

| <p><b>QUALITY-FORWARD</b><br/>Exceptional Quality, Safety &amp; Value</p>  | <p><b>PEOPLE-FORWARD</b><br/>Inspiring People &amp; Teams</p>  | <p><b>LEARNING-FORWARD</b><br/>Discover, Learn &amp; Innovate for Impact</p>   | <p><b>PARTNERSHIPS-FORWARD</b><br/>Partnerships</p>  |
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| What will success look like?   | What will success look like?   | What will success look like?   | What will success look like?   |
| <ul style="list-style-type: none"> <li>Reduced hospital and care-home acquired infection rates to mitigate the risk of the transmission of hospital and care-home acquired infections, including COVID 19. Includes development and implementation of a comprehensive COVID-19 response plan.</li> <li>Achieved MOH targets for surgical procedure and diagnostic services while maintaining patient experience scores for those receiving these services.</li> <li>Implemented a value-based healthcare approach for the two highest priority medical conditions identified by the self-identified Indigenous patients, residents and families receiving care at PHC, initially focusing on improving the two outcomes they select as mattering most to them.</li> <li>Completed Year 2 Milestones for major redevelopment projects (new SPH, St. Vincent's Heather, MSJ).</li> <li>Successfully implemented the Cerner system (Clinical and Systems Transformation) at remaining ambulatory, tertiary mental health and long-term care sites.</li> </ul> | <ul style="list-style-type: none"> <li>Finished developing staff and medical staff wellness plan and implemented 1 priority item from this plan.</li> <li>Revised our People policies and practices to advance greater equity, diversity and inclusion amongst PHC's staff, medical staff and leadership.</li> <li>Implemented and addressed results from quarterly staff and medical staff engagement pulse check survey.</li> <li>Designed a roadmap and change strategy for the new St. Paul's, which includes a strategy for carrying our Mission and culture forward to the new SPH.</li> <li>Improved effectiveness of our staffing services by implementing key recommendations from the staffing office review.</li> </ul> | <ul style="list-style-type: none"> <li>Developed and began implementation of an approved business/operational plan to nurture and support innovative and disruptive ideas that transform care in BC.</li> <li>Achieved Year 2 milestones for advancing Supercluster projects.</li> <li>Established a Mentorship Program for under-represented groups within our medical residents and scientists. This includes a specific program for Indigenous medical residents and scientists.</li> <li>Strengthened Providence Health Care Research Institute (PHCRI) capabilities through implementation of key recommendations from PHCRI external review and through recruitment of at least 3 new scientists or clinician-scientists.</li> <li>Completed Year 2 Milestones for the Clinical Support and Research Centre building (CSRC) at the new St. Paul's campus.</li> </ul> | <ul style="list-style-type: none"> <li>Established meaningful engagement with the local Nations of these territories (Musqueam, Squamish and Tsleil-Waututh) and Indigenous partners for the purpose of the New St. Paul's and other redevelopment projects.</li> <li>With our sector and community partners, implemented the PHC-VCH Consolidated Addiction Services Plan.</li> <li>With our industry and sector partners, implemented key milestones of our Digital and Virtual health strategic plan.</li> <li>In collaboration with Providence Living leadership, established a model and agreement that supports consolidation of long-term care operations.</li> <li>Formalized collaborative research and educational partnerships with multiple academic partners, in addition to those with UBC.</li> </ul> |
| <p><b>MISSION, VISION VALUES</b><br/>Everything begins with Mission</p>  | <p><b>ETHICS</b><br/>Ethics are fundamental to all we do</p>   | <p><b>SUSTAINABILITY</b><br/>Proactive financial and environmental stewardship</p>   | <p><b>PERSON AND FAMILY-CENTRED CARE</b><br/>Partners in care</p>  |
| What will success look like?   | What will success look like?   | What will success look like?   | What will success look like?   |
| <ul style="list-style-type: none"> <li>Advanced our Commitment to Reconciliation with the establishment of a PHC Indigenous Wellness &amp; Reconciliation Framework for Action and begin addressing identified priority items.</li> <li>Redesigned our Mission orientation, education and recognition in light of Covid-19's restrictions on staff gatherings.</li> </ul>  | <ul style="list-style-type: none"> <li>Contributed to ongoing pandemic planning and response by reviewing/ developing appropriate tools and provide ongoing ethics consultation on COVID-19-related questions.</li> <li>Rebuilt ethics education program to improve capacity throughout the organization.</li> </ul>   | <ul style="list-style-type: none"> <li>Identified, tracked and reported on key performance indicators each period and met with departments quarterly to enable informed financial decision making across the organization.</li> <li>Achieved significant carbon reduction at Brock Fahrni site relative to 2007 base year through completion of innovative HVAC upgrades, as a demonstration of what is possible.</li> </ul>   | <ul style="list-style-type: none"> <li>As part of the "hello my name is" campaign, all PHC staff introduced themselves to patients, residents and families.</li> <li>Introduced Patient-Oriented Discharge Summary (PODS) to at least one other program.</li> </ul>  |