



Priority	What we will do	Steps that will be taken include	Annual Target(s)	2022-2023 Performance				Annual Measure
				Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	
System Leadership, Partnership & Advocacy			20/20 steps complete					4/19 complete
Partner with Communities to Improve Health	Improve the Health, Wellness and Patient Experiences of Indigenous Women, Children, Youth, Families and Gender Diverse Populations Accessing IWK Services	1. Internal Engagement & Initial Action 2. Engagement Session with Indigenous Communities & Partners to Confirm the Path Forward 3. Host a Symposium to Present Engagement Findings & Obtain Feedback (q4) 4. Continued Engagement & Implementation Activities Leading to the Co-Development of an Indigenous Health Action & Reconciliation Plan	4/4 steps complete	On Track				0/4 complete 4/4 on track
Enhance Equity, Diversity, Inclusion & Reconciliation	Become a Model Organization for Accessibility for Persons with Disabilities by Preventing/Removing barriers and Becoming More Equitable	1. Establish Governance (50% Community Membership) 2. Confirmation of Benchmark Targets/Standards 3. Current State & Gap Analysis Complete 4. Co-Created IWK Access by Design Strategy Development	4/4 steps complete	On Track				1/4 complete 3/4 on track
Accelerate Women's & Gender Diverse Health Agenda	Expand the Delivery of and Improve Access to High Quality Women's & Gender Diverse Care & Services	1. Current State Gap Analysis Complete 2. Stakeholder Engagement Complete 3. Strategy Development 4. Actively Pursuing Opportunities with Foundation (Model of Care Redesign & Innovation) 5. Actively Pursuing Opportunities with Government (Health Services Planning & Improvements)	5/5 steps complete	On Track				1/5 complete 4/5 on track
Advance Integrated Youth Mental Health & Addictions Services	Build Capacity with Community Partners Across Nova Scotia to Improve Access to Integrated Youth Tier II Mental Health & Addictions Services	1. Establish & Confirm Governance, Budget & Timelines 2. Hire Executive Director/Project Lead 3. Engage Community Organizations, Youth & Families 4. Develop Implementation & Evaluation Plan 5. Identify Community Sites for Demonstration Plan 6. Demonstration Plan Executed 7. Provincial Implementation Sites Announced	7/7 steps complete	On Track				2/7 complete 5/7 on track
Research & Innovation			3/3 steps complete					0/3 complete
Advance Research & Innovation Opportunities	Create Value for the Populations we Serve Building on Our Research & Innovation Expertise	1. Increase Research Grants & Investigations (# and \$) 2. Identify Key National & International Innovation Partners 3. Launch an IWK Learning Health System Innovation Incubator	3/3 steps complete	On Track				0/3 complete 3/3 on track
Achieving as a High Reliability Organization			15/15 steps complete					2/15 complete
Deliver Safe, High Quality Care	Reduce Serious Safety Events through a Strengthened Culture of Quality & Safety	1. Manager & Director Leadership Rounding 2. Board Members Included in Leadership Rounding with Executive 3. Safety Coach Program Relaunch 4. Medication Management Safety Initiatives 5. Accreditation Preparation	5/5 steps complete	On Track				2/5 complete 3/5 on track
Improve Access & Enhance Journeys	Improve Access to Surgical Care for the Populations that We Serve	1. Business Cases for Improved Access to Pediatric & Adult Surgery Complete (with Targets) & Submitted to Government 2. Scotia Surgery Pilot Complete & Next Steps Confirmed	2/2 steps complete	On Track				0/2 complete 2/2 on track
Support Our People to be Healthy and Successful	Support and enhance the health and well-being of the IWK team	1. Internal Survey Results Action Plan Developed & Implemented 2. Evaluate & Enhance Internal Programs (e.g. EFAP, Peer Support) 3. Education & Training Delivery 4. On Call Responsibilities/Span of Control Assessment Complete	4/4 steps complete	On Track				0/4 complete 4/4 on track
	Cultivate a safe, welcoming and inclusive environment for all	1. Establish Organizational Knowledge & Education Baseline 2. Align Enhancement Strategies with Values, Competency Development, & Provincial Initiatives 3. Implementation of Enhancement Strategies 4. Evaluation	4/4 steps complete	On Track				0/4 complete 4/4 on track
Responsible Stewardship			13/13 steps complete					1/13 complete
Optimize Capital Infrastructure	Begin Construction on Our Transformational Emergency Department Redevelopment	1. ED Redevelopment Site Readiness Complete 2. ED Construction Commenced 3. In Partnership with IWK Foundation Secure Innovative & Leading-Edge Equipment & Assets	3/3 steps complete	On Track				1/3 complete 2/3 on track
	Optimize How We Utilize Our Space to Improve Service Delivery Effectiveness & Efficiency	1. Evidence Informed Historical Data Analysis for Inpatient, Peri-Op & Ambulatory Care Space 2. Space Audits & Observation for Ambulatory Care & Non-Clinical Space 3. Prioritize Recommendations for Improvement to Enhance IWK Space Utilization	3/3 steps complete	On Track				0/3 complete 3/3 on track
	Protect & Enhance IWK Main Campus Infrastructure Assets	1. Confirm Funding to Action Deferred Maintenance 2. Establish a Facility Maintenance Index 3. Confirm & Execute Deferred Maintenance Priority Projects 4. Set Deferred Maintenance Targets & Develop a Robust Preventative Maintenance Program	4/4 steps complete	At Risk				0/4 complete 2/4 on track 2/4 at risk
	Dedicate ourselves to achieving environmental improvements that foster a sustainable future and impact climate change	1. Complete Current State Assessment (Main Campus & Offsite) 2. Confirm Environmental Sustainability Evidence Based Targets 3. Determine Priority Initiatives to Achieve Improvements and Begin Implementation	3/3 steps complete	On Track				0/3 complete 3/3 on track
			50/51 steps complete					7/51 complete

Legend:

At risk of meeting annual target, with NO recovery plan in place	At risk of meeting annual target, with recovery plan in place	On Track to meet annual target
--	---	--------------------------------

2022-23 Strategic Plan: Details

7/51 complete

Priority	What we will do	Steps that will be taken include	Current Status
Partner with Communities to Improve Health	Improve the Health, Wellness and Patient Experiences of Indigenous Women, Children, Youth, Families and Gender Diverse Populations Accessing IWK Services	1. Internal Engagement & Initial Action	On Track to meet annual target
		2. Engagement Session with Indigenous Communities & Partners to Confirm the Path Forward	On Track to meet annual target
		3. Host a Symposium to Present Engagement Findings & Obtain Feedback (q4)	On Track to meet annual target
		4. Continued Engagement & Implementation Activities Leading to the Co-Development of an Indigenous Health Action & Reconciliation Plan	On Track to meet annual target
Enhance Equity, Diversity, Inclusion & Reconciliation	Become a Model Organization for Accessibility for Persons with Disabilities by Preventing/Removing barriers and Becoming More Equitable	1. Establish Governance (50% Community Membership)	Complete
		2. Confirmation of Benchmark Targets/Standards	On Track to meet annual target
		3. Current State & Gap Analysis Complete	On Track to meet annual target
		4. Co-Created IWK Access by Design Strategy Development	On Track to meet annual target
Accelerate Women's & Gender Diverse Health Agenda	Expand the Delivery of and Improve Access to High Quality Women's & Gender Diverse Care & Services	1. Current State Gap Analysis Complete	Complete
		2. Stakeholder Engagement Complete	On Track to meet annual target
		3. Strategy Development	On Track to meet annual target
		4. Actively Pursuing Opportunities with Foundation (Model of Care Redesign & Innovation)	On Track to meet annual target
		5. Actively Pursuing Opportunities with Government (Health Services Planning & Improvements)	On Track to meet annual target
Advance Integrated Youth Mental Health & Addictions Services	Build Capacity with Community Partners Across Nova Scotia to Improve Access to Integrated Youth Tier II Mental Health & Addictions Services	1. Establish & Confirm Governance, Budget & Timelines	Complete
		2. Hire Executive Director/Project Lead	Complete
		3. Engage Community Organizations, Youth & Families	On Track to meet annual target
		4. Develop Implementation & Evaluation Plan	On Track to meet annual target
		5. Identify Community Sites for Demonstration Plan	On Track to meet annual target
		6. Demonstration Plan Executed	On Track to meet annual target
		7. Provincial Implementation Sites Announced	On Track to meet annual target

4/19 complete

System Leadership, Partnership & Advocacy

2022-23 Strategic Plan: Details

7/51 complete

Priority	What we will do	Steps that will be taken include	Current Status
Research & Innovation	Advance Research & Innovation Opportunities Create Value for the Populations we Serve Building on Our Research & Innovation Expertise	1. Increase Research Grants & Investigations (# and \$)	On Track to meet annual target
		2. Identify Key National & International Innovation Partners	On Track to meet annual target
		3. Launch an IWK Learning Health System Innovation Incubator	On Track to meet annual target
			0/3 complete

Priority	What we will do	Steps that will be taken include	Current Status
Achieving as a High Reliability Organization	Deliver Safe, High Quality Care Reduce Serious Safety Events through a Strengthened Culture of Quality & Safety	1. Manager & Director Leadership Rounding	Complete
		2. Board Members Included in Leadership Rounding with Executive	On Track to meet annual target
		3. Safety Coach Program Relaunch	Complete
		4. Medication Management Safety Initiatives	On Track to meet annual target
		5. Accreditation Preparation	On Track to meet annual target
	Improve Access & Enhance Journeys Improve Access to Surgical Care for the Populations that We Serve	1. Business Cases for Improved Access to Pediatric & Adult Surgery Complete (with Targets) & Submitted to Government	On Track to meet annual target
		2. Scotia Surgery Pilot Complete & Next Steps Confirmed	On Track to meet annual target
	Support Our People to be Healthy and Successful Support and enhance the health and well-being of the IWK team Cultivate a safe, welcoming and inclusive environment for all	1. Internal Survey Results Action Plan Developed & Implemented 2. Evaluate & Enhance Internal Programs (e.g. EFAP, Peer Support) 3. Education & Training Delivery 4. On Call Responsibilities/Span of Control Assessment Complete	On Track to meet annual target
			On Track to meet annual target
			On Track to meet annual target
			On Track to meet annual target
		1. Establish Organizational Knowledge & Education Baseline 2. Align Enhancement Strategies with Values, Competency Development, & Provincial Initiatives 3. Implementation of Enhancement Strategies 4. Evaluation	On Track to meet annual target
			On Track to meet annual target
			On Track to meet annual target
			On Track to meet annual target
			2/15 complete

2022-23 Strategic Plan: Details

7/51 complete

Priority	What we will do	Steps that will be taken include	Current Status
Responsible Stewardship	Begin Construction on Our Transformational Emergency Department Redevelopment	1. ED Redevelopment Site Readiness Complete	Complete
		2. ED Construction Commenced	On Track to meet annual target
		3. In Partnership with IWK Foundation Secure Innovative & Leading-Edge Equipment & Assets	On Track to meet annual target
	Optimize How We Utilize Our Space to Improve Service Delivery Effectiveness & Efficiency	1. Evidence Informed Historical Data Analysis for Inpatient, Peri-Op & Ambulatory Care Space	On Track to meet annual target
		2. Space Audits & Observation for Ambulatory Care & Non-Clinical Space	On Track to meet annual target
		3. Prioritize Recommendations for Improvement to Enhance IWK Space Utilization	On Track to meet annual target
	Protect & Enhance IWK Main Campus Infrastructure Assets	1. Confirm Funding to Action Deferred Maintenance	On Track to meet annual target
		2. Establish a Facility Maintenance Index	On Track to meet annual target
		3. Confirm & Execute Deferred Maintenance Priority Projects	At Risk w/ Recovery Plan
		4. Set Deferred Maintenance Targets & Develop a Robust Preventative Maintenance Program	At Risk w/ Recovery Plan
	Dedicate ourselves to achieving environmental improvements that foster a sustainable future and impact climate change	1. Complete Current State Assessment (Main Campus & Offsite)	On Track to meet annual target
		2. Confirm Environmental Sustainability Evidence Based Targets	On Track to meet annual target
		3. Determine Priority Initiatives to Achieve Improvements and Begin Implementation	On Track to meet annual target
			1/13 complete