



Hôpital St-Boniface Hospital

Strategic Plan

2023 - 2026

LEADERSHIP MESSAGES

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The strategic plan that will carry St. Boniface Hospital through the next three years is the first one we've developed since the COVID-19 pandemic changed the world.

St. Boniface Hospital's Board of Directors approved our 2020-23 plan in February 2020, just in time for a world-wide pandemic that changed the lives of everyone at this hospital in one way or another, some incredibly so. Our staff and physicians were rightly recognized as heroes, and the hospital's operations shifted sharply and nimbly to keep up with the rapidly-changing pace of COVID.

For our board, the pandemic forced the suspension of many of our committees, and introduced the advent of virtual meetings. We were focused on supporting the hospital leadership through this trying period, while always advocating for our patients.

As a board, we never lost sight of the St. Boniface Hospital's values despite the generational event our health-care system, and our society, was experiencing. That's why when it came time to renew the strategic plan for 2023, we didn't feel it necessary to go back to the drawing board. With strategic pillars like "Focus on our people" and "Live compassion in every action," the pandemic only reinforced for us that these are indeed the right strategic directions.

While our strategic pillars and mission, vision, and values remain the same, our board would like to highlight the addition to the 2023-2026 plan of three key priorities: Truth and Reconciliation; Environmental Responsibility; and Equity, Diversity and Inclusion. You will find these woven throughout the plan, and these principles will guide our strategic actions for the coming years.

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Debbie Brown
Board Chair
St. Boniface Hospital

LEADERSHIP MESSAGES

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At St. Boniface Hospital, we are committed to looking inward, to hear, acknowledge, and examine truths about what people experience in our hospital. Whether it's patients, their family members, friends and other visitors, or whether it's our staff, physicians, students or volunteers.

We are working to challenge stereotypes and to identify practices that may advantage one group over another, exclude or oppress certain groups, or threaten our environment.

This approach is guided by some of the principles that are reflected in the six strategic pillars that you will find in this plan, including sustaining and enhancing tertiary patient care excellence, and striving to be l'hôpital de chez-nous. We see tremendous value in these pillars, and believe aligning our work with them will continue moving St. Boniface Hospital in the right direction. We're also inspired to have the opportunity to weave Truth and Reconciliation; Environmental Responsibility; and Equity, Diversity and Inclusion into our existing strategic pillars.

As a faith-based institution, our truth and our path towards reconciliation includes addressing our connection with the Catholic Church and the public health-care system. Given the historical legacy of the residential school system, we recognize our responsibility to correct harms of the past and to move forward in the right way. We will journey to become an equitable, diverse and inclusive hospital, building respectful relationships, and interrupting and dismantling inter-personal and systemic barriers of all kinds. We will seek and respect new and diverse voices, expertise, and perspectives on this journey. We will work with humility towards becoming a reconciled organization.

We are committed to learning how we can become a more responsible steward of the environment, and to care for this land, where our hospital is located, that we are blessed to call home.

Nicole Aminot
President & CEO
St. Boniface Hospital



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LAND ACKNOWLEDGEMENT

St. Boniface Hospital is located on the traditional territories of the Anishinaabe, Cree, Oji-Cree, Dakota, and Dene peoples, and on the national homeland of the Red River Métis. We respect the treaties that were made on these territories and we acknowledge the harms and mistakes of the past. Recognizing that we are all treaty people, we dedicate our efforts towards a more loving and compassionate world as we all move forward in a spirit of reconciliation and collaboration.



Hôpital St-Boniface Hospital

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.

Agility

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

Advocacy

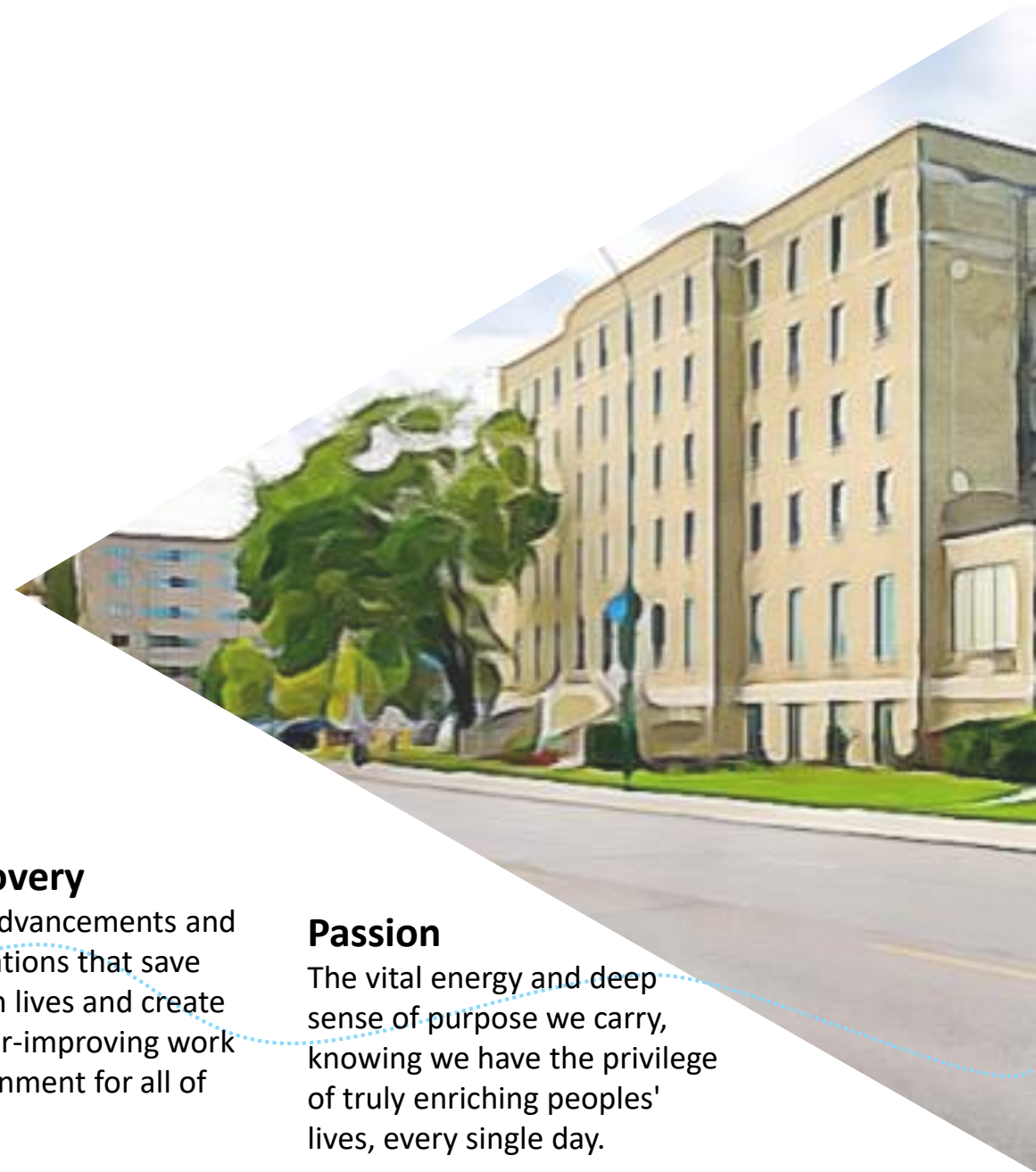
Expressing and standing firm for the well-being of patients, their families, and each other.

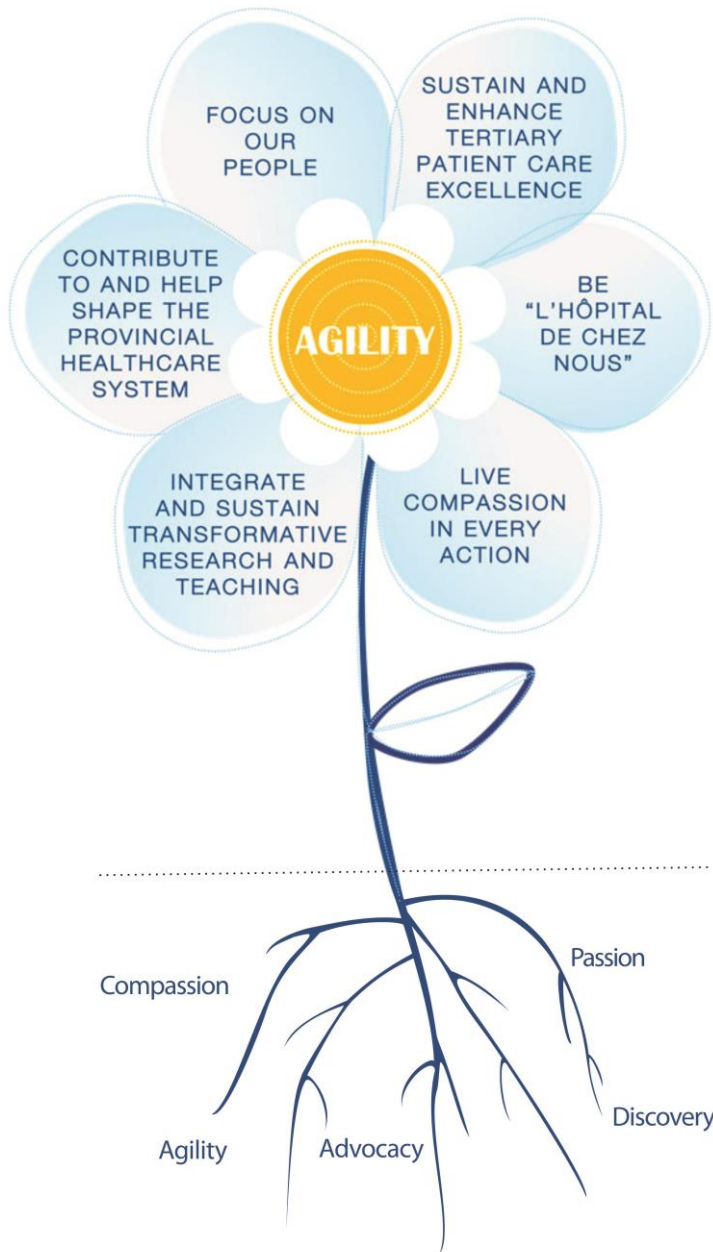
Discovery

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

Rooted in our values

"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/>)



**FOCUS
ON OUR
PEOPLE**

SUSTAIN AND STRENGTHEN OUR STANDING AS A GREAT PLACE TO WORK

We are committed to understanding, respecting, supporting, empowering and celebrating our team members. Our workplace will be one where uniqueness is valued and that is accessible and equitable for all. 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 learning and development opportunities. We will build 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.



**SUSTAIN AND
ENHANCE
TERTIARY
PATIENT CARE
EXCELLENCE**

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

We will aim to ensure tertiary patient care excellence. We will continuously work towards better recognizing and understanding health disparities, and increase our efforts to involve patients and families in designing care delivery and in day-to-day care provision. 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 and on our environment. 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.



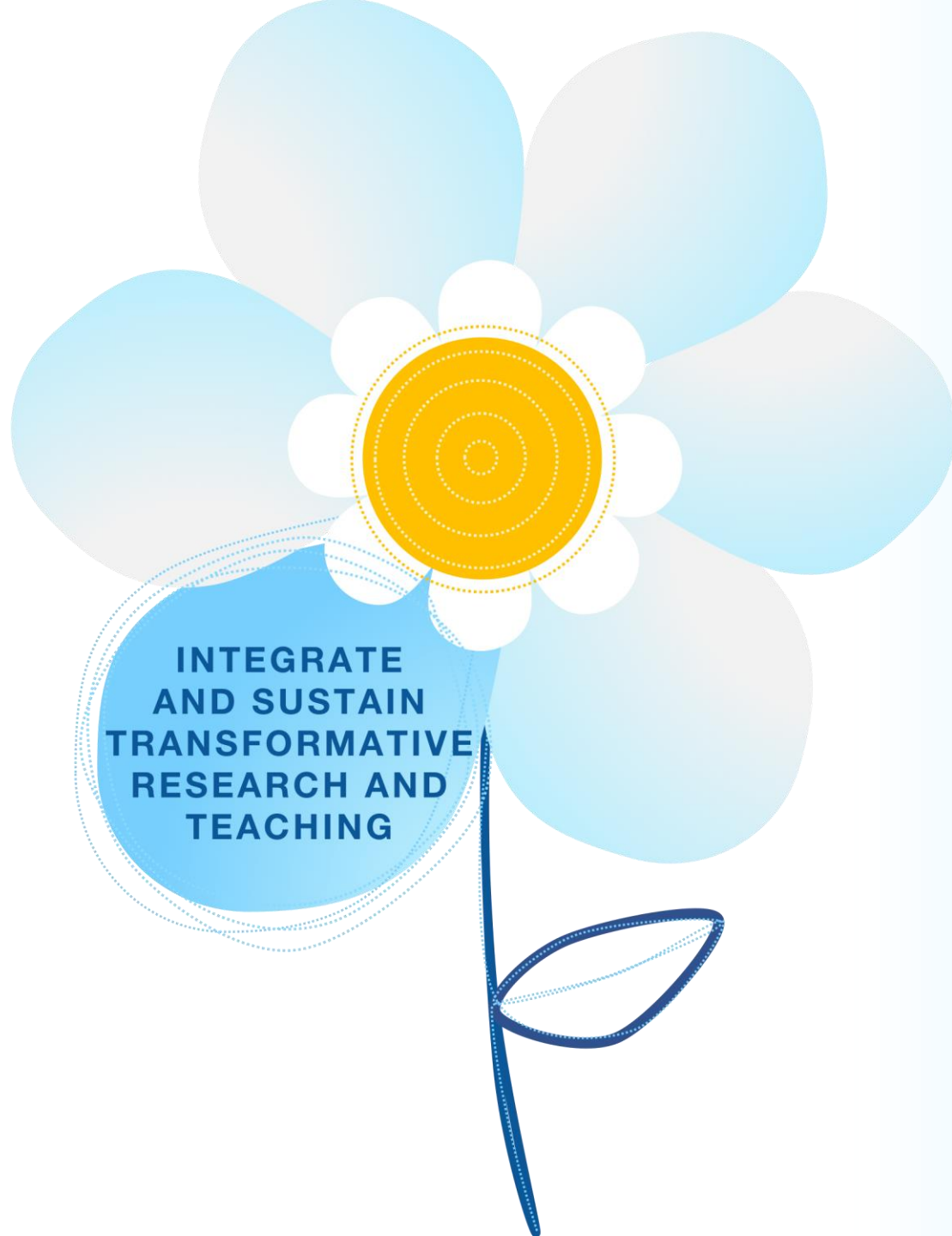
HONOUR OUR LEGACY AS AN INCLUSIVE AND WELCOMING PLACE THAT IS "OUR HOSPITAL, FOR ALL"

We will warmly welcome all patients in need of tertiary care, from the francophone community, Métis, First Nations, and Inuit communities, as well as people from all cultures and backgrounds, regardless of gender, socio-economic status or abilities. We will be sensitive to the cultural needs and practices of all communities. We are dedicated to working with our Indigenous staff and physicians, our Indigenous patients and visitors, and with the Indigenous community at large, in acknowledging truth and advancing reconciliation. In partnership with the Réseau Compassion Network and its communities of service, with the St. Boniface Hospital Foundation and other community providers, we will strengthen 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 uphold 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 demonstrate compassion for future generations by considering our impact on the environment. We will seek to deliver care for all our patients 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 pursue process improvements in areas that best facilitate it.



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

As a primary research-intensive teaching hospital for Manitoba, St. Boniface Hospital is a powerful international hub of innovative research and training 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, from a diversity of backgrounds and constituencies, 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

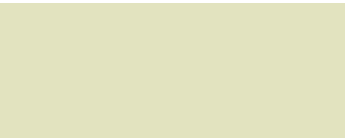
We are dedicated to fulfilling our role as a leading bilingual hospital in Manitoba for patients requiring tertiary and cardiac care. We will continue our work as a committed and inclusive partner – with its autonomy under the governance of a Board of Directors appointed by the Réseau Compassion Network – to help successfully transform the provincial healthcare system. We will set an example in making reconciliation and the removal of all forms of discrimination a priority. 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.



DEVELOP AND NURTURE ORGANIZATION-WIDE AGILITY

Agility is infused into each of our strategic priorities. 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. It addresses how we must respond to events that we may not be able to predict, anticipate future change, and continue to improve and learn as a connected organization.

Applying our Strategic Plan



Every year, a strategic accountability framework is developed by the St. Boniface Hospital executive, which guides our efforts to implement our strategic direction. This framework incorporates the six strategic pillars that make up this strategic plan, identifying actions that fall under each pillar as initiatives we aim to implement, or goals we aim to achieve, throughout the year.

During the period covered by this current strategic plan (2023-2026), the accountability framework will also include actions that reflect our Board's commitment to Truth and Reconciliation; Equity, Diversity and Inclusion; and Environmental Responsibility.

The St Boniface Hospital Board receives a report annually from the hospital's executive with respect to our progress in applying the plan, via this accountability framework.

St. Boniface Hospital's annual operating plan is also informed by our strategic plan, as well as by the Winnipeg Regional Health Authority's strategic plan, with which we strive to be in alignment.

CLOSING STATEMENT

This plan is meant to live throughout the organization, 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.

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 celebrate and share our successes, and collectively learn from our mistakes, all in a spirit of compassion. 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.