

ST. JOSEPH'S GENERAL HOSPITAL

STRATEGIC PLAN 2011-2012



Care with Compassion 1913 to 2012

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INTRODUCTION

The Board of Directors of St. Joseph's General Hospital, in cooperation with its management team, has developed this Strategic Plan to define our vision for St. Joseph's and in order to set strategic plans, goals and objectives for the organization for 2011-2012.

The Strategic Plan has been developed with input from a number of stakeholders; including staff, physicians, the community, patients and families. The recommendations arising from the input received have guided the development of this Plan.

The Strategic Plan is an evolving document, and is regularly reviewed and developed in order to address changing needs and circumstances. Currently, the Directors are engaged in the process of clarifying and simplifying the Vision, Mission & Values of St. Joseph's. The Strategic Plan review process involves a formal review of the Plan by the Board on at least an annual basis, and is accompanied by communication with St. Joseph's stakeholders.

By regularly referring to the Plan and by ensuring that the Strategic Plan is communicated to staff and the community, the Board hopes to ensure that decisions are made in accordance with the Plan and reflect the basic principles and goals of the hospital.

The Board would like to thank all those who provided input to the Planning process, as well as those who have contributed to predecessor plans. The Board of Directors also invites input and feedback on this Plan, as we set our eyes on the coming years.

OUR CORE FOUNDATION AND PRINCIPLES

St. Joseph's General Hospital has been serving the Comox Valley and Northern Vancouver Island with care and compassion since 1913. Our core foundation and principles as well as the implementation of this Strategic Plan are guided by our Mission, Vision and Values.

MISSION

Our Mission is to provide a health care community that respects the sacredness of all aspects of life.

In pursuing this Mission, St. Joseph's embodies the Christian principles of health care in the Catholic tradition. Dignity of the individual and common good inspire our staff, physicians and volunteers to dedicate themselves to service and the support of one another.

VISION

Our vision defines what we hope to achieve.

Our vision is to become ever more able to serve the needs of the community with care, compassion and skill.

VALUES

Our core values are the principles which guide St. Joseph's in accomplishing its mission and vision. Those values are as follows:

Stewardship and Creativity:

We value and share a responsibility to respect, protect and care for all of creation and for ourselves.

Respect for Human Life:

We value human life as it is sacred and inviolable in all of its phases and in every situation.

Subsidiarity:

We value decisions that do not use a greater power if a lesser power will suffice.

Human Dignity:

We value each person as a unique individual with a right to be respected and accepted.

Excellence:

We value quality in care, work life, education and research.

Compassion:

We value a quality of presence and caring that accepts people as they are and fosters healing and wholeness.

Social Responsibility:

We value integrity and the promotion of the just use of resources entrusted to us for the enhancement of human life.

Community of service:

We value a work climate of mutual trust and harmony to enable healing, collaboration and the fulfillment of human potential.

Recognition of Achievement:

We value our colleagues, our work and our accomplishments and take pride in bringing our rich tradition of hope and healing to every person in our care.

PROFILE OF ST. JOSEPH'S HOSPITAL

ST. JOSEPH'S ROLE

St. Joseph's General Hospital was founded in 1913 by the Sisters of St. Joseph of Toronto and is currently owned by the Bishop of Victoria, a corporation sole. St. Joseph's is governed by a local volunteer Board of Directors. Pursuant to the Ministry of Health's designation as a hospital, a Master Denominational Agreement with the Province of BC and an Affiliation Agreement with the Vancouver Island Health Authority ("VIHA"), St. Joseph's has a mandate to provide ambulatory, inpatient and residential health services for the present and future healthcare needs of the Comox Valley and many other communities to which it provides regional services.

St. Joseph's co-owns, with VIHA, the Cumberland Regional Hospital Laundry (serving Campbell River, the Comox Valley, Parksville, Nanaimo and Port Alberni).

St. Joseph's provides management services to the Glacier View Lodge Society.

Statistical information on St. Joseph's Daily Acute Patient Visits is set out in *Appendix 1*.

Both the Master Denominational Agreement and the Affiliate Agreement with VIHA are evergreen agreements. Within these agreements, St. Joseph's and VIHA understand their respective roles to be:

VIHA is responsible for:

- Planning of health services for Vancouver Island, including the Comox Valley and the services it provides of a regional nature for the North Island;
- Funding of services provided in accordance with the Ministry of Health allocation, legislation, regulations and policies;
- Funding of insured services for both facilities and programs it owns and programs owned and operated by others, to ensure an equitable standard and access for all BC residents;
- Monitoring of services provided to ensure industry wide standards are achieved and in addition, any particular standards VIHA sets.

St. Joseph's is responsible for:

- Owning, operating and managing its assets, programs and services provided in accordance with its Affiliation Agreement. VIHA, on behalf of the Ministry of Health, stipulates the volume of services and programs through a Service Level Agreement.
- Advising VIHA on perceived needs to adjust, realign or augment services to best achieve the objectives of VIHA and the government.
- Advocating on behalf of the professions and the community as appropriate in order to ensure resources are made available for services to meet the community needs.
- Providing decisions which are innovative, prudent and reasonable.
- Advising VIHA on the health system generally.
- Being a resource to VIHA and other health related organizations.

PROFILE OF ST. JOSEPH'S HOSPITAL

PHYSICAL PROFILE

The Hospital Property: St. Joseph's is located on a 17 acre waterfront property within the boundaries of the Town of Comox.

Access: St. Joseph's is located on a major road, Comox Avenue, and is also serviced by a helipad. The helipad is being upgraded to meet Transport Canada regulations and will be returned to services by early April, 2011. Alternate air access is via the Comox Valley military base (3 kms distance) and the Courtenay Airpark (3 kms distance).

INFRASTRUCTURE AND BUILDINGS

The buildings meet the building standards required in order to operate as an Acute and Residential Care facility and are continually maintained and upgraded.

Upgrades to infrastructure: *Appendix 2* sets out a summary of upgrades to the infrastructure of the facility.

Upgrades to Buildings: *Appendix 3* sets out a summary of the age and upgrades to the buildings.

OPERATIONAL PROFILE

Use and Utilization: *Appendix 4* summarizes general statistics relating to the use and utilization of St. Joseph's.

Services: St. Joseph's provides a wide variety of health care services and programs, which are summarized in *Appendix 5*.

Major Initiatives: St. Joseph's has undertaken the recent major initiatives outlined in *Appendix 6*.

COMMUNITY ASSESSMENT

In order to properly plan the delivery of healthcare services to best serve the community, it is important that St. Joseph's has a clear understanding of the community. Set out below is an overview of the Northern Vancouver Island and Comox Valley Regions, and a summary of what St. Joseph's sees as the needs of those communities.

THE REGIONS

North Island Region

Geography

The North Island Region that St. Joseph's serves stretches from Bowser to the top of Vancouver Island, and runs west to Gold River and Port Alice. The region includes the islands of Cortes, Quadra, Hornby and Denman.

Economy

There is very little heavy industry in the North Island Region. The primary economic drivers are the military, including the search and rescue squadron, as well as mining, logging, tourism and the service industry.

Comox Valley Region

Geography

The Comox Valley stretches from Bowser north to Oyster River and is located within the North Island Region.

Economy

There is very little heavy industry in the Comox Valley. The primary economic drivers are the military, including the search and rescue squadron, as well as other government services, agriculture, tourism, fishing and logging.

The Comox Valley is home to Canada's west coast Air Force Base and Search and Rescue Base. A major ski resort, Mount Washington Alpine Resort, is also located within the Comox Valley.

Population Analysis

The North Island's 2010 population was 121,405 and is forecast to increase to 149,661 by 2030; an increase of 15%. The Comox Valley population, which is included in the numbers referred to above, was 65,372 in 2010 and is expected to be 87,185 in 2030; an increase of 33%.

The fastest growing segment of the population in the North Island and Comox Valley Region is the over 65 age category. In the over 80 age group, the female population is growing at a faster rate than the male population.

COMMUNITY ASSESSMENT

HEALTH IMPACTS

Trauma injuries have decreased over the last several years, in large part because of improvements to the highway system, and a slow down in the logging and fishing industries. The growth of Mount Washington Alpine Resort has resulted in some trauma injuries within the tourism industry.

The population is relatively healthy. The aging population has created demands on the delivery of health care, as a result of age related disease and physical deterioration.

NEW HOSPITALS

In response to the growing population, VIHA is planning to construct a new hospital in Campbell River and also a new hospital in the Comox Valley. The Comox Valley hospital is expected to provide regional services. The inpatient bed capacity in the Comox Valley is planned to increase from 109 beds to 160 beds.

COMMUNITY MEDICAL NEEDS TO BE ADDRESSED

St. Joseph's monitoring of diagnostic services, intervention modality changes, and lengths of stay, has led it to conclude that in order to address the needs of the population, the following needs will have to be addressed:

- Increased investment in ambulatory capacity (medical and surgical care);
- Increased investment in resources in community supports to prevent admissions;
- Increased investment in addressing seniors' care in acute services;
- Improvements in transitional care in acute setting;
- Increasing home support capacity and responsiveness;
- Improvements to chronic disease management;
- Creation of hospice capacity;
- Improvements to the timely flow of patients from acute care to alternative level of care.

St. Joseph's response has been that it is here by invitation and will therefore provide the most extensive and complete services it is invited to do, until such time as a new facility is built. Upon completion of a new facility, St. Joseph's will appropriately provide the services requested of it.

St. Joseph's is preparing itself to fully address the community needs until there is a new facility. St. Joseph's also recognizes that in its regional role it needs to provide increased service capacity. Based on the projected population growth in the region, and looking at the services it provides, it notes that the increases are occurring primarily in ambulatory surgical services, and medical services such as dermatology and psychiatric inpatient programs.

The presence of Fellowship anaesthetists at St. Joseph's has become an attraction for various obstetrical referrals and general surgical referrals.

COMMUNITY ASSESSMENT

Community, residential and chronic disease needs of the population outside the Comox Valley need to be addressed in various communities.

TRENDS THAT WILL AFFECT ST. JOSEPH'S SERVICE PLANS

Activity

Review of our 5 year trend reports indicates the following:

Inpatient Occupancy:

- Pediatrics is declining
- Medicine is increasing
- Surgical is declining
- Psychiatry is staying about the same as St. Joseph's is a Vancouver Island resource
- Transitional care is growing

Outpatient activity:

- Diagnostic services (Laboratory and Diagnostic Imaging) are growing significantly
- Daycare surgical services are growing and the need is most apparent in orthopedics and general surgery
- Medical daycare use of services is growing substantially
- Use of Oncology services is growing substantially

There is a growing need for services for chronic diseases such as diabetes, urology and plastic surgery and there is continued growth in respiratory, pulmonary function and endoscopy services.

Human Resources

Medical

St. Joseph's prepares a medical manpower plan that reflects the needs identified by the physician community. St. Joseph's has been successful in attracting and recruiting a high level of medical professionals.

Allied Health

Particular areas that need to be addressed are Diagnostic Imaging Ultrasound Technicians but steps have been taken by St. Joseph's and discussions are underway with North Island College to establish an affiliation with the Southern Alberta Institute of Technology. A challenge continues with Occupational Therapists in short supply.

COMMUNITY ASSESSMENT

Registered Nurses

St. Joseph's is fortunate in that it has access to the North Island College nursing program. The College trains and graduates sufficient registered nurses. Additionally, North Island College and several other private colleges train licensed practical nurses and care aides so they are in ready supply for St. Joseph's.

COMMUNITY NEEDS

Education Resources

St. Joseph's is more frequently being asked to be an education resource for physicians (UBC/Vancouver Island School of Medicine); RN's (North Island College); Licensed Practical Nurses (North Island College and Sprott Shaw Community College) and Care Aides (Sprott Shaw Community College and Discovery College).

COMMUNITY SUPPORT

In order to minimize the use of acute beds and to enable people to be safely returned home rather than admitted from ER; or to enable the timeliest discharge from acute care, St. Joseph's continues to need a strong hospice program, chronic disease management, home monitoring and supporting friends. St. Joseph's is working co-operatively with the Comox Valley Hospice Society to enable the creation of hospice within the Comox Valley.

COMMUNITY ENGAGEMENT

There is significant support from the community for the services provided by St. Joseph's. There was considerable opposition to St. Joseph's creating a transition unit as it was perceived as diminishing the number of beds available for acute services. However, St. Joseph's Quality program has looked at what has been the capacity of its services for the past number of years and decided that as a quality service it was better to address this need and still do so within the acute setting. Preliminary indicators appear to indicate that the creation of the unit has been a success to date.

STRATEGIC GOALS AND OBJECTIVES

As part of its dedication to serving the needs of the community with care, compassion and skill, St. Joseph's continually attempts to define and implement strategic goals and objectives that will allow it to best serve its community.

Over the next year and beyond, St. Joseph's will focus on the following strategic goals and objectives.

QUALITY SERVICES PROVIDED SAFELY

Safety is a key theme in St. Joseph's goals and objectives. In order to provide Quality Services Safely, St. Joseph's will:

- enable and encourage a culture of quality and safety
- nurture and foster a culture where respect for the dignity of every individual (patient, staff, physician, volunteer and visitor) is demonstrated.
- maintain a safe and efficient building

QUALITY PATIENT CARE

St. Joseph's is committed to providing optimal care to support the health and wellness of our population. It proposes doing so by:

- providing the right care to the right person in the right place at the right time
- attaining and maintaining applicable accreditation standards and quality dimensions
- providing culturally appropriate and responsive care
- providing opportunities for the patients' voices to be heard

SUPPORT FOR OUR PEOPLE

St. Joseph's recognizes that its staff, physicians and volunteers are its most important asset. In order to support its staff, volunteers and physicians in the delivery of services of exceptional quality, St. Joseph's will:

- achieve the efficient and effective use of our human resources
- develop organizational practices aimed at encouraging staff participation and involvement to build a culture of engagement and empowerment
- advance the development of our leaders

SUSTAINABLE QUALITY SERVICES

In order to provide sustainable services of the highest quality, St. Joseph's recognizes that it is important that systems, services and programs be aligned properly across the continuum of care, both externally and internally. In order to achieve that alignment, St. Joseph's will:

- ensure that we form collaborative partnerships and develop better connected multi-disciplinary care.
- realize the effective use of enabling information technologies
- position our programs and services in preparation for the North Island Regional Hospital initiative.

ACTIONS & OPERATIONAL PLANS

1. Senior Leadership will take the Strategic Goals and Objectives and work with each department to write specific actions that are demonstrable, relevant, measurable and time-limited.

The Board understands that focus on quality items indentified by Accreditation Canada will dominate these actions.

Progress on the actions will be summarized under each Goal and regular progress reports made to the Board.

2. In order to more effectively fulfill its Mission and Strategic Plan objectives, St. Joseph's has developed more specific Operational Plans for 2010-2012. They are as follows:

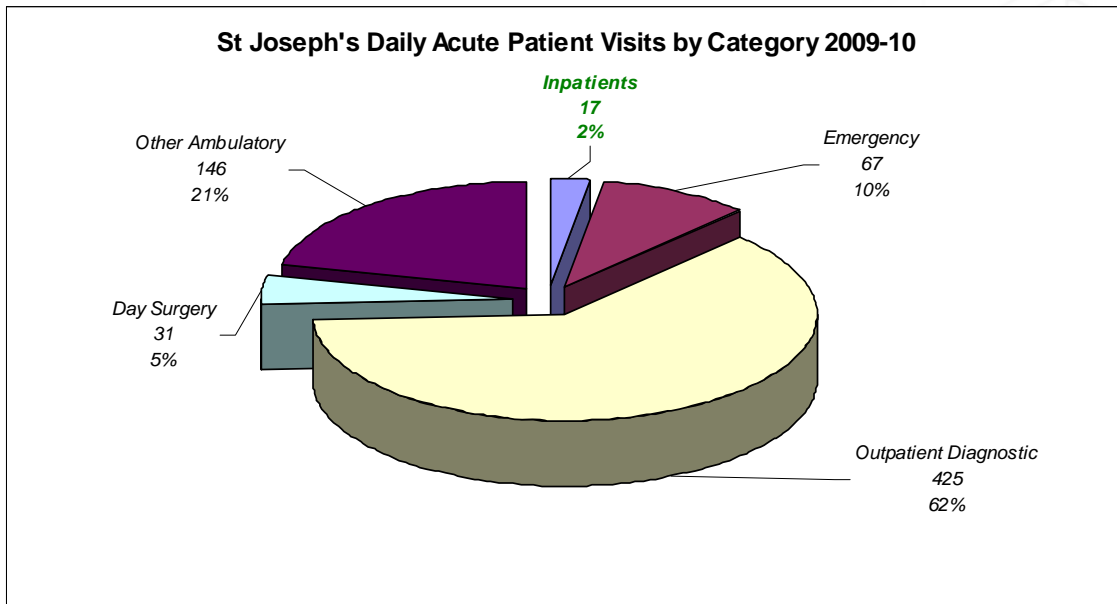
- Communication Plan;
- Human Resources Plan; and
- Information Management Plan.

3. Over the next year, the Strategic Plan will be reviewed again with a view of creating a Plan that has a multi-year time horizon.

APPENDIX 1

PROFILE OF ST. JOSEPH'S

Statistical Information ~ Statistics on St. Joseph's Daily Acute Patient Visits are set out below.



APPENDIX 2

PHYSICAL PROFILE

Upgrades to infrastructure ~ a summary of upgrades to the infrastructure of St. Joseph's Hospital facilities is set out below.

<i>UPGRADE</i>	<i>YEAR COMPLETED</i>
Electrical 100% Back-Up Generators and New Panels	1993
Oxygen Production (on-site)	1993
Fire Sprinklers Upgrade	1995
Fire Detection & Alarms	2009
IT Data Networks	2009
Nurse Call Upgrade	2008
Medical Gases Upgrade	1999
Overhead Lifts (Extended Care 2002; Acute Care 2006, Including ICU, OR's & Diagnostic Imaging)	2002 2006
VOIP Phone System	2009
Steam Generators & On Demand Hot Water	2007
Public Sector Energy Conservation Agreement (PSECA)	2009
<ul style="list-style-type: none">▪ Residential Care Lighting▪ HVAC Digital Controls▪ New Boiler	

APPENDIX 3

PHYSICAL PROFILE

Upgrades to Buildings ~ a summary of the age and upgrades to St. Joseph's Hospital buildings is set out below.

Acute Care:

<i>UPGRADE</i>	<i>YEAR COMPLETED</i>
Basement & Two Floors, 4 OR's	1967
Third Floor	1972
Rehab Clinic	1973
Kitchens/Cafeteria/Meeting Rooms (350 Patient Capacity)	1993
OBS Upgrade	1989
Pediatrics	1999
Laboratory	1997
Diagnostic Imaging	1997
Nuclear Medicine	2007
Psychiatry 18 Beds 1972; upgrade and construction of PICU 4 Beds 2002	1972 2002
Emergency 1997 & 2008	2008
Oncology Clinic	2007
Loading Dock	2003
Seismic Footings	2003
Windows Upgrade – Acute Tower	2000
Isolation Rooms (9) Full Standard	2007

Residential Care:

<i>UPGRADE</i>	<i>YEAR COMPLETED</i>
Eagleview	1982
Oceanview	1993

1938 Wing Building:

<i>UPGRADE</i>	<i>YEAR COMPLETED</i>
Office & Outpatient Clinics – included in all infrastructure upgrades and a window upgrade	2009

APPENDIX 4

OPERATIONAL PROFILE

Use and Utilization ~ following is a summary of general statistics relating to the use and utilization of St. Joseph's Hospital.

Inpatient Activity	06/07	07/08	08/09	09/10	10/11 Projected
Inpatient Days Acute	34,094	35,806	35,523	35,671	37,658
Residential	45,341	45,599	45,409	45,150	45,288
Total	79,435	81,405	80,932	80,821	82,946
Admissions Total	6,214	6,266	5,947	6,026	6,229
Acute	6,109	6,163	5,857	5,918	6,120
Residential	105	103	90	108	109
Births Newborn	562	666	592	636	624
Surgical Cases Inpatient	2,103	1,596	1,670	1,668	1,792
Daycare	5,782	6,350	6,365	6,741	6,859
Total	7,885	7,946	8,035	8,409	8,651
% Day Care	73.30%	79.90%	79.22%	80.16%	79.29%
# Joints	248	235	291	216	318
# Emerg Surgical Cases	1,140	962	1,088	1,169	1,250
% of Total Cases - Emerg	14.50%	12.10%	13.50%	13.90%	14.50%

Ambulatory Activity	06/07	07/08	08/09	09/10	10/11 Projected
ER 24/7 Visits	22,990	24,018	23,919	24,484	24,582
Visits/Day	63	66	66	67	67
Diagnostic Imaging Exams Total	73,371	79,648	82,114	84,256	84,939
Outpatient	67,766	73,887	75,796	78,742	78,887
% Outpatient	92%	93%	92%	93%	93%
Lab Tests Total	954,946	1,151,210	1,280,500	1,324,286	1,342,255
Outpatient	775,814	961,836	1,068,766	1,132,103	1,135,222
% Outpatient	81%	84%	83%	85%	85%
Clinic Visits Total *	57,317	57,253	57,549	55,360	60,606
Outpatient	38,611	37,152	37,427	35,083	34,538
% Outpatient	67%	65%	65%	63%	57%
Meal Days Total	109,278	107,239	106,489	105,676	106,474
Laundry (lbs) Total	582,406	578,533	586,875	585,617	604,546

APPENDIX 5

OPERATIONAL PROFILE

Services ~ St. Joseph's provides a wide variety of health care services and programs, which are summarized below.

Services:

- Emergency Services (24/7)
- Inpatient and outpatient/ambulatory diagnostic, treatment and rehab services, and medical care including endoscopy, interventional radiology, etc.
- Inpatient and day surgery (General Surgery, Orthopedics, Otolaryngology (Ear, Nose & Throat), Obstetrics/Gynecology, Ophthalmology; Urology, Visiting Plastics and Dental including Maxillofacial)
- Intensive Care
- Maternity and Pediatrics
- Transitional Care
- Acute Psychiatry including geriatric psychiatry, psychiatric emergency and psychiatric intensive care

Residential Care:

- 125 Complex Care Beds

Programs:

- Nursing – Ambulatory care
- Substance abuse intervention program
- Adult day therapy program
- Adolescent day therapy
- Upper Island Geriatric Outreach Program – VIHA program located at SJGH
- Crisis intervention program
- Colposcopy Clinic (Regional)
- Cancer Clinic and Outpatient Chemotherapy
- Hospice Society provided office space at SJGH
- Lifeline Response Unit through Switchboard
- Infection Control
- Rehabilitation Services (including Physiotherapy inpatient and outpatient; and Occupational Therapy Outpatient)
- Medical/Surgical Outreach
- Moms and Babes Support Group
- Medical Daycare
- Orthopedic Clinic
- Eye Clinic
- Dermatology Outpatient Clinic
- Obstetrical Clinic and Outreach
- Aboriginal Health (under discussion)
- Diabetes Clinic and Education
- Pacemaker (temporary insertion)
- Electrodiagnostics (includes MIBIs stress echo)
- Stroke Program (in development)
- Wound Care and Ostomy Services
- Pulmonary Function Lab
- Respiratory Rehabilitation
- Telehealth, including Teleoncology
- Outpatient Psychiatry Offices and Clinics
- Organ Retrieval

APPENDIX 5

OPERATIONAL PROFILE

Diagnostic & Support Services:

- Diagnostic Imaging including ultrasound, radiography, diagnostic and screening mammography, CT Scanning ,fluoroscopy, nuclear medicine and dental panels
- Laboratory, including microbiology, histology, blood bank, pathology, chemistry and ECG testing
- Pharmacy, including chemo preparations
- Health Records
- Social Work
- Nutritional Services (clinical and patient food services)
- Building Services
- Biomedical Engineering/Information Systems
- Patient Placement
- Housekeeping and laundry
- Purchasing/Materiels Management
- Sterile Processing Services
- Volunteer Services
- Quality Assurance and Management including infection control, staff education and risk management
- Administration
- Human Resources/Payroll
- Finance
- Pastoral Care

Other:

Management and Infrastructure Support for both Glacier View Lodge Society (102 beds) and Cumberland Regional Hospital Laundry Society (6.0M lbs)

Employees:

St. Joseph's employees number approximately 1078. The approximate breakdown of staff is as follows:

Description	Number	Percentage of Employees
Registered Nursing Staff (BCNU)	314	29%
Paramedical Staff (HSA)	166	16%
Support Staff (HEU)	564	52%
Non Contract Staff	34	3%

APPENDIX 6

OPERATIONAL PROFILE

Major Initiatives ~ St. Joseph's Hospital has recently undertaken the following major initiatives.

QUALITY PATIENT CARE

Access/Quality Improvement	<ul style="list-style-type: none"> Changing Needs ~ Changing Care Wound Care Heart & Stroke Rehab Waitlists Pharmacy Initiatives Utilization Management – Physician 48 + 5 Program
Partnerships	<ul style="list-style-type: none"> Hospice/Palliative Care (SJGH/Hospice Society) Initiative Glacier View Lodge – Electronic Patient Records Home & Community Support Opportunities PARTY Program

SUSTAINABLE QUALITY SERVICES

System Improvement	<ul style="list-style-type: none"> LEAN Design in Inpatient Information Technology Plan – Cerner HRG (5+3) Hospital Entertainment System Roll Out Telephone System Completion Green Efficient Applications
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SUPPORT FOR OUR PEOPLE

Human Resources	<ul style="list-style-type: none"> Human Resources Plan Mission Alive Caring Spirit Communications Plan
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QAULTY SERVICES PROVIDED SAFELY

Patients	<ul style="list-style-type: none"> MoreOB Surgical Check List
Staff	<ul style="list-style-type: none"> Safety Leadership Team Initiatives



2137 Comox Avenue, Comox BC V9M 1P2 | **ph** 250.339.2242 | **fax** 250.339.1432

www.sjghcomox.ca | email@administration@sjghcomox.ca