

Building Abilities for Life™



Glenrose Rehabilitation Hospital Strategic Plan 2018 - 2023



**Alberta Health
Services**

“Once you set aside the acute phases or crises that mark injury or disease, much of modern health care is indeed rehabilitation in one form or another.”
~ Dr. David Naylor, Former President, University of Toronto (2005 - 2013)

PREPARING FOR THE FUTURE

The Glenrose Rehabilitation Hospital (GRH), with its mandate to provide tertiary level rehabilitation within the context of an academic teaching facility, plays a unique and pivotal role in the health care continuum in the Edmonton Zone and across the province. The Glenrose is an integral part of a rehabilitation service delivery network that includes all levels of care, from acute to community to home. That service is provided within a healthcare environment which is ever-changing, one in which we must anticipate and adapt to the evolving needs of our patients and their families as we strive to deliver unparalleled rehabilitative care. New technologies, clinical advancements, and increasing demands on the health system make change an inevitable part of health service delivery. To ensure we are well-positioned to navigate this shifting landscape GRH has undertaken a refresh of its 2012 - 2017 Strategic Plan to reflect today's realities, and provide a roadmap to guide our work as we move forward over the next five years.

Alberta Health Services (AHS) has provided foundational elements to support and pilot this work through the development of Values, Strategic Foundations, and the Health Plan & Business Plan (<http://insite.albertahealthservices.ca/890.asp>). The latter outlines four Organizational Goals in support of the AHS Vision. Those Goals include:

- Improve Patients' & Families' Experiences
- Improve Patient & Population Health Outcomes
- Improve the Experience & Safety of Our People
- Improve Financial Health & Value for Money

A number of important initiatives are currently underway in AHS that are advancing priority areas critical to achieving the AHS Goals. These include Connect Care (<http://insite.albertahealthservices.ca/12170.asp>), health service and infrastructure planning (<http://insite.albertahealthservices.ca/7314.asp>), Pediatric Rehabilitation Reporting System, Enhancing Care in the Community (<http://insite.albertahealthservices.ca/16634.asp>), rehabilitation and restorative care, Destination Home (<http://insite.albertahealthservices.ca/assets/igme/tms-igme-ez-destination-home.pdf>), as well as other activity with a focus on advancing partnerships across the care continuum to help patients remain in their homes/communities as independently as possible for as long as possible. Informed by our stakeholders, this Strategic Plan recognizes the importance of ensuring our work reflects and integrates these priorities.

The GRH 2018 - 2023 Strategic Plan, in alignment with the AHS foundational elements and key operational initiatives, will guide decisions about how we invest our time and resources, and how we will leverage emerging opportunities in working alongside patients and families in the provision of exemplary, evidence-based care.

UNDERSTANDING THE LANDSCAPE

The GRH 2018 - 2023 Strategic Plan was developed through conversations with those who know the hospital best - our staff, physicians, patients and family members, GRH Foundation, and Friends of the Glenrose, as well as with a diverse group of community partners. Through focus groups, one-to-one interviews, and surveys we received input from 591 staff members, 52 physicians, 10 patients/family members, and 46 community stakeholders. In addition, we linked with leading rehabilitation facilities across Canada to identify how they have addressed challenges impacting their services, factors behind the success of their flagship programs, and plans for the future. Through these consultations we identified key issues and trends that are having a significant impact on the delivery of rehabilitative care at the Glenrose, as illustrated below.



RENEWING OUR FOUNDATIONAL ELEMENTS

The information gathered from our stakeholders was used to refresh the GRH Vision, Mission, Strategic Directions, and Guiding Principles. It was clear the current GRH vision - *Building Abilities for Life™* - continues to resonate with our stakeholders as our “north star” guide. It was also evident from our consultations that the GRH Mission, which describes our purpose, our Strategic Directions, which define what we do, and our Guiding Principles, which are the “how” we do our work, all need to be easy to recognize and remember in order for them to be integrated into our day-to-day work across the hospital. With that as our benchmark, the GRH Mission, Strategic Directions, and Guiding Principles were refreshed:

GRH Mission: Optimize function and improve quality of life of our patients

GRH Strategic Directions:

- A leader in providing specialized tertiary rehabilitation across the lifespan
- A strong partner with our patients and community in supporting patient-guided care
- A great place to work, teach, and learn
- A leader in research and innovation

GRH Guiding Principles:

- Patients First
- Accessible Information
- Our People - Safe, Inclusive, Enabled
- Innovation-Informed

The Strategic Directions are not stand-alone, but are interconnected, each one an integral part of the others in describing and guiding the work we do, piloted by the GRH vision.



ADVANCING OUR PRIORITIES

The key issues and trends identified through our stakeholder consultations guided the development of broad goals and focus areas to address the identified priorities for each of the four GRH Strategic Directions.

Strategic Direction #1: A leader in providing specialized tertiary rehabilitation across the lifespan

Goal:

Provide appropriate, timely care

- Ensure patients are ready to participate in tertiary rehabilitation upon admission
- Ensure patients are admitted to suitable tertiary rehabilitation services at GRH
- Identify opportunities at GRH and in the community to improve access to mental health services
- Improve transitions from pediatric to adult services
- Enhance access to GRH services

Goal:

Support patients and families

- Ensure patients/families are integrated into the care team throughout their rehabilitation journey
- Expand on-line resources for patients, family members, and caregivers
- Provide accessible, appropriate, timely support for caregivers throughout the continuum of care
- Identify supports for multicultural patients/families and equip staff to better meet the needs of this population

Goal:

Advance clinical expertise

- Ensure teams have the knowledge, tools, and technology to deliver evidence-based practice
- Ensure the right person is doing the right job and that staff are working to full scope of practice
- Track and monitor clinical outcomes, and facilitate timely access to data to inform and evaluate our work

Strategic Direction #2: A strong partner with our patients and community in supporting patient-guided care

Goal:

Improve community linkages

- Optimize access to services to facilitate smooth and timely transitions
- Support community partners in developing capacity and expertise
- Build communities of practice across the continuum of care
- Communicate with partners across the continuum of care regarding rehabilitation mandate and services, referral processes, and admission criteria
- Clarify the role of GRH and community programs in the provision of rehabilitative care
- Facilitate joint planning connections with community partners
- Provide leadership in advocating for the essential role of rehabilitation across the continuum of care

Goal:

Advance patient- and family-centred care

- Provide information for patients/families regarding expectations during their Glenrose visit or stay
- Provide space for patients/families to rest, talk, and support each other
- Facilitate support and mentoring interactions between patients/family members
- Work with partners in strengthening support for care in the community

Strategic Direction #3: A great place to work, teach and learn

Goal:

Enhance staff wellness

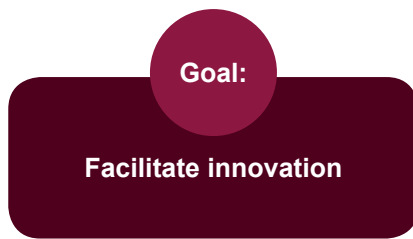
- Support staff in managing the increasing acuity level and complexity of patients
- Increase support for staff wellness, including support for mental health and work-life balance
- Consider impact/appropriateness of new initiatives, education, and training on programs/disciplines
- Support and enable staff in the implementation of technology advancements

Goal:

Facilitate learning and development opportunities

- Improve communication between GRH programs regarding scope and services provided
- Improve access to tertiary level rehabilitation professional development opportunities
- Develop succession plans for clinical staff and physicians to facilitate continuity of knowledge/skills base

Strategic Direction #4: A leader in research and innovation



- Obtain input from staff in the review/consideration of new technologies and clinical advances
- Enhance staff opportunities to facilitate innovation in the workplace
- Enhance opportunities to move evidence into clinical practice



- Increase support for front-line clinical research that aligns with goals of GRH
- Increase opportunities for linkages with academic and industry partners regarding research partnerships and knowledge translation

LOOKING AHEAD

The GRH 2018 - 2023 Strategic Plan builds on the strengths and successes of the 2012 - 2017 Strategic Plan and will move us forward in the coming years. A key factor in our success will be our commitment to translating this strategy into everyday operations, ensuring the strategic directions are tangible and relevant across all programs, clinics, and services. To this end, our management team will work with clinical and non-clinical staff to develop an operational plan, using the strategic directions and areas of focus to inform decision-making and prioritize competing demands.

This is not a static process. We will monitor our progress on the goals and objectives set out in the operational plan, and continue to shape our strategies and adjust our course as new challenges and opportunities arise. We will continue to refresh our formal environmental scanning process to ensure we stay abreast of and respond to trends and issues impacting the services we provide. The future success of the GRH Strategic Plan will be dependent on the ongoing engagement of our staff, physicians, volunteers, and community stakeholders; regular communication will be key in ensuring a collective commitment to realizing the GRH Vision - *Building Abilities for Life™*.