



PROMISING PROGRESS, PURSUING PERFECTION

**STRATEGIC PLAN
2023 - 2028**



EMERGENCY

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CONTINUING OUR VISION

The past four years have brought many challenges and opportunities to Stevenson Memorial Hospital (SMH) from the COVID-19 pandemic to preparing for redevelopment. During this time, operational pressures have compelled change and have had a major impact on our organization and our communities. This has required us to increase our focus and attention to continue to offer an excellent healthcare experience. We have learned many lessons from the past four years and continue to adapt and evolve as the system finds new traction in care provision. Some of these challenges continue, including shortages in healthcare staff, ongoing attention on prevention of the spread of COVID-19 and unprecedented capital investment in many local and provincial digital health systems.

OUR COMMUNITY WORKING TOGETHER

The Leadership Team at Stevenson Memorial Hospital has undergone some major changes as well, from a new Chief Financial and Information Officer (2018), Chief Nursing Executive (2022) and Chief of Staff (2021), as well as many new Directors. With the sunset of the current Strategic Plan, the Board and Senior Leadership Team at SMH have elected to take this opportunity to reflect on the progress made during this Plan, primarily to gain an understanding of what has been done well, and identify the key challenges and opportunities that require additional focus.

The realities of a changing world have presented many opportunities to the Team at SMH:

- opportunities to learn more about diversity and inclusion,
- collaborating and providing leadership with community partners in the South Simcoe Ontario Health Team
- optimize digital investments, to maintain the safety of our patients and staff, and
- increase efficiency and communication.

Our local community is growing, with a 50% population growth forecasted for Alliston and New Tecumseth, and continued development across the catchment area. This growth will support our hospital redevelopment project but will also challenge the team at SMH to continually seek efficiencies and increase effectiveness in care delivery. One element that has not changed over the past four years is the willingness of the SMH Team to proactively take risks, innovate and embrace new approaches in care delivery for our local community. This approach has been successful and has earned SMH Accreditation with Exemplary Standing and the ability to pursue excellence with every innovation.

As the Stevenson Memorial Hospital Senior Leadership Team, and on behalf of the SMH Board of Directors and staff, we are proud to offer this renewed vision and plan designed to offer each and every patient high quality care with an excellent experience in healthcare delivery.



VISION

Setting A New Standard For
Community Hospital Care

MISSION

Promising Progress,
Pursuing Perfection





Here at Stevenson Memorial Hospital, we will bring our vision of patient-partnered care to life through the following four pillars:



PEOPLE

Creating a work environment that values and recognizes the contribution of every staff member in creating a positive patient care experience. Creating and upholding a culture of continuous learning, focused on collaboration and teamwork.



CARE

Keeping the patient at the center of every care discussion and decision. Ensuring that patient values inform every aspect of delivery.



PARTNERSHIPS

Working collaboratively with local and community health care providers to continue to develop our care network and availability to offer a seamless care experience for our patients.



INVESTMENTS

Operating appropriately within fiscal constraints to maximize investments in staff, equipment, infrastructure and improvement to provide high quality care for present and future patients.

THESE PRIORITIES APPLY TO EACH PILLAR:



Strategic Priorities:

We will: achieve our pillars by continuing to seek out and utilize innovative approaches, from cutting edge equipment to finding new ways to anticipate and meet our patients' needs, working closely with our staff to utilize every dollar available to offer excellent care, and developing new partnerships to build strong community coalitions.

We will: collaborate with our staff, our peers, our local community, Ministry and Ontario Health Team to create the highest quality comprehensive care options for everyone in our community.

We will: create communication channels to keep our patients, families, staff and local community informed about the direction at SMH, what is happening and where we are going.

We will: put quality first, in every action, every day to continuously create an excellent care experience for each and every patient.

VALUES

Every day we deliver safe, high quality health care driven by our values.

The logo consists of the letters 'I.C.A.R.E.' in a bold, orange, sans-serif font, with each letter separated by a period. The text is centered within a white rectangular border.

I.C.A.R.E.

Integrity

We adhere to the highest ethical principles.

Compassion

We respond to our patient's needs with empathy.

Accountability

We are accountable to one another and to our community.

Respect

We embrace the diversity of our patients, staff and community.

Excellence

We support a culture of distinction.

Integrity:

Adhering to the highest ethical principles in every action, working to ensure that we are inclusive and equitable for our community and our partners.

Compassion:

Approaching every patient and staff interaction with empathy and understanding, going the extra step to designing processes that are inclusive and reflect the context of our local community.

Accountability:

Embody a sense of responsibility and transparency to one another and our community, while offering clarity about the type of experience our patients and staff can expect.

Respect:

Continuing to create a positive work and care culture, treating each individual (respecting the reality that each person is unique, respecting the diversity of each person) with appreciation and dignity including informing patients of what to expect, and what will happen next, and ask for feedback on their experience.

Excellence:

Identifying and working toward every improvement opportunity across the organization, ensuring that every decision is weighed in favour of our community, patients and staff.



OUR FOCUS IN THE COMING YEAR:

- Redevelopment
- Computerized Provider Order Entry (CPOE) and IT Infrastructure
- OHT leadership and Integrated Care Models
- Senior Friendly Care/ Alternate Levels of Care
- Equity, Diversity and Inclusion
- Reducing Wait Times for Specific OR Procedures





