

**STEGH Organizational Objectives (DRAFT Mar 3, 2010)**  
**April 1, 2010 – March 31, 2011**

**VISION**

To deliver **an excellent patient care experience**, in a safe and compassionate environment, in collaboration with our healthcare partners

**VALUES**

*Compassion, Accountability, Respect, Excellence and Safety*

**GOALS** (3-5 years...established in 2009)

- *A leader in excellent patient care, continuously improving, integrating and evaluating using evidence-based standards, timely decision-making and values-based practice*
- *A culture of safety that enables a safe environment for all patients, employees, physicians, volunteers, visitors and students*
- *An employer of choice attracting and retaining highly skilled and competent individuals who demonstrate a fit with our values, vision and mission*
- *A collaborative leader and partner in local, regional and LHIN-wide healthcare system integration initiatives*
- *A fiscally responsible organization through the delivery of efficient and productive processes and systems*

**ANNUAL OBJECTIVES**

This year our STEGH annual objectives (following pages) are not identified under each goal statement (above) as in previous years. These objectives work together to build our internal capacity further, and to advance all of the goals as we strive for our vision, our promise of “an excellent patient care experience”.

We are focusing on only 5 key objectives for 2010/11. The *Measures* column provides an indication of how far we expect to proceed with each objective in the coming year and the *Executive Accountability* column identifies the one individual assigned to ensure that the objective is addressed. Although the CEO is accountable to the Board for delivery on all of these objectives, my name is also specifically linked to the Capital Redevelopment objective.

All STEGH management leaders will develop their annual objectives, ensuring alignment and support for these 5.

Objective	Measure	Executive Accountability
<p>1. Enhance and sustain role of newly formed <b>Multi-disciplinary Patient Care Teams</b> for maternal child, surgical care, medical care and emergency care.</p> <ul style="list-style-type: none"> <li>• Ensure effective and regular reporting on quality, safety and productivity measures, issues and improvements to the Board Quality, Risk and Safety committee and to the Board of Governors.</li> <li>• Ensure effective linkage of teams and team co-leaders within current organizational structure.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish 3 year performance vision.</li> <li>• Functioning scorecards in place.</li> <li>• Reporting schedule established.</li> <li>• Outcomes report from each team provided to Board QRS Committee at year-end.</li> </ul>	N. Whitmore
<p>2. Implement changes to existing <b>Model of Care</b> that will enhance the patient care experience, enhance caregiver satisfaction and optimize the roles of all caregivers and those who support care.</p> <ul style="list-style-type: none"> <li>• Employ an effective change model that engages providers in development and decision-making and is enabled by proven improvement methodology.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish 3 year performance vision</li> <li>• Year 1 Implementation milestones established.</li> <li>• Performance measures for new model identified and implemented.</li> </ul>	B. Lambert
<p>3. Develop and implement a new <b>Leadership Development Plan</b> that ensures a consistent foundation of leadership expectations and skills for all management and senior management participants, and provides leadership skills development and mentoring for any individual identified through the STEGH Talent management process.</p> <ul style="list-style-type: none"> <li>• Includes on-boarding for new management and physician leaders and appropriate revisions to current general orientation</li> <li>• Plan supports leadership philosophies consistent with LEAN and the selected model of care.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish 3 year performance vision</li> <li>• Year 1 Implementation milestones established.</li> <li>• Appropriate target groups identified.</li> <li>• Performance measures for plan (year 1) identified and implemented.</li> </ul>	M. Hopkins

<p>4. Embed <b>LEAN</b> as predominant improvement methodology and philosophy at STEGH.</p>	<ul style="list-style-type: none"> <li>• Identify and select appropriate external expertise for continued support and education.</li> <li>• Establish internal support and expertise through a LEAN office.</li> <li>• Identify LEAN target interventions and improvement measures for 2010/11, implement and adequately support.</li> </ul>	<p>N. Whitmore</p>
<p>5. Pursue <b>Capital Redevelopment</b> Plans as submitted to the Ministry of Health and Long Term Care in July 2009 and endorsed by the Southwest LHIN Board. Phase 1 of the plan includes Schedule 1 Mental Health, Emergency Room, Surgical Suite and accessibility/infection control structural renovations.</p>	<ul style="list-style-type: none"> <li>• Obtain direction to move to planning stage 2 (Functional Program) for phase 1 components.</li> </ul>	<p>P. Collins</p>