

2 YEAR EXTENSION



STRATEGIC PLAN 2021–2024

Care beyond our walls



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In January 2019, Markham Stouffville Hospital (MSH) launched a new strategic plan: **Strategic Plan 2019-2022 Care beyond our walls**. This plan introduced our bold new Vision to provide care beyond our walls.

The 2021/22 fiscal year (FY) is the third and final year of our Strategic Plan. Over the past year, however, we have experienced significant uptake of our care beyond our walls Vision, largely accelerated by the COVID-19 pandemic. With these successes and our Master Plan exercise, we foresee future opportunities to capitalize on these gains by extending our Strategic Plan by another two years.

As a result of engagement with physicians, leadership, frontline staff, and patients and caregivers, below is MSH's 2021-2024 Strategic Plan extension.

VISION: CARE BEYOND OUR WALLS:
Connecting with our community

MISSION: HONOURED TO CARE

Strategic pillars:



Delivering an extraordinary patient experience

- Enhance patient navigation
- Prioritize and stage clinical services plan
- Advance our patient-led organization strategy
- Enhance language navigation



Embracing our community

- Enhance our community engagement plan
- Optimize our Ontario Health Team (OHT) partnerships to create coordinated access to care for our community
- Strengthen our relationships with community partners
- Establish our new brand unity across all sites
- Rebuild the Uxbridge campus



Empowering our people

- Create an 'honoured to care' culture that distinguishes us
- Provide continuous development and education opportunities
- Prioritize staff wellness
- Engage our people to create an idea driven culture
- Continue to execute our academic plan

Strategic enablers:

Communication, Education, Finance, Infrastructure, Information Technology and Innovation

VALUES:
RESPECT, TRUST, COMMITMENT, COMPASSION, COURAGE

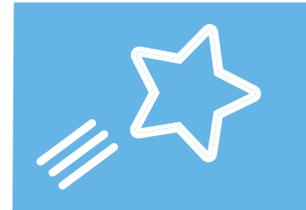
Strategic Plan 2021–2024

STRATEGIC PILLARS

Delivering an extraordinary patient experience

For MSH, continuing to deliver an extraordinary patient experience means:

- **We will** enhance navigating patients through the continuum of care both within the hospital and beyond our walls
- **We will** prioritize and stage our services to provide exceptional care and optimize patient outcomes as outlined by our clinical services plan i.e., ambulatory excellence, Medicine/ICU bed expansion, including all associated campus build-out and infrastructure requirements
- **We will** advance our patient-led organization strategy through growth and partnerships with patients and families, to provide highly reliable care
- **We will** enhance our language services by expanding clinical and non-clinical interpretation and translation offerings



Embracing our community

For MSH, continuing to embrace our community means:

- **We will** enhance our engagement plan by establishing communication strategies to further engage with our diverse community
- **We will** optimize our OHT partnerships to create a coordinated care access model for patients, families, caregivers and service providers
- **We will** continue to strengthen our relationships with community physicians and care providers to improve patient care
- **We will** launch our brand strategy to unify our sites, embrace the growing diversity of the community we serve and further engage our people
- **We will** rebuild the Uxbridge site as the model of the future for integrated care



Empowering our people

For MSH, continuing to empower our people means:

- **We will** work with our staff, volunteers and professional staff to advance our 'honoured to care' culture that fosters an environment of equity and inclusivity, and embeds our Mission and Values in all we do
- **We will** invest in our staff, by continuing to offer education and development opportunities
- **We will** prioritize staff wellness by creating a healthy work environment that promotes professional and personal success
- **We will** create a culture that encourages our people to generate and implement innovative ideas that enhance the care and services we provide
- **We will** continue to execute on our academic plan, by enhancing our teaching, learning and inquiry, focused on research, scholarship and simulation





STRATEGIC ENABLERS

Across all of our strategic pillars, there are foundational enablers that will continue to be critical in supporting the achievements of our extended Strategic Plan. They are:

Communication

We will provide open, timely and accurate communication to our patients, families, staff, partners and the community. We will continue to make communication a priority to ensure our people – our staff, professional staff and volunteers – have the tools and information to deliver exceptional care and services to our patients, their families and the community.

Education

Our commitment to invest in education, including simulation and digital learning strategies, will enable us to be a leading organization for health care education and be the employer of choice for health care professionals. We commit to investing in our people with meaningful learning opportunities that enables excellence in patient care.

Finance

The financial health of MSH is critical to ensure we can provide exceptional care for our patients. It is essential that we have sustained and consistent funding that is aligned with our objectives, and that we grow our funding to meet the ever increasing demand for our services.

Infrastructure

MSH patients and families have access to state-of-the-art facilities, services and equipment at the Markham site. A campus plan is underway to improve the facilities for the Uxbridge community to ensure they have up-to-date services close to home. Ongoing infrastructure renewal will continue to be supported, to maintain all our sites in response to projected population growth and the needs of the community we serve.

Information Technology and Innovation

The launch of our 2021-2023 Digital Strategic Plan provides the framework for MSH to foster excellence in patient care by implementing, developing and partnering on technologies that aim to help providers, patients and families. This, along with our focus on innovation, will ensure that MSH is a leader in the move toward a digital evolution that is occurring in our health system.

CONTACT US

Markham site

381 Church Street
Markham, On, L3P 7P3
Phone: 905-472-7373
TTY (for the deaf only): 905-472-7585

Uxbridge site

4 Campbell Drive
Uxbridge, On, L9P 1S4
Phone: 905-852-9771



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www.linkedin.com/company/markham-stouffville-hospital



www.youtube.com/MSHospital



myhospital@msh.on.ca

