

 <p><b>QUALITY-FORWARD</b> Exceptional Quality, Safety &amp; Value</p>	 <p><b>PEOPLE-FORWARD</b> Inspiring People &amp; Teams</p>	 <p><b>LEARNING-FORWARD</b> Discover, Learn &amp; Innovate for Impact</p>	 <p><b>PARTNERSHIPS-FORWARD</b> Partnerships</p>
<p><b>What will success look like?</b></p>	<p><b>What will success look like?</b></p>	<p><b>What will success look like?</b></p>	<p><b>What will success look like?</b></p>
<ul style="list-style-type: none"> <li>▪ Successfully implemented CST.</li> <li>▪ For the new St. Paul's: <ul style="list-style-type: none"> <li>▪ Completed procurement documents and entered negotiation with bidders.</li> <li>▪ Determined future clinical scope, operational requirements, and changes needed to achieve future clinical models of care.</li> </ul> </li> <li>▪ Reduced wait times for surgical procedures and for diagnostic services.</li> <li>▪ Reduced hospital-acquired infection rates.</li> <li>▪ Improved services to address deteriorating patients, example: creating a High Acuity Unit (HAU) at St Paul's.</li> <li>▪ Improved measurement of outcomes, safety and patient experience for each of our services.</li> <li>▪ Implemented Megamorphosis at 3 more neighbourhoods in our care homes.</li> <li>▪ Developed clinical and master plan for MSJ and HFH Rehabilitation.</li> <li>▪ Implemented new models of care for key populations, example: new Acute Care for Elders (ACE) unit model for frail elderly.</li> <li>▪ Developed business case for St. Vincent's Heather redevelopment.</li> <li>▪ Developed a plan to advance culture of care to support staff to deliver the best and most compassionate care.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implemented and evaluated a holistic plan to improve our people's wellness and wellbeing, including: <ul style="list-style-type: none"> <li>▪ Addressed both physician and staff burnout</li> <li>▪ Completed an analysis of options to improve child daycare access for our people.</li> <li>▪ Increased flexibility for our people in the workplace.</li> </ul> </li> <li>▪ Implemented and evaluated a methodology to improve our people's engagement (physicians, clinical and administrative).</li> <li>▪ Developed and implemented deliberate strategies to strengthen communication, relationships and joint problem-solving between physicians, clinical and administrative staff.</li> <li>▪ Reduced unfilled shifts through implementation of new relief staffing model.</li> <li>▪ Implemented performance-based compensation framework for non-contract staff.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developed and received approval of business case for the Clinical Support and Research Centre building (CSRC) at the new St. Paul's campus.</li> <li>▪ Reviewed and relaunched PHC Research Institute as an engine room for research and innovation.</li> <li>▪ Launched our first Supercluster projects.</li> <li>▪ Fulfilled the requirements of delivering the new competency-based medical education curriculum.</li> <li>▪ Prepared the organization for the March 2020 Royal College of Physicians Accreditation for post graduate medical education training programs.</li> <li>▪ Prepared our learners for CST implementation.</li> <li>▪ Completed and disseminated research findings from 10 or more projects that will significantly impact patient care and improve the lives of patients in BC.</li> <li>▪ Recruited 2-5 new clinician-scientists and scientists to the organization.</li> <li>▪ Developed a plan to make PHC the innovation/phenotyping and big data hub.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaborated with our Indigenous partners and First Nations Health Authority to improve Indigenous patient outcomes, safety and experience across our sites.</li> <li>▪ Developed a digital and virtual health strategy.</li> <li>▪ Submitted the application to Office of the Auditor General (OAG) for non- Government Reporting Entity (GRE) status for the Providence Residential and Community Care Services Society (PRCC).</li> <li>▪ Collaborated with our health authority partners to deliver 3 tangible projects that improve patient transitions and flow across acute/long-term care/primary care/community services.</li> <li>▪ Forged strong partnerships with UBC, SFU and industry partners to develop a vision and financing plan for the research component of CSRC.</li> </ul>
 <p><b>MISSION, VISION VALUES</b> Everything begins with Mission</p>	 <p><b>ETHICS</b> Ethics are fundamental to all we do</p>	 <p><b>SUSTAINABILITY</b> Proactive financial and environmental stewardship</p>	 <p><b>PERSON AND FAMILY-CENTRED CARE</b> Partners in care</p>

**Foundational Principles: Mission/Vision/Values, Ethics, Sustainability & Person and Family-Centered Care**

As an academic health organization, our strategic directions will integrate our core businesses of patient care, research and education. Integral to achieving our strategic direction goals, is our foundational principles. As the foundation of our plan, these are our key enabler's that we remain committed to.

**NOTE: Additional information on Mission Forward Strategic Directions and seven year goals are found here:**

<https://www.missionforward.ca/>