



Acute

Ambulatory

Sub-Acute



Trusted team. Compassionate care.

STRATEGIC PLAN 2022 - 2025



A message from our Chair and President and CEO

Mackenzie Health today is not the Mackenzie Health of five years ago, or even two years ago. Over the past year, we opened a new hospital in Vaughan, we doubled access to care and doubled our workforce. It must be mentioned — we did this during a global pandemic. Those of you who were with us during that time will understand and remember the massive effort required, from every person who works here.

We're proud of all we have accomplished to date. We aided the province's health care sector by opening Cortellucci Vaughan Hospital — the first net-new hospital in more than thirty years in Ontario and Canada's first smart hospital — early in February 2021 as a system solution to treat COVID-19 patients, then opened as a full-service community hospital months later.

Looking ahead, our focus will be to stabilize our growth and preserve our organizational culture while continuing to serve the needs of our community even better. After the work of creating a new hospital, now's the time to turn towards each other and focus on continuing to deliver excellent patient care with timely access to services.

The needs of our communities will continue to change and our roadmap to deliver reliable and safe care that better connects patients to services is our new strategic plan — ***Trusted team. Compassionate care.***

This plan is the culmination of much feedback, delivered by many voices — our staff, physicians, patients and their families, our communities and longstanding partners. This plan is our pledge to each other and to our communities — **we commit to providing highly reliable, safe care to every patient who comes to Mackenzie Health.**

Throughout the strategic planning process themes emerged that helped frame our four priority areas — ***Patient Care Excellence, People are our Strength, Growing with our Communities and Integrated Care.***

We need more people to deliver on this promise. We are prioritizing recruitment and retention and will continue working hard to create a healthy and engaging workplace that fosters development and growth for our exceptional staff, physicians and volunteers.

Though the communities we serve continue to grow fast, our growth in the coming years will be focused on improving and enhancing our core services. We will focus on growing and developing relationships with other health care organizations to improve the experience for our patients. This includes collaborating with our partners in the Western York Region Ontario Health Team.

We have already shown that we are unstoppable. We have the will, focus, leadership and people to continue to enhance how health care is provided in western York Region and beyond — thanks to our exceptional staff and physicians and the volunteers who support us. On the next pages, you can read more about where we will be focusing our efforts and why.

As always, we thank you for all you do and we look forward to taking these next steps together.



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Chair, Board of Directors



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President and CEO

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STRATEGIC PLAN 2022 - 2025

Strategic plan overview

This plan is the next step of the journey that builds on our past plan of opening a two-hospital model.

We engaged internal and external stakeholders to ensure choices made are rooted in the lived experiences of our patients, their loved ones and the communities we serve.

By focusing on choices within these four priorities we will build on the momentum to achieve significant advances in quality, safety, experience and access to care.



Our Vision

Create a world-class health experience

Our Mission

Relentlessly improve care to create healthier communities

Our Values

- Excellence
- Leadership
- Empathy

Enabled by:

Financial Health | Innovation | Inclusion & Diversity | Partnerships

Priority #1



Patient Care Excellence

We commit to deliver reliable, safe care and excellent patient experiences.

At Mackenzie Health we are focused on ensuring that our patients, their families and our communities continue to have access to high-quality and responsive care. We are proud of the commitment and dedication of our staff, physicians and volunteers and the difference made in the lives of our patients and their families.

For the next three years we will commit to expanding our already excellent patient care experience by identifying areas

for improvement and reducing the amount of time our patients wait for care. We will make investments to ensure our entire workforce is equally committed to patient quality and safety.

Patient-centred care is a continuous journey that is individualized to each patient's unique health care needs. At Mackenzie Health each patient and their loved ones can rely on us to receive an excellent patient experience every time they come to us for care.

Where we will focus our efforts:

ZERO HARM

Transform quality and safety through the pursuit of highly reliable care and zero harm.



Consistently deliver a best-in-class patient experience.



Improve timely access to care.



Build a culture of service excellence that everyone in the organization recognizes and is proud of.

Priority #2



People are our Strength

We will create a healthy workplace, supporting our people to deliver the best possible care and service.

At Mackenzie Health we have a deeply committed, talented and passionate team of staff, physicians and volunteers who dedicate themselves to ensure our patients are receiving the highest quality of care that meets their individual needs. We recognize that our staff, physicians and volunteers are the foundation of our organization.

Finding and keeping the right people, with the right skills and talents, will be the key focus in the coming years. This means supporting the development and growth of our people, and creating

an environment where staff and physicians want to build their careers and ensure the delivery of the best possible care and services.

We will continue to provide our staff, physicians and volunteers with what they need to deliver reliable, safe care and excellent patient experiences. We want to preserve our exceptional organizational culture of innovation and high quality and continue to work together as an effective team. We want staff, physicians and volunteers to be proud to come to work at Mackenzie Health.

Where we will focus our efforts:



Advance innovative recruitment and retention strategies to improve vacancy rate and satisfaction.



Foster a diverse and inclusive workplace where people feel supported and recognized.



Create opportunities for personal and professional development and growth.



Create an environment of health, safety and wellness.



Growing with our Communities

We will grow efficiently to meet our communities' health needs close to home.

We are located in one of Canada's fastest-growing regions and the needs of the communities we serve are expected to continuously change. After opening a new hospital and navigating the challenges of a global pandemic, Mackenzie Health recognizes it's time to focus on stabilizing our two-hospital model and preserving and enhancing our organizational culture while meeting our communities' health care needs close to home.

There is no doubt the growth trajectory we have been on for more than a decade has helped us expand access to much-needed health care services in western York Region, including a hospital in Vaughan. Our staff and physicians have innovated and adapted to meet the health care needs of our communities.

For the next three years we will maintain all we have accomplished and continue to identify ways we can strengthen our multi-site capabilities so that we grow in a measured way informed by data and the needs of our communities.

Mackenzie Health will be strategic in taking on new growth opportunities throughout the duration of the strategic plan. Prior to taking on new initiatives, we will ensure we have a strong foundation in patient care excellence and we have the right people with the right resources in place to ensure continued success.

Where we will focus our efforts:



Meet needs driven by increasing emergency department volumes.



Grow capacity in existing services to enable patients to stay close to home for care.



Add new services to meet the evolving needs of our community.



Continue to pursue opportunities to provide regional system solutions to address the acute capacity crisis.



Prepare for long-term growth through proactive land strategies and site planning.

Priority #4



Integrated Care

We will collaborate with community partners, including our Western York Region Ontario Health Team, to improve transitions and enhance patient care outcomes.

Better collaboration with local partners means patients can receive the care they need when and where they need it. As a collaborative partner in the Western York Region Ontario Health Team, Mackenzie Health will continue to play an important role in system recovery and will also coordinate and collaborate with other health care providers to ensure our communities receive seamless health care services. Integration is important for creating healthier communities and achieving excellent patient care.

At Mackenzie Health, we know a proactive and preventative approach drives improvements in patient outcomes. For the next three years, we will prioritize integration of Mackenzie Health with local health and social service partners. We believe this is key to creating healthier communities.

We aspire to have integrated care embedded across each of our clinical programs to better support patients and their families within and beyond Mackenzie Health.

Where we will focus our efforts:



Improve the health of western York Region communities.



Improve the experience of our patients when transitioning between care providers.



Ensure patients receive care in the most appropriate setting.



Improve equitable access to care for vulnerable populations.

Enablers

Supporting our plan

Across our four priorities there are foundational enablers that are necessary for us to deliver on our strategic plan.



Financial Health

Secure funds to meet operating and capital needs and identify efficiency opportunities to optimize value per dollar spent.

Meet fundraising targets and set up for long-term sustainability.



Innovation

Continue to embrace a culture of innovation.

Adopt leading practices, new methods of service delivery and technology to achieve our priorities.



Inclusion & Diversity

Foster a culture of equity, inclusion and diversity within our Mackenzie Health team and with our patients and their loved ones.

Ensure our people represent the communities we serve and feel welcomed as part of the Mackenzie Health team.



Partnerships

Work in collaboration with community and regional partners, vendors and other stakeholders, as well as our donor community to advance our priorities.



What success looks like

At the end of this journey, here's how we'll know we've been successful in achieving the desired outcomes of our strategic plan:

From 2022

To 2025



Patient Care Excellence

Continuing on our journey toward zero harm by adopting high reliability tools and best practices.

Sustained delivery of reliable, safe care and excellent patient experiences.



People are our Strength

Advancing innovative recruitment and retention strategies to improve vacancy rate and workforce satisfaction.

Improved vacancy and retention rates. Our people feel part of a supportive and inclusive work environment and are proud to work at Mackenzie Health.



Growing with our Communities

Stabilizing our growth into a two-hospital model to meet the needs of patients coming for current services.

Improved access to care through expanded capacity, services and longer-term growth plans to meet the needs of our growing communities now and into the future.



Integrated Care

Partnering with local providers and the Western York Region Ontario Health Team to help connect patients to the right services.

Increased patients and caregivers benefiting from coordinated care and receiving care in the most appropriate settings, contributing to improved outcomes, experience and system efficiencies.

Trusted team. Compassionate care.

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Join us on our journey