

# Putting Excellence into Action



Eastern Health

## Vision

Eastern Health's vision is **Healthy People, Healthy Communities**. This vision is based on the understanding that both the individual and the community have important roles to play in maintaining good health.

We work with the communities we serve, and partner with others who share a commitment to improving health and well-being, to help us achieve this vision.



**Healthy People,  
Healthy Communities**

## Values

Eastern Health's core values guide the behaviour of all individuals in the organization as they provide services and interact with others. As the organization grows and evolves, so too should the principles that it stands for. Eastern Health's core values have been updated to better reflect the views shared by its employees, physicians and the public.



### Accountability

Be responsible. Take ownership. Serve with integrity. Be able to explain our actions.



### Excellence

Go above and beyond. Support and promote innovation. Strive for greatness.



### Caring

Show kindness. Be compassionate. Be understanding. Commit to people-centred care.



### Respect

Be considerate. Recognize and celebrate diversity. Treat everyone equitably.



### Collaboration

Be a team player. Connect across programs. Engage with communities. Value everyone's contribution.

## Priority Area 1: Access

**GOAL:** By March 31, 2023, Eastern Health will improve access to services in identified program areas.



OBJECTIVES	KEY PERFORMANCE INDICATORS
<b>Improve access to primary health care</b>	<ul style="list-style-type: none"><li>◆ Increased attachment to a primary health-care provider</li><li>◆ Better management of chronic disease with a focus on COPD</li><li>◆ Increased utilization of virtual care</li><li>◆ Increased patient and provider satisfaction with alternative methods of delivering primary health care</li></ul>
<b>Improve access to mental health and addictions services</b>	<ul style="list-style-type: none"><li>◆ Decreased wait times for outpatient child psychiatry</li><li>◆ Decreased wait times for outpatient adult psychiatry</li><li>◆ Decreased wait times for child and adolescent counselling services</li></ul>
<b>Help seniors stay healthy and independent at home for as long as possible</b>	<ul style="list-style-type: none"><li>◆ Increased number of seniors with an annual assessment completed</li><li>◆ Increased number of seniors with a support plan completed</li></ul>
<b>Delivered acute care and tertiary-level services efficiently</b>	<ul style="list-style-type: none"><li>◆ Decreased Alternate Level of Care (ALC) days in acute care</li><li>◆ Decreased length of stay for typical acute care inpatients</li><li>◆ Resumption of services to volumes appropriate for the current COVID-19 Alert Level with established backlog plan</li></ul>

## Priority Area 2: Quality & Safety

**GOAL:** By March 31, 2023, Eastern Health will improve outcomes and client experiences by focusing actions and resources on excellence in care



OBJECTIVES	KEY PERFORMANCE INDICATORS
Foster a culture of safety and reduce the risk of harm	<ul style="list-style-type: none"><li>◆ Improved Hospital Standardized Mortality Ratio (HSMR)</li><li>◆ Increased medication reconciliation compliance rates</li><li>◆ Reduced potentially inappropriate use of antipsychotics in long-term care</li><li>◆ Improved clinical transitions in care</li></ul>
Engage clients and families in service and care planning and delivery to ensure that their needs, values, beliefs and preferences are respected	<ul style="list-style-type: none"><li>◆ Improved client experience</li><li>◆ Increased meaningful involvement of client and family advisors</li><li>◆ Increased meaningful involvement of families</li></ul>
Facilitate communication and collaboration among employees and physicians to ensure the delivery of safe and effective care	<ul style="list-style-type: none"><li>◆ Increased number of teams using visual management in their improvement huddles</li></ul>

## Priority Area 3: Population Health

**GOAL:** By March 31, 2023, Eastern Health will improve health outcomes and reduce health inequities in the populations it serves.



OBJECTIVES	KEY PERFORMANCE INDICATORS
Embed smoking cessation within clinical practice to ensure smoking cessation efforts are coordinated, systematized and integrated into all health-care settings within Eastern Health	<ul style="list-style-type: none"><li>◆ Increased reach of smoking cessation program</li></ul>
Strengthen the systems that support public health and well-being	<ul style="list-style-type: none"><li>◆ Increased percentage of the Public Health e-health digital innovation strategy implemented</li></ul>
Partner intersectorally to secure increased investments in population health	<ul style="list-style-type: none"><li>◆ Increased collaboration with partners on population health initiatives</li></ul>

## Priority Area 4: Healthy Workplace

**GOAL:** By March 31, 2023, Eastern Health will create a healthier workplace.



### OBJECTIVES

### KEY PERFORMANCE INDICATORS

**Improve the physical and psychological health and safety of our employees, physicians and volunteers**

- ◆ Decreased employee lost time injuries
- ◆ Increased support for psychological self-care
- ◆ Improved psychological job fit
- ◆ Increased civility and respect
- ◆ Increased clarity of leadership and expectations
- ◆ Increased protection of physical safety

## Priority Area 5: Sustainability

**GOAL:** By March 31, 2023, Eastern Health will improve the sustainability of the organization.



### OBJECTIVES

### KEY PERFORMANCE INDICATORS

**Remain within the annual approved government operating expenditure limit**

- ◆ Decreased variance from operational expenditure budget

**Enhance clinical efficiencies and improve appropriateness of care**

- ◆ Reduced potentially inappropriate use of antibiotics
- ◆ Reduced potentially inappropriate use of biochemistry testing
- ◆ Reduced potentially inappropriate use of opioids

**Reduce the environmental impact of the organization**

- ◆ Reduced carbon emissions
- ◆ Reduced energy consumption
- ◆ Reduced waste

**Harness innovation to improve patient care and to elevate Eastern Health as a leader in the Canadian health innovation sector**

- ◆ Increased number of patients involved in health technology clinical trials
- ◆ Increased economic development