



Work As One

Strategic Planning 2022-2027

Objective:

Present the high-level plan



Presentation Elements

1. Setting the stage
2. Structure and process
3. Strategic plan
4. The plan and its implementation

1. Setting the stage

Starting Point: MUHC Board of Directors



- Despite current local and global challenges that require significant attention daily, our Board of Directors identified an important need for us to chart a strategic path for the future in June 2021.
- There is a need to build on the strengths of the MUHC and align key strategic orientations that will guide our decision-making and actions.
- The Board entrusted a mandate to the Comité de régie.

The McGill University Health Centre Environment



HR
shortage
ageing population
post-pandemic world
open science

personalized medicine

Equity, diversity and inclusion

Telehealth

Digital Transformation

social media
cybersecurity

government priorities & policies

green management

funding models & sources

1. Setting the stage

What this plan is



- A short and high-level compass
 - For planning, actions and decisions across and at all levels of the organization
 - Regardless of possible structural changes in the network and leadership changes in the organization
- A way to rally around a common purpose and directions
- Grounding to monitor organization-wide progress

1. Setting the stage

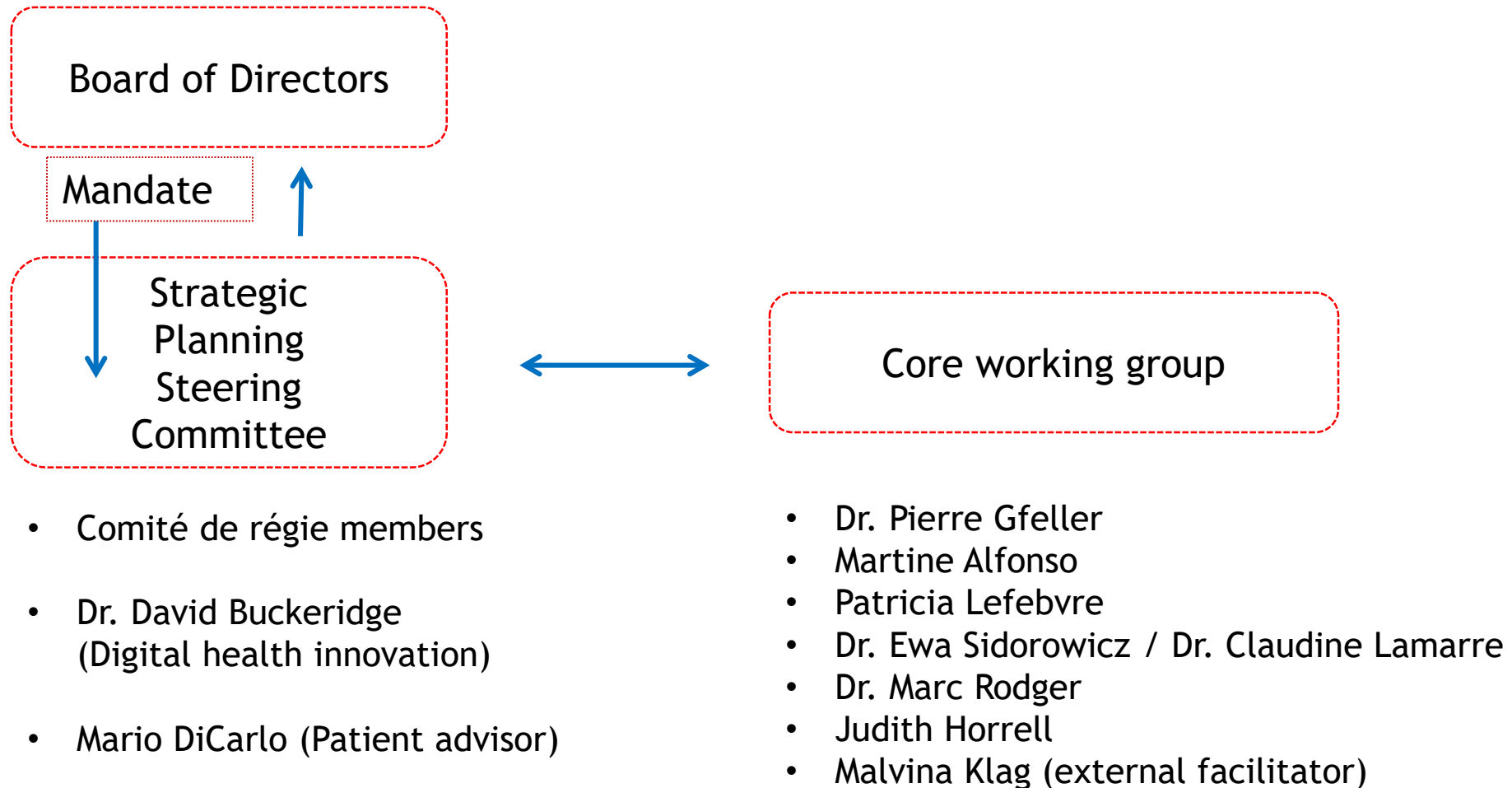
What this plan is not



- A predictor of the future
- An end point that cannot adapt to an evolving environment
- A substitute for the exercise of judgment:
 - it cannot make the tough decisions for us. It CAN guide difficult conversations about those tough decisions.
- A shopping list of projects
- A laundry list of items to add to our daily responsibilities
- An operational plan focused on day-to-day implementation

2. Structure and process

Planning structure



2. Structure and process

The process... through COVID waves



Pre-planning: Sept. 2020 – Sept. 2021 —————→ *Planning and consultations: Nov. 2021 – Nov. 2022* —————→ *December 2022* —————→

Pre-planning discussions with some members of the Board of Directors and the Steering Committee

Internal consultations

Preliminary strategic directions

Internal and external vetting of preliminary directions

Formal consultation of professional councils and other information sessions

Presentation and adoption at the public meeting of the Board


We are here

2. Structure and process

Consultations with 79 internal stakeholders



Sub-group of the MUHC Board of Directors

Planning Steering Committee

Department chiefs/chairs

Next-generation leaders including trainees, junior managers, clinicians and researchers from the RI-MUHC

Senior managers

Members of each of the professional councils: Council of Physicians, Dentists and Pharmacists, Multidisciplinary Council, Council of Nurses, Council of Non-clinical personnel

MUHC Central Users' Committee

3. Strategic plan

Our identity



Mission

*Why do we exist
and how do we
get there?*

Vision

*What do we aspire
to be?*

Values

*What matters to us
and what do we
stand for?*

3. Strategic plan

Guiding principles and priorities



How we orient our actions from 2022 to 2027

Guiding
principles

*To guide us across all
priorities*

Strategic
Priorities

Priorities for action

3. Strategic plan

Mission



As a leading, bilingual academic health centre for people of all ages, we work in collaboration with our diverse patients, families, and local and global partners to continually challenge the status quo through the integration of world-class care, cutting-edge research, exceptional learning opportunities, and rigorous evaluation.

- 1. CARE**
We provide exemplary and culturally safe care with compassion for our pediatric and adult patients, with a specific commitment to specialized and ultra-specialized care and service in one's native tongue.
- 2. RESEARCH**
We expand health knowledge through fundamental, clinical and outcomes research, to transform our clinical, teaching and administrative policies and practices within and beyond our walls.
- 3. EDUCATION**
We provide outstanding cross-disciplinary learning within the MUHC and the broader community, to train new leaders in the rapidly evolving healthcare and societal landscapes.
- 4. EVALUATION**
We develop and assess technologies, processes and practices across our organization and with our partners to facilitate personalized health care, and to promote fair, transparent and pertinent decisions regarding resource allocation.

3. Strategic plan

Vision



Work together on a single green campus at the Glen to provide world-class care for people of all ages with complex healthcare needs, where research transforms lives and the next generation trains for worldwide impact

3. Strategic plan Values



Compassion

- Compassionate care and services developed with and for patients and their families is our calling. It is at the heart of all that we do.
- Our team members are our single most important asset. Together, we create the conditions in which compassionate care can flourish. We are committed to respecting, supporting, empowering and celebrating each other.

Respect

- We work, make decisions and communicate with respect always top of mind. Integrity and transparency are integral to our approach to good governance, to doing what is right.

Curiosity

- We continually seek to generate practice-changing knowledge, in order to transform our care, transfer it to our emerging professionals and leaders, and share it with the global research community.

Excellence

- We have a boundless commitment to quality and to continuous improvement; the status quo is never enough.
- We aim to be local, national and global leaders in care, research and teaching.

Collaboration

- Interdisciplinary collaboration and support amongst team members helps build collective intelligence that leads to more innovation and excellence.
- Partnerships with McGill University, the McGill Academic Health Network, our foundations, and external colleagues across sectors and industries enhance our potential to do better.

Equity, Diversity & Inclusion

- We are all human beings first. Opening our minds increases knowledge, understanding and trust, which in turn creates the welcoming, culturally-safe environment that will enrich our experiences, our impact, and our world.
- We are proud to be a diverse workforce and to serve a diverse population.

Environmental Stewardship

- We work tirelessly to reduce our footprint to protect the planet and reduce our role in environmental factors that can affect negatively people's health.

3. Strategic plan

Guiding principles



- Partner with our patients and families, in the language of their choice, as vital members of our clinical, academic and operational teams.
- Learn from and with every patient across all four of our mission pillars.
- Concentrate our resources where we can excel and where our skills and resources can be most effectively deployed for our patients, families and communities.
- Uphold our roles in the Quebec healthcare system as leader, partner and responsible steward of funding.
- Set an example in promoting an equitable, diverse, inclusive and environmentally-friendly society.

3. Strategic plan

Strategic priorities



*TO STIMULATE
ORGANIZATION-WIDE
INNOVATION AND
CLINICALLY RELEVANT
RESEARCH*

**that unleashes our full
potential.**



*TO IMPROVE PATIENTS'
CARE JOURNEYS*

**within and beyond our
walls.**

*TO CREATE AN MUHC
DATA ECOSYSTEM*

**as a pathway to
excellence, learning and
discovery.**

*TO FOSTER
STRONG, HAPPY
AND HEALTHY
TEAMS*

now and for the future.



GOAL 1 – A SINGLE ENTERPRISE WORKING IN SYNC

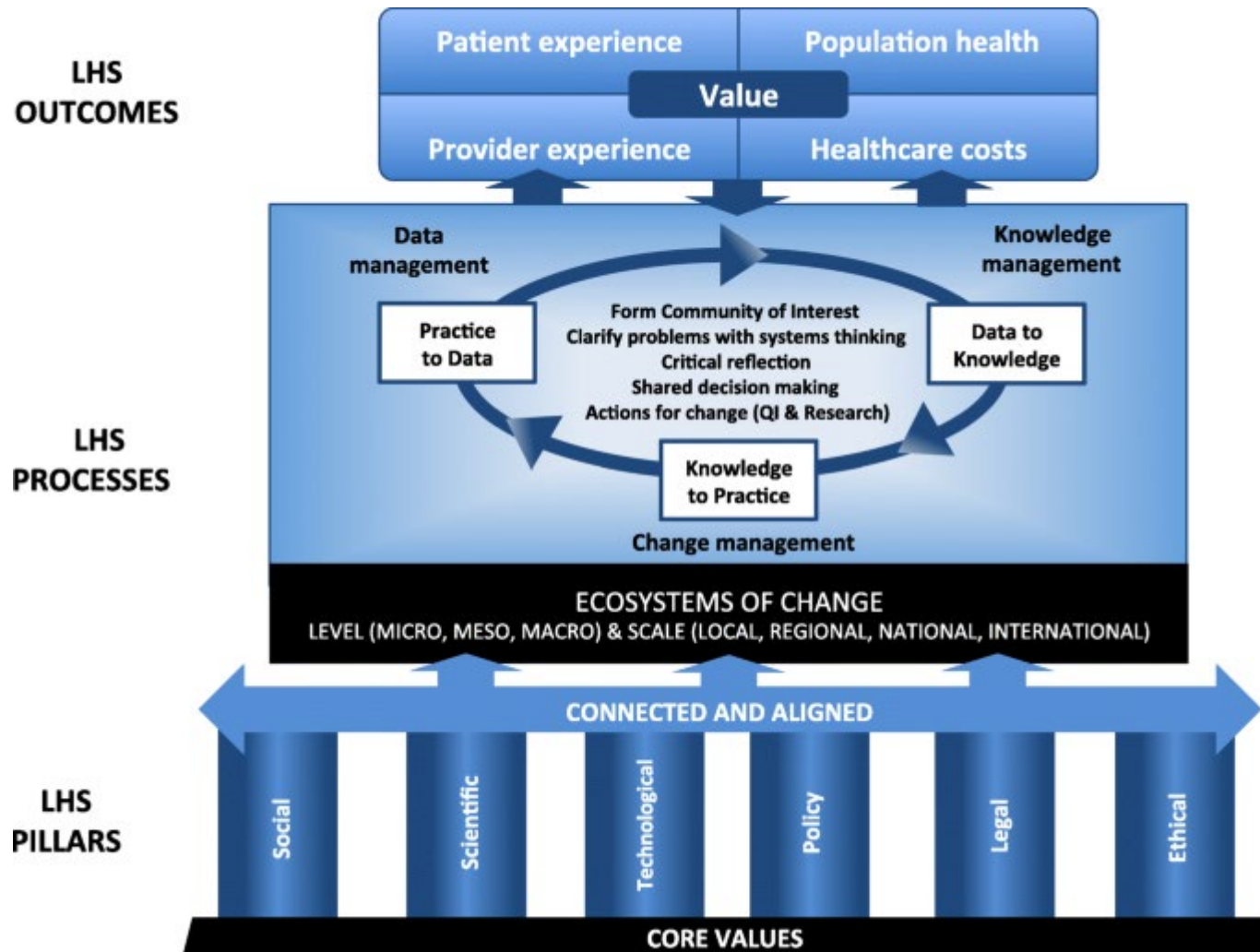
LEVERS

- ***Promote a unified MUHC culture and sense of belonging across sites, with a view to a single, green campus:***
 - Align overall goals and priorities, working together as a teaching hospital and research institute to design and organize care and research, invest in enterprise digital technology, and collectively measure and improve services and performance on an ongoing basis.
- ***Enable organization-wide learning:***
 - Implement timely and seamless multi-directional communications and information-sharing across the organization and between management and frontline workers.
- ***Ensure that the work in each pillar of our mission informs and strengthens our work in the others:***
 - Create and share initiatives across mission pillars, across sites and across age groups, in partnership with McGill University, our foundations and our strategic partners.
- ***Develop synergistic and effective relationships:***
 - With McGill University across all relevant faculties and departments, to ensure that we deliver world-class learning and training to develop tomorrow's healthcare professionals, researchers and leaders.
 - With our foundations, in order to support our vision and priorities.
 - With our partners to support collectively environmental sustainability.



3. Strategic Plan

Learning Health System



3. Strategic plan

Strategic priorities



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GOAL 2 – THE MUHC AS A GREAT PLACE TO WORK

LEVERS

- ***Enable conditions that allow team members to feel appreciated and fulfilled, to grow, and to perform at the top of their skill levels:***
 - Provide opportunities for career and leadership development, mentorship, inter-professional collaboration and recognition;
 - Support well-being and ensure work-life balance;
 - Reduce administrative obstacles and time spent on tasks that prevent optimal use of skills;
 - Cultivate collegiality, communications and social connections among team members;
 - Enable better communications between leaders and their frontline staff.
 - Nurture an environment that enables, supports, and rewards teaching of our staff and trainees.

- ***Embed the principles of equity, diversity and inclusion across our organization:***
 - Create a welcoming environment that celebrates and learns from differences.
 - Assure fair access to jobs, both at recruitment time and when promotions are available.

- ***Engage in strategic workforce planning in collaboration with our health network partners:***
 - Adapt recruitment and retention strategies, given local and global trends in care, research, education, healthcare administration and the labour market.
 - Deploy staff, physicians, and volunteers optimally.

***FOSTER STRONG,
HAPPY AND HEALTHY
TEAMS***

now and for the future.

3. Strategic plan

Strategic priorities



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GOAL 3 – CARE JOURNEYS CO-DESIGNED WITH AND FOR PATIENTS

LEVERS

- *Work with patients and families to improve care, beginning with an understanding of their care journeys:*
 - **Prioritize transitions**
 - Towards and between inpatient services in the hospital;
 - To and from primary and secondary care providers, together with our health network partners;
 - High-risk periods, including pediatric to adult;
 - From one site to another;
 - From one clinical specialty to another.
 - **Make access and navigation easier across the MUHC**
 - Improve two-way communications and information/data sharing.
 - Minimize administrative obstacles.
 - Leverage digital technology and telehealth.
 - Reduce/eliminate paper/faxes.
 - Provide care at home or in proximity to patients whenever possible.
- *Work with patients and families to systematically incorporate patient-reported outcomes into the co-design of processes, policies and practices.*
- *Work with patients and families to enable clinicians to better educate, support and empower patients.*



3. Strategic plan

Strategic priorities



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GOAL 4 – THE RIGHT DATA AT OUR FINGERTIPS

LEVERS

- ***Create the conditions to be a learning organization via continuous feedback cycles for learning, decision-making and improvement:***
 - Create a multi-dimensional data repository with the required governance systems, that captures relevant and high-quality data organization-wide, that is easily accessible, usable and used to measure and improve performance.
 - Implement an enterprise electronic medical record (EMR).
 - Increase our focus on pertinence of care, ensuring the necessary capacity to apply evidence in quality improvement and innovation.
- ***Work closely, as a teaching hospital and research institute, with strategic partners to integrate tools, infrastructure and technology that enable seamless data-based rapid learning and decision cycles:***
 - Ensure rapid access to data from MUHC systems to drive translational, clinical, epidemiological, and data science research that will generate new knowledge and advance healthcare.
- ***Democratize our data in collaboration with patients:***
 - Ensure that we use and share relevant data that can benefit our broader local and/or global communities.
 - Follow Quebec, Canada, and international best practices for obtaining the maximum scientific value from data while protecting privacy.



CREATE AN MUHC DATA ECOSYSTEM

***as a pathway to excellence,
learning and discovery.***

3. Strategic plan

Strategic priorities



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GOAL 5 – AN ORGANIZATION-WIDE CULTURE OF INNOVATION AND INQUIRY

LEVERS

- ***Align organization-wide research and innovation priorities that will help us achieve our mission and vision, in consideration of local and global trends.***
- ***Work closely, as a teaching hospital and research institute, with strategic partners to create, validate, and transfer discoveries and new knowledge, in order to advance care.***
- ***Prioritize transversal process innovations that remove administrative obstacles to excellence:***
 - Harness state-of-the-art digital technology where it can improve our performance.
 - Remove duplication and redundancy.
 - Examine and improve decision-making, prioritization and resource allocation structures and frameworks.
 - Enable synergies across innovation initiatives and among operational, clinical and academic innovations.
- ***Work proactively with the MSSS to accelerate the adoption of important clinical, academic and operational innovation within the RSSS.***

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Feedback from the Multidisciplinary Council



A modern, solid and positive plan that will galvanize and guide the MUHC community over the next five years.

The emphasis on the importance of inclusion, diversity and respect for the environment was particularly appreciated.

The choice of strategic priorities seem appropriate to us.

The statement and explanations regarding the creation of "a data ecosystem specific to the MUHC" would benefit from being clarified and/or simplified.

We're wondering about the dissemination and operationalization of the plan.

Participation of our members in the formulation and implementation.

Feedback from the Council of Nurses



A little more emphasis on challenging the status quo. As a quaternary academic health centre, where we advance innovation and research, it is important to be able to continually challenge our ways of doing things to improve. We believe that the plan should make more reference to flexibility should a change in direction be necessary due to the societal or healthcare context.

The MUHC vision statement does not include the Lachine Hospital. We believe it should be amended to include this community hospital as part of the MUHC. In addition, even if the ideal vision were to consolidate most of the MUHC's institutions on one site, the Glen, part of the Montreal General Hospital would still remain at its current location. We believe that the MUHC's vision must be more inclusive in order to include the sites that will not be at the Glen so that everyone has a sense of belonging to the MUHC family.

With the goal of specialized care journeys designed with and for patients, we believe that care must be patient- and family-centred according to the MUHC's Strengths-Based Nursing and Healthcare (SBNH) philosophy. For nursing, this philosophy is at the heart of our vision of care and we believe that these elements could be applied to everyone.

We appreciated the organization's emphasis on bilingualism and cultural diversity.

Feedback from the Council of Physicians, Dentists and Pharmacists



In full agreement with the Mission, Vision and Values

Fully agree that we should foster a unified culture. A clear role for Lachine Hospital should be a high priority. Happy that the move of the Neuro to the Glen site seems to be materializing. The move of the MGH to the Glen site should remain a priority for the administration in its discussions with the MSSS

Happy to see that patient-centred care is a priority. In the context of law 96, language, particularly as it pertains to bilingualism of trainees and translation of documents, should be addressed urgently.

Reassuring to see an emphasis on improving the work environment to favour recruitment and retention of staff.

Agree that an MUHC data ecosystem is vital to have accurate and in-depth data to help improve efficiency and effectiveness of care, facilitate research, as well as make properly informed clinical and administrative decisions. Electronic Medical Record should carry a high priority.

Fully agree with importance of stimulating organization-wide innovation. Administrative barriers should be removed.



- Lachine Hospital
- Positioning of the Mental Health Mission
- Future of the Montreal General Hospital site
- Important growth of telehealth