

Drivers of change

Here are the six drivers of change that will shape the future of our organization. They will guide our actions towards our corporate objectives, and pave the way to exceeding our customers' and government's expectations.

1. Customer

Before

Variable service

Strategic Measures

- Corporate Customer Satisfaction survey
- Performance indicators (by zone, by division, etc.)
- Customer Satisfaction results (by zone, by division, etc.)

After

High-quality, consistent service

Strategic Initiatives

- Process standardization: identify, prioritize and implement process for standardization
- Customer Relationship Strategy (Voice of the Customer)

4. Operations

Before

Stand alone processes

Strategic Measures

- Revenue per employee
- Value of performance improvement projects

After

Harmonized processes

Strategic Initiatives

- Process standardization: identify, prioritize and implement process for standardization
- Establish a Process Improvement Office
- Establish centers of excellence

2. Services

Before

Mandated services

Strategic Measure

- Revenue from existing and new customers

After

New services and new customers

Strategic Initiatives

- Expand customer base – Expand to long-term care, special care homes or other government agencies or departments
- Expanded service offerings for existing clients
- Project management and business case development for provincial initiatives
- Increased use and integration of technology by the system

5. Employees

Before

Feeling of disengagement

Strategic Measures

- Employee Engagement Survey
- Employee retention
- Attendance
- Positions filled internally

After

Sense of pride and belonging

Strategic Initiatives

- Employee performance management process
- Succession planning / career paths process
- Increase professional development focused on competencies, leadership and coaching
- Implement a fair and equitable compensation model

3. Results

Before

Savings / Cost avoidance

Strategic Measures

- Value of system savings and benefits
- Performance indicators by line of business
- Infrastructure enhancement/renewal

After

Savings and long-term value

Strategic Initiatives

- Joint identification, planning and execution of shared initiatives
- Prioritize and execute key opportunities to collaborate for savings and value
- Supply Chain Renewal
- Tracking and reporting of benefits achieved
- Leverage strategic relationships with vendor community

6. Resources

Before

Budget shapes strategy

Strategic Measures

- Completion rate of strategic initiatives
- Actual expenses compared to budget

After

Strategy shapes budget

Strategic Initiatives

- Implement Balanced Scorecard
- Develop budget process to support achievement of strategic initiatives
- Joint communication with Health System partners on roles, responsibilities and achievements