



MISSION:

2019  
2026

# FORWARD

PROVIDENCE HEALTH CARE  
STRATEGIC PLAN

[missionforward.ca](http://missionforward.ca)



MISSION

VISION

**Inspired by the healing ministry of Jesus Christ, Providence Health Care is a Catholic health care community dedicated to meeting the physical, emotional, social and spiritual needs of those served through compassionate care, teaching and research.**

**Driven by compassion and social justice, we are at the forefront of exceptional care and innovation.**

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## VALUES

### **Spirituality**

We nurture the God-given creativity, love and compassion that dwells within us all.

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### **Integrity**

We build our relationships on honesty, justice and fairness.

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### **Stewardship**

We share accountability for the well-being of our community.

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### **Trust**

We behave in ways that promote safety, inclusion and support.

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### **Excellence**

We achieve excellence through learning and continuous improvement.

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### **Respect**

We respect the diversity, dignity and interdependence of all persons.

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How you want to be treated.

## MESSAGE FROM THE CEO

**I want to thank all of you for getting involved in planning for our future and especially the 40 per cent of you who provided input last fall into the most extensive engagement activity in our history.**



Throughout our storied 125-year history, Providence has always pushed the boundaries to bring care and compassion to society's most vulnerable. Our Vision statement best captures what drives us forward: compassion and social justice. And where we want to be: at the forefront of exceptional care and innovation.

We are at a pivotal time in our history. A time of transformational change in BC's health care system. A time of rebuilding and renewing who we are and where we serve. Are we ready? Do we have a plan to fulfil our potential and deliver our mission to the fullest?

For me, the timing is perfect to address these questions. Because in 2019, it feels like we're at a point we've never been before — about to embark on building the most advanced health campus in the country and about to launch a fresh, tradition-busting way to care for seniors in BC. SPH Emergency responds to 80 per cent of 911 overdose calls in Vancouver. Working in partnership with people who use opioids, we are developing innovative, person-centred approaches to overdose prevention. We're completely rewriting the playbook of how to support youth with mental health issues. And we're pushing the boundaries of kidney and heart disease at a time when chronic organ disease is reaching epidemic levels. And so much more.

We could be satisfied with all we have accomplished. But we aren't. The opportunities in front of us compel us to do more— much more.

I want to thank all of you for getting involved in planning for our future and

especially the 40 per cent of you who provided input last fall into the most extensive engagement activity in our history. Your ideas have been central to developing *Mission: Forward*, our seven-year strategic plan.

### Why Mission: Forward?

The word “mission” is a nod to our Catholic founders and their mission to serve. The word also describes an important assignment. To execute a mission, you need a team and a plan. A mission is also time-limited and specific. We put the word “mission” first, because we put our Mission first — in all we do at PHC. We are following in the footsteps of our founders and their mission to serve. Our new strategic plan takes our mission forward, embracing the next seven years and every person who comes to PHC to care or be cared for.

“Forward” leans into the idea of momentum, taking action and progressing — no matter what forces might be pushing us back. “Forward” is also a synonym for bold (think of a person who is forward), which is a trait we need to embrace to accomplish this ambitious seven-year agenda.

Our Mission, then, is to lead on, ever forward, together, to 2026. Please join me in embracing this plan and thinking deeply about how you can advance our goals through your work. We can do this if we do it together. Because we know that when we are at our best we will change the world.

**Fiona Dalton**, CEO and President  
Providence Health Care

## OUR SEVEN-YEAR MISSION: **FORWARD**

**As individuals within a mission-driven organization, many of us feel very close to our “why.” We choose to be part of Providence Health Care because we value the organization’s long commitment to social justice and compassionate care. And we love the “can-do” attitude. When people need help, we’re there. Even if it’s hard, or risky, or unknown. We love that our colleagues share these values and likewise, feel called to help make a real difference in the lives of those we serve every single day.**

As a group we are bold, we are fearless, and yes, a little forward when we need to be. We give a voice to the voiceless, and we adhere to our principles no matter what the circumstances.

We are so many good things. But that doesn’t mean that we don’t have room to improve, because we do. And that doesn’t mean there aren’t challenges ahead of us that will test us as teams and as individuals. Because there are.

But we also have a plan to meet these challenges and turn them into opportunities to take better care of one another and provide an even better experience to those we serve.

It’s a seven-year plan that we all helped create. More than 40 per cent of us participated in the dozens of workshops and consultations that took place in-person and online all across Providence. This plan is not about creating more work. It’s about working purposefully at the things that we must get right.

Together we decided to put four priorities forward: 1) Quality, Safety and Value, 2) Inspiring People and Teams, 3) Discover, Learn and Innovate for Impact and 4) Partnerships. We should all get to know these four strategic directions and think about our own role in realizing them.

Why? Because we’re forward-thinking and forward-looking. And we’re on a mission.

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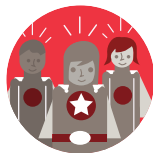
## STRATEGIC PRIORITIES



### Quality-Forward

01

**Exceptional Quality,  
Safety & Value**



### People-Forward

02

**Inspiring People  
& Teams**



### Learning-Forward

03

**Discover, Learn  
& Innovate  
For Impact**



### Partnerships-Forward

04

**Partnerships**

## OUR PATH TO THIS PLAN

Before any of us put a single thought on paper, we reviewed and synthesized more than 30 previous surveys, plans and reports related to Providence and our many large-scale projects. Using these inputs as a starting point, we undertook a robust, inquisitive engagement and consultation process throughout and beyond Providence. We asked probing questions and sought candid, unfiltered recommendations from a wide range of stakeholders through workshops, town hall-style meetings and focus groups. We also used polling techniques and online engagement tools to determine how widespread these beliefs were held to decide which of them merited action. In fact, we were the first BC health entity to use an online engagement platform for this purpose! Bloom has been an invaluable tool that offered 24/7 access to the people of Providence to feed ideas and concerns into this process. We should all be proud of the extensiveness and transparency of the engagement as well as the bold ideas and new thinking that we all contributed.

**65+**

in-person conversations

### THE TIMELINE

#### FALL 2018 (October — December 2018)

Research / Environmental Scan / SWOT Analysis  
Internal & External Engagement / Feedback

#### WINTER 2019 (January — April 2019)

Analyze Feedback  
Define our Future State/Vision  
(What will PHC look like in 7 years)  
Develop Foundational Principles  
Develop Strategic Directions  
Identify our goals for our long-term focus  
(accomplished in 7 years)

#### Spring 2019 (April — May 2019)

Launch the Plan  
Identify our short-term focus/first steps  
(accomplished in 2 years)  
Determine Metrics to Measure Our  
Progress/Performance

#### Spring/Summer 2019 (May — August 2019)

Translate the Plan (Develop Program, Department,  
Division, Service Plans)

#### August 2019 — 2026

Translate the Plan (Individuals)

### STAKEHOLDERS ENGAGED

Patients, Residents and Families  
Clinical Employees  
Physicians  
Researchers  
Corporate Services Employees  
Students, Residents and Volunteers

Indigenous Peoples  
Strategic Plan Advisory Group  
PHC and PRCC Societies, Boards and Senior  
Leadership Team  
St. Paul's Foundation Board and Staff  
Lower Mainland Consolidated Staff  
Partner Health Authorities

**1,563**

people visited Bloom online

**40%**

of our people participated

## FOUNDATIONAL PRINCIPLES

**Our four foundational principles describe our core beliefs; they are our DNA. They guide our efforts and serve as a perpetual framework for our actions throughout our seven-year plan and beyond. For example, when we negotiate partnerships with others, these principles form the cornerstone of the relationship. When we strike working groups, these principles govern our deliberations and actions. When we evaluate innovative ideas, these pillars act as our benchmark, our measuring stick. So ultimately, if there is any question about the right path forward, these principles are the compass that guides our actions and decisions.**

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### Mission/Vision/Values

**Everything begins with Mission**

Our advocacy, compassion, spirit of innovation, and commitment to social justice can be directly traced to our founding Sisters. They were on a mission that we have carried forward to today, in a modern context. This context includes our commitment to Indigenous reconciliation. It also includes our efforts to care for those most marginalized in our society including people with mental illness, people with substance use issues, and those who are homeless or living in poverty. Our mission teaches us that spirituality has a vital role in care and in our workplace so we must treat the whole person — body, mind and spirit.



### Ethics

**Ethics are fundamental to all we do**

Ethical decision-making is a vibrant and dynamic field of study and practice. At Providence we hold ourselves, and each other, to the highest ideals and continue to probe and explore the discipline of ethics and ethical practice. Moving forward, we will strengthen the capacity of all Providence people to consider ethics as part of our daily decision-making. We will also challenge ourselves to become a centre of excellence in ethics services, working as national leaders and educators.

## FOUNDATIONAL PRINCIPLES



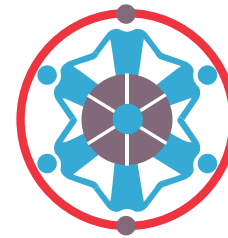
If there is any question about the right path forward, these four principles are the compass that guides our actions and decisions.



### Sustainability

**Proactive financial and environmental stewardship**

At its foundation, our sustainability plan is about ensuring we can continue to pursue our Mission into the future. It means creating a financial plan that supports the innovations needed to deliver exceptional experience and outcomes including building next-generation infrastructure. At the same time, it also means reducing our environmental footprint to achieve — and hopefully exceed — national benchmarks for sustainable, green, and minimal impact.



### Person and Family-Centred Care

**Partners in care**

Partnering with those we serve, and their families — however they define their families — in their own care is now a well-accepted path to the best experience and outcomes. We believe that through building trust and respect, the relationships we establish with one another have the potential to dismantle the power imbalances that have traditionally existed between caregivers and patients. And that is better care. We believe that by partnering with those we serve, we can offer care that is valuable and valued by them. And what matters to them, is what matters most.

## QUALITY-FORWARD

### Strategic Direction 1: Exceptional Quality, Safety & Value



08

**We deliver quality care that matters to the people we serve.**

#### Why this?

It's fair to say that quality and its ally, patient safety, have always been at the core of who we are. Prioritizing a “back to basics” focus on quality and patient safety is critical to making sure we uphold our own high standards. And now, more than ever, we're also making decisions in partnership with patients and families based on what matters most to each individual. Their health and wellness, but also fears and worries, must become central to decisions about what resources we mobilize to care for them. That's a person and family-centred approach and it's also the “value” part of Strategic Direction 1. Value-based care is a concept that refers to ensuring that we are prioritizing the care and resources that matter most to the people we serve.

#### What will change?

Over the next seven years, we will be using data and metrics more and more to help us understand how to maintain and improve our standards for safety, experience, and outcomes. We will be leveraging the Clinical and Systems Transformation (CST) Project to make data easy to find and easy to use. In the next seven years we will also be designing and building a care campus, medical centre and hospital (The New St. Paul's!) that will help us in this pursuit of quality, safety and value. We want to inspire action through stories. We will be seeking ways to bring the people we serve into more conversations about their care and empower them to be an equal part of the care team.

#### IN OUR WORDS

“Look at quality of life as an outcome as opposed to mortality and morbidity rates, re-admissions. There's a need to shift our focus.” — *Allied Health Staff*

#### What's the bottom line?

**Ultimately, through the pursuit of quality, we want to ensure that the experience of the people we serve is equal to our pursuit of the best possible outcomes for them. Still, we know that with the best of intentions, patients and residents may still experience harm. But we are committed to ensuring that we are transparent, accountable and learn from those events to improve. We see people at their most vulnerable and by pursuing our five goals under this first strategic direction, in seven years — for every patient and every resident in a care home — we will be providing quality care that matters to them.**



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## GOALS

### Exceptional Quality, Safety & Value

01

Understand, evaluate and prioritize quality (outcomes, experience and safety including eliminating preventable harm).

02

Readily access data and information and use them continuously to improve our person and family-centred care.

03

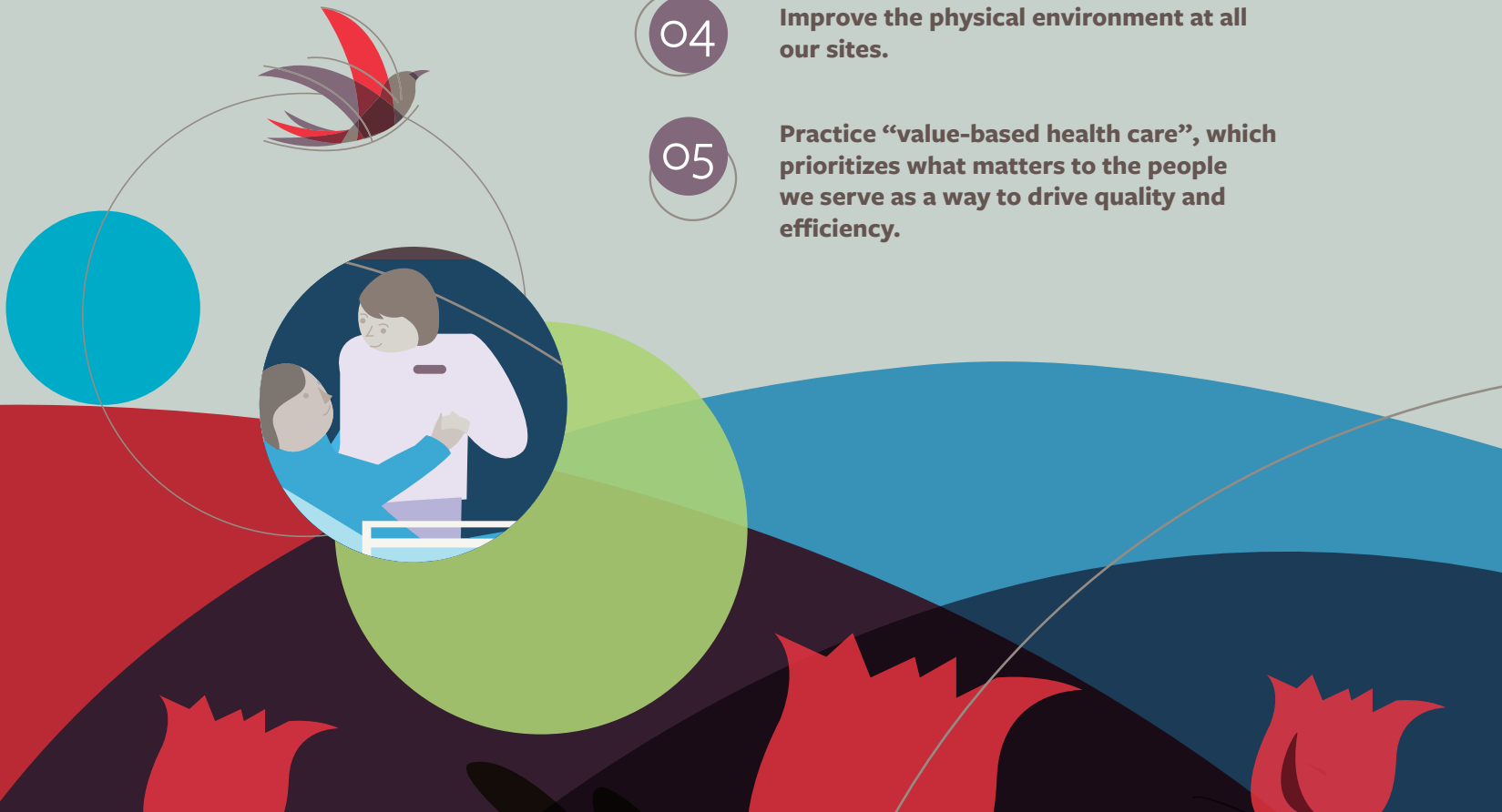
Offer the people we serve the right care, in the right place, at the right time.

04

Improve the physical environment at all our sites.

05

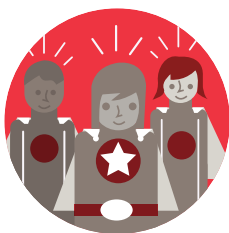
Practice “value-based health care”, which prioritizes what matters to the people we serve as a way to drive quality and efficiency.





## PEOPLE-FORWARD

### Strategic Direction 2: Inspiring People & Teams



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#### We attract the best people and support them to flourish.

##### Why this?

We are only as good as our people. We've all heard this many times in various settings, but in health care, truer words have never been spoken.

During the consultation process, we all made our voices heard and our concerns clear:

- We need to support each other better.
- We need to include each other, connect with each other, empower each other and recognize each other, formally and informally.
- We also need to build flexibility into our work and our schedules. We need to create space for innovation, ideas and change — from the labs to the kitchens, to the nursing stations, to the boardroom.
- And we also need to extract meaning and fulfillment from our work, which includes having the resources and support to feel good about what we do.

##### What will change?

The foundation of how we approach relationships and teamwork is grounded in our Mission, Vision and Values. Integrity, trust and respect are three core values and are a perfect starting point on which to build inspiring people and teams. In working together, we will undertake projects that move the dial forward on making our work lives more fulfilling, less stressful and more supportive. Real advances like developing ways to make scheduling more flexible, creating a wellness strategy that puts our well-being first, and finding ways to improve the quality of life for those of us with long commutes, young families and aging loved ones. Also, we will find ways to empower each of us to use Providence's mission, vision and values as a springboard to give back to the communities we care about. Through these actions, we will feel more connected to each other, to the people we serve and to the value of our work.

##### IN OUR WORDS

**"Envision it as a community with child care and pet care and transportation. More than just a hospital."**

**— Staff Member, St. Paul's Hospital**

##### What's the bottom line?

**It's simple. We know that providing the best care to the people we serve depends on our own health and wellness. The better we feel at work, the better we can care for others. This reality empowers us all to think of self-care and social connections as essential to our work. This part of Mission: Forward is about creating work places where we can all grow, thrive and flourish.**

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## GOALS

### Inspiring People & Teams

01

Be the organization of choice, with a focus on attracting, developing, engaging, and retaining our people.

02

Engage and empower our people in meaningful ways and nurture a culture where every voice is heard.

03

Prioritize the health, safety and wellness of our people.

04

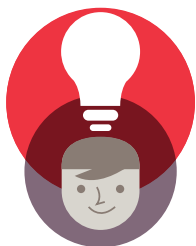
Ensure each of us understands how our work connects to Providence's Mission, strategic directions and goals.





## LEARNING-FORWARD

### Strategic Direction 3: Discover, Learn & Innovate For Impact



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**We create a culture where every person can learn, grow, imagine and bring forward new ideas.**

#### Why this?

A “learning organization” is one that puts emphasis on the learning of its people and continuously transforms itself. During the strategic planning consultations, many of us voiced the desire to put more emphasis on learning and innovation. Many of us also wanted to clarify the process of bringing forward new ideas and potential changes so that everyone has this opportunity and feels empowered to do so.

Another key ingredient of learning is... failing. Yes, failing. There is an African proverb that says “Smooth seas do not make skilful sailors.” The lesson is that if we are not challenged, and don’t take risks, we won’t learn and grow. So this direction is also about creating the space for us to take calculated risks in an effort to dream up disruptive, even transformational ideas. Given our size, and our ability to be more

agile than larger health organizations, we aspire to become the “go-to” place to prototype new ideas, incubate novel concepts, and test creative theories.

Given that aspiration, this strategic direction also speaks to the added emphasis we will place on research, innovation, and teaching which all go hand-in-hand with being a “learning organization.” We have an extraordinary track record of research and discovery — an enterprise that we plan to scale up and bring to every corner of Providence.

#### What will change?

To start, we will begin to see how good suggestions — large and small — for improving our care, services and our environment are brought forward and acted upon. The path to these improvements

#### IN OUR WORDS

**“Promote PHC as a ‘living lab’: small enough to be nimble AND academically influential enough to have a big impact. Have a can-do attitude!” — Staff Member, SPH Heart Centre (via Bloom)**

will be more visible and we will celebrate and reward the people bringing ideas forward. We will have systems in place to include those we serve in our research enterprise by seeking their consent to participate as soon as they step through our doors. We will have new leadership guiding our research and better methods to translate the results of our research into the care we provide. And yes, we will see even more students in our hallways sparking additional passion for learning and growth!

#### What’s the bottom line?

**We believe that improvement and innovation isn’t a department, it’s a mindset. We’re a learning organization where continuous improvement, research, education and innovation are central to our Mission. We will create an environment where this is the expectation, and the privilege of every single person at Providence.**

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## GOALS

### Discover, Learn & Innovate For Impact

01

Make every interaction with the people we serve an opportunity for learning, research and continuous improvement.

02

Nurture and support innovative and disruptive ideas that transform care in BC and around the world, especially for vulnerable and diverse populations.

03

Ensure that each of us understands that we have the responsibility and the opportunity to improve our services.

04

Be an education leader among Canadian academic teaching hospitals and prioritize the training of the next generation of health care professionals.



## PARTNERSHIPS-FORWARD

### Strategic Direction 4: Partnerships



14

**We embrace partnerships, digital health and technology to offer seamless care.**

#### Why this?

Throughout our 125-year history, our priorities are always to fill a need, to serve and advocate for underserved people, and to discover, create and invent what's needed to solve whatever health or social problems our communities face.

While feeling confident in our own abilities to do whatever it takes to help those we serve, we have the humility to realize that we must partner with others to grow our capacity to improve what we do. These partners include other health authorities, all levels of government, community and patient groups, the private sector, foundations, and so many others.

Good partnerships will help ensure our patients can move easily from our care into the care of other appropriate health and social support systems. Good partnerships will also help us move more quickly toward adopting technology that will

give those we serve options about how far they have to travel, how quickly they receive services, and how closely they are monitored and supported throughout their care journey.

#### What will change?

We will pursue the goals of Mission: Forward by partnering with others. We will always seek a win-win — to achieve what's mutually beneficial. We will see more projects piloting digital technologies to explore how to provide higher quality or more efficient care. Or both. Through our partners, we will see more training and discussion about cultural humility and respecting the history and needs of the Indigenous peoples we serve. We will also see changes to specific models of care that become possible through innovative partnerships.

#### IN OUR WORDS

**“Need the ability to monitor the elderly at home...can we develop some apps? The aging population is getting increasingly more technically savvy. However, the technology should not replace the family support... Needs to complement and not replace.”**

**— Staff Member, Holy Family Hospital**

#### What's the bottom line?

**Nurturing our partnerships and creating new ones will allow us to improve the care journey of the people we serve. Whether that's aided by technologies like telehealth, virtual health or wearables, or just seamlessly transitioning a patient from one level of care to another, partnerships are key to our way forward.**

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## GOALS

### Partnerships

01

Create partnerships with government and other public, private and academic organizations to advance new models of care.

02

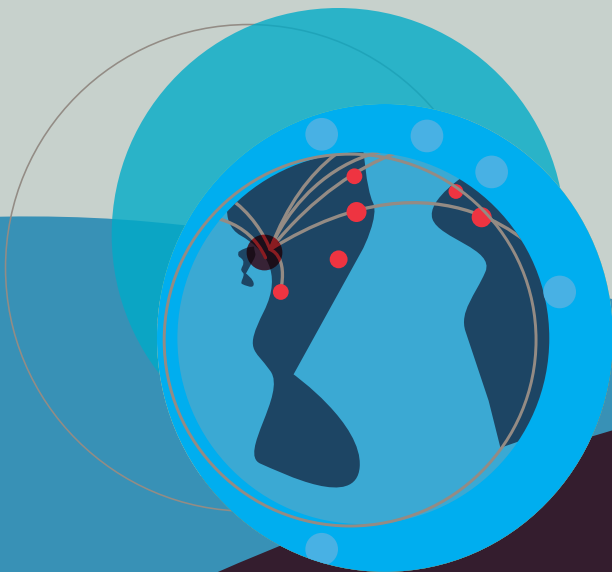
Cultivate partnerships that enable integrated care and more seamless transitions between hospital, specialty care, primary and community care.

03

Seek and create partnerships with leading technology and digital health organizations to improve responsiveness, connectivity and quality.

04

Prioritize partnerships that improve the care journey for Indigenous peoples and vulnerable populations.



## GOING FORWARD

**We hope that you will take the time to think about our four strategic directions and how our four foundational principles will help to guide them.**

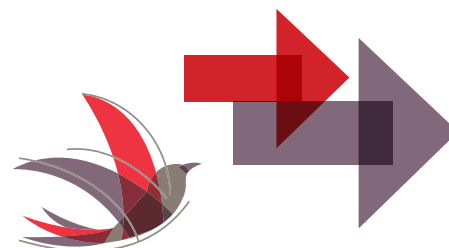
This isn't THE plan. It's OUR plan. We talked about it, shaped it, debated it and wrote it.

For us to achieve our goals, every person and every team at Providence needs to embrace this plan as our own.

Now is when we get down to the fundamentals of bringing our plan to life. Defining our work, setting targets, adjusting team priorities, tweaking how we spend our time. These are all things that we need to address, as we embark on our mission over the next seven years.

We can expect continued conversations, engagement opportunities, and especially the telling of stories about how we're bringing this plan to life and how we experience it in our daily work life. We will also continue with forums, reminders and communications about Mission: Forward on an ongoing basis. We will also re-visit this plan often to ensure we're on track and moving every goal forward.

For all of us, this is a remarkable opportunity to create a Providence that will lead the way into the future of health care. Because when we are at our best we can change the world.



**For us to achieve our goals, every person and every team at Providence needs to embrace this plan as our own.**



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## FURTHER ENGAGEMENT THROUGH BLOOM

20

19

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Since launching Bloom in 2013, Providence has been a Canadian health care leader in digital, interactive organization-wide communications.

We re-launched Bloom in the fall of 2018 to offer a flexible way to involve the people of Providence in the strategic planning process.

We will continue to use Bloom as a platform to discuss and communicate the plan. Also through Bloom, we can expect ongoing opportunities for input, stories about our progress, and updates about the plan and its implementation.

[BloomProvidenceHealthCare.org](https://BloomProvidenceHealthCare.org)

**BLOOM**







## OUR MISSION: FORWARD

We're on a mission to define the future of health care in British Columbia. For all of us, this is a remarkable opportunity to create a Providence that will lead the way into the future of health care. This is our mission going forward.

### Our Foundational Principles

Our four foundational principles describe our core beliefs; they are our in our DNA. They guide our efforts and serve as a perpetual framework for our actions throughout our seven-year plan and beyond.

#### Mission/Vision/Values

Everything begins with Mission

#### Ethics

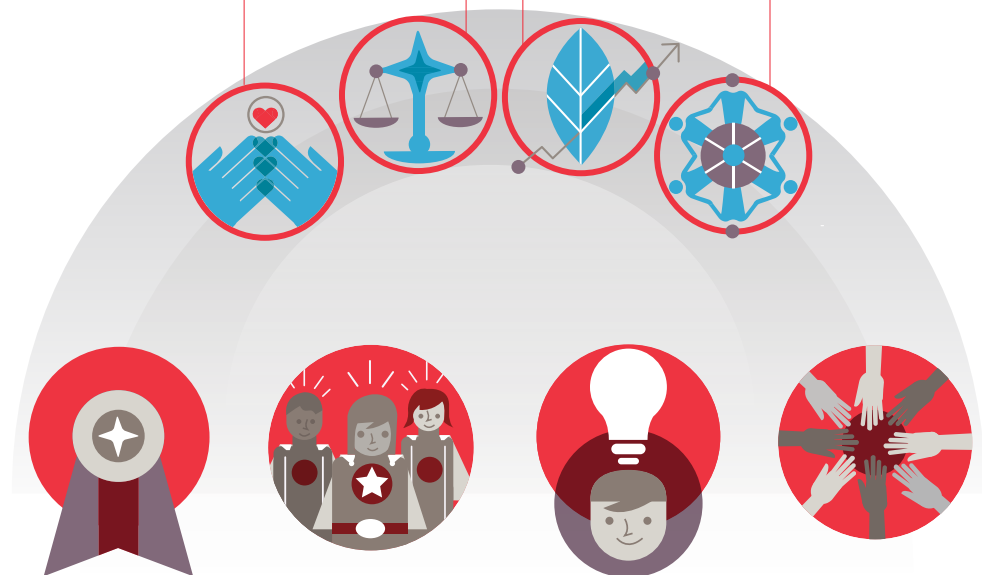
Ethics are fundamental to all we do

#### Sustainability

Proactive financial and environmental stewardship

#### Person and Family-Centred Care

Partners in care



### Our Strategic Directions

Our four strategic directions are a set of priorities that will help us organize and plan our work over the next seven years. Think of Providence as a rocket ship. We need to equally fire up all four of these engines to propel it into the future.

#### Quality-Forward

**Exceptional Quality, Safety & Value**

We deliver quality care that matters to the people we serve.

#### People-Forward

**Inspiring People & Teams**

We attract the best people and support them to flourish.

#### Learning-Forward

**Discover, Learn & Innovate For Impact**

We create a culture where every person can learn, grow, imagine, and bring forward new ideas.

#### Partnerships-Forward

**Partnerships**

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