

# ***2012 Strategic Plan Renewal***

LET Dialogue Day Decisions  
Definitions / Areas of Focus

July 17, 2012



# Top Line – Internal

- Strong penetration (depth and breadth) of the current strategic direction.
- Generally positive response to survey questions. Some challenge / skepticism / cynicism / impatience.
- Draft definition statements were fairly close.
- Overarching theme: make it real / get on with it.

# Top Line – External

- Concern about the practicality of and commitment to “transformation.”
- Conversely, we are saying “transformation” and describing what is already expected.
- Strong desire for plain language, action orientation, measurability and accountability.
- Strong desire for an emphasis on population health, prevention, wellness, and personal responsibility for health.

**Vision:** Healthy People, Healthy Communities

Declaration of Health

**Mission:** To be a world-leading haven of people-centred health, healing and learning.

Capital Health is an Academic Health Sciences Network providing timely access to advanced patient care, leading edge research and training for the current and next generation of health care professionals.

**Values:** Our Promise is grounded in *integrity*, and it calls on each of us to be *courageous, caring, accountable, and inquisitive*.

**Strategies:**

Transformational Leadership

Transforming the Person-Centred  
Health Care Experience

Sustainability

Citizen and Stakeholder Engagement  
& Accountability

Innovating Health & Learning

# Definition Statements

## Areas of Focus

## ***Citizen and Stakeholder Engagement & Accountability ...***

Draft Definitions:

***Nothing about you without you.***

***Deeply listening to understand and work with patients  
and the public to achieve optimal levels of wellness.***

Feedback:

- First line is confusing, trite. Not practical.
- Partners (e.g. other DHAs): where are we?
- Deeply listening – too fuzzy.
- Optimal levels of wellness – what about health?
- Need action orientation.

## ***Citizen and Stakeholder Engagement & Accountability ...***

### Final Definition:

With patients, partners and the public we exchange information, make decisions, act together and share responsibility to improve health and well-being.



## ***Citizen and Stakeholder Engagement & Accountability ...***

Areas of focus:

- Partner with the public so individuals and communities can play a key role in managing their own health.
- Involve patients directly in their care.
- Lead dialogue with the public addressing appropriateness of care.

## ***Transformational Leadership ...***

Draft:

***Everyone is expected to be a leader, and we lead together.  
We lead change with passion and purpose.***

Feedback:

- Where's the empowerment?
- Passion is problematic – not everyone is passionate. Can't demand it.
- What purpose?
- Leaders are managers.

## ***Transformational Leadership ...***

Final:

Everyone is expected to be a leader in their work.

Together we are accountable to make things better.

## ***Transformational Leadership ...***

Areas of focus:

- Strengthen accountability of employees and physicians.
- Improve leadership capacity at all levels.

## ***Innovating Health & Learning ...***

Draft:

***Academic Excellence – Period.***

***Learning all the time, in everything we do.***

***Daring to do different things, and to do things differently.***

Feedback:

- “Period” – too uncompromising. Sarcastic tone.
- “Academic excellence” is an exclusive phrase. What does it mean?
- “Daring” has a negative connotation.

## *Innovating Health & Learning ...*

Final:

Excellence in education and research.

Learning all the time, in everything we do.

Embracing new ideas and having the courage  
to do things differently.

## ***Innovating Health & Learning ...***

Areas of focus:

- Strengthen partnerships with learning institutions.
- Build our capacity for interprofessional education.
- Focus on innovation that has benefits for patients and aligns with our mission.

## ***Sustainability ...***

Draft:

***Working together within our means for  
improved health now and into the future.***

***Transforming the system to ensure  
it is there when and where needed.***

Feedback:

- Lots of variability on this internally.
- “Within our means” is frightening.
- Sounds like giving into constraints.
- What about investing in the future?



## ***Sustainability ...***

Final:

Making responsible and wise decisions about our resources now while investing in the future.

Transforming the system to ensure it is there when and where needed.

## ***Sustainability ...***

Areas of focus:

- Innovate systems and processes for greater efficiency.
- Develop funding models based on our priorities.
- Be better environmental stewards.

## ***Transforming the Person-centered Health Care Experience ...***

Draft:

***Putting People First.  
Excellence in Care and Service.***

Feedback:

- Why don't we use the word "patients" if we mean "patients"?
- Don't patients come before staff / physicians?
- Can we say we're excellent in all areas?

## ***Transforming the Person-centered Health Care Experience ...***

Final:

Putting those we serve  
– patients, families, communities –  
at the center of our work.

Relentless pursuit of excellence  
in care and service.

## ***Transforming the Person-centered Health Care Experience ...***

Areas of focus:

- Strengthen community-based care for chronic disease.
- Improve quality of care in transitions.
- Build a culture of customer service.