

Going Beyond

for Healthier Communities



William Osler
Health System

2019-24
Corporate Strategic Plan

Going Beyond

for Healthier Communities



Introduction

Going beyond. For the past five years, these two words have changed the way we think about and deliver care at William Osler Health System. They have inspired us to be courageous in our thinking, to explore new and more efficient ways to manage our resources, and to foster meaningful relationships with health system partners. They have moved us to engage in more meaningful dialogue with patients and families, and to evolve the way we think about and shape the patient experience.

But times are changing. The population in our communities is continuing to grow at a rapid pace, people are aging, and we're seeing an increase in patients with chronic conditions and complex illnesses. Not only is this resulting in increased pressure on health care services, it's also compelling us to rethink and evolve the way we use precious public resources to continue delivering safe high quality care. People's expectations of hospitals are also changing. Technological advancements that have led to conveniences in other parts of their lives means people are now expecting more control over their health care, shorter wait times, quicker access to the services they need, and shorter hospital stays.

Patients want to be meaningfully involved in designing the services they receive and be a strong voice in informing their health care decisions. They want to experience smoother transitions as they move across the system between health service providers. Working closely with system partners, Osler is committed to improving access to services and creating a more coordinated health care network to better serve the needs of our communities.

Building on the momentum of our past accomplishments, our 2019-24 Strategic Plan, *Going Beyond for Healthier Communities*, reflects our commitment to enhancing quality excellence in patient care, and optimizing value through efficient and effective processes, emerging technologies and great people. While our people focus on making the lives of our patients better, Osler will focus on creating a work environment where they feel valued, supported, and acknowledged, and where meaningful learning opportunities continually inspire them to excel.

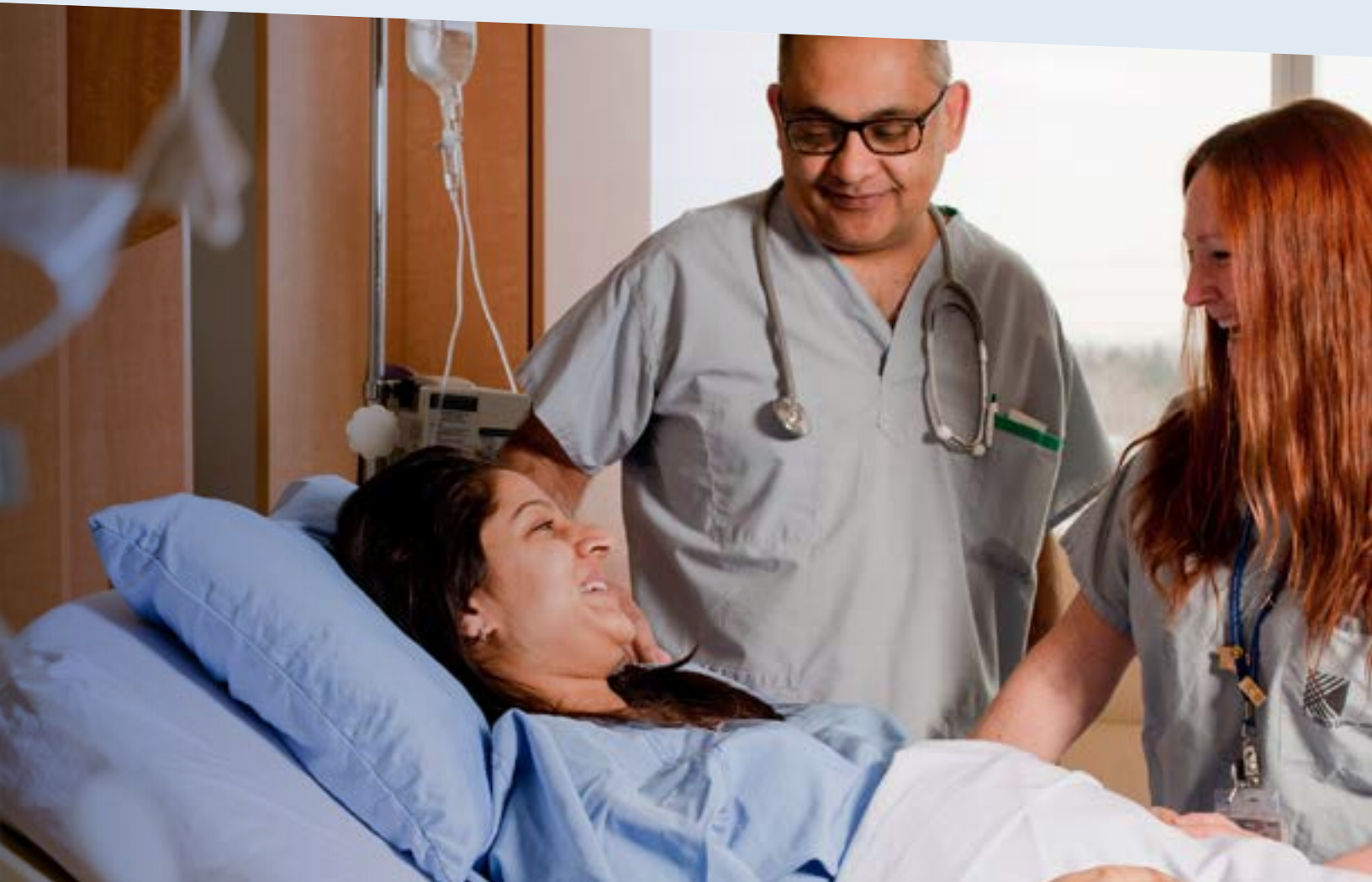
Using the plan as our guide, we will focus on developing innovative approaches and models of care that advance patient knowledge, experience and engagement, and ensure outstanding sustainable care.

It's through the hard work and dedication of our exceptional staff, physicians and volunteers that we will accomplish our five-year goals and deliver on our promise to *go beyond*.

We're ready to *go beyond* like never before. Join us.

Guiding Our Future






OUR VISION

Patient-inspired health care without boundaries

Patient-inspired health care means placing the patient at the heart of everything we do. It means empowering and supporting patients to actively engage in their own health care journey; including patients and families in co-designing care delivery to enhance their respective experience and outcomes; and inviting patients and communities to Osler planning tables to inform our strategies and policies.

Without boundaries means changing our relationships with the people in our communities who are past, current and potential Osler patients. It means our patients are more actively engaged with their respective care and Osler is there to help navigate their journey. Collectively we want to change the way our patients and communities access and engage with Osler both within and beyond our walls to reduce the demand on our emergency departments, increase patient satisfaction and build healthier communities.



“ It means challenging ourselves, and working with our patients and health system partners... to look beyond traditional solutions and to think differently about the way we provide care.”

Dr. Karen Dang,
Osler Physician



OUR MISSION

Innovative health care delivered with compassion

We inspire innovation, both large and small, that enhances the way Osler delivers care and services. We do this by not only analysing data and reports, but by asking our teams, and most importantly our patients, if there is a better, safer, more intuitive or compassionate way to do things. We cultivate, engage and support a team of problem solvers who ensure we collectively deliver innovative compassionate care.

OUR PROMISE

Going Beyond

Our staff, physicians and volunteers will continue to *go beyond* to deliver outstanding quality care that reflects the needs and preferences of patients and families, and leads to healthier communities.

Osler will continue to *go beyond* to cultivate a culture of trust, mutual respect and empowerment that inspires our people to challenge the status quo with new thinking and new approaches. We will recognize and reward staff, physicians and volunteers for using their ingenuity to enhance the patient experience, and to support a sustainable health system for our growing communities.

OUR VALUES

Respect, Excellence, Service,
Compassion, Innovation,
Collaboration



About Osler and Our Communities



At Osler, we understand what it means to go *beyond* to meet the health care needs of our communities.

Serving 1.3 million people in one of the fastest-growing and most culturally-diverse regions in Ontario, we excel in treating complex health conditions close to home while also supporting a growing focus on health and wellness.

Delivering services across three hospital sites in Brampton and Etobicoke, our emergency departments are among the busiest in Canada, and our labour and delivery program is one of the largest in Ontario. Thanks to advances in technology, two thirds of surgeries at Osler are now done on an outpatient basis, allowing us to deliver care more effectively and efficiently.

Thirty-six per cent of adults in our region live with a chronic condition. Of those, 14 per cent have multiple chronic conditions. The region's multi-cultural and multi-generational population is vulnerable to the earlier onset and acceleration of chronic diseases. This calls for a shift in how we meet the needs of a growing, diverse and aging community.

We are committed to ensuring Osler's programs and services reflect the voices of patients and families who are valued members at our planning tables. We also work closely with health system partners to support a better patient experience and positively impact the health of our communities.



A closer look at our evolving community

Understanding our community is a key factor in planning for health care needs today and in the future:

1.1M	By 2025, the Central West LHIN's population is expected to grow to 1.1M ¹
62%	By 2025, the seniors' population (aged 65+) is expected to grow by 62% compared to 2015 ²
47%	47% of residents are immigrants, 7% of whom were new to Canada within the last five years ³
17%	17% of residents live with multiple chronic conditions ⁴
15.7%	Central West LHIN residents have the highest rates of diabetes in the province, with a prevalence rate in 2016 of 15.7% ⁵
94.4%	94.4% of residents report having a primary care provider ⁶

1 Central West LHIN Annual Business Plan 2018-2019

2 Central West LHIN Annual Business Plan 2017-2018

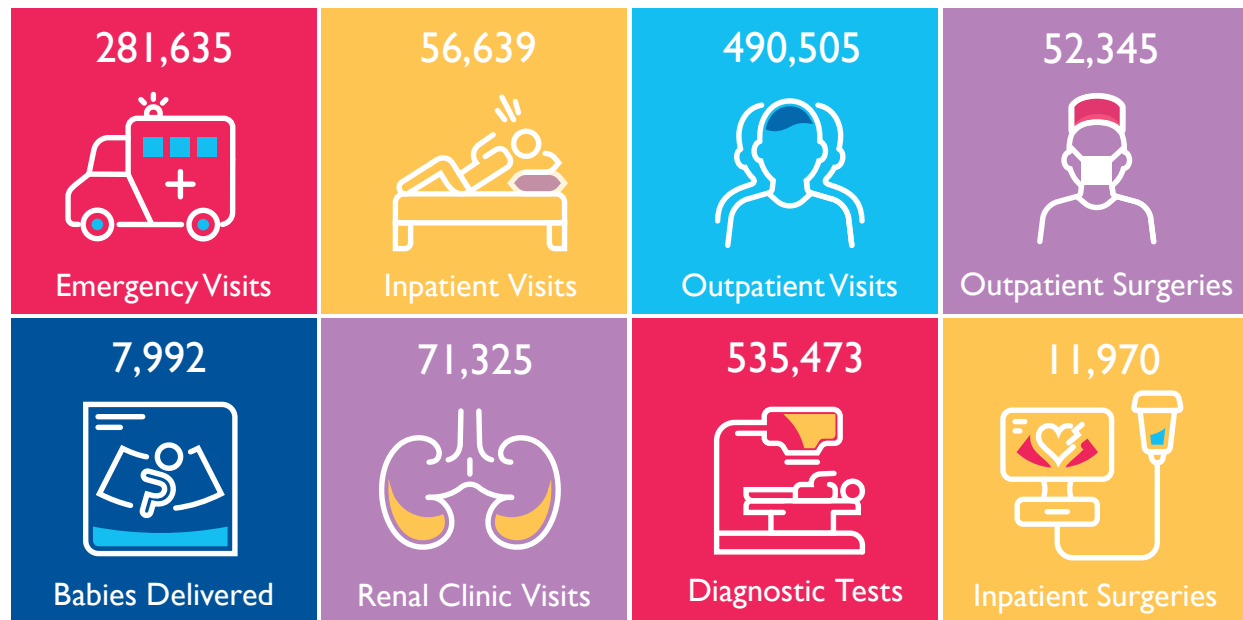
3 National Household Survey 2011

4 Canadian Community Health Survey, 2015-16

5 Ontario Diabetes Performance Indicators 2017

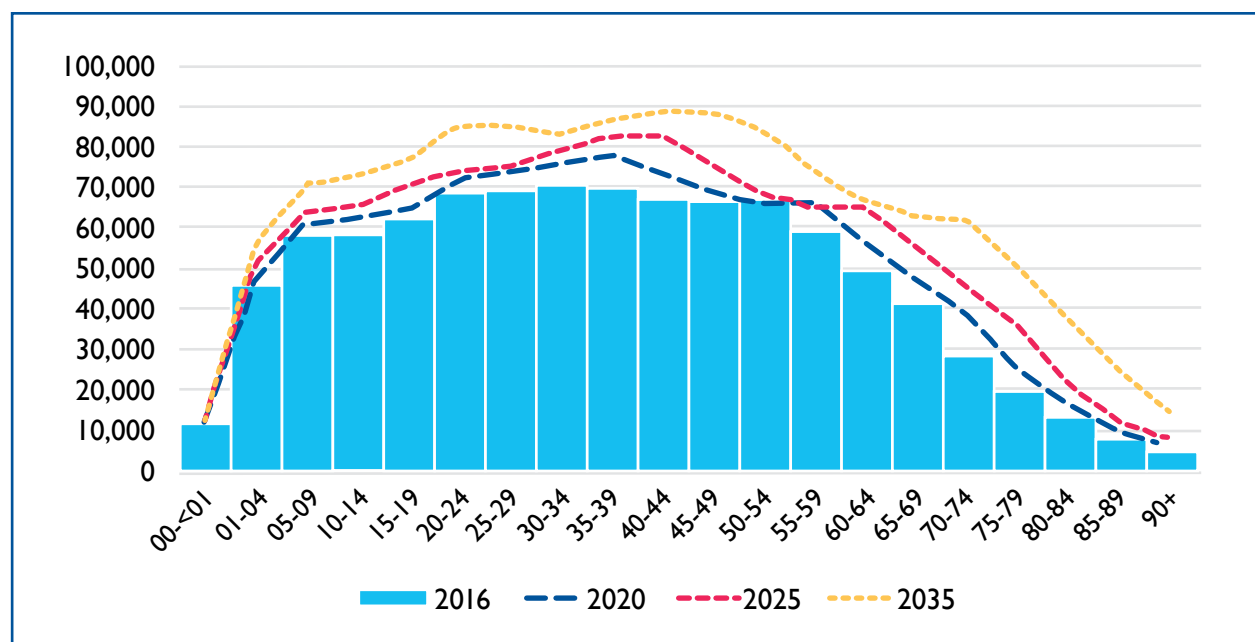
6 Health Care Experience Survey (July 2016 to June 2017)

Osler by the numbers*



*2017-18 fiscal year

Central West Local Health Integration Network population distribution by age group



Emerging trends open doors to new possibilities

There are a number of significant factors that influence the way care is delivered at Osler and in our local health system. Understanding emerging trends, and forecasting how these may impact care in the future is the key to creating a sustainable approach to care delivery that will successfully support healthier communities. Many of these trends challenged the way we think about patients and health care today, and opened the door to exploring new and more effective ways to deliver care that go *beyond*.

TREND #1



Brampton Civic



Etobicoke General



Peel Memorial

A growing population is increasing demand for services

Osler's three hospitals are located in the fastest growing region in the province. With the population expected to grow by 44 per cent by 2041, the increasing demand for health care services is being felt across regional service providers.

This unrelenting pressure has led to a widening funding gap that continues to stretch capacity and resources. Last year, Osler experienced more than 150 days in "code gridlock", meaning the number of patients needing inpatient care far outweighed the number of inpatient beds we had available. While all patients' needs were met, our dedicated staff and physicians were often providing care in unconventional spaces, including hospital hallways.

To reduce the pressure, Osler will focus on sustainable solutions including new approaches to care delivery, improved services, and coordinated, collaborative care across the entire patient journey. Working together with patients and our partners, we need to re-imagine how services are delivered to improve the health of the community, reduce the incidence of chronic disease, and help people live healthier lives.

Osler's emergency and urgent care services face unprecedented patient volumes



Across our three hospitals, Osler's Emergency Departments (ED) and Urgent Care Centre (UCC) see close to **900 patients per day**. Over the past seven years, Osler has seen a **64 per cent increase in visits**, totaling almost **300,000 visits each year**. With our population continuing to grow at a rapid pace, we expect the demand for ED and UCC care will far outweigh the resources and infrastructure available to serve them.



How Osler's approaches to patient care are already making a difference

75%

At Osler, **75 per cent of surgeries are now done on an outpatient basis**, paving the way for faster patient recoveries, and reducing the need for inpatient hospital stays.

10K

More than 10,000 day surgeries were performed at Peel Memorial in 2017-18, reducing the wait times for surgical services at Brampton Civic Hospital and Etobicoke General Hospital.

6.55%

Osler has the lowest Alternate Level of Care (ALC) rate in the province (6.55 per cent versus the provincial rate of 16 per cent), meaning patients needing another level of care are no longer waiting in a hospital bed for that care, but are instead being transferred back into the community with supports.



Thanks to a streamlined process, **Osler is able to prepare inpatient beds in a timely manner** from the moment a patient is discharged to the time a new patient is admitted.



TREND #2

Chronic disease and complex care needs are on the rise

The diverse population in the Central West Local Health Integration Network (LHIN) is vulnerable to increased incidence of chronic health conditions and complex care needs. Over the last four years as the population has grown, Osler has seen a corresponding increase in the following chronic diseases⁷:

Renal Failure	41.2%
Hypertensive Disease	23.6%
Dementia	20.3%
Cardiovascular	17.4%
Diabetes	4.0%
Asthma	3.3%

The seniors population, which is expected to grow by nearly 62 per cent by 2025, is among those at high risk for chronic disease. This group currently accounts for almost half of those who are frequent users of the health system in the Central West LHIN. They access the health system at multiple entry points (e.g., primary care, hospital, community care, long-term care), often end up in the ED, and are repeatedly admitted to hospital and/or require long lengths of stay in acute, post-acute and community-based care.

We need to support patients with chronic disease through their health care journey by ensuring they have easy access to all the supports and care they need, and by providing them with the tools and resources to self-manage their care at home.

⁷ Osler Discharge Abstract Database (DAD) – FY2013/14 – FY2017/18



TREND #3

How we socially engage is changing people's expectations

Rapid advancements in communication technology, combined with a greater demand for organizations to be inclusive, is changing the way people access and use information, dialogue with one another, and connect with organizations. This has had a profound impact on health care where the expectations of people, both within and outside Osler continue to evolve.

Today, patients and families want a greater say in care planning, not only at an individual level, but at the system level as well. They want a voice at the planning table where key

decisions about how and where health care is delivered are being made. They want faster access to information so they can make informed decisions about their care, and they want easier and more convenient access to services, their medical information, appointment schedules, and follow-up care plans.

This level of desired engagement also extends to staff, physicians, volunteers, partners and donors, all of whom recognize the benefits of technology for accessing and sharing information, promoting open dialogue, advancing new ideas, and providing timely feedback.

Health care organizations must explore new and different ways to engage with people and to improve the patient experience, community health, and staff well-being.



TREND #4

The health system is becoming increasingly fragmented

Today's health system has become increasingly complex and fragmented, making it challenging for patients to connect with the right services to meet all their care needs. The system continues to be organized around specific conditions (e.g., heart disease, cancer, diabetes) and providers, rather than on approaches that serve a patient's collective health needs; this leads to gaps in the delivery of health care services and offers little continuity of care for patients moving through the system.

Lagging technology also impedes the sharing of information between service providers resulting in care decisions being made in isolation of the full patient story.

An integrated, multi-specialty approach to health system change will reduce wait times, increase delivery of evidence-based practice, improve the patient experience, and reduce costs. It will offer new opportunities for collaborative partnerships, efficiencies and innovation – creating a system that treats the whole person and allows for sustainable, high-quality, patient-centred care.

Our Strategic Approach



Our Strategic Approach

Our 2019-24 strategic directions (highlighted below in the Strategy Map) were informed by an inclusive engagement process that invited our staff, physicians, volunteers and communities to help shape our collective health care future.

Our Strategy Map provides a visual representation of our overall Strategic Plan and shows how all the components work together to deliver on our Vision, *Patient-inspired health care without boundaries*.





QUALITY EXCELLENCE

Commit to delivering safe, compassionate, high-quality care every time.

GOALS

Enhance systems, processes and structures to ensure exceptional quality of care and eliminate preventable harm.

Deliver outstanding compassionate care by designing and implementing health care processes and data systems to continually improve quality and prevent adverse outcomes and harm.

Strengthen team-based capacity for continuous quality improvement along the patient journey.

Develop a culture where teams are encouraged, supported and rewarded for driving and delivering quality improvements that allow them to do their best work.

Co-design care delivery with patients and families to enhance their experience and outcomes.

Engage patients and families in a meaningful way in service design and delivery to engineer safe care processes and create a best-in-class experience that respects individuals' values, beliefs and preferences. We need to see the person, not just the disease.





“*Patient-inspired* means understanding my values and beliefs when planning my care... and hearing my thoughts, my hopes and my fears.”

Teresa & Sieglinde,
Osler Patients

Quality Excellence In Action

Choosing Wisely Campaign. Through Osler's participation in the national Choosing Wisely Campaign, we will apply up-to-date clinical best practices to consistently provide high-quality, safe care to our patients. This includes making the best use of diagnostic imaging and laboratory tests, and engaging patients in conversations about their care. This creates a better patient experience in the Emergency Department (ED) by reducing the number of commonly ordered laboratory tests which may result in lower patient wait times in the ED, a decreased length of stay, and a more standardized approach to the use of diagnostic tests across Osler's hospitals.

Patient and Family Engagement. We will work with patients and families when planning for new services to ensure their perspectives are reflected at the start of the design process. We value the input of patient members who already sit on our Clinical Service Leadership Team and Medical Advisory Committees, the most senior hospital decision-making tables where clinical and medical decisions are made.



ORGANIZATIONAL EFFECTIVENESS

Optimize value through efficient and effective use of resources to deliver health care our communities can rely on.

GOALS

Drive value-based decision making through strategic use of data and evidence.

Drive fact-based insights that result in intelligent business decisions that challenge the status quo.

Advance a mindset for continuous operational improvements.

Embed a culture of personal and collective accountability to deliver increasing value to our community.

Optimize resources and align clinical services planning for the health care needs of our community.

Inspire our people to actively contribute, champion and model new ways to use Osler's finite resources sustainably to deliver maximum value for patients, the organization and our communities.





“It’s about using our precious resources wisely to do what’s best for patients, for Osler and the community.”

Rhodalyn, Osler Staff Member

Organizational Effectiveness In Action

Bundled Care Pathways. As an early adopter of Ontario’s bundled care pathways (i.e., addresses an individual patient’s full spectrum of care for a specific health issue), we’re working to drive high-quality, efficient care that leads to improved patient outcomes and experiences. Osler patients are already benefitting from the initial integrated Hip and Knee bundled care pathway, which will soon be followed by the implementation of other bundled care pathways for targeted health issues.

Safe Patient Flow Initiative. To date, Osler has been working to streamline the care and processes associated with transitioning patients from the Emergency Department to inpatient units. Through this initiative, Osler will continue to help patients transition easily to the right place for their care ensuring that we make the best use of our finite resources and have the capacity to treat acutely ill patients safely.



HEALTH SYSTEM LEADERSHIP

Create the environmental conditions that change the way our patients and community access and engage with their health care.

GOALS

Empower and support patients to actively manage their own health care journey by building knowledge, skills and confidence.

We will equip patients with the right information, tools and community resources to drive positive health behaviors and generate better health outcomes.

Better understand Osler's population and identify people at risk of needing our services to positively impact their disease progression and health outcomes.

In collaboration with our partners, understand, and then focus on, those at increased risk of becoming Osler patients and develop approaches to further prevent the progression of illness, while also improving the way patients move between providers across the system.

Co-create new, non-traditional access points for health care programs and services by leveraging technology and partnerships.

Collaborate with system partners and leverage technology to provide communities with more ways to access care across the health system, including virtual care, and in the settings best suited to their needs and preferences.





“Going beyond means helping someone stay out of hospital by giving them the tools, information and confidence to manage their health at home.”

Rachel, Osler Staff Member

Health System Leadership In Action

Virtual Care. By continuing to be a leader in virtual care, Osler will connect patients with their care teams, where possible and appropriate, via virtual technologies. This will reduce the need for patients to come to the hospital or clinic, and help prevent further decline of their health. Thanks to a partnership with the Ontario Telemedicine Network (OTN) and other technology providers, this approach is already being used or is about to get underway in areas such as the Urgent Medical Clinic and Palliative Care Clinic. Osler plans to expand the model to other areas including the Urgent Oncology Clinic, Surgical programs, and Paediatric services.

Leveraging Technology. To help reduce pressures due to the growing demand for services, Osler will use mobile apps and predictive analytics to monitor patients and help prevent unnecessary ED visits or hospital admissions. This includes exploring ways to create additional bed capacity for acute patients, and seeking opportunities for keeping patients at home once they are discharged from hospital.



PEOPLE & CULTURE

Cultivate an organizational culture that inspires the people of Osler to be their best and do their best.

Osler's people are key to our success in delivering on our Vision, *patient-inspired health care without boundaries*. Their commitment to patient-inspired care shapes the way patients and families experience care at Osler.

We are committed to providing staff, physicians and volunteers with a safe, fulfilling work environment that inspires them to learn, innovate and grow. We will engage our people in meaningful dialogue and maximize each person's talent, skills and expertise so that they can make the best possible contribution to Osler's overall performance. This will enable Osler to attract and recruit the best talent in their fields.



GOALS

Create diverse, resilient and empathetic teams. Inspire teams to collaborate in an inter-disciplinary manner on opportunities for improvement, readily adapt to changing circumstances and respond to the needs of patients using equitable and inclusive approaches.

Foster a sense of purpose, trust and connection to the work people do at Osler. Advance a shared commitment to living our Mission, *Innovative health care delivered with compassion*, every day, by creating a culture of open communication, creativity and collaboration that further positions Osler as an employer of choice.

Support the development of our people. Provide our people with the learning opportunities and tools they need to be at their best, and recognize and celebrate their contributions.

Create a safe and healthy workplace environment. Encourage constructive dialogue, provide physically and psychologically safe workspaces within a no-blame culture and model healthy behaviours at all levels of the organization.



“I want to learn and grow in an organization that appreciates my talents and skills... where my feedback and ideas are valued, and relationships are built on mutual respect and a common goal of helping others.”

Rhodalyn, Osler Staff Member

People & Culture In Action

Leadership Development Program. Osler will create a program with an initial focus on 'leadership essentials' training to support leaders in building their knowledge and skillsets.

Staff and Physician Performance. The performance objectives for staff and physicians will align with Osler's Strategic Plan goals to ensure everyone understands how their work contributes to achieving the plan.

Employee Engagement. Osler will consistently measure how well it is engaging staff, and will support leaders to develop action plans that address any identified gaps and surface new opportunities.

The following strategic enablers are essential supports that will help us to achieve our strategic directions over the next five years, and realize our promise to *go beyond* for healthier communities.



FINANCIAL HEALTH

Ensure sustainable financial health to meet community needs well into the future.

GOALS

Reinvest in Osler's priorities through productive and efficient service delivery that optimizes revenues and savings.

Invest in capital and technology for improved care delivery by working together with the Osler Foundation to build partnerships and identify new capital financing strategies.

Advocate for a sustainable and effective health system that generates better value to patients in a timely and cost-effective manner through innovative and sustainable models of care and equitable and adequate resources.



INFRASTRUCTURE & INFORMATION

Invest in physical assets and technology that will transform access to high-quality care.

GOALS

Improve the flow of information between patients and their care teams, enhance quality of care, and improve operational sustainability by prioritizing technologies and partnerships across Osler's three hospitals.

As innovations in digital and real-time information sharing evolve, further enhance our highly-secure information systems to continue to protect sensitive patient and organizational data.

As the population grows and demand for health care increases, continue to plan and develop physical infrastructure and capacity that is flexible, adaptable and sustainable well into the future.



INNOVATION & COLLABORATION

Build innovation capacity that is patient-inspired, collaborative, and advances system transformation.

GOALS

Build systems and processes that facilitate prototyping and scaling of strategic innovation to harness the ingenuity and creativity of Osler employees.

Foster continuous learning by expanding skills and knowledge through observation, mentorship and inquiry.

Focus on capturing patient insights to stimulate learning and drive innovation.

Leverage progressive partnerships to advance common goals and create effective and sustainable change within current resources.

Advance our clinical and applied research program to improve the quality of patient care and outcomes and to strengthen expertise in treating conditions commonly seen in our communities.

“ Little things can make a big impact – innovation happens everywhere.”

Jessica, Osler Staff Member

A young girl with dark curly hair is shown in profile, wearing a grey hoodie. She is holding a small white rectangular device to her mouth and breathing into it. A woman with long dark hair, wearing a dark top and a light-colored cardigan, is standing next to her, looking on with a supportive expression. The background shows a clinical setting with shelves and medical equipment.

Championing a New Tomorrow for Health Care

“ It means fostering a culture of innovation and harnessing technology, but never forgetting the importance of humanity.”

Jennifer, Osler Staff Member



Our 2019-24 Strategic Plan, *Going Beyond for Healthier Communities*, is more than a plan. It's a blueprint for championing innovative, collaborative, and sustainable change that will alter the way patients access and engage the health system.

Our strategic directions will guide the way we work together to deliver safe, sustainable, high-quality care within and beyond the walls of our hospitals. The plan will help shape the way we engage patients, families and the community in dialogue about what they value most about health care and where and how they receive services. It will drive the way we work together with system partners to create a coordinated patient experience across the health system. And it will influence the way we reach out to donors to champion what it means to support health care in our communities.

At Osler, we are *going beyond by thinking beyond*. We are looking more broadly at our role in patient care to include those in our communities who are on the verge of needing Osler services.

Going beyond. It's what drives the way we work, the way we think and the way we deliver care at Osler. We're ready to go beyond to champion a new tomorrow for health care. We're ready to go *beyond* for healthier communities.



William Osler
Health System

Going Beyond

www.williamoslerhs.ca