

STRATEGIC PLAN

REFRESH

2024-2026



Inspiring Excellence. Healthier Together.

Commitment to Our Mission, Vision & Values

A century ago, St. Mary's Hospital was a small community hospital. Today, we are globally recognized for providing innovative and high-quality patient care. What hasn't changed is how proud we are to be a part of the renowned St. Joseph's Health System with a focus on delivering care the **St. Mary's Way with compassion, respect and dignity.**

The last few years brought significant change and pressures to healthcare. St. Mary's led the pandemic response, launched virtual care, and partnered to secure scarce but essential domestic supplies. Collaboration with Grand River Hospital, Communitech, and the University of Waterloo allowed us to support our community throughout the pandemic response, while also driving significant innovation as we grappled with how to respond to COVID-19.

Post-pandemic, we accelerated program development for same-day cardiac procedures, launched a retina program, and continued planning for a clinical teaching unit. As proud partners of the KW4 Ontario Health Team, our efforts to improve integrated care for patients remain a focus to create healthcare equity for our diverse and growing communities.

With McMaster University, University of Waterloo and Conestoga College, we invest in the future healthcare workforce, building our team to meet the care needs of a community growing at double the provincial average. Our collaboration with Grand River Hospital remains instrumental in shaping the future of healthcare infrastructure and seamless care delivery, as we look to Build the Future of Care, Together.

As we reaffirm our commitment to our mission, vision, and values, we fine-tune our Strategic Priorities and enablers, focusing on aspects crucial to our patients, teams, and the community. We uphold the legacy of the Sisters of St. Joseph and celebrate a century of care in our community provided with compassion, respect, inclusion integrity, collaboration, and innovation.



Mark Fam
President



Tim Rollins
Board of Trustees Chair

Commitment to our Community and Future Generations

A Unified Pursuit: Nurture Health, Embrace Diversity

Caring for the wellbeing of our patients and team members means caring for the whole person and actively integrating equity, diversity and inclusion (EDI) principles into the fabric of care. In living our core values of respect and inclusion, our commitment, reinforced by key EDI elements, ensures our mission is supported to nurture health and embrace diversity. Together, we will meet the diverse needs of all our patients, including vulnerable populations, and our team members.

Everyone at St. Mary's is valued and respected. Together, we:

- Actively stand against discrimination, racism, and oppression.
- Champion EDI, rooted in listening, learning, and acting.
- Educate ourselves to enhance our skills and ability to provide culturally competent care.
- Build opportunities for diversity to drive innovative solutions.



Collaborative Innovations for Health & Environment

We are caretakers of the lands on which the hospital operates and the broader community of which our team members, patients and visitors call home. Environmental stewardship is aligned with the mission and values of the Sisters of St. Joseph, who cared for the most vulnerable and the Indigenous communities who have cared for this land for generations. At this time of climate crisis, we must actively protect, heal and care for our environment and St. Mary's is committed to our role in making that possible.

Unified in advancing community health and wellbeing, we commit to:

- Increase our awareness of our environmental footprint.
- Foster sustainable solutions and practices.
- Cultivate a culture of environmental responsibility.



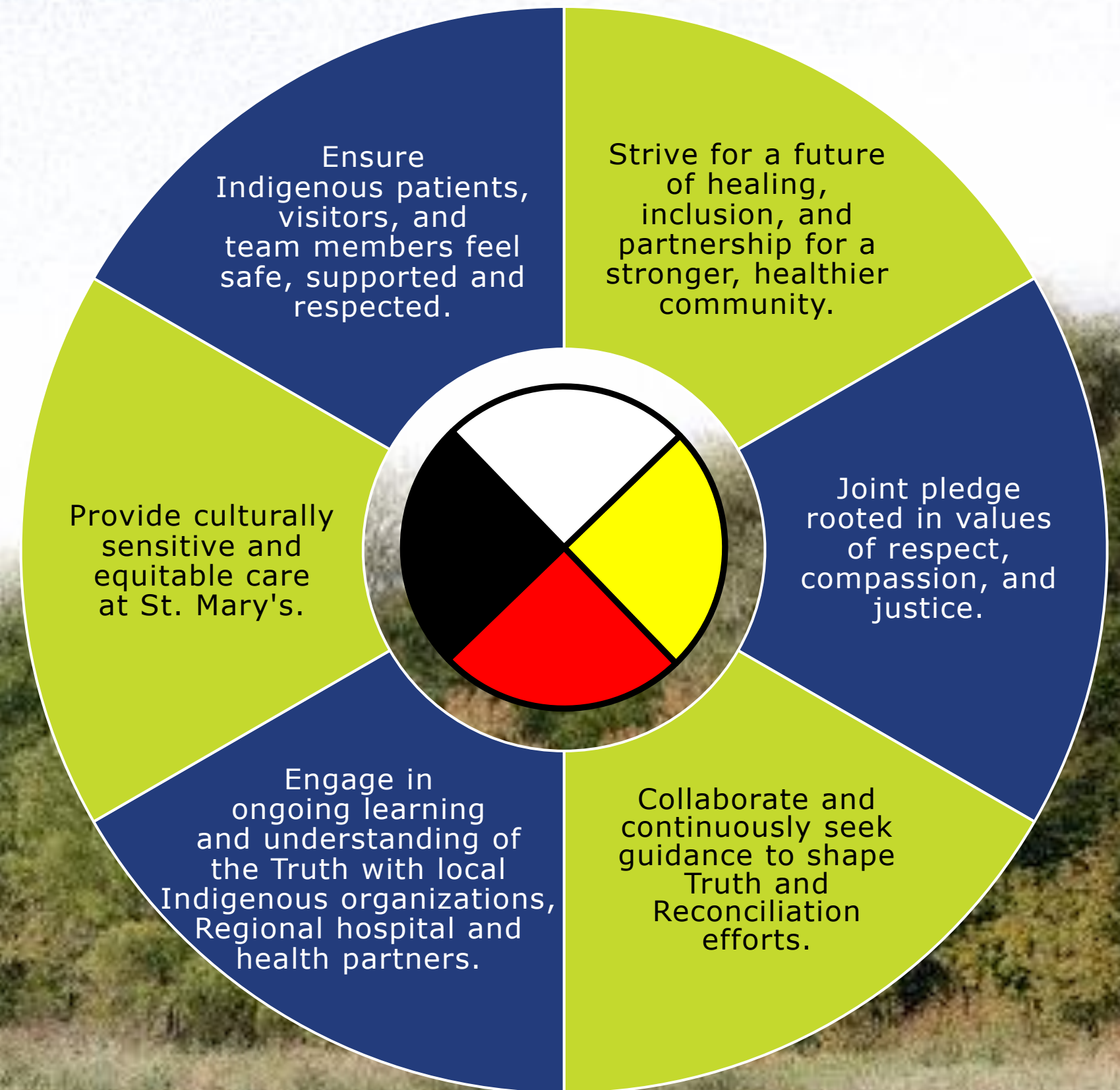
Our Journey Towards Truth, Reconciliation

Truth and Reconciliation is not just a commitment but a transformative journey that we are working towards integrating into every aspect of our organizational priorities.

St. Mary's General Hospital is situated on land that is the traditional home of the Haudenosaunee, Anishinaabe, and Chonnonton peoples. We take this time to acknowledge the importance of the land, reaffirm our commitment to improving our understanding of local Indigenous peoples and their culture, and accept the responsibility of improving relationships between nations.

This land, the Haldimand Tract, is part of the Dish with One Spoon Treaty between the Haudenosaunee and Anishinaabe people, symbolizing the agreement to share and protect natural resources. The land encompasses 950,000 acres of land, 10 km on each side of the Grand River, that was given to the Six Nations in 1784. Today, Six Nations of the Grand River lands comprise of less than 5% of what was originally granted.

We reflect and acknowledge the harms and mistakes of the past, and consider how we each can contribute to reconciliation, in our hospital and beyond.



Our Link to the St. Joseph's Health System Strategy



Our strategic alignment signifies our commitment as a member of the St. Joseph's Health System (SJHS) and our collective efforts, ensuring collaborative progress toward a shared vision for exceptional healthcare delivery and holistic community wellbeing.

Direction

SJHS Strategic Opportunities

SMGH Links to SJHS

Advance Health Beyond Boundaries

- Address health inequities and remove barriers to care for priority population groups across SJHS
- Reimagine integrated care to empower individuals as they live and thrive in our communities



- Collaborative home care initiatives
- Comprehensive hub for essential community health services
- Align strategies with SJHS for enhanced care delivery to critical service gaps

Amplify Our Collective Impact

- Leverage SJHS scope and scale to support shared priorities and optimize care delivery
- Live the legacy of the Sisters of St. Joseph through SJHS-wide collaboration and partnership



- Leaders in revitalizing quality at the SJHS board level, drive systemic impact and emphasizing integrated care

Invest in Teams of Today and Tomorrow

- Attract and retain the next generation of health leaders, researchers, clinicians, and staff
- Build common learning ecosystems across SJHS to support the teams of today and train the teams of tomorrow



- Embrace a dynamic strategy aligned with SJHS to foster career flexibility, expand talent access, and cultivate healthcare leaders for today and tomorrow's challenges in a collaborative learning environment

Key Enablers



Innovate Together



Advance Health Equity



- Foster innovation in care delivery
- Drive extraordinary advancements through research, enriching our commitment to exceptional and equitable healthcare
- Engage diverse talent, build strong partnerships

Living Our Values The St. Mary's Way



Compassion. Respect. Inclusion. Integrity. Collaboration. Innovation. We live our values every day. It's how we care for our patients and each other together. We know it as "The St. Mary's Way."



Embodying "The St. Mary's Way"

Rooted in 'The St. Mary's Way,' our approach embraces the humanity of care, emphasizing compassion, collaboration and excellence which shapes every interaction.



Compassionate Care, Unified Purpose

Compassionate care is an integral part of our everyday practice and culture. Our patients are why we care and our team members are how we deliver that care.



Nurturing Our Greatest Assets: Our People

We're growing the future of healthcare through strategic investments in our people. Our vision, 'Inspiring Excellence. Healthier Together,' supports our teams' growth—today and tomorrow—to deliver exceptional, empowered and high-quality care.



Strength In Our Diversity

Belonging is our cornerstone—a team that is equitable, diverse, and inclusive is our strength. Here, everyone is valued and celebrated for their unique, authentic selves.

What "The St. Mary's Way" means to our team:

"The St. Mary's Way is silent and cannot be defined. But rather it's felt, it's seen, it's heard. It's all around, in all we do, by humbly providing compassionate care for our patients and each other, together.

"As soon as you enter the doors at St. Mary's Hospital whether you are a patient, caregiver or staff you join a family. A family who takes care of each other, night or day; we are always available for you. Team members work together to ensure patients receive the best possible care.

"The St. Mary's Way has always been to treat staff, patients and visitors as if they were your own family. We are community, taking care of each other, being supportive in any way we can to make the experience and care the best. We value all staff.

"Upper management at St. Mary's isn't an abstract concept; it's a force of gratitude, materializing in the form of ice cream trucks, barbecues, and the simple yet powerful expression of 'Thank You.' It's a reminder that appreciation here isn't a rarity; it's a daily dish served with sincerity.

Building on our Successes

Expand Equitable High-Quality Care for Today and Tomorrow



Expanding Care Locally:

- The **Savvas Chamberlain Eye Clinic** providing new and critical retina surgery services locally
- **PREVENT Clinic powered by Manulife** providing preventative cardiac care to underserved communities
- **St. Joseph's Home Care's Hospital to Home Program delivered by St. Mary's** provides care for patients in their homes after discharge

Awards & Recognitions:

- **Accredited with Exemplary Standing**—achieved by only 20% of Canadian healthcare organizations
- **Trillium Gift of Life Awards**—supporting patients and families in end-of-life donations
- **Emergency Department achieves 'most improved'** status for length-of-stay and initial physician assessment times

Foster Equity and Culture As We Build our Teams



Building Our Teams of Tomorrow:

- **Clinical Extern and Education Programs** launch to nurture the next generation of learners
- **Clinical Teaching Unit to open in 2024** in partnership with McMaster for new doctors to gain hands-on learning and build connections
- **Project SEARCH** partnership program with Waterloo Catholic District School Board and KW Habilitation provides immersive work experiences for students with disabilities

Awards & Recognition:

Multi-year awards:

- Forbes Top 100 Canada's **Best Employers**
- Newsweek's **World's Best Hospitals in Canada**
- The Record's **Readers' Choice Awards**

Partner to Advance Community Health



Partnering to Expand Care:

- **Cataract centralized waitlist management implemented to reduce waitlist and expand access to care** through partnership with TLC Vision
- **SCOPE program** launches providing navigational support to specialist care for non-team-based primary care providers in KW4 OHT
- **Regional Pandemic Response leads** provided crucial frontline pandemic support to Long-Term Care Homes, Regional IPAC hub and vaccination clinics

Awards & Recognition:

- St. Mary's Frontline team members awarded Waterloo Region Record **Barnraiser Award 2021**

Considerations Influencing Our Plan



Keep Pace With Growth

Kitchener-Waterloo and the Rural Townships (KW4) rapid population surge, doubling the growth rate of Ontario and Canada, requires urgent infrastructure changes to our facilities and services to align with this dramatic demographic shift.¹



Empower Seniors in Need

Seniors are projected to reach 20% of the catchment population by 2025 (doubling by 2046). We need a focus on tailored healthcare programs and strategic collaborations, especially for lower-income seniors.²



Respond to Changing Demographics of Our Community & Teams

The region has witnessed rapid population growth, primarily from migrants outside Canada, shaping a diverse demographic landscape. Visible minorities now constitute 29% of the population.³ At St. Mary's, our EDI survey highlights a diverse workforce, with 24% of respondents identifying as racialized individuals across our teams.

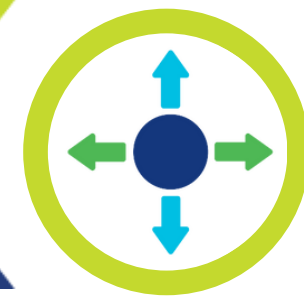
^{1,3} KW4 Census Impact Report (2021); ² Waterloo Wellington Local Health Integration Network (2018)



We are committed to embracing this diversity, reflecting our dedication to inclusive care and community representation.



PRIORITY 1 - Expand Equitable High-Quality Care for Today and Tomorrow



As our community thrives, we will expand access and maintain exceptional quality and safety across all programs, including elevating our regional Cardiac, Chest and Eye programs, known to be among the country's best. **Embracing the diversity in our region, our goal is to create a safe, empowering healthcare environment for all.**



Past Three-Year Accomplishments

Surgical Recovery and Expanded Access to Quality Care

- Resumed surgeries and addressed backlogs post-COVID-19
- Expanded the Regional Eye Program to include Retina care

Enhanced and Equitable Access to Connected Care

- Doubled interpretation services usage through innovative tools, achieving more equitable care

Exemplary COVID-19 Response and Care

- Led regional support as the Hospital Triad and WW IPAC hub aiding over 900 facilities and congregate care facilities
- Implemented COVID Assessment Clinic (CAC) ensuring continuous patient care during the pandemic



Future Forward

By the end of 2026, we will expand the reach of our programs, in partnership with GRH, our community and patient and family advisors for quality, patient-centred care.

To Meet the Demand for Clinical Services we will:

- Evolve models of care and service delivery
- Promote program growth and expansion

To Ensure Excellent Quality & Patient Experience we will:

- Advance Choosing Wisely and Senior-Friendly Care to improve patient experience and outcomes
- Foster a culture of patient safety and quality

Driving Progress Beyond 2026:

- Expand the reach of our regional Cardiac, Chest and Eye programs to meet community needs
- Expand St. Joseph's Home Care into KW4



St. Mary's will deliver on the SJHS strategy by introducing SJHS Home Care services to our community.

PRIORITY 2 - Foster Equity and Culture As We Build our Teams



At the core of our hospital beats the dedication of our people. Our commitment centres on cultivating wellness, fostering resilience, promoting inclusion and mutual respect, and empowering skill development within our teams—all driven by a passion for delivering safe and high-quality care.



Past Three-Year Accomplishments

Comprehensive Mental Health and Wellness Initiatives

- Increased focus on mental health and wellness supports, programs and staff recognition events across teams

Enhanced Career Development Opportunities

- Introduced the Continuous Learning Fund Policy to support learning and development for all team members
- Adopted the LEADS 360 program to foster leadership development

Strategic Recruitment & Retention

- Implemented new recruitment and retention strategies increasing student placements, preceptor training, peer mentorship programs and a new referral bonus program
- Revitalized the volunteer program post-pandemic
- Recognized as a multi-year Forbes Canada's Top 100 Best Employers and a top hospital in The Record Readers' Choice Awards



Future Forward

By the end of 2026, we will prioritize a culture where safety prevails, mutual respect flourishes, and skill enhancement opportunities are in abundance.

We will:

- Recruit, retain and develop the leaders of today and tomorrow
- Create a workplace of belonging that fosters wellness, equity and safety
- Cultivate excellence within teams, the St. Mary's Way

Driving Progress Beyond 2026:

- Strengthen our focus on team member safety, wellness and resilience
- Build inspiring places to work that attract, retain and empower dedicated, skilled and healthy teams
- Increase our focus on diversity and inclusion in the way in how we care and work
- Identify growth opportunities for team members within the SJHS



St. Mary's will deliver on the SJHS strategy through mobility opportunities for our people to grow and develop across the System, and take a common approach to equity, diversity and inclusion.

PRIORITY 3 - Partner to Advance Community Health



We strive for a more integrated care experience, uniting with health systems and partners, especially for equity deserving groups. Embracing innovation, we will go beyond aging infrastructure to meet the needs of our rapidly expanding population. **Together, we harness our community's creativity, envisioning care beyond our walls.**



Past Three-Year Accomplishments

Master Planning Milestones Achieved

- Achieved key milestones in Joint Master Planning completing Stages 0 & 1 submissions to the Ministry of Health and beginning site selection and functional planning

Regional Leadership and Strategic Collaborations

- Provided support and leadership through KW4 partnerships to enhance elderly care, advance interpretation services, and increase navigation services for primary care
- Enhanced equitable care through the PREVENT Clinic providing care to underserved and marginalized communities

Infrastructure Updates and Collaborations

- Completed building and equipment upgrades, North Façade renovation, relocated SMGH Foundation and Cardiac Rehab to Boardwalk, established COVID Assessment Clinic (CAC)
- Forged community partnerships, including collaboration with The Vision Group Canada for community-based cataract procedures



Future Forward

By the end of 2026, we will harness the community's Barn Raising spirit, envisioning care beyond conventional settings.

In partnership with Grand River Hospital and the OHT, we will Build for Growth to:

- Strengthen local partnerships to bring care closer to home for our patients
- Continue the work with Grand River Hospital to align resources and services, ensuring our facilities meet current and future demands

Driving Progress Beyond 2026:

- Integrate the KW4 OHT's strategic priorities into St. Mary's objectives, working collectively to improve community-based care
- Advance health equity leading programs and initiatives to increase access to non-acute care



St. Mary's will deliver on the SJHS strategy by exploring housing options for our community.

ENABLER 1 - Accelerate Care through Innovation, Digital Health and Research



Our cross-sector partnerships with innovation, technology and academic institutions in Waterloo Region have driven exciting advancements in innovation. **We are committed to pioneering high-quality care and fostering a healthier community through groundbreaking innovation, robust research, and transformative digital health solutions.**



Past Three-Year Accomplishments

Formalizing a Regional Innovation Collaborative

- Helped establish Waterloo Health Innovation Coalition
- Participated in national and provincial innovation networks

Team Member-Centric Joint Initiatives

- Frontline teams partnered at Cambridge Memorial and Grand River hospitals, Communitech, University of Waterloo and McMaster to identify innovative opportunities to improve Joy at Work
- Introduced the SMGH Innovation & Quality Fund

Strengthened Research Infrastructure

- Developed Research Office at SMGH

Health Information System Optimization

- Launched "My Connected Care" with Grand River Hospital—a digital portal to empower patients in their care



Future Forward

By the end of 2026, we will develop a Coalition of regional hospitals, universities and innovators, focused on meeting healthcare challenges with innovative solutions.

We will:

- Improve patient and provider experience through the implementation of innovative technologies, processes and models
- Engage in research partnerships and clinical trials that push medical advancements aligned with SMGH clinical specialties
- Optimize our digital health assets to streamline workflows, reduce administrative burden and increase efficiencies

Driving Progress Beyond 2026:

- Continue to be active and engaged partners to invest in the Waterloo Health Innovation ecosystem
- Build capacity to support increased involvement in research
- Maximize our digital infrastructure investments so that current and future operations are efficient and innovative



St. Mary's will deliver on the SJHS strategy by advancing a local innovation agenda, fostering curiosity and innovation in our team, and leading a renewed focus on Quality of Care for the System.

ENABLER 2 - Drive Sustainable Financial Stability and Growth



Our vision for sustainable growth is propelled by operational efficiencies that elevate our standard of care. **Embracing innovation, we strive to create new revenue pathways while strategically investing in transformative business and digital initiatives.**



Past Three-Year Accomplishments

Capacity Expansion

- Increased beds by 30% across acute medicine, ICU, and step-down to meet increased patient needs

Cardiac Program Funding

- Collaborated with the Ministry of Health to significantly reduce a longstanding cardiac funding gap to continue to meet the challenges and needs today and tomorrow

Capital Investments

- Invested in capital purchases, including MRI and Retina equipment, to advance diagnostic capabilities

Long-term Financial Sustainability

- Developed a comprehensive 5-year capital list and ongoing plans for a 5–7-year financial strategy



Future Forward

By the end of 2026, we will achieve a balanced budget and build the ability to invest in innovative solutions.

We will:

- Find annual operating efficiencies and new revenue streams to support high-quality care
- Enhance equipment management, strengthen our supply chain, and implement advanced tools to streamline scheduling
- Grow existing regional programs and services
- Support business and digital transformation through strategic investments and partnerships to share resources and cost-savings

Driving Progress Beyond 2026:

- Ensure the financial sustainability of St. Mary's now and in the future to meet the growing needs of our community



St. Mary's will deliver on the SJHS strategy by optimizing financial, land, and other assets we have for the benefit of our community.

Putting It All Together

As we renew our dedication to our mission, vision, and values, we refine our Strategic Priorities and Enablers, concentrating on essential aspects for our patients, teams, and the community.





JOIN
OUR TEAM



VOLUNTEER
WITH US



SHARE
YOUR EXPERTISE



GIVE
TO SUPPORT CARE

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