



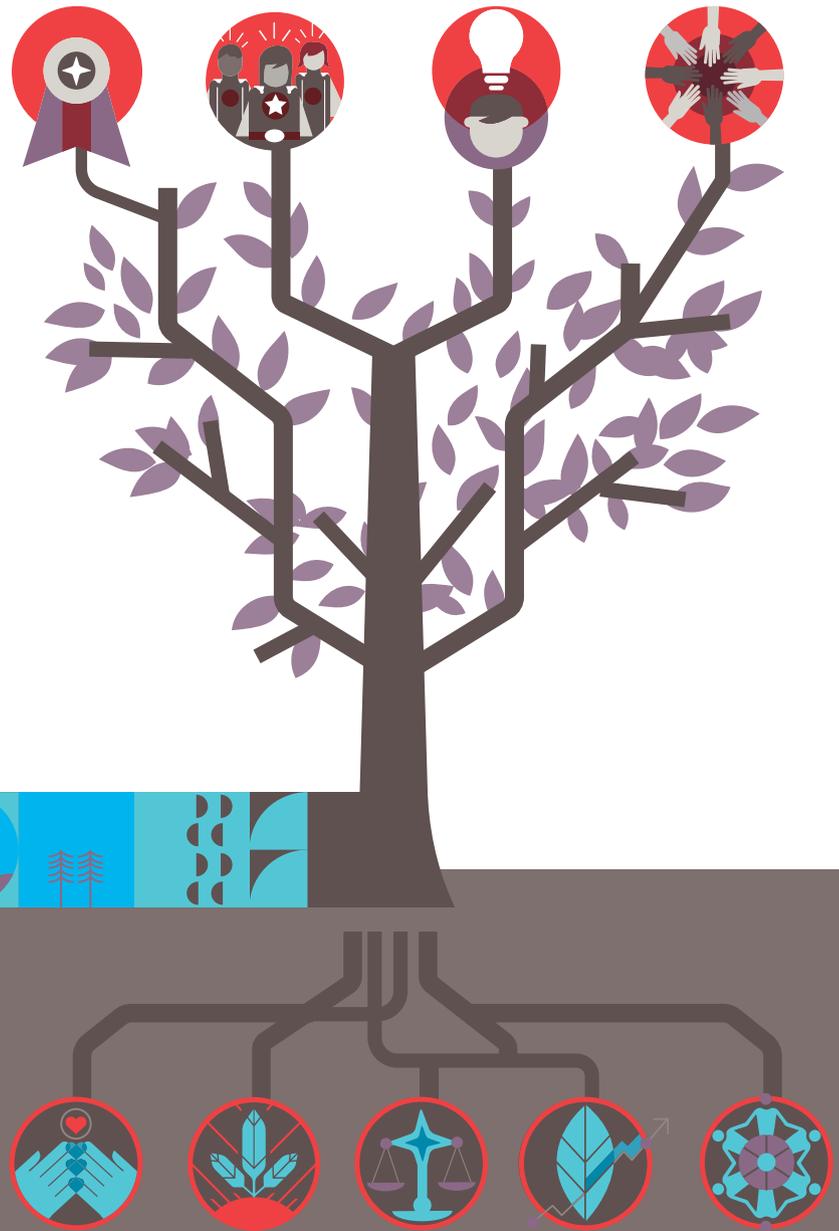
Providence Health Care

Mission: Forward Strategic Plan 2019–26



We would like to humbly and gratefully acknowledge that the work guided by “Mission: Forward” will be delivered on the unceded, traditional, and ancestral lands of the Coast Salish people—and in particular, the (xʷməθkʷəy̓əm (Musqueam), sḵw̓xwú7mesh (Squamish), and səlilwətaʔ (Tsleil-Waututh).

We would also like to acknowledge all the traditional territories upon which we deliver our services, and the Nations who have been stewards of these lands since time immemorial.



A note on terminology

Throughout this strategic plan, “Indigenous” is used in reference to individuals of First Nations, Métis, and Inuit ancestry.

Recognizing that First Nations, Métis, and Inuit are diverse and are each distinct, rights-bearing Peoples, Providence commits to a distinctions-based approach to ensure that the

unique rights, interests and circumstances of these three distinct groups are acknowledged, affirmed and implemented.

Providence also commits to support collective efforts amongst Indigenous Peoples, honouring aspects of common philosophy and experience, and interests to build working coalitions towards shared health and wellness goals.



Mission: Forward is Providence Health Care's strategic path and guide to our ambitions for the future – it's also a statement of our enduring commitment toward the patients, residents and communities we serve.

When Providence first launched our strategic plan in 2019 – a plan that was developed through extensive engagement with Providence staff and medical staff – little did we all suspect the global upheaval that awaited us mere months away. At the same time, there have been other major upheavals British Columbians and our health sector have had to address. Of course the toxic drug supply and opioid crisis remain at the forefront. We also witnessed the horrific uncovering of hundreds of unmarked graves associated with residential “schools”, many of which were operated by the Catholic Church. This has deepened the grief of those already suffering and emphasized the necessity of re-examining if we, at Providence, are doing enough in our commitment to truth, justice and reconciliation. And, in 2021, we also experienced a summer

MESSAGE FROM THE CEO

of record-breaking heatwaves, ravaging wildfires, extreme flooding and winter weather sweep through BC.

But just as Providence has done for over 127 years, we have collectively taken on the additional challenges and pushed forward with our critical projects and priorities.

And, together, we got a lot done over these past three years since Mission: Forward originally launched, including: construction start of the new St. Paul's Hospital and Health Campus and significant work by staff and medical staff to define spaces and develop new and different models of care; investments into, and commitment to, Indigenous Wellness & Reconciliation; successful go-lives of the CST project; launching our sister organization, Providence Living, who started construction of the first-in-Canada publicly funded seniors village in the Comox Valley; health authority approval of our St. Vincent's: Heather seniors living project business plan; establishment, in partnership with the Providence Medical Staff Association, of an Equity, Diversity & Inclusion initiative; implementation of a new system to support staff scheduling; rebrand and relaunch of Providence Research; the success of numerous Digital Supercluster projects led by Providence people, and provincial approval and shortlisting of proponents for the Clinical Support and Research Centre. The list goes on, and it's a credit to everyone who works at Providence that this progress has been made whilst also

responding to a global pandemic.

We are now building on these successes to focus on the next phase of Mission: Forward. In updating and adjusting the plan, we have reflected new learnings, most important of which are regarding Indigenous Reconciliation.

We have made Reconciliation its own Foundational Principle as it underpins all we do, and we have added an explicit Reconciliation goal to each of our four Strategic Directions to ensure that the work we are doing in all areas connects directly back to our commitment and drives substantive action. We are all responsible for advancing Indigenous human rights in partnership with Indigenous Peoples, through processes underpinned by mutual respect and dignity.

The goals we identified in 2019, through extensive engagement with you, remain equally relevant today and our commitment to them remains equally strong.

When we launched Mission: Forward in 2019 I said that “when we are at our best, we can change the world.” Despite everything that has been thrown at us since 2019, the last three years has shown me the power of Providence, and I know that if we continue to work together we truly can change the world.

Fiona Dalton
CEO and President
Providence Health Care

Fiona Dalton



MISSION

Inspired by the healing ministry of Jesus Christ, Providence Health Care is a Catholic health care community dedicated to meeting the physical, emotional, social and spiritual needs of those served through compassionate care, teaching and research.

VISION

Driven by compassion and social justice, we are at the forefront of exceptional care and innovation.

VALUES

Spirituality

We nurture the God-given creativity, love and compassion that dwells within us all.

Integrity

We build our relationships on honesty, justice and fairness.

Stewardship

We share accountability for the well-being of our community.

Trust

We behave in ways that promote safety, inclusion and support.

Excellence

We achieve excellence through learning and continuous improvement.

Respect

We respect the diversity, dignity and interdependence of all persons.

OUR STRATEGIC DIRECTIONS

Our four Strategic Directions are a set of priorities that will help us organize and plan our work through to 2026. We are able to flourish in this work because of the roots established by the Foundational Principles.



Exceptional Quality, Safety and Value



Inspiring People and Teams



Discover, Learn and Innovate for Impact



Partner to Transform Health Care

OUR FOUNDATIONAL PRINCIPLES

Our Foundational Principles describe our core beliefs; they are our DNA. They hold us accountable, and serve as a perpetual framework for our actions throughout our Mission: Forward, and beyond. For example, when we negotiate partnerships with others, these principles form the cornerstone of the relationship. When we strike working groups, these principles govern our deliberations, decisions and actions.



Mission/Vision/Values



Reconciliation



Ethics



Sustainability



Person and Family-Centred Care



OUR SEVEN-YEAR MISSION: **FORWARD**

As individuals within a mission-driven organization, many of us feel very close to our “why.” We choose to be part of Providence Health Care because we value the organization’s long commitment to social justice and compassionate care, and its commitment to the process of Truth and Reconciliation with Indigenous Peoples.

And we love the “can-do” attitude. When people need help, we’re there. Even if it’s hard, or risky, or unknown. We love that our colleagues share these values and likewise, feel called to help make a real difference in the lives of those we serve every single day.

As a group we are bold, we are fearless, and yes, a little forward when we need to be. And we adhere to our values no matter what the circumstances.

We excel in so many areas. But that doesn’t mean that we don’t have room to improve. And that doesn’t mean there aren’t challenges ahead of us that will test us as teams and as individuals.

But we also have a plan to meet these challenges and turn them into opportunities to take better care of

one another and provide an even better experience to those we serve.

It’s a seven-year plan that we all helped create. More than 40 per cent of us participated in the dozens of workshops and consultations that took place in-person and online all across Providence. This plan is not about creating more work. It’s about working purposefully at the things that we must get right.

FOUNDATIONAL PRINCIPLES



Mission/Vision/Values

Everything begins with Mission

Our advocacy, compassion, spirit of innovation, and commitment to social justice can be directly traced to our Mission. Through compassionate care, teaching and research, we aspire to treat the whole person—body, mind and spirit. This includes our efforts to care for those with complex medical and social service needs, and take care of those who are called to work here.



Reconciliation

Hearing truth, pursuing justice, building relationships

Reconciliation is not an outcome, but a process. It is commitment and action that we undertake each and every day.

Reconciliation is relationship. It requires us to lay proper groundwork through hearing truth, pursuing justice, and building respectful and reciprocal relations.

Reconciliation is restoration. It requires recompense and investment in reconstruction.

We all hold a responsibility to advance Indigenous wellness and reconciliation.

04

GOALS

01

Providence Health Care's Mission, Vision and Values are manifested in the behaviours of our PHC people.

Providence Health Care is committed to the process of Truth and Reconciliation with Indigenous Peoples and it is embedded in everything we do.

GOALS

02

We embody our values by sharing truths and taking action to readdress inequities, oppression and injustice.

In partnership with sovereign host Nations, we will establish a first-of-its-kind Indigenous Wellness and Welcoming Centre on the grounds of the new St. Paul's Hospital and Health Campus as a meaningful contribution to healing and reconciliation.



Ethics

Ethics are fundamental to all we do

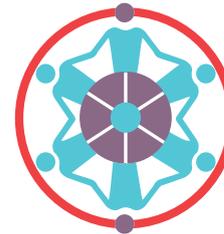
Ethical decision-making is a vibrant and dynamic field of study and practice. At Providence we hold ourselves, and each other, to the highest ideals and continue to probe and explore the discipline of ethics and ethical practice. Moving forward, we will strengthen the capacity of all Providence people to consider ethics as part of our daily decision-making. We will also challenge ourselves to become a centre of excellence in ethics services, working as national leaders and educators.



Sustainability

Proactive financial and environmental stewardship

At its foundation, our sustainability plan is about ensuring we can continue to pursue our Mission into the future. It means creating a financial plan that supports the innovations needed to deliver exceptional experience and outcomes including building next-generation infrastructure. At the same time, it also means reducing our environmental footprint to achieve—and hopefully exceed—national benchmarks for sustainability, green initiatives, and minimal impact.



Person and Family-Centred Care

Partners in care

We believe that partnering with those we serve, and their families as defined by them, in their own care, is the path to better patient outcomes and experience. We believe that through building trust and respect, the relationships we establish with one another have the potential to dismantle the power imbalances that have traditionally existed between caregivers and patients. We believe that by partnering with those we serve, we can offer care that is valuable and valued by them. And what matters to them, is what matters most.

GOALS

01

Providence Health Care staff and medical staff demonstrate strong capacity for ethical decision-making.

Ensure our financial plan is sustainable and has diversification of our revenue sources to support capital infrastructure and innovations needed to deliver our Mission Forward plan.

Provide the people we serve and their families the tools & resources to be full partners in their own care.

GOALS

02

Providence Health Care will be provincial, national, and international leaders in the community of Ethics.

Be the public health care sector industry environmental sustainability leader in B.C. by achieving the goals laid out in the Provincial Clean BC Plan.

Be British Columbia's public healthcare sector leader in providing person and family centred care.



QUALITY-FORWARD

Exceptional Quality, Safety & Value



We deliver quality care that matters to the people we serve.

06

Why this?

It's fair to say that quality and its ally, patient safety, have always been at the core of who we are. Now, more than ever, we're making decisions in partnership with patients and families based on what matters most to each individual. The health and wellness, but also fears and worries, of those we serve must become central to decisions about what resources we mobilize to care for them. That's a person and family-centred approach and it's also the "value" part of this direction. Value-based health care is a concept that refers to ensuring that we are prioritizing the care and resources that matter most to the people we serve.

What will change?

We will be using data and metrics more and more to help us understand how to maintain and improve our standards for safety, experience, and outcomes. We will continue designing and building world class health care, research and community care campuses, including the new St. Paul's Hospital and Health Campus, that will help us in this pursuit of quality, safety and value. We will continually strive to make Providence a place where Indigenous peoples choose to access care.

We will be seeking ways to bring the people we serve into more conversations about their care and empower them to be an equal part of the care team.

In Our Words

"Look at quality of life as an outcome as opposed to mortality and morbidity rates, re-admissions. There's a need to shift our focus?"

Allied Health Staff

What's the bottom line?

Ultimately, through the pursuit of quality, we want to ensure that the experience of the people we serve is equal to our pursuit of the best possible outcomes. Still, we know that with the best of intentions, patients and residents may still experience harm. We are committed to ensuring that we are transparent, accountable and learn from those events to improve. We see people during their most challenging moments and by pursuing the goals within this Strategic Direction, by 2026, we will be providing quality care—as defined by every patient and every resident—that matters to them.



GOALS

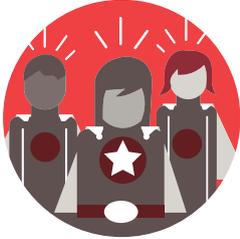
Exceptional Quality, Safety & Value

- 01 Understand, evaluate and prioritize quality (outcomes, experience & safety, including eliminating preventable harm).
- 02 Advance the recommendations of the In Plain Sight Report through the delivery of high quality, equitable, identity-affirming and culturally-safe services that are valued by Indigenous patients, residents and families.
- 03 Offer the people we serve the right care, in the right place, at the right time.
- 04 Practise “value-based health care” which prioritizes what matters to the people we serve as a way to drive quality and efficiency.
- 05 Readily access data and information and use them continuously to improve our person and family-centred care.
- 06 Improve the physical environment across PHC.



PEOPLE-FORWARD

Inspiring People & Teams



We attract the best people and support them to flourish.

08

Why this?

We are only as good as our people. We've all heard this many times in various settings, but in health care, truer words have never been spoken.

During the consultation process, we made our voices heard and our concerns clear:

- We need to support each other better.
- We need to include each other, connect with each other, empower each other and recognize each other, formally and informally.
- We need to build flexibility into our work and our schedules.
- We need to create space for innovation, ideas and change—from the labs to the kitchens, to the nursing stations, to the boardroom.
- And we also need to extract meaning and fulfillment from our work, which includes having the resources and support to feel good about what we do and finding ways to address fatigue, exhaustion and support wellness.

What will change?

The foundation of how we approach relationships and teamwork is grounded in our Mission, Vision and Values. In working together, we will undertake projects that move the dial on making our work lives more fulfilling, less stressful and more supportive.

Real advances like developing ways to make scheduling more flexible, creating a wellness strategy that supports us to be our best at work and at home, and finding ways to improve the quality of life for those of us with long commutes, young families and aging loved ones. We will prioritize dismantling systemic biases in our systems and processes. Also, we will find ways to empower each of us to use Providence's Mission, Vision and Values as a springboard to give back to the communities we care about.

Through these actions, we will feel more connected to each other, to the people we serve and to the value of our work.

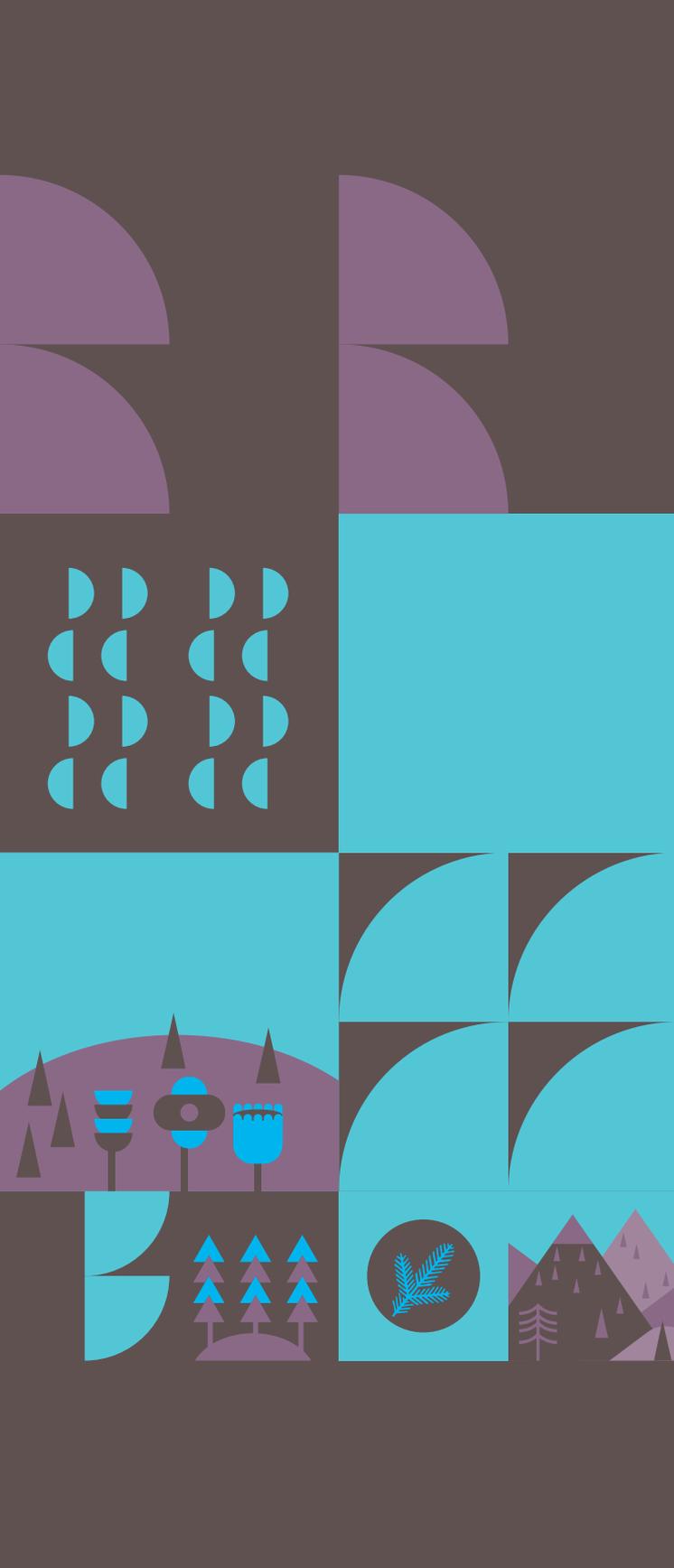
In Our Words

“Envision it as a community with child care and pet care and transportation. More than just a hospital!”

Staff Member, St. Paul's Hospital

What's the bottom line?

It's simple. We know that providing the best care to the people we serve depends on our own health and wellness. The better we feel at work, the better we can care for others. This reality empowers us all to think of self-care and social connections as essential to our work. This part of Mission: Forward is about creating work places where we can all grow, thrive and flourish.



GOALS

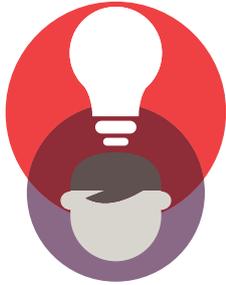
Inspiring People & Teams

- 01 **Be the organization of choice, with a focus on attracting, developing, engaging & retaining our people.**
- 02 **Dismantle systemic biases in our systems and processes.**
Engage and empower our people in meaningful ways and nurture a culture where every voice is heard.
- 03 **Prioritize the health, safety and wellness of our people.**
- 04 **Ensure each of us understands how our work connects to Providence's Mission, strategic directions and goals.**



LEARNING-FORWARD

Discover, Learn & Innovate For Impact



We create a culture where every person can learn, grow, imagine and bring forward new ideas.

10

Why this?

A “learning organization” is one that puts emphasis on the learning of its people and continuously transforms itself. During the strategic planning consultations, many of us voiced the desire to put more emphasis on learning and innovation. Many of us also wanted to clarify the process of bringing forward new ideas and potential changes so that everyone has this opportunity and feels empowered to do so.

Another key ingredient of learning is... failing. Yes, failing. Because with every setback comes the opportunity to reflect, learn and grow. So this direction is also about creating the space for us to take calculated risks in an effort to dream up disruptive, even transformational ideas. Given our size, and our ability to be more agile than larger health organizations, we aspire to become the “go-to” place to prototype new ideas, incubate novel concepts, and test creative theories.

Given that aspiration, this strategic direction also speaks to the added emphasis we will place on research, innovation, and teaching which all go hand-in-hand with being a “learning organization.” We have an extraordinary track record of research and discovery—an enterprise that we plan to scale up and bring to every corner of Providence.

What will change?

To start, we will begin to see how good suggestions—large and small—for improving our care, services and our environment are brought forward and acted upon. The path to these improvements will be more visible and we will celebrate the people bringing ideas forward. We will have better methods to translate the results of our research into the care we provide. And we will involve even more students in our research, sparking additional passion for learning and growth!

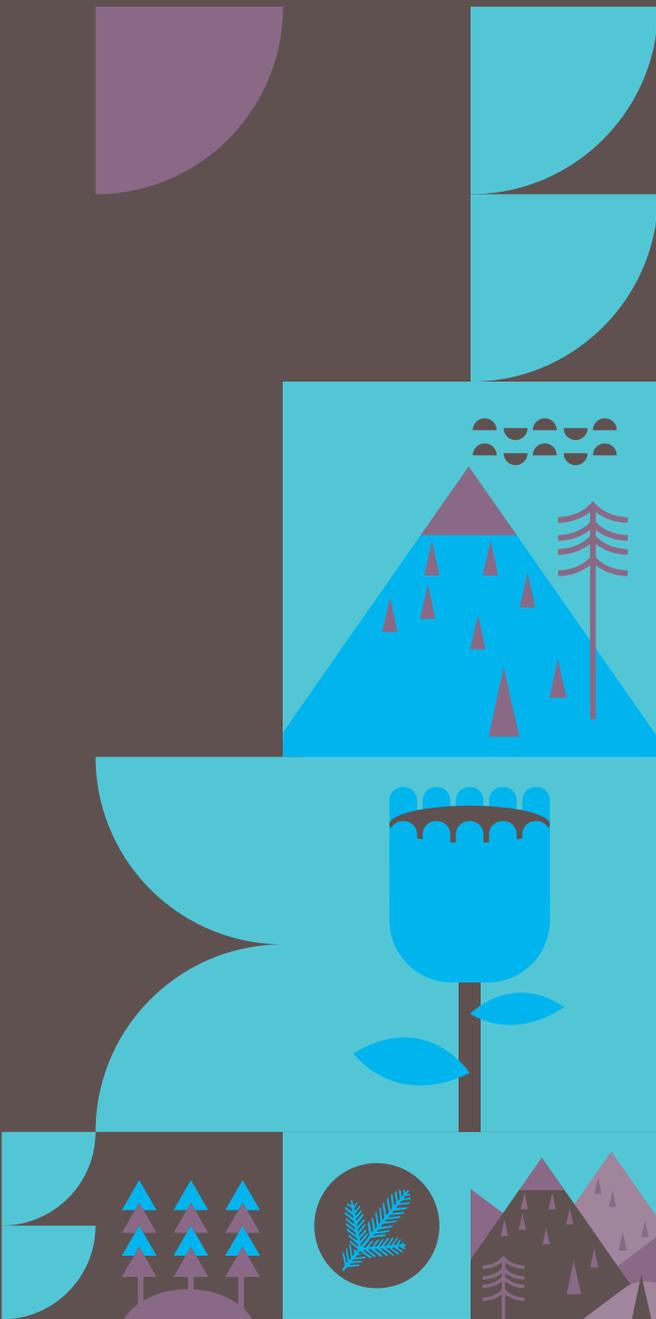
In Our Words

“Promote PHC as a ‘living lab’: small enough to be nimble AND academically influential enough to have a big impact. Have a can-do attitude!”

Staff Member, SPH Heart Centre

What’s the bottom line?

We believe that improvement and innovation isn’t a department, it’s a mindset. We’re a learning organization where continuous improvement, research, education and innovation are central to our Mission. We will create an environment where this is the expectation of, and opportunity for every single person at Providence.



GOALS

Discover, Learn & Innovate For Impact

- 01 **Make every interaction with the people we serve an opportunity for learning, research and continuous improvement.**
- 02 **Advance appropriately governed data, research, learning—and unlearning—to support PHC to be in right relations with, and deliver high quality care to, Indigenous Peoples.**
- 03 **Nurture and support innovative and disruptive ideas that transform care in BC and around the world, especially for people with complex medical and social service needs.**
- 04 **Ensure that each of us understands that we have the responsibility and the opportunity to improve our services.**
- 05 **Be an education leader among Canadian academic teaching hospitals and prioritize the training of the next generation of health care professionals.**



PARTNERSHIPS-FORWARD

Partner to Transform Health Care



We embrace partnerships, digital health and technology to offer seamless care.

Why this?

Our priorities are always to fill a need, to serve and advocate for those with complex medical and social service needs, and to discover, create and invent what's needed to solve whatever health or social problems our communities face.

While feeling confident in our own abilities to do whatever it takes to help those we serve, we have the humility to realize that we must partner with others to grow our capacity to improve what we do. These partners include: other health authorities and all levels of government; sovereign host Nations of Musqueam, Squamish and Tsleil-Waututh, and Indigenous partner organizations; community and patient groups; the private sector; foundations, and so many others. Good partnerships will help ensure patients can move easily from our care into the care of other appropriate health and social support

systems. Good partnerships will also help us move more quickly toward adopting technology that will give those we serve options about how far they have to travel, how quickly they receive services, and how closely they are monitored and supported throughout their care journey.

What will change?

We will pursue the goals of Mission: Forward by partnering with others. We will always seek a win-win—to achieve what's mutually beneficial. We will see more projects piloting digital technologies to explore how to provide higher quality or more efficient care. Or both. Through our partners, we will see more training and discussion about cultural humility and respecting the history and needs of the Indigenous peoples we serve. We will also see changes to specific models of care that become possible through innovative partnerships.

In Our Words

“While Providence is accountable for implementation, whether those efforts are making a difference can only be assessed by Indigenous partners. This work is inherently relational, and partnerships form the foundation of the work. Providence cannot do this work alone—it must be done in full collaboration with, and accountability to, Indigenous Peoples.”

*Indigenous Wellness and Reconciliation
Action Plan*

What's the bottom line?

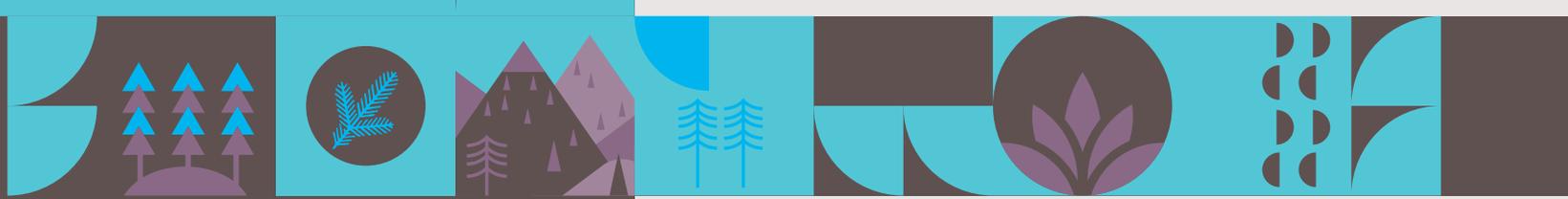
Nurturing our partnerships and creating new ones will allow us to improve the care journey of the people we serve. Whether that's aided by technologies like telehealth, virtual health or wearables, or just seamlessly transitioning a patient from one level of care to another, partnerships are key to our way forward.



GOALS

Partner to Transform Health Care

- 01 **Build and strengthen responsive, reciprocal and accountable partnerships with sovereign host Nations, Indigenous partner organizations and Indigenous patients, residents and families.**
- 02 **Create partnerships with government and other public, private and academic organizations to advance new models of care.**
- 03 **Cultivate partnerships that enable integrated care and more seamless transitions between hospital, specialty care, primary and community care.**
- 04 **Seek and create partnerships with leading technology and digital health organizations to improve responsiveness, connectivity and quality.**
- 05 **Prioritize partnerships that improve the care journey for people with complex medical and social service needs.**



MOVING THE MISSION FORWARD

For us to achieve our goals, every person at Providence needs to embrace Mission: Forward as their own.

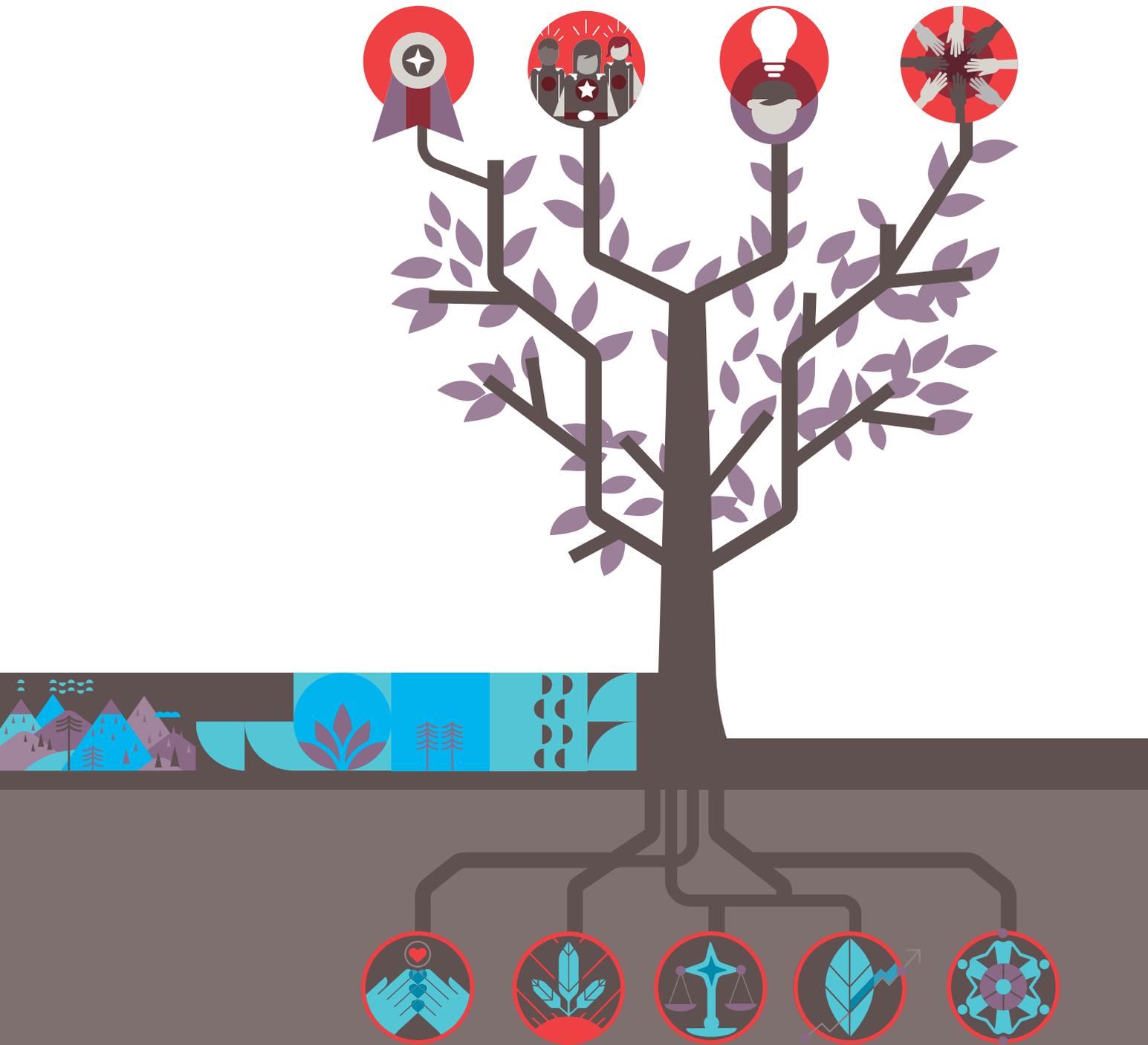
Defining our work, setting targets, adjusting team priorities, tweaking how we spend our time. Monitoring. Evaluating. Revisiting. Embracing flexibility. Keeping one another accountable and reflecting on the Providence we have declared ourselves to be. The work is significant, layered and insists that we work together.

We have set aspirational goals for ourselves. Ones that will require careful sequencing and resourcing to ensure successful completion. And at the outset, it all may seem daunting.

But we know based on experience that sometimes, when we feel out of our comfort zone is when we show up the most ready, most hungry, most united. Not to say that we always want to operate in that mode but more to affirm that there is no mission too big, too complex, too challenging. We have proved this time and time again.

For all of us, Mission: Forward represents an opportunity to contribute to a Providence that will lead the way into the future of health care. It's about our commonality of purpose, driven by compassion and social justice, to be at the forefront of culturally safe, exceptional, patient and resident care and innovation.

Because when we are at our best we can change the world.



OUR PATH TO THIS PLAN

In 2018, before a single thought was ever put on paper to form this plan, more than 30 previous surveys, plans and reports related to Providence and our many large-scale projects were reviewed and synthesized.

Using these inputs as a starting point, a robust, inquisitive engagement and consultation process was launched throughout and beyond Providence. Probing questions were asked with the goal of seeking candid, unfiltered recommendations from a wide range of stakeholders through workshops, town hall-style meetings and focus groups.

Polling techniques and online engagement tools were also used to determine how widespread the feedback was to help decide what to act on. Providence was actually the first BC health entity to use an online engagement platform for this purpose!

We should all be proud of the extensiveness and transparency of the engagement as well as the bold ideas and new thinking that we all contributed.

The Timeline

Fall 2018 (October—December 2018)

Research / Environmental Scan / SWOT Analysis
Internal & External Engagement / Feedback

Winter 2019 (January—April 2019)

Analyze Feedback
Define our Future State/Vision (What will PHC look like in 7 years)
Develop Foundational Principles
Develop Strategic Directions
Identify our goals for our long-term focus (accomplished in 7 years)
Identify our short-term focus/first steps (accomplished in 2 years)

Spring 2019 (April—May 2019)

Launch the Plan
Determine Metrics to Measure Our Progress/Performance

Spring/Summer 2019 (May—August 2019)

Translate the Plan (Develop Program, Department, Division, Service Plans)

2021

Revisit plan to ensure it sufficiently reflects our commitment to Truth and Reconciliation
Make “Reconciliation” its own Foundational Principle to reinforce its underpinning nature in all that we do
Create a Reconciliation goal under each Strategic Direction to drive substantive action

Stakeholders Engaged

<ul style="list-style-type: none"> Patients, Residents and Families Clinical Employees Physicians Researchers Corporate Services Employees Students, Residents and Volunteers Indigenous Peoples 	<ul style="list-style-type: none"> Strategic Plan Advisory Group PHC and PRCC (now Providence Living) Societies, Boards and Senior Leadership Team St. Paul’s Foundation Board and Staff Lower Mainland Consolidated Staff Partner Health Authorities
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65+

in-person conversations

1,563

people visited Bloom online

40%

of our people participated



Providence Health Care

**Mission: Forward
Strategic Plan 2019–26**

missionforward.ca



Providence Health Care

Mission: Forward Strategic Plan 2019–26

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Providence Health Care

How you want to be treated.