

2022–2027 Strategic Plan

reimagineCMH



Introducing Our 2022-27 Strategic Plan

Community matters to us. It is our purpose to be an exceptional, community-focused hospital for Cambridge, North Dumfries and the Region of Waterloo. We were the first to open our doors within the region. And despite the recent challenges caused by a long pandemic and staffing shortages, our doors have remained open for almost 14 decades! We are unabashedly proud of this legacy and the service we provide to our communities. Yet, we cannot rest the strengths that brought us to this point. We must continue to be better and to keep focus on the bright future that lies ahead.

This is why we have strategic plans and we have a new one to share! It's not an ordinary plan. It is an extraordinary one!

We consulted with over 1400 people from our community. They told us what CMH meant to them. They described the compassion, skill and humanity of our staff, physicians, midwives and volunteers. How our people touched their lives and those of their families, neighbours and friends. Community partners and businesses said it was important to maintain CMH as a vibrant, accessible and reliable hospital. They want the hospital to grow and reflect the diversity that is in our communities. They want us to keep collaborating. And we couldn't agree more. Over the next five years, the way we think, plan and act will be guided by five Strategic Pillars — Advance Health Equity; Elevate Partnerships in Care, Reimagine Community Health, Increase Joy in Work and Sustain Financial Health.

The good CMH does resonates beyond its walls. So much so, it became apparent to revisit our aspirations and the means by which we will attain them to better reflect who we are to our staff and our community. This is why you will see a new Vision and Mission in this plan. The Vision captures the essence of what we desire for our people and our community: "Creating healthier communities, together." Alongside, the Mission supports how we will attain it: "An exceptional healthcare organization keeping people at the heart of all we do."

Take a moment to read through this document. See what speaks to your values and sparks your energy. Imagine what can be done — together. Why? Because we value and need you. You are an important part of the CMH community and for us, community matters.

About Us

Our Hospital

Cambridge Memorial Hospital's (CMH) roots dig deep, tracing back to 1888 when it was the first hospital to open its doors within the Region of Waterloo.

From its humble beginnings in a two-story house with a cottage that doubled as a nursing school, CMH grew into a strong, values-based and community-focused hospital emphasizing patient and family centered care. Cambridge Memorial Hospital continues this legacy as a modern, thriving acute care facility that offers a full complement of health care services and collaborative partner within the Cambridge North Dumfries Ontario Health Team.

Learn more about us at www.cmh.org

Territorial Acknowledgment

Cambridge Memorial Hospital is a place of community, healing and peace. We acknowledge and are grateful for the opportunity to meet, work and offer healthcare on what is the traditional territories for the Anishinaabe, the Haudenosaunee (Ho-denno-show-nee) and the Neutral Peoples.

These Indigenous Peoples have been on this land for thousands of years. We recognize their historical connection to it and thank their elders — past and present — for their many contributions.

Our Community

CMH provides healthcare to the communities of Cambridge, North Dumfries and region of Waterloo. These areas represent the coming together of people from diverse, close-knit and proud communities. Located along the Grand River Watershed, this vibrant growing community is united by its heritages, rivers, and culture.

CMH by the Numbers

1440
Staff

250
Physicians

500
Volunteers

190
Beds

We are proud to celebrate the successes of our people.

Some recent achievements:



2021 Ontario Health Trillium Gift of Life Network Eligible Approach Rate Award



2019 Accreditation Canada Exemplary Standing



BPSO organization since 2013 with over 13 leading practices



2020 Beryl Institute Innovative Patient/Family Advisor Award



“This is a good time to let everyone know about the wonderful work at CMH.”

CMH Volunteer

Our 2022-27 Strategic Plan

Vision

Creating healthier communities, together.

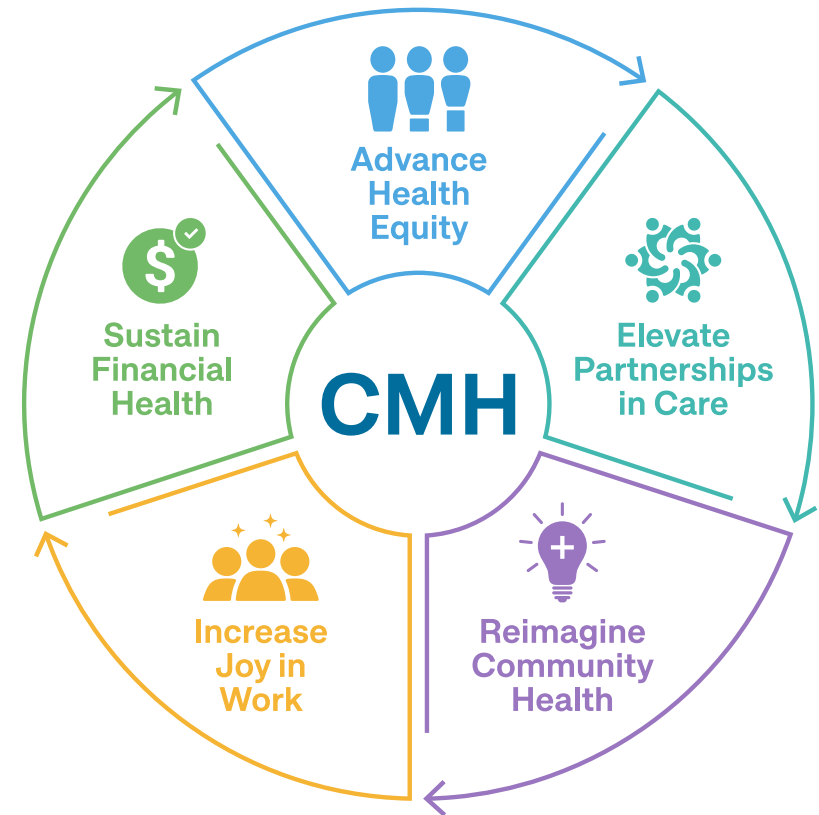
Mission

An exceptional healthcare organization keeping people at the heart of all we do.

Values

Caring
Collaboration
Accountability
Innovation
Respect

Strategic Pillars



Vision

['vi-zhən] noun.

A design-oriented statement that describes what Cambridge Memorial Hospital aspires to become in the future.

Creating reflects the idea of co-designing and evolving

Communities is more inclusive than the singular "community" as it recognizes the diversity of the population we serve

Together demonstrates a commitment to community partnership and inclusivity

**Creating
healthier
communities,
together.**

Mission

['mi-shən] noun.

An execution-oriented statement that describes how Cambridge Memorial Hospital will achieve its vision.

Exceptional reflects the pride we take in all we do at CMH

People recognizes the importance of everyone involved in healthcare: patients, family, care partners, care providers, hospital staff, etc.

Heart conveys how people are always at the centre as well as our passion and caring nature

All we do refers to all of the interactions and processes involved in healthcare and the idea that healthcare is more than just “work”

**An exceptional
healthcare
organization
keeping people
at the heart of
all we do.**

Values

['val-(,)yü] noun.

Values drive our goals and behaviours. They are reflected in all of our interactions.

Caring

Our core is to build strong trusting relationships with our patients, care partners, and one another. We act with empathy, kindness, compassion, and patience in our daily interactions.

I care for myself, my colleagues, our patients, and our community.

Collaboration

We value the power of our combined perspectives and our diversity as a multidisciplinary team. We engage in partnerships with our patients and care partners. Together, we are stronger.

I work together as part of the team to provide exceptional care.

Innovation

We seek out better ways to enhance our operations and ultimately improve patient care. We do this by inquiry, critical thinking and with creativity.

I seek to improve the way we work.

Respect

We treat everyone with dignity and act in accordance with the individual's choice, regardless of their circumstance. We value diversity, support equity and inclusion, and protect privacy.

I seek to understand various perspectives.

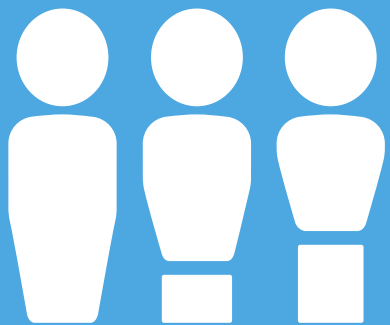
Accountability

We are responsible for our decisions, actions and their impacts. We deliver the highest standards of safety, quality and service in alignment with best practices and evidence. We are honest and transparent in our communications, behaviours and actions.

I anticipate the impact of my decisions and consider different perspectives.

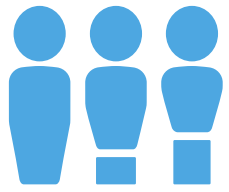
“The patient experience from the moment they enter the building should be considered. It’s also important to consider intersectionality. One size will not fit all.”

Community Social Services
& Support Director



Advance Health Equity





Advance Health Equity

What does this mean?

Advance Health Equity promotes the need for diversity, equity, and inclusion to increase equitable access to healthcare and support a work culture where every individual can reach their full potential.

Why does it matter?

For our patients, families and care partners: Everyone deserves equitable access to care that makes them feel safe, accepted and empowered at each step of their healthcare journey. As our diverse communities continue to grow, it is important that we work together to understand their healthcare needs and remove barriers in their care experience.

For our staff, physicians, midwives and volunteers: It is important for our people to have the resources and support they need to reach their full potential. This involves creating an inclusive environment that promotes continual learning, celebrates our differences and encourages everyone to be their authentic selves.

Over the next five years we will:

- Make meaningful change to our culture to establish CMH as a safe space where all individuals can access the care they need and team members are empowered to perform to the best of their ability. (Diversity, Equity and Inclusion Plan)
- Advance the Truth and Reconciliation Commission of Canada's Call to Action 22: "Recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients." (Indigenous Reconciliation Action Plan)
- Promote, provide and maintain an environment where respect, independence, and dignity are demonstrated at all times to everyone. (Accessibility Plan)
- Create inclusive and integrated care experiences that support the well-being and independence of older adults and care partners. (Seniors Health Plan)

“Everyone is involved in healthcare. We are smarter and stronger together.”

CMH Staff Member



Elevate Partnerships in Care





Elevate Partnerships in Care

What does this mean?

Elevate Partnerships in Care highlights the importance of collaboration across all levels to ensure the highest quality and safest care experience.

Why does it matter?

Healthcare involves everyone, not just healthcare professionals. Collaboration and true partnership both within and beyond our walls are essential for ensuring everyone's healthcare needs are met. This includes empowering patients, families and care partners by providing them with the information, tools and resources to be active partners in their care.

Over the next five years we will:

- Improve access to care by reducing wait times, establishing community partnerships, creating new and innovative opportunities to become a leading community hospital in our region. (Clinical Services Growth Plan)
- Strive to be a leader in consistently partnering with patients by respecting them as individuals, and valuing the role of their support system. (Patient Experience Plan)
- Maintain exemplary standing with Accreditation Canada. (Quality and Safety Plan)
- Establish a Site Master Plan to address clinical and non-clinical growth opportunities and a Building Systems Requirements Plan for renewals and upgrades required to meet current and future needs of CMH. (Capital Redevelopment Plan)

“Let’s lead on the innovation front. Let’s actually reimagine community health and change healthcare for this region.”

Community Member



Reimagine Community Health





Reimagine Community Health

What does this mean?

Reimagine Community health demonstrates how we will use innovation and embrace transformation to improve the way we deliver healthcare.

Why does it matter?

It is time for us to move away from the traditional model of healthcare in order to create a more connected and modern system of care. An innovation mindset enables us to tackle increasingly complex challenges and leverage data, analytics and technology to improve healthcare delivery within our region.

Over the next five years we will:

- Transform the healthcare journey. (Cambridge North Dumfries Ontario Health Team Plan)
- Create a digital infrastructure which supports CMH's vision for the future as evidenced by increasing the abilities of our electronic medical record as well as implementation of organizational support systems. (Digital Health Plan)
- Advance projects that make a practical difference to our community and establish a stronger identity in research and innovation. (Research and Innovation Plan)
- Increase organizational capabilities to gain insight from analytics for operational and strategic decision making by making performance data more accessible, strengthening data quality and increasing knowledge and understanding performance data. (Operational Excellence Plan)

"It's all about the people. They are our most important asset and resource, and we need to make sure they feel valued."

Community Member



Increase Joy in Work





Increase Joy in Work

What does this mean?

Increase Joy in Work reflects our commitment to improving the well-being of our team by creating meaningful and enabling work environments.

Why does it matter?

Our staff, physicians and midwives are united by a common goal — to care for others. In order to achieve this goal and provide the best patient care, our team requires a positive work environment that supports their physical, psychological and spiritual health.

Over the next five years we will:

- Provide the resources and expertise to support a healthy and engaged workforce that holds a positive attitude toward the organization and the patients it serves. Together, we will create an inclusive work community where people are valued and experience joy in work which is foundational to creating an exceptional healthcare organization. (Human Resources Plan, Employee and Physician Engagement Plan, Wellness and Well-Being Plan)
- Support, highlight and breathe life into the stories that anchors the hospital's vision, mission and values. (Corporate Communications and Engagement Plan)

"Having a solid financial plan is the glue that holds everything together."

CND OHT Partner



Sustain Financial Health





Sustain Financial Health

What does this mean?

Sustain Financial Health shows our dedication to not only keeping a balanced budget but also building a strong foundation for investment and growth.

Why does it matter?

Fiscal responsibility enables us to continue providing exceptional patient care while investing in long-term growth opportunities. This is important for addressing the healthcare needs of our diverse communities today and in the future.

Over the next five years we will:

- Have funds available for strategic investments to implement the Clinical Services Growth plan, complete the Capital Redevelopment Project and implement new systems to support hospital operations. (Multi-year Financial Plan)
- Make investments to complete the Capital Redevelopment Project, modernize information systems, make ongoing facility improvements, and purchase required medical equipment. (Multi-year Capital Plan)

Get Involved

Help us create healthier communities, together!

Learn more at www.cmh.org



**Join Our
Healthcare Team**



**Volunteer
With Us**



**Donate to the
CMH Foundation**