



VISION
EXCELLENT HEALTH AND CARE FOR EVERYONE, EVERYWHERE, EVERY TIME

STRATEGIC FRAMEWORK PILLARS – 3-5 YEAR AIMS & SELECT MARKERS OF PROGRESS

I. Improve Experience, Quality & Outcomes for the People We Serve

- ◆ PATIENTS HIGHLY RECOMMEND ISLAND HEALTH ◆
- ◆ NATIONAL LEADERS IN QUALITY & SAFETY ◆

II. Improve Experience, Health & Wellbeing of all People at Island Health

- ◆ STAFF HIGHLY RECOMMEND ISLAND HEALTH ◆
- ◆ RANKED TOP EMPLOYER ◆

III. Increase Value & Ensure Sustainability

- ◆ ↑ % COMMUNITY SERVICES RELATIVE TO ACUTE ◆
- ◆ CHOOSING WISELY/CLIMATE CHAMPION ◆

IV. Improve Population Health & Wellness, Reduce Health Inequities

- ◆ ↓ GAPS IN HEALTH STATUS FOR INDIGENOUS PPL ◆
- ◆ ↑ POPULATION HEALTH EXPENDITURE AS % OF TOTAL ◆

UNRESOLVED INDIGENOUS-SPECIFIC RACISM & BIAS

UNMET ACCESS NEEDS

AVOIDABLE VARIATION & HARM

TOP ENTERPRISE RISK THEMES

LACK OF WORKFORCE CAPACITY & WELLNESS

LACK OF ACCOUNTABILITY & ADAPTABILITY

DISPARITY IN POPULATION HEALTH & HEALTH INEQUITIES

Commitment to Demonstrating Cultural Safety and Humility in Our Ways of Being

ORGANIZATION-WIDE PRIORITIES, OUTCOME GOALS, & INFRASTRUCTURE REQUIREMENTS

1. Address Indigenous-Specific Racism

2. Improve Access to Priority Services

3. Pursue Excellence in Quality & Safety

4. Create a Culture of Safety & Wellness

5. Increase Health Human Resource Capacity & Adapt to Changing Workforce Needs

6. Increase Sustainability through System Redesign, Innovation & Operational Excellence

7. Protect the Health of the Population & Take Action on Climate Change

8. Promote Population Health & Prevent Harm

- ↑ Speak Up Culture Where Staff Understand How, & Feel Safe, to Report Racism They Witness or Experience
- ↑ Representation of Indigenous People in Governance/Leadership Roles at Island Health

- ↑ Access Same Day Island Health Primary Care
- ↑ Access to Priority Surgery & ↓ Long Wait-times
- ↑ Access to Diagnostics & ★ Achieve Site-Based Targets for MRI and CT Wait-Times
- ↑ Appropriateness of LTC Placements to ↓ Median LTC Wait-Times
- ↑ Access to Mental Health & Addiction Treatment Services (↓ USTAT & Detox Wait Time, ↑ Community Counselling & Treatment Beds (each with Indigenous-Led Targets) and ↑ OAT Enrollment & Retention)
- ↑ Acute Sites have Culturally Safe Partnership Tables with Indigenous Collaborators, Partners Report ↑ Relationships

- ↑ Improve Key Practice Standards (Best Possible Medication History (BPMH), Advance Care Planning & MOST)
- ★ Achieve Key Performance Targets (Appropriate Use of Anti-Psychotics in LTC)
- ↑ Use of Healing Pathways to Share Care Experiences & Concerns

- ↑ Staff & Medical Staff Report They Feel Safe at Work & Island Health Cares About Their Well-Being, with Specific Focus on Indigenous Staff & Medical Staff
- ↑ Workplace Safety with ↑ Violence & Injury Prevention to ↓ Injury Rates

- ↑ Workforce Capacity (→ Hire/Departure Ratio, ↓ Early Turn, ↑ Medical Staff Recruited, ↑ New Types of Roles, & ★ Achieve Service-Specific Target Shift Fill Rates)
- ↑ Staff and Medical Staff Engagement with ↑ Staff Report Open & Honest Communications, ↑ Recognition for Good Work

- ↑ Proactive Community Care Services to ↓ Hospital Utilization for Seniors and ↓ ALC Conversion
- ↑ Effective, Responsive Hospital Care & ↓ Wait-Time for Inpatient Bed at Each Site
- ↑ Navigation to Community-Based Services with ↑ Referrals through Single Points of Access for Complex Frail Elderly & MHSU Clients
- ↑ Virtual Care Services, Clients, & Encounters, ↑ Patient Engagement & Activation with ↑ Portal Content & Use
- ↑ Innovations in Each Phase of the Innovation Life Cycle & ↑ Priority Problems Impacted Through innovation

- ↑ Access to All Publicly Funded Vaccinations – ★ Achieve Target for 7-Year Old Vaccinations ★ Achieve Target for Time to Next Available Appointment
- ★ Achieve Island Health's GHG Emission Target
- ↑ Community Preparedness & Resiliency for Climate Emergencies

- ↑ People w Access to Safer Supply & ↑ Drug Testing to ↓ Harm & Death Due to Toxic Drugs
- ↑ Healthy School Programming to ↑ Youth Mental Health Resiliency

- Introduce Cultural Safety & Humility Standard
- Implement Indigenous Self-Identifier and Establish Collaborative Indigenous Data Governance and Analytics Framework
- Mobilize Refreshed Clinical Governance, CARE Networks, and Clinical Service Planning
- Advance EHR & CPOE at Tertiary Sites
- Establish System of Health & Care for Addictions

- Engage Staff on Safety Drivers/Needs to Inform Change
- Advance Human Resource Information Systems
- Implement & Evaluate HHR Redesign Capacity Improvement/Demand Mgmt. Projects
- Advance Medical Staff Workforce Plan

- Advance SCSP Infrastructure
- Pursue Service Excellence Redesign in Support Areas
- Accelerate Digital Strategy

- Implement Harm Reduction Policy
- Advance Healthy Public Policy on Alcohol Use
- Evaluate & Invest in Evidence-based Community Falls Prevention

ENDURING PERFORMANCE MEASURES BY DIMENSION OF QUALITY (PERFORMANCE DASHBOARD)

RESPECT

- Patient Concerns Completed
- Same-Day Surgical Cancellation*
- Home Support Visits Cancelled by HA*

SAFETY

- Hospital Standardized Mortality
- Clostridium Difficile Disease
- Hospital Harm – Overall*
- Pt Safety Events w Completed Reviews
- Sick Time*
- Days Lost*
- Time Loss Claims Rate*
- Long Term Disability*
- Drinking Water Quality

ACCESSIBILITY

- Left Emergency Without Being Seen*
- Long Term Care Wait Time*
- Surgeries Waiting Longer Than Benchmark*
- MRI Meeting Benchmark*
- CT Meeting Benchmark*
- Home Care Professional Services Meeting Benchmark*

APPROPRIATENESS

- Potential Inappropriate Use of Antipsychotics in LTC*
- Worsening Pressure Ulcers in LTC
- ED Wait Time for Inpatient Bed*
- Length of Stay v. Expected Length of Stay in Acute Care*
- Alternative Level of Care*
- Ambulatory Care Sensitive Conditions Hospitalizations (75+)*

EFFICIENCY & EFFECTIVENESS

- Overtime*
- Employee Turnover*
- Working Capital Ratio
- Equipment Investment Index
- Facility Condition Index
- Greenhouse Gas Emissions*
- 7 Year Childhood Immunization Coverage*

EQUITY

- Toxic Drug Deaths*
- Self Harm Hospitalizations*
- Hospitalizations Entirely Caused by Alcohol*
- Life Expectancy Disparity Ratio
- Age-Standardized Rate of Diabetes*
- Infant Mortality

* Enduring measures directly supported by the 2023/24 Goals