



St. Thomas Elgin  
General Hospital

# STRATEGIC PLAN

2024-2027





## Land Acknowledgement

St. Thomas Elgin General Hospital occupies the ancestral and current homelands of the Haudenosaunee, Anishinabek, Attiwonderonk (Neutral) and Mississauga people, and is home to many diverse First Nations, Inuit, and Métis peoples. The three surrounding Indigenous Nations to St. Thomas are the Munsee-Delaware Nation, Chippewas of the Thames First Nation and Oneida Nation of the Thames who all continue to live as sovereign Nations with individual and unique languages, cultures and customs. This land was settled through Treaty 2, the McKee Purchase Treaty of 1790, and we, as beneficiaries of the treaty recognize our collective responsibilities to the land and water. We will continue to listen, learn and partner with people from the many Nations that we serve to help promote the health of the people and the land.





# Paving the Future of St. Thomas Elgin General Hospital

## Message from our President & CEO and Board Chair

Dear Community Members, Staff, and Partners,

We are proud to introduce St. Thomas Elgin General Hospital's (STEGH) Strategic Plan for the coming years—a roadmap that builds on our legacy of excellence and positions us to meet the future with confidence and innovation.

The development of this plan began with a meaningful and collaborative process: the creation of our "Epic Tale." Through conversations with our staff, physicians, volunteers, and community partners, we captured the spirit and history of STEGH in a vibrant visual narrative. This process allowed us to reflect on our achievements, share memories, and celebrate the incredible journey that has shaped who we are today.

We listened carefully to a broad range of voices, from those who walk our halls daily to those who look to us for care and support. These insights have been woven into every aspect of our plan, ensuring it is grounded in the values, needs, and aspirations of the people we serve.

Our strategic plan is built upon four strategic priorities: Partnering with Patients, Empowering our Team, Creating Collaborative Networks, and Achieving Operational Excellence. With these priorities guiding us, we will continue to provide compassionate care and foster a culture where our team members thrive and our community benefits.

At the heart of STEGH is an unparalleled culture rooted in collaboration, compassion, and a commitment to continuous improvement. We strive to create an environment where every team member feels empowered to innovate, grow, and contribute to delivering the highest standard of care. Thank you for your continued trust and support as we embark on this exciting new chapter.

Together, we will build on our strengths and continue to make STEGH a leader in delivering outstanding healthcare to our community.

Karen Davies  
President & CEO

Dan Ross  
Board Chair





COMPASSION

COLLABORATION

OUR  
**VISION**

Together, creating  
health care excellence  
for our community.



INNOVATION

OUR  
**MISSION**  
CARING  
HEALING  
CONNECTING



St. Thomas Elgin  
General Hospital

RESPECT



ACCOUNTABILITY









Our Teams


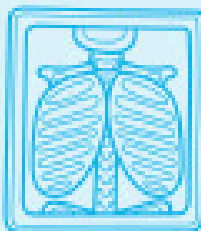



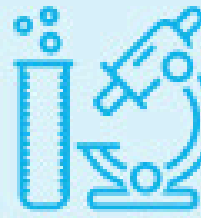



**Staff - 1,085**

**Physicians - 230**  
*(including dentists and midwives)*

**Volunteers - 81**

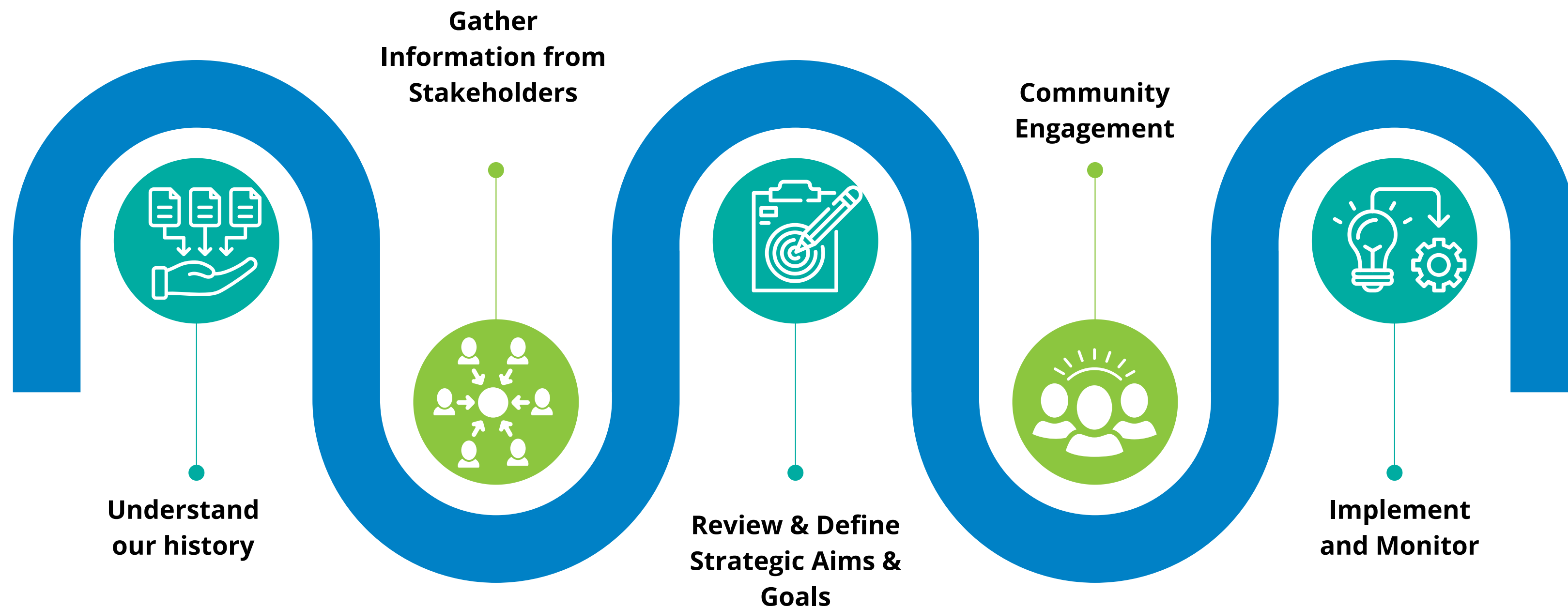
St. Thomas Elgin General Hospital (STEGH) proudly holds Accreditation Canada's Exemplary Standing, recognizing an unwavering dedication to quality care and patient safety. STEGH's accolades include distinctions in stroke services and recognition from the Canadian Mental Health Association for our support of workplace mental health through the "Your Health Space" initiative. STEGH continues to set benchmarks in healthcare excellence and employee well-being, shaping a healthier future for our community and beyond. Our commitment extends beyond clinical excellence, as evidenced by our LEED-certified North Tower, a testament to our leadership in environmental sustainability and community health.

Statistics

 <b>Births</b> 831	 <b>Diagnostic Imaging</b> 87,617 exams	 <b>Surgery</b> 9,850 procedures
 <b>Emergency visits</b> 59,718	 <b>Average length of stay</b> 3.9 days	 <b>Laboratory</b> 1,939,216 tests
 <b>Ambulatory/ Outpatient Clinics</b> 19,467 visits	 <b>Chemotherapy treatment visits</b> 2,091	 <b>Mental Health Outpatient Clinics</b> 11,898 visits



# Our Planning Process



# Our Values

STEGH is guided by five core values that put our patients and community at the center of everything we do.



## Compassion

Compassion builds trust and lays the foundation for learning and improvement. By showing kindness, care, and empathy, we empower our team.



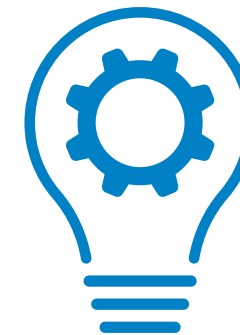
## Respect

Respect fosters inclusivity, understanding, and consideration within our team. When people feel respected, they become more energized and creative.



## Collaboration

We work together to break down barriers, identify gaps in processes, and highlight opportunities for improvement. We are better together.



## Innovation

Innovation is the outcome of repeated cycles of experimentation and learning. We foster a culture of continuous quality improvement that challenges the status quo.



## Accountability

We take pride and ownership in our work. We are honest, reliable and responsible for our decisions and actions.

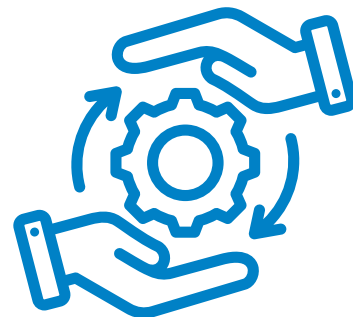


# Our Enablers

Foundational elements that support the successful execution of our organization's strategic plan by bridging all pillars, ensuring coherence, alignment, and sustainability.

## Digital Transformation

Leverage technology to expand and advance access to care and health information, and to support learning, discovery, and system design.



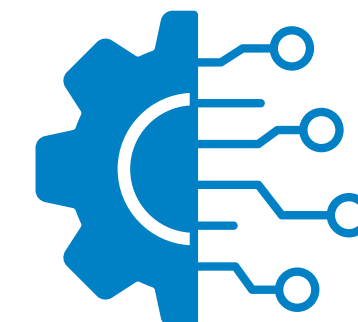
## Safety and Well-Being

Prioritize and foster safety, dignity and well-being of our staff, patients, and community



## Integration

Build a strong integrated system for health care delivery with our partners across the care continuum to address the needs of the community we serve





## PARTNERING WITH PATIENTS

**We will engage patient and caregivers in a meaningful way to enhance their experiences, facilitate self-care, and improve quality and safety of care.**

- Involve patients and families in co-design initiatives across the organization to enhance the patient experience
- Advance a culture of belonging for everyone where we foster Diversity, Equity, and Inclusion to reflect the people we serve
- Enhance safety and quality of care while engaging patients and families across their care journey



## CREATING COLLABORATIVE NETWORKS

**We will collaborate with other service providers to co-design, support and deliver accessible and coordinated services for our patients, organization, and region**

- Advance our Cyber Security posture
- Enhance Mental Health & Addictions Strategies
- Optimize and build capacity toward an integrated health system by providing care closer to home



## EMPOWERING OUR TEAM

**We will ensure a safe and healthy workplace and invest in our team's development to meet the evolving needs of our patients and our community**

- Create a safe, inspiring, inclusive and healthy workplace
- Strengthen the stability of our workforce: Attract, retain and recognize our people as valuable members of our team
- Build the capacity & capabilities of our teams to meet the needs of our patients with confidence



## ACHIEVING OPERATIONAL EXCELLENCE

**We will deliver quality care by adopting evidence-based practices while supporting the sustainability of our healthcare system**

- Strengthen internal information systems to improve service delivery and quality care
- Optimize programs and services to better serve patients
- Drive innovation to support operational sustainability to enable care and long-term growth

### By 2027 we will:

- Develop a comprehensive engagement framework that facilitates meaningful participation and collaboration with patients
- Integrate Diversity, Equity, Inclusion (DEI) into every aspect of organizational practice based on patient experience feedback
- Enhance Indigenous Engagement and Inclusion Strategy
- Create guidelines and protocols to adopt and sustain evidence-based best practices while prioritizing patient safety and quality of care
- Develop and implement standardized policies, tools, and equipment for cyber security
- Collaborate with community agencies and stakeholders to develop integrated Mental Health & Addiction services and reduce duplication across the region
- Collaborate and strengthen relationships with regional partners and organizations
- Enhance well-being and psychological safety of our staff
- Ensure our teams reflect and are equipped to support the growing diversity of the community we serve
- Develop focused strategies to retain and develop our current workforce and the workforce of the future
- Focus on an engaged workforce where team members have the opportunity and skills to improve how their work is done
- Enhance our clinical and corporate tools and systems
- Improve access to care for all patients
- Reduce the environmental impact of our hospital
- Improve accountability for healthcare service delivery results
- Collaborate with our community to continuously enhance the hospital
- Continue to grow and foster a culture of Continuous Quality Improvement



