

Embracing Challenge Innovating Change

STRATEGIC PRIORITIES FOR 2017-19



**GRAND RIVER
HOSPITAL**
Advancing Exceptional Care



INNOVATIVE IDEAS.

Bold commitments.

Grand River Hospital's new strategic plan for 2017-19 builds on our achievements of past years and challenges us to do even more.

Our new plan sees us making bold commitments that will improve the care we provide each and every day at Grand River Hospital while actively participating in the evolution of our larger health care system.

Of course, a bold vision isn't achieved without bold visionaries and support through important partnerships. Some of our partners include the Waterloo Wellington Local Health

Integration Network, St. Mary's General and Cambridge Memorial hospitals and our Guelph Wellington hospital partners, family physicians and health teams as well as community organizations whose work supports and enhances the patient and family experience.

On the following pages you'll learn more about our priorities for the next two years and beyond. You'll also meet some of the visionaries, from the community and our hospital, who will challenge us and keep us focused on the important work that will improve care for patients across Waterloo Wellington.

Our focus

FOR THE NEXT TWO YEARS

- Provide excellent care always
- Help to improve our health care system
- Improve care through research and innovation
- Support our staff, physicians and volunteers
- Make it all possible

Grand River Hospital's leadership and dedicated physicians are exploring the development of a neuroscience program for our community. This will leverage the work we are already doing in stroke, spinal surgery and interventional radiology while addressing the growing need for this kind of care close to home.



Dr. Eda Wallace, Radiologist and
Dr. Vikram Venkatesh, Radiologist



Innovation leads to **BETTER HEALTH CARE**

For older adults and their families, the loss of independence or lengthy hospital stays are a scary prospect. When research, innovation, a sense of responsibility and compassion come together, outcomes are improved and fears are lessened.

Working with research organizations like interRAI at University of Waterloo, Grand River Hospital is one of the first hospitals in Canada to adopt the Assessment Urgency Algorithm (AUA). It is an innovative research-based screening tool to help assess risk for adults over the age of 70.

Care providers in Grand River Hospital's Lazaridis Family Foundation Emergency Department are now using the AUA. The tool allows health care providers to quickly identify patients who may be at risk and benefit from specialized community care or geriatric resources.

Grand River Hospital is participating in research led by researchers from University of Waterloo and Centre hospitalier de l'Université de Montréal aimed at improving care for older adults. Research is underway examining the use of two more clinical assessment tools for use by health care providers. These will lead to a greater understanding of older persons' vulnerabilities and risk factors that lead to a hospital stay. The goal is to ensure the best possible health and well-being of older adults.

PRIORITY:

Provide excellent care – always

Providing the best possible patient care is a priority you will see at the top of our list every year. It drives everything we do. Among our approaches to achieve this is to ask our patients and their families for their opinions and their observations. Together, we can work toward the best possible experience and outcome.

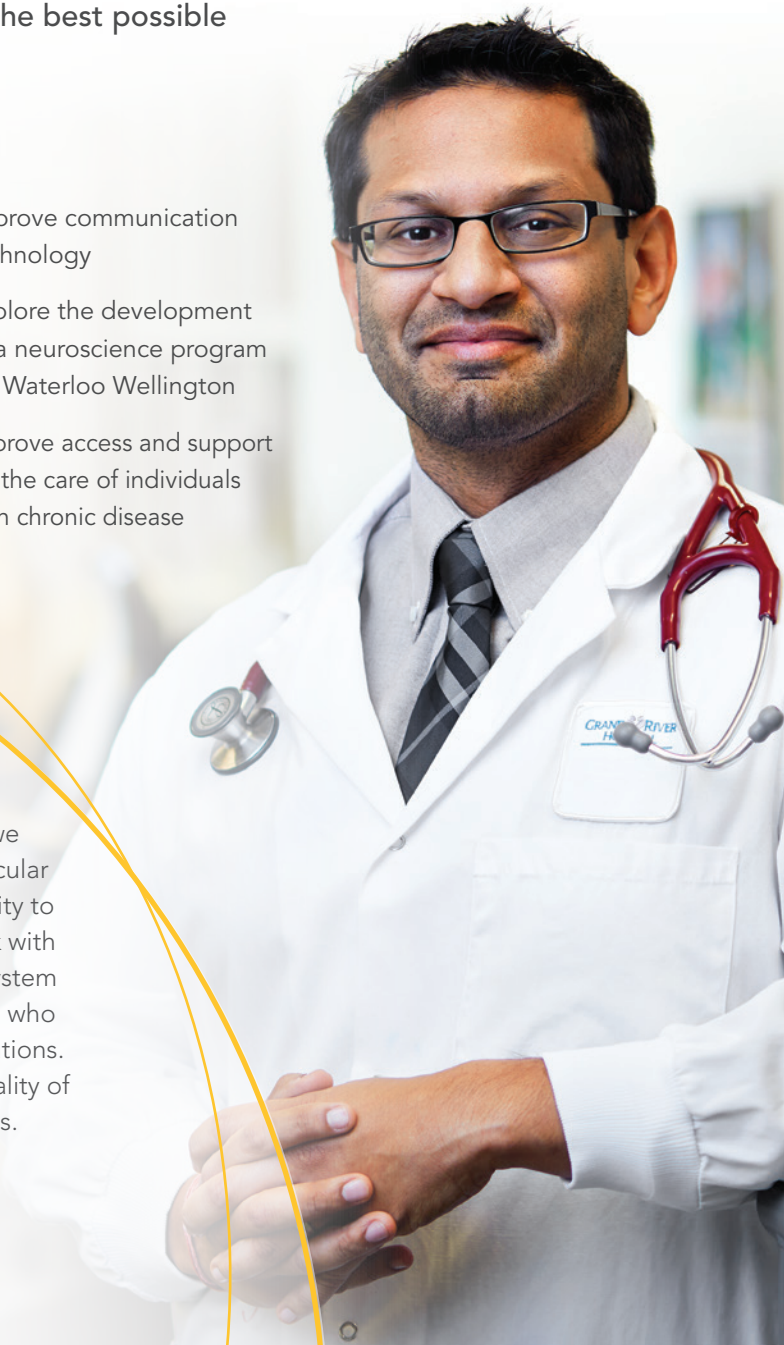
How we'll do this:

- Ask patients and families for their input
- Use research and evidence in our care
- Be leaders in the care of the older adult
- Improve wait times
- Improve communication technology
- Explore the development of a neuroscience program for Waterloo Wellington
- Improve access and support for the care of individuals with chronic disease

Our community is growing and its population is aging.

We will need to change the way we treat injuries and illnesses – in particular those that impact an individual's ability to function well. To do this, we will work with our partners within our health care system as well as researchers and innovators who share our vision for leading edge solutions. This is about improving a patient's quality of life. I'm excited by the possibilities.

DR. ABHISHEK NARAYAN,
*Chief of Complex Continuing Care
 and Rehabilitation*



PRIORITY:

Help to improve our health care system

Our hospital is one part of a larger health care system. Over the course of a lifetime, a patient may be supported by their family doctor or health team, specialists, community agencies, home care and at some point they may need care in a hospital setting. We have a responsibility to contribute to the improvement of the system that supports this community.

How we'll do this:

- Strengthen our relationship with the Home and Community Care branch of the Waterloo Wellington Local Health Integration Network
- Develop partnership opportunities with family doctors, health teams, other care providers, and community services that support the well-being of everyone in Waterloo Wellington



COMMUNITY PARTNERSHIP

Kitchener Public Library supports cancer patients

GRH's cancer centre was built on the foundation of giving patients the care and resources they need to get better and live well.

The resource centre was established in 2003 and made possible through a generous donation from the Graham family, in honour of J. Wesley Graham, distinguished computer scientist, influential community member and proud supporter of Grand River Hospital.

In partnership with Kitchener Public Library, and with the help of the Patient and Family Advisory Council (PFAC) and support from the Grand River Hospital Foundation, Grand River Hospital recently redeveloped its J. Wesley Graham Patient and Family Resource Centre to provide patients and families with greater access to cancer care resources.



"When I was diagnosed I felt overwhelmed and scared. I didn't know what questions to ask or what to expect. Having access to reliable information has helped me feel more in control of my health and my care. I feel empowered to make the decisions I need to make."

BETH WILSON

Chair, Patient and Family Advisory Council, Cancer Program



PRIORITY:

Improve care through research and innovation

The idea of innovation is not new to those of us living in one of the most innovative communities in Canada.

The University of Waterloo is a prominent research institution and Grand River Hospital is one of the largest and busiest community hospitals in Ontario. So, what happens when clinicians and researchers from these two organizations come together in this innovative eco-system? We develop an important partnership that is enabling exploration in the care of older adults as well as diagnosing and treating illness in patients of all ages.

How we'll do this:

- Create a sustainable culture of research and innovation
- Identify and develop partnerships for success

"Waterloo Region has a well-earned reputation for collaboration, whether building a barn or establishing a tech hub. I know that together, Grand River Hospital and UWaterloo will find the best ways to serve our community."

DR. TINA MAH,
Vice President of Research and Innovation, Grand River Hospital





PRIORITY:

Support our staff, physicians and volunteers

Some of the most important investments we'll make are in the well-being of the nearly 5,000 staff, physicians and volunteers at Grand River Hospital who are dedicated to providing the best care and support for others.

How we'll do this:

- Promote a healthy workforce that is respectful and strong
- Strengthen the knowledge, skills and abilities of our staff, physicians and volunteers
- Use technology to empower employees and improve efficiencies
- Recognize and support physician leadership and their role in leading change

OUR VISION

Exceptional care.
Healthy community.
One patient at a time.

OUR MISSION

Grand River Hospital provides exceptional care through inspired people, innovative initiatives and strong partnerships in the communities we serve.

OUR VALUES

- Compassion
- Collaboration
- Innovation
- Positive Attitude
- Professionalism
- Respect

PRIORITY:

Make it all possible

Our vision of excellent care through people, research and innovation, and partnerships will depend on dedicated and nimble leadership. Over the next two years and beyond, changing and growing patient needs will test Grand River Hospital's leadership team and its community-driven board of directors. They too will need to be innovative.

How we'll do this:

- Manage available resources effectively
- Create a master plan that addresses our physical space needs in the next 15 to 20 years



Janice Deganis
Chair, Grand River Hospital
Board of Directors

Malcolm Maxwell
President and CEO,
Grand River Hospital

TECHNOLOGY CONNECTS PATIENTS AND CARE PROVIDERS

Providing better health care

For many years, Grand River Hospital has been collaborating with St. Mary's General Hospital and other hospital partners in Waterloo Wellington about a vision for a shared hospital information system that makes higher quality care for patients possible.

In 2019, Grand River Hospital will be the first hospital in our community to put a new system in place. It will provide a foundation that supports communication and engagement between patients and their care providers. Our hospital physicians will have immediate access to important patient information. They will be able to combine it with the most current research and related treatment recommendations. All of this will be available at their fingertips. The result will be well-informed decisions made in partnership with patients.



"The family doctor will always be at the centre of a patient's care and an integral link to other health care services when needed. It's imperative that their family physician be fully appraised of the care their patient receives while in our hospital in a timely way. New technology will help make this possible."

DR. PETER POTTS,
*Joint Chief of Staff,
Grand River Hospital and
St. Mary's General Hospital*

ABOUT YOUR HOSPITAL

Grand River Hospital is one of Ontario's largest community hospitals, offering regional stroke, cancer and renal (kidney) services; care for the most seriously ill and injured adults; services for mothers, newborns and children; emergency care; mental health and addictions; and care for older adults including physical and neurological rehabilitation.

Nearly 5,000 staff, physicians and volunteers care for patients across two main campuses, six partner locations for cancer and kidney care as well as three satellite community treatment centres in Waterloo Region and Guelph Wellington.

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