



MOUNT ST. MARY HOSPITAL STRATEGIC PLAN 2017-2021

Background:

Founded by the Sisters of St. Ann in 1941, we are a Catholic health care organization dedicated to the healing ministry of Jesus. At the heart of our mission, we respect the sacredness of life and the dignity of each person as we provide compassionate care. Pastoral Care and ethical decision-making are core to our programs and services.

We are a leader in the provision of complex care, and offer a *Homelife* model of care to 260 individuals each year. An interdisciplinary team of care providers and support staff plan, implement and deliver our programs and services. The expertise we offer includes: gerontological and individualized complex care; dementia care; palliative, end-of-life and terminal care; care for younger adults with special needs. We are partners with many community organizations and educational institutions.

Creating our Future:

Building on our past achievements, our Strategic Plan 2017-2021 focuses on achieving our Vision *"We will be a community of caring for residents who require complex care services to live life fully. We will provide a safe environment that fosters mutual respect, ethical reflection, and personal growth and development that is responsive to evolving needs."* Our strategic plan will serve as our road map and will guide us towards achieving our goals. Our approach is intended to help us achieve organizational improvement. We will monitor and evaluate the plan as we move forward, recognizing that it is flexible to support us in being nimble to accommodate changes in our internal and external environment, and in ensuring that we are moving in the right direction.

Overview:

As a faith-based organization we are grounded in our foundational strategies. From the goals we have identified we will continue to intentionally advance our foundational strategies. While our foundational strategies may remain constant, our strategic directions are expected to change from time to time to support the needs of the individuals we serve.

Over the next four years, Mount St. Mary Hospital will focus on

OUR STRATEGIC DIRECTIONS:

Care Experience: We will ensure resident- and family-centred care is core to planning, delivery and evaluation of our programs and services.

People: We will foster our community of caring to be a place where residents, families, staff and volunteers thrive.

Quality & Safety: We will continuously improve quality of care to ensure resident and staff safety.

Innovation: We will enhance the lives of those we serve through the creation and implementation of programs and services that add value to our community.

OUR GOALS

The following goals will translate our Vision and Strategic Directions into reality.

CARE EXPERIENCE:

Means that:

- Faith-based approaches to care are integral to the programs and services we provide.
- Residents, families, staff, physicians and volunteers are engaged with the organization.
- We are leaders in the provision of care and services.

PEOPLE:

Means that:

- A workplace is created where staff, physicians and volunteers are highly engaged.
- Our staff, physicians and volunteers exceed best practices.
- The lives of our residents and families are enriched by the provision of resident- and family-centred care.

QUALITY & SAFETY:

Means that:

- The right care is provided to the right resident, and their family, every time.
- Resources are allocated effectively to maximize operational capacity.
- An environment is provided that meets or exceeds regional, provincial and national standards.

INNOVATION:

Means that:

- Exemplary palliative, end-of-life and terminal care is provided.
- The needs of community members requiring speciality services are met.
- Expand our reach.

OUR FOUNDATIONAL STRATEGIES

Our Mission, Values and Ethical Framework.

- We advance a culture of ethical behaviour and decision-making that reflects our mission, values and identity.

Our People.

- We maximize the individual and collective talents and expertise of our staff, physicians and volunteers.

Partnerships and Sustainability.

- We are stewards of our resources while adhering to our principle of providing exemplary care and services.