

CEO Message

Happy New Year! I hope you enjoyed the holidays and are getting back into the groove of things and doing what you do best, providing outstanding patient care. With this new year and decade, comes a new strategic plan for TransForm. The plan, which will be implemented beginning in fiscal year 2020/21 through to 2022/23, builds on our continued commitment to provide you with best service possible and outlines some new initiatives that allow us to help you succeed. Approved by our board of directors in December, the plan focuses on three strategic goals -- *Digital Health, Health System Advancement and Organizational Excellence*.

More specifically, this plan outlines TransForm's commitment to the implementation of e-VOLVE and supporting our hospitals as you prepare to align to the new provincial digital health strategy. It also reinforces TransForm's support and collaboration with the local OHT's and TransForm's pledge to continuously strengthen staff's skills and knowledge through training and development.

Health System Advancement is new for this iteration of the strategic plan. This goal supports ongoing efforts to identify and assess opportunities to improve the effectiveness of the overall health system, while enhancing the value we bring to our customers and partners.

Now that our plan is approved and in place, my promise is to execute so TransForm can continue to raise the bar in health system innovation and provide exceptional customer service that helps you focus on patients first.

Strategic Plan – 2020/21 to 2022/2023

(Board Approved 11 December 2019)

STRATEGIC Goals: Direction:	Goal #1: Digital Health Strategy <i>TransForm will strive to be a provincial leader in setting the direction and delivery of digital health solutions to our Members, customers and Ontario Health Teams</i>	Goal #2: Health System Advancement <i>TransForm will advance health system effectiveness by enhancing value for our Members, customers and partners</i>	Goal #3: Organizational Excellence <i>TransForm will take steps to foster a culture of organizational excellence that includes service delivery, administration and governance</i>
Service <i>We will provide exceptional service to our member hospitals and customers</i>	1. Support e-VOLVE implementation including risk identification and mitigation strategies while continuing to support current information system needs 2. Investigate opportunities to develop a regional HIS support model	1. Assess opportunities for TransForm to provide and increase its service offerings 2. Leverage existing partnerships as part of our business strategy	1. Develop Service Level Agreements 2. Foster continual improvement activities that support service excellence and positions TransForm for opportunities
Performance <i>We will provide maximum value to our member hospitals and the customers we serve</i>	3. Support our hospitals as they align to the provincial digital health strategy	3. Identify opportunities to enhance value to the system 4. Position TransForm as a regional SSO	3. Measure and report operational efficiency standards that support service excellence across all divisions while ensuring fiscal responsibility
Innovation <i>By leading change, we will create new opportunities that improve the health system</i>	4. Standardization of ancillary applications across the region 5. Collaborate with local OHTs to develop a common digital health strategy in collaboration with other OHTs across the province 6. Align fully with Provincial HIS renewal strategy	5. Position TransForm as the preferred delivery partner for local, regional and provincial driven initiatives	4. Monitor service excellence strategies to ensure continued support of administrative accountability and opportunities
People <i>We will create an environment that supports our people as they strive for personal excellence</i>	7. Develop a people and training plan to strengthen our staffs' skills and knowledge that support the digital health strategy	6. Ensure the refreshed 2019 people strategy continues to support TransForm's retention and recruitment needs	5. Develop an operating model that ensures resource (all) alignment to support TransForm's customer service excellence commitment 6. Monitor existing strategy to promote growth and development of board members