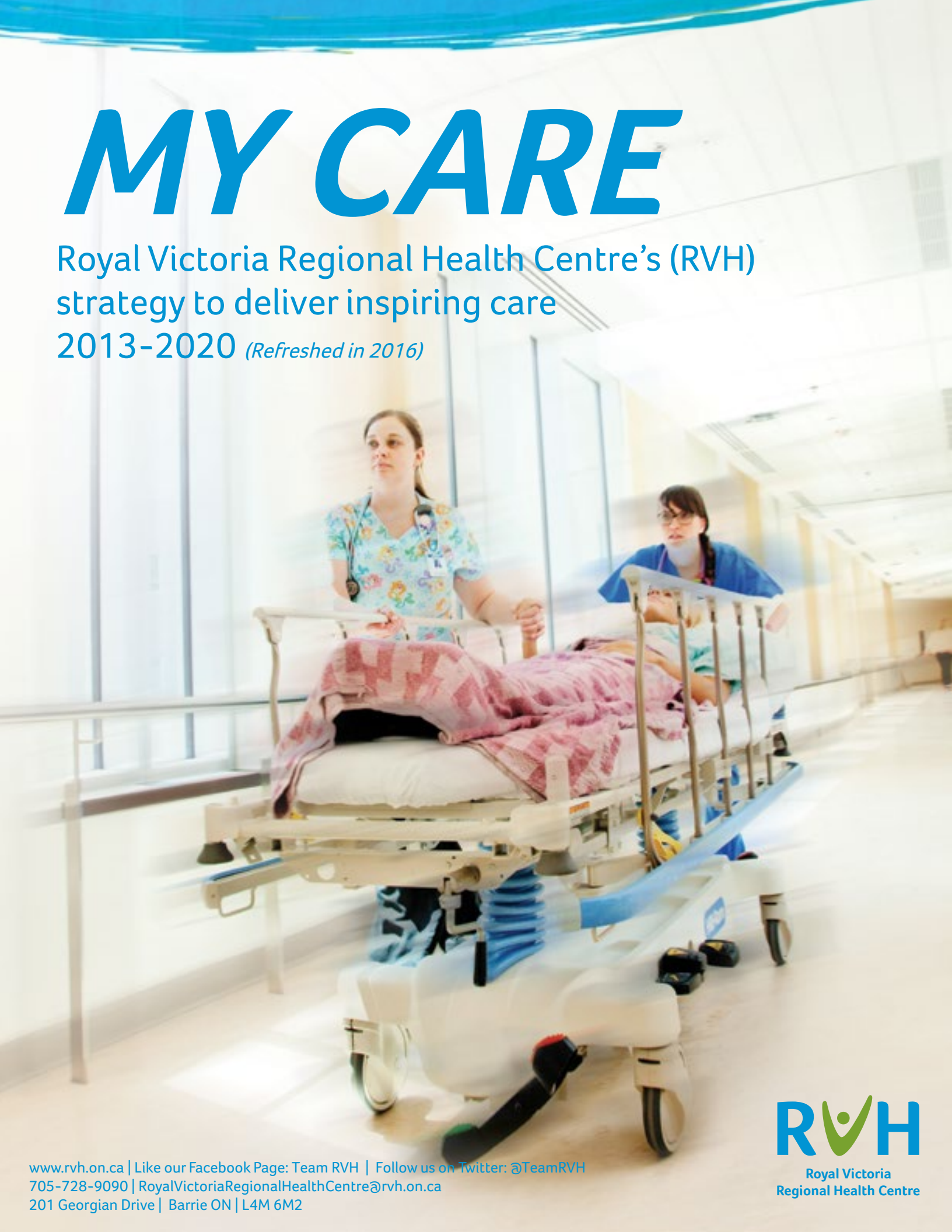


MY CARE

Royal Victoria Regional Health Centre's (RVH)
strategy to deliver inspiring care
2013-2020 *(Refreshed in 2016)*





Dear RVH,

I have just completed cancer treatment at RVH and want to extend my heartfelt thanks for the exceptional care I received from everyone. Your staff is nothing short of amazing!

From the moment I entered the health centre I was treated with care and compassion, and quite frankly - as a friend - by everyone on the team, whether they were treating me, welcoming me into the centre or just passing by.

They were the kindest, most thoughtful caregivers I have ever met. I felt comfortable, respected and cared for. I actually looked forward to my daily visits!

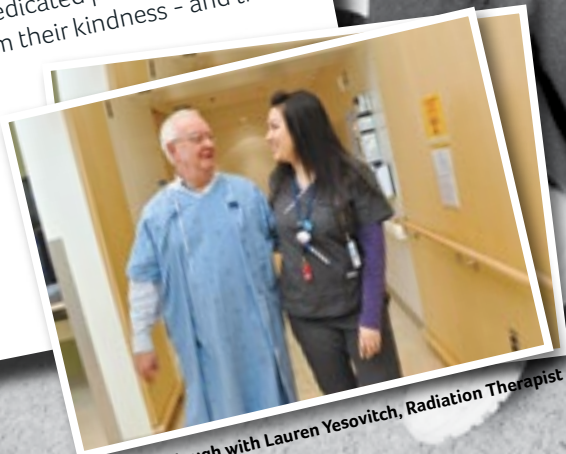
Our region is most fortunate to have access to such dedicated professionals and I feel truly blessed to have been able to benefit from their kindness - and this exceptional experience - so close to home.

You will never know the depth of my appreciation.

With heartfelt thanks;

John A. McCullough

Wyevale, Ontario



John McCullough with Lauren Yesovitch, Radiation Therapist



At any moment of any day there is a life story being shaped at RVH. Lives touched. Lives saved. Lives forever changed.

- The young woman who reaches into the isolette to stroke the tiny fingers of her premature baby
- The stroke patient who struggles to his feet, relearning how to walk
- The anxious son, reassured by a surgeon that his dad is going to be just fine
- The cancer patient nervously listening to the hum of the radiation machine, thankful the lifesaving treatment can be received close to home

We've been caring for our community since 1897 when the very first RVH opened in Barrie. In 2012, RVH opened an ambitious expansion that doubled the size of the health centre, welcomed over 600 new employees and physicians, introduced over \$70 million in the latest equipment and technology and added new, specialized services not found anywhere else in the region.

But one thing hasn't changed in over a century. RVH is about people. They are at the centre of all we do and it's that culture of caring that is the hallmark of Royal Victoria Regional Health Centre.

It is our deeply-embedded commitment to **Make each life better. Together.**

MY CARE

A strategy to deliver inspiring care

As RVH continues along its exciting path of growth, innovation and change, it is critical we not only celebrate our accomplishments, but look toward what's next. We must not only embrace the changes in healthcare, but anticipate the challenges, build on our strengths and take full advantage of opportunities that lie ahead.

This is the plan to do it. RVH's introduced its **MY CARE** Strategic Plan in 2013, refreshed it in 2016 and continues to use the plan as a roadmap to guide our actions.

This is a plan that focuses on you. It's a plan that will enable RVH to deliver inspiring care that puts our patients and their families first. Always. Every day. And without exception.

Through our patient-centred **MY CARE** strategy, RVH has put a stake in the ground and said every patient has a right to expect the best possible experience in our health centre. And that laser-like focus on our patients and families will ensure we not just meet their needs, but exceed their expectations. They will be partners in their care and involved in planning and decision-making.

RVH is on a journey of transformation. Led by an unwavering commitment to safety and quality, with an eye to advancing innovation, learning and technology, we will push ourselves to the next level - raising the bar and working with our partners to bring world class care close to home for residents throughout Simcoe Muskoka.

RVH is just one health care provider in a system of care throughout our region and beyond. We will work closely with our valuable partners, and forge respectful, effective connections, to provide care that is safe, seamless and accessible.

This plan will enable RVH to be the best. The best place to work, practice, volunteer, train and most importantly, to receive care.

Our vision is bold; our focus is clear; and our plan is achievable.

Respectfully;



Kirsten Parker, MSc. EdD
Chair
RVH Board of Directors



Janice M. Skot, MHSc, CHE
President and CEO
RVH

How we developed our plan

RVH believes the most valuable input comes from people; the people who receive care and the people who provide it.

As we developed, and then refreshed, our Strategic Plan, we talked with a lot of people and asked a lot of questions. Thank you to the over 4,500 patients, family members, staff, physicians, health and academic partners, policy makers and community members who care deeply about RVH and shared their ideas and experiences through:

- Focus groups
- One-on-one interviews
- Surveys - online, by mail and at the patient bedside
- A "telephone Town Hall"

We asked what you counted on RVH for and the strengths upon which we could build. We asked you to share your experiences and tell us how we can do even better. We heard, consistently, that RVH must continue to focus on safe, quality, patient and family-centred care and work with our partners to provide services and programs not available elsewhere in our region.

In 2016 we did a "pulse check" to evaluate progress on our plan, celebrate our successes and ensure we are still on the right track. We asked 1,500 stakeholders "what does success look like" and what do we need to consider to make that happen. You told us to "stay the course" and continue to view care through the lens of the patient and their families.

You expect – and deserve – the highest level of care and services, no matter where you receive it; within RVH's walls or beyond. You were very clear about what is important to you:

- **Access to Services.** When you are ill or injured, you want to access the services you need to get better and you don't want to wait an unreasonable amount of time.
- **Effective Communication.** You want information about your health, your care, your prognosis and you want to be involved and engaged every step of the way.
- **Physical Comfort.** You want your pain to be well controlled and you want help with regaining physical strength, walking to the bathroom, getting out of bed and eating.
- **Respect.** You want your unique needs, preferences and goals to be respected and at the centre of the care you receive. You want to be treated as an individual.
- **Coordinated Care.** You told us the healthcare system can be confusing and difficult to navigate, so you want all healthcare providers to work together so your journey through the system is seamless and simplified. You want to understand the plan for when you leave the hospital.

We also did extensive research, analyzed shifting demographics and utilization rates. We looked at future health trends and opportunities, recognizing regional and provincial government priorities.

RVH's Strategic Plan is a call to action, shaped by the voices of thousands of people who care about the future of healthcare in our region.

We listened. And together, we dared to imagine the possible. Together, we created a plan which will allow RVH to partner with you to provide truly inspiring care and bring to life our vision to **Make life better. Together.**

We understand that when you need hospital care, you are often anxious, fearful and may be in pain. Our commitment is to do what we can to reduce your anxiety and make your experience at RVH as positive as possible; to provide care centred around your needs. We will treat you and your loved ones with courtesy, dignity and respect, while understanding your unique circumstances. We will listen carefully to you and keep you informed, while ensuring the transitions of care – inside and outside our walls – are coordinated and seamless as possible. It is our simple, unequivocal goal.

Vision

Make each life better. Together.

Caring for the people of our region is a great privilege and a tremendous responsibility. We know you count on RVH. So to achieve our vision, we must be committed to excellence every day. Our focus is very clear.

Mission

Exceptional care is our passion.

People are our inspiration.

Safety is our promise.





MY CARE



RVH Values

RVH's success will be built on the foundation of our organizational values. These are deeply-held beliefs we carry with us every day, throughout every task and were identified through very broad consultation within the health centre and beyond. They are our "True North" and are far more than mere words. They are rock solid and embedded in the core of who we are, guiding every action. They are our "always" behaviours which will shape the patient and family experience.



WORK TOGETHER

I value the power of teamwork and contributions of others, ensuring patients and their families are partners in their care.

RESPECT ALL

I treat everyone with respect and dignity, recognizing the unique needs of others, valuing diversity and protecting privacy.

THINK BIG

I continually seek a better way through a culture of inquiry, innovation and enthusiasm to promote better outcomes, better knowledge, and better health.

OWN IT

I take responsibility for my decisions, actions and the impact they have on others, while committing to the highest level of excellence through outstanding service, safety and quality.


CARE

I inspire hope and trust, while treating everyone with compassion, patience and empathy. I have passion for our work and the difference we make in the lives of our patients.

Facing today's challenges; embracing tomorrow's opportunities

Ontario's healthcare industry faces many challenges: a growing and aging population, increasing costs, limited increases in hospital funding and a faltering economy. It means we need to do things differently to ensure efficient, responsive, sustainable care. RVH is one of the highest-performing, efficient hospitals in the province, achieving six consecutive balanced budgets (as of 2015-2016) despite these challenging times. Our region faces unique challenges and opportunities and innovative thinking is required to ensure we meet the needs of all Simcoe Muskoka residents.

Our population is growing rapidly

2014- 471,101 

2041 - 607,463 

(Projected, Ministry of Health and Long-Term Care)

- The number of seniors in our region is 16 per cent higher than the provincial average. Medical advances mean people are living longer, and since Simcoe Muskoka is a desirable retirement destination, the percentage of seniors will continue to grow. In fact, one in five North Simcoe Muskoka residents will be over 65 a decade from now; one in four in 20 years. Seniors often have complex healthcare needs and they rely on the healthcare system, consuming more than half of all direct hospital costs, in RVH's case, about \$80 million a year. By focusing on **MY CARE** we will ensure RVH services are senior-friendly and include initiatives to keep our aging population healthy.
- In 2015 North Simcoe Muskoka experienced Alternate Level of Care (ALC) rates almost 20 per cent higher than that of the provincial average, one of the most challenged regions of the province. Approximately 125 beds in the region are occupied by ALC patients on any given day. These are patients who don't require hospital care, but are waiting to go elsewhere – the vast majority to a long-term care setting. RVH will work with its partners, to ensure patients have the support they need to return home, or a more appropriate setting.

- Barrie has one of the fastest-growing youth populations in Canada and is expected to grow by approximately 30 per cent between now and 2041. Early investment in the health of our youngest residents can reduce the burden of illness in the future and improve the long-term health of our communities. An absence of inpatient mental health services for children and youth in the region remains a particularly worrisome service gap.
- Simcoe Muskoka has one of the highest incidence of chronic disease in the Ontario. In fact 42 per cent of residents have a chronic condition – many suffer multiple conditions. Complex conditions like diabetes, heart disease, cancer, and respiratory illnesses all require specialized care and support from multiple caregivers at RVH and in the community. It's important this care be coordinated and easier to access. Education, prevention and self-management are also critical.
- Almost 40 per cent of RVH's services are used by less than 1 per cent of the population. These frequent users of the healthcare system usually have very complex medical needs, often with chronic illnesses and mental health issues. Working with our partners to provide coordinated support for these individuals will be critically important as RVH works toward providing appropriate, efficient care.
- North Simcoe Muskoka currently has 157 physicians per 100,000 people, well below the 200 per 100,000 average throughout Ontario. Limited access to primary care by so many people in our region puts enormous pressure on our health centre. In the Barrie area, approximately 40,000 people don't have a family physician, forcing many patients to visit the already busy Emergency department for care.
- RVH plays a significant regional role in Simcoe Muskoka, in fact, 43 per cent of our patients come from outside the city of Barrie. As the largest health centre in our region, RVH's skilled health professionals provide many specialized services not found elsewhere in our region and building on that expertise in the future is critical.

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MY CARE

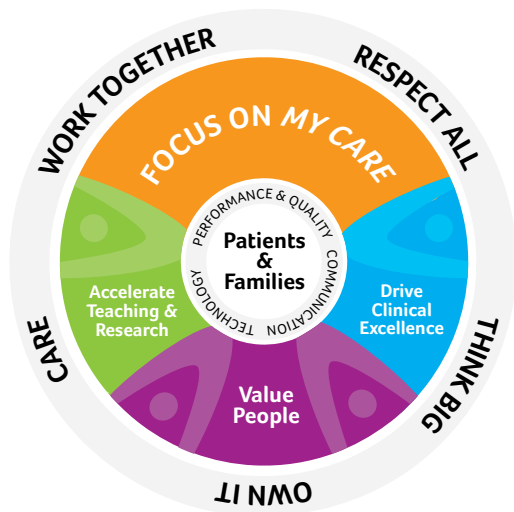
Patients and their families are at the centre of Royal Victoria Regional Health Centre's Strategic Plan. It is a plan rooted in the belief that every patient will have the best possible experience in our health centre. It is a philosophy we call "**MY CARE**" and it's this focus on patients and their families which drives our entire plan.

What is **MY CARE**?

Royal Victoria Regional Health Centre will ensure your **CARE** is the best, safest and centred on you. Our **MY CARE** philosophy means we will **THINK BIG** and exceed your expectations. We will treat you and your loved ones with courtesy, dignity and **RESPECT**, while being responsive to your unique circumstances and cultural needs. We want you to be a partner in your care. We will listen carefully to you and keep you informed about your condition and treatment so, together, we can make the best decisions. We will **WORK TOGETHER** to coordinate your care – inside and outside our facility – and we will **OWN** our decisions and behaviours. Our unwavering focus on you will enable us to **Make each life better. Together.**



How RVH will achieve its vision for the future?



RVH's Strategic Plan draws a compelling vision of the future. It is stronger and clearer than ever and defines what we are trying to achieve, along with our partners. It will be guided by our mission, which provides us with a deep sense of purpose and helps us focus on daily actions most important to RVH. The plan is built on a foundation of the values we hold most deeply, which influence how we act and make decisions.

What will we do?

We will focus on what is important to our patients and their families.

RVH's **MY CARE** philosophy means we will do, think and act differently, always asking, "how will this affect our patients and families". We will work with all our partners to make it easier for you; reducing wait times and ensuring your care is seamless, inside and outside the health centre.

We will create an inspiring, engaging, healthy workplace.

RVH has undergone a physical, and now cultural, transformation. By nurturing a culture of trust and investing in the development of our people, we will attract and retain the very best staff, physicians and volunteers. We will encourage innovative thinking and knowledge sharing to advance excellent patient care and drive organizational improvement.

We will maintain our relentless focus on safety.

We will aggressively pursue a future in which RVH is a Canadian leader in the delivery of safe, high quality care. RVH will build on its regional role, expanding clinical excellence, growing our ambulatory care strategy and bringing specialized services closer to home.

We will embrace an environment of discovery

RVH will strengthen its academic and research mandate by building on its highly-successful Family Medicine Teaching Unit, a partnership with the University of Toronto, and expand its interprofessional training of the next generation of physicians, nurses and other healthcare specialists.

Results will be the ultimate test of whether this strategy is successful. We will develop concrete action plans with milestones and metrics to measure our progress and we will report openly and regularly on our progress.



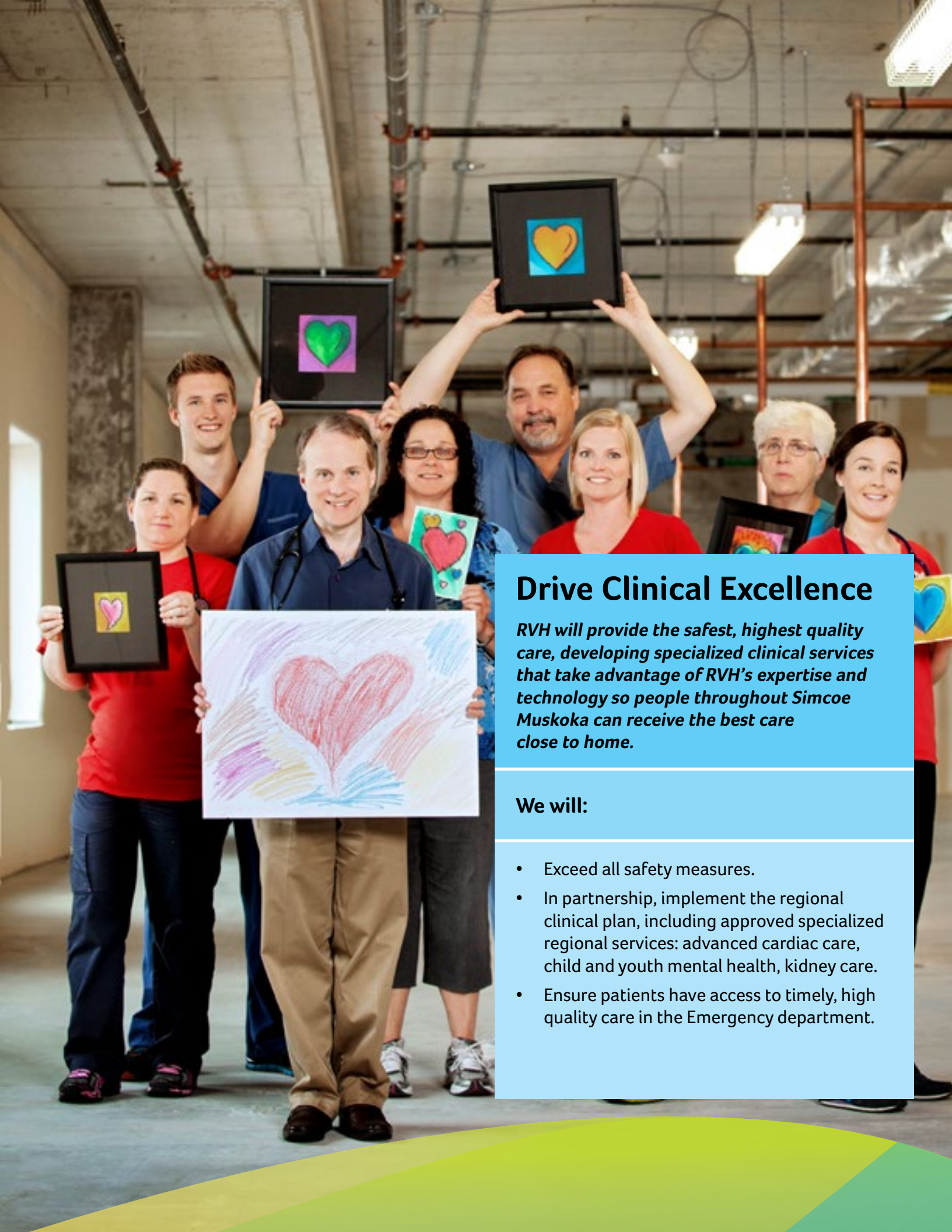
Focus on *MY CARE*

RVH will be unwavering in its commitment to put patients and families first through its MY CARE philosophy, involving them in all aspects of their care and providing the most positive patient experience. Every encounter. No exceptions.

We will:

- Ensure patients and families are informed and engaged in planning and decision-making, recognizing their diversity and unique needs.
- Smooth transitions for quality, timely care in the right setting.





Drive Clinical Excellence

RVH will provide the safest, highest quality care, developing specialized clinical services that take advantage of RVH's expertise and technology so people throughout Simcoe Muskoka can receive the best care close to home.

We will:

- Exceed all safety measures.
- In partnership, implement the regional clinical plan, including approved specialized regional services: advanced cardiac care, child and youth mental health, kidney care.
- Ensure patients have access to timely, high quality care in the Emergency department.



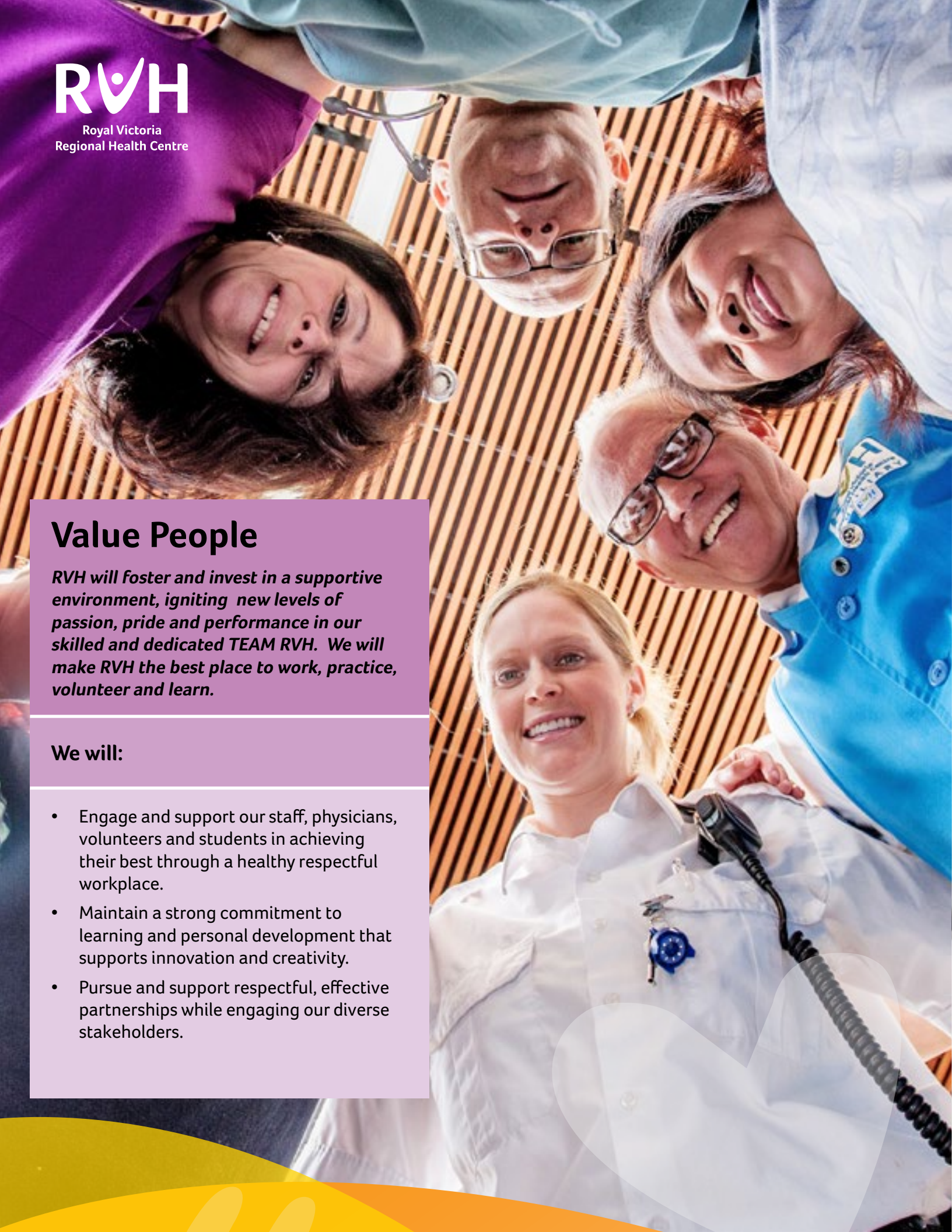
Royal Victoria
Regional Health Centre

Value People

RVH will foster and invest in a supportive environment, igniting new levels of passion, pride and performance in our skilled and dedicated TEAM RVH. We will make RVH the best place to work, practice, volunteer and learn.

We will:

- Engage and support our staff, physicians, volunteers and students in achieving their best through a healthy respectful workplace.
- Maintain a strong commitment to learning and personal development that supports innovation and creativity.
- Pursue and support respectful, effective partnerships while engaging our diverse stakeholders.





Accelerate Teaching and Research

RVH will advance learning and seek out research opportunities that support organizational performance and enhance patient care.

We will:

- Develop RVH's research centre, serving the needs of the region's population.
- Build on our unique strengths, expertise and partnerships to provide the highest standards in teaching and training.

Overarching Success Factors

Three key foundational strategies will be critical to the success of RVH's strategic directions and goals.

Technology

Technology is transforming the health system. Not only can it improve care, but technology will advance learning and research, while supporting RVH in all aspects of organizational performance. We will optimize technology to enhance coordinated, safe care and timely, accurate information to ensure we are making the best decisions. We will continue to pursue innovation and system changes which will improve patient care.

Performance & Quality

As a consistently high-performing health centre, RVH will drive measureable results in support of exceptional care. Evidence will inform our safe practices and processes. We will balance the budget, while maximizing every healthcare dollar. We will evaluate and publicly report on our performance to ensure we are transparent and accountable.

Communication

Transparent, frequent communication and consistent, genuine collaboration is essential to RVH's ability to inspire and engage internal and external stakeholders. By listening and encouraging participation, we will strengthen engagement and ensure RVH's goals, tactics and behaviours are well understood and aligned throughout the organization, while being informed by the people most impacted.



Building on our successes



- Awarded Accreditation with Exemplary Standing in 2015 by Accreditation Canada – this is the highest level of recognition awarded and only achieved by 20 per cent of Canadian healthcare organizations
- Awarded Stroke Distinction, receiving the Award of Excellence from Accreditation Canada, distinguishing RVH as one of only 10 hospitals in Canada to receive this designation, demonstrating national stroke leadership
- Recognized with a Gold Quality Healthcare Workplace Award from the Ontario Hospital Association (OHA) for RVH’s continued focus on fostering a healthy and safe workplace which promotes work/life balance. 2016 marks the seventh consecutive year RVH has been recognized with a healthy workplace award.
- Recognized by the Institute of Public Administration of Canada (IPAC) with a silver award for “outstanding leadership” and for taking “bold steps” to drive quality and transform culture through RVH’s **MY CARE** strategy
- Achieved the highest Laboratory accreditation status possible with a four-year accreditation rating and the ISO Plus certification
- For 10 years has been recognized as a Best Practice Spotlight Organization by the Registered Nurses’ Association of Ontario for excellence in evidence-based nursing practice
- Received Conference Board of Canada/Spenser Stuart National Award for Governance for RVH’s “pursuit of governance excellence and innovation”
- Established academic affiliations with 22 universities and colleges including formal partnership with the University of Toronto Department of Family and Community Medicine
- Recognized with 18 prestigious national and international awards for communications excellence, including the Canadian Public Relations Society, Healthcare Public Relations Association, MarCom and Hermes



MY CARE

RVH's four strategic directions will inform everything we do and focus our energy, action and resources over the next five years, moving us closer to achieving our vision.

Vision

Make each life better. Together.

Mission

Exceptional care is our passion. People are our inspiration. Safety is our promise.

VALUES

Work Together Respect All Think Big Own it Care

STRATEGIC DIRECTIONS

Focus on MY CARE

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FOUNDATIONAL SUCCESS FACTORS

Performance & Quality

Technology

Communication