



NEXT STEPS

St. John's Rehab Hospital Strategic Plan
2009–2014





TAKING THE NEXT STEP. OUR PATIENTS KNOW THAT IT'S NO EASY FEAT.

With our support, they recover from traumatic injuries after car collisions and workplace accidents. They live with strokes that have paralyzed entire sides of their bodies. They regain energy after debilitating heart conditions, organ transplants and cancer. And, they learn to walk again on artificial knees or even prosthetic legs.

People also need our support to take the next steps in their lives. Whether learning the skills to return to their jobs, overcoming barriers in society, or gaining the confidence to face their friends and family, our patients work to feel whole again.

St. John's Rehab Hospital's next steps are nearly as ambitious.

We help the healthcare system meet the challenges of increasing injuries, new diseases and an aging population. As people survive more conditions than ever, rehabilitation helps us live, return home in better health and thrive in our communities.

Since 2005, St. John's Rehab Hospital has been moving to the forefront of specialized rehabilitation care. We have developed and expanded our patient care programs and strengthened healthcare partnerships to advance people's recovery. We're developing electronic health records and modernizing our building to become the best setting for recovery. We teach and learn rehab science, and our research helps develop tomorrow's rehab techniques.

St. John's Rehab Hospital is taking the next steps to continue leading rehabilitation care in Ontario. Over the next five years, our strategic plan will help us get there.

OUR NEXT STEPS

Strategic Directions

NEXT STEPS TO PATIENT CARE EXCELLENCE

STRATEGY 1: REHABILITATION CAPACITY

Increase capacity for inpatient and outpatient rehabilitation to meet the needs of patients in the Central Local Health Integration Network.

STRATEGY 2: SPECIALTY PROGRAMS

Increase our capacity to provide complex rehabilitation care by building and enhancing specialty programs for:

- > Patients who need short-term, active reconditioning following complex acute care treatments;
- > Patients recovering from strokes who have holistic (including mild cognitive) needs and require short to medium durations of rehabilitation care;
- > Patients recovering from traumatic burns, electrical injuries and motor vehicle accident injuries;
- > Patients who need complex wound care as part of their rehabilitation.

STRATEGY 3: CHRONIC DISEASE MANAGEMENT

Develop programs to help our patients prevent secondary complications due to prevalent chronic diseases, such as arthritis, hypertension and diabetes.

STRATEGY 4: RIGHT CARE, RIGHT PLACE, RIGHT TIME

Partner with Toronto-area health providers to clarify our admission criteria and help acute care partners know the most appropriate places to refer their patients.

STRATEGY 5: PATIENT SAFETY

Implement a patient safety framework and promote a culture that fosters the safest possible care and services for our patients.

STRATEGY 6: QUALITY IMPROVEMENT

Promote a culture of continuous quality improvement that is responsive to our patients and that is focused on optimizing their experiences and their outcomes.



ENABLING THE NEXT STEPS



NEXT STEPS TO A HEALTHY ORGANIZATION

STRATEGY 7: HEALTHY ORGANIZATION AND WORKPLACE CULTURE

Recruit and retain high-performing rehabilitation professionals by:

- > Continuously monitoring and improving our quality of work life;
- > Invigorating our culture by fully living our values;
- > Increasing the continuing education opportunities for our staff;
- > Implementing an interprofessional model of care;
- > Giving staff opportunities to further develop their skills to support an enhanced scope of practice.

NEXT STEPS TO ACADEMIC LEADERSHIP

STRATEGY 8: TEACHING

Be a leader in teaching future rehabilitation professionals by:

- > Explicitly articulating expectations of our staff to teach rehabilitation students;
- > Developing internal resources and infrastructure to support interprofessional education;
- > Giving our clinical staff opportunities to enhance their teaching skills.

STRATEGY 9: RESEARCH

Fast-track our culture of research inquiry by:

- > Identifying key research priority areas;
- > Partnering with key academic organizations to mentor our clinicians in research methodologies;
- > Developing internal resources and infrastructure to support a sustainable research program.

ENABLER 1: PROFILE

Raise our profile so that stakeholders and the public will understand the value of rehabilitation and our unique and vital role in the healthcare system.

ENABLER 2: PHILANTHROPY

Develop our culture of philanthropy by partnering with staff and volunteers in fundraising.

ENABLER 3: FACILITY

Determine the strategic use of the vacated Beatty Wing, and identify future facility redevelopment needs to meet the growing demand for rehabilitation services.

ENABLER 4: ELECTRONIC HEALTH RECORD

Develop the electronic health record to ensure accurate, timely clinical data for decision-making.

St. John's Rehab is Ontario's only hospital solely dedicated to specialized rehabilitation. Home to Canada's only organ transplant rehabilitation program, and the only burn rehab program in Ontario, we develop individually customized rehab care for people with complex, life-changing illnesses and injuries, such as amputations, cancer, cardiovascular surgery, orthopaedic conditions, strokes, neurological conditions, traumatic injuries and other complex medical conditions and procedures.

St. John's Rehab is moving to the forefront of specialized rehabilitation with innovative research, learning and teaching. With a unique focus on the whole person – body, mind and spirit – St. John's Rehab Hospital is rebuilding people's lives.



OUR VISION: TO BE AT THE FOREFRONT OF SPECIALIZED REHABILITATION CARE

OUR MISSION: To rebuild the lives of adults recovering from life-changing illness or injury by involving them in individualized rehabilitation programs focused on the whole person.

As an academic organization, we contribute to the advancement of rehabilitation science through research and the professional development of our staff and future rehabilitation care providers.

OUR VALUES: Together with our founders, the Sisters of St. John the Divine, we are committed to providing care in a multi-faith, multi-cultural environment. We value:

- > **A community of support** built on trust, mutual respect, integrity, teamwork and partnerships;
- > **Compassionate caring** centred on empathy and responsiveness;
- > **Personal and corporate accountability** for all our actions;
- > **A spirit of learning** that contributes new knowledge and skills to continuously improve practice and service;
- > **Communication** that is interactive, informative, open, honest and respectful.



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