



Strategic Plan 2023-2025

*One vision. A better, **brighter** future.*

A Message from the President & CEO and Board Chair

On behalf of the Board of Directors and the Grey Bruce Health Services (GBHS) Executive Team, we are proud to share our 2022 – 2025 Strategic Plan.



Gary Sims, President & CEO

Thank you to our staff, volunteers and community partners for their efforts over these past two years. COVID-19 has presented many challenges and stress on the healthcare system. Our network of hospitals has responded with fierce determination and spirit to put the community first and serve our patients with empathy.

Grey Bruce Health Services (GBHS) exists to build healthier communities across the Grey and Bruce counties. We strive to provide healthcare that is patient-centred, responsive and aligned with best practices. As we look ahead, we must remain vigilant and attentive to the system challenges including Health Human Resources and implications of COVID-19. This means we must be courageous in how we approach and respond to change.



Joanne Flewweling Board Chair

The GBHS Board of Directors and Executive team are confident that this new Strategic Plan charts a clear path forward that will allow us to serve patients and the community better. We have built on our successes from our previous Strategic Plan and hope to continue the momentum in providing quality patient care, partnering with the community and supporting continuous learning for our employees.

Achieving the desired outcomes set out in this plan requires a team effort across our network of hospitals. Our staff, physicians and volunteers care deeply about serving patients and our communities, and together we will become a leading regional network providing exceptional healthcare.

We look forward to reporting on our progress as we put this plan into action.

Gary Sims
President & CEO

Joanne Flewweling
Board Chair

Grey Bruce Health Services – *Quick Facts*



79,067
Patient Days



10,929
Hospital
Discharges



721
Hospital
Births



93,969
Emergency
Department Visits



12,126
Day Surgery
Visits



349
Unilateral Hip
Replacements



520
Unilateral Knee
Replacements



1,071
Cataract Day
Surgery Cases



9,597
MRI Exams



13,105
CT Scans



2,758
Mammography
Exams



5,167
Dialysis Visits



21,856
Oncology/Chemotherapy
Visits



6,197,259
Lab Procedures

About Us

GBHS serves the needs of over 165,000 residents, in addition to thousands of seasonal residents and over 2 million short-stay visitors. We are home to the highest percentage of residents over the age of 65 in Ontario, with 50% living in a rural setting.

We operate six hospitals and a regional withdrawal management and addictions services centre serving Grey and Bruce Counties. Supported by over 1,900 dedicated and compassionate staff and over 1,000 volunteers, GBHS provides 24/7 emergency services at each of our six hospitals.





Mission

Building healthier communities one patient at a time.

It is our commitment to be respectful and empathetic in supporting each patient and their families. We also recognize our role in the healthcare system and we will partner with other organizations to best serve our communities.

Vision

A leading regional network providing exceptional healthcare.

Our vision speaks to providing exceptional care for our patients. We are committed to the continuous development of our specialty programs that provide care and support through our network of hospitals across the Grey Bruce region.

Values

We CARE. We LEAD.

C ollaboration	Actively work with others to generate a positive environment
A ccountability	Taking responsibility for the services we provide
R espect	Appreciate diversity and promote the dignity of others
E xcellence	Going above and beyond the standard
L ead by Example	Model the behaviours you expect from others
E mpower	Encourage others to be creative and innovative
A chieve Results	Accomplish goals and continuously seek ways to do it better
D evelop Others	Invest in opportunities to learn and grow



Strategic Pillars

For GBHS to achieve its vision of becoming “A leading regional network providing exceptional healthcare,” the GBHS Board of Directors and Executive have identified four strategic pillars that represent areas where the organization will focus its resources, attention and effort.



Excellence in Care

Delivering patient-centred care that advances the health of our communities.



A Great Place to Work

Recognition as a place where people want to work and build their careers.



Innovation and System Leadership

Turning ideas into patient-centred solutions through investment, creativity and empowering partners.



Intentional Partnerships

Taking ownership of our role as a regional network that can be trusted to engage, listen and partner.



Excellence in Care

Delivering patient-centred care that advances the health of our communities.

For GBHS, excellence in care means:

- We will earn and maintain trust with our patients and their families
- We will provide excellent customer service
- We will understand and meet the needs of our diverse and evolving communities
- We will align service delivery with best practices in healthcare

For GBHS, expected outcomes include:

- Patients will have access to the care they need when they need it
- Improved patient satisfaction
- Better integration within our multi-site organization
- Strong support for helping patients navigate the health system





Great Place to Work

Recognition as a place where people want to work and build their careers.

For GBHS, being a great place to work means:

- We will promote our culture of continuous improvement
- We will invest in our staff, physicians, and volunteers by providing opportunities for continuing education and growth
- We will facilitate a learning environment to attract new talent
- We will apply inclusivity, diversity and equity principles to organizational standards and practices

For GBHS, expected outcomes include:

- A change-oriented culture that can adapt and be proactive
- Success in recruiting and retaining new talent
- Staff are provided opportunities for development
- GBHS is an employer of choice





Innovation and System Leadership

Turning ideas into patient-centred solutions through investment, creativity and empowering partners.

For GBHS, innovation and system leadership means:

- We will be courageous in our approach and demonstrate a willingness to take smart risks
- We will celebrate our wins and encourage each other to improve
- We will leverage technology to serve our patients better
- We will co-design patient-centred care models with our patients, families, and partners

For GBHS, expected outcomes include :

- Be recognized by others in the healthcare landscape as leaders in innovation
- Stronger partnerships and increased research capacity
- Continuous improvement and operational efficiency
- Knowledge is shared and exchanged with healthcare partners





Intentional Partnerships

Taking ownership of our role as a regional network that can be trusted to engage, listen and partner.

For GBHS, intentional partnerships means:

- We will improve communication to support patients in navigating the healthcare system
- We will acknowledge, respect and collaborate with with our diverse communities to learn and grow together
- We will value and collaborate with our academic partners in the development of future healthcare talent
- We will prioritize partnerships that already exist and be purposeful with our engagement

For GBHS, expected outcomes include :

- Being recognized as an engaging and trusted partner
- Enable other community organizations to deliver care in alignment with their scope
- Strong financial support from our communities and partners



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