



# HÔTEL-DIEU GRACE HEALTHCARE

ESTD 1888

July 31, 2018

Marie Campagna  
Chief Financial Officer &  
VP Corporate Services & NBD

Subject: 2018 to 2020 Executive Leadership Mandate and Accountabilities

Dear Marie,

Hôtel-Dieu Grace Healthcare is approaching our 5<sup>th</sup> birthday in the fall! Over the past few years we have made significant gains in moving forward our Mission, our Vision and our strategic plan through adherence to principles of quality, patient centered care and our corporate values. Our long term objective is to be leaders, partners, and supporters in achieving an integrated and inclusive health care system in Windsor-Essex that leaves no citizen behind.

As you know we have recently refreshed our strategic plan. The plan refresh was needed to ensure we're moving forward with the changing health landscape in mind. As well our priorities needed some refinement and tweaking to be relevant and understandable to our patients and our people. This letter will outline your specific objectives as part of our ELT.

Over the past several months we have renewed our mission, our vision and our values by way of a refreshed strategic planning framework:

### Mission

The Mission of Hôtel-Dieu Grace Healthcare is to serve the healthcare needs of our community including those who are vulnerable and/or marginalized in any way be it physically, socially or mentally. As a Catholic sponsored healthcare organization, we provide patient-centered care treating the body, mind and spirit. We do this by providing holistic, compassionate and innovative care to those we serve.

### Values

Respect, Compassion, Teamwork, Social Responsibility

### Vision

A trusted leader transforming healthcare and cultivating a healthier community.

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With our refreshed plan we have identified our key priorities under each of our three drivers:

- Under our *Patients* driver we are committed to **Service Excellence**
- Under our *People* driver we are committed to being the **Best Place to Work**
- Under our *Identity* driver we are committed to the establishment of recognized **Centres of Excellence in Mental Health & Addictions and Rehabilitative Care**

Marie for you specifically we have agreed that your 5 key objectives over the next two years will be the following:

- Contribute to the provision of excellence patient care and an excellent patient experience through the use of best practice in addressing the nutritional needs of our patients
- Transform the way we work through the Clinical Transformation project and the use of leading technologies and IT practices
- Support the advancement of our strategy and the establishment of recognized Centres of Excellence through corporate planning, research and program evaluation
- Through the implementation of best practice and ongoing staff engagement, establish HDGH as the cleanest hospital in the province
- Ensure HDGH's financial health and sustainability through the maintaining of current and seeking new revenue opportunities to support the advancement of our vision and mission

I believe that HDGH is achieving our potential as a leading healthcare organization that is trusted and supported by our community. We must continue to build on that trust to achieve the vision of a healthier Windsor Essex. I know we can achieve that together.

Thank you for your ongoing commitment to our patients, our people and to HDGH.

Janice Kaffer  
President and CEO  
Hôtel-Dieu Grace Healthcare

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