

# A BOLD FRANCOPHONIE FOR HEALTHY COMMUNITIES

2024-2028 Strategic Plan

#### FIVE KEY GOALS

Serve a growing and aging population

Expand French-language services

Strengthen our social accountability

Enhance the impact of education and research

Innovate to remain a sought-after environment





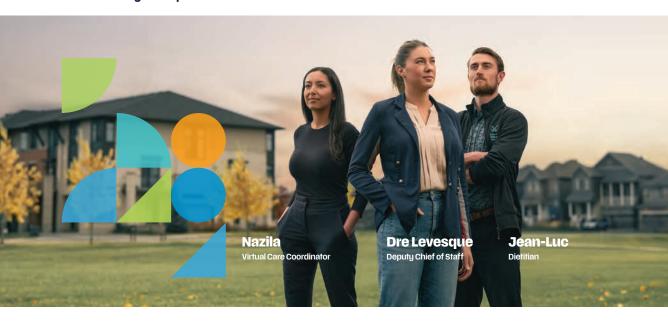


## HONORING THE PAST, CELEBRATING THE PRESENT, BUILDING THE FUTURE

To deliver health care in French to a rapidly growing population of suburban Ottawa: that was the starting point that led the Daughters of Wisdom to establish Hôpital Montfort in 1953.

Although deeply rooted in the Francophonie, Montfort has become a beacon to the communities of Ottawa and Eastern Ontario, regardless of their identity, language or origin.

The whole region depends on Montfort's success.



#### Who would have thought,

over 70 years ago, that Montfort would become a high performing academic health sciences centre proudly affiliated with the University of Ottawa and named on the list of Canada's 40 major research hospitals, or recognized by Newsweek magazine as one of the 50 best hospitals in Canada and 1,000 best in the world, and was awarded three consecutive accreditations with exemplary standing the highest distinction offered by Accreditation Canada?

#### Who would have thought

that Monfort would become home to the Canadian Forces Health Services Centre – Ottawa, a 128-bed long-term care facility, the Aline-Chrétien Health Hub in Orléans, an assertive community treatment team, a mental health service centre in Rockland, an extensive telemedicine program, a contributor to the Montfort Academic Family Health Team, and co-founder of Montfort Renaissance?

#### Who would have thought

that Montfort would become a social symbol of hope for minority language community rights?

> It took **audacity** to accomplish all that, and it will take even more to reinvent **our future**.

#### **DEFINING OUR FUTURE**

We are now in 2024. A pandemic has challenged health services to their core. All North American hospitals are struggling with human resource challenges. Artificial intelligence is asserting a role in clinical activities, research and education.

Demographics are quickly changing. Hospitals have a critical role to play in shrinking our ecological footprint. Amid all this upheaval, we have to transform and make decisions about our future.

For the first time,
three organizations
belonging to the
larger Montfort
family will be quided

by a unique strategy:



Hôpital universitaire Academic Hospital

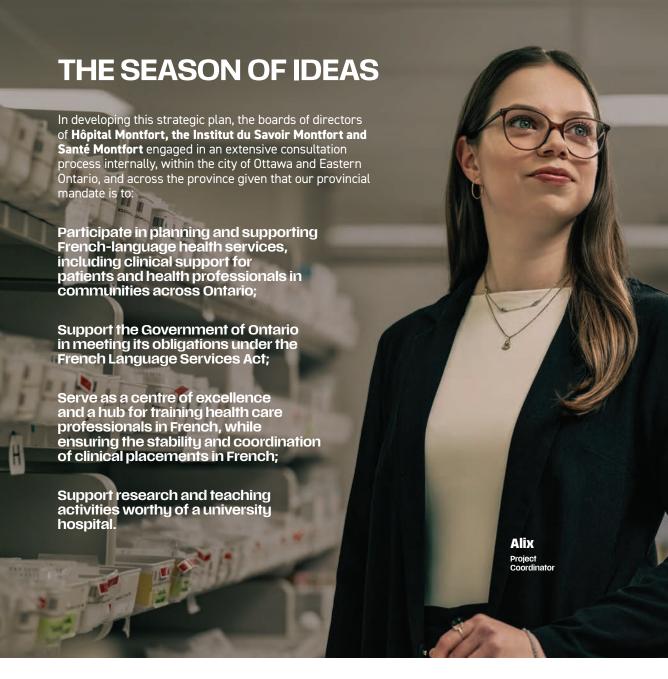
is Ontario's Francophone academic hospital and offers services in French and English.



is licensed to operate Montfort's 128-bed long-term care centre, manage its partnership with the Canadian Forces Health Services Centre – Ottawa, operate commercial services at Montfort and manage Ottawa-based assets.



is responsible for research, education and continuous professional development activities.



#### FROM FEBRUARY TO APRIL 2024

Over 1,300 people took part in 80 internal and external consultations, public conferences, meetings with physicians and primary care providers, researchers and academic partners. They also responded to online surveys.

Targeted meetings were held with health sector and Francophone partners. These events took place in Vanier, Orléans, west Ottawa, Embrun, Clarence-Rockland, Toronto, London, Thunder Bay, Timmins, Kapuskasing and Hearst.

#### SUMMER OF 2024

Over 300 members of our teams and the public took part in validating a draft of the 2024-28 strategic plan.

#### THE FUTURE IS NOW

You will find this future in our

**Strategic Plan 2024-2028,** which will guide us to the 75<sup>th</sup> anniversary of Montfort that we will celebrate in October 2028. This plan was designed with you and for you. Now, it is your turn to make it your own!

#### Five fundamental principles guide our activities:

- Patients first: quality and safety;
- Continuous improvement and evidence-based leadership;
- Solidarity with our communities, teams and partners, consistent with the solidarity they demonstrated with Montfort;
- Sustainable development and a reduced ecological footprint for future generations;
- Recognition and respect for the rights of Indigenous peoples.

We wish to thank our 2,800 employees, physicians, researchers and volunteers, the 1,600 learners who train annually at Montfort, as well as our partners and communities, for helping to shape our future.

## In alignment with provincial priorities and regional needs, the plan consists of:

An inspiring, shared vision;

Separate missions that allow Hôpital Montfort, Institut du Savoir Montfort and Santé Montfort to excel;

Values that guide our decisions, interaction with colleagues and behaviour toward patients, partners and the communities that we serve;

Five key goals and 17 outcomes to be achieved by 2028.

#### Our shared vision

## A **BOLD** FRANCOPHONIE FOR HEALTHY COMMUNITIES

#### Our missions

**Our Values** 

**Mutual Support** 

Compassion

Respect

Excellence

Equity



Provide exemplary personand community-centred care, as Ontario's francophone academic hospital.

Innovation

Excellence Creativity Agility



Be a strategic partner in promoting the well-being of our communities.

Be a unique francophone environment combining

teaching, research and

innovation in healthcare.

#### Collaboration

Excellence Innovation Creativity





#### By adopting these values, we are committing to:

#### **Mutual support**

By helping each other (individuals, teams and organizations) achieve common goals.

#### Compassion

By showing empathy and concern for others.

#### Respect

By recognizing the value of each individual (their rights, opinions, differences, qualities, etc.).

#### **Excellence**

Through outstanding performance, effective and consistent results, continuous quality improvements in all forms, such as ties with our communities, accessibility, safety, person-centred services, continuity, relevance and service efficiency.

#### **Equity**

Through specific measures that take account of people's unique experiences in order to achieve fair outcomes free from all forms of discrimination.

#### **Innovation**

By creating value through new ideas, methods or services to meet existing or emerging needs.

#### Creativity

By thinking outside the box and coming up with original or forward-thinking ideas and solutions.

#### **Agility**

By showing flexibility and the capacity to adapt to change in a constantly evolving environment.

#### Collaboration

By working together in a coordinated way toward a common goal, and by sharing ideas, resources and efforts

#### **Estelle Éthier**

Chief Executive Officer, Institut du Savoir Montfort Vice-President, Teaching and Research, Hôpital Montfort

#### **Dominic Giroux**

President and Chief Executive Officer, Hôpital Montfort and Santé Montfort





# FIVE KEY GOALS AND 17 OUTCOMES TO ACHIEVE BY 2028

Serve a growing and aging population

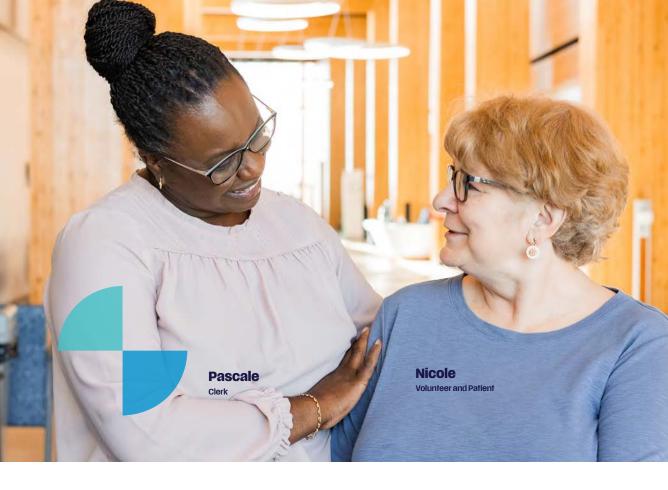
Expand French-language services

Strengthen our social accountability

Enhance the impact of education and research

Innovate to remain a sought-after environment.

Two to five outcomes have been set for each of these five key goals.



#### Serve a growing and aging population

To meet the growing and complex needs of a diverse population, we will take a proactive, multidisciplinary approach with our partners to serve 210,000 more patients in Ottawa and Eastern Ontario within the next 10 years, including 80,000 persons aged 65 and over.

#### By 2028, we will have:

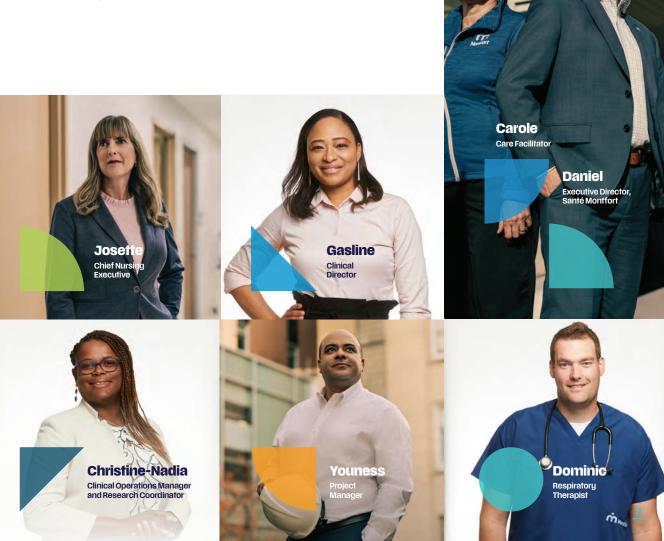
- Optimized the Aline-Chrétien Health Hub, namely by adding a clinic for patients without a family doctor;
- Developed a network of primary care providers with privileges at Montfort, who will receive personalized support in eliminating current irritants;
- Secured ministry approvals for phase 1
   of the hospital's redevelopment, which
   includes adding beds, eliminating rooms
   for more than two patients, renovating
   neonatal intensive care, enhancing teaching
   and critical care spaces and reducing our
   environmental footprint;
- Enhanced the service offering of our medical departments by expanding access to certain specialties and 24/7 coverage based on operational needs.

#### **Expand French-language services**

We will increase access to services in French to better serve our communities, knowing that receiving health care in one's mother tongue is beneficial for health. Through close and active collaboration with other health care institutions, we will create partnerships that reinforce the services provided in French and transform the patient experience across the entire health sector.

#### By 2028, we will have:

- Enhanced our delivery of health care in specific specialities, in French, to meet the needs of patients in predetermined regions of Ontario;
- Opened primary care services in French in Ottawa's west-end, in partnership with primary care providers;
- 7. Planned the opening of additional Francophone long-term care beds in Ottawa.









### Innovate to remain a sought-after environment

In the context of a health care labour shortage, we will cultivate a positive environment with priority placed on employee well-being.

By supporting our teams in a stimulating, caring environment, we will retain our talent while delivering quality care with empathy and professionalism.

#### By 2028, we will have:

- Implemented greater workplace flexibility and professional development initiatives;
- Implemented the Epic electronic health record system to improve our clinician and patient experience;
- Lightened the administrative load on staff and optimized our service offering by integrating artificial intelligence tools;





- 16. Achieved recognition as one the few Canadian hospitals to have achieved the highest distinction under the Choosing Wisely initiative, which promotes the efficient use of resources and climate action;
- 17. Created partnerships with businesses to encourage innovation and meet the needs of our communities.



#### **Our Communities - Closing Thoughts**

This strategic plan was designed with the health and well-being of our communities in mind, including the local and provincial communities that we serve, the medical community that we work with closely, the community of partners whose close collaboration is vital to us, and our teams, which form a supportive community that we often refer to as the Montfort family.

Over the next four years, this strategic plan will dictate our priorities and allow Hôpital Montfort, Institut du Savoir Montfort and Santé Montfort to transform without sacrificing our identity, as we continue the inspiring journey that started in 1953.

Each of the three boards of directors will reassess the strategic plan's relevance on an annual basis to ensure that we remain constantly proactive in response to emerging trends in the health sector and in our communities.

During our search for new ideas, we have reached out to you to understand your needs and challenges. Now that these ties have been reinforced, we hope to maintain an open dialogue with you throughout the next four years. Please stay tuned.

We will be organizing occasional public events to keep you updated on the progress of a strategy that belongs to all of us.

#### **Hôpital Montfort**

713, Montreal Road

Administrative spaces 745, Montreal Road

Assertive Community Treatment Team 214, Montreal Road

Beacon Heights Transitional Care Unit 2201, Montreal Road

Aline-Chrétien Health Hub 2225, Mer-Bleue Road, Orléans

Prescott-Russell Community Mental Health Centre 2742, Chamberland Street, Rockland

#### Institut du Savoir Montfort

713, Montreal Road

Training spaces
700, Montreal Road

#### Santé Montfort

713, Montreal Road

Montfort Academic Family Health Team 745, Montreal Road

Montfort Long-Term Care Centre 705, Montreal Road

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photo:cover

Dr Mansour Internal Medicine Physician and Researcher