



Hôpital St-Boniface Hospital

STRATEGIC PLAN 2020-2023

BUILDING ON STRENGTHS IN A CONTEXT OF CHANGE

LEADERSHIP MESSAGES

It is an honour to be bringing forth the 2020-2023 strategic plan adopted by St. Boniface Hospital's Board of Directors. This plan – one that belongs to us all – defines the path to embrace for the next three years as our organization evolves. I would like to thank the Strategic Planning Steering Committee members for their time, their wisdom, and their deep engagement in this process. I also thank the entire St. B. team, our partners, and so many members of the greater community who graciously contributed their time to this initiative.

We will be building on the strengths of this long-standing institution to achieve ambitious goals. It will take the mobilization of an entire community to do so – both internally and externally. The Board of Directors offers its support to the people of St. Boniface Hospital in seeing this plan come to life.

Tom Carson
Board Chair
St. Boniface Hospital

***Building on Strengths in a Context of Change** – the focus of our strategic plan – is fitting for this time in the life of St. Boniface Hospital. A new chapter began for our organization in the early part of 2019 when the Board of Directors chose to launch an inclusive and iterative strategic planning process. We now have a map of our new landscape and a bold way forward set for the next three years.*

Our Mission and Values are at the core of who we are. The Grey Nuns, founders of St. Boniface Hospital, have entrusted us with their mission and have asked that it continue in a contemporary raison d'être. Together, we have been able to renew our vows with a mission of “serving Manitobans who face critical and complex conditions, with a renowned spirit of compassionate care and courageous innovation”.

Our vision of “offering global-calibre medical expertise in a sanctuary of compassion, where today's discoveries are tomorrow's cures” sets a high bar. This three-year strategic plan highlights our commitment to working towards this vision. Collaborative efforts with patients and families as partners as well as the Winnipeg Regional Health Authority, Shared Health, Government, our fellow health and human service organizations and various stakeholders will be essential to realizing this vision.

Working within an ever-changing context asks all of us to be agile and so must our plan evolve and change as we take into account emerging opportunities. Let the launch of this strategic plan be a springboard to renew our passion and energy to serve our community with excellence in all that we do and a spirit of compassionate care – always.

Martine Bouchard
President & CEO
St. Boniface Hospital

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INTRODUCTION AND BACKGROUND

St. Boniface Hospital (St. B.) is a longstanding, faith-based hospital in Winnipeg, revered for its world-class patient care, education and research, and for the high quality and dedication of its people. It is deeply rooted in values of compassion, community, healing, and hospitality, all dating to the legacy of the founding Grey Nuns in the 1870s. These values continue to inhabit our organization at all levels and to guide its actions and services. As the second largest and oldest hospital in Manitoba, with a strong and enduring relationship with the francophone community, St. B. has played and will continue to play a critical role in the Winnipeg and Manitoba health services landscape.

The recent years have been particularly challenging for St. B. and other healthcare providers in the province, as we adapt to consolidations in clinical and administrative areas mandated by the Manitoba Health System Transformation. Major change in a complex health system is never easy. The transformation has had a significant impact on the engagement and well-being of our employees and physicians. However, despite the unprecedented changes of these past years, St. Boniface Hospital employees, physicians and volunteers have shown immense resilience and capacity to stand true to the hospital's values as it navigates and negotiates the evolving demands.

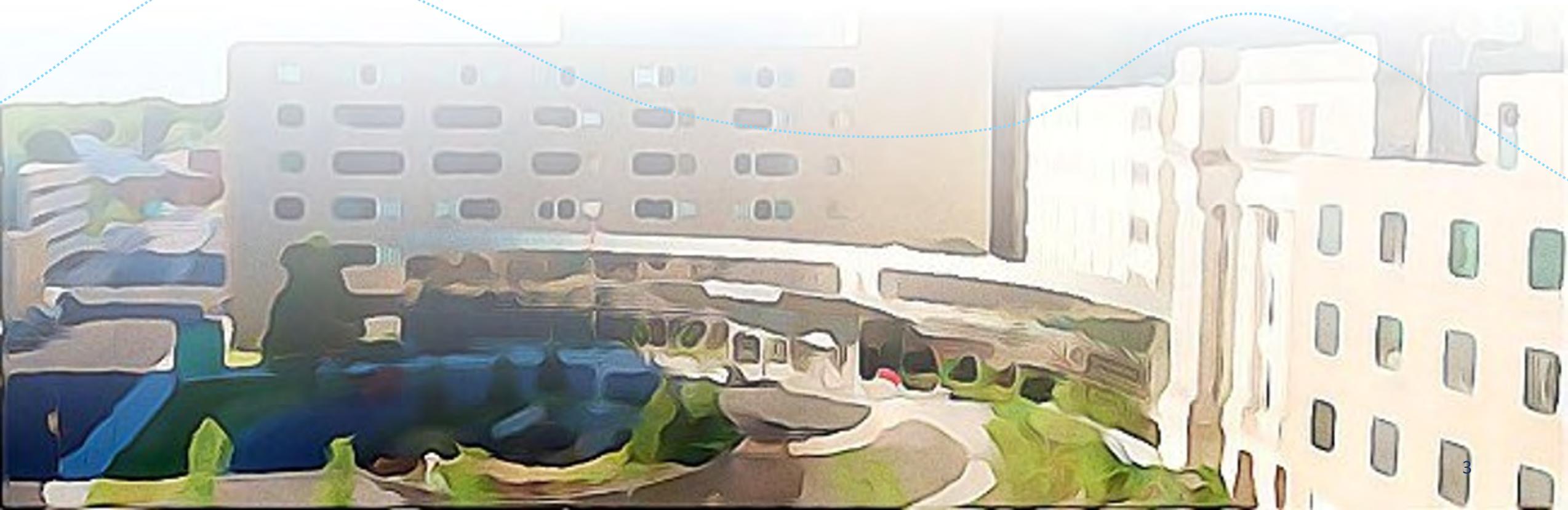


While historically known as a general hospital, St. B. now has a firm tertiary care mandate within the province; we are therefore reorganizing accordingly to focus on specialized care. We are committed to partnering with the region and the province in our common goal of improved healthcare delivery for all Manitobans and will work with our community partners to help ensure a seamless care continuum for our patients and families.

Rapid change is likely to continue with the implementation of the provincial healthcare system blueprint. There is risk in complex conditions such as these of foregoing proactive planning due to a lack of time and energy, when indeed such circumstances may require it the most. Furthermore, the last strategic plan for St. B. attended to the years 2012 – 2015 in a context that was dramatically different from that of today.

With a commitment to planning in our new reality of change and consolidation, St. B.'s leadership team worked closely with the Corporate Governance and Ethics Committee and the Board of Directors in 2018 to lay the groundwork for a three-year strategic plan, the process for which was subsequently initiated in February of 2019. The goal was to meet the organization where it stands now, embracing the need for flexibility and adaptability in today's context while providing the organization and the entire St. Boniface Hospital team with common focus and with energy for the future.

The Board of Directors appointed a Steering Committee for the planning process with a mandate to develop a short, clear and usable plan that would: 1) honour the mission and legacy of the institution while unifying the organization and its stakeholders; 2) serve as an inspiring guidepost for decision-making, behaviours, and activities at all levels while enabling adaptability in the changing context; 3) attend not only to our patients and their families via excellent and compassionate care, but also to the empowerment and well-being of our dedicated St. B. team members; 4) position us as an important tertiary care partner working productively with other members of the regional and provincial healthcare system; and 5) maintain our important and longstanding commitment to innovation and rigour, despite the promise of ongoing change.



PLANNING APPROACH AND PROCESS

The planning process began with a view toward building on the many existing strengths of this organization and consulting broadly in order to ensure that the plan would address the areas of importance for our internal and external constituents. To that end, over 1000 of our employees, physicians, volunteers, patients, families, regional and provincial partners, and community stakeholders generously gave their time to this process by providing input via interviews, surveys, focus groups, workshops and listening tours. These consultations provided a unique opportunity for frank and open discussions and for valuable input into the most important needs, issues and opportunities preoccupying them.

After developing the preliminary strategic directions that emerged from these consultations, the St. Boniface Hospital leadership returned to over 100 team members and stakeholders to ensure that the proposed directions resonated with them, reflected their expressed needs and priorities, and provided sufficient focus for the future.

This process of co-construction in and of itself yielded invaluable results. It enabled new lines of communication, important feedback and so many expressions of dedication and attachment to this hospital. It became clear over the ten-month planning period that despite the evident and significant frustration that many have experienced adapting to a new reality, we are all committed to continuing our longstanding legacy of serving patients with excellence, with dignity, and with compassion.

WE BRING HOME TO PEOPLE

EVERYONE
MATTERS

WE LIVE WE ARE A WORK
TRADITION FAMILY

WE ALL DESERVE
COMPASSIONATE
CARE: PATIENTS
AND ONE
ANOTHER

THERE IS PRIDE IN
THIS HOSPITAL

**WE ARE
ROOTED**

WE RISE TO
A CHALLENGE

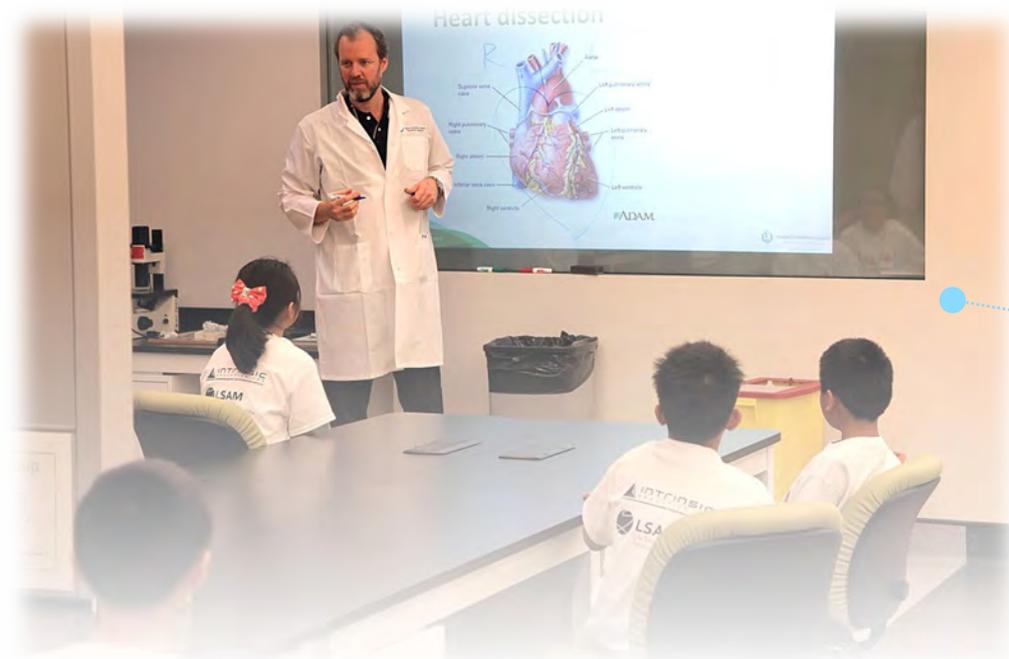
**IN THE
COMMUNITY**

ST. B. IS MY SECOND HOME
WE ARE OPEN TO CHANGE

THERE IS
MEMORY
IN THIS
INSTITUTION

WE ARE A LEADING FORCE
IN MANITOBA HEALTHCARE

THE PAST IS STILL HERE IN A POSITIVE WAY



Youth BIOlab

THE STATEMENTS THAT FOLLOW REPRESENT THE VOICES OF OUR CONSULTATION PARTICIPANTS. THESE HAVE SHAPED THE DEVELOPMENT OF NEW IDENTITY STATEMENTS THAT WILL BE USED TO DESCRIBE THE HOSPITAL GOING FORWARD.

We stand our ground for our patients and families.

We are a hospital that is welcoming to all.

We offer compassionate care with respect for the dignity of each person, rooted in the legacy of the founding Grey Nuns.



Buhler Gallery

We are a dedicated and passionate community of team members who support and care for each other.

We have a long and enduring relationship with the francophone community of Winnipeg.

WHO WE ARE



Cardiac Sciences Program Heart Cath Lab

We relentlessly innovate and strive to do better.

We proudly provide excellent tertiary patient care and conduct world-renowned bench-to-bedside research.



Neonatal Intensive Care



OUR IDENTITY

MISSION

Serving Manitobans who face critical and complex conditions, with a renowned spirit of compassionate care and courageous innovation.

VISION

Offering global-calibre medical expertise in a sanctuary of compassion, where today's discoveries are tomorrow's cures.

VALUES

Compassion

Fuels us, respects each person's dignity and challenges, enriches every interaction, and our collective capacity to help people heal.

Advocacy

Expressing and standing firm for the well-being of patients, their families, and each other.

Agility

A responsive, adaptive, solution-mindset that communicates, decides, and takes action until the desired outcome is achieved.

Discovery

Bold advancements and innovations that save human lives and create an ever-improving work environment for all of us.

Passion

The vital energy and deep sense of purpose we carry, knowing we have the privilege of truly enriching peoples' lives, every single day.





STRATEGIC PRIORITIES

"Daisy is a pearl in the flower kingdom, greatly appreciated by all flower gardeners and florists around the world; and so too is our Foundress Marguerite d'Youville a pearl of great value for all the needy people of the world. Daisy is a simple plant, thriving in any flower garden or flower pot. The Grey Nuns try to live a simple life, to be happy where they are planted and to be ready to be of service to those in need, with a welcoming smile, a caring heart, a helping hand, a listening ear, and a word of hope".

[\(https://sgm.qc.ca/en/the-grey-nuns/\)](https://sgm.qc.ca/en/the-grey-nuns/)



SUSTAIN AND STRENGTHEN OUR STANDING AS A GREAT PLACE TO WORK

We are committed to respecting, supporting, empowering and celebrating our team members. We will prioritize safety, holistic wellness and work-life balance. We will strive for appropriate staffing ratios and engage in proactive and inclusive recruitment and retention strategies. We will promote a workplace of collaboration, inter-professional teams, and cross-organization cohesion. We will increase our focus on development opportunities and on building leadership capacity across the hospital to enable employees, physicians and volunteers to be leaders in their respective functions. We will listen to and learn from each other, developing enhanced internal communication processes organization-wide.



RIGOROUSLY PURSUE CONTINUOUS IMPROVEMENT IN EXCELLENCE, SAFETY AND TIMELINESS OF CARE

St. Boniface Hospital now has a clear mandate from the Manitoba government to provide tertiary care. In an effort to ensure tertiary care excellence throughout the hospital, we will seek hospital accreditation from Accreditation Canada. We will increase our efforts to involve patients and families in designing care delivery and in day-to-day care provision. We will continue to grow our Lean transformation initiatives and in-house Lean capacity. As such, we will work collaboratively to encourage and enable innovation, improved programs and processes, increased efficiency and reduced waste, all in areas that will have the most impact on care. To complement these efforts, we will better optimize and harmonize evaluation, reporting and risk management to ensure that useful, timely and accessible data inform our care decisions.



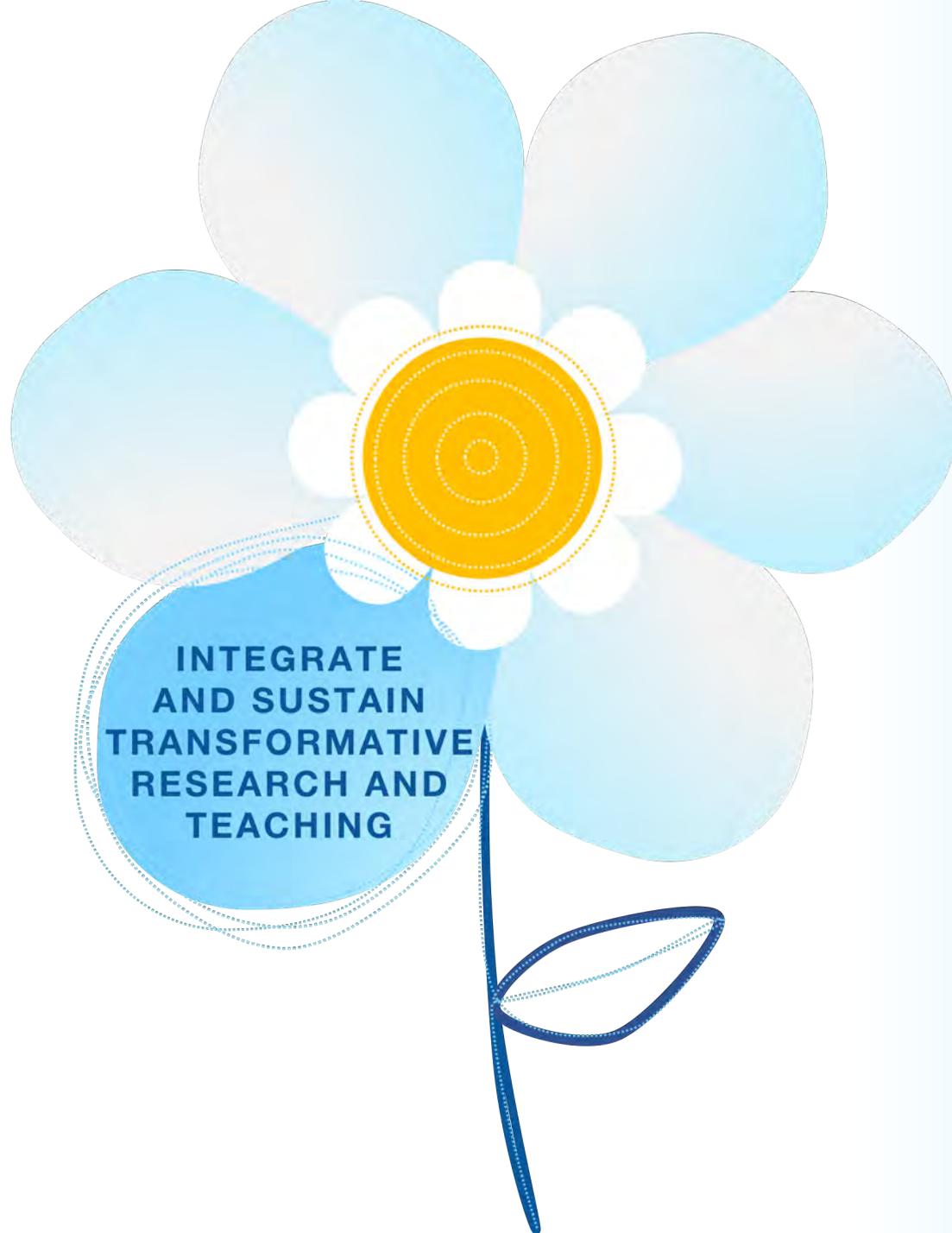
HONOUR OUR LEGACY AS AN INCLUSIVE AND WELCOMING PLACE THAT IS "OUR HOSPITAL, FOR ALL"

We will warmly welcome all our patients in need of tertiary care, from the francophone community, Métis, First Nations, and Inuit communities, members of our many other cultural communities, and the community at large. We will be sensitive to the cultural needs and practices of all communities. In partnership with the Catholic Health Corporation of Manitoba and its communities of service, the St. Boniface Hospital Foundation, and other community providers, we will work towards a more seamless care continuum. This will better meet our patients' and families' needs, not only while at St. Boniface Hospital, but also before they arrive and after they leave. We will further maintain and strengthen ongoing links with our various constituencies via collaborations and outreach in communal learning, healing and health promotion initiatives.



CULTIVATE COMPASSION FROM THE BEDSIDE TO THE BOARDROOM

Compassion uplifts us as individuals, enriches our relationships, and enhances our hospital's capacity to heal. To up-hold our longstanding dedication to compassionate care, we will foster the conditions in which the spirit of compassion can flourish throughout our hospital – personally, interpersonally and organizationally. We will seek to deliver care with compassion at every step, and, in doing so, we will be a leader and a model for other Canadian healthcare organizations. We will provide training to renew, inspire and support our volunteers, employees and physicians in the provision of compassionate care, and engage our team to pursue process improvements in areas that best facilitate it.



CONTINUE TO FOSTER CUTTING EDGE RESEARCH AND TEACHING TO ENHANCE PATIENT CARE

St. Boniface Hospital has been a powerful international hub of innovative research and teaching that attracts top clinicians and scientists to the province. We will endeavour to secure the required space, time and resources to sustain and stimulate cutting-edge research that paves the way for state-of-the-art patient care. We will nurture our entrepreneurial thinking. We will further strengthen partnerships with the University of Manitoba, other universities and innovation hubs locally, nationally and abroad, to support novel and large-scale research collaborations. Our scientists and clinicians will work together to increase our clinical research. We will work closely in concert with our post-secondary partners to continue building transformative learning opportunities for trainees across disciplines that contribute to provincial and national patient care excellence.



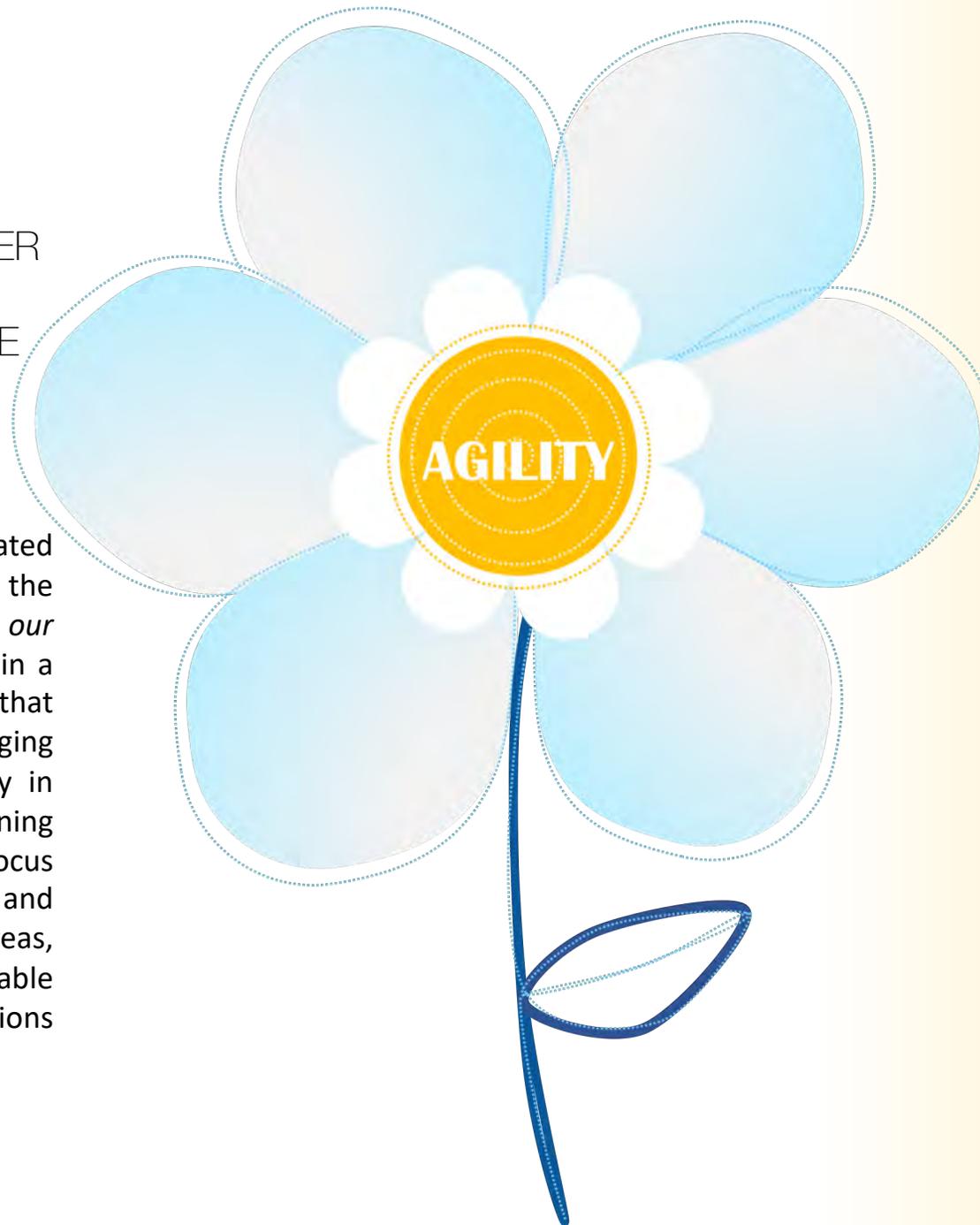
**CONTRIBUTE
TO AND HELP
SHAPE THE
PROVINCIAL
HEALTHCARE
SYSTEM**

CONTRIBUTE AS AN INTEGRAL PARTNER TO THE EVOLVING MANITOBA HEALTHCARE SYSTEM

We are dedicated to fulfilling our role as a leading bilingual hospital in Manitoba for patients requiring tertiary care. We will continue our work as a committed partner – with its autonomy under the governance of a Board of Directors appointed by the Catholic Health Corporation of Manitoba – to help successfully transform the provincial healthcare system. We will be a strong voice at regional and provincial decision-making tables. We will persist in our efforts to stand up for the best possible care for our patients, families, and employees. We will aim to set an example in seeking thoughtfully developed care solutions for our patients and families with a view to advancing overall regional and provincial healthcare.

AGILITY LIES AT THE CENTER
OF THE SIX STRATEGIC
PRIORITIES AS IT MUST BE
INFUSED INTO EACH

The need for agility was communicated loudly and clearly through the consultation process. It refers to *our way of being*, versus *what we do*, in a large and complex organization that must operate in a rapidly changing context. The central role of agility in this plan is a reminder, for our planning and our everyday work, to focus mindfully on developing pathways and communication channels across areas, functions and disciplines, that enable rapid and effective feedback, actions and decisions.



Agility refers to how the organization responds to events that it may not be able to predict, how it anticipates future change, and continues to improve and learn as a connected organization. It is enabled through internal and external communications that reach the right people with the right information in the right way at the right time. It means that we create and sustain internal and internal-external networks and collaborations, with effective and rapid feedback mechanisms, in order to:

- anticipate and manage change;
- advocate for patients and families;
- improve processes and programs;
- problem-solve by addressing root causes of issues that arise;
- provide pathways for rapid learning and experimentation;
- disseminate learning and successes throughout the organization, region and province.

CLOSING STATEMENT

This plan represents, on one hand, the end of a ten-month process of deep and broad consultation, analysis, synthesis, and reflection. On the other hand, it signifies a beginning.

This plan must now live throughout the organization by informing and orienting our annual plans and day-to-day work. It asks us to reflect not only on what we do, but also on our way of being as we work, how we communicate and how we stay flexible, responsive, proactive and optimistic, at all levels, knowing that change will be constant.

Every day, inside the walls of St. Boniface Hospital, we see excellence, innovation, dedication, and a deep caring for our patients and for one another. We must amplify this, celebrate and share our successes, and collectively learn from them. This is the legacy of the Grey Nuns. That legacy lives on through us.

The art in the background is a representation of Serenity, by Roger LaFrenière, painted in 2019 and donated to St. Boniface Hospital by the artist. LaFrenière is a well-known Manitoba artist who resides in St. Boniface and has been a friend of the Buhler Gallery for many years. He donated this piece with a particular interest in providing a calming and serene place for the eye to rest; for people who are working at St. Boniface Hospital.