

MY CARE

Royal Victoria Regional Health Centre's (RVH)
strategy to deliver inspiring care
2013-2023

(Refreshed in 2016, 2018 and 2021)



Royal Victoria
Regional Health Centre

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Douglas Callow, 83, Stayner

Heart patient glad to receive 'gold standard' of care

“I experienced pain in the back of my arms after cleaning the snow off my garage. Having had a previous heart attack I knew I had better get checked out. My neighbour drove me to Collingwood General and Marine Hospital and when I arrived I was quickly assessed. Good thing I went to the hospital as I was having a heart attack. The team told me that I needed to go to RVH in Barrie. Then what took place was just like a scene out of a television show. There were people everywhere caring for me and I heard the team call a 'Code STEMI'.

The Simcoe County paramedics arrived and I was safely transported to RVH where the cardiac team was right there waiting for me. Everything went very well and the care was great. I can't thank the teams at both hospitals, as well as the paramedics enough for the seamless way in which they cared for me. I understand now this is a new heart protocol and the 'gold standard' of heart care. I was lucky enough to be the first person in this region to receive such care. Thanks so much from the bottom of my 'repaired' heart.”

The Simcoe Muskoka Code STEMI Protocol is a partnership between RVH, the region's paramedic services and area hospitals. The 'gold standard' of care is achieved when a patient coming from a community hospital receives advanced cardiac care in less than 120 minutes from onset of symptoms.





MY CARE

At any moment of any day there is a life story being shaped at RVH. Lives touched. Lives saved. Lives forever changed.

- The young woman who reaches into the isolette to stroke the tiny fingers of her premature baby
- The stroke patient who struggles to his feet, relearning how to walk
- The anxious son, reassured by a surgeon that his dad is going to be just fine
- The cancer patient nervously listening to the hum of the radiation machine, thankful the lifesaving treatment can be received close to home
- The teenager finally able to get the mental health treatment that will help him get back in the classroom

RVH has been caring for our community since 1891 when the very first hospital opened in Barrie. In 2012, RVH opened an ambitious expansion that doubled the size of the health centre, installed over \$70 million in the latest equipment and technology and added new, specialized services not found anywhere else in the region, including a regional cancer centre. In 2018 we added two new regional programs – advanced cardiac and child and youth mental health.

But one thing hasn't changed in over a century. RVH is about people. They are at the centre of all we do and it's that culture of caring that is the hallmark of Royal Victoria Regional Health Centre.

It is our deeply-embedded commitment to Make each life better. Together.

A strategy to deliver inspiring care

As RVH continues along its exciting path of growth, innovation and change, it is critical we look forward to what's next: embracing change, anticipating challenges, building on our strengths and taking advantage of the opportunities that lie ahead.

This is the plan to do it. RVH introduced its **MY CARE** Strategic Plan in 2013, and we kept it relevant and responsive by refreshing the plan in 2016, 2018 and 2021. It continues to be the roadmap to guide our actions.

This is a plan that focuses on you. It's a plan that will enable RVH to deliver inspiring care that puts our patients and their families first. Always. Every day. And without exception.

RVH has put a stake in the ground and said every patient has a right to expect the best possible experience in our health centre. And that laser-like focus on patients and families will ensure we not just meet their needs, but exceed their expectations.

COVID-19 posed enormous challenges for hospitals, as we developed new practices, policies and spaces to ensure we could safely care for our region during the pandemic. Despite the uncertainty, TEAM RVH never wavered in its commitment to our patients and their families.

RVH is on a journey of transformation. With an eye to advancing innovation, learning and technology, we will push ourselves to the next level – raising the bar and working with our partners to ensure care is more connected, safe, seamless and accessible.

We will continue to bring world-class care close to home by significantly expanding our current Georgian Drive facility while developing a South Campus to serve residents of south Simcoe County.

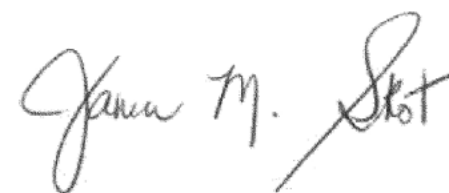
This plan will enable RVH to be the best. The best place to work, practice, volunteer, train and most importantly, to receive care.

Our vision is bold; our focus is clear; and our plan is achievable.

Respectfully;



Charlotte Wallis
Chair
RVH Board of Directors



Janice M. Skot, MHSc, CHE
President and CEO
RVH



Janice Skot, RVH President and CEO with
Charlotte Wallis, Chair, RVH Board of Directors

How we developed our plan

RVH believes the most valuable input comes from people: the people who receive care and the people who provide it.

As we developed, and then refreshed, our Strategic Plan, we talked with a lot of people and asked a lot of questions. Thank you to the over 5,000 patients, family members, staff, physicians, health and academic partners, policy makers and community members who care deeply about RVH and shared their ideas and experiences through:

- Focus groups
- One-on-one interviews
- Surveys - online, by mail and at the patient bedside
- A “telephone Town Hall”

We asked what you counted on RVH for and the strengths upon which we could build. We asked you to share your experiences and tell us how we can do even better. We heard, consistently, that RVH must continue to focus on safe, quality, patient and family-centred care and work with our partners to provide services and programs not available elsewhere in our region.

You said you wanted RVH to focus on what matters most to you. You wanted to explain, in plain language, what our priorities will be, how we’ll achieve them, and how we’ll measure our success. In 2016, 2018 and 2021 we did a “pulse check” to evaluate our plan, celebrate our successes and ensure we are still on the right track.

You told us to “stay the course” and continue to view care through the lens of the patient and their families.

To learn more about RVH’s engagement process and read stakeholders’ feedback, visit www.rvh.on.ca

You expect – and deserve – the highest level of care and services, no matter where you receive it — within RVH’s walls or beyond. You were very clear about what is important to you:

Access to Services. When you are ill or injured, you want to access the services you need to get better and you don’t want to wait an unreasonable amount of time.

Effective Communication. You want clear information about your health, your care, your prognosis and you want to be involved and engaged every step of the way.

Physical Comfort. You want your pain to be well controlled and you want help with regaining physical strength, walking to the bathroom, getting out of bed and eating.

Respect. You want your unique needs, preferences and goals to be respected and at the centre of the care you receive. You want to be treated as an individual.

Coordinated Care. You told us the healthcare system can be confusing and difficult to navigate, so you want all healthcare providers to work together so your journey through the system is seamless and simplified. You want to understand the plan for when you leave the hospital.

We also did extensive research, analyzed shifting demographics and utilization rates. We looked at future health trends and opportunities, recognizing regional and provincial government priorities.

RVH’s Strategic Plan is a call to action, shaped by the voices of thousands of people who care about the future of healthcare in our region.

We listened. And together, we dared to imagine the possible. Together, we created a plan which will allow RVH to partner with you to provide truly inspiring care and bring to life our vision to **Make life better. Together.**

MY CARE



We understand that when you need hospital care, you are often anxious, fearful and may be in pain.

Our commitment is to do what we can to reduce your anxiety and make your experience at RVH as positive as possible; to provide care centred around your needs. We will treat you and your loved ones with courtesy, dignity and respect, while understanding your unique circumstances.

We will listen carefully to you and keep you informed, while ensuring the transitions of care – inside and outside our walls – are coordinated and seamless as possible. It is our simple, unequivocal goal.

MY CARE

Vision

Make each life better. Together.

Mission

Exceptional care is our passion.

People are our inspiration.

Safety is our promise.



MY CARE



RVH Values

RVH's success will be built on the foundation of our organizational values.

These are deeply-held beliefs we carry with us every day, throughout every task and were identified through very broad consultation within the health centre and beyond.

Our values are our “True North” and are far more than mere words. They are rock solid and embedded in the core of who we are, guiding every action. They are our “always” behaviours which shape the patient and family experience.

WORK TOGETHER

I value the power of teamwork and contributions of others, ensuring patients and their families are partners in their care.

RESPECT ALL

I treat everyone with respect and dignity, recognizing the unique needs of others, valuing diversity and protecting privacy.

THINK BIG

I continually seek a better way through a culture of inquiry, innovation and enthusiasm to promote better outcomes, better knowledge, and better health.

OWN IT

I take responsibility for my decisions, actions and the impact they have on others, while committing to the highest level of excellence through outstanding service, safety and quality.

CARE

I inspire hope and trust, while treating everyone with compassion, patience and empathy. I have passion for our work and the difference we make in the lives of our patients.

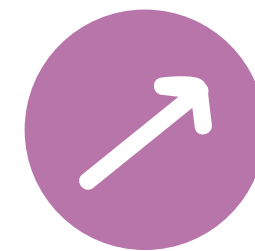
Facing today's challenges; embracing tomorrow's opportunities

Ontario's healthcare industry faces many challenges: a growing and aging population, increasing costs and funding constraints. It means we need to do things differently to ensure efficient, responsive, sustainable care. RVH is one of the highest-performing, efficient hospitals in the province, achieving ten consecutive balanced budgets despite these challenging times. Our region faces unique challenges and opportunities.

Simcoe Muskoka's population is growing rapidly



(Projected: Ministry of Finance)



Growing Population

RVH's current facility needs to double in size to meet the healthcare needs of the region's exploding population, especially in rapidly-growing Innisfil and south Barrie. On most days, every bed is full. That's why RVH has developed a 20-year, graduated infrastructure plan to significantly expand its current facility, and develop a South Campus to serve south Simcoe County.



Capacity Challenges

On any given day, almost a third of RVH's acute care beds are occupied by people who no longer need our specialized services, but are waiting to go elsewhere – the vast majority to a long-term care setting. They are called Alternate Level of Care (ALC) patients, and at RVH the ALC rate is amongst the highest in Ontario. The ALC challenge is the most pressing issue contributing to "hallway medicine".



Aging Population

Simcoe Muskoka is also an aging population. In fact, in 20 years seniors will make up 30 per cent of Simcoe Muskoka's population. Seniors often have complex healthcare needs and they rely on the healthcare system, accounting for more than half of all direct hospital costs. By expanding our seniors strategy, RVH will focus on seniors' needs and keep our aging population healthy.



Youth Population

Barrie has one of the fastest-growing youth populations in Canada and is expected to grow by approximately 20 per cent between now and 2041. RVH continues to invest in children and youth, including expansion of our Maternal Child Program, and the regional Child & Youth Mental Health Program.



Chronic Disease

Simcoe Muskoka has one of the highest incidence of chronic disease in Ontario. In fact 45 per cent of residents have a chronic condition – many suffer multiple conditions. Complex conditions like diabetes, heart disease, cancer, and respiratory illnesses all require specialized care and support from multiple caregivers at RVH and in the community. It's important this care be coordinated and easier to access.



Frequent Users

Almost 40 per cent of RVH's services are used by less than 1 per cent of the population. These frequent users of the healthcare system usually have very complex medical needs, often with chronic illnesses and mental health issues. Working with our partners to provide coordinated support for these individuals will be critically important.



Regional Role

RVH plays a significant regional role in Simcoe Muskoka, in fact, half our patients come from outside the City of Barrie. As the largest health centre in our region, RVH provides many highly-specialized services not found elsewhere in our region, including cancer, advanced cardiac, kidney and stroke care, as well as child and youth mental health. Building on that expertise and expanding services in the future is critical.

Barrie has one of the fastest-growing youth populations in Canada and is expected to grow by approximately 30 per cent between now and 2041.

MY CARE

Patients and their families are at the centre of Royal Victoria Regional Health Centre's Strategic Plan. It is a plan rooted in the belief that every patient will have the best possible experience in our health centre. It is a philosophy we call "**MY CARE**" and it's this focus on patients and their families which drives our entire plan.

What is MY CARE?

Royal Victoria Regional Health Centre will ensure your **CARE** is the best, safest and centred on you. Our **MY CARE** philosophy means we will **THINK BIG** and exceed your expectations. We will treat you and your loved ones with courtesy, dignity and **RESPECT**, while being responsive to your unique circumstances and cultural needs. We want you to be a partner in your care. We will listen carefully to you and keep you informed about your condition and treatment so, together, we can make the best decisions. We will **WORK TOGETHER** to coordinate your care – inside and outside our facility – and we will **OWN** our decisions and behaviours. Our unwavering focus on you will enable us to **Make each life better. Together.**



How RVH will achieve its vision for the future?

RVH's Strategic Plan draws a compelling vision of the future. It is stronger and clearer than ever and defines what we are trying to achieve, along with our partners. It will be guided by our mission, which provides us with a deep sense of purpose and helps us focus on daily actions most important to RVH. The plan is built on a foundation of the values we hold most deeply, which influence how we act and make decisions.

What will we do?

We will focus on what is important to our patients and their families.

RVH's **MY CARE** philosophy means we will do, think and act differently, always asking, "how will this affect our patients and families". We will work with all our partners to make it easier for you – reducing wait times and ensuring your care is seamless, inside and outside the health centre.

We will create an inspiring, engaging, safe workplace.

By nurturing a culture of trust and investing in the development of our people, we will attract and retain the very best and brightest people. We will encourage innovative thinking and promote learning. We will respect diversity and ensure equity and inclusion.

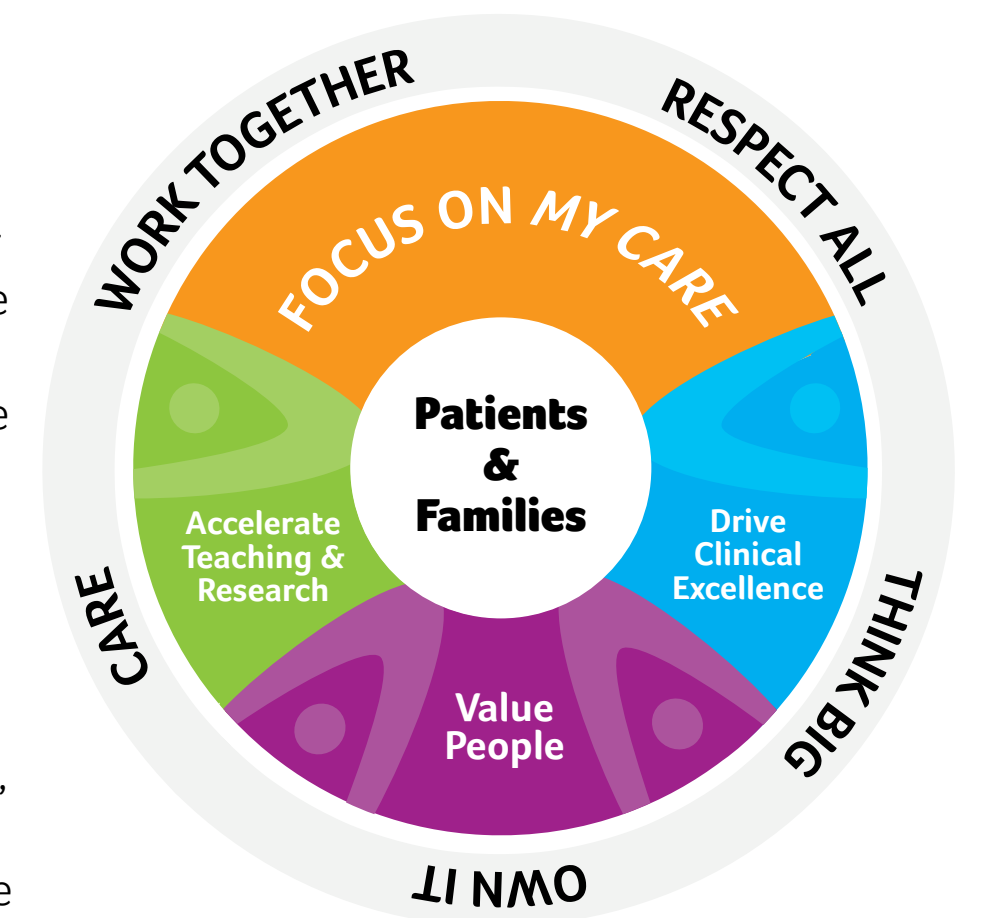
We will maintain our relentless focus on safety.

We will strive to be a Canadian leader in the delivery of safe, high quality care. RVH will build on its regional role, while expanding our services — and our facilities — to meet the needs of Simcoe Muskoka.

We will embrace an environment of discovery

RVH will strengthen its academic and research mandate by building on its highly-successful Family Medicine Teaching Unit, a partnership with the University of Toronto, and expand its interprofessional training of the next generation of physicians, nurses and other healthcare specialists.

Results will be the ultimate test of whether this strategy is successful. We will develop concrete action plans with milestones and metrics to measure our progress and we will report openly and regularly on our progress.



Focus on *MY CARE*

RVH will be unwavering in its commitment to put patients and families first, involving them in all aspects of their care and providing the most positive patient experience. Every encounter. No exceptions.

MY CARE

What we'll do:

Provide the best patient care experience.

Ensure patients receive timely care in the most appropriate setting.

Build partnerships to improve the health system and create a healthier community.

How we'll do it:

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| <ul style="list-style-type: none">• Demonstrate RVH's <i>MY CARE</i> practices and behaviours. Always.• Involve patients and families in decisions about their care. Listen and act on their feedback. | <ul style="list-style-type: none">• Work with partners to better coordinate homecare.• Expand RVH services in the community. | <ul style="list-style-type: none">• Partner in the Barrie Health Accord.• Be an engaged partner in the Barrie-area Ontario Health Team. |
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How we'll measure success:

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|---|---|--|
| <ul style="list-style-type: none">• Increase positive patient experience survey results.• Increase patients who say they received enough information before discharge. | <ul style="list-style-type: none">• Reduce wait time to receive care in the right setting.• Reduce wait time for an inpatient bed. | <ul style="list-style-type: none">• Receive designation as an Ontario Health Team. |
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Drive Clinical Excellence

RVH will focus relentlessly on safety and quality, developing specialized clinical services so people throughout Simcoe Muskoka can receive the best care close to home.

MY CARE

What we'll do:

Champion a culture of quality and safety.	Address overcrowding and meet the needs of our growing region.	Optimize technology to make care more connected, timely, accessible and safe.	Encourage community investment in the right spaces, tools and technology.	Use every healthcare dollar wisely and advocate for appropriate funding.
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How we'll do it:

<ul style="list-style-type: none">Exceed all safety measures.Encourage reporting and learning from incidents.Expand quality improvement initiatives using evidence-based guidelines, including MORE OB and Choosing Wisely.Ensure compliance with all Accreditation Canada standards.	<ul style="list-style-type: none">Seek government approval for RVH's capital plan, including expansion of current site and development of a new South Campus.Plan for expansion of Maternal Child, including NICU.Update Regional Clinic Plan, including plans for a Medical Step-down Unit, PET/CT and expansion of regional Dialysis Program.Develop a health centre-wide strategy to address seniors care, as well as mental health & addictions.Seek funding to continue operations of all temporarily-funded beds.	<ul style="list-style-type: none">Safely and successfully launch CARE4, regional health information system.Introduce an online portal to enable patients to access their own medical records.Expand virtual care.Expand patient self-registration kiosks.	<ul style="list-style-type: none">Recognize and connect grateful patients with the RVH Foundation.	<ul style="list-style-type: none">Maximize funding opportunities.Recover all COVID-related expenses.Use technology and data to improve efficiencies.Use ethical framework to guide decision-making.
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How we'll measure success:

<ul style="list-style-type: none">Safety and quality are measured continuously through RVH's Performance Improvement Scorecard, Quality Improvement Plan, and reported to Board of Directors.Increase number of reported incidents while decreasing number of critical incidents.	<ul style="list-style-type: none">Secure government approval to proceed with capital plan (North Campus pre-tower, tower phase and South Campus).Reduce number of patients leaving the region for care.	<ul style="list-style-type: none">Meet all CARE4 project milestones.Steadily increase the number of patients enrolled in portal.	<ul style="list-style-type: none">RVH Foundation's Moments Matter campaign milestones on target.	<ul style="list-style-type: none">Budget on target, as approved by Board of Directors.
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Value People

RVH will ignite new levels of passion, pride and performance in our skilled and dedicated TEAM RVH. We will strive to be the best place to work, practice, volunteer, learn and receive care.

MY CARE

What we'll do:

Hear all voices and perspectives.	Support a culture of equity and inclusion that is violence-free and where people feel safe and valued.	Retain, develop and attract the best and brightest people who reflect RVH's MY CARE values.	Invest in TEAM RVH to support their health and wellness.
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How we'll do it:

<ul style="list-style-type: none">Maximize Patient Family Advisory Council engagement.Find new ways to engage TEAM RVH.Act on TEAM RVH feedback.	<ul style="list-style-type: none">Expand diversity, equity, inclusion, and accessibility initiatives and accommodate cultural needs where possible.Expand Learning Management System (LMS) to include diversity, equity, and inclusion training.Expand workplace violence prevention and mitigation strategies.	<ul style="list-style-type: none">Develop a comprehensive leadership succession plan.Update RVH's recognition strategy.Expand leader coaching and develop an emerging leaders program.	<ul style="list-style-type: none">Expand Spiritual Care support for TEAM RVH.Expand health and wellness programs including implementation of peer support service.
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How we'll measure success:

<ul style="list-style-type: none">Enhance TEAM RVH engagement.Increase number of Team RVH surveys annually.Be recognized as an employer of choice.	<ul style="list-style-type: none">Enhance TEAM RVH engagement.Reduce workplace violence incidents.	<ul style="list-style-type: none">Enhance TEAM RVH engagement.	<ul style="list-style-type: none">Enhance TEAM RVH engagement.Reduce absenteeism due to mental health challenges.
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Accelerate Teaching and Research

RVH will advance learning and seek out research opportunities that support organizational performance and enhance patient care.

What we'll do:		
Maintain a strong commitment to learning and development.	Promote innovation and enhance patient care by harnessing TEAM RVH's knowledge and expertise.	As a community-based academic leader, attract, train and retain exceptional learners.
How we'll do it:		
<ul style="list-style-type: none">• Expand and increase awareness of Education Trust Fund grants.• Expand learning opportunities, including RVH-led courses.	<ul style="list-style-type: none">• Develop sustainable research programs.• Expand teaching and research infrastructure and facilities.	<ul style="list-style-type: none">• Forge new teaching partnerships, promoting our unique strengths and expertise.• Expand RVH's teaching and research services across Simcoe Muskoka.
How we'll measure success:		
<ul style="list-style-type: none">• Increase distribution of Trust Fund grants.• Increase participation in RVH-led learning opportunities.	<ul style="list-style-type: none">• Increase number of grants and seed funding.• Increase number of research publication.	<ul style="list-style-type: none">• Increase number of learners.• Increase number of learners that stay to work/practice post placement.



MY CARE

Building on our successes



- Awarded Accreditation with Exemplary Standing in 2019 by Accreditation Canada – this is the highest level of recognition awarded and only achieved by 20 per cent of Canadian healthcare organizations.
- Awarded Stroke Distinction in 2019, receiving the Award of Excellence from Accreditation Canada, distinguishing RVH as a leader in stroke care.
- Recognized with a Gold Quality Healthcare Workplace Award from the Ontario Hospital Association (OHA) for RVH's continued focus on fostering a healthy and safe workplace which promotes work/life balance.
- Recognized by the Institute of Public Administration of Canada (IPAC) with a silver award for “outstanding leadership” and for taking “bold steps” to drive quality and transform culture through RVH's **MY CARE** strategy.
- RVH's Laboratory Services received the Institute for Quality Management's four year certificate ISO 15189 Plus designation.
- Awarded a Silver Seal from the Ontario Health Association for energy and waste conservation.
- Since 2006, recognized as a Best Practice Spotlight Organization by the Registered Nurses' Association of Ontario for excellence in evidence-based nursing practice.
- Multiple awards from Trillium Gift of Life for consistently high tissue and organ conversion rates
- Received Conference Board of Canada/Spenser Stuart National Award for Governance for RVH's “pursuit of governance excellence and innovation”.
- Established academic affiliations with numerous universities and colleges including a formal partnership with the University of Toronto Department of Family and Community Medicine.
- Named an Ontario Employer Champion for providing experiential learning opportunities for students.
- Recognized with 18 prestigious national and international awards for communications excellence, including the Canadian Public Relations Society, Healthcare Public Relations Association, MarCom and Hermes.



RVH's pandemic response

So much has changed since last March when the COVID-19 pandemic was declared and Ontario entered a state-of-emergency. With an unwavering focus on safety, RVH introduced hundreds of new practices and protocols, put screeners at every door, restricted visitors, delayed scheduled surgeries to maintain bed capacity and, essentially, went into lock-down.

We faced a global PPE shortage, opened additional beds, built a field hospital, and supported our long-term care partners as the virus ravaged their homes. Now, RVH offers 'shots of hope' at our busy Immunization Clinic in Barrie.

It's been a gruelling year and our hearts go out to those who've lost loved ones to this terrible virus. Yet amidst the tragedy, despite fear for their own safety and that of their families, TEAM RVH continues to demonstrate incredible courage, compassion and commitment.

We are here for you, just as you have been there for us - raising our spirits through your outpouring of gratitude and encouragement. You inspired us to stay the course.

The pandemic will continue to test our resolve, yet we know there are brighter days ahead. And we will continue to get through this together.

Keeping you safe - To protect our patients and communities safe during the pandemic, RVH:

- Established an Emergency Command Centre to manage RVH's response.
- Hired more than 300 additional staff, including screeners, immunizers, nurses, PSWs, cleaners and infection control specialists.
- Renovated spaces and added 100 new beds, including a Regional Pandemic Response Unit.
- Opened screening clinics in Barrie and Innisfil.
- Opened the region's first Immunization Clinic.
- Accepted the transfer of 100+ patients from over-burdened GTA hospitals.
- Supported 25 Simcoe Muskoka long-term care and retirement homes.
- Expanded our laboratory capabilities to provide in-house COVID testing.
- Introduced virtual visitation and pet therapy while our 'Blue Brigade' volunteers are temporarily suspended.



MY CARE		
<div>Vision</div> <div>Make each life better. Together.</div>	<div>Mission</div> <div>Exceptional care is our passion. People are our inspiration. Safety is our promise.</div>	<div>Values</div> <div>Work Together, Respect All, Think Big, Own It, Care</div>
RVH's four strategic directions will inform everything we do and focus our energy, action and resources over the next five years, moving us closer to achieving our vision.		
1. FOCUS ON MY CARE		
What we'll do:	How we'll do it:	How we'll measure success:
Provide the best patient care experience.	<ul style="list-style-type: none">Demonstrate RVH's MY CARE practices and behaviours. Always.Involve patients and families in decisions about their care. Listen and act on their feedback.	<ul style="list-style-type: none">Increase positive patient experience survey results.Increase patients who say they received enough information before discharge.
Ensure patients receive timely care in the most appropriate setting.	<ul style="list-style-type: none">Work with partners to better coordinate homecare.Expand RVH services in the community.	<ul style="list-style-type: none">Reduce wait time to receive care in the right setting.Reduce wait time for an inpatient bed.
Build partnerships to improve the health system and create a healthier community.	<ul style="list-style-type: none">Partner in the Barrie Health Accord.Be an engaged partner in the Barrie-area Ontario Health Team.	<ul style="list-style-type: none">Receive designation as an Ontario Health Team.
2. Drive Clinical Excellence		
What we'll do:	How we'll do it:	How we'll measure success:
Champion a culture of quality and safety.	<ul style="list-style-type: none">Exceed all safety measures.Encourage reporting and learning from incidents.Expand quality improvement initiatives using evidence-based guidelines, including MORE OB and Choosing Wisely.Ensure compliance with all Accreditation Canada standards.	<ul style="list-style-type: none">Safety and quality are measured continuously through RVH's Performance Improvement Scorecard, Quality Improvement Plan, and reported to Board of Directors.Increase number of reported incidents while decreasing number of critical incidents.
Address overcrowding and meet the needs of our growing region.	<ul style="list-style-type: none">Seek government approval for RVH's capital plan, including expansion of current site and development of a new South Campus.Plan for expansion of Maternal Child, including NICU.Update Regional Clinic Plan, including plans for a Medical Step-down Unit, PET/CT and expansion of regional Dialysis Program.Develop a health centre-wide strategy to address seniors care, as well as mental health & addictions.Seek funding to continue operations of all temporarily-funded beds.	<ul style="list-style-type: none">Secure government approval to proceed with capital plan (North Campus pre-tower, tower phase and South Campus).Reduce number of patients leaving the region for care.
Optimize technology to make care more connected, timely, accessible and safe.	<ul style="list-style-type: none">Safely and successfully launch CARE4, regional health information system.Introduce an online portal to enable patients to access their own medical records.Expand virtual care.Expand patient self-registration kiosks.	<ul style="list-style-type: none">Meet all CARE4 project milestones.Steadily increase the number of patients enrolled in portal.
Encourage community investment in the right spaces, tools and technology.	<ul style="list-style-type: none">Recognize and connect grateful patients with the RVH Foundation.	<ul style="list-style-type: none">RVH Foundation's Moments Matter campaign milestones on target.
Use every healthcare dollar wisely and advocate for appropriate funding.	<ul style="list-style-type: none">Maximize funding opportunities.Recover all COVID-related expenses.Use technology and data to improve efficiencies.Use ethical framework to guide decision-making.	<ul style="list-style-type: none">Budget on target, as approved by Board of Directors.

MY CARE

Vision Make each life better. Together.	Mission Exceptional care is our passion. People are our inspiration. Safety is our promise.	Values Work Together, Respect All, Think Big, Own It, Care
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RVH’s four strategic directions will inform everything we do and focus our energy, action and resources over the next five years, moving us closer to achieving our vision.

3. Value People		
What we’ll do:	How we’ll do it:	How we’ll measure success:
Hear all voices and perspectives.	<ul style="list-style-type: none">Maximize Patient Family Advisory Council engagement.Find new ways to engage Team RVH.Act on TEAM RVH feedback.	<ul style="list-style-type: none">Enhance Team RVH engagement.Increase number of Team RVH surveys annually.Be recognized as an employer of choice.
Support a culture of equity and inclusion that is violence-free and where people feel safe and valued.	<ul style="list-style-type: none">Expand diversity, equity, inclusion, and accessibility initiatives and accommodate cultural needs where possible.Expand Learning Management System (LMS) to include diversity, equity, and inclusion training.Expand workplace violence prevention and mitigation strategies.	<ul style="list-style-type: none">Enhance Team RVH engagement.Reduce workplace violence incidents.
Retain, develop and attract the best and brightest people who reflect RVH’s MY CARE values.	<ul style="list-style-type: none">Develop a comprehensive leadership succession plan.Update RVH’s recognition strategy.Expand leader coaching and develop an emerging leaders program.	<ul style="list-style-type: none">Enhance Team RVH engagement.
Invest in TEAM RVH to support their health and wellness.	<ul style="list-style-type: none">Expand Spiritual Care support for Team RVH.Expand health and wellness programs including implementation of peer support service.	<ul style="list-style-type: none">Enhance Team RVH engagement.Reduce absenteeism due to mental health challenges.

4. Accelerate Teaching & Research		
What we’ll do:	How we’ll do it:	How we’ll measure success:
Maintain a strong commitment to learning and development.	<ul style="list-style-type: none">Expand and increase awareness of Education Trust Fund grants.Expand learning opportunities, including RVH-led courses.	<ul style="list-style-type: none">Increase distribution of Trust Fund grants.Increase participation in RVH-led learning opportunities.
Promote innovation and enhance patient care by harnessing TEAM RVH’s knowledge and expertise.	<ul style="list-style-type: none">Develop sustainable research programs.Expand teaching and research infrastructure and facilities.	<ul style="list-style-type: none">Increase number of grants and seed funding.Increase number of research publication.
As a community-based academic leader, attract, train and retain exceptional learners.	<ul style="list-style-type: none">Forge new teaching partnerships, promoting our unique strengths and expertise.Expand RVH’s teaching and research services across Simcoe Muskoka.	<ul style="list-style-type: none">Increase number of learners.Increase number of learners that stay to work/practice post placement.