



# HÔTEL - DIEU GRACE HEALTHCARE

ESTD 1888

September 29, 2021

Dr. Andrea Steen  
Vice President Medical Affairs, Quality & Performance  
Chief of Staff

Dear Andrea,

## Re: Executive Mandate for fiscal 21/22 and 22/23

There are a few words that have been used to describe the 18 months that the world has experienced beginning in January 2020 with one that has been overused but relevant to this communication; unprecedented. We have never experienced before what we experienced in the past 18 months and I hope and pray it is a very long time until we are required to experience anything like it again.

As a health system, as a hospital, as a team and as individual leaders we have been called on to think differently, act and respond differently, plan differently and support our community and each other differently. All of which has taught us a number of things about the system, about our hospital and about our team. As a result of the experiences, the learnings and the needs we have identified going forward into the post-pandemic stabilization and recovery period we have made some important decisions around our internal organization and our priorities for the coming 18 months.

This letter sets out in a high level sense what Hôtel-Dieu Grace Healthcare has identified as our key priorities as a team and what that means for you as an individual executive within the team. Organizational and individual performance will be measured against these priorities and the cascading of these priorities into your portfolios and those that report in to you is critical for success. Further discussions on measuring that involvement will be held at the executive team meetings in September.

Organizationally the key identified priorities (16 in total for our team) in our extended strategic plan that will be in place until March 31, 2023 are:

**People:** *From recruitment through retirement, we will establish HDGH as the best to work. Our people are our greatest resource.*

1. *Growing current and future leaders;*
2. *Supporting the physical, spiritual, emotional and mental wellness of our people;*
3. *Listening and responding to the voices of our people;*

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4. *Empowering staff to shape HDGH now and into the future with a focus on supporting appropriate decision making at all levels of the organization;*
5. *Transforming the way we work through the identification and implementation of progressive workplace policies that support quality work/home life for all our people;*
6. *Recognizing racism and discrimination exists in healthcare and working collectively to be a safe and inclusive employer and care provider;*

**Patients:** *From childhood through the lifespan, we will provide the highest quality of care and connect our patients to the help they need.*

1. *Providing virtual care options as appropriate for our patients and their families that are safe, effective and meet expectations for quality and privacy;*
2. *Caring for and about our patients through each transition;*
3. *Communicating with our patients and their families simply and clearly throughout their care from the lens of “client led and/or family led practices”;*
4. *Advocating for social support and enhanced quality of life ensuring that we are inclusive of the whole person, their family and caregivers;*
5. *Continuing to support the development of patient and family voice in our hospital through the ongoing work of PFAC and its members.*

**Identity:** *We will establish HDGH as a Centre of Excellence in Mental Health and Addictions and Rehabilitative Care.*

1. *Nurturing the philosophy of recovery across our programs that is premised on hope, respect and the dignity and worth of every individual;*
2. *Inspiring confidence and trust in our programs and services;*
3. *Being the safest and cleanest hospital in the province for our patients and staff;*
4. *Partnering to create a healthier and more equitable community using resources wisely to support advancement of our vision and mission;*
5. *Actively participating in the Post COVID recovery locally, regionally and provincially.*

For you individually the key performance priorities are to be the executive lead for the following five (5) objectives:

1. Increase the Quality Improvement Initiatives for the physician groups in Mental Health and Outpatient settings;
2. Expand the virtual and digital health opportunities for our patients and staff over the next 1-2 years;
3. Participating in Post COVID recovery strategies that include our partners in the community and the broader post-acute sector of the Ontario Health West region;
4. Supporting physician adoption of the new recovery model in mental health over the next 1-2 years;
5. Initiate, develop and promote the new Quality Council as the oversight committee driving the quality philosophy, metrics and new projects while keeping the patient voice and priorities in the centre with the help of PFAC in all decision making.

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Additionally as an executive team we are collectively responsible for the following that are critical enablers of our ongoing success:

1. Completion of the pandemic response and update to our emergency preparedness plan
2. Full implementation of the budget reset plan
3. Readiness for system level transformation associated with provincially driven mandates yet to be communicated
4. Continued structural and organizational productivity changes associated with the reorganization of internal committees

In order to support the full achievement of the priorities identified in this letter, we are implementing new reporting timelines and requirements to the Board of Directors as well as reframing our standing meeting agendas to ensure success.

As always I am here to guide and support you as you take on the challenges individually and as a member of our team. What we have learned during the pandemic that **MUST** stick with us is that it does not take a village to make a decision however, it does take a village to maintain the culture of our organization. Thus a key function for each and every one of us is to be visible, to be engaged, to be available and to be out there! Please ensure that your EA is building time into your schedule weekly to be meeting with the front line staff, patients and family members in order to support our ongoing excellence in care delivery.

Thank you for all you have done for our community, all that you do today and all that you will do in the next 18 months. It has been a hard and challenging time for us all, but we have learned a lot and grown as a team and as an organization. It is my hope and my plan that we build on this in the coming months and continue to ensure that HDGH is the hospital we know our community and our staff need us to be.

Janice Kaffer  
President and CEO

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